



Role of Human Elements in Safety Culture

“Partnering towards a zero incident industry”



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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 2P and 2C 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.

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

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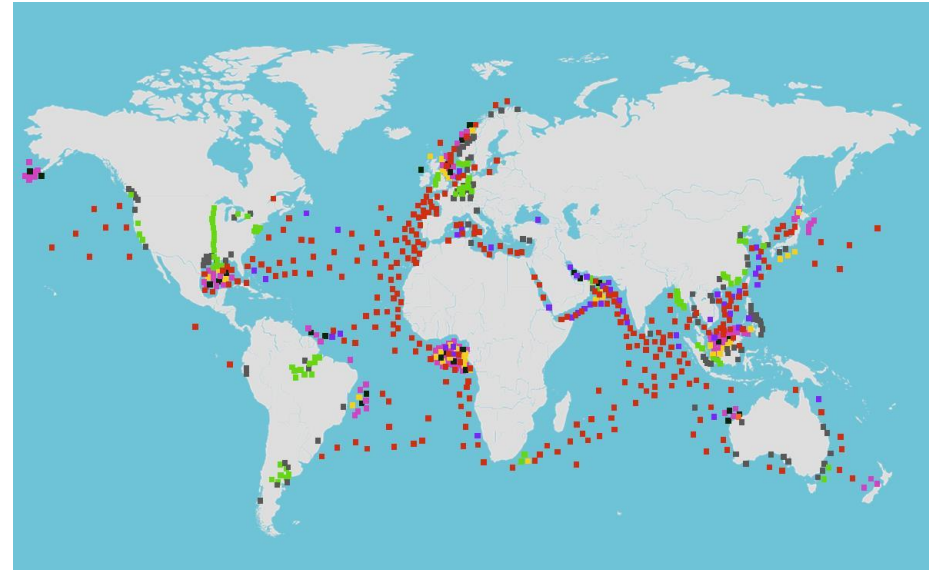
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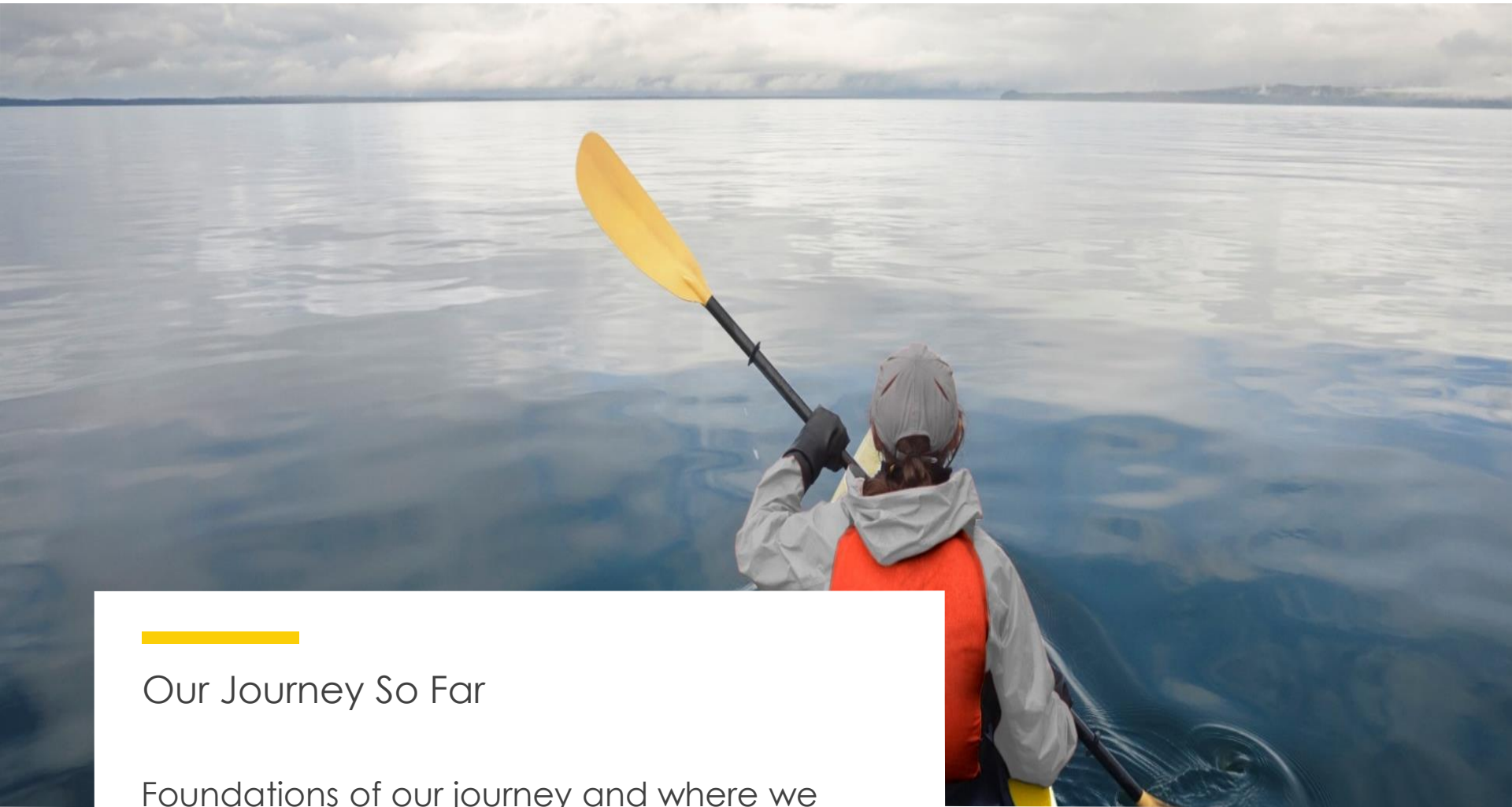
These forward-looking statements are identified by their use of terms and phrases such as “anticipate”, “believe”, “could”, “estimate”, “expect”, “intend”, “may”, “plan”, “objectives”, “outlook”, “probably”, “project”, “will”, “seek”, “target”, “risks”, “goals”, “should” and similar terms and phrases. There are a number of factors that could affect the future operations of Royal Dutch Shell and could cause those results to differ materially from those expressed in the forward-looking statements included in this presentation, 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 potential litigation and regulatory measures as a result of climate changes; (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 presentation 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 Royal Dutch Shell’s 20-F for the year ended 31st December 2016 (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 presentation, 22-23 February 2017. Neither Royal Dutch Shell nor any of its subsidiaries 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 presentation. There can be no assurance that dividend payments will match or exceed those set out in this presentation in the future, or that they will be made at all.

