



Global Compact
Network France

Communication on Progress

GC-Advanced Level

Self-assessment



Reporting period: July 2019 – July 2020

GC Advanced COP Self-Assessment

1. Please enter a short title for your submission

Total's 2019-2020 Communication on Progress

2. The Communication on Progress is in the following format:

- ☒ Stand-alone document
- ☐ Part of a sustainability or corporate (social) responsibility report
- ☐ Part of an annual (financial) report

3. What is the time period covered by your COP?

July 2019 – July 2020

4. Does your COP contain a statement by the CEO (or equivalent) expressing continued support for the Global Compact and renewing your company's ongoing commitment to the initiative and its principles?

- ☒ Yes
- ☐ No

5. Does your COP contain a description of actions and policies related to the following issue areas?

Human Rights	Labour	Environment	Anti-Corruption
<input checked="" type="checkbox"/> Yes	<input checked="" type="checkbox"/> Yes	<input checked="" type="checkbox"/> Yes	<input checked="" type="checkbox"/> Yes
<input type="checkbox"/> No	<input type="checkbox"/> No	<input type="checkbox"/> No	<input type="checkbox"/> No

6. Does your COP include qualitative and/or quantitative measurement of outcomes illustrating the degree to which targets/performance indicators were met?

- ☒ Yes
- ☐ No

7. How does your organization share its COP with stakeholders?

- ☐ Through the UN Global Compact website only
- ☒ COP is easily accessible to all interested parties (e.g., via its website)
- ☐ COP is actively distributed to all key stakeholders (e.g., investors, employees, consumers, local community)
- ☐ Both b) and c)

8. How is the accuracy and completeness of information in your COP assessed by a credible third-party?

The Global Compact recognizes that there are various options in terms of external assessment. High-quality external assessment should ideally encompass qualitative and quantitative information and performance data in the COP, as well as an explanation of the management systems and processes that foster their credibility. A credible third party is defined as groups or individuals external to the reporting organization who are demonstrably competent in the subject matter and eligible to provide feedback on the basis of their role towards the company and their independent position. For guidance on the assurance process, companies may refer to [Your Path to External Assessment](#).

- ☐ The COP describes any action(s) that the company **plans** to undertake to have the credibility of the information in its COP externally assessed, including goals, timelines, metrics, and responsible staff
- ☐ Information is reviewed by multiple stakeholders (e.g., representatives of groups prioritized in stakeholder analysis)

- ☒ Information is reviewed by a panel of peers (e.g., members of the same industry, competitors, benchmarked leaders, others organized via Global Compact Local Network)
- ☐ Information is assured by independent assurers (e.g., accounting or consulting firm) using their own proprietary methodology
- ☒ Information is assured by independent assurers (e.g., accounting or consulting firm) against recognized assurance standard (e.g., ISAE3000, AA1000AS, other national or industry-specific standard)
- ☐ Other established or emerging best practices:

9. The COP incorporates the following high standards of transparency and disclosure:

- ☒ Applies the GRI Sustainability Reporting Guidelines
- ☒ Is 'in accordance - core' with GRI Standards
- ☐ Is 'in accordance - comprehensive' with GRI G4
- ☒ Applies elements of the International Integrated Reporting Framework
- ☒ Provides information on the company's profile and context of operations

10. Which of the following Sustainable Development Goals (SDGs) do the activities described in your COP address? [Select all that apply]

- ☒ [SDG 1](#): End poverty in all its forms everywhere
- ☒ [SDG 2](#): End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- ☒ [SDG 3](#): Ensure healthy lives and promote well-being for all at all ages
- ☒ [SDG 4](#): Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- ☒ [SDG 5](#): Achieve gender equality and empower all women and girls
- ☒ [SDG 6](#): Ensure availability and sustainable management of water and sanitation for all
- ☒ [SDG 7](#): Ensure access to affordable, reliable, sustainable and modern energy for all
- ☒ [SDG 8](#): Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- ☒ [SDG 9](#): Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- ☒ [SDG 10](#): Reduce inequality within and among countries
- ☒ [SDG 11](#): Make cities and human settlements inclusive, safe, resilient and sustainable
- ☒ [SDG 12](#): Ensure sustainable consumption and production patterns
- ☒ [SDG 13](#): Take urgent action to combat climate change and its impacts
- ☒ [SDG 14](#): Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- ☒ [SDG 15](#): Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- ☒ [SDG 16](#): Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- ☒ [SDG 17](#): Strengthen the means of implementation and revitalize the global partnership for sustainable development.

11. With respect to your company's actions to advance the Sustainable Development Goals (SDGs), the COP describes: [Select all that apply]

- ☒ Opportunities and responsibilities that one or more SDGs represent to our business
 - *E.g., new growth opportunities; risk profiles; improved trust among stakeholders; strengthened license to operate; reduced legal, reputational and other business risks; resilience to costs or requirements imposed by future legislation.*
- ☒ Where the company's priorities lie with respect to one or more SDGs

- *Conducting an assessment on the current and potential, positive and negative impacts that your business activities have on the SDGs throughout the value chain can help you identify your company's priorities.*
- ☒ **Goals and indicators set by our company with respect to one or more SDGs**
 - *Setting specific, measurable and time-bound sustainability goals helps foster shared priorities and drive performance. To do this: Define scope of goals and select KPIs; define baseline and select goal type; set level of ambition; announce commitment to SDGs; select indicators and collect data.*
- ☒ **How one or more SDGs are integrated into the company's business model**
 - *Integrating sustainability has the potential to transform all aspects of the company's core business, including its product and service offering, customer segments, supply chain management, choice and use of raw materials, transport and distribution networks and product end-of-life. It involves anchoring sustainability goals within the business up to the board level, embedding sustainability across all functions, and engaging in partnerships.*
- ☐ **The (expected) outcomes and impact of your company's activities related to the SDGs**
 - *Example: For a food company that sells nutritionally balanced breakfasts and lunches to primary schools, an output is the number of meals served. An outcome is the rate of malnutrition among children served. Impact is the company's contribution to SDG Target 2.1, "end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round."*
- ☒ **If the companies' activities related to the SDGs are undertaken in collaboration with other stakeholders**
 - *E.g., United Nations agencies, civil society, governments, other companies.*
- ☐ **Other established or emerging best practices**

Foreword:

The present Communication on Progress to the UN Global Compact refers to all components of Total's sustainability reporting in 2019-2020:

1. [Total's 2019 Universal Registration Document](#) (URD) which includes among others : an integrated report (Chapter 1), a non-financial performance statement (Chapter 5) and a vigilance plan (Chapter 3.6).
2. [Total's 2019 Climate report](#)
3. [Total's 2018 Human Rights Briefing Paper](#)
4. Information published on Total's corporate web site (www.total.com);
5. Information published on sustainable performance (<https://www.sustainable-performance.total.com/en>)
6. [Total's Code of Conduct](#)

Committed to contributing to the 2030 Agenda, Total has structured its CSR approach in line with the SDGs and publishes an [index table](#) to report on its actions on each of the 17 SDGs.

In regards to GRI reporting, Total has adopted the GRI Standards and reports in accordance with the 'Core' level. The [GRI index table](#) includes references to UN Sustainable Development Goals.

STATEMENT OF CONTINUED SUPPORT TO THE GLOBAL COMPACT

[URD 2019, Chapter 1.4.4.2 „Support for global initiatives“, p.18.](#)

SELF-ASSESSMENT ON THE 21 GC-ADVANCED CRITERIA

Summary of Criteria

Implementing the Ten Principles into Strategies & Operations

Criterion 1: The COP describes mainstreaming into corporate functions and business units

Criterion 2: The COP describes value chain implementation

Robust Human Rights Management Policies & Procedures

Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights

Criterion 4: The COP describes effective management systems to integrate the human rights principles

Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration

Robust Labour Management Policies & Procedures

Criterion 6: The COP describes robust commitments, strategies or policies in the area of labour

Criterion 7: The COP describes effective management systems to integrate the labour principles

Criterion 8: The COP describes effective monitoring and evaluation mechanisms of labour principles integration

Robust Environmental Management Policies & Procedures

Criterion 9: The COP describes robust commitments, strategies or policies in the area of environmental stewardship

Criterion 10: The COP describes effective management systems to integrate the environmental principles

Criterion 11: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship

Robust Anti-Corruption Management Policies & Procedures

Criterion 12: The COP describes robust commitments, strategies or policies in the area of anti-corruption

Criterion 13: The COP describes effective management systems to integrate the anti-corruption principle

Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption

Taking Action in Support of Broader UN Goals and Issues

Criterion 15: The COP describes core business contributions to UN goals and issues

Criterion 16: The COP describes strategic social investments and philanthropy

Criterion 17: The COP describes advocacy and public policy engagement

Criterion 18: The COP describes partnerships and collective action

Corporate Sustainability Governance and Leadership

Criterion 19: The COP describes CEO commitment and leadership

Criterion 20: The COP describes Board adoption and oversight

Criterion 21: The COP describes stakeholder engagement

IMPLEMENTING THE TEN PRINCIPLES INTO STRATEGIES & OPERATIONS

The Group's organization in dealing with CSR issues

The Group's vocation is to produce the energy that the world needs, and will need in the future, and to make it accessible to as many people as possible. The Company's action principles are driven by the Executive Committee and supported by the Board of Directors.

The Group's organization is structured around three main levels: Corporate, business segments and operational entities.

A. The corporate level

1) *The Board of directors*

The Board of Directors determines the strategic direction of the Company and supervises the implementation of this vision. On May 2020, a resolution submitted to the combined shareholders' meeting was approved related to the consideration by the Board of Directors of the social and environmental challenges of the Company's activities.

The Board of Directors relies on the work of four Committees that it has constituted: the Audit Committee, the Governance, and Ethics Committee, the Compensation Committee and the Strategy & CSR Committee.

2) *Corporate functional divisions*

Corporate functional divisions support Total's business segments. Dedicated corporate functional divisions are responsible for Total's main CSR issues especially:

- **the People & Social Responsibility division** which consists of: the Human Resources division, the Health, Safety and Environment division, the Security division, and the Civil Society Engagement Division (which includes the Human Rights Department, forms the link between the Group and civil society and is in charge of relations with NGOs);
- **the Strategy & Climate division** which is part of the Strategy-Innovation division and is responsible notably for ensuring that climate is incorporated in the strategy.

3) *Dedicated committees*

The Ethics Committee is the guarantor of the implementation of the Code of Conduct. As a central structure, all business segments are represented. It is assisted in its work by the relevant departments, as well as by a network of local Ethics Officers. The Chairperson of the Ethics Committee reports to the Chairman and Chief Executive Officer of Total. The Chairperson submits an annual report to the Executive Committee and the Governance and Ethics Committee which reports to the Board of Directors.

In addition to this central structure, dedicated committees have been implemented to support corporate functions in the coordination and implementation of their roadmaps.

- **The Human Rights Steering Committee** is made up of representatives from different departments (including security, procurement and societal) and business segments. It is chaired by the Group's head of Civil Society Engagement. It meets four times a year to coordinate the actions on human rights and fundamental freedoms taken by the business segments and the Subsidiaries, as part of the implementation of the human rights roadmap submitted to the Executive Committee.
- **The HSE Committee** was set up in 2016 and includes members of the Executive Committee. It is chaired by the Chairman and Chief Executive Officer. The committee's role is to generate momentum at top management level to ensure that safety is a value shared by all.

[URD 2019, Chapter 4.1.2 Board of Directors' functioning, p.147](#)

[Press release, May 29th, 2020, Combined Shareholders' Meeting of May 29, 2020 Approval of resolutions proposed by the Board of Directors](#)

[URD 2019, Chapter 1.5.3 "An operational structure", p.20](#)

[URD 2019, Chapter 3.6.6 "Whistle-blowing mechanisms" p.110](#)

[URD 2019, Chapter 3.6.7 "Monitoring procedures", p.111](#)

[URD 2019, Chapter 3.6.1.2 "Methodology and preparation of the vigilance plan" p.102](#)

- **The Responsible Procurement Committee:** representatives of the Management Committee of Total Global Procurement and of the Civil Society Engagement, HSE and Legal divisions as well as of the Ethics Committee are invited at least once a year to participate to the Responsible Procurement Committee which monitors the implementation of the Group's Responsible Procurement roadmap.
- **The Risk Committee (CORISK)** is chaired by a member of the Executive Committee, the President of Strategy & Innovation or, during her absence, the Chief Financial Officer. It is made up of representatives from the corporate Strategy & Climate, Finance, Legal, Insurance, HSE and Civil Society Engagement divisions. The Risk Committee meets on the same schedule as the Executive Committee. Any project submitted to the Executive Committee (and therefore giving rise to a financial commitment that exceeds certain thresholds) is first examined by the Risk Committee. The Risk Committee review includes notably risks and corresponding climate-related issues, as well as environmental and societal aspects.

[URD 2019, Chapter 3.3.3.2 "Implementation of the organizational framework", p.95](#)

B. Integrating climate and HSE into our strategy and business segments

1) Analyzing climate and environmental risks prior to investments

The internal rules stipulate that all projects of investment, divestment or acquisition submitted to the Risk committee of the Group must be assessed and reviewed with regards to their risks and potential impact, particularly environmental, before the final investment decision is made. Climate-related risks form part of the major risks that are analyzed by the Group Risk Management Committee. To this end, it uses the risk-mapping work. In addition, the Risk Committee (CORISK) assesses investment projects, risks and corresponding climate-related issues (flaring, GHG emissions, sensitivity to CO₂ prices) before they are presented to the Executive Committee.

[URD 2019, Chapter 5.5.1 "General policy and environmental targets", p.222](#)

[URD 2019, Chapter 5.6.3 "Climate change-related challenges - Risk management", p.231](#)

2) Integrating a CO₂ price

In order to ensure the viability of its projects and long-term strategy in light of the challenges raised by climate change, the Group integrates, into the financial evaluation of its investments presented to the Executive Committee, a CO₂ price of \$30 to \$40 per ton (depending on the price of crude oil), or the actual price of CO₂ in a given country if higher. Since January 1, 2020, the Group has been taking into account in the economic evaluations of investments submitted to the Executive Committee a CO₂ price of \$40/t with a sensitivity of \$100/t as from 2030, independent of the Brent price scenarios.

[URD 2019, Chapter 5.6.2 "Climate change-related challenges – resilience of the organization's strategy" p.231](#)

3) Incorporating HSE challenges through all business segments

The HSE division includes the industrial health, safety, environmental and operational societal activities of the Group. Within the division, the HSE Departments of the Exploration & Production, Integrated Gas, Renewables & Power, Refining & Chemicals and Marketing & Services segments are notably responsible for supporting the implementation of the Group's HSE policy. Since 2018, an HSE reference framework common to all the business segments has progressively been rolled out in order to give greater overall consistency to the Group's operations, while taking into account the specificities of each business segment. This reference framework, which is named One MAESTRO (Management and Expectations Standards Toward Robust Operations), applies to all the Group's operated sites.

