



CHANGING LIVES EVERY DAY

TrueBlue ESG and
Corporate Citizenship Report
2024





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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.



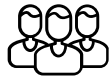
Be True - We are true to who we are and what our clients need.

OUR PURPOSE

Connecting People and Work

OUR VISION

To be the talent solution for the changing world of work



464,000 CONNECTED
TO WORK



224,000 FULL-TIME
PLACEMENTS



67,000 CLIENTS
WORLDWIDE



5,000 SUPPORT &
OPERATIONS STAFF



750+ 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 464,000 people with work in 2023 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 1989 • 2023 REVENUE OF \$1.9 B • NYSE: TBI



PEOPLEREADY

Flexible staffing solutions that provide reliable on-demand labor

CENTERLINE DRIVERS

Flexible and fully-outsourced commercial driver solutions

SIMOS SOLUTIONS

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

PEOPLEREADY SKILLED TRADES

Scalable workforce solutions that offer access to skilled tradespeople

STAFF MANAGEMENT | SMX

Comprehensive onsite management of scalable contingent workforces

PEOPLES�OUT

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 cybersecurity measures, and our Chief People Officer and Chief Diversity Officer implement programs related to HCM.



IN 2023, WE:

- ✓ Created RenewableWorks to help address climate change by building green energy infrastructure
- ✓ Completed a pilot and began expansion of WorkUp, an associate upskilling program
- ✓ Partnered with Truckers Against Trafficking to help end Human Trafficking
- ✓ Reinforced our commitment to operating as an ethical company with a wildly successful Ethics and Fraud Awareness Month

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.

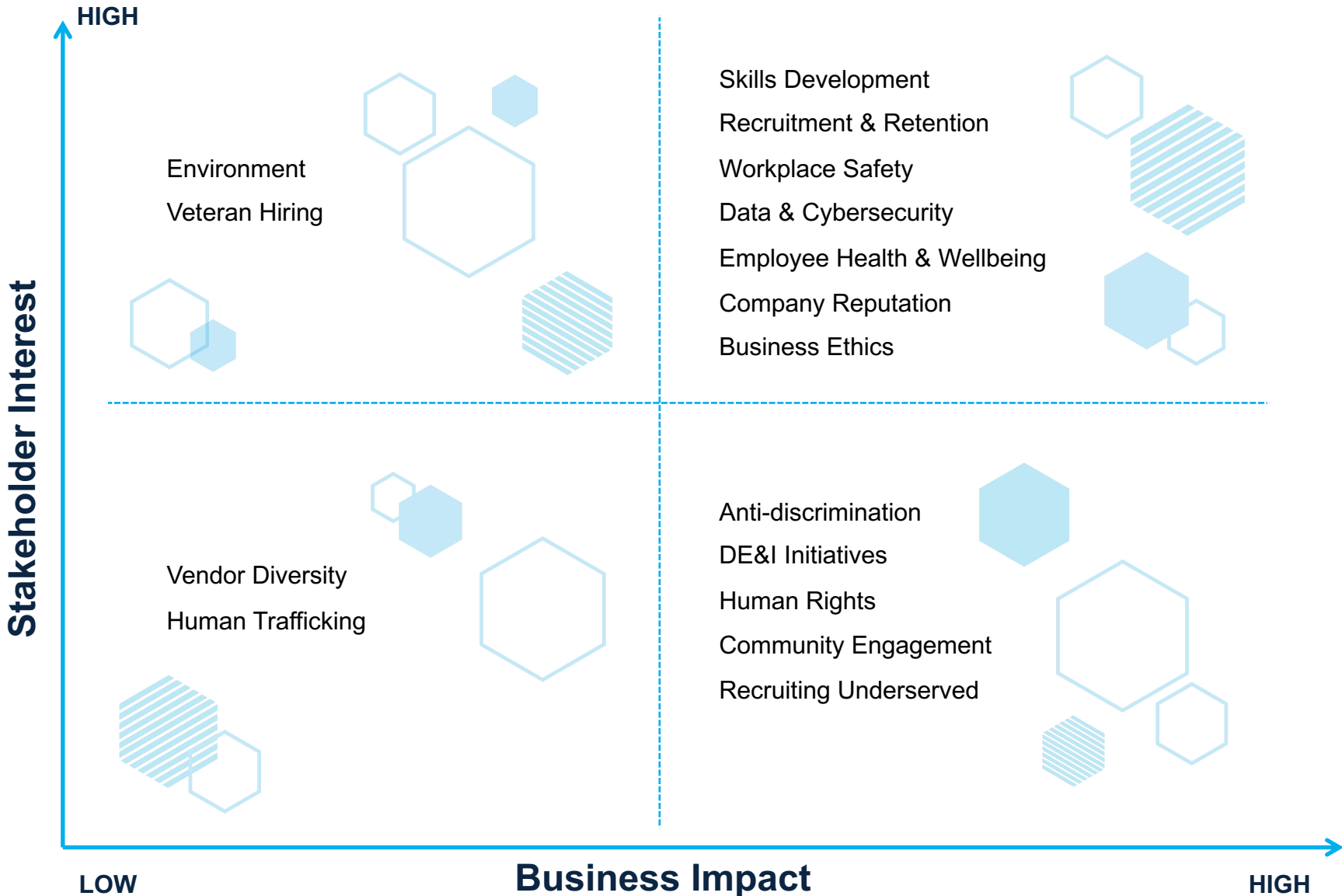
Using the double materiality principle, we balanced those issues that are most relevant and likely to impact TrueBlue's business strategy and that we are most able to influence (X axis) with relevant stakeholder concerns (Y axis). The resulting materiality matrix displays the top 16 issues that we commit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

This report, in conjunction with TrueBlue's proxy statement, describes how we address our top materiality issues. In 2024, we will refresh and refine our materiality assessment as we continue to engage and respond to expectations of our stakeholders balanced with business strategy. We also continue to identify actions we can take to further integrate progress on these issues into our operations.

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





TRUEBLUE SUPPORTS THE UN GLOBAL COMPACT

TrueBlue is 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.

WE SUPPORT



This report serves as our first Communication on Progress (COP) and includes information about responsive programs and projects, throughout. In 2024, we will continue integrating the principles and these goals into the strategy, culture, and day-to-day operations of our Company.



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



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



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



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 | SMX found Ali a job that accommodated his partner's schedule and matched the length of her assignment.



We partner with more than 2,500 community-based, government organizations, and colleges to connect people with jobs.

