



# 2022 SUSTAINABILITY REPORT



# LETTER FROM THE CEO



**JOE LIBERATORE**  
**PRESIDENT & CEO, KFORCE**

Life is a collection of journeys. These times of exploration reveal elements of who we are and how we view the world. As we live through this era of significant change, Kforce is charting a path of intentional growth and evolution. Our experience reinforces the core values we live by and the qualities that define us.

Kforce set out on our environmental, social and governance journey many years ago. The services we provide impact peoples' lives and careers while helping companies achieve success. For more than six decades, our company has served others and played a part in shaping a more sustainable world. When the pandemic hit, that innate urge intensified. We stayed close to our people and listened as they shared their experiences and what they desired from their careers and our firm. Together, we reimagined where and how work is performed. This naturally dovetailed with an expansion and formalization of our ESG efforts. We built off our foundational pillars to deepen the impact on everyone we serve: our people, our partners, our communities and our environment.

We created our 2020 Impact Report with a simple goal: to share how we live out our mission of Empowering People

Through Knowledge Sharing®. Addressing critical ESG concepts has always been part of who we are, but this was one of the first times we connected these efforts to the formal structure of ESG. As our company evolves, so do our objectives. This year, we challenged ourselves to be more transparent and reflect deeper on how we integrate sustainability into Kforce's strategy and operations.

We are proud of the progress our collective teams made in 2022. Most strikingly, we brought office occasional<sup>SM</sup> to life. This remote-first, hybrid work model anchors more than 30 reimagined offices nationwide. Everything is supported by Flexibility and Choice Empowered by Trust and Technology<sup>SM</sup>. Office occasional enhances the lives and productivity of our people while reducing our real-estate footprint and emissions. It's a new way forward that betters our people, our firm and our environment.

We deepened our people-first approach as we conducted listening sessions, broadened our candidate pool and expanded our leadership programming. Our diversity, equity and inclusion efforts progressed with the launch of our DE&I Council, increased spending with diverse partners and the introduction of associate-led affinity groups to meet the needs and desires of our diverse associate population. We also strengthened accountability and governance, reaffirming the role of each board member in our ESG oversight. We conducted our annual review

of firm policies to ensure they reflect the integrity and commitments of our firm. We also took steps to measure and further reduce our greenhouse gas emissions and are reporting scope 1 and 2 emissions for the first time.

Just as this report recognizes achievements, it also outlines opportunities for continued growth and evolution. Our 2023 goals have us pushing for greater progress within each area of ESG. We are eager to launch fully integrated state-of-the-art engagement tools to inform decision making. We will continue to incorporate DE&I strategies into every aspect of our firm. We will expand the measurement and transparency of our environmental efforts, including reporting scope 3 emissions. And through it all, our Board of Directors and executive management team will keep us aligned to our overall ESG objectives.

As we progress on our journey, we're proud to see that the qualities we were founded on remain the key to bettering ourselves and our world. We may learn new tactics or take innovative approaches, but our intent and desire remain the same: To Have a Meaningful Impact on All the Lives We Serve®. Together, let's keep shaping a world in which we all want to live.



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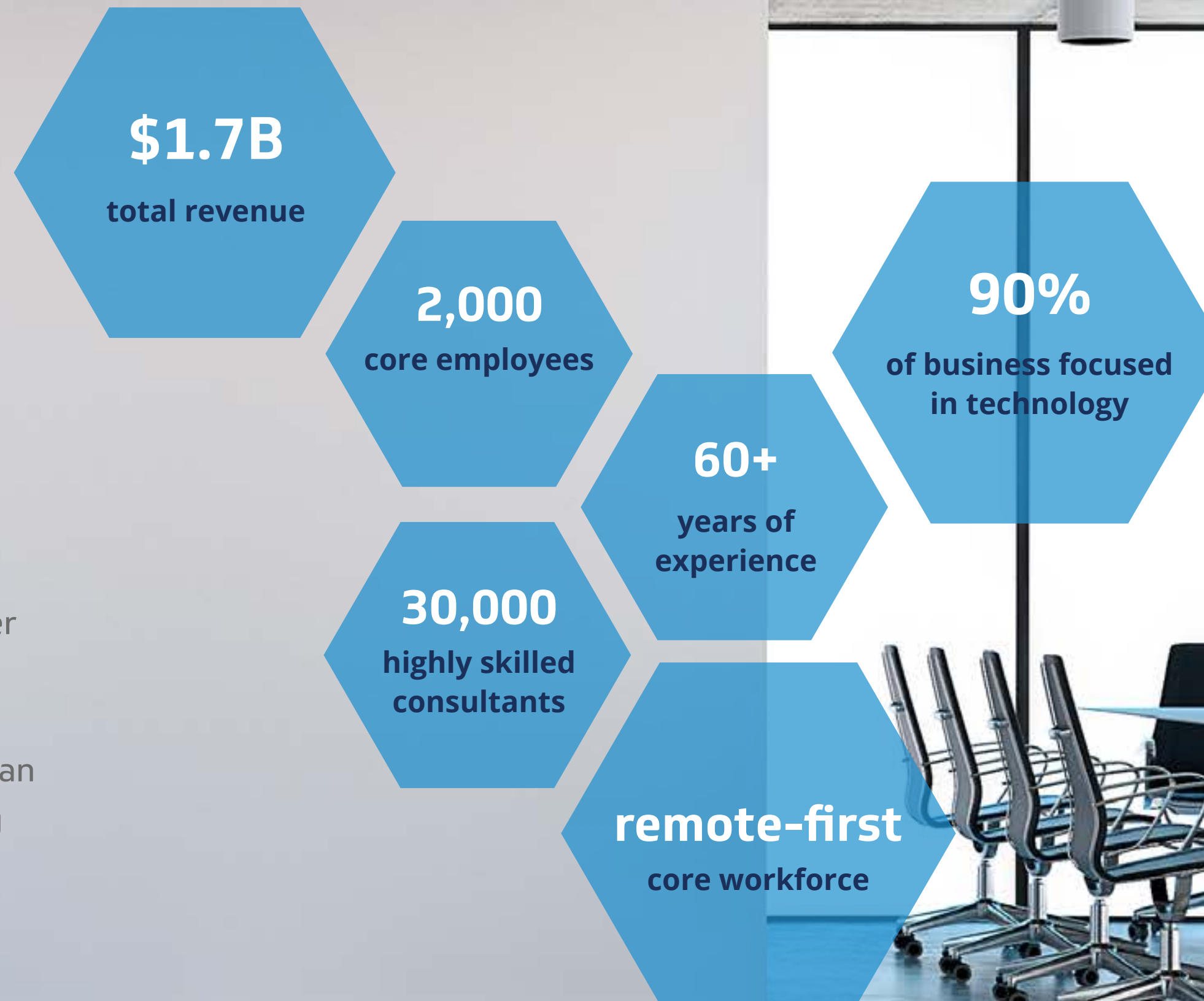
\*\*\* This report contains information from the 2022 calendar year, with the exception of GHG emissions data. This data, which Kforce is releasing for the first time, dates back to 2019 and is available through 2021. For some other programs, Kforce has chosen to include the 2021 data to give context.



## Kforce AT A GLANCE

Kforce is a solutions firm specializing in technology and other professional staffing services. Each year, we provide career opportunities for approximately 30,000 highly skilled professionals on a temporary, consulting or direct-hire basis. These experts work with roughly 3,000 clients, including a significant majority of the Fortune 500, helping them conquer challenges and meet their digital transformation goals.

Together, we reimagine how business gets done. For more than 60 years, we've achieved our clients' objectives by combining a KNOWLEDGEforce®—our namesake—with flexibility and an unmatched drive for excellence.





# 2022 ESG COMMITMENT PROGRESS

We have made great progress on our ESG-related activities during 2022, including advancements on 10 commitments we made in our 2021 Impact Report. We have also provided updates on additional areas of progress as part of this year’s Sustainability Report.

## OPENING OUR REIMAGINED OFFICES AND SUPPORTING OUR PEOPLE IN A HYBRID WORK ENVIRONMENT

We opened more than 30 reimaged offices nationally, culminating with the ribbon-cutting for our corporate headquarters in Midtown Tampa. Office occasional remains a foundational tenant of our culture as our people thrive in a hybrid, technology-enabled setting. This model also yielded environmental benefits, including the significant reduction of office space square footage, business travel, in-office electricity usage and employee commutes.

## FURTHER DEFINING OURSELVES AS AN EMPLOYER OF CHOICE AS WE OFFER OUR TEAMS FLEXIBILITY AND CHOICE EMPOWERED BY TRUST AND TECHNOLOGY<sup>SM</sup>

Kforce once again earned national recognition as a Top Workplace USA. The award—based entirely on employee survey data—celebrates companies that make the world a better place by prioritizing a people-centered culture.

## DEEPENING OUR CONNECTION WITH OUR PEOPLE THROUGH LISTENING SESSIONS AND STAY INTERVIEWS

We partnered with a third-party expert to perform employee listening sessions and capture perspective on DE&I. Kforce also conducted stay interviews to receive candid feedback from groups across various geographies, leadership levels and tenure.



## IMPLEMENTING GLINT, A MICROSOFT TEAMS-SUPPORTED ENGAGEMENT TOOL, TO GAIN A DEEPER UNDERSTANDING OF OUR PEOPLE’S SENTIMENT

Kforce expanded our pulse surveys and employee engagement efforts with this new tool. Our first firmwide Glint survey produced an overall engagement score of 83%—8% above benchmarks. The firm’s top strengths, as identified by employees, are authenticity, prioritization and willingness to recommend Kforce as a great place to work.



## ROLLING OUT INCLUSIVE LEADERSHIP TRAINING AS THE NEXT PHASE OF OUR DE&I LEARNING JOURNEY

Elements of inclusive leadership were incorporated into multiple trainings throughout 2022. Our DE&I Learning Journey provided strategic, educational building blocks and bolstered inclusivity through knowledge sharing and open discussion.



## PROVIDING ACCOUNTABILITY AND DIVERSITY OF THOUGHT FOR GOVERNANCE AND OVERSIGHT, AS GUIDED BY OUR BOARD OF DIRECTORS, STEERED BY OUR DE&I COUNCIL AND DRIVEN BY OUR DE&I CORE TEAM

Our DE&I Council formed in March to provide additional accountability for both our existing and newly established efforts. Members meet monthly to assess needs and areas of opportunity within the firm. Kforce continues to find opportunities to embed DE&I into the fabric of existing programing.





**ESTABLISHING CONSISTENCY FOR OUR HERITAGE AND DIVERSITY CELEBRATIONS, ENSURING EACH IS HIGHLIGHTED IN AN EQUITABLE WAY AND GIVEN ITS TIME TO SHINE**

Kforce announced the creation of associate-led affinity groups to recognize heritage, culture, ethnicity, orientation and identity and to foster a sense of community and belonging. Kforce will support each group with a dedicated budget, training for the group leader and use of firm technology and facilities, as appropriate.



**INCREASING OUR SPENDING WITH DIVERSE PARTNERS**

Kforce increased direct spending with certified diverse partners by 39% from 2021 to 2022, totaling \$139 million this year.



**BROADENING OUR CANDIDATE POOL THROUGH CONTINUOUS EXPANSION OF NEW AND EXISTING DIVERSE TALENT ACQUISITION PARTNERSHIPS AND DIGITAL CANVASSING**

We partnered with DirectEmployers Association and Broadbean to support our DE&I efforts and provide job opportunities to a more diverse candidate population.



**IDENTIFYING AND SECURING A THIRD-PARTY PARTNER TO ASSIST WITH GREENHOUSE GAS EMISSIONS**

Leaders added formal measurements to our ongoing efforts to reduce emissions. Between 2019 and 2021, Kforce’s total scope 1 and 2 emissions decreased 31.4% using the location-based method.

**ADDITIONAL 2022 ESG-RELATED PROGRESS**



**ALIGNING OUR ESG REPORTING TO INDUSTRY STANDARDS WITH EXPERT GUIDANCE**

We expanded our reporting to make the information we provide more usable for our investors, clients and stakeholders. We published a content index aligned to the Sustainability Accounting Standards Board’s Professional Services Standard, and our environmental disclosures have been informed by the Financial Stability Board’s Task Force on Climate-Related Financial Disclosures framework.



