



EMPLOYEES & PEOPLE

ETHICS & GOVERNANCE

ENGAGEMENT

ENVIRONMENT

2014 – 2015 Corporate Social Responsibility Report

**KELLY**<sup>®</sup>  
SERVICES



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## OUR VISION

To provide the world's best workforce solutions

## OUR CHARACTER

We are authentic, the industry founder. We believe in relationships, not transactions. We value teamwork, realizing that we are stronger together than as individuals. We take seriously the promises we make. We are passionate, dedicated, and driven to excel. With us it has never been about being the biggest. It has always been about being the best and doing the right thing.

At our core, we are a community. Each day we welcome into our community the varied talents of all people who embrace our culture of service, teamwork, and integrity. We offer the opportunity to work with the best companies in the world, and to make a difference in the communities in which we live and work.

## OUR VALUES

We are judged, collectively and individually, by the return we provide to our shareholders. We choose to provide that return with the following values:

- 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.

# TO OUR STAKEHOLDERS:

Almost 70 years ago—long before “social responsibility” was a well-known phrase—William Russell Kelly founded a company whose culture was committed to advancing the common good. Today, Kelly Services® is proud to uphold that commitment as a cornerstone of who we are as an organization. By providing employment and career development opportunities to hundreds of thousands of people each year, our business is focused on improving the lives of our employees, their families, and our communities. This same philosophy extends to the workers we engage through our talent supply chain network of supplier partners. We embrace the responsibilities we bear, the part we play, and the value we contribute to society in fulfilling this mission.

This Corporate Social Responsibility (CSR) report and Policy Statement outlines Kelly's commitments in four critical areas: Employees and People; Ethics; Engagement; and Environment. Throughout the report, you'll see our employees' passion and dedication to the crucial role they play in upholding our core values and living up to our collective commitments. Whether driving sustainability initiatives at our headquarters, sponsoring charitable events in their communities, supporting workplace diversity, or partnering with customers on their efforts to reduce their carbon footprint, our people are making a difference every day.

It's inspiring to see how our employees and candidates, clients, suppliers, and communities are coming together to help build a better future for all. Thank you to our stakeholders for your support, and especially to our employees for your dedication to the Vision, Character, and Values of Kelly®. We believe Kelly has a responsibility to do the right thing; we welcome the opportunity to make a difference; and we are confident we have the policies and practices in place to do so.

I look forward to continuing the journey with all of you.



**Carl T. Camden**  
President and Chief Executive Officer  
March 2015



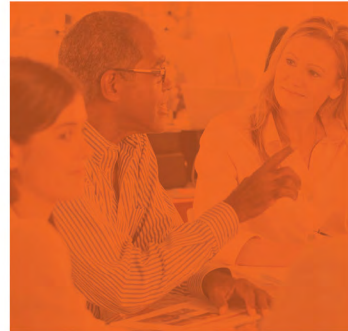
# CORPORATE SOCIAL RESPONSIBILITY POLICY STATEMENT

Kelly's corporate social responsibility commitments are built around four critical areas:



## EMPLOYEES & PEOPLE

We take seriously our responsibilities to protect, support, and prepare workers for successful careers, and to advocate on their behalf. Our efforts are focused on providing career opportunities and resources to the global workforce, and leading by example in areas such as workplace safety, health and wellness, diversity and inclusion, and training and development. We believe in opportunity for all and are steadfast in our commitment to equal employment opportunity, the protection of human rights, and the prevention of human trafficking.



## ETHICS & GOVERNANCE

Kelly is committed to doing the right thing, conducting ourselves in a legal, ethical, and trustworthy manner, upholding our regulatory obligations, and complying with both the letter and spirit of our business policies.



## ENGAGEMENT

Kelly understands that it takes all of us working together to truly have an impact. As such, we partner with organizations in the communities where we live and work to improve lives and society as a whole—by engaging in activities such as community service, philanthropy, and support for small, minority, women, and disadvantaged businesses. We also seek to engage with workforce suppliers who operate using socially responsible business practices and adhere to the professional **code of conduct** outlined by Ciett, the International Confederation of Private Employment Agencies.



## ENVIRONMENT

Kelly recognizes a shared responsibility to protect our planet. Although our facilities and operations have a small ecological footprint, we reduce the environmental impact of our business through preservation, conservation, and waste reduction practices.





Since our founding in 1946, Kelly has embodied the true spirit of corporate social responsibility, and we are committed to the highest standards of corporate citizenship. Our culture and values are rooted in service, integrity, and taking personal responsibility for our actions, outcomes, and reputation. As a leading global workforce solutions provider, we connect people with employment opportunities and make a difference in the communities in which we live and work. Given the worldwide span of our workers, clients, suppliers, and partners, we recognize the global reach of our business practices and our public accountability.

## Underlying our corporate social responsibility program is a set of core policies that outline our approach and guide our activities.

### ■ Code of Business Conduct & Ethics

– Kelly’s Code of Conduct provides mechanisms to prevent dishonest or unethical conduct, and fosters a culture of honesty and accountability. This code outlines the responsibilities of our employees, including ensuring that our suppliers are aware of their obligation to conduct themselves in a legal and ethical way.

■ **Labor and Human Rights** – Globally, we treat all employees with dignity and respect and follow all applicable laws and legislation related to labor and human rights. Below are examples of initiatives we have in place:

▶ **Equal Employment Opportunity** – It is the policy of Kelly Services to protect the employment rights of qualified applicants and employees regardless of an individual’s race, color, sex, age, religion, national origin, genetics, sexual orientation, gender identity/expression, disability, and/or other protected categories under applicable laws.

▶ **Affirmative Action** – Kelly is committed to taking affirmative action to employ and advance women, minorities, qualified disabled individuals, disabled veterans, recently separated veterans, and other protected veterans.

▶ **Accommodations Policy** – It is the policy of Kelly Services to comply with all applicable laws concerning the employment of persons with disabilities. Consistent with that commitment, it is Kelly’s policy not to discriminate against qualified individuals with disabilities in regard to application procedures, hiring, advancement, discharge, compensation, training, or other terms, conditions, and privileges of employment.

▶ **Anti-Harassment Policy** – Kelly is committed to maintaining a work environment that is free from harassment. As such, Kelly will not tolerate harassment of, or by, its employees.

We are individually and collectively accountable for upholding our corporate social responsibility commitments. We encourage participation across our organization, and we will work with external stakeholders to continually advocate on behalf of the global workforce, improve our workplaces, contribute to the communities we serve, and ensure our actions are socially, ethically, and environmentally responsible.



# EMPLOYEES & PEOPLE

Nearly 70 years ago, Kelly founded the temporary staffing industry and made a promise to invest in people. Today, with more than a half-million employees working in various capacities around the globe, we believe our employees are at the core of our storied success. Together with our customers, supplier partners, and employees, we continue to work toward ensuring that our legacy will remain strong for generations to come.



# OUR PEOPLE. OUR BUSINESS.

At Kelly Services—by the very nature of what we do—our people truly are our business. No matter what industry or client we are serving, our business hinges on delivering the best talent and skills. And because many companies allocate from 60 to 80 percent of their expense to talent, our partnership with customers offers them a critical resource through ongoing consultation and real-time workforce strategies.


Kelly has a role in managing employment opportunities for more than 1 million workers around the globe. We employ 550,000 of these workers directly and the remaining are engaged through our talent supply chain network of supplier partners. Our goal with these workers, and the global workforce at large, is to be a source of ongoing opportunity—**great jobs** where workers can get their foot in the door, learn new skills, and build a better life.

Our commitment to people in turn drives our obligation to social responsibility. Kelly maintains a number of initiatives that promote good corporate citizenship:

- A global on-boarding program that communicates our Vision, Character, and Shared Values
- A Code of Business Conduct & Ethics deployed globally, with annual acknowledgment

Kelly offers employment opportunities in some of the fastest-growing, most innovative industries. Every year Kelly places thousands of employees with clients in **green jobs/industries** covering state-of-the-art areas such as renewable energy, recycling and waste reduction, energy efficient design, and environmental science.

