

# Driving impact where it matters most

TrueBlue ESG and Corporate Citizenship Report

# 2025



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# We change lives everyday

## A letter from President & CEO Taryn Owen

At TrueBlue, our mission is to connect people and work. We believe that being a responsible corporate citizen means embodying our values every day and fostering a culture of belonging where everyone feels valued, empowered, and supported. Strengthening our communities, investing in our employees and associates, and being mindful of our impact on the world is part of our DNA. Simply put, we are committed to being a Force for Good.

This year, we are honored to have received the 2025 World's Most Ethical Companies® recognition from Ethisphere, a global leader in advancing ethical business practices. At TrueBlue, ethical business practices are not only core to our values, but they are also competitive differentiators that strengthen our relationships with customers, employees, and the communities we serve.

Our unwavering commitment to the highest standards of ethics and compliance forms the foundation of our business decisions and actions, and we work hard to equip our employees with the tools and information they need to make the right choices. We do not tolerate corruption at any level. This commitment defines who we are and creates

measurable value for our customers, shareholders, and every stakeholder who trusts our organization.

Being a responsible corporate citizen also means protecting the human rights of everyone who works with us. Given that our work spans various geographies, industries, and businesses, we are well-positioned to help combat critical issues like human trafficking and child labor. We have a robust compliance program including a long-standing confidential hotline, and have recently enhanced our processes, trainings, and procedures to better detect and prevent child labor. We have also established an Anti-Human Trafficking and Child Labor Taskforce within the company.

Additionally, we work with community-based organizations and nonprofits to create job opportunities, engage in volunteer activities, and give back to our communities. Last year, we continued our collaboration with more than 2,500 organizations worldwide to help make a lasting impact, including community and technical colleges, locally-operated unemployment centers and charitable organizations like Goodwill.

We are also dedicated to helping people develop and enhance their skills for rewarding and sustainable careers. Our award-winning skilled trades workforce development program, WorkUp, is designed to prepare workers for long and satisfying careers in the construction industry. Our Apprenticeship Program provides opportunities for people with minimal experience to build careers in the energy industry. Last year, we provided more than 200,000 hours of work to over 300 individuals in this meaningful program.

These initiatives are not merely boxes for us to check—they are deeply ingrained in our corporate identity. In this report, we are eager to share not only what we do but also why we do it—to make a tangible difference in the lives of the people we connect with work and the communities we serve.



Taryn Owen  
President & CEO, TrueBlue, Inc.

# TrueBlue is The People Company

## Our mission

### We connect people and work

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 vision

To lead the way in workforce solutions for a changing world—creating new value where people and business meet

## 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.

# Global Impact

TrueBlue is a leading provider of specialized workforce solutions that help clients achieve business growth and improve productivity, connecting approximately 336,000 people with work in 2024 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. RenewableWorks provides construction services for utility, commercial and community solar projects

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.

Healthcare Staffing Professionals (HSP) is a long-term temporary and permanent staffing solutions provider primarily focused on healthcare positions including nursing, allied health, behavioral health, and various research, IT, and administrative roles.

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.

**336,000****Connected to work****143,000****Full-time placements****55,000****Clients worldwide****4,200****Support & operations staff****500****Branches in North America****6****Countries with TrueBlue operations  
& locations**



Through our family of brands, TrueBlue partners with clients to solve their toughest workforce challenges—delivering the people, insight and smart technology they need.



A leading provider of temporary and on-demand general labor and highly skilled tradespeople to the industrial staffing market across an array of industries



A global leader in permanent job placements and total talent solutions through expansive recruitment process outsourcing (RPO) and managed service provider (MSP) offering



A leader in on-site contingent staffing, commercial driving and workforce management solutions for multi-site industrial clients. PeopleManagement comprises three segments: Centerline Drivers, SIMOS, and Staff Management | SMX.



A leading-edge staffing provider that finds the best candidates for healthcare organizations so they can delivery quality patient care



Building a more sustainable future by providing construction services for utility, commercial and community solar projects

# Creating opportunities

For over 35 years, we've been opening doors to opportunity—connecting people with meaningful work that can change lives. From the beginning, our mission has been about more than jobs; it's about supporting the well-being of our employees, our workers, and the communities we call home.

Every day, we help individuals build brighter futures and empower businesses to grow. Together, we create pathways to resilience, hope, and lasting impact—for today and for what comes next.

# 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:



## Immediate need satisfied

James, a father of two, was unemployed until PeopleReady placed him in a construction job, where same-day pay supported his family and led to a crew leader role.



## Bridging to a permanent job

Maria, a veteran, found a temporary retail job during the holidays. She excelled in the job and with our support, secured a permanent position with a major retailer.



## Job on the move

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



## On-time early morning delivery

A medium sized food distributor needed early morning workers at their warehouse. PeopleReady provided 30 reliable associates, helping them meet deadlines for a major coffee chain.



## Scaling for small business

Marcus, who owns a small construction business in Washington, needed urgent project support to complete his projects. PeopleReady provided skilled workers, fueling community growth.



## Flexing for caregiving

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.



## A 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 while 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.



## Van to victory: Carlos’ journey to stability

Carlos arrived in Miami from Pennsylvania with little more than his van and an unshakable work ethic. Eager to build a new life, he dove into PeopleReady’s on-demand work opportunities with relentless energy. His dedication caught the attention of branch staff, who supported him in earning a forklift certification. This milestone opened new doors, and Carlos soon landed a full-time position with a logistics company, a valued PeopleReady client. Now thriving in a stable role, Carlos’s story is a testament to the power of hard work and opportunity aligning to transform lives

## Igniting passions and 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 turned to PeopleReady after she fell on hard times and was looking for a chance to turn things around and needed a little more support to do so. 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.

Jennifer discovered that Patricia had hospitality experience, so Jennifer's team placed Patricia in a series of related jobs. 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 is a phrase that appears often in job listings for manufacturing and warehouse roles. But for some applicants, lacking the proper footwear is 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.

# Respect and recognition

## Recognizing amazing tradespeople



BY PEOPLEREADY SKILLED TRADES

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.

[Respect the Craft](#) is our way of showing our deep appreciation for their hard work and dedication. Through this unique rewards, and recognition program, the more our tradespeople work with us, the more milestones they achieve as they build their home at PeopleReady Skilled Trades. And with every milestone attained, they unlock meaningful prizes selected to help them grow and thrive in their careers.

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

## 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 is about celebrating milestones and telling stories to give a behind-the-scenes look at why truck driving is an essential industry.

