

Analysis of and comments on Sounding Board feedback

A Sounding board consisting of some 90 individuals from the Businesses (corporate level to JG5 Opco level) was set up. Groups were asked to review some or all of the SDMF documentation as it now stands and comment on ways forward.

25 members (a cross-section) of the sounding board were asked to look at a full SDMF document as it stood on 5th November (excluding Chairman's foreword and full toolkit) and to fill in a questionnaire (attached for information).

Analysis of their response is documented here.

15 out of 25 (60%) responded before the deadline of 1st December and have been included in this analysis.

In summary the following points were highlighted;

- The document is easy to read and appealing
- It is useful and practical and it is clear how the SDMF should be applied
- The document still needs to make the case for SD
- The SDMF will help embed SD in many parts of the business
- A worked example and guidance with respect to 'what should I do next?' will be needed
- Maximise integration and learning - must be integrated with existing 'initiatives'
- Minimise bureaucracy, duplication and confusion - most effective use of time and resources
- Demonstrated leadership and strong commitment from 'management' perceived to have the greatest impact in implementation.

Although the sample size is not in all cases statistically significant general trends are probably representative of a wider population.

1. Participant details and Understanding

11 respondents (73%) understood the meaning of the term and Shell's aspirations in this area before reading the document. After reading the document 3 of them felt that they no longer understood Shell's aspirations in SD.

3 respondents' understanding rose from 'an understanding of the term in general' to an 'understanding of SD and Shell's aspirations in this area'. 1 respondent who had heard the term but not really sure what it means also said that they now understood the term and Shell's aspirations in this area.

We were surprised at the high level of understanding before reading documentation. It may indicate a bias in the sample or an excellent awareness of SD.

The respondents from Corporate all reported the same understanding or increased confusion with respect to Shell's aspirations after reading the documentation. This was not the case at other levels.

2. General Questions regarding the documentation

The majority of the respondents agreed or strongly agreed that;

- The text easy to read (86%)
- The language was pitched at the right level (86%)
- The layout and design is appealing (80%)
- It (the document) contains useful & practical material (67%)

We were encouraged to see also that the majority of respondents felt that;

- They could see how systems such as HSE-MS relate to the SDMF (86%)
- They could see how the SDMF could be applied (86%)

Just over half (54%) of the respondents replied that the document did not make it clear what they should do next and 53% said it did not support the case for SD effectively.

3. How long to embed an SDMF in the Business?

There were a range of answers here, possibly indicating a varying definition of the word 'embed' as well as the diversity of the sample group.

73% of respondents said that this document would help to embed SD in their part of the Business.

Generally those in new business or in smaller Opcos felt that it would be quick to embed an SDMF whilst those in Corporate Centre said greater than 3 years.

One respondent reported that an SDMF was already used.

4. Obstacles and enablers

Important things to help embed an SDMF / SD in their part of the Business were;

- Worked examples & case studies (11 respondents)
- Demonstrated leadership and commitment (7 respondents)
- A clear business case (5 respondents)

Training, local language translation, a clear link to existing systems, recognition and reward were also mentioned by a couple of respondents.

