Integrated Management System Manual

This document is the property of The Health and Safety People Limited (herein referred to as THSP) and must be returned to HR if so required or upon termination of service with the Company.

The contents of this document must not be reproduced, either wholly or in part, or disclosed to any person outside the Company without the prior written consent of a Director of the Company.

Issue Number	IMS-RF-036-A0126
Date of Issue	05th January 2026
Number of pages	21

IF THIS DOCUMENT IS IN PRINTED FORMAT IT SHOULD BE CONSIDERED AS UNCONTROLLED

THIS DOCUMENT MUST BE ISSUED AND REISSUED IN WHOLE ONLY

Introduction

THSP is committed to the implementation of an effective Integrated Management System (IMS) of ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 across the organisation.

The implementation of the IMS is intended to improve and sustain the overall performance of our business, products, and services. Examples of benefits include:

1. The ability to consistently provide products and services that meet customer and applicable Statutory and Regulatory requirements;
2. The ability to plan our processes and their interactions by employing the Plan-Do-Check-Act (PDCA) cycle and risk-based thinking in our daily operations;
3. The facilitating of opportunities to enhance customer satisfaction;
4. Addressing risks and opportunities associated with its context and objectives;
5. Improving the Environmental impact across the organisation using the principle of sustainability;
6. Improving the overall health and safety within our organisation

The IMS Manual is used externally to introduce the elements of our IMS to our customers and other stakeholders to the extent necessary.
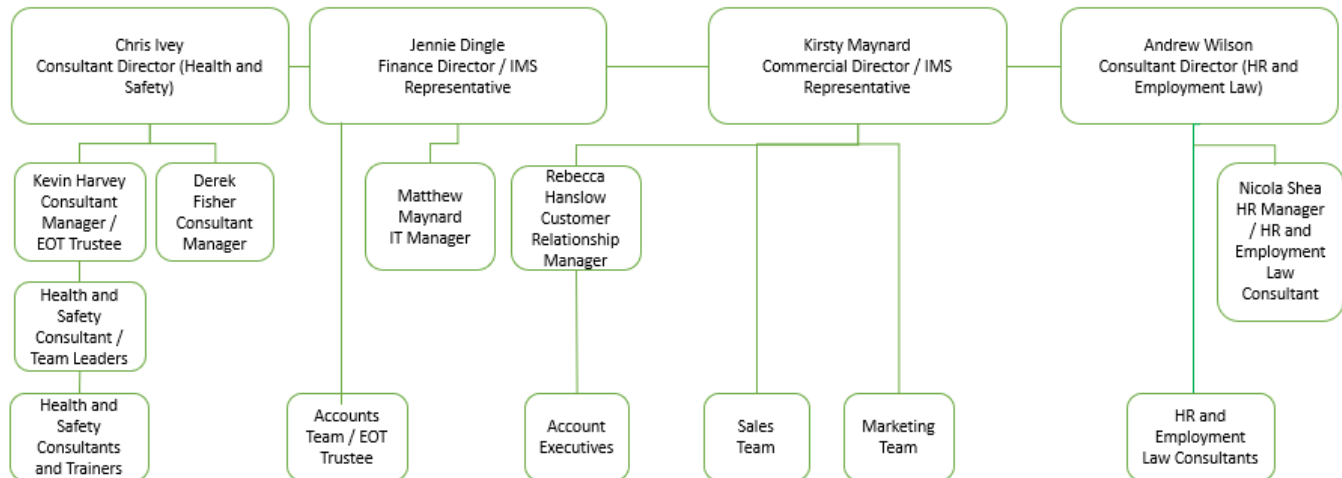
THSP Profile

Since 1992, THSP has been delivering health and safety services to businesses throughout the UK and Europe. In 2007 we introduced an Employment Law Service followed by Environmental Compliance service in 2009. THSP now delivers a wide range of business risk management tools including ISO compliance services.

We assist a diverse range of businesses with many of their corporate responsibilities. We pride ourselves on being 'hands on' with our clients, giving them the level of support that they need to manage their health and safety, HR, environmental and quality issues. We help our clients to save money by giving them the support to change cultures within their organisation. We believe that strong management procedures positively contribute to profitability through reducing time sorting out accidents and attending employment tribunals.

It is our intention to ensure that our clients have properly defined arrangements and that responsibilities are ascribed to individuals within the organisation. We assess training needs and offer a wide range of training courses. We also put monitoring procedures in place to ensure that practice matches policy.

