



CRITICAL INFRASTRUCTURE



TECHNOLOGY



LIFE SCIENCES



GOVERNMENT

# REPORT

CORPORATE SOCIAL RESPONSIBILITY

# 2024

# About This Report

System One is excited to present its 2024 Corporate Social Responsibility (CSR) report, which highlights the company's commitment to providing sustainable value for our clients, investors, and employees and details our efforts in creating a resilient and sustainable organization.

Operating across more than 50 locations in the United States, Canada, and the United Kingdom, System One provides thousands of individuals with jobs, training, and transformative employment opportunities. We focus on specialized services requiring advanced technical skills and large-scale operational expertise, positioning ourselves as vital partners in supporting critical infrastructure, technology, life sciences, and government initiatives.

Our network of skilled talent and specialized resources enables us to deliver outsourced services and workforce solutions that assist partners in effectively implementing their most mission-critical initiatives. The report also outlines our risk management and decision-making processes while underscoring our commitment to transparent communication.

Furthermore, this CSR report showcases our initiatives to incorporate responsible investment and operational best practices into our business and highlights the progress we have made over the past year.

All key performance indicators and disclosures are aligned with System One's established operating model. Unless specified otherwise, this report covers the calendar year 2024.





# 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 performing teams, 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, life sciences, and government initiatives.



# Troy Gregory

CHAIRMAN &  
CHIEF EXECUTIVE OFFICER

This year proved to be a pivotal year in the history of System One. As the world navigated high inflation, uncertainty around the US presidential election, and a cooling job market, the environment tested System One's adaptability. With these headwinds, System One prioritized our people and clients. It's what we have always done.

We hire exceptional individuals and provide them with the necessary resources for success, ensuring their full potential is never constrained. Our Corporate Social Responsibility philosophy is centered around enhancing the lives of our people, which is a fundamental aspect of our mission. We are committed to upholding the highest environmental stewardship, equity, and corporate governance standards.

Through these efforts, we create transformative employment opportunities that allow our clients, employees, and communities to thrive. Our outsourced services and workforce solutions facilitate the engagement of top talent in critical business sectors such as critical infrastructure, technology, life sciences, and government, promoting sustainable development and growth opportunities.

Our tremendous growth over the years has served as a testament to our team's commitment and the capabilities that our employees bring to their roles each day.

I sincerely thank everyone who has partnered with us throughout our journey, especially our remarkable System One family. We look forward to the opportunities that lie ahead.



# Greg Lignelli

PRESIDENT &  
CHIEF OPERATING OFFICER

For System One, 2024 was an extraordinary year. As advancements in artificial intelligence, infrastructure, energy services, advanced manufacturing, next-generation telecom, digital content, and outsourcing continue to reshape industries, we are honored to lead this evolution through innovation and purposeful action. We are advancing our organization and empowering our clients to succeed by delivering cutting-edge technical services and solutions.

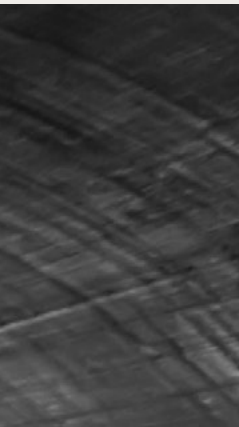
Our continued expansion through strategic acquisitions has reinforced our ability to meet the growing demand for technical expertise. Our recent acquisition of Tech USA has further strengthened our Technology, Engineering, and Government Workforce Solutions, enabling us to provide greater support to our clients in these rapidly advancing sectors.

With a team of over 10,000 skilled professionals, we recognize our responsibility to shape the future by fostering sustainable opportunities and delivering forward-thinking solutions that drive real impact. We remain committed to being at the forefront of change.

I am incredibly proud of the System One team and our remarkable progress this year. Together, we are not just adapting to economic and technological shifts—we are driving them. I am confident that our collective efforts will continue to shape a more innovative, connected, and sustainable future for all. Thank you.



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# ABOUT System One

Every day, System One focuses on services and solutions that require a high degree of specialization, in-demand technical skills, and large-scale operational expertise. We are essential partners to those on the front lines of our nation's critical infrastructure, technology, life sciences, and government sectors.

Founded more than 40 years ago as a staffing partner to the engineering industry, System One is a diversified organization operating in over 50 locations and employing more than 10,000 people in the United States, Canada, and the United Kingdom.

At System One, our dedicated team works closely with leading public and private organizations to execute and expedite their mission-critical projects. Our outsourced services allow clients to focus on their core strengths while saving time and costs. By leveraging our industry expertise, we offer tailored workforce solutions that bridge the gap between strategy and success. These include subject matter expertise, training, resource planning, logistics, specialized technology, and more.

**Our commitment to excellence and experience enables us to effectively navigate challenges and deliver projects of all sizes and complexities.**







# Our Core Four Tenets

## EXPERTISE

At the core of our success is our exceptional team of talented professionals. With diverse skill sets and a wealth of industry knowledge, our experts are well-equipped to handle the most demanding and intricate tasks. Their collective expertise forms the backbone of our ability to provide top-notch service to our clients.

## CHALLENGE ORIENTED

Our experienced specialists have a proven track record of industrial excellence. They have consistently turned various challenges into opportunities for success. This ability to adapt and innovate makes us stand out in the industrial services sector. No matter how unique or complex your project's requirements may be, our team is well-prepared to meet and exceed your expectations.

## QUALITY & SAFETY FIRST

We hold ourselves to the highest industry standards. We understand the importance of delivering results that are not only effective but also safe for our employees, our communities, and the environment. Our dedication to quality and safety ensures that our work is not just efficient but also responsible and reliable.

## CLIENT-CENTRIC APPROACH

We believe that effective communication is the cornerstone of any successful project. We take the time to listen to our clients, understand their unique needs, and then execute with precision. Our client-centric approach ensures that our services are tailor-made to meet our client's specific requirements. Our client's goals become our goals, and we work tirelessly to ensure their satisfaction.

# CORPORATE SOCIAL RESPONSIBILITY

## Our Strategy & Commitment

To System One, Corporate Social Responsibility (CSR) is the idea that we as a business should contribute positively to the well-being of the environment, our people and communities, our customers, and our investors.

This is core to who we are and what we do. Our services improve the lives of our clients and employees.



### CRITICAL INFRASTRUCTURE

We bring talent to projects and endeavors that improve how the country grows through power and utility, engineering, telecom, energy, and transportation initiatives.



### TECHNOLOGY

The advances we make through our people keep our data secure and create innovative solutions to information technology, creative & digital, and legal applications.



### LIFE SCIENCES

Our efforts support life-changing clinical and scientific advancements.



### GOVERNMENT

Our services bring resources to enable more efficient use of public funds and services for the betterment of society.