- Harassment, diversity, and ethics training for all full-time employees
- Annual quality audits confirming our global compliance to regulatory requirements
- Standardized hiring practices that ensure we comply with all applicable laws and regulations

As a leader in providing career opportunities and resources to the global workforce, we believe we have a responsibility to lead by example in areas such as workplace safety, health and wellness, training and development, and diversity and inclusion. We believe in opportunities for all and are unwavering in our commitment to equal opportunity employment, the protection of human rights, and the prevention of human trafficking. 



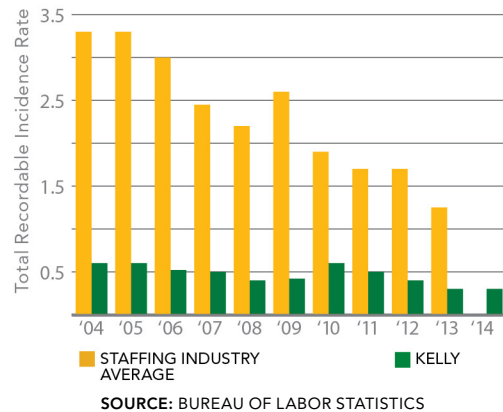
## THE **EVOLUTION** OF KELLY SERVICES



On an annual basis, Kelly Services provides employment to approximately

**550,000**  
WORKERS GLOBALLY.

## COMMITMENT TO SAFETY TRANSLATES INTO SUBSTANTIALLY LOWER INCIDENCE RATES FOR KELLY



**COMMENT:** Comparing Kelly Services' actual U.S. incidence rates to the staffing industry average, Kelly safety performance continuously outperforms the industry average. Overall, Kelly's total recordable incidence rate, and days away restricted and transferred (DART) rate, are consistently three to four times better than staffing industry averages.

Rates were calculated using OSHA recordable injuries to full-time and directly supervised employees only.

## ABSOLUTE ZERO IS OUR GOAL

Our Absolute Zero program solidifies our commitment to:

- ▶ Zero on-the-job accidents
- ▶ Zero on-the-job injuries
- ▶ Zero on-the-job illnesses
- ▶ Zero excuses

# WORKPLACE SAFETY

Kelly's commitment to employee safety is an integral part of our culture and a key to our continued success. We believe every employee has the right to a safe and healthy workplace.

We also believe the most important number when it comes to employee safety is zero—zero on-the-job accidents, zero on-the-job injuries, and zero on-the-job illnesses.



Our Absolute Zero™ program ensures we maintain the standards of worker safety protection to instill confidence in our workforce that they can feel safe and secure in the workplace. More than just compliance with health and safety legislation, Absolute Zero recognizes the importance of each and every employee, and provides the processes, training, and companywide commitment necessary to ensure their safety.

We expect our leadership to demonstrate that employee health and safety is a priority; our customers to provide and continually foster a safe work environment; and our employees to act safely, while looking out for their co-workers' safety as well. To assist our customers in preparing the workplace for our employees, we have created a global safety program that includes pre-assignment risk assessment and worker training. Kelly safety managers are responsible for working with customers on these issues, and preparing employees to complete their work tasks in a safe and healthy manner.

Safety training and the introduction of our safety handbook are critical orientation and on-boarding activities. We also help employees become familiar with customers' work

environments, safe work practices, emergency procedures, and protective equipment. As mandated by law and corporate policy, employees have the right to refuse unsafe work. Employee safety and customer service are paramount in our business; as such, we help employees understand how to recognize safety hazards and report them to on-site management.

For example, one of our employees placed at a customer's chemical plant in Freeport, Texas, identified and helped to resolve a potential fall hazard. During his six years as a Kelly employee, this individual became known for his efforts to help promote the facility's culture of safety, including sitting on several safety committees. For his efforts, he received special recognition from Kelly, the host employer, and the National Safety Council®.

We believe our management, employees, and customers have joint responsibility for upholding our safety commitments. And this commitment has translated into a very successful program: our total recordable incidence rate, and days away restricted and transferred (DART) rate, are consistently three to four times better than staffing industry averages.





Our safety program is focused on the prevention of injuries and illnesses. Our pursuit of Absolute Zero is ongoing, but, in the meantime, unfortunately, workplace injuries and illnesses do occur. This is why it's important to have a clear, effective rehabilitation and return-to-work program. For employees who have medical restrictions after suffering a workplace injury, Kelly seeks to provide opportunities to return to work while complying with health care providers' restrictions. In some cases, employees are able to return to their previous job site to perform other jobs. In other cases, they may be reassigned to another position.

For example, one creative return-to-work program connects nonprofit organizations with previously injured workers. Through this program, individuals are employed to carry out a variety of tasks, such as office clerical work, registering volunteers at events, and more. The program has proven to be a win-win for injured employees and nonprofits: injured employees are able to continue working, while participating nonprofit organizations receive additional "volunteers" who are paid by Kelly. ■

## KELLY SAFETY

### OUR INDUSTRY LEADERSHIP ROLE IN SAFETY

Kelly has played a leadership role in driving safety across the staffing industry. This includes working with industry peers and government agencies to design best practices-based guidelines and provide recommendations to help staffing firms and their customers establish a culture of safety in their work environments and companies. Kelly is involved in initiatives such as:

■ Development and implementation of **Employee Safety Best Practices** (ESBP) by the American Staffing Association's Employee Safety Committee. Since being introduced in 2011, the guidelines have helped to improve the industry's safety record, and have positively impacted productivity, turnover, and insurance costs.

■ Participation in the Occupational Safety and Health Administration's (OSHA) **Temporary Worker Initiative**, which OSHA launched in 2013 to help staffing agencies and host employers understand their OSHA compliance and safety program obligations, and to provide specific enforcement and compliance tools. OSHA has stipulated that "staffing agencies and host employers are *jointly responsible* for maintaining a safe work environment for temporary workers—including, for example, ensuring that OSHA's training, hazard communication, and recordkeeping requirements are fulfilled." The cooperation with OSHA helps Kelly and its customers manage this situation on a day-to-day basis.



# HEALTH AND WELLNESS

**A**s a workforce solutions provider to a wide variety of industries and locations, we need our employees to be at their best, both mentally and physically. To that end, we offer a wide variety of programs aimed at facilitating the health and wellness of our people around the globe, including access to local fitness centers, weight management programs, healthy nutrition support, and flu shots. In addition, we offer flexible or alternative work schedules, support a variety of health and wellness initiatives, allow remote working assignments, and more.

Kelly understands that managing stress is an important aspect of wellness, and we offer various forms of assistance to employees. Our **Employee Assistance Program (EAP)** is provided to all employees in the U.S., Canada, and Puerto Rico at no cost. The program gives employees and their immediate families access to professional, licensed counselors around the clock to address issues such as work-life balance, divorce, childcare, elder care, parenting, financial services, and legal services.

Additionally, in the U.K., Kelly offers a support helpline that headquarters and branch employees can call free of charge for support, whether it be for family crisis, stress, mental illness, or other issues. Furthermore, Kelly offers support to its staff by arranging counseling services for bereavement, family crisis, or mental illness. ■■■

## KELLY COMPASSION

### KELLY RELIEF FUND HELPS EMPLOYEES IN TIMES OF NEED



The Kelly Relief Fund provides short-term financial assistance to Kelly Services employees severely impacted by natural and manmade disasters such as floods, hurricanes, tornados, earthquakes, and fire. Founded as a nonprofit 501(c)(3) organization in the wake of Hurricane Katrina, the Fund has been sustained by generous donations from Kelly employees and the company.

## Kelly Services: Strong Advocate for Human Rights

**K**elly Services is committed to preventing the mistreatment of humans through sex slavery, forced labor, selling of organs, or other forms of human trafficking. In addition to our internal policies prohibiting human trafficking, we will not partner with any organization that condones or has participated in human trafficking. We also conduct annual quality audits to confirm and reinforce our regulatory and corporate

policy obligations related to human rights. We believe increased transparency, improved oversight, detailed compliance, and other checks and balances are necessary and effective means of ensuring the protection of human rights around the world.

