

**Shanghai Benzene
Stakeholder Engagement and Management Strategy
Draft - December 2003**

Internal:

Objectives: To ensure **consistency of message**; **preempt concerns** throughout project cycle; **prevent surprises**; **protect the reputation** of affected region/businesses; **leverage opportunities** from project investment.

Mechanisms: *To achieve the objectives, the team will employ the following tools:*

- Quarterly Email Updates to internal audiences
- Issues Management Process/Issues and Crisis Management Committee
- Quarterly meetings with project team
- Ongoing work with Shell China external affairs team:
- Quarterly SD Updates
- E-news (on quarterly basis)

The following table outlines the key internal stakeholders, information requirements and responsibility for ensuring that these audiences receive the information.

Audience	Requirements	Communication Tool	Responsibility
CEC	Quarterly updates	Written brief ICMC brief	Nancy Sullivan/Patsy Clegg Barnaby
Nick Wood/China EA	Stakeholder/EA materials/Project updates	Ongoing discussions	Lauren
Chemicals issue team (Susan, Nancy, Stuart, Patsy, Lauren)	All distributions	Regular meetings	Patsy
David Sexton/Vincent Cosgrove OP - Lynn Elsenhans	API actions; Stakeholder/EA materials/Project updates Quarterly brief for Lynn	Ongoing discussions/written briefs Discuss with David Sexton	Lauren Nancy
Robin Aram/Social Responsibility	Stakeholder/EA materials/Project updates	Ongoing discussions	Lauren
Nick Welch/Bill Arnold (DC)	Stakeholder/EA materials/Project updates	Ongoing discussions	Lauren
Employees	quarterly updates	E-news	Lauren
SD professionals	Quarterly SD updates	SD quarterly update	Lauren
US Corporate Affairs	Stakeholder/EA materials/Project updates	Ongoing discussions/update	Lauren
PX Issues Team	Stakeholder/EA materials/Project updates	Issues forums	Lauren/BB
China CChr	Stakeholder/EA materials/Project updates	Line communication	Nick Wood
ID for region (need info)	Stakeholder/EA materials/Project updates	regular meetings between PX and ID	BB/Jeremy Frearson
All Media	Media materials	TBD	Sarah/Sung

External:

Objectives of External Engagement (Shell)

- To identify potential/emerging concerns prior to publication of the study
- To protect reputation of Shell – in China/around the world
- To protect relationships/investments in China
- To meet commitment to transparency and ethics
- To protect credibility of project and participants
- To raise awareness and understanding of the project
- To secure buy in and constructive feedback into process

Project Timelines: *Project estimated 9 months behind original schedule [so are the times below allowing for the 9 month delay or do you need to add on 9 months?]*

- 2nd quarter, 2003- Case recruitment begins
- Spring 2003: Laboratory opening,
- June 19: API Board Meeting – funding and project management to be discussed (DC)
- July 9: Meet with communications committee to discuss stakeholder engagement protocols (DC)
- August 25-27: First annual meeting (Monterrey, California)
- December 9, 2003: Kickoff ceremony (Shanghai)
- Research, analysis expected 2003-2007

Reputation Management:

Key Considerations: China

- **Social Investment:** Project dollars represents more than over half of ‘social investment’ dollars for Shell China – Shell China’s budget is only \$250,000 a year
- **Government Affairs:** Strong and positive relationships with local and national government officials
- **Business Investment:** Significant existing and prospective investments for Chemicals, E&P, G&P in China
- **Shanghai Presence:** M. Brinded sits on Mayor’s Council; Foundation supports EMBARQ program; Gas and Power assessing project related to W-E pipeline
- **Corporate Identity Campaign:** looking to raise profile of brand in 5 cities including Shanghai
- **Anti-Foreign sentiment/N. Caspian issue:** Shell and others blocked Petrochina/Sinopec participation

Key Considerations: Chemicals/Shell

- **External interest in Shell's impact on public health:** High-level dialogue with stakeholders with concern about impact of Shell's products and operations
- **Results of Study**
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- **Regulatory Impacts**
- **Financial Oversight**
- **Ethical treatment of patients**
- **Commitment to transparency and independence of project**
- **Shell's presence/operations in Shanghai and China**

