



5th Neltume Ports Alignment Meeting



PEOPLE MANAGEMENT AND SUSTAINABILITY

Lorena López Q.





A PARTNER YOU CAN TRUST

“To become a **strategic partner** for our SBUs, to advise them and provide every company in the group with guidelines and common identity, in order to safeguard Ultramar’s **culture and sustainability**”

PEOPLE MANAGEMENT AND SUSTAINABILITY

HOW WE CONSOLIDATE TRUST

CARING FOR THE PLANET

- Promote a culture of care for the environment



OUR PEOPLE

Strengthening culture and developing our people

- Leadership and Talent
- Diversity & Inclusion
- GPTW 2023
- Culture

SOCIAL DEVELOPMENT

Contributing to development and quality of life

- Community perception survey 2024
- Development local suppliers



RELIABILITY AND TRANSPARENCY

Consolidating trusting relationships

- Suppliers Survey 2023
- Safeguard Brand & Reputation
- Relation with stakeholders



CUSTOMERS AND OPERATIONAL EXCELLENCE

Ensuring sustainable and efficient management

- Customers Satisfaction survey 2023



Building trust



“Defining, creating, and strengthening a company culture can enhance alignment, connection, and even employee retention”.

Make Culture Unconditional, MIT Sloan, Sept. 2023



NELTUME PORTS: 52.9% OF TOTAL WORKFORCE



13,962

Employees

December 31, 2022

Considers Off-shore and Temporary staff



Corporate 0.6%
79 Employees



23.6%
3,290 Employees



22.9%
3,204 Employees



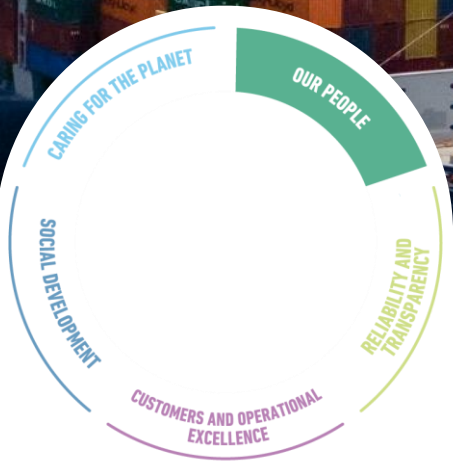
7,389 Employees

Neltume Ports Presence

- 5 Countries (United States, Brazil, Uruguay, Argentina, Chile)
- 24 Business Units

“When an organization effectively manages both its talent and its culture, interaction between them can create a virtuous circle: attracting talent, generating innovation and creating impact”.

The importance of talent and culture in tech-enabled transformations, McKinsey, 2020



