

REQUEST for input to Individual Performance Review 2007

Dear **Shan**,

In order to help me put together a rounded summary of **Stuart Cagen's** performance and development in 2007, could you please give me input, based on your experience of working with him during the year?

I like to call you for further clarification if necessary.
Many thanks

Rob Keulemans,

WORK PERFORMANCE:

- What major work exercises/projects/areas has he worked on with you and what have been his key responsibilities?
- What has he performed well at? - Please give examples/quantify
- What could he have improved on or could improve for the future? - Please give examples
- How would you assess his performance / behavior against the criteria Leadership, Accountability and Teamwork?

Work performance summary:

During 2007 I have interacted and worked with Stuart on issues and projects related to 1,3, butadiene and benzene. His key responsibilities were in the area of research and advocacy for these chemicals, both for internal Shell use and for industry-wide projects via trade association work. This includes the monitoring of the Shanghai Health Study project. I found his work to be thoughtful and effective. In many instances he was the thought leader for many issues. Examples of this would include dealing with technical and project management of the Shanghai Health Study, developing and leading industry benzene and butadiene research plans (through the American Chemistry Council), and leading industry advocacy. In addition, for our shared projects, he provided effective leadership within the framework of teamwork (i.e., committees).

INDIVIDUAL DEVELOPMENT:

- How has he balanced conflicting work priorities?
- How has his leadership style affected the performance of the individuals working with and for him?
- What skills/attributes does he need to do more/less of?
- Any other comments you would like to make

Individual development summary:

He has a leadership style that is primarily based on a well thought out approach. It is also based on a thorough knowledge of the subjects – ranging from toxicology, regulatory expectations, and Shell's commitment to health and the environment.

Signed: *Shan Tsai*

Date: 13th November 2007