

## EPCIO

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### 1 EP CIO Status Update

#### 1.1 Background

EP CIO, working together with OUs, has made significant progress in delivering the business results outlined in its plan. However, it is important to note that these achievements have been delivered against the background of a very challenging operating environment for IT in EP:

- Only limited business planning or processes were in place for the EP IT function before this work began eight months ago.
- There was significant confusion over roles and responsibilities in EP IT and Group IT following multiple reorganisations in recent years.
- IT4Shell was being established to create a new IT community.
- There was widespread dissatisfaction with GI-D resulting from overspend and serious delays in the implementation timetable.
- A cost-cutting culture had resulted in a serious lack of investment in underlying local and global IT infrastructure, which has in turn resulted in poor system performance and reliability.
- Basic IT service delivery was considered poor in some (but not all) EP OUs and service companies.
- Senior management had relatively little knowledge of IT or its contribution to the business.
- Not surprisingly, IT staff morale was among the lowest in the EP business.

Although there is no 'quick fix' to these very serious issues, the EP IT team is working hard to directly address each of them to ensure that continuous improvements are made in each area. EPLF can help improve both the perception and performance of IT through more active support for IT.

#### EPLF Request

Commit to providing more active support for IT by:

- Incorporating IT topics into presentations to build awareness and endorsement for this important business enabler.
- Communicating to staff on Leadership Team decisions taken on IT policy, budgets and standards. This provides clarity on what end-users will receive from the IT service delivery team.
- Participating in local workshops with leadership teams on how IT can enhance OU performance. This provides insights for both the management and EP CIO on how IT can more effectively be integrated into the business.

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### 1.2 EP IT Results Delivered

EP CIO, working closely with OUs, has made significant progress in achieving the deliverables detailed in its Business Plan submitted in December. Actual KPIs delivered on cost savings, project delivery and GI-D implementation are all ahead of target (see Figure 1). The team is also confident of delivering the end-of-year and 2003 targets. The introduction of more rigorous performance tracking systems as shown in Section 2 of this document will enable more detailed KPIs to be established for all EP IT projects.

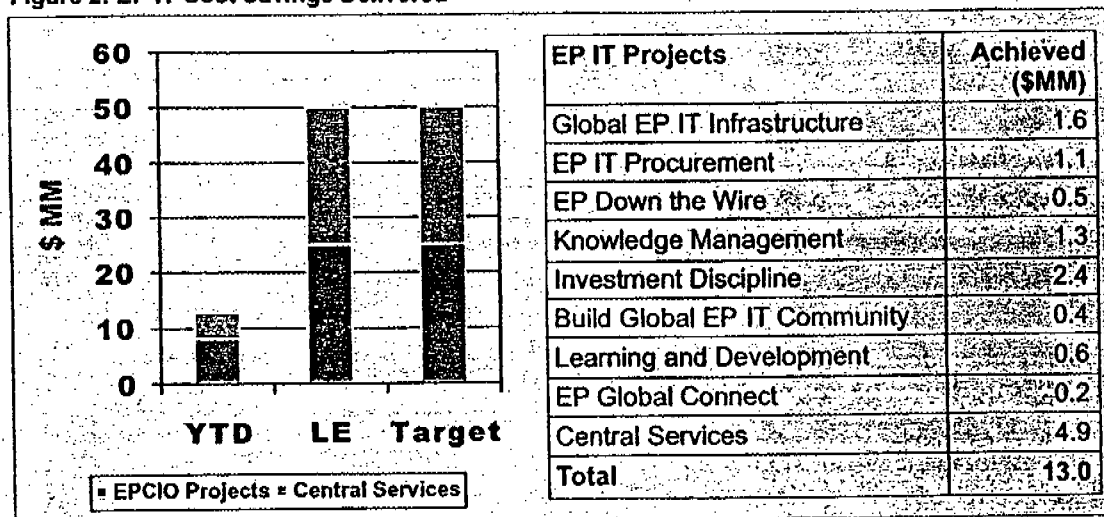
**Figure 1: EP IT Deliverables – Actuals vs Targets**