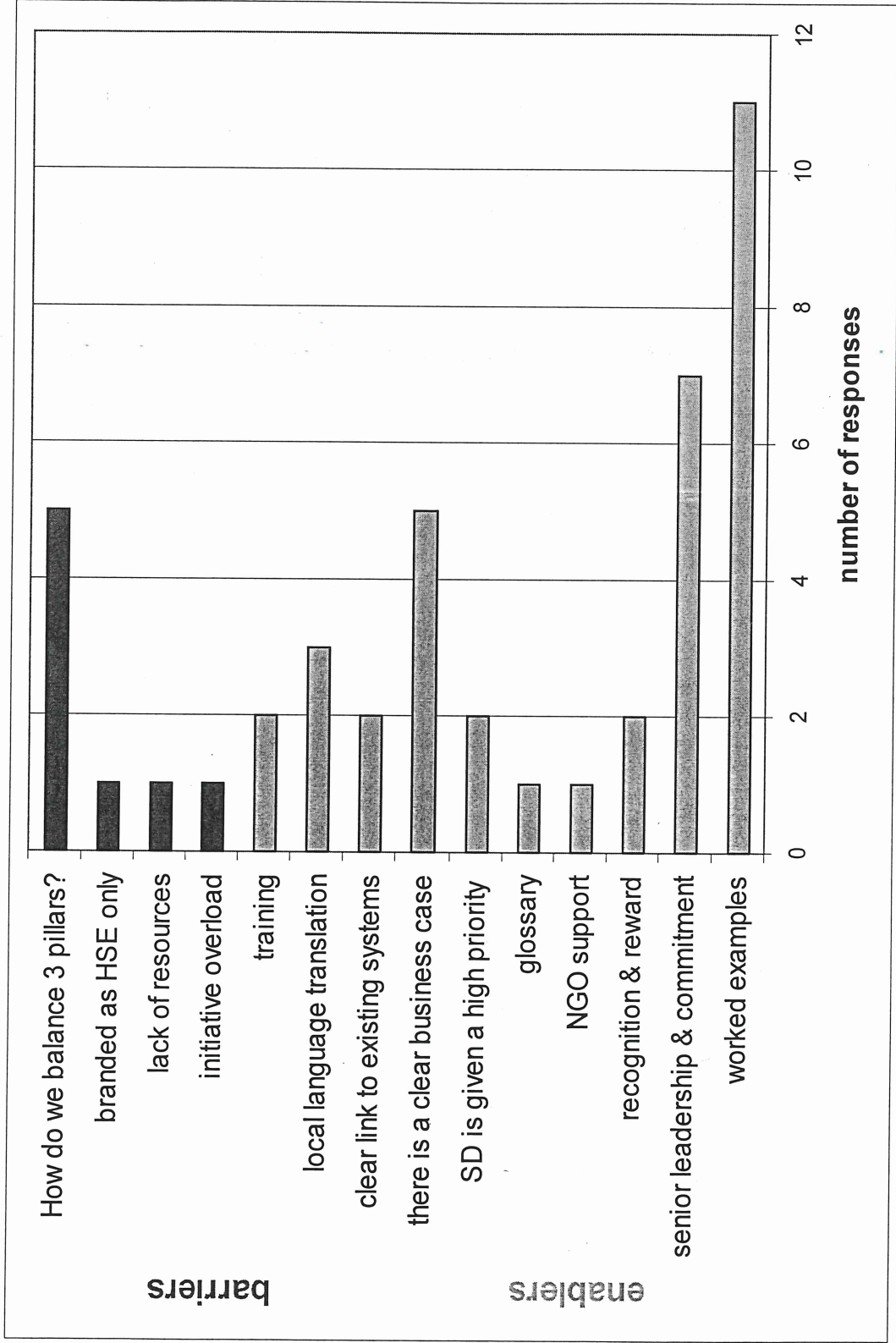
The most significant barrier to be overcome was perceived to be;

