



DIVERSITY & INCLUSION AT SHELL

**DRIVING PROGRESS
THROUGH PEOPLE**



A GOLDEN THREAD



Embedding diversity and inclusion in our business plans will help ensure we reach our goal to become a world-class investment opportunity. We must ensure our energy portfolio is attractive to both partners and customers. We cannot achieve this without a diverse workforce that reflects the diversity of our partners, customers and the countries in which we operate.

A diverse population in Shell contributes different ways of thinking, and helps to encourage the innovation we need to ensure our portfolio is both attractive and resilient. Collaboration is critical to our success. Inclusion and inclusive behaviours are at the heart of effective collaboration, be it with team members, colleagues in other parts of our company, partners in our joint ventures, or most importantly with our customers.

It is therefore vitally important that we do not view diversity and inclusion as a 'nice to do' or an 'add on' to business as usual. It must be at the heart of our business plans in the same way as safety.

A handwritten signature in black ink, appearing to read 'Ben van Beurden'.

Ben van Beurden, CEO



“...like the worldwide distribution of reserves and resources, creativity and innovation are not the domain of one country, culture or gender. We must hire where we work and develop ideas and future business opportunities where innovative ideas and practices are found.”

Sami Iskander

Shell Executive Vice President,
Joint Ventures.



“Shell was the first company to get back to me. At the time I was in a wheelchair, but they made it clear it wasn’t an issue.”

Andy Kneen

Human Resources Manager, who experienced a life-changing road traffic accident as a young graduate.

“Throughout my career at Shell, I have been blessed to work with colleagues who are diverse in thought, gender and nationality. Diversity enriches a workplace – it’s like a melting pot.”

Azza Fawzi

Shell Vice President Finance,
Deep Water.



OUR WORLD IN FOCUS

For almost 20 years we have been on a journey to weave diversity and inclusion into our business plans, in line with our core values of honesty, integrity and respect for people.

A diverse workforce that reflects the world in which we operate, and an inclusive culture where all our people can excel, is essential for our business, employees, customers and partners.

71%

Employees feel positive about inclusion at work¹

¹ Shell Employee Survey 2015

80%

Local National Coverage for senior leadership roles in majority of Shell's key business countries²

² Shell Sustainability Report 2015



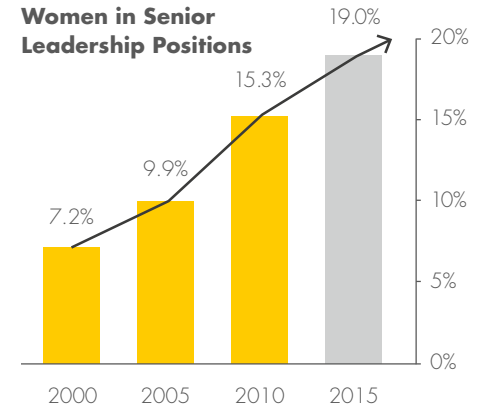
In 1997 we set company-wide targets to increase diversity among our global teams. Since then, we have been working to ensure we have a steady, diverse stream of future leaders entering and staying in our talent pipeline.

Our primary focus has been to fill more senior roles in countries around the world with people from those countries, and to develop more women in senior roles. Steadily we're seeing results. In recent years, we've also expanded our original focus from the traditionally underrepresented groups, such as women and ethnicity, to a broader range of people, such as those with disabilities and lesbian, gay, bisexual and transgender (LGBT) employees. To create this focus, we have introduced global and local talent plans, and ways to measure their performance, a suite of targeted employee and leadership learning programmes, and progressive

policies for talent development; flexible working; and benefits for employees' partners. As our understanding of diversity has grown, so too has our understanding of the critical importance of creating an inclusive workplace. People who work in a place where everyone feels welcome and can give their best are more engaged and perform better in their roles.

An annual survey measures how engaged employees are with the business, and it provides a snapshot of how they feel about D&I through a diversity and inclusion index. This shows that the majority of our employees feel positive about inclusion at work, and we aspire to continuously improve on that.

Shell has made good progress – and we are excited about the benefits we can bring to our business and employees if we harness the full power of our diverse workforce.



“Working for Shell as a geologist has enabled me to help find energy solutions for the world. Follow your passion and never be a second-rate version of someone else.”

Ceri Powell

Shell Executive Vice President Exploration.

VALUING OUR MIX

Our values promote a culture of respect, understanding and inclusion. We have embedded these within the Shell Code of Conduct and Shell General Business Principles.

REACHING OUT ACROSS OUR NETWORKS

Employee networks across Shell support, inspire and use the talents of an employee base that is more diverse than ever before. We have more than 75 active employee networks in 27 countries. There are networks for women, people with disabilities, LGBT employees, experienced hires, different cultures and ethnicities, veterans, early career professionals and others. In our ongoing drive for sustainable progress, we're working with our networks to explore how they can create even more value for the business.



A PLACE WHERE YOU CAN BE YOURSELF

Our core values mean we do not discriminate based on race, colour, religion, age, gender, sexual orientation, gender identity, marital status, disability, ethnic origin or nationality. Our inclusive culture helps us to provide psychological safety for all employees. Our approach is about creating awareness and ensuring respect rather than changing beliefs.

