



Transportation and Logistic Consulting SA

The Logistics Partner that Cares



QHSE

# Manual

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The purpose of this Quality, Health, Safety, and Environment System Manual is to document the TLC Management System, applied across all subsidiaries, to address our clients' expectations and assure that all provided services fully comply with the requirements of international standards ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018.

The requirements outlined in the Management System are the foundation of our QHSE documentation, governing the various services we offer to our clients. The system is designed to address the implementation of our processes, to ensure the consistent delivery of quality services, the protection of the environment, and the safety and well-being of all personnel while supporting a culture of continuous improvement. Our commitment to QHSE is reflected in our dedication to operational excellence, compliance, and customer satisfaction. ISO 9001 clause 8.3 (Design and Development) is not applicable, as TLC does not design products or deliver physical goods.

While the CEO is ultimately responsible for the effectiveness of the QHSE system, every employee is expected to contribute actively to the implementation and continual enhancement of quality, health, safety, and environmental practices throughout the organization.

## MR. Philippe Masserey

TLC Founder & Chief Executive Officer

Quality is important to our business, we value it and our clients value it. We strive to provide our customers with services which not only meet their requirements but exceed their expectations.



We develop individual project-based Quality Management Systems together with our customers, which are outlined in the individual signed contracts and/or with individual country service presentations. The following systems and procedures are generally in place to support us in our aim of total client satisfaction and continuous improvement throughout our business:

1. Regular gathering and monitoring of customer feedback and complaints
2. Selection and performance monitoring of suppliers against set criteria
3. Training and development for our employees
4. Detailed and customised Standard Operating Procedures (SOP) per Country
5. Systematic quarterly review of all SOPs as outlined under item 4 above
6. Customer project specific Statistics & Analytics with its KPI's
7. Strong QHSE organisation at branch office, country and group headquarters levels
8. Measurable quality objectives that reflect our business aims
9. Management reviews of audit results, customer feedback and complaints

«TLC SA Transportation and Logistic Consulting, is committed to continuous improvement of its operational and administrative processes through its Integrated Quality Management System, certified in accordance with ISO 9001:2015. This system provides a structured framework for monitoring, measuring, and enhancing our performance across all business areas.»



Philippe Masserey  
(Chief Executive Officer)

# WHAT WE DO

## We fix complex situations

TLC offers logistics solutions to the main players in the Energies, Resources and Infrastructures sectors. Our commitment is to serve our clients better, offering expert advice, and ensuring timely deliveries.

### We offer:



#### Marine Agency

Services to all types of vessels, including offshore working units, merchant vessels, tankers (product, crude oil, gas), and bulkers.



#### Freight Forwarding

Arrange freight forwarding shipments from or to any locations worldwide and negotiate the best rates, sea or air, through its network of international freight forwarders.



#### Customs Clearance

The strength of TLC resides in its ability to advise its customers long before the cargo is shipped, saving time and avoiding potential penalties at the destination.



#### Meet & Greet

Work Permitting, Immigration services, Airport / Port Assistance, Flight ticket booking, Hotel reservation, Local transportation. TLC Portal, an online platform for husbandry operations and documents management.



#### Chartering

Through its international network of Shipowners, Operators and Shipbrokers TLC offers flexible fixture solutions to match clients' needs and negotiates multiple types of CPs.



#### Bunkering

TLC organizes and coordinates bunkering operations of marine fuel for shipowners, operators and time charterers in all the countries where it operates.

## Our Services

**Energies, Resources, Infrastructures.** For more than twenty years, TLC has been a trusted partner for leading Oil and Gas companies in the downstream, midstream, and upstream sectors. Our expertise ensures customized and efficient solutions to meet clients' specific requirements. From preliminary studies to site demobilization, the TLC Group provides the right customized solution with high-quality services to the energy, resource and infrastructure industries.



#### Infrastructures

TLC recognizes the challenges faced by the infrastructures industry and the importance of the logistics for its growth and development.



#### Resources

We also serve industries such as mining, wood, agriculture, and farming, using best-practice tools and methodologies.



#### Energies

With our extensive industry experience, TLC offers reliable logistics solutions that guarantee smooth operations and client satisfaction in the energy sector, including renewable energy.