# Critical Infrastructure

System One fortifies, builds, and expands our nation's infrastructure to provide a more sustainable future for all. Our services and solutions power our clients' most critical and core initiatives from broadband and wireless to power generation, transmission and distribution, energy, transportation, and renewables, enabling them to expand their capacity and capabilities to meet today's demands and capitalize on tomorrow's opportunities.



## OUR TEAMS' FOCUS

### Power & Utility

We provide a wide range of services and solutions for utility, transmission & distribution, renewable energy, and nuclear power organizations. We excel in quality control/quality assurance, project controls, environmental solutions, construction management, and support renewable energy clients with blade remediation, turbine inspection, and repair.

### Engineering, Procurement, & Construction (EPC)

We provide personnel to the EPC firms with expertise through meticulous design, careful planning, and detailed deployment. Our personnel specialize in all of the engineering methods, quality, safety, project management, and skilled labor. We support construction, engineering, and operations and maintenance for project efficiency and integrity.

### Telecom

We offer full-service design engineering, off-premises capabilities, and remote access work for nearly every major telephone, cable, and wireless carrier across the United States. Our expertise encompasses various services such as outside plant engineering, site acquisition, right of way, surveying and mapping, planning and drafting, and design. Additionally, we excel in network design, installation, inspection, testing, internal operations support, and technical training.

### Energy

We provide industry-leading oil and natural gas outsourced services and workforce solutions to upstream, midstream, and downstream organizations. Our services include third party inspection (certified welding and pipeline inspection, corrosion inspection), construction and project management, nondestructive evaluation (NDE), project controls, quality assurance and quality control, and environmental solutions.

### Transportation

We provide complete transportation workforce solutions to deliver the top talent required for today's demanding challenges. From rail to freight and technology to logistics, System One covers every discipline within the dynamic transit industry. As a front-runner in providing top marine talent, we also support cutting-edge companies in the marine industry.



# Technology

System One partners with large public and private organizations to power their most important initiatives in IT, creative & digital, and legal eDiscovery.

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

## OUR AREAS OF EXPERTISE

### Information Technology (IT)

We understand the challenges of building a high-performance IT team. Our experts immediately and effectively impact critical projects and core technology functions.

System One operates across the full IT lifecycle. Excelling in both legacy systems and emerging technologies, our IT experts make an immediate impact on critical projects and core technology functions.

- Website, applications, and software development
- Systems implementation and integration
- Project management and business analysis
- Enterprise data management
- Network infrastructure
- Technology support
- Cybersecurity
- Artificial Intelligence/Machine Learning (AI/ML)

Our technology subsidiary, ALTA IT Services, has an extensive and reputable background in IT staffing, giving us a deep understanding of our clients' business and technology priorities and initiatives.

Tech USA's technology team is their organization's backbone; it's the core business on which Tech USA was built. Day in and day out, their clients, most of which are essential businesses supporting critical infrastructure, have come to depend on their consultants to support their technology initiatives and complete their time-sensitive projects.

## Managed Information Technology Services

System One's Managed IT Services believes in a consultative partnership with our customers. Our breadth of domain knowledge pairs with our hands-on experience of global deployments to deliver solutions that meet your unique business needs:

- Digital Transformation
- Outsourced IT Staffing
- Project Implementation
- Professional Services

Our digital team has a proven consultative approach that identifies the right solution for your business.

## Customized Field Service Software Solutions for a Mobile Workforce

System One knows the complexities that businesses face when managing a mobile workforce and transforming its field operations. Leveraging the latest secure technology, our field service software enables the user to control all access to confidential data, ensuring only authorized personnel access customer information. With decades of experience in the field, working with various utility companies and other field service providers, our field service software is fully customizable, ensuring the best possible result across multiple industries in any environment. Our field service software is capable of:

- Work order management
- Inventory control
- Scheduling, routing and dispatch journeys
- Contractor tracking
- Time management
- Operational overview

Ensignt Plus delivers customized field service software that enables the control of an organization's mobile workforce and transforms its field operations.



## Creative, Digital, & Broadcast

Working at the intersection of creativity and digital, we build and deliver dynamic media teams and the best in video production, live event streaming, and managed services.

Leading brands and corporations, including international government agencies and broadcast networks, choose System One to build and deliver dynamic media teams for in-house studios, content creation, media management, and audio-visual (AV) support and delivery. Working at the intersection of creative and digital, we're here to be your strategic partner and design the solution that is best for you and your operations.

Our creative and digital divisions, TeamPeople and Dreamtek, partner with clients to source top talent and implement scalable workforce solutions in all areas of media production and AV services. This dream team is a global provider with proven expertise in video production, live streaming, virtual events, social streaming, extended reality, and studio builds.

## Legal

We provide leading integrated legal solutions, leveraging technology and expertise to simplify the eDiscovery and contract analytics experience for law firms and legal departments.

eDiscovery and contract analytics converge in the industry's first unified, technology-powered, and attorney-led offering for unparalleled insight and automation.

Our legal subsidiary, Cimplifi, simplifies the experience of eDiscovery, contract analytics, and contract lifecycle management with the next generation of technology-enabled legal solutions for corporate legal departments, law firms, and business operations.



# Life Sciences

Our clinical and scientific teams work closely with those on the front lines of modern medicine. Our people support the next generation of medical treatments and scientific discoveries, and our services deliver efficiency and effectiveness to perform and produce at the highest levels.

System One has been a trusted partner to industry-leading clinical, scientific, and healthcare organizations by providing innovative workforce solutions and delivering top talent. Operating at the forefront of the life sciences arena, our relentless approach enables our clients to execute critical initiatives and significant projects rapidly and effectively.

System One helps life sciences 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.

We excel at finding clinical talent to bring new drug therapies, medical devices, and other life-changing products to market through every stage of the clinical development lifecycle, from research and discovery to regulatory affairs and consumer marketing.

We offer contract and permanent recruiting across all clinical development phases, therapeutic areas, skill sets, and geographies. In addition to supporting household-name pharmaceutical and consumer product firms, we partner with contract research organizations, academia, healthcare, functional service providers, managed staffing providers, and specialized outsourcing firms.

## SPECIALTY AREAS

- Clinical research and operations
- Drug discovery
- Equipment services
- Instrumentation and controls
- Manufacturing and production
- Metrology and calibration
- Product management
- Quality assurance
- Regulatory affairs



Our life sciences division, Joulé, is a trusted partner to industry-leading clinical, scientific, and healthcare organizations that provide innovative workforce solutions and deliver top talent.



# Workforce Solutions

## STAFFING SERVICES

We source and screen candidates for contract, direct, contract-to-hire, and project-based roles across the clinical development lifecycle.

## VENDOR MANAGEMENT SYSTEM (VMS)

Our customized VMS automates and streamlines skilled professionals' approval, hiring, and onboarding. We deliver a total commitment to safety, quality, and compliance. For more than four decades, we've built our business on a reputation for excellence in the clinical marketplace.

