

Enlighten.

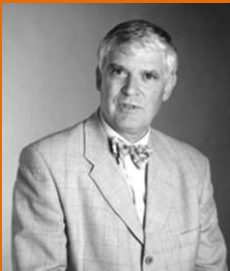
Energise.

Enhance.



The economy is becoming ever more connected. International webs of products, materials, capital and information are shaping our business approach. Global communication grids have changed our way of working and are accelerating our pace of innovation. Competition is increasing and sometimes emerging from unexpected corners.

The power of isolated efforts is not effective anymore given the interdependence of our world. Strengthening business relationships and pursuing collaboration are now the norm. That is where EFQM plays a key role. **We nurture a network for innovative organisations and business leaders to share knowledge, experiences and good practice.** We believe in a world where European organisations work together and are recognised as the benchmark for sustainable economic growth.



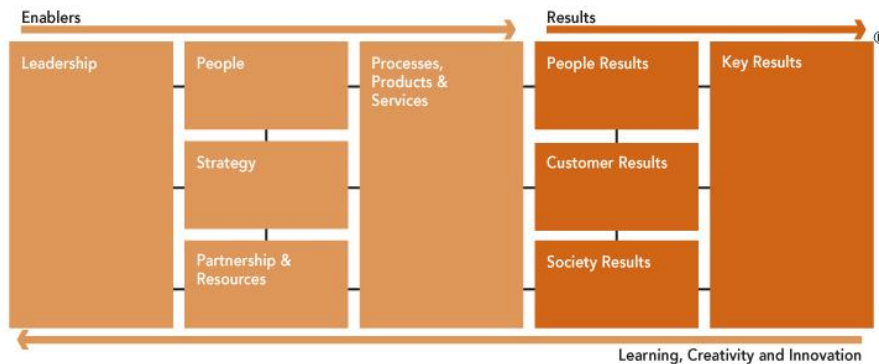
Mr. Marc Duhem, Former Regional Manager Europe, Solvay and current President of EFQM

Expectations related to Corporate Social Responsibility, sustainable development and public responsibility have risen tremendously in the last years. I strongly believe that these topics should be framing every organisation's strategic conversations. Today in Solvay, we are continuously working on solutions, preserving environment & health and enhancing global well-being.

With EFQM's help we have successfully merged two fields of opportunities: *Innovation and Sustainability*. EFQM has been our spine, our basis to navigate through these new territories. Our sustainability strategy is now fully aligned and supportive of the overall business strategy. Streamlined operations have become a hallmark of our success and through our engagement in EFQM's network, Solvay people have had the opportunity to scout for new ideas, to benchmark and learn from others.

What is EFQM?

EFQM is a global non-for-profit membership foundation based in Brussels, Belgium. With more than 500 members covering more than 55 countries and 50 industries, we provide a unique platform for organisations to learn from each other and improve performance. EFQM is the custodian of the EFQM Excellence Model, a business model which is helping over **30 000 organisations** around the globe to strive for Sustainable Excellence.



Our Mission



To energise leaders

Who want to learn, share and innovate

Using the EFQM Excellence Model as a common framework

What do we offer our members?

To help our members to continuously improve and instil a culture of Excellence, EFQM

- Provides **networking** and learning experiences
- Offers **education** opportunities
- **Recognises** achievements
- Helps to **assess** their performance



At Robert Bosch we have been using the Model with great success over the 15 past years. Through EFQM assessments, we regularly receive a complete, holistic overview of our performance in several of our divisions. This has helped us to drive balanced improvements. We believe that Excellence is no longer a luxury, it is a vital strategy. Through our active engagement in EFQM's network and with our membership, we affirm our commitment to economic success, to lasting and sustained success, but also to environmental responsibility, to entrepreneurship and innovation.

Dr. Wolfgang Malchow, Member of the Board of Management, Robert Bosch GmbH

 Sharing**Exchange your Experiences**

EFQM is the only European platform where public as well as private organisations exchange their knowledge and benchmark on Sustainable Excellence. We nurture a unique network of information and organisations.

By working with our members, academics, other NGOs and our Partners, we identify good practice, emerging trends and innovative ways of working that benefit the wider membership community. By working together, we understand the “bigger picture” faster; helping organisations to benchmark their results and to gain insights they would otherwise have struggled to see clearly.

EFQM Shares What Works through a number of channels. We encourage dialogue through networking events, covering a variety of formats: from all-encompassing conferences to small peer-based working groups. We create learning opportunities for different functions within our member organisations, such as a bi-annual meeting for Executives or a workshop for Change Agents. Moreover, we inspire leaders to share their knowledge through publications and research articles.

