

EFQM Membership Application



OUR MISSION

“To inspire leaders to build sustainable improvements in performance based on the principles defined in the EFQM Excellence Model”

OUR VISION

“To be the leading European platform for knowledge and experience sharing between innovative organisations”

EFQM is an independent, not-for-profit membership foundation. It is the primary source for organisations active in Europe and around the world who are looking to excel in their market and in their business. Founded in 1989 by the CEOs of 14 prominent European companies, EFQM is now the hub for

excellent, globally-minded organisations – of all sizes, from all sectors and covering both private and public institutions. EFQM has spent over 20 years sharing what works with its Members to help them implement and improve their strategies.

Joining EFQM is making a commitment to a shared belief in what constitutes an excellent organisation as well as a willingness to contribute to, and benefit from, the learning opportunities provided through the EFQM community. As an EFQM Member, you have privileged access to a wealth of data, knowledge and user communities, all focused on the practical application of leading-edge management thinking and improvement tools & techniques.

EFQM relies on its Member organisations for the Foundation to succeed, contributing both intellectually and financially. They provide information on their learning experiences and help drive the latest knowledge on Sustainable Excellence into the wider membership. Organisations choose to become an EFQM Member for a number of reasons: to contribute to the future of Sustainable Excellence, to show their customers and suppliers that they are part of this extensive and diverse network of excellent organisations, and to profit from the benefits that EFQM Membership provides to them. EFQM connects organisations so they can learn from one another – one-to-one, in small groups, networking meetings – your choice.

ACHIEVING EXCELLENCE

“Excellent organisations achieve and sustain superior levels of performance that meet or exceed the expectations of all their stakeholders.”

FUNDAMENTAL CONCEPTS OF EXCELLENCE

These are a set of key principles upon which the EFQM Excellence Model, recognised globally as a world class framework for helping executives and senior managers to drive improvement in their organisation, is based

■ Achieving Balanced Results

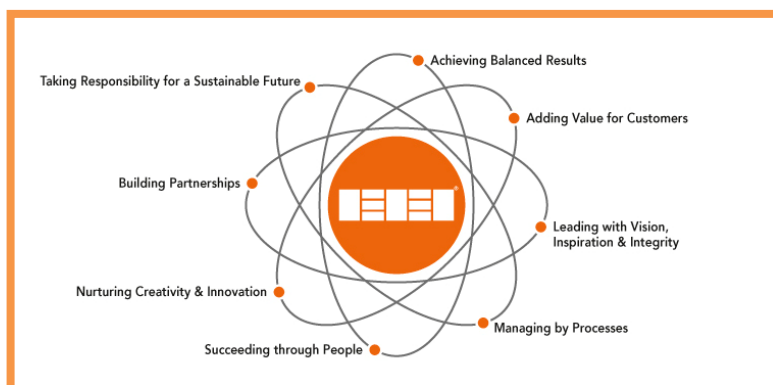
Excellent organisations meet their Mission and progress towards their Vision through planning and achieving a balanced set of results that meet both the short and long term needs of their stakeholders and, where relevant, exceed them.

■ Adding Value for Customers

Excellent organisation know that customers are their primary reason for being and strive to innovate and create value for them by understanding and anticipating their needs and expectations.

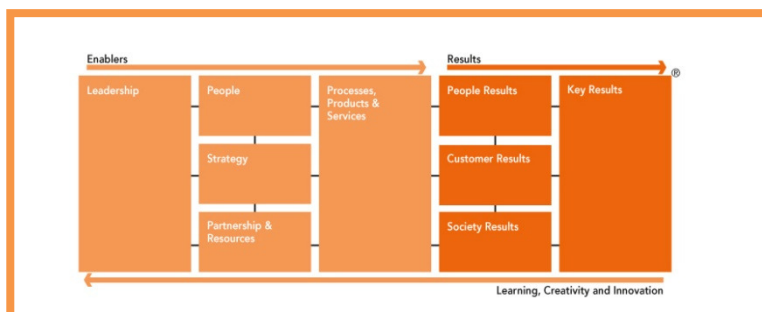
■ Leading with Vision, Inspiration and Integrity

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics.



