

The EFQM Global Award 2021

Recognition book

About EFQM

EFQM is an innovative, not-for profit organisation, fusing data-driven insights, curated learning and development and networking opportunities for the benefit of organisations and individuals worldwide.

Working across international borders, we support leaders as they manage cultural change and transformation to deliver performance improvements and benefits for their key stakeholders.

Through our carefully designed portfolio of products and services, we provide a looking glass for organisations and individuals to examine where they are and to help put a spotlight on where action is required.

By becoming a successful partner to organisations around the world, we can deliver on our own ambition – to build a better future for people, for communities and for organisations themselves.

FOREWORD



2020 was a year like no other. Every organisation, country and community has been in some way impacted by COVID 19. There have been millions of deaths, widespread illness, families broken apart and organisations that will never reopen. And as I write today, the pandemic is still with us. Of course, it could be argued that the importance of our Global Awards is diminished – are they really important against the backdrop of what has happened in our world during 2020?

However, I believe that the EFQM Global Awards are more significant today than at any time in the last 30 years. Our applicant organisations, despite the turmoil of the pandemic, have kept transport running, manufacturing making, water and utilities supplying, patients getting better, products being designed and built and technology streaming whilst ensuring their people and customers are safe. And on top of these challenges they have opened their doors to EFQM. It is a truly remarkable achievement and I am full of admiration that today we can celebrate all of these organisations, our amazing Award Assessors, who have adapted to the huge challenges of remote assessing, and our partners who have kept training and encouraging the continued use of the EFQM Model.

I want to thank the EFQM Board, our members and the many advocates of the EFQM Model for being part of this unique community. Most of all, though, my overwhelming gratitude goes to the fantastic team at EFQM who have worked tirelessly during the last 12 months, so that EFQM can continue to thrive and most of all, so we can all celebrate today the outstanding organisations and teams of 2021.

Regards,

A handwritten signature in black ink, appearing to read "R. Longmuir".

Russell Longmuir,
Chief Executive Officer

EFQM GLOBAL AWARD 2021 WINNERS OVERVIEW



Dubai Electricity & Water Authority (DEWA) - United Arab Emirates
Award Winner



Hospital Universitario Fundación Jiménez Díaz - Spain
Award Winner



SCLE - France
Award Winner



Technology & Manufacturing (BBT) division of BMW Brilliance Automotive Ltd. (BBA) - China
7 Stars - Outstanding Achievement in Sustainability



Geriatrische Gesundheitszentren der Stadt Graz (GGZ) - Austria
7 Stars - Outstanding Achievement in Customer Centricity



Robert Bosch GmbH, Plant Blaichach/Immenstadt (BhP) - Germany
7 Stars - Outstanding Achievement in Establishing a Common and Shared Purpose



Albert Česká republika, s.r.o. - Czech Republic
7 Stars



Keolis Lyon - France
6 Stars - Outstanding Achievement in Customer Centricity



Abu Dhabi Police - United Arab Emirates
6 Stars - Outstanding Achievement for Community Partnership



Elisa Oyj - Finland
6 Stars



Centre Hospitalier de Luxembourg - Luxembourg
6 Stars



Yangtze River Pharmaceutical (Group) Co., Ltd. - China
5 Stars

Award Winner

Challenges and Focus for 2021

An uncertain macroeconomic environment is still prevailing in our core markets. We are continuing our productivity improvement development, for example by increasing automation and data analytics in different processes, such as customer interactions, network operations and delivery. Additionally, our continuous quality improvement measures will increase customer satisfaction and efficiency and reduce costs.



What have been the major highlights and challenges encountered to date on your journey and ambition to be recognised as an outstanding organisation?

DEWA's Journey and Quest to World Class and Distinction and recognition as "Outstanding" is best described as an "Up Hill" fight in which numerous detours, hurdles and obstacles needed to be overcome. The major highlights to that effect were namely, raising the Quality Standards of the Provision of Power and Electricity, reduce Cost via maximising efficiency & productivity and recruiting competent and well-qualified people in all technical as well as managerial roles along with keeping the Emiratisation targets alive at all times.

Moving beyond 2021 and the continued disruption caused by COVID-19 globally, what do you see as the key challenges for the next 5 years? What do you have in place to help you to not just survive, but flourish in this period? And what role might the EFQM Model have in this scenario?

Given the major Shake-up in Organisational Management systems and behaviour suffered internationally, DEWA will be looking over the short to medium-term future for ways to develop Global risk mechanisms that help offer the organisation an effective early warning system of any further potential Global risks before they take place as it happened with Covid-19. Moreover, in terms of managing the New Normal, further work needs to be done in terms of raising the efficiency and productivity of the organisation via raising the Quality and safety standards and reducing the production and operational costs involved through the more active and proactive implementation of State of the Art technology, Artificial Intelligence (AI) as well as other available means and methods. More specific examples should also point towards legislation in Human Resources (HR) that regulates WFH and virtual practices that are currently non-existent. What is the one thing other organisations can learn from you? Not to have a limit to achieving and exceeding performance excellence levels and hence continuously searching for excellence in all systems and processes leading to enhanced services to customers and stakeholders.