[URD 2019, Chapter 3.6.3 "Action principles and organization" p.105](#)

[URD 2019, Chapter 3.6.3.3 "Safety, Health and the environment", p.106](#)

C. Corporate Social Responsibility at business unit level

In every business unit, management is in charge of instilling Total's core values and strategies, while ensuring that our business principles are respected, in line with applicable laws. The role of the **Country Chairs** (Group Representatives in each country where Total operates), has been introduced, notably to:

- Promoting certain major Group policies evenly across the various affiliates in a given country: Security, Safety, Ethics and Corporate Social Responsibility (CSR).
- Promoting Total's business interests by more effectively coordinating the various Group businesses and projects with stakeholders, particularly local authorities.
- Offering improved career development opportunities to local employees in a given country through cross-LBU human resources (HR) management.

In given subsidiaries, and depending on the size and activities of the subsidiary, specific individuals or teams might be responsible for deploying the company's sustainability engagements: HR, CSR, societal, HSE, legal, liaison officers, etc.

Criterion 1: The COP describes mainstreaming into corporate functions and business units

- ☒ Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc.) ensuring no function conflicts with company's sustainability commitments and objectives
- ☒ Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy
- ☒ Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary
- ☒ Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs
- ☒ Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts
- ☐ Other established or emerging best practices

Implementing Total's values in its supply chain

A. Total's expectations towards its suppliers

Launched in 2010, the Fundamental Principles of Purchasing specify the commitments that Total expects its employees and suppliers to adhere to in the following areas: respect for human rights at work, the protection of health, safety and security, preservation of the environment, prevention of corruption, and conflicts of interest and the fight against fraud, respect for competition law, as well as the promotion of economic and social development. These principles were drawn up in keeping with the fundamental principles defined in particular in the United Nations Universal Declaration of Human Rights, the conventions of the International Labor Organization, the United Nations Global Compact and the OECD Guidelines for Multinational Enterprises.

Total expects its suppliers to:

- adhere to the Fundamental Principles of Purchasing and ensure that they are adhered to in their activities,
- accept to be audited according to these principles,
- remain attentive to the everyday working conditions of their employees and their suppliers' employees,
- ensure that their own suppliers and subcontractors adhere to these Fundamental Principles of Purchasing,
- refer to the Group Ethics Committee when in doubt or in the event of any malfunction.

[URD 2019, Chapter 1 "Presentation of the Group – Integrated Report", p.3](#)

[URD 2019, Chapter 3.6 "Vigilance Plan", p.102](#)

[URD 2019, Chapter 5.10 "Contractors and suppliers", p.245-248](#)

[Total's Fundamental Principles of Purchasing](#)

[Total's Fundamental Principles of Purchasing Leaflet](#)

The rules set out in these Principles must be included or transposed into the agreements concluded with suppliers. To this end, these Principles are available for consultation by all suppliers in both French and English on Total's website (under "Suppliers").

Moreover, in early 2020, as part of its continual improvement strategy, Total Global Procurement finalized an update to the CSR risk map associated with the Group's procurement for each category of goods and services. This map can be credited to the methodological work carried out with support from AFNOR during the second half of 2019. The process involved over 80 internal employees, CSR experts and buyers.

[URD 2019, Chapter 5.10 "Contractors and suppliers", p.245](#)

B. The supplier qualification process

The supplier qualification process was harmonized at Group level in 2017 by Total Global Procurement. A new internal framework was published in 2018. The qualification process includes a review of human rights at work, environment and health and safety. The detailed assessment includes questionnaires on each of the aforementioned issues and, if needed, results in an action plan, a technical inspection of the site by employees or an audit of working conditions carried out by a consultant. A new qualification software was developed in 2019 and will gradually be rolled out in over 100 countries. In 2019, more than 4,000 suppliers managed by Total Global Procurement in France have been incorporated into the application.

C. The supplier assessment process

Simultaneously, the Group has set up a supplier assessment process to identify and prevent risks of severe impacts on human rights and fundamental freedoms, human health and safety. Thus, since 2016, the Group conducts audit campaigns on working conditions of its suppliers. A targeted annual audit plan is defined every year and includes the suppliers put forward by the subsidiaries based in countries that have been identified as having a certain level of risk of human rights violations. The number of audits performed in 2019 was quadrupled compared to 2018. Since 2016, those audits have covered a population of close to 80,000 people worldwide.

Moreover, Total, BP, Equinor and Shell are continuing their efforts to develop a common collaborative platform to assess the respect of human rights by their suppliers. Total remains firmly convinced of the importance of working with suppliers that respect human rights, on the one hand, and take care of their employees, on the other hand. Together, the partner companies are pursuing the goal of encouraging the improvement of working conditions in the supply chain of the companies involved.

D. Supplier awareness-raising actions

The deployment of the anti-corruption policy in purchasing continued in 2019. In addition to numerous initiatives taken in previous years, approximately 120 suppliers underwent an anti-corruption analysis in the perimeter of Total Global Procurement through the issuing of specific questionnaires, completed, in some cases, by external inspections.

Awareness-raising actions are also carried out during meetings with suppliers, particularly the *Suppliers Day* event that brings the Group's strategic suppliers together every two years.

Every year, the International Procurement Office (Total IPO in Shanghai, China) organizes a compliance day. During the event, one of the qualified suppliers is invited to share the actions that it has taken regarding anti-corruption compliance, the concrete problems encountered and how it deals with them.

E. Employee awareness-raising actions

Total has set up a number of channels of communication to raise employee awareness of the risks and issues related to its supply chain, notably in regards to human rights at work and corruption. As such, training modules have been developed explaining the Group's ethical commitments and the Fundamental Principles of Purchasing for the Total's purchasers.

Criterion 2: The COP describes value chain implementation

- ☒ Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts
- ☒ Communicate policies and expectations to suppliers and other relevant business partners
- ☒ Implement monitoring and assurance mechanisms (e.g. audits/screenings) for compliance within the company's sphere of influence
- ☒ Undertake awareness-raising, training and other types of capacity building with suppliers and other business partners
- ☒ Other established or emerging best practices

[URD 2019, Chapter 5.10 "Contractors and suppliers", p.245-248](#)

ROBUST HUMAN RIGHTS MANAGEMENT POLICIES & PROCEDURES

As a Group committed to better energy, Total believes that embedding respect for human rights across its business activities in principle and practice is key. Respecting human rights is therefore one of Total's priority principles.

I/ A strong commitment to human rights

A. Respecting internationally recognized human rights

As mentioned in its Code of Conduct and in its Human Rights Briefing Paper 2018, **Total is committed to respecting internationally recognized human rights** wherever the Group operates, in particular:

- the 1948 Universal Declaration of Human Rights,
- the Fundamental Conventions of the International Labour Organization,
- the United Nations Guiding Principles on Business and Human Rights
- the Voluntary Principles on Security and Human Rights (VPSHR)

The Group also adheres to the principles set out in:

- the OECD Guidelines for Multinational Enterprises
- the United Nations Global Compact

B. The engagement of Total's CEO

Total's CEO **regularly expresses his commitments to human rights**. In the Human Rights Briefing Paper 2018, Patrick Pouyanné underlines that Total "[remains] committed to continuous progress in implementing respect for human rights."

The CEO is regularly active in promoting human rights. As a recent example, Patrick Pouyanné endorsed on June 2019 the WBCSD "CEO's Guide on Human Rights" to promote their adoption and promotion at senior level within companies and shared its views on diversity and human rights on a dedicated [video](#) publicly available.

C. Promoting human rights at global level

Moreover, Total is involved in numerous global initiatives and working groups on human rights that bring together various stakeholders including Global Compact (Total participates in the Decent Work in Global Supply Chains Action Platform), Global Business Initiative on Human Rights, IPIECA or the VPSHR, to name a few.

II/ A dedicated management system for human rights

A. Human rights in Total's organization

At regular intervals, a human rights roadmap is presented to the Executive Committee to support the ongoing effort to implement Total's Code of Conduct. The 2019–2020 roadmap was presented to the Executive Committee in April 2019.

Total has fully integrated human rights within its organization:

- **The Human Rights Steering Committee** (formerly the Human Rights Committee) is responsible for monitoring the implementation of the human rights roadmap. It is chaired by the Group's Vice President, Civil Society Engagement. The Committee coordinates the actions taken internally and externally by the various Group entities.

[Code of Conduct](#)
[p.19](#)

[Human Rights](#)
[Briefing Paper 2018](#)
[p.10](#)

[Human Rights](#)
[Briefing Paper 2018](#)
[p.5](#)

[Sustainable](#)
[Performance >](#)
[video > what human](#)
[rights represent for](#)
[Total](#)

[URD 2019, Chapter](#)
[1.4.4.2 "Support for](#)
[global initiatives",](#)
[p.18](#)

[URD 2019, Chapter](#)
[5.7 "Actions in](#)
[support of human](#)
[rights", p.235](#)

[URD 2019, Chapter](#)
[3.6.7 "Monitoring](#)
[procedures", p.111](#)

- **The Group's Human Rights Department** provides advice to employees, support operational divisions and supervises efforts made to promote respect for human rights in close collaboration with the Ethics division and in accordance with the Group's Code of Conduct.
- **The Ethics Committee** is a central and independent structure where sit representatives of all Total's business segments. Its key role is one of listener and support.
- The Human Rights Department and the Ethics Committee rely on a network of **"ethics officers"** in charge of promoting the values set out in the Code of Conduct among employees working in the Group's subsidiaries and ensuring that the Group's commitments are correctly implemented at the local level.
- In 2018, Total has appointed **Country Chairs** who promote the implantation of the Group's policies including on ethics and human rights, across the business units in the relevant country.
- **Every employee of Total is intended to respect the** Code of Conduct which also applies to the Group's suppliers and business partners. The Code of Conduct serves as a reference and a guide for all.

[Code of Conduct p.26](#)

B. Identifying Total's salient issues on Human Rights

The main challenges associated with the Group activities and respect for human rights are identified using the methodology set out in the United Nations Guiding Principles Reporting Framework relating to the "salient issues" with regard to human rights, that is to say the human rights at risk of the most severe negative impact through the Company's activities or business relationships.

[URD 2019, Chapter 5.7 "Actions in support of human rights", p.235](#)

The risk mapping work was carried out by Total in 2016 in consultation with internal and external stakeholders. It included workshops with representatives of key business activities of the Group (human resources, procurement, security, HSE, Ethics Committee, Human Rights Steering Committee) and of Subsidiaries operating in difficult environments or particularly exposed to risks to human rights and fundamental freedoms. A series of interviews was held with independent third parties (Good Corporation, International Alert, Collaborative Learning Project). The participants were able to share return on experience on the ground (dilemmas and controversies faced, proposals for improvements on issues related to human rights and HSE resulting Subsidiary assessments).

[URD 2019, Chapter 3.6.2.2 "Human rights and fundamental freedoms", p.104](#)

This analysis, as well as the internal risk mapping activities, have led the Group to identify six risks subdivided across three key areas:

- **"Human rights in the workplace"** of Total's employees as well as of the employees of its suppliers and other business partners:
 - o forced labor and child labor,
 - o discrimination,
 - o just and favorable conditions of work and safety;
- **"human rights and local communities"**:
 - o access to land,
 - o the right to health and an adequate standard of living;
- **"respect for human rights in security-related activities"**:
 - o the risk of misuse of force.

C. Raising awareness through communication and trainings

Promoting human rights necessitates to raise awareness and to develop dedicated trainings. Total has therefore released several documents that complement the Code of Conduct and stipulate the Group's expectations for its employees and business partners:

[URD 2019, Chapter 5.7 "Actions in support of human rights", p.235](#)

- [The Human Rights Practical Guide](#)
- [The Integrity Guide](#)

- [The Fundamental Principles of Purchasing](#)
- Human Rights Guide for M&A Legal Experts

To promote respect for human rights and to make sure employees understand the Group's commitments, Total also uses **internal communication channels**, such as its Ethics and Human Rights intranet websites or by means of events such as the **annual Business Ethics Day**. In 2019, the *Business Ethics Day* was held in December on International Human Rights Day.

In response to the key issues related to the Group's activity, specific training courses on Human Rights at the workplace have been developed, such as the e-learning course on the Fundamental Conventions of the ILO, launched by a member of the Executive Committee on Business Ethics Day in 2019, the year of the ILO's 100th anniversary. This training is mandatory for all the Group's management personnel.

[URD 2019, Chapter 3.6.8.1 "Human Rights", p.114](#)

III/ Control mechanisms and assessment procedures

A. Procedures for assessing subsidiaries

The Group appoints a service provider specialized in ethics and human rights assessments to check the proper application in the Subsidiaries of the principles included in the Code of Conduct. These assessments include criteria relating to human rights and fundamental freedoms. As part of the process, a panel of employees and external stakeholders of the Subsidiary is questioned to understand how its Activities are perceived locally. Following the assessment, the Subsidiary defines and implements an action plan, and a monitoring procedure is put in place.

[Human Rights Briefing Paper 2018](#)

[Code of Conduct p.21](#)

[URD 2019, Chapter 3.6.4.1 "Procedures for assessing subsidiaries", p.107](#)

At a project level, Total conducts assessments of the impacts on human rights and fundamental freedoms of the Group's activities in sensitive situations (including according to criteria relating to human rights risks in the relevant country) with independent organizations specialized in human rights and fundamental freedoms (GoodCorporation, Danish Institute for Human Rights, LKL International Consulting, Triple R Alliance), or in the prevention and management of conflicts between corporations and local communities.

Security, which is identified as a potential salient risk in the map of the risks of severe impacts on human rights, is subject to risk assessment processes at an entity and project level. The Security division is notably tasked with ensuring the implementation of Total's commitments to enforce the **Voluntary Principles on Security and Human Rights** (VPSHR). As part of this process, the Subsidiary undertakes an assessment of risks in relation to both security and human rights. In addition, a VPSHR self-diagnostic tool has been developed to enable Subsidiaries to assess their own implementation of the VPSHR and to identify areas of improvement. This tool measures the Subsidiary's commitment to VPSHR, personnel training and relations with government security forces and private security companies.

Finally, an annual self-assessment questionnaire enables measurement and evaluation of the level of implementation of their societal initiative on the ground. Actions involving dialogue, impact management and the contribution to socioeconomic and cultural development are recorded and analyzed.

B. Procedures for assessing suppliers

Qualification procedures for Suppliers of goods and services have been harmonized at Group level. A new internal framework was published in 2018. The qualification process includes a review of human rights at work, environment and health and safety. A **risk analysis is carried out for each Supplier**, followed where deemed necessary by a detailed assessment. The detailed assessment includes questionnaires on each of the aforementioned issues and, if needed, results in an action plan, a technical inspection of the site by employees or an audit of working conditions carried out by a consultant. A new qualification software was developed in 2019 and will gradually be rolled out in over 100

[URD 2019, Chapter 3.6.4.2 "Procedures for assessing suppliers", p.108](#)

countries.

The Group put in place a **Supplier assessment procedure** with a view to identifying and preventing risks of severe impacts on human rights and fundamental freedoms, health and safety. The Group periodically audits Suppliers to assess working conditions during the life of the contract. A targeted annual audit plan is defined every year, which includes Suppliers put forward for audit by Subsidiaries based in countries that have been identified as having a high risk of human rights violations.

