



4

People, society and communities

We understand that our position in the industry, combined with a sound economic management, must leverage a team ready to contribute to carbon neutrality that has the tools to lead the construction and operation of our assets under high standards of safety and respect for the environment.

So, our growth plans, together with the commitment of everyone who forms a part of Cerro Dominador, have the potential to foster local employment, encourage the involvement of women in the economy and contribute in the long term to the development of the localities in our area of influence.

Our team

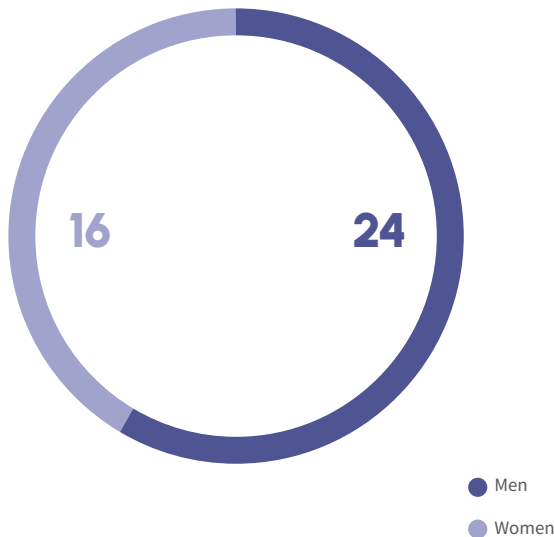
GRI 102-8 405-1

The people who work at Cerro Dominador have the common motivation of contributing to a sustainable world through clean energy production and processes respectful of communities.

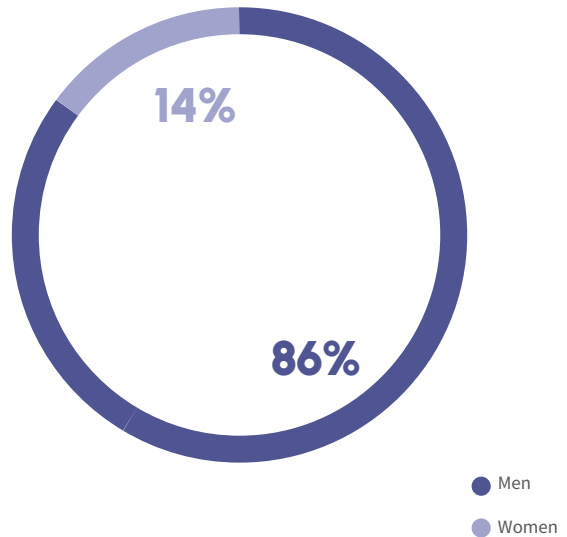
DOTACIÓN	2020	2021
Cerro Dominador (*)	42	40
Proyecto / planta (**)	1.401	597

(*) People working for Cerro Dominador in Santiago or at the plant.
 (**) Annual average number of people working at the Cerro Dominador complex, hired by the operating companies.

