



4th Neltume Ports Alignment Meeting

 **NELTUME PORTS**
Empowering Trade



INTERDEPENDENCE



CONTENT

- V.U.C.A Context
- Leadership
- Iniciatives

V.U.C.A.



VUCA

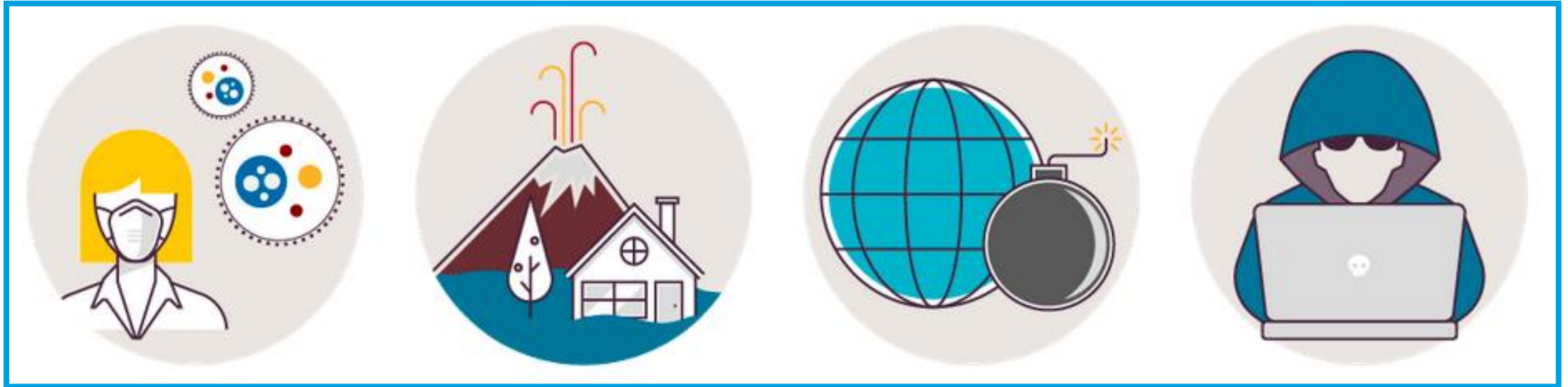
- Volatility
- Uncertainty
- Complexity
- Ambiguous



CRISIS



DIFFERENT TYPES OF THREATS



It tests the capacity to face crisis by promoting adaptation and an improvement in the organization and understanding of the resources we have to face them, both monetary and human.



DYNAMIC AND COMPLEX SYSTEM



Complex systems are networks composed of many interdependent parts that interact with each other.

An important aspect of this type of relationship is that they are nonlinear and therefore unpredictable.

When the consequences of a disaster affect the other parts of the system, it is more difficult to predict the final outcome.

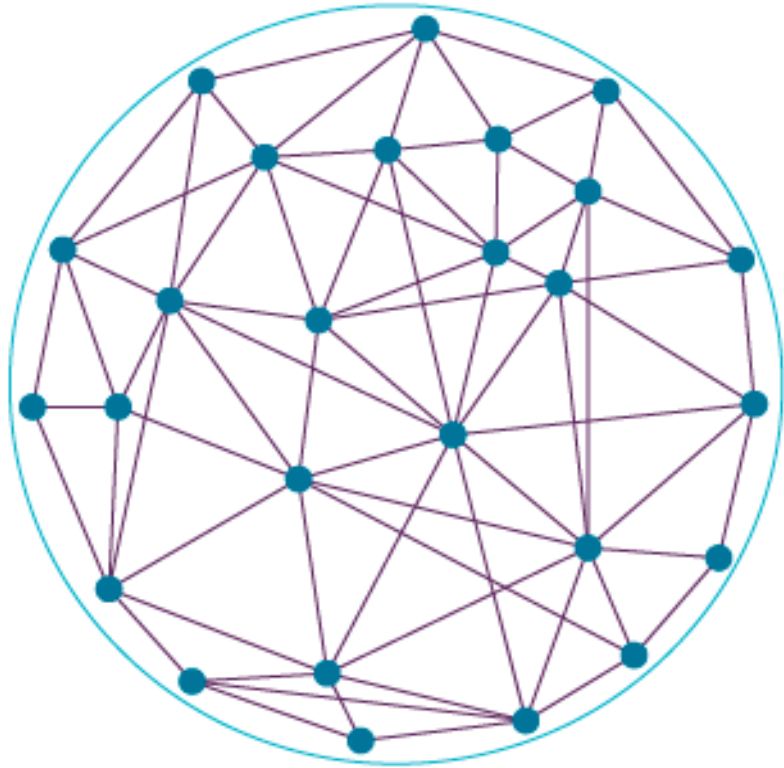
Uncertainty, therefore, increases exponentially.

