

M&SC Magazine

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Enjoying the Olympics



From the Editors.....

In the last issue, Hanneke welcomed everyone back from the holiday period and as this issue is published, we are all most likely to be working hard towards year end and meeting the goals that have been set within our respective parts of the organisation.

Much has happened in the 3 months since the last issue and hopefully, the magazine will capture many of the stories, both business and "people" items, to give you an insight into the world of M&SC.

From Sarbanes Oxley internal controls, charity events and to one of our employees reaching 40 years service, there is hopefully something there for all our readers.

It is almost 2 years since the first issue and it's nice to sit and reflect on the many positive comments that have been received so far. The editorial team are proud of the magazine, but you should not forget that it really is your magazine, so contribution of any kind is always welcome. It can be as

simple as dropping an e-mail to one of the editorial team!

Good Luck with the year end activities and when Christmas eventually arrives, enjoy your well earned rest!

Mark. A. Barnard
Human Resources Manager
Xerox M&SC
Mitcheldean

Xerox Venray wins Kinjertechniekpries 2004

'Dad, how does a photocopier work?'

Once again, Xerox Venray has shown its better side, being presented with the fiercely coveted Kinjertechniekpries 2004 (Child Technology Prize) by County Councillor Eurlings. This prize is a result of a subsidised project between the Limburg Council and De Kinjerkraom, the incredibly popular child's programme "L1".



and I gave a tour. Just like the presentation of the prize at the Industrion in Kerkrade, it was a fantastic day, especially for the kids."

André is of course, very proud: "This is great for Xerox. You see hundreds of children passing by on their way to school on a daily basis but now at least they know what we actually do here. Looking to the future, it is of course not a bad thing."

wanted to include a report in the child's programme De Kinjerkraom, about how a photocopier actually works. Of course we helped as much as possible."

The intention of the programme is to encourage children to ask their mum or dad, what they actually do to earn a living. In this case it was "Dad, how does a photocopier work?" André adds, "Toner operator Pierre Krebbers's daughter and her friends took part in the film, whilst Theo Cuppen explained everything



'Before he goes to sleep he wants a cuddle!'

Most people use the Summer holiday as a time to be with family and friends, but there are people who enjoy using their well earned spare time to help others, even if its only for a short while. Lilian Turner, a Planner in the Service Supply Chain, is one of these people. During the last five years, through Europa Kinderhulp (European Childhelp), she has looked after Stefon, a boy from a London ghetto, for 3 wonderful weeks.

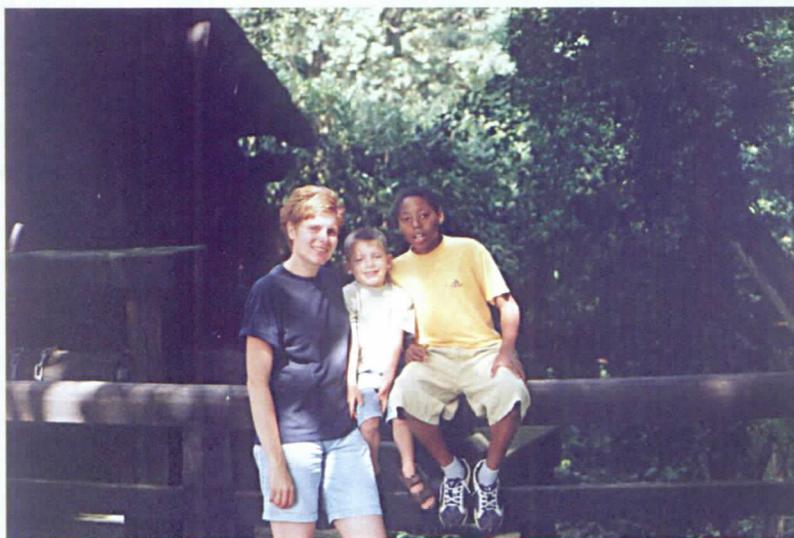
"Europa Kinderhulp", explains Lilian, "arranges holidays for very poor children who don't really have a childhood, due to the situation at home. Every child is dif-

No need to be scared

As already explained, for three weeks every year, Stefon is a member of the Turner family: "It is very satisfying as you slowly

having to feel scared. Compared to him we are spoilt."

Throughout the year, Lilian and her hus-



ferent, for example, one may be unfortunate that his parents are hooked on drugs, whilst another lives in poverty. Stefon, for example, lives in an area where you dare not walk in the streets after dark."

