

# 6.

## Our People



Transelec has always considered its employees the key to the Company's development. During the pandemic, the company took all necessary and known measures to protect the health and integrity of its teams. In addition, in 2020 we intensified communication with our personnel, to inform and accompany them in this challenging process.

Although supporting our teams during the pandemic was our main priority in 2021, we also worked on attracting new talent. Transelec has competitive benefit and compensation policies, as well as incentive plans that enable us to attract, retain and motivate top talent.

Regarding professional development for our collaborators, the Company is regularly implementing training programs that allow our employees to develop new competencies and skills. Our teams continually work to meet the highest professional standards and adapt to changing requirements of the organization.

Remote work has continued since the start of the pandemic in order to protect the health of our employees. This measure was implemented for all members of our Main Office and Zone Divisions, including all workers that could work from home. However, the need to work close to our assets meant that nearly 30% of our personnel remained in the workplace.

In order to safeguard personal safety and respect protocols currently in force, we designed a gradual partial Reincorporation Plan, which remained in force throughout 2021. A maximum of 120 people worked at our Main Office, thus consolidating a hybrid work model. This plan is based on the Weizmann Institute of Science, Israel, which divided its organization into two groups to prevent infection and implemented a 4x10 working model in which employees are required to work 4 days in the office and 10 at home. We have successfully executed this model to date, in keeping with decisions made by the health authority.



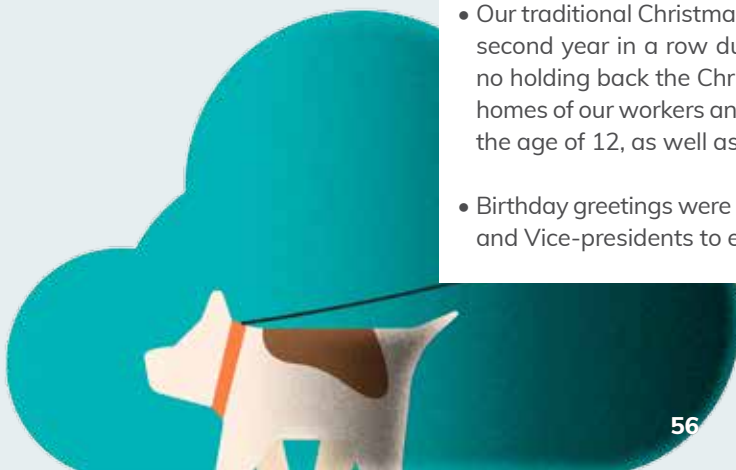
In addition, we started to look at Transelec's future without the pandemic in 2021. We consequently started to analyze the degree of flexibility for each position. This all depends on a high-participation space throughout the entire organization where we listen to different groups of interest and the company's senior management. This work produced several results, including our permanent flexible work model that will enter into force in 2021.

We wish to highlight that despite the pandemic, Transelec has maintained its commitment to its employees, continuing training and development plans, promoting diversity and inclusion, and providing benefits and activities designed to achieve a balance between work and family life.

## Quality of Life

2021 led us to explore new ways of working and protecting our employees' quality of life. Transelec has adapted to the pandemic, incorporating new initiatives and rethinking others. The following initiatives highlight the efforts that the company has made to support employees' quality of life:

- Remote work emphasized the need for talking about balancing work, personal and family life. We consequently host talks to help employees navigate these challenges.
- Since a survey of our employees' needs showed that they had an interest in developing tools to improve their communication style, family life, and emotional health, we have also organized talks to discuss mental health issues.
- We have continued to support mental health initiatives such as the Special Emotional Support and Containment Program (PEACE), which provides counselling services for our employees, their spouses and dependent children.
- This year, we kept the reduced working day on Fridays, which was maintained throughout the year. In addition, we continued to provide the benefit of bridge days when legal holidays fall on Tuesday or Thursday, adding Monday or Friday as an additional day off.
- We also wish to highlight Transelec Club, which under the 1+1 modality (the company contributes the same amount as employees), develops recreational, sports and cultural activities. In keeping with the health contingency, this year the Club promoted remote activities and contests hosted from home.
- As part of our efforts to integrate families into the company, for the eleventh year in a row, Transelec hosted "Open Day", one day a year in which Transelec invites our workers' children to visit their parents' workplace and appreciate their contribution to the company. The activity was hosted remotely this year because of the pandemic.
- Health concerns meant that we could not gather for any type of celebration. However, we sent presents to the homes of our employees and closest contractors, thus enabling us to celebrate Independence Day festivities despite the distance between us.
- Our traditional Christmas Celebration was also suspended for the second year in a row due to the pandemic. However, there was no holding back the Christmas spirit and we sent presents to the homes of our workers and normal contractors for all children under the age of 12, as well as a present for each family.
- Birthday greetings were also sent via e-mail from our Organization and Vice-presidents to each of our workers on their birthday.