**COMPLETING A FORMAL REVIEW OF THE RESPONSIBILITIES OF THE BOARD OF DIRECTORS**

We formalized the full board’s responsibility for ESG policies and strategy. This oversight is supported by delegation to various board committees focused on aspects of ESG, as reflected in the updated committee charters.



**CONTINUING TO INVEST IN OUR CYBERSECURITY PROGRAM, EVALUATE EMERGING THREATS AND MAKE ONGOING ADJUSTMENTS TO INCORPORATE LATEST BEST PRACTICES AND TRENDS**

This year, we increased our cybersecurity budget and expanded our team. We experienced no material breaches. We also continued our best practice of putting proactive measures and systems in place to protect our information assets.



**DECREASING OUR CARBON FOOTPRINT THROUGH THE ONGOING STRATEGIC REDUCTION OF OUR REAL-ESTATE PROFILE**

We reduced our overall square footage 40% in 2022. Our long-term strategy is expected to lead to additional reduction of real estate in 2023 and beyond.



# CORE VALUES

Our core values ground us. They're the foundation for how we positively impact our communities, the environment and the governance of our firm. We refreshed these values leading into 2022 to better reflect our purpose, our expectations and our culture. They guide us in every interaction, inspire us to shape a better world and support our overall ESG objectives.

## INTEGRITY

**Act with intention. Keep promises. Take responsibility.**

Our founders established a culture of integrity, respect and trust. We foster this within ourselves, but we also hold each other accountable: to be deliberate and thoughtful with our actions; to approach everything with a servant's heart; to honor our partnerships; and to do the right thing, no matter who's watching.

## EXCELLENCE

**Embrace competition. Succeed together. Go for the win.**

We're passionate about providing exceptional results. We're unapologetic in our desire to make a meaningful impact. But we also know the importance of balancing high expectations with empathy. Our greatest success comes when we empower each other to be our best.

## COMPASSION

**Respect others. Nurture relationships. Spread kindness.**

People are the heart of our business. We bring empathy and care into every moment, believing even the smallest gesture can make a difference in someone's day. Let's share that love in all we do and with everyone we serve.

## UNITY

**Encourage collaboration. Support each other. Pursue a shared vision.**

We are dedicated to helping each other achieve our shared goals. Each of us contributes our unique perspective and expertise to drive the team forward. Our purpose and mission unite us. Together, we're able to overcome obstacles that seem insurmountable on our own.

## ADAPTABILITY

**Champion innovation. Stay curious. Consider the uncommon.**

Each of us is motivated by a desire to learn and explore. We're eager to expand our minds and challenge the status quo. Our people show a remarkable ability to recognize when change is needed and to adjust in real time. When we embrace change, we free ourselves to discover the next idea.

## FUN

**Be yourself. Laugh often. Enjoy the journey.**

We love what we do. Passion, humor and stewardship are vital parts of our culture. We know when we put our heart into our work, the results rise to a whole new level. Our joy shines through. Each day is an opportunity to be a light to others.

## COURAGE

**Dare to fail. Speak openly. Dream big.**

We relish the bold. We believe in facing obstacles head on, even the ones that scare us. We also know that courage comes in many forms: trying new approaches, sharing honestly and being our authentic selves. None of this is possible without trust and support. We've got you.



# G O V E R N A N C E



“  
We’re charting an intentional path to protect the integrity of our firm.”  
”

**JOE LIBERATORE,  
PRESIDENT & CEO**





# GOVERNANCE

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**Our Board of Directors and executive team drive corporate governance. They set the tone and expectations at the highest levels, cascading this culture and commitment to every corner of the firm.**

Our governance principles add value to our shareholders, associates, consultants, clients and communities. These principles provide a framework for our culture, strategy, people and policy. Our core values are also aligned with our governance principles to guide our associates as they engage in ethical and fair business practices.

Everyone who works with us—from our directors and executives to our associates, consultants, suppliers and business partners—is expected to adhere to our code of conduct. This document, called our [Commitment to Integrity](#), lays the groundwork for sound and fair business decisions.

Our corporate policies are reviewed regularly and refreshed as needed. We add new policies as appropriate to ensure compliance with applicable governing laws, promote adherence to firm commitments and practices and reinforce our values and culture. In 2022, we incorporated topics like anti-money laundering and DE&I, and updated subjects like political contributions, data privacy and our integrity hotline. To strengthen our existing commitment to human rights and fair labor practices, previously found in our code of conduct, we adopted a new [Human Rights Policy](#) as well as a [Supplier Code of Conduct](#). We regularly evaluate our policies and practices to ensure they meet the needs and expectations of all our stakeholders.



## Meet Our **BOARD OF DIRECTORS**

Our founders prioritized a culture of trust and respect. Today, our Board of Directors meets regularly to assess progress and manage risks to our business and people, as well as encourage ethical conduct firmwide.

The full board oversees the firm's ESG policies and strategy. The decision to assign this role to all board members was reinforced by a 2022 formal review of the board's responsibilities, as committed to in Kforce's 2022 Proxy Statement.

### Our Approach

- Review, discuss and approve our strategic plans set forth by Kforce leaders
- Oversee and advocate for the long-term success of our shareholders
- Provide active oversight of risks that could impact the firm, including ESG-related risks
- Manage oversight of Kforce's ESG strategy and programs
- Promote sound corporate governance practices and policies
- Carry out responsibilities required by federal and state laws, along with Nasdaq rules



**DAVID DUNKEL**  
Chairman



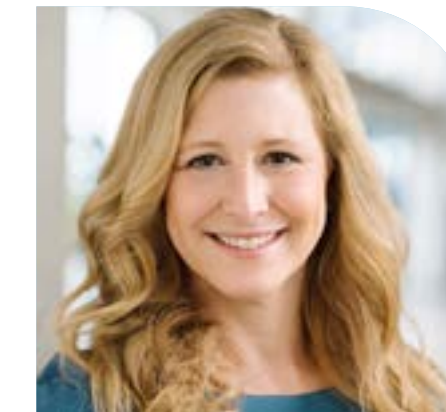
**JOE LIBERATORE**  
President & CEO, Kforce



**ELAINE ROSEN**  
Lead Independent  
Director & Governance  
Committee Chair



**DERRICK BROOKS**



**CATHERINE  
CLOUDMAN, CPA**



**ANN DUNWOODY**  
Nomination  
Committee Chair



**MARK FURLONG**  
Audit Committee  
Chair



**RANDALL MEHL**  
Compensation  
Committee Chair



**N. JOHN SIMMONS, JR.**

View more information on our [Board of Directors](#) and [Executive Leadership](#).



## OUR BOARD AT A GLANCE

Our Board of Directors represents a diversity of backgrounds and personal and professional experiences to bring fresh perspectives and skills to their oversight role.

**9**  
members

**77%**  
directors  
independent  
of Kforce

**100%**  
independent  
committee  
members

**44%**  
diverse, in terms  
of gender (33%)  
and race (11%)

**61**  
average  
age

**48-70**  
age range

**2/3**  
board members  
serving 5+ years

**1/3**  
board members  
serving 5 years  
or less

We routinely assess the skills and diversity of our board members to ensure appropriate guidance and oversight for our firm. Over the past several years, this approach has brought greater diversity and a reduction in the average age and tenure of the board. New board members contribute additional knowledge in areas such as cybersecurity, community engagement and other key topics.

For additional board information, view our most recent [Proxy Statement](#).



# STRATEGIC ALIGNMENT & OVERSIGHT

Our board and executive leaders are jointly responsible for the oversight and management of our ESG pillars and program.

**Full Board of Directors:**  
Oversees ESG and delegates to certain board committees as follows:

**Audit Committee:** Oversees the incorporation of ESG into our Enterprise Risk Management program, including cybersecurity, data privacy and ESG disclosures

**Compensation Committee:** Evaluates and considers relevant compensation metrics

**Nomination Committee:** Oversees ESG-related board education and training, recommends appropriate board diversity and establishes an appropriate mix of directors to thoughtfully evaluate ESG-related issues

**Governance Committee:** Evaluates and considers appropriate governance practices

## Executive sponsor

Chief Financial and Administrative Officer

## Environmental

Senior Vice President of Finance & Accounting, who oversees procurement and real estate

- Climate sustainability, greenhouse gas carbon emissions

## Social

Chief Marketing and People Officer

- Human capital; diversity, equity and inclusion; supplier diversity; culture; community

## Governance

General Counsel, Chief Information Officer and Vice President of Internal Audit

- Board, corporate governance, risk management, policies, cybersecurity

## Reporting & communications:

Chief Operations Officer and Chief Financial and Administrative Officer

- Clients, consultants, regulators, investors

**For additional committee information, view our charters:**

[Audit Committee Charter](#)

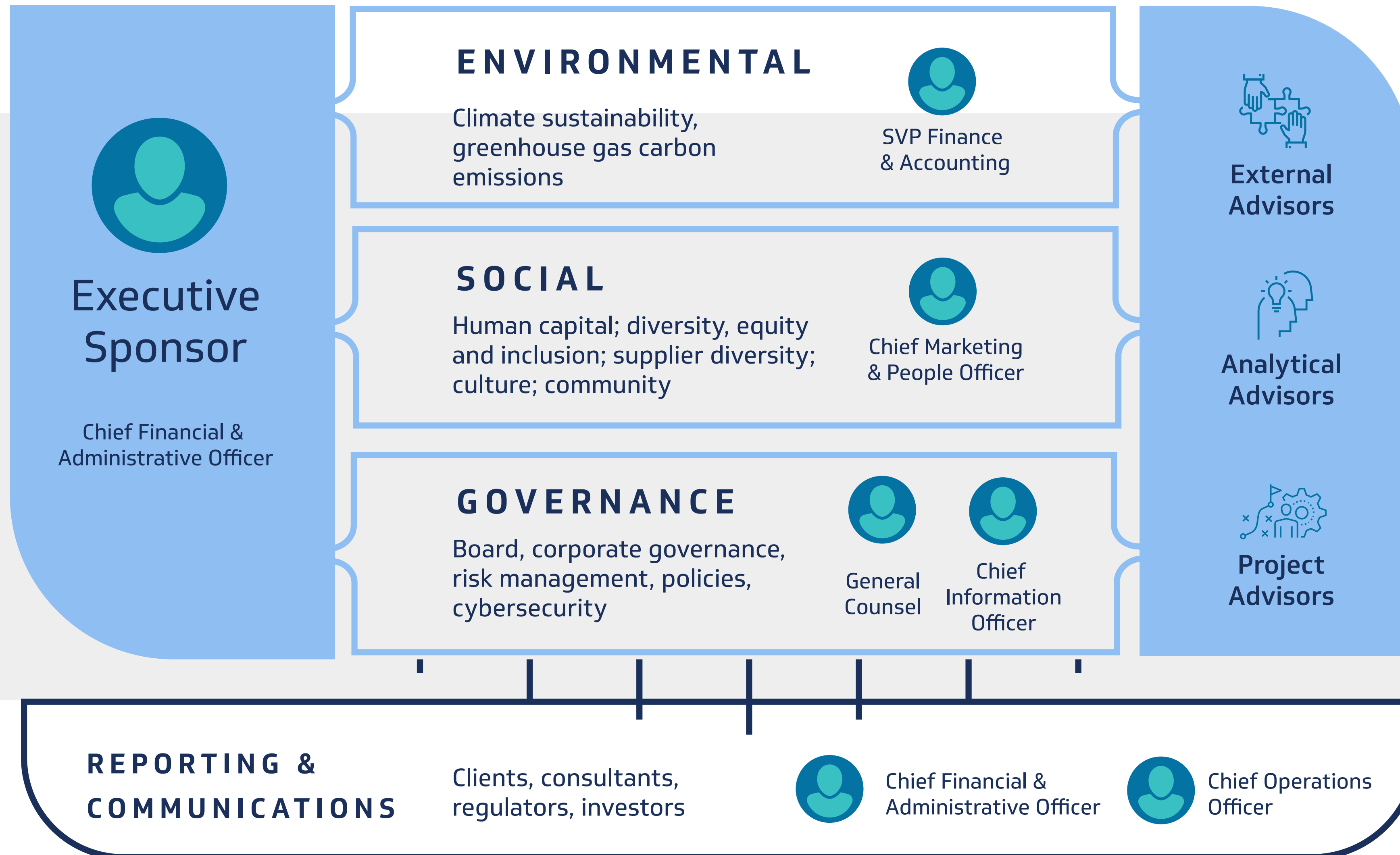
[Compensation Committee Charter](#)

[Nomination Committee Charter](#)

[Corporate Governance Committee Charter](#)



## EXECUTIVE OVERSIGHT STRUCTURE





# COMMITMENT TO ETHICS & INTEGRITY

During our more than 60 years in business, we established a foundation of trust, ethics and integrity—with each other, with our clients and with our communities. It's up to each of us to protect this reputation.

