



CHANGING LIVES EVERY DAY

TrueBlue ESG and
Corporate Citizenship Report
2023





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We Change Lives Every Day

A LETTER FROM PRESIDENT & CEO TARYN OWEN

Our purpose drives us—and doing more is built into our Company’s DNA. We are ready when people, businesses, and communities need help. This commitment is what we call Corporate Citizenship and what others call Environmental, Social and Governance (ESG). 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.

Our ESG journey took significant steps in 2022, with three firsts: we completed our first materiality assessment; our first greenhouse gas study; and we signed onto the United Nations Global Compact (UNGC). These steps reflect our values, enhance our ambition to be a force for good, and guide our sustainability journey.

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 recognizing that the people who work with us are unique individuals with their own goals, paths, and visions for their futures. 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. We help people who need a second chance to reenter the workforce, bring jobs into economically disadvantaged communities, provide upskilling for those seeking new skills and a better life, and help veterans translate military experience into civilian jobs.

As a branch-based business with many remote workers, our environmental impact is limited. However, we know that great change comes from incremental steps and that we must do our part to combat climate change. With our first greenhouse gas study complete, we can now take informed and practical steps to reduce our emissions.

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



Taryn Owen
President & 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.



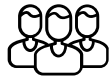
Be True - We are true to who we are and what our clients need.

Our Purpose

Connecting People and Work

Our Vision

To be the talent solution for the changing world of work



611,000 CONNECTED
TO WORK



335,000 FULL-TIME
PLACEMENTS



84,000 CLIENTS
WORLDWIDE



6,500 SUPPORT &
OPERATIONS STAFF



800+ 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 611,000 people with work in 2022 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 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 one 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 • 2022 REVENUE OF \$2.3 B • NYSE: TBI



PEOPLEREADY

Flexible staffing solutions that provide reliable on-demand labor



PEOPLEREADY SKILLED TRADES

Scalable workforce solutions that offer access to skilled tradespeople.



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



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 Chief Diversity Officer implement programs related to HCM.

In 2022, we:

- ✓ Performed our first stakeholder materiality assessment
- ✓ Signed onto the United Nations Global Compact
- ✓ Completed our first greenhouse gas assessment

In 2023, we will use these assessments as our framework for evaluating and addressing the most significant aspects of our ESG program.

Assessing Materiality of ESG Issues

TrueBlue touches the lives and livelihoods of hundreds of thousands of people each year. Our web of stakeholders matters because what they do affects us, and what we do changes lives, businesses, and the communities where we work. We completed our first materiality assessment in 2022 so we can better understand which environmental, social, and governance (operational and fiscal performance) topics that are linked to our business matter most to our stakeholders.

We started with an expansive list of potential ESG topics. Then we narrowed the list to those topics that we can realistically influence and that represent potential harm to or opportunity for the Company—including all divisions and brands—including components most important to management and the Governance Committee of our Board of Directors.

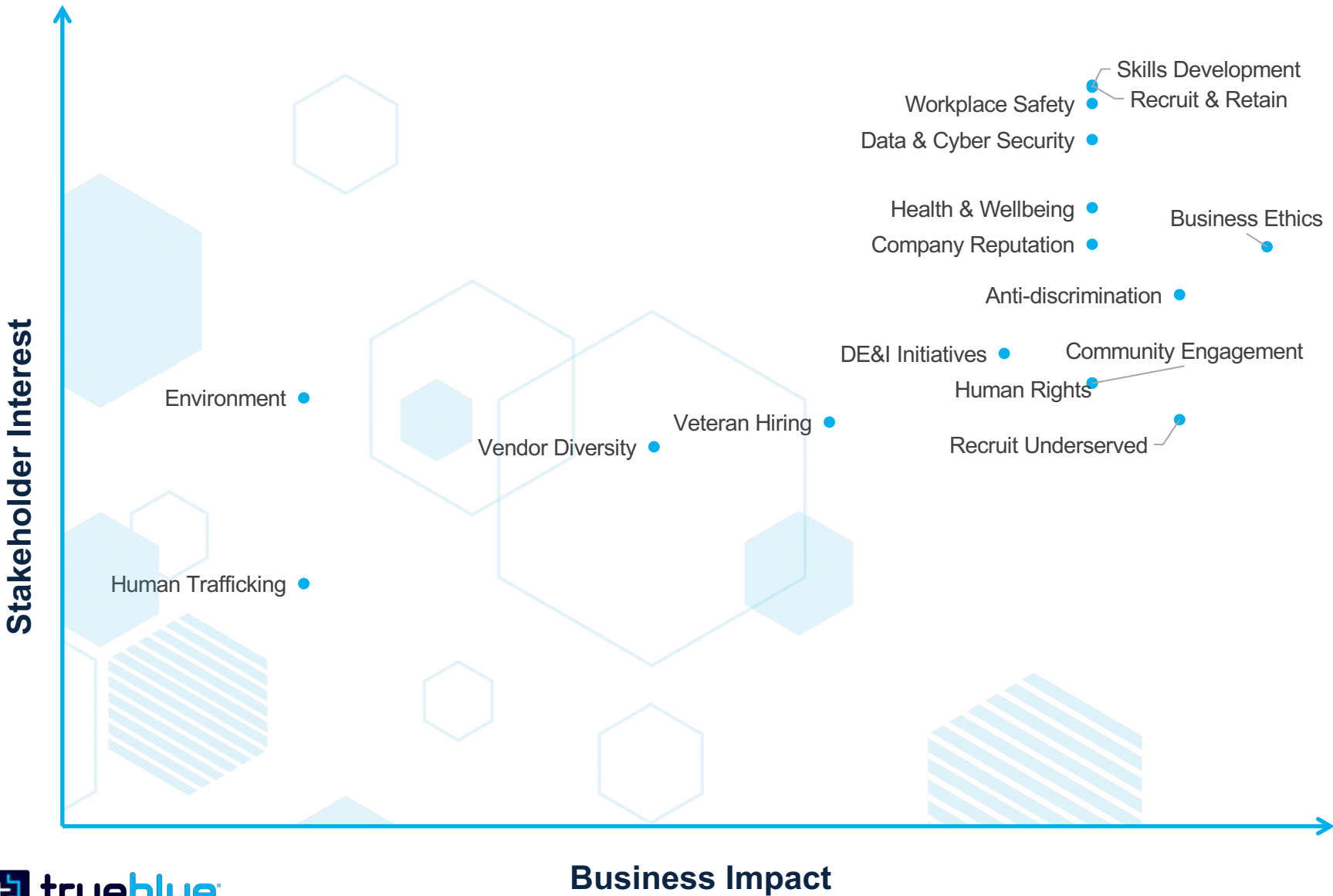
Using the double materiality principle, we balanced those issues that are most relevant and likely to impact TrueBlue's business strategy and that we are most able to influence (X axis) with relevant stakeholder concerns (Y axis). The resulting materiality matrix displays the top 16 issues that we commit to acting on.

This report, in conjunction with TrueBlue's proxy statement, describes how we address our top materiality issues. This year, we will continue to identify actions we can take to further integrate action on these issues into our business strategy. We will continue to refine our materiality assessment as we continue to engage and respond to expectations of our stakeholders balanced with business strategy.

Next, in order to evaluate the topics that most concerned our stakeholders—Employees, Associates, Applicants, Clients, Shareholders, Governments, and Communities where we work—we:

- Conducted ESG-specific surveys with our associates and employees, followed by a series of employee focus groups.
- Talked directly with some clients, reviewed client questionnaires, and analyzed client-requested assessments, such as EcoVadis and THESIS.
- Considered the recurring and ongoing satisfaction surveys TrueBlue conducts amongst clients, associates, and employees.
- Reviewed ESG-world publications, peer comparisons, and public comments by investors and influencers to assess concerns of society at large, including governments and the communities where we work.
- Discussed key material topics with investors groups.
- Referenced frameworks, such as the Sustainability Accounting Standards Board (SASB), MSCI, and the United Nations Sustainable Development Goals.

