

# Corporate Citizenship Report 2013

## INVESTING IN PEOPLE



**rh** Robert Half®

Our social responsibility programs are not stand-alone initiatives for Robert Half. They serve as the framework for how we do business.

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

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# From the Chairman and CEO

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## From our core, Robert Half is a people business.

We help companies find experienced professionals to meet critical business needs, and we provide skilled workers with rewarding career opportunities. We also foster a work environment where our employees are empowered to bring businesses and people together by making great job matches. It follows then that our corporate citizenship activities also are focused on the people whose lives we touch every day.

As a business that helps people find jobs, Robert Half has a stake in building tomorrow's workforce. That is why we have a natural interest in programs that support education and workforce development, and many of our corporate giving and volunteer programs are focused in these areas.

When disaster strikes, the impact on local communities is often devastating. We contribute annually to the American Red Cross, which provides much needed support in times of crisis around the world, and to the Canadian Red Cross. Each year, Robert Half's gifts are designed to provide resources where and when funds are needed most.

This citizenship report also details our company's efforts to minimize our environmental impact. These activities range from grassroots programs sponsored by our employees to more formal, repeatable business practices designed to promote sustainability.

Our social responsibility programs are not stand-alone initiatives for Robert Half. They serve as the framework for how we do business. In fact, we recently expanded our mission statement to better communicate our long-held commitment to our clients, job candidates, employees and the communities in which we live and work.

Our mission statement also reflects the results of our most recent employee survey. Our employees continue to let us know where we can enhance our citizenship programs and business practices. We are excited about the ways these ideas will shape our company's future.

Sincerely,



Harold M. Messmer, Jr.  
Chairman and CEO  
Robert Half





Our employees help charitable organizations advance their missions through volunteer service and financial contributions.



*Robert Half and Protiviti executives helped turn a playground into a geography lesson during a team volunteer event in Las Vegas.*

# Leading by Example

Our employees are active participants in the communities where they live and work. We support the work of nonprofit organizations around the globe through corporate financial donations, employee volunteerism or both.

Our North American matching-gifts program provides employees with a matching gift of up to \$1,000 for fundraising, personal contributions or volunteer time per calendar year. Direct matching is available for schools and parent-teacher associations, as well as the national and local affiliates of our corporate nonprofit partners. Fundraising for activity-based charity events — such as runs, walks and bowl-a-thons — are matched, as are donations through Adopt-a-Classroom, which converts dollars into points teachers can redeem for school supplies. Employee volunteers also can receive a \$15 per hour match for sharing their skills with eligible nonprofit organizations. Including the corporate match, our employees contributed more than \$325,000 through the program in 2011 and more than \$475,000 in 2012.

In 2012, we introduced a cobranded internal website with VolunteerMatch, which helps employees in North America identify volunteer opportunities near them. Employees also can look for Robert Half-specific programs, as well as featured opportunities with our corporate partners, group activities and board leadership openings.

Our employees are active in supporting disaster-relief efforts around the globe. Robert Half provides an annual corporate grant of \$100,000 to the American Red Cross, as well as a donation to the Canadian Red Cross, to assist where the need is the greatest. In addition, our offices have embarked on grassroots efforts to help areas hard hit by disaster, such as during Superstorm Sandy.



*Robert Half's VolunteerMatch site allows employees to find a nearby volunteer activity and record their hours.*



## New York Teams Aid Those Affected by Superstorm Sandy

In October 2012, Superstorm Sandy struck the north-eastern United States, leaving thousands homeless and millions without power. Our Robert Half and Protiviti employees in the area were affected as well, but that didn't stop our teams from coming together to help.

Realizing the potential impact to our clients and job candidates, Professional Staffing Services district director Dawn Fay and her team worked quickly to ensure clients had the ability to keep their operations up and running.

Dawn said, "Many of our clients were severely affected, so we connected with as many as possible via phone and email — even those we were not currently working with — to offer them office space in our building." Dawn partnered with Robert Half Legal, Protiviti and our corporate IT department to set up workstations in the New York — Midtown office's conference and project spaces. Other Robert Half offices in the area also found space to house clients temporarily.

Many people in the area and across the country responded in a personal way. A group from the Midtown office volunteered with Occupy Sandy — Respond and Rebuild to help other families in this hard-hit area; our Brooklyn branch conducted a canned food drive for City Harvest Food Bank; and Protiviti manager Farid Abdelkader established "Sandy Yellow Team" to help people in Staten Island through the recovery process. Offices throughout North America participated in a denim day to raise funds for the American Red Cross, which were then augmented through our company's matching-gifts program.

## Corporate Partnerships

### Boys & Girls Clubs of America

Robert Half has supported Boys & Girls Clubs of America since 1997 as part of our commitment to youth education. In 2011, we first sponsored the organization's Advanced Leadership Program (ALP), which focuses on the training and development of Club executives and staff.

