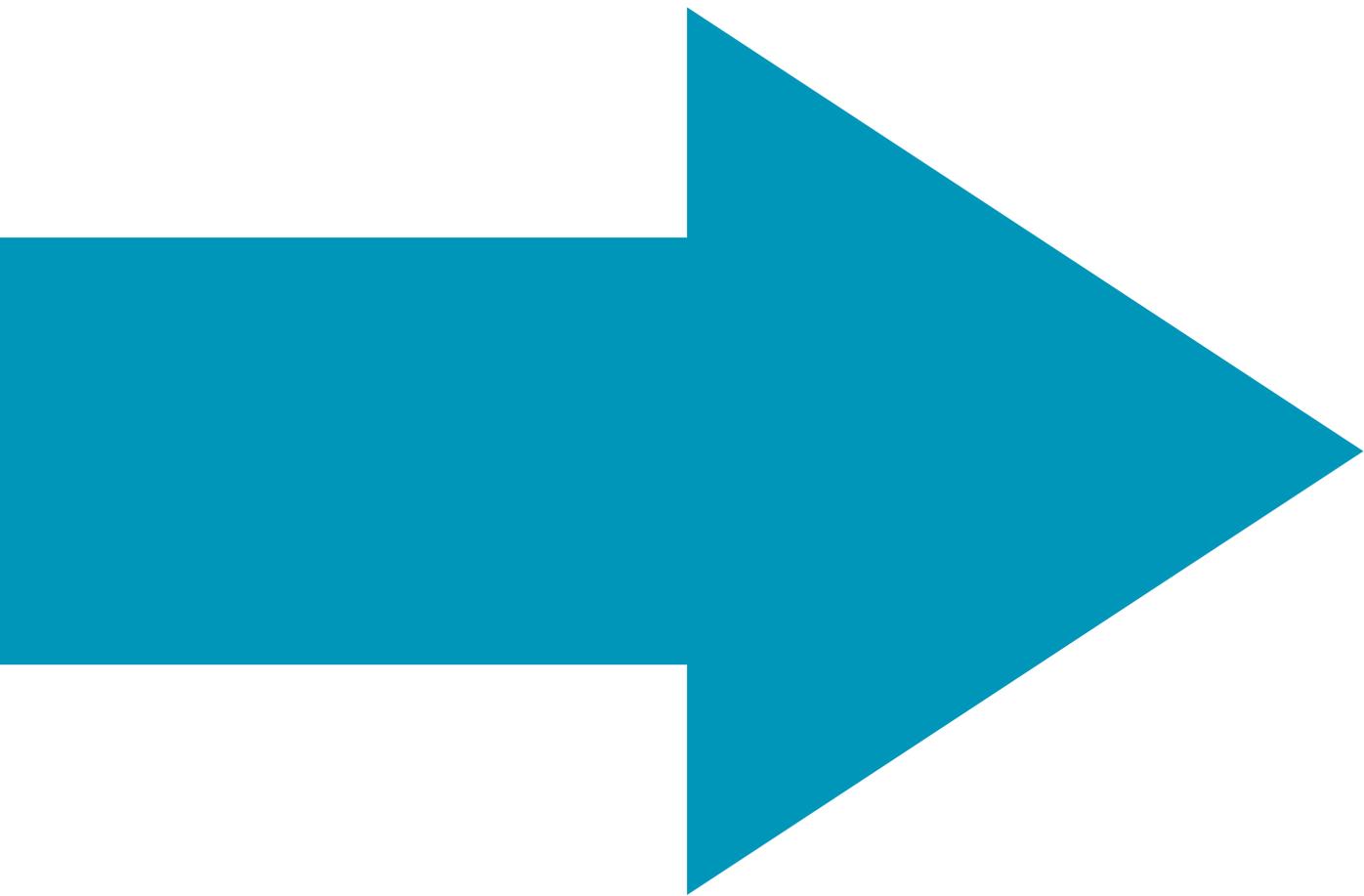




DIVERSITY POLICY

Version 1.1



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1. Introduction

1.1 Commitment to Diversity

Shell Energy is committed to promoting a culture of diversity and inclusion and one where equal opportunity is offered across the employee lifecycle from the attraction and recruitment of new employees to the career development and advancement opportunities offered to our workforce.

In embracing diversity and inclusion, Shell Energy strives to create a culture free of discrimination where employees feel a sense of belonging amongst their peers, are comfortable speaking up and where their individual contribution is valued.

1.2 Purpose

The purpose of this policy is to define diversity and outline Shell Energy's commitment to fostering a corporate culture that embraces diversity.

2. Policy

2.1 What is diversity?

Diversity includes, but is not limited to, gender, age, ethnicity, sexual orientation and cultural background.

2.2 Corporate Culture

Shell Energy aims to actively promote a corporate culture that supports diversity in the workplace, from the composition of its senior management team and across the entire Shell Energy workforce.

A corporate culture that embraces diversity facilitates opportunities for the employment of women, minority groups, abilities and people from diverse cultural backgrounds. It also creates an environment that encourages behaviours and development initiatives that support growth, increases workforce participation where employees feel a sense of belonging and being valued.

Shell Energy recognises the many benefits associated with a diverse workforce, beyond increased organisational performance, extending to creating a highly motivated and innovative environment where strong talent is retained.

By embracing diversity, Shell Energy aims to promote an environment that is conducive to the contribution and flourishing of a highly skilled and engaged workforce that challenge the status quo and contributes to maximising the achievement of Shell Energy's corporate objectives.

2.3 Diversity Commitments

In order to foster a corporate environment where diversity targets are achievable and maintainable, Shell Energy will:

- a. review and determine, as frequently as required, a diversity profile that meets the particular needs of the Shell Energy Group, including identifying the skill and experience set necessary to effectively oversee its business and achieve its corporate goals;
- b. seek to ensure that the diversity profile is a factor that is taken into account in the selection and appointment of qualified employees and senior management and will consider options in order to expand the pool of qualified candidates to select from, including where appropriate through the use of a professional intermediary to independently assess skills to facilitate appointments in accordance with the diversity profile.

2.4 Measurable Objectives

2.4.1 Setting measurable objectives

Senior Management, will set measurable objectives for achieving diversity, in particular gender diversity, in accordance with this policy and the diversity profile and will review the effectiveness and relevance of these measurable objectives on an annual basis.

The measurable objectives should identify ways and, where applicable, specify benchmarks against which the achievement of diversity is measured.

2.4.2 How will the measurable objectives be determined?

In order to set meaningful objectives, Shell Energy will assess its current diversity levels and identify where gaps exist organisationally and at a divisional and/or team level. Measurable objectives will then be developed which are tailored towards improving diversity in areas where most work is needed.

2.4.3 Types of measurable objectives

Shell Energy acknowledges that there are several different types of measurable objectives which may be implemented to assist in meeting its diversity goals, including:

1. procedural and structural objectives – for example, implementing internal review and reporting procedures or ensuring that candidates are interviewed by a diverse selection/interview panel;
2. diversity targets – setting targets for the number of women throughout the Shell Energy Group or to increase the proportion of women within management positions and implementing timeframes for this to occur; and
3. initiatives and programs – developing targeted initiatives to progress the achievement of objectives. E.g practices and activities that promote and celebrate inclusiveness, pro-active review of gender pay gap in order to determine priority target areas.

4. Miscellaneous

4.1 Endorsement

Shell Energy is committed to this policy and its implementation and to ensuring that diversity is achieved throughout the Shell Energy Group.

5. Policy Information

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