



COMPLAINT MANAGEMENT POLICY REGARDING THE SERVICES OF THE PARITY COMMITTEE FOR SECURITY GUARDS

Adopted by the Board of Directors on July 15, 2026

PREAMBLE

The Parity Committee for Security Guards (hereinafter, the “Committee”) recognizes the importance of providing accessible, fair and high-quality services to all of its clients. With a view to continuous improvement, administrative transparency, and respect for individual rights, this policy establishes a structured framework for receiving, reviewing, and handling complaints concerning services provided by the Committee.

This policy is grounded in the principles recognized in Quebec regarding good governance, procedural fairness, and accountability.

POLICY OBJECTIVES

This policy is intended to:

- Provide clients with a clear, accessible, and impartial mechanism for expressing dissatisfaction;
- Ensure that complaints are handled rigorously, fairly, and confidentially;
- Promote continuous improvement of the Committee’s practices and services;
- Define the roles and responsibilities of the various parties involved;
- Clearly inform complainants of their rights, including available external remedies.

SCOPE

This policy applies exclusively to complaints concerning the quality of services provided by the Committee. It is not a mechanism for reviewing decisions rendered in a file and does not constitute an appeal process.

DEFINITIONS

Clients

Any person or organization that receives or requests a service from the Committee.

Complaint

A formal expression of dissatisfaction regarding the quality of a service, the handling of a file, or the conduct of a Committee representative, requiring a structured review and follow-up.

A complaint is not intended to challenge the merits of a decision rendered in a file.

GUIDING PRINCIPLES

Complaints are handled in accordance with the following principles:

- **Accessibility:** a simple mechanism that is known to clients;
- **Impartiality and fairness:** objective handling, free from bias or retaliation;
- **Confidentiality:** protection of personal information and sensitive information;
- **Diligence:** handling within reasonable time frames;
- **Transparency:** clear information about the process and conclusions;
- **Continuous improvement:** analysis of complaints to improve practices.

RIGHTS AND RESPONSIBILITIES OF THE COMPLAINANT

Rights

Any person who files a complaint has the right to:

- Be clearly informed of the handling process;
- Have the complaint handled impartially and confidentially;
- Receive a reasoned response within a reasonable time;
- Be informed of available remedies if dissatisfied with the internal handling of the complaint.

Responsibilities

The complainant must:

- Provide complete contact information;
- Set out the facts fully and truthfully;
- Cooperate in good faith with the review process.

INTERNAL ROLES AND RESPONSIBILITIES

Employees

Every Committee employee is responsible for:

- Responding respectfully to any expression of dissatisfaction;
- Directing the person to the appropriate mechanism;
- Cooperating in the handling of complaints when requested.

Complaint Officer

The Committee designates a complaint officer who, where possible, is independent of the operational areas concerned and is responsible for:

- Receiving and reviewing complaints;

- Ensuring the impartiality of the process;
- Making recommendations;
- Conducting the necessary follow-up.

Executive Management

Executive Management:

- Ensures compliance with the policy;
- Intervenes when a complaint raises an organizational or systemic issue;
- Reports annually to the Board of Directors, while maintaining confidentiality;
- Promptly informs the Board of Directors of any complaint likely to have a significant strategic impact, compromise the Committee's reputation, or result in significant organizational, financial or legal consequences.

COMPLAINT-HANDLING PROCESS

1. **Receipt of the written complaint;**
2. **Written acknowledgment of receipt** within 10 business days;
3. **Admissibility review;**
4. **Review of the facts and meetings with the parties concerned;**
5. **Analysis and recommendations;**
6. **Reasoned written response** sent to the complainant within a reasonable time;
7. **Implementation of corrective measures**, where applicable.

When additional time is required, the complainant is informed in writing.

Instructions for filing a complaint are available on the Committee's website or may be provided upon request.

EXTERNAL REMEDIES AND LIMITS OF THE INTERNAL PROCESS

This policy **does not limit or prevent the exercise of external remedies** provided under applicable laws.

If the complainant remains dissatisfied with the handling of the complaint, they may exercise the remedies provided by law, including:

- Applying to any competent administrative authority or tribunal;
- Pursuing an appropriate judicial remedy;
- Consulting legal counsel to assess the available remedies.

Where it considers it appropriate, the Committee may also propose referring the matter to an independent third party for a neutral review of the handling of the complaint.

MONITORING, ACCOUNTABILITY, AND CONTINUOUS IMPROVEMENT

Each year, the Committee conducts an overall analysis of the complaints received in order to:

- Identify trends;
- Assess the effectiveness of practices;
- Improve services and processes.

The Board of Directors oversees the integrity of the complaint-handling process and is informed of trends and systemic issues.

ADOPTION, DISTRIBUTION, AND REVIEW

- This policy is adopted by the Board of Directors;
- It is made available to clients on the Committee's website;
- It is reviewed periodically, or as needed, to ensure continued legal and administrative compliance.