



## 5. THE COMMUNITY

At present, the socio-political context is marked by an increasingly empowered society that demands greater levels of participation. As a result, communities cry for companies to be managed transparently and responsibly while also being in touch with their surroundings. These circumstances result in citizens demanding to be involved in projects that have an effect on their quality of life.

In this context, in 2013 the company drafted its Community Relations Strategy with a view to **“facilitating the transition toward a new stance in which Metro becomes a leading social actor in Santiago society in terms of integrating city life and the sustainable coexistence of city residents, without compromising the quality service and technical expertise for which Metro is known.”**

The company’s Sustainability Policy is firmly set within this strategy, and one of its primary prongs is the community and its pledge to **“adding to the quality of life of the communities linked to our operations and projects, in addition to contributing to society through culture, social projects and urban services.”**

The Community Relations Strategy contains specific objectives related to: getting to know important stakeholders, preventing and mitigating social and environmental impacts and their conflicts, creating and maintaining proactive and ongoing ties with social and municipal organizations, as well as creating organizational capacity and sustaining the continuous improvement process within the company.

### Keys Aspects of the Community Relations Strategy (CRS)

|                                     |  |  |
|-------------------------------------|--|--|
| <b>Ongoing information</b>          | <b>Preventing and reducing socio-environmental impacts</b> | <b>Valuing local knowledge</b>                                 |
| <b>Dialogue and participation</b>   | <b>Proactive and ongoing ties with stakeholders</b>        | <b>Organizational capacity building in community relations</b> |
| <b>Mutual trust Metro-Community</b> |  | <b>Sustainable development</b>                                 |



In 2014, the company consolidated its Community Relations Area with a multidisciplinary team of professionals who address managerial aspects pertaining to the construction of new lines and existing lines currently under operation.

The focus was on consolidating procedures for managing work within communities located in areas of influence of Metro operations and new lines construction sites. Moreover, administrative indicators were set and periodic reports on working with the community work must be issued. This issue was also placed on the planning agenda for operations (refurbishing stations, workshops, depots, and stations surrounding) and projects (location of shafts, ventilation shafts, etc.).

The strategy will continue to be implemented throughout 2015 followed by an evaluation and consolidation phase scheduled for the following year.

## Community Relations

### Proactive and Ongoing Ties

[G4-SO1] In 2014, Metro set several corporate goals, one of which was to increase the total number of community activities undertaken. The company exceeded this goal by 19% by holding a total of 136 activities in the area of influence of its operations and new line construction sites.

These activities included: 48 community meetings (accounting for 35% of all activities) with a total of 444 participants. Residents from neighborhoods located near the construction sites of the new lines 3 and 6 attended these meetings along with community association representatives, building managers and other. The purpose of these meetings was to report to the community on matters of local interest such as noise mitigation, local construction inconveniences, complaint management, and provide information on topics of community interest. There were also operations-related meetings held with communities in reference to different projects.

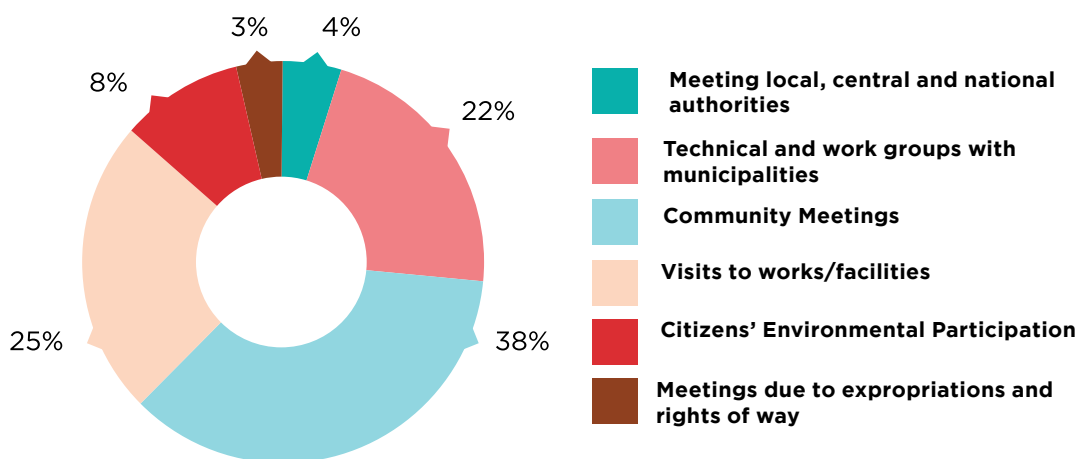
Moreover, the company held community visits to Metro's operational facilities and Line 3 and 6 construction sites. Regarding visits to new line project sites, this is one way Metro keeps its stakeholders informed, and creates awareness among them as to benefits provided by these projects to the common good. The company also leverages these opportunities to report on construction progress and talk about construction methods.

