GEARING UP FOR ECO-MARATHON

PAGE 3
A WORD FROM OUR EDITORS

Thank you to all who took part in our AlumniNews survey! A summary of the survey results can be found on page 13 of this issue. We’ve reviewed everything you have to say and are working hard to bring you more of what you want to see. That includes more on what alumni are doing in retirement!

We hope you will help us with a new section, called Noteworthy, located in the regional section of the magazine. Each issue, we are seeking your responses to a featured question. Answers can be emailed, along with a related photo of yourself, if you have one. We can’t promise to publish all responses and photos, but we will try to feature as many as we can!

While you’re flipping through the magazine, make sure to check out important stories on Shell, as well as a feature on Shell employee Donna Oberg, who shares about her life-changing Project Better World expedition. Also in this issue, alumnus Sandy Scott talks about what she and her husband, Rick, are doing to improve the lives of Romanian orphans, and 92-year-old alumnus Mike Yaschuk takes us into the world of hockey.

As always, we are always looking for story ideas for our Alumni Features section of the magazine. Our contact details can be found below.

Thanks again for all your responses to our survey. We look forward to hearing from you in the new year!

Natalie Mazey and Jackie Panera
Editors, AlumniNews magazine

HIGHLIGHTS

03 Paving the way for Eco-marathon
Work accelerates in Shell mileage challenge move to Detroit.

04 One year later
Integrated Operations Center impacts performance.

05 Offering the best of performance and technology
Shell becomes BMW-recommended oil supplier.

06 Scaling new heights
Wind Energy vice president poised to meet new challenges.

11 An adventure fit for Harry Potter
Employee overcomes obstacles to take part in life-changing project.

12 Training a new workforce
Alumni discover rewards of teaching.

13 AlumniNews survey results
Read what fellow alumni have to say about AlumniNews.

14 Improving the lives of orphans
Alumnus and Shell employee help at-risk children in Romania.

15 A winning strategy
Alumnus hits the ice, stays active at 92 years.

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.
Preparations are already ramping up for this spring’s inaugural Shell Eco-marathon Americas in the Motor City. Efforts include fixing up downtown streets to withstand the extreme efficiency cars planned, built and tested by thousands of students for the mileage competition. In all, more than 120 high school and university teams from across the Americas are expected to compete on those newly paved Detroit streets Thursday, April 9 through Sunday, April 12.

For more than 30 years, the Shell Eco-marathon series has challenged future engineers and scientists to go farther on less energy. Next year marks the first time this signature automotive competition will be held in the U.S. auto industry’s historic hometown.

“We’re looking forward to bringing the Shell Eco-marathon to Detroit—in part to highlight the role that young talent and high technology will play in the re-invention of this iconic American city,” says Niel Golightly, Shell vice president of external affairs for the Americas.

Investment in the future of Detroit and mobility

Students are highly motivated and often work long nights, weekends and holidays, fine-tuning their designs and building their concept cars. Many hope to one day work in the automotive and energy industries. Their goal is simple: to drive the farthest distance, over a closed downtown course, using the least amount of energy. Of course, setting a new record in the shadows of storied automotive headquarters, where mobility’s future is being shaped, would be icing on the cake. The economic and reputational impact of four days of events, which attract visitors and interest from around the world, is immense. Another, more visible benefit is the improvement to city street surfaces where the students will drive their low-slung, futuristic vehicles. Shell’s $450,000 investment in the streets around the Cobo Convention Center, a hip district known as Campus Martius, and historic Woodward Avenue, will smooth downtown driving for Detroit residents as well. Improved streets also create a safer place for crowds to watch and cheer on the teams.

Local civic and business leaders, including famed racing team owner Roger Penske, embraced and followed the annual competition long before Shell selected Detroit as its host city.

“We are excited that Shell chose Detroit to host its 2015 global competition. Not only is Shell bringing worldwide attention to our city, it is further showing its commitment to Detroit by investing in improvements to several of the streets that will be a part of the Eco-marathon route. We appreciate the benefits Shell’s partnership brings to Detroit,” says Mayor Mike Duggan.

Many in the region hope Shell Eco-marathon Americas encourages people to give Detroit another look and attracts future talent to the U.S. automotive businesses that call it home. “These students represent the next generation of the world’s future scientists and engineers. Being able to showcase the city of Detroit and the future of mobility in Detroit’s automotive industry will hopefully inspire these students to consider our city and state as a place to be educated and to live and work. I want to personally thank Shell for bringing this terrific event to Detroit and for helping improve our downtown’s infrastructure,” Penske says. «
When 33-year Shell employee Sam Mabry found out he would be moving from his enclosed office to the new open Integrated Operations Center (IOC) for the commissioning of the Olympus tension leg platform (TLP) last year, he was one of the most outspoken critics of this new way of working.

“How am I going to work in an environment where people are all around, without a quiet place to think and work,” the senior facilities engineer remembers saying.

A year later, he’s singing a different tune. “I can’t say enough about it,” Mabry says. “We have much better access to each other. I didn’t think the change would be that dramatic,” he says of the IOC, an innovative, collaborative work environment that aligns people, work processes and technology so Gulf of Mexico (GOM) asset teams can better plan activities and improve decision-making.

