



LEADERSHIP & TARGETS

Shell's UK Upstream leadership team moved from having only 20% female representation to 50% gender balanced



ACHIEVING BALANCE IN THE UK UPSTREAM LEADERSHIP TEAM

Traditionally, the Upstream business of an energy company is seen as a bit of a male-dominated environment. With relatively fewer women studying subjects such as engineering at university, the number of women in technical roles is low: in 2018 across Shell UK only 14% of technical roles were held by women and the number of women in senior Upstream positions was low.

That is why, in 2017, Shell UK turned its focus to its Upstream business with the aim of improving the diversity of its leadership team. The months that followed saw Shell seek out the best talent from across the whole organisation to improve the gender balance of the team. Today, Shell's UK Upstream leadership team had moved from having only 20% female representation to 50% gender balanced.

The next step for the team is to reach gender balance throughout the Upstream business as a whole, but Marianne knows that achieving balance on the leadership team has been an excellent first step. "Having women at the top of the organisation provides other employees with visible role models," she said.

The team have now started targeting promising female colleagues for development opportunities and have also developed a new social investment programme for secondary school pupils with the aim of encouraging girls to pursue STEM topics at university.

There is always more to do, which is why in 2018 Shell has set the new aspiration that 30% of senior leaders across the UK will be women by 2020, rising to 35% by 2025.

"It's made a huge difference. The changes we've made have resulted in much more diversity of thought on the team with many different perspectives coming together to solve problems."

**Marianne Eide, Development Manager
UK Upstream Leadership Team**

