



CHANGING LIVES EVERYDAY

2021 Corporate
Citizenship Report





trueblue
THE PEOPLE COMPANY



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We Change Lives Every Day

A LETTER FROM CEO PATRICK BEHARELLE

Throughout an extremely challenging 2020, our team at TrueBlue showed incredible resolve as we continued to pursue our mission to connect people and work as a force for good in the communities that we serve.

We have always prided ourselves on making a positive impact for our associates, employees, customers and stakeholders. This past year our purpose-driven work took on even greater meaning as we helped on the frontlines in the fight against COVID-19. We have been involved in everything from building ventilators and sanitizing PPE, to packaging testing kits and preparing meals that feed the most vulnerable, to assisting with vaccine distribution efforts and staffing call center positions that support scheduling for vaccine appointments. These are just a few examples of TrueBlue doing our part to help fight the pandemic—and we are eager to do more.

Our purpose drives us—and doing more is built into our company DNA. We strive to be a force for good and to be ready when people, businesses and communities need help. This is what we call Corporate Citizenship. For TrueBlue, Corporate Citizenship begins and ends with our values, which guide our actions and the way we serve our associates, employees and customers. Or to put it plainly, it is all about how we treat people and creating a culture where everyone can advance and thrive.

Being a good corporate citizen means ensuring people have access to jobs that pay fair wages, that make use of and build their skills, and that take place in an environment where they are treated with respect. It means being a trusted partner that enables businesses—no matter how small or large—to grow by anticipating changes in production and providing workers with the right skills at the right time. It means protecting the human rights of our associates in every country where we operate and protecting the interests of all our stakeholders by committing to integrity and ethical reporting.

Many of our community engagement and philanthropy efforts focus on preparing the workforce for the future by partnering with nonprofit organizations, legislators and other businesses. Examples include 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.

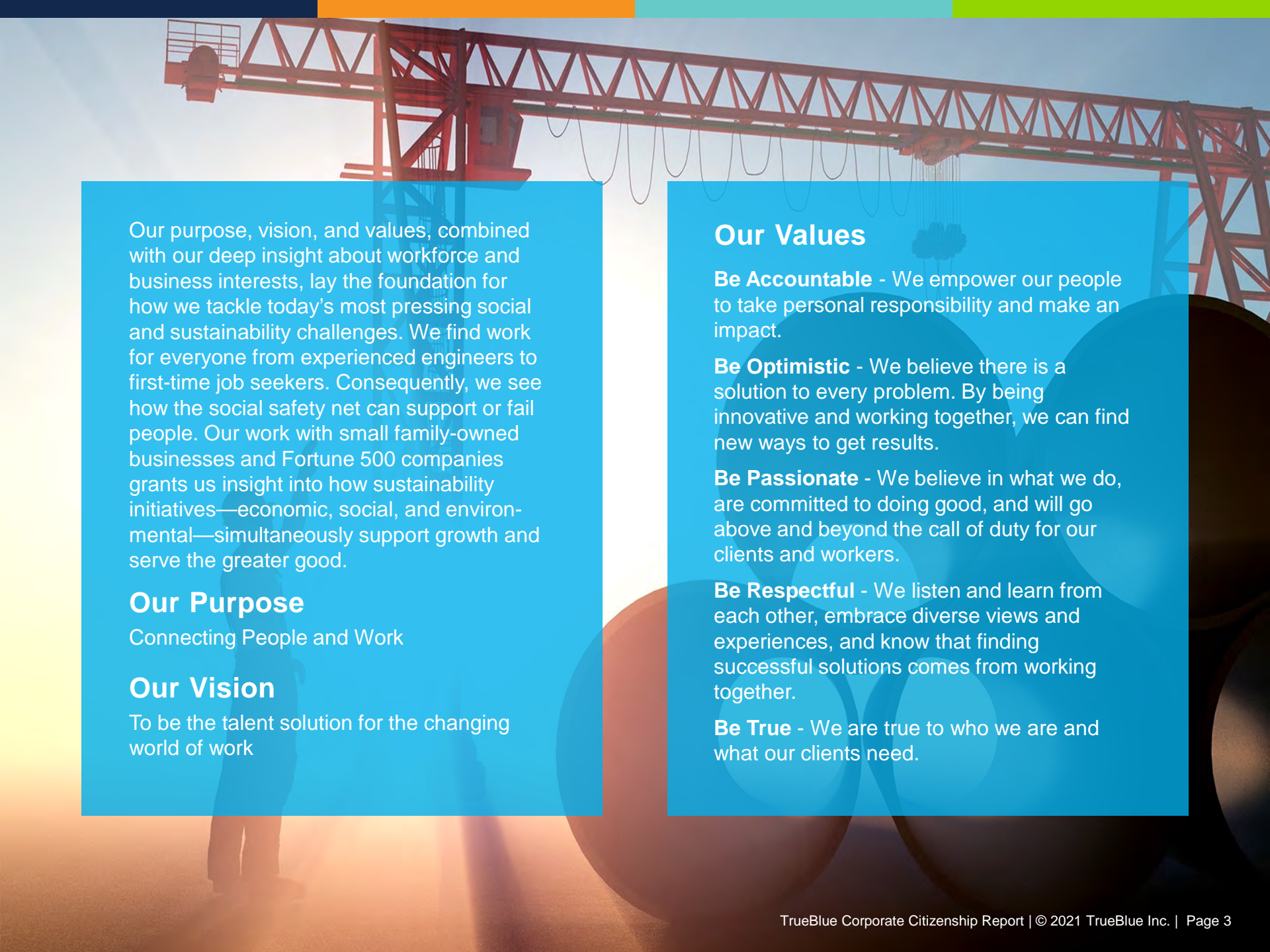
As a branch-based business with many remote workers, our environmental impact is limited. But we continue to reduce our footprint by using low-VOC paints, replacing inefficient lights with low-demand LED bulbs, and leveraging technology to reduce the miles our associates, candidates and employees drive. An upcoming milestone in Q3 of 2021 will be the opening of our new state-of-the-art Chicago delivery center. The facility is LEED certified, and our newly constructed office space has been built to the same standards.

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 people and 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, with a specific focus on Human Capital Management (HCM), 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. Further, we incorporated ESG and HCM goals into the executive compensation program.