ESG Materiality Matrix





WE SUPPORT



TrueBlue is pleased to announce that it is now a signatory to the United Nations Global Compact. Our values and ESG strategy are naturally aligned with the [Ten Principles of the Compact](#).

We support the implementation of all 17 of the Sustainable Development Goals (SDG) and will focus on four that our business strategy and activity will have the greatest impact on: Quality Education; Gender Equality; Decent Work and Economic Growth; and Climate Action.

In 2023, we will work to continue integrating the principles and these goals into the strategy, culture, and day-to-day operations of our Company. In 2024, we will report on our efforts and complete our first Communication on Progress (COP)



SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 5: Achieve gender equality and empower all women and girls



SDG 13: Take urgent action to combat climate change and its impacts



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 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 duties.

When Taylor started college, in Denver, Staff Management found jobs that accommodated class schedules. When they announced they are going to grad school in Chicago, we ensured a job is waiting for them.



During the lockdowns, Tala quit her job to homeschool her kids. When they went back to school, she found work at PeopleReady. She's now training for a permanent job and new career with one of our clients.

Ali's spouse received orders for a temporary post to a different Army base. Staff Management found Ali a job that accommodated his partner's schedule and matched the length of her assignment.



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 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.

Connecting to Flexibility

A growing segment of frontline workers struggle to find work that fits their busy schedules. They are the part-timers. The underemployed. The college students. The stay-at-home parents. The people who need to make ends meet or who are looking for a path to growth. They have a strong work ethic, are motivated and desire flexibility.

TrueBlue is the linchpin that helps businesses run and people find work.

CHANGING LIVES EVERYDAY



HOMELESS TRUCK DRIVER GETS BACK ON HIS FEET

When a Centerline Managing Service Director found out one of her drivers was sleeping in his truck, instead of chastising him, she contacted him, compassionately, and connected him with Centerline's Mobile Driver Service, which temporarily relocates drivers to areas with high need for drivers.

Centerline's Mobile Driver Service provides transportation and lodging and the driver is dedicated to that job, generally for 4-6 weeks, often with an option to renew. Centerline housed him and then flew him to a job in Ohio, where he was also able to connect with his daughter, whom he hadn't seen in more than a year.

IGNITING PASSIONS & TEACHING SOFT SKILLS

Loren, a young man with autism, wanted to find a job and knew that to do so, he needed to learn soft skills and gain experience. When he applied to work at PeopleReady, branch staff took the time to get to know him and learn about his goals. They assigned him to a variety of assignments, from general laborer on construction sites to warehousing to landscaping. At each job, he gained more confidence in his ability to work with others and apply new skills.

An assignment in traffic control lit a passion. That passion and his new-gained confidence in his soft skills landed him a permanent job in the transportation industry.

CHANGING LIVES EVERYDAY



CREATING COMMUNITY

Pete had been retired for a few years when his wife passed away. He struggled with depression and loneliness and spent most of his days sitting at home, alone.

To get himself out of his house, he went to work at PeopleReady. He enjoyed the work and the friends he made on his jobs. He had a social life, again, felt less isolated, and more engaged in his community. When the client he was working for offered him a permanent job, he put his retirement on hold and took the position.



BRIDGING FROM OPPORTUNITY TO SUCCESS

Patricia came into a PeopleReady branch a few months ago. She had fallen on hard times and was looking for a chance to turn things around. Jennifer, the branch manager, jumped right in. She shared her lunch with Patricia and got to know her and understand her situation and her work background.

It turned out Patricia had hospitality experience. The chance we took on Patricia led to great personal success for her, as her skills grew, so did her opportunities.

Eventually, Patricia was able to move out of temporary housing and into her own place. “All new appliances!” Patricia beams. “A pool!” She also bought a used car, a 2004 Buick LaSabre. “Beautiful car. Everyone asks if they can buy it.”

CHANGING LIVES EVERYDAY



MOBILE JOB FAIRS

At the beginning of the pandemic, when in-person interviews were a challenge, SIMOS Solutions launched its Hires on Tires program. The Memphis, TN, pilot was so successful that the Company rolled the program to more states in 2022.

SIMOS outfitted vans with laptops so recruiters can travel to 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.



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 benefits 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.



ENGLISH AS A SECOND LANGUAGE PROGRAMS EXPANDS OPTIONS

Staff Management worked with two clients that had large populations of non-English speakers in their area, and our team wanted to explore different way to connect people with work. They hoped that by tapping into a different population of workers, they could improve their outcomes. Our team saw an opportunity to roll out an English Second Language (ESL) program on these sites to help connect the local community with work.

Our onsite teams first worked at identifying how many non-English speakers were in their area and how they could best accommodate them in our operation. Our teams worked with the client to get their buy-in on an English Second Language Program. Our team then piloted the program on a single line with a bilingual team lead and a team of non-English speakers to ensure everyone felt comfortable and production levels remained the same.

The ESL program was so successful for both the associates and the client that it expanded from first shift to both second and third shifts. The client has achieved such good results from the program that they asked to expand the program even further into the facility. The other site experienced similar positive results with their ESL program.

RESPECT THE WORK AND THE WORKER



RESPECT THE DRIVE

Centerline Drivers launched Respect the Drive is a driver-focused cultural movement, to thank and honor 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 also gives a behind-the-scenes look at why truck driving is an essential industry.

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.

Since we launched this program in 2021, we have paid more than \$430,000 in bonuses to our drivers, and more than 2,400 drivers have hit one or more milestones.

RECOGNIZING AMAZING TRADESPEOPLE

The tradespeople 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 tradespeople who we rely on every day to help build our country.

So, to show our appreciation and 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 earn cash bonuses for hitting milestones. Each month we showcase one worker, who wins an exclusive Respect the Craft Carhartt jacket. At the end of the year, one top performer receives a cash bonus and other prizes.

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

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 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.



PeopleReady's JobStack app grants 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.



Staff Management | SMX and SIMOS Solutions developed the Stafftrack® mobile app 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.



Centerline Drivers Mobile App allows drivers to view time, paychecks, access safety and training information, refer other drivers and provide regular feedback to Centerline. Drivers can also track hours towards their Respect the Drive milestones directly in the app. Centerline continues to add new functionality as requested by drivers.



Technology has transformed the way we engage and hire talent. Modern candidates expect a hiring experience to be personal, quick and convenient.

To answer this expectation, 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, a mobile-first, cloud-based platform, creates a consumer-like candidate experience and streamlines the sourcing process.

Affinix brings together artificial intelligence, recruitment marketing, machine learning and people skills – the total package when it comes to talent sourcing and engagement. Affinix is continuously evolving to make the end-to-end process seamless for the candidate. Sourcing, ranking, mobile outreach, video interviews – the list goes on.

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.

affinix™
BY PEOPLESCOUT

Affinix was named a silver winner in the Most Innovative Product of the Year – Enterprise category in the 2022 Best in Biz Awards.



FOCUSING ON SAFETY

Safety is at the heart of everything we do. It is one of our key business objectives. 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 if our temporary employees don't come home safely at the end of each work day.

Our Injury and Illness Prevention Program (IIPP) establishes guidelines for all employees to follow to ensure a safe and healthful workplace. The IIPP is the foundation of our safety program. Our enterprise-wide safety policy is contained within the IIPP. All employees have the responsibility through personal example to create a climate in which everyone shares a concern for their own safety and the safety of their co-workers.

Staff Management | SMX and SIMOS Solutions associates receive safety training specific to their jobs and worksites during their onboarding process. General safety training is incorporated into their orientation sessions. Additional training is conducted based on specific job skill requirements. In addition, we design, implement, and manage safety programs to support each client's existing policies, which promote awareness through communication, observation, and prevention.

