



# CORPORATE SOCIAL RESPONSIBILITY REPORT



**CRITICAL INFRASTRUCTURE**



**LIFE SCIENCES**



**TECHNOLOGY**



**GOVERNMENT**

# 2022

# ABOUT THIS REPORT

**System One is pleased to share our 2022 report on corporate social responsibility. We are committed to generating long-term value for our clients, investors, and staff. This report is the result of our team's efforts to integrate best practices in Environmental, Social, and Governance (ESG) procedures and policies in order to create a more resilient and sustainable organization.**

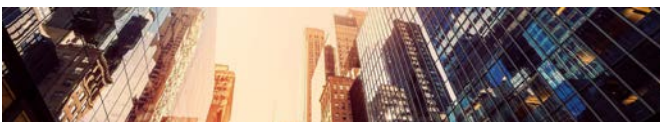
This report aims to give our stakeholders the ability to appreciate who we are as a company, the care that informs our risk assessment and decision-making processes, and the transparency with which we publish our ESG performance. Unless otherwise stated, the data in this report apply to the calendar year 2022. The reporting categories and the related disclosures are based on System One's present operating model.

## A Catalyst to Success

We mobilize specialized, highly technical resources and expertise to carry out our clients' most complicated, mission-critical programs and accelerate results. 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.

Through outsourced services and workforce solutions, leading businesses all around the world trust System One to deliver cutting-edge technical services and solutions. Throughout the System One enterprise, we provide jobs, training, and life-changing employment opportunities to thousands of talented people. We at System One are dedicated to taking the lead as the market makes the transition to a more diverse and talented workforce. With all our stakeholders, we will be a prominent voice promoting ESG best practices.

system | one



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# A MESSAGE FROM OUR LEADERSHIP

To our clients and associates,

We are honored to present our 2022 System One Corporate Social Responsibility Report on behalf of our Investors, Board of Directors, Senior Leadership, and each team member. This report serves as a testament to our dedication to the clients we serve and to each member of our team. Our company's actions show a strong dedication to the ideals of outstanding 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 thank our entire company and our clients who are contributing to ESG best practices. We genuinely appreciate their innovative efforts and are proud of our team who are making such a beneficial contribution to our world and for future generations.**

**Greg Lignelli**, *President and Chief Operating Officer*

# OUR SUSTAINABILITY STRATEGY

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 aware of the substantial influence its operations and services have on the global social, environmental, and economic health of our planet. By accepting these obligations, we proactively search for opportunities to improve our environment and enhance the quality of life in the areas where we operate. System One makes use multiple reporting frameworks to guide our disclosures including:

- 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

These guiding principles have been incorporated into our corporate investment and sustainability strategies.



## System One is guided by the following principles:



### Shared Responsibility

Corporate Citizenship involves everyone in our organization, which means that each of us plays an 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.

# 2022 HIGHLIGHTS

## Environmental



Conducted Scope 1 and 2  
GHG Inventories



Key Enabler of Energy Transition  
& Renewable Infrastructure



Executing Digital Transformation  
Across the Enterprise

## Social



Formalized Diversity,  
Ethnicity, & Inclusion Policy



Industry Leading Safety  
Metrics TRIR (.039)



Focused Effort on Volunteering  
in Our Communities

## Governance



Established Materiality  
Assessment and ESG Baseline



Adopted the TCFD, SASB & GRI  
Framework for ESG Reporting



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 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 9,025 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 **9,025** employees and consultants



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

System One's delivery falls into four primary categories:



Critical Infrastructure



Life Sciences



Government



Technology

*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

System One has contributed to the construction, expansion, and resilience of our country's infrastructure for almost 40 years. From broadband and wireless, to power generation, transportation, and the energy market, System One is there. Our services and solutions support clients' compliance and quality regarding governmental regulations and standards, while assisting them in maintaining their most important and fundamental initiatives. This enables them to increase their capacity and capabilities to meet current demands and take advantage of future opportunities.

System One is playing a crucial role in the transition of our energy system from fossil fuel-based sources to renewable energy sources by developing, educating, and supplying extraordinary talent to support new energy sources like wind energy, battery storage, and nuclear energy.

Millions of people's lives have been improved because of System One's contributions to clean energy solutions and power generation for our communities. The evolution of vital infrastructure, including those connected to power and utility services, transmission and distribution, renewable energy, nuclear power, engineering, procurement, and construction (EPC), transportation, and telecommunications, has been supported in large part by System One.

**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 began development of its Renewable Energy Training Center (RETC), with curriculum certified by the Global Wind Organization. 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.

## In 2022, the sectors we serve experienced significant improvements, including:



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



Assisted in the engineering & installation of 228 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 74,000 streetlights with energy efficient LED.



Utilized our mobile app software to allow our field technicians to complete 3,367,034 work orders without using paper.



Replaced 1,315,679 utility meters with energy efficient smart meters.



