



5th Neltume Ports Alignment Meeting



OPERATIONAL EXCELLENCE
Systematic Approach
Focus and Depth



CONTENT

- Context
- Leadership
- Strategy
- Initiatives

CONTEXT



VUCA

- Volatility
- Uncertainty
- Complexity
- Ambiguous

CRISIS



Different types of threats that test the capacity to confront crises by promoting adaptation and improvement in the organization and understanding of the resources we have to face them, both financial and human.

CONTEXT

BLACK SWAN - PROBABILITY

We must conclude that it was a predictable event.



Nassim Nicholas Taleb

GRAY RHINOCEROS - ATTITUDE

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



Michele Wucker

Where is the certainty?



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

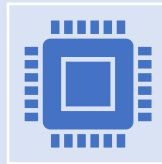




JAMES WEBB : CHALLENGES / ACTION PLAN



344 single-point failure challenges or risks for deployment



Some key components with **140** mechanisms, almost **40** hinge assemblies, **8** deployment motors, approximately **400** pulleys, and **90** cables.



Only one process had **210** failure points.

CONTEXT



Each Business Unit

Our own microcosm

Feet, mind, and heart on
the ground

We work on familiar
ground

LEADERSHIP



LEADERSHIP - Mindset



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.

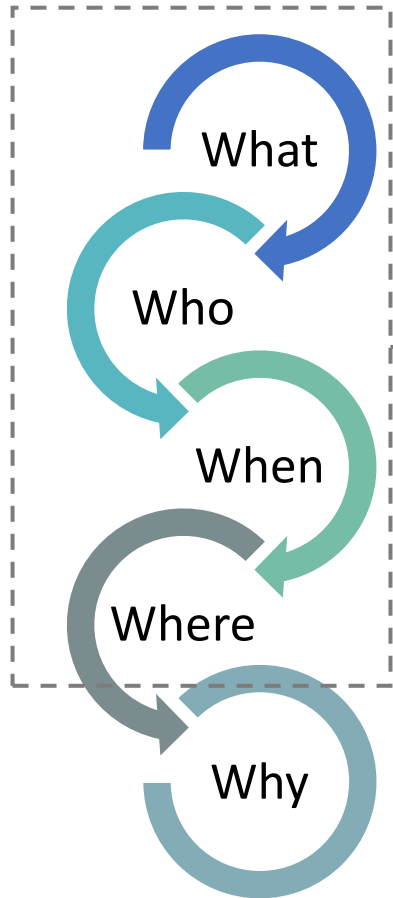
Integration of diverse views

Promoting a Collective Learning



LEADERSHIP - Questions

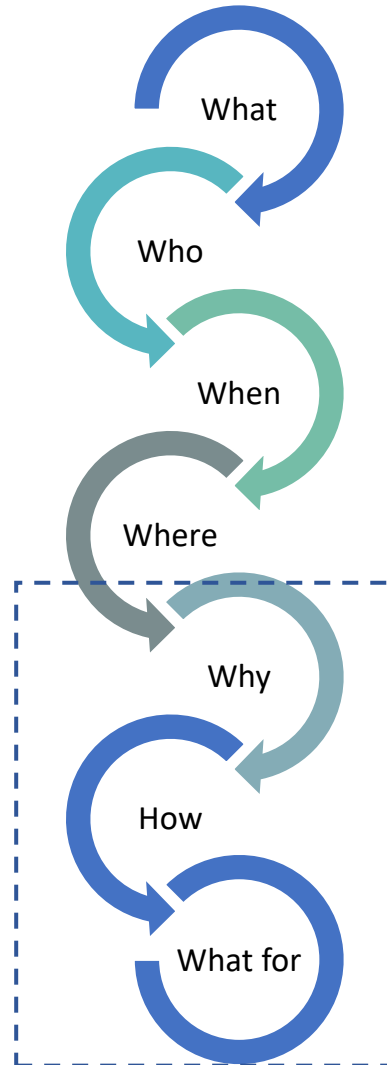
The value of inquiry: The significance of asking ourselves good questions



2016:

Focus: Identification and description

- Objectives.
- Systematization:
 - Protocols.
 - Guidelines.

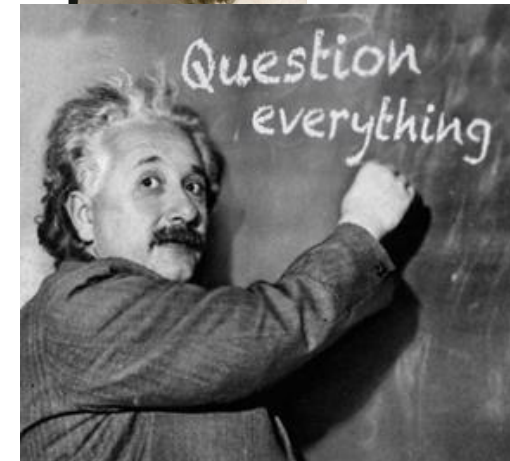
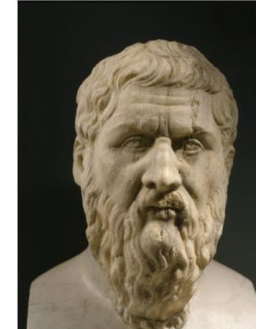


Hermagoras of Temnos

1st Century BCE Greek Teacher of Rhetoric

'Elements of Circumstance'

Quis, quid, ubi,
quibus auxiliis, cur,
quomodo, quando?



2022 & Beyond:

Focus: Process

- Emphasis on understanding and management.
- Deeping.
- Continuous improvement.

LEADERSHIP – Team Work

Enabling Questions for Possible Scenarios and in a Team



Co-construction

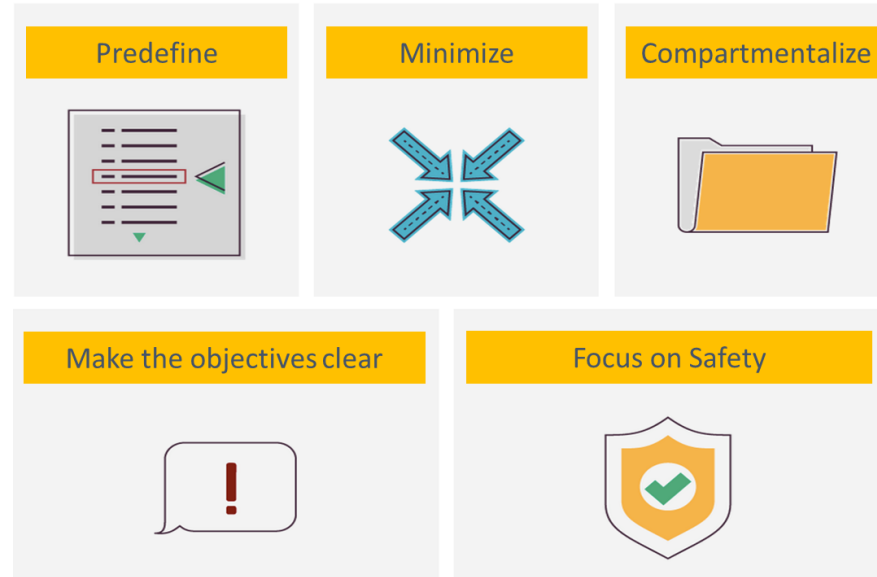


Co-care



LEADERSHIP - Skills

Leader's Role: A journey to excellence and teamwork



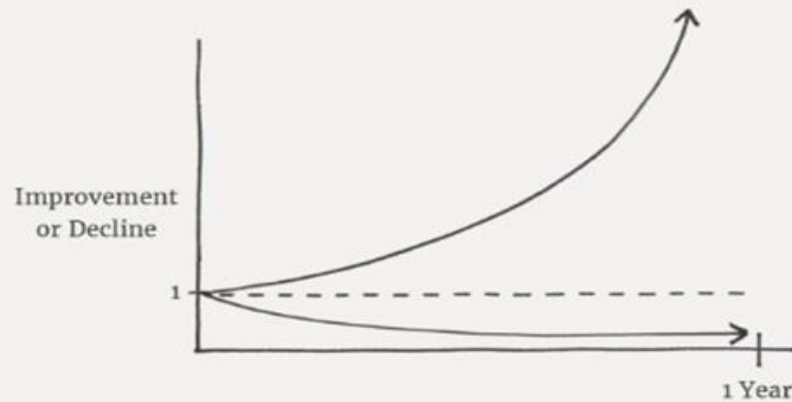
- ✓ Promote team cohesion.
- ✓ Permanent reflection.
- ✓ Generate mutual support.
- ✓ Focus on adaptation.
- ✓ Do not lose sight of long-term objectives.

LEADERSHIP – Step by Step

Achievable challenges with a focus on the process

The Power of Tiny Gains

1% better every day $1.01^{365} = 37.78$
1% worse every day $0.99^{365} = 0.03$



JamesClear.com

- James Clear, the author of 'Atomic Habits,' posits the premise that **making small adjustments to our daily lives can lead to massive transformations.**
- Improving by **1% in something every day, by the end of the year, the result will be that we will be 31% better.**



Achievable goals,

that are played out in day-to-day life to advance in cultural change.

We need to Sustain the Cultural Change

Until now....

- In a VUCA context we need to standardize.
- We are familiar with our operations.
- Alignment of criteria is not delegable.
- Participatory observation and co-construction are vital.
- We require follow-up and monitoring.
- The operation is being carried out minute by minute.
- We need to progress with challenges that are already in the present.

