

# Our people

## DIVERSITY ON THE FORECOURT

Shell is the only international energy company licensed to build and operate service stations in India. We have brought our environmental and social standards with us, including our commitment to diversity and inclusiveness. Our quickly growing network of service stations has made a special effort to hire women, people with disabilities, and disadvantaged members of society.

It started with listening carefully to ensure we understood their specific needs.

For female employees, this meant installing separate changing and bathroom facilities. They work only the daytime shifts, so they do not have to work or travel after dark. Local NGOs have helped convince families that our service stations are appropriate places for women to work. As a result, there were on average 17 women employed per station by the end of 2006.

For people with disabilities, we made our sites accessible, for example by installing wheelchair ramps. At each station, there is a supervisor who knows sign language. By the end of 2006, on average four disabled people were working at each station.



Implementing our strategy and growing our business depends on recruiting a large number of high-quality professionals to the company and maintaining the full commitment of our staff.

Our Business Principles commit us to providing our people with a safe working environment (page 22); respecting their human rights (page 24); promoting their professional development; and creating an inclusive work environment.

## Recruitment

We are starting to see results from our increased recruitment efforts. In 2006, we hired almost 6,000 people – nearly 50% more than in 2005 and more than double our hiring levels in the late 1990s. Over half were from technical disciplines and, for the first time, we recruited more people in Asia than in any other region.

We strive to recruit locally and in ways that are sensitive to local conditions. For instance, to help build new skills in Algeria, we are hiring and training local graduates, rather than recruiting experienced staff from the national energy company. In 2006, we hired just under 200 local university graduates and 75 experienced Indian professionals to support the establishment of Shell Technology India. In Nigeria, we recruited more than 350 graduates and experienced professionals, record numbers including the largest number of Nigerians returning home from abroad for many years.

## Building skills

To help this wave of new staff understand our values from the start, our introductory training programmes have been improved. New employees are offered a series of training sessions and workshops including courses on the Business Principles.

We provide a balance of on- and off-the-job learning. In 2006, about 10,000 staff participated in our company-wide leadership development courses. Sustainable development issues are integrated into the courses that are run jointly with leading business schools in Asia, Europe and the USA. Our Project Academy, launched in 2005, is a dedicated learning programme including ongoing assessment and support for project managers to help them build skills, learn from Shell and external experts and apply our standards and approaches. In 2006, the Commercial Academy was launched for commercial staff.

## The Shell People Survey

Every two years, we survey all employees on their feelings about Shell and their experiences at work. This helps us to identify problems and assess staff morale. Overall results from the 2006 Survey were generally positive and better than the previous one in 2004, which was conducted soon after the recategorisation of our proved oil and gas reserves.

We have communicated detailed results of the 2006 Survey to staff. Plans are being put in place to address the areas of weakness identified at local, business and company-wide levels.

## Diversity and inclusiveness

We are committed to creating a workplace that values differences. A diverse workforce can better understand customers and stakeholders. An inclusive workforce is more motivated and able to bring their talents to bear. We have three targets in this area:

- Increase the proportion of women in senior management to a minimum of 20%. In 2006, we made good progress, with the proportion of women in top positions rising to 11.6%, up from 9.9% in 2005. We have increased our effort to attract women candidates and introduced development and mentoring programmes targeted at female staff. Nearly 30% of new staff in 2006 were women.
- Have local people fill more than half the senior management positions in every country we operate in. In 2006, 25% of these countries achieved this, compared to 36% the previous year. This decline came mainly from a small number of staff changes in countries with few senior management positions.
- Improve staff perceptions of the inclusiveness of their workplace, as measured by the Shell People Survey. In the 2006 Survey, 64% of employees were positive about inclusiveness in their part of Shell.

We are committed to equal opportunity in recruitment, career development, promotion, training and reward for all employees, including those with disabilities. All job applicants and employees are assessed against clear and objective criteria.

## Additional web content:

- Living up to our commitment to equality and diversity.
- How we are promoting staff diversity in India.
- Careers in Shell.

 [www.shell.com/ourpeople](http://www.shell.com/ourpeople)