

**2021**

CORPORATE  
SUSTAINABILITY  
and ESG REPORT



# Growing with Purpose

**Kelly**<sup>®</sup>

**75** Years of  
Building Better  
Futures Together

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# Introduction

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Our philosophy is that sustainability is an overall approach to doing responsible business.

– **Peter W. Quigley**  
President and Chief Executive Officer



## Message from our President and CEO

Welcome to Growing with Purpose – Kelly’s Corporate Sustainability and ESG Report for 2021.

As the name of our report suggests, Kelly believes sustainable, purpose-driven growth and success is the path to a bright future for our great company, our planet, and all of our stakeholders. Kelly’s purpose of connecting people to work in ways that enrich their lives is our means of positively impacting the world, and we’re committed to fulfilling our purpose while creating positive, lasting change for people and our environment.

Our philosophy is that sustainability is an overall approach to doing responsible business. It is embedded in all strategic and business decisions we make, paving the way for meaningful social impact, sound environmental protection, and business continuity and longevity far beyond our 75+ years in business.

Sustainability at Kelly is an ongoing journey, and each year, we add to our progress from the year before. In 2021, though a year of change and significant challenges for many, we’re proud that we meaningfully accelerated our diversity, equity and inclusion efforts and re-defined our ecological footprint as our employees work in ways that best suit their lives and workstyles. We’re pleased to share these achievements and more in the pages of this report.

Part of our sustainability journey is aligning our initiatives to the ten principles outlined in the UN Global Compact. We continue to be proud signatories and supporters of this global effort now adopted across nearly 200 countries, and we’re committed to transparency and accountability as we report our ongoing progress against international standards such as the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB).

Kelly has a powerful team working with us to build a sustainable, equitable future for all: dedicated employees, great talent on assignment at our top-notch customers around the globe, a supportive board of directors, passionate supplier partners, and strong communities in which we do business. Thank you for joining us as we grow with purpose together, making the world better for future generations.

*Peter W. Quigley*

**Peter W. Quigley**

President and Chief Executive Officer



# Celebrating 75 years as a global workforce solutions provider

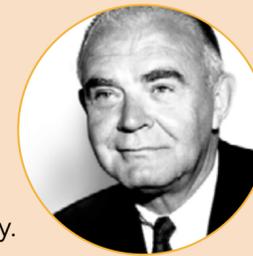
It was 75 years ago on October 7, 1946, when William R. Kelly first founded Kelly and the staffing industry, starting with only two employees. With the postwar economic boom just beginning, Kelly sought to connect women with clerical work in Detroit's thriving business districts, often for short or last-minute assignments. This approach saved customers time and money and thus, the modern staffing industry was born and so was the iconic Kelly Girl, earning national recognition for quality temporary women employees.

Kelly's Michigan-based office services soon expanded to include light industrial and electronic assembly staffing support across the country, and we've been connecting the world's best companies and employees for the last seven decades. Today, Kelly operates as five specialty business units, partnering with at least 75 of the *Fortune* 100 companies. We have a robust, global talent and supplier network and our Equity@Work initiative stands to knock down unjust barriers to employment. We're proud of our heritage of innovation and continue to recognize people for their unique talents every day.

## We are always looking to the future, and we've got a past to be proud of.

### 1946

The Kelly Services story began in 1946, when William Russell Kelly founded the modern temporary staffing industry.



### 1990s

Kelly launches its engineering, information technology, finance, education, and science specialty business units.



### 1960s

From hundreds of employees to thousands Kelly now fills light industrial, marketing, and technical positions.



### 2000s

Kelly makes key acquisitions and expands its presence to 40 countries and territories.

### 1970s

Our first European office opens in Paris, France: and we have offices in all 50 U.S. states.



### 2010s

More than 1 million workers around the world are connected to jobs through our staffing solutions and our talent supply chain network of supplier partners.



### 1980s

The Kelly workforce diversifies, and the company continues to introduce innovative solutions for customers.



### 2020s

Kelly consolidates into five specialty business units and makes several supporting business acquisitions. CEO Peter Quigley unveils our Equity@Work platform to end systemic employment barriers.



## We connect people to work in ways that enrich their lives.

As founder of the staffing industry, Kelly has been connecting talented people to great companies for more than seven decades. Small and large businesses alike trust our expertise in providing solutions that span the spectrum of specialty staffing, outsourcing, and consulting.

**W**e're always thinking about what is next in the evolving world of work. We are breaking down barriers to help people adopt new ways of thinking while embracing the value of all styles of work.

We deliver expertise in a portfolio of specialty services. Our teams develop innovative solutions that help many of the world's largest companies plan for and manage their workforce through outsourcing, consulting, recruitment, talent advisory, career transition, and supplier management services.

We offer innovative outsourcing and consulting services, as well as staffing on a temporary, temporary-to-hire, and direct-hire basis. Our suite of talent fulfillment and outcome-based solutions provides integrated talent solutions that enable companies to access skilled talent that can move their businesses forward in a way that creates a positive impact for people and our planet.





# Kelly by the numbers



2021 revenue of **\$4.9 billion**



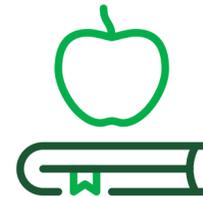
Kelly has approximately **4,500 staff members** in the United States and an additional **2,900** in our international locations



In 2021, we assigned more than **350,000 temporary employees** to a variety of customers around the globe.



**18.7%** gross profit



Principal provider of **K-12 educational staffing**.



Supported by **5,300+ supplier partners** globally.



Top 5 **scientific, engineering and office workforce** solutions provider in the U.S.



**Leading managed services provider** with \$12 billion spend under management.



#2 out of 250 on Forbes' 2021 list of America's **Best Professional Recruiting Firms**.



#2 Globally on list of Top Ten Global Champions for **Supplier Diversity & Inclusion**

# Talent promise

As champions of today's flexible and temporary workers, our **5-point talent promise** confirms our commitment to those in search of a better way to work and live, and it applies to every employee we place on assignment.

- 1 Safety:**  
We actively maintain high standards of workplace safety and data privacy.
- 2 Value:**  
We recognize your value as a flexible/temporary worker and more importantly, as a person. We expect our clients to do the same.
- 3 Well-being:**  
We support your well-being through a variety of ways to work, perks, and work-related resources.
- 4 Investment:**  
We invest our time, expertise, and resources in providing you with valuable work experiences and professional development.
- 5 Opportunity:**  
We continually expand the number and quality of our job openings, creating new opportunities for you to thrive throughout your career.





# Our values

Our values are built upon a tradition of integrity, quality, and service excellence — keys to longstanding relationships we create with customers, employees, suppliers, and communities in which we live and work.

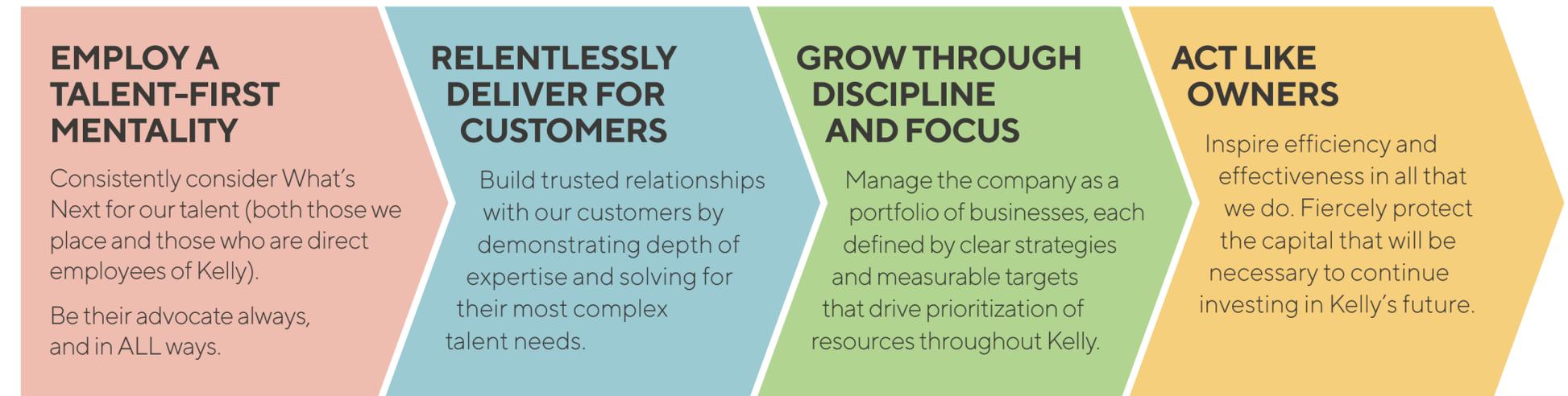
- › We are personally responsible for our actions, outcomes, and reputation.
- › We build strong relationships and create Kelly advocates for life.
- › We own and resolve customer and candidate issues with urgency.
- › We treat every customer, employee, and supplier with respect and integrity.
- › We continuously seek opportunities to innovate and improve the Kelly experience.

## Our vision

To be the most creative, insightful, and agile talent company, committed to uniting vital talent with great organizations where, together, we thrive.

## Our noble purpose

We connect people to work in ways that enrich their lives.



### We act with urgency and agility

Speed is key, and so we favor practicality over perfection. We flex and adapt quickly to changes, both externally and internally.

### We are obsessed with growth

We are relentlessly driven toward profitable growth; it is each of our responsibility to grow the business, our skills and the careers of ourselves and others.

### We know who we are

We are committed to integrity and ethics, doing what's right for our talent, living our noble purpose and courageously holding each other accountable.

### We color outside the lines

We are fearlessly forward-looking, unafraid to upset industry norms, and willing to bring forward bold, innovative and creative ideas at all levels of the organization.

### We win through our people

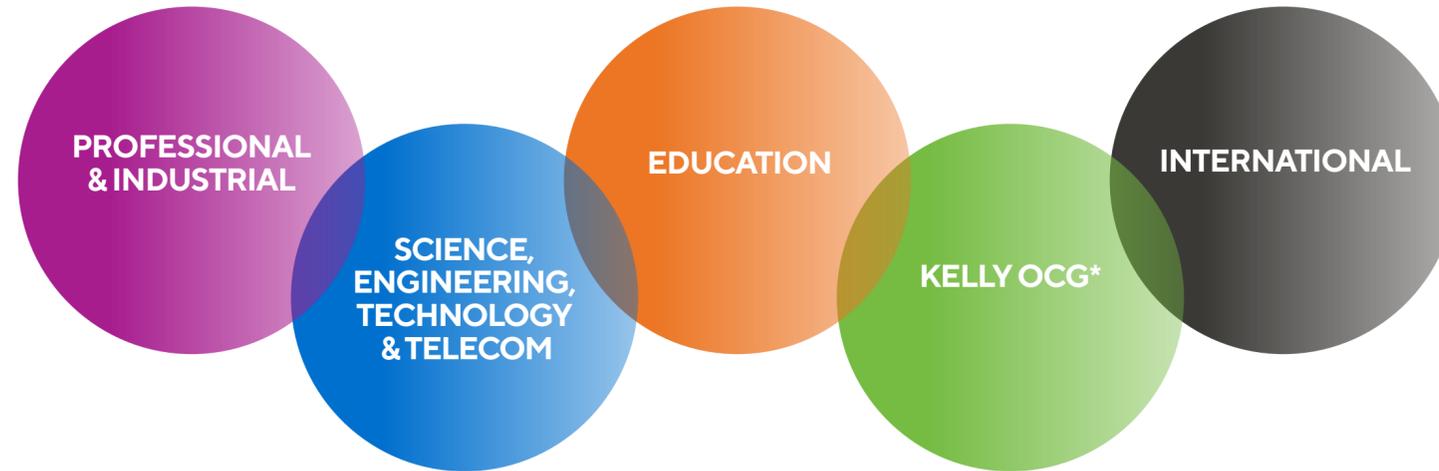
We strive to build diverse, high-performing teams who are wired to perform at their best.

### We execute with conviction

We are decisive and take intelligent risks, rooted in process and data-driven decision-making.



# Bringing our specialty vision to life.



## Our five specialties

Our business strategy is focused on five business units that deliver talent specialties to grow and address the urgent needs of ever-changing talent and market challenges. This framework allows our TEAM to accelerate value while achieving our mission of becoming a specialty talent company that delivers results for clients, talent, and shareholders.

Building on more than seven decades of industry leadership, **it's even more important right now** to sharpen Kelly's focus on specialty talent and customer needs.

<p><b>PROFESSIONAL &amp; INDUSTRIAL</b></p> <p><b>Talent Specialties</b> Contact Center Creative Finance &amp; Accounting Industrial Marketing Office</p> <p><b>KellyConnect® Contact Center Outsourcing</b> Customer Support Technical Support Remote Agent Customized Programs</p> <p><b>Managed Business Services</b> Centralized Admin Solutions Engineering Support Solutions Field Services Manufacturing &amp; Logistics Solutions</p>	<p><b>SCIENCE, ENGINEERING, TECHNOLOGY &amp; TELECOM</b></p> <p><b>Talent Specialties</b> Engineering Technology Telecom &amp; Digital Connectivity Science &amp; Clinical Government Solutions</p> <p><b>Managed Business Services</b> Centralized Admin Solutions Computer Aided Design &amp; Drafting Engineering Support Solutions Functional Service Provider Lab Management Solutions Field Services Manufacturing &amp; Logistics Solutions Project Services Technical Writing</p>	<p><b>EDUCATION</b></p> <p><b>Talent Specialties</b> Substitute Educators Teacher Placements Paraprofessionals Special Education Early Childhood After-School Programs Adjunct Professors Tutoring Solutions</p> <p><b>Talent Specialties Non-Instructional</b> Custodial Food &amp; Nutrition Healthcare Information Technology Office Administration</p> <p><b>Scope</b> Pre-K -12 Early Childhood Higher Education</p>	<p><b>KELLY OCG</b></p> <p><b>Managed Service Provider (MSP)</b> Contingent Labor Direct Sourcing Human Cloud Identity Management Independent Contractors Payroll Outsourcing SOW/RFxManagement</p> <p><b>Recruitment Process Outsourcing (RPO)</b> End-to-End Programs Project Hiring Modular Programs</p> <p><b>Talent Consulting</b> Talent Strategy Supply Chain Design &amp; Categorization Talent Market Analytics &amp; Insights Self-Managed MSP Implementation Consultation Micro Employer Value Proposition</p> <p><b>Ayers Group</b> Outplacement Executive Coaching Leadership Development</p> <p><b>Integrated Talent Solutions</b> Total Talent Solutions Guided Work™</p>	<p><b>INTERNATIONAL</b></p> <p><b>Talent Specialties</b> Local Niche Talent Life Science Practice</p> <p><b>STAFFING OPTIONS</b></p> <ul style="list-style-type: none"> <li>› Temporary Talent</li> <li>› Temporary to Hire</li> <li>› Direct Hire</li> <li>› Payroll Service</li> <li>› Local/Centralized Delivery</li> <li>› On-Site Management</li> </ul>
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\*Kelly Outsourcing and Consulting Group



## Global coverage and value chain

Our value chain consists of two categories: talent supply chain services and third-party vendors and suppliers. Our talent supply chain offers workforce solutions for suppliers, mainly through Managed Service Providers (MSP), while also supporting Staffing Solutions, Recruitment Process Outsourcing (RPO/Perm) solutions, and Business and Professional Services (BPS). Up to one percent of our supply chain enables a wide variety of solutions – the majority once again are MSP.

### Kelly Global Footprint

AMERICAS		EMEA		APAC**	
Argentina	● ●	Albania	●	Lithuania	●
Brazil	● ●	Angola*	●	Luxembourg	● ● ●
Canada	● ● ● ●	Armenia*	●	Montenegro	●
Chile	●	Austria	●	Netherlands	● ● ● ●
Colombia	● ●	Belarus	●	North Macedonia	●
Costa Rica	●	Belgium	● ● ●	Norway	● ●
Dominican Republic	●	Bosnia - Herzegovina British Indian Ocean Territory*	●	Oman	●
Mexico	● ● ● ●	Croatia*	●	Poland	● ● ● ●
Puerto Rico	● ● ● ●	Cyprus	●	Portugal	● ●
Trinidad & Tobago*	●	Czech Republic	●	Qatar	●
United States	● ● ● ●	Denmark	● ●	Russia	● ● ● ●
		Estonia	●	Saudi Arabia	●
		France	● ● ●	Serbia	●
		Georgia*	●	South Africa	● ●
		Germany	● ● ● ●	Spain	● ● ●
		Hungary	● ● ●	Sweden	● ●
		Iceland*	●	Switzerland	● ● ●
		Iraq	●	Turkey*	● ●
		Ireland	● ● ● ●	United Arab Emirates	●
		Israel	●	Ukraine	● ●
		Italy	● ● ● ●	United Kingdom	● ● ● ●
				Australia	● ● ● ●
				Cambodia	●
				China	● ● ● ●
				Hong Kong	● ● ● ●
				India	● ● ● ●
				Indonesia*	● ● ● ●
				Japan	● ● ●
				Kazakhstan	●
				Laos	●
				Malaysia	● ● ● ●
				Myanmar	●
				New Zealand	● ●
				Niue*	●
				Philippines	● ●
				Singapore	● ● ● ●
				South Korea	● ● ● ●
				Taiwan	● ● ● ●
				Thailand	● ● ● ●
				Uzbekistan	●
				Vietnam	● ● ● ●

#### Key

- Temporary Staffing
- Business & Professional Services
- Managed Service Provider
- Recruitment Process Outsourcing

\*No current MSP spend

\*\*Temporary Staffing delivered through PERSOKELLY, Joint Venture with PERSOL Asia Pacific Pte. Ltd.

## Mergers, acquisitions, investments, and divestitures

### Acquisitions

In April 2021, Kelly acquired Softworld, a leading technology staffing and workforce solutions firm that serves clients across several end-markets, including financial services, life science, aerospace, defense, insurance, retail, and IT consulting. Softworld, headquartered in Waltham, MA will continue to operate under its own brand and will reinforce Kelly’s consistent track record of growth and expertise in technology, focusing on fast-growing, high-margin specialties.



## Governance structure

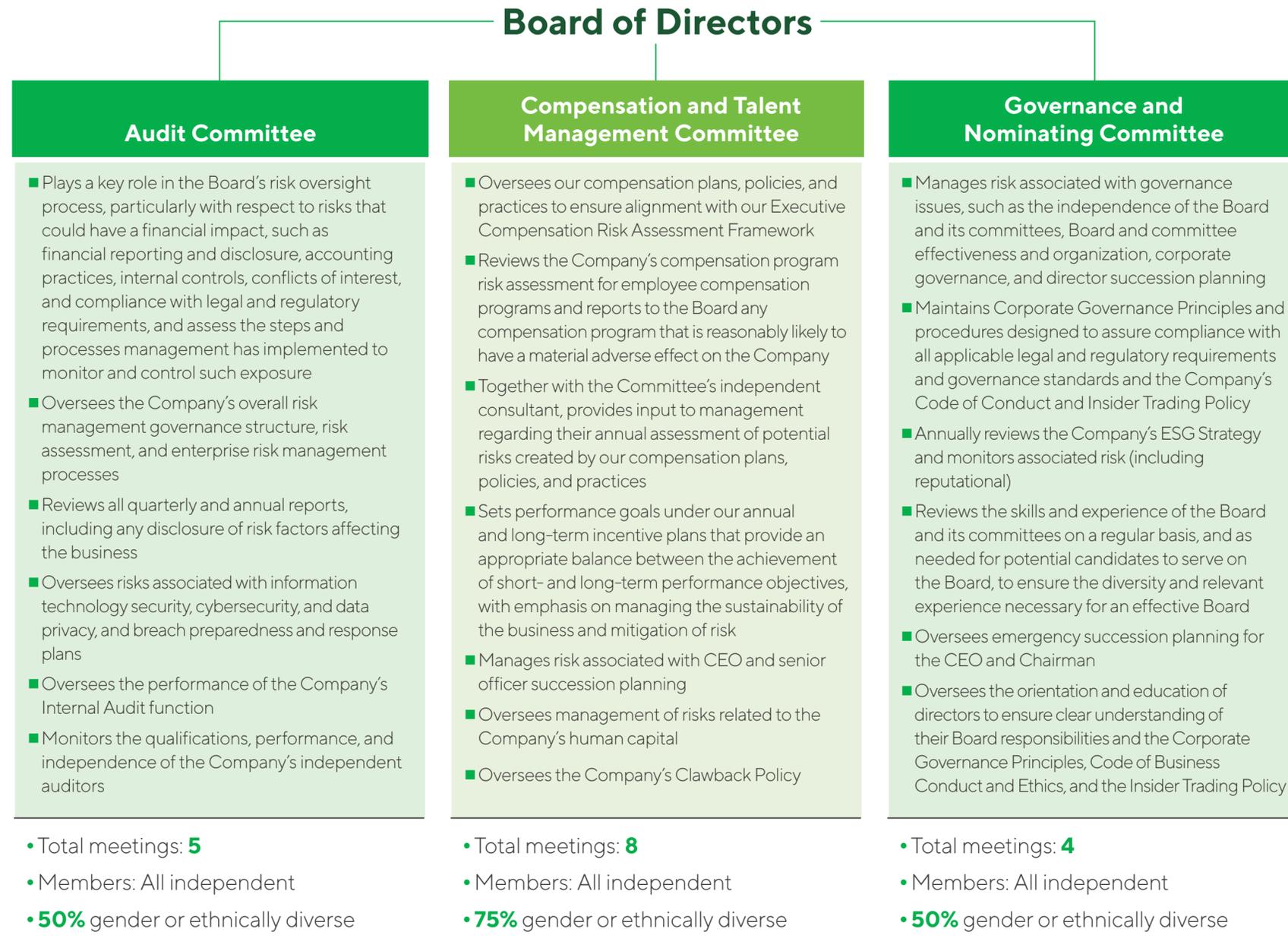
Our Board of Directors is responsible for leading effective governance over the affairs and strategy of the company, complying with policies and values of our business practices while providing long-term value for all of our stakeholders and shareholders.

