

MEASURING OUR PERFORMANCE

PERFORMANCE DATA



ABOUT OUR DATA

There are inherent limitations to the accuracy of environmental and social data. We recognise that our environmental and social data will be affected by these limitations and continue to improve the integrity of our data by strengthening our internal controls.

All non-financial data in this report are reported on a 100% basis, for companies and joint ventures we control, and those joint venture and associated companies not under our control but where we are the operator. It includes all significant facilities. Environmental data are for our direct emissions. We report this way because these are the data we can directly manage and affect through operational improvements. For greenhouse gas emissions we provide more detailed data on our website.

Operations acquired or disposed of during the year are included only for the period of time we had ownership. Other data are collected from external sources, staff surveys and other internal sources as indicated.

Previously, we also included in our data certain companies we did not control or operate but to which we provided operational services.

ENVIRONMENTAL DATA

| | 2008 | 2007 | 2006 | 2005 | 2004 | 2003 | 2002 | 2001 | 2000 | 1999 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|
| Greenhouse gas emissions million tonnes CO ₂ equivalent [A] | 75 | 82 | 88 | 93 | 101 | 102 | 96 | 93 | 91 | 87 |
| Methane (CH₄) thousand tonnes [B] | 126 | 119 | 124 | 173 | 192 | 187 | 196 | 261 | 325 | 356 |
| Carbon dioxide (CO₂) million tonnes | 72 | 79 | 85 | 89 | 96 | 97 | 92 | 87 | 84 | 80 |
| Flaring (Exploration & Production only) million tonnes CO ₂ equivalent [C] | 8.8 | 9.7 | 14.3 | 20.8 | 24.6 | 24.1 | 20.6 | 28.9 | 26.3 | 22.5 |
| Sulphur dioxide (SO₂) thousand tonnes | 175 | 212 | 233 | 226 | 247 | 257 | 240 | 236 | 250 | 278 |
| Nitrogen oxides (NO_x) thousand tonnes | 150 | 145 | 154 | 157 | 172 | 193 | 195 | 191 | 184 | 190 |
| CFCs/halons/trichloroethane tonnes [D] | 1.4 | 0.6 | 0.3 | 0.8 | 2.3 | 3.0 | 7.7 | 4.5 | 5.1 | 6.7 |
| Volatile organic compounds (VOCs) thousand tonnes | 135 | 173 | 185 | 199 | 213 | 226 | 324 | 309 | 442 | 414 |
| Operational spills thousand tonnes | 2.2 | 3.5 | 3.9 | 3.4 | 3.7 | 5.1 | 4.3 | 10.3 | 6.6 | 10.7 |
| Oil in effluents to surface environment thousand tonnes | 1.7 | 1.6 | 1.8 | 2.3 | 2.1 | 2.3 | 2.4 | 2.8 | 2.6 | 3.1 |
| Fresh water use million cubic metres [E] | 224 | 315 | N/C | N/C | N/C | N/C | N/C | N/C | N/C | N/C |
| Waste thousand tonnes | | | | | | | | | | |
| Hazardous | 688 | 907 | 716 | 631 | 714 | 675 | 781 | N/C | N/C | N/C |
| Non-hazardous [F] | 996 | 1,899 | 1,154 | 632 | 421 | 443 | 480 | N/C | N/C | N/C |
| Total waste | 1,684 | 2,806 | 1,870 | 1,263 | 1,135 | 1,118 | 1,261 | N/C | N/C | N/C |
| Energy intensity | | | | | | | | | | |
| In our refineries: Energy Intensity Index [G] | 97.2 | 96.9 | 96.7 | 96.3 | 95.1 | 96.1 | 98.3 | N/C | N/C | N/C |
| In our chemicals plant: Chemicals Energy Index | 93.0 | 92.6 | 92.5 | 95.8 | 93.3 | 98.3 | 99.7 | 101.4 | 100.0 | N/C |
| In our oil sands business (gigajoule per tonne production) | 6.9 | 6.0 | 5.6 | 5.2 | 5.8 | 10.0 | N/C | N/C | N/C | N/C |
| Exploration & Production (gigajoule per tonne production) | 0.84 | 0.81 | 0.80 | 0.74 | 0.71 | 0.72 | 0.75 | 0.69 | 0.66 | 0.67 |
| External perception of environmental performance [H] | | | | | | | | | | |
| Special publics – % saying the best/one of the best/8–10 out of 10 | | | | | | | | | | |
| Shell [I] | 38 | 36 | 26 | 27 | 27 | 36 | N/C | N/C | N/C | N/C |
| Nearest competitor | 24 | 22 | 23 | 29 | 22 | 33 | N/C | N/C | N/C | N/C |