Each month, we give our drivers the chance to connect and share their stories and tips with our fun, thought-provoking Road Reflections questions. Eligible Centerline Drivers are entered into a raffle for cash prizes of up to \$1,000. Respect the Drive kicks into high 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 and names one as Driver of the Year.

## Partners for Change

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

Our recruiters 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.

# Jobs within reach

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. 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.

For those struggling to balance childcare, a second job, or caregiving duties, the flexibility we offer with the assistance of our apps often tips the balance between employment and unemployment.

## Stafftrack®

At Staff Management | SMX and SIMOS Solutions, we leverage Stafftrack®, our proprietary mobile app, to deliver the right talent at the right time. Stafftrack® supports the entire employee lifecycle—from hiring to offboarding—while maintaining complete compliance for our clients. Our mobile app keeps employees connected to their workday, enabling them to view schedules and pick up additional shifts, track attendance points and earn rewards, refer friends for job opportunities, and provide real-time feedback.

## Jobstack®

PeopleReady's JobStack app makes it easier than ever for job seekers to connect with flexible work that fits their needs, interests, and schedules. No repetitive applications, and no resume required! Workers simply sign up and gain access to PeopleReady's network of local jobs.

Whether they want to pick up a shift today or build a schedule that works for them, JobStack lets workers find and accept jobs instantly in industries like hospitality, retail, and construction. With next-day pay, skill-building opportunities and real support from local teams, JobStack is more than just an app, it's a pathway to flexible work.

## Affinix™

Affinix® is PeopleScout's proprietary total talent suite of AI-powered tools, blending digital efficiency with human expertise to create personalized experiences for both candidates and hiring managers. Affinix unites applicant tracking, candidate relationship management, recruitment marketing, digital interviewing, and talent analytics—all with candidate experience at the core. Affinix provides unmatched visibility into the recruitment process, improves hire quality, accelerates recruitment timelines, and lowers costs. Affinix empowers organizations to create sustainable talent strategies that address their unique needs—offering talent tech on their terms.





# 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. We continuously track injuries to our associates at our client job sites across regions, industries, and brands to identify trends that allow us to focus our safety resources on injury prevention efforts at higher-risk job sites.

All employees hold 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 office

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.

A Corporate Safety Manager is assigned to each SIMOS, Staff Management|SMX office. 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

Centerline Drivers has long been a leader in safety and compliance. Centerline leaders complete Certified Transportation Professional certifications. The company also models and supports safety in the industry, for example, it sponsors the National Private Truck Council driver safety letter. 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 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. 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.

# 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. 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.

## Putting action behind our commitment

Our dedication goes beyond words. We've built a robust infrastructure to support veteran hiring:

- **Specialized Military Recruiters:** We have teams focused solely on veteran recruitment, ensuring personalized support from first contact to job offer.
- **Veteran Apprenticeship Programs:** Centerline Drivers launched a Department of Labor-registered apprenticeship program in partnership with FastPort. This initiative helps new Class A license holders earn while they learn, working toward a National Credential certificate.
- **Veteran-Centered Talent Engagement:** PeopleReady uses inclusive, veteran-friendly language in job postings and prioritizes outreach to veterans. Our career site offers tailored job search advice for veterans and military spouses.
- **Strategic Partnerships:** Healthcare Staffing Professionals partners with Disabled American Veterans to empower veterans to lead high-quality lives with dignity and respect.
- **Global Impact:** PeopleScout, a founding partner of Hiring Our Heroes, continues to lead veteran hiring efforts and is expanding its reach to support veterans in Australia, Canada, and the UK.



## A veteran's transition

After serving four years in the Navy, Kris sought a new start and turned to PeopleReady for temporary work while searching for a full-time job. Kris's military experience as an aircraft technician proved invaluable, demonstrating his ability to work under pressure and with minimal supervision. Clients he worked for were very happy with him. His exceptional performance caught the attention of the PeopleReady branch manager, who recommended him for a role refurbishing X-ray machines. "Right off the bat, he showed initiative." Impressed by his initiative and technical skills, the client quickly offered him a full-time position, leading to his successful transition from military service to a civilian career.



# Veteran hiring services

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 veteran—we hire them.



## 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

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.

# Facing adversity together

Whether our communities are affected by storms or wildfires, we will be there to support recovery, just as we were this year when the wildfires hit in California. Our teams were out the next day to connect with community services to provide crews to begin cleaning, restoration, and rebuilding.

When Hurricane Helene hit and flooded the PeopleReady branch in Asheville, our team got back to work right away. One of our area leaders boasted about his team's dedication. "What did they do when flooding destroyed the branch? They rented a camper, put an Open for Business sign in the window and continued to connect people with work when they need it most!"

In August 2023, wildfires devastated the island of Maui. 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 site for safety as fires ripped through the island of Maui. Once the fire was contained, our Maui team volunteered to support the community. They offered local access to their branch showers, provided charging stations for people to power their electronics, served daily lunches and prepared meals, shared information and resources regarding wildfires, and more.

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





# Bridges to Work: Providing second chances

At TrueBlue, we connect people with work. We realize that challenging personal circumstances often create barriers to meaningful employment—whether 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 creates Bridges to Work.

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.

People who need a second chance can find it with TrueBlue, including justice-impacted individuals. 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.

In collaboration with our Women Empowered Employee Resource Group (WE+), we are providing job search coaching and workshops on writing resumes and preparing for interviews to women who are victims of trafficking and are working to break the cycle and create new futures.

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.



# Centerline is paving the way

Even veterans who served as truck drivers in the military may face challenges 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 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.



## Centerline Veterans Apprenticeship Program

**Getting Started**

Centerline Drivers is partnering with FastPort to help veterans find meaningful work in their civilian life. Military veterans are great candidates to become CDL drivers with a variety of applicable skills to transition roles.



**Congratulations to our Drive It Forward Scholarship Recipient**

# CIENNA TOWNSON






The Drive It Forward scholarship is in honor of Sheila Castaneda, a key member of the Centerline Drivers' leadership team and a proponent of promoting opportunities for women in trucking.



# Addressing 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 WorkUp, a program that provides free, interactive online training to develop specialized and in-demand skills. 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.

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.

RenewableWorks is developing future renewable energy professionals who will help power solar projects for years to come. That's why the company established the RenewableWorks Apprenticeship Program. This DOL-approved program consists of virtual classroom instruction and on-the-job training. By combining both online and hands-on learning, with the ultimate goal of achieving journey-level status, apprentices advance their careers and unlock their earning potential in the fast-growing renewable energy industry. Last year, we provided more than 200,000 hours of work to over 300 individuals in the apprenticeship program.

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.



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.



