



QUALITY & CUSTOMER SATISFACTION

MISSION AND ORGANISATION

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1. DOCUMENT OVERVIEW

1.1 PURPOSE

This document describes the missions, organisation and governance principles of the Quality & Customer Satisfaction function. It sets out the responsibilities of the different Quality & Customer Satisfaction organisations within the Group, in accordance with the Group organisation and governance principles (Thales Organisation [1] and Thales Operating principles [2]) and the Group Operations and Performance Department (DGOP) organisation [5].

1.2 APPLICABLE DOCUMENTS

The applicable documents are:

- [1]: Thales General Organisation (87206430-GOV-GRP-EN)
- [2]: Thales Operating Principles (87206431-GOV-GRP-EN)
- [3]: MRBOA- Main Rules for Bids Organisation and Approval (87206412-GOV-GRP-EN)
- [4]: MRPS-Main Rules for Project Supervision (87206413-GOV-GRP-EN)
- [5] : Operations & Performance Department (DGOP) (87206416-GOV-GRP-EN)
- [6] : Managing Multi-Entity Bids (87211055-BID-GRP)
- [7] : Managing Multi-Entity Projects (87211056-PRJ-GRP)

2. MISSION AND RESPONSIBILITIES

Quality is a key lever for the performance and the image of the Group. Delivering high quality provides competitiveness to Thales and generates value for customers while fostering trust and loyalty.

In this perspective, the mission of the Quality & Customer Satisfaction function is to support all organisations in delivering quality and efficiency of the operations all along business life cycles, improving customer satisfaction and developing their operational maturity.

In addition to the standard missions defined for the functions in the Group (Group Operations & Performance organisation memo [7]), the main responsibilities of the Quality & Customer Satisfaction function are to:

- Ensure the quality of all the operations: quality of what is delivered to customers, customer satisfaction, operational efficiency (balance quality versus cost),
- Be a customer “champion” and develop everyone’s “quality and customer mindset” and to that end, assess regularly the customers’ satisfaction, confidence and loyalty,
- Support the organisations in developing their maturity in order to enhance their operational performance,
- Manage the Group Management System (Chorus) and its instantiations, ensuring process efficiency, compliance to standards and certifications,
- Continuously support improvement of practices and capitalize on experience,
- Manage the efficiency of the Quality & Customer Satisfaction organisations and develop people skills to deliver the value expected by the stakeholders and leverage quality as a key step in the career path.

3. GOVERNANCE PRINCIPLES

1. QUALITY @ THALES

Quality as well as Customer Satisfaction is everybody's responsibility in their day to day activities. To enforce this, the Quality & Customer Satisfaction function is implemented in both axis of the Group matrix (businesses and geographies), in accordance with the Group organisation and governance principles.

2. ONE SINGLE REFERENTIAL

Chorus is the Thales referential and is applicable in the entire Group. Chorus is managed centrally with possible integration of GBU's, BL's, Country's specificity when needed.

3. QUALITY AUTHORITY

Quality & Customer Satisfaction people exercise their "Quality Authority" to protect the interests of the Group and of the Customers. Independence requires independence of judgement, objectivity and impartiality.

4. DUTY OF ALERT AND VETO RIGHT

When a situation is judged at risk and/or not well controlled, Quality & Customer Satisfaction people have the duty to raise an alert to the management and possibly to exercise a veto. Anticipation is a key factor: pre-alert must be notified as soon as possible.

Both Operational and Quality channels are informed of the alert and the veto.

5. REPORTING LINES

Single reporting line principle applies to the Quality & Customer Satisfaction function.

All Quality & Customer Satisfaction people ultimately report to the head of Quality & Customer Satisfaction of a Global Business Unit(for the quality GBU staff if any), a Business Line or a Country/French Entity.