Organisational Structure
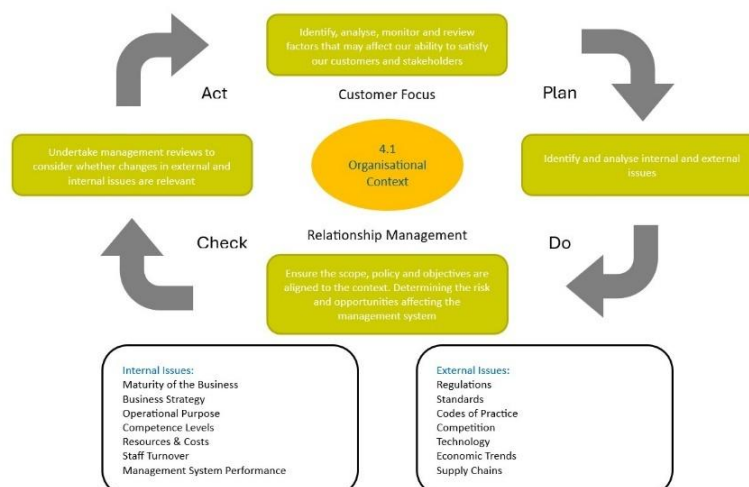

Context of the Organisation

Understanding the Organisation and its context *(Clause 4 ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018)*

THSP is committed to defining our position in the marketplace and understanding how relevant factors arising from legal, economic, social, and technological issues influence our strategic direction and our organisational context.

THSP identifies, analyses, monitors, and reviews factors that may affect our ability to satisfy our customers and stakeholders requirements, as well as factors that may adversely affect the stability and integrity of our processes and our management system.

To ensure that our organisational context is aligned with our strategy whilst taking account of relevant, influential, internal, and external factors; THSP collates and analyses information pertinent to those influential factors to identify issues that have the potential to be affected by our activities, products, and services.

Organisation Context Process

THSP has identified internal and external issues, relevant to the company's purpose and strategic direction, that could be capable of affecting our ability to deliver our products, services, or activities and intended results of the IMS. The company shall monitor and review information about these external and internal issues.

Broadly, these issues are identified as:

Internal

These are conditions related to our organisational activities, products, services, strategic direction, culture, people, knowledge, processes and systems. Undertaking a *SWOT* analysis, provides our organisation with a framework for reviewing and evaluating our strategies, and the position and direction of our organisation, business propositions and other ideas.

In September 2021 the Company became an Employee-Owned Business and the trust, 'Our THSP Ltd', now hold 70% of the Company shareholding with the original business founders retaining 30%. We have five Trustees on the Board of Our THSP Ltd – 2 employees, 1 director, 1 independent Trustee and the original owner.

For our Health and Safety and Employment Law consultancy services the Company employ their consultants directly although as the company grows, external providers may be sourced to support deliver our services.

In terms of customer-related delivery THSP do outsource ad-hoc environmental services, ISO consultancy services, and specialist training.

Internally THSP sub-contract ICT support, training providers for our own learning and development needs and some marketing support.

The Company have been in their premises since 2018 enabling us to make more sustainable decisions, particularly in regard to electricity and water however we were more restricted in terms of our recycling efforts due to limited internal space for storing waste and the extent of the recycling waste removal by the Business Centre landlords. We have since arranged our own general waste collection through an approved waste contractor.

Functions that operate out of the office premises in a hybrid capacity include the Account Executive team, the Accounts team, HR/Employment Law Service, sales and marketing. All colleagues have their own workstations in the office. Currently the IT Team and the Health and Safety team are 100% remote workers.

Colleagues work in an open-plan office on the first floor with meeting and flexible work-space available downstairs. The kitchen and dining area is downstairs to encourage colleagues to take regular breaks from their desk.

Colleagues are working in a hybrid capacity and in manner that suits them. Office colleagues have been provided with laptops and monitors to allow them to work efficiently and safely from home, plus incidentals identified through workstation assessments.

The Company currently operates an office diary system to attend the office at times that enable colleagues to manage their working week.

The Company currently have 9 company vehicles, 7 hybrid cars and 2 fully electric vehicles. The Company now offers car allowances to all new colleagues to reduce its own fleet and existing car drivers are offered the option to transfer to car allowance or take a Company vehicle. They will be given a limited choice of hybrid options.

The Company have switched two of the hybrid Company cars out for electric cars during 2024 with a further hybrid car being switched to fully electric in 2026. A charging point is available at the Company's offices and electricity used charged back to the car driver.

The Company continues to promote the use of public transport, cycling and walking to customer premises, train stations and attending the office when viable.

Existing applications developed help the Company monitor and manage working time and vehicle checks continue to be developed.

The Company has a Marketing Strategy and operational plan drawn up by the Commercial Director, who is responsible for the function.

The sales department is supported by the Commercial Director. The Account Executive team takes the lead role in upselling pipeline. The Product Directors are also closing opportunities while the consultants are tasked with finding new leads.

External

Conditions related to cultural, social, political, legal, regulatory, financial, technological, economic, and competition at local levels. Using *PESTLE* analysis provides our organisation with a framework for measuring our market and growth potential.

The Health and Safety service carry out both face-to-face and telephone / Teams policy audits whilst the HR / Employment Law service audits are carried out virtually unless specifically requested otherwise.