At the Subsidiary level, this qualification process may be complemented by **specific verifications of compliance of a Supplier with the VPSHR**. When private security companies are used to protect a Subsidiary, preliminary checks are made. They include a review of the recruitment process, technical and professional training (notably on the local context, the use of force and the respect for the rights of individuals), working conditions and the company's reputation. In addition, the proposed Supplier's employees are screened for previous conviction or implication in human rights violations.

Where deemed necessary in certain contexts (notably palm oil, vetting), dedicated teams may be set up to conduct the qualification process.

C. Whistleblowing and grievance mechanisms

The Group has several whistle-blowing mechanisms that are open to employees, Suppliers and third parties.

- The Group's employees and Suppliers, as well as any other external stakeholder, **can contact the Ethics Committee** to ask questions or report any incident involving a risk of non-compliance with the Code of Conduct by using a generic email address (ethics@total.com).
- The One MAESTRO framework requires the Group's operational entities to deploy procedures to manage stakeholder grievances related to the Subsidiary's activities (excluding business claims). This provides **residents and local communities** with a preferential channel to voice their concerns and grievances. Handling these grievances locally makes it possible to offer a response to anyone who feels that they have been negatively affected by the Activities and to improve internal processes in order to reduce impacts that may be caused by the Activities. Managing grievances consists of:
 - o Informing the stakeholders of this free process;
 - o Receiving and registering grievances;
 - o Acknowledging receipt of the grievances and informing the stakeholders about the follow-up actions;
 - o After any necessary internal research, proposing a means of settling the grievances in collaboration with the stakeholders;
 - o Monitoring the handling of the grievance and analyzing it to see where improvements can be made.

These mechanisms can also be used to implement the VPSHR.

D. Accountability on human rights

In 2016, Total published an initial Human Rights Briefing Paper, in line with the UN Guiding Principles Reporting Framework, making it the first company in the oil and gas industry to do so. An updated version of this document was published in 2018.

As a member of the VPSHR since 2012, Total issues annual VPSHR reports, the most recent published in February 2020 describes how the Group implements the VPSHR in its operations. In particular, Total shares its challenges, learning and best practices with regards to security and human rights issues and, as appropriate, report VPSHR risk incidents connected to its activities.

[URD 2019, Chapter 3.6.6 "Whistle-blowing mechanisms", p.110](#)

[Human Rights Briefing Paper 2018](#)

[VPSHR Annual Report 2019](#)

In the framework of the publication of its vigilance plan, Total also gives concrete examples of the way it addresses human rights issues. For instance, in its 2019 Vigilance Plan implementation report, Total exemplifies its societal and human rights approach on the Tilenga and EACOP projects (Uganda and Tanzania) as well as of the Mozambique LNG Project.

[URD 2019, Chapter 3.6.8.1 "Vigilance plan – Implementation Report – Human rights", p.111](#)

Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights

- ☒ Commitment to comply with all applicable laws and respect internationally recognized human rights, wherever the company operates (e.g., the Universal Declaration of Human Rights, Guiding Principles on Human Rights)
- ☒ Integrated or stand-alone statement of policy expressing commitment to respect and support human rights approved at the most senior level of the company
- ☒ Statement of policy stipulating human rights expectations of personnel, business partners and other parties directly linked to operations, products or services
- ☒ Statement of policy publicly available and communicated internally and externally to all personnel, business partners and other relevant parties
- ☐ Other established or emerging best practices

[URD 2019, Chapter 5.7 "Actions in support of human rights", p.235](#)

[Human Rights Briefing Paper 2018](#)

[Human Rights Guide](#)

[Code of Conduct](#)

Criterion 4: The COP describes effective management systems to integrate the human rights principles

- ☒ Process to ensure that internationally recognized human rights are respected
- ☒ On-going due diligence process that includes an assessment of actual and potential human rights impacts
- ☒ Internal awareness-raising and training on human rights for management and employees
- ☒ Operational-level grievance mechanisms for those potentially impacted by the company's activities
- ☒ Allocation of responsibilities and accountability for addressing human rights impacts
- ☒ Internal decision-making, budget and oversight for effective responses to human rights impacts
- ☒ Processes to provide for or cooperate in the remediation of adverse human rights impacts that the company has caused or contributed to
- ☒ Process and programs in place to support human rights through: core business; strategic philanthropic/social investment; public policy engagement/advocacy; partnerships and/or other forms of collective action
- ☐ Other established or emerging best practices

Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration

- ☒ System to monitor the effectiveness of human rights policies and implementation with quantitative and qualitative metrics, including in the supply chain
- ☒ Monitoring drawn from internal and external feedback, including affected stakeholders
- ☒ Leadership review of monitoring and improvement results
- ☒ Process to deal with incidents the company has caused or contributed to for internal and external stakeholders
- ☒ Grievance mechanisms that are legitimate, accessible, predictable, equitable, transparent, rights compatible, a source of continuous learning, and based on engagement and dialogue
- ☒ Outcomes of integration of the human rights principles
- ☐ Other established or emerging best practices

ROBUST LABOUR MANAGEMENT POLICIES & PROCEDURES

I/ Security and Respect for Each Other at the core of Total's values

Since 2016, the Group has set the ambition of becoming the responsible energy major. Because a company is first and foremost a people-driven adventure, this ambition depends primarily on the women and men who work at Total, both today and tomorrow. Becoming the responsible energy major also means being a responsible company for the Group's teams and, in particular, a company that offers its employees opportunities to develop and thrive professionally.

[URD 2019, Chapter 5.3 "Social challenges", p.206](#)

A. Total's employees – a top priority

"Women and men are at the heart of our collective project. Our employees – in all corners of the planet and thanks to their individual commitment – are the energy that drives our Group forward. This diversity is an invaluable asset that makes it possible to accomplish ambitious projects." Namita Shah, President, People & Social Responsibility.

[URD 2019, Chapter 1.3.3 "Employees committed to better energy", p.11](#)

The Group addresses its challenges thanks to the commitment of its employees all over the world. The capacity of the employees to mobilize themselves and act in an entrepreneurial spirit is vital. It enables ambitious projects to be completed and offers everyone the opportunity to give meaning to their work and grow professionally.

The Group is an image of its employees: diverse. **Attracting and developing a diversity of talents** that the Group needs is one of the key factors in the implementation of the Company project. **Maintaining employee's long-term employability** is also an important factor in Total's success. The technical and commercial know-how of employees and their ability to manage large projects underpin the Group's operational excellence and are essential for the Group's development. **To ensure a high level of commitment from its employees**, the Group promotes Human Resources development based on respect for each other, health and well-being at work.

For these reasons, Total strives to **ensure that the most demanding safety, ethics and integrity, management and social performance practices** are implemented wherever it operates. It is especially relevant since the fields in which Total operates can give rise to occupational health and safety risks.

The Code of Conduct defines collective and individual values for employees. Total's take commitments regarding to:

[Code of Conduct, p.26](#)

- Personal health and safety;
- Freedom of association and collective bargaining;
- Political engagement;
- Conflict of interest reporting;
- Insider trading prevention;
- Respect for confidentiality;
- Respect for employees;
- Diversity promotion;
- Communication and dialogue.

B. Total and the Fundamental labour principles

Total is committed to respecting human rights wherever the Group operates. As such, the Code of Conduct states Total's compliance with internationally recognised human rights and sets a requirement for all employees to uphold them (see section Robust Human rights section I/A strong commitment to human rights p. 11). Among those are the principles set forth in the Fundamental Conventions of the International Labour Organisation and the United Nations Guiding Principles on Business and Human Rights.

[Code of Conduct p.16-19](#)

C. A dedicated organization

- **Dedicated divisions:** Total relies on the **Group Human Resources division**, which forms part of the People & Social Responsibility division, whose President is a member of the Executive Committee. In particular, the Group Human Resources division has the role of defining the Human Resources strategy and policies of the Group in accordance with the business challenges and the Company's project and supports the various Human Resources departments in the Group's business segments. As far as personal health and safety are concerned, Total can rely on the **HSE division**, which also forms part of the People & Social Responsibility division which coordinates the promotion and implementation of new policies to support the various HSE departments of the Group's entities and subsidiaries.
- In 2018, Total has appointed **Country Chairs** who promotes the implantation of the Group's policies including on safety, security and human resources, across the business units in the relevant country.
- **Each entity is responsible** for creating a suitable work environment so that they offer all employees the same career opportunities and can benefit from all of the skills and diverse approaches they bring.

[URD 2019, Chapter 5.3 "Social challenges", p.206](#)

D. A solid corpus of Human Resources policies and agreements

Total has developed a global HR policy, which is completed at local levels with specific measures to ensure that the Group addresses the following challenges:

- attracting and retaining talents in line with the key skills sought by the Group, based on the principle of non-discrimination and equal opportunity;
- maintaining employees' long-term employability by facilitating skills acquisition in order to keep up with the development of job sectors and technologies;
- ensuring a high level of commitment based on respect for each other and improving quality of life at work

1) Responsible compensation policy

The Group's compensation policy applies to all companies in which TOTAL S.A. holds the majority of voting rights. The aim of this policy is to ensure external competitiveness and internal fairness, reinforce the link to individual performance, increase employee share ownership and implement the Group's Corporate Social Responsibility commitments. A large majority of employees benefit from laws that guarantee a minimum wage, and, whenever this is not the case, the Group's policy ensures that compensation is above the minimum wage observed locally. Regular benchmarking is used to assess compensation based on the external market and the entity's competitive environment.

[URD 2019, Chapter 5.3.1.2 "A responsible compensation policy", p.207](#)

2) Employee shareholding and savings policy

Employee shareholding, one of the pillars of the Group's Human Resources policy, is extended via three main mechanisms: the grant of performance shares, share capital

[URD 2019, Chapter 5.3.1.3 "A proactive policy to increase employee](#)

increases reserved for employees, and employee savings. As a result, more than 60% of the Group's employees are shareholders.

3) Long-term employability policy

Maintaining employees' long-term employability is a key factor in the successful implementation of the Company project. In order to manage this risk, the Group decided to invest in the development of employees by providing individual support and by implementing a tailored training policy that focuses on two areas: facilitating skills acquisition in order to keep up with the development of job sectors and technologies, and contributing to maintaining employees' long-term employability.

Aware of these challenges, the Group launched the *One Total – Better Together* project with the ambition of developing the talents of each employee by bringing more than 400 talent developers into the Group in 2019. The role of a talent developer is to assist each employee with his or her professional development while providing customized support. The professional development of employees stands at the heart of the Group's performance. It requires the drafting of an individual career plan.

The Group's policy in the field of training hinges on five major areas:

- sharing Total's corporate values, particularly with respect to HSE, ethics, leadership, innovation and digital technology;
- supporting the development of existing activities and creating new ones in order to achieve the Group's ambitions;
- increasing key skills in all business areas to maintain a high level of operating performance;
- promoting employees' integration and career development through Group induction and training on management and personal development; and
- supporting the policy of mobility and diversity within the Group through language and intercultural training.

In 2019, 77% of employees attended at least one site training during the year (3.1 days per employee in average).

4) Diversity and non-discrimination policy

Total aims to promote equal opportunities and diversity. It intends to ban all discrimination related to origin, gender, sexual orientation or identity, disability, age or affiliation with a political, labor or religious organization, or membership in a minority group. Diversity is an integral part of the DNA and success of the Group, which is present in more than 130 countries.

A diversity Council: the diversity policy of the Group is supported at the highest level and promoted by the Diversity Council, which is chaired by a member of the Group's Executive Committee. It monitors Total's performance in regards to specific objectives to promote women and non-French nationals in senior positions.

The Group's targets that are to be reached in 2020 are:

- 25% women senior executives: women made up 23.0% in 2019 and around 5% in 2004;
- 18% women senior managers: women made up 17.4% in 2019 and around 8% in 2004;
- more than 20% women members on the Management Committees (head office and subsidiaries): women made up 23.9% in 2019;
- more than 20% women members on the Management Committees of branches and in large functional divisions: women made up 25.5% in 2019;
- 40% non-French senior executives by 2020: non-French made up 34.1% in 2019.

[shareholding and employee savings", p.208](#)

[URD 2019, Chapter 5.3.2 "Maintaining employees' long-term employability", p.209](#)

[URD 2019, Chapter 5.3.3.1 "Promoting equal treatment of employees and banning discrimination", p.211](#)

In addition to gender and internationalization, the Group has recently taken new commitments in favour of disabled employees and youth integration. It also promotes inter-religious tolerance through the publication of a dedicated guide.

5) *Health and safety policy*

The Group's One MAESTRO (*Management and Expectations Standards Toward Robust Operations*) framework covers three main areas with regard to personal safety: the prevention of occupational accidents, the prevention of transport accidents, and the prevention of major industrial accidents. It relates to all employees of Group subsidiaries, employees of contractors working on a site operated by one of these subsidiaries, as well as employees of transport companies under long-term contracts. The safety results are monitored with the same attention for all.

[URD 2019, Chapter 5.4.2 "Preventing occupational accidents", p.218](#)

6) *Dedicated agreements with employee representatives*

In addition to its internal social policies, Total has signed collective agreements with international or national scopes. For examples:

- In 2015, the Group signed a global agreement with the international IndustriALL Global Union trades union federation on the promotion of human rights at work, diversity, the participation of employees and their representatives in social dialog and the recognition of health and safety at work. Discussions to renew this agreement in 2020 are underway.
- In France, an equal opportunity agreement was negotiated with staff representative bodies in June 2019, applicable to the "Socle social commun" scope. It foresees, in particular, extending paternity leave to three consecutive calendar weeks, less stringent remote working conditions (whether occasional or not) and the right to return-to-work coaching following maternity leave.

E. Raising employees' awareness

Total's values are shared through the Code of Conduct which is a reference document intended for all its employees worldwide. Managers from every unit are responsible for disseminating the Code and ensuring it is understood and applied effectively.

Total has developed many different types of trainings in order to sensitize and raise awareness on its main issues:

- The recruitment teams receive non-discrimination training. An internal guide entitled, *Recruiting without discriminating*, has also been implemented and is widely distributed among managers.
- Initiatives aimed at raising employee and manager awareness on diversity are organized on a regular basis.
- Total has written a practical guide to religion in the Group to offer concrete answers to employees' questions about religion in the workplace and to promote tolerance of everyone's beliefs, while respecting differences at the same time.
- To promote respect for human rights and to make sure employees understand the Group's commitments, Total also uses internal communication channels, such as its Ethics and Human Rights intranet websites or by means of events such as the annual *Business Ethics Day*. Dedicated training is also offered. In 2019, for ILO's 100th anniversary, an e-learning course on the ILO Fundamental Conventions was launched and is mandatory for all the Group's management personnel.

F. Tracking and measuring the Group's performance

Total aggregates a series of **social, health and safety indicators** that allow the Group to follow the evolution of its performance.

[URD 2019, Chapter 5.11.2 "Scopes", p.249](#)

Social reporting is based on two surveys: the Global Workforce Analysis, and the complementary Worldwide Human Resources Survey.