Neighbors, university students, authorities and municipal technical teams visited the shafts of future lines 3 and 6. Other institutions also took part in these activities as well, i.e., the Coyhaique Chapter of the Chilean Chamber of Construction, Universidad Austral, Valparaíso Catholic University, Santiago Catholic University, DUOC's Maipú and Puente Alto campuses, and others.

Community activities carried out in 2014

| Activities (Operations and Projects)                         | Activities |             | Participants |             |
|--|------------|-------------|--------------|-------------|
|  | Number     | %           | Number       | %           |
| Meetings with Local, Central and National Authorities        | 15         | 11%         | 50           | 4%          |
| Working Groups and Technical Discussions with Municipalities | 43         | 32%         | 262          | 22%         |
| Meetings with the Community                                  | 48         | 35%         | 444          | 38%         |
| Worksite/Facility Visits                                     | 23         | 17%         | 300          | 25%         |
| Citizen Environmental Participation                          | 5          | 4%          | 88           | 7%          |
| Meetings on Expropriations or Rights of Way                  | 2          | 1%          | 36           | 3%          |
| <b>TOTAL</b>   | <b>136</b> | <b>100%</b> | <b>1,180</b> | <b>100%</b> |

Participants involved in community activities scheduled under 2014 Corporate Goal.



A positive milestone in 2014 pertaining to construction works on lines 6 and 3 was when Metro did good on its commitment to the Providencia community by closing down Suecia Street for only two months (January and February). The company was able to keep its promise thanks to the bypass it built at the end of 2013 that shortened the street closing time from six to four months, thereby minimizing disturbances and impact on local merchants. Prior to closing off the street Metro met with local merchants to apprise them of the various stages of construction, set up ongoing channels of communication, and provide support for local information strategies (flyers, pamphlets, monitors, social media reports, meetings and complaint management).



This is merely one example of how Metro has worked diligently on providing the community with early, clear and timely information on the impact of construction on lines 3 and 6 as it evolves.

## **The “Good Neighbor” Plan**

En el ámbito de la operación, durante el año 2014 se inició la elaboración del Plan Buen Regarding operations, in 2014 the company launched the Good Neighbor Plan along with an in-house survey to gather information, and a few pilot initiatives. One of these was the first-ever collective ceramic mosaic project undertaken by a nearby school in the community surrounding the Monte Tabor Station.

There were other initiatives carried out under the plan such as the land loan and use program for nearby land belonging to Metro corresponding to tunnel ventilations and space reserved for additional future access points.

A few 2014 examples of the above are as follows:

- Line 4 Ventilation Shaft located at the intersection of A. Vespucio and Fco. Villagra, in Ñuñoa. This area was lent to the Municipalidad of Ñuñoa and made into a park that significantly improved the local area.
- Plaza Libertad, Line 5, located at the corner of Catedral and Libertad, Santiago; An area reserved for building the main access point for the future station bearing the same name. This space was lent to the Santiago Municipality for community use and small recycling containers were set up there.

Regarding the line 3 and 6 construction project, in 2014 the company began assessing the feasibility of including the municipality and community in the future station surface design process as a way to evaluate their concerns.

