



# Changing Lives Everyday

2020 Corporate Citizenship Report





**trueblue**  
THE PEOPLE COMPANY



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# We Change Lives Every Day

## A LETTER FROM CEO PATRICK BEHARELLE

TrueBlue connects people with work and changes lives every day. Each year, we place approximately 724,000 people into jobs, including recruiting more than 330,000 people for permanent placements. We serve more than 139,000 business clients. We are a leader in North American industrial staffing, and our permanent recruiting operations reach across more than 70 countries. That alone, is transformational.

Doing more is built into the very culture of our company. We strive to be a force for good, and to be there when people, businesses, and our communities need help. This is what we call Corporate Citizenship.

For TrueBlue, Corporate Citizenship begins and ends with our values as they relate to our associates, our employees, and our customers. Or to put it plainly, it is all about how we treat people. Ensuring people have an opportunity to work in jobs that pay fair wages, use and build their skills, and where they are treated with respect. It means being a trusted partner who enables businesses, no matter how small or large, to grow by anticipating changes in production and securing workers with the right skills at the right time. Being a good corporate citizen means we protect the human rights of our associates in every country where we operate, and we protect the interests of all our stakeholders by committing to integrity and ethical reporting.

Much of our community engagement and philanthropy efforts focus on preparing the workforce for the future by partnering with non-profit organizations, legislators, and other businesses. Examples include: our employees helping people who need a second chance to reenter the workforce, serving on the boards of organizations that facilitate education and training, and helping veterans translate military experience into civilian jobs. In fact, we connect approximately 30,000 veterans with work every year.

As a branch-based business with many remote workers, our environmental impact is limited. Nevertheless, we continue to reduce our footprint by using low-VOC paints, replacing inefficient lights with low-demand LED bulbs, and leveraging technology to reduce the miles our associates, candidates, and employees drive.


We engage in these initiatives because they are part of our corporate culture—not because somebody else expects us to. We proudly share what we do to make a bigger difference for individuals and our communities around the world in this Corporate Citizenship Report.



**Patrick Beharelle**  
CEO, TrueBlue, Inc.







Our purpose, vision, and values, combined with our deep insight about workforce and business interests, lay the foundation for how we tackle today's most pressing social and sustainability challenges. We find work for everyone from experienced engineers to first-time job seekers. Consequently, we see how the social safety net can support or fail people. Our work with small family-owned businesses and Fortune 500 companies grants us insight into how sustainability initiatives—economic, social, and environmental—simultaneously support growth and serve the greater good.

## Our Purpose

Connecting People and Work

## Our Vision

To be the talent solution for the changing world of work

## Our Values

**Be Accountable** - We empower our people to take personal responsibility and make an impact.

**Be Optimistic** - We believe there is a solution to every problem. By being innovative and working together, we can find new ways to get results.

**Be Passionate** - We believe in what we do, are committed to doing good, and will go above and beyond the call of duty for our clients and workers.

**Be Respectful** - We listen and learn from each other, embrace diverse views and experiences, and know that finding successful solutions comes from working together.

**Be True** - We are true to who we are and what our clients need.



## INCORPORATING ESG PRINCIPLES

TrueBlue was founded as a force for good, as a place to not only connect people to work but also to ensure they had the workplace rights and protections everybody deserves. Today, our commitment to doing the right thing is reflected in the attention we pay to all of our stakeholders—our employees, associates, clients, shareholders, and the communities in which we operate.

The company recognizes the importance of environmental, social, and governance (ESG) matters as integral to creating a sustainable foundation for our long-term business strategy. Our Board of Directors oversees our ESG efforts, through the Governance Committee composed of independent directors. Our Corporate Citizenship Council, chaired by the Chief Legal Officer, manages and implements our ESG initiatives. Other leaders incorporate related policies and initiatives into their practice areas. For example, our Chief Technology Officer focuses on cyber-security measures, and our Chief Human Resources Officer and Diversity & Inclusion Council implement programs related to human capital management.

Since 2018, we have conducted assessments of significant ESG risks based on input from across the company and alignment with leading external reporting frameworks. In assessing key material topics for our business and industry, we referenced the Sustainability Accounting Standards' Board (SASB) and added components most important to management and the Governance Committee. Management and the Governance Committee are also evaluating the Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD) for use as our framework for evaluating and addressing the most significant environmental aspects of our ESG program.

### Areas of Focus

As TrueBlue continues to enhance ESG-related measures, we will incorporate expanded reporting and transparency, with a focus on these issues, which the company finds material for our stakeholders:

- ❖ Board Governance
- ❖ Diversity and Inclusion
- ❖ Professional Ethics
- ❖ Human Capital Management
- ❖ Cyber Security

Each of these issues is explored more in this report.



## GLOBAL IMPACT



**724,000** CONNECTED  
TO WORK



**330,000** FULL-TIME  
PLACEMENTS



**139,000** CLIENTS  
WORLDWIDE



**30,000** VETERAN  
HIRES



**6,700** SUPPORT &  
OPERATIONS STAFF



**70+** COUNTRIES  
SERVED



**900+** LOCATIONS IN  
NORTH AMERICA

TrueBlue is a leading provider of specialized workforce solutions that help clients achieve business growth and improve productivity, connecting approximately 724,000 people with work in 2019. TrueBlue's PeopleReady division offers industrial staffing services. Our PeopleManagement division's three brands provide on-site contingent staffing via Staff Management, productivity-based services via SIMOS, and commercial driver staffing via Centerline. Our PeopleScout division offers Recruitment Process Outsourcing (RPO) and Managed Service Provider (MSP) solutions to a wide variety of industries. We are one of the largest industrial staffing providers in the United States and the world's top recruitment services provider.

TrueBlue is the employer of record for everyone who works for us. We refer to our internal operations and support staff as employees. When someone is assigned to work for our clients, they are an associate. PeopleScout clients directly hire our recruits that we search for.



A woman wearing a yellow hard hat and a high-visibility safety vest is smiling while talking on a white mobile phone. She is also holding a tablet computer in her other hand. The background is a blurred construction site with other workers in safety gear.

# Creating Opportunity

A job provides more than a paycheck. People gain pride in a job well done, self-reliance, a community of their peers, and the chance to create a better future. As the world of work continues to change, TrueBlue strives to help people maintain their employability by providing opportunities to learn new skills, processes, and technologies, and prepare themselves for the next step on their career paths.

## FLEXIBILITY PROVIDES STABILITY

Every person who comes to work for a TrueBlue staffing division—PeopleReady, Staff Management, and Centerline—has chosen temporary employment for their own reason. Take these stories from around the world:



Alex moved cross-country for a few months to take care of his ailing mother and worked at PeopleReady because it gave him the flexibility to fit jobs around care-giving responsibilities.



LaShonda's three children have June birthdays. She works some weekend shifts in the spring, so she can afford the parties.



Erika and some of the other teachers from her school turn to Staff Management for summer jobs because they know seasonal work will be available.



After the company Jaime worked for closed down, he returned to PeopleReady. Showing off his skills and reliability to our clients has resulted in a permanent job for him.

Our recruiters collaborate with community and technical colleges, unemployment centers, and non-profit agencies, such as Goodwill, Skills for ChicagoLand's Future, and Ready, Willing, and Able, a New York-based second-chance transition program. Together, they create innovative programs to help clients and workers identify and close skill gaps, role play for interviews, and connect with wrap-around services, such as transportation and childcare.

Furthermore, TrueBlue staff provide soft-skills training, career coaching, and connections to education resources. We provide a bridge to permanent, full-time employment for thousands of temporary workers each year, including the long-term unemployed, people seeking second chances after serving time, individuals with disabilities, and veterans.



*When job searchers need career guidance, the PeopleCorner Talent Community offers free guidance. Visitors find life hacks that help them stay productive, prepare for interviews, or plan a lifelong career trajectory.*



## #I AM READY: PEOPLE ON THE GROW

Working one's way up from construction general laborer to foreman is doable, but you're talking a number of years to make that climb. Percy Johnson did it in five months. At 53 years old.

Percy, a Desert Storm vet sold the company he'd owned for 22 years and retired early. He soon grew restless.

"My wife said, 'You like fixing things around the house; why don't you go into construction?'"

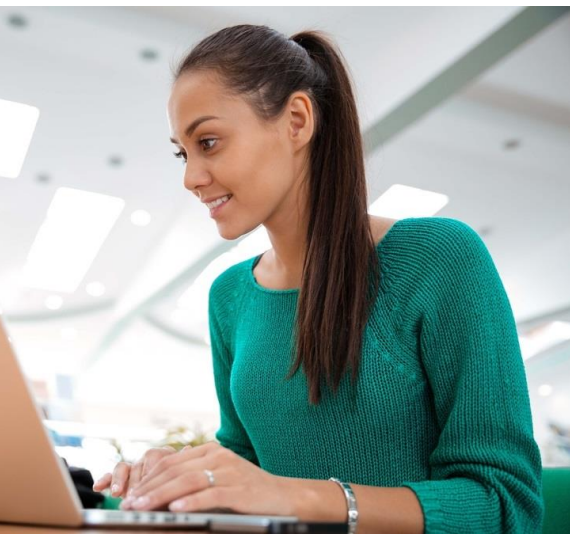
Ever the overachiever, Percy earned a degree in construction management and started applying to local contractors as a foreman—aiming high, as usual.