# Our 4 Key Values

The corporate values provide the guiding principles for the business and reflect the Group's DNA:



## ETHICS

The TLC Group is strongly committed to upholding ethical standards in all its affairs and to promoting compliance where the group conducts business. Since 2009, the TLC Group has adopted and implemented a comprehensive and compliance program including an anti-corruption policy.



## PERFORMANCE

The TLC Group performs strict compliance with legislation in its operations. It guarantees high-quality logistics services in true and consistent professionalism and is regarded as such in the industry.



## PRECISION

The TLC Group pays attention to details and precision in all services steps including precise communication with clients and subcontractors and precise execution of our operations to achieve high quality in the most reliable and efficient way.



## SUSTAINABILITY

The TLC Group is committed to develop local content where it operates. The TLC Group sustainable goal is to generate added value to be reinvested into the Group to ensure its growth and adaptability to new technologies and new opportunities.

# Our Purpose

TLC provides superior logistics solutions for the Energies, Resources and Infrastructures, in Africa, South America and the Caribbean. TLC services are performed by teams of certified experts to offer customers unique, seamless & competitive solutions.

## TLC Vision

The TLC Group wants to earn the respect of its staff & all the stakeholders of the industry by delivering excellent logistics services with strong compliance and ethical standards.

## TLC Mission

To provide high quality, efficient and effective international logistics solutions across all sectors which are tailored to our clients' needs. Our expertise and the professionalism and integrity of our teams are key to developing a lasting partnership with our clients based on transparency, communication, respect, and trust.