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 and Chief Information Security Officer focus on cyber-security measures, and our Chief People Officer and Vice President of Diversity, Equity, and Inclusion 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, Equity, and Inclusion
- Professional Integrity
- Human Capital Management
- Cyber Security
- Environment

Each of these issues is explored more in this report.



490,000 CONNECTED
TO WORK



200,000 FULL-TIME
PLACEMENTS



99,000 CLIENTS
WORLDWIDE



30,000 VETERAN
HIRES



5,200 SUPPORT &
OPERATIONS STAFF



860 LOCATIONS IN
NORTH AMERICA

GLOBAL IMPACT

TrueBlue is a leading provider of specialized workforce solutions that help clients achieve business growth and improve productivity, connecting approximately 490,000 people with work in 2020. TrueBlue's PeopleReady division offers industrial staffing services and PeopleReady Skilled Trades connects businesses with highly-skilled tradespeople. 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.

ESTABLISHED IN 1988 • 2020 REVENUE OF \$1.8 B • NYSE: TBI



WE RISE TO THE COVID CHALLENGE

Throughout the pandemic, TrueBlue companies remained open and provided essential talent to businesses, non-profits, and government agencies and helped our global communities. Our first priority was—and continues to be—the health and safety of our associates, employees, clients, suppliers, and others with whom we partner

When jurisdictions around the world began implementing restrictions to protect public health, we quickly formed a specialized COVID-19 task force. The task force identified ways to keep our employees safe and created a coronavirus information hub to provide safety recommendations, answer frequently asked questions, and link to COVID-related resources. Employees can also visit the hub to submit questions and report risks to our crisis response team for immediate action. Additionally, each division implemented measures and protocols to address needs unique to their clients and employees.

In the first months of the crisis, we distributed more than 120,000 masks to our frontline workers. To keep our associates, employees, and clients who perform essential jobs healthy and safe, we implemented comprehensive safety, PPE, and sanitation measures, including adherence to guidance from the Centers for Disease Control and Prevention, World Health Organization, Occupational Safety and Health Administration and other key authorities.

To enable the majority of our support center employees to work from home, we invested in the technology necessary to allow widespread remote access and provided reimbursement for certain expenses associated with setting up a home office.

As the world recovers from COVID-19, we will play a key role helping businesses prepare for what's next, and connecting people to work, including the unemployed, as they re-enter the labor market, find jobs, and launch new careers.



WE ENABLE CLIENTS TO SAFELY CONNECT TO ESSENTIAL TALENT

TrueBlue companies are fully leveraging digital solutions and mobile apps to help companies and associates connect safely through a digital environment. PeopleReady rolled out a new virtual onboarding capability to minimize in-person branch visits. PeopleScout's Affinix mobile-first, cloud-based platform fills critical healthcare roles through virtual hiring and sourcing.

In addition to publicly posting [TrueBlue's action plan](#), we actively share resources and best practices on how companies and workers can protect themselves. We also established a Centralized Branch Support Center to ensure our workers, clients, and communities have what they need without disruption.



WE ARE ESSENTIAL

TrueBlue is re-deploying resources to focus on clients experiencing a significant escalation in demand. We're working with the world's largest brands and non-profits to support decontamination of personal protective equipment (PPE), produce COVID-19 tests, manufacture ventilators, deliver food for food banks, and transport everyday necessities.

Our Staff Management team has been connecting people with vaccines by helping oversee the safe and timely transfer of FDA-approved COVID vaccines throughout the United States. At PeopleReady, we continue to support essential work such as janitorial and industrial cleaning at important facilities. Our associates are also on the frontlines conducting critical COVID screenings in hospitals.

At PeopleScout, we are hiring phlebotomists to help support a healthcare nonprofit in its efforts to complete COVID antibody testing and to collect plasma donations from patients who have fully recovered. In the UK, our client advisory team is doing important work to recognize hospital workers combatting the pandemic and to attract new talent in the ongoing fight.

SAFETY MEASURES INCLUDE:

- Provide masks and hand sanitizer for associates
- Conduct infrared temperature checks
- Suspended all international travel and restricted nonessential domestic travel
- Instruct our associates and employees to stay home and follow immediate notification and self-quarantine protocols if they feel ill or have been exposed to COVID
- Stagger check-ins, breaks, and lunches to allow for social distancing standards at select worksites
- Field Safety Specialists closely evaluate any assignments related to clean-up of potentially infectious job sites
- Share information about safeguarding against the coronavirus with employees, associates, and clients.
- Follow strict sanitation and social distancing guidelines
- Use drive-thru hiring events for high-volume demand in select markets

A woman wearing a yellow hard hat and a high-visibility safety vest is smiling and talking on a white mobile phone. She is holding a tablet 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.

We partner with more than 2,200 community-based, government organizations, and colleges to connect people with jobs. Our recruiters collaborate with community and technical colleges, unemployment centers, and 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.

BRIDGING THE GAP

A [November 2020 PeopleReady survey](#) found that 51% of those taking temporary jobs experienced job loss (either themselves or a household member) in the previous month, and 78% of them were also looking for a full-time permanent job but having difficulty finding one (67%). The overwhelming majority of respondents (79%) said that income from temporary jobs has become critical in maintaining their household budgets since the economic downturn.

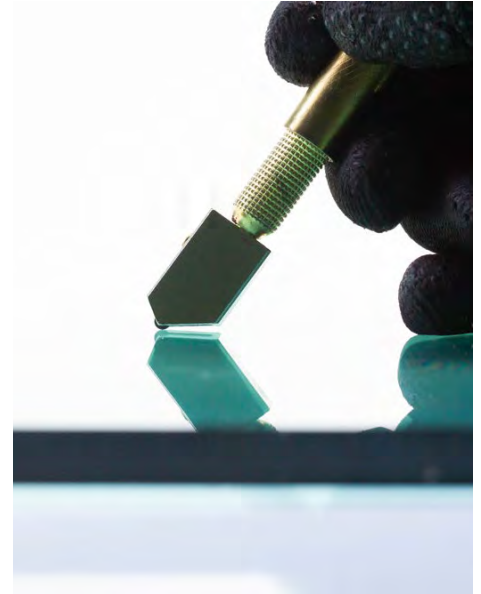
WE ARE READY FOR ENDLESS OPPORTUNITIES

Emilio's story starts seven years ago in Butler, Pennsylvania. As a teenager, he was ready to work and found PeopleReady. Later, he ended up moving to Florida and training as a sous chef. Then, with years of experience under his belt, Emilio returned to Pennsylvania. Though he had jobs lined up, he knew the kitchen wasn't where he wanted to be.

