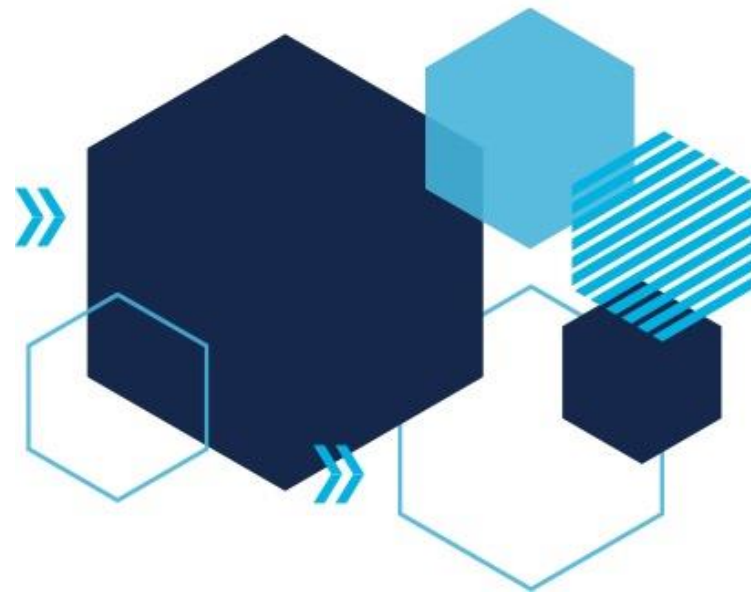




# CHANGING LIVES EVERY DAY

2022 Corporate  
Citizenship Report





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# We Change Lives Every Day

## A LETTER FROM CEO PATRICK BEHARELLE

Throughout the pandemic, our team at TrueBlue has shown 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. Over the past couple of years this included helping provide essential services, from moving freight to building ventilators to ensuring our grocery stores were stocked as the supply chain came under heavy stress in 2021.

Our purpose drives us—and doing more is built into our company DNA. We strive to be a force for good. Ready when people, businesses, and communities need help. This commitment 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 communities. Or to put it plainly, it is all about how we treat people and create a culture of inclusiveness, where everyone can advance and thrive.

Being a good corporate citizen means ensuring people have access to jobs that pay fair wages and opportunities to build and use their skills in an environment where they are treated with respect. It means protecting the human rights of our associates in every country where we operate while 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 and other businesses. Examples include helping people who need a second chance to reenter the workforce, bringing jobs into economically disadvantaged communities, providing upskilling for those seeking new skills and a better life, 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. And this year, we are undertaking a complete greenhouse gas assessment, which will help us determine what more we can do to reduce our impact.

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.





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 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.

## Our Purpose

Connecting People and Work

## Our Vision

To be the talent solution for the changing world of work



## 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 and Nominating Committee (Governance Committee), which is 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 HCM.

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 the Global Reporting Index (GRI) and added components most important to management and the Governance Committee.

In 2022, we will complete our first stakeholder materiality survey as well as our first greenhouse gas assessment, in alignment with the Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD). We will use these assessments as our framework for evaluating and addressing the most significant 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.



**615,000** CONNECTED  
TO WORK



**335,000** FULL-TIME  
PLACEMENTS



**95,000** CLIENTS  
WORLDWIDE



**6,900** SUPPORT &  
OPERATIONS STAFF



**850** LOCATIONS IN  
NORTH AMERICA



**6** COUNTRIES WITH TRUEBLUE  
OPERATIONS & LOCATIONS

## GLOBAL IMPACT

TrueBlue is a leading provider of specialized workforce solutions that help clients achieve business growth and improve productivity, connecting approximately 615,000 people with work in 2021 through our three divisions: PeopleReady, PeopleManagement, and PeopleScout.

PeopleReady, a leading provider of on-demand labor, offers industrial staffing services, and PeopleReady Skilled Trades connects businesses with highly-skilled tradespeople.

PeopleManagement provides on-site contingent staffing via Staff Management | SMX, productivity-based services via SIMOS Solutions, and commercial driver staffing via Centerline Drivers.

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 candidates that we locate.

ESTABLISHED IN 1988 • 2021 REVENUE OF \$2.2 B • NYSE: TBI





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



**CENTERLINE DRIVERS**  
Flexible and fully-  
outsourced  
commercial driver  
solutions



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



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



**PEOPLESCOUT**  
Outsourced talent  
acquisition and  
managed service  
provider



## WE ROSE 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 that identified ways to keep our employees safe. Additionally, each division implemented measures and protocols to address needs unique to their clients and employees, including tracking vaccination status of associates, in order to to accommodate client requests for vaccinated workers.

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, personal protective equipment (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. In India, we also reimbursed employees for the cost of their vaccines.

As the world recovers from COVID-19, we are playing a key role in 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 ARE ESSENTIAL

TrueBlue deployed its resources to focus on clients that experienced a significant escalation in demand as COVID hit. We worked with the world's largest brands and non-profits to support decontamination of PPE, produce COVID-19 tests, manufacture ventilators, deliver food for food banks, and transport everyday necessities.