Our recruiters and Associate Ambassadors collaborate with community and technical colleges, locally operated unemployment centers, and agencies, such as Goodwill, Chrysalis, and YO! Baltimore. 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, refugees, 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 learned that one of her drivers was sleeping in his truck, instead of chastising him, she acted with compassion, contacted him, 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.”



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, and it continues to grow and roll along.

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 | SMX 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 ESL 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.

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™](#). The program provides us opportunities throughout the year to celebrate their work milestones, share their stories and recognize their dedication.

With milestone rewards, the more our tradespeople work with us, the more milestones they achieve. And with every milestone attained, they unlock meaningful prizes that were selected to help them grow and thrive in their careers, including work apparel and premium gear and tools.

Each month, we showcase one worker. 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. We also dedicate the month of May to recognize our extraordinary skilled labor and tradespeople.

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.



RESPECT THE DRIVE

Centerline Drivers [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. It's about celebrating milestones and telling stories to give a behind-the-scenes look at why truck driving is an essential industry.

Each month, eligible Centerline Drivers are entered into a raffle for cash prizes of up to \$1,000. 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.

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:

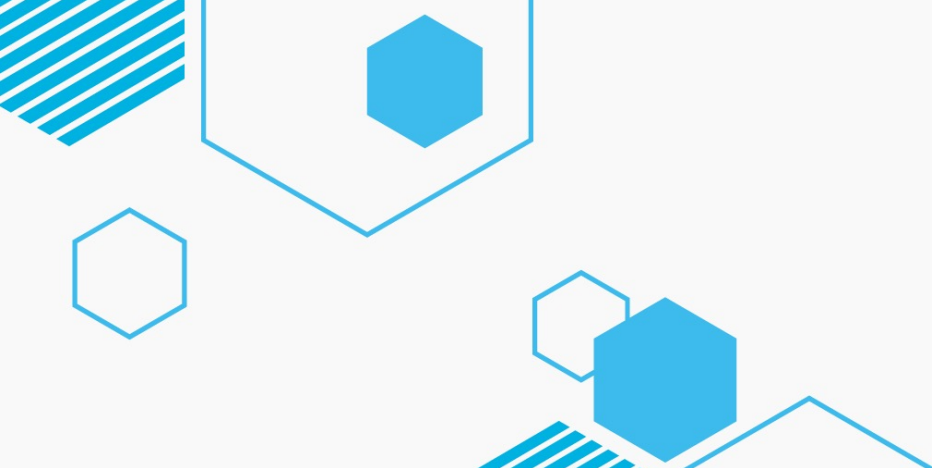
- Pick up additional shifts
- Refer friends and relatives (and get bonuses for it)
- Manage attendance
- See pay and benefits
- Take training and feedback surveys

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



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 workday.

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. We are excited to officially partner with Truckers Against Trafficking to educate, equip, and empower our drivers, customers, and internal teams to combat human trafficking.

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 personal protective equipment (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 workspace.

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 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 35 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. For example, in 2023, our Centerline Drivers division launched a veteran apprenticeship program. We continually 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 10,000 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 fourth year of supporting Soldiers' Angels in 2023. 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 900 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



VETERAN CAREER COUNSELOR SERVICES

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



VETERAN-OPTIMIZED SCREENING PROCESS

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



VETERAN HIRING EDUCATION PROGRAM

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



COMPREHENSIVE DIGITAL RECRUITMENT

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



MILITARY FOCUSED HIRING EVENTS

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



DEDICATED VETERAN COMMUNITY OUTREACH

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



REBUILDING COMMUNITIES

In early August, wildfires devastated the island of Maui – claiming over 100 lives and burning nearly 3000 structures in historical Lahaina to ash. When PeopleReady staff across Hawaii witnessed the destruction, they came together to support their community, customers, associates, and each other.

The PeopleReady team in Kahului, HI, about an hour away from the ignition point, wasted no time lending a hand. With their branch located in an area secure from disaster, they invited the community to gather at their location for safety as fires ripped through the island of Maui.

Once the fire was contained, our Maui team volunteered their efforts in any way possible to support the community and loved ones who were impacted by the fire. These efforts included offering local access to their branch showers, providing charging stations for people to fuel up their electronics, serving daily lunches and prepared meals, sharing information and resources regarding wildfires, and more.

While our team jumped in to support community needs, our other Hawaii teams in Aiea and Kailua-Kona lent a hand by covering all operations across the state.

Together, our Hawaii teams showcased selflessness to make a difference in the community while also getting people back to work when they most needed jobs and hope.



REBUILDING COMMUNITIES

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.

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.

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. Working in the trades has become a promising path for people to establish rewarding careers. However, we know that barriers exist—like limited accessibility to trade schools—that prevent people from entering the field.

In 2023 we launched a pilot that provides free, interactive online training for 100 associates. This year, we are expanding the program to select locations across the United States.

WorkUp combines online learning courses and hands-on training with our training partners—leading companies in the construction industry. Participants will attain certifications necessary to work in carpentry, electrical, HVAC, or plumbing fields while becoming proficient in proper tool usage, jobsite etiquette, and safety awareness.

A partnership between PeopleReady Skilled Trades and PeopleReady, this program was designed to identify high-performing general labor associates and prepare our workers for long and rewarding careers in the construction industry. Through WorkUp, we provide training partners with access to reliable, pre-screened workers who are ready to build their careers in the skilled trades.

We approach every partnership as an opportunity to transform lives and connect people with rewarding career opportunities. In doing so, we aim to build up the communities we serve and lay stronger foundations for generations to come.

WORKUP
BY PEOPLEREADY



PeopleReady is proud to have received an Honorable Mention in the 2023 ASA Elevate Awards for WorkUp. The Elevate Awards celebrate the staffing industry's most innovative workforce development programs for temporary and contract employees.



CENTERLINE DRIVE IT FORWARD SCHOLARSHIP AND VETERAN APPRENTICESHIPS PAVE THE WAY

Even veterans who served as truck drivers in the military may have a hard time finding jobs in the industry after their service due to the expectations of civilian transportation companies. Centerline Drivers is helping to ease that transition.

In 2023, Centerline launched a new Veteran Apprenticeship Program in partnership with FastPort to help veterans find meaningful work in their civilian life. This DOL apprenticeship program allows new Class A license holders to earn while they learn in pursuit of their National Credential certificate.

