



## 4. COLLABORATORS & SUPPLIERS

### People Management

[DMA] Metro is strongly committed to its workers whom it recognizes as one of the key components in its ability to meet its goals. This is made clear in Metro's Sustainability Policy in which the company pledges to *“conduct Metro's work with the highest health and safety standards, thereby fostering actions that improve the quality of life of our collaborators.”*

Human Resources is responsible for managing Metro employees and contractors.

One of Metro's interesting corporate strategic projects benefiting workers is its Improving Physical Space project.

In 2015, Metro plans on focusing its efforts on Organizational Development, which will include activities related to knowledge management, education, training and talent management. The primary goal of this endeavor is to align human resources management with the company's needs and thereby foster a working environment that will aid the company in successfully taking on the challenges left in the wake of 2014.

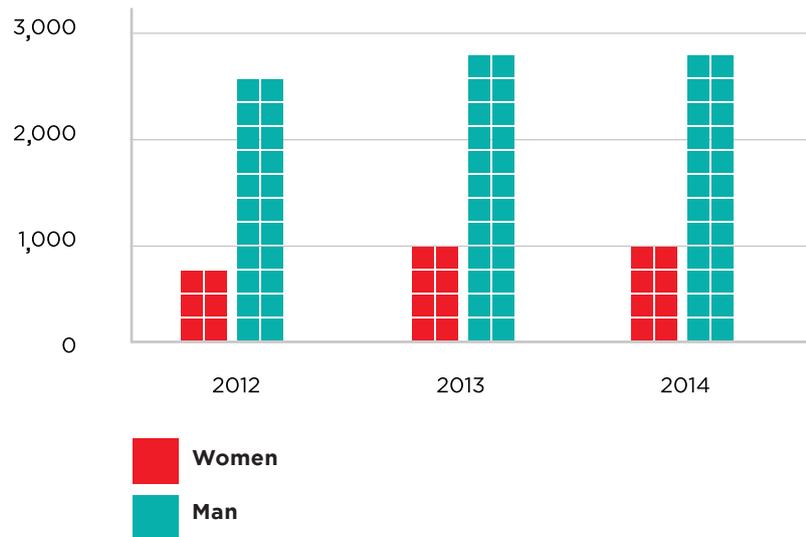
Metro has an active union life that can be seen in the fluid communication by and between the various organizations. This is clearly exemplified when parties reach agreements on the workday and other issues of common interest. Metro's unwavering compliance with labor law makes for stable relations with its workers.



## Our collaborators

[G4-10] In 2014, Metro increased its staff by 2.8% for a total of 3,630 collaborators, broken down into 76.6% men and 23.4% women.

### Total Employees by Gender



Metro aims to provide its collaborators with a stable environment. Accordingly, a large percentage of its workers are full-time employees with open-ended contracts (97% in 2014)

### Collaborators broken down by Work Day and Contract Type

	2012			2013			2014		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
<b>Work day</b>									
Part-Time	31	21	52	63	60	123	43	52	95
Full-Time	2,645	704	3,349	2,656	751	3,407	2,749	786	3,535
<i>Gender Sub-total</i>	2,676	725	3,401	2,719	811	3,530	2,792	838	3,630
<b>Contract Type</b>									
Fixed-Term	143	15	158	21	6	27	64	12	76
Open-Ended	2,533	710	3,243	2,698	805	3,503	2,728	826	3,554
<i>Gender Sub-total</i>	2,676	725	3,401	2,719	811	3,530	2,792	838	3,630

[[G4-LA12] Regarding gender diversity, in 2014 there was an increase in the number of women in executive-level positions compared to 2013 (14 to 21). Moreover, there was a slight rise in the number of women working in maintenance positions as well.

“Station Staff” continues to be the highest-ranking category in terms of number of female workers, with a total of 229.

