Shell commits to ending routine flaring by 2030.

Shell launches V-Power NiTRO+ Premium Gasoline.

CEO Ben van Beurden discusses BG.
**A WORD FROM OUR EDITORS**

As an industry leader, Shell sets the bar high. In this issue of AlumniNews magazine, we bring you articles on Shell projects that are shaping the industry and meeting the world’s energy demands safely and responsibly. A message from CEO Ben van Beurden shares how Shell is leveraging strengths by combining with BG, and an article on Alaska details Shell’s continued efforts to develop this important resource. And, an announcement by Royal Dutch Shell Chairman Jorma Ollila to end routine flaring by 2030 shows how Shell is working to cultivate partnerships to develop new infrastructure to capture and transport natural gas.

We also invite you to read how Shell is furthering innovation through Eco-marathon, Downstream’s challenge to deliver over its 2015 performance plan, the company’s continued efforts to responsibly develop Canada’s oil sands and how employees keep Goal Zero always in mind. In our Alumni Features section, we’ve shared how one alumnus keeps healthy on the track and another gives back to the community, while gaining new skills.

We hope you will take the time to answer this issue’s question in our Noteworthy section and send us story ideas for the Alumni Features section of the magazine. Our contact details can be found at the bottom of this page.

Enjoy the fall season!

Natalie Mazey and Jackie Panera
Editors, AlumniNews magazine

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**GO GREEN**

Sign up to receive the newsletter electronically by visiting www.shell.us/alumni. While you’re there, read the latest news and information about Shell. Thank you to those who have already chosen to go green!

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**STORY IDEAS WELCOME!**

AlumniNews magazine is looking for recent story ideas for our Alumni Features section! In this part of the magazine, we highlight alumni who are staying active and making a difference in retirement. If you know of someone who would make a great profile for the magazine, please send us his/her phone number and email address, along with a brief description of the story idea. To submit story ideas for the U.S., email ShellUSAlumni@shell.com or mail a letter to Shell Oil Company Communications – Natalie Mazey, P.O. Box 2463, Houston, Texas 77252-2463. To submit story ideas for Canada, email PublicAffairs-Canada@shell.com or mail a letter to Jackie Panera, Shell Canada Limited, 400 4th Avenue S.W., P.O. Box 100 Station M, Calgary, Alberta T2P 2H5, Canada.

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**CHECK US OUT ONLINE!**

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Need forms? Want back issues of AlumniNews magazine? Visit our Shell alumni website for helpful links and phone numbers and the latest news on Shell. Also, connect with us by emailing ShellUSAlumni@shell.com to give us feedback and tell us what you’d like to see on the site.
This spring, two Canadian university teams took to the streets of Motor City to represent Canada in the Shell Eco-marathon Americas in Detroit, Michigan. It was the second year these two teams faced off in the innovation competition, which challenges high school and college student teams to design, build and test the most energy-efficient vehicles.

In a reversal of its 2014 fortunes, the University of Toronto (UT) Supermileage team came from behind in their last efficiency run of the day to edge out Quebec’s Université Laval Alérion team for top honors in the Prototype Gasoline category. The Alérion team was a perennial favorite, winning the category two years in a row and in five of the last six years.

UT’s Supermileage team achieved 3,421.2 miles per gallon (mpg), besting Alérion’s 3,365.6-mpg showing. The winning mileage is almost 100 times better than the mileage found with many of today’s compact cars.

**Sharp turns, elevation challenges**  
This year’s 30th-anniversary event drew 113 teams—representing over 1,000 high school and university students—from across the Americas, including Brazil, Canada, Guatemala, Mexico and the U.S.

Before hitting a new and hilly track through the streets of downtown Detroit, teams had to make tweaks and, in some cases, major adjustments to pass detailed technical and safety inspections. Of the 111 teams that made it to the inspections, just 89 passed and were cleared to run the track. The track also proved challenging for student drivers who had to steer their low-slung, futuristic vehicles through sharp turns and elevation changes as spectators cheered them from the sidelines.

“A little more than 100 years ago, just two blocks away, there was a young fellow by the name of Henry Ford working on his quadricycle. He tested it on these streets where he achieved 10 to 20 mpg at the time,” says Detroit Mayor Mike Duggan. “When you consider the achievements of these bright young minds, creating vehicles of the future that can travel more than 2,000 miles on a single gallon of fuel, I am amazed at the progress and inspired by what the future may hold.”

Student teams worked countless hours to get to Detroit, and in many instances, through the night before the competition to get their eco-cars on the course. “To get here, you have to want to learn more than you want to win,” says Balazs Gyenes, team manager for the University of Alberta team, whose hydrogen cell-fueled vehicle sailed through technical inspection, but was unable to complete the required seven laps to post a result.

Shell Eco-marathon Americas will return to Detroit in 2016. For more information on all 2015 events across the globe, including the complete Americas 2015 roster, schedule and official rules, visit www.shell.com/ecomarathon.
Shell North America recently took over Times Square in New York City to celebrate the launch of Shell V-Power NiTRO+ Premium Gasoline. The game-changing fuel delivers triple-action protection against gunk, wear and corrosion for the best total engine protection possible.

The event commemorated the 100th anniversary of Shell fuel sales in the U.S. To celebrate, Shell is giving away 100 BMWs to consumers over 100 days. Attendees were offered a chance to win a BMW 320i on the day of the launch. The giveaway is in recognition of BMW’s premium fuel endorsement for its BMW M automobiles.

