

**DISCOVER THE CHALLENGE  
YOU'RE IN SEARCH OF**  
Explore the Shell Graduate Programme





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## 1 SHELL GRADUATE PROGRAMME



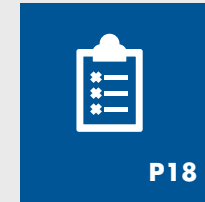
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**“WHAT’S UNIQUE TO SHELL IS THE DIVERSITY OF WAYS IN WHICH YOU LEARN. ALSO, THAT YOU ARE CONNECTED WITH PEOPLE FROM ALL OVER THE WORLD.”**

Tim, Technologist Process, the Netherlands

# 1 SHELL GRADUATE PROGRAMME



## WHAT WILL I GET FROM THE SHELL GRADUATE PROGRAMME?

The answer is... experience is essential to help you grow professionally and continuous training to develop your skills for a career with Shell.

Right from the start, you'll be given a challenging hands-on role, working in a diverse, global environment.

You'll be welcomed into Shell and encouraged to make your contribution to an organisation built around teamwork.

You'll be supervised and mentored with frequent reviews as part of a structured development programme, agreed with you in advance.

You'll receive world-class training in our business and your role, tailored to your skills and what you're hoping to do in your career. There will be opportunities to develop your expertise and secure valuable professional qualifications.

At the end of your time in the Programme, a concise assessment of your performance and competence will confirm if you're ready for a challenging career with us.

Find out more about structured development in the Shell Graduate Programme [here](#).

## LIFE AT SHELL



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## OUR GLOBAL BUSINESSES

Shell works in more than 70 countries and territories, and employs around 94,000 people.

Those people work across a diversity of Shell companies, grouped, broadly, as Upstream, Downstream and Projects and Technology.

Our Upstream businesses comprise Upstream Americas – USA, Canada and Brazil – and Upstream International, which has major interests in Europe, Asia, the Middle East, Russia, Australia, Oceania and Africa.

Upstream refers to the ways we find and extract crude oil, natural gas and bitumen, while Downstream refers to the ways we transform them into products for sale to retail and commercial customers.

We provide gas for cooking, heating and electrical power; fuels and lubricants for transport; and chemical products for plastics, coatings, detergents and many other appliances.

Businesses within our Downstream organisation turn crude oil into refined petrochemical products which are traded, marketed and distributed globally. These include conventional fuels, lubricants, bitumen and biofuels.

Our Projects and Technology organisation provides technical services and technology capabilities in Upstream and Downstream activities. It manages the delivery of projects and helps to improve performance across the company.