Holiday brother

Lilian says, "As a child I was very impressed by Europa Kinderhulp. Our neighbours looked after a girl from Berlin and she had never seen grass before. The first time that she came to Holland, she sat and stroked the grass. That made a big impression on me and I knew then that when I was older, I also wanted to look after such children. Six years ago, when I was expecting our son Ryan, my husband and I decided it was a good opportunity to join Europa Kinderhulp. Since then, Stefon has become Ryan's holiday brother."

but surely see a child blossom, which is priceless. It teaches you to put things into perspective. At one point all four of us were walking along the beach just enjoying a stroll, the children were running and the sea air was wonderful. In other words it was perfect. Then Stefon came up to me and said: 'It is great to be able to walk along the beach without someone attacking you with a knife or trying to rob you.' I remember that I looked at him questioningly. Then I realised how privileged we actually are living in Holland. Stefon is finally able to go for a walk without

band regularly call Stefon and his mum. This Christmas we are going to go and visit them again. "I am positive," says Lilian, "that Stefon is already counting the days until we arrive. He is now almost 14 years old and I think to

myself that when you are that age, then you should be a bit tough and definitely not let your feelings show. But Stefon is not like that. When he is here on holiday he will only go to sleep after he has had a kiss and a cuddle. These are the best moments."

For more information visit the Europe Kinderhulp website:

www.europakinderhulp.nl

'Underlying motives more interesting than percentages'

In April of this year an *employee engagement survey* took place amongst all Xerox employees, including M&SC. When all the results were collated and communicated, it appeared that M&SC Europe had dramatically improved on all points, compared to two years ago. "This is great", says Perry, "and we have proudly made this known. It's now our job to look beyond the percentages and to learn and understand the underlying motives."

How do you see Xerox, your job, the working conditions, and your boss? Individual answers to this sort of question produce, according to Perry, a better insight into the reality than an impersonal evaluation of a survey. Not that he thinks that the survey is superfluous, the opposite in fact: "It reveals what the trends are and gives us a good opportunity to involve all our employees. All the same, it would be odd if our managers were surprised by the results. Therefore I believe, that as a manager you should regularly sit down together and discuss what is actually happening, during lunch, for example, with a sandwich and a coffee.

No agenda, just an informal talk. You shouldn't decide what actions should be taken purely on the outcome of a survey, but use your initiative more often and your feelings, as a way of bringing about possible improvements. Keeping an eye on how much employees are involved should be the norm in our daily work. If this is the case, then it will be seen in the results."

Good work

Perry adds: "A few points scored consistently low. Communication, although according to the survey it has considerably improved, it remains a subject for some concern, as does job security. In order to improve business, different projects have been set up throughout M&SC. The Toner Development Project in Venray is but one example and on top of this, we are also increasing the possibility for everyone to develop further. In doing so, in the last year, we have made a big step forward. Together with his HR team, Paul Hermans has put in much hard work. There are definite de-

velopment and training programmes in many different forms for all employees and a sizeable amount of people have signed-up."

Scoring better

Employee involvement succeeds or not, according to Perry, with the belief we have in the direction in which Xerox is moving. If we are very clear about our personal role and what our contribution is, and therefore understand why we do what we do, then we can also better understand what is expected of us. Lately we have concentrated on the most important aspect of the communication session for 2005, but we cannot begin to talk about 2005 if we don't know what we are going to do in 2006 and 2007. Your effort as an organisation has to serve some purpose. If you understand the strategy, the aims and your role within the organisation, then you will positively react to all the other business matters.



Perry Buenen

New ATEX Directive:

Making Dundalk Colour Toner plant a safer place to work

Since July 2003, the Dundalk Colour Toner Plant has been implementing a new European Safety Directive, known as the ATEX Directive, into the plant.

Catherine Connolly, ATEX Project Engineer with DCTP explains: "Explosion protection is of particular importance to safety, since explosions endanger the lives and health of workers. The ATEX Directive requires the employer to implement the measures necessary, to improve the safety and health protection of workers potentially at risk from explosive atmospheres."

Responsibilities

The ATEX Directive formalises the responsibilities for safe practice within potentially explosive atmospheres. DCTP are required to ensure that safety risks are either completely eliminated or reduced to a reasonably low level. Where it isn't practical to completely eliminate risks, DCTP must take measures to control possible ignition sources, and minimise the harmful effects of fire or explosions. It is expected that this new legally enforceable duty will improve safety for all personnel working in hazardous areas and reduce the harmful environmental effects from fires, explosions and the resulting dangerous releases.

DCTP is required to draw up an Explosion Protection Document (EPD). The EPD is to include the identification of the hazards, the evaluation of risks and the definition of the specific measures to be taken to safeguard the health and safety of workers at risk from explosive atmospheres. The flowchart below highlights the various tasks/reports required to be carried

out in order to conform to the ATEX Directive and complete the EPD.