"But no one wanted to hire a 53-year-old guy with no experience," Percy said. "I was just banging my head against the wall. It drove me crazy. But I told myself, 'Where you are is where you need to be. Something will come up.'"

That's when a friend suggested Percy check out PeopleReady as a way to get some experience. He took his friend's advice and visited the Fairfax PeopleReady branch, where he applied to work as a general laborer, hoping to gain the experience he needed. When PeopleReady dispatched him to work as a general laborer for a construction company, he saw his chance.

"I said, 'This is it!' I decided then and there this was going to be the place I'll make my mark. I kept my head down, didn't mention anything about my degree, and just tried to get noticed."

He succeeded. Impressed with Percy, the company hired him full time after a month. Within two months, he was a lead. Two months after that, he was promoted to foreman. Today, when he needs extra hands on the jobsite, Percy calls PeopleReady, opening the door for other go-getters looking to gain construction experience—a way to pay it forward.



## EDUCATION INNOVATION BRINGS RETENTION

A food manufacturer in Pennsylvania tasked Staff Management with strengthening recruitment tactics and implementing strategies to increase fill and maintain low turnover rates within the contingent workforce. Our onsite management team surveyed workers at the facility to learn what they cared about most and used these insights to improve engagement.

We discovered that associates wanted to advance to higher positions with the manufacturer but didn't meet the educational requirements. In partnership with the client and a local career center, we launched an onsite education program to help our associates meet their goals. A tutor visited the facility weekly and taught courses to prepare associates for their GED tests. Five associates earned their GED after three months in the new program and are now eligible to become permanent employees for this manufacturing client.

## PUTTING JOBS IN POCKETS

Today, thousands of our associates and recruits find work because the jobs come to them. When TrueBlue asked how we could simplify the way we connect people with work, we looked at the devices we all carry in our pockets. Here at TrueBlue, we're transforming our business for a digital future with the introduction of our JobStack mobile app at PeopleReady and our Affinix platform at PeopleScout.



With JobStack, PeopleReady associates gained more control over their lives and work. Before JobStack, associates waited at branches for assignments. With JobStack in their pockets, they now see alerts about nearby assignments that match their skills. They get to choose the jobs that fit their availability. For those struggling to balance childcare, a second job, or caregiving duties, this flexibility often tips the balance between employment and unemployment.

When associates combine JobStack with a paycard or direct deposit, associates gain even more control of their time. They get to skip the drive to the branch to pick up their pay checks. They don't need to worry whether a bank is open or visit the check-cashing store. Paycards grant workers the convenience, flexibility, and safety of a debit card. Most importantly, unbanked associates save money since they no longer need to use expensive cashier's checks and wire transfers to pay their bills.

PeopleScout created an innovative hiring platform for sourcing, screening, and placing a permanent workforce. The platform has led to higher candidate conversion rates, reduced time to fill positions, and increased client satisfaction. Affinix is a mobile-first, cloud-based platform and includes an app that creates a consumer-like candidate experience and streamlines the sourcing process. Essentially, it also puts jobs in the pockets of recruits. Today, all an applicant needs to apply and interview for a job is his or her smart phone. Affinix combines the best of technology and human touch to make the hiring process more efficient for our clients and to personalize the experience for applicants. It makes finding a job as easy as shopping online.

**affinix**<sup>™</sup>  
BY PEOPLESOUT



### BALANCE POINT

*For those struggling to balance childcare, a second job, or caregiving duties, this flexibility often tips the balance between unemployment and employment.*

### AWARD-WINNING TECH

*Affinix won the HRO Tektonic Award for candidate experience and Brandon Hall Group's Gold Award for the "Best Advance in Recruitment Process Outsourcing Technology."*





**PeopleReady:**

Flexible, on-demand and contingent associates with general and highly specialized skills for industrial clients



**Centerline:**

Flexible and fully-staffed commercial driver solutions



**Staff Management:**

Comprehensive on-site management of scalable workforces



**SIMOS:**

Engineering-based labor management



**PeopleScout:**

Talent solutions for recruiting permanent employees





## FOCUSING ON SAFETY

Safety is at the heart of everything we do. In fact, at its inception TrueBlue created a market around providing workers compensation, safety equipment, and training in an industry that often left injured employees with no recourse—safety was and is, at its core, our first step in being a force for good.

We can't achieve our mission of putting people to work and changing lives every day if our temporary employees don't come home safely at the end of each work day. This pledge spurred us to create [BeSafe](#)—a set of common processes and best practices that apply to all TrueBlue business lines.

Safety starts with awareness, so we train branch and operations staff to recognize worksite hazards and how to mitigate them. Upon hiring, PeopleReady associates take general safety training and must pass a safety assessment. Staff Management associates receive safety training specific to their jobs and worksites during their on-boarding process.

We coach associates to say no to work they are not trained for or that they think is not safe. We encourage them to call Nurseline to ensure they get the proper care if they are injured. For employees who do not have or cannot afford their own gear, we issue

*TrueBlue has reduced its incident rate by 50% since 2006. BeSafe means we understand that the ultimate form of respect is to bring people home safe and sound.*



free personal protective equipment, such as hard hats, steel-toed shoes, and reflective vests.

When we assign workers to jobs, we perform worksite safety evaluations and let our clients know that we expect them to provide site- and job-specific training as well as safety equipment. TrueBlue staff and safety specialists consult to determine which clients they will spend more time with to further evaluate and address safety concerns.

We stipulate, in contractual agreements, that the Customer has a responsibility to provide a safe work environment, any site-specific training and PPE that may be required, and must include our associates in their safety programs.

Simply put, our commitment to safety is part of the bedrock of what it means to be TrueBlue. With BeSafe, we analyze safety trends and implement new initiatives to ensure we have the right programs for the right business lines working under the right circumstances.

## LEADING CHANGE

*TrueBlue initiated conversations with the U.S. Occupational Safety and Health Administration (OSHA) and initiated an industry-wide conversation with the agency to update its Temporary Worker Initiative.*



A photograph of a man in a black t-shirt and jeans talking on a cell phone. He is standing next to a large pile of discarded furniture, including a wooden headboard and a large mirror. In the background, there are several cars parked on a street, including a white pickup truck and a silver sedan. The scene is set outdoors with trees and a brick building in the background.

# A Force For Good

TrueBlue is a force for good. Ever since our first office opened 30 years ago, TrueBlue has been putting people to work and helping change lives. We are committed to the well-being of our employees and workers, and to the communities in which we live and work. We make a difference in the lives of the 724,000 people we connect with work and the businesses who rely on us to help them grow. What we do every day creates resilience for individuals and our communities.