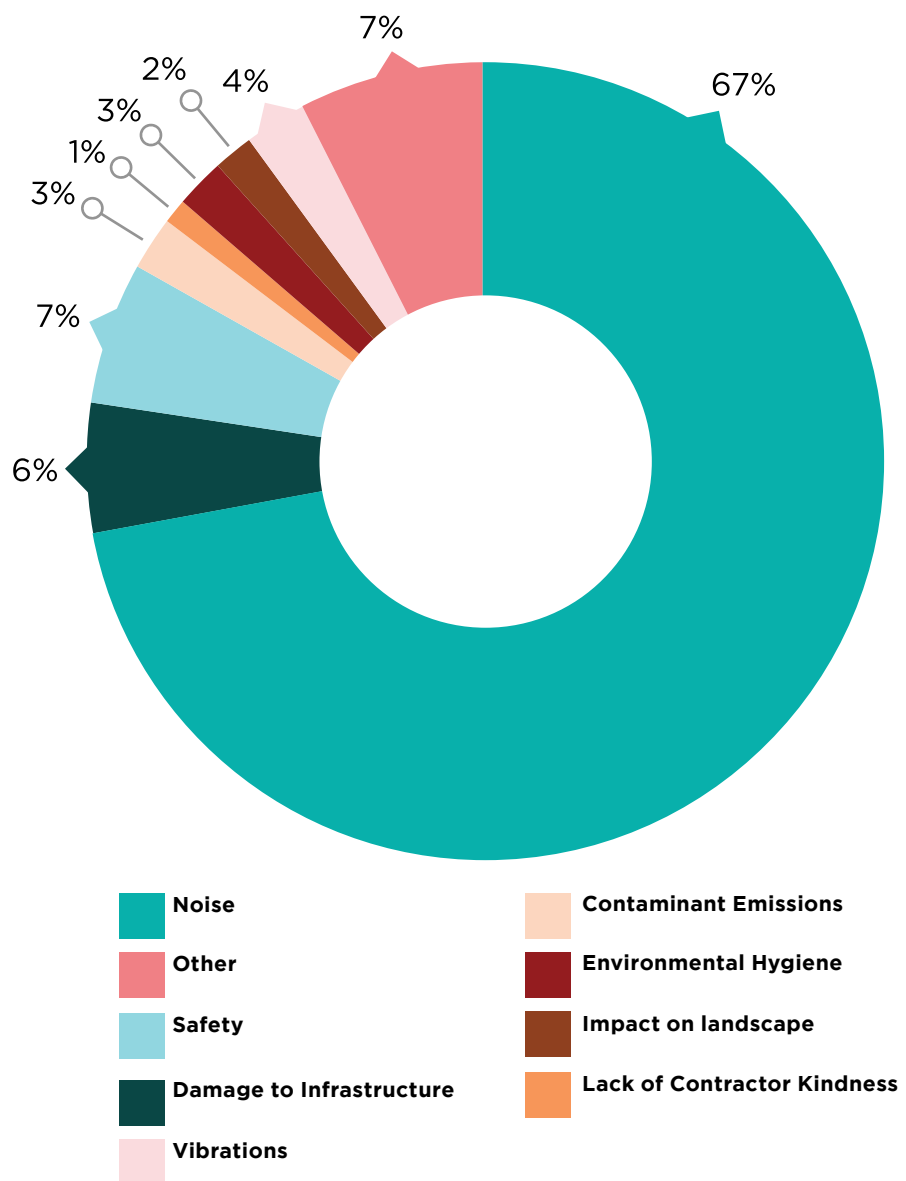
As a result, Metro has been able to better coordinate the involvement of several public bodies and municipal departments in projects with community benefits.

## Managing Complaints

[G4-SO11] In 2014, Metro received and managed a total of 340 complaints. Twenty-two (22) of these were related to Metro’s current network operations and 318 were due to construction work on the new lines. About the latter, 130 of them were in connection to Line 3 (41%) and 188 to Line 6 (59%).

Disturbing noise was the main reason, followed by safety issues arising from construction works.

Reasons for complaints P63 and 2014 Operations



It is worth noting that although 75% of these complaints were lodged in a complaints log available to the community at each construction site, through E-mail, regular mail and direct mail at the Community Relations department, our protocol dictates that all complaints be immediately relayed to the Customer Service Office (OAC) to be duly recorded in our system. In addition to a formal response from the OAC, the