Our Staff Management | SMX team helped connect people with vaccines when they were first rolled out, both by helping oversee the safe and timely transfer of FDA-approved COVID vaccines throughout the United States and helping people schedule appointments. At PeopleReady, we continue to support essential work such as janitorial and industrial cleaning at important facilities. Our associates were also on the frontlines conducting critical COVID screenings in hospitals.

At PeopleScout, we hired phlebotomists to help support a healthcare nonprofit in its efforts to complete COVID antibody testing and to collect plasma donations from fully-recovered patients.

TrueBlue and its companies will continue to monitor CDC and other leading healthcare & pandemic experts to ensure COVID regulations and guidelines are following. Additionally, TrueBlue and its companies will adhere to all local, state, and provincial regulations, as well as our customers' site-specific best practices and protocols. As always, safety is at the heart of what we do, and it is our first step in being a force of good.

## 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.

The Stafftrack® associate mobile app helps Staff Management | SMX and SIMOS Solutions associates manage their work schedules, pick up shifts, refer people for jobs and provide feedback on work. Centerline Drivers' Driver Mobile App helps truck drivers manage the details of their work so they can focus on the road.

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 | SMX, SIMOS Solutions and Centerline Drivers—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 teachers from across the country turn to TrueBlue companies 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.



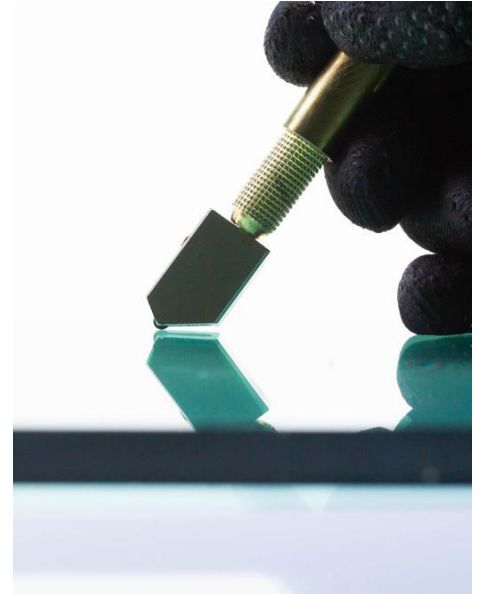
## WE ARE READY FOR ENDLESS OPPORTUNITIES

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 | SMX 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



### REBUILDING LIVES

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.

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.



### CHANGING FOOTPRINTS

“Must provide own steel-toed boots.”

It’s a phrase that appears often in job listings for manufacturing and warehouse roles. But for some applicants, it’s a barrier to starting or even applying for these jobs.

The Staff Management | SMX team in Indiana addressed the challenge by starting a partnership with Changing Footprints to bring steel-toed shoes and boots to associates who need them.

The program will benefit more than just workers in need – it helps the community by not only connecting people and work, but keeping shoes out of landfills and bringing people together to help their communities by donating, helping Changing Footprints sort shoes and by opening up jobs to more people, especially those returning to the workforce.

## CHANGING LIVES EVERYDAY



### MOBILE JOB FAIRS

In a time when in-person interviews are a challenge, SIMOS Solutions is running a Hires on Tires program.

SIMOS outfitted a van with laptops so it can go out into neighborhoods and meet directly with people looking for jobs rather than bringing people into crowded recruiting centers to fill out job applications or conduct interviews. It also gives people who might not have a reliable internet connection a way to apply online.

Van visitors can ask SIMOS staff about job openings and complete applications and even sit for interviews, on the spot.

The Memphis, TN, pilot was so successful that SIMOS is rolling out the program to more states in 2022.



### WORK, WIN, DRIVE RECOGNITION PROGRAM

PeopleReady is proud to be part of hundreds of communities throughout North America, in cities big and small—where we connect people with great work that fits their unique needs.

Those who worked with PeopleReady or PeopleReady Skilled Trades in the U.S. during the month of July 2021 were automatically entered into the Work, Win, Drive sweepstakes, which featured \$100,000 in cash and prizes. In total, nearly 100 associates and tradespeople received cash prizes through the sweepstakes.

One of those people is long-time PeopleReady associate Michael B., the grand prize winner of \$25,000. PeopleReady was honored to celebrate his win at our branch in Pearl, Mississippi.

“We were super excited, especially for somebody so deserving and who’s such a great employee,” says branch manager Charity Washington. “Not a lot happens around here, so what a great thing for us and our branch to have something so exciting and so big happen. Here in Mississippi, who would’ve thought?”



## RESPECT THE WORK AND THE WORKER



### RESPECT THE DRIVE

Centerline Drivers launched Respect the Drive to honor the unsung heroes of our daily lives: truck drivers. Without drivers, essential goods wouldn't make it into our homes. Respect the Drive is a driver-focused cultural movement, thanking drivers for their hard work and dedication, highlighting what makes truck driving great, and attracting more drivers to the industry.

Respect the Drive is about celebrating milestones, telling stories and attracting drivers to the industry. It gives a behind-the-scenes look at why truck driving is an essential industry and why truck drivers should be celebrated.

