



CODE OF CONDUCT  
FOR **CUSTOMER**  
SATISFACTION

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**winning**

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## **OBJECTIVE OF THE CODE OF CONDUCT FOR CUSTOMER SATISFACTION**

This Code of Conduct for Customer Satisfaction reflects the commitment of Winning to ensure compliance with one of its main objectives which is to have its stakeholders satisfied and with high levels of loyalty to its management consulting, training and time&materials services that are the scope of the Quality Management System.

This commitment of the company mobilizes it in the constant search for continuous improvement and is supported by a set of principles and promises, contained in this Code, which aims to meet the customer satisfaction requirements in NP ISO 10001:2020.

## **EXCEPTIONS**

As it applies to most of the company's stakeholders, products, and services, this Code of Conduct does not present any exceptions.

## **TERMS AND DEFINITIONS**

Time&Materials - Is the process of finding the right professional with appropriate qualifications or experience and recruiting them to fill a job position.

Complainant - Person, organization, or whoever represents them, who files a complaint (Source: NP ISO 10001:2020).

Complaint - Expression of dissatisfaction presented to an organization, related to its product or service, or to the complaint handling process itself, to which a response or resolution is expected, explicitly or implicitly (Source: NP ISO 10001:2020).

Customer Satisfaction - Customer's perception of the degree to which their expectations are met (Source: NP ISO 10001:2020).



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## ABOUT US

### Vision

We are a team with experience in the national and international market in management consulting and training services. Our vision is that each client and each employee finds in Winning the path to success. **BECOME WINNERS. TOGETHER.**

### Mission

Our mission is to act scientifically with our clients. We believe that problem solving is achieved through scientific knowledge and we apply and deliver detailed evidence-based analysis to provide our clients with simple, yet sophisticated and straightforward solutions. **WE DELIVER COMPLEX PROBLEM SOLVING.**

### Values

We are guided by values of passion for what we do, always putting the maximum of our know-how, expertise, and commitment into each challenge, always allowing everyone to participate and get involved, within a posture of maximum professionalism, respect, and fairness.

- We deliver results through **Passion.**
- We improve your **Performance.**
- We create **Predictability.**
- We value your **Participation.**
- We do it with **Positive beliefs.**

## CUSTOMER RELATIONSHIP PRINCIPLES

The Customer Relationship Principles reflect Winning's commitment to ensuring quality in its service lines, respect and maximum customer satisfaction.

### Respect for the client

1. Decisions made in the company prioritize meeting customer needs, not internal policies and interests.
2. New ideas or suggestions given by employees are used to improve products and services to the customer.
3. Information from customers is used in the process of developing or improving the company's products and services.
4. When quality problems are identified with the customer, the company acts quickly to resolve them and seeks to understand and mitigate the consequences resulting from those problems.

### Quality in customer service

5. The company regularly conducts customer satisfaction assessments to determine the quality of its products and/or services.
6. Customer complaints are regularly analyzed to identify quality problems and opportunities for improvement.
7. There are working groups that meet regularly to propose solutions, concepts, ideas, or processes to meet customer specifications and needs and to improve effectiveness and efficiency.

### Knowledge about the client

8. Regularly, the various areas of the company meet, to share information about customers, discuss new trends and necessary developments of products and/or services.
9. The company frequently looks for new ways to provide better customer service by arming itself with benchmark best practices, its knowledge and experience in delivering solutions.
10. The different areas of the company cooperate to achieve the common goals of customer satisfaction.
11. The internal areas that do not have direct contact with customers also do a good job of contributing to the overall process of excellent customer service by facilitating and streamlining their tasks.

### Commitment to the customer

12. Service proposals consider the assessment of the company's ability and resources to deliver on promises made.
13. Promises made to customers are always kept and we are predictable in the quality of the services we provide.
14. The company does not promise customers more than it can deliver.
15. The company is governed by independence and impartiality values in the provision of its service, even when this implies giving opinions and making statements to the client that go against their initial expectations.