- How to achieve the balance between the three elements of SD

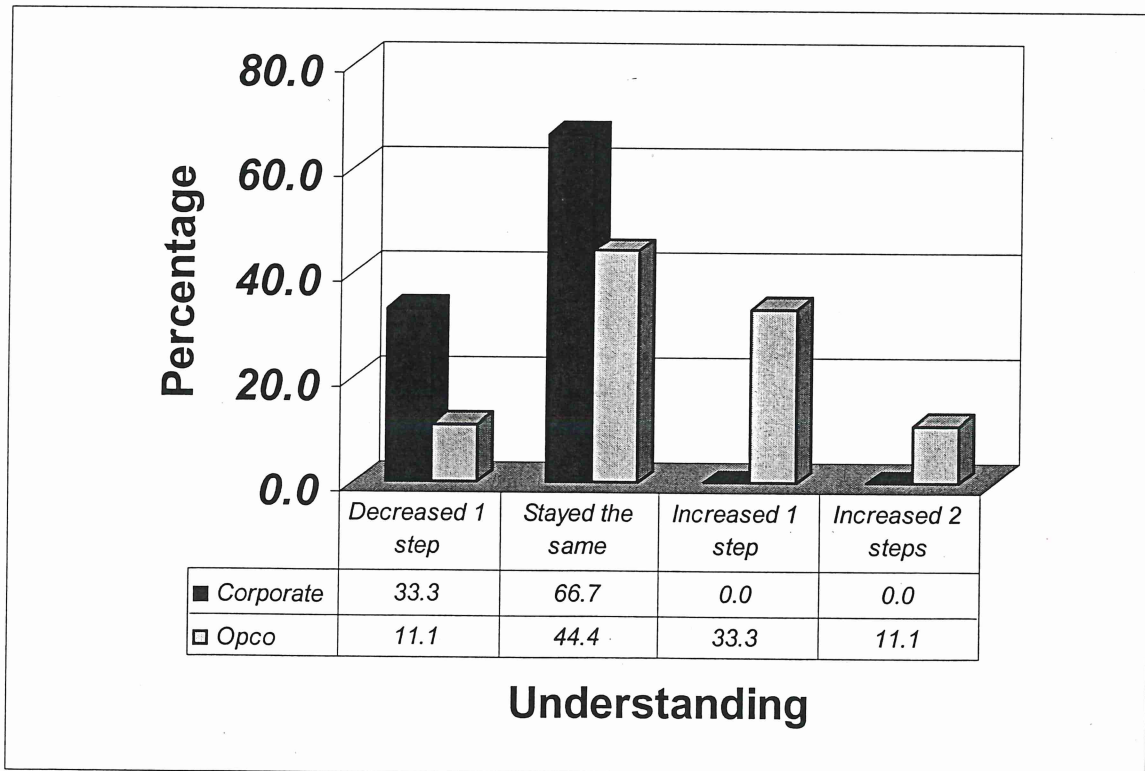
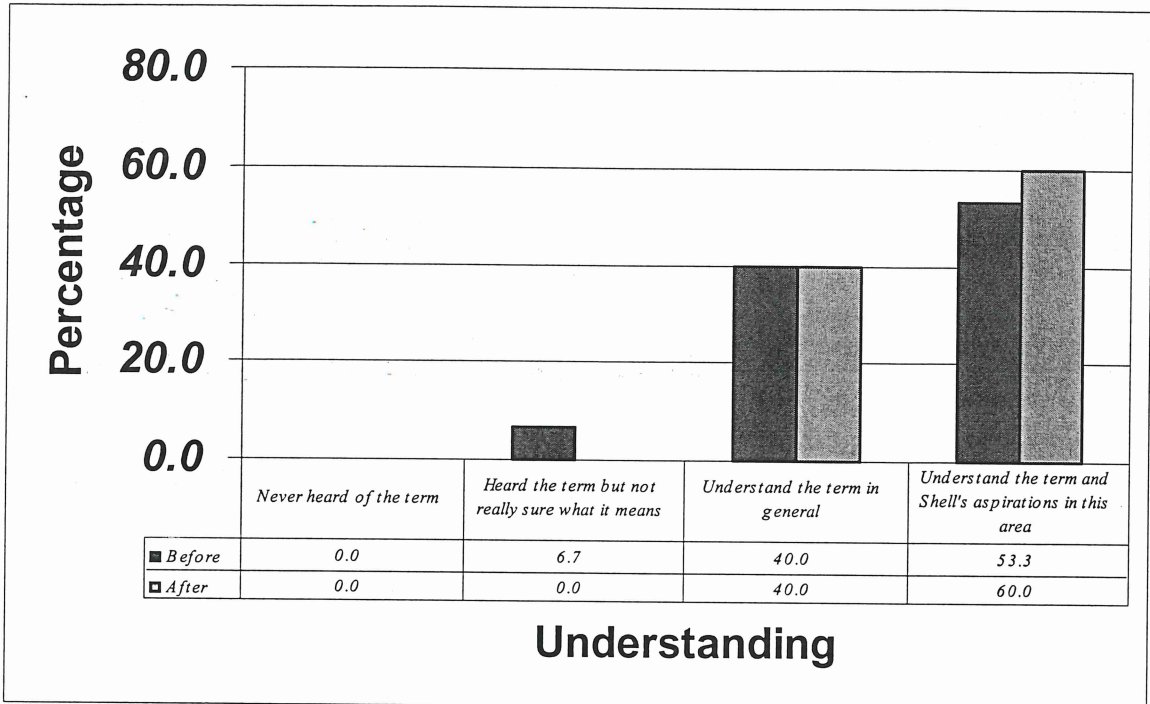
Others were initiative overload, lack of resources, branded as HSE

The attached graphics give a more comprehensive breakdown of replies.

What obstacles will we need to overcome / things could we include for this to help you embed SD ?

