



2023

SUSTAINABILITY REPORT



Letter from the CEO

At Kforce, we value life-long learning. It's what drives innovation and empowers people in their careers. Whether we're novices or experts, there is always more to discover—a vast world of knowledge to tap into. Each new discovery encourages us to become better versions of ourselves.

That passion for learning and continuous improvement is part of our environmental, social and governance efforts, as well. When Kforce created its first Impact Report in 2020, we started simple, sharing how we live out our mission of Empowering People Through Knowledge Sharing®. For 60 years, our company has served others, strengthened our communities and shaped a more sustainable world. As we formalized our ESG framework, we read reports, studied best practices and engaged experts so we could improve our reporting and meet the disclosure expectations of our many stakeholders.

As we learn more, our report evolves. This year, we challenged ourselves to further enhance transparency and reflect deeper on how we integrated sustainability into Kforce's strategy and operations.

This desire to increase knowledge and be better is already creating change. This was our second year setting public commitments in our annual report and measuring our progress. We're excited to see the growth that's occurred and to continue our evolution. Each sustainable process we build helps us deepen our impact on our people, community and environment.

Supporting our people remains our number one priority—from hybrid work to leadership development and pay equity, we focus on making Kforce the best environment for each associate. I am proud to say we earned several top workplace awards highlighting our commitment to an empowering culture. We continued to advance our diversity, equity and inclusion efforts, maintained more than 30% supplier spend with diverse-owned businesses and reduced our voluntary turnover rate among female leaders.

We also strengthened our governance and environmental processes—starting with the formal inclusion of ESG oversight and governance in the board committee charters. We added or updated more than a dozen policies, including our Safe Work Environment Policy, our Commitment to Integrity and our Clawback Policy. We calculated our value chain emissions for the first time in a supplemental report released earlier this year and are disclosing scope 1-3 emissions for 2023 in this report.

There is always more to be done, and our desire to learn and evolve has us eager to discover the next best steps in our ESG journey. Our goals for 2024 have us pushing for even greater equity and inclusion throughout the firm, including conducting a study to identify and continue to address barriers to equity. We will enhance our talent data platforms to improve accessibility for user experience and further evolve our affinity groups with development opportunities and resources. Management is committed to our ESG efforts and is led by key members of our executive management team to ensure we have the necessary prioritization and we will continue to invest in cybersecurity efforts to maintain our strong standing, as indicated by our NIST rating, which once again improved in 2023.

The beautiful thing about life, and business, is that there is always more to discover and accomplish. Our journey is never complete. At Kforce, we promise to keep pushing ourselves and achieving new levels of understanding and success. We are committed to serving as stewards of the community, reimagining how work gets done and investing in an inclusive workforce for all. Together, let's keep shaping a world in which we all want to live.

JOE LIBERATORE

PRESIDENT & CEO, KFORCE



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Kforce at a Glance

Kforce is a solutions firm specializing in technology, finance and accounting, and professional staffing services. Our KNOWLEDGEforce® empowers industry-leading companies to achieve their digital transformation goals. We curate teams of technical experts who build solutions custom-tailored to each client’s needs. These scalable, flexible outcomes are shaped by deep market knowledge, thought leadership and our multi-industry expertise.

Our integrated approach is rooted in 60 years of proven success deploying highly skilled professionals on a temporary and direct-hire basis. Each year, more than 20,000 talented experts work with a majority of the Fortune 500. Together, we deliver Great Results Through Strategic Partnership and Knowledge Sharing®.



\$1.5B

TOTAL REVENUE

2,000

(APPROX.) CORE EMPLOYEES

90%

OF BUSINESS FOCUSED IN TECHNOLOGY

60+

YEARS OF EXPERIENCE

remote-first

CORE WORKFORCE

20,000

HIGHLY SKILLED CONSULTANTS

award-winning culture

2023 Commitment Progress

Public commitments focus our priorities and keep us accountable. We are proud of the progress we made on our 2023 goals.

 ENVIRONMENT

 SOCIAL

 GOVERNANCE



ESG OVERSIGHT

We maintained strong board-level oversight of our ESG program, including forming our internal management-led committee and providing quarterly reports to the full board. We updated all committee charters and corporate governance guidelines to include ESG oversight responsibilities.



CYBERSECURITY INVESTMENT

We yet again engaged a credible third party to review our program maturity, effectiveness and resilience and to validate our roadmap of future initiatives.



ANNUAL POLICY REVIEW

As part of our annual review, we updated several policies in 2023 to ensure compliance, promote adherence to firm commitments and practices, and reinforce our values and culture. Some of the updated policies include our Safe Work Environment Policy, Acceptable Use Policy, Data Privacy Policies, Texting Policy, Commitment to Integrity, Clawback Policy, Open Door Policy and many cybersecurity policies.



EMPLOYEE FEEDBACK

We invested in additional technology and engagement tools to continue our practice of using employee feedback to inform decision making and guide strategy.



IMPROVED INTRANET

We launched an evolved company intranet to strengthen firmwide communications, streamline associates' connectivity and provide a deeper sense of community.



REDUCED TURNOVER

We achieved our three-year goal of reducing voluntary turnover among female leadership to below the firm average.



AFFINITY GROUPS

Our associates formalized, launched and led seven affinity groups to foster a diverse, inclusive workplace and better support employees.



LEADERSHIP TRAINING

We expanded our program to establish sustainable leadership development at every level of our firm, from desk to executive. The rebranded LEAP program stands for leading, empowering and advancing people.



DIVERSE VENDORS

We maintained more than 30% direct supplier spend with diverse-owned businesses.



OFFICE OCCASIONAL & FLEXIBILITY AND CHOICE

We continued to evolve our hybrid work model to support our people. We earned several top workplace awards highlighting our commitment to a flexible culture empowered by trust and technology. These include the Great Place to Work certification, *Fortune's* Best Workplaces in Consulting & Professional Services, *Fortune's* Best Workplaces for Women and Top 5 Workplaces in Tampa Bay by the *Tampa Bay Times*.



EMISSION REDUCTION

We completed the measurement and reporting of our scope 3 greenhouse gas emissions and accelerated our measurement timeline to include the most recent emission data (2023) in this report. In 2023, we reduced our emissions across all scopes by 28% from the previous year and by 55% from our baseline year of 2019.*

**Includes market-based emissions for scope 2*

Core Values

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.

[Learn more about our core values](#)

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.

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.

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.



GOVERNANCE

IN THIS SECTION

- OUR BOARD & EXECUTIVE OVERSIGHT
- RISK MANAGEMENT
- POLICIES AND PROCESSES

2023 HIGHLIGHTS

- 44% diverse Board of Directors, in terms of gender (33%) and race (11%)
- Updated all committee charters to include ESG oversight responsibilities
- Engaged a third party to review the maturity of our cybersecurity program
- Updated or added a dozen policies

2024 COMMITMENTS

- Enhance ESG oversight
- Continue to invest in cybersecurity and data privacy efforts
- Conduct our annual policy review

Governance

OUR BOARD OF DIRECTORS AND EXECUTIVE TEAM GUIDE CORPORATE GOVERNANCE. THEY SET STRATEGY AND EXPECTATIONS WITH THE HIGHEST STANDARDS, EXTENDING THIS CULTURE AND COMMITMENT THROUGHOUT 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, found on page 6 in this report, 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 trained on and expected to abide by our code of conduct. This document, called our [Commitment to Integrity](#), lays a solid foundation for sound and fair business decisions.

Our corporate policies are reviewed annually, and more frequently as needed, to incorporate evolving legislation and ensure they meet the needs and expectations of all stakeholders. We add new policies and procedures as appropriate to ensure compliance with applicable governing laws, promote adherence to firm commitments and practices, respond to evolving threats and reinforce our values and culture.

We added or updated more than a dozen policies in 2023, including our Safe Work Environment Policy, Acceptable Use Policy, Texting Policy, Commitment to Integrity and Open Door Policy.

- To further our commitment to providing a safe work environment for our employees, we expanded the workplace health and safety section of our [Safe Work Environment Policy](#).
- To expand our commitment to data privacy, we incorporated Protection of Personal Identity (PII) handling protocols into our Acceptable Use Policy and clearly defined personal information within our Texting Policy.
- In keeping with our stance on protecting anonymity for whistleblowers, we clarified our reporting avenues within our [Commitment to Integrity](#) and [Open Door Policy](#).

Additional information on each policy can be found on page 20 in this report.

MEET OUR Board of Directors

More than 60 years ago, our founders prioritized a culture of trust and respect. Today, our Board of Directors continues to reinforce this culture by overseeing the firm’s ESG policies and strategy. The full board meets regularly to assess progress and manage risks to our business and people, as well as promote ethical conduct firmwide.

OUR APPROACH

- Review, discuss and approve 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 topics, such as risks related to climate, human capital and cybersecurity
- Manage oversight of Kforce’s ESG strategy, including climate strategy, and programs
- Promote sound corporate governance practices and policies
- Carry out responsibilities required by federal and state laws, along with Nasdaq rules

Learn more about our [Board of Directors](#) and [Executive Leadership](#).



DAVID DUNKEL
Chairman



JOE LIBERATORE
President & CEO



ELAINE ROSEN
Lead Independent Director of the Board, Kforce
Non-Executive Chair of the Board, Assurant, Inc.



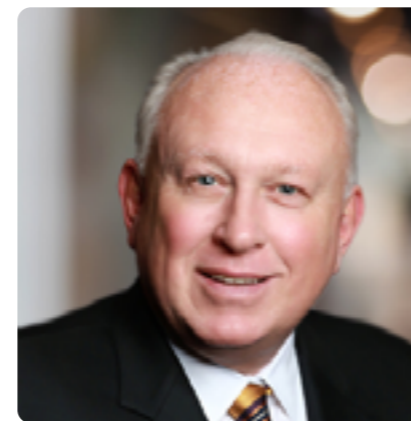
DERRICK BROOKS
EVP, Corporate & Community
Business Development
Vinik Sports Group



CATHERINE CLOUDMAN, CPA
President & CEO
CHC Advisors, LLC



ANN DUNWOODY
General (Ret.)
U.S. Army



MARK FURLONG
President and CEO (Ret.)
BMO Harris Bank N.A.



RANDALL MEHL
President and CIO
Stewardship
Capital Advisors, LLC



N. JOHN SIMMONS, JR.
CEO
Growth Advisors, LLC

Our Board at a Glance

OUR DIRECTORS BRING FRESH PERSPECTIVES AND SKILLS TO THEIR OVERSIGHT ROLE THROUGH A DIVERSITY OF BACKGROUNDS AND PERSONAL AND PROFESSIONAL EXPERIENCES.