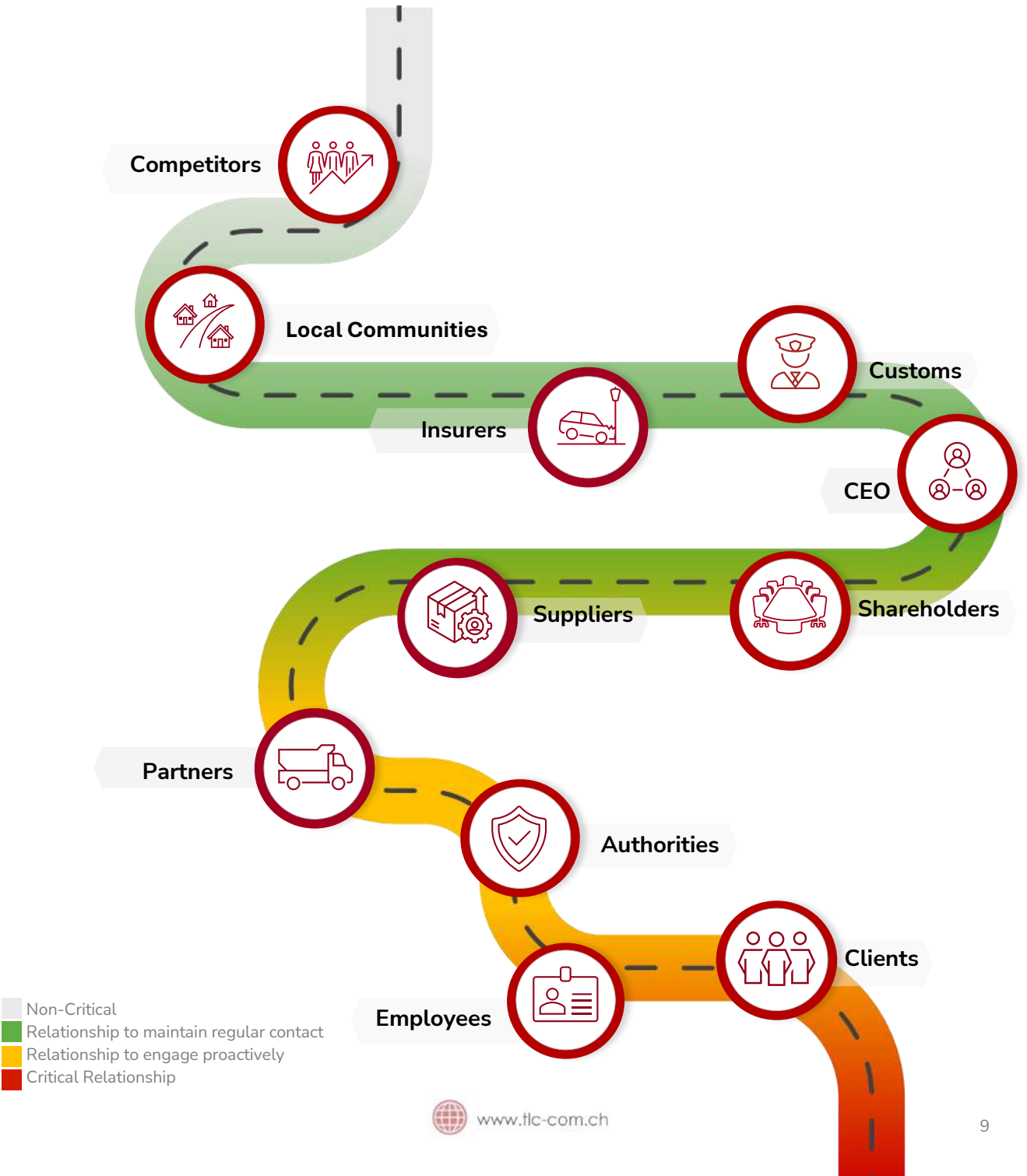


# Interested Parties

Relevant interested parties have been identified based on a structured methodological grid that allows a systematic evaluation of their influence and expectations. This analysis includes the degree of relationship.

This approach has enabled us to highlight the most relevant parties, their explicit or implicit requirements, and to prioritize their needs and expectations.

Relevant Interested Parties are defined as any individuals or organizations whose unmet needs and expectations could threaten the continuity and effectiveness of our organization.



# Principles

## Employees



**Our commitment:** Inform, train, grant trust and show appropriate recognition through regular meetings to promote transparency. Provide adequate working conditions and environment.

**Our expectations:** Work with objectivity, loyalty, honesty, teamwork, flexibility, and motivation. Ensure the execution of tasks and achieve service objectives, focusing on continuous improvement.

## Clients



**Our commitment:** Achieve total client satisfaction and continuous improvement throughout our operations by implementing rigorous quality control processes. Build client loyalty by understanding their needs and expectations and meeting them to ensure and increase their satisfaction. Establish and maintain constructive, lasting relationships through the implementation of international logistics solutions with reliable partners. Integrate digital and human solutions for perfect operational fluidity. Regularly collect and monitor client feedback and complaints.

**Our expectations:** Communicate actively, maintaining cordial and professional relationships.

## Partners



**Our commitment:** Collaborate with excellent partners and service providers. Prioritize working with service providers, subcontractors, suppliers, and other partners who share our values. Adopt responsible practices to ensure environmental preservation.

**Our expectations:** Continuously respond adequately to our needs, as well as all applicable regulatory and legal requirements. Communicate actively to maintain cordial and professional relationships. Adhere to the principles of continuous improvement.

# Responsibility

At TLC, quality is important to our business because we value our customers. We strive to provide our customers with products and services that meet and even exceed their expectations. We are committed to continuous improvement and have established an Integrated Management System is based on the ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 Standards. This system provides a framework for measuring and improving our performance. TLC Quality System is certified, and we have the following systems and procedures in place to support us in our aim of total customer satisfaction and continuous improvement throughout our business:



HSE



Quality



Environment



## Customer Satisfaction

- Regular gathering and monitoring of customer feedback
- A customer complaints procedure
- Selection and performance monitoring of suppliers against set criteria