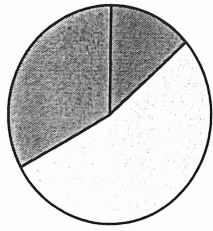


Understanding of SD before reading and after

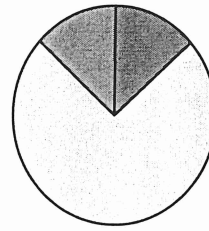


The documentation

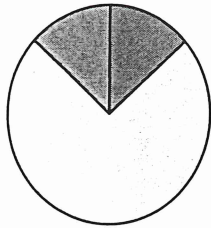
The text was easy to read



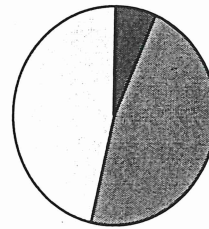
I can see how systems such as HSE-MS relate to the SDMF



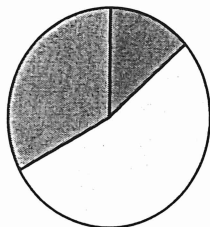
I can see how the SDMF could be applied



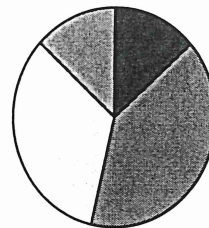
It is clear what I should do next



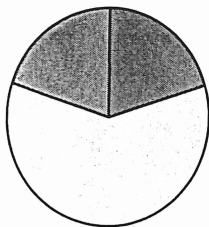
The language was pitched at the right level



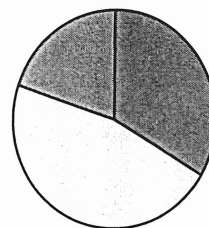
It supports the case for SD effectively



The layout and design was appealing



It contains useful & practical material



K Agree

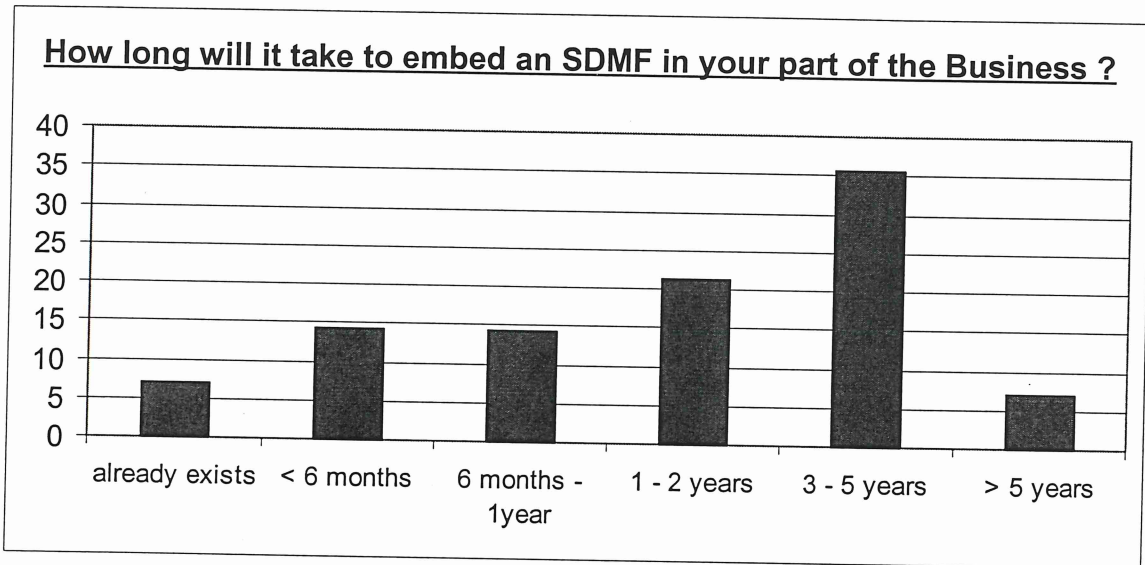
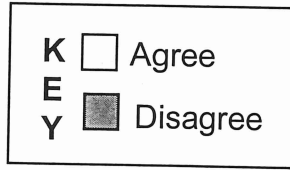
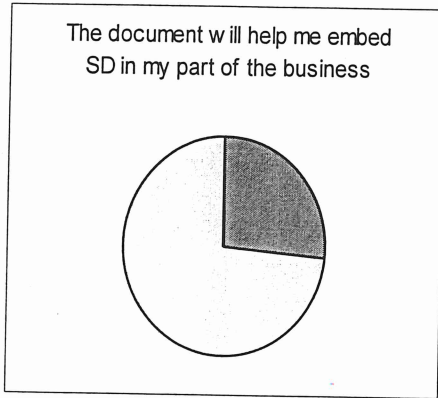
E