The fanfare began with the debut of a full-size “pop up” Shell station showcasing the new fuel. Spectators were invited to take part in various experiences created for the launch of the new Shell V-Power NiTRO+.

Consumers played “Unleashed,” a specially created Shell V-Power Nitro+ video game where players got to battle against one another—and battle against gunk, wear and corrosion—all at a Shell pump. Participants were also taken on a 3D journey to learn about how the new fuel works inside an engine using a virtual reality headset. Other activities included the opportunity to drive a race car with a racing simulator game and interact with Shell fuels scientists at the Shell Trackside Lab.

Going digital in a big way
Visitors had the opportunity to light up the iconic 22-story digital billboard in Times Square. The event also featured Shell’s new “Stay Ahead” TV commercial, which features a Hollywood cast, director and the world’s leading CGI company.

Shell leaders Istvan Kapitany, executive vice president, Shell Retail, and Elen Phillips, vice president, Shell Americas Fuels Sales and Marketing, kicked off the event, and TV personality Carson Daly acted as host. Shell partners and motorsports personalities were in attendance throughout the day, including Scuderia Ferrari test driver Marc Gené, IndyCar driver Helio Castroneves and NASCAR driver Joey Logano.

“We are investing bigger than ever before because we have a real fuels technology breakthrough with our new Shell V-Power NiTRO+ Premium Gasoline. We want the 220 million drivers across America to know that not all gasolines are the same—and certainly not all premium gasolines are the same,” Phillips says.

A range of media across broadcast, print and online covered the launch of the new fuel, including a live interview with Kapitany on Bloomberg TV. The new fuel also received external recognition from industry experts in USA Today, as well as other media coverage that followed the Shell V-Power NiTRO+ Drivers Relay (see next page). To learn more, visit www.shell.us/vpower. »
DRIVING TRIPLE-PROTECTED ACROSS AMERICA
Shell Relay comes to dramatic ending

After a 3,000-mile journey, which began at the launch event, the Shell V-Power NiTRO+ Drivers Relay came to a dramatic ending—inside Jay Leno’s garage.

Powered by Shell’s premium road fuel, racing legends and car enthusiasts drove a fleet of high-performance vehicles cross country to the West Coast. The relay made stops at events in Chicago and Las Vegas, before heading to Los Angeles. A group of credentialed and cultural auto enthusiasts drove honorary legs of the journey, including American football star Matt Forte, racing legends Bobby Rahal and Mario Andretti, famed boxer Sugar Ray Leonard and performance enthusiast John Hennessey.

At its final stop inside Leno’s vintage car garage, Shell, with the help of the talk show legend and fuels scientists, was able to dispel the myth that all premiums are the same. A car fanatic, Leno has lent his support to recent Shell events, including Shell Eco-marathon in Detroit.

“Shell V-Power NiTRO+ Premium Gasoline is a really big deal for us,” says Elen Phillips, vice president, Shell Americas Fuels and Marketing.

“We worked hard to create a truly disruptive campaign to prove this new formulation provides the best total engine protection you can get.”

Gunk-free proof
The large crowd, which included Shell wholesalers, Ferrari Car Club representatives and members of the media, watched Shell Fuels Scientist Jim Macias inspect a specially designed dual fuel car that had been filled with Shell V-Power NiTRO+ Premium Gasoline and a competitor fuel.

After having been driven 13,000 miles, the car inspection revealed that Shell V-Power NiTRO+ significantly outperformed the rival gasoline. While gunk had accumulated on the engine intake valves of the competitor fuel, Shell’s valves were spotless. The intake valves on the competitor side were so caked with deposits that they were flaking off onto the valves. In contrast, the Shell V-Power NiTRO+ side of the engine had shiny metal valves. The results were so impressive that attendees, including the media, broke out in applause.

Innovation that shapes the future
According to Istvan Kapitany, executive vice president, Shell Retail, it all comes down to how Shell pushes the boundaries of innovation with technical partnerships on the racetrack, with Shell scientists in the lab and with the next generation of scientists and engineers through competitions like Shell Eco-marathon.

“Shell has been leading in fuels innovation for 100 years. We know that not all fuels are the same,” he says. “With our partners, we can continue to challenge our engineers, now and in the future, to think creatively and act practically to improve performance and energy efficiency. The advances, made together with our technical partner Scuderia Ferrari and global automakers like BMW, have allowed Shell to develop world-class road fuels, of which Shell V-Power NiTRO+ Premium Gasoline is the latest and most innovative formulation yet.

“In fact, it should come as no surprise that Shell V-Power NiTRO+ is the only fuel that Ferrari recommends for its road cars,” he adds. The crowd in Los Angeles was treated to a private tour of Leno’s extensive auto collection and got to play the Shell V-Power Nitro+ “Unleashed” video game. Shell also used virtual-reality headsets to take people on a 3D journey to learn how the new fuel works inside an engine. »

ABOUT SHELL V-POWER NiTRO+
Shell’s new breakthrough fuel delivers triple-action protection against gunk, wear and corrosion for the best total engine protection.

Did you know?

■ The Shell V-Power Gasoline you buy at the pump contains 99% of the same types of compounds found in the Shell V-Power race fuel being used by Scuderia Ferrari on the track.
■ Shell V-Power premium fuels are sold in 67 markets across the world.
After making final preparations for mobilization, the Transocean Polar Pioneer drilling rig left Terminal 5 in Seattle to head for Alaska, where Shell continues to further planned operations. Approximately 30 “kayaktivists” gathered for the Polar Pioneer’s departure and attempted to block it from leaving Seattle. Thanks to strong coordination between Shell, its contractor partners, the U.S. Coast Guard and local law enforcement agencies, there were no delays or interruptions.

