



Wholly Owned Subsidiary
First Punjab Modaraba

PUNJAB CAPITAL SECURITIES (PVT.) LIMITED

**CONFLICT MANAGEMENT POLICY AND
PROCEDURES**

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POLICY STATEMENT

This policy is designed to assist Punjab Capital Securities (Pvt.) Limited (“PCSL”) and its employees, in providing guidance and mechanism to allow managing conflicts in a meaningful manner. Further, this document provides guidance in handling the conflict in a manner so as to ensure that all stakeholders’ grievances are taken into account for successful management of conflict.

Further, this policy if followed diligently will ensure to enhance the ability of PCSL and its employees over time in successfully managing conflicts.

OBJECTIVES OF PCSL’S COMPLIANCE WITH CONFLICT MANAGEMENT POLICY

Objectives of this document include the following:

1. Treat all stakeholders in a fair and ethical manner.
2. Ensure to the best of its ability that all conflicts are managed in an amicable manner.
3. Procedures to manage conflicts.
4. Training and education of appropriate Employees concerning their responsibilities under the program; and
5. Independent review to monitor and maintain an adequate program.

GUIDELINES FOR SUCCESSFUL MANAGEMENT OF CONFLICTS

In order to ensure, to have meaning full management to any conflict; following guidelines should be adhered to;

Engage/talk with the person having grievance

- Request the person having grievance to agree upon a time when it would be convenient to meet and have discussion over the grievance.
- Once the time is agreed upon, arrange to have a discussion over a place where there won’t be any interruption.

Focus on behavior and events, not on personalities

Focus should not be laid on the personalities involved in the conflict; instead focus should be laid on the specific instance or event. Further, ensure that instead of generalizing the even; specifics of the event/conflicts should be focused.

Listen carefully

- Focus should be laid on listening to what the person having grievance is saying. Try to avoid an attitude of getting ready to react until the grievance of the person is carefully and completely noted.

- Focus should be laid to avoid interrupting the other person.
- Ensure that after the other person having grievance finishes speaking; rephrase what was said to make sure you understand it.
- Ensure that in case of any doubt; ask questions to the other person to clarify your understanding. This will ensure that to manage the conflict, every aspect of the conflict and or grievance is taken into account.

Identify points of agreement and disagreement

- Summarize the areas of agreement and disagreement.
- Ask the other person if he or she agrees with your assessment.
- Modify your assessment until both of you agree on the areas of conflict.

Prioritize the areas of conflict

Discuss which areas of conflict are most important to each of you to resolve the conflict.

Develop a plan to work on each conflict

Develop a plan to work on each conflict. For this purpose, the following guidelines should be adhered to;

- Start with the most important conflict.
- Focus on the future/strategy ahead.
- Set up future meeting times to continue your discussions.

Follow through on your plan

Stick with the discussions until each area of conflict is worked through.

Build on your success

In order to ensure, to have meaning full management to any conflict,

- Look for opportunities to point out progress.
- Compliment the other person's insights and achievements.
- Congratulate each other when you make progress, even if it's just a small step. Success will be achieved in conflict management when scheduled discussions eventually give way to ongoing, friendly communication.

Communicate the achievements in writing

Once the conflict is managed successfully, inform the participants in writing with regard to the end result. Also ensure that the person having grievance is agrees to the achievement in writing so as to ensure the results are documented.

TRAINING PROGRAM

All Employees and in particular relevant employees are expected to be fully aware of the requirements as laid down in this policy and procedures. All Employees are required to read and comply with this document.

All Employees are required to undertake training programs with regard to this policy and procedures as and when required by the Compliance officer/higher management to enable them to get trained and acquainted with the requirements.

RECORDSRETENTION

Copies of all documents related to PCSL's compliance with this policy shall be retained for a minimum of one (1) years.

REGULAR REVIEW OF THE POLICY

A regular review of this policy should be undertaken to ensure its adequacy to adhere to the requirements of this policy and applicable rules and regulations and that it is functioning as designed.