KPI	Q1/01	Q2/01	Q3/01	Q4/01	2003
Cost savings (USD million) Target	10	25	30	50	125
Cost savings (USD million) Actuals	13	tbd	tbd	tbd	tbd
Project Milestones (%) Target	16	30	50	65	100
Project Milestones (%) Actuals	27	tbd	tbd	tbd	tbd
GI-D (PCs delivered %) Target	35	45	60	80	100
GI-D (PCs delivered %) Actuals	35*	tbd	tbd	tbd	tbd

\*40% as at end April 2002

The sources of the cost savings delivered are shown in Figure 2 and include the results of joint EP CIO/OU work on procurement, infrastructure and investment discipline. Although the team is focused on delivering savings where more efficient management can reduce expenditure, it is also working with OUs to make the required financial investment in IT projects which need improvement. For example, additional investment is planned to improve IT system reliability on a global basis (see Section 3.1).

**Figure 2: EP IT Cost Savings Delivered**



The actual projects which are delivering these results cover a range of areas, including Business Fundamentals, Infrastructure, Business Models and People. A selection of the results delivered from these projects in Q1 are shown in Figure 3. (See Appendix 1 for a summary of EP IT Global Business Plan projects).

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Figure 3: EP IT Results Highlights Q1 2002

<p><b>Business Fundamentals</b></p> <ul style="list-style-type: none"> <li>• Further development of the EP IT Strategy, including an external challenge session.</li> <li>• Planning of all EP global IT spend is now integrated with the EP Planning Cycle:             <ul style="list-style-type: none"> <li>– 2001 expenditure was appraised via Volume 1, providing essential data to provide a global overview.</li> <li>– All project investment for 2002 was scrutinised at an IT Planners' Workshop in January that identified synergy and deferment savings.</li> <li>– Savings and cost avoidance of \$13 million achieved to date, with deferments of \$33 million identified from global 2002 expenditure plans.</li> </ul> </li> <li>• Project management and tracking introduced for global EP CIO/OU projects.</li> <li>• New communications introduced, including monthly IT Managers' teleconference, monthly news updates and Talking IT email customer bulletin.</li> <li>• In excess of 80% of IT staff now have access to online networking facility to utilise and share global IT expertise. More than 200 issues have already been debated on this global forum by 500 staff across 30 countries which has resulted in improved problem-solving valued by those involved at more than \$0.5 million to date.</li> <li>• ITBC and ITLT fully functional and driving IT4Shell agenda globally across the businesses.</li> </ul>	
<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>• GI-D implementation 40% complete as at end April 2002 (35% at end Q1 2002) (see Appendix 2).</li> <li>• Bandwidth upgrades are being commissioned for 10 OUs and are being progressed now for a further four to deliver a 20-fold overall capacity increase by the end of 2002 (see page 9 for further details).</li> <li>• Significant progress has been made on the 'Unlock Nigeria' programme including:             <ul style="list-style-type: none"> <li>– Nigeria satellite bandwidth upgraded by 10 times (more to come)</li> <li>– 90 voice circuits for Shell traffic made available</li> </ul> </li> <li>• Standardised environment for GEC-compliant application testing provided in Rijswijk (ensures that EP can remain compliant whilst supporting applicable OUs).</li> </ul>	
<p><b>Business Models</b></p> <ul style="list-style-type: none"> <li>• EP Global Connect communication and global working service will be live in May:             <ul style="list-style-type: none"> <li>– New, easy-to-use multi-party video-conferencing service is being implemented for EP globally.</li> <li>– New online conferencing tool (Centra) introduced with pilots completed for Shell Open University and Geophysical Conference.</li> <li>– Support and communications material prepared to facilitate introduction of EP Global Connect.</li> </ul> </li> <li>• Core infrastructure for Geoportal (EP 'Down the Wire' for subsurface) has been installed:             <ul style="list-style-type: none"> <li>– Most OUs now have access to SIPMAP, MORES, CES and CAP\$COST applications without owning or managing the computers locally.</li> <li>– Additional applications such as Fastrack, Xtrap and Promise will be available by mid-2002.</li> </ul> </li> <li>• Agreement with Production Management community to consider EP 'Down the Wire' approach for Hydrocarbon Accounting and associated applications to avoid duplication of activities.</li> <li>• North Sea Exploration Portal has been adopted for common information access.</li> <li>• Web-based portal and information sharing facility has been developed to facilitate joint working with third-parties (eg. JV partners, suppliers).</li> </ul>	
<p><b>People</b></p> <ul style="list-style-type: none"> <li>• Global EP IT staff Talent Review and Round Table projects completed.</li> <li>• Project Management career ladder defined.</li> <li>• PC Passport (PC skill training for all staff) has been developed for use in all OUs. Implementation work has begun in PDO and will be extended to other OUs in the coming months.</li> <li>• IT staff competency framework and gap analysis tool completed for OUs to apply. Initially in PDO and BSP.</li> <li>• IT training curriculum has been published by Shell Open University, with the first course now available online.</li> </ul>	