# SUPPORTING THE ENERGY TRANSITION

As global energy demands surge and the United States transitions to more renewable energy sources, the need for a highly specialized and trained workforce has dramatically increased. To help address the renewable energy talent need, System One has formally opened its Renewable Energy Training Center (RETC) in Houston, Texas.

System One's renewable energy training is diversified and capable of adapting its courses and certifications to meet the safety and training requirements of the renewable energy industry. As industry demands grow, the RETC's capabilities will match the need in scope and scale.



This year, System One completed 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.

**"This facility and training program positions us to create a high-quality workforce to meet the demand for the ever-growing renewable energy industry," said Greg Lignelli, System One's President and COO. "We will continue to expand our offerings over the next year to provide additional advanced training and certifications."**

The RETC is a fully functioning, 5-star rated facility providing Global Wind Organisation (GWO) certified curriculum along with a variety of additional specialized training services. The RETC's GWO certified Basic Safety Training curriculum includes Fire Awareness, First Aid, Manual Handling, and Working at Heights. Additional training includes certifications in Blade Inspection, Competent Climber, Composite Repair, Rescue at Heights, Rigging and Tagline Operations, and Suspended Platform Assembly and Operations. The RETC connects renewable energy employers, trainers, and job seekers, allowing for an effective way to meet today's ever-evolving industry demands. Its adaptive courses and certifications meet industry safety and training requirements.

**"There is a critical need for high-quality, capable field technicians worldwide. System One saw this challenge for its clients and developed a solution," said Tony Robinette, System One's Director for Renewable Energy in Houston. "With the RETC, System One trains and develops its talent pool, ensuring they are fully vetted, trained, and prepared to work in the field quickly."**

# TECHNOLOGY

System One's delivery of Digital Transformation resources enables our clients across a wide variety of industries.

Many public and private organizations rely on System One to power their most significant digital efforts as technology becomes more and more crucial to how we live and work. Their business transformation is accelerated, communication is revolutionized, and challenging technology initiatives are operationalized thanks to our knowledge, resources, and people.

System One is using digital technologies to create new business processes, and customer experiences to meet the rapidly evolving technology landscape. System One helps clients think about, and engage with, customers in fundamentally new ways by 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

We offer a curated portfolio of technology-enabled solutions that combine 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. This is made possible by our client-centric ecosystem and experience.



### Creative, Digital, & Broadcast

The advancement of our clients' shift to virtual and hybrid multimedia production and delivery has been spearheaded by our Creative, Digital, and Broadcast divisions.



### Legal

For law firms and legal departments, System One uses technology and expertise to streamline the eDiscovery and contract analytics processes.

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.

- 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.



# 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.

System One Life Sciences assists its scientific, clinical, and healthcare clients in finding talent, managing specialized equipment, and boosting production through a single-source, multi-disciplinary strategy. Small and medium-sized businesses to Fortune 500 organizations that specialize in biotechnology, pharmaceuticals, chemicals, medical devices, food science, and healthcare services make up our clientele.

Our recruiters are exceptional at locating and placing individuals across core specialized areas due to a wealth of experience in the Life Sciences business. 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.

## Our Core Competencies:



Scientific



Medical Device



Clinical



Bio Tech

Additionally, we offer thorough laboratory and facility assistance that is supported by ISO 9001:2008 accreditation. To calibrate, maintain, and validate analytical, manufacturing, and computer systems, we create tailored programs. We also incorporate resource management tasks including training, technical writing, and lab relocation.



# 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 including:



Defense



Homeland Security and Intelligence



Healthcare



Housing and Urban Development



Federal Civilian Agencies

**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 including:**

- Scientific and Technical Services
- Security Process Management
- Human Capital Management
- Operation Management
- Enterprise IT

**In addition, we are a leader in providing program management, consulting, and training solutions to the affordable housing industry through:**

- 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.

