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# 2015 Corporate Citizenship Report

INVESTING  
IN PEOPLE

**rh** Robert Half®



Protiviti President and CEO Joseph Tarantino (left) and Robert Half Chairman and CEO Max Messmer greeting students at the John S. Park Edison Elementary School in Las Vegas.

## At Robert Half, OUR MISSION is to:

- 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**

## FROM THE CHAIRMAN AND CEO

OUR COMPANY'S SUCCESS IS BASED ON RELATIONSHIPS — with our employees, the professionals we place, our valued clients, and the communities where our teams live and work.

We help thousands of people — from young job-seekers to experienced professionals — find jobs each year. We also foster the growth of businesses by matching our clients with skilled professionals, whether through our staffing lines of business or Protiviti's consultative approach.

The unique nature of our business attracts employees with a passion for helping improve people's lives.

Our Mission Statement highlights Robert Half's strong commitment to our communities. From participating in our signature programs to coming together as fundraising teams and everything in between, our employees enjoy — and seek out — the opportunity to make a positive difference.

Our supplier diversity program is recognized for including companies of all sizes in our procurement processes, and we have expanded our outreach to veterans and their families. We are proud of "i on Hunger," Protiviti's global initiative, as well as the U.S. Intern Day of Service, which was recognized with an "Excellence in Social and Community Investment Award" by Consulting magazine. We continue to explore new ways to work with our nonprofit partners, both those we've shared long histories with and new organizations that align with our philanthropic goals.

As I have said to our teams over the years, it's important that we do well by doing good. At Robert Half, we continue to live that simple, but meaningful, sentiment every day.

Sincerely,



**Harold M. Messmer, Jr.**  
*Chairman and Chief Executive Officer*





Robert Half executives from our international operations participating in a charity ride from London to Paris in support of Breast Cancer Care, British Heart Foundation and SOS Children's Villages.

## LEADING BY EXAMPLE

Our philanthropic areas of focus are education and workforce development, which align with our corporate mission: helping businesses grow and building rewarding careers for job seekers. However, we want to ensure that our programs support our employees' interests too. That's why our Leading by Example philanthropy and volunteer program blends our corporate goals with those of our global employees.



Our volunteer video, which features Robert Half and Protiviti employees, inspires our teams to find new ways to help their communities.

OUR NORTH AMERICAN MATCHING-GIFTS PROGRAM is one way we partner with our teams to help them increase their impact on organizations important to them. The program celebrated its 10-year anniversary in 2015.

Robert Half matches employee contributions to:

- Public and private K-12 schools, two- and four-year universities and colleges, and parent-teacher associations in North America
- Our national partners — like Boys & Girls Clubs and Dress for Success — and their local affiliates, and the American Red Cross and the Canadian Red Cross
- Activity-based fundraising efforts by our employees, such as runs, walks, rides and bowl-a-thons that support eligible nonprofits

Our employees also volunteer their time. Through our Dollars for Doers program, we grant \$15 to nonprofits for every employee volunteer hour. The overall match cap, combined for giving and volunteering, is \$1,000 per employee. Dollars for Doers grants, direct employee contributions and corporate matching provided eligible nonprofits with more than \$378,000 in 2013 and \$517,000 in 2014.

Our teams also have access to VolunteerMatch, an online portal for matching volunteers with local nonprofit opportunities. Through the site, employees can find group or individual volunteer opportunities, or create their own.



Robert Half employees assisting cleanup efforts following a tornado in Moore, Okla.

## LEADING BY EXAMPLE



Our management team in Brazil participating in a team-building charity event benefiting Grão da Vida, a children's charity.

### 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 the greatest. Our matching-gifts program also extends to these relief organizations and their local chapters to help provide local funding.

In 2013, two natural disasters occurred in the Midwestern U.S. and Southern Alberta, Canada: a massive tornado struck Moore, Okla., in May, and record-breaking flooding hit Calgary the following month. Some of our employees — as well as our clients and job candidates — were personally affected, and our teams banded together to help their larger communities. Local offices organized water and supply

Protiviti leadership followed suit at its Managing Directors Leadership Conference in Atlanta. Attendees participated in a hands-on “build-a-bike” project that promoted both teamwork and Protiviti’s Promises and Values. Team members built bikes and gave them to students from a local Title 1 elementary school as rewards for their perfect attendance records.

As part of our Advanced Leadership Development program, which is available to senior leaders in our global staffing operations, all attendees participate in a group volunteer event to illustrate further the “Contribution” aspect of the development program. Activities have ranged from Habitat for Humanity and transitional housing improvement projects to hunger-relief efforts.

drives, collected donations to purchase bicycles for students at a badly damaged school, and volunteered their time to assist in cleanup efforts.

### BOYS & GIRLS CLUBS OF AMERICA

Since 1997, Robert Half has supported Boys & Girls Clubs of America through a variety of programs geared toward fulfilling the organization’s mission:



The Boys & Girls Club in Dade City, Fla., celebrating the holidays at a party hosted by our local teams.

to inspire and enable all young people to realize their full potential as productive, responsible and caring citizens. With more than 4,000 clubs around the world, Boys & Girls Clubs of America has become a strategic partner in Robert Half's commitment to youth education and outreach.

Robert Half continues to sponsor the organization's Advanced Leadership Program (ALP), which provides instruction for club executives and staff on such topics as management philosophy, personal and organizational goal-setting, and career development strategies. We also have sponsored the annual California Youth of the Year Award recognition event since its inception in 2010.

