



6. CUSTOMERS

[DMA] Metro's predominance in the public transit system and the impact that its service has on millions of people particularly underscores the urgency of providing residents a reliable, efficient system. The 667.6 million trips made by Metro in 2014 secured the company's role as the backbone of the capital city's public mass transit system. An average of 2,268,000 trips on weekdays is a remarkable responsibility and commitment for Metro.

Our customers are one of the company's five strategic pillars, and the main objective for this pillar is to ensure a riders have a good, dependable, quick and safe commute with adequate comfort standards. We also strive to meet our customer's service-related information needs before, during and after their commute.

Our Sustainability Policy underscores the importance of our customers and our commitment to "providing a quality, safe, efficient, accessible and continually-improved experience during their ride."

There were some incidents in 2014, which impacted our operations and inconvenienced our users. Worth noting is the full drive power shutdown on Line 5 on August 20th. Service was down for two hours and fifty thousand users had to be evacuated. Ground transportation (bus services) was reinforced. There was another power outage on November 14th, which shut down service on Lines 1, 2 and 5. Operations were gradually resumed until fully operational.

In 2012 Metro launched its Service Strategy focused on our passengers' experience, covering all stages, from the time they leave home up until to their final destination. We pledge that our "customers arrive at their destinations quickly, on time and receive a pleasant, well-informed service."

The four pillars of Metro's services are:

INFORM

EDUCATE

EMPATHIZE

PROTECTOR



Informar



Educar



Empatizar



Proteger



In 2014, Metro continued implementing its strategy but focused on Phase II “Excellence.” It also put into action two other related strategic projects involving customer communications and Phase II of the METROSAFETY System. Details of the initiatives and activities related to these projects are described below.

Service and Riding Experience

Service Academy

There was a remarkable breakthrough in 2014 when we implemented our Service Strategy pillars. This marked the first cycle of our Service Academy—a training program designed to provide our first line teams with the tools they need to best apply our four strategic pillars: Protect, Inform, Educate, Empathize.

Additionally, a reinforcement plan was put into action in order to emphasize those behaviors linked to the strategy. This plan, called “The route of four pillars,” consists of providing materials for daily use, including tips and reminders, as well as in situ recognitions for those who are observed performing actions in line with those four pillars. At the same time, the Service Strategy symbol was made present throughout the company in order to reinforce the main concepts involved in the daily work strategy.

Passenger Academy

Upon realizing that their actions and behaviors have an impact on their own riding experience, our own passengers requested that Metro take on an educational role. In response to that request Metro implemented several Academies, to wit, for little passengers, young passengers, visually-impaired users and senior citizens. The academies aim to foster mutual respect and common wellbeing, and encourage responsible and self-care behavior.



The following 16 activities were conducted during the June-November 2014 period.

Little Passengers	Young Passengers	Senior Citizens	Visually impaired
Academies: 3 Line 5 Family workshop Line 4 Family workshop	Academies: 5	Six locations in the district of Santiago	Academies: 2

Operational Improvements

During the reporting period, the following improvements were made to Metro's network currently in operation:

Train Upgrades: AC systems were installed on Line 1 trains starting in 2013. There were 14 new trains added to the ranks and another 12 trains were modified by the end of 2014. By now, 60% of the Line 1 rolling stock is equipped with AC. By the end of 2015 it is expected that 100% of the trains will be refurbished. At a later stage, close to 60% of the trains on Lines 2 and 5 will also be fitted with AC systems.

Retrofitting of NS74 trains: detail engineering work began in order to retrofit NS74 trains, plus the construction of a manufacturing facility at Taller Neptuno, in order to extend the life of this train model by 20 years.

Implementation of Automated Control System for trains: in addition to other perks, the system will entail benefits related to transportation supply and consumption.

Enabling Web pay to load Bip! Card: implementation of bip! Card loading from a checking account or sight account 24/7, followed by validate of the credit at an Infobip center or kiosk at our network stations. Additionally, 800 new loading posts were added to the loading network, in addition to retail stores, schools and shops.

Customer Satisfaction

[G4-PR5] A third-party pollster firm interviews customers at our stations on a monthly basis asking them questions about relevant aspects of our service. Individuals chosen to take part in the surveys are selected from among users at all network sites, i.e., lines, and stations, and at different times. Results are shared with and reviewed by each line subdepartments, in addition to operations, marketing, maintenance, human resources, among others, in order to implement work programs that provide continuous improvements to our management.

