system|one

CORPORATE SOCIAL RESPONSIBILITY REPORT

CRITICAL INFRASTRUCTURE

LIFE SCIENCES

TECHNOLOGY

GOVERNMENT

2021

ABOUT THIS REPORT

System One is proud to present our inaugural Corporate Social Responsibility report. We are dedicated to creating long-term value for our customers, investors, and employees. This report represents our collective efforts to building a more sustainable and resilient enterprise by implementing best practices in Environmental, Social, and Governance (ESG) processes and policies.

This report seeks to provide our stakeholders the opportunity to understand who we are as an organization, the diligence that guides our decision making and risk assessment processes, and transparency in reporting our ESG performance.

The information provided in this report pertains to the calendar year 2021 unless otherwise noted. Reporting topics and the accompanying disclosures are based on System One's current business model and operating structure.

A Catalyst to Success

We are essential partners to private and public organizations on the front lines of our nation's most critical infrastructure, technology, and life sciences initiatives—mobilizing specialized, highly technical resources and expertise to execute our clients' most complex, mission-critical programs and accelerate results.
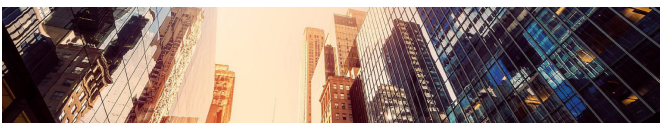
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A MESSAGE FROM OUR LEADERSHIP

To our clients and friends,

On behalf of our Investors, Board of Directors, Executive Leadership, and every team member, we are proud to provide our inaugural System One Corporate Social Responsibility Report. This report represents not only our commitment to the clients we serve, but to every team member we employ. Our actions as a company represent a deep commitment to the principles of exceptional Environmental, Social, and Governance (ESG) best practices.

Troy Gregory, *Chairman and Chief Executive Officer*

Throughout the System One enterprise, we provide jobs, training, and life-changing opportunities through outsourced services, and workforce solutions to leading companies around the globe. As our economy is transitioning and the labor force evolves, we are committed to leading this transition through our actions. We are propelling our organization and clients into the future through innovative technical services and solution with top tier talent.

We've set high standards for our business approach and performance, which translates into strong employer, employee, and candidate relationships. In this way, we seek to earn—and keep—your trust. Collective success is achieved through hard work, trust, integrity, loyalty, respect, and accountability. We take a genuine and proactive approach that enables us to understand the expectations of what clients require and what employees are seeking. With this understanding, we are well-positioned and committed to providing top-tier talent that positions our clients and employees for success. As the marketplace transitions to a more diverse, trained, and skilled workforce, we at System One are committed to leading this charge. We will be a leading voice advocating for ESG best practices with all our stakeholders.

"We are grateful to the entire organization and clients who collectively are driving our culture of excellence and commitment to ESG best practices. We are proud of our employees and clients who are having such a positive impact on our world and our futures, and we sincerely thank them for their innovative contributions."

Greg Lignelli, *President and Chief Operating Officer*

OUR APPROACH TO ESG

For System One, Corporate Social Responsibility, Sustainability, and ESG are not buzz words. The principles underlying these words is how we have organically been operating for nearly 40 years. We are proud of our contributions to the communities and industries in which we operate as a trusted partner to the companies we have the privilege to serve.

System One is utilizing the GRI, SASB, and TCFD disclosures. We support the Principles for Responsible Investment (PRI) and the seventeen United Nations Sustainable Development Goals. We have integrated these goals into our investment and sustainability strategy and that of our divisions.

System One recognizes that its activities and services have a significant impact on the wider social, environmental, and economic well-being of our world. By embracing these responsibilities, we actively look for opportunities to improve our environment and contribute to the well-being of the communities in which we operate.

- Global Reporting Initiative (GRI) Standards
- The Principles for Responsible Investment (PRI)
- Sustainability Accounting Standards Board (SASB): Professional & Commercial Services v. 2018-10
- Task Force on Climate-related Financial Disclosures (TCFD)
- United Nations Sustainable Development Goals

Corporate Social Responsibility at System One is guided by the following principles:

Shared Responsibility

Corporate Citizenship involves everyone in our organization, which means that each of us plays and important role in honoring our commitments to our principles of ESG.

Openness and Accountability

We will communicate our Sustainability policies, objectives, and performance openly and honestly to our people, partners and other stakeholders. We will also seek their views and encourage them to communicate with us.

Continuous Improvement

We are committed to measuring and improving our ESG performance. We will develop and implement specific environmental and social policies and procedures, monitor our performance, set targets for improvement, and report our progress.

Demonstrate Compliance

At minimum, we will meet or exceed all relevant legislation in the United States as written.

2021 HIGHLIGHTS

Environmental	Social	Governance
Conducted Scope 1 and 2 GHG Inventories	Formalized Diversity, Ethnicity, & Inclusion Policy	Established Materiality Assessment and ESG Baseline
Key Enabler of Energy Transition & Renewable Infrastructure	Industry Leading Safety Metrics TRIR (.039)	Adopted the TCFD, SASB & GRI Framework for ESG Reporting
Executing Digital Transformation Across the Enterprise	Focused Effort on Volunteering in Our Communities	Adhere to the Principles of Responsible Investing

OUR VALUE PROPOSITION

Who We Serve

Large public and private organizations with complex, mission-critical initiatives that are core to their operations.

What We Offer

System One provides specialized outsourced services and workforce solutions that mobilize highly skilled resources and apply technical expertise to deliver tailored, turnkey deliverables, and power high-end professionals, programs, and projects.

Why We Are Different

With a strategic focus on services that require a high degree of specialization, in-demand technical skills, and large-scale operational expertise, we are an essential, long-term partner to those on the front lines of our nation's most critical infrastructure, technology, and life sciences initiatives.

ABOUT SYSTEM ONE

System One is a leading provider of specialized, highly technical services and solutions to critical infrastructure, technology, life sciences, and government sectors. The organizations we partner with count on us in order to execute their top priority initiatives through our outsourced services and workforce solutions.

System One stands as one of the largest outsourced services and workforce solutions firms in the U.S., with more than 9,000 employees and consultants hard at work every day and more than 50 location and thousands of client sites.

We are strong advocates for raising the standard of living for our people and driving best practices in human capital management. System One plays a vital role in meeting the growing demand for high-end professionals across multiple industries. We are committed to delivering long-term, sustainable value and opportunities to all our stakeholders.

We take a consultative approach to helping our clients with the challenges of completing complex projects as well as recruiting, training and retaining the best talent. As the employment paradigm continues to shift, System One is an industry innovator in providing highly skilled technical talent. Many of our clients are industry leaders who look to us to deliver the most critical solutions for their core operations and business challenges. We leverage our deep industry expertise, allowing for the delivery of differentiated and highly customized workforce solutions.

One of the **LARGEST** outsourced services and workforce solutions firms in the U.S.

More than **9,000** employees and consultants

More than **50** location and thousands of client sites.