- The Global Workforce Analysis is conducted once a year, in all the controlled consolidated Group companies. This survey mainly covers worldwide workforces, hiring under permanent and fixed-term contracts as well as employee turnover at the worldwide level. This survey produces a breakdown of the workforce by gender, professional category, age and nationality.
- The Worldwide Human Resources Survey (WHRS) is an annual survey which comprises 231 social including the health indicators. The indicators cover major components of the Group Human Resources policy, such as mobility, career management, training, work conditions, social dialogue, Code of Conduct deployment, human rights, health, compensation, retirement benefits and insurance.

Safety reporting covers employees of subsidiaries controlled exclusively by the Group, employees of contractors working on sites, assets or for activities operated by these subsidiaries and employees of transport companies under long-term contracts. In 2019, the Group safety reporting scope covered 467 million hours worked, equivalent to approximately 260,000 people.

[Total's social indicators](#) / [Total's safety indicators](#)

G. Assessment procedures

Since 2002, the British company GoodCorporation has assessed close to 140 entities with regard to the principles and values enshrined in the Group's Code of Conduct. In particular, working conditions in the Group's activities and at its service stations are assessed. In 2019, seven entities were assessed (Egypt, Brazil, South Korea, Russia, Nigeria, Cameroon). The assessed entities are identified following several criteria: the risk of human rights violation in the country, the entity's exposure, the date of the previous assessment and the number of alerts received the previous year. These assessments help identify entities' best practices, share them within the Group and recommend areas for improvement.

[URD 2019, Chapter 5.7 "Actions in support of human rights – Assessments", p.236](#)

For more details, refer to page 13 of this document.

II/ Social dialogue: an essential pillar of Total's success

A. Promotion of social dialogue

Social dialogue is one of the pillars of the Company project. It includes all types of negotiations, consultations or exchanges of information between the Group entities, the employees and their representatives about economic and social issues and related to the life of the company.

[URD 2019, Chapter 5.3.3 "Promoting social dialogue", p.215](#)

The Group strives to maintain this dialogue at both a local level and at the head offices or centrally, as well as through its membership of bodies and the signing of agreements.

In countries where employee representation is not required by law (for example in Myanmar and Brunei), the Group companies strive to set up such representation. There

are therefore employee representatives in the majority of Group companies, most of whom are elected.

At European level, the European Committee enables the provision of information and discussions about the Group's strategy and social, economic and financial situation, as well as on matters relating to sustainable development, environmental and societal responsibility, and safety. It examines any significant proposed organizational change concerning at least two companies in two European countries, to express its opinion, in addition to the procedures initiated before the national representative bodies. On May 29th 2020, shareholders approved the project to transform TOTAL S.A. into a European company. The European Committee will be replaced by a European Company Committee representing the 25 European Economic Area countries in which Total is present.

To promote social dialogue, Total also joins initiatives such as the Global Deal. The Group was also one of the first French companies to join this initiative at the end of 2017 to work collectively to promote social dialogue, fight against inequalities and promote a more equitable and inclusive globalization.

In addition, every two year, Total carries out an internal survey (Total Survey) among its employees to gather their views and expectations with regard to their work situation and perception of the Company, locally and as a Group. With a response rate of 83%, the last survey conducted in 2019 among over 83,000 employees in 126 countries demonstrated that employees have a commitment rate of 79%.

B. Whistleblowing mechanisms

To support employees **on a day-to-day basis**, the Group encourages a climate of dialogue and trust enabling individuals to express their opinions and concerns. Employees can turn to their line manager, an HR or other manager, their Compliance Officer or their Ethics Officer.

The Group's employees **can also contact the Ethics Committee** to ask questions or report any incident involving a risk of non-compliance with the Code of Conduct by using a generic email address (ethics@total.com).

III/ Promotion of Total's standards in the supply chain

The Fundamental Principles of Purchasing (FPP) set out the commitments expected from suppliers in various domains, including human rights in the workplace and safety. A Group directive reaffirms the obligation to annex the FPP or to transpose them in the selection process as well as in the contracts concluded with suppliers of goods or services.

The prevention of forced and child labor in the supply chain is a major area of concern. The supplier selection methodology was therefore strengthened in 2018 to better take into account the risks of human rights violations, in particular forced and child labor. In addition, the partnership formed in 2016 between Total and a third-party service provider to assess suppliers' practices in terms of fundamental rights in the workplace remains in effect. Finally, the working conditions of the employees of Group-branded service station dealers are assessed by GoodCorporation, an independent third party.

[URD 2019, Chapter 3.6.6 "Whistleblowing mechanisms", p.110](#)

[URD 2019 5.7.1 "Human rights in the workplace", p.236](#)

Criterion 6: The COP describes robust commitments, strategies or policies in the area of labour

- ☒ Reference to principles of relevant international labour standards (ILO Conventions) and other normative international instruments in company policies
- ☒ Reflection on the relevance of the labour principles for the company
- ☒ Written company policy to obey national labour law, respect principles of the relevant international labour standards in company operations worldwide, and engage in dialogue with representative organization of the workers (international, sectoral, national).
- ☒ Inclusion of reference to the principles contained in the relevant international labour standards in contracts with suppliers and other relevant business partners
- ☒ Specific commitments and Human Resources policies, in line with national development priorities or decent work priorities in the country of operation
- ☒ Participation and leadership in wider efforts by employers' organizations (international and national levels) to jointly address challenges related to labour standards in the countries of operation, possibly in a tripartite approach (business – trade union – government).
- ☒ Structural engagement with a global union, possibly via a Global Framework Agreement
- ☐ Other established or emerging best practices

Criterion 7: The COP describes effective management systems to integrate the labour principles

- ☒ Risk and impact assessments in the area of labour
- ☒ Dialogue mechanism with trade unions to regularly discuss and review company progress in addressing labour standards
- ☒ Allocation of responsibilities and accountability within the organization
- ☒ Internal awareness-raising and training on the labour principles for management and employees
- ☒ Active engagement with suppliers to address labour-related challenges
- ☒ Grievance mechanisms, communication channels and other procedures (e.g., whistleblower mechanisms) available for workers to report concerns, make suggestions or seek advice, designed and operated in agreement with the representative organization of workers
- ☐ Other established or emerging best practices

Criterion 8: The COP describes effective monitoring and evaluation mechanisms of labour principles integration

- ☒ System to track and measure performance based on standardized performance metrics
- ☒ Dialogues with the representative organization of workers to regularly review progress made and jointly identify priorities for the future
- ☒ Audits or other steps to monitor and improve the working conditions of companies in the supply chain, in line with principles of international labour standards
- ☒ Process to positively engage with the suppliers to address the challenges (i.e., partnership approach instead of corrective approach) through schemes to improve workplace practices
- ☒ Outcomes of integration of the Labour principles
- ☐ Other established or emerging best practices

[URD 2019, Chapter 5.3](#) [“Social challenges” p.206](#)

[URD 2019, Chapter 5.4](#) [“Personal health and safety challenges”, p.216](#)

ROBUST ENVIRONMENTAL MANAGEMENT POLICIES & PROCEDURES

I/ Total's ambition to become the responsible energy major

A. Total's commitment to better energy

The Group's vocation is to produce the energy that the world needs, and will need in the future, and to make it accessible to as many people as possible. This vocation is to be accomplished in a responsible manner by working to provide an effective response to the climate change challenge, in particular. Thus, Total places climate at the center of the company's strategic vision. In May 2020, Total announced its new climate ambition to get to net zero by 2050 together with the society.

Total also places the environment at the heart of its ambition of being a responsible company and operates with the highest standards of safety and environmental stewardship. All employees, at every level, must do their utmost to protect the environment as they go about their work. Total strives to control its energy consumption, its emissions in natural environments (water, air, soil), its residual waste production, its use of natural resources and its impact on biodiversity.

B. Total's support to international frameworks and collective action

1) *Support to international frameworks*

Total refers to the Rio Declaration, which defines the right to a healthy environment of a quality that permits a life of dignity and well-being, in the Group's Human Rights Guide.

Total recognizes that the Paris Agreement is a major advance in the fight against climate change and supports the initiatives of the implementing States to fulfil its aims.

It is also committed to contribute to the United Nations' Sustainable Development Goals particularly with regards to those subjects that are connected to climate change and the development of more available and cleaner energy for as many people as possible.

2) *Active participation in international initiatives*

The Group plays an active role in various **international initiatives** that involve the private and public sectors to bring about notably:

- **carbon pricing** (the World Bank's Carbon Pricing Leadership Coalition, Caring for Climate United Nations Global Compact, Paying for Carbon call: Total and five other industry leaders);
- **the end of routine flaring of associated gas** (the World Bank's Zero Routine Flaring by 2030 initiative);
- **control over methane emissions** (Oil & Gas Methane Partnership of the Climate and Clean Air Coalition, the Oil & Gas Climate Initiative in cooperation with UN Environment and EDF, etc.);
- **greater transparency on climate challenges**: support of the recommendations from the G20 Financial Stability Board Task Force on Climate-related Financial Disclosures (TCFD).
- **biodiversity**: in 2018, Total joined the Act4Nature initiative and made commitments to protect biodiversity;
- **the circular economy**: Total is a founding member of the Alliance to End Plastic

[URD 2019, Chapter 1.2 "A collective ambition to meet the challenges facing the energy sector", p.7](#)

[Human Rights Guide](#)

[Climate Report 2019 p. 50](#)

[URD 2019, Chapter 1.4.4.2 "Support for global initiatives", p.18](#)

[Climate Report 2019 p. 20](#)

Waste, launched in 2019, which brings together companies in the plastics and consumer goods value chain to provide solutions for the disposal of plastic waste in the environment, especially in oceans, and to promote their recycling in a circular economy.

C. Total's governance in regards to climate and environmental issues

1) *Climate*

In order to make an effective contribution to the climate change issue, Total relies on an organization and structured governance.

- **A governance oversight by the Board of Directors:** Total's Board of Directors ensures that climate-related issues are incorporated into the Group's strategy and examines climate change risks and opportunities during the annual strategic outlook review of the Group's business segments. The Board of Directors examines the Group's GHG emissions reduction targets and reviews its performance on an annual basis. To carry out its work, the Board of Directors relies on its Strategic & CSR Committee, whose rules of procedure were changed in September 2017 then in July 2018 in order to broaden its missions in the realm of CSR and in questions relating to the inclusion of climate-related issues in the Group's strategy.
- **Role of management:**
 - **Total's Chairman and Chief Executive Officer**, in compliance with the long-term strategic direction set by the Board of Directors, implements the strategy of the Group while making sure climate change challenges are taken into account.
 - In particular, he relies on the **President Group Strategy-Innovation**, who is a member of the Executive Committee, to whom the Senior Vice President Strategy & Climate, and the Senior Vice President Climate report. The **Strategy and Climate division** shapes the Group's approach to climate change while working with the strategic and operational divisions of the Group's business segments.
 - The **Senior Vice President Climate** chairs the Climate-Energy steering Committee, which mainly includes representatives of Strategy and HSE management from the various business segments. The mission of this Committee consists of structuring the Group's approach to climate, and in particular to:
 - propose GHG emission reduction targets for the Group's operated oil & gas facilities;
 - propose a strategy to reduce the carbon intensity of the energy products used by the Group's customers;
 - monitor the existing or emerging CO₂ markets; and
 - drive new-technology initiatives and projects that can reduce CO₂ emissions (energy efficiency, CO₂ capture and storage, for example).

[URD 2019, Chapter 5.6.1 "Governance", p.227](#)

2) *Environment*

To address its environmental challenges, Total relies on the HSE division, which is part of the People & Social Responsibility division, whose President is a member of the Executive Committee. The HSE division manages in an integrated manner the environmental, security, health and societal challenges associated with the Group's operations. It coordinates the implementation of the Group's Health, Safety, Environment and Quality charter, which incorporates these challenges.

[URD 2019, Chapter 5.5 "Environmental challenges", p.221](#)

[URD 2019, Chapter 5.5.3 "Limiting the environmental footprint", p.223](#)

3) *Analyzing climate and environmental risks prior to investments*

The internal rules stipulate that all projects of investment, divestment or acquisition submitted to the Risk committee of the Group must be assessed and reviewed with regards to their risks and potential impact, particularly environmental, before the final investment decision is made.

[URD 2019, Chapter 5.4.1 "Preventing the occurrence of](#)

Climate-related risks form part of the major risks that are analyzed by the Group Risk Management Committee. To this end, it uses the risk-mapping work. In addition, the Risk

Committee (CORISK) assesses investment projects, risks and corresponding climate-related issues (flaring, GHG emissions, sensitivity to CO₂ prices) before they are presented to the Executive Committee.

[major industrial accidents", p.216](#)

II/ Policies and management system

A. Management systems

1) *Climate*

Climate change is at the heart of the Company's strategic vision. Total positions itself on high-growth low-carbon markets and intends to offer customers an energy mix with a carbon intensity that shall gradually decrease. On May 2020, Total has adopted a new climate ambition to get to net zero emissions by 2050 together with the society and has defined three major steps to achieve this ambition:

- 1. Net Zero across Total's worldwide operations by 2050 or sooner (scope 1+2)
- 2. Net Zero across all its production and energy products used by its customers in Europe (EU+Norway+UK) by 2050 or sooner (scope 1+2+3)
- 3. 60% or more reduction in the average carbon intensity of energy products used worldwide by Total customers by 2050 (less than 27.5 gCO₂/MJ) - with intermediate steps of 15% by 2030 and 35% by 2040 (scope 1 + 2 + 3)

The Group's strategy takes into account the evolution of energy markets to respond to the challenges of climate change, in line with the International Energy Agency's Sustainable Development Scenario, which is compatible with the Paris Agreement.

Consequently the Group's strategy relies on four pillars:

- Growing in **gas value chains** (natural gas, biogas and hydrogen);
- Developing a profitable **low-carbon electricity** business;
- **Petroleum products**: energy efficiency and biofuels;
- Developing businesses that contribute to **carbon neutrality**.

2) *Environment*

In keeping with its Safety Health Environment Quality charter, Total considers respect for the environment to be a priority. Total strives to control its energy consumption, its emissions in natural environments (water, air, soil), its residual waste production, its use of natural resources and its impact on biodiversity. Total takes a constructive approach on this topic that is based on transparency and dialogue when communicating with its stakeholders and third parties.

Total has identified its main environmental challenges:

- **preventing risks of accidental pollution**: to prevent incident risks, and, in particular, major spills that could reach the environment, Total implements appropriate policies of risk management covering the design and construction of facilities, changes to existing facilities, operations and the control of the integrity of facilities and the measures taken to control the integrity of facilities over time.
- **limiting its environmental footprint by managing energy consumption, emissions in natural environments (water, air, soil) and use of natural resources**: Total implements a policy of avoiding, reducing, managing and monitoring the environmental footprint of its operations. As part of this policy, emissions are identified and quantified by environment (water, air and soil) so that appropriate measures can be taken to better control them.
- **managing impacts to biodiversity and ecosystems during projects and operations especially when situated in sensitive natural environments**: the Group is fully aware of this challenge and takes biodiversity and ecosystems into account in its reference frameworks, the founding element of which is its Safety Health Environment Quality charter, as well as in its projects and operations. Thus,

[URD 2019, Chapter 5.6.2 "Climate change-related challenges – strategy, p.228](#)

[Press release, May 5th, 2020 "Total adopts a new climate ambition to get to net zero by 2050"](#)

[Safety, Health, Environment and Quality Charter](#)

[URD 2019, Chapter 5.5.1 "General policy and environmental targets", p.221](#)

for new facilities developed by the Group, internal rules require that impact assessment taking into account biodiversity and ecosystems be carried out and that action be taken if necessary. For existing facilities, the Group recommends that its subsidiaries apply the avoid – reduce – restore – compensate approach.