Our **Code of Business Conduct & Ethics** and our **Policy Statement Regarding Human Trafficking** address this issue in greater detail. ■■■

In March 2015, Kelly Services was invited to share our cross-border recruitment expertise with global experts, business leaders, members of the Singapore government, and representatives from the United Nations in an effort to draft a Roadmap for the Eradication of Unethical Recruitment Practices for Migrant Labor.

# Employee Training and Workforce Development

**A**s a global employer, we play a major role in building future talent and shaping a diverse workforce, no matter the industry. To achieve this, we work to develop tomorrow's workforce while providing today's talent the resources and support tools necessary to advance their careers.

We offer a variety of specialized programs to address the unique needs and capabilities of the disabled, minority groups, military members and their families, young people, and the semi-retired. We are also dedicated to addressing market trends and needs for specific hard and soft skills, including skills for science, technology, engineering, and math (STEM) careers.

Examples of our workforce development partnerships and career resources include:

▶ **Kelly Learning Center**, a web-based training and development platform that enables employees to learn and grow from more than 3,000 online classes and thousands of digitized learning tools available 24x7. Topics range from project management to software courses to Six Sigma® and more. Every year, Kelly Services makes this online learning community available to employees in the Americas.

Around the globe, Kelly offers a variety of free career resources dedicated to building and advancing careers for all candidates. Topics range from job search strategies to

career development advice to employment trend advice. We make these resources available via numerous online channels, including our websites and social media channels.

▶ **Code ReConnect**, a technical program that provides participants with the skills and credentials needed to land high-level information technology jobs. Participants receive 120 hours of classroom instruction

and 64 hours of hands-on lab time, and earn an industry-recognized Microsoft® Certified Professional designation upon completion. In 2014, Kelly partnered with Michigan Works!® agencies of Oakland County and Oakland Community College® to provide participants with access to employment opportunities with local tech companies through a six-month paid mentorship program.

- ▶ In Switzerland, Kelly partners with the **Battenberg nonprofit organization** to reintegrate individuals with health impairments back into the workforce. The organization focuses on placing skilled workers in the watch industry, a key market for Kelly's Switzerland operations.
- ▶ In Indonesia, Kelly partners with several universities for a variety of training activities. At **Bina Nusantara University**, Kelly provides one year of free training to new graduates on contract employment, negotiation, and compensation and benefits. At **Pelita Harapan University**, Kelly provides job search training for new graduates including tips on writing a compelling CV.
- ▶ Kelly also partners with leading educational institutions in the U.S. including the **University of Phoenix®** and **DeVry University®** to offer tuition savings, fee waivers, and flexible payment programs for employees. ■■■



# DEVELOPING THE NEXT GENERATION OF WORKERS

In addition to focusing on the development of our employees and candidates, we feel a responsibility to help prepare and shape the next generation of workers. Because we work so closely with a variety of industries, we know what capabilities these industries and employers need, and we can help young people prepare themselves for those jobs. In particular, with a global economy centered on innovation and technology, there is significant unmet demand for workers with knowledge, skills, and interest in science, technology, engineering, and mathematics (STEM).

Kelly Services has created a Building Future Talent outreach approach, under which we partner with a variety of organizations:

- **National Academy Foundation (NAF):** Since 2008, we have partnered with NAF to help high school students in urban and low-income areas across the United States pursue higher education in engineering, information technology, finance, and hospitality and tourism. NAF brings college-preparatory, career-themed courses to public high schools to prepare students for college or careers out of high school. Through this partnership, Kelly provides grants to educators within the academies to create innovative programs, fund special events, and develop new teaching methods.

As a result of this program, we have had the privilege of supporting more than 3,000 students in 29 Academies of Engineering—enabling them to take college-level courses, gain career exposure through field trips to engineering firms, and participate in national engineering competitions.

- Kelly is a signatory and active participant in the **Recruitment and Employment Confederation's Youth Employment Charter**, a U.K.-based commitment whereby Kelly pledges to play an active role in delivering the recommendations of the Youth Employment Taskforce by:

- ▶ Developing links with local schools and colleges to raise awareness of the world of work;
- ▶ Promoting apprenticeships and internships to clients;
- ▶ Participating in specific employment initiatives;
- ▶ Working with local job centers and Work Programme providers to offer opportunities and address specific barriers facing certain categories of young job seekers.

One example of Kelly's efforts includes partnering with Entrepreneurs in Action to support a Career Day at Lambeth College for nearly two hundred 14- and 15-year-olds from Brixton Academy. Students receive advice on career paths and participate in mock job interviews.



- **Student Gap Year and Internship Recruitment (U.K.):** Kelly manages the Student Gap Year and Internship Recruitment Program on behalf of a world-leading pharmaceutical company, successfully filling all open positions to date. The Gap Year Student Programme has an annual intake of 50 – 60 students who are assigned to the organization's marketing, IT, finance, biology, and chemistry divisions.

- **Nuts, Bolts & Thingamajigs®:** Kelly Services partners with Nuts, Bolts & Thingamajigs, a nonprofit organization managed by the Fabricators and Manufacturers Association. We have funded three camps that provided STEM learning opportunities for children in grades seven through 12. Activities have included tours of our manufacturing customers' locations and the donation of supplies, materials, and time to the camps.

- **Junior Achievement National Job Shadow Day:** This program enables high school students to visit a professional work environment, including Kelly's world headquarters in southeastern Michigan, to gain insights into how to find and keep fulfilling jobs.

- **Winning Futures:** An award-winning nonprofit organization, Winning Futures empowers students through life skills and mentoring programs. Kelly employees are mentors to students in various high schools, helping them prepare for the business world and develop a five-year life plan.

- **College Day at Kelly Services:** For several years, Kelly has hosted a "boot camp" for high school and college family members and friends of Kelly employees. Participants learn about writing a compelling résumé, developing an effective LinkedIn® profile, interviewing and interacting with hiring managers, and establishing themselves as viable job candidates.

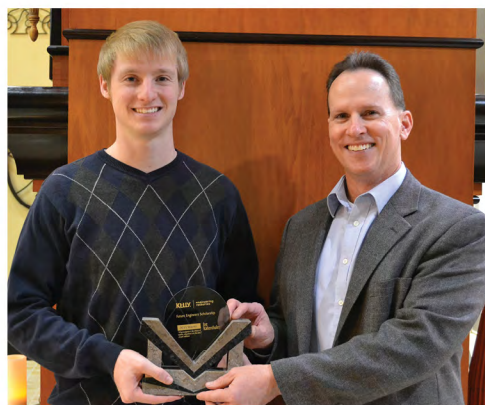


# Internships and Scholarships for Future Scientists and Engineers

We have created two scholarship programs that support the education of future scientists and engineers:

**Future Scientists Program and Scholarship:** Kelly has a number of Fortune 500® customers within the chemical, pharmaceutical, and biotechnology industries. We leverage those relationships to help match hundreds of college students with science internships annually. In addition to pairing top young talent with our customers, we also award five scholarships to the interns who write the most thorough essays on contemporary science topics. In the past 10 years, we have had approximately 4,000 students participate in the Future Scientists Program.

**Future Engineers Program and Scholarship:** Each year, thousands of engineering students prepare themselves for a lifetime of dedicated service to the field of engineering. Kelly shares that dedication and is committed to helping students achieve their goals. As a way of recognizing and rewarding tomorrow's brightest engineering talent, Kelly created the Future Engineers Program. Each year, Kelly awards one \$5,000 scholarship to a second- or third-year college engineering student based on a written essay, academic performance, and demonstrated potential for a career in engineering. ■



Kelly Services honors outstanding students annually with its Future Engineers Scholarship award.