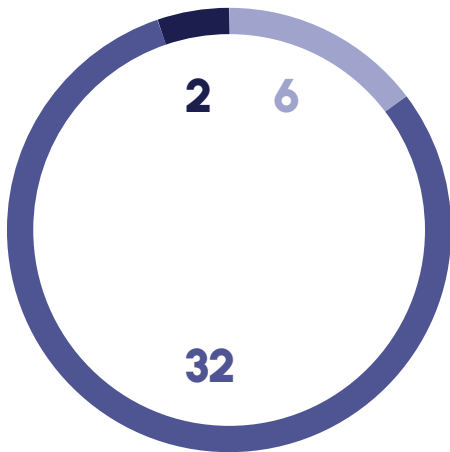
CERRO DOMINADOR DISTRIBUTION BY SEX



CERRO DOMINADOR DISTRIBUTION BY SEX AT THE PLANTS

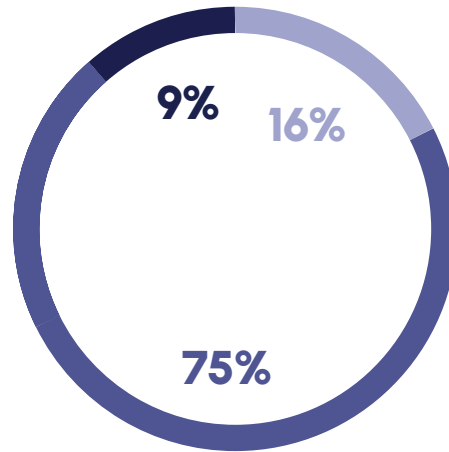


CERRO DOMINADOR EMPLOYEE AGE DISTRIBUTION



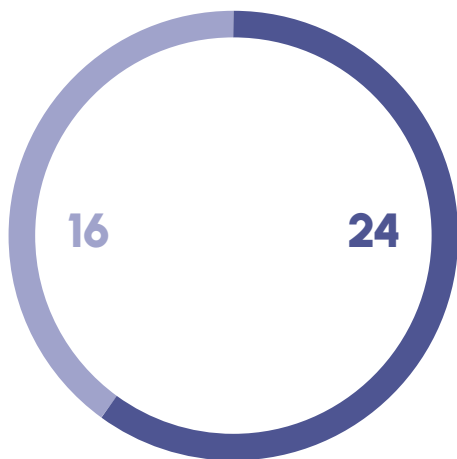
- Under age 30
- From 30 to 50 years of age
- Above 51 years of age

CERRO DOMINADOR PLANT AGE DISTRIBUTION



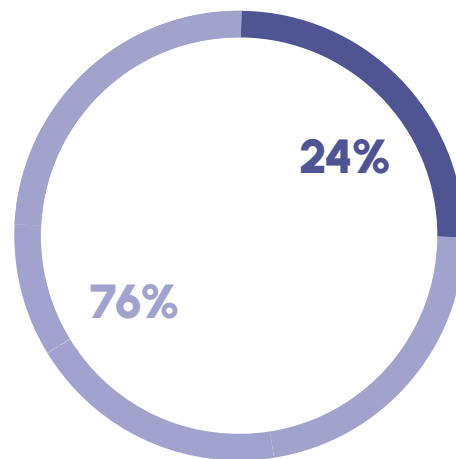
- Under age 30
- From 30 to 50 years of age
- Above 51 years of age

CERRO DOMINADOR EMPLOYEE BY TIME OF EMPLOYMENT



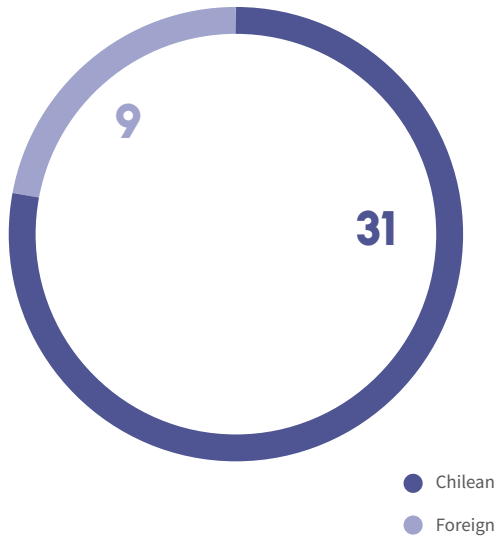
- Less than 3 years
- From 3 to 6 years

CERRO DOMINADOR PLANT EMPLOYEE BY TIME OF EMPLOYMENT



- Less than 3 years
- From 3 to 6 years

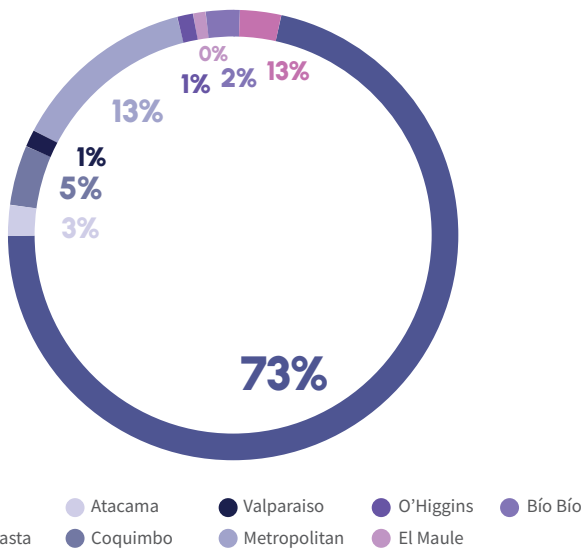
CERRO DOMINADOR EMPLOYEES BY NATIONALITY