ATEX Directive Compliance Workload

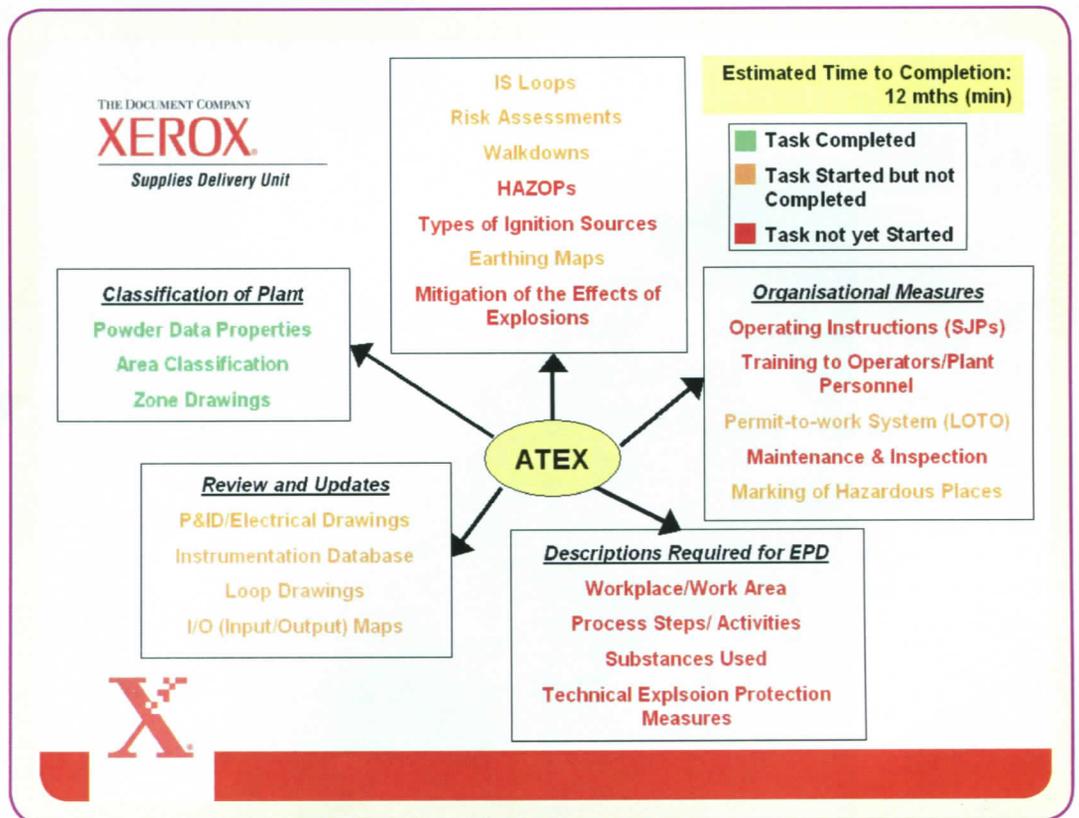
The Directive has to be fully implemented by July 2006 and Catherine believes that DCTP is ahead of the game in terms of implementation. "We already meet most of the criteria required, which stems from the structured approach taken

at the design and commissioning stages of the plant," adds Catherine.



Catherine Connolly

ATEX Directive Compliance Workload



40 years of constant change

Rob Parkinson's 40 years at Xerox have seen massive changes in technology, production methods and business practice.

Leaving school at 16, Rob joined Rank Xerox at Mitcheldean as a mechanical engineering apprentice to undertake professional engineering training. At that time Xerox had just introduced to the world the first desktop copier, and production pressure was enormous with innovation happening all the time. "I didn't expect those rapid changes to continue for 40 years, but they did!!" said Rob.

When he completed his apprenticeship, Rob elected to join maintenance and was heavily involved as Xerox in Gloucestershire grew rapidly to employ over 5,000 people, including satellite operations at Lydney and Cinderford as well as the Mitcheldean site.