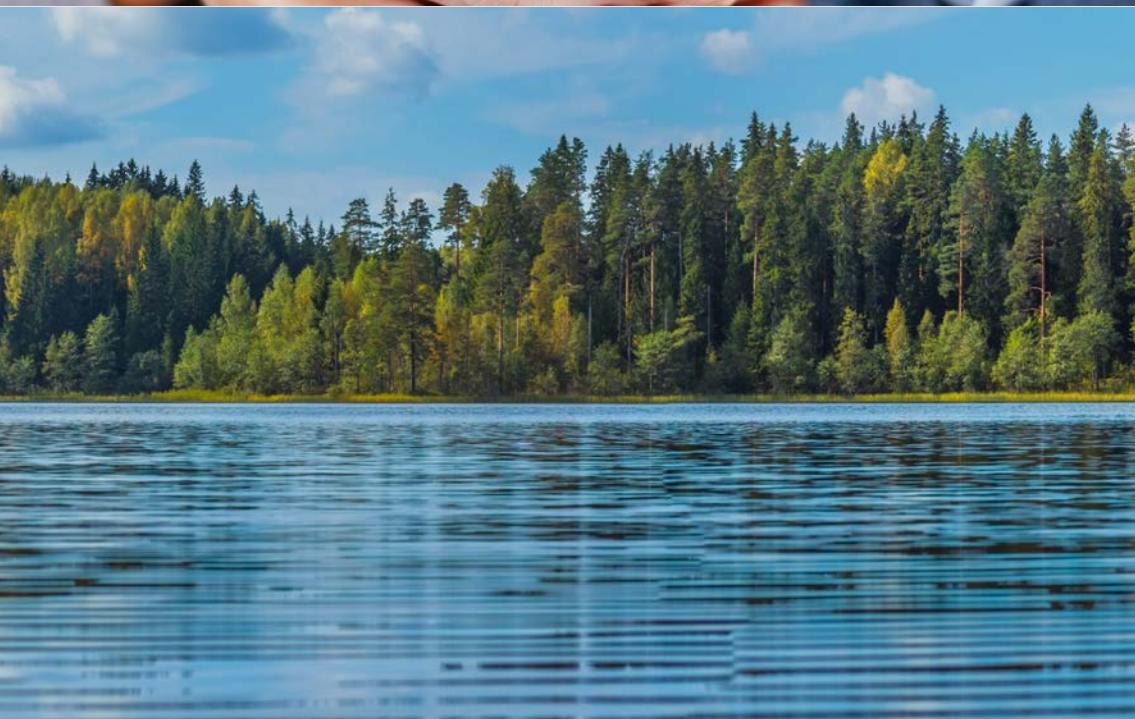
Served over 50,000 transitioning military members in all 50 States with training and assistance to receive retirement benefits and integrate into the civilian workforce.

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 is aware of how crucial the environment is to both the long-term viability of our business and the interests of our stakeholders. We are ardent proponents of environmentally responsible business practices.

As a professional services company, we are always looking for novel ways to lessen our environmental impact and carbon footprint. One of the most important ways System One positively contributes to the environment is through its work with clients. We are working together with clients to reduce overall negative environmental impacts through the solutions we provide and the projects we support.

System One has created an environmental management policy to manage any negative environmental impacts and to comply with all applicable rules and laws pertaining to our business to assist our efforts to integrate environmental awareness and preservation into our everyday operations including:

- **Observing all applicable environmental laws, rules, and regulations** pertaining to our industry.
- **Collaborating with clients** to make sure that our staff members operating on client properties are aware of any environmental rules or guidelines that may be relevant to our clients' operations.
- **To reduce landfill trash and responsibly manage products** that contain hazardous materials, such as electronics and batteries, we encourage staff members to reduce, reuse, repurpose, and recycle resources whenever possible.
- **Monitoring and reporting on our development** in critical areas, such as energy use and greenhouse gas emissions, as appropriate.
- Through our Supplier Code of Conduct, **requiring our suppliers to adhere to environmental standards.**
- **Systems for purifying water** have taken the place of water in bottles.
- **The use of plastic straws was discontinued**, and each employee receives a reusable ceramic cup for their water, tea, and coffee.
- When offices are not in use, **motion sensors are fitted to turn off the electric lighting.**
- **All computers have a software program installed** that, while not in use, hibernates them, earning them Energy Star certification.
- For environmental reasons, **copy paper is created entirely from post-consumer recycled material.** Moreover, **electronic storage is used for all documents.**

## 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.



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



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



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



Multifunction copiers are set to print both sides of the paper and move into hibernation when 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

The term “climate-related risk” describes the possible harm that climate change could do to our organization. By assessing climate-related hazards, we try to comprehend the various dangers and chances brought on by climate change in the context of our company and the services we offer to our customers.

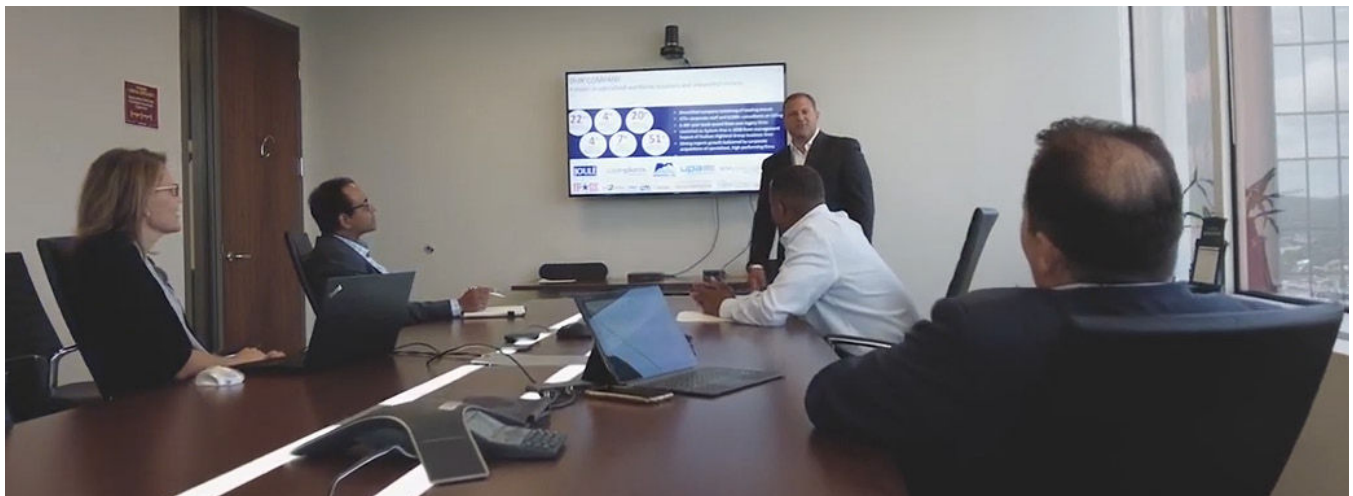
System One has taken steps to reduce the risk that climate change may pose to our industry.