CERRO DOMINADOR PLANT EMPLOYEES BY TIME OF EMPLOYMENT



CERRO DOMINADOR PLANT EMPLOYEES BY REGION OF RESIDENCE





DISTRIBUTION BY SEX BY SEGMENT (CERRO DOMINADOR)

	2021				2020			
	Men		Women		Men		Women	
Executive committee	4	67%	2	33%	5	83%	1	6%
Executive positions	11	69%	4	45%	9	56%	7	44%
Workers	9	47%	10	53%	10	50%	10	50%

2021	Men	Women
Executive Committee	4	2
Workers	20	14

Internal culture, development and motivation

Material topic

GRI 101-1 101-2 101-3

Why is it important?

The energy industry is one of the industries that has most changed in the last decade because of decarbonization and the need to adapt to the new regulatory and market requirements. In addition to becoming relevant, Unconventional Renewable Energy (URE) has also changed how projects are developed, from securing financing to managing operations and relating with the communities where the operations are located.

All this means, in addition to new know-how, other critical skills that include communication, collaboration, innovation and flexibility. The discussion of this topic encompasses direct employees, potential employees and contractors.

What does Cerro Dominador do?

Our team is known for its passion and perseverance. After many difficulties during the construction period, the concentrated solar power plant was started up in 2021, a milestone recognized to be symbolic in the country because of its importance to the renovation of the energy matrix. In fact, according to a report by Fundación Imagen de Chile (Chile Image Foundation), 75% of Chileans consider that the construction of the Cerro Dominador plant is a reason for national pride.

The search for solutions was useful in giving meaning to and consolidating the organization. This meant taking advantage of the vast experience acquired to move forward with new projects and ensure management of excellence in the operation of the plants and in corporate functions. The motivation comes from the pride of working for a pioneer in the region that is helping to care for the environment and also wants to be operationally self-sustainable and have sustainable relationships, especially with the community. That energy also makes the professionals set high and challenging goals because they perceive that they are creating paths.



A great place to work

In 2021, it received certification from Great Place to Work, a method that analyzes the work environment of companies based on the perceptions of their employees and an audit of their policies and processes.

Definition of our purpose

During the year, the Executive Committee and a group of employees engaged in an important activity to establish our purpose as a company. The aspects that must identify us were defined with the support of a consultant, who interviewed several members of the organization. Those aspects encompass attributes of the present, such who and how we are, the way in which we relate to our surroundings;

and of the future, the legacy that we want to leave as an organization. “Innovatively leading the energy transition so that people can choose a sustainable future” was the statement that summarizes our raison d’être. More details on the organizational purpose and values can be found in Chapter 2.

Performance management

GRI 404-3

For everyone working at Cerro Dominador, meeting the goals proposed by the company is part of the contribution we make from our roles as professionals and technicians. So, the annual performance review, which has three well-established phases, represents a tool to promote the potential of people and simultaneously strengthen the skills that are needed to develop the corporate project.

In the first phase at the start of each year, goals to be reached are set according to the SMART method (specific, measurable, achievable, realistic and timely). The second phase consists of a guided evaluation by the supervisor to note progress and opportunities based on the goals set. The third phase is the final evaluation and during that evaluation, the feedback session includes a review of the goals based on the forecasted economic incentives.



Attraction and turnover

GRI 401-1

We are part of a very dynamic industry with attractive projects being developed in Chile. It is an organization that attracts talent and has a low turnover due to the effect of the demand for professionals with know-how and experience in URE.

NEW HIRES IN 2021

11

Men	6
Women	5

TURNOVER RATE*

Employees below 30 years of age	2.44%
From 30 to 50 years of age	4.88%
Men	2.44%
Women	4.88%

* Internal turnover of the Cerro Dominador parent company

In 2021, the entire staff of Cerro Dominador –including the Executive Committee– received performance evaluations.

We respect the freedom of association

GRI 102-41

Cerro Dominador respects the freedom of association of our employees and those of contractors. We understand that unionization is a valid way to establish formal dialogue between employees and managers of the organization. There are no unions in Cerro Dominador, but a portion of the employees at the SPV plant are parties to a collective bargaining agreement with Sinami (National Intercompany Union of Industrial Assembly Workers).