The GBU Head of Quality & Customer Satisfaction participates to the appointment process, the objectives setting and the appraisal of the Heads of Quality& Customer satisfaction of the BLs when the role or position exists

The Group Head of Quality & Customer Satisfaction Function (or his delegate) participates to the appointment process, the objectives setting and the appraisal of the Heads of Quality & Customer Satisfaction of the GBUs and Countries in liaison with the Heads of the GBU and Countries.

4. ORGANISATION PRINCIPLES

4.1 ORGANISATION FOOTPRINT

The Quality & Customer Satisfaction function is implemented at Group, GBU, BL, Country, CBU/Domain level.

There is no Quality & Customer Satisfaction organisation, position or role that is dedicated to a site.

- In Countries, Quality & Customer Satisfaction organisation covers all the activities under responsibility of the Country (*Country Corporate functions, CBUs, Domains, Competence Centres*). In some cases, a Quality & Customer Satisfaction organisation may be mutualized at Regional level to cover all (or a set of) Countries of the Region (e.g. Middle East).
- In France, Quality & Customer Satisfaction organisation covers all the activities under responsibility of the legal entity (*GBU in France, CBU, Domain, Competences Centres, Functions*).
- In Space, Quality & Customer Satisfaction organisation is managed as an integrated international organisation at GBU level.
- In Joint Ventures (JVs): Quality & Customer Satisfaction organisation and governance depend on the agreement reached with the Board of the JV.

4.1.1 AT GROUP LEVEL

- At Group level, all Quality & Customer Satisfaction people are part of the Group Quality & Customer Satisfaction Directorate (DQCS).
- The Group Head of Quality & Customer Satisfaction reports to the Operational Function Department (DOF) and is a permanent member of the Extended Group Operations Committee.

Operating Principles:

- The Group Head of Quality & Customer Satisfaction exercises his duty of alert to the Group COMEX when needed.

4.1.2 AT GBU AND BUSINESS LINE LEVEL

- At GBU level, a position is assigned to a GBU Head of Quality & Customer Satisfaction. In this role, he reports to the Head of the GBU or his delegate (COO or Operations) and coordinates with the Group Head of Quality & Customer Satisfaction.
- At Business Line (BL) level, when appropriate, a dedicated BL Head of Quality & Customer Satisfaction may be allocated, with a focus on supervision of bids and projects (as per MRBOA), and multi entity bids and projects execution (QGAM role), product life cycle, maturity development of the organisations, customer satisfaction, high level quality customer relationships in liaison with the Group. In this role, he reports to the Head of the BL or his delegate.

For Business Lines addressing global markets or global customers, as per the list defined in the Thales Operating principles [2], a position is assigned to a BL Head of Quality & Customer Satisfaction, with responsibilities similar as for a Country/French Entity. He reports to the Head of the BL or his delegate.

- For reasons of efficiency, GBU and BL position or roles may be allocated to a *prima inter pares* (first among equals) in the GBU/BL organisation. It is not necessarily a full time role. In this case, his hierarchical report remains to the Management of its Country/French Entity (single report).

Operating Principles:

- The GBU Head of Quality & Customer Satisfaction has the duty of information and must exercise his role of alert towards the management of the GBU and to the Group Head of Quality & Customer Satisfaction, when needed.
- The GBU/BL Head of Quality & Customer Satisfaction coordinates with the Heads of Quality & Customer Satisfaction of the Countries/French Entities for all Quality and Customer Satisfaction matters relative to the CBUs/Domains of their scope.

4.1.3 AT COUNTRY/FRENCH ENTITY LEVEL

- There is a Quality & Customer Satisfaction organisation in each Country/ French Entity of the Group.
By exception and agreement with the Group, when the size of the Country/ French Entity is not large enough to set up a Quality & Customer Satisfaction organisation, the General Manager (CEO or Country Director) undertakes directly this responsibility.
- All Quality & Customer Satisfaction staff operating in a Domain, CBU, Competence Centre, or Function are part of the Quality & Customer Satisfaction Department of the Country/ French Entity and ultimately report to the Country/ French Entity Head of Quality & Customer Satisfaction.
- The Country/ French Entity Head of Quality & Customer Satisfaction reports to the General Manager of the Country/ French Entity or his delegate (COO or Operations) and is a permanent member of the Country/French Entity Management committee (Comex, Codir, ...).