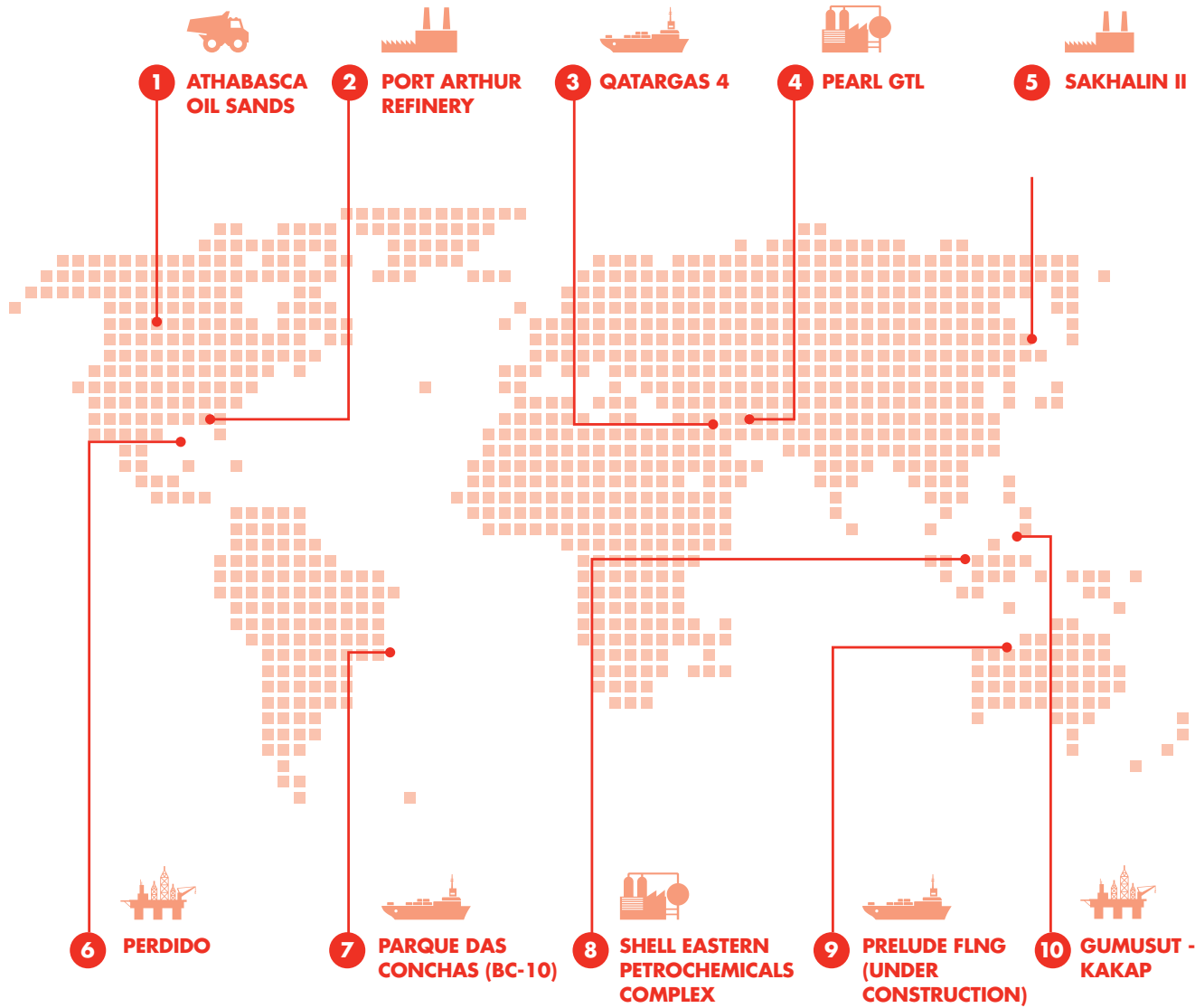
We also recruit graduates to work across Shell corporate functions, such as Finance, Human Resources, Contracting and Procurement and Information Technology.



**“THE PROGRAMME PROVIDED ME WITH CROSS-CULTURAL AND CROSS-FUNCTIONAL EXPERIENCE, GIVING THAT EDGE TO MY CAREER DEVELOPMENT.”**

JJ, Contract & Procurement Specialist  
– Surface, China

# MAJOR PROJECTS



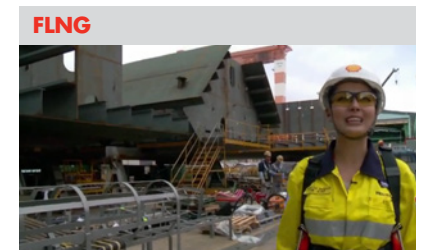
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**“WHAT I LIKE MOST IS THAT THE LEARNING NEVER STOPS. THROUGH DAY-TO-DAY WORK ACTIVITIES AND NUMEROUS CHALLENGES, I’M CONSTANTLY IMPROVING AND DISCOVERING MY STRENGTHS AS AN ENGINEER. I’M ABLE TO GAIN VALUABLE EXPOSURE THROUGH OTHER PARTS OF THE BUSINESS AROUND THE WORLD.”**

Chai Shiau Yinn, Process Technologist, Singapore



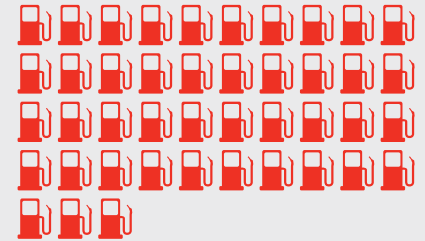
## FUTURE OF ENERGY



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### DID YOU KNOW?

With around 43,000 service stations globally, Shell has more outlets than any competitor.



# 2 YOUR LEARNING JOURNEY



**OUR GRADUATE PROGRAMME IS A FRAMEWORK THAT WILL HELP YOU MAKE THE MOST OF YOUR POTENTIAL, PERSONALLY AND PROFESSIONALLY.**

As soon as you start, we'll assign you a supervisor. He or she will help you decide what you want from your career and the best way to achieve it within Shell.

The outcome of this discussion is captured in your development plan. This sets the course for the time you spend on the Programme, which can be anywhere from 3 to 5 years depending on your role.