Female employment in the industry

Material topic

GRI 101-1 101-2 101-3

Why is it important?

The energy industry is an economic sector that has traditionally been a space for the professional development of men. According to a 2018 study by the Ministry of Energy, the average presence of women is 23%, and it is higher in administrative positions and lower in technical, professional and managerial positions. The gap also covers other aspects, such as types of contracts (continuing or fixed-term). Faced with this reality, the new National Energy Policy— now undergoing consultation —proposes gender equity in managerial positions and in the salaries of public and private organizations in the energy sector by 2040. This topic is covered internally (directors and employees) and externally (contractors, suppliers, community, consultants, academia, civic organizations, authorities).

What does Cerro Dominador do?

We have a commitment to gender equity that starts from the corporate conviction that sustainable development needs everyone to be involved. This pushes us to work strongly on this aspect, both within our organization and in any spaces outside where we can have an influence and collaborate. The goal proposed in our sustainability strategy is clear and it aims to achieve full gender equity in our company in 2023, which translates into “Salary gap by position equal to 0 and a female presence of at least 40% in the organization.”



Together we can

The company's governance incorporates a vision of gender equity in the development of projects and initiatives. It also has a Gender Equity Committee that monitors initiatives and commitments.

The Together We Can program summarizes Cerro Dominador's commitment to gender equity. This program encourages selecting employees from a gender approach so that the composition of teams is equitable and representative of female talent now existing on the market. From this viewpoint, we are also working on improving the salary gap existing in the industry. We have extended this concern to our suppliers and contractors to encourage them to hire women.

During the construction period that ended in the first semester of 2021, Cerro Dominador pushed heavily for a change in the hiring pattern. It created the Mirrors Program, consisting of training and hiring women from the community of María Elena to assemble the heliostats of the photovoltaic panels. At its peak, 33% of the manufacture of heliostats and their assembly in the solar field was done by local women.

In 2021, the monthly proportion of the salary of men on the Executive Committee was 28% higher than that of women. It was 55% for employees. This calculation is based on the average gross salary, it includes expatriates and excludes the CEO's salary.

In-house talks

In 2021, we worked on sensitizing our corporate and plant employees to gender equity topics such as family abuse. We held three workshops, two on job well-being and self-care (15 people participated in Santiago and 15 at plants), while the third was held only for plant employees and addressed topics of violence against women and gender equity (25 people attended).

Mentorships for Antofagasta Youths

At the end of 2021, we began mentoring young engineering students at the University of Antofagasta, led by REDEG, with the participation of ACERA and the Regional Office of the Ministry of Energy. The initiative, sponsored by the Energy +Women Program, was intended to connect future professionals with those now working in energy companies. For three months, mentors from Cerro Dominador held workshops and individual sessions with students to share experiences and motivate them to become a part of the industry.

Experience-Sharing Campaign

We participated in the “Women are Pure Energy” campaign as members of the Energy Cluster of the Region of Antofagasta. The goal was to show the experience of 13 women from different areas, such as operators, executives, suppliers and industry benchmarks, among whom there were two employees of Cerro Dominador.

Programs in which we participated



This UN Women's program has been under way since 2018 and aims to promote gender equality by getting the private sector involved. It is oriented toward the economic empowerment of women by working and controlling their resources.



This is an initiative of the Ministry of Energy of Chile. The objective is to foster female employment in the industry. It promotes the design and implementation of a public-private – voluntary – plan with the Chilean energy industry and its chain of supply in which more than 60 organizations are participating. The goal is to overcome, based on a systematic approach, gender barriers and gaps to incorporate more female talent to the sector.

Health and safety

Material topic

GRI 103-1 103-2 103-3

Why is it important?

Because this is a specialized industry, energy production requires workers to follow technical procedures that sometimes present physical, chemical and other risks, such as falling, getting trapped and/or fire. In the specific case of URE companies, sound Occupational Health and Safety (OHS) systems is virtually a fundamental priority for their operation, needed because of their stakeholders, especially their employees, investors, regulators and unions.

What does Cerro Dominador do?

