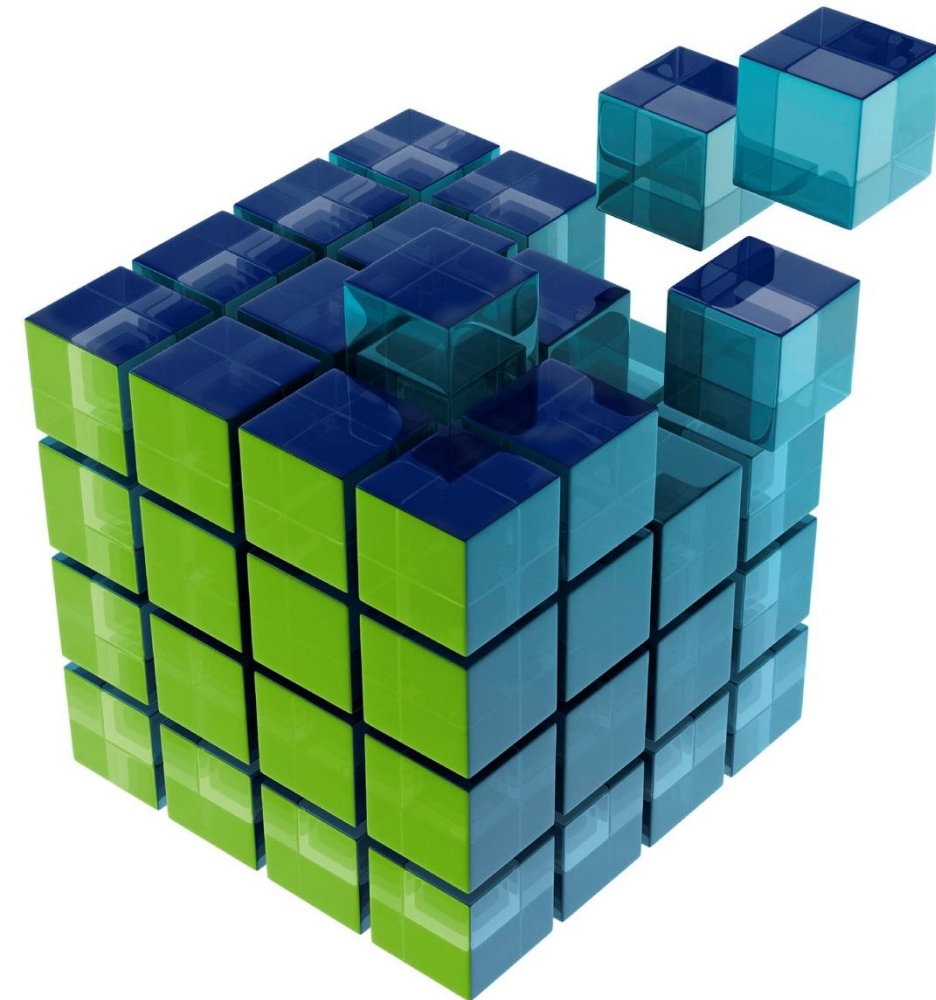


Shared services sources of value
The changing landscape

Mike Sinclair

Vice President Shell Business Service Centre, Shell

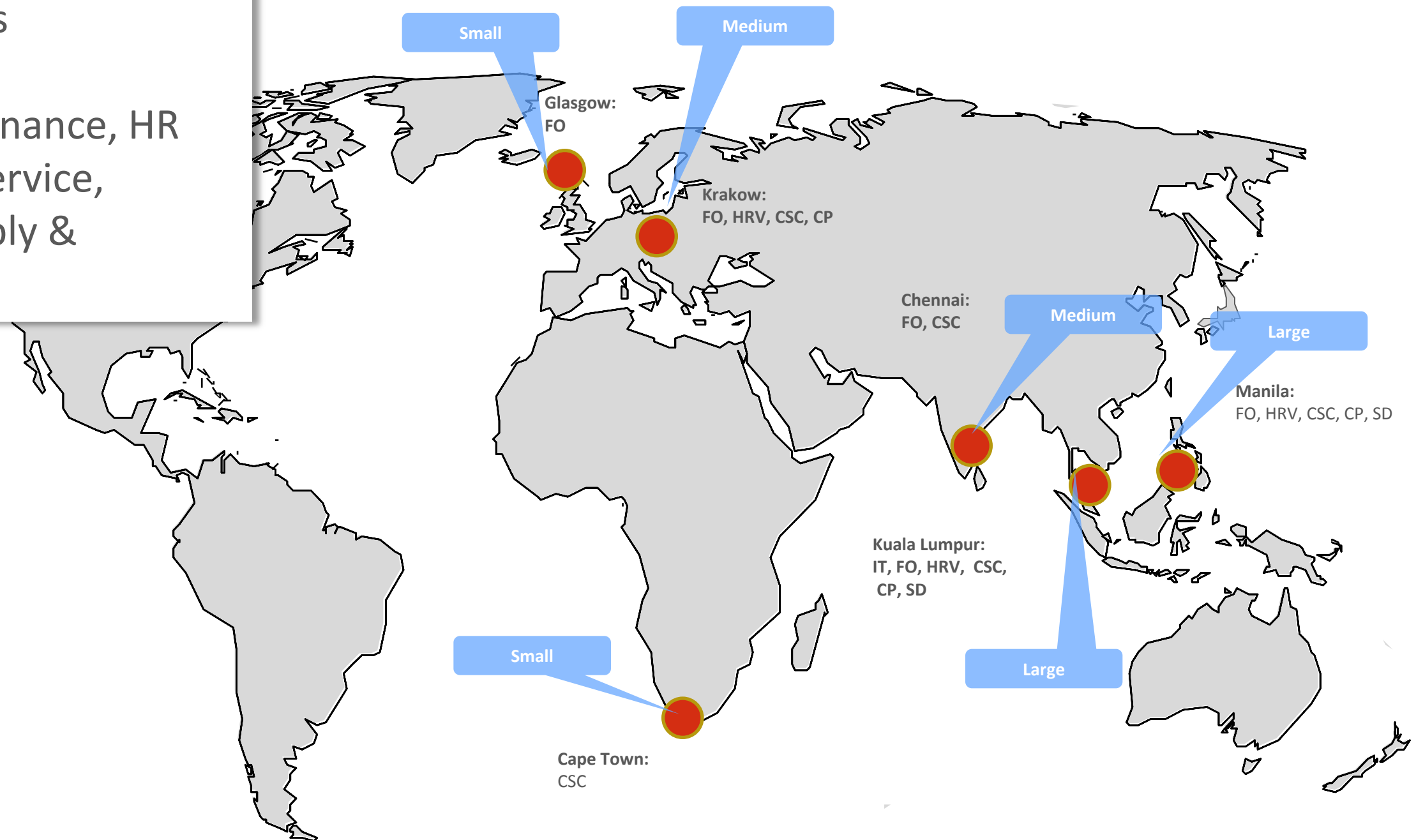


What we will cover?

- Shell Business Service Centres – Journey and Evolution of Operating Model
- HR Services Transformation – A case study
- Sources of Value: Dimensions and Future

SBSC Overview – 2013

- **Network** : 6 locations
- **Population**: c. 10100
- **Business Partners**: Finance, HR Services, Customer Service, Procurement, IT, Supply & Distribution



We operate one of the largest Global Business Services 'captive' networks

Fast Facts

Seat utilisation at Centres vary from 70% to > 100%

5 out of 6 Centres have Green accreditation (i.e. LEED certified) – the Chennai, KL, and Manila centres were all the first LEED certified buildings ever built in their respective Countries

The average age is 31

~ 60% of Centre staff are Female

23 languages are serviced across the Centres

Approximately 60-70% of HR transactions are executed in Centres

Shell operates one of the world's largest Global Business Services "captive" networks and represents an annual saving to RDS of c. \$1 billion

