

Zurich, 31<sup>st</sup> December 2021

## Letter of reference

Mr. Daniel Joseph Bradfield, born on March 16, 1977, from the United Kingdom, worked in our company from January 15, 2020, to December 31, 2021 as Business Analyst in the department IT & Business Project Management.

ACOLIN is Europe's leading provider of cross-border fund distribution services. With over 100 employees in Zurich, London, Geneva, Dublin, Madrid, Frankfurt, Belgrade and Bratislava, the ACOLIN Group works for more than 600 international asset management companies and offers them access to its distribution network, which consists of more than 3000 banks, global fund platforms and other institutional investors.

His principal duties in the function of Business Analyst were as follows:

### Main tasks:

- Requirements analysis and support of different teams in the definition/improvement of processes and functions
- Analysis, documentation, modeling, and specification of business requirements
- Coordination of the specifications with the project, business, and IT managers
- Testing and documenting the project delivery objects according to specifications and in cooperation with project and business representatives
- Identify, manage, communicate stakeholder requirements
- Define solution scope
- Create Business Cases
- Support for end users and stakeholders during the entire project duration.
- Acting as a mediator between business and IT
- check that the solutions proposed or implemented cover the requirements identified

### Cooperation in strategic project management:

- Defining and operationalizing the framework conditions for project management
  - Processes
  - Principles/guidelines
  - Auxiliary means
- Mediation and establishment of the project framework (processes, roles, tools) in the organization
- Management and reporting of the project portfolio

### Cooperation in operative project management:

- Monitoring, management and reporting of operational projects
- Ensure and coordinate communication with all relevant stakeholders in the projects (strategic, tactical and operational)
- Project Management

### **Cooperation in process management**

- Coordination of operations / projects
- Active support of the transition phase project / operation during process adjustments
- Documentation of processes and process adjustment

### **Deliverables included**

- Digitalization of multiple client service onboarding processes as part of the group-wide digitalization strategy using the Microsoft Dynamics CRM platform
- Clean-up of legacy of CRM database content, as well as the definition of processes to the keep data fit for purpose (Microsoft Dynamics CRM)
- Mapping and improvement of key business processes, including client service onboarding

Alongside his outstanding general knowledge Mr. Bradfield also possesses profound and comprehensive specialist skills that always enabled him to react to changes independently and competently. From the outset he managed to carefully handle the extensive workload and bring about the best results thanks to his great expertise.

He displayed organizational abilities combined with perceptiveness and an ability to think quickly - qualities which helped him to find effective solutions and to apply the procedures and methods he introduced in a professional manner. We were consistently impressed by his performance.

Although challenging objectives were agreed with him, Mr. Bradfield achieved them, thereby earning the gratitude of his managers, clients and business partners. He managed to overcome problems, even unexpected ones. This success was the result of his tenacious approach to work, focused on methodically achieving the goals set.

Even under high pressure, Mr Bradfield mastered his field of work and carried out all jobs speedily and efficiently. When confronted with new tasks, he quickly recognized the essential points and maintained a clear overview.

His level of commitment far exceeded our expectations. He always displayed independence, and a serious and responsible approach, and produced impeccable work. Mr. Bradfield was entirely trustworthy, efficient, methodical, and accurate in his work. He always performed to our satisfaction.

He always displayed an exemplary attitude to his managers, colleagues, and clients.

Due to the closure of the Project Management team we unfortunately have to part with Mr. Bradfield. We are grateful for his valuable contribution to our business, and we wish him all the best in his professional and private life.

### **ACOLIN Fund Services AG**

Daniel Häfele  
Executive Vice Chairman & CEO

Sonja Böhm  
Group Head HR

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Zurich  
30 September 2019

**To whom it may concern**

We hereby confirm that Mr Daniel Bradfield, born on 16 March 1977, from the United Kingdom, was employed by our company from 1 February 2011 to 30 September 2019.

For details of his responsibilities during the period from 1 February 2011 to 31 October 2015, please refer to the interim references dated 26 September 2013 and 31 October 2015.

Until 31 July 2016, he worked as an Expert Knowledge Management in the Self-Service Tools area of the Information Technology (IT) Department. He held the rank of Vice President.

Since 1 August 2016, Mr Bradfield worked as a Self-Service Solutions Consultant in the Self-Service Solutions area of the Customer Service Department. He held the rank of Vice President.