Each month, Centerline Drivers selects a driver to spotlight on the website, and they receive an exclusive Respect the Drive™ jacket. The program kicks into higher gear each September, which the company has declared to be Respect the Drive month, when drivers are celebrated all month long with contests, rewards and recognition across Centerline. At the end of every year, the company rewards and recognizes three drivers across our businesses as Drivers of the Year. These top drivers earn cash prizes and other great rewards.

### RECOGNIZING AMAZING TRADESPEOPLE

The tradesmen and tradeswomen we send to job sites every day are the heart of PeopleReady Skilled Trades. Their jobs aren't always easy and are often performed in difficult working conditions. But, it's these hard-working men and women who we rely on every day to help build our country.

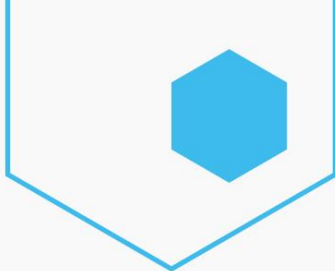
Recruiting and retaining talented tradespeople and skilled laborers is the most critical business challenge facing the construction industry. And, to us, showing appreciation and respect in support of their hard work is essential.

So, to show our respect for the hard work and dedication of our tradespeople, we created Respect the Craft™, a recognition program that rewards more than 45 workers each month.

Workers are selected for a variety of reasons, including going above and beyond; helping another team member on a worksite; or demonstrating outstanding safety practices.

To us, Respect the Craft™ is more than a rewards program. It's a core value that guides us in our work every day. We treat our workers like family. We take pride in rewarding high-performing tradespeople who display valued qualities and behaviors. We appreciate and respect every tradesperson for their unique strengths and talents, as well as for what they do for our customers every single day.





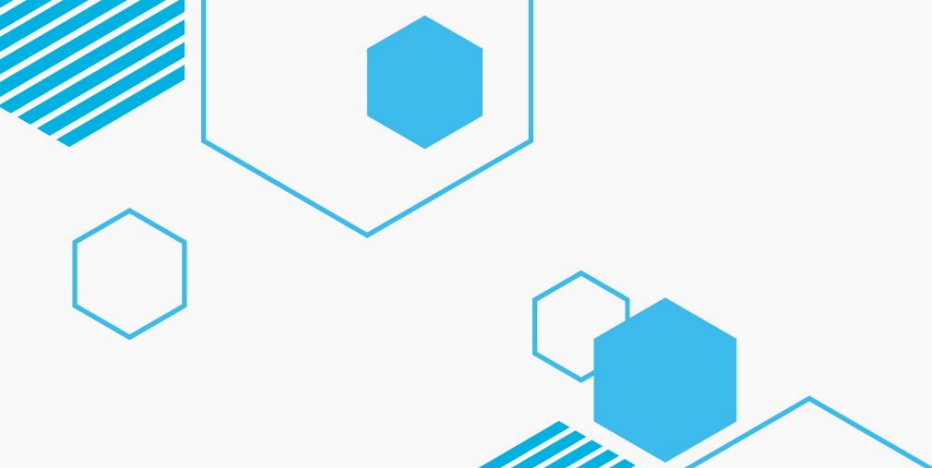
## PUTTING JOBS AT FINGERTIPS

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, Stafftrack® at Staff Management | SMX and SIMOS Solutions, and the new Centerline Drivers Mobile App. 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 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.

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.



In July 2020, Staff Management | SMX and SIMOS Solutions launched the Stafftrack® mobile app. Developed with the help of the very workers who would use it, the app was designed to engage with workers where and when they want to engage. From multilingual home screens, associates can:

- Pick up additional shifts
- Refer friends and relatives (and get bonuses for it)
- Manage attendance
- See pay and benefits
- Take training and feedback surveys

The app also provides a way for workers to provide their input and feedback to their leadership teams to suggest ways to make their work easier and more productive. We also used the app to introduce gamification as an engagement tool, powering a weekly raffle that had more than 150,000 entries in its 12 weeks.

Centerline Drivers released its mobile app in October 2021. This app is similar to Stafftrack® and allows drivers to stay in touch with the dispatchers, accept new assignments, view safety information, and take training with them, wherever they go.

# stafftrack®

## Workers using Stafftrack®

- Picked up **2,000** additional shifts
- Referred **2,100+** friends & family for open jobs

## 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 | SMX and SIMOS Solutions 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 (PPE), such as hard hats, work gloves, 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.

Centerline Drivers is a leader in safety and compliance. The company sponsors the National Private Truck Council driver safety letter, leads training on Certified Transportation Professional certification and launched Cleared2Drive in 2021 to capitalize on its experience with 45+ years of perfect DOT Driver File audits to help companies maintain driver compliance.

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.



## SUPPORTING VETERANS WITH CAREER COUNSELING

In May 2021, PeopleScout partnered with a large retail client to launch personalized career counseling services for all service members to help them apply their leadership skills and teamwork experience to new careers. The new program is available to veterans of any era and actively serving members of all branches of the military, military spouses, and National Guard and Reserves as well. Since its launch, 3,500 people have registered for the program.

When a new member registers for the program, PeopleScout assigns them a coach who helps facilitate the transition into civilian work. The PeopleScout coach schedules a virtual coaching session with the participant to perform an initial intake. This intake assesses skills, helps identify goals and determines the time commitment they can make to the program.