System One's delivery falls into four primary categories:

Critical Infrastructure

Technology

Life Sciences

Government

Because we say yes and invest in the future, we push the boundaries of innovative workforce management and accomplish what other companies can't deliver.

CRITICAL INFRASTRUCTURE

For nearly 40 years, System One has helped fortify, build, expand, and operate our nation's infrastructure, from broadband and wireless to power generation, transportation, and the energy market. Our services and solutions help clients maintain their most critical and core initiatives, enabling them to expand capacity and capabilities to meet today's demands and capitalize on tomorrow's opportunities, while supporting their compliance and quality with respect to government regulations and standards.

As we shift our energy system from fossil fuel-based sources to renewable energy sources, System One is playing a key role by building, training, and supplying exceptional talent to support new energy sources, such as wind energy, battery storage, and nuclear energy.

System One's contributions to the clean energy solutions and power generation for our communities is bringing tremendous benefits and vital services, improving the lives of millions. System One has been an integral partner to supporting the evolution of critical infrastructure including: Power & Utility Services, Transmission & Distribution, Renewables, Nuclear, Engineering, Procurement, & Construction (EPC), Transportation, Telecom, and Renewable Energy.

US Domestic Nuclear Power Plant Fleet: For almost 40 years System One has provided professional and technical support to virtually every commercial nuclear utility and power plant located in the USA.

We are at the forefront of the broadband industry, whether it be providing traditional OSP/ISP engineering, cutting-edge wireless technology, or doing old-fashioned POTS (Plain Old Telephone Service) work. With the infrastructure Investment and Jobs Act dedicating $65 billion dollars to ensure that "every American has access to reliable high-speed internet through a historic investment in broadband infrastructure deployment," System One plays a critical role in providing fiber to the home in rural communities.

System One provides critical staffing to support the manufacture of the high-speed train from Boston to Washington, D.C. The trains, the fastest on the U.S. rail network, represent a significant step toward America's aspirations for modern, faster and more reliable intercity train service.

This year, System One began development of its Renewable Energy Training Center, with curriculum certified by the Global Wind Organisation. The RETC will increase active connections in the renewable energy industry to improve training programs, provide more hands-on learning opportunities, and cultivate an educated workforce with the specialized training to individuals that is critical to succeed in the renewable energy industry.

Significant positive changes made in 2021 in the industries we serve, including:

Supplied expertise in support of more than 200 wind farm projects.

Assisted in the engineering & installation of numerous Electric vehicle charging stations.

Provided broadband fiber to over 400,000 homes.

Assisted in the modernization of electric transmission and distribution infrastructure through our workforce solutions services.

Modernized more than 62,000 streetlights with energy efficient LED.

Replaced 1,220,500 utility meters with energy efficient smart meters.

Utilized our mobile app software to allow our field technicians to complete 3,020,948 work orders without using paper.

TECHNOLOGY

Technology is a driving force in System One's delivery of Digital Transformation resources to enable our clients across a wide variety of industries.

As technology becomes increasingly essential to the way we live and work, large public and private organizations count on System One to power their most important digital initiatives. Our expertise, resources, and talent help them accelerate business transformation, revolutionize communication, and operationalize complex technology initiatives.

System One is using digital technologies to create new business processes, and customer experiences to meet the rapidly evolving technology landscape. System One is helping clients think about, and engage with, customers in fundamentally new ways and re-imagining how we do business. We engage our customers by integrating digital technology into all areas of business, significantly changing how our customers operate and deliver value.

Our Core Competencies:

✓ **Information Technology**   ✓ **Creative, Digital, and Broadcast**   ✓ **Legal**

System One leverages technology and expertise to simplify the experience of eDiscovery and contract analytics for law firms and legal departments. Our Creative, Digital and Broadcast divisions have led the way in empowering our clients' transition to virtual and hybrid multimedia production and distribution. Through our client-centric ecosystem and experience, we offer a curated portfolio of technology-enabled solutions that integrates proprietary tools and automated workflows with market-leading software to deliver an end-to-end system that streamlines processes, unifies reporting, empowers users and creates a secure environment for data and information.

Some examples of how our technology related efforts support our clients and the UN's SDGs:

- System One's handling of a document review and hosting for a legal matter resulted in a decrease review set from 8 million documents to just 200,000, saving time and resources for our client. During this review, we transitioned from employees working in a centralized office location to fully remote review in a matter of weeks. This shift has translated into the near elimination of employee commutes, increase of employee flexibility, improved attendance, increased employee productivity rates, reduction of office space, and all while maintaining effective team communication. Because of the success of this model, we have incorporated this innovation into nearly all of our business in the eDiscovery and contract analytics operations.

- When the pandemic hit, our clients including some of the top intergovernmental organizations in the world had to quickly solve myriad technical and operational challenges to continue their important work. System One responded by developing methods utilizing off-the-shelf and developing technologies to enable complex virtual and hybrid meetings. As the ability to gather in person has returned, these techniques and technologies continue to be utilized saving money, and reducing carbon footprints and other waste, while allowing more stakeholders to engage.

LIFE SCIENCES

Our clinical and scientific businesses are deeply embedded with those on the front lines of modern medicine. Our people are helping drive the next generation of medical treatments and scientific discoveries, and our services are delivering efficiency and effectiveness to perform and produce at the highest levels.

With a single-source, multi-disciplinary approach, System One Life Sciences helps scientific, clinical, and healthcare clients find talent, manage specialized equipment, and increase productivity. Our clients range from small and mid-sized companies to Fortune 500 firms specializing in biotechnology, pharmaceutical, chemical, medical device, food science, and healthcare services.

With extensive Life Sciences industry experience, our recruiters excel at finding and placing talent across core specialty areas. Our scientific team recruits across every discipline to place biologists, chemists, scientists, technicians, and other specialists. Our clinical team helps find talent to manage every stage of the clinical development life-cycle, from research to regulations, safety to statistics. In fact, System One played a critical role during the COVID-19 pandemic.

Our Core Competencies:

✓ **Scientific**

✓ **Clinical**

✓ **Medical Device**

✓ **Bio Tech**
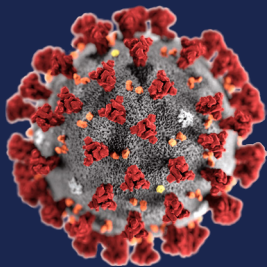
We sourced over 150 scientists, manufacturing personnel, and clinical trial staff directly involved with the development of a COVID-19 vaccine and other modalities.

In addition, we provide comprehensive laboratory and facility support, backed by ISO 9001:2008 certification. We craft customized programs to calibrate, maintain, and validate analytical, manufacturing equipment, and computer systems. We also integrate lab relocation, training, technical writing, and other resource management activities.

GOVERNMENT

We support and implement critical programs that improve the health and welfare of our country and help our government partners achieve their missions and goals. From top-level security clearances to navigating federal contracting, System One has proven ability to meet the complex requirements of government organizations and demonstrated expertise in helping them succeed.

