



Corporate Social Responsibility (CSR)

Strategy & Governance for a Sustainable Development

April 2021



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Document number: 210429

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This document aims at presenting to employees, shareholders, clients, public authorities and NGOs how CapFields voluntarily organizes its Governance to commit for & to build a sustainable development through a unified strategy at social, environmental and economical levels.

1. Message from the Management

CapFields believes that **work organization** is key to ensure that all activities of the company are formalized, shared, monitored and improved to leverage on existing innovations, build niche products/services & at the same time guarantee a sustainable quality of service and products respectful of the environment & people.

CapFields believes that **lifelong learning** contributes to maintain and develop more value for its employees and clients.

CapFields believes that performance is improved through a **diversified workforce** (incl. equal opportunities, social inclusion) who enhance creativity and innovations.

CapFields supports and respects the protection of **human rights** (social cohesion, health protection) and more specifically will make sure not to be complicit in any human rights abuses.

More widely, CapFields intends to develop a value system and adopt principles that echo the Ten Principles of the United Nations Global Compact (**Human Rights, Labour, Environment, Anti-Corruption**).

2. Overview of CapFields

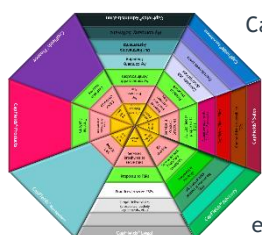
CapFields provides expertise in the financial & banking areas. Starting in Securities/Fund Services, we met the new challenges of our clients to deliver expertise in other areas: Investment/Asset Management, Private Banking, Banking Risk, Finance & Accounting and Asset Servicing.

CapFields provides three services:

- ❖ *JIT* Expertise*: Support of individual consultants having the requested skill set,
- ❖ *Project delivery*: Support with CapFields approach, deliverables & team for a specific service,
- ❖ *CapFields products & outsourcing services* (Ex. Global Cash Recovery)

*JIT = Just-In-Time Expertise

3. 6 Core activities



CapFields is organized through 6 Core activities that are made of Cycles (continuous recurring activities) and Processes.

An Activity is through a Cycle and by an **Activity Owner** that is responsible from beginning to the end.

Each core activity is executed on a membership basis. An employee can therefore be “member of” one to 8 core activities.

Advisory

The purpose of this activity is to deliver 2 services: JIT Expertise {Support of individual consultants having the requested skill set to deliver a project on a time&means basis} and Project Delivery {Support with CapFields approach, deliverables & team for a specific service}.

This activity is under the responsibility of the Head of Advisory (cycle owner) who makes sure that each member (consultant) meet the client’s expectations in terms of quality of the project delivery during the project life cycle.

The main key performance indicator (KPI) of the Advisory is the occupation rate of each member on client assignments. Impact analysis:



Recruitment

The purpose of this activity is to recruit the right candidates who will become members and reinforce the Advisory Activity. This consists of proactive {searching and attracting new candidates} & reactive actions {building candidate pipelines} to feed client’s GAPS in their project capacity plans and at the same time create the best onboarding experience when a candidate is hired to work at CapFields. Impact analysis:



Finance

The purpose of this activity is to monitor the cashflow & buffers of CapFields by maintaining precise records of each provider and corresponding expenses versus each client and corresponding revenues via a 4 eyes check to avoid any discrepancies. Impact analysis:



People Management

This activity is 100% focused on making people grow in terms of Level in Project Management & Business Analysis. Members of this activity have a proven ability to coach, help and retain CapFields employees. Members of the People Management are talent shapers and talent managers who deliver actionable advices, trainings and certifications that will improve the Quality of the Service delivered by CapFields to Clients. “The CapFields Seven Families” builds awareness on the company culture, The Retention Plan contributes to improve employee benefits, other Business or Technical trainings improve the Delivery, etc. This activity has a direct impact on the Advisory & Recruitment cycles. Impact analysis:



Sales

This activity aims at increasing the portfolio of clients. It consists in generating awareness on CapFields to target a 4 Buyer Personas: Procurement, Program Managers, Business Analysis team leaders and Business Intelligence/Data Management decision makers. To support this activity, CapFields uses a SAAS based CRM and has built a powerful stack of Documents (Client Proposals, Contracts, Commercial Presentations, Service Level Agreements, etc.) that focuses on bringing to each Person the value they need to engage and maintain a Business Relationship with a client. Impact analysis



Product Development

This is about developing new products/services that will bring to CapFields mid-to-long term value through a recurrent revenue model. Members of this cycle contribute on an ad-hoc and voluntary basis to one Product or Service in order to bring it to the market. Impact analysis

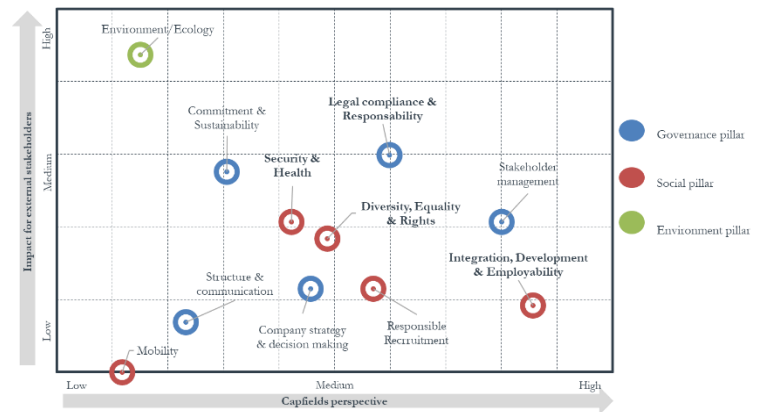


6. Materiality matrix

The materiality matrix below is the result of both internal & external inputs for a range of stakeholders

In 2021, we intend to revise this matrix with additional expectations coming from our internal/external stakeholders.

The materiality matrix shows the relative importance given to topics by the various stakeholders on their impact on the society.



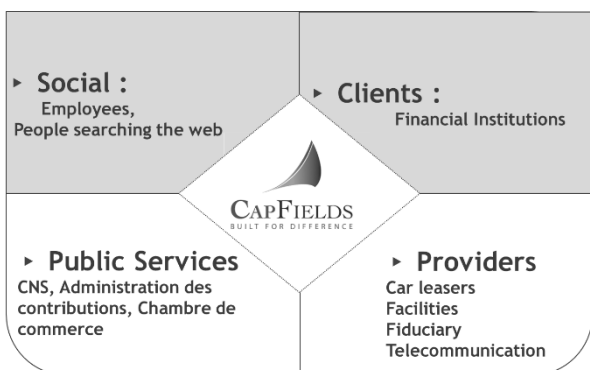
For external stakeholders, environmental/ecological factors (green bubble) are very important while the effective impact of Capfields is limited for this item.

For CapFields, the social pillar has the highest impact. Our Action plan is built on the basis of the elements in Bold.

4. SWOT / Activity

Strengths	Weaknesses	Opportunities	Threats
1. Strong Company Processes & Infrastructure	1. Company size	1. Innovative in searching the web	1. Reduction of Preferred Supplier lists
2. Our senior team	2. High cost structure due to R&D program	2. Increasing demand for specialists	2. Candidate shortage in certain business
3. Increasing number of PSL served	3. Internal IT development capabilities	3. Regulatory & Technology changes	3. Fluctuating prices on candidate side
4. Global Cash Recovery services (Securities Class Actions)	4. Geographic areas served	4. Growth through niche market services	4. Growing people volatility
5. Continuous improvement process			

5. Stakeholders + Impact on our Business



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Published by

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