



Changing Lives Everyday

2019 Corporate Citizenship Report

We Change Lives Every Day

A LETTER FROM CEO PATRICK BEHARELLE

TrueBlue connects people with work and changes lives every day. Each year, we place approximately 730,000 people into jobs, including recruiting more than 300,000 people for permanent placements. We serve more than 150,000 business clients. We are a leader in North American industrial staffing, and our permanent recruiting operations reach across more than 70 countries. That alone, is transformational.

Doing more is built into the very culture of our company. We strive to be a force for good, and to be there when people, businesses, and our communities need help. This is what we call Corporate Citizenship.

For TrueBlue, Corporate Citizenship means supporting a sustainable economy to ensure people have an opportunity to work in jobs that pay fair wages, use and build their skills, and where they are treated with respect and free of harassment and discrimination. It means being a trusted partner who enables businesses, no matter how small or large, to grow by anticipating changes in production and securing the workers with the right skills at the right time. Being a good corporate citizen means we protect the human rights of our associates in every country where we operate, and we protect the interests of all our stakeholders by committing to integrity and ethical reporting.

Much of our community engagement and philanthropy efforts focus on preparing the workforce for the future by partnering with non-profit organizations, legislators, and other businesses. Examples include: our employees helping people who need a second chance to reenter the workforce, serving on the boards of organizations that facilitate education and training, and helping veterans translate military experience into civilian jobs. In fact, we connect approximately 30,000 veterans with work every year.


As a branch-based business with many remote workers, our environmental impact is limited. Nevertheless, we continue to reduce our footprint by using low-VOC paints, replacing inefficient lights with low-demand LED bulbs, and leveraging technology to reduce the miles our associates, candidates, and employees drive.

We engage in these initiatives because they are part of our corporate culture—not because somebody else expects us to. Nevertheless, we have heard our stakeholders' recent requests to share the thoughtful corporate citizenship programs we already have, as well as where we are improving.

Today, we are responding to this expectation by publishing our first-ever Corporate Citizenship report and proudly sharing what we do to make a bigger difference for individuals and our communities around the world.

Patrick Beharelle
CEO, TrueBlue, Inc.





Our purpose, vision, and values, combined with our deep insight about workforce and business interests, lay the foundation for how we tackle today's most pressing social and sustainability challenges. We find work for everyone from experienced engineers to first-time job seekers, which shows us how the social safety net can support or fail people. Our work with small family-owned business and Fortune 500 companies grants us insight into how sustainability initiatives—economic, social, and environmental—simultaneously support growth and serve the greater good.

Our Purpose

Connecting People and Work

Our Vision

To be the talent solution for the changing world of work

Our Values

Be Accountable - We empower our people to take personal responsibility and make an impact.

Be Optimistic - We believe there is a solution to every problem. By being innovative and working together, we can find new ways to get results.

Be Passionate - We believe in what we do, are committed to doing good, and will go above and beyond the call of duty for our clients and workers.

Be Respectful - We listen and learn from each other, embrace diverse views and experiences, and know that finding successful solutions comes from working together.

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



GLOBAL IMPACT



730,000 ASSOCIATES



300,000 FULL-TIME ANNUAL HIRES



150,000 CLIENTS WORLDWIDE



30,000 VETERAN HIRES



6,700 SUPPORT & OPERATIONS STAFF



70+ COUNTRIES SERVED



900+ LOCATIONS IN NORTH AMERICA

TrueBlue is a leading provider of specialized workforce solutions that help clients achieve business growth and improve productivity, connecting approximately 730,000 people with work in 2018. TrueBlue's PeopleReady segment offers industrial staffing services. Our PeopleManagement division's three brands provide on-site contingent staffing via Staff Management, productivity-based services via SIMOS, and commercial driver staffing via Centerline. PeopleScout offers Recruitment Process Outsourcing (RPO) and Managed Service Provider (MSP) solutions to a wide variety of industries. We are one of the largest industrial staffing providers in the United States, and we are the world's top recruitment services provider.

TrueBlue is the employer of record for everyone who works for us. We refer to our internal operations and support staff as employees. When someone is assigned to work for our clients, they are an associate. PeopleScout clients directly hire our recruits that we search for.

A woman wearing a yellow hard hat and a high-visibility safety vest is smiling and talking on a white mobile phone. She is also holding a tablet computer in her left hand. The background is a blurred construction site with other workers in safety gear.

Creating Opportunity

A job provides more than a paycheck. People gain pride in a job well done, self-reliance, a community of their peers, and the chance to create a better future. As the world of work continues to change, TrueBlue strives to help people maintain their employability by providing opportunities to learn new skills, processes, and technologies, and prepare themselves for the next step on their career paths.

FLEXIBILITY PROVIDES STABILITY

Every person who comes to work for a TrueBlue staffing division—PeopleReady, Staff Management, and Centerline—has chosen temporary employment for their own reason. Take these stories from around the world:



Alex moved cross-country for a few months to take care of his ailing mother and worked at PeopleReady because it gave him the flexibility to fit jobs around care-giving responsibilities.



LaShonda's three children have June birthdays. She works some weekend shifts in the spring, so she can afford the parties.



Erika and some of the other teachers from her school turn to Staff Management for summer jobs because they know seasonal work will be available.



After the company Jaime worked for closed down, he returned to PeopleReady. Showing off his skills and reliability to our clients has always resulted in a permanent job for him.