GENERATE SPACES FOR EVERYONE

7,389 Employees

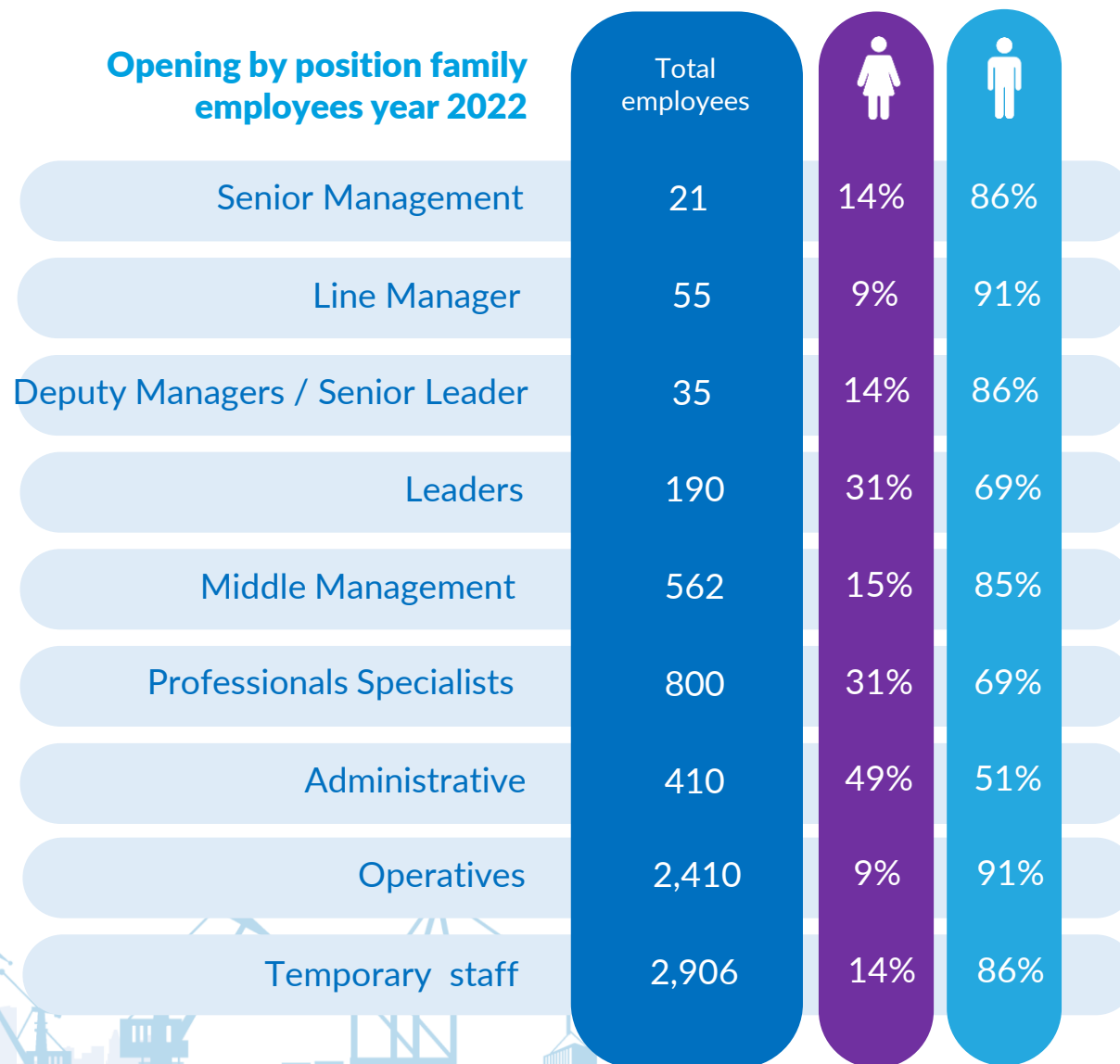


December Year 2022

*As of December 2021, Neltume Ports had 7,085 employees:



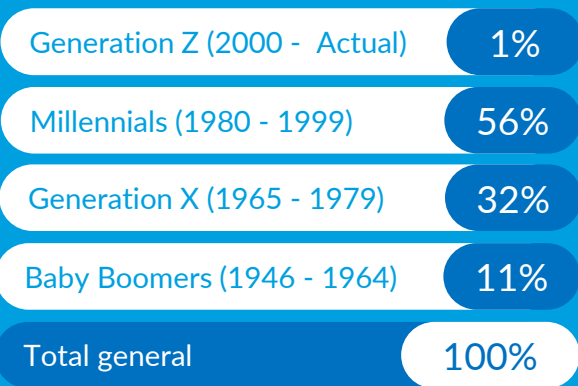
Opening by position family employees year 2022