More than 20 protestors were detained for violating the prescribed safety zone around the rig and tugs. Greenpeace and other anti-Arctic organizations tweeted that the Polar Pioneer beached as it left the Seattle area. The Polar Pioneer never stopped, but rather slowed for a planned tug change. With some Arctic assets still in the Pacific Northwest and others already heading for Alaska, Shell continues to remain vigilant for unlawful activism.

“Safety remains our top priority, and we will respect the right of people to lawfully express their views,” says Ann Pickard, Arctic executive vice president. “At the same time, we will be firm in the protection of property and in our no-tolerance approach to unlawful or dangerous activity.”

Shell is underway with activities to explore in the Chukchi Sea. The mobilization of vessels, rigs and people is capturing a lot of attention. Shell knows that exploring in the Arctic is an issue that divides people. Some are concerned that Arctic oil and gas exploration and development could lead to environmental damage such as possible oil spills, or even accelerate the impacts of climate change. Others recognize that the Arctic can help meet the world’s growing need for energy, provided great care is taken to protect the environment.

**Why are NGOs campaigning against Shell’s Arctic plans?**

Some non-governmental organizations (NGOs) like Greenpeace have ongoing campaigns to oppose commercial activities, including the prudent exploration and production of energy resources in the U.S. Arctic and elsewhere around the world. Some NGOs target Shell because of its strong brand, retail presence and long history of engagement and collaboration. Shell respects the right of individuals and organizations to engage in a free and frank exchange of views about meeting the world’s growing energy needs. Recognizing the right of individuals to express their points of view, we only ask that they do so in a manner that is lawful and does not place their safety or the safety of others at risk.

**What’s the size of the prize?**

The Arctic has the potential to ease the world’s growing demand for energy, which could double from its 2000 level by 2050. The U.S. Geological Survey estimates that the Arctic holds around 30% of the world’s undiscovered natural gas and 13% of its yet-to-find oil, most of which is believed to lie offshore. Alaska’s Chukchi and Beaufort seas are the most promising undeveloped hydrocarbon basins in the U.S. The U.S. federal government estimates that Alaska’s offshore holds 27 billion barrels of oil and 132 trillion cubic feet of natural gas.

The Bureau of Ocean Energy Management (BOEM) granted conditional approval of Shell’s Final Revised Chukchi Sea Exploration Plan. According to Laurie Schmidt, vice president, Shell Alaska, it is an important milestone and signals the confidence regulators have in Shell’s plan. The exploration plan details a two-rig program, drilling up to six exploratory wells during multiple seasons beginning in July 2015 in the Chukchi Sea. “This is a significant milestone—both internally and externally—and will signal to the world that Shell is well on its way to drilling in 2015,” Schmidt concludes.
RAISE YOUR HAND!

If you support Canada’s oil and natural gas industry, the Canadian Association of Petroleum Producers (CAPP) wants you to raise your hand! By encouraging supporters to voice their support, the Raise Your Hand campaign aims to balance the conversation about the energy sector in key provinces.

While a solid 42% of Canadians support Canada’s oil and natural gas sector, they are not publicly speaking up, according to an opinion survey conducted by IPSOS on behalf of the CAPP. The Raise Your Hand campaign will mobilize engagement and conversations with supporters of Canada’s energy development across the country. By raising their hands, supporters will become part of the CAPP Canada’s Energy Citizen program and receive information to share within their own networks to help balance the conversation about our industry projects, both socially and publicly.

Creating job, economic prosperity
The energy sector touches the lives of all Canadians. It creates jobs, contributes to economic prosperity and generates government revenue that helps pay for public infrastructure like schools, hospitals and roads.

The industry takes great pride in the contributions it makes to the quality of life in Canada and the environmentally and socially responsible manner these resources are developed. In 2013 alone, more than $1.4 billion was spent on pipeline safety across Canada. As the industry moves to new markets, the industry is committed to never stop working to protect the environment, our people and our communities.

For more information, visit www.raiseyourhandcanada.ca.

NOTEWORTHY!

Welcome to Noteworthy! — a new section of the magazine designed to share feedback from alumni on topics of interest. Send your answer to the featured question below, and we’ll publish as many responses as we can in the following issue of the magazine. Email responses to PublicAffairs-Canada@shell.com. If you have a photo of yourself to share, please make sure the file size is at least 1 megabyte.

And now for our question…

What’s the best book you’ve read in the last year? What makes it a good read?

STUDENTS TACKLE ENERGY CHALLENGES

A grade seven class from Muriel Clayton Middle School in Airdrie, Alberta, is growing vegetables for Grow Calgary, a nonprofit organization that puts food on the shelves at the Calgary and Airdrie food banks. At the same time, a grade four class from Kildala Elementary in Kitimat, British Columbia, saved an incredible 264 gallons (1,000 liters) of water per week.

These projects, among many others, were born out of the 2015 Classroom Energy Diet Challenge (CEDC), which saw 22,000 students across Canada tackling energy challenges.

“Students at Kildala Elementary in Kitimat, British Columbia.

“The students participating in this program continue to inspire and surprise me, even in our fourth year of running this challenge,” says Sara Black, education program coordinator at Canadian Geographic. “They raise the bar year after year.”

