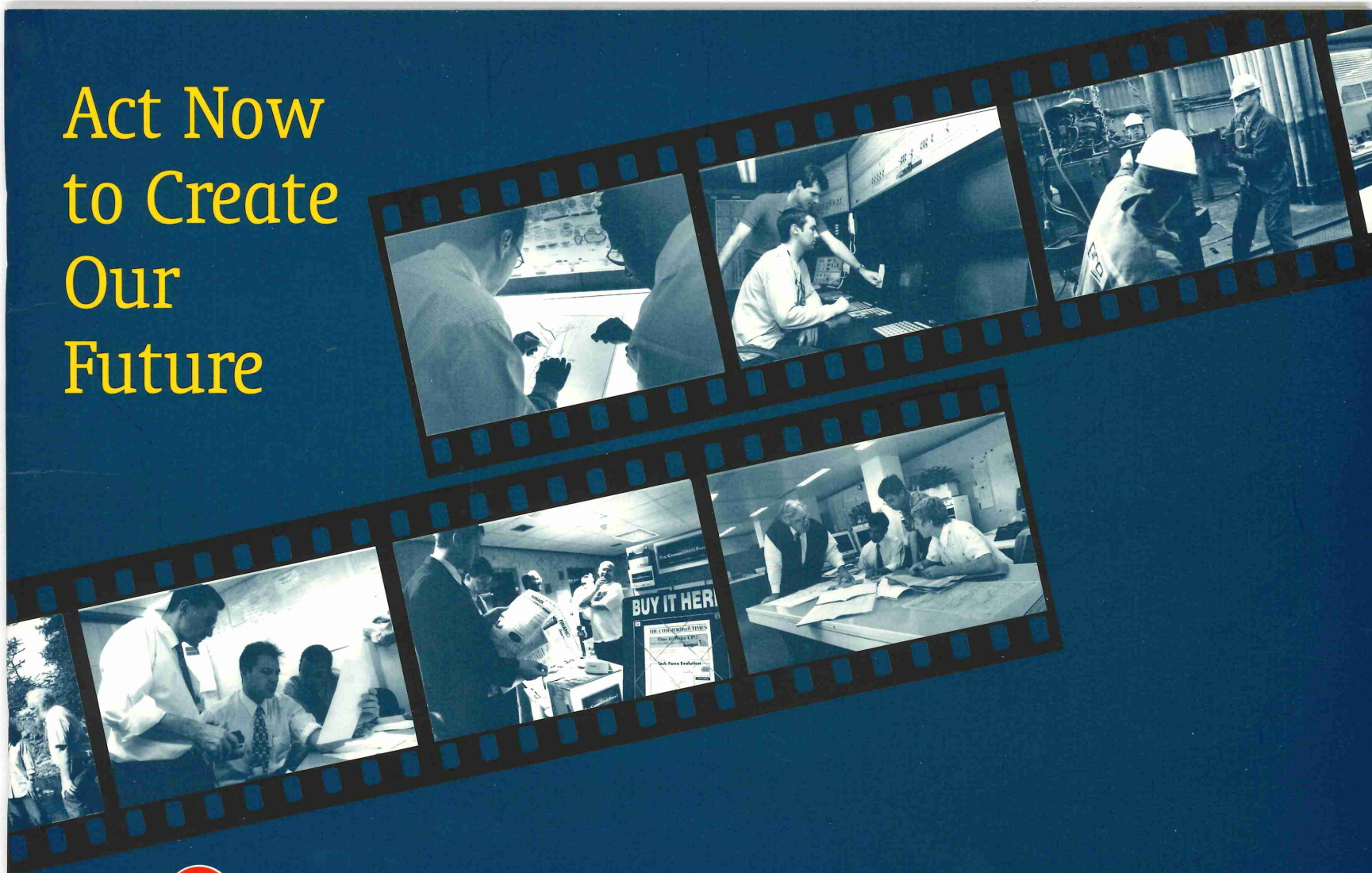


Act Now
to Create
Our
Future



Enhanced Expro Culture

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Introduction

Change is here to stay. It is a fact of life that the world around us will continue to alter and at an ever increasing speed. In Shell Expro, we are facing the issue of how to adapt to the continuous changes confronting us. We are currently in a position of strength and, by learning to adapt now, we will move to one of greater strength. Our determination to succeed in this challenge is the foundation of achieving at least another 30 good years for Expro and its staff.