Centerline created the Drive It Forward scholarship to help women become truck drivers. The scholarship also honors the memory of Sheila Castaneda, a key member of the Centerline Drivers' leadership team and a proponent of promoting opportunities for women in trucking. Each year, Centerline provides financial assistance to one woman who is entering a CDL program to pursue a career as a commercial driver. The scholarship covers full tuition up to \$7,500.





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. 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 re-integration, and wrap-around services to support a resilient workforce.



Groundworks

TRUEBLUE CORPORATE CITIZENSHIP



Groundworks

TRUEBLUE SEED FUND



CARING FOR OUR COMMUNITIES

We encourage our employees to volunteer where they live and work to provide job coaching services, assemble hygiene packets, gather interview clothing, solicit donations of books, food, and items needed for low-income home remodels, and support organizations that speak to their passions as well as those that prepare the workforce for the future. Read on for a taste of how we care for our communities.

Staff Management | SMX Indiana is a contributing sponsor for the Million Meal Movement. In addition to a financial contribution, team members participated in the 13th annual Million Meal Marathon to pack meals for Indiana's food banks.

Our SIMOS Solutions CARES connects SIMOS team members with community engagement projects. CARES teams organized a blood drive, offered career coaching, staffed stores for Goodwill and rescue missions, and found other creative ways to make a difference. 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 at a Salvation Army Toys for Tots drive and a food bank distribution center.

In Oklahoma, a SIMOS Cares team partnered with an organization called Bright Spot Family Mobile Services and helped with the coat drive and wrapped presents for their holiday outreach.

During the event, Bright Spot gathered enough to provide gifts to more than 230 children.

Our corporate support center in Tacoma, WA, also participates in several community projects throughout the year. We packaged food for distribution at the Emergency Food Network (EFN) and planted and weeded fresh produce crops at EFN's Mother Earth farm. Additionally, team members walked to raise money for EFN in its annual Hunger Walk. More than one hundred volunteers participated in our events, in 2023 alone.

Additionally, team members walked to raise funds for EFN in its annual Hunger Walk. Last year, we supported the individual skill contest at a Special Olympics golf tournament and staffed the TrueBlue-sponsored activity tent at the Tacoma Pride parade.

For more than 10 years, members of our Washington-based legal and human resources teams have given their time to help in the American Cancer Society's golf tournament and fundraiser in Western Washington. Team members proctor contests and assist with logistics. The funds raised at this event go directly to helping cancer patients get rides to their treatments, as well as fund groundbreaking treatment with top research institutions in the state.



TRUEBLUE INDIA SUPPORTS SELF-SUFFICIENCY EDUCATION

TrueBlue's India team has partnered with the Sanshil Foundation and its Bagiya school for their community service initiative.

Team members volunteer to conduct training workshops on various topics, including cultural dance forms, communication, grooming, and public speaking. The workshops aim to help students develop confidence, teamwork, and understanding of other cultures. The team also coordinated an exhibit of the students' hand-crafted products at their Gurgaon office.

To celebrate International Women's Day, the team organized an expert-led talk to raise awareness about women's health and well-being. They also collaborated with their health partner to host a dental check-up and awareness clinic for the students, where nearly 125 students received an exam.

The Sanshil Foundation is an NGO based in Gurgaon, India, that aims to make a holistic, academic, and social difference to society. Bagiya is a remedial non-formal school that prepares over 300 underprivileged children from the slums of Gurgaon and Noida to be self-sufficient through bridge education.

The team also joined hands with the Hemkunt Foundation to donate, volunteer, and make a difference in the fight against hunger for those in need. And, during the winter holidays, they celebrated The Joy of Giving Donation Drive by collecting and wrapping presents for less fortunate members of their communities.



PEOPLESCOUT POLAND COACHES UKRAINIAN REFUGEES

In May 2023 and December 2022 PeopleScout's Poland team supported three 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.

Each year during the holiday season, our team in Krakow also gets involved in a country-wide charity initiative that is called Noble Gift. We collect goods and money, wrap them up in colorful paper, and deliver them to a chosen family in need a few days before Christmas to share joy and hope.

SOME OF THE PLACES WE SUPPORTED, THROUGH GRANTS, FUNDRAISING, OR VOLUNTEER SERVICE

- Emergency Food Network
- American Cancer Society
- Special Olympics
- Fighting Chance (AU)
- Help Inc.
- Permission to Start Dreaming Foundation
- National Alliance on Mental Illness
- Salvation Army Toys for Tots
- Krakow Food Bank
- The Trussell Trust
- Hemkunt Foundation
- Humsafar Trust
- Wreaths Across America
- Goodwill
- Bright Spot Family Mobile Services
- Anchor Lancaster
- Life Learning Center
- Million Meal Marathon
- Soldiers' Angels
- American Legion
- Noble Gift



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.

We help 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.

For example, our Staff Management | SMX division found solutions for a global medical equipment and supplies company based in the Midwest. The company was experiencing high turnover while also facing increased production needs. Because of Staff Management's rigorous training program, associate benefits and rewards initiatives, and dedication to hiring quality candidates, we reduced their contingent turnover by 36%. Through our partnership with the client, we successfully hired more than 6,000 qualified candidates, and more than 1,000 of those associates went on to be full-time employees with the company

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. In 2023, CenterLine partnered with Truckers Against Trafficking and pledged to help combat human trafficking.

TrueBlue is proud to be a member of state and local Chambers of Commerce around the country, such as Association of Washington Business, Chicagoland Chamber of Commerce, and the California Chamber of Commerce. We also serve on committees for related trade associations to support the advocacy and education efforts of our clients, such as Associated Builders and Contractors and the Solar Energy Industries Association.

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](#) regularly publishes quarterly regional jobs reports, insights about hiring for different industries, and offers resources to improve worksite safety and workforce development.

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 77% of our employees are engaged. This score which exceeds the benchmark set by the independent survey provider of 74%.

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 (HCM) to the chartered responsibilities of the Compensation Committee and developing and providing a number of HCM metrics to the committee on a regular basis. The Governance and Compensation Committee evaluates 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 HCM. The Company also incorporates ESG and HCM goals in its executive compensation program. The CEO's short-term incentive plan includes 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 completing an annual Greenhouse Gas study, implementing additional training related to [The Code](#), 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. To support our commitment to developing talent, we are creating an enterprise-wide, comprehensive talent strategy based on leadership competency. This model will be embedded in succession planning and leadership development. This strategy encompasses a range of initiatives, from identifying high-potential employees to offering targeted training and mentorship programs.

