

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Employee Engagement

Activity 1: Levels of employee engagement

Word Count: 997

Activity 2: Current organisational approaches to employee engagement

Word Count: 753

Activity 3: Strategies to raise levels of employee engagement

Word Count: 999

Student Name: Melanie Gough

Student Number: 1910141

CIPD Membership Number: 54660544

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: 

Date: 12th December 2021

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CIPD Candidate Evidence Matrix

Candidate name: Melanie Gough				CIPD Membership/registration No.: 54660544		
Qualification title: CIPD Level 5 Diploma in Applied Human Resources				Unique Learner No. (ULN): 1910141		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AEEG	Contributing to Employee Engagement in the Organisation	1.1, 1.2	Email with Director Refinery HR	EV 1		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1	Ask the RLT – examples	EV 2		
5AEEG	Contributing to Employee Engagement in the Organisation	1.1, 1.2	Email with Director Refinery HR	EV 3		
5AEEG	Contributing to Employee Engagement in the Organisation	1.2	Email from General Manager	EV 4		
5AEEG	Contributing to Employee Engagement in the Organisation	1.2	Email from RLT endorsing survey	EV 5		
5AEEG	Contributing to Employee Engagement in the Organisation	1.2	Email to MB to send final survey	EV 6		
5AEEG	Contributing to Employee Engagement in the Organisation	1.3	Email to All Employees to Complete Survey	EV 7		
5AEEG	Contributing to Employee Engagement in the Organisation	1.3	Screenshots of Survey	EV 8		
5AEEG	Contributing to Employee Engagement in the Organisation	1.4	Survey Results	EV 9		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1	Employee Consultation Forum (ECF)	EV 10		

5AEEG	Contributing to Employee Engagement in the Organisation	2.1	Employee Handbook	EV 11		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1	Ask the RLT	EV 12		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1, 2.2	Sickness Absence Total Hours Lost - Graph	EV 13		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1, 2.2	Flexible Working Arrangements – Graph	EV 14		CIPD
5AEEG	Contributing to Employee Engagement in the Organisation	2.1	D&I Strategy Board – Flexible Working	EV 15		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1, 2.2	Cost of Absence – Graphs	EV 16		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1, 2.2	Mental Health related absence – Graphs	EV 17		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1, 2.2	Pembroke Times – DPJ Foundation	EV 18		
5AEEG	Contributing to Employee Engagement in the Organisation	3.3	Meeting with Jo James, Manager HR	EV 19		
5AEEG	Contributing to Employee Engagement in the Organisation	3.3	Pembroke Times – Shadows Mental Health Workshop	EV 20		

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:



Date:

11/12/2021

Levels of employee engagement

While Pembroke Refinery has several programmes in place that are traditionally thought to contribute to high levels of employee engagement, the effectiveness of these programmes is unknown, as levels of employee engagement are not currently measured. Although Taylor and Woodhams (2016) argue that employee engagement is “universally beneficial” (p. 85) unfortunately the Refinery Leadership Team (RLT) would not endorse an engagement survey or focus group at this time. They were concerned about measuring employee engagement at a time of crisis, particularly with preparations for the cracking and olefins turnaround at a critical stage. [EV 1]

During the period March through July 2020, the RLT received 99 submissions through the ‘Ask the RLT’ portal, an online forum where employees and workers submit business related questions and suggestions anonymously. The RLT discuss the submissions and respond through the portal. Although only 49 of the submission were coronavirus (COVID-19) related, this is still a significant increase when compared to the same period in 2019 and 2018, where 36 and 29 submissions were received respectively. The increase in submissions was indicative of the difficulties the Refinery was facing as a result of COVID-19. However, it also highlighted the Refinery’s failure to communicate proactively. It was during this time that the RLT endorsed a COVID-19 employee survey, to gain a better understanding of employee morale. A survey was drafted and endorsed by RLT, and the VP and General Manager encouraged the workforce to take part in the survey. This survey, coupled with HR analytics, such as HR metrics on sickness absence rates and staff turnover data would provide sufficient insight into levels of employee engagement. [EV 2] [EV 3] [EV 4] [EV 5] [EV 6]

Employees were given 14 days to complete the survey to ensure all shifts had the opportunity to take part. The survey consisted of ten questions, seven of which were multiple choice style, and three were open questions. The overall response rate was 58% (295 employees), with the majority of respondents (151) working in the operations department and working on site during the pandemic. [EV 7] [EV 8]

Only 78 (26%) employees who were working from home, or a combination of working from home and on site, responded to the survey. They were asked what the top three challenges they encountered during this time were, with the responses reporting Social Isolation / Lack of Interaction, Communication, and Childcare / Dependent Care issues as the most common challenges. Similarly, employees working on site were asked what the top three challenges they have encountered during this time were, with the responses reporting Maintaining Social Distance, Childcare / Dependent Care issues and Personal Well-being as the most common challenges. [EV 9]

The survey asked employees to rate Pembroke Refinery’s response to COVID-19, with the option to select Poor, Average, Good or Excellent. The respondents answered Poor (5%), Average (46%) and Good (41%) followed by Excellent (8%), meaning almost half of the workforce rated above average, which is a positive outcome. Employees who were working from home were asked to say in one word how they felt about returning to work on site as lockdown eases. Most responses were fairly negative, such as ‘anxious’, ‘apprehensive’ and ‘worried’, highlighting the uncertainty employees felt about the pandemic. The responses

were collated to share with the RLT and Tier 2 leaders, so transition back to the workplace could be handled with compassion and understanding. [EV 9]

A Deloitte article looks at what COVID-19 has taught employers about employee engagement, recommends organisations take a supportive approach to management and inspire trust in leadership to improve employee engagement. Employers must “introduce work methods and policies that nurture the emotional connections between employees and their workplaces” (Kewalramani, 2020) to maintain long term commitment. The pandemic has forced Pembroke Refinery to find new ways of working, including introducing remote working and amended shift patterns of work to ensure minimum impact on business continuity.

The union represented operations employees work a 5-shift system, whereby each shift team works two 12-hour days, followed by two 12-hour nights, then 4 days off – after the third set, there is a ten-day break at which point the 30 days schedule is repeated. Each shift team is able to cover its shifts time off entitlements and employees are expected to provide reasonable overtime cover for sickness and unanticipated absence. If, for any reason, a shift cannot provide the necessary cover a member of another shift is called upon to ensure the 12-hour shift system can function. The Refinery had to put measures in place to ensure safe and reliable operations. This involved temporarily disbanding E shift to create 4 ‘over-manned shifts’, which involved operations working 7 day shifts then 7 days off, followed by 7 night shifts and 7 days off. This schedule was implemented to reduce the risk of cross contamination between shifts, and to ensure as much as possible that sufficient manpower was available to cover critical positions. As the operations employees are represented by a union agreement, the terms of the temporary work schedule had to be negotiated. While the rest of the Refinery groups showed discretionary behaviours by changing their working arrangements at the request of the business, in an effort to keep themselves and colleagues safe, the Union represented employees took the opportunity to negotiate enhanced terms for financial gain. This is a typical outcome of the relationship between Pembroke Refinery and the Union represented employees.

Jim Clifton, CEO of Gallup and Gerry Anderson, Chairman and CEO of DTE, discuss how to engage a unionised workforce. Anderson (2017) argues that there should be no difference in engagement levels between unionised and non-unionised workgroups, because while “collective bargaining changes the terms and conditions” the work environment should be the same. However, the survey results, together with sickness absence data indicates that employee engagement levels across the unionised workforce is lower when compared to the non-unionised workforce. While the maintenance workforce was more negatively impacted by the business’ decisions around COVID-19, their discretionary behaviours to go above and beyond, plus lower sickness absence shows that they are more likely to be engaged.

Emails with Director Refinery HR

From: Gough, Melanie
Sent: 21 October 2020 13:33
To: Hicks, Denise <Denise.Hicks@valero.com>
Cc: James, Joanne <Joanne.James@valero.com>
Subject: Employee Engagement

No worries, thanks for asking.

Mel

From: Hicks, Denise
Sent: 21 October 2020 13:33
To: Gough, Melanie <Melanie.Gough@valero.com>
Cc: James, Joanne <Joanne.James@valero.com>
Subject: Employee Engagement

Mel;

As requested, I asked RLT if you could issue an employee engagement survey, but as expected they were not happy to endorse at this time.

D

From: Hicks, Denise
Sent: 20 October 2020 09:26
To: Gough, Melanie <Melanie.Gough@valero.com>
Cc: James, Joanne <Joanne.James@valero.com>
Subject: Employee Engagement

Mel;

I will raise at RLT tomorrow and get back to you.

D

From: Gough, Melanie
Sent: 20 October 2020 08:50
To: Hicks, Denise <Denise.Hicks@valero.com>
Cc: James, Joanne <Joanne.James@valero.com>
Subject: Employee Engagement

Denise

As discussed, I need to assess employee engagement levels for my CIPD course. I know this isn't something we do as a matter of course, and I know you're not terribly keen given the changes the workforce have been through over recent months, but is there any chance you can see if you can get RLT buy-in. I would need to send out a survey to all employees, or a group of employees, e.g. I could assess engagement levels within the Technical group or similar.

Many thanks,

Ask the RLT – examples

Coronavirus Action Plan

Question

Does the refinery have broader action plan to reduce the spread of the virus. On top of employees, contractors there are also visitors/ sales reps coming to site from across the UK, Europe and even the rest of the world. If it gets in I'm sure it would spread rapidly.

Response

Thank you for your question. We are following the UK government guidance for quarantine and travel. All visitors to site are being asked the following questions as per UK guidance and are not granted access if they answer yes to any of the questions:

Have you...

- Travelled to a Category 1 region within last 14 days?
- Travelled to Category 2 region within last 14 days and have fever and cough/shortness of breath?
- Had close contact with someone that has Covid-19?

Additionally, to reduce the spread of illnesses, we have increased the cleaning frequency of common areas including hand rails, doors, kitchens, etc. As per another ask RLT response, we are also distributing personal hand gel and wipes and putting up more hand sanitiser dispensers in common areas.

For more details on the UK government's workplace advice, please visit:
<https://www.gov.uk/government/publications/guidance-to-employers-and-businesses-about-covid-19/guidance-for-employers-and-businesses-on-covid-19>

Karen Muehlbauer on behalf of the Leadership Team

Responded: 04 Mar 2020

Coronavirus Screening

Question

Are there any plans to have temperature screening on the gates entering site and admin? This would highlight any employees with potential high temperature/fever which is one symptom of Coronavirus.

Response

Thank you for your question. We are following the UK government's advice and will not be completing temperature screening at this time. We are prepared for it if it were to become required. However, please note that if someone was unwell and took paracetamol or ibuprofen we would not detect a fever, which means temperature screening provides minimal identification of someone that is sick.