DYNAMIC AND COMPLEX SYSTEM

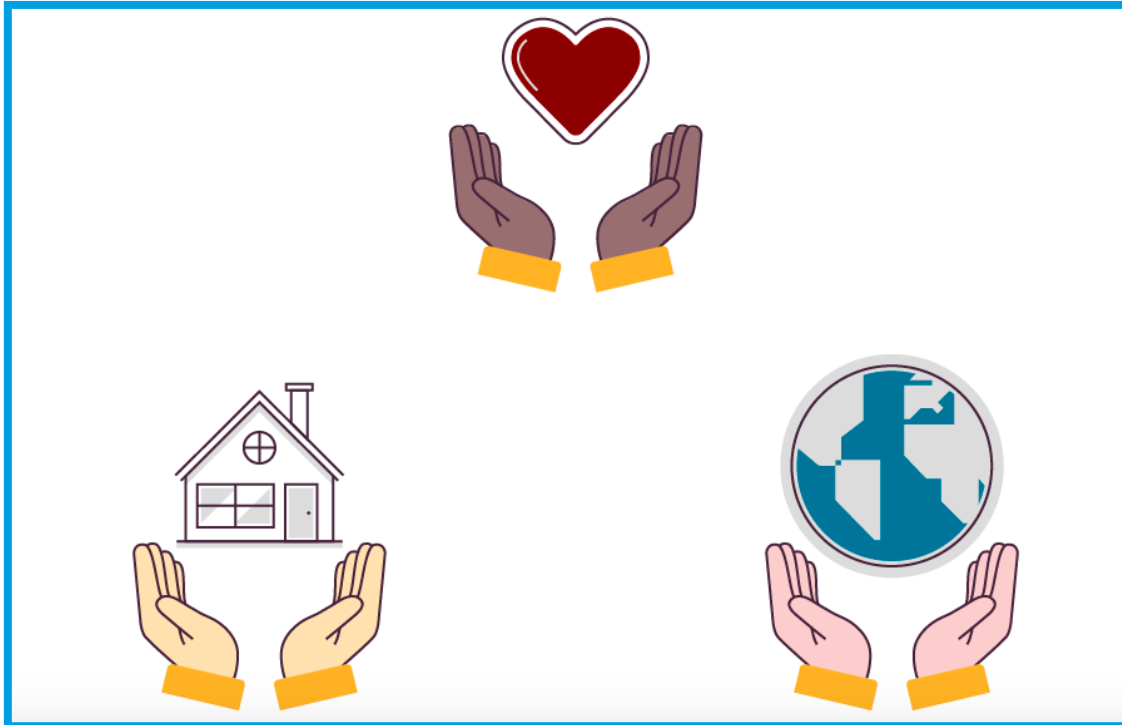
An interconnected world is an **interdependent** world. This implies, as far as crisis are concerned, that individual risks have collective consequences.

In other words, the effects of crisis are no longer limited to one geographic area or social group, but are suffered globally.

Therefore, vulnerability to human, environmental or economic losses increases and the extent of damage is greater.



WE CANNOT CHOOSE



The protection of property and the environment are increasingly related to the protection of human life.