9

members

62

average age

77%

directors independent of Kforce

50-70

age range

100%

independent committee members

2/3

board members serving fewer than 10 years

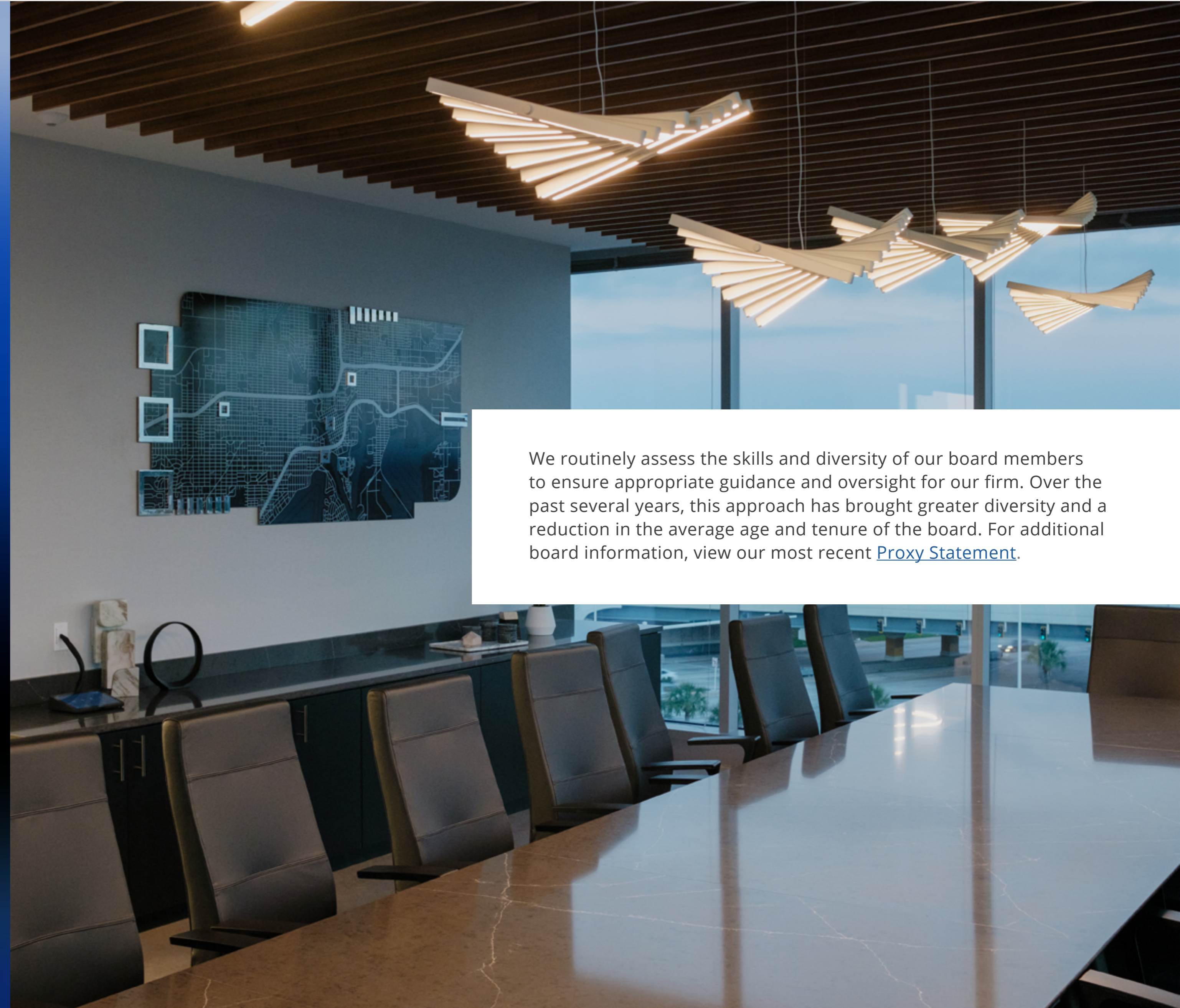
44%

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

1/3

board members serving fewer than 5 years

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



Strategic Alignment & Oversight

Our board and executive leaders together oversee and manage our ESG pillars and program. Executive leadership is ultimately accountable to and directed by the board.

BOARD OVERSIGHT

Our full Board of Directors oversees ESG, including climate, cybersecurity and human capital.

AUDIT COMMITTEE

Oversees ESG-related disclosures and the incorporation of ESG into our Enterprise Risk Management program, including cybersecurity, data privacy, climate-related and other ESG-related risks

COMPENSATION COMMITTEE

Evaluates and considers relevant compensation metrics

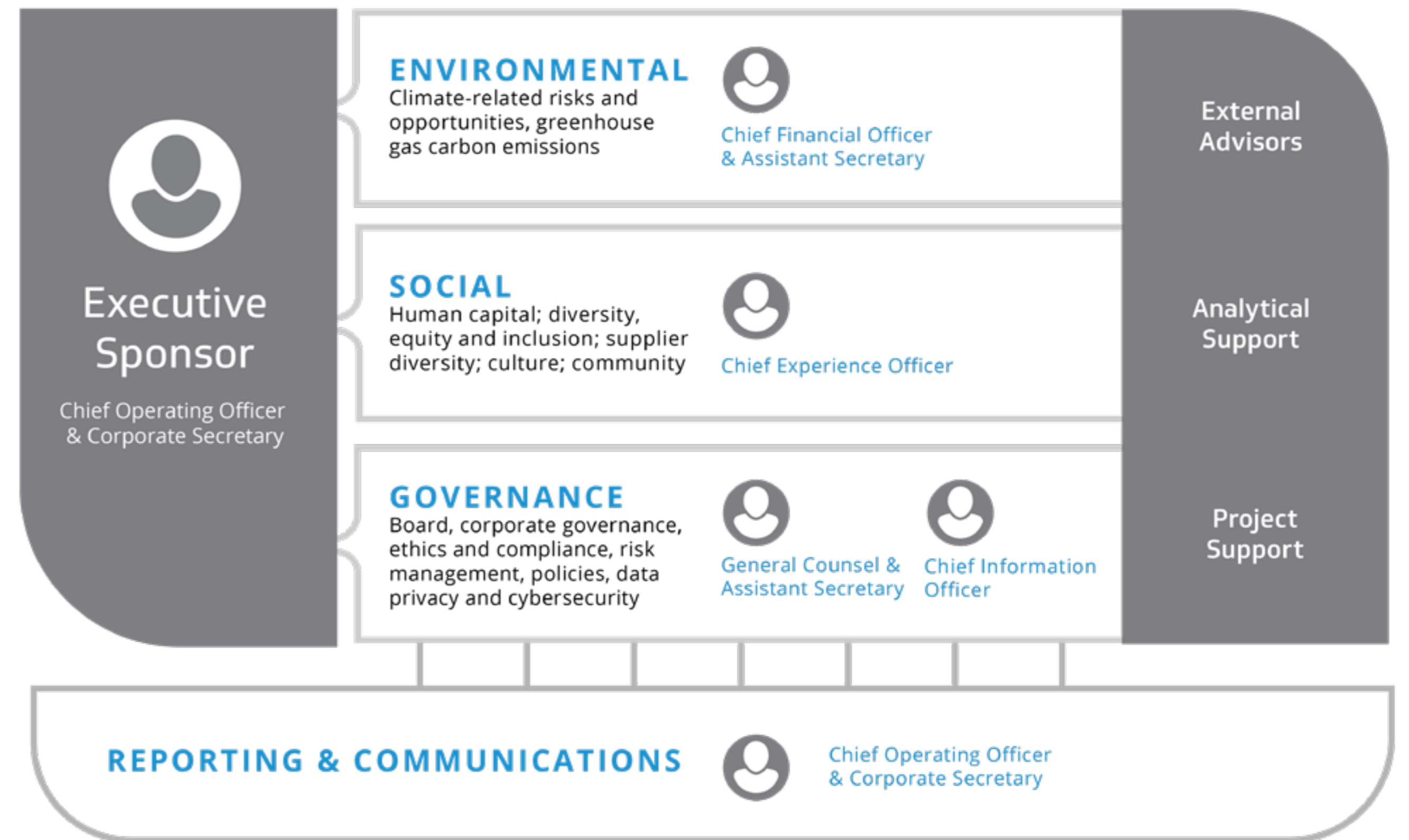
NOMINATION COMMITTEE

Oversees board education and training, incorporates diversity considerations in board composition and establishes an appropriate mix of directors to thoughtfully evaluate ESG issues

GOVERNANCE COMMITTEE

Evaluates and considers best governance practices

EXECUTIVE OVERSIGHT STRUCTURE



For additional committee information, view our charters, which were updated in February 2023 to incorporate ESG oversight, where appropriate:

[Audit Committee Charter](#)

[Nomination Committee Charter](#)

[Compensation Committee Charter](#)

[Corporate Governance Committee Charter](#)



Commitment to Ethics & Integrity

During our more than 60 years in business, we established a foundation of trust, ethics and integrity—with each other, our clients and 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 ADDRESSES 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

SNAPSHOT:

Code of Conduct Training

We require all employees to complete our code of conduct and policy compliance training when they join the firm and annually throughout their employment. Training covers 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

6,900+

training hours on Kforce's code of conduct

100%

of employees completed the code of conduct training each year since 2015





SUPPLIER CODE OF CONDUCT

We also expect the suppliers we work with to operate with ethical standards and principles aligned to our own code of conduct. Our [Supplier Code of Conduct](#) helps ensure our business partners are protecting human rights and dignity, promoting workplace safety and diversity, and prioritizing ethical business practices, legal compliance and more. Key topics include anti-corruption and bribery, anti-harassment/non-discrimination, conflicts of interest, DE&I, environmental stewardship, health and safety, data privacy and freedom of association. 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 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 or supplier code of conduct policies. The hotline is administered by an independent third party, and reports can be made anonymously. 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. For Kforce employees, the Open Door Policy provides additional channels for escalation of policy violations.

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.

Whistleblower Hotline: 1-866-213-5142

Risk Management

Identifying and managing potential risks to our business—including ESG-related risks like climate impacts and cybersecurity—is crucial to our long-term success. Cybersecurity has effective risk management processes, is tightly integrated with our Enterprise Risk Management program and has executive and board oversight and guidance

IDENTIFY

Our Enterprise Risk Management (ERM) program regularly assesses risks and tests plans to prepare for a range of events, including climate-related events such as 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 ERM risk 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, business continuity, data privacy and cybersecurity

CLIENT

Risks associated with the acquisition, 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 laws, rules and 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 quarter of the year, a different category is highlighted, ensuring 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 and CISO annually on cyber strategy, risks and readiness.

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.



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

CYBERSECURITY



CYBERSECURITY

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, ISO 27001, industry best practices. Our structure and processes include:

- **Defense in depth network security**, including data loss prevention technology, encryption, network detection and protection, 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
- **Continuous email, network and system monitoring** and real-time response to threats
- **A dedicated cybersecurity operations center** running at all times

- **Ongoing security simulations**, exercises and training led by outside experts to expand team capabilities and board expertise
- **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 adaptive ongoing education to help employees identify, block and report threats
- **Monitoring, evaluating and addressing evolving threats** to our business and industry
- **Regular engagement with 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 and assess risk management maturity processes and practices.

PROTECTING OUR DATA INTEGRITY

Our data privacy program follows 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 privacy 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 continues to monitor and remains in compliance with all relevant data privacy regulations. 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.

