Resilience: Enhancing Human Performance

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DEFINITIONS AND CAUTIONARY NOTE

Reserves: Our use of the term “reserves” in this presentation means SEC proved oil and gas reserves.

Resources: Our use of the term “resources” in this presentation includes quantities of oil and gas not yet classified as SEC proved oil and gas reserves. Resources are consistent with the Society of Petroleum Engineers 2P and 2C definitions.

Organic: Our use of the term Organic in this presentation includes SEC proved oil and gas reserves excluding changes resulting from acquisitions, divestments and year-average pricing impact.

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Shell Health

April 2013
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- This announcement contains forward looking statements concerning the financial condition, results of operations and businesses of Shell and the Shell Group. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. Forward-looking statements are statements of future expectations that are based on management’s current expectations and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in these statements. Forward-looking statements include, among other things, statements concerning the potential exposure of Shell and the Shell Group to market risks and statements expressing management’s expectations, beliefs, estimates, forecasts, projections and assumptions. These forward looking statements are identified by their use of terms and phrases such as “anticipate”, “believe”, “could”, “estimate”, “expect”, “goals”, “intend”, “may”, “objectives”, “outlook”, “plan”, “probably”, “project”, “risks”, “seek”, “should”, “target”, “will” and similar terms and phrases. There are a number of factors that could affect the future operations of Shell and the Shell Group and could cause those results to differ materially from those expressed in the forward looking statements included in this announcement, including (without limitation): (a) price fluctuations in crude oil and natural gas; (b) changes in demand for Shell’s products; (c) currency fluctuations; (d) drilling and production results; (e) reserves estimates; (f) loss of market share and industry competition; (g) environmental and physical risks; (h) risks associated with the identification of suitable potential acquisition properties and targets, and successful negotiation and completion of such transactions; (i) the risk of doing business in developing countries and countries subject to international sanctions; (j) legislative, fiscal and regulatory developments including regulatory measures addressing climate change; (k) economic and financial market conditions in various countries and regions; (l) political risks, including the risks of expropriation and renegotiation of the terms of contracts with governmental entities, delays or advancements in the approval of projects and delays in the reimbursement for shared costs; and (m) changes in trading conditions. All forward looking statements contained in this announcement are expressly qualified in their entirety by the cautionary statements contained or referred to in this section. Readers should not place undue reliance on forward looking statements. Additional factors that may affect future results are contained in Shell’s 20-F for the year ended 31 December 2011 (available at www.shell.com/investor and www.sec.gov). These factors also should be considered by the reader. Each forward looking statement speaks only as of the date of this announcement, 11th April 2013. Neither Shell nor any of its subsidiaries nor the Shell Group undertake any obligation to publicly update or revise any forward looking statement as a result of new information, future events or other information. In light of these risks, results could differ materially from those stated, implied or inferred from the forward looking statements contained in this announcement.

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WHY RESILIENCE?
Once upon a time........
DEVELOPING THE RESILIENCE PROGRAMME

1. Positive framework
2. No “experts” required
3. Flexible + Scalable
4. Voluntary
5. Pull, not Push
6. Outcomes measured
7. Aligned with business
8. Global community

Shell Health

MAKE CONNECTIONS

RESILIENCE: BOUNCE BACK AND LEARN

Danger
Opportunity

How to beat a crisis

TAKE DECISIVE ACTION

MOVE TOWARDS YOUR GOALS
WHAT IS A RESILIENCE MODULE?

Worker Involvement: Philippines
WORKING WITH A RESILIENCE MODULE

The Netherlands
INTEGRATION WITH THE BUSINESS

South Africa
“In my job, I have to deliver my business goals. The classic way of thinking is cost, schedules and resources to meet those schedules. This is where the point lies, we talk about resources, but they are not resources, they are people”.

BUSINESS INTEGRATION - NORWAY
Give it a go.................
IMPROVEMENT – Measurement and Evaluation

ACTIVITY MEASURES:
- Statistics to end 2012
  - 5393 people participated
  - 46 countries

FEEDBACK:
- Videos, Volunteers, Facilitator Community, Yammer, Surveys

OUTCOME MEASURES:
- Dispositional Resilience Score 15
- Shell People Survey
DRS-15 Distribution of the Team scores by Quartile
BEFORE RESILIENCE PROGRAM

- Quartile 1: Percentage of team scores in each quartile (average is 25%)
- Quartile 2
- Quartile 3
- Quartile 4

Quartiles
DRS-15 Distribution of the Team scores by Quartile

AFTER RESILIENCE PROGRAM

- Quartile 1: 60% of team scores
- Quartile 2: 25% of team scores
- Quartile 3: 10% of team scores
- Quartile 4: 5% of team scores

Percentage of team scores in each quartile (average is 25%)
## Shell People Survey – Percentile Results

### Before the Resilience Program

<table>
<thead>
<tr>
<th>2011</th>
<th>Stress</th>
<th>Team Leadership</th>
<th>Employee Engagement</th>
<th>Diversity + Inclusiveness</th>
<th>Role Clarity</th>
<th>Job Resources</th>
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### Shell People Survey – Percentile Results. (n=200)

#### Tax US: Before and After Resilience

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</table>
INNOVATION

- Development
- Delivery model
- Customisation
- Social marketing - roll out was viral
- Using existing data in a new way for evaluation
- Extension material coming from the business
Can we have a module to help people with new ways of working?

Information Officer

Would you please create a module to assist people to make healthy behaviour choices?

Health Promotion Department

Can we do a module based on the use of improvisation theatre as a way of solving problems?

Scenarios Statistician

Could we develop a module for people who have to deal with difficult customers?

IT Professional
THERE ARE SOME THINGS THAT MONEY CAN’T BUY........

GIVE YOURSELF THE GIFT OF RESILIENCE
Questions