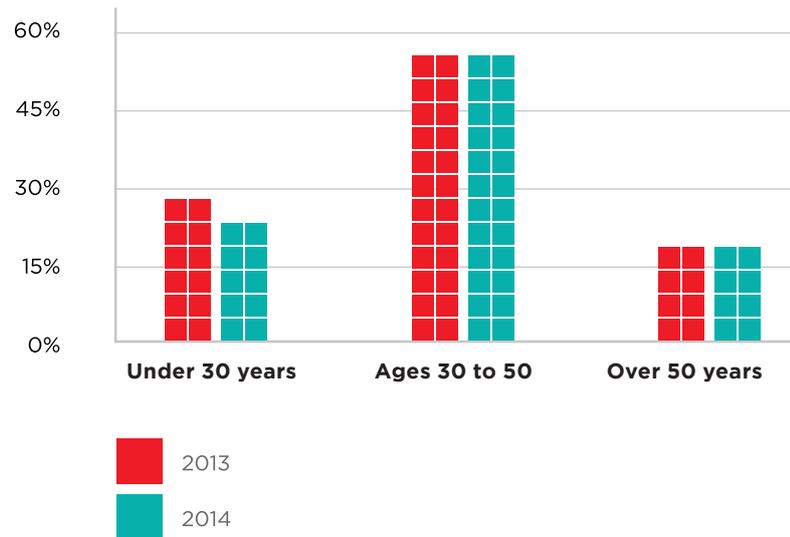
#### Collaborators by staff category.

Category		2012		2013		2014	
		Number	%	Number	%	Number	%
Train Traffic Staff	Men	845	24.8	1,007	28.5	1,000	27.5
	Women	216	6.4	225	6.4	218	6
Maintenance Staff	Men	486	14.3	448	12.7	494	13.6
	Women	14	0.4	10	0.3	16	0.4
Station Staff	Men	815	24	704	19.9	631	17.4
	Women	196	5.8	228	6.5	229	6.3
Section Heads	Men	74	2.2	79	2.2	75	2.1
	Women	17	0.5	20	0.6	23	0.6
Executives	Men	82	2.4	85	2.4	88	2.4
	Women	15	0.4	14	0.4	21	0.6
Analysts	Men	242	7.1	306	8.7	282	7.8
	Women	132	3.9	190	5.5	175	4.8
Administrative Staff	Men	151	4.4	89	2.5	212	5.8
	Women	116	3.4	125	3.5	166	4.6



[G4-LA12] Age-group diversity remained the same from one year to the next with 57% of all collaborators between the ages of 30 and 50. The total number of collaborators under the age of 30 dropped slightly, the 30-50 age group did not undergo any changes, and the over 50 group increased moderately.

### Collaborators by Age group



### Recruiting & Compensation

Metro guarantees equal opportunity and rejects any type of discrimination whatsoever, as stated under its Code of Ethics.

The recruiting process is an example of this pledge. There aren't any differences drawn between applicants during this process except for the job skills required.

In 2014, Metro hired 199 new collaborators and recorded a 3.99% hiring rate. Regarding compensation, we have a Compensation Policy that takes into consideration work experience, maturity, and performance when determining collaborators pay band and specifying compensations, without foregoing outside competition and in-house equity.

Gender is not considered a variable when deciding on pay rate. The company compensates workers for their performance and contribution with monetary and non-monetary compensation (benefits and recognition).

## [G4-LA13] Female-to-Male Base Pay Ratio

Staff Category	Female Base Pay vs. Males Base Pay		
	2012	2013	2014
Administrative	1.07	1.05	1.06
Analyst	0.85	0.87	0.94
Executive	0.7	0.72	0.68
Section Head	0.83	0.96	0.89
Station Staff	1.17	1.1	1.19
Maintenance Staff	1.04	1.02	1.19
Traffic Staff	0.85	0.86	0.92

[G4-EC5] Compared to Chile's national minimum wage—which was equal to 225,000 CLP in December 2014—the lowest wages paid to men and women at Metro were 1.24 and 1.34 times greater than the national minimum wage, respectively. Furthermore, Metro workers with open-ended contracts receive an operational bonus, which increases their monthly taxable income.

*Metro's Minimum wage vs. National Minimum Wage*

	2012		2013		2014	
	Men	Women	Men	Women	Men	Women
Standard Base Pay	244,389	262,986	256,893	285,039	278,968	301,891
Times Greater the National Min. Wage	1,27	1,36	1,22	1,36	1,24	1,34

**Turnover**

[G4-LA1] During the period, 266 individuals left the company, resulting in a turnover rate of 7.33%. This is slightly greater than the year before.

*Turnover Rate*

	2013	2014
Total Exited	252	266
Turnover Rate %	7.14%	7.33%

Turnover: number of workers who have left the organization vs. total number of workers



Fifty-six percent (56%) of the workers who left the company in 2014 were from the 30-50 age group, followed by 36% from the under 30 group.