## Business Code of Conduct

Our Commitment to Integrity—Kforce's code of conduct—sets the highest ethical standards for how we do business. This commitment guides our actions and ensures we operate in compliance with applicable laws, rules and regulations. It is grounded in our core values and the principles of respect, honesty, transparency, well-being, fair dealing, compliance, speaking up without fear of retaliation and more.

Employees review the code of conduct annually and recommit to following these standards. Failure to follow this policy could have serious repercussions.

**Our code of conduct incorporates and emphasizes other critical corporate policies, including:**

- [Open Door Policy](#)
- [Insider Trading Policy](#)
- [Safe Work Environment Policy](#)

**Additionally, our code addresses other significant principles and practices, including:**

- Compliance with Laws
- Our Duty to Speak Up and Ask Questions
- Our Integrity (Whistleblower) Hotline
- Fair Treatment and Equal Opportunity
- No Retaliation
- Diversity, Equity and Inclusion
- Anti-Harassment and Bullying
- Substance Abuse
- Pay Practices
- Data Security, Privacy and Protection
- Confidential Information and Intellectual Property
- Theft and Fraud
- Accurate Record-Keeping
- Preventing Corruption
- Working with Governments
- Anti-Money Laundering
- Ethical Sales Practices
- Antitrust and Fair Competition
- Procurement and Fair Purchasing
- Charitable Contributions and Volunteering
- Political Activities and Contributions
- Environmental Stewardship
- Professionalism and Respect in the Workplace
- Conflicts of Interest

## Supplier Code of Conduct

We also expect the suppliers we work with to operate with ethical standards and principles comparable to our high standards. In addition to holding our suppliers accountable to Kforce's code of conduct, we drafted a Supplier Code of Conduct in 2022 to help ensure our business partners are protecting human rights and dignity, promoting workplace safety and diversity and prioritizing ethical business practices, legal compliance, environmental stewardship and more. The supplier code is available on our website and communicated to our suppliers as part of our supplier onboarding process.



### Whistleblower Hotline

The whistleblower hotline, found in our code of conduct, is available 24/7 to Kforce employees, consultants, clients, suppliers, shareholders and other interested parties to report concerns or alleged violations to our code of conduct policies. Reports are reviewed by our internal audit team, who may engage legal, HR and/or outside partners, as applicable. All investigations are reported to the Board of Directors. Additionally, the Audit Committee meets with the general counsel quarterly without any other members of management present, to bring forward questions or concerns.

Kforce does not tolerate retaliation in any form against an individual who makes a good faith report of a potential or actual violation of our code of conduct.

### ***Snapshot: Code of Conduct Training***

Employees must complete our code of conduct and policy compliance training once they join the firm and then annually throughout their employment. Trainings cover a variety of risk management topics, including cybersecurity, data privacy, social media, acceptable pay practices, equal opportunity employment and more. Our training modules are reviewed annually and updated as necessary to reflect changes to our policies and practices.

**~10**

annual firmwide training modules

**100%**

of employees completed code of conduct training, including all executive leaders

**5,000+**

training hours



# RISK MANAGEMENT

Identifying and managing potential impacts to our business, including ESG impacts, is critical to our long-term success.

## IDENTIFY

Our Enterprise Risk Management (ERM) program is committed to regularly assessing risks and testing plans to prepare for a range of events, including severe weather, threats to our systems and data security, financial fraud or loss, infectious disease and other hazards.

All potential and actual risks are ranked and prioritized into one of the following categories:

### FINANCIAL

Traditional monetary risks covering cash management, investing and financing activity and financial reporting

### OPERATIONAL

Risks associated with general execution of the business, including key core processes and strategies for areas such as payroll and business continuity

### CLIENT

Risks associated with the capture, development and retention of clients with a specific focus on compliance with client requirements and contracts

### LEGAL/HR

Employer risks addressing areas such as eligibility, classification and discrimination, which derive from local, state and federal regulations







## MEASURE & MITIGATE

Our vice president of internal audit, in collaboration with our general counsel, facilitates our ERM process. Each of the four categories contains specific risks that may impact Kforce. Each category is highlighted during one quarter per year, allowing for an in-depth analysis of all risks at least annually. During this in-depth analysis, the team engages the appropriate stakeholders to measure the business impact and residual risk likelihood, consider external factors and current mitigation efforts and ultimately determine whether further action plans are needed.

## MONITOR & REPORT

To assist the Audit Committee with its role of compliance and risk oversight, the vice president of internal audit provides the committee with a quarterly report covering the applicable quarter's ERM category. They are presented with any residual risk changes or any other significant developments within a risk. The committee provides guidance on current and future action plans. The full Board of Directors also receives a summary of the ERM report each quarter and a comprehensive presentation from the CIO annually on cyber strategy, readiness and risks.

We believe our ERM program effectively identifies, measures and monitors risks to our firm. In addition, this process documents our key mitigation efforts and fosters accountability for our stakeholders.

Our internal audit team uses the ERM program to develop our risk-based audit plan, which is approved by the Audit Committee annually. In addition, the program is evaluated periodically by independent, third-party partners to benchmark and implement enhancements.

## OUR LEADERSHIP



### **Chief Financial & Administrative Officer**

Maintains overall accountability to the CEO and board for all areas of risk; responsible for providing regular updates to the board



### **General Counsel**

Responsible for all corporate and operational legal matters, including commercial and federal contracts and our security program



### **Vice President of Internal Audit**

Responsible for all internal audit and risk management matters, including insurance and our ERM program



## CYBERSECURITY & DATA PRIVACY

We take the privacy and protection of our data seriously. With oversight from our Board of Directors and key leaders across Kforce, we've put proactive measures and systems in place to protect our information assets from unauthorized use or access.

Our increased investment in cybersecurity places Kforce in a strong position. We have never experienced a material breach.

## COMPREHENSIVE CYBERSECURITY STRUCTURE

Our cybersecurity program helps us secure our systems, keeps our business running around the clock and protects our clients, consultants, employees and shareholders from vulnerabilities and threats.

The firm's cybersecurity framework is based on the National Institute of Standards and Technology, NIST SP 800-53, and our structure and processes include:

**In-depth network security**, including data loss prevention technology, encryption, network detection and response and advanced endpoint security including XDR, cloud security, email security, virtual private networks and multifactor authentication

**Threat and vulnerability management program** to monitor, assess and remediate vulnerabilities and evolving threats to our business and industry

**Continuous email, network and system monitoring** and real-time response to threats

**A dedicated cybersecurity operations center** running at all times

**Encrypted regular backup of systems** in the event of an emergency or natural disaster

**Ongoing security simulations**, exercises and training to expand team capabilities

**Third-party risk management program** to assess security capabilities of new and existing vendors

**Regular assessments and audits** from independent, third-party vendors to evaluate, score and help us evolve our cybersecurity program

**Annual cybersecurity awareness training** completed by 100% of core employees and ongoing education to help employees identify, block and report threats

**Monitoring, evaluating and addressing evolving threats** to our business and industry

**Regular overview and assessment from the Audit Committee** to ensure framework is robust and effective

**Third-party monitoring of our security program** to help identify threats and external penetration testing



## PROTECTING OUR DATA INTEGRITY

Our data privacy program is based on the NIST Privacy Framework. Common firm privacy practices include:

*Secure talent tools and resources*

*Strict privacy practices related to the collection, use and retention of data in compliance with federal and state laws and our Privacy Policy*

*Annual education and attestation of our Privacy Policy*

*Regular reviews from independent, third-party vendors to assess our privacy programs*

*A commitment to continually improve data security*

Kforce remains in compliance with all relevant data privacy regulations and continues to monitor where such regulations exist. If a breach does occur impacting sensitive personal information, Kforce will follow our established Kforce Incident Response Plan, which has data privacy response incorporated in the process.

View our [Privacy Policy](#) for more information.



## PROACTIVE MEASURES & OVERSIGHT

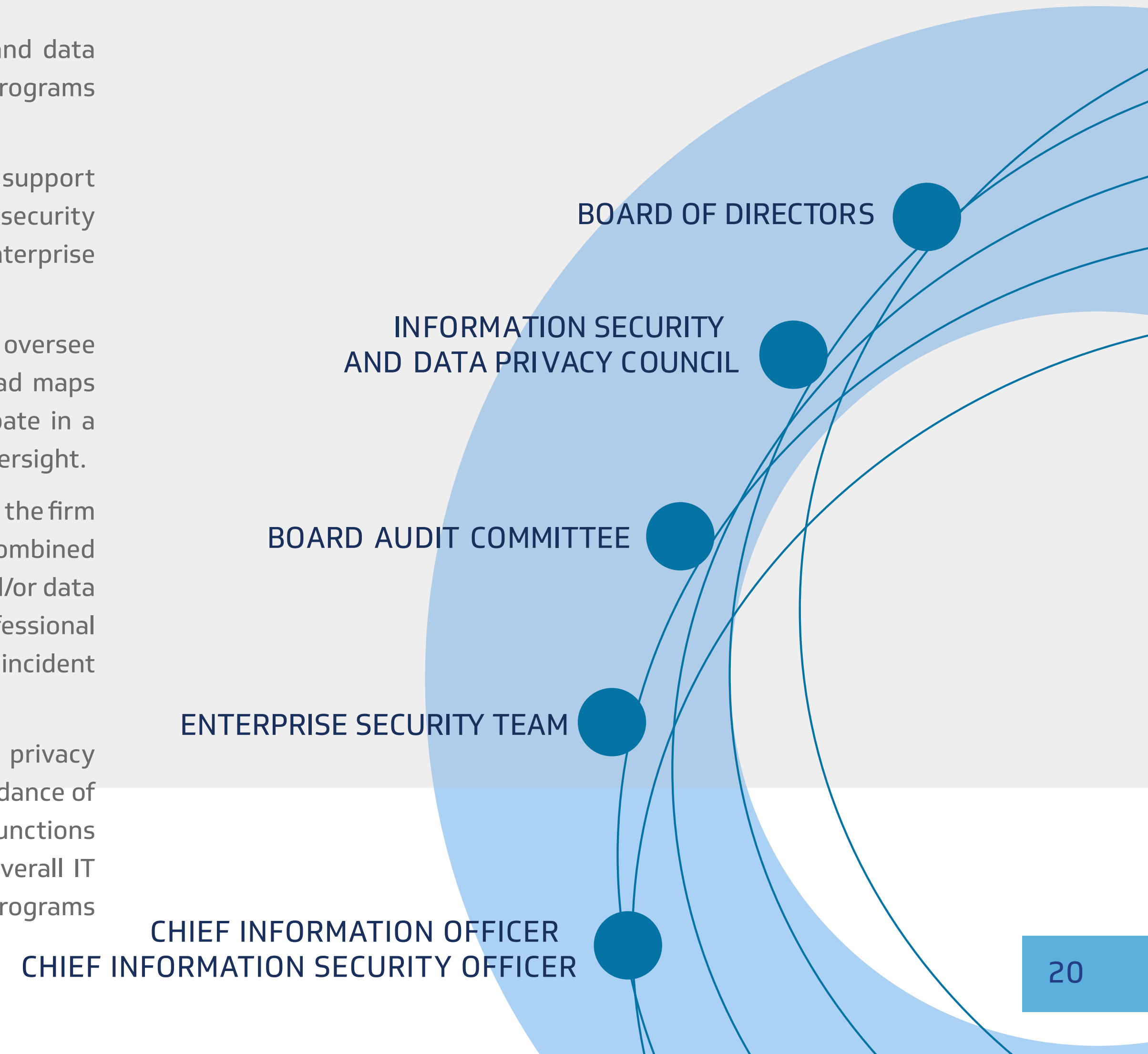
Our entire **Board of Directors** is actively engaged in oversight of cybersecurity and data privacy. Board members receive regular updates on the firm's investment in these programs and any risks.