When job searchers need career guidance, the PeopleCorner Talent Community offers free guidance. Visitors find life hacks that help them stay productive, prepare for interviews, or plan a lifelong career trajectory.

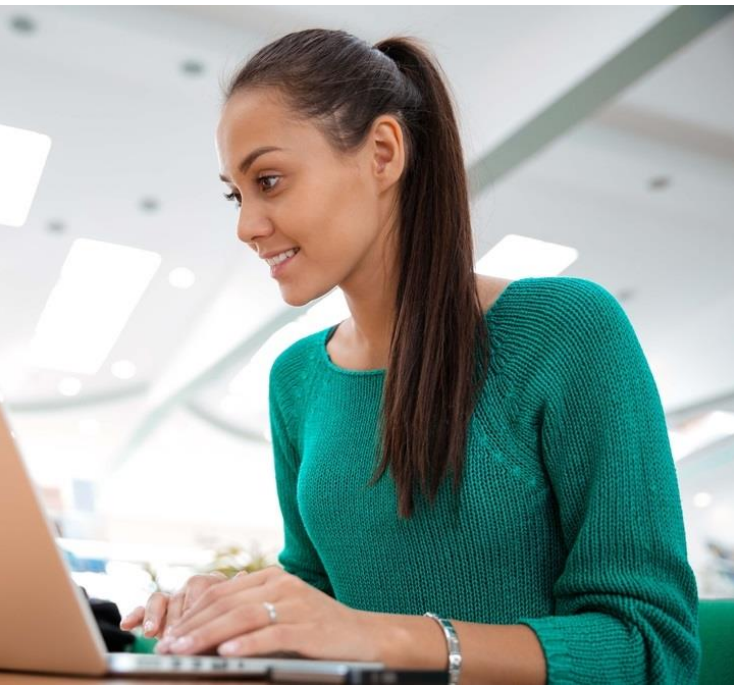
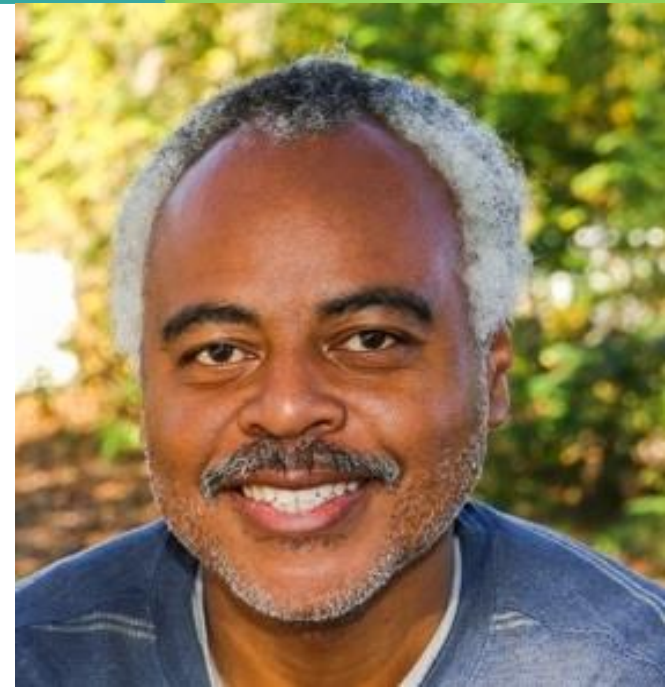
Our recruiters collaborate with community and technical colleges, unemployment centers, and non-profit agencies, such as Goodwill, Skills for ChicagoLand's Future, and Ready, Willing, and Able, a New York-based second-chance transition program. Together, they create innovative programs to help clients and workers identify and close skills gaps, role play for interviews, and connect with wrap-around services, such as transportation and childcare.

Furthermore, TrueBlue staff provide soft-skills training, career coaching, and connections to education resources. We provide a bridge to permanent, full-time employment for thousands of temporary workers each year, including the long-term unemployed, people seeking second chances after serving time, individuals with disabilities, and veterans.

WORKUP ASSOCIATE TRAINING

TrueBlue's PeopleReady division launched WorkUp skills training in 2018. The program, established in conjunction with Penn Foster college, offers free training to our on-demand and skilled-trades associates. The pilot started in two regions, and PeopleReady plans to offer it nationwide by 2020. WorkUp offers a range of 20 courses, from soft skills and work readiness to construction trades to electrical. Associates who work just eight hours for the company gain access to the online, mobile-enabled courses of their choosing. So far, more than 1,000 associates have enrolled and at least 20 have completed their classes.

Our first grad, who completed the solar installation course, perfectly illustrates the potential of this program: "One day I walked into the PeopleReady branch and was shocked to see you offer the exact program I was interested in," Paul said. "It blew my mind. At first, I thought, 'There's no way. I couldn't believe it was free! But I signed up, and completed the it. This is the real deal.'"



EDUCATION INNOVATION BRINGS RETENTION

A food manufacturer, in Pennsylvania, tasked Staff Management with strengthening recruitment tactics and implementing strategies to increase fill and maintain low turnover rates within the contingent workforce. Our onsite management team surveyed workers at the facility to learn what they cared about most and used these insights to improve engagement. We discovered that associates wanted to advance to higher positions with the manufacturer but didn't meet the educational requirements. In partnership with the client and a local career center, we launched an onsite education program to help our associates meet their goals. A tutor visited the facility weekly and taught courses to prepare associates for their GED tests. Five associates earned their GED after three months in the new program and are now eligible to become permanent employees for this manufacturing client.