To learn more about the CEDC and see a list of the 2015 winners, visit energydiet.ca.
Shell Groundbirch, located 50 kilometers (31 miles) south of Fort St. John, British Columbia, is a key unconventional natural gas asset for Shell’s Global Unconventionals business. With two active drilling rigs and over 300 wells, it produces more than 330 million standard cubic feet per day (mmscf/d).

In developing the field, it is the standard operating procedure at Groundbirch to shut off producing wells located near new wells that are undergoing hydraulic fracture operations. Known as subsurface simultaneous operations, or SIMOPS, the shut-in practice protects producing wells from possible damage from the completions process, which could lead to several months of downtime for repairs and a loss in production revenue.

“We drill pads with up to 13 wells at one time at one location,” explains Carrie Rowe, wells delivery coordinator. “As we continue to develop the field, we drill closer and closer to our existing producing wells. If they are located within a kilometer (.6 miles), we have to shut them in so our completions operations don’t interfere with production from our offsetting wells, as it increases water/sand content and pressure in the reservoir. We realized shutting the wells for subsurface SIMOPS was causing more production deferment than we wanted to take each year.”

In addition, Completions and Operations had to spend time getting wells restarted, creating more HSSE exposure.

As part of its “Building a Lasting Groundbirch” initiative, members of the Surveillance, Well Delivery, Development and Operations teams met in January for a day-long workshop—or “kaizan,” which is based on car manufacturer Toyota’s lean manufacturing concept—to critically evaluate the SIMOPS process to find improvements to reduce the amount and duration of deferment.

“We needed to understand if we were shutting wells in the right order and determine which wells had the most value so they could be brought back on first. And, we needed a plan that created good communications flow between offices in Calgary and Fort St. John, and the operations and completions crews in the field,” Rowe says.

A better process
The cross-functional team mapped the current process on a white board and asked participants to use sticky notes to show where improvements could be made. Production Engineer Stacey Rector then rolled up the information into a new standard operating procedure that was put into practice immediately. The results were astounding. In February and March, the team achieved a deferment total of 253.4 mmscf, compared to the estimated target of 922.6 mmscf—the equivalent of 11.4 mmscf/d.

Key to the initiative’s success is upfront planning. “We’re more proactive now. Before we begin fracturing operations, we sit down together and come up with a startup plan that reviews which SIMOPS wells require shutting in and who is responsible for bringing the wells back on,” Rector says.

Mourad Ouaguennouni, team lead, Wells Operations, says well data is studied to determine which producing wells are not being impacted by hydraulic fracturing operations so that wells can be restarted even before the operations are completed. “Before, we would start up wells when the fracturing operation was finished. Our new process enables us to reduce deferment time for wells by 50%,” he says. “Our completions team has also reduced the time of the fracturing operation from three days per well to less than two, allowing us to restart wells early.”

Improved communications
Communications between different operating groups has been enhanced and features one point of contact who provides daily communications with all the business units involved in the SIMOPS operations. “There’s a lot more integration between teams. Before, we worked in our own silos. The lines of communication are much more open, and we are more aligned and clear about our objectives,” says Gerry Ayling, Groundbirch Completions & Well Intervention.

With two more new well pads to be developed this year and six well pads planned for next year, the opportunity to decrease deferred production and positively impact the bottom line is great.

“This is ‘Speed and Simplicity’ in action,” says Groundbirch General Manager Philippe Gauthier, referring to Toyota’s lean manufacturing principles. “This is an example of a continuous improvement mindset that took us to the next level within a very short time. Exactly the type of behaviors that will make us a lasting Groundbirch!”

Rowe says the moral of the story is not to accept the status quo, even if things have been done the same way for a long time. “Shutting in wells during completions operations was something we had accepted at Groundbirch. We hadn’t challenged the way we were doing it,” Rowe says. “By taking time to say ‘there’s a better way,’ we made a huge step change in our business,” she adds. «
“I just sent someone home without some of their fingers. I cannot describe how that feels.”

This quote gives voice to why change was called for in Shell Heavy Projects. Around the middle of 2013, personal safety performance was bottom quartile, an external review had highlighted serious deficiencies in compliance and a team member had just suffered crippling injuries after trapping his hand in moving machinery. The results of the investigation were unpleasant and confronting.

“We didn’t have a failure of safety, we had a failure of our collective leadership,” reflects Ian Silk, then general manager, Heavy Projects (currently, vice president, Projects Deepwater).

Shell Projects executes major project work for the Athabasca Oil Sands around the twin sites of Muskeg River Mine and Jackpine Mine in Northern Alberta. The mines are operated by Shell, with project execution at the mines and in supplier module yards throughout the province.

“The operation is huge and it moves fast. It’s our job to make sure that it can continue to safely do so,” says Darrin Chiasson, projects construction manager.

Shell Projects executes major project work for the Athabasca Oil Sands around the twin sites of Muskeg River Mine and Jackpine Mine in Northern Alberta. The mines are operated by Shell, with project execution at the mines and in supplier module yards throughout the province.

“One of the critical hurdles that needed to be overcome was the culture of compliance. The project team quickly identified that rules were not always clearly articulated. “There is a culture of optionality, of identifying and then taking ‘calculated’ risks versus just simply following the rules,” Silk says.

The team found a lack of discipline around planning, task completion and critical work processes, which were driven by genuine confusion around systems and procedures. Over time, this had become accepted as the norm.