His main duties included:

- Continual improvement of the Power View in ContactOne, where effort/cost/benefit makes sense.
- Acting as Product Owner for the global on- and off-boarding process on ContactOne. Prioritising with the respective domain owners (HR, Logistics, IT) analysing and working on backlog to drive the implementation to improve efficiency and customer experience.
- Establishing and running a roundtable for Global technical on-boarding and off-boarding tasks.
- Helping to manage Self-Service Solutions backlog by picking-up, prioritising, and resolving tickets in due order, and opening change requests where needed.
- Working together with Self-Service Analysts to ensure that the Starmind community is managed, Starmind questions are answered.
- Supporting colleagues working on internal employee onboarding and other aspects of the service portal with prioritising, communicating with stake-holders and solution design.

Mr Bradfield had the following additional duties with high stakeholder exposure:

- Rolling-out Starmind in Swiss Re.
- Implementing lunch reservations tool for assistants and senior managers in Contact One.
- Designing and implementing the 'technical onboarding' of the new ContactOne on-boarding and off-boarding tools for internal onboarding and external onboarding.

Mr Bradfield possessed a wide as well as profound range of specialist know-how and extensive experience throughout his area of responsibility. He applied his expertise in a target-oriented manner in practice and was able to convey his technical skills competently and in an understandable way. With exceptional good analytical capacity and a cross-linked way of thinking, he grasped new business contexts, subject matter and correlations rapidly and comprehensively, drawing realisable conclusions. Addressing intricate problems independently and systematically, he presented alternative courses of action and proposed feasible solutions. Mr Bradfield had good planning and organisational skills. He set the right priorities, maintaining an overview of his tasks even with complex interrelationships. Highly resilient, he remained efficient and productive despite time pressure and demanding working conditions. The efforts he put into his tasks were well reflected by the results he achieved and he used the available resources purposefully, meeting all deadlines. His performance was of a consistently good standard, from the point of view of both quality and quantity, fully meeting our high requirements.

An exceptionally dedicated individual, Mr Bradfield showed levels of initiative well beyond expectation and demonstrated unrelenting perseverance when confronted with difficult situations. He was recognised as a strongly entrepreneurial operator who was alert to the underlying economic contexts. Highly focused on the customer's needs, he established and maintained successful client networks. Mr Bradfield made good proposals for improvements, actively supporting their implementation. Open to change, he recognised the advantages of improved processes and supported their introduction.

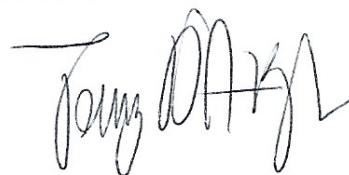
Mr Bradfield communicated and presented topics very clearly, succinctly and in a manner pertinent to his audience. He was able to make his case convincingly, winning others over. He furthered collaboration in the team, was willing to help others, and played an active part in the timely resolution of conflicts. Mr Bradfield had a confident bearing and conducted himself well. He was professional and friendly in his dealings with others.

Mr Bradfield leaves our company with effect from 30 September 2019. We regret his departure, thank him for the highly valued collaboration and wish him all the best for the future.

Swiss Re Management Ltd



Simon Margulies  
Head Self-Service Solutions  
Vice President  
Customer Experience & Digital Delivery



Jenny D'Angelo  
HR Administration Specialist  
Assistant Vice President  
Group Human Resources



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Zurich  
31 October 2015

**To whom it may concern**

We hereby confirm that Mr Daniel Bradfield, date of birth 16 March 1977, from the United Kingdom, has been employed by our company since 1 February 2011.

For details of his responsibilities during the period from 1 February 2011 to 26 September 2013, please refer to the interim reference dated 26 September 2013.

Mr Bradfield has been working as an Expert Knowledge Management in the Self-Service Tools area of the IT Customer Service Department. He holds the rank of Vice President.