## FUNCTIONAL SERVICE PROVIDER

Our functional experts do the work and understand quality oversight, freeing up our clients for other initiatives.

## MANAGED STAFFING PROGRAM & RECRUITMENT PROCESS OUTSOURCING

We design and deploy turnkey managed staffing programs for complex hiring scenarios and recruitment process outsourcing arrangements for direct hiring.



Our professionals can work in various clinical disciplines, from hands-on laboratory support to data management and regulatory compliance. We work with individuals at every career stage, from clinical research associates to PhDs and MDs, at the height of their professional careers.

Additionally, we offer thorough laboratory and facility assistance supported by an ISO 9001:2015 registered Quality Management System and ISO/IEC 17025:2017 Accreditation. We create tailored programs to calibrate, maintain, and validate analytical, manufacturing, and computer systems. We also incorporate resource management tasks, including training, technical writing, and lab relocation.



# Government

## DELIVERING OUTSOURCED SERVICES TO GOVERNMENT ORGANIZATIONS

System One supports and implements critical programs that improve the health and welfare of our country and help our government partners achieve their mission-critical 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.

## TECHNOLOGY, SECURITY, & OPERATIONS

We support the mission of their federal government clients to deliver value through people, processes, and solutions. We leverage our rigorous ISO 9001:2015 quality system to provide our client partners with customized services and staffing solutions.

### SPECIALTY AREAS

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

Our government-focused subsidiary, GAP Solutions, has over 20 years of experience supporting our clients' unique mission requirements within the Defense, Health, Intelligence, National and Homeland Security, and Federal Civilian market segments. GAP Solutions leads and manages System One's federal practice under a unified delivery mechanism that leverages the diverse, scalable, and innovative capabilities into a single, unified solution for our federal and local government partners.



## ENERGY, COMMERCE, & DEFENSE

We support our customers' critical missions in the energy, commerce, and defense sectors. Focusing on their customers' complex missions, data-intensive challenges, and security imperatives, we optimize resources and expertise at scale with agility and innovation. Our in-depth and unmatched capabilities include:

- Mission Management
- Systems Research & Analysis
- Data Science
- Digital Transformation
- Cybersecurity

Our government-focused subsidiary, KeyLogic, has over 30 years of experience supporting our clients' unique mission requirements within the Energy, Federal Civilian, and Defense sectors. They are thought leaders in emerging technology and research and development, performing studies and analyses, conducting modeling and simulation, and managing extensive scientific and technical information collections.

Tech USA has served the intelligence and defense communities for two decades. They provide essential services and critical infrastructure professionals that fit those communities' skillset requirements and stringent security demands. Tech USA's contract vehicles include single award and indefinite delivery indefinite quantity (IDIQ) contracts. Solutions are a result of experience and knowledge. The aerospace and defense industry comprises highly technical, skilled, and educated individuals. These words also describe Tech USA's staffing specialists. Their experienced recruiters understand the industry and take the time to understand their client's business, processes, suppliers, competition, and workforce. This knowledge base is key in developing innovative recruitment solutions designed specifically for each client's needs.

## AFFORDABLE HOUSING

We are a leader in providing program management, consulting, and training services for the affordable housing industry. We know this industry is an ever-changing environment that requires continuous best-practice implementation and quality operations to remain at the forefront.

### SPECIALTY AREAS

- Program Administration
- Consulting and Technical Assistance
- Emergency Rental Assistance Program
- Training and Certifications
- IT Tools and Software
- Compliance Management

Our affordable housing consulting and training subsidiary, Quadel, provides vast housing program knowledge, operations expertise, technology solutions, and commitment to client success.





# Sustainable Development

System One fully supports the United Nations (UN) 17 Sustainable Development Goals (SDGs) and actively participates in the UN Global Compact. We are dedicated to taking action that aligns with important values related to human rights, labor, the environment, and anti-corruption. By doing so, we contribute to

society's goals. Our regular assessment of relevant SDGs helps us track our sustainability targets, key issues in our Environmental, Social, and Governance (ESG) reporting, and the practical aspects of our operations and global impact.





System One maintains a Sustainable Development Policy that demonstrates our commitment to support the UN's SDGs, which align with System One's environmental, social and governance efforts. System One understands and appreciates that, as a provider of outsourced services and workforce solutions, we are in a position to directly and indirectly contribute to many of the UN's SDGs.

As active participants in the UN Global Compact, we submit an annual Communication on Progress, which showcases transparency and demonstrates our commitment to responsible business actions that align with broader societal goals.

As our strategy and commitment to Corporate Responsibility evolves, we are guided by several globally accepted ESG reporting frameworks, including:

- Carbon Disclosure Project (CDP)
- ESG Data Convergence Initiative (EDCI)
- Global Reporting Initiative (GRI) Standards
- The Principles for Responsible Investment (PRI)
- Science-Based Target Initiative (SBTi)
- Sustainability Accounting Standards Board (SASB): Professional & Commercial Services v. 2018-10



System One is supported by Oaktree Capital Management, L.P.'s leadership and capital commitments. Oaktree focuses on creating value by implementing strategic and tactical initiatives such as optimizing capital structures and developing new growth platforms. With deep sector expertise and extensive proprietary networks, Oaktree gains a competitive edge in securing deal flow while prioritizing risk control and downside protection, which aligns with its values.





# Environmental Stewardship

System One is committed to fostering a positive impact on our environment, recognizing its vital role in our business success and the well-being of our stakeholders. As a professional services provider, we operate without significant industrial assets, so our energy consumption and emissions are minimal. We take proactive steps by measuring our greenhouse gas emissions annually, utilizing the Greenhouse Gas Protocol to ensure transparency.

To further strengthen our environmental commitment, we have developed an Environmental Management Policy that guides our operations in compliance with all relevant regulations. This policy helps us mitigate any potential environmental impacts and promotes a culture of environmental stewardship and preservation across our daily activities. We strive to lead by example and contribute to a sustainable future by aligning with industry-specific laws and regulations.

# Environmental Stewardship in Action

RPG Resources is our environmental services company, providing environmental compliance, unmanned aerial systems (UAS), data collection, and inspection services to some of the industry's most prominent critical infrastructure companies and projects. RPG's work protects our environment in a multitude of ways, including:

- Inspection Services focused on erosion and sediment control, well pads, pipelines, infrastructure integrity, and water storage facilities.
- Utility Inspection Services focused on front line leadership managing utility-related construction projects.
- Production and Water Management for customizable production water systems, hydraulic modeling, water transfer, and project management.
- Engineering and Permitting Services include planning, design, siting analysis, and data management.
- Environmental Services for wildlife, wetland delineations, and environmental sampling.
- Unmanned Aerial Systems (UAS) and Data Collection Services with dedicated UAS pilots, geospatial data collection, data processing, and automation technology.