# Connecting to our communities through service

## TrueBlue's Groundworks Program

Groundworks, our corporate citizenship engagement program, has a mission to prepare the workforce for the future. We primarily support local organizations that focus on education and skills training, second-chance reintegration, and wrap-around services to support a resilient workforce. Groundworks also promotes TrueBlue's continued advocacy with policymakers and community leaders to advance career and technical education, as well as other policies that support employment.

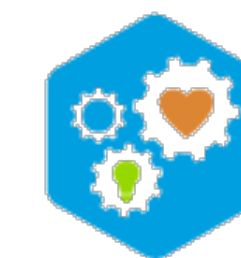
The Groundworks Volunteer Council coordinates enterprise-wide volunteer opportunities, for example, our global food drive, support for Special Olympics events, and a nationwide school supply drive. It empowers employees to lead as volunteers, advisors, or board members with organizations.

Throughout TrueBlue and at each of our divisions, we encourage team members to connect to their communities, such as through our CARES programs. 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 job fairs, provide job coaching services, assemble hygiene packs, gather interview clothing, solicit donations for low-income housing remodels, visit schools and colleges to teach students soft skills, and more.

Our corporate support center in Tacoma, WA, participates in several community projects throughout the year. We packaged food for distribution at the Emergency Food Network (EFN), planted and weeded fresh produce crops at EFN's Mother Earth farm, and fed residents at the Tacoma Rescue Mission. Additionally, team members participated in the annual Hunger Walk. More than 100 volunteers participated in our events in 2023, and we supported six events in 2024.

For more than 10 years, members of our Washington-based legal and human resources teams volunteered 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.



**Groundworks**

TRUEBLUE CORPORATE CITIZENSHIP



## TrueBlue India connects with students

TrueBlue's India team has partnered with the Sanshil Foundation and its Bagiya school for their community service initiative, branded "TrueBlue Cares." This heartwarming program began two years ago and supports over 250 underprivileged students.

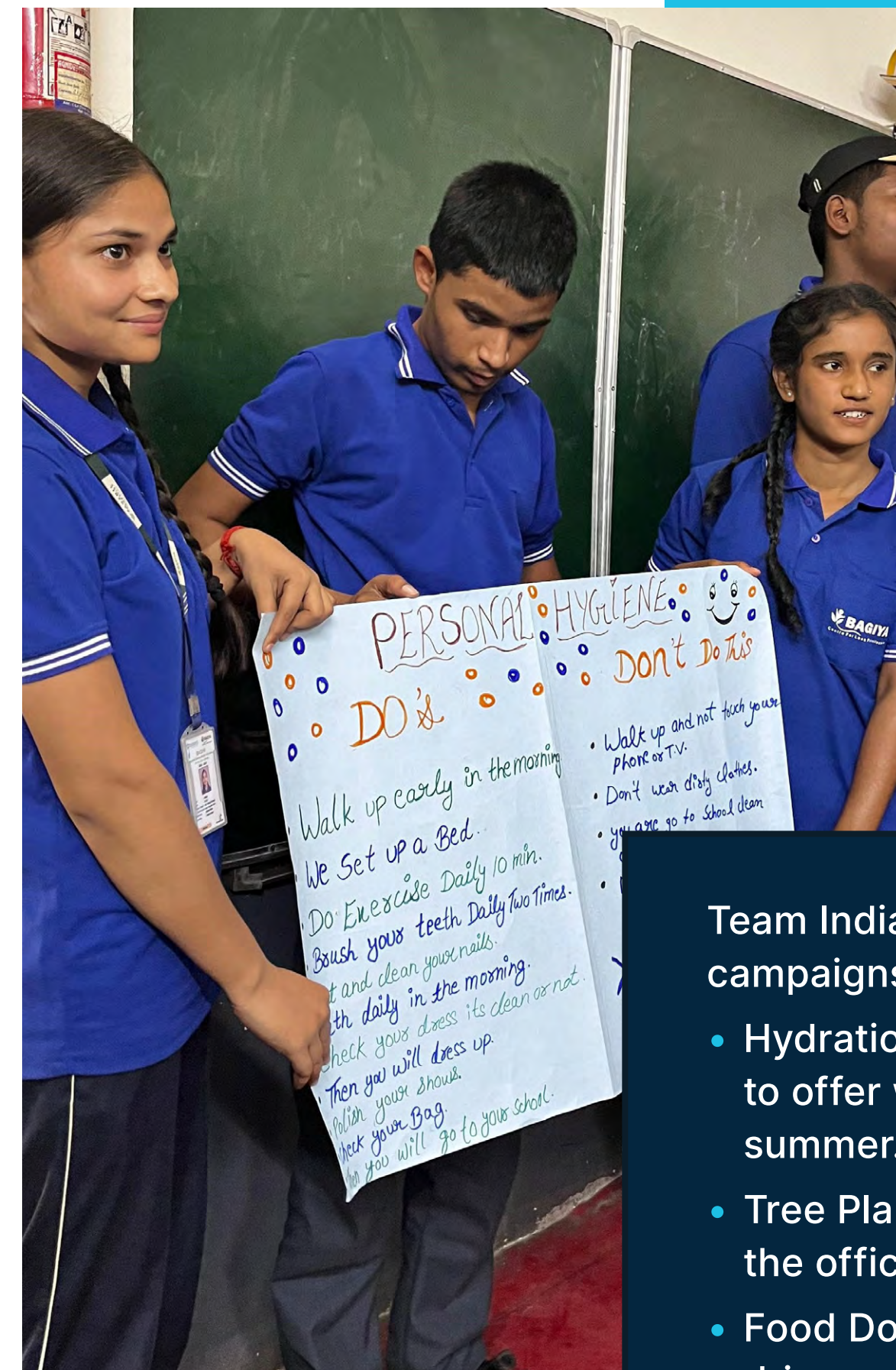
The Sanshil Foundation is an NGO based in Gurgaon, India, which aims to make a holistic, academic, and social difference to society. Bagiya is a remedial non-formal school that prepares children from the slums of Gurgaon and Noida to be self-sufficient through bridge education.

Our team leads workshops and holds support events throughout the year, including:

- Employees donated stationery supplies throughout the year for The Wish Tree Stationery Drive.
- We hosted a Women's Day Health Talk for girls with sessions on personal hygiene and then distributed hygiene kits.
- Our Skill Workshops covered topics such as communication, grooming, email etiquette, and more.
- The Joy of Giving Drive gave our colleagues and leaders the chance to provide personalized gifts for students.
- We created tailored activities based on student interests, such as dance classes and extracurricular support

The program has built a strong emotional connection with the students, with young employees showing high enthusiasm for volunteering. Regular internal communication and storytelling fuel engagement.