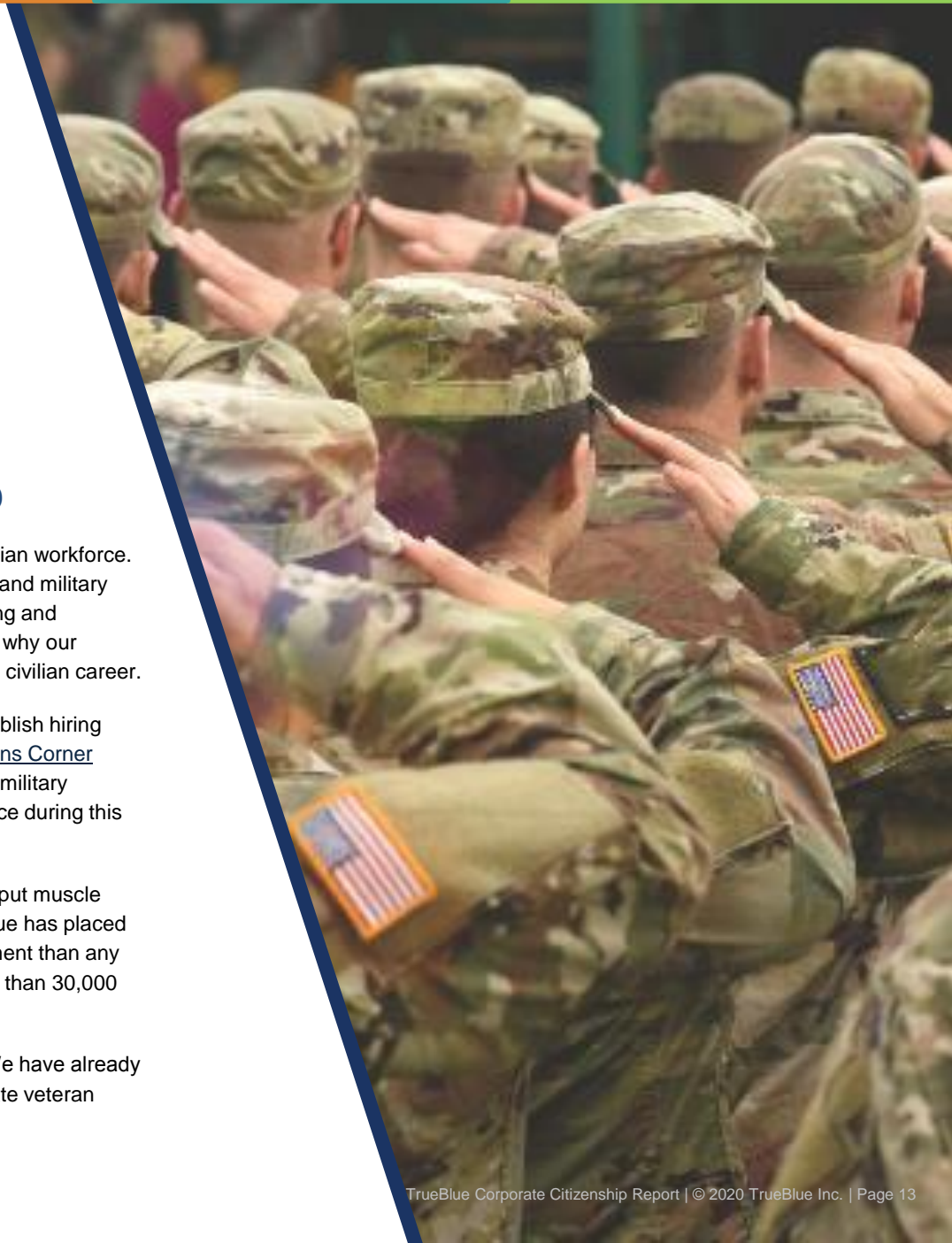
## SERVING THOSE WHO SERVED

Veterans face unique challenges as they transition to the civilian workforce. We understand the challenges because we employ veterans and military spouses in every level at TrueBlue. We believe military training and experience makes veterans extraordinary employees. This is why our companies seek to hire veterans and facilitate transitions to a civilian career.

We coach clients about the benefits of hiring veterans and publish hiring guides with tips to ease the integration. Moreover, our [Veterans Corner Blog](#) features articles written by and for military veterans and military spouses, with insight about the transition and specific guidance during this potentially delicate time.

We don't just talk about our dedication to veteran hiring—we put muscle behind it with recruiters focused on military recruiting. TrueBlue has placed more U.S. military veterans and spouses in full-time employment than any other recruitment firm in the world. Last year, we paired more than 30,000 veterans with temporary and permanent work.

And our pledge to veterans doesn't end at the U.S. border. We have already begun exploring how our PeopleScout business can accelerate veteran recruiting in Australia, Canada, and the United Kingdom.







PeopleScout launched the Veteran Talent Exchange on Veterans Day 2013. In 2019, the company launched the Military Spouse Talent Exchange. This innovative program provides veterans and spouses more possibilities to be placed into positions that are right for them. In most hiring systems, when a candidate is not hired, the process ends. However, our Talent Exchange invites veterans and spouses who do not find employment with one client to continue the process and potentially be matched with another talent exchange partner.

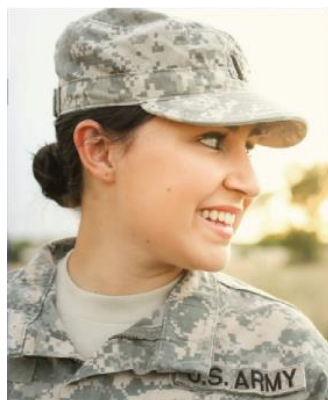
How Employers Can Learn To  
Translate Military Resumes and  
Hire More Veterans

TALKING  
TALENT  
WITH



CARL VICKERS

Global Veteran Strategy Lead | PeopleScout



BEST PRACTICES FOR  
HIRING VETERANS



## A RECOGNIZED LEADER

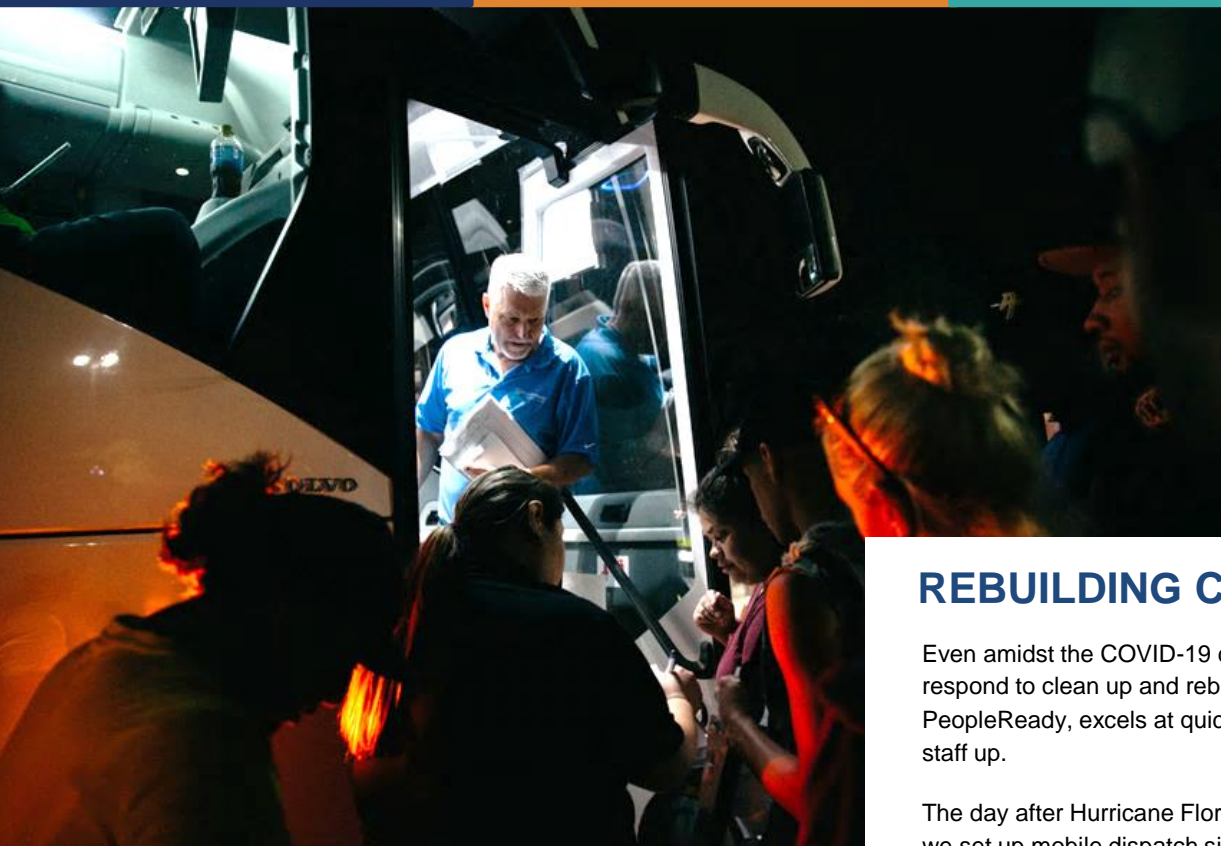
- ❖ TrueBlue is a founding member of the national advisory circle on the Veteran Employment Advisory Council (VEAC) and the U.S. Chamber of Commerce Foundation Hiring our Heroes (HOH). TrueBlue connects service members, veterans and military spouses with career opportunities at TrueBlue and its clients.
- ❖ The Military Times named us a Best for Vets Employer, and for the fifth year in a row, we earned Victory Media's Military Friendly Employer designation.
- ❖ PeopleScout was named a 2019 Military Friendly® Employer. This is the fifth consecutive year PeopleScout received the honor.
- ❖ Our lead veteran recruiter took part in "The Talent Advantage: Untapping your talent pipeline with a Veteran solution" webinar with the Ready to Work Business Collaborative.

# Veteran Hiring Services

## From NOW to NEXT

We take a holistic approach to recruiting and placing veterans. Our approach starts with educating both our clients and veterans about how to communicate with each other, how to interpret military skills for civilian jobs, and how to support veterans in their transition, as well as providing opportunities for military spouses. Through custom tailored recruitment solutions that leverage our suite of veteran hiring services, we help our clients hire thousands of veterans each year. At TrueBlue, we salute our veterans, and we hire them.





## REBUILDING COMMUNITIES

Even amidst the COVID-19 crisis, when disaster strikes, TrueBlue is one of the first to respond to clean up and rebuild our communities. Our on-demand labor provider, PeopleReady, excels at quickly mobilizing to help businesses repair their facilities and staff up.

The day after Hurricane Florence, PeopleReady staff was on the scene. Within days, we set up mobile dispatch sites, stocked with everything from generators and laptops to food, water, and even tools, clothes, and raincoats. For the largest disasters, we commonly fly in recruiting teams, who visit shelters and work with agencies to connect with people who have been displaced or lost their jobs. We find them work so they can start rebuilding their lives. Thanks to JobStack, our mobile jobs app, people easily find jobs near them that match their skills and experience. Our response teams often spend their free time volunteering to babysit, assemble aid packages, and assist with rebuilding.