BLACK SWAN - PROBABILITY



Nassim Nicholas Taleb

Most of the time it is the way we interpret the world.

In this context, improbable events often have a disproportionate impact and generate a sense of unpleasant dissonance.

An event described as a "black swan" calls into question our view of the world and, as a result, we conduct retrospective analyses.

We must conclude that it was a predictable event.

GRAY RHINOCEROS - ATTITUDE



Sometimes we are aware of a threat and understand the likelihood of its occurrence, but we choose to ignore it.

"By definition, black swans are unpredictable and therefore unavoidable problems. This interpretation of threats, according to Wucker, creates a sense of helplessness and discourages a proactive stance."

Michele Wucker

Where is the certainty?



....what we can
manage....for the rest we
make plans



LEADERSHIP



LEADERSHIP - MINDSET



Integration of diverse views

Collective learning

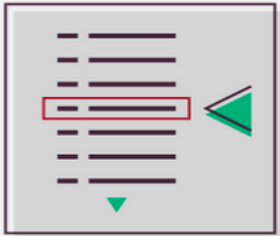
Vicarious learning is the acquisition of knowledge through indirect sources rather than explicit teaching.

To address some situations, especially those that are too sensitive to use trial and error, vicarious learning can be applied.

Team members share any information obtained at the regular meeting. This ensures vicarious learning during the crisis.

LEADERSHIP – CALL TO ACTION

Predefine



Minimize



Compartmentalize



Make the objectives clear



Focus on Safety



- ✓ Promote team cohesion.
- ✓ Permanent reflection.
- ✓ Generate mutual support.
- ✓ Focus on adaptation.
- ✓ Do not lose sight of long-term objectives.

LEADERSHIP - BEHAVIOURS



1. Transcendent: Generates Observable Changes



2. Consistent: Keeps promises



3. Stakeholder: Asks for explanations and holds the line accountable. Acknowledges a job well done.



4. Present and close: Spends time in the field, is informed, knows the place, the people and the processes.



5. Consistent: Sets an example inside and outside the organization.



6. Committed: Participates in research, committees and Action Plans.



7. Influencer: Motivates through timely and quality contacts. Reinforces actions. Listens. Is straightforward. Communicates. "Engages".

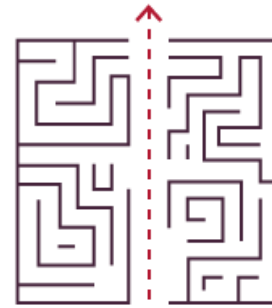


8. Knowledgeable: Speaks about safety with confidence, handles concepts. Conducts safety activities without relying on the expert.

LEADERSHIP - SKILLS



**Positive
attitude**



Determination

LEADERSHIP



Communication



Consistency



INITIATIVES



HSE at Neltume | Operational Excellence Management

Risk

Reactive



Sustainable Development

Proactive



Cultural transformation

Clear objectives

Universal alignment

Collective commitment

Growing need for leadership

★ Operational Excellence Management

2015 2016 2017 2018 2019 2020 2021 2022

Board Commitment
Mandatory Safety Management

Definition of Safety Standards and the Leadership Role

Incorporation of Safety Culture in Operations

High Potential Incident Management

Board Commitment
Mandatory Socio-Environmental Management

Focus Definition and Socio-Environmental Management Begins

Management in the 4 focuses and Environmental Initiatives
Spills Diagnosis Project