Karen Muehlbauer on behalf of the Leadership Team

Responded: 05 Mar 2020

Coronavirus affecting shift members

Question

Do the company have plans in place for any shift members that may be affected by coronavirus? We all change, work and eat in the same facilities, come into contact with other shifts at handover and through people on overtime and share the same bus down to control room for turnover. If someone were to come down with the virus that would be a minimum of 3 shifts that would need to self-isolate. What are contingencies in place for safe operation of the refinery and ensuring there is adequate manning in case of a unit shutdown?

Response

Thank you for your email. We have updated our guidelines and these can be found on the Pembroke Refinery website in the Corona Virus section. We are working different contingency plans and as we finalise them we will be updating the work force and website accordingly. Remember it is vitally important that we each practice the correct personal hygiene and maintain the correct social distance both at work and away from work so that we do not pass any illness amongst our workgroups or families.
 Richard Allen on behalf of the Leadership Team

Responded: 23 Mar 2020

Coronavirus pay

Question

What are Valero's plans for paying both staff and RSD employees if they are required to isolate due to their classification as a high risk or vulnerable person, such as those with diabetes or on immunosuppressant medication, if required to do so by either the government or asked to do so by their medical consultant for an extended period of time? and will there be a time limit on how long they can be paid for?

Response

Thank you for your question.
 Pay practices for Valero and RSD employees are as per their contract of employment.
 Individuals who will not be working from home and who are classed as vulnerable so are unable to attend site will need to discuss their personal circumstances with their RLT Director. Vulnerable or high risk individuals should seek advice from their GP or Consultant.
 Denise Hicks on behalf of the Leadership Team

Responded: 24 Mar 2020

Shift work & Covid 19

Question

If a shift worker is diagnosed with Covid 19 what is the company's plan.
 In reality he has potentially affected 3 shifts.

Response

Thank you for your question
 The Medical guidance received from the Company's medical officer is that if any person confirmed with Covid-19 has been in close contact with other people (within 6 feet for more than 15 minutes) within a 12 hour period from symptoms showing, then the Company would contact those individuals to discuss next steps. At the Refinery it is vital we adhere to the social distancing policy at all times thereby reducing the potential to pass on the virus. We all need to take personal responsibility for maintaining the 2M distance.
 Denise Hicks on behalf of the Leadership Team

Responded: 25 Mar 2020

Risk Reduction Maintenance Shift Pattern

Question

I would like to propose a potential working pattern for the refineries maintenance departments as the current situation gets worse regarding the Covid-19 virus. As a method of protecting employees, the maintenance departments could be reduced further. Critical equipment proof testing can still be carried out with a core team of between 2 and 4 people with the remainder of each A/B group on a call out rota, only responding to emergency work orders (or even urgent work requests if operations require maintenance for the efficient running of the plant). A rota reflecting this working pattern could easily be devised, where the new core preventative maintenance team could continue on the 4 on (4 off) pattern or even 7 day patterns etc. I would imagine that the entire maintenance department would all prefer to be at home, safe, with our families but still carrying out all of the required business needs as they arise, ensuring the refinery continues to run safely and is ready to thrive if the economic climate returns to its original state. There would be no call-out payments during this period and normal pay will apply regardless of how many times people will attend site. I would agree that the current system has definitely improved the ability to 'socially distance'; however, there is a lot of room for further improvement with very minimal effort involved to implement and a lot to gain.

Response

Thank you for your suggestion

As part of our response to the Covid-19 we have reviewed our contingency plans and aligned them with government advice on how to respond to the pandemic – this is ever evolving and we are monitoring the advice and making changes accordingly. We have already sent a lot of the workforce to work from home where their job allows for it and we have also split the day shift work patterns into 2 to reduce the population on site by 50% and increase the ability to socially distance ourselves. Recent changes include a 25% reduction of contractor work hours which has meant stopping/ pacing of maintenance work, however we must continue to ensure safe, stable and reliable operations of this Refinery as part of the critical infrastructure to the UK and it is our obligation as a top tier COMAH site. To that end we still need to remain fully compliant so we must continue to ensure we meet the requirements of the PSSR's, we must maintain discipline around completing IAN's on time and addressing the integrity threats. We must execute our Maintenance strategy and complete our PM's on critical equipment and SIL rated systems as well as responding to operational requirements and break in's. As none of us know how long this pandemic will last, to achieve our plan (Safe, stable and reliable operations) we cannot curtail the workforce as you suggested as this is not sustainable over a prolonged period of time to remain compliant. When we reach the peak of the pandemic in Pembrokeshire we will likely start experiencing more of our team affected with the virus and this is the time the next phase of our contingency plan would come into effect. Please rest assured we are still committed to our key objectives in response to this pandemic of keeping our people healthy and working so please continue to do your part by observing proper hygiene practices, maintaining social distance, and limiting travel outside your home to essential purposes only. Many thanks, Tony Jevons on behalf of the Refinery Leadership Team.

Responded: 06 Apr 2020

A & B Teams mixing with TDO workers

Question

The idea of a split camp working 4 on 4 off was to segregate teams from contact with each other because of the COVID-19 and government guidance on social distancing. Yet there are still personnel working a TDO pattern who are in close contact with both Teams. Why / How is this allowed?

Response

Thank you for your question.

The intent of the A/B teams is to split larger teams into smaller teams to improve social distancing. Some smaller teams can work to the social distancing guidelines and have interaction with teams working from home on a TDO schedule and so they are remaining on a TDO schedule.

However, if you have any specific concerns or improvements ideas please contact your supervisor so we can make further changes as necessary.
Richard Allen on behalf of the Leadership Team

Responded: 06 Apr 2020

Non Critical Work

Question

We are currently on site to maintain Critical works only at this time of crisis, so why do we have so many people on site doing non-essential works e.g. painting, stripping scaffolds, removing lagging from redundant lines? and after the recent confirmed case on site. Government have offered to pay 80% wages so why are we still putting men a potential risk as contamination?

Response

Thank you for your question.

In accordance with the latest government guidance all work that can be completed from home has been identified and those affected individuals have transitioned to working from home. The government guidance of business and premises required to close following the Prime Minister's announcement on Monday 23rd March does not include the refinery and as part of the UK Energy supply critical infrastructure we remain open and our workers are deemed Key workers as a result.

The current guidance does not require us to stop non-essential work and, in order to maintain safe, stable and reliable refinery operations, all work activities are prioritised accordingly. This is all, of course, provided that workers are not showing coronavirus symptoms and they and their household are not self-isolating. As UK Government advice changes we will constantly be monitoring and where necessary updating to ensure we remain in compliance.

We have taken some radical steps to ensure social distancing can be enforced with changes of work patterns to split work groups and you can certainly do your part by ensuring excellent hygiene practices with diligent hand washing and use of hand sanitizer and ensure strict 2 metre social distancing is maintained. The Job Retention scheme the government announced applies to employees who have been Furloughed who would otherwise have been laid off or made redundant as a result of the Coronavirus. This is a government initiative that needs to be reviewed by each employing Company to assess eligibility. Many thanks, Tony Jevons on behalf of the Leadership team.

Responded: 07 Apr 2020

Loss of sense of taste and smell

Question

I have been made aware of the ever increasing numbers of people on-site who have lost their sense of smell and taste. I know most things should be taken on a case by case basis but what is Valero's take on the matter in general. I fully understand that government don't currently acknowledge this as a symptom to act upon, but saying that they assume the vast majority of people are in self-isolation. If this is proven to be a sign (a few weeks down the line) should these individuals be self-isolating now from Pembrokeshire refinery to stop further infection even if this is just a precautionary measure. Prevention is the best method.

Response

Thank you for your question. We continue to follow government and NHS guidance, which currently requires people that have a fever or continuous cough to self-isolate. However, we continue to emphasise if you feel unwell, please do not come to work.
Karen Muehlbauer on behalf of the Leadership Team

Responded: 08 Apr 2020

PPE/Face masks

Question

As you have stated previously, it is becoming increasingly difficult to purchase Masks of almost any standard in the country. Contract companies are in the same situation. On most tasks carried out on site they are done as a team, however it is not always possible to remain 2 meters away from your co-worker. Again with the government social distancing guidelines, it is advisable to wear a mask to prevent any potential spread of the virus and this is definitely the case when working as a team. Can Valero please make all masks available to the contractor so if the schedule dictates close proximity working that they can withdraw a mask from stores?

Response

Thank you for your question. The UK government continues to state that masks are not required to be worn and provide little protection for non-healthcare workers. Additionally, as you have mentioned there is shortage of masks in the UK and worldwide and they must be saved for workers within the NHS who are required to use them due to their close contact with individuals that are sick or for jobs on the refinery that specifically require masks for safety reasons. Practicing good social distancing and washing hands regularly continues to be the best measures to keeping you and everyone healthy. Please see the link below for specific government advice regarding face masks that was updated 6 April 20.

<https://www.gov.uk/government/publications/guidance-to-employers-and-businesses-about-covid-19/guidance-for-employers-and-businesses-on-coronavirus-covid-19>

Responded: 08 Apr 2020

Inaccuracy of temperature guns 2

Question

Surely as an instrument used for "accurately" measuring peoples temperatures in these worrying times the guns should (as with ALL other instruments used on site) be calibrated and carry a calibration sticker?

The instrumentation market place has a wide variety of quality manufacturers providing "proper" temperature testing equipment that work even in extreme outside weather conditions.

Having to move temperature testing indoors to get a suitable reading during this "trial" period must highlight the fact these bargain basement temperature guns are simply not up to scratch?

Will Valero be looking to purchase or hire some instruments that are a bit more robust going forward?

Response

Thank you for your question.

Just like food and masks, thermometers are in limited supply in the UK. The temperature instruments we are using will detect a temperature. The lower readings we experienced during testing last week were a result of the colder ambient temperatures. We have researched thermal imaging and other technology in detail and it is also impacted by the colder ambient temperatures. When it is cold outside, your skin becomes cooler resulting in a lower reading. This was the reason that we changed to screening people indoors so that the skin has time to warm up.

Karen Muehlbauer on behalf of the Leadership Team

Responded: 14 Apr 2020

RLT Reassurance

Question

As you are currently aware especially within maintenance the guys and girls have many issues and questions they would like to address with the RLT. Would RLT members be available to come down to the workshops and reassure/answer any questions we all have. That's if you are happy to do so?

Response

Thank you for your question.

As an RLT we discussed this request and fully supported providing a forum to openly discuss concerns/questions in these uncertain times. We did insist however that we needed to avoid RLT members going into different work group's buildings/workshops to avoid any potential and unnecessary cross contamination of work groups.

We agreed for representatives from each team/company to poll questions from their respective teams and be the voice of their workgroup at 2 separate town hall sessions that were held in the fire hall for both A and B work teams (Socially distanced of course). Different RLT members attended per their work rotation to answer the questions and the session were very informative and feedback has been very positive.

As always, you can continue to use the anonymous 'Ask the RLT' forum or raise questions through your line management - I would also encourage you to check out the COVID-19 webpage on the intranet as new content is constantly being refreshed and updated and also check out previous replies to the 'Ask the RLT' as quite often your questions/concerns may have already been raised by others.