✓ Defense

✓ Healthcare

✓ Federal Civilian Agencies

✓ Homeland Security and Intelligence

✓ Housing and Urban Development

We serve unique mission requirements within the Defense, Health, Intelligence, National, and Homeland Security, and Federal Civilian market segments through workforce solutions, advisory services, and technology enhancement and implementation.
- Scientific and Technical Services
- Security Process Management
- Human Capital Management
- Operation management
- Enterprise IT

We are a leader in providing program management, consulting, and training solutions to the affordable housing industry.
- Program Administration
- Consulting and Technical Assistance
- Emergency Rental Assistance Program
- Training and Certifications
- IT Tools and Software
- Compliance Management

A few of our government related efforts:

Advanced US Foreign Affairs capabilities by supporting training for more than 200,000 American diplomats and other foreign service professionals.

Served over 50,000 transitioning military members in all 50 States with training and assistance to receive retirement benefits and integrate into the civilian workforce.

Supported National Institute of Health and Center for Disease Control and Prevention by providing over 250 expert personnel to conduct critical research, development, and emergency/disaster control operations.

Provided more than 100 experts (analysts, cartographers, video system operators, linguists) to our Nation's leading intelligence agencies.

ENVIRONMENT

OUR COMMITMENT TO THE ENVIRONMENT

System One understands the importance of our environment to our long-term sustainability as a company and for the benefit of our stakeholders. We are strong advocates for environmentally friendly business processes.

As a professional services firm we have very limited environmental risk, however we are continuously seeking innovative ideas to limit our impact on our environment and reduce our carbon footprint.

System One's work with its clients is one of the key ways that we positively contribute to the environment. Through the solutions that we offer and programs that we support, we are partnering with clients to minimize collective negative impacts on the environment, enhance the quality of the environment, and promote biodiversity.

To support System One's efforts to incorporate the concepts of environmental awareness and preservation into our daily operations, we have implemented an Environmental Management Policy designed to limit potential negative environmental impacts, as well as comply with all relevant regulations and laws related to our business.

This policy includes:

• Complying with relevant regulations and laws related to our business, including environmental regulations to the extent applicable.

• Working with clients to ensure that our employees working on client sites are aware of environmental policies or regulations that apply to our clients' businesses.

• Encouraging employees to reduce, reuse, repurpose, and recycle materials whenever possible to reduce our landfill waste and responsible manage items that contain hazardous materials, such as electronics and batteries.

• Tracking and reporting on our progress in key measures including energy usage and greenhouse gas emissions, where applicable.

• Requiring our suppliers to comply with environmental regulations through our Supplier Code of Conduct.

18,000 employees
We have transitioned to a completely paperless new hire on-boarding process, eliminating paper onboarding processes for approximately 18,000 employees annually.

80%
Eighty percent (80%) of our 600 internal staff members of have transitioned to working remotely.

System One strives to Reduce, Re-Use, and Recycle wherever possible.

We have taken the following steps:

Bottled water was replaced with water purification systems.

All computers are Energy Star certified and have a software application installed that puts the computer in to hibernation when not in use.

Plastic straws were eliminated, and all employees were provided with a reusable ceramic cup for coffee, tea and water.

Multifunction copiers are set to print both sides of the paper and move into hibernation when not in use.

Motion sensors were installed to cut electric lighting when offices are not in use.

Copy paper is made from 100% post-consumer recycled fiber for sustainability.

In addition, all paper storage is electronic.

CLIMATE RELATED RISKS

Climate-Related Risk refers to the potential negative impacts of climate change on our organization. In identifying climate-related risks, we work to understand the different risks and opportunities associated with climate change within the context of our business and the services we provide to our clients.

System One has taken action to mitigate the risk of climate change on our business. Utilizing the TCFD framework has provided structure and guidance as we continually assess potential risks to the success of our company.

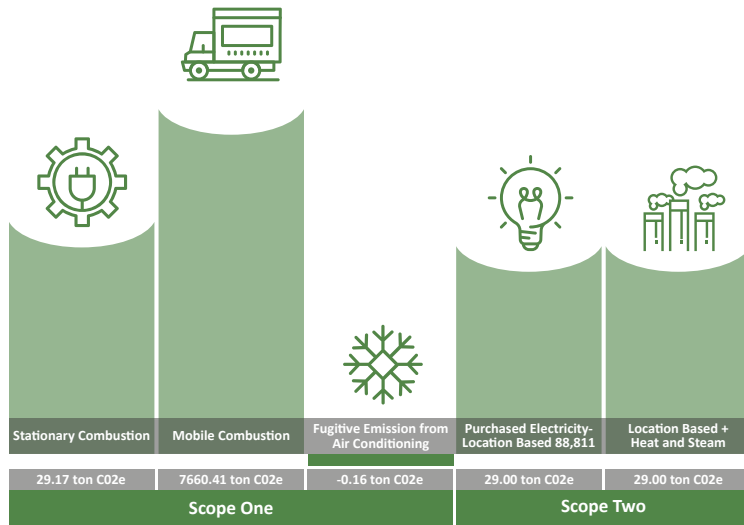**Key risk factors to System One include:**

- Policy and legal risks around climate change
- Technology risks related to servicing our clients
- Market risks related to servicing our clients
- Reputation risks
- Weather event driven acute physical risks
- Chronic risk involving long-term shifts in climate patterns
- Where in the supply chain of our services do we recognize vulnerabilities or have climate-related risks, and have any occurred?
- Which of our services have already been impacted by extreme weather events?
- What are the financial impacts on our clients and the markets we serve?
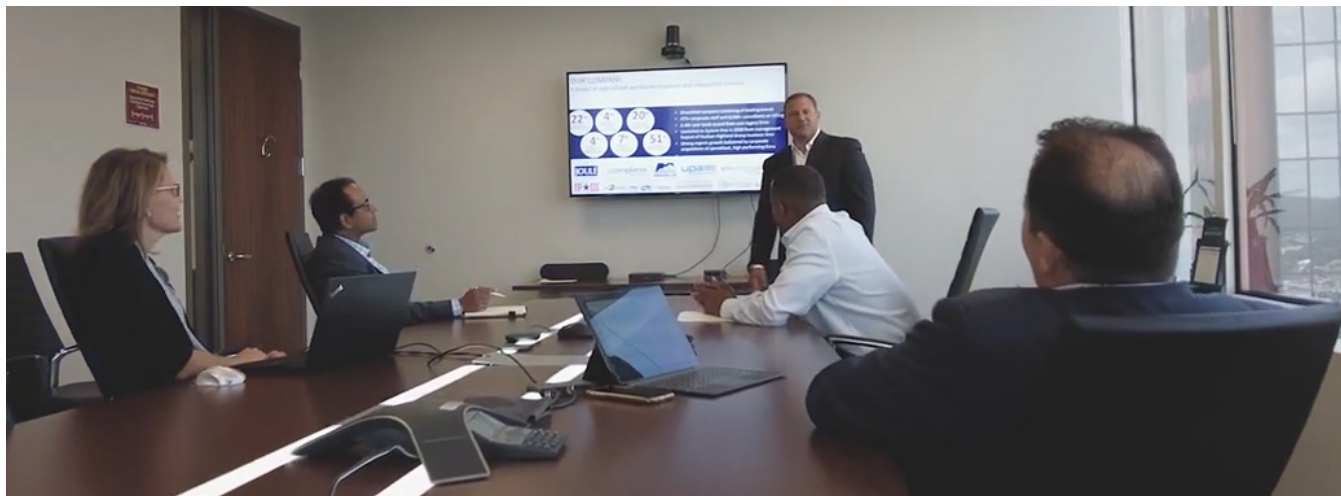
While some risks can be daunting, climate change is leading to growth opportunities for System One.

