



5. Personnel

Company personnel constitute one of Metro's main pillars, and, accordingly, the organization understands that providing personnel with the appropriate career development conditions is key to a successful administration.

5.1 Staffing

Year (as of December)	2016	2015	2014	2013
DRIVERS	966	1007	1036	1031
MANAGERS	59	57	55	56
SECTION HEADS	242	232	219	199
STATION HEADS	422	415	419	416
OPERATIONAL STAFF	235	204	155	153
PROFESSIONALS	540	490	465	429
SUPERVISORS	226	210	202	194
MAINTENANCE TECHNICIANS	358	378	339	334
TECHNICIANS & ADMINISTRATIVE STAFF	391	330	326	306
SECURITY GUARDS	568	507	414	412
COMPANY'S TOTAL STAFFING	4007	3830	3630	3530

The information above is slightly different from the information reported last year due to the new 2016 staff classification.

5.2 Education & Training

In the context of strengthening operational excellence, particularly the areas of customer service and sustainability, and while clearly convinced that Metro relies on its personnel to meet its objectives, the company's 2016 training plan focused on developing and strengthening its staffs' functional and behavioral abilities. A variety of different formats and methodologies were employed to support these goals while also fostering the knowledge required to further workers' job skills.

The Annual Training Plan for support management areas was based on the results of a Training Needs Survey, and the Operations and Maintenance Management areas training needs were defined in keeping with the widespread position planning process.

In 2016, a total of 836 training activities were held, in which 3,365 individuals received training with a total of 195,785 man-hours of training provided.

The Operations and Service and Maintenance Management groups designed their training plans on the basis of two prongs: the first of which was aimed at training large groups of workers in widespread positions including induction of new drivers, private security guards, station managers, traffic coordinators, supervisors and regulators (on the operations and services side), and technicians 1 and 2 as well as preventive/corrective maintenance technicians

The second prong consisted of Refresher Courses for widespread positions aimed at maintaining, strengthening and updating workers' know-how and skills, both functional and behavioral, required by the company to meet its goals.

Accordingly, in 2016, 2,835 workers took part in a refresher course for Operations and Service personnel. These refresher courses are based on the "learn by doing" methodology, which combines theoretical and practical teachings and real case studies. Some of the issues addressed were Station Procedures and Following and Training on Operational Know-how for Supervisors and Station Heads, while the private security guards course focused on self-defense and the psychology of emergencies. Worth pointing out was the refresher course on Track Inspection Maintenance for track inspectors, track supervisors and track coordinators.

In another area, Metro's Corporate Integration program continued throughout 2015, thereby reinforcing the integration of new workers into the company by educating them on matters pertaining to Metro's culture, and Strategic Plan. The program format is based on a participation- and experience-based methodology that seeks to create ties among participants and foster a greater sense of belonging within the organization. Nineteen Corporate Integration cycles were held in 2016 for a total of 415 new workers.

In addition to Metro's training plan, the COMPLIANCE program consisting of the following two courses was rolled out: Fiscal Crimes and Anticorruption for managerial positions, heads and supervisors, and professionals for a total of 727 staff members trained.

In 2016 we started a "Dual Training" program aimed at educating high school children enrolled at vocational or trade schools, through Sofofa's Agency for Training and Employment (Corporación de Capacitación y Empleo Sofofa). This year we began with six third-year students from the Vicente Pérez Vocational High School who were the first to take part in a technical training rotation



designed to expose them to several areas within Metro's Maintenance area where workers in charge of each student guide them.

In 2016, we awarded a total of 237 scholarships (157 from corporate offices and 80 through union agreements) under the corporate scholarship application and renewal processes, thereby fostering the professional development of our workers in undergraduate and graduate programs.

5.3 Labor Relations

During the period and within the labor relations developed by Peoples Management and entities representing workers, two collective bargaining agreements were reached, as follows:

- a. An agreement was reached with the Metro S.A. Workers Union in advance of the collective bargaining process. On July 26th, 2016 the parties entered into a Collective Work Agreement that shall be effective as of October 1st, 2016 until September 30th, 2019. At the time the instrument was signed, the process involved 1,053 company workers;
- a. The Company and the Metro S.A. Private Security Guards Union entered into a Collective Work Agreement that shall be effective as of August 1st, 2016 until July 31st, 2019. This informal collective bargaining process involved 366 company workers.

The abovementioned collective bargaining agreements constituted processes in which workers' interests and benefits as well as the mandated guidelines of responsibility and sustainability of the Peoples Management area are weighed.

Lastly, as of December 2016, approximately 94% of Metro employees were unionized. The labor organizations represented in the company constitute an important outlet for worker involvement, and the company works closely with workers on a handful of joint initiatives aimed at reinforcing Metro's productivity and workers' wellbeing.