We believe you learn more, faster, when you're challenged. In other words, we inspire you to progress in your career.

## HANDS-ON PLACEMENTS TO HELP YOU DISCOVER YOUR STRENGTHS AND DEVELOP YOUR SKILLS.

Our placement programme is designed to widen in scope, enabling you to prove yourself in different situations, over time.

As you move through different experiences on live projects, we'll provide you with continuous learning in the form of training courses, e-learning modules and workshops.

An important aspect of the Programme is monitoring and tracking your performance through regular appraisals with your supervisor and mentor, concluding with a final review.

The sequence and nature of your placements depends on your plan and whether you will be working in a technical discipline, a commercial or a corporate role, as these examples show.



### A TECHNICAL PROFESSIONAL

In a technical discipline, you spend 2 to 3 years on competence-based tasks and a course of formal learning with the support of technical coaches. A progress check every 6 months ensures you're on track.

**Relevant roles:** Geosciences, Engineering (Petroleum, Wells, Facilities, Production, Mining, Chemical and Process) Research & Development, Exploration/Development, Production, Manufacturing, Project Services, Health, Safety and Security & Environment  
**Formal Training Examples:** Geology Subsurface Integration, Petrophysics Foundation, Pipeline Engineering & Operations, Reservoir Engineering, Leadership

#### LEARNING JOURNEY



### A CAREER IN TRADING

On-the-job experience in this area entails 3 different Role Rotations over 2.5 years. The objective is to give you competencies and insights into the value chain and trading operations, supported by formal training and progress checks, towards becoming a top industry trader.

**Relevant roles in the area of:** Crude Oil, Oil Products  
 Energy Trading - Trade Gas, Analysis  
**Formal Training Examples:** Operations, Accelerated Development, Commodity Specific Curriculum, Shell Open University. Assignments include Value Chain Assignments to understand value chain and structures influencing Trading, Leadership

#### LEARNING JOURNEY







## A COMMERCIAL ROLE - UPSTREAM

These are commercial roles within the businesses which source and extract crude oil and natural gas. Here, you could complete up to 3 role rotations over 3 to 5 years, immersing yourself in deal delivery, commercial management, economics, contracts and agreements with a view to working on some of the world's largest and most complex energy projects.

**Relevant roles:** Commercial Advisor, Petroleum Economist, Business Development Analyst, Opportunity Lead, Business Development Advisor, Gas Advocacy Analyst, Business Intelligence Advisor, Portfolio Analyst

**Formal Training Examples:** Natural Gas, Introduction to Upstream Business, Negotiations, Upstream Economics, Opportunity Realisation in Shell, Ethics & Compliance. Sustainable Development, Contracting & Procurement, Leadership

### LEARNING JOURNEY



## A COMMERCIAL ROLE - DOWNSTREAM

This puts you at the heart of one of our numerous businesses producing a range of refined petrochemical products. Here, over 3 years, you will complete 2 role rotations to give you broad commercial experience, including customer engagement. Formal learning and progress checks are involved.

**Relevant roles:** Sales Account Manager, Business Commercial Analyst, Retail Support Analyst, Marketing Advisor/Implementer, Marketing Project Manager, Pricing Manager within Retail, Lubricants, Chemicals, Global Commercial/Business to Business (Bitumen, Aviation, Marine, Bulk Fuels), Trading, Supply and Distribution, Biofuels and CO<sub>2</sub>

**Formal Training Examples:** Overview of Downstream Business, Shell General Business Principles, Marketing, Pricing, Business to Business, Retail, Supply, Leadership

### LEARNING JOURNEY



**“THE SHELL GRADUATE PROGRAMME LETS YOU BUILD THE SOFT SKILLS YOU NEED TO ENABLE PROFESSIONAL PROGRESSION AND DEVELOPMENT. THIS PROVIDES YOU WITH THE ABILITY TO BE PART OF A GLOBAL TEAM.”**

Vaibhav, IT Auditor, India





## WORKING IN DOWNSTREAM SUPPLY CHAIN

This role takes you through 2 different role rotations over 3 years, each lasting 18 months. You will gain a full understanding of the value chain from end-to-end with a view to becoming a supply chain professional.