### Resignation by Age Group

	2012		2013		2014	
	Men	Women	Men	Women	Men	Women
Under 30 yrs.	115	41	79	26	69	28
30-50 yrs	146	29	99	24	125	24
Over 50 yrs	61	11	22	2	17	3
Total by gender	322	81	200	52	211	55
Combined Total	403		252		266	

## Metro Safety

Through its Safety Policy Metro works toward fostering the value of safety across the entire organization, including every process undertaken by the company involving its workers, contractors and customers.

Health and safety are a corporate priority as well as a strategic concern addressed from the top by Metro's Board of Directors. In order to adopt a leadership stance on these matters and promote them throughout the company, Metro's CEO presides over a monthly meeting of the Managing Committee where members discuss health and safety administration, focusing primarily on the highlights of the METROSAFETY program under implementation, relevant incidents, and the status of employee, contractor and customer accident rates.

The Operational Safety and Emergency Response Unit is in charge of the METROSAFETY system. This unit is staffed by risk prevention experts and engineers who worked on Metro's train lines, maintenance area, and new line projects. Their goal is to ensure the organization-wide penetration of operational safety.

METROSAFETY (an integrated safety system) and associated programs provide the company with a means to manage planning, execution and verification of safety aspects in addition to weaving safety-related continuous improvement actions into the company's activities.

METROSAFETY is tailor-made to address the company's specific needs and context and consists of 22 safety management items that, as a whole, provide exhaustive and systematic coverage of all aspects related to Metro's operations and services. Given its broad scope, METROSAFETY was designed to be rolled out in three separate phases over the 2013-2016 period, as follows:



The first phase was completed during the second half of 2014. The goal of the first phase or “standardization” was to close the gaps affecting the company's priority concerns and ensure regulatory and legal compliance. Moreover, work began on the second phase or “development,” which will focus on managing preventively and standardizing practices.

System rollout included several programs pointed at the administrative side of different areas throughout the organization with area managers taking on the role of safety management.

METROSAFETY entails gradually setting up these safety-related programs companywide. The following are the priority areas chosen for 2014:

**Operations and Services Department:** programs seeking to decrease and control the accident rate. Activities began in the various Line Sub-Divisions, specifically in train and service units, and Safety Committees were set up to take the lead on the matter.

**Maintenance Department:** programs seeking to control the accident rate and manage risks inherent to maintenance tasks. That is why the company decided to begin with two maintenance units—trains and stations—adding programs to Metro's various workshops.

**Project Development Department:** programs seeking to ensure regulatory and legal compliance, control contractor accident rate, and manage the risks related to construction work on Lines 3 & 6. That is why all actions were focused on program implementation.



METROSAFETY and project contractors: prior to implementing the various programs, the company conducted several training sessions with different levels of company leadership, to with Metro Assistant Managers, Line Heads and Supervisors, Maintenance Heads and Supervisors, Section Heads and Coordinators for the Line 3 and 6 projects, Health and Safety Committee members, and Unions.

Oversight and compliance control actions were set in motion once the programs were completed, all with a view to identifying potential areas of improvement in processes, procedures, training, and other aspects related to the Integrated Safety System.

## **Safety Committees**

[G4-LA5] Metro has 11 Safety Committees that cover all workers (100%) from line operations to maintenance shops, corporate offices and other buildings. Each committee is made up of three principal members and three alternate members representing both workers and the administration. One of the committees was dissolved in 2014 because of changes to the Project Department's structure.

In 2014 the company held four training sessions on the Integrated Safety System as part of the METROSAFETY program. This training was provided to Safety Committee members with a view to standardizing how the eleven committees manage and coordinate safety actions. Committee chairs met in October to review Metro's risk-prevention management results by area.

[G4-LA6] In terms of occupational safety statistics as applied to Metro workers, the table below illustrates a stable trend for accidents occurred during the 2013-2014 period. However, there was a slight drop in the number of days lost due of accidents, not to mention a lower severity rate for the Accident Rate.