The continued trend amongst competitors remains the provision of software / application solutions to deliver customer services. Our Training Matrix platform is available to all our customers who take our retained services. The Company has also developed its own Risk assessment, CoSHH assessment and Fire Risk Assessment software, available to our consultant team and customers.

Microsoft Teams hosts our telephone system, for both internal and external telephone calls and many external meetings are held over Teams or Zoom.

Changes to Health and Safety and Employment Law are monitored throughout the year to ensure that preparations can be made for any changes required to our customer advice and guidance as well as any internal process or policy changes.

The HSE (Health and Safety Executive) drive new nationwide health and safety initiatives which the Company keeps abreast of to ensure we respond with relevant support and advice to our customers.

Environmental issues – conditions related to climate, air quality, water quality, land use, natural resource availability or biodiversity that can either affect our organisation's purpose or be affected by the impacts of our environmental aspects, which THSP must manage.

The results of this activity feed directly into our assessment of risks and opportunities and inform the actions we take to address them. For further details on our risk and opportunity management framework, see Section 6.1.

Although ISO 14001 and ISO 45001 do not require our organisational context to be kept as documented information, we choose to maintain and retain the following documents, in addition to this one, that describe our organisational context:

- Analysis of business plans, strategies, and statutory and regulatory commitments
- Analysis of competitors' performance
- Minutes of meetings (management review minutes), process maps and reports, etc.
- SWOT analysis reports or schedules for internal issues
- PESTLE analysis reports or schedules for external issues

SWOT analysis provides our organisation with a framework for reviewing and evaluating our strategies and the position and direction of our organisation, business propositions, and other ideas.

Similarly, PESTLE analysis provides our organisation with a framework for measuring our market and growth potential according to external political, economic, social, technological, legal and environmental factors

Understanding the needs and expectations of interested parties

THSP recognises that we have a unique set of interested parties whose needs and expectations change and develop over time and that only a limited set of their respective needs and expectations apply to our operations or our HSE management system. Such needs and expectations broadly include those shown in the table below.

Interested Party	Requirements	HSE Critical	Compliance Obligation
Customers / Clients	Provision of Product / Service.	Yes	Contractual
Colleagues	Continued Employment	No	Contractual
	Safe working environment	Yes	Legal
Regulatory	Compliance with legislative requirements; Code of Practice	Yes	Legal
Community	Social responsibility	Yes	Voluntary

To ensure that our products and processes continue to meet all relevant requirements, we identify and assess the potential impact of any relevant needs and expectations that may be elicited from interested parties.

Where appropriate, to ensure that our processes are aligned to deliver the requirements of our interested parties, we convert relevant needs and expectations into requirements that become inputs to our HSEQ management system and to our product and service delivery.

The effect or potential effect on our organisation's ability to consistently provide products and services that meet our customer and applicable statutory and regulatory requirements, THSP has determined the following:

1. the interested parties relevant to the IMS;
2. the requirements of the identified interested parties relevant to the IMS;

The Company is committed to continually monitoring, reviewing and analysing information and relevant requirements of the interested parties to assure their requirements are effectively managed in the IMS. Some of the internal and external interested parties are listed below are considered for understanding the needs and expectations.

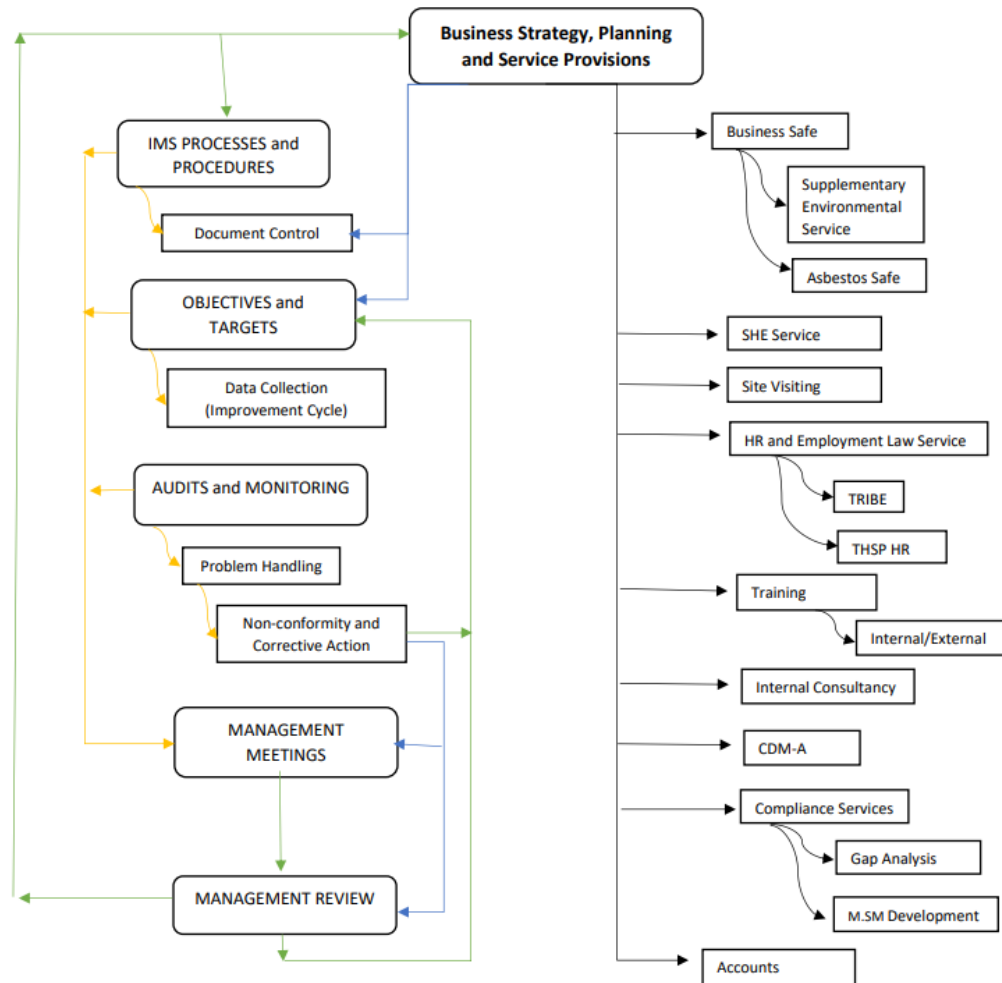Interested Parties are detailed in our risk register