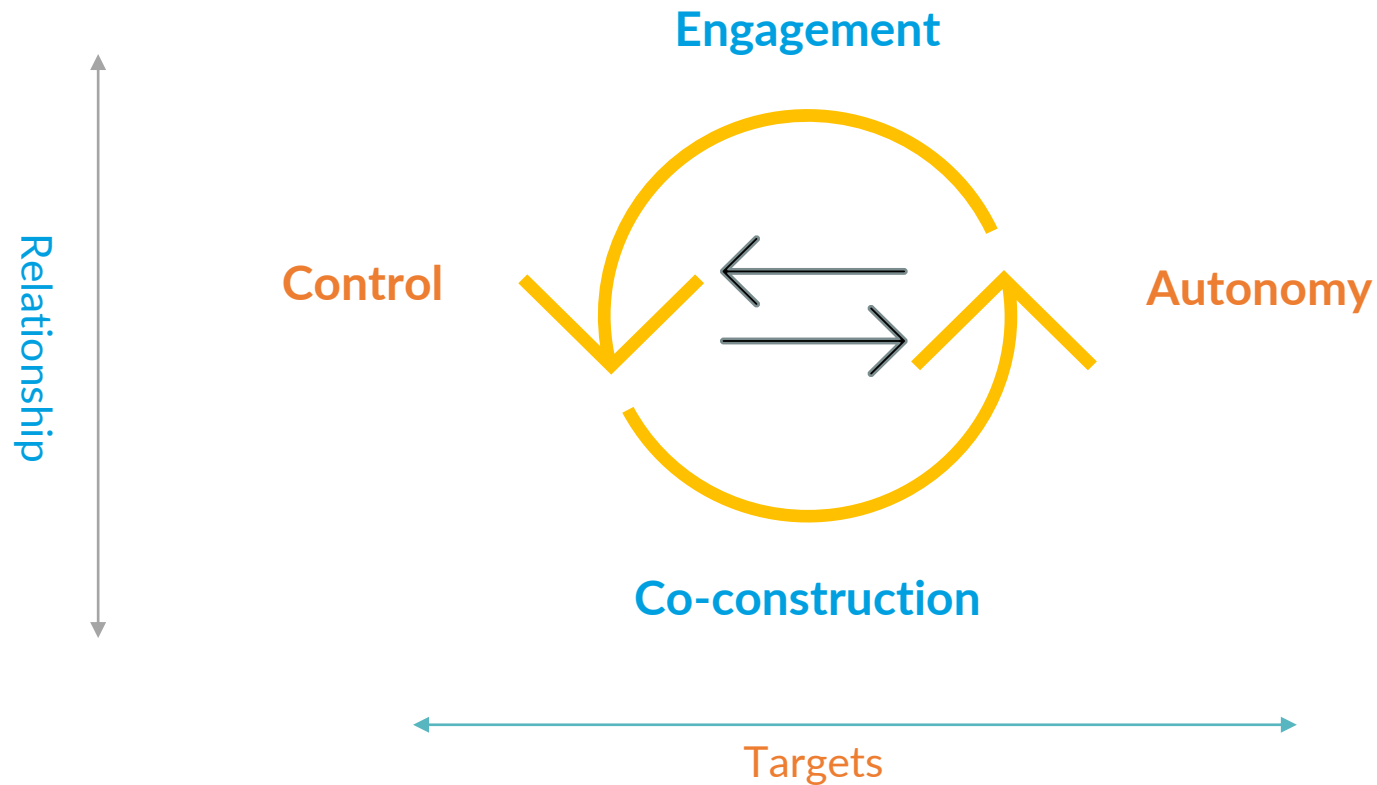


STRATEGY



STRATEGY

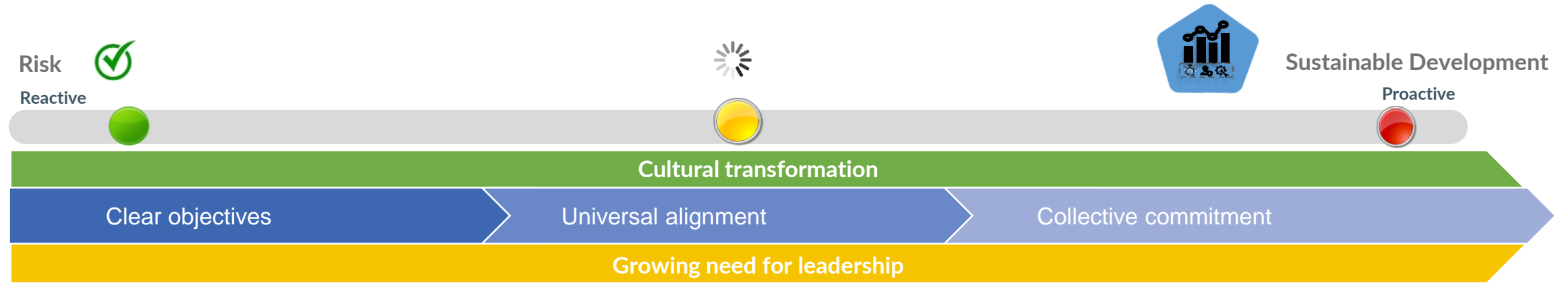
Governance



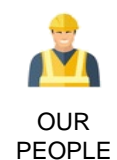
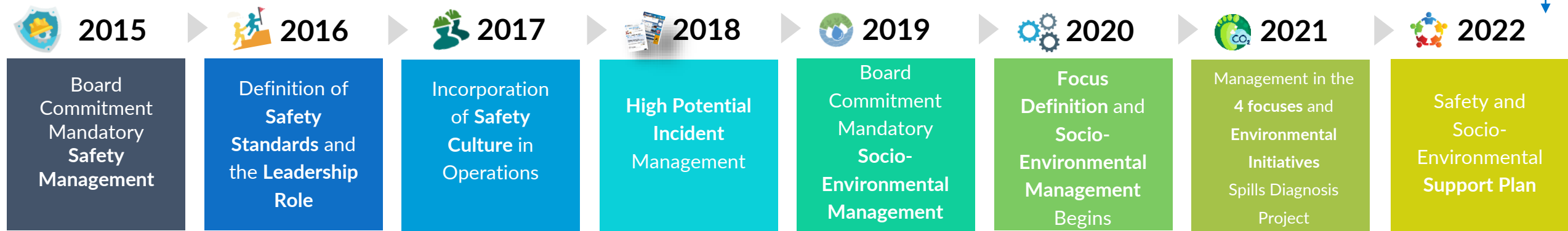
Establish a **close relationship** with the Business Units, supporting their annual development through **co-construction**; enabling them to exercise their **autonomy** while maintaining **control** and monitoring of their actions and progress in the process.

STRATEGY - Cultural Change in our Sustainability Pathway

Safety and Socio-Environmental Management Storyline

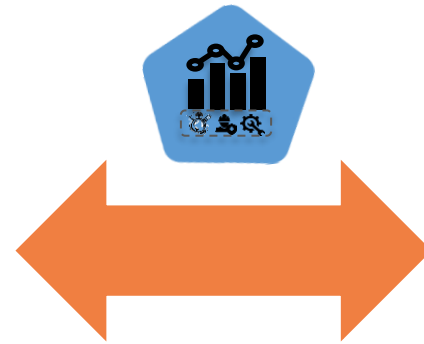


Operational Excellence Management 2023



STRATEGY

Aligned with the sustainability strategy



STRATEGY

Advisory Role



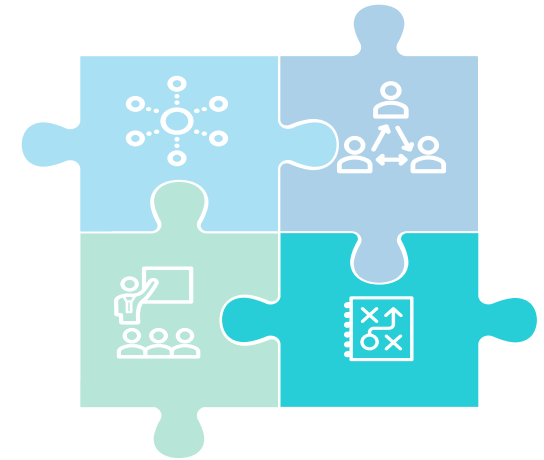
Continuous Training & Advisory

Share best practices and generate opportunities for knowledge sharing and training

Analyze & Report

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

Work Strategy



Assess management and work plan progress

Normalize and intervene units that are underperforming or in operational crisis

Assessment & Audits

Operational Crisis Support

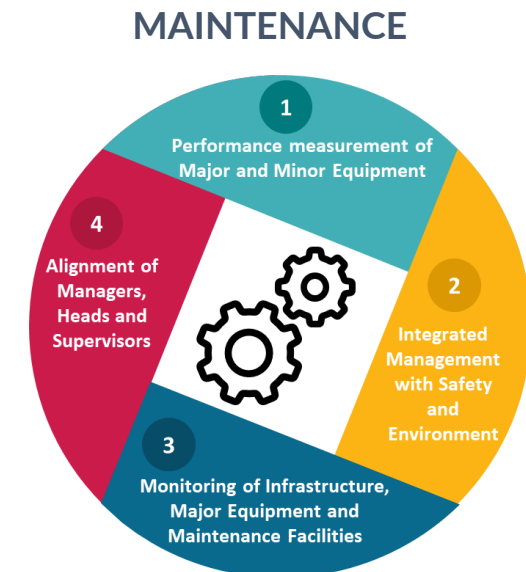


4 FOCUSES



STRATEGY

Integration of the 4 focuses

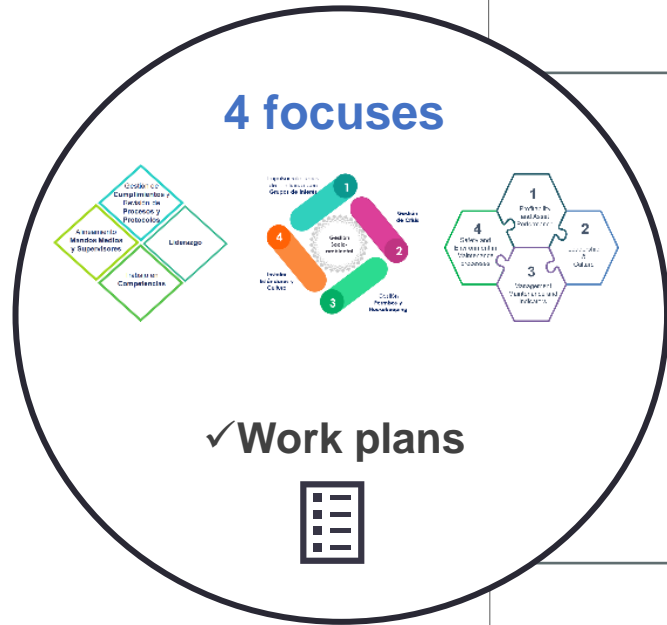


STRATEGY

Strategy for different work levels



Work Strategy



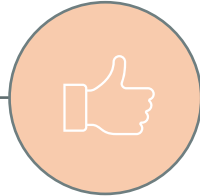
Operational Excellence Normalization Plan