Issues Matrix

Issue	Action	Focal Point
Results of study	Active oversight of protocol peer review process and observer status of results of study	Patsy/Stuart/Shan
Lack of Funding	Identify risk management strategy if project collapses Budget allocation for Shell's contribution to shortfall; based on caveats re: financial oversight	Nancy
Cost Management	Recommending additional controls and oversight	Patsy/Stuart
Concern about lack of NGO participation in process (seen in W-E)	Gauge interest via engagement Identify options for possible participation	Lauren
Ethical treatment of patients- follow up re treatment of cases	Indep. Ethics Committee Ethics audit? for on-ground activities	Patsy/Stuart
Transparency of study	Stakeholder engagement strategy	Lauren/Sarah/Sung
Independence of PIs		Consortium?
High expectations of other Shell businesses in China regarding health studies		
Importance of study for global benzene regulation and advocacy for science based regulation	Engagement with regulatory stakeholders	US: Patsy/Stuart EU: G. De Jong,G. Veenstra Canada: G. Granville
Additional regulatory	TBD	TBD – DC/China

requirements on exposure levels of benzene (Italy is concern also)		Government Affairs
Demands to treat patients	TBD	PI
Concern about human rights practices at factories where recruiting patients	Require information/data about target factories	TBD
Withdrawal from study	Ensuring caveats on additional funding	Nancy
SARS	Project delayed	Principal Investigators
AIDS		Principal Investigators
Government Affairs – China	- Define key messages - Gauge interest of local and national officials - Identify opportunities to brief/discuss by building on existing dialogue	Nick
Multinationals lightening rod for anti-foreign sentiment	Establish proactive media strategy in China; focus on common interests	Sarah/Sung
Impact on biz development	Internal Comm Plan Engagement w/China biz	Nick

Engagement Strategy:- Shell

Approach:

- Build on existing dialogue and relationships
- Proactively manage Shell's reputation
- Maintain control over relationship with key NGOs
- Focus on engaging local and national governments; NGOs
- Establish awareness with media via APCO China
- Others to engage – low key

Timeline:

- 1st quarter 2004

Participants:

- **Nick Wood – China stakeholders**
- **Nick Welch – DC focus**
- **Robin Aram – Int'l global NGOs**
- **BB/LI: support to above**
- **Sarah Colletti (+ Yean-Sung Wang) - Media**

Next Steps:

- Refine key messages and Q&A
- Define engagement schedule
- Maintain Livelink for information/engagement management

Messages:

- TBD

Options for Engagement – Consortium

Approach:

- Recommend a proactive approach for engagement with technical stakeholders; low-medium approach with the media
- APCO: should provide a plan for engagement in China
- NGOs: recommend that agree on key messages and empower organizations to utilize their relationships with stakeholders/NGOs to discuss the project

Timeline:

- Once the funding issue resolved; the group should identify some key milestones prior to the August meeting – no NGO engagement

Messages - generic

- As part of their ongoing individual product stewardship and safety and health programs, a consortium of petroleum and chemical companies is sponsoring a scientifically rigorous, unique research project to further the current understanding of the human health effects of benzene.
- The research project's purpose is to gain a more refined understanding of the relationship between benzene exposure and associated cancer risks.
- This new approach to better define the risks from benzene exposure could underpin future decisions on health-based air, water and occupational standards for benzene worldwide.
- The study is a project of Fudan University Medical Center, the University of Colorado Health Sciences Center, and Applied Health Sciences (an independent U.S. research firm).
- A state-of-the-art clinical and molecular laboratory completed on the Fudan Medical University campus for the study and for future community use.

- The data from a wide range of benzene exposures in Shanghai, China provides a rare opportunity to conduct meaningful research on the health effects of human exposure to benzene.

Consortium Communication Protocol

API:

- Serves as 'clearinghouse' of information;
- Important option for Routes inquiries to appropriate 'spokesperson';
- "first responders" -- primary avenue for handling general information requests about the SHS, either directly or by referrals to appropriate experts or spokespeople;
- Requests for very technical information and/or research details will be referred appropriately:
 - Experts (API or company) discuss technical details to the extent they are knowledgeable about/comfortable with the subject matter.
 - Principle Investigators are responsible for briefings on the research program, status, or other subjects regarding protocol implementation.
 - API and the companies are not required to be technical experts on the detail of the study beyond that expected for sound study management.
- Maintains log of inquiries to facilitate responses and to help identify potential problem areas and gauge necessity of additional materials.

Consortium Companies:

- Consortium companies are responsible for information about their company, its role in the SHS, and its practices with regard to benzene
- *Report inquiries or contacts to API.*

APCO China:

- Available to facilitate inquiries in China or Asia.

Principle Investigators

- Responsible for briefings on the research program, status, or other subjects regarding protocol implementation.

Scientific and Technical Organizations

- API, company scientists or principle investigators will address scientific and technical organizations.

Next Steps:

- Agree with Nick on Washington based NGO strategy
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