



# Resilience and Care for People

How Caring Impacts Engagement and Safety at Shell

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Shell Health



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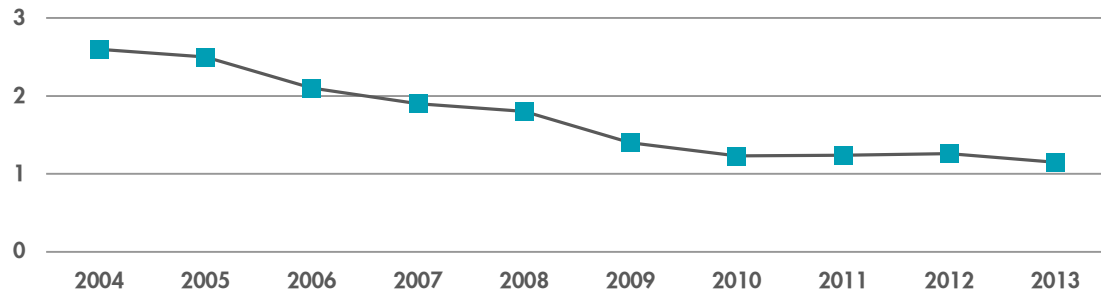
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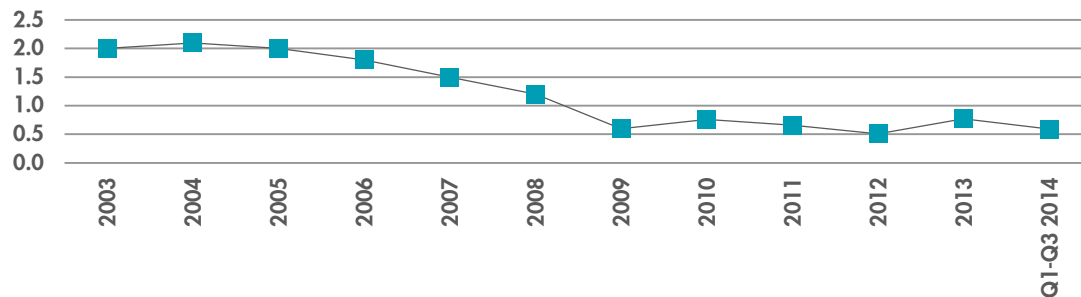
# Why?

