



# YOUR FUTURE IS FLEXIBLE

An inside look at how Robert Half is leading the way  
in flexible work — and seeing resounding results



## PART 1:

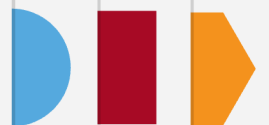
Putting Our People First

## PART 2:

Today's Workforce Dynamics

## PART 3:

Robert Half's Flexible Work Philosophy





M. Keith Waddell  
president and chief  
executive officer of  
Robert Half

Adapting to change and staying ahead of the curve has been at the root of Robert Half's success for nearly 75 years.

When the pandemic dramatically changed how and where we work, we moved quickly to implement a remote work model that prioritized the health and safety of our people. As pandemic restrictions lifted, our workforce had been almost exclusively remote for more than two years. Still, this period saw the company achieve record earnings and revenues and high employee engagement, combined with all-time-low employee turnover.

This people-first, flexible work philosophy is built for the long term, and we're proud to share our successes and key learnings to help both companies and employees thrive.

*M. Keith Waddell*





PART 1:

# Putting Our People First



## PART 1: Putting Our People First

At the start of the pandemic, Robert Half gave our employees the unconditional choice to work remotely — and never looked back. While most companies grappled with return-to-office plans, Robert Half put a stake in the ground and established a new work philosophy to provide our employees with greater flexibility while continuing to meet the needs of the business.

The company also adopted the concept of “in person with a purpose,” intended to empower employees to opt for time spent in the office when there is a clear benefit. This has been especially relevant for new employees, who use the office as a tool to connect with colleagues and managers, acclimate to the business and pave the way for long-term success.

## HOW FLEXIBILITY IS PAYING OFF AT ROBERT HALF

According to a survey of Robert Half employees:

94%

feel Robert Half is a great place to work, compared to just 57% at the typical U.S.-based company.

95%

are proud to tell others they work at Robert Half.

91%

feel that people care about each other at Robert Half.

96%

feel they have the resources and equipment to do their job.

Additionally, the company reported record earnings and revenues of **\$6.5 billion** in 2021.

2022 Great Place to Work's employee survey





“ Everything we do at Robert Half is driven by our people. When it was time to put concrete guidelines in place around our post-pandemic work philosophy, we did so with their success as our top priority. ”



**Lynne Smith**  
senior vice president of global  
human resources at Robert Half







PART 2:

# Today's Workforce Dynamics





Workers want flexibility and will make a career move for greater control over where they do their job. Many employers are responding to the trend while others take a wait-and-see approach.

### LIMITING FLEXIBILITY COMES WITH DRAWBACKS

**41%**

of managers have lost employees due to return-to-office requirements.<sup>1</sup>

**50%**

of professionals working from home would look for a new job with remote options if required to return to the office.<sup>2</sup>

**88%**

of managers are having difficulty finding skilled talent; nearly 1 in 5 feel a lack of remote work options at their company is the main barrier.<sup>3</sup>

**38%**

of employers say strong candidates have turned down a job offer because their company doesn't allow remote work.<sup>3</sup>



Robert Half surveys of:

<sup>1</sup> More than 2,300 senior managers in the U.S. (conducted June-July 2022)

<sup>2</sup> More than 1,000 workers in the U.S. (conducted March 2022)

<sup>3</sup> More than 1,500 managers in the U.S. (conducted June-July 2022)





## FLEXIBLE WORK YIELDS POSITIVE RETURNS

### Top benefits according to ...

#### Managers:

1. Improves talent retention
2. Boosts morale
3. Attracts a larger talent pool

#### Workers:

1. Boosts morale
2. Reduces commute times
3. Increases productivity

Robert Half surveys of more than 1,500 managers (conducted June-July 2022) and more than 1,000 workers (conducted April 2022) in the U.S.



## SIX CONSIDERATIONS TO ENSURE FLEXIBLE WORK SUCCESS

- 1. What are the business needs and what do employees want?**  
Take time to understand which roles in your organization are suitable for off-site work, as well as employees' priorities.
- 2. What work options will you provide?**  
Will employees be required to come to the office certain days each week, only for specific purposes (such as training or team building) or not at all?
- 3. How can you improve your onboarding experience?**  
As you hire remote employees, consider how you will make them feel welcome, supported and part of a team they might never meet in person.
- 4. Do you have the right technology to support effective communication and collaboration?**  
Consider what new tools can be implemented to create a seamless experience for on-site and remote staff.
- 5. What business processes will be impacted?**  
Anticipate problems, adjust workflows and ensure everyone has access to the resources they need.
- 6. How will you build engagement and ensure equity and fairness among employees?**  
Create equal opportunities for all employees to grow and develop, network, and build authentic relationships with colleagues.