The health and safety of people, whether Cerro Dominador's own employees or those of contractors working at our plants, are a priority for our company. We have an Occupational Health and Safety Management System (OHSMS) that is based on ISO 45001 and addresses functional elements in the areas of leadership, structure, processes and actions. This tool, combined with a coherent framework for our safety management expectations, allows the specialized team to ensure that it is correctly applied both at the plants and in offices.

We are constantly fostering preventive measures and we impart training courses so that employees have the team tools of self-care and precaution.

Occupational Health and Safety Management System

GRI 403-1 403-8

Our Health and Safety Department is responsible for managing the resources needed for the OHSMS to perform correctly. It is focused on the goal to be attained and of maintaining the goal of no accidents through a series of tools:

1. Leadership and the commitment of the organization.
2. Strategic planning of the management system.
3. Organizational structure and responsibilities.
4. Supplier and contractor management.
5. Training and skills.
6. Risk management.
7. Monitoring and auditing program.

We comply with the regulations in Law 16,744 through the OHSMS and under the premise of continuing improvement, we are aspiring to ISO 45001:2018 certification. That certification audit is scheduled for the first quarter of 2022.

Care against the risks of a concentrated solar power plant

GRI 403-9 403-10

The main hazards present in the Operations and Maintenance (O&M) of any concentrated solar power plant are temperature and pressure because the plants have some lines loaded with steam and others with salts that are at high temperatures. Any leak is high risk because the salts are heated to 560°C and are managed in a liquid state. The pipes have high-strength thermal insulation. Nonetheless, should any leak occur, there would be severe and irreparable damage, so Cerro Dominador has in place and applies strict safety procedures and protocols.

The people who perform this work have been previously evaluated for their physical and psychological aptitudes to do that work. Once trained by specific talks, employees assigned to operate this equipment must have a work permit authorizing them to perform work inside the plant and they are required to use Personal Protective Equipment (PPE) at all times appropriate for the type of work. As a company, we plan and coordinate work every day and we reinforce all aspects of safety to be taken in account before beginning the workday. In this way, teams have key information, such as the pressure existing in the lines, and they have the ability to identify high temperatures, vibrations and pressure factors.

Other risks detected by evaluations by our legal insurance administrator (OAL) are UV radiation and noise exposure. None of our employees suffered these illnesses in 2021 thanks to training and the use of skin and hearing protection.

Services at plants and in offices

GRI 403-3

Services to protect the health of employees at offices and at plants are provided by the Chilean Safety Association (OAL). It provides support in addressing physical, chemical and biological risks, which are addressed by pre-employment physical examinations, physical examinations to test for altitude sickness, the ability to be in confined spaces and risk aversion, and psychosensory testing.

We are affiliated to the Chilean Safety Association (a work accident insurance association) and that affiliation is funded by the payment by Cerro Dominador of 0.93% of all taxable salaries.

The polyclinic at the Cerro Dominador complex is managed by Operadora Atacama, the main plant contractor. Its function is to provide immediate care in the event of an accident. If necessary, the victim is taken by the polyclinic's ambulance to a different care center.

Employee health and safety training

GRI 403-5

We are constantly training employees to encourage self-care and the prevention of risks associated with their jobs. Everyone joining the company must go through an induction that provides basic health and safety training. We imparted 7 courses in 2021 on 26 topics.

TRAINING

	2020	2021
Number of OHS participants	4,957	2,583
Number of OHS training hours	11,034	7,526.15

Joint hygiene and safety committees

Cerro Dominador has three joint hygiene and safety committees: one in the principal company and two in the plant operator that meet monthly. There were active instances of collaboration in 2021 in applying Covid-19 preventive measures. They also worked on defining a psychosocial risk protocol.

Pandemic measures

After a year of facing the health crisis caused by Covid-19, in 2021 we continued with the preventive routine to avoid infection among employees. The following measures were therefore adopted in operations.

- Everyone's temperature was taken daily upon entering the plant.
- A health statement had to be presented.
- Antigen tests were administered immediately if any symptoms appeared.
- A health residence was arranged for if quarantine was required.
- Social distancing in dining halls.
- Mandatory use of a face mask and alcohol gel supplied by the company.
- A safety induction to all plant employees focused on Covid-19 preventive measures during the transition from start-up to operation.

The most relevant measure for corporate office employees was telecommuting and a hybrid in-person work mode comprised of two teams (blue and orange). In-person meetings were also suspended and video conference calls were used instead.