OUR CYBERSECURITY LEADERSHIP

CHIEF OPERATING OFFICER

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

CHIEF FINANCIAL OFFICER

Responsible for oversight of all legal matters, internal audit and risk management

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

CHIEF INFORMATION OFFICER AND CHIEF INFORMATION SECURITY OFFICER

Responsible for the firm's cybersecurity and data privacy programs



PROACTIVE MEASURES & OVERSIGHT

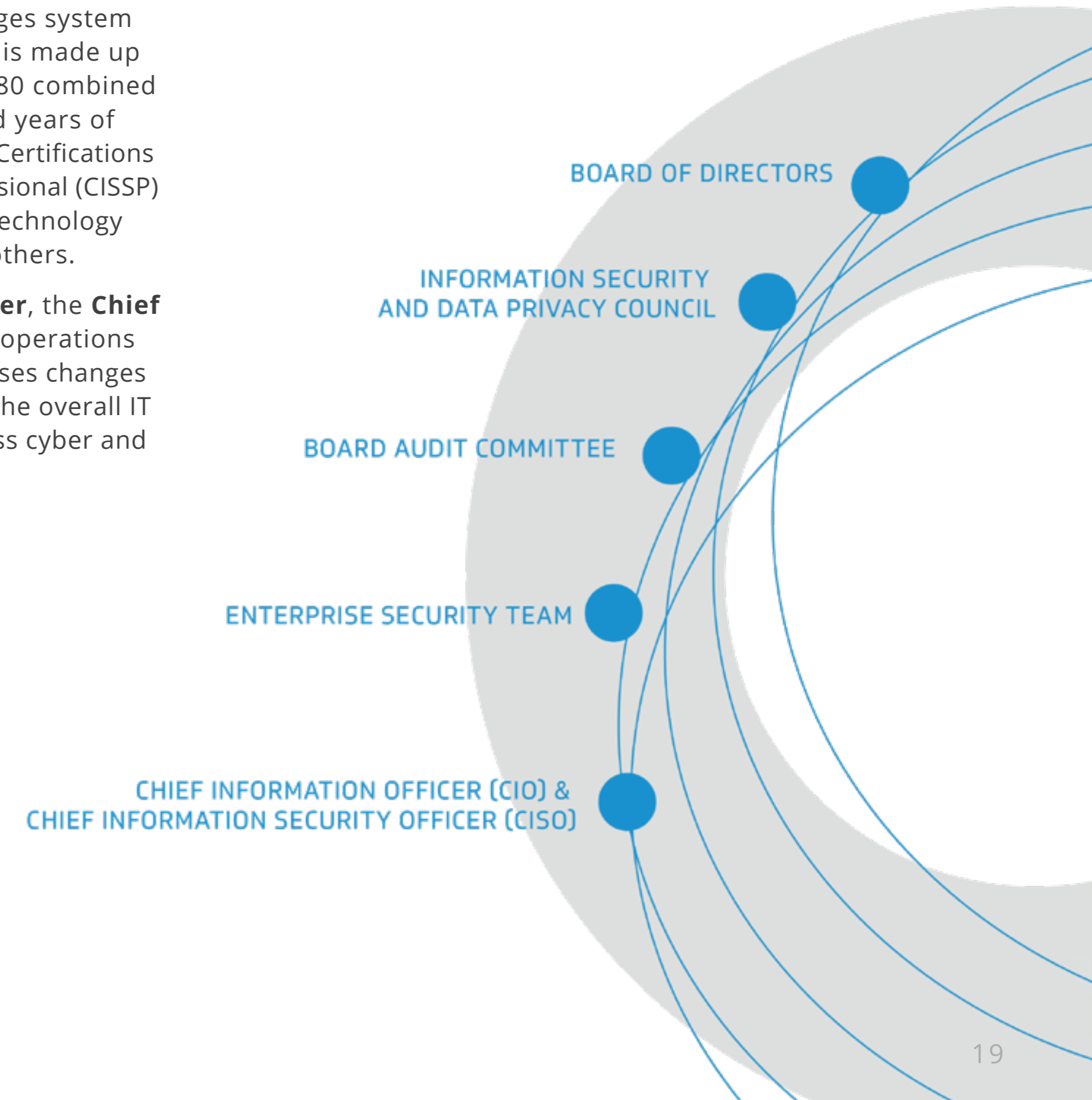
Our entire **Board of Directors** is engaged in oversight of cybersecurity and data privacy. Board members receive regular updates on the firm’s investment in these programs and any risks.

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 and reviews cybersecurity road maps and framework maturity quarterly. Two members of the Audit Committee participate in a dedicated cyber board 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.

Under the guidance of the **Chief Information Officer**, the **Chief Information Security Officer** 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 frequently to discuss cyber and data operations, privacy programs and risks.



Company Policies

Our governance principles guide us as we engage in ethical and fair business practices. In addition to the list below, we have numerous other corporate policies, many of which support the topics within our code of conduct. Our policies are reviewed regularly and refreshed as needed.

[COMMITMENT TO INTEGRITY \(CODE OF CONDUCT\)](#)

Our Commitment to Integrity—Kforce’s business 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. For additional information about our Commitment to Integrity, see page 12.

[HUMAN RIGHTS POLICY](#)

Kforce is committed to ethical business practices that respect human rights and maintain the highest levels of health, safety and human dignity.

[PRIVACY AND DATA PROTECTION](#)

This policy describes how Kforce and its subsidiaries handle personal information from use of our website and applications, how we use and protect that information and what choices you have concerning how such information is used on the website you are viewing. For additional information about our Privacy and Data Protection Policy, see page 17.

[SUPPLIER CODE OF CONDUCT](#)

We expect the suppliers we work with to operate with ethical standards and principles that match our high standards. Our partners protect human rights and dignity, promote workplace safety and diversity and prioritize ethical actions, legal compliance, environmental stewardship and more. For additional information about our Supplier Code of Conduct, see page 14.

[SUPPLIER DIVERSITY POLICY](#)

We are committed to fostering an inclusive environment where diverse-owned businesses, as defined in this policy, have equal opportunity to compete to conduct business. Wherever possible, Kforce includes diverse-owned businesses in our vendor and sourcing processes. Our supplier diversity policy lays out the guidelines for identifying, tracking and supporting supplier diversity efforts for both our Global Talent vendors and our Supplier Diversity Procurement team.

[OPEN DOOR POLICY](#)

Kforce values its employees—all associates and consultants—and we adhere to strict standards of compliance and ethics. Employees are required to report any violation of our Commitment to Integrity, a policy violation, or any other serious issue involving misconduct they become aware of using any of the channels provided in this policy.

[SAFE WORK ENVIRONMENT POLICY](#)

Kforce is committed to providing a safe work environment. In addition, we are committed to supporting our employees and consultants who may face situations where their safety is endangered, such as when they or their loved one’s face concerns of domestic violence, suicide or abuse.

[INSIDER TRADING POLICY](#)

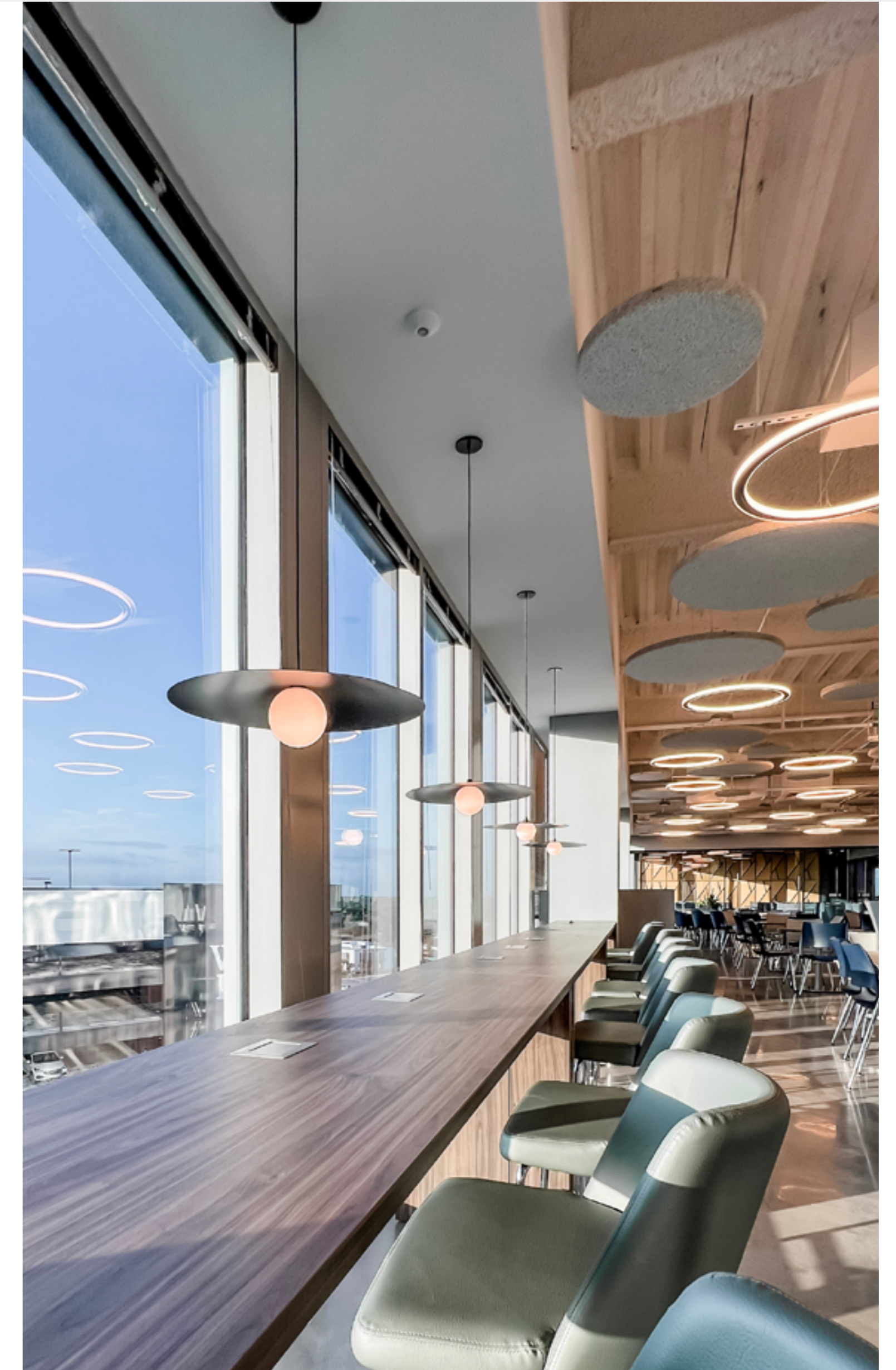
Our firm opposes the misuse of material nonpublic information in the trading of securities. This policy establishes guidelines and procedures to prevent insider trading violations.

[CLAWBACK POLICY](#)

Consistent with the requirements of the Securities Exchange Act of 1934 and the applicable Nasdaq Listing Rule, our Clawback Policy provides for the recovery of certain incentive-based compensation from executive officers in the event that Kforce is required to prepare an accounting restatement of its financial statements due to material noncompliance with financial reporting requirements. This policy is approved and administered by our Board of Directors and has been acknowledged by our applicable executive officers.

[OTHER GOVERNANCE DOCUMENTS](#)

- [Corporate Governance Guidelines](#)
- [Committee Charters](#)



PEOPLE

IN THIS SECTION

- WELL-BEING
- LEARNING AND DEVELOPMENT
- WORKFORCE DEMOGRAPHICS
- DE&I



2023 HIGHLIGHTS

- Celebrated award-winning culture
- Launched seven affinity groups
- Maintained 30% supplier spend with diverse-owned businesses
- Established sustainable leadership development initiatives for every level in our firm

2024 COMMITMENTS

- Advance our equity efforts
- Promote inclusion
- Improve our data

People

OUR PEOPLE STRATEGY

We take a people-first approach to all aspects of our business. We understand that each day is an opportunity to build up our people and create the world in which we all want to live: one that is grounded in inclusion, empowerment and fulfillment.

Our work environment is shaped by our [people](#). We consistently connect with our employees in a variety of ways including engagement surveys, one-on-one conversations and focus groups. Our employee experience management platform is used several times throughout the year to obtain feedback throughout the employee lifecycle that encourages and nurtures a culture of trust. Employee feedback guides our decisions. Knowing our people are our strongest asset, the programs and initiatives detailed in this section are evidence of how much we prioritize the investment in our associates.





ACCOLADES

Our commitment to a strong people strategy resulted in several awards in 2023:

[GREAT PLACE TO WORK CERTIFICATION](#)

Employee feedback has earned Kforce global recognition. In an anonymous survey, 92% of respondents called Kforce a great place to work, compared to 57% of employees at an average U.S.-based company. Great Place to Work leaders said this designation makes our company one of the best companies to work for in the country.

[AMERICA'S GREATEST WORKPLACES FOR WOMEN](#)

The national list, published by *Newsweek*, recognizes companies that break down barriers and inequities for women. A data firm used survey responses to evaluate companies on compensation, benefits, work-life balance and proactive management of a diverse workforce.

[BEST WORKPLACE FOR WOMEN](#)

Kforce earned a spot on the 2023 *Fortune* list. Using internal survey results, the list recognizes organizations whose generous, caring and innovative cultures reflect a genuine commitment to meet the diverse needs of their people inside and outside the workplace.