## Identified risk elements include:

- Risks to policy and law related to climate change.
- Risks associated with technology when serving our clients.
- Market dangers posed by providing for our clientele.
- Risks to reputation.
- Acute physical risks brought about by severe weather events.
- Chronic risk involving long-term shifts in climate patterns.

## Key questions to assess risk include:

- 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?

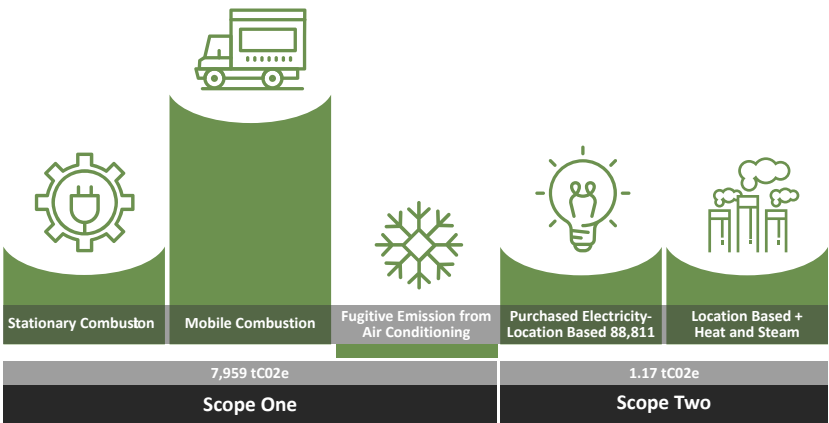


**While some risks can be daunting, climate change is leading to growth opportunities for System One.**

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



# GHG INVENTORY



We have negligible GHG emissions due to the nature of our operation as a professional services company.

# SUSTAINABLE DEVELOPMENT

System One is a member of the UN Global Compact, which directs and supports firms in taking bold corporate steps to align plans and operations with fundamental values on human rights, labor, the environment, and anti-corruption that achieve social goals. System One completely backs the Sustainable Development Goals in accordance with our involvement in the UN Global Compact. Many of the SDGs are integral to our company, which allows 18,000 people to assist System One in serving hundreds of clients each year.

System One is a member of the UN Global Compact. System One is dedicated to continuing to include all of the SDGs into its company strategy, culture, and day-to-day activities as well as participating in joint initiatives to further the SDGs. We continue to assess each SDG in its entirety, with a particular emphasis on the sustainability targets, the important subjects covered in our ESG reporting, and the practical facets of our operations and global reach.





# Renewable Energy Training Center



system|one



SOCIAL



# DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY OF OUR WORKFORCE

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

**System One's policy is to offer equal employment opportunities to all applicants, regardless of their race, color, religion, sex, national origin, age, disability, marital status, veteran status, sexual orientation, genetic information, or any other characteristic that may be legally protected.** This policy applies to all aspects of employment, including but not limited to hiring, hiring, placement, promotion, transfer, demotion, workforce reduction, and termination, as well as pay rates or other forms of compensation, selection for training, use of all facilities, and participation in all company-sponsored employee events. The provisions of any applicable laws relating to legitimate occupational requirements, business need, or age restrictions will be followed by the company where appropriate.

**Working in a setting with a rich and diverse culture involves more than just recognizing differences.** It entails comprehending communications and events from a variety of angles and constantly being conscious of sensibilities, current affairs, and the consequences of one's actions. According to System One, every employee deserves to be treated with respect, live in a world devoid of prejudice, and be able to bring their complete self to work. We promote diversity hiring inside our organization and are dedicated to locating competent, diverse leaders, middle managers, and new professionals to assist in bringing the best people onto our team. We are proud of our awareness of and sensitivity to different cultural perspectives.

Our staff members are carefully chosen based on their suitability for these settings and their track record of providing first-rate customer service. In addition, many of our employees speak two or three languages, which is required by several of our contracts.