## NUCLEAR Zero Carbon Energy

System One has been a leader in the nuclear industry since its inception. We recognize that the energy sector has consistently emphasized the importance of maintaining nuclear power as a baseload resource within our country's energy generation portfolio. Nuclear power emits no greenhouse gases or air pollution while generating a significant amount of reliable

baseload electricity. In fact, nuclear energy accounts for the largest share of emissions-free electricity in the United States, producing nearly 20 percent of our nation's total electricity and approximately 60 percent of our carbon-free electricity.

System One has built a strong reputation for providing reliable,

cost-effective solutions to utility operators, OEMs, and service suppliers across the nuclear sector. Our teams deliver high-quality services and staffing support in various critical areas, including design and system engineering, maintenance and modification services, outage support, project controls, quality assurance, and nondestructive evaluation services.



# Energy Transition

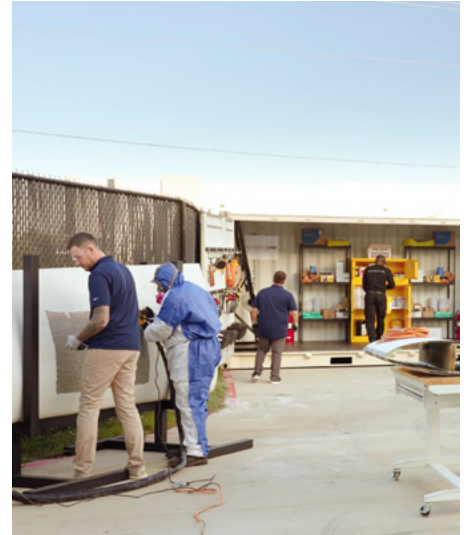
System One is leading our nation's energy transition, which is necessary to create a more secure and resilient energy future. Our focus on nuclear energy and renewable sources is vital to this transition.

## Renewable Energy

Wind, solar, geothermal, and bioenergy offer the potential for clean, sustainable energy for future generations. Through our outsourced services and workforce solutions, we assist businesses that prioritize commercial and environmental sustainability. We also collaborate with utilities and energy cooperatives across the United States to construct, inspect, maintain, and upgrade the nation's renewable utility infrastructure.

Our Renewable Energy Training Center (RETC) in Houston, Texas

addresses a critical need for high-quality, accessible renewable energy training to support wind turbine operations and other related renewable energy skills. The RETC is a hub connecting renewable energy employers, trainers, and job seekers, facilitating an effective response to the industry's dynamic demands. System One's RETC offers a Global Wind Organisation (GWO) certified curriculum. We prepare fully certified field technicians capable of fulfilling the needs of the renewable energy industry.



## Energy Technologies & Carbon Capture

Through one of our government-focused subsidiaries, KeyLogic, our impact on the environment is most evident in our Energy Services practice, which focuses on:

- Carbon management
- Life Cycle Analysis
- Policy analysis
- Integrated energy modeling

KeyLogic partnered with the National Energy Technology Laboratory (NETL) to develop a CO2 Transport Cost Model as part of a broader initiative to investigate the ongoing need for carbon capture, utilization, and sequestration (CCUS). This collection of technologies captures carbon dioxide (CO2) from specific sources. The captured CO2 can be either permanently stored underground or utilized in the economy to prevent its release back into the atmosphere.



This is just a sampling of the amazing work System One conducts daily for the benefit of our sustainable development goals and our shared environment. We will continue to add value-added services, look for acquisition opportunities, and work with clients on sustainable development initiatives drawing us closer to our shared goals and aspirations.







# Our People & Culture

At the heart of our success is our people. We are committed to fostering a diverse, inclusive, and dynamic workplace where innovation thrives and everyone can grow. Our culture is built on collaboration, integrity, and a shared commitment to

positively impacting our clients, our organization, and the communities we serve. By prioritizing a people-first approach, we strengthen our ability to deliver innovative solutions while upholding our duty as responsible corporate citizens.

# Enhancing Employee Experience & Engagement at System One

At System One, we are committed to fostering a workplace that prioritizes employee experience, engagement, and professional growth. Our focus is on creating an environment where every individual has the opportunity to thrive, contribute, and advance, regardless of background or personal characteristics. We ensure fair and transparent processes in all aspects of employment, including hiring, career development, compensation, and participation in company initiatives.

We recognize that a truly engaged workforce is one where employees feel valued, supported, and empowered. By fostering an inclusive and collaborative culture, we encourage diverse perspectives that drive innovation, creativity, and problem-solving.

Accessibility and flexibility are core to our employee experience philosophy. We strive to provide the tools, resources, and technologies needed to support every team member, including assistive technologies and workplace accommodations when necessary.

Additionally, we remain committed to building strong partnerships with organizations that share our values, ensuring that our business connections reflect our dedication to inclusivity, collaboration, and continuous growth.



“ System One advocates for every employee to be treated with respect and to live in a world free of prejudice so they can bring their authentic selves to work. ”

Susan Burgess Tencza  
CHIEF HUMAN RESOURCES OFFICER



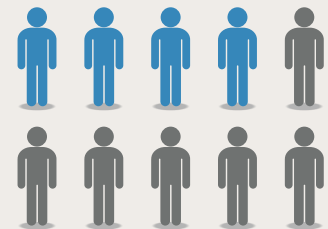
**7,780**  
employees



**50%**  
of our leaders  
are women



**43%** of our employees  
are minorities



Our success stems from embracing unique perspectives, lived experiences, and approaches to problem-solving. When people from different backgrounds and viewpoints come together, innovation flourishes, decisions are stronger, and solutions are more impactful. By fostering an environment where everyone's voice is heard and valued, we ensure that our employees, customers, and investors benefit from a truly dynamic and forward-thinking organization.