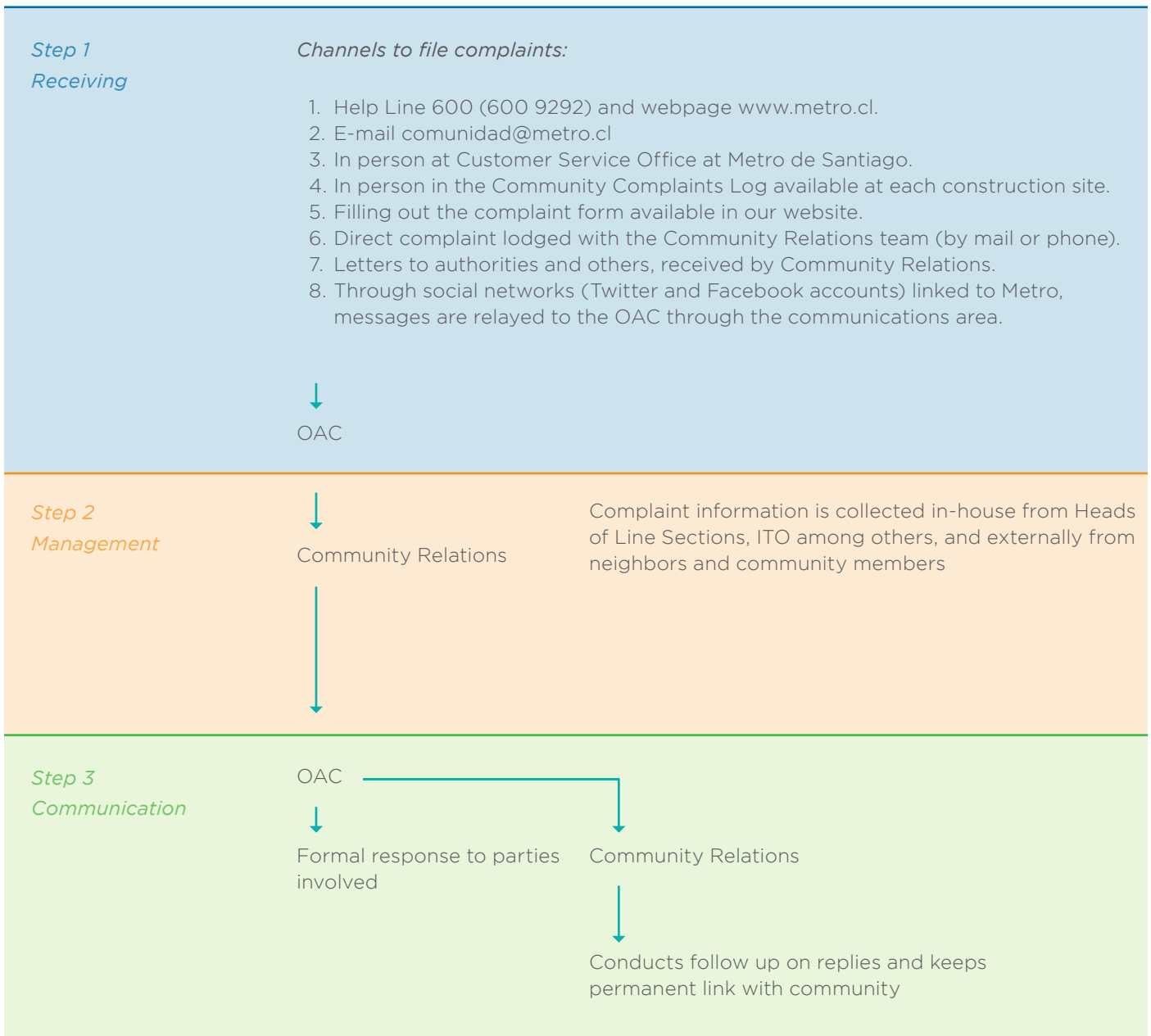


Community Relations team. stays in constant contact with those involved in order to conduct a proper follow up and monitor the situation.

[G4-SO2] As for operations, most of the operations-related complaints are due to noise and vibration. Metro is working on mitigating these issues at critical locations identified through our Environmental Mitigation Program.

Regarding construction of Lines 3 and 6, 67% of these complaints are due to disturbing noise. In 2014, the company implemented a complaints management system in order to gain access to unique corporate data regarding complaints filed. The objective is to align our procedures with existing mechanisms and manage all the information centrally at the Customer Service Office (OAC).

### Community Complaints Protocol for Line 3 and 6 Projects





## Cultural Contribution

Since its very beginning, more than 20 years ago, Corporación Cultural MetroArte has focused its efforts on supporting culture and the arts through public art, fostering reading and interventions in public spaces.