Kelly complies with the listing standards of the Nasdaq® Global Market pertaining to controlled companies and commit itself to the highest principles of business ethics and corporate governance requirements, including:

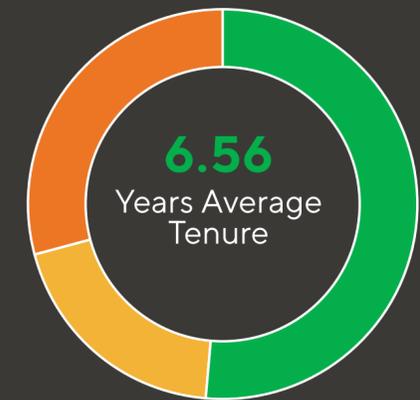
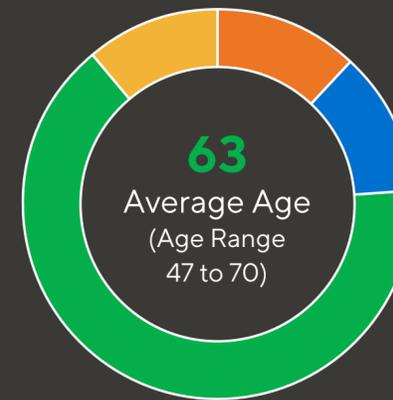
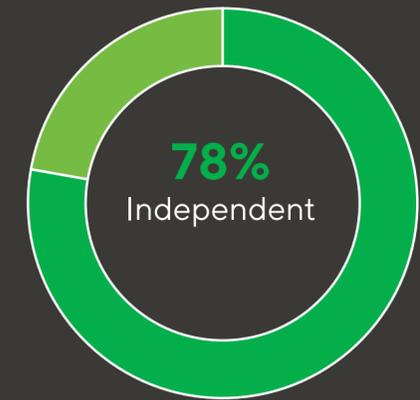
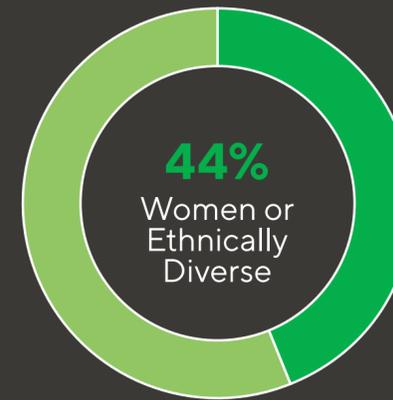
- › The Board has adopted a Code of Business Conduct and Ethics that applies to all directors, officers, and employees.
- › Kelly has a majority independent Board and fully independent Audit, Compensation and Talent Management, and Corporate Governance and Nominating Committees.
- › Each Board committee has a written charter of responsibilities, duties, and authorities, reviewed at least annually by the Board.
- › Each committee regularly reports its activities, findings, and recommendations to the Board. The Board of Directors has the authority to form additional committees for such purposes as it deems necessary.
- › The ESG Advisory Team oversees the implementation of the Corporate Sustainability and ESG Strategy and is comprised of a cross-functional leadership team chaired by the Corporate Sustainability and ESG lead. Board oversight of the Company's sustainability and ESG risks and opportunities is managed by the Board directly and through its committees.



Board composition and committees:



# Board diversity



■ 40's    ■ 60's  
■ 50's    ■ 70's

■ <5 Years    ■ 11+ Years  
■ 5-10 Years



# Kelly COVID-19 response and support

Our **Emergency Management Team** coordinated the crisis management response plan for business continuity.

Since the beginning of the pandemic, the health and safety of our employees, their families, and our customer’s workforce have been a priority. We continue our diligence to guidelines, adopt best practices that mitigate the risk of transmission of the virus and provide resources and training to balance work and life during these unprecedented times.

In 2021, we adjusted our benefit packages to offer special medical plans and benefits, waiving the financial costs of treatment and telemedicine services, as well as providing free testing, vaccination information, and facilitating access to

prescription medications. Additionally, the Kelly Learning Center (KLC) provided training on topics such as stress management, anxiety, mental health, and remote work readiness.

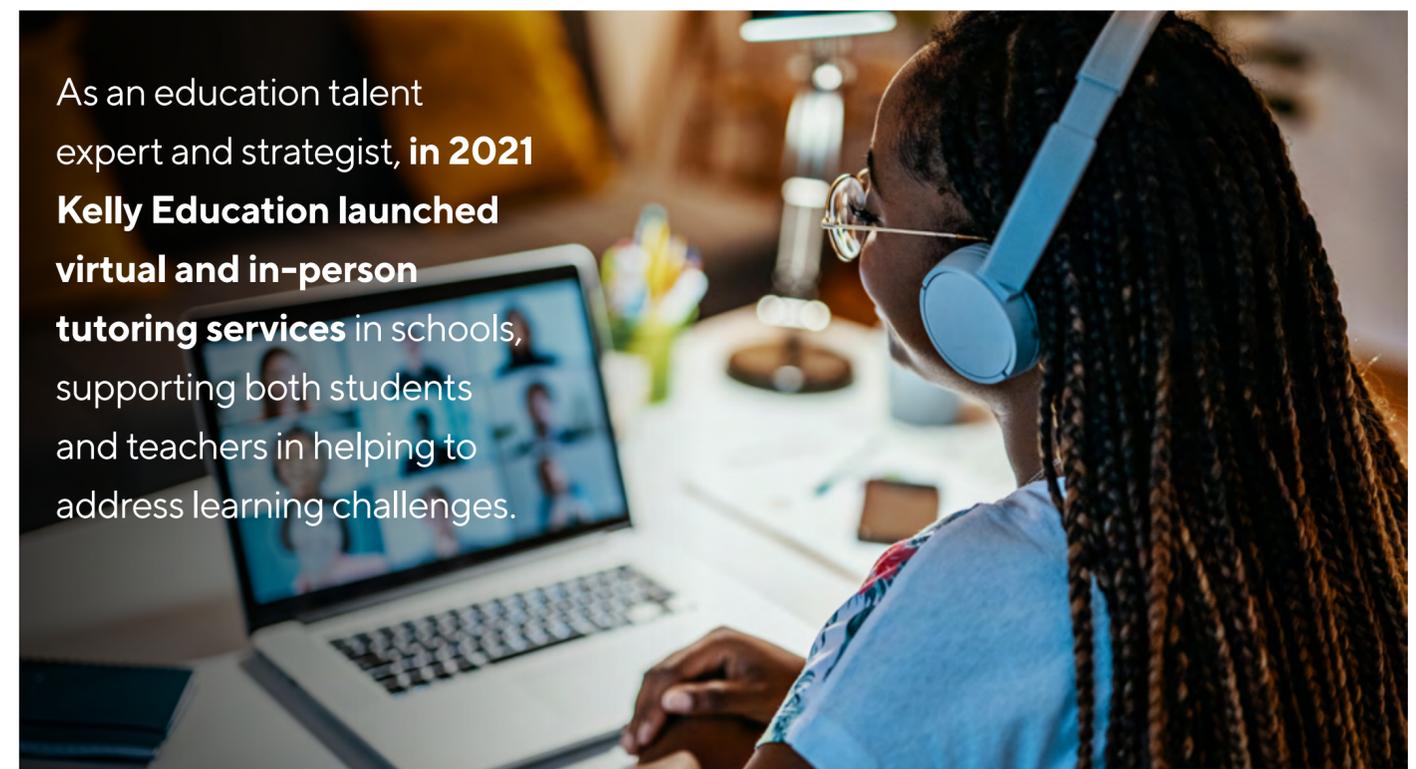
During this experience, we have also identified opportunities to support the needs of our future talent. In 2021 we launched **Tutoring Solutions** to support students and teachers in addressing learning challenges. We continue to transition through these times, learning and identifying opportunities that allow us to be resilient in delivering our promise to find the best talent and connect them to meaningful work opportunities.

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## Kelly Education, the nation’s largest education talent provider, launches Tutoring Solutions

The effects of the pandemic on students and education staff have increased anxiety and affected the learning process, with students expected to lose as much as a year of learning. As an education talent expert and strategist, in 2021 Kelly Education launched virtual and in-person tutoring services in schools, supporting both students and teachers in helping to address learning challenges.

Kelly’s **Tutoring Solutions** is designed with insights based on its work with school districts for more than 20 years. Upon completing a needs assessment, the education team develops a tutoring plan that is embedded with classroom instructions. The platform is used at schools so teachers can ensure tutoring access to students in core academic areas such as math, science, reading, and language arts, supporting their individual needs. It aligns with the school district’s institutional plan, curriculum, and desired student progress.



As an education talent expert and strategist, **in 2021 Kelly Education launched virtual and in-person tutoring services** in schools, supporting both students and teachers in helping to address learning challenges.



# Awards and recognition



Newsweek's **Most Responsible Companies** in America 2022



Kelly was named to FlexJobs® **Top 100 Companies for Remote Jobs** in each of the nine years the award has been in existence, 2014-2022



Forbes named Kelly the **No. 2 Professional Recruiting and Temporary Staffing Firm** in America in 2021



Kelly honored with the **HR Team of the Year** award for work with Textio 2021



Everest Group named Kelly a **2021 Leader for U.S. Contingent Workforce Staffing and Management**, as well as Services Procurement



Staffing Industry Analysts (SIA) **Largest Global Staffing Firms 2021**



SIA **Largest Staffing Firms** in the U.S. 2021 and in the Finance/Accounting, Office/Clerical, Education, Engineering, IT, and Life Sciences categories



Kelly was recognized for its **outsourcing excellence** on the International Association of Outsourcing Professionals (IAOP) 2022 Global Outsourcing 100 List



Human Resources Online presented the KellyOCG APAC team with two 2021 HR **Vendor of the Year** recognitions for the Best RPO Partner – a silver award in Singapore and its sixth consecutive gold award in Malaysia



CIPS Australia and New Zealand Excellence in Procurement Awards 2021 – **Procurement Consultancy Project of the Year**



One of HRO Today's Baker's Dozen **Top RPO Provider in APAC & EMEA**



## Sustainability and Social Impact



EcoVadis **Silver sustainability** rating 2021



**CDP C score, Awareness band** with knowledge of impacts on, and of, climate issues



## Diversity, Equity, and Inclusion



**Military Friendly Employer and Military Friendly Spouse Employer** by VIQTORY



One of Forbes's **Best Employers for Diversity 2021**



One of Forbes's **Best Employers for Women 2021**



For the third year in a row, Kelly earned a **Top 10 spot on the global diversity award** by WEConnect International



**Perfect score on the Human Rights Campaign Foundation's 2022 Corporate Equality Index**, fifth consecutive year



Kelly Named a 2021 GLWBC **Excellence in Supplier Diversity Award Winner**



**Michigan Minority Supplier Diversity Council (MMSDC) ACE Awards.** Kelly received the 2021 ACE Award as a Corporation of the Year in the Professional Services & Staffing category



For the 11th consecutive year, Kelly was recognized as one of America's **Top Corporations for Women-Owned Businesses** by WBENC



Staffing Industry Analysts' **inaugural DE&I influencers** list recognizes three Kelly leaders



Corp! Magazine 2021 **Salute to Diversity**, honors Kelly's Director of Supplier Diversity and Engagement with Diversity Business Leader Award



Kelly Portugal was awarded the **seal of Inclusive Employer Entity Brand 2022** by the Portuguese Employment and Vocational Training Institute (IEFP)



# Corporate Sustainability and ESG at Kelly

**Message from our Corporate Sustainability and ESG Lead**

**Corporate Sustainability and ESG Strategy**  
Alignment with United Nations Sustainable Development Goals

**Stakeholder engagement and materiality**

**About this report**



# Message from our Corporate Sustainability and ESG Lead

Undoubtedly 2021 was a year of evaluation, redesign, and opportunity. The world changed in 2020 and so did the way we think about business. Sustainability is at the core of everything worth paying attention to as it might be the one characteristic that provides hope and purpose in the corporate sector while doing good business.

Shifting into 2021, we had to stop and think about how the world changed so that our strategy would respond to a new reality. We had to address remote work, legislative changes, mandatory disclosures, work-life balance, human rights, responsible supply chain management and an overall sustainable economy. Goals, targets, and initiatives based on material topics increases our stakeholder engagement and serves as a thermometer for change that has come so unexpectedly and quickly in the last few years.

For Kelly, 2021 coincidentally was the closure of our first phase of sustainability implementation that began in 2017. We needed to “get our house in order” to be confident that our next steps would create shared value for all our stakeholders – and that is precisely what Kelly is aiming to achieve in the coming years. Our goal as a business is in fact to be profitable while operating with purpose and driving good business. We are aligned with the idea of providing products and services that add value to society and help shape our communities into more sustainable foundations. From strengthening relationships with stakeholders through community outreach initiatives and employee volunteering, to eliminating barriers to access work opportunities with programs like Equity@Work, we are consistently creating shared value.

I am personally proud of Kelly’s sustainable journey and am conscious that there is still a long way to go. Growing with Purpose, our 2021 Corporate Sustainability and ESG report is the collection of Kelly’s achievements that reinforce the fundamentals of our noble purpose. We report with transparency and accuracy, and our goal is to be able to share how we grow together with our stakeholders in this long-term journey.

*Belen Benitez*

**Belen Benitez**

*Corporate Sustainability and ESG Lead*



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## Our Corporate Sustainability and ESG Strategy

Integrated into Kelly’s growth strategy, our Corporate Sustainability and Environmental, Social, and Governance (ESG) Strategy is built upon six key pillars and aligned to the United Nations Sustainable Development Goals (UN SDGs).

This strategy guides Kelly’s commitment to creating shared value by delivering our promise of connecting people to work that enrich their lives, while making a positive impact on our planet, with our customers, and in the communities where we live and work. By focusing on six core pillars, we respond to our stakeholder expectations and prioritize programs and resources that may have a positive impact on the triple bottom line. We aim to help our customers, worldwide subsidiaries, and collaborators in planning, managing, and implementing responsible and sustainable business practices that create value for all stakeholders.



# Alignment with UN SDGs

Since 2019, Kelly has been a proud signatory of the United Nations Global Compact (UNGC) by adhering and reporting progress toward the Ten Principles that encourage sustainable and socially responsible business practices. We are committed to making these principles part of our strategy and business culture. In 2021, we aligned our Corporate Sustainability and ESG strategy to nine UN SDGs and conducted a self-assessment analysis to assess impact and identify opportunities to contribute towards the achievement of these goals.





# Stakeholder engagement and materiality

We continually engage with a diverse group of stakeholders through a variety of initiatives and activities to better understand their concerns and deliver a more effective value of services.

## Stakeholder engagement

<b>Kelly leadership and employees</b>	We maintain ongoing engagement with our employees through a variety of channels, including internal meetings, engagement surveys, Kelly’s Intranet portal, Automated Virtual Assistant (chatbot) that facilitates the sharing of and access to information, connecting different work teams with employee affinity groups, upcoming events, training, as well as topics that are trending in the company and the industry.
<b>Customers</b>	We work closely with our customers to ensure the highest level of business ethics and operational standards, engaging with them regularly through various forms of communication, meetings, third-party platforms, surveys, customer events, and conferences.
<b>Suppliers</b>	We engage our suppliers frequently through various forms of communication, meetings, surveys, events, and conferences, as well as ensuring adherence to our Supplier Code of Conduct and promotion of these standards within their supply chains.
<b>Government and regulators</b>	We are advocates for public policy issues that are significant to our business and our ability to serve our customers and workforce. We actively monitor new employment as well as labor laws and regulations which may increase employers’ potential exposure to employment-related claims within our worldwide network.
<b>Community and non-governmental organizations</b>	We engage in local partnerships within our communities to provide volunteering opportunities for our employees as well as financial contributions to social causes aligned to the core values of our business.
<b>Shareholders</b>	We engage with our investment community through direct meetings, annual reports, financial statements, the media, and conferences.
<b>Industry associations</b>	We actively participate in staffing-industry events and meetings to exchange information on best practices, raise standards within the industry, identify trends and opportunities within the industry, and advocate for policy issues that are significant to our business.

# External commitments and memberships of association

## External commitments

- Best Buddies International
- CDP
- CEO Action for Diversity and Inclusion
- EcoVadis
- General Data Protection Regulation (GDPR)
- Global Reporting Initiative (GRI)
- Human Rights Campaign Foundation (HRC)
- Kenzie Academy
- Lumina Foundation
- Nasdaq Annual Report
- OSHA temporary worker initiative
- Responsible Business Alliance (RBA)
- Responsible Business Initiative for Justice
- SDEI affiliations
- Social impact partners
- U.S. Americans with Disabilities Act (ADA)
- U.S. Foreign Corrupt Practices Act (FCPA)

- UK Modern Slavery Transparency Act Statement
- United Nations Global Compact (UNGC)
- Value Reporting Foundation (VRF)/SASB

## Memberships of association

- American Staffing Association (ASA)
- Association of Clinical Research Professionals diversity council founding member
- Business Leaders for Michigan
- Everest Group
- Human Capital Institute (HCI)
- IPSE-U.S.
- Second Chance Business Coalition
- Society of Human Resource Management Foundation (SHRM)
- Staffing Industry Analysts (SIA)
- The Conference Board (TCB)
- The World Employment Confederation (WEC)



# Materiality assessment

Our Corporate Sustainability and ESG strategy is anchored in a formal materiality assessment that analyzes the relevance of stakeholders, the severity of risk, and the impact of ESG issues on our business success. In 2021, we conducted our second materiality assessment with key stakeholders to validate and prioritize significant ESG issues, allowing us to define performance indicators and initiatives within our sustainability strategy and ESG reporting. In this process, we virtually engaged a group of six diverse stakeholders through **2600 surveys representing suppliers, customers, Kelly employees, talent, and other stakeholders with an approximately 25% response rate and a higher participation from our internal stakeholders.**

## Identification of selected stakeholders and engagement process:

- The stakeholders engaged in this process were identified considering: the number of social dialogues and interactions; the level of influence on our business based on their type of service, industry, and business sector; and the diversity and variety of their representation.
- The stakeholders who participated in this process were: suppliers, customers, employees, contractors, Kelly Connect employees.
- Due to COVID-19 restrictions for in-person meetings, this materiality assessment was conducted entirely virtual allowing us to reach

a bigger target audience of stakeholders across our global operations.