By providing instruction to Club professionals in management philosophy, personal and organizational goal-setting, and career development strategies, ALP ensures the Boys & Girls Club movement is prepared for the future.

"Boys & Girls Clubs of America is committed to developing the skills of our Club professionals, allowing them to have a greater impact on the kids we serve," said Tim Hogan, director of Corporate Partnerships for Boys & Girls Clubs of America. "With long-standing partners like Robert Half, we are able to invest in professional development programs for our staff and create great futures for our communities."

Local Robert Half offices continued our tradition of hosting holiday drives, many of which benefited local Boys & Girls Clubs. Through our drives, more than 30,000 toys and other items were collected in 2011 and 2012, bringing the program total to over 70,000 since 2006.



*Regional manager Chad Leibundguth and our team in Nashville helped make the holidays bright for members of the Boys & Girls Club of Middle Tennessee.*

## CLIC Sargent

Our employees in the United Kingdom determine their local charity partner through a districtwide vote. In 2011 and 2012, CLIC Sargent, the U.K.'s leading cancer charity for children and young people, and their families, was selected as their focus.

To raise the tens of thousands of pounds donated to CLIC Sargent — and promote the organization to our clients — our teams organized a number of events. Four of our Corporate Services staff also hiked 70 miles across northwest England — and climbed 39 peaks totaling 27,000 feet of elevation — in five days to raise funds. Others participated in marathons, white-water rafting challenges and skydiving competitions, all in the name of CLIC Sargent.

Robert Half donated used computer equipment, which the charity was able to resell to raise vital funds to help support young cancer patients. Our teams also partnered with CLIC Sargent to help them share the vision of their charity with our business contacts. Representatives from CLIC Sargent joined us in client events, one of our directors has provided mentorship to CLIC Sargent staff, and our staff development director offered training materials for the charity's internship program.

## Dress for Success

For more than a decade, Robert Half has worked with Dress for Success to support its efforts to provide disadvantaged women with the tools they need for professional success. In 2002, Robert Half held its first suit drive for Dress for Success in five West Coast cities. Now an annual event for our North American offices, the suit drive has helped thousands of job seekers looking to enter or re-enter the workforce. Our employees have collected nearly 250,000 items, including a record-setting 32,600 items in 2012 alone.

As the organization's industry-exclusive staffing services partner, Robert Half has focused our support on career-development tools, particularly for members of the Professional Women's Group (PWG), an international networking association for Dress for Success clients. Robert Half provides participants with access to job-skill evaluations



*Information Technology team members in our Birmingham, England, Corporate Services office hiked and climbed their way to fundraising success for CLIC Sargent.*

and more than 2,500 online training modules. This cloud-based program was the first global workforce-development offering for Dress for Success clients.

In addition to supporting nine career centers and a number of affiliates, Robert Half has also been a longtime sponsor of Dress for Success's "Success Summit," an annual gathering of PWG staff coordinators and client ambassadors from Dress for Success's more than 120 affiliates around the globe.

"We are thrilled to be celebrating more than a decade together, helping to make success stories out of the women we serve, and we look forward to many more," said Joi Gordon, CEO of Dress for Success Worldwide.

## Enactus

Robert Half continued its support of Enactus (formerly SIFE, or Students in Free Enterprise), an international nonprofit organization that brings together student, academic and business leaders who

are committed to using the power of entrepreneurial action to improve the quality of life and standard of living for people in need.

More than 62,000 students from 1,600 universities in 39 countries are challenged to create and implement community projects that empower people to improve their quality of life and standard of living using business concepts and an entrepreneurial approach. These teams are guided by faculty advisors and a business advisory board of local professionals.

Enactus student teams advance through a series of competitions, ultimately representing their home countries in the World Cup, where the “best of the best” present their projects to an executive panel of judges. Robert Half employees have judged the regional, national and global competitions, and served as resources for Enactus students in the Robert Half-sponsored career fair at the U.S. National Expo.

Donna Patterson, president of Enactus USA, said, “Robert Half has been a tremendous partner with Enactus. They not only are great financial supporters, but they are actively engaged with our students as judges and hosts at our events. We are proud to call our National Expo Career Fair the Robert Half Enactus USA Career Fair.”



*Robert Half teammates in Sydney participated in the eight-hour Great Adventure Challenge to support Starlight Children's Foundation.*

## **SOS Children's Villages**

Robert Half has supported SOS Children's Villages in Continental Europe since 2006. SOS Children's Villages is an independent, nongovernmental and social development organization that focuses on children who are without parental care and children of families in difficult circumstances. In addition to an annual corporate donation, our offices support this organization through innovative, creative fundraisers. For example, local teams have raised funds through client-focused events — such as a charity golf tournament in Germany, a CFO roundtable breakfast in Austria and a donation of 5 euros for every recipient who completes one of our surveys — and employee programs, including an annual Belgian dance party, bake sales and quizzes, and a fundraising bike ride from Paris to Brussels.