INTEGRATING MULTICULTURALITY

*Does not include temporary staff

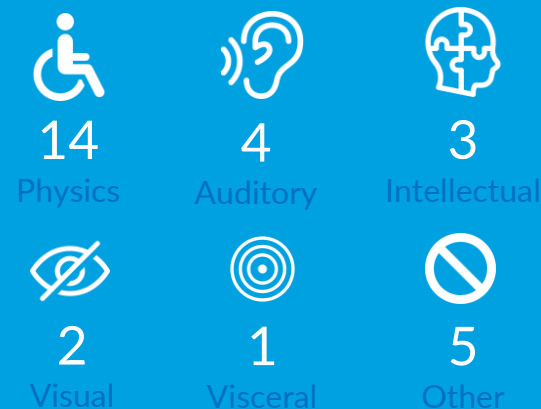
Generational Diversity



Cultural Diversity



People with disabilities



29 Total



OUR PEOPLE | TURNOVER

12.6%

Total Turnover
Neltume Ports
2022

4.9%

Voluntary Turnover
Neltume Ports
2022

Professionals/ Specialists
Under 30 years old

Leaders

19%

TOTAL TURNOVER

11%

12%

VOLUNTARY
TURNOVER

5%

47

DISMISSALS

96

30

VOLUNTARY
RESIGNATIONS

39

117

NEW
HIRES

672

245

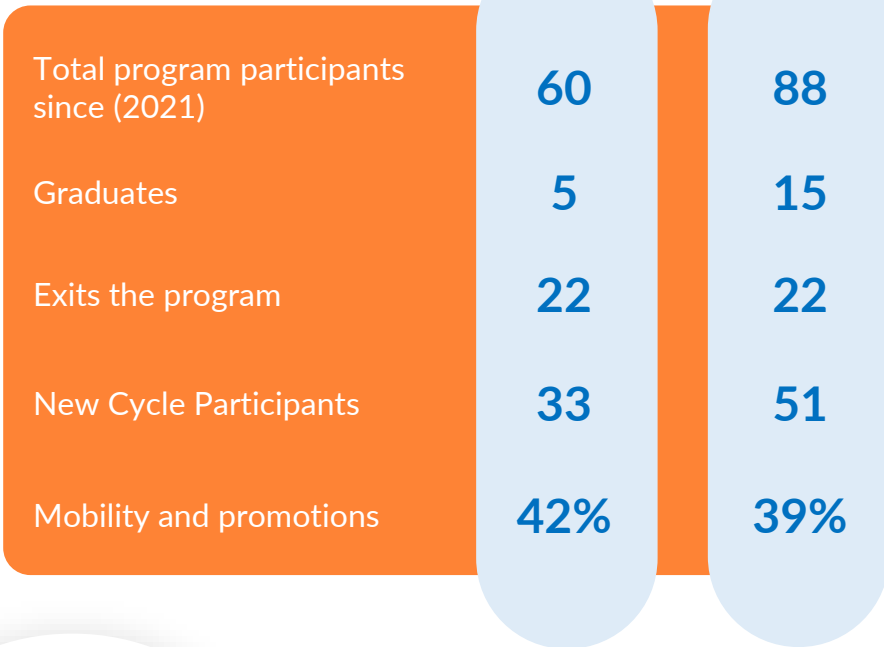
STAFFING
2022

837



MANAGING OUR TALENT

Some Program Indicators



Topics to be addressed in new program cycle

YOUNG PROFESSIONALS

Innovation and digital transformation (AI)	Collaborative work	Organizational Transformation	Introduction to Leadership
First steps to Effective Leadership	Conflict management and handling	Customer service principles	

LEADERSHIP SEAL

Personal leadership and self-knowledge	Sustainable Leadership	Mobilizing conversations	Adaptive Leadership
Experiences Design (CX)	Culture of Change Creation	Trust Building	Digital transformation



Diversity & Inclusion Discussions

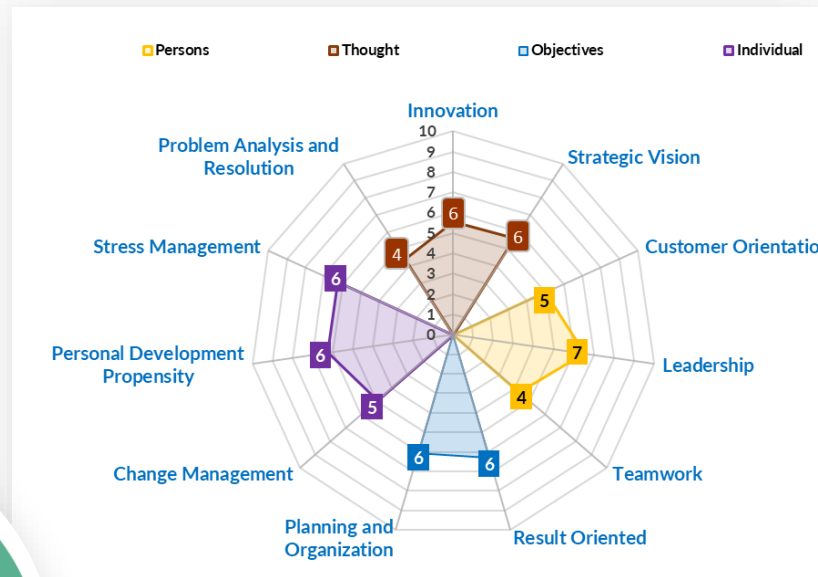
MENTORING Program
Graduation: "Face-to-face meeting"

