

September 23 and 25

RM Maturity Stories:



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Shell’s net carbon footprint

Also, in this presentation we may refer to Shell’s “Net Carbon Footprint” or “Net Carbon Intensity”, which include Shell’s carbon emissions from the production of our energy products, our suppliers’ carbon emissions in supplying energy for that production and our customers’ carbon emissions associated with their use of the energy products we sell. Shell only controls its own emissions. The use of the term Shell’s “Net Carbon Footprint” or “Net Carbon Intensity” are for convenience only and not intended to suggest these emissions are those of Shell plc or its subsidiaries.

Shell’s net-zero Emissions Target

Shell’s operating plan, outlook and budgets are forecasted for a ten-year period and are updated every year. They reflect the current economic environment and what we can reasonably expect to see over the next ten years. Accordingly, they reflect our Scope 1, Scope 2 and Net Carbon Footprint (NCF) targets over the next ten years. However, Shell’s operating plans cannot reflect our 2050 net-zero emissions target and 2035 NCF target, as these targets are currently outside our planning period. In the future, as society moves towards net-zero emissions, we expect Shell’s operating plans to reflect this movement. However, if society is not net zero in 2050, as of today, there would be significant risk that Shell may not meet this target.

Forward Looking Non-GAAP measures

This presentation may contain certain forward-looking non-GAAP measures such as cash capital expenditure and divestments. We are unable to provide a reconciliation of these forward-looking Non-GAAP measures to the most comparable GAAP financial measures because certain information needed to reconcile those Non-GAAP measures to the most comparable GAAP financial measures is dependent on future events some of which are outside the control of Shell, such as oil and gas prices, interest rates and exchange rates. Moreover, estimating such GAAP measures with the required precision necessary to provide a meaningful reconciliation is extremely difficult and could not be accomplished without unreasonable effort. Non-GAAP measures in respect of future periods which cannot be reconciled to the most comparable GAAP financial measure are calculated in a manner which is consistent with the accounting policies applied in Shell plc’s consolidated financial statements.

The contents of websites referred to in this presentation do not form part of this presentation

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20+ years experience in delivering impactful people management and digital transformation outcomes in multinational settings in Telco, IT, and Legal . He has a passion for mentoring and coaching and enjoy helping others and himself to grow and have a positive impact.



Professional background

Working career



Number of roles in Resource Management



IT Sourcing & Resource Mgt

IT Experience



Consultancy Experience



Related professional accreditations



Digital resourcing toolkit



What will I bring today?

- My personal experience in scaling an IT resource management and sourcing ‘start-up’
- A good practice for Corporate IT resource management
- My time and energy to facilitate our joint learning journey as practitioners

What do I enjoy outside my day job?

- Exploring life as it unfolds
- Golf
- Advancing the Resource Management & IT sourcing profession
- Executive & transformational coaching

Current Job: Head of Resource Management

Based in: Shell's
HQ London



Shell at a glance

Our people

103,000
employees as of
December 31, 2023

>70
countries in which
we operate

32%
women in senior
leadership positions



We are the world's largest mobility retailer by number of sites

c.33 million
customers at
>47,000
retail stations
daily

>54,000
public EV charge
points at Shell
stations, on-street
and at destinations



We are providing our customers with the energy they need for today and tomorrow

\$628 million
spent on Research and
Development projects in
2023 that contributed to
decarbonisation

67 million
tonnes of liquefied natural
gas (LNG) sold in 2023

279 TWh
of power sold in 2023

9.7 billion
litres of biofuels used
in our fuels in 2023

2,791 kboe/d
produced oil and gas
available for sale in 2023



Shell - Stock Symbol

NYSE: SHEL

Shell PLC

NYSE: SHEL

Shell is a leading global energy company on a path to delivering more value with less emissions

We are making progress towards net zero

6.3% reduction
in the net carbon
intensity of the energy
products we sell by the
end of 2023, compared
with 2016, achieving our
2023 target

31% reduction
in carbon emissions
from our operations
by the end of 2023
compared with 2016