- **Managing by Processes**
Excellent organisations are managed through structured and strategically aligned processes using fact-based decision making to create balanced and sustained results.
- **Succeeding through People**
Excellent organisations value their people and create a culture of empowerment for the balanced achievement of organisational and personal goals
- **Nurturing Creativity & Innovation**
Excellent organisations generate increased value and levels of performance through continual and systematic innovation by harnessing the creativity of their stakeholders.
- **Building Partnerships**
Excellent organisations seek, develop and maintain trusting relationships with various partners to ensure mutual success. These partnerships may be formed with customers, society, key suppliers, educational bodies or Non-Governmental Organisations (NGO).
- **Taking Responsibility for a Sustainable Future**
Excellent organisations embed within their culture an ethical mindset, clear values and the highest standards for organisational behaviours, all of which enable them to strive for economic social and ecological sustainability.

EFQM EXCELLENCE MODEL



The EFQM Excellence Model is the most widely used organisational framework in Europe and it is the basis for the majority of national and regional Excellence/Quality Awards. Used as a tool for assessment, it delivers a picture of how well the organisation compares to similar or very different kinds of organisation. Used as a management model it can be used to define aspirations for the organisation's capability and future performance. It consists of nine criteria, all of which are applicable to any organisation

- **Leadership**
Excellent organisations have leaders who shape the future and make it happen, acting as role models for its Values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the ongoing success of the organisation.
- **Strategy**
Excellent organisations implement their Mission and Vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.
- **People**
Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation.
- **Partnerships & Resources**
Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support strategy and policies and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.
- **Processes, Products & Services**
Excellent organisations design, manage and improve processes to generate increasing value for customers and other stakeholders.
- **Customer Results**
Excellent organisations comprehensively measure and achieve outstanding results with respect to their customers.
- **People Results**
Excellent organisations comprehensively measure and achieve outstanding results with respect to their people.
- **Society Results**
Excellent organisations comprehensively measure and achieve outstanding results with respect to their society.
- **Key Results**
Excellent organisations comprehensively measure and achieve outstanding results with respect to the key elements of their strategy.

Making the most out of your EFQM Membership

Our members include some of the world's best performing organisations active in Europe and around the world. They have chosen to join our community because of their inherent belief in the principles of Sustainable Excellence (*The Fundamental Concepts of Excellence*). Joining EFQM provides access to our complete range of services, knowledge base and support.

Use our training and workshop programmes at a special membership rate to build relevant capabilities in your organisation. We help you to prepare a new generation of leaders by offering training and development opportunities built on action based learning and exchange between organisations. Here are a few of our offerings:

Training:

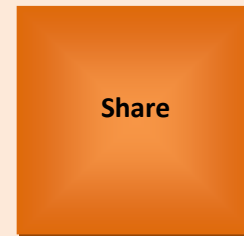
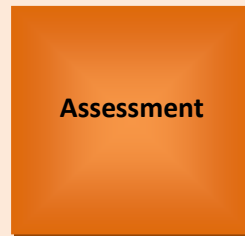
- Journey to Excellence
- EFQM Assessor Training
- Master Assessor Training
- Leaders for Excellence
- Trainer Accreditation Workshop
- Validator Training

Engage with EFQM's innovative leadership development initiative, the Pegasus Programme, and take the opportunity to enhance your skills for implementing business strategy in the context of a real business assignment

You can obtain an external opinion, led by qualified teams of experienced managers from peer organisations, trained in assessment techniques and feedback. This gives you a uniquely structured outside-in perspective to drive focused action and change.

- Self-Assessments
- External Assessments
- Global Assessments

One of the main benefits of being a member of the EFQM is the networking opportunity that it provides. Feedback from Members' shows that the more active role an organisation plays in the EFQM community, the more it benefits from membership. Our Membership Department will be delighted to assist you in developing your networking.



Feel free to contact the EFQM Team at any time to find out how to network with another organisation in your industry or field of interest (info@efqm.org).