### Public Art

MetroArte projects are permanent, large format art installations funded by private corporations under the Cultural Donations Act. Our underground network currently hosts 33 public works, which breathe life into such a socially-relevant artistic initiatives given its public breadth in the City of Santiago.

There weren't new works inaugurated in 2014 since our activities were focused on coordinating the station design efforts for the new Lines 3 and 6, which entailed seeking a relevant neighborhood identity for each station based on location. Regarding Line 6, our efforts are focused on stations Franklin, Cerrillos, Ñuñoa, Estadio Nacional and Inés de Suarez; and for Line 3, on stations Plaza Egaña, Irrazaval, Cal y Canto, Plaza de Armas, Diagonal Oriente, Plaza Chacabuco and Libertadores. We have already determined the areas, materials and construction themes for these stations which will serve as the basis for their 2015 tender.

### Participatory Murals:

This project allows individuals, groups and community organizations to conduct interventions on the walls of specific Metro stations, and create emotional bonds and a sense of belonging with the physical space. The company chooses the stations and exterior walls, which are set aside for, use by municipal community organizations.

This initiative can be defined as an artistic-social project that is set up so that Metro stations take root in the local communities. It is a participatory project for citizens because it involves neighboring communities in coordination with official organizations operating in those territories.



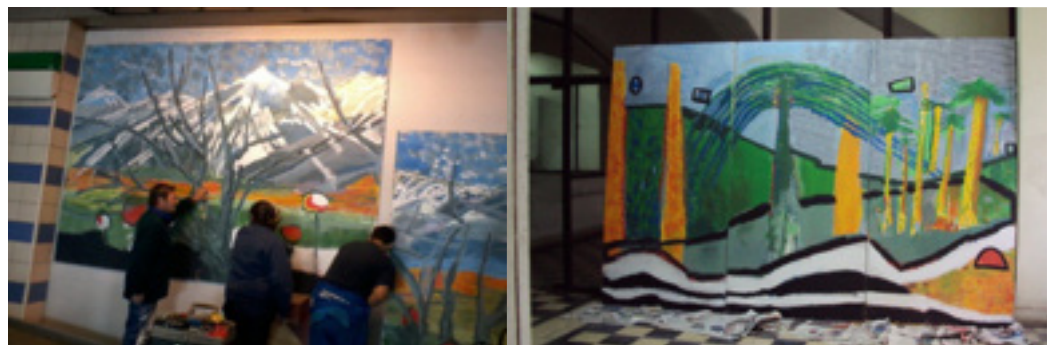


**“Participatory Murals” are divided into two categories:**

Permanent outdoor: This category, for example, involves the exterior of the Line 4 viaduct in the Puente Alto district and Paso Matta in the Santiago District.



Temporary indoor: a few examples worth highlighting in this category are a few projects undertaken as part of an agreement with the Justice Department and its agencies. In keeping with such agreement inmates, senior citizens and at-risk children have painted more than 12 murals.



## Promoting Reading

Metro de Santiago Network, thereby making this system the number one public library in Chile with the highest book borrowing rate. The 2014 figure, however, is lower than last year because two of the most popular sites at the Los Héroes and Baquedano stations were closed for renovations. This year the company made progress on planning the future sites for Lines 3 and 6.