When a position opens, we promote from within as often as possible. Leaders, who started by answering client calls at branches and now lead large teams, can attest to this practice. Career growth and promotions will be increasingly tethered to our leadership competency levels. By aligning our talent strategy with our leadership competency model, we ensure that employees have clear pathways and the resources and guidance needed to advance their careers.

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 experiences that they want to explore. Our curated learning paths support authentic, individualized learning for any employee or leader to develop and grow their career.

Our goal is to create a culture where every employee feels valued and empowered to pursue their career goals. By focusing on personalized development, leadership competency, and a robust talent strategy, we believe we can foster an environment that encourages growth, innovation, and long-term success for all. These are just a few of the programs we offer to support our employees.

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 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.

On average, each TrueBlue employee completed more than 19 hours of 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.

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 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.



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. Since 2022, more than 500 employees have 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." (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." (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 three years, our DEI efforts have resulted in increased gender and ethnic diversity amongst our applicant pool and our leaders, Director and above. In 2023, we implemented an inclusive hiring policy, including a systematic approach to promotions and hiring that ensures diverse recruiting, candidate slates, and inclusion.

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 Global DEI Council has been actively championed by our CEO and board chair for more than 10 years. We strive to create an inclusive workplace free of discrimination, harassment, and reprisal. Also, where integrity, fairness, teamwork, and equity are the norm—not the exception. 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 into how a diverse and inclusive TrueBlue can make a positive impact on our employees, field associates, customers, and communities.



TRUEBLUE'S 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 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 every employee 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 2023

- Formalized Hiring & Promotion Policy to create a systematic approach to ensure inclusive recruiting and diverse candidate slates
- All talent acquisitions leaders certified as Diversity Recruiters
- Joined CEO ACTION and took the Diversity, Equity, and Inclusion pledge
- Launched International Cultural Awareness campaign across the six countries to create understanding and belonging
- Executive Leaders completed 100% of their DEI involvement commitments
- Chief Diversity Officer named to Staffing industry Analysts (SIA) DE&I Influencer List
- Named to Forbes Best Employer for Diversity for the third time since 2020
- Held more than 100 DEI events cumulatively attended by more than 16,000 employees since January 2022



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.

Over the last year, our ERGs held more than 50 events, which garnered more than 16,000 cumulative participants. Events range from ERG-specific networking opportunities to small group workshops to company-wide livestream events available to all TrueBlue employees, featuring internal and external guest speakers.

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.

TrueBlue ERGs lead workshops, speaker panels, and networking opportunities. Topics range from serious to serious fun.

We explored cultural awareness. For example, the **Asian Collective of Employees (ACE)** presented Discover Your Ikigai, a workshop designed to explore the Japanese term that is translated as “a reason to live” or a “reason to get up in the morning.” **Hispanic Opportunity and Latinx Awareness (HOLA)** featured speaker Chris Molina, who discussed the balance between code-switching and bringing your authentic self to every conversation. ACE also presented Celebrating India, where several of our colleagues from India talked about the culture and the many festivals celebrated across the country.

We learned how to leverage inclusion. **Advocates for all Abilities (AFA)** and **Women Empowered+ (WE+)** presented a discussion where panelists, including CEO Taryn Owen, talked about how important it is to include people with different genders, experiences, abilities, and disabilities. The **Veteran Employee Talent Society (VETS)** presented speaker Piper Hill from Healing for Heroes, who discussed connecting wounded service members with Post Traumatic Stress Disorder and Traumatic Brain Injury, with service dogs.

We explored work-life balance and self care. **BeProud** ERG invited Grammy-award nominated singer-songwriter Mary Lambert to present a body positivity workshop. During monthly walk and talk sessions sponsored by the **Healthy Minds Collective (HMC)**, we practice mindfulness and build a community of support at work. HMC’s Furry Friends workshop illustrated how pets can support good mental health. **Family Unity Network (FUN)** provided resources to help employees support their children’s social and emotional growth.

We took on professional development. Such as when **WE+** presented Finance Demystified: How to Make Sense of the Numbers in Plain English. And when a **Black Equity United (BEU)** workshop on the Art of Executive Presence taught attendees about presenting to large audiences, storytelling, and gaining influence through internal collaboration.

We also made time for fun. **BeProud** closed out Pride month with an entertaining and educational round of drag queen bingo. **BEU** showed us how food reflects and feeds culture with the first TrueBlue recipe book, while **ACE** sponsored a ramen challenge.



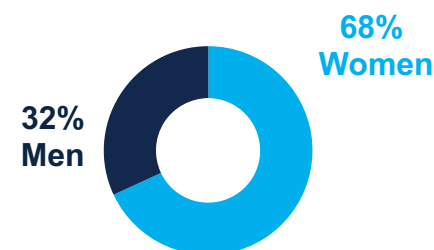
HONORING OUR DIFFERENCES

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.

Since 2021, women fill more than half of our open positions for managers and, today, nearly half 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 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	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Executive Management VP & Above	5%	4%	2%	2%	3%	3%	87%	88%	2%	2%	<1%	<1%
Senior Management Director & Above	5%	4%	8%	7%	4%	6%	77%	81%	5%	3%	<1%	<1%
All Employees	4%	3%	20%	24%	14%	14%	51%	51%	11%	8%	<1%	<1%

Data as of December 31, 2023 and 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



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 18% of our employees utilized in 2023, 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. For instance, Papa Pals provides support for caregivers.

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.



\$400
Reward



Applies to Employees & Spouses on one of our medical plans for completing an annual wellness physical

TrueBlue picks up **over 93%** of the cost on our Kaiser and Value CDHP for employee coverage

\$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 earns you TrueGratitude Points for staying on top of your physical, mental and financial wellness



PeopleReady, PeopleManagement, and PeopleScout Win Top Workplaces in USA Award for the 4th Consecutive Year



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

WE DO

34+

Benefits Offered to Meet the Needs of Our Diverse Workforce

Applies to all U.S. full-time eligible employers for TrueBlue, PeopleScout, PeopleReady, StaffManagement, SMX, and SIMOS. Does not apply to employees in 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

5

Benefit Enhancements this year



TRUEBLUE RECOGNIZED AS DEI LEADER

TrueBlue has repeatedly been recognized for its commitment to diversity, equity and inclusion, including on Forbes' America's Best Employers for Diversity list for 2022 & 2023. For the fourth year in a row, PeopleReady, PeopleScout and PeopleManagement segments all earned the Top Workplaces USA Award issued by Energage. Winners are chosen through an employee engagement survey conducted by Energage.