PUTTING JOBS IN POCKETS

Today, thousands of our associates and recruits find work because the jobs come to them. 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. Here at TrueBlue, we're transforming our business for a digital future with the introduction of our JobStack mobile app at PeopleReady and our Affinix platform at PeopleScout.



With JobStack, PeopleReady associates gained more control over their lives and work. Before JobStack, associates waited at branches for assignment. With JobStack in their pockets, they now see alerts about nearby assignments that match their skills. They get to choose the jobs that fit their availability. For those struggling to balance childcare, a second job, or caregiving duties, this flexibility often tips the balance between employment and unemployment.

When associates combine JobStack with a paycard or direct deposit, associates gain even more control of their time. They get to skip the drive to the branch to pick up their pay checks. They don't need to worry whether a bank is open or visit the check-cashing store. Paycards grant workers the convenience, flexibility, and safety of a debit card. Most importantly, unbanked associates save money since they no longer need to use expensive cashier's checks and wire transfers to pay their bills.

PeopleScout created an innovative hiring platform for sourcing, screening, and placing a permanent workforce. The platform has led to higher candidate conversion rates, reduced time to fill positions and increased client satisfaction. Affinix is a mobile-first, cloud-based platform and includes an app that creates a consumer-like candidate experience and streamlines the sourcing process. Essentially, it also puts jobs in the pockets of recruits Today, all an applicant needs to apply and interview for a job, is their smart phone. Affinix combines the best of technology and human touch to make the hiring process more efficient for our clients and to personalize the experience for applicants. It makes finding a job as easy as shopping online.

affinix[™]
BY PEOPLESOUT



BALANCE POINT

For those struggling to balance childcare, a second job, or caregiving duties, this flexibility often tips the balance between unemployment and employment.

AWARD-WINNING TECH

Affinix won the HRO Tektonic Award for candidate experience and Brandon Hall Group's Gold Award for the "Best Advance in Recruitment Process Outsourcing Technology."





PeopleReady:

Flexible, on-demand and contingent associates with general and highly specialized skills for industrial clients



Centerline:

Flexible and fully staffed commercial driver solutions



Staff Management:

Comprehensive on-site management of scalable workforces



SIMOS:

Engineering-based labor management



PeopleScout:

Talent solutions for recruiting permanent employees



FOCUSING ON SAFETY

Safety is at the heart of everything we do. In fact, in its inception TrueBlue created a market around providing workers compensation, safety equipment, and training to an industry that often left injured employees with no recourse—safety was and is, at its core, our first step in being a force for good.

We can't achieve our mission of putting people to work and changing lives every day if our temporary employees don't come home safely at the end of each work day. This pledge spurred us to create [BeSafe](#)—a set of common processes and best practices that apply to all TrueBlue business lines.

Safety starts with awareness, so we train branch and operations staff to recognize worksite hazards and how to mitigate them. Upon hiring, PeopleReady associates take general safety training and must pass a safety assessment. Staff Management associates receive safety training specific to their jobs and worksites, during their on-boarding process.

We coach associates to say no to work they are not trained for or that they think is not safe. We encourage them to call Nurseline to ensure they get the proper care if they are injured. For employees who do not have or cannot afford their own gear, we issue

TrueBlue has reduced its incident rate by 50% since 2006. BeSafe means we understand that the ultimate form of respect is to bring people home safe and sound.



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

When we assign workers to jobs, we perform worksite safety evaluations and let our clients know that we expect them to provide site- and job-specific training as well as safety equipment. TrueBlue staff and safety specialists consult to determine which clients they will spend more time with to further evaluate and address safety concerns.

Simply put, our commitment to safety is part of the bedrock of what it means to be TrueBlue. With BeSafe, we analyze safety trends and implement new initiatives to ensure we have the right programs for the right business lines working under the right circumstances.

LEADING CHANGE

TrueBlue initiated conversations with the U.S. Occupational Safety and Health Administration (OSHA) and initiated an industry-wide conversation with the agency to update the its Temporary Worker Initiative.

A man in a black t-shirt and blue jeans is talking on a cell phone. He is standing next to a white van. In the foreground, there is a large pile of furniture and debris, including a wooden chair, a table, and several bags of trash. The background shows a residential street with trees and houses.

A Force For Good

TrueBlue is a force for good. Ever since our first office opened 30 years ago, TrueBlue has been putting people to work and helping change lives. We are committed to the well-being of our employees and workers, and to the communities in which we live and work. We make a difference in the lives of the 730,000 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 coach clients about the benefits of hiring veterans and publish hiring guides with tips to ease the integration. Moreover, our [Veterans Corner Blog](#) features articles written by and for military veterans and military spouses, with insight about the transition and specific guidance during this potentially delicate time.

We don't just talk about our dedication to veteran hiring—we put muscle behind it with recruiters focused on military recruiting. TrueBlue has placed more U.S. military veterans and spouses in full-time employment than any other recruitment firm in the world. Last year, we paired more than 30,000 veterans with temporary and permanent work.

And our pledge to veterans doesn't end at the U.S. border. We have already begun exploring how our PeopleScout business can accelerate veteran recruiting in Australia, Canada and the United Kingdom.