By developing an improved culture, we aim to consistently deliver a high standard of performance at every level of the organisation whilst providing more job satisfaction. We will build on Shell's traditional values of integrity, professionalism, respect for people and taking the long term view.

Over recent years, many of us have been involved in some way, in debating and trying to shape the kind of culture we need to have in Shell Expro. This has been a focus in many of our business improvement efforts, from the Turn Around Strategy of the early '90s through the development of Production 2000 in the Field Units, CREST projects, and now, implementation of the Enhanced Expro organisation. This discussion, analysis and introspection has led to the description, contained in this booklet, of our aspirations for our new culture. These are:

- Shared Vision And Strategy
- Externally Sensitive And Responsive
- Strong Performance Ethic
- Commercial And Bottom-line Focus
- Entrepreneurial, Empowered And Accountable
- Fair Leadership And Respect For People
- Making Production 2000 A Reality

Booklets like this one cannot change anything on their own. It requires each of us to debate these statements along with colleagues in our own work area. We must assess which are most important for our own situation, then decide what practical action we can take now, to turn these aspirations into day-to-day reality, and reflect those actions in personal tasks and targets and business improvement plans. This cannot be achieved by a 'quick fix'. We will only be successful by continuing to take action to bridge the gap between aspirations and present reality over the coming years.

The recent Shell Group review has led to the issue of a new Shell Business Framework. The purpose of the new document is: to reaffirm the Group's guiding values and principles; to introduce the framework; and to encourage breakthrough performance. I positively welcome this framework and believe that the ideas within it are wholly consistent with the Enhanced Expro culture described in this booklet.

I invite you to join me in creating our new culture by personally adopting each of these elements required for success in Enhanced Expro.



H C Rothermund,
managing director



Enhanced Expro

Our Business Mission

The mission of Shell U.K. Exploration and Production, is:
To maximise wealth generation by developing, producing and marketing hydrocarbons in an efficient, safe and environmentally responsible manner, gaining competitive advantage through the utilisation and development of people's knowledge and skills.

Our Future

The overall aim of Shell Expro's Strategy and Business Plan is that, well into the next Century, our company will....

- achieve sustainable growth of shareholder value in the short, medium and longer term
- establish cost leadership through cost-effective developments and low unit cost operations
- continue to be the major E&P Company operating in the North Sea
- be a leader in technical and organisational innovation
- continue to be a leader in Health, Safety and Environmental performance
- have a deserved reputation for being an excellent employer, for all staff, whether pensionable or contractor.
- be a preferred customer and business partner for our Contractors and Suppliers
- be seen as a highly responsible company by all our stakeholders

Overall, we want to achieve at least another 30 years of profitable business for Expro and its staff.

Developing the culture outlined in this booklet will enable us to better achieve our business strategies and plans, thereby securing the positive future we all desire.

- A top performer
- The major UKCS Operator
- Together - just do it!



A review of Expro's overall business strategy has provided us with a clear set of strategies for each of Expro's three businesses - Gas, Oil and Atlantic Margin - to take us into the 21st Century. Wherever we sit in the organisation and whatever our job is, it is vital that we are all working together to support the achievement of these strategies.

Gas Business

The gas business is made up of Gas Supply (from all our gas producing fields), Gas Systems and Plants and Gas Marketing, Sales and Trading. This business will underpin our efforts to build our share of the UK gas market. Our key strategies are:

- focus on the market
- leadership in key infrastructure
- become the lowest cost operator.