TrueBlue President & CEO Taryn Own and PeopleReady President Kristy Willis were both named to Staffing Industry Analysts' (SIA) Global Power 150—Women in Staffing. This annual list recognizes women for exceptional contributions in the staffing industry. This is Owen's seventh consecutive year and Willis' fourth appearance on the list. SIA also named Anthony Brew, TrueBlue's Chief Diversity Officer, to its prestigious Diversity, Equity, and Inclusion Influencers list, which recognizes people who are working to improve DEI in the workforce solutions ecosystem.



AWARDS & RECOGNITION

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

For the fifth year in a row, Centerline was named one of the Top Companies for to Work For In Transportation by the Women in Trucking Association. Centerline is dedicated to nurturing the growth of future female transportation leaders. They are constantly working towards developing the next generation of women leaders in the transportation industry. Women hold 50% of leadership positions and makeup two-thirds of Centerline's workforce.

Staff Management | SMX earned ClearlyRated's 2023 Best of Staffing Diamond Client Award for the fifth 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 eight consecutive years.

PeopleReady ranked eighth on Forbes and Statista Best Temp Staffing Firms list in 2023. This ranking is based on an independent survey of peers and clients conducted by market research company Statista.

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. JobStack, PeopleReady's mobile app for connecting people to work, earned a Platinum TITAN Business Award in the Business Technology Solution category, which recognizes business excellence. It also earned a Gold Vega Award in the Apps & Software category, which celebrates digital media that pioneers new frontiers of creativity and innovation.

PeopleScout was the recipient of two 2024 RAD Awards. PeopleScout worked with Heathrow Airport to develop innovative technology to re-engineer the hiring process so that it was completely virtual, reducing hiring times from weeks to just days. With the Kent County Council, PeopleScout created eye-catching, three-dimensional wooden board game that brought together employees and highlighted everything the council could offer them in terms of development, support and rewards.





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**



RENEWABLE WORKS: CREATING CLEAN ENERGY INFRASTRUCTURE

With a decade's worth of experience working on some of the largest renewable energy facilities in the United States, in 2023 TrueBlue took a bold step towards helping the country meet its mission of a more sustainable future by launching RenewableWorks.

Our mission is to assist EPCs (Engineering, Procurement and Construction companies) and other industry partners in building a sustainable energy grid. RenewableWorks provides construction services for community, commercial, and utility-scale solar projects. We partner with renewable energy contractors to support solar construction projects nationwide, driven by our goal of reducing the country's carbon footprint.

With our team's extensive experience, we have a deep understanding of the work required at every stage of a solar project, including considerations for external conditions and potential challenges that may arise. We approach each project as a partnership and are dedicated to the long-term benefits solar power can bring to our customers, employees, and energy consumers nationwide.

As RenewableWorks builds the infrastructure to reduce the nation's carbon footprint, we also offer a variety of career opportunities for solar installers, site and safety supervisors, and tradespeople. We foster a culture of growth and development with a strong focus on safety, teamwork, and excellence. Our aim is to support and train a diverse team of tradespeople and solar experts while creating an environment where all employees can thrive.

This is part of our commitment to make a significant difference in building a more sustainable future for us all.



UNDERSTANDING OUR ECOLOGICAL FOOTPRINT

In 2024, we completed our third Greenhouse Gas (GHG) assessment related to 2023. 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. 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 72% 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).



UNDERSTANDING OUR ECOLOGICAL FOOTPRINT

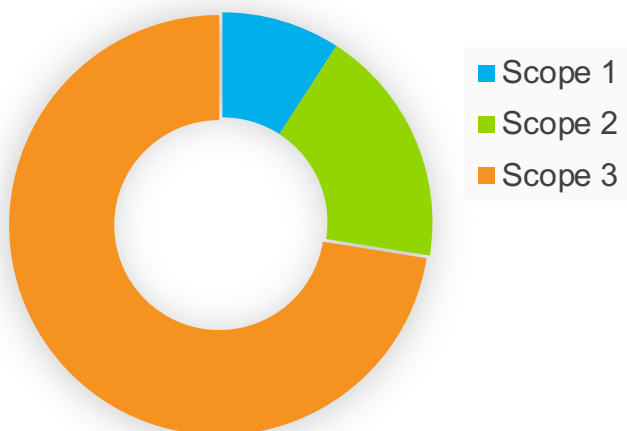
In 2023, TrueBlue further reduced our total footprint by approximately 22% and 4% per FTE, which builds on our 2022 reduction of 2% per FTE compared to 2021. The reductions were driven by decreased company-fleet fuel usage, reduced commuting miles, branch consolidation, and a significant reduction in paper. However, like most companies, TrueBlue has seen an increase in business travel since 2021 and the related emissions. Still, in 2023, we recognized 20% decrease over 2022 in overall air miles traveled.

As we refine our environmental management and measurement program, we may make minor adjustments to previous years' numbers to comport with our updated process and improved data quality.

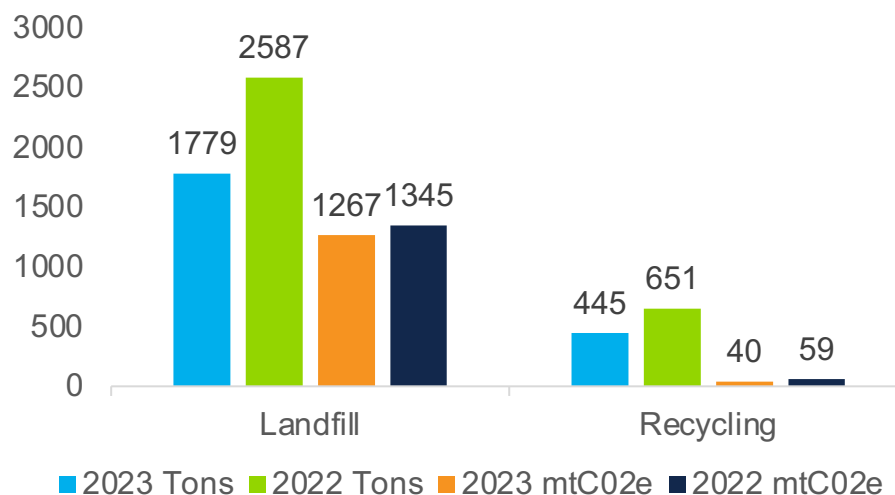
Based on our assessment using the GHG Protocol's criterion of "influence" to identify and evaluate the relevance of scope 3 activities, TrueBlue has determined that as a company we are unable to influence any potential emissions reduction that could be undertaken or influenced in our associate commuting. True Blue does not control or manage how, where, and how long associates commute to their jobs and is not in a position to influence their commute behavior. Additionally, due to significant variability, TrueBlue cannot meaningfully collect data to track emissions over time. Therefore, emissions estimated for associate commute under Scope 3, Category 7 will be excluded from our GHG inventory.