**Metro workers occupational health and safety figures.**

	2012	2013	2014
<b>Accidents</b>	<b>127</b>	<b>136</b>	<b>138</b>
<b>Days lost</b>	<b>1,395</b>	<b>1,735</b>	<b>1,349</b>
<b>Fatal Accidents</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Frequency Index (FI)</b>	<b>16,56</b>	<b>16,61</b>	<b>16,69</b>
<b>Severity Index (SI)</b>	<b>181,91</b>	<b>211,93</b>	<b>163,16</b>
<b>Accident Rate (AR)</b>	<b>3.86</b>	<b>3.89</b>	<b>3.84</b>
<b>Absenteeism</b>	<b>5.67%</b>	<b>6.16%</b>	<b>6.70%</b>

FI = (# of LT/MH accidents for the period) x 1,000,000

SI = (# of days lost bc of LT accidents/Hrs. for the period) x 1,000,000

AR = (# of LT accidents/average staff for the period) x 100

Occupational safety is a priority for Metro, and not just in regards to its own workers but also for contractors hired to build the new lines.

Metro's tenders explicitly define the safety requirements that must be met by all contractors. Once tender contracts are awarded, the winning bidder receives a copy of Special Contractor Regulations.

Given the construction work model, there are several bodies set up to provide control and oversight for risks associated with field activities. The work schedule outlined by Metro is set up so that contractors in charge of construction works are responsible for risk control, while contractors in charge of Technical Work Inspections (TWI) must provide oversight for all activities included under the construction schedule and ensure that they are carried out. Finally, Metro conducts audits on the entire system as the organization responsible for ensuring adequate TWI oversight of the construction company.

In 2014, Metro set up technical working committees with contractors showing the highest accident rates and the respective TWIs assigned to supervising their work. The purpose of this initiative was to update risk matrixes and draft new work schedules according to the real situation in the field. As a result, the company was able to put more appropriate controls in place for hazards identified.



## Contractor occupational health and safety figures

	2013	2014
Accidents	ND	223
Days lost	ND	5,732
Fatal Accidents	ND	0
Frequency Index (FI)	ND	18,72
Severity Index (SI)	ND	481,18
Accident Rate (AR)	ND	4,19

FI = (# of LT/MH accidents for the period) x 1,000,000

SI = (# of days lost bc of LT accidents/Hrs. for the period) x 1,000,000

AR = (# of LT accidents/average staff for the period) x 100

[G4-LA7] Metro makes an effort to provide adequate occupational health conditions, which is something the company also addresses under METROSAFETY, its Integrated Safety System. In 2014, the company worked on developing an analysis and evaluation of risks that could give rise to occupational illnesses. In addition, the company used the results to better manage the risks identified in this regard.

## Professional Development

### Training & Education

[G4-LA9] In 2014, the company put in a total of 120,246\* hours of training, with an average of 33 hours per collaborator, compared to 162,175 hours and an average of 46 hours per collaborator in 2013. For the first time we are able to submit a breakdown of average training hours by gender: 36 annual hours of training for men and 22 for women.

In keeping with its pledge to provide users with quality service, in 2014 Metro security guards logged the highest average of training hours (57.5 ), followed by maintenance technicians, assistant managers and analysts.

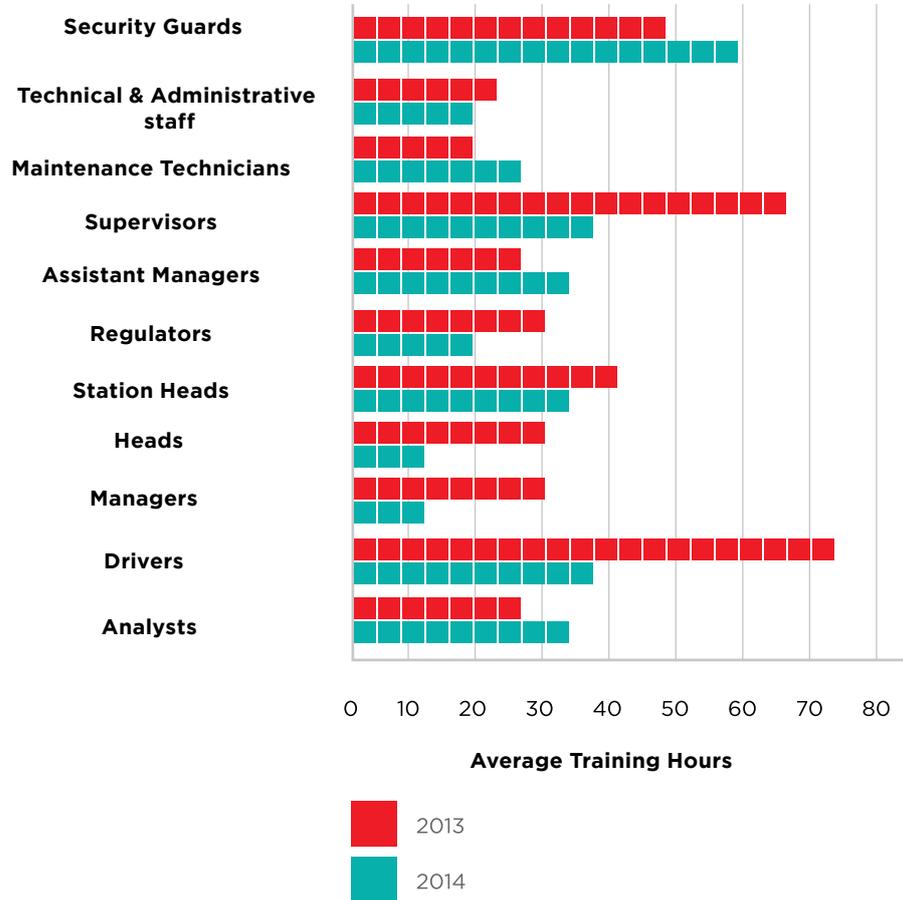
#### Average number of training hours per professional category