The Scope of the IMS

The provision of safety, health, environmental and employment law consultancy including associated training and support.

Integrated Management System and its processes

THSP has established and implemented the IMS, which is maintained and continually improved according to the requirements of the ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 standards including processes needed and their interactions. The Company determined the processes needed for the IMS and their application through the organisation.

The Company determined required inputs and desired outputs of the processes, criteria, and methods needed for effective operation and control of these processes, as well as resources needed and responsibilities and authorities for processes in the IMS. During management review, top management of THSP evaluates processes and makes changes needed in order to ensure that they achieve intended results and maintain continual improvement.

Process Interaction Map

Leadership and Commitment *(Clause 5 of ISO 9001:2015, ISO 14001:2015, ISO 45001:2018)*

Top management at THSP is taking accountability for the effectiveness of the IMS and providing resources to ensure that the IMS Policy and Objectives are compatible with the strategic direction and the context of the Company. Top management ensures that IMS requirements are integrated into the Company's business processes and that the IMS is achieving the intended results. Top management communicates the importance of an effective IMS, promotes continual improvement, a process approach, and risk-based thinking, and supports relevant management roles to demonstrate leadership to their areas of responsibility.

Customer Focus

Top management of THSP demonstrates leadership and commitment with respect to customer focus through ensuring:

1. That customer and statutory and regulatory requirements are defined, understood, and consistently met
2. The risks and opportunities that can affect the conformity of products and the ability to enhance customer satisfaction are determined and addressed
3. The focus on enhancing customer satisfaction is maintained

IMS Policy

THSP has made its Integrated Management System (IMS) policy available to colleagues and the public. This Policy represents the framework for planning and improving the IMS and setting general and specific objectives. The IMS policy is appropriate to the Company's processes, products, and services, is derived from the overall policies, context and strategy and provides a framework for establishing and reviewing objectives. The IMS policy is approved by the Directors and is made available on the Company's SharePoint Intranet and the Company's website. The policy is reviewed regularly for its continuing suitability. The IMS policy also includes a commitment to satisfy applicable requirements and continual improvement of the IMS.

Our Integrated quality, environment, and Health & Safety policy statement is as follows:

THSP is one of the UK's leading safety, health, environmental and employment law consultancies including associated training and support. Employing a team of health and safety and environmental and employment law consultants throughout the UK, their expertise covers all aspects of construction, manufacturing, service and leisure industries.

Our Integrated Management System (IMS) covers all services and products delivered and administered through our head office operations, and remote worker activities under the requirements of BS EN ISO 9001, BS EN ISO 14001 and BS ISO 45001.

During the course of our business, the Directors are committed to delivering a quality, profitable service whilst ensuring the occupational health, safety and well-being of our colleagues and minimising our impact on the Environment. To meet this commitment the Directors accept ultimate responsibility for the Company's Integrated Management System (IMS). This system meets, and where possible exceeds, the requirements of BS EN ISO 14001:2015 (Environmental), BS EN ISO 9001:2015 (Quality) and BS ISO 45001:2018 (Occupational Health and Safety).

THSP, as a responsible business organisation, recognises its obligations to consider all relevant quality, health and safety and environmental issues in its dealings with its customers, colleagues, suppliers and the general public.

