



## Project "WiM"

Strategy to secure more Women in Management  
Positions,

in A/S Dansk Shell.

Baseline Report.

## ***Who is Shell?***

Shell is a global group of energy and petrochemicals companies with around 101000 employees in more than 90 countries and territories. Our headquarters are in The Hague, the Netherlands. The parent company of the Shell group is Royal Dutch Shell plc, which is incorporated in England and Wales.

As one of the worlds' leading energy companies Shell plays a key role in meeting the worlds raising demand for energy in economical, environmental and social responsible ways. In Denmark Shell has around 450 employees, and are involved in a wide range of business activities and we have a refinery in Fredericia and head office in Nærum.

## ***Responsibility for driving project WiM.***

Project WiM is the project aiming for securing more women in Management positions in A/S Dansk Shell. After Søren Greve, CEO of A/S Dansk Shell, had been contacted by the Ministry of Equal Opportunities (MEO), the HR department in A/S Dansk Shell was chosen to drive the WiM project. The objective for the HR department was to drive the process of establishing current baselines, presenting this to top management (CCT - Country Coordination Team) and report on an ongoing basis to all relevant stakeholders.

## ***WiM strategy vs. Royal Dutch Shells' D/I Strategy***

In Shell Diversity and Inclusion has been very high on the agenda since the 1990s. At Shell, diversity means all the ways we differ. It includes visible differences such as age, gender, ethnicity and physical appearance, as well as underlying differences such as thought styles, religion, nationality, sexual orientation and education.

Inclusion means creating a working culture where differences are valued; where everyone has the opportunity to develop skills and talents consistent with our values and business objectives. The aim is to make Shell an organization where people feel involved, respected, connected - where the richness of ideas, backgrounds and perspectives are harnessed to create business value.

To make sure we focus on D/I, Royal Dutch Shell have set global D/I targets



for most areas - among these also female representation. The global target on senior female representation is 20% on the long run. This means that the Danish Charter for more women in Management positions is very much in sync with the overall strategy of Royal Dutch Shell, as it helps focus on this particular part of the D/I strategy.

### ***Establishing current baseline - A/S Dansk Shell***

To investigate current baseline HR had to choose KPIs that could paint a thorough picture of the current conditions in A/S Dansk Shell. HR chose to investigate:

- ❖ *Total percent of women in A/S Dansk Shell.*  
The focus was on White collar staff ("funktionærer") in the refinery and head office.
- ❖ *Total percent women in Danish CCT.*  
CCT is short for Country Coordination Team. It is the senior management team and can be compared to a board of directors. It is constituted of the CEO and the most senior employees of each major area within Danish Shell. In CCT all country specific issues are discussed and determined.
- ❖ *Total percent female supervisors out of the total amount of supervisors.*  
Supervisors are employees with managerial responsibility.
- ❖ *Total percent female employees on SG5+*  
In Shell employees are placed in Salary Groups (SG) based on HAY job evaluation techniques. A salary group is a range of salary levels. The lowest salary group used in A/S Dansk Shell is SG 8 (which is given to new employees with little to no education or experience working with fairly routine tasks and responsibilities). The range increase up to SG1, and then further on to SG A and SG B. The highest SG you can have (which no one has in A/S Dansk Shell - only in Royal Dutch Shell) is SG SE.
- ❖ *Total percent female with CEP of SG2+*  
CEP is short for Current Estimated Potential. CEP is a snapshot of the expectation Management has of the employee's talent and possibility to grow in responsibility within Shell. All employees from SG5 and above (also called SG5+) will be evaluated every 2<sup>nd</sup> year. Management evaluates what level they believe is the highest level that the employee will be able to work at in Shell. Eg. if an employee has a CEP of SG2-1, it means that it is expected that s/he has the

potential of working at SG2 or SG1 in the future. CEP of SG2+ means that the employee has the potential of working in a salary group 2 or above. CEP can change every second year, so it is not a constant and will change potentially as the employee develops. This also means that CEP is no guarantee that the employee will reach this salary group. It means that the employee at that particular time was estimated to have this potential.

Investigating these KPIs showed that in A/S Dansk Shell April 1<sup>st</sup> 2010 the percentages were:

<b>Current</b>	
<b>Overall % women in Shell</b>	<b>36%</b>
<b>CCT female representation</b>	<b>37%</b>
<b>Women in Management positions</b>	<b>25%</b>
<b>Women in SG5+ (Hierarchy)</b>	<b>25%</b>
<b>Women w. CEP of JG2+ (Talent in Pipeline)</b>	<b>27%</b>

### *Setting targets and working towards a strategy*

To ensure ownership and management commitment the Charter and current conditions were discussed at a CCT meeting in July 2010. In this connection the CCT also chose the following targets to work towards in the future:

<b>KPI's and Targets</b>	<b>pt.</b>	<b>1/1 2013</b>	<b>1/1 2015</b>
<b>Overall % women in Shell</b>	<b>36%</b>	36%	36%
<b>CCT female representation</b>	<b>37%</b>	37%	37%
<b>Women in Management positions</b>	<b>25%</b>	30%	36%
<b>Women in SG5+ (Hierarchy)</b>	<b>25%</b>	30%	36%
<b>Women w. CEP of JG2+ (Talent in Pipeline)</b>	<b>27%</b>	30%	36%

### *Time plan, initiatives and reporting*

Besides setting targets the CCT discussed which initiatives would be most fruitful to start with. CCT chose 4 areas that A/S Dansk Shell will work on during the rest of 2010 and beginning of 2011:

- ❖ Both genders in Selection panels  
The Selection panel delegates (employees in Shell who evaluate employees) should always consist of at least

one of each gender. This should be applied to all selection panels concerning Open Resourcing (internal recruitment), CEP and promotions.

- ❖ Candidates of both genders in recruitment  
For all JG4+ there should always be at least 1 of each gender on shortlist for internal (MOR/OR) recruitment and external recruitment.
- ❖ Mentoring  
Women with CEP of JG2+ who does not already have a mentor should be offered a mentor.
- ❖ Cross Business Opportunities  
Annual review by CCT of female talents defined as CEP of JG2+ to secure cross business opportunities.

The CCT chose a sponsor within CCT for each of these areas, who would be responsible for driving the process and securing that it was implemented in the organization within the year.

Next year the CCT agreed to follow up and discuss what the outcome was, and what paths to follow next.

It was furthermore decided that HR would continue to drive the WiM project by reporting yearly to CCT and every second year to MEO.

(Written by Shell HR Analyst, Louise Angermann-Ougaard, Nov. 2010)