Each SIMOS, Staff Management|SMX office is assigned a Corporate Safety Manager. Corporate Safety leads our safety standard of conduct and awareness promotion programs. They work closely and are a valuable, proactive resource for the onsite management teams.

Centerline Drivers is a leader in safety and compliance. The Company sponsors the National Private Truck Council driver safety letter and leads training on Certified Transportation Professional certification. In 2021 Centerline launched Cleared2Drive 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. We continuously analyze safety trends and implement new initiatives to ensure we have the right programs for the right business lines working under the right circumstances.

PEOPLEREADY

The daily refrain to [BeSafe](#) is more than a slogan—it's a set of common processes and best practices designed to protect our employees. 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.

When we assign workers to jobs, we distribute educational materials—such as our [PeopleReady safety manual](#)—to associates and clients and perform client site visits to address specific safety risks unique to their industry or job site. Staff and safety specialists consult to determine which clients they will spend more time with to further evaluate and address safety concerns.

PeopleReady contracts stipulate 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. To reiterate this point, our customer safety letters explain that they are responsible for creating a safe work space.

PeopleReady partners with many customers that, because of the nature of their work, have non-traditional working hours. We require our customers to provide our staff safe working conditions to combat injuries and fatigue. Our managers help customers create schedules that, where possible, limit fatigue. These schedules encourage companies to work during the day, restrict consecutive day shifts to five or six days, and ensure workers have at least two consecutive days off. Companies also provide a way for employees to report and investigate incidents without facing retaliation.

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 NurseCare 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.

We also offer free OSHA training to associates through an online course developed with the Safety Council, an OSHA-approved provider. All TrueBlue staff members also have access to the training. Anyone who completes the training receives a portable certificate of completion and a wallet card.

CUSTOMERS MUST:

- Provide regular breaks during the day.
- Limit consecutive shiftwork as well as the length of a shift.
- Educate their workers about the importance of sleep.
- Monitor workers for signs of fatigue.



PEOPLEREADY SITE VISIT SAFETY APP

The PeopleReady Safety App is one more tool on our belt that aids staff to do a thorough site visit. The app also helps us better track and document site visits and look for safety trends.

The app walks staff through the entire site safety inspection process. Staff looks for an array of safety items, based on the jobs our associates have been assigned to do. For example,

- Does the client have a written safety program
- Will client provide site-specific training
- Are machine guards in place and operational
- Are employees and associates using the right PPE

Staff can include photos in the report to document hazards and solutions. If any emergent issues arise during the visit—or if an associate later reports a concern—PeopleReady staff immediately discuss it with the client and ensure it is resolved.

If we need to, we will stop associates from using unsafe equipment, and if issues are not appropriately addressed, we will and have pulled employees from unsafe jobsites. Once the safety report is complete, the app sends the report to the PeopleReady branch manager and the client.

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 more than 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. Our pledge to veterans doesn't end at the U.S. border. We are exploring how our PeopleScout business can accelerate veteran recruiting in Australia, Canada, and the United Kingdom.

Furthermore, our Groundworks Volunteer Council selected Soldiers' Angels as one of the organizations we regularly support.

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

PeopleScout partnered with a large retail client to launch personalized career counseling services for all service members, and now military spouses as well, to help them apply their leadership skills and teamwork experience to new careers. The 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. The program was so successful that the client asked us to extend it to other cohorts that need extra support to get back to work. Since its launch, more than 15,000 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.

BECOMING SOLDIERS' ANGELS

We marked our third year of supporting Soldiers' Angels in 2022. In the spring, we participated in the Socks for Soldiers drive. In December, we once again gathered with friends, family, and coworkers to create 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. Since 2021, we have stuffed and sent more than 800 stockings.

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

When Hurricane Ian slammed into the Naples, Fort Myers and Port Charlotte markets, our teams united under very difficult circumstances to support our associates, clients, and each other. Our branches had no power and water, and many of our teammates had to go to shelters since their apartments and homes flooded. The team set up a control center and coordinated help for each other to secure the resources they needed for their families to stay safe. Then, they got back to work to support people and businesses in their community. Thanks to their dedication, we recruited associates from across the country to the impacted communities to support the recovery and restoration.

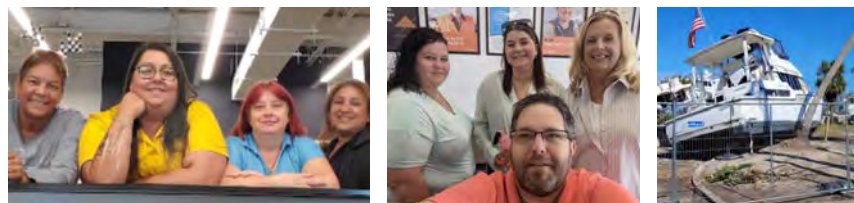
When natural disasters strike, TrueBlue is one of the first to respond to clean up and rebuild our communities. PeopleReady excels at mobilizing to help businesses repair their facilities and staff up. Within days, we set up mobile dispatch sites, stocked with everything from generators and laptops to 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.

During the fall 2021 wildfire season in Oregon, an Assistant Branch Manager in Portland, Oregon, called experienced, qualified candidates about work on a rural site. Two of the associates 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. 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.

In 2021, Hurricane Ida struck New Orleans. First responders who were supporting disaster relief efforts had been scheduled to stay free of charge at a hotel near the French Quarter. The hotel needed 25 culinary workers including prep cooks and kitchen staff to prepare and serve meals for these first responders — along with two security workers who could manage parking around the hotel to avoid overcrowding. They turned to PeopleReady for the right people. PeopleReady quickly filled the order and connected people with meaningful work at an uncertain time. For the next 30 days, these workers prepared and served more than 5,000 meals a day and ensured that parking was always available for guests and relief workers.

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.





BRIDGES TO WORK: WE PROVIDE SECOND CHANCES

At TrueBlue, we connect people with work. We realize that challenging personal circumstances often create barriers to meaningful employment – whether that’s a prior conviction, a gap in earnings history, a language or cultural barrier, or the need for an alternative work schedule. That’s why TrueBlue has introduced the Bridges to Work program.

We create opportunities for individuals to return to the workforce and help them overcome barriers. Other cohorts connected by Bridges to Work include veterans, military spouses, refugees, people with disabilities, and people who are victims of domestic violence.

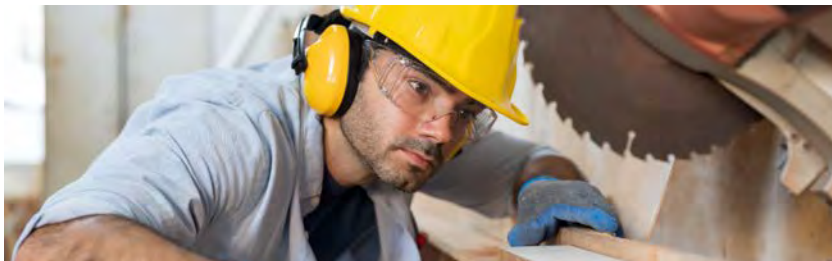
We are developing pilots designed to create replicable programs to connect different cohorts to jobs by partnering with government agencies, non-profits, and willing clients. Bridges to Work also provides toolkits that empower operations staff to make these connections in their local markets.

People who need a second chance can find it with TrueBlue, including those with criminal records. The link between employment and reduced recidivism is undeniable. Jobs help 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.

At PeopleScout Australia, a recent project for an industrial client in Perth saw our team fill over 20 roles via a partnership with an ex-offenders placement program resulting in our client’s project being completed on time and to budget.

In the United Kingdom, we partner with Bridge of Hope – a charitable group that supplies training and promotes jobs to people from marginalized backgrounds, including people with previous convictions, veterans, care leavers and refugees.

Our government relations team also 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.