Stuck and needing to make ends meet, he returned to PeopleReady. Within a week Emilio was put on a job unloading trucks. He had seen other jobs around the job site that piqued his interest. Emilio admired the way the hand cutter precisely cut and finished glass products. When he heard the full-time hand cutter was going on leave, he started to shadow him and began to work as an apprentice. Because of his drive and ambition to go above and beyond on the job site, Emilio was hired as a new full-time hand cutter.

Emilio sees his new job as a blessing. When asked about his placement, he said, "I went from a dead-end cooking job with years of experience as a sous chef to regaining my financial control. PeopleReady gave me a job, and now the opportunities are endless."

Today, you'll find Emilio measuring, polishing, and cutting glass to make shower doors, patio tables and more. He'll cut anywhere from \$10,000 to \$100,000 worth of product a day. With precision.



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.

CHANGING LIVES EVERYDAY

MOTELS TO HOMES

Associates often visit our branches to share good news with our staff who believed in them and invested in their success. A longtime associate who was hired by a client of ours recently stopped by our Winchester, VA branch and proudly announced that he finally bought a home after living in a motel for years. He wanted to thank us in person for helping to make this possible.

FUELING DREAMS

An associate in Portland, OR found his first construction job with us after graduating from a local school we partner with and went on to build a successful career with great pay and benefits for his family. He recently shared his story online, speaking to how this changed his whole outlook and fueled his dream to own a construction company one day.

SPECIAL DELIVERIES

Centerline: Since the pandemic hit, food banks across the country have experienced a 50% increase in the number of people served as unemployment takes its toll on communities. Centerline has been supplying nonprofits with drivers to deliver much needed food to Northeast cities whose residents line up for hours to receive packages to feed their families until they can find work.

DRIVE THROUGH JOB FAIRS

In a time when in-person interviews are a challenge, SIMOS is running a Hires on Tires program to bring jobs to people wherever they are. Piloted in Memphis, TN, a SIMOS-branded van visits popular community sites and stores every week to spread the word on job openings and easy ways to apply to them.

LIGHTS, CAMERA, ACTION

Partnering with a Louisville, KY organization that provides essential goods and services to people in need, Staff Management hosted a Community Headshot Day. Led by one of our account managers who is also a professional photographer, the event provided free professional headshots, including clothing and makeup, for more than 50 people to support their job search efforts.

[READ MORE](#)





PUTTING JOBS IN POCKETS

Our ongoing digital transformation proved to be key for responding to the social distancing of the pandemic while ensuring essential workers safely connected with essential businesses.

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 and created apps for a digital future: JobStack mobile app at PeopleReady, our Affinix platform at PeopleScout, and now, Stafftrack at PeopleManagement. For those struggling to balance childcare, a second job, or caregiving duties, the flexibility we now offer often tips the balance between employment and unemployment.

JobStack granted PeopleReady associates more control over their lives and work. Before JobStack, associates waited at branches for assignments. With JobStack in their pockets, they see alerts about nearby assignments that match their skills and get to choose the jobs that fit their availability. Using a paycard or direct deposit grants associates gain even more control of their time since they don't need to pick up their check, 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.

In July 2020, PeopleManagement launched the Stafftrack mobile app. We created the new app with our associates in mind and asked them what they wanted to see in it. The result is a nicely-designed tool that allows them to see schedules, pick up shifts, refer friends, and review other job-related information.

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 puts jobs in the pockets of recruits. All an applicant needs to apply and interview for a job is a smart phone. Affinix combines the best of technology and human touch to make the hiring process more efficient for our clients and personalize the experience for applicants. It makes finding a job as easy as shopping online.



PEOPLEREADY:
Flexible temporary
talent pool with
general and highly
specialized labor



CENTERLINE:
Flexible and fully-
outsourced
commercial driver
solutions



STAFF MANAGEMENT | SMX:
Comprehensive onsite
management of
scalable contingent
workforces



SIMOS:
Engineering-based
labor management
solutions with fixed-cost
and performance-based
billing



PEOPLESCOUT:
Outsourced talent
acquisition and
vendor management
services

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

When we assign workers to jobs, we distribute educational materials to our clients and associates, and perform client site visits to address specific safety risks unique to their industry or job site. 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- and job-specific training and PPE that may be required, and must include our associates in their safety programs.

In this unprecedented environment due to the COVID-19 pandemic, we have provided masks for all our associates, distributed infrared thermometers for branches and job sites, established a resource center for staff, and implemented drive-in job fairs.

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 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 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 don't just talk about our dedication to veteran hiring—we put muscle behind it with recruiters focused on military recruiting. We coach clients about the benefits of hiring veterans and publish hiring guides with tips to ease the integration. TrueBlue has placed more U.S. military veterans and spouses in full-time employment than any other recruitment firm in the world.

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.

TRIPLING VETERAN HIRING

In addition to filling critical clinical roles for nonprofits during the pandemic, PeopleScout is helping one of the world's largest healthcare companies to improve their diversity and veteran hiring. We are increasing the number of diverse candidates across roles to expand employee demographics and are close to tripling their veteran hiring percentage through a Veteran Talent Community and other initiatives led by one of our own veteran employees.





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.



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 2020 Military Friendly® Employer, the fifth consecutive year PeopleScout received the honor.

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 natural disasters strike, TrueBlue is one of the first to respond to clean up and rebuild our communities.

In early January, we responded in Puerto Rico. “When the earthquake hit and we saw how bad the situation was, we immediately started to look for ways to send help,” said Luisa Vega, a Staff Management recruiter in Guaynabo. Within four days, they collected enough water, food, and clothing to warrant a trip to Ponce. The team worked with a non-profit organization, to ensure delivery to those who needed the donated items.

PeopleReady excels at mobilizing to help businesses repair their facilities and staff up. 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 find jobs near them that match their experience.

In September, Becky Boehme, Assistant Branch Manager in Portland, Oregon, called experienced, qualified candidates about work on a rural site. Two of them told her that wildfires had forced them to evacuate. We placed them on the six-week assignment, which included lodging, and gave our associates the support they need to get back on their feet and the client the right skilled workers.

