REDUCING CO₂ EMISSIONS
Shell commits to ending routine flaring by 2030.

BRINGING TIMES SQUARE TO A STANDSTILL
Shell launches V-Power NiTRO+ Premium Gasoline.

SHELL, BG SHAPE THE INDUSTRY
CEO Ben van Beurden discusses BG.

POLAR PIONEER DEPARTS SEATTLE

PAGE 6
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

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.

CHECK US OUT ONLINE!

Visit www.shell.us/alumni for everything alumni.

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.

HIGHLIGHTS

‘O Canada’
Canada achieves victory on the track in Shell Eco-marathon Americas.

Bringing Times Square to a standstill
Shell launches V-Power NiTRO+ Premium Gasoline.

Polar Pioneer departs Seattle
Drilling rig heads for Alaska.

Reducing CO₂ emissions
Shell commits to ending routine flaring by 2030.

Shell, BG shape the industry
A message from CEO Ben van Beurden.

Safety Day 2015
Woodcreek campus reflects, recommits to Goal Zero.

Responsible development
Oil Sands Performance Report.

New leadership positions
John Hollowell named CEO of Midstream Partners.

Why meeting targets isn’t good enough
Downstream challenged to deliver over 2015 plan.

Habitat for Humanity
Alumnus gives back, learns new skills.

Staying healthy in mind and body
Alumnus world track and field champion.
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 over 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. »
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 across 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.”
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.

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.
Levez la main!

Vous soutenez l’industrie canadienne du pétrole et du gaz naturel ? L’ACPP souhaite que vous leviez la main ! Cette campagne vise à encourager les partisans à s’exprimer et à rééquilibrer le débat sur le secteur énergétique dans des provinces clés.

D’après le sondage réalisé par Ipsos pour l’ACPP, 42 % des Canadiens soutiennent l’industrie du pétrole et du gaz naturel, mais ne l’expriment pas publiquement. Cette campagne mobilisera l’engagement et les débats sur le développement énergétique du Canada dans tout le pays. En levant leur main, les partisans feront partie du programme « Canada’s Energy Citizen » de l’ACPP et recevront de l’information à diffuser dans leurs réseaux pour aider à rééquilibrer le débat social et public sur les projets de notre secteur.

Création d’emploi, prospérité économique

Le secteur énergétique touche la vie de tous les Canadiens. Il crée des emplois, contribue à l’essor économique et génère des revenus gouvernementaux qui aident à payer les infrastructures publiques (écoles, hôpitaux et routes).

L’industrie est très fière de sa contribution à la qualité de vie des Canadiens, et de la façon écologique et sociale dont les ressources sont exploitées. Seulement en 2013, plus de 1,4 milliard de dollars a été dépensé pour la sécurité des pipelines dans tout le pays. Alors que l’industrie accède à de nouveaux marchés, elle s’engage à ne jamais cesser de protéger l’environnement, les gens et les collectivités.

Pour en savoir plus, visitez le site : www.raiseyourhandcanada.ca. «

Défis énergétiques à l’école

Une classe de 7e année de l’école intermédiaire Muriel Clayton à Airdrie (Alb.) fait pousser des légumes pour l’organisme Grow Calgary qui les apporte aux banques alimentaires de Calgary et d’Airdrie. Également, une classe de 4e année de l’école primaire Kildala à Kitimat (C.-B.) a réduit sa consommation d’eau de 1 000 litres par semaine.

Ces projets, parmi tant d’autres, découlent du Défi scolaire Régime énergétique de 2015 qui a été relevé par 22 000 élèves dans tout le pays.

Pour en savoir plus sur ce Défi et voir les gagnants de 2015, consultez : energydiet.ca.
Rapidité et simplicité à Groundbirch

Le projet Groundbirch de Shell, situé au sud de Fort St. John (C.-B.), est un actif pour le secteur mondial des hydrocarbures non classiques de Shell. Il produit plus de 330 millions de pi³ standards par jour de gaz non classique grâce à deux installations de forage et plus de 300 puits.

À Groundbirch, on ferme les puits de production situés près des nouveaux puits qui subissent une fracturation hydraulique. Cette pratique protège les puits de dommages éventuels causés par la complétion, qui pourraient engendrer une interruption de plusieurs mois pour des réparations et une perte de revenus de production.