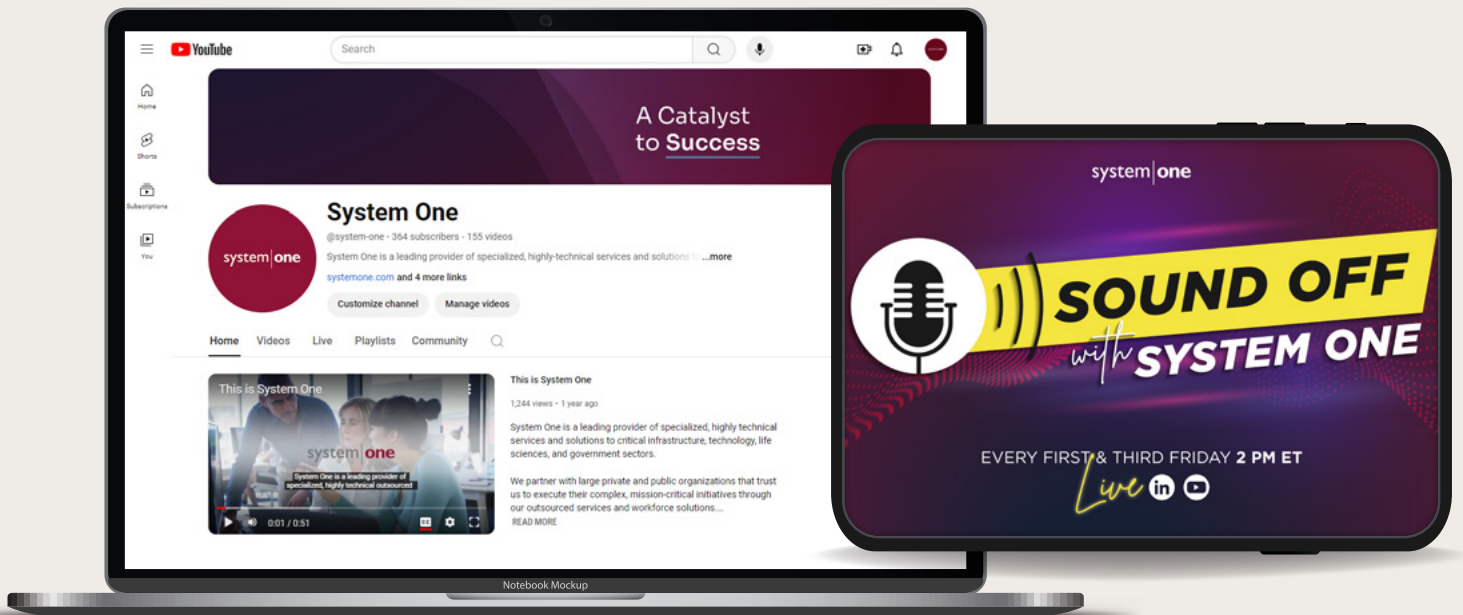
# Building Meaningful Connections with Our Stakeholders

We believe that engagement isn't just a process, it's the foundation of our community. From investors and employees to clients and job seekers, we are committed to fostering genuine conversations that drive collaboration and transparency.

We connect with our stakeholders through dynamic and interactive

channels, including social media, thought-provoking webinars, industry-leading podcasts, and engaging content on YouTube. Beyond digital platforms, we take an active role in public town halls, community service initiatives, industry associations, and career expos, ensuring we stay informed, involved, and accessible.

To keep a pulse on what matters most, we conduct regular workforce surveys and create open forums for dialogue. This allows us to adapt, grow, and deliver greater value to those we serve. At System One, stakeholder engagement isn't just about communication—it's about building lasting relationships that empower success and drive impact.



# Women in Leadership

We are committed to breaking barriers, fostering inclusivity, and ensuring that every individual can lead, contribute, and thrive based on merit. A testament to this commitment is the fact that women make up 50% of our top leadership and over 40% of our management

team—not as a statistic, but as a powerful reflection of our belief that diverse leadership drives stronger outcomes.

We remove barriers, create opportunities, and cultivate a culture where belonging fuels

progress. Together, we are shaping a workplace where everyone can reach their full potential, making a lasting impact on our business and beyond.



**Lisa Biondi**  
CHIEF INFORMATION OFFICER



**Susan Burgess Tencza**  
CHIEF HUMAN RESOURCES OFFICER



**Cami Davis**  
GENERAL COUNSEL



**Mary Beth Gapinski**  
CHIEF ACCOUNTING OFFICER



**April Metivier**  
PRESIDENT, TELECOMMUNICATIONS



**Rachel Peters**  
CO-PRESIDENT, CREATIVE & DIGITAL



**Diane Pairel**  
PRESIDENT, GOVERNMENT

# Human Rights

System One is dedicated to championing human rights. We uphold international standards and adhere to ethical business practices. Our commitment includes providing equal opportunities, eliminating exploitative labor practices,

and offering meaningful career prospects. We actively promote human rights through our standards, policies, and practices, and we aim to set a positive example for others.

We conduct our business in a way that respects, protects, and

promotes the full range of human rights outlined in the United Nations Declaration of Human Rights. As a leading provider of outsourced services and workforce solutions, we strive to support these rights through our work.

# Our Culture of Safety

At System One, safety is not just a priority; it's the foundation of everything we do. Our unwavering commitment to protecting our people drives a proactive, result-driven safety culture that goes beyond compliance to create a truly secure and resilient work environment.

We partner closely with our clients to assess risks, identify potential hazards, and implement rigorous safety protocols tailored to each worksite. Our teams undergo continuous training and real-time education, ensuring they are well-equipped to recognize

and mitigate risks effectively. Open communication and robust reporting mechanisms encourage ongoing improvement, empowering employees to take an active role in fostering a safety-first mindset.

Our commitment extends to regular inspections, cutting-edge safety equipment, and well-defined emergency response procedures. Given the specialized nature of our services, we work together with our clients to ensure our personnel fully understand site-specific conditions, safety measures, and emergency protocols that shape their daily operations.



	2019	2020	2021	2022	2023	2024	NAICS	All Industries
<b>TRIR</b>	0.151	0.138	0.058	0.040	0.081	0.041	1.2	3.8
<b>DART</b>	0.076	0.000	0.039	0.000	0.000	0.000	0.7	1.8
<b>LTIR</b>	0.057	0.000	0.039	0.000	0.000	0.000	.05	1.3

**TRIR** Total Recordable Incident Rate

**DART** Days Away Restricted or Transferred

**LTIR** Lost Time Incident Rate

*\*Source: Bureau of Labor Statistics*

By embedding safety into every aspect of our work, we protect our people, enhance operational efficiency, and uphold the highest industry standards. Our policies actively encourage employees to speak up, report hazards, and adopt best practices, fostering an environment where safety is a shared responsibility and a core value.

# Empowering Our Workforce Through Continuous Training

The growth of our company, the success of our employees, and the performance of our clients are fueled by continuous learning and development. Our commitment to ongoing, high-impact training ensures that our workforce remains skilled, adaptable, and prepared to meet the evolving demands of diverse industries and client needs.