3 Centres run 24/7 day operations

Approximately 55% penetration of the Finance function

The SBSCs make up approximately 10% of the Group Footprint

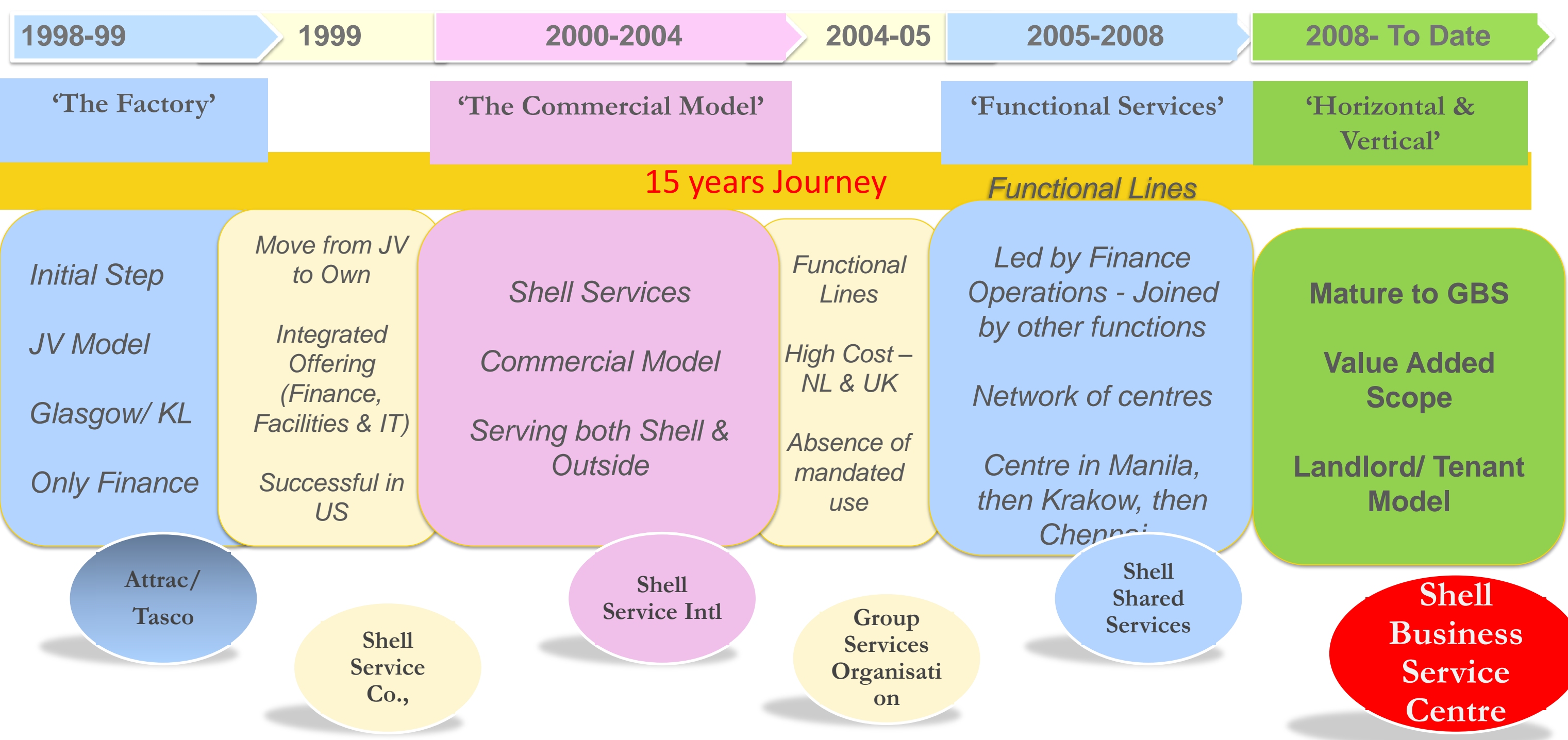
The SBSCs are located in 6 different countries, 3 different continents, and across 5 different time zones

The following Functions / Businesses have staff in the Centres: Finance, IT, HR, Global Commercial, S&D, CP

The first Centre started up in 1998 with 23 staff – 14 years later the SBSC Network houses c.10100 staff

Manila started with 49 employees in 2004 and is now the largest Centre in the network with over 3100 employees

SBSC: 1998 - 2013



SBSC – Current Operating Model

The Operating Model leverages the convergence of common infrastructure and standard global business services delivery to provide an efficient and flexible platform to support business demands in a changing environment.



