

7. CLIENTS AND CONTRACTING

7.1. STRATEGY

The commitment to clients is one of the ACS Group's most important corporate values. A strong level of trust between the client and the Group has developed, thanks to the high value-added services the company offers throughout time, promoting this close relationship.

This commitment to its clients is tackled from a clear strategy based around the following points:

- Problem-solving focus.
- Client relationship feedback.
- Information on the ACS Group's capabilities.
- Identification of future needs and opportunities for collaboration.

In addition, the ACS Group seeks appropriate solutions to improve its approach to the client, particularly in technological matters of importance. This leads to the search for collaboration with detail engineering companies, specialised in the specific field required for each project. The most suitable alliances are created for each case in this way and, as such, the final client can be offered the best technical and economic solution.

Another important value for the Group's businesses is confidentiality. ACS Group companies' contracting and client relationship departments carry out regular initiatives to promote responsible use of information, so guaranteeing client confidentiality.



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7.2. MANAGEMENT PRINCIPLES

Given the characteristics of ACS's business, where large infrastructure projects are carried out or general agreements are entered into for the provision of services (such as the cleaning of a city or maintenance of an electricity grid), the number of clients with whom ACS deals is very limited or they are large corporations or public institutions from around the world. Its clients tend to be very recurrent. In 2015, the total percentage of sales from recurrent clients stood at 72.1%.

In 2015, companies representing 31.5% of ACS Group¹³ sales reported the existence of a client management system, managed by each company's procurement department. The management aspects common to the whole ACS Group are as follows:

- Monitoring of client needs.
- Regular measurement of client satisfaction.
- Promotion of commercial activity.

7.2.1. MONITORING AND COMMUNICATION

The ACS Group companies hold regular meetings with clients, through those responsible for each project, or continuously if, as occurs in exceptional projects, the client dedicates resources to production control.

This is how objectives, monitoring systems and client information plans are defined for each project and in line with the specific aspects of each company. Control points for important phases of production are established in these plans, along with certification meetings to manage the partial payments for the work and partial monitoring points which may come to mean daily contact between the supervisor and the client in order to reinforce the latter's confidence.

¹³ The data referring to the ACS Group included in this section were calculated by analysing the information supplied by the Group's different companies, weighted by level of turnover. The data are expressed in terms of percentage of total Group sales in 2015.



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Similarly, computerised CRM systems are being implemented to collect information relating to clients, in order to facilitate analysis and the carrying out of actions to improve satisfaction. In 2015, companies representing 74.4% of ACS Group sales had a system of this type in operation.

7.2.2. CLIENT SATISFACTION

ACS's second key client relationship management policy is the measurement of their satisfaction. Companies representing 85.6% of ACS Group sales carry out this type of process, either in a standalone form or within the framework of quality management systems. Furthermore, Group companies representing 86.2% of sales implement measures and plans to improve client satisfaction.

A study was carried out on the aspects rated best and worst by the clients. Worthy of highlighting among the best rated are:

- The proactivity shown by Group companies to resolve problems and unforeseen events.
- The qualifications, experience and technical quality of the Group's teams.
- The existence of a detailed, structured and exhaustive client needs monitoring process.

Outstanding among the worst rated are:

- The works delivery periods and the delays which occur on occasions.
- The difficulty in controlling the agents involved in the project, such as subcontractors and suppliers.
- The perception of price against the quality of the products.

Companies representing 86.9% of ACS sales have developed channels and processes to enable clients to formalise their complaints and claims.



7.3. MAIN INDICATORS

MAIN MANAGEMENT INDICATORS - CLIENTS

	2013	2014	2015	Objective for 2016
Number of client satisfaction surveys carried out	2,979	3,459	5,025	> 2015
Number of client satisfaction surveys received	1,279	1,341	3,173	> 2015
Percentage of client responses of "satisfied" or "very satisfied" over the total number of surveys RECEIVED (%)	86.91%	87.25%	84.36%	> 2015
Number of complaints received from clients	26,506	34,259	33,267	< 2015
Number of complaints dealt with	100.0%	99.9%	100.0%	> 2015
Number of complaints satisfactorily resolved (proportion of those received)	97%	99%	99%	> 2015
Percentage of total sales generated by recurrent clients	N/A	N/A	72%	N/A

* 2013 data which are not comparable due to organisational restructuring processes of the ACS Group.

** The increase in satisfaction surveys performed and received in 2015 is mainly as a result of an action plan deployed by Urbaser, raising the number of surveys by 1,531 compared with 2014.

*** The scope of the complaint data is of 22.92% of sales in 2014 and 24.51% of sales in 2015. A large proportion of these complaints - over 90% - concern the provision of services to individual customers, particularly reading meters; when the customer has made a complaint they are resolved satisfactorily in almost all cases.

7.4. RISKS

In specific terms related to sustainability:

- 17.6% of tenders presented to clients include an environmental impact analysis
- 15.5% of tenders to clients include a detailed information section on the ACS Group's Corporate Social Responsibility policies
- Companies accounting for 97.5% of ACS sales have said that they act on their customers' comments and suggestion so as to improve their operations.