Our comprehensive training approach is built on three key pillars:

## CLIENT-SPECIFIC TRAINING

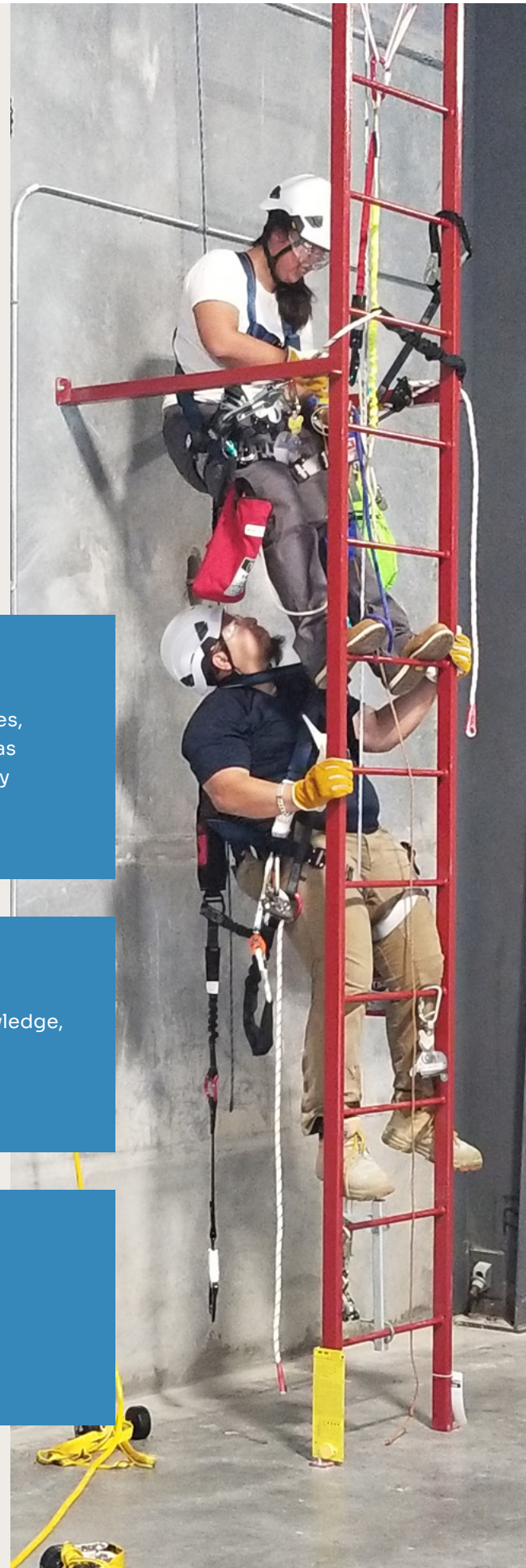
Employees receive in-depth instruction on each client's unique practices, policies, and regulatory requirements. This includes critical areas such as environmental regulations, safety protocols, cybersecurity, and industry compliance, ensuring our workforce operates with precision and accountability.

## INDUSTRY BEST PRACTICES

We provide extensive training that equips our team with the latest knowledge, technical expertise, and professional standards necessary to excel in their roles. This ensures our employees are not just meeting expectations—but exceeding them.

## SITE-SPECIFIC TRAINING

To enhance on-the-ground readiness, employees undergo specialized instruction tailored to the unique conditions, procedures, and operational nuances of each worksite, ensuring seamless integration into client environments.



As part of our commitment to workforce development and sustainable energy, System One has actively launched and expanded key apprenticeship initiatives.



System One plays a pivotal role in the clean energy transition by training and deploying skilled professionals in wind energy. Through our Renewable Energy Training Center (RETC), we provide hands-on technical training in wind turbine operations and maintenance, career pathways for individuals entering the renewable energy sector, and support for energy transition goals. This program directly supports our ESG goals by fostering a workforce equipped to meet the demands of a low-carbon economy.

In partnership with the U.S. Department of Defense, our SkillBridge program offers transition support for active-duty military personnel nearing the end of service, training in advanced manufacturing, engineering, and energy sectors, and civilian career readiness, helping veterans translate military skills into high-demand technical roles. This initiative reflects our dedication to social responsibility by supporting veterans and strengthening the national workforce.

System One has partnered with ApprentiScope in support of System One’s apprenticeship programs.

Thousands of employees and contractors benefit from job-specific training programs delivered by System One and its divisions each year. This relentless focus on workforce development doesn’t just prepare our teams for success—it drives excellence, innovation, and long-term growth for our company, clients, and the industries we serve.



“ We’re beyond excited to partner with System One to help them scale Registered Apprenticeships in construction and renewable energy. Our industry-leading Apprenticeship Management System, combined with System One’s deep industry expertise, will create a winning formula for scaling these critical workforce programs and forward our mission of increasing awareness and availability of Registered Apprenticeships.

**William Lippolis**  
APPRENTISCOPE FOUNDER & CEO

”

# System One in Our Communities

We are passionate about giving back. Our employees are deeply committed to social and philanthropic causes, turning compassion into action and making a meaningful difference in the communities we serve. This dedication is a source of immense pride, reflecting our belief that true success is measured by the positive impact we create beyond our walls.

We actively seek out and support local initiatives wherever we

operate, aligning our efforts with the most important causes to our employees and their communities. But our commitment extends beyond financial contributions—we leverage our expertise, resources, and collective knowledge to drive meaningful change. Whether through hands-on involvement, strategic partnerships, or skills-based volunteering, we are dedicated to strengthening communities,

empowering individuals, and fostering sustainable progress.

At System One, we recognize that our success is intertwined with the well-being of the communities we touch. That's why we embed social responsibility into everything we do, ensuring that every initiative reflects our core values and reinforces our role as a responsible corporate citizen. Together, we are not just supporting change; we are leading it.



SANTA TO A SENIOR



BETHANY HOME | A HOME FOR AT-RISK YOUTH



BREAST CANCER AWARENESS



RUTGERS GARDENS VOLUNTEER EVENT





WEAR RED DAY



UNITED WAY DAY OF CARING



BACK TO SCHOOL DONATION DRIVE



TOYS FOR PITTSBURGH TIKES



WORLD DOWN SYNDROME DAY LOTS OF SOCKS



SECOND HARVEST FOOD BANK



# Leading with Integrity, Governing with Purpose

At System One, strong corporate governance isn't just a principle; it's the foundation of our success. It defines how we operate, grow, and create lasting value for our stakeholders. Integrity, accountability, and transparency drive every decision, ensuring our business remains responsible, sustainable, and built for long-term success.

Our commitment to governance starts with our core values, Code of Business Conduct, policies, and decision-making processes. Leadership sets the tone, demonstrating the highest standards of ethics, compliance, and responsible business practices.

This unwavering commitment fosters trust, resilience, and operational excellence at every level of our organization.

We believe in continuous improvement and a culture of strong business ethics, ensuring that our teams are empowered to innovate, collaborate, and drive meaningful impact. Our goal is to be the preferred service and solution provider in our market segments. We achieve this by promoting a safe, inclusive, and dynamic workplace where every employee can contribute their creativity, integrity, and expertise to our shared success.

# Our Code of Business Conduct

A comprehensive Code of Business Conduct governs System One. This code is based on our commitment to integrity, accountability, and constant drive to do the right thing. Key to our Code is a culture of open communication and striving for early identification and resolution of any issues. Our “open door” policy reflects our dedication to upholding and promoting our Code. We value transparent communication,

take any grievances or problems seriously, and encourage reporting violations or issues, as it is essential for preserving our culture and core values. Our Code also outlines the expectations for upholding and promoting System One’s principles internally and in interactions with customers, investors, business partners, contractors, and the public.