VETERAN TALENT EXCHANGE

PeopleScout launched the Veteran Talent Exchange on Veterans Day 2013. This innovative program provides veterans more possibilities to be placed into positions that are right for them. In most hiring systems, when a candidate is not hired, the process ends. However, our Talent Exchange invites veterans who do not find employment with one client to continue the process and potentially be matched with another talent exchange partner.



HIRING OUR HEROES



A RECOGNIZED LEADER

- ❖ TrueBlue, was a founding member of the national advisory circle on the Veteran Employment Advisory Council (VEAC) and the U.S. Chamber of Commerce Foundation Hiring our Heroes (HOH). TrueBlue connects service members, veterans and military spouses with career opportunities at TrueBlue and its clients.
- ❖ The Military Times named us a Best for Vets Employer, and for the fourth year in a row, we earned Victory Media's Military Friendly Employer designation.
- ❖ PeopleScout was named a 2018 Military Friendly® Employer. This is the fourth consecutive year PeopleScout received the honor.
- ❖ Our lead veteran recruiter took part in "The Talent Advantage: Untapping your talent pipeline with a Veteran solution" webinar with the Ready to Work Business Collaborative.



REBUILDING COMMUNITIES

When disaster strikes, TrueBlue is one of the first to respond to clean up and rebuild our communities. Our on-demand labor provider, PeopleReady, excels at quickly mobilizing to help businesses repair their facilities and staff up.

The day after Hurricane Florence, PeopleReady staff was on the scene. 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 easily find jobs near them that match their skills and experience.

Our response teams often spend their free time volunteering to babysit, assemble aid packages, and assist with rebuilding.



PROVIDING SECOND CHANCES

Every day, thousands of people have been unable to find jobs, simply because they have been out of work for an extended period. They may be wrongly perceived by potential employers as less employable. We are proud to play a role in finding jobs that will develop their skills and put them on a new path. TrueBlue joined the [Ready to Work Business Collaborative](#), a non-partisan business-led organization that brings together employers who are interested in successfully hiring and retaining ready to work talent consisting of the long-term unemployed, the under-employed, veterans, and others who may have been overlooked.

The link between employment and reduced recidivism is undeniable. People who need a second chance can find it with TrueBlue, including those with criminal records. Jobs help reduce recidivism by providing community, predictable routines, and paths to stability. Annually, we employ 25,000 people who have criminal records. If people want to work, we will match them to a suitable job. In some cases that means we need to educate clients about the rights of people who have served time and the benefits of working with those who are motivated to prove their reliability. At PeopleReady, we only run background checks when required by law or requested by our clients.

Our government relations team advocates for Career and Technical Education, particularly in middle and high schools, as well as training programs that serve the unemployed. We also advocate for legislation that makes it easier for people to get back to work. TrueBlue was a sponsor of Washington State's Certificate of Rehabilitation of Opportunity (CROP) Act, which paired community-supported attestations of rehabilitation with limited liability for employers.



GROUNDWORKS: PREPARING THE WORKFORCE FOR THE FUTURE

Groundworks, our corporate citizenship engagement program, exists to Prepare the Workforce for the Future. Groundworks combines advocacy and volunteer leadership, philanthropy, and education and training programs.

Groundworks empowers employees to lead as volunteers, advisors, or board members with organizations that speak to their passions. Employees who volunteer at nonprofits that address Groundwork's mission can apply for Seed Fund grants. We have provided grants for a variety of organizations from large to small, primarily local organizations that focus on education and skills training, second chances integration, and wrap-around services to support a resilient workforce.



Groundworks is aligned and integrated with company goals and our corporate culture. The program inspired and coordinated the implementation of WorkUp, PeopleReady's associate skills training program. Groundworks also promotes TrueBlue's continued advocacy with policy makers and community leaders to advance career and technical education and other policies that enable employment.



Sample of our Grant Recipients

Patriotic Hearts
Hire Heroes
Goodwill
United Way
Skills for Chicagoland's Future
Big Brothers & Big Sisters

Grant Criteria

- ❖ *Only employees can apply for grants*
 - ❖ *Applicant has significant connection with the organization as a volunteer or board member*
 - ❖ *Organization provides services to prepare the workforce for the future.*
 - ❖ *Seedfunds stay in the community where the applicant volunteers.*
-

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. Whitepapers and blog articles, available to all employers, promote worksite safety, introduce best practices for recruiting and retention, and contextualize big data.

PeopleScout and Staff Management publish a quarterly [Global Unemployment](#) report, in conjunction with HRO Today, a leading human resources news source. The report provides vital information for predicting high-potential locations for expansion and recruitment. Our annual [Compliance Trends](#) report alerts employers about new laws that could affect their business and employees.

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. We serve with

- ❖ *Associated Builders and Contractors workforce development committee*
- ❖ *Hispanic National Chamber of Commerce*
- ❖ *HRO Today Services and Technology Association*
- ❖ *Human Capital Industry Advisory Board for Wharton's Center for Human Resources*



ANTICIPATING CHALLENGES

Staff Management developed innovative technology that enables clients to anticipate challenges by as far as 12 weeks. These capabilities enable our teams to anticipate labor shortages and ensure proper timing for recruiting and scheduling initiatives. The information we share gives clients a chance to alter their production schedule to align with existing workforce's availability and our timetable for onboarding new recruits.

NEXT TALENT SUMMIT

PeopleScout's annual thought leadership forum, the NEXT Talent Summit, brings together industry thought leaders and experienced talent acquisition and workforce management professionals to learn and network. Our clients join industry leaders and hear directly from those who are driving talent acquisition and workforce management towards what's next.