## Total recordable case frequency (Trcf)

Injuries per million working hours

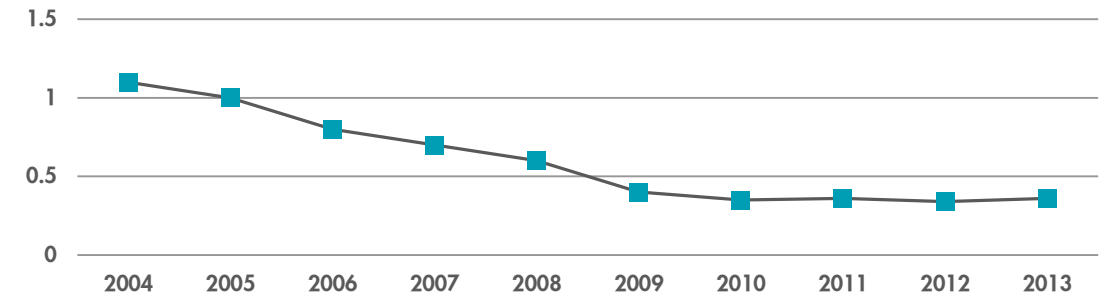


## TROIF

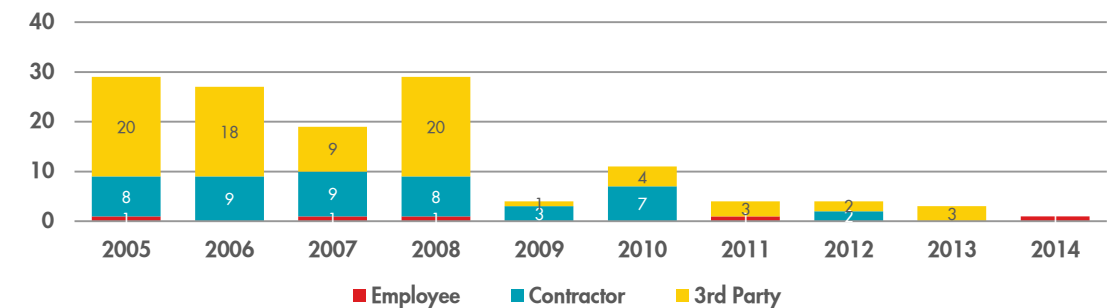


## Lost time injury frequency (Ltif)

Injuries per million working hours



## Shell road transport fatalities



Performance is plateauing

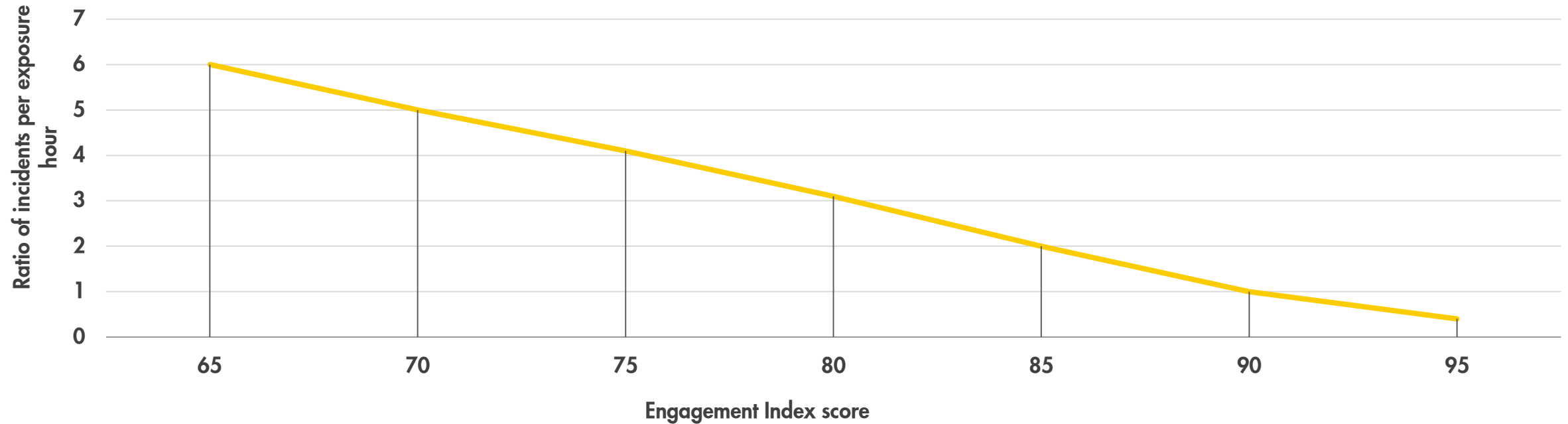
Source: 2014 Sustainability Report

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# Why? Engagement drives better performance!

## Engagement and ratio of incidents per exposure hour

A 10 point increase in employee engagement score is associated with a 30-40% drop in the number of incidents\*