« Nous ferons 13 puits à la fois à un endroit, explique Carrie Rowe, coordonnatrice – réalisation de puits. À mesure que nous exploitons le gisement, nous ferons plus près des puits de production. Nous devons les fermer dans un rayon d’un kilomètre afin que nos activités de complétion, qui font augmenter la quantité d’eau de sable, et la pression dans le gisement, n’interfèrent pas avec la production. La fermeture des puits pour des activités simultanées souterraines nous oblige à reporter la production trop souvent durant l’année. »

Les services de complétions et d’exploitation doivent redémarrer les puits, ce qui augmente les risques en matière de SSSE.

Dans le cadre de l’initiative visant à faire de Groundbirch une installation durable, les équipes de surveillance, de réalisation des puits, de mise en valeur et d’exploitation ont suivi ensemble un atelier en janvier – ou « kaizen » d’après le concept de production allégée de Toyota – pour analyser le processus d’activités simultanées et réduire le nombre et la durée de reports.

« Nous devions savoir si nous ferions les puits dans le bon ordre et quels puits avaient le plus de valeur de les rouvrir en premier. Nous avions besoin d’un plan assurant de bonnes communications entre les bureaux de Calgary et de Fort St. John, et les équipes de l’exploitation et des complétions sur le terrain », explique Carrie.

**Un meilleur processus**

L’équipe multidisciplinaire a schématisé le processus actuel et demandé aux participants de montrer où des améliorations pourraient être faites. Puis, Stacey Rector, ingénieure – production a regroupé l’information dans une nouvelle méthode d’exploitation normalisée, qui a été immédiatement appliquée. Les résultats ont été stupéfiants. En février et en mars, l’équipe a réussi à ne reporter que la production de 253,4 millions de pi³ standards par rapport à ce qui était escompté (922,6 millions de pi³ standards – l’équivalent de 11,4 millions de pi³ standards par jour).

La clé de ce succès est la planification. « Nous sommes plus proactifs. Avant de commencer la fracturation, nous élaborons un plan de démarrage pour voir quels puits soumis à des activités simultanées souterraines doivent être fermés et qui doit les remettre en service », explique Stacey.

D’après Mourad Ouaguennouni, chef d’équipe – exploitation des puits, les données sont analysées pour déterminer les puits de production qui ne sont pas touchés par la fracturation hydraulique pour qu’ils soient redémarrés avant la fin des activités. « Avant, on aurait attendu que la fracturation soit terminée pour les remettre en service. Notre nouveau processus nous permet de réduire le temps de report de production de 50 %, dit-il. La durée de fracturation a aussi été réduite de trois jours à moins de deux jours par puits, ce qui nous permet de les redémarrer plus tôt. »

**Une meilleure communication**

La communication est meilleure entre les groupes d’exploitation : une même personne-ressource informe quotidiennement toutes les unités d’affaires liées aux activités simultanées.

« Avant, on travaillait en silos. Maintenant, l’intégration entre les équipes est meilleure, nous communiquons plus ouvertement, nous avons des objectifs communs et clairs », dit Gerry Ayling, complétions et interventions sur les puits à Groundbirch.

Comme deux nouveaux groupes de puits seront exploités cette année et six l’année prochaine, nous avons la possibilité de réduire considérablement le report de production et d’améliorer les résultats financiers.

« C’est la “vitesse et la simplicité” en action, déclare Philippe Gauthier, directeur général de Groundbirch, en se référant aux principes de production allégée de Toyota. Le désir constant d’amélioration nous a rapidement amenés à l’étape suivante. C’est exactement le genre de comportement qui fera de Groundbirch une installation durable! »

D’après Carrie Rowe, la morale de l’histoire est de ne pas accepter le statu quo, même si l’on fait les choses de la même façon depuis très longtemps. « À Groundbirch, nous avions accepté de fermer les puits pendant la complétion. Nous n’avions pas remis en question notre façon de fonctionner, dit-elle. En prenant le temps de le faire, nous avons beaucoup amélioré nos activités. »
**UN AN SANS BPT!**

Bluewave Energy, le plus important distributeur de carburants et de lubrifiants de Shell, n’a enregistré aucune blessure avec perte de temps pendant une année complète. Le groupe est une filiale de Parkland Fuel Corporation, le plus grand fournisseur national indépendant au pays de carburants de détail, commercial et industriel, et distributeur de carburants sans marque de Shell au Canada. L’équipe a travaillé trois millions d’heures-personnes sans BPT, un record qui ravit Jay Schippanoski, directeur général – ventes régionales de Shell Canada.