WE CREATE VALUE

- ❖ *85% of clients surveyed by TechValidate said PeopleReady's performance rated better than our competitors*
 - ❖ *PeopleScout retains 98% of its clients and 95% of them expand on their contracts*
 - ❖ *Staff Management won Inavero's Best of Staffing Client Award, receiving client satisfaction ratings eight times greater than the industry's average*
-



A photograph of three women sitting around a dark wooden conference table in a modern office setting. The woman on the right is speaking and gesturing with her hands. The woman in the middle is listening intently with her hand to her chin. The woman on the left is also listening. The background features a brick wall and a window. On the table, there is a straw hat, a white coffee cup, and some papers.

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.



HEALTH & WELLNESS

Our health and wellness program includes elements that support work-life balance. For instance, the employee assistance program (EAP) pairs employees with clinicians to address family and relationship issues, anxiety and depression, addiction, caregiving, and more. Other programs address tobacco cessation, incentivize physical activity by linking reimbursements for fitness center dues to usage, and support team members who have children with special needs.

PERSONALIZED HEALTH CARE

To help employees understand and improve their health, TrueBlue introduced a program to provide free and confidential biometric screening for factors such as blood pressure, weight, cholesterol levels, etc. We made participation easy by providing multiple options: a screening day at our headquarters, free visits to diagnostic centers, or employees' doctors. Screening was enhanced with an online questionnaire that assessed factors such as stress, work/life satisfaction, and safety practices. To incent participation, we granted TrueGratitude recognition purchasing points.

The personalized summaries provide recommendations and resources. Individuals with heightened health risks were also invited to participate in an online health coaching program or offered one-to-one health coaching to support people to quit smoking, maintain healthier weight, manage stress, or address chronic disease.



GIVING NEW PARENTS TIME

In 2018, TrueBlue expanded Paid Parental Leave benefits to allow employees up to four weeks of paid time off for maternity, paternity, and adoption. Many employees take advantage of flexible and alternative schedules and remote work options.



DEVELOPING WITH INTENT

Intentional career growth involves planning, learning, and seeking opportunity. TrueBlue's Full Performance strategy for employees incorporates all three elements. This strategy supports our resolve to foster a culture that enables all employees to realize their full professional potential and cultivate a qualified bench of future leaders.

Individual Development plans identify specific skill gaps and development goals and chart a path for growth. We aim to strengthen skills that transfer across roles, service lines and functions. Managers meet regularly with employees to discuss their plans, and yearly assessments provide a formal process for tracking progress. This standardized process also ensure employees in similar positions are similarly evaluated.

Our online training platform, TrueBlue University, offers extensive course options. Instructor-led courses, field training specialists, and our learning library materials focus on more complex topics. Some compulsory courses are assigned by role. For instance, branch staff must complete a set of employment-related compliance courses. Employees can also design their own learning paths to perfect technical skills, prepare for other positions, or enhance management and leadership potential.

When a position opens, we look first at our own team and promote from within as often as possible. Several leaders, who started by answering client calls at branches and now lead large teams, can attest to this. Since our footprint spans the globe, geographic mobility supports more options.

TrueBlue actively monitors our employees' satisfaction with their work, management, team members, and engagement with TrueBlue, through periodic employee satisfaction surveys. Employees have responded to our on-going efforts to foster a culture of engagement and meaning in the work they do every day, as illustrated by our most recent employee satisfaction score of 75%—our highest, ever.

EMPLOYEE RESOURCE GROUPS

Employee Resource Groups (ERGs) are voluntary, employee-led groups who join together in the workplace based on shared characteristics or life experiences, creating an opportunity for support, enhanced career development and personal development in the workplace.

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 and cultural awareness.

To date, five councils bring employees together with their peers throughout the enterprise.

- ❖ Women in Leadership
- ❖ African American Resource Connection
- ❖ Be Proud—LGBTQ+ and allies
- ❖ VETS—Veteran Employee Talent Society
- ❖ HOLA—Hispanic Opportunity & Latin Awareness

HONORING OUR DIFFERENCES

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

TrueBlue established a Diversity and Inclusion Council (D&I Council) as part of our strategy to create this culture. More than 20 employees, across multiple divisions, volunteer their time to serve. The council designs and launches initiatives that advance acceptance and inclusion. It reports regularly to executive leadership, who briefs our Board of Directors on a quarterly basis.

The Council also sponsors training to build awareness, including a powerful session related to sexual identity and gender transition. Moreover, the company-wide Origins initiative, created a platform for co-workers to share their stories with each other. Through these experiences, we learn how our differences build stronger teams and how our histories reveal similarities.

TrueBlue has assembled a diverse internal employee workforce. Today, women hold nearly 40% of positions for vice president and above, and our Board of Directors garnered recognition for the depth of its diversity. TrueBlue resolves to ensure gender representation at board, senior management, and workforce levels.

As of 2018, women fill more than half of our open positions for managers—a significant increase of 18% in just a year's time—and over a third of the company's employees are minorities. Our

employees span the generations, too, with more than 40% of us representing Baby Boomers and Generation X. In other words, not only does TrueBlue champion a diverse and inclusive work force, but we continue to see this reflected in the employees who make our mission possible every day





MODELING THE WAY: DIVERSITY IN PRACTICE

In 2018, Eric De Los Santos, associate general counsel and senior director of employment law, was appointed president of the National Filipino American Lawyer's Association, which recognized Eric's long-standing dedication to diversity. Eric also promotes D&I as Chair of the Employment & Labor Law Network of Association of Corporate Counsel.