While acknowledging these limitations, we remain committed to sustainability efforts and will continue to include emissions associated with FTE commute.

2023 GHG Emissions by Scope



Waste Breakdown by Disposal Type



Emissions by Scope

	2023 (MTC02)	2022 (MTC02e)	% Dif	Sources
Scope 1	2,565	3,101	-17%	Direct Emissions: Company fleet; Natural Gas
Scope 2	5,170	5,267	-2%	Purchased Electricity
Scope 3	20,364	27,649	-26%	Purchased Goods & Svcs; Paper; Employee Commute & WFH Energy; Waste; Business Travel; T&D Losses
Total	28,099	36,017	-22%	
	5.44	5.67	-4%	Emissions per FTE

Emissions by Source

Source	Total mtC02e	
	2023	2022
Fleet	704	1,026
Natural Gas	1,861	2,075
Electricity	5,170	5,267
Purchased Goods	7,315	7,980
Waste	1,307	1,404
WFH Electricity	1,273	2,186
Business Travel (other)	2,475	2,957
Business Travel (Air)	1,921	2,914
WFH Natural Gas	378	420
Paper	1.8	6
T&D Losses	302	330
Commuting	5,392	9,452



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.

A photograph of four diverse business professionals (three men and one woman) in a meeting. They are all smiling and looking towards the right side of the frame. The woman is clapping her hands. The background is slightly blurred, showing an office environment.

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, restrictions of the freedom to associate with others, as well as violation of work hours, wages, and benefits rights. TrueBlue respects the rights of minority groups and all genders. The Company strictly prohibits conduct that violates any human rights.

When a person joins our pool of associates, they complete an onboarding process that includes signing an employment contract that outlines their rights. TrueBlue's [Statement on Human Rights](#) describes our collective practices and policies to protect these universal rights, which extends to all the people we work with, including employees, applicants, and temporary associates.



TRAFFICKING & MODERN SLAVERY

While it should go without saying, we absolutely and unequivocally condemn human trafficking and slavery. We recognize that the nature of our work makes us a good ally in fighting human trafficking and child labor. We are taking an active role to fight it. In 2023, Centerline Drivers joined Truckers Against Trafficking. Through this partnership, our drivers will be trained and certified in how to combat human trafficking directly on our Centerline mobile app. We also formed an internal committee to increase awareness about human trafficking and child labor in all its forms. The committee works to implement preventive measures, provide support to victims of human trafficking and child labor, and improve the ability of our employees and clients to recognize, report and help prevent it.

Our commitment to this is further 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, which we call [The Code](#), TrueBlue's [Supplier Code of Conduct](#), and [Anti-Human Trafficking, Child Labor, 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. In compliance with the Act, 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 check the age of applicants before hiring, and we verify work eligibility for all U.S.-based employees through E-verify. We do not confiscate, destroy, or conceal an individual's identification or immigration documents. 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. Our [Anti-Human Trafficking, Child Labor, and Modern Slavery Policy](#) applies to all of our 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, including those about human trafficking and child labor, via TrueBlue's ComplianceALERT 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 hourly support and operations staff as well as all 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 employees we assign 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 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 justice-impacted individuals.

We operate on the principle that our associates should not bear the financial burden of finding work, thus we do not charge any recruitment or placement fees to our applicants. 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.

When someone joins our pool of associates, they complete an onboarding process that includes signing an employment contract. This contract outlines their rights, responsibilities, and the terms of their employment, ensuring clarity and mutual understanding from the outset. While our contracts vary depending on which division someone works for, in general, our contracts explain the nature of their work and that it may change based on the jobs they accept. Newly hired associates are eligible to enroll in our Associate Benefit Program in compliance with the Affordable Care Act (ACA). We offer many options, including medical, dental, vision, life and AD&D, short-term disability, critical illness, accident, hospital indemnity and more.

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. Before accepting any position, associates receive full information about their pay rate, expected hours of work, the nature of the work itself, and information about working conditions as well the location of the worksite, client name, and worksite contacts. Job assignments vary in terms of hours, and some may include second or third shifts, allowing associates to choose what suits their needs best. We strive to match them with roles that align with their skills, experience, and personal preferences.

We provide our associates meaningful work and the opportunity to improve their skills, including through several upskill programs. In terms of compensation, we guarantee at least minimum wage and often exceed it, depending on the expectations and nature of the job and the prevailing market rates. Additionally, we work with our clients to ensure they meet our expectation that associates receive meal and rest periods as required by law, prioritizing their health and well-being.



OUR ASSOCIATES

We partner with many customers that, because of the nature of their work, have non-traditional working hours. We require our customers to provide our associates with safe working conditions to combat injuries and fatigue. Our staff helps 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. We coach associates to say no to work they are not trained for or that they think is not safe.

We are the legal employer of our associates. We abide by all laws regulating the employment relationship. Our policies related to equal employment opportunity (EEO), Americans with Disabilities Act (ADA), and Human Rights apply equally to our associates as they do to our internal staff. Among other things, we have strict no-tolerance policies relating to harassment, discrimination, and retaliation.

We follow all laws that regulate 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 ensures appropriate updates are made to policies, processes, and technology, and communicates to the field to ensure awareness of changes to the law.

Associates are also encouraged to call our ComplianceAlert hotline to report incidents and concerns without facing retaliation. Our internal Employee Relations group includes a team of advisors who receive and investigate complaints about wrongdoing.

We believe our associates consider us to be a fair employer that offers an opportunity to be gainfully employed, and 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 TrueBlue's code of conduct, which we call [The Code](#).

Professional ethics are monitored at the Board level by the Audit Committee. The Chief Ethics and Compliance Officer (CECO) oversees risks related to professional integrity and ethics and conducts the company's annual Enterprise Risk Management (ERM) assessment, which includes evaluating corruption risks. The CECO provides regular reports to the Board, including whether any material monetary losses have been incurred as a result of legal proceedings associated with professional integrity. TrueBlue incurred no such losses in 2023. The CECO also reports to the Audit Committee in cases of misconduct or violation of The Code or company policy by leaders, vice president, and above.