TrueBlue's efforts have made a significant impact, fostering confidence, teamwork, and cultural understanding among the students. The collaboration with Sanshil Foundation continues to grow, aiming to make a holistic, academic, and social difference in the community.



Team India also held community events and awareness campaigns through the year, such as:

- Hydration Drive when team members took to the street to offer water and juices to the public during peak summer.
- Tree Plantation Drive led by the leadership team within the office campus, including cleanup efforts.
- Food Donation Drive took part in TrueBlue's global food drive.

## PeopleScout Poland cleans local parks and plays Santa for seniors

As part of our ongoing commitment to environmental responsibility, PeopleScout Poland held an event in April 2024, in Warsaw and Kraków. By involving teams in various locations and from different departments, we were able to not only support environmental cause but also strengthen cross-location collaboration.

The event focused on the cleanup of two areas: parts of the Mazowiecki Landscape Park in Warsaw and the Kraków Mound area, selected as ecologically important and valuable to those locations. Over the course of a few hours, participants collected a total of 14 extra-large bags of waste,

including kilograms of plastic, glass, and paper, as well as ecologically hazardous waste such as paints, motor oils, batteries, and electronic devices, significantly improving both cleanliness and safety of these public spaces.

In December 2024, our Krakow office proudly participated in the local charity initiative “Święty Mikołaj dla Seniora” (Santa Claus for Seniors). Earlier in the year, residents of a nearby elderly care home wrote heartfelt letters to Santa, sharing their most wished-for gifts. Our employees embraced the role of local Santas, collecting and thoughtfully preparing five beautifully packaged gift sets filled with these requested items. The packages were delivered to the care home and distributed to the residents, bringing joy and warmth during the festive season.



### A sample of the community non-profits TrueBlue has recently supported

- Emergency Food Network
- Refuge for Women
- Sanshil Foundation
- American Cancer Society
- Bridge of Hope
- Special Olympics
- Permission to Start Dreaming Foundation
- National Alliance on Mental Illness
- Salvation Army Toys for Tots
- Krakow Food Bank
- Święty Mikołaj dla Seniora (Santa Claus for Seniors)
- Wreaths Across America
- Goodwill
- Soldiers' Angels
- Habitat for Humanity
- American Legion
- Warehouse of Hope
- Birdseye Family Success Center
- Savannah Technical College
- Changing Footprints



# 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, a government facilities department needed event workers for several major event venues that host hundreds of events throughout the year. Each event requires 25 to 50 workers for a variety of setup and teardown duties plus three to five workers for long-term projects. PeopleReady, which offers flexibility to workers and businesses, helped them fill key rolls and helped ensure the success of the events.

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.

The strength and experience of our brands mean we can provide comprehensive and flexible solutions to our clients' most challenging workforce needs.



## Thought leadership for challenging times

Each of our divisions creates whitepapers, newsletters, reports, and blogs, available to all employers to promote worksite safety, introduce best practices for recruiting and retention, and contextualize big data.

**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 its [State of the Contingent Worker](#) Experience report. The report shares the lessons learned from a survey of over a thousand current contingent workers to alleviate any misconceptions and understand the new norms they expect in the workplace.

**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.

**PeopleScout** publishes thought leadership on the changing world of work, from labor market trends to the emergence of AI in talent acquisition, and has published research reports on the candidate experience, skills gaps, and other workforce trends.

**PeopleReady** regularly publishes quarterly regional jobs reports, insights about hiring for different industries, and workforce development.

## 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. Centerline also sponsors the NPTC's Washington Report, a monthly publication about key legislative, regulator, and compliance issues in the trucking industry. For the last two years, CenterLine has also partnered with Truckers Against Trafficking and pledged to help combat human trafficking.

TrueBlue holds memberships with state and local Chambers of Commerce around the country. We also serve with related trade associations to support the advocacy and education efforts of our clients, such as Associated Builders and Contractors, Independent Electrical Contractors, and the Solar Energy Industries Association.

Several leaders also volunteer to serve on councils with the American Staffing Association (ASA), including the General Council Roundtable, Legal & Legislative Committee, and Industrial Council.



# 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. 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 76% of our employees are engaged. This score exceeds the benchmark set by the independent survey provider of 74%. We have not experienced work stoppages and believe that our employee relations are in good standing.

Ensuring a sense of belonging and a performance-driven culture is one of the key components of our corporate strategy and a corporate priority led by the Board. We foster a diverse and inclusive culture where every employee has an opportunity to contribute and grow while meeting the changing needs of the marketplace.

We also invest in emerging talent through our recruitment strategies, talent management, and development programs for critical roles. We frequently develop initiatives that strengthen our commitment to people and talent development. In fact, Human Capital Management is

one of the chartered responsibilities of the Compensation Committee. The committee regularly reviews HCM metrics. 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 Corporate Citizenship best practices a part of its corporate practices and initiatives, with a specific focus on developing our human capital. 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 Corporate Citizenship and HCM goals, including leadership development and succession planning for management positions, and enhancing the employee experience to increase retention. Goals for other NEOs tied to Corporate Citizenship include completing an annual Greenhouse Gas study, implementing Code of Conduct training, 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

As The People Company, TrueBlue maintains a human-centered focus in everything we do. We are committed to developing talent and have created and implemented an enterprise-wide, comprehensive talent strategy that includes learning and development, performance management, succession planning, and leadership development. Foundational to the strategy is the TrueBlue Leadership Competency Model. This competency model is embedded in all aspects of the employee life cycle including talent acquisition, rewards and recognition, and growth and development.

When opportunities arise, we review potential internal candidates, guided by the intention to promote from within as often as possible. It is important to TrueBlue that we hold ourselves accountable to the talent systems being built. This ensures our succession and development plans, along with TruePerformance, will provide growth opportunities for all our employees. Career growth and promotions will be increasingly tethered to our talent management strategy. By aligning our talent strategy with our Empower Work strategy, we ensure that employees have clear pathways and the resources and guidance needed to advance their careers and contribute to the success of TrueBlue.

## TruePerformance

To retain talented employees, we have implemented a new TruePerformance system focused on both the “what” and the “how” of performance as well as development for our employees. This performance cycle includes a new approach to the way we set goals, communicate, and align throughout the year, and evaluate performance. The evaluation of performance is directly tied to merit, which establishes a stronger pay for performance culture.

At TrueBlue, how we accomplish our work is just as important as what work we accomplish. Our leadership competency model outlines and defines expected behaviors for how we work and provides the foundation for successful performance and development.



