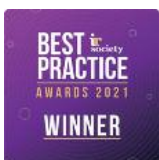


Thriving through challenging times



When external pressures increase, a rigorous approach to IR is essential. **Mikel van Beek** explains how Shell has weathered the COVID storm.



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For the Royal Dutch Shell's IR team, it was a very proud moment to receive the IR Society's award for the best large cap communication and engagement programme. We were very pleased that the judges were impressed by how we address the challenges of today with the variety of channels used in our IR communications, including the excellent use of video.

Over the past two years, like many other companies, Shell has faced a myriad of challenges ranging from a pandemic

and its economic impacts, accelerated climate urgency, mounting geopolitical pressures and continual technological disruption.

Strategy

Important channels to engage with the buy- and sell-side were the investor presentations at Shell Strategy Day, the Shell Insights event series and fireside chats where we addressed our strategic message as well as topics of interest to the energy industry like hydrogen, carbon capture and storage and electric vehicle charging.

At the strategy day in February 2021, Shell launched its 'Powering Progress' strategy to accelerate the transition to net-zero emissions, purposefully and profitably. This event was an excellent illustration of the integrated, 'one team' approach the organisation applied to shareholder communication, linking the C-suite, investor relations, external and internal relations. The collaboration resulted in a communications and engagement programme focused on an ongoing stream of diverse insightful content on a multitude of platforms, communicating with shareholders, employees, customers and other stakeholders.

Next to the strategy day we continued and expanded with the Shell ESG publications including the *Energy Transition Report*, *Sustainability Report*, *Payments to Governments Report* and the *Industry Associations Climate Review* – a number of which were industry firsts.

“The collaboration resulted in a communications and engagement program focused on an ongoing stream of diverse insightful content on a multitude of platforms”

Reporting and engagement

In April 2021 we enhanced quarterly financial disclosures in the quarterly data book, offering incremental voluntary disclosures to help analysts with modelling divisional results and help with long-term valuations.

We were recognised for the 'Best Annual Report in The Netherlands' (category 'listed companies'). It is available online in an intuitive and 'story-telling' format. The associated download centre offers additional insights and infographics.

Shell's engagement program following the COVID-19 disruptions was our most comprehensive programme yet – reaching more institutional investors than ever before (>1,500 investor touch points in 2020) and using technology to extend reach and impact of its events.

A range of tools to rate the effectiveness of the communication and engagement programme have been employed, including annual perception studies, structured follow-ups after roadshows and corporate broker insights. We have seen our sentiment score as tracked by Alpha-Sense

dramatically improving (+146%) over the past quarters, ranking first among our peers.

At Shell, we care about building sustainable relationships and see our IR engagement and communication strategy as a key enabler. We are open to share learnings and eager to learn from others in the IR Society. For further information, see www.shell.com/investors ■

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For more information about posting a role, email info@silverdart.co.uk or call 01285 831 789.