The IOC—a key venue in Upstream Americas Deepwater Integrated Operations program—houses subject-matter experts, operations staff, surveillance staff and technical staff of an asset together at One Shell Square in New Orleans. A 24/7 remote control room (RCR) linked to the platform via fiber-optic cable allows the shore-based team to see the same data as their offshore counterparts.

“The RCR creates the same ‘situational awareness’ as in the on-asset control room. This is a new key enabler for the high-value, low-latency collaboration between technical/operational support and operations,” says Marc Chevis, Integrated Operations manager.

As the Olympus IOC marked its one-year anniversary in November, the results of this new way of working speak for themselves:

- Project startup six months earlier than originally proposed
- No lost-time or recordable injuries this year
- 98% runtime
- 46 days of continuous production without a process shutdown, only four months after startup
- Ramp-up of new wells faster than planned
- Elimination of 1,055 personnel-days offshore

“Those are world-class results,” says Jay Trussell, Olympus Operations manager. “We used the IOC/RCR to commission subsea equipment and two of the three subsea trees at Olympus. We opened downhole fluid loss isolation valves in the wells, optimized equipment operating conditions, reviewed bad actors in the alarm registers and ramped production in new wells. It is impossible to know how many platform trips were prevented by having those daily interactions, but there are key business results that indicate the IOC was a key enabler to our early success,” he says.

A step change

The IOC is a step change in how operations staff offshore work with a virtual asset team of technical and engineering staff onshore. “We’ve had a lot of visitors come and tour the facility, but the IOC is more than a place. It’s a change in how we work,” Chevis says. “The step change is how this model attacks the inefficiency of our deepwater geography by co-locating operations and supporting functions in One Shell Square. Its overall design and collaborative technology enables the field and office staff to work together as an integrated team.”

Technical and operational support personnel are collocated in six different work zones to focus on similar processes, such as production equipment, chemical and controls and automation. “We found that in our old offices, we communicated by email and telephone too often. In sitting together and hearing conversations, communications is quicker and better. We’ve reduced email traffic and meeting times to make better, faster decisions,” Trussell says.

Olympus Subsea Engineer Caryn Bazzi can testify to that. “The IOC fits in the way we work naturally. You’re in close
SHELL NEWS

Auger has served as a training ground for employees over the years and is credited with leading Shell—and the industry—into deepwater operations in the GOM.

Shell recently announced that it has been chosen by BMW AG as its only recommended global supplier for aftermarket engine oils for the following BMW brands: BMW, BMW i, BMW M, MINI and BMW Motorrad. Beginning in 2015, premium engine oils manufactured by Shell will be available to customers at BMW's network of more than 3,500 dealers, in more than 140 countries, including China, Germany, Russia, South Africa, South Korea, the United Kingdom and the U.S.

The collaboration means that Shell will produce and supply BMW's branded engine oils. These products will meet the latest BMW engine specifications and are underpinned by Shell's PurePlus Technology—a breakthrough in the formulation of engine oils.

The patented gas-to-liquids (GTL) process, developed over 40 years of research, converts natural gas into a crystal-clear base oil. Base oil, usually made from crude oil, is the main component of finished oils and plays a vital role in the quality of the finished engine oil. The base oil is produced at the Pearl GTL plant in Qatar, a partnership between Shell and Qatar Petroleum. From 2015, BMW service customers will benefit from the integration of Shell's global lubricants supply chain with its gas value chain in Qatar.

"We are honored to become BMW’s recommended supplier of aftermarket engine oil. We look forward to jointly supplying, distributing and marketing these oils," says Mark Gainsborough, executive vice president for Shell Lubricants.

He says that this is recognition of the benefits of Shell’s engine oil expertise and cutting-edge technology by one of the world’s leading premium manufacturer of automobiles and motorcycles. "This deal brings two leading brands together to offer the best of performance and technology to BMW service customers. Both companies have a very strong commitment to premium products and services, giving us much in common," Gainsborough adds. «

OFFERING THE BEST OF PERFORMANCE AND TECHNOLOGY

Shell becomes BMW-recommended oil supplier

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SCALING NEW HEIGHTS

Wind Energy vice president poised to meet new challenges

To understand employee challenges, some leaders take time to walk in their shoes, visiting or working onsite. For Johnna Van Keuren, walking in her employees’ shoes means learning to climb a 300-foot-tall tower.

The vice president of Shell WindEnergy recently found herself high in the air in Reno, Nevada. During a two-day climbing course, she trained to climb the giant wind turbine towers which house the generators that produce wind power.

Van Keuren, who took on the leadership role in Shell Wind a year ago, wanted to understand the challenges her team and contractors face on a daily basis. “I believe you don’t ask someone to do something unless you are willing to do it yourself. It’s important to understand the challenges and the environment these folks work in,” Van Keuren explains.

Shell Wind has eight joint-venture wind projects in the U.S. and one in Europe. All are non-operated ventures (NOVs), 50/50 co-owned by Shell with other partners. “Since they’re not under our operational control, we have to use our influence to coach and mentor our contractors,” she says.