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### 2. Business Planning and Rigour

EP CIO has introduced rigour to strategy development, business planning and implementation of EP's IT function. One of the most significant achievements is the establishment of a joint EP CIO/OU global IT planning team to identify and implement cost and business synergies across EP (see Business Fundamentals on page 4). The team is working with IT Managers in OUs to implement the following activities:

- Global workshop in May to optimise global expenditure for 2003.
- Formal project monitoring system to ensure that delivery milestones are achieved. All projects are included in the newly-created dashboard for more effective management tracking of all IT activity (see Figure 4 below).
- First ever Volume 1 and 2 reporting of a range of key metrics and data.
- Development of a single global standard for IT billing to reduce bureaucracy and overdues.
- Increased transparency in IT billing in key areas where cost savings can be achieved by EP eg. mobile telephone charges.
- Aggregation of expenditure to leverage EP's global investment in IT.
- Matching IT demand and Central Services supply to ensure the right level of resourcing is delivered and to avoid under-recovery of expenditure.
- Working towards a global SLA framework and delivery metrics.

Figure 4: EP IT Project Dashboard (example of four projects)

Project	Description	Delivery Confidence	Project Schedule/ Dashboard	Business Case	Resourcing	Expected benefits on target for 2002	Expected benefits allocated by OU	Expected costs on target for 2002	Handshake	Issues/Risks	Project Stage	Realised 2002		
												Benefits \$k	YTD \$k	Costs \$k
Global Connect	Enabling Shell EP staff to communicate and collaborate more via electronic means.										3	5000	0	1200
Learning and Development	Increase quality of IT training and rationalise training products and suppliers.										4	1000	611	125
EP 'Down the Wire'	Enables the delivery of data, applications, expertise and computing power anywhere.										4	5000	450	200
Production Dashboard	Build the capability for Management to review data at several levels.										2	8000	0	1500

	High	Clear	Detailed	Full	Highly Defined	Active
	Medium	Vague	High-level	Partial	Defined	Managed
	Low	Weak	Vague	Undefined	Undefined	Not Managed

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In addition to the OU and teams, EP CIO is working closely with a range of internal and external stakeholders to ensure faster and more effective delivery of IT to the business:

- EP's eBusiness team has been merged with IT so that these two interdependent functions deliver more effectively as a single unit with the business.
- Stronger relationships with IT4Shell to upgrade IT delivery and tackle immediate security and reliability issues.
- EP CIO is also working closely with other central EP teams, including T&OE, Project Excellence, SEPTAR (Smart Fields and PMI) and EP Finance.
- External IT and business infrastructure experts, including Cisco, IBM, Accenture, Cap Gemini and KPMG, are also working on selected projects to ensure that global market place best practices are incorporated into the business.
- External energy sector contractors such as Schlumberger and Halliburton are also providing support on specific projects.
- EP CIO is now in a position to build relationships with JV government partners to demonstrate the competitive advantage of partnering with Shell.
- EP CIO also closely monitors competitor IT activity. This includes a formal competitive intelligence study which has been conducted on eBusiness issues.

