



## 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)	2014	2013	2012	2011
Managers and Section Heads	207	198	145	148
Analysts	457	496	360	294
Administrative Staff	378	214	295	315
Maintenance Personnel	510	458	503	496
Train Traffic Personnel	1,218	1,232	1,207	1,133
Station Personnel	860	932	891	880
<b>COMPANY'S TOTAL STAFFING</b>	<b>3,630</b>	<b>3,530</b>	<b>3,401</b>	<b>3,266</b>

### 5.2 Training

Metro de Santiago's formal training programs are aimed at two large groups, to wit, **Corporate Training Programs and Operations Training Programs**

Corporate Training Programs consist of annual Training Plans for each management group. These plans entail activities aimed at closing the various functional and skill gaps, which are identified by way of a survey on training needs. In 2014, a total of 3,343 individuals received training during 255 training activities held that year, for a total of 119,977 man-hours of training provided to Metro's corporate management groups.

Operation Training Programs, however, are broken down into two main categories, to wit, job post training (drivers, private security guards, station heads, and supervisors) and refresher training courses aimed at maintaining user know-how or providing them with skills required by the company to meet its goals. In 2014, 1,433 operating workers took part in a refresher course provided to 533 Station Heads, Intermodal Inspectors and Service Supervisors. These refresher courses consist of teaching workers and furthering their know how on matters such as the Subcontracting Law, our Emergency Manual on Trains, Tunnels, Tracks and Stations, operational emergency leadership issues, effective communications, analysis of incidents occurring at our stations, all with a view to compile best practices and strengthening procedures.

Additionally, a refresher course was held for drivers because of the poor results of an on-line gap assessment conducted as part of the EDUMETRO training platform. The assessment was performed with a view to determine key, operation-wide aspects such as signage, maneuvering zone, breakdown area, etc., starting with the NS-74 technology, followed by other technological solutions used on our trains. Moreover, 900 drivers took part in another refresher course on the updated material contained in our Train, Tunnel, Tracks and Station Emergencies Manual.

In addition to the aforementioned, during the first half of 2014 the Service School (for internal and external operational staff) completed its second stage of implementation, providing training to 1,257 participants. This program is aimed at training personnel in customer service skills, such as empathy or assertiveness, in addition to ensuring that Metro's Service Strategy operational practices are correctly implemented.

In 2014, the company continued enforcing the induction process as part of Metro's Corporate Integration program, which aims to better educate new Metro workers in matters pertaining to corporate culture and mission. The revised 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. Twenty Corporate Integration cycles were held in 2014 for a total of 272 new workers.

### 5.3. Labor Relations

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.

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. 2014 **Wellbeing Fund** membership amounted to 3,455.

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 2014 were: The Women's, Men's, and Senior Citizen's Quality of Life Cup with 434 participants; a Bowling Tournament for 122 workers; and the **Fitness Program** which includes classes at Metro's gym, MetroRunners training sessions, and active pause classes with an annual attendance of 245 individuals for 1,141 hours yearly.

The most noteworthy recreational activities held in 2014 for our workers and their families were as follows: **Winter and Summer Vacation** program for workers' children serving 182 children in 2014; the **Child's Day Festivities** with a turnout of 786 individuals; the **My Family Visits the Metro Day** for which 228 individuals came out; the **Christmas Party** with a grand total of 2,200 guests

including workers and their families; the **Mt. San Cristóbal Family Hike**, the **Family Bike-Along**, and a theatre cycle with two showings.

Furthermore, the company sponsored the **2nd Annual Children's Drawing Contest** entitled "**The Metro of the Future**", in which 56 children participated and the 12 winning drawings were used in the 2015 Metro Calendar given out as a gift to each worker.

In 2013, the company launched **Más Cerca de Ti** (Closer to you), a program aimed at providing workers with greater and closer 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.

Finally, as of December 2014, 85% of Metro employees are 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 worker wellbeing.