

Listening and Responding

The Profits & Principles
Advertising Campaign



The 'Profits & Principles' Advertising Campaign

In April 1998, we published a special Shell report entitled 'Profits & Principles – does there have to be a choice?'. It marked the first external sign of our renewed commitment to recognise the legitimate interests of a much wider group of stakeholders in our business, and our need to listen, engage and respond to them.

The **inwardly-focused Shell** must become **a thing of the past**

The Shell Report directly addressed the difficult issues that we face in the modern business world. It raised the areas of public concern with the work that we do and explored the tough questions that we will all face in the future. It outlined the work we are doing to bring our business practice in line with the principles by which we operate and, most importantly of all, it encouraged open comment and feedback from all our stakeholders, large and small.

We recognise that the inwardly-focused Shell must become a thing of the past and are committed to become better at communicating, both listening and responding.

We are **changing the way we communicate** as an organisation

As part of this commitment, we are changing the way we communicate as an organisation and are making a long-term investment in a communications programme, designed to keep all of our stakeholders informed, both about the issues themselves and the work we at Shell are doing to address those issues.

We will be looking to use as many information channels as we can within this programme. For the most part it will take the form of information updates, regular briefings for special interest and educational groups and conferences and meetings to involve stakeholders in our policy-making process.

We have also taken the decision to widen the scope of the dialogue using advertising. We want to take the debate to those who might not necessarily come to us for information, but whose lives are touched, nevertheless, by our business in its many different forms and by the issues raised by the future energy needs of our world.

The advertising campaign is not designed to sell Shell products and services in a traditional sense. We recognise that many of the issues are immensely complex and that it would be both arrogant and foolish to pretend to ourselves and the outside world that we have

solutions to all the problems of today and tomorrow. We know that we will be judged by our actions, rather than by fine words.

We will be **judged by our actions**, rather than by fine words

However, we do believe that it is important to tell people about the ways in which we conduct our business. We need to reassure people – publicly – of our commitment to the principles of sustainable development, balancing our own legitimate commercial interests with the wider need to protect and enhance the environment and contribute to social progress and stability. We know that it is vital to give people evidence of the tangible steps that we are taking to build these principles into our business practice.

All real **dialogue must be a two-way** conversation

This booklet contains the first pool of examples which we will draw on over the coming months. Each advertisement acknowledges and explores one of the complex areas identified in our engagement and research among stakeholders and allows us the opportunity to extend our point of view in a frank and open way.

Of course, we don't expect you to see things just from our point of view. We know all real dialogue must be a two-way conversation and so we've ended each advertisement with a request to our stakeholders to talk to us and let us know what they think.

Talk to us and let us know what you think. **We promise to listen and respond** to your views

Please join the debate and let us know what you think about what we're doing, and how we're doing it.

You can contact us on the Internet at www.shell.com, e-mail us at 'tell-shell@si.shell.com' or write to us at: 'The Profits & Principles Debate', Shell International Petroleum Co Ltd, Shell Centre, London SE1 7NA United Kingdom.



Mark Moody-Stuart
Chairman of the Committee of Managing Directors
Royal Dutch/Shell Group of Companies



EXPLOIT

PROFITS & PRINCIPLES.

Every business wants to make its mark. However, in the sensitive regions of the world, like our tropical rainforests and our oceans, the scars of industrialisation are all too apparent. Our shared climate and finite natural resources concern us as never before, and there's no room for an attitude of "It's in the middle of nowhere, so who's to know?"

(Each Shell company is a separate and distinct entity. In this advertisement, the words "Shell", "we", "us" and "our" refer, in some places, to the Royal Dutch/Shell Group as a whole, and in others to an individual Shell company or companies, where no useful purpose is served by identifying the specific company or companies.)

OR EXPLORE?

IS THERE A CHOICE?



Time and again at Shell we're discovering the rewards of respecting the environment when doing business. If we're exploring for oil and gas reserves in sensitive areas of the world, we consult widely with the different local and global interest groups. Working together, our aim is to ensure that bio-diversity in each location is preserved. We also try to encourage these groups to monitor our progress so that we can review and improve the ways in which we work. We see this process as an important investment in our goal of sustainable development, balancing economic progress with environmental care and social responsibility. It won't happen overnight. But lessons like these are helping us move forward—with careful steps.

WE WELCOME YOUR INPUT. CONTACT US ON THE INTERNET AT WWW.SHELL.COM/EXPLORE OR EMAIL US AT 'TELL-SHELL@SI.SHELL.COM' OR WRITE TO US AT: 'THE PROFITS & PRINCIPLES DEBATE', SHELL INTERNATIONAL LTD, SHELL CENTRE, LONDON SE1 7NA UK.