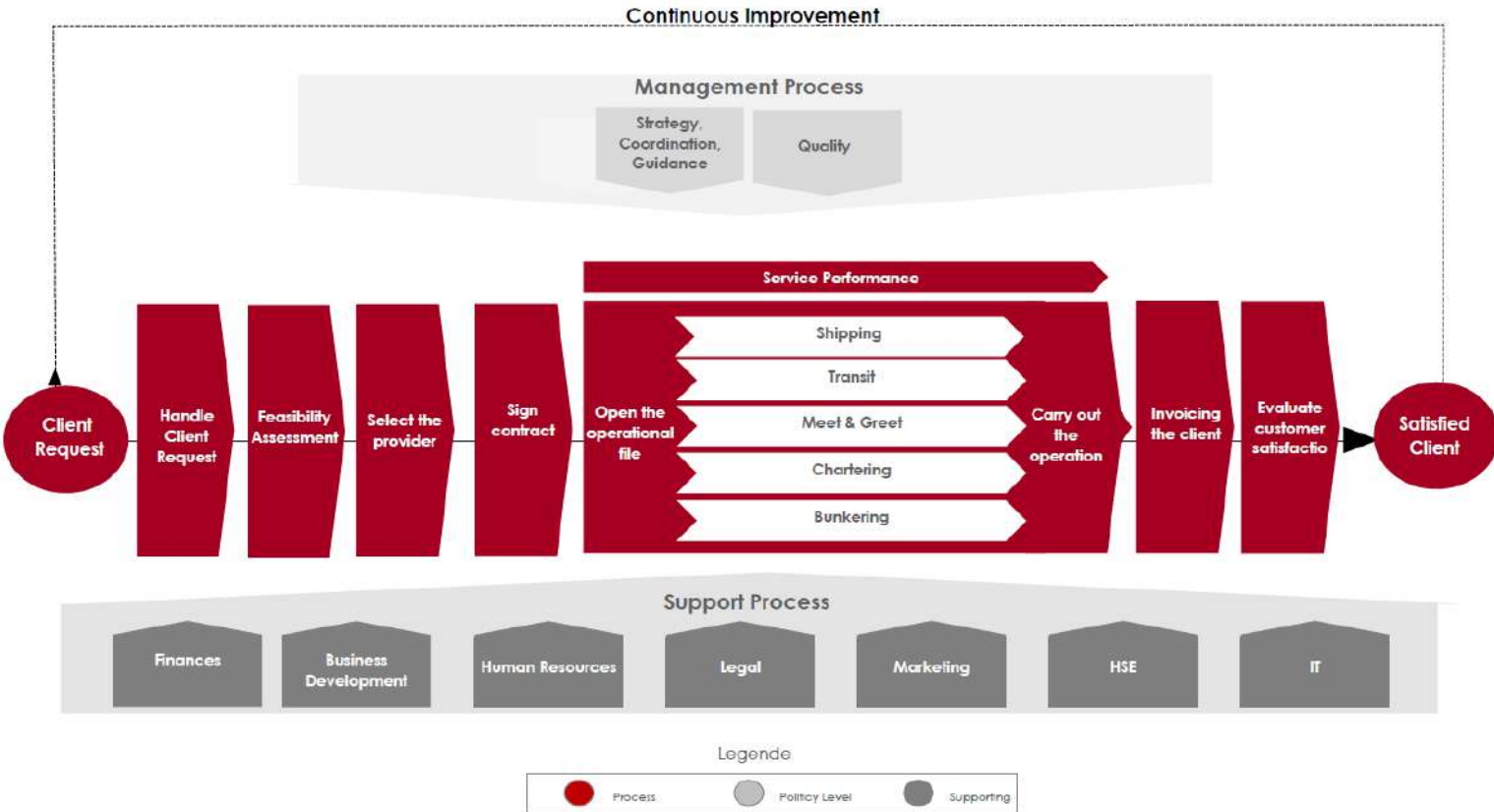
## Continuous Improvement

- Training and development for our employees
- Regular audit of our internal processes
- Measurable quality objectives which reflect our business aims
- Management reviews of audit results, customer feedback and complaints

*By implementing these measures, we aim to create a workplace where everyone feels safe, valued, without compromising their health or well-being and without compromising the Environment.*

# Organisation & System

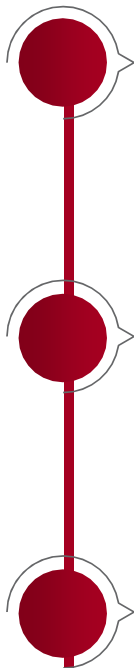
<b>System Owner:</b>	Chief Executive Officer
<b>QHSE Management Representative:</b>	Group QHSE Manager
<b>Subsidiary Management System Owner:</b>	Country Manager



Each of our processes is detailed in a process management sheet (FOR-QH-DR-10-203-EN Process Description), which includes:

- 1 - A description of the expectations of interested parties at each stage of the process,
- 2 - The risks identified and actions at each stage of the process,
- 3 - The indicators and methods used to ensure the effectiveness of the process.

# Types of Processes within the Quality Management System



**MANAGEMENT PROCESSES:** Those are Processes that define the Strategic Framework of the Management System, the Policies, the targets for the Support and Operations Processes. Quality Policy, Strategy, Control, Internal Communication, External Communication,

**OPERATIONS PROCESSES:** Those are Processes that bring added value (productivity) to the organization, including, and not limited to, the customer service requirements. Business Development, Quotation, Tender, Procurement, Activity and Invoicing.