Through every recovery effort, the health and safety of our employees, associates, and clients is our top priority. As part of our usual protocol, TrueBlue promotes a healthy work environment by encouraging sick workers to stay home and by providing necessary PPE for each job, including office cleaning services and hygiene supplies such as hand sanitizers. We closely monitor developing situations in each response zone and operate with an abundance of caution.







## PROVIDING SECOND CHANCES

Every day, thousands of people have been unable to find jobs, simply because they have been out of work for an extended period. They may be wrongly perceived by potential employers as less employable. We are proud to play a role in finding jobs that will develop their skills and put them on a new path. TrueBlue joined the [Ready to Work Business Collaborative](#), a non-partisan, business-led organization that brings together employers who are interested in successfully hiring and retaining ready-to-work talent consisting of the long-term unemployed, the under-employed, veterans, and others who may have been overlooked.

The link between employment and reduced recidivism is undeniable. People who need a second chance can find it with TrueBlue, including those with criminal records. Jobs help reduce recidivism by providing community, predictable routines, and paths to stability. Annually, we employ 25,000 people who have criminal records. If people want to work, we will match them to a suitable job. In some cases that means we need to educate clients about the rights of people who have served time and the benefits of working with those who are motivated to prove their reliability. At PeopleReady, we only run background checks when required by law or requested by our clients.

Our government relations team advocates for Career and Technical Education, particularly in middle and high schools, as well as training programs that serve the unemployed. We also advocate for legislation that makes it easier for people to get back to work. TrueBlue was a sponsor of Washington State's Certificate of Rehabilitation of Opportunity (CROP) Act, which paired community-supported attestations of rehabilitation with limited liability for employers.



## GROUNDWORKS: PREPARING THE WORKFORCE FOR THE FUTURE

Groundworks, our corporate citizenship engagement program, exists to Prepare the workforce for the future. Groundworks combines advocacy and volunteer leadership, philanthropy, and education and training programs.

Groundworks empowers employees to lead as volunteers, advisors, or board members with organizations that speak to their passions. Employees who volunteer at nonprofits that address Groundwork's mission can apply for Seed Fund grants. We have provided grants for a variety of organizations from large to small, primarily local organizations that focus on education and skills training, second chances integration, and wrap-around services to support a resilient workforce.



Groundworks is aligned and integrated with company goals and our corporate culture. The program inspired and coordinated the implementation of WorkUp, PeopleReady's associate skills training program. Groundworks also promotes TrueBlue's continued advocacy with policy makers and community leaders to advance career and technical education and other policies that enable employment.



### Sample of our Grant Recipients

*Patriotic Hearts*  
*Hire Heroes*  
*Goodwill*  
*United Way*  
*Skills for Chicagoland's Future*  
*Big Brothers & Big Sisters*

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### Grant Criteria

- ❖ *Only employees can apply for grants*
  - ❖ *Applicant has significant connection with the organization as a volunteer or board member*
  - ❖ *Organization provides services to prepare the workforce for the future*
  - ❖ *Seedfunds stay in the community where the applicant volunteers*
-



## PARTNERING FOR GROWTH

Whether a client is a small business on Main Street or a Fortune 500 company, we work equally hard to support their success. Our clients expect more than basic staffing and recruiting services. We partner for their growth. We sit with our clients to analyze their data and examine production and market forecasts. Together, we strategize to manage labor needs for peak seasons and respond to unforeseen challenges. They need the right employees—temporary and permanent—with the right skills at the right time. We find those employees. Then, we do more.

Our industry experts coach clients and provide resources to enable them to evaluate how workforce innovations, disruptors, and public policy will affect their business. Whitepapers and blog articles, available to all employers, promote worksite safety, introduce best practices for recruiting and retention, and contextualize big data.

PeopleScout and Staff Management publish a quarterly [Global Unemployment](#) report, in conjunction with HRO Today, a leading human resources news source. The report provides vital information for predicting high-potential locations for expansion and recruitment. Our annual [Compliance Trends](#) report alerts employers about new laws that could affect their business and employees.

## LEADERS IN SERVICE

*TrueBlue leaders from every level of every division play strategic roles on industry councils and associations. Participation ensures we have a seat at the table to learn from these partners to grow and serve a diverse, engaged, and satisfied employee market.*

*We serve with*

- ❖ *Associated Builders and Contractors Workforce Development Committee*
- ❖ *HRO Today Services and Technology Association*
- ❖ *American Movers & Storage Association*
- ❖ *Human Capital Industry Advisory Board for Wharton's Center for Human Resources*





## ANTICIPATING CHALLENGES

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Staff Management developed innovative technology that enables clients to anticipate challenges up to 12 weeks in advance. These capabilities enable our teams to anticipate labor shortages and ensure proper timing for recruiting and scheduling initiatives. The information we share gives clients a chance to alter their production schedule to align with existing workforce availability and our timetable for onboarding new recruits.

## NEXT TALENT SUMMIT

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PeopleScout's annual thought leadership forum, the NEXT Talent Summit, brings together industry thought leaders and experienced talent acquisition and workforce management professionals to learn and network. Our clients join industry leaders and hear directly from those who are driving talent acquisition and workforce management towards what's next.



## WE CREATE VALUE

- ❖ *85% of clients surveyed by TechValidate said PeopleReady's performance rated better than our competitors*
- ❖ *PeopleScout retains 98% of its clients and 95% of them expand on their contracts*
- ❖ *Staff Management won Inavero's Best of Staffing Client Award, receiving client satisfaction ratings eight times greater than the industry's average*



A photograph of three women sitting around a dark wooden table in a modern office setting. The woman on the right, who is Black, is wearing a denim jacket and is gesturing with her hands while speaking. The woman in the middle, who is Black, has her hand to her chin and is listening intently. The woman on the left, who is white, is also listening. The background features a brick wall and a large window. On the table, there is a straw hat, a white coffee cup, and some papers.

## Supporting Our Team

The people who work at TrueBlue, from our branch specialists to our executives, find great meaning and reward in knowing the work they do leads to opportunities for personal success and resilience for our clients, recruits, and associates. Our employees are the key to our success. To support them, we must create a place where they all feel valued, recognized, and empowered to do their best work.





## PEOPLE CREATE OUR CULTURE

Ensuring a diverse and inclusive performance-driven culture is one of the key components of our corporate strategy and a corporate priority led by the Board. TrueBlue established a Diversity and Inclusion Council (D&I Council) and, in 2019, appointed a vice president to lead this function as part of our strategy to create a culture of inclusion. We also invest in emerging talent through our recruitment strategies, talent management, and development programs for critical roles.

Recent highlights of human capital initiatives that strengthen our commitment to people and talent development include adding human capital management to the chartered responsibilities of the Compensation Committee and developing and providing a number of human capital management metrics to the committee on a regular basis. Further, the Governance Committee evaluates the performance of the CEO and oversees the administration of the executive team compensation and benefits plan.

## DEVELOPING OUR PEOPLE

Creating a culture of growth extends to the individual professional development of our employees. Intentional career growth involves planning, learning, and seeking opportunity. TrueBlue's Full Performance strategy for employees incorporates all three elements. This strategy supports our resolve to foster a culture that enables all employees to realize their full professional potential and cultivates a qualified bench of future leaders.

Individual development plans identify specific skill gaps, and development goals and chart a path for growth. We aim to strengthen skills that transfer across roles, service lines, and functions. Managers meet regularly with employees to discuss their plans, and yearly assessments provide a formal process for tracking progress. This standardized process also ensures employees in similar positions are similarly evaluated.

When a position opens, we look first at our own team and promote from within as often as possible. Several leaders, who started by answering client calls at branches and now lead large teams, can attest to this practice. Since our footprint spans the globe, geographic mobility supports more options.

## CULTURE LEADS ENGAGEMENT

Employees have responded to our ongoing efforts to foster a culture of engagement and meaning in the work they do every day. TrueBlue actively monitors our employees' satisfaction with their work, management, team members, and engagement with TrueBlue, through periodic employee satisfaction surveys conducted by a third party. The survey is distributed quarterly to all branch, corporate, and support staff. By directly asking "How happy are you working at TrueBlue," we know that 72% of our employees are engaged.





## TRAINING WITH INTENT

Our online training platform, offers extensive customized training plans for front-line staff, field operations, and support center employees. Instructor-led courses, field training specialists, and our learning library materials focus on more complex topics. Some compulsory courses are assigned by role. For instance, branch staff must complete a set of employment-related compliance courses.

Additionally, employees can guide their own learning, based on topics of personal interest in our extensive learning library. For instance, they can perfect technical skills, prepare for other positions, or enhance management and leadership potential.

Our new-hire training programs are shaped by a formal scoping process in which we:

- ❖ Incorporate a funnel management system to aid initial scoping
- ❖ Design programs for new employees to learn about operations and standard practices
- ❖ Develop courses in response to legal compliance, leadership development, and transferable skills
- ❖ Determine metrics or measures of success during the scope and follow-up post-project to judge project success
- ❖ Leverage the Kirkpatrick measurement model on all programs
- ❖ Conducted user-centric surveys with branch managers and created customer personas to design our branch manager program



## HONORING OUR DIFFERENCES

The success of our company is a reflection of the quality and capability of our people. TrueBlue is dedicated to fostering, recognizing, and embracing diversity, from our Board of Directors to our temporary associates. We cultivate a supportive environment of inclusion that values the experiences and contributions of every team member.