## TEACHING STEM TO ELEMENTARY STUDENTS

Given the importance of science and technology in the global economy, it's never too early to educate young students about career opportunities in the STEM fields. SAE International's A World in Motion® program brings STEM education to life for students in kindergarten through grade 12. Since the program's inception in 1990, more than four million students from all 50 U.S. states and Canada's 10 provinces have participated in the program, and Kelly is proud to be involved.

During one recent eight-week course, a group of Kelly employees supported students as they created cars propelled by balloons, which they called the Jet Car. The students raced their cars to see which one was the fastest—while learning about gravity, force, and friction.

## HOSTING STUDENTS TO STIMULATE LEARNING

Helping to develop high school students' science and technology skills and curiosity is a priority for STEM-focused education programs and partnerships. And we did just that when we hosted high school students from the Jalen Rose Leadership Academy for three weeks. The charter high school opened in September 2011 and currently has approximately 400 students. Located on the northwest side of Detroit, it focuses on giving inner-city students a private school education experience.

The school, founded by former University of Michigan and NBA basketball player Jalen Rose (a Detroit native), provides significant opportunities for students to enrich their learning outside the classroom. During their three-week stay with Kelly, the students



learned how to create video games, which gave them exposure to pixel animation, math, coding, storyboarding, and more. The students also visited with one of our customers to learn about lab and engineering careers. The students ultimately had the opportunity to create their own video games and present them to our staff members.

# EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY, AND INCLUSION

Kelly Services has a long history of diversity, inclusion, and engagement, starting with our founding in 1946 and the employment of women. It is a longstanding Kelly policy to provide equal employment opportunity in recruitment, selection, training, compensation, promotion, job transfer, and assignments.



Today, we have a diverse workforce of more than a half-million employees globally. It is important to us that our workforce reflect the diverse regions, industries, and customers that we serve.



We recognized at our inception that every person deserves an opportunity for gainful employment. While the landscape of the national and global

economy has changed dramatically over the years, this basic principle still applies: we believe a skilled, diverse workforce delivers greater innovation and creativity, and provides our customers with the best business solutions.

We understand that diversity and inclusion don't just happen. They must be an everyday consideration, and we demonstrate our commitment to diversity and inclusion through our participation in, and support of, a wide variety of initiatives and organizations. ■



## Diversity Recruitment

Our knowledge, experience, and industry leadership allow us to leverage existing and customized approaches to ensure our customers have access to a diverse workforce. Each of these initiatives focuses on increasing the diversity of our talent pool and understanding the dynamics that impact our ability to attract and engage a broader spectrum of employees.

**Our diversity recruitment strategy is built on the following foundational approaches:**

**KNOWLEDGE.** We use state-of-the-art labor intelligence tools to understand the shifting demographic make-up of the labor market. We leverage this data, along with trending and forecasting intelligence, to cast a wider and more strategic net to actively attract a diverse population of job seekers.

**REACH.** In today's hyper-connected world, it's critical to meet diverse candidates where they are, and more precisely, where they search for jobs. Ensuring our job opportunities reach a diverse job seeker audience is imperative. As such, we have partnered with DirectEmployers Association, an organization committed to providing its partners an employment network that is cost-effective, improves labor market efficiency, and reaches a diverse national and international workforce. This partnership affords Kelly a unique opportunity to present our jobs through niche job sites that cater to diverse populations such as: military, the disabled community, college/alumni, retiree populations, and other niche worker groups.

**CUSTOMIZED APPROACHES.** We regularly partner with our customers to develop diversity recruitment action plans. These plans include building relationships with specific local or regional organizations that support diverse talent, promoting our job opportunities via job postings on niche job boards, or hosting specialized recruitment events. Customized recruitment plans also allow for Kelly to seek diverse talent, including women and minorities, in a percentage reflective of the communities where Kelly's customers do business. ■

# KELLY OFFERS SUPPORT FOR MILITARY VETERANS

While there are learned skills and tools that employees need to be successful in certain industries, there are also values and key characteristics, such as leadership, which apply across all industries. In the U.S., for example, we have found that a number of the values we and our customers look for can be found among current and former members of the armed services. As a result, we have created multiple initiatives to engage with veterans. We are proud to help them pursue civilian work and shape their non-military careers.

Since 2011, we have matched our customers with thousands of former military, current reserves, or military spouses through a variety of programs:

■ **Kelly Veteran Employment and Transition Services (KVETS):** KVETS is a targeted military recruiting program that assists veterans in all stages of transition, by aligning their military skills and experience to customer-defined requirements.

■ **U.S. Military Pipeline:** The U.S. Military Pipeline is a cloud-based solution that assists veterans in locating jobs after completing their military duties. It allows veterans to create candidate profiles that can be matched to appropriate employment opportunities within Kelly's customer base. The U.S. Military Pipeline also feeds into the Hero2Hired program, which matches those who have served in the National Guard and any of the Reserves to jobs and careers.



The Puerto Rico National Guard and Employer Support of the Guard and Reserve (ESGR) recognized Kelly Services with the Above and Beyond Award. ESGR, a Department of Defense office, was established in 1972 to promote cooperation and understanding between Reserve Component Service members and their civilian employers.

■ **Customer-Specific Programs:** On a case-by-case basis, Kelly helps customers tap into former members of the military and their families, particularly in areas with military bases.

■ **Military Spouse Employment Partnership (MSEP):** Kelly uses MSEP to match military families with companies in need of "job-ready" applicants.

For its efforts to engage with former members of the military and their families, Kelly has been named a top "military friendly spouse employer" by *Military Spouse* magazine on several occasions. Kelly has also been a finalist for the CivilianJobs.com Most Valuable Employers (MVE) for Military® award. ■



# JOB PLACEMENT FOR **WORKERS WITH DISABILITIES**

Kelly is committed to complying with the U.S. Americans with Disabilities Act and similar requirements around the world. We value having a diverse employment population, which includes employing and accommodating people with disabilities, and creating opportunities for everyone to contribute their unique skills to our company and for the benefit of our customers.

**K**elly supports its premier customer base by creating customized diversity recruiting strategies to engage the disabilities community. These customized talent engagement strategies include Kelly's relationships with vocational rehabilitation organizations, professional networking associations that support the disabilities community, as well as partnerships with government or publicly funded disability resource programs.

Examples of our proactive efforts include:

■ In Kirksville, Missouri, a group of our employees has organized a hiring program to help high school students with special needs who are not planning to attend college after graduation. Twice a year, employees meet with these students, offer interview techniques, prepare them for employment, and serve as mentors as the students transition into the workforce.



■ Our employees in Iowa support a nonprofit called the North Iowa Vocational Center (NIVC) to provide job opportunities to people with disabilities. The program has helped meet our customers' business needs and provided opportunities to candidates that may not otherwise have an opportunity to work. ■



## WOMEN IN LEADERSHIP

Kelly was incorporated at a time when women were beginning to enter the workforce in large numbers. The introduction of the “Kelly Girl®” was the first true recognition of the free agent principle. Husbands and sons had left to fight a war, leaving women to make ends meet financially. We recognized this trend, and provided opportunities for women to earn an income and balance their commitments outside of the workplace. That commitment continues today: in 2014, more than 50 percent of our temporary employee base was made up of women, many of whom look to Kelly to help them advance their careers. Kelly’s operations also reflect the growing role of women in the workforce: women hold more than 50 percent of leadership positions at the global senior vice president level and above. In fact, Kelly’s efforts to recruit, retain, and promote women leaders have resulted in a variety of honors and recognition, including recognition on the Michigan Women’s Leadership Index.

Our commitment to women is further exemplified in our Leadership in Action (LIA) business resource group, which supports the advancement of qualified women within Kelly and in the global marketplace. LIA was officially launched at Kelly in the United States in 2011. Since its launch, membership has increased by 40 percent and has expanded to include Puerto Rico, Mexico, Brazil, and Canada. ■

## A Global Champion for Worker Advocacy

Kelly relies on and leverages its expertise as a workforce supplier to advocate for all workers globally. This includes advocating for access to health care, living wages, educational standards, temporary employment standards, and more. In emerging markets, we have been particularly active in helping to implement educational standards that address work skills. We have also been instrumental in helping staffing industry associations and government agencies around the world set standards for the staffing industry and drive best practices.