THSP will ensure continual improvement in the delivery of its services and its health, safety and environmental impacts at all levels within the company, by committing to:

- Meeting and exceeding client expectations by continually improving the quality and delivery of our services;
- Regularly reviewing business performance and continually improving through setting, achieving and exceeding health and safety, quality, environmental and employment law objectives and targets;

- Ensuring that our colleagues have the necessary training, skills and resources to meet our safety, health and environmental performance;
- Ensuring that all policies and business practices are communicated to all colleagues, and to others working on the company's behalf where relevant, through appropriate briefings and training;
- Preventing pollution, injury and ill health as far as reasonably practicable;
- Complying with all relevant legal and other requirements that apply to THSP.

This policy statement is publicly available to interested parties on our website (www.thsp.co.uk).

Signed

Chris Ivey (Director)   Date: 5th January 2026

A copy of this signed policy is displayed in the Company's offices and on the Company website.

Organisational roles, responsibilities and authorities

Responsibilities and authorities for relevant roles are assigned by top management and communicated within the Company Responsibilities, accountabilities, and authorities are documented in job descriptions where appropriate, within policy documentation including the Health and Safety Policy and throughout the IMS.

- Ensure the interaction of processes and their ability to achieve planned results;
- Report to top management on the results achieved by the IMS, possibilities for improvements and the needs of changes or innovations;
- Maintain IMS integrity when planning and implementing changes;
- Promote awareness of customer focus throughout the organisation;
- Act as a liaison with external parties such as customers or auditors on matters relating to the IMS;
- Resolve all matters pertaining to quality issues.
- All Colleagues and Suppliers will comply with their responsibilities.

The Management Team are to:

- Ensure organisation-wide compliance to the IMS.
- Appoint the IMS Management Representative.
- Ensure that the assigned roles, responsibilities and authorities are communicated and understood.
- Communicate the importance of meeting customer, statutory and regulatory requirements.
- Establish appropriate policies that include a commitment to continual improvement of the IMS.
- Establish IMS objectives.
- Ensure that all colleagues are aware of:
  - Policy
  - Current IMS objectives, targets and plans.

- o The importance of compliance with the IMS.
- o Their contribution to the effectiveness of the IMS, including the benefits of improved performance.
- o Potential consequences of non-compliance with the IMS requirements.
- Hold people accountable for carrying out assigned responsibilities and the results delivered.
- Make resources available.
- Participate in IMS meetings including the Management Review.
- Actively promote and participate in IMS initiatives.

The IMS Representatives

- Ensure that the:
  - o IMS is established implemented and maintained in accordance with the requirements of the standards.
  - o IMS processes are delivering their intended outputs.
  - o Promotion of customer focus throughout the company.
  - o The integrity of the IMS is maintained when changes to the IMS are planned and implemented.
- Report on the performance of the IMS for review and as a basis for continual improvement.
- Perform the role of Administrator which has the authority to ensure access rights in the IMS, for individuals, are in-line with their levels of authorities and responsibility in the organisation.
- Monitor, communicate and incorporate changes in the legal and other requirements in the IMS.
- Communicate amendments to the IMS.
- Advise and provide guidance to ensure compliance to the IMS is maintained.
- Provide guidance in developing action plans and conducting management system reviews.
- Ensure that audits and inspections are conducted in accordance with the schedule.
- Provide and or arrange for ongoing training and coaching to colleagues with respect to IMS matters.
- Coordinate and participate in IMS meetings including the Management Review.
- Publish and control all IMS documents.
- Actively promote and participate in IMS initiatives.
- Coordinate and administer arrangements with NQA.

Colleagues are to:

- Ensure that the IMS is effectively implemented and maintained within their area of responsibility.
- Actively contribute towards the continual improvement of the IMS.
- Incorporate the IMS as part of the site and departmental inspections and reviews.
- Determine and escalate the need for resource requirements for the effective operation of the IMS.
- Actively promote and participate in IMS initiatives
- Promptly report any unsafe working conditions, faulty equipment, hazards/risks, injuries or incidents

Suppliers and Contractors are to:

- Comply with the requirements of the IMS and participate in IMS promotions.
- Promptly report any unsafe working conditions, faulty equipment, hazards/risks, injuries or incidents

Organisation Structure

- The Company recognises that the structure of the organisation needs to constantly evolve in order to meet the changing needs of clients, the market and compliance obligations.
- The Management Team is responsible for ensuring the structure of the organisation is appropriate to the current business needs and will ensure that the organisation chart is regularly reviewed and maintained.
- A copy of the current organisation structure can be found earlier in this document.

Planning *(Clause 6 ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018)*

Actions to address risks and opportunities

When planning our IMS, THSP has taken into consideration potential issues, including those referred to in 4.1 and the requirements referred to in 4.2, and has determined the risks and opportunities that need to be addressed to:

- provide assurance that the HSE MS can achieve its intended outcomes;
- enhance desirable effects.
- prevent, or reduce, undesired effects.
- achieve continual improvement.

The Company has ensured actions to address these risks and opportunities which are proportional to the potential impact on, the conformity of its products, process and services, interested parties needs and expectations or its compliance obligations. The Company has also planned how these actions can be integrated and implemented into our IMS.