The U.S. projects—two each in California and Texas and one each in Colorado, Iowa, West Virginia and Wyoming—have an installed capacity of approximately 900 megawatts of energy (Shell’s share is about 450 megawatts) from around 720 wind turbines.

The turbines include a rotor, consisting of a hub and three blades that sit atop a steel tower at an ideal height to catch the wind. Technicians who maintain equipment may have to climb multiple towers several times a day to work on the turbines. “They work in pairs, climbing up to 300 feet in a closed steel cylinder to get to the equipment. While the majority of our sites have climb-assist equipment, which helps alleviate some of the body strength needed to climb the distance, it’s still a physically demanding job in very tight quarters,” Van Keuren explains.

She found out just how physically taxing it can be during the training class, where students learn how to climb, as well as maneuver equipment to help rescue a work partner in the event of an emergency. “What took others in the class 10 minutes to do took me 30,” she says. “Believe me, it was not pretty,” she laughs.

Getting hands-on experience is not new to Van Keuren. As a project engineer prior to coming to Shell, she learned how to weld pipe, pour concrete and drive a backhoe. Since joining Shell 15 years ago, she has served in engineering and health, safety and environment (HSE) positions for Shell Pipeline. Five years ago, she moved into Upstream Americas to manage safety, environment and sustainable development for the Exploration and Commercial organization. In that role, she completed the Arctic Helicopter Underwater Egress Training (HUET), where students, wearing protective suits for cold water, are strapped into a helicopter simulator and dropped upside down in a pool to practice emergency survival procedures. “The recent climbing school was more challenging because it was so physical. I’m small and didn’t have the strength to do some of the rescue work,” says the five-foot, four-inch-tall Van Keuren. “I was so nervous after my first rescue attempt. My hands were shaking during lunch on the first day,” she recalls.

While she doesn’t ever plan to climb an actual tower, Van Keuren says the training experience has given her a completely different perspective on the challenges workers face. “It’s easy to sit in an office and expect people to do things. Once you’ve attempted their jobs on your own, you realize it’s not as simple as you may think.”

Getting back to basics

Van Keuren’s hands-on leadership style is helping Shell Wind Energy operate more efficiently and improve its safety culture. “A lot of people don’t realize Shell is [still] in this business, but the company has more than a decade of experience in wind energy. Our share of
REGIONAL FOCUS

Canada

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 do you do to stay healthy?

MOVEMBER AT SHELL CANADA

$47,000 raised for men’s health

Things got a little hairy in November during Movember, a global campaign which seeks to change the face of men’s health and help fund programs that work to improve the lives of men affected by prostate cancer, testicular cancer and mental health problems. Shell Canada employees got in on the act. Some men committed to becoming “Mo Bros,” growing a moustache throughout the 30 days of Movember. Other employees gave generously to the cause, raising close to $47,000. Shell Canada raised more than the rest of Royal Dutch Shell combined! Movember Canada’s Energy Industry Challenge, the “Oil Rig Rumble,” raised more than $1.1 million, and Canada ranked as the top fundraising country, raising nearly $22 million.

Movember Canada had a particularly successful year. Research, funded by the foundation in Toronto, found that men have a genetic “fingerprint” within their cancer cells that can tell them whether or not the cells have escaped the prostate gland—meaning that patients who have aggressive prostate cancer have a unique genetic fingerprint. Knowing this will allow doctors to build a more tailored treatment plan for men with prostate cancer and intensify therapy for those who need it.

LEGAL CHALLENGE DISMISSED

Court decision a strong endorsement of joint consultation work at Jackpine Mine

Nearly one year after the Athabasca Chipewyan First Nation (ACFN) launched a high-profile challenge to the federal decision on the Jackpine Mine Expansion (JPME) project, the Federal Court of Canada dismissed an application for judicial review of the federal government’s approval of the JPME project in the Athabasca region of Alberta.

“The Federal Court found that Canada has reasonably fulfilled its duties to consult and accommodate the Athabasca Chipewyan First Nation, and therefore has dismissed ACFN’s application for judicial review of the decision,” says Andrew Rosser, vice president, Sustainable Development & Regulatory – Heavy Oil.

The Jackpine Mine project is a proposed 100,000 barrel-per-day expansion to the existing Jackpine Mine. The project will bring flexibility in mine planning and makes use of existing processing facilities, while allowing for more effective environmental management, particularly in land use, tailings ponds and reclamation. The project will also benefit the community, Alberta and Canada through jobs, royalties and taxes. The extensive regulatory review and public hearing process for the Jackpine Mine Expansion, ongoing since 2007, has enabled open and transparent discussion about the project. Consistent with Shell’s approach to responsibly developing our resources, the JPME team has welcomed input from many different groups and individuals to ensure the project will benefit local communities and the people of Alberta and Canada.

Over the years, Shell Canada has worked successfully to find mutually agreeable solutions to concerns and will continue to engage openly with communities, including ACFN, as the company has for more than 15 years. “ACFN is an important neighbor and Shell continues to identify ways to work closely and build a positive future together,” Rosser says.

Shell and the AOSP joint venture owners have not yet taken a final investment decision on Jackpine Mine Expansion. For more information on the Jackpine Mine Expansion project, visit www.shell.ca/en/aboutshell/our-business-pkg/upstream/oil-sands/jackpine-mine-expansion.html.