**SUPPORT PROCESSES:** Those are Processes that bring the resources and tools to achieve the Management and Operations processes. Finance, Information System, Legal, Human Resources, Equipment & Facilities Management and HSE.

## Pilot Definition

The CEO appoints a pilot for every process described in the Process Description Document FOR-QH-DR-10-203-EN. The pilot is responsible for managing those assigned processes and is liable for reaching the strategic objectives defined by the CEO in terms of definition, concept, execution, and continuous improvements.

# Documentation Structure

An Overview of the Management System Documentation Structure is presented below:



Note: This structure is implemented as an integral part of the Document & Records subsystem.

**What:** Relevant Policies describe the “WHAT”, that is to say, what are the requirements to fulfil. They also indicate who is responsible for their implementation.

**How:** Procedures describe the “HOW” these requirements are met.

Standards practices describe what must be done in a standard manner by employees in a specific field of activity. For example, the system can determine that the convocation to group meetings is made according to a defined and standardized practice.

A procedure usually comprises a sequence of activities shown in a graphical form (flowchart). These activities are carried out by groups of different hierarchical teams and require a consensus in their development (cross functional). Work instructions are used by one or more people, under the responsibility of a hierarchy.

## Corporate vs Subsidiaries Documents

Corporate documents are established by the group QHSE Management team. They define the minimum Requirements the Organization must comply with. Those Requirements are distributed to our Subsidiaries for their implementation. The subsidiaries must develop their appropriate documentation in their Local Management System as to fulfil the local and the Corporate Requirements. Corporate documents numbers include a “10” after the seven first letters whereas subsidiaries documents include their country code of 2 digits.

**Example:** POL-QH-SE-10-400-EN for corporate / POL-QH-SE-30-400-EN for Angola



# Safety is not negotiable. It is our shared responsibility, in every place, for every person.

At TLC, every incident prevented is a testament to our collective vigilance. We believe that a safe and sustainable work environment is built together, through consistent action and shared values.

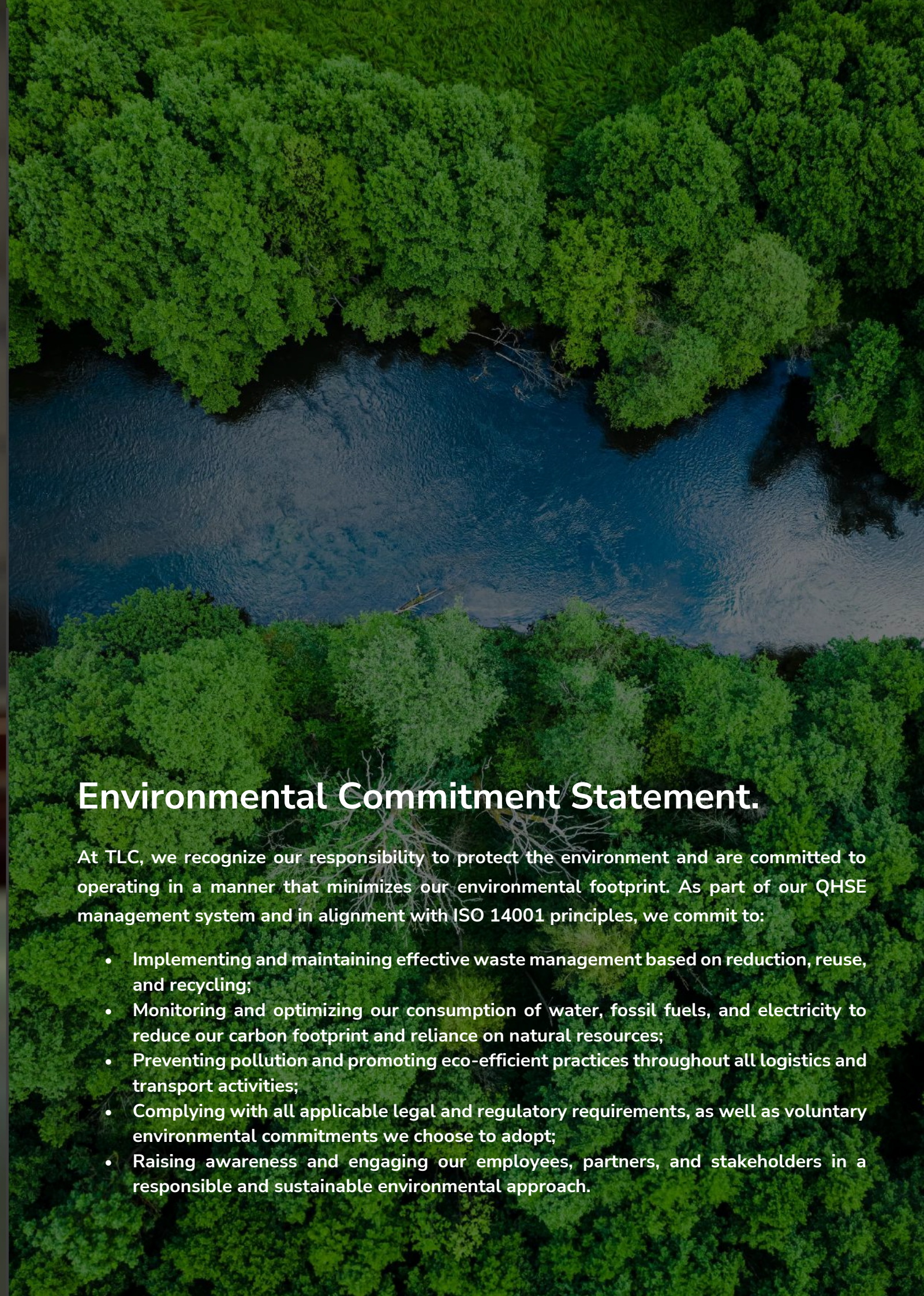
Prevention is not just a priority; it is embedded in our culture. A zero-accident workplace begins with daily commitment, and ours is resolute. Protecting people and the planet transcends borders; this is the core of our Health, Safety, and Environmental commitment.