## Top priority issues and materiality matrix:

- The materiality assessment analyzed an exhaustive list of sustainability issues that cover all aspects of our business, taking into consideration peer industry analysis and ESG issues related to external standards such as Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), SDGs, UN Guiding Principles of Human Rights, UNGC, the World Employment Confederation (WEC), and EcoVadis and CDP external assessments.
- The initial material issues were validated through the stakeholder engagement process and prioritized 16 top issues based on internal and external feedback, including stakeholder responses. Additional contributions from our internal highly engaged team included Kelly's ESG Advisory Team, Supply Chain Management, Operations, Human Resources, General Counsel and Legal, Finance, and Risk Management.
- In this materiality assessment, we included the concept of double materiality to assess the level of risk that each ESG issue could have on the business success from a financial and non-financial perspective, as well as our license to operate and the overall value of our organization.

# Materiality

Stakeholders perception analysis



- The materiality matrix captures the relevance of each ESG issue to our stakeholders, the impact on our business success, and the risk severity if the topic is not addressed correctly.

- Although the materiality matrix presents the relative importance of each issue, all issues are considered material for Kelly and serve as a guiding list to deliver our Corporate Sustainability and ESG strategy and reporting to all stakeholders.



## About this report

### Scope

This report conveys our sustainability and ESG performance for the 2021 calendar year, spanning January 1 to December 31, 2021. In some cases, we included accumulated data and information about programs and activities relevant to our Corporate Sustainability and ESG strategy that occurred in previous years, as noted. Considering our global operations, this report scope focuses on our global operations and our supply chain and business partners who support our operations worldwide. All data has been collected by the Corporate Sustainability Team in collaboration with other operational areas of the organization. The data has been reviewed by Kelly's Internal Audit Team, with estimations clearly denominated. Any assumptions in the description have been specified in the content or ESG index section. Kelly's Sustainability Report 2021 is informed by the following frameworks:

- › **Global Reporting Initiative (GRI) Standards:** Core option.
- › **Value Reporting Foundation (VRF), (newly merged International Integrated Reporting Council (IIRC) and Sustainability Accounting Standards Board (SASB))** framework for the Professional Commercial Services Standards.
- › **The Ten Principles of the United Nations Global Compact (UNGC)**

The data disclosed in this report is cross-referenced with internal documentation and industry sustainability frameworks. The report also includes present metrics not explicitly mentioned by these frameworks that we

considered to be relevant to our initiatives and Corporate Sustainability and ESG strategy. We continue to work on improving our data gathering, especially from business partners and customers worldwide. As part of this effort, this year's greenhouse gas (GHG) environmental metrics (Scope 1, 2, and 3) were measured in alignment with the **GHG Protocol: Corporate Standard**. Our reporting standard also aligns with external sustainability assessments such as **CDP, EcoVadis**, and financial disclosures of the NASDAQ Kelly 2021 annual report.

### Report structure

This report formalizes our Corporate Sustainability and ESG strategy aligned to material topics. Each of the ESG criteria presents updated information regarding the six pillars of our Corporate Sustainability and ESG strategy. Each pillar describes internal policies, procedures, initiatives, and main achievements in communicating how we respond to our performance. Since we are a company of global reach, the topics covered here are global in scope, unless specified otherwise.

Report content has been developed considering our stakeholder engagement and updated materiality assessment conducted in 2021. This report has been registered to **GRI** and its contents are not expected to be verified externally by any agency or organization to audit information.

#### Any concerns or feedback?

If you have any questions or would like further information about our latest work in sustainability, please contact: [sustainability@kellyservices.com](mailto:sustainability@kellyservices.com)



# Environmental

## Environment

- Carbon emissions and climate mitigation
- Energy efficiency
- Water consumption
- Waste management

## Occupational health and safety

- Employees
- Customers





# Environmental

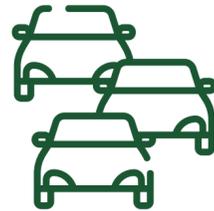
Kelly is committed to protecting and maintaining our planet for future generations. Our environmental initiatives are focused on quantifying and mitigating the environmental footprint of our operations, by prioritizing energy efficiency across our workplaces and promoting practices that foster a culture of preservation, conservation, and waste reduction.

## Key Milestones

In 2021, we aligned our GHG metrics across scopes 1, 2, and 3 to the **GHG Protocol: Corporate Standard** methodology to increase transparency, accuracy, and benchmark our carbon footprint to industry standards.



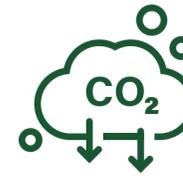
Our **GHG emissions inventory** now includes electricity consumption metrics from our global IT assets, working from home, employee commuting, and 174 leased facilities with operational control across our global operations.



We conducted a **water-related risk assessment** across facilities with operation control following WRI Aqueduct tool, to identify water consumption from high to extremely high water stress regions and prioritize opportunities for conservation.



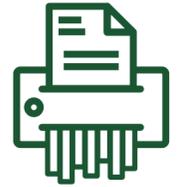
We held our second **Supplier Carbon Offset Project** where we avoided an estimated 34.7 tons of CO<sub>2</sub> emissions into the atmosphere by having the event fully online. This year our carbon offsetting initiative supported Women-Owned Farmers in Rwanda, Tanzania, and Malawi, through reforestation of native and agricultural species, where we engaged our suppliers and internal team in planting approximately 2,700 trees, exceeding our target of 2,500 trees for One Tree Planted, our partner in reforestation efforts.



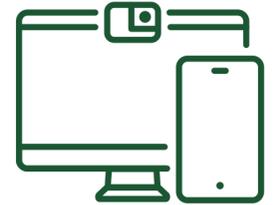
**3.97 tons of building material waste** was recycled from our corporate campus.



**Recycled over 70.5 tons of paper** through the Shred-it® recycling program, saving over 1,200 trees, 493,700 gallons of water, and 26,800 gallons of oil.



**14.43 tons of e-waste** recycled and over 1,500 units remarketed.



Our **Absolute Zero program** has continued to record the lowest recordable incident rate against the industry standard for the last 10 years, demonstrating Kelly's leadership in occupational health and safety.\*



\*Program records incident rates of full-time employees.



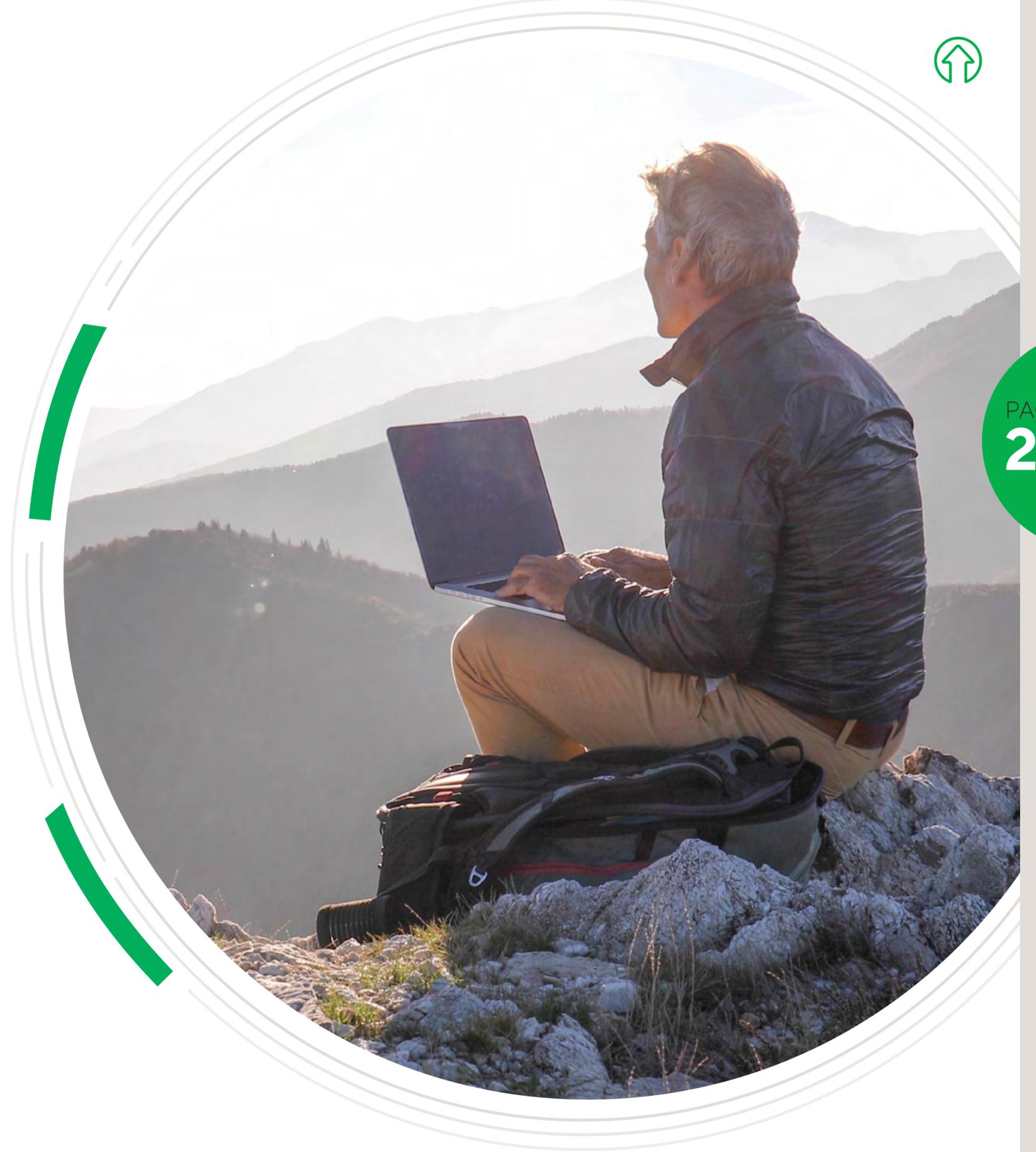
## Our priorities moving forward

### Environment:

- › In 2022, we will adjust our GHG emission reduction targets including the additional sources of emissions included in this year's report.
- › Develop a climate strategy to mitigate, remove and compensate our impact and align emission reduction targets with science to limit global warming to 1.5°C ambition level by 2050.
- › We will continue increasing transparency on climate disclosure metrics and expect to integrate climate risk analysis and TCFD disclosures in the next 3 years.
- › As we progress in our Corporate Sustainability and ESG strategy, we aim to refine metrics on electricity, energy, and water consumption and engage our real estate landlords and energy suppliers in procuring more renewable sources of energy.

### Occupational health and safety:

- › We are committed to delivering on our **Talent Promise** through continual advancement of workplace safety solutions and performance across our specialty businesses.
- › Developing safety tools used by Field Operations to assess the safety of our clients.
- › Continue providing regular safety messages and Safety Topic Toolkits for internal and external clients.





# Carbon emissions and climate mitigation

In 2021, we adjusted our baseline environment impact metrics and recalculated our carbon footprint following the **GHG Protocol**. This new methodology allows us to increase transparency on our environmental impact and account for additional emission sources from GHGs associated with upstream and downstream operations. Although we have monitored and reduced the direct environmental footprint in our corporate headquarters (Scope 1 and 2), this new methodology process will help us increase the outreach for measuring our carbon footprint in facilities where Kelly has operational control globally, and include emission sources from activities not previously tracked in Scope 3 metrics. The methodology will allow us to identify opportunities for mitigation, removal, and compensation that will guide our sustainability efforts by 2030.

## Scope 1 and 2: Direct and Indirect GHG emissions

In 2017, our baseline emissions from Direct-Scope 1 GHG from stationary combustion were estimated at 700 mtCO<sub>2</sub>e, and our goal has been not to exceed this baseline target. However, the recalculation of baseline metrics in 2021 of our Scope 1 emissions included additional sources from on-site combustions across facilities with operational control in the U.S. and Canada, as well as emissions of mobile combustion from two vehicles owned and operated by Kelly. Although we continue to track emissions from our headquarters, estimated at 662 mtCO<sub>2</sub>e in 2021, the adjusted Scope 1 metrics were estimated at 1,553 mtCO<sub>2</sub>e.

- **Scope 1 on-site combustion: 1,542 mtCO<sub>2</sub>e**
- **Scope 1 mobile combustion: 10.78 mtCO<sub>2</sub>e**

Our Indirect Scope 2 emissions, usually associated with electricity usage to power our headquarters, was estimated at a baseline of 5,400 mtCO<sub>2</sub>e

in 2017. In 2021, Scope 2 from our headquarters increased to 5,789 mtCO<sub>2</sub>e. However, the adjustment of Scope 2 emissions included additional sources from 174 offices in the U.S., Canada, Puerto Rico, Australia,<sup>1</sup> as well as IT assets located at third-party data centers through a colocation service. The adjusted Scope 2 metrics are estimated at 9,469 mtCO<sub>2</sub>e as follows:

- **Global facilities:**
  - Scope 2 purchased and consumed electricity (location-based): 9,109 mtCO<sub>2</sub>e
  - Scope 2 purchased and consumed electricity (market-based): 9,109 mtCO<sub>2</sub>e
- **Kelly IT-Assets:**
  - Scope 2 purchased and consumed electricity (location-based): 360 mtCO<sub>2</sub>e
  - Scope 2 purchased and consumed electricity (market-based): 0 mtCO<sub>2</sub>e

<sup>1</sup>This process was a phased out approach with Phase 1 including offices where we have operational control in the U.S., Canada, Puerto Rico, and Australia. Phase 2 will include EMEA.

<sup>2</sup>Kelly Anywhere is Kelly's flexible work arrangements program, allowing our employees to balance their life and work. Kelly has also offered fully remote work alternatives for employees since 2017.

## ● Scope 3: other indirect GHG emissions

As of 2020, Kelly Scope 3 emissions were calculated on rail and air business travel from employees in global operations. In CY21, we recalculated Scope 3 emissions and included carbon footprint emission metrics from employee commuting, working from home, non-electricity usage from IT assets, and business travel, including car rentals, nightly hotel stays, air and rail trips.

Considering the recalculation of our baseline metrics, our Scope 3 emissions is 5,577 mtCO<sub>2</sub>e. The implementation of this new methodology has allowed us to estimate other sources of emission and create a comprehensive model to monitor emissions from our **Kelly Anywhere**<sup>2</sup> program, employee commuting, and business travel. We aim to monitor our impact metrics for coming years, acknowledging that almost a year of global pandemic restrictions has reduced impacts from business travel and employee commuting.

## Global GHG Emissions by Scope (mtCO<sub>2</sub>e)



Scope 1	9% / 1,553
Scope 2	57% / 9,469
Scope 3	34% / 5,577



Non-IT electricity from IT assets	3% / 194
Business travel	20% / 1,127
Employee commuting	3% / 173
Working from home	73% / 4,084



Air	59% / 669
Rail	0% / 0.013
Nightly hotel stays	25% / 280
Car rentals	16% / 177



## Energy efficiency

Kelly has historically measured energy consumption based on the electricity and natural gas used for operations at our headquarters campus in Troy, Michigan. Since 2013, energy efficiency metrics were estimated in Energy Usage Index (EUI) per building by year, which estimated the energy consumed and efficiency metrics based on building operations rather than total dollar cost. Energy efficiency in those operations was prioritized by adopting green building standards in our headquarters offices and transitioning on-premises IT assets to a third-party data center.

In 2021, the alignment of Kelly’s carbon footprint inventory with the GHG Protocol allowed us to estimate energy metrics from 174 facilities where the company has operational control in the U.S., Canada, Puerto Rico, and Australia, as well as electricity consumption from IT assets located at our third-party vendor data center.

Moving forward, Kelly will continue monitoring and tracking energy intensity metrics more accurately as we consider energy consumption from leased assets where the company has operational control.

## Water consumption

Water usage in our offices is primarily used for domestic purposes, landscape irrigation, and operational processes. Although we are not a water-intensive user, we have adopted green building practices in our headquarters to minimize the amount of water usage in our everyday operations by implementing water conservation practices, such as smart-sensor and low-flow fixtures in faucets and toilets; controlled irrigation systems that reduce water use and have impermeable brick pavers to mitigate stormwater runoff; external gardens feature grass and plants that consume less water, requiring less irrigation during the summer, and allowing more growth in the spring.

In 2021, we calculated water consumption in our headquarters and estimated water intensity metrics for global facilities where the Company has operational control. Considering the leased spaced (SqFt) from 174 facilities across the U.S., Canada, Puerto Rico, and Australia, as well as water intensity metrics per commercial building across those regions, we calculated approximate water consumption of 16,993,729 gallons. In addition, we conducted a water stress risk analysis of withdrawals from high and extremely high regions.

% of water withdrawn from water stress areas	Baseline water stress risk
67.18%	Low
26.82%	Low - Medium
2.47%	Medium - High
1.92%	High
1.61%	Extremely High water stress risk

Although we are not heavy water consumers and our facilities mainly operate in (67.18%) low and low-medium (26.82%) water stress regions, we continue to prioritize conservation and efficiency of this resource. For instance, in 2021 our Shred-it® program contributed to saving approximately 493,700 gallons of water. According to Shred-it, each ton of recycled paper reduces water demand by 58 percent, which also reduces air pollution and the need for lumber and other manufacturing resources.

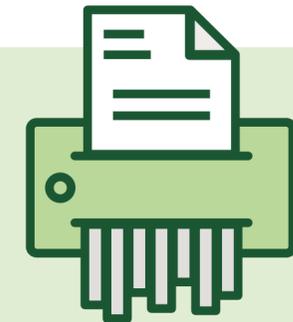


## Waste management

Kelly provides office-based operations in which waste is mainly generated from the use of paper and other office-related activities. In 2021, we recycled 3.97 tons of building materials from our corporate campus and continued to implement recycling initiatives that reduce our waste impact:

- › Our hardware disposal policy ensures procedures are followed for the proper disposal of electronic waste (e-waste) throughout our operations. Kelly has a recycling center at the corporate campus that guarantees the final disposition of electronic equipment, including phones, batteries, cables, PCs, laptops, and other items.
- › In partnership with vendors, Kelly has standardized procedures for proper separation and recycling of IT assets and equipment.\* We also work with our vendor, Staples, to reuse and guarantee the final disposition of toner cartridges from printers and copiers in our office buildings. In 2021, Kelly's e-waste program contributed to remarketing 1,500 units and recycling 14.43 tons of IT assets.
- › We have implemented responsible procurement guidelines for the acquisition and use of office products made from 100-percent recycled content and environmentally friendly materials.

In 2021, our corporate campus recycled over 70.5 tons of paper through the Shred-it® recycling program. This initiative saved 212 cubic yards of landfill space and over 282,000 Kilowatts of energy, helping preserve over 1,200 trees, 493,700 gallons of water, and 26,800 gallons of oil.



\*Vendors are responsible for deleting information from machines in order to remarket the devices or ensure the final environmentally friendly disposal of assets and all their components.



# Occupational health and safety

As a global workforce solutions provider, our employees are our most important asset. We are committed to the highest standards of safe and healthy working conditions to reduce employee accidents and occupational hazards. As proud holders of the Safety Standard of Excellence<sup>®</sup> Mark, we actively collaborate with industry peers and government agencies to design and share best practices that provide recommendations to ensure a culture of good health and safety at our workplaces.



Kelly Services, Inc.  
This staffing firm adheres to safety best practices as outlined by the American Staffing Association and National Safety Council



## Employees

Kelly's **Absolute Zero™** program is led by our **Global Safety, Health & Environmental Team (SHE)** and provides global employees with a framework of how to practice the highest safety standards as well as proactive initiatives to identify, assess, mitigate, and prevent occupational illnesses and injuries in the workplace.

The **Absolute Zero** program is Kelly's formalized and branded "zero injury" program, confirming compliance with health and safety legislation while monitoring impact metrics to aim for zero accidents, zero injuries, and zero harm.

Safety training and an employee handbook are essential fundamentals provided to new employees during orientation. Across our operations, managers, employees, and customers are accountable and responsible for understanding, leading, and upholding our commitment to our safety standards.