MANAGING OUR TALENT

Test Effectiveness

Young Professionals Program Graduates measurement

2023 Results



Evolution of competencies Effectiveness Test in relation to courses taken

Evolution of competencies
Effectiveness Test in relation to
courses taken

- Problems analysis and resolution
- Planning and organization
- Strategic vision
- Customer orientation

Stays

- Teamwork

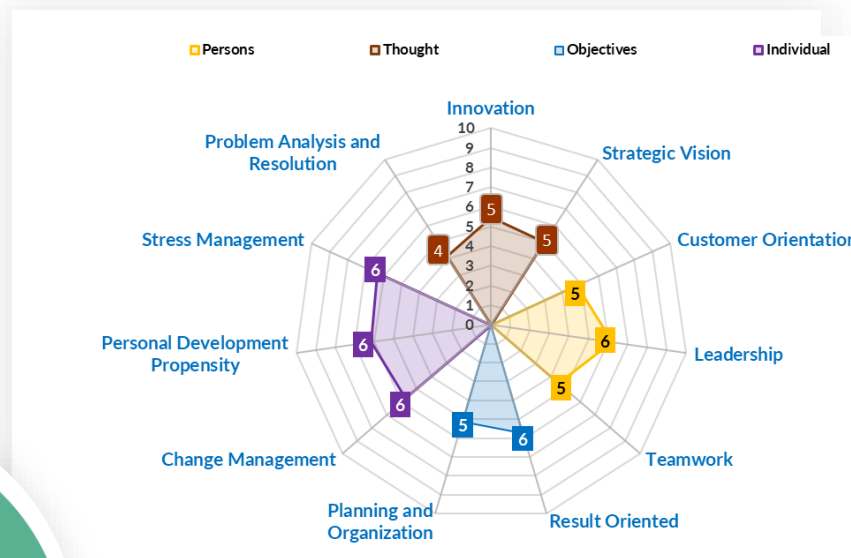


MANAGING OUR TALENT

Test Effectiveness

Leadership Seal Program Graduates measurement

2023 Results



Evolution of competencies Effectiveness Test in relation to courses taken

- Most developed skills (+)
 - Change Management
 - Strategic Vision
- Stays
 - Teamwork
 - Customer orientation.



STRENGTHEN COMMITMENT AND IDENTITY

2023 work focus

2023 MEASUREMENT

**Great
Place
To
Work[®]**

Of Neltume Ports' 24 Business Units:

- 13 completed their measurement
- 7 have not started (October – November)
- 2 next year
- 1 new Company
- 1 does not measure (does not meet minimum requirements)

Workshops and instances conducted to share good practices:

JAN

Kick Off: 2023 Climate Management

FEB

Workshop 1: Compensations

APR

Good Practices: Carried out by the Corporate Compensations Area

MAY

Workshop 2: Recognition

JUN

Workshop 3: Communications

JUL

Good Practices: Team Integration
***Start 2023 GPTW measurement preparation

SEP

Workshop 4: Intergenerational



STRENGTHENING IDENTITY AND SENSE OF BELONGING

NAVES COLOMBIA



TPC



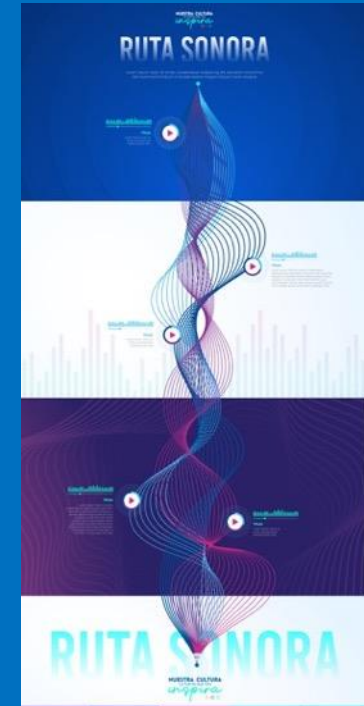
CORPORATIVO



ULTRAPORT



PRONTO



“When organizations rally employees around their purpose and values, they find their employees become passionate brand advocates who stay longer and drive results”.

Empowering Workplace Culture Through Recognition, Gallup 2023



CONSOLIDATING OUR ULTRAMAR SEAL

“86% of hiring errors are due to mismatch of values”

FORBES

- Measuring allows us to manage aspects of fundamental identity and align them with the strategy.
- Enables cultural management (cultural fit) in new collaborators, facilitating greater commitment, permanence and adaptability.
- **Measure: Oct 23 - Nov 03**



NUESTRA CULTURA
La fuerza que nos *inspira*

TEST DE CULTURA

CONSOLIDANDO NUESTRO SELLO

En Ultramar hacemos las cosas con un sello que nos hace únicos, con atributos que nos diferencian y nos inspiran a entregar lo mejor de nosotros.

