



# Investor Presentation

April 2021



**RGP**  
To the Power of Human™





Within this presentation, we make forward-looking statements regarding future events or future financial performance of the Company. We wish to caution you that such statements are only predictions and actual events or results may differ materially.

Please refer to our most recent 10-K report for a discussion of some of the risks, uncertainties and other factors such as seasonal and economic conditions that may cause our business, results of operations, and financial condition to differ materially from those expressed or implied by forward-looking statements made within this presentation.

Additionally, the Company undertakes no obligation to update any of the information presented in light of new information or future events.





# Human Agility **Ignites** **Opportunity** and Impact



**Kate Duchene**

Chief Executive Officer



# Company Overview.

- Nasdaq Ticker: RGP
- Global footprint across North America, Europe and Asia Pacific
- Big Four heritage, brought agility to professional services
- Successful evolution from pure play staffing firm to human capital partner for professional staffing and project consulting
- Macro trends around workforce agility, greatly accelerated by the global pandemic, favor RGP's model
- RGP's first-to-market, employee-model digital staffing platform launching in 2021
- Expanding digital transformation & technology services to capitalize on marketplace trends
- Superior alternative for the growing professional gig workforce



# Investment Highlights.

- Emerging leader in the Now of Work, well positioned for the shifts in workforce strategy accelerated by the global pandemic
- Management team focused on driving growth and enhancing long-term shareholder value
- Focused on digital transformation and launching proprietary digital staffing platform in FY21 as a growth and profitability driver
- Strong growth from targeted Client and Healthcare vertical programs
- Largely variable cost operating platform reduces utilization risk and enhances resilience



# By The Numbers.



**2,100 clients**  
**1,800 MSAs globally**



**87% of Fortune 100 clients &**  
**78% of Fortune 500**



**75% retention rate of Top 100**  
**clients over last 5 years**



**42 countries in which**  
**clients are served**

**\$636M**

LTM  
Revenue

**38.6 %**

LTM  
Gross Margin

**8.0 %**

LTM Adjusted  
EBITDA Margin

**3,500 employees**  
[billable consultants\* & management personnel]



**3-Year average**  
**consultant tenure**



**34% N. American consultants**  
**hired via employee referrals**



**63% employees comprised**  
**of minorities & women**



\*not all are FTEs

Includes Covid-19 Impact

# Meet The Executive Team.

Every leader at RGP contributes to a work-life built on Loyalty, Integrity, Focus, Enthusiasm, Accountability and Talent. These values come together to tell the unique story of **LIFE AT RGP**.



**Kate Duchene**  
CEO



**Tim Brackney**  
President & COO



**Jenn Ryu**  
CFO



**Katy Conway**  
CPO

# Focused on Creating and Unlocking Shareholder Value.

Over the past 5 years, RGP has delivered competitive returns to its shareholders.

**\$76M**  
Dividends

**\$187M**  
Share Repurchases

**75**  
Percent

Increase In Dividend  
Per Share Over Last 5 Years

**10**  
Years

Not A Single  
Missed Dividend Payment



# The Now of Work.

In a world where technology is changing the way we do business at an accelerated pace, RGP's value lies in agility.

We connect clients with the people who can execute real business transformation in a way that is intrinsically human.

**RGP, the expert in human agility.**

2019

## Well Positioned In A Growing Marketplace.

Global Statistics from Staffing Industry Analysts:



**\$500B**

Spend by businesses with staffing firms



**\$523B**

Spend by businesses with SOW consultants



**\$9.4B\***

Spend by businesses with human cloud workers

\*growth from 2019 was ~40%



# Perfectly Positioned for the Impact of a Global Pandemic.



What are the most important long-term impacts/changes to your company resulting from the COVID-19 pandemic?



RGP is perfectly positioned to help these leaders implement and achieve greater agility for the years ahead.

C-suite executives globally see workforce flexibility – including hours, remote work, greater agility and the use of flexible labor – as dominating the key long-term impacts from COVID-19.

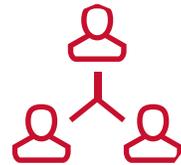
# RGP – Your Next-Gen Human Capital Partner.



## Project Consulting

60% of Revenue

We partner with you to deliver value and impact, bringing our depth of experience and "sleeves up" approach to project execution.



## Professional Staffing

35% of Revenue

Tapping into our agile talent pool, we mobilize the right resources to support your organization's transformation journey.



## Managed Services

4% of Revenue

From digital workflows to back-office functions, we support vital business processes, freeing you to focus on transformation.



## Executive Search

1% of Revenue

Our award-winning executive recruiters will help you quickly find and assess top talent for business-critical positions.