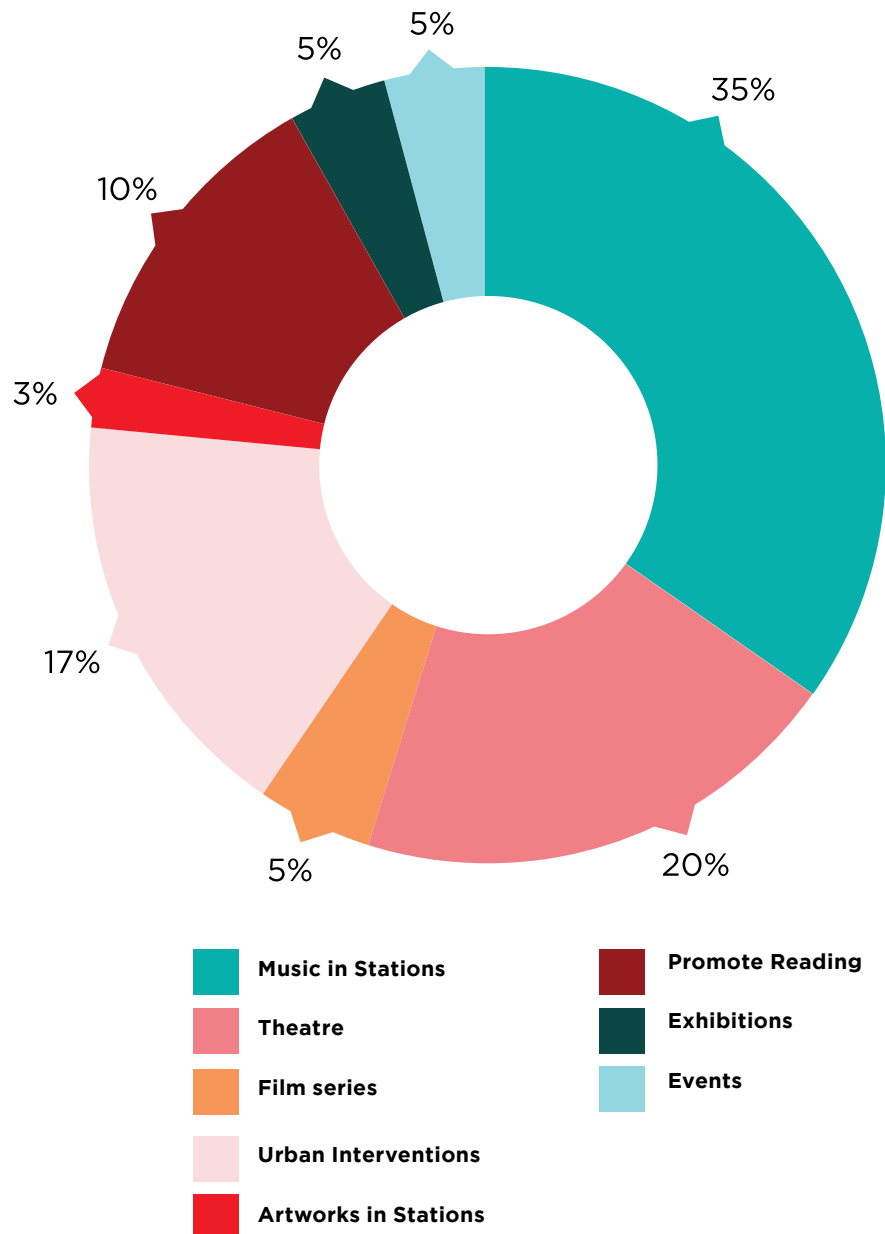
For 13 years in a row Metro, Plagio and Minera Escondida have organized the “Santiago en 100 Palabras” (“Santiago in a 100 words”) literary competition. A total of 45,440 stories were received, making it the most widespread literary contest in Chile. Moreover, this initiative has become an example successfully followed and replicated by other countries such as Mexico and Hungary.



## Public Space Intervention Programs

In 2014 we renewed our efforts to provide Santiago residents access to a variety of artistic and cultural expressions as they walk through our network. “Música de estación” (“Music at the station”) and “Teatro de estación” (“Theater at the station”) are two of the highlights under this initiative, pleasantly surprising our users with performances by: UPA, Leo Rey, Nano Stern, Nicole, Manuel García, among others, and La Llave Maestra Theater Company with plays such as “Bestiario” and “Delirios de Papel”. A total of 36 activities were carried out during this year at different Metro stations.

Activities conducted by MetroArte in 2014 are broken down as follows:



## Supporting Social Initiatives

As a state-owned company Metro is not allowed to grant direct economic donations to social initiatives. Instead of the latter, the company channels its support to a variety of organizations by making space and facilities available to them to promote their causes and activities.

In 2014 more than 460 individual advertising spaces were made available, including panels, advertising panels, trains and door sides. The organizations that benefited from this were: Hogar de Cristo, Coanil, Techo, CODENI, Protectora de la Infancia, Good Neighbors, Mi parque, Teletón, Banigualdad, Fundación Paréntesis, Fundación para la Superación de la Pobreza, Fundación Descúbreme, Fundación Leche para Haití, América Solidaria, Fundación Gantz, Belén Educa, Greenpeace, Fundación Valoriza, Fundación Opción, Unicef, Sochicar ( Sociedad Chilena de Cardiología), and María Ayuda.