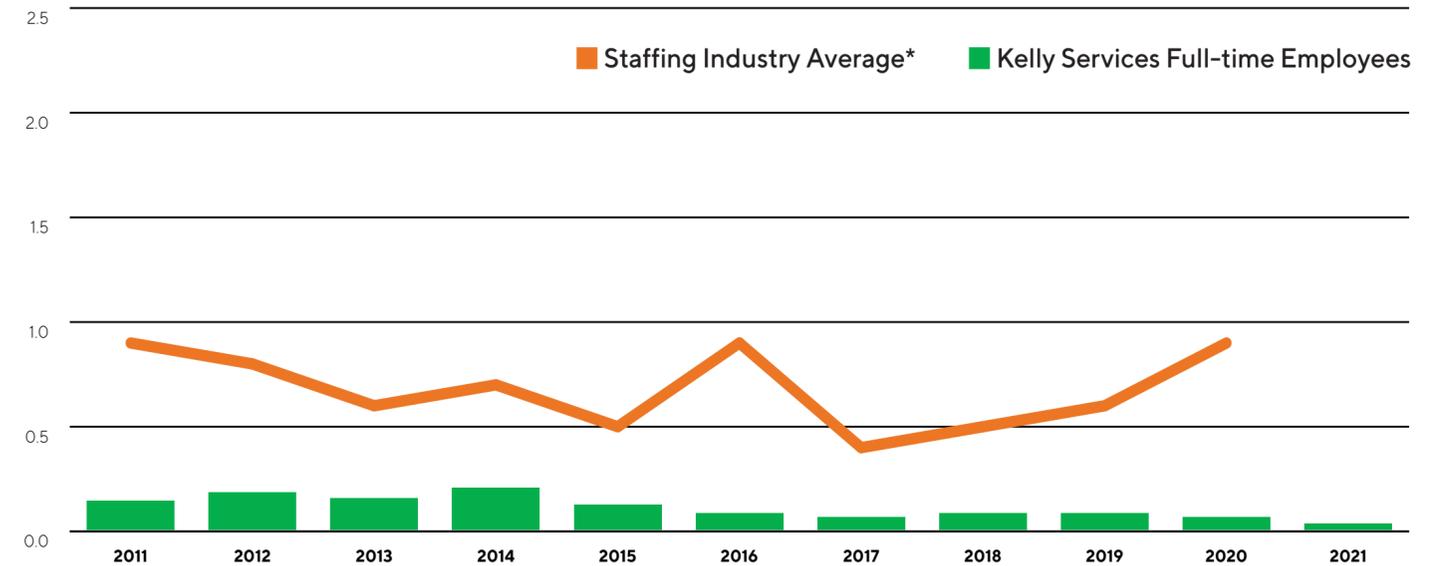
## Customers

Our health and safety workplace commitment extends to our customers. **Kelly's Global Safety and Health Program** requires our highest safety standards in customers' workplaces. It provides pre-assignment risk assessment, worker training, and analysis of incident reports to assess customers' commitment to safety standards.

All customers are assessed before servicing and are regularly monitored through our performance evaluation metrics and safety committees. Temporary workers receive general safety guidelines from Kelly and site-specific safety training from our customers.

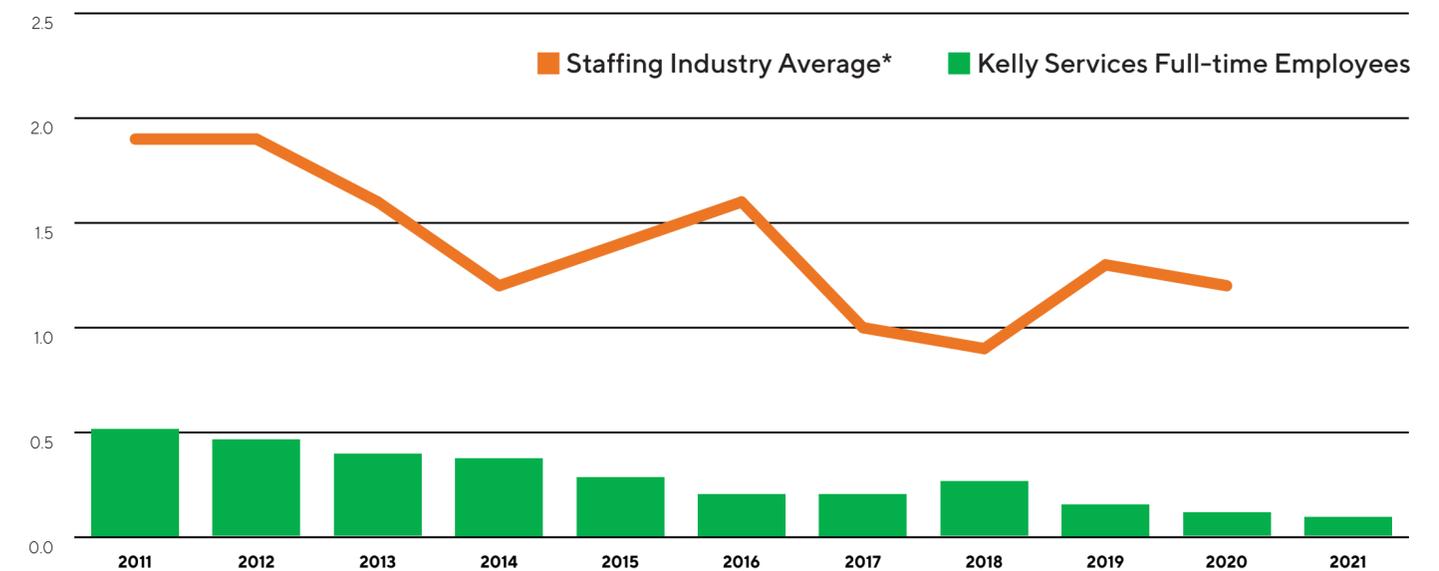
### DART – Days away restricted and transferred rate

*Incidence per 200,000 work hours*



### TRIR – Total recordable incidence rate

*Incidence per 200,000 work hours*



\*2021 BLS staffing industry average not available at time of publishing.

The Global Safety and Health Program is aligned with Occupational Health and Safety Assessment (OHS 18001) and is analyzed following two measurements: Total Recordable Incident Rate (TRIR), and Days Away Restricted and Transferred (DART) rate. This program also leads a Health & Safety committee in which our temporary employees actively participate.



# Social

## Employees and people

Our people  
Human Rights  
Equity@work  
Diversity, Equity, and Inclusion

## Supply chain and customer relations

Our supply chain  
Supplier risk management  
Supplier engagement and performance management  
Supplier Code of Conduct

## Engagement

Social investment programs  
Kelly Engage  
Kelly Relief Fund





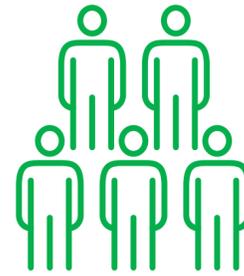
# Social

Kelly strives to connect people to meaningful work opportunities that enrich lives and contribute to communities where we live and work. We envision a more inclusive and equitable workforce that creates better access, opportunities, fair treatment, and advancement for all people. This is our promise. This is what drives our actions and allows us to create shared value for all our stakeholders. To achieve this vision, we must look beyond the obstacles, find creative ways, and collaborate with like-minded organizations to tear down barriers that prevent the full participation of some groups and empower our employees to be agents of change.

## Key Milestones

### Our people

- › We received a top score on the **Human Rights Corporate Equality Index 2022** for the fifth consecutive year.
- › Published global **Human Rights policy** emphasizing our commitment to ethical business practices.
- › Provided Kelly talent with opportunities for upskill training and certifications through our **Kelly Certification Institute Program**.
- › Introduced the **Automation Enablement Center (AEC) Learning and Certification program** for Kelly internal employees, focused on promoting the use of accessible no/low code platforms.



### DEI and supplier engagement

- › Launched **Kelly 33 Second Chances Program**, an Equity@Work initiative that provides a second chance for talent with a non-violent/non-relevant criminal history to play a contributing role in the workplace.
- › Implemented a new, more robust **Supplier Code of Conduct**, aligned with international frameworks and standards.
- › Engaged a group of ten global suppliers in a pilot project to **align business and operational practices to sustainability** standards in accordance with the RBA.
- › Our Diverse Global Supplier Network **connected approximately 441 certified small and diverse suppliers** to our Kelly network in 2021.



### Social investment and community engagement

- › Exceeded our annual goal of 4,000 volunteer hours with more than **900 employees contributing over 6,900 hours** towards social impact initiatives.
- › Employees contributed over **\$98,400 USD towards charitable organizations**, including \$31,000 USD towards our Kelly Relief Fund.
- › Kelly donated over **\$112,000 USD towards social investment programs**.
- › Our Kelly Relief Fund provided grants totaling **over \$14,000 USD to 18 employees affected by natural or human-made disasters**.





## Our priorities moving forward

Increase stakeholder engagement through social impact initiatives that align to our business strategy

- › Equity@Work as a shared value proposition
- › Engage<sup>1</sup> – continue to develop tools for our skill-based volunteering opportunities
- › Maintain stakeholder engagement with our interest groups

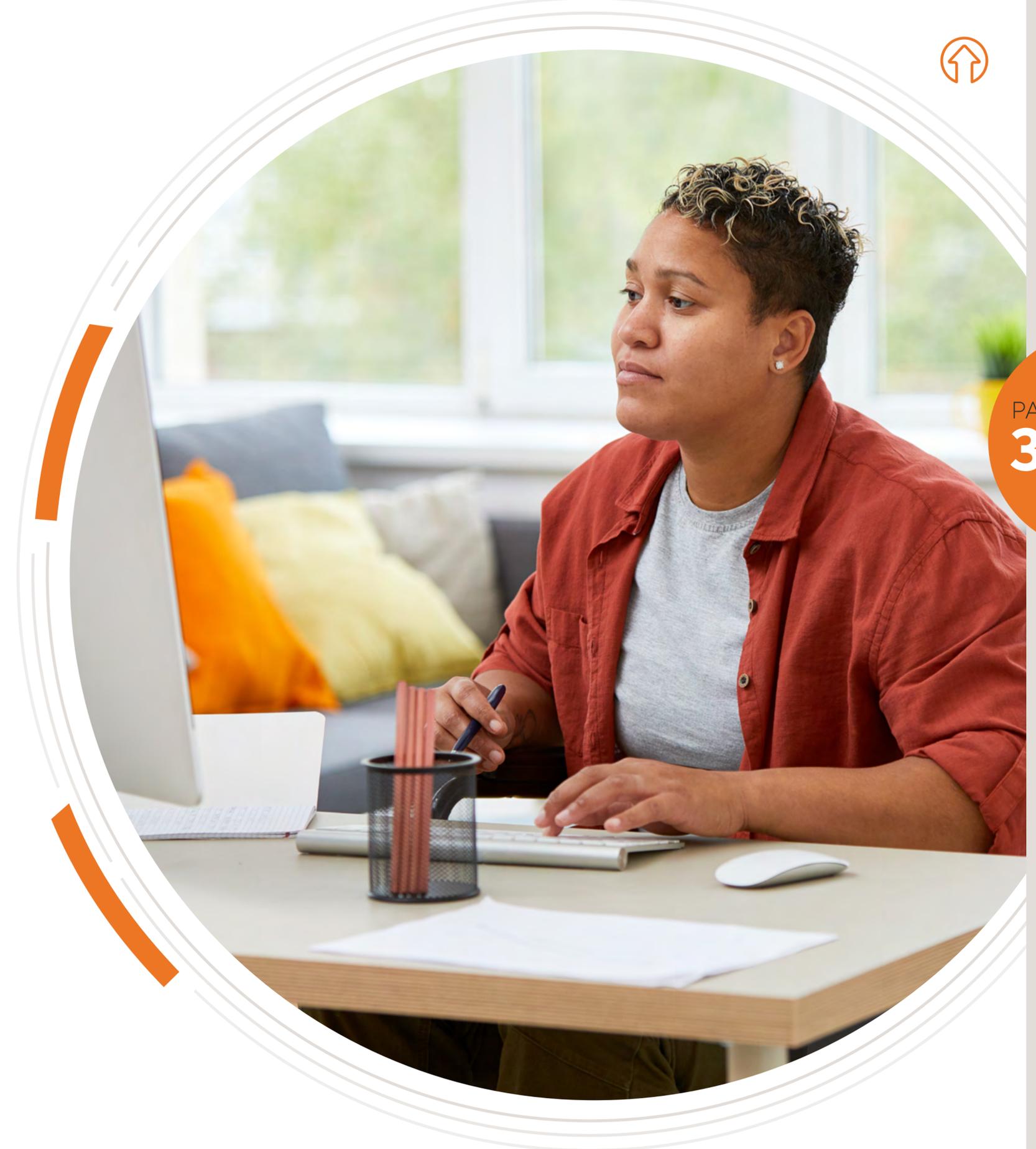
Reduce inequalities through enhanced internal processes

- › Continue pay equity and compensation review and reporting process (paygrade transparency)
- › Human Capital goals and targets in accordance with the U.S. Securities and Exchange Commission (SEC) and reporting frameworks
- › Continue to identify and breakdown systemic barriers to full inclusion

Accelerate DEI efforts

- › We aim to create a culture where each employee is accountable for creating a place of respect, value, and inclusion. We will continuously create an equitable system and sustainable change.
- › Workplace: promote a culture of belonging where everyone can thrive
- › Workforce: attract, hire, and develop a diverse workforce for Kelly and our clients
- › Marketplace: scaling efforts and partnering to amplify equitable and enriching work for all
- › Increase benefits for diverse populations

<sup>1</sup>Engage is Kelly's employee volunteering program.





# Employees and people

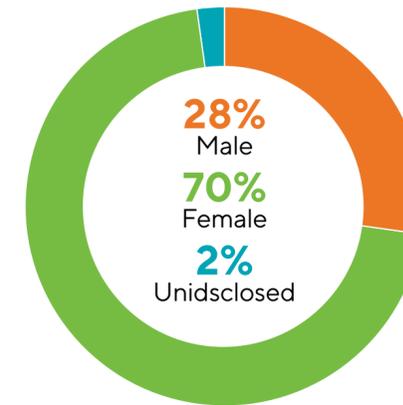
Our responsibility hinges on providing inclusive, fair business practices and working conditions that promote labor and safety compliance, adherence to international laws and standards, and ensuring human rights for all our employees in the global workforce across our supply chain. We are committed to providing the best talent to our customers and business partners and fostering a strong foundation that creates opportunities for a successful career path, enabling better livelihoods for families and changing many lives for the better.



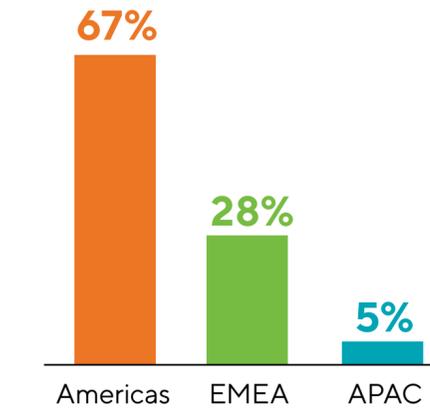
## Our people

### Global total

Total global full-time employees in 2021: **7,295**

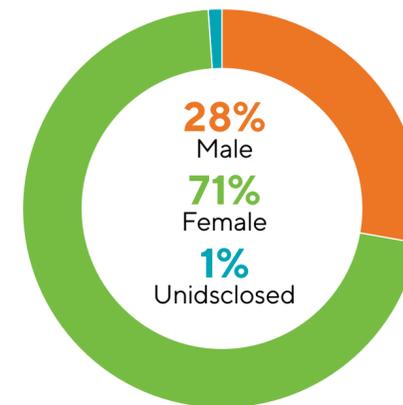


### Employees by region

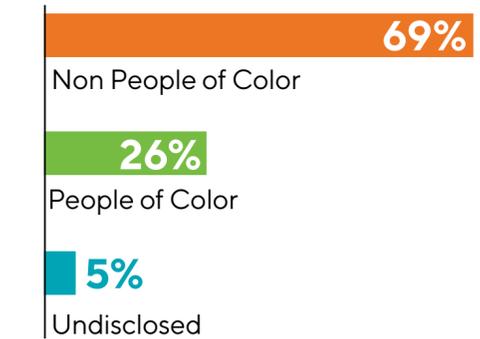


### U.S.<sup>1</sup> total

Total U.S. full-time employees in 2021: **4,299**



### Ethnicity

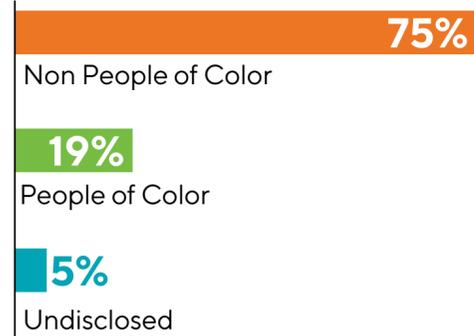
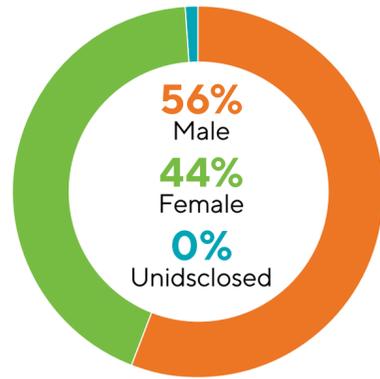


<sup>1</sup>U.S. includes employees in Puerto Rico.



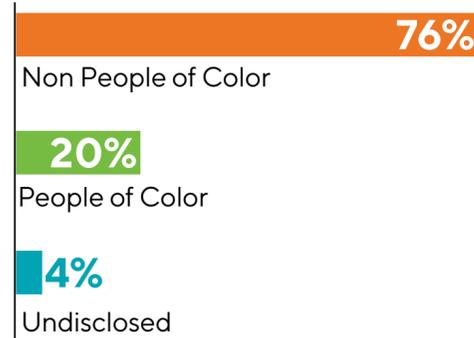
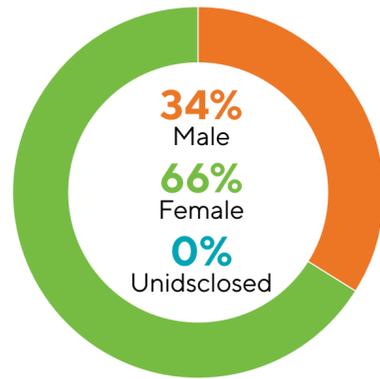
**U.S. Senior Leadership**

Total U.S. full-time senior leadership: **73**



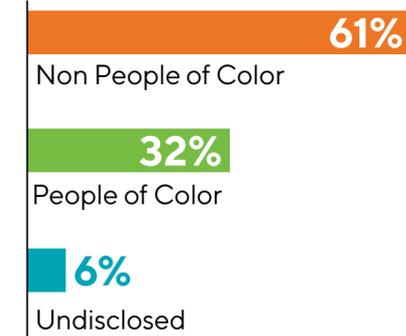
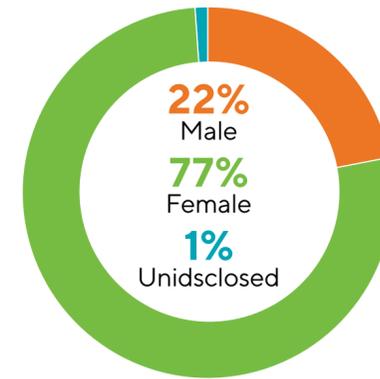
**U.S. Management**

Total U.S. full-time management: **2,165**



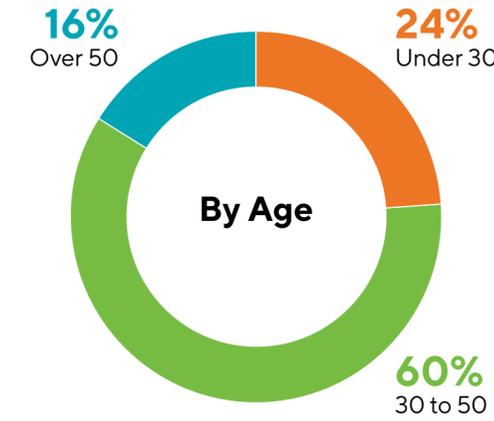
**U.S. Non-management**

Total U.S. full-time senior leadership: **2,061**



**New employee hires (U.S.)**

Total full-time new employee hires: **1,420**

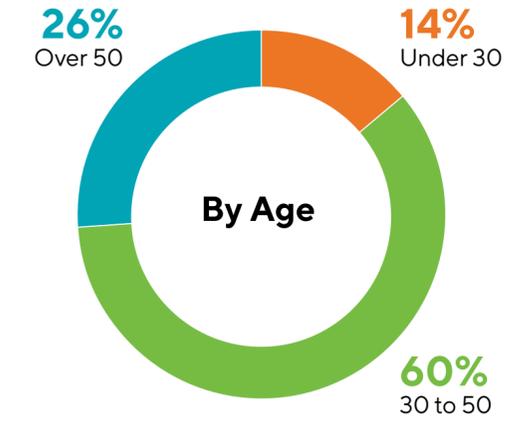


**By gender**



**Employee turnover rate (U.S.)**

Total full-time new employee hires: **1,267**



**By gender**

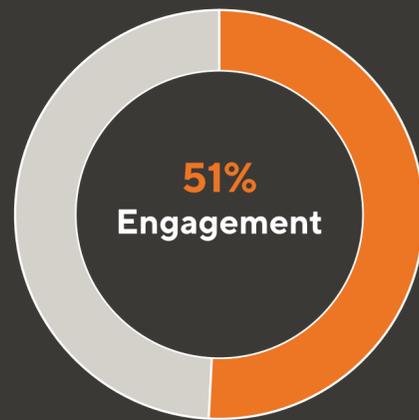




## Listening to our employees:

We maintain regular communication and feedback channels with our employees. Annually, we ask our employees, at all levels, how they feel working at Kelly. This helps us gauge opportunities to increase retention, employee engagement, and implement initiatives that respond to career and life expectations. In the face of an unprecedented business climate, it is more important than ever to remain close to our employees. In 2022, Kelly is updating our engagement survey methodology to ensure business value is tied to overall employee engagement.

