

## The Shell US Racial Diversity, Equity, And Inclusion Plan

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On May 25, 2020, George Floyd was killed at the hands of the Minnesota police. His tragic death, along with Breonna Taylor, Ahmaud Arbery and many others, brought a spotlight to the continuing injustice and systemic racism that still exists in the US today.

We will use this as an opportunity to make a real and lasting change across Shell US, to ensure Black and other People of Color have the same opportunities to grow and develop within our Company, have a stronger voice, and identify initiatives to ensure our workplace is racially inclusive and equitable. We will also continue to support organizations that tackle racial injustices in our communities.

### About our plan

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The US Country Co-ordination team, which includes the leaders of all of Shell's US businesses, has been working to put together a plan that will make this happen. They have worked closely with our Employee Resource Groups, such as the Shell Black Networking Group, and Shell's most senior black leaders, to test ideas and co-create an action plan that will have real impact.

### Our vision

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Our goal is for Shell to be an Employer of Choice. We are committed to supporting equity in the design and execution of our systems, that our workforce reflects the communities in which we work, to hold ourselves accountable for developing and progressing Black and other People of Color, and to create an inclusive environment where everyone feels respected and can thrive.

# SHELL US RACIAL DIVERSITY, EQUITY, AND INCLUSION PLAN

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## TRANSPARENCY

- Create diversity KPI dashboard on key metrics, available from Q2 2021.
- Share progress of this plan with employees through several townhalls per year.

## INCLUSION

- All leaders and employees complete antiracism and intervention training by the end of 2021
- Leaders accountable in their GPAs for creating an inclusive culture
- Review of processes such as performance, pay and resourcing for racial inequities by end 2021.
- Zero tolerance for egregious acts of racism, including a ban on the Confederate flag and other common symbols of hate.
- Hold an annual U.S. wide D&I Day, with a focus on social justice in 2020.

## REPRESENTATION

- CCT sponsor and mentor Black and other POC talent; and receive reverse mentoring beginning Q4 2020.
- Improve representation of Black and POC talent across Shell US in Reshape.
- Leadership to be held accountable on their GPAs for forward progress to close gaps to our representation ambitions.
- Senior leaders become actively involved with Employee Resource Groups

## INVESTMENT & OUTREACH

- Provide financial support and executive sponsorship to organizations fighting social injustice.
- Strengthen our talent pipeline for Black and other POC talent through investment and sponsorship with education partners.
- Strengthen efforts to ensure colleges where we recruit commit to develop Black and other POC students.
- Increase diverse supplier spend; with line of business goals agreed by Q4 2020
- Increase Black and other POC representation of Shell employees on partner boards.

## Our commitments

### Transparency

We need the right data to understand our progress. To hold ourselves accountable and ensure we continue to improve, we will provide transparent and meaningful data on key metrics related to diversity and progress towards our ambition. We will share this with employees annually to monitor progress.

### Inclusion

We will be providing leaders and employees with the tools, training and standards to build a safe, open and inclusive environment for all team members to thrive. This includes a full review of processes and their application such as performance management, pay and resourcing for racial inequities by end 2021, as Ben committed to. Our leaders will be critical in bringing this to life and we will ask all leaders to complete antiracism and intervention training by the end of 2021. We will uphold our zero-tolerance stance for acts of racism, including a ban on the Confederate flag and other common symbols of hate.

### Representation

We must ensure that we are progressing Black and other People of Color just as we do other groups and improve representation across Shell. Our senior leaders will sponsor and mentor Black and other People of Color, who will then reverse mentor senior leaders, ensuring our top leaders have a deep understanding of the reality of our colleagues. Further, we will ask leaders to become active members and sponsors of our Employee Resource Groups. As we embark on Reshape, we will commit to better reflect our communities.

### Investment and Outreach

We will partner with external organizations that fight social injustice to increase their impact, and we will increase spend with diverse suppliers including Black/African American-owned businesses. We will continue to work with educational

organizations to build a strong funnel of black talent and will ensure that the colleges in which we recruit commit to develop Black and other students of color.

## We all have a role to play

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Everyone can play a part to build racial diversity, equity and inclusion. We will aim to create a team environment where everyone feels included, where race and inclusion are topics discussed openly and honestly, where people feel safe to be able to speak up, and where everyone is supported to reach their full potential. Together, our small actions can make the real change we are committed to.

[Click here to view the full plan.](#)

### RESOURCES

 [US Racial Diversity, Equity...](#)

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 [Gretchen's yammer post on...](#)

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 [Ben's message on racial...](#)

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 [Resources for US leaders](#)