Operating Principles:

- The Country/French Entity Head of Quality & Customer Satisfaction has the duty of information and must exercise his role of alert towards the management of its entity, the GBU and the Group Head of Quality & Customer Satisfaction, when needed.
- In the CBU and/or Domain, a position is assigned to a CBU/Domain Quality & Customer Satisfaction Manager/Director. He is located with his team in the CBU/Domain and is a permanent member of the CBU/Domain Management committee. He reports to the Country/French Entity Head of Quality & Customer Satisfaction and coordinates with the GBUs /BLs for quality and customer Satisfaction matters related to his scope.

4.2 IMPLEMENTATION OF QUALITY & CUSTOMER SATISFACTION RESPONSIBILITIES AND KEY ROLES

4.2.1 QUALITY OF THE OPERATIONS

Operational Managers and Functions have a duty to set quality objectives and assess individual or collective achievements.

The Quality & Customer Satisfaction function operates all along the Business life cycles (Product, Bids, Project and Services) to support the teams and monitor process adherence and quality of intermediate or final deliverables.

To that end, the Quality & Customer Satisfaction function sets up Quality Assurance activities to ensure the quality of the Bids, Projects, Products and Services and related operational and support processes. The aim is to ensure that customer requirements are properly taken into consideration, that bids and projects are appropriately managed (organisation, process, competences, ...), and that the products and services delivered meet the contract and the "best" standard of quality.

Quality Assurance Managers (QAMs) are allocated to manage quality of the Bids, Projects and Products.

Their main responsibilities are to

- Check that the technical and non-technical requirements of the Customer are recorded, understood and managed efficiently by all the members of the Bid / Project team,
- Check that the project deliverables comply with the customer's requirements and with the applicable regulations and standards,
- Support the Product, Bid & Project teams in applying processes, identifying risks and resolving problems,
- Adjust Quality Assurance actions to make sure they focus on the risks, taking into account the maturity of the Bid/Project team,
- Control the execution of the Project (in relation to the plans): Evaluate achievements at key milestones and deliverables, and provide visibility through "Quality Advice",
- Provide visibility to the Management and alert when necessary; raises a veto in case of non-compliance not properly addressed or in case of a critical event/situation generating a major risk for the bid/project/product or for the company,
- Liaise with the Customer's Quality representative during the bid phase and contract execution.

The QAM reports to the CBU/Domain Quality & Customer Satisfaction Director/Manager (single report). He exercises their role beside the Bid/Project Manager and is member of the Capture Team/Project Core Team.

The QAM works closely with key players (in Engineering, Industry & Supply Chain, Services, Installation, Procurement, HSE,...), Suppliers, Maturity leaders and Customer Satisfaction Leaders.

When needed, a QAM may be allocated to manage quality assurance of work packages allocated to a Competence Centre.

On a multi units (Countries, BLs, GBUs) bid and project ([6], [7]), a Global Quality Assurance Manager (GQAM) is appointed. This role is exercised besides the Global Project Manager (GPM) or the Capture Leader/Bid Manager and is member of the bid/project core team. He coordinates with the quality organisation of the contributing Units, and acts as the single representative of Thales in front of the Customer for quality matters.

In his role, the GQAM reports to the Head of Quality & Customer Satisfaction of the GBU (or the BL) leading the project (as per the governance of the Project) or to the Head of Quality & Customer Satisfaction of the Destination Country (Prime) as appropriate. His hierarchical report remains to his Entity Quality & Customer Satisfaction Management (single report).

4.2.2 MATURITY OF THE ORGANISATIONS

At all levels of the organisation, managers are accountable for developing the maturity of their respective organisations and for the action plans to improve it.