HOSPITAL UNIVERSITARIO FUNDACIÓN JIMÉNEZ DÍAZ



Spain

3,695 Employees



Healthcare

Award Winner

Challenges and Focus for 2021

The focuses and challenges faced by Hospital Universitario Fundación Jiménez Díaz (HUFJD) in 2021 includes promoting health, improving patient experience, and achieving maximum efficiency, thus increasing value for both patients as well as the organisation as a whole.

To achieve this aim, HUFJD ensures efficiency, sustainability, and quality of the care model, optimisation of the patient experience, promoting innovation, developing continuity of care, increasing initiatives within society and driving organisational development.



What have been the major highlights and challenges encountered to date on your journey and ambition to be recognised as an outstanding organisation?

After our initial EFQM recognition in 2013 and successful subsequent assessment in 2018, HUFJD devised a reference and action framework to promote coherent strategic orientation on all levels and across all areas and units of the hospital, enabling coordinated, effective, and efficient action and decision-making. Since 2013, HUFJD has created over 25 workgroups spanning different strategic foci. Involving over 200 staff members, these actions operationalise our clear commitment to engaging our human team in all changes, improvements, and innovations instituted.

We have been helped along the way by our internal competitive advantages such as our strong patient-centeredness, networked operations, an innovative approach, process automation, promotion of population health, management of patients with chronic diseases, an agile model for accessibility management, and our founding pillars (care, teaching, and research)—all to lead the transformation of the health-care system. We do this because we are convinced that Spanish society needs forward-thinking organisations like ours to lead the transformation.

What is the one thing other organisations can learn from you?

The hallmark of HUFJD is the nonstop search for excellence with an unbending commitment to our patients, supported by innovation, digitalisation, and the incorporation of technology in health care, all in the pursuit of sustainability and the transformation of the health-care system. This has led us to set targets that will help us achieve our goals while optimising our activity and maintaining results over time. One example is our philosophy of promoting the generation of best practices, demonstrating this priority and orientation in the work we do. This can be seen in the following initiatives: redesigning of the day-stay hospital reflected in the HOPE project (personalised day-stay hospital); the Patient Portal and e-health services; our reorganisation of care pathways under a new care model in musculoskeletal care (APLO project); the project to assess care outcomes and patient experience (PROMs and PREMs); digitalisation of pathology; best practices in research and the FJD Nursing School; civil-society outreach and comprehensive care for handicapped patients and others with special needs; and our use of Big Data in medicine.

Award Winner

Challenges and Focus for 2021

SCLE has two major business challenges for 2021: qualifying a new digital automation system for high-voltage transformer substations to support its international development, and developing new market shares for its SIL4 safety PLC.

The challenge also consists in maintaining a strong bond between colleagues in a context of teleworking. Sustaining good economic performance is of course also a key challenge in 2021.



Moving beyond 2021 and the continued disruption caused by COVID-19 globally, what do you see as the key challenges for the next 5 years? What do you have in place to help you to not just survive, but flourish in this period? And what role might the EFQM Model have in this scenario?

The health crisis should not take up all the company's energy: the necessary measures have been taken and the risk is under control to date. The most important issues are the energy transition, the world digitalisation, and the preservation of resources. Numerous actions have already been taken and our goal is to continue focusing on these issues. These will be the future selection criteria for our customers. All the product ranges necessary for the company's development in new countries have now been developed: the company is approaching the coming years with this considerable asset.

What is the one thing other organisations can learn from you?

SCLE has developed a very human organisation based Freedom-form company model and a matrix structure. Thanks to this approach, employees have a high degree of autonomy and commitment, and management is participative and exemplary. The company's values which are jointly defined and the manager's charter signed by all the managers constitute a strong foundation. Working at SCLE is a real human experience dedicated to sustainable development. A lot of initiatives have been imagined to cultivate the team spirit! It is essential to us that customers and the other stakeholders feel this atmosphere, where each staff member can fulfil him/herself. SCLE cultivates a very high level of agility that enables the achievement of good performance for all its stakeholders. What have been the major highlights and challenges encountered to date on your journey and ambition to be recognised as an outstanding organisation? We have built a global offer for our customers. We have hence developed very significant market share competing with major international manufacturers. Despite significant growth, SCLE has managed to maintain its agility aiming at providing always the best service to the customer. A very important investment is made in Research and Development to ensure the best level of technology and to offer sustainable products manufactured with the help of local partners. The recognition of our performance by the EFQM is fundamental for our customers, as it allows them to have confidence in the company's sustainability and to be associated with the success through the partnering approach that has been built with us over the years.

TECHNOLOGY & MANUFACTURING (BBT) DIVISION OF BMW BRILLIANCE AUTOMOTIVE LTD. (BBA)



China



18,800 Employees



Automotive



Awarded 7 Stars - Outstanding Achievement in Sustainability

Challenges and Focus for 2021

We are in the process of realising the biggest investment project in our history: a new plant, a major plant extension, and additional products. At the same time, we want to sustain outstanding business results by continuing efficiency improvement and develop our associates in a challenging Growth situation.



What is the one thing other organisations can learn from you?