## **Starlight Children's Foundation**

Starlight Children's Foundation serves seriously ill and hospitalized children and their families through innovative programs both in and out of the hospital that restore the fun, laughter and joy that serious and chronic illness or disability takes away. Our teams in Australia have supported the organization through a variety of fundraising and awareness-building events since 2006, including the organization's annual Starlight Day. In 2011, eight professionals from our Sydney office formed the “Bobby Dazzlers” fundraising team to participate in the organization's Great Adventure Challenge. The eight-hour race included running, snorkeling, kayaking, mountain-biking and other team-building exercises.

## **Upwardly Global**

Upwardly Global is a nationally recognized and award-winning nonprofit organization with a mission to help refugees, political asylees and legal permanent immigrants become economically self-sufficient. The organization provides its clients with the tools they need to succeed in a professional job search.



Over the past two years, Robert Half and Protiviti have provided support for a number of Upwardly Global's key programs, including hosting monthly networking and mock interview workshops. Our staffing professionals in New York and the San Francisco Bay Area have extended their candidate outreach efforts to Upwardly Global, and Protiviti employees have served as industry advisors and mentors for the organization's job seekers. These professionals receive complimentary access to thousands of online courses through our relationship with SkillSoft, and more than 100 Upwardly Global clients have participated in this program.

Robert Half executives also have helped the organization advance its mission by serving on the board of directors and strategic online initiative and media advisory committees.

## Local Involvement

### Junior Achievement

Robert Half and Protiviti employees from coast to coast have elected to spend a day in a classroom rather than the office. Using Junior Achievement's curriculum, volunteers have taught students of all ages work readiness, entrepreneurship and financial literacy skills.

In addition to participating in traditional classroom volunteerism, Robert Half incorporated the Junior Achievement curriculum into our annual Bring Your Child to Work Day activities in our San Ramon, Calif., Corporate Services office. Teams throughout the country also participated in the organization's signature bowl-a-thon fundraiser, raising thousands of dollars for local programming, and provided insight and expertise through board leadership.

"Robert Half is an important partner to Junior Achievement. Their employee volunteers bring a tremendous amount of energy and enthusiasm to local classrooms and inspire our students to see the connection between academic success and their future potential in the workforce," said Linda McCracken, president, Junior Achievement of Northern California.

Protiviti used the Thanksgiving and winter holidays in 2012 to encourage employees and clients to support the nonprofit organizations most important to them. More than 1,500 U.S. employees received \$20 CharityChoice gift cards, which were used to support more than 100 nonprofits. Through Protiviti's interactive holiday card, clients in the United States also were given the option to direct a donation to the American Cancer Society, Junior Achievement or the American Red Cross. Similar holiday giving programs featuring local charitable organizations were conducted in Australia and the United Kingdom.



*Vice president of Strategic Accounts Support Services Howard Davis and senior vice president of Corporate Communications Reesa Staten taught Junior Achievement's second-grade curriculum at a local elementary school in San Ramon, Calif.*



*At their annual leadership conference, Protiviti managing directors packaged nutritious meals during a team-building event benefiting Numana, Inc.*

### **Numana, Inc.**

At the 2012 Protiviti Managing Director Leadership Conference, the senior leadership team discussed the firm's strategies and participated in a volunteer team-building exercise with Numana, Inc., a nonprofit hunger-relief organization that coordinates meal-packing events and sends packages to countries where intense food deficiency exists. In the charity's first large-scale corporate project, Protiviti employees assembled vitamin-rich meals that were shipped to Chennai, India, by the Salvation Army, Numana's shipping partner. In total, the team exceeded their original goal of 75,000 meals and assembled more than 100,000 packages in less than three hours.

### **Royal Society for the Protection of Birds**

Employees from our Corporate Services location in Birmingham, England, assisted with projects at a nearby nature reserve overseen by the Royal Society for the Protection of Birds (RSPB), which protects, restores and manages wildlife habitats in 200 nature reserves across the United Kingdom.

Our employee team split into three groups to participate in two hands-on activities, both of which gave schoolchildren better access to the preserve. Two teams built two shelters large enough to accommodate up to 30 students, while another group helped to clear an area of overgrown brambles to allow children to visit the woods and build dens.

### **Heart & Stroke Foundation of Canada**

Our North York, Ontario, office and surrounding locations took team-building to a new level: In June 2012, 29 Robert Half colleagues pedaled a single bicycle in the Heart & Stroke Big Bike event, which benefits the Heart & Stroke Foundation of Canada. Robert Half Canada also supports the organization through an annual denim day, during which employees are invited to wear jeans to work in exchange for a donation to the foundation.