Given the strategy, business stakes, objectives, results and performance of an organisation, the management of its maturity aims at:

- Ensuring that the organisation has the appropriate capabilities (governance and management, resources and competences, processes, practices and tools) to fulfil its missions and meet its objectives, and that these capabilities are properly and sustainably deployed and optimised
- Enhancing the performance of the operations by developing the quality of solutions and products, reducing operational risks on bids, products and projects

To that end, Quality & Customer Satisfaction function of the Country/French Entity, in coordination with the GBU/BL concerned, proactively supports the development of the maturity, in particular it:

- Defines the assessment strategy and manage the assessment plan on his perimeter in liaison with the managers of the Country/French Entity,
- Ensures that the findings are taken into account and that relevant improvement initiatives are implemented under control of the Management of the Country/French Entity, CBU/Domain, Competence Centres and the Heads of Discipline.

The heads of Quality & Customer Satisfaction relies on **Maturity Leaders**: positions are assigned to Maturity leaders dedicated to a discipline (Engineering Maturity Leader (EML), Industry Maturity Leader (IML) and Service Maturity Leader (SML) or a XML when transversal across several disciplines.

Working closely with the Head of Competence Centre/Department, the Maturity Leader main missions are to

- Support the Head of Competence Centre/Department in the development of the maturity (including TIMS assessments and follow-up actions) of his organisation in line with the target operating model defined for the entity,
- Develop operational quality through transverse quality activities (detection, analysis, prevention, methodologies, support, coaching, lessons learned...),
- Contribute to promoting a culture of quality and to the empowerment of operational teams to take responsibility for managing Quality.

Under the leadership of the Head of Quality & Customer Satisfaction of the Country/French Entity, the Maturity Leader is instrumental to improving the interfaces with other organisations, liaising with the other Disciplines and their process owners, other Maturity Leaders, Quality Assurance Managers in bids / projects & products, Customer Satisfaction Leaders and Chorus Manager (*see roles hereafter*).

The Maturity leader operates close to the Head of Competence Centres/Department either in the Domain (when the Competence Centre/Department is specific to the Domain) or mutualized (at CBU, Country Corporate, or BL level).

The Maturity leader is a permanent member of the Management Committee of the Competence Centre/ Department. He reports to the Country/French Entity Head of Quality & Customer Satisfaction or his delegate (single report).

4.2.3 CUSTOMER SATISFACTION

Customer Satisfaction is part of the key performance indicators of the Group. It is monitored at all levels of the organisation: Country/French Entity, GBU and BLs and Group. It is the responsibility of everyone to ensure Customer Satisfaction as part of their normal duties.

As part of its strategic and operational responsibilities, the Business Line is responsible for Customer Satisfaction. Countries ensure customer satisfaction throughout the bid or project life cycle for the domestic customers and manage mid long-term relationships through Key Account Management. The CBUs/ Domains are directly involved in achieving customer satisfaction objectives (ref. [1] and [2]).

The Quality & Customer Satisfaction function has a specific responsibility to “champion” customer satisfaction and develop everyone’s quality and customer mindset. The function is mandated by the General Management of the Group to assess independently the Customer Satisfaction, through periodic customer surveys and by performing independent analysis of customer feedback gathered through various channels.

To that end, a role of **Customer Satisfaction Leader (CSL)** is implemented in the Countries/French Entities and GBU/BLs, with the responsibility to

- Ensure the relationship with Customers on Quality matters is organised and properly managed. For all key customers a strong and pro-active customer contact is established to enable preventive measures ensuring customer satisfaction,
- Monitor Customer Satisfaction in liaison with the different stakeholders (KAMs, Sales, Marketing, Bids, Projects, Services, Quality & Customer Satisfaction, ...)
 - Contribute to the customer satisfaction plan managed by the Group Quality & Customer Satisfaction Directorate,
 - Ensure customer complaints are properly managed: Provide a POC (Point of Contact) into the organisation in case of complaints as well as supporting field data analysis and providing valuable feedback towards the customer as well as inside the organisation,
 - Gather Customer feedback (complaints, congratulations and any another feedback including Customer/User experience) from different sources and share the information with the appropriate stakeholders,
 - Stimulate actions to improve customer satisfaction and loyalty,