Our unique blended culture! We combine the strengths of Western and Chinese business attitudes. Pragmatism, continuous improvement, going beyond, solution orientation, don't accept the easy answer, orientation on common targets, and company interest are just some examples. Our culture is strongly based on our core values of trust, openness, appreciation, responsibility and transparency.

What are the benefits that your organisation has enjoyed from using the EFQM Model?

Implementing a sound strategy process to ensure "BBT is doing the right things right" based on a clear purpose and a broad stakeholder understanding and linked to the operation and measurable results. Valuable external feedback about BBT's strengths and areas for improvement covering all relevant business perspectives.

Moving beyond 2021 and the continued disruption caused by COVID-19 globally, what do you see as the key challenges for the next 5 years? What do you have in place to help you to not just survive, but flourish in this period? And what role might the EFQM Model have in this scenario?

We see new levels of volatility in political and economic dimensions, influenced by global trade conflicts and effects of global regionalisation, a rising awareness of climate change, and new technological developments. At the same time, new players based on disruptive business models enter the market.

Sustainability and the integration of complex technical and social systems are in the DNA of our organisation and build a strong base for future development. Based on a clear purpose, an orientation on the demands and expectations of our stakeholders and especially our customers, we shape our future. Managing the growth and gaining even higher agility are the critical success factors. At the same time the integration of new partners, ideas, and the interaction with a wider eco-system is a decisive element for future growth.

GERIATRISCHE GESUNDHEITSZENTREN DER STADT GRAZ (GGZ)



800 Employees



Healthcare



Awarded 7 Stars - Outstanding Achievement in Customer Centricity

Challenges and Focus for 2021

Our focus for 2021 will be on the prevention of infectious diseases, especially COVID-19 infections. It is our responsibility to ensure the greatest possible protection for our patients, residents, tenants, and employees. Our second major focus will be finding and retaining very committed employees by positioning ourselves as an attractive employer. Our third major challenge is the further development of our care services in the day-care and outpatient areas.



What are the benefits that your organisation has enjoyed from using the EFQM Model?

We have been using the EFQM Model for many years now and see it as a clear advantage in having a good framework for our continuous development without creating too many restrictions or a high documentation effort. We don't have to fulfil anything dogmatically and still receive high-quality feedback from assessors all over Europe. The continuous orientation towards the RADAR-cycle has become part of our corporate DNA. In addition, the cause-and-effect principle is promoted along with a focus on an objective, transparent evaluation of the performance. In particular, the new EFQM Model seems to us to be even more appropriate for service companies and especially in healthcare. The orientation towards our purpose "With us, people are in the best of hands" shapes our culture and is our guiding principle. For many employees in the health and social services sector, it is precisely this support for fellow human beings in need of help that is the central motive for taking up this profession.

What is the one thing other organisations can learn from you?

The consistent pursuit of our goals, especially in the face of headwinds, is what distinguishes us. In particular, in the health and social care sector, there is a strong dependency on various stakeholders, especially on financing institutions and those who are politically responsible. Due to the costs involved, the actual health care services cannot be paid entirely by the patients themselves. We are therefore constantly in discussions with stakeholders from politics, public health planning organisations as well as the social insurance funds to identify possibilities. Nowadays we are more and more in demand as a partner for policy consultation and for the further development of the care business. Our persistence and our determination to achieve the best for our patients and residents are especially well received by external stakeholders. We often have to act quickly to take advantage of opportunities that arise.

How was your overall experience of working with the EFQM model?

The fundamental and crucial basis to successfully face the challenges of the 21st century is a holistic, systemic model. To say it in the words of our professionals: "The EFQM Model is the fitness program and therapy of choice."

ROBERT BOSCH GMBH, PLANT BLAICHACH/IMMENSTADT (BHP)



4,000 Employees



Automotive



Awarded 7 Stars - Outstanding Achievement in Establishing a Common and Shared Purpose

Challenges and Focus for 2021

Our main focus is to excel in the changing automotive market and to cope with the additional challenges that come with the COVID19 pandemic. With our passion for excellence, we will use the feedback report as additional input to define measures to further improve our business along with our strategic pillars - Excellence - Innovation - Future.



What have been the major highlights and challenges encountered to date on your journey and ambition to be recognised as an outstanding organisation?

Back in 2006, BhP started to use the EFQM Excellence Approach as part of the Chassis System Control division and was recognised as an EFQM Prize Winner in 2011 for Leading with Vision, Inspiration & Integrity. In 2012 which was a critical year for us, we announced the EFQM Model as THE management guideline for the conversion of our plant.

The consistent work on potential for improvement and strengths enabled us to achieve Prize Winner level in the EFQM Excellence Award process for "Managing with Agility".

Over the years we have performed 4 good practice days to benchmark our excellence activities with other best in class companies. In 2017 we finally achieved the EFQM Excellence Award and with that the most desirable recognition worldwide for us.

Moving beyond 2021 and the continued disruption caused by COVID-19 globally, what do you see as the key challenges for the next 5 years? What do you have in place to help you to not just survive, but flourish in this period? And what role might the EFQM Model have in this scenario?

As an automotive supplier, we have been and continue to be affected by the stagnation of the automotive market, which had already became visible before the pandemic hit us.