I hope you found the town hall sessions useful and we certainly appreciate the request - as we progress through these unprecedented times it might be useful to repeat these sessions again, but we will continue to monitor information being communicated and act accordingly.

Many Thanks, Tony Jevons on behalf of the Refinery Leadership Team.

Responded: 20 Apr 2020

Maintenance Shift Patterns

Question

Qu 1. Could you clarify if the current reasoning of the maintenance split shift is regarding achieving social distancing or to maintain isolation between the shifts and to prevent 'cross contamination' please?
Qu 2. Will the 4on 4 off shift pattern for maintenance be extended or finish on 12th July and back to 9 day fortnight from the 13th?
Qu 3. How long is this shift pattern likely to last?

Response

Thank you for your questions – as these are all of a similar nature I will address all with this response. In response to government guidance, the 4 on/4 off (A/B) work pattern was necessary to separate large numbers of people across site and to enable social distancing to work. This has been very effective to date and ensures we don't have more than 50% of our teams on site at any one time. In these highly unprecedented times we are still uncertain about when government restrictions regarding social distancing will be lifted, however without a vaccine and/or individual immunity, it is highly unlikely that restrictions will be relaxed any time soon.

As a result of this we have been actively working with the NAECl 'blue book' contractors unions to review work patterns/options to understand how we can maintain social distancing with fewer people on site at any time, targeting a 50/50% split to keep work groups separate and understand just how that could work. These talks are still on-going so I cannot comment if the current arrangement will remain in place for an extended period, or if the unions/workforce create an alternative working pattern that can assure safe social distancing or if the preference might be to reduce hours/numbers on site. As you will have heard on Ed's recent video update and seen on the news, our industry faces unprecedented economic challenges and we need everyone's support to focus on keeping everyone safe, reducing costs without compromising safety or reliability and meeting the plan. Once the consultation in relation to working patterns is concluded a communication will be issued with a clear way forward.

Rest assured we are still committed to our 2 objectives we stated at the very beginning of the COVID 19 pandemic, and that is keeping our people healthy and working. My hope is we can mutually agree something with the unions shortly and communicate to you to alleviate any uncertainty, and allow people to make plans and adjust to the 'new normal' we all find ourselves in. As government guidance changes we will review and adjust accordingly.

Many thanks,
Tony Jevons on behalf of the Refinery Leadership team.

Responded: 15 Jun 2020

Union involvement in the temporary shift agreement

Question

The A&B shift system was implemented by Valero to keep the workforce employed during the uncertain times caused by this global pandemic, but most importantly safe. The shift system allows us to keep a safe social distance and follows government guidelines set out for employers at this time. The decision of the union to take this to ballot is baffling, from what I understand they don't have a valid argument. The union also represents the minority of people that this decision would effect. I thought that the union was to protect workers' rights and ensure the safety of workers, not to create a situation that could cause mass redundancies that may arise due to the greed of a few. The majority of people I have spoken to would be happy to carry on this current agreement during this pandemic to ensure job retention but also the health and safety of themselves and their families. My question is, why the unions are getting involved in this temporary shift agreement, when it is only being done for the health and safety off all the employees at Valero?

Response

Thank you for your question. We have been in consultation with many various working groups and interested parties, including the unions over the best way to safely manage the work patterns at Pembroke refinery as it affects a lot of people as you quite rightly pointed out. I can inform you that the response of the union ballot was a majority in favour of staying with the A/B work pattern, which is in alignment with our site objectives regarding COVID 19, to keep people healthy/safe and working.

Many thanks,
Tony Jevons on behalf of the RLT.

Responded: 06 Jul 2020

4 on 4 off.....2

Question

Following on from your previous answer you said "we will always look at opportunities to make changes for the better" and "Like any changes it would have to make good 'business sense' to do"
Surely having maintenance staff on site for 11hrs a day, 7 days a week for a standard rate of pay makes perfect business sense?
The 4 on 4 off system has seriously reduced Valero's cost of both having maintenance personnel available, and the number of call in's.
This leads me to ask the question from Valero's point of view what's not to like?

Response

Thank you for your question, there are the obvious advantages to 7 day/week Maintenance coverage, aside from the safety benefits which is necessitating the current work pattern, however it does create other challenges around continuity and splitting of shared services, etc. so this would all have to be reviewed as part of any long term change. Also as per the previous response, any permanent changes to work patterns would have to go through various consultations with many different work groups (Employee consultation forum, NAECl unions, etc.) as this would be a permanent change to terms and conditions of Employment. That said, I really appreciate the feedback on the work pattern and if enough interest in future it's certainly one to consider providing it was cost neutral to implement.

Many thanks,
Tony Jevons on behalf of the RLT.

Responded: 21 Jul 2020

Hand Sanitiser Bottles

Question

Where can we refill our hand sanitiser bottles?

Response

Thank you for your question.

Hand sanitizer bottles can be refilled using the pump bottles that are fixed at the turnstiles, outside the Main Workshop, Blue Box and at the gates.

Turnstiles:

- 4 – East gate
- 2 – East Compound (North West)
- 2 – East Compound (South East)
- 2 – East Compound (South west)
- 1 – Admin gate
- 2 – Gate 2

We are currently working to add additional filling points at the Horseshoe and Main Admin building.
Denise Hicks, on behalf of the Refinery Leadership Team.

Responded: 21 Jul 2020

Emails with Director Refinery HR

From: James, Joanne
Sent: 04 November 2020 15:17
To: Gough, Melanie <Melanie.Gough@valero.com>
Cc: Hicks, Denise <Denise.Hicks@valero.com>
Subject: RE: Coronavirus Survey

I'll call you shortly mel

From: Gough, Melanie
Sent: 04 November 2020 15:08
To: Hicks, Denise <Denise.Hicks@valero.com>
Cc: James, Joanne <Joanne.James@valero.com>
Subject: RE: Coronavirus Survey

No problem!

Jo, do you have time this week at all?

Mel

From: Hicks, Denise
Sent: 04 November 2020 12:48
To: Gough, Melanie <Melanie.Gough@valero.com>
Cc: James, Joanne <Joanne.James@valero.com>
Subject: Coronavirus Survey

Mel;

The RLT have decided to send out a COVID related employee survey - thought this may be suitable for your CIPD?

The RLT have drafted the attached questions, but they need tidying up - please could you and Jo review?

Ed is drafting a communication to all employees.

D



DRAFT Questions
for Review.docx

Email from Ed Tomp, VP & General Manager

From: Tomp, Ed

Sent: 09 November 2020 14:01

To: GR-PEM Valero Employees (014) <GR-PEMValeroEmployees014@valero.com>; GR-PEM Valero Employees Operations (006) <GR-PEMValeroEmployeesOperations006@valero.com>

Subject: Employee Survey

Colleagues,

During the coming weeks, we will be conducting an employee survey in order to gain a better understanding of employee morale and engagement. The survey will be used to help us:

1. understand the challenges you are currently facing
2. improve our response to the coronavirus pandemic
3. support you better during these difficult times

Once the survey data has been collated, we will share the results on the Pembroke Intranet. If you have any questions, I encourage you to speak with your Director.

An email will be sent early next week with a link to complete the survey. We would like to assure you that the survey is anonymised and there is no traceability to individuals. As this is an opportunity for you to share your opinions, feedback and suggestions with us, we encourage you to participate in the survey.

Thank you for your continued commitment to Pembroke Refinery.

Best regards,

Ed

Email from RLT endorsing the survey questions

From: Jevons, Tony
Sent: 12 November 2020 07:11
To: Gough, Melanie <Melanie.Gough@valero.com>
Cc: GMfg - PEM Refinery Leadership Team <GMfg - PEMRefineryLeadershipTeam@valero.com>; James, Joanne <Joanne.James@valero.com>
Subject: RE: Covid Survey

I endorse
Tony

From: Allen, Richard
Sent: 11 November 2020 14:04
To: Gough, Melanie <Melanie.Gough@valero.com>
Cc: GMfg - PEM Refinery Leadership Team <GMfg - PEMRefineryLeadershipTeam@valero.com>; James, Joanne <Joanne.James@valero.com>
Subject: RE: Covid Survey

Endorsed by me. Thanks Mel

From: Gough, Melanie
Sent: 11 November 2020 11:26
To: GMfg - PEM Refinery Leadership Team <GMfg - PEMRefineryLeadershipTeam@valero.com>
Cc: James, Joanne <Joanne.James@valero.com>
Subject: Covid Survey

RLT,

Please find attached the final version - please could you endorse the attached survey questions ready for distribution.

Many thanks,

Mel



FINAL Survey
Questions.docx

Email to Marcus Blair

From: Blair, Marcus
Sent: 12 November 2020 10:44
To: Gough, Melanie <Melanie.Gough@valero.com>
Subject: RE: Covid-19 Survey for distribution

Hi Mel,
No problem.

Marcus Blair

Sr Training Administrator
Learning & Development Department
Valero Energy Ltd
Pembroke Refinery
Pembrokeshire
SA71 5SJ

Telephone: 01646 649225
Mobile: 07900598915
Marcus.Blair@valero.com

Registered office 27th Floor, 1 Canada Square, Canary Wharf, London E14 5AA. Place of Registration: England and Wales. Company No. 8566216

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From: Gough, Melanie
Sent: 12 November 2020 10:17
To: Blair, Marcus <Marcus.Blair@valero.com>
Subject: Covid-19 Survey for distribution

Hi Marcus

Please find attached the approved Covid-19 survey. When you've created the survey please could you send to all staff - we need it open for 14 days to catch all the shifts.

Please let me know if there's anything I can do to help!

Many thanks

Mel



FINAL Survey
Questions.docx

Email to All Employees to Complete Survey

From: Blair, Marcus

Sent: 16 November 2020 10:13

To: GR-PEM Valero Employees (014) <GR-PEMValeroEmployees014@valero.com>; GR-PEM Valero Employees Operations (006) <GR-PEMValeroEmployeesOperations006@valero.com>

Subject: Employee Survey

Dear all,

Please complete the employee survey, which can be accessed using the following link:

<https://www.surveymonkey.co.uk/r/KV7NCT2>

The survey will close on Sunday 29th November 2020.