*North York, Ontario, employees demonstrated teamwork by helping to pedal a 29-person bicycle to raise funds for the Heart & Stroke Foundation of Canada.*



## Movember Foundation

Robert Half employees across the globe participated in Movember, a fundraising movement aimed at raising vital awareness and funds for men's health issues, specifically prostate and testicular cancer. From the United Kingdom to the United States, our employees brought attention to — and raised thousands of dollars for — these issues by growing their mustaches during the month of November.

## United Way of Southern Nevada and Teacher EXCHANGE

In January 2013, Robert Half and Protiviti senior leadership teams came together for annual business planning meetings. At the meetings, participants were invited to join one of three volunteer events. Working with United Way of Southern Nevada partners Helping Hands Las Vegas and the Shade Tree, attendees packaged food kits for the elderly and assembled personal hygiene kits for homeless women. Other participants put together pencil kits through Teacher EXCHANGE, a green initiative of the Public Education Foundation. Executives also donned their painting attire, coloring a map of the United States on the campus grounds at Rex Bell Elementary School and touching up a mural of the school's mascot.

## Women's Initiative for Self-Employment

Founded in 1988, Women's Initiative for Self-Employment (WISE) teaches high-potential, low-income women how to start or expand their own businesses, creating new jobs in their local communities. Robert Half has supported the organization since 2005 through a corporate donation and leadership support on both the national governing and New York boards of directors. Each December, graduates of WISE's business-training programs also are invited to participate in our annual holiday bazaar, hosted in our Corporate Services location in San Ramon.



*Robert Half employees in Birmingham, England — and a San Ramon-based colleague — showcased their support of men's health issues by sporting real — and fake — mustaches.*



*Robert Half and Protiviti senior leadership participated in various volunteer events during the year.*



We continue to explore ways to minimize our impact on the environment through new and existing programs.



*The building that houses our largest leased space, the San Ramon, Calif., Corporate Services location, was LEED Gold Certified in 2011.*

# Environmental Stewardship

As a professional services business, our carbon footprint — with its associated climate change risks and opportunities — is low when compared to those of most other companies. Robert Half has few physical assets and neither manufactures nor produces specific products. We also operate in leased spaces, typically in a single suite in a “Class A” office building, and our energy costs are primarily those connected to our leases of office space in business centers.

While control over certain aspects of our operations may be limited, we continue to explore ways to minimize our impact on the environment through new and existing programs. We have been recognized for our efforts through *Newsweek's* annual Green Rankings survey in 2012, where Robert Half was listed in the top half of the 500 evaluated U.S. companies.

## Employee Involvement

Our employees play a key role in our programs designed to promote respect for the environment. Through survey feedback, we learned that integrating sustainable business practices into our day-to-day operations is very important to our employees. Environmental

impact has long been a criterion for decisions made in areas like procurement, real estate and information technology; however, our efforts in these areas weren't well-known to our employees. Throughout the past 18 months, we have increased our communication about our green efforts and asked our employees for their ideas for other sustainable business practices.

In early 2012, Corporate Services, staffing and Protiviti leaders participated in a workshop conducted by experts in the field of sustainability to determine short- and long-term goals and metrics for environmental initiatives. The committee also created a set of values that serve as the foundation for our environmental programs. These are based on our LEAD Principles, which are the core values that guide our everyday activities.

- Leadership by Example: *Demonstrate and inspire green behavior*
- Ethics First: *Use all resources responsibly*
- An Openness to New Ideas: *Integrate green ideas into project planning and partnerships*
- Dedication to Excellence: *Identify environmental key performance indicators, and recognize and reward outstanding performance*

Other employee-driven groups have formed throughout Robert Half and Protiviti across the globe to focus on driving behavioral change and evaluating best practices to ensure the most responsible use of our environmental resources.

For Earth Day 2012, we invited our employees to share their ideas on how to lessen our impact on the environment. To show our appreciation, we partnered with the Arbor Day Foundation to plant a tree to support a reforestation project in Brazil for each of the hundreds of employees who provided a suggestion. Protiviti offices also completed a survey to help determine baselines and identify opportunities relative to sustainability.

We will continue to build upon our current environmental programs, while at the same time partnering with building management to advocate for environmentally responsible business practices, including promoting recycling and energy efficiency, working with our

The Atlantic Forest, which contains a large number of endangered species, is considered one of the most important biomes for biodiversity conservation in Brazil. Around 70 percent of Brazil's population lives along the Atlantic coastline, and almost 88 percent of the original forest habitat has been lost or damaged. To help try to reverse this shift, the Arbor Day Foundation is working to replant this critical watershed.



suppliers to encourage downstream sustainable business practices, and removing nonsustainable items from our office supply catalogs.