From there, participants confirm three paths: employment, education, or entrepreneurship. Then, we connect program participants to a plethora of resources from various vetted organizations.

## LEADING THE WAY

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.



## 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, not only do we salute our veterans, we hire them.

### Veteran Hiring Services



#### **VETERAN CANDIDATE PRIORITIZATION PROTOCOL**

Personalized pipeline to efficiently move qualified veteran candidates to the “front of the line” in the recruiting process



#### **COMPREHENSIVE DIGITAL RECRUITMENT**

Customized online strategy to source veteran candidates and guide them through the application process



#### **VETERAN CAREER COUNSELOR SERVICES**

Dedicated team of veterans who provide one-on-one resume and interview assistance as well as career counseling



#### **MILITARY FOCUSED HIRING EVENTS**

Strategic identification and management of military hiring events to connect with local veteran candidates



#### **VETERAN-OPTIMIZED SCREENING PROCESS**

Comprehensive process to translate and match military skills with civilian job qualifications



#### **DEDICATED VETERAN COMMUNITY OUTREACH**

Experienced team that sources candidates through relationships with state, federal, and non-profit military organizations



#### **VETERAN HIRING EDUCATION PROGRAM**

Ongoing, in-depth training and education for internal recruiters and client hiring managers to understand and translate military skills



## 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.

We react instantaneously. “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 | SMX recruiter in Guaynabo, Puerto Rico. 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.



## 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.

The Groundworks Volunteer Council coordinates enterprise-wide volunteer opportunities, such as our Soldiers' Angels events, and it 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 support employment.



### Sample of our Grant Recipients

- Soldiers' Angels
- Urban League
- Emergency Food Network
- Local housing providers

### 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
- Seed funds stay in the community where the applicant volunteers

## 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 continue to partner with the organization. In 2021, in just one month, our team donated nearly 4,000 pairs of socks, during our Socks for Soldiers drive, and in December, we gathered with friends, family, and coworkers to create more than 600 holiday stockings for deployed service members and veterans, stuffed with everything from flashlights to drink powders to candy. We even put a few together for the K9 soldiers.



"Just like TrueBlue helps to connect people with work and address the need for meaningful and sometimes life-sustaining employment, we can make a difference in people's lives by helping address food insecurity and by putting people in a better position to thrive in their life and career ambitions," said TrueBlue CEO Patrick

Beharelle, when TrueBlue became a partner with Feeding America®.

In 2022, as part of this partnership, TrueBlue will provide financial support of Feeding America to help provide at least 1.5 million meals to feed, nourish, and assist local communities in need.

We will also work with thousands of TrueBlue employees to encourage additional support—including donating and volunteering for Feeding America and its network of more than 200 food banks, 21 statewide food bank associations, and over 60,000 partner agencies, food pantries and meal programs.

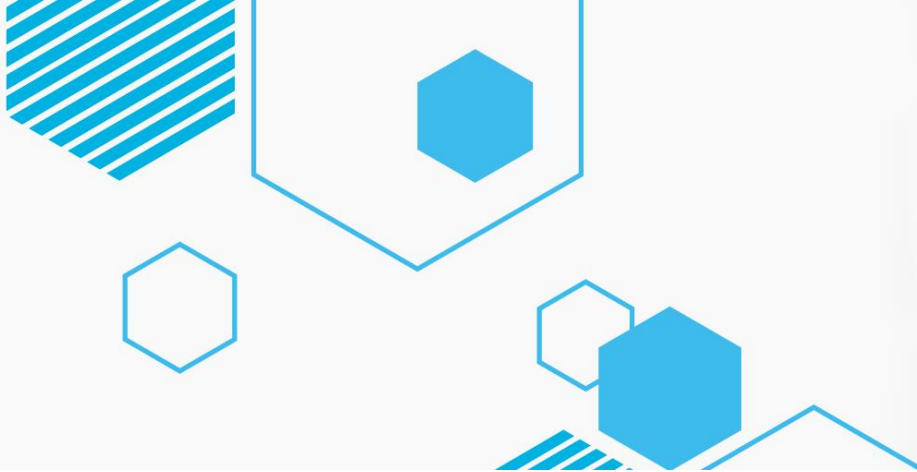
## EMPOWERED TEAMS IN COMMUNITIES

Across our divisions, we encourage our teams to get involved in their communities. They host numerous job fairs, community events, food drives, school supply drives, and more.

Our SIMOS Solutions division introduced SIMOS CARES, which stand for Community Advocate Resources Embracing Service, to connect team members with community engagement projects in more than 20 states. Recruiters and other team members have volunteered in their own towns to provide job coaching services, assemble hygiene packets, gather interview clothing, and soliciting donations of books, food, and items needed for low-income home remodels.







## 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.

For instance, in January 2021, Centerline Drivers stepped up at the National Private Truck Council (NPTC) to sponsor the monthly Driver Safety Letter, which provides news and guidance to educate and inform drivers and employees about key safety issues in the trucking industry. More recently, Centerline also became the sponsor of the NPTC's Washington Report, a monthly publication about key legislative, regulatory and compliance issues in the trucking industry.



