

HUMAN RESOURCES

The dynamic nature of business and the challenges set by globalization and heightened competitiveness, place tougher demands on all of us. For this reason, it is crucial to be able to count on well-suited professionals and provide the right environment to make best use of his or her skills. Throughout the years, Quiñenco has endeavored to promote group culture, based on the creation of value, leadership, innovation, all within a framework of sound ethics and values. Thanks to this, the professionals who work at the conglomerate are known for their great flexibility, team spirit, good judgment, solid human values and excellent interpersonal skills.

Through its Human Resources area, Quiñenco has created a series of executive evaluation tools, which has allowed it to establish a good career development scheme and guarantee the continuation of this over time. Among the tools are a well-defined set of criteria for the selection and hiring of executives; an established policy for evaluating performance; and incentive systems, which can be applied to each particular case.

Another role, which Quiñenco fills with determination, is that of promoting interaction between the various businesses, making the most of the synergies, which come with being part of a conglomerate, and developing best practices.

Quiñenco's priorities for the future include: improving day-to-day working conditions and a creating a climate of trust and innovation so that everyone feels inspired and proud to be part of the group; being proactive in the creation and refinement of job training schemes and programs to best meet the current and future demands of the business unit, as part of a strategy that favors cooperation and synergies; designing and promoting changes in the administrative structure aimed at creating flatter, more flexible, focused and autonomous units; granting specialized assistance to those divisions undergoing structural change (revamps, ongoing improvements, restructurings, total quality); and stepping up the early detection of personnel with potential and offering quality follow-up and career development.

PERSONNEL (As of December 31, 2001)

COMPANY	EXECUTIVES	PROFESSIONALS & TECHNICIANS	OTHER WORKERS	TOTAL
Quiñenco	14	16	10	40
Banco de Chile	124	2,775	1,151	4,050
Banco Edwards	122	1,713	1,008	2,843
Madeco	60	385	2,869	3,314
Telsur	28	353	249	630
Lucchetti	17	148	793	958
Hoteles Carrera	8	54	271	333
Other subsidiaries	16	74	65	155
TOTAL	389	5,518	6,416	12,323

As of December 31, 2001, the affiliate companies CCU, Promarket and Habitaria had 3,892, 1,248 and 83 employees, respectively.