



Hearts and minds: Human Performance and Care

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Definitions & 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 (SPE) 2P + 2C definitions.

Discovered and prospective resources: Our use of the term “discovered and prospective resources” are consistent with SPE 2P + 2C + 2U definitions.

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

Shales: Our use of the term ‘shales’ refers to tight, shale and coal bed methane oil and gas acreage.

Underlying operating cost is defined as operating cost less identified items. A reconciliation can be found in the quarterly results announcement.

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Presentation Overview

- 1 Hearts and Minds and Human Performance and Care
- 2 Human Performance and Care in a nutshell
- 3 Why Human Performance and Care?
- 4 What is Care?
- 5 What is Human Performance?
- 6 Strategy to implement
- 7 Human Performance and Care in Action
- 8 Back up the evidence



1. Hearts and Minds and Human Performance and Care



HSE Culture Ladder & Human Performance and Care

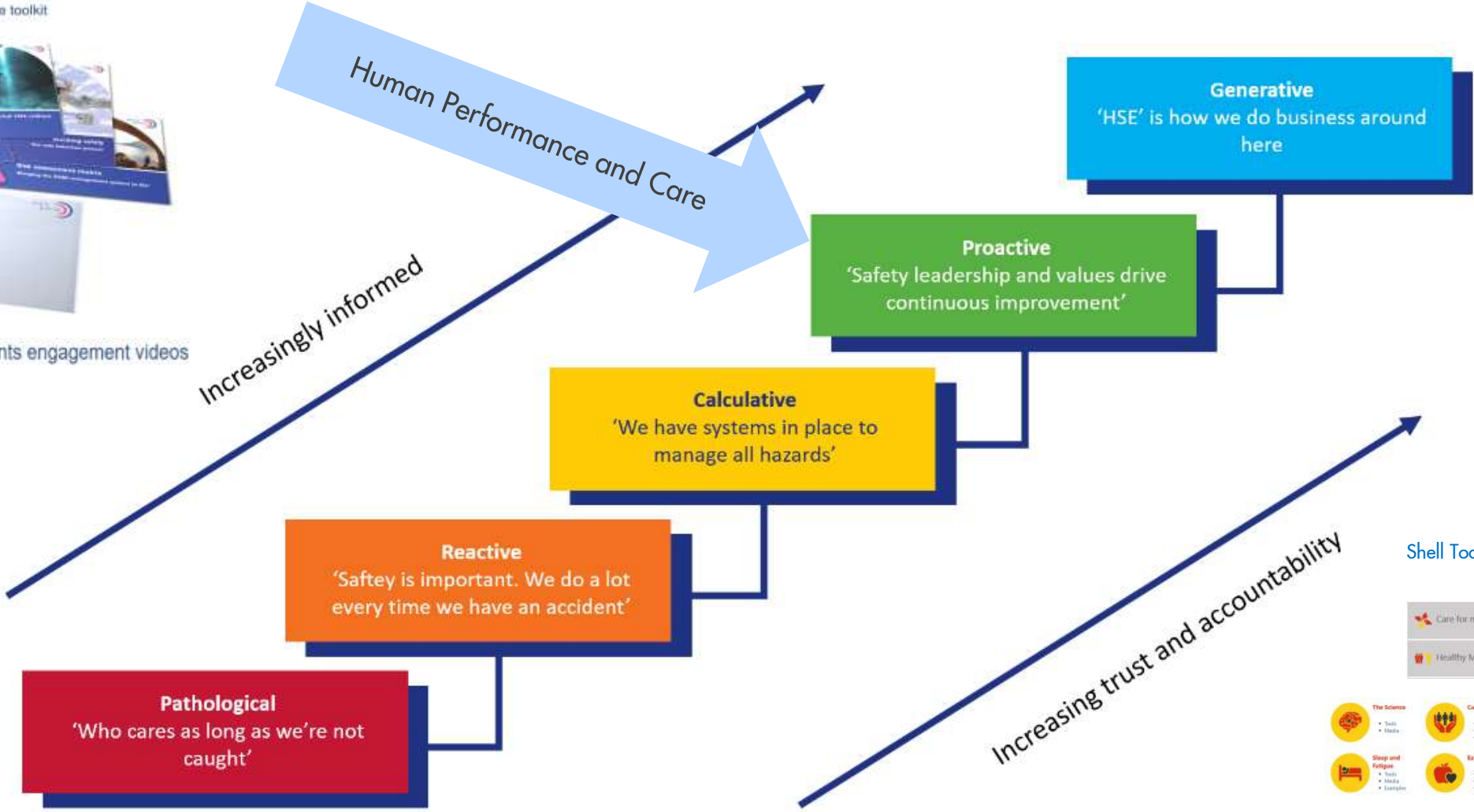
The Hearts and Minds safety culture toolkit