The TruePerformance system consists of four stages and guides our employees and managers through cascading goals, SMART goal setting, ongoing monitoring through regular one-on-one discussions, formal performance discussions and rewards directly connected to performance through the annual merit process. It also focuses on personal development and career growth by setting a development goal and aligning the behaviors with company expectations as defined in the leadership competency model.

## Individual development plans

Employees are encouraged to develop individual development plans by leveraging the behaviors defined in the competency model as well as gaps identified through regular conversations with their leader, ongoing feedback and succession planning discussions.

We aim to strengthen skills that transfer across roles, business segments, and functions. Managers meet regularly with employees to discuss their plans, and yearly assessments formally track progress. This standardized process also ensures that employees in similar positions are similarly evaluated.

## Learning paths

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.

To support employee growth, we provide access to a wide range of training and development programs to enable more effective onboarding, work performance, compliance, and advancement of corporate initiatives. During 2024, our employees viewed over 200,000 learning videos, accessed over 35,000 eLearning courses and watched over 10,000 hours of learning content across our two major learning platforms as well as role-based training and facilitated learning. This strategy supports our intent to foster a culture that enables all employees to realize their full professional potential and cultivates a qualified network of future leaders.



# Culture & Belonging

At TrueBlue, we are dedicated to fostering a culture of belonging in which every employee feels valued, supported, and empowered to succeed. We recognize that a workforce that reflects the clients and communities we serve enhances our creativity and innovation, strengthening our position in the marketplace. We create an environment that encourages collaboration and mutual respect by embracing and celebrating our unique backgrounds, perspectives, and experiences.

Achieving a culture of belonging at TrueBlue requires sustained commitment to embedding inclusive practices throughout our organization. A strong sense of belonging fosters team dynamics and connects employees with their work and the organization. Our commitment to belonging is not merely a goal but a continuous journey that supports our Empower Work Strategy and ensures all employees can thrive and contribute to our shared success.

This involves intentionally integrating various perspectives into our decision-making processes, recruitment strategies, and workplace policies and procedures, and prioritizing inclusivity in our newly established TruePerformance System. The TruePerformance System has embedded Culture and Belonging principles and is a complete system that is designed to drive enterprise success by aligning individual performance with strategic goals, fostering continuous improvement, and enhancing employee engagement and satisfaction. Culture and Belonging principles are also embedded into the Leadership Competency Model which are a set of core competencies that are expected of every employee at TrueBlue, and they serve to foster an environment where employees can be and bring their full, authentic selves to work.

TrueBlue's Sr. Director of Culture and Belonging implemented programs and projects to integrate Culture and Belonging across the enterprise. Everyone at TrueBlue has a role to play in making sure the Culture and Belonging thread runs throughout the company.

Our Board of Directors and CEO set the tone and expectation. Culture and Belonging factors and related [Human Capital metrics](#) are considered in the CEO Model. 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 hears regular updates about Culture and Belonging and HCM.

## TrueBlue's Culture & Belonging Goals

- 1 Enhance equity and foster a sense of belonging for everyone**
- 2 Increase external culture and belonging partnerships**
- 3 Strengthen our ERG's and align them to strategic priorities**
- 4 Build international cultural awareness**

## Culture and belonging purpose

TrueBlue continues to execute its Strategic Plan for Culture and Belonging: 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 Culture and Belonging
- 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
- Providing tools that assist in reaching and retaining top talent
- Foster a culture of belonging 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 strategic roles.

## Employee resource groups

Nine Employee Resource Groups (ERGs) 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. 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 ERG made significant impact. Events ranged 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.

### TrueBlue ERG Purpose

- Identify opportunities to embed Culture and Belonging throughout the company.
- Recommend and champion Culture and Belonging 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.





# Health & wellness

At TrueBlue, we are proud to support our employees and their families with a wide range of flexible health and wellness programs. Our competitive benefits package includes health, dental, and vision insurance; health savings and flexible spending accounts, discount programs, employee stock purchase plans, and retirement saving programs. We also provide additional voluntary coverage including hospital indemnity, critical injury care, and accident insurance. We designed our wellness programs to foster a healthy balance between work and personal life and overall well-being.

Our Employee Assistance Program (EAP) connects employees with clinicians to help address a variety of family and relationship issues, including mental health and anxiety, addiction, caregiving, and more. Additionally, we offer programs focused on tobacco cessation, promoting and incentivizing physical activity, and providing support for team members with children who have special needs.

Our PTO and parental leave programs are backed by supportive offerings such as short-term disability insurance, flexible work arrangements, job sharing, and reduced-hour schedules. Many of our employees enjoy the flexibility of remote or hybrid work, depending on job responsibilities and business needs.

At PeopleReady, we prioritize the health, safety, and the well-being of our Associates by providing access to medical plans and wellness resources. Our Associates also benefit from the flexibility that temporary employment offers. We enhance this flexibility through our JobStack app, which allows them to take control of their work schedules. The app sends alerts for nearby assignments that match their skills, enabling them to choose jobs that fit their availability. This support and flexibility help our Associates succeed both personally and professionally.

TrueBlue provides an annual contribution of  
**\$500**  
 when employees enroll in an [HSA-eligible health plan](#).



TrueBlue has partnered with [Wellable](#), offering fun ways to stay healthy through wellness challenges and exciting rewards.

The [Preventative Care Wellness Incentive](#):  
 Receive up to  
**\$570** per covered employee or spouse  
 and \$170 per covered child

Employees earn a  
**\$400** Annual Wellness Reward  
 for completing a wellness physical, available to both employees and their spouses.



The [Employee Assistance Program \(EAP\)](#) is designed to provide free, confidential short-term counseling services to help employees and their family members.



Identity protection with [Aura](#), our new [Identity Theft Protection Plan](#) through Metlife offers enhanced coverage and benefits.



# Awards & recognition

TrueBlue is proud to share that the company was designated as one of the **2025 World's Most Ethical Companies®**. This recognition by Ethisphere, a global leader in defining and advancing the standards of ethical business practices, underscores TrueBlue's unwavering commitment to maintaining the highest standards of integrity, transparency, and ethical conduct across its global operations.

The World's Most Ethical Companies assessment is grounded in Ethisphere's proprietary Ethics Quotient®, which requires companies to provide 240+ different proof points on practices that support robust ethics and compliance; governance; a culture of ethics; environmental and social impact; and initiatives that support a strong value chain.

TrueBlue companies also garnered awards for programs related to employee recognition and culture of inclusion as well as client satisfaction, including being named to **Forbes' 2025 America's Best Midsize Employers** list. This prestigious recognition highlights TrueBlue's ongoing efforts to create an environment where employees thrive, innovate, and build meaningful careers, while aiming to attract and retain top talent.