Several of our offices also volunteer with local Boys & Girls Clubs as a regular part of their regional and district meetings. Activities like renovating a club library, offering homework assistance and organizing holiday celebrations are just a small sampling of our team's commitment to the organization. In fact, our relationship in the Tampa Bay, Fla., area is so strong, we were named the local club's Partnership of the Year in 2013.

#### BRITISH HEART FOUNDATION

Since 2013, our teams in the United Kingdom have worked with the British Heart Foundation as their primary charity, kicking off the year with a "Rock Up in Red" event. Wearing their finest — and funniest — red clothing and accessories, teams competed in a photo competition and made heart-healthy lifestyle pledges.

Our employees carried through with their promises, participating in the London-to-Brighton Trek, an annual 100-kilometer fundraising walk; a charity bike ride along a similar route; and fundraising marathons. One team braved the Wolf Run fundraiser, a 10-kilometer extreme sports event, which included mud, trail and obstacle runs. In all, our teams raised approximately £50,000 for the Foundation to support coronary disease research and education.

#### DRESS FOR SUCCESS®

Robert Half's involvement with Dress for Success, an international nonprofit that promotes the economic

independence of disadvantaged women, began in 2002 with a small clothing drive. Today, our offices across North America participate in our Suit Drive, held annually in August. Nearly 260,000 items of clothing and accessories have been donated to job seekers through the program. In addition to this



Members of our team in Los Angeles participating in our annual Suit Drive.

## LEADING BY EXAMPLE



### PROTIVITI'S DAY OF SERVICE

On July 11, 2014, nearly 500 Protiviti interns, employees and clients participated in its inaugural U.S. Intern Day of Service. Twenty-five U.S. offices took part in this event, which contributed more than 1,300 hours in support of local nonprofit organizations. Our employees participated in community cleanup efforts, rebuilt local parks, prepared meals and hosted donation drives. In 2014, this innovative program was recognized by *Consulting* magazine with its inaugural "Excellence in Social and Community Investment Award," which honors the involvement of consulting firms in social and community causes.

signature event, we sponsor local Dress for Success affiliates — and their fundraising events — in cities across the United States.

Each summer, Robert Half also sponsors the three-day Success Summit, a global conference for members of the Professional Women's Group (PWG) — an internal networking association that provides support, practical information and inspiration tailored to the needs of women who have recently entered the workforce — and the PWG program leaders. Robert Half has sponsored the summit since its inception in 2004. We also provide Dress for Success clients with access to approximately 2,500 online courses, the first global workforce-development offering for Dress for Success clients.

Dress for Success' professional development programs are well-aligned with the expertise of our employees. Many Robert Half recruiters and leaders volunteer at affiliates that operate a Professional Women's Group, while others serve on local chapter boards.

### ENACTUS

Through involvement in Enactus, students and academic and business leaders use the power of entrepreneurial action to improve the quality of life and standard of living for people around the world. Robert Half has been an active supporter of Enactus since 2007.



Our U.K. management team presenting a check to Breast Cancer Care representing funds raised during their London to Paris ride.

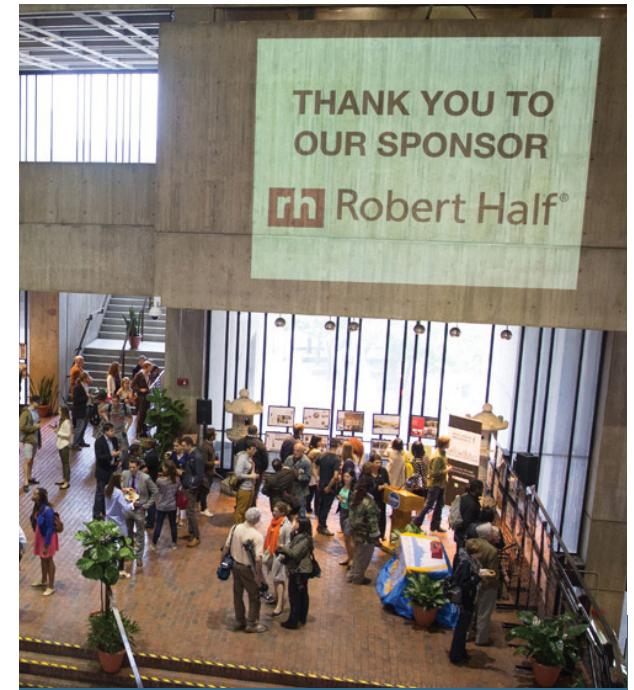
Globally, more than 66,500 students from 1,650 universities in 36 countries participate in the Enactus challenge. Through a series of competitions, Enactus student teams present their projects to a panel of judges from the business community, culminating in the prestigious World Cup. Our employees have judged national and global competitions, and Robert Half has sponsored the student career fair at the U.S. National Expo. In 2015, we expanded our Enactus relationship to include a new partnership with Enactus Canada.

### SOS CHILDREN'S VILLAGES

Robert Half employees in Central Europe and the Middle East district have supported SOS Children's Villages since 2006. Founded in 1949, the global children's rights charity is the largest nongovernmental organization focused on children without parental care and families at risk.

The Central European team explored creative ways to support the organization during the last two years. In France, the staff organized a raffle of more than 20 luxury items donated by their colleagues and raised more than €2,500 for the charity. Almost every member of the Netherlands team, along with their families and friends, participated in "24-Hour Run for SOS Kinderdorpen," a 262-kilometer run through four cities — Amsterdam, Rotterdam, Eindhoven and Utrecht — that raised over €5,000, split between SOS Children's Villages and Make-A-Wish Netherlands in 2013 and 2014.

The teams also tied their support of SOS Children's Villages to other important company programs. To encourage employee participation, Robert Half contributed €5 for each nomination for Circle of Excellence, our Corporate Services recognition program. We also transitioned our holiday cards from print to digital and donated the cost savings to the organization; this supported both our environmental stewardship and philanthropic efforts.