System One is uniquely positioned to address, mitigate, and adapt to the needs of our clients. We track these risks on an ongoing basis and have integrated these risks into our formal monthly leadership updates.

GHG INVENTORY

GREENHOUSE GAS PROTOCOL

Stationary Combustion	Mobile Combustion	Fugitive Emission from Air Conditioning	Purchased Electricity- Location Based 88,811	Location Based + Heat and Steam
29.17 ton C02e	7660.41 ton C02e	-0.16 ton C02e	29.00 ton C02e	29.00 ton C02e
Scope One			Scope Two	

This year we conducted our first Scope 1 and Scope 2 Greenhouse Gas (GHG) inventory. This inventory was done in accordance with guidelines established by the Greenhouse Gas Protocol. The GHG Protocol establishes a comprehensive global standardized framework to measure and manage greenhouse gas (GHG) emissions. Given the nature of our business as a professional services firm we do not have material GHG's emissions.

SUSTAINABLE DEVELOPMENT

System One has been admitted to the United Nations Global Compact Initiative, which guides and supports organizations in taking ambitious corporate actions to align strategies and operations with universal principles on human rights, labor, environment, and anti-corruption that advance societal goals.

In line with our participation in the UN Global Compact, System One fully supports the Sustainable Development Goals (SDGs) as prescribed by the UN. We strive to operate in support of the U.N.'s SDGs, which align with our own environmental, social and governance efforts. Many of the SDGs are inherent to our business of enabling 18,000 employees annually to help System One provide services to hundreds of customers. Through our work, we are taking action to support and directly or indirectly positively impacting the SDGs outlined in the UN Sustainable Development Agenda:

System One is committed to continuing to integrate all of the SDGs into its corporate strategy, culture, and daily operations, and engaging in collaborative projects to advance sustainable development goals. We continue to evaluate the full breadth of all relevant SDGs, and focus our efforts on the sustainability goals, the material topics used for our ESG reporting, and the practical aspects of our business and geographic footprint. As a participant in the UN Global Compact, System One submits an annual Communication on Progress to demonstrate Transparency and commitment to its responsible business action in support of broader societal goals.

SOCIAL

WORKFORCE DIVERSITY, ETHNICITY, INCLUSION, AND ACCESSIBILITY

We champion the multidimensional and diverse uniqueness of our people and our clients.

It is the policy of System One to provide equal employment opportunities without regard to race, color, religion, sex, national origin, age, disability, marital status, veteran status, sexual orientation, genetic information, or any other protected characteristic under applicable law. This policy relates to all phases of employment, including, but not limited to, recruiting, employment, placement, promotion, transfer, demotion, reduction of workforce and termination, rates of pay or other forms of compensation, selection for training, the use of all facilities and participation in all company-sponsored employee activities. Provisions in applicable laws providing for bona fide occupational qualifications, business necessity or age limitations will be adhered to by the company where appropriate.

Working in an environment with a diverse and enriching culture is more than acknowledging differences. It involves understanding communications and events from various perspectives and being aware at all times of sensitivities, current events, and the impact of one's actions. System One believes that all employees should be treated with respect, live free of discrimination, and be able to bring their whole selves to work.

Our employees are selected carefully based on their ability to work in these environments and demonstrated ability to provide outstanding customer service. In addition, many of our staff are bilingual and trilingual, a requirement of several of our contracts.

For System One, accessibility is a critical component of our operating philosophy. We work to enable access for people with disabilities or enabling access through the use of assistive technology.

System One's approach and commitment to diversity extends to its suppliers and partners as well. We partner with diverse-, minority- and veteran-owned organizations to help System One, and its clients, ensure that the added value of diversity is found throughout our business relationships. Whether it is through our minority mentorship program, our teaming with minority suppliers, or seeking to build new relationships, System One is committed to advancing the success of diverse suppliers and programs.

Talent comes in many forms and diversity is ingrained in our operations as we provide equal employment opportunities to all employees and applicants for employment.

Staff Gender Comparison

41% Men

58% Women
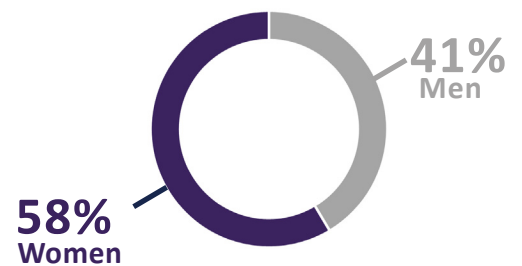
9,000+ employees

41% Of our employees are minorities

STAKEHOLDER ENGAGEMENT

Highly engaged employees hold very favorable opinions of their workplace and the clients we have the opportunity of serving. When employees feel connected to their co-workers, love their jobs, and have positive feelings about our organization, they go above and beyond to help our organization and clients succeed. Engagement is also important for our broader stakeholder community of job seekers, current and future clients, and investors.

System One works tirelessly to engage with our stakeholder communities through numerous channels including:

- System One YouTube channel
- Town hall meetings
- Webinars and educational programs
- Podcast with industry leaders
- Community volunteering
- Industry associations and events
- Job fairs
- Employee Surveys

system|one
live

WWW.QUADEL.COM
CHANGEMAKERS
THE AFFORDABLE HOUSING PODCAST

"Affordable housing is a national need with local solutions. Every one of my guests is radically changing their community, and I'm so happy to share their stories."
—Katie Goar, host

LISTEN NOW

STATEMENT ON HUMAN RIGHTS

We actively promote human rights through our own policies, standards, and practices, and will continue to respect and support the promotion of human rights across our businesses. We hope our actions as an organization will inspire others.

System One is committed to being a responsible employer and corporate citizen. We strive to uphold global standards and best practices for responsible business, including equal opportunity, the elimination of exploitative forms of labor and a commitment to providing opportunities for advancement. As a leading outsourced services and workforce solutions company, we will exercise our influence in the marketplace by conducting our business in ways that seek to respect, protect, and promote the full range of human rights as detailed in the United Nations' Universal Declaration of Human Rights.

Susan Burgess Tencza, *Chief Human Resources Officer*

Our leadership provides our clients with ready and assured access to all required personnel and resource management; fosters accountability; enhances collaboration, communications, and reporting; and capitalizes on innovations to reduce costs and improve service delivery. We drive diversity recruiting within our company and are committed to identifying talented diverse leaders, middle managers, and new professionals to help recruit the most outstanding individuals to join our team. We take pride in our awareness and sensitivity to understand diverse cultures.