- **limiting its production of residual waste by supporting the circular economy.**

The Group's internal requirements state that the environmental management systems of its operated sites that are important for the environment (sites that emit more than 30 kt CO₂ per year) must be ISO 14001 certified within two years of start-up of operations or acquisition: 100% of these 77 sites were compliant in 2019. Beyond these internal requirements, at the end of 2019, a total of 281 sites operated by the Group were ISO 14001 certified.

B. Road map and objectives

Total steers its operations with the aim of working in a sustainable, active and positive manner. The Group was one of the first in the industry to publish measurable improvement targets in the areas of environment and climate change.

Climate targets (see Total's net zero ambition above)

The Group's climate targets:

- reduce the GHG emission (Scopes 1 & 2) on operated oil & gas facilities of 46 Mt CO₂e in 2015 to less than 40 Mt CO₂e in 2025;
- reduce the routine flaring⁽¹⁾ by 80% on operated facilities between 2010 and 2020 in order to eliminate it by 2030;
- improve by an average of 1% per year the energy efficiency of operated facilities between 2010 and 2020;
- reduce the intensity of the methane emissions of the facilities operated by the Group for its Upstream hydrocarbons activities remaining below 0.20% of the commercial gas produced;
- maintain the intensity of CO₂e emissions of the facilities operated by the Group for its Upstream hydrocarbons activities lower than 20 kg CO₂e/boe.

What has been accomplished:

- a GHG emission reduction (Scopes 1 & 2) on operated oil & gas facilities from 46 Mt CO₂e to 41.5 Mt CO₂e between 2015 and 2019;
- more than 80% reduction in routine flaring between 2010 and 2019;
- more than 10% improvement in energy efficiency between 2010 and 2019;
- an intensity of the methane emissions around 0.20% of the commercial gas produced in 2019;
- an intensity of the CO₂e emissions below 20 kg CO₂e/boe in 2019.

- (1) Routine flaring, as defined by the working group of the Global Gas Flaring Reduction program within the framework of the World Bank's Zero Routine Flaring initiative.

Environmental targets:

The Group's environmental progress targets⁽²⁾:

- decrease sulfur dioxide (SO₂) emissions into the air by 50% between 2010 and 2020;
- valorize more than 50% of the waste produced by the sites operated by the Group;
- maintain the hydrocarbon content of water discharges below 30 mg/l for offshore sites and below 15 mg/l for onshore and coastal sites.

Moreover, the Group is committed to:

- systematically develop biodiversity action plans for production sites located in protected areas⁽³⁾;
- not conducting oil and gas exploration or production operations in the area of natural sites listed on the UNESCO World Heritage List⁽⁴⁾;
- not conducting exploration in oil fields under sea ice in the Arctic.

What has been accomplished:

- more than 50% reduction in sulfur dioxide (SO₂) emissions into the air reached since 2017;
- more than 50% of the waste produced by the sites operated by the Group was valorized in 2019;
- 100% of the Group's oil sites have met the target for the quality of onshore discharges since 2016 and 100% of the Group's oil sites met the target for the quality of offshore discharges in 2019;
- six biodiversity action plans deployed or in preparation in 2019;
- no oil and gas exploration or production activity in the area of natural sites listed on the UNESCO World Heritage List⁽⁴⁾; and
- no exploration activity in oil fields under sea ice in the Arctic.

Aware of the need to protect the nature on which humanity depends, Total ensures that biodiversity is taken into account in all its activities. In 2018, Total was a signatory of the act4nature initiative promoted by the French Business Association for the Environment (EpE). In 2020, the Group is extending its ambition and will announce its commitments in four areas ahead of the IUCN World Congress: Voluntary exclusion zones, greater consideration of biodiversity in the Group's new projects, with the ambition of a net positive impact on biodiversity for projects located in areas of priority interest for biodiversity (Ramsar and IUCN I and II zones), biodiversity action plans for existing sites and sites that have ceased operations, and a commitment to the general interest through the actions of the Total Foundation and data sharing with the scientific community and the general public.

[URD 2019, Chapter 5.6.4 "Targets and metrics to measure climate-related risks and opportunities", p.232](#)

[URD 2019, Chapter 5.5.1 "General policy and environmental targets", p.222](#)

[Total's Biodiversity brochure 2018](#)

The Group's companies are also focused on limiting their production of residual waste by supporting the circular economy.

Between 2017 and 2020, TOTAL is rolling out a range of actions that includes targets for progress in various areas:

- valorize more than 50% of the waste produced by the sites operated by the Group;
- improve by an average of 1% per year the energy efficiency of the Group's operated industrial facilities;
- incorporate a criterion dedicated to the circular economy into the Company's purchases.

Additionally, TOTAL has set itself the target of:

- producing 30% of its polymers from recycled materials by 2030 (the commitment published in 2018 to develop polymers comprising more than 50% of recycled plastics was achieved in 2019);
- installing solar panels on 5,000 service stations.

What has been accomplished:

- more than 50% of the waste produced by the sites operated by the Group was valorized in 2019;
- the Group reached its energy efficiency target in 2017 (refer to point 5.6.4 in this chapter);
- production of 20,000 tons of recycled polypropylene per year and, further to the conclusive industrial-scale tests, creation and marketing of 15 grades of polyethylene, polypropylene and polystyrene compounds containing up to 50% of recycled materials;
- by the end of 2019, solar panels had been installed on 1,436 service stations.

[URD 2019, Chapter 5.5.5 "Promoting a better use of natural resources by supporting the circular economy", p.226](#)

C. Engaging employees and suppliers in Total's approach

1) *Employees*

Total seeks to ensure that all employees share its environmental protection requirements. Employees receive training in the required skills. Total also raises employee awareness through internal communication campaigns (e.g., in-house magazines, intranet, posters). The 2019 World Environment Day focused on good practices that protect biodiversity on the Group's sites. To mark the occasion, instructive materials were developed to teach employees more about biodiversity. The 2020 edition of the World Environment Day organized in May was dedicated to climate change.

[URD 2019, Chapter 5.5.1 "General policy and environmental targets", p.222](#)

2) *Suppliers*

To ensure the conveyance of its principles and values to its suppliers, Total has developed a document that must be attached or transposed in contracts: the "Fundamental Principles of Purchasing". Every Total's supplier is expected to comply with these principles and is audited by the Group.

[Total's Fundamental Principles of Purchasing Leaflet](#)

Total's business partners must:

- Appoint someone in the organization to oversee environmental issues;
- Be familiar with current environmental regulations and stay abreast of regulatory changes. Verify compliance at regular intervals;
- Define an environmental policy with quantitative objectives;
- Introduce a system for managing and tracking emissions, discharges and releases (air, water, waste);
- Conduct an environmental impact assessment for the products and services provided.

III/ Risk and impact assessments

A. Risks identification

1) *Identification of climate-related risks*

The risks and opportunities related to climate change are analyzed according to different timescales: short term (two years), medium term (until 2030) and long term (beyond 2030).

The identification and the impact of climate-related risks form an integral part of Total's global risk management processes. In particular, they cover the risks related to transition due, for example, to regulatory changes, such as the introduction of carbon taxes, and the physical risks due to the effects of climate change. The impact of these risks is analyzed for the Group's assets and for investment projects.

In addition, the Group ensures that it assesses the vulnerability of its facilities to climate hazards so that the consequences do not affect the integrity of the facilities, or the safety of people. More generally, natural hazards (climate-related risks as well as seismic, tsunami, soil strength and other risks) are taken into account in the construction of industrial facilities, which are designed to withstand both normal and extreme conditions. These internal studies have not identified any facilities that cannot withstand the consequences of climate change known today.

2) *Identification of HSE risks*

The Group must face the risk of a major accident both at its sites and during transport by sea or land, or during activities related to its operations.

The Group's **upstream** activities are exposed to risks related to the physical characteristics of oil and gas fields during drilling operations, which can cause blow outs, explosions, fires or other damage, in particular to the environment, and lead to a disruption of the Group's operations or reduce its production. The activities of the **Integrated Gas, Renewables & Power, Refining & Chemicals and Marketing & Services** business segments are also subject to the risk of a major industrial accident such as fires, explosions, significant damage to the environment, as well as risks related to the overall life cycle of the products manufactured, and the materials used. In addition to its drilling and pipeline transport operations, the Group has, at the end of 2019, 180 sites and operating zones exposed to the risk of a major industrial accident, which could cause harm or damage to people, property and the environment.

The Group implements a policy for the management of major industrial accident risks in order to minimize the potential impacts associated with its activities. This policy provides for an analysis of the risks related to the Group's industrial operations at each operated site, based on incident scenarios for which the probability of occurrence and the severity of the consequences are assessed. Based on these parameters, a prioritization matrix is used to determine whether further measures are needed. These mainly include preventive measures but can also include mitigation measures and may be technical or organizational in nature.

The accidental risk management systems are in place from the early stage of design and construction of facilities or any modifications to these, as well as during the conduct of activities. They also cover the maintenance of the facility integrities over time as well as the effective and appropriate management of accidents if such events do, nevertheless, occur.

[URD 2019, Chapter 5.6.2 "Strategy", p.228](#)

[URD 2019, Chapter 3.1.2 "Climate challenges", p.84](#)

[URD 2019, Chapter 5.6.3 "Climate-change related challenges – Risk management", p.231](#)

[URD 2019, Chapter 3.1.5 "Risks relating to operations", p.88](#)

[URD 2019, Chapter 5.4.1 "Preventing the occurrence of major industrial accidents", p.216](#)

[URD 2019, Chapter 5.5.2 "Preventing risks of accidental pollution", p.222](#)

B. Tracking and measuring Total's performance

Total has set targets and introduced a number of indicators to coordinate its climate-related performance. As for the environment, Total implements a policy of avoiding, reducing, managing and monitoring the environmental footprint of its operations. As part of this policy, emissions are identified and quantified by environment (water, air and soil) so that appropriate measures can be taken to better control them.

The Audit Committee takes part in the annual review of the results of the climatic and environmental reporting process. In addition, these results are audited by an independent third party and Total is reporting every year to the CDP – (climate/water).

Reporting on environmental and climate change-related indicators covers all activities, sites and industrial assets in which TOTAL S.A., or one of the companies it controls, is the operator, i.e., either operates or contractually manages the operations ("operated domain"). Compared to the scope of financial consolidation, this corresponds to fully consolidated companies, with some exceptions. The environmental indicators include the Group's performance indicators with reference made, to a large extent, to the IPIECA reporting guidelines, updated in 2015.

[Total's environmental indicators](#) / [Total's climate indicators](#)

C. Stakeholders dialogue

Total takes a constructive approach on its environmental and climate-change related challenges. It is based on transparency and dialogue when communicating with its stakeholders and third parties. The Group engages dialogue at every level of the organization.

1) *Engaging in global initiatives*

As recently restated with the announcement of Total's new climate ambition by 2050, Total acknowledges the positive role of engagement and open dialog. Total experienced over several months constructive discussions with participants to the initiative Climate 100+ and announced the ambition to get to net zero by 2050 in a joint statement with the global investors initiative.

Total is committed to various sector initiatives on the main challenges raised by climate change. Indeed, tackling climate change requires cooperation between all actors, from both public and private sectors.

Total also actively supports collaborative and multi-stakeholder initiatives in areas in which the coordinated involvement of governments, companies and civil society is key to global progress, notably on topics related to biodiversity and circular economy.

2) *Ensuring a continuous dialogue with civil society*

Centrally at corporate level, relevant divisions of the Holding ensure a continuous dialogue with Group stakeholders. The Civil Society Engagement division manages relations between the Group and civil society, represented notably by non-governmental organizations (NGOs), as well as large institutions and multilateral agencies.

3) *Engaging with local stakeholders*

The One MAESTRO framework provides that subsidiaries shall establish a structured and regular dialogue process with their stakeholders to inform and listen to them and take into account their concerns and expectations, to report on mitigation actions or compensation,

[URD 2019, Chapter 5.6.4 "Targets and metrics to measure climate-related risks and opportunities", p.232](#)

[URD 2019, Chapter 5.5.3 "Limiting the environmental footprint", p.223](#)

[URD 2019, Chapter 5.11.2 "Scopes", p.249](#)

[Press release, "Total adopts a new climate ambition to get to net zero by 2050"](#)

[Climate report 2019, "Multiple partnerships", p.20](#)

[URD 2019, Chapter 5.6.2 "Strategy – Sector initiatives and international framework", p.230](#)

[URD 2019, Chapter 1.4.4.2 "Support for global initiatives", p.18](#)

[URD 2019, Chapter 3.6.1.3 "Dialogue with stakeholders", p.103](#)

to measure their satisfaction and to identify means of improving their societal policy. These structures allow for communities to report both their environmental and societal concerns. The Group's operational entities are also implementing procedures to handle grievances in order to provide residents and local communities with a preferential channel to voice their problems and grievances. Handling these grievances locally makes it possible to offer a response to anyone who feels that they have suffered damage and to improve internal processes in order to reduce nuisances or impacts that may be caused by the operations. Subsidiaries manage local relations with civil society and are encouraged to enter into dialogue with NGOs.

[URD 2019, Chapter 5.9.2.2 "Local stakeholders engagement", p.243](#)

Criterion 9: The COP describes robust commitments, strategies or policies in the area of environmental stewardship

- ☒ Reference to relevant international conventions and other international instruments (e.g. Rio Declaration on Environment and Development)
- ☒ Reflection on the relevance of environmental stewardship for the company
- ☒ Written company policy on environmental stewardship
- ☒ Inclusion of minimum environmental standards in contracts with suppliers and other relevant business partners
- ☒ Specific commitments and goals for specified years
- ☒ Other established or emerging best practices

[URD 2019, Chapter 5.5 "Environmental challenges", p.221](#)

[URD 2019, Chapter 5.6 "Climate change-related challenges", p.227](#)

[Climate Report 2019](#)

[Biodiversity brochure](#)

Criterion 10: The COP describes effective management systems to integrate the environmental principles

- ☒ Environmental risk and impact assessments
- ☒ Assessments of lifecycle impact of products, ensuring environmentally sound management policies
- ☒ Allocation of responsibilities and accountability within the organization
- ☒ Internal awareness-raising and training on environmental stewardship for management and employees
- ☒ Grievance mechanisms, communication channels and other procedures (e.g. whistleblower mechanisms) for reporting concerns or seeking advice regarding environmental impacts
- ☐ Other established or emerging best practices

Criterion 11: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship

- ☒ System to track and measure performance based on standardized performance metrics
- ☒ Leadership review of monitoring and improvement results
- ☒ Process to deal with incidents
- ☒ Audits or other steps to monitor and improve the environmental performance of companies in the supply chain
- ☒ Outcomes of integration of the environmental principles
- ☐ Other established or emerging best practices

ROBUST ANTI-CORRUPTION MANAGEMENT POLICIES & PROCEDURES

Total is a major player in the energy sector where public authorities regularly play a role and where the amounts invested may be very high. In addition, the Group is present in more than 130 countries, some of which have a high perceived level of corruption according to the index drawn up by Transparency International. Aware that it is highly exposed to the risk of corruption, Total applies a principle of zero tolerance.