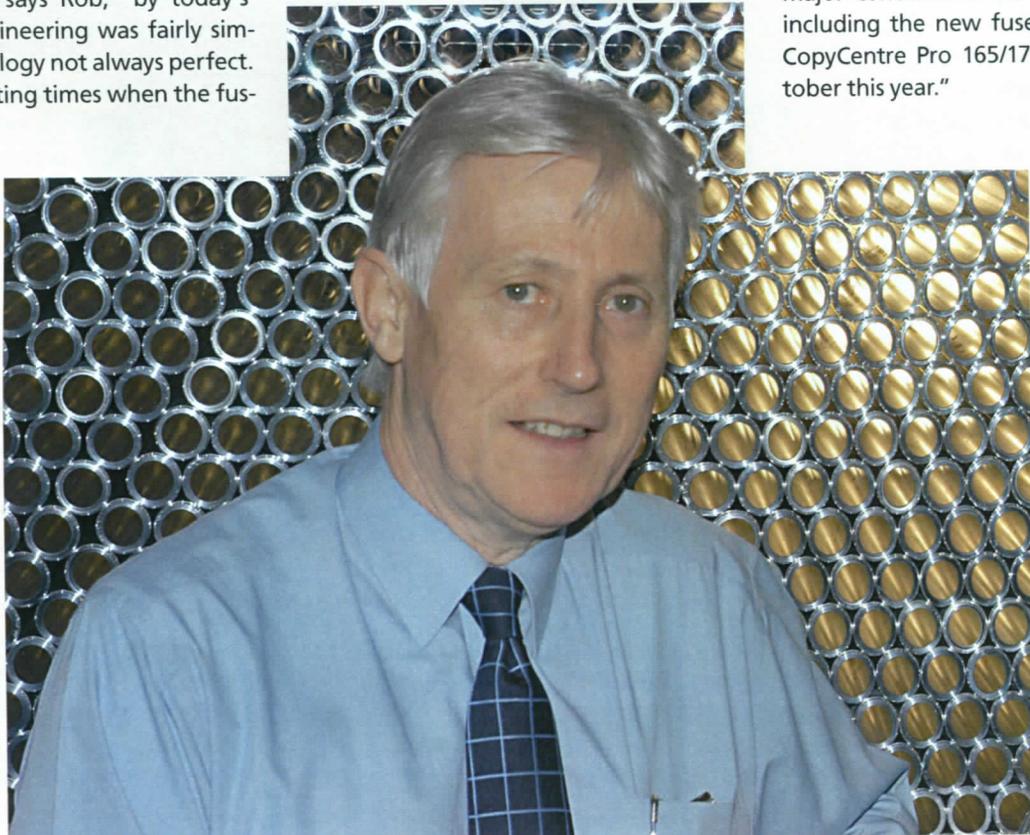
"Even though Xerox was a world technological leader," says Rob, "by today's standards the engineering was fairly simple and the technology not always perfect. We had a few exciting times when the fuser

mechanisms overheated during paper jams! For me Xerox has always presented many daily challenges. Then, as now, we had a very strong safety culture, but we were dealing with relatively hazardous solvents and some unpredictable processes. This has been one of the major changes over the years. Manufacturing overall has become an inherently safer and cleaner practice."

Rob's career continued steadily and he was part of the team who introduced both digital copying and colour technology. "Production of digital copiers eventually reached up to 45,000 a year, it's a far cry from the first 813/914 models, where we had a good week if 50 were produced."

Rob has always lived locally, bringing up his two daughters with his wife Gill. Even with the demands of family life and his job, he has managed to find time for the countryside of the Forest and Wye Valley. He's a keen fisherman (and can reach the River Wye by crossing the field near to his home) and can just about paddle a canoe! He also makes at least one trip a year to Kerry in Ireland to pit his wits against the sea trout.

Today Rob is Operations Support manager for FBC, dealing with the ELC at Venray and customers in India, China, Sweden and the USA. "A job with steady pressure and some good challenges," he says. "Work here is still a good experience after 40 years, the rapid pace of change is still here in Fusers and we know we make a major contribution to Xerox technology, including the new fuser components for CopyCentre Pro 165/175, launched in October this year."



'A lighter and cleaner work place!'

Just to make it clear – moving requires a great deal of preparation, especially when we are talking about moving a complete department from one site to another. At the beginning of this year, when it was clear that EFO (European Fulfilment Organisation) had to move from Frans Maas in Oostrum, to the second floor of Building L in Venray, an energetic project team under the leadership of Ingrid Renjaän rallied around to carry out this task. The result – a supple transition and a well oiled start.

Compared to the slightly musty atmosphere at Oostrum, the new place is light and airy. The room in which 60 work places have been created, is recognized by its characteristic and ergonomic layout. Henk Jacobs, the facilities department representative, was responsible for this. "We had to redesign the complete floor, which meant breaking down walls in order to create room for the large amount of people who would be working here. The department was immediately more open than in Oostrum. Tall cupboards were not allowed and people were now able to see each other. Managers were allocated a central location within the department and by doing so, there was better contact with each other. Basically, everything was taken into account."

A psychological change

Project coordinator Ingrid Renjaän explains the reason behind the move, "Xerox wanted to better utilize the available office space. Moreover the organisation wanted to have all Xerox workers located in Xerox buildings. In Oostrum, we were located in Frans Maas's offices, so the move was a psychological change. We were always located close to the actual operations and therefore able to react quickly to any problems. Now we are further away and we needed time to adjust. On the other side of the coin, it gives Frans Maas the opportunity to work without us looking over their shoulders."

The complete move was minutely managed in weekly team meetings. During one such meeting Thierry v.d. Ven and Mart Kempen came up with the great idea of numbering all office furniture and equipment using stickers. By doing so, the



From left to right: Peter van de Vorst, Mart Kempen, Ingrid Renjaän, Henk Jacobs and Ed Janssen

people from facilities would know exactly where everything had to be placed in the new office. "It was a big job, but we saved a lot of time."

