

*The role of voluntary initiatives for operational performance*

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## **Presentation Overview**

- **Voluntary initiatives and operational behaviour**
- **Voluntary initiatives and Shell's operations**
- **Conclusions**

## *The role of voluntary initiatives for operational performance*

### ***Voluntary initiatives and operational behaviour***

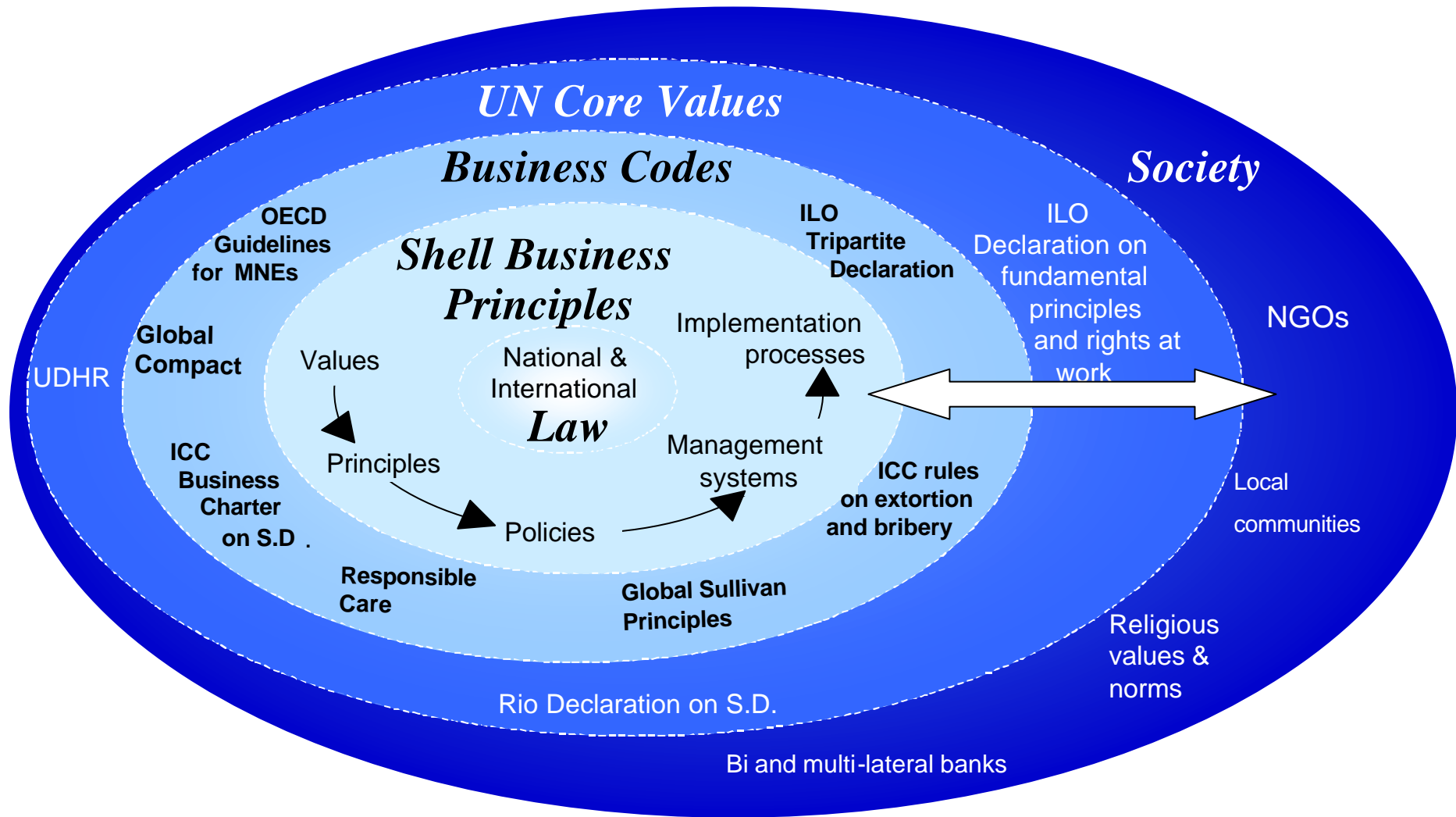
- **PhD research, voluntary norms:**
  - 11/19 & 17/19 for response to environmental & social impacts.
  - Most important: Internal policy, senior management support, legislation
- **Large number - 50 plus.**
- **Intrinsic nature.**
- **Process of generation.**
- **Compliance mechanisms.**

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### ***Voluntary initiatives and operational behaviour***

- **In themselves do not lead to changes in operational practice.**
- **Importance of legislation and internal corporate policies.**
- **Specific case of Shell.**

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# **Internal policies & voluntary initiatives**

### **Internal**

- Values
- Principles
- Policies
- Management systems
- Implementation

### **Types of V.Is**

**Intl. values and codes**

**Codes of conduct**

**Business & other codes**

**Guidelines**

**Guidelines**

**Local codes of conduct**

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### **Conclusions**

- **Legislation, internal values, principles, policies most important.**
- **VI's useful as benchmarks and helping inform.**
- **From global to local compacts?**

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## **Typical social issues**

### **Operations**

- Resettlement
- Land Acquisition
- Security, violence, human rights
- Health, cultural impacts
- Traditional livelihoods
- Community assets
- Worker-community interaction
- 'Dutch' disease
- Taxes, Revenues

### **Social Investment**

- Local Purchasing
- Employment
- Infrastructure
- Education & Training
- Business Development
- Capacity building
- Health