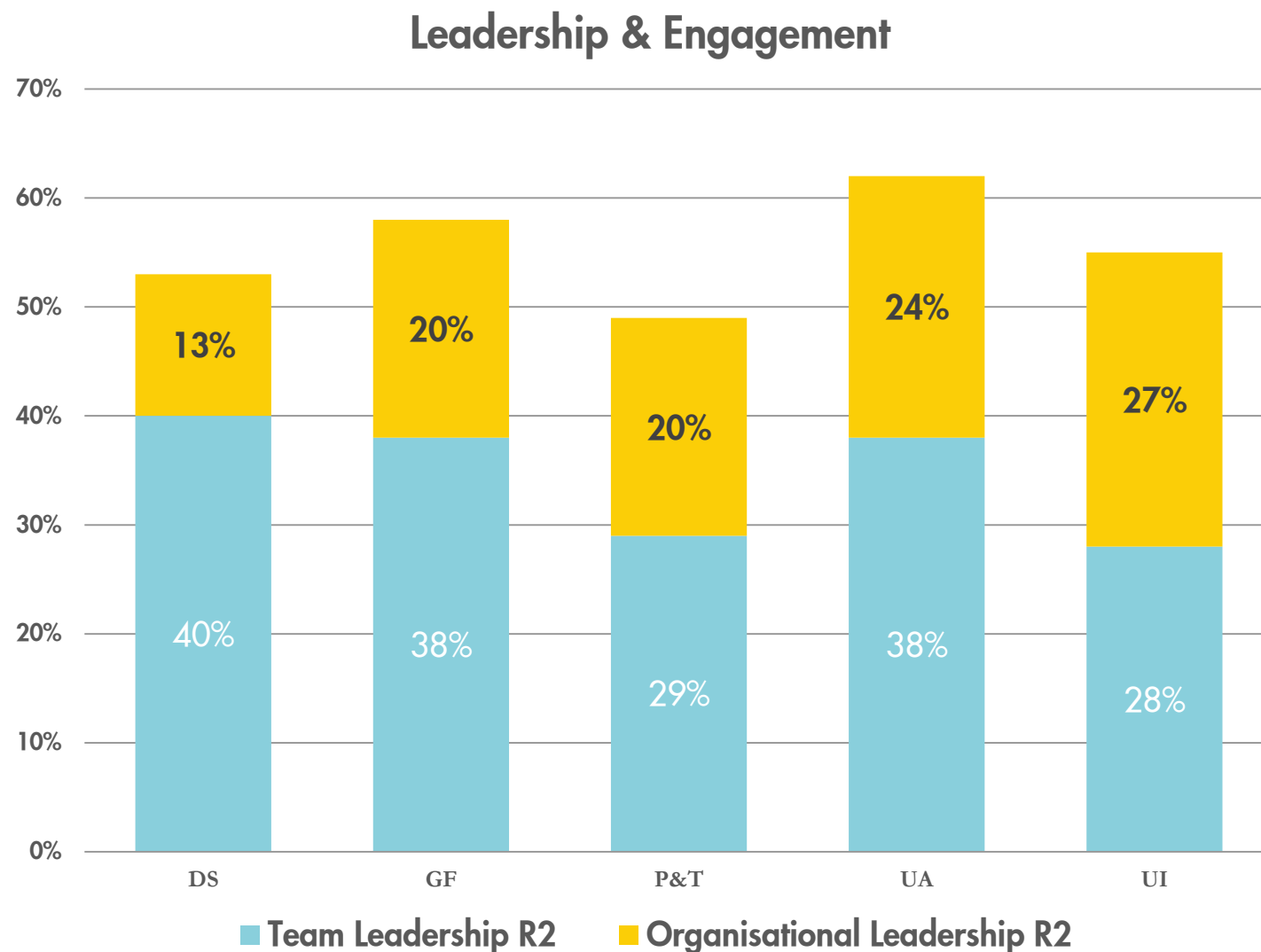
Engagement is a key lever for change at Shell,  
as safety and quality performance plateau

\*Based on external scientific research from the last two decades

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## The main drivers of Employee Engagement

- Team & Organizational Leadership are the consistent main drivers of Employee Engagement.
- There is up to 40% of untapped engagement to unlock.
- This 40% is up to personal choice and the work environment.