Oil Business

This comprises existing operations in the Brent, Northern and Central Fields areas of the North Sea. We have a healthy future in the oil business and although these assets are becoming increasingly mature, advances in drilling and reservoir technology are opening opportunities to exploit small and more distant pockets of oil from our infrastructure and so add to the value of this business. Our oil business will remain the backbone of Shell Expro and will generate the profits needed to invest in other business areas. Our key strategies are:

- increase the value of the business
- improve financial performance
- achieve continuous performance improvement.

Atlantic Margin

Technology is now opening up our ability to exploit hydrocarbons to the west of the UK. Our deep water exploration, development technology and expertise have given us a competitive advantage. We are building on this by developing a significant acreage position. Key strategies are:

- rapid finding of exploitable oil and gas
- shorten time to generate revenue
- maintain confidence of all stakeholders.

Leadership

We will set clear direction and strategy, with managers leading implementation. Key strategies are:

- dialogue about creating our future
- leadership and commitment to change
- reputation management.

Enhanced Expro Organisation

With Expro's new organisation, including achievement of the culture described in this booklet, we aim to:

- improve differentiation and flexibility
- increase performance focus and commercialism
- retain Expro core strengths.

Strategy for the 21st Century

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Honest and open two-way communication throughout the organisation is key. We each need to share a common understanding of Expro's vision, objectives and strategy, at local and corporate levels. Communication will be clear, consistent and made relevant to individuals and their work situation. Everyone will have the opportunity to get involved in formulating business plans in their own area.



What can we all do to help this happen?

- Make time to take part in constructive two-way communication
- Communicate face-to-face, encourage and ask questions and share ideas
- Encourage contributions from people at all levels and from all backgrounds
- Be willing to answer questions and provide information to help others do their jobs
- Look beyond our own unit and understand Expro's overall objectives and strategies
- Think about the future and plan ahead to the best of our ability
- Help to meet team targets and understand how they contribute to Expro's goals
- Take pride in Expro's achievements and those of our own team

ON TARGET
NEARLY THERE
SOME WAY TO GO
LONG WAY OFF

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Shared Vision & Strategy

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Being more sensitive and responsive to the outside world has a number of different aspects:

- our reputation as a good 'corporate citizen'
- focus on customers and the markets within which we do business
- valuing the contribution from our partners, contractors and suppliers
- knowing what our competitors are doing
- understanding who or what defines 'best practice' in any area of our operations.

We should feel proud of working for Shell without becoming arrogant and we must never grow complacent about how we are perceived by the outside world. We aim to shape a good reputation for Expro by managing effective relationships with our many stakeholders.

Through wide-ranging information gathering and performance bench-marking, we want to always have a realistic perception of how others see us and hold an objective assessment of our own competitive position.

What can we all do to help this happen?

- Treat everyone we have contact with outside the company as a potential customer
- Be well-informed about Expro's achievements and the issues that influence our reputation - act as an 'ambassador'
- Listen more and respect the views and concerns expressed by people from outside the company
- Anticipate and adapt quickly to customers' needs and changing market conditions
- Value the contribution from our partners, alliances, contractors and suppliers
- Be aware of how Expro compares with our competitors
- For our own area of expertise, understand which companies are 'best in class'
- Be willing to learn from others outside Expro and copy their good ideas