Quality of Life:

The company decided to continue implementing the Preventive Health Program in 2014 as part of the Quality of Life program, with a view to fostering self-care and healthy lifestyles. Some of the activities carried out under this program

were: a vaccination campaign; a program for at-risk individuals that provides medical and nutritional counseling to workers with cardiovascular risk factors; cost-free preventive testing for workers; and the second annual Health Fair. In addition to the above, the company has an Employee Assistance Program aimed at drug and alcohol use prevention and control. We also updated our Drug and Alcohol Use Policy and held a training session on this matter for 43 new managerial and supervisory hires

In 2016, the HR Management's Quality of Life area continued to roll out its Preventive Health Program, with a view to encouraging self-care and healthy lifestyles. This program entailed a range of activities including a vaccination campaign, a program for at-risk individuals that provides medical and nutritional counseling to workers with cardiovascular risk factors, and preventive testing covering approximately 1,000 workers.

In addition to the above, the company's existing Alcohol and Drug Use Policies include an Employee Assistance Program aimed at drug and alcohol use prevention and control. Furthermore, 48 new managerial and supervisory hires received training on this subject matter.

Metro also has a Wellbeing Fund, which is a company benefit available to all workers with open-ended contracts. In order to access these benefits workers must pay a monthly fee (and the company matches workers' contribution by five to one). Membership benefits include reimbursement for medical and dental services, medical and low-interest loans, and a variety of different discounts at dental care facilities, drug stores, eye care stores, clinics and hospitals. In 2016 the Wellbeing Fund's membership amounted to 3,754 individuals and 80,011 services were provided for a total sum \$2,246,131,705.

The company gave all of its workers a copy of the "Benefits Guide" in order to consolidate all the benefits under one publication, make workers more familiar with the benefits, and provide workers with benefit information. Our Benefits Guide is the result of a joint effort by the Quality of Life area and the unions, by way of the Wellbeing Fund. This guide is a complete compilation of all the benefits available to Metro workers, providing helpful information to those who may have questions or concerns regarding benefits.

For the second consecutive year, in 2016 the Wellbeing Fund sponsored an organization-wide event in order to report to workers on detailed aspects of Metro's business in 2015. In efforts to foster closer ties with its workers, this year the company adopted a unique approach and decided to spread the activity out over ten days in the field, resulting in the active participation of approximately 450 workers.

With a view to encouraging the participation of workers and their family members in company events and a healthy lifestyle through recreational, sports and educational activities, Metro founded the Recreation and Sports Program.



The most outstanding activities sponsored through the program in 2016 were: Quality of Life Soccer Tournament consisting of two categories (all players and seniors) with a total of 620 workers competing; a Tennis Tournament for 32 workers; and the Fitness Program with an average monthly attendance of 255 individuals and 1,135 hours yearly. Metro also sponsored a therapeutic massage and hydration stand for runners at the Santiago Marathon reaching out to 110 individuals (workers and families alike).

The most noteworthy recreational activities held in 2016 for our workers and their families were as follows the Winter and Summer Vacation program for workers' children serving 244 children; the Child's Day Festivities with a turnout of 740 individuals; the My Family Visits the Metro Day for which 159 individuals came out; the Christmas Party with a grand total of 2,070 guests including workers and their families; and a theatre cycle with several showings attended by a total of 545 individuals.

Furthermore, the company sponsored the 4th Annual Children's Drawing Contest entitled "Your Sustainable Metro," in which 46 children participated and the 12 winning drawings were used in the 2016 Metro Calendar given out as a gift to each worker.

In addition to the above, the Company greeted workers on special occasions such as Labor Day, Mother's and Father's Day, Independence Day, and our annual yearend outings. Also, the company held a ceremony in recognition of 348 workers who have worked with the company for ten to 45 years.

Another initiative sponsored by the Quality of Life area is Más Cerca de Ti (Closer to you), a program aimed at providing workers with on site social support. Under this initiative the company provides assistance to workers facing difficult situations affecting their and their families' quality of life, marking its presence in important times. In addition to the above, there were several talks given on program benefits and meetings with supervisors. In 2016, 633 workers received support and 34 talks were given under this initiative.

External Services:

The purpose of the External Services area is to manage and validate the compliance of collaborating companies in areas such as labor issues, social security and contracts, with a preventive, collaborative and active perspective based on the values and strategic plans identified by Metro.

In 2016, the area conducted monthly reviews to issue labor and social security compliance certifications to 43 companies and 53 contracts under the subcontracting systems, using Achilles (an INN accredited entity). This certification represents for 6,238 contractors currently working in Metro's operations, maintenance and support areas.

Furthermore, the area worked on an annual oversight plan aimed at conducting in situ assessments of working conditions. In 2016 the oversight program assisted a total of 7,706 workers spread out among 65 companies and 194 contracts, including Project 63. Area staff and contract administrators drew up improvement plans on the basis of these assessments.

In addition to the latter, an auditing process was implemented as an exhaustive review of all aspects of labor compliance applicable to the all personnel working under the largest Project 63 contracts. A total of 4,391 workers from five companies and ten contracts were audited under this process.

Moreover, in order to ensure companies are meeting their contractual obligations as provided by the subcontracting regime, a daily review is conducted on contractor worker profile compliance, considering that on an average week 150 contractor workers go through the activation process.

Finally, a follow up assessment was performed on contractor companies' collective bargaining process. In 2016, Eulen and GSI—two companies that provide services at Metro stations and ITQ (an IT support services provider)—held three collective bargaining processes. New collective agreements were signed at all three companies.