[BEST WORKPLACE IN CONSULTING & PROFESSIONAL SERVICES](#)

Kforce's exceptional job of attracting top talent earned the firm a position on *Fortune's* prestigious list. This award is based on employee feedback on our organization's culture. This is Kforce's second year on the list.

[TOP 5 WORKPLACE IN TAMPA BAY](#)

For the second consecutive year, Kforce's headquarter location ranked in the Top 5 on the *Tampa Bay Times'* Top Workplaces list. This distinguished award, based solely on employee feedback, reflects the firm's people-centered culture.

Well-Being, Flexibility & Balance

FLEXIBILITY AND CHOICE EMPOWERED BY TRUST AND TECHNOLOGY®

We embrace a remote-first work environment called office occasional, where associates are encouraged to work from wherever they are most successful. Reimagined offices nationwide are available for interactions best done in person, such as collaboration, training and team building. Our leadership team believes office occasional enhances Kforce’s life-work balance and elevates their ability to provide exceptional service to our customers.

Office occasional is a differentiator for our firm. It helps us attract and retain top talent. In November 2023, a Kforce.com survey* of 4,800 job seekers found a preference for flexible work models like office occasional, with 88% of respondents favoring hybrid or remote work environments.

*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

94%

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

94%

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

89%

I feel empowered to choose my work location

85%

I am able to successfully balance my work and personal life



What Kforcers Are Saying About Office Occasional®

“This is so cool. This is one of the reasons I stay at Kforce, and to be honest, I don’t go very far. I still come into the office regularly, but with a family, this is the best thing the company has to offer me outside of pay and great leadership!”

“The work-from-home model enables me to care for a sick grandchild or visit relatives in another city.”

“Continuing remote work and office occasional is one of the best things about working at Kforce. The team feels connected and able to work well together and independently. Key to keep doing this!”

“I love that we are trusted to get our job done, no matter where we work. This is what is so great about Kforce!”

[Learn more about office occasional on our website](#)

Employee Engagement

GUIDED BY OUR PEOPLE'S VOICES

At Kforce, we empower people to be their best. We believe our values of compassion, adaptability and courage lead to a company full of integrity, excellence, unity and fun. We regularly survey our employees, and their input shapes our firm programs and strategy. Our 2023 internal survey provided the following insights from Kforcers.



OUR TOP STRENGTHS

89

PRIORITIZATION

"I know what I should be focusing on right now."
This speaks to our focus, consistency and execution.

89

ROLE CLARITY

"I clearly understand what is expected of me in my role."
This speaks to our team's connectivity and accountability expectations.

88

AUTHENTICITY

"I feel comfortable being myself in our team."
This speaks to our inclusion efforts.

ABOUT OUR SURVEY

Our employee engagement ESAT score is 82, which is +8 above the global benchmark, with a response rate of 70%.*

95% of our engagement survey questions scored higher than the global benchmark.**

We continue to rate above industry standard in both response rate and overall engagement.

*In 2022, Kforce deployed this survey in the fall. This year, we piloted deploying in August which we believe contributed to a lower response rate due to the time of year. In 2024, we plan to adjust the timing of this survey to increase participation.

**Not all questions asked correlated to a benchmark score.



Health & Welfare Benefits

Kforce provides all employees access to health, welfare and retirement benefits that support their physical, mental and financial well-being. Our benefits programs include enhanced communications, education, tools and resources for employees to select the best options for them and their families.

HEALTH

Employees can select one of three medical plans that—in addition to traditional healthcare offerings—include benefits such as telemedicine, second opinion service, pharmacy and new offerings in 2023 for chronic care management. A variety of insurance plans are offered for additional coverage needs, including dental, vision, life, disability, accident, critical illness, hospital indemnity and, new in 2023, genetic testing. 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

We offer retirement readiness support, resources and tools to all employees through our 401k plan and nonqualified deferred compensation plan. All employees, including part-time, are also eligible for the employee stock purchase plan. Additional benefits are available through group legal and health, commuter and dependent care tax-favored accounts. Employees also have access to discounts on home and auto insurance, TV and internet, and counseling and budgeting tools to address financial benefits and the added benefit of identity theft protection to help monitor online threats.

WELL-BEING

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. We have added support in 2023 for adolescent mental health to ensure our overall well-being is a top priority. These resources help our employees access support for life-work balance solutions, counseling, emotional support, legal guidance, financial resources, lactation counseling and more.

TIME OFF

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. Employees are supported during illness or injury with available short- and long-term disability benefits and internal resource help in accessing available federal, state and local programs.

Learning & Development

LEADERSHIP DEVELOPMENT

Sustainable leadership opportunities for every level

OUR APPROACH

Our goal is to provide ongoing, sustainable programming for every leadership level throughout our organization. Establishing a common language that is used throughout our leadership culture ensures consistency in the way our associates are led.

The majority of our trainings are developed to upskill each leadership level. We want to teach our leader pipeline the skills necessary to perform well at each specified level. We also offer specialized trainings based on evolving current events and the needs of the constantly changing business landscape. These specialized trainings happen once a quarter for our director-and-above population.

To measure success, we monitor program attendance and routinely send out pulse surveys to participants and their leaders. These groups receive two surveys during their program, at the midpoint and the end. These surveys measure engagement and growth satisfaction and evaluate the program content. We use the feedback provided by participants and their leaders to enhance the following year's programming.

2023 HIGHLIGHTS

26 total sessions

182 total participants

Launched inclusive leadership training

84% of promoted Kforcers participated in a leadership program

84% of leadership population has participated in a leadership program

LEAP

In 2023, we expanded and evolved our current program to establish sustainable leadership opportunities for every level within our organization, from desk to executive. We call the program LEAP, which stands for leading, empowering and advancing people.



EMERGING LEADERS

Launched in 2023 with 38 participants, this six-month program identifies and supports the next generation of people and project leaders. It creates a pipeline for our organization, supports succession planning and fosters diversity efforts in leadership.



LEADERSHIP FOUNDATIONS

Launching in 2024, this six-month program for our supervisor-level leaders teaches the skills to build trust, have courageous conversations, delegate, manage up and be an effective listener.

Our 2023 program, titled Savvy Supervisors, included 18 sessions with 14 participants and a 90% attendance rate.



LEADERSHIP MASTERY

Launching in 2024, this curriculum for our manager- and director-level leaders centers around nurturing relationships, maintaining accountability and enhancing productivity.



LEADERSHIP EVOLUTION

Launching in 2024, this program supports our executive-level leaders.



PERFORMANCE MANAGEMENT

OUR MISSION

To create ongoing performance connections enabling employees to reach their goals

OUR VISION

To have a meaningful impact on employee performance, engagement and business objectives through a highly skilled workforce

OUR STRATEGY

Performance management is important across all parts of our workforce. All associates participate in evaluations. We continue to grow our performance management by implementing systemic changes that reinforce integrity, reduce bias and focus on organizational needs.

Throughout our entire organization, 9-box assessments and development discussion planners are used in evaluations. Within our professional services group, senior leaders also participate in a comprehensive talent review. This review enables their ability to make strategic talent decisions. It also helps the firm understand our talent landscape and proactively plan for the future.

We've established a centralized process for promotions and progression that ensures our primary focus is the overall business case. Our organizational development team implemented processes that focuses talent moves on the firm's need and the individual's skill set.

We measure sentiment on these processes in our firmwide annual engagement survey, talent strategy sessions and in our annual calibration sessions with leaders. Leaders attend calibration sessions prior to delivering associate performance evaluations to ensure consistency in evaluations across the professional services organization.

In 2024 and beyond, we intend to deploy similar approaches firmwide to ensure consistency across the firm.



2023 HIGHLIGHTS

- Launch of job architecture review initiative
- 100% completion rate for new-hire cohort program (180 Kforcers)*
- 100% completion rate for sales methodology boot camp (170 Kforcers)*
- 96% completion rate for performance management sessions in our professional services group
- 87% of leadership team has six or more years of tenure at Kforce
- 38% of the leadership team has served Kforce 15 or more years

**Includes current field associates hired in 2023*

PERFORMANCE MANAGEMENT

OUR INITIATIVES

JOB ARCHITECTURE

Kforce is committed to protecting our associates. It is our responsibility to have a thoughtful and strategic approach to the roles we need to conduct our business effectively. We are partnering with a third party to review our job hierarchy to ensure the way we employ people has longevity and to increase opportunities for individuals across all levels of our organization.

ONGOING ASSESSMENT OF HUMAN CAPITAL RISKS AND OPPORTUNITIES

Our Board of Directors receives quarterly human capital updates. Executive leaders receive monthly updates. These data-driven insights provide a balanced view of our people-related metrics and inform decisions for hiring, career progression, compensation and benefits. They also help us understand which initiatives are working, which need to be adjusted and which would best help our teams succeed, if implemented.

CAREER DEVELOPMENT

Clear and attainable paths for growth are essential to turn a job into a career. We encourage associates to complete a development discussion planner to achieve their goals. Planners are part of annual reviews, which evaluate core competencies and alignment to our strategic priorities.

PROGRESSION AND PROMOTION

We established a consistent process using competency expectations for our director-and-above level promotions.

WORKFORCE PLANNING

Tools like 9-box assessments and calibration sessions support our succession planning efforts, maintain consistency in talent evaluation and help leaders analyze performance.

ASSOCIATE NEW-HIRE LEARNING JOURNEY

All newly hired sales and recruiting associates complete various trainings within their first year to set them up for success throughout their Kforce career. This includes:

- Success road map**
A six-month program with requirements from both the leader and associate that ensure integration of on-the-job and market-led training elements.
- New-hire cohort program**
A comprehensive two-week live training series where the CEO establishes expectations and tone and provides time for Q&A. Groups are segmented by start date to create a shared experience throughout their new-hire journey. The program launched in 2022.
- Sales methodology boot camp**
Recent enhancements to content and the virtual learning experience help associates advance skill building and core competencies.
- Topic-specific roundtable sessions**
Subject matter experts lead firmwide, bimonthly discussions. Topics are designed to address business needs and industry best practices.

In 2024, we will focus on evolving our new-hire training experience and incorporating learning into the flow of work through tools and technologies. Our upskilling offerings will expand to include skill set focus and industry alignment.



PERFORMANCE MANAGEMENT

Diversity, Equity & Inclusion

OUR DE&I MISSION IS TO
ADVOCATE FOR AND SUPPORT
THE INCLUSION, GROWTH
AND SUCCESS OF ALL PEOPLE
CONNECTED TO KFORCE

Our ultimate goal is to weave [DE&I](#) seamlessly into our overall firm strategy. Our DE&I framework is made up of the following five guiding principles:

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 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.



OUR STRUCTURE

Our DE&I core team, led by our Board of Directors and executive management team, 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.



2023 DE&I ACCOMPLISHMENTS

- Launched seven associate-led affinity groups supported by orientations, group leader trainings and communication tools
- Achieved goal of reducing voluntary turnover rate among female leaders to that of firm averages
- Implemented Board of Director speaker series for leaders
- Initiated inclusive leadership content program
- Evolved human capital information for client requests, including improved tracking for consultant data and insights
- Further integrated our DE&I efforts into the firm’s organizational development framework
- Further developed our firmwide DE&I Council

DE&I COUNCIL

Our DE&I Council is an inclusive forum of passionate thought leaders with varying perspectives. Council members span various departments and leadership levels across the firm. In 2023, the council focused on launching our firmwide affinity groups.

Our council directly engages with our Board of Directors and includes members of our operations, sales, recruiting and HR teams across various levels of our organization, including coordinators, specialists, managers, directors and executives.

Affinity Groups

THE CORNERSTONE OF OUR ASSOCIATE-LED PROGRAM

Affinity groups are created by employees to build 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 that can prepare groups for further evolution, as desired.