## The future of work at transelec

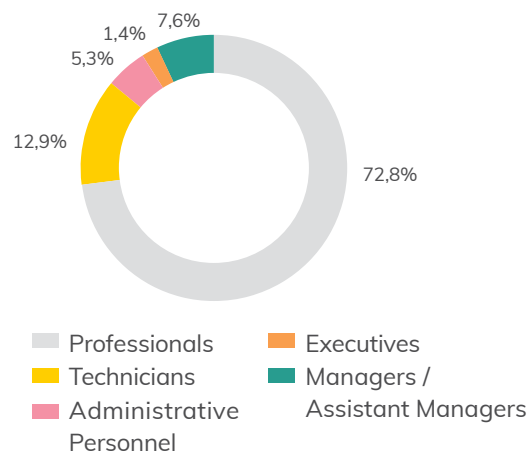
In 2021 we started the Future of Work Project at Transelec, which created an open listening channel for the entire organization, designed to assess the organization's needs and expectations regarding the possibility of flexibility and a new way of working after the pandemic. One of the outcomes of this process was the design of a flexibility matrix for each position. This information was used to start the transition process towards the adaptable organization model that become permanent starting in 2022.

In keeping with the way of working indicated in the Future of Work, we determined a series of actions for implementing and sustaining a permanent flexible model. These include workplace implementation assignments, permanent remote work assignments, lunch allowance renewal and ergonomic recommendation monitoring, all of which is accompanied by a robust communications plan to prepare this huge cultural change.

Finally, to support cultural change over the coming years, we consolidated a high-level strategic project that will address five fronts: talent attraction, diversity, infrastructure, technology, culture and leadership. Transelec is seeking to establish a series of medium- and long-term actions under these fronts. They will ensure that this new way of working becomes a reality to benefit people's productivity, satisfaction, well-being and the balance between work and family life required by these new times.

## Our staff

Transelec's staff came to 592 people as of December 31st, 2021. Over 96% of these workers are technically or professionally specialized, proving that the Company is highly knowledge intensive, in line with the service quality it requires. 71% of our Company's personnel are employed in Operations, Engineering and Project Development.



Note: this does not include personnel for projects



In terms of diversity at Transelec, we wish to highlight that one woman works at the Senior Management and reports level, while 23% of the rest of our staff are women (135). The following graphs and figures indicate employee distribution by nationality, age and seniority at the Company.

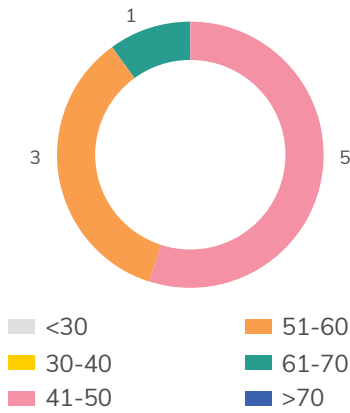
### i) Nationality

Nationality	Alta Dirección y quienes le reportan			Organización		
	M	F	Total	M	F	Total
Chilean	9	1	10	423	121	554
Foreigners	-	-	-	24	14	38
<b>Overall Total</b>	<b>9</b>	<b>1</b>	<b>10</b>	<b>447</b>	<b>135</b>	<b>592</b>

ii) Age distribution

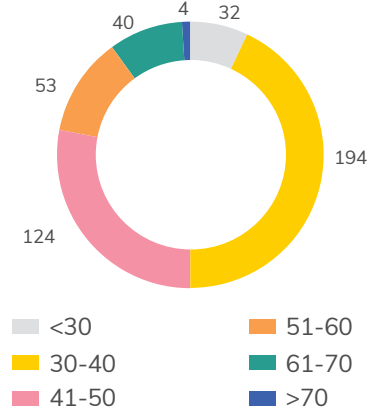
a. Senior Management and reports

NUMBER OF PEOPLE BY AGE RANGE (MEN)