Due to our future oriented product portfolio for all types of powertrains and autonomous driving, BHP is in an excellent position despite the difficult year.

The key challenge for us is to constantly improve our performance and competitiveness in all aspects.

ALBERT ČESKÁ REPUBLIKA, S.R.O.



Czech Republic



17,000 Employees



Food Retail Business



Awarded 7 Stars

Challenges and Focus for 2021

Albert's main focus is to further strengthen the Consumer value proposition and Employer value proposition to be able to better serve our customers. As the COVID situation persists, our prime task is still to serve society and supply citizens with fresh and dry groceries. Our ambition to enter into online shopping segment will materialise in 2021 for precisely defined territories in a profit-generating mode of operation.



What have been the major highlights and challenges encountered to date on your journey and ambition to be recognised as an outstanding organisation?

Successful definition and delivery of understandable differentiators for Albert in comparison with its competition in respect of customers and the respect of Albert as an employer. In respect of customers, the differentiators are: Albert is the food expert, Albert is your reliable partner for everyday shopping of fresh and healthy assortments of food items and Albert is sourcing for you all the products with socially responsible attributes (concerning the planet and to people).

In respect of employer – Albert is a preferred employer as it supports healthy lifestyles and the work-life balance of employees, it nurtures open and communicative company culture and offers endless career growth opportunities. Furthermore, we add the hygiene factor of fair and competitive remunerations and benefits.

How was your overall experience of working with the EFQM Model?

The EFQM Model is a strong supporter in the benchmarking of our activities with industry peers at the national as well as international level and actual indicators of where our potentially weakest elements might be sitting and causing our internal inefficiencies in performance towards defined targets.

What are the benefits that your organisation has enjoyed from using the EFQM Model?

It is the complex approach towards assessing the functionality and efficiency of the entire company. The equal importance of all the elements defined by the EFQM Model and learning that the company can be successful only to such level where the weakest element is performing to its maximum (effect of leaking point).

Awarded 6 Stars - Outstanding Achievement in Customer Centricity

Challenges and Focus for 2021

As the impact of the COVID-19 crisis continues in 2021, we will keep focusing on delivering the day-to-day service safely and efficiently to restore the confidence of our passengers in the daily use of public transport and active mobility.

Our challenges include overcoming the impacts of the crisis: ridership decrease, passenger behaviour changes, fare revenues, work organisation changes, etc.



What is the one thing other organisations can learn from you?

Agility is one of Keolis Lyon's main strengths, which has been empowered during the crisis due to the robustness and best practices of our organisation, and the commitment of our employees. In 2020, the passenger transport sector has been strongly impacted by the COVID-19 crisis with an estimated 25% drop in the mobility market. Keolis Lyon has a public service mission and we adapted very quickly and several times to the TCL network transport plan. Keolis Lyon also demonstrates its ability to adapt very quickly customer services, internal organisation and operations management; to maintain a high level of service quality and performance; and to protect the health and safety of its passengers and employees. This agility shows the level of maturity and confidence of Keolis Lyon, made possible by continuous improvements efforts and the commitment of its employees and partners.

What are the benefits that your organisation has enjoyed from using the EFQM Model?

The EFQM continuous improvement approach benefits Keolis Lyon in three aspects. (1) The assessments measure and recognise the level of maturity and excellence of our organisation, its progress, strengths and areas for improvement. (2) Recognition awards acknowledge the commitment of the 4,600 employees to deliver every day a high service quality to our passengers. (3) The EFQM Model allows us to better listen and understand our ecosystem and stakeholders. In addition, we use the RADAR method to structure our tender offer and to deploy our corporate business plan.

What have been the major highlights and challenges encountered to date on your journey and ambition to be recognised as an outstanding organisation?

Implementing the EFQM Model has enabled us to progress, to improve our operations and to better serve our passengers. The robustness and best practices we developed have been a real strength, empowering our agility in our operations during the COVID crisis. Recognition by EFQM reflects the efforts, the commitment, the openness and the attentiveness of all 4,600 employees. The values we all share to provide daily a great customer experience when riding the Greater Lyon public transport network. It highlights the high performance of a multimodal integrated public transport network, at the heart of the community, strongly contributing to the development of sustainable mobility.



Awarded 6 stars - Outstanding Achievement for Community Partnership

Challenges and Focus for 2021

We wish to focus on developing specialised capabilities in prevention and detection of cybersecurity crimes (fraud – extortion- blackmail) in light of the rapid and disruptive technological developments.

Secondly, increasing the efficiency in detecting and preventing crimes and criminal phenomena, and enhancing the ability to accurately predict the location, time, nature and methods of crime and setting plans to confront it.



What have been the major highlights and challenges encountered to date on your journey and ambition to be recognised as an outstanding organisation?

To enhance and develop the culture of excellence in a manner that includes all the various job levels and ensuring that this culture is adopted and implemented through a comprehensive management system.

The nature of the organisation's main functions that focus on security and law enforcement naturally imposes a certain level of difficulty when it comes to sharing information and data with other entities. Consequently, the ability to conduct relevant benchmarks and to learn from best practices may be affected.

Moving beyond 2021 and the continued disruption caused by COVID-19 globally, what do you see as the key challenges for the next 5 years? What do you have in place to help you to not just survive, but flourish in this period? And what role might the EFQM Model have in this scenario?