Just like old times

When asked how she looks back on the whole operation, Ingrid answers, "In the beginning, people reacted very differently to the move. Some had no problems with moving to Venray whilst others could not really picture it. Some also found it difficult to leave Oostrum, but when it became obvious that the new location was much better, most people were enthusi-

astic. In Oostrum, people had always complained about the unhygienic air conditioning. You could say that the move went very smoothly, i.e. few complaints. In the early stages, someone would occasionally grumble that the cupboards were too far away, however my overall impression is that everyone is satisfied. More over after just one week, it was just like old times."

Age:
37 years young.

Fell in love, got engaged, got married:

Met Helen in 1986, we married in 1992 and had a beautiful daughter called Paige in 1996.

Education:

Diploma in Management Studies (company sponsored) and currently training to be a Green Belt in Lean Six Sigma.

Position:

Production Manager – Asset Recycling Centre Mitcheldean. (ARC)

Company History:

Started in 1987 as a Marshaller. Worked up through various shop floor roles, both in production and materials, until I became a Materials Manager in the European Systems Integration Centre in 1998. I have been a member of two Top teams, including one that went to Leesburg, and also the OMAF implementation team. Currently a Production manager in ARC, and working on the OMAF R11i implementation project.

Meet...

Hobbies:

Trying to play Golf, Reading, Sci-Fi and Logic puzzles.

How I feel on Monday mornings:

Where has my weekend gone??

Character:

Cheerful, Helpful and Fair.

I hate:

Politics in Business and hidden agendas.

Favourite wish:

Like most people, to win the Lottery and to get to a single figure handicap in Golf.

My Motto:

Don't Worry, if it's going to happen it will.

At Xerox, I would like to walk for a day in the shoes of:

The person who allocates work to the manufacturing plants, so that I could help divert some back to the Xerox European plants.



Gene Lewis

Favourite food:

Spaghetti Bolognaise.

For me, Xerox is:

A company that through learning opportunities is helping me achieve my potential.

Holiday country:

Tenerife or Cornwall.

Most recent book or film:

Van Helsing.

What should they do a bit more in Xerox:

Stop selling the family silver for quick answers and concentrate on the real issues that have got us into the position we are today.

Human Attention Management



France wins Q2 BA-award!

At the recent Service Directors meeting held in Venray, there was a pleasant surprise in store for Alain Teissier, Service Director Xerox France. Unbeknownst to Alain, on behalf of Xerox France Logistics, he was about to be presented with the coveted M&SC Balanced Achievement Award for outstanding performance during quarter two.



Jean Durand and Alain Teissier

No doubt shocked, Alain was delighted to accept the sculpture in recognition of the hard work and tremendous results achieved by the French logistics team. During quarter two, France were the only country to achieve a better than plan performance in all key areas, i.e. Equipment Inventory, Parts Inventory and Supply Chain Costs.

France have provided strong support to the SSC in driving inventory down and their action plans and support to the Missed Revenue conference calls are benchmark within XE. This was the second



The French Logistics Team

occasion that France Logistics has won the M&SC Balanced Achievement Award, the first time being in Qtr 1 2003. Alain has now had time to recover from the welcome news and can now join in the deserved celebrations with the rest of the successful French Logistics team!

Some photographs of social events in M&SC



Look Out Look Out The EU Are About!!

For the past year, the Power Supply business in Dundalk has been working towards implementation of the European Union Directive - Restriction of Hazardous Substances (RoHS) .

The directive, which comes in to force in July 2006, bans the use of various hazardous substances in any new product coming to market after this date. The substances in question are lead, mercury, cadmium, hexavalent chromium, polybrominated biphenyls (PBB) and polybrominated diphenyl ethers (PBDE). All these substances are banned from use in all Electrical and Electronic Equipment in amounts exceeding a set maximum concentration value.

The implication for Xerox and other manufacturers are enormous. Xerox will have to requalify any product it wants to market "as new" after this date and this will involve an evaluation for the banned substances in every component part of the machine. Where parts don't

meet the criteria, the resourcing or re-design of alternative components which meet the directive will be necessary. All approved parts must be kept separate and must be closely maintained by configuration for full traceability.

To enable compliance, the total cost to the Corporation will be millions of dollars, however non-compliance will mean no new machines or revenue!

The Power Supply business in Dundalk has already run successful trials with the new compliant materials. This involved the acquisition and conversion of a solder wave machine, the procurement and management of materials and the "hands on" work of Engineers to ensure everything was processed correctly. The sample boards are due to go through



David Gray (RoHS Technician), Fearghal Donnelly (Engineering Manager) and Larry Schuster (PSG PDT Manager)

a full design qualification process, to ensure they meet both the required specification and external audit requirements.

The total project will involve the qualification of thousands of components and a full range of Power Supplies. Once all assemblies are requalified the production lines and equipment will have to be modified to meet the new directive.

Good luck to all parties involved in achieving compliance!

Fell in Love, Got Engaged, Got Married....

With Trish from Xerox Dundalk. Engaged in 2003 and married in October 2004.