Metro workers also carried out a number of activities to benefit several social groups.

### **MetroInforma**

MetroInforma is a service managed by the Commercial and Corporate Affairs Department providing a number of organizations with space so they can advertise cultural or social contributions. All events and activities advertised must necessarily be massive and not-for-profit. To this end, Metro has installed informational billboards at its 108 stations. These are updated monthly in order to provide foundations, corporations, public entities, museums, universities, cultural centers, theater schools, leagues, educational institutions, and other organizations more opportunities to disseminate their activities.

In 2014 more than an average of 40 institutions requested space every month in the Metroinforma billboards for their posters to be displayed at our stations.

After conducting a review on requests for space to advertise events and activities from January through April 2014, the following organizations and institutions were accounted for:



| Foundations/<br>Leagues                  | Corporations/<br>Movements                   | Centers/<br>Colectives/<br>Clubs                 | Educational<br>training<br>establishment<br>Institutes                        | Museums &<br>Schools                             | Public<br>entities                                    |
|--|--|--|---|--|---|
| Fundación Mustakis                       | Pequeño Cottolengo                           | Centro Medieval y renacentista de Chile          | Seminario teológico Macul   | Escuela de Teatro Macul                          | sistema nacional de bibliotecas Públicas              |
| Liga Chilena Contra la Epilepsia         | Corporación La Esperanza                     | CAIP Centro de Análisis e investigación política | Universidad Católica (Escuela de Psicología, Dirección de extensión cultural) | Museo de la Memoria y de los Derechos Humanos    | I. Municipalidad de Santiago                          |
| Maria Ayuda,                             | Ciclocreo vías                               | Centro Cultural Matucana 100                     | Nueva Acrópolis   | Biblioteca Central para Ciegos                   | I. Municipalidad de Providencia                       |
| Liga Chilena de la Lactancia Materna     | Aspaut                                       | Feria Vinilo Libre                               | Escuela Moderna de Música y Danza   | Teatro Casa de las Américas                      | I. Municipalidad de Recoleta                          |
| Liga Chilena contra el Mal del Parkinson | MOVHIL                                       | Centro Esperanza Joven                           | Instituto profesional Projazz   | Sala SCD Bellavista                              | Registro Civil  |
| Fundación Deporte Libre                  | Corporación Innovate                         | Centro de Investigación Clínica U Católica       | Instituto Chileno Japonés   | Museo Nacional de Bellas Artes                   | Hospital Clínico Universidad de Chile                 |
| Fundación Cristo Vive                    | Corporación Administrativa de Poder Judicial | Colectivo de Arte La Vitrina                     | Universidad Andrés Bello  | Vicaría de la Pastoral Social y los trabajadores | DIBAM   |
| Fundación Puente                         | Corporación Cultural de la Reina             | Rotary Club                                      | Universidad Diego Portales  | Museo Nacional de Historia Natural               | Comisión Chilena de Energía Nuclear                   |
| Un Techo para Chile- Las Condes          | Alanon                                       | -  | Instituto Nacional de Derechos Humanos  | -  | I. Municipalidad de Puente Alto                       |
| Fundación Terapia Movimiento             | -  | -  | Instituto Chileno Francés-Sede San Miguel                                     | -  | Servicio Médico Legal                                 |
| Fundación Trabajo para un Hermano        | -  | -  | Universidad San Sebastián   | -  | Consejo Nacional de las Culturas y Las Artes CN CA-RM |
| Fundación Cristo Vive                    | -  | -  | Universidad de Santiago   | -  | Innova Chile CORFO                                    |

Additionally, a number of organizations are allowed to conduct fundraisers inside the stations. The majority of these activities take place between the months of April and August. In 2014 Metro provided a variety of organizations access to these spaces, such as: Maria Ayuda, Liga Chilena de la Lactancia Materna, Liga Chilena contra el Mal del Parkinson, Pequeño Cottolengo, Aspaut, Biblioteca Central para Ciegos, Corporación La Esperanza, Niño y Patria, and Coaniquem.

## **Supporting the 2014 Teletón**

Teletón is a charity that mobilizes most of Metro's workforce. In order to facilitate and centralize its initiatives, 70 ambassadors are appointed to act as liaisons with our 3,500 plus workers and over 5,500 external collaborators who also participate in the various activities.