The team recommitted itself to Goal Zero. They created a simple plan that included a monthly schedule of activities needed to achieve compliance with Shell’s hazardous activity and safe practice standards (Construction Site Safety Standardization).

Project managers shared with employees about their own personal accountability, their past experiences and feelings when they had to share the news of an injury or death. They spoke about their own challenges and set up a plan of action. In time, the culture of change began to spread—from leadership all the way to the front lines, with employees recommitting to Goal Zero.

Sharing of the new plan, Projects General Manager Mark Ravenscroft says there is power in simplicity. “It is easy to understand, easy to do and easy for me to track.” To date, there has not been a recordable incident for almost 12 months. Performance, which has turned around from bottom quartile, is now better than target and within range of where Goal Zero is achievable. Through open, honest conversations and a recommitment to Goal Zero, the entire site is now back on track.

“In the face of chronic complacency, risk normalization and poor culture around safety that exists in our workforce, anything—such as standardization which aids understanding and compliance—is a very positive tool,” says Keith Walters, vice president, Unconventionals Projects. «
**USEFUL INFORMATION**

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To view your coverage, find information about plans and make changes when appropriate, contact the Shell Benefits Centre:
- Toll-free at 1-877-550-3539 (1-416-390-2633 if outside Canada and the U.S.) from 6 a.m. to 6 p.m. Mountain Time any business day, or
- Go to www.mybenefitscentre.com/Shell and use the message centre.

User ID: Last six digits of your Shell People Personnel Number

In the event of the death of a retiree, spouse of a retiree or dependent, contact the Shell Benefits Centre. The Shell Benefits Centre will help initiate any applicable insurance claim process and will also help manage the necessary changes to your benefits and pension.

**Health and Dental**
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- Go to www.mysunlife.ca to visit the Sun Life Financial Member Services website and select Secure messages.

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- Toll-free at 1-800-511-4610 in Canada and the U.S.
- Collect at 1-202-296-7493 from outside the U.S.
- From Cuba by calling 66-12-12 for an international operator. Ask for 1-202-296-7493 (collect call). In Cuba, toll-free dialing or calls from public phones are not available.

**Life Insurance**
Desjardins Financial Security (Desjardins) underwrites the Retiree Life Insurance plan under Policy 530011.
To view your life insurance coverage, find and link to information about the plan and make beneficiary changes, contact the Shell Benefits Centre:
- Go to www.mybenefitscentre.com/Shell.
- Select myBenefits.

**HR Service Desk Americas**
For pension payments, T4, T4A, income tax and all other questions, contact the HR Service Desk Americas:
- Toll-free at 1-800-663-9898 (1-403-691-2900 if outside Canada).
- Email shloil-hr-service-desk-americas@shell.com.

**CONNECT WITH OTHER ALUMNI!**

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- **Shell Friendship Club**
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- **L’O.A.S.I.S.**
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  E: gaetanvachon99@videotron.ca

- **Shell Canada Retirement Association of British Columbia**
  Roger Amiot
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- **Shell Manitoba Retirees’ Association**
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  E: jarjdr@shaw.ca

- **Sarnia Ontario Chapter, SOAR**
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  E: broer49@gmail.com

- **Shell Ontario Association of Retirees (SOAR)**
  Fred Resch
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  Don Mills, ON M3C 3S7
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- **Shell Golden Pecten Club**
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  P: 1-403-627-4741

- **Shell Oiltimers Club (Alberta)**
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  www.shelloiltimers.com

**RETIREMENTS**

<table>
<thead>
<tr>
<th>NAME</th>
<th>LAST POSITION</th>
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<tbody>
<tr>
<td>Ron Beggs (July 2015)</td>
<td>EPASS Project Infrastructure Lead</td>
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<tr>
<td>Ken Lawrence (Sept. 2015)</td>
<td>VP Investor Relations, North America, Royal Dutch Shell</td>
</tr>
<tr>
<td>Grace Selinger (July 2015)</td>
<td>Indirect Tax Data Analyst</td>
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<tr>
<td>Rita Shamess (Aug. 2015)</td>
<td>Paralegal, Toronto Law Department</td>
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<tr>
<td>Diana Wells (Oct. 2015)</td>
<td>Tax Advisor – Tax Operations Canada</td>
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REDUCING CO₂ EMISSIONS
Shell commits to ending routine flaring by 2030

During his speech at the World Bank’s annual meeting in Washington, D.C., Royal Dutch Shell Chairman Jorma Ollila made a bold announcement: Shell will end routine flaring by 2030.

The announcement marks Shell’s commitment to the World Bank Zero Routine Flaring by 2030 initiative. “Ending routine flaring is a practical way to lower carbon dioxide (CO₂) emissions while helping to meet the world’s energy needs,” Ollila says. “The Zero Routine Flaring by 2030 initiative renews Shell’s existing efforts in this field. I call upon governments to support this initiative and work with the oil and gas industry to make it a success.”

Why end flaring?
Every year, approximately 140 billion cubic meters of natural gas produced together with oil is flared at thousands of oil fields around the world. This results in the release of more than 300 million tons of CO₂ into the atmosphere. If this were used for power generation, it could provide more electricity (750 billion kilowatt-hours) than the entire African continent consumes today.

“Gas flaring is a visual reminder that we are wastefully sending CO₂ into the atmosphere. We can do something about this. Together we can take concrete action to end flaring and to use this valuable natural resource to light the darkness for those without electricity,” says Jim Yong Kim, World Bank president.