« La sécurité s’inscrit dans l’ADN de Shell. Quand la sécurité est aussi importante pour les clients que pour nous, quand ils respectent nos objectifs élevés et de croissance à long terme, notre positionnement de la marque, et qu’ils ont la même passion pour la sécurité, ils deviennent des partenaires plus précieux », dit-il.

« Shell et Bluewave collaborent et sont proactifs concernant la sécurité et les objectifs d’affaires, dit Jay. Nous cherchons des solutions pour rendre nos milieux de travail plus sécuritaires. Nos valeurs qui vont au-delà des résultats financiers renforcent notre relation. Je suis fier des efforts et de la réalisation de Bluewave à l’égard de la sécurité. »

**RETOUR AUX BASES**

« Je viens juste de renvoyer quelqu’un chez lui, avec quelques doigts en moins. Je ne peux pas décrire comment je me sens. »

Un changement était nécessaire dans les gros projets de Shell. Vers le milieu de 2013, le rendement en matière de sécurité personnelle était dans le quartile inférieur. Une vérification externe avait mis en relief de graves lacunes concernant la conformité, et un membre de l’équipe s’était coincé la main dans une machinerie en mouvement. Les résultats de cette vérification étaient décevants et indiquaient un défi à relever.

Selon Ian Silk, à l’époque directeur général – gros projets (actuellement vice-président, projets en eaux profondes) : « La sécurité était respectée, mais nous manquions à notre responsabilité collective. »


« L’exploitation est considérable, évolue vite, et doit rester sécuritaire, dit Darrin Chiasson, directeur – projets de construction. Le travail n’est normalement pas difficile d’un point de vue technique, mais les extrêmes du climat – souvent les demandes concurrentes du secteur et les besoins toujours changeants liés au plan de la mine – présentent des défis et des dangers uniques. »

L’un des gros obstacles à surmonter était la culture concernant la conformité, car les règles n’étaient pas toujours clairement articulées. « Il y a une culture de libre choix, on détermine et on prend des risques “calculés” au lieu de simplement suivre les règles », dit Ian.

On manquait de discipline dans la planification, l’exécution des tâches et les travaux les plus importants, en raison d’une grande confusion concernant les systèmes et les méthodes. Avec le temps, c’était devenu la norme.

L’équipe s’est réengagée à atteindre l’Objectif Zéro et a créé un plan avec un calendrier d’activités mensuel permettant de se conformer aux normes de Shell en matière d’activités dangereuses et de pratiques sécuritaires (normalisation de la sécurité sur les chantiers de construction).

Les directeurs de projets ont parlé aux employés de leur responsabilité personnelle, de leurs expériences, de ce qu’ils ressentaient lorsqu’ils annonçaient une blessure ou un décès et de leurs propres défis, et ont élaboré un plan d’action. Avec le temps, la culture a changé : la direction et tous les employés de première ligne se sont réengagés à atteindre l’Objectif Zéro.

D’après Mark Ravenscroft, directeur général – projets : « Ce nouveau plan est facile à comprendre, à exécuter et à suivre. » Aucun incident n’a été enregistré depuis près d’un an. Le rendement dépasse désormais les objectifs, et l’Objectif Zéro est réalisable. De bonnes conversations et un réengagement envers cet Objectif ont permis de rétablir la situation.

« Concernant l’insouciance chronique, la normalisation des risques et la faible culture de la sécurité chez notre main-d’œuvre, la normalisation qui appuie la compréhension et la conformité est un outil très positif », dit Keith Walters, vice-président, projets – hydrocarbures non classiques.
RENSEIGNEMENTS UTILES

Centre des avantages sociaux de Shell
Pour examiner votre couverture, obtenir des renseignements sur les régimes et apporter des changements, le cas échéant, communiquez avec le Centre des avantages sociaux de Shell :

- Téléphonez au numéro sans frais 1-877-550-3539 (ou au 1-416-390-2633 de l’extérieur du Canada ou des États-Unis) entre 6 h et 18 h, heure des Rocheuses, n’importe quel jour ouvrable, ou
- Allez à www.mybenefitscentre.com/Shell et utilisez le centre de messages.