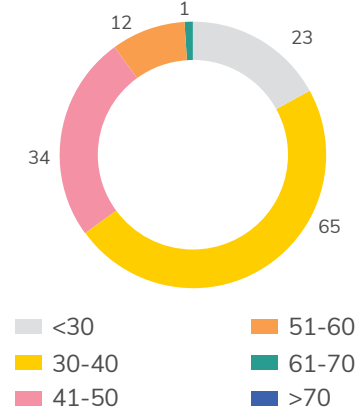


b. Organization

NUMBER OF PEOPLE BY AGE RANGE (MEN)



NUMBER OF PEOPLE BY AGE RANGE (WOMEN)

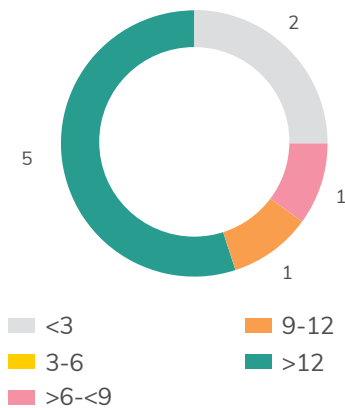


The age range for women is between 41 and 50.

iii) Distribution by seniority

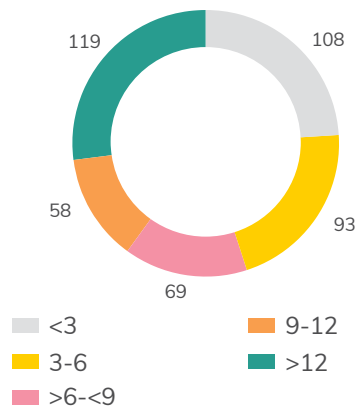
a. Senior Management and reports

NUMBER OF PEOPLE BY SENIORITY (MEN)

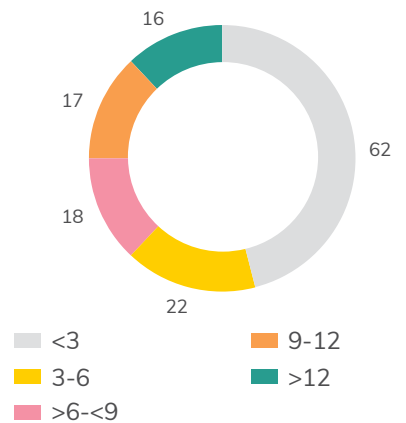


b. Organization

NUMBER OF PEOPLE BY SENIORITY (MEN)



NUMBER OF PEOPLE BY SENIORITY (WOMEN)



The seniority range for women is over 12 years.

iv) Distribution by Position

Seniority	<3		3 - 6		6 - 9		9 - 12		>12	
	M	F	M	F	M	F	M	F	M	F
Executive	2	-	-	-	1	-	1	-	4	-
Administrative Personnel	4	4	3	4	2	4	-	2	2	7
Managers / Assistant Managers	6	4	1	-	5	-	6	3	19	3
Analyst	38	24	31	10	15	9	8	4	11	-
Engineer	31	16	31	5	21	2	25	3	18	3
Supervisor	18	10	13	3	16	3	14	5	40	4
Technician	11	4	14	-	10	-	5	-	30	-
<b>Overall Total</b>	<b>110</b>	<b>62</b>	<b>93</b>	<b>22</b>	<b>70</b>	<b>18</b>	<b>59</b>	<b>17</b>	<b>124</b>	<b>17</b>