Kind regards,

Marcus Blair

Sr Training Administrator

Learning & Development Department

Valero Energy Ltd

Pembroke Refinery

Pembrokeshire

SA71 5SJ

Telephone: 01646 649225

Mobile: 07900598915

Marcus.Blair@valero.com

Registered office 27th Floor, 1 Canada Square, Canary Wharf, London E14 5AA. Place of Registration: England and Wales. Company No. 8566216

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Screenshots of Survey

1. What department do you work for?

- ☐ Operations
- ☐ Maintenance
- ☐ Technical Services
- ☐ Health, Safety & Environment
- ☐ Planning & Economics
- ☐ Business Services (Finance, Warehouse & Procurement)
- ☐ Human Resources (HR, Training & Medical Centre)
- ☐ Executive
- ☐ Information Services

2. What are your current working arrangements?

- ☐ Working from home
- ☐ Working on site
- ☐ A combination of working from home and on site
- ☐ Other e.g. shielding and unable to work from home because of job role

3. If you have been working from home, what are the top 3 challenges you have encountered during this time?

- ☐ Communication
- ☐ Access to information and/or tools to carry out your job
- ☐ Clarity on covid-19 rules
- ☐ Issues with equipment / Hardware / Software / WIFI
- ☐ Team work / collaboration
- ☐ Logistical issues i.e., suitable space to set up your workspace
- ☐ Ergonomic / DSE issues
- ☐ Staying motivated
- ☐ Social isolation / Lack of interaction
- ☐ Childcare / Dependent care Issues
- ☐ N/A

4. If you have been working from home, please tell us in one word how you feel about returning to work on site as lockdown eases?

5. If you changed your working pattern to accommodate the business, was this communicated to you sufficiently?

- ☐ Yes
- ☐ No
- ☐ N/A

6. If you have been working on site, what are the top 3 challenges you have encountered during this time?

- ☐ Communication
- ☐ Maintaining social distancing
- ☐ Clarity on covid-19 rules
- ☐ Work pattern / work life balance
- ☐ Additional challenges due to colleague self-isolation / shielding etc
- ☐ Availability of PPE i.e., face coverings, gloves, sanitizer stations etc
- ☐ Childcare / Dependent care Issues
- ☐ Personal well-being
- ☐ Coping with change
- ☐ N/A

7. If you have been shielding, have you received sufficient contact / support from Occupational Health during this period?

- ☐ Yes
- ☐ No
- ☐ N/A

8. How would you rate Pembroke Refinery's response to Covid-19 to date?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Poor

9. What do you think could be done better going forward?

10. How could we be supporting you better at this time?

PowerPoint Results of Survey



December 2020

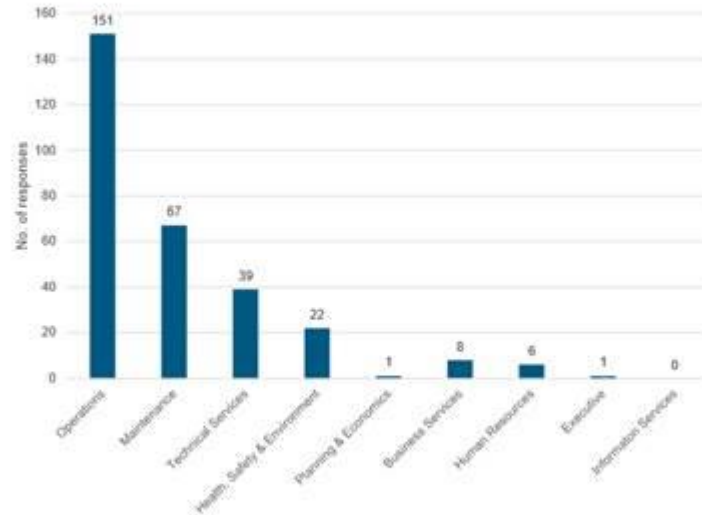
**Covid-19 Survey
Results**

#FueledBy

Melanie Gough

A word cloud graphic on a blue background with a yellow diagonal band. The words are arranged in a circular pattern around the central text '#FueledBy'. The words include: SAFETY, EMPLOYEES, LEADERSHIP, TEAMWORK, PERFORMANCE, VOLUNTEERS, VALUES, FLEXIBILITY, SOLUTIONS, RESILIENCE, COLLABORATION, COMPASSION, RENEWABLES, EXPERTISE, ENVIRONMENT, TECHNOLOGY, COMMITMENT, SPIRIT, STAKEHOLDERS, EXCELLENCE, OPERATIONS, GOVERNANCE, INNOVATION, PEOPLE, SUCCESS, GROWTH, DIVERSITY, CULTURE, DISCIPLINE, INTEGRITY, and COMMUNITY.

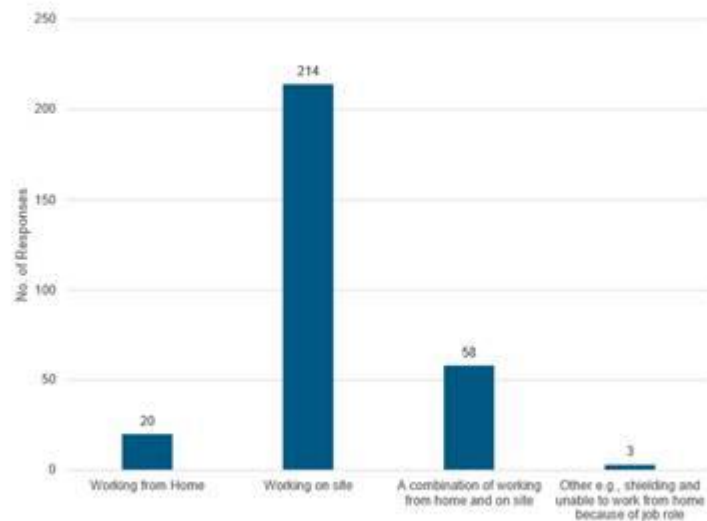
Q1. What department do you work for?



2



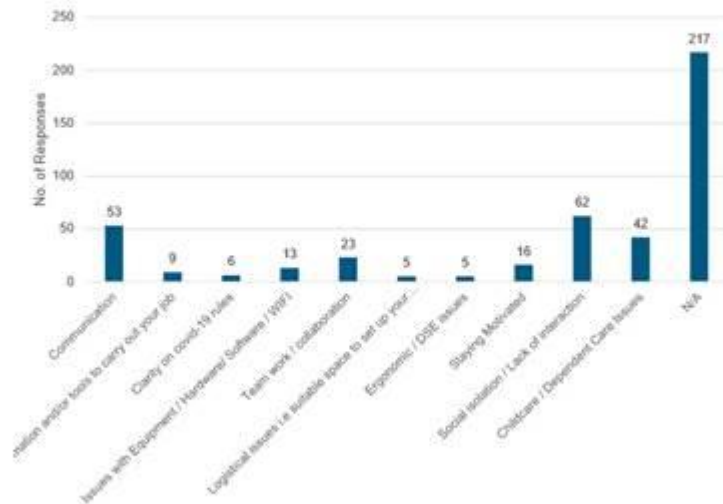
Q2. What are your current working arrangements?



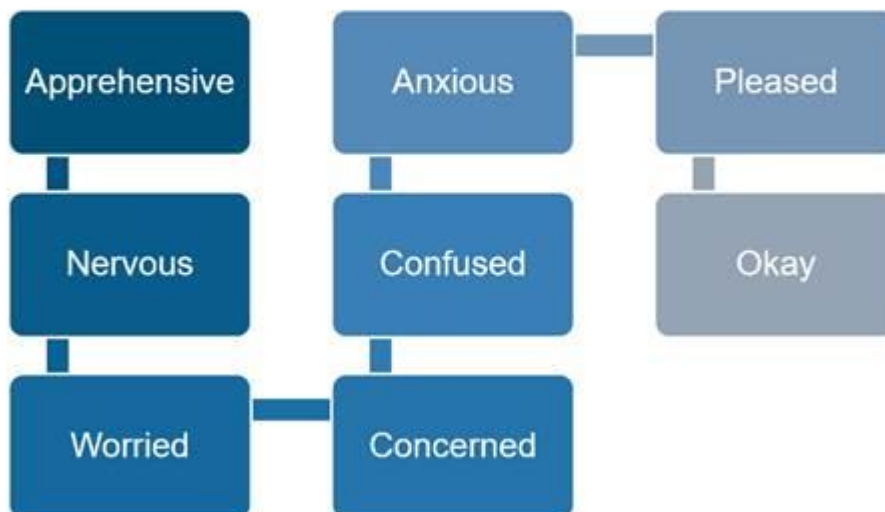
3



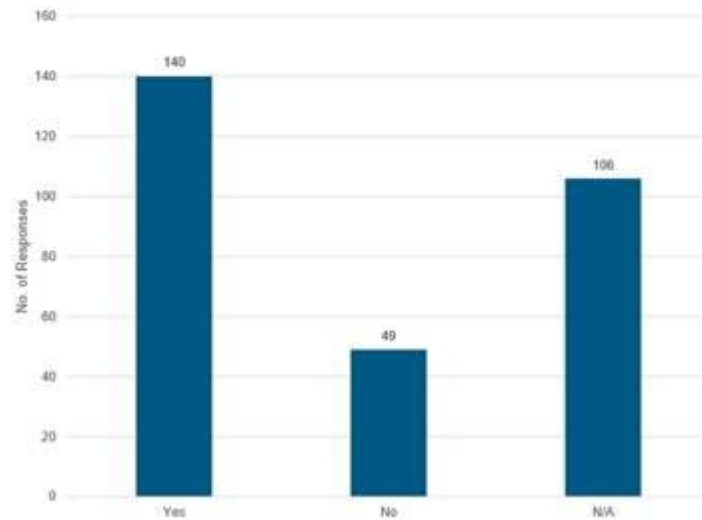
Q3. If you have been working from home, what are the top 3 challenges you have encountered during this time?



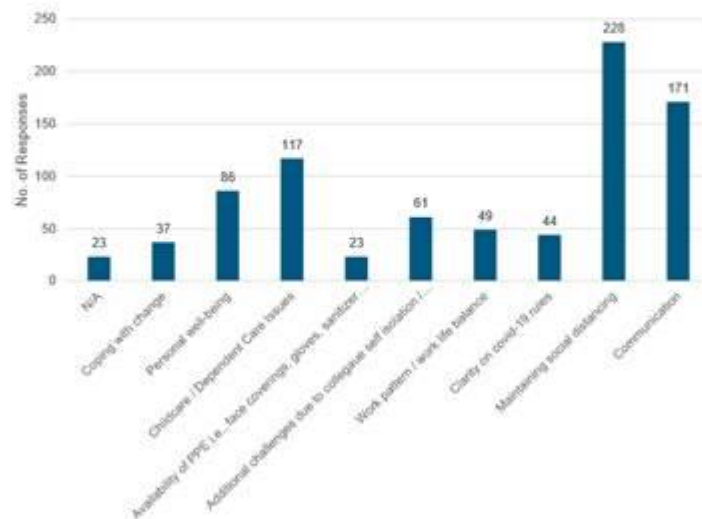
Q4. If you have been working from home, please tell us in one word how you feel about returning to work on site as lockdown eases?



