

# FAIR PAY IN SHELL

At Shell we power lives and livelihoods by contributing to a diverse and inclusive society. We hire people from many different backgrounds and pay is an important part of the employee experience. We commit to deliver fair and competitive pay, so that all of our employees\* are valued, respected and recognised for the work that they do.



## Pay in Shell is...

### Market Competitive

To attract and retain great talent we ensure that our pay is positioned competitively

- We pay competitively. We check our pay regularly against the market to ensure this.

### Free from bias

In line with our Group core values and Diversity & Inclusion standards

- We will not pay differently due to gender, ethnicity or other characteristics.
- We limit the opportunity for bias through:
  - Internal processes to ensure consistent treatment e.g. job evaluation, pay structures.
  - Line leader and HR training for key activities such as recruitment, performance calibration etc.
  - A standard, automated approach for salary increase and bonus.
  - Regular equal pay audits.

### Providing security

For the essential care and wellbeing of our employees and their families

- We provide a regular income through a base salary.
- To provide employees with peace of mind, we have the minimum global benefits standards in place for life/accident/disability cover, and maternity.
- We expect that our employees can meet their basic needs through the pay and benefits that we provide. We check living wage benchmarks to confirm this.

## For our employees we commit to...

### Clear performance expectations

We reward competitively for strong delivery, and offer higher rewards for top performers

- Our line leaders agree an employee's individual goals to help them succeed in their role.
- Annual pay and bonuses will be differentiated according to company delivery and individual contribution and performance.

### Opportunity to share in success

Leading in our industry relies on the power of each of us to outperform our competition, and for that, we can all share in success.

- When the company performs well, our employees financially benefit through:
  - A competitive Performance Bonus, linked to individual and business performance.
  - Where available, participation in employee share plan arrangements.
- Since our senior employees are accountable for leading the delivery of Shell's strategic priorities, a large proportion of their pay is variable and dependant on that success.

### Transparency and accuracy

Access to information and clear communication of pay outcomes

- We assure timely delivery of pay and monitor payroll accuracy.
- Information can be accessed on Directors' Remuneration and CEO Pay Ratio in [Shell's Annual Report](#).
- Our employees have the opportunity to share their thoughts on pay in Shell through the annual employee engagement survey.

"My pay is set in line with my skills/job level and the local country pay market"



"My line manager helped me to understand how bias is mitigated during performance calibration"



"Shell's global maternity standard enabled me to take paid leave to spend more time with my new family"



"My line leader and I agreed clear goals and for my delivery I received a competitive bonus"



"Each year I have a competitive bonus opportunity that is linked to group business results"



"I receive an annual reward statement and have access to Shell's pay policies to help me understand how my pay is determined"



\* Some policies may vary for different employee groups, but all are subject to the same principles.