[G4-LA10] Metro's formal training programs are broken down into two large groups, i.e., Corporate Training and Operations Training.

\*The difference between this figure and that reported under the financial report (119,977 hours) is the result of an adjustment applied to the figure following the addition of training hours corresponding to an operational personnel refresher course that was not included in the financial report figure.

## Corporate Training Programs

*Annual training plan for managers:* this plan focuses on activities aimed at closing



functional skill gaps, which are determined through a training needs survey.

In 2014, the company carried out 255 activities during which 3,343 workers participated in a total of 119,977 man-hours of training provided to Metro’s eleven corporate departments.

**Corporate Integration:** Metro redesigned and launched its new Corporate Integration Program consisting of an induction process that seeks to better integrate newcomers and instill personnel with company culture, mission and identity.

The new format entails a more participatory and experience-based methodology aimed at bringing participants closer to one another and thereby strengthening their sense of belonging with the organization and integration.

Throughout the year the company carried out 20 integration activities with 272 new workers.



## Operations Training Programs

Operations training programs are two-pronged:

- Job Readyng (drivers, private security guards, station heads, and supervisors)
- Refresher course to keep up the level of knowledge and skills required by workers to meet company goals.

During the period, the company conducted 533 refresher courses for operations personnel, including station heads, intermodal inspectors, and service supervisors. The main goal of these training activities was to bolster managerial tools and communicate information on Subcontracting Regulations, Metro's Train, Tunnel, Track and Station Emergency Manual, effective communication, and case studies on incidents occurring at our stations, all with a view to discussing best practices and reinforcing procedures.

Likewise, drivers went through refresher courses that addressed issues identified during a gap survey (an on-line assessment conducted through the EDUMETRO training platform). The latter consisted of detecting crosscutting issues that are critical to operations such as signage, maneuvering and breakdown zones, NS-74 technology, in addition to other technologies installed on our trains. Furthermore, 900 drivers received updated training on our Train, Tunnel, Track and Station Emergency Manual.

During the year, the company completed the second stage of implementation of the Service School for internal and external operations personnel. A total of 1,257 individuals participated in the program, which was aimed at building customer service skills, such as empathy and assertiveness, in addition to ensuring that Metro's Service Strategy is followed correctly during operational practices.

## Performance Evaluation

Given the new challenges facing the company, Metro's Performance Management system is currently under review in order to make room for improvements in the 2015 version.

All individuals meeting seniority requirements and the absenteeism rate undergo a formal performance evaluation and receive feedback on their strengths, areas of improvement, and development opportunities.

Metro continues to employ the Performance Evaluation as a merit-based management tool thereby providing personnel with opportunities to apply to in-house positions, raises, courses, scholarships, etc. In 2014, the number of individuals reviewed continued on an upward swing.