### BOSTON CELEBRATES 50 YEARS

Our Boston office celebrated its 50th anniversary in 2014 and commemorated the occasion with a special community tie-in: co-sponsoring the inaugural Public Space Invitational Awards, a citywide competition for beautification projects. One of the contest winners, a mobile book-lending reading room called "The Uni Project," was funded by our local team.

## **STARLIGHT CHILDREN'S FOUNDATION**

Robert Half employees in Australia and New Zealand are long-time supporters of Starlight Children's Foundation, a leading global charity aimed at improving the life and health of kids and families. One of the charity's main programs grants wishes to seriously ill children. In the past, our teams' fundraising efforts focused on the organization's general operations; however, in 2014, employees decided to channel their fundraising efforts into making one boy's dream come true. By raising nearly \$7,000, the team granted the wish of a 10-year-old boy with cerebral palsy, who was flown to Sydney to perform with Australian pop music group Justice Crew.

## **UPWARDLY GLOBAL**

The mission of Upwardly Global is to eliminate employment barriers for skilled immigrants and refugees, and integrate this population into the professional U.S. workforce. Through employer partnerships with organizations like Robert Half, Upwardly Global is able to introduce their professionals to local employers. Robert Half has worked with Upwardly Global in its training efforts, providing resume reviews and mock-interview help. In addition, we continue to support the organization's main fundraising and awareness event, Passport to Possibilities, in San Francisco and New York.

# **Other Involvement**

## **BREAST CANCER SUPPORT**

In July 2013, four members of Robert Half's senior management team rode 500 kilometers in three days from London to Paris to raise money for Breast Cancer Care, a U.K.-based breast cancer support group. The ride also benefited several other charitable organizations, including British Heart Foundation and SOS Children's Villages. Field offices across the International Zone supported the charitable bike ride by competing to raise money and awareness. In all, teams raised a total of £22,000, with more than £13,500 going directly to Breast Cancer Care.

The Belgium-based Corporate Services IT team also cycled for two days and more than 260 kilometers to raise €1,000 for breast cancer awareness. In September 2014, 34 Robert Half employees ran La Parisienne, a women's 6.7-kilometer footrace in the heart of Paris, to support breast cancer research and awareness. The team raised €2,500 for the organization during their fifth-annual run.

## **COMMUNITY SCHOLARSHIP**

Protiviti's CommUnity Scholarship Program was founded in 2005 to support promising students in some of Chicago's most economically challenged neighborhoods. Every year, Chicago employees fund

the scholarship by contributing around \$50,000, which allows them to select two outstanding students in need from local public schools for a \$5,000-a-year renewable scholarship. To date, Protiviti has helped eight students graduate from college. Ten sponsored students are currently pursuing their college degrees. Employees also participate in office tours and mock job interviews to encourage the students' professional curiosity.

## **HOPE ON THE SLOPES**

Hope on the Slopes, a ski and ride event, raises funds for the American Cancer Society and supports research that leads to improved treatments, patient care and services, and education. The Colorado event was started by our Denver Protiviti office in 2006, and since then, has been attended by Protiviti employees, alumni, and friends and family from six offices across the United States. Individuals and teams compete for the most vertical feet skied or ridden, and most donations raised. Protiviti has been a founding sponsor since the event's inception, provided a team that has been one of the top three fundraising teams every year, and continues to co-run the event with the nonprofit organization.

## **i ON HUNGER**

In late 2014, Protiviti announced its newest initiative, i on Hunger. The goal is to bring together Protiviti employees and clients to pack more than one million meals for those in need. Through participation in food

drives, meal-packing events and meal-delivery efforts, Protiviti has partnered with organizations such as Feed My Starving Children, Greater Boston Food Market, Maryland Food Bank and Stop Hunger Now. As of April 2015, more than 885,000 meals have been delivered globally.

### JUNIOR ACHIEVEMENT

Junior Achievement's mission is to prepare tomorrow's workforce today by teaching students about workforce readiness, entrepreneurship and financial literacy. This mission aligns closely with Robert Half's philanthropic and volunteer outreach goals. That's why offices in Boston; Dallas; Sacramento; the San Francisco Bay Area; and Washington, D.C., are mentoring students, volunteering in the classroom and raising funds for this organization.

Throughout the country, our employees sit on local Junior Achievement boards; host events like the Social Innovation Camp for high school students; sponsor Hall of Fame dinners; participate in fundraising bowl-a-thons; and take over an entire elementary school for "JA for a Day," where up to 25 employees teach the Junior Achievement curriculum to elementary, middle and high school students.

## ROBERT HALF SIGNATURE PROGRAMS



Robert Half®

Our Robert Half staffing and Corporate Services locations in North America participate in signature programs with two of our key nonprofit partners: Dress for Success and Boys & Girls Clubs.

In August, we host our annual suit drive for job seekers in need of interview-appropriate attire. We work with our clients, job candidates and business partners to collect professional suits, separates and accessories for the local Dress for Success affiliate or similar nonprofit. Nearly 260,000 items have been donated through the program since 2002, helping to bring confidence to job seekers embarking on the next stage of their careers.

Our teams embody the spirit of giving during our annual holiday drives, which range from collecting food, clothing and toys to creating full-scale celebrations for local Boys & Girls Clubs. What started as a single event in Chicago in 2006 now impacts cities throughout North America. Through the program, more than 100,000 toys and games have been collected for local children and their families.