To end routine flaring, the industry needs new ways to use the natural gas that is produced with oil. Facilities and pipelines are needed to capture and transport the gas, and customer demand must be cultivated. Shell believes that building this infrastructure and these markets will require partnerships with governments, companies and development organizations. By signing the initiative, Shell has a hand in shaping these partnerships. Shell’s HSSE & SP Control Framework requires that new facilities be designed so flaring or venting is not continuous. In existing facilities, Shell’s policies require that continuous flaring be reduced to as low a level as reasonably practical.

After years of flaring reductions in Shell-operated ventures, however, flaring emissions were higher in 2014 than in 2013. Shell is working on projects to reverse this trend. “Today is a day to celebrate our joint commitment to the Zero Routine Flaring by 2030 initiative. But after today, we need to move from commitment to action,” Ollila said at the event. Shell’s support for the initiative is consistent with the company’s commitment to reducing the impact of climate change and engaging constructively in the debate. «

SHELL, BG SHAPE THE INDUSTRY
A message from CEO Ben van Beurden

I am pleased to inform you that the boards of Shell and BG have announced that they have reached agreement on the terms of a recommended combination, which is a bold strategic move that shapes our industry.

The leadership of Shell and BG are now looking forward to working with regulators, shareholders, financial and debt markets to complete this deal. The combination is a compelling opportunity for Shell, adding to our integrated gas and deepwater portfolios. For example, in deepwater, BG’s Brazil acreage offers near-term growth in the Santos Basin, complementing Shell’s longer-term position in the exciting Libra project. For Integrated Gas, the combination will bring together two world-class trading portfolios and will deliver attractive liquefied natural gas (LNG) growth opportunities, such as the QCLNG project in Australia, the extension of Shell’s position in Trinidad and Tobago, and new opportunities in Tanzania.

I am convinced that the recommended combination is a strong strategic fit for Shell. It will accelerate our current strategy and improve our position as the most competitive and innovative energy company in integrated gas and deepwater.

A bit of background to this: the combination is not yet a done deal. As with any transaction of this size, there will be hurdles to clear before completion, including obtaining regulatory clearances. Regulatory approvals (primarily antitrust [merger control] and foreign investment) and third-party consents will be required in at least 20 jurisdictions. This will be led by Shell’s specialist Antitrust and Legal teams. I will keep you informed on further developments in relation to this compelling combination. «
SAFETY DAY 2015
Woodcreek campus reflects, recommits to Goal Zero

With over 4,000 employees and Partners in Safety at Woodcreek’s morning sessions alone, Safety Day was a great reminder of the value Shell places in its culture of safety. The day featured dynamic presentations by senior leadership and small- and medium-sized enterprises (SMEs), which reflected on achieving Goal Zero in personal safety, road safety and process safety.

In a video message, Marvin Odum, president Shell Oil Company and Upstream Americas director, shared how he is committed to remaining curious and ever vigilant to his surroundings. He challenged himself and all of Shell to continue to ask the tough questions that help foster the company’s safety culture. For him, Goal Zero is about “playing the game to win” and doing so with no harm and no leaks.

Christina Sistrunk, vice president, Arctic Capability, shared what the acronym CARE means to her:
- C: commitment to action
- A: accountability
- R: relentless
- E: engagement

She challenged attendees to think about their current projects and ask themselves how they might visibly show they care.

RESPONSIBLE DEVELOPMENT
Oil Sands Performance Report

Today, there are more than 1.2 billion people worldwide who still lack basic access to modern energy. With the global population projected to reach 9 billion by 2050, the demand for energy to power those basics will only continue to grow.

Canada is home to the world’s third-largest crude reserves. Meeting the world’s energy needs in the face of increasing demand is a huge challenge, and Canada’s oil sands are a key resource. At Shell, we believe the long-term success of oil sands in the energy mix means being competitive—both economically and environmentally.

In addition to providing an important and stable energy resource, the oil sands industry is responsible for the direct and indirect employment of thousands of people across Canada. Over the years, the industry has contributed billions in tax revenue, funding schools, hospitals, infrastructure and other critical services across the country.

Producing oil sands safely and in a manner that minimizes impacts to our environment and communities are of the utmost importance to Shell. Oil sands development is governed by comprehensive federal and provincial regulations which cover all aspects of air, water, land, wildlife and socioeconomic impacts to the oil sands region and the wider environment. A 2014 study comparing leading oil and gas producing regions consistently ranked Alberta in the top three with regard to stringency of environmental policies and laws, compliance and transparency.

Published annually, Shell’s Oil Sands Performance Report shares details on the company’s efforts and progress in developing Alberta’s oil sands in an economically, socially and environmentally responsible way. The report covers the areas of safety, environment, reclamation and community and includes operating performance information for the following sites:
- Muskeg River and Jackpine mines
- Scotford Upgrader
- Peace River and Cliffdale in situ operations
NEW LEADERSHIP POSITIONS
John Hollowell named CEO of Midstream Partners

John Hollowell has been named CEO of Shell Midstream Partners GP, LLC, and executive vice president, U.S. Pipeline and Special Projects. He replaces Peggy Montana, who has left the group after 38 years of service. Shell Midstream Partners is the recently formed and publicly traded Master Limited Partnership involving Shell’s midstream assets.

