

# Human Resources

**At Quiñenco we know full well** that if it weren't for the efforts, dedication, talent and loyalty of the people who make up the company, nothing we do would be possible. It follows, then, that one of the main concerns of the parent company is the selection of first-class people, as much for their professional capacity as for their human qualities.

Those who make up Quiñenco are highly qualified professionals who have made teamwork, personal commitment and the quest for results the focus of their performance.

To identify this professional profile, Quiñenco has established selection and recruitment mechanisms directed at finding the best emerging talent and nurturing career development. At the same time, the company has general and specific mechanisms for evaluating the performance of those people it takes on, so that remuneration is commensurate with the level of responsibility and linked to performance and results year to year.

Quiñenco's culture embraces the development of talent and expertise, both individual and collective, and encourages personnel to reflect on their progress. This means that our people are equipped to give account of themselves as they improve, while delivering results that add value to the company.

Among the main tasks of Quiñenco's human resources management is the promotion of motivation as a means of increasing productivity, a policy that amounts to a permanent invitation to identify and commit to the success of the business.

It is also the job of Human Resources to match shareholders' interests with those of our workers, as well as to strengthen their sense of belonging to a group, to provide the optimum organizational environment and workplace conditions, to maintain an explicit commitment to the community and the environment, and to gear any process of reorganization toward improving structure, results and quality.

It is worth highlighting that Quiñenco has always taken care to adapt its human resources policy to new technologies and the globalization of markets.

## Personnel (as of December 31, 2004)

Company	Executives	Professionals & technicians	Other workers	Total
Quiñenco	12	13	15	40
Banco de Chile	318	4,750	4,297	9,365
Madeco	49	643	2,085	2,777
Telsur	6	196	301	503
Indalsa	3	1	5	9
Hoteles Carrera	2	11	52	65
Other subsidiaries	14	57	42	113
<b>Total</b>	<b>404</b>	<b>5,671</b>	<b>6,797</b>	<b>12,872</b>

As of December 31, 2004, the affiliate companies CCU and Habitaria had 3,876 and 60 employees, respectively.