## THOUGHT LEADERSHIP FOR CHALLENGING TIMES

Staff Management | SMX and SIMOS Solutions publish a quarterly Jobs Report to identify the top supply chain jobs that will continue to help essential businesses meet demand. The annual Peak Pulse Survey from Staff Management | SMX and the Centerline Drivers annual State of Trucking Survey offer a broader picture into the shifting challenges that companies face every year.

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.

PeopleReady regularly publishes its job market analysis, which focuses on which jobs are in-demand for each season, based on the company's research into part-time and flexible job postings across the country.

PEOPLESCOUT  
**NEXT**

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 & 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, as its staffing partner for temporary staffing support. Our associates played a vital part of the Spectrum team, working in the “clean room” and serving as the last touch point for the kits before they were 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 | SMX 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 assisted with registration and scheduling vaccines in the state-provided system, provided guidance on wait times, and referred consumers to additional resources when needed.

Staff Management | SMX 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. Our associates helped to make ensure that everyone who called for a vaccine appointment received the help they needed.

[READ MORE](#)





# 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.



## 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 78% of our employees are engaged. This score which exceeds the benchmark set by the independent survey provider of 67 and is an improvement of five points over 2020 and five points over our pre-COVID-19 survey.

## 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 in 2021 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 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.

The Company also incorporates ESG and HCM goals in its executive compensation program. During 2021, the CEO's short-term incentive plan included individual objectives tied to achieving ESG and 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. Goals for other executives tied to ESG included building a culture in individual business units, leadership development and succession planning, and strengthening our ethics programs across the company.





## 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.

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

Our Global Mentorship Program (GMP) launched at PeopleScout in October 2017 and was subsequently introduced to the rest of TrueBlue in October 2020. 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. Since its inception, we've seen over 750 participants go through the program. In the Spring of 2022, we launched a DEI stream to the program to focus on developing our employees in their identified areas of diversity.

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 (HR) department is committed to building a culture of continuous career growth, development, and learning. That means ensuring our employees have access to impactful and rewarding content. Our online learning platforms offer extensive customized learning 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 to perfect technical skills, prepare for other positions, or enhance management and leadership potential.

Individual Development Planning (IDP) offers another option for more rigorous and intentional growth. The IDP Toolkit aids participants as they identify and prioritize personal goals that are important to them and then determine the development experiences, skills, and behaviors they need in order to achieve their goals. Employees and leaders also have access to development advising services, leadership coaching, and targeted feedback surveys aligned to TBI's Leadership Competency Model.

In 2022, the Learning and Development team within HR is launching the Leadership Blueprint development program. This new offering provides people leaders intentional learning focused on critical habits and behaviors that will ensure their success in leading themselves and others. The program complements self-paced learning, with instructor-led and peer-to-peer experiences. It emphasizes emotional intelligence, team leadership, developing talent, inclusiveness, change leadership, collaboration & influence, and driving results.

In our first year of offering LinkedIn Learning more than 6,000 staff members:

Completed **35,000** courses and

Viewed **32,500** course hours

### Top 5 Courses

Cybersecurity at Work | Customer Service Foundations |  
Communication Foundations | Building Business Relationships  
Six Morning Habits of High Performers

## LINKEDIN LEARNING

TrueBlue launched LinkedIn Learning in February 2021 for all active TrueBlue employees. This dynamic 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 the pandemic, courses such as "Enhancing Resilience" elicit perspective on daily circumstances to better manage stress.

Thousands of courses cover other areas of 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.

# DE&I Mission and Vision

## Mission

Our mission is to create an environment of inclusiveness, where talent with different backgrounds, life experiences, and perspectives is recognized and appreciated. This can ensure that everyone feels that they are welcomed into the workplace and know that they are safe to be their authentic selves.

## Vision

We aspire to create and sustain an organizational-wide culture for Diversity, Equity, and Inclusion that will support and foster an environment that is open and accepting of individual differences, where all employees are encouraged to maximize their potential, and exhibit a commitment to our company, community, and clients.



# Diversity Equity and Inclusion Strategic Plan Overview

In 2021 TrueBlue developed its five-year Strategic Plan for Diversity, Equity, and Inclusion. As a key component of TrueBlue's commitment to its employees and surrounding communities, the TrueBlue Diversity, Equity and Inclusion Strategic Plan is a guide of goals for achieving transformational change on issues of Diversity, Equity, and Inclusion. This plan seeks to support the organization in the following areas:

- ❑ Growing the awareness of its leadership in relation to Diversity, Equity, and Inclusion
- ❑ Expanding access and success for underrepresented populations within the organization
- ❑ Build an environment where everyone can bring their genuine selves to the workplace
- ❑ Ensuring a work environment where everyone is supported, valued, and included

To reach the deepest levels of change, the organizational priorities will live and breathe in the work of every business unit and department. In pursuit of this goal, the plan looks broadly at programs and services, workforce, hiring and advancement practices, professional development opportunities, and workplace environments.