**Relevant roles:** Business Analyst Supply Chain Optimisation, Health, Safety, Security and Environment, Supply Chain, Accounting, Supply Contracts Analyst, Supply Chain & Trading Operator, Supply Chain Integrator, Supply Project Manager, Trader, Refinery Economist

**Formal Training Examples:** Overview of Supply Chain, Supply Chain Economics, Refinery Economics, Price Risk Management in the Oil market

### LEARNING JOURNEY



## A ROLE IN CORPORATE FUNCTIONS

If you're working in Information Technology, Human Resources, Finance or Contract and Procurement, for example, you spend 3 years in the Graduate Programme and undertake 2 different role rotations with a mix of on-the-job training and formal learning.

**HR**  
**Relevant Roles:** HR Advisor/Analyst, Recruitment Specialist, Policy Advisor, Talent Advisor, Remuneration and Benefits Specialist  
**Formal Training Examples:** Organisational Effectiveness Business Partnering

**FINANCE**  
**Relevant Roles:** Finance Controller, Internal Auditor, Finance Manager  
**Formal Training Examples:** Formal Accreditation, Finance Support, Financial Controlling & Accounting, Finance Management

**IT**  
**Relevant Roles:** Business IT Manager, Business Analyst, Consultant, IT Service Delivery Manager Data & Administration Manager  
**Formal Training Examples:** Business Analysis, Business Process, Improvement, Risk Management

**CONTRACTING & PROCUREMENT**  
**Relevant Roles:** Contracting & Procurement Manager  
**Formal Training Examples:** Professional Accreditation (Chartered Institute for Purchasing and Supply)

### LEARNING JOURNEY



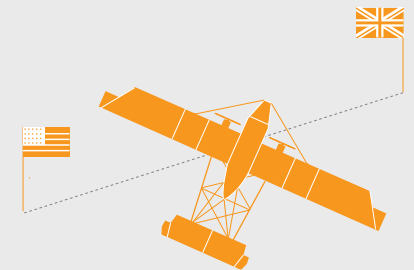
## TRAINING TO BECOME A SHELL WELL ENGINEER



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### DID YOU KNOW?

Shell fuel was used to power the first flight across the Atlantic, in 1919.



**"THE APPEAL INCLUDES THE TRAINING PROGRAMME AND ROLE ROTATIONS, THE OPPORTUNITIES TO ATTEND CONFERENCES AROUND THE COUNTRY."**

Rebecca, Petroleum Land Management  
Canada



# 3 BENEFITS OF JOINING SHELL

**THERE'S FAR MORE TO DECIDING ON A POTENTIAL EMPLOYER THAN YOUR FUTURE ROLE AND ITS RESPONSIBILITIES.**

Consider the details that are part of joining the workforce and becoming an employee for the first time.



**THESE ARE JUST A FEW HIGHLIGHTS OF WHAT WE OFFER, ALL OF WHICH GO TOWARDS MAKING SHELL A REWARDING PLACE TO WORK, IN EVERY SENSE OF THE WORD.**



## **COMPREHENSIVE FINANCIAL REWARDS AND BENEFITS**

On top of a competitive starter salary, you'll be recognised and rewarded through performance-related pay, the extent of which will depend on your role and location.

Our benefits are aligned to local market practice. Some locations offer subsidised services such as sports facilities, medical/dental care and car parking. In some countries, you'll have the chance to participate in a Shell Share programme.

### **WHY SHOULD I JOIN SHELL?**



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## **DIVERSITY AND INCLUSION**

We strive to maintain a work environment where everyone can apply and develop skills and talents consistent with our values and business objectives. This applies to every employee, regardless of location, gender, ethnicity and physical abilities.

It's important to live by our values and play an active role in communities by attracting all talents and offering opportunities to a diverse range of people.

The varied skills and experience of people from different cultures, gender and ages benefits our business, helping us to better understand our customers across the world and to build stronger relationships at a local level. Our focus on diversity and inclusion also means customers, employees and partners choose us more often.

### **WHY SHOULD I CHOOSE SHELL?**



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Shell employees share a set of values, honesty, integrity and respect for people. We also firmly believe in the fundamental importance of trust, openness, teamwork and professionalism, as well as taking pride in what we do.



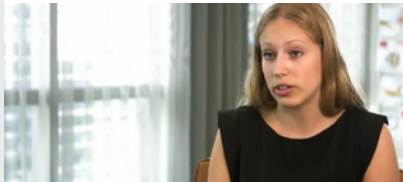
## SUPPORTING EVERYONE

Teamwork is vital to our projects. So it's in our nature to work together towards common goals.

Colleagues will always be able to help you solve day-to-day challenges. You will also be part of a connected global network.