The digitisation of work and services is the most vital transformation all organisations need to plan and cope with, as it is a catalyst for the future and for addressing future developments.

Transforming from a routine-oriented work system into a dynamic outcome-led integrated system, which has proven to raise employee productivity and happiness, having a great impact on their quality of life. It has also facilitated managing work through disasters and in cases of distance/remote working.

The existence of a future-shaping and future change-analysis system and setting in place plans for future-readiness would help our organisation establish a more resilient approach in dealing with potential changes and shocks.

What is the one thing other organisations can learn from you?

The policing operations framework implemented in Abu Dhabi Police GHQ is considered the main catalyst to execute its functions, and a best practice in the field of police and security. Abu Dhabi Police GHQ is a pioneering organisation in the field of future-shaping and readiness and has developed its centennial as a compass to guide it into successfully dealing with future change-catalysts.



Awarded 6 stars

Challenges and Focus for 2021

An uncertain macroeconomic environment is still prevailing in our core markets. We are continuing our productivity improvement development, for example by increasing automation and data analytics in different processes, such as customer interactions, network operations and delivery. Additionally, our continuous quality improvement measures will increase customer satisfaction and efficiency and reduce costs.



What is the one thing other organisations can learn from you?

Our way of continuously learning and improving has enabled our success in many areas. As an example, we are the first carbon-neutral Nordic operator.

What have been the major highlights and challenges encountered to date on your journey and ambition to be recognised as an outstanding organisation?

Our vision is to be an example of excellence and we are proud to say that we are on this journey together. Everyone working at Elisa has a role and is doing the very best to continuously improve and learn for the benefit of all our stakeholders. We believe that the best quality is built by engaged people and teams who put value-based culture into action. Customer-centric process development guides us to improve customer perceived value in collaboration. Learning through experimentation is an important competitive advantage for us enabling us to continuously improve.

Moving beyond 2021 and the continued disruption caused by COVID-19 globally, what do you see as the key challenges for the next 5 years? What do you have in place to help you to not just survive, but flourish in this period? And what role might the EFQM Model have in this scenario?

The world's transition to a digital economy is accelerating in the wake of the Covid-19 pandemic, leaving Finland well-positioned to steer the course of future global development. In accordance with our mission, we use digitalisation to resolve issues that are important to people and the need for sustainable development. Continuous improvement of the customer experience and quality are integral parts of our corporate culture, and we will continue to keep a strong focus on them. Improving profitability and our international digital services, as well as value generation through data and our strong investment ability, will continue to provide a strong foundation for a competitive generation of added value.

CENTRE HOSPITALIER DE LUXEMBOURG



Luxembourg



2,490 Employees



Healthcare



Centre Hospitalier
de Luxembourg

Awarded 6 Stars

Challenges and Focus for 2021

The challenge for the Centre Hospitalier de Luxembourg for 2021 is to continue to welcome patients from the COVID health crisis while continuing to welcome patients from current activities. The concept of new governance will also be challenging for us.

In addition, the CHL will be renewing its international accreditation according to the JCI standard.



What do you have in place to help you to not just survive, but flourish in this period?

The CHL innovated very quickly by offering new forms of care to patients, such as telemedicine, teleconsultations or home hospitalisation, subsequently taken up by other Luxembourg establishments. The procedures relating to security measures and best practices could be followed thanks to our documentation system.

The CHL has shown its organisational agility with the development and control of processes allowing us to evolve in many areas in the face of major changes in our environment: the reception of patients whose typology changes, compartmentalisation of infrastructures and reorganisation of clinical services, staff training to have the new professional skills required in good time, availability of equipment, drugs and other supplies required in the face of new needs, network collaboration with upstream and downstream structures, measures for housing, transport, childcare for our employees, maintaining the continuity of care for non-COVID patients ... Being a reference hospital for infectious diseases means that we had a method for developing and implementing management plans to deal with disasters.

Our dashboards were quickly adapted to be able to follow the day-to-day evolution of the internal situation and take the relevant decisions. The health of our staff was a concern at all times. Here too, we have proposed other working methods, such as teleworking, to limit exposure when possible and ensure the best possible psychological well-being of staff through various proposals (wellness café, relaxation workshop, nursery, hotel ...).

What is the one thing other organisations can learn from you?

Our systematics have allowed our agility and our solidarity, particularly tested in 2020 during the pandemic.

What are the benefits that your organisation has enjoyed from using the EFQM Model?

The integration of the RADAR loop which we can summarise in strategic choices, a Deming wheel and monitored quantified results, and a method for thinking, deciding and bringing our major projects to life.

YANGTZE RIVER PHARMACEUTICAL (GROUP) CO., LTD.



China



16,041 Employees



Pharmaceutical



扬子江药业集团
Yangtze River Pharmaceutical Group

Awarded 5 Stars

Challenges and Focus for 2021

In 2021, YRPG will expand its R&D team, focus on the marketing promotion of 2 new drugs and promote the application of 11 new drugs. We will expand new businesses, including medical devices, health food, special medical food, etc., and explore the innovation of sales models.