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 apply to the Board of Directors, officers, employees, and our associates. TrueBlue's Gifts and Entertainment policy sets parameters for the exchange of gifts, meals, entertainment, or travel support, including specific approval of exceptional gifts that exceed the stated parameters.



PROFESSIONAL INTEGRITY

The Anti-bribery & Corruption (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 our responsibility 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 areas of anti-trust, employment, and environmental law.

Throughout the year, TrueBlue's Internal Audit team tests the design and operation of internal controls related to accounting, financial reporting, ethics, and operational procedures to prevent corruption and bribery. The results of these audits are reported to the Chair of TrueBlue's Audit Committee of the Board of Directors and administratively to the Chief Financial Officer.

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](#), annually, and receive in-depth training, biennially, on odd numbered years. 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, fraud, 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 2023, 100% of employees world-wide completed annual training on The Code, 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. Since then, all new international 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 Code, 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.



ETHICS AND FRAUD AWARENESS MONTH

Although many may think it's hard to make such a serious topic fun and engaging, our Ethics team does just that with our annual ethics and fraud awareness month, each November. We have seen more interest and participation with each passing year. Employees engaged every week through live forums, True Fraud Podcasts, and a fun “Express Yourself-ie” photo contest. All of these activities encouraged employees to talk about ethics and provided insight on how to navigate ethical dilemmas.

More than 700 employees attended 2023's first **Ethics and Fraud Forum**, a Q&A session with TrueBlue's Legal Compliance Team. The second forum focused on how to protect the company from fraud, and we showed the fraud investigation process during the third forum. The fourth and final forum featured executive leaders, who set the tone from the top and discussed what ethics means to them by sharing their personal experiences and commitments to acting ethically.

This year, we added **True Fraud Podcasts**, a series of US and UK podcasts from the Association of Certified Fraud Examiners podcast library. They feature stories that show the power of fraud reporting and the consequences to the fraudsters. Listeners were invited to share their thoughts on our company social platform for a chance to win prizes.

We also introduced **Ethics in Action Challenge Coins**, a new company-wide recognition and rewards program that is administered by TrueBlue's Ethics & Compliance Team. It celebrates and recognizes people doing the right thing, those who hold themselves and others to the highest ethical standards when conducting business. Any employee can nominate a coworker for recognition with a challenge coin.



THE CODE

TrueBlue's code of conduct, known as [The Code](#), guides how we make ethical decisions on the job. A simple rubric describes the steps employees should take when faced with an ethical dilemma.

PAUSE—Ask yourself questions to figure out what's going on.

CONSIDER—Weigh your options and explore the different avenues you can follow.

ACT—Take the best next step to do what's ethically and legally right for the business.

MODELING THE ETHICAL WAY

Since 2021, TrueBlue has engaged Ethisphere, a global leader in Ethics & Compliance, to assess our ethical culture against a customized benchmark of companies. The 52-question survey, completed every other year, measures employee perceptions of TrueBlue's ethical culture and health across eight pillars. TrueBlue's 2023 score improved to 86% from 82% in 2021, and our response rate increased by 4%. We continue to outperform Ethisphere's custom industry benchmark in four of the pillars and overall score.

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 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. In 2024, in order to encourage continuous conversations throughout the year, each quarter we will release a microlearning toolkit—questions and talking points for managers to use at meetings.

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, or associates and who lives our corporate values of Being Accountable, Optimistic, Passionate, Respectful, and True.

Ethics Ambassadors

In 2024, we are also launching our Ethics Ambassador program. This program is designed to expand the Compliance team's impact and messaging by empowering a group of field-based employees to spread the word about ethics at TrueBlue and partner with business segments to increase a feeling of inclusivity within our Ethics program.

Overall Survey Performance

86%

2023 TrueBlue Culture Quotient

57%

2023 TrueBlue Response Rate

85%

Benchmark Culture Quotient

62%

Benchmark Response Rate



SUPPLIER CODE OF CONDUCT

The [Supplier Code of Conduct](#) stipulates how our suppliers should maintain the same standards as TrueBlue in relation to human and labor rights and the environment. Our Anti-bribery and Corruption (ABC) Policy works in tandem with this Code and our Third-Party Meals, Gifts, Travel and Entertainment Policy (Gifts Policy). The Supplier Code of Conduct specifically includes sections on labor practices and human rights, health and safety, ethics and business practices, environmental practices, protection of TrueBlue assets and data, and reporting suspected or actual violations. We expect suppliers to protect shared data, incorporate anti-corruption standards into their business practices, and comply with the U.S. Foreign Corrupt Practices Act (FCPA). Suppliers must treat all individuals with respect and conform with established employment standards, maintain safe working conditions, and prevent discrimination and harassment. We maintain an absolute prohibition from engaging in or supporting human trafficking or forced work of any kind. We further specify that our UK suppliers comply with the Modern Slavery Act of 2015 and the UK Bribery Act.

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

Furthermore, we engage a third party to complete anti-corruption due diligence on vendors with whom we do more than \$25,000 in business in the United States and all international vendors.

SUPPLIER DIVERSITY

In 2023, TrueBlue took its first steps towards creating a supplier diversity program. We retained a third party to assist us as we looked at our pool of vendors and determined which are under diverse ownership or operational control. This year we will continue to measure and look at opportunities to include more diverse vendors.



SECURING DATA

The nature of our business requires us to use, store, and transmit sensitive data, including personal information (PI) about recruits, candidates, our associates, permanent placements, our employees, and our customers.

We have established a comprehensive CyberSecurity program to help protect this information and manage cyber risk. The program consists of people, process and technology and is organized in accordance with National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF) and International Organization for Standards (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 for North America. TrueBlue's attainment and maintenance of ISO 27001 certification as well as alignment with NIST CSF 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 runs the program with oversight from TrueBlue's Chief Technology Officer.

In recognition of the growing use of Artificial Intelligence (AI) and the opportunities and threats presented by AI, TrueBlue has established an AI Governance Committee. This cross-functional committee will provide employees with a set of foundational principles, guidelines, and requirements to ensure the company's development, deployment, and use of AI and machine learning technology aligns with our organizational values, risk tolerance, and business objectives.



SECURING DATA

The Innovation and Technology (I&T) Committee of the Board of Directors provides oversight to TrueBlue CyberSecurity program and takes it very seriously. The Board oversees the risks related to cybersecurity 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 cybersecurity, the Company's actual experience with cybersecurity issues, and the systems and processes in place to defend against cyberattacks.