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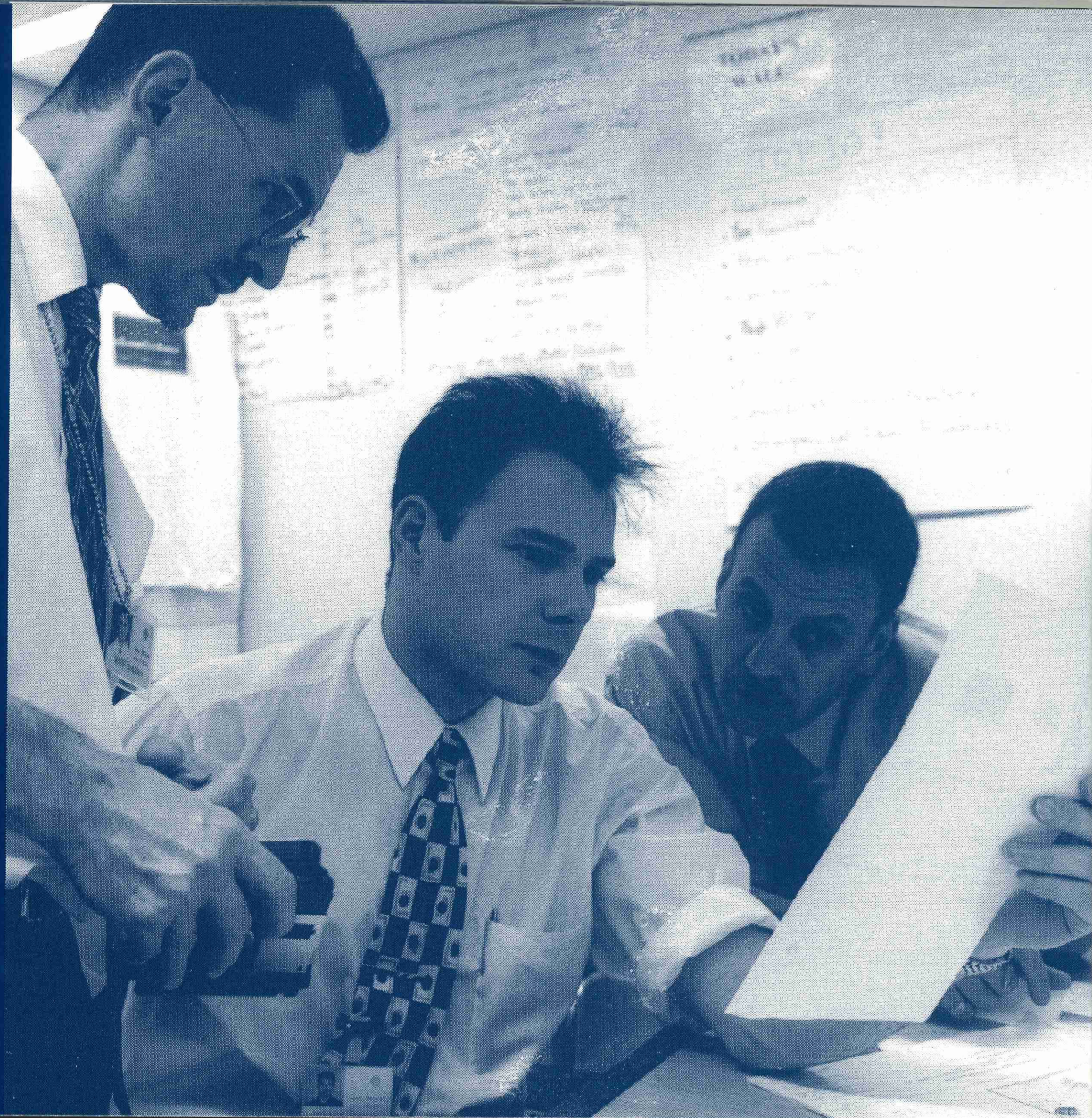
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Externally Sensitive & Responsive

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We each have a positive role to play, building on progress already made, to continue to strive for improved personal, team and overall business performance. Our long term future success depends on us going beyond the limits of what was previously thought possible and achieving breakthrough performance.

Recognition and rewards, in the form of remuneration, career development and promotion, will be given for high performance and demonstrable business improvement.



What can we all do to help this happen?