K Key performance indicators.
N/C Not calculated.

[A] Petroleum Industry Guidelines for Greenhouse Gas Estimate, December 2003, (API, IPIECA, OGP) indicate that uncertainty in greenhouse gas measurements can be significant depending on the methods used.

[B] Rise in 2008 reflects inclusion of an entity in Canada.

[C] Replaces million tonnes of hydrocarbon flared which is still available on our website.

[D] The increase in emissions in 2007 to 2008 was due to emissions from ageing equipment at one location. The equipment is scheduled for removal by end 2009.

[E] Restated to correct past inclusions of cooling water at some downstream locations.

[F] Decrease primarily due to completion of demolition work at a downstream location in 2007.

[G] Solomon Associates changed their proprietary Energy Intensity Index calculation methodology in 2006. Reported historical values have been recalculated based on this revised methodology.

[H] The Reputation Tracker survey is conducted on our behalf in 11 of our major markets, by the independent research firm Ipsos Mori. The exact mix of stakeholders and markets varies each year, to reflect Shell's business priorities. Previous years' data are re-analysed to take account of these changes and ensure like-for-like trend comparisons.

[I] The scale for the environmental performance rating was changed in 2007. Previous years' figures represent the closest comparison available.

[J] We were not able to restate this data prior to 2008.

[K] In our 2008 survey we combined the question to refer to both contractors and suppliers.

[L] Country income level as defined by the UNDP human development index 2007.

[M] Code of Conduct violations including incidents of bribery and fraud, gathered by our internal audit system.



www.shell.com/performance
 • Our environmental & social performance data
 • More GHG emissions data
 • Shell in the leading sustainability indices

This year, to align more closely with standard industry practices, we have removed these entities from our reporting. As a result, we have restated our safety and environmental data for the past 10 years (unless otherwise noted). Also to align with industry practice, we focus our reporting on the absolute number of fatalities we have, and no longer report a Fatal Accident Rate (the number of fatalities per 100 million working hours). We only include data that have been confirmed by the time this publication goes to print. If incidents are reclassified or confirmed after publication, the data are restated in the next year's publication.

Data marked **S** in the social data table come from an internal survey completed by the senior Shell representative in each country. Its accuracy is significantly lower than for data obtained through our financial systems. Data provided below are subject to internal controls. They have not been externally verified.

Unless otherwise noted, estimates of the number of homes served are based on the average electricity consumption of a European household. Conversions into US dollars are based on the average exchange rates for 2008.

SOCIAL DATA

| | 2008 | 2007 | 2006 | 2005 | 2004 | 2003 | 2002 | 2001 | 2000 | 1999 |
|---|-------|-------|------|-------|-------|------|------|------|------|------|
| Fatalities | | | | | | | | | | |
| Employees | 2 | 1 | 2 | 3 | 2 | 5 | 8 | 2 | 4 | 3 |
| Contractors | 24 | 20 | 36 | 32 | 32 | 40 | 43 | 33 | 48 | 44 |
| Total number | 26 | 21 | 38 | 35 | 34 | 45 | 51 | 35 | 52 | 47 |
| K Total recordable case frequency (TRCF) | | | | | | | | | | |
| Injuries per million exposure hours (employees and contractors) | 1.8 | 1.9 | 2.1 | 2.5 | 2.6 | 2.6 | 2.5 | 2.9 | 3.2 | 3.8 |
| Lost time injury frequency (LTIF) | | | | | | | | | | |
| Injuries per million exposure hours (employees and contractors) | 0.6 | 0.7 | 0.8 | 1.0 | 1.1 | 1.1 | 1.1 | 1.3 | 1.4 | 1.5 |
| Total recordable occupational illness frequency (TROIF) | | | | | | | | | | |
| Illnesses per million working hours (employees only) [J] | 1.2 | 1.5 | 1.8 | 2.0 | 2.1 | 2.0 | 2.0 | 2.3 | 2.2 | 3.5 |
| S Security % of countries | | | | | | | | | | |
| Using armed security | 17 | 16 | 15 | 19 | 18 | 22 | 16 | 18 | 22 | 26 |
| Using armed company security | 1 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 2 |
| Using armed contractor security | 9 | 12 | 9 | 11 | 11 | 22 | 12 | 12 | 12 | 15 |
| Gender diversity % women | | | | | | | | | | |
| In supervisory/professional positions | 24.7 | 24.6 | 23.2 | 21.8 | 20.7 | 19.5 | 18.9 | 17.7 | 17.1 | 15.4 |
| In management positions | 15.3 | 17.7 | 16.2 | 12.9 | 12.2 | 11.3 | 9.2 | 9.3 | 8.9 | N/C |
| K In senior leadership positions | 13.6 | 12.9 | 11.6 | 9.9 | 9.6 | 9.6 | 8.8 | 7.9 | 7.2 | N/C |
| S Staff forums and grievance procedures | | | | | | | | | | |
| % staff with access to staff forum, grievance procedure or other support system | 100.0 | 100.0 | 99.2 | 100.0 | 100.0 | 99.9 | 99.9 | 99.9 | N/C | N/C |
| S Child labour % countries checking to ensure procedures in place | | | | | | | | | | |
| Own operations | 100 | 99 | 95 | 88 | 83 | 78 | 86 | 89 | 84 | 82 |
| Contractors [K] | 99 | 98 | 89 | 69 | 61 | 57 | 56 | 57 | 51 | 46 |
| Suppliers [K] | | 96 | 82 | 62 | 53 | 50 | 42 | 41 | 31 | 30 |
| S Contracting and procurement \$ billion | | | | | | | | | | |
| Estimated expenditure on goods and services from locally owned companies in low and middle income countries [L] | 19 | 17 | 10 | 9 | 6 | 5 | N/C | N/C | N/C | N/C |
| S Contracts cancelled due to incompatibility with Business Principles | 49 | 35 | 41 | 63 | 64 | 49 | 54 | 100 | 106 | 62 |
| S Joint ventures divested due to incompatibility with Business Principles | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 2 | 1 |
| Code of Conduct violations [M] | 204 | 361 | N/C | N/C | N/C | N/C | N/C | N/C | N/C | N/C |
| S Social investment (equity share) \$ million | 148 | 170 | 140 | 127 | 106 | 102 | 96 | 85 | 85 | N/C |
| K Favourability [H] | | | | | | | | | | |
| With special publics | | | | | | | | | | |
| Shell | 46 | 46 | 45 | 39 | 38 | 52 | N/C | N/C | N/C | N/C |
| Nearest competitor | 32 | 36 | 43 | 45 | 41 | 50 | N/C | N/C | N/C | N/C |

K Key performance indicators.

N/C Not calculated.

S Social investment and contracting and procurement data collected via our financial system since 2007.

S Data obtained from an internal survey completed by the senior Shell representative in each country.

EXTERNAL REVIEW COMMITTEE

Aron Cramer (Chair)
PRESIDENT AND CEO, BUSINESS
FOR SOCIAL RESPONSIBILITY
(BSR)
USA



Rebecca Adamson
PRESIDENT AND FOUNDER,
FIRST PEOPLES WORLDWIDE
USA



Philippa Foster-Back OBE
DIRECTOR, THE INSTITUTE
FOR BUSINESS ETHICS
UK



Karin Ireton
DIRECTOR OF GROUP
SUSTAINABILITY MANAGEMENT,
STANDARD BANK GROUP
SOUTH AFRICA



Ligia Noronha
SENIOR FELLOW,
THE ENERGY AND
RESOURCES INSTITUTE (TERI)
INDIA



David Runnalls
PRESIDENT, INTERNATIONAL
INSTITUTE FOR SUSTAINABLE
DEVELOPMENT (IISD)
CANADA



Shell, for the fourth successive year, has invited an External Review Committee to assess the content and the process of producing its Sustainability Report.

This is our own assessment of Shell's 2008 Sustainability Report. We express our views as individuals, not on behalf of our organisations.

OUR FOCUS

We concentrated on three main questions, informed by the AA1000 standard:

1. Has Shell selected the most important topics for the Report?
2. How well has the report dealt with these topics and responded to stakeholder interest?
3. Did Shell provide sufficient information and access to do our job effectively?

OUR PROCESS

In autumn 2008, we commented on Shell's initial choice of issues to include in the Report. We reviewed and commented on the report outline in late 2008, and on successive Report drafts in January and March 2009. The Committee met in person twice, including meetings with key Shell personnel, and held several teleconferences.

We did not verify the accuracy of performance data underlying the Report. We note also that our review of case studies included in the Report is not based on first hand observation, although we had full opportunity to speak with relevant company executives concerning them. In addition to our comments on the company's reporting, we have offered Shell our observations on the company's sustainability performance.

In recognition of our time and expertise, an honorarium was offered, payable to us individually or to a charitable organisation of our choosing. We were also reimbursed for the expense of our travel and accommodation.

SHELL'S REPORTING

Shell's 2008 Report reflects the company's continued commitment to reporting on its most material sustainability opportunities and challenges. This year's Report again focuses extensively on the energy challenge that Shell – and the wider world – faces. While this reduces the Report's coverage of other important matters, we believe that Shell has prioritised issues well, and produced a report that includes the issues most material to its business and to stakeholders.

This year's Report is being published amidst fast-changing conditions, including the deep economic recession that took hold towards the end of 2008, extreme volatility in energy prices, and against the backdrop of leadership transitions, including the 2009 change in Shell's Chief Executive. The Report rightly emphasizes the importance of staying the course – continuing to address the long-term nature of the energy challenge, despite current economic conditions.



Again this year, Shell has demonstrated a very serious commitment to the Committee's review process. The company has been exemplary in providing us access to information, and to its senior executives, including the Chair of the Board's Social Responsibility Committee, the Chief Executive, and the Chief Executive-designate. Its reporting team has been very responsive to our comments, including on matters where members of the Committee had different perspectives on content than Shell. We note that our comments this year have again resulted in many changes – and in our view improvements – from initial drafts. There are also several areas where prior years' feedback has been addressed in this Report, including additional reporting on case studies from developing economies, information on joint ventures Shell does not control, and its approach to managing towards top quartile performance.

THE ENERGY CHALLENGE

The 2008 Report, as last year's Report, is noteworthy in its clear statement of Shell's belief that immediate, decisive action is needed to address energy and climate change. The inclusion of "Shell's Six CO₂ Pathways" to progress on climate change provides a clear roadmap that enables readers to understand the company's strategy for contributing to mitigation efforts. This is a positive step that provides a much more explicit view than in past years about Shell's forward vision. We applaud Shell for its clear call for the establishment of an international price for emitting carbon, and for action at Copenhagen late in 2009. Shell has restated its commitment to coordinated action, as emphasized in the "Blueprints" scenario discussed in the 2007 report. We also welcome Shell's update on two substantial carbon capture and storage (CCS) projects, especially given the centrality of CCS to achievement of ongoing reductions in greenhouse gas emissions from its operations.

We also see several areas in which Shell can strengthen its reporting on the energy challenge, including two areas the Committee raised last year.

First, we would like to see more extensive reporting on Shell's future trajectory and performance on carbon emissions. While we welcome the increased insight into top quartile performance management in this year's Report, it is not yet clear how this approach, applied on an asset by asset basis, will enable measurement of emissions on a company-wide basis. As such, it remains unclear how Shell will communicate about its overall emissions performance once its last absolute target expires in 2010. Second, the report does not provide sufficient information to enable readers to gauge the anticipated increase in CO₂ emissions expected in the coming years, especially given that its strategy includes substantial investments in carbon-intensive fuel sources, including unconventional energy like oil sands, and increasing energy intensity of production.

In addition, the Report could have provided more detailed discussion of the company's decision to focus its renewable energy investments over the next few years in biofuels, rather than wind and solar energy.

Specifically, we would have liked to see more detail on: (1) the level of investment in renewables, and how this is sufficient to meet the stated urgency of addressing the energy challenge; (2) why Shell has chosen to prioritise biofuels over other forms of renewable energy and (3) the complexities involved in creating a truly sustainable source of biofuels, and Shell's efforts to achieve this result. Without this, there is a risk of furthering the divide between Shell's and stakeholder views of what constitutes a prudent level and nature of investment in clean energy.

In some cases, Shell provides factual data that do not provide enough context for readers to judge whether the speed and scope of its progress is sufficient. This arises, for example, in the section on cleaner transport fuels, where various pilots are described without a clear sense of whether they have the potential to be taken to scale. In addition, while Shell notes that it, and the energy industry as a whole, uses less water than industries such as agriculture, it would be useful to provide additional information in future reports on specific operations where water use is significant in local context.

In addition to our observations on Shell's treatment of the Energy Challenge section, we offer comments below on several other topics Shell addresses in the Report:

INTEGRATION OF LEARNING ON SOCIAL PERFORMANCE

We encourage the company to report more fully in future years on how Shell integrates lessons from past experiences, particularly regarding operations in challenging environments, to ensure continuously improving performance.

HUMAN RIGHTS

We believe that the decision not to include a dedicated human rights section in the Report is appropriate in light of developments in 2008, and because the subject is included in the treatment of topics such as Shell's Business Principles. We encourage further consideration of how best to report in future years on material human rights issues that may arise.

SOCIAL DEVELOPMENT

We continue to seek more information and analysis of Shell's impact on the local communities where it operates. The Report provides data on Shell investments, but does not enable readers to understand how effectively these expenditures have improved community well-being or advancement.

CONCLUSION

Shell has again demonstrated leadership in its reporting, providing its perspective on the issues of greatest relevance to the company and the wider world. We encourage the company to develop further its reporting on how it is meeting the energy challenge: providing needed energy while also helping make the transition to a lower-carbon energy mix. Doing so will, we believe, not only benefit Shell, but also catalyse others to act in ways that are essential for creating sustainable energy solutions.

OUR APPROACH TO REPORTING

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www.shell.com/sdreporting

- Reporting in line with the Global Reporting Initiative
- How we select the topics that matter most
- Assuring our sustainability reporting

We have been reporting on our environmental and social performance since 1997 because we know it matters to our stakeholders and to our business success.

REPORTING FOR DIFFERENT AUDIENCES

We use our Sustainability Report, supported by our Responsible Energy website, to provide the general overview of our environmental and social performance worldwide. For customers, suppliers and staff, our Sustainability Review provides a short summary of this performance. For investors we report on our approach to managing environmental and social risks and opportunities in our Annual Report and 20-F. We also co-operate with the producers of the Dow Jones Sustainability Indexes, FTSE4Good and the Carbon Disclosure Project, and other organisations providing information on environmental and social performance to investors. Individual Shell operations may also report on local activities and issues.

REPORTING ON WHAT MATTERS MOST

Good environmental and social reporting must focus on the issues that are most important to our stakeholders as well as to us; that is why we use an established and auditable content selection process (see below). We further refined our process in 2008 to include the feedback we received from our External Review Committee. We report on 10 Key Performance Indicators (KPIs), developed in consultation with external stakeholders, that measure and track our main environmental and social impacts.

ALIGNMENT WITH EXTERNAL GUIDELINES

On the Shell website we describe our contribution to the Millennium Development Goals and our efforts to support the UN Global Compact.

We continue to use the Global Reporting Initiative's (GRI) G3 guidelines for our sustainability reporting. GRI confirmed our A+ level for the 2008 Report.

We also follow the guidelines of the International Petroleum Industry Environmental Conservation Association and are supporting the GRI's work on guidance for the oil and gas industry.

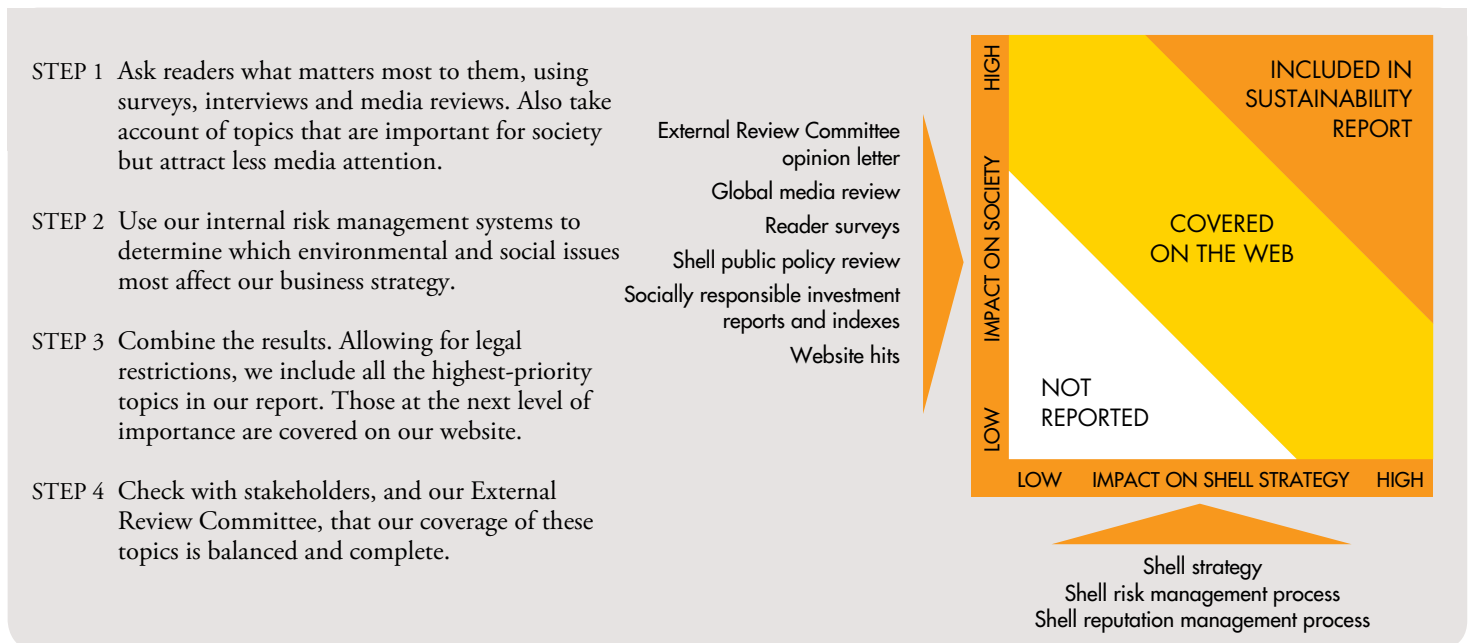
ASSURING OUR REPORTING

We continue to use an External Review Committee of experts to check that our Sustainability Report is balanced, relevant and responsive to stakeholders. The Committee's wide-ranging challenges and advice are based on their extensive knowledge of the issues and their first-hand experience of working with us.

Over the years we have developed a range of internal controls to help assure the accuracy of the facts in our Sustainability Report. These controls include audit trails for all the data and statements included in the report, approved by senior managers. Senior business leaders must confirm the accuracy and reliability of their HSSE data, and we have statistical checks in place to detect errors. We have also begun working with Lloyd's Register Quality Assurance Limited, an external verifier, to develop further checks on our greenhouse gas emissions data.

THE WAY FORWARD

With stakeholder requirements and cost pressures both continuing to rise, we are intensifying our search for ways to report better and to further streamline and simplify our reporting process.



SHELL FACT SHEET 2008

PRODUCING
2%
OF THE
WORLD'S
OIL ...

... AND
3%
OF THE
WORLD'S
GAS

OIL AND GAS
PRODUCED
3.2
MILLION
BARRELS
A DAY...

... ROUGHLY
45%
OF IT IS
NATURAL
GAS

INCOME
\$26.5
BILLION

CAPITAL
INVESTMENT
\$38.4
BILLION

INVESTMENT
IN R&D
MORE THAN
\$1.2
BILLION

SPENDING ON
ALTERNATIVE
ENERGY AND CCS
\$1.7
BILLION IN THE
LAST 5 YEARS

SELLING
TRANSPORT
FUEL TO SOME
10
MILLION
CUSTOMERS
A DAY

SELLING
7.5%
OF THE
WORLD'S LNG

GENERATING
WIND POWER
FOR NEARLY
250,000
HOMES

REFUELLING A
PLANE EVERY
12
SECONDS

EMPLOYING
102,000
PEOPLE

OPERATING IN
100+
COUNTRIES

WITH AROUND
45,000
SERVICE
STATIONS
WORLDWIDE

RUNNING
25+
REFINERIES
& CHEMICAL
PLANTS



MEASURING OUR PERFORMANCE

Shell uses a number of key performance indicators to evaluate the overall performance of Shell from a financial, efficiency, social and sustainable development perspective.

www.shell.com/responsible

SHELL SCORECARD

| | 2008 | 2007 |
|---|---------|-------|
| 1 Total shareholder return [A] | (33.5)% | 23.8% |
| 2 Net cash from operating activities (\$ billion) | 44 | 36 |
| 3 Operational excellence: | | |
| Oil and gas production (thousands boe/d) [B] | 3,248 | 3,315 |
| LNG sales (million tonnes) | 13.1 | 13.2 |
| Refinery availability | 92.1% | 91.6% |
| Chemical plant availability | 94.3% | 92.6% |
| 4 Sustainable development (TRCF) [C] | 1.8 | 1.9 |

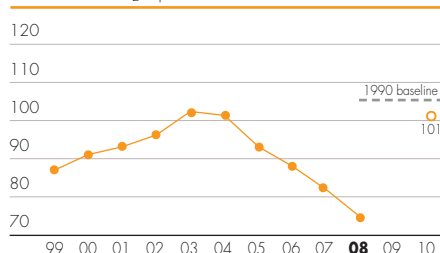
[A] Total shareholder return is calculated based on dividends and share prices in US dollars.

[B] Combined Exploration & Production and Oil Sands production.

[C] Shell's standard safety measure – total recordable case frequency (TRCF).

GREENHOUSE GAS EMISSIONS [A]

Million tonnes CO₂ equivalent

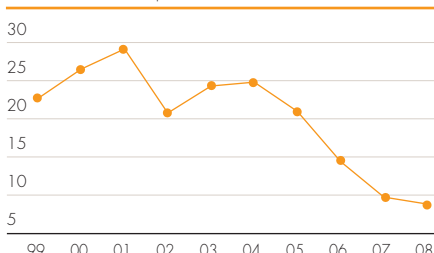


GHG emissions at Shell-operated facilities were about 30% below 1990 levels in 2008. Most of the reductions from 2007 to 2008 were due to changes in our portfolio and reduced flaring outside Nigeria in our Exploration & Production business.

[A] Target and baseline adjusted to reflect portfolio changes.

FLARING – Exploration & Production

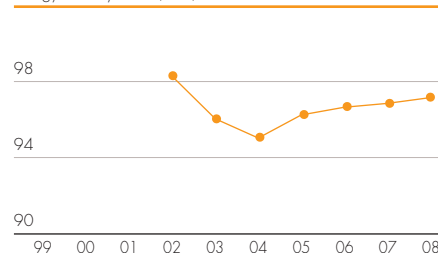
Million tonnes CO₂ equivalent



Since 2001, natural gas flaring has been reduced by more than 70%. Total flaring dropped again in 2008 as operational improvement programmes started showing results. In Nigeria, levels were the same as in 2007 as progress to end continuous flaring was largely blocked by ongoing government funding and security problems.