His main duties include:

- Conceptually developing and operationally managing the Knowledge Management System, enabling IT Customer Service stakeholders, as well as individual customers, to effectively managing their knowledge in support of their specific requirements
- Responsibility for the knowledge management process, providing the governance framework and the roles needed to facilitate the process
- Building the interfaces between knowledge management and the principle stakeholders, to define and support their requirements for knowledge, including incident management, problem management, service desk and field services
- Determining the strategic vision for knowledge management, developing a knowledge platform that will deliver widespread benefits to its stakeholders
- Defining a Service portfolio for Service Operation Processes, in collaboration with team members and external stakeholders
- Co-editing the Service Operation Processes newsletter publication used to promote the team's services and share information with a large audience (distributed to over 3000 people)

Mr Bradfield is fully proficient in his field, and well acquainted with the processes and terms of reference required for his role. He applies his sound expertise in a confident manner and is adept at imparting his knowledge to others. He displays initiative, identifies with his work and demonstrates a great level of engagement. Mr Bradfield carries out his tasks reliably, quickly and independently, even when working under considerable pressure. He welcomes innovation, and has good, creative ideas, which he implements successfully. In his work, Mr Bradfield prioritises well and demonstrates a great sense of responsibility. He deploys his sound strategic and entrepreneurial mindset in the company's interests. Thanks to his agile mind, Mr Bradfield is also able to interpret difficult situations. He plans his projects thoroughly and follows them through to completion. Mr Bradfield always delivers good work, in terms of both quality and quantity.

Mr Bradfield is exemplary in terms of building up client contacts and relationships and his very friendly and pleasant manner is much appreciated and respected by all who work with him. In discussions he is sincere, demonstrating his high level of expertise and his interpersonal skills. Thanks to his extremely helpful nature and charisma, Mr Bradfield greatly contributes to promoting team spirit and actively encourages good cooperation. Towards clients, managers and colleagues, he is exceptionally courteous, fair, loyal and discreet.

This interim reference is being prepared at the request of Mr Bradfield in connection with a change in line manager as of 1 November 2015. We would like to take this opportunity to thank Mr Bradfield for his extremely valuable contribution to date and look forward to working with him in the future.

Swiss Reinsurance Company Ltd



Peter Zünd  
Head Service Operation Processes  
Director  
Information Technology



Adrian Kaeser  
Head HR Admin Services Switzerland  
Vice President  
Human Resources



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Zurich  
26 September 2013

**To whom it may concern**

We hereby confirm that Mr Daniel Bradfield, date of birth 16 March 1977, from the United Kingdom, has been employed by our company since 1 February 2011.

From 1 February 2011 to 31 July 2011, Mr Bradfield worked as IT Knowledge Manager in the Customer Service of the Service Delivery Department. Since 1 August 2011, he has been working as an Expert Knowledge Management in the Service Operation Management area of the IT Customer Service Department.

His main duties include:

- Conceptually developing and operationally managing the Knowledge Management System, enabling IT Customer Service stakeholders, as well as individual customers, to effectively manage their knowledge in support of their specific requirements.
- Being responsible for the knowledge management process, providing the governance framework and the roles needed to facilitate the process.
- Building the interfaces between knowledge management and the principle stakeholders to define and support their requirements for knowledge, including incident management, problem management, service desk and field services.
- Determining the strategic vision for knowledge management, developing a knowledge platform that will deliver widespread benefits to its stakeholders.

Due to his excellent performance he was appointed to the rank of Vice President on 1 April 2013.





Mr Bradfield is proficient in his field and well acquainted with the processes and terms of reference required for his role. He applies his sound expertise in a confident manner and is adept at imparting his knowledge to others. He displays initiative, identifies with his work and demonstrates a great level of engagement. Mr Bradfield carries out his tasks reliably, quickly and independently, even when working under considerable pressure. He very much welcomes innovation, and has good, creative ideas, which he implements successfully. In his work, Mr Bradfield prioritises well and demonstrates a great sense of responsibility. He deploys his sound strategic and entrepreneurial mindset in the company's interests. Thanks to his agile mind, Mr Bradfield is also able to interpret complex matters and difficult situations. He plans his projects thoroughly and follows them through to completion. Mr Bradfield always delivers good work, in terms of both quality and quantity.

We would like to particularly highlight that Mr Bradfield took over the responsibility for a major strategic project for IT Customer Service in 2012, delivering to the scope of the project within cost and time.