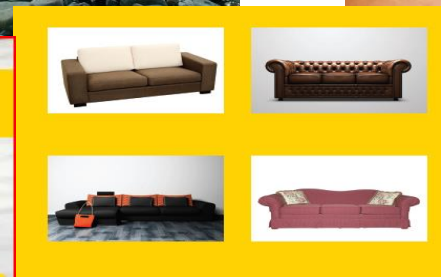
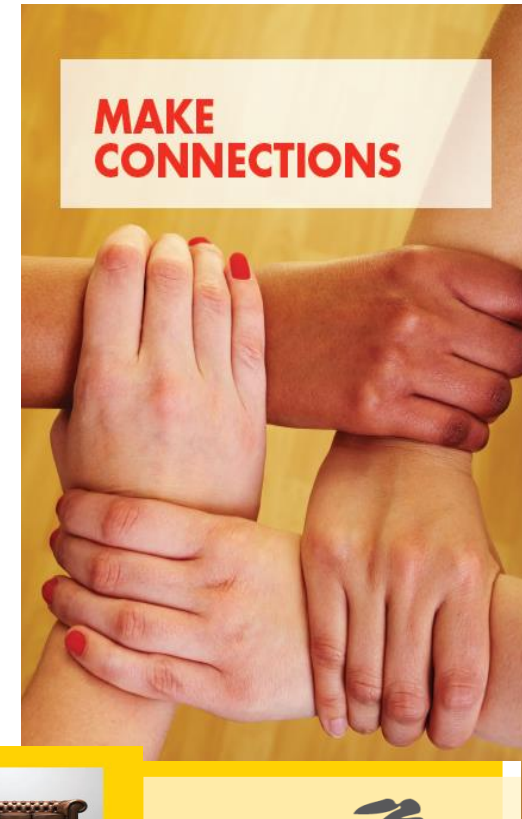


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# Resilience Program

# Resilience Program

1. Positive framework
2. No 'experts' required
3. Flexible and scalable
4. Voluntary
5. Pull, not push
6. Outcomes measured
7. Aligned with business
8. Global community



**TAKE DECISIVE ACTION**





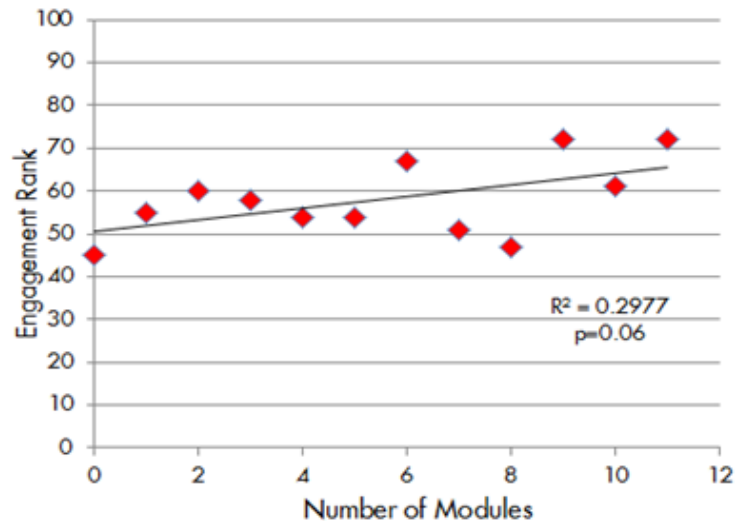
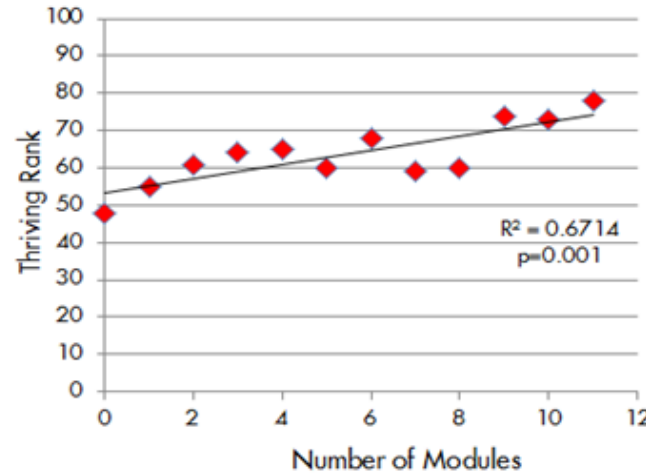
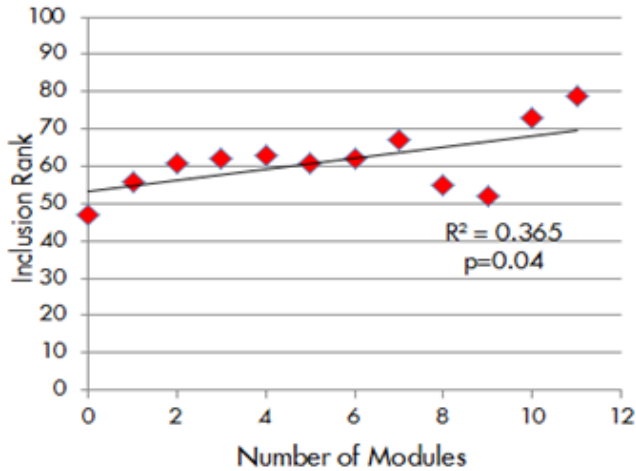
# Resilience Program