## Reducing Paper Use

As with many companies, reducing paper use continues to be one of the best ways to limit our environmental impact. We have transitioned many of our processes and offerings to a digital environment during the past two years. For example, we implemented a new online time management system for the professionals we place, which also allows our clients to approve temporary employees' hours electronically. We estimate this transition will eliminate approximately 7.1 million sheets of paper a year. Other paper reduction initiatives include:

- In 2012, we transitioned two frequently used client mailers to PDFs. In doing so, we printed 50,000 fewer booklets, saving approximately 400,000 sheets of paper annually.
- Annual information about the open enrollment period for benefits is now provided to candidates electronically, which eliminates the need to print and mail more than 65,000 sheets of heavy cardstock each year.
- Our new internal global recruiting system allows for paperless approvals during all stages of the hiring cycle. We estimate the move will save more than 13,000 sheets of printed — and stored — paper annually.
- We reduced the printing of our internal employee magazine by 50 percent, thereby lessening the quantity of both paper and ink used and the amount of fuel consumed during shipping.
- Since transitioning to electronic holiday greeting cards for our clients, candidates and other business contacts in 2009, we have reduced the quantity of printed holiday cards by 200,000 annually. This has eliminated the need for paper, envelopes and ink for the cards — as well as the impact of mailing 800,000 pieces.



- More than 300 multifunctional devices — which combine fax, scanning, printing and copying functions into one machine — were deployed to our North American field offices. In addition to being energy efficient, printing occurs when users enter a code into the device, which saves paper and ink costs, and eliminates unnecessary printing.
- For nearly 20 years, our company-owned print center has recycled its paper, corrugated cardboard, plastic, aluminum and ink, and filtered its waste-stream water.

We also work to ensure paper is disposed of responsibly. Through a contract with our preferred shredding services provider in North America, material is collected, then shredded and processed to make recycled paper products, such as paper plates, towels and napkins. We estimate that more than 9,200 trees have been saved through this recycling effort in 2011 and 2012 alone, which equates to more than 1.1 million pounds of recycled paper.

## Real Estate and Facilities

Our ability to control or measure the emissions and energy use of our office locations is limited, based on the nature of our full-service leases. However, we have taken proactive steps to minimize our impact in any way we can.

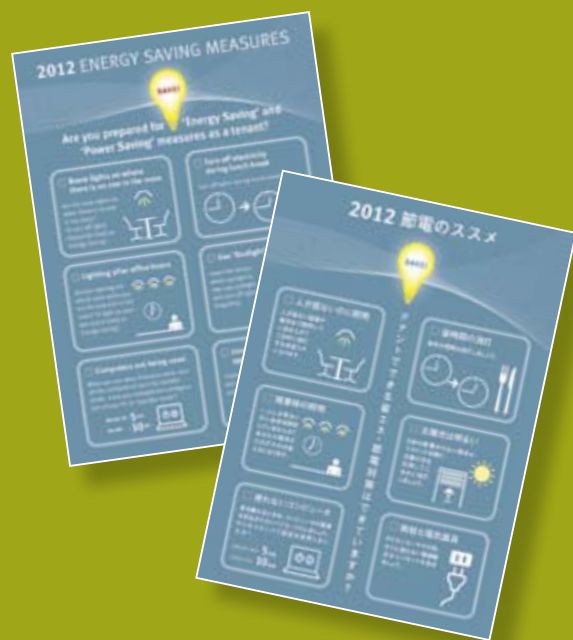
When determining the location for a new or relocated office, environmental factors such as proximity to public transportation, building certifications and energy use are criteria for evaluation. Our largest leased space, a five-story building that houses our Corporate Services office in San Ramon, Calif., and offices in major markets — such as Atlanta, Dallas, Houston and San Francisco — are in LEED-certified buildings. LEED (Leadership in Energy and Environmental Design) is an international rating system of green buildings that recognizes sustainability in design, construction, operations and maintenance. Some of our offices, such as those in Brussels and Roeselare, Belgium, are located in zero-CO<sub>2</sub> emission buildings, which also use harvested rainwater and energy-efficient glass.



*Adam Dominguez, Facilities Services coordinator in our San Ramon, Calif., Corporate Services location, participates in a tree-planting program.*

## Tokyo's Power-Saving Program

On July 1, 2011, the Japanese government started restricting electricity consumption by commercial users in eastern and northeastern Japan to avoid power shortages in the wake of the March 11 earthquake. Under the nation's first mandatory power-saving drive in 37 years, commercial users served by two power companies were required to reduce their energy consumption by 15 percent in comparison with peak weekday usage from the previous year. Using power conservation practices like reducing the use of ceiling lights, utilizing more sunlight, and unplugging unnecessary computers and other electrical devices, our staffing and Protiviti operations in Tokyo achieved a power reduction of 27 percent in comparison with pre-disaster levels within three months.



*A sample promotional poster used in Protiviti Tokyo's power-saving campaign.*

When building out a new office space or refreshing a current one, recycled or sustainable products are used whenever possible. For example, all new chairs and desks are made from at least 35 percent recycled materials, and at the end of their useful life, 99 percent can be recycled or repurposed. We also purchase InterfaceFLOR climate-neutral Cool Carpet™, more than 40,000 square yards of which were installed in 2011 and 2012. Carbon emissions from manufacturing this carpet — which equate to 578 tons of greenhouse gas emissions, enough to power 70 homes for a year — are offset through various projects, making the product carbon-neutral.