I/ Total: zero-tolerance for corruption

Total's principles on fighting corruption are described in its Code of Conduct.

"Respect for Each Other goes hand in hand with honesty, unwavering business integrity and, as a result, the rejection of corruption and fraud in any form. [...] We maintain a policy of zero tolerance for fraud of any kind, particularly bribery and corruption, influence peddling and violations of antitrust law.

We do not tolerate any form of corruption or influence peddling, defined as follows:

- Promising or granting a payment or benefit of any kind to a public official, private individual or company, either directly or indirectly (through a third party or intermediary), despite its illegality, in return for:
 - Performing, failing to perform, facilitating, delaying or expediting an action related to official or professional duties, or
 - Using undue influence to obtain a favorable decision or benefit of any kind from a public authority.
- Soliciting, accepting or receiving a payment or undue advantage of any kind in return for performing, failing to perform, facilitating, delaying or expediting an action related to official or professional duties. Acts of corruption and influence peddling or violations of antitrust law shall render the culprits and the company alike liable to harsh disciplinary action, both civil and criminal, regardless of the country in which the fraudulent behavior occurred, in accordance with applicable laws and regulations. Total employees are invited to review our Anti-Corruption Compliance Program to ensure they are abiding by its principles at all times."

A. A company committed to respecting anti-corruption laws and supporting dedicated international frameworks

Total complies with applicable anti-corruption laws, such as the U.S. Foreign Corrupt Practices Act, the UK Bribery Act or the French law on transparency (called "Sapin II"). The UN Convention against Corruption and the OECD Convention on Combatting Bribery of Public Officials in International Business Transactions are also references for the Group and are mentioned in its Business Integrity Guide.

Total is an active member of anti-corruption initiatives and supports collaborative and multipartite approaches. Total joined the Partnering Against Corruption Initiative (PACI) in 2016, thereby adhering to the PACI Principles for Countering Corruption. Total's Chairman and Chief Executive Officer became a member of the PACI Board in 2018 and subsequently Co-Chairman of the initiative late 2019.

Furthermore, in October 2018, Total's Chairman and Chief Executive Officer took part in the International Anti-Corruption Conference, which is organized every two years by Transparency International.

Moreover, failure to comply with the anticorruption is likely to expose the Group to a high criminal, financial and reputation risk, as well as the enforcement of measures such as the review and reinforcement of the compliance program under the supervision of an independent third party.

[URD 2019, Chapter 5.8.1 "Fighting corruption", p.238](#)

[Total's Code of Conduct p.15-17](#)

[URD 2019, Chapter 5.8.1 "Fighting corruption", p.239](#)

[Business Integrity Guide p.8](#)

[URD 2019, Chapter 5.8.1](#)

The commitment of the entire Group and the efforts undertaken are unrelenting in order to ensure the sustainability and continuous improvement of the anti-corruption compliance program, which the U.S. authorities deemed to be appropriate in 2016, thus putting an end to the monitorship process that was introduced in 2013.

["Fighting corruption", p.238](#)

II/ A dedicated program and a deep involvement of management

A. A specific organization

This anti-corruption compliance program is drawn up and monitored by a dedicated organization acting at the Group and business segment levels, namely the Compliance and Legal Risk Management Department, headed by the Chief Compliance Officer, and the Branch Compliance Officers. They coordinate a network of nearly 370 Compliance Officers in charge of rolling out and running the program at the subsidiary level. This structured organization lies in close proximity to operational activities while having its own dedicated reporting line.

[URD 2019, Chapter 5.8.1 "Fighting corruption", p.238](#)

Moreover, there is a high level of commitment by the General Management that is reflected by the principle of zero tolerance for corruption that is clearly set out in the Group's Code of Conduct. Managers have a duty to lead by example and are responsible for promoting a culture of integrity and dialogue. This commitment is expressed in regular statements made by the Chairman and Chief Executive Officer.

[URD 2019, Chapter 5.8.1 "Fighting corruption – Management commitment", p.239](#)

B. Total's anti-corruption compliance program

To prevent risks of corruption, Total has implemented a robust, regularly updated anti-corruption compliance program that has been rolled out throughout the Group. The aim of this program is to promote a culture of compliance, transparency, which is key in ensuring the sustainability of the Group's operations and activities, as well as to comply with legal requirements.

Total's anti-corruption compliance program is based primarily on the following seven pillars:

[URD 2019, Chapter 5.8.1 "Fighting corruption", p.238](#)

- management commitment or "tone at the top";
- risk assessment;
- adoption of internal standards;
- awareness raising and training of the employees;
- feedback of information, including the whistleblowing system;
- mechanisms for assessing and monitoring the implementation of the program;
- and imposition of disciplinary sanctions in the event of misconduct.

C. Risk assessment

To regularly adapt the compliance program to the risks to which Total is exposed, these must first be identified and assessed. At the business segments' level, the main types of risk are assessed (purchasing, sales, conflicts of interest, gifts and hospitality, human resources, representatives dealing with public officials, mergers and acquisitions, joint-ventures, donations and sponsoring, and influence peddling). A risk mapping is also produced per entity under the guidance of the Compliance Officer. This two-tier analysis is aimed at establishing action plans that are appropriate to the identified risks and so at reflecting the realities on the ground. In addition, employees are provided with tools that help them identify the risk of corruption. Specific rules have been adopted and incorporated within the Group referential in order to mitigate the identified risks.

[URD 2019, Chapter 5.8.1.2 "Risk](#)

The Anti-Corruption Compliance Directive, which was updated in 2016, recalls the main principles and organizes the roll-out of the anti-corruption program. In January 2020, the Group adopted a single rule to standardize the anti-corruption due diligence processes, to be performed before entering into business relations with third parties. In addition, an IT supplier qualification tool, which incorporates the due diligence process, was developed to gradually be rolled-out within the Group. Early 2020, a rule was also adopted to deal with the recording and accounting of expenses covered by the anti-corruption compliance rules.

Other standards deal with high-risks area (gifts and hospitality, conflicts of interest, etc.).

D. Awareness raising and training

Awareness raising actions are carried out towards all employees. The Group's intranet contains a section on the fight against corruption which provides employees with various media, e.g., the internal standards or guides such as the booklet entitled Prevention and fight against corruption or the Business Integrity Guide. Poster campaigns communicating the key messages in the risk areas are organized on a regular basis; the latest one was launched in mid-2018. An initial anti-corruption e-learning course was rolled out in 2011 in 12 languages, followed by a more in-depth e-learning module in 2015. This module is accessible to all employees and mandatory for the targeted personal (approximately 45,000 employees) and new hires.

More targeted training courses are also provided for the functions viewed as highly exposed (such as procurement and human resources), whether by the corporate or segments Compliance teams or by the Compliance Officers in the subsidiaries. Several online and face-to-face training sessions are organized every year for the Compliance Officers.

In order to disseminate the Group's commitments, Total raises its employees' awareness via internal communication channels such as intranet websites or through events such as the annual Business Ethics Day, which is celebrated within all the Group's subsidiaries around the world. In 2019, Business Ethics Day was held in December on International Human Rights Day. The theme of the event was "Speak Up".

III/ A strict control system

A. Feedback of information

The feedback of information is ensured primarily through an annual reporting process. This is performed by the Compliance Officers, reviewed by their Branch Compliance Officer and sent to the Chief Compliance Officer. This reporting contributes to monitor the roll-out and implementation of the anti-corruption program.

The consolidated data resulting from this reporting, which reflects the results of the implemented policies, is presented once a year to the Executive Committee and the Board of Directors via the Governance and Ethics Committee. This presentation provides an opportunity to report the results of the undertaken actions at the very highest level and to review the roadmap aligned with the identified areas of improvement.

In addition, Total takes actions in order to develop a speak-up culture and asks its employees to report any situations that they consider to be contrary to the Code of Conduct. This culture is encouraged by regular communications about the various speak-up channels; employees, depending on the option they feel is most appropriate, can contact any manager, human resources, the Compliance Officers or Ethics Officers, or the

[assessment", p.239](#)

[URD 2019, Chapter 5.8.1.2 "Internal standards", p.239 Code of Conduct](#)

[URD 2019, Chapter 5.7 "Actions in support of human rights – awareness raising and training", p.235](#)

[Prevention and fight against corruption](#)

[Business Integrity Guide](#)

[URD 2019, Chapter 5.8.1.2 "Fighting corruption and tax evasion - Feedback of](#)

Group Ethics Committee. Both employees and third parties can refer to this Committee by writing to ethics@total.com. The Group will tolerate no retaliation measure toward anyone submitting a report in good faith and undertakes to respect confidentiality.

[information”](#),
[p.239](#)

B. Assessment and monitoring

The anti-corruption program is monitored firstly by the line managers and the Compliance Officers who are in charge of ensuring the day-to-day implementation of the rules. At the second level, controls are performed by the Compliance function, in particular through assessment missions (referred to as compliance reviews) that are undertaken by a dedicated team within the Group's Compliance and Legal Risk Management Department. In addition, the Group's Audit and Internal Control Division performs an annual off-site inspection to verify the quality of the reporting performed by the Compliance Officers, as well as missions relating to the Sarbanes-Oxley regulations. At the third level, Group Audit also helps monitor the anti-corruption program through audits performed according to a framework that includes compliance topics.

[URD 2019,](#)
[Chapter 5.8.1.2](#)
[“Fighting](#)
[corruption and](#)
[tax evasion -](#)
[Assessment and](#)
[monitoring”](#),
[p.240](#)

C. Sanctions and proceedings

In line with the principle of zero tolerance and in application of the Code of Conduct and the Anti-Corruption Directive, any infringement of the anti-corruption standards must give rise to disciplinary sanctions, up to dismissal. The Group's resolve in this matter is recalled in communication media intended for employees as well as on the intranet. This resolve, which results from the management commitment, contributes to the robustness of the anti-corruption compliance program.

As of March 2020, there are no governmental, legal or arbitration proceedings, including any proceeding of which the Company is aware that are pending or threatened against the Company, that could have, or could have had during the last 12 months, **a material impact** on the Group's financial situation or profitability. For more details on current proceedings, please refer to Total's Universal Registration Document 2019 p.101.

[URD 2019,](#)
[Chapter 5.8.1.2](#)
[“Fighting](#)
[corruption and](#)
[tax evasion -](#)
[Sanctions”](#),
[p.240](#)

Criterion 12: The COP describes robust commitments, strategies or policies in the area of anti-corruption

- ☒ Publicly stated formal policy of zero-tolerance of corruption
- ☒ Commitment to be in compliance with all relevant anti-corruption laws, including the implementation of procedures to know the law and monitor changes
- ☒ Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption
- ☒ Detailed policies for high-risk areas of corruption
- ☒ Policy on anti-corruption regarding business partners
- ☒ Other established or emerging best practices

Criterion 13: The COP describes effective management systems to integrate the anti-corruption principle

- ☒ Support by the organization's leadership for anti-corruption
- ☒ Carrying out risk assessment of potential areas of corruption
- ☒ Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees
- ☒ Internal checks and balances to ensure consistency with the anti-corruption commitment
- ☒ Actions taken to encourage business partners to implement anti-corruption commitments
- ☒ Management responsibility and accountability for implementation of the anti-corruption

commitment or policy

- ☒ Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice
- ☒ Internal accounting and auditing procedures related to anticorruption
- ☐ Other established or emerging best practices

Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption

- ☒ Leadership review of monitoring and improvement results
- ☒ Process to deal with incidents
- ☒ Public legal cases regarding corruption
- ☐ Use of independent external assurance of anti-corruption programs
- ☒ Outcomes of integration of the anti-corruption principle
- ☐ Other established or emerging best practices

TAKING ACTION IN SUPPORT OF BROADER UN GOALS AND ISSUES

Total's vocation is to produce the energy that the world needs and will need in the future, and to make it accessible to as many people as possible. This is a real challenge: despite progress made since 2010, 840 million individuals still have no access to electricity. This vocation is to be accomplished in a responsible manner and by working to provide an effective response to the climate change challenge, in particular.

[URD 2019, "A collective ambition to meet the challenges facing the energy sector", p.7](#)

I/ Total: a group committed to contributing to the United Nations' Sustainable Development Goals

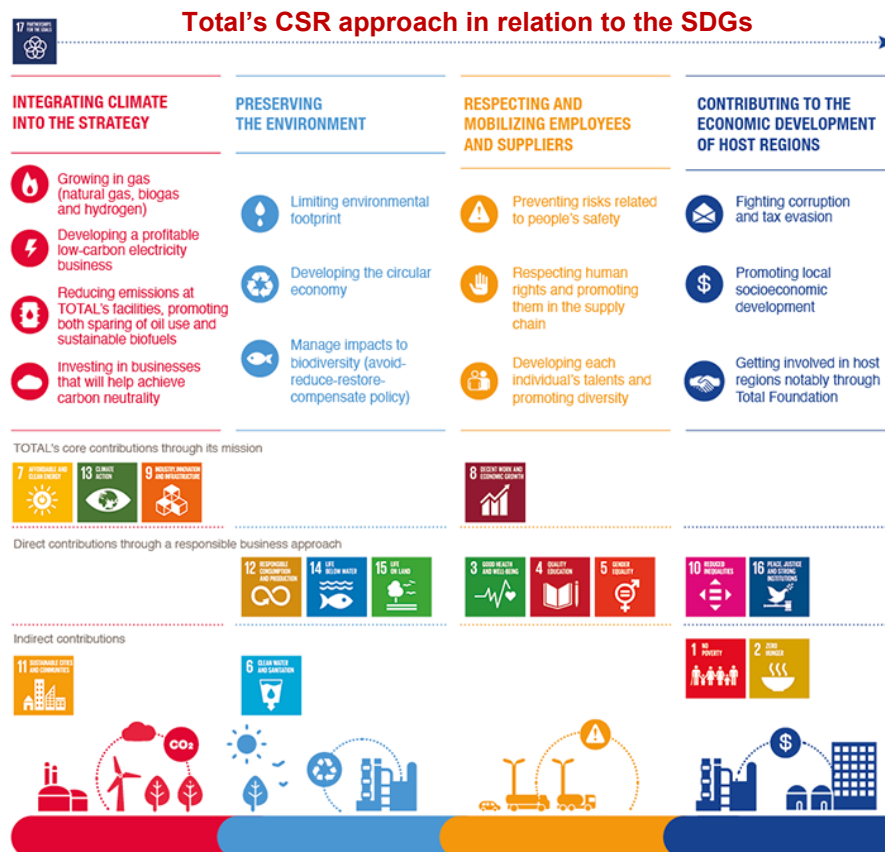
A. A CSR approach in relation to the SDGs

Total has committed since 2016 to contributing to the SDGs and has structured its approach to responsible development in order to make a more significant contribution to the SDGs.