CBT: Cognitive Behavioral Therapy

NLP: Neuro-linguistic Programming

# Resilience – Why Does it Matter to the Business?



- Highest performing teams report feelings of **inclusion** and trust as driving factors in performance
- Thriving leads to higher **retention**, increased **productivity**, and more engagement
- Employee engagement is linked to improved **safety performance**

Home

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Quick Links

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WHAT CAN I DO **NOW** TO TAKE CARE OF MYSELF AND OTHERS IN TIMES OF UNCERTAINTY?

**UNCERTAINTY**

HESITATION  
DISTRUST **WORRY**  
LOW SELF ESTEEM  
INSECURITY LESS CONFIDENT  
SAD **PRESSURE**  
UNHAPPY ANXIETY  
UNEASE STRESS

LIFT YOUR SPIRITS

'JUST THINKING' ARTICLE

TED TALKS...

READING

FURTHER HELP

HEALTH MOMENTS

'JUST THINKING' TOOLS

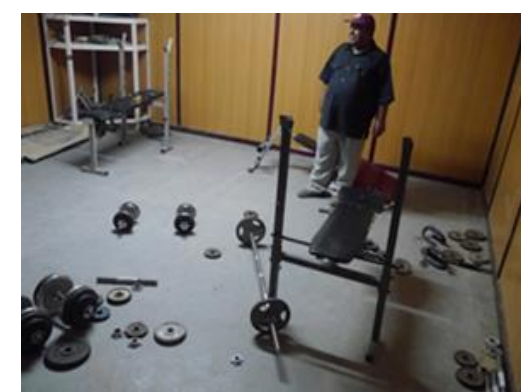
HEALTH

http://sww.shell.com/health/ChangeSupportProgramme/GetInspired.html#Inspiration\_Based\_TED\_Talks

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# Care for People

# Does this Environment Allow People to Perform at their Best?



# Care for People: An Introduction

## WHAT IS IT?

- Helping every individual you work with to perform at their best. The aim is that this becomes the **Culture** at Shell.

## HOW DO YOU DO IT?

- Challenging ourselves to consider how the working experience for every individual could be improved, in terms of 'hardware' (e.g. facilities, equipment), and 'software' (e.g. respect, dignity, recognition, autonomy) so that everyone has what they need to perform their job at their best, at reasonable cost.

## WHAT IS THE BUSINESS OUTCOME?

- A **competent, high performing and engaged workforce**, which leads to increased performance in safety, productivity, quality and retention, as well as protecting our reputation and driving our competitive advantage.