Further, for the third year in a row, TrueBlue was included on **Forbes' 2024 America's Best Employers for Diversity**. The company was also named to **Forbes' List of America's Best Employers for Women in 2024**. 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.

For the sixth 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 has received the distinction as a 10-Year Diamond award winner by the **ClearlyRated 2025 Best of Staffing Awards®**. SIMOS Solutions and Centerline Drivers have also been recognized for the fourth consecutive year for dedication to client satisfaction. The award recognizes superior service to customers and is awarded based on customer feedback and satisfaction levels.

PeopleReady ranked eighth on **Forbes and Statista Best Temp Staffing Firms list in 2025**. This ranking is based on an independent survey of peers and clients conducted by market research company Statista.

Staffing Industry Analysts (SIA) named TrueBlue President and CEO, Taryn Owen, to the **2025 Staffing 100 North America**

**list** for her ninth consecutive year. This distinguished list recognizes the most influential people in the staffing industry and workforce ecosystem who are driving the future of workforce solutions. Owen and PeopleReady President Kristy Willis were also both named to **Staffing Industry Analysts' (SIA) Global Power 150—Women in Staffing**. This is Owen's eighth consecutive year and Willis' fifth appearance on the list.

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. In 2024 and 2025, 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 **2024 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.



Named 2025 World's Most Ethical Companies by Ethisphere



Named one of Forbes' 2025 America's Best Midsize Employers by Statista



Named one of Forbes' 2024 America's Best Employers for Diversity by Statista



Named one of Forbes' 2024 America's Best Employers for Women by Statista



Earned Top Workplaces USA Award four years in a row



Recognized by Women in Trucking



Won Best in Staffing Award for Client Satisfaction by ClearlyRated



Named one of Forbes' 2025 Best Temp Staffing Firms by Statista



TrueBlue President Taryn Owen named to the 2025 Staffing 100 list by SIA



Taryn Owen and PeopleReady President Kristy Willis named to the 2024 Staffing 100 list by SIA



JobStack earned a Platinum Titan Business award in the Business Technology Solution category



JobStack earned a 2024 Gold Vega award in the Apps & Software category



PeopleScout received two 2024 RAD awards for client work

# Shrinking our environmental footprint

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



# Committing to sustainability

Our core purpose of connection people and work means that we do not produce or manufacture tangible goods. TrueBlue does not run extensive facilities or plants that emit substantial 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 committed to acting on climate change as part of our efforts to be a good corporate citizen and we support the objective to limit global warming to 1.5 degrees vs pre-industrial levels. Although we have yet to seek formal third-party sustainability certification or formal SBTi, we are evaluating the potential options. However, we continue to monitor the effectiveness of our current activities and consider emerging opportunities to reduce our impact.

We have also committed to the following goals:

**10%**

renewable electricity in Scope 1 by 2035

**10%**

waste diverted from landfill, incineration, and environment by 2035

**5%**

reduction in electricity consumption in Scope 1 by 2035

**Achieve Net Zero**

by 2040 and support the objective to limit global warming to 1.5 degrees vs pre-industrial levels.



# RenewableWorks: creating clean energy infrastructure

In 2023, TrueBlue launched RenewableWorks to help the country achieve a more sustainable future. With over a decade of experience in renewable energy, the RenewableWorks team has installed more than 23GW of new solar power. Our mission is to assist EPCs (Engineering, Procurement, and Construction companies) and industry partners in building a sustainable energy grid.

RenewableWorks provides construction services for community, commercial, and utility-scale solar projects nationwide, aiming to reduce the country's carbon footprint. Our extensive experience allows us to understand the work required at every stage of a solar project, including external conditions and potential challenges. We approach each

project as a partnership, dedicated to the long-term benefits of solar power for customers, employees, and energy consumers.

We offer career opportunities for solar installers, site and safety supervisors, and tradespeople, including an in-house, DOL-approved apprenticeship program. Last year, we provided more than 200,000 hours of work to over 300 individuals in the apprenticeship program. We foster a culture of growth, development, safety, teamwork, and excellence, supporting and training a diverse team of solar experts. This commitment is part of our effort to build a more sustainable future for all.



# Understanding our environmental footprint

In 2025, we completed our fourth Greenhouse Gas (GHG) assessment related to 2024. 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.

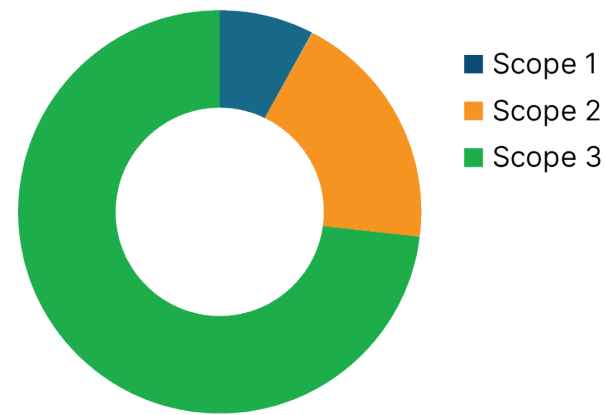
In 2024, TrueBlue further reduced our total footprint over 2023 by approximately 9.1% and 41.9% per FTE, which brings our total reduction of 29.29% and 10,340 tons of CO<sub>2</sub>e compared to 2022. The reductions were driven by decreased company-fleet fuel usage, consolidation of services, which led to reducing the number of physical branch locations. We did see a 12% increase in employee commuting, which can be attributed to more people working in the office. However, we also recognized an 8% decrease over 2023 business travel.

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.

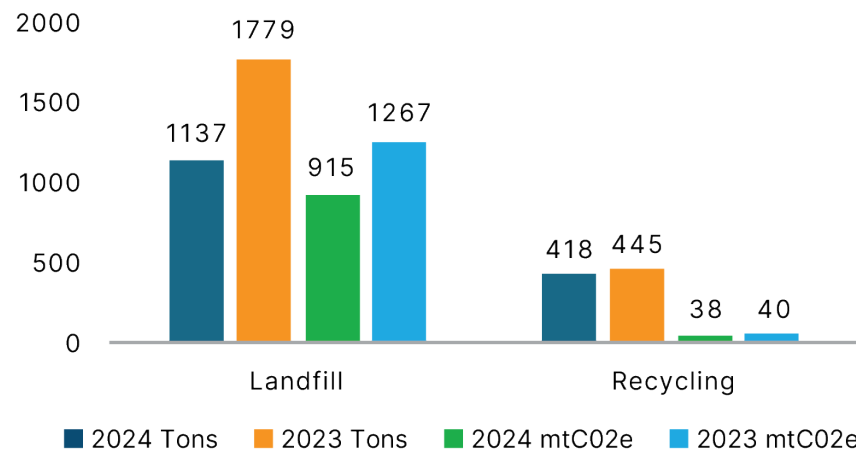
Based on our assessment using the GHG Protocol’s criterion of “influence” to identify and evaluate the relevance of Scope 3 activities, TrueBlue has determined that as a company we are unable to influence any potential emissions reduction that could be undertaken or influenced in our associate commuting. 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