**[G4-LA11] Collaborators undergoing Performance Evaluations**

	2012	2013	2014
<b>Number of individuals evaluated</b>	<b>2,752</b>	<b>3,350</b>	<b>3,412</b>
<b>% Evaluated</b>	<b>80.9</b>	<b>93.6</b>	<b>94</b>

## Quality of Life and Working Environment

### Environment

In 2014, the company conducted a survey to assess workers' perception of the working environment, and also held focus groups to study certain issues in depth. Working groups were then set up by departments in order to identify challenges and opportunities, in addition to agreeing on problem-solving strategies.

This year Local Working Environment Committees were set up by collaborators from each department. The roles of these committees is to match corporate solutions with local requirements in order to come up with solutions that truly meet each team's individual needs.

In order to ensure that the Local Committees work well, several meetings and training sessions were held with committee leaders, who received the necessary tools to perform the task of matching crosscutting solutions to local needs.

### Quality of Life

[G4-LA2] Metro offers a variety of social benefits that aim to address the various circumstances and needs of collaborators with open-ended contracts. The company is fully convinced that a person's quality of life has a direct impact on its development. As a result, the company continues to work hard to provide better benefits and wider coverage.

**Wellness Fund:** the purpose of this fund is to improve the living conditions of workers and their families by way of several benefits including health-care services, and medical and social grants. In 2014, 97% (or 3,455 collaborators) of Metro workers with open-ended contracts were enrolled as fund beneficiaries, while only 84% were signed up in 2013.

The fund is funded through member and company contributions at a ratio of one to five. In 2014, the company bolstered company health benefits by raising the limit on reimbursements, e.g., it doubled the dental health benefit. Moreover, special mother's milk benefits were added to the ranks, reimbursement for physical therapy and speech therapy treatments were raised, and the special services policy coverage was expanded to include children up until the age of 25 and those whose cannot continue their studies due to illness.



**Drug and Alcohol Policy and Program:** we updated our Drug and Alcohol Policy throughout 2014 and provided related training to 43 managers and supervisors.

**Social Services:** the Quality of Life area founded a program entitled “Más cerca de ti” (Closer to you). This program is a communications and support network set up in order to provide collaborators with easier access to benefits. In 2014, 618 collaborators received social services and 101 field visits were conducted.

Moreover, 35 workshops were held and the first meeting with operations supervisors was held in order to set up a network for getting benefit-related information out to workers.

**Social Bonuses/Benefits:**

- “Metro te Acompaña”: includes bonuses for marriage, birth of a child, and death of a spouse, children and parents. In 2014, 322 workers received benefits under this program (8.9% of the membership).
- Education Bonus for workers’ children and workers who study: benefits ranging from pre-school to higher education bonus. In 2014, 1,420 workers received this support (39% of the membership).
- Health Care Benefits (drugstore, dental, optical, hospitalizations, etc.) and social benefits (emergency support, housing and funeral arrangements): 2,084 workers or 60% of program memberships benefited from this category.

**“Metrovida” Health Program:** in 2014 the company decided to reinforce this program by adding preventive health care initiatives such as the flu vaccination campaign for 1,366 workers and other preventive health care initiatives such as the “I prefer knowing I am healthy rather than thinking I am” campaign under which 740 workers received care. Cost-free medical and nutritional services were also provided to 219 collaborators.

Additionally, the company held a “Health Fair” to spread information on health care programs and benefits provided under the various company initiatives.

**Recreation and Sports Program:** In 2014 we launched several initiatives aimed at improving the quality of life of our workers and their families.

## Protection for Motherhood

Metro is concerned with providing a family-friendly workplace. Accordingly, the company and the Federation of Unions joined efforts to draw up a Maternity Policy that outlines a series of protective maternity benefits, beyond legal requirements, targeting pregnant workers and working mothers with children under the age of two.