Increasingly informed

Human Performance and Care

Reflective learning from incidents engagement videos



Shell Tools and packages



2. Human Performance and Care in a nutshell



Human Performance & Care

in a nutshell

- 1** Demonstrating Care involves consistently checking whether our actions, processes, interactions and behaviours improve opportunities for growth, autonomy, purpose and inclusion for people.
- 2** By intentionally demonstrating Care, we will create a work environment that enables our own, and others' performance, safety and quality of life.
- 3** We have the ability to challenge our own thinking and to intentionally choose behaviours that will improve our performance and outcomes.
- 4** We have tools that enable improved performance as humans; should we choose to use them.
- 5** We are all accountable for self, our behaviours and our outcomes.



- Tools
- Media



- Tools
- Media
- Examples



- Tools
- Media
- Examples



- Tools
- Examples



- Tools
- Media
- Examples



- Tools
- Media
- Examples



- Tools
- Media
- Examples



- Tools
- Media



3. Why Human Performance and Care ?



Care to be...safe, happy, healthy & productive



4. What is care?



What is Care?

- 1 **Fatigued** workers at induction...
- 2 Employee at tough end year **review**...
- 3 Employee **travelling** to unsecure place...

Care means different things for different people

LISTENING
CREATIVE
HONEST
COLLABORATIVE
AUTHENTIC
COMPETITIVE SPIRIT
INCLUDED
FRESH
GROWTH
FUN
NO FEAR
HEALTHY
OF FAILURE
INNOVATIVE
DEVELOPMENT
ENERGETIC
MOTIVATED
TRUSTING
VALUED



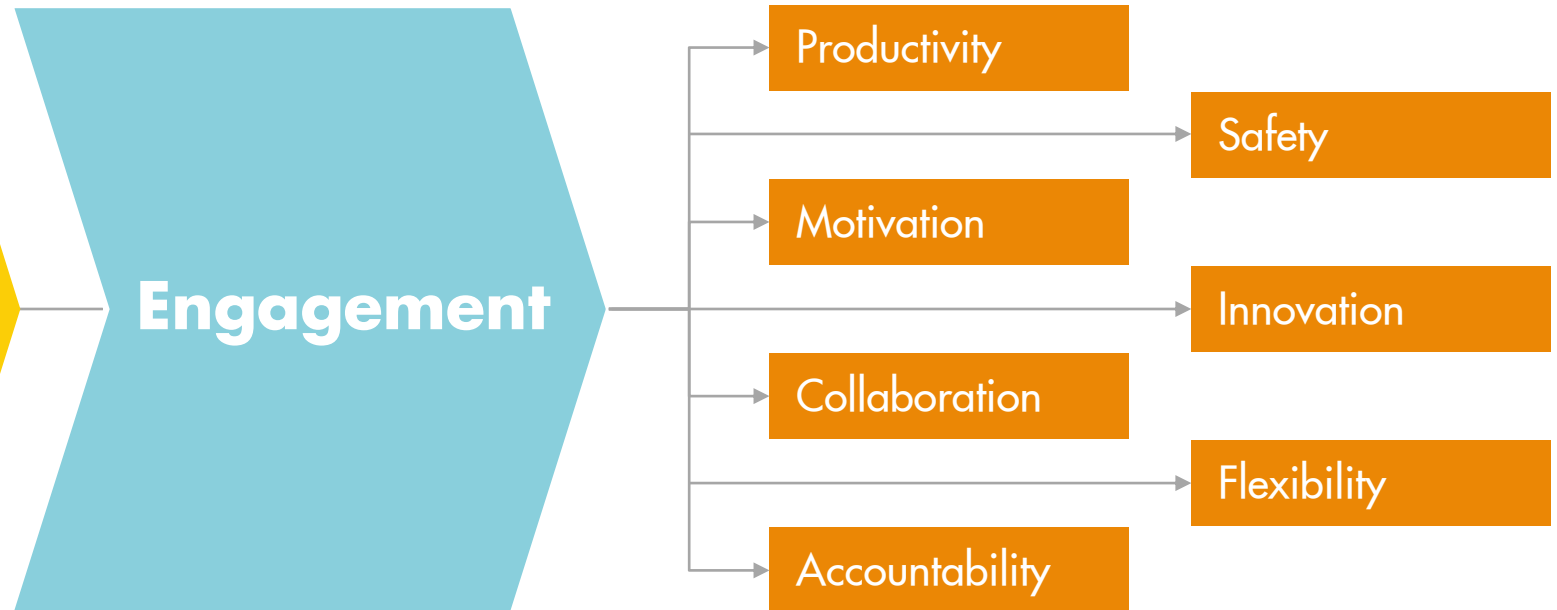
5. What is Human Performance?