- Develop meaningful performance indicators for all businesses and services
- Set and agree challenging unit, team and individual targets in line with Expro's business objectives, and based on best practice and peer review
- Be fully committed to achieving our agreed tasks and targets and review progress against them regularly
- Constantly seek to improve our performance and to exceed expectations
- Constructively challenge existing standards and procedures
- Build constructive partnerships between customers and service providers
- Ask for feedback on our performance from different sources; managers from staff, suppliers from customers, and team members from each other
- Celebrate successes and share our own 'best practice' examples with others in Expro

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Strong Performance Ethic

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Improved business performance depends on us all understanding what drives the commercial success of Expro. We also need to know how we can individually contribute to our own department or unit bottom-line, both in reducing costs and increasing the value of the business. We will pursue ideas for improvement based on bottom-line impact rather than personal image.



What can we all do to help this happen?

- Challenge ourselves and others about the commercial impact of our decisions - always think, "would I do this if I owned Expro?"
- Keep well informed about Expro's and our own unit's financial position
- Know the key drivers which can reduce costs and increase value
- Understand how faster decision-making and better management of technical and commercial risks positively impact the bottom-line
- Make sure our improvement ideas contribute to the bottom-line and then implement them fast
- Co-operate across organisation boundaries to ensure that we achieve the best overall bottom-line results for Expro
- Reduce information overload; redirect the effort at business improvement
- Develop and apply our personal commercial skills and knowledge to improve business decisions, large and small

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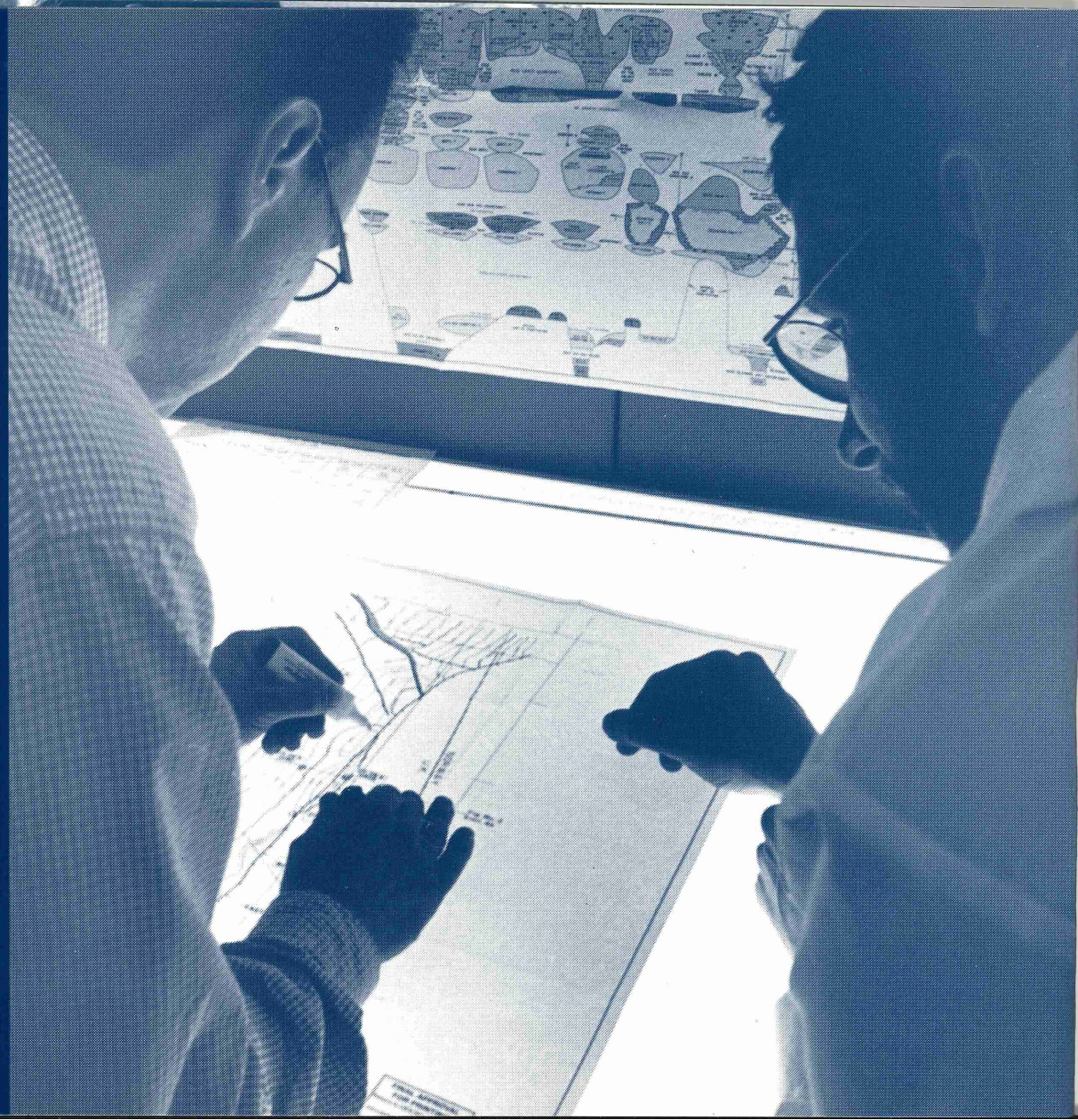
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Commercial & Bottom-Line Focus