**Accessibility is a crucial part of System One's operating philosophy.** We work to make access possible for people with disabilities or to make it possible to employ assistive technology to make access possible.

The strategy and dedication of System One to diversity also applies to its partners and suppliers. To assist System One and its clients in ensuring that the added value of diversity is found throughout our business connections, we collaborate with diverse, minority-, and veteran-owned organizations. System One is dedicated to promoting the success of diverse suppliers and initiatives, whether it is through our minority mentorship program, our teaming with minority suppliers, or our desire to forge new connections.



As we give everyone equal job chances, diversity is engrained in our operations and talent comes in various forms.

 **9,025**  
employees



**50%**  
Of our executive  
leaders are women

**49%** Of our managers  
are women



**40%** Of our employees  
are minorities



GAP Solutions, Inc. was recently named one of the Top Workplaces by the *The Washington Post* for the second year in a row! Earlier this year, GAP Solutions was also named one of the Top Workplaces in the USA for 2022.

We are incredibly honored and humbled to have been recognized for these achievements. GAP Solutions mission and continued focus is our commitment to our employees and putting their needs first. We strive to continue this mission as we support our customers to promote and protect the health and security of our nation.

THANK YOU to all our employees for these wonderful achievements and helping us be a Top Workplace. We look forward to more progress as we continue towards our goal of a higher quality of work and higher quality of life.

#GAPSolutions #Topworkplace #TWP #washingtonpost



# STAKEHOLDER ENGAGEMENT

Our employees go above and beyond to support the success of our company and our clients. Engagement is crucial for our larger stakeholder community, which includes investors, clients, and job seekers.

**System One puts in a great deal of effort to engage with our stakeholder groups through a variety of channels, such as:**

- System One's channel on YouTube.
- Public own hall events
- Webinars and instructional content
- Podcasts with business authorities
- Community service
- Associations and events in the industry
- Employment expos
- Worker surveys

system|one  
*live*



## STATEMENT ON HUMAN RIGHTS

**We actively promote human rights through our own standards, policies, and practices. We want our organization's efforts to serve as an example for others.**



System One is dedicated to being a good corporate citizen and an ethical employer. We work to respect international norms and best practices for ethical business, such as a dedication to equal opportunity, the abolition of abusive labor practices, and the provision of career prospects. By conducting our business in a way that aims to respect, protect, and promote the full range of human rights as described in the United Nations' Declaration of Human Rights, we will exercise our influence in the market as a leading provider of outsourced services and workforce solutions.

**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

System One's dedication to diversity is evident in both company policy and the inclusion of women in leadership positions. Women make up 55% of System One's top leadership and more than 40% of the company's managers.

With more women represented, System One is better able to provide its stakeholders with a range of viewpoints, lower risk, and improved performance for the business, all while fostering an inclusive workplace and advancing System One's sustainability objectives. Our management benefits from having a diverse and balanced gender representation because it brings different viewpoints and insights to business issues. This helps our customers, employees, and investors since it helps us make better decisions.

**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*



**April Metivier**  
*President, Telecom*



**Katie Goar**  
*President, Housing*



**Rachel Peters**  
*Co-President,  
Digital / Creative*



**Victoria Neeson**  
*Co-President,  
Digital / Creative*



**Ana Vargas**  
*Co-Chief Executive Officer, Housing*



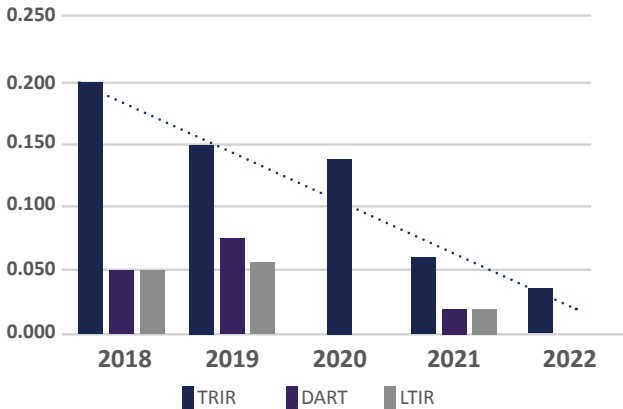
# OUR COMMITMENT TO SAFETY

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

The safety and health of our employees are a priority for System One. The success of our business and that of our clients depends on the safety of every employee. System One conforms with all applicable health and safety laws. 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. System One maintains policies that encourage employees to engage in safe working practices and provides appropriate channels to report potential unsafe practices or hazards in the workplace.