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Background

- Vision: Zero Incident Industry
- Typically 2000 vessels on the water
- Working together with “500” Partners
- 5 year journey to date





Our Journey So Far

Foundations of our journey and where we want to be in the future

Partners in Safety Program - Overview



Maritime Safety – Working as Partners

LEADERSHIP SAFETY VISITS



High quality CEO & senior leader visits

REFLECTIVE LEARNING



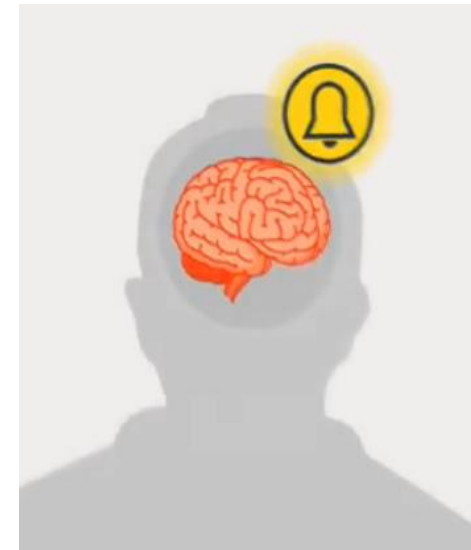
Reflective learning to embed procedural compliance