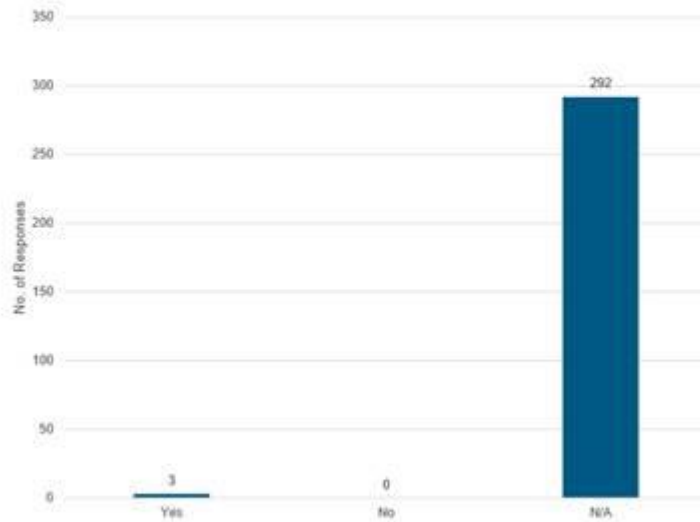
Q5. If you changed your working pattern to accommodate the business, was this communicated to you sufficiently?



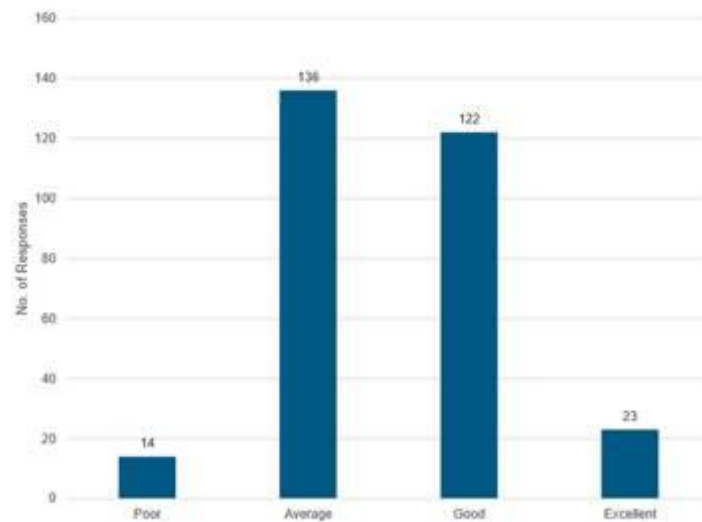
Q6. If you have been working on site, what are the top 3 challenges you have encountered during this time?



Q7. If you have been shielding, have you received sufficient contact / support from Occupational Health during this period?



Q8. How would you rate Pembroke Refinery's response to Covid-19 to date?



Q9. What do you think could be done better going forward?

Better communication. We are not being consulted on anything that affects us. I literally had 1 hr notice to go on the 4 on 4 off which is not acceptable.

More sanitizer refill stations need to be installed so we're not queuing all the time. The queues in the afternoon are long – surely this affects productivity.

Put us back on the TDO. We were told we would work 4/4 temporarily, but word on the grapevine is we are not going back like we were told. It's not fair as Ops have returned to 5 shift.

Open the canteen on weekends please. It's hard enough doing the weekly shop at the moment without having to worry about sorting lunch for work.

Provide more face masks please – we've only been issued with 2 each which isn't enough.

Install more temperature testing stations – the queues in the morning are ridiculous.

More timely and targeted communication with links to up to date government advice – I get confused over the rules as they keep changing.

Put us back on TDO work schedule or pay us over time when we are working weekends. I don't get shift pay like Ops do to compensate for unsocial working.

Please provide cameras for our home PC? We are like the poor relation. When we have remote meetings with US colleagues and they are video and we are audio only. It's embarrassing and I'm fed up of asking!

10

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16

Q10. How could we be supporting you better at this time?

More regular contact from my line manager – I feel like I'm out of sight out of mind. It's very isolating.

My wife is shielding due to a serious underlying health condition. Some people on site are not following the 2m rule. I have rented a flat to live in temporarily as I'm worried that working on site is putting her at risk.

I'm being supported by my manager who is being very understanding of my situation and how hard it is working at home while home schooling 2 kids.

Does every call have to be 'as a team' – it would be nice to have a 1-2-1 conversation.

More flexibility. Can't believe we are tied to 8-5 while we are working at home.

I have found it difficult working from home. I'm a single man living on my own and I feel isolated. I have been speaking to my Manager about working on site a few days a week.

I really miss my team. A friend of mine who works at the Power Station had an online team quiz last Friday night and they said it was a great idea.

Be more flexible. Me and my wife are critical workers – she works on the covid ward at Withybush and we have a son to look after. Our parents normally help with childcare but they're shielding. It's stressful and I have had to use leave to look after my son.

The company has been amazing to me while I've been shielding.

11

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Available at: <https://news.gallup.com/opinion/chairman/223319/engage-union-workforce-one-ceo-lessons.aspx>

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Kewalramani, A. R., 2020. *What has COVID-19 taught us about employee engagement?*. [Online]
Available at: www2.deloitte.com/mt/en/pages/human-capital/articles/mt-employee-engagement-and-covid-19.html

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London: CIPD.

Current organisational approaches to employee engagement

Valero Pembroke Refinery has a traditional approach to employee engagement, and promotes employee engagement through a number of outlets. The CIPD stress that communication is a critical element of employee engagement as it helps to develop trust and transparency. Pembroke Refinery communicate through various channels, with the main forms of communication being the Employee Consultation Forum (ECF), the Employee Handbook and 'Ask the RLT'.

The ECF is a form of employee voice, which is "the means by which people communicate their views to their employer and influence matters that affect them at work". (Peters, 2020) The group meet regularly to discuss issues of a common interest, such as terms and conditions of employment, policies and health and safety with a view to making Valero "a better place to work - better for its employees and better in its business." (Valero, n.d.) [EV 10]

Valero's Employee Handbook is issued to all staff during onboarding and is available electronically on the Pembroke intranet. It is updated in line with developments in employment law and changes in Valero's policies and benefits information. The Employee Handbook is an effective and standardised form of communication and is useful for "spelling out the company's policies and expectations in a positive and accessible manner" (Boyce, (2018)). [EV 11]

The 'Ask the RLT' platform is where employees and workers can submit anonymous business-related questions and suggestions to an online portal. The Refinery Leadership Team (RLT) discuss the submissions and respond through the portal. The 'Ask the RLT' portal is accessible to all employees and workers. This is an example of organisational integrity, where the leadership team are "actively responding to employee reviews, and explicitly stating when changes have been made that were suggested by employees". (Glassdoor, (2016)) [EV 12]

In addition to communication, Pembroke Refinery has several other initiatives that contribute to high levels of employee engagement, including the reward and recognition programme and opportunities for training and development.

A principle driver for employee engagement at Pembroke Refinery is reducing sickness absence and the associated cost. Sickness absence is at a record high, with total hours lost in 2021 to date at 40,240 hours. This is a significant increase year on year since 2018, when total hours lost were 27,100 hours. Of the 40,240 hours lost in 2021 to date, 26,656.5 hours (66%) is within the operations department. This is disproportionately high as operations represent just 52% of the workforce. In addition, the cost of absence is higher within operations compared to other areas of the business as the positions must be covered to

ensure safe and reliable operations. This means that the additional cost to the business includes overtime payment at an enhanced rate, in line with the Union agreement. [EV 13]

One key barrier to employee engagement is inequality of treatment between the union represented employees and non-union represented employees. Much feedback from the workforce centres around the enhanced terms that Union represented employees have negotiated and the wedge between both groups resulting from the more favourable terms. This was particularly apparent during the early stages of COVID-19, where temporary changes to work schedules were put in place. Operations negotiated a 7 on / 7 off work schedule alternating between days and nights, with a payment equivalent to 48 hours per month paid at double time. The payment was made in spite of Operations not working any more hours than they would have had their work schedule not changed. Maintenance were split into two teams and directed to work a rolling 4 on / 4 off shift pattern on 10.5-hour days. The rolling shift pattern meant that for half of the time, they were working 'premium' days, for no additional pay. Adams' Equity Theory is concerned with the balance between how much an employee gives to an organisation, such as effort and commitment, compared with what they receive in return, such as responsibility and recognition. When an employee feels that they are being treated equally – both to their peers and in compensation for their efforts – they will be more likely to be motivated to work hard, have higher morale and will perform well. In contrast, if an employee feels that they are being treated inequitably, they will become demotivated. The maintenance employees raised several issues in relation to the change to their work schedule, including lack of notice – some employees attended for work on Monday 23rd March, and were sent home to return to work to Friday 27th March to start the new work schedule. This did not allow employees sufficient time to prepare for the changes.

The Employee Consultation Forum (ECF)

The screenshot displays the myValero website interface. At the top, there is a blue header with the myValero logo on the left and a search bar on the right. Below the header is a navigation bar with links: About Valero, Operational Excellence, Locations, myHR, Service Center, and Community. The main content area is titled "Pembroke Employee Consultation Forum (ECF)". Below this title, there is a sub-header "Refinery Operations - Pembroke" and a section "ECF HOME". The text explains that the ECF is a confidential forum for raising employee issues. It lists the purpose and role of the ECF, including representing employees, exchanging information, testing ideas, reviewing strategic decisions, influencing change, acting as a 'work colleague' in disciplinary or grievance matters, and providing consultation in accordance with the Health & Safety (Consultation with Employee) Regulations 1996. It also states that ECF representatives stand for a period of 3 years and that the Chair/Management Rep and local Managers will canvas the associated workgroup to see if there is anyone interested in becoming an ECF Representative. Finally, it mentions that ECF representatives meet on a quarterly basis. On the right side of the page, there is a sidebar with a "Refinery" section containing a "Select a Location" dropdown menu, a "USEFUL LINKS" section with links to "ECF Charter" and "Who We Are", and a "Refining Job Aids & How To's" section with links to "PowerDB" and "VTEP IMPACT".

myValero

Search...

My Tasks | My Apps | Collaboration | Contacts | Gough, Melanie

About Valero | Operational Excellence | Locations | myHR | Service Center | Community

Pembroke Employee Consultation Forum (ECF)

Refinery Operations - Pembroke

ECF HOME

The Employee Consultation Forum (ECF) is a confidential forum which is used for raising employee issues. If an employee has any issues, concerns or questions they would like to discuss they can raise these with their local ECF representative to take forward to the forum.

The Purpose and Role of the ECF:

- Represent employees to provide opinion to management.
- Exchange of information, knowledge sharing and communication.
- Provide opportunity for testing ideas and approaches with employees.
- Review strategic decisions which affect employees.
- Opportunity for employee representatives to influence change.
- Act as 'work colleague' in disciplinary or grievance matters.
- To provide consultation in accordance with the requirements of the Health & Safety (Consultation with Employee) Regulations 1996.

ECF representatives stand for a period of 3 years, after which time they decide to stand down or at the approval of the Chair and Management rep continue in their role as an ECF Representative. If a representative does decide to stand down then the Chair/Management Rep and local Managers will canvas the associated workgroup to see if there is anyone interested in becoming an ECF Representative. If there is more than one interested party then an election process will take place and the successful candidate will be elected to fill the role.

ECF representatives meet on a quarterly basis.