## System One - OSHA Recordable Rates

	2018	2019	2020	2021	2022	Industry Average	
						NAICS	All Industries
TRIR	0.200	0.151	0.138	0.058	0.040	1.2	2.9
DART	0.050	0.076	0.000	0.039	0.000	0.9	1.8



<b>TRIR</b>	Total Recordable Incident Rate
<b>DART</b>	Days Away Restricted or Transferred
<b>LTIR</b>	Lost Time Incident Rate
<b>*</b>	Source Bureau of Labor Statistics

# OUR COMMITMENT TO TRAINING

**Our clients count on us to deliver top-tier talent with highly sought-after expertise.**

The success of our company and the growth of our employees are both dependent on System One’s commitment to continual training. These skills cover a variety of jobs, fields of study, and sectors. Many of our resources call for advanced degrees and credentials.

System One’s training approach is broken down into three groups. Employees receive their first sort of training from System One with a focus on following all applicable laws, rules, and regulations. The second form of training is the training we give to make sure that our team members are knowledgeable about industry best practices and equipped to successfully handle the significant job that lies ahead of them.

The final type of training is job-site-specific training, which makes sure that each client with whom our team members work is acquainted to them, whether that training relates to environmental rules, safety procedures, cyber security, or other client-specific practices. Thousands of employees and contractors receive job-specific training from System One and its divisions each year.

**During 2022, 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.**

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.

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



We are dedicated to strengthening and enhancing both the communities where we work and live. For us, it’s not simply a nice thing to do; it’s a duty that we totally support and that is engrained in every aspect of how we conduct business. Every action we take is in accordance with our core values, which serve our employees, clients, and communities. Our staff members are steadfast in their dedication to social and charitable issues. Giving back is part of who we are and makes our leadership and staff extremely proud.

With operations across the nation and beyond, we search for local giving opportunities wherever possible. Our staff hold a lot of the organizations we support close to their hearts. In addition to providing financial support, we look for chances to put our knowledge and experience into work advancing the causes we support. 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.**



# SYSTEM ONE IN OUR COMMUNITIES (CONTINUED)

We believe in fostering great teams and supporting the communities in which work and live. 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 volunteer.







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

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



A thorough Code of Business Conduct governs System One. Our success is based on our dedication to core principles including integrity, righteous behavior, complete accountability, compliance, fair competition, and a constant drive to “do the right thing.”

**Cami Davis**, *General Counsel*

**Our Code of Business Conduct instructs us to uphold our core principles.**



At System One, we consider open communication, bringing up problems early on, and doing so as a best business practice. We adhere to the “open door” mentality, which is meant to uphold and promote our core principles. We value open communication and take seriously any grievances or problems that are brought forward. Reporting violations of this Code, Company policy, or the law is encouraged and necessary to preserve our culture and core values. It is our job to protect the Company’s culture of honesty, integrity, compliance, and accountability. Whenever a stakeholder has a concern or needs to report a potential infraction of the Code, the Company’s rules, or the law, we encourage them to raise it. System One has set up a business hotline in accordance with Notification of Employee Protection under 41 U.S.C. § 4172.

Our Code also outlines how we are expected to uphold and promote System One’s principles both internally and while dealing with customers, investors, business partners, contractors, and the public.

# SUPPLIER CODE OF CONDUCT

These guiding principles direct our daily actions, and we work hard to collaborate with vendors, subcontractors, and independent contractors that share our dedication to morality and integrity. System One does not conduct any unethical business activities. Honest communication, respect for one another, and following through on commitments are all necessary for us to uphold these beliefs.

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.

System One works to ensure that its suppliers follow the guidelines set forth in our supplier code of conduct. As a result, this creates obligations for our suppliers. The degree to which suppliers abide by the standards outlined in our Code of Conduct is a crucial consideration in determining whether we start working with them or keep doing so.

**We have created a Supplier Code of Conduct that outlines the basic criteria that we require Suppliers to abide by, and to make sure that they are aware of our expectations.**

**We follow the following guidelines when interacting with our vendors, business partners, and other third parties:**

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

System One realizes its obligation to avoid adverse effects on human health and the environment while promoting a varied, equitable, and thriving business practice in line with its mission to being an environmentally and socially responsible company. System One is aware that the different goods and services it purchases each have effects on society, the environment, human health, and the economy. System One makes purchasing selections that reflect their dedication to sustainability.

System One has put in place a **Sustainable Procurement Policy** as part of its sustainability initiatives. This policy incorporates standards, criteria, and other elements that are conducive to safeguarding society and the environment. To support the communities we serve, System One strives to buy products that are locally produced, recyclable when possible, and ethically sourced.

## 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

Economic 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 employs a thorough risk management process created to recognize, evaluate, and address risk variables that could have an influence on our businesses.**

toward sustainability and make wise decisions. The financial statements and internal controls of System One are audited annually by our independent auditors.