Safety and Socio-Environmental Support Plan

OUR PEOPLE

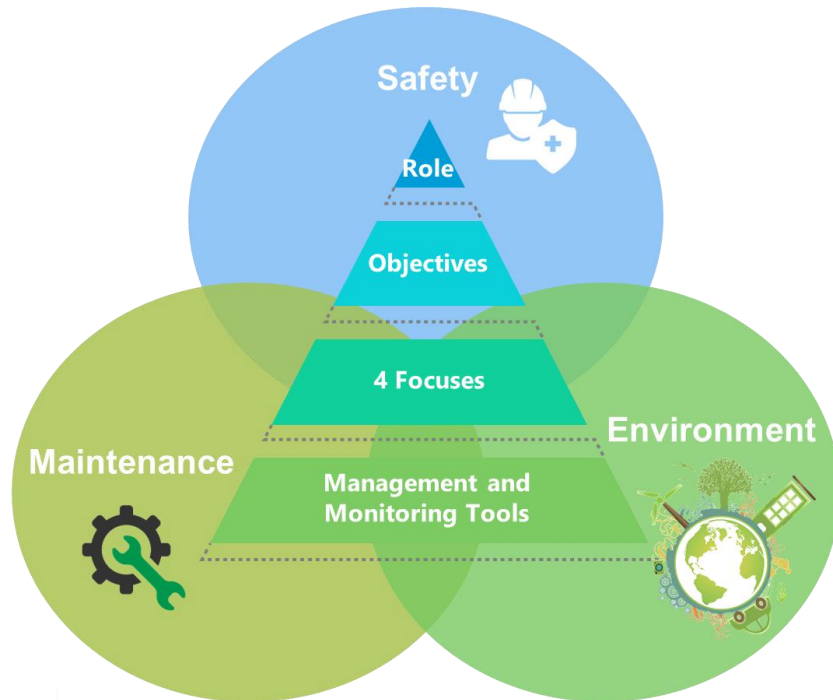
OUR ENVIRONMENT

OUR COMMUNITY

HSE at Neltume | Operational Excellence Management

From September 1st the HSE area became the Operational Excellence Management, Responsible for safety, environmental, maintenance, and relevant operational issues, such as: equipment specification, automation, carbon footprint management to achieve net zero, among others.

PERMANENT SCOPE OF WORK



CURRENT PROJECTS



SAFETY

Technical Competencies Project



ENVIRONMENT

Carbon Footprint and Decarbonization Strategy



MAINTENANCE

Spills Diagnosis Project

HSE at Neltume | Operational Excellence Management

Continuous Training & Advisory

Share best practices and generate opportunities for knowledge sharing and training

Asses management and work plan progress

ROLE

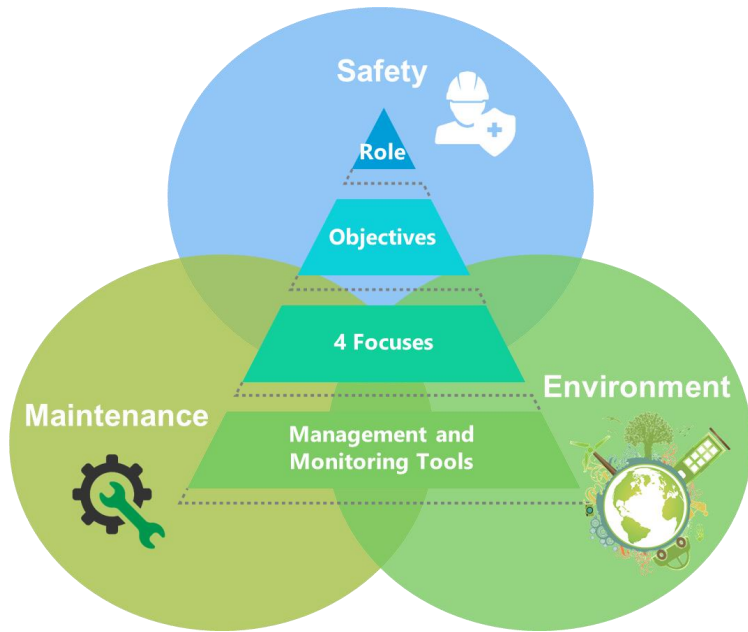
Analyze & Report

Monitoring operational management information (Safety, environment and other), under a single and reliable view for Ultramar