We believe it is our responsibility to advocate on behalf of workers, our customers, and our industry. Setting and



meeting high expectations benefits all stakeholders, and ensures that employees and people will always remain at the top of our priority list. ■



### MICHIGAN'S TOP 100 WORKPLACES 2014

For the second consecutive year, Kelly Services was recognized as one of Michigan’s “Top Workplaces” by the *Detroit Free Press*®. Companies were selected based on the results from an employee survey that measured aspects such as company leadership, communication, career opportunities, working environment, and managerial skills.

### 100 TOP COMPANIES FOR REMOTE JOBS

Kelly Services has been named to the “100 Top Companies to Watch for Remote Jobs” list by FlexJobs in 2014 and 2015.



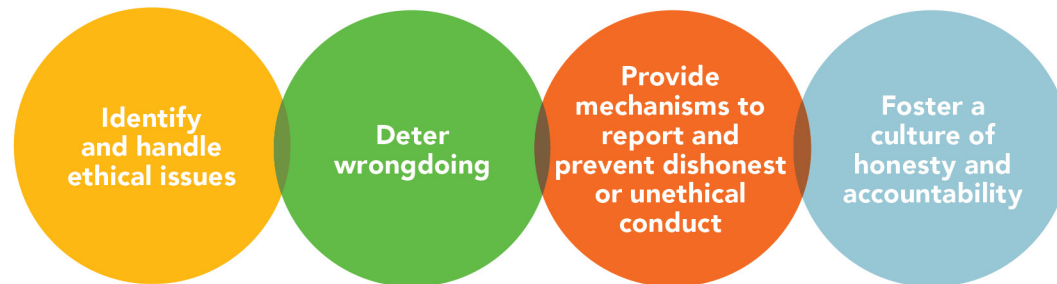
# ETHICS & GOVERNANCE

Kelly Services is committed to conducting business in a legal, ethical, and trustworthy manner, upholding our regulatory obligations, and complying with both the letter and spirit of our internal policies. Our governance policies and codes are in place to support achieving the company's business objectives in a legal and ethical manner.

# KELLY'S CODE OF CONDUCT

Every year and with every new employee, Kelly Services recommits itself to full implementation of our Code of Business Conduct & Ethics.

The Code acts as a guide for employees, customers, supplier partners, and vendors to help us:



Employees have a personal responsibility to comply with the Code and conduct themselves in a legal and ethical way. Furthermore, employees ensure that suppliers, agents, and representatives are aware of their obligations to do the same. We value the partnerships we have and do not tolerate unethical behavior.

The Code of Conduct is reviewed annually and Kelly is committed to continuously improving it. Therefore, we conduct annual benchmarking to measure the Code against those of peer companies and best-in-class performers.

The Code requires employees, suppliers, and customers to report any suspected violations to the Kelly global reporting system. This system, which is administered by a third party, allows users to remain anonymous. ■

## OUR CODE OF CONDUCT

Kelly's Code of Conduct addresses areas such as:

■ **Conflict of Interest:** A "conflict of interest" occurs when Kelly employees' individual private interests interfere, or appear to interfere, in any way with the interests of the Company. Employees are responsible for avoiding such situations.

■ **Anti-Bribery/Anti-Corruption:** Kelly employees have an obligation to comply with the U.S. Foreign Corrupt Practices Act ("FCPA") as well as all other country-specific anti-bribery and anti-corruption laws. Employees may not give, promise, or offer anything of value, to any customer, government employee, or other person for the purpose of improperly influencing a decision, securing an advantage, avoiding a disadvantage, or obtaining or retaining business. Each employee is required to take the FCPA and anti-bribery training provided by the Company and to certify compliance with the principles outlined in the training and the Code annually.

■ **Confidentiality and Privacy:** Kelly employees must maintain the confidentiality and privacy of information and personal data entrusted by the Company, employees, and customers, and comply with Kelly's Privacy Statement.

■ **Protection and Proper Use of Company Assets:** Employees must protect the Company's assets and ensure their efficient use. No one is to use Company assets for personal benefit.



# Enterprise Risk Management

Managing risk and ensuring the continuity of our business in the event of an emergency are critical to our ability to serve our global customer base. As a result, Kelly has developed a comprehensive Enterprise Risk Management (ERM) program that includes support for disaster recovery, data privacy, wage-hour risk mitigation, and strategic safety partnerships.

We track key metrics and stay current on the latest risks and issues that our employees and customers face.

## Business Continuity

Our focus on business continuity is a key component of our risk management program. Being prepared to respond to situations such as natural disasters, safety and security concerns, and

changing business conditions quickly and effectively is critical to the health and safety of our employees, the interests of our shareholders and customers, and the viability of our Company. Kelly utilizes a variety of scalable solutions and strategies to both ensure employee health and safety and enable us to continue critical business functions after experiencing virtually any type of disruption.

**Key components of the program include:**

- ▶ **Global Incident Monitoring** – Kelly invests in state-of-the-art technology solutions that enable us to globally track and monitor crisis events that may affect our employees and assets.
- ▶ **Communications** – We use a variety of methods to maintain communications with employees, customers, and vendors/suppliers before, during, and after a crisis event.
- ▶ **Emergency Management Team** – We have a team approach to decision-making in response to critical events that affect our employees and facilities.
- ▶ **Continuity of Operations** – Based on the reach of our branch network as well as our integrated information systems, Kelly has the ability to quickly re-establish business operations at an alternative site if necessary.
- ▶ **Emergency Operations Center** – Located near our corporate headquarters, this dedicated facility is available 24/7 to support our field operations, customers, and employees in the event of a crisis. ■

## Planning Ahead for Natural Disasters

Hurricane preparation in the U.S., record-setting flooding in Canada, earthquakes in New Zealand—Kelly planned for and was prepared for addressing these and other natural disasters in recent years.

In all cases, Kelly develops contingency plans to support its operations and evaluate how the situations may impact our customers, vendors, and employees. For example, the plans address how we will communicate to our key stakeholder groups, how we will assist our employees if they are affected by such an event, and ways to service our customers if our employees have difficulty getting to the workplace. Advance planning and quick action after the danger has passed have enabled Kelly to resume service to our customers and employees significantly faster than would be possible otherwise.

### Situations have included:

- Planning for and responding to Hurricane Sandy when it hit the U.S. East Coast in 2012
- Recovering from massive flood damage in Alberta, Canada, in 2013, which proved to be one of the costliest disasters in Canadian history
- Developing and implementing an ongoing earthquake business continuity plan in New Zealand, which is located within the Pacific “Ring of Fire”





# GOVERNANCE



Board member, Carol Adderley, and executive chairman and chairman of the board, Terence E. Adderley, at the annual NASDAQ opening event.

Kelly's corporate governance principles outline the board's responsibilities, director qualifications, criteria for independent directors, board size, tenure, succession planning, and director compensation. Our board of directors regularly reviews these principles and other aspects of governance.

Our board, management, and the Company are judged, collectively and individually, by the return we provide to our shareholders.

## Our Board of Directors

Kelly's board of directors' primary responsibility is to provide effective governance over the affairs of the Company for the benefit of its shareholders by acting in good faith, on an informed basis, and with the honest belief that directors' decisions are in the best interests of the Company. Kelly complies with the listing standards of the NASDAQ® Global market pertaining to controlled companies. Our executive chairman and chairman of the board, Terence E. Adderley, owns 93 percent of our outstanding voting stock.



The Women's Forum of New York recognized Kelly Services for its commitment to gender diversity for the composition of its board of directors. The recognition was presented to Fortune 500 companies with at least a 20 percent female board representation.