\$5.6 billion
invested in
low-carbon energy
solutions and
\$2.3 billion
in non-energy
products in 2023



We help to power lives and respect nature

20+ years
of collaboration with
global environmental
partners

\$128.3 million
spent on voluntary
social investment
in 2023

c.25,000
people supported by
our skills development
and entrepreneurship
programmes in 2023

>120,000
Flagship STEM
Programme participants in 2023

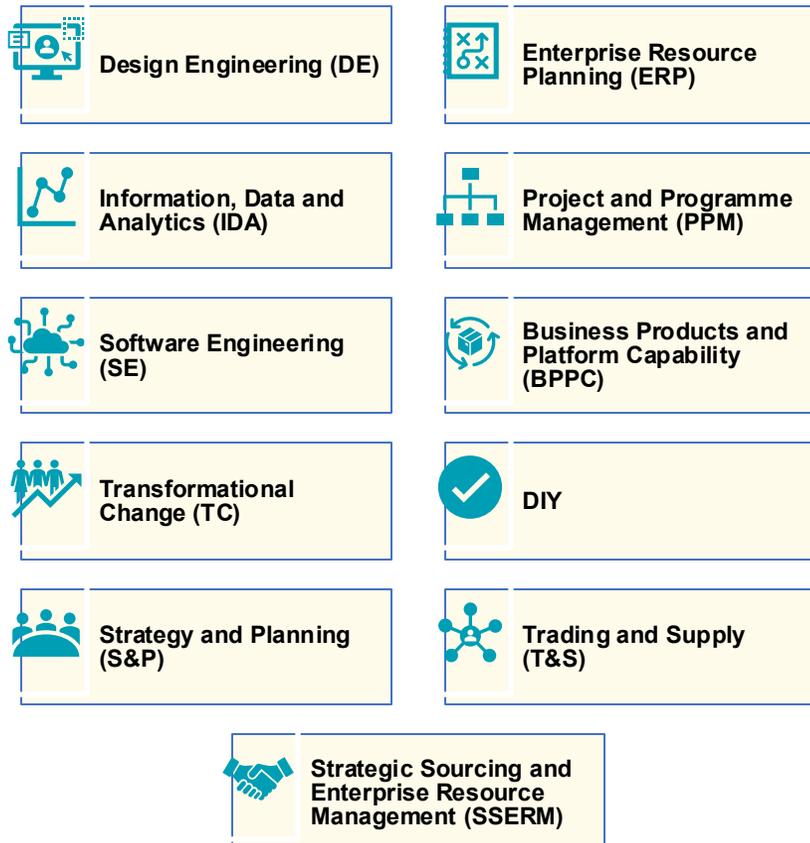
27 years
of transparency on
sustainability
reporting achieved
with our 2023 report

295,000
training days for Shell
employees and
joint-venture partners



Shell IT Engineering workforce delivers the accelerated digital transformation of our energy business

OUR CAPABILITIES



WHERE WE ARE



... Requiring agility and creativity!

2020



Building the team



Countering not invented here syndrome



We can work it out!



2021



Do more and do it faster



The limits of a lean account partner structure



Countering anecdote and sentiment with data



2022



Driving medium-term demand management



Deploying strategic and tactical sourcing models



Moving critical work 'in-house'



2023



From sourcing to resourcing



From growth to optimisation



Pivot from transactional to commercial resource management



2024



Preparing for the Reorganisation



Resourcing systems integration



Sourcing for outcomes



2025



Simplifying how to work with us



Supplier Eco System



Single Front Door (Control the value erosion)



The Value of Resource Management – A Strategic Enabler

Resource Management powers IDE’s agility and efficiency — delivering the right talent at the right cost, while shaping sourcing scope, shielding business from IT value chain complexity, and accelerating fulfilment through deep RM network collaboration



Faster Time to Value

Drive dynamic resourcing

- Leading **Resource on time fulfilment**
- Leveraging **Sourcing strategies** to reduce lead times
- **Align talent** with P1–P4 project priorities.
- **Leverage strong partnership** with deal team, CWO, CP , Strategic Sourcing, JML and HR for faster turn around.