Our **Information Security and Data Privacy Council** meets regularly to assess threats, support advocacy programs and advise the chief information officer and chief information security officer on solutions. The council is made up of key leaders across the firm, including enterprise security, HR, legal, finance, procurement, communications and field management.

The **Board Audit Committee** assists the board in meeting its responsibility to oversee cybersecurity and data privacy strategies and practices, reviews cybersecurity road maps and framework maturity quarterly. Two members of the Audit Committee participate in a dedicated working group with members of Kforce management to give additional oversight.

Our **Enterprise Security team** monitors and manages system infrastructure to protect the firm against threats. It is made up of certified security professionals with more than 280 combined years of IT experience and more than 150 combined years of information security and/or data privacy experience. Certifications include Certified Information Systems Security Professional (CISSP) and Certified Information Security Manager (CISM), technology certifications, incident response certifications and others.

Our **Chief Information Officer** is accountable for the firm's cybersecurity and data privacy programs and is supported by the **Chief Information Security Officer**. Under the guidance of the CIO, the CISO manages day-to-day operations of the security and data privacy functions and proposes changes to the firm's cybersecurity strategy, which is part of the overall IT strategy. The CIO and CISO meet weekly to discuss cyber and data operations, privacy programs and risks.





# PEOPLE



“  
We’re proud to see  
that the qualities  
we were founded on  
remain the key to  
bettering ourselves  
and our world.”  
”

JOE LIBERATORE, PRESIDENT & CEO



**People are the heart of our business. At Kforce, we empower individuals to be their best. We believe our values of compassion, adaptability and courage lead to a company full of integrity, excellence and unity.**

Our work environment is shaped by our people. We routinely send out engagement surveys to make sure we have a pulse on firm sentiment, which guides our decisions. The programs and initiatives in this section are a testament to how much we value and invest in our people. This section includes our commitment to well-being, flexibility and balance; our approach to best-in-class learning and development; and our ongoing efforts to create a diverse and inclusive workplace.

Well-being,  
Flexibility  
& Balance

**OUR  
PEOPLE  
STRATEGY**

Learning &  
Development

Diversity,  
Equity &  
Inclusion





# WELL-BEING, FLEXIBILITY & BALANCE

## OFFICE OCCASIONAL<sup>SM</sup>

[Office occasional](#) provides maximum Flexibility and Choice Empowered by Trust and Technology<sup>SM</sup>. We embrace remote-first work with a hybrid model where employees are never required to come into an office. Instead, these spaces are available for interactions best done in person, such as collaboration, training and team building. To support hybrid employees, we introduced internet and phone reimbursement benefits and an international work policy in 2022. Our leadership team believes office occasional enhances Kforcers' life-work balance and elevates their ability to provide exceptional service to our clients and consultants.

We opened more than 30 reimaged offices nationwide, culminating with the [opening of our state-of-the-art hybrid headquarters](#) at Midtown Tampa on November 1, 2022. The 22,000-square-foot headquarters is about 20% the size of our former space. This reduced footprint not only better serves our firm and employees, but also significantly decreases our impact on the environment.

For years, regular employee input has helped us refine our programs and strategy. Employee sentiment and feedback shaped office occasional. A 2022 internal survey confirmed our people highly value this work model, as seen in the data on the right.

In October 2022, a Kforce.com survey\* of **2,500 job seekers found a preference for flexible work models** like office occasional, with **93% of respondents favoring hybrid or remote work environments**.

**Two-thirds of respondents did not want set schedules or rotations in a hybrid setting. They prefer to work 100% remotely with the option to use an office when needed**—particularly for meetings, team building and trainings.

\*Kforce.com can ask job seekers questions when they submit a resume. These questions are optional and are updated monthly. Kforce's minimum requirement before analyzing data is 2,500 responses.

## WORK MODEL INTERNAL SURVEY RESULTS

96%

*I can connect with my teammates whether I am working remotely or from the office*

96%

*I can connect with my leader whether I am working remotely or from the office*

93%

*I am empowered to choose my work location*



## EMPLOYEE ENGAGEMENT

At Kforce, our people drive decision making. We regularly survey employees, and their input shapes our firm. In 2022, we expanded those efforts by investing in additional technology to gather and analyze employee sentiment. We will use this new tool to measure engagement annually.

## OUR TOP STRENGTHS

Our first survey with this tool in 2022 found the following:

### AUTHENTIC

**88%**

I feel comfortable being myself on our team  
*(speaks to our inclusion efforts)*

### PRIORITIZED

**88%**

I know what I should be focusing on right now  
*(speaks to focus, consistency and execution)*

### ENDORSED

**86%**

I would recommend Kforce as a great place to work  
*(consider this our internal culture NPS)*

**These results are +8 above benchmarks, according to the tool's customer data.**

*\*Kforce received a 78% response rate to the employee engagement survey conducted in 2022.*





## HEALTH & WELFARE BENEFITS

**Kforce offers a variety of health and welfare benefits, retirement savings plans, paid time off, employee support, resources and more. Our comprehensive benefits package offers our employees and their families support for their needs—now and in the future—and presents choice in how they spend their healthcare dollars.**



**Health:** Employees can select one of three medical plans that, in addition to traditional healthcare offerings, include benefits such as telemedicine, second opinion service and pharmacy. A variety of insurance plans are offered for additional coverage needs, including dental, vision, life, disability, accident, critical illness and hospital indemnity. Plans can also assist with the cost of deeper health needs requiring in- or out-patient care for drug and alcohol dependency or mental health conditions.

**Finance:** Retirement readiness support, resources and tools are available to all employees through our retirement plan, nonqualified deferred compensation plan and the employee stock purchase plan. Additional benefits are available through group legal and tax-favored accounts. Employees also have access to discounts on home and auto insurance; TV and internet; and counseling and budgeting tools to help address financial pressures.

**Wellness:** Kforce provides programs and resources to help support our people and their families—whether for an improvement journey or life’s challenges—both inside and outside work. In addition to paid time off and the expert care provided by our human resources and benefits teams, we provide access to employee assistance programs such as MySource, myStrength and the Calm app to ensure our overall wellness is a top priority. These resources help our employees access support for life-work balance solutions, counseling, emotional support, legal guidance, financial resources and more. In addition to earned paid time off during the year, we also offer a week of holiday time off between Christmas and New Year’s Day so our people can enjoy quality time with their loved ones, rest and prepare for the upcoming year.



# LEARNING & DEVELOPMENT

In our business, a passion for helping people comes naturally. Our focus on learning and development is a vital part of our people strategy. These programs help our associates grow their skills and find their unique path to success. We are committed to investing in the tools, resources and trainings our people need to excel in all stages of their career.

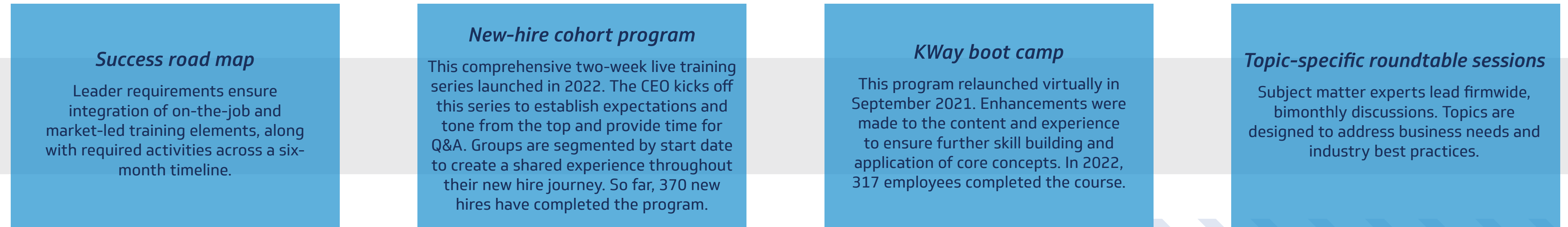
Our leadership development programs help people grow their skills from the moment they join our firm through the most senior level of their careers. To date, 86% of our leaders have participated in advanced leadership development. Available programs include the following:





# PERFORMANCE MANAGEMENT & DEVELOPMENT

**Associate new-hire learning journey:** All newly hired field associates are enrolled in various trainings they'll complete within their first 12 months at the firm, including:



**Career development:** To turn a job into a career, people need clear and attainable paths to grow. At Kforce, we encourage associates to complete a development discussion planner that is used to create a plan to achieve their goals. More than 90% of employees participated. These discussion planners are also part of annual reviews, which evaluate core competencies and strategic goal achievement.

**Progression and promotion:** To ensure engaging career paths and an effective business structure, we use a consistent process for promotions centered around competency expectations for our director-level and above leadership.

**Workforce planning:** We use several tools, like 9-box assessments and calibration sessions, to improve succession planning, maintain consistency in talent evaluation and help leaders observe and analyze performance. In 2022, we piloted quarterly talent reviews across select teams in which leaders used performance data, development plans and 9-box assessments to inform strategy, succession planning and development of potential leaders. We will expand these quarterly reviews firmwide in 2023.

## LEADERSHIP TENURE

**80%** of leadership team has six or more years of tenure at Kforce

**30%** of the leadership team has served Kforce 15 or more years

*Promotion from within drives continuity in our business vision*



# DIVERSITY, EQUITY & INCLUSION

Our DE&I mission is to advocate for and support the inclusion, growth and success of all people connected to Kforce. We take a variety of approaches to meet this goal with the ultimate intent of weaving DE&I seamlessly into our overall firm strategy.

## OUR DE&I COMMITMENTS

### CREATE AND NURTURE AN INCLUSIVE CULTURE

Listening and learning are the first steps to creating a strong, inclusive culture. Everything starts with our people. We are committed to learning from the thoughts, experiences and perspectives that shape each other. By sharing openly and embracing our differences, we create a more supportive culture that enables us all to thrive.

### ENSURE AN EQUITABLE TALENT JOURNEY FOR ALL

Diversity in hiring and building our team is essential, but we must go beyond that, ensuring an equitable talent journey for all. We provide the tools, relationships, promotions and training essential to guiding and elevating each person's development. We help individuals find the roles best suited to their unique skills and talents, support them in pursuing their specific goals and advocate for each other throughout the process.

### ESTABLISH POLICIES THAT SUPPORT OUR PEOPLE

It's one thing to dream; it's another to act. Our policies and procedures are what guide systemic change. It is essential that we solicit and act on feedback so we can take our DE&I efforts from paper to practice. We are committed to revising our policies to reflect the values we promote and creating mechanisms to hold us accountable.

### BUILD AND STRENGTHEN PARTNERSHIPS

Our commitments go beyond our internal actions, culture and hiring. The relationships we invest in are equally important. We are committed to increasing our supplier diversity spend and deepening our partnerships with minority-owned businesses and organizations that share our values. Together, we can grow in perspective, innovation and opportunity as we build an inclusive and more equitable workforce for all.

### PURSUE ONGOING EDUCATION AND TRAINING

Our learning journey is never complete. We must make a habit of seeking opportunities to grow and improve. We will equip our people with the tools and training they need to challenge themselves to be better. This is true for all of us, regardless of status, tenure or leadership level.