Integrated Model

Psychological Capital*

- Optimism
- Resilience
- Hope
- Self-Efficacy





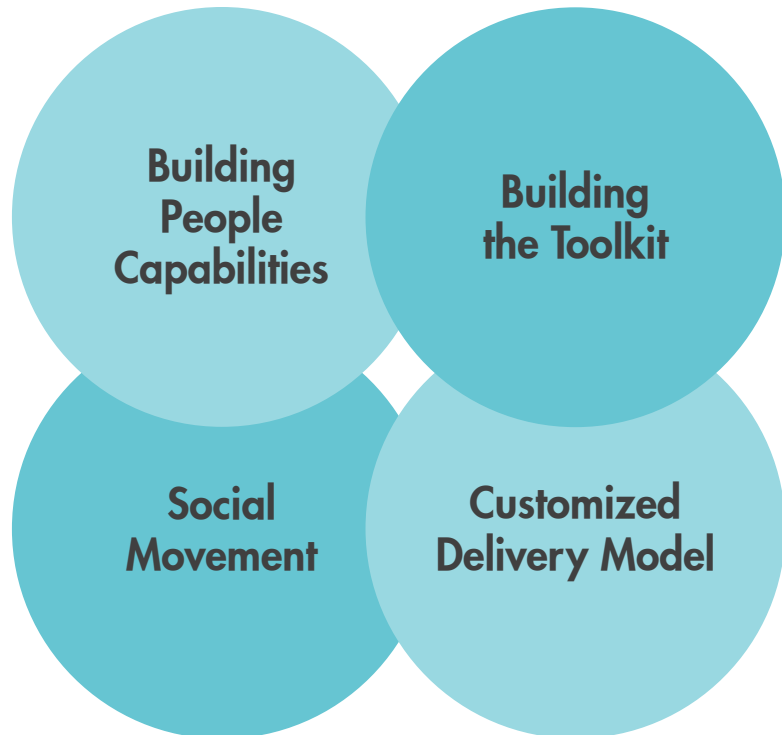
A lens of **care** to enable
human performance

6. Strategy to implement



Strategy

1. Strategic elements



3. Driving forward

Driven by Shell HP&C
Ambassadors globally



3. Segmented approach



There are currently 147 HPC activities globally ongoing in Shell organisations, ranging from informal awareness sessions (eat well, move more) to major change projects in working environments

7. Human Performance & Care in Action



Care for People Examples

Project Quotes

"The way that people listen to you, the open culture, that's one of the reasons I come here every day."

Contractor

"I find that people here are all equal. We all speak to each other by first name, and as long as the door is open, we are always welcome to walk in."

Contractor

"There are a lot of cleaners here, you won't find any rubbish here; the housekeeping is very good."

Unknown

"The Project has a very clean environment, good admin, facilities, available printers on site and everything is easy to use."