In 2014 user satisfaction underwent ups and downs, with the month of September ranked the worst at 38% net satisfaction. This poor score is attributed to major service interruptions affecting operations and customer travel.



However, poll results showed that implementing the Service Pillars did have a positive impact. This is evidenced by comparing the annual average satisfaction rate of “kindness of the service personnel” ranked at 45% in 2013 with the 2014 rate at 56%, as well as the “level of satisfaction with professionalism” rate situated at 50% in 2013 compared to 60% the following year.

These are remarkable results bearing in mind that Metro faced major operational failures in late 2014, which has a potential negative impact on passengers’ perception of this aspect.

One negative result was the drop in passenger satisfaction with our riding conditions, which was previously one of the most highly appreciated attributes. This average annual rate fell from 49% in 2013 to 43% in 2014. This attribute is influenced by our passengers’ perception in rush hour, which is why we are constantly implementing action plans to meet customer demands. Last year, however, the operational issues experienced by our service, which increased passengers’ perceived discomfort during their commute, compounded the situation.

Managing Contingencies

As stated above, there were some substantial incidents that took place in August and November 2014. These has a significant impact on Metro’s operation and made it necessary to conduct evacuations and reinforce surface bus services. Following these operational failures, Metro set out to implement a new management approach aimed at mitigating the impact of service interruptions on our customers and the city. **The High Impact Failure Management Plan** takes into account internal analyses, suggestions by an Expert Committee, our workers’ opinion and best international practices. By means of short and long-term actions in Metro’s maintenance, operations and communications areas, the company intends to cut the failure rate and service restoration time when this kind of event happens.

The plan entails a US\$114-million investment, annual expenditures of US\$14 million and the following actions:

Maintenance:

- Checking and replacing the 750 Vcc insulators at critical points along the network.
- Enhanced presence of our maintenance teams throughout the network at rush hour.
- Checking on the trains’ backup power supply systems.
- Thoroughly inspecting tracks components.
- Hiring the first team to reinforce technical review of contracts and expedite standardization.
- Reinforcing the comprehensive cleaning of facilities and technical equipment, as well as checking tracks, manholes and gutters.

On top of these actions Metro has implemented strategic and organizational management measures, such as process improvement on maintenance planning, enhancing the sourcing process, modernizing the maintenance management support system, redefining the role of maintenance in operations management, reinforcing technical maintenance inspections, and reviewing and reinforcing the organizational structure of maintenance.

Operations-wise the emphasis has been made on optimizing coordination with street level public transportation, and setting up previously-agreed action plans to address contingencies. More information about work developed by Metro and other relevant stakeholders is available in Chapter on Urban Setting.

In order to better manage emergency situations, Metro has implemented the following actions:

- Increasing headcount at stations.
- Building the job retraining team for staff working in traffic, stations, intermodal stations and Integrated Control Center.
- Reviewing the Station, Trains, Tunnels and Tracks Emergency Manual.
- Reviewing the Tunnel Evacuation Protocol.
- Providing stations with equipment to ensure communication and facilitate the re-directing of passengers during emergencies.

Communicating with Customers

[G4-PR3] The Riding Experience and Passenger Communication area is responsible for defining passenger communications. Information is produced by the Communications Center (CC) located at the Integrated Control Center (ICC). The purpose of this communication is to keep passengers informed during the entire riding experience and provide useful, clear and timely information.

Passenger communication covers four aspects, each with its own specific objectives:

1. **Regular information:** information about the network's operation status and riding times posted on several channels such as Twitter, mobile applications, web page, station access screens, traffic light stands and displays over platforms.
2. **Education:** activities carried out during "Passenger Academies" and campaigns on best practices regarding the use of this means of transportation.
3. **Link Information:** campaigns on special dates such as New Year's, Mother's Day, Independence Day, among others, in order to establish links between the company and passengers.
4. **Information during breakdowns:** information during and after emergencies.