- Ensure action plan are implemented at the relevant level and provide support when necessary to address customer complaints, issues and expectations,
- Liaise with Ambition Boost actors to ensure strategic initiatives are embedded to address the challenges related to customer satisfaction and loyalty,
- Provide analysis of various customer feedback to the Management and stakeholders,
- Develop customer mindset within the organisation, thru communications, on-boarding initiatives, training, and promote all kind of actions on the field.

The Customer Satisfaction Leader role is undertaken by the Head of Quality & Customer Satisfaction of the GBU/BL and Country/French Entity; this role may be assigned to a dedicated Customer Satisfaction Leader (CSL) position reporting to him/her.

4.2.4 MANAGEMENT SYSTEM (CHORUS)

Quality & Customer Satisfaction function is responsible for managing Chorus, the Management System of the Group. To that end, a position of **Chorus Manager** is implemented at Group level and in the Entities (Country, French Entity).

Each process is entrusted to a manager: a role of **Process Owner** is allocated for each process at Group level and in the Entities.

The Process Owner is in charge of driving and defining changes to the process and associated tools, constantly measuring the operational results achieved in GBUs, BLs or Country/French Entity, making sure that the process is effective.

All employees are responsible for rigorous, efficient application of Group governance and processes, as defined in the Chorus referential.

Chorus is composed of the 5 key elements:

- Governance and Organisation referential: governance and organisation memos and instructions, reference documents applicable in the Group
- Process referential: Process map, Business and Enterprise life cycles, Operational, Management and Support processes
- Practices referential: practices description, forms, templates and standards associated to a process or a discipline
- Training and Communication components: e-learning, presentations, leaflets, etc.
- “Thales Integrated Maturity System” (TIMS): system supporting the organisation of maturity assessments (operating models and maturity models, assessment methodology, ...), capitalizing on quality artefacts (e.g. Quality Advices) and maturity assessment results, allowing a global view and analysis on maturity of the organisations and disciplines.

Chorus is supported by a central “Information System infrastructure” providing user interface and content management (portals, process modelling, document management, change Management, TIMS system ...).

At Group Level

The Group Chorus Manager responsibilities are to:

- Ensure the integrity, consistency and performance of the Management System,

- Lead the annual cycle of the management system : annual management reviews, TIMS peer assessment roadmap, publication roadmap, change reviews,
- Coordinate the networks of Chorus Managers, Group Process Owners, TIMS Peer Assessors,
- Manage the development, evolutions and delivery of the different components to guarantee the availability of the Management system to all Thales employees Thales,
- Maintain the databases (process content, practices , documents, operating models and maturity models) and ensure the consistency, the change management and manage the configuration,
- Provide support to the entities : is the focal point for user requests relating to Group processes
- Supports Group process improvement initiatives, coordinates implementation of changes,
- Support the Group Head of Quality & Customer Satisfaction for the management of the process related to the function,
- Ensure the conformity of Processes and Maturity Models to international standards or maturity models such as ISO 9001, EN 9100, ISO 14001, OHSAS 18001, CMMI and SCOR/APICS,
- Manage the Library ON line services: access to a set of standards, engineering data (such as magazines, e-books), Market Intelligence data and datasets of patents and manage relation with data subscription suppliers.