NOTE FROM THE EDITOR

Due to an issue with the mailing process, some of you may have received the December issue of AlumniNews magazine addressed to the wrong person. We can assure you this was an error limited to the mailing of the December issue of AlumniNews only. We have worked with the printer to ensure this does not happen again. Thank you for your understanding, and we apologize for any concern this may have caused.

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 do you do to stay healthy?
AND THE WINNER OF $25,000 IS...

On June 24, 2014, Shell Canada launched a campaign that was sure to change the lives of two individuals. Energy 4 Seven Billion (E47B) asked Shell employees and the public to think of a dream experience, initiative or project and to describe how energy makes it possible. Those with the best projects—one Shell employee and one member of the public—received $25,000 each to help in the development of the winning projects.

For Shell winner Ben Stephenson, senior structural/production geologist for Shell Canada, coming up with an innovative submission was easy. Stephenson wanted to improve mobility for the Zanskari people in the Indian Himalayas. That came in the form of snow skis.

Stephenson proposed shipping 100 kilograms of used skis to the Zanskar Ski School. The small non-profit provides ski equipment and ski instruction to the Zanskari people to help them stay mobile during the winter months. In addition to improving mobility, the skis will also help kids stay active and healthy during the long winter months and give the doctor in Padum the ability to ski to outpatient clinics.

“This prize will enable a step-change for skiing in Zanskar and will bring us a little closer to our goal of having a Zanskari represent India in skiing at a winter Olympics,” Stephenson says. “Many more kids and adults alike will be able to learn to ski from now on.”

With the newly acquired funds, Stephenson hopes to lay the foundation for a series of ski stores in Zanskar. “The ski stores would loan skis to anyone wanting to move,” he says.

The second winner, Ian Jonsen, plans to use the money to organize a long-overdue family reunion with his siblings and their families who live around the world.

To find out what other supplies Stephenson could use, visit www.zanskarskischool.org. «

SHELL NAMED TOP EMPLOYER

For the 15th consecutive year, Shell Canada was recognized as one of “Canada’s Top 100 Employers for 2015”—one of three energy companies to make the list.

To become one of Canada’s top employers, a company must demonstrate a superior workplace for its employees. Areas evaluated include the physical workplace, work and social atmosphere, employee communications, training and skills development, and community involvement.

“Valuing and creating diversity of culture, gender and ideas, and a non-threatening, inclusive environment where people can feel comfortable to be different, to have different ideas, to have healthy, constructive discussions and debates is important to me,” says Shell Canada Country Chair and EVP Heavy Oil Lorraine Mitchelmore. “One of my greatest joys as a leader is when I help people reach a level they never thought possible. It opens doors to show them they can go higher.” «

QUEST CCS IMPACT FELT AROUND THE WORLD

The Quest team is making its impact felt around the world—not just in delivering a great project, but also in helping those in need. While the front-end engineering work was being completed in India, the team forged a special connection with the region. Now, the project team in Canada is doing their best to give back to the community by helping at-risk orphans in Bangalore, India.

In 2014, a team member and his wife made the trip to Angels Orphanage in Bangalore, bringing with them much-needed supplies collected by the Quest team and Fluor, including $500 in school books, clothes, medical supplies, art supplies and toys and $300 in cash donations. During Christmas, the team collected close to $700 for the children.

“The Quest team have gone above and beyond to share what they have with those who need it at Christmas time,” says Rob Mandeville, construction HSE lead for the Quest CCS project. “It is a truly amazing group we have here at Shell/Fluor who are willing at the drop of a hat to help!”

For more information, visit www.bangaloreorphanage.com, or contact Rob Mandeville, at robert.mandeville@shell.com. «
COSIA SUCCESSES
Accelerating the pace of oil sands environmental improvements

Canada’s Oil Sands Innovation Alliance (COSIA) recently highlighted 2014 successes, challenges and progress to an audience of more than 500 innovators, thought leaders, government and NGO stakeholders at the second-annual Performance Update event in Calgary.

Among the accomplishments discussed was the sharing of 777 technologies (up from 560) valued at nearly $1 billion, through COSIA, a first-of-its-kind collaboration of companies that have come together to share environmental technologies to accelerate the pace of environmental improvement in oil sands. In 2014 alone, 68 projects began with a cost of more than $200 million.

Sharing environmental technologies freely allows companies to learn and build on each other’s work to speed up the time it takes to address some of the industry’s most critical challenges, including tailings and greenhouse gas (GHG) emissions. Shell is a founding member of COSIA, which now has 13 member companies representing 90% of the production in the oil sands.

Shell Canada Country Chair and EVP Heavy Oil Lorraine Mitchelmore said that while progress can’t happen quickly enough for her, it’s important not to overlook the significance of what has been achieved in two short years. “I would say to put 13 companies together, which are otherwise competitors, it truly is an incredible feat and to do that in such a short time frame, I would say it’s giant steps.”

“Canada has a unique and historic opportunity to become a global energy leader,” Mitchelmore said. “And the energy we provide is important not just for Canada’s economy and long-term well-being, but for billions of people who need energy to live their daily lives, and to start to lift those less fortunate out of poverty.” Mitchelmore emphasized that opening up market access for Canada’s energy exports (of which 98% comes from oil sands) is reliant upon the industry’s ability to be competitive—both economically and environmentally.