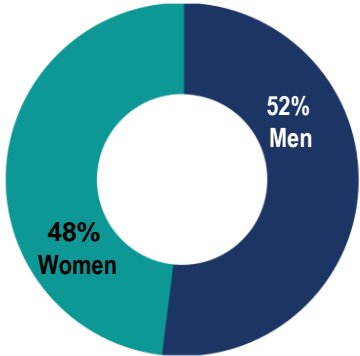
TrueBlue has assembled a diverse internal employee workforce. Today, women hold nearly 50% of positions for director and above, and our Board of Directors garnered recognition for the depth of its diversity. TrueBlue resolves to ensure gender representation at Board, senior management, and workforce levels.

As of 2018, women fill more than half of our open positions for managers—a significant increase of 18% in just a year’s time—and over a third of the company’s employees are minorities. Our employees span the generations, too, with more than 40% representing Baby Boomers and Generation X. In other words, not only does TrueBlue champion a diverse and inclusive workforce, but we continue to see this reflected in the employees who make our mission possible every day

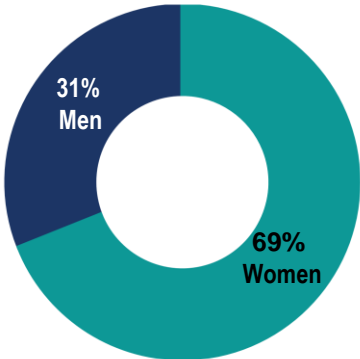
U.S. Race & Ethnicity	Asian	Black or African American	Hispanic or Latino	White	Other <sup>b</sup>	N/A <sup>c</sup>
Executive Management <sup>a</sup>	3%	3%	5%	86%	2%	1%
All Other Employees	3%	19%	17%	48%	12%	1%

Data as of December 29, 2019 and represents U.S. internal operations & support staff, not assigned employees. a) Represents directors and above. b) Other includes Native American or Alaska Native, Native Hawaiian or Pacific Islander, and “Two or More Races.” c) N/A represents not available or not disclosed. d) Represents employees in the United States.

### Executive Management<sup>d</sup>



### All Other Employees<sup>d</sup>





More than 20 employees, across multiple divisions, volunteer their time to serve on our Diversity & Inclusion Council. The Council designs and launches initiatives that advance acceptance and inclusion. It reports regularly to executive leadership, who briefs our Board of Directors on a quarterly basis, and the Board continues to foster and promote a diverse, talented, and well-trained workforce and a performance-driven workplace culture. The Council also sponsors training to build awareness, including a powerful session related to sexual identity and gender transition. Moreover, the company-wide Origins initiative created a platform for co-workers to share their stories with each other. Through these experiences, we learn how our differences build stronger teams and how our histories reveal similarities.

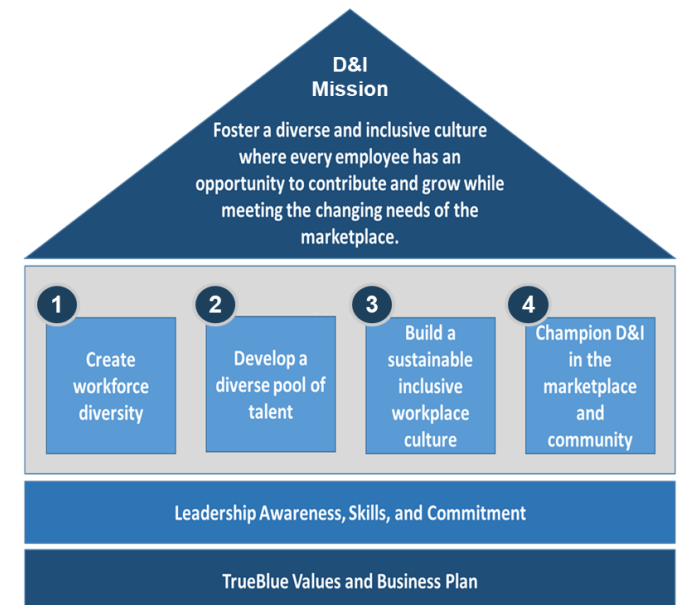
#### Purpose

- ❖ Identify diversity and inclusion issues and opportunities
- ❖ Recommend and champion diversity & inclusion initiatives across the company
- ❖ Support innovative actions that create an inclusive work environment that makes full use of the contributions of all employees
- ❖ Make recommendations to build a company workforce that reflects the demographics of our communities and customers
- ❖ Foster an environment which is open and accepting of individual differences where all employees are encouraged to maximize their potential and exhibit a commitment to our company, community and clients

#### Strategy

Using a four-pronged approach, we plan to make an inclusive and lasting difference in our world of work, both within and outside of the office:

- 1) Create workforce diversity
- 2) Develop a diverse pool of talent
- 3) Build a sustainable inclusive workplace culture
- 4) Champion D&I in the marketplace and community







# trueblue®

## DIVERSITY & INCLUSION COUNCIL

TrueBlue's Employee Resource Groups (ERGs) maximize employee engagement and contribution to business objectives by attracting employees who can identify with the company from the very start through networking, shared communication and cultural awareness. By joining our voluntary, employee-led ERGs, team members find opportunities to collaborate based on shared characteristics or life experiences to support each other for enhanced career and personal development.



**African American Resource Connection (AARC)** was the first employee resource group at TrueBlue and paved the way for all other ERGs. In 2019, it conducted a monthly series of "Lunch and Learn" events, featuring inspiring guest speakers, and produced the ongoing "AARC Spotlight" series, profiling African American leaders within TrueBlue to provide a glimpse into their background and journey to becoming a TrueBlue leader.



by providing thought leadership representative of the concerns of the Veteran community.

**Veteran Employee Talent Society's (VETS)ERG** aims to provide the framework for a diverse community of Veteran and other mission-supportive employees, empowering members to grow professionally, build networks. This group helps TrueBlue weave support for Veterans throughout its policies, norms, and institutions



**Women in Leadership ERG** supports women's growth, professionally and personally, through continual education and development. Recent accomplishments include hosting more than 10 guest speaker calls with an average of 150 attendees. It also facilitated three Women in Leadership forums in Chicago, IL, Indianapolis, IN and Tampa, FL, and continues to highlight women leaders and their stories through Women in Leadership bios.



while promoting activities within TrueBlue that raise awareness about Bullying, Discrimination, Transphobia, and Transmisogyny.

**Be Proud**, our enterprise-wide group of lesbian, gay, bisexual, transgender, queer, questioning (LGBTQ+), and allied employees, commits to promoting an equitable and inclusive environment for all. The mission of Be Proud is to drive LGBTQ+ friendly initiatives in the company's policies and environment

### Hispanic Opportunity and Latinx Awareness (HOLA)

ERG fosters an inclusive culture within TrueBlue that continues to embrace and support our Hispanic/Latinx employees and associates within the communities we serve. HOLA works to create a sense of belonging to a united family and community within the workplace where all employees have an equal opportunity to learn and collaborate together.

**HOLA TrueBlue**  
Hispanic Opportunity & Latinx Awareness



## MODELING THE WAY: DIVERSITY IN ACTION

*In 2018, Eric De Los Santos, Associate General Counsel and Senior Director of Employment Law, was appointed president of the National Filipino American Lawyer's Association, which recognized Eric's long-standing dedication to diversity. Eric also promotes D&I as Chair of the Employment & Labor Law Network of the Association of Corporate Counsel.*

*In 2019, the Women in Trucking Association named TrueBlue's Centerline division one of the Top Companies for Women to Work For in Transportation. "At Centerline, we have great pride in promoting diversity and inclusion for our employees, our drivers, and our clients" said Centerline President Jill Quinn. "Women comprise 50 percent of our leadership team and 65 percent of our total staff, and I am proud to share this honor with them."*

*National Association of Corporate Directors (NACD), representing more than 19,000 corporate board members, selected TrueBlue as an inaugural recipient of its NACD NXT Recognition Awards. TrueBlue won the small cap category and was recognized for not only our Board, but for every level of hiring.*



## HEALTH & WELLNESS

Our health and wellness program includes elements that support work-life balance. For instance, the employee assistance program (EAP) pairs employees with clinicians to address family and relationship issues, anxiety and depression, addiction, caregiving, and more. Other programs address tobacco cessation, incentivize physical activity by linking reimbursements for fitness center dues to usage, and support team members who have children with special needs.

The company offers PTO and Parental Leave programs, which are complemented by short-term disability insurance. Flexible working arrangements, such as job sharing, reduced hours, working from home or working remotely, are considered on a case-by-case basis. In assessing these requests, some of the factors that managers consider are the impact on production and the quality of the employee's past performance. The company also uses a number of technology and software platforms to allow for video conferencing and file-sharing capability for remote employees.