- Close Normalization Plan
- Critic Normalizarion Plan



Special projects

- Decarbonization / Carbon Footprint
- Ultraport Maintenance - Neltume Chile
- Middle management
- Spills
- Drugs - Security
- Technical Competencies



Assessment and Progress Monitoring



Reportability

- New world class platform
- Theoretical and Regulatory Framework
- Integrated Evaluation

* 100% of Neltume Ports reports - VBT should start reporting in 2024



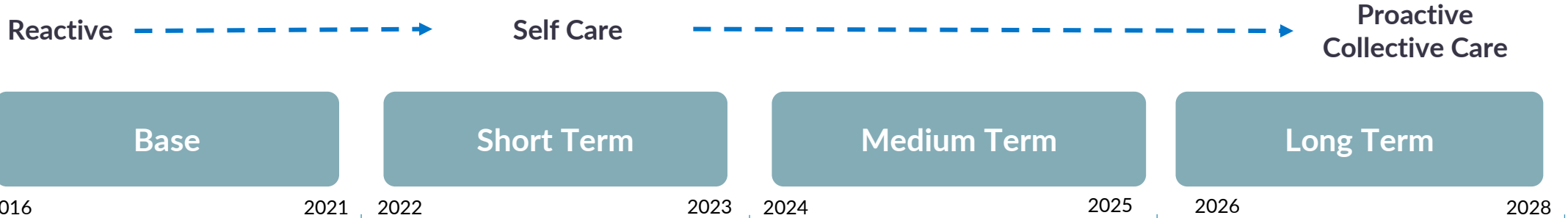
Learning Community

- Best practices
- Training

STRATEGY



A projection that will allow us to move towards cultural maturity

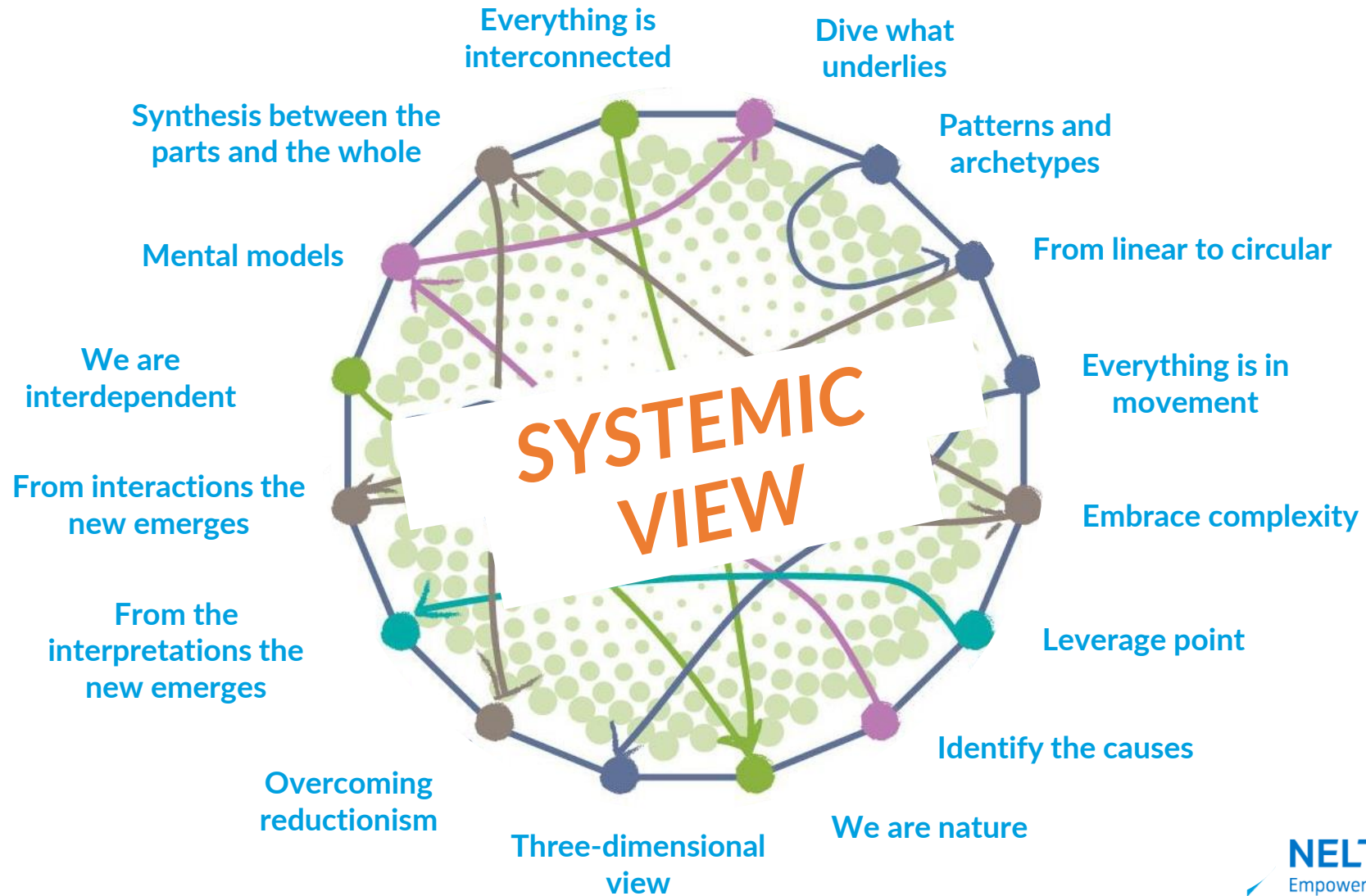


Innovation

Cultural change journey

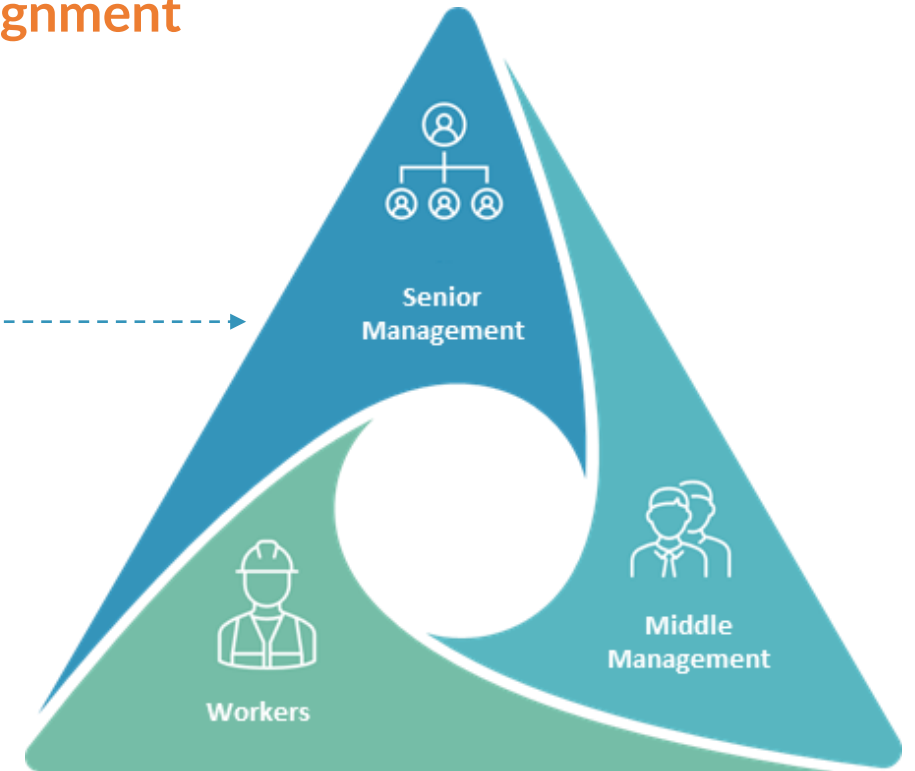
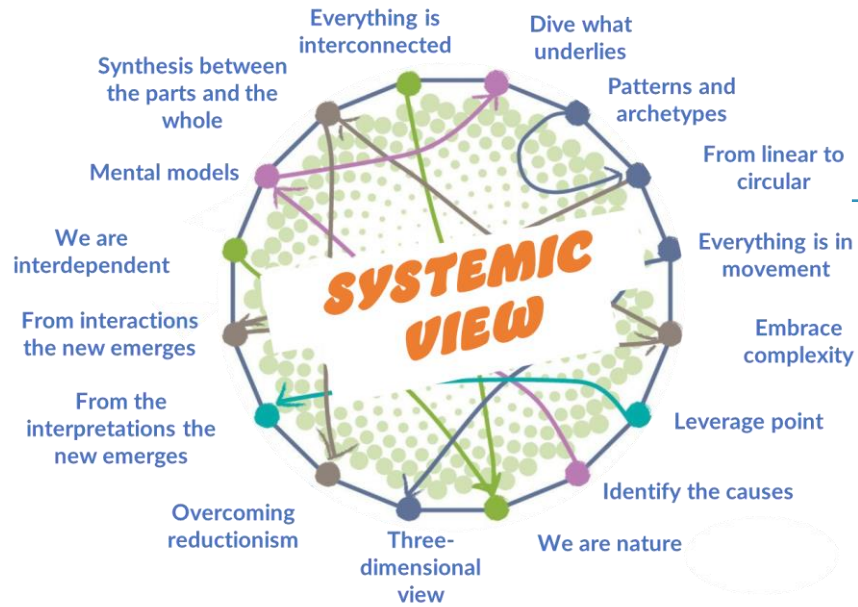
STRATEGY

A systemic view that allows to see the integrality of the problem



STRATEGY

Organizational interdependence and top management alignment



An integrated vision of the operation that enables us to comprehend the issues, taking into account all the factors that may be influencing the system (operation) simultaneously, their interconnections, and how they impact one another, to collaborate effectively and in accordance with their criticality.