PART 3:

# Robert Half's Flexible Work Philosophy



## PART 3: Robert Half's Flexible Work Philosophy

Robert Half introduced a new work philosophy to our 14,000 employees worldwide, so each person can:

Work where they will be most successful

Meet their professional and personal needs

Be treated fairly and equitably, regardless of where they do their job



“ In addition to its other advantages, offering flexible work allows us to hire from talent pools in distant geographies that may be more diverse than the local talent pool. ”



Alfredo Mendez  
vice president of experience  
and inclusion at Robert Half





At Robert Half, managers and employees work together to determine the flexible work options that best meet the requirements of the individual, role, organization and business.



### FLEXIBLE WORK



#### REMOTE

Limited in-person attendance,  
if necessary



#### IN-OFFICE

Employees who prefer or are  
best supported in an office environment



#### HYBRID

Work location and schedule are  
flexible based on business needs



“ We’re seeing heightened employee engagement, commitment and overall well-being. These factors have played an important role in determining how we want to work now and in the future. ”



Dawn Fay  
senior district president  
at Robert Half





## What Robert Half Employees Are Saying

"The level at which we are innovating is remarkable — but the way we put people first and pivoted toward embracing flexible work make me proud to be a part of this company. As an employee for more than a decade, I respect and appreciate that Robert Half truly trusts its employees and empowers us to make important decisions for ourselves."

"As organizations are requiring people to come back to the office, Robert Half has bolstered its approach to flexible work. The company's commitment to flexibility continues to make Robert Half an excellent place to work."

"I appreciate the autonomy and flexibility to work from home or in an office and feel we are trusted to get our work done in whatever way suits us. That freedom makes me want to continue working at Robert Half."

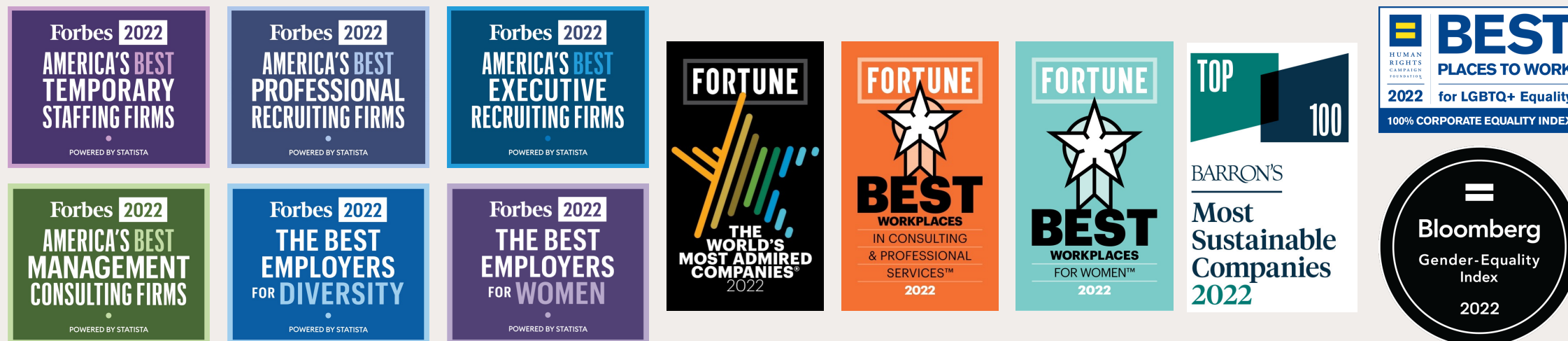
"I work well in a hybrid environment. Working from home allows me to focus and be more productive, while being in the office lends itself to collaborating and feeling a greater connection with the business and colleagues and clients."

"My team works from home four days a week and comes into the office on Wednesdays. In-office days are not mandatory, but everyone loves working together. It empowers and energizes us."

## PART 3: Robert Half's Flexible Work Philosophy

## Recognition as a Top Workplace

Robert Half's people-first approach has contributed to significant company recognition over the past year. These accolades reflect a high level of employee satisfaction — a key factor in employee productivity, which has improved meaningfully since the shift to flexible work.



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## About Robert Half

Robert Half is the world's first and largest specialized talent solutions and business consulting firm that connects people with meaningful work and provides clients with the talent and subject matter expertise they need to confidently compete and grow. The company offers contract and permanent placement solutions for finance and accounting, technology, marketing and creative, legal, and administrative and customer support roles.

Named one of FORTUNE's "Most Admired Companies®" for 25 consecutive years and a Forbes Best Employer for Diversity, Robert Half is the parent company of Protiviti®, a global firm that provides internal audit, risk, business and technology consulting solutions.

Robert Half has operations in more than 400 locations worldwide.