### 2021 employee engagement results



## Talent attraction, retention, and compensation

Talent is at the core of our business. We are committed to attracting all qualified applicants and ensuring that our workforce is provided with career advancement opportunities, irrespective of race, color, sex, age, religion, national origin, sexual orientation, disability, veteran status, or other categories. We envision a more inclusive and equitable workforce where all people can advance equally on employment opportunities irrespective of backgrounds, expertise, and ideas. This is our promise. This is what drives our actions and allows us to create shared value for all our stakeholders.

We are on a continuous journey to engage and better understand our customers, employees, and candidates. We strive to deliver an exceptional experience that attracts and retains the best available talent, creates loyalty, identifies barriers, and anticipates labor talent needs. We are

**Kelly Helix UX** provides a powerful portal for customers to engage and manage talent in one place, by simplifying personalized solutions to the Managed Service Provider (MSP) client experience. Powered by AI and machine learning, Helix UX offers clients a universal and single source for automating routine processes and hiring gig workers, independent contractors, contingent workers, full-time hires, and services suppliers. For talent, it makes the job search smoother and faster, offering personalized career paths, and removing barriers that have prevented some people from finding work.

**NEW Initiative**

committed to getting to know our talent beyond the resume and we constantly invest in resources and initiatives that can enhance employment opportunities and respond more effectively to talent needs.

› **Customer Insights & Experience (CX)** provides a Voice of Customer program that supports our approach to candidate engagement by understanding talent expectations during the sourcing, recruitment, and placement process, in order to adjust our internal procedures efficiently and responsibly during the job search and placement process.

› **The Internal Resume Program** promotes internal recruitment opportunities, providing résumé building resources and career profile tools.

**Kelly's Global Compensation Philosophy**, includes equitable practices that endorse a pay-for-performance culture for all employees while providing comprehensive incentives and career advancement opportunities. This framework recognizes key talent, which considers roles and responsibilities, employee performance, skills, experience, and qualifications, while applying fair and equitable pay practices.

Kelly's compensation guidelines extend to the **Executive Compensation Team**. The fully independent Compensation Committee designs and administers the company's executive compensation programs and incentives to drive key business objectives and stockholder value. The Committee also considers evolving best practices, corporate governance trends, and annual reviews to determine the compensation of our senior and executive officers.



# Future of work

During the last couple of years, we have conducted ongoing research and market engagement to analyze future working challenges that could be accelerated through automation and identify consumer trends that could impact the world of work. COVID-19 has disruptively accelerated the need for more flexible and inclusive work opportunities. The unprecedented times we are living in have transformed the workplace and will lead interest in where and how work gets done for coming years.

We regularly engage business partners and customers to identify critical resources to support present and future labor demands, challenge conventional thinking about the work environment, and identify opportunities to embrace workers' needs for flexibility and mobility. Kelly has prioritized programs and technologies that attract the best talent for our customers and support addressing outdated barriers that affect some people's access to work opportunities while ensuring more equitable and inclusive opportunities for the workforce we engage.

Kelly has developed platforms and programs to offer our employees consistent and flexible work arrangements. **Kelly Anywhere** provides remote work opportunities for employees who want to work from home or in a flexible workplace environment. This platform will continue to engage our employees and ensure a hybrid work environment that responds to needs and interests.



We believe that technology will enable the work of the future – work that is smarter, more inclusive and more human.

– **Peter W. Quigley**  
*President and Chief Executive Officer*

Our **KellyConnect**® program provides innovative workforce staffing solutions and highly skilled office professionals to hundreds of call centers worldwide – from small and mid-sized businesses to Fortune 500 corporations. The program also provides a strong learning culture which supports our internal career advancement philosophy, providing individual performer upskilling and virtual leadership development training to support the growth of our employees and leaders at all levels of their career advancement. In 2021, over 6,000 employees were provided incremental upskill training resulting in increased responsibility with expanded duties and compensation growth. Additionally, we collaboratively work with our customers to challenge conventional thinking about the work environment, embracing workers' needs for flexibility and mobility, with an emphasis on improving employee engagement and maximizing productivity.

## Career development and training

We believe all people should have access to knowledge that shapes their skills and creates opportunities for meaningful work. Our career development and training initiatives play a significant role in shaping, reskilling, and developing skills for a diverse workforce that effectively responds to industry trends and future labor demands, regardless of which industry or client we are serving. We provide training and development programs that support employee interest and talent to create opportunities to grow and advance in their career path.

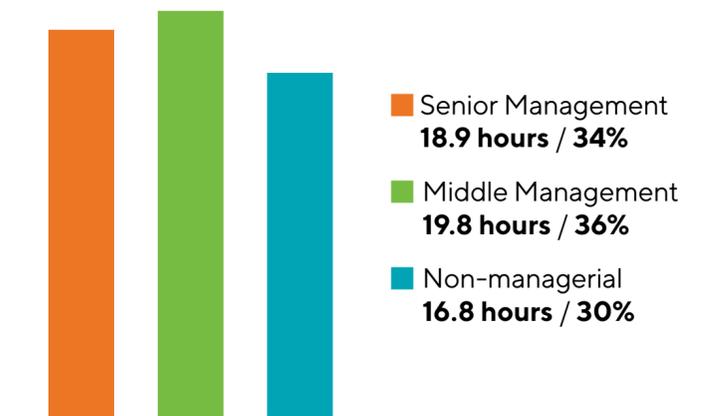
The **KLC** offers an ongoing free-learning platform that provides a variety of online training programs, from soft skills training to technical knowledge programs. The career development program connects employees and respective managers to tools that support career growth goals and skills-related training while providing a framework for exchanging annual feedback between employees and their managers. Resources for remote work and work-life balance are also available in the KLC.

› Our **KLC Performance** zone supports employees in career development conversations to better track and measure performance, identify employee skills and training opportunities, as well as provide objectives for a career planning model.

**Kelly's Leadership Academy** provides education and world class programs that align with our business strategy, promote a positive culture, and enhance leader capabilities in a wide variety of areas and at various levels of the organization. This includes those at the frontline to executive level. In 2021, over 200 leaders participated in our training and programs offered, helping to increase engagement, gain skills to manage their business and teams, provide a natural incentive to stay and grow within the organization, and promote healthy and honest communication, resulting in stronger workplace relationships and innovative solutions for our customers effectively and strategically.

### Employee average training hours in 2021

In 2021, Kelly U.S. full-time employees participated in approximately **96,790 total training hours**.





## Employee wellness

Caring for our employees and families is an important element of Kelly's culture. We provide competitive benefits for our full-time and part-time employees<sup>1</sup> and talent<sup>2</sup> in the U.S., supporting welfare, health, and financial well-being for diverse personal needs and life events.

### Medical, health, and wellness programs:

- › Medical insurance – health care, vision, and dental.
- › Health savings account; flexible spending accounts (health care, limited purpose health care, dependent care, transit, parking)
- › Life and Disability insurance – group term life; disability; accidental death and/or dismemberment; outpatient physician's treatment; disability income (basic and supplemental), and more.
- › Employee Assistance Program – access to counselors, wellness, and mental health programs and resources, as well as work-life balance coaching, and others.
- › Livongo diabetes management program.
- › Omada digital lifestyle change program.
- › Free health and wellness classes are provided by BurnAlong.
- › Preventive care rewards.



### Financial security:

- › Retirement plans – 401K saving plan with the option that considers ESG criteria in investment plans through Parnassus Core Equity.
- › Educational assistance, tuition reimbursement, and the Peanut Butter program that helps employees and dependents tackle student debt.
- › Independent financial advice.
- › Employee retirement plan.
- › Supplemental plans – voluntary accident, legal, critical illness, and whole life plans; employee discount program; vacation purchase plan.

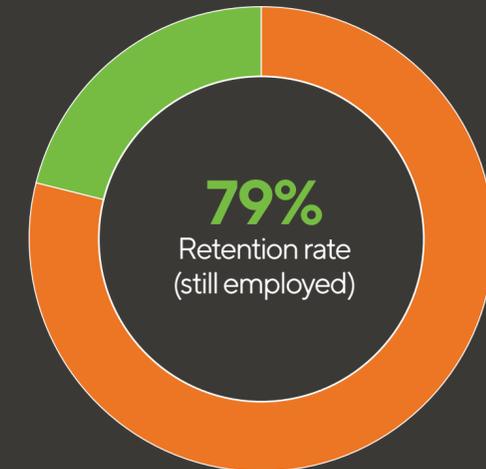
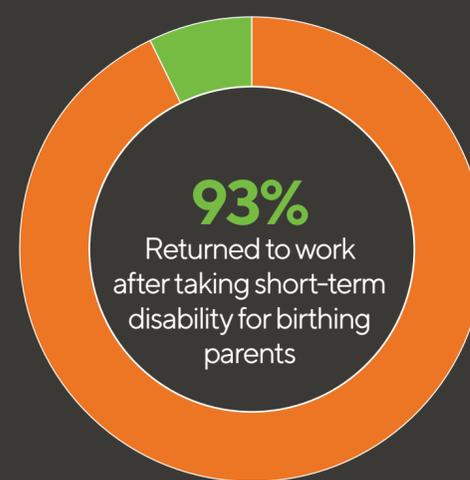
<sup>1</sup> Part-time employees who work a minimum of 20 hours per week.

<sup>2</sup> Talent represents our temporary employees.

## Personal time and family support:

- › Paid time-off – holidays; vacation days, days of significance, sick, mental health, and well-being days; and eight paid hours of volunteering time.
- › Short-term disability for birthing parents. In 2021, 81 employees benefited from this program in the U.S.
- › Flexible work schemes.

### Return to work and retention rates





# Human rights

Kelly has a global commitment to protecting its employees, candidates, and partners against any human rights abuses and treating every stakeholder with dignity, equality, and respect. In 2021, we published a global **Human Rights policy** that hinges our commitment to providing all our employees with fair and safe working conditions and opportunities for growth.

This policy requires acknowledgment of the fundamental principles included in the Universal Declaration of Human Rights, International Labour Organization (ILO) Convention, and the UN Guiding Principles on Business and Human Rights. Kelly is a signatory of the United Nations Global Compact and adheres to its principles, including those specifically relating to human rights and labor.

Our **Code of Business Conduct and Ethics** and the **Supplier Code of Conduct** have set high standards on business practices and ethics, and extend our human rights policy to all employees, customers, suppliers, and interested parties. Kelly has a zero-tolerance policy against any form of human trafficking or related activities, including any form of unlawful employee harassment, retaliation, forced or compulsory labor, sex trafficking, child labor, or any type of debt peonage.

## Key principles of our Human Rights policy include:

- › Inclusion and Diversity
- › Non-discrimination
- › Equal employment opportunity
- › Accommodations
- › Anti-harassment
- › Forced labor
- › Human trafficking and modern slavery
- › Child labor and employment of minors
- › Freedom of association
- › Healthy and safe work environments
- › Fair wages, compensation, and working hours



Our Human Rights policy is periodically assessed by Internal Audit, Law, and Risk departments, through regular audits and compliance operations. Kelly prohibits retaliation against anyone who files a complaint or reports a suspected violation of our company policies, including the human rights policy. We also are committed to the **UK Modern Slavery Transparency Act Statement** and have developed

internal procedures to promote fair labor practices and address any issue that can affect the basic rights of our employees and workforce.

**The full text of the Code of Conduct and Human Rights policy are on the Company's website at [kellyservices.com](https://www.kellyservices.com).**



As part of our **Equity@Work** initiatives, we contracted with one of our diverse owned suppliers to design and develop a fresh and innovative approach to training for our enterprise recruitment organization. This increased our spend with a diverse supplier, brought awareness of the benefits of SD&I relationships, and allowed us to further infuse inclusive and diverse hiring practices throughout our organization.

## Equity@Work

We're dedicated to building a more inclusive and equitable workforce where people who want to work have access to meaningful opportunities.

For millions of people in the U.S. and beyond, education beyond high school is out of reach, and securing enriching and stable work with a criminal history is nearly impossible. Rarely challenged, these obstacles leave capable people excluded. **Equity@Work** addresses systemically unjust and outdated barriers that prevent people from having access to meaningful work, building livelihoods for themselves, and economic security for their families and communities.

2021 was a year of reflection. We reviewed our policies and practices that may have been perpetuating barriers and systemic issues for our workforce. We spent the year removing barriers, updating our outdated policies and practices for more equitable and inclusive practices, and building talent-facing training to include unconscious bias and inclusive hiring practices.

Looking ahead, we know there is a lot to accomplish. In 2022, we will reap some benefits as we continue to mature and increase our momentum and impact on our talent. In close partnership with our clients and like-minded



When we stand together against inequities and knock down unjust barriers to work, we'll help more people reach their full potential.

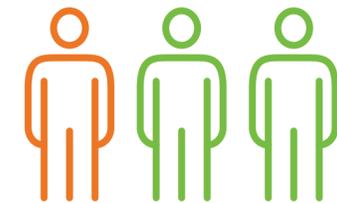
- Peter Quigley  
Kelly President and Chief Executive Officer

organizations, our commitment is to develop a strong foundation that looks beyond obstacles and finds creative ways to bridge the opportunity gap. Kelly has joined forces with institutions, policy groups, and companies to address regulatory injustices and outdated biases, opening doors to greater equity and bringing opportunities to millions of people experiencing barriers towards new pathways to upward mobility.

### Our efforts focus on breaking down barriers:

- **Overcoming a criminal history** – Provides those with a non-violent/non-relevant criminal history a second chance to play a contributing role in the workplace.
- We are reducing the blanket-bans and focusing on individualized criminal background assessments to open more opportunities for those who deserve a second chance.

- We have removed criminal history detail from our employment application.
- We commissioned a **national survey for Second Chances Month** and found that Americans overwhelmingly support putting an end to discrimination against job seekers with a criminal history.



Approximately **1 in 3 adults** in the U.S. has a criminal history.

**\$80 billion**

It costs the U.S. economy nearly \$80 billion a year to exclude those with criminal histories from work opportunities.

Source = Center for Economic and Policy Research

*continues on page 42*



## Equity in Action:

Seven years ago, Toyota and Kelly partnered to provide job seekers with non-violent criminal histories an opportunity to pursue careers at Toyota's Manufacturing plant in Georgetown, KY. Together, we coordinated a program to hire qualified individuals with non-violent misdemeanors and felonies in areas unrelated to their job duties. We removed secondary background screens from the application process and relied on Kelly's more individualized approach instead.

We also developed DEI strategies and invited educators, policymakers, and members of the community to tour the facility. These efforts enabled Toyota to significantly increase its talent pool, address critical staffing needs, and improve retention rates.

### Significant results:

**1200+**

Candidates with a criminal history have been evaluated for potential assignments at Toyota

**92%**

Of these candidates were deemed eligible and more than half took temporary assignments at Toyota

**156**

people hired as full-time employees

**20%**

Increase in Toyota's talent pool

**70%**

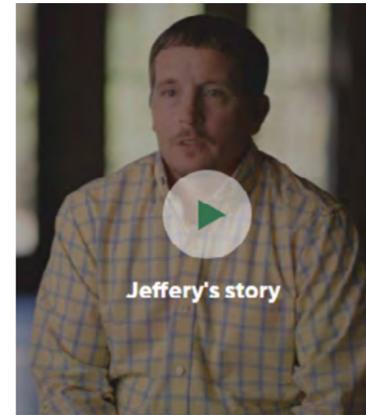
Improvement in plant's turnover rate

**8%**

Growth in overall diversity rate

## Making it back

**Listen to Jeffery's powerful story about overcoming a criminal history**



"Years ago, I was an addict. I was strung out. I didn't care. I was a criminal facing prison time. Not being able to see above water. You hit rock bottom and you just hope to make it back to start your life over...

I'm not like that anymore. I'm not that guy. And now here today on someone that my kids can look up to and maybe want to be one day. Everybody wins".

### **KELLY 33 Second Chances Program**

**NEW Initiative**

Kelly 33 connects hiring managers with undiscovered talent looking for a second chance. Nearly 33% of working-age Americans have a criminal history and are looking for meaningful work to support themselves and their families. We are committed to creating second chances that can staff up employment needs, improve retention and drive business profitability.



When people who are given a second chance, most of them make the most out of that. They come to work on time, they appreciate their ways, they're very loyal – we have zero incidents where we can relate that back to a criminal background charge of any sort. Kelly 33 is an avenue to help us fight some of those barriers.

**- Keilon Ratliff**

*Vice President & Vertical Business Leader, Professional & Industrial*



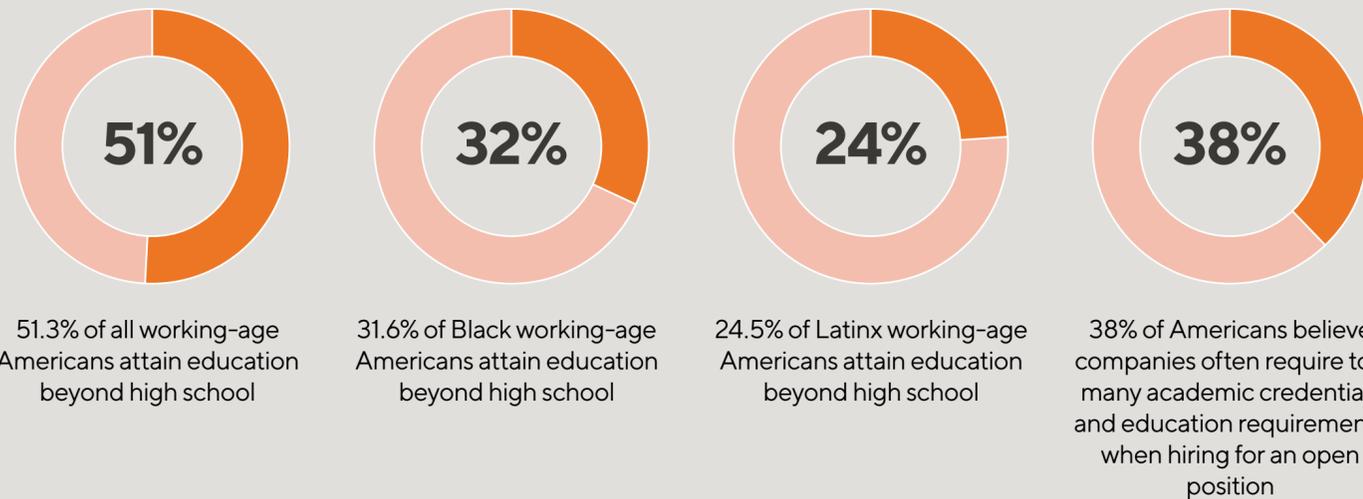
# Equity@Work

*continued from page 42*

- **Education and credentialing** – Addresses unequal access to education and questioning the necessity of a four-year degree.
  - We are refocusing our internal recruiting efforts around experience and skills, instead of degree credentials.

