

RE: Rebecca Evans

December 2023

To whom it may concern.

I have been Rebecca's manager in the Coke, Sinter & Iron Department (CSI) for the past 2 years since she was appointed as the Safety Facilitator. Rebecca also worked for my team from 2019 to 2020 where she helped cover the role of Support Facilitator.

Rebecca has been an excellent addition to the team and has fitted into the team effortlessly without any issues. Her work has matured since Rebecca started in the role and her work has improved to the standard that is now expected of her. I have no issues with Rebecca in the role and she has become well respected in the health & safety department as well as with the area/senior managers that she now deals with. Her biggest project and challenge to date was the implementation of the safety team from scratch. I gave Rebecca the task and offered my support if needed but the project and delivery of it to the senior team was all up to Rebecca. Understandably Rebecca was nervous during the first conversation but you could see her enthusiasm for the challenge. It was great to see Rebecca taking this on and we undertook regular update meetings where I was available for support if needed, but during each meeting, her confidence grew. It was also great to see Rebecca seek guidance from our local continuous improvement coach on how to deliver aspects of the project. Rebecca was meticulous in her planning in the development of what was needed, the principles, and the logistics behind it.

Once the plan was decided I informed Rebecca that she would have to deliver this to the senior manager as well as shift managers to get their backing. I knew from previous one-to-one meetings that Rebecca struggled with talking in front of senior people but I was amazed that she jumped right in and agreed without hesitation. I find that Rebecca does that more regularly with public speaking than she used to, she will put herself forward and put herself out of her comfort zone which as a manager is intriguing to see. Rebecca got the backing of the team and the safety culture of the department changed with the team's implementation. It continues to do so today with results improving monthly, but Rebecca strives for more and regularly spends time with the team and focuses on improvement.

I also tasked Rebecca with mentoring our two apprentices and she has coached them both to a point that they are now both confident and competent to go into the works areas after only 16 weeks whereas we normally plan for them to stay with us for 24 weeks. This is a testament to Rebecca's knowledge of the areas, her dedication to the boy's training, and her coaching ability. She developed a training schedule which I agreed with and she delivered on the plan. Every new apprentice will now have the same plan to follow and time scale as it has been a privilege to watch the apprentices grow under Rebecca. The area managers

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were concerned that they hadn't had much time with the team but Rebecca explained the plan to them and what they had been doing. Such is an indication of Rebecca's knowledge and personality once they all knew that the apprentice's has spent 16 weeks with only Rebecca they were not concerned about the lack of time with the manufacturing support team and were happy to have them both.

Rebecca came into the team with a depth of knowledge and an abundance of skills. It has been very satisfying seeing Rebecca put her theoretical knowledge of safety into practice. Her enthusiasm, work ethic, drive, standards, and leadership have been outstanding and have brought the standards of the team up to another level where all now strive to give 100%.

Over the last 2 years, it has been a pleasure watching Rebecca grow into the role. I watch her confidence and ability grow daily within the role and continue to see improvements in her communication, influencing styles, and coaching. She has certainly used her experience of shift work when dealing with the areas managers and horizontal team and will always help others when they need anything. It has been a pleasure to see her growth and continue to see it daily.

I trust that this account will be of assistance and please do not hesitate to contact me should you need any further information.

Yours faithfully



Jamie Jones

Operations Manager

Manufacturing Operational Support Team

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