Additionally, our PeopleReady associates benefit from the flexibility that temporary employment offers. They choose, each day, whether to work, what hours they wish to work, and which jobs they will take. In fact, we enhance this flexibility with JobStack, a phone app that gives them control of their work. They now see alerts about nearby assignments that match their skills. They get to choose the jobs that fit their availability. For those struggling to balance childcare, a second job, or caregiving duties, this flexibility often tips the balance between employment and unemployment.



### GIVING NEW PARENTS TIME

*In 2018, TrueBlue expanded Paid Parental Leave benefits to allow employees up to four weeks of paid time off for maternity, paternity, and adoption. Many employees take advantage of flexible and alternative schedules and remote work options.*



## PERSONALIZED HEALTH CARE

To help employees understand and improve their health, TrueBlue introduced a program to provide free and confidential biometric screening for factors such as blood pressure, weight, cholesterol levels, etc. We made participation easy by providing multiple options: a screening day at our headquarters, free visits to diagnostic centers, or employees' doctors. Screening was enhanced with an online questionnaire that assessed factors such as stress, work/life satisfaction, and safety practices. To incent participation, we granted TrueGratitude recognition purchasing points.

The personalized summaries provide recommendations and resources. Individuals with heightened health risks were also invited to participate in an online health coaching program or offered one-to-one health coaching to support people to quit smoking, maintain healthier weight, manage stress, or address chronic disease.





Staffing Industry Analysts named four TrueBlue executives to its list of “Global Power 150 Women In Staffing Industry,” including PeopleScout President Taryn Owen, President of CenterLine Drivers Jill Quinn, Staff Management Senior VP of Operations Loree Lynch, and PeopleReady Senior VP and Chief Sales Officer Kristy Willis.



HRO Today magazine repeatedly recognizes PeopleScout as a global market leader, including naming four leaders as HR Superstars and feature-ing the company on its Bakers Dozen Leader list.




Affinix™, PeopleScout's proprietary talent technology, won "Most Innovative Enterprise Solution" in the 2019 Recruiting Service Innovation (ReSIs) Awards. These awards recognize innovations in talent acquisition – the organizations, people, products, and servicees committed to optimizing the recruiter experience.



TrueBlue is proud to play an active role in the Ready to Work Business Collaborative (RTWBC). The RTWBC is a non-partisan, business-led organization that brings together employers who are interested in hiring and retaining ready-to-work talent among the long-term unemployed, the under-employed, veterans, people with disabilities, and opportunity youth.





## Shrinking our Environmental Footprint

TrueBlue is successful because of our commitment to our core values—one of which is to “be accountable.” Our accountability requires us to understand our responsibility to, and impact on, the communities where we work and live, as well as the environment.





## UNDERSTANDING OUR ECOLOGICAL FOOTPRINT

TrueBlue remains committed to managing our environmental impact, including understanding and recognizing opportunities for improving carbon and energy emissions, water usage, and hazardous waste, as well as finding ways to use sustainable and renewable products and energy sources. Our Corporate Environmental Policy addresses the importance of this awareness and describes actions designed to reduce our impact. Throughout 2020 we will continue to refer to the TCFD framework when developing measurable environmental goals for the company.

Our core purpose of connecting people to work means that we do not produce or manufacture tangible goods. TrueBlue does not run extensive facilities or plants that emit large amounts of carbon or other non-renewable energy nor does our business require the use of hazardous materials.

Nevertheless, TrueBlue understands that our daily activities affect the environment. The bulk of our impact derives from energy, office supplies, waste, and travel.

We operate more than 650 branches and a number of corporate support centers. Each location requires electricity and is stocked with office supplies and equipment, which eventually flows into the waste stream. To conduct routine business, staff and associates drive to and from worksites every day, while operations and support staff fly to attend client meetings and conferences.



[\*Read TrueBlue's Corporate  
Environmental Sustainability  
Policy to learn about our  
program in more detail\*](#)

## COMMITTING TO SUSTAINABILITY

We have laid the groundwork to formally incorporate environmental awareness in our decision-making and will continue these efforts through 2020 and beyond.

To make informed decisions and determine whether our efforts yield results, we will partner with an energy management service to measure how much water and energy we use.

While measuring and reporting to establish a baseline, we will institute practices aimed at curbing our environmental impact. Whenever practical, we will reduce air travel and miles driven and instead, depend on video conferencing and other telecommunication tools.

To limit our use of natural resources and our waste stream, TrueBlue is dedicated to finding creative ways to reduce the amount of paper we use. The company's purchasing, facilities, and real estate departments continually explore options to source and purchase sustainable and recycled supplies and equipment.

TrueBlue's Corporate Citizenship Committee consults with and involves department stakeholders to evaluate and implement efforts to reduce our footprint. Furthermore, our Board of Directors receives regular updates about our efforts to minimize our impact.

We commit to the following goals and initiatives:

- ❖ Monitor and disclose our water use
- ❖ Disclose information on energy derived from renewable sources
- ❖ Use third-party environmental management system to help TrueBlue recognize, manage, and implement improvements in our energy usage across our operations and business







## BUILDING ON PREVIOUS EFFORTS

We have already made changes and instituted policies that positively contribute to lasting sustainability at our branches and two corporate support centers, in Tacoma, Washington, and Chicago, Illinois. Each of these small efforts has contributed to significant collective results.

For example, we purchase Energy Star compliant computers and remove screensavers and automate sleep and shutdown status, which cuts energy use. At our support centers, smart thermostats automatically adjust heating and cooling during work and non-work hours, and we reclaim energy from our data centers and elevators to provide supplemental heat for the building. As we transition more of our IT infrastructure to the cloud, we will rely less on large, energy intensive, on-site servers.

Sometimes simple things make a great impact, and in that light, we instituted “Thermostat Training” for new branch staff. By learning how to set the thermostat to automatically adjust for business hours, we avoid heating and cooling unused spaces, thereby minimizing energy use. With 650 locations, the impact adds up.

To reduce miles driven and carbon emissions, we encourage staff to take public transportation and provide bike racks and lockers. We also situate our branch offices in strategic locations, based partly on proximity to public transportation and the neighborhoods where our associates live.

We continually search for opportunities to use sustainable, recycled, and non-toxic products in our facilities and to recycle or repurpose supplies. We have begun to replace wasteful tank-style water heaters with energy-efficient on-demand water heaters as well as retrofit lights with more efficient LED and T8 lights. We also give office equipment and electronics a second life by donating them to non-profit organizations. We recycle any that are beyond second use, including batteries. We also offer this recycling service to employees for their own computers and home electronics.



## USING TECHNOLOGY FOR SUSTAINABILITY

We leverage technology to minimize environmental impact. PeopleReady's JobStack app drastically reduces the miles that each of our associates must travel to work since they no longer have to travel to the branch to be assigned a job. Now, they select the job they want and drive straight to the jobsite.

Additionally, we pay most of our associates via electronic pay cards, which cuts more miles associates must travel as it eliminates the need for them to come to a branch for a job assignment.

Likewise, our Affinix app allows PeopleScout's candidates to apply, meet recruiters, and conduct interviews via video conferencing, which further reduces miles driven.

## SETTING SUSTAINABLE EXPECTATIONS

TrueBlue's Supplier Code of Conduct requires all TrueBlue vendors to pledge to protect the environment and respond to the challenges posed by climate change. We require suppliers to comply with all applicable environmental laws and regulations regarding hazardous material, emissions, and waste/wastewater discharge. Additionally, we expect suppliers to take measures to reduce their waste, water, and energy consumption.





A photograph of four business professionals (three men and one woman) sitting at a conference table, clapping and smiling. They are dressed in business attire. The image is used as a background for the page, with a semi-transparent dark overlay containing text.

# Acting Ethically

We are committed to our core values and to operating as an ethically responsible and trustworthy company. Our shareholders, clients, employees, and other stakeholders, rely on us to do the right thing. We proudly embrace this responsibility. We strive to promote equality, diversity, and respect for human rights in everything we do.



## PROTECTING HUMAN RIGHTS

Every person deserves to be treated with respect, free of coercion and intimidation, and safe from violence. These are the most basic of human rights. As an employment company connecting hundreds of thousands of people with work annually, TrueBlue recognizes the risks related to violations of human rights in the employment context, including the risk of discrimination, inadequate health and safety in the workplace, forced labor, child labor, and violation of work hours, wages, and benefits rights. The company strictly prohibits this conduct. The following collective practices constitute TrueBlue's policy on human rights.

### TRAFFICKING & MODERN SLAVERY

While it should go without saying, we absolutely and unequivocally condemn human trafficking and slavery. Our commitment to this is reflected in our policies and actions toward our employees, vendors, clients, key stakeholders, third parties, and the communities and countries where we do business. Several policies communicate our strict prohibition against any action comprising or facilitating forced or child labor, human trafficking or modern slavery within our business, including [Our Code of Conduct and Business Ethics](#); [Supplier Code of Conduct](#), and Modern Slavery and Human Trafficking Policy. In addition, our Supplier Code of Conduct requires all prospective suppliers in the UK to certify their compliance with the United Kingdom's Modern Slavery Act 2015.