Accidents and fatalities

GRI 403-9

Thanks to all our preventive measures, we had no fatal accidents or injuries to employees of Cerro Dominador. There was one occupational injury among project contractors and no fatal accidents.

Thanks to the commitment of all employees, both our own and those of contractors, the safety measures implemented in 2021 helped avoid accidents.

Community relations and development

Material topic

GRI 103-1 103-2 103-3
SASB RR-ST-160a.2

Why is it important?

In the clean energy industry, clean energy power plants are generally installed in places rich in natural resources like the sun, wind and water, and establishing constructive and close relationships with the communities is an operating requirement due to the magnitude of the projects that require social acceptance to be successful. The same communities are increasingly seeing new opportunities in these operations that start with employment, the possibility of being suppliers and of social investment in the territory. So, community relations become a material factor in the sustainable development of this industry, more so if there is a view capable of responding both to the historic social issues of the territories and of proposing new focuses of social development.

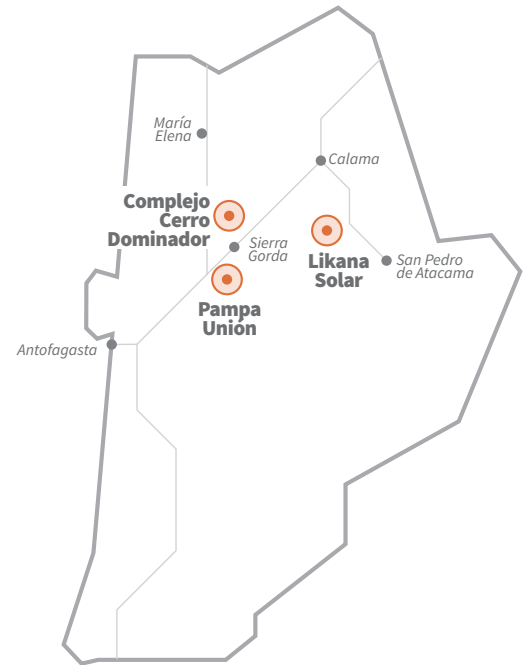
What does Cerro Dominador do?

Our projects are located in the Region of Antofagasta where we came to contribute to the neighboring communities by creating social value. To do this, we aim to establish transparent and close relationships and contribute both to the quality of life and to the development of those communities. On the basis of these aspirations, our sustainability strategy emphasizes dialogue and early involvement throughout the life cycle of projects and the hiring of local labor and suppliers.

Zones of influence

The Antofagasta Region has the highest ratio of direct solar radiation on the planet and the environmental humidity is so low that geographically, its attributes are ideal for the development of solar energy.

This is the zone where the Cerro Dominador solar complex is already installed, in the municipality of María Elena. We also plan to build Likana Solar, where the zones of influence will be Calama, San Pedro de Atacama, Chiu-Chiu and Río Grande; and Pampa Unión, in the Municipality of Sierra Gorda.



Our relationship pillars

SASB RR-ST-160a.2
Cerro 2

Cerro Dominador has a strong commitment to the communities living in the zones where we install our projects. We are respectful of their history and their traditions, and we also want to share with them the possibilities that solar energy creates as a source of development.

We have five pillars of community relations under which we organize and plan the programs and activities that we implement in this respect. Several of them relate to other aspects of our work as a company, such as people and supplier management.



Hiring local labor

- A program to train and educate and to instill skills in solar energy operators and maintenance technicians



Gender-focused hiring

- Mirrors program
- Operator training under CORFO grants
- Mentoring of youths in Antofagasta



Local supplier development

- A procurement program for the development of companies in María Elena.
- Program of Support to the Reactivation of the Pampa Salitrera (Salt Flats).

More information in Chapter 6.



Local tourism development

- A Tourist-Scientific Observation Center in María Elena.
- The Energy Tourism Route Project.

More information in Chapter 5.



Renewable energy education

- Guided visits to Cerro Dominador

GIZ, a German development agency, provided support to our work in 2021 in the form of an evaluation of the perception that local residents have of the ties that we have developed with the communities.

Entrepreneur program

Projects were implemented in 2021 under the Economic Reactivation Plan promoted by Corfo and the Municipality to support María Elena entrepreneurs whose businesses were impacted by the health crisis.

