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# Policy on Promotion of Quality and Monitoring of Performance

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Last updated 4 March 2023



Certifications  
for our TSC  
Global  
analytical  
research  
division

- CT RK ISO 9001-2016 (ISO 9001:2015): <i>Quality management systems, Requirements</i>	<input checked="" type="checkbox"/>
- CT RK OHSAS 18001-2008 (OHSAS 18001:2007): <i>Occupational health and safety management systems Requirements</i>	<input checked="" type="checkbox"/>
- CT RK ISO 14001-2016 (ISO 14001:2015): <i>Environmental management systems: requirements with guidance for use</i>	<input checked="" type="checkbox"/>

1. Our core competence lies in assembling and managing highly qualified multi-disciplinary teams and engaging with the public, private sector, non-governmental, and citizen stakeholders for our projects' timely completion and adherence to quality standards.
2. TSC Global's standard methodology entails building trustful relationships and helping to identify practical solutions for complex problems that our team of experienced experts may face during project preparation and the implementation and delivery of high-quality results — often with tight deadlines.
3. We value our ability to work closely with our clients and ensure we deliver a high-quality service that matches and exceeds expectations.
4. As an international consulting firm operating in many countries, engaging with many stakeholders, and engaging consultants from different cultures and levels of experience, we have adopted the following policies we abide by on all consulting assignments. These include the following corporate guidelines:
  - a) We will maintain full compliance with all laws and regulations applicable to our business and the client's business;
  - b) Accept responsibility for the conditions under which we provide our services, including subcontracting of work;
  - c) Support consultants to realize their rights and minimize the barriers which prevent the consultant from achieving them;
  - d) Demonstrate the ability to meet local laws related to this project; and
  - e) Demonstrate commitment to conformance with and exceeding the client's expectations.
5. We expect our teams to abide by the following policies we support as our Code of Conduct as a responsible corporate entity. These policies include:

Environmental | Social | Governance

6. **Environment:** TSC Global Ltd is committed to reducing its reliance on finite/ scarce resources and minimizing the environmental impact of its operations, including its supply chain. We will respect applicable environmental laws and regulations and seek to reduce the impact of our activities and products in every country we work in;
  - a) TSC Global Ltd will provide a safe and hygienic working environment for all its consultants in any country, take account of the hazards in each country, and make sure the

consultants are aware of the hazards and TSC Global's actions to mitigate the risks associated with the hazards.

- b) We will take all reasonable steps to prevent accidents and injury to health arising out of, associated with, or occurring in the course of work by minimizing, so far as is reasonably practicable, the causes of hazards inherent in the working environment.
7. **Sexual Exploitation and Abuse:** TSC Global Ltd follows the IASC Six Core Principles Relating to Sexual Exploitation and Abuse and expects its clients to abide by them. TSC Global Ltd is committed to zero tolerance for sexual harassment, exploitation, and abuse. We expect our clients to do everything in their power to prevent it from happening and rigorously address and report it each time.
8. **Child Labour:** TSC Global Ltd does not engage in child labor. Our policy states that:
- a) There shall be no recruitment of child labor by us or our clients;
  - b) Children will not be exposed to hazardous conditions if they are involved in any company activities, and
  - c) All our current and future policies and procedures shall conform to the provisions of the relevant International Labour Organization (ILO) standards.

#### Promotion of Quality and Monitoring of Performance

9. Quality Standards, Policies, and Procedures promote quality and monitor consultant performance. High-quality outputs and constructive interaction will always occur with stakeholders. These Quality Standards, Policies, and Procedures are as follows: -
- a) **High-Quality Performance Standards:** Establish procedures to ensure our consultants perform to high-quality standards: This we achieve by requiring each consultant we deploy to: -
    - (i) Agree and sign off on listed and time-bound responsibilities;
    - (ii) Submit their work to other team members for review and discussion at project management meetings, where improvements or amendments are in a revised output;
    - (iii) Rectify any issues where our client considers output to be below standard; and
    - (iv) Receive guidance, mentoring, and support from the other regional offices of TSC Global Ltd.
  - b) **Maintenance of performance quality over the life of the assignment:** shall be maintained by the following.
    - (i) Applying our **Standard Policies and Procedures** (above) that we have used for several years and consistently applied across all projects and client work we engage.
    - (ii) **Optimum use of expert time:** We will ensure that the time-bound use of our experts maximizes quality by: -
      - Fielding senior, internationally recognized experts;

- Fully briefing the experts on the project and in-country situation to ensure that they are productive from arrival in the field;
  - Maximizing our experts' time in the field with the client;
  - Schedule interventions so that our expertise is applied appropriately, thereby minimizing downtime; and
  - Maintaining effective lines of communication among our team members so that all knowledge of relevant in-country activity is communicated to all team members, irrespective of their location or timing of intervention.
- (iii) **Effective Interaction with the client:** We will ensure that all interaction with the client is effective and contributes towards quality workplace and outputs by:
- Operating an *interactive approach* that maintains effective communication, receives regular feedback, and incorporates that feedback in future communication and reports;
  - Scheduling regular meetings with counterparts and client and client's representatives, identifying and raising issues as appropriate (no surprises);
  - Engaging with stakeholders, as appropriate and as guided by the client; and
  - Our experts are committed to undertaking skill transfer through regular meetings, seminars, and stakeholder workshops.
- (iv) **Reporting:** We will ensure that our reporting and outputs are always of a high-quality standard by:
- Ensuring that our reports and output contain easily understood analysis and practical recommendations linked to findings;
  - Providing adequate time for the client to read and digest all reports and recommendations and to provide feedback, where necessary, and for that feedback to be incorporated by our experts, as appropriate; and
  - Our experts ensure that our final report represents international best practices and consensus among the parties.
- c) **Dealing with Complaints:** We ensure that all our consultants know the established procedures for dealing with complaints. Those procedures are in the individual experts' agreements they must agree on before engaging in the project. We will address any complaints concerning a consultant's performance and the quality of their reports under our **Quality Standards Policy and Procedures** and our standard **Complaints Protocols** outlined below.
- (i) **Mitigation of risk of any complaints:** Our first step is to mitigate the risk of any complaints arising by ensuring strict adherence to the *Quality Standards Policy and Procedures* used to maintain quality through:
- Well-documented instructions to all consultants, including the Team Leader, of their listed and time-bound responsibilities, with financial and other penalties for non-compliance;

- Ongoing interaction and oversight by our Team Leader (management level) and our Project Director (governance level) of our team members; and
  - A collective team approach to all outputs and interaction, where possible, with ongoing peer review and mentoring to ensure consistent and high quality is maintained.
- (ii) **Use of Complaints Protocols:** Our Team Leader will run the process of determining and rectifying a complaint (and in the case of a complaint against the Team Leader or a severe and significant complaint - by the Project Director). Where a complaint arises, our established procedures for dealing with such complaints are as follows:
- (iii) **Acknowledgment and Priority of Complaint:** We deal with all complaints as a high priority. Upon receipt of a complaint, our Team Leader will: -
- Immediately forward a note of acknowledgment to the complainant;
  - Meet with the complainant, where possible, and listen sympathetically to establish the details of any complaint clearly; and
  - Develop a formal record of the complaint in consultation with the complainant so that all parties agree on the substance.
- (iv) **Investigation of Complaint:** Our Team Leader shall investigate the complaint and determine whether it is valid on the face of it. In determining the validity, they shall:
- Advise the team member, identified by the complainant as the subject of the complaint, of the details of the complaint;
  - Subsequently, interview the team member to determine their submission of the facts; and
  - Meet again with the complainant to provide details, receive feedback, and ascertain whether the complaint still stands.
- (v) **Process for dealing with prima facie Complaints:** If we find the complaint to be of substance, the Team Leader shall:
- Ascertain the seriousness of the complaint;
  - Develop a means of rectifying the matters giving cause for complaint;
  - Advise the client of the findings and proposed means of fixing performance or quality;
  - Seek agreement from the client and complainant on the proposed solution; and
  - If existing policies or procedures are defective, revise them to prevent any recurrence of such issues.

(vi) **Rectification of issues arising from Complaint:** Where in the opinion of the Team Leader, the findings substantiate the plaintiff's complaint: -

- We will determine if the complaint is rectifiable by the team member concerned or if another solution is required;
- Should the failure be out of character or a first-time lack of quality, the Team Leader shall counsel the person, communicate with the plaintiff on the proposed solution to reach an agreement, and supervise the agreed rectification of the substandard performance or report;
- Where, in the opinion of the Team Leader, the team member is not capable of rectifying the complaint, our firm shall engage a suitably qualified person to undertake the work after gaining approval from the client to do so; and
- The consulting fee agreed that we should amend or make a claim under our public liability insurance held by the firm.