

## CONFLICT RESOLUTION POLICY

Stornoway's management style is based on the belief that the proper operation of the Company is directly proportional to the quality of communication between the employer and the employees.

To reach this goal, the Company has implemented an Open Door policy. Employees are encouraged to try to address concerns or solve problems by having a tête-à-tête with their immediate superior.

The supervisors will make it a point to listen to your grievances and find, wherever possible, a fair and quick solution to the problem. If for any reason you are not satisfied with the suggested solution, you are encouraged to plead your case or present your point of view via the following procedure.

### Immediate Superior

Contact your immediate superior or representative and clearly explain the nature of your problem, the cause and the way you would like to see it addressed. Your immediate superior is required to provide an answer within five (5) days of being informed of your problem.

### Line Supervisor

Contact a line supervisor if:

- ▶ You are not satisfied with your immediate superior's answer, or
- ▶ You have not received an answer within a reasonable time frame

Please note that your immediate superior will be informed of your action.

At this stage, you can make a written or oral request and be accompanied by an employee of your choosing who is familiar with your work. If you choose to make a written request, please use the form entitled Procédure relative aux préoccupations et aux problèmes – Formulaire de plainte (Procedure for concerns and problems – Complaint form) available at the HR department.

The line supervisor or their replacement is required to provide a written answer within five (5) days of receiving your request.

In the absence of an answer or a satisfactory solution, your request will be sent to the head of HR, who will be required to provide a written decision within ten (10) days of receiving your request.

It is understood that filing a complaint will not incur reprisals from the Company.