STRATEGY

Applied Governance: Control & Follow up, Engagement, Co-Construction

Annual Work Plan

Each BU will have:

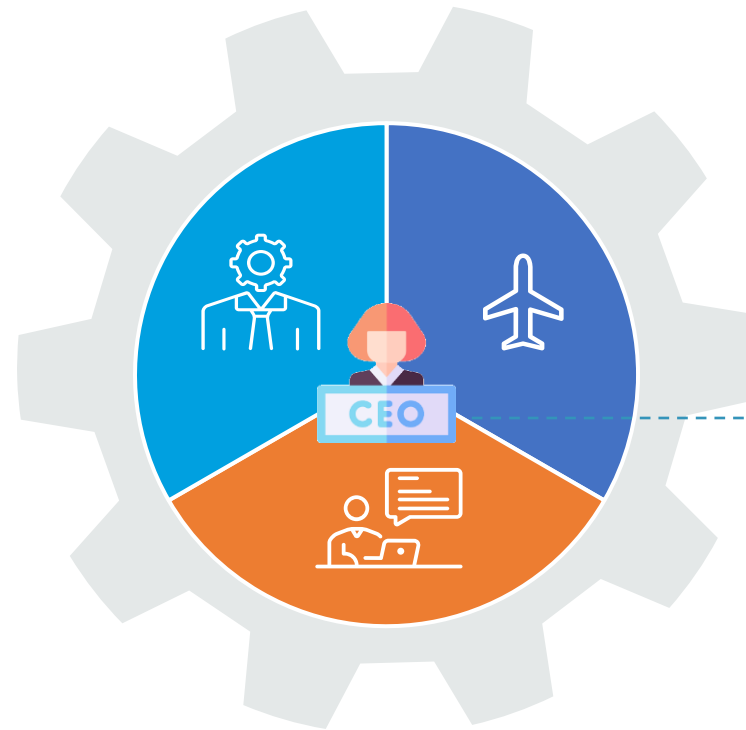
- Sample card.
- Consultant review and feedback of work plans 2023.
- Middle Year Review of work plans.

Follow up & support

Work will be based on a Gantt chart between March and November 2023.

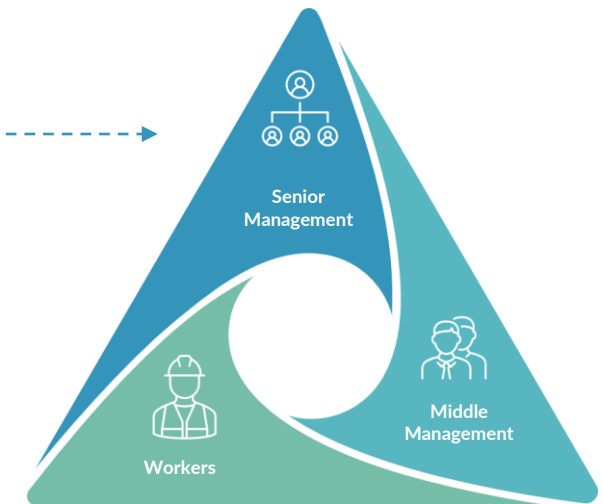
Focus of the work plan:

- Gaps Assessment 2022
- Performance 2022 - 2023 in safety, environment and maintenance.
- Monthly work meetings with CEO and internal BU team.



Field Visits

- Between one and two visits during the year; at the beginning and in the middle of the accompaniment.
- Objective: to meet BU and review progress.





STRATEGY

2023: 100% Neltume Ports LATAM
2024: 100% Neltume Ports, including Tidal and VBT.

Framework - Dashboard

Annual Work Plan

- Consultant review and feedback of work plans 2023
- Middle Year Review

	TGU <small>Terminales Graneleras Uruguayas S.A.</small>	RIESTIBA	TPC <small>Terminal Puerto Coronel</small>	Terminal Ontur <small>NUOVA PALMIERA</small>	TERMINAL PUERTO ROSARIO	MONTECON	Puerto Coronel	TPA <small>Terminal Puerto Anacleto</small>	PUERTO ANGAMOS <small>MEJILLONES - CHILE</small>	TGN <small>TERMINAL GRAÑALES DEL NORTE S.A.</small>	Puerto Mejillones	ULTRAPORT	Sagres	TPS <small>VALPARAISO</small>	
• Consultant review and feedback of work plans 2023	✓	✓	✓	✓	✓	✓	⚙️	✓	✓	✓	✓	✓	✓	✓	✓
• Middle Year Review	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓

Follow up & support

- State topics for which support is needed to fulfill the annual plan or others.
- Monthly work meetings with CEO and internal BU team.

• State topics for which support is needed to fulfill the annual plan or others.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	⚙️	⚙️
• Monthly work meetings with CEO and internal BU team.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	⚙️	⚙️

Field Visits

- Visits until date

• Visits until date	1	1	2	1	1	3	1	5	1	4	11	1	1
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Intervention

	CuCon	Fatal	Fatal	Fatal	Acid & Fire	Fatal
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Intervention



Completed / Proactive



Partially completed / Need more Support



Not performed / delivered



In progress

STRATEGY - SAFETY

Fatal Events – Not work –related accidents

Natural causes – Health

Work with People and Sustainability Management:

- ✓ Occupational Health - Quality of Life.
- ✓ Preventive Health Exams.
- ✓ Pre-Employment Exams for Critical Positions

Traffic Accidents - Road Safety

Call to the units to collaborate with their teams:

1. Mobilization on Road Safety issues - 06.09.23
2. Sharing best practices in Road Safety - 06.13.23
3. Training and practices for preventing traffic accidents - 07.18.23

Case:

TPA – K'umara Room

- Physical conditioning
- Kinesthetic care
- Health plan measurements



TPS, IST, ULTRAPORT y SITRANS lanzan campaña preventiva sobre accidentes de trayecto



Agenda Marítima

3.208 seguidores
5 horas

La campaña "Seguridad vial: tu responsabilidad como conductor y como peatón salva vidas" partió en las instalaciones portuarias buscando generar conciencia sobre los riesgos en las vías y centrándose en la comunidad portuaria y de Arica.
Empresa Portuaria Arica



INICIATIVAS

2023 - 2024





INICIATIVES

Simplifying the complex



FOCUS

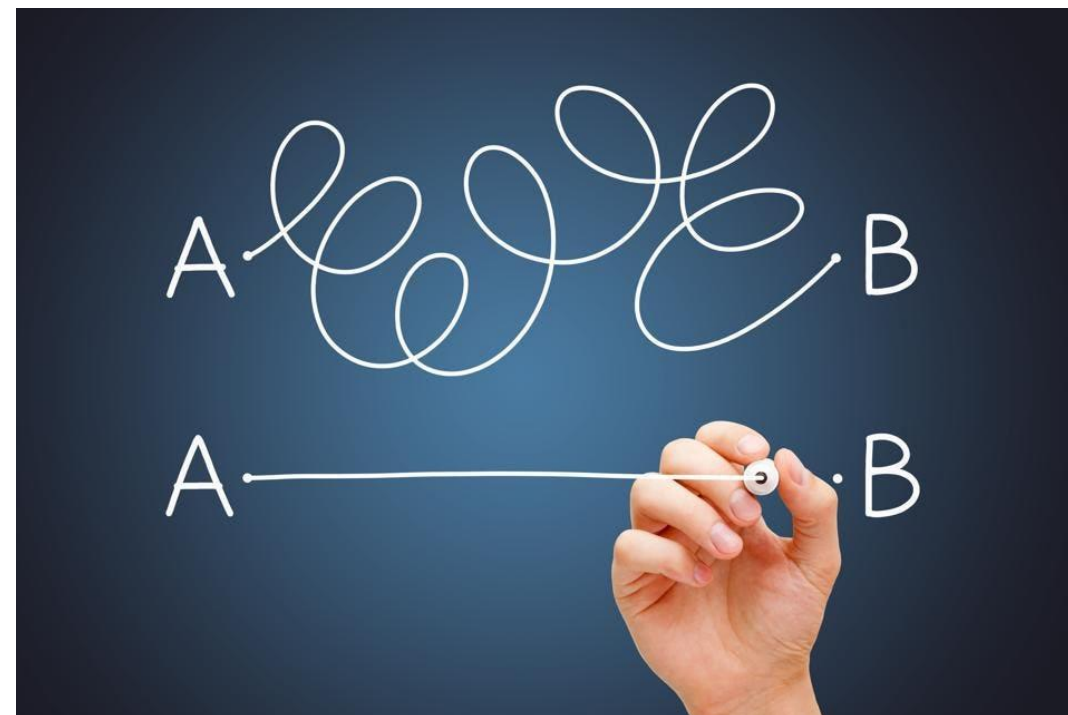
Knowing what we have to do and doing it well.