Y Agree strongly

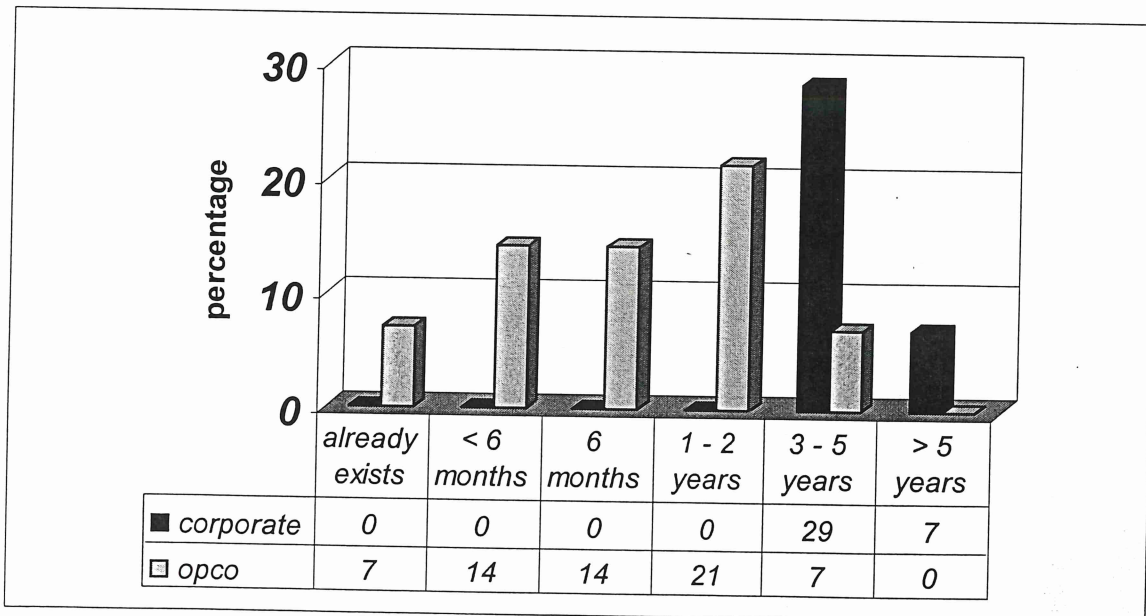
Disagree

Disagree strongly

Embedding SD in the Business



How long will it take to embed an SDMF in your part of the Business ?



THIS WAS THE QUESTIONNAIRE THAT WAS SENT OUT
FOR INFORMATION ONLY – NO ANSWER NEEDED

Feedback on the draft SDMF documentation

1. Some details about you:

Name: _____ Location: _____

Role: _____

Your understanding of Sustainable Development before reading this document
(please tick the most appropriate box)

- Never heard of the term
- Heard of the term but not really sure what it means
- Understand the term in general
- Understand the term and Shell's aspirations in this area

2. Now that you have read the documentation, please rate your answers to each of the following questions, by marking the appropriate box:

	Strongly Disagree	Disagree	Agree	Strongly agree
Ease of reading and appeal				
• The text was easy to read				
• The language was pitched at the right level				
• The layout and design was appealing				
Practicality				
• I can see how the SDMF could be applied				
• It contains useful and practical material				
• It supports the case for SD effectively				
• The document will help me to embed SD in my part of the business				
• It is clear what I should do next				
• I can see how systems such as HSE-MS relate to the SDMF				

3. What obstacles will we need to be overcome for this to be widely useful?
(e.g. translation into local language, worked examples, provision of training materials)

4. How long do you think it will take to embed an SDMF in your part of the business?

5. What else should be included to help you embed SD in your part of the business?

6. Other comments, concerns and suggestions regarding the documentation

7. Having read the document what is your understanding now?
(please tick the most appropriate box)

- More confused than before
- Understand the term Sustainable Development
- Understand the term but not what Shell's aspirations are
- Understand the term and Shell's aspirations

Thank you for taking the time to review the material and to complete this questionnaire.
Your feedback is important Please can you make sure this form is returned to [REDACTED]