We will continue to work with our landlords to add sustainability clauses as we renew leases or begin new agreements for both our staffing and Protiviti offices.

## Information Technology

In all of our offices, our employees use a network of computers, mobile devices and office machines in their work. The procurement, usage and disposal of these items offer additional opportunities to reduce our impact on environmental resources.

We purchase IT equipment with an EPEAT designation, a comprehensive environmental rating that helps identify greener computers and other electronic equipment. In 2011, we replaced more than 1,600 computers that had reached the end of their life span with more energy-efficient options in our staffing and Corporate Services offices.

Our teams also donate to nonprofit organizations equipment that no longer meets our company's needs. Ninety-five percent of our older Corporate Services computers were donated to local schools and nonprofits, while the remaining 5 percent were recycled as e-waste. In Brazil, unused electronic equipment is donated to Projeto Conexão, an educational nonprofit, and our teams in Continental Europe donate old PCs to Close the Gap, a nonprofit that aims to bridge the digital divide between the Western world and developing countries.

In 2012, we also initiated a mobile device reimbursement program, which eliminated the need for eligible employees to use two mobile devices — one for personal use and one for work. More than 650 phones were returned through the program. Units that were damaged or had no resale value were sent to an EPA-registered metals refinery to be recycled. Where Robert Half was reimbursed for the operable phones' market value, the funds were donated to the Arbor Day Foundation's Atlantic Forest project in Brazil.

In addition to energy reduction efforts in our office spaces, we continue to make operational improvements to reduce the carbon footprint of our data centers, particularly those in North America. For example, in Deer Park, Ill., we installed energy-efficient air-conditioning condenser units that use approximately 20 percent less energy to cool the data center, with more improvements planned in 2013.



*Regional project manager for Real Estate and Facilities Rob Boga demonstrates one of the benefits of Cool Carpet. Because it doesn't require glue, it exudes fewer chemical fumes than traditional carpet.*



Attracting top internal talent allows us to provide exceptional service to our clients and the professionals we place.



*Our LEAD Principles, shown on display in our San Ramon, Calif., Corporate Services location, guide the actions of our employees around the world.*

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# Employee Programs

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Robert Half is committed to being a great place to work.

This includes offering competitive benefits, exceptional training and development opportunities, and well-rounded diversity and inclusion initiatives. These programs help us attract top internal talent and provide exceptional service to our clients and the professionals we place.

Our employee programs are rooted in our core values, or LEAD Principles:

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

Protiviti's core values — *professionalism, productiviti, proactiviti, objectiviti, creativiti, integriti, qualiti* and *responsibiliti* — also are based on these LEAD Principles and serve to guide employees' actions with clients and each other.





*Austine J. Ohwobete, business information security advisor, shares his expertise during a new hire orientation session.*

## Training and Development

Robert Half offers a range of training and development courses for internal employees, as well as our registered temporary professionals.

In 2012, senior leaders within our global staffing and Corporate Services teams participated in more than 10,000 hours of targeted leadership training. These courses — which offer management, operational, technical and soft-skills training — combine 360-degree surveys, experiential learning and in-person seminars. Advanced leadership development opportunities are available for high-potential employees, including an invitation-only program that rewards and engages top performers. Employees of Protiviti also participate in innovative learning programs; on average, these employees receive 60 hours of training per person annually. Protiviti CEO Joe Tarantino and members of the executive team attend each of the milestone training schools throughout the year to reflect the firm's commitment to development.

In addition to classroom training, Robert Half offers a wide variety of self-study online coursework, including RHI University, which had more than 700,000 page views in 2012. Some of our most popular offerings are through our partnership with SkillSoft. The thousands of available online courses range from basic office applications to complex sessions that are compliant with the requirements for continuing professional education (CPE) credit.

Our focus on skills development isn't exclusive to our internal employees; we offer thousands of SkillSoft courses and access to a virtual library of reference and business literature through Books 24x7 to the professionals we place — at no cost. This suite of materials is available to all registered candidates to help them keep their skills current.



In 2012, the number of CPE and professional development unit (PDU) certificates earned through online coursework by internal staff and active candidates increased 8 percent and 58 percent, respectively. While the number of CPE users declined 9 percent year over year, we saw an 18 percent increase in PDU users from 2011 to 2012. Nearly 60,000 CPE credits were issued to Protiviti employees in 2012.

## Health and Safety

Robert Half is committed to protecting the health and safety of our employees and providing a safe workplace. Employees in North America are required to complete awareness training, which includes scenarios for creating a safe workplace free of harassment and discrimination. Our intranet site outlines information about our Injury and Illness Prevention Program, including how to report incidents, basic safety rules and best practices, and procedures for recognizing and responding to workplace hazards.