Our recognition schemes are a great way to motivate, celebrate and encourage systematic improvement. They provide a focus for learning and training. They provide short and midterm achievable milestones during a long term programme of improvement and demonstrate achievement to your people, suppliers and customers.

- Committed to Excellence
- Recognised for Excellence
- EFQM Excellence Award

Take part in one of our structured approaches to exchange and benefit from pragmatic learning, grounded in the experience of EFQM members. Get engaged and participate in **Share what Works** among our members.

- Connect with peers within the EFQM community for **benchmarking**, sharing good practises and networking.
- Access our EFQM **online knowledge base** with a wealth of recent articles, learning tools, techniques, member contacts, monthly newsletters and more.
- Search and learn directly from the good practices of applicants of the EFQM Excellence Award and other successful organisations.
- Make use of preferential rates for **publications** and **EFQM events**.
- Profit from the exclusive opportunity to become an official **EFQM Excellence Award Assessor**.
- Use the **EFQM Logo** on your stationery and marketing materials to highlight your membership.
- Lead the development of good practices on a topic, in a sector or function and join a **Community of Practice**

How to join our EFQM Community?

1. Write a letter of commitment

The first essential step to join our EFQM network is to provide us with a **letter of commitment** together with your application. This letter should be signed by the highest ranking executive or member of the Management Board expressing, in a personal way, the organisation's commitment to adhere to the Fundamental Concepts of Excellence and to participate actively in mutual learning and sharing of Excellence practices.

2. Fill in the application form

Please fill in the **application form** and **affiliation agreement** (Page 5-8)

Please provide us with 2 signed copies of the affiliation agreement and 1 copy of the application form.

■ Invoicing

Members join for a period of 12 months. At the end of this period the membership is automatically renewed.

■ Cancellation

If you wish to cancel your membership a written notice from the highest ranking executive has to be sent to the CEO of EFQM explaining **why** you wish to cancel no less than **two months** before the renewal date.

Please note that the decision to discontinue membership can also be taken by EFQM in accordance with the Articles of the Foundation.

3. Attach additional information

- Latest annual report or similar information, clarifying the organisation's size, scope and scope of its activities and turnover/budget figures.
- An organisational chart outlining the position of the designated EFQM representative for your organisation. See point 4

EFQM will treat this information as strictly confidential.

4. Appoint your EFQM Representative

The next crucial step each organisation has to take when joining our community is to choose one individual to be the EFQM Representative. The highest ranking executive or a member of the Board of Management appoints the EFQM Representative, belonging to the same

organisation, with whom the EFQM office and membership can liaise.

This individual acts as a partner within the overall EFQM community contributing to the ongoing development of Sustainable Excellence.

To be truly effective, she/he must be one of the most senior officers directly involved in the organisation's activities and will normally report directly to the highest ranking executive.

The EFQM Representative should be the driving force in aiding the highest ranking executive in the development and implementation of Sustainable Excellence within the organisation.

This role is key for the success of your engagement as a Member, both within and outside the organisation. Therefore the EFQM Representative should be an individual in whom the highest ranking executive has full confidence and trust.

Please note that your appointed EFQM Representative must be fluent in English as this is the communication language for our international community.

5. Please send the whole EFQM application pack to:

Membership Department
Avenue des Olympiades 2
1140 Brussels
Belgium

6. What happens next?

Our EFQM Membership Department will inform you of the decision on membership within one month from receipt of the application form, together with all the relevant annexes. Your membership becomes effective on the first day of the month following the date of acceptance. We will announce your membership of our EFQM community through a subsequent edition of the monthly newsletter "The Red Thread".

EFQM Affiliation Agreement

Types of Affiliation

Business enterprises, governmental and other public sector organisations can apply to join our community. The first question to answer is, “What is the size, scope and complexity of your organisation?” You have the choice to apply as a corporate headquarters or division (business unit/subsidiary).