By responding proactively rather than reactively, we strive to control and mitigate as much as feasible. We have a responsibility as company leaders to minimize both the likelihood of a risk occurring and its potential impact. We make sure that the executive team gets the knowledge they require to steer the company's course

# GLOBAL ANTI-CORRUPTION

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

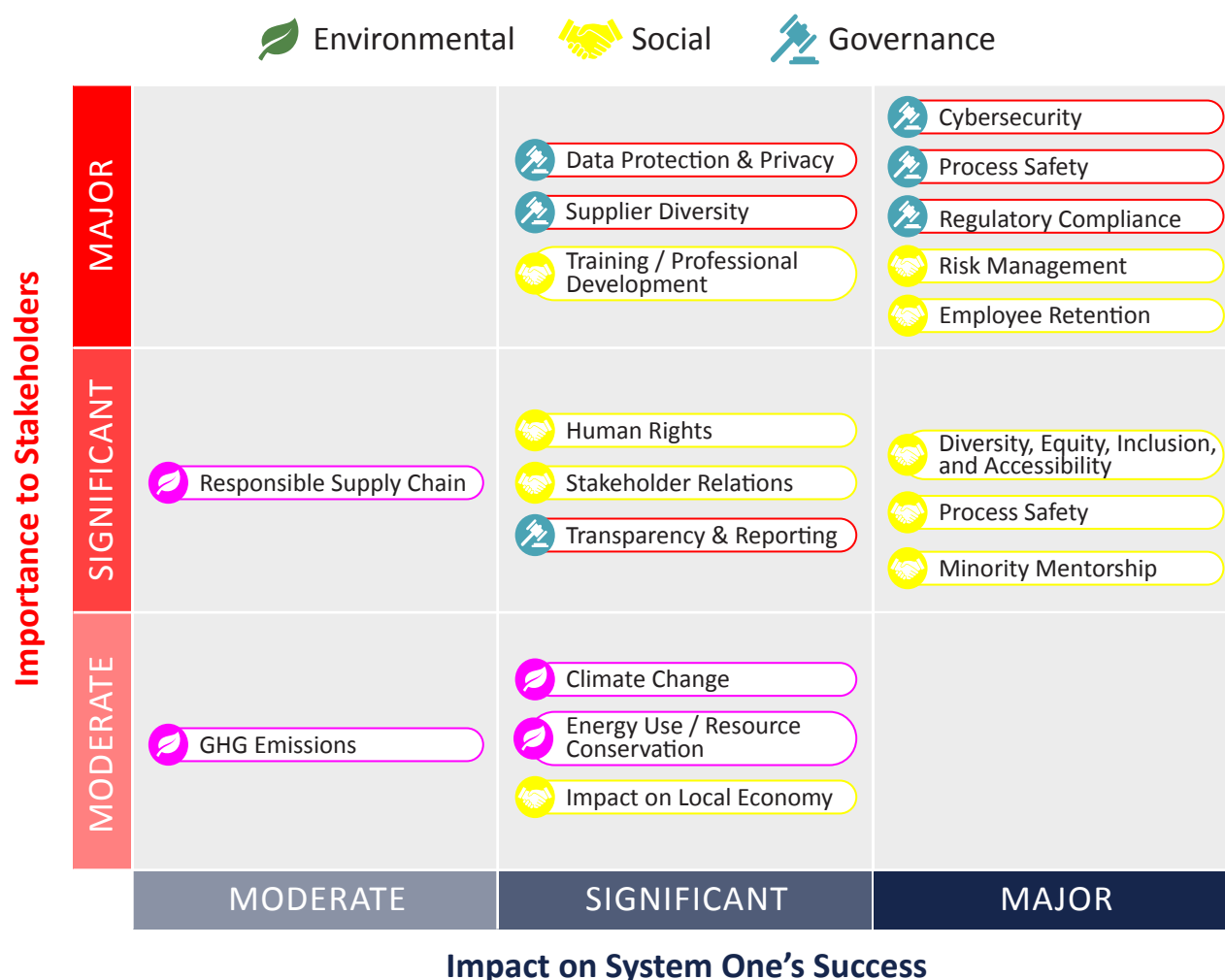
We expect our employees, contractors, and suppliers to follow all federal, state, and global anti-corruption laws, including the U.S. Foreign Corrupt Practices Act, in all business dealings, including those which occur outside of the United States, in connection with System One's business. We provide 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

To identify and prioritize the ESG topics that are most crucial or “material” to our business, System One actively collaborates with key stakeholders.

Reviewing our ESG reporting standards and the subjects most pertinent to our business are key to our materiality assessment. The results are checked for consistency, and direct discussions with executive management are made to make sure all relevant issues have been considered. The accompanying matrix displays the findings of System One’s materiality analysis.