### 3 Core IT Infrastructure and Service Improvement

#### 3.1 IT reliability, security and service standards

Reliability and security are key EP IT business priorities, with almost 50% of resources allocated to these vital areas. The increasing demands on the global EP IT infrastructure and under-investment in recent years has resulted in a number of reliability and security issues which require – and are receiving – urgent attention:

**Local IT Infrastructure** – Although Group IT infrastructure design and configuration standards exist, they are not always applied in EP OUs. EP CIO is working on an intensive programme of activity to ensure that a thorough risk assessment on network reliability is undertaken of all OUs and that a global action plan is undertaken to raise standards. Key activities include:

**SIEP** – EP CIO commissioned IBM and Cisco to conduct an independent audit of IT systems at the Rijswijk site. The audit revealed specific vulnerabilities in the areas of network design and management, and identified where 'single points of failure' posed a risk to reliability. EP CIO also prepared a business case for the required additional investment to remedy the vulnerabilities and put in place action plans for immediate implementation.

**Expro** – Cisco and IBM were also commissioned to conduct a similar network review in Aberdeen. The review again highlighted areas where the application of existing best-practice design and configuration standards could enhance reliability.

The positive findings from these reviews have led to an IT infrastructure audit schedule being developed for all OUs. By the end of November 2002 all major OU and ServCo sites will have been reviewed against a standard best-practice template.

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**Global IT Infrastructure** – EP CIO is working with IT4Shell and other external specialists and network providers to review the global IT infrastructure, which not only connects OUs, but is effectively the backbone of EP's global IT system. EP's increasing reliance on global business applications eg. SAP, Galaxy, Atlas and Livelihood, together with the growing potential of globally delivered strategic technical applications, means that the business needs a more robust network. Formal reviews will be completed in August to quantify the network implications of current and potential business needs. When combined with the OU-level work, the global reviews will provide a complete picture of EP IT's network requirements over the 0-3 year timeframe. This in turn will provide a coherent roadmap for the future investment required to ensure reliability of performance.

**Service Delivery** – EP CIO is working with IT4Shell to upgrade IT service delivery to EP globally. This has become particularly important as EP adapts to the new GI-D environment. Although IT service in some OUs and service companies is effective, several others are not meeting agreed service level agreements. In SIEP, a joint SEPTAR, EP CIO and Central Services team conducted a 'work-out programme' over the period October – January to identify areas of greatest customer needs and implement actual solutions. Key issues identified by the team included:

- Help-desk response time.
- IT order fulfilment.
- Application scripting.
- Cost management systems.
- End-user communications.

The resulting service improvement programme in SIEP has achieved positive results, including:

- Customer-approved SLAs and KPIs now in place.
- Help-desk and order request performance now meet SLAs.
- More transparent billing systems have been introduced.
- An end-user communications campaign, including monthly hints and tips bulletins, "lunch and learn" sessions, posters and customer brochure.

A similar programme of activities has been undertaken in Expro and work is ongoing to consolidate SLAs/KPIs in the North Sea region. Learnings and best practices from the region will also be shared with other OUs.

**Security and Business Continuity Planning** – IT security at both local and Group level continues to be a key focus for both EP CIO and IT4Shell. Recent independent audits have identified that not all OUs are in compliance with Group standards and that the Group itself must take more action to improve IT security standards at a global level. Specific vulnerabilities were also identified on SAP.

Action plans have been developed to remedy both local and Group issues. Specific activities undertaken by EP CIO in Q1 include:

- Two EP CIO IT security staff have been appointed and are implementing plans to ensure compliance with Group standards.
- Programme to increase awareness of standards among SIEP staff.
- Trust Domain Audit.