FILLING THE SKILLS GAP

PeopleReady Skilled Trades is doing something about the skills gap. In January 2023 we launched a pilot that provides free, interactive online training for 100 high-performing PeopleReady general associates. The pilot courses center on electrical, plumbing, and carpentry. Once they complete the program, associates will be eligible for higher-paid jobs in the skilled trades, with clients who committed to giving them practical training. We expect to enroll 400 associates in the program by the end of the year.



DRIVE IT FORWARD SCHOLARSHIP

Centerline Drivers has a new scholarship program to help women become truck drivers. The Drive It Forward scholarship is in honor of Sheila Castaneda, a key member of the Centerline Drivers' leadership team and a proponent of promoting opportunities for women in trucking. It will provide financial assistance to one woman every year who is entering a CDL program to pursue a career as a commercial driver. The scholarship will be for the full tuition amount up to \$7,500.



NEW SKILLS, STORIED CAREER

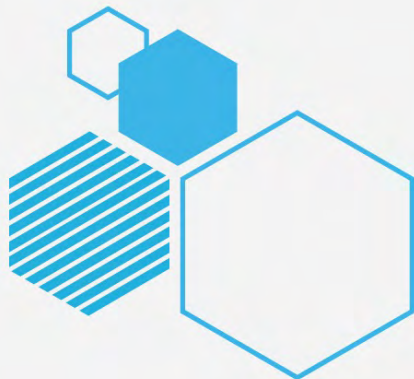
A longtime Florida resident, Ken, 51, “went where the work was” when he chose to work at PeopleReady Skilled Trades in Miami in 2020. Over the course of a career that has spanned about 30 years, Ken Cooney, an equipment operator and carpenter, has “tried about everything” in the skilled trades.

Ken got certified as a scissor lift operator through PeopleReady Skilled Trades when a light-hanging job came along. This new skill opened new job opportunities for him. One of those jobs was to help repair and rebuild the Jacksonville Beach Pier, which had been mostly closed after sustaining damage in Hurricane Matthew in 2016 and Irma in 2017. He calls it one of the most interesting projects he’s ever worked on.

“PeopleReady has the work,” he says. “They have a great onboarding process. I took the tests and I was hired and went right to work. I like the convenience. It’s very easy to find the work when you need it — and PeopleReady Skilled Trades definitely matches your skills to projects.”

Ken is now being considered for a full-time job with a company that put Ken to work hanging 700 signs. In the meantime, he will continue to go where the work is with PeopleReady Skilled Trades.





CONNECTING TO OUR COMMUNITIES THROUGH SERVICE

Throughout TrueBlue and at each of our divisions, we encourage team members to find ways to connect to their communities. Whether they are working with their peers or following a personal passion, our employees find ways to be a force for good. They host or volunteer at numerous job fairs, events, food drives, and school supply drives. They visit schools and colleges to teach students soft skills, teach interview workshops, and sit on non-profit boards.

TrueBlue employees volunteer with organizations that use their skills in new ways, help them build social networks, and give back to the communities we serve. Here are some of the programs and projects that feed our passion for service.

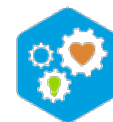
GROUNDWORKS: PREPARING THE WORKFORCE FOR THE FUTURE

The mission of Groundworks, our corporate citizenship engagement program, is to prepare the workforce for the future. Groundworks combines advocacy and volunteer leadership with philanthropy and supports workforce training projects and programs such as Bridges to Work.

Groundworks also promotes TrueBlue's continued advocacy with policymakers and community leaders to advance career and technical education and other policies that support employment.

The Groundworks Volunteer Council coordinates enterprise-wide volunteer opportunities, for example, our Soldiers' Angels events and our global food drive. It empowers employees to lead as volunteers, advisors, or board members with organizations.

Groundworks Seed Fund grants go to nonprofits where our employees volunteer and that address the Groundworks mission. We have given grants to 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
TRUEBLUE CORPORATE CITIZENSHIP





FORCE FOR GOOD CHALLENGE

With the PeopleReady Force for Good Challenge, we modelled the way for others to give back to their communities. When Josef Newgarden was the first driver to win on all three types of INDYCAR circuits, PeopleReady donated \$500,000, split between Josef's two favorite charities: Wags and Walks of Nashville and SeriousFun Children's Network.

SeriousFun Children's Network is a family of 30 camps and programs that provides free recreational activities for seriously ill children and their families. Wags and Walks of Nashville is a non-profit organization and dedicated community of dog lovers working to reduce euthanasia in local shelters and increase awareness of rescue dogs being wonderful pets.

Throughout the remainder of the NTT INDYCAR Series, PeopleReady also offered \$10,000 to the winner of each race to be split with their selected charity.

SIMOS CARES

Our SIMOS Solutions Cares connects team members with community engagement projects in more than 20 states. They volunteer in their own towns to provide job coaching services, assemble hygiene packets, gather interview clothing, and solicit donations of books, food, and items needed for low-income home remodels.

In 2022, they celebrated giving with Holiday Spirit Week. The Cares team picked a different holiday theme for each day—and each was another day to go out in the community and give back. Teams performed acts of service based on their local community's needs.

A team in Connecticut volunteered with Wreaths Across America and helped unload trucks and lay wreaths at the gravesites of military members. Our teams in Ohio helped out at a Salvation Army Toys for Tots drive and a food bank distribution center.

And in Oklahoma, we partnered with an organization called Bright Spot Family Mobile Services and helped with the coat drive and helped wrap presents for their holiday outreach. During the event, Bright Spot gathered enough to provide gifts to more than 230 children.



A World of Opportunity

We Grow Together.

Everyone shares responsibility for growth - for ourselves, for our people, and for our company. Our entrepreneurial spirit and philanthropy create work and opportunity in communities around

PEOPLESCOUT POLAND COACHES UKRAINIAN REFUGEES

In December, PeopleScout's Poland team supported two job fairs aimed at helping Ukrainian refugees find work. The events—held in Warsaw and Krakow—were hosted in partnership with the UN Refugee Agency (UNHCR). Event sponsors sought PeopleScout's expertise as part of the CV (resume) consulting services available to job seekers at the events. Our expert recruiters worked one-on-one with attendees to create or update their CVs, which job seekers could print onsite and use immediately in their conversations with employers at the event.

Together, the team created 48 CVs from scratch and consulted more than 100 other people on their existing resumes. They also provided job seekers with insights on where and how to look for a job, shared best practices for creating profiles on job portals, and gave general information about the Polish job market.

The team met with job seekers ranging from students just beginning their career path, to seasoned specialists such as doctors, teachers, financial specialists, sales representatives, managers, and people who formerly ran their own businesses. Most attendees the team worked with were women (75%) who were primarily middle age (30-45 years old). The majority of participants spoke only Ukrainian and/or Russian.

The PeopleScout EMEA team also recently established a Charity Committee to raise money for charity. Last year, through an EMEA company nomination and vote, we identified four charities to support in EMEA: Maggie's: Home of Cancer Care, Dementia UK, Rak'n' Roll (cancer), and Saint Lazarus Hospice.

PeopleScout is proud of the way they support others. Helping people is, and always should be, in our DNA

Some of the places we supported, through grants, fundraising, or volunteer service

- Emergency Food Network
- American Cancer Society
- TX A&M University
- Feeding America
- Associated Ministries
- Permission to Start Dreaming Foundation
- National Alliance on Mental Illness
- Salvation Army Toys for Tots
- Krakow Food Bank
- The Trussell Trust
- Foodbank Australia and New Zealand
- Hemkunt Foundation
- Wreaths Across America
- YMCA
- Goodwill
- Bright Spot Family Mobile Services
- Anchor Lancaster
- Life Learning Center
- Million Meal Marathon
- Soldiers' Angels
- Familias Unidas



FOUNDING FAMILIAS UNIDAS

When Brandon, a Staff Management | SMX recruiter, started to connect people with work in Sheboygan, Wisconsin, he realized that many people in the immigrant communities struggled to connect with other services.

