

PROBLEM RESOLUTION POLICY

At Ryan Wilks Pty Ltd our employees are a very important asset. Management sets direction and guidelines, yet the running of the company greatly depends on the contribution from and by the staff.

In a positive and open environment, employees feel they can contribute and grow, and this is the climate we strive to create at Ryan Wilks Pty Ltd

Sometimes there are hurdles to overcome, but everything can be resolved if an intention exists to solve the matter in a positive fashion.

Management's philosophy of 'pursuing excellence' can sometimes be affected by conflicting the personalities involved. We invest extensively in our employees through training, development and selection and we want the relationship to work for all involved.

The following problem resolution framework has therefore been implemented for those employees with a desire to resolve matters as positive adults:

- All employees are invited to discuss matters with their respective supervisors openly and positively.
- If matters cannot be resolved efficiently and professionally, the employee demonstrating positive intentions to solve the matter may contact their supervisor's superior for assistance.
- The superior may see the parties individually or as a group to resolve any outstanding and festering matters.
- Where the superior is unsuccessful, the matter will be further mediated by a representative from our HR consultant until a resolution is agreed to.
- Where a resolution fails to evolve, both the superior of the supervisor and our HR consultant will enforce a solution to be implemented by all parties.
- During the course of the resolution, both parties may seek guidance and/or support from peers or another of our HR Consultants. These people have no influencing or implementation power, other than to assist the process through its natural course.

All stages will be documented and file notes provided to the parties involved. Those concerned can access these notes, only by contacting the General Manager.

Employment Termination

In rare cases where Ryan Wilks Pty Ltd is forced to reduce its number of staff because of budgets or other extenuating circumstances, staff will be laid off in order of employment, skill and attendance. Long time serving staff will have seniority over newer employees where appropriate.

This policy will be formally reviewed again May 2027



Ron Ryan

General Manager

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