- We are working with the community, business, and academia leaders through **Detroit Regional Talent Compact** to improve our region’s access to people with post-high-school education credentials, and to reduce equity gaps.
- We’ve also benefited from the expertise of the **Lumina Foundation** and its focus on opening equitable pathways to work through education.

## The higher education gap



Sources: Center for Economic and Policy Research; Kelly national survey conducted by Atomik Research, Feb 2021

## Kelly Certification Institute

The Kelly Certification Institute is a sustainable upskilling training solution that provides lifelong learning opportunities which help individuals, schools, and businesses achieve their goals. The program offers **virtual training**, an on-the-job learning apprenticeship program, and a strong, comprehensive certification solution that delivers top-quality talent to our customers. The **Kelly Registered Apprenticeship (RA) program** is a partnership between educational institutions, our client companies, and other stakeholders who implement on-the-job training, empowering talent the skills needed for a career path in an official platform.

**For Employers** Find talent on-demand for hard-to-fill roles.

**For Schools** Provides the official structure for combining classroom learning and on-the-job training.

**For Job Seekers** Combines on-the-job learning with technical education to earn higher pay and the credentials to achieve the career goals you set for yourself.

- **Eliminating outdated practices and policies** – Changed our internal full-time employee hiring practices to set new inclusive and equitable processes that increase the participation of more workforce.

- We are using technology across our job posting to facilitate equitable, inclusive language.
- We commissioned a **national survey for World Autism Awareness Month** and found that more than 80% of Americans support opening doors to neurodiversity talent, to facilitate employment opportunities for individuals on the autism spectrum in specific areas and work environments.
- Refocused internal recruitment efforts around experience and skills, instead of a college degree.
- Removed criminal history questions and updated our policy around minor drug offenses – specifically marijuana convictions – to allow more people with few or low-level criminal offenses greater opportunity to access work within our company.

### AEC<sup>1</sup> Automation Learning & Certification Program

In 2021, Kelly’s AEC launched the Automation Learning and Certification program for Kelly internal employees. This program offers business users the opportunity to upskill and reskill, enabling a means to gain more knowledge on technical and automation tools, as well as obtaining certifications in automation tools.

<sup>1</sup>Automation Enablement Center



# Diversity, Equity, and Inclusion (DEI)

Kelly embraces diversity and strives to provide an inclusive culture that ensures equitable opportunities for all our employees and the global workforce. Our commitment is to provide a diverse and inclusive work environment where everyone feels welcome, respected, and valued.

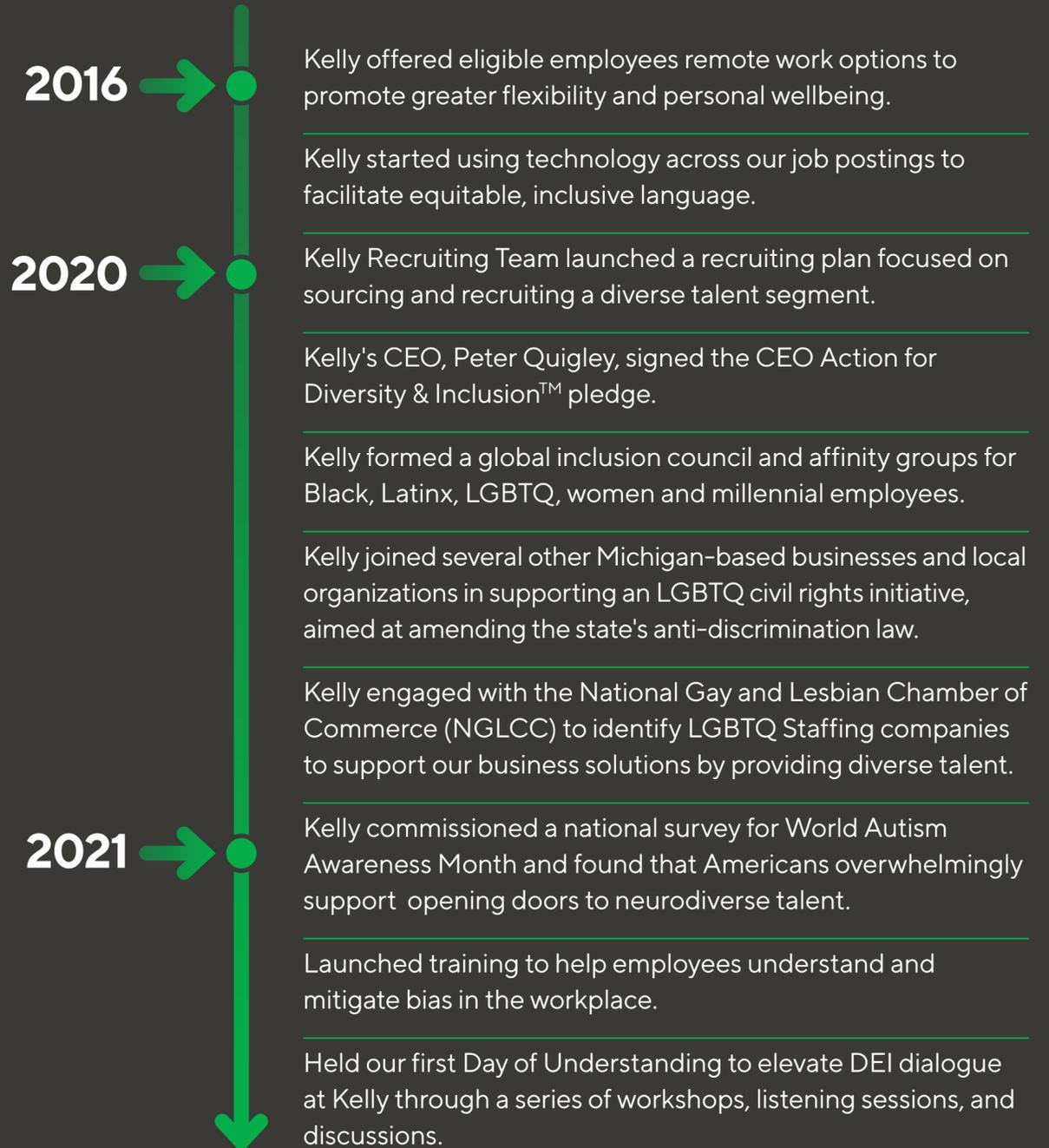
**A**cross our global operations, we celebrate our employee's unique experiences, backgrounds, skills, and talents across our global operations that reflect the diverse regions, industries, and customers we serve worldwide. As a worldwide workforce provider, inclusion and diversity are cornerstones of our operation and a big part of our success.

Kelly recognizes the need for more action to address systematic barriers and other forms of discrimination such as racial injustice, and lead meaningful change towards a more diverse, equitable, and inclusive culture. Our **DEI** strategy and programs such as the **Equity@Work** initiative, aim to embed diversity and inclusive practices while ensuring a more equitable work culture within Kelly and providing a diverse talent pool for our clients. We are committed to overcoming employment barriers to increase opportunities for untapped talent and the diversity of our suppliers. We are humbled to be recognized for

five years in a row with an outstanding top score by the Human Rights Campaign Foundation in the Corporate Equality Index 2022 – a national benchmarking survey of corporate policies and practices relating to LGBTQ workplace equality. We embrace diversity through our employee-led **Affinity Groups** and continue to invest and prioritize initiatives that promote opportunities for talent development while addressing the unique needs of people with disabilities, minority groups, women entrepreneurs, military members and their families, young people, and the semi-retired.

We have implemented a multidimensional DEI strategy across employees, talent, suppliers, and our workplace, to create and maximize opportunities for underrepresented talent. We have implemented internal policies and procedures to neutralize gender tone, remove unconscious bias from job postings, as well as use candidate outreach communications to increase the diversity of our talent pool.

## Our journey on DEI





## Kelly Affinity Groups

Kelly's Affinity Groups are voluntary, employee-led groups that foster an inclusive culture and promote a diverse workplace that aligns with the core of the company. Our Affinity Groups provide professional development, networking, and mentoring opportunities that represent the uniqueness of their experiences and backgrounds and are fully open to all U.S. and global employees who are interested in joining. Kelly's eight affinity groups include:



## Compass program

**K**elly's **Compass program** focuses on guiding people who are trying to re-enter the workforce discover what's next in their career and navigate work opportunities that will enrich their lives. We aim to create an inclusive network and offer specialized programs to promote talent and address the unique needs and capabilities of our entire workforce.

**Kelly Discover** is a solution that uses several tools and resources to tap into underrepresented talent and increase their work opportunity. The solution provides a consultation between Kelly Discover and client partners to identify roles that best fit the talent they're looking to hire. It also offers valuable coaching for both candidates and managers to find lasting success and support throughout the assignment.

This all-in-one engagement solution works with companies to engage individuals across multiple talent communities including people on the Autism Spectrum and other overlooked talent groups.

**Kelly Disabilities Network** strives to increase job opportunities for **people and communities living with disabilities**, where they can contribute their unique skills to our company or our customers. We partner with nonprofit and professional networking associations to better understand their unique challenges, while providing resources that match their needs and create meaningful job opportunities for our talent.

- **On My Own of Michigan** is a member-centered nonprofit that provides support to adults with mild developmental disabilities such as Autism, Down Syndrome, and other cognitive impairments, as they build and maintain lives of independence.

**Kelly + Best Buddies.** Kelly's partnership with Best Buddies launched in 2019, focusing on job placements for participants with Intellectual and Developmental Disabilities (IDD) within Kelly and our customers, as well as building out a friendship program in Oakland County, MI where Kelly's



## Supporting Compass programs

A group of Kelly employees who participate in the Best Buddies Citizens program, along with Best Buddies members, participated in the Best Buddy Friendship Walk in May. The Citizens Program pairs a Kelly employee with a Best Buddy participant for social purposes. The fundraising efforts of the Michigan group helped raise money for the program.

headquarters is located. The partnership is now aligned with our Equity@Work initiative, setting the course for Kelly to play a role in upending systemic barriers to employment and making the labor market more equitable and accessible for more people.

### Kelly Veteran Employment and Transition Services.

Our Government Solutions Team, which is primarily made up of veterans, dedicates most of its time to recruiting services for veterans and military spouses, both with and without security clearance. The U.S. Military Pipeline Program provides a platform to match potential candidates with military backgrounds with our customer employment database. The program feeds into the **Hero2Hired program** that expand job opportunities while using cloud-based technology. In 2021, we hired over 4,500 veterans to work for premier Kelly clients, or as internal employees.



## Supplier diversity, equity, and inclusion (SDEI) program

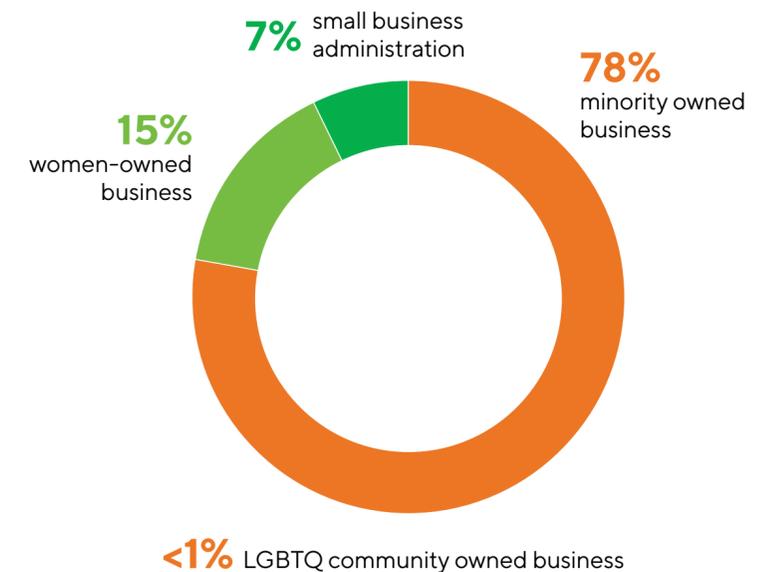
Every day we leverage hundreds of diverse staffing organizations worldwide, both as partners and as subcontractors, in support of achieving our customers' various diversity initiatives. Our **DEI strategy** provides a multidimensional approach expanding our diversity initiatives to a global network of suppliers and their workforce. The program provides resources and increases their business opportunities in servicing our supply chain and sourcing strategy, while remaining partners of Kelly today and for the future.

The Kelly **Supplier Diversity, Equity, and Inclusion Program** aims to attain a more diverse supplier base that reflects the diversity of our global communities where these suppliers work and increase the competitive advantage by harnessing suppliers' unique experiences and solutions. In the U.S. in 2021, our Diverse Global Supplier Network connected approximately 441 certified small and diverse suppliers<sup>1</sup> and reached contributions of approximately \$1.5 billion to promote the economic development of minority communities through training and engagement.

### 2021 supplier diversity impact:

- **25,020 hires** by our diverse supplier network
- **\$1.5B diverse spend** under management
- **Approximately 441 suppliers** participated in our diverse programs
- **89% diverse spend** in STEM and Professional Labor categories
- **Over 4,500 veterans** hired

### Supplier diversity utilization



<sup>1</sup>We ensure our diverse supplier network is at least 51% owned, operated, and controlled by U.S. citizens who are classified as one of the following: Asian-Indian American, Hispanic, Women, Native American, Disabled Veteran, Asian-Pacific American, Small Disadvantaged Business, and the LGBTQ community. Our third-party certifying organizations include National Minority Supplier Development Council (NMSDC), Women's Business Enterprise National Council (WBENC), and Small Business Administration (SBA).



# SDEI Affiliations/Memberships





# Supply chain and customer relations

## Our supply chain

### Connecting talent to the world of work

Kelly has a value chain that covers 59 countries worldwide and provides services across two categories: talent supply chain services and third-party vendors and suppliers. Our talent supply chain offers workforce solutions for suppliers, mainly through Managed Service Providers (MSP), while also supporting Staffing Solutions, Recruitment Process Outsourcing (RPO/Perm) solutions, and Business and Professional Services (BPS). Up to one percent of our supply chain enables a wide variety of solutions – the majority once again is MSP. Our established supplier network extends to 140 countries.

Our suppliers are a critical part of our ecosystem which enables the placement of third-party work labor for our customers in a variety of specialty services focused on finance and accounting, engineering, IT, and science. Today, our supply chain has approximately 3,000 active suppliers which provide unparalleled access to talent and provides employment opportunities for more than 568,400 contingent workers to over 300 clients. The resiliency, flexibility, treatment of labor, and collaboration in our supply chain are vital for our operations, but it also comes with significant responsibility.

## Kelly



### Talent Specialties Professional & Industrial

- Contact Center
- Creative
- Finance & Accounting
- Industrial
- Marketing
- Office



### KellyConnect® Contact Center Outsourcing

- Customer Support
- Technical Support
- Remote Agent
- Customized Programs



### International Staffing

- Americas
- EMEA
- APAC\*



### Talent Specialties Science, Engineering, Technology & Telecom

- Engineering
- Technology
- Telecom & Digital Connectivity
- Science & Clinical
- Government Solutions



### Managed Business Services

- Centralized Admin Solutions
- Computer Aided Design & Drafting
- Engineering Support
- Field Services
- Functional Service Provider
- Lab Management Solutions
- Manufacturing & Logistics
- Project Services
- Technical Writing



### Talent Specialties Education

- Pre-K – 12
- Early Childhood
- Higher Ed
- Special Needs



### Staffing Options

- Temporary Talent
- Temporary to Hire
- Direct Hire
- Payroll Service
- Local/Centralized Delivery
- On-Site Management

## Kelly OCG



### Managed Service Provider (MSP)

- Contingent Labor
- Direct Sourcing
- Human Cloud
- Identity Management
- Independent Contractors
- Payroll Outsourcing
- SOW/RFx Management



### Recruitment Process Outsourcing (RPO)

- End-to-End Programs
- Project Hiring
- Modular Programs



### Talent Advisory Services

- Talent Strategy
- Supply Chain Design & Categorization
- Talent Market Analytics & Insights
- Self-Managed MSP Implementation Consultation
- Micro Employer
- Value Proposition



### Integrated Talent Solutions

- Total Talent Solutions
- Guided Work™

\* Delivered through PERSOLKELLY Joint Venture partnership with PERSOL Group.



## Supplier risk management

The **Kelly Supply Chain Enablement Team** consistently assesses suppliers' performance and contractual and worker compliance with consideration given to client-directed suppliers. The team conducts regular audits, identifies high-risk suppliers, and reports findings on contractual non-compliance through the internal supplier breach report process, which can lead to adjournment or termination from the Kelly program. We also encourage our partners and suppliers to go beyond compliance and implement best practices to address risk mitigation and improve supplier assessment.

Our Supplier Risk Management and Supplier Engagement and Performance program is overseen by the Supplier Strategy Government Council, a group of 17 individuals including representation from senior executive leaders across KellyOCG, Corporate Sustainability, Legal, finance, digital transformation, procurement, and business units. This team is globally focused but regionally structured – which means they can provide strategic consultation while maintaining proximity to local markets to retain the knowledge of legal and cultural specifics, speed to talent, escalation points, etc.

## Supplier engagement and performance management

In 2021, we unveiled our **Responsible Supply Chain Management Model**. A cross-functional **Supplier, Vendor, Third-Party Risk Project team** that defined a comprehensive approach to leverage our supplier strategy engagement, risk management, and Corporate Sustainability initiatives. This model includes:

- A new **Supplier and Partner<sup>1</sup> Code of Conduct** aligned with international frameworks and standards
- Connection to Kelly's growth and business strategy
- Industry-leading responsible supply chain management best practices

In 2022, we will deploy this program by taking an initial approach to Kelly's supplier first practices. We will be audited as a supplier to our customers, to identify internal experiences, findings, and action steps. We expect to leverage these findings and create a case study to share with our clients the leading industry standards we expect across our supply chain. In mid-2021, we launched our new Supplier Code of Conduct to our active supplier network.



In 2021, the KellyOCG team partnered with one of our technology clients to conduct a pilot project to support a group of 10 global suppliers to align their policies and practices with the RBA Supplier Code of Conduct. We defined internal guidelines to analyze supplier status based on self-reporting information and provided individual guidance to increase awareness and advance sustainability practices.

In 2022, this project will primarily focus on APAC region suppliers. KellyOCG will work with regional certified RBA consultants to support supplier alignment with those practices and guide them on future audit activity requisites.

## DEI at KellyOCG Supplier Forums

For the second consecutive year, the Supplier Forum for AMER/EMEA and APAC was held virtually with the participation of our global supplier network and Kelly executives. This year's event focused on the valuable role of Kelly supply chain partners to champion opportunities for all and highlighted the relevance for taking internal and external approaches for talent management, increasing diversity, equity, and inclusion; fighting barriers to work, and reaching untapped talent pools.

### Main highlights:

- Carbon neutral event to offset an estimated 35 tons of CO<sub>2</sub> emission. Suppliers participated in donating 2,500 trees to women-owned tress farms in Rwanda, Tanzania, and Malawi as part of the **One Tree Planted** initiative.

- For the first time, all six of Kelly's U.S.-based Supplier Excellence award winners are diverse-owned enterprises.
- Our Going the Extra Mile award-winning supplier is also a diverse-owned enterprise – and is the first award winner from Kelly Government Solutions.
- And, for the first time, we have an award recipient in Mexico, our Rookie of the Year award winner.

*"These suppliers are incredible multipliers of our efforts and some of our best brand ambassadors."*

**Pam Sands**  
Senior director and global lead of Supplier Strategy and Engagement.



<sup>1</sup> Partner is defined as any company that Kelly collaborates with for the purpose of being able to increase/improve our capabilities and/or acquire new business.



## Supplier Code of Conduct

Our suppliers and partners are an integral part of our purchasing and partnering decisions. We place the same high level of excellence and accountability on our suppliers, to which we hold ourselves, and we expect all of us to conduct business following the highest values of legal, social, safety, ethical and environmental responsibility.