# Project Consulting.

RGP supports client initiatives by bringing our depth of experience and applying our **Sleeves Up** approach to project delivery. The result is quite simple: **Value & Impact**



# Project Delivery, Digitally Empowered.

## RGP | *LaunchPM™*

Built by Project Managers, for Project Managers

Get the 30,000-foot view from any angle with customizable dashboards, built to keep PMs on task and stakeholders informed as things are happening. Bring projects online and stakeholders in line with cloud-based software that supports rapid innovation, iteration and collaboration from anywhere.

## RGP | *PowerAudit™*

Robot-Powered. Human-Driven.

Gives audit teams superhuman capabilities by harnessing the power of a customizable three-bot-model to gather, validate, and report on data in the cloud. PowerAudit uses a standardized framework to eliminate errors, decrease costs, and reduce risk. Enabling your team members to focus on the high-value tasks that humans do best.

# Agility in Action.

## **Enterprise PMO Assessment & Optimization:** Tuning the Engine for Agility and Growth

## **Global HR Transformation:** Bringing Digital Technology to Project Management

### **The Challenge**

A Global Automotive Financial Services client was seeking to enhance the speed of development and delivery of key projects while maintaining high quality. RGP was asked to optimize the Enterprise Project Management Office (EPMO) organization and drive adoption of Agile practices among client employees.

### **Our Impact**

RGP established a governance framework for Agile and hybrid project approaches that promoted transparency while easing the transition to new ways of working.

- Enabled better decision making by building interactive dashboards that provided a consolidated view of client's project portfolio.
- Enabled more effective use of resource skills, knowledge and desire.
- Facilitated the successful adoption of Agile and Hybrid project delivery approaches.
- Facilitated the resolution of dependencies between projects and helped to increase the pace of change being delivered.

### **The Challenge**

A Fortune 100 Financial Services client asked RGP to course correct an inflight multi-year global HR transformation initiative. The Big 4 firm leading the initiative for over a year was not making good traction. The client enlisted RGP's support (through a two-in-the-box model) to ensure the successful establishment of its Global HR Transformation PMO.

### **Our Impact**

RGP provided expert project management services enabled by a proprietary digital project management tool to simplify and solve the client's governance/execution problems.

- Created custom templates to capture individual project plans, tasks and dependencies.
- Built analytic algorithm metric-based management reports and dashboards to monitor, measure and report on progress.
- Digital Project Management Framework, LaunchPM provided senior management with a customized view of program/project dashboards along with real time collaboration capabilities across the program.

# Professional Staffing.

Enabling agility in the **NOW** of Work.

RGP's **human-first** approach to professional staffing means we are relentlessly committed to the perfect match. We **deeply understand our buyer set**, their resourcing needs and the importance of the intangibles.

And while our people are highly experienced, pedigreed and diverse, it is undeniably their **humanity and humility** which differentiates RGP in the professional staffing marketplace.

KEY BUYER SET	PRIORITY ROLES
Chief Financial Officer	<ul style="list-style-type: none"><li>▪ Corp Controller Director</li><li>▪ Accounting Director</li><li>▪ Finance VP</li></ul>
Chief Audit Officer	<ul style="list-style-type: none"><li>▪ Regulatory Compliance Experts</li><li>▪ Internal Auditors</li><li>▪ IT Security &amp; Privacy Auditors</li></ul>
Chief Procurement Officer	<ul style="list-style-type: none"><li>▪ Project Manager</li><li>▪ Contacts Manager Director</li><li>▪ Strategic Sourcing</li></ul>
Chief Information Officer	<ul style="list-style-type: none"><li>▪ Program Manager</li><li>▪ Project Manager</li><li>▪ Systems Specialists</li></ul>
Chief Human Resources Officer	<ul style="list-style-type: none"><li>▪ Director</li><li>▪ HR Director</li><li>▪ Total Rewards Director</li><li>▪ Workforce Planning</li></ul>

# Digital Engagement.

## The Future of Professional Staffing

We are building a powerful digital staffing platform designed to offer clients unprecedented **transparency, speed and control**. Our vision is to create a curated digital hub where talent and business can connect and engage directly.

Currently, HUGO has been rolled out internally as a digital tool aiding the RGP workflow and to perfect the platform before its official external launch.



## Key Differentiators

### Paradigm Platform

Designed to challenge the status quo, through delightful design coupled with empowering transparency and control.

### Empowering and Rewarding the User

Tools that empower and reward users while lowering overhead.

### An Employee Model

HUGO represents employees of RGP. The connection to talent is stronger and associated employment risks are mitigated when compared to contractor-based marketplaces.

### The Power of Choice

Clients at any time can choose to access the expertise of RGP personnel throughout the HUGO experience.