At Entity (Country/French Entity) level

The Entity Chorus Manager responsibilities are to:

- Manage the Chorus Management System deployed at the level of the Entity in coordination with the Group Chorus Manager (GCM) and Group Process Owners (GPOs),
- Animate the network of Process Owners of the entity,
- Coordinate with the GBU/BL for the management of the processes led at their level,
- Support the Entity Head of Quality & Customer Satisfaction for the management or the related process,
- Organise the capitalization of lessons learnt in connection with Process Owners, Discipline Referents, Maturity Leaders, Customer Satisfaction leader,
- Ensure compliance of the processes and documented information with the Business needs, applicable laws, regulations and standards,
- Lead the Internal Audit plan, incorporating amongst others the maturity assessment plans based on Thales Integrated Maturity Model ,
- Manage the Certification plan for the Entity according to the Business needs, covering where applicable the relevant GBU/BL activities,
- Support the Entity Head of Quality & Customer Satisfaction in the preparation of the "Management Review" and the monitoring of the actions follow up,
- Identify the standards requested by the business or by customers to provide access through the LI.ON platform.

4.2.5 MANAGEMENT OF THE FUNCTION

At Group level

The Group Head of Quality & Customer Satisfaction is in charge to

- Elaborate and propose Thales Quality Policy and supervise its implementation across the Group,
- Define the organisation and governance principles of the function and supervise their implementation across the Group, and to that end
 - Define the common annual objectives for the function and monitor their achievements,
 - Monitor the added value provided by the function to the stakeholders,
 - Lead the development of the maturity of the Quality & Customer Satisfaction organisations,
 - Lead the performance plan for the Quality & Customer Satisfaction function across the Group, including transformation initiatives and function costs,
 - Manage the Quality & Customer Satisfaction Job family in collaboration with Human Resources, developing competencies, leading organisation and talent reviews and ensure the execution of associated plans, provide orientations and review the training programs liaison with the Learning Hub,
 - Contribute to the appointment process of key positions in the function,
- Manage the services delivered by the Group Quality & Customer Satisfaction central team (Management System, Customer Satisfaction, ...),
- Lead the "quality and continuous improvement" process (Chorus 4.1) and associated practices in the role of Group Process Owner (GPO),
- Provide support to the GPO and Executive Managers in "Governance and Organisation" matters, validate the Group documents according to Group rules,
- Contribute to high level Group Customer relationship and particularly to their Quality organisation.
- Represent the Group in relation to national and international external bodies (standardizations, partners, etc.),
- Coordinate with others Functions and Management for developing the quality culture and customer mindset within the Group and for participating in the strategic Group initiatives.

The Group Head of Quality & Customer Satisfaction may delegate some of these responsibilities.

At GBU / BL level

The GBU Quality & Customer Satisfaction Director main responsibilities are to

- Implement the Quality & Customer Satisfaction policy given by the Group and supervise its implementation in the GBU and the Business Lines,
- Ensure the proper implementation of the Quality & Customer Satisfaction organisation and governance principles in the GBU and the Business Lines, in particular
 - the maturity development of the function (Operating Models footprint for the GBU/BL in the Countries/French Entities, Peer Assessment roadmap and follow up actions),
 - the management of the Job Family, allocation of key positions (CBU/BL, Domains, critical bids and projects, products) and talent development,

- the performance plan for the Quality & Customer Satisfaction function across the GBU, including transformation initiatives,
 - the added value provided by the function to the stakeholders in the GBU and BLs,
- Supervise the quality of the bids and projects (according to MRBOA rules [3]) and manage the execution of multi-entities bids /projects and products, ensuring allocation of GQAMs on these bids/projects/products ([6], [7]),
- Ensure Customer Satisfaction plan are properly implemented, according to the Group governance (leader of the Business Line for Civil activities, leadership of the Country/French Entity for Defence activities),
- Contribute to high level Customer relationship and particularly to their Quality organisation in liaison with the Group,
- Provide support to the Managers in “Governance and Organisation” matters, validate the GBU/BL documents according to Group rules,
- Coordinate with others functions and management for developing the quality culture and customer mindset within the Group and for participating in the strategic Group and GBU initiatives.

