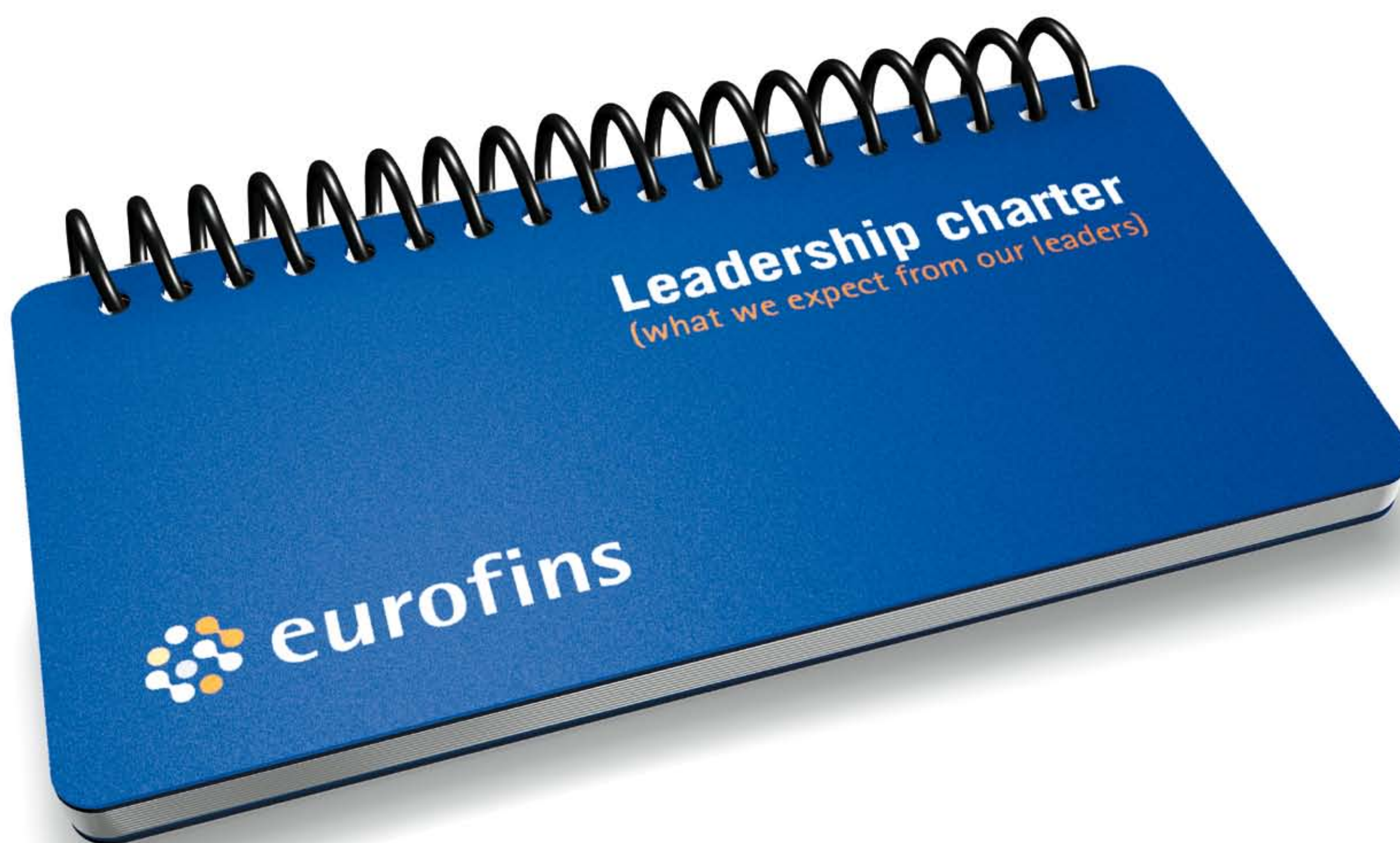


# Leadership charter

(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:

- 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 CEO who sets the strategy for his 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, 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

1. Develop an exciting vision of the future
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 & strategy (people know how they can contribute at the operational level)
4. Keep goals simple, focus, always maintain a consistent course

# 3

### HIRE THE BEST

#### Attract and retain star performers

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

# 4

### INSPIRE

#### Inspire passion to achieve excellent performance

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

# 5

### EMPOWER

#### Empower & motivate your team

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
6. Encourage people to grow

# 6

### EXECUTION

#### Ensure strategies are implemented

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

# 7

### RESULTS

#### Deliver profitable & sustainable growth

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

# 8

### ROLE MODELS

#### Lead by example

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

# 9

### INITIATE CHANGE

#### Initiate and bring 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

# 10

### CUSTOMER FOCUS

#### Exceed customer expectations

1. Systematically solicit and listen to customers' feedback
2. Encourage their team to share knowledge with key customers
3. Challenge customers' expectations
4. Encourage proactivity and initiative

# 11

### BOUNDARYLESSNESS

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

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