## The Need for a Strategic Plan

A Diversity, Equity, and Inclusion Strategic Plan will help address the following areas:

- ❑ Increase the organization's ability to embrace change
- ❑ Improve hiring processes and create diverse talent pools
- ❑ Provide tools that assist in reaching and retaining top talent
- ❑ Build an inclusive climate that brings people together from different backgrounds, experiences, and interests
- ❑ Assess the impact of programs and learning environments in contributing to the mission of the organization
- ❑ Expand the capability of the organization to successfully navigate a diverse work environment and business community



## HONORING OUR DIFFERENCES

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

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

As of 2021, women fill more than half of our open positions for managers—a significant increase of 18% in just a year’s time—and over a third of the company’s employees are minorities. In other words, not only does TrueBlue champion a diverse and inclusive workforce, but we continue to see this reflected in the employees who make our mission possible every day

U.S. Race & Ethnicity	Asian	Black or African American	Hispanic or Latino	White	Other <sup>b</sup>	N/A <sup>c</sup>
Executive Management VP & Above	4%	3%	2%	89%	2%	<1%
Senior Management Director & Above	3%	6%	5%	82%	4%	<1%
All Other Employees	3%	23%	15%	52%	6%	1%

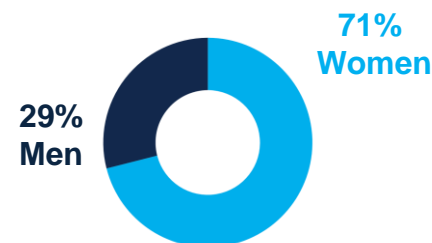
Data as of December 26, 2021 and represents internal operations & support staff, not assigned employees.

a) Represents employees in the United States

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

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



### Senior Management<sup>a</sup> Director & Above



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 DE&I 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 council is comprised of 30 diverse people leaders from throughout the organizations.

## 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:

1. Create & maintain workforce diversity
2. Create & maintain diversity in leadership
3. Develop a diverse pool of talent
4. Develop and support organizational wide professional develop programs
5. Build a sustainable inclusive workplace culture
6. Champion D&I in the marketplace and community

## Sponsored Activities

<b>Identify</b>	Identify diversity and inclusion issues and opportunities.
<b>Champion</b>	Champion diversity and inclusion initiatives across the country.
<b>Support</b>	Support innovative actions that create an inclusive work environment that makes full use of the contributions of all employees.
<b>Recommend</b>	Make recommendations on how to build a company workforce that reflects the demographics of our communities and customers.
<b>Foster</b>	Foster an environment which is open and accepting of individual differences where all employees are encouraged to maximize their potential and exhibit a commitment to our company, community and clients.
<b>Develop</b>	Develop Employee Resource Groups (ERGs), groups of employees who align based on shared life experiences. The ERGs provide a safe space for support, mentoring, networking and learning from each other.

TrueBlue's Employee Resource Groups 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)** Provides a trustworthy forum where African American employees and allies can share ideas, perspectives, and professional experiences to accelerate business and career growth and increase cultural awareness.
- **Women Empowered+ (WE+)** 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.
- **Be Proud** Drives 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 veterans and other mission-supportive employees to help TrueBlue weave support for veterans throughout its policies, norms, and institutions.
- **Asian Collective of Employees (ACE)** Creates a trustworthy forum where the Asian Collective of Employees and allies can share ideas, perspectives, and professional experiences, to accelerate business and career growth, and increase cultural awareness.
- **Healthy Minds Collective (HMC)** Promotes improved mental well-being for all employees through education, support, and advocacy. In pursuit of this mission, HMC strives to improve the TrueBlue community's understanding of mental health and the mind-body connection between mental and physical health.
- **Advocates for All Abilities** Provides a platform that promotes awareness and understanding about disabilities in the workplace. Its goal is to facilitate a shift in company culture by fostering the power of difficult conversations, challenging stereotypes and internal biases, as well as providing employees of all abilities the skills to advocate for themselves and others.

## HEALTH & WELLNESS

Our health and wellness program includes elements that support work-life balance. For instance, the employee assistance program (EAP), which more than 9% of our employees utilized in 2021, 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. Recent additions 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.
- Papa provides caregiving support via mobile app for child, pet, and/or elder caregiving for up to 10 hours per year.
- Amazon Care offers instant consults with a doctor or nurse via mobile app, video care, or a text chat.

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, and the option to work from home or work remotely, is 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. Additional voluntary healthcare-related benefits include hospital indemnity, critical injury care, and accident insurance.

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

In comparison to our  
competitors, TrueBlue  
picks up **over 90%** of  
the cost on our Kaiser  
and Value CDHP

**\$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®

PeopleReady,  
PeopleManagement,  
and PeopleScout  
Win Top Workplaces  
in USA Award



Over 1/2 of  
fortune 500  
companies don't  
offer pet insurance,

**We Do**



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

**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.

**23**

Benefit  
Enhancements in  
the Last 3 Years





**TOP  
WORK  
PLACES  
2022**

**TRUEBLUE'S PEOPLEREADY,  
PEOPLESCOUT AND  
PEOPLEMANAGEMENT NAMED  
2022 TOP WORKPLACES**

**USA**



## TRUEBLUE COMPANIES TOP WORKPLACE

TrueBlue is excited to announce that for the second year in a row, 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.

TrueBlue companies also garnered awards for programs related to employee recognition and recruitment as well as client satisfaction.