Identification and evaluation of Environmental Aspects, Hazard identification.

Environmental Aspects

Environmental aspects which pose a significant impact are subject to risk management, corrective action, and monitoring and measurement as appropriate. The HSE MS is structured to identify and manage these aspects in order to control or limit potential impacts and risks that may affect our organisationor HSE MS conformity.

The significance of our organisation's aspects is reviewed annually, including proposals for new processes, services or developments and environmental aspects arising are also considered and assessed for significance by the SHEQ Consultant. New aspects are added to the Environmental Aspects Register as necessary and operational control is altered accordingly.

Environmental aspects that we address include:

1.Those with significant environmental impacts.

2.Those that affect compliance with our obligations.

3.Those which are priority issues for the organisation (e.g. which affect strategy, policy or objectives).

The planning process commences with the identification and updating of environmental aspects. In order to evaluate the impacts of its activities to the environment, products or services that it can control and those that it can influence taking into account planned or new developments, or new or modified activities, products, and services. These aspects, inclusive of those arising from works carried out by contractors, are registered in the "Aspects and Impacts Register". The Company shall ensure that all environmental aspects that may pose significant impacts on the environment are under control and prioritised for improvements.

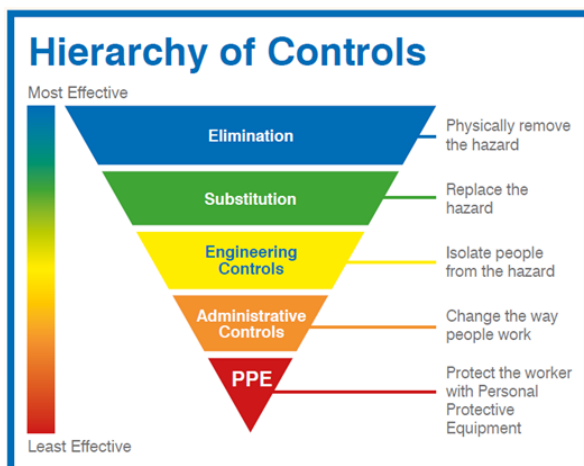**Hazard Identification and Assessment of Risk and Opportunities**

Section B of the Company's Health and Safety Policy details the Company's procedure for Risk Assessment.

Using the hierarchy of controls as a basis, THSP eliminates or reduces occupational physical, chemical, biological or psychosocial hazards from our operational activities. The controls are implemented by selecting the most effective measures necessary to mitigate residual risks to an acceptable level (ALARP).

Hazards which are related to Occupational Health and Safety legal requirements are considered as significant. Risks which are above acceptable risk priority number are identified as significant risks, those are either covered through OH&S objectives to improve OH&S performance or controlled through operational control procedures, measuring & monitoring, training & awareness, emergency preparedness and response or combination thereof.

The hierarchy of control is used to select the risk control that most effectively eliminates or minimizes the risk associated with a hazardous task. This may involve using a single risk control measure or a combination of two or more different risk controls to allow the hazardous task to be undertaken safely.

Control measures are implemented to eliminate, or minimize the frequency, magnitude and duration of movements, forces and postures by changing the sources of risk, e.g., the work area, tool, load, environment, method of handling and/or the way work is organised.

By applying the hierarchy of controls during the earliest stages of processes, THSP proactively identifies and mitigates foreseeable occupational hazards early. Prevention through assessment addresses hazards mainly by elimination and substitution.

The significant risks and aspects are reviewed annually to plan mitigation measures to minimise the impact and adoption of new technology and revising the objectives if needed.

a) Assess EH&S risks from the identified Environmental aspect, OH&S hazards, while taking into account the effectiveness of existing controls.
b) Determine and assess the other risks related to the establishment, implementation, operation, and maintenance of the OH&S management system.

The Company's methodologies and criteria are defined with respect to the risk associated with their scope, nature, and timing to ensure they are proactive rather than reactive and are used in a systematic way. Documented information shall be maintained and retained on the methodologies and criteria.

Assessment of EH&S opportunities and other opportunities to the EH&S management system

The Company has established, implemented and maintained processes to assess:

a) EH&S opportunities to enhance EH&S performance, while taking into account planned changes to the organisation, its policies, processes or its activities and:

1. Opportunities to adapt work for the organisation and work environment to workers;
2. Opportunities to eliminate hazards and reduce EH&S risks;

b) Other opportunities for improving the EH&S management system.

Management of Change

The Directors, in conjunction with relevant process owner(s), identifies relevant risks and opportunities in order to assess the potential impact of each change to current process practices and activities that might impact upon the performance of the management system. Change proposals and assessments are presented to Top management for consideration and approval.

Management system reviews and planning activities are performed prior to the implementation of any significant changes that might impact the effectiveness of our health, safety and environmental management system, in order to minimise adverse effects, as necessary. These types of change may be:

1. Planned or unplanned
2. Sudden or gradual

Performance reviews are undertaken as appropriate. Where applicable a life cycle approach is taken within the operational controls so that the hazards at each stage can be controlled or influenced.