Someone, somewhere in the world of Shell will have tackled a similar situation, problem or issue – more than that, they will be happy to share their experience.

### LEARNING, DEVELOPMENT AND SUPPORT



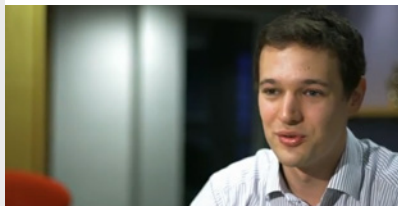
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## LIFE OUTSIDE WORK

Whatever your interests, in many locations, there's likely to be a Shell sports and social group that would welcome your involvement: the Shell Sports Club, Shell Women's Network, Shell African Network, Shell Disability Network or the Young Shell Network.

### THE SOCIAL SIDE



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## LISTENING TO WHAT YOU HAVE TO SAY

We check with our employees to ensure that Shell is doing everything it can to be a great place to work. Senior leaders hold frequent webcasts and discussion forums to obtain feedback and ideas, reflecting the fact Shell is genuinely interested in hearing what its employees have to say.

### DID YOU KNOW?

The Shell Eco-marathon record stands at a distance of 3,771kms achieved on the equivalent of a litre of fuel.

 **3,771** kms



**“THE VARIOUS NETWORKS AT SHELL, SUCH AS THE NEW PROFESSIONALS NETWORK AND WOMEN ADDING VALUE EVERYWHERE HAVE PROVIDED OPPORTUNITIES FOR ME TO BECOME MORE INVOLVED IN MY COMMUNITY.”**

Tiffany Chakirides, Geophysicist,  
South Atlantic Exploration,  
Brazil Core Basins, USA

**“I HAD TWO OUTSTANDING INTERNSHIPS IN WHICH I WAS GIVEN CHALLENGING, FAST-PACED, AND REWARDING PROJECTS THAT I KNEW WOULD HAVE REAL IMPACT ON THE BUSINESS. I WANTED TO BE A PART OF A GLOBAL ORGANISATION THAT OFFERS A WIDE ARRAY OF OPPORTUNITIES.”**

Whitney, Key Account Representative,  
Shell Lubricants, USA



**“THERE’S A GREAT WORK-LIFE BALANCE. YOU’RE AT THE HEART OF THE OIL AND GAS INDUSTRY IN A HUB OF GLOBAL EXCELLENCE.”**

Mercedes, Commercial Advisor Gas Supply,  
UK

#### **DID YOU KNOW?**

Each year Shell helps thousands of young entrepreneurs to start up their businesses, develop their skills and boost their contacts through Shell LiveWIRE, a social investment programme operating in 20 countries.



[Click to Watch](#)

# 4 WHAT WE LOOK FOR



**AS YOU WOULD EXPECT, THERE ARE SPECIFIC SKILL REQUIREMENTS FOR EACH ROLE IN SHELL. BUT, NO MATTER WHAT YOUR PARTICULAR ROLE IS, THERE ARE CERTAIN QUALITIES YOU'LL NEED IF YOU'RE GOING TO SUCCEED WITH US.**

You should enjoy being challenged. You'll need to be good at absorbing information, analysing problems and coming up with ideas. You should have the drive, confidence and resilience to get things done.

We'll give you training, support and guidance to develop your potential. We'll team you up with some of our most accomplished problem-solvers – dynamic innovators, helping us to deliver better energy solutions.

During your application process with Shell, we will assess whether you meet these specific criteria.