## 2022 DE&I ACCOMPLISHMENTS

Many initiatives highlighted in this report have furthered our DE&I efforts. 2022 highlights include the following:

Executed our DE&I succession plan

Further integrated our DE&I efforts into the firm's organizational development framework

Improved our DE&I demographic commitments

Transitioned to an associate-led, firm-sponsored affinity group framework

Established a firmwide DE&I Council

Conducted internal listening sessions with a third-party vendor, including crowdsourcing, focus groups and executive interviews

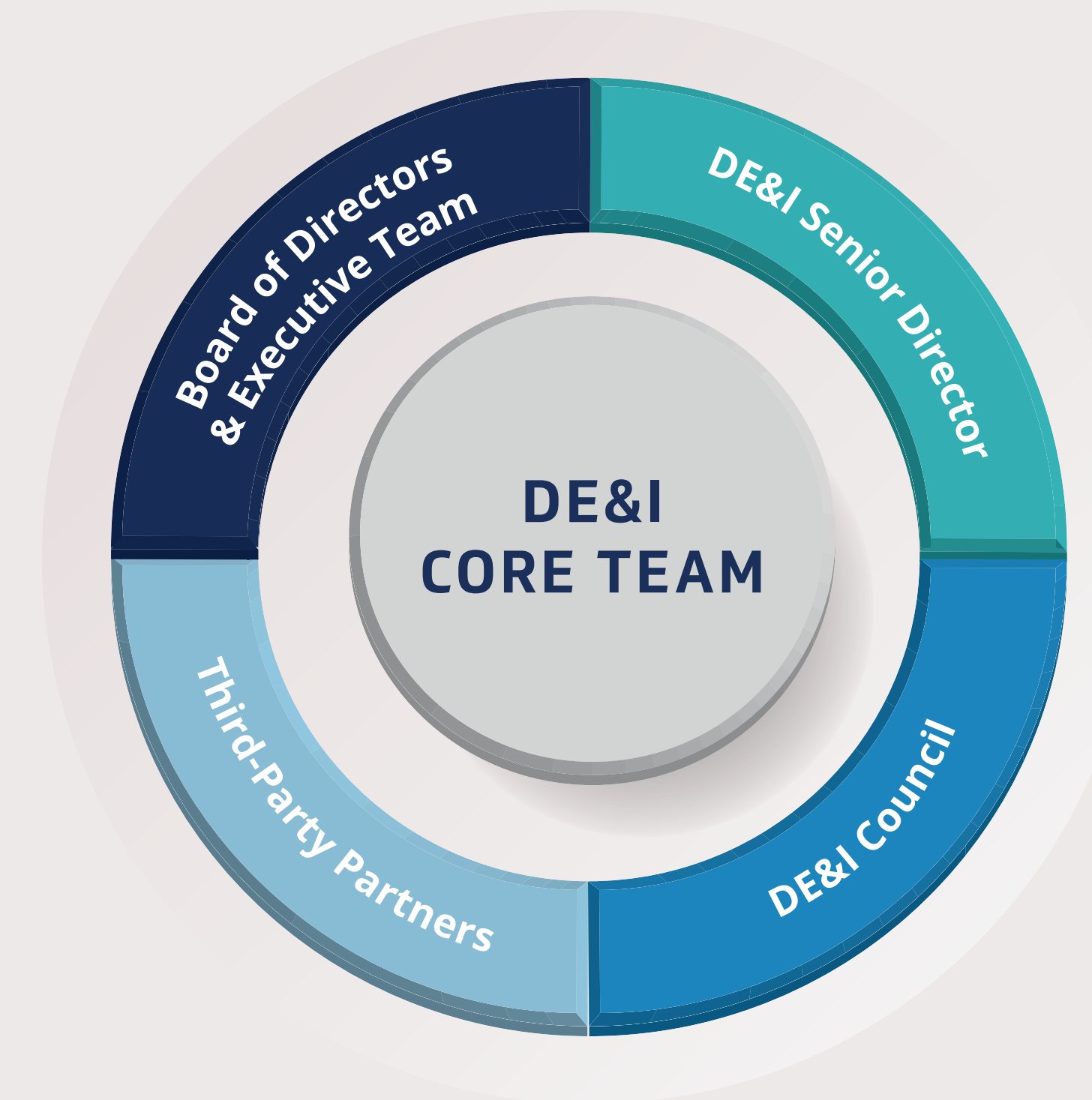
Increased diverse supplier spend, further diversified partnerships and improved data access

Improved tracking for consultant data and insights

## LEADERSHIP & ORGANIZATION

Our DE&I core team, led by our Board of Directors and executive management teams, drives our DE&I strategy. Other core team members include our DE&I senior director, DE&I Council and third-party partnerships. This powerful ecosystem enables progress to thrive.

We took great care in 2022 to make sure the right people and partnerships were in place to enact meaningful change. The merging of our organizational development and DE&I departments was a key achievement in 2022. Our senior director of organizational development and diversity, equity and inclusion—promoted from within—oversees this critical team.





## AFFINITY GROUPS

Our affinity groups will be the cornerstone of our associate-led, firm-supported program.

Affinity groups are created by employees who wish to develop a sense of community with colleagues who share a similar dimension of identity. The groups provide support for and by members, create visibility for the rest of the organization that this community exists and establish a foundation for the community that can prepare groups for further evolution, as desired.

This year, we made progress by confirming firmwide interest, completing our overall program framework with a third-party vendor, establishing guidelines with outside legal counsel and engaging an additional third-party for ongoing coaching and consultation.

In 2023, we are committed to expanding our number of groups and increasing firm support with budgets, training for group leaders and use of firm technology and facilities. By sharing openly and embracing our differences, we create a more supportive culture where we all can succeed.





## DE&I RESOURCE CENTER

Our DE&I Resource Center is an internal resource page that provides our people with on-demand access to DE&I Council members, tools and resources.

### DE&I COUNCIL

The formation of our DE&I Council is an important step in our ongoing efforts to advocate for and support the inclusion, growth and success of all people connected to Kforce. This group is an inclusive forum of passionate thought leaders with varying perspectives.

Through empathy, listening and thoughtful programming, this group works with Kforcers to:

- Gather and share best practices in partnership with executives, senior leaders and subject matter experts
- Grow and sustain an inclusive culture of belonging
- Provide strategic accountability and diversity of thought for governance and oversight of inclusion efforts
- Execute activities and practices to accomplish our broader DE&I goals
- Support client strategies and opportunities
- Evolve into a sustainable, credible and trusted DE&I function

The council, established in March 2022 by a blind-selection process, is comprised of diverse individuals from across the firm. Together, they completed eight hours of required training and now act as champions of Kforce values.

### LISTENING SESSIONS, CROWDSOURCING & EXECUTIVE INTERVIEWS

In 2022, Kforce performed an assessment of our DE&I current state. Employee perspectives and experiences related to DE&I were captured through multiple listening sessions. Leadership then analyzed responses and synthesized key takeaways. This information will inform future strategy and decisions.

## LISTENING SESSION STATS

500+

*Participants in virtual crowdsourcing session*

44

*Participants in six identity-based focus group sessions*

10

*Senior leaders participated in 1:1 leadership interviews*



## TRACKING OUR PROGRESS

Kforce has a workforce of 2,000 people supporting all internal operations. We also have 10,000 consultants on assignment with clients.

A significant priority for 2022 was to better harness our data on our internal workforce. With this knowledge, we can focus development, promotion and retention across the company. This year, we expanded our categories of inquiry upon hiring to improve data analytic capabilities and met with field presidents, back-office SVPs and C-level executives monthly to review data. Throughout 2023, we plan to devote significant time to analyzing and understanding how this improved data can inform our actions and commitments.



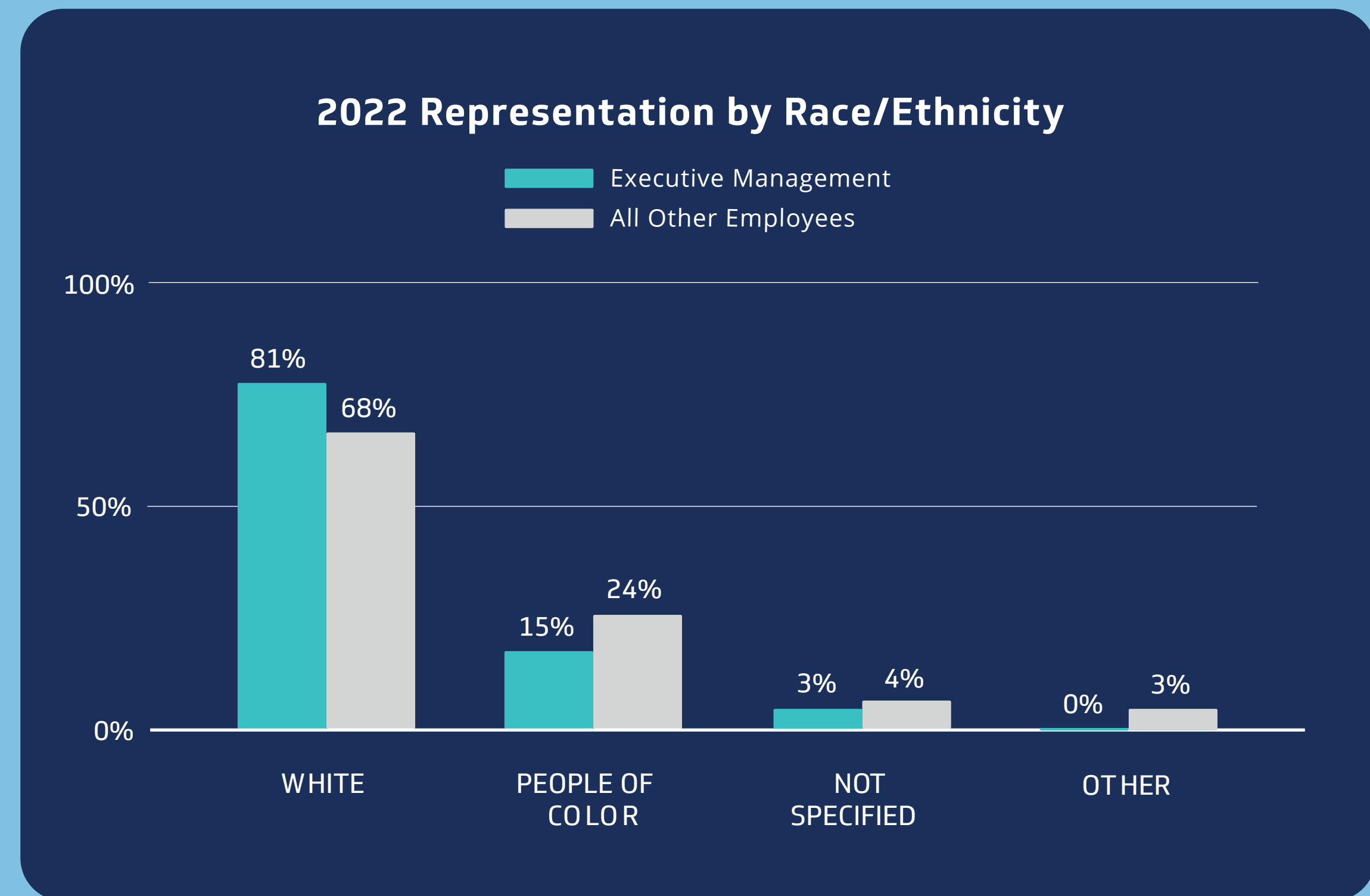
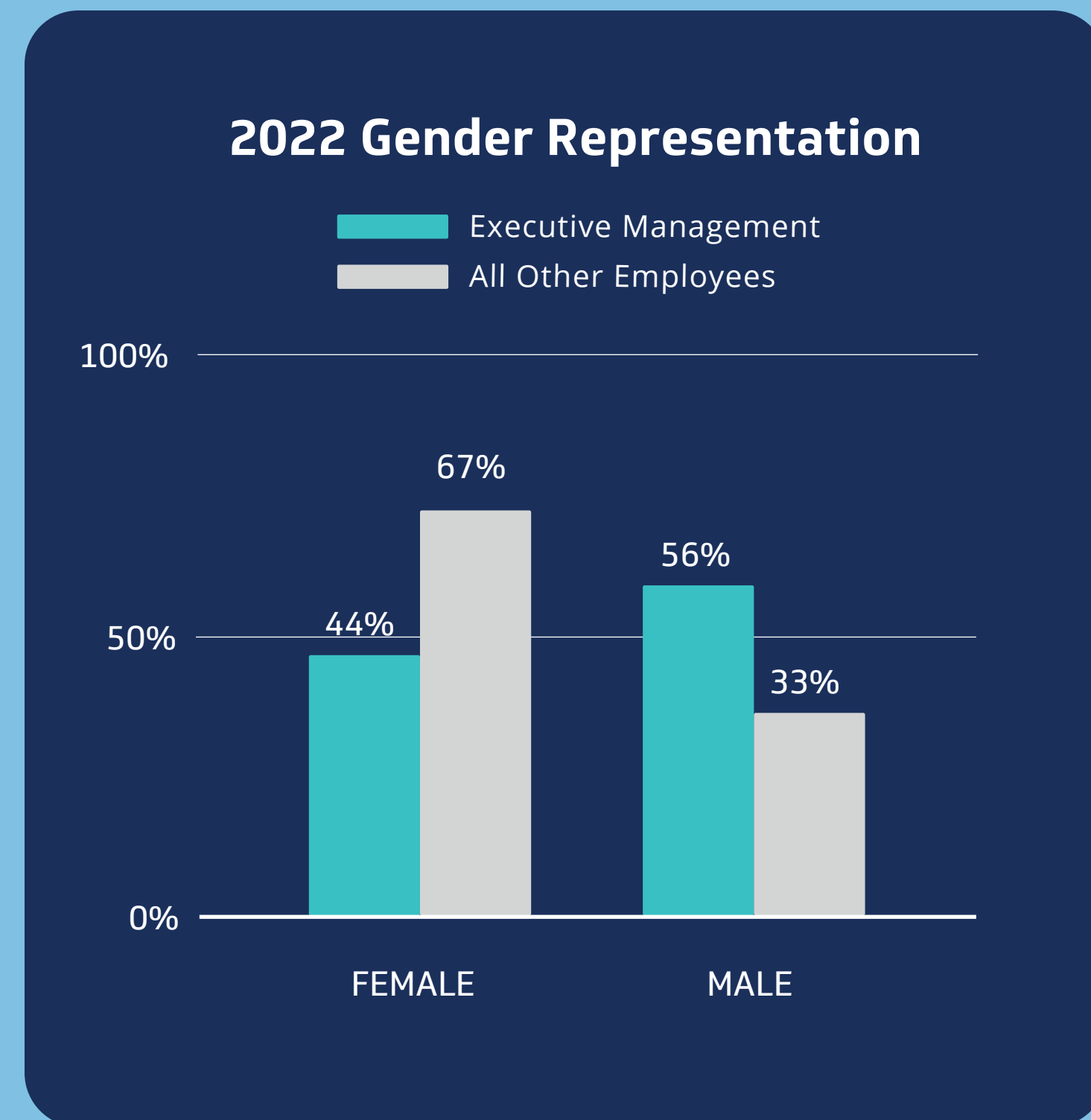