*The Robert Half Corporate Services building in San Ramon, Calif. — our largest leased space — is LEED Gold Certified.*

## ENVIRONMENTAL STEWARDSHIP

As a professional services firm, Robert Half's impact on the environment is generally less than that of other types of companies. Our greatest areas of opportunity to reduce our carbon footprint include our real estate portfolio; our paper and supply usage; and items that help our teams serve our clients and candidates, such as technology and technical infrastructure.

Our offices are typically leased spaces located in Class A office buildings, with a majority occupying less than 5,000 square feet. Our utilities are included in our full-service lease arrangements, which can make it more difficult in some cases to report on electricity and water use by location.

When selecting office locations, we review a number of factors, including proximity to public transportation — ideally less than a quarter of a mile — and our ability to maximize our use of space. In the United States, we also look for office locations that are in LEED-certified buildings when possible, like that of our largest occupied building, our Corporate Services location in San Ramon, Calif. Recycling programs, "green" cleaning supplies, bicycle storage and outdoor space in close proximity also are considerations when evaluating office space. Energy-saving features we review include occupancy sensors on lights, low-flush toilets, low-flow or automatic faucets, energy-saving appliances, and maximum access to windows and natural light.

During office build-outs, we use paint with no volatile organic compounds (VOCs). Paints we use meet the GREENGUARD Standard for Low Emitting Products and the Green Seal Environmental standard. We also use carpet that has a high percentage of recyclable content and is 100 percent recyclable at its end of life. Newly purchased furniture is GREENGUARD-certified, when possible.

We continue to work with our landlords to increase office efficiency, reduce our energy consumption and create office spaces aligned with environmental best practices.

### REDUCED PAPER USAGE AND RECYCLING

During the last two years, we have reduced our paper use through the smarter use of technology. In many of our branch offices, we have transitioned away from standard desktop computers to smaller, more efficient tablets. Marketing materials are also primarily digital. In addition, we are conducting more interviews with job applicants by video. The benefits are myriad, including reducing the environmental impact of traveling to our office for an interview.

In North America, we work with our primary shredding vendor to responsibly recycle our paper-based waste. In 2013, more than 634,000 pounds of paper were processed by our shredding vendor; in 2014, that number was 683,000 pounds.

Our paper recycling efforts were complemented by another effort: an increased use of remanufactured toner cartridges for our office printers in North America. In 2013, 22 percent of total toner purchased through our main vendor was remanufactured, and that number increased to 27 percent in 2014.

Our long-term goal is to eliminate as much paper from business processes as possible. We have made great strides, and our efforts are ongoing.

### TECHNOLOGY RECYCLING

From computers and tablets to mobile phones and multifunctional devices, our teams rely on various types of technology to support their clients' and candidates' needs. As these pieces of equipment are phased out of use, many of the older items are donated to local nonprofit organizations that can benefit from the

## ENVIRONMENTAL STEWARDSHIP

technology. In cases where the item has reached its end of life, we work with an e-waste specialist to break down these units responsibly and recycle their component parts, such as copper wire and metal.

### DATA CENTERS

Our data centers play an integral role in our business operations and in our energy-reduction efforts. Our technology teams have made it a priority to manage down our energy use, while increasing the efficiency of our systems. From 2013 to 2014, we reduced the power consumption of our main data center by 18 percent, saving \$150,000 in energy costs — or the equivalent energy of powering eight homes for a year. Our power usage effectiveness, a measure of how efficiently a data center uses energy, also improved during the last two years by nearly 23 percent. Our conservation efforts have resulted in a significant reduction in energy use over the past 18 months, despite the increased volume of data we are processing.

### INTERNAL AWARENESS

Chairman and CEO Max Messmer acknowledges Earth Day through an enterprise-wide communication, reminding our global teams of the importance of personal and company-supported environmental sustainability efforts. It also is an opportunity to highlight our annual contribution to the Arbor Day Foundation, a nonprofit organization dedicated to reforestation projects throughout the world.



In 2013, Protiviti implemented “2,013 Acts of Green” in North America on Earth Day to increase awareness about sustainability and share ideas for “going green” at home, in the office and in day-to-day activities. Employees were encouraged to post their “acts of green” and include photos on internal social media. Internal champions spread the word through monthly meetings to discuss updates about

the contest and share ideas. The following year, Protiviti created an interactive intranet site, “All Things Green,” where links to their sustainability initiatives, events and important articles are highlighted. This focus on environmental topics contributed to Protiviti’s “National Sustainable Best and Brightest Companies to Work For” award given by the National Association for Business Resources in 2014.

# ENVIRONMENTAL STEWARDSHIP

**23%**

## POWERING DOWN

Over the last two years, Robert Half's power usage effectiveness has improved nearly 23 percent.



**100%**

## ROLLING OUT THE CARPET

We use carpet with a high percentage of recyclable content that also is 100 percent recyclable at its end of life.



**27%**

## SUPPLIES ... AND DEMAND

In 2013, 22 percent of total toner purchased through our main vendor was remanufactured, and that number increased to 27 percent in 2014.



**2,013**

## CAUGHT IN THE (GREEN) ACT

In 2013, Protiviti launched "2,013 Acts of Green" to increase awareness about sustainability and share ideas for "going green" at home, in the office and in day-to-day activities.





*Employees in the Netherlands reviewing details following a technology launch.*

# EMPLOYEE PROGRAMS

Every day, our employees help their clients meet business needs, assist job candidates in reaching their career goals, and support each other through innovation and collaboration. In doing so, our teams come together to make Robert Half a great place to work. Our commitment to our employees is evident in our competitive benefits, diversity and inclusion programs, recognition and performance management, and training and development programs.

