LOCATIONS
We are active in more than 110 countries and territories

HUMAN CAPITAL
We believe our ability to compete effectively in the global marketplace is affected by our ability to attract, develop and retain a diverse workforce that reflects the countries where we operate, as well as the suppliers and customers with whom we do business. The integration of diversity and inclusion (D&I) into Shell’s day-to-day operations and company culture is therefore essential to our success.

At the end of 2008 the percentage of women in senior leadership positions had increased to 13.6% from 12.9% in 2007. We continue to be very strong in mirroring the U.S. workforce (31% women and 18% people of color) in that women make up 36% of our professional hires and 43% of graduate hires, and people of color make up 31% of our professional hires and 38% of our graduate hires. Women make up 31% of technical graduates.

Our D&I activities continue to ensure that we maintain for all employees equal opportunity in recruitment, career development, promotion, training and reward, including those with disabilities.

THE STATS

<table>
<thead>
<tr>
<th></th>
<th>Total in the U.S.</th>
<th>Total outside the U.S.</th>
<th>Total worldwide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees</td>
<td>23,000</td>
<td></td>
<td>102,000</td>
</tr>
<tr>
<td>Revenue (billions)</td>
<td></td>
<td></td>
<td>$458</td>
</tr>
<tr>
<td>Number of minorities</td>
<td>6,151</td>
<td>5,899</td>
<td></td>
</tr>
<tr>
<td>Number of minorities retained five years or more</td>
<td>3,994</td>
<td>4,058</td>
<td></td>
</tr>
<tr>
<td>Number of women</td>
<td>5,774</td>
<td>5,763</td>
<td></td>
</tr>
<tr>
<td>Number of women retained five years or more</td>
<td>4,108</td>
<td>4,221</td>
<td></td>
</tr>
</tbody>
</table>
RECRUITING

Please list the schools/types of schools at which you recruit.

- Ivy League schools
- Other private schools
- Public state schools
- Historically Black colleges and universities (HBCUs)
- Hispanic-serving institutions (HSIs)
- Other predominantly minority and/or women’s colleges

Do you have any special outreach efforts directed to encourage minority students and graduates to consider your firm?

- Hold a reception for minority students
- Conferences: NSBE, SWE, SHPE, HESTEC, NSHMBA, NB MBA, LaRaza, National Urban League
- Advertise in minority student association publication(s) or other minority-focused publications: NSBE, SWE, SHPE, Diversity/Careers
- Participate in/host minority student job fair(s) or other minority-focused job events
- Sponsor minority student association events
- Firm’s employees participate on career panels at school
- Outreach to leadership of minority student organizations
- Scholarships or internships/fellowships for minority students
- Mentoring programs
- Pre-college and pipeline programs
- Post positions on minority job boards

What activities does the firm undertake to attract minority and women employees?

- Partner programs with women and minority associations
- Conferences: NSBE, SWE, SHPE, HESTEC, NSHMBA
- Participate at minority job fairs
- Seek referrals from other employees
- Utilize online job services
- Mentoring programs
- Pre-college and pipeline programs
- Post positions on diversity job boards
- Promote diversity and diverse workplace in collateral and on website

Do you use executive recruiting/search firms to seek to identify new diversity hires?

Yes, for experienced professional hires only.

What activities does the firm undertake to recruit/intern at the high school level?

- Organize career counseling fairs

- Offer scholarships: National Merit Scholarships, Shell Minority Scholarship Program, Shell Oil Company Technical Scholarship Program

ENGINEERING INTERNSHIPS & CO-OPS

Shell Internship Program

Deadline for application: Applications are accepted year-round

Number of interns in the 2008 summer program: 246

Pay: Competitive

Length of the program: 10 weeks

Website for internship/co-op information: www.shell.us/careers

Provided you’re working toward a bachelor’s, masters or PhD degree and you have a cumulative GPA of at least 3.2, you could join Shell for eight to 16 weeks in the U.S. Our internship program includes field trips, social activities and opportunities to interface with management and global team members. Taking part in our internship program is a way for you to discover what Shell has to offer as an employer and for us to see if you have what it takes to become a part of Shell.

Shell internships give you the opportunity to:

- Build valuable networks for future career options
- Discover potential job areas, fields of specialization or areas of future study
- Gain exposure to the energy industry
- Work on projects that have a real business impact
- Put into practice the theories and concepts you learned in the classroom

As you’ll be assessed entirely on how well you perform during your internship, you could even secure an offer to join Shell full-time when you graduate—without the need for a further interview.

If you’re interested in joining a company that values diversity and gives you training, support and career choices to develop your potential, apply online at www.shell.us/careers.