[Sustainable performance > Our vision > Total and the Sustainable Development Goals](#)

Total considers the SDGs as an opportunity to better measure and assess its contribution to society as a whole. The Group builds its CSR approach on the basis of its four pillars of action for sustainable development, namely the integration of the climate in its strategy, the preservation of the environment, respect for and the mobilization of employees and suppliers and its contribution to the economic development of its host regions.

[Sustainable Performance](#)



Moreover, in its official publications and reports, Total publicly acknowledges and advocates the importance of addressing the issues raised by the Sustainable Development Goals.

- [Universal Registration Document 2019](#)
- [Climate report 2019](#)
- [Biodiversity Brochure 2018](#)
- [Human Rights Briefing Paper 2018](#)

B. Total's CEO engagement

Total regularly supports and promotes the SDGs through its official publications but also through the CEO's continuous statement of support. Total's Chairman and CEO, as an SDG Pioneer nominated in 2017 in recognition of the commitments made by the Group for driving partnerships and investing in low carbon energies, personally contributes to raising awareness on SDGs.

On specific issues such as human rights, climate-change, fight against corruption, transparency, etc., the CEO has shown its support on different occasions (refer to the dedicated sections above).

C. Integrating climate into the Group's strategy

Total's ambition is to become the responsible energy major. The Group is committed to contributing to the United Nations Sustainable Development Goals, particularly with regards to those subjects that are connected to climate change (SDG 13) and the development of more affordable, more available and cleaner energy for as many people as possible (SDG 7). In May 2020, Total took a step forward by adopting a new climate ambition to get to net zero by 2050.

1) Growing in gas value chains (natural gas, biogas, and hydrogen)

To respond responsibly to the strong rise in demand for electricity, Total is continuing its development in the gas sector, whose CO₂ emissions are half those of coal when used to generate electricity. Gas is also a supplement that is essential to cope with the intermittent supply of renewables and seasonal fluctuations in demand. The growth of natural gas will see a constantly increasing proportion of greener gas, in the existing infrastructure network such as biogas and hydrogen, to reduce greenhouse gas emissions.

Already active in working in reducing the environmental footprint of the shipping industry, notably through the development of marine LNG supply infrastructure among others, Total joined in June 2020 the Getting to Zero Coalition to support the maritime industry's decarbonisation by collaborating with companies across the maritime, energy, infrastructure and finance sectors.

2) Developing a profitable low-carbon electricity business

As demand for electricity is expected to grow strongly in the coming decades, Total plans to invest \$1.5 to \$2.0 billion per year. Total aims at holding an installed gross production capacity of renewable electricity in excess of 25 GW by 2025, of which 10 GW in Europe. Total's gross low-carbon power generation capacity worldwide is currently close to 9 gigawatts, including 5 gigawatts from renewable energies.

Total is also developing its electro-mobility offer. The Group plans to operate more than 150,000 charging points in Europe by 2025 (it is now operating 16,000).

[URD 2019, Chapter 5.6 "Climate change-related challenges", p.227](#)

[Press release "Total adopts a new climate ambition to get to net zero by 2050"](#)

[URD 2019, Chapter 5.6.2 "Climate change-related challenges - strategy" p.228](#)

[Press release "Total joins the "Getting to Zero Coalition" to contribute to shipping industry's decarbonization"](#)

[Press release, June 2020, "Total enters into a giant offshore wind farm project in Scottish North Sea"](#)

[URD 2019, Chapter 5.6.2 "Climate change-related challenges - strategy" p.229](#)

Total pursues its contribution to bringing access to energy to developing countries through its dedicated program. In 2019, 3.3 million lamps and solar kits were sold in cumulative, helping improve the everyday lives of 14.6 million people.

3) *Petroleum products: energy efficiency and biofuels*

Total is taking steps to reduce CO₂ emissions from its operated facilities and a dedicated task force bringing together different skills in the Group was set up in 2019. The Group has set itself a target of cutting GHG emissions from its operated oil & gas facilities from 46Mt of CO₂ to less than 40Mt of CO₂ between 2015 and 2025. Furthermore, Total has the ambition to get to net zero by 2050 (scope 1 & 2).

The incorporation of biofuels can also help reduce CO₂ emissions from road and air transport. As a pioneer in biofuels for more than 20 years, Total is now one of Europe's major actors, with 2.5 Mt blended sustainable biofuels in 2019.

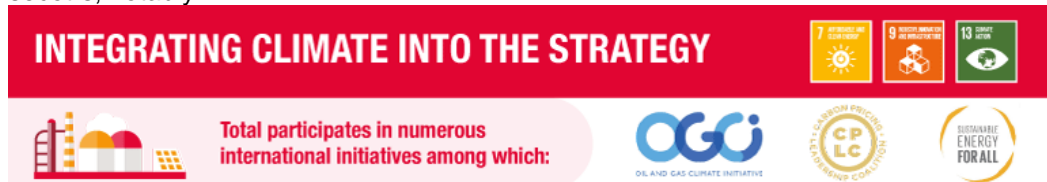
4) *Developing business that contribute to carbon neutrality*

The preservation and restoration of natural carbon sinks (forests, wetlands, etc.) and carbon capture (CCUS) will be key to achieving carbon neutrality in the second part of the 21st century.

Total has launched a new activity based, on preserving and restoring the capacity of ecosystems to act as carbon sinks. This activity is owned by a business unit created in 2019 that is dedicated to investments in natural carbon sinks, composed of experts in the environment and agronomy, with an investment budget \$100 million per year from 2020 onwards, and the goal of creating 5 MtCO₂ of sustainable storage capacity per year by 2030.

II/ Developing international partnerships and collective actions to promote the SDGs

Total believes that collective action is key to address global challenges. Therefore, the Group has joined various international initiatives that involve the private and the public sectors, notably:



- **carbon pricing** (the World Bank's Carbon Pricing Leadership Coalition, Caring for Climate – United Nations Global Compact, Paying for Carbon call: Total and five other industry leaders);
- **the end of routine flaring of associated gas** (the World Bank's Zero Routine Flaring by 2030 initiative);
- **control over methane emissions** (Oil & Gas Methane Partnership of the Climate and Clean Air Coalition, the Oil & Gas Climate Initiative in cooperation with UN Environment and EDF, etc.);
- **greater transparency**: support of the recommendations from the G20 Financial Stability Board Task Force on Climate-related Financial Disclosures (TCFD).
- **better access to energy** for populations of emerging countries through a partnership with SE4All.

[URD 2019, Chapter 2.5.5 "Marketing & Services segment - Products and services development", p.72](#)
[URD 2019, Chapter 2.1.3.4 "Access to energy" p.37](#)

[URD 2019, Chapter 5.6.2 "Climate change-related challenges - strategy" p.229](#)

[URD 2019, Chapter 5.6.2 "Climate change-related challenges - strategy" p.229](#)

[URD 2019, Chapter "Support for global initiatives", p.18](#)

PRESERVING THE ENVIRONMENT



Total participates in numerous international initiatives among which:



- **biodiversity**: in 2018, Total joined the Act4Nature initiative and made commitments to protect biodiversity;
- **the circular economy**: Total is a founding member of the Alliance to End Plastic Waste, launched in 2019, which brings together companies in the plastics and consumer goods value chain to provide solutions for the disposal of plastic waste in the environment, especially in oceans, and to promote their recycling in a circular economy.

RESPECTING AND MOBILIZING EMPLOYEES AND SUPPLIERS



Total participates in numerous international initiatives among which:



- **diversity**: Total signed in 2010 the "Women's Empowerment Principles – Equality Means Business" set out by the United Nations Global Compact, and in 2018 it signed the pledge for diversity as part of the European Roundtable of Industrialists;
- **disability**: in October 2018, Total signed the International Labor Organization (ILO) Global Business and Disability Network Charter. In January 2020, Total joined The Valuable 500, a global initiative aiming at explicitly putting the inclusion of people with disabilities and the unlocking of their potential in the agenda of multinational companies;
- **the reduction of inequalities** through the development of social dialogue to favor more inclusive economic growth: Total was one of the first French companies to adhere to the Global Deal initiative at the end of 2017.

CONTRIBUTING TO THE ECONOMIC DEVELOPMENT OF HOST REGIONS



Total participates in numerous international initiatives among which:



- **financial transparency**: the Group has adhered to the Extractive Industries Transparency Initiative (EITI) since its launch in 2002;
- **responsible tax principles**: the Group publicly supports the B-Team's responsible tax principles;
- **the fight against corruption**: Total joined the Partnering Against Corruption Initiative (PACI) in 2016 and the Chairman and Chief Executive Officer has been co-chairman since the end of 2019;
- **the challenge of security and respect for human rights** by being a member of the Voluntary Principles on Security and Human Rights (VPSHR) since 2012;

III/ Total and its contribution to society

Total has incorporated a local value creation process into its development model. This process is systematic, professional and a major competitive advantage. The Group is building a global, integrated local development approach ("in-country value") that is part of a dialogue with the local populations and public and private players. This approach creates synergies among all the value-creating elements for host countries by promoting the Group's industrial know-how. Total intends to apply this approach over the long term to ensure that its presence in these regions and its major projects create shared prosperity.

In line with its ambition to become the responsible energy major and based on the values and principles formally set forth in its Code of Conduct and its Safety Health Environment Quality Charter, Total wants to be a positive change agent for society and bring its contribution through its societal actions.

At a national level, the Group's activities generate value for the countries where it operates, and Total intends to contribute to the development of economic opportunities for its host regions and the communities. At a local level, the Group's activities can be a source of opportunities for the people, but may also have an impact on the living conditions of local communities and residents. Finally, in order to address society's global concerns, the Group is committed to public interest.

A. A responsible tax policy

Tax payments of Total represent a substantial part of the Group's economic contribution to the countries in which it operates. Total is mindful of its responsibility and is committed to paying its fair share of taxes to the host countries of its operations, in compliance with applicable laws and conventions and in accordance with our Code of Conduct. Total's intercompany transactions are thus based on arm's length terms and its tax strategy is aligned with our business strategy. The formation of affiliates worldwide is driven by business operations, as well as regulatory constraints and JV requirements. It is the Group's long term commitment not to create affiliates in countries generally acknowledged as tax havens and to repatriate or liquidate existing affiliates, where feasible.

In 2019, Total adhered to the BTeam's Responsible Tax Principles, which are intended to drive best practice. The Principles cover 3 areas: approach to management, relationships with others and reporting to stakeholders.

B. A local socio-economic development partner

In addition to contributing directly to job creation in the countries where the Group operates, the Group is committed to recruiting local people and subcontractors, if its operational imperatives so permit.

Each of the Group's major industrial projects with high local content is part of an industrial strategy that aims to maximize the impact on the host country measured in terms of new jobs.

These action plans help to structure technical resources, in particular through training courses, which strengthen human skills, and supporting economic development by supporting SMEs and recruiting local people. For example, for the Kaombo project in Angola, in cooperation with Angola's national oil company, Sonangol, Total required more than 21 million hours to be worked locally.

Additionally, Total implements a specific approach to support the conversion of its industrial sites through two additional projects carried out at the same time:

[URD 2019, Chapter 1.3.2.3 "A local socioeconomic development partner", p.10](#)

[URD 2019, Chapter 5.9 "Value creation for host regions", p.241](#)

[URD 2019, "Fighting tax evasion – Tax policy", p.240](#)

[URD 2019, Chapter 5.9.1 "Fostering the economic development of the regions", p.241](#)

- a project for the future is carried out by the sector concerned, taking into account an analysis on market developments. The objective is to adapt the industrial tool in order to make the Group's industrial sites competitive over the long term; and
- a Voluntary Agreement for Economic and Social Development (CVDES) is implemented to support the site and its ecosystem (subcontractors, stakeholders, etc.) during this period of change.

C. A structured societal approach

Every subsidiary pays close attention to local issues by defining short-term and long-term societal targets and its priority fields of action that take account of:

- the need to remain within the regulatory and contractual framework, as well as meeting the applicable international standards;
- the analysis of the challenges and the societal context in terms of risks, impacts and opportunities;
- the Group's voluntary commitments on citizenship initiatives.

These targets are built into a structured operational action plan, based on three pillars:

- dialogue and involvement of local stakeholders;
- avoiding and reducing the societal impacts of the Group's activities;
- taking initiatives to create a positive impact on neighbouring local communities.

Total sets up dialogue procedures based on the consultation and involvement of stakeholders in order to develop constructive and transparent relations with them.

Total acknowledges the specificities of indigenous and tribal peoples (as referred to in International Labor Organization's Convention No. 169) and has developed a Charter of Principles and Guidelines Regarding Indigenous and Tribal Peoples to be followed with these communities which may be affected by its activities. This charter encourages the use of experts in order to identify and understand these peoples' expectations and specificities, consult with them and contribute to their socioeconomic development.

When developing projects, consultations with local communities allow to identify the issues of development and solidarity which can be addressed by Total's socio-economic initiatives to create a positive impact on neighbouring communities.

D. Citizenship initiatives

In the face of growing inequalities and today's environmental challenges, Total wanted to strengthen its public interest initiatives and efforts in the development of the regions where it has a long-standing presence. In 2017, it structured its actions within the framework of the Total Foundation program, which covers the citizenship initiatives undertaken by the Group's subsidiaries and its corporate foundation (Fondation d'entreprise).

Through this program, Total and its corporate foundation intend to contribute to the development of the host regions of the Group by promoting actions in favour of young people. It focuses on four fields of action:

1. the education and integration of young people;
2. road safety;
3. forests and climate;
4. and dialogue between cultures and heritage.

[URD 2019, Chapter 5.9.2.1 "Operational societal approach", p.242](#)

[URD 2019, Chapter 5.9.2.2 "Local stakeholders engagement", p.243](#)

[URD 2019, Chapter 5.9.2.1 "Operational societal approach", p.242](#)

[URD 2019, Chapter 5.9.3 "Engaging in citizenship initiatives: the Total Foundation program", p.244](#)

At the end of 2018, the Group launched the Action! program engagement that allows its employees to spend up to three days a year of their working time on solidarity projects in favor of the development of its host regions.