# Driving Growth With Client & Industry Programs.

## Client Program

- Dedicated account teams serving needs of RGP's largest clients globally
- Strong growth since inception in 2018 (9.1% CAGR) & strong pipeline
- Over 1/3 of clients in this program have achieved double-digit revenue growth YOY
- Represented ~30% of consolidated revenue in fiscal 21
- Focusing on penetration of existing accounts and further expansion of the program

## Healthcare Industry Program

- Strong growth since inception in 2018 (9.9% CAGR)
- Double digit YOY growth in Healthcare Support, Provider, and Payer (Insurance) segments
- 502 revenue-generating clients since inception and 236 in FY21
- Serving 70% of the Top 40 health systems and 60% of Fortune 500 Life Sciences companies

# Key Strategic Alliances.

We cherish our strategic relationships with key technology partners as they allow us to drive growth and create meaningful impact for our clients.

# Environmental, Social & Corporate Governance.

## We are environmentally conscious.

As a global professional services firm, our environmental footprint is relatively small. However, we do what we can to be responsible by:

- Significantly reducing our use of paper by transitioning 95% of client invoices to electronic billing as well as implementing electronic paystubs for all US employees.
- Reducing our use of print-based marketing materials in favor of digital assets.
- Actively working to shrink our physical footprint by expanding our use of technology to work more virtually.

## We believe in the power of diversity.

Our business model is organically inclusive and diverse. We are a human capital business dedicated to bringing the very best talent to our clients irrespective of gender, race, ethnicity or sexual orientation.

We are a Paradigm for Parity Coalition company and a 2020 Women on Boards “W” Winning Company.

## We approach business human-first.

As a human-first business, our employees are our greatest asset and top priority. Leadership is relentlessly committed to ensuring employee engagement and satisfaction at all levels of the organization, from our internal management team to our consultant population.

We invest in our people with leadership development programs through BetterUp, Linked-In Learning and FranklinCovey, as well as functional training opportunities for our consultant base.

RGP Kids Academy connects children of RGP employees with volunteer tutors and coaches from across the RGP ecosystem.



CXO Team Comprised Of Minorities And Women



Employees Comprised Of Minorities & Women



Board Comprised Of Female Directors

# RGP Is a Human-First Culture.

**L.I.F.E.A.T.** RGP has a distinctively human-first culture and employee experience. Each RGP experiences and contributes to a work-life built on:

**Loyalty**

**Integrity**

**Focus**

**Enthusiasm**

**Accountability**

**Talent**

## Our Track Record Speaks for Itself

34 %

N. American  
Consultants Hired  
Via Referrals

3 YRs

Average  
Consultant  
Tenure

33 %

N. American  
Consultants  
Are Boomerangs



America's  
Best Midsize  
Employers

FORBES, 2021



Best  
Management  
Consulting  
Firms

FORBES, 2021

# RGP family of Companies.

Each of the companies in the RGP Family brings unique value to the marketplace, augmenting our brand in ways that drive additional opportunities.

## *taskforce*

A curated group of C-suite leaders who solve transformational business problems on an interim basis.

## veracity.

Digital agency enabling business transformation through technology, design and strategy.

## COUNTSY

YOUR BACK OFFICE HERO

Accounting and HR as a service for venture-backed startups.

## SITRICK AND COMPANY

A UNIT OF SITRICK GROUP, LLC

LOS ANGELES | NEW YORK | SAN FRANCISCO | BOSTON | WASHINGTON DC

A top strategic communications firm specializing in corporate, financial and transactional crisis communications.

# Financial Overview.



## Revenue Growth

CAGR 6.4%\* from FY17 to FY20 through organic growth and strategic acquisitions

Pricing discipline driving steady upward trend in average bill rates in North America since FY17

Driving further revenue growth through focus on key clients and industry verticals (Healthcare) and core markets



## Gross Margins

Industry leading GM of 38.6% for the last twelve months

Strong bill-pay ratio reflective of on-going pricing initiatives and discipline

Evolving the mix of business and growing other revenue streams (e.g., Executive Search) to further expand GM



## EBITDA Performance

Adjusted EBITDA of 8% for the last twelve months

Upward momentum in margin expansion while driving operating leverage and efficiency

~70% of total cost is variable based on agile operating model

\*7.5% excluding pandemic impact on FY20 revenue

# Financial Highlights.

## Results Of Operations

(\$000S)	F2017	F2018	F2019	F2020	LTM
Revenue	593,411	654,129	728,999	703,353	635,767
Gross Margin	37.9%	37.6%	38.7%	39.2%	38.6%
Growth Rate	(2.5%)	12.1%	11.4%	(3.5%)	(10.1%) <sup>(3)</sup>
<b>SG&amp;A Percentage <sup>(1)</sup></b>	<b>30.0%</b>	<b>31.0%</b>	<b>29.9%</b>	<b>30.7%</b>	<b>30.8%</b>
Adjusted EBITDA <sup>(2)</sup>	46,352	43,164	64,701	59,885	50,666
Adjusted EBITDA Margin	7.9%	6.6%	8.9%	8.5%	8.0%