### EPLF Request

IT performance standards are lacking in some important aspects of EP's IT service. The EPLF is requested to promote the application of a series of minimum performance standards which will be developed jointly with OU IMs, covering infrastructure design, service reliability and security, IT knowledge and skills, and performance reporting.

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### 3.2 Progress on GI-D

Global GI-D implementation in EP has gained significant momentum in the past six months with more than 40% of the project complete as at end April 2002 (35% at end Q1 2002). Two dedicated GI-D experts from the EP CIO team have been working since December to implement standard processes, assist in resolving OU issues and reporting global progress using standard metrics. This work has ensured that GI-D has been delivered in EP in accordance with agreed plans. (GI-D April 2002 status update by country is included in Appendix 2 of this document.)

EP CIO is currently working with relevant OUs to resolve the following GI-D issues:

- Discussions on cost with JV partners have resulted in delays to the timetable, which now needs to be recovered.
- Cancellation of GI Lite and full implementation of GI-D.
- Reworking site design for remote/small locations.
- More experienced resources are required to achieve GI-D in challenging locations, eg. Nigeria and Sakhalin, to deliver the EP plan.

#### EPLF Request

The EPLF is asked to endorse the principle of global sharing of resources. Further delays can be avoided if EP can transfer GI-D resources from OUs which have completed their implementations to those who are yet to do so. The specialist knowledge gained during implementation will then expedite completion in geographies where GI-D expertise is not available. Proposals for the exact scope and timing of GI-D resource transfers are being submitted to the OUs in question.

### 3.3 Bandwidth

EP's business performance is increasingly reliant on a global IT infrastructure. Increased speed and volume of data transmission are needed to enable faster and more efficient communication and access to the right expertise regardless of its location.

In September 2001, EP CIO initiated the Global Bandwidth Study to ensure that core business activities are not constrained by the limitations of the IT systems that maintain the free flow of knowledge, data and information. The EP CIO team has been the interface to the Shell Telecomms Organisation (STO). The team has also been working with individual OUs to develop business cases to manage the process. Intense competition among global telecommunications providers has driven costs down and procurement through on-line auctions has resulted in the best prices being achieved.

By the end of 2002, EP staff around the world will, on average, have access to 20 times more data capacity than before. The tables below demonstrate the progress made to date on the bandwidth upgrades.

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Figure 5: How Much Bandwidth Do I Need?

Category	Capacity	Enables
'Fully resilient'	Fibre-connected at 155mbps	Full sharing of computer processing; Virtual operations; eLearning; voice, video -- no geographical constraints, capable of service to a large number of users. Multiple circuits are networked to provide protection against loss of service.
'Fully Connected'	Fibre-connected at 155mbps where available (Fibre is needed to avoid satellite delay for highly interactive work)	Full sharing of computer processing; Virtual operations; eLearning; voice, video -- no geographical constraints, capable of service to a large number of users. Limited resilience for critical services.
'Advanced Networking'	Fibre-connected at up to 34mbps where available	Remote access to complex applications including graphics; high volume. Limited resilience for critical services.
'Basic networking'	Fibre or satellite connection at up to 2mbps	Remote access to simple applications; limited usage volume
'Web'	Fibre or satellite connection at up to 512kbps	Email and Shell-wide-web access but limited data capacity
'eMail'	Fibre or satellite connection at 64kbps	eMail only