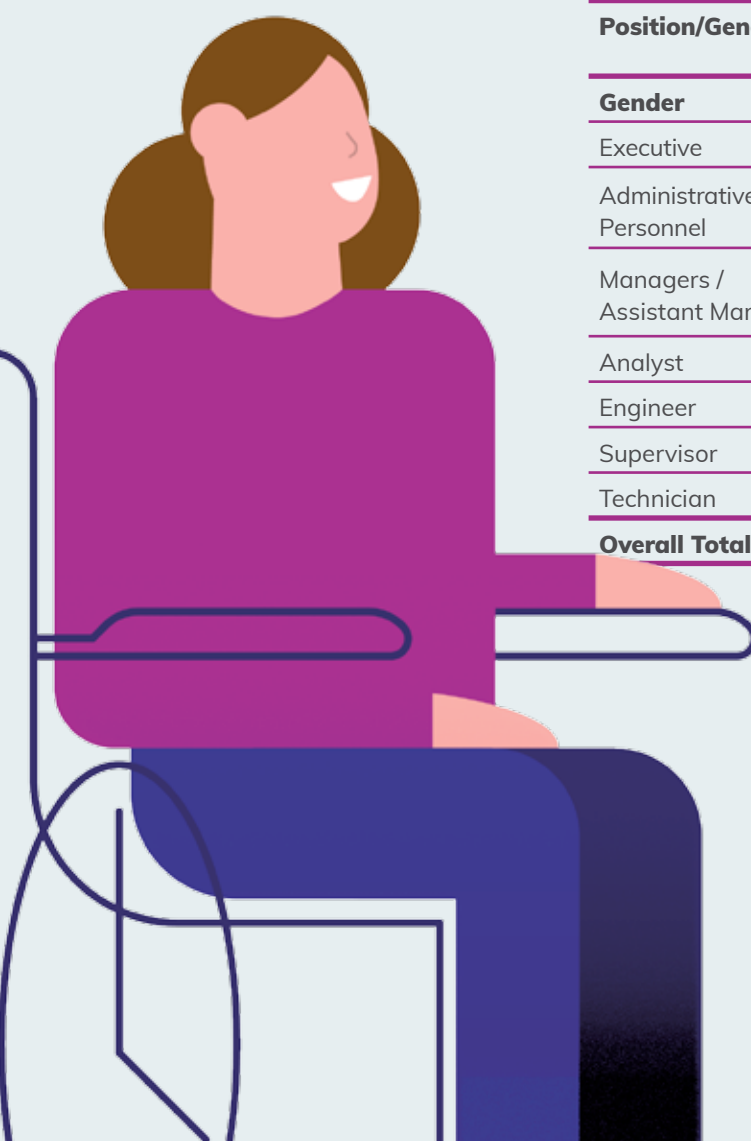
v) Disability status

Position/Gender	M	F
<b>Gender</b>	<b>M</b>	<b>M</b>
Executive	-	-
Administrative Personnel	1	1
Managers / Assistant Managers	-	-
Analyst	1	-
Engineer	3	-
Supervisor	-	1
Technician	-	-
<b>Overall Total</b>	<b>5</b>	<b>2</b>

vi) Salary gap

The following figure shows the salary gap between men and women as percentage rates. Salary gap is based on average gross salary for women compared to men. (AGS for Women / AGS for Men).

Position	AGS W / AGS M
Administrative Worker	124%
Analyst	102%
Manager / Assistant Manager	91%
Engineer	89%
Supervisor	87%
Technician	88%



## Labor relations and organizational climate

Transelec has been continued to promote good labor relations. In fact, the company has been given several awards in this category over recent years. Transelec has open house policy with its two unions, holding regular meetings with them to address different labor issues. This policy has helped build a relationship of trust between the two parties.

The Company successfully reached an agreement in June for a new Collective Contract with the Transelec Workers Union S.A., SITRAT. This Union represents 67.4% of the Company's total personnel. The process was executed virtually by means of Team meetings within deadlines indicated in the Labor Code and was closed with an agreement for the maximum legal period of 3 years, satisfying the parties involved. This is the second collective contract executed virtually, evidencing mutual trust and commitment.

## Working environment

During 2021, we have followed up on the action plan that each vice presidency committed to according to the results of the OHI organizational health survey (Organization Health Index, an index that provides a global standard to measure organizational health compared to a large number of companies, from different geographies and industries) applied in October 2020. This survey measures nine key dimensions within an organization, such as the work environment and leadership, and which the company performs every 2 years. Each factor assessed by this survey has been making positive progress over the years. The 2020 score was 80 points, a figure placing us in the upper decile for this evaluation worldwide, in keeping with our last three surveys with scores of 80 points or higher.

