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	INTERNAL CONFLICT RESOLUTION PROTOCOL	Date of preparation:	January 15, 2025
		Responsible Area:	Administration and Personnel Management
		Approval:	Regional Management General Management



INTERNAL CONFLICT RESOLUTION PROTOCOL

2025

RECIFE COMMERCIAL CORPORATION SAC

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In any organization, differences of opinion, disagreements, or tensions can arise between employees, departments, or hierarchical levels. These conflicts, if not properly managed, can affect productivity, the work environment, and people's emotional health. This protocol aims to provide a clear framework for preventing, managing, and resolving internal conflicts in a respectful, equitable, and constructive manner, promoting healthy working relationships.

General objective

Ensure an internal conflict resolution process that promotes communication, cooperation, and the fair resolution of discrepancies among employees.

Specific objectives

- Prevent the escalation of disagreements through effective communication strategies.
- Establish clear procedures for conflict management.
- Promote a work environment based on respect and collaboration.
- Promote shared responsibility in problem solving.

Principles of the plan

- *Mutual respect*: All parties will be heard openly and without prejudice.
- *Confidentiality*: The information shared in the process will remain confidential.
- *Impartiality*: Decisions will be made without favoritism or discrimination.
- *Clear communication*: Avoid misunderstandings through respectful and assertive language.
- *Collaborative solution*: Seek agreements that benefit all parties involved.

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Conflict management strategy

1. Prevention

- Promote spaces for regular dialogue between teams and leaders.
- Train in assertive communication and emotional management.
- Detect early signs of stress and address them immediately.

2. Management

- Intervene early to prevent escalation.
- Define an internal mediator (direct supervisor, personnel administration or designated person).
- Keep a written record of the case and the actions taken.

3. Resolution

- Analyze the causes of the conflict.
- Facilitate meetings between the parties to seek mutually agreed-upon solutions.
- Formalize agreements in writing and follow up.

Internal procedure

1. Conflict identification: The affected employee or area reports the situation to his or her direct supervisor or to Personnel Administration.
2. Initial assessment: The mediator analyzes the nature and severity of the conflict.
3. Mediation meeting: The parties meet in a neutral space to discuss.
4. Search for agreements: Options are presented and the most viable is chosen.
5. Formalization and monitoring: The agreement is documented and Personnel Administration verifies compliance.

Alternative resolution methods

- Internal mediation: An impartial third party facilitates dialogue.
- Direct negotiation: The parties resolve the conflict autonomously.
- Conciliation: A mediator proposes concrete solutions.
- Escalation: If there is no solution, it is escalated to General Management.

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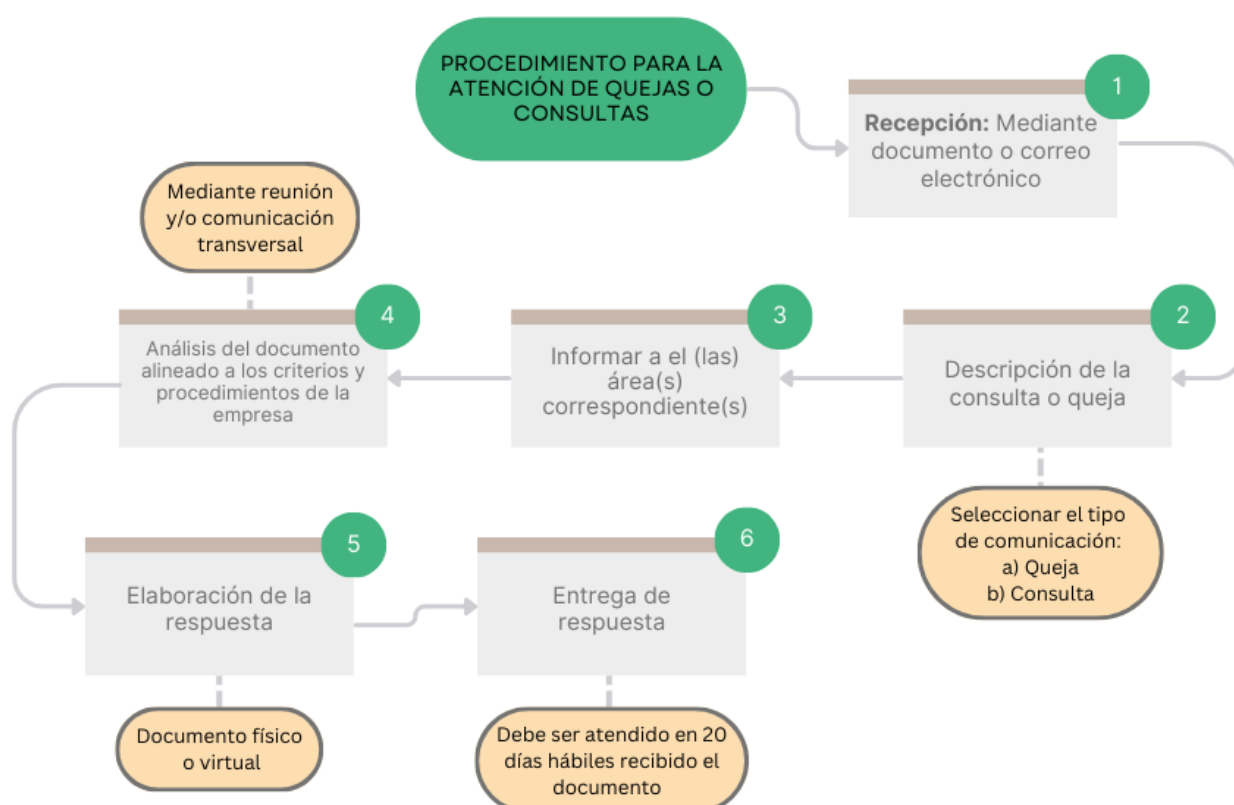
Recommendations for collaborators

- Listen actively before responding.
- Avoid accusations and focus on facts, not people.
- Maintain respectful body and verbal language.
- Focus on the problem, not the blame.
- Comply with the agreements reached.

Monitoring and continuous improvement

Personnel Administration will evaluate each case to identify improvements to the plan and offer training when necessary. This plan is mandatory for all employees and is part of the organization's internal policies.

Internal Procedure Flowchart



*To formalize the complaint or query, the same format enabled in the Institutional Communication Plan must be used, which is found in Annex I of this document.

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Annex I: Complaint, claim and/or suggestion form

FOR. RECIFE – ADP

COMPLAINT, CLAIM AND/OR SUGGESTION FORM

Gentlemen: RECIFE COMMERCIAL CORPORATION SAC

Attention: Personnel Administration Office

I, _____, identified with DNI/Foreigner's Card

No. _____, present a COMPLAINT () CLAIM () SUGGESTION () to your office.

I. Description of the facts

Regarding this, I proceed to describe the facts:

PLACE AND DATE:

SIGNATURE