

**1. Safety and security imperative**

Safety and security are the number one priority for the ACS.

**2. Customer satisfaction**

Meeting – and exceeding – customer needs is the primary focus of excellence management and will contribute to the long-term success of the ACS. It is important to not only attract but also retain the confidence of our customers, so adapting to their future needs is key.

**3. Business ethics and compliance**

Confidence cannot be bought by decree – it has to be earned. The ACS builds that trust by placing integrity, ethics, honesty, and transparency at the heart of all its practices.

**4. Leadership**

Having a unified direction or mission that comes from strong leadership is essential to ensure that everyone in the ACS understands what we are trying to achieve.

**5. Engagement of people**

Creating value for our customers will be easier if we have competent, empowered and engaged people at all levels of ACS.

**6. Process approach**

Understanding activities as processes that link together and function as a system helps achieve more consistent and predictable results. People, teams and processes do not exist in a vacuum and ensuring everyone is familiar with the ACS' activities and how they fit together will ultimately improve efficiency.

**7. Continual improvement**

Successful organisations have an ongoing focus on improvement. Reacting to changes in the internal and external environment is necessary if we want to continue to deliver value for our customers. This is of paramount importance today when conditions evolve so quickly.

**8. Evidence-based decision making**

Making decisions is never easy and naturally involves a degree of uncertainty, but ensuring our decisions are based on the analysis and evaluation of data is more likely to produce the desired result.

**9. Relationship management**

Today's businesses and organisations do not work in a vacuum. Identifying the important relationships we have with interested parties such as our suppliers – and setting out a plan to manage them – will drive sustained success.

**10. Risk-based thinking**

Risk-based thinking enables the ACS to determine the factors that could cause its activities to deviate from the planned results, to put in place preventive controls to minimise negative effects and to make maximum use of opportunities as they arise.

**11. Sustainable development**

The overall goal of sustainable development is the long-term stability of the economy and environment, only achievable through the integration and acknowledgement of economic, environmental, and social concerns throughout the decision-making process.

Guennady Tryukhan, General Director