



# DIVERSITY & INCLUSION AT SHELL



# Profile

We are active in more than 110 countries

Worldwide we have 104,000 employees

We produce around 3.2 million barrels of oil equivalent per day

We spend \$ 1.2 billion on R&D (2007)

Our fuel retail network of more than 46,000 service stations is the world's largest

We are listed on the stock exchanges of Amsterdam, London and New York

In 2007 we celebrated our first centenary



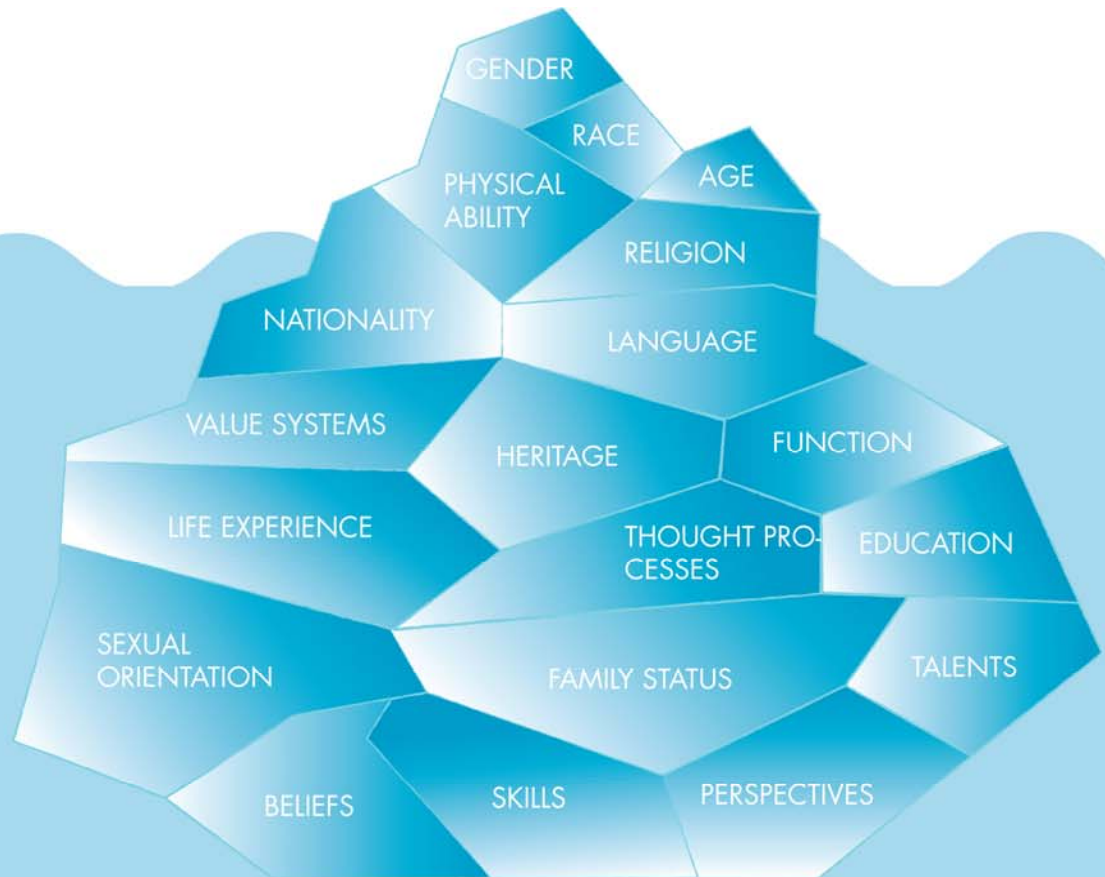
“Diversity and Inclusion are vital for winning in today’s business environment. By integrating diversity and inclusiveness into the mainstream of the business, we can translate our core values of honesty, integrity and respect for people into action, and improve our global performance.”

Jeroen van der Veer, Chief Executive Officer

# Diversity Definition-“All the ways we’re different”

## Iceberg of Differences

Waterline of Visibility



**Diversity** means all the ways we differ. It includes visible differences such as age, gender, ethnicity and physical appearance; as well as underlying differences such as thought styles, religion, sexual orientation, nationality, and education.