DEPTH

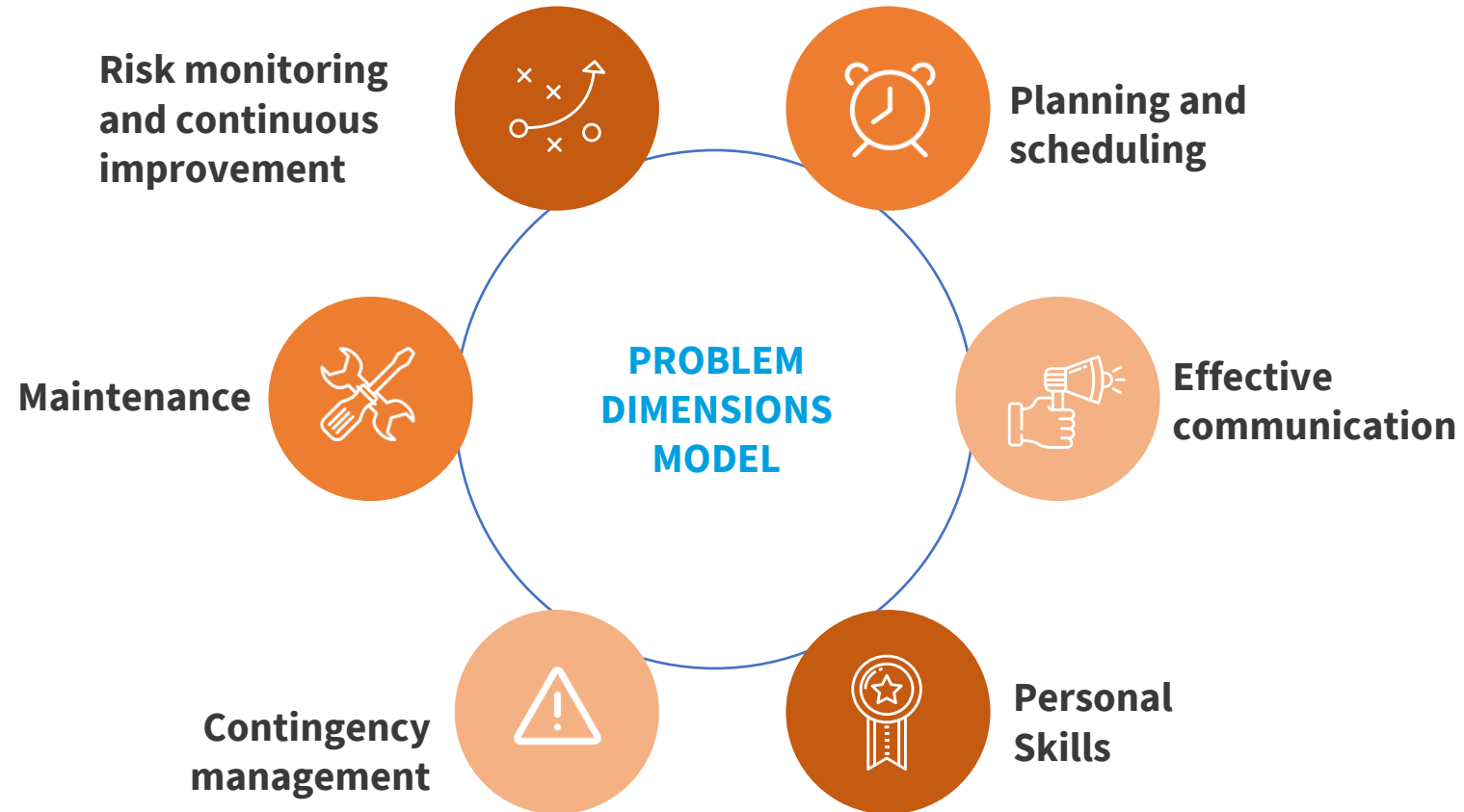
“Keep the good and change everything else”.

Humberto Maturana



INICIATIVES

Our model – problem dimentions





INICIATIVES

Conceptual Framework

Findings Assessment 2022



Operational Excellence Leadership Model 2.0.



Incident Investigation Process.



Annual Work Plan.



"Living the Number".

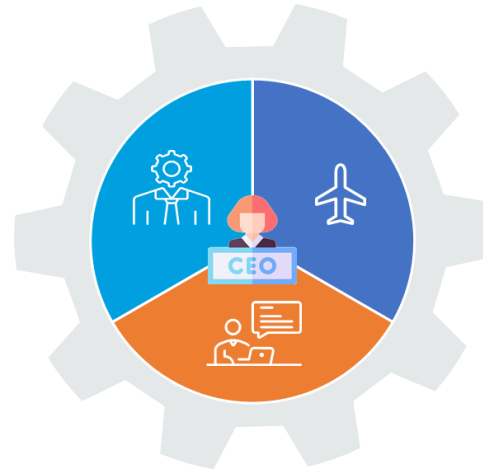


Predictors.



Daily Operative Planning.

Annual Action Plan Progress 2023



Focus & depth 2024

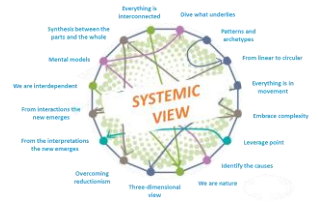
- Middle management – Supervisor’s role.
- Technical skills training.
- Asset management.
- Operational Processes.

Integrated Evaluation= (Assessment result) - (safety/environmental performance)



INICIATIVES - Processes

The importance of the systemic approach

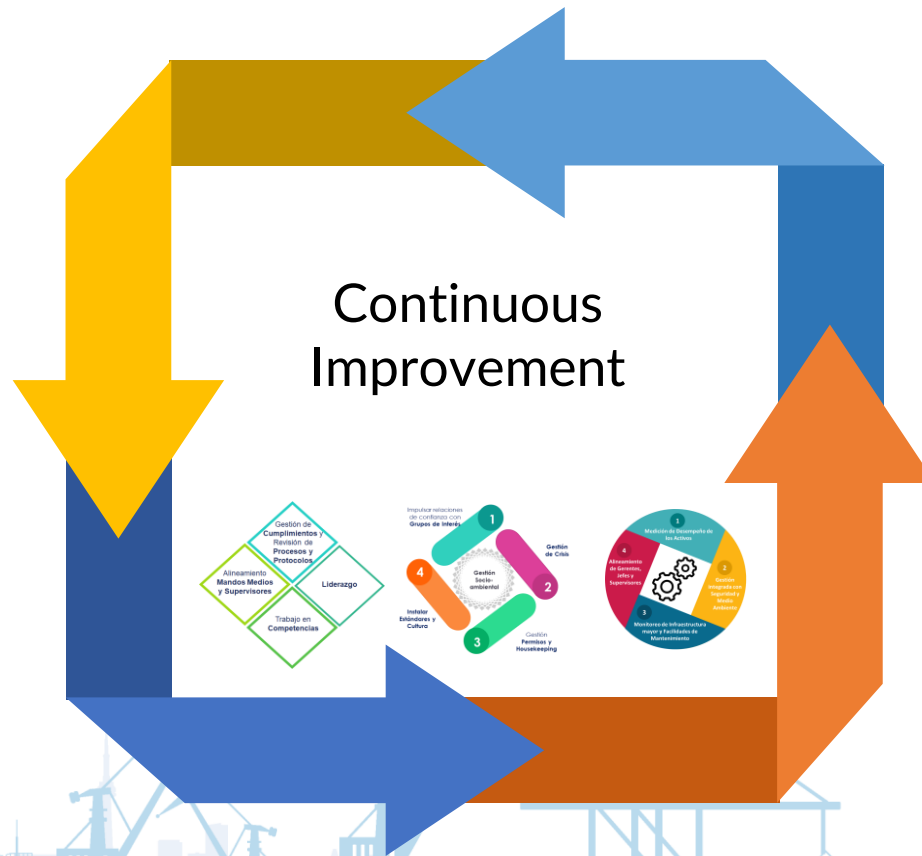


To work towards Operational excellence, the first step is to recognize **how we do what we do**, having a **systemic view**, and incorporate it into a process of **continuous improvement**.



Detailed mapping of all operational processes and critical risks

Cross-check with incidents in the operation



Develop an action plan for the different causes of the investigation

Find all root causes

Tools/equipment	Maintenance
Competencies	Training

INICIATIVES - Processes

The importance of the systemic approach



Detailed mapping of all operational processes and critical risks

Standardization of critical risks by business line and their mitigation controls

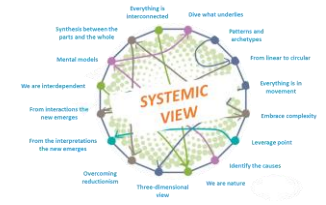
- ✓ From the point of view of the processes
- ✓ Operational reality of each line of business

Height	Crushing	Run-over	Confined Spaces	Contact with Hazardous Substances
Entrapment	Contact with energy	Fall of person into water	Ropes cutting	Collision



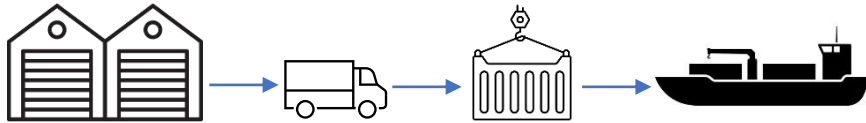
INICIATIVES - Processes

The importance of the systemic approach



In this regard, we have been working on two projects in 2023, aiming to **strengthen our systemic perspective in processes**

TPC – Ultraport Coquimbo case (WIP)