## WORKFORCE DEMOGRAPHICS

When reviewing the following data, it is important to note we define “executive management” as director and above, and “other” as an individual who identifies as two or more races.\*

*\*This definition is in alignment with SASB guidance.*

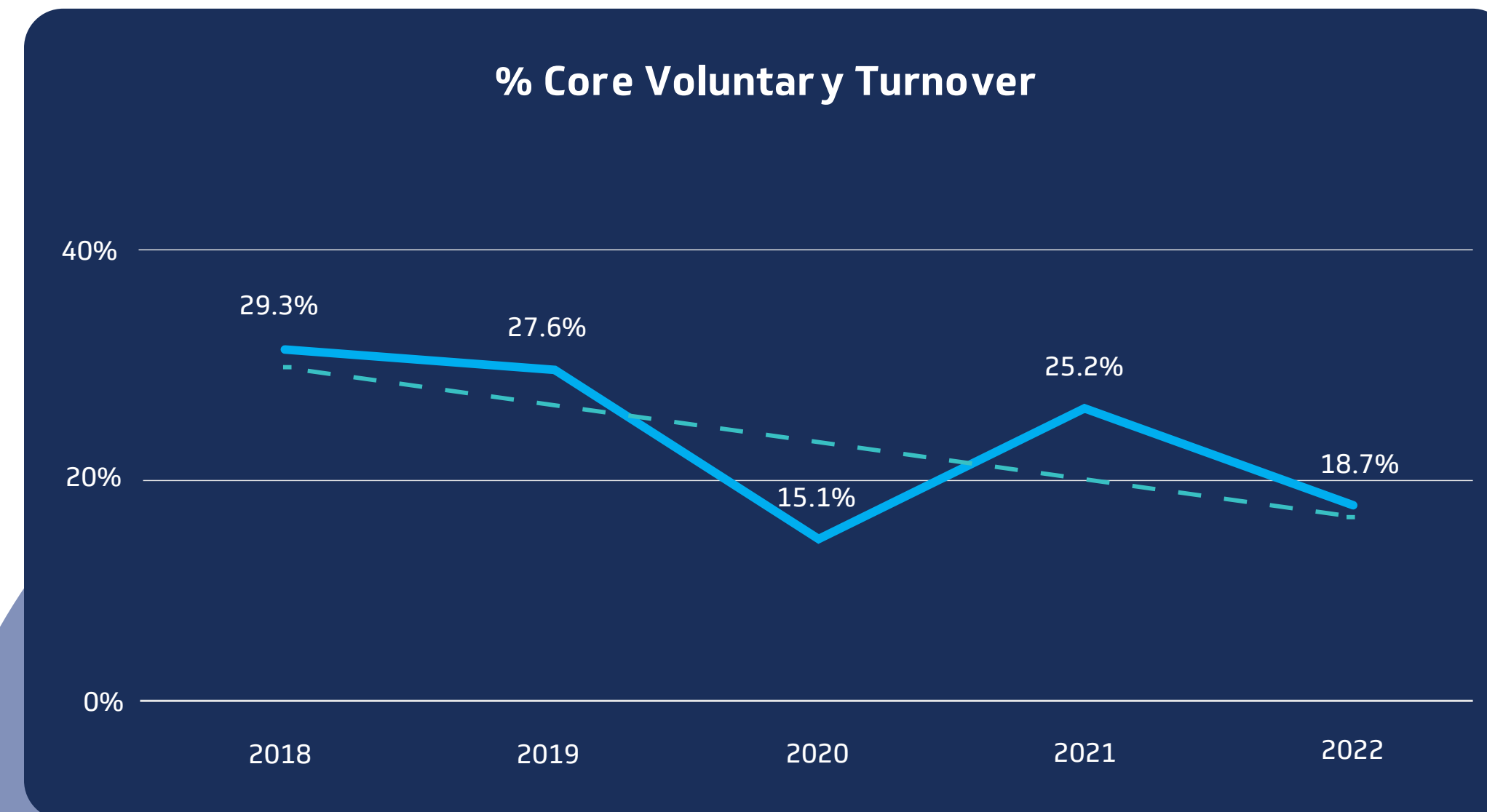


*2022 representation by race/ethnicity data does not add up to 100% because of rounding.*



## VOLUNTARY TURNOVER RATE

We experienced a downward trend in our voluntary turnover from 29.3% in 2018 to 18.7% in 2022. While some of the decline experienced in 2020 is likely related to macro-economic and national workforce trends, we have seen significant improvements over this period.



## PEOPLE STRATEGY COMMITMENTS

In Q4 2020, we set two goals to address equity based on a comprehensive third-party analysis. These goals were established on a three-year timeline to ensure systemic and sustainable impact. We are on track for our three-year commitments and will continue to evaluate ongoing goals and needs beyond that.

One goal was to address our voluntary turnover rate among female leaders to that of firm averages. In the past two years, the voluntary turnover rate for female leaders was reduced significantly and is virtually identical to that of male leaders.

Other encouraging trends include the number of female leadership promotions doubling since 2020 and our female executive management population growing 11% in 2022.

Another equity goal is to reduce our people of color involuntary attrition rate to that of firm averages. We know there is still more work to be done. We have made significant progress on this issue in the last two years, reducing the differential between people of color and all other employees by 73% as compared to 2020 levels.



## EXPANSION AND DIVERSIFICATION OF OUR CANDIDATE POOL

As a firm specializing in the recruitment and development of top talent, we work with qualified professionals from every population group. We've used our Supplier Diversity Program for more than a decade in this pursuit. This effort is documented through our Equal Employment Opportunity Statement, the diversity of our own core population and our commitment to assist our customers in meeting their diversity goals.

Our robust talent acquisition strategy casts a wide net. By expanding our channels and partnering with professional organizations, we reach a greater number of candidates. This leads to a higher-quality, more-diverse and better-skilled network.

### HERE ARE SOME OF THE WAYS WE EXPAND OUR CANDIDATE POOL:

**Aggregators:** Our aggregator partners ensure our jobs are distributed to hundreds of diversity job boards and organizations, broadening our access to top talent.

**Networking groups:** Since we have a local presence in most metro areas, we have built lasting partnerships with networking groups across the U.S., allowing us to unite diverse professionals with industry-leading opportunities.

**Niche job boards:** Our direct partnerships with niche job boards allow us to attract diverse talent that aggregators may miss, ensuring our opportunities are accessible by all.

**Colleges and universities:** By partnering with diverse colleges and universities, we can provide career resources, upskilling and job opportunities to undergraduate populations, fostering a more work-ready future.

**Organizational partnerships:** Our partnerships with diverse organizations is the backbone of our diversity recruiting efforts for networking, educational and career growth opportunities. These include Women Who Code, The Spectrum Careers, HirePurpose, Broadbean and DirectEmployers.

*\*The above is not a comprehensive list of our expanded partnerships, evolved talent acquisition strategy and hiring commitments for 2022. To learn more, we invite you to visit our [DE&I Corporate Social Responsibility page](#).*



## SUPPLIER DIVERSITY PROGRESS

We work faithfully to establish trust and long-lasting relationships with our vendors. This knowledge drives us to continually invest in and expand our supplier diversity program. We are committed to furthering our efforts in this space in the years to come.

### SUPPLIER DIVERSITY MISSION:

Kforce's supplier diversity program provides an inclusive approach to procurement. We aim to do our part to generate economic opportunity for traditionally underrepresented or underserved groups that can provide resources, services and products to Kforce. We are committed to building partnerships with suppliers that reflect those we serve and the communities in which we live.

### OUR STRATEGY:

We actively seek vendors with diverse ownership that align to our overall firm strategy and reinforce our business. Our search criteria is focused on services capability and partnership. We look for vendors that can provide us with knowledge on a specific expertise, but our goal is also to identify partnerships that go beyond a financial impact.

## IN 2022, WE ELEVATED OUR PROGRAM BY:

**Increasing direct spending with certified diverse partners** by 39% from 2021 to 2022—direct spend is central to our program because we believe it's where we can make the most impact for our business

Of our direct supplier spend, **more than 30%** is with diverse-owned businesses

**Leveraging a centralized structure and impactful tools**, such as a supplier diversity spend dashboard, to advance our strategy and drive success

**Advancing our outreach methods** to connect with a wider network of diverse suppliers and direct vendors

**Building our supplier diversity page on our website**, including our mission, [Supplier Diversity Policy](#) and a vendor intake form

**Expanding our corporate partnerships** to include Women's Business Enterprise National Council, in addition to National Minority Supplier Development Council—these groups were selected for their national reach and ability to create connections and establish opportunities with certified minority business enterprises, and are nationally recognized diverse certifying bodies

**Kforce is a proud supporter of the Diverse Supplier Grant Initiative, sponsored by JPMorgan Chase & Co. For more information about the program, visit [jpmorganchase.com](https://jpmorganchase.com). This is one way we show our support of efforts that seek to close the wealth gap, advance racial equity and promote inclusive growth for Black, Hispanic and Latinx communities.**



# ENVIRONMENT



“

We challenged ourselves to be more transparent and reflect deeper on how we integrate sustainability into Kforce's strategy and operations. ”