**Inclusion** means a workplace where differences are valued; where everyone has the opportunity to develop skills and talents consistent with our values and business objectives. The aim is to create an organisation where people feel involved, respected, connected - where the richness of ideas, backgrounds and perspectives are harnessed to create business value.



# Global D&I Business Case

- › Customers & Markets
- › Globalization
- › Mergers and Acquisitions
- › Changing Demographics

**External Drivers**

**Business Case**

- › Attract and Retain Top Talent
- › Increase Productivity
- › Productive Work Climate
- › License to Operate and Grow

**Internal Drivers**

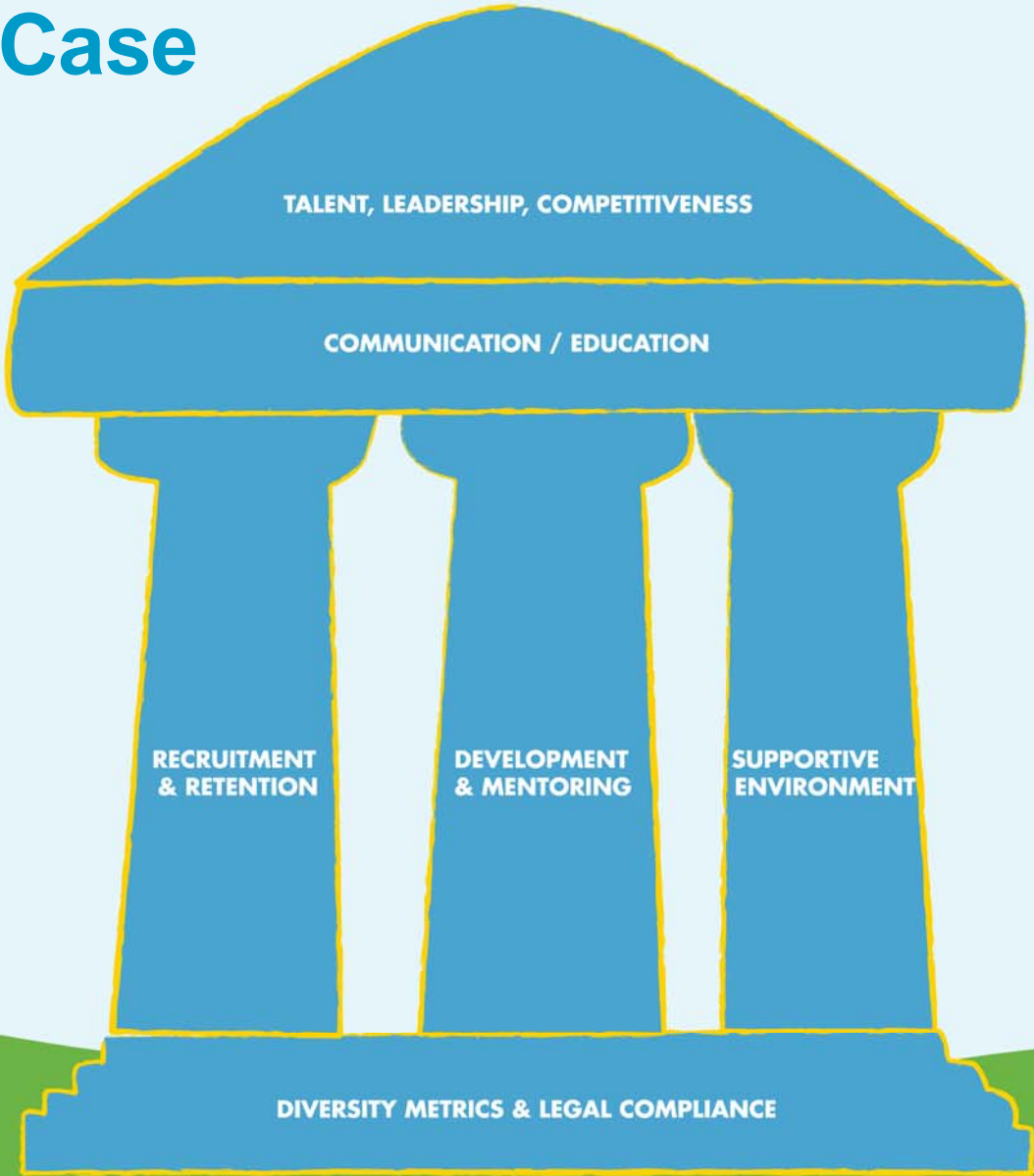
## Diversity and Inclusiveness



**"I am the business case"**



# Global D&I Business Case





# Levels of Change

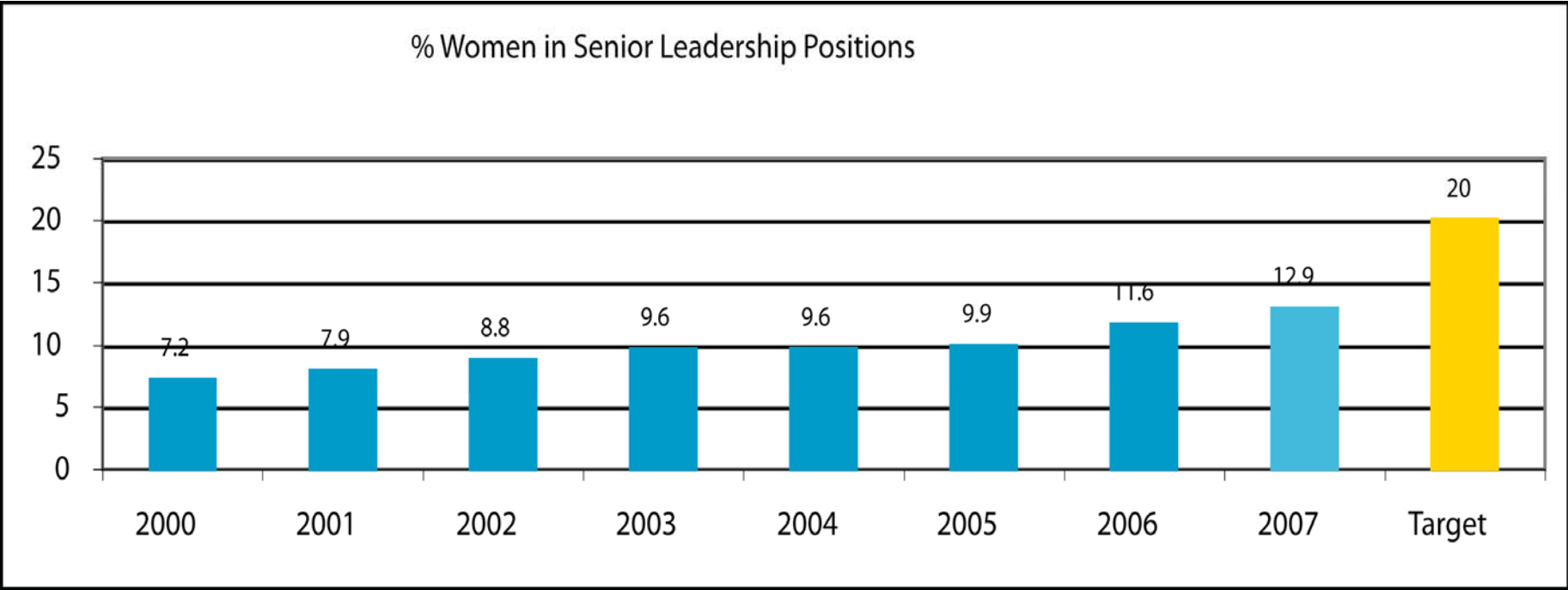


# Shell's Global D&I Targets

- To continuously improve representation of women in senior leadership positions globally to 20% over time
- To continuously improve representation of local nationals in senior leader positions in regions and countries to majority of incumbents
- To continuously improve the Diversity and Inclusion Indicator (DII) from the Shell People Survey