Diversity and inclusion is important to us throughout our business, including for our board. More than a third of Kelly's board members are women, and we are proud to be recognized by Women on Boards 20/20 as a "W" (Winning) company for having more than 20 percent female representation on our board. In 2013, we were named to the organization's Honor Roll for being a "W" company three years in a row. ■





# ENGAGEMENT

Kelly Services understands that it takes all of us actively engaging to truly have an impact on the communities where we live and work. Our combined efforts can lead to a better tomorrow and a better world, and we take seriously our responsibility to engage with customers, suppliers, and communities.



# PARTNERING WITH OUR CUSTOMERS

Kelly employees work each day to help our customers achieve their business objectives, and that includes partnering with them on their key social responsibility initiatives and programs. We're proud that so many of our global customers demonstrate their commitment by actively contributing to and engaging in their local communities. Our employees play important roles in helping them meet their CSR goals, and we are pleased that our employees embrace the opportunity.

Around the globe, Kelly employees are involved in customer-driven community engagement activities such as: bringing medical treatments to people in rural areas and disaster sites; supporting local schools and universities; building playgrounds for children in low-income communities; and helping to host local food or blood drives.



In Indonesia, Kelly employees walked alongside a top client to participate in End Hunger: Walk the World, a joint program between World Food Programme and the private sector in the fight against global hunger. Approximately 30 Kelly employees joined more than 1,000 walkers in this annual event held in Gelora Bung Karno Senayan, Jakarta.

## SUPPORTING OUR CUSTOMERS' PRODUCT STEWARDSHIP GOALS

One of our customers is a global supplier of medical devices and surgical instruments, and CSR is a core part of its business and products. The company is committed to evaluating and trying to minimize new products' impact on the environment, throughout their life cycle, from design and manufacturing to use and disposal. As a result, the customer has created a certification process for products to ensure that they have been designed and are manufactured, distributed, used, and disposed of in a manner that minimizes their

environmental impact. To determine if the product meets the requirements, new products are reviewed by a board of internal and external stakeholders.

In partnership with the customer, Kelly employees help assess the environmental impact of products to ultimately drive improvements that will meet specific sustainability criteria. As a result, the team has designed new ways to create, package, and use the medical devices to ensure the products follow the strict guidelines. Kelly employees have been recognized numerous times by our client for their ability to provide support and ideas throughout this process.

## OUR ENGAGEMENT WITH EXTERNAL STAKEHOLDERS IS FOCUSED IN THREE CRITICAL AREAS:



Partnering with customers to help them achieve their CSR goals

Working with suppliers to promote responsibility, with a particular focus on diversity

Being active in the communities where our offices are located



Kelly employees in the Baltimore/ Washington, D.C. territory volunteered at "Our Daily Bread," Maryland's hot meal program that serves more than a quarter million meals to individuals in Baltimore each year. The Kelly employees worked in groups of three—across four days—donning hair nets and green Kelly t-shirts to prep food, set tables, serve meals, and wash dishes.



# SUPPLY CHAIN INTEGRITY

Kelly is committed to maintaining a broad, diverse supply chain globally. Our suppliers are divided into two groups:

- ▶ **Procurement suppliers:** companies that provide commodities, goods, and services that support our operations directly
- ▶ **Workforce suppliers:** companies interested in partnering with Kelly as independent contractors or providers of temporary or contract staff and subcontractors

We believe successful workforce supplier partnerships are a key element in developing and delivering an effective talent supply chain approach to meet the needs of our shared clients. To help us be ready on demand to fulfill the requirements of our customers, we partner with suppliers that meet our performance and compliance standards. We seek to establish and refine innovative processes that will enable us to collaborate more effectively around the globe, improve service levels, and contribute to our mutual success.

We hold our suppliers to a high level of accountability—the same level to which we hold ourselves. We seek to engage with workforce suppliers that abide by socially responsible business practices and adhere to the **professional code of conduct outlined by CIETT**, the International Confederation of Private Employment Agencies. The CIETT Code of Conduct places emphasis on respecting ethical and professional conduct, laws, transparency of terms of engagement, free-of-charge provision of services to job seekers, safety at work, diversity, workers' rights, confidentiality, professional knowledge, quality of service, and fair competition.

Employees are expected to ensure that all of our suppliers, both procurement and workforce, conduct themselves in a legal and ethical manner—in accordance with our code of conduct. ■■■

## Kelly Services Developing Supplier Diversity

Our commitment to supplier diversity dates back to 1979, making Kelly the first global staffing provider with a fully coordinated program. Today, we lead the industry with our Kelly Supplier Diversity Development (KSDD) program guiding our efforts. Through this program, we:

- ▶ Encourage and assist Minority, Women, and Disabled Veteran Business Enterprises (MWDBEs)
- ▶ Help develop diverse companies into strong supply and staffing partners
- ▶ Facilitate diverse suppliers' access to new business opportunities

We know that smaller suppliers are often overlooked by *Fortune* 500 companies. Through KSDD, Kelly seeks out and engages these smaller, often diverse suppliers, and provides access to our learning opportunities and resources, such as "Source," our monthly newsletter for suppliers; supplemental insurance services; the Supplier Service Center; the **Kelly Talent Project** app; and mentoring and training from our professionals.

Our mentoring programs provide consultation on conducting business with large client organizations and developing best-in-class service delivery models. As a result, diverse suppliers are able to continue to operate individually and hold on to their identities, while leveraging Kelly's global footprint to tap into additional business opportunities.

Our leadership is actively engaged and committed to diversity and inclusion. Kelly established a Supplier Diversity Advisory Council in 2003. This council of Kelly executives is responsible for establishing policies to promote the advancement of supplier diversity enterprise-wide. ■■■



The Michigan Minority Supplier Diversity Council (MMSDC) named Kelly Services Corporation of the Year, in the Professional Services category, for six consecutive years. The MMSDC honors corporations, minority businesses, and individuals who excel in engaging, mentoring, and advocating diverse suppliers.

Our Supplier Diversity program has been recognized on the "Best of the Best" list for the top supplier diversity programs by the *Black Equal Opportunity Employer Journal*, the *Hispanic Network Magazine*, and the *Professional Woman's Magazine*.

## BY THE NUMBERS SUPPLIER DIVERSITY DEVELOPMENT

- **\$1 billion** combined diverse spend under management since 2013
- **400+** certified diverse suppliers across geographies, skill sets, and verticals
- **100%** of suppliers audited annually on Regulatory & Contract terms
- **98%** supplier adoption of Proprietary Insurance Program
- **25%** year-over-year diverse spend growth
- **28%** Net Promoter Score (NPS) given to Kelly Services by our diverse supplier partners; this is substantially higher than industry benchmarks
- **90%** of U.S. Kelly Services' small business spend was with diverse suppliers

## INSURANCE PROGRAM BREAKS DOWN BARRIERS TO ENTRY FOR DIVERSE SUPPLIERS

Our efforts to seek out and engage with diverse suppliers have given Kelly insight into some of the challenges faced by these companies. Two challenges in particular have stood out to us: affordable company insurance (a requirement when working with larger corporations), and difficulty with financing due to payment terms. We have developed solutions to address these two challenges.

First, we created the "Exclusive Insurance Program" for our qualified partner staffing suppliers. The program provides a low-cost insurance option for Kelly suppliers that otherwise would be unable to secure the required insurance limits for maintaining or securing new business through Kelly-managed staffing arrangements. In 2013 alone, 120 small companies took advantage of the program, which developed from collaboration between Kelly's Risk Management team and the American Staffing Assurance Company.

Second, because payment terms imposed by larger customers can sometimes create a burden on smaller, diverse suppliers, Kelly works directly with the customer to arrange more favorable terms.