JOE LIBERATORE, PRESIDENT & CEO

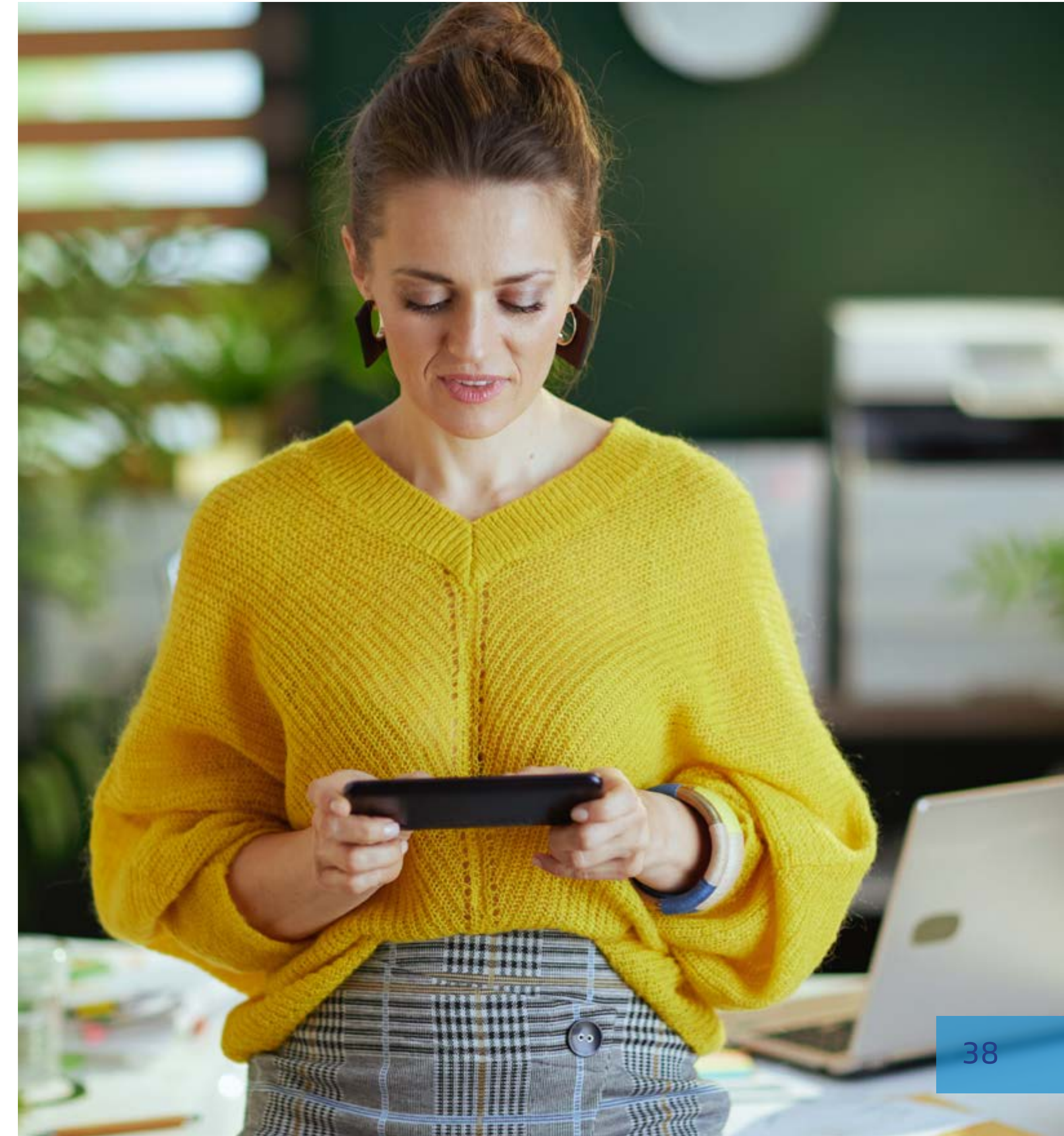


As a people-focused solutions business, our impact on the environment is relatively low. Still, we regularly look for ways to take action and serve as responsible stewards of the environment. Over the years, we've mitigated our impact on the environment by enhancing our recycling systems, choosing eco-friendly lighting options, redesigning our office space and optimizing our real-estate portfolio.

We are proud to share that 2022 saw some of our greatest environmental benefits to date thanks to our rollout of office occasional. Our remote-first work model resulted in a significant reduction in office space, business travel, in-office electricity usage and employee commutes. We now lease all our offices, strategically reducing the total number by more than 30% in the last two years. In 2022 alone, our overall footprint dropped nearly 40%. Our longer-term vision for office occasional includes continuing to shrink our square footage while offering cutting-edge technologies to ensure remote and in-office work is seamlessly executed.

In recent years, we also reduced the impacts of our offices by using recycled paper or paper that meets Sustainable Forestry Initiative certified sourcing standards and reducing single-use products.

As we continue to minimize our environmental impacts, we recognize the importance of measuring our efforts. Adding more structure to this process will help us chart a course for the future, identify areas of opportunity and make decisions that yield significant results. We took a key step in 2022 when we commissioned a third-party to create a baseline inventory of our greenhouse gas emissions.





## GREENHOUSE GAS EMISSIONS

### OUR APPROACH

Kforce continues to position our business to drive sustained shareholder returns. While making these strategic decisions, we continue to reduce our emissions and the impact of our business on the environment. We are committed to operating in an environmentally friendly and sustainable way. This section examines some of our recent and ongoing environmental efforts. During 2022, we made significant progress in measuring our environmental impact including establishing our greenhouse gas emissions baseline and measuring our progress to reduce our environmental footprint.

### SUMMARY

In 2022, Kforce engaged a third-party to help us calculate our scope 1 and 2 GHG emissions for the 2019, 2020 and 2021 calendar years. Between 2019 and 2021, our total scope 1 and 2 emissions decreased 31.4% using the location-based method. This drop is primarily due to our office-occasional work environment and our strategic reduction of both the size and number of our offices. For example, our new headquarters, which opened in November 2022, is less than 20% the size of our former space. Our technology-enhanced, remote-first work model has a direct and meaningful effect on our environmental impact.

Our scope 1 and 2 emissions include electricity and natural gas usage at our headquarters, offices and data centers, as well as limited private jet travel in 2019. We are currently in the process of calculating our scope 3 emissions for 2019 to 2022. A preliminary screening (subject to change) identified seven of the 15 GHG Protocol categories as material to Kforce's scope 3 emissions calculations. These categories include purchased goods and services, capital goods, fuel and energy-related activities, upstream transportation and distribution, business travel, employee commuting and downstream leased assets.

We plan to report emissions data for scopes 1, 2 and 3 in our next annual Sustainability Report.



## METHODOLOGY

We calculate our emissions using a methodology consistent with the GHG Protocol Corporate Accounting and Reporting Standard. We include calculations for both market-based and location-based methodologies as defined by the World Resources Institute and the World Business Council for Sustainable Development. Emissions factors were sourced from the EPA’s GHG Emission Factors Hub, Emissions & Generation Resource Integrated Database 2019 and 2020 data, used for location-based calculations. For market-based calculations, emissions factors were sourced from 2021 and 2022 Green-e® Residual Mix Emission Rates data.

## DATA LIMITATIONS

Though data collection was attempted for all Kforce sites, in instances where electricity and natural gas data was not provided, estimates were made using the U.S. Energy Information Administration’s Commercial Buildings Energy Consumption Survey. For sites with no actual data available, the estimated consumption was used to calculate the resulting GHG emissions based on site attributes such as square footage, location and electricity grid region.

Kforce is committed to continuous improvement to our data collection practices and will continue to refine the calculation methodologies that we believe produce the most meaningful information for our stakeholders.



## EMISSIONS CALCULATIONS AND DETAIL

### MARKET-BASED EMISSIONS CALCULATIONS

GHG EMISSIONS SOURCE	2019 GHG EMISSIONS (MTCO2e)	2020 GHG EMISSIONS (MTCO2e)	2021 GHG EMISSIONS (MTCO2e)
Scope 1 Emissions – Natural Gas	67	64	58
Scope 1 Emissions – Private Jet Travel	15	0	0
Total Scope 1 Emissions	82	64	58
Scope 2 Emissions (Market-Based)	2,236	1,815	1,544
Total Scope 1 & Scope 2 Emissions (Market-Based)	2,318	1,879	1,602
% Decrease YoY (Market-Based)	-	18.9%	14.7%
% Decrease vs. 2019 (Market-Based)	-	18.9%	30.9%



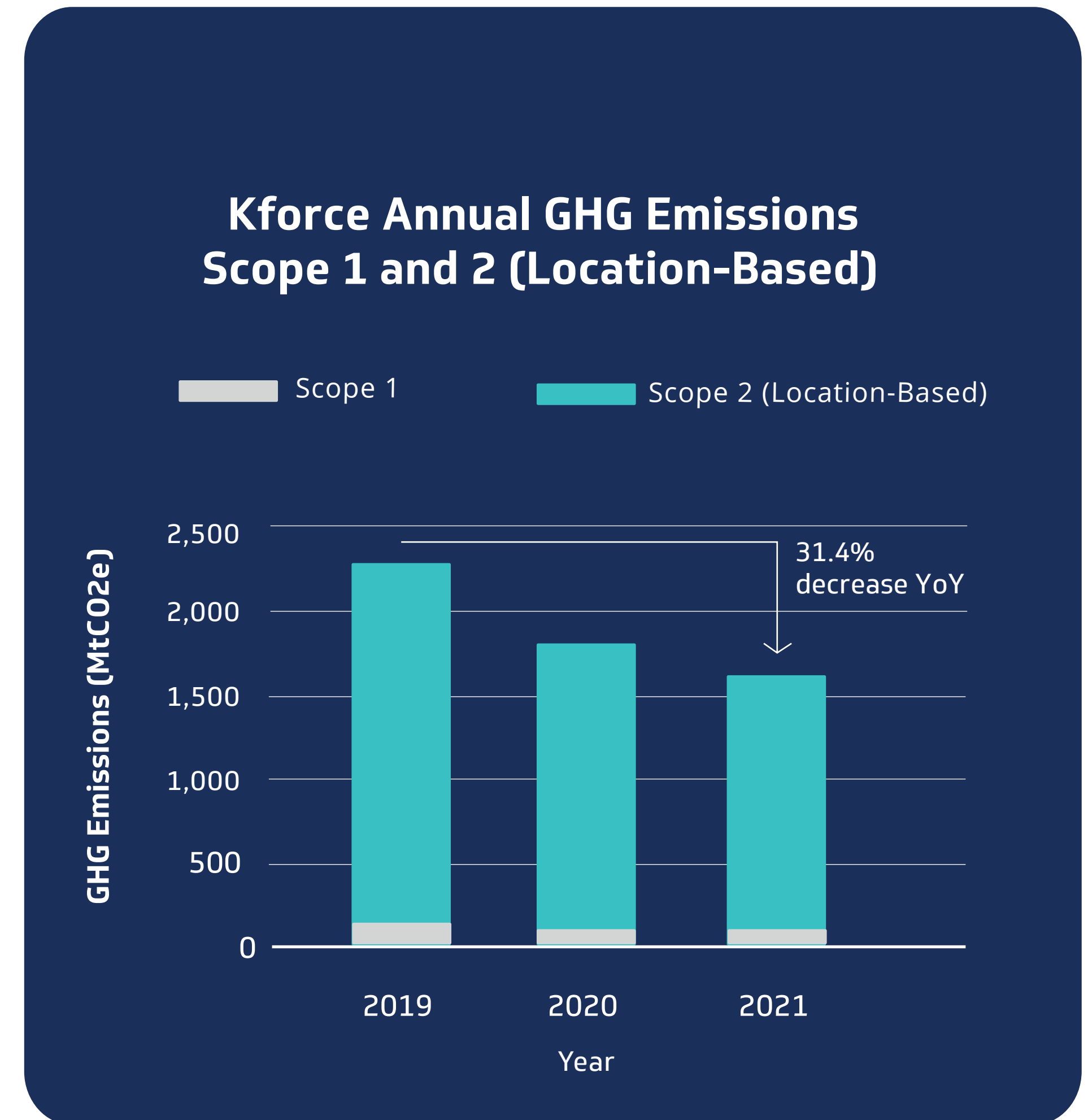


LOCATION-BASED EMISSIONS CALCULATIONS

GHG EMISSIONS SOURCE	2019 GHG EMISSIONS (MTCO2e)	2020 GHG EMISSIONS (MTCO2e)	2021 GHG EMISSIONS (MTCO2e)
Scope 1 Emissions – Natural Gas	67	64	58
Scope 1 Emissions – Private Jet Travel	15	0	0
Total Scope 1 Emissions	82	64	58
Scope 2 Emissions (Location-Based)	2,213	1,790	1,516
Total Scope 1 & Scope 2 Emissions (Location-Based)	2,294	1,854	1,574
% Decrease YoY (Location-Based)	-	19.2%	15.1%
% Decrease vs. 2019 (Location-Based)	-	19.2%	31.4%

**ANALYSIS**

Kforce has experienced a clear downward trend for scope 1 and 2 emissions using both the market-based and location-based methods. The 31.4% drop from 2019 to 2021 is primarily due to our decrease in overall office space and a reduction in the carbon intensity of the grid that supplies our electricity. During this time, we decreased our square footage 30%. The weighted average carbon intensity of the electricity used by Kforce decreased about 6.5% in the same time frame. We expect to see continued reductions in scope 2 emissions as a result of our efforts to right-size our offices to fit our office-occasional work environment.