	2024 (MTCO2)	2023 (MTCO2)	%Dif	Sources
Scope 1	1,912	2,565	-25.5%	Direct Emissions: Company fleet; Natural Gas
Scope 2	4,895	5,173	-5.4%	Purchased Electricity
Scope 3	18,163	19,731	-8%	Purchased Good & Svcs; Paper; Employee Commute & WFH Energy; Waste; Business Travel;
Total	24,971	28,099	-	
	5.57	5.44	-4%	Emissions per FTE

Emissions by Source

Source	Total mtCO2e 2024	Total mtCO2e 2024
Fleet	451	704
Natural Gas	1,461	1,861
Electricity	4,895	5,173
Purchased Goods	6,203	7,219
Waste	1,307	953
WFH Electricity	1,651	1,098

Source	Total mtCO2e 2024	Total mtCO2e 2024
Business Travel (other)	1,674	1,940
Business Travel (Air)	1,880	1,921
WFH Natural Gas	179	378
Paper	19	27
T&D Losses	304	302
Commuting	6,052	5,392

We measured our total scope 1, 2, and 3 greenhouse gas emmissions.

- 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 73% 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).



# Reducing our footprint

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.

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

- Use electronic dispatch to cut down on the miles our associates travel for work.
- 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.
- 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.
- Encourage those who work at an office to use public transportation and provide secure storage for bicycles at our support centers.
- Recycle or return empty printer toner cartridges to the supplier.

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.

# Ethics in action

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 and work annually, TrueBlue recognizes the risks related to violations of human rights in the employment context. The company respects the rights of minority groups and all genders. When a person joins the company, whether as an internal employee or as an associate, they complete an onboarding process that includes signing an employment contract that outlines their rights. The Company strictly prohibits conduct that violates any human rights.

TrueBlue's [Human Rights Policy](#) summarizes our collective practices designed to create a culture of respect and inclusion and communicate our strict prohibition against any action that impinges on the Human Rights of our employees, applicants, and business partners. The Policy includes summaries of programs that address many of the issues discussed in this report, including but not limited to:

- **Child and Forced Labor**
- **Fair Pay for All Hours Worked**
- **Freedom of Association**
- **Health and Safety**
- **Harassment and Discrimination**
- **Accommodations**
- **Data Privacy and Security**

# Anti-human trafficking, child labor & 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.

Our internal Anti-Human Trafficking, Child Labor, and Modern Slavery task force continually 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.

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

Centerline Drivers has partnered with Truckers Against Trafficking since 2023. Through this partnership, our drivers are trained and certified in how to combat human trafficking directly on our Centerline mobile app.

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.

## Actions taken

- Initiated monthly awareness campaign
- Implemented additional training, audits, and preventive efforts at higher-risk worksites
- Adopted age audit SOP
- Created underage worker remediation plan
- Enhanced Detection of Fraudulent ID Resources
- Developed training for preventing human trafficking and child labor through I-9 process

# 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. We have a zero-tolerance policy for harassment and violence. Our onboarding and training curriculum include modules related to anti-harassment, workplace violence, diversity, and ethics.

We make every reasonable effort to ensure that all applicants and employees receive equitable opportunities in personnel matters, including recruitment, selection, training, placement, promotion, demotion, compensation and benefits, transfers, terminations, and working conditions, including reasonable accommodation for qualified individuals. Regularly developed training modules support our efforts to create a workplace that promotes equal opportunity and that is free of harassment and discrimination.

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.

Among the wide array of initiatives that impact both our temporary associates and our internal staff, 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.
- Provide job advertisements and applications in languages that represent the communities in which we do business.
- Ensure that outreach, recruitment, and leadership development strategies are designed to draw from all segments of society.
- 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 and 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 in states where 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 people who face barriers to employment, 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.

Assignments can vary in duration and location, with associates receiving full information about pay rates, expected hours, nature and conditions of the work, location, client name, and contacts before accepting positions. Job assignments may include various shifts, allowing associates to choose what suits their needs best. We strive to match roles with associates' skills, experience, and preferences, providing meaningful work and opportunities to improve skills through upskill programs.

We guarantee at least minimum wage, often exceeding it based on job expectations and market rates. We ensure clients meet legal requirements for meal and rest periods, prioritizing associates' health and well-being.

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.

As the legal employer of record for our associates, we abide by all employment laws, including equal employment opportunity (EEO), Americans with Disabilities Act (ADA), and Human Rights policies, applying equally to associates and internal staff. We have strict no-tolerance policies for harassment, discrimination, and retaliation. We comply with laws regulating employer-employee relationships, including sick leave, paid time off, protected leave, meal and rest breaks, daily overtime, show-up pay, and paid holidays. Our compliance program monitors legal developments, updating policies, processes, and technology, and communicating changes to ensure awareness.

Associates can report incidents and concerns via our ComplianceAlert hotline without facing retaliation. Our Employee Relations group investigates complaints about wrongdoing. We believe our associates view us as a fair employer offering gainful employment, maintaining a strong relationship with them.

# Professional integrity: anti-bribery and corruption

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 2024. The CECO also reports to the Audit Committee in cases of misconduct or violation of The Code or company policy by leaders, vice presidents 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.



# 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 arm employees 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 way we engage in political activities to advocate for public policy and our workforce.

In 2023 and 2024, 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.

**[TrueBlue has been designated one of the 2025 World's Most Ethical Companies® by Ethisphere.](#)**

For nearly 20 years, Ethisphere has recognized companies who exemplify an “unwavering commitment to business integrity.” Using its Ethics Quotient® methodology, including both objective and qualitative scoring across five categories, in 2025 Ethisphere recognized 136 companies, including TrueBlue as one of 11 first-time honorees.



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

Is it possible to take a serious topic like ethics and make it fun and engaging? Yes, it is, and our Ethics team achieves this 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, and a fun “Ethics in Focus” selfie contest. These activities encourage discussions about ethics and provide valuable insights on navigating ethical dilemmas.

More than 700 employees attended 2023’s first Ethics and Fraud Forum, which we continued in 2024. These forums feature company leaders discussing how to spot and respond to fraud and how to act with integrity and ethical awareness in everyday situations.