Normalize and intervene units that are underperforming or in operational crisis

Assessment & Audits

Operational Crisis Support



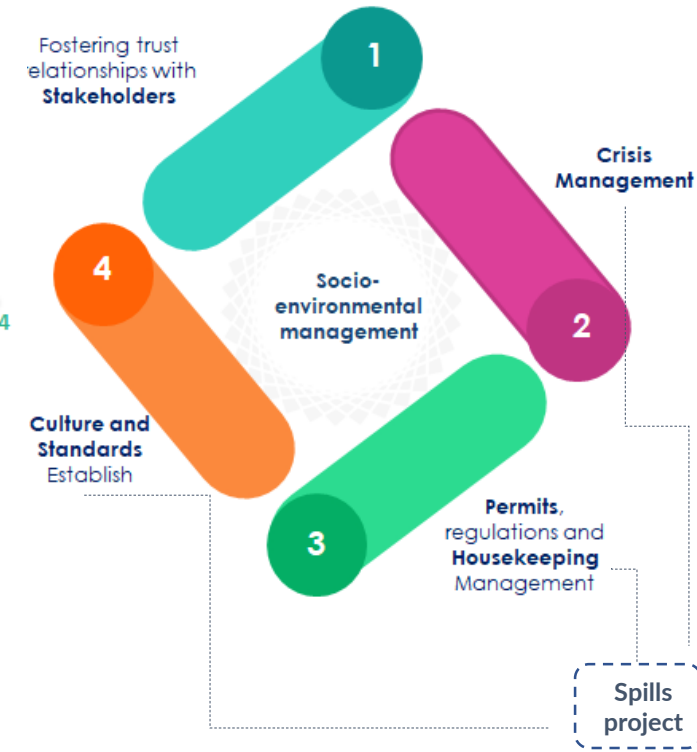
HSE at Neltume | Operational Excellence Management



4 FOCUSES APPROACH



SOCIO-ENVIRONMENTAL



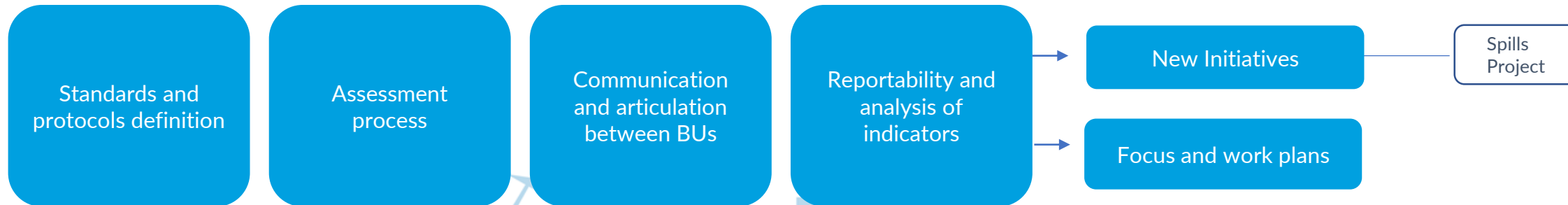
HSE at Neltume | Permanent Projects



SAFETY



SOCIO-ENVIRONMENTAL







HSE at Neltume | Current Projects - Safety

Technical Competencies



1. Context & Objectives

Based on the lessons learned from:

-  Safety and socio-environmental assessment
-  Socio-environmental diagnosis
-  Ultraport Angamos recipe
-  Bottom Up meetings



We realized:

Leadership **does not** reflect a **positive impact** on risky operations

Some people do not have the **critical competencies** for the task, they are **not defined**, they **do not fulfill** their established role or their training has not **been upgraded** for today's technology.