At Robert Half, our employee programs — from our competitive benefits and diversity programs to our training and development programs — support our core values, or LEAD Principles:

- **LEADERSHIP BY EXAMPLE**
- **ETHICS FIRST**
- **AN OPENNESS TO NEW IDEAS**
- **DEDICATION TO EXCELLENCE**

We recognize our employees who exemplify these values in various ways. Some are small, like our North American Everyday Heroes program, and others are more encompassing, like our annual Circle of Excellence event for our Corporate Services employees.

Protiviti, our global business consulting unit, is also guided by a set of core values, which are based on the LEAD Principles: professionalism, productiviti, proactiviti, objectiviti, creativiti, integriti, qualiti and responsibiliti. Together these qualities help to create an environment of shared excellence.

## RECRUITING — AND RETAINING — THE BEST TALENT

In order for us to best serve our clients, we need to recruit, train and retain a talented workforce. We actively recruit from diverse populations to meet our hiring needs.

At Protiviti, many new-hire efforts focus on college recruiting. In addition to an award-winning internship program, Protiviti cultivates relationships with college and university students through its extensive campus recruiting program. Candidates and future new hires are invited to stay up to date on Protiviti events in real time through a recruiting blog, which began in 2009. Once hired, new employees learn more about the company through periodic new-hire newsletters and semiannual conference calls with Protiviti CEO Joe Tarantino.

Similarly, the Robert Half Management Training Program is designed to hire and train recent college graduates. High-potential participants attend public speaking workshops, executive lectures and community service events.

To celebrate our employees' tenure, we mark milestone anniversaries with various forms of appreciation. In 2013, our anniversary of service program was expanded to make the experience even more personal for our celebrants. The program, which is available globally, celebrates the milestones of first-year success, as well as three years, five years and each subsequent five-year milestone. We also recognize our more tenured employees — those celebrating milestones of more than 10 years — with online profiles and special recognition by our senior management team. In 2015, more than 16 percent of our global employee population will celebrate 10 years or longer with Robert Half and Protiviti.

## TRAINING AND DEVELOPMENT

Opportunities for professional development are important to our employees, which is why we provide myriad training options for our Corporate Services, staffing and Protiviti employees. Developing our employees' skills through advanced training helps ensure that we remain competitive and continue to be seen as an employer of choice in our industry.

## EMPLOYEE PROGRAMS

Training takes a variety of forms. Using our multimedia online universities, Robert Half and Protiviti employees can access online, self-led training courses through SkillSoft; watch a webinar on a technical topic; check out a range of professional books through Books 24x7; and sign up for in-person learning opportunities. By having access to various methods of learning, our employees can choose the way that best suits their personal style.

Job candidates who register with us for temporary positions also have access to the suite of business and reference materials offered through SkillSoft and Books 24x7. By aiding in their skills development, we are able to help job candidates reach their professional goals and build skills that make them eligible for a wider array of client engagements. In 2013 and 2014, our employees accessed more than 80,000 SkillSoft courses and 63,000 books and videos globally. Some SkillSoft courses fulfill continuing professional education (CPE) requirements. In 2013 and 2014, nearly 89,000 CPE credits were issued to our internal staff and the professionals we place.

We invest many hours in the research and development of targeted training opportunities for our internal staff. Business simulations, peer consulting, change management and 360-degree surveys are just a few ways our professionals hone their operational, leadership and interpersonal

skills. In 2013 and 2014, our global staffing and Corporate Services management teams participated in more than 31,000 hours of in-person leadership training. In 2014, newly hired or promoted staffing professionals in North America attended more than 110 classes.

In 2014, our global senior leadership team for our staffing operations participated in the Advanced Leadership Development (ALD) program. This three-part series, which is completed within 18 months, focuses on the three C's of leadership: Character, Collaboration and Contribution. The series culminates with a team-based community service project, which serves as a way to transform participants' learning into action.

Protiviti has a similarly comprehensive career development program that provides specific training opportunities, learning maps and evaluations. At the end of each client project, supervisors provide written feedback, which is used to shape future assignments and learning opportunities. In Protiviti's global Challenge Schools, participants come together for a series of in-person trainings. At least two Executive Team members, including Protiviti's CEO, attend every Challenge School and share their experiences, seek feedback and attend social events. There is a similar curriculum focused on business development to enrich the skills of Protiviti's more senior professionals.

## AFFILIATIONS, ALLIANCES AND LOCAL INVOLVEMENT

- 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 Business Diversity Network
- Hirepurpose
- Military Spouse Employment Partnership
- National Association of Black Accountants (NABA)\*
- nPower
- Out & Equal
- Professional Diversity Network
- Upwardly Global
- Women in Technology International
- Women of Waterloo (WOW)
- Year Up

\* Robert Half and Protiviti partner

The Robert Half United mentoring program is designed to support the transfer of leadership knowledge and enhance the career development of our staffing professionals. Each partnership is customized to fit the individual needs of newly promoted mentees and leverage the strengths of selected mentors. Similarly, Protiviti has integrated an advisers program into its professional development strategy. All consulting employees have three unique contacts at different levels of the company who sponsor their careers. This creates a chain of mentoring and coaching, and leads to on-the-job learning and development.