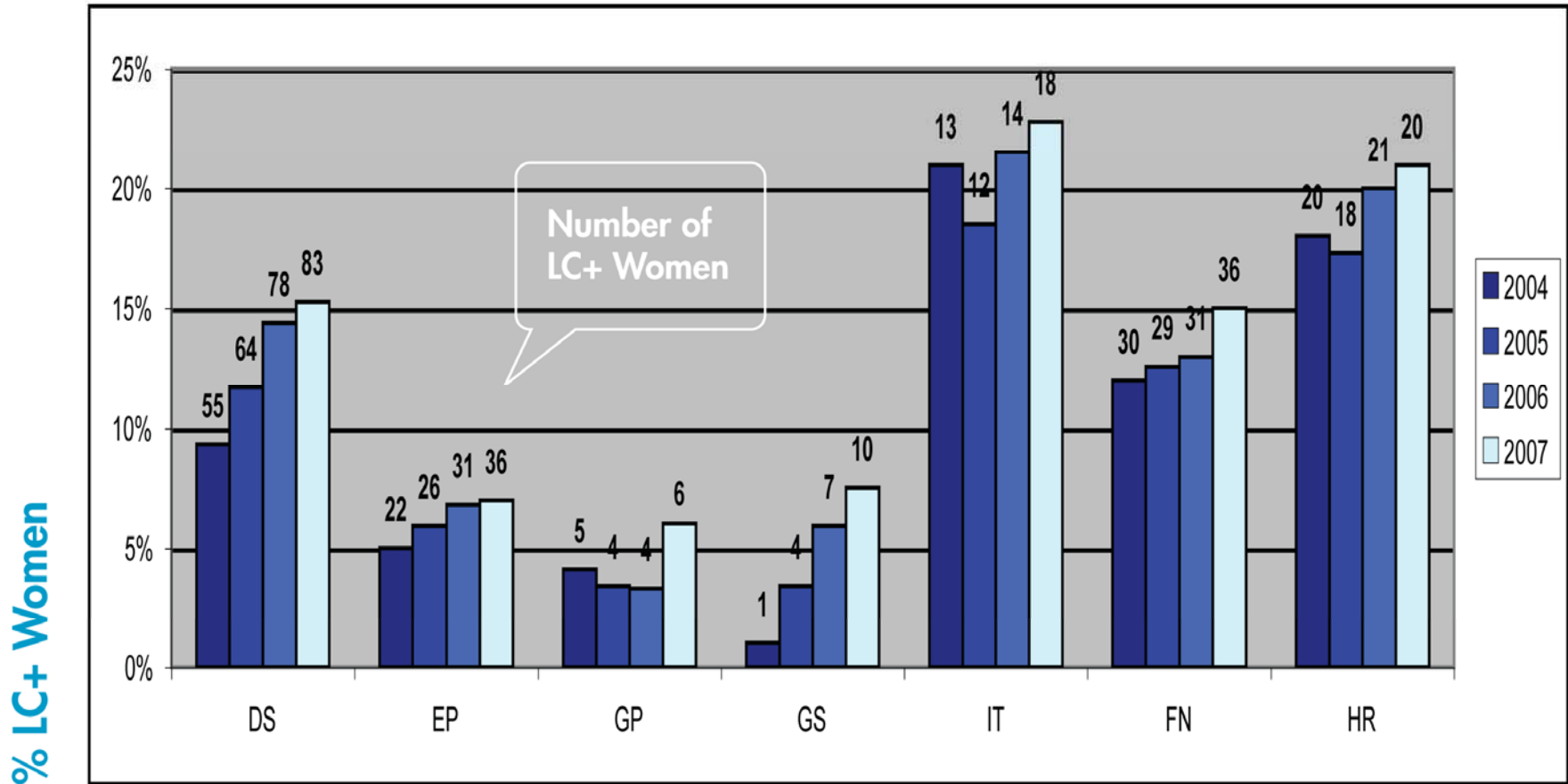
# Gender – 2007 Results

% Women in Senior Leadership Positions



# Shell Group – Female Demographics

## % LC+ Women



Note: Only key businesses and functions are included

# D&I Areas of Focus Going Forward

- Accountability for delivering results against plans just as we do in any other part of our business
- Specific positive actions in areas where talent gaps exist
- Integrating D&I into our business processes, systems, behaviours and Enterprise First culture as a normal part of how work gets done
- Effectively onboard people and fully utilize the diverse talents they have brought to achieve our business objectives

**Our Journey Continues...Thank You**