WISH UPON A STAR



PROFITS & PRINCIPLES.

The sun holds such bright promise as
a clean, renewable energy source.
And yet for years, it's remained out of
reach. Clean, yet too expensive.
So the question is: do we follow the sun
or just turn out the lights and go home?

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OR MAKE A DREAM COME TRUE?



IS THERE A CHOICE?

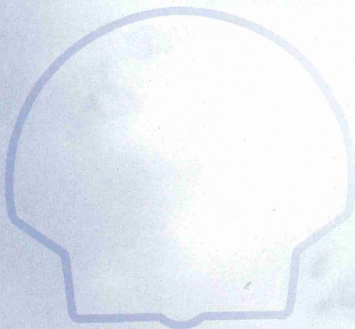
Ignoring alternative energy is no alternative. Keeping pace with the world's accelerating demand for energy and supplying power to remote areas require Shell to pursue renewable resources like solar, biomass and wind energy.

We established Shell International Renewables with a US\$500 million commitment to develop these new opportunities commercially. One of our goals is to make solar energy cheaper, more efficient and more accessible, both for businesses and homes. It's part of our commitment to sustainable development, balancing economic progress with environmental care and social responsibility.

So with real goals and investment, energy from the sun can be more than just a daydream.

WE WELCOME YOUR INPUT. CONTACT US ON THE INTERNET AT WWW.SHELL.COM/SOLAR OR EMAIL US AT 'TELL-SHELL@SI.SHELL.COM' OR WRITE TO US AT: 'THE PROFITS & PRINCIPLES DEBATE', SHELL INTERNATIONAL LTD, SHELL CENTRE, LONDON SE1 7NA UK.

CLOUD THE ISSUE



PROFITS & PRINCIPLES.

The issue of global warming
has given rise to heated debate.
Is the burning of fossil fuels
and increased concentration of
carbon dioxide in the air a serious
threat or just a lot of hot air?

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OR CLEAR THE AIR?

IS THERE A CHOICE?



Shell believes that action needs to be taken now, both by companies and their customers. So last year, we renewed our commitment not only to meet the agreed Kyoto targets to reduce greenhouse gas emissions, but to exceed them. We're working to increase the provision of cleaner burning natural gas and encouraging the use of lower-carbon fuels for homes and transport. It's all part of our commitment to sustainable development, balancing economic progress with environmental care and social responsibility. Solutions to the future won't come easily, particularly in today's business climate, but you can't find them if you don't keep looking.

WE WELCOME YOUR INPUT. CONTACT US ON THE INTERNET AT WWW.SHELL.COM/CLIMATE OR EMAIL US AT 'TELL: SHELL@SI.SHELL.COM' OR WRITE TO US AT: 'THE PROFITS & PRINCIPLES DEBATE', SHELL INTERNATIONAL LTD, SHELL CENTRE, LONDON SE1 7NA UK.

COMMODITY

PROFITS & PRINCIPLES

Uncaring. Exploitative. Operating behind closed doors. Multi-national companies are sometimes accused of thinking only of themselves and their shareholders. However, they cannot afford to ignore the world outside the office and the communities on which their business depends.

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OR COMMUNITY?

IS THERE A CHOICE?



For Shell, improving social conditions improves business conditions. There's no better market than a healthy, prosperous society. So, in very practical ways, we support the communities around us, from working with schools, health and agricultural services in developing countries, to assisting with youth job training and advice services for people setting up small businesses. We see this as investing for the future, in the same way that we invest in oil, gas and solar power. It's all part of our commitment to sustainable development, balancing economic progress with environmental care and social responsibility. After all, bringing energy to communities is the heart of our business.

WE WELCOME YOUR INPUT. CONTACT US ON THE INTERNET AT WWW.SHELL.COM/COMMUNITY
OR EMAIL US AT 'TELL-SHELL@SI.SHELL.COM' OR WRITE TO US AT: 'THE PROFITS & PRINCIPLES DEBATE',
SHELL INTERNATIONAL LTD, SHELL CENTRE, LONDON SE1 7NA UK.

PROTECT ENDANGERED SPECIES



PROFITS & PRINCIPLES

In the attempt to satisfy the world's ever-increasing demand for energy, it's easy for companies to overlook the importance of plants and animals.

But ignoring endangered species can be very costly. Lasting environmental damage and public outrage are the real business consequences of forgetting the small and vulnerable.

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OR BECOME ONE?

IS THERE A CHOICE?