When he contacted other community organizations, he found a partner in Community Services Program for Partners for Community Development Inc. Instead of navigating the patchwork of individual organizations that address various needs, Brandon and Community Services decided to pull the service organizations together. They formed [Familias Unidas](#), a family resource fair for the community.

What started as a way to get open jobs to people, quickly grew into a resource to connect community members with needed services. Familias Unidas' first event provided space for the local food bank, housing providers, Head Start, Safe Harbor, and other community organizations to share resources, including the health department and COVID-19 vaccinations.

Ultimately, Brandon's efforts connected 59 families with local health and human services, connected 30-40 families with the housing organization, and provided information on local jobs to hundreds.



GLOBAL FOOD DRIVE

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.

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

We expanded our reach, when Groundworks Volunteer Council launched TrueBlue's first global food drive in September, during Hunger Action Month. We collected food and monetary donations for food banks in Australia, New Zealand, the United Kingdom, Canada, Poland, the United States, and India. Our India team gathered so much food that they had to empty an office to store it.





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, 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.

Several of our leaders also volunteer to serve on councils with the American Staffing Association (ASA), including the General Council Roundtable, Legal & Legislative Committee, Industrial Council, Marketing and Public Relations Committee, Safety Committee, and the Corporate Social Responsibility Committee.





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. Staff Management | SMX provides insights into what employees are looking for, today, through the [Mind of the Associate](#) survey and report.

Centerline Drivers annual [State of Trucking Guide](#), based on surveys of truck drivers and truck driver employers, offers a broader picture into the shifting challenges that companies face every year.

Additionally, the Top 10 Compliance Trends Guides, which each division publishes, provide clients and other businesses with information about the latest regulatory changes for the different industries we serve.

[PeopleScout NEXT](#) features thought leaders who share their insights into the everchanging world of work, from labor market trends to case studies for creative recruiting to how to improve onboarding. The magazine also features articles that address issues as important as addressing unconscious bias, promoting employee wellbeing by focusing on mental health and building an employer brand to attract talent.

PeopleReady publishes the [Future of Work Report](#), which shares exclusive jobs data across a variety of industries plus insights on recruitment and hiring trends.

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.



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 75 and is an improvement of four 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), a group of employees across multiple service lines who develop and execute best practices for fostering a diverse and inclusive workplace. Our Chief Diversity Officer leads 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 and Compensation Committees evaluate the performance of the CEO and the Compensation Committee oversees the administration of the executive team compensation and benefits plan.

The Company has made ESG best practices a part of its corporate practices and initiatives, with a specific focus on human capital management. The Company also incorporates ESG and HCM goals in its executive compensation program. During 2022, 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. Goals for other NEOs tied to ESG included initiating a formal Greenhouse Gas study, conducting a materiality survey of company stakeholders, implementing additional training related to Code of Conduct and Business Ethics program, building a positive culture in individual business units, leadership development and succession planning, and strengthening our ethics programs.



DEVELOPING THE PEOPLE OF THE PEOPLE COMPANY

TrueBlue is the people company. We maintain a human-centered focus in everything we do. We know every person is different and has a nuanced set of wants and needs. That is why we support employees the way they want to be supported rather than forcing them into predetermined boxes based on job titles. Further, we recognize that development should not be focused solely on developing managers. As such, we support individual contributors who want to focus on skills and experience that they want to explore. Our curated learning paths support authentic, individualized learning for any employee or leader to develop and grow their career.

Nearly every employee survey at any company reveals that people want growth and development. Our goal is to build a portfolio of options that is so comprehensive that any employee or leader is positioned for growth opportunities, today or in the future. This is a sampling of our programs.

FULL PERFORMANCE

TrueBlue Full Performance is a year-round performance appraisal process where employees and leaders collaborate to drive performance within the organization. This strategy focuses on setting performance goals, monitoring performance progress, and assessing contributions to the organization. The annual performance assessment consists of a two-way conversation between employees and their managers, supported by a documented performance assessment and rating.

Through Full Performance, 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.

INDIVIDUAL DEVELOPMENT PLANS

Individual Development Planning (IDP) offers an 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 to achieve their goals. Employees and leaders also have access to development advising services, leadership coaching, and targeted feedback surveys aligned with TrueBlue's Leadership Competency Model.

TRUEGROWTH

TrueGrowth is TrueBlue's brand new self-service learning portal featuring learning and development solutions for employees of every level, across the organization. Employees can build core and professional soft skills. Options include asynchronous learning paths and live, facilitated sessions. TrueGrowth creates a singular development portal that interconnects all learning options and focuses on curated experiences.

Employees will find:

- Curated Learning Tracks on leadership and competency growth, such as change leadership, emotional intelligence, inclusiveness, and strategic agility.
- A vast library of learning options available through LinkedIn Learning.
- Guided activities to build and document an Individual Development Plan (IDP).
- Leader guides for hosting successful one-on-one and development sessions.
- Thought leadership blogs.
- Links to all Operational and Technical Training sites.

LEADERSHIP BLUEPRINT

Leadership BluePrint is TrueBlue's enterprise leadership development program. Intended for people leaders, the new offering provides them with 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 and influence, and driving results. First offered as a pilot in 2022, 181 eligible Firstline leaders and 144 eligible directors and above attended all sessions.



PATHWAYS

Pathways is designed for managers and directors with an interest in and potential for higher-level leadership positions. This exciting new program offers learners an opportunity to explore the ways they contribute to the employee experience and how workplace culture can impact business results.

Program participants can expect to come away with the ability to:

- Develop team leadership and cultivate inclusive cultures
- Enhance communication and change leadership
- Create collaborative cross-functional relationships

Based on an open application process, up to 60 participants from across the organization will be selected to participate in an engaging, intensive, 4-month learning experience that includes both virtual and in-person sessions.

On average, each TrueBlue employee completed 21 learning courses, over all of our learning platforms, including LinkedIn Learning, required job or role-based training, as well as optional asynchronous and instructor-led classes.



GLOBAL MENTORSHIP PROGRAM OPENS NEW DOORS

Our Global Mentorship Program (GMP) launched at PeopleScout in 2017 and was offered to the rest of TrueBlue in October 2020. Designed to help accelerate professional growth and development of employees, at any level and tenure, this voluntary career development program pairs mentees and mentors from around the world. In the Spring of 2022, we launched a DEI stream to the program to allow participants to enhance the qualities of diverse professional relationships and allow for closer alignment with common personal characteristics. In 2022, alone, 220 people participated in the program.

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." 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." (2021 Mentee)

"Hearing my mentee's personal experiences at the Company (in a segment totally different than mine) and realizing we have some shared experiences and some totally different based on location and team dynamic; some which can really make or shape development." (2022 Mentor)

DIVERSITY, EQUITY, AND INCLUSION CREATE BELONGING

TrueBlue's Diversity, Equity, and Inclusion (DEI) mission is to foster a diverse and inclusive culture where every employee has an opportunity to contribute and grow while meeting the changing needs of the marketplace.

Over the last two years, our DEI efforts have resulted in increased gender and ethnic diversity amongst our applicant pool and our leaders, Director and above.

TrueBlue's Chief Diversity Officer implemented programs and projects to integrate DEI across the enterprise. Everyone at TrueBlue has a role to play in making sure the DEI thread runs throughout the Company.

Our Board of Directors and CEO set the tone and expectation. Diversity, Equity, and Inclusion factors and related Human Capital metrics are considered in the CEO's short-term incentive plan. Furthermore, all executives and senior leaders are charged with continuing to focus on building the culture of the Company and increasing the engagement levels of the employees. The Board also heard regular updates about DEI and HCM.