Ese sello es nuestra cultura, la que nos conecta, moviliza y nos ofrece un marco de acción claro y transparente.

Participa en un test anónimo y confidencial, que permitirá conocer tu percepción sobre los atributos culturales actuales de nuestra empresa y aquellos que son deseados para consolidar ese sello de ser un socio en quien confiar.

HAZ CLICK AQUÍ Y PARTICIPA DEL TEST

Tus respuestas son fundamentales para obtener un diagnóstico representativo.

¡Contamos contigo!

Sólo te tomará 5 minutos.

Ultramar



RELATE TRANSPARENTLY



**Reporting,
A process of reliability and
transparency**

“61% of companies feel that the annual report adds value to their organization and strategy”.
Deloitte Sustainability Trends Study.



Global Reporting Initiatives (GRI Standards)



SAFEGUARDING BRAND AND REPUTATION

Brand and identity guidelines

Brand and web page guidelines, that allow us to clearly communicate to internal and external clients who we are, how we are and what we do.

Brand guiding document web pages

The web page is the official platform a company has to present itself to its different stakeholders. It is an effective way to make visible our services and the way we work. It's a place where we show what we are, what we do, and how we contribute to the development of our communities, the society, and the country.

We recommend keeping some points in mind

Web page design: A good web design must combine an attractive visual aspect with functionality that responds to users' needs. A page with navigation or graphic inconsistencies generates an out-of-date and distrust

is made to Ultramar, we are no longer talking about Ultramar Group or Ultramar, but just Ultramar, and we refer to a particular SBU as part of the group of companies.

be careful about checking names and positions of the people that appear on pages of the Board of Directors, Executive Committee, or organization. An example of this is to correctly write the last name **von Appen**.

ision, and Values: These are the basis of our organizational culture, the way we have to define what we do and how we do it. Therefore, it is relevant to mention them on our websites.

ity Strategy: Our business model is characterized by placing sustainability at the center, aspiring to be an efficient, profitable business in balance with society and care for the ecosystem. Presenting our strategy and the pillars on which we focus on these platforms allows our audience to know the way in which we guide our actions.



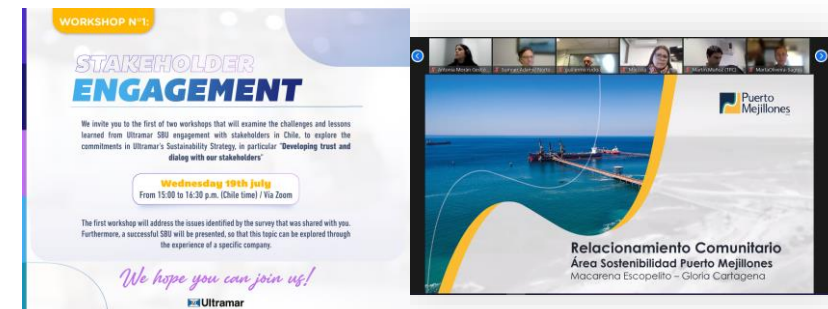
Launch of new website

www.ultramar.cl



Relation with stakeholders

Workshop N°1 Stakeholders Engagement to deal with difficulties/ learnings with SBU's own cases: held on July 19



Workshop N°2 Stakeholders Engagement: October 25

Presentation of TPA and Sagres cases



ENSURING SUSTAINABLE AND EFFICIENT MANAGEMENT

Customers Satisfaction Survey

- Survey sent to SBU´s (July)
- Survey application (October)
- Results (November)



Resultados 2022

	% Respuestas con mejor calificación (Muy de acuerdo)	% respuestas con peor calificación (Muy en desacuerdo)
la integridad y ética en el desarrollo de nuestros servicios	62%	0,2%
la seguridad que tienen nuestras operaciones	60%	0,5%
la buena relación con nuestros grupos de interés y comunidades	50%	0,1%
el cuidado al medio ambiente en nuestras operaciones	45%	0,1%
ser proactivos y flexibles para responder a sus necesidades	40%	2%
resolver los problemas que surgen de forma eficaz y oportuna	39%	2%
la puntualidad y cumplimiento de plazos	37%	2%
mantenerlos informados sobre el progreso de su servicio	35%	4%
innovar en el servicio, buscando siempre una mejor forma de hacer las cosas	29%	2%