Figure 6: Progress on Bandwidth Update

Already upgraded	Status 1Q 2001	4Q 2002 Target	Eventual Goal
USA	Basic Networking	Fully-Connected	Fully-Resilient
Canada	Web	Basic Networking	Fully-Resilient
Philippines	Web	Basic Networking	Fully-Resilient
Norway	Web	Fully-Connected	Fully-Resilient
Netherlands	Advanced Network	Fully-Connected	Fully-Resilient
Nigeria	Basic Networking	Fully-Connected	Fully-Resilient
Gabon	Web	Basic Networking	Fully-Resilient
Saudi	EMail (normal NVO startup)	Basic Networking	Fully-Resilient
Venezuela	Web	Basic Networking	Fully-Resilient
Brazil	Web	Basic Networking	Fully-Resilient
In progress			
UK	Basic Networking	Fully-Connected	Fully-Resilient
Syria	eMail	Basic Networking	Fully-Resilient
Russia (Sakhalin)	Web	Basic Networking	Fully-Resilient
Malaysia	Web	Basic Networking	Fully-Resilient
Planning			
Australia	Basic Networking		Fully-Resilient
Dubai	Web		Fully-Resilient
Argentina	Web		Fully-Resilient
Thailand	Web		Fully-Resilient
New Zealand	Web		Fully-Resilient
China	Web		Fully-Resilient
Egypt	Web		Fully-Resilient
Cameroon	Web		Fully-Resilient
Pakistan	Web		Fully-Resilient
Oman	Basic Networking		Fully-Resilient
Brunei	Web		Fully-Resilient

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**1. Strategic IT Projects to Deliver Competitive Advantage**

In addition to its focus on core IT infrastructure and service delivery, EP CIO has prioritised a series of six forward-looking eBusiness initiatives to deliver against EP profitability objectives and help build competitive advantage.

EP CIO is working with OUs and T&OE, Project Excellence, SEPTAR (Smart Fields and PMI), EPF etc to raise the momentum and ensure that IT is effectively integrated into the business.

**Figure 6: EP IT Strategic Projects – Description, Benefits and Status**

Strategic IT Project	Description/Business Benefit	Project Status			
		Concept/ Pilot	Business Case	Single OU	Global
EP Global Connect (see EPLF request overleaf)	Communications and global working model to reduce unnecessary travel, thereby improving work-life balance, increase productivity and reduce costs (see Section 4.1)	●	●	●	●
Remote Application Delivery	Delivery of data, applications, expertise and computer power anywhere, at any time.	●	●	●	●
Production Dashboard	Visualisation of production data, deferrals, volumes, sales against forecasts to improve speed and quality of decision making.	●	●	●	
Virtual Operations	Monitoring and control of facilities using the best experts, regardless of location.	●	●	●	
Knowledge Gateways	Portals for immediate access to relevant data to maximise productivity and improve decision-making.	●	●	●	
Project Engineering Hub	Globally accessible collaboration hub to expedite engineering projects.	●	●		

● Complete

● Work in progress

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**EPLF Request**

To expedite the delivery of these important Strategic IT initiatives, EPLF is requested to align eBusiness and IT resources within each OU. The eBusiness and IT functions are interdependent and can deliver more effective results when pursuing shared objectives and programmes.

**4.1 EP Global Connect**

While there are many communication tools available in EP, there is poor usage because of a lack of knowledge/willingness, poor infrastructure and access, and the persistence of a 'must travel' culture. Alternatives to travel are rarely considered, despite personal and business benefits which include savings on unnecessary travel costs and productivity, an improved work/life balance for staff, and HSE considerations.

EP currently spends in excess of \$100MM annually on travel costs which includes 40,000 international airline tickets. This excludes internal travel in OUs. The introduction of best practice communication methods in other companies has demonstrated that travel costs can be reduced by 35%, with some achieving savings of up to 70%. If EP were to achieve a saving of only 20%, this would represent a \$20MM reduction on total travel costs and, more importantly, up to 60 man years in productivity savings.

EP Global Connect is a standardised communications framework which has been developed by EP CIO to reduce unnecessary travel and improve the way we work globally. This framework includes:

1. Increased use of existing communication methods and the introduction of new standard tools across EP. EP Global Connect includes teleconferencing, video-conferencing, Outlook, Live-link, Net meeting, Centra (a new Web-enabled conferencing tool) and video streaming.
2. End-user communications to change behaviours, encourage use and assist in resolving issues.
3. Core EP Global Connect web site featuring information and advice on:
  - When and how to use key communications tools for maximum impact.
  - Security issues.
  - Access information tailored per market.