Based on our ongoing evolution towards Responsible Supplier Management, we expanded our **Supplier Code of Conduct** in 2021 to further align with our own internal Code of Business Conduct and Ethics, industry requirements, and ESG standards. Our new Supplier Code of Conduct is more robust and requires the suppliers to fully read the document and initial acceptance of each standard. These improvements were launched mid-year starting with our suppliers with the highest spend and headcount. As we have entered 2022, we are finalizing the completion of suppliers who are active in our network but may not have individuals placed which has impacted our overall SCOC acceptance percentages.

The Supplier Code of Conduct sets the standards our global supplier network agrees to adopt in providing safe working conditions, ensuring workers' respect and dignity, and abiding with the International Human Rights Principles and Managing Business and Professional Ethics, while ensuring sustaining environmental impacts. The Supplier Code of Conduct adheres to the professional code of conduct outlined by the World Employment Confederation, the Responsible Business Alliance (formerly known as the Electronic Industry Citizenship Coalition Code of Conduct), and the ten principles of the UNGC.

We expect our Suppliers and partners to self-monitor performance to demonstrate compliance with the Supplier Code of Conduct, however, Kelly may audit Supplier's practices to confirm compliance with our internal practices. Any supplier, collaborator, or another party who behaves unlawfully or who violates the Code risks termination of their business relationship with Kelly.

The Supplier Code of Conduct sets the standards our global supplier network agrees to adopt in providing safe working conditions, ensuring workers' respect and dignity, and abiding with the International Human Rights Principles and Managing Business and Professional Ethics, while ensuring sustaining environmental impacts.





# Engagement

## Social investment programs

**W**e believe that it takes all of us working together to truly make an impact in the communities where we live and work. Our social investment programs are focused on empowering our employees to be change-makers through volunteerism and contributing to communities in need. Kelly's commitment to our communities includes providing financial assistance to national and local organizations that increase talent development and work opportunities for underserved communities.

In 2021, over **530 employees contributed more than \$98,400 USD** towards charitable giving opportunities during Kelly's annual benefits enrollment.

### ADDITIONAL PARTNERSHIPS:

**Hiring Our Heroes (HOH).** Kelly is partnering with HOH to connect service members, military spouses and veterans with American businesses to create economic opportunity and a strong and diversified workforce.

**Michigan Works!** Kelly is deploying a Supplier Diversity & Inclusion Internship program with Michigan Works! focused on underleveraged and highly capable college students.



## Social impact partners

We provide financial support to local organizations committed to increasing education, training, and employment networking opportunities for underserved talent. By investing in local organizations aligned with our business strategy and core values, we increase our shared value and leverage our effort for providing inclusion and equality for the workforce.

In 2021, Kelly invested **over \$112,000 USD** through corporate contributions to local impact partnerships:

- › **Citizens Research Council of Michigan.** Citizens Research Council of Michigan is a 501(c)3 organization that funds analysis of public policy studies and supports the work to promote good government through the support of foundations, businesses, and individuals.
- › **Detroit Economic Club (DEC) – Advocate Level Sponsorship.** The Detroit Economic Club (DEC) is a non-partisan, non-profit organization committed to the discussion and debate of important business, government, and social issues. Kelly's participation as an advocate level sponsor includes memberships, meeting tickets, and student tickets.
- › **Detroit Regional Chamber Economic Development (Forward Detroit) Investment.** Serves as Michigan's leader in shaping and executing the Detroit region's collaborative pro-growth policies and programs by building on the Chamber's economic development and advocacy expertise.
- › **Detroit Regional Chamber Mackinac Policy Conference – Bronze sponsorship.** As a bronze sponsor, Kelly is provided an opportunity to network with national, statewide, and regional leaders, as well as Chamber members.
- › **Detroit Regional Chamber State of Education – Regional Champion Sponsor.**
- › **HAVEN.** Kelly is a long-standing supporter of HAVEN, a local nonprofit organization that provides shelter, counseling, advocacy, and educational programming to victims of domestic violence and sexual assault in Oakland County, Michigan. In 2021, Kelly sponsored a table at the annual HAVEN Gala.
- › **Noble Capital Markets, Inc.** Kelly participated as a platinum sponsor in the Channelchek college report research challenge that invites college students to create an equity research report on any one of 6,000+ public small and microcap companies. In addition to landing a paid internship, winners receive \$7,500 for tuition and college-related expenses, and the winner's college receives \$5,000 as well.
- › **Oakland Community College Foundation.** In 2021, Kelly ranked as the top sponsor of the Garden Party Vocational Education Scholarship with our Jeroboam-level contribution. Proceeds from the event provide professional trade scholarships to disadvantaged young adults, ensuring these students attain professional skills, empowering them to achieve self-sufficiency.



## Kelly Engage

We empower our employees to dedicate their time and talent to volunteering and contributing to community efforts through our Kelly Engage employee volunteer program. Encouraging participation, Kelly provides eight paid hours per year to contribute to community outreach initiatives focusing on:

- > Diversity and Inclusion
- > Talent, skills, and training for labor
- > Vulnerable communities and workforce reinsertion

From tutoring students to neighborhood cleanups and utilizing skills-based training to improve the livelihood of others, our employee volunteer program continued to remain engaged in our communities in 2021.



**900+**

Employee  
Volunteers



**6,900+**

Volunteer  
Hours



**21%**

U.S. Employee  
Participation Rate

## Engage 2021 Impact Highlights

### We partner with our customers

A team of Kelly colleagues joined our CEO, Peter Quigley, and the Dow Midland team in efforts to help with the ongoing clean-up and recovery in Sanford, MI a year after historic flooding devastated the region where hundreds of employees on assignment through Kelly call their home.



Our internal **Engage resource webpage** provides multiple volunteering sources for our employees as well as activities that employees can participate in throughout the year.



### Pulling Our Weight Campaign

As part of Dow's #PullingOurWeight campaign, Kelly colleagues joined Dow team members in various community outreach efforts — from Kelly Freeport assisting with beach trash pick-up, Kelly Louisiana cleaning up a service road during their lunch break, Kelly St. Charles participating in the SCO gumbo cookoff in support of United Way, to Kelly Canada helping with local community clean-up efforts — Kelly is committed to ongoing volunteering partnerships with customers and making a difference in our communities.

*continues on page 53*



# Engage 2021 Impact Highlights *continued from page 52*

## We participate in local community efforts



For the fifth year in a row, Kelly employees participated in the **Life Remodeled Six Day Project** clearing blight from front yards of vacant properties within Detroit neighborhoods that surround the Durfee Innovation Society, a center for youth programs, jobs, entrepreneurship, and community resources.

### Kelly Relief Fund

The Kelly Relief Fund provides grants and short-term financial donations to assist Kelly employees and talent who have been impacted by natural and human made disasters. In 2021, our employees donated over \$31,000 USD to the Kelly Relief Fund, **supporting 18 employees through grants that accounted for \$14,150 USD.**

## We make a difference globally

› **Kelly Canada** employees supported individual initiatives sharing their knowledge and skills to benefit community needs. Some examples include tutoring adults for The Literacy Group of Waterloo Region, bringing cheer to seniors by providing anonymous gifts and cards through the Seniors Secret Service program, and removing barriers by partnering with WorkBC to hearing impaired candidates in positions with a customer.



› **KellyOCG Australia** partnered with indigenous organizations, charities, and communities to influence the challenge of educational poverty in Australia. As part of this initiative, our team collaborated with DeadlyScience to collect 112 books for indigenous students as part of the “Reconciliation Action Plan,” an internal initiative to help build bridges and level the playing field for Australia’s first Nations People – Aboriginal and Torres Straits Islander people. The program encourages employees, customers, and suppliers to contribute to addressing challenges of educational poverty in Australia through contributions to local partner organizations that provide STEM education resources to remote schools.

› Members of the **Kelly Ireland** Team participated in a 5km run to support vulnerable children and their families through a local partnership with the charity organization, Barnardos. Barnardos support parents in difficult situations and challenges society where it fails our children.

› **Kelly Mexico** celebrated International Senior Citizen’s Day providing basic necessities and food items to three nursing homes located in Mexico City, Guadalajara, and Monterrey to support seniors in need. In celebration of International Yellow Day, Kelly Mexico team members organized a contest representing the charities and causes they support. Three charities received donations provided by volunteers and members of the Social Responsibility Committee.



› **Kelly UK** partnered with two local organizations, Youth Employment UK, to support their effort in tackling youth unemployment, and Henpicked, a company that looks to build a community for women over 40 who are going through menopause. The initiative facilitated webinars and blogs to spark conversations with employers to increase diversity efforts at the workplace, and support relevant policies, recruitment strategies, and education to increase awareness, while providing support to clients and candidates on menopause friendly work environments. Kelly’s partnership in the initiative in 2021 helped to generate 171 new registrations to participate in Henpicked webinars and added approximately 1,700 new subscriptions to mailing lists to hear more about seminars.



# Governance

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## **Ethics and business conduct**

- Code of Business Conduct and Ethics
- Corporate Sustainability and ESG Governance
- Privacy and data protection
- Risk management
- Business continuity

## **Communication and reporting**

- External communications and accountability





# Governance

Kelly is committed to doing the right thing; conducting ourselves in a legal, ethical, and trustworthy manner; strictly upholding our regulatory obligations in every country in which we operate and complying with both the letter and spirit of our business policies and values. Our commitment is to remain accountable for our actions and goals.

## Key Milestones

44% of the Board's directors are diverse, representing women or diverse members.



91% of employees signed the **Code of Business Conduct and Ethics**.



88% of employees completed **global policy training** on business ethics and human rights topics.



Streamlined **global policy process** into quarterly acknowledgments and integrated trainings.



In 2021 we launched improvements to our **Supplier Code of Conduct** mid-year, starting with our suppliers with the highest spend and headcount and including changes to how suppliers acknowledge acceptance of each standard.



Recognized in the **"Silver" category** for the fourth consecutive year by EcoVadis, placing Kelly in the top 1% of companies rated in the industry's environment category and top 5% in the sustainable procurement category.





## Our priorities moving forward

Growing with Purpose – sustainability and ESG report production in accordance with GRI standards, VRF (SASB), UNGC and SEC disclosures.

External verification/assurance.

Continued training and acknowledgement of our global policies.

Compliance with new and updated legislations and standards in all the territories where we operate.





## Ethics and business conduct

With a global outreach in more than 59 countries worldwide, we prioritize integrity across our global operations legally and ethically to guarantee trusted relationships with our employees, partners, and customers. Kelly is committed to operating with integrity, doing the right thing, and strictly upholding regulatory obligations in every country in which we operate. We maintain strong corporate governance practices that guide our values and expectations from all employees in the **Code of Business Conduct and Ethics** and have extended our business integrity policies and practices to our global network of suppliers through the **Supplier Code of Business Conduct**.

### Code of Business Conduct and Ethics

Our values and business conduct and ethics expectations are upheld by the Board of Directors and apply to all directors and employees globally through the **Code of Business Conduct and Ethics**. All Kelly employees, including members at the executive and leadership level, are responsible for conducting themselves according to the Company's business integrity guidelines and ensuring that our suppliers, agents, employees, and representatives know their obligations to do the same. All global policies and procedures within the Code are revised and updated annually and measured against best-in-class performers and their business requirements, helping to foster an ongoing culture of honesty and accountability.

In 2021, we updated the **Supplier Code of Conduct** that guides all policies and expectations from our global network of suppliers ensuring the highest standards, while aligning to our business integrity policies and procedures. All suppliers must adhere to the Supplier Code of Conduct and recommit to it before taking on a newly assigned task.

The Code guides collaborators in identifying and resolving ethical issues properly, deterring wrongdoing, providing mechanisms to report dishonest or unethical conduct anonymously. It includes an enforcement mechanism for conducting investigations promptly while ensuring protection for people reporting questionable behaviors. A third party independently manages our integrity hotline where employees, customers and suppliers can report their concerns confidentially and anonymously.



Training is a critical element of reinforcing an ethical culture. Annually, all Kelly employees are required to review the Code of Business Conduct and Ethics and complete mandatory training. In 2021, required ethics and human rights training included:

- Employee handbook acknowledgement
- Workplace Accommodations
- Global Anti-bribery training
- Global Diversity training
- Code of Conduct and acknowledgement
- Information Security Policy
- Harassment Prevention



# Corporate Sustainability and ESG Governance

The Board of Directors oversees ESG risks and opportunities directly and through the Governance and Nominating, Audit, and Compensation and Talent Committees. The **ESG Advisory Team** has the responsibility of executing Corporate Sustainability and ESG strategy in our global operations.

The ESG Advisory team meets quarterly to evaluate the strategy and its achievements. ESG risks and opportunities are presented to the Board of Directors quarterly and are reported in Kelly's Proxy statement and annual Sustainability and ESG report, Growing with Purpose. The information contained in these reports is audited by our internal auditing team.

Kelly has voluntarily increased disclosures around climate change and carbon neutrality, diversity and equity, human capital management, community engagement, and risk governance. We continue to expand our Human Rights, Code of Conduct, and Supplier Code of Conduct global policies, and aim to improve all outdated policies.

Kelly participates in external assessments such as EcoVadis, CDP, Human Rights Campaign Foundation's Corporate Equality Index (CEI), Responsible Business Alliance (RBA), ISS Corporate Solutions (ICS), S&P Global Corporate Sustainability Assessment (CSA), and DiversityInc. Top 50. These platforms provide us an opportunity to analyze our performance and identify enhancement opportunities while providing a consistent and transparent measurement for the impact of our sustainability and ESG strategy.





## Privacy and data protection

Kelly is entrusted with a large volume of sensitive personal data from our candidates, employees, talent, customers, and suppliers. With the increased use of technology and global outreach of our business, we take seriously our responsibility of data privacy and protection to ensure the proper collection, use, and security.



We operate with Data Privacy principles that guide all of our employees with the tools, training, and information necessary to follow and comply with high standards and procedures in handling personal data and incident reporting procedures. All employees have access to our Data Privacy Resource Center where they have access to guidelines and incident reporting procedures on privacy and security awareness. Privacy and data protection procedures and standards are also communicated in our Code of Business Conduct and Supplier Code of Conduct, and compliance is mandatory for our global members and suppliers.

Required data protection and retention training in 2021 included:

- **GDPR:** EU General Data Protection Regulation
- **IT Security:** Data Security, Email and Phishing, Creating a Cyber Secure Home, Passwords, and Safety Management Essentials

## Risk management

Our risk management framework and **Enterprise Risk Management (ERM)** program are overseen by Kelly’s Board of Directors and its **Audit committee**. Our risk-mitigation strategy considers policies, procedures, and monitoring mechanisms to identify critical risk, facilitate the establishment of our corporate risk appetite and tolerance statement, and integrate risk concepts within the company’s strategic planning process. Current areas of particular emphasis include cybersecurity, data privacy, wage-hour risk management, and improvements to the company’s compliance governance and incident reporting practices.

In this regard, Kelly has implemented processes to extend risk assessments on **Privacy and Data Protection and Cybersecurity** to its vendors for identifying third parties’ blind spots that may process confidential data on Kelly’s behalf. These risk management controls include but are not limited: architecture reviews, SSAE audits and review of vendor SOC1 and SOC2 Type II reports for critical and SOX vendors, ongoing monitoring and reporting of vendor security by an independent third party, vulnerability assessments conducted internally and annually by an external third party, data protection impact assessment, annual enterprise risk assessment, incident response and notification procedures, and Data Protection Agreements including standard contractual clauses (SCCs) for privacy compliance.

Our risk-mitigation strategy considers policies, procedures, and monitoring mechanisms to identify critical risk, facilitate the establishment of our corporate risk appetite and tolerance statement, and integrate risk concepts within the company’s strategic planning process.

## Cybersecurity

Privacy and data protection matters are managed and overseen directly by the Enterprise Risk, and Information Technology groups, who provide regular quarterly updates to the Audit Committee concerning the proactive approach to cybersecurity, and changes in the regulatory environment, that may impose additional compliance requirements related to the collection, use, processing, disclosure, transfer, and retention of personal information.

Kelly has also adopted international standard procedures to ensure ongoing compliance with the European Union’s **General Data Protection Regulation (GDPR)**, California’s **Consumer Privacy Rights Act**, and all other data privacy laws and regulations in the countries where we do business. In 2021, we continued ongoing efforts to strengthen Kelly’s protection around personal data with updates to our **Information Security** policies to ensure the highest information security standards across our network.



# Business continuity

Kelly utilizes a variety of scalable solutions and strategies to ensure the health and safety of employees and their families, recognizing that unplanned business interruptions resulting from natural disasters, power outages, fires, civil unrest, and other natural or man-made disasters could affect the viability of our company and jeopardize the interests of our shareholders and customers.

Our business continuity planning is incorporated into Kelly's overall business strategy, and we work closely with our customers to integrate our business continuity plan with theirs. Our approach includes three functions:



- **Global incident monitoring:** Kelly invests in technological resources that enable us to globally track and monitor crisis events that may affect our employees, facilities, and operations. Having first-hand knowledge of the proximity of our operations or employees to a crisis event allows us to respond efficiently and effectively.
- **Communications:** We have a comprehensive communications protocol (including on-demand automated voice calling, bulk texting, and mass emailing) that leverages a variety of methods to maintain communications with employees, clients, and vendors/suppliers before, during, and after a crisis event.
- **Emergency Management Team:** This team of decision-making representatives from across the Kelly business and service sectors is empowered to make strategic decisions in response to critical events that affect our employees and facilities.
- **Continuity of operations:** Based on the depth and breadth of our branch network, as well as a single front-office database, Kelly has the ability to replicate business operations to alternative sites in the event that one becomes inoperable.

- **Emergency Operations Center:** Located within our corporate campus, this dedicated facility is available to support our field operations, clients, and employees in the wake of a crisis event.
- **Uninterrupted Power Supply:** In the event of a power outage, a UPS System (uninterrupted power supply) automatically activates Kelly's U.S. headquarters operations. This failover operates as our generator warms up and once up to full speed, the

generator powers our data center, life systems (e.g., emergency lighting, elevator), telephony rooms, and security systems.

- **IT Disaster Recovery:** Kelly is contracted with a reputable global leader in IT data center restoration. Within 24 hours of an IT disaster declaration, the vendor ensures the availability of the equipment necessary to run Kelly's critical IT systems from a remote location.

## Business Continuity Plan & Response



**Emergency Management Team** Global, interdepartmental group is empowered to quickly make strategic decisions in response to critical events that affect our employees and facilities.



**Continuity of Operations** The depth and breadth of our field network and our shared services operations allow us to shift business operations to alternate sites to support customers from a remote location.



**Pandemic Planning** Specific Business Continuity planning for pandemics includes infections control measures, communication, education, and travel safety mechanisms.



**Communications** A comprehensive protocol which leverages a variety of methods, including e-mail, audio calls, and text messaging, to maintain communication with employees, clients, and vendors/suppliers.



**Business Continuity Plan Testing** Kelly's Business Continuity and IT Disaster Recovery programs are tested at least annually. Most recently, the Business Continuity Plan was tested in September 2021, and the Disaster Recovery Plan in October 2021.



# Communication and reporting

## External communications and accountability

Kelly's external communication channels help us monitor and inform our external audiences, including customers and clients, about our performance. We have adopted international sustainability standards such as GRI, SASB, and UNGC to ensure consistency, accountability, and transparency of our annual goals and impact. We also participate in external assessments such as EcoVadis, CDP, CEI, RBA, and ICS which measure our sustainability performance and provide recommendations on our strategy implementation.

### Reporting frameworks:



GRI is the independent international organization – headquartered in Amsterdam with regional offices around the world – that helps businesses, governments and other organizations understand and communicate their sustainability impacts.



This is the second year Kelly has reported to the Sustainability Accounting Standards Board framework in the Professional Commercial Services Standards.



We are a signatory based on our commitment to adhering and reporting progress toward the Ten Principles that encourage sustainable and socially responsible business practices.



We map our material issues to the sustainable development goals to identify where we have the most opportunity for impact. During 2021, we refreshed our materiality assessment and intend to use its findings to further refine our focus on the UNSDGs.

