

# BUS020X601A Business Ethics and Responsible Management

## Assessment Case Choice 3

### Shell

#### Background

This case concerns a report from the human rights NGO Global Witness which questioned the involvement of Shell with Russian oil since the start of the war in Ukraine. Conflict between Russia and Ukraine arguably started in 2014 but escalated on the 22<sup>nd</sup> February 2022 when Russian troops invaded. Sanctions soon followed from the US, UK, EU and other allies. This involved business being restricted in how it could trade with Russia (UK Gov 2023).

However existing business connections could not always be stopped quickly. Many western companies indicated early that they would pull out; they then found it was not so simple and some remained and continued to do business in/with Russia. The remaining companies cited a variety of reasons – contracts, duty to employees, duty to shareholders, or that they provided essential items like medical supplies for example. Then there was the exit tax the Russian government imposed on those quitting the country (McHugh 2023). A database compiled by Yale School of Management currently tracks over 1,500 companies and has found that over 1,000 have publicly said that they are stopping operations in Russia and to a degree over and above the legal bare minimum required by international sanctions. But some companies have chosen to continue to operate in Russia (Yale School of Management 2023).

Jeffrey Sonnenfeld who runs the Yale database argues that leaving is the only sensible business decision. He quotes research showing company share prices rises after quitting Russia. He said:

*"The companies that have pulled out have been rewarded for pulling out," he said. "It is not good for shareholders to be associated with Putin's war machine."* (McHugh 2023).

Shell seems to have found itself in a bind. On the one hand it was one of the first companies to say that it would scale down its Russian involvement. Shell released a statement on March 22, 2022, announcing *"its intent to withdraw from its involvement in oil Russian hydrocarbons, including crude oil, petroleum products, gas and liquefied natural gas (LNG) in a phased manner, aligned with new government guidance. As an immediate first step, the company will stop all spot purchases of Russian crude oil. It will also shut its service stations, aviation fuels and lubricants operations in Russia"*. Furthermore, it announced it would place profits from remaining oil business into a fund for humanitarian use (Shell 2022a).

Lastly it said that it would work with governments whose job, Shell said, is to calculate the trade-offs between sanctions and energy security (Shell 2022a).

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