## PROMISES

### Consulting

1. Ensure that deliverables are of top quality. **Monitoring:** average quality level of project deliverables. **Target:**  $\geq 4$ .
2. Comply with the deadlines established in the proposal awarded and approved by the client. **Monitoring:** average level of compliance with project timings. **Target:**  $\geq 4$ .
3. Any delay in a project will be agreed upon with the client in a project management meeting. **Monitoring:** average level of compliance with project timings. **Target:**  $\geq 4$ .
4. Use feedback and improvement points identified by the client for continuous improvement. **Monitoring:** percentage of projects with the elaboration of case studies and percentage of projects with the elaboration of lessons learned. **Target:** 100%.

### Training

5. Our trainers have extensive professional experience and comprehensive knowledge about the topics to be taught, promoting pedagogical classroom dynamics. **Monitoring:** average level of trainer performance. **Target:**  $> 7$ .
6. The contents of the training have practical utility and are appropriate to the needs and expectations of the trainees. **Monitoring:** average level of training contents. **Target:**  $> 7$ .
7. Ensure that the documentation and media used are appropriate and in line with good market practices. **Monitoring:** average level of training media. **Target:**  $> 7$ .
8. Ensure that training is delivered with the highest quality constituting a tool for the development of knowledge and enhancement of professional development. **Monitoring:** average level of the overall assessment of training activities. **Target:**  $> 7$ .

### Time&Materials

9. Find a suitable profile for the positions requested by the customer. **Monitoring:** percentage of positions requested by the customer for which Winning has suitable profiles. **Target:**  $\geq 50\%$ .
10. We guarantee a high level of contracting of Winning profiles. **Monitoring:** percentage of profiles hired against the positions requested by the customer. **Target:**  $\geq 10\%$ .
11. Guarantee the replacement of an employee who does not fit a customer's needs. **Monitoring:** no. of calendar days until new placement. **Target:**  $\leq 30$ .

## **PROTECTION OF CUSTOMER AND BUSINESS PARTNERS INFORMATION**

Winning is committed to protect and treat all data and information of its customers and business partners confidentially and using them appropriately. To this end we continue to update our systems and technology and train our employees appropriately.

The information of our customers and business partners must be protected, ensuring that it is shared only with people involved with the process and/or authorized.

If you have any questions regarding the appropriate use of information, please consult your manager.

## **COMMUNICATION OF THE CODE OF CONDUCT FOR CUSTOMER SATISFACTION**

The Code will be presented to the client before the formal award of Winning's services.

## **QUESTIONS, COMPLAINTS AND COMMENTS**

Questions or comments regarding the scope of service provision should be directed to the designated project manager. Alternatively, they may be sent to the email address [qualidade@winning.pt](mailto:qualidade@winning.pt).

Comments, questions or suggestions regarding this Code of Conduct should also be sent to this email address. All will be considered and a response will always be sent.

Customer complaints should be addressed to your point of contact at Winning, via e-mail, letter or telephone contact or via the online Complaints Book, the link to which is available on the Winning website. Alternatively, in face-to-face training courses, the complainant may also request a Complaint Registration Form from the Training Manager.

## INFRINGEMENTS

To prevent and solve a possible breach of one of the above promises, Winning provides the following solutions in case of customer dissatisfaction:

Promise	The solution in case of non-satisfaction	Responsible
1	Adapt the deliverables to customer feedback	Partners
2, 3	Adjust calendar due to eventual unforeseen events	Partners
4	N/A	N/A
5, 8	Replace trainer	Partners
6, 8	Reformulate content and case studies	Partners
7	Adapt to the customer's eventual tool	Partners
9, 10	Inform the client that we could not find the right profile	Partners
11	Replace allocated resources at the customer	Partners

To address promise 4, referring to the use of feedback and improvement points identified by the client for continuous improvement purposes, no solutions are applied in the case of non-satisfaction, since this promise does not directly impact the client in the course of service provision.

The Partners, as responsible for the market sectors and industries in which Winning operates, are responsible for planning and monitoring these solutions. Whenever there is non-compliance with a promise, the responsible Partner will inform the Quality and Compliance Office. The latter will record the non-compliance, analyze its causes and determine, together with the employees involved, the action plan in the way it deems most appropriate. From the evaluation of the effectiveness of the actions taken, an analysis will be made as to whether it is necessary to update the risks or to make additional changes to the Quality Management System.