As a state-owned company, Metro is not allowed to make donations. Its workers, however, are allowed to, so they do. This is an incentive for our work teams to organize flea markets, raffles, music galas ("Concierto Violetta"), standup comedy shows, hot dog parties, and kiosks by department, etc. Activities begin in late September approximately, amounting to a total of Ch\$14,145,796 in fundraising in 2014.

Metro's collaboration involves making space available for Teletón to advertise its dates, celebrities and activities. Additionally Metro plays an active role in this campaign by developing cobranding which is designed, produced and financed by the company. The purpose of this initiative is to be aligned with what is going on in the city and be part of this "national celebration." Apart from its traditional contribution (trains, billboards, box offices), in 2014 Metro adorned the Teletón pacifiers.



Also in 2014 the company set up donation kiosks at 27 stations. Metro is the first entity to collect monetary donations for the campaign since these kiosks are the first to open in the city, and they are open at 8 am on the Friday prior to the Teletón.

## **Worker-Launched Social Initiatives at Stations**

Station workers from the various lines currently operating in the Metro network who are motivated by social beliefs and vocation, support communities and other neighboring organizations located near the Metro lines where they work.

The following are some of the initiatives conducted as part of Metro's social commitment:

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### **Line 2**

- Improving access to stations in Recoleta district: A competition was organized in this district in order to perform a cultural intervention at station access points in order to prevent graffiti.
- Improving Mckenney access at La Cisterna Station: Working jointly with the municipality in order to prevent criminal activity (lighting fixtures, perimeter fence, gardens).
- "Bambi" Kindergarten: Children and teachers from this Kindergarten in Recoleta went for a ride from Dorsal to Vespucio Norte, and then made some drawings to portray their experience.
- Educational talks: The objective was to teach students from Colegio Chile about Metro's history and to build awareness among them about how to behave on board Metro trains. We set up visits to headquarters and the Integrated Control Center (CIC).
- Playful afternoon: Children from the Cread Galvarino Children's Home supported by SENAME took a field trip to the Parque O'Higgins area where they enjoyed games, dancing and received presents. The activities included the showing of a corporate video as well.
- Support for victims of the Valparaiso fire: Collection points for personal care items, clothing and others items were set up at Line 2 stations.
- Training for Assisting Visually-Impaired Users: The goal of this event was to standardize the assistance provided to blind users and how they move about the stations. Teachers from the Santa Lucía School visited the El Parrón station to provide their support in training our personnel.

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### **Lines 4 and 4A**

- Hellen Keller Corporation: a direct and permanent link is maintained with this institution through visits both by Metro personnel to schools and by students to our stations. A variety of ongoing activities are also carried out with the corporation, such as Christmas caroling and folk shows for Independence day.
- School for "little passengers."
- Access plan with different fire brigades.
- Visiting stations: supervisor-led educational visits for school children to stations, workshops and the Integrated Control Center.
- Schools for the blind: artistic activities and massages for our users provided by



massage therapy students who need to complete their goal of practical training hours.

- Fun tea party for SENAME: During the participatory mural painting at the Ciudad del Niño station, the line team organized a fun activity with children from SENAME.

### Line 5

- Riding in the Cockpit”: Children who frequently ride the Metro saw their dream of driving a train come true.
- Christmas dreams”: In December 2013 a symbolic activity was held at the Barrancas Station where riders wrote down their Christmas wishes. On March 25, 2014, Patricia Gutiérrez, mother of two children ages 6 and 12, received school supplies donated by the station staff to help her with her back-to-school expenses, making her Christmas wish come true.
- Aid for Valparaíso”: Blankets, personal care items and non-perishable food items were collected for the victims of the Valparaiso fire.
- Mother’s Day”: On Sunday, May 11th, 2014, the Barrancas Station organized an activity for women riders where blind massage therapists offered relaxation massages for free.
- L5 Cueca Group”: On Tuesday, September 16th this folk dance troupe travelled along the line showing their talent to customers and workers creating a festive mood during Independence Day celebrations.
- Hospital Visit”: Visit to the San Juan de Dios Hospital oncology and neonatology wards. The purpose of this visit was to spend a moment of happiness with hospitalized children, helping them cope with their stay in this institution. Children were presented with corporate Metro gifts.