Type of Activity	Activity	Description	Participants	Quality of Life
For the Family	“MI Familia Visita Metro” (My Family Visits Metro)	Collaborators’ families got to tour Metro’s most emblematic facilities.	223	Seeks to bring workers’ children and direct family members closer to the company by hosting a fun family day where participants get to tour Metro’s most typical settings and see firsthand the daily contribution their parents make to Metro’s operations and services.
	Outdoor Events	San Cristobal Family Walk-Along	79	The company holds a wide variety of sports and recreational activities aimed at encouraging healthy lifestyles and providing opportunities for workers and their families to spend time together. That is why the company held the 2nd Annual San Cristobal Family Walk-Along and the 1st First Annual Family Bike-Along
		First Family Bike-Along	37	
	Winter and Summer School Vacation	Seven days of sports, educational and recreational activities for workers’ children	182	This program is a way to provide workers’ children the opportunity to engage in recreational and educational activities over a weeklong program of fun and varied activities.
	II Children’s Painting Contest “El Metro del Futuro”	Metro workers’ children are invited to take part in a drawing contest where the winning drawings by category are printed in the annual Metro calendar given to every employee.	56	This is an opportunity for workers’ children. They submit a drawing on a Metro theme and the winning drawings by category are printed in the annual Metro calendar given to every employee
Quality of Life Cultural Program	Two plays are put on for the public	458		
Tournaments	“Quality of Life” Soccer Cup	11 <sup>th</sup> annual Cup (three categories)	434	We held the 11 <sup>th</sup> annual “Quality of Life” Soccer Cup with three categories: open to all, seniors and women. Every Sunday from July to November 43 players competed to win the “open to all” category. The Senior tournament took place over 17 games, and once again women competed in the Women’s Cup.
	Bowling Championship	Second	186	At the 2nd “Bowling Championship” 186 workers took to the lanes at Aventura Center for two days of fun-filled competition.
	Physical Fitness Program	Zumba, aero box, Pilates, yoga and cross fit classes	Participaron durante el año 256 personas en forma permanente	The “Physical Fitness Program” includes physical training, zumba, aero box, Pilates, yoga and cross fit classes offered daily to workers at the CCA gym. We also offer regularly scheduled classes in the designated fitness area at the San Eugenio workshop



Benefits include an allowance for daycare, shorter working days during the post-natal period, and two hours off for feeding their babies, which is one hour more than the legal limit and provides mothers with enough time to get to where their children are located. Pregnant corporate employees who wear a uniform also receive maternity wear and a monthly half-day leave to bring their children to well baby doctor's appointments. Furthermore, special considerations are provided for women working in train service operations, based on the nature of their work.

[G4-LA3] During the 2014 period, 42 women took advantage of their maternity leave and all of them stayed in their jobs after a one-year period.

## Labor Relations

[G4-HR4] Company-Union relations are crucial to Metro. As a result, the company holds monthly meetings with each union and the Federation, in addition to separate meetings with the joint working groups. Communication between the parties is direct and constant either at meetings, through daily interactions or by phone or E-mail.

Freedom to associate is respected to such an extent that in 2014 the security guard union was formed and two driver unions merged into a single organization. As a result of these changes, Metro now has four labor organizations:

<b>OLabor Organization</b>	<b>Members</b>
<b>Union No. 1</b>	<b>Services: station heads, security guards, technicians, and others</b>
<b>Union No. 2</b>	<b>Station Heads, professional and technical positions, and a few others</b>
<b>Union No. 7</b>	<b>Drivers and a few other positions</b>
<b>Security Guard Union</b>	<b>Security Guards</b>
<b>Union Federation</b>	<b>Unions No.1, 2, and 7</b>

In terms of the right to collective bargaining, in 2014 Union No. 3 reached an early agreement as part of its legal right under labor law.

[G4-11] In 2014, 85.5% of Metro workers were members of one of Metro's four labor unions, resulting in a 3.05% increase in the unionization rate compared to 2013.

It is worth noting that 88% of Metro workers are covered under collective agreements.

**Unionized Workers:**

[G4-LA4] Any and all changes to the workday are discussed with union representatives, which is why there is no legally provided time frame for operational changes or creating new positions. Dialogue is the first step and a mutually agreed to effective date is determined. By law, if a specific deadline has been established it is abided by, such as the exceptional working day which was agreed to by labor organizations and the administration and authorized by the Department of Labor Inspection for a four-year period.

[G4-HR6] Metro is known for being an organization that respects labor law, which is why forced labor does not exist. We strive for our workers to adhere to their shift and we make sure breaks are taken. Overtime is voluntary. We reinforce these guidelines through the Code of Ethics.

## Supplier Management

[DMA] Metro's suppliers and contractors are a very important link in our value chain, specifically those working in operations and maintenance and on Line 3 & 6 construction.

Metro has an Acquisitions Policy that outlines the main criteria and standards for purchasing goods, services and works. The primary goals of the policy consist of ensuring purchasing processes are transparent, resources are used optimally, and Metro personnel working in acquisitions have clear guidelines.