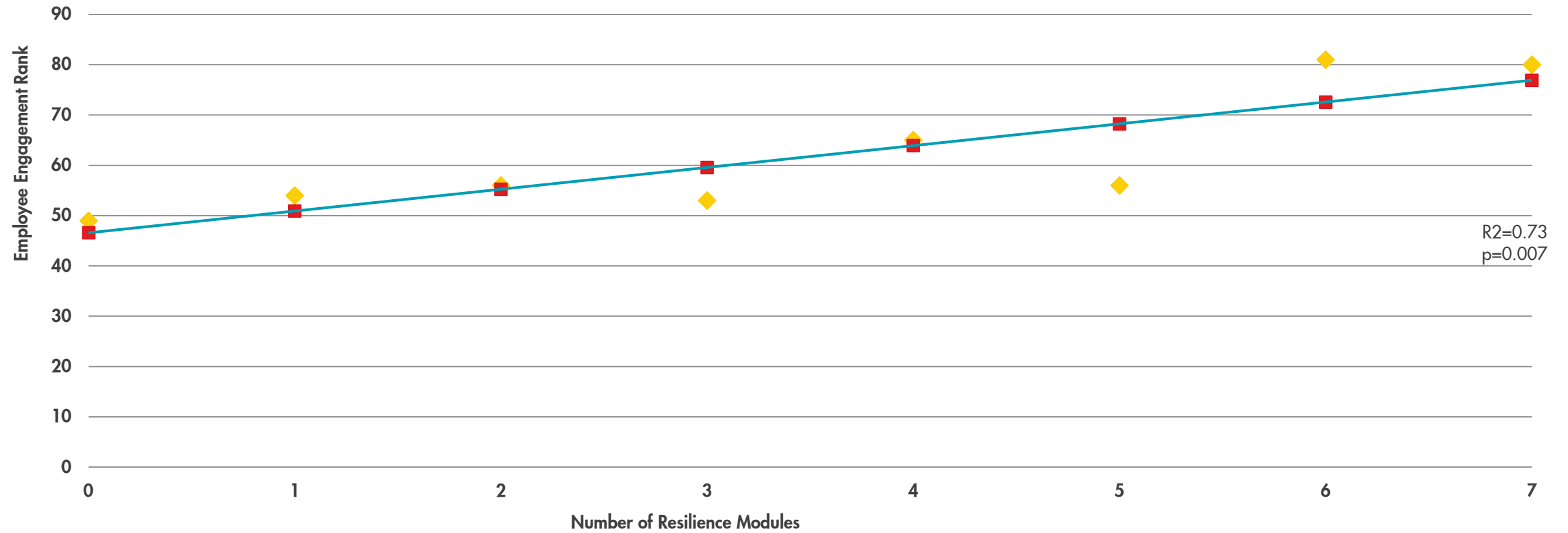
Contractor

8. Back up the evidence



Outcome: Engagement

Employee engagement by number of resilience modules

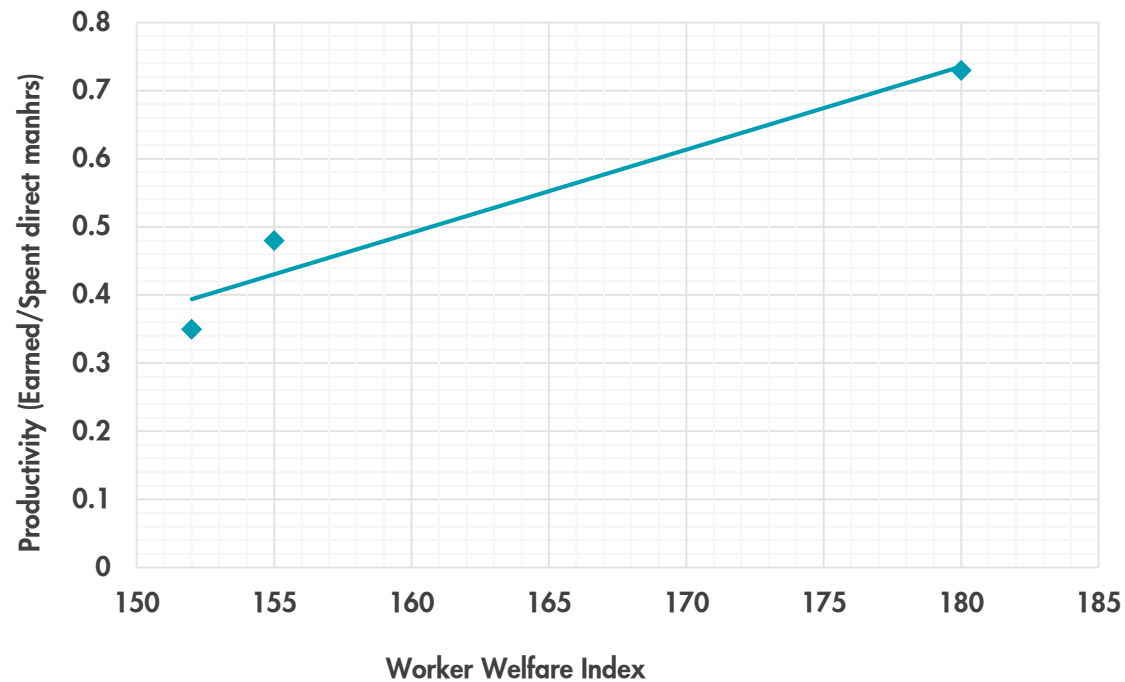


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Why care for people?