ENGINEERING SCHOLARSHIPS

Shell Incentive Fund

Deadline for application: Applications are accepted year-round

Scholarship award amount: $5,000 per academic year ($2,500 fall/$2,500 spring)

Website or other contact: www.shell.us/careers

Shell Oil Company offers $5,000 annual scholarships through its Shell incentive fund program to underrepresented students pursuing a four-year degree in a specific technical field of study at certain colleges. The scholarship can be used to pay for tuition and/or normal living expenses. If the necessary criteria are met, scholarships are renewable up to four years or until completion of an undergraduate degree. Scholarship
recipient are notified in the summer following their application. To be considered, please review the application procedure at www.shell.us/careers.

Shell Technical Scholarship

**Deadline for application:** Annual application period: September 1st to February 28th

**Scholarship award amount:** $5,000 per academic year ($2,500 fall/$2,500 spring)

**Website or other contact information:** www.shell.us/careers

Shell Oil Company offers $5,000 scholarships through its Technical Scholarship program to selected students pursuing a four-year college degree in certain engineering or geosciences disciplines at certain colleges. The scholarship can be used to pay for tuition and/or normal living expenses. If the necessary criteria are met, scholarships are renewable up to four years or until completion of an undergraduate degree. Scholarship recipients are notified in the summer following their application. To be considered, please review the application procedure at www.shell.us/careers.

Shell Process Technology Scholarship

**Deadline for application:** Annual application period: Jan 1st to April 1st

**Scholarship award amount:** Maximum total of $2,000

**Website or other contact:** www.captech.org/careers/scholarships.php

The Process Technology Scholarship is provided to students who seek an education to obtain employment in the industries that use and control mechanical, physical or chemical processes to produce a final product. These scholarships are for students who are currently enrolled or are planning to enroll in a process technology or instrumentation technology certification and/or two-year degree program. Students currently enrolled in process technology or instrumentation technology two-year degree program and high school seniors planning to enroll in the process technology (or instrumentation technology) two-year degree program are encouraged to apply.

There is a three-year time limit to complete the Process technology or instrumentation technology degree programs and a maximum total of $2,000 available for each individual scholarship awarded. Funds must be distributed within three calendar years from the date of the scholarship award. To find out if you qualify and for complete application instructions, visit www.captech.org/careers/scholarships.php.

Does your company collaborate with any minority-support organizations like National Action Council for Minorities in Engineering and the National Academy Foundation in arranging scholarships/internship opportunities?

**INROADS**

Shell is an INROADS corporate partner and has proudly sponsored the organization’s mission since 1984. INROADS is a nonprofit organization that trains and develops talented minority youth for professional careers in business and industry.

**National Action Council for Minorities in Engineering (NACME)**

Shell is a corporate sponsor of the National Action Council for Minorities in Engineering. NACME translates its corporate contributions into increased scholarships, outreach to urban schools, support for innovative teacher projects in the classroom, student achievement awards, research, and student engineering internships.

**Hispanic Scholarship Fund (HSF)**

Since 1998, Shell Oil Company has contributed more than $185,000 to the Hispanic Scholarship Fund. This funding supports the HSF/Shell Oil Company Scholarship Program, granting engineering students in Louisiana, Texas and Oklahoma the financial assistance necessary to complete their education. Shell Oil Company is a long-standing supporter of Hispanic higher education and has been a partner for 10 years.

**United Negro College Fund (UNCF)**

Shell is a contributor to the United Negro College Fund (UNCF), which provides operating funds and technology enhancement services for 39 member historically Black colleges and universities (HBCUs), scholarships and internships for students at more than 900 institutions and faculty and administrative professional training.

**Thurgood Marshall College Fund (TMCF)**

Shell is a 20th Anniversary Sponsor of the Thurgood Marshall College Fund—the only national organization founded for the sole purpose of providing scholarships to students attending the nation’s historically Black public colleges and universities. In addition to scholarships, TMCF provides leadership development and training as well as programmatic and capacity building support to its member universities. TMCF partners with other organizations to support students in preparing for graduate and professional school.

**Entry-Point and Emerging Leaders**

Shell partners with programs that source college students with disabilities for our U.S. summer internship opportunities. This includes Entry-Point, which is a program of the American Association for the Advancement of Science (AAAS) that focuses on students in science, engineering, mathematics, computer science and other disciplines. We also partner with Emerging Leaders, currently managed by the National Business & Disability Council. Shell leverages both programs, as well as the disability services and career services offices at universities where we recruit, to ensure we are casting a wide net for talent and are truly inclusive in our hiring practices.