Strategic Value Delivery

Fuel Strategy for business

- **Activate resourcing strategy** through deep Fun/Tech expertise
- **Drive Resource Utilization**
- **Mobilize bench utilization & strength** to deliver the right skills at the right time



Business Partnering

Partnering for Performance

- **Leverage RM networks and community channels** to accelerate fulfilment
- **Co-create scalable, agile resourcing strategies** aligned with business needs
- **DV/HM Partnering** with 600+ Stakeholders
- **Enable strategic (re)sourcing** with sharp, insight-led inputs at the round table



Commercial Mindset

Unlocking Value through Sourcing

- **Drive cost efficiency** through supplier rationalization, smart sourcing, bundling and early demand visibility via OP deep dives
- **Lead SCOUT and ATC facilitation** to streamline sourcing decisions
- **Leverage Round Table forums** to optimize supplier contracts and maximize portfolio value



Data-Driven Insights

Driving Decision Through Data

- **Use advanced tools (AI)** to extract meaningful insights
- **Handle data complexity** and tool constraints effectively
- **Ensure data quality** through proactive stewardship
- **Deliver insights** on skills, utilization, and demand

Defining our Strategy and Vision – Setting the Course

Strategic vision and goals

“A unified IDT Sourcing approach that maximizes Shell staff on strategic and differentiating work. Supplemental supplier partnerships will deliver IDT projects, products and services that are focused on delivering business value, cost efficiency, flexibility, capability build, and estate optimisation.”

Cost efficiency | Flexibility | Capability build | Estate optimization

Key outcomes of the vision

‘Source the right things’

- Shell staff focus on strategic and differentiating work
- Synergizing deals (IDSO + IDE)

‘Source with the right supplier’

- Reduced long-tail suppliers
- Supplier ecosystem coalitions

‘Source the right way’

- Shifting from T&M to outcome based
- Location optimization

‘Extract value from sourcing’

- Suppliers held accountable
- Partner for value beyond contract (incl. innovation)
- Simplify IT landscape

Key performance indicators

- # of Staff vs Contractors (broken down by type of demand)

- # of suppliers (broken down by cluster, LoB/CoB)
- Supplier share of wallet (awarded work)

- % of spend using T&M vs Milestone
- Cost Saving of work order to T&M equivalent

- Volume Apps and Infra in landscape (rationalization)

Process measures

- No back-door demand (e.g. via CP Ops/Business CP); demand captured in integrated funnel
- Lead time for deal execution and throughput
- Operational Efficiency measures
- Supplier Management Quality (incl of CO/CH adhering to responsibilities)

Outcome measures

- Contracts meeting or exceeding goals/contract KPI’s
- Exceeding Agreed Contract Value
- Balanced scorecard
- Qualitative survey findings (NPS and engagement)
- Location distribution (incl. high-cost vs low-cost location)

Value Beyond Contract

- Engagement (inclusion, Equity, Equality DE&I)
- Innovation
- Value Realization (Commercial value returned to Shell)
- Partnership (Sustainability etc)
- Contractors converted, Shell Skills enabled through certs offered (joint learning paths)

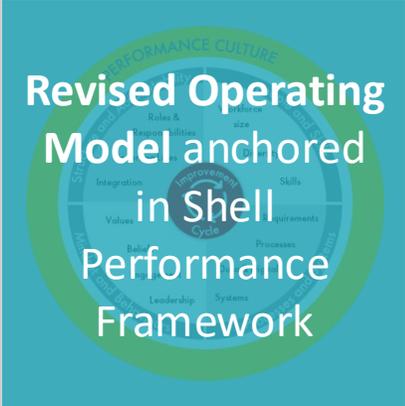
Measures for process, outcome and value beyond contract are non-exhaustive

Our sourcing vision

“A unified IDT Sourcing approach that maximizes Shell staff on strategic and differentiating work. Supplemental supplier partnerships will deliver IDT projects, products and services that are focused on delivering business value, cost efficiency, flexibility, capability build, and estate optimisation.”