We started working with HR on Critical and Middle Management Positions Competencies Project



Container Crane Operator



Forklift Crane Operator



Truck Driver



Critical positions Supervisor

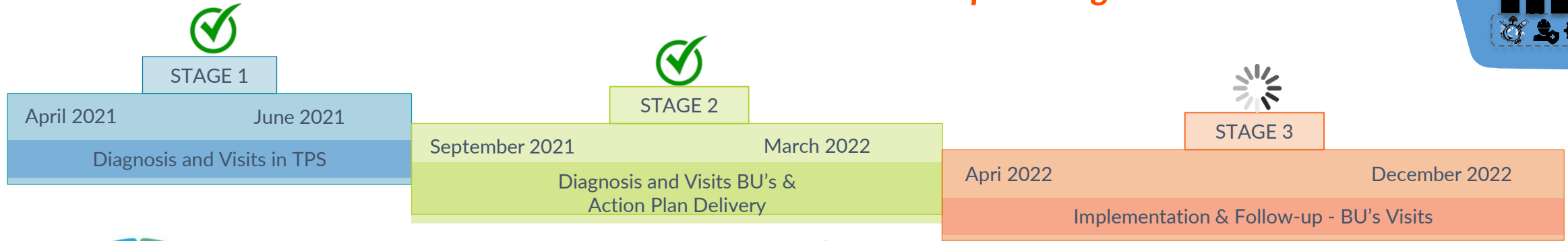
2. Metodology



HSE at Neltume | Current Projects - Maintenance



Spills Diagnosis - Plan



593 Events
Until December 2021
(ULTRAMAR)



80% Spills

- Hydraulic oil
- Oil (motor, refrigerant, others)
- Gas /Fuel



12.007 Liters
Spilled from July 2020 to December 2021

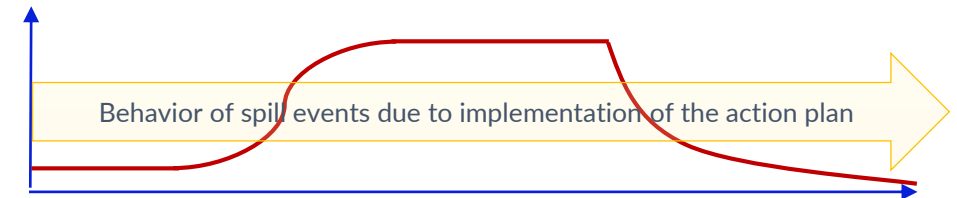


- **Stop** mobile equipment spills.



- Diagnose **spill control management**.
- Propose an **action plan to eliminate events with environmental impact** in the field of maintenance and operation.

Key Activities Action Plan	Key Activity Detail	Progress August
Reportability	Reinforce campaigns and continuous dissemination to achieve a higher level of reportability and culture.	49%
Early Detections	Generate culture in maintainers and operators for early detection through inspections.	64%
Failure Analysis	Define failure analysis procedure with participants, frequency and dynamics of the process (Implement for all types of spills).	44%
Infraestructure	Workshop improvement projects. Purchase of cleaning equipment.	43%



HSE at Neltume | Current Projects - Maintenance

Global Vision Spill Management Project



STAGE 1 DIAGNOSIS AND VISITS IN TPS

- HSE Indicators - Increase in spills and incidents due to equipment failure



HSE Maintenance



- TPS field visits.
- TPS spill control management diagnosis report.

STAGE 2 DIAGNOSIS X19 BU's ACTION PLANS

- Initial analysis maintenance management x19 BU's. Generation of maintenance status file.
- Spill Management Diagnosis Report.
- Report on definitions, reportability and good practices linked to spill management
- Report with approximate valuation of investment projects as initiatives to be addressed in 2022 and budget for 2023.



BU
Action Plan

Spills Diagnosis - Plan

STAGE 3A IMPLEMENTATION AND MONITORING X19 BU's

- Inclusion of Spill indicators focused on maintenance.
- CAPEX Infrastructure.
- OPEX Maintenance.
- Investment in Training.
- Use of maintenance management systems to reduce spills events.
- HSE and Maintenance teams work together.

STAGE 3B IMPLEMENTATION AND MONITORING CORPORATE

- Analysis of evolution in Spill Control. Theoretical model of evolution.
- Visits to check progress of the most critical BU's.
- Generate actions to speed up the implementation of action plans and their key activities:

- Reportability - Focus 100%
- Failure Analysis - en Wip
- Early Detection-en Wip
- Socialization of Budget 2023.

