

## HUMAN CAPITAL DEVELOPMENT AND TALENT MANAGEMENT

### Why is this important?

The main facilitators for compliance with Transelec's strategic plan are its collaborators. High quality standards required for our work, together with the increasing wide range of challenges the industry is facing, mean that we must attract, recruit, train, motivate and retain prepared professionals in the different areas required by the Company. Our collaborators account for 9% of our Value Footprint (see page 17) Salaries and benefits paid in 2017 came to US\$ 48.0 million, which was distributed between 529 persons. 2% of this total corresponds to senior management (general manager and the first line of managers), 21% to middle management, 71% to professionals and technicians, and 6% to administrative workers.

New stakeholders have entered the power sector in recent years and this has generated increased competition in terms of projects offered by the market and specialists working in this industry. In addition, society and the corporate and labor scenarios are changing. Companies must operate in a diverse world that demands flexibility, collaboration and transversal integration with these differences. New generations, specifically Millennials, are trying to make contributions to companies and find meaningful work. Job flexibility and the use of new technology are essential for these people when it comes to choosing a place to work at.

### Regulatory context

Labor issues are regulated by the Labor Code in Chile and the Labor Inspection Service is the public entity responsible for inspection and compliance. The 2017 Labor Reform amended this Code, presenting a new regulatory context for companies, workers and unions. New labor inclusion legislation (Law 20,015) was passed in 2017, determining minimum labor inclusion percentages for persons with disabilities<sup>16</sup>.

<sup>16</sup> Law 20,015 requires 1% of staff at companies employing more than 100 workers to be persons with disabilities.



## Editorial ARTICLE

Claudio Aravena, Vice-president  
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### Human capital challenges for the future

The way people relate to work has changed radically. Although our parents considered staying in one place to be a privilege, this is unheard of for current generations. Professionals are presently looking for much more than a good salary or stability, which means that companies must generate new talent attraction and retention strategies.

Our focus at Transelec has been to put people at the core of our strategy. This, together with a good benefits structure, has led to a very good work climate. We started this job ten years ago and the Organizational Health Index (OHI) survey conducted by the consulting company McKinsey has been essential when it comes to focusing on points for improvement. The survey is applied to workers in order to evaluate nine dimensions of organizational health.

We set out to bridge gaps the very first year, using leadership as the main leverage for our good work climate. We encouraged our professionals to develop new skills and provided an important space for transversal competencies. We scored 81 points on the last survey, ranking Transelec in the top 10% of the McKinsey & Co. global database.

This task, together with our outstanding labor relations, respect for our corporate values and a constant focus on our environment, has enabled us to build a very attractive organization to work at in terms of professional opportunities afforded and the Transelec seal. This seal sets us apart and is a source of pride, but also challenges us to continue consolidating.