## Veteran Outreach

We are honored to provide our veteran community with career resources and guidance through our global office network. In addition to offering information on our external websites, we have worked with a variety of veteran-serving organizations to communicate job opportunities available through the Robert Half network and within our company. For example, we post our internal positions for our staffing offices and Corporate Services locations on the Hero2Hired and DirectEmployers sites. Robert Half employees also have participated in a virtual career fair with Milicruit, a site targeted to veterans, and shared their market insight at career fairs and veteran-specific events nationwide.

## Diversity and Inclusion Programs

Our commitment to “Ethics First” is well-known in the staffing industry. In 1963, our company’s founder, Robert Half, wrote a letter to fellow members of the Association of Personnel Agencies of New York, of which he was president. He urged others not only to follow the letter of the law, but also to abide by an even greater jurisdiction: “the laws of common decency.” He lobbied against discriminatory hiring practices, fees charged to job applicants, and the posting of separate male and female job listings in major newspapers. Mr. Half’s efforts laid the groundwork for our company, and our commitment to ethics continues today.



## Internships Bring Emerging Talent to Robert Half and Protiviti

Internships provide valuable work experience for those interested in exploring new fields or honing their skills. For example, Robert Half's Information Technology department, based in San Ramon, Calif., has provided unique opportunities for a number of interns from various backgrounds, including those with previous military experience. Through collaboration with Swords to Plowshares, a San Francisco-based nonprofit organization that helps veterans transition to the civilian world, several veterans have participated in our structured six-month program, which focuses on career and technology mentoring and training.

Since 2005, Protiviti has invited hundreds of students to participate in its U.S. Intern Program. Through the program, which supports our focus on education and workforce development, Protiviti is able to work with top talent at an earlier stage in the recruiting process with the ultimate goal of hiring them full time upon graduation. In addition to gaining professional work experience, these students have an opportunity to learn from expert consultants, travel and meet with clients, thereby increasing their ability to make an immediate impact in their first full-time job.

Equal opportunity is at the heart of our corporate philosophy, whether recruiting, sourcing suppliers or providing career advancement opportunities to our employees. We are committed to providing equal recognition and 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. Our commitment is reinforced through mandatory annual awareness training for employees in a number of countries, including the United States and Canada.

Our Office of Diversity provides opportunities for our employees to increase cultural awareness. Its mission is to embed diversity and inclusion into our everyday work practices and encourage a diverse workforce to reflect our multicultural global clients and job candidates.



*The 2012 Protiviti intern class, wearing their school colors, is welcomed by Protiviti CEO Joe Tarantino (front row, bottom left).*

Employees can learn about national and cultural holidays; find upcoming events, such as career fairs and programming; and access training and literature through a dedicated intranet site.

In 2009, Robert Half employees and executives in North America formed the Diversity Champion Network. The goal of the network is to develop relationships with local and national industry and professional organizations, such as the Association of Latino Professionals in Finance and Accounting, the National Association of Black Accountants and others. Now the group is 30 members strong, and participants serve on local boards or hold other leadership positions within these organizations. Their commitment gives us the opportunity to connect with a larger pool of skilled and experienced job candidates, as well as businesses that require these professionals.

Protiviti supports the diverse needs of its clients and employees through a number of recruiting and engagement programs. For example, Protiviti has broadened its college recruiting efforts to reach and attract diverse candidates by attending targeted on-campus recruiting events, as well as participating in diversity organizations' national and regional student conferences. Protiviti employees at every level also can get involved and play a role in supporting the Diversity and Inclusion initiative by contacting members of the firm's Champions Network or joining local Employee Network Groups.

## **Affiliations, Alliances and Local Involvement**

- Ascend (Pan-Asian Leaders)
- Association of Latino Professionals in Finance and Accounting
- Black Data Processing Associates
- Corporate Gray Military – Competitive Edge
- Creating IT Futures Foundation
- DirectEmployers
- Diversityjobs.com
- Hero2Hired
- National Association of Black Accountants
- National Black MBA Association
- National Society of Hispanic MBAs
- Out & Equal
- Upwardly Global
- Year Up (Atlanta; Boston; Chicago; San Francisco Bay Area; Seattle; Washington, D.C.)



We take active steps to ensure the various suppliers we work with reflect our client base and the communities in which we live and work.



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# Supplier Diversity

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We take active steps to ensure the various suppliers we work with reflect our client base and the communities in which we live and work. Through our award-winning U.S. supplier diversity program, we encourage competition among businesses of all sizes on an equal basis with other bidders. We believe this approach gives us access to the highest quality goods and services.

Our supplier diversity program includes diverse business enterprises, or 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 woman-owned businesses, which are at least 51 percent-owned by a woman or women.

In 2012, Robert Half spent more than 16 percent of expenditures with diverse suppliers, a 6 percent increase over the previous year. Since 2005, our company has increased spending with diverse suppliers by more than 300 percent.