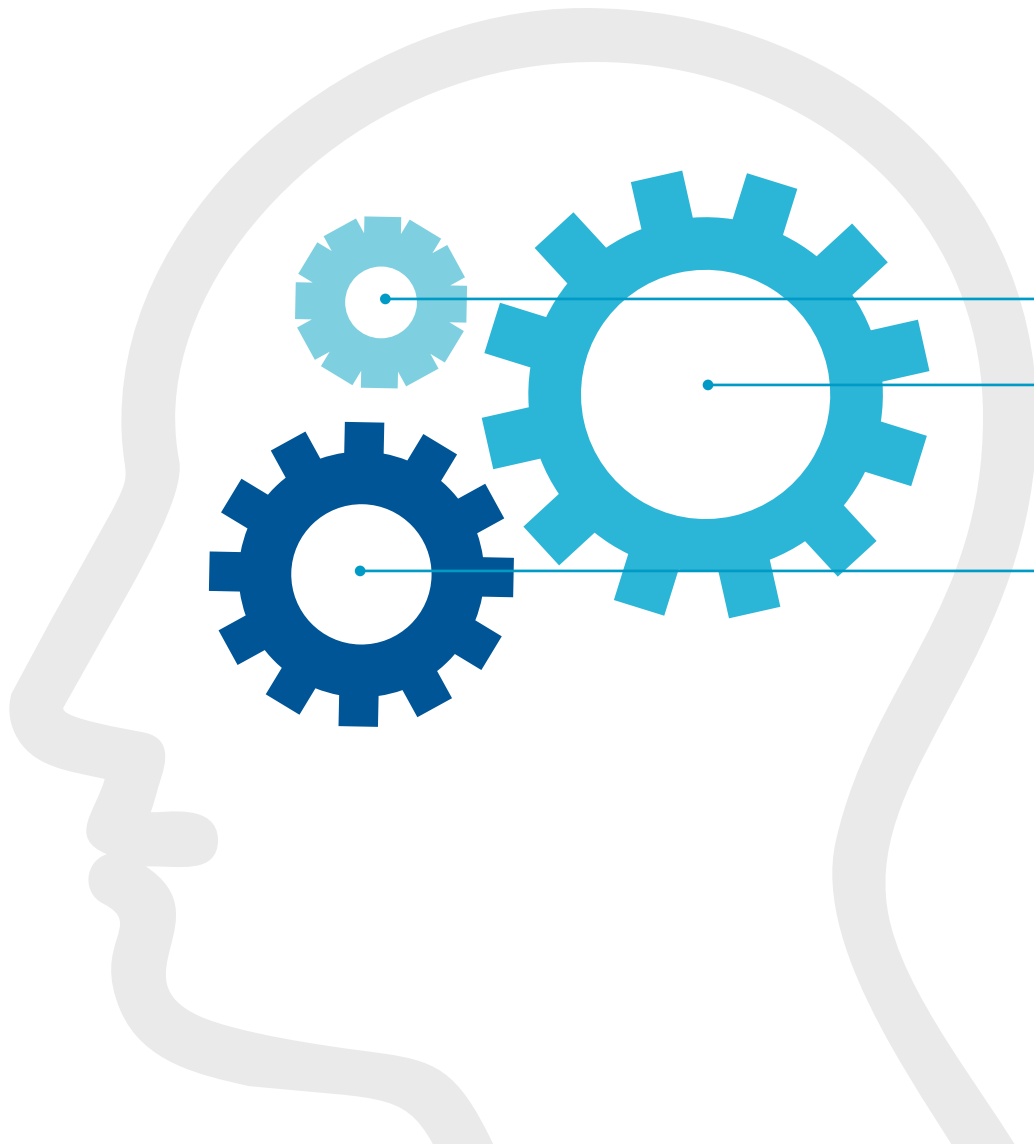
**"I WANTED TO WORK IN A FIELD THAT  
WOULD PUSH MY LIMITS CONSTANTLY.  
I CHOSE SHELL BECAUSE OF THEIR  
INTER-DISCIPLINARY ATTITUDE AND  
WORLD-WIDE OPPORTUNITY WITHIN  
ONE OF THE MOST CHALLENGING  
INDUSTRIES IN THE WORLD."**

Zack, Completions Engineer, USA





# OUR IDEAL CANDIDATE



## CAPACITY

We're looking for people with the intellectual, analytical and creative ability to learn quickly, identify issues and propose solutions. Can you reach informed conclusions through broad thinking? Work with incomplete or conflicting data and take well-calculated risks? Have you ever identified new ways of doing things based on an analysis of current conditions, data and feedback?



## ACHIEVEMENT

We hope that the graduates we recruit will be future Shell leaders, so we'll ask you about achievements in any areas of your life as well as your academic qualifications. Have you ever had to overcome obstacles in order to achieve? Are you good at working by yourself or within a team? Do you enjoy taking on new and unfamiliar tasks?



## RELATIONSHIPS

Being able to work effectively as part of a diverse team and form mutually beneficial, long-term working relationships will be essential. Can you recall situations where you've had to influence people by adapting your communication style? What positions of responsibility have you held over the last four years? What exposure have you had to different environments and cultures?