6.1.3 Compliance obligation or Determination of Legal and Other Requirements

Top management shall review all relevant occupational health, safety and environmental related legal requirements, compliance obligations, regulations and Approved Codes of Practice (ACoPs) using http://www.legislation.gov.uk and/or http://www.hse.gov.uk. The Directors ensure that applicable health, safety and environmental and other requirements are identified and understood in terms of customer requirements and current legislation.

Legislative and other requirements may include, but are not limited to:

a. Acts and Regulations.
b. Codes of Practice.
c. Guidelines.
d. Standards.
e. Agreements with clients, communities or public authorities.
f. Corporate requirements.
g. Industry standards or codes.
h. Voluntary commitments.

The Management Team are to ensure that where possible, they are notified of changes and/or additions to legal and other requirements as those changes occur. The means of ensuring notification of changes and/or additions may include:

a. Agreements with external legal or consulting organisations to monitor and advise of any changes.
b. Advice from the employer or industry associations.

A review will be conducted annually. These will include:

a. Confirm that all updates to applicable legal and other requirements have been captured and included.
b. Confirm that the means of ensuring and verifying [evaluating] compliance are appropriate.
c. The Company is to ensure that all changes, additions, and updates are communicated to relevant colleagues, contractors, and other stakeholders.

6.2 IMS objectives and planning to achieve them

IMS Objectives have been established at all corresponding levels and processes throughout THSP to implement the IMS Policy, meet and exceed requirements for product and processes, and to improve the IMS and its performance.

The IMS objectives of the Company can be found on the SharePoint portal. These objectives are subsequently reviewed at the various management meetings including the Management Review along with the IMS as a whole and any recommendations for improvement.

IMS Objectives: IMS objectives are strategic, apply to the entire Company and shall:

1. be consistent with the Integrated Management Policy;
2. be measurable and monitored;
3. take into account applicable requirements;
4. be communicated;
5. be updated as appropriate;
6. be relevant to the conformity of products, services and enhance customer satisfaction.

IMS Performance Objectives are measurable targets for improving operational performance to ensure process conformity and customer satisfaction. They apply to all departments and functions having direct responsibility for activities that require improvement. Performance objectives and goals are established by management and through colleague involvement and monitored within the framework of management reviews. The Company retains documented information on the status of our QMS quality objectives. If shortfalls are identified, management may revise objectives, issue corrective action requests, or take other appropriate actions to address the issue.

Objectives and Targets

In order to reach our goals we will seek to discover how our clients perceive satisfaction and attempt to exceed it. This will be measured both in specific perception data and also implied data resulting from our current levels of customer retention.

People are vital, only trained, motivated colleagues can deliver a high value service.

It is our aim to achieve a working environment which is free of work-related accidents and ill health. To this end we will pursue continuing improvements from year to year. Consequently, all our colleagues are equipped and trained to carry out their task safely, efficiently and with due regard for the environment.

We will seek to reduce environmental impacts by minimising and ensuring correct disposal of waste together with implementing a sustainable transport policy to reduce pollution and producing customer documentation in electronic format

Current Company Objectives and Continuous Improvement

These are referenced in a separate document held in SharePoint.

6.3 Planning changes

When changes to IMS are deemed necessary, the Company shall ensure the change will comply with the requirements of standards and shall consider:

1. the purpose of the changes and their potential consequences;
2. the integrity of IMS including the QMS;
3. the availability of resources;
4. the allocation or reallocation of responsibilities and authorities.

Support *(Clause 7 of ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018)*

THSP is fully committed to providing adequate resources required for the establishment, implementation, maintenance and continual improvement of IMS. Our committed resources include competent colleagues, state of the industry equipment, well-maintained work environment, and financial resources. The process for determining and communicating resource requirements is an integral part of our management review process.

Our infrastructure resource considerations include:

1. management review meeting inputs and outputs;
2. capabilities and constraints on existing internal and external resources;
3. requirements and expectations provided by our external providers/vendors

The Company identifies colleague training needs, provides the required training, and evaluates the effectiveness of the training provided through course briefings and de-briefings. Colleagues assigned to perform specific tasks, operations and processes are qualified on the basis of appropriate education, experience or training. Colleagues are made aware of the relevance and importance of their activities and how they contribute to the achievement of IMS objectives. Records of colleague qualifications and training are maintained through the Company's Training Matrix.

THSP has determined and provided resources necessary for the establishment, implementation, maintenance and continual improvement of the IMS. Our infrastructure resource considerations include:

1. buildings, workspace and associated utilities;
2. equipment including (hardware and software);
3. transportation resources;
4. Information and communication technology.