At Country/French Entity level

The Country/French Entity Head of Quality & Customer Satisfaction is in charge to

- Ensure the proper implementation of the Thales Quality & Customer Satisfaction policy,
- Define and implement the Quality & Customer Satisfaction organisation and governance, according to the Group organisation and governance principles:
 - Manage the resources and develop people to deliver the value expected by the stakeholders,
 - Develop the maturity of the Quality & Customer Satisfaction organisation, according to the agreed operating model,
 - Lead the Quality & Customer Satisfaction performance plan for the Entity, including transformation initiatives and function costs,
 - Monitor the added value provided by the function to the stakeholders,
- Supervise operational Quality activities to ensure customers’ requirements and expectations are met,
- Ensure the Chorus Management System, life cycles, processes and practices are properly implemented to ensure compliance to the required standards and regulations, to deliver operational performances and customer satisfaction,
- Lead Customer Satisfaction Plans for Defence activities and contribute to the plan led by the Business Lines for Civil Activities,
- Organise Quality relationship with local Customers and Partners,
- Provide support to the Process Owner and Managers in “Governance and Organisation” matters, ensure validation and publication of the Entity documents according to Group rules,
- Coordinate with the others functions and the Management to develop the quality culture and customer mindset within the Group and for participating in the strategic Group, GBU and Country/French Entity initiatives.

4.3 QUALITY & CUSTOMER SATISFACTION MANAGEMENT INSTANCES

The main instances to lead the Quality & Customer Satisfaction function across the Group are:

Q&CS Steering Committee

- Monthly meeting
- Chaired by the Group Head of Quality & Customer Satisfaction
- Members: GBU Heads of Quality & Customer Satisfaction, European Heads of Quality & Customer Satisfaction (UK, Netherlands, Germany), DQCS Codir members (France Quality & Customer Satisfaction, International Quality & Customer Satisfaction, Management System , HR Business Partner)
- Purpose: cascading of information, feedback from GBUs and Countries, status of major initiatives (i.e. Transformation, Customer Satisfaction, Maturity roadmap...), capture key information about customers and operations that might affect Customer Satisfaction.

On a quarterly basis, this committee is extended to the other Countries/Regions Head of Quality & Customer Satisfaction and Major countries/DEOI/DGDI Quality & Customer Satisfaction Supervisors.

International Quality & Customer Satisfaction Council (IQC)

- Every 2 months meeting
- Chaired by the International Quality & Customer Satisfaction Director
- Members: Country and Regions Quality & Customer Satisfaction Directors, International Quality & Customer Satisfaction Supervisors (Major Countries, DEOI/DGDI)
- Purpose: Cascading of information, feedback from Countries, status of major initiatives (i.e. Transformation, Customer Satisfaction, Maturity roadmap...)




The instances to lead the Management System at Group level, in liaison with the GBU/BL and Country/French Entity stakeholders are:

- **Group Management Review** (yearly)
- **Maturity Management Steering Committee** (quarterly)
- **Process Management Steering Committee** (monthly)

LOG OF CHANGES

Revision	Date	Author	Modification
001	25 June 2014	Sylvie Martre	Creation
002	23 May 2018	Pascale Demeure Ouakrat	Clarification of QCS missions and responsibilities in the matrix organisation, reinforcement of governance principles, introduction of transformation outcomes.
003			

APPROVAL

	Name	Title	Date	Signature
Owner	Pascale Demeure Ouakrat	VP, Quality and Customer Satisfaction	24.10.2018	
Validation	François Monira	VP, Operational Functions	24.10.2018	
Approval	Pierre Eric Pommellet	SEVP, Chief Operating Officer and Chief Performance Officer	30.10.2018	

CAUTION: If this document is printed, check its validity by consulting the latest version in force in Chorus 2.0.

All comments and proposals for changing the content of this document should be addressed to:

Thales SA
Quality & Customer Satisfaction Department