## Environmental Commitment Statement.

At TLC, we recognize our responsibility to protect the environment and are committed to operating in a manner that minimizes our environmental footprint. As part of our QHSE management system and in alignment with ISO 14001 principles, we commit to:

- Implementing and maintaining effective waste management based on reduction, reuse, and recycling;
- Monitoring and optimizing our consumption of water, fossil fuels, and electricity to reduce our carbon footprint and reliance on natural resources;
- Preventing pollution and promoting eco-efficient practices throughout all logistics and transport activities;
- Complying with all applicable legal and regulatory requirements, as well as voluntary environmental commitments we choose to adopt;
- Raising awareness and engaging our employees, partners, and stakeholders in a responsible and sustainable environmental approach.



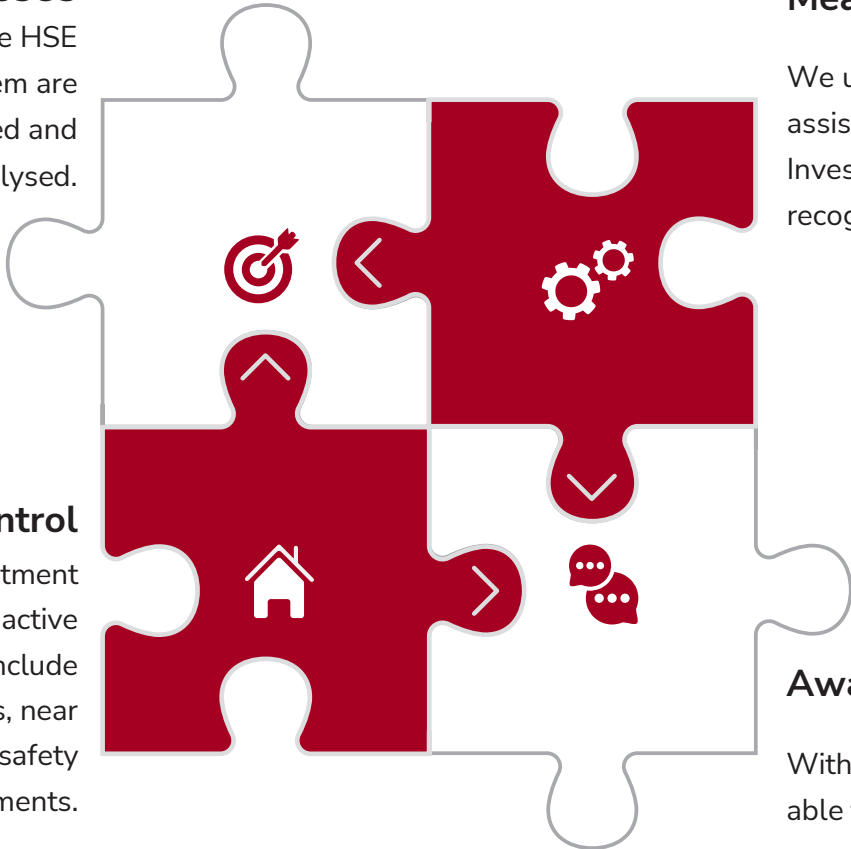


# HSE Processes

HSE planning is an integral part of our daily business based on identifying significant issues, risks and opportunities for improvement. With the QHSE system in place, these business processes are broken down into individual items and placed on a prioritized list of challenges. Task may be daily activities, targets reached on a weekly, monthly or yearly term, or long-term goals tracked on a Key Performance Indicator chart.

## HSE Processes

Within the QMS, the HSE processes of this system are closely monitored and carefully analysed.



## Control

The QHSE department gathers all pro-active measures, which include incidents, accidents, near misses, wise and safety meeting documents.

## Measurements

We use the measurements to assist in incident/accident Investigation and hazard recognition.

## Awareness

With this information, we are able to promote awareness of concerns regarding the safety of all employees.

# Monitoring and Measurement Internal Audit

Audits are carried out to verify compliance with all aspects of the integrated management system and adherence to all requirements, procedures, and processes.

Audits aim to verify:

- 1 The existence, implementation, and application of the QHSE Management System established within the company;
- 2 Compliance with the requirements of the ISO standards;
- 3 The proper application of the QHSE policy;
- 4 The ability of the management system to achieve its objectives;
- 5 Opportunities for improvement to be implemented.

If, during an inspection, the QHSE representative becomes aware of any non-conformities, it shall be documented within the quality management system and addressed accordingly by the responsible manager.