Maggie Lower, TrueBlue's chief marketing officer, was identified by the Financial Times as an OUTstanding LGBT+ Role Model for 2018. The list has recognized LGBT executives and allies, who are not only successful in their own careers, but are also driving cultural change and creating workplaces for other LGBT people.

National Association of Corporate Directors (NACD), representing more than 19,000 corporate board members, selected TrueBlue as an inaugural recipient of its NACD NXT Recognition Awards. TrueBlue won the small cap category and was recognized for not only our board, but for every level of hiring.



Staffing Industry Analysts named four TrueBlue executives to its list of “Global Power 150 Women In Staffing Industry,” including PeopleScout President Taryn Owen, PeopleReady Senior VP of Specialty Services Shannon Kahn, Staff Management Senior VP of operations Loree Lynch, and PeopleReady Senior VP and Chief Sales Officer Kristy Willis.




HRO Today magazine repeatedly recognizes PeopleScout as a global market leader, including naming four leaders as HR Superstars and featuring the company as a Bakers Dozen Leader list.



The American Business Awards granted PeopleScout its Silver award for innovation in response to shifts in the talent acquisition landscape. This includes the launch of the company’s Affinix talent technology platform and the significant expansion of both its global delivery capabilities and service portfolio to include global Managed Service Provider (MSP) and total workforce solutions.



TrueBlue is proud to play an active role in the Ready to Work Business Collaborative (RTWBC). The RTWBC is a non-partisan business-led organization that brings together employers who are interested in hiring and retaining ready to work talent among the long term unemployed, the under-employed, veterans, people with disabilities and opportunity youth.



Shrinking our Environmental Footprint

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



UNDERSTANDING OUR ECOLOGICAL FOOTPRINT

TrueBlue remains committed to managing our environmental impact, including understanding and recognizing opportunities for improving carbon and energy emissions, water usage, and hazardous waste, as well as finding way to use sustainable and renewable products and energy sources. Our Corporate Environmental Policy addresses the importance of this awareness and describes actions designed to reduce our impact.

Our core purpose of connecting people to work means the we do not produce or manufacture tangible goods. TrueBlue does not run extensive facilities or plants that emit large amounts of carbon or other non-renewable energy nor does our business require the use of hazardous materials.

Nevertheless, TrueBlue understands that our daily activities affect the environment. The bulk of our impact derives from Energy, Office Supplies, Waste, and Travel.

We operate more than 650 branches and a number of corporate support centers. Each location requires electricity, and is stocked with office supplies and equipment, which eventually flows into the waste stream. To conduct routine business, staff and associates drive to and from worksites, every day, while operations and support staff fly to attend client meetings and conferences.



[READ TRUEBLUE'S CORPORATE ENVIRONMENTAL SUSTAINABILITY POLICY TO LEARN ABOUT OUR PROGRAM IN MORE DETAIL](#)

COMMITTING TO SUSTAINABILITY

We have laid the groundwork to formally incorporate environmental awareness in our decision making and will continue these efforts through 2019 and beyond.

To make informed decisions and determine whether our efforts yield results, we will partner with an energy management service to measure how much water and energy we use.

While measuring and reporting to establish a baseline, we will institute practices aimed at curbing our environmental impact. Whenever practical, we will reduce air travel and miles driven and, instead, depend on video conferencing and other telecommunication tools.

To limit our use of natural resources and our waste stream, TrueBlue is dedicated to finding creative ways to reduce the amount of paper we use. The company's purchasing, facilities, and real estate departments continually explore additional options to source and purchase sustainable and recycled supplies and equipment.

TrueBlue's Corporate Citizenship Committee consults with and involves department stakeholders to evaluate and implement efforts to reduce our footprint. We have laid the groundwork to formally incorporate environmental awareness in our decision making and will continue these efforts through 2019 and beyond.

We commit to the following goals and initiatives:

- ❖ Monitor and disclose our water use
- ❖ Disclose information on energy derived from renewable sources
- ❖ Use third-party environmental management system to help TrueBlue recognize, manage, and implement improvements in our energy usage across our operations and business





BUILDING ON PREVIOUS EFFORTS

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

For example, we purchase Energy Star compliant computers and remove screensavers and automate sleep and shutdown status, which cuts energy use. At our support centers, smart thermostats automatically adjust heating and cooling during work and non-work hours, and we reclaim energy from our data centers and elevators to provide supplemental heat for the building. As we transition more of our IT infrastructure to the cloud, we will rely less on large, energy intensive, on-site servers.

To reduce miles driven and carbon emissions, we encourage staff to take public transportation and provide bike racks and lockers. We also situate our branch offices in strategic locations, based partly on proximity to public transportation and the neighborhoods where our associates live.

We continually search for opportunities to use sustainable, recycled, and non-toxic products in our facilities and to recycle or repurpose supplies. One example: we give office equipment and electronics a second life by donating them to non-profit organizations. We recycle any that are beyond second use, including batteries. We also offer this recycling service to employees for their own computers and home electronics.