The global pandemic is still rampant with domestic and international economic downturns. Our company will be facing more uncertain factors. We must not only consider high-quality development but also improve customer satisfaction and increase our contribution to social responsibility.



What is the one thing other organisations can learn from you?

We have a deep understanding of and effective methods for quality risk control. In our long-term management practice, we have developed a drug quality risk management and control model with the mission of "Commit for Better, Dedicate for Caring All". The model is advanced in concept, feasible in method and has formed a local standard in Jiangsu Province. It has had a positive effect on the quality improvement of the pharmaceutical industry and can be promoted and applied to the food, agricultural and daily consumable industries.

What are the benefits that your organisation has enjoyed from using the EFQM Model?

We have gained a comprehensive understanding of our organisation from a holistic perspective. We are in a complex, ordered system, and we are interdependent with our stakeholders and the environment they are in, so we must think about and deal with issues holistically, and cannot take issues related only to ourselves in isolation. We have paid more attention to the ecosystem in which we operate. The EFQM Model emphasises that an organisation does not exist in isolation, but is part of a complex ecosystem, which inspires us to think about issues from the perspective of important stakeholders, such as customers, suppliers, employees, the government, and the society, and to continuously focus on their needs and expectations, and to grasp, identify, understand, and evaluate their perceptions as our direction and motivation for improvement.

Moving beyond 2021 and the continued disruption caused by COVID-19 globally, what do you see as the key challenges for the next 5 years? What do you have in place to help you to not just survive, but flourish in this period? And what role might the EFQM Model have in this scenario?

As the global pandemic continues, global international trade will shrink, and the world's economic structure will undergo significant changes. Our organisation needs to foster strengths and circumvent weaknesses to resolve the risks of the external environment. The more attention paid to global epidemic diseases and the increasing aging of the population will increase the demand for vaccines, drugs, and protective materials in the future. The organisation will need to make adjustments in its R&D directions and main focus.



EFQM Circular Economy Challenge 2021 Winner

Saudi Aramco

Leading producer of the energy and chemicals that drive global commerce and enhance the daily lives of people around the globe. From their proven upstream capabilities and strategically integrated global downstream network, to their cutting edge sustainability technologies, they have created an unsurpassed value engine that places them in a category all of their own.

Project name: Saudi Aramco Circular Economy Program

Saudi Aramco is committed to transforming its organisations and systems into a restorative and regenerative circular business model that delivers resilience, environmental sustainability, and long-term market competitiveness at the same time as unlocking social and economic opportunities.

Saudi Aramco's fundamental objectives of initiating its Circular Economy Program were to:

- Transform their organisation into a circular business model to retain the highest value of resources and minimise their environmental impact.
- Deliver resilience, productivity and long-term market competitiveness
- Innovate to achieve zero waste, reduction of carbon footprint, rapid deployment of technologies and digitisation of assets.
- Deliver substantial value through circular supply chain management of our natural resources and the production of circular materials.

Nominees

- LAFARGE Cement Hungary Ltd. (Hungary)
- National Research University Moscow Power Engineering Institute (Russia)
- Saudi Aramco (Saudi Arabia)

Jury Panel

- Jyri Arponen, SITRA (Finland)
- Phil Hawkins, Ricoh UK Products Ltd (UK)



هيئة كهرباء و المياه دبي
Dubai Electricity & Water Authority

EFQM United Nations Sustainable Development Goals (UN SDGs) 2021 Winner

Dubai Electricity & Water Authority (DEWA)

DEWA is a Dubai government-owned utility and is the sole provider of electricity and water in the Emirate of Dubai. DEWA's core business is to operate and maintain its power stations, desalination plants, aquifers, power & water transmission lines as well as the power and water distribution networks in Dubai. Their purpose is to provide globally leading sustainable, efficient, and reliable power and water services, and related innovative smart solutions.

Project Name: DEWA's Contribution to the Sustainable Development Goals

As a globally leading utility, DEWA is aware that their business and operations will have a positive impact on achieving the SDGs. DEWA has made a decisive effort to systematically explore how they can increase their alignment to the SDGs. DEWA drew on the SDGs as the framework for demonstrating just how sustainability is delivering on their business objectives while also contributing to society.

DEWA moved towards integrating the SDG concepts into their reporting. By being consistent in the use and reference of the SDGs targets in their reporting, it allows them to demonstrate clearly to various stakeholders how the actions they are taking are linked to helping them achieve their goals and give an indication of their level of success.

The overall purpose of the project is to support DEWA's progress and leading position on sustainability and the SDGs.

Nominees

- Apicil (France)
- Dubai Electricity & Water Authority (DEWA)
- Dubai Police GHQ (UAE)
- Etihad Airways (UAE)
- Huawei (China)

Jury Panel

- Neil Donovan, UNOPS, (Denmark)
- Jann Jevons, CarterJevons SRL, (Belgium)
- Maria Novo, Novia Salcedo Foundation, (Spain)



EFQM Diversity, Inclusion & Gender Equality 2021 Winner

Dubai Police

Dubai Police Force was established on June 01, 1956. They are proud to be an Arab modern police establishment with a force of more than fifteen thousand employees who are characterised by the degree of their high-level multi specialities and training. They are also proud to be one of the best security institutions, at all levels; locally, regionally, and globally.