During her time with Shell, Montana held various leadership roles, including vice president of Lubricants Supply Chain, vice president of USA Supply, vice president, Global Distribution, and executive vice president of Supply & Distribution. She contributed extensively in representing Shell externally as chair of the American Petroleum Institute (API) Downstream Committee, member of the Advisory Council of the Women’s Energy Network (WEN) and in leading a study on Emergency Preparedness for the United States National Petroleum Council.

John Hollowell most recently served as executive vice president, Deep Water, Upstream Americas. He also serves as executive vice president, United States Pipeline. Hollowell brings 35 years of experience in both Upstream and Downstream. In his previous role since 2009, Hollowell had responsibilities for Deep Water in the Gulf of Mexico, Brazil and Venezuela. He made a significant contribution to Shell’s positive corporate presence in New Orleans, serving as the 2014 chairman of the board of trustees and 2012 campaign chairman for the United Way of Southeast Louisiana, where Shell is a major contributor. Other Upstream roles include vice president, Production, EP Europe, and a number of roles in Upstream engineering and onshore and offshore asset management in California, Texas and Louisiana. Hollowell’s Downstream experience includes general manager roles in Shell Pipeline, Distribution and Commercial, Shell Pipeline president and vice president, Global Distribution for Shell Downstream Inc.

Wael Sawan succeeded Hollowell as executive vice president, Deep Water. Sawan was most recently vice president, Qatar for Upstream International, where he served as managing director of Pearl GTL and chairman of the Qatar Shell companies.

WHY MEETING TARGETS ISN’T GOOD ENOUGH
Downstream challenged to deliver over 2015 plan

With low oil prices reducing the cost of raw materials, Downstream is being asked to step up to the plate to deliver an extra $1 billion cash over and above its 2015 business performance plan, plus an additional $1 billion reduction in operating expenditures. It comes on the heels of a challenging start of the year for Royal Dutch Shell’s (RDS) other cash engine, Upstream, with the drop in oil price at the end of 2014.

The challenge for Downstream is achievable, according to leadership, due to a more realistic planning process. “In the past, we suffered, among others, from a degree of over-optimism in our planning. We are now much more confident that we have our plans right,” says Alexander Maljers, DS business performance manager.

“Even better,” says Charles Parsons, DS reporting manager, “we now think the challenge of beating the plan is a distinct possibility.”

With demanding capex requirements and RDS committed to paying out dividends, a commitment that was reiterated in the recent announcement of the recommended offer for BG Group, Downstream needs to step up to fill the gap. “It’s a big gap to fill and expectations are high,” Maljers says.

“Fortunately, we have good people on the ground, who know exactly how to make the most of a favorable market and to maximize returns, irrespective of targets,” Parsons says.

With strong first-quarter results, Downstream is on track to deliver its target. “We need our people to step up and make the most of windfall conditions, and, when the environment turns on us, to take action to minimize the hurt. It’s that agility and commerciality that Downstream Director John Abbott has talked about and it matters because, as a cash engine, RDS is depending on us,” Maljers says. «

Staff at the Pulau Bukom Manufacturing Site in Singapore.
HABITAT FOR HUMANITY
Alumnus gives back, learns new skills

When David Dell (’91 Sarnia Manufacturing Center) read an article about his local Habitat for Humanity in Sarnia, Ontario, 12 years ago, he recognized the name of a former neighbor. Dell was impressed by the work his friend was doing building houses for those in need and saw Habitat as an opportunity—to not only help others, but also to learn to build houses himself. “I’ve always been handy with tools, but never done woodworking before.”

Dell, along with another Shell alumnus, John Pont, joined the local chapter, Dell, along with another Shell alumnus, John Pont, joined the local chapter, and before long, Dell found himself up high on ladders. “I was building houses several days a week, laying floorboards, sliding doors and installing siding. It was a great learning experience.”

When project delays extended construction into the cold Canadian winter, Dell and other volunteers soldiered on, amidst knee-high snowdrifts and freezing cold temperatures. “The house might be framed and the roof on, but it’s still open and exposed with no heating or windows. The wind would howl through the house while we were working inside.”

When the Sarnia chapter opened its first ReStore, Dell jumped at the chance to take his newly acquired woodworking skills indoors. Habitat ReStores take donations of new and gently used building materials, home furnishings, appliances and the like. These items are refurbished, repaired and made suitable for sale at affordable prices to the general public with net proceeds benefiting the local Habitat chapter.

“We started running the ReStore out of a large barn of a building that was given to us at no charge. There was minimal lighting, no heating, water or restroom facilities. We opened for business one day a week, but we made enough money in two years that we were able to move to a better location with heating and good lighting.”

With the popularity of the ReStore growing, Habitat later purchased a large furniture store with ample parking. Out of the cold winters for good, Dell volunteers four afternoons a week in the ReStore’s workshop. Most days he repairs furniture. “A lot of donations need a little help before they can be sold, particularly furniture. A table leg may be broken or unstable, or the drawers in a chest of drawers don’t slide smoothly because the sliding mechanism is damaged.”

On a typical afternoon, the workshop is manned by four volunteers. “One volunteer works on electrical problems, like fixing lighting fixtures or appliances. Another works on plumbing issues, like repairing and checking toilets or the taps on sinks. And two of us work on furniture,” Dell says.