Refinery | Select a Location

C-F-E-M-S
Commitment to Employee Representation

OPERATION EXCELLENCE
AD, WITH
VTEP
Refining Job Aids & How To's
PowerDB
IMPACT

USEFUL LINKS

ECF Charter
Who We Are

The Employee Handbook



VALERO OPERATIONS SUPPORT, LTD EMPLOYEE HANDBOOK

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NB: Policies referred to in this handbook can be found on the Valero & Me portal page.

Introduction

This handbook contains a summary of main the terms and conditions and benefits of your employment with Valero Operations Support, Ltd (collectively, “Valero” or the “Company”). It also includes a summary of the main policies and procedures that govern your employment. The contents of this handbook form part of your contract of employment with the Company. You are encouraged to read this handbook carefully and to refer to it when queries arise.

Should any policy or procedure in this guide conflict with an official, written local policy or procedure or a policy or procedure set forth in a Union/Management Agreement, the official, written local or CBA policy or procedure will apply.

VISION STATEMENT

Valero strives to be a world-class competitor in the global energy business, generating industry-leading returns on its investments in an employee-focused, socially conscious, community-minded, and safe, reliable and environmentally responsible way.

Our Commitment to Excellence

As a leading refiner and marketer, we are committed to following these guiding principles to achieve excellence in our business, our industry, and our relationships with our employees and communities.

Commitment to Safety

The safety of our employees, our operations, and our communities is our highest priority.

Commitment to Our Stakeholders

We are committed to delivering long-term value to all stakeholders – our employees, investors, and customers – by pursuing profitable, value-enhancing strategies with a focus on world-class operations.

Commitment to Our Employees

Our employees are our No. 1 asset. We are committed to providing a challenging, enjoyable and rewarding work environment, which fosters creative thinking, teamwork, open communication, respect and opportunity for individual professional growth and development.

Commitment to the Environment

We are committed to producing environmentally clean products, while striving to improve and enhance the environmental quality of our operations within our local communities.

Commitment to our Communities

We are committed to taking a leadership role in the communities in which we live and work by providing company support and encouraging employee involvement.

'Ask the RLT'

Refinery Operations - Pembroke		
Submit Question Question Summary: Question: Submit Please note all questions are sent anonymously. If you are concerned about entering a question ask your Supervisor or HR to enter it for you.	The Ask the RLT website is an communication system that offers individuals the opportunity to ask business related questions through an anonymous forum. It is the RLT's intention to answer every appropriate question that is raised. Any questions not answered will be for the following reasons: ▪ The question should be progressed through line management ▪ The question is inappropriate Should your question not be answered on the website and you are still requiring a response, you will need to contact a member of the HR team. Responses to Previous Questions January 2021 ▪ The New Face Masks ▪ TAR Org & Contacts ▪ TAR Car Parking ▪ TAR Canteen Prices (3) ▪ Site Visitor ▪ RTW Tankers ▪ Mask wearing Risk Assessment ▪ Disposing of surgical masks. ▪ Covid Vaccine ▪ Alcohol Free Wipes ▪ Temperature Testing at Gate ▪ Covid Variant ▪ TAR Start & Finish Times:	Question Etiquette Questions can only be submitted by Pembroke Refinery personnel (Company and Contractors). Questions should be related to Pembroke business. Private questions should be handled directly by local management or HR Questions should be communicated in a professional and non-offensive manner.

Sickness Absence - Total Hours Lost

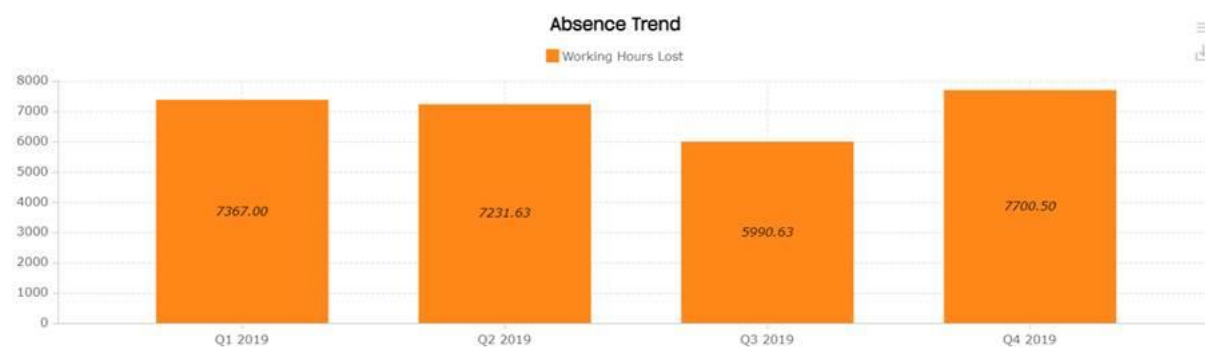
1st January 2018 – 31st December 2018

27,100.88 hours



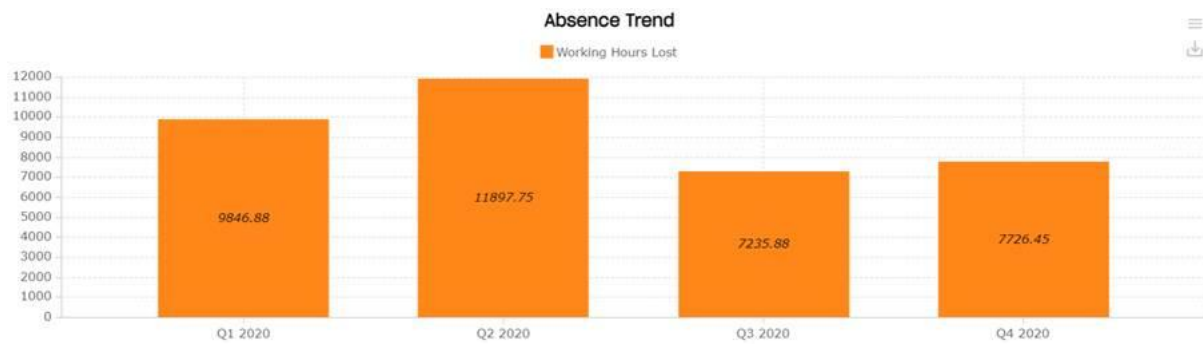
1st January 2019 – 31st December 2019

28,289.75 hours



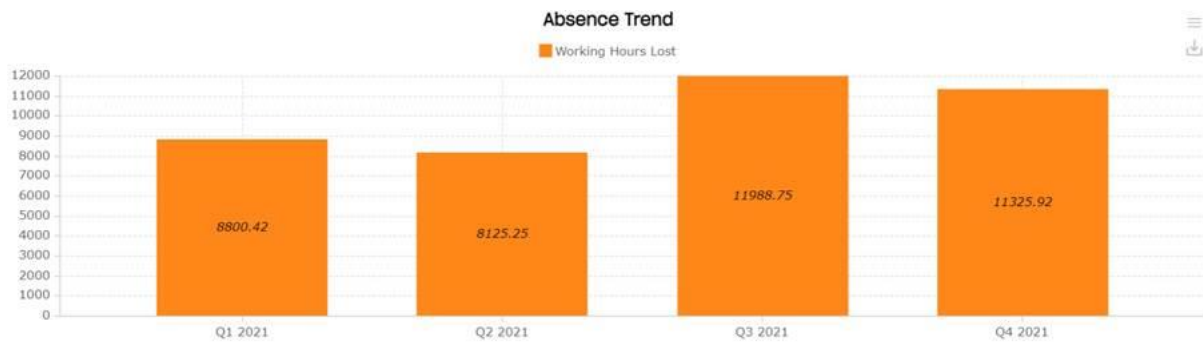
1st January 2020 – 31st December 2020

36,706.95



1st January 2021 – 31st December 2021

40,240.33 hours lost



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[us/Pages/Pembroke/MyHR/EmployeeCenterUK/HRPoliciesandProcedures.aspx](http://www.valero.com/en-us/Pages/Pembroke/MyHR/EmployeeCenterUK/HRPoliciesandProcedures.aspx)

[Accessed 29 November 2021].

Strategies to raise levels of employee engagement

Much research exists to suggest that flexible working practices has a positive impact on employee engagement. In 2009, the CIPD commissioned a report into employee attitudes, and found that those on a flexible working arrangement were more engaged, had greater job satisfaction and were more likely to have a positive opinion of their employer when compared to those not on a flexible working arrangement. This is supported by a study commissioned by the CIPD in 2015, that reported "flexible work arrangements can lead to desired employee behaviour". (Fletcher, (2015))

The CIPD's Labour Force Survey reports a "substantial increase" ((2021)) in home working as a result of COVID-19, yet there has been a reduction in the uptake of alternative forms of flexible working. The CIPD's research states that 46% of employees reported that "they do not have flexible working arrangements in their current role", (CIPD, (2021)) highlighting the inequalities UK workers face.

Pembroke Refinery employees who could work from home, did so from March 2020, in line with government advice. However, despite government guidance, the RLT instructed those employees to return to work on site on two occasions. The first instruction was cancelled due to a second lockdown, and the second occasion was enforced from 1st September 2021. Since then, several flexible working applications have been received, although are requests to work from home. Historically, very few employees have requested flexible working arrangements. Pembroke Refinery is a 24-hour operation, and so there are different work schedules in place to ensure safe and reliable operations. Operations, Fire Technicians and Laboratory employees work a 5-shift system, on a 30-day rolling work pattern, meaning that 'shift employees' are typically not able to benefit from flexible working because they are holding down a safety critical position. For all other employees, a nine-day fortnight policy is in place, whereby contractual hours of work are consolidated into nine working days instead of the normal ten working days in a fortnight. By working longer hours over nine days, employees take the tenth day off (TDO). Generally, the culture at Pembroke Refinery is not supportive of the flexible working policy and the TDO schedule has been considered 'as flexible' as the business can be. Being a male dominated work environment contributes to this culture.

Pre-pandemic, 6 employees (1%) had a flexible working arrangement. Since employees were instructed to return to site, a further 9 employees have requested a flexible working arrangement, bringing the total to 15 (3%). The Diversity and Inclusion Strategy Board are working on a strategy to retain diverse talent, and the flexible working policy is being reviewed as part of this. [EV 14] [EV 15]

In 2014, the Institute of Employment Studies and the CIPD collected thought pieces on the future of employee engagement. In the report, Peter Cheese (2014) highlights several areas that need to be addressed to improve engagement - one key area that requires

improvement is “paying attention to employees’ physical and mental well-being”. (p. 11) COVID-19 has had an unprecedented impact on employee’s mental health and employers must respond by investing in mental health support for employees.