- If the headquarters of an organisation joins our community, all other divisions operating under the same brand name and/or same line of business are considered part of the membership and this will be taken into account to determine the annual membership fee. A fully owned subsidiary that is already part of our community that operates in a different line of business and/or under a different brand name should apply separately.
- If only a division of an organisation joins our community, then the membership benefits are applied to only those employees within the scope of this division. The other divisions under the same company name would not be considered as members.

In either case, the size, scope and structure of your organisation will help us to determine your annual subscription fee for joining our network.

Contribution:

The annual subscription fee depends on the **annual turnover** of the business enterprise, or the **expense budget** for governmental and public sector organisations, or **total assets** for financial institutions within the scope of your membership engagement plan. If this basic parameter for size, scope and structure is not representative of your organisation’s actual size and scope, EFQM requires more information on other facts and figures such as number of employees, subsidiaries, partners, competitors, etc. for determining your annual subscription fee for membership.

Categories of Affiliation

Annual Turnover (business enterprises) Expense Budget (government) Total Assets (financial/real estate)	Category	Annual Subscription Fee in EUR (€)
More than 1 billion Euros	■ Category A	■ 11,000
Between 1 billion Euro and 100 million Euro	■ Category B	■ 5,500
Between 100 million Euro and 5 million Euro	■ Category C	■ 2,700
Less than 5 million Euro	■ Category D	■ 1,350

For **educational institutions** (such as universities and schools), EFQM has a special category called Associate . In order to fulfil the mission of EFQM, we wish to share our knowledge with future business leaders (in any industry) and, as such, we have created one annual subscription fee of **€1,100** regardless of size for educational institutions.

EFQM Affiliation Agreement – Application Form

<p>Name of the organisation applying for membership <i>(Note: this name will be mentioned on the membership certificate)</i></p> <p>_____</p>											
<p>The main activities of the organisation</p> <p>_____</p>											
<p>Please use the attached SIC code overview (page 9,10) to indicate your corresponding SIC code:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"> <input type="checkbox"/> Manufacturing and Products _____ </td> <td style="width: 50%; border: none;"> <input type="checkbox"/> Services _____ </td> </tr> <tr> <td style="border: none;"> <input type="checkbox"/> Public Sector / Not for profit _____ </td> <td style="border: none;"> <input type="checkbox"/> Consultant _____ </td> </tr> </table>		<input type="checkbox"/> Manufacturing and Products _____	<input type="checkbox"/> Services _____	<input type="checkbox"/> Public Sector / Not for profit _____	<input type="checkbox"/> Consultant _____						
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<p>Please indicate the countries in which your organisation is operating:</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Europe</td> <td><input type="checkbox"/> The Americas</td> </tr> <tr> <td><input type="checkbox"/> Africa</td> <td><input type="checkbox"/> Asia</td> </tr> <tr> <td><input type="checkbox"/> Australia/Oceania</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Middle East</td> <td></td> </tr> </table> <p>Specific country: _____</p>	<input type="checkbox"/> Europe	<input type="checkbox"/> The Americas	<input type="checkbox"/> Africa	<input type="checkbox"/> Asia	<input type="checkbox"/> Australia/Oceania		<input type="checkbox"/> Middle East		<p>Indication of the scope/size of your organisation:</p> <p>Annual turnover _____</p> <p>Number of employees _____</p> <p>Number of locations/ subsidiaries _____</p>		
<input type="checkbox"/> Europe	<input type="checkbox"/> The Americas										
<input type="checkbox"/> Africa	<input type="checkbox"/> Asia										
<input type="checkbox"/> Australia/Oceania											
<input type="checkbox"/> Middle East											
<p>VAT Number <i>(Note: this number is compulsory for any organisation based in one of the EU countries)</i></p> <p style="text-align: center;">□□□□□□□□□□□□</p>											
<p>Categories of Affiliation <i>(please indicate what category you are applying for):</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 80%;">A <input type="checkbox"/> more than €1 billion</td> <td style="width: 20%; text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>B <input type="checkbox"/> between €1 billion and €100 million</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>C <input type="checkbox"/> between €100 million and 5 million</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>D <input type="checkbox"/> Less than €5 million</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>Y <input type="checkbox"/> Associate Member</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> </table>		A <input type="checkbox"/> more than €1 billion	<input type="checkbox"/>	B <input type="checkbox"/> between €1 billion and €100 million	<input type="checkbox"/>	C <input type="checkbox"/> between €100 million and 5 million	<input type="checkbox"/>	D <input type="checkbox"/> Less than €5 million	<input type="checkbox"/>	Y <input type="checkbox"/> Associate Member	<input type="checkbox"/>
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EFQM Affiliation Agreement – Application Form