Metro has passenger evacuation procedures that apply to their trains, tunnels and stations during service disruptions. During the service breakdown on August 20, 2014, fifty thousand people were evacuated from the network without any major incident. However, the company realized it was necessary to improve information provided to passengers once they were already outside at the street level. After having learned this lesson, Metro set up a team to review and reinforce passenger information protocols during emergency situations. Actions adopted include:

Communication plans: Communication plans were drawn up for specific service disruptions, specifying what to say, when to say it and which channels should be used to convey the message, depending on the nature and scope of the contingency. The purpose of all of this is to keep our passengers informed during their riding experience. These plans are applicable to all customer-related media communications, one of which corresponds to communication from our train operators to passengers. To that end, a passenger communications sheet was designed for our train operators, with a view to facilitating and standardizing messages delivered by our train operators.

Access displays: these were first implemented at 44 access points to 18 stations throughout our network. The purpose is to provide service information to passengers when they access the network, all the more important during contingencies affecting the regular timing of our services.

Due to their location these displays are very beneficial to our passengers. They provide them with information on how to best continue their commute even before they enter the station. They also help prevent commuters from going up and down stairs in the wrong direction simply because they are already know what is going on inside the station prior to entering and they do not need to head back from inside, thereby reducing the likelihood of accidents. These displays are also useful in that they limit crowding at station entrances because riders can see the stations are full from a comfortable distance.

The second stage of this initiative will be implemented at another 48 stations in 2015, increasing our coverage to 80% of passenger traffic in one year.



Helpful Information to Continue your Commute: new solutions are being implemented to provide Metro commuters with bus service information in order to facilitate connections to street-level bus service when Metro operations are disrupted. Information includes location of nearby bus stops and bus line services available. More information on this communication initiative is available in the chapter on Urban Setting.

Emergency information: the company has attributed greater importance to what information is provided to commuters during emergencies. As a result our passengers are better informed as to what steps should be taken during these situations. New visual aids were set up on all on-board displays and at the InfoMetro point at stations. The company also launched a campaign consisting of delivery of information guidelines and video clips on platform displays, social media and its Web page.

[G4-PR4] As for regulatory compliance with service information delivery requirements, Metro complies with all applicable regulations, and there weren't any cases of Metro not complying with information delivery requirements in 2014.

[G4-PR7] Metro campaigns also meet the advertising-related criteria set forth under the Code of Ethics issued by the Commercial and Corporate Affairs Department. Likewise, by being a member of the National Advertisers Association (ANDA) Metro abides by the Chilean Code of Ethics on Advertising. Finally, additional criteria apply to advertisers companies displaying advertising in space sold by Metro through its operator.

Safety

[G4-PR1] By means of the Integrated Safety System called METROSAFETY we have worked on implementing our Safe Customer Program, which consists of a number of customer accident prevention actions and activities aimed at achieving zero harm.

The program consists primarily of the following action items:

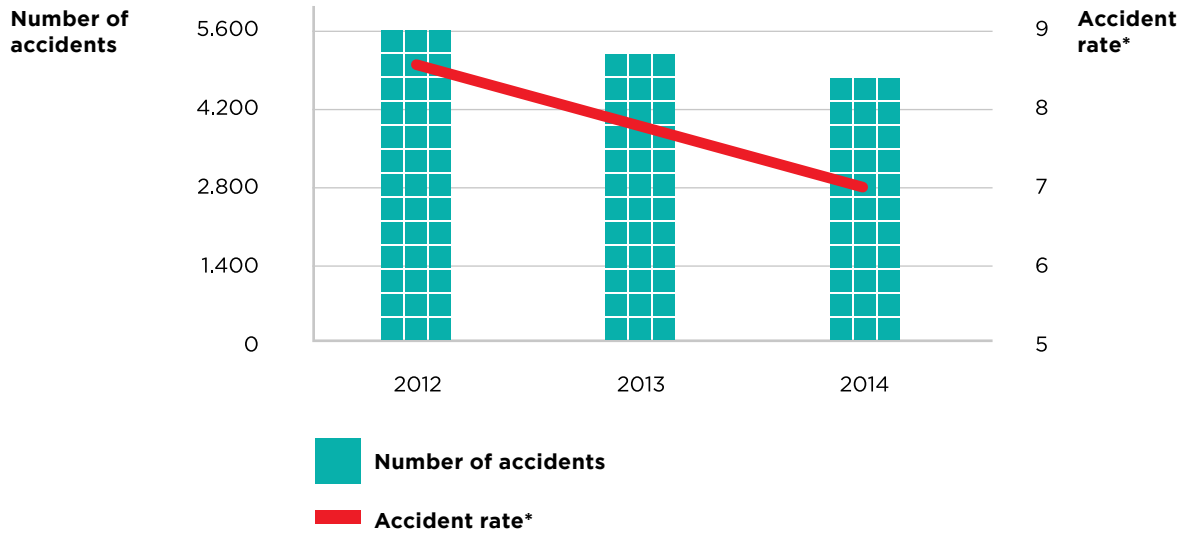
- Following up on the customer accident rate.
- Putting together multidisciplinary work teams.
- Identifying critical spots with the highest number of accidents and analyzing the causes.
- Defining safety standards.
- Training operations team at the 12 most critical stations, focusing on Platform Assistants and Customer Assistants.
- Improving the conditions of walkways, handrails, central lighting, dangerous areas, uneven surfaces, etc.
- Organizing campaigns to correct customer misbehavior and delivering messages through loudspeakers at stations and on trains.
- Educating and training customers who are more accident prone.