Note: Full vision for 2025 and 2026+ timeframes signed off in June 13th DRB

..is realised through



..underpinned by data

..solving for the below problems

- Fragmented sourcing funnel management**, resulting in too much T&M and missed opportunities to synergy and long-term value for Shell.
- Lacking deal execution rigor**, resulting in missed opportunity to create optimized deals in line with sourcing goals, business-back and outcome-come based.
- Disjointed engagement with suppliers**, resulting in deteriorating our commercial leverage and ability to partner with suppliers.
- Inconsistent performance management**, driving poor supplier accountability/delivery results and putting Shell at risk when consolidating to a supplier ecosystem.
- Proliferation of long-tail of supplier**, which end up being dormant and low-spend suppliers, while representing >80% of the total suppliers.
- No clear target supplier ecosystem**, for partnering with preferred supplier ecosystems by cluster, with handpicked strategic and specialized suppliers.
- Sub-optimal and largely T&M deals**, with missed opportunities to shape business-back deals, using modern commercial models, and optimally balanced location footprint.

..with 4 big shifts

- Throughput shift to **deal execution...**
- ...strengthening adherence to **CP policies and processes...**
- ...driving supplier **accountability for outcomes..**
- ...while focusing our **staff on strategic and/or differentiating activities**

Successes, Challenges, and Lessons Learned

Successes: Contingent Workforce spend from 90% T&M 10% Outcome Based in 2023 to 60%/40 in 2025 realizing significant commercial savings
Challenges: Changing the mindset from individual Project/Program delivery to “What's best for SHELL”

Lessons Learned: Shell is a company with 50 FTSE 100 companies inside it, IT Executive alignment is critical to ensure the vision is understood and actioned



Thank You!

Questions?

• Priority-Driven Staff Allocation

Our solution

- **Rapid Project Matching:** AI can quickly analyze project requirements and staff skills to prioritize and recommend the right personnel to high-priority projects, ensuring critical tasks are addressed promptly.

Our solution

- **Efficient Resource Utilization:** By continuously assessing project priorities and staff availability, AI can make swift adjustments to resource allocation, maximizing workforce efficiency and responsiveness

