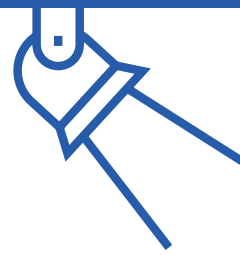


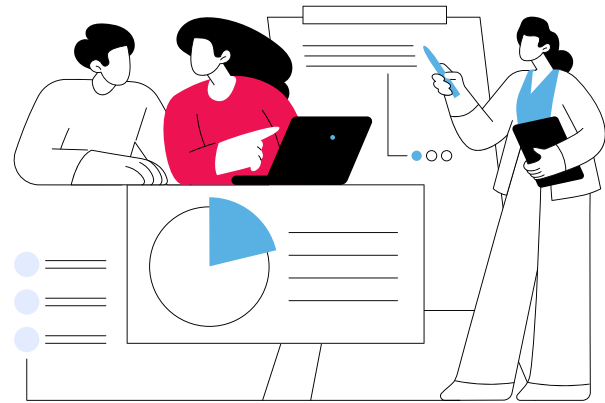
# COMPANY CASE STUDY



Shell has achieved **40% female representation on its board** and reached gender parity for executive directors on the board.

In their DEI efforts, beyond self-declaration of diversity data, Shell also regularly reviews its policies to support employees at different life stages, prioritise mental well-being, and promote flexible working. For example, they implemented a policy decision to enhance paid partner leave to 12 weeks for any employee

who becomes a parent and is not taking maternity, adoption, or surrogacy leave. They also increased the healthcare support provided for mental health, gender dysphoria, menopause, and fertility. Finally, they adjusted offshore survival suits for comfortable fits, including personalised suits for females.



Shell particularly emphasises the need for allies and role models in their efforts. In 2023, they launched a Male Allies network to support men in becoming better allies for gender equality. Finally, they see the importance of senior leaders acting as allies and role models, and they have senior sponsors for their employee networks. Senior leaders must understand the business case for increasing female representation and having gender equity, and senior leaders at Shell have been increasingly more involved in supporting DEI delivery.



Moving forward, Shell acknowledges there are still challenges ahead, particularly with women being underrepresented in specialist roles. They are exploring ways they can use a more targeted approach in their recruitment processes.