Historically, PeopleReady has sent over 100 associates a day to support cleanup and restoration efforts in the aftermath of hurricanes. In 2020, Hurricane Laura struck, and we provided associates to a company that supplies trailers equipped with showers to first responders who assist with restoration efforts. Our associates and tradespeople are second responders. While their work may not be as known as that of firefighters and paramedics, their impact is undeniable and their work is critical.

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. 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.

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.

PARTNERSHIP WITH SOBER LIVING AMERICA HELPS BRING CHANGE TO PEOPLE'S LIVES

Addiction wreaks havoc on lives, on health and on employment. Even when seeking help, returning to work can be difficult. But a Staff Management | SMX partnership with Sober Living America in Greensboro, N.C., is making a difference.

Sober Living, a regional rehabilitation facility with locations through the southeastern United States is not a typical rehabilitation center. The program runs a residency program so residents can receive treatment and counseling and live together in a sober environment.

"Residency requires that participants work a normal schedule," said Michael Marin, Staff Management | SMX account director in Greensboro. "But many employers are not willing to hire those in recovery, especially those with criminal records. In Greensboro, this was limiting opportunities to lower wages in less favorable environments."



[READ MORE](#)

Sober Living's corporate director contacted Marin, who then contacted his client, XLC Services. XLC Services had open roles in packaging and distribution and was eager to participate. And a partnership was born. So far, Staff Management | SMX has started 30 associates and the client has hired 10 full-time.

"We salute our partner, Staff Management, and their partnership with Sober Living America in their quest to bring positive change and recovery for others in the Greensboro Community," said Eric Cheatham, director of recruiting and staffing for XLC Services. "It's always admirable to be an advocate for positive change in the lives of others, especially those who are experiencing challenging struggles."

While Marin helped with job prep and onboarding, Sober Living provided reliable transportation to and from the job site.

"The associates hired through this partnership are taking the steps they need to live their best, and meaningful employment is a big part of that," Marin said. "I see firsthand the enthusiasm they have for working and how good working makes them feel. It has been a very positive experience in what hasn't been a very hopeful year. It shows again how much we are able to help people and improve lives and communities."



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.

This program 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. 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.



Groundworks

TRUEBLUE CORPORATE CITIZENSHIP

Sample of our Grant Recipients

- Soldiers' Angels
- Hire Heroes
- Goodwill
- Skills for Chicagoland's Future
- Big Brothers & Big Sisters
- Urban League

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

WE CREATED CLOSER COMMUNITIES WHILE PHYSICALLY DISTANCED

BECOMING SOLDIERS' ANGELS

We are passionate about what we do, and that passion extends to making a difference, even if we have to make it from a distance and virtually. In 2020, the Groundworks Volunteer Council launched its first nation-wide virtual volunteer event to support soldiers and veterans. We partnered with Soldiers' Angels to make holiday stockings, para-cord bracelets, and fleece blankets.



SEWING OUR COMMUNITIES TO SAFETY

Although TrueBlue acted quickly to get more than 120,000 masks into the hands of our associates, team members around the world recognized a broader need in our communities. We stepped up and pulled out our sewing machines.

Jackie Davidson, a Staff Management account manager in Indiana, started by making 62 masks for her family and quickly realized her neighbors and the nurses in her local hospital also needed masks. Soon, she and her family put together goody bags with masks and hand-made soap. The bags included a note that said "stay safe, stay healthy and thank you for what you're doing to help." It's about staying connected and serving the community.



WE ARE READY AND WE CARE

When their communities were impacted by COVID-19, our people got right to work looking for ways they could help—our Southern California team launched a campaign called “We Care” to spread positivity by giving back to their communities.

“Our team wanted to give back immediately and in a number of different ways. We Care turned into a weekly campaign centered around kindness,” said Nelvyc Valencia, Assistant Branch Manager.

Week after week the SoCal team had a new mission. One week, they provided an associate from every branch with groceries. The next week, they completed small acts of kindness for delivery drivers, healthcare workers and other essential workers in their communities.

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.

As the world begins to recover from the pandemic, we are helping businesses test the waters and rebuild in very uncertain times. We have experience in short-term labor solutions that lead to long-term growth and stability. Whitepapers, newsletters, and blog articles, available to all employers, promote worksite safety, introduce best practices for recruiting and retention, and contextualize big data.

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.

THOUGHT LEADERSHIP FOR CHALLENGING TIMES

Staff Management and SIMOS publish a quarterly Jobs Report to identify the top supply chain jobs that will continue to help essential businesses meet demand. The Peak Pulse Survey offers a broader picture into the challenges that companies face every year and how COVID-19 might impact future peak seasons.

Each quarter, PeopleScout NEXT features thought leaders who share their insights into the everchanging world of work, from the continued shortage of qualified candidates to the looming Great Rehire. The magazine also features articles that address issues as important as mental health in the workplace and creating a diverse workplace and preventing burnout.



PeopleScout NEXT, a publication covering an expansive array of talent acquisition and workforce management topics and technology trends. In each issue, our leaders provide both the big ideas and small steps businesses can take to be set up for future success.

SAVING LIVES & CHANGING LIVES WITH ESSENTIAL BUSINESSES

QUICKLY RESPONDING THROUGH THE CRISIS

Spectrum Solutions is a company known for producing the saliva-based DNA testing kits used by Ancestry.com to help people discover their lineage. When COVID-19 struck, the Draper, Utah, company quickly pivoted to make a saliva-based testing kit. With demand high, Spectrum aimed to produce up to 3 million kits a month.

They needed more people to support production, so, the company reached out to PeopleReady, who is now serving as its staffing partner for temporary staffing support. Our associates are now a vital part of the Spectrum team, working in the “clean room” and serving as the last touch point for the kits before they are sent around the globe.

“Spectrum is helping to save lives. We knew they needed the best and we’d need to be able to provide them with a workforce virtually overnight,” said Stefan Hiesel, Market Manager for PeopleReady.

[READ MORE](#)

CONNECTING PEOPLE AND VACCINES

Like many things related to COVID-19, vaccine appointments became a local challenge. Between restrictions on who could receive the vaccine, availability of doses and confusion about how to sign up for an appointment, many people faced difficulty gaining access to the vaccine.

