

# CONFLICT AND DISAGREEMENT MANAGEMENT MANUAL



## Objective:

The purpose of this document is to instruct interested parties on the procedure for communicating a formal complaint, dispute, or disagreement with the SYKES Latin America S.A. organization.

**Updated on** September 9, 2021

**Responsible:** CSR Specialist

## Definitions:

**Stakeholder:** is any organization, group or individual that can affect or be affected by the activities of an organization. Stakeholders are also referred to as interest groups or publics of interest.

**Means of contact:** a company makes available to communicate and relate to a stakeholder.

**Complaint:** A claim or protest made by a stakeholder because of a disagreement or nonconformity.

**Conflict:** Opposition or disagreement between people, things, or companies.

**Disagreement:** Lack of agreement between people or lack of acceptance of a situation, an opinion, etc.

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## Our stakeholders and means of contact

Stakeholders	How to contact us
Customers	<ul style="list-style-type: none"> <li>• Close contact with Account Managers</li> <li>• Monthly face-to-face or virtual meetings</li> <li>• Quarterly face-to-face or virtual meetings</li> </ul>
Community	<ul style="list-style-type: none"> <li>• Face-to-face or virtual meetings through digital platforms</li> <li>• WhatsApp +(506) 6170 2474</li> <li>• Email: <a href="mailto:CRSJO_Sustainability@sykes.com">CRSJO_Sustainability@sykes.com</a></li> <li>• At the reception of each building</li> <li>• Website: <a href="http://www.sykescostarica.com">www.sykescostarica.com</a></li> </ul>
Internal Audience	<ul style="list-style-type: none"> <li>• Close contact with our immediate supervisors, 1 and 2</li> <li>• Employee Survey</li> <li>• Employee Service Offices</li> <li>• Ask to our VP, Internal SharePoint, <a href="http://theplace/SitePages/Home.aspx">http://theplace/SitePages/Home.aspx</a></li> <li>• Social Media: <b>SYKES Costa Rica</b></li> <li>• WhatsApp: +(506) 6170 2474</li> <li>• Email: <a href="mailto:CRSJO_Sustainability@sykes.com">CRSJO_Sustainability@sykes.com</a></li> </ul>
Media and Communication	<ul style="list-style-type: none"> <li>• Email: <a href="mailto:CRSJO_Sustainability@sykes.com">CRSJO_Sustainability@sykes.com</a></li> <li>• Our phone number: +(506) 2298 2222</li> <li>• Website: <a href="http://www.sykescostarica.com">www.sykescostarica.com</a></li> </ul>

Our email address, phone number, website, and WhatsApp are ways in which interested parties can communicate their complaint or denounce anonymously.

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## Our stakeholders and means of contact

Stakeholders	How to contact us
Suppliers	<ul style="list-style-type: none"> <li>• Email: <a href="mailto:CRSJO_Sustainability@sykes.com">CRSJO_Sustainability@sykes.com</a> or <a href="mailto:CRSJO_Compras@sykes.com">CRSJO_Compras@sykes.com</a></li> <li>• Our phone number: +(506) 2298 2170</li> <li>• Website: <a href="http://www.sykescostarica.com">www.sykescostarica.com</a></li> </ul>
Government and regulators	<ul style="list-style-type: none"> <li>• Email: <a href="mailto:CRSJO_Sustainability@sykes.com">CRSJO_Sustainability@sykes.com</a></li> <li>• Direct communication with Director Corporate Affairs</li> <li>• Monthly face-to-face or virtual meetings</li> <li>• Our phone number: +(506) 2298 2170</li> <li>• Website: <a href="http://www.sykescostarica.com">www.sykescostarica.com</a></li> </ul>
Competitors	<ul style="list-style-type: none"> <li>• Email: <a href="mailto:CRSJO_Sustainability@sykes.com">CRSJO_Sustainability@sykes.com</a></li> <li>• Direct communication with Director Corporate Affairs</li> <li>• Monthly face-to-face or virtual meetings</li> <li>• Our phone number: +(506) 2298 2170</li> <li>• Website: <a href="http://www.sykescostarica.com">www.sykescostarica.com</a></li> </ul>
Partners and allies	<ul style="list-style-type: none"> <li>• Email: <a href="mailto:CRSJO_Sustainability@sykes.com">CRSJO_Sustainability@sykes.com</a></li> <li>• Direct communication with Director Corporate Affairs</li> <li>• Monthly face-to-face or virtual meetings</li> <li>• Our phone number: +(506) 2298 2170</li> <li>• Website: <a href="http://www.sykescostarica.com">www.sykescostarica.com</a></li> </ul>

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## Settlement of disputes and disagreements procedure

1. Internal Audience: employees who report a formal complaint or denounce, will go through the procedure of dealing with complaints: PRO-824-0003.

2. Clients: Clients who report a formal complaint or denounce, will go through the CAPA Procedure: PRO-850-005.

3. Suppliers, media, competitors, government and regulators, partners and allies, employees who report a formal complaint or denounce will go through the Social Responsibility Management Procedure: QMG-PR-004.

All formal complaint will be treated internally as a “case” and will be documented for record keeping. The concerned party may also communicate through their chosen contact means its desire to keep the situation confidential to avoid any exposure or retaliation.

## Conflict and disagreement resolution Mechanisms

The following mechanisms will be used to resolve conflict and disagreement, in a flexible and participatory manner among those involved in each case.

1. Negotiation: establishing a dialogue between the company and the affected party to reach a beneficial agreement on one or more issues. This to seek a solution where the conflict or disagreement is found.

2. Reconciliation: conflict and disagreements mechanism between parties. They will not need a mediator or to resort to any arbitration or judicial proceedings.

3. Mediation: a structured and interactive process in which, an impartial third-party assist, the disputing parties in reaching agreements and resolving conflicts, using specialized communication and negotiation techniques, and procedures.

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4. 4. Arbitration: is a method of dispute resolution in which one or more neutral third parties (the arbitrator or arbitral tribunal) voluntarily chosen by the parties or appointed by an arbitration center to which the parties submit, resolves the dispute or disagreement between the parties. Its decision shall be final and binding, just like a court judgment.

The mechanisms of conflict and disagreements mentioned above, and their application shall be governed by Law #7727 on Alternative Dispute Resolution and Promotion of Social Peace and Law #8937 on Commercial Arbitration of Costa Rica. As well as the Costa Rican legislation on the subject, the regulations of the arbitration center to which the parties have submitted, and the agreements or contracts signed by the parties between them.