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

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

- 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. This includes rigorous third-party due diligence of any vendors with whom we exchange such data.

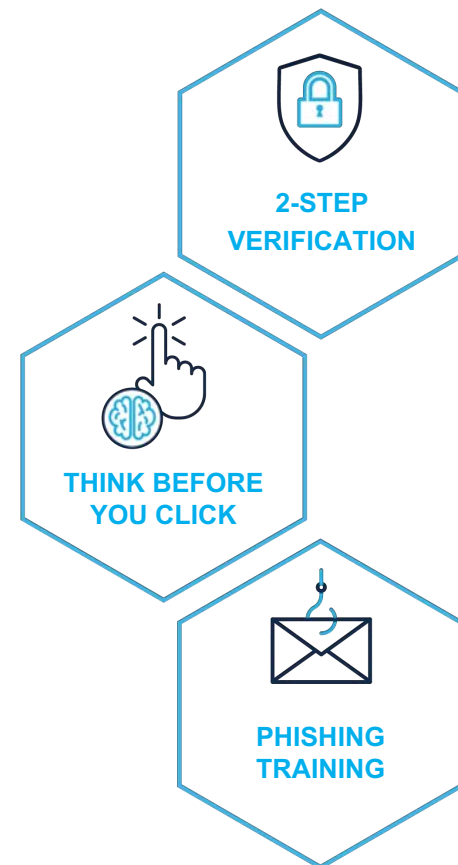


SECURING DATA

- 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.
- 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.

ENABLING RESPONSIBLE USE

- 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, including quarterly security awareness, monthly phishing campaigns, and general privacy training. We continue to expand the scope of our data security and privacy training.
- The information security team ensures that cybersecurity remains top of mind by frequently sharing tips and alerting employees about security threats.



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 2023, our nine-member Board increased its racial and gender diversity, including five 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 CEO the authority and responsibility for implementing and monitoring the practices shared 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



Jeffrey B. Sakaguchi,
Board Chair



Colleen B. Brown,
Director



William C. Goings,
Director



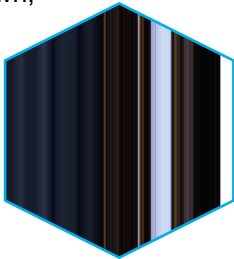
Kim Harris Jones,
Director



R. Chris Kreidler,
Director



Sonita Lontoh,
Director



Taryn Owen,
President & CEO



Paul Reitz,
Director



Kristi A. Savacool,
Director

For more information about TrueBlue’s Board of Directors, committees, and the Company’s management and governance, please review the [2024 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 all of the directors attended more than 75% of 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 Code](#). 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 Metrics (HCM). 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 HCM 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.

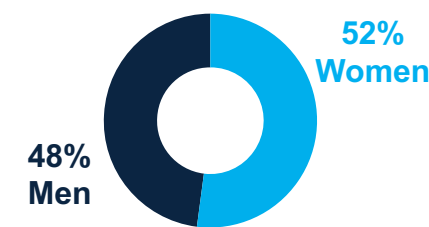
ESG TOPIC	# OF EXPERIENCED DIRECTORS	COMBINED YEARS OF EXPERIENCE
Environmental, Social & Governance (ESG)	8	55
HR & Employee Comp	8	90
Ethics & Compliance	9	100
Cybersecurity	5	45

SASB RISK METRICS

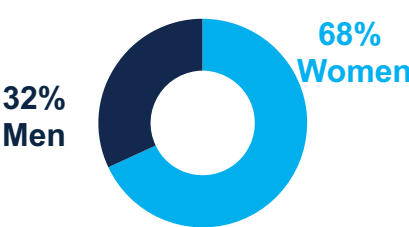
77% Employee engagement-based
Glint survey^d

In 2023 TrueBlue experienced no data breaches or financial loss due to professional integrity

Senior Management^a
Director & Above



All Employees^a



GLOBAL EMPLOYEE ACTIVITY

■ Full Time ■ Part Time ■ Contract & Contingent



EMPLOYEES BY AGE^a

■ 18-24 ■ 25-39 ■ 40+



GLOBAL EMPLOYEE TURNOVER

26 % Voluntary 29% Involuntary

U.S. Race & Ethnicity	Asian		Black or African American		Hispanic or Latino		White		Other ^b		N/A ^c	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Executive Management VP & Above	5%	4%	2%	3%	3%	3%	87%	88%	2%	2%	<1%	<1%
Senior Management Director & Above	5%	4%	8%	6%	4%	6%	77%	81%	5%	3%	<1%	<1%
All Employees	4%	3%	20%	23%	14%	14%	51%	51%	11%	8%	<1%	<1%

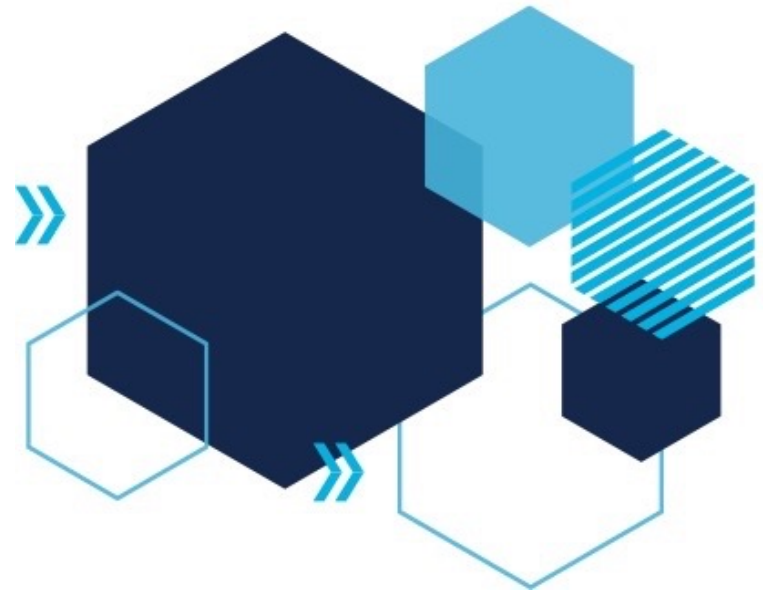
Data as of December 31, 2023 and as of December 25, 2022 and represents internal operations & support staff, not associates or candidates.

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 2023 fiscal year. Narratives may include 2024 activities. 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.