In 2023, associates formed the seven affinity groups listed below based on recommendations from a third-party that analyzed the needs of our associates. The groups received orientations, group leader trainings and communication tools. Some of our groups chose to change the name of their group to better reflect their identity.

OUR AFFINITY GROUPS

- Black Cultural Exchange (BCE)
- Hispanic Origin Latin American Network (HOLA)
- Asian Pacific Islanders Learning Intentionally Together (AP LIT)
- Women
- Pride Alliance Network (PAN)
- Veterans
- Abled and Disabled Allies Partnering Together (ADAPT)

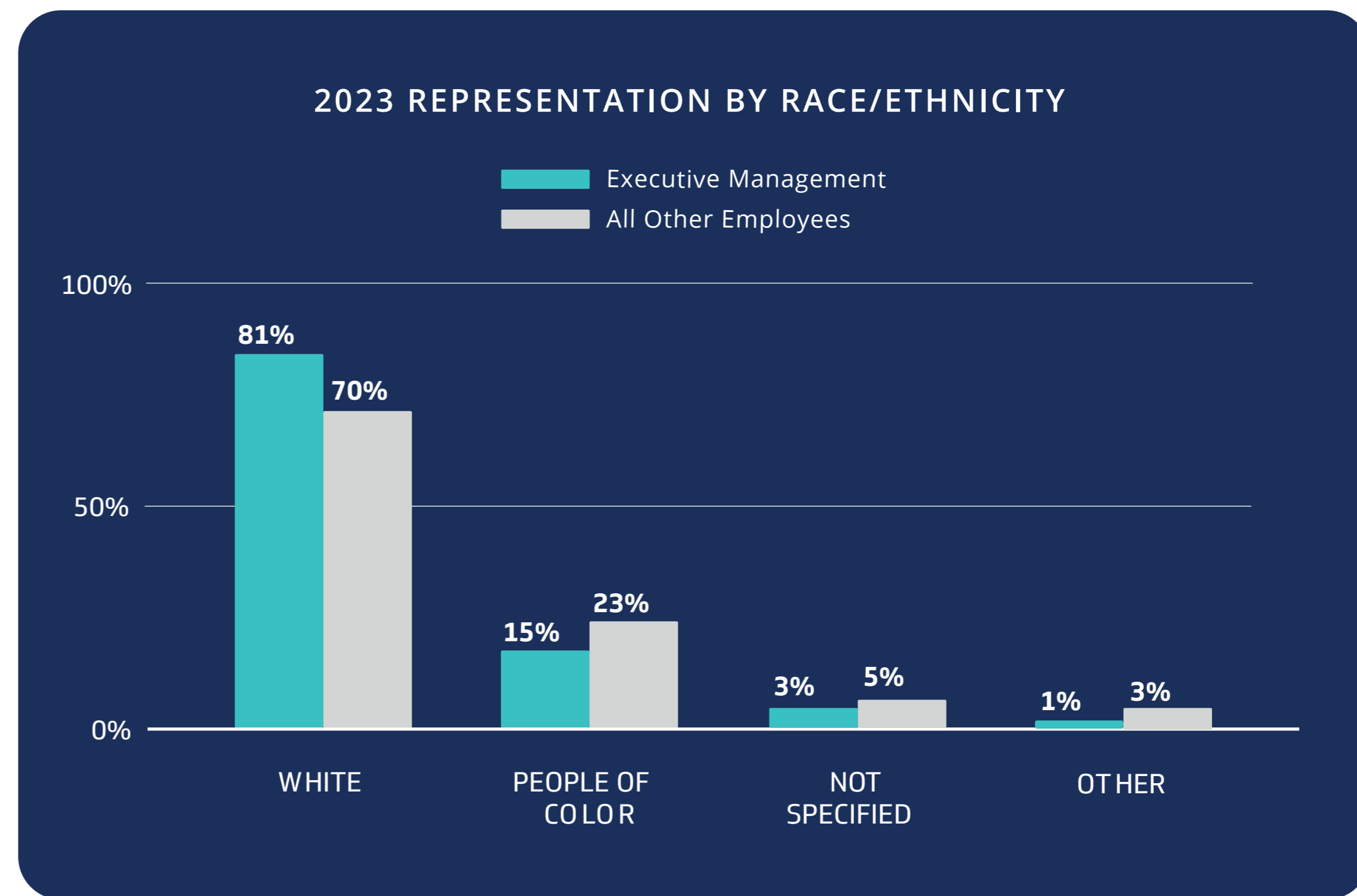
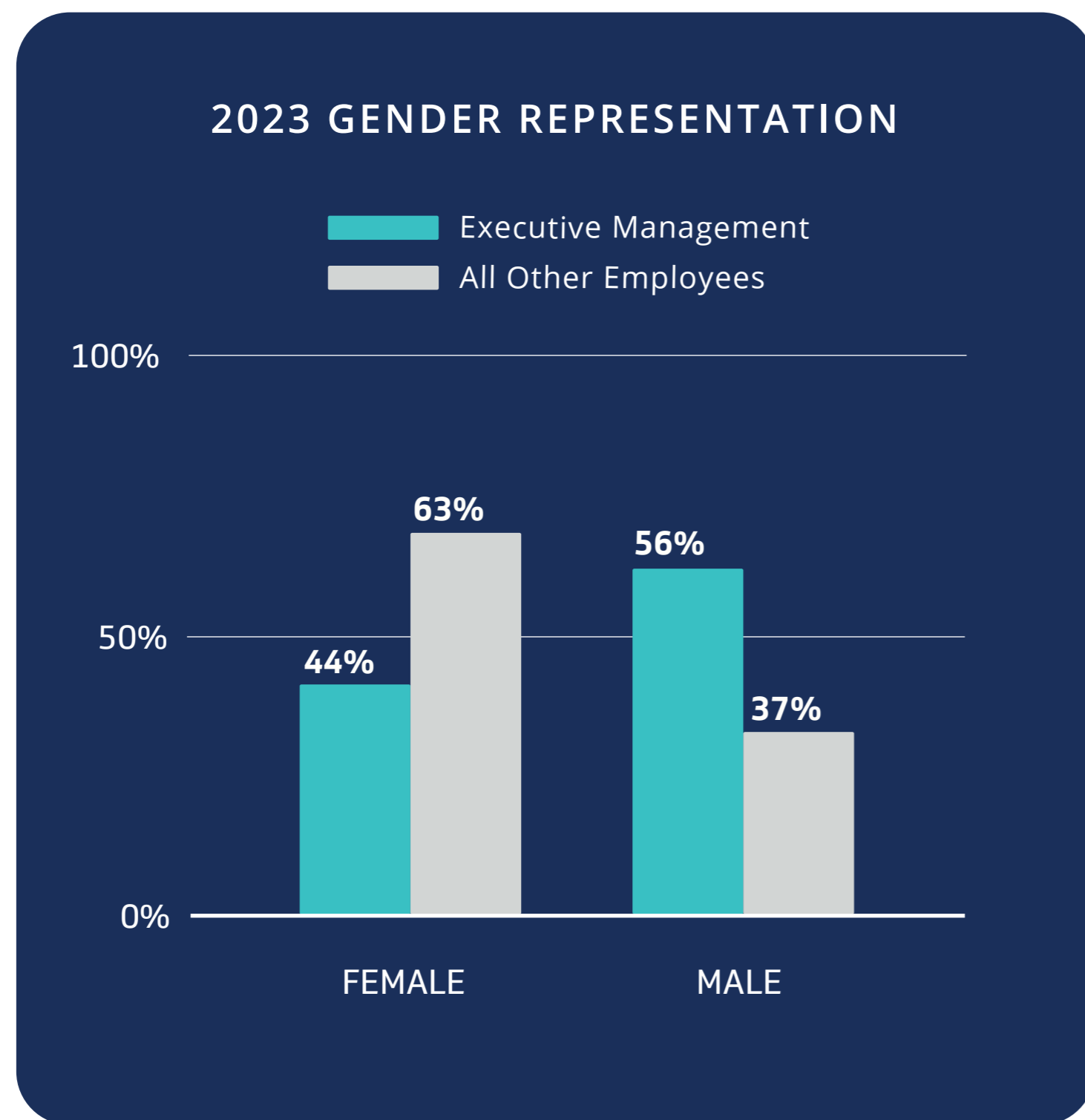
DIVERSITY, EQUITY & INCLUSION



Workforce Demographics

Kforce has a workforce of approximately 2,000 people supporting internal operations. We also have 10,000 consultants on assignment with clients at any given time.

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. These definitions are in alignment with SASB guidance.



We began to collect additional gender data in 2023, including “nonbinary” and “not specified,” and plan to include these representations in future years’ reporting.

GENDER WITHIN EXECUTIVE MANAGEMENT

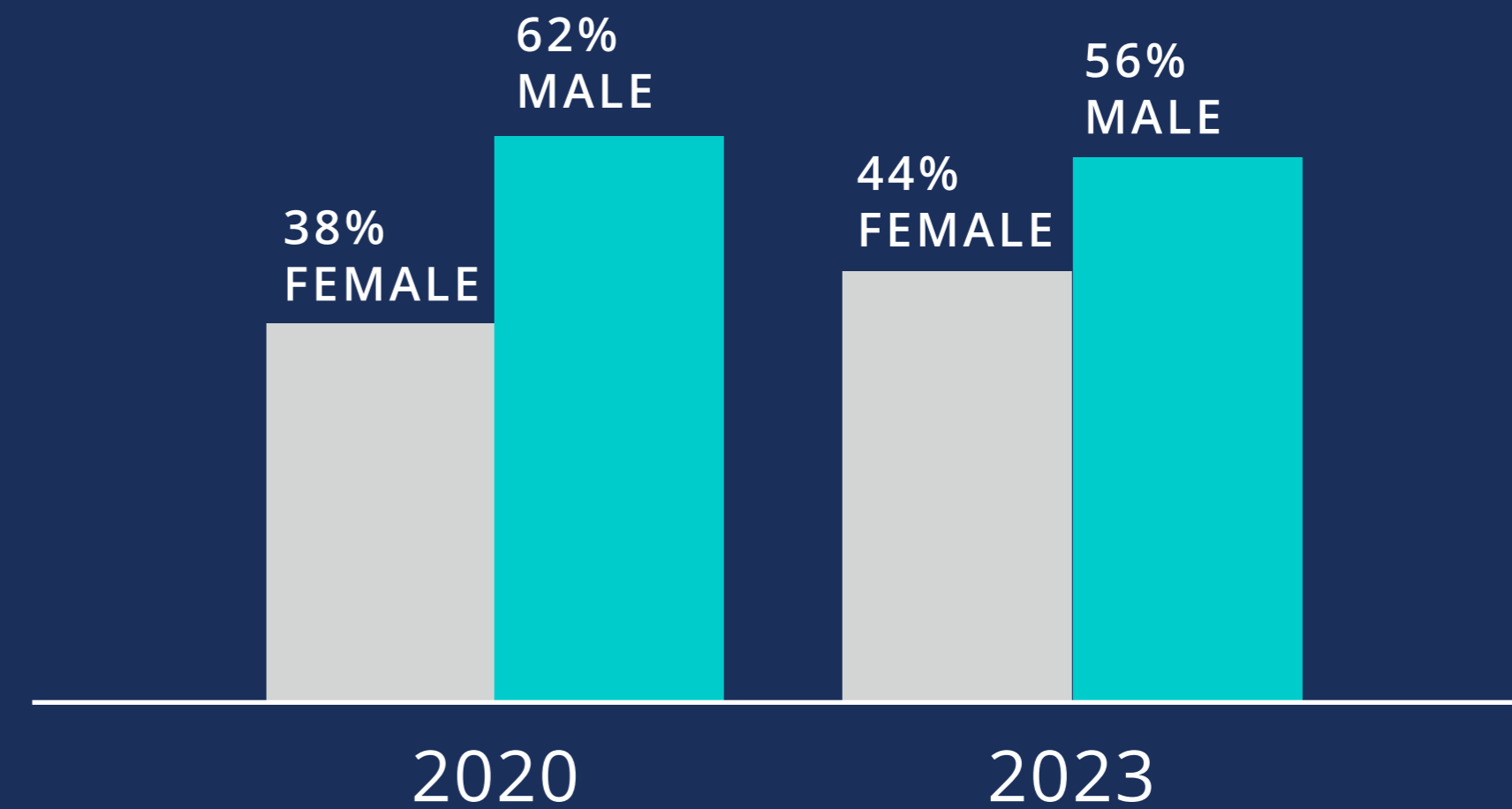
As we monitor progress toward our equity goals, we want to highlight the following insight:

16%

GROWTH OF FEMALE EXECUTIVE MANAGEMENT AS A PERCENTAGE OF POPULATION OVER THE LAST THREE YEARS

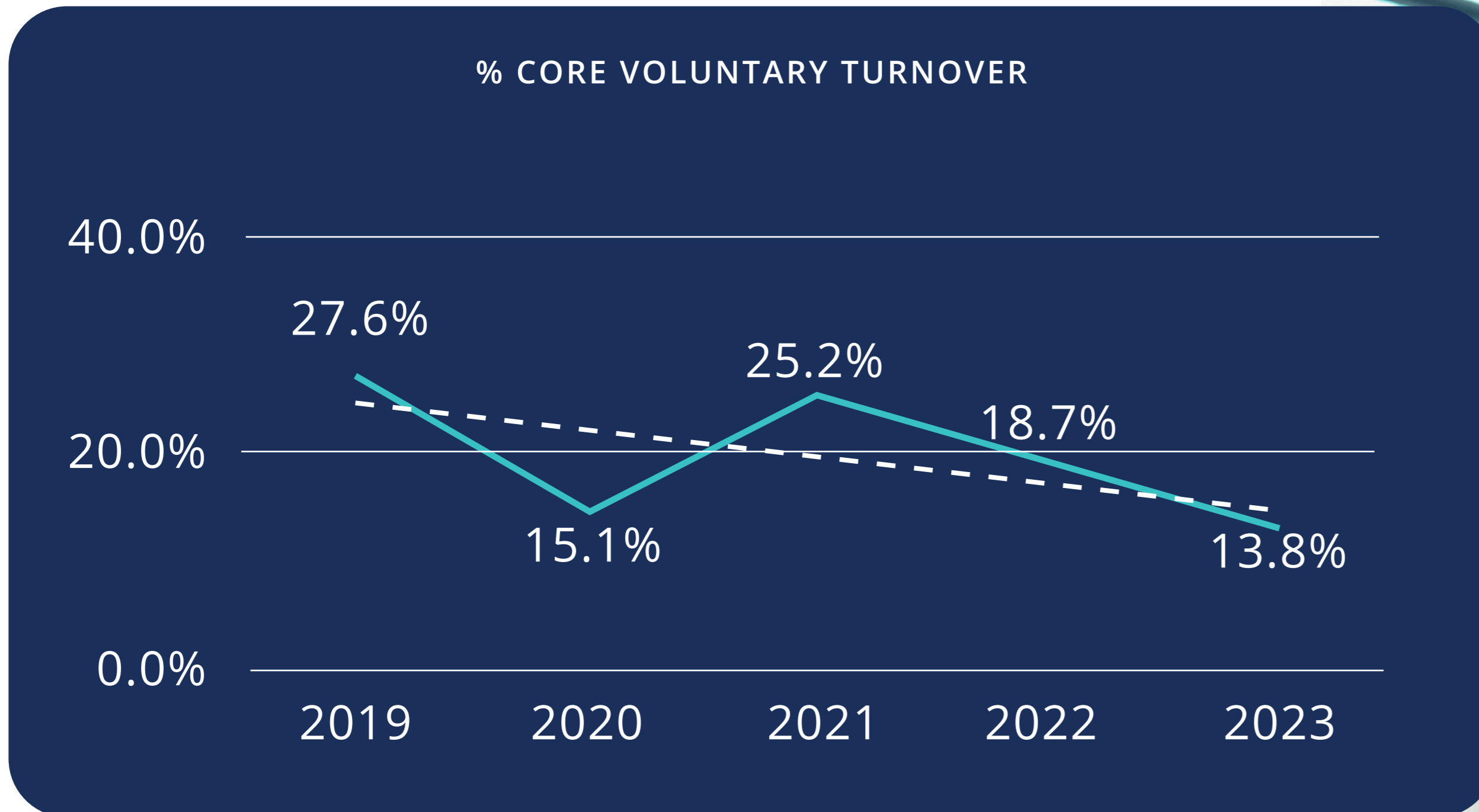
When reviewing the following data, it is important to note we define “executive management” as director and above.

EXECUTIVE MANAGEMENT REPRESENTATION BY GENDER



Voluntary Turnover Rate

We experienced a downward trend in our voluntary turnover rate during the last five years, averaging 21.7%. In 2023, that number was 13.8%. We believe the decrease in 2023 is likely impacted by our office-occasional work model, along with macro-economic and national workforce trends.



DE&I Goals

In 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.

One goal was to reduce our voluntary turnover rate among female executive management to the firm average. When we set the goal, the rate was significantly higher than that of male leaders. We achieved our goal. Over the past three years, the voluntary turnover rate for female leaders was reduced to be 23% less than the firm average.

The other goal is to reduce our people of color involuntary attrition rate to the firm average. Though the rate decreased significantly at various points in the last three years, it hasn't been consistent. Because we are not regularly performing at the level we would like on this metric, we will keep it as a focus.

ADVANCING OUR JOURNEY

Although we have seen encouraging improvements so far, we are committed to monitoring these and other metrics and holding ourselves accountable to being a diverse, equitable and inclusive workplace. We are extending our timelines for both goals past our initial three-year mark to create a more sustainable impact.

We are conducting another comprehensive equity analysis, similar to one performed three years ago by third-party experts. That study reviewed all human capital data by specific demographics and provided the foundation for our goals. We followed it with listening sessions in 2022 and plan to do so again as part of this analysis. This gives us the opportunity to identify additional areas of focus for goal setting and improvement.

Future plans also include conducting a pay equity analysis. We conduct these on an ongoing basis and confirmed in our most recent one that we are providing equitable pay across a variety of characteristics including job, race and gender. These efforts are intended to identify and remove any potential barriers to equity and inform the evolution of our DE&I goals.

EXPANSION AND DIVERSIFICATION OF OUR CANDIDATE POOL

As a firm specializing in talent recruitment and development, we work with qualified professionals from every population group. 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, and our internal practices support talent retention. 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 ways we expand our candidate pool:

AGGREGATORS

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

NETWORKING GROUPS

Because we have a local presence in most metro areas, we have built lasting partnerships with networking groups across the U.S., uniting diverse professionals with industry-leading opportunities.

COLLEGES AND UNIVERSITIES

We provide career resources, upskilling and job opportunities to undergraduate populations, fostering a more work-ready future.

ORGANIZATIONAL PARTNERSHIPS

Our partnerships with diverse organizations are the backbone of our diversity recruiting efforts for networking, educational and career growth opportunities. Some examples are HirePurpose, Broadbean and DirectEmployers.

Note: The above is not a comprehensive list of our expanded partnerships, evolved talent acquisition strategy and hiring commitments.



DIVERSITY, EQUITY & INCLUSION

Supplier Diversity

We build trust and long-lasting relationships with our vendors as we invest in and expand our supplier diversity program. We are committed to furthering our efforts in this space in the years to come.

OUR 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 form 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 firm strategy and reinforce our business. Our search criteria are focused on services capability and partnership. We look for vendors that can provide us with knowledge on a specific expertise, and our goal is to also identify partnerships that go beyond a financial impact.

2023 HIGHLIGHTS

- Maintaining our diverse spend of more than 30%
- Advancing our outreach methods, including attendance at conferences and events to reach a broader, diverse pool of suppliers
- Continuing to leverage a centralized structure and tools, such as a supplier diversity spend dashboard, to advance our strategy
- Maintaining our supplier diversity page on our website
- Sustaining our corporate partnerships with Women’s Business Enterprise National Council (WBENC) and the National Minority Supplier Development Council (NMSDC). These groups provide national reach and the ability to create connections and establish opportunities with certified minority business enterprises.

DIVERSE SUPPLIER GRANT INITIATIVE

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. 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

IN THIS SECTION

GREENHOUSE GAS EMISSIONS



2023 HIGHLIGHTS

- 28% total GHG emissions reduction in 2023 vs. 2022 for scope 1, 2 and 3*
- 39% reduction in scope 1 and 2 emissions in 2023 vs. 2022*
- 26% reduction in scope 3 emissions in 2023 vs. 2022

**Includes market-based emissions for scope 2*

2024 COMMITMENTS

- Emissions reduction
- Renewable energy
- Regulation readiness



Environment

SERVING AS RESPONSIBLE STEWARDS OF THE ENVIRONMENT

As a people-focused solutions business, our impact on the [environment](#) is relatively low. With that said, we regularly look for opportunities to reduce our impact on the environment.

Our remote-first work model reduced our greenhouse gas emissions thanks to a smaller real-estate footprint and decreases in business travel, in-office electricity usage and employee commutes. We lease all our offices and take a strategic approach to the design and selection of our real estate. In 2023, we modified the criteria for real-estate decisions to include locations that carry clean energy designations, such as LEED certifications, and locations that are purchasing renewable energy, resulting in renewable energy certifications (RECs). We will continue to explore and invest in renewable energy opportunities.

Greenhouse Gas Emissions

OUR APPROACH

Kforce drives sustained shareholder returns while continuing to reduce our emissions and our impact 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 as well as our progress in reducing our environmental footprint.



SUMMARY

In 2023, Kforce engaged a third party to help us calculate our scope 1, 2 and 3 GHG emissions for the calendar year.* Between our baseline year (2019) and 2023, we decreased scope 1, 2 and 3 emissions by 55% using both the location-based method and the market-based method for scope 2. This drop is primarily due to our office-occasional work environment and our continued strategic reduction of both the size and number of our offices. Our technology-enhanced, remote-first work model continues to have 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. Our scope 3 emissions include calculations for seven of the 15 GHG Protocol categories identified as material to Kforce’s operations. 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.