His clients appreciate his polite and courteous manner. His very friendly and pleasant manner is much appreciated and respected by all who work with him. In discussions Mr Bradfield is very open and sincere, demonstrating his high level of expertise and his interpersonal skills. Thanks to his helpful nature and charisma, he greatly contributes to strengthening team spirit and actively encourages good cooperation. Towards managers and colleagues, Mr Bradfield is exceptionally courteous, fair and loyal.

This interim reference is being prepared at the request of Mr Bradfield in connection with a change in line manager as of 1 August 2013. We would like to take this opportunity to thank him for his extremely valuable contribution to date and look forward to working with him in the future.

Swiss Reinsurance Company Ltd



Chris Bennet  
Productivity & Innovation Champion CS  
Director  
Information Technology



Adrian Kaeser  
Head Personnel Administration  
Assistant Vice President  
Human Resources



## LEAVING REFERENCE

**Mr. Daniel Joseph Bradfield**, born 16 March 1977, citizen of the United Kingdom of Great Britain, was employed with ALSTOM (Switzerland) Ltd. from 1 January 2008 until 31 January 2011.

**Alstom, one of the world market leaders in the area of power generation, high voltage transmission and railway infrastructure, sets high standards in the development of innovative and environment-friendly technology. The Alstom Group employs over 95,000 people at 150 locations in over 70 countries. Alstom Switzerland, with more than 7'000 employees, is the biggest private employer in the canton of Argovia and one of the leading Swiss export companies.**

In his role as **Knowledge Management Coordinator** within PTX Technology, Mr. Bradfield was responsible for the following assignments:

- Supporting the Technology Knowledge Management (KM) project by providing analysis, guidance and project management support to the general initiative and specific business initiatives
- Driving consistency and good use of existing and developing processes and tools
- Supporting and enhancing the development of a knowledge-sharing and -transmission culture across Power Systems by promoting the use of tools and networking practices that support this culture
- Giving direct support to Power Systems Director of Technology for KM area of responsibility, including formulating strategy, undertaking data analysis and preparing budgets
- Developing project summary sheets and obtaining approvals
- Providing support and guidance for KM projects, including investigating KM external sources and keeping up to date with latest methods
- Undertaking quality assurance and data management, including keeping clear records on projects and managing KM archives
- Actively participating in KM discussions, networks and meetings for Power Systems Technology project, including developing working and networking relationships
- Attending training courses, seminars and conferences to improve efficiency and knowledge

We appreciated Mr. Bradfield as a responsible member of the team who showed interest in his work as well as openness towards innovation. Working flexibly, he managed his workload well and generally adhered to deadlines. In doing so, he planned sensibly, employed his broad technical expertise effectively and used tools and aids selectively. Mr. Bradfield was also cost-aware and he ensured that effort and gain were balanced.

An accommodating and friendly colleague, Mr. Bradfield behaved with loyalty as well as integrity and helped of his own accord. Moreover, he showed good willingness to participate in ongoing professional training.

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**ALSTOM**

This leaving reference is being issued as Mr. Bradfield leaves the company effective 31 January 2011. We thank him for his good work and wish him all the best for the future.

Baden, 31 January 2011

**ALSTOM (Switzerland) Ltd.**

  
Gilles Bouvier  
HR Director Technical Experts and R&D

  
Bettina Kiesling  
Junior Human Resources Manager



## ZEUGNIS

Herr **Daniel Bradford**, geboren 16. März 1977, britischer Staatsangehöriger, war vom 1. November 2001 bis 30. September 2002 in unserem Unternehmen angestellt.

Herr Bradford war in unserem Labor Thermische Maschinen in der Abteilung "Strömungsmechanik und Verbrennung" als Support-Ingenieur tätig.

Zu seinen Hauptaufgaben gehörten:

- Support von TDS "Turbinen-Design-System" (Eigenentwicklung des Teams für Alstom Schweiz, basierend auf Oracle, Metaphase, C und Java, 80-100 Benutzer weltweit)
- Implementation von Designprozessen in TDS
- Dokumentation
- Schulung von Kunden
- Kundenbetreuung

Verwendete Betriebssysteme: Windows NT, AIX, HP-UX, Sun Solaris

Herr Bradford interessierte sich für seine Arbeit. Er arbeitete selbstständig und verfügte über ein gutes Kostenbewusstsein. Neuem gegenüber zeigte er sich aufgeschlossen. Besonders erwähnen möchten wir seine sehr gute Kundenorientierung.