WOMEN IN TRUCKING ASSOCIATION

**FOR THE 3RD  
YEAR IN A ROW!**



**CENTERLINE  
DRIVERS**

has been named to the  
Top Companies for Women to  
Work for in Transportation  
by Women in Trucking

Centerline Drivers received a silver MUSE Creative Award for Respect the Drive. The program gives a behind-the-scenes look at why truck driving is an essential industry and why truck drivers should be celebrated. The division's superior service to customers was commended with the ClearlyRated 2022 Best of Staffing award.

Staff Management | SMX was honored with a Platinum Award in the 2021 Titan Business Awards for the way the company connected 93,000 people with work in 2020 and helped keep essential businesses operating through the pandemic, making personal protective equipment, delivering vaccines, and scheduling vaccination appointments. The division also earned ClearlyRated's 2022 Best of Staffing Diamond Client Award for the third consecutive year. The award, which is given exclusively to companies once they have appeared on the Best of Staffing list for five years, recognizes superior service to clients—the company has been on the list for seven consecutive years.

**PEOPLEREADY WINS  
TOP HONORS IN THE 2021  
MUSE CREATIVE AWARDS**



**INTEGRATED MARKETING CAMPAIGN  
WORK WITHIN REACH™**



PeopleReady was awarded a Silver Stevie Award in the 2021 American Business Awards for, among other topics, retooling the way it connects with workers through Work Within Reach—the brand promise that underscores our commitment to provide solutions that meet candidates where they are and to connect with the quality workforce they need.



## CONGRATULATIONS FOR BEING NAMED TO THE STAFFING INDUSTRY ANALYSTS' GLOBAL POWER 150 – WOMEN IN STAFFING 2021



**JILL QUINN**  
EXECUTIVE LEADER  
PEOPLEREADY SKILLED TRADES  
CENTERLINE DRIVERS



**TARYN OWEN**  
PRESIDENT & COO  
PEOPLEREADY | PEOPLESCOUT



**HOPE FIELD**  
VICE PRESIDENT OF SALES  
STAFF MANAGEMENT | SMX  
SIMOS SOLUTIONS



## AWARD-WINNING TECH CONNECTS PEOPLE TO WORK

TrueBlue companies leverage technology to connect more people to more jobs. Our apps give workers and clients more control over their lives and businesses.

PeopleScout's Affinix continues to add to its growing list of awards for technology and innovation. It recently received a Bonze award from Brandon Hall for Best Advance in Diversity and Inclusion Innovation. Expanded strategic insights in Affinix Analytics and a new standard dashboard for client diversity initiatives, help employers better attract a diverse pool of applicants, make more comprehensive progress towards diversity goals, and determine where to focus their efforts.

Staff Management | SMX and SIMOS Solutions won silver in the 2021 Brandon Hall Excellence in Technology Awards for Workforce Management. The award recognized Stafftrack® as an innovative use of technology to reduce the complexity of workforce management, all while using an analytics-driven approach to recruiting workers and tracking skills to ensure workers are matched to jobs that match their skill sets.

JobStack, PeopleReady's mobile app for connecting people to work, won several awards, including Gold in the 2022 AVA Digital Awards and Gold and Silver in the Brandon Hall Awards. JobStack was recognized for helping put work and workforces within reach 24/7 through cutting-edge technology and easy-to-use functionality. The app allows customers to place and track orders with flexibility and ease. It also allows job seekers to apply for jobs, complete the onboarding process, and secure a new job 100% virtually. JobStack fills a job every 11 seconds and has filled approximately 13 million shifts since its inception.



GOLD 2021 STEVIE WINNER FOR GREAT EMPLOYERS  
HUMAN RESOURCES EXECUTIVE OF THE YEAR



BRONZE 2021 STEVIE WINNER FOR GREAT EMPLOYERS  
HUMAN RESOURCES OFFICER OF THE YEAR

## HRO TODAY NAMES FOUR TRUEBLUE LEADERS TO 2021 HR SUPERSTARS LIST



**PATRICK BEHARELLE**  
CEO, TRUEBLUE



**TARYN OWEN**  
PRESIDENT & COO,  
PEOPLEREADY | PEOPLESCOUT



**CARL SCHWEIHS**  
PRESIDENT & COO,  
PEOPLEMANAGEMENT



**JERRY WIMER**  
SENIOR VICE PRESIDENT &  
GENERAL MANAGER,  
STAFF MANAGEMENT | SMX







# 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.



## COMMITTING TO SUSTAINABILITY

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. Our [Corporate Environmental Policy](#) addresses the importance of this awareness and describes actions designed to reduce our impact. We have laid the groundwork to incorporate environmental awareness into our decision-making.

## UNDERSTANDING OUR ECOLOGICAL FOOTPRINT

In order to gain a greater understanding of our impact, we have retained an outside firm to complete a formal greenhouse gas (GHG) assessment. This assessment, which will refer to the TCFD framework, will help guide the actions we take to reduce our footprint and do our part to slow climate change. We will share our results and our plans when we publish our report at the completion of the study in Q3 of 2022.

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.

TrueBlue's Corporate Citizenship Council 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.



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 wearing 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. TrueBlue's [Statement on Human Rights](#) describes our collective practices and policies to protect these universal 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 [Anti-Human Trafficking and Modern Slavery 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. 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; and re-entry opportunities for people who have served time.