**EPLF Request**

EPLF is requested to support the implementation of EP Global Connect as the standard EP communications and global working model using globally standardised tools and equipment.

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



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## Appendix 1 Global Business Plan Projects

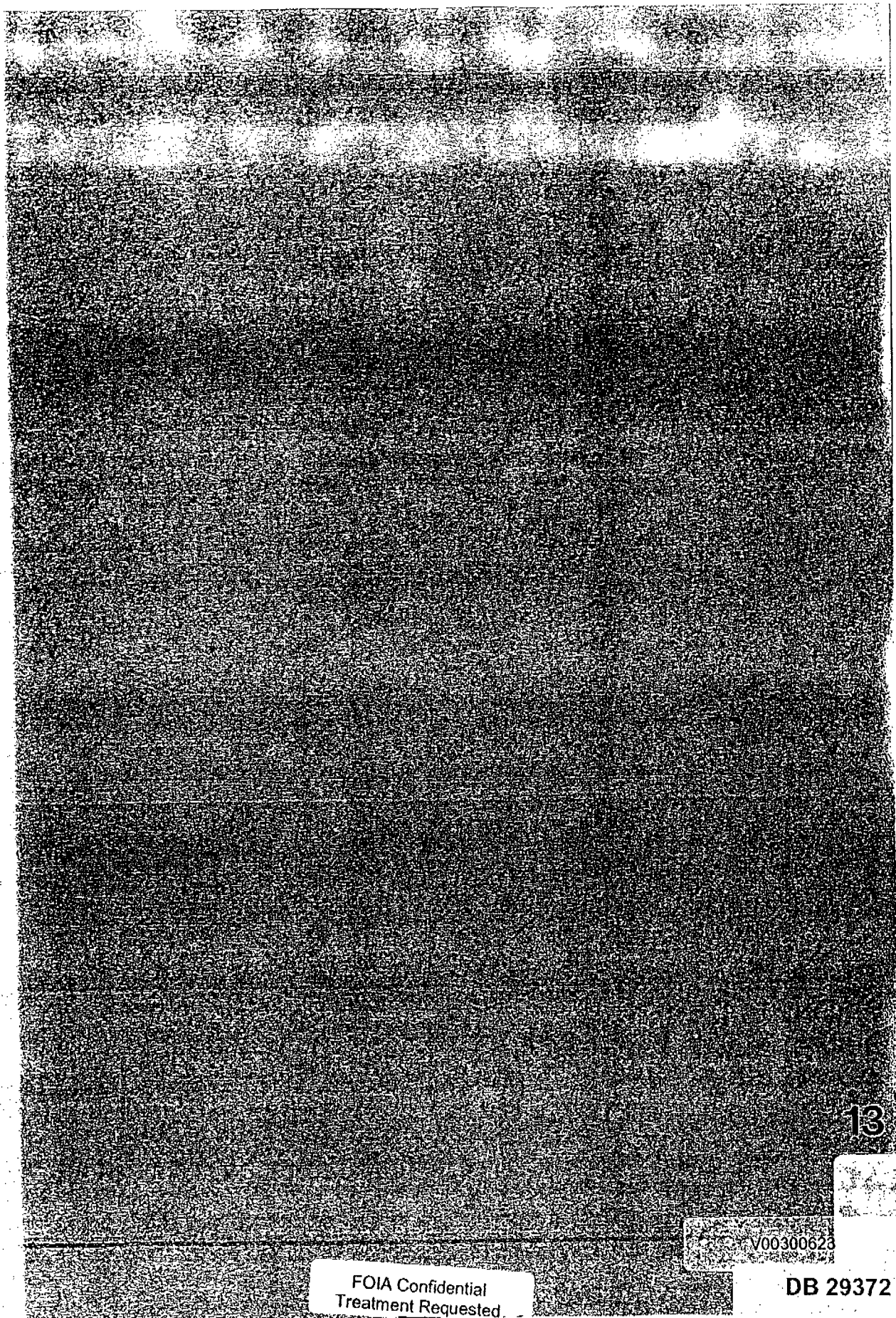
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Strategy	
EP IT Integrated Plan (rev V1.2)																																
Benchmarking																																
Business Continuity & Disaster Recovery																																
Investment Discipline																																
IT Procurement																																
Key Project VARS / Project Excellence																																
TAOE / PE Support																																
Supply/Demand Balance																																
IT Global Network (Building Global IT Community)																																
Learning & Development																																
Skill Pool Management																																
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Enterprise Oil Consolidation																																
Remote Application Delivery (EP Downline Win)																																
EP Global Connect																																
Production Dashboard																																
Regional Consolidation Projects																																
Virtual Operations																																
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PMI Support																																
Project Engineering Hub																																
IT Portfolio Management																																
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Global Under																																
Optimize Use of IT in Acquisitions																																
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IT Security																																
IT Service Delivery																																
GLD Support																																
International Bandwidth Upgrade																																
GEC Infrastructure Consolidation																																