Ranking



1		flexibilidad para dar soluciones
2		puntualidad y cumplimiento de plazos
3		seguridad en las operaciones
4		resolución de problemáticas de forma eficaz y oportuna
5		información proactiva a lo largo del servicio
6		integridad y ética
7		cuidado del medio ambiente
8		innovación
9		relaciones con los grupos de interés

1 = most important
9 = less important

Up or down position compared to 2021



CREATE OPPORTUNITIES

Encuesta de Satisfacción de Proveedores

Preguntas de segmentación

1. ¿Desde hace cuánto tiempo es proveedor de nuestra empresa?
Anotar la cantidad de años:

2. ¿Cuál es el tamaño de su empresa?
Use para esto la clasificación estándar que se utiliza en su país.

- Gran empresa
- Mediana empresa
- Pequeña empresa
- Microempresa

Evaluación como proveedor

1. De acuerdo con su experiencia como proveedor, por favor, indique qué tan de acuerdo está con las siguientes afirmaciones sobre nuestra empresa.

	Muy en desacuerdo	En desacuerdo	Si de acuerdo, ni desacuerdo	De acuerdo	Muy de acuerdo
Nos caracterizamos, en general, por mantener una buena relación con nuestros proveedores.					
Nos caracterizamos por mantener una buena relación con nuestros trabajadores.					
Nos caracterizamos por entregar solicitudes de servicios de forma clara y completa.					
Nos caracterizamos por responder adecuadamente sus solicitudes y mantenerlos informados del proceso.					
Nos caracterizamos por la integridad y ética en el desarrollo de nuestros servicios.					
Nos caracterizamos por resolver los problemas que surgen de forma eficaz y oportuna.					
Nos caracterizamos por la seguridad que tienen nuestras operaciones.					
Nos caracterizamos por el cuidado al medio ambiente en nuestras operaciones.					
Nos caracterizamos por la buena relación con nuestros grupos de interés y comunidades.					

2. ¿Ha tenido problemas con nuestro personal?

	Muchas	Pocas	Ninguna
2. ¿Ha tenido problemas con nuestro personal?			
3. ¿Ha tenido problemas de retraso con los pagos desde nuestra empresa?			