## UPHOLD OUR CORE PRINCIPLES



If any stakeholder has concerns or needs to report a potential violation of the Code, we strongly encourage them to do so and provide various avenues for reporting concerns. To support reporting, we have established a business hotline where stakeholders can anonymously report concerns.

# Global Anti-Corruption

System One has a strict policy against bribery, corruption, and similar unethical business practices. We ensure that all our employees, contractors, and suppliers comply with all federal, state, and international anticorruption laws, including the U.S. Foreign Corrupt

Practices Act, in all business transactions, whether conducted within or outside the United States. Our employees undergo annual training to keep up with these regulations. We expect our employees and business partners to refrain from bribery, kickbacks,

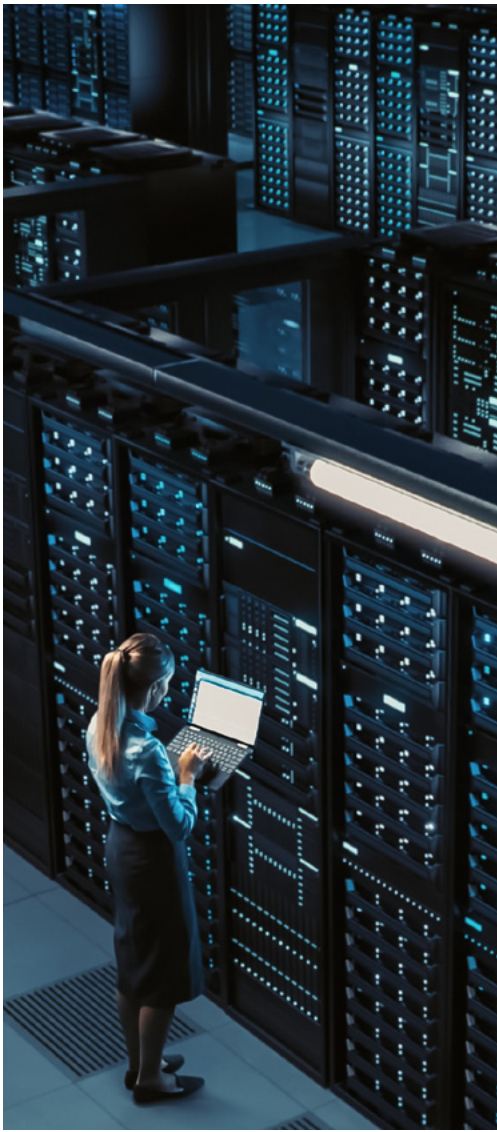
improper gift exchanges, or other incentives associated with System One's business. We also expect employees to avoid any conflicts of interest related to financial interests or arrangements that might be considered inappropriate.

## Supplier Code of Conduct

Our suppliers must follow strict criteria to do business with us at System One. These principles are outlined in our Supplier Code of Conduct. We value honesty, mutual respect, and consistent commitment to fulfilling obligations, and we look for these same values in all our vendors, subcontractors, and independent contractors. We expect our suppliers to conduct business ethically and transparently. We follow a set of guidelines when dealing with our suppliers and other third parties. These guidelines promote fair and honest dealings, ethical business practices, and adherence to all applicable laws and regulations.

Before starting any business activities, we ensure that an approved agreement is in place with our suppliers. We actively monitor our suppliers to ensure they comply with our Supplier Code of Conduct. We hold our suppliers accountable for upholding these standards, and their compliance significantly influences our decision to initiate or continue a working relationship.





# Enterprise Information Security Program

Keeping data safe is a top priority. To protect the information we handle, we have developed a comprehensive enterprise information security program. This program includes policies, security architecture, and strict control practices to safeguard sensitive data during processing and storage.

We follow a “Defense in Depth” approach, layering multiple security measures to protect information assets. Our IT teams and business stakeholders work together to identify and mitigate internal and external threats, such as:

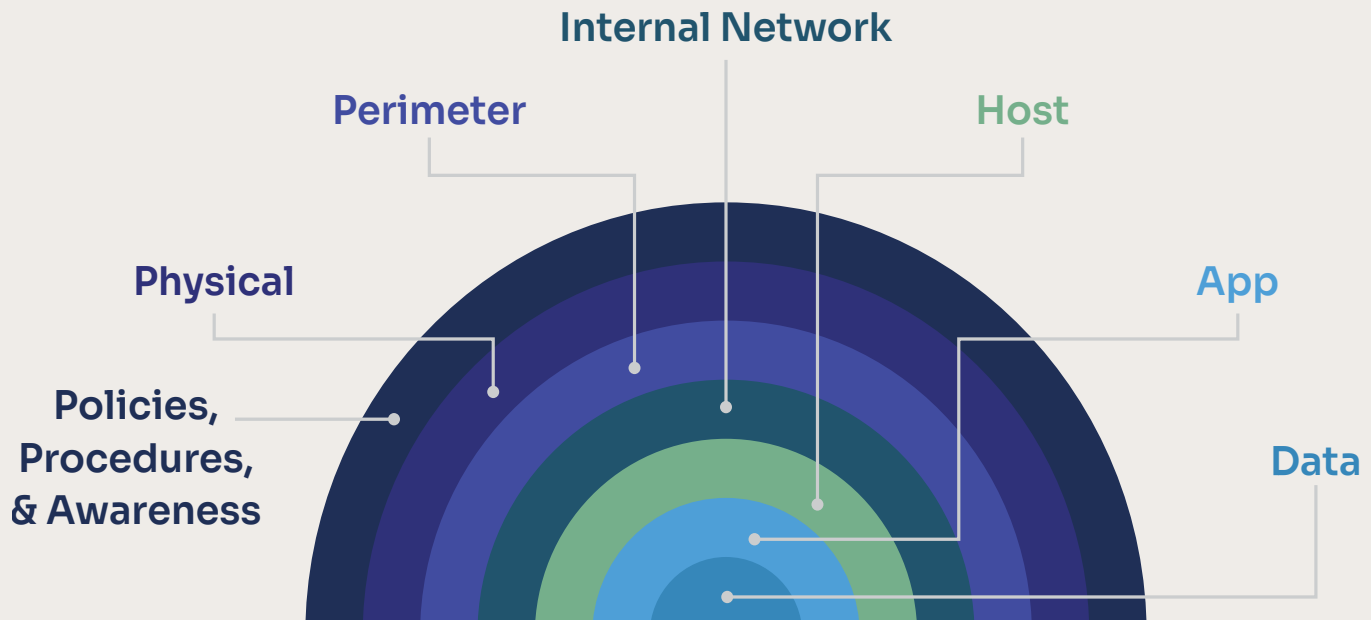
- Unauthorized access to sensitive data
- Cyber intrusions that compromise system integrity
- Data interception over networks
- Physical loss of critical infrastructure or equipment

- Errors or corruption in systems or applications
- Weak system administration practices
- Loss of system availability

Our Chief Information Officer (CIO) and Information Security Team oversee the security program, conducting annual evaluations and risk assessments when significant system changes occur. Our Data Security Policy Manuals also guide employees on responsible technology use and privacy protection.