• Personalized Development Plans

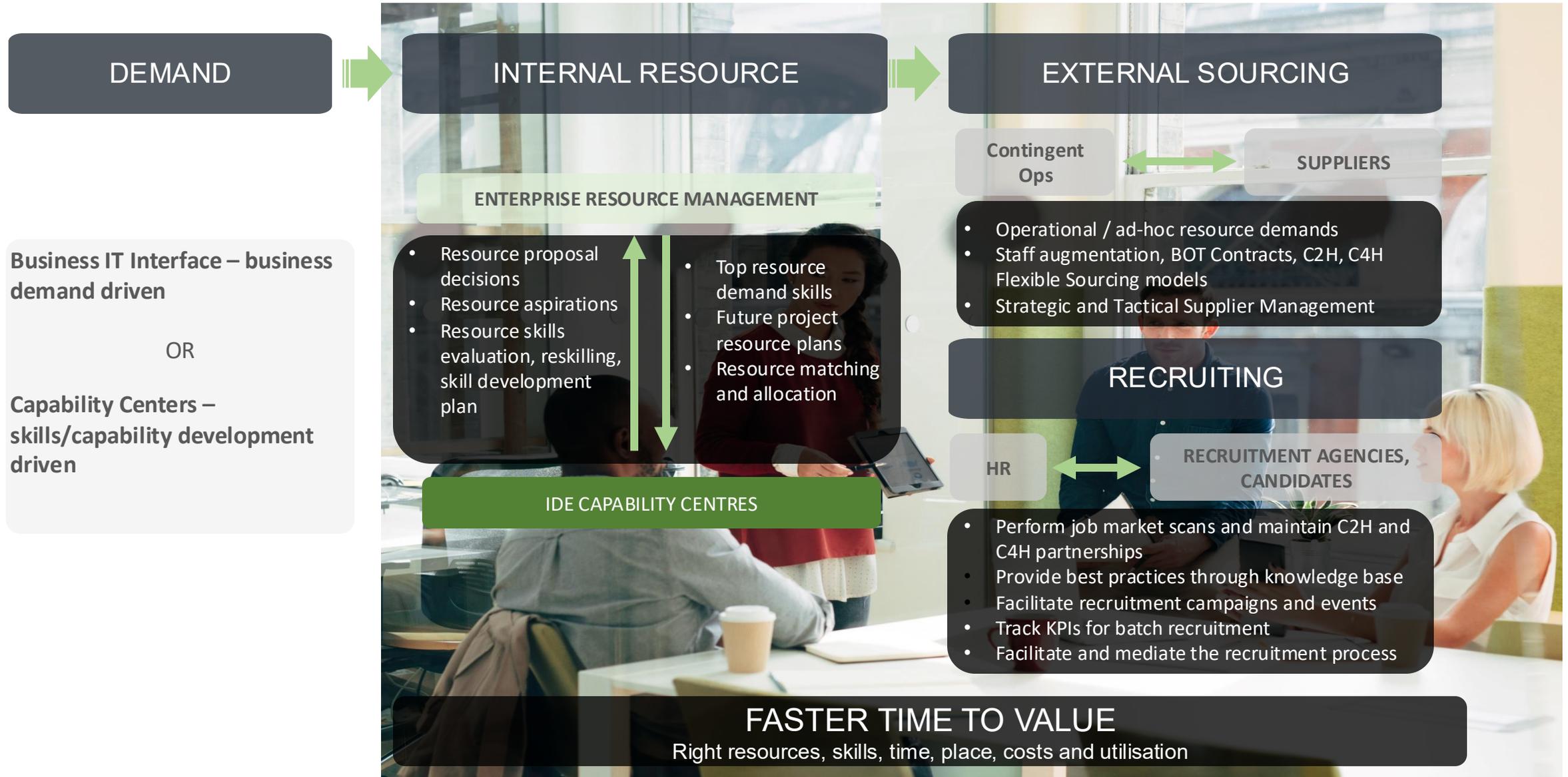
- **Skill Gap Analysis:** AI can identify individual skill gaps and recommend personalized training programs, helping employees develop their skills and advance their careers.
- **Progress Tracking:** AI tools can monitor employee progress and provide feedback, ensuring continuous development and alignment with career goals.

• Bias Reduction in Selections

Our solution

- **Objective Performance Metrics:** AI can use data-driven metrics to evaluate employee performance, reducing the influence of personal biases in promotions and task assignments.
- **Transparent Decision-Making:** AI systems can document the rationale behind decisions, promoting transparency and fairness in the selection process

SSERM deliver integrated resource management in Shell



WHY:



- ❑ Enabling efficient utilization and critical/control roles deployment and staff development.
- ❑ Prioritise for value through redeployment from lower to higher priority work.
- ❑ Search for specific skilled resource reducing sourcing needs
- ❑ Visibility to review skills and capability, identify staff skills gaps to support CC technology roadmaps / capability

SPECS and DEPLOYMENT:



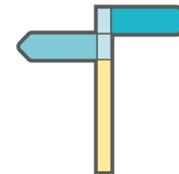
- ❑ Custom build as current system does not provide similar capability yet
- ❑ Scoping to deployment: 6 months
- ❑ Peer engagements with Accenture and Amazon Web Services
- ❑ 3 different algorithms, trained on rich data set (~20.000 annual allocations)
- ❑ Broad categories (like roles and skills) and specific needs (like requested skills and impacted applications) get better outcomes

BENEFITS :



- ❑ Pivoting SSERM as a consultative business partner/advisor
- ❑ Target efficiency gain:
 - ❑ Staff utilization rate - by 10-15%
 - ❑ Allocation fulfillment – by 8-10%
 - ❑ Staff allocation on P1/P2 - by 5 %.
 - ❑ Time savings - for line on shortlisting suitable resources

NEXT STEPS :



- ❑ PDCA – Review adoption/usage, efficiency, budget to align for future roadmap, including market offerings
- ❑ Increase completion and quality of skills data
- ❑ Explore options for full-project and portfolio recommendations, including backfilling