Staff Management answered the call when a health care organization in New Jersey asked it to help hire 300 bilingual call center agents. That meant hiring people with customer-centric attitudes to assist with scheduling and troubleshooting vaccine appointments. They will assist with registration and scheduling vaccines in the state-provided system, provide guidance on wait times, and refer consumers to additional resources when needed.

Staff Management recognized that the work could be completed from any part of the country. We hired the right talent and worked with the client to stand up a virtual call center. Now, our associates are helping to make sure that everyone who calls for a vaccine appointment gets the help they need.

[READ MORE](#)



A photograph of three women in an office environment. The woman on the right is speaking and gesturing with her hands. The woman in the middle is listening with her hand to her chin. The woman on the left is also listening. They are seated at a dark table with papers and a hat. The background features a brick wall and a window.

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, equitable, 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, Equity, and Inclusion Council (DEI Council) and recently hired a Vice President of Diversity, Equity, and Inclusion, who reports to the CEO, 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 (HCM) to the chartered responsibilities of the Compensation Committee and developing and providing a number of HCM metrics to the committee on a regular basis. The Governance Committee evaluates the performance of the CEO and oversees the administration of the executive team compensation and benefits plan. Further, in 2020, the CEO's short-term incentive plan included individual objectives tied to achieving HCM goals, including leadership development and succession planning for management positions; diversity, equity, and inclusion; employee and associate safety; and a continuing focus on building the culture of the Company and increasing the engagement levels of the employees.

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. We have not experienced work stoppages and believe that our employee relations are in good standing.

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 to all branch, corporate, and support staff. By directly asking "How happy are you working at TrueBlue," we know that 74% of our employees are engaged. This score which exceeds the benchmark set by the independent survey provider of 67 and is an improvement of 1 point from our pre-COVID-19 survey completed in February 2020.



DEVELOPING OUR PEOPLE

Creating a culture of growth extends to the individual professional development of our employees. Intentional career growth involves career planning and development, continuous learning, and seeking and creating internal career opportunities. 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.

GLOBAL MENTORSHIP PROGRAM OPENS NEW DOORS

In October 2020, TrueBlue introduced its Global Mentorship Program (GMP). More than 250 team members participated in the first cycle.

Designed to complement the growth needs of all employees at all levels and tenures, this voluntary career development program pairs mentees and mentors from around the world.

The GMP is offered two times a year, in April and October, and is open to all full-time employees who have been employed with TrueBlue for at least one year. Mentees are paired with mentors based on areas of learning interest, job function, location, line of business, etc.

The program kicks off with separate one hour training sessions for mentees and mentors, and all participants receive interactive workbooks that guide the process. During the remainder of each 10-week cycle, participants drive the mentorship relationship, focusing on an area identified as important to the mentee's career and/or professional development goals.

"I didn't know what to expect when I first started the mentorship and felt a bit apprehensive. However, the team paired me up with a wonderful colleague from Chicago. She was able to provide a really fresh perspective and made me question the "norm." She was able to provide lots of advice, refer me to interesting things to read and coach me to be ready for an interview. As a result, I gained lots of self-confidence and pushed myself out of my comfort zone and ultimately, felt ready to apply for an internal position. The other amazing thing is that the relationship didn't end after 10 weeks, we have regular catch ups and have built a great relationship.

—Tegen Potten (Mentee)

TRAINING WITH INTENT

Our Human Resources team at TrueBlue is committed to building a culture of continuous career growth, development, and learning. A key part of this is ensuring that our employees have access to impactful and rewarding content. 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

A SAMPLING OF OUR COURSES

- Difficult Conversations
- Conflict Resolution
- Employee Engagement Playbook
- Performance Accountability
- Next Level Leadership
- Harassment Prevention

A Suite of courses related to diversity, equity, and inclusion, features an innovative course on recognizing unconscious bias, which more than 3,400 staff completed.

LAUNCHING LINKEDIN LEARNING

TrueBlue launched LinkedIn Learning in February 2021 for all active TrueBlue employees. This dynamic new platform includes customized and curated learning paths and courses focused on business, technology, customer service, and recruiting. Courses like “Solving Business Problems” can build skills to benefit current and future roles within the organization.

The LinkedIn Learning library is not just about developing everyday work skills; it has a massive range of materials to enhance soft-skills and even includes self-help topics. For example, during the challenging times we’ve faced during this pandemic, courses such as “Enhancing Resilience” elicit perspective on daily circumstances to better manage stress.

Thousands of courses cover other areas personal interest, such as health and wellness, financial literacy, presentation skills, web design, and more. Each employee chooses their own course progression based on individual areas of interest to grow and develop both inside and outside of work.

OVERCOMING ADVERSITY TO CONTINUE HER PASSION

For Sheila Castaneda, putting drivers on the road is not just a job, but a mission of hers. As a director of business development at Centerline Drivers, she takes pride in getting to know her drivers personally, many of whom tell her that driving for her Mobile Driver Services division has changed their lives.

But on Nov. 11, 2016, none of that mattered. Suffering from constant pain in her left leg and without a diagnosis from any doctor, she went to the emergency room to get help. Thanks to a lucky interaction, she found out what was wrong, but also learned she had a difficult decision to make.

“A vein specialist happened to be the emergency doctor on call in the hospital that day,” she said. “He found the problem right away and I was told I could not go home; it was not safe.”

The problem was antiphospholipid syndrome, a rare disease in which the body’s immune system produces abnormal antiphospholipid antibodies, which cause blood clots in the legs, kidneys, lungs and brain. The issue would be life-threatening if she did not take care of it. Her options were to return to the hospital each time she needed help or have her left leg amputated.

“I am not one who likes to spend time in the hospital, so that was not an option and neither was doing nothing,” Castaneda said.

Knowing that it would be difficult, but it would end the pain and danger to her health, she chose to have her left leg amputated in early 2017. Through therapy and the support of her family and colleagues, she was able to adjust to her new life and return to where she felt she belonged – at the helm of Centerline’s Mobile Driver Services.

When she returned to work in May 2017, she didn’t know what to expect at first. But she knew that she needed to continue doing what she does best: making a difference in other people’s lives and proudly helping people in difficult situations. It wasn’t easy, but she got through the difficult transition through “the grace of God, my family, my work family, a very good therapist, and the joy I get from changing our drivers’ lives.”