Highest ranking executive/ Member of the Board

Prefix Mr. Mrs. Ms Miss Dr Prof

First name: _____

Last name: _____

Function: _____

Street/No.: _____

City/Code: _____

Country: _____

Tel.: _____

Mobile: _____

Work-Email: _____

Website: _____

Please note that EFQM does not accept personal e-mail addresses such as @yahoo, @gmail, @hotmail etc.

EFQM Representative

Prefix Mr. Mrs. Ms Miss Dr Prof

First name: _____

Last name: _____

Function: _____

Street/No.: _____

City/Code: _____

Country: _____

Tel.: _____

Mobile: _____

Work-Email: _____

Website: _____

Please note that EFQM does not accept personal e-mail addresses such as @yahoo, @gmail, @hotmail etc.

EFQM Affiliation Agreement (1 copy)

<p>THIS AFFILIATION AGREEMENT comes into effect on __/__/__</p> <p>BETWEEN</p> <p>EFQM PRS, a private foundation existing under Belgian law, with registered office at 1140 Evere, Olympiadenlaan, Belgium, registered with the register of legal persons under number 871.740.087 at the "Kruispuntbank Ondernemingen", Hereinafter referred to as EFQM;</p> <p>AND</p> <p>Organisation:</p> <p>_____</p> <p>Represented by (highest ranking executive):</p> <p>_____</p> <p>Hereinafter referred to as the Affiliate.</p> <p>Each a Party and, together, the Parties to the affiliation agreement.</p> <p>WHEREAS</p> <p>(A) EFQM is to be the driving force for Sustainable Excellence.</p> <p>(B) The Affiliate wishes to intellectually and financially participate in and contribute to (the Affiliation) the community of Sustainable Excellence established by EFQM (the EFQM Community)</p> <p>(C) In the context of the Affiliation, the Affiliate shall be entitled to benefit from rights provided by EFQM (the Affiliation Rights). In consideration with these rights the Affiliate shall be bound by certain obligations (the Affiliation Obligations).</p> <p>(D) The Parties wish to lay down the terms and conditions of the Affiliation in an agreement.</p>	<p>IT IS AGREED AS FOLLOWS</p> <p>1. AFFILIATION</p> <p>Following signature of this Agreement, the affiliate and EFQM will enter into an affiliation agreement on the date specified above, the terms and conditions of which will be governed by the internal rules* of EFQM, a copy of which is attached to this agreement, and by the by-laws of EFQM.</p> <p>2. RIGHTS AND OBLIGATIONS UNDER THIS AGREEMENT</p> <p>As from the entry into force of this agreement, the Affiliate will enjoy the Affiliation Rights and will be bound by the Affiliation Obligations that are described in detail in the internal rules, as modified from time to time by the Board of Directors of EFQM. A copy of the current version of the internal rules* is attached to this agreement.</p> <p>The obligations of the affiliates include the payment of an annual affiliation fee. The first annual affiliation fee will be due within thirty days from the date of invoice that will be sent to you, pursuant to signing this agreement.</p> <p>3. DURATION AND TERMINATION</p> <p>3.1 This agreement enters into force on the date specified above and is concluded for an indefinite period.</p> <p>3.2 Each Party shall be entitled to terminate the adherence agreement for the reasons and in the manner set out in the internal rules*.</p> <p>*The internal rules can be found on: http://www.efqm.org/uploads/internal_rules.pdf</p>
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THE PRESENT AGREEMENT is signed in two originals (by the highest ranking executive), each Party acknowledging having received a copy.