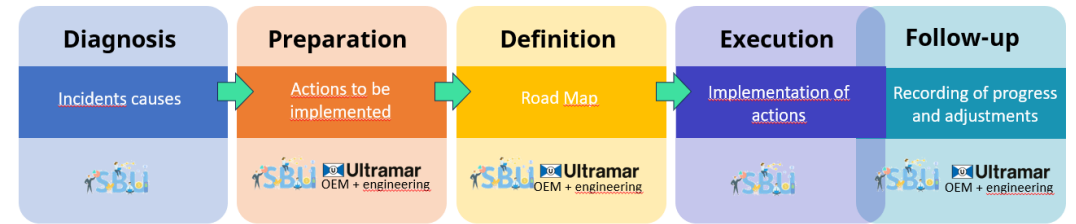
PROCEDIMIENTOS TPC- ULTRAPORT			
TPC	ULTRAPORT	LISTA MAESTRA PROCEDIMIENTOS DE TRABAJO 2023	
PROCEDIMIENTO DE TRABAJO	CÓDIGO	REQUIERE ACTUALIZACIÓN	
EMBARQUE DE FRUTA Y OTRAS ACTIVIDADES RELACIONADAS	COQ-P-001	SI	
TRANSFERENCIA DE CONTENEDORES	COQ-P-002	SI	
PROCEDIMIENTO DE RECEPCIÓN Y DESCARGA DE CONCENTRADO DE COBRE EN BODEGA N°1	COQ-P-003	SI	
RECEPCIÓN Y DESCARGA DE CONCENTRADO DE COBRE EN BODEGA N°2	COQ-P-004	SI	
COQ-P-005 PROCEDIMIENTO DE RECEPCIÓN, DESCARGA DE CONCENTRADO DE COBRE Y OTRAS ACTIVIDADES EN BODEGA N° 3	COQ-P-005	SI	
EMBARQUE DE CONCU CON SHIPLOADER	COQ-P-006	SI	
OPERACIÓN DEL SHIPLOADER	COQ-P-007	SI	
RECEPCIÓN DE HIERRO (PIEDRAS)	COQ-P-008	SI	
EMBARQUE DE HIERRO (PIEDRAS) CON BATEAS	COQ-P-009	SI	
EMBARQUE DE CONCU CON SISTEMA ROTAINER	COQ-P-010	SI	
DESCARGA DE NAVES RORO	COQ-P-011	SI	
DESCARGA Y DESPACHO DE NITRATO DE AMONIO EN BIG BAGS	COQ-P-012	SI	
DESCARGA DE TRIGO/MAIZ	COQ-P-013	SI	
DESCARGA Y ACOPIO DE CARGAS DE PROYECTO	COQ-P-014	SI	
DESPACHO DE CARGAS DE PROYECTO	COQ-P-015	SI	
DESCARGA, ACOPIO Y EMBARQUE DE CARGA GENERAL	COQ-P-016	SI	
DESPACHO DE CARGA GENERAL	COQ-P-017	SI	
CONSOLIDADO DE CONTENEDORES	COQ-P-018	SI	
PLAN DE EMERGENCIAS	COQ-P-019	SI	
AMARRA Y DESAMARRA DE NAVES	COQ-P-020	SI	
DESCARGA Y ACOPIO DE BIG BAGS GENERAL	COQ-P-021	SI	
DESPACHO DE BIG BAGS (GENERAL)	COQ-P-022	SI	
CONDICIÓN Y DESCONEXIÓN GUAYACAN	COQ-P-023	SI	
DESCARGA Y ACOPIO DE PROYECTOS EÓLICOS	COQ-P-024	NO	
EMBARQUE DE CONCU CON SISTEMA MULTILIFT	COQ-P-025	NO	

Bulk Cargo Transfer Operations (WIP)



Purpose

Collaborative work between ports that seeks to optimize our processes in order to avoid incidents in loading and unloading operations and mitigate their impacts if they occur.



- + External support:
 - Advisors
 - Universities

INICIATIVES – Spills Project

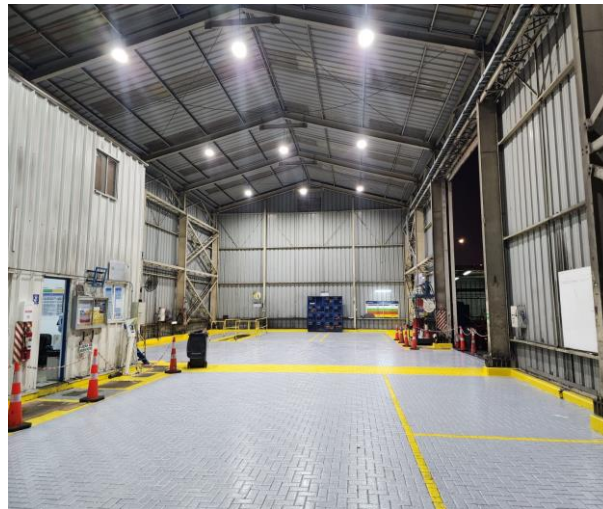
Results and evolution of Ultraport Angamos intervention 2022 - 2023

Evolution of the Maintenance Workshop

January 2023



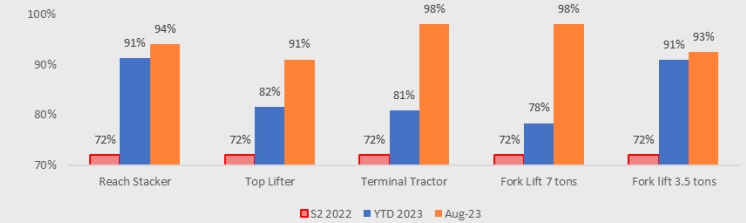
July 2023



Intervention Schedule

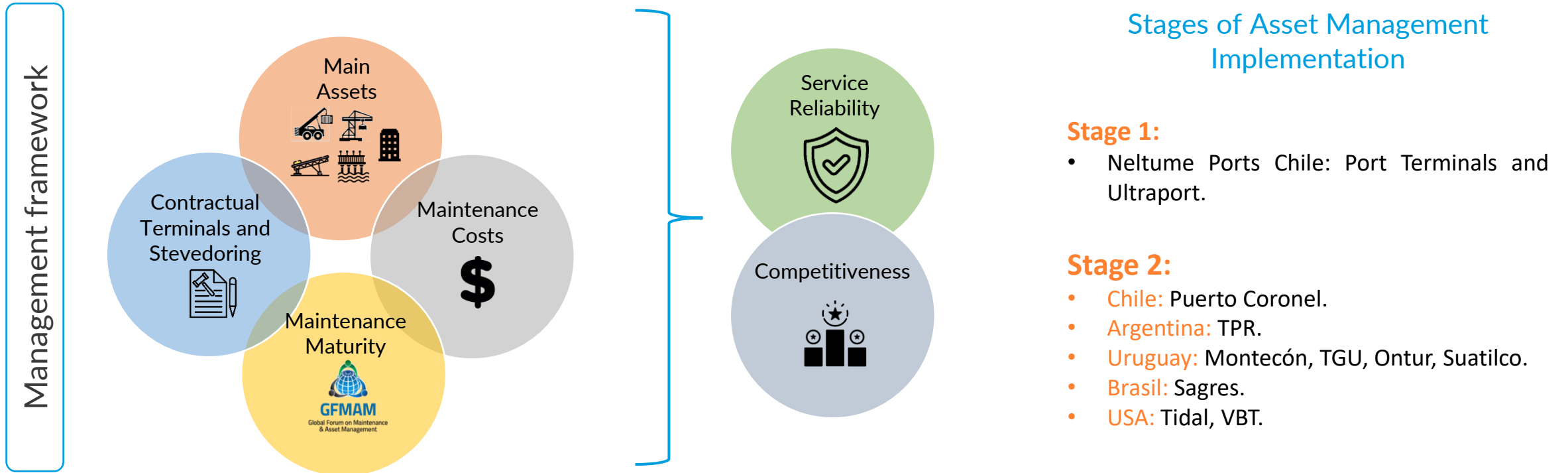


Evolution of operational availability of main fleets Ag 2022 – Ag 2023



INICIATIVES – Asset Management

Asset Management approaches



INICIATIVES – Asset Management

5 focuses of asset management



Focus 1:
Mobile
Equipment.



Focus 2:
Semi Mobile or
Fixed Equipment



Focus 3:
Processing or
Transfer Facilities



Focus 4:
Maritime
Infrastructure



Focus 5:
Land
Infrastructure
and Utilities



Fleets: ReachStacker,
Top Lifter, Front Loader,
Forklift, Terminal Tractor.



Fleets: Mobile Crane,
STS, RTG, Fixed Crane



Transfer Facilities: Acid
Plant PMEJ, Bulk Solid
Transfer PMEJ, Bulk Solid
Transfer TGN.



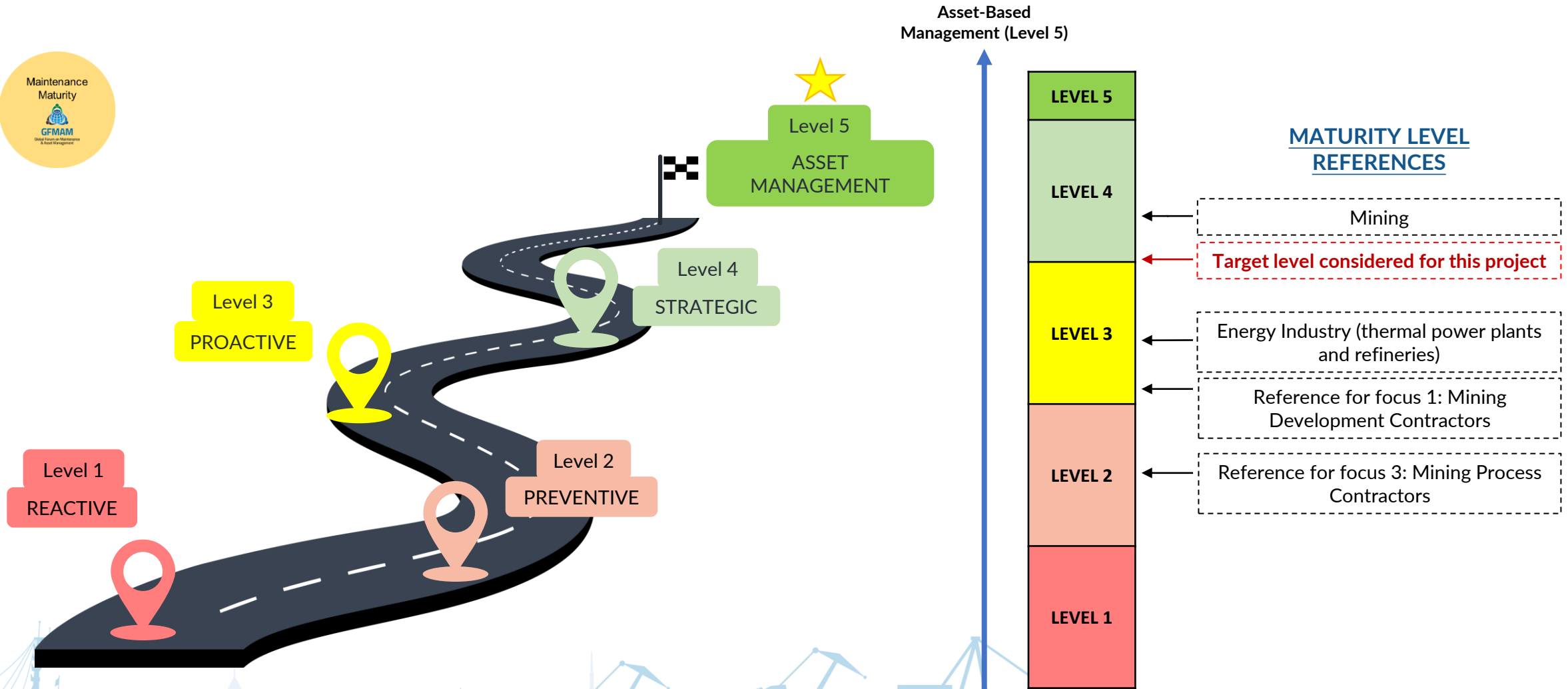
Maritime infrastructure:
Buildings, Berthing front,
Berth, Finger Pier, Mooring
dolphins, cathodic
protection