Criterion 15: The COP describes core business contributions to UN goals and issues

- ☒ Align core business strategy with one or more relevant UN goals/issues
- ☒ Develop relevant products and services or design business models that contribute to UN goals/issues
- ☒ Adopt and modify operating procedures to maximize contribution to UN goals/issues
- ☐ Other established or emerging best practices

Criterion 16: The COP describes strategic social investments and philanthropy

- ☒ Pursue social investments and philanthropic contributions that tie in with the core competencies or operating context of the company as an integrated part of its sustainability strategy
- ☒ Coordinate efforts with other organizations and initiatives to amplify—and not negate or unnecessarily duplicate—the efforts of other contributors
- ☒ Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups
- ☐ Other established or emerging best practices

Criterion 17: The COP describes advocacy and public policy engagement

- ☒ Publicly advocate the importance of action in relation to one or more UN goals/issues
- ☒ Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals/issues
- ☒ Other established or emerging best practices

Criterion 18: The COP describes partnerships and collective action

- ☒ Develop and implement partnership projects with public or private organizations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy
- ☒ Join industry peers, UN entities and/or other stakeholders in initiatives contributing to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives extending the company's positive impact on its value chain
- ☐ Other established or emerging best practices

[Total and the Sustainable Development Goals](#)

[URD 2019, Chapter 5.9 "Value creation for host regions", p.241](#)

CORPORATE SUSTAINABILITY GOVERNANCE AND LEADERSHIP

Corporate social responsibility is at the heart of Total's governance. Determined to become the responsible energy major, the Group's CEO and the Board of Directors are attentive to the concerns of their stakeholders and give a great importance to dialogue.

I/ The Board of Directors involvement

The Board of Directors organisation

The Board of Directors determines the strategic direction of the Company and supervises the implementation of this vision. On May 2020 during the General Assembly, a resolution was approved related to the consideration by the Board of Directors of the social and environmental challenges of the Company's activities.

The Board of Directors relies on the work of four Committees that it has constituted: the Audit Committee, the Governance, and Ethics Committee, the Compensation Committee and the Strategy & CSR Committee.

To allow the Board of Directors of TOTAL S.A. to ensure the Group's development, the **Strategy & CSR Committee's** duties include:

- examining the Group's overall strategy proposed by the Company's Chief Executive Officer;
- examining the Group's corporate social and environmental responsibility (CSR) issues and, in particular, issues relating to the incorporation of the Climate challenge in the Group's strategy;
- examining operations that are of particular strategic importance;
- reviewing the competitive environment, the main challenges the Group faces, including with regard to social and environmental responsibility, as well as the resulting medium and long-term outlook for the Group.

The Board of Directors validates the Universal Registration Document which includes Total's non-financial reporting and its integrated report. This document is the reference for Total's Communication on Progress.

II/ Patrick Pouyanné: a CEO at the forefront of CSR issues

A. Leading the Group's CSR strategy

Since 2015, Patrick Pouyanné has held the position of Chairman and Chief Executive Officer of TOTAL S.A. As Chairman of the Board of Directors and member of the Strategic & CSR committee, Patrick Pouyanné has a direct influence on Total's CSR strategy. The Chairman organizes and oversees the work of the Board of Directors and ensures that the Company's corporate bodies operate effectively and in compliance with good governance principles. The Chairman coordinates the work of the Board of Directors and its Committees. The Chairman establishes the agenda for each Board meeting, including items suggested by the Chief Executive Officer.

B. The CEO's public support

Patrick Pouyanné regularly expresses its support to sustainable development and to the

[URD 2019, Chapter 4.1.2 Board of Directors' functioning, p.147](#)

[Press release, May 29th, 2020, Combined Shareholders' Meeting of May 29, 2020 Approval of resolutions proposed by the Board of Directors](#)

[URD 2019, Chapter 4.1.2.3 "Committees of the Board of Directors", p. 156](#)

[URD 2019, Chapter 4.1.2 Board of Directors' functioning, p.149](#)

[Climate report 2018 "The Electric Century" p.5](#)

UN Global Compact's through speeches or forewords published in official reports such as:

- The Climate report 2019
- The Human Rights Briefing Paper 2018

The CEO also writes opinion columns dedicated to CSR issues (diversity, climate, access to education, road safety etc.) that can be found on LinkedIn.

In 2019-2020, in addition to the adoption of a new climate ambition to 2050, Patrick Pouyanné's support to CSR issues can be illustrated by:

- The adherence to the B-Team principles for a sustainable taxation;
- His designation as co-Chairman of PACI dedicated to fighting corruption;
- The creation of the Alliance to End Plastic Waste of which Total is a founding member;
- Patrick Pouyanné's participation in the EITI (Extractive Industries Transparency Initiative) Global Conference to further encourage States to publish existing contracts;
- His contribution to the WBCSD's "CEO Guide to Human Rights";
- Total joining The Valuable 500, a global initiative aiming at explicitly putting the inclusion of people with disabilities and the unlocking of their potential on the agenda of multinational companies;
- Etc.

C. Taking a personal responsibility: the compensation policy

The variable compensation of the CEO includes CSR criterions among which:

- An economic parameter dedicated to **HSE reaching 30%** of the CEO's base salary (20% for the **safety** criterion; 10% for the criterion linked to the **greenhouse gas emissions** on operated oil & gas facilities);
- A qualitative criteria dedicated to performance and outlook with respect to Downstream activities (Refining & Chemicals/Marketing & Services) and the Group's gas-electricity-renewables growth strategy reaching **10%** of the CEO's base salary;
- And the CEO's personal contribution to CSR performance, notably taking into account the climate into the Group's Strategy, the Group's reputation in the domain of CSR as well as the policy regarding all aspects of diversity, for a maximum of 15% of his base salary.

Criterion 19: The COP describes CEO commitment and leadership

- ☒ CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact
- ☒ CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards
- ☒ CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation
- ☒ Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team
- ☒ Other established or emerging best practices

Criterion 20: The COP describes Board adoption and oversight

- ☒ Board of Directors (or equivalent) assumes responsibility and oversight for long-term corporate

[Climate report 2019 "Complementary Energies to reconcile Climate and Development"](#)

[Human Rights Briefing Paper 2018 "Message from the Chairman and CEO" p.5](#)

[Patrick Pouyanné's LinkedIn profile](#)

[Patrick Pouyanné's Twitter](#)

[URD 2019, Chapter 4.3.2.1](#)

["Compensation of Mr. Patrick Pouyanné for fiscal year 2019", p.171](#)

[URD 2019, Chapter 4.3.2.1](#)

["Compensation of Mr. Patrick Pouyanné for fiscal year 2019", p.174](#)

sustainability strategy and performance

- ☒ Board establishes, where permissible, a committee or assigns an individual board member with responsibility for corporate sustainability
- ☒ Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress)
- ☐ Other established or emerging best practices

III/ Stakeholder engagement

A. Dialogue procedures

Total engages in dialogue with stakeholders at every level of the organization. In accordance with the Group's framework documents on societal matters, stakeholders are identified, mapped out and organized by level of priority according to their expectations and degree of involvement, using internal Stakeholder Relationship Management (SRM+) methodology. This includes the following steps: list the main stakeholders for each Subsidiary and site (depots, refineries, etc.), categorize them and schedule consultation meetings to better understand expectations, concerns and opinions. The outcome of this process is the definition of action plans to manage the impacts of activities and consider local development needs, in order to build a long-term relationship based on trust.

[URD 2019, Chapter 3.6.1.3 "Dialogue with stakeholders", p.103](#)

B. Local dialogue

The SRM+ tool allows the Subsidiary to explain its activities to communities and other stakeholders, and to single out potentially vulnerable local populations. It has been deployed in almost all Subsidiaries.

A number of Subsidiaries within the Exploration & Production segment also have in place a network of mediators with local communities, with a view to maintaining a constructive dialogue with neighboring communities. These mediators act as Community Liaison Officers (CLO) and are tasked with establishing an ongoing dialogue with stakeholders on the ground (Stakeholder Engagement), including local authorities and communities and, more broadly, local players in civil society. CLOs are employed by Total, sometimes come from the local communities, speak the local languages and understand the local way of life. They play a decisive role in establishing good relations between Total and its stakeholders and pay close attention to the most vulnerable populations.

C. Dialogue with employees and their representatives

Total maintains ongoing exchanges with Group employees and their representatives – whose role and position allows for privileged interactions, particularly with management. Social dialogue is a key component of the Group's corporate vision. It includes all types of negotiations, consultations or exchanges of information between the Group entities, the employees and their representatives about economic and social issues related to the life of the company. For more information, refer to p.20-21 of this document.

D. Whistleblowing mechanisms

The Group has several whistle-blowing mechanisms that are open to employees, Suppliers and third parties. For more information, refer to p.14 of this document.

Criterion 21: The COP describes stakeholder engagement

- ☒ Publicly recognize responsibility for the company's impacts on internal and external stakeholders
- ☒ Define sustainability strategies, goals and policies in consultation with key stakeholders
- ☒ Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance
- ☒ Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect 'whistle-blowers'
- ☐ Other established or emerging best practices

ANNEXE : WOMEN'S EMPOWERMENT PRINCIPLES

Non-discrimination is a fundamental value set out in Total's Code of Conduct. As such, diversity is an integral part of the DNA and success of the Group, which is present in more than 130 countries. The Group has long been involved in promoting equal opportunities and diversity, and strives to promote an environment conducive to the expression and development of all employees' potential.

Total is committed to respecting and promoting the principle of equal treatment for women and men while ensuring it is correctly applied. Equal treatment for women and men is promoted in the Group through a global policy of gender diversity, quantitative targets set by General Management, Human Resources processes that take the issue of gender into consideration, agreements in favour of a better work-life balance and awareness-raising and training actions.

Total's commitment to workplace gender equality spans from recruitment to the end of a career. It guarantees equal treatment for women and for men in the process for identifying high-potential employees and appointing executives.

A. Total's women's representation targets

In order to ensure a more balanced representation of men and women among senior managers, the Group set the following goals which are to be reached in 2020:

- 25% women senior executives: women made up 23.0% in 2019 and around 5% in 2004;
- 18% women senior managers: women made up 17.4% in 2019 and around 8% in 2004;
- more than 20% women members on the Management Committees (head office and subsidiaries): women made up 23.9% in 2019;
- more than 20% women members on the Management Committees of branches and in large functional divisions: women made up 25.5% in 2019.

To meet these targets, the Group creates mixed talent pools. At the end of 2019, women made up 31.1% of high-potential employees (15% in 2004) and 30.7% of high-potential Group employees destined to become senior executives (24% in 2014).

In terms of TOTAL S.A., Total's commitment to diversity took shape in 2016 as the President of the People & Social Responsibility division joined the Group's Executive Committee (eight people), which the President of the Strategy-Innovation division then joined in 2019. With regard to diversity in the 10% of the highest management positions of the Company, the proportion of women equals 16%. At Group level, which is the most relevant parameter considering Total's activities, this proportion equals 22% (on the basis of 96,999 employees).

Total aims to hire women in proportions that reflect, at a minimum, the percentages of qualifications awarded by the higher education establishments in its business segments. The Group strives to promote the same proportion of women and men with equivalent qualifications and experience within the overall population eligible for a specific promotion.

[Consult Total's indicators on diversity](#)

In terms of compensation, specific measures have been set in place since 2010 to prevent and compensate for any unjustified salary gaps. Regular checks are performed during salary-raise campaigns to ensure employees are treated fairly and men and women receive equivalent compensation for the same level of responsibility.

Since 2019, Total publishes a gender equality in the workplace index for France, comprising five indicators that concern compensation gaps between men and women and the actions taken to eliminate these gaps.

[URD 2019, Chapter 5.3.3.1 "Promoting equal treatment of employees and banning discrimination", p.211](#)

[Gender equality in the workplace index 2020](#)

[URD 2019, Chapter 5.3.3.1 "Promoting equal](#)

In France, an equal opportunity agreement was negotiated with staff representative bodies in June 2019, applicable to the “Socle social commun” scope. It foresees, in particular, extending paternity leave to three consecutive calendar weeks, less stringent remote working conditions (whether occasional or not) and the right to return-to-work coaching following maternity leave.

[treatment of employees and banning discrimination", p.211](#)

B. Promoting diversity inside and outside the company

Diversity is also promoted through action to change mentalities, and awareness, training and communication events are held regularly for managers and employees. Internal training courses such as *Managing your career as a woman* and *Managing diversity* are also available. Through its mentoring activities and development workshops, the TWICE (Total Women’s Initiative for Communication and Exchange) network also helps to develop the gender diversity policy. It aims to promote the progression of women within the Group, particularly to management roles, and help women further their careers.

[URD 2019, Chapter 5.3.3.1 "Promoting equal treatment of employees and banning discrimination", p.211](#)

Moreover in 2018 and in the framework of the Startuppper of the Year Challenge by Total, the Group has introduced a new prize “Top Female Entrepreneur” to encourage more women entrepreneurs to contribute.

To encourage young women to choose to study technical subjects, Total has been a partner of the “Elles bougent” organization in France since 2011 and served as honorary chairman in 2015. Some 130 female engineers regularly inform high-school girls about careers in science.

C. Working collectively to promote gender equality

The signing of agreements, international charters and commitments relating to diversity is emblematic of the Group’s conviction at the very highest level of decision-making.

[URD 2019, Chapter 1.4.4.2 "Support for global initiatives", p.18](#)

Thus, in 2010, Total signed the “Women’s Empowerment Principles – Equality Means Business” set out in the United Nations Global Compact, and its commitment to equal opportunities and the equal treatment of women and men is regularly embodied in agreements that address the issue of diversity, such as the global agreement signed in 2015 with IndustriALL, or the Global Deal to which Total has adhered more recently in 2017.

In 2016, Total, along with 20 other oil and gas companies, got involved at the World Economic Forum by signing “Closing the Gender Gap – a Call to Action”. In 2018, Total also signed the pledge for diversity as part of the European Roundtable of Industrialists.

D. Supporting women in the communities

In the framework of its operations, Total’s pays special attention to the most vulnerable populations. The Group conducts Societal impact assessments to identify the types of potential impacts of the activities on the communities and to set up specific and adapted local action plans to avoid, reduce or compensate for these impacts. Women are often part of these vulnerable populations. Therefore, Total has developed several actions to support women in local communities (watch an example of Total’s societal actions in favor of women in Papua New Guinea > link on the right).

[Sustainable Performance > Value creation for host regions > Local stakeholders engagement > Video > example of Total’s societal actions in favor of women in Papua New Guinea](#)

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the workplace:

- ☒ Achieving and maintaining gender equality in senior management and board positions
- ☒ Achieving and maintaining gender equality in middle management positions
- ☒ Equal pay for work of equal value
- ☒ Flexible work options
- ☒ Access to child and dependent care
- ☒ Support for pregnant women and those returning from maternity leave
- ☒ Recruitment and retention, including training and development, of female employees
- ☐ Gender-specific health and safety issues
- ☐ Gender-based violence and harassment
- ☒ Education and training opportunities for women workers
- ☒ Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers
- ☒ Mentoring and sponsorship opportunities for women workers
- ☐ No practice for this criterion have been reported
- ☐ Other established or emerging best practices
- ☐ Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to address this area, including goals, timelines, metrics, and responsible staff

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the marketplace:

- ☐ Supplier diversity programme
- ☐ Composition of supplier base by sex
- ☒ Support for women business owners and women entrepreneurs
- ☐ Supplier monitoring and engagement on women's empowerment and gender equality including promotion of the Women's Empowerment Principles to suppliers
- ☐ Gender-sensitive marketing
- ☐ Gender-sensitive product and service development
- ☐ No practice for this criterion have been reported
- ☐ Other established or emerging best practices
- ☐ Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to address this area, including goals, timelines, metrics, and responