



DIVERSITY, EQUITY, & INCLUSION

AT SHELL

ABOUT SHELL

WHO WE ARE

Shell is a global energy company. Around 93,000 employees across more than 70 countries work together to power progress through more and cleaner energy solutions. We use advanced technologies and take an innovative approach to help build a sustainable energy future.

Shell is an international energy company with expertise in the exploration, production, refining and marketing of oil and natural gas, and the manufacturing and marketing of chemicals. We also invest in power, including from low-carbon sources such as wind and solar; and new fuels for transport, such as advanced biofuels and hydrogen.

Our headquarters are in London, United Kingdom, and our Chief Executive Officer is Wael Sawan.

More details in our website: [Who We Are](#)



INTRODUCTION

WHY DE&I IS
IMPORTANT

OUR DE&I
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HOW YOU CAN
HELP

We have made progress in building a diverse and inclusive workplace, **but we know that we can do more.**

Diversity, Equity and Inclusion (DE&I) is a global business priority for Shell. We want DE&I to be embedded in everything we do, just as safety is – part of who we are and our mindset and behaviours.

This isn't just words. This is a genuine change in who we are and how we show up – every single day.

**ULTIMATELY THIS IS
ABOUT OUR PEOPLE.**



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Watch here: [DE&I Animation: What does DE&I mean to us?](#)

WHAT DO **DIVERSITY, EQUITY AND INCLUSION** MEAN FOR US?

DIVERSITY is the rich combination of visible and invisible differences that make each of us unique.

We value the unique perspectives, experiences, expertise, cultures, and working styles that each employee brings to Shell and aim to represent the diverse communities where we live and work.

Each of us starts from a different place and **EQUITY** works to address the imbalance so we can achieve fair outcomes for everyone.

We aim to 'level the playing field' by identifying and removing barriers to opportunity so our employees and the communities in which we live and work can thrive.

INCLUSION is consciously and actively respecting, embracing and valuing the uniqueness of each other as a source of our strength. It is about having the courage to intervene when we see inclusion is not present.

We strive to create a fully inclusive culture where all our employees feel safe to bring their whole selves to work, they belong, and can speak up, share ideas and dilemmas to contribute fully at Shell.

I TRUST SHELL, I BELONG IN SHELL...
I AM THE FUTURE OF SHELL.

DIVERSITY

EQUITY

INCLUSION



WHY ARE WE DOING THIS?

**We want you to feel valued and supported and that you belong at Shell.
We want you to be your full self and thrive at Shell.**

It is the right thing to do. And, if we get this right, we will also:

- Become a stronger company, with a richness of experience and views that enable us to transition successfully and grow.
- Have the strongest foundations to find innovative solutions to our most difficult challenges.
- Better serve our customers.
- All thrive **TOGETHER.**

TO ACHIEVE OUR VISION,
ALL OF US NEED TO
SHOW UP AND STEP UP.



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Our ultimate objective is for everyone to feel valued and respected and have a strong sense of belonging, with **a fully inclusive culture** where everyone can thrive.

We value everyone's uniqueness, and we focus our equity aspirations on four areas today:

GENDER

We are working towards gender equality.

DISABILITY & ENABLEMENT

We are working to promote inclusion and equal opportunities for people with disabilities.

RACE & ETHNICITY

We are working to address racial inequity so everyone has equal opportunities.

LGBT+

We are working to advance LGBT+ inclusion.



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HOW YOU CAN HELP

BUSINESS CASE / EXTERNAL CONTEXT

Companies in which women held 20% or more management roles generated **2.04%** higher cash flow returns on investment.

(Catalyst, *Why Diversity and Inclusion Matter: Financial Performance* – June 24 2020)

Higher levels of diversity in management positions **contributes to increased revenue from new products and services.**

(Catalyst, *Why Diversity and Inclusion Matter: Financial Performance* – June 24 2020)

Companies with higher levels of gender diversity *and* with HR policies and practices that focus on gender diversity are **linked to lower levels of employee turnover.**

(Catalyst, *Why Diversity and Inclusion Matter: Financial Performance* – June 24 2020)

Companies with more than 30% women executives were more likely to outperform companies where this percentage ranged from 10 to 30. A substantial likelihood of outperformance – 48% – separates the most from the least gender-diverse companies.

(McKinsey & Company, *Diversity wins: How inclusion matters* – May 19 2020)

Organizations in the top quartile of gender diversity were **more likely to outperform on profitability** – 25% more likely for gender diverse executive teams and 28% more likely for gender-diverse boards.

(Catalyst, *Why Diversity and Inclusion Matter: Financial Performance* – June 24 2020)

Women's jobs globally are 1.8 times as vulnerable to the ongoing crisis as men's jobs. **If action is taken to advance gender equality during the COVID 19 pandemic** and to counter the gender-regressive impacts of COVID 19, **\$12 trillion could be added to the global GDP in 2030.**

(McKinsey & Company, *Ten things to know about gender equality* – September 1 2020)

Previous research found that **women tend to demonstrate**, more often than men, **five of the nine types of leadership behaviour that improve organisational performance**, including talent development. **Women also more frequently apply three of the four types of behaviour** – intellectual stimulation, inspiration, and participative decision making – **that most effectively address the global challenges of the future.**

(McKinsey & Company, *Diversity still matters* – May 19 2020)

CORE ACTIVITIES

GENDER BALANCE

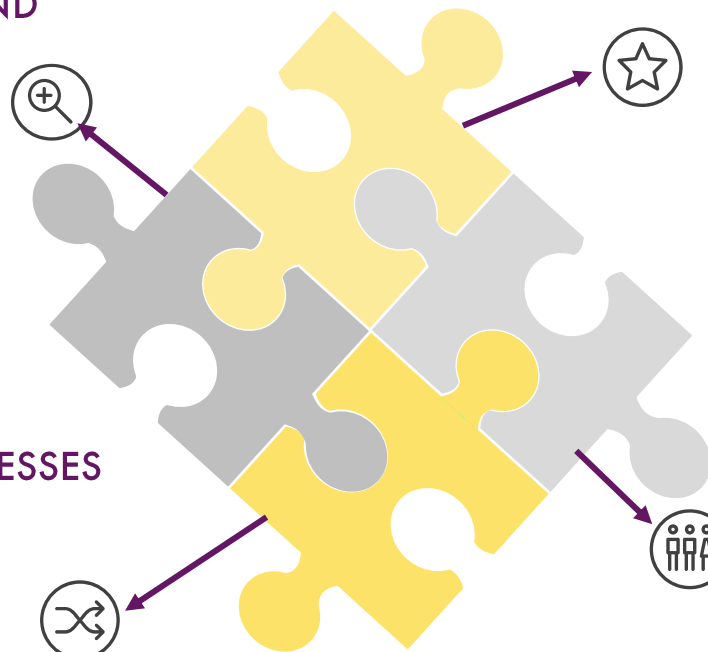
CREATING A MORE GENDER BALANCED ORGANISATION

REPRESENTATION AND METRICS

- Senior women targets
- Graduate Recruitment
- Targeted attraction of (technical) women
- Internal Resourcing

POLICIES AND PROCESSES

- Succession Planning
- Internal Resourcing
- Flexible Working
- Keeping in Touch
- Shortlisting in Internal Resourcing



CAREER DEVELOPMENT

- Leadership programs for women
- Gender Balance Networks
- Mentoring
- Sponsorship
- Women on Boards

LEADERSHIP AND CULTURE

- CEO commitment & senior leader visibility
- Senior women as role models
- DE&I targets in performance contracts of senior leaders
- Articulating the business case for gender balance

PROGRESS in Hungary



PROGRESS in Hungary



Shell is now offering paid parental leave for all non birthing parents across the global business.

UNIQUE PEOPLE.
**POWERFUL
TOGETHER.**



**Maternity
minimum
standard**

Flexible working

PROGRESS in Hungary



Promoting DE&I Externally – Responsible Citizenship

AWARD WINNING **HBLF** INTERNATIONAL X MENTOR PROGRAM
WITH MENTORS FROM THE FORBES LIST



 Support female leadership development	 Xorganization & Xsector	 International Available in HU and ENG International pool of mentors	 FULL YEAR PROGRAMME 175+ mentor-mentee pairs 350+ participants
 Application deadline 22 March 2023 Launched 6th time since 2017	 Mentor/mentee alumni on LinkedIn	 Evaluate and develop	 Training, workshops, supervision, toolkits #IamRemarkable & Manage your career workshops



www.hblf.hu

Mentor Oscar 2021
Open Spotlight Award 2020

<https://www.xmentorprogram.com/>



Promoting DE&I Externally



https://www.youtube.com/watch?v=s6r__3eyRa4&p=ygUiaGJsZiBhZGp1bmsgYSBuxZFrbmVrIGlzIHbDqWd0ZWxlbG%3D%3D