#### HEALTH AND SAFETY

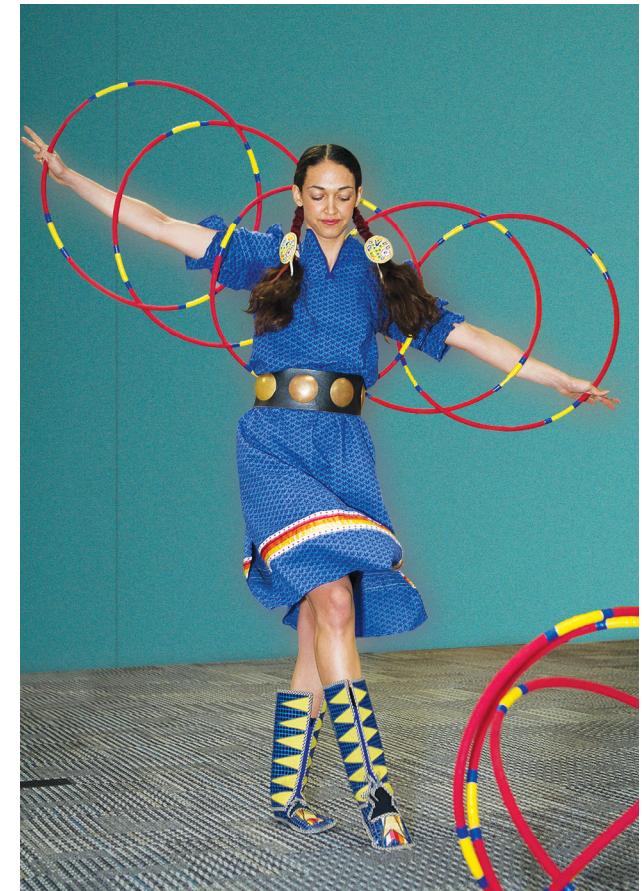
Robert Half and Protiviti are committed to providing a safe working environment for our people, and preparedness is part of that effort. In North America, employees are required to complete a scenario-based safety-awareness training, which covers ways to support a safe workplace free of harassment and discrimination, and prevent workplace violence. Our U.S. Injury and Illness Prevention Program and our Canadian Provincial Health and Safety Programs are shared with staffing, Corporate Services and Protiviti employees annually. They include information on reporting incidents, basic safety rules, best practices and procedures for recognizing and responding to workplace hazards, and specialized training in certain provinces. Protiviti also promotes preventive measures in Town Hall presentations.

#### DIVERSITY AND INCLUSION

Our commitment to equal opportunity forms the foundation of our business practices. We provide equal access to opportunity and advancement, regardless of characteristics such as 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; employees in a number of countries, including the United States and Canada, participate in mandatory annual awareness training to reinforce these values.

As a global business, we believe our employees and the professionals we place should mirror the diversity in background, education and perspectives needed by our clients. In fact, in a recent employee engagement survey, diversity and inclusion scored highest in the "most favorable" categories, reflecting that our people believe Robert Half "provides a working environment that is accepting of differences in cultural background or lifestyles."

Robert Half participates in and recruits from a number of campus-based, nonprofit and professional alliance events. Robert Half and Protiviti have formed Diversity Champions Networks to provide strategic direction and support diversity in the workplace. The Robert Half network, which began in 2009, focuses



A dancer performing a Native American Hoop Dance as part of our quarterly diversity series at our Corporate Services offices in San Ramon, Calif.

## PROTIVITI'S EMPLOYEE NETWORK GROUPS

Protiviti's Employee Network Groups are local, grassroots groups that engage employees in person and virtually, and focus on promoting diversity initiatives.

- The Women's Network Group, known as iGROWW (Initiative for Growth and Retention of Women at Work), has a strong voluntary membership of both women and men, and promotes dialogue about women's professional issues through various forums, networking events and community service activities.
- In May 2014, Protiviti employees formed the ProLGBTA, an LGBT and allies employee network group, to increase the visibility and awareness of LGBT employees.
- Working with our recruiting team, the Veteran Employee Network Group aims to re-engage individuals with the workforce after military service. The group includes a cross-section of employees, from interns to managing directors, and veterans and non-veterans alike.
- The Parents' Network helps employees address the changing dynamics of a professional career while managing a family. Through the network, employees share ideas and experiences, and provide feedback on Protiviti's human resources policies and benefits.

on developing relationships with industry and professional associations to connect to a larger population of prospective new hires. Similarly, the Protiviti network brings together employees from across solution areas and career levels to design and implement diversity programs.

At our corporate headquarters, our Office of Diversity hosts instructor-led courses on diversity and inclusion topics, and e-learning opportunities are promoted through our online course offerings. Informal programs and lunch events celebrating diverse cultures also are common. In 2013, Protiviti rolled out multigenerational training, working with an external expert to create cultural awareness of generational attitudes and beliefs and show how those can play out in the workplace. Based on the program's success, this training is now part of the Challenge and Business Development Schools' curricula. In addition, in 2014, Protiviti became the sole underwriter of the PBS educational series, *America's Generations with Chuck Underwood*.

## VETERAN OUTREACH

Through our partnerships with veteran-focused organizations, we are able to provide veterans and military families in the United States with career resources and guidance through our global office network. To help raise awareness



Regional manager Chris Brinkman (center with award) being recognized on behalf of Robert Half at the Employers in Support of the National Guard event. Brinkman also was honored with an "Above and Beyond" award on behalf of Robert Half, as an employer who provides extended benefits during National Guard duties.

of employment and training opportunities, teams located near military bases participate in career fairs sponsored by RecruitMilitary, the U.S. Chamber of Commerce Foundation's Hiring Our Heroes program and other local organizations. Our employees have access to a variety of resources, including the Military Skills Translator, a glossary of military terms to help staffing professionals better understand military job acronyms; information about transition-assistance programs; and other resources. We also post open internal positions for our staffing offices and Corporate Services locations to a variety of military-focused job boards.

## AWARDS

- District Directors Billie Watkins and Dawn Fay named as 2015 Women of Influence Honorees by the *New York Business Journal*
- Executive Director Diane Domeyer (2013-14) and Senior District Director Sharon Black (2013-15) named "Forever Influential" by the *San Francisco Business Times*
- Metro Market Manager Catrina Simbe named to *Silicon Valley Business Journal* "Women of Influence" list (2015)
- Operational President Rita Steel (2013), Vice President of the Office of Diversity Kathleen Trimble (2014), and Executive Director DeLynn Senna and Regional Manager Karen Warren (2015) named to *San Francisco Business Times* "Most Influential Women in Bay Area Business" list
- Protiviti's Executive Vice President of Strategic Planning Carol Beaumier named to *Consulting* magazine's "Top 25 Consultants" list in the Leadership category (2014)
- Protiviti Recruiting Director Elaine Poucher named a 2014 "Glassdoor Talent Warrior"
- Protiviti Member Firm Managing Director Shatha Al Maskiry named one of the "Most Powerful Business Women in Oman" by *Oman Economic Review* (2013); winner of the Excellence Award for Corporate Leadership at the Third Edition of Al Mar'a Excellence Awards (2014)
- Nonkululeko Godobo, chairperson of SNG, Protiviti's South Africa Member Firm, named "Top Business Woman of the Year" by Standard Bank (2014)
- Protiviti Managing Director Shaheen Dil named to the "Women Leaders in Consulting" 2014 list by *Consulting* magazine
- Protiviti Senior Manager Leslie Bordelon named an "Emerging Leader" by *Internal Auditor* magazine (2014)
- Diversity and Inclusion Senior Manager Ranelle Dunnam recognized on behalf of Robert Half by the National Association of Black Accountants as 2014 Corporate NABA All Star
- Protiviti Senior Vice President Barbara Rothenstein named to the "Women Leaders in Consulting" 2013 list by *Consulting* magazine



## SUPPLIER DIVERSITY

**Robert Half relies on the services and products of a number of different suppliers to help us meet the needs of our clients and candidates.**

THROUGH OUR AWARD-WINNING U.S. SUPPLIER DIVERSITY PROGRAM, we ensure that we're offering diverse enterprises the same opportunities other companies have to compete for our business, giving us access to the highest-quality goods and services.

We make every effort to maintain a diverse and balanced supplier base. We work with diverse business enterprises, those that are at least 51 percent owned by a member of a minority group — including African-Americans, Asian-Americans, Hispanic-Americans, Native Americans, veterans and disabled veterans — and women-owned businesses, which are at least 51 percent owned by a woman or women.

In 2014, more than 18 percent of our U.S. expenditures went to diverse suppliers, a 25 percent increase over the previous year.

Because small businesses comprise a large portion of our markets, we also want to support vendors in this category with our business. In 2014, 32 percent of Robert Half U.S. expenditures went to small U.S. businesses.

These efforts to promote opportunities for suppliers of all backgrounds have been recognized by the business community for many years. For the sixth consecutive year, Astra Women's Business Alliance, an organization that assists women-owned businesses in becoming qualified suppliers, honored Robert Half in 2014 with the Astra Done Deals award, which recognizes contracts awarded to women-owned businesses. Kathleen Trimble, vice president of our Office of Diversity and a recognized expert in supplier diversity, was awarded the Western Regional Supplier Development 2013 President's Award and named its board chair.

These accomplishments are the result of the efforts of our U.S. employees, who share in our commitment to working with small and diverse suppliers. Each year, Robert Half recognizes an internal advocate who has made significant contributions to our program by improving processes, participating in outreach programs or assisting with supplier development to diverse companies.

### MEMBERSHIP AND LOCAL INVOLVEMENT: 2013-2014

- Astra Women's Business Alliance: Regional Member
- California Disabled Veteran Business Alliance: Corporate Member, Advisory Board Chair
- National Minority Supplier Development Council: Corporate Member, past Board Member
- Western Regional Minority Supplier Development Council: Corporate Member, Board Chair
- Women's Business Enterprise National Council: Corporate Member, Board Member
- Women's Business Enterprise Council – West: Regional Member, Board Member



Robert Half leadership team building playhouses for military families through Habitat for Humanity while attending a senior leadership training in Arizona.

## ABOUT ROBERT HALF

Since 1948, Robert Half has been a recognized leader in professional consulting and staffing services. Our values are rooted in “Ethics First,” the philosophy of our founder Bob Half, and central to our commitment to matching great professionals with great businesses.

Robert Half brands include 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 administrative support professionals; Robert Half® Technology, for project and full-time technology professionals; Robert Half® Legal, for project and full-time staffing of lawyers, 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 helps companies solve problems in finance, technology, operations, governance, risk and internal audit. Robert Half has staffing and consulting operations in more than 400 locations worldwide.



### Robert Half and Protiviti Make THE LISTS

In 2015, Robert Half and Protiviti were honored by *Fortune*® magazine on the “World’s Most Admired Companies” and the “100 Best Companies to Work For” lists, respectively. Since 1998, Robert Half has been named to the “Most Admired” list, and we again topped our industry ranking in 2015. Protiviti’s inclusion on the “Best Companies” list recognizes the unique culture created by their employee and management teams.

We are proud of these distinctions, which are bestowed by our business peers and valued employees, and reflect our longstanding values.