**In order to release our 2023 calculations in a timely manner, we estimated utility usage for October-December for most of our sites based on average usage at that site for previous months of the year. Our scope 3 data was estimated for December 2023. We plan to update our 2023 numbers in our 2024 Sustainability Report to reflect actual usage. We do not anticipate a material change.*

LOCATION-BASED EMISSIONS CALCULATIONS

GHG EMISSIONS SOURCE	2019 GHG EMISSIONS (MtCO2e)	2020 GHG EMISSIONS (MtCO2e)	2021 GHG EMISSIONS (MtCO2e)	2022 GHG EMISSIONS (MtCO2e)	2023 GHG EMISSIONS (MtCO2e)
Total Scope 1 Emissions	82	64	58	73	50
Total Scope 2 Emissions	2,213	1,790	1,516	1,211	754
Total Scope 1 & 2 Emissions	2,294	1,854	1,574	1,284	805
Total Scope 3 Emissions	10,455	7,081	6,931	6,592	4,909
Total Scope 1, 2 & 3 Emissions	12,749	8,935	8,505	7,876	5,714

MARKET-BASED EMISSIONS CALCULATIONS

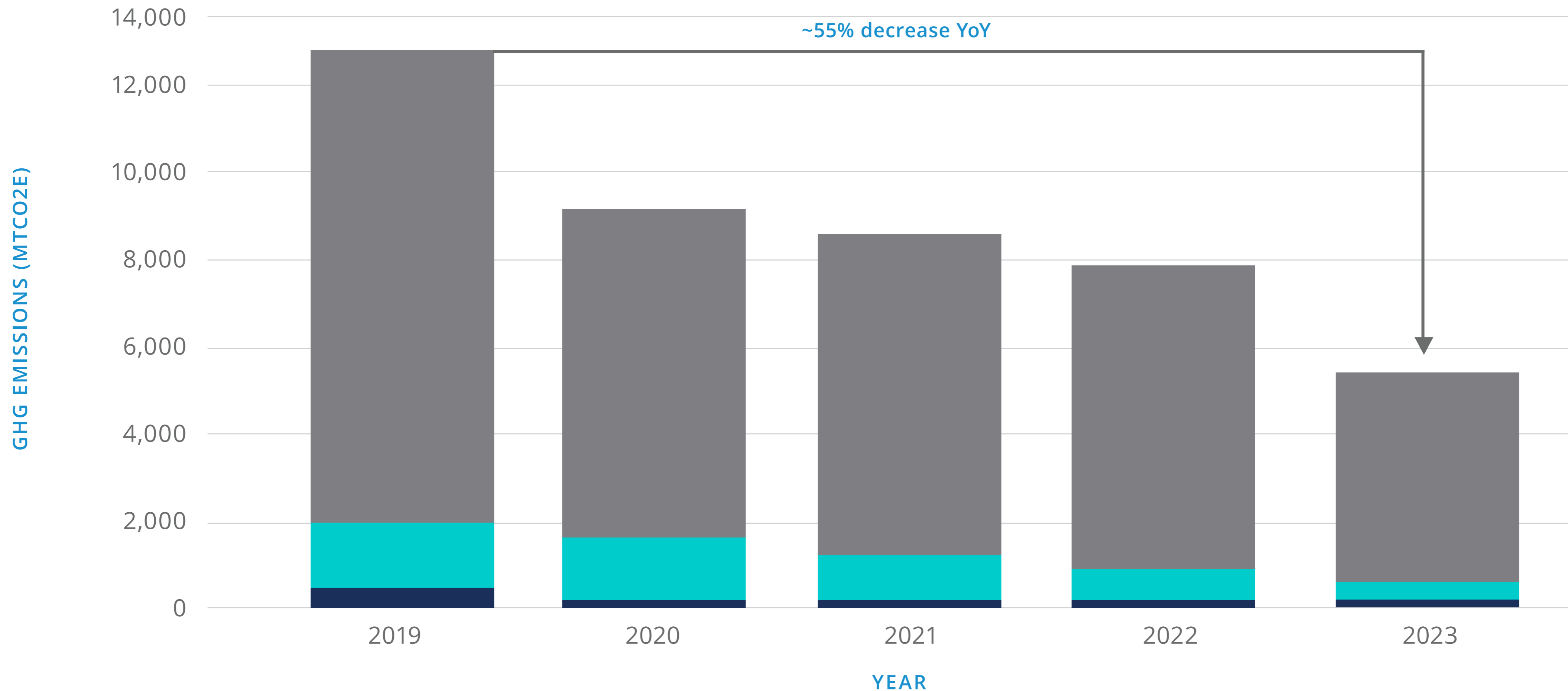
GHG EMISSIONS SOURCE	2019 GHG EMISSIONS (MtCO2e)	2020 GHG EMISSIONS (MtCO2e)	2021 GHG EMISSIONS (MtCO2e)	2022 GHG EMISSIONS (MtCO2e)	2023 GHG EMISSIONS (MtCO2e)
Total Scope 1 Emissions	82	64	58	73	50
Total Scope 2 Emissions	2,236	1,815	1,544	1,255	740
Total Scope 1 & 2 Emissions	2,318	1,879	1,602	1,298	790
Total Scope 3 Emissions	10,455	7,081	6,931	6,592	4,909
Total Scope 1, 2 & 3 Emissions	12,773	8,960	8,533	7,890	5,699

**Numbers may not sum up precisely due to rounding.*

Kforce GHG Emissions 2019-2023

LOCATION-BASED

- Scope 1
- Scope 2 (Location-Based)
- Scope 3



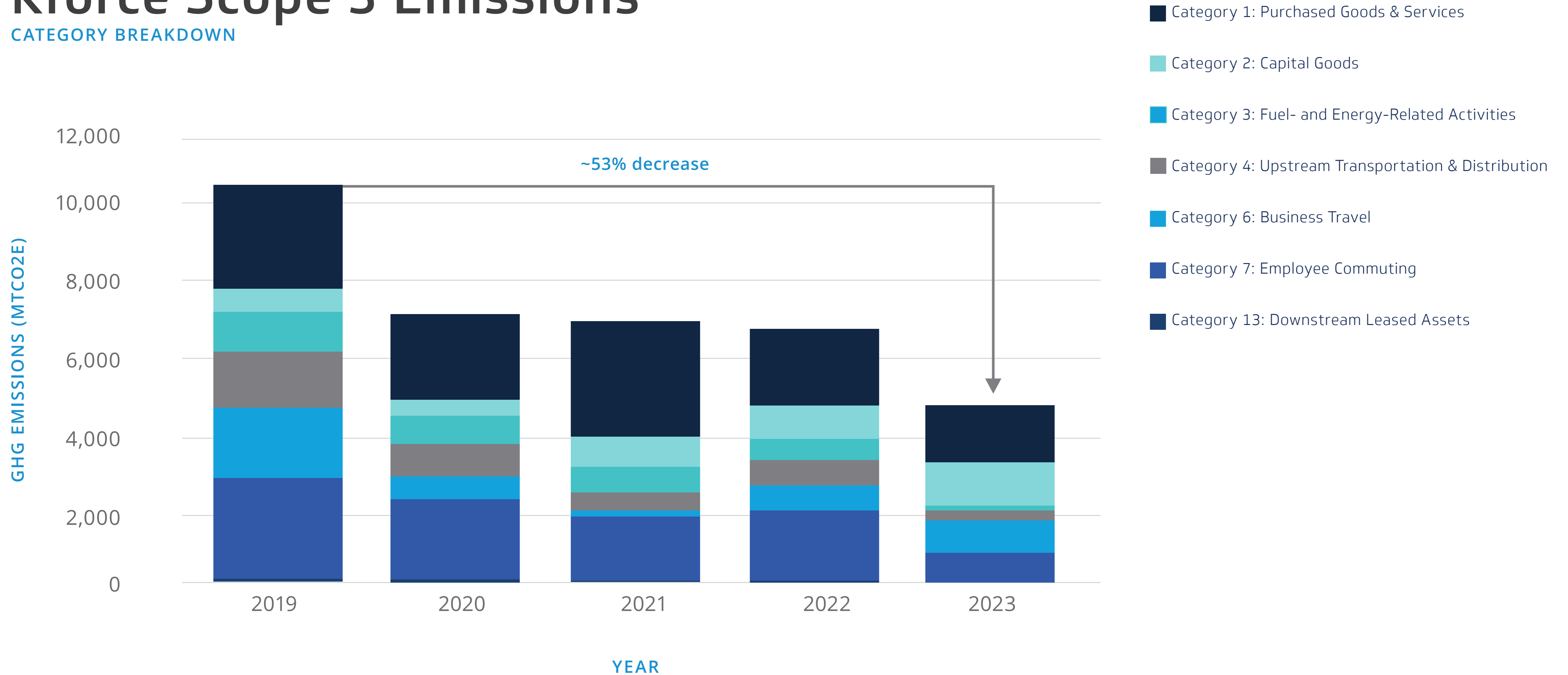
Scope 3 Emissions by Category

GHG EMISSIONS SOURCE	2019 GHG EMISSIONS (MtCO2e)	2020 GHG EMISSIONS (MtCO2e)	2021 GHG EMISSIONS (MtCO2e)	2022 GHG EMISSIONS (MtCO2e)	2023 GHG EMISSIONS (MtCO2e)
Category 1: Purchased Goods & Services	3,430	3,144	3,234	2,396	2,076
Category 2: Capital Goods	614	281	712	699	771
Category 3: Fuel- and Energy-Related Activities	716	610	520	413	174
Category 4: Upstream Transportation & Distribution	793	494	452	434	25
Category 6: Business Travel	1,627	364	101	540	641
Category 7: Employee Commuting	3,201	2,139	1,908	2,087	1,206
Category 13: Downstream Leased Assets	75	49	3	21	16
Total Scope 3 Emissions	10,455	7,081	6,931	6,592	4,909

**Numbers may not sum up precisely due to rounding.*

Kforce Scope 3 Emissions

CATEGORY BREAKDOWN



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 various databases depending on the application to align with best practices. For scopes 1 and 2, factors used were from the EPA's GHG Emission Factors Hub, Energy Star and Emissions & Generation Resource Integrated Database 2021 data, used for location-based calculations. For market-based calculations, emissions factors were sourced from 2023 Green-e® Residual Mix Emission Rates data.

For our scope 3 calculations, we used the same factors as in our scopes 1 and 2 (where applicable) as well as the EPA's U.S. Environmentally Extended Input-Output (USEEIO) models for supply chain emission factors, the International Energy Agency (IEA) 2023 emission factors and the U.K. Department for Environment Food & Rural Affairs 2023 GHG conversion factors.

Our GHG inventory includes emissions arising from the activities of our core internal employee population.

DATA LIMITATIONS

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. In 2023, we significantly increased the number of sites with actual data provided for our emissions calculations, resulting in more accurate usage and emissions data for these sites. 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.



COMMUNITY ENGAGEMENT

IN THIS SECTION

- COMMUNITY ENGAGEMENT PILLARS
- OUR 2023 IMPACT



Our core values of compassion, unity and fun support 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, and Kforcers engage in year-round philanthropy with their teams.

Our goal is to leave a lasting, positive impact 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.

Community Engagement

LEADING BY EXAMPLE

We are proud of our 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 of Children for Tampa Bay.



Our Community Engagement Pillars

Under our guiding principle, Empowering People Through Knowledge Sharing®, we target our efforts toward programs that help people develop skills, gain knowledge and pursue meaningful careers. Our employees lead the way in our [community engagement](#) efforts. Their passion for education, community development and human services guides our community engagement strategy.

COMMUNITY DEVELOPMENT

This includes community foundations, housing and neighborhood development.

EDUCATION

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

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.



Stewardship & Community Committee

Comprised of Kforce leaders and employees, our Stewardship & Community Committee (SCC) recommends the organizations we partner with throughout the year. Backed by the SCC, our employees have a direct platform to speak up about the causes they are most passionate about while inspiring others to get involved. We are particularly dedicated to supporting long-standing relationships with organizations in Tampa Bay, where many of our 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 2023 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.

SEASON OF IMPACT

What began as an annual day of giving evolved into a Season of Impact—where Kforce employees are encouraged to give their time, talent and treasure to organizations of their choice throughout the holiday season. While employees give back to the community year-round through corporate programs, Season of Impact provides a focused effort to maximize their contributions during a meaningful time.



JUNIOR ACHIEVEMENT

Kforce is sponsoring the new 3DE program at Blake High School in Tampa, FL. 3DE by Junior Achievement reimagines education by combining core competencies with school districts and the broader business community so students can problem-solve real-world challenges that businesses in their communities are experiencing. 3DE Schools provide access to in-demand careers, fostering school stability through engagement and building a culture of inclusionary instruction and individual value. The model leverages our networks, resources and expertise to create a cost-effective and scalable solution that maximizes the impact for all involved. In 2023, Kforce sponsored and participated in the inaugural 9th grade case challenge.