Dubai Police is an integral part of the United Arab Emirates Police Force. Its mission is to improve the quality of life in the Country by following its constitutional right to enforce the law and maintain the security and safety of the community and everyone living in the Country.

Project Name: Women's Council in Dubai Police

The Dubai Police General HQ has developed "Women's Council" as a strategic initiative to meet the requirements and needs of all female employees in the organisation. The council's main task is ensuring the effective participation of female employees in line with the nature of police work, its main tasks and best practices, which ultimately will lead to enhancing the results of Dubai Police and the government's strategy as a whole by adding value for all stakeholders. This initiative also ensures that women in Dubai Police enjoy the same constitutional rights as men, in addition to developing and implementing many programmes to empower women in all fields including security, traffic and administration. Furthermore, the Women's council has an important role in applying appropriate means to empower women in Dubai Police by providing many services and facilities in the fields of education, health, employment and others. The Council also seeks to legislate a framework to enhance the efforts made by the various police sectors to empower women as key partners in building the future of Dubai Police and the state.

Nominees

- Dubai Electricity & Water Authority (DEWA)
- Dubai Police GHQ (UAE)
- Saudi Aramco (Saudi Arabia)

Jury Panel

- Diane Dibley (UK)
- Sebastian Rottmair, UN Women (Denmark)

Thankyou

EFQM would like to acknowledge and thank the following people and their organisations for their work and contribution to the EFQM Global Award 2021. The Award process would not work without their commitment and professionalism.

The EFQM Global Award Jury Members 2021

The EFQM Global Award Jury is composed of high profile, highly respected people from the world of business, public service and academia. They independently decide which of the participating organisations are role models for other organisations and merit the acknowledgement of receiving an EFQM Global Award.



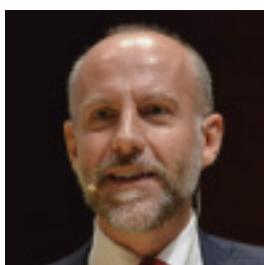
Angela Howarth, Strategy Lead, Wheatley Group (UK)



Ignacio Babé, CEO Club Excelencia en Gestión (Spain)



Lale Ergin, Co-founder & CEO, ESA Esports & Media (Turkey)



Vittorio Cesarotti, prof. Dir. of Excellence MBA Università di Roma (Italy)

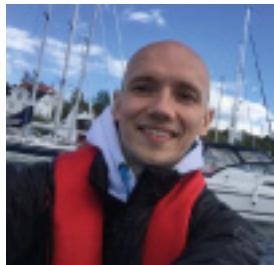
The Award Assessors 2021

The following Award Assessors are amongst the best and most experienced globally and were carefully selected to assess our applicants.