### External sustainability assessments:





# ESG data table

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Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
<b>Organizational Profile</b>						
Name of the organization	Kelly Services, Inc. KELYA			102-1		
Activities, brands, products and services	Kelly is a global workforce staffing solutions and talent management leader for a variety of industries and companies. Services span outsourcing, consulting, recruitment, talent advisory, career transition and vendor management services.	About Kelly <a href="#">Annual report on Form 10-K</a>	6	102-2		
Location of headquarters	Global and U.S. Headquarters: 999 West Big Beaver Road, Troy, Michigan 48084 EMEA Headquarters: Av. Edouard-Dubois 20, CH-2006 Neuchatel, Switzerland APAC Headquarters: 36 Robinson Road, #20-01 City House, Singapore 068877	<a href="#">Annual report on Form 10-K</a>		102-3		
Location of operations		Global coverage	11	102-4		
Ownership and legal form	Public company traded on the Nasdaq stock exchange (KELYA and KELYB). Legal business structure: C Corporation	<a href="#">Annual report on Form 10-K</a>		102-5		
Markets served		About Kelly Global coverage	6 11	102-6		
Scale of the organization		About Kelly	6	102-7		
Information on employees and other workers		Our people	35	102-8		Principle 6 SDG 8, 10
Supply chain		Supply chain and customer relations	48	102-9		
Significant changes to the organization and its supply chain		Global coverage Mergers, acquisitions, investments, and divestitures Our supply chain <a href="#">Annual report on Form 10-K</a>	11 11 48	102-9, 102-10		
Precautionary principle or approach	Kelly has set internal policies and guidelines to minimize its environmental impacts. However, Kelly does not have a specific policy as it pertains to the precautionary principle.			102-11		
External initiatives		External commitments and memberships of association SDEI affiliations Social impact partners	21 47 51	102-12, 102-13		



Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
<b>Strategy</b>						
Statement from key decision-maker		Message from our President and CEO	4	102-14		
Key impacts, risks and opportunities		Corporate Sustainability and ESG Strategy Kelly COVID-19 response <a href="#">Annual report on Form 10-K</a>	19 14	102-15		
<b>Stakeholder engagement</b>						
List of stakeholder groups, selecting stakeholders, engagement, and key topics and concerns		Stakeholder engagement and materiality	21	102-40, 102-42, 102-43, 102-44		SDG 17
<b>Reporting practices</b>						
Entities included in the consolidated financial statements		<a href="#">Annual report on Form 10-K</a>		102-45		SDG 17
Defining report content and topic boundaries		Materiality assessment	22	102-46		
List of material topics		Materiality assessment	22	102-47		
Restatements of information	None			102-48		
Changes in reporting		Carbon emissions and climate mitigation	27	102-49, 102-55		
Reporting period and cycle	2021 Calendar Year (January 1 - December 31, 2021)	About this report	23	102-50, 102-52		
Date of most recent report	Growing with purpose 2020 sustainability report – published in May, 2021	<a href="#">Growing with purpose 2020 sustainability report</a>		102-51		
Contact point for questions regarding the report		About this report	23	102-53		
Claims of reporting in accordance with the GRI standards		About this report	23	102-54		
External assurance		About this report	23	102-56		



Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
<b>Economic performance</b>						
Total revenue	\$4.9 billion	Kelly by the numbers <a href="#">Annual report on Form 10-K</a>	7	201-1		SDG 8, 9
Financial implications and other risks and opportunities due to climate change		<a href="#">CDP response</a>		201-2		SDG 13
Defined benefit plan obligations and other retirement plans		Employee wellness	39	201-3		
<b>Indirect economic impacts</b>				203		
Infrastructure investments and services supported		Kelly Relief Fund	53	203-1		SDG 5, 9, 11
Significant indirect economic impacts		Social investment programs Kelly Engage	51 52	203-2		SDG 3, 8
<b>Anti-corruption</b>				205		
Operations assessed for risks related to corruption		Ethics and business conduct Code of Business Conduct and Ethics Supplier Code of Conduct	57 57 50			
Communication and training about anti-corruption policies and procedures		Ethics and business conduct Code of Business Conduct and Ethics Supplier Code of Conduct	57 57 50	205-2		Principle 10
Confirmed incidents of corruption and actions taken	We are not aware of any incidents of corruption.	<a href="#">Annual report on Form 10-K</a>		205-3		Principle 10
<b>Anti-competitive behavior</b>						
Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No known legal proceedings in the United States related to corruption, bribery, anti-competitive practices, or freedom of association. As an international employer of size and scope, Kelly may become involved in disputes from time-to-time, but none of a material nature in the United States related to these categories.	<a href="#">Annual report on Form 10-K</a>		206-1		Principle 10
<b>Socioeconomic compliance</b>						
		<a href="#">Annual report on Form 10-K</a>		419-1		Principle 10



Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
<b>Governance</b>						
<b>Governance structure</b>		Governance structure <a href="#">Proxy statement</a>	12	102-18		
Delegating authority and executive-level responsibility for ESG topics		Governance structure <a href="#">Proxy statement</a>	12	102-19, 102-20, 102-31, 102-32, 102-33		
Consulting stakeholders on ESG topics		Stakeholder engagement and materiality	21	102-21, 102-29		
Composition of the highest governance body and its committees	The highest governance body is represented by the Board of Directors. The Board established three standing committees: Audit Committee, Compensation and Talent Management Committee, and Corporate Governance and Nominating Committee. Each committee functions under a written charter adopted by the Board.	Governance structure Code of Business Conduct and Ethics <a href="#">Proxy statement</a>	12 57	102-22		
<b>Board of Directors</b>						
Women	33%	<a href="#">Proxy statement</a>		405-1	SV-PS-330a.1	SDG 5
Men	67%	<a href="#">Proxy statement</a>		405-1	SV-PS-330a.1	SDG 5
Diverse background	33%	<a href="#">Proxy statement</a>		405-1	SV-PS-330a.1	SDG 5
Total executive and non-executive board members	9	<a href="#">Proxy statement</a>		102-22		SDG 5
Board Average Tenure	6.56	Board diversity <a href="#">Proxy statement</a>	13	102-22		SDG 5
Independent Board Members	78%	Board diversity <a href="#">Proxy statement</a>	13	102-22		SDG 5
Board Gender or Ethnically Diverse	44%	Board diversity <a href="#">Proxy statement</a>	13	102-22		SDG 5
<b>Board committees</b>						
<i>Audit committee</i>	5 meetings	Board composition and committees	13	102-22		SDG 5
Independent members	100%	Board composition and committees	13	102-22		SDG 5



Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
Gender or ethnically diverse members	50%	Board composition and committees	13	102-22		SDG 5
<i>Compensation and Talent Management committee</i>	8 meetings	Board composition and committees	13	102-22		SDG 5
Independent members	100%	Board composition and committees	13	102-22		SDG 5
Gender or ethnically diverse members	75%	Board composition and committees	13	102-22		SDG 5
<i>Corporate Governance and Nominating committee</i>	4 meetings	Board composition and committees	13	102-22		SDG 5
Independent members	100%	Board composition and committees	13	102-22		SDG 5
Gender or ethnically diverse members	50%	Board composition and committees	13	102-22		SDG 5
Corporate governance principles		Governance structure Code of Business Conduct and Ethics <a href="#">Proxy statement</a>	12 57	102-23, 102-24, 102-25, 102-26, 102-27, 102-28		SDG 5
Effectiveness of risk management processes and review of ESG topics		Risk management Business continuity	59 60	102-30, 102-31		
Highest governance body's role in sustainability reporting		Governance structure <a href="#">Proxy statement</a>	12	102-32		
Remuneration policies and process for determining remuneration		Code of Business Conduct and Ethics Talent attraction, retention, and compensation <a href="#">Proxy statement</a>	57 37	102-35, 102-36		
Annual total compensation ratio		<a href="#">Proxy statement</a>		102-38, 102-39		
<b>Ethics and Integrity</b>						
Values, principles, standards and norms of behavior		Talent promise Vision and Values Code of Business Conduct and Ethics Supplier Code of Conduct	8 9 57 50	102-16		Principle 10
% of employees who read and acknowledged the Code of Business Conduct and Ethics	91%	Governance	55	102-16		Principle 10



Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
% of Suppliers who read and acknowledged the Supplier Code of Conduct	January - June, 2021: 95% New SCOC: June - December, 2021: 70%	Governance	55	102-16		Principle 10
Mechanisms for advice and concerns about ethics		Code of Business Conduct and Ethics Supplier Code of Conduct	57 50	102-17	SV-PS-510a.1	Principle 10
<b>Privacy and data protection</b>					SV-PS-230a.1	
Policies and practices relating to collection, usage, and retention of customer information		Privacy and data protection	59		SV-PS-230a.2	
Number of data breaches	0	Privacy and data protection	59	418-1	SV-PS-230a.3	
% involving customers' confidential business information (CBI) or personally identifiable information (PII)	0	Privacy and data protection	59	418-1	SV-PS-230a.3	
Number of customers affected	0	Privacy and data protection	59	418-1	SV-PS-230a.3	
<b>Public policy - Political contributions</b>	The company Code of Business Conduct and Ethics prohibits the use of company property, equipment funds, or other resources to make direct or indirect political contributions, unless certified approval by the Company's general counsel is given.	Code of Business Conduct and Ethics	57	417-1		Principle 10
<b>Social</b>						
<b>Total employees (U.S. full-time)<sup>1</sup></b>	4,299	Our people	35	102-7, 102-8, 405, 405-1	SV-PS-000.A	Principle 6 SDG 8, 10
<i>Employees by gender</i>		Our people	35	102-7, 102-8, 405, 405-1	SV-PS-330a.1	Principle 6 SDG 8, 10
Female	71%					
Male	28%					
Undisclosed	1%					



Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
<i>Senior leadership by gender</i>		Our people	36	102-7,102-8, 405, 405-1	SV-PS-330a.1	Principle 6 SDG 8, 10
Female	44%					
Male	56%					
Undisclosed	0%					
<i>Employees by age group</i>				102-7,102-8, 405, 405-1		Principle 6 SDG 8, 10
Under 30	27%					
30 - 50	61%					
Over 50	12%					
<i>Senior leadership by age group</i>				102-7,102-8, 405, 405-1		Principle 6 SDG 8, 10
Under 30	0%					
30 - 50	38%					
Over 50	62%					
<i>Employees by ethnicity</i>		Our people	35	102-7,102-8, 405, 405-1	SV-PS-330a.1	Principle 6 SDG 8, 10
Non People of Color	69%					
People of Color	26%					
Undisclosed	5%					
<i>Senior leadership by ethnicity</i>		Our people	36	102-7,102-8, 405, 405-1	SV-PS-330a.1	Principle 6 SDG 8, 10
Non People of Color	75%					
People of Color	19%					
Undisclosed	5%					



Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
<b>Employees by region</b>		Our people	35	102-7, 102-8, 405, 405-1	SV-PS-000.A	Principle 6 SDG 8, 10
Americas	67%					
EMEA	28%					
APAC	5%					
<b>Total temporary employees (global)</b>	350,000	Kelly by the numbers <a href="#">Annual report on Form 10-K</a>	7	102-8	SV-PS-000.A	Principle 6 SDG 8, 10
<b>New employee hires (U.S. full-time)<sup>1</sup></b>	1,420	Our people	36	401-1		Principle 6 SDG 5, 8, 10
<i>Employees by gender</i>						
Female	70%					
Male	29%					
Undisclosed	1%					
<i>Employees by age group</i>						
Under 30	25%					
30 - 50	60%					
Over 50	15%					
<b>Employee turnover rate (U.S. full-time)<sup>1</sup></b>	1,267	Our people	36	401-1	SV-PS-330a.2	Principle 6 SDG 5, 8, 10
<i>Employees by gender</i>						
Female	69%					
Male	31%					
Undisclosed	0%					



Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
<i>Employees by age group</i>						
Under 30	14%					
30 - 50	60%					
Over 50	26%					
<b>Benefits and parental leave (U.S.)<sup>1</sup></b>		Employee wellness	<a href="#">39</a>	401-2, 401-3		Principle 6 SDG 3, 5, 8
<b>Employee overall engagement<sup>2</sup></b>	51%	Listening to our employees	<a href="#">37</a>		SV-PS-330a.3	
<b>Employee satisfaction metrics<sup>3</sup></b>	73%	Listening to our employees	<a href="#">37</a>		SV-PS-330a.3	
<b>Occupational Health and Safety</b>						
		Occupational health and safety	<a href="#">30</a>	403, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7		SDG 8
Total number of recordable injuries/illness	4			403-9, 403-10		SDG 8
Total number of cases with days away from work	1			403-9, 403-10		SDG 8
Total number of work-related fatalities	0			403-9, 403-10		SDG 8
Days Away/restricted and transferred incidence rate (DART)	0.04	Occupational health and safety	<a href="#">31</a>	403-9, 403-10		SDG 8
Total Recordable Incidence Rate (TRIR)	0.08	Occupational health and safety	<a href="#">31</a>	403-9, 403-10		SDG 8
<b>Training and education</b>						
<i>Average hours of training per year per employee</i>		Career development and training	<a href="#">38</a>	404-1		Principle 6 SDG 4, 5, 8, 10
Senior Management	18.9					



Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
Middle Management	19.8					
Non-managerial	16.8					
Programs for upgrading employee skills and transition assistance programs		Career development and training	38	404-2, 404-3		Principle 6 SDG 8
<b>Human rights</b>		Human rights Code of Business Conduct and Ethics Supplier Code of Conduct	40 57 50	406, 407, 408, 409		Principle 1, 2, 3, 4, 5, 6 SDG 5, 8
Commitment and training on human rights policies or procedures		Human rights Code of Business Conduct and Ethics Supplier Code of Conduct	40 57 50	412-1, 412-2		Principle 1, 2, 3, 4, 5, 6 SDG 5, 8
<b>Local communities</b>						
Operations with local community engagement, impact assessments, and development programs		Social investment programs Kelly Engage Kelly Relief Fund	51 52 53	413-1		Principle 1 SDG 11
Operations with significant actual and potential negative impacts on local communities		Kelly Relief Fund Business continuity	53 60	413-2		Principle 1 SDG 11
<b>Supplier social assessment</b>		Supplier risk management Supplier Code of Conduct	49 50	414-1		Principle 2
<i>Supplier Diversity</i>		Supplier diversity, equity and inclusion program	46	414-1		Principle 6
Number of suppliers participating in diverse programs	441					
Hires	25,020					
Investment	\$1.5B					
Diverse spend in STEM	89%					



Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
Utilization:						
Minority owned business	78%					
Women-owned business	15%					
Small business administration	7%					
LGBTQ community owned business	<1%					
<b>Customer health and safety</b>		Occupational health and safety -Customers Supplier risk management	31 49	416-1		
<b>Environmental</b>						
<b>Energy</b>						
Energy consumption within the organization: Global facilities and IT-assets with operational control <sup>4</sup>	20,216 MWh	Carbon emissions and climate mitigation Energy efficiency	27 28	302-1, 302-4		Principle 7, 8, 9 SDG 8, 13
Energy intensity <sup>5</sup>	0.025 MWh	Carbon emissions and climate mitigation Energy efficiency	27 28	302-3		Principle 8 SDG 8, 13
<b>Water and Effluents</b>						
Water consumption	Approximately 16,933,729 gallons	Water consumption	28	303, 303-3, 303-4, 303-5		Principle 8
Water withdrawn from water-stressed areas:						
Low water-stressed areas	67.18%					
Low-Medium water-stressed areas	26.82%					
Medium-High water-stressed areas	2.47%					
High water-stressed areas	1.92%					
Extremely-High water-stressed areas	1.61%					



Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
<b>Biodiversity</b>	Our industry does not use natural resources for product or service development and therefore does not impact biodiversity directly.			304		
<b>Emissions</b>						
GHG emissions by Scope (mtCO <sub>2</sub> e) <sup>67</sup>						
<i>Direct (Scope 1) GHG emissions facilities</i>	1,553	Carbon emissions and climate mitigation Energy efficiency	27 28	305-1		Principle 7, 8 SDG 3, 13
On-site combustion	1,542					
Mobile combustion	10.78					
<i>Indirect (Scope 2) GHG emissions</i>	9,469	Carbon emissions and climate mitigation Energy efficiency	27 28	305-2		Principle 7, 8 SDG 3, 13
Electricity facilities (location-based)	9,109					
Electricity facilities (market-based)	9,109					
Electricity IT-assets (location-based)	360					
Electricity IT-assets (market-based) <sup>8</sup>	0					
<i>Other indirect (Scope 3) GHG emissions</i>	5,577	Carbon emissions and climate mitigation Energy efficiency	27 28	305-3		Principle 7, 8 SDG 3, 13
Business travel						
Air <sup>9</sup>	669					
Rail	0.013					
Nightly hotel stays	280.34					
Car rentals	177					
Non-electricity consumption of IT-assets						
Non-IT electricity (location-based)	194					
Non-IT electricity (market-based)	0					



Description	CY2021	Cross-reference	Page number	GRI Disclosure	SASB Indicator	UNGC Alignment
Working from home	4,084					
Employee commuting	173					
GHG emissions intensity						
(Scope 1, 2 and 3 mt CO <sub>2</sub> e) <sup>10</sup> / Total number of employees <sup>11</sup>	3.59	Carbon emissions and climate mitigation Energy efficiency	27 28	305-4		Principle 8 SDG 13
(Scope 1, 2 and 3 mtCO <sub>2</sub> e) / Revenue <sup>12</sup>	4,377.05					
<b>Effluents and Waste</b>						
Waste diverted from landfill (tons) <sup>13</sup>	88.9	Waste management	29	306-2		Principle 8 SDG 3
<b>Environmental compliance</b>	We have not identified any non-compliance with environmental laws and/or regulations.			307-1		Principle 8
<b>Supplier environmental assessment</b>	Our commitment to the environment extends to our staff, Suppliers, and the communities in which we operate. Suppliers are required to adopt their own environmental sustainability goals, while complying with all Applicable Laws and Regulations regarding the protection and betterment of the environment.	Supplier Code of Conduct	50	308		Principle 8

<sup>1</sup>U.S. includes employees in Puerto Rico.

<sup>2</sup>Engagement defined as scores of 4 or 5 in all Engagement index statements.

<sup>3</sup>The satisfaction metric is based on Kelly's annual employee survey for the statement I would recommend this company as a great place to work.

<sup>4</sup>CY21 Includes electricity consumption from 174 facilities with operational control in the U.S., Canada, Puerto Rico, Australia, and IT-assets located in a third-party Data Center in the U.S.

<sup>5</sup>Energy intensity metric is calculated on total electricity consumption over SqFt across facilities with operational control in the U.S., Canada, Puerto Rico and Sydney-Australia. It does not consider offices with operational control in EMEA and Mexico.

<sup>6</sup>In 2021, Kelly recalculated baseline emissions across Scopes 1, 2 and 3 metrics following the GHG Protocol: Corporate Standard Methodology. It includes emission sources from operations in the U.S., Canada, Puerto Rico and Australia. This years report does not include emission sources from EMEA region.

<sup>8</sup>Accounts for renewable energy certificates (RECs) provided by our Data Center vendor.

<sup>9</sup>In CY21, emissions factors from air travels include Radiative Forcing (RF) which takes into account the additional environmental impact of aviation from nitrous oxide and water vapor emitted at high attitudes.

<sup>10</sup>Carbon footprint (mtCO<sub>2</sub>e) Scope 1 measurement is calculated upon stationary combustion from natural gas consumption across 171 offices in the U.S. and Canada, and mobile combustion from two vehicles owned by Kelly. Scope 2 emissions are estimated from electricity consumption from 174 global facilities across the U.S., Canada, Puerto Rico, Australia as well as electricity consumption from IT-Assets located in third-party Data Centers where Kelly has operational control. Emission factors for global facilities considers the U.S. local e-grid and for other countries, it consider emission factors at country level from the IEA.

<sup>11</sup>The average number of employees going to office 2021: 227. Total number of employees across facilities in U.S., Canada, Puerto Rico and Australia was estimated at 4,630. This year, Kelly estimated emissions intensity metrics of employees working from home on 0.89 mtCO<sub>2</sub>e.

<sup>12</sup>mtCO<sub>2</sub>e generated per billion dollar revenue for U.S., Canada, Puerto Rico and Australia.

<sup>13</sup>Waste is generated from office-based operations. Waste diverted from final disposition to landfills corresponds to internal procedures of recycling paper-use, office-related activities, and e-waste programs.