Additionally, Kforce is a multi-year sponsor of the JA Inspire Career Center, located within JA Finance Park. The JA Inspire Career Center provides an immersive, hands-on experience that inspires students to match their personal interests to future careers and prepare to seize tomorrow's opportunities by exposing them to in-demand careers in the Tampa Bay marketplace. JA Finance Park and JA Inspire Career Center create a transformational experience for about 15,000 students who participate annually. Kforce sponsors all STEM jobs featured in the career center.

BEST BUDDIES

Kforce participated in the 2023 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.

Additional groups we donated to include Feeding America and Special Operations Warrior Foundation.

2024 Commitments

We are eager to make additional improvements in the lives of our people, our firm governance, our community and the environment. Change requires intent and dedication. Here are the areas we are committed to addressing this year.

 ENVIRONMENT

 SOCIAL

 GOVERNANCE



ESG OVERSIGHT

Formalize board appointment of an existing internal committee led by key members of our executive management team guided by a charter



CYBERSECURITY

Continue to invest in cybersecurity and data privacy efforts to maintain our strong standing and posture, whether through more team members, increased budget or risk mitigation, and increased cybersecurity culture awareness



ANNUAL POLICY REVIEW

Conduct our annual policy review to ensure our governing documents remain relevant and in line with all applicable laws and best practices

Evaluate employment policies against the ILO labor standards and protocols for potential updates



DATA

Enhance our consultant and internal talent data platforms to provide further transparency and improve accessibility for user experience

Elevate our experience management program to capture employee sentiment throughout their entire tenure with our firm: from new hire surveys to exit feedback and our annual engagement surveys in between



EQUITY

Conduct a comprehensive equity analysis to further identify and address remaining barriers

Launch leadership learning circles as part of our new leadership development program, LEAP. These sessions focus on how associates can be allies for a typically under-represented population.



INCLUSION

Evolve our affinity groups by providing inclusivity development opportunities to group leaders, resources for group needs, and building spaces for cross-collaboration and intersectionality

Weave elements of inclusion into the fabric of all programming while continuing to evolve our learning journey, including inclusive leadership training



EMISSIONS REDUCTION

Reduce our GHG emissions through continued evaluation of our real-estate footprint



RENEWABLE ENERGY

Continue to pursue opportunities to put our capital to work in the renewable energy space in exchange for tax credits under the IRA



REGULATION READINESS

Ensure readiness for the SEC Climate Rule and preparedness for California Climate Bills

About This Report

Our 2023 Sustainability Report shares our approach to environmental, social and governance initiatives. Our goal is to have a lasting positive impact on all people connected to Kforce.

This report includes data and narratives from January 1 to December 31, 2023. To provide the appropriate context, in some cases, we may provide up to a 5-year lookback period. Our firm partnered with third-party experts at Georgeson to evaluate our practice against the leading sustainability materiality framework, SASB, and advise on our overall management of climate-related risks informed by the Taskforce for Climate-Related Disclosure framework. This external review included analysis of our current practices and opportunities for improvement across environmental, social and governance topics. 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 report is aligned with the SASB framework.

This report features stock photography that is representative of our workforce



SUSTAINABILITY ACCOUNTING STANDARDS BOARD



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-330a.1	Description of approach to identifying and addressing data security risks	<p>Identifying and managing potential risks to our business—including ESG-related risks like climate impacts and cybersecurity—is crucial to our long-term success.</p> <p>Our Enterprise Risk Management (ERM) program regularly assesses risks and tests plans to prepare for a range of events, including data security risks. Cybersecurity and data privacy fall within the Operational Risk category of our ERM framework.</p> <p>Once risks, including data security risks, are identified, they are measured, mitigated, monitored and reported according to our ERM framework.</p> <p>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 quarter of the year, a different category is highlighted, ensuring 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.</p> <p>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 and CISO annually on cyber strategy, risks and readiness.</p> <p>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.</p> <p>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.</p> <p>The firm’s cybersecurity framework is based on the National Institute of Standards and Technology, NIST SP 800-53, ISO 27001, best practices, and our structure and processes include:</p> <ul style="list-style-type: none"> • Defense in depth network security, including data loss prevention technology, encryption, network protection and 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 adaptive 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 and assessing risk management maturity processes and practices <p>More information can be found in the Risk Related to Cybersecurity and Technology section within Item 1A Risk Factors in our most recent Form 10-K filing.</p>

SASB CODE	SASB METRIC	KFORCE RESPONSE
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	<p>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.</p> <p>Please see our Privacy Policy for information regarding our handling of information collected through our website and applications.</p> <p>Kforce's Business Code of Conduct also includes a Data Security, Privacy and Protection Policy.</p>
SV-PS-230a.3	(1) Number of data breaches (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII) (3) number of customers affected	<ol style="list-style-type: none"> 1. During 2023 we did not experience any material data breaches 2. Zero data breaches involving CBI or PII in 2023 3. Zero customers affected in 2023
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 Workforce Demographics section of this report on page 38 for data graphic.</p> <p>By Gender:</p> <ul style="list-style-type: none"> • Executive Management: 44% female, 56% male • All Other Employees: 63% female, 37% male <p>By Race/Ethnicity:</p> <ul style="list-style-type: none"> • Executive Management: 81% White, 15% People of Color, 3% Not Specified, 0% Other • All Other Employees: 70% White, 23% People of Color, 5% Not Specified, 3% Other <p>Notes:</p> <ul style="list-style-type: none"> • As per SASB guidance, "executive management" is defined as two levels below C-suite, which is director and above. • "Other" is defined as an individual that identifies as two or more races. • 2023 representation by race/ethnicity data does not add up to 100% due to rounding. <p>See the People 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	<p>We've experienced a downward trend in our voluntary turnover rate since 2019. In 2023, that number was 13.8%.</p> <p>For additional detail, see the Voluntary Turnover Rate section of this report.</p>
SV-PS-330a.3	Employee engagement as a percentage	<p>Our overall employee engagement score is 82. For additional information, see the Employee Engagement section of this report on page 26.</p>

SASB CODE	SASB METRIC	KFORCE RESPONSE
PROFESSIONAL INTEGRITY		
SV-PS-510a.1	Description of approach to ensuring professional integrity	<p>Our approach to ensuring professional integrity is comprised of several core policies. Our Code of Conduct—or Commitment to Integrity—and Supplier Code of Conduct are strengthened by our code of conduct training (6,908 training hours in 2023, comprised of 10 modules and required upon hire and then annually for every employee with a 100% completion rate in 2023), and our Open Door Policy and Whistleblower Hotline. In addition, we have publicly available company policies on the following topics:</p> <ul style="list-style-type: none"> • Commitment to Integrity, Business Code of Conduct • Human Rights Policy • Privacy and Data Protection • Supplier Code of Conduct • Supplier Diversity Policy • Open Door Policy • Safe Work Environment Policy • Insider Trading Policy • Clawback Policy <p>The Code of Conduct includes sections on the following topics which we consider core to professional integrity:</p> <ul style="list-style-type: none"> • Anti-bribery and corruption (Preventing Corruption) • Anti-Harassment/Non-Discrimination (Fair Treatment & Equal Opportunity, Harassment & Bullying) • Anti-Money Laundering • Anti-Trust & Fair Competition • Conflicts of Interest • Compliance Program • Diversity, Equity and Inclusion • Environmental Stewardship • Political Activities & Contributions • Procurement & Fair Purchasing • Social Responsibility & Human Rights • Whistleblower Hotline
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 2023.
SV-PS-330a.3	Employee engagement as a percentage	Our overall employee engagement score is 82. For additional information, see the Employee Engagement section of this report on page 26.
ACTIVITY METRICS		
SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	In 2023, we had approximately 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

DATA & METRICS



CATEGORY	2023 DATA
GOVERNANCE	
Board diversity	<ul style="list-style-type: none"> • 44% diverse • 33% gender diversity • 11% racial/ethnic diversity
Data breaches	<ul style="list-style-type: none"> • 0 material data breaches • 0 breaches involving CBI • 0 breaches involving PII • 0 customers affected
Compliance training	<ul style="list-style-type: none"> • 6,908 training hours in 2023 related to the Commitment to Integrity (Code of Conduct) including topics such as cybersecurity and data privacy • 100% of employees completed annual Code of Conduct training in 2023 • Completed 1,500 hours of Avoiding Discrimination training in 2023
Amount contributed to political campaigns per year	<ul style="list-style-type: none"> • \$0 contributed to political campaigns in 2023. As stated in our Commitment to Integrity: “We do not make political contributions or use any of our funds, assets or other resources to benefit any political candidates, parties, lobbyists or campaigns”.
Financial assistance received from governments of individual countries	<ul style="list-style-type: none"> • \$0 received in subsidies or tax relief in 2023
SOCIAL	
Professional development	<ul style="list-style-type: none"> • 84% of people that have been promoted have participated in a leadership program • 26 total leadership trainings conducted, with 182 total participants
Employee diversity	<ul style="list-style-type: none"> • Executive Management: 42% female vs. all other employees: 63% female • Executive Management: 81% White, 15% People of Color, 3% Not Specified, 0% Other; All Other Employees: 70% White, 23% People of Color, 5% Not Specified, 3% Other
Health and safety	<ul style="list-style-type: none"> • Total number of recordable injuries/illnesses: 3 • Total number of cases with days away from work: 1 • Total number of work-related fatalities: 0 • Total recordable incidence rate (TRIR): 0.1 • Days away/restricted/transferred (DART): 0.0
Supplier diversity	<ul style="list-style-type: none"> • More than 30% of our supplier spend is with diverse suppliers
Employee engagement	<ul style="list-style-type: none"> • 89% answered yes to a question on prioritization: I know what I should be focusing on right now • 89% answered yes to a question on role clarity: I clearly understand what is expected of me in my role • 88% answered yes to a question on authenticity and inclusivity: I feel comfortable being myself in our team • 70% survey response rate
Employee wellness	<ul style="list-style-type: none"> • 100% of employees are eligible to participate in our benefits programs • Over 70% of employees are enrolled in at least one or more of the following programs: medical, dental, vision, supplemental life, short-term disability, long-term disability, accident, critical illness, hospital indemnity, group legal, FSA - health, FSA - dependent care, FSA - commuter, HSA • 4 weeks paid, offset by other disability or state plan benefits • Over 90% of employees return to work after parental leave
Performance management	<ul style="list-style-type: none"> • All Professional Services employees are eligible for the performance management process. This year, 96% of Professional Services employees completed a performance management session. The frequency of reviews is on an annual basis with goal setting done at the beginning of the year, mid-year check-ins in Q2/Q3 and the formal performance evaluations done in the August/September timeframe.

ENVIRONMENTAL						
DESCRIPTION	METRIC	2019 (BASELINE)	2020	2021	2022	2023
GHG Scope 1	MtCO2e	82	64	58	73	50
GHG Scope 2 (Market-Based)	MtCO2e	2,236	1,815	1,544	1,225	740
GHG Scope 2 (Location-Based)	MtCO2e	2,213	1,790	1,516	1,211	754
Total Emissions From Purchased and Consumed Electricity (Market-Based)	MtCO2e	2,232	1,811	1,539	1,225	728
GHG Scope 1 and 2 (Market-Based)	MtCO2e	2,318	1,879	1,602	1,298	790
GHG Scope 3	MtCO2e	10,455	7,081	6,931	6,592	4,909
GHG Scope 1, 2 and 3 (Includes Scope 2 Market-Based)	MtCO2e	12,773	8,960	8,533	7,890	5,699
Total GHG Scope 1, 2 and 3 GHG Reduction	% reduction compared to 2019 baseline	-	-30%	-33%	-38%	-55%
Total Energy Consumption	MWh	5,484	4,662	3,972	3,205	1,945
Renewable Energy Sources (RECs)	MWh purchased in certified RECs	-	-	-	-	-
Investment in Renewable Energy	\$ invested in renewable energy	-	-	-	-	\$0



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WE LOVE WHO WE SERVE.®

2023 SUSTAINABILITY REPORT

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