Education:

Primary Degree in Mechanical Engineering from DIT, Bolton Street in 1993. Post Graduate Diploma in Applied Project Management from the Smurfit School of Business and currently studying for an MBA.

Position:

New Programmes Manager - PSG Dundalk.

Company History:

Joined Xerox in 1999 as the first (and now the longest serving) PSG employee in Dundalk, as an engineer working in the SITCO (System Integration to Customer Order) area. Moved to the Business Support group as New Programmes Officer and then became New Programmes Manager, joining the management team of the PSG business in Dundalk.

Hobbies:

Golf, Cinema, Live Music and DIY.

How I feel on a Monday morning:

Depends how the weekend was! Generally, quite positive and eager to get 'stuck in'.

Character:

Open, honest and always ready to have fun.

I hate:

Manchester United - only joking. Bureaucracy and laziness.

Favourite Wish:

To be happy and healthy as I am today.

My Motto:

'It is better to remain silent and be thought a fool, than to speak and remove all doubt.'

At Xerox, I would like to walk for a day in the shoes of:

Anne - who else! And hopefully, it is on pay day !!

Favourite food:

Cabbage and bacon with floury potatoes.

Meet...



Tom O'Brien

For me, Xerox is:

A fulfilling place to work, with great culture and where people who want to do great work, get the opportunity to do so.

Holiday Country:

Mauritius (after a recent honeymoon there - no place else compares).

Most recent book or film:

The war in Iraq.

What they should do a bit more of in Xerox:

Inter business exchange programs for willing employee's.

Xerox takes part in the Ride for the Roses

'We are proud that our company was part of it!'

S SC Systems Support Specialist, Karel Driessen beat it. Accounts Payable Analyst Henk van der Burgt, has a daughter who is fighting it. Head Technical Department Joost van Mechelen's mother-in-law, has it and along with IT Coordinator Alexander Pelzer, mourns a close colleague who died of cancer. 21 Xerox employees from Venray and Amstelveen, took part in the Ride for the Roses cycle tour in Oldenzaal, on August 29th. All of the money raised was donated to the KWF Kankerbestrijding (Cancer Research) foundation.

After his recovery from cancer, Lance Armstrong founded the LAF foundation, which provides help and support to cancer victims. In order to help finance this foundation he started a yearly cycling event which he named the "Ride for the Roses". Now, seven years later, several western European countries hold an annual cycling event with the same name. Joost van Mechelen comments, "The company that I worked for before Xerox, organized a bicycle ride for the personnel every year. When I started work at Xerox I wanted to continue with that tradition and the Ride for the Roses offered the perfect opportunity to combine fun, and do something worthwhile at the same time. Besides supporting a worthy cause, it is great for team building throughout the company. Our HR Director, Paul Hermans, was also very enthusiastic about the idea and offered to make a contribution. Every participant paid 30 euros and Xerox then added an extra 90 euros on top. 14 employees from



Venray and 7 from Amstelveen participated in the event."

Proud

Karel adds, "It was a wonderful ride over a beautiful course. The atmosphere among the spectators along the track was similar to that of the Four Days' March in Nijmegen, where you were literally cheered on every step of the way." Henk van der Burgt also looks back with satisfaction: "I used to do a lot of bike racing and was able to ride ahead and shield the rest of the team from the wind a few times. We cycled about 30 km/hr. Of course, during the ride my thoughts were with my daughter, but the rest of the team were a big support to me."

What amazed Alexander the most was the number of participants. "A total of 8000 people took part and the atmosphere was amazing, especially at the start. The fact that we, as part of the Xerox team, were part of that, gives you a great feeling of pride."

Active and positive

When asked whether the initiative would be repeated, Joost answers: "Next year we want to be at the

starting line again, this time in Naaldwijk, they are organizing the ride in 2005. We are also hoping to organize an international Xerox team, which will take part in Austin Texas, the birthplace of Lance Armstrong and the location for the American Ride for the Roses, next year. We have already had some very positive talks with our American colleagues. This could also be good for Xerox. Besides supporting a worthwhile cause, employees are also given the chance to actively and positively promote the company name. Something completely different to a company donating money to a good cause and saying 'do something nice with it'. Maybe this is an alternative to the Olympic sponsorship which ended after the games this year."



'Everyone is thinking and working together!'

In the last decade, the toner factory in Venray has made remarkable progress. This period of time has particularly stood out because of the annual growth in volume and productivity. The factory is however, affected by a few internal and external developments, which give cause for some concern. The toners, which are made in Venray, are slowly but surely giving way to other types of product.

The growth of the current products produced has come to a halt and that means a change in the way we work. Alongside this, a large group of employees are not very happy about the atmosphere at work and the Toner Development Project is trying to turn the tide on the dissatisfaction and the lack of motivation. Not from the top down, but from the inside out. Jos Bronnberg, Karin Blondé and Rob Arts tell us about how things are progressing: "We are working hard to achieve a lasting improvement, which will ensure we are once again the best. A crucial factor in ensuring this success is that everyone, from the top to the bottom, is prepared to change.