Assessment Team



Ovidiu Acomi



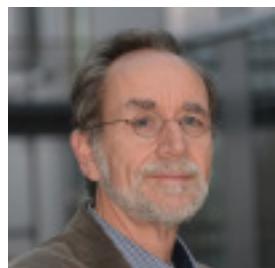
Valdas Ausiejus



Ehrtfried Baeumel



Birgit Behrens-Otto



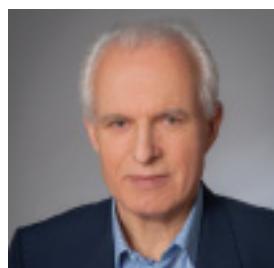
Henk Bijl



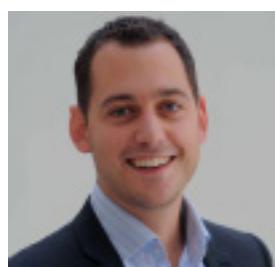
Niklas Blomqvist



Peter Browning



Tadeusz Buchacz



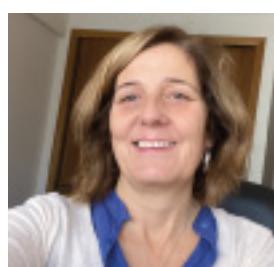
Matthew Byrom



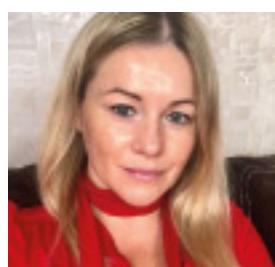
Jose Calonge



Jose Antonio Calvo
Maguregi



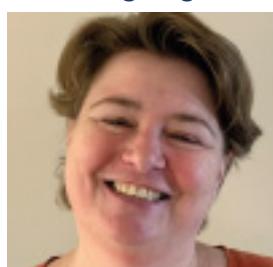
Patrícia Carvalho



Agnieszka Cebrat



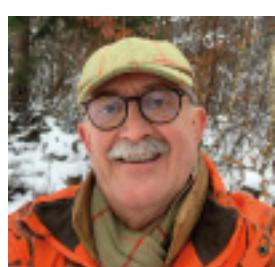
Sevi Dagli



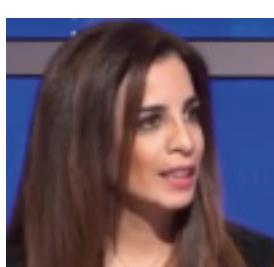
Estelle
Dahl-Duquenoy



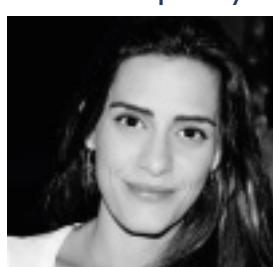
Ciaran Doran



Germain Becker



Ursula El Hage



Camila Ferrini



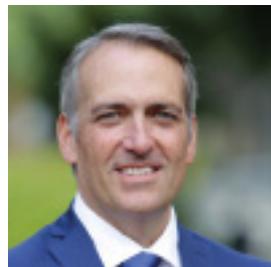
Tatjana Fink



Juan Garcia del Valle



Hugh Goldsmith



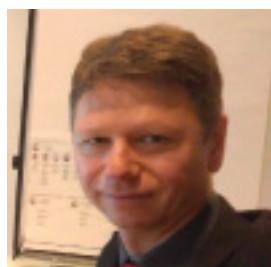
Julio Gonzalez Bedia



Haluk Gozuyilmaz



Stefan Hagmann



Thorsten Herberger



Anne-Charlotte
Holmgren



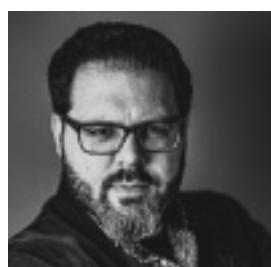
Graham Hull



Timi Hyppänen



Jann Jevons



Jiří Juránek



Susanne
Kaldschmidt



Barbara Langsdorf



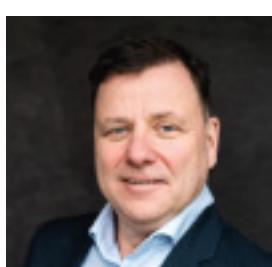
Michaela Lawton



SIlke Liesert



Ola Lindwall



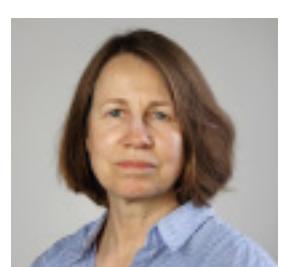
John Macdonald



Patrick Meurgey



Kasper Mühlbach



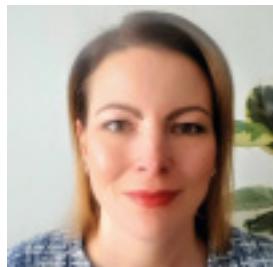
Astrid
Müller-Wenzke



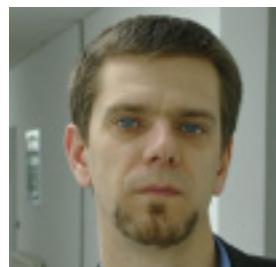
Pau Negre



Maria Jesus
Novo



Vanda
Novokšonova



Zsolt Nyeste



Britt-Marie
Olsson



José Eulogio Pérez



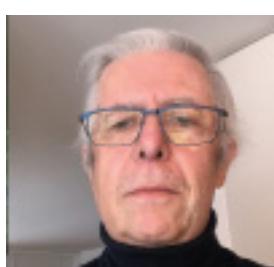
Jan Hendrik
Peters



Jerome Plaquevent



Marlene Rosário



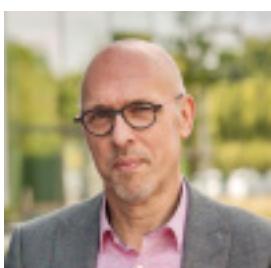
Pierre Rosset



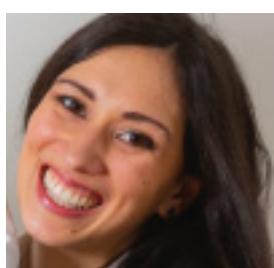
Laura Salasco



Alejandro San
Nicolás



Ronny Schepmans



Diana Setaro



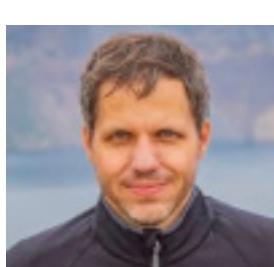
Piotr Słomianny



Liam Spence



Corrado Squarzon



Michael
Teubenbacher



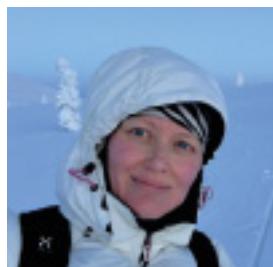
Enrico Tosco



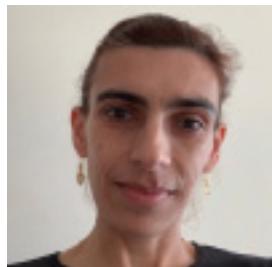
Mandy Tu



Günay Üsküdar



Maija Vaismaa



Ana Vieira



Miruna Vitcu



Daniel Wagner



Rogier Wassenberg



Arkadiusz Wierzbic



Alexis Willems



George Wilson

EFQM FORUM LYON 2022



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