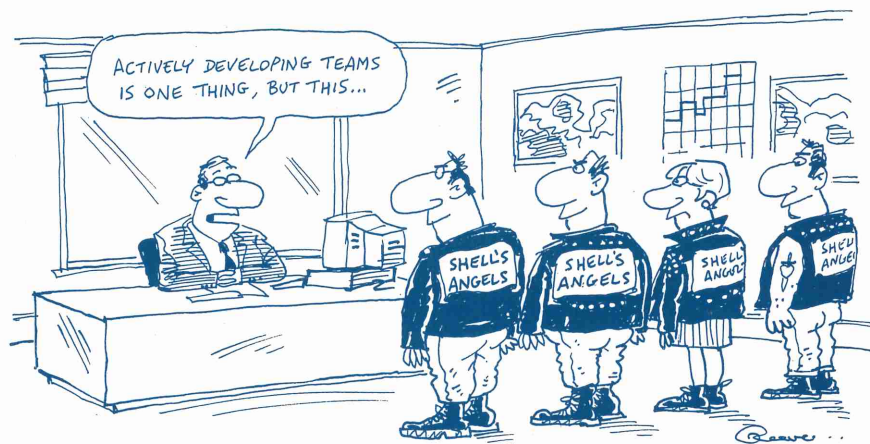
Enhanced Expro

Act Now to Create Our Future



We will encourage trust in people to use their initiative and deliver results. In turn, we all need to accept accountability for our individual and team performance.

Focusing on the business and making improvements in all areas of our work, will create a climate in which everyone feels they have the power to achieve worthwhile results. We will also seek opportunities to develop the full potential of individuals and unleash their talents and contributions. This match of business needs and personal expectations will make our jobs much more enjoyable and fulfilling and build pride in our achievements.



What can we all do to help this happen?

- Welcome and actively promote the empowerment of staff at every level
- Clearly define boundaries, seek to remove unnecessary constraints, then trust people to get on with it
- Have the 'entrepreneurial' drive to overcome barriers and get our ideas accepted and implemented
- Challenge the status quo, 'bureaucracy' and existing boundaries wherever we believe there is a need for improvement
- Take responsibility for delivering results - meet or better what is expected
- Accept that empowerment is not just about individual freedom; it involves communicating and co-operating effectively with colleagues, knowing who is doing what and trusting them to deliver - working in an empowered team
- Seek opportunities to develop our skills and competence to improve performance
- Ensure that people have the necessary authority to make decisions at the most appropriate level