All non-conformities requesting changes to TLC processes will be managed collegially by the concerned department in collaboration with the QHSE department which will consider the non-conformity as closed as soon as the requested changes will be implemented in order to prevent potential adverse events.



Total Recordable **Incident Rate (TRIR)** 0 since 2021

# Environment



**Environmental impact is an important issue worldwide and in local communities.** To help minimize its global footprint, TLC has developed an Environmental Management System according to the ISO 14001:2018 standard.

## Preserving Our Planet: Reducing or Eliminating Our Environmental Impact

At TLC, we recognize that environmental protection begins with awareness and action. Every employee is trained to understand the critical importance of reducing our negative impacts on the planet. We actively foster a culture of environmental responsibility by enforcing strict measures to eliminate single-use plastics, implement waste segregation, and minimize waste at its source. As part of our sustainability commitment, TLC delivers regular training on environmental practices and continuously monitors fuel, water, and electricity consumption — not only to reduce usage but to assess the effectiveness of corrective actions taken.



# Ethics and Compliance

**Our success is the result of values deeply anchored within the culture of the TLC Group including that in difficult situation we always choose the ethical decision.**

Since 2001, we have worked tirelessly to deliver the best services to the Energy Industry and Project Infrastructure in complex environments. This hard work has yield consistent, long-term success.

This primarily thanks to the implementation of a solid anti-bribery and corruption policy since 2009

Robust Compliance Program regularly monitored and improved

Regular Assessment and Training Sessions for employees

Ethixbase360 annual certification (formerly TCompliance /Trace)

Participant of the UN Global Compact Initiative since 2022



- Code of Conduct
- Anti-Bribery and Corruption Policy
- Anti-Modern Slavery Policy
- Whistleblowing Policy & Non-Retaliation Policy
- Gift Policy



# Revision History

Version N°	Author	Effective Date (dd/mm/yy)	Description of Change (Including reason for change)
V1.0	Erwan YVINO	01/09/2022	Creation
V2.0	Erwan YVINO	16/12/2022	Removal of version within doc ref.
V3.0	Cátia CATARINO	23/07/2024	Update ISO Certification Statement
V4.0	Cátia CATARINO	04/04/2025	Update Process Mapping
V5.0	Cátia CATARINO	29/07/2025	Update with ISO Certification

## Approval

This document was approved by its owner, checked by the reviewers, and approved by the QHSE Group Manager on 29 July 2025 (dd mmm yyyy).

Reviewed by the QHSE Group Manager:

Approved by the Chief Executive Officer:

Thank you