LEVERAGING TECHNOLOGY FOR SUSTAINABILITY

We leverage technology to minimize environmental impact. PeopleReady's JobStack app drastically reduces the miles that each of our associates must travel to work since they no longer have to travel to the branch to be assigned a job. Now, they select the job they want and drive straight to the jobsite. Additionally, we pay most of our associates via electronic pay cards, which cuts more miles by eliminating yet another trip to the branch. Likewise, our Affinix platform allows PeopleScout's candidates to apply, meet recruiters, and conduct interviews via video conferencing, which further reduces miles driven.

USING TECHNOLOGY FOR SUSTAINABILITY

We leverage technology to minimize environmental impact. PeopleReady's JobStack app drastically reduces the miles that each of our associates must travel to work since they no longer have to travel to the branch to be assigned a job. Now, they select the job they want and drive straight to the jobsite.

Additionally, we pay most of our associates via electronic pay cards, which cuts more miles by eliminating yet another trip to the branch.

Likewise, our Affinix app allows PeopleScout's candidates to apply, meet recruiters, and conduct interviews via video conferencing, which further reduces miles driven.

SETTING SUSTAINABLE EXPECTATIONS

TrueBlue's Supplier Code of Conduct requires all TrueBlue vendors to pledge to protecting the environment and responding to the challenges posed by climate change. We require suppliers to comply with all applicable environmental laws and regulations regarding hazardous material, emissions, and waste/wastewater discharge. Additionally, we expect suppliers to take measures to reduce their waste, water, and energy consumption.



A photograph of four diverse business professionals (two men and two women) in a meeting. They are all smiling and clapping their hands, suggesting a positive and collaborative environment. They are seated around a table with papers and a laptop. The background is slightly blurred, focusing attention on the people.

Acting Ethically

We are committed to our core values and to operating as an ethically responsible and trustworthy company. Our shareholders, clients, employees and others who work with, for, or on behalf of us, rely on us to do the right thing, and this is a responsibility we proudly embrace. We strive to promote equality, diversity and respect for human rights in everything we do.



PROTECTING HUMAN RIGHTS

Every person deserves to be treated with respect, free of coercion and intimidation, and safe from violence. These are the most basic of human rights. As an employment company connecting hundreds of thousands of people with work annually, TrueBlue recognizes the risks related to violation of human rights in the employment context, including the risk of discrimination, inadequate health and safety in the workplace, forced labor, child labor, and violation of work hours, wages, and benefits rights. We do not tolerate this behavior, and our employment policies proscribe these behaviors, enact measures to prevent them, and administer procedures for reporting and responding should the policies be violated. The following collective practices constitute TrueBlue's policy on human rights.

TRAFFICKING & MODERN SLAVERY

While it should go without saying, we absolutely and unequivocally condemn human trafficking and slavery. Our commitment to this is reflected in our policies and actions toward our employees, vendors, clients, key stakeholders, third parties, and the communities and countries where we do business. Several policies communicate our strict prohibition against any action comprising or facilitating forced or child labor, human trafficking or modern slavery within our business, including [Our Code of Conduct and Business Ethics](#); [Supplier Code of Conduct](#), and Modern Slavery and Human Trafficking Policy. In addition, our Supplier Code of Conduct requires all prospective suppliers in the U.K. to certify their

compliance with the United Kingdom's Modern Slavery Act 2015. TrueBlue respects the rights of all minority groups and genders.

Our hiring procedures, screening, and documentation minimize the risk of slavery and human trafficking. For example, we verify work eligibility for all employees and do not hire individuals under the age of 18.

TrueBlue requires all employees to complete various trainings that reflect such dedication to human rights. TrueBlue employees, vendors, clients, and key stakeholders are encouraged to report formal concerns and grievances via TrueBlue's iComply and Compliance Alert solutions. Furthermore, the company expects and requires all its customers and suppliers to maintain a similar dedication to preservation of human rights and to report any concerns or grievances regarding TrueBlue's human rights directly to TrueBlue.

EQUAL OPPORTUNITY & ADA

TrueBlue is an equal-opportunity, people-centric company. We promote an inclusive, engaged workplace culture that attracts and retains a diverse and talented workforce. All employment practices and activities are conducted on a non-discriminatory basis. We have a zero-tolerance policy for harassment and violence. Anti-harassment, workplace violence, diversity and ethics training is included in our onboarding and training curriculum for all of our employees.

Providing equal opportunities extends to individuals with disabilities. TrueBlue fully conforms with the Americans with Disabilities Act (ADA). Standardized hiring procedures support our policy to hire based on a person's ability to perform the duties of the job. The company offers reasonable accommodations, based on the merits and defined criteria of each situation. In 2018, TrueBlue deployed interactive training to bring more awareness to ADA compliance.

FAIR & EQUITABLE PAY

Every employee deserves a fair wage and equitable pay, based on performance, tenure, skills, and experience. To foster equitability, TrueBlue does not ask for salary history during the hiring process, we encourage internal applicants for any job openings, and we conduct periodic compensation reviews to ensure pay is based on the elements listed above.

We never charge a fee to our associates or candidates in exchange for a job assignment or placement. Compliance training for operations staff and system controls facilitate compliance with all employment and wage and hour laws, including minimum wage laws, for all jurisdictions.

TrueBlue prohibits retaliation and will not discharge, or in any other manner discriminate against, employees or applicants because they participated in collective bargaining actions or inquired about, discussed or disclosed their own pay or the pay of another.

For more detailed information, visit our [Policies Summary](#).

iCOMPLY

With the click of a mouse, iComply 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.