**Land Infrastructure and
Utilities:**
Warehouses/storage,
Buildings, Unpaved Yard,
Asphalt Streets, Paved Yard

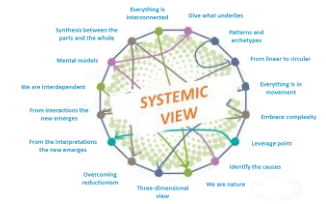
INICIATIVES – Asset Management

Reliability of maintenance service - Maintenance maturity



INICIATIVES – Middle Management

The importance of our Supervisors Role

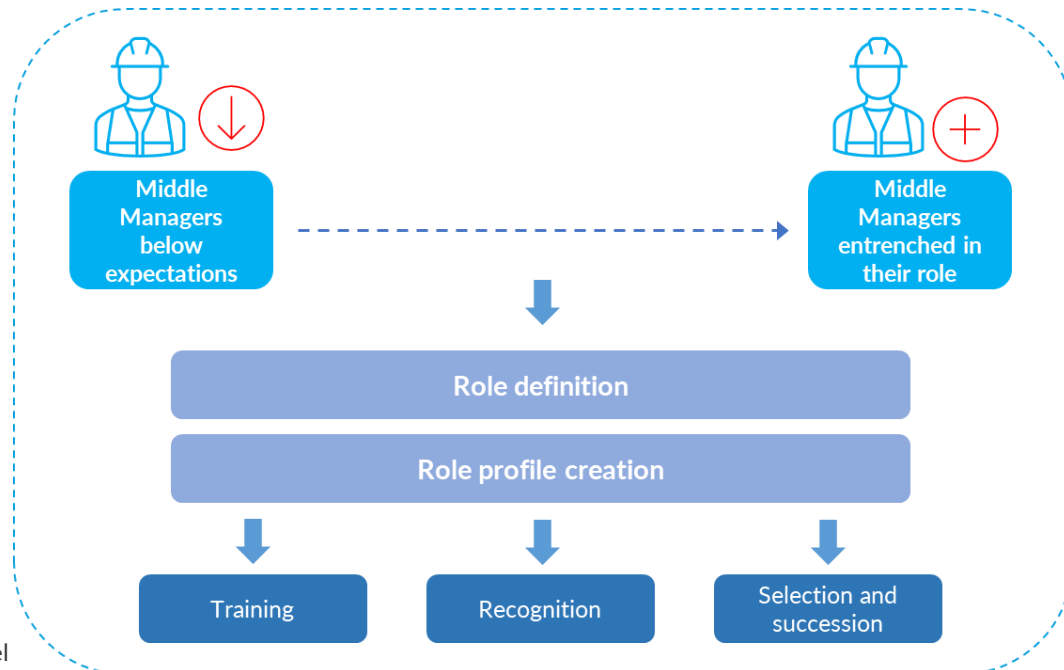


Supervisors play a crucial role in port operations, ensuring operational efficiency and maintaining safety standards.

By understanding the significance of their role, supervisors **can effectively align** their actions with organizational success.

Our role is to direct the work of the supervisors. To do this, we must get to know each of them, understanding their capabilities, which will allow us to establish a standard for the supervisor profile.

For a systemic view of the supervisor's role, we must pay special attention to, at the very least, these 4 dimensions:



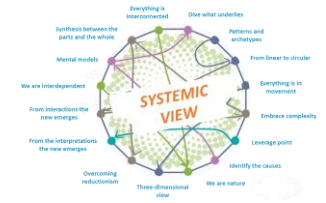
- 1 Structure
- 2 Standardization
- 3 Training
- 4 Support and Monitoring



Stop Work

INICIATIVES – Middle Management

Some examples of tools for supervisors that some BUs have implemented



Supervisors' support – Process awareness

Infographic with the processes

ULTRAPORT		Check List	
COQUIMBO	Administración de bodega 3	Código: ADM/3-001	Página N° 3 de 2
Trazabilidad de las operaciones			
Bloque 1	10	Recepción y despacho en recepción y despacho	
Bloque 2	10	Recepción (4) Camión	
Bloque 3	12	Recepción Camión	
Bloque 4	12	Recepción Camión	
Bloque 5	13	Recepción Camión y Colocación	
Bloque 6	20	Recepción (4) Camión	
Bloque 7	21	Recepción Camión	
Bloque 8	22	Recepción Camión	
Protección			

Minute-by-minute operation

ULTRAPORT		Check List	
COQUIMBO	Administración de bodega 3	Código: ADM/3-001	Página N° 2 de 2
Descripción Operacional			
1	¿El procedimiento de trabajo se encuentra disponible en terreno?	SI	No N/A
2	¿El procedimiento de trabajo se encuentra actualizado?	SI	No N/A
3	¿La cuadrilla de trabajo conoce el procedimiento?	SI	No N/A
4	¿La forma se desarrollo de acuerdo al procedimiento?	SI	No N/A
Operaciones			
1	¿Las fumos quedaron segregadas con new jersey y/o conos con una separación mínima de 50 cm?	SI	No N/A
2	¿El acceso de carga sobre el camión por un lado no supero el 30% de su altura y se encuentra separada 1 metro de distancia por el otro lado del camión?	SI	No N/A
3	¿El acceso de carga sobre el muro de contención no sobrepasa el límite de seguridad (1,5 metros de altura)?	SI	No N/A
4	¿El cargó fue en la bodega se desvió a la zona correspondiente?	SI	No N/A
5	¿Existió algún daño a equipos o infraestructura durante el turno? Si su respuesta es SI comente a que tipo de daño correspondió, por ejemplo: daño pararrayos, cables, montón rotatorio, daño en el muro del andén de recepción, entre otros.	SI	No N/A
Comentarios:			
6	¿Existieron retrasos en la operación? Si su respuesta es SI comente a que se trató el retraso, por ejemplo: faenas simultaneas, problemas documentación, falta de operarios en puerto, entre otros.	SI	No N/A
Comentarios:			
Orden y limpieza			
1	¿La bodega estaba limpia y ordenada antes de comenzar el turno?	SI	No N/A
2	¿Los new jersey se encuentran limpios y en buen estado?	SI	No N/A
3	¿Los conos se encuentran limpios y en buen estado?	SI	No N/A
4	¿Los materiales (escobillones, palas, carretillas, entre otros) utilizados se dejan ordenados?	SI	No N/A
5	¿Los trabajos con material se encuentran segregados, ordenados y rotulados?	SI	No N/A
6	¿Se prohibió algún terreno de acceso al exterior de la bodega?	SI	No N/A
7	¿Se prohibió algún terreno al interior de la bodega?	SI	No N/A
Seguridad			
1	¿Los Trabajadores a su cargo cuenta con todos los EPP necesarios para desarrollar sus labores al interior de la bodega?	SI	No N/A
2	¿Durante el turno regreso personal a la Bodega sin el permiso del supervisor?	SI	No N/A
3	¿Las vías de evacuación están despejadas?	SI	No N/A
4	¿El supervisor realizó el Check List utilizando la página de seguridad?	SI	No N/A
5	¿La bodega cuenta con extintores adecuados y de libre acceso ante alguna emergencia?	SI	No N/A
6	¿Se realizó ART para actividades que no se encuentran en el procedimiento?	SI	No N/A
Comentarios General del turno			

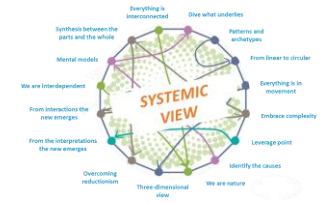
Check-lists

Safety talk cards

Do's and Don'ts

INICIATIVES - Training

A systemic approach to the training of our employees



Recognizing challenges in developing skills for port workers due to technology, diverse workforce, and changing environments is crucial. Understanding employee training as an **evolving system** is vital for both new hires and continuous retraining of our collaborators.

We must focus on:



Regulatory training: Compliance training is vital for ensuring the safety of our workers

Soft skills: effective communication, teamwork and problem-solving abilities are essential for maintaining safety, efficiency and can significantly improve overall performance.

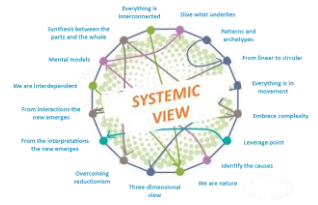
Technical Competencies: proficiency in equipment operation, safety protocols, and industry-specific knowledge ensures smooth operations and minimizes risks. Continuous training and upskilling are necessary to keep up with evolving technologies and practices.