## Appendix D Global Implementation Summary End April 2002

RBD	OU	No PCs Plan	No PCs Installed	Overall Status	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	Completion Date
	Definite GLO Uptake	28566	12618																																Dec-02
	EPA/BSP	2985	0																																Oct-02
	EPG/NAM	2810	2175																																Dec-02
	EPM/Sakhalin	830	0																																Cont.
	EPA/SDA	80	82																																Aug-02
	EPM/SENV	130	0																																Cont.
	EPW/SEPCo	2815	1018																																Aug-02
	EPG/SEPN	637	596																																Nov-02
	EPW/Shell Brazil	50	0																																Aug-02
	EPW/Shell CAPSA	58	0																																Nov-02
	EPA/Shell China	160	0																																Aug-02
	EPG/Shell Expro	4258	3409																																Nov-02
	EPG/Shell Gabon	384	189																																Aug-02
	EPM/Shell Moscow	45	0																																Nov-02
	EPW/Shell Venezuela	330	0																																May-02
	EPG/Shell by	1827	1721																																Sep-02
	EPW/Shell Inc	1739	2155																																Nov-02
	EPA/SM-EP	1770	419																																Cont.
	EPG/SPDC/NEPCO	7000	30																																May
	EPA/SPX	170	203																																Oct
	EPA/STOS	376	320																																Jun
	EPA/TSEP	314	299																																Complete
	Probable GLO Uptake	434	0																																Complete
	EPG/Pecten Cameroon	157	0																																May-02
	EPM/Saudi(CV3, SOS3A)	80	0																																Complete
	EPA/IBED	115	0																																May-02
	EPM/Shell Abu Dhabi	70	0																																Complete
	EPA/Shell Pakistan	12	0																																May-02
	Possible GLO Uptake	1810	0																																Complete
	EPM/AFPC	1000	0																																May-02
	EPM/Bapetco	510	0																																May-02
	EPM/SSPD	100	0																																May-02
	Under Discussion TOTAL	2044	0																																May-02
	TOTAL	30810	12618																																May-02
	OUs Not Taking GLO:																																		May-02
	EPG/IBEB	0	0																																May-02
	EPM/Iraq	0	0																																May-02
	EPM/PDO	4100	0																																May-02
	EPG/RAG	0	0																																May-02
	EPM/Shell Canada	0	0																																May-02
	EPA/Woodside	3200	0																																May-02
	GRAND TOTAL	37910	12618																																May-02

Overall Status Key  
 Completion date set, no issues  
 Completion date set, issues being addressed  
 Completion date set, at risk due to current issues  
 To be planned





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FOIA Confidential  
Treatment Requested

DB 29372