TrueBlue respects the rights of all minority groups and genders. In compliance with the Modern Slavery Act 2015, our UK subsidiary, TMP, as well as the parent company, TrueBlue, posts an annual [Modern Slavery Statement](#), citing our Modern Slavery and Human Trafficking policies.

Our hiring procedures, screening, and documentation minimize the risk of slavery and human trafficking. For example, we verify work eligibility for all employees and do not hire individuals under the age of 18.

TrueBlue requires all employees to complete training that reflects our dedication to human rights. TrueBlue employees, vendors, clients, and key stakeholders are encouraged to report formal concerns and grievances via TrueBlue's Compliance Alert solutions. Furthermore, the company expects and requires all its customers and suppliers to maintain a similar dedication to preservation of human rights and to report any concerns or grievances regarding TrueBlue's human rights directly to TrueBlue.

The Board discusses the potential impact of TrueBlue's business on human rights issues at each quarterly meeting as part of the discussion regarding how TrueBlue can be a force for good. Other topics include our focus on hiring veterans; skills development in the trades and soft skills; re-entry opportunities for people who have served time; and recently, at the request of a U.S. Senator, how we might assist in small communities, where automation and industrial consolidation has left few options for employment



## EQUAL OPPORTUNITY & ADA

TrueBlue is an equal-opportunity, people-centric company. We promote an inclusive, engaged culture in the workplace, which attracts and retains a diverse and talented workforce. All employment practices and activities are conducted on a non-discriminatory basis. We have a zero-tolerance policy for harassment and violence. We include training modules related to anti-harassment, workplace violence, diversity, and ethics in our onboarding and training curriculum for all employees.

We commit to the goal of equal employment opportunity and affirmative action. We make every reasonable effort to ensure that all applicants and employees receive equitable opportunities in personnel matters, including recruitment, selection, training, placement, promotion, demotion, compensation and benefits, transfers, terminations, and working conditions, including reasonable accommodation for qualified individuals.

Regularly-developed training modules support our efforts to create a workplace that promotes equal opportunity and that is free of harassment and discrimination. For instance, we produced an innovative and interactive program that highlights implicit bias and gives operations and support staff the tools to recognize and avoid it.

TrueBlue reinforces its commitment to equal opportunity and diversity through a variety of initiatives that impact both our temporary associates and our internal staff. Among the wide array of activities, we:

- ❖ Train managers on the meaning of diversity, how to discover it, and the business case for nurturing it
- ❖ Ensure a diverse range of candidates are represented at the short-list selection stage
- ❖ Provide job advertisements and applications in languages that represent the communities in which we do business
- ❖ Ensure that outreach and recruitment strategies are designed to draw from all segments of society, including those who are underrepresented.
- ❖ Evaluate leadership development programs to ensure that they draw from all segments of the workforce
- ❖ Post signs at each U.S. branch to inform employees of their rights to organize
- ❖ Regularly review employment and human relations policies and practices to identify and remove systemic barriers to inclusion





Providing equal opportunities extends to individuals with disabilities. TrueBlue fully conforms with the Americans with Disabilities Act (ADA). Standardized hiring procedures support our policy to hire based on a person's ability to perform the duties of the job. The company offers reasonable accommodations, based on the merits and defined criteria of each situation. In 2018, TrueBlue deployed interactive training to bring more awareness to ADA compliance.

#### **FAIR & EQUITABLE PAY**

Every employee deserves a fair wage and equitable pay, based on performance, tenure, skills, and experience. To foster equitability, TrueBlue does not ask for salary history during the hiring process, we encourage internal applicants for any job openings, and we conduct periodic compensation reviews to ensure pay is based on the elements listed above.

We never charge a fee to our associates or candidates in exchange for a job assignment or placement. Compliance training for operations staff and system controls facilitate compliance with all employment and wage and hour laws, including minimum wage laws, for all jurisdictions.

TrueBlue prohibits retaliation and will not discharge, or in any other manner discriminate against, employees or applicants because they participated in collective bargaining actions or inquired about, discussed, or disclosed their own pay or the pay of another.

For more detailed information, visit our [Policies Summary](#).

#### **Compliance Resources**

*With the click of a mouse, our intranet launches a state-by-state reference library of employment law rules, tools, and resources. It provides updated information about company policies and federal and state labor rules, including wage and hour, meal and rest breaks, and more. To reinforce this awareness, a dedicated team of compliance, legal, and HR professionals frequently train, audit, investigate, and remediate, any complaints of unfair treatment, legal changes, or employee concerns.*



## PROFESSIONAL INTEGRITY

TrueBlue enjoys a positive reputation in the industry because of our commitment to our core values and the highest standards of ethical behavior, as documented in our [Code of Business Conduct and Ethics](#) (Code).

We will not compromise these commitments, under any circumstance. Professional ethics are monitored at the Board level by the Audit Committee. The Chief Compliance Officer oversees risks related to professional integrity and ethics and provides regular reports to the Board, including whether any monetary losses are incurred as a result of legal proceedings associated with professional integrity. TrueBlue incurred no such losses in 2019.

TrueBlue's Anti-Bribery and Corruption Program (ABC Program) embodies our values and the legal requirements under which we operate. Topics addressed by the program include the U.S. Foreign Corrupt Practices Act (FCPA), our commitment to complying with laws prohibiting bribery and corruption, the UK Bribery Act, and applicable international and national laws in the countries and territories where we conduct business. Our ABC Policy establishes the company's expectations for compliance with applicable laws and the core values documented in the Code, which are applicable to the Board of Directors, officers, employees, and our associates.

The ABC Policy (published in English, Polish and French Canadian) is a comprehensive document that describes our prohibition of bribery, corruption, and facilitation payments, both in the public and private sectors, as well as requiring us to keep accurate books and records. The ABC Policy also discusses TrueBlue's Third-Party Due Diligence program and instructs employees on what channels to proceed through before engaging new suppliers and vendors. The ABC Policy is intended to educate TrueBlue employees on red flags that should trigger escalation of third-party relationships to the Compliance Department. Due diligence of third parties is a continuous process that starts with initial risk screening and vetting in the Dow Jones Risk and Compliance platform, and continues with ongoing monitoring in that same platform. We monitor each third-party's profile for new adverse media, placement of sanctions lists, litigation, and regulatory concerns. Our monitoring is focused on anti-fraud and bribery criminal violations as well as regulatory violations in the area of anti-trust, employment, and environmental law.







## SUPPLIER CODE OF CONDUCT

The Supplier Code of Conduct stipulates how our suppliers should maintain the same standards as TrueBlue in relation to human and labor rights and the environment. Our ABC Policy works in tandem with this code and our Third-Party Meals, Gifts, Travel and Entertainment Policy (Gifts Policy). The Supplier Code of Conduct specifically includes sections on compliance with labor and employment, trade, anti-trust, privacy/data protection, environmental, health and safety, anti-corruption, conflicts of interest, and human rights/anti-human trafficking laws. We expect them to protect shared data, incorporate anti-corruption standards into their business practices, and comply with the U.S. Foreign Corrupt Practices Act (FCPA). They must treat all individuals with respect and conform with established employment standards, maintain safe working conditions, avoid overworking their employees, and prevent discrimination and harassment. We maintain an absolute prohibition from engaging in or supporting human trafficking or forced work of any kind. We further specify that our UK suppliers comply with the Modern Slavery Act of 2015 and the UK Bribery Act.

The Gifts Policy restricts expenditures on meals, gifts, entertainment, and travel benefiting both government officials and persons in the private sector. It sets the rules and expectations for providing such benefits under appropriate circumstances and with requisite approval from management and the Compliance Department.

## ENABLING COMPLIANCE

Ethics and compliance form the foundation of our business activities and are at the forefront of every business decision we make and every action we take. As such, we ensure our employees are armed with tools and information that enable them to do the right thing, every time.

TrueBlue employees, officers, and Board of Directors certify their understanding of the Code of Conduct, annually, and receive in-depth training, biennially. The interactive training features real-life examples to show employees how to make ethical choices in everyday decisions. Training includes tools employees can use to speak up, seek guidance, and report concerns related to, among other topics: conflicts of interest, bribery, human rights violations, harassment and discrimination, and the manner in which we engage in political activities to advocate for public policy and our workforce. Supervisors and those who work and live outside of the United States complete annual Anti-Bribery and Corruption training related to the Foreign Corrupt Practices Act (FCPA). In 2018, 100% of managers and above, as well as all corporate support staff, completed their annual Code of Conduct training, and in 2019, 100% certified understanding.

We take all reports of suspected violations and unethical behavior seriously and take appropriate actions to correct the situation, starting with investigations of the subjects. Our Fraud Prevention and Investigation Manager focuses primarily on prevention and investigations of fiscal fraud cases; our Human Resources team performs investigations related to behavioral violations; and an attorney who specializes in international compliance, conducts investigations involving executives as well as anti-bribery and corruption. Every single investigation needs to be weighed independently, as to its facts, within a framework, with outcomes based on professional judgment, experience and the jurisdiction. Employees who fail to follow the Code may be subject to disciplinary action, up to and including termination of employment. If fiscal fraud is adequately substantiated, we will hold the subject responsible for making the company whole.