The CEO reports monthly to the Safety Committee on the customer accident rate.

Metro's 2014 accident rate was 6.97 accidents per million passengers and has dropped consistently over the last few years



Customer Safety Figures



* Accidents per million of passengers transported

With a view to preventing accidents and encouraging our passengers to be more careful and aware during their commute, Metro and Mutual de Seguridad launched a campaign called “Escucha tu lado bueno” (listen to your good side)

Moreover, as far as crime is concerned, Metro is the safest public space in the entire capital city, with a crime rate of 0.41 crimes committed per million passengers transported in 2014—6.4% less than 2013.

In spite of all the measures adopted in our network, an unfortunate incident took place in July 2014 at the Los Dominicos station when a security guard found an explosive device. He followed company safety procedures and successfully kept the public out of harm’s way. Another serious incident took place in September, which, although it did not exactly happen in our network, it must be included in this Report. A handmade bomb was detonated in the Subcentro shopping center, located at Escuela Militar station.

Following these events Metro adopted a number of measures to reinforce network security and safety. Our company hired a British safety expert with 10 years experience in the London subway. He visited our facilities and interviewed more than 40 workers at different levels and checked a number of emergency procedures in place. Based on the conclusions of said assessment, Metro added some continuous improvement measures to its safety system, including but not limited to the following:

- Better coordination with police services and the Ministry of the Interior and the daily presence of 450 carabineros (police officers) throughout the network.
- Daily checks of stations, terminals, workshops, and all trains in circulation.
- Removal of trash bins on platforms.
- Replacement of metal trash bins with transparent plastic bags.
- New SMS 1411 service to receive user reports on events that may affect passenger safety during the commute.
- More private security guards and installation of surveillance watch towers at stations with the highest demand.

Before the safety incidents occurred in 2014, Metro was already discussing the possibility of opening a police precinct with Carabineros de Chile inside our network. Construction will begin in 2015 at the Baquedano station.

Access

The Universal Access Program is designed to ensure that all individuals with limited mobility have safe and convenient access to Metro's network and may move around as independently as possible. Metro is committed to complying with Act 20.422 in 2018.

An Access Group that keeps track of progress on a monthly basis monitors the Program.

Some milestones in 2014 were the opening of elevators at seven stations along Line 1 (Manuel Montt, Salvador, Universidad Católica, Las Rejas) and Line 2 (Rondizzoni, San Miguel and Ciudad del Niño). The engineering work will be completed in 2015 for the other seven stations included in the second phase, namely, Toesca, La Moneda, República, Neptuno, Parque O'Higgins, El Llano and Lo Ovalle.

Additionally, this year the company began a pilot project consisting of a Audible Information System (NFC Technology) at the Santa Lucia station. The system provides more autonomy and better access to the visually impaired. Users can place their mobile phones up to the acrylic boards strategically located inside the station and receive an audible message guiding them from the entrance down to the platform level, thereby allowing them to move around more independently. In the future nine other stations will be equipped with the same technology as part of this initiative, i.e.: El Parrón, Las Rejas, Los Héroes, Pedro de Valdivia, Plaza de Armas, Plaza de Maipú, Plaza de Puente Alto, Salvador, and Simón Bolívar.