*For more information about our policies, visit our [Policies Collection](#).*



## 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 equitability, TrueBlue does not ask for salary history during the hiring process, we encourage internal applicants for any job openings, and we conduct periodic compensation reviews to ensure pay is based on the elements listed above.

We 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 information about our policies, visit our [Policies Collection](#).*

## 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 Conduct and Business 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 Ethics and 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 2021.

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.

## 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 members of the 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 2021, 96% of employees world-wide completed annual Code of Conduct training, including 100% of people managers and corporate support staff. Additionally, we realized an 85% completion rate in 2021 for our Anti-Bribery and Corruption training, where the target audience were new hires who are international employees, U.S. directors and above, and select corporate support employees involved in international operations, and in 2020, more than 80% of all international employees completed the biennial training.

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

TrueBlue established ComplianceALERT as a way for individuals affiliated with the company to anonymously and confidentially raise ethical concerns or report violations of the law or the company's Code of Conduct, values, BE TRUE standards, policies, and other company rules.

Employees who experience or witness such violations are encouraged to also inform a supervisor, HR Business Partner, Chief Ethics & Compliance Officer, or General Counsel. Employees and associates can report through the ComplianceAlert website or via phone at 1-855-70-ALERT. Employees and associates located outside the U.S. should check the ComplianceAlert website for local phone numbers.

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



## MODELING THE ETHICAL WAY

In 2021, TrueBlue engaged Ethisphere, a global leader in Ethics & Compliance, to assess our ethical culture against a customized benchmark of companies. The 65-question survey measured employee perceptions of TrueBlue's ethical culture and health across eight pillars.

TrueBlue outperformed Ethisphere's custom industry benchmark in four of the pillars, overall score, and response rate.

TrueBlue continues to build on our ethical culture with innovative, intriguing, and engaging programs that help refine our commitment to ethics, integrity and "being a force for good."

### Ethics & Fraud Awareness Month

Each November we launch new activities and opportunities that encourage employees to talk about ethics, provide resources on how people can navigate sticky situations, and feature videos of company leaders discussing what ethics means to them.

### Ethics Toolkits for Managers

These guides are published quarterly and are designed to encourage and prepare managers to discuss ethics more frequently with their teams. They include real-life scenarios with talking points and conversation prompts that create open conversations, enabling team members to gain a deeper understanding of how ethics are everyone's responsibility.

### Ethics Roundtables

Managers and non-manager team members from all brands and support areas are nominated to participate in facilitated conversations centered on specific ethics-related questions. These conversations dive deep into specific topics to reveal areas of concern and highlight how we can continue to emphasize and practice ethics.

## Overall Survey Performance

**82.2**

2021 TrueBlue Culture Quotient

**53%**

2021 TrueBlue Response Rate

**82.1**

Benchmark Culture Quotient

**52%**

Benchmark Response Rate





## 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 Anti-bribery and Corruption (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 suppliers to protect shared data, incorporate anti-corruption standards into their business practices, and comply with the U.S. Foreign Corrupt Practices Act (FCPA). Suppliers 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.



## 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. In September 2021, TrueBlue received its ISO 27001 Information Security Management certification. TrueBlue's attainment of ISO 27001 certification indicates the Company's ongoing dedication to providing customers and associates the highest standard of data and privacy protection as well as a commitment to investing in new processes and technologies to protect and secure data. 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 2021.

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's Board of Directors has modeled the way on diversity, equity, and inclusion ("DE&I") as a key aspect of corporate sustainability for many years. The Board has been recognized by the National Association of Corporate Directors ("NACD") and other national and regional organizations for its efforts and success in becoming a diverse and inclusive board. The Board continues to foster and promote a diverse, talented, and well-trained workforce and a performance-driven workplace culture. In 2021, our nine-member Board maintained its racial and gender diversity, including four women and four racially or ethnically-diverse members.

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 [2022 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

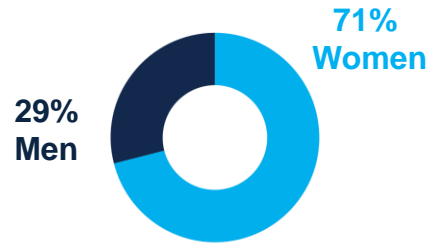
**78%** Employee engagement  
based Glint survey<sup>d</sup>

In 2021 TrueBlue experienced no data breaches or financial loss due to professional integrity

## Senior Management<sup>a</sup> Director & Above



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



## GLOBAL EMPLOYEE ACTIVITY\*

Full Time Part Time Contract & Contingent



## GLOBAL TERMINATIONS

Voluntary Involuntary



U.S. Race & Ethnicity	Asian	Black or African American	Hispanic or Latino	White	Other <sup>b</sup>	N/A <sup>c</sup>
Executive Management VP & Above	4%	3%	2%	89%	2%	<1%
Senior Management Director & Above	3%	6%	5%	82%	4%	<1%
All Other Employees	3%	23%	15%	52%	6%	1%

Data as of December 26, 2021 and represents internal operations & support staff, not assigned employees.

a) Represents employees in the United States

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



## 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, and serving on industry-related CSR and workforce development committees.

Our Corporate Citizenship Council, 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.