WOMEN IN LEADERSHIP

Our diversity across the enterprise sets System One apart. System One understands that a commitment to diversity can have concrete, positive impacts in our communities, our industries, and our business. Incorporating and encouraging differences among our leaders provides strength and flexibility to System One's leadership and encourages gender parity across the enterprise. System One's commitment to diversity is demonstrated not only in its policies, but through its representation of women in leadership. More than 40% of System One's managers are women, and 50% of System One's executive leadership is comprised of women.

This representation of women enables System One to offer its stakeholders with differing perspectives, decreased risk, and increased performance for the company, all while creating an inclusive workplace and furthering System One's sustainability goals. A diverse and balanced gender representation in our management provides different perspectives and insights to business issues, bringing important decision-making skills and a viewpoint from which our customers, employees, and investors benefit.

These outstanding women are key contributors to our growth and success.

Lisa Biondi
Chief Information Officer

Susan Burgess Tencza
Chief Human Resources Officer

Cami Davis
General Counsel

Diane Pairel
President, Government

Rachel Peters
EVP, Technology

Amy Hinzmann
President, Legal Technology

Katie Goar
President, Housing

April Metivier
President, Telecom

OUR COMMITMENT TO SAFETY

Employee involvement is paramount at all levels of the company and is critical for us to be successful in this effort.

It is the policy of System One to protect the safety and health of our employees. The safety of every employee is critical to our company's success, as well as our clients'. At a minimum, System One complies with all applicable health and safety regulations.

Given the nature of System One's business, our commitment to safety includes a cooperative partnership and collaboration with our clients, our employees, and our management team, to ensure that the work that System One performs is done in a way that minimizes injury and illness due to hazards. System One maintains policies that encourage employees to engage in safe working practices and with appropriate channels to report potential unsafe practices or hazards in the workplace.

System One - OSHA Recordable Rates

| | 2018 | 2019 | 2020 | 2021 | Industry Average | |
					NAICS	All Industries
TRIR	0.200	0.151	0.138	0.058	1.2	2.9
DART	0.050	0.076	0.000	0.039	0.9	1.8
LTIR	0.050	0.057	0.000	0.039	0.3	1.3

TRIR	Total Recordable Incident Rate
DART	Days Away Restricted or Transferred
LTIR	Lost Time Incident Rate
*	Source Bureau of Labor Statistics
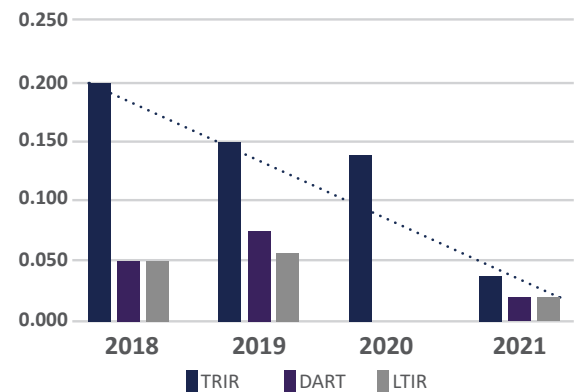
OUR COMMITMENT TO TRAINING

Our clients rely on us to provide best in class talent with highly technical and sought-after skills.

At System One, ongoing training is critical to the development of our people and the success of our business. These skills span multiple functions, specializations, and industries. Many of our resources require advanced degrees and certifications.

System One's approach to training is divided into three different categories. The first type of training that System One provides to employees is focused around compliance with applicable laws, policies and guidelines. The second type of training is training that we provide to ensure that our team members are learning best practices in their industries and prepared to capably take on and handle the important work ahead of them. The last type of training is job-site specific training, which ensures that our team members are familiar with each client with which they work, whether that training is relating to environmental policies, safety practices, cyber security, or other client-specific practices . Each year System One and its divisions provide job specific training to thousands of employees and contractors.

During 2021, System One provided almost 3,500 hours of IT, ethics and anti-corruption, anti-harassment, and safety training to its internal staff employees.

SYSTEM ONE IN OUR COMMUNITIES

Throughout the System One enterprise, we are making significant impacts on the communities we serve.

Our employees are tireless in their commitment to social and philanthropic causes. Giving back is in our DNA and a source of great pride for our employees and leadership.

One such example is the tremendous work in our Quadel division by "Kindness Diplomat" and Quadel's senior policy advisor, Beatriz Barberio. She has worked for Quadel for over ten years and held a variety of roles, including Managing Director in Miami running one of the largest HCV programs in the nation, and currently works on engagements with the D.C. Housing Authority and the Detroit Housing Commission. During the COVID-19 pandemic, Beatriz and her husband made face shields with their personal 3-D printer. They contributed masks to a team of doctors in Chicago, a pregnant nurse in NYC, homeless shelter staff in North Carolina and many other agencies in Wake County, NC.

Thank you, Team Barberio for making our world safer!

We recognize our potential to impact not only the people we employ but the communities we serve. We are committed to investing and growing our internal community and the external communities in which we live and work. For us, it's not just a nice thing to do, it's a responsibility that we fully support and have deeply ingrained into our operations.

Our core values are upheld with every action we take and guide our teams as we grow and evolve to better support the needs of our talent, clients, and communities. Our employees are tireless in their commitment to social and philanthropic causes. Giving back is in our DNA and a source of great pride for our employees and leadership. To name a few, System One supports:

Children's Hospital of Pittsburgh of UPMC, JDRF, United Way, Cradles to Crayons - Clothing Donation Charity, and Second Harvest Food Bank of Central Florida.

We believe not only in fostering great teams but the communities they support. With operations throughout the country and abroad, we look for local opportunities to give back wherever possible. Many of the organizations we support are near and dear to the hearts of our employees. In addition to financial support, we look for opportunities to use our knowledge and expertise to support the growth and future of the industries we serve.

GOVERNANCE

OUR VALUES AND PHILOSOPHY

We've set high standards for our business approach and performance, which translate into strong employer, client and employee satisfaction, and candidate relationships. In this way, we seek to earn—and keep—your trust.

Philosophy
Client and consultant satisfaction first

At System One, total client and employee satisfaction are the key elements in our formula for collective success. Satisfaction is achieved through hard work, trust, integrity, loyalty, respect, accountability, and commitment.

Vision
Exceeding client expectations

As an organization, and as individuals, we are committed to working with our clients, employees, and stakeholders to exceed expectations of safety, quality, accountability, delivery, and service. We strive to create a positive impact in our employees' lives and the communities in which we work and live. We do this in an effort to build a sustainable future for our next generations.

Mission
Reaching our goals through integrity and hard work

System One will be a leader in providing staffing, workforce solutions, and related integrated services to the industries we serve. We will proactively develop support systems that enhance our core business and provide our clients with value-added services. We will accomplish our vision and mission by developing a culture of continuous process improvement and strong business ethics. As a result, we will become the preferred service supplier within our market segments. We will continue to promote a safe and collaborative work environment where all employees will have an opportunity, through their own creativity, work ethic, integrity, and team effort to contribute to our growth and success.