“These two things are not at opposite ends of the spectrum—they are complementary,” she said. “Improving environmental performance is the key to unlocking all the pieces. Environmental solutions can become Canada’s competitive advantage and COSIA is central to that.”

COSIA released its first performance goal earlier in November—to halve use of fresh water per barrel of oil produced (through in situ production) by 2022. It is the first of four performance goals to be released, one for each of its environmental performance areas. For more information, visit www.cosia.ca.

SUPPORT EMPLOY INVOLVE
Indspire launches Shell-sponsored educational program for indigenous youth

Shell Canada is working hard to meet the needs of indigenous youth and has partnered with Indspire on innovative tools for the classroom. The company recently announced the launch of Industry in the Classroom: Careers in Oil and Gas. The Shell-sponsored program is designed to increase awareness of careers available in oil and gas, motivating and empowering indigenous students to stay in school and plan for their futures.

The company worked for a year and a half on the module with Indspire, an indigenous-led charity that invests in the education of indigenous people for the long-term benefit of individuals, families and communities. With the support of its funding partners, Indspire disburses financial awards, delivers programs, and shares resources with the goal of closing the gap in indigenous education.

The new module will be delivered in part by Shell Canada employees, who will visit classrooms in stakeholder indigenous communities to talk to students about the careers available in oil and gas.

“At Shell, we believe that education is an essential tool to unlocking the tremendous potential of youth. This education program, delivered through our partnership with Indspire, will help meet the needs of indigenous youth, helping them to realize their potential,” says Stephanie Sterling, general manager of Venture Support Integration and Social Performance.
USEFUL INFORMATION
Shell Benefits Centre
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
Sun Life Financial administers health and dental benefits. For assistance with health and dental claims and coverage information, contact the Sun Life Financial Customer Care Centre:
- Toll-free at 1-866-203-4526 (1-800-9876-5470 if outside Canada) from 6 a.m. to 6 p.m. Mountain Time any business day, or
- Go to www.mysunlife.ca to visit the Sun Life Financial Member Services website and select Secure messages.

Emergency Travel Assistance
For emergency travel assistance, contact Europ Assistance USA Inc. (Europ Assistance):
- Toll-free at 1-888-222-7382 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.

RETIREE ASSOCIATIONS

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<td>Brenda Schultz</td>
<td>Finance Organization Design Implementation Manager – Americas (Jan. 1, 2015)</td>
</tr>
<tr>
<td>Tim Grant</td>
<td>Vice President HR – Canada Operations (March 1, 2015)</td>
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When Donna Oberg, retail country finance lead, was selected to participate in a Project Better World expedition on behalf of Shell Canada, she might have had a few reservations. Project Better World is a global initiative that inspires Shell employees to put their skills into action for a more sustainable planet. Employees work surrounded by nature—from the Borneo rainforest to the white-tipped mountains of Canada.

Taking part in a trip like this would come with challenges for Oberg, who lives with cerebral palsy, a neurological disorder that affects body movement and muscle coordination. This particular expedition would take participants deep into the forests of the United Kingdom. There, team members would hike the trails to collect data and study climate change with Earthwatch.

"As a 46-year-old—having lived with cerebral palsy from birth and having been hit by a car in 2006—my body will react to the aging process a bit more aggressively than a healthy, abled-body person. That doesn’t mean I won’t fight it off as hard as I can, but it is a reality and something I’ve learned to face with as much grace as I possibly can," Oberg says.

With that in mind, Oberg knew that the window of opportunity to take part in such a life-changing journey was small, making her participation that much more important. With 11 people on her team—from Canada, Africa, the United Kingdom, India, the Hague, Poland and Singapore—Oberg says she was surrounded by extraordinary individuals, all of whom gladly provided her with assistance when she needed it.

When the terrain proved difficult, Earthwatch guide Richard Sylvester stepped in. "There were muddy clay paths, fallen trees and brambles that seemed to purposefully take hold of my cane, causing me to tumble," Oberg says. "It felt like I was in a Harry Potter movie!"

Sylvester proposed using walkie talkies to aid in data collection. "I would find a spot to sit, and my team member—the hilarious and brilliant Gerald Foo—would take another person and read out the stats so I could record them on the spreadsheets," she says. Through the resourcefulness and encouragement of her team members, Oberg was able to contribute to the project and take part in the once-in-a-lifetime opportunity.

"I think back to those nine days, sitting in the middle of the forest, listening to the chatter and laughter of the Shell team and realize that I have been changed as a person," Oberg says. «

AN ADVENTURE FIT FOR HARRY POTTER

Employee overcomes obstacles to take part in life-changing project

Van Keuren is working to guide Shell Wind successfully through some of the key challenges of this business. “We have aging assets, which is a challenge from a maintenance perspective. And, we have a young technician workforce. We’ve been working to improve our safety culture, getting back to basics and making sure our staff and those in the field have the right training, understand the risks of the job and take time to plan for the tasks they will be working on.”