Our efforts to promote opportunities for suppliers of all backgrounds have been recognized by the business community. For the fourth consecutive year, Astra Women's Business Alliance, an organization that assists women-owned businesses in becoming qualified suppliers, honored Robert Half in 2012 with the Astra Done Deals™ award for providing contracts to Astra women business enterprises.

## **Memberships and Local Involvement: 2011-13**

- 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
- New York & New Jersey Minority Supplier Development Council: Corporate Member
- Northern California Minority Supplier Development Council: Corporate Member, Board Member
- Southern California Minority Supplier Development Council: Corporate Member
- Women's Business Enterprise Council – West: Regional Member, Board Member
- Women's Business Enterprise National Council: Board Member

In 2012, our company also was named the 2011 Corporation of the Year (Tier-2) by the Northern California Minority Supplier Development Council in recognition of our leadership in promoting minority participation in the procurement process. In addition to these accolades, director of the Office of Diversity Kathleen Trimble was appointed to the boards of the Women's Business Enterprise National Council and the Women's Business Enterprise Council – West.

For more than 65 years, Robert Half has provided companies with the highly skilled talent they need to grow their businesses.





# About Robert Half

For more than 65 years, Robert Half has provided companies with the highly skilled talent they need to grow their businesses. In the process, we have helped professionals around the world build rewarding careers. We are committed to matching great companies with great people.

The 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 office and administrative support professionals; Robert Half® Technology, for information technology professionals; Robert Half® Legal, for legal 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.

## About the Company

- Revenue: \$4.11 billion (2012)
- NYSE: RHI
- S&P 500 Index
- Headquarters: Menlo Park, Calif.



## Robert Half Recognition:

- FORTUNE® magazine's "Most Admired Companies" list (1998-2013)
- *Ethisphere's* "World's Most Ethical Companies" list (2013)
- FTSE4Good Responsible Investment Index (2008-2013)
- Received a rating of 85 (out of 100) in the Human Rights Campaign's Corporate Equality Index (2012)
- *Newsweek's* list of the greenest big companies in the United States (2009-2010, 2012)
- 2011 Tier-2 Corporation of the Year by the Northern California Minority Supplier Development Council (2012)
- *Human Resource Executive's* "Most Admired for HR" list (2011, 2012)
- Chairman and CEO Max Messmer was named the Bay Area's Most Admired CEO in the large public company category by the *San Francisco Business Times* (2011)
- Chairman and CEO Max Messmer received the Staffing Innovator Award from Staffing Industry Analysts (2011)
- "Best Places to Work" lists worldwide

## Staffing Operations:



More than  
**345**

**Number of locations  
worldwide\***



**20**

**Number of countries\***



Approximately  
**9,500**

**Number of employees\***



Approximately  
**200,000**

**Number of temporary  
professionals placed  
on assignment in 2012**

\* As of December 31, 2012

## Protiviti:



More than  
**70**

**Number of Protiviti  
locations, including  
Member Firms\***



**23**

**Number of countries,  
including Member Firms\***



Approximately  
**2,500**

**Number of employees\***

### Protiviti Recognition:

- One of the 10 “Best Places to Work for Recent Grads” by *Experience, Inc.* (2012)
- “Top 100 Employer” by *Diversity Employers* (2012)
- Ranked in Universum’s inaugural Top IDEAL™ Employers for Young Professionals list (2011)
- Top 100 Ideal Employer for IT undergraduates by Universum (2011)
- Recognized by *Consulting Magazine* as one of the top five “Best Firms to Work For” in Financial Advisory Services (2011, 2012)
- One of the 20 “Best Places to Work for Recent Grads” by *Experience, Inc.* (2011)

\* As of December 31, 2012



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### Featured on the cover, from left to right:

Senior managing director for Continental Europe and the Middle East Ian Graves participated in a 300-kilometer bike ride to raise funds for SOS Children's Villages; senior program manager Kate Miller and diversity and inclusion programs senior manager Ranelle Dunnam volunteered at a local food pantry; facilities services coordinator Bobby Godfrey supported Corporate Services recycling efforts in San Ramon, Calif.; and the Protiviti team in Tampa, Fla., taught financial literacy skills using curriculum provided by Junior Achievement.

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For more than 65 years, the name Robert Half has been associated with ethics and dedication to service excellence. The actions of our employees around the world demonstrate this commitment to our clients, the professionals we place and our communities every day. To learn more about our corporate citizenship programs, please visit **[www.roberthalf.com/corporatecitizenship](http://www.roberthalf.com/corporatecitizenship)**.

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*Students at Rex Bell Elementary School in Las Vegas showed their appreciation for our team's beautification efforts in January 2013.*



2884 Sand Hill Road  
Menlo Park, CA 94025  
(650) 234-6000  
roberthalf.com