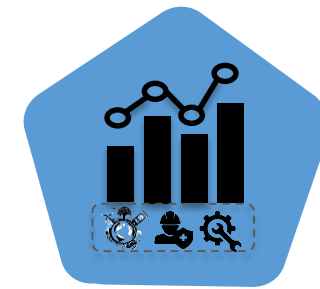
OPERATIONAL
CONTINUITY

&

CONTINUOUS
IMPROVEMENT

HSE at Neltume | Current Projects - Environment

Carbon Footprint



CARBON FOOTPRINT MEASUREMENT



CARBON FOOTPRINT 2020

Results

- 18 UENs
- 51,5 kTon Total Emissions
- 75% Scope 1
- 25% Scope 2

CARBON FOOTPRINT 2021

Last quarter 2022

Review and adjustment of reports

CARBON FOOTPRINT 2022*

First quarter 2023

*This project will be successful only with the deep commitment of operations for the responsible and timely delivery of information



Sustainability Report



HSE at Neltume | Current Projects - Environment

Decarbonization



To define the goals, different scenarios for reaching carbon neutrality will be determined, based on implementation costs and associated timeframes. These targets will be set considering the following:

Focus on 13 operations (80/20)

Region goals: Review of objectives and strategies in Ultramar presence countries, in order to generate common minimum guidelines.

Carbon footprint analysis: recognize major sources of emissions.

Grid: Change of the energy sources that feed our electrical system to renewables and associated deadlines.

BUs operational information: identify technologies currently in use, equipment, vehicles and machinery.

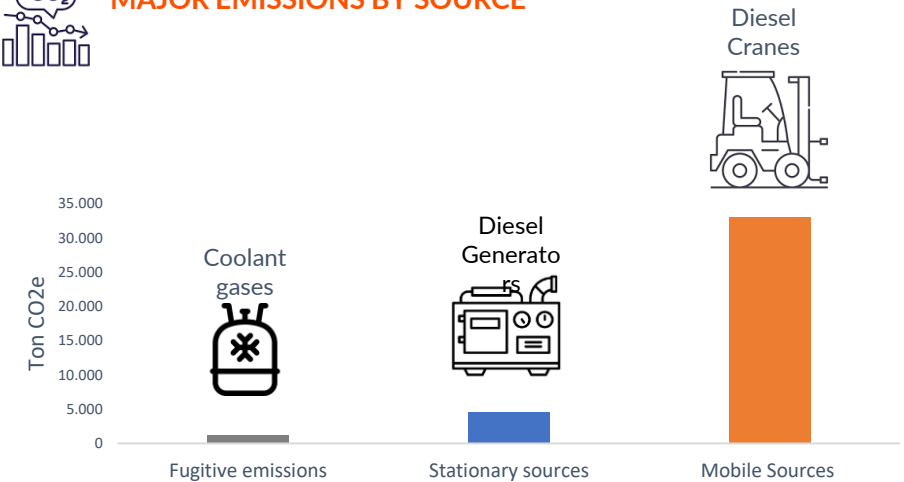
Energy efficiency: recognize applicable equipment and consider a standard efficiency percentage.

Contact suppliers: benchmark new technologies, including costs and feasibility timelines.

Industry analysis: identify practices, progress and goals in ports & logistic industry



MAJOR EMISSIONS BY SOURCE



REDUCTION PATHWAY FOCUSES FOR DECARBONIZATION



Next Step : Define reduction scenarios

In Summary

- In a VUCA context we need to standardize
- We know our operations
- Criteria alignment is not delegable
- Participatory observation and co-construction is vital
- We require follow-up and monitoring
- The operation is being played minute by minute
- We need to move forward on challenges that are already in the present
- We are here to support each other let's talk!!!





NELTUME PORTS

Empowering Trade