Nom d’utilisateur : six derniers chiffres de votre matricule.

Dans l’éventualité du décès d’un retraité, du conjoint d’un retraité ou d’une personne à charge, communiquez avec le Centre des avantages sociaux de Shell. Le Centre des avantages sociaux de Shell vous aidera à engager le processus de règlement au titre de l’assurance applicable et à apporter les changements voulus à vos régimes d’avantages sociaux et de retraite.

Assurance médicale et dentaire
La Financière Sun Life administre les régimes de soins de santé et dentaires. Pour obtenir des renseignements sur les demandes de règlement et les options de couverture au titre des régimes de soins de santé et dentaires, communiquez avec le Centre de service à la clientèle de la Financière Sun Life :

- Téléphonez au numéro sans frais 1-866-203-4526 (ou au 1-800-9876-5470 de l’extérieur du Canada) entre 6 h et 18 h, heure des Rocheuses, n’importe quel jour ouvrable, ou
- Allez au www.masunlife.ca pour consulter le site Web des Services aux participants de la Financière Sun Life et sélectionnez Messages sécurisés.

Assistance-voyage en cas d’urgence

RÉGIME NUMÉROS DE CONTRAT NUMÉRO DE PARTICIPANT
Garantie Frais médicaux 150113 Chiﬀre 100, suivi des six derniers chiffres du matricule Shell People
Frais dentaires 150113
CSS Plus des retraités 20573

Pour obtenir des services d’assistance-voyage en cas d’urgence, communiquez avec Europ Assistance USA, Inc. (Europ Assistance) :

- Appelez sans frais au 1-800-511-4610 du Canada et des États-Unis;
- Appelez à frais virés au 1-202-296-7493 de l’extérieur des États-Unis;
- De Cuba, composez le 66-12-12 pour recourir aux services d’un téléphoniste international.

Demandez le numéro 1-202-296-7493 (appel à frais virés). À Cuba, les appels ou la numérotation directe sans frais ne sont pas disponibles.

Assurance-vie
Desjardins Sécu­rité financière (Desjardins) fournit l’assurance-vie des retraités sous le numéro de régime 530011.

Pour examiner votre couverture au titre de l’assurance-vie des retraités, obtenir des renseignements sur les régimes et changer de bénéficiaire, allez au Centre des avantages sociaux de Shell :

- Sélectionnez Mes avantages.

Bureau d’aide RH des Amériques
Pour les prestations de retraite, les relevés T4 et T4A, l’impôt sur le revenu ou toute autre question, appelez le bureau d’aide RH des Amériques :

- au numéro sans frais 1-800-663-9898 (ou au 1-403-691-2900 de l’extérieur du Canada); ou
- envoyez un courriel à : shloil-hr-service-desk-americas@shell.com.

DÉPARTS À LA RETRAITE

<table>
<thead>
<tr>
<th>NOM</th>
<th>DERNIER POSTE OCCUPÉ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ron Beggs (juil. 2015)</td>
<td>Responsable de l’infrastructure – projet EPASS</td>
</tr>
<tr>
<td>Ken Lawrence (sept. 2015)</td>
<td>Vice-président, relations avec les investisseurs, Royal Dutch Shell</td>
</tr>
<tr>
<td>Grace Selinger (juil. 2015)</td>
<td>Analyste de données – impôt indirect</td>
</tr>
<tr>
<td>Rita Shamess (août 2015)</td>
<td>Technicienne juridique, service juridique de Toronto</td>
</tr>
<tr>
<td>Diana Wells (oct. 2015)</td>
<td>Conseillère en fiscalité – exploitation, fiscalité Canada</td>
</tr>
</tbody>
</table>
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 publically 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.
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, and before long, Dell found himself high on ladders. “I was building houses several days a week, laying floorboards, hanging 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 benefitting 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.
Shell Oil Company
Communications - Natalie Mazey
P.O. Box 2463
Houston, Texas 77252-2463

LET’S POWER OUR FUTURE WITH ENERGY WE COULDN’T USE BEFORE.

Find out how we’re broadening the world’s energy mix at www.shell.com/letsgo

LET’S GO.