## SHELL TRADING CAREER



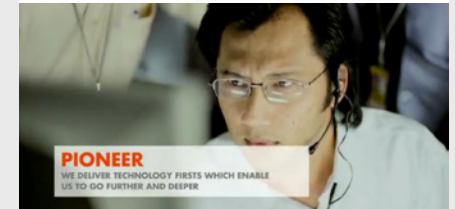
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**“CLEAR EXPECTATIONS ARE DEFINED FROM THE START AND THE SUPPORT SYSTEMS IN PLACE ARE EXTREMELY REWARDING. IN A NUTSHELL, IT’S LIKE AN INFINITE LEARNING CURVE WHERE ACTING ON FEEDBACK PUSHES THE LIMITS OF ONE’S CAPABILITIES.”**

Elesie, Well-site Operations Engineer,  
Nigeria



## SHELL FIRSTS



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## DID YOU KNOW?

Shell operate a global network of 10 research and development (R&D) centres. In 2014, we spent more than \$1.2 billion on R&D.



Source: Sustainability Report 2014

# 5 HOW TO APPLY

## THERE ARE TWO ROUTES INTO SHELL:

An Assessed Internship or the Graduate Programme.



2

## ONLINE ASSESSMENT

Once your application has been successfully submitted, you'll receive an email notification with instructions on how to complete an online assessment. This has two parts. Each must be completed and submitted within seven working days. Practice tests are available online.



### PART 1

**Competency-based questions.**  
The first part of the online assessment is not timed, but will take you around 20 minutes. Once completed and submitted, you'll receive an email notification of the outcome. Candidates who successfully complete section one will then be sent a separate email to complete part two.

### PART 2

**Decision-making and problemsolving tasks.**  
The second part of the online assessment consists of two tasks: a decision-making task that assesses how you respond to common situations that Shell graduates may face; and a problem-solving task that assesses your capacity for solving numerical problems.

The decision-making task is not timed, but the problem-solving task does have a time limit. This assessment should take around 45 minutes to complete in total.

1



## ONLINE APPLICATION

At [www.shell.com/graduates](http://www.shell.com/graduates), choose the Assessed Internship or Shell Recruitment Day, depending on your year of study. Complete an application form and upload an up-to-date copy of your CV/resumé. Make sure you are eligible to work in the country you're applying to.

3



### AN INTERVIEW

If you are successful in passing the second online assessment, you may be invited to an interview.

This takes place either face-to-face or over the phone. It is an opportunity for you to tell us more about why you are applying to Shell, share your achievements, outline the challenges you've faced and demonstrate how you've shown the qualities we're seeking.

4

### FINAL ASSESSMENT

#### Assessed Internship

Throughout your Assessed Internship you will be guided by a mentor and a supervisor. They will conduct a formal mid-term review, followed by a final review where you'll be asked to complete an online exercise and written task. You'll also be asked to prepare a final presentation about your project before a final interview. Following a successful internship, you could be offered a place in our Graduate Programme.

### SHELL RECRUITMENT DAY

If you opted to attend a Shell Recruitment Day at stage 1, and you pass the interview, you could be invited to this next stage. We will invite you to an afternoon of interactive sessions to give you further insights into Shell. You will not be assessed during this session. The next day we'll give you a range of assessed exercises to complete. These include an online simulation of working on a real project, a written exercise, group discussion, a self-reflection interview, a case study that includes a presentation and a final interview.



### OFFER

After successfully completing your Assessed Internship, you could join our Graduate Programme where there are suitable places OR if you have successfully passed the final assessment during the Shell Recruitment Day we'll be in touch to let you know the final outcome and if there is a suitable place in our Graduate Programme.

5

**"I'VE HAD LEADERSHIP TRAINING AS WELL AS TECHNICAL TRAINING. SHELL GIVES YOU MANY OPPORTUNITIES TO DISCOVER YOUR INHERENT SKILLS, AND IF YOU'RE PROACTIVE ABOUT YOUR DEVELOPMENT, YOU CAN JUST GO ANYWHERE."**

Mohammad Al Rayahi,  
Rotating Equipment Engineer, Qatar



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**DID YOU KNOW?**

Universum ranked Shell as one of the world's top 50 Most Attractive Employers in 2014.



# 6 TIPS FOR SUCCESS

**MAKING THAT FIRST STEP IN YOUR CAREER IS A CHALLENGE FOR MANY DIFFERENT REASONS.**

If there's strong competition for places, how you present yourself and your particular strengths is vital. Ensuring you have a great CV/Resume and that you're fully prepared when invited for an interview is important.