## Diversity Development Awards

- **Excellence in Supplier Diversity Award**, From the Women's Business Enterprise Council – Great Lakes, 2014
- **Corporate 101 Most Admired for Supplier Diversity**, From *Minority Business News USA*, 2014
- **Champion of Diversity Award**, From the New York Urban League, 2014
- **Best of the Best – Top SD Programs**, From the U.S., *Veterans Magazine*, 2014
- **Best of the Decade**, 100 Top Corporations, From *WE USA*, 2014
- **Top Corporation for Women Business Enterprises Award**, From the Women's Business Enterprise National Council, 2013, 2012, 2011, 2010
- **Corporation of the Year – Professional Services Award**, From the Michigan Minority Supplier Development Council, 2013, 2012, 2011, 2010, 2009, 2003, 2000
- **Top 100 SD Programs For African-Americans**, From the *Black EOE Journal*, 2011 – 2014

## KELLY PARTICIPATES IN WHITE HOUSE SUMMIT

In the summer of 2014, Carl Camden, president and chief executive officer of Kelly Services, met with President Obama, and CEOs of other publicly held companies at the White House to discuss strengthening small business access to capital.



The Small Business Supplier Event was organized to bring together CEOs, President Obama, and members of the President's economic team to announce a new set of commitments to help lower capital costs for small business suppliers. The meeting highlighted Kelly Services', and other companies', commitment to either accelerate payment to suppliers or to offer a financing solution to lower suppliers cost of working capital.

In 2014, Kelly worked with more than 400 small MWDBEs, resulting in \$734 million in diverse spend.

# COMMUNITY INVOLVEMENT

Kelly Services partners with organizations in the communities where we live and work to improve lives and society as a whole—by engaging in community service and philanthropy.

Our company and employees participate in a wide variety of charitable causes, including serving on nonprofit boards, donating food and time to local food banks, and donating blood at blood drives. We also support several large-scale, national organizations such as:

■ **United Way®**, helping individuals and families achieve their human potential through education, income stability, and healthy lives. Kelly Services has been a consistent partner to the United Way, especially in the SE Michigan area, for nearly four decades. In the last seven years alone Kelly employees have donated more than \$1 million to the United Way for Southeastern Michigan. Kelly's support to the United Way takes on many forms. The majority

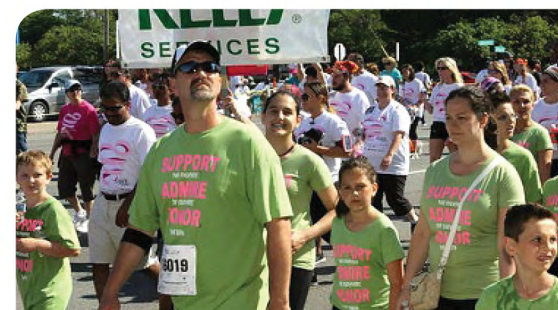
of our employees at our headquarters campus participate in our pledge card program, we host "jeans days," raffles, and special events such as pancake breakfasts, team bowling outings, and tailgate parties, all in support of United Way.

■ **March of Dimes®**, which helps moms have full-term pregnancies, healthy babies, and shares best practices in perinatal health. We have supported March of Dimes since 2002 by holding silent and live auctions, sponsoring March of Dimes "jeans days," and assembling teams of Kelly employees to walk in the March of Dimes to Help Babies. Since 2002, our charitable contributions have totaled more than \$687,000 to the March of Dimes. In 2014, Kelly was one of the top five donors in Michigan. Because of our support, the March of Dimes named Kelly a "2014 March for Babies Champion."

■ **Susan G. Komen Race for the Cure®**, which is committed to supporting the fight against breast cancer. A number of our branches and employees have organized teams to participate and raise funds for the Susan G. Komen Foundation.

In addition, our offices around the world seek out organizations to support in their local communities. Examples include:

■ **Troy, Michigan:** Kelly's headquarters raises funds annually for HAVEN, a comprehensive program for victims of domestic violence and sexual assault. Specifically, HAVEN provides shelter, counseling, advocacy, and educational programming to nearly 30,000 people each year.



Members of the Kelly Race for the Cure team, comprised of Kelly employees, family members, and friends, participate in the annual Race for the Cure in Detroit.



Kelly Services' headquarter employees volunteer as mentors for the Women of Tomorrow Scholarship Program at the Detroit School of Arts, a blue ribbon Detroit public high school. The Women of Tomorrow Mentor and Scholarship program is designed to inspire, motivate, and empower at-risk young women to live up to their full potential through mentoring with highly accomplished professional women and scholarship opportunities.

## KELLY'S SUPPORT FOR UNITED WAY

- Nearly **four decades** supporting United Way continuously since 1977
- **\$3+ million** has been donated by Kelly Services employees over the course of our long-standing partnership
- **\$125,000+** on average, donated each year by Kelly employees



■ **Jackson, Mississippi:** In the hometown of one of our key accounts, we are heavily involved in providing financial support and volunteerism to the Community Foundation of Greater Jackson.

■ **Indonesia:** In the Bogor area of Indonesia, Kelly employees recently supported an elementary school in need by repainting the classroom, building desks and chairs, and upgrading the sanitary system. Our employees also worked in conjunction with a corporate sponsor to donate computers to the school.

■ **Troy, Michigan:** Employees in our Information Technology (IT) group volunteer at least twice a year at Gleaners Community Food Bank of southeastern Michigan (see sidebar to right).

■ **Germany:** Kelly Services supports “Viva con Agua,” a charitable organization based in St. Pauli, Hamburg, campaigning for clean drinking water worldwide. ■■■

## Helping Indonesia Flood Victims in Jakarta

In January 2014, the region of Pasar Minggu, a subdistrict of South Jakarta, was devastated by flooding. The main road in the central business district turned into a river with local residences submerged under two to three meters of water.

Thousands of residents were evacuated and were without basic necessities such as food and clothing. Kelly employees in Indonesia came to the aid of the region by coordinating, with the local government, a collection of items to benefit various charities serving the young and the old. Donated items included baby clothes, blankets, diapers, baby food, baby milk, biscuits, and medicine. ■■■



Kelly employees assist flood victims in Indonesia.

## PAID TIME OFF ENCOURAGES EMPLOYEE VOLUNTEERISM



We know that our employees have interests and causes that are particularly important to them on a personal level. Therefore, as part of Kelly's commitment to being active in our communities, we offer our U.S. headquarters and branch employees up to eight hours of paid time off for their personal volunteering efforts. Employees can choose any volunteer activity that is meaningful to them, in addition to their participation in activities organized by Kelly.

Similar programs are in place at many offices around the world. In New Zealand, for example, full-time branch employees are able to use up to four hours per quarter (or two full days a year) to volunteer in the community.





# ENVIRONMENT

Kelly recognizes the responsibility that we all share to protect and rejuvenate our planet. We are committed to a policy of preservation, conservation, and waste reduction on a companywide, communitywide, and worldwide scale. Although our facilities and operations have a relatively small ecological footprint and are not energy-intensive, we continually seek new ways to implement sustainable business practices across all Kelly operations, while also helping our customers achieve their sustainability goals.

**Our commitment to environmental responsibility is formalized through Kelly's companywide Recognize® program, which focuses on identifying and promoting green processes and standards. Through this global program, we seek ways to instill sustainable business practices, build and operate LEED®-certified and Energy Star® facilities, reduce waste, and conserve water.**

**T**he immediate benefits of our environmental initiatives include cost savings and carbon footprint reductions. We also place a high value on the long-term benefits for future generations and the health of the planet. Indeed, green isn't just our corporate color; it's the color of a healthy planet and we are committed to working together to make a positive impact on the world around us.