As new infrastructure requirements are determined to be necessary, they will be documented in quality plans and other documents as required

Electronic documented information will be maintained and shared through the Company's SharePoint Portal, Company server, the Company's Risk Assessment Builder and Colleagues Portal (MyTHSP) and through other computer software and applications such as Microsoft Dynamics 365, Sage 200, SafeHR, Sage Payroll.

The structure of these systems ensure that the processes are carried out and duly completed as planned. A review the systems in place continues over the course of the coming year to ensure they continue to meet the needs of the Company and our colleagues.

Operation *(Clause 8 of ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018)*

THSP undertakes analysis to map out the high-level life cycle of our organisation's products and services using Life Cycle Analysis. By identifying and documenting information about the relevant environmental aspects, we can prevent or mitigate adverse environmental impacts during each life cycle phase.

THSP considers the environmental requirements and aspects that can be controlled and influenced during each phase of the product life cycle. Where applicable, a life cycle approach is taken within our operational controls so that the environmental impacts at each stage of the life cycle are identified, assessed, and controlled, or influenced.

By identifying and documenting information about the relevant environmental aspects (6.1.3) and the relevant legal and compliance requirements (6.1.4), we are able to prevent or mitigate adverse impacts during each life-cycle phase.

- Procurement: use of recycled materials, choosing local suppliers to reduce transport.
- Operations: energy efficiency, emissions, waste.
- Downstream use: product energy consumption, chemical safety.
- End of life: recyclability, hazardous disposal.

THSP has well established systems and controls implemented throughout its operations to deliver a consistent service to customers – both internally and externally.

External providers are used, in particular to deliver accredited training. To be able to deliver the accredited training they will be audited by the accrediting bodies. THSP either engage such providers direct or act as a brokerage dependent on the customer requirements. The Account Executive Team Leader (responsible for training) manages the third party training audits and along with the Consultant Manager (external) they monitor the delivery of the training provided by third parties.

Any complaints, customer feedback and improvement ideas relating to the delivery of service are monitored by the Commercial Director and a record kept – they may also be logged on the CRM as appropriate.

The Company have established processes required to prepare for and respond to potential emergency situations. Periodically these processes are tested, results communicated, and records maintained.

Performance Evaluation *(Clause 9 of ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018)*

Requirements for monitoring, measurement, analysis and evaluation are suitably covered. THSP have considered

- what needs to be monitored and measured.
- selection of appropriate methods for monitoring, measurement, analysis and evaluation, as applicable, to ensure valid results.
- criteria against which the organisation will evaluate its environmental performance.
- frequency of [when] monitoring and measuring shall be performed.
- evaluation and analysis of results.

Documented information that provides evidence is retained.

THSP continually monitors its performance against legal and other requirements and its own internal KPI's.

This is documented within the IMS, through various minuted meetings and within SLA's and our performance communicated out via colleagues updates, through management reporting and on the CRM.

Evaluation of Compliance

Key processes within the organisation are audited in line with the agreed audit programme.

The audit frequency is also based upon process performance trends, results from previous audits, levels of customer satisfaction, rates of nonconformity and corrective action, etc., to ensure that our organisation focuses on the aspects that affect product and process conformity the most.

The criteria, scope, frequency and methods of each audit are defined in the audit reports. The selection of trained auditors and their subsequent impartial conduct ensure objectivity throughout the audit process and that:

1. The results of each are reported to the Directors.
2. That timely appropriate corrective action undertaken where required.
3. Documented information is retained such as audit checklists and audit reports as evidence of the effective implementation of the audit programme in respect of each audit.

Internal auditors are selected to ensure objectivity and impartiality of the audit process. This is achieved by selecting a team of auditors from the consultant team who have received the appropriate training in the auditing process.

The audit is conducted according to the Internal Audit Procedure to ensure that timely corrective actions are implemented to correct any deficiencies found. The results of the audits are recorded and submitted to Director having responsibility in the area [process] audited. The results of the internal audits and overall company performance are summarized for discussion at management reviews.

Management Review

To ensure the continuing suitability, adequacy and effectiveness of our IMS in meeting our organisation's strategies, Top management conducts formal management review meetings at planned intervals (annual). The requirements for conducting a management review are as defined in the clause 9.3.

Each management review meeting may require multiple subjects and departmental input and rely upon multiple metrics and data analysis.

Improvement *(Clause 10 of ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018)*

THSP shall determine opportunities for improvement (Clause 9.1, 9.2 and 9.3) and non-conformance management, the organisation shall implement the necessary actions / changes to achieve the intended outcomes of its IMS.

The primary outputs of management review meetings are the actions necessary to make changes or improvements to our management system and the provision of resources needed to implement these actions. Responsibilities for required actions are assigned to members of the management review team. Any decisions made during the meeting, assigned actions, and their due dates are recorded in the management review minutes.

THSP regularly reviews its services, evaluating them against competitors, other similar products and services within the market, determining its own strategies for improvement.

Our software platforms are continually improving in alignment with non-conformities identified and customer feedback.

Improvement Cycle