Shell works hard to discover new sources of energy. But, we also work hard to see the world doesn't suffer in the process. If we're exploring for oil and gas reserves in environmentally sensitive regions, we consult widely with the different local and global interest groups to ensure that bio-diversity in each location is preserved. We're also trying to encourage these bodies to stay involved throughout the process and monitor our progress so that, together, we can review and improve the ways in which we work. It's all part of our commitment to sustainable development, balancing economic progress with environmental care and social responsibility. Because we believe that, even when times are tough, supporting the best interests of the world is in our own best interest.

WE WELCOME YOUR INPUT. CONTACT US ON THE INTERNET AT WWW.SHELL.COM/PROTECT OR EMAIL US AT 'TELL-SHELL@SI.SHELL.COM' OR WRITE TO US AT: 'THE PROFITS & PRINCIPLES DEBATE', SHELL INTERNATIONAL LTD, SHELL CENTRE, LONDON SE1 7NA UK.

COVER UP

PROFITS & PRINCIPLES

It's a picture the world has seen before:
unused barrels of hazardous materials
left to rust because of a lack of local
expertise, facilities or funds for organising
their safe collection and disposal.
Endless accusations and inertia
can hamper progress, until the issue
gets forgotten completely.

(Each Shell company is a separate and distinct entity. In this advertisement, the words "Shell Chemicals", "we", "us" and "our" refer to those Shell companies which are individually engaged in the Chemicals business, where no useful purpose is served by identifying the individual company or companies.)

OR CLEAN UP?

IS THERE A CHOICE?



Shell Chemicals embraces a policy called Product Stewardship which involves taking certain responsibilities for its products throughout their lifecycle. In northwest Africa, an obsolete insecticide lay unwanted, together with a large number of contaminated storage drums. The insecticide was owned by the government and had been provided by aid organisations to combat locusts. However, we had produced it some thirty years before, so we willingly agreed to assist in its safe collection and incineration. It's part of our commitment to sustainable development, balancing economic progress with environmental care and social responsibility.

Because do we really profit if the world doesn't?

WE WELCOME YOUR INPUT. CONTACT US ON THE INTERNET AT WWW.SHELL.COM/CLEANUP OR EMAIL US AT 'TELL-SHELL@SI.SHELL.COM' OR WRITE TO US AT: 'THE PROFITS & PRINCIPLES DEBATE', SHELL INTERNATIONAL LTD, SHELL CENTRE, LONDON SE1 7NA UK.

JUST A TREE BEING PLANTED

PROFITS & PRINCIPLES

There was a time when oil and gas reserves seemed endless. But with the world's population continuing to increase, and developing countries seeking energy at exponential rates, fossil fuels will eventually fade. And so, the likely question is: will oil companies just sit there and fade as well?

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OR THE FUTURE TAKING ROOT?

IS THERE A CHOICE?



Shell is playing a major part in the move from oil to gas, and now we're planting the seeds of renewable energy with Shell International Renewables, a new business committed to making renewable energy commercially viable. In Uruguay, we're exploring the great potential of "biomass" energy from fast-growing forests. And we're developing biomass-fuelled plants in the South Pacific to bring electricity to remote areas. It's part of our commitment to sustainable development, balancing economic progress with environmental care and social responsibility. In 2050, half the world could be powered by renewable energy, so we're focusing our energies on developing these new solutions.

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NONE OF OUR BUSINESS?

PROFITS & PRINCIPLES

Human Rights. It's not the usual business priority. And for multinational companies operating in developing countries, it could be tempting to dismiss it; to call it a socio-political issue rather than a business one, and hope it just goes away.

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OR THE HEART OF OUR BUSINESS?

IS THERE A CHOICE?



At Shell, we are committed to support fundamental human rights and have made this commitment in our published Statement of General Business Principles. It begins with our own people, respecting their rights as employees wherever they work in the world. We invest in the communities around us to create new opportunities and growth. And we've also spoken out on the rights of individuals – even if the situation has been beyond our control. It's part of our commitment to sustainable development, balancing economic progress with environmental care and social responsibility.

In today's business environment, we don't pretend there are any easy answers, but we continue to stay involved. Because making a living begins with respecting life.

WE WELCOME YOUR INPUT. CONTACT US ON THE INTERNET AT WWW.SHELL.COM/RIGHTS OR EMAIL US AT 'TELL-SHELL@SHELL.COM' OR WRITE TO US AT: 'THE PROFITS & PRINCIPLES DEBATE', SHELL INTERNATIONAL LTD, SHELL CENTRE, LONDON SE1 7NA UK.

If you have any views or comments about the material in this publication we would like to hear from you.

You can contact us via the Internet at www.shell.com

Or via e-mail at tell-shell@si.shell.com

Or write to us at
'The Profits & Principles Debate'
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