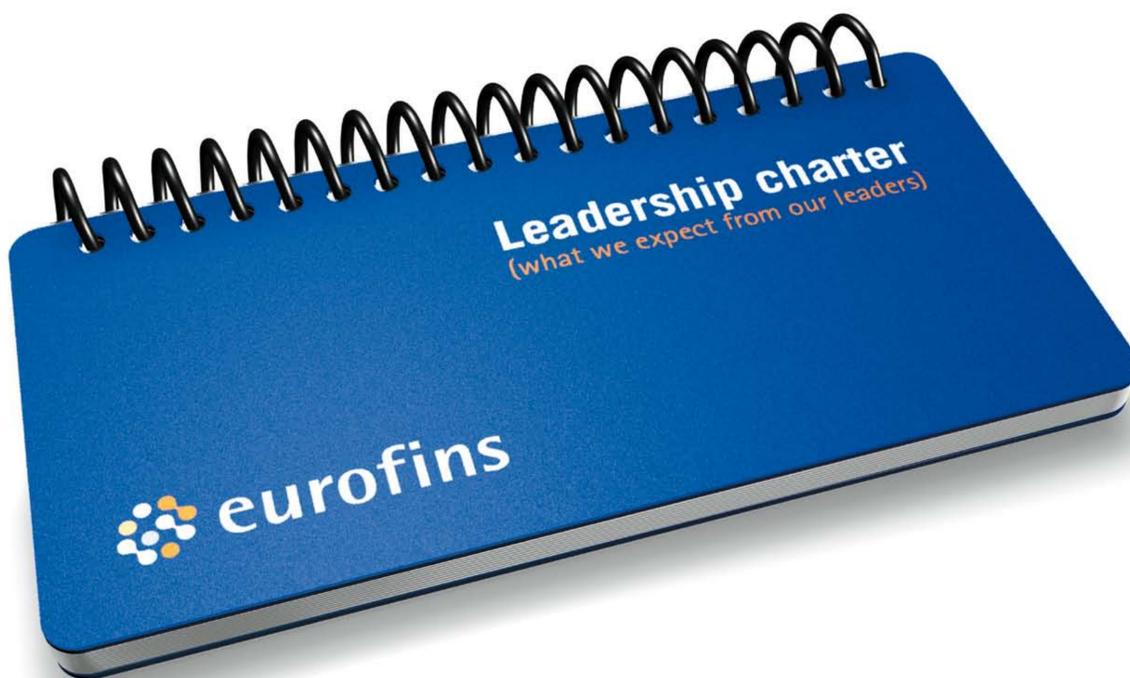


# Leadership charter

(what we expect from our leaders)

# Are you a leader?

Here are 11 ways to make sure



## Group Leadership Philosophy

(How the Group Executive Committee leads / organises Eurofins)

Eurofins wants to be a decentralised non-bureaucratic fast moving group of entrepreneur led businesses. Group Executive Committee members / Division leaders behave as shareholders towards the CEOs of Eurofins businesses and:

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

- 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 CEO who sets the strategy for his business along an ambitious vision
- Get out of the way
- Provide support as required

### 2. Select, develop & retain the best leaders

- Encourage a value creation-based meritocracy
- Reward progress in Economic Profit (EP) growth, share value creation with outstanding leaders

### 3. Allocate capital according to EP/ROCE growth

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

## Behaviour and competences expected from Eurofins leaders

# 1

### VISION

#### Define & communicate a clear vision and strategy

- Develop an exciting vision of the future
- Develop strategies to facilitate accomplishment of the vision
- Use various means of communication to ensure people know the vision & strategy
- Hold team discussions to check and improve the understanding of the vision & strategy

# 2

### GOALS

#### Set ambitious goals based on strategy & vision

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

# 3

### HIRE THE BEST

#### Attract and retain star performers

- Take an active role in HR & recruitment initiatives
- Are clear on the individual profiles their team needs
- Deploy enormous energy and time to find and hire the best
- Make sure that the high performers enjoy and contribute to their best

# 4

### INSPIRE

#### Inspire passion to achieve excellent performance

- Demonstrate a strong drive for high quality output
- Set high standards and always deliver more than what is required
- Create positive tension to get the most out of people
- Systematically recognise high performance

# 5

### EMPOWER

#### Empower & motivate your team

- Create or influence an environment in which people perform, grow, contribute and enjoy
- Show trust in people
- Care about people's motivations
- Allow people to implement their own ideas
- Challenge people in constructive ways
- Encourage people to grow

# 6

### EXECUTION

#### Ensure strategies are implemented

- Monitor progress on critical actions
- Quickly become hands-on when things derail
- Implement decisions fast and effectively

# 7

### RESULTS

#### Deliver profitable & sustainable growth

- Maintain a balanced view between bottom line short-term goals and innovative, long-term growth
- Explore ways to improve existing business returns
- Provide financial support for high-impact ideas

# 8

### ROLE MODELS

#### Lead by example

- Demonstrate a strong drive for excellent output
- Stay focused, keep it simple and consistent
- Are clear on expectations, direction and requirements
- Walk the talk, show commitment
- Show integrity and credibility

# 9

### INITIATE CHANGE

#### Initiate and bring change in an uncertain future

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

# 10

### CUSTOMER FOCUS

#### Exceed customer expectations

- Systematically solicit and listen to customers' feedback
- Encourage their team to share knowledge with key customers
- Challenge customers' expectations
- Encourage proactivity and initiative

# 11

### BOUNDARYLESSNESS

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

- Encourage cross-functional cross-business team work
- Constantly seek to pull in high potential people from outside the team
- Make an effort to build bridges across business operations