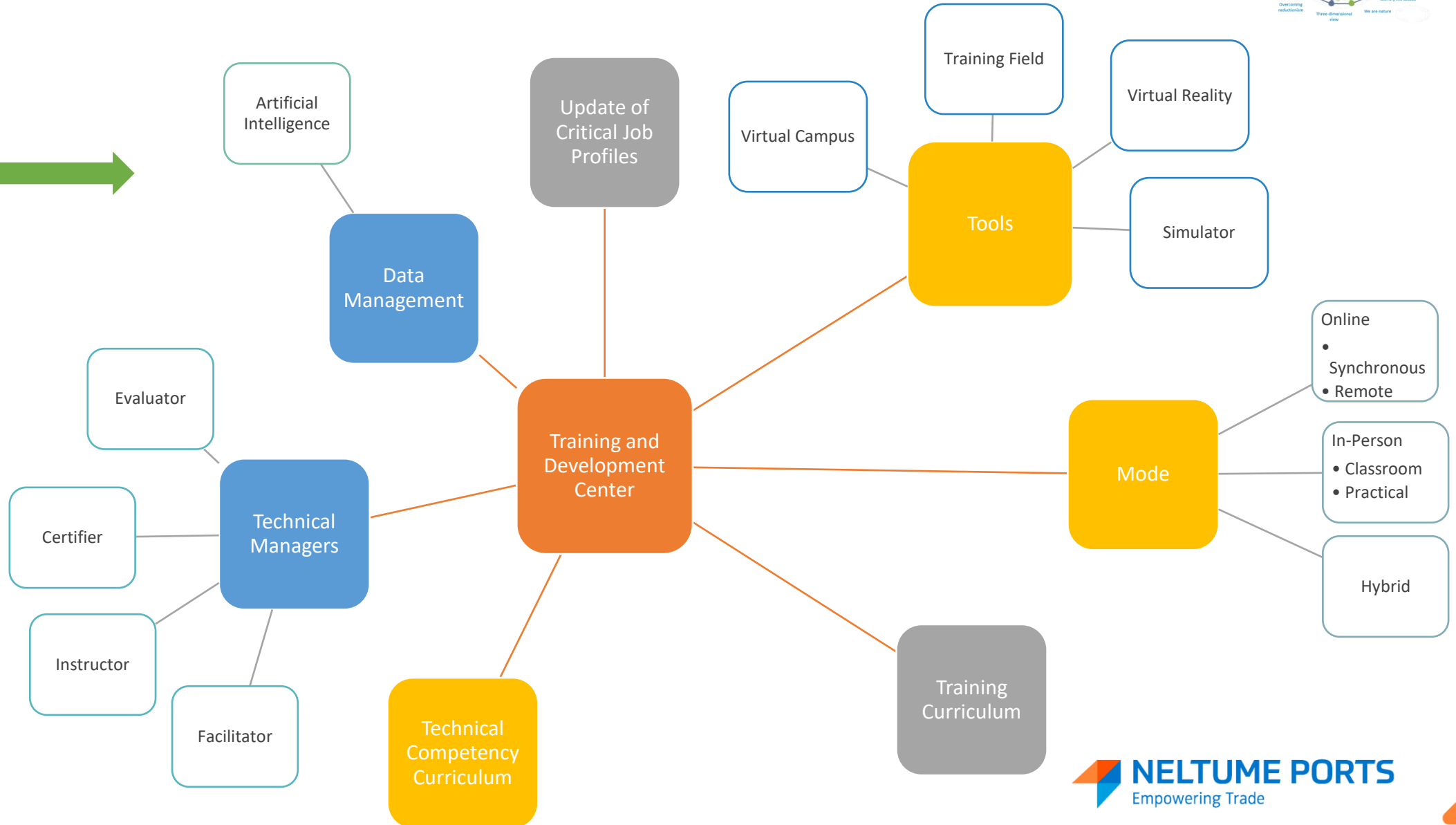
Ultraport's system

INICIATIVES - Training

A systemic approach to the training of our employees with Ultraport

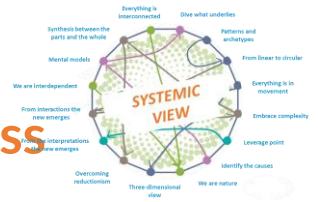


Operational Excellence



INICIATIVES - Training

Importance of Technical Skills Training in the Operational Excellence of Our Business



The **training of technical skills** for operational positions, especially critical roles, has a direct impact on the following areas:



It **improves safety** by teaching proper procedures and risk mitigation.



It **enhances job performance** by providing specific skills and knowledge.



It **boosts efficiency** by reducing downtime and errors

Having **training centers** within our operations allows us to:



Provide **hands-on training** in handling various types of cargo, the use of specialized equipment, and the adherence to safety protocols.



The integration of technology, such as simulators and virtual reality, allows **the replication of real-life scenarios** in which employees can practice critical tasks such as machinery operation, container stacking, and emergency response in a safe and controlled environment.

Operational Excellence Team

Operational Excellence



This team leads the management of **the technical aspects of sustainability** through a comprehensive **Environmental Management** of our operations, a new emphasis on **Maintenance**, and a well-established **Safety Strategy**.



Steering &
Developing
Strategy



Maintenance
& Operation



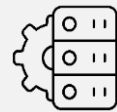
Safety



Environment



Recruitment &
Talent
Promotion



Formation
& Training



Teresa Matamala
Operational Excellence
Manager



Marion Pesce
Cost Control
Analyst



Camila Olguín
Head of
Environmental
Control



Daniel Granadino
Safety specialist



**María Jesús
Sepúlveda**
Safety Control
Engineer



Cristóbal Ambiado
Maintenance Control
Engineer

Team of Expert Consultants

Deloitte.

eleukon

WSP

DEKRA

HPC

FOUNDAMENTALITY
Evoluciones y Transcendentes

Julio Ovalle-
Consultor Freelance

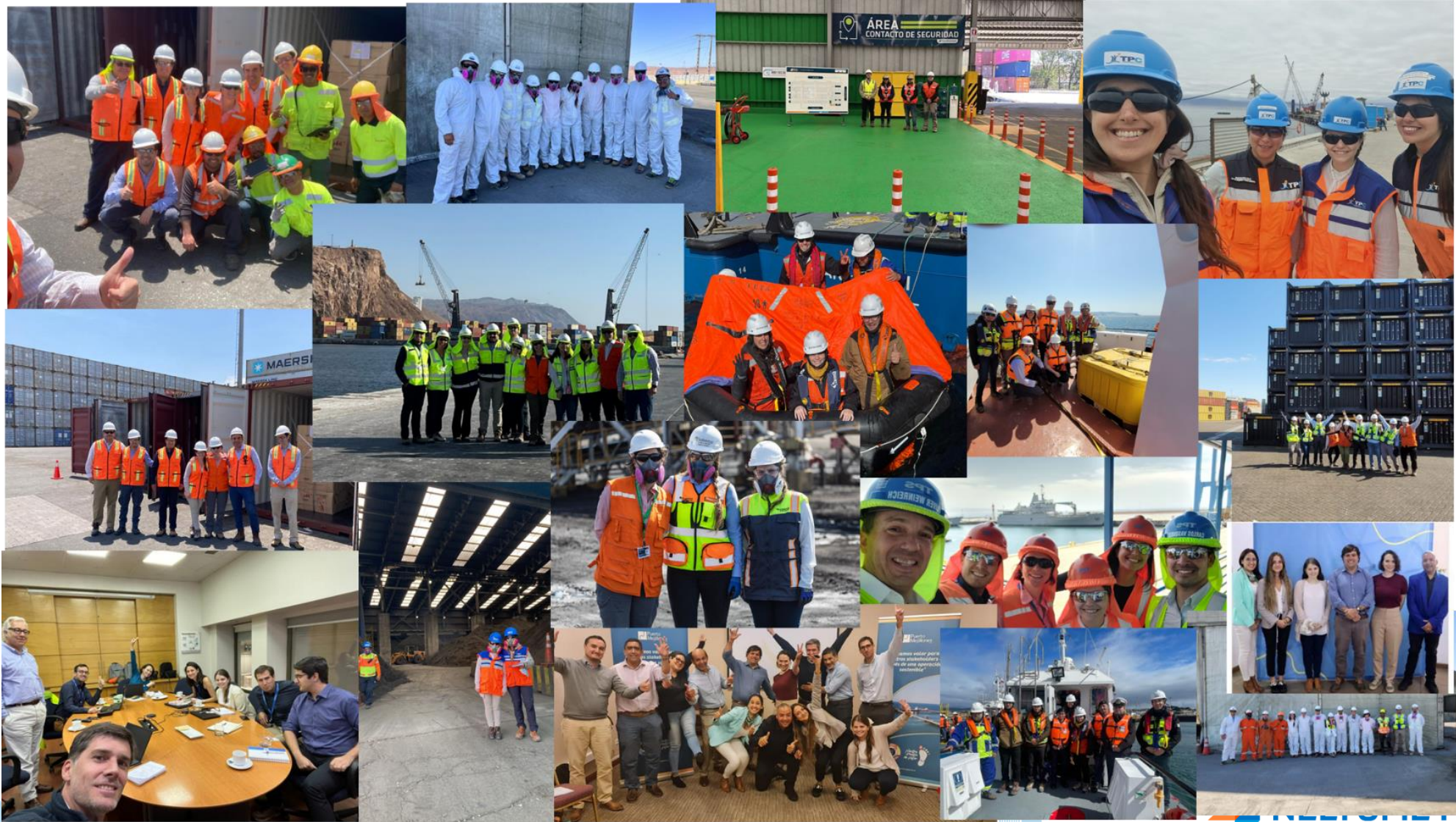
**ASESORIAS
LOS QUELTHUES**

Alejandro Fournies -
Consultory

PHARUS
GESTION DE RIESGOS LABORALES

AESTA ASesorías
ESTRATÉGICAS
AMBIENTALES

Operational Excellence Team





NELTUME PORTS

Empowering Trade