Evolution



From

To

Focus on migration and growth



Focus on optimisation and process excellence

Transactional processing centre



Decision support, business intelligence

Complexity reduction and consolidation



Strategic business enablement and collaboration

Predominately Finance Operations



Global Business Services – IT, HRV, FO, CSV, CP, SD

Centre specific organisation



Global Process Owners and Centre Network

SBSC's not a source of group talent



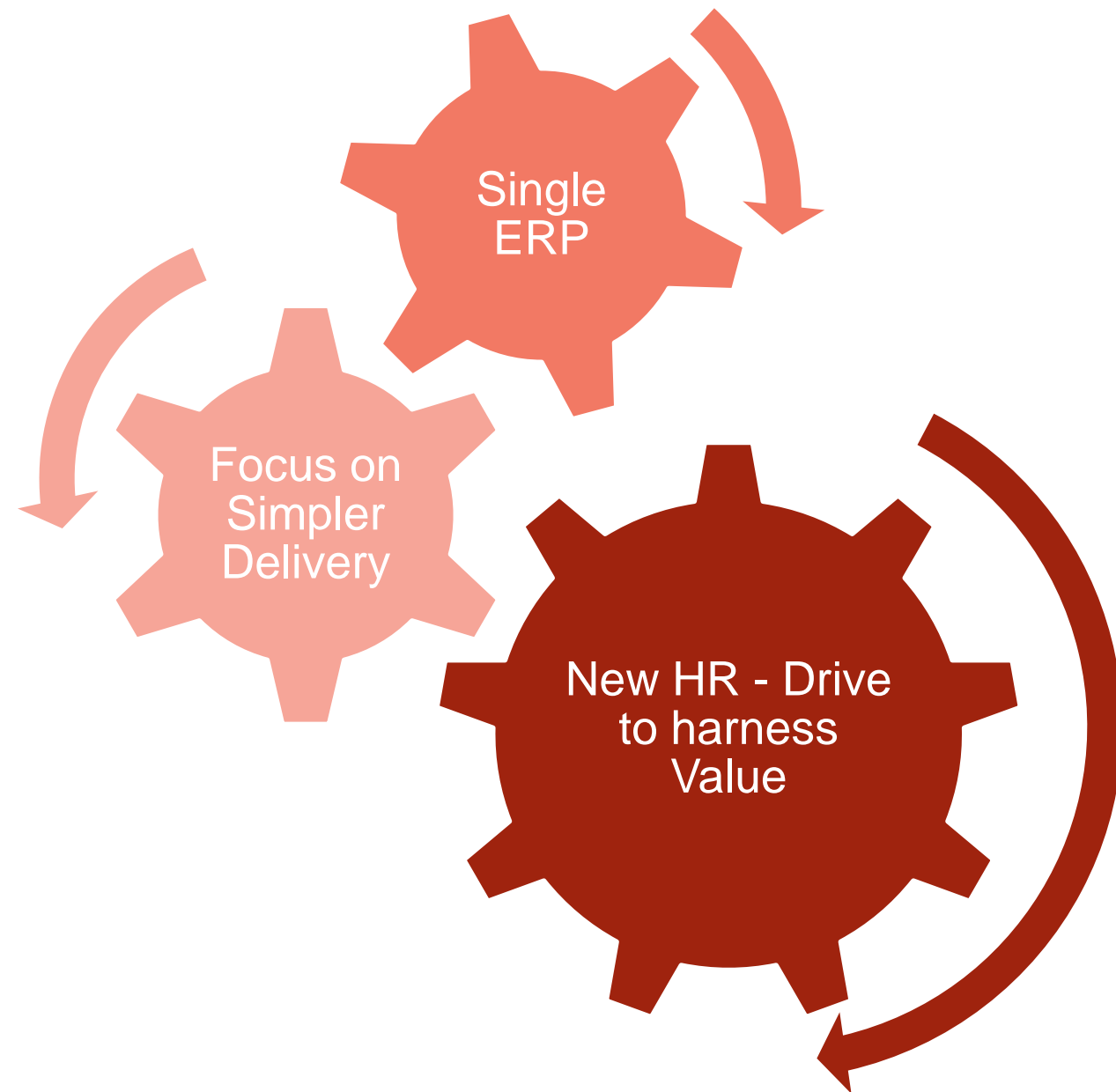
Source of Group Talent (Segmentation Approach)

Optional adoption of Shell Policies/Processes; limited alignment to Group standards