Our DEI Council also ensures that the cultural fabric remains strong, by carrying the message to their teams and everyone they work with. The Council consists of more than 25 employees across multiple service lines, who volunteer their time to develop and execute best practices for fostering a diverse and inclusive workplace. They also act as trusted peers and leaders within the organization to help others gain insights on how a diverse and inclusive TrueBlue can make a positive impact on our employees, field associates, customers, and communities.

TRUEBLUE'S 2023 DEI GOALS

1. Enhance Diversity in Leadership
2. Enhance Inclusion & Equity for Everyone
3. Increase External DE&I Partnerships
4. Strengthen DE&I Council and ERG's
5. Build International Cultural Awareness



DIVERSITY EQUITY AND INCLUSION STRATEGIC PLAN

TrueBlue continues to execute against its Strategic Plan for Diversity, Equity, and Inclusion: a set of goals for achieving transformational change. This plan seeks to support the organization by

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

These organizational priorities are embedded in the work of every business unit and department. In pursuit of this goal, we look broadly at programs and services, workforce, hiring and advancement practices, professional development opportunities, and workplace environments. Building a strong culture of authenticity, belonging, and diversity enhances TrueBlue's performance by

- Increasing the organization's ability to embrace change
- Improving hiring processes and creating diverse talent pools
- Providing tools that assist in reaching and retaining top talent
- Building an inclusive climate that brings people together from different backgrounds, experiences, and interests
- Assessing the impact of programs and learning environments in contributing to the mission of the organization
- Expanding the capability of the organization to successfully navigate a diverse work environment and business community

Notable Successes in 2022

- Rebuilt the DE&I Council to a total of 25 Members
- Increased ERG membership by 372 members
- Created a diversity-hire tracking system to track diversity slates and diversity hires
- Added a DEI stream to the Global Mentorship program
- Joined CEO ACTION and took the Diversity, Equity, and Inclusion pledge
- Completed Unconscious Bias training for more than 300+ Director and above leaders
- All Directors and above leaders completed individual development plans
- Named to Forbes Best Employer for Diversity and Forbes the Best Employer for Women



Nine Employee Resource Groups seek to 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, cultural awareness, and serious fun. ERGs create their own content—everything from workshops on self-advocacy to guest speakers talking about creating inclusive teams to fun contests that create interest in different cultures. Participation is voluntary and employee led and often provides opportunities for networking and leadership that employees might not find in their day-to-day responsibilities.

Purpose

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

Over the last year, our ERGs held more than 30 events, which garnered more than 8,000 participants. Events range from ERG-specific networking events, small group workshops, and livestream events available to all TrueBlue employees, featuring internal and external guest speakers.

Black Equity United (BEU) celebrated Juneteenth and African American history with guest speaker Shawn Andre Murray, Assistant Professor at Montgomery Community College. Murray and TrueBlue's Chief Diversity Officer talked about how to develop corporate climate and culture for Generation Z, through trust, authenticity, and inclusiveness.

On International Women's Day, the **Women Empowered (WE+)** ERG hosted the four female members of TrueBlue's Board of Directors, who discussed how they broke the bias in their careers to emerge as strong leaders. More than 650 TrueBlue employees watched the livestream.

For Pride Month, the **BeProud** ERG hosted at least one event—from fun to serious—each week of the month. Nikole Parker from the onePULSE Foundation talked about the resilience of the community and what rose from the ashes of the PULSE Nightclub shooting. A panel of BeProud members led a discussion about supporting diversity and equality in every day settings. Drag Queen bingo closed the month, for a combination of laughs and learning.

Six Members of **HOLA (Hispanic Opportunity and Latinx Awareness)** talked about the challenges they had to overcome and the ways they supported others throughout their careers and answered questions from attendees to help them find the right support on their journeys.

The founder and co-chair of **Abilities for All (AFA)** shared her perspective on the challenges of living with invisible disabilities. She also shared her journey in disclosing and requesting reasonable accommodations here at TrueBlue. Employee Compliance was available to provide resources available at TrueBlue.



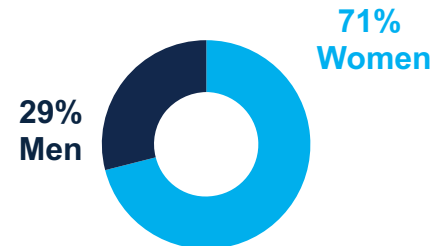
HONORING OUR DIFFERENCES

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 more than 50% of positions for directors and above, more than 40% of senior leadership positions vice president 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 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.

All Other Employees^a



Senior Management^a Director & Above



U.S. Race & Ethnicity	Asian		Black or African American		Hispanic or Latino		White		Other ^b		N/A ^c	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Executive Management VP & Above	4%	4%	2%	3%	3%	2%	88%	89%	2%	2%	<1%	<1%
Senior Management Director & Above	4%	3%	7%	6%	5%	5%	81%	82%	3%	4%	<1%	<1%
All Other Employees	3%	3%	24%	23%	15%	15%	49%	52%	8%	6%	<1%	1%

Data as of December 25, 2022, 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



HEALTH & WELLNESS

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. Our health and wellness program includes elements that support work-life balance.

For instance, the employee assistance program (EAP), which more than 13% of our employees utilized in 2022, 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: reduced copays for telemedicine; prevention, monitoring and coaching for some chronic conditions; and financial wellness tool.

The Company offers PTO and Parental Leave programs, which are complemented by short-term disability insurance. Flexible working arrangements, such as job sharing, and reduced hours. Since the beginning of the pandemic, many of our jobs are work from home or hybrid, when practical and job duties allow.

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.

TRUEBALANCE MAKES WELLNESS FUN

In 2022, TrueBlue launched TrueBalance to help employees develop structure and find motivation through gamification. The program rewards people who focus on mental, physical, and financial well-being.

The free, voluntary program incents users to log daily activity through the web or a mobile app. They can also participate in monthly challenges, track special activities, and engage in friendly competition with each other. Participants earn points through physical, mental, and financial wellness activities. Points accumulate quickly and translate into raffle tickets and TrueGratitude points, which participants can use to buy their own reward.



GIVING NEW PARENTS TIME

TrueBlue provides Paid Parental Leave benefits to allow eligible 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, as well.



4
Years



Without Major 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



TrueBalance rewards you for
staying on top of your physical,
mental and financial wellness



PeopleReady,
PeopleManagement, and
PeopleScout Win Top Work-
places in USA Award for the
3rd Consecutive Year



Over 1/3 of
Fortune 500
companies don't
offer pet insurance,

We Do



25+

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.



\$0-\$10 Copay
for Telemedicine Visits

5 FREE

Counseling Sessions
Through the Employee
Assistance Program

Five free sessions per
issue per year.

27

Benefit
Enhancements in
the Last 4 Years





TRUEBLUE COMPANIES TOP WORKPLACE AWARDS

TrueBlue is proud to announce that it was recognized for its commitment to diversity, equity and inclusion (DE&I) on Forbes' America's Best Employers for Diversity list for 2022 as well as the America's Best Employers for Women by Forbes and Statista. The Best Employers for Women 2022 list was compiled by surveying 50,000 Americans —30,000 women and 20,000 men — working for businesses with at least 1,000 employees. Organizations were ranked based on criteria such as working conditions, diversity, and how likely they would be to recommend their employer to others. Approximately 1,500 companies were evaluated.

For the third year in a row, 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.

For the fourth year in a row, Centerline was named one of the Top Companies for to Work For In Transportation by the Women in Trucking (WIT) Association. The division's also earned three Energage Culture Excellence Awards for Leadership; Innovation; and Purpose & Values.

Staff Management | SMX 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 was also recognized by Forbes and Statista on the Best Temp Staffing Firms 2022 list. This ranking is based on an independent survey of peers and clients conducted by market research company Statista. Approximately 22,400 nominations have been considered in the final analysis.



PeopleScout UK was recognized for Industry Expertise with five 2022 Recruitment Marketing Awards. Since its launch in 1980, the Recruitment Marketing Awards have recognized excellence and professionalism in recruitment marketing and talent management. A total of 28 awards are given annually. One winner is selected in each category, after careful review by two judging panels. The awards were granted in recognition of the firm's success in film, copywriting, art direction and recruitment effectiveness on various client projects.

TrueBlue companies leverage technology to connect more people to more jobs. Our apps and mobile platforms 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. In 2022, Affinix won the Best in Biz Awards recognize companies' visionary leadership, innovative use of AI technologies, exemplary diversity and inclusion programs and workplace best practices. Winners are determined based on scoring from independent judging panels comprised of some of the most respected national and local newspapers, TV and radio outlets, and business, consumer, technology and trade publications in North America. This year, the program received over 700 entries from both public and private companies of all sizes, representing all industries and regions in the U.S. and Canada.



JobStack, PeopleReady's mobile app for connecting people to work, won several awards, including Gold in the 2022 AVA Digital 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.





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.



TrueBlue is still beginning its journey to continue measuring and reducing our environmental footprint. We are taking this time to monitor the effectiveness of our current activities and consider emerging opportunities to reduce our impact. We have committed to taking action on climate change as part of our commitment to the United Nations Global Compact and the Sustainable Development Goals. Although we have yet to seek formal third-party sustainability certification or formal SBTi, we are evaluating the potential options.

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 or impact biodiversity.

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.

We have also committed to the following goals:

10%

renewable electricity in Scope 1 by 2035

5%

reduction in electricity consumption in Scope 1 by 2035

10%

waste diverted from landfill, incineration, and environment by 2035

Achieve Net Zero by **2050**



UNDERSTANDING OUR ECOLOGICAL FOOTPRINT

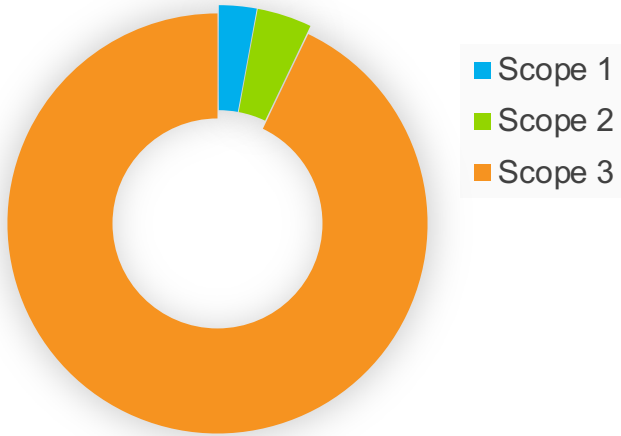
In 2023, we completed our second Greenhouse Gas (GHG) assessment. We worked with a third-party expert to ensure we calculate our emissions using global industry standards, including World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD), and in accordance with the GHG Protocol. To bring data into alignment on commuter data, we also adjusted our first assessment. Our study encompasses all locations, around the globe, where TrueBlue maintains operational control. This includes our branch locations and corporate operations around North America, and support centers in India, United Kingdom, Poland, and Australia.

We measured our total Scope 1, 2, and 3 greenhouse gas emissions.

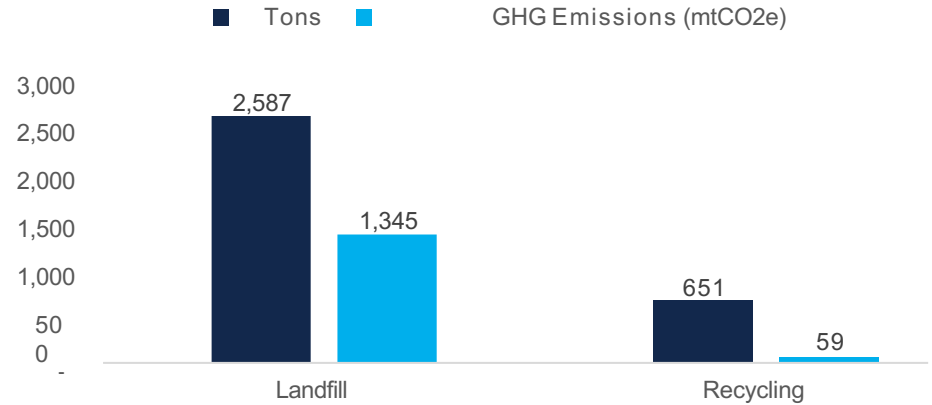
- **Scope 1** represents our direct emissions from our small company fleet and company facilities under our operational control, including our global support centers, and branches.
- **Scope 2** represents the electricity we purchase for the buildings under our operational control.
- **Scope 3**, which is our largest source of emissions, contributing to 93% of TrueBlue's footprint, includes purchased goods and services, such as office supplies, computers, and business services; waste, and electricity used by employees who work from home (WFH).

In 2022, TrueBlue reduced our total footprint by approximately 2% compared to 2021. The reductions were driven by decreased company-fleet fuel usage, reduced commuting miles, and a significant reduction in paper. However, like most companies, TrueBlue has seen an increase in business travel and the related emissions.

2022 GHG Emissions by Scope



Waste Breakdown by Disposal Type



Emissions by Scope

	2022 (MTCO2)	2021 (MTCO2e)	Sources
Scope 1	3,101	3,642	Direct Emissions: Company fleet; Natural Gas
Scope 2	4,511	5,183	Purchased Electricity
Scope 3	99,422	100,575	Purchased Goods & Services; Paper; Employee Commute & WFH Energy; Waste; Business Travel; T&D Losses
Total	107,035	109,400	
	10.24	10.85	Emissions per FTE

Emissions by Source

Source	2022 Total mtCO2e
Fleet	1026
Natural Gas	2075
Electricity	4511
Purchased Goods	24815
Waste	1404
WFH Electricity	2186
Business Travel (other)	2962
Business Travel (Air)	5777
WFH Natrual Gas	420
Paper	6
T&D Losses	298
Commuting	61559



NEXT STEPS TO REDUCE FOOTPRINT & RAISE AWARENESS

To continue our efforts, TrueBlue has convened a cross-functional, global team to determine what measures and activities we can take to raise awareness, reduce our footprint, and do our part to slow climate change. Further, in signing onto the UN Global Compact, TrueBlue committed to acting on Sustainable Development Goal #13 to combat climate change.

Future work will build on our existing efforts, such as:

- Use electronic dispatch to cut down on the miles our associates have to travel for work.
- Repurpose office equipment and unused office supplies from decommissioned branches by donating them to nonprofits.
- Automate sleep/shutdown even on computers used by staff who work from home.
- Use efficient LED lighting in our corporate headquarters.
- Continue to leverage work from home or hybrid options for positions, when practical.
- Choose virtual meetings first, to minimize business travel.
- For those who do work at the office, encourage public transport and provide secure storage for bicycles at our support centers.
- Recycle or return empty printer toner cartridges to the supplier.
- Great Britain operations are certified as a Carbon Neutral Business.
- Support centers installed zip taps or water dispensers and encourage people to refill personal bottles rather than buy bottled water.
- Through the Carbon Neutral Britain Climate Fund™, we have offset our total carbon emissions through internationally certified carbon offsetting projects.
- Energy for our support center in Poland comes from wind power.

TrueBlue remains committed to measuring, disclosing, and 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.



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, PeopleScout (UK), 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 strive for a more diverse, fair, and accessible environment for all who work with us. Our Equal Opportunity and ADA Policies, as well as our policies related to Human Rights apply to everyone who works for us, including applicants, associates, and employees throughout the recruitment, hiring, and employment relationship.

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.

No person will be discriminated against or treated less favorably due to their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

Regularly-developed training modules support our efforts to create a workplace that promotes equal opportunity and that is free of harassment and discrimination.