# Care for People: An Introduction

## 14 ELEMENTS OF WORKER WELFARE

Safe & Healthy Environment

Secure Environment

Ethical Labour Practises

Harmony with local communities

Minimising Environmental Impact

Quality Sleep and Privacy

Good nutritional food

Connections to home

Leisure Activities

Convenient Services

Great places to work

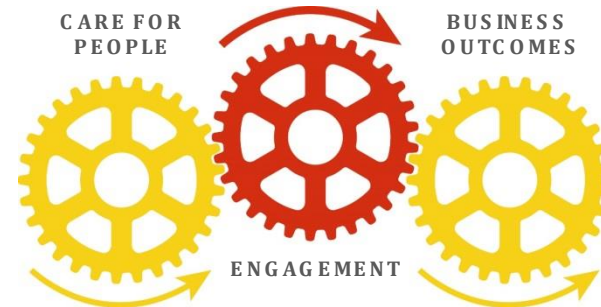
Learning Opportunities

Safe & convenient transport

Infrastructure & facilities Management

## LEADERSHIP

## BUSINESS OUTCOMES



## ATTRACTION & RETENTION

**PRODUCTIVITY**  
(e.g. diam. inch per welder per day.)

**QUALITY**  
(e.g. welding rejection rate; LOPC)

**HSSE**  
(TRCF, fatalities/100 man hours, NAD rate, Unrest)

## EXAMPLE\* BUSINESS OUTCOMES:

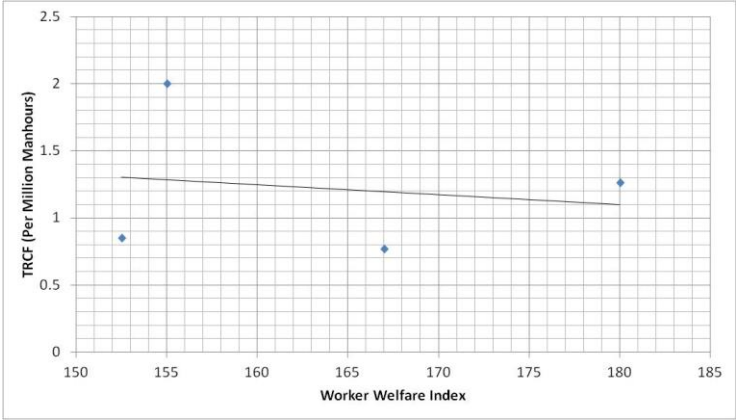
- **Safety:** Up to 90% reduction in fatality rates, c.60% reduction in TRCF, c. 30% reduction in NAD rate
- **Productivity:** > 50% greater workforce productivity
- **Quality:** c. 67% less leaks during commissioning