"Three years ago when I took over", says plant manager Jos Bronneberg, "I found a high percentage of sickness. I asked myself why and how could we change it? It seemed there was much dissatisfaction within the organisation and at the same time, many of the employees felt that there must be a change in the mentality of the people. As the methods we choose ten years ago were no longer appropriate, we went in search of something new. We asked the Human Resources department for help and Paul-Peter Feld suggested that Rob Arts, who as a business studies student, is currently having work experience at Xerox, helps us."

Support

Together with Marc van Hooft, a process leader from Radboud University in Nijmegen, Rob began the task of sorting out the maze of problems. "There was a big temptation to just superficially put out the fires, however we chose a struc-

tured way of working, in order to ensure a lasting solution was reached. In order to do this we carried out interviews with people throughout the organization, so that we were able to form a good idea of the problems they were most concerned about. The central problems were the quality of leadership, appreciation, communication and the reduction in work. The people also missed the financial appreciation and an occasional pat on the back. The result was that we should try to work together as much as possible and to learn from each other." Karin adds, "We highlighted problems which affected everyone and wanted to approach them in such a way that everyone could think of a solution. In the coming months we will make this possible for everyone."

Being fair

In order for the Toner Development project to be a success, Jos explained that the cooperation of all the supervisors was a must: "They would of course, have to do the follow up to the Toner Development Project once everything was up and running. With respect to ambition and quality, we therefore have to ensure that they are able to take over the leadership. Everyone is convinced that something has to happen, and it is happening. I notice this when I am talking to people on the shop floor. We recently held two long afternoon sessions with the team of supervisors, the aim of which is to ensure that teams are on a par with each other when it comes to the necessity of changing, which method will be the best and what that will mean to them personally, as well as a team. One of the results of these sessions is that the team want to begin with a couple of action points. We are going to be more positive about several things, for example, gossiping. As a team we have said that we will no longer gossip. In future we will also take more notice of agreements. If something is not achievable, then we will be honest and say so. Rather honesty than promising something which cannot be achieved. We have therefore made several agreements which



are hanging up in my office, as well as the supervisor's office."

For some months now a core team, which consists of personnel from all levels of the toner organisation, is preparing an improvement strategy. Rob: "We are working with the core team, divided in to various sub-groups. In this way we are trying to bring about dialogue between personnel on the shop floor and the managers. By exchanging views we are able to analyse which activities we need to plan in order to strengthen and improve the department."

New investment

With this new approach the Toner factory will soon be more appealing to eventual new investment. Investment in new products and new technology, however the final decision, according to Jos Bronneberg,

will ultimately be made in America. "The fact that we are the first black toner plant in the world which produces the newest D555 toner, proves that people still believe in the workers at Venray. I believe that this

should be enough to ensure that we do not allow negative sentiments to affect us. We can be competitive. Our past proves that time and time again."

The ambition of the toner supervisors team: This is what we want.....

A close knit organisation with independent/initiative taking teams: the result –a goal based on a clear 'end' purpose. Supervisors to lead and coach, from a distance as well as on the work floor. Colleagues working well together, with respect, trust in each other and a joint passion.

Knowledge and skill divided equally between people and teams, which will be well looked after. This leads to an effective and efficient organization where people will work with pleasure. We are the best and we will do all we can to stay the best.

Meet...

Bas Brauer



Age:
30 years old.

Lives in:
Broekhuizenvorst Noord.

In love, engaged, married?
None of the above.

Education:
Commercial Economics.

Function:
Order coordinator in the process control group.

How long employed:
3 years.

Hobbies:
Football & motor bike riding.

On Monday morning I feel
If I have a good weekend, then fit enough to get through another week.

Character:
Perseverance, always prepared to listen and a little bit opinionated.

Dislikes:
Terrorism.

Dream wish:
To experience another great site party.

Life's motto:
A day without laughter, is a day not lived.

At Xerox I would like to put on the shoes of
Ed Duikers, then we would almost be at the top of the football competition.

Favourite food:
Chinese, shoarma.

Xerox is for me ...
My first employer.

Holiday destination:
It doesn't really matter, as long as they don't know me (yet).

Last book or film:
Fast bikes. A film in which several motorbike riders travel from England to France. All of the riders have trouble balancing on two wheels. An inspirational and educational film, but a bit difficult to carry out in reality, due to all the men in blue on the road.

What Xerox should do is ...
Far reaching changes, for example, new software or changes in the way we order. A lot of thought should be put into what the consequences will be and how it will affect the operation and in doing so, prompt and adequate measures can be taken to ensure that everything works efficiently, as well as possible for the employees.

