

## **The Shell Company of Australia**

The Shell Companies in Australia are focused on developing a culture which supports diversity and flexible policies to attract, retain and progress women. Since 2004 the number of women in senior management positions has increased by 23%. Shell now has two female senior managers leading businesses for the first time in its Australian history. Senior women also lead the Risk and Insurance, External Affairs / Communications and Human Resources functions.

Shell is utilising initiatives such as;

- Formal practices and activities that have been developed with the specific purpose of increasing the number of female recruits across the organisation.
- Targets which have been set at 50% female graduate recruits, and year on year improvement of female numbers for all experienced roles, including technical, trade and commercial positions.
- Increasing the number of female assessors and interviewers over the past year so that 50% are now women.
- Using female employees, including graduates, acting as representatives at University career fairs and the Campus ambassador programme for Commercial/Finance careers.
- Launching new programmes such as the "Non-Traditional Pathways for Girls" programme, which its Geelong Refinery ran for three of the local secondary schools late in 2007. The programme brings local year nine and ten students into the refinery and introduces them to the many career options available to women today to help broaden the career outlook of the students. The day involves a tour of the refinery and visiting booths staffed by females in roles such as a lab technician, electrical engineer, environmental advisor, refinery operator and tradesperson. In small, informal sessions, the girls got the opportunity to hear what attracted each person to their career, the study and training required for the role and what each does on a day-to-day basis. The organisers were very excited when one of the girls who took part in the programme then chose to take up VET engineering studies as a result (the first girl in the school to do so) and have now put together a support programme for her. The scholarship includes a monetary amount for her studies, a mentoring programme with one of the refineries female engineers and work placement at the refinery as part of the VET programme.
- Implementing a gender awareness programme that focuses on the different styles of behaviour between genders, including how these can play out and be interpreted in the workplace. The programme challenges participants to review how the behavioural differences can impact on standard people practices such as in resourcing, appraisal, promotion etc. The top 150 leaders across the country completed this programme by the end of 2007, as this group was considered to be able to make the biggest impact on people decisions.
- In conjunction with the gender awareness program, business leadership teams are being required to formulate specific actions to improve outcomes for women in their business, as well as formulating one personal behavioural action.
- Female employees being given the opportunity to attend a pre-motherhood career resilience programme that provides guidance around combining motherhood and a career. The programme to date has received very positive feedback and is available to pregnant females as well as those considering having a child.
- Shell having part ownership of a childcare facility in Melbourne, which provides childcare places for children of Shell employees. Childcare

payments can be salary sacrificed through payroll deductions. This centre is also open to employees who have an emergency or casual need to childcare - even if they do not already use the centre.

- Hosting a women's conference for around 200 delegates providing an invaluable learning and networking experience
- Creating a new website called "Women in Shell" as a result of some of the feedback from the women's conference. It contains a broad range of resources and information about business and personal development opportunities for females, as well as relevant links.
- Shell in Australia having a Human Resources Business Council, which is chaired by the female General Manager of HR and includes the Chairman/CEO and General Managers from the largest businesses in Australia. This council provides signoff and steering on all policy, programmes and initiatives that affect employees company wide. A female business manager has now been appointed to this council.
- Having a flexible working policy available to all staff offering a variety of options to suit individual needs, including part-time and home working. Within the female management population, 16 work part-time, which is 18.4% of female management.
- Ensuring pay equity within current remuneration practices. The results for new hires to Shell over the previous year showed that female average starting base salaries were equal or slightly higher than male starting base salaries in the majority of cases across the eight levels of the organisation.