CODE OF CONDUCT & ETHICS

TrueBlue enjoys a positive reputation in the industry because of our commitment to our core values and the highest standards of ethical behavior, as documented in our [Code of Business Conduct & Ethics](#) (Code). We will not compromise these commitments, under any circumstance. 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.

Every year, each employee takes interactive ethics training and re-commits to following the Code. The training features real-life examples to show employees how to make ethical choices in every-day decisions. Training includes tools employees can use to speak up, seek guidance, and report concerns related to, among other topics: conflicts of interest, bribery, human rights violations, harassment and discrimination, and the manner in which we engage in political activities to advocate for public policy and our workforce. Supervisors and those who work and live out-side of the United States complete annual Anti-Bribery and Corruption training related to the Foreign Corrupt Practices Act (FCPA). In 2018, 100% of managers and above and all corporate support staff completed their annual training.

Additionally, our Compliance Department creates and administers training about new laws and regulations, audits for compliance performance, and works with company leaders to enact and modify business practices to ensure compliance.

SUPPLIER CODE OF CONDUCT

Our [Supplier Code of Conduct](#) stipulates how our suppliers and their employees should maintain the same standards as TrueBlue, in relation to human and labor rights and the environment. We expect them to protect shared data, incorporate anti-corruption standards into their business practices, and comply with the United States Foreign Corrupt Practices Act (FCPA). They must treat all individuals with respect and conform with established employment standards, maintain safe working conditions, avoid overworking their employees, 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.





SECURING PRIVACY & DATA

The nature of our business requires us to use, store, and transmit sensitive data, including personally identifiable information about recruits, candidates, contingent workers, permanent placements, our employees and our customers. We and our vendors established set of policies and procedures to help protect this information. The collected policies are organized in accordance with ISO 27001:2013, Information Technology – Code of Practice for Information Security Management, an international standard—and in compliance with other regulatory and mandates, where applicable. These policies incorporate compliance with applicable data privacy and data security rules and regulations across various jurisdictions. TrueBlue’s Chief Information Security Officer owns the policies and reports to the Innovation and Technology Committee of the Board of Directors.

Activities that we have undertaken and critical factors for the success of our data privacy efforts include but are not limited to:

- ❖ TrueBlue holds the philosophy that our data security requires highly-visible support from executive management and that data security is everyone’s responsibility. As such, all employees must complete mandatory security and privacy training.
- ❖ The information security team ensures that cyber-security remains top of mind by frequently sharing tips and alerting employees about security threats.
- ❖ A highly experienced, certified team of cyber-threat engineers implements controls as new threats arise. This team created identity and access management processes and implemented next-generation

intrusion-detection and response measures, as well as automated data protection protocols.

- ❖ Continuous audit and measurement of security controls and mechanisms are paired with an annual review and update of Information Security Policy to reflect changes to business objectives of the risk environment.

COMPLIANCE ALERT

ComplianceAlert, is a Web-based system for staff and associates to confidentially report violations of the company’s code of conduct policy, such as harassment, discrimination and/or retaliation, human rights violations, theft, fraud, and safety concerns.

Employees who experience or witness such violations are encouraged to also inform an up-line supervisor, HR Business Partner, Chief Compliance Officer, or General Counsel. Notices can be submitted through the ComplianceAlert website or via phone at 1-855-70-ALERT and if outside the U.S., call 001-877-564-9627.

Reports are promptly, thoroughly, and objectively investigated. Employees found to have engaged in discriminatory conduct or retaliation will be subject to immediate disciplinary action.

BOARD OF DIRECTORS

TrueBlue is particularly proud that our Board of Directors was honored by National Association of Corporate Directors (NACD), when it granted TrueBlue its inaugural NACD NXT Award, for breakthrough board practices that promote greater diversity and inclusion. Our nine-member board has attained 66% racial and gender diversity, including four women.

The Board of Directors has delegated to the Chief Executive Officer the authority and responsibility for implementing and monitoring the practices in this Corporate Citizenship Report.

For more information about TrueBlue's Board of Directors, committees, and the Company's management and governance, please review the [2019 Proxy Statement](#).





About this Report

A core team of company leaders involved in our efforts surveyed the many projects, small and large, that create the daily good we contribute to our communities. We are excited to share them with you in this, our first annual Corporate Citizenship Report. We will continuously engage internal and external stakeholders to further formalize and strengthen our Corporate Citizenship program, including formal measurements and goals to address the most pressing issues facing our company, our clients, our employees, and communities.

While we haven't previously publicized our activities, we have helped the industry and our clients grow as good corporate citizens. Our leaders deliver presentations, write articles and blogs, and publish whitepapers about a wide variety of topics, including talent acquisition, leveraging employment analytics, and diversity and inclusion. Our team monitors sustainability trends and connects with the CSR community, including presenting at the Public Affairs Council, serving on industry-related CSR and workforce development committees, and working with the Corporate Purpose Group, in Tacoma, Washington.

Our Corporate Citizenship Committee, composed of employees, managers, and executives, will meet periodically to assess and strengthen our engagement, social, and environmental initiatives. We will consider global initiatives, raise awareness about TrueBlue's role and responsibility as a good corporate steward, and continue to refine how we respond to human rights issues by working with stakeholders. The Committee will update, report to, and consult with the Governance Committee of TrueBlue's Board of Directors. Please refer to the [TrueBlue Investors](#) website for periodic updates about the Company, including updated statistics and quarterly financial reports.