OUR APPROACH TO GROWTH

System One is supported by the leadership and capital commitments of Oaktree Capital Management, L.P.

Oaktree seeks to enhance value through key strategic and tactical initiatives, including rightsizing capital structures, streamlining operations, improving core businesses, and creating new platforms for growth. Our teams leverage deep sector knowledge and extensive proprietary networks to gain superior access to deal flow, and they reflect Oaktree's emphasis on risk control and downside protection.

System One is active in identifying growth opportunities through acquisition. A key risk management tool we utilize is the Principles for Responsible Investment. As investors, System One has a duty to act in the best long-term interests of our stakeholders. In this role, we believe that ESG issues can affect the performance of our investments. We recognize that applying these Principles may better align investors with broader objectives of society. Therefore, where consistent with our fiduciary responsibilities, we commit to the following:

6 Principles of Responsible Investment:

Principle 1
We will incorporate ESG issues into investment analysis and decision-making processes.

Principle 4
We will promote acceptance and implementation of the Principles within the investment industry.

Principle 2
We will be active owners and incorporate ESG issues into our ownership policies and practices.

Principle 5
We will work together to enhance our effectiveness in implementing the Principles.

Principle 3
We will seek appropriate disclosure on ESG issues by the entities in which we invest.

Principle 6
We will each report on our activities and progress towards implementing the Principles.

OUR GOVERNANCE AND BUSINESS ETHICS

System One is governed by a comprehensive Code of Business Conduct. Our success is dependent on our commitment to fundamental values, such as honesty, lawful conduct, full accountability, compliance, fair competition, and always striving to "do the right thing."

Cami Davis, *General Counsel*

This Code of Business Conduct guides us to abide by our fundamental values and includes specific language to address:

- Basic Responsibilities
- To Clients
- To Investors
- As Employees

Our Responsibilities

- To The Company
- In Dealing with Competitors
- In Dealing with Partners and Suppliers
- To the Communities in Which We Live

At System One, we believe in speaking openly, and raising and addressing concerns early on as a best business practice. We maintain an "open door" philosophy that is intended to support and foster our fundamental values. We respect honest communications and any complaints or concerns raised in good faith. **Protecting the Company's culture of honesty, integrity, compliance, and accountability is all our responsibility, and reporting violations of this Code, Company policy or law is welcomed and critical to maintain our culture and fundamental values.** We encourage stakeholders to speak up if they have a question or need to report a possible violation of the Code, the Company's policies, or the law. To support this, System One has established a company hotline and procedure for submitting concerns without fear of retaliation in accordance with Notification of Employee Protection under 41 U.S.C. § 4172.

Our Code also illustrates how, individually and as an organization, we are expected to uphold and foster System One's values among ourselves and when we engage with clients, investors, business partners, contractors, and the public at large.

SUPPLIER CODE OF CONDUCT

System One has a comprehensive Code of Conduct policy to guide its relationships with suppliers. Since System One was founded, we have been steadfastly committed to doing the right thing, to respecting the rights of others, and to compliance with the law. These foundational principles guide our actions each day, and we strive to partner with suppliers, subcontractors, and independent contractors who share our commitment to ethical conduct and integrity. System One does not engage in dishonest business practices.

Our commitment to these principles requires honest communications, mutual respect, and delivery on commitments. We expect our suppliers to share our commitment to conducting business honestly and transparently by honoring business obligations and managing unanticipated events in a proactive, timely, and open way.

To ensure that our Suppliers are aware of our expectations, we have prepared a Supplier Code of Conduct, which sets forth minimum standards that we expect Suppliers to observe.

System One strives to ensure that our suppliers operate in a socially responsible manner and in conformity with the principles contained in our Supplier Code of Conduct; it therefore gives rise to obligations for our suppliers. Suppliers' conformance to the principles set forth in our Code of Conduct is an important factor in the decision on whether we enter or continue a relationship with a supplier.

When we are dealing with our suppliers, business partners, and other third parties, we adhere to the following standards:

1. Engage in fair and honest dealing
2. Prefer suppliers/partners who engage in honest business practices
3. Prefer suppliers/partners who adhere to applicable health and safety, environmental, business competition, and labor and employment laws
4. Prefer suppliers/partners who promote human rights and diversity
5. Refrain from giving or receiving excessive gifts, entertainment, or bribes
6. Make sure an approved agreement is in place with the supplier/partner

SUSTAINABLE PROCUREMENT

In accordance with System One's commitment to being environmentally and socially responsible, System One understands its responsibility to minimize negative impacts on human health and the environment while supporting a diverse, equitable, and vibrant business practice. System One recognizes that the types of products and services it buys each have inherent social, human health, environmental, and economic impacts. System One endeavors to make procurement decisions that embody System One's commitment to sustainability.

As part of our sustainability efforts, System One has implemented a **Sustainable Procurement Policy** that integrates specifications, requirements, and criteria that are compatible with the protection of the environment and society. System One strives to procure products that are responsibly sourced, recyclable when available and purchased locally to support the communities we serve and reduce risk through more efficient supply chains.

Our business relationships with our suppliers, business partners, and other third parties impact our business success in many ways, including (a) by allowing us to obtain the equipment, supplies, and services we need to operate and grow our business successfully; and (b) in promoting our reputation in the industry as a well-run and honest business partner.

Sustainability Factors

System One may consider the following factors when writing specifications for or procuring materials, products, or services, where possible. While not all factors will be incorporated into every purchase, it is the intent of this policy that System One will make the effort to integrate and balance these factors to the extent possible.

Environmental factors to be considered include but are not limited to the following:
• Waste generation
• Energy consumption
• Depletion of natural resources
• Impacts on biodiversity
• Emitting pollutions
• Toxicity, especially the use of persistent, bio accumulative, and toxic chemicals

Social equity factors that may be considered include but are not limited to the following:
• Human health impacts
• Use of local businesses

Fiscal factors that may be considered include but are not limited to the following:
• Reducing consumption
• Product performance and quality
• Life-cycle cost assessment
• Leveraging buying power
• Long-term financial and market changes

RISK MANAGEMENT

Each division leader has responsibility for communicating risk to executive leadership. Executive leadership monitor risks continuously and report risks formally each month.

Dan Moran, *Chief Financial Officer*

System One operates a comprehensive risk management process designed to identify, analyze, and respond to risk factors that may impact our businesses.

We work to control and mitigate as much as possible by acting proactively rather than reactively. The potential to reduce both the possibility of a risk occurring and its potential impact is core to our responsibilities as business leaders.

For our business, the assessment and management of risks is the best way to prepare for eventualities that may come in the way of our progress and growth. We ensure that leadership has the necessary information that they need to make informed decisions and ensure that the business remains sustainable. Our independent auditors conduct an annual audit of System One's financial statements and internal controls to ensure compliance.