Enjoying the Olympics

On August 25th, on the invitation of Wim Appelo, my wife Elaine and I flew to Athens to enjoy Xerox's hospitality at the 2004 Olympic Games. We really enjoyed the experience seeing the greatest sporting event in the world, and also took the opportunity to meet many Xerox people and customers and to see what a great global company Xerox is.

Over 5 days we visited many of the historic sites of Athens, chatted to some great sporting heroes and of course witnessed history in the making at the Olympic stadium.

During the social events hosted by Xerox we had the opportunity to meet Dick Fosbury (1968 Olympic High Jump gold medallist and innovator of the "Fosbury Flop" technique used by all High Jumpers today), John Naber (4 times swimming gold medallist in 1976) and Sally Gunnell (athletics gold medallist 1992).

We got to see the Men's Basketball quarterfinals, the Indoor Volley-Ball semifinals, the Soccer final and the Athletics finals. The Athletics were the highlight of



the Games and we were fortunate to see Kelly Holmes and Hicham El Guerrouj win their second gold medals, and to witness the thrilling Men's 4 x 100m final which the British won by 0.01 of a second from the USA.

We also attended the spectacular Closing Ceremony in the Olympic Stadium, to watch the extinguishing of the Olympic Flame and the hand over of the Olympic Flag to the Mayor of Beijing for the 2008 Games. Our Xerox Olympic experience in Athens was wonderful and we would like to thank all of my colleagues and Xerox for giving us this memorable experience.

Sean Moran

Making good business practice better

Every part of Xerox, and of course XEM&SC, is affected by the Sarbanes-Oxley Act, which applies to all US publicly registered companies. The Act aims to ensure the highest levels of financial probity, so that investors have confidence in the figures presented by US businesses.

"The work we are all doing to implement the Act, not only ensures compliance," says Glyn Clarke, XEM&SC FP&A manager, "but also actively improves our business, by driving better process documentation and understanding of the key controls within those processes."

In the world of finance, no one likes surprises and Sarbanes-Oxley (short for The Public Company Accounting Reform and Investor Protection Act of 2002) includes one key section, 404. This requires most public companies and their external auditors to report on the effectiveness of internal control over financial reporting. This in turn ensures that accidental or fraudulent stating of basic level records, does not mislead investors and managers.

For the past year, people throughout the organisation have been involved in ensuring that our declarations are 100 per cent good. In finance there is no room for error.



Glyn Clarke and Steve Baldwin

This involved examining both financial and non-financial processes, identifying critical parameters and working through each business centre's financial operations, including those relating to internal and external suppliers. This involved finding the key control points and then identifying and closing gaps by redesigning processes to make them more robust.

"We identified a total of 122 'gaps' throughout XEM&SC, most of them small," says Iris Luebbe, Shared Financial Services Manager. Whilst risks to our financial processes were small, it still takes time to resolve. This has been a successful exercise so far, but we need to make sure that we successfully close it out for 2004."

The work has involved close liaison with Xerox Corporate and Xerox Europe staff to ensure consistency in approach, discussions with our internal auditors (E&Y) and external auditors (PWC) and with third party service organisations such as EDS. Detailed project plans were developed and progress has been closely tracked and reported by the Internal



Edwin Renkens and Iris Luebbe

Controls Manager, Steve Baldwin. However, when it comes to routine processes to control risk or fraud, all managers must be involved and understand in detail what is expected of them, and their staff and suppliers.

"Although this is a complex task, it has also been very worthwhile," concludes Glyn. "After all, better control and understanding of all our financial processes must in the long term benefit us all. When PWC publish their assessment at the start of 2005, then there could be real benefits for Xerox in terms of credit ratings and investor confidence."

On the move!

As a company, Xerox is continuously on the move and at an ever-increasing tempo. From being a photocopier producer and seller, the company has in the last few years evolved into an organisation with a much more diverse technology portfolio. We also manage complex document processing in large companies and we offer customers more and more consulting services. The ability to continue to develop and change is so incredibly important, not only for the organisation as it now stands, but for everyone who works within the company. The changing market forces us to continually and systematically keep in touch with new trends. In doing so we can react quicker, more effectively and more cleverly to what is going on around us. We see more and more that our strengths don't only lie in being quicker and more capable than our competitors, but above all, we notice that our



experience in sharing knowledge allows us to quickly make changes for the better. This says a great deal about our organisation's ability to learn and change as a whole and ourselves in particular.

2004 has flown by. That has everything to do with the development and changes which have taken place. We are focussing more and more on our colourful and positive aspects and together we are bringing out the best in ourselves. We have to carry on doing so. Are you ready to learn, recognize new trends, to see new opportunities, to adjust, not to

make it more difficult than it is, dare to make changes and to take on challenges? Then I think that, 2005 will also be a very interesting year.

I wish you and your families a happy Christmas and a good New Year in good health.

HAPPY HOLIDAYS



M&SC magazine

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