In 2024, the month included weekly Take a Moral Moment stories about corporate and ethical misconduct, lessons learned from other companies, Department of Justice guidance, and recent relevant examples.

Throughout the year, employees can nominate coworkers for recognition with a challenge coin. Our Ethics in Action Challenge Coins celebrate and recognizes people doing the right thing, those who hold themselves and others to the highest ethical standards when conducting business.



## 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

In addition to the World’s Most Ethical Company assessment, we engage Ethisphere 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. We will complete the assessment again, in 2025.

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.

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. We select an Ethics Champion from each of our divisions from coworkers who were nominated by their peers as good role models.

## Ethics ambassadors

In 2024, we launched our Ethics Ambassador program, where field-based employees receive quarterly ethics trainings designed to help them raise awareness about our Ethics program with their peers and work with their teams to operationalize ethics throughout the company.

## Ethics toolkits for managers

These quarterly guides encourage and prepare managers to discuss ethics more frequently with their teams. They include microlearning toolkits with real-life scenarios and conversation prompts, enabling teams to openly discuss how ethics are everyone’s responsibility.

## Ethics champions

An Ethics Champion is someone who exhibits exemplary

### Overall survey performance

**86%**

2023 TrueBlue Culture Quotient

**85%**

Benchmark Culture Quotient

**57%**

2023 TrueBlue response rate

**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.

All new suppliers receive the Supplier Code of Conduct, and all suppliers outside of the United States and the United Kingdom must attest to it. 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. At the end of 2024, 1.2% of our suppliers are considered diverse. 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) 27001:2022, 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.

## Cybersecurity oversight

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. Our Chief Technology Officer and our Chief Information Security Officer provide these presentations 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](#).



## Active protection

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.
- 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

- All employees review and acknowledge the company's information security policies upon hiring and annually thereafter.
- Employees complete data security training, including quarterly security awareness, monthly phishing campaigns, and general privacy training.
- Periodic company-wide communications raise employee awareness of social engineering and other forms of attack and how to guard against those.



**2-step  
verification**



**Think before  
you click**



**Phishing  
training**

# Board of Directors

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 receives frequent updates on evolving corporate governance best practices and implements those practices most impactful or useful to the Company. Our Board takes an active and engaged role, as evidenced by the fact that all the directors attended more than 75% of all board and committee meetings.

While the Governance Committee holds primary responsibility for ESG oversight and guidance, each Board Committee maintains oversight for applicable ESG-related tenets. 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.

**Governance Committee** – provides leadership and oversight of ethical standards of corporate governance and corporate citizenship.

**Audit Committee** – oversees the Company’s Ethics and Compliance Program, including monitoring compliance with [The Code](#).

**Compensation Committee** – provides primary oversight for Human Capital Management (HCM).

**Innovation and Technology Committee** – provides primary oversight of the privacy and cybersecurity elements of ESG.

For more information about TrueBlue’s Board of Directors, committees, and the Company’s management and governance, please review the [2024 Proxy Statement](#).

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

## Director experience with corporate citizenship



# Board of Directors



**Jeffrey B.  
Sakaguchi**

CHAIRMAN OF THE BOARD



**Taryn Owen**

PRESIDENT AND CHIEF  
EXECUTIVE OFFICER



**Colleen B.  
Brown**

DIRECTOR



**William C.  
Goings**

DIRECTOR



**Kim Harris  
Jones**

DIRECTOR



**R. Chris  
Kreidler**

DIRECTOR



**Sonita  
Lontoh**

DIRECTOR



**Paul  
Reitz**

DIRECTOR



**Kristi  
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](#).

# Incorporating ESG principles

TrueBlue was founded as a force for good, as a place to not only connect people and 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.

## Approach and material topics

Our approach to corporate citizenship begins with understanding and acting on the issues that most impact our business performance, strategy, and our stakeholders. Since 2018, we have conducted assessments of significant non-economic risks, based on input from across the Company and alignment with leading external reporting frameworks. In assessing key material topics for our business and industry, we referenced the Sustainability Accounting Standards' Board and added components most important to stakeholders across the Company.

Based on the various risks and a [stakeholder materiality assessment](#), the Company found the following risks to be material or significant enough to warrant specific practices:

- Board governance
- Professional integrity
- Human capital management
- Data protection and cybersecurity
- Skills development
- Recruitment and retention

## Oversight & leadership

Our Board of Directors oversees our corporate citizenship efforts through the Governance and Nominating Committee (Governance Committee), which is composed of independent directors. The Chief Legal Officer (CLO) chairs, leads, and manages the Company's response to corporate citizenship initiatives and engages with stakeholders. Senior leaders contribute through corporate organizations, while day-to-day programs are implemented with the support of senior managers and relevant corporate functions. For example, our Chief Technology Officer and Chief Information Security Officer focus on cybersecurity measures, and our Chief People Officer implements programs related to Human Capital Management (HCM). The CLO regularly updates, reports to, and consults with the Governance Committee.

The Company incorporates corporate citizenship and HCM goals in its executive compensation program. During 2024, the CEO's STI plan included individual objectives tied to leadership development, succession planning for management positions, and enhancing the employee experience to increase retention. Goals for other NEOs tied to corporate citizenship included expanding our WorkUp program to upskill workers, expanding a nationwide second chance initiative, building a positive culture in individual business units, leadership development and succession planning, and increasing participation in our ethics programs across the Company.

Over the years, we have also helped the staffing 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 the changing employment landscape.

## This report

A core team of Company leaders involved in our efforts surveyed the many projects, small and large, that create the daily good we contribute to our communities. We are excited to share them in this ESG & Corporate Citizenship Report.

The disclosures that we provide in this report are aligned with the [SASB Framework](#). 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 2024 fiscal year. Narratives may include current activities. We will publish periodic updates of this report.

Additional information about governance and sustainability oversight is available in our [Proxy and Annual Statements](#). For periodic updates, including statistics and quarterly financial reports, please visit the [TrueBlue Investors](#) website.

## In 2024:

RenewableWorks **CREATED APPRENTICESHIP** for solar installers

Approximately **9,000 EMPLOYEE DEVELOPMENT** training courses completed

Held **QUARTERLY VOLUNTEER EVENTS**

Launched **HUMAN TRAFFICKING & CHILD LABOR AWARENESS** initiative

**100% of employees completed CODE OF CONDUCT** training

Re-certified **ISO 27001 CERTIFICATION** for information security management

**9 EMPLOYEE RESOURCE GROUPS** create a safe, supportive space for employees sharing a common identity

Created **ETHICS AMBASSADOR PROGRAM** to facilitate conversations about ethics in every day activities



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