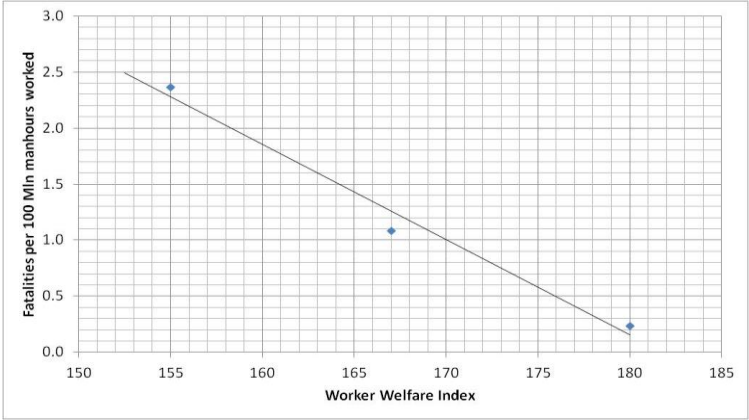
# Results

## HSSE – IMPROVES SAFETY PERFORMANCE

Total Recordable Case Frequency

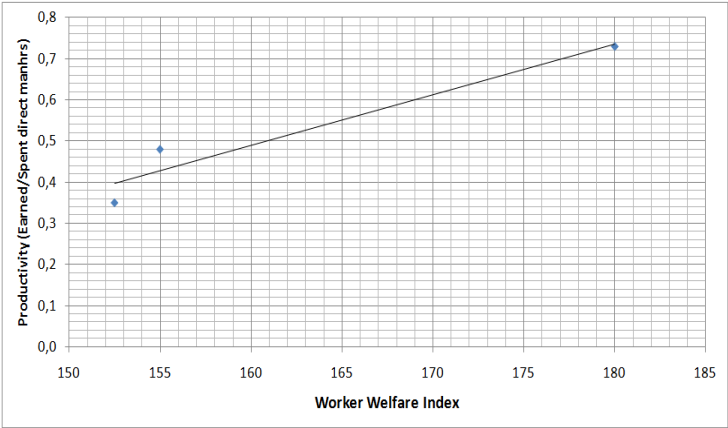


Fatalities per 100 mln manhours worked

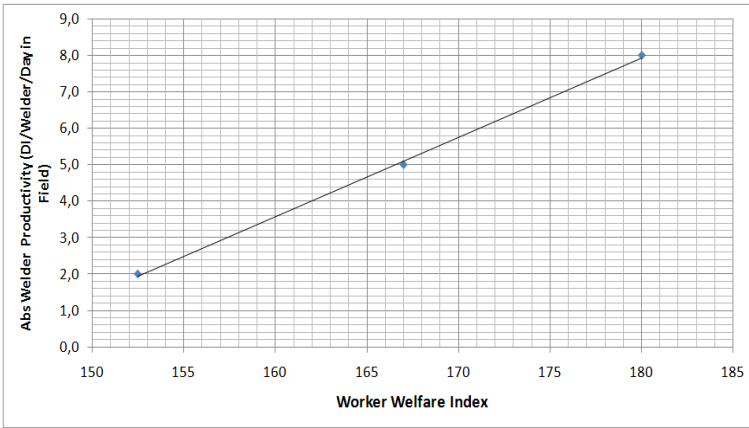


## HIGHER PRODUCTIVITY - 50% – 60% IMPROVEMENT

Relative productivity  
Earned/spent direct man hours



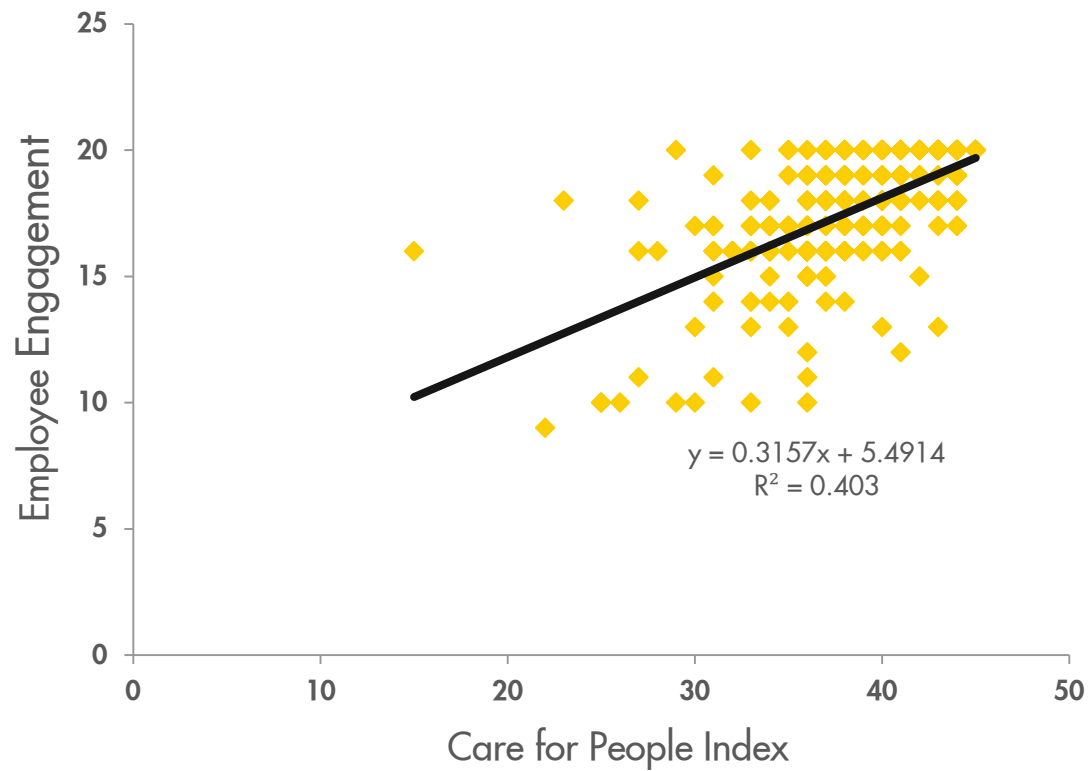
Absolute productivity  
Field welding (Dia-Inch/Welder/Day)