Because the location-based and market-based data are so similar, we opted to only share one graph.



# COMMUNITY ENGAGEMENT



“

I've seen the difference it makes when we are driven not just by corporate success, but by our desire to shape a better future.”

DAVID DUNKEL,  
BOARD OF DIRECTORS CHAIRMAN



Our core values of compassion, unity and fun shape our culture of stewardship. Each day, we look for opportunities to spread kindness, support each other and be a light to others. This commitment runs through every layer of our firm: our executives lead from the front, serving on boards for a variety of charitable organizations, and Kforcers engage in year-round philanthropy with their teams.

Our ultimate goal is to leave a lasting, positive impression on the world. Our hope is that by partnering with charitable organizations, connecting with diverse associations and engaging in projects that have meaningful impacts, we will empower our employees to lift up others each and every day.

## LEADING BY EXAMPLE

We are proud of our executive and non-executive leaders who actively serve as role models in stewardship and philanthropy through board positions for impactful organizations like **Best Buddies, the American Heart Association, Junior Achievement, the Marine Corps Scholarship Foundation, Navy Football Brotherhood, Outdoor Odyssey, YMCA of Tampa Bay, Fezziwig WWJD Foundation and Voices for Children of Tampa Bay.**

## RECOGNIZED FOR OUR CULTURE OF GIVING BACK

Kforce's commitment to philanthropy earned its second One Tampa Bay Award in 2022 from the *Tampa Bay Business Journal*. The award spotlights nonprofits and companies that go above and beyond in giving back to their communities. This recognition encapsulates all our efforts, from leadership involvement to partnerships with local charities.

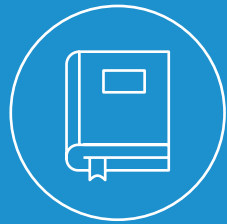




## OUR COMMUNITY ENGAGEMENT PILLARS

Our employees lead the way in our community engagement efforts, including helping us determine our pillars in 2018. Their passion for education, community development and human services guides our community engagement strategy. We target our efforts toward programs that help people develop skills, gain knowledge and pursue meaningful careers.

### EDUCATION



This includes early childhood programs and services, education programs, policies and reforms.

### COMMUNITY DEVELOPMENT



This includes community foundations, housing and neighborhood development.

### HUMAN SERVICES



This includes family and children's services, food banks, homelessness services and social services.

## OUR CORPORATE SPONSORED CHARITIES

We enjoy bringing a unified approach to philanthropy with a special emphasis on our firm's four corporate-sponsored charities: **Best Buddies, Feeding America, Junior Achievement and Special Operations Warrior Foundation.** More information about our charitable partnerships can be found on our [Corporate Social Responsibility page](#).

## STEWARDSHIP & COMMUNITY COMMITTEE

Our Stewardship & Community Committee is comprised of Kforce leaders and employees. These individuals recommend the organizations we partner with throughout the year. We are particularly dedicated to supporting long-standing relationships with organizations in Tampa Bay, where about 600 of our 2,000 employees live and work locally.

Our Kforce Stewardship & Community Committee reviews sponsorship dollars and charitable giving requests from all our offices. We support organizations with monetary donations in two ways—corporate sponsorships and an optional employee payroll deduction campaign.



# OUR 2022 IMPACT

In addition to supporting our firm-sponsored charities, we encourage our people to participate in causes and organizations they are passionate about. Below are examples of the many charities we partner with.

## AMERICAN HEART ASSOCIATION

Kforce participated in the 2022 Tampa Bay Heart Walk, raising more than \$135,000 and helping the organization surpass their fundraising goals.

## BEST BUDDIES

Kforce was the presenting sponsor for the 2022 Best Buddies Champion of the Year Gala and Friendship Walk. Kforce is a proud participant of the Best Buddies' Jobs Program, which gives individuals with intellectual and developmental disabilities opportunities for meaningful and fulfilling work. We also sponsored the 2022 Best Buddies Leadership Conference, which unites Best Buddies leaders, volunteers and community advocates to imagine, create, lead and empower the future of the disability rights and inclusion movement.

## HURRICANE IAN RELIEF EFFORTS

After Hurricane Ian's devastating effects on southwest Florida in 2022, Kforce mobilized to support relief efforts. We funded a Thanksgiving Day event for more than 1,000 Floridians affected by the storm, and we donated to American Legion to help them provide 800 meals a day for residents of Pine Island. We also collected 1,000 toys for Suncoast Community Center and the children of Ft. Myers.

## JUNIOR ACHIEVEMENT

Kforce is helping develop part of the curriculum for the new 3DE program at Blake High School in Tampa, FL. 3DE is all about reimagining education so students can problem-solve real-world challenges that businesses in their communities are experiencing.

## SPECIAL OPERATIONS WARRIOR FOUNDATION

Kforce was the title sponsor of Special Operations Warrior Foundation's 2022 Education Planning Information Conference, which welcomes students from across the nation for expert sessions about the college admissions process and the transition from high school to higher education.

## KFORCE STEM FAIRS

Our annual award-winning STEM Fair provides fun resources for students in grades K-12 to engage in STEM activities for free. In 2022, we curated virtual STEM lessons for kids, tapping into Kforce expertise to lead interactive sessions and experiments on topics like mobile application development, AI, data and accounting.

### COMMUNITY ENGAGEMENT PILLAR ALIGNMENT

 EDUCATION

 COMMUNITY DEVELOPMENT

 HUMAN SERVICES



2023

# COMMITMENTS



**“Together, we will shape a world in which we all want to live.”**

**Joe Liberatore,  
President and CEO**



# IN 2023, WE ARE COMMITTED TO . . .



## 1 ESG OVERSIGHT

Maintain strong board-level oversight of our ESG program, with board members continuing to educate themselves on best practices and trends



## 4 EMPLOYEE FEEDBACK

Invest in additional engagement tools to continue our practice of using employee feedback to inform decision making and guide strategy



## 8 DIVERSE VENDORS

Continue to focus efforts on direct spend with certified diverse vendors with the expectation of maintaining more than 30% direct supplier spend with diverse-owned businesses



## 2 OFFICE OCCASIONAL<sup>SM</sup>

Evolve office occasional, our hybrid work model, to support our people and reduce our impact on the environment



## 5 IMPROVED INTRANET

Launch Microsoft Viva Connections, an evolved company intranet, to strengthen relationships and provide a deeper sense of community



## 9 CYBERSECURITY INVESTMENT

Further invest in cybersecurity efforts to maintain our strong standing, whether through additional team members, budget, certifications or board knowledge



## 3 FLEXIBILITY & CHOICE

Continue to offer our employees Flexibility and Choice Empowered by Trust and Technology<sup>SM</sup> and cement ourselves as a top place to work



## 6 AFFINITY GROUPS

Launch additional associate-led, firm-supported affinity groups to foster a diverse, inclusive workplace and better support employees



## 10 ANNUAL POLICY REVIEW

Conduct our annual review of policies to ensure our governing documents remain relevant, impactful and in line with all applicable laws and best practices



## 7 LEADERSHIP TRAINING

Expand opportunities for leadership and skill set development, including conducting inclusive leadership training and launching our emerging leader program



## 11 EMISSION REDUCTION

Expand measurement and reporting of greenhouse gas emissions to include scope 3 and provide updates on our efforts to reduce our total carbon footprint



ENVIRONMENT



SOCIAL



GOVERNANCE



# ABOUT THIS REPORT

Our 2022 Sustainability Report shares our approach to environmental, social and governance initiatives. We're committed to having a lasting positive impact with all people connected to Kforce.

This report includes data and narratives from January 1 to December 31, 2022. To provide the appropriate context, in some cases, there is additional information as far back as 2019. Our firm partnered with third-party experts at Georgeson to assess our practice against the leading sustainability materiality framework, SASB, and advised on our overall management of climate-related risks informed by the Taskforce for Climate-Related Disclosure framework. Georgeson's review included analysis of our firm's policies and interviews with employees and key departments throughout our organization to understand current practices and identify opportunities for improvement. Georgeson also conducted interviews with select clients and assessed investor expectations to provide well-rounded recommendations. Georgeson's review advised our firm's focus on DE&I efforts and widened our lens to additional human capital and environmental areas of importance.

Our sustainability efforts are not static. We will continue to report on our progress as we evolve. This report is informed by the Financial Stability Board's TCFD framework and the SASB Professional Service standard. This year, our report is aligned with the SASB framework. We intend to align with the TCFD framework for our 2023 report.

*\*This report features stock photography that is representative of our workforce*





# SUSTAINABILITY ACCOUNTING STANDARDS BOARD

The SASB provides a set of industry-specific standards to help measure and communicate management of relevant sector ESG topics. We include in this index information regarding the metrics for the Professional Services industry that we believe are most applicable to Kforce’s current business. The provision of information below should not be construed as a characterization of that information as financially material as that term is defined and interpreted under the rules and regulations of the U.S. Securities and Exchange Commission.

SASB CODE	SASB METRIC	KFORCE RESPONSE
DATA SECURITY		
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	See the <a href="#">Cybersecurity &amp; Data Privacy</a> section of this report. See the Risk Related to Cybersecurity and Technology section within Item 1A Risk Factors in our most recent <a href="#">Form 10-K filing</a> .
SV-PS-230a.2	Description of policies and practices relating to collection, usage and retention of customer information	Please see our <a href="#">Privacy Policy</a> for information regarding our handling of information collected through our website and applications. Kforce does not collect or store client information, other than in connection with sales or contracting activities. Any information to which our consultants are privy during the course of client engagements is maintained on the clients’ own systems and is not transferred to or otherwise shared with Kforce.  Kforce’s <a href="#">Business Code of Conduct</a> also includes a Data Security, Privacy and Protection Policy.
SV-PS-230a.3	(1) Number of data breaches (2) percentage involving customers’ confidential business information (CBI) or personally identifiable information (PII) and (3) number of customers affected	1. During 2022 we did not experience any material data breaches 2. Zero data breaches involving CBI or PII 3. Zero customers affected



SASB CODE	SASB METRIC	KFORCE RESPONSE
WORKFORCE DIVERSITY & ENGAGEMENT		
SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	<p>See the <a href="#">Workforce Demographics</a> section of this report for data graphic.</p> <p>By Gender:</p> <ul style="list-style-type: none"> <li>• Executive Management: 44% female, 56% male</li> <li>• All Other Employees: 67% female, 33% male</li> </ul> <p>By Race/Ethnicity:</p> <ul style="list-style-type: none"> <li>• Executive Management: 81% White, 15% People of Color, 3% Not Specified, 0% Other</li> <li>• All Other Employees: 68% White, 24% People of Color, 4% Not Specified, 3% Other</li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>• As per SASB guidance, “executive management” is defined as two levels below C-suite, which is director and above.</li> <li>• “Other” is defined as an individual that identifies as two or more races.</li> <li>• 2022 representation by race/ethnicity data does not add up to 100% due to rounding.</li> </ul> <p>See the <a href="#">People</a> section of this report for information regarding Kforce’s practices and programs to foster equitable employee representation.</p>
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	<p>We experienced a downward trend in our voluntary turnover from 29.3% in 2018 to 18.7% in 2022. For additional detail, see the <a href="#">Voluntary Turnover Rate</a> section of this report.</p>
SV-PS-330a.3	Employee engagement as a percentage	<p>Our overall employee engagement score is 83%. For additional information, see the <a href="#">Employee Engagement</a> section of this report.</p>



SASB CODE	SASB METRIC	KFORCE RESPONSE
<b>PROFESSIONAL INTEGRITY</b>		
SV-PS-510a.1	Description of approach to ensuring professional integrity	See the <a href="#">Commitment to Ethics &amp; Integrity</a> , <a href="#">Code of Conduct Training</a> and <a href="#">Whistleblower Hotline</a> sections of this report.
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	We had \$0 in monetary losses as a result of legal proceedings associated with professional integrity in 2022.
<b>ACTIVITY METRICS</b>		
SV-PS-000.A	Number of employees by (1) full-time and part-time (2) temporary and (3) contract	In 2022, we had 2,000 internal staff employees and more than 10,000 associates and consultants on assignment with clients each day.
SV-PS-000.B	Employee hours worked, percentage billable	Not applicable