Wir haben Herrn Bradford als loyalen und integren Mitarbeiter kennen gelernt. Sein sehr entgegenkommendes und freundliches Verhalten gegenüber Vorgesetzten und Mitarbeitenden ermöglichte jederzeit eine angenehme Zusammenarbeit.

Herr Bradford verlässt uns auf eigenen Wunsch. Wir danken ihm für seine Mitarbeit und wünschen ihm für die Zukunft alles Gute.

Baden, 9. September 2002

**ABB Turbo Systems AG**

U. C. Müller

P. Schmid

ABB Turbo Systems AG



## REFERENCE

Mr. **Daniel Bradfield**, born 16<sup>th</sup> March 1977, from England has been employed by our company since 5<sup>th</sup> July 1999 until 30<sup>th</sup> September 2001. Mr. Bradfield worked for our department CSR2 "Blading Technical Support & Assessment" as Reconditioning-Engineer.

His tasks essentially included:

- Technical responsibility for the reconditioning of gas turbine components
- Assessment of reconditionability of service-damaged components and determination of scope of work
- Application and support of repair processes internally and for suppliers
- Documentation of assessment and reconditioning processes for customer reporting
- Technical Support for reconditioning-related information and development of reconditioning related specifications
- Development and presentation of proposals for concepts for Brochure marketing project
- Initial translation of German text into English for use by professional editor
- Development and presentation of technical specification proposals to assess visual deviations on new parts including cost aspects

Daniel Bradfield dealt well with his volume of work and was flexible in handling tasks. With regular dedication he was interested in his work and prepared to take up further education. He took business-economic aspects into consideration.

We came to know Mr. Bradfield as a very helpful, accommodating and friendly employee. He integrated very well into the team.

Mr. Bradfield met the requirements of the position fully. We thank him for his good work and his performance.

Mr. Bradfield leaves us on his own request. We wish him all the best for the future.

Baden, 30<sup>th</sup> September 2001

ALSTOM (Switzerland) Ltd



Wolfgang Müller  
General Manager Reconditioning &  
Repair of TG Components



Monika Berchtold  
Human Resources Manager CSH

### Reference

Mr **Daniel Bradford**, born on March 16, 1977, from Great Britain, has been employed by our company from July 5, 1999 until February 29, 2000.

Mr Bradford worked as a Material Engineer (temporary employment) for our department GTEM 'Materials'. The team controls the process of material design data generation for gas turbine component engineering. Mr Bradford's activities mainly focused on the organisation of the data transfer from the experimental investigations on gas turbine materials at various laboratories to the materials test database, a central data storage system at ALSTOM Power in Baden. The data from physical and mechanical testing in the form of creep and low cycle fatigue testing for example or thermophysical measurements is gathered by the laboratories in standardised EXCEL formats. Out of these formats, the test data, as well as the information on test parameters and heat properties given in the formats are to be inserted into the appropriate tables of the test data base. Mr Bradford developed a system in Visual Basic which enables the data transfer to be performed in a fast and faultless way.

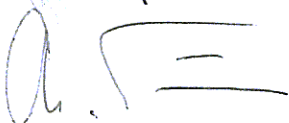
Additionally, Mr Bradford worked autonomously on several smaller material data evaluation projects.

Mr Bradford adjusted quickly to the complex structure of the test data base system. After finishing a special course on Visual Basic Programming he worked independently to a high degree developing the programs needed for the test data transfer. He finished all tasks successfully and on time. He was very qualified at using the electronic media, worked conscientiously, persistently and reliably. He was always friendly and helpful and was highly regarded by everyone.

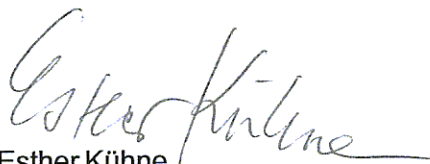
Mr Bradford is leaving us on his own request to assume new tasks within another ALSTOM Power Segment. We thank him for his work and wish him all the best for the future.

Baden, February 29, 2000/nds

**ALSTOM (Switzerland) Ltd**



**Christoph Toennes**  
Department Manager Materials  
BU GT Component Engineering  
Business Center Turbomachinery



**Esther Kühne**  
BU Human Resources Manager  
Business Center Turbomachinery