(1) Excludes stock-based compensation, restructuring costs and contingent consideration

(2) Adjusted EBITDA is earnings before interest, taxes, depreciation, amortization, contingent consideration adjustments, restructuring costs and stock-based compensation

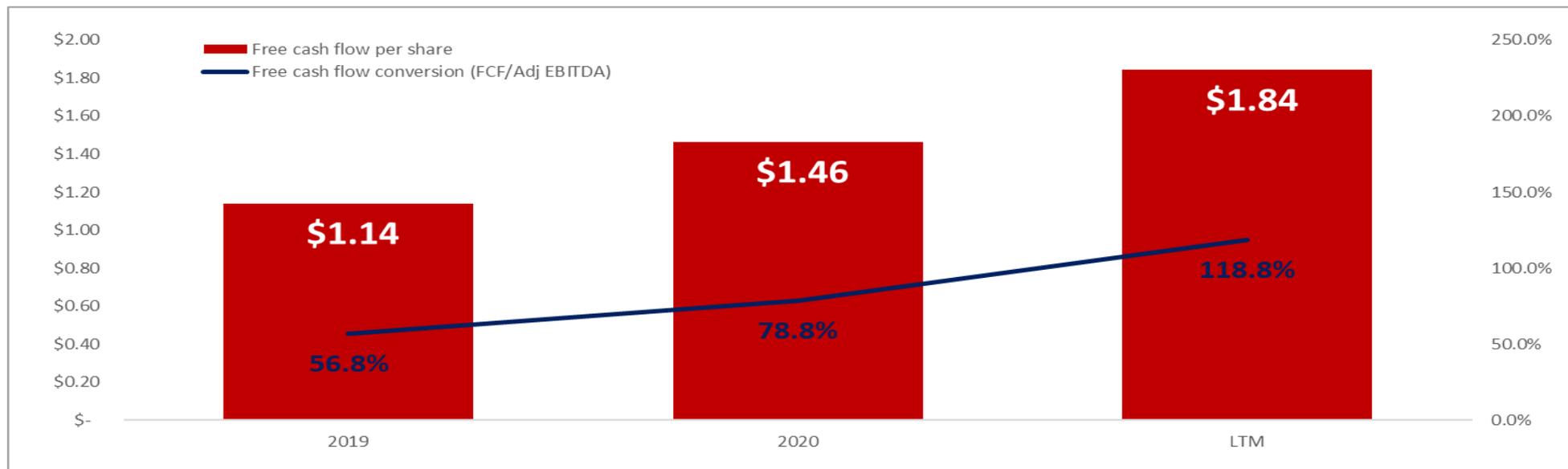
(3) Compares to previous LTM

# Financial Highlights.

## Balance Sheet

(\$000S)	F2017	F2018	F2019	F2020	F21 Q3
Cash	62,329	56,470	49,026	95,624	84,008
Current Assets	166,845	194,881	191,657	230,999	201,489
Total Assets	364,128	432,674	428,369	529,181	512,444
Current Liabilities	71,771	94,524	91,417	94,901	92,833
LTD	48,000	63,000	43,000	88,000	53,000
Total Liabilities	125,986	163,849	145,974	225,520	204,853
Equity	238,142	268,825	282,395	303,661	307,591
Working Capital	95,074	100,357	100,240	136,098	108,655
Net Debt	(14,329)	6,530	(6,026)	(7,624)	(31,008)

# Strong Cash Flow Generation.



In Millions	F2019	F2020	Last 12 Months
Cash from operating activities	\$43.6	\$49.5	\$63.3
Less: capital expenditures	(6.9)	(2.3)	(3.2)
Free cash flow	\$36.7	\$47.2	\$60.2

# Capital Allocation Framework.

RGP generates strong operating cash flow and allocates capital between organic investments, acquisitions, debt repayment, and direct return to shareholders, while maintaining a balanced leverage ratio.

## Investment in Growth



Strategically allocate capital to organic investments and targeted M&A that drive long-term value for our shareholders.

## Debt Repayment



Strong free cash flow supports borrowing capacity and expedited deleveraging.

## Return to Shareholders



Provide return to our shareholders through dividends and share repurchases.

**RGP**

To the Power of Human™

Thank You  
For Your Time.