Last year, Shell Wind achieved over 120 days at Goal Zero after four safety incidents earlier in the year. The industry has a number of health and safety hazards, including working at heights, lifting and hoisting, and falling objects, as well as working in tight spaces and around high-voltage electrical and rotating equipment.

Van Keuren’s approach is to not only improve Shell Wind’s safety culture, but also to raise the bar for the industry as a whole. “We’re probably 10 to 15 years behind the oil and gas industry in this area. This is a partnership between our joint venture partners, as well as operations and maintenance contractors, to help them develop a safety culture where everyone believes workers can and should go home safely each day to their families and that we do no harm to the environment. They are the ones who make it all happen. How we work together is critical in the success of the business and in keeping people safe.”

Van Keuren says her aspiration is to create a fun, dynamic place to work. “It’s an opportunity to learn a new business and new challenges. We want to build the skills of our people to make Shell Wind a stepping stone in their careers at Shell.” «

CONTINUED FROM PAGE 6
TRAINING A NEW WORKFORCE
Alumni discover rewards of teaching

When Miguel Hernandez immigrated to the U.S., he spoke no English. He scrambled for temporary jobs as a day laborer until technical instructors at a community college gave him a new start. “Getting an education has been pretty powerful,” says Hernandez, a maintenance excellence specialist at the Shell Deer Park refinery.

When training as a pipefitter, Hernandez learned the ropes from active and retired industry professionals. “The only people who can teach the kind of technical skills we need in refineries are those who have actually worked in the field,” he says.

That’s why Shell partners with other public and private organizations to develop strong technical programs at community colleges. The company recently sponsored the National Association of Process Technology Alliance (NAPTA) conference on instructor skills in New Orleans, where Shell employees helped develop strategies and share best practices for training the next generation of essential workers.

“At Shell, we couldn’t produce energy or oil and natural gas safely without a well-trained craft and technical workforce,” says David Esquibel, a member of Shell’s Workforce Development Initiative team. “Yet, even when high school students are aware of these high-paying career opportunities, their options for good technical training are limited.”

Although options are increasing with the emergence of new programs, the need for high-quality technical instruction remains critical in the energy industry. One reason is a shortage of qualified instructors and programs at community colleges.

That’s where retired and active Shell employees can help. Part-time adjunct professors—subject-matter experts with extensive field experience—form the backbone of most technical training programs.

“Women would be especially valued as teachers on almost any campus,” says Krista Borstell, a craft recruiter for Shell. “We really scramble to find enough qualified women for craft positions at our refineries and on our platforms. Retired or active employees who can teach their skills would make great adjunct professors and role models for other women.”

Falling in love with the job
Shell retiree Mark Demark took advantage of the opportunity to give back and train a new workforce. The former general manager of a Shell catalyst plant, who retired in 1997, stepped in as department chair in 2001, heading the fledgling process technology department at Alvin Community College near Houston. Although he ran the department, he also taught classes.

“Standing in front of a classroom as an educator was the furthest thing from my mind,” Demark said. “But I just fell in love with the job.”

It was supposed to be just a summer job. He stayed for 10 years.

Teaching gave Demark the chance to share his passion for operations. A process engineer, he spent most of his 31 years at Shell in management. “Most of the time, I was stuck in an office. But when I was out in the field, I was some of the best of my career,” he recalls.

The sound and feel of perfectly tuned machinery, the subtle clues when something is wrong, the overarching responsibility for safety—these are just some of the learnings Demark shares with students. After retiring from Alvin Community College in 2011, Demark soon returned to the classroom. He now works as a professor of process technology at Houston Community College.

According to Demark, Shell retirees and active employees are a good fit for technical training programs. As adjunct professors, they can often set their own schedules and teach as little or as much as they want. Demark recommends meeting with the school’s department chair, since many of these positions may not be advertised or available through the human resources department. The need for technical training is so great that the department head might create a position for the right person, says Demark.

“Technical education is a game changer for students,” he says. “Instructors have a powerful opportunity to make a difference.”

Hernandez agrees. “Going through college changed my life completely. Thanks to the instructors who taught me skills, I can work for a company like Shell and send my kids to better schools. That means a better future for my grandchildren. This can affect the next two or three generations.”

Hernandez believes so strongly in technical education that he has become a part-time pipefitting instructor at Lee Community College in Baytown and has funded his own scholarship program at the college. Although his work as a teacher may look good on his resume and help him build his professional network, Hernandez does it for the students. “As a former student myself, I know how much it means,” he says.

To learn more about teaching opportunities for retired or active Shell employees, email david.esquibel@shell.com.
ALUMNI NEWS SURVEY RESULTS

Thank you to everyone who filled out the 3rd annual AlumniNews survey in our December issue. This year, we received 167 responses. Your input helps us better understand what you want out of an alumni publication, and we’re working hard to bring you the content you want!