The environment within Shell has already given many employees the confidence and support to be themselves at work. This could be to disclose their sexual orientation, or any personal circumstances, such as a disability, for example. Sharing is always an individual decision. We are committed to building on this through awareness-raising programmes, progressive internal communications and promoting inclusive behaviours among leaders.



“Everyone is different, regardless of disability. We should celebrate differences and judge people by their ability and their personality. That’s what counts.”

Bob Nolan

who is deafblind, manages Shell’s European subsurface and wells support team across four sites.

COLLABORATION

INSIDE SHELL...

Shell's leadership development programmes are built around our leadership attributes of authenticity, growth, collaboration and performance. They encourage leaders and managers to build an inclusive, supportive team environment where individuals can be themselves and reach their full potential.

Employees at all stages of their careers are encouraged to take part in Lunch and Learn events covering topics relating to diversity and inclusion. They are also able to benefit from targeted learning and development programmes including our Women's Career Development Programme, which has already supported more than 3,500 women in developing effective strategies to balance career and personal success.

Sponsorship and mentoring programmes enable senior employees to share their experiences and help others to progress in their careers while gaining new insights from those they are mentoring.

...AND OUTSIDE SHELL

External programmes and long-term partnerships help us share, learn from and receive recognition for best practices. They extend our horizons and benchmark our progress against other organisations. In the USA, for example, we work with local communities to support diverse groups through education programmes and other initiatives. We also have ambitious goals to increase the diversity of our local suppliers.





Workplace Pride and Human Rights Campaign

We are a member of Workplace Pride, which strives towards greater global acceptance of LGBT people in the workplace and society and which has named Shell as a top employer for workplace inclusion. Shell also scored 100% in 2015 for the first time in the Human Rights Campaign Corporate Equality Index which rates US companies on LGBT equality.



Times Top 50 Employer of Women

Leading the way in gender diversity, Shell was the only oil and gas company to be listed in The Times Top 50 Employers for Women 2016 (since 2014). The TT50 recognises organisations leading the way in gender equality.



Business Disability Forum

The Business Disability Forum (BDF) recognised our commitment to ensuring workplace accessibility for everyone with a Disability-smart Award in 2014. We partner with BDF to improve our 'disability competence'.



Catalyst

Shell is a member of Catalyst, a leading non-profit organisation that aims to expand opportunities for women in business. We have partnered with Catalyst on projects to build a more inclusive workplace for all.



Women's International Network (WIN)

We have sponsored the annual Women's International Networking conference since 2008, helping provide leadership development and learning opportunities to participants.

INSPIRING TALENT

At Shell we recognise that leaders and line managers need to be role models for inclusive behaviours. They need to bring together the diversity of thought that is at the heart of great collaboration and innovation.

We are known for the quality of our people, and have worked hard to bring to life our core value of respect for people. The talent we work to attract, retain and inspire truly reflects a rapidly changing world. The latest generation of employees, so-called millennials, will comprise nearly 75% of the workforce by 2025, according to a 2015 report by consultants Deloitte.³ Its research found that when defining Diversity and Inclusion, millennials focus mostly on teamwork and collaboration. Shell hopes to harness this spirit of collaboration to build an inclusive culture for all employees, enabling them to create innovative energy solutions for the world.

For more information about careers with Shell, and our approach to diversity and inclusion, please visit shell.com/careers

³ *The Radical Transformation of Diversity and Inclusion: The Millennial Influence.* Deloitte Development LLC (2015)

“Many disabilities, such as Asperger’s Syndrome, are abilities in disguise, and we just have to make them work for us.”

Diederik Weve

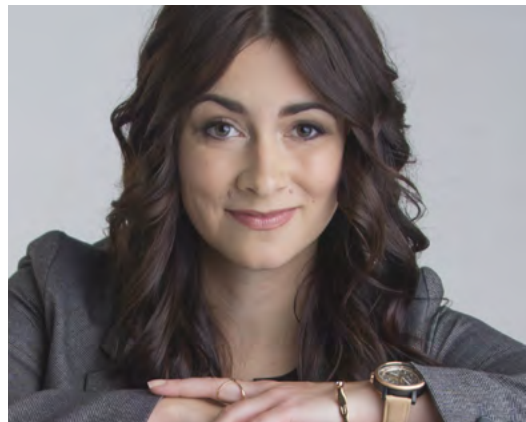
A Senior HSSE Consultant based in the Netherlands, who was diagnosed with Asperger’s syndrome in 2009.



“A Sheryl Sandberg quote sums it up for me: ‘In the future, there will be no female leaders. There will just be leaders.’”

Rebekah Mohr

IT Security Expert.



"I broke the glass ceiling by believing that being different is a strength instead of a weakness. Handling discrimination is about changing people's belief systems by giving them a different experience."

Donny Ching

Shell's Legal Director and the first Asian member of our Executive Committee.



"I was Mike, now I'm Michelle. I didn't choose to be transgender, but when I chose to come out, knowing I worked in a safe space where you can be yourself made everything so much easier."

Michelle Gardiner

A senior manager working on Shell's Prelude Floating NG project in Australia.

FOR MORE INFORMATION

Go to www.shell.com/diversity for current information on Diversity & Inclusion at Shell.