# DATA SECURITY

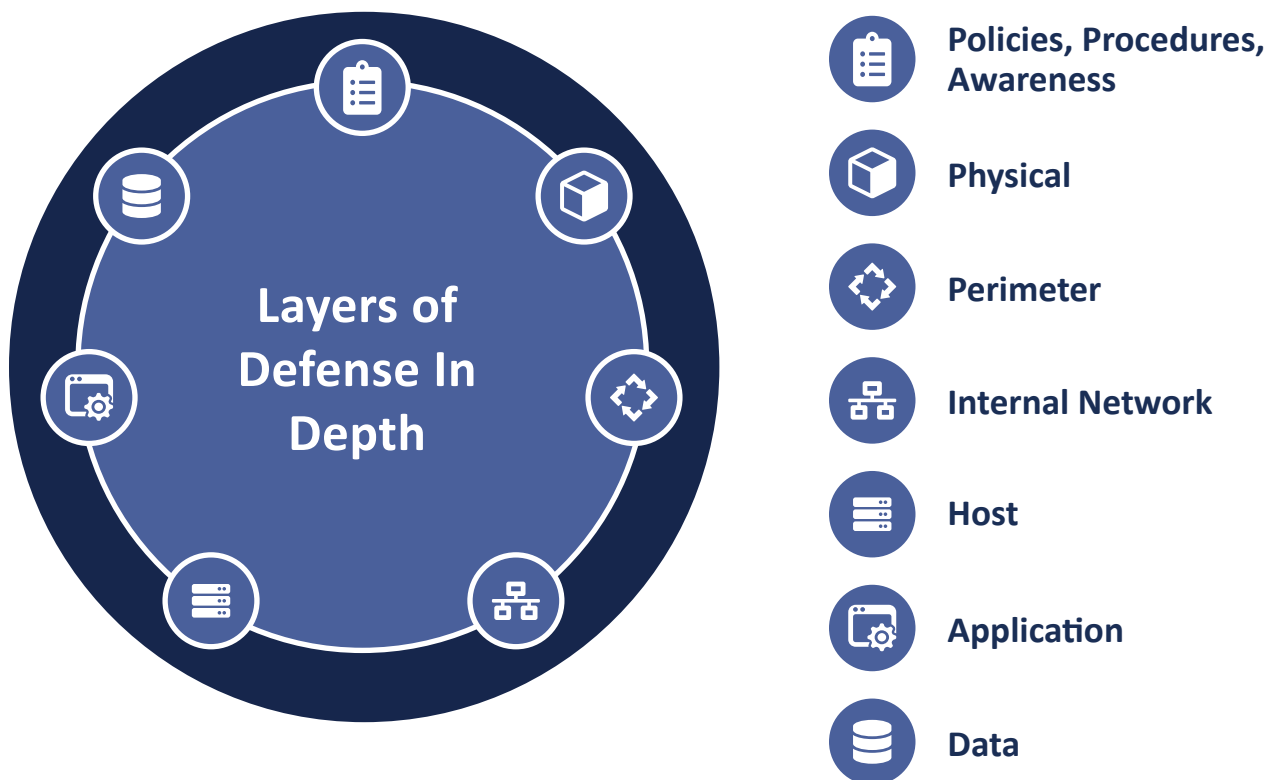
## System One maintains a comprehensive Enterprise Information Security Program Plan.

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 including:

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 2022, employees participated in more than 2,100 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*





# 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 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, 2022 to December 31, 2022. 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 2022
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) 53% (2) 16%
	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 2022

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 cited in this GRI content index for the period January 2022 - December 2022 with references to the GRI Standards.

### Global Reporting Initiative (GRI) Standards: GRI 1: Foundation 2022

#### GENERAL DISCLOSURES 2022

Issue	Metrics	Indicators	System One Disclosures
<b>General Disclosures 2021</b>	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, 2022 to December 31, 2022
	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
<b>Material Topics 2021</b>	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
<b>Economic Performance</b>	Direct economic value generated and distributed	GRI 201-1	Approximately \$1 Billion
<b>Indirect Economic Impacts</b>	Infrastructure investments and services supported	GRI 203-1	Engineering and Critical Infrastructure, p. 8
<b>Procurement Practices</b>	Proportion spending on local suppliers	GRI 204-1	Sustainable Procurement, p. 27
<b>Anti-Corruption</b>	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 2022
<b>Anti-competitive Behavior</b>	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	GRI 206-1	No legal action in 2022

### ENVIRONMENTAL DISCLOSURES

Issue	Metrics	Indicators	System One Disclosures
<b>Energy 2016</b>	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
<b>Emissions 2016</b>	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
<b>Waste 2020</b>	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
<b>Employment 2016</b>	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
<b>Occupational Health and Safety 2018</b>	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
<b>Training and Education 2016</b>	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
<b>Diversity and Equal Opportunity 2016</b>	Diversity of governance bodies and employees	GRI 405-1	Workforce Diversity, Ethnicity, Inclusion, and Accessibility, p. 17
<b>Non-Discrimination 2016</b>	Incidents of discrimination and corrective actions taken	GRI 406-1	Zero (0)
<b>Local Communities 2016</b>	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
<b>Governance</b>	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
<b>Strategy</b>	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
<b>Risk Management</b>	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
<b>Metrics and Targets</b>	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

**We are the leading provider of specialized technical services and solutions to critical infrastructure, technology, life sciences, and government sectors.**

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