Sickness absence at Pembroke Refinery is at a record high and the cost of absence has increased significantly, from £246k in 2018 to £341k in 2021 (year to date). Mental health related absence has also increased significantly since COVID-19 with 1,861 hours lost (in the 12 months) pre-pandemic, to 4,348 hours in quarters 1 to 3 2021. However, COVID-19 is not the only contributor to mental health related absence in 2021. Between January and June 2021, the cracking and olefins turnaround (TAR) took place. This was the largest TAR in Pembroke Refinery history, and employees worked extended hours to support the event. Several unforeseen delays to the TAR, along with the additional challenge of COVID-19 has unfortunately impacted the mental health of several employees. [EV 16] [EV 17]

Pembroke Refinery’s charity of the Year is the DPJ Foundation - a local mental health charity that supports those in the agricultural sector who suffer with mental health illness. The DPJ Foundation regularly visit the refinery to raise awareness of mental health. [EV 18]

Valero’s Private Medical Insurance includes Stronger Minds, which includes counselling sessions, specialist consultations for mental health treatment and mental health treatment by psychologists and psychotherapists. There is no GP referral needed for mental health services, which means that employees can access support quickly.

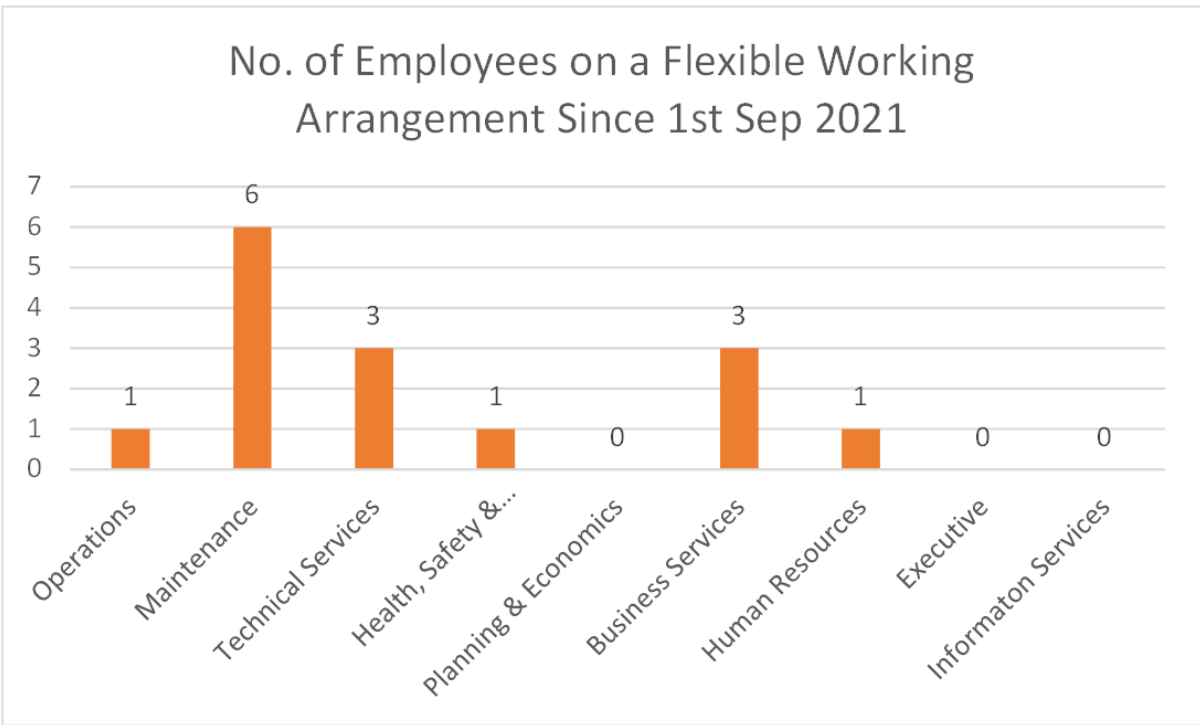
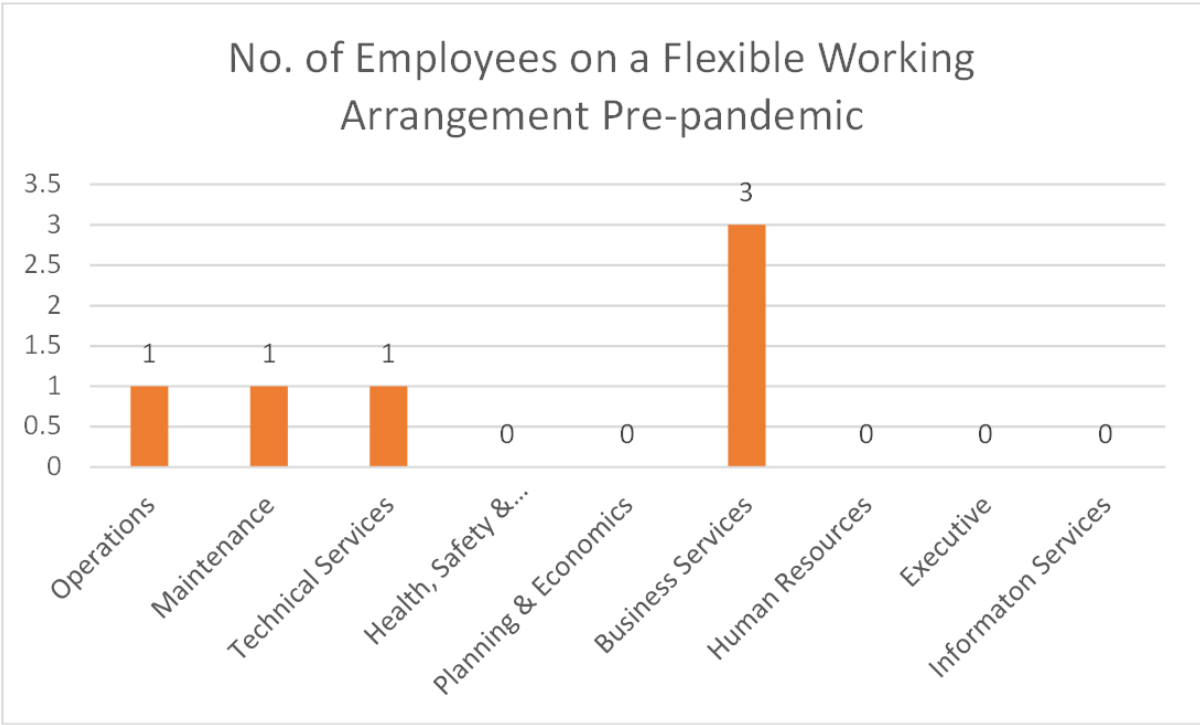
Unum Lifeworks is a confidential employee assistance service available 24 hours a day, 7 days a week. Unum Lifeworks provide a counselling service for all employees to help with any issue that affect their health, including stress, alcohol and drug dependency, or career issues.

The Diversity and Inclusion Strategy Board are creating a Diversity & Inclusion Calendar for January 2022, which includes observing several mental health related milestones, such as Mental Health Awareness Day, and Men’s Health Week. The Men’s Health Forum argue that men are at a greater risk of COVID-19 because they are “are more likely to be in the sort of jobs that cannot easily be done from home” and so it’s likely that those in male-dominated workforces” “have suffered disproportionately” (Men’s Health Form, (2021))

Reducing absence to pre-pandemic levels will be a challenge and while it is clear that Pembroke Refinery support several physical and mental health initiatives, the data shows that much more needs to be done to support employees. A health and well-being strategy, that includes a well-being policy, occupational health support initiatives, signposting to external support services and training to upskill supervisors and managers will contribute to promoting a culture of health and well-being for employees. It is recognised that managers “find it difficult to talk about mental health issues with staff, often for fear of doing or saying

the wrong thing" (Mental Health Foundation, (2016)) but their role is critical in recognising mental health and well-being issues within their team. Shadows Mental Health support group deliver workshops to our supervisors and managers to equip them with the skills they need to recognise, understand and deal with their employee's mental health and well-being issues. [EV 19] [EV 20]

Flexible Working Arrangements



D&I Strategy Board - Flexible Working

Retaining Diversity: Action Plan

Inclusive Language (Poster)

Celebrating Diversity (Diversity Calendar Emails, Canteen Decoration, Toolbox Talks)



Flexible Working (HR Policy)

Training (CBT, Reporting Tool, Management Bias Training)

Professional Development

Sept '21

Jan '22

Sept '22

Cost of Absence

Cost of Absence: 1st January – 31st December 2018

£246,158



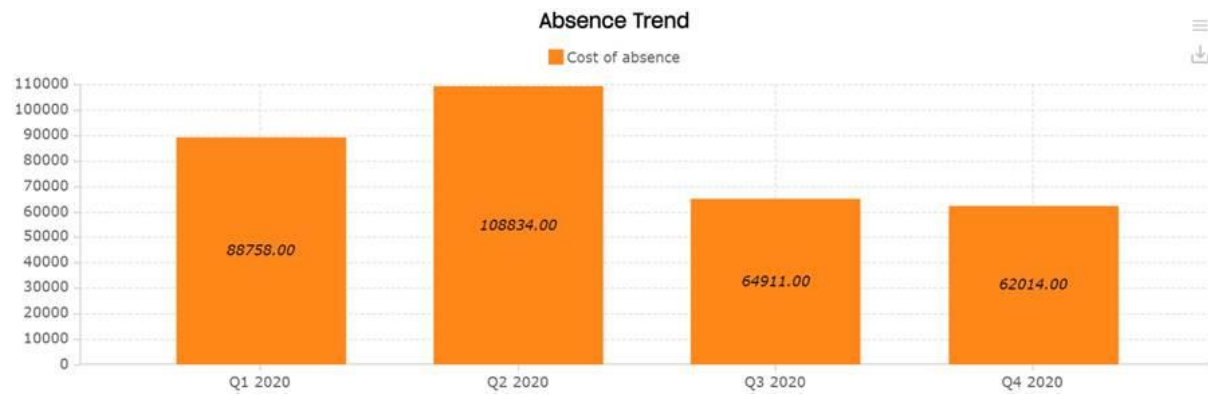
Cost of Absence: 1st January – 31st December 2019

£259,050



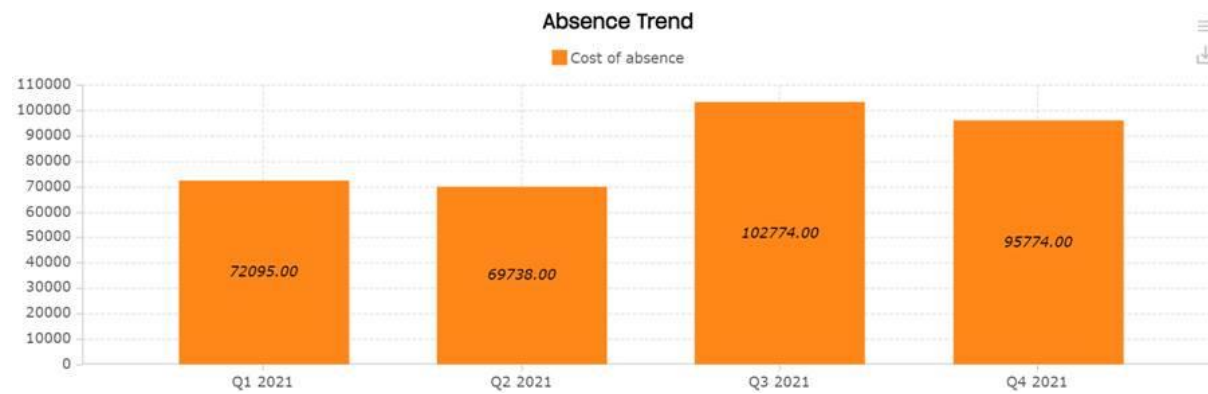
Cost of Absence: 1st January – 31st December 2020