We are committed to establishing permanent, companywide environmental policies and setting high benchmarks for our industry. To implement this vision, our Recognize program reflects a comprehensive approach that includes:

- ▶ Benchmarking Kelly-owned properties for Energy Star status

from the U.S. Environmental Protection Agency (EPA) and Leadership in Energy & Environmental Design (LEED) certification established by the U.S. Green Building Council (USGBC)

- ▶ Participating in EPA's WasteWise® program
- ▶ Utilizing renewable, recycled, and recyclable materials where possible throughout our company
- ▶ Establishing new relationships with green partners and vendors, and encouraging our current partners to adopt green policies
- ▶ Creating a companywide culture of preservation to bring every Kelly employee into our environmental commitments

## LANDSCAPING IMPROVEMENT PROJECT YIELDS SUSTAINABLE RESULTS



In December 2013, the city of Troy, where our corporate campus resides, implemented a landscaping ordinance to improve property values and the physical appearance of the city. While addressing the new ordinance, we took the opportunity to make our grounds more sustainable, including:

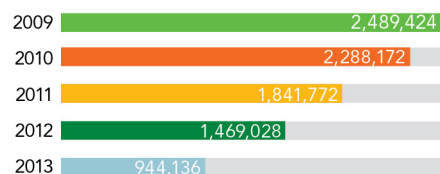
- Using native grasses to reduce site watering costs and create natural barriers along the parking lot perimeter
- Planting a variety of deciduous trees and plant materials to minimize potential future loss due to disease
- Creating "no mow zones" to reduce gasoline use and emissions from lawn mowers



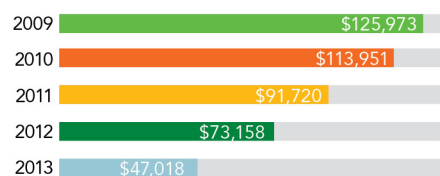
## TRACKING ENVIRONMENTAL PROGRESS

Since 2009, we have been tracking energy usage, CO<sub>2</sub> emissions, and the number of printed pages. The results tracked by the data center show consistent reductions at headquarters. In fact, we have exceeded our goal established in 2009 to reduce CO<sub>2</sub> emissions (measured by electrical and natural gas consumption of the corporate campus) by five percent annually.

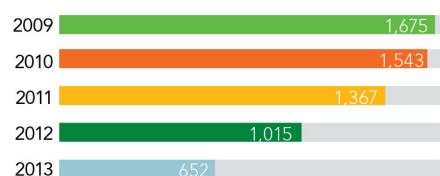
### KILOWATT HOURS AT HEADQUARTERS



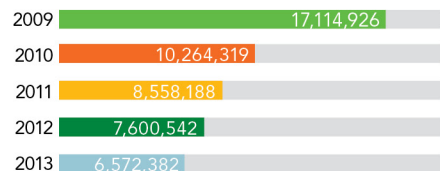
### KILOWATT HOURS IN DOLLARS AT HEADQUARTERS



### CO<sub>2</sub> IN METRIC TONS AT HEADQUARTERS



### PRINTED PAGES AT HEADQUARTERS



## SETTING A GOOD EXAMPLE AT OUR CORPORATE HEADQUARTERS

We are committed to reinforcing our Recognize program throughout all levels of the organization, and that starts with the leadership and direction provided by our corporate headquarters in Troy, Michigan. Kelly is a member of EPA's WasteWise Program. Under that program, in 2013, our headquarters achieved the following:

- ▶ Recycled more than 200 tons of paper or the equivalent of roughly 3,500 trees
- ▶ Implemented initiatives that saved the equivalent of more than 1.4 million gallons of water
- ▶ Reduced air pollution by nearly 13,000 pounds of air
- ▶ Reduced landfill usage by more than 600 cubic yards
- ▶ Saved 860,000 kw-hours of electricity
- ▶ Saved 96,000 gallons of oil

We are making progress through a combination of initiatives in preservation, conservation, waste reduction and recycling, and sustainable business practices. For example, we have implemented a cleaning service that has reduced energy usage by approximately 25 percent, purchased approximately 33,000 pounds of recycled restroom paper products, and recycled more than 630 tons of asphalt and concrete from paving projects. Our other activities include:

- ▶ Moving from hard-copy timecards and paystubs to electronic images, reducing the need to print more than 10,000 documents each month
- ▶ Providing electronic invoices rather than hard-copy documents in partnership with many of our customers
- ▶ Providing recycling bins to encourage paper and plastic recycling



Kelly hosts annual recycling events for employees' personal devices. Employees are encouraged to bring old personal technology items such as PCs, laptops, monitors, keyboards, printers, and cables to Kelly Headquarters where a vendor collects the devices for recycling.

- ▶ Recycling our used IT assets and equipment in an environmentally friendly manner
- ▶ Recycling all toner cartridges from printers and copiers
- ▶ Implementing a "Think Before You Print" program
- ▶ Using environmentally friendly coffee cups and lunch napkins
- ▶ Recycling 1.46 tons of lamps and ballasts, using a vapor removal system to capture mercury vapors
- ▶ Partnering with Sprint® to offer a cell phone recycling/refurbishing program
- ▶ Partnering with Batteries Plus® on a battery recycling program
- ▶ Joining the Detroit Audubon Society and signing on to its "Project Safe Passage," which helps protect migratory birds from colliding with high-rise buildings as the birds pass through Michigan
- ▶ Holding annual Earth Day events at our headquarters to educate employees about our environmental initiatives

# Making and Keeping Our Facilities Green

As part of our Recognize initiative, we are striving to operate green buildings across our network of branches, regional offices, and corporate headquarters. Kelly complies with Leadership in Energy and Environmental Design (LEED) prerequisites and credits in accordance with the U.S. Green Building Council.

- In our branch offices, we switched from neon to LED signage, which lasts on average five years longer and has reduced electrical usage by more than 80 percent per sign.
- At our headquarters, we control building temperature by using an automation system that makes primary work areas more comfortable and does not waste energy in other areas. We also ensure that our buildings fall within ASHRAE standards for indoor air quality and thermal comfort.
- We use brick, permeable pavers to mitigate storm water runoff, which will improve water quality, reduce parking lot flooding, and maximize groundwater recharge.
- Kelly lighting systems are integrated into an energy management system.
- All of the boilers and hot water systems on our corporate campus have night set-back controls, which were installed to take advantage of periods when the buildings are not occupied or are at reduced occupancy.

- In Canada, we utilize a Deep Lake Water Cooling system, which uses cold water from Lake Ontario to help cool the air at one of our branches.

We are pleased to report that such activities are occurring across our global footprint. For example, when our Singapore team was looking for a new facility to move multiple locations under one roof, green design and access to public transportation were important considerations. After touring several buildings, the team selected a facility that holds the Green Mark Platinum certificate, the highest green certification from Singapore's Building and Construction Authority for sustainable design and energy efficiency. Facility features include low-emission double-glazed windows, a green wall for solar and thermal insulation, and natural ventilation to minimize air conditioning use. 

## KELLY SPECIFIES SUSTAINABLE MATERIALS FOR OFFICE FURNITURE AND DESIGN

Kelly's environmental commitments extend to the specifying and purchasing of office furniture and design materials. We have instituted corporate standards for environmentally friendly materials for new construction and replacement materials in owned or leased facilities including:

- **CHAIRS:** Required to be assembled using 100 percent renewable power, contain at least 51 percent recycled content, do not contain hexavalent chromium or polyvinyl chloride (PVC), and is up to 98 percent recyclable at end of life
- **DESKS:** Should be manufactured in 100 percent zero landfill facility; be GREENGUARD Gold & BIFMA Level 3 Certified; contain at least 47 percent recycled content; and be free of PVC, hexavalent chromium, and polybrominated diphenyl ethers (PBDEs)
- **CARPET:** Must be 100 percent recyclable with CRI/CCI Air Quality Test of Green Label Plus
- **PAINT:** Must be a low-gassing paint

## 2013 OFFICE EQUIPMENT ENVIRONMENTAL SAVINGS



100  
TREES



700  
GALLONS OF OIL



28,500  
KW ELECTRICITY

When purchasing new office equipment, we look for products that have significant recycled content. In 2013, we purchased recycled office products that saved approximately 100 trees, 700 gallons of oil, and 28,500 kw of electricity. Additionally, when we upgrade our computer and IT equipment, we take into account the life cycle of the equipment and its subsequent impact on the environment. As a result, we have a preference for purchasing Energy Star products.









999 WEST BIG BEAVER ROAD  
TROY, MICHIGAN 48084-4716  
(248) 362-4444 | [kellyservices.com](http://kellyservices.com)