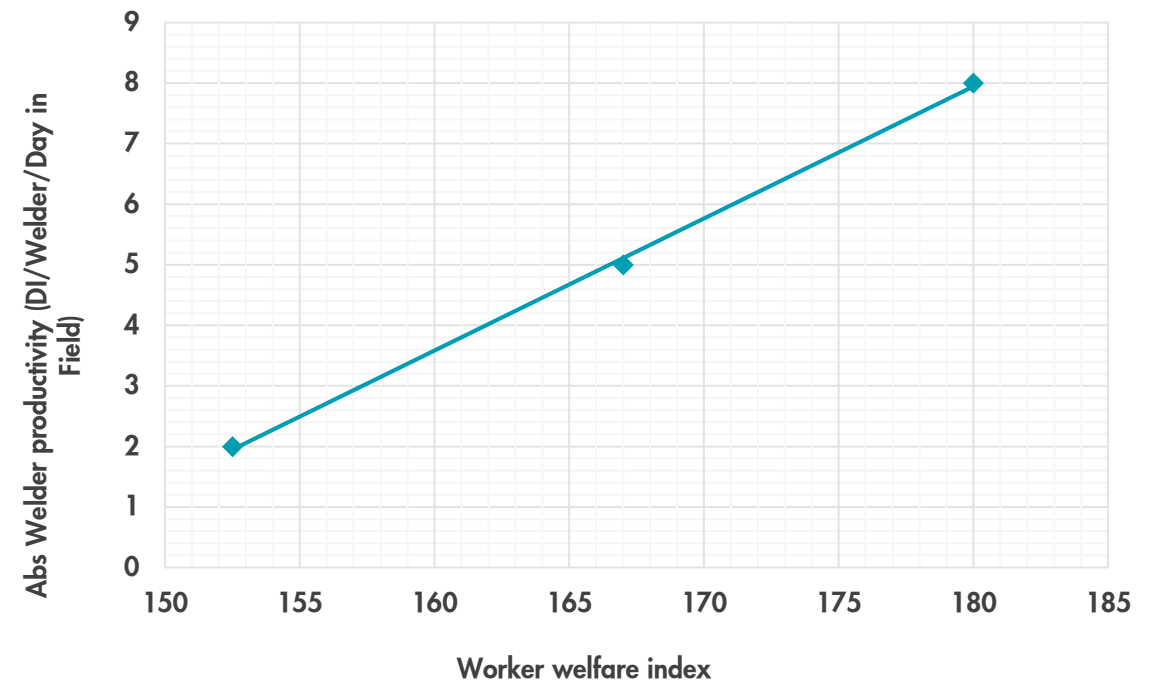
Relative productivity

Earned/spent direct man hours



Absolute productivity

Field welding (Dia-Inch/Welder/Day)



Higher productivity - 50% – 60% improvement

Source: 2011 Worker Welfare Study, PEARL GTL

