

One of the main objectives of Quiñenco is to create teams of professionals sufficiently motivated to meet the targets of value creation set by the parent company and its subsidiaries.

For this very reason, the Human Resources area has always strived to reinforce the main pillars upon which each group company is built. These pillars represent value-creation, leadership, innovation, and ethics. At the same time, there is a constant effort to:

- motivate as a way of improving productivity
- align the interests of shareholders and workers
- stimulate creativity and training, strengthen a sense of belonging to the group
- maintain an explicit commitment to the community and environment
- establish specific and general mechanisms for recruitment and personal evaluations and
- properly manage executive career development.

Another important task is to follow the career track of group executives, evaluate them and position them so that their potential is allowed to flourish. In this way, executives have the constant incentive to develop themselves professionally, which is in itself a reward for their contribution to the creation of value. The evaluation process is also directed at finding emerging talents, and ensuring that these people are nurtured and given ample opportunity to develop professionally.

In helping to ensure that executives give their best, Quiñenco strives to create an optimal organizational climate and workplace conditions. It also initiates organizational changes, effected through reorganizations, constant fine-tuning and the implementation of best practices.

Quiñenco seeks to unite group companies through the development of beneficial synergies, as in the case of the acquisition of certain goods and services and the definition of administrative policy and procedures related to the area of human resources.

PERSONNEL (AS OF DECEMBER 31, 2002)

Company	Executives	Professionals & Technicians	Other Workers	Total
Quiñenco	12	17	10	39
Banco de Chile and subsidiaries	268	4,226	4,113	8,607
Madeco and subsidiaries	52	331	2,405	2,788
Telsur and subsidiaries	26	298	212	536
Lucchetti and subsidiaries	24	203	354	581
Hoteles Carrera	10	25	242	277
Other subsidiaries	13	76	33	122
Total	405	5,176	7,369	12,950

As of December 31, 2002, the affiliate companies CCU and Habitaria had 3,899 and 85 employees, respectively.