£324,517



Cost of Absence: 1st January – 31st December 2021

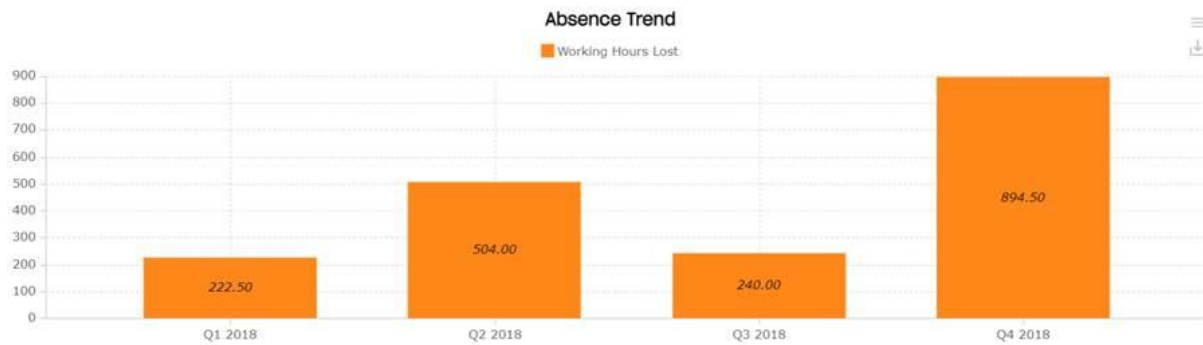
£340,381



Mental Health Related Absence

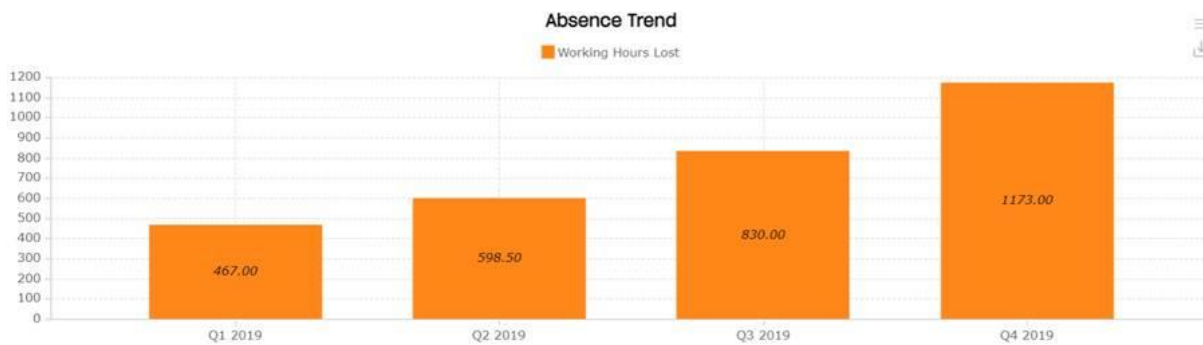
Working Hours Lost due to Mental Health Related Absence 1st January – 31st December 2018

1,861 hours



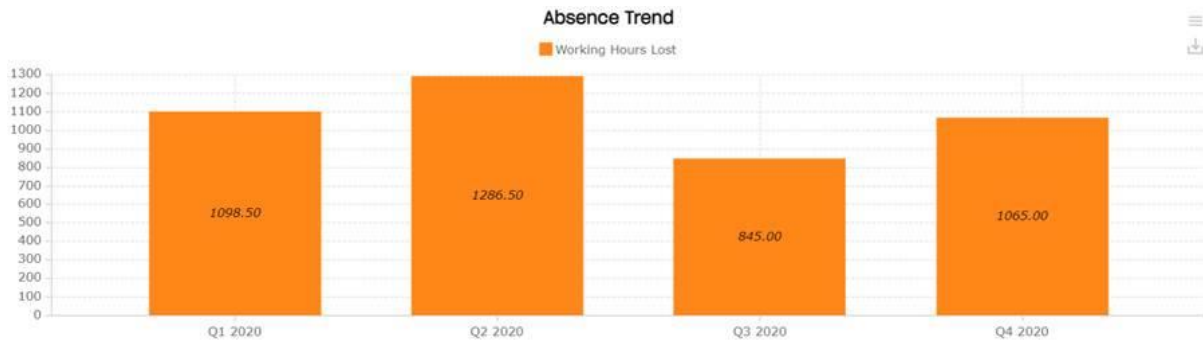
Working Hours Lost due to Mental Health Related Absence 1st January – 31st December 2019

3,068.5 hours



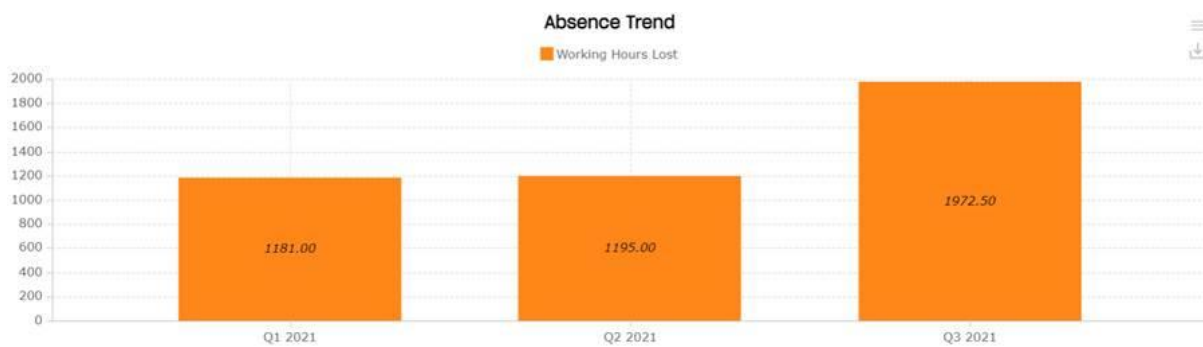
Working Hours Lost due to Mental Health Related Absence 1st January – 31st December 2020

4,295 hours



Working Hours Lost due to Mental Health Related Absence 1st January – 31st September 2021

4348.5 hours



Pembroke Times – DPJ Foundation

4 *The Pembroke Times* November 2021

Your good health does good for others too



Valero Volunteer Committee chairman Rob John presents a cheque to DPJ Foundation manager Kate Miles.

The £5,000 donation was made after it was announced 50 per cent of the workforce has shown the Med Centre their vaccination status. A further £10,000 will be donated once that figure rises to 80 per cent.

While not compulsory, we're asking the workforce to show their vaccination status to allow for our internal Covid restrictions to be reduced.

A £20 Texaco voucher is given in return for those that share. At the time of going to press 70 per cent of the workforce has let us know of their status.

How to scare a seagull ...

■ From page 1

Systems (RIBS) have been installed above the canteen and above the East compound respectively.

These solar-powered units help to discourage gulls from the site by monitoring for gull activity and shooting them away by emitting the sounds of hawks.

The unit can detect birds within a 250m radius and is solar powered so does not require external power

points.

Unlike with other scaring systems, gulls do not become habituated to it due to the variegated pattern of calls and so it is more effective than any other scaring system currently available.

14forty's Lisa Taplin played a part in getting this system in place saying: "Valero were looking for a solution to the seagull issue in and around the food service areas on site.

"As 14forty look after the

pest control service, we approached Rentokil who offered several options but the Rentokil Bird Scaring System – was optimum.

"14forty (and Rentokil) worked together with their sponsor Jo James who oversees the welfare facilities onsite.

"The project was planned with advice from Phil Palmer (Maintenance Supervisor) and Craig Little (A40 Roofing) who were tasked with the mounting of the equipment alongside Rentokil."



One of the RIBS

Meeting with Jo James, HR Manager - Strategies to improve employee engagement

Discussion:

1. A strategy to promote and encourage flexible working arrangements

What are the barriers?

- Culture on site does not support
- RLT apprehensive to encourage flexible working
- Refinery is headcount driven (Not FTE)
- Many engineers (particularly female engineers) are reluctant to consider flexible working for fear it may negatively impact their career
- Fear of setting a precedent
- Many roles on site would not support flexible working (ops, fire, lab etc.)

2. A strategy to promote a culture of health and well-being

What are the barriers?

- Male dominated workforce
- Shift workers are generally more likely to suffer from mental health (half the workforce)
- Buy in from supervisors and managers
- Unum Income Protection not accepted mental health illness in the past

Consideration given to both approaches. Absence data reviewed, including the increasing cost of employee absence.

JJ confirmed to prioritise health and well-being as we already have general support/awareness, but this needs significant improvement.

Strategy should consider:

- Well-being policy - Jo liaise with Helen
- Training for Line Managers - Mel liaise with Tracey
- OH Support - Jo liaise with Elaine and Pat
- Signposting - Jo identify external organisations that can provide support (Mind, Acas, Redkite, DPJ)
- Mental Health First Aiders - Jo consider if MHFA adds value
- Add Mental Health to agenda for Union meetings - Jo

Pembroke Times – Shadows Mental Health Workshop

The **Pembroke Times** November 2021 5

Learning to live out of the shadows

SHADOWS Mental Health practitioners Jennifer MacKey and Louise Craik gave a mental health workshop to shift team leaders recently.

Shadows is a mental health support group that offers advice to those dealing with their mental health or who have concerns for others.

For Paul, the workshop was particularly poignant as it gave an indication to those present of some of the issues he has faced in the past.

"Sitting in on this workshop has given me some tools where I can help others. Jennifer and Louise certainly know what they are talking about as they have both suffered in the past and I urge anyone who has concerns about their mental health to get in touch with them to find out how they can help," he said.



Shadows Mental Health practitioners Jennifer MacKey and Louise Craik with Blending and Shipping Shift C Team Leader Paul Whitby at a mental health workshop given to shift team leaders recently.

■ Shadows can be contacted by phone on 07957 273625, by email at shadowsdepression16@yahoo.com or visit their website.



RIBS machines on site that will help keep the seagulls away.

Match that!

WALKING the Pembrokeshire Coastal Path in just seven days helped A shift plant operator Nick James raise close on £2,000 for Blood Cancer UK.

James raised £935 on his Just Giving Page, close on £500 via traditional methods of raising money (i.e. a paper form) and this was match-funded by Valero for an additional £500.

Match-funding was also agreed for Senior NDT Technician Jason Kilby after he completed the 26-mile Wye Valley Hike for Macmillan Cancer Support.

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