We and other mining and energy companies provided the resources and capacities for two competitive funds: “Reactivating my Pampa Salitrera” and “Together we will promote your Business,” that combined, benefitted 46 microentrepreneurs whose businesses were impacted by the health crisis. They received training, assistance and resources to invest in assets and working capital.

Alliance with universities

We wove a new network of relations with different universities during 2021 with which we will be collaborating in different areas of research.



University of Antofagasta: a master agreement to work on the area of energy poverty in communities near the Likana project that do not receive continuous electricity supply. We will provide support to degree thesis candidates and will also implement medical and dental care to the benefit of communities near the project.



University of Chile: research to determine whether the reflections from the mirrors at Cerro Dominador can be used as a telescope.



U. Mayor: research on the material of which the project's salt tanks are made. Resistance and durability will be measured according to the conditions that the salts, heat and temperature must have in order to determine the optimum levels to make the project stable for 30 years.

Formation of capacities and local employment

Material topic

GRI 103-1 103-2 103-3

Why is it important?

The renewable energy industry is dynamically creating job opportunities in Chile for professionals, technicians and workers who must have the expertise and abilities required by the different plants and operations. Companies are thus becoming poles of development for the localities where their projects are built. When public policies are added to the willingness of private actors, it is possible to create virtuous circles of benefit to everyone.

What does Cerro Dominador do?

As a company committed to the communities that house our operations, we want to be a contribution in different dimensions. Forming capacities and employing locals are aspects to which we have dedicated our efforts since the start of construction of the complex where our solar and photovoltaic plants are located, now in operation in the municipality of María Elena.

We want to emphasize what the Mirrors Program did, in effect from 2018 to 2020, under which we promoted the training and hiring of local women, who came to represent 20% and 33% in the heliostat assembly and installation in the solar field during the construction stage. In conjunction with other public and private actors, we are continuing to work on forming capacities so as to ensure that we have skilled female and male workers, who are from or live in the region.

Competitive Formation Program

Cerro 3

Backed by the Antofagasta Corfo Committee, this program was implemented in 2021 to train the operators and maintenance technicians of the Concentrated Solar Power (CSP) plants, the first to be trained in Chile.

The initiative was of benefit to 55 people who were given grants to be trained as control room operators, maintenance technicians and site operators. These three courses were planned after the technical profiles were designed by the Ministry of Energy and Chile Valora, the National Labor Skills Certification System Commission. The work was promoted in the Human Capital Task Force of the Energy Cluster that brings together public and private actors in the Region of Antofagasta. A program was supported by the Regional Office of the Ministry of Energy, was implemented by Codesser, and imparted by the Industrial-Mining Training Center of the Escondida Education Foundation (CEIM).

31 of the recent operator trainees were hired in 2021 to work at our CSP plant in María Elena and 11% of them are women.

Progress toward goals and objectives

STRATEGY PILLAR	OBJECTIVES	2023 GOAL	2021 STATUS
2. RAISE the standard of relationships with people, society and communities	Maintain dialogue and early involvement throughout the life cycle of our projects in respect for the customs of indigenous and local communities.	Dialogue and early consultation were aspects of 100% of our projects, with special respect for indigenous peoples and their customs.	A socialization process was put into effect for the Likana project.
	Ensure that local labor and suppliers are contracted by requiring this of our contractors.	75% of our construction and operation workforce is national.	At the close of 2021, 73% of the employees hired for operation and maintenance of our plants were from the Region of Antofagasta.
		60% of our suppliers are local and/or national.	76% of suppliers contracted by the operating company are national and/or local. In addition, 87% of the suppliers contracted directly by Cerro Dominador are Chilean and/or residents in the municipality of María Elena.
		50 people are trained annually to instill technical competencies related to our business.	55 people were trained under the Competitive Training Program in 2021 and 31 of that number began to work at Cerro Dominador.
	Implement the highest standards of health and safety in operation and construction.	An accident rate of 1 in new projects.	There were no accidents in 2021.
	Attain full gender equity in our company.	The salary gap by position must be equal to 0 and at least 40% of the organization's employees must be female.	In executive positions, it was 0.72. Among regular employees, it was 0.66.
			41% of the employees of Cerro Dominador were women.
	Be one of the great places to work in Chile	Attain a GPTW score of 80 in 2022.	This score was 78 in 2021.