For EFQM

For the Affiliate

Pierre Cachet
Chief Executive Officer

Name:
Function:

EFQM Affiliation Agreement (2 copy)

THIS **AFFILIATION AGREEMENT** comes into effect on __/__/__

BETWEEN

EFQM PRS, a private foundation existing under Belgian law, with registered office at 1140 Evere, Olympiadenlaan, Belgium, registered with the register of legal persons under number 871.740.087 at the "Kruispuntbank Ondernemingen", Hereinafter referred to as **EFQM**;

AND

Organisation:

Represented by (highest ranking executive):

Hereinafter referred to as the **Affiliate**.

Each a **Party** and, together, the **Parties** to the affiliation agreement.

WHEREAS

(A) EFQM is to be the driving force for Sustainable Excellence.

(B) The Affiliate wishes to intellectually and financially participate in and contribute to (the **Affiliation**) the community of Sustainable Excellence established by EFQM (the **EFQM Community**)

(C) In the context of the Affiliation, the Affiliate shall be entitled to benefit from rights provided by EFQM (the **Affiliation Rights**). In consideration with these rights the Affiliate shall be bound by certain obligations (the **Affiliation Obligations**).

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For EFQM

For the Affiliate

Pierre Cachet
Chief Executive Officer

Name:
Function:

Standard Industrial Classification (SIC) Codes

Manufacturing and Products			
Code	Sector	Code	Sector
01	Agriculture production - crops	25	Furniture and fixtures
02	Agriculture production - livestock	26	Paper and allied products
08	Forestry	27	Printing and publishing
09	Fishing, hunting and trapping	28	Chemicals and allied products
10	Metal mining	29	Petroleum and coal products
12	Coal Mining	30	Rubber and misc. plastics products
13	Oil and gas extraction	31	Leather and leather products
14	Non-metallic minerals, except fuels	32	Stone, clay, glass & concrete products
15	General building contractors	33	Primary metal industries
16	Heavy construction, exc. Building	34	Fabricated metal products
17	Special trade contractors	35	Industrial and Commercial Machinery and Computer Equip
20	Food and kindred products	36	Electrical Equipment and Components
21	Tobacco products	37	Transportation equipment
22	Textile mill products	38	Measurement Analyzing, Control Instr and Related Prod.
23	Apparel and other textile products	39	Miscellaneous manufacturing industries
24	Lumber and wood products		
Services			
Code	Sector	Code	Sector
07	Agriculture services	61	Non-Depository Institutions
40	Railroad transportation	62	Security & commodity brokers, dealers exchanges & services
41	Local & interurban passenger transit	63	Insurance carriers
42	Motor Freight Transportation	64	Insurance agents
44	Water transportation	65	Real estate
45	Transportation by air	67	Holding & other investment offices
46	Pipelines, except natural gas	70	Hotels and other lodging places
47	Transportation services	72	Personal services
48	Communications	73	Business services
49	Electric, gas & sanitary services	75	Auto repair, services & parking
50	Wholesale trade – durable goods	76	Miscellaneous repair services
51	Wholesale trade – non-durable goods	78	Motion pictures
52	Building materials & garden supplies	79	Amusement and recreation services
53	General merchandise stores	80	Health services
54	Food stores	81	Legal services
55	Automotive dealers & gasoline and service stations	82	Educational services
56	Apparel and accessory stores	83	Social services

Standard Industrial Classifications (SIC) Codes

57	Furniture and home furnishing stores	84	Museums, Art galleries, botanical, zoological gardens
58	Eating & Drinking Places	86	Membership organisations
59	Miscellaneous retail	87	Accounting, Research Management & related services
60	Depository Institutions	89	Miscellaneous services

Public Sector			
Code	Sector	Code	Sector
91	Executive, legislative & general	96	Administration of Economic Programs
92	Justice, public order & safety	97	Insurance carriers
93	Finance, taxation & monetary policy	98	Insurance agents
94	Administration of human resources	99	Non classifiable establishments
95	Environment, Quality & Housing		