[G4-12] In 2014, Metro had a total of 5,176 suppliers. The main ones are listed below:



Suppliers	Products
Faiveley Transport Chile Ltda.	Spare parts for corrective and preventive maintenance on trains ASO2, NS93, NS74.
Alstom Chile S.A.	Spare parts for corrective and preventive maintenance on trains ASO2, NS93, AS04.
Thyssenkrupp Elevadores S.A.	Vertical transportation spare parts for station equipment, i.e., elevators, escalators, stair lifts and platforms.
Lucchini Rs S.P.A.	Supplies undercarriage wheels for trains ASO2.
Grupos Diferenciales S.A.	Spare parts for maintenance on differential bridge circuits on trains NS93 and NS74.
Mersen Chile Ltda.	Electrical spare parts (fuses and brushes) for trains NS93 and NS74.
Chilectra S.A.	Supplies services and materials related to the electric-power supply of Metro.
Archivert S.A.	Supplies BIP! Cards
Salinas y Fabres S.A.	Spare parts for maintenance on differential bridge circuits and bogie on trains NS93.
Skf Chilena S.A.I.C.	Supplies bearings for mechanical maintenance on trains NS74 and NS93.

In 2014, Metro worked with 38 key service contractors under its subcontracting system. They are broken down into five categories as follows:

Category of Activities on the Value Chain	Number of Contractors	Location of Contractors
Security at Metro stations, workshops and buildings	3	Stations, workshops and corporate building
Cash registers at Metro ticket counters, and administration of Customer Service Offices	4	Metro Stations
Station Cleaning Services	2	Metro Stations
Station Maintenance and Services, tracks and electric power, minor maintenance	22	Metro Workshops
Administration and Support	7	Corporate Building

Metro's supply area is responsible for acquisitions through public bidding. Once suppliers are selected, each individual department handles contract administration depending on the service hired.

In terms of contractors, the HR Outsourcing Department is in charge of managing and overseeing that all contracts issued under the subcontracting system meet legal labor and social security requirements.

[G4-LA14] In terms of contractor relations, Metro gives priority to its subsidiary role as the principal company in this relationship and evaluates its contractors on their compliance with labor and social security requirements. To this end, Metro requires all contractors to submit a monthly labor and social-security compliance certificate issued by the Department of Labor (F30-1).

Since August 2014, Metro has been working with a certification company in charge of conducting monthly field inspections and oversight to ensure contractors are meeting legal labor and social-security requirements, working conditions, and workers rights. All observations recorded during inspections are reviewed and classified by the Outsourcing Department and sent to contract administrations for their follow-up. Monthly reports on contractor compliance are submitted to Metro’s Board of Directors.

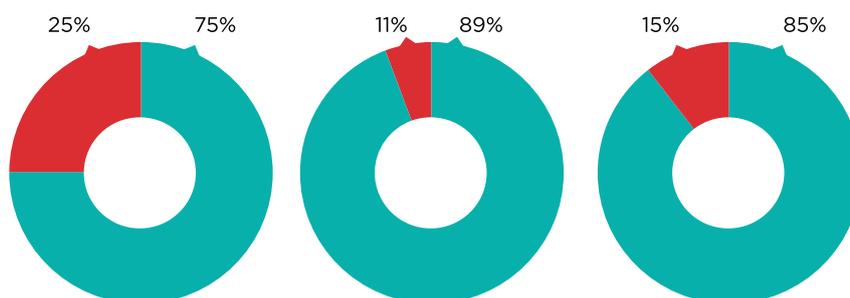
Metro has the right to withhold payment when contractors do not comply with labor and/or social security requirements.

In 2014, Metro conducted the 4th Supplier Satisfaction Survey in reference to the bidding process. Twenty-three companies answered the survey and the results were used to identify process improvement opportunities.

[G4-EC9] Supplier and contractor expenses in 2014 increased by 42%, for a total of 574,722 million pesos compared to 404,840 million in 2013.

Domestic and international purchases followed the same trend, with a slight increase in the percentage of international expenses.

### Spending on Suppliers



	2012 (MM\$)	2013 (MM\$)	2014 (MM\$)
Domestic	229,554	362,714	491,047
International	75,468	43,126	83,675
<b>Total</b>	<b>305,022</b>	<b>404,840</b>	<b>574,722</b>