In the 12 years he’s worked for Habitat for Humanity, Dell has grown accustomed to tools he never had used before, such as automatic nailing machines and staplers, table saws and chop saws. He says that caution comes naturally after a lifetime in Shell’s safety culture. “You have to treat those machines with a great deal of respect. One slip, and you can lose a finger or a hand. People zip in for a quick job on the table saw and don’t think to use eye or ear protection. Taking the time to do things safely is extremely important.”

Dell says that the ReStore receives donations from both individuals and companies. “We get remainders or discontinued products from businesses, such as lightbulbs—any number of things,” he says. “Donations descend on us like a deluge. We once received a six-foot box full of tools—workshop tools, planes, spades, hammers, saws, a pickax and shovel. We are never short of materials coming in and never short of customers, but we are short of help.”

One of the most challenging jobs for Dell is reassembling donated kitchen cabinets for the ReStore’s showroom. “We don’t always have a picture of the original design. It’s like a very large logic puzzle, but it’s gratifying when you get it assembled.”

For items that cannot be restored, “waste not, want not” is the motto. “We strip the furniture apart and take out all the metal. We sell iron and steel for scrap metal and can get a good price for copper, aluminum and brass.”

At almost 85 years old, Dell knows to exercise caution when lifting heavy items. “Yes, it’s hard work. I stand for four to five hours a day and am fairly tired when I get home, but when you fix something that otherwise would wind up in a landfill, there’s a feeling of accomplishment,” he says. “We sell good quality merchandise at low prices, and we take in about $20,000 a week. That money goes back to building houses for underprivileged families.”

Dell encourages others to get involved. “There are no bosses here, and you work the hours you want. It’s a great deal of fun, and there’s a tremendous amount of satisfaction knowing that the work you’re doing is helping those in need.”

Bob Hewitt (’90 Elastomers) admits he’s a competitive person. When the Shell alumnus first set out to see if he had what it took to compete as an athlete in the Masters division of USA Track & Field (USATF) back in 1996, even Hewitt couldn’t have imagined that competitive spirit and determination would lead to setting 10 U.S. records, six world records and being named USATF’s Overall Male Athlete of the Year in Masters Track & Field.

Hewitt’s journey began at age 66 when he found himself at a Masters track event in Oregon. Masters Track & Field competitions are designed for those 35 years and older. Participants compete within a five-year age bracket. At the meet, he asked a competitor if he could try his hand at the javelin. “I threw it very poorly,” he recalls, “About 30 or 40 feet.”

Undeterred, Hewitt returned home, purchased a javelin on the Internet and began visiting tracks at the local community college and area high schools, where he would run and work on his javelin throw. At his first competition, he took second place in the javelin event. “That would have been great, except there were only two people competing in my age bracket,” he says, laughing.

He later tried his hand at the standing broad jump and placed third in the 100-meter dash at the Oregon Senior Olympics. “That meet was a turning point for me when one of the other participants suggested I try the long jump.” Hewitt returned to his local track, where he trained himself to run the 80-foot distance before jumping off a wooden board into a sandpit. In his first meet, he won first place in his age division. Later, he tried the triple jump and had the opportunity to put his skills to the test at the University of Oregon’s Hayward Field, where he beat the Northwest Regional record by a solid 8.5 feet.

By 2004, the 71-year-old had mastered seven events. With the prospect of a decathlon now in sight, Hewitt knew it was time to conquer the pole vault. “Back in high school, I vaulted once using a bamboo pole. I broke the pole and never did it again,” he says with a laugh. Though self-taught for all previous events, Hewitt enlisted the help of a coach and set his sights on the Midwest Regional Masters Track and Field championship in Colorado Springs. “There was one person who I wanted to beat—Jerry Donley, who had won the previous year.” With pole in hand, Hewitt headed to Colorado Springs. “At the event, this big, tall, princely looking gentleman walked up. It was Jerry Donley.” With a brand new fiber-glass pole—which he had never used before—Hewitt made his first run and dropped the pole. Donley then did his run and knocked off the bar. Determined, Hewitt grabbed his pole for his second try, sailing over the bar for his best jump ever. Donley missed three times, so Hewitt won and found himself ranked number one in his age group.

His next event in 2005 took him to the World Masters Athletics Championships in San Sebastian, Spain. “My wife and I flew to Madrid, rented a car and drove five hours to San Sebastian. By the time we arrived at the field, there was only one sign-up sheet left—for the decathlon, the event I wanted to compete in!” Again, the competitor set his sights on beating the previous year’s champion. He succeeded, placing third out of 18 decathletes from around the world.

At age 82, Hewitt still competes in two to five meets a year. He’s been to three world events and has competed in 15 different states in the U.S. In addition to his world records, Hewitt has been a U.S. champion 45 times and a world champion three times. He was named Athlete of the Year in the M60 division in 2009 and the M75 division in 2013 and was recently inducted into the USATF Masters Hall of Fame after being named the 2014 Male Athlete of the Year for all age groups.

Hewitt’s single favorite individual event is the long jump, but he is most proud of his success in the indoor heptathlon. “I’m strong in six of the seven events,” he says. “Out of all the age groups, there are only two scores that have ever been above 6,000, and I have them both.”

While he admits to enjoying the competitive nature of the games, Hewitt says he enjoys keeping healthy in mind and body. “It keeps my mind active, and I feel healthier when I’m training.”

Hewitt encourages others to get involved. “You don’t have to be a world-class athlete. Any movement that doesn’t hurt will help you stay active and healthy. Plus, you meet the nicest people, and it’s so much fun.” For more information, visit www.mastertrack.com and www.USATF.org/group.masters.
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