ENERGY INTENSITY – Refineries [A]

Energy Intensity Index (EII)TM

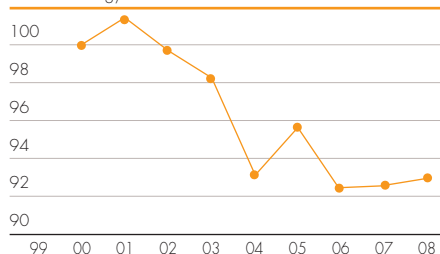


Energy efficiency at our refineries has improved slightly since 2002. But compared to 2007 it slipped back in 2008, partly due to unplanned shutdowns and running below capacity.

[A] Solomon Associates changed their proprietary Energy Intensity Index calculation methodology in 2006. Reported historical values have been recalculated based on this revised methodology.

ENERGY INTENSITY – Chemical Plants

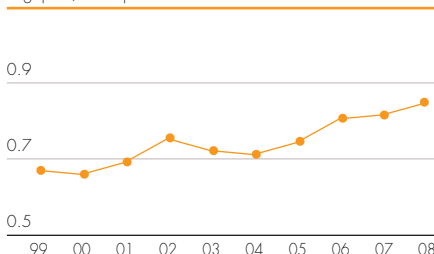
Chemical Energy Index



Energy intensity at our chemicals plants has improved by 7% since 2000. In 2008 we were not able to improve further mainly because of unplanned shutdowns in US plants resulting from Hurricane Ike.

ENERGY INTENSITY – Exploration & Production

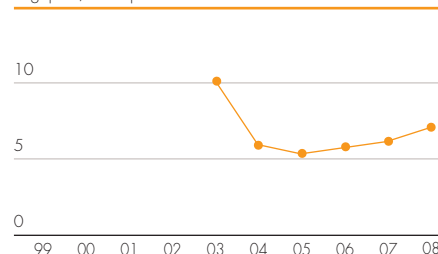
Gigajoule/tonne production



Our upstream energy intensity has risen by around 27% since 2000 as fields age and more heavy and harder-to-reach oil is produced. In response, all our upstream operations are putting five-year energy management plans in place, which set out operational steps to take such as optimising processes and equipment use.

ENERGY INTENSITY – Oil Sands

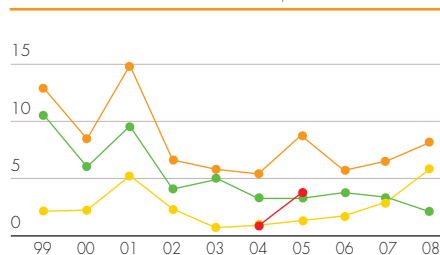
Gigajoule/tonne production



Producing petrol from oil sands requires more energy than producing it from conventional oil. Our current oil sands operation is the most energy efficient in the industry, according to a 2008 study by the Pembina Institute and WWF that was critical of oil sands activities. Energy intensity rose slightly in our oil sands business last year due to plant shutdowns, maintenance and construction activities.

SPILLS

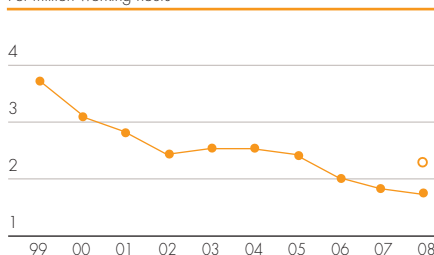
Volume in thousand tonnes



Since 1997, we have been reducing the amount of spills from our operations that occur for reasons we can control. We have done so through clear procedures, consistent compliance and a lot of hard work. However spill volumes from sabotage rose sharply in 2008 due to one sabotage incident in Nigeria, pushing up our total volume.

INJURIES – Total Recordable Case Frequency

Per million working hours



Our injury rate has come down by approximately 50% since 1999. This reflects our efforts to build a safety culture where all employees and contractors must aim for “Goal Zero” – operating with zero fatalities and significant incidents.

SAFETY

In 2008, 26 people (two employees and 24 contractors) lost their lives working for Shell. That was five more than in 2007, based on the updated scope of our reporting (see pages 36–37). Of these fatalities, nine happened on the road. A further 10 occurred in Nigeria, three of these as a result of security incidents and the rest in one tragic incident in which seven contractors died when repairing a pipeline after a sabotage incident.