

## 5.8. COMMITMENT TO QUALITY WITH THE CUSTOMER



### 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, 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 as regards 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 according to ISO 9001 increased compared to 2020 from 43.8% in 2020 to 46.4% in 2021.

It is important to consider in these data the weight of ACS Group activity in the US and Canada (59.0% of total sales in 2021) since this type of certificate (ISO 9001) is not prevalent among quality management systems in this region.

ISO 9001 certified production	2020	2021
Construction	40.5%	43.1%
Concessions	9.3%	19.9%
Services	98.0%	98.0%
<b>Total ACS Group</b>	<b>43.8%</b>	<b>46.4%</b>

Other management indicators		
Number of quality audits	11,715	12,030
Number of quality audits per million euros of turnover	0.45	0.46
Investment in measures to promote and improve Quality (mn euros)	0.4	0.6
Intensity of investment in measures to promote and improve Quality (euros investment/ mn euros turnover)	57.2	73.3

## 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.

### SAFETY DURING THE PANDEMIC

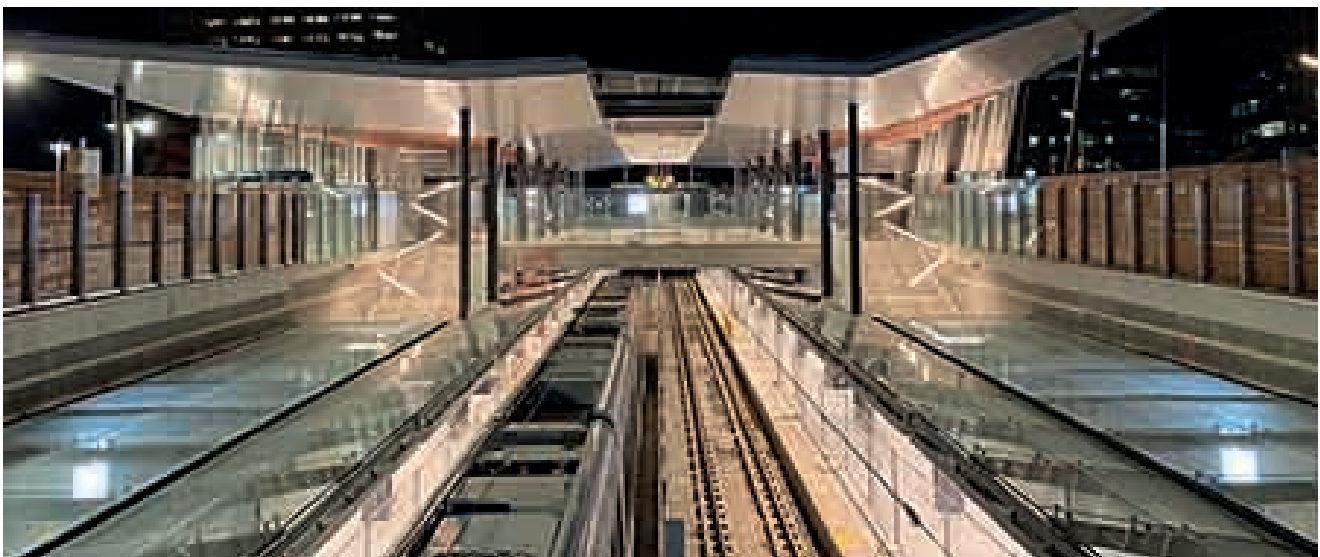
In 2021, Clece continued to apply the strictest protocols to protect end users during the global pandemic caused by COVID-19. This situation has particularly affected sectors such as the social-health sector (nursing homes, home support service, etc.), child education, and hospital cleaning, due to the vulnerability of the users of these services. For this reason, Clece, which operates in all these sectors, has implemented, all this time, a series of measures and protocols included in its Management Policy, the aim of which was to maintain and strengthen the safety of both the users of its services and the Company's workers. Within this framework of measures and protocols, an additional effort was made focusing on obtaining several certifications, issued by recognised bodies, that support and guarantee certain activities carried out by Clece.

In the area of social-health services, Clece obtained the UNE 158101/201/301/401 certificate for the Promotion of Personal Autonomy. This recognition ensures that all services offered to users of nursing homes, day centres, telephone services and home support services are carried out with a high level of demand and continuous improvement.

In 2021, the COVID Certificate was also obtained, which certifies the fact that all Clece children's schools, nursing homes, and home support services have established the appropriate containment measures to ensure that users are protected from exposure to COVID-19. These measures have not only helped to protect users but also workers, which is of paramount importance for Clece.

In the area of educational services, the ATX Allergy Protection Certificate issued to Clece guarantees the protection of multiallergic boys and girls in children's schools, so that they can enjoy a full menu in complete safety and, in turn, convey trust and transparency to their relatives.

Obtaining these certifications, as well as the maintenance of those obtained previously, is the result of the importance that Clece attaches to social management.



## CUSTOMER SATISFACTION

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

In addition, companies representing 19.5% of the Group's sales have established formalised measurement systems for customer complaints and claims (17.8% in 2020). 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 2021, 1,721 complaints were received, 91.0% of which were settled 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 of the Group's values is confidentiality. ACS Group companies' contracting and customer relationship departments promote responsible use of information, therefore 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.

MAIN MANAGEMENT INDICATORS – CUSTOMERS (1)	2020	2021
Number of customer satisfaction surveys received	1,067	1,298
Percentage of "satisfied" or "very satisfied" customer responses over total number of surveys RECEIVED (%)	94.4%	95.8%

(1) The 2020 and 2021 scope of the data is 19.27% and 21.07%, respectively.