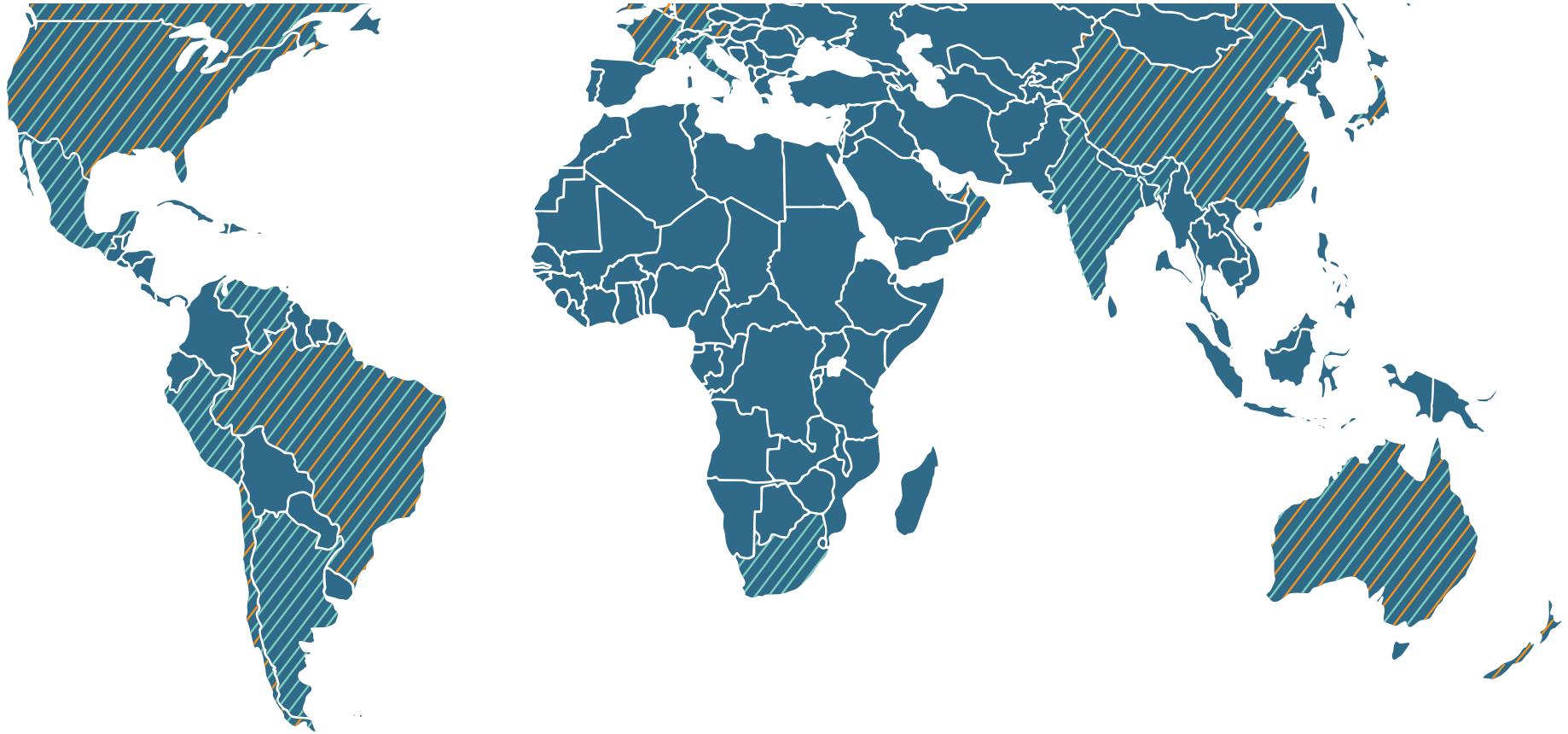
## ABOUT ROBERT HALF

### ROBERT HALF RECOGNITION

- Fortune magazine's "Most Admired Companies" list (1998-2015)
- FTSE4Good Responsible Investment Index (2008-2015)
- Chairman and CEO Max Messmer and vice chairman, president and CFO Keith Waddell named to *Institutional Investor*'s All-America Executive Team (2014)
- Barron's 400 Index (2014)
- Received a rating of 85 (out of 100) in the Human Rights Campaign's Corporate Equality Index (2012-2014)
- #1 staffing vendor by three top global banks (2014)
- Ethisphere's "World's Most Ethical Companies" list (2013)
- Chairman and CEO Max Messmer received the Staffing Innovator Award from Staffing Industry Analysts (2011)
- Local "Best Places to Work" lists worldwide

### PROTIVITI RECOGNITION

- Fortune magazine's "100 Best Companies to Work For®" (2015)
- One of the top 15 "Best Firms to Work For" by Consulting magazine (2014)
- One of Vault's 2015 Consulting 50 "Best to Work For" (2014)
- One of the "National Best and Brightest Companies to Work For" by the National Association for Business Resources (2014)
- ERE Recruiting Excellence Award for Best Employee Referral Program (2014)
- One of the "National Sustainable Best and Brightest Companies to Work For™" by the National Association for Business Resources (2014)
- SNG, Protiviti's South Africa Member Firm, named "Top Gender Empowered Company" (finance category) by Standard Bank (2014)
- Achievers 50 Most Engaged Workplaces Award for 2013
- Local "Best Places to Work" lists



Revenue: \$4.7 billion (2014)  
NYSE: RHI  
S&P 500 Index  
FTSE4Good Index Series  
Headquarters: Menlo Park, Calif.

### STAFFING OPERATIONS

|   |          |
|---|----------|
| Locations worldwide:                    | >340*    |
| Countries:                              | 19*      |
| Employees:                              | 11,200*  |
| Temporary professionals placed in 2014: | 211,000* |

\*As of December 31, 2014

### PROTIVITI

|  |        |
|--|--------|
| Locations, including independently owned Member Firms: | >70*   |
| Countries:   | >20*   |
| Employees:   | 2,800* |

\*As of December 31, 2014

Call us today at 1.800.803.8367  
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