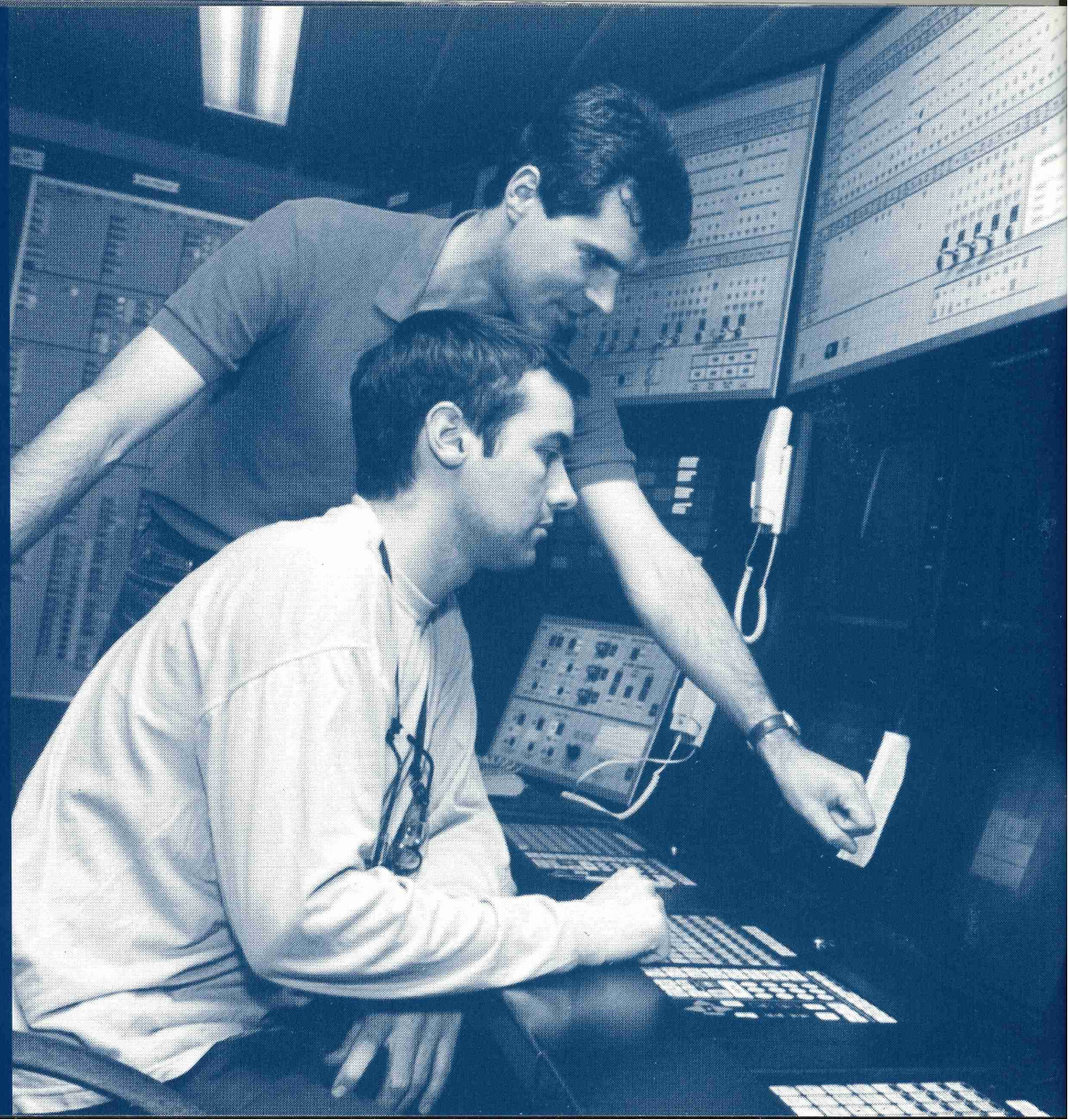
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Entrepreneurial, Empowered & Accountable

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Expro will have an energised leadership style, demonstrating and engendering mutual trust, honesty, openness and respect. This calls for a shift from a 'command and control' style to one of greater delegation and empowerment of staff.