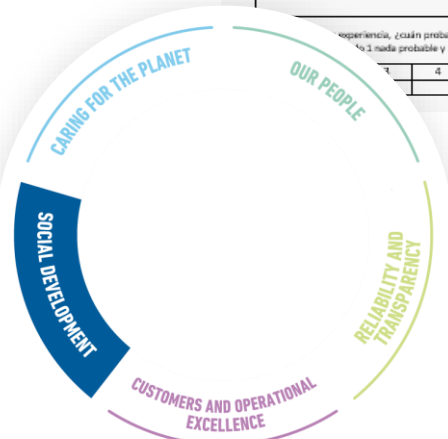
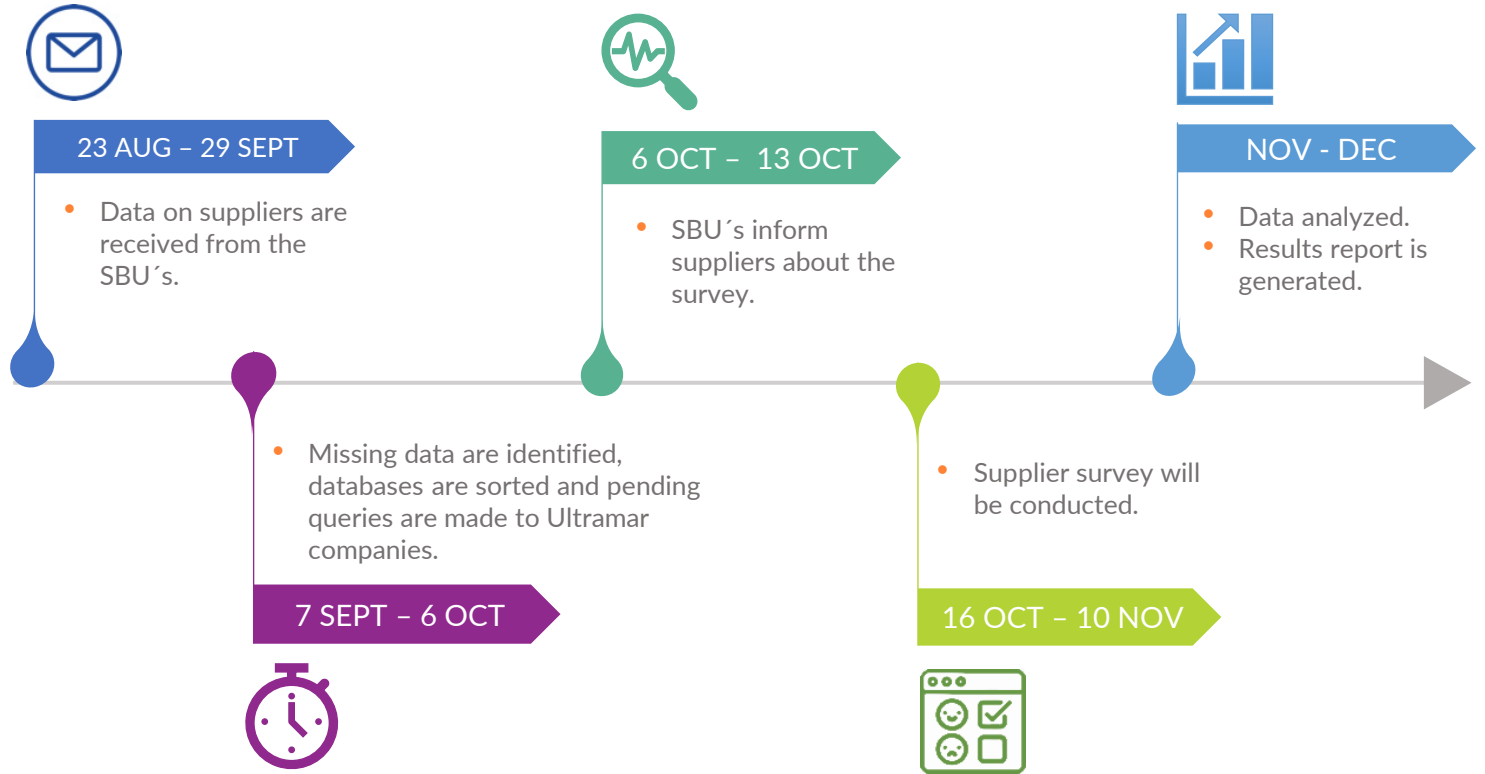
4. Según su experiencia, ¿qué aspectos debemos mejorar para fortalecer la relación con nuestros proveedores?

5. Según su experiencia, ¿cuán probable es que nos recomiende como una buena empresa para relacionarse con nosotros? (1 nada probable y 10 extremadamente probable)

	1	2	3	4	5	6	7	8	9	10
5. Según su experiencia, ¿cuán probable es que nos recomiende como una buena empresa para relacionarse con nosotros? (1 nada probable y 10 extremadamente probable)										

SUPPLIERS SURVEY

CRITERIA



- Information is received from the SBU's.
- More than 1300 suppliers to be surveyed.

COMMUNITY PERCEPTION SURVEY



Are we promoting the development of the territories where we operate?

Are we perceived as good neighbors?

Do we provide employment and development opportunities?

Are we improving people's quality of life?

HOW CAN WE MEASURE WHETHER WE ARE MEETING THE OBJECTIVES DEFINED IN THE SUSTAINABILITY STRATEGY?

WHAT ARE WE LOOKING FOR?

- Characterize the main locations and their opportunities and risks.
- Surveys adapted to the local reality of the SBUs, with a specialized external company.
- Key results to develop action plans with the different stakeholders.
- Apply to key stakeholders and to those who do not have a close relationship in the territory.



WHERE ARE WE GOING?

Continue hiring collaborators, training them (creating seedbeds) and developing them, always keeping care for Diversity in mind.

Continue embedding a sustainability culture among leaders and extend it to supervisors and operators through training courses and social events.

Extend local development while developing local suppliers.

Define standardized customer, supplier and community measurements for our reputation.



WHEN PEOPLE AND ORGANIZATIONS
SHARE THE SAME VALUES,

EXTRAORDINARY RESULTS ARE ACHIEVED

Harvard Business Review





NELTUME PORTS

Empowering Trade

