

5.8. COMMITMENT OF QUALITY TO THE CUSTOMER⁹



5.8.1. QUALITY IN OUR ACTIVITY

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

Quality management in the ACS Group is carried out in a decentralized manner, with each company responsible for managing this aspect. Although each company has autonomy to manage it according to its interests, a number of common lines of action have been identified:

- Setting goals and regular monitoring of their fulfillment.
- Development of actions aimed at improving the quality of the services provided.

- Carrying out collaborative activities with suppliers and subcontractors for improving quality.

To make progress in these aspects, most companies in the Group have a quality management system. These are audited periodically, to verify compliance and conformity with the reference standard, typically ISO 9001.

Typical improvement goals are:

- Obtaining and expanding the scope of certifications, especially when developing a new technique or expanding the activity to a new geographic area.
- Implementing management improvement tools.
- Improving specific performance indicators.
- Improving the training of managers, operators and project managers.

9. Given its infrastructure and service provider activity, ACS Group works with clients and not with end consumers.



- Increasing customer satisfaction rates, reducing performance complaints and incidents.
- Meeting delivery times, and fulfilling quality expectations.
- Increasing the number and capacity of internal quality auditors.

MAIN MANAGEMENT INDICATORS - QUALITY

The percentage of production certified according to ISO 9001 decreased in 2019 compared to 2018 due to increased sales in the United States, where these certification systems are not as common. However, the quality principles followed are the common principles established in the Corporate Social Responsibility Policy.

Production certified according to ISO 9001	2018	2019
Infrastructure	48.2%	44.1%
Industrial Services	95.8%	96.0%
Services	96.0%	98.0%
ACS Group total	58.4%	55.0%
Other management indicators	2018	2019
Number of quality audits	1,221	11,986
Number of quality audits performed for every million euro in revenue	0.035	0.317
Investment in measures to promote and improve quality	2.2	2.4
Intensity of investment in measures to promote and improve quality (euro of investment/ millions of euro in revenue)	63.30	63.21



5.8.2. RELATIONSHIP WITH THE CUSTOMER

Because of the nature of the ACS Group's business, which carries out large infrastructure projects or general service provision agreements (such as cleaning a city or maintaining a power grid), the number of customers it interacts with is very small, or they are large corporations or public institutions worldwide.

The ACS Group's commitment is focused on maintaining a high degree of customer confidence, offering high value-added services over time. The relationship strategy is built around the following fundamental principles:

- Troubleshooting guidance.
- Feedback on the relationship with the customer.
- Information on the capabilities of the ACS Group.
- Identification of future collaboration needs and opportunities.

FOLLOW-UP AND COMMUNICATION

ACS Group companies conduct regular follow-up meetings with clients, through the managers of each project. In those particular projects in which the client devotes resources to the control of production, an even more continuous relationship is maintained.

Objectives, tracking systems and customer information plans are also defined for each project. In these plans, checkpoints are established at the end of important production phases, and certification meetings are held for the payment in installments of the work, with partial follow-up points established.

In addition, CRM management computer systems are being progressively implemented for the

collection of customer information to facilitate the analysis and realization of satisfaction improvement actions.

CUSTOMER SATISFACTION

The second key aspect of ACS's customer relationship management policy is the measurement of satisfaction and the establishment of plans for improvement. Thus companies representing 87.55% of the Group's sales have defined a system of measuring customer satisfaction.

In addition, companies representing 16.41% of the Group's sales have established particular channels and processes to enable customers to formalize their complaints and claims. In this respect, we must consider that the company's business is not focused on end customers but focuses on business with other companies or with the public administration. This means that these systems are mostly managed through customized tracking systems. In 2019, 850 claims have been received, of which 87.6% were resolved in the reporting year.

In addition, for projects that pose the greatest technological challenges, the ACS Group establishes alliances with partners (usually detail engineering companies) that contribute to providing the end customer with the best technical and most economical solution.

Another value of the Group is confidentiality. Recruitment and client management of ACS Group companies promote the responsible use of information, thus ensuring the confidentiality of clients.

As a result of the good relationship, closeness, transparency and satisfaction of clients' quality expectations in the services provided, the level of recurrence of ACS Group's clients is very high.

Main Management Indicators - Clients	2018	2019
Number of customer satisfaction surveys received	1,287	1,177
Percentage of "satisfied" or "very satisfied" customer responses in all surveys RECEIVED (%)	92.5%	94.6%

*In 2018 and 2019, coverage of 28.55% and 29.85% of sales, respectively, has been achieved in these indicators.