System One ensures that data remains safe, operations stay secure, and trust is maintained by continuously improving our security measures.

## DEFENSE IN DEPTH LAYERS



# Proactive Risk Management for a Stronger Future

Managing risk isn't just about protection; it's about enabling sustainable growth and resilience. Our enterprise risk management process is designed to identify, assess, and mitigate potential risks that could materially impact our business operations. By taking a proactive and disciplined approach, we minimize risks' likelihood and impact while maintaining full accountability for safeguarding our organization.

We ensure our executive team has the critical insights needed for informed decision-making. That's why our financial statements and internal controls undergo rigorous annual audits by independent auditors, reinforcing transparency, accuracy, and trust in our operations.

Beyond financial and operational risks, we actively engage with key stakeholders to assess and prioritize environmental, social, and governance (ESG) factors most relevant to our business. Through ongoing materiality assessments, we evaluate the impact of ESG topics, ensuring alignment with industry standards and stakeholder

expectations. These insights drive strategic discussions at the highest levels, with our Board of Directors and executive leadership carefully considering all critical issues. Risk management isn't just a process; it's a commitment to resilience, accountability, and long-term success.



## MATERIALITY ASSESSMENT

ENVIRONMENTAL      SOCIAL      GOVERNANCE

Importance to Stakeholders	MAJOR		<ul style="list-style-type: none"> <li>DATA PROTECTION &amp; PRIVACY</li> <li>SUPPLIER DIVERSITY</li> <li>TRAINING / PROFESSIONAL DEVELOPMENT</li> </ul>	<ul style="list-style-type: none"> <li>CYBERSECURITY</li> <li>PROCESS SAFETY</li> <li>REGULATORY COMPLIANCE</li> <li>RISK MANAGEMENT</li> <li>EMPLOYEE RETENTION</li> </ul>
	SIGNIFICANT	<ul style="list-style-type: none"> <li>RESPONSIBLE SUPPLY CHAIN</li> </ul>	<ul style="list-style-type: none"> <li>HUMAN RIGHTS</li> <li>STAKEHOLDER RELATIONS</li> <li>TRANSPARENCY &amp; REPORTING</li> </ul>	<ul style="list-style-type: none"> <li>DIVERSITY, EQUITY, INCLUSION, &amp; ACCESSIBILITY</li> <li>PROCESS SAFETY</li> <li>MINORITY MENTORSHIP</li> </ul>
	MODERATE	<ul style="list-style-type: none"> <li>GHG EMISSIONS</li> </ul>	<ul style="list-style-type: none"> <li>CLIMATE CHANGE</li> <li>ENERGY USE / RESOURCE CONSERVATION</li> <li>IMPACT ON LOCAL ECONOMY</li> </ul>	
		MODERATE	SIGNIFICANT	MAJOR

Impact on System One's Success





# Appendix

System One has reported the information cited in this GRI content index for the period January 2024 - December 2024 with references to the GRI Standards.

**GRI 2: GENERAL DISCLOSURES 2021**

Issue	Metric	Indicators	System One Disclosures
<b>GRI 2: GENERAL DISCLOSURES</b>	Name of the organization	2-1	System One Holdings, LLC
	Ownership & legal form	2-1	Private. Limited Liability Company
	Location of headquarters	2-1	Pittsburgh, PA
	Countries of operations	2-1	US, UK, Canada
	Date of most recent report	2-3	2024
<b>GRI 3: MATERIAL TOPICS</b>	Process to determine material topics	3-1	Page 38
	List of material topics	3-2	Page 38
	Management of material topics	3-3	Page 38

**ECONOMIC DISCLOSURES**

Issue	Metric	Indicators	System One Disclosures
<b>Anti-Corruption</b>	Operations assessed for risks related to corruption	GRI 205-1	Page 36
	Communication and training about anti-corruption policies and procedures	GRI 205-2	Page 36
	Confirmed incidents of corruption and actions taken	GRI 205-3	Zero
<b>Anti-competitive Behavior</b>	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	GRI 206-1	Zero

**ENVIRONMENTAL DISCLOSURES**

Issue	Metric	Indicators	System One Disclosures
<b>Energy</b>	Energy consumption within the organization	GRI 302-1	Page 20-22
	Reduction of energy consumption	GRI 302-4	Page 20-22
<b>Emissions</b>	Direct (Scope 1) GHG emissions	GRI 305-1	Page 15 (518.22 tCO2e)
	Energy indirect (Scope 2) GHG emissions	GRI 305-2	Page 15 (337.2 tCO2e)

## HUMAN RESOURCES DISCLOSURES

Issue	Metric	Indicators	System One Disclosures
<b>Occupational Health and Safety</b>	Occupational health and safety management system	GRI 403-1	Page 28
	Hazard identification, risk assessment, and incident investigation	GRI 403-2	Page 28
	Occupational health services	GRI 403-3	Page 28
	Worker participation, consultation, and communication on occupational health and safety	GRI 403-4	Page 28
	Worker training on occupational health and safety	GRI 403-5	Page 28-30
	Promotion of worker health	GRI 403-6	Page 28
	Workers covered by an occupational health and safety management system	GRI 403-8	Page 28
	Work-related injuries	GRI 403-9	Page 28
<b>Training and Education</b>	Average hours of training per year per employee	GRI 404-1	Page 29
	Programs for upgrading employee skills and transition assistance programs	GRI 404-2	Page 29-30
<b>Diversity and Equal Opportunity</b>	Diversity of governance bodies and employees	GRI 405-1	Page 24-28
<b>Non-Discrimination</b>	Incidents of discrimination and corrective actions taken	GRI-406-1	Zero
<b>Local Communities</b>	Operations with local community engagement, impact assessments, and development programs	GRI 413-1	Page 31-32

SUSTAINABILITY ACCOUNTING STANDARDS (SASB):  
PROFESSIONAL & COMMERCIAL SERVICES

**SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS**

Topic	Accounting Metric	Code	System One
<b>Data Security</b>	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Page 37
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	Page 37
	(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 2024
<b>Workforce Diversity &amp; Engagement</b>	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	Page 25
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	25.25%
	Employee engagement as a percentage	SV-PS-330a.3	Page 26
<b>Professional Integrity</b>	Description of approach to ensuring professional integrity	SV-PS-510a.1	Our Governance and Business Ethics, Pages 33-36
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	No Monetary Loss in 2024

Activity Metric	Unit of Measure	Code	System One
<b>Number of employees by: (1) full-time, (2) temporary, and (3) contract</b>	Number	SV-PS-000.A	(1) - 1667
<b>Employee hours worked, percentage billable</b>	Hours, Percentage (%)	SV-PS-000.B	N/A





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