 Assessing**Plot your Progress**

The EFQM Excellence Model is one of the most widely used management tools across and beyond Europe, with more than 30 000 users. It assesses the effectiveness of an organisation in developing and delivering its strategy, based on the needs and expectations of all stakeholders, and it focuses on how an organisation balances these different needs to develop a sustainable business model.

EFQM assessments provide organisations with an external perspective to understand where they are today and how they can improve. A unique feature of EFQM assessments is that they give organisations a clear indication of which actions drive results. Through EFQM qualified teams of experienced assessors and/or managers from peer organisations, we present companies with external feedback & recommendations that will assist them in effectively implementing strategies and instilling a culture of excellence. We offer different assessment formulae depending on the scale and scope of the analysis, from global to strategic to self-assessments.



Mr. Lars Aagaard,
Group Executive Vice President,
Grundfos Holding A/S, and former
Managing Director, Grundfos A/S

Using the EFQM Business Excellence Model as the base, we have been able to build a common understanding of what we need to do, align across business units and functions and between management and front-line staff on how we should do it. That's very powerful!



Training

Treasure your Talent

EFQM training is more than theory. It is collaborating with experts and leading organisations to grow your business and achieve more than you thought possible. EFQM is helping to prepare a new generation of business leaders by offering unique training and development opportunities built on practice-based learning and exchange between organisations. Initially focusing on training Business Excellence Professionals how to assess an organisation using the EFQM Excellence Model, our portfolio has expanded to include beginner's courses on performing self-assessment to leadership development programmes for high-potentials and executives.

A programme for our "crème de la crème" (HR Manager, KPM, Pegasus)



Mr. Simon Sasaki,
Chairman and CEO, Ricoh Europe plc

During the assessment process the assessors spent around 200 hours assessing the evidence available and interviewing nearly 100 employees from departments across the organisation. It is unique for such recognition to be awarded at this scale and demonstrates the consistent level of excellence that Ricoh has been able to achieve across the entire company. Our business has a strong culture entwining a passion for solving customer challenges with innovation and R&D.



Recognition

Celebrate your Success

EFQM recognition schemes motivate your people to drive the organisation towards continual improvement and provide independent assurance for your customers and other stakeholders. It creates a desire for employees to learn and progress. The strength of EFQM recognition lies in the combination of a simple process with high-level independent outcomes. An EFQM assessment is a rigorous analysis which provides organisations with a blueprint of their results, while providing international appreciation and acknowledgment to peer organisations, suppliers and customers, for their professionalism and their relentless focus on progress.

Our most prestigious scheme is the EFQM Excellence Award, supported by the most rigorous assessment process in Europe. It rewards leading organisations with a proven track record of sustained excellence. Previous award winners and finalists include: Bursagaz, BMW, Grundfos A/S, Knorr Bremse AG, Robert Bosch France and Siemens.



Mr. Bruce Hope-MacLellan,
Group Operations Integration & Change Director, Lloyds Banking Group, plc

Obviously, a company's success starts with capturing the right talent. But we also need to think about how to grow the skills of our employees. We need to match the best talent with the right opportunity, we need to accelerate learning to boost performance and improve the way our managers engage with peers.

For Lloyds TSB, EFQM has created the right platform for us to nurture and make the best use of our talent. We have learned tremendously from others, sharing our experiences and ideas. Through the Pegasus programme for instance we have received very hands-on, valuable feedback. Our managers have been able to improve their strategy implementation skills. EFQM has driven us to do more and to deliver more!

Some Members that Share...

ABB Schweiz
Bouygues
Bursagaz
Deutsche Telekom AG
European Investment Bank
EUROSTAT
Grundfos A/S
KPN NV
Lukoil-Permnefteorgsintez
Ricoh
Saudi Aramco
Solvay
T-Mobile
T-Systems Multimedia Solutions
Volvo Car Corporation

Bayer Business Services
Brisa Bridgestone Sabanci
Carl Zeiss AG
Dexia Sofaxis
Electrolux Major Appliances
Fiat Auto Poland S.A
Jumeirah Group
La Poste
Nokia
Robert Bosch GmbH
Schenker Deutschland AG
STMicroelectronics
TNT Express
Umicore
VP Bank

BMW AG
BT Group Plc
CGG Veritas
EDF
Essilor
GDF SUEZ
Knorr-Bremse
Lloyds Banking Group plc
Philips Electronics
Rolls-Royce plc
Siemens
Teleroute SA
TRW Automotive GmbH
Volkswagen AG
Xerox Ltd

Sharing

Training

Assessment

Recognition

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