As she has overcome adversity to be a leader in the industry, she has continued to serve others, as a mentor to women across the industry, as a role model for aspiring leaders and as a board member with Truckers for the Homeless, which gives such items as socks, blankets and personal hygiene to those in need. She also serves on TrueBlue’s Diversity, Equity, and Inclusion Council because she believes that helping and supporting those in need, those facing adversity or those looking for guidance is vital. Because you never know when you will need those things.



[READ MORE](#)

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, equity, and inclusion, 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.

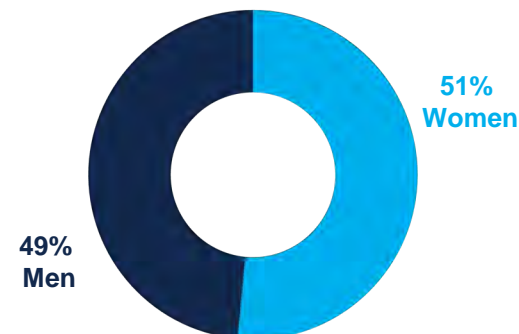
TrueBlue has assembled a diverse internal employee workforce. Today, women hold nearly 50% of positions for director and above, and our Board of Directors garnered recognition for the depth of its diversity. TrueBlue resolves to ensure gender representation at Board, senior management, and workforce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

Since 2018, women fill more than half of our open positions for managers, and nearly half 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.

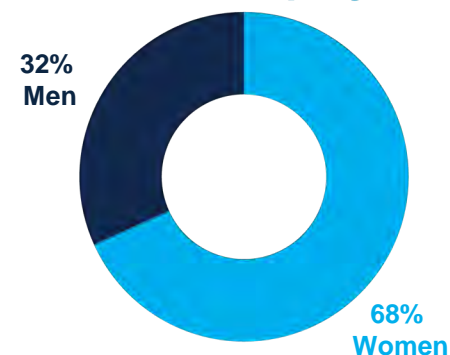
U.S. RACE & ETHNICITY	ASIAN	BLACK OR AFRICAN AMERICAN	HISPANIC OR LATINO	WHITE	OTHER ^B	N/A ^C
Executive Management ^a	3%	3%	6%	86%	2%	<1%
All Other Employees	3%	19%	17%	51%	6%	4%

Data as of December 27, 2020 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^d



All Other Employees^d





MODELING THE WAY: DIVERSITY IN ACTION

In January 2021 TrueBlue hired the Company's first Vice President of Diversity, Equity, and Inclusion. This Position will chair our DEI Council and lead the organizational efforts to develop strategies and initiatives across all service lines to encourage diversity, equity, and inclusion to ensure TrueBlue is a place where people have a feeling of belonging.

In 2020, three TrueBlue leaders were named to Staffing Industry Analysts (SIA) list of Global Power 150 Women in Staffing: Taryn Owen serves as president of PeopleReady, Loree Lynch serves as the senior vice president of operations for Staff Management, and Jill Quinn serves as president of Centerline Drivers

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, in recognition of our Board's diversity. TrueBlue won the small cap category and was recognized for not only our Board, but for every level of hiring.

The TrueBlue Diversity, Equity, and Inclusion Council is an employee-based group of trusted peers and leaders within the organization that lead cultural change initiatives across multiple service lines and functional areas. The DEI Council helps to develop and execute best practices for fostering a diverse and inclusive workplace to create spaces for people to have a feeling of belonging. This allows employees to become deeply integrated into decision-making processes, which enables TrueBlue to meet its business and performance objectives. The DEI Council reports to executive leadership, who then briefs our Board of Directors on a quarterly basis.

Six Point Strategy

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

- Create and maintain workforce diversity
- Create and maintain diversity in leadership
- Develop a diverse pool of talent
- Develop and support organization-wide professional development programs
- Build a sustainable, inclusive workplace culture
- Champion DEI in the marketplace and community

Sponsored Activities





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. The group provides a trustworthy forum where African American employees and allies can share ideas, perspective, and professional experiences to accelerate business and career growth and increase cultural awareness.
- **Women in Leadership (WIL)** – Supports women's growth, professionally and personally, in our organization through continual education and development with the mission to see more qualified females in TrueBlue leadership roles.
- **Hispanic Opportunity & Latin Awareness (HOLA)** – Promotes an inclusive culture within TrueBlue that continues to embrace and support our Hispanic/Latinx employees and associates within the communities we serve. Increases cultural competency and awareness around Hispanic/Latino issues and concerns.
- **Be Proud** – An enterprise-wide group of lesbian, gay, bisexual, transgender, queer, questioning (LGBTQ+), and allied employees who are committed 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 while promoting activities within TrueBlue that raise awareness about Bullying, Discrimination, Transphobia, and Transmisogyny.
- **Veteran Employee Talent Society (VETS)** – Provides the framework for a diverse community of Veteran and other mission-supportive employees to help TrueBlue weave support for Veterans throughout its policies, norms and institutions.

HEALTH & WELLNESS

Our health and wellness program includes elements that support work-life balance. For instance, the employee assistance program (EAP), which more than 10% of our employees utilized in 2020, 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, and support team members who have children with special needs.

Every year we look at claims data and listen to what our employees ask for. If we see a concentration of claims for certain conditions, or hear interest in a new program, we look for solutions to offer. In 2020, new programs included:

- Virtual physical therapy program.
- Reduced copays for telemedicine.
- Maternity, fertility and parenting support for every stage of the parenting journey including pregnancy, egg freezing, adoption, surrogacy, postpartum and early pediatrics.
- Cancer management support that includes advanced DNA cancer testing for genetic markers.
- Chronic condition prevention to implement healthier behaviors, lose weight and reduce risk for potential chronic diseases.
- Diabetes, hypertension and weight management digital monitoring programs with coaching guidance, free tracking tools to monitor blood pressure, weight and diabetic testing strips.
- Financial wellness tool to help with budgeting and work towards personal savings goals.
- Low interest short-term payroll loan program to help with unexpected expenses and boost credit.

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 response to the COVID-19 pandemic, we implemented significant changes to ensure the health and safety of our employees. Through the provision of necessary personal protective equipment, continual education and awareness, and changes to our operating processes, we are working to ensure our offices remain open and a safe place for our employees.

