



Hearst Forest Management Inc.

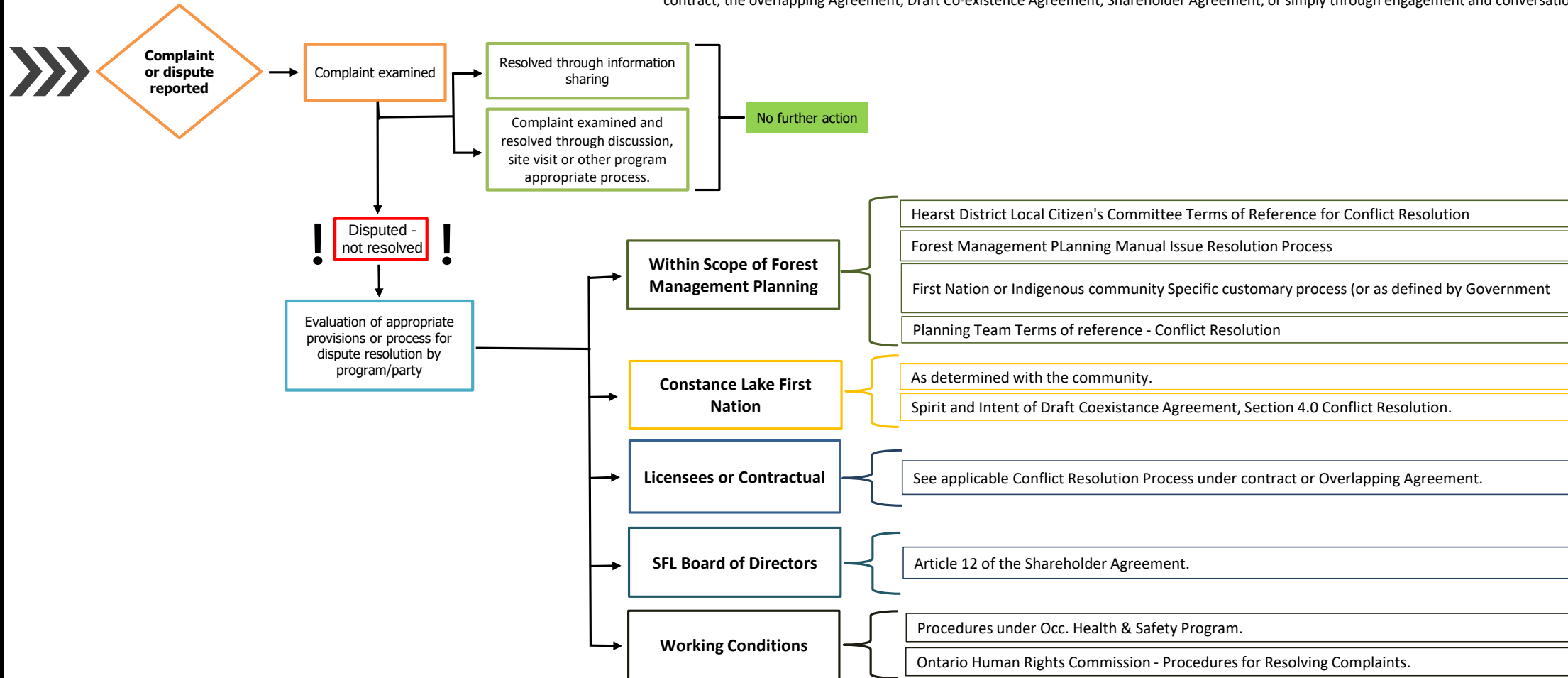
Process for formal complaints and Conflict Resolution

The objective of Hearst Forest Management Inc. (HFMI) is to conduct its work in a respectful and effective manner so as to avoid complaints, disputes or conflict.

Nevertheless conflicts are an occurrence in all facets of human interactions and relations. The following chart summarizes how complaints are received, recorded and addressed – inclusive of how disagreement that escalates to a dispute is managed respective of each context under the multiple programs and respective of all Provincial and Federal Laws in Ontario, Canada and customary rights and processes in Treaty 9 Territory. The chart described below is not intended to be prescriptive. HFMI's objective is to be accessible and open to all perspectives.

Complaints

Members of the public, staff, representatives of licensees or contractors can at any time take complaints to the General Manager or appointed representative (i.e. plan author for planning considerations), and, where they cannot be resolved, follow the appropriate process applicable under contract, the overlapping Agreement, Draft Co-existence Agreement, Shareholder Agreement, or simply through engagement and conversation as



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