

5.8. COMMITMENT TO QUALITY WITH THE CUSTOMERS



5.8.1. QUALITY IN OUR ACTIVITIES

For the ACS Group, which works in an industry with high technical sophistication, quality represents a fundamental competitive advantage over the competition.

Quality management at the ACS Group is decentralised, whereby each company is responsible for managing quality. Although each company is granted autonomy to manage quality in accordance with its operations, they all follow common lines of action:

- Establishment of objectives and regular assessment of compliance with them.
- Development of actions aimed at improving the quality of the services provided.
- Performance of actions in collaboration with suppliers and subcontractors to improve quality.

In order to move forward in this regard, most Group companies have a quality management system. These are periodically audited to verify compliance and conformity with the reference standard, with the most common type of certification among Group companies being the ISO 9001 certificate.

The general objectives for improvement include:

- Obtain and expand the scope of the certifications, especially with regard to developing a new technique or expanding activities to a new geographical area.
- Implement tools to improve management.
- Improve specific performance indicators.
- Improve the training of supervisors, operators and works managers.

MAIN MANAGEMENT INDICATORS - QUALITY

The percentage of production certified in accordance with ISO 9001 was 43.2% in 2022.

It is important to bear in mind the weight of ACS Group

activity in the US and Canada (62% of total sales in 2022) since this type of certificate (ISO 9001) is not the predominant in quality management systems in this region.

ISO 9001 certified production	2021	2022
Construction	42.7%	40.1%
Concessions	18.8%	8.2%
Services	98.0%	98.0%
Total ACS Group	45.9%	43.2%

Other management indicators		
Number of quality audits	11,986	11,857
Number of quality audits per million euros of turnover	0.46	0.38
Investment in measures to promote and improve Quality (mn euros)	0.8	1.3
Intensity of investment in measures to promote and improve Quality (euros investment/ mn euros turnover)	105.8	153.6





5.8.2. CUSTOMER RELATIONS

The nature of the ACS Group's business means that the number of clients to which it relates is very small, with some being large corporations or worldwide public institutions. Due to this, and in a highly competitive market, it is essential to maintain a high degree of trust with clients to establish stable and lasting relationships over time. One of the Group's its priorities is therefore to ensure the highest standards of excellence and quality in the products and services offered.

The strategy of client relations is built on the following main principles:

- Excellence in service and guidance to solve problems.
- Feedback from the relationship with the client, in order to be aware of and meet the expectations of the client.
- Transparency in the information on the ACS Group's capabilities
- Identification of future needs and opportunities for collaboration

FOLLOW-UP AND COMMUNICATION

The ACS Group companies hold regular follow-up meetings with clients, through the managers of each project. In specific projects in which clients devote resources to controlling production, even more continuous contact will be maintained.

In addition, targets, follow-up systems and plans for reporting to the customer are determined for each project. These plans establish control points at the end of important phases in the production, certification meetings for payment in instalments of the construction work and partial follow-up points.

Likewise, the Group continues to progressively implement computerised customer relationship management (CRM) systems to collect information relating to clients, in order to

facilitate analysis and the carrying out of actions to improve satisfaction.

END-USER HEALTH AND SAFETY

The code continues to promote the well-being and quality of life of the users it serves. Therefore, it maintains the certification for social services for the promotion of personal autonomy UNE 158101/201/301/401 for our Residences, Day Centres, Domicile Aid Services and Home Teleassistance.

The results of the satisfaction surveys carried out among residents and their relatives showed a high overall assessment of the services provided, obtaining on average 8.36 over 10, with the items most highly rated being the Covid Protocols and the safety measures implemented (8.92), assessment of staff (8.6) and communication and information to relatives (8.56).

In order to further increase this satisfaction, in 2022 work was carried out at Clece on the development of a Humane Care Model, deepening the dignity of the care provided, based on respect, empathy, and taking into account the decisions and values of the people that Clece cares for. Work has also been carried out from the point of view of its workers, increasing their training and work well-being to have a positive impact on better care. This humane care model has been developed and documented for Domicile Aid Services (Humanisation Plan) and Residences (Clece Vitam Sustainable Residences Model)

In the area of educational services, Clece schools continue to opt for the ATX Allergy Protection Certificate as a safety guarantee for the teaching team, customers and families, contributing to the control of the menus and products suitable for Multi-allergies based on consumer demands for transparency.

In this type of social and educational services, the security of personal data and sensitive information must also be ensured. To this end, the Company has ISO 27001 certification in information security.

CUSTOMER SATISFACTION

The second key point of ACS' customer relationship management policy is measuring customer satisfaction and establishing plans for making improvements. Therefore, companies representing 98.4% the Group's sales have defined a system for measuring customer satisfaction.

Likewise, companies representing 12.3% of the Group's sales have established formalised measurement systems for customer complaints and claims (12.6% in 2021). In this respect, it is important to take into account that the company's business is not focused on end clients, but rather on the business with other companies or with the public administration, so these systems are mainly managed using personalised tracking systems. In 2022, 2,059 claims were received, of which, 93.9% were resolved in the report year.

For projects that pose greater technological challenges, the ACS Group also establishes alliances with partners (normally detailed engineering companies), which help to offer end clients the best technical and economic solutions.

Another Group value is confidentiality. The contracting and customer relationship departments of ACS Group companies promote responsible use of information, thus guaranteeing customer confidentiality.

As a result of this good relationship, proximity, transparency and customer satisfaction regarding quality expectations on the services provided, the level or recurrence of ACS Group customers is very high.