LEARNING ENGAGEMENT TOOL



Reaching all levels of the crew in easy to understand formats

RESILIENCE



Ability to bounce back and learn from adversity

Maritime Safety – Leadership Safety Visits

LEADERSHIP SAFETY VISITS



High quality CEO & senior leader visits

- Plan ahead & engage staff
- Provide feedback & action steps
- Monthly visits

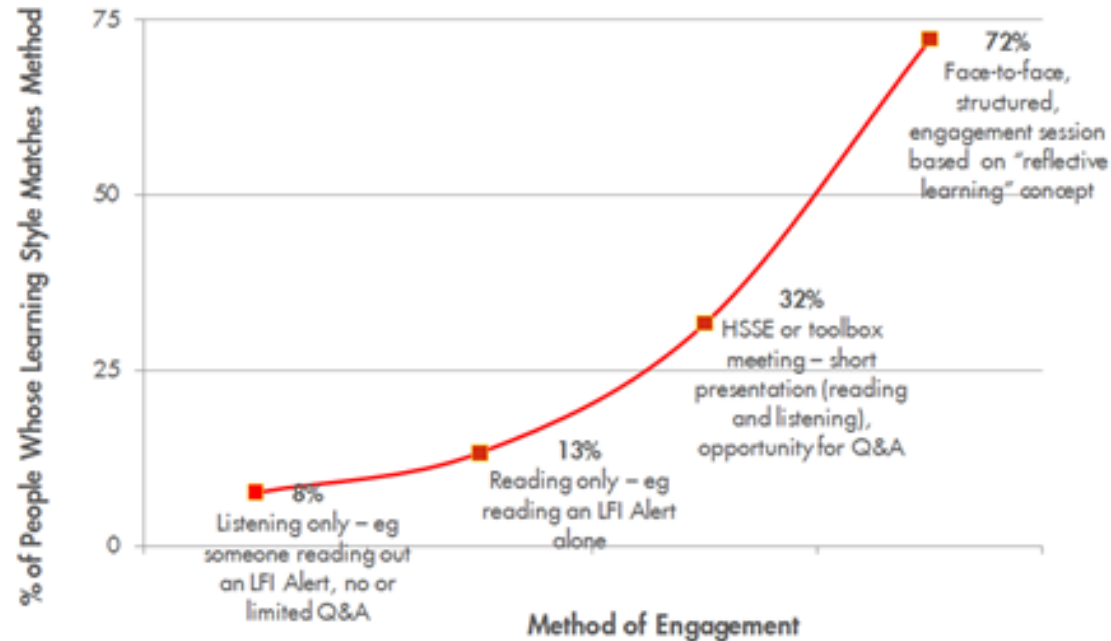
Maritime Safety – Reflective Learning

REFLECTIVE LEARNING



Reflective learning to embed procedural compliance

- Focused on behaviours
- Entire staff involved
- Engagement based learning



Maritime Safety – Learning Engagement Tools

LEARNING ENGAGEMENT TOOL



**Reaching all levels of
the crew in easy to
understand formats**

- Simple & targeted
- Crew Engagement and discussion
- Quarterly

Maritime Safety – Resilience

RESILIENCE



**Ability to bounce
back and learn from
adversity**

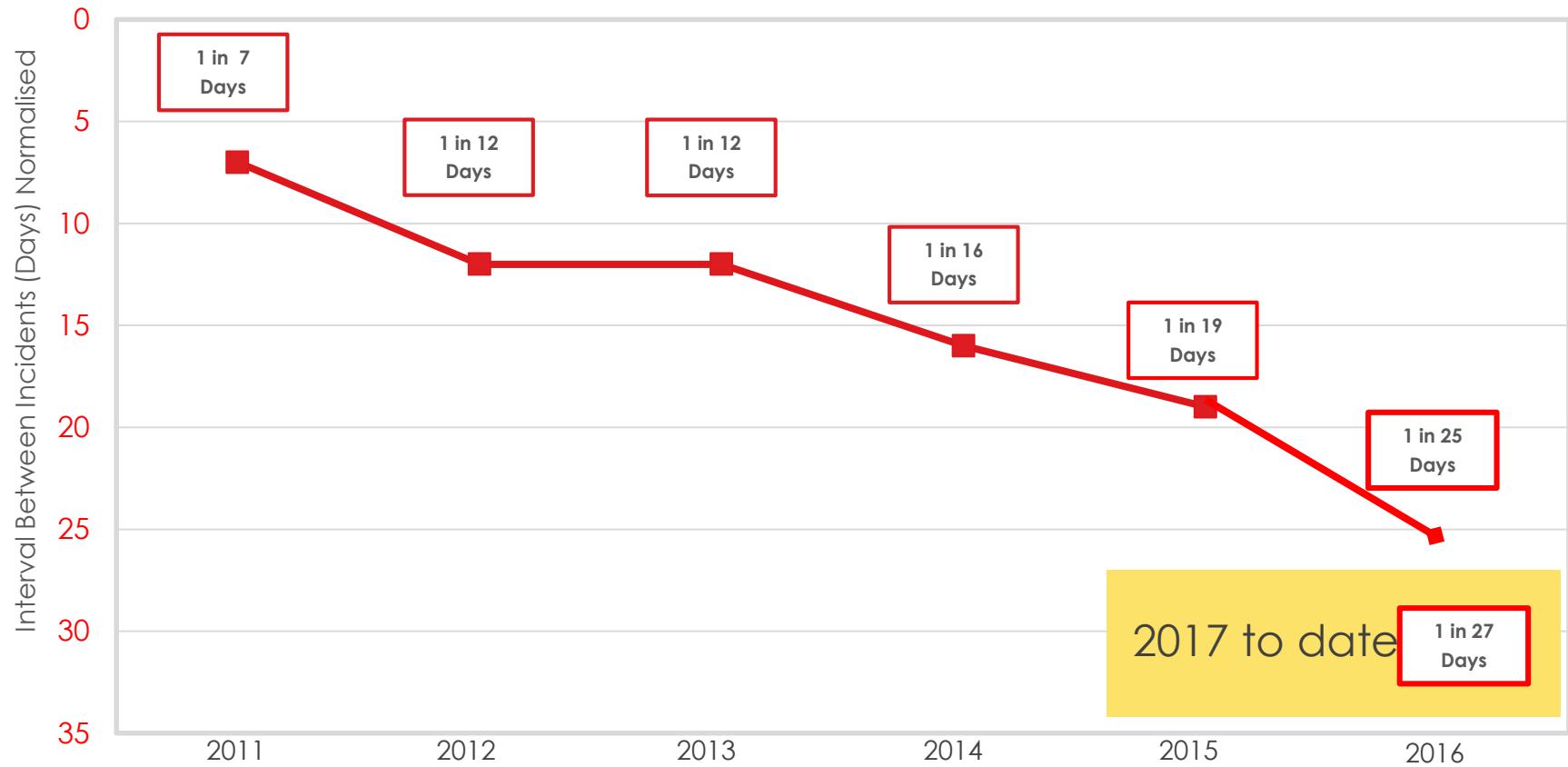
- Ability to bounce back & learn from adversity
- The quality that allows some people to be knocked down by life & come back stronger
- Employee engagement drives safety performance
- We are all born with a certain level of Resilience & increasing it is a learnable skill

Partners in Safety Program - Overview



Our Journey So Far

SERIOUS RAM 3+ ACTUAL & RAM 4+ POTENTIAL INCIDENTS (GLOBALLY)



Summary

- Proven power of collaboration across Industry
- A combination of approaches necessary
 - Demonstrated care for people is key
 - Prioritise on high risk learning
 - Learning through engagement
 - Improving human resilience
- Inspire, Engage, Sustain
- A zero incident industry is achievable



Programme Material and Support

- Library of modules
- Supporting guides and videos
- All materials on Partners In Safety website

<http://hsse.shell.com/business-and-country/maritime-hsse-site.html>





3 Simple Actions To Date

Visible Leadership

“I care, I want to know, I want to check for myself”

ACTION

- CEO and senior leader visits

Activity Focus

“Doing things right, with thorough implementation”

ACTION

- Address High Risk areas in Navigation, Mooring, Equipment failure, Spills and Personal safety

Lessons Learned

“The frontline staff need to know, understand it and apply it”

ACTION

- Identify and share high impact common learnings and cascade it to front line staff