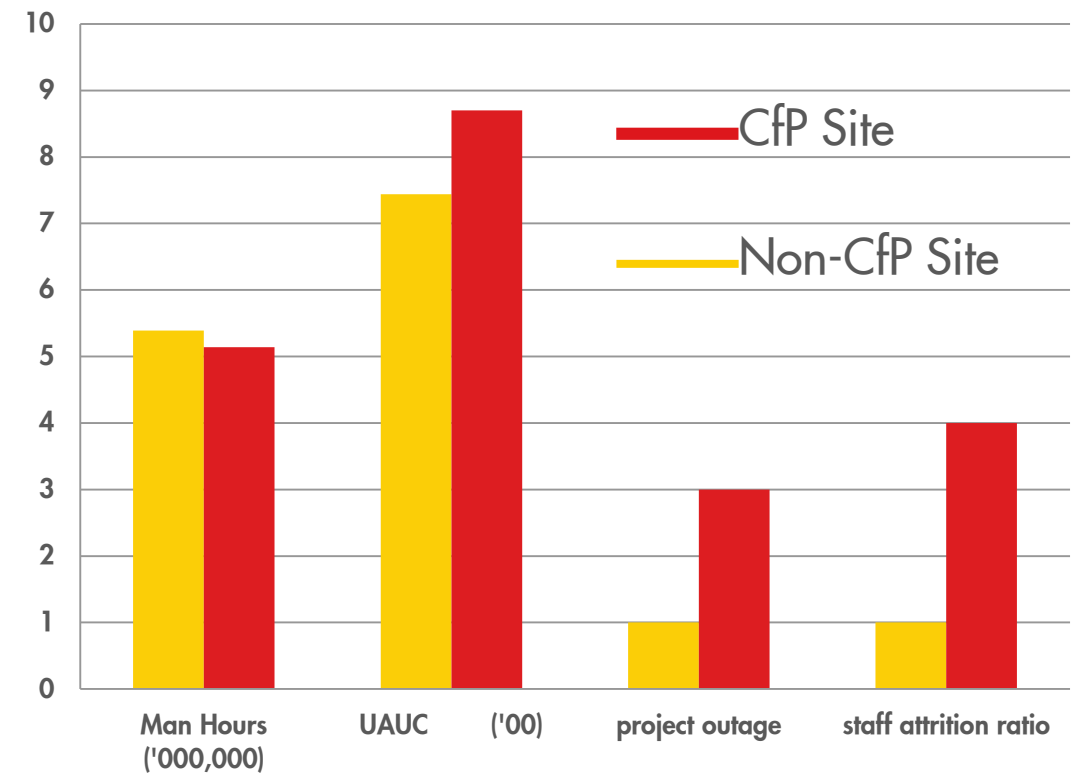


# Results

## Positive Association with Engagement



## Improves Project Outcomes



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# Questions and Answers

Q&A