EQUAL OPPORTUNITY & ADA

TrueBlue reinforces its commitment to equal opportunity and diversity at all stages of the recruitment, hiring and employment relationship. A variety of initiatives that impact both our temporary associates and our internal staff. Among the wide array of activities, we:

- Updated our ADA policy to clarify the steps necessary for requesting an accommodation. In conjunction, we published a job aid to ensure people managers understand their obligations and the steps they need to take if they are made aware that an employee needs an accommodation.
- Expanded the audience for whom ADA training is required.
- 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) and UK Equality Act 2010. 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. TrueBlue's interactive training module brings 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 and includes salary ranges on job postings for states where it is required. We encourage internal applicants for any job openings, and we conduct periodic compensation reviews to ensure pay is based on the elements listed above. TrueBlue pays its associates for all hours worked, including overtime pay.

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 to fill a short-term financial need or because they are looking for longer-term contingent or flexible labor opportunities.

We attract our pool of associates through word of mouth, active recruitment, community-based organizations, our mobile apps, online resources, extensive internal databases, advertising, job fairs, and various other methods. We match our associates with our customers based on our customer's needs and associates' skills, knowledge, interests, abilities and personal characteristics.

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, including through several upskill programs that we work with and have developed internally.

We provide a bridge to permanent, full-time employment for thousands of associates each year, including many for whom securing employment can be particularly tricky, such as individuals with criminal convictions.

We are the legal employer of our associates. We abide by all laws regulating the employment relationship. Among other things, we have strict no-tolerance policies with respect to harassment, discrimination, and retaliation, and our Human Rights and related policies extend to our associates. Our internal Employee Relations group includes a team of advisors who receive and investigate complaints about wrongdoing. We follow all laws that regulate the employer-employee relationships, including, for example, laws providing for sick leave, paid time off, protected leave, meal and rest breaks, daily overtime, show up pay, and paid holidays. Our robust compliance program monitors developing and newly-implemented laws and communicates out to the field to ensure awareness of changes to the law.

We believe our associates consider us to be a fair employer that offers an opportunity to be gainfully employed and that, overall, our relationship with our associates is strong.



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).

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 2022.

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.

In 2022, 96% of employees world-wide completed annual Code of Conduct training, including 100% of people managers and corporate support staff. 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). 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. In 2020, more than 80% of all international employees completed the training. New employees must complete the training, upon hire.

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, completed every other year, measures 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.

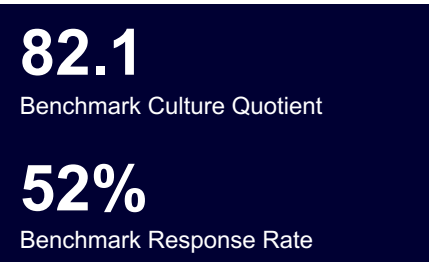
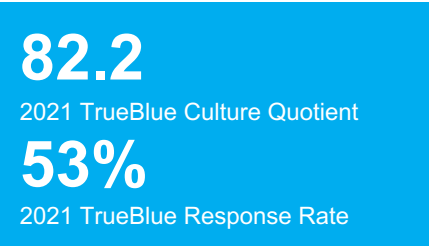
Ethics Roundtables

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.

Ethics Champions

To raise awareness and incent people to look for good role models, one Ethics Champion is selected from each of our divisions. An Ethics Champion is someone who exhibits exemplary conduct in acting with integrity with their team, customers, and/or associates and who lives our corporate values of Being Accountable, Optimistic, Passionate, Respectful, and True.

Overall Survey Performance





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.

SUPPLIER DIVERSITY

In 2023, TrueBlue is taking its first steps towards creating a supplier diversity program. We have retained a third party to assist us as we look at our current pool of vendors and determine which are under diverse ownership or operational control.



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 have 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.

TrueBlue has received and maintained ISO 27001 Information Security Management certification. TrueBlue's attainment and maintenance of ISO 27001 certification indicates the Company's ongoing dedication to providing its stakeholders 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.

For further information about what information we collect and how we treat and protect stakeholders personal information, 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 complete data security training, and we continue to expand the scope of our data 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, an incident response team evaluate the threat and resolution. The team includes representatives from executive management, IT, legal, HR, and communications.
- A highly experienced, certified team of cyber threat engineers implements controls as new threats arise. This team created identity and access management processes, implemented data protection protocols, intrusion detection and response measures as well as third-party system risk mitigation.
- 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.
- Sensitive or confidential data—including that transferred into or out of the Company's IT systems to or from third parties is subject to a non-disclosure agreement and receives legal, technology, and business review.
- 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 TrueBlue'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 as a key aspect of corporate sustainability for many years. The Board continues to foster and promote a diverse, talented, and well-trained workforce and a performance-driven workplace culture. In 2022, our eight-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 certain Board leadership 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.

The Board is well-suited to exercise oversight of ESG functions, as evidenced by certifications and collective experience.

- NACD Director Certification (2 directors)
- NACD Leadership Fellow (2 directors)
- NACD Cybersecurity Certificate
- NACD Climate Governance Certification
- Stanford Directors College Certification
- Digital Directors' Networks Cybersecurity Certification



Taryn Owen,
President & CEO



Sonita Lontoh,
Director



Kim Harris Jones,
Director



William C. Goings,
Director



Colleen B. Brown,
Director



R. Chris Kreidler,
Director



Paul Reitz,
Director



Kristi A. Savacool,
Director



Jeffrey B. Sakaguchi,
Board Chair

For more information about TrueBlue's Board of Directors, committees, and the Company's management and governance, please review the [2023 Proxy Statement](#).

While the Governance Committee holds primary responsibility for ESG oversight and guidance, each Board Committee maintains 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 – 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 Enterprise Risk Management 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 executive compensation program, which emphasizes pay for performance in both short- and long-term incentive elements.

Innovation and Technology Committee – provides primary oversight of the privacy and cybersecurity elements of ESG. The Committee hears quarterly briefings about cybersecurity risks and related incidents and examines reports on the protection and privacy of client, employee, candidate, and worker data.

ESG TOPIC	# OF EXPERIENCED DIRECTORS	COMBINED EXPERIENCE
Environmental, Social & Governance (ESG)	7	54
HR & Employee Comp	8	96
Ethics & Compliance	8	97
Cybersecurity	5	45

SASB Risk Metrics

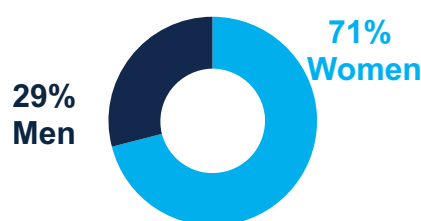
78% Employee engagement-based
Glint survey^d

In 2022 TrueBlue experienced no data breaches or financial loss due to professional integrity

Senior Management^a
Director & Above



All Other Employees^a



GLOBAL EMPLOYEE ACTIVITY

■ Full Time ■ Part Time ■ Contract & Contingent



GLOBAL EMPLOYEE TURNOVER

42% Voluntary
9% Involuntary

U.S. Race & Ethnicity	Asian		Black or African American		Hispanic or Latino		White		Other ^b		N/A ^c	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Executive Management VP & Above	4%	4%	2%	3%	3%	2%	88%	89%	2%	2%	<1%	<1%
Senior Management Director & Above	4%	3%	7%	6%	5%	5%	81%	82%	3%	4%	<1%	<1%
All Other Employees	3%	3%	24%	23%	15%	15%	49%	52%	8%	6%	<1%	1%

Data as of December 25, 2022, and represents internal operations & support staff, not associates or candidates.

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



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 ESG & 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 the United Nations Sustainable Development Goals. They include formal measurements and goals to address the most pressing issues facing our Company, our clients, our employees, and communities. Unless otherwise noted, the scope of this report represents 100% of our global operations and the data represents TrueBlue's 2022 fiscal year. Narratives may include 2023 activities. 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 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.