## Diversity and inclusion

We continued to further strengthen our diversity and inclusion strategy this year with the "Sumando Energías" program. In addition to full compliance with Law 21,015, requiring inclusive selection processes open to any applicant, and completing the first training stage for Internal Inclusion Manager certification, we conducted an inclusion diagnosis with the support of an expert consultant, talks on disability awareness and normalization, and we actively participated in REIN work groups and the SOFOFA Inclusion Network, strengthening our organizational commitment to inclusion in our industry and beyond.

We are still actively involved in the "Energía más mujer" program, and have signed a commitment to take actions to promote the inclusion and development of women in the power industry. We will continue to promote the incorporation of female and multigenerational talent through talks at educational institutions and job fairs. We have focused on our

selection processes, participating in the WEC Chile Women in Energy program, creating an Internal Mentoring Program and working with ARS Global for the implementation of Chilean Standard 3262 at our organization. We also conducted an in-depth diagnostic upon which action years will be built for the coming years. We prioritize promoting an inclusive culture and working on unconscious biases. We have held new Corporate Competencies talks to train team leaders, as well as ongoing communications in our grid.

In line with the conversations stemming from the social context of recent years, and based on the deep interest of our employees in volunteering, a social group called the Energy Solidarity Committee was created in 2020. This group, which brings together dozens of volunteers, reaffirmed its interest in generating and strengthening deep ties with the environment, by means of cooperation projects to benefit several communities.



This space for volunteer work was consolidated by incorporating new members and leading initiatives that will reach a large number of beneficiaries. The Energy Solidarity Committee sponsored three rural schools from Chile's central and central-southern areas, benefiting over 80 children and their families.

These activities include the following:

- **Enseña con Energía:** Agents for Change. This program is designed to provide integral training for boys and girls regarding issues such as the environment, recycling and energy, complementing the school curriculum.
- **Enseña con Energía: All hands on deck!** This program's main driver is contributing to improvements in school infrastructure, as well as shared and recreational spaces.
- **Dulce Campaña:** This Christmas campaign is executed at a corporate level, calling for candy donations to be given to boys and girls as Christmas presents.
- **Bookathon:** A campaign executed at a corporate level for the donation of school supplies, books and educational material. Over one thousand books and hundreds of materials were donated.
- **Christmas Card Contest:** Hosted at three schools with winners from all institutions.



## Training and Development

Our e-learning platform (APRENDE) provided training opportunities for our employees with tailor-made courses that were integrated with MOOCs (edX and Get Abstract). The platform thus became a learning ecosystem enabling formal training to be complemented with other resources and tools at Transelec and also enabling our corporate induction program to be carried out successfully in 2021.

Additionally, renowned national and international providers and institutions held training sessions for our employees, saving time and costs for the Organization's Training Plan.

We also wish to highlight that a Transelec English level diagnostic test was conducted. The evaluation allowed us to identify gaps in knowledge and provide resources to employees whose positions require English fluency.

The Corporate Competencies Model developed in 2020 was designed to align employees' expected behavior so that they can mobilize the organization effectively in the face of strategic challenges. Then, we designed and implemented a Training Route consisting of:

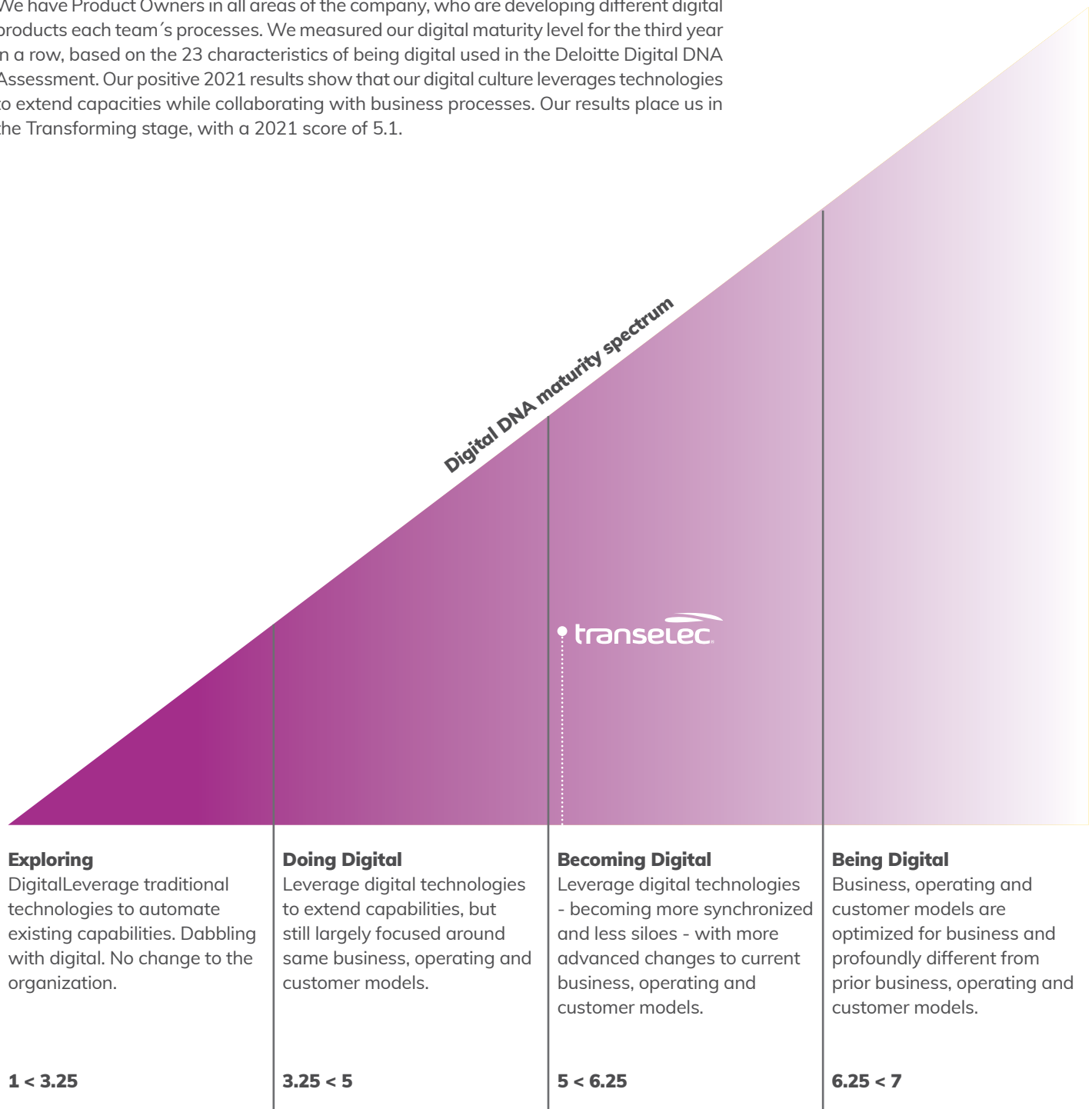
- 1) raising awareness through cross-company webinars,
- 2) training, with workshops and practical laboratories for leaders and workshops for employees, and
- 3) reinforcement to ensure and accompany the learning process and delivery of tools for the application of said competencies at the Organization.

Total training hours in 2021 came to 32,067 hours, amounting to a monthly average of 4.57 hours per worker. 99% of our employees had the opportunity to participate in training (courses, workshops, seminars, webinars, diplomas, etc.), related to technical issues, soft skills, safety, innovation and digital transformation, languages, administrative issues, management and information technology, among others.



## Digital transformation and change

The COVID-19 pandemic has encouraged us to prioritize the process of digital transformation. We have Product Owners in all areas of the company, who are developing different digital products each team's processes. We measured our digital maturity level for the third year in a row, based on the 23 characteristics of being digital used in the Deloitte Digital DNA Assessment. Our positive 2021 results show that our digital culture leverages technologies to extend capacities while collaborating with business processes. Our results place us in the Transforming stage, with a 2021 score of 5.1.



In addition, digital culture actions focused on data culture in 2021, which has been supported by the change management and internal communications area, as well as all company areas affected by the use of data for valuable decision making at the company.

## Vice-president salaries

Salaries paid to vice-presidents employed by Transelec amounted to CLP 3.64 billion in 2021 and CLP 4.45 billion in 2020.

## Bonus plans

Transelec personnel participate in a bonus program determined by their abilities to meet objectives aligned with the Company strategy. These objectives are developed in accordance with the level of detail and responsibility in the Transelec organizational chart.

## Organizational chart

Below is an organizational chart of Transelec's organizational structure, highlighting some of the company's key areas.