GLOBAL ANTI-CORRUPTION

System One does not engage in, tolerate, or permit bribery, corruption, or similar unethical business practices.

We expect our employees, contractors, and suppliers to follow all federal, state, and global anti-corruption laws, including the U.S. Foreign Corrupt Practices Act, in all business dealings, including those which occur outside of the United States, in connection with System One's business. We provide annual training on this subject to internal staff. Our employees and business partners are expected to avoid bribery, kickbacks, inappropriate gifts, or other incentives in connection with System One's business, and to avoid any conflict of interest relating to financial interests or other arrangements with our employees that may be considered inappropriate.

MATERIALITY ASSESSMENT

System One proactively engages with key stakeholders to identify and prioritize the ESG topics most important or "material" to our business.

Our Materiality Assessment involved a review of our ESG reporting frameworks and the topics most relevant to our business. The results were evaluated for consistency, and direct conversations held with executive management to ensure all material topics were appropriately considered. We identified key issues outlined in the SASB and TCFD frameworks along with other relevant risk indicators. The issues were then ranked to determine the criticality of those risks to our success and to that of our stakeholders.

The results of System One's materiality assessment are presented in the accompanying matrix. The result of this assessment, as well as ongoing conversations with our stakeholder community, will be used to prioritize and focus System One's future ESG-related initiatives.

🍃 Environmental   🤝 Social   ⚖️ Governance

Importance to Stakeholders

	MODERATE	SIGNIFICANT	MAJOR
MAJOR		Data Protection & Privacy Supplier Diversity Training / Professional Development	Cybersecurity Process Safety Regulatory Compliance Risk Management Employee Retention
SIGNIFICANT	Responsible Supply Chain	Human Rights Stakeholder Relations Transparency & Reporting	Diversity, Ethnicity & Inclusion Process Safety Minority Mentorship
MODERATE	GHG Emissions	Climate Change Energy Use / Resource Conservation Impact on Local Economy	

Impact on System One's Success

DATA SECURITY

System One maintains a comprehensive Enterprise Information Security Program Plan.

The practice of "Defense in Depth" is utilized at System One, providing several different layers of protection, each working to contribute to the overall protection of information assets.

1. Information integrity and access controls
2. Application logic, error checking, and data validation controls
3. Server and client based logical and physical protections
4. Internal and perimeter network level protections
5. Employee policy, practices, and procedures
6. Provide internal staff with regular and comprehensive IT training; in 2021, employees participated in approximately 2,000 hours of training

System One's program for data security is a combination of policy, security architecture and descriptions of current information technology (IT) security services, and control practices. The program describes administrative, operational, and technical security safeguards involved in the processing and storage of sensitive or private information.

Lisa Biondi, *Chief Information Officer*

Layers of Defense In Depth

Policies, Procedures, Awareness

Physical

Perimeter

Internal Network

Host

Application
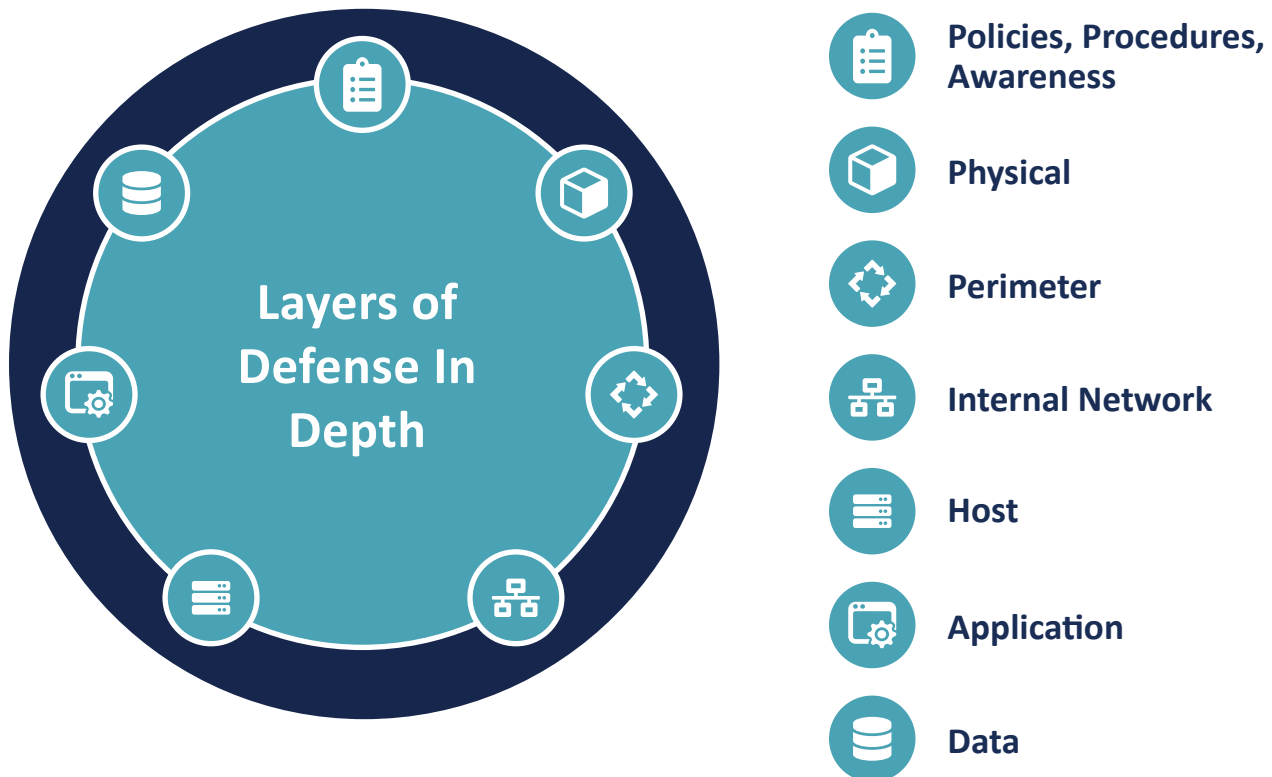
Data

DATA SECURITY (CONTINUED)

Business stakeholders, along with the System One IT Team, are responsible for taking appropriate steps to assess internal and external threats that could result in unauthorized disclosure, misuse, alteration, or destruction of company data. Risks in a large and diversified computing environment may include, but are not limited to:

- Unauthorized access to sensitive or confidential company information
- Compromised computer system(s) integrity because of access by an intruder
- Interception of data traversing network(s)
- Physical loss of data center, infrastructure, facilities, or computer equipment
- Errors or other corruption introduced into computer systems or applications
- Inadequate system administration support practices
- Loss of system availability

The CIO and members of the Information Security Team are responsible for managing and reviewing the company Information Security Program on an annual basis.