We also emphasize the health, safety, and wellness of our associates with access to health medical plans and wellness resources. 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 HEALTHCARE

We provide our employees and their families with flexible health and wellness programs, including competitive benefits. Our benefits include health, dental and vision insurance, health savings and flexible spending accounts, discount programs, employee stock purchase plans, and retirement saving programs.

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: free visits to diagnostic centers, or employees' doctors, and a home-based option, in light of social distancing recommendations of the CDC.

**3
Years**



**Without Premium
Changes for Employees**

60%

**Medical Plan Cost
Reduction for Employees
Earning Less Than 45K**

\$500

**Contribution to
an HSA**



Applies to those enrolled in the
Consumer Driven Health Plan

100%

**Paid Accident & Critical
Illness Coverage**

Applies to those enrolled in the
Consumer Driven Health Plan



trueblue®

THE PEOPLE COMPANY®

95%

**Percentile for Employee
Medical Plan Costs**



100%

**Covered Testing
AND Treatment
For COVID**

20+

**Benefits Offered to
Meet the Needs of Our
Diverse Workforce**

Applies to all U.S. full-time eligible employees for
TrueBlue, PeopleScout, PeopleReady, Staff
Management, SMX, and SIMOS. Does not apply to
employees of Puerto Rico, Hawaii, or Centerline.

5 FREE

**Counseling Sessions
Through the Employee
Assistance Program**

Five free sessions per
issue per year.

11

**Benefit
Enhancements
Added in 2020**



**\$0-\$10 Copay
for Telemedicine Visits**

TRUEBLUE'S PEOPLEREADY, PEOPLESCOUT AND PEOPLEMANAGEMENT WIN TOP WORKPLACES IN USA AWARD



TRUEBLUE COMPANIES TOP WORKPLACE

TrueBlue is excited to announce that its PeopleReady, PeopleScout and PeopleManagement segments all earned the Top Workplaces USA Award issued by Energage.

Winners are chosen based solely on employee feedback gathered through an employee engagement survey conducted by Energage. Results are calculated by comparing the survey's research-based statements, including 15 Culture Drivers that are proven to predict high performance, against industry benchmarks.

"At TrueBlue our employees are united in our mission to connect people and work as a force for good in the communities we serve," said Patrick Beharelle, CEO of TrueBlue. "Through the unprecedented challenges of the past year, their remarkable character and fierce commitment to our purpose-driven work has never been more evident."

AWARD-WINNING TECH

These incredible honors cement our standing as leaders not only in the staffing industry, but in technology as well.

For its innovative drive-thru hiring events, Staff Management won a Bronze Stevie Award in The 17th Annual International Business Awards. Stafftrack was also the force behind three awards at PeopleManagement: An HRO Today Association Award in the Innovation in HR Technology category; a Gold in the Most Innovative Crisis Management Program of the Year category in the 2020 Best in Biz Awards; and a Bronze in the Brandon Hall Excellence in Technology Awards for Workforce Management.

PeopleScout's Affinix was named a Gold winner for Best Advance in Talent Acquisition Technology in Brandon Hall Group's 2020 Human Capital Management Excellence Awards.

SIA Names Three TrueBlue Leaders to List of GLOBAL POWER 150 WOMEN IN STAFFING



TARYN OWEN
President
PeopleReady



JILL QUINN
Executive Leader
Centerline Drivers and
PeopleReady Skilled Trades



LOREE LYNCH
Senior Vice President
Operations – Staff Management | SMX



HRO TODAY NAMES FOUR TRUEBLUE LEADERS TO 2020 HR SUPERSTARS LIST



PATRICK BEHARELLE
CEO, TRUEBLUE



TARYN OWEN
PRESIDENT, PEOPLEREADY



CARL SCHWEIHS
PRESIDENT, PEOPLEMANAGEMENT



BRANNON LACEY
PRESIDENT, PEOPLESCOUT





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 2021 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 600 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 2021 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 continue to institute practices aimed at curbing our environmental impact. Whenever practical, we will maintain efforts implemented as part of our COVID response of the past year to 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 continuing to explore goals and initiatives to improve our sustainability.



BUILDING ON PREVIOUS EFFORTS

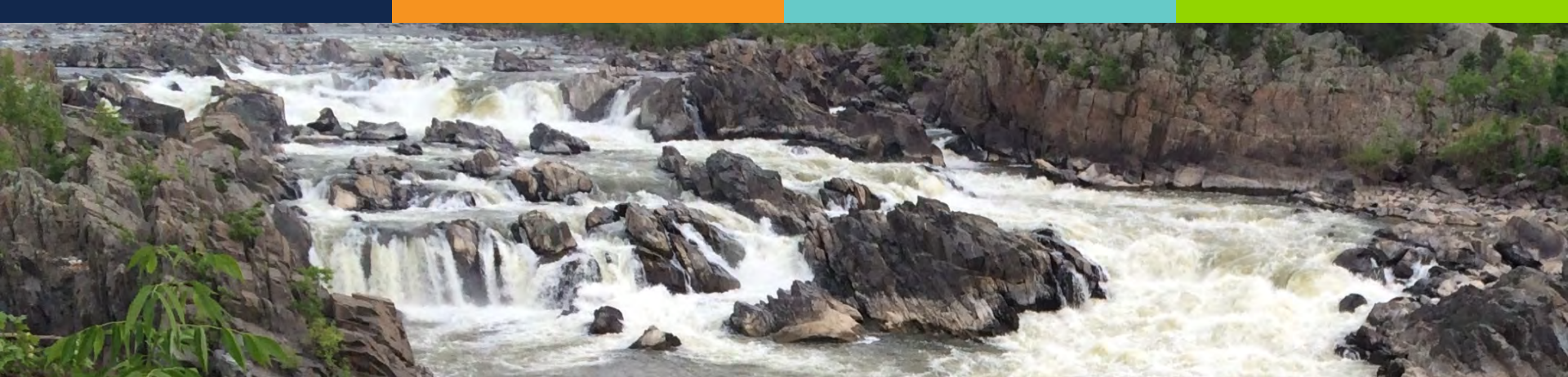
We have already made changes and instituted policies that positively contribute to lasting sustainability at our branches and two corporate support centers, in Tacoma, Washington, and Chicago, Illinois. Each of these small efforts has contributed to significant collective results.

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 more than 600 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. Furthermore, by developing digital tools that modernize how people are connected with work, we reduce the need for daily transportation to our branches or to face-to-face interviews.