Common Framework appropriate for the Shared Service environment

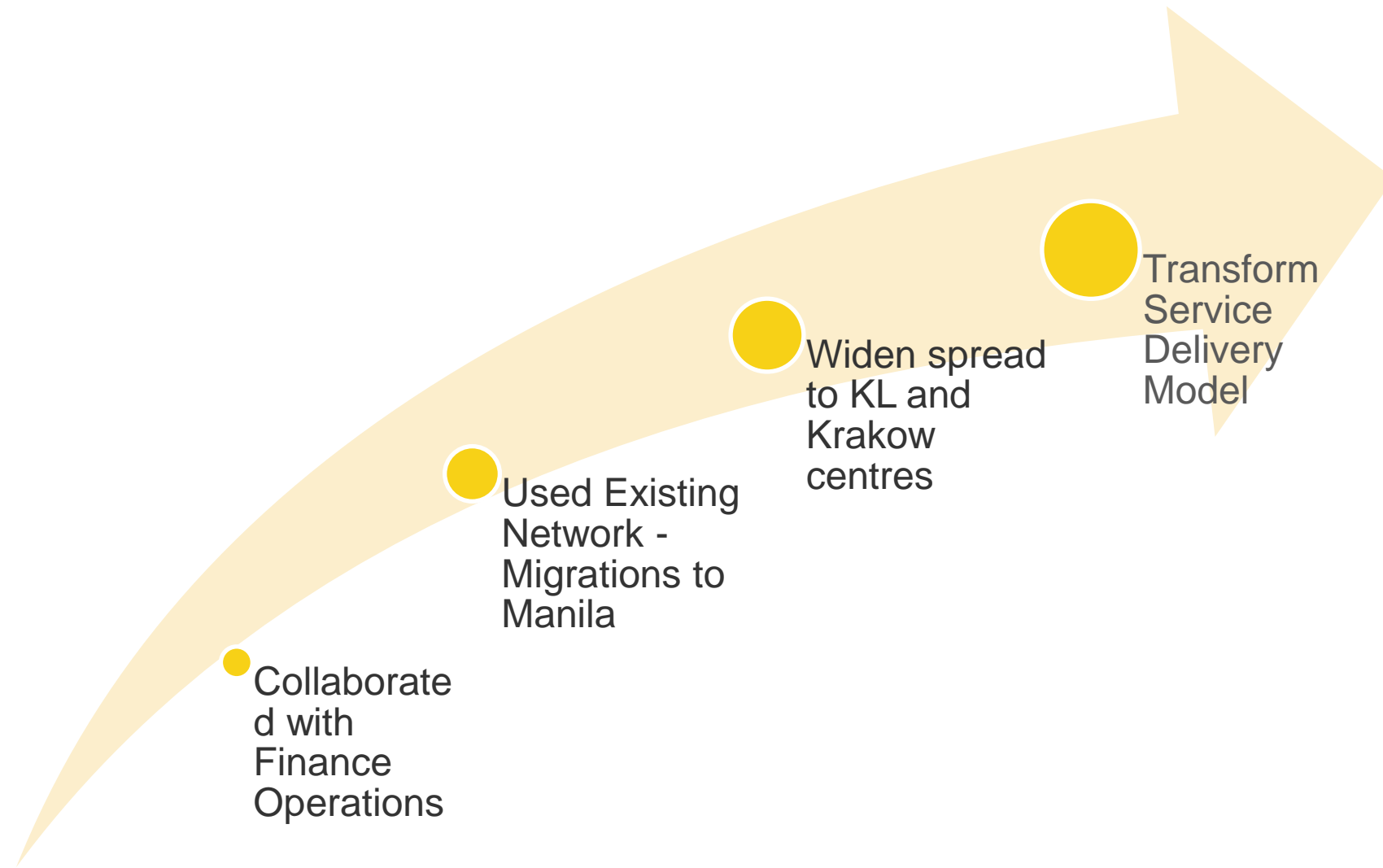
We have refined how we leverage and drive value from our Global Business Services operation

HR Services Transformation: The Start



Year : 2005

HR Services Journey to Date



580 employees in centres

Serve 87000 employees of the Group

Self service was and is key

60-70% of HR transactions executed in SBSC

Where to Next?

