

# Performance data

Reporting environmental and social data differs from reporting financial data in a number of important ways. There are inherent limitations to the accuracy, precision and completeness of environmental and social data. These limitations stem from the nature of these data. Certain parameters rely on human behaviour and so are affected by culture and personal perception. Other parameters rely on complex measurements that require constant tuning. Still others rely on estimation and modelling. Shell accepts that our published environmental and social data will be affected by these inherent limitations. We continue to improve data integrity by strengthening internal controls. In this regard, techniques for measuring CO<sub>2</sub> levels have advanced significantly since we established our 1990 CO<sub>2</sub> base level. Recently, our internal audit function found that certain

controls on our 1990 measurement do not meet current Shell standards. As a result, we are strengthening the controls on our 1990 baseline and on all CO<sub>2</sub> measurements.

Safety and environmental data are collected from companies and joint ventures where we have a controlling interest and certain companies to which we provide operational services. These data are reported on a 100% basis, regardless of our equity share in the company. Operations that were acquired or disposed of during the year are included only for the period of time we had ownership. Other data is collected from external sources, staff surveys and other internal sources as indicated and reported.

ENVIRONMENTAL	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
<b>K</b> Greenhouse gas emissions million tonnes CO <sub>2</sub> equivalent	109	103	99	101	103	106	112	112	105	<b>98</b>
<b>Methane (CH<sub>4</sub>)</b> thousand tonnes	N/C	522	456	398	315	241	234	243	211	<b>154</b>
<b>Carbon dioxide (CO<sub>2</sub>)</b> million tonnes	95	92	90	92	95	100	106	106	100	<b>94</b>
<b>K</b> Flaring (Exploration & Production only) million tonnes	8.9	9.1	8.1	9.3	10.3	7.6	9.3	9.2	8.0	<b>5.7</b>
<b>Sulphur dioxide (SO<sub>2</sub>)</b> thousand tonnes	343	337	304	277	274	270	292	304	300 <sup>[A]</sup>	<b>296</b>
<b>Nitrogen oxides (NO<sub>x</sub>)</b> thousand tonnes	230	252	218	202	213	213	219	197	184	<b>180</b>
<b>CFCs/halons/trichloroethane</b> tonnes	N/C	11	12	6.0	5.0	8.0	3.3	2.6	1.0	<b>0.6</b>
<b>Volatile organic compounds (VOCs)</b> tonnes	N/C	584	499	538	372	379	294	265	244 <sup>[B]</sup>	<b>224</b>
<b>K</b> Spills thousand tonnes	19.3	13.2	18.7	9.9	17.8	7.4	6.7	6.1	9.0	<b>5.7</b>
<b>Oil in effluents to surface environment</b> thousand tonnes	5.6	5.2	3.3	2.8	2.9	2.5	2.4	2.3	2.5	<b>2.1</b>
<b>Freshwater use</b> <sup>[C]</sup> million cubic metres	N/C	N/C	N/C	681	683	679	667	657	638	<b>560</b>
<b>Waste</b> thousand tonnes										
Hazardous	N/C	240	272	400	445	504	554	455	451 <sup>[B]</sup>	<b>522</b>
Non-hazardous	N/C	521	468	490	452	524	510	470	668 <sup>[B]</sup>	<b>1,060</b>
Total waste	N/C	761	740	890	897	1,028	1,064	925	1,119 <sup>[B]</sup>	<b>1,582<sup>[D]</sup></b>
<b>Energy intensity</b>										
<b>K</b> In our refineries: Energy Intensity Index	N/C	N/C	N/C	N/C	N/C	86.5	85.9	85.0	83.9	<b>84.0</b>
<b>K</b> In our chemicals plant: Chemicals Energy Index	N/C	N/C	N/C	100	101.4	99.7	98.3	93.3	95.8	<b>92.5</b>
<b>K</b> Exploration & Production (gigajoule per tonne production)	N/C	0.8	0.8	0.7	0.7	0.8	1.0	0.9	1.0	<b>1.1</b>
<b>K</b> External perception of environmental performance <sup>[E]</sup>										
Special publics – % saying the best/one of the best										
Shell	N/C	N/C	N/C	N/C	N/C	31	39	31	32	<b>28</b>
Nearest competitor	N/C	N/C	N/C	N/C	N/C	19	31	24	28	<b>25</b>
General public – % saying the best/one of the best										
Shell	N/C	N/C	N/C	N/C	N/C	25	26	24	26	<b>20</b>
Nearest competitor	N/C	N/C	N/C	N/C	N/C	17	17	14	18	<b>16</b>

**K** = key performance indicators

N/C = not calculated

[A] Restated down from 323 to 300 thousand tonnes due to calculation error in one of our operations in Nigeria.

[B] Data error in 2005 Report.

[C] Restated for all years to exclude cooling water that travels only once through the plant and is returned to the environment.

[D] Increase in 2006 mainly due to disposal of non-hazardous waste after the 2005 hurricanes in the Gulf of Mexico. Also due to the inclusion of hazardous and non-hazardous soil into these categories by some downstream operations.

[E] We continue to score highest in our industry for "environmental responsibility" in the Reputation Tracker survey conducted on our behalf in 13 of our major markets, by the polling agency Ipsos MORI. However, in the 7 markets we have in common with our nearest international competitor, special publics score us marginally lower – 3% – and the general public rate us on a par.

[F] Data reflects the changed scope of senior leader and management positions in 2005. Data for previous years has been restated.

[G] Prior to 2003 we asked if procedures existed, not if they were actively enforced.

[H] Country income level as defined by the UNDP human development index.

[I] Incidents of bribery and fraud, gathered by our internal audit system.

[J] Minor data error corrected to avoid previous double-counting between bribery and fraud.

[K] We have received higher scores than competitors from the general public since the Reputation Tracker survey began. We retained that position in 2006 although among the general public, the gap with our nearest competitor narrowed significantly. We believe this is a result of a general deterioration of sentiment towards all oil companies in 2006. We have a high market profile in the countries selected for measurement and as a market leader have suffered more from the downturn in general public opinion than some of our competitors.

Data marked **S** in the social data table is obtained from an internal survey completed by the senior Shell representative in each country. The degree of accuracy for this is significantly lower than for data obtained through our financial systems. This year, we have carried out additional checks on the figures obtained via this survey, to provide us with more confidence in its reliability and continue to tighten our internal controls on this data to improve its quality.

We set internal improvement targets for our key safety and environmental parameters and have longer-term public targets for energy efficiency in our chemicals plants, for eliminating the disposal of gas by continuous flaring, and for reducing GHG emissions from our operations.

Unless otherwise noted, the number of homes served by our activities are estimated throughout this Report on the average electricity consumption of a household in Europe and the fuel efficiency and petrol tank size of a typical small car (Ford Fiesta).

See our Group Performance Monitoring and Reporting Guide for more information.

Additional web content:

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

<b>SOCIAL</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Fatalities</b>										
Employees	7	6	3	5	3	8	5	2	3	<b>2</b>
Contractors	60	57	44	55	37	45	42	35	33	<b>35</b>
Total number	67	63	47	60	40	53	47	37	36	<b>37</b>
<b>K Fatal accident rate</b>										
Number of fatalities per 100 million exposure hours (employees and contractors)	9.0	8.6	6.9	8.2	5.2	6.3	5.6	4.4	4.4	<b>4.6</b>
<b>K Injuries – total reported case frequency (TRCF)</b>										
Per million exposure hours (employees and contractors)	4.1	4.4	3.7	3.2	2.9	2.6	2.6	2.6	2.5	<b>2.3</b>
<b>Lost time injury frequency (LTIF)</b>										
Injury hours per million exposure hours (employees and contractors)	1.6	1.6	1.4	1.3	1.2	1.1	1.0	1.0	0.9	<b>0.8</b>
<b>Total reportable occupational illness frequency</b>										
Illnesses per million exposure hours (employees only)	N/C	3.2	3.5	2.2	2.3	2.0	2.0	2.1	2.0	<b>1.8</b>
<b>S Security % of countries</b>										
Using armed security	N/C	24	26	22	18	16	22	18	19	<b>15</b>
Using armed company security	N/C	4	2	2	2	1	2	2	2	<b>2</b>
Using armed contractor security	N/C	16	15	12	12	12	22	11	11	<b>9</b>
<b>Gender diversity % women<sup>(i)</sup></b>										
In supervisory/professional positions	N/C	N/C	15.4	17.1	17.7	18.9	19.5	20.7	21.8	<b>23.2</b>
In management positions	N/C	N/C	N/C	8.9	9.3	9.2	11.3	12.2	12.9	<b>16.2</b>
<b>K In senior leadership positions</b>	N/C	N/C	N/C	7.2	7.9	8.8	9.6	9.6	9.9	<b>11.6</b>
<b>S Unions and staff forums</b>										
Estimated % employees members of unions	N/C	N/C	N/C	N/C	19	19	13	12	13	<b>12</b>
<b>S Staff forums and grievance procedures</b>										
% staff with access to staff forum, grievance procedure or other support system	N/C	N/C	N/C	N/C	99.9	99.9	99.9	100	100	<b>99.2</b>
<b>S Child labour % countries checking to ensure procedures<sup>(ii)</sup> in place</b>										
In own operations	N/C	64	82	84	89	86	78	83	88	<b>95</b>
Contractors	N/C	39	46	51	57	56	57	61	69	<b>89</b>
Suppliers	N/C	21	30	31	41	42	50	53	62	<b>82</b>
<b>S Contracting and procurements</b>										
Estimated spend on goods and services from locally owned companies in low and medium countries <sup>(iii)</sup> \$ billion	N/C	N/C	N/C	N/C	N/C	N/C	5.2	6.3	9.2	<b>10</b>
<b>S Contracts cancelled due to incompatibility with Business Principles</b>	N/C	69	62	106	100	54	49	64	63	<b>41</b>
<b>S Joint ventures divested due to incompatibility with Business Principles</b>	N/C	N/C	1	2	0	0	1	0	0	<b>0</b>
<b>Business integrity<sup>(iv)</sup></b>	N/C	N/C	N/C	N/C	N/C	N/C	N/C	123 <sup>(v)</sup>	102 <sup>(vi)</sup>	<b>96</b>
<b>S Social investment (equity share) \$ million</b>	N/C	N/C	N/C	85	85	96	102	106	127	<b>140</b>
<b>K Favourability<sup>(vii)</sup></b>										
Special public										
Shell	N/C	N/C	N/C	N/C	N/C	43	59	43	47	<b>49</b>
Nearest competitor	N/C	N/C	N/C	N/C	N/C	39	52	46	45	<b>47</b>
General public										
Shell	N/C	N/C	N/C	N/C	N/C	44	46	44	41	<b>29</b>
Nearest competitor	N/C	N/C	N/C	N/C	N/C	40	37	35	33	<b>25</b>