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, use only low volatile organic compound (“VOC”) paint throughout the Company, and 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 offer this recycling service to employees for their own computers and home electronics, too.



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 to pick up their checks.

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 diverse business professionals (three men and one woman) in a meeting. They are all smiling and looking towards the right side of the frame. The man on the far left is clapping. The woman next to him is also smiling. The man next to her is looking forward. The man on the far right is clapping. They are all dressed in business attire. The background is blurred.

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 prospective suppliers in the UK to certify their compliance with the United Kingdom's Modern Slavery Act 2015.

TrueBlue respects the rights of 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.



TRAFFICKING & MODERN SLAVERY

Our hiring procedures, screening, and documentation minimize the risk of slavery and human trafficking. For example, we verify work eligibility for all employees. We comply with all relevant and applicable local, state, federal, and international labor regulations, treaties, conventions and principles relating to the protection, welfare, and health & safety of children. Furthermore, the Company will not employ any person deemed by such to be a child in any capacity in any operation under its control. TrueBlue's Child and Youth Labor Policy applies to all its vendors.

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 suppliers to maintain a similar dedication to preservation of human rights and to report any concerns or grievances regarding human rights directly to TrueBlue.

The Board periodically discusses the potential impact of TrueBlue's business on human rights issues 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 employee onboarding and training curriculum.

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.



EQUAL OPPORTUNITY & ADA

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 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 equity, 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 do not charge fees 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.



OUR ASSOCIATES

Associates are the people we put to work for our clients. Associates come to us because of the flexibility we offer to fill a short-term financial need and/or provide longer-term contingent flexible labor opportunities.

We attract our pool of associates through our proprietary mobile apps, online resources, extensive internal databases, advertising, job fairs, community-based organizations and various other methods. We identify the skills, knowledge, abilities and personal characteristics of our associates and match their competencies and capabilities to our client's requirements.

Associates may be assigned to different jobs and job sites, and their assignments could last for a few hours or extend for several weeks or months. We provide our associates meaningful work and the opportunity to improve their skills. We provide a bridge to permanent, full-time employment for thousands of associates each year. We are considered the legal employer of our associates, and laws regulating the employment relationship are applicable to our operations. We consider our relationships with our associates to be good.



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 2020.

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 labor practices and human rights, health and safety, ethics and business practices, environmental practices, protection of TrueBlue assets and data, and reporting suspected or actual violations. 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, 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.

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 2020, 91% of employees world-wide completed annual Code of Conduct training, including 100% of people managers and corporate support staff. Additionally, we realized more than an 80% completion rate in 2020 for our Anti-Bribery and Corruption training, where the target audience consisted of all international employees, U.S. directors and above, and select corporate support employees involved in international operations..

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. 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.

Employees found to have engaged in discriminatory conduct or retaliation will be subject to immediate disciplinary action.



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 (I&T) Committee of the Board of Directors.

The Board takes its oversight of cyber security seriously. The Board-level Innovation and Technology Committee oversees 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 quarterly updates to the I&T Committee about security risks, threats, and efforts focused on mitigating those risks. These presentations are provided by our Chief Technology Officer and our Chief Information Security Officer, and include updates on recent developments in cyber security, the Company's actual experience with cyber-security issues, and the systems and processes in place to defend against cyber attacks. TrueBlue experienced no data breaches in 2020.

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



SECURING DATA

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.

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, equity, and inclusion. In 2020, our nine-member Board maintained 66% racial and gender diversity, including four women. Other awards received by our Board include 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.



For more information about TrueBlue's Board of Directors, committees, and the company's management and governance, please review the [2021 Proxy Statement](#).

While the Governance Committee holds primary responsibility for ESG oversight and guidance, all other Committees maintain oversight for applicable ESG-related tenets. Our Board takes an active and engaged role, as evidenced by the fact that 100% of directors attended all board and committee meetings.

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 hears quarterly briefings about cyber security risks and related incidents and examines reports on the protection and privacy of client, employee, candidate, and worker data.

SASB RISK METRICS

74%

Employee engagement based
Glint survey^d

In 2020 TrueBlue experienced no data breaches or financial loss due to professional integrity

Executive Management^e



All Other Employees^e



U.S. Race & Ethnicity	Asian	Black or African American	Hispanic or Latino	White	Other ^b	N/A ^c
Executive Management ^a	3%	3%	6%	86%	2%	<1%
All Other Employees	3%	19%	17%	51%	6%	4%

Data as of December 27, 2020 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

SASB RISK METRICS

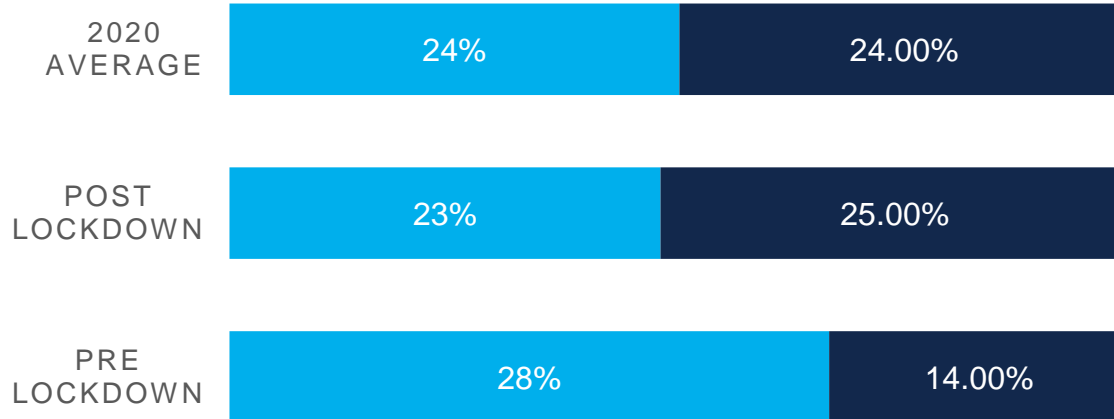
GLOBAL EMPLOYEE ACTIVITY

■ Full Time ■ Part Time ■ Contract & Contingent



GLOBAL TERMINATIONS

■ Voluntary ■ Involuntary



Due to the significant drop in demand associated with government and societal actions to address the COVID-19 threat, TrueBlue made the difficult decision to reduce our workforce across all tiers.



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, equity, 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.