### COMPLIANCE ALERT

*We encourage staff and associates to confidentially report violations of the company's Code of Conduct policy, such as harassment, discrimination and/or retaliation, human rights violations, theft, fraud, and safety concerns.*

*Employees who experience or witness such violations are encouraged to also inform a supervisor, HR Business Partner, Chief Compliance Officer, or General Counsel. Notices can be submitted through the ComplianceAlert website or via phone at 1-855-70-ALERT and if outside the U.S., call 001-877-564-9627.*

*Reports are promptly, thoroughly, and objectively investigated. Employees found to have engaged in discriminatory conduct or retaliation will be subject to immediate disciplinary action.*

*The Compliance Department creates and administers training and raises awareness—including during Fraud Awareness Week (pictured)—about new laws and regulations. The department also audits for compliance performance and works with company leaders to enact and modify business practices to ensure compliance.*





## SECURING DATA

The nature of our business requires us to use, store, and transmit sensitive data, including personal information (PI) about recruits, candidates, contingent workers, permanent placements, our employees, and our customers. We and our vendors established a set of policies and procedures to help protect this information. The collected policies are organized in accordance with ISO 27001:2013, Information Technology – Code of Practice for Information Security Management, an international standard—and in compliance with other regulations and mandates, where applicable. These policies incorporate compliance with applicable data privacy, protection, and security rules and regulations across various jurisdictions. TrueBlue's Chief Information Security Officer owns the policies and reports to the Innovation and Technology Committee of the Board of Directors.

The Board takes its oversight of cyber security seriously and in 2015 delegated a separate Board-level committee to oversee the risks related to cyber security and the company's digital strategy and initiatives. This focus has led to additional emphasis on digital security matters at the company, including regularly updating the I&T Committee about security risks, threats, and efforts focused on mitigating those risks. TrueBlue experienced no data breaches in 2019, so no PII or confidential business information (CBI) was subject to loss or exposure.

We have undertaken activities to address critical factors and ensure the success of our data privacy efforts.

- ❖ TrueBlue holds the philosophy that our data security requires highly visible support from executive management and that data security is everyone's responsibility. As such, all employees must complete mandatory security and privacy training.
- ❖ The information security team ensures that cyber security remains top of mind by frequently sharing tips and alerting employees about security threats.

- ❖ In the case of a security breach, the Incident Response Team evaluates the threat and resolution. The team includes representatives from executive management, IT, legal, communications, HR, and marketing.
- ❖ A highly experienced, certified team of cyber threat engineers implements controls as new threats arise. This team created identity and access management processes and implemented next generation intrusion detection and response measures—including third-party system challenges and audits—as well as automated data protection protocols.
- ❖ Continuous audit and measurement of security controls and mechanisms are paired with an annual review and update of the Information Security Policy to reflect changes to business objectives within the risk environment.
- ❖ Any sensitive or confidential data—including PI, CBI, and intellectual property—transferred into or out of the company's IT systems to or from third parties is subject to a non-disclosure agreement and must receive legal, technology, and business approval.
- ❖ Multi-disciplinary approach to privacy in which teams across legal, compliance, and IT evaluate privacy risks, processes, and procedures across the organization.
- ❖ The privacy team evaluates changes in law to ensure the life cycle of TBI's handling of personal information complies with all applicable laws, rules, and regulations. This team continues to develop evolving policies and procedures to ensure the collection, use, and disposal of the PI complies with applicable laws and best practices.

*For further information about what information we collect and how we treat and protect PII & CBI, please see [TrueBlue's Privacy Policy](#).*



## BOARD OF DIRECTORS

TrueBlue is particularly proud that our Board of Directors was honored by the National Association of Corporate Directors (NACD), when it granted TrueBlue its inaugural NACD NXT Award, for breakthrough board practices that promote greater diversity and inclusion. In 2019, our nine-member Board maintained 66% racial and gender diversity, including four women. Other awards received by our Board include being recognized as a "Corporate Champion for Women" by the Women's Forum of New York in November 2017 and receiving the Seattle Business Magazine's "Excellence in Governance" award in February 2018, in part due to our Board's diversity.

Board and corporate governance have been a focus of the company for over a decade, exemplified by the company's early adoption of a practice separating the CEO and Board Chair roles. The Governance Committee also receives frequent updates on evolving corporate governance best practices and implements those practices most impactful or useful to the company.

The Board of Directors has delegated to the Chief Executive Officer the authority and responsibility for implementing and monitoring the practices in this Corporate Citizenship Report.

While the Governance Committee holds primary responsibility for ESG oversight and guidance, all other Committees maintain oversight for applicable ESG-related tenets.

**Governance Committee** – also provides leadership and oversight of ethical standards, conducts the CEO evaluation, and leads succession planning for executives and the Board.

**Audit Committee** – oversees the company's Ethics and Compliance Program, including monitoring compliance with the company's Code of Conduct and Business Ethics. The Committee considers stakeholder value and long-term strategy in relation to the company wide ERM program and management's process for identifying risks and setting mitigation strategies.

**Compensation Committee** – provides primary oversight for Human Capital Management. Among its responsibilities, this Committee determines compensation of senior leaders; reviews compensation and benefits policies and practices of the company; administers incentive plans; and receives and monitors reports regarding the company's human capital management risks. The Committee has designed the company's total compensation program for executives, which emphasizes pay for performance in both short- and long-term incentive elements.

**Innovation and Technology Committee** – provides primary oversight of the privacy and cyber security elements of ESG. The Committee monitors reports on the company's cyber security risks and related incidents and examines reports on the protection and privacy of client, employee, candidate, and worker data.

*For more information about TrueBlue's Board of Directors, committees, and the company's management and governance, please review the [2019 Proxy Statement](#).*



# SASB Risk Metrics

## Global Employee Activity

■ Series1 ■ Series2 ■ Series3



## Global Terminations

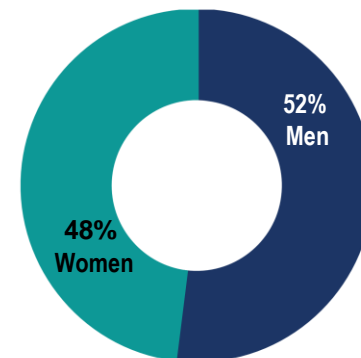


# 72%

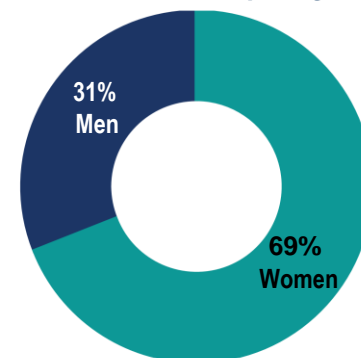
Employee engagement based  
Glint survey<sup>d</sup>

*In 2019 TrueBlue  
experienced  
no data breaches  
or financial loss due to  
professional integrity*

## Executive Management<sup>e</sup>



## All Other Employees<sup>e</sup>



U.S. Race & Ethnicity	Asian	Black or African American	Hispanic or Latino	White	Other <sup>b</sup>	N/A <sup>c</sup>
Executive Management <sup>a</sup>	3%	3%	5%	86%	2%	1%
All Other Employees	3%	19%	17%	48%	12%	1%

Data as of December 29, 2019 and represents internal operations & support staff, not assigned employees.

a)Represents directors and above

b)Other includes Native American or Alaska Native, Native Hawaiian or Pacific Islander, and "Two or More Races"

c)N/A represents not available or not disclosed

d)Based on percent of respondents who said they are happy or very happy working at TrueBlue

e)Represents employees in the United States





# About this Report

A core team of company leaders involved in our efforts surveyed the many projects, small and large, that create the daily good we contribute to our communities. We are excited to share them in this Corporate Citizenship Report. We will continuously engage internal and external stakeholders to further formalize and strengthen our Corporate Citizenship program. The disclosures that we provide are aligned with the SASB Framework and include formal measurements and goals to address the most pressing issues facing our company, our clients, our employees, and communities. As we build our program, we will publish periodic updates of this report.

Over the years, we have helped the industry and our clients grow as good corporate citizens. Our leaders deliver presentations, write articles and blogs, and publish whitepapers about a wide variety of topics, including talent acquisition, leveraging employment analytics, and diversity and inclusion. Our team monitors sustainability trends and connects with the CSR community, including presenting at the Public Affairs Council, serving on industry-related CSR and workforce development committees, and working with the Corporate Purpose Group in Tacoma, Washington.

Our Corporate Citizenship Committee, composed of employees, managers, and executives, meets periodically to assess and strengthen our engagement, social, and environmental initiatives. We will consider global initiatives, raise awareness about TrueBlue's role and responsibility as a good corporate steward, and continue to refine how we respond to human rights issues by working with stakeholders. The Committee updates, reports to, and consults with the Governance Committee of TrueBlue's Board of Directors. We share additional information about our governance and sustainability oversight in our Proxy and Annual Statements. Please refer to the [TrueBlue Investors](#) website for periodic updates about the company, including updated statistics and quarterly financial reports.