**AFFINITY GROUPS**

- Network Next (Generation X Network)
- Shell Asian Pacific Employee Network Group (SAPENG)
- Shell Black Network Group (SBNG)
- Support, Equality & Awareness at Shell (SEA Shell – GBLT)
- Shell Hispanic Employee Network (SHEN)
- Women Adding Value Everywhere (WAVE)
- Women’s Information Network (WIN)
- Shell Progressive African-American Network (SPAAN)
ENTRY-LEVEL/TRAINING PROGRAMS LEADING TO FULL-TIME OPPORTUNITIES

Shell Drilling and Production Camp

**Length of program:** One Week  
**Geographic location(s) of program:** Robert, Louisiana

The Shell Drilling and Production Camp provides exposure for technical candidates to the energy industry and upstream operations and offers a hands-on environment for students. Situated on 20 private acres, in the crossroads of the Gulf Coast, the facility has equipment and lab space that emulates an onshore and offshore working environment with training on “live” systems.

The camp consists of a week of residential and program agenda that includes:

- Production operations
- Drilling and well control
- Health, safety and environmental  
- Visit to One Shell Square  
- Shell exploration and production collaborative virtual equipment  
- Real-time operations center  
- Production operations management center

Features of the camp:

- Thirteen classrooms  
- Two networked computer classrooms  
- On-site lodging  
- On-site galley (heart-healthy menus and dietary needs accommodated)  
- Guest computers with free Internet access  
- Recreation (heated pool, fitness and exercise facilities, stocked fishing pond and more)  
- Wellness center

Students are responsible for the cost of round-trip transportation from their university to the New Orleans airport. All other expenses for the camp, including transportation from the airport to the camp, are paid for by Shell.

To learn more about the camp and to apply online, visit www.shell.us/careers and click on “Students.”

RETENTION & PROFESSIONAL DEVELOPMENT

What trends have you seen emerge in diversity retention in the engineering field in the last two decades?

As companies have increased their focus on diversity and related metrics in traditionally underrepresented areas, such as engineering, there has been a great demand for diverse talent in the external marketplace. Companies who traditionally have hired only from within have now begun to seek out diverse passive experienced talent using search agencies. This has increased the need to have a more concerted effort to retain diverse talent. Internal retention measures include creation of employee networks and specific development programs targeted toward diverse individuals.

Please identify the specific steps you are taking to reduce the attrition rate of minority and women employees.

Shell undertakes most of the following steps to reduce attrition for every employee, regardless of race or gender.

- Develop and/or support internal employee affinity groups (e.g., minority or women networks within the firm)  
- Increase/review compensation relative to competition  
- Increase/improve current work/life programs  
- Adopt dispute resolution process  
- Succession plan includes emphasis on diversity

How does the firm’s leadership communicate the importance of diversity to everyone at the firm?

Shell employees are among the most diverse teams of people in the world—thanks to our twin approaches of drawing local staff from host countries and making international opportunities as widely available as possible. This diversity, we believe, is one of Shell’s greatest strengths.

Equally, a sense of respect has become the cornerstone of our working culture. Respecting people’s ideas and contributions isn’t just good practice; it also makes good business sense. At Shell, you’ll always be encouraged to consider how your actions affect colleagues.

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes, formal. A global diversity and inclusion (D&I) network (council) has been formed, and focal points have been established for each of Shell’s major businesses, functions and countries. Responsibilities of these D&I focal points include:

- Guiding and supporting the executive committee in development and implementation of D&I plans  
- Encouraging and supporting the alignment of D&I efforts across the organization  
- Identifying opportunities and potential barriers to progress  
- Acting as advocates, communicators and leaders in their respective areas of influence

How often does the firm’s management review the firm’s diversity progress/results?

Quarterly.
- Work with minority and women employees to develop career advancement plans
- Review work assignments and hours billed to key client matters to make sure minority and women employees are not being excluded
- Strengthen mentoring program for all employees, including minorities and women
- Professional skills development program, including minority and women employees
- Measure diversity issues separately from employee satisfaction
- Recruitment and retention of women and minorities as a management performance objective that is measured on an annual basis
- Provide formal and informal mentoring opportunities to minority and women employees

**DIVERSITY MISSION STATEMENT**

At Shell, working to promote diversity and inclusiveness is not only a human resources initiative; it is at the very core of how we do business. Diversity and inclusion means making the most of the different skills and experience people of different cultures, genders and ages bring to the work place. Diversity and inclusion aligns with our core values and business principles, and it is good for our business. A diverse workforce and inclusive employment practices lead to more effective teamwork, enhanced decision-making, increased creativity, and lower absenteeism and staff turnover. Having staff with different backgrounds helps us better understand the needs and build stronger relationships with our diverse customer base and other important stakeholders.

To create a diverse and inclusive workplace we actively support the attraction, development, retention and promotion of diverse talent; aim to increase the proportion of women and local nationals in leadership positions; and offer training programs to promote inclusion.