## WRITING A GREAT CV

When you complete your application form, you'll need to upload a record of your personal, education and work history – your CV/Resume. It is a platform to demonstrate your achievements and a key step in any application process.

### Here are a few handy tips to help you present yourself in the best possible way:

- ✓ Make sure your CV/Resume is up to date.
- ✓ Try to restrict it to two pages and keep the layout simple.
- ✓ Use headings like "Education" and "Career History" to highlight different sections.
- ✓ Don't just make general statements about your qualities – support them with evidence. For example, explain what you may have done to date that illustrates the qualities you have.
- ✓ Try to link your skills and experience to the requirements of the role you're applying for.



### PERSONAL DETAILS

Your full name, address, email address and phone number are most important.

### EDUCATION DETAILS

List these in reverse chronological order, with your most recent education first. Include the name of the institutions, the dates you were enrolled and the qualifications you obtained or will obtain when you graduate. You may want to list the relevant modules, the projects and dissertations you have delivered, the grades you have achieved and professional skills you have developed.

### CAREER HISTORY AND PROFESSIONAL EXPERIENCE

Whether they're paid, voluntary or shadowing, all experiences count. Present these in reverse chronological order with dates to show how long you remained in a particular role. Mention what you achieved and the skills you developed.

### ACHIEVEMENTS AND OUTSIDE INTERESTS

Include this information to show that you're a rounded person with a balanced approach to life. Focus on recent examples, describing what you contributed and learned in various ways.

### \*REMEMBER

Your CV/Resume is a platform to demonstrate your key strengths and achievements and is an important step in any application process.



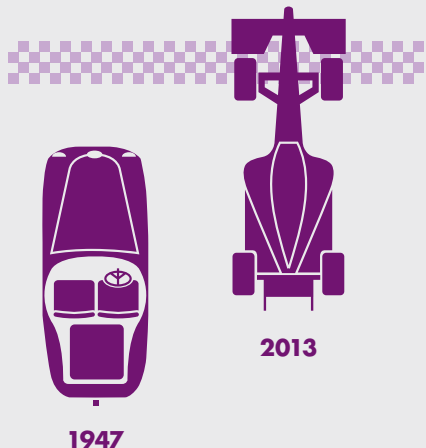


**“IT’S THE PERFECT START  
IN A GLOBAL COMPANY  
PROVIDING YOU WITH  
RESPONSIBILITY FROM  
THE OUTSET. ALTHOUGH  
YOU’RE ON A GRADUATE  
PROGRAMME YOU DON’T  
FEEL LIKE A TRAINEE.”**

Mate, Discipline Engineering Mechanical –  
Static, Germany


**DID YOU KNOW?**

The Shell technical partnership with Ferrari is one of the longest in motorsport, going back more than 6 decades. It has powered Scuderia Ferrari to more than 160 victories in Formula One.



**PERFORMING WELL  
AT AN INTERVIEW**

- ✓ Do your homework by researching Shell and gaining familiarity with Shell operations, projects, sites and values.
- ✓ Learn about the capacity, achievement and relationships criteria we use to assess candidates – you can find further details [here](#).
- ✓ When you’re being interviewed, think carefully about the question.
- ✓ Gather your thoughts before you answer – don’t just dive in.
- ✓ Frame your answer to provide evidence of what the interviewer is looking for.
- ✓ Always focus on what YOU, not other people, have done.
- ✓ Always be enthusiastic about your achievements.
- ✓ Keep your answers relevant to the question and come to the point.
- ✓ Provide sufficient background information to set the scene, but be careful not to wander away from the question.
- ✓ Think of some questions in advance to ask at the end of the interview so you conclude on a positive note.

A woman with short blonde hair, wearing a purple long-sleeved top, is seen from the side, looking towards a whiteboard. The whiteboard is covered in various mathematical symbols and diagrams, including percentages, plus signs, and arrows. In the background, other people are seated at a table, engaged in a meeting. The scene is brightly lit, suggesting an office or conference room environment.

**“SHELL TAKES INTO ACCOUNT YOUR CAREER ASPIRATIONS AND WORKS WITH YOU TO TRY AND FIT YOUR ASPIRATIONS TO OPPORTUNITIES AVAILABLE IN THE BUSINESS. THIS IS GREAT AS IT HELPS YOU UNDERSTAND WHAT AREAS YOU MAY WANT TO PURSUE IN THE FUTURE. SHELL IS ACCOMMODATING.”**

Michelle, Economist, Australia