We will have a climate where managers and supervisors lead, coach, encourage and support their staff - seeking to minimise constraints, whilst ensuring that those that are needed, are clear and well understood.

Diversity of our people is one of Expro's key assets. We will encourage diversity as a means of enriching and enhancing the creativity within the business. In terms of both policy and practice, Expro is committed to oppose any form of discrimination.



What can we all do to help this happen?

- Understand the principles of the leadership style outlined in these statements and demonstrate leadership credibility at all times - lead by example
- Know, understand and respect people as individuals and value their diversity
- Seek to unleash the creativity, talents and contribution of people from all levels and different backgrounds
- Only get involved in the work of others where we can clearly add value - and be available to contribute when needed
- Don't be afraid to be challenged, to admit mistakes, to ask for feedback or to challenge others with honest and constructive feedback
- Show appreciation for people's efforts, give praise to them directly
- Create opportunities for the full potential of individuals to be developed
- Encourage, support and recognise the value of teamwork

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Fair Leadership & Respect For People

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Future



Production 2000 was introduced in Expro's Production Directorate in October 1994. The purpose was to spell out what the Production Directorate want to achieve by the turn of the century and how they intend to achieve it. It is designed to provide general direction and guidance on "how we want to do things". The aim is for everyone associated with the Field Units to understand and agree where they want to get to and thereby improve the chances of grasping opportunities for a long and healthy future.

The seven building-blocks to achieving the goals of Production 2000 are:

- Shared Vision
- High Performing, Motivated People and Teams
- Continuous Improvement and Innovation
- Low Unit Cost Mentality
- 'Rules Of The Game'
- Effective Organisation
- Excellent HSE Performance

The ideas contained in Production 2000 provided a significant input to the description of Enhanced Expro culture contained in this booklet.

Making Production 2000 A Reality

What can we all do to help this happen?

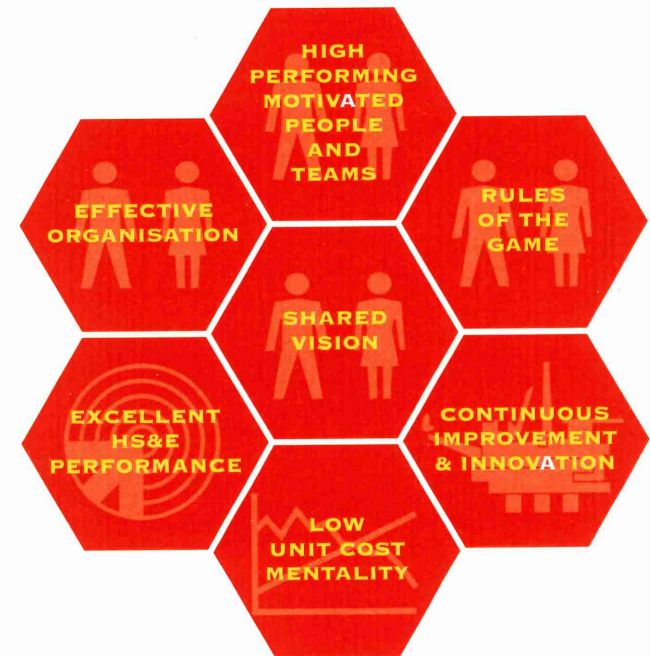
- Continue to work on team plans for achieving Production 2000 goals
- Read the Production 2000 booklet and understand our part in supporting those who are working to achieve these goals
- Look for ways to support Production 2000 values as we do our work

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