Risk Assessment and Planning

The CIO and Information Security Team will perform internal security risk assessments as necessary whenever significant changes to the computing environment are implemented, or minimally within five years. **System One Data Security Policy Manuals** describe the expectations for all employees for appropriate use of technology and protection of privacy, including:

✓ Technology Resources Policy	✓ Physical Security Measures
✓ Information Security Architecture	✓ Operations Management and Access Control
✓ IT Asset Management	✓ Systems Development and Maintenance
✓ Tracking of Hardware and Software	✓ Disaster Recovery and Business Continuity Management
✓ Monitoring Responsibilities	✓ Information Security Incident Response
✓ Personnel Security	✓ Compliance

APPENDIX

System One has reported in accordance with the GRI Standards for the period from January 1, 2021 to December 31, 2021. The results have been reviewed by the System One Board of Directors and approved by Executive Leadership.

Sustainability Accounting Standards (SASB): Professional & Commercial Services v.2018-10

SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

Topic	Accounting Metric	Code	System One
Data Security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Data Security, p. 30-31
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	Data Security, p. 30-31
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	SV-PS-230a.3	No data breaches in 2021
Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	Workforce Diversity, Ethnicity, Inclusion, and Accessibility, p. 17
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	(1) 6% (2) 19%
	Employee engagement as a percentage	SV-PS-330a.3	Stakeholder Engagement, p. 18
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	Our Governance and Business Ethics, p.
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	No Monetary Loss in 2021

Activity Metric	Unit of Measure	Code
Number of employees by: (1) full-time, (2) temporary, and (3) contract	(1) 929 (2 & 3) 7,526	SV-PS-000.A
Employee hours worked, percentage billable	1,690,000 hours worked, 0% Billable	SV-PS-000.B

GRI Content Index

System One has reported the information citied in this GRI content index for the period January 2021 - December 2021 with references to the GRI Standards.

Global Reporting Initiative (GRI) Standards: GRI 1: Foundation 2021

GENERAL DISCLOSURES 2021

Issue	Metrics	Indicators	System One Disclosures
General Disclosures 2021	Name of the organization	2-1	System One Holdings, LLC.
	Ownership & legal form	2-1	Limited Liability Company
	Location of headquarters	2-1	210 Sixth Avenue Suite 3100, Pittsburgh, PA 15222
	Countries of operations	2-1	United States, United Kingdom, Canada
	Entities included in the organization's sustainability reporting	2-2	About this Report, p. 2
	Reporting period	2-3	January 1, 2021 to December 31, 2021
	Financial reporting cycle	2-3	December 28, 2020 to January 2, 2022
	Date of most recent report	2-3	July 2022
	Contact point for questions regarding the report	2-3	Ms. Cami Davis, General Counsel
	Restatements of information	2-4	No Restatements
	External Assurance	2-5	About this Report, p. 2
Material Topics 2021	Process to determine material topics	3-1	Materiality Assessment, p. 29
	List of material topics	3-2	Materiality Assessment, p. 29
	Management of material topics	3-3	Climate-related Risks, p. 14

Global Reporting Initiative (GRI) Standards (continued)

ECONOMIC DISCLOSURES

Issue	Metrics	Indicators	System One Disclosures
Economic Performance	Direct economic value generated and distributed	GRI 201-1	Approximately $1 Billion
Indirect Economic Impacts	Infrastructure investments and services supported	GRI 203-1	Engineering and Critical Infrastructure, p. 8
Procurement Practices	Proportion spending on local suppliers	GRI 204-1	Sustainable Procurement, p. 27
Anti-Corruption	Operations assessed for risks related to corruption	GRI 205-1	Global Anti-Corruption, p. 28
	Communication and training about anti-corruption policies and procedures	GRI 205-2	Global Anti-Corruption, p. 28
	Confirmed incidents of corruption and actions taken	GRI 205-3	No incidents of corruption in 2021
Anti-competitive Behavior	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	GRI 206-1	No legal action in 2021

ENVIRONMENTAL DISCLOSURES

Issue	Metrics	Indicators	System One Disclosures
Energy 2016	Energy consumption within the organization	GRI 302-1	GHG Inventory, p. 15
	Reduction of energy consumption	GRI 302-4	Our Commitment to the Environment, p. 13
Emissions 2016	Direct (Scope 1) GHG emissions	GRI 305-1	GHG Inventory, p. 15
	Energy indirect (Scope 2) GHG emissions	GRI 305-2	GHG Inventory, p. 15
	Reduction of GHG emissions	GRI 305-5	Our Commitment to the Environment, p. 13
Waste 2020	Management of significant waste-related impacts	GRI 306-2	Our Commitment to the Environment, p. 13

Global Reporting Initiative (GRI) Standards (continued)

HUMAN RESOURCES DISCLOSURES

Issue	Metrics	Indicators	System One Disclosures
Employment 2016	New employee hires and employee turnover	GRI 401-1	233 new employee hires, 27% employee turnover
	Parental leave	GRI 401-3	System One Employee Handbook
Occupational Health and Safety 2018	Occupational health and safety management system	GRI 403-1	System One Employee Handbook
	Hazard identification, risk assessment, and incident investigation	GRI 403-2	Our Commitment to Safety, p. 20
	Occupational health services	GRI 403-3	System One Employee Handbook
	Worker participation, consultation, and communication on occupational health and safety	GRI 403-4	System One Employee Handbook
	Worker training on occupational health and safety	GRI 403-5	Our Commitment to Training, p. 20
	Promotion of worker health	GRI 403-6	System One Employee Handbook
	Workers covered by an occupational health and safety management system	GRI 403-8	System One Employee Handbook
	Work-related injuries	GRI 403-9	Our Commitment to Safety, p. 20
Training and Education 2016	Average hours of training per year per employee	GRI 404-1	Our Commitment to Training, p. 20
	Programs for upgrading employee skills and transition assistance programs	GRI 404-2	Our Commitment to Training, p. 20
Diversity and Equal Opportunity 2016	Diversity of governance bodies and employees	GRI 405-1	Workforce Diversity, Ethnicity, Inclusion, and Accessibility, p. 17
Non-Discrimination 2016	Incidents of discrimination and corrective actions taken	GRI 406-1	Zero (0)
Local Communities 2016	Operations with local community engagement, impact assessments, and development programs	GRI 413-1	Stakeholder Engagement, p. 18

Task Force on Climate-related Financial Disclosures (TCFD)

GENERAL DISCLOSURES

Issue	Summary	Recommended Disclosures	System One Disclosures
Governance	Disclose the organization's governance around climate related risks and opportunities.	a) Describe the boards oversight of climate-related risks and opportunities.	Climate-related risk is assessed as part of System One's risk assessment process that is reviewed with the board monthly.
		b) Describe management's role in assessing and managing climate-related risks and opportunities.	Risk Management, p. 28
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Climate Related Risks, p. 14
		b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate Related Risks, p. 14
Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's process for identifying and assessing climate-related risks.	Materiality Assessment, p. 14 Climate Related Risks, p. 14
		b) Describe the organization's process for managing climate-related risks.	Materiality Assessment, p. 14 Climate Related Risks, p. 14
		c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Materiality Assessment, p. 14 Climate Related Risks, p. 14
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Materiality Assessment, p. 14 Climate Related Risks, p. 14
		b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	GHG Inventory, p. 15

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