**What would you like to see more of?**

Top three answers out of 99 responses:

1. Business news (57%)
2. Retiree features (40%)
3. More news about downstream (34%)

**What would you like to see less of?**

*Note from the editors: Of 48 responses, no topic gained more than five votes.*

1. Does AlumniNews help you to discuss issues concerning Shell and the oil/gas industry with friends and family? Yes 83%, No 17%
2. Would you be interested in “friends-and-family” messaging documents outlining Shell’s stance on key issues and topics? Yes 57%, No 43%
3. Do you feel as though you can easily contribute story ideas to the magazine? Yes 40%, No 60%
4. Do you feel a connection to the business articles included in AlumniNews? Yes 67%, No 33%
5. Do you ever visit the Shell website to learn more about a topic you read in AlumniNews? Yes 34%, No 66%

As we’ve seen from the results, it appears as though our readers continue to have a difficult time submitting story ideas. As a reminder, your ideas for articles about retired Shell colleagues and other topics are always welcome.

**COMMENTS**

I find that AlumniNews focuses too much on Shell exploration and production and very little if any on Retail activities. My Shell career was in Retail Marketing and I seldom read any articles related to it. – J.P. Roy

**Note from the editors:** Thanks for your comment, J.P. In light of the survey results, we will focus on adding additional stories highlighting the Retail, Marketing and Downstream businesses when applicable. Our goal is to continue to diversify the magazine content in order to provide pertinent information on a variety of projects within our Shell portfolio.

What alumni want to see more of:

1. Shell’s positions on key issues. I teach at a university and I am trying to present a balanced position to students. – Paul Britton

**Note from the editors:** Paul we appreciate your comment. In fact, the survey results show that 57% of you would be interested in a “friends-and-family” document outlining Shell’s stance on key issues and topics. Good news: look out for some high-level messaging on Shell’s position on significant matters in an upcoming issue of AlumniNews.

2. Information about alumni and their lives after retirement. – Steve Browning

**Note from the editors:** Thanks, Steve. Check out the new “Noteworthy” section, located in the regional section of the magazine. Each issue, we are seeking your responses to a featured question. Answers can be emailed, along with a related photo of yourself, if you have one. We can’t promise to publish all responses and photos, but we will try to feature as many as we can! This will help us highlight the many post-retirement happenings of our alumni.

Considering all that happens within Shell, and that you are trying to provide coverage for what used to be two distinct companies in two countries, I believe you strike a good balance. – Bob MacDonell

**Note from the editors:** Thank you, Bob, and many others for your positive feedback. We enjoy working on the publication for you all.

Regarding obituaries of retirees in the Canada and U.S. sections:

**Note from the editors:** We know that many of you are interested and concerned about hearing more information on retirees who have passed away or are ill, along with other milestone events, such as wedding anniversaries. In respecting the privacy of people, we cannot publish this information unless the individual or his/her family contacts us directly. We appreciate your understanding.
Fifteen years ago, if you had told Sandra (Sandy) Scott (’02 Engineering) she would be spending her retirement years founding and growing a U.S. charity for Romanian foster children, she might well have looked at you like you were crazy. Sure, she and her husband, Rick, a 35-year Shell employee, had scored extremely high in “social service” on a personality profile test. And, granted, they had been working with at-risk children and teens for years in Houston. But why Romania?

“We met a Romania couple at our church, Peter and Lydia Tat, who built a foster home in Romania for five orphans, Casa Primavara (meaning, Springtime House). I recall thinking at the time, ‘Where in the world is Romania?!’ ”

Peter Tat shared with the Scotts the plight of orphaned children in Romania, where the country prohibits out-of-country adoption. “After the fall of communism in 1989, factories and businesses formerly operated by the government were shut down. People were without jobs, alcoholism was rampant, and over 95,000 orphans were added to an already overcrowded orphanage system. The government struggled to feed and clothe so many children. The graphic photos shocked the world,” Sandy Scott shares.

A small group from the United Kingdom (U.K.), led by founder Barbara Waldron, offered a beacon of hope, partnering with the Tats to form Springtime in Romania Christian Charity in the U.K. and Romania.

For years, the Tats, who lived in Houston for a short time, encouraged the Scotts to get involved. “We just gave money. We kept telling Peter that starting a U.S. charity is too difficult for us.”

Peter Tat, who had been diagnosed with congestive heart failure, was persistent. “Peter wanted to make sure these children were taken care of when he died. Barbara was older, unable to travel so much and needing someone else to take the lead. He told us he needed Americans to help,” Sandy Scott says.

Getting involved
When the Tats’ daughter, Claudia, called the Scotts with the news that her dad was dying in 2009, the couple decided to make the long trip to Romania to say goodbye to their friend. What was just a one-week trip quickly turned into two weeks, and at the insistence of Peter Tat, the Scotts were taken around the city and countryside.

“The country seemed stuck in the 1930s. I remember thinking it was like the Grapes of Wrath. When communism fell, people had to learn to do and think for themselves. They didn’t have money for farm equipment,” she says.

Colorful farmhouses dotted the steep hillsides with pyramid stacks of hay in the fields. Hundreds of people dug for potatoes by hand. Mule-drawn wagons, loaded with potatoes, were common sights on the roads. “It may have been like Grapes of Wrath, but I remember thinking that the beauty of Transylvania was indescribable and the hard work ethic was inspiring.”

In addition to seeing the countryside, the Scotts got to know the five orphaned siblings cared for by the U.K. charity. “Our hearts were touched by these children. That trip helped us see the reality of the situation,” she notes. “Casa Primavara was amazing. Although it was in need of some repair, the house represented godly values, love and lots of potential.”

