

ARE YOU A LEADER?

HERE ARE 12 WAYS TO MAKE SURE

Behaviour and competencies expected from Eurofins leaders

1. VISION

Define & communicate a clear vision and strategy

1. Develop an exciting customer centric vision of the future – think big.
2. Develop strategies to facilitate accomplishment of the vision.
3. Use various means of communication to ensure people know the vision & strategy.
4. Hold team discussions to check and improve the understanding of the vision & strategy.

2. GOALS

Set ambitious goals based on strategy & vision

1. Set up action plans with clear-cut distribution of responsibilities.
2. Take obstacles away so that people can implement the strategy.
3. Set goals that are consistent with the vision and strategy (people know how they can contribute at the operational level).
4. Keep goals simple, focus, always maintain a consistent course.

3. CUSTOMER OBSESSION

Be a trusted and reliable partner to their customers

1. Work with passion to exceed customer expectations and earn their trust.
2. Systematically solicit feedback and strive to continuously improve the customer's experience.
3. Encourage their teams to share knowledge with customers and help them achieve their goals.

4. HIRE THE BEST

Attract, develop and retain star performers

1. Deploy enormous energy and time to find and hire the best.
2. Raise the performance bar with every hire and promotion.
3. Recognise exceptional talent and give them roles with true team leadership.
4. Make sure that high performers enjoy and contribute their best.

5. INSPIRE

Inspire passion to achieve excellent performance

1. Demonstrate a strong drive for high quality output.
2. Set the highest standards and always deliver more than what is required.
3. Create positive tension to get the most out of people.
4. Always expect and recognise high performance.

6. EMPOWER

Empower & motivate their teams

1. Create or influence an environment in which people perform, grow, contribute and enjoy.
2. Show trust in people.
3. Care about people's motivations.
4. Allow people to implement their own ideas.
5. Challenge people in constructive ways.

7. EXECUTION

Ensure strategies are implemented

1. Monitor progress on critical actions and metrics/KPIs. Quickly become hands-on if things derail.
2. Implement decisions fast and effectively.
3. Stay connected to details and dive deep in the business when needed. No task is below them.

8. RESULTS & OWNERSHIP

Deliver profitable & sustainable growth

1. Relentlessly explore ways to improve existing business returns.
2. Provide financial support for high-impact ideas.
3. Maintain a balanced view between bottom line short-term goals and innovative, long-term growth.
4. Be very cost conscious. Spend the Company's resources frugally like their own.

9. ACTION

Encourage pro-activity and initiative

1. Show strong bias for action.
2. Be metric-based but prepared to decide without exhaustive analysis – many decisions are reversible.
3. Know that speed of action matters.
4. Value intuition and calculated risk-taking.

10. BE A ROLE MODEL

Lead by example and earn trust

1. Demonstrate a strong drive for excellent output.
2. Stay focused, keep it simple and consistent.
3. Listen attentively, speak candidly and treat others respectfully.
4. Be clear on expectations, direction and requirements.
5. Walk the talk, show commitment.
6. Show integrity and credibility – be tenacious.
7. Be frugal. Accomplish more with less.
8. Have backbone. Disagree and challenge when not convinced but once a final decision is taken, commit fully.

11. INITIATE CHANGE

Initiate and drive change in an uncertain future

1. Always question the status quo (Can we do better? Is there another way?).
2. Spot opportunities very quickly.
3. Come up with alternatives, creative solutions to unmet needs, problems and demands.
4. Form a culture that supports change and innovation.

12. BOUNDARYLESSNESS

Enable/promote the building of an internal network to optimise business opportunities

1. Act on behalf of the whole Company beyond just their own team.
2. Constantly seek to pull in high potential people from outside the team and facilitate/promote their best team members throughout the Group.
3. Encourage cross-functional, cross-business team work.

Group Leadership Philosophy

How the Group Operating Council leads/organises Eurofins

Eurofins is a decentralised, non-bureaucratic fast moving group of entrepreneur led businesses. Group Operating Council members/Business Line leaders behave as shareholders towards the Presidents of Eurofins businesses and:

1 Set the framework in which leaders of Group companies can succeed:

- a) Put businesses together that address one homogenous market (local or global depending on clients' decision making level) and that are large enough to be efficient under one leader; an empowered and accountable President/Managing Director who sets the strategy for his/her business along an ambitious vision.
- b) Get out of the way.
- c) Provide support as required.

2 Select, develop & retain the best leaders

- a) Encourage a value-creation-based meritocracy.
- b) Reward progress in Economic Profit (EP) growth by sharing value creation with outstanding leaders.

3 Allocate capital according to EP/ROCE (Return on Capital Employed) growth

4 Rules of the game include full transparency & common financial systems/policies