The Scotts returned to the U.S. with a passion to help the children remain at Casa Primavara after Peter Tat’s death. They organized a U.S. board of directors and applied for nonprofit 501(c)(3) status. They also emailed everyone they could think of. “That gave us the beginnings of a mailing list for newsletters and fundraising events,” she says. They hosted a dinner party for 40 in their home as their first fundraiser.

The Scotts named the U.S. charity Springtime House in Romania-USA, Inc. (www.springtimehouse.com), which is now eligible for corporate matching through Shell’s HERO matching program. Chosen Marathon spotlighted the fledgling charity in 2013, raising $7,500 through a marathon in New Braunfels. In 2014, the charity raised $16,000 through a fundraising dinner. The couple has organized mission trips to Romania, using the funds raised to repair Casa Primavara, provide ESL and tutoring classes for the children and better compensate the children’s caregivers. Additionally, funds have been used to extend the charity’s reach beyond Casa Primavara. “After only five years, we now support eight foster care households in five Romanian cities with approximately 65 foster children and 14 caregivers.”

Future vision
The Scotts also have a vision of funding a safe house for orphans in Romania who age out at 18. “The day these orphans are released from the orphanages, they are given $20 and a small bag of clothes. Human traffickers are frequently outside those doors offering them a ‘job.’ We see where the human trafficking trade begins in places like Eastern Europe and where it ends in cities like Houston.” «
A WINNING STRATEGY
Alumus hits the ice, stays active at 92 years

Back in 1934, at the age of 12, Mike Yaschuk (‘84 St. Boniface Blending and Packaging Plant) first strapped on his skates and took to the ice for a pick-up game of hockey in his hometown of Winnipeg, Manitoba. In those days, indoor rinks were in short supply. “We played outdoors. Twenty kids with sticks. Ten on one side. Ten on the other. We’d play all day,” he recalls.

Today, at the age of 92, Yaschuk still straps on his skates once a week during hockey season to play for the Winnipeg Steelers, a team of former professional hockey players and businessmen. “The majority on the team are in their 50s. We have a few in their 60s and 70s and then me in my 90s.”

That first pick-up game at the age of 12 soon evolved to organized play, with Yaschuk joining his first junior hockey team when he was 17 years old. “There was definitely a learning curve coming from ‘scrub hockey’ to organized hockey. I had good coaches though and was a fast learner.”

Scoring on the ice
His talent on the ice was rewarded while with the St. Boniface Athletics’ junior team. Yaschuk scored the most goals during a 35-game schedule, earning him the scoring championship for the season. After serving three years in the Royal Canadian Navy during World War II, Yaschuk soon found himself on the ice once again—this time with a senior hockey team, the Winnipeg Reo Flyers. “I was drafted by the National Hockey League’s Detroit Redwings in the original six team league and spent two weeks in camp. I was offered a spot in their minor affiliate but declined.” Yaschuk subsequently played professionally for the Saskatoon Quakers of the Western Canada Senior Hockey League and then played for Streatham in London, England, and the British National League, winning the championship of the British Isles.

Yaschuk and his wife returned to Canada, and he joined Northstar (which Shell Canada later acquired). “I started rolling drums and soon became a foreman. In 1970, I became superintendent of the St. Boniface Blending and Packaging Plant until I retired in 1984,” he notes.

While with Shell Canada, Yaschuk always kept his foot in the game. “For 10 years, I coached kids from eight to 17 years at the Falcon Community Club—the same rink where I got my start.” He also played “noon-hour” hockey. “At the time, I was playing with a bunch of real estate guys. They worked nights showing houses so they were free during the day. The rink was close by so I could play on my lunch hour.”

In 1988, Yaschuk joined his current team, the Winnipeg Steelers, playing twice a week with former professionals like him. “It’s good to get out on the ice with younger people. I love the game and I love the companionship.”

Another chance to skate
Yaschuk means a lot to the team. When he was diagnosed with pancreatic cancer at the age of 82—and given five months to live—the team rented out the MTS Centre, where the Winnipeg Jets play. Yaschuk hit the ice with the team for an hour. “I thought it would be the last time I skated,” he says.

Faced with a 5% survival rate for those with pancreatic cancer, Yaschuk opted to undergo a risky operation. “I didn’t think I would wake up.” After an eight-hour surgery, Yaschuk did wake up, viewing every day as a bonus. “When I thought it was ‘game over’ for me, it changed my perspective. The happiest part of my day now is just waking up to say ‘I’m alive.’ I have a lot to be thankful for.”

Determined to get back on the ice, Yaschuk soon returned to play with the Winnipeg Steelers. Though he’s cut back from playing two days to one day a week, Yaschuk still drives the six miles to the indoor rink. “I don’t know how much longer I’ll play. I got hit in the knee last year and I sure felt it!”

Though he may not play hockey many more seasons, Yaschuk, who still lives in a five-room house, is determined to stay active. His winning advice for others is to get out and move—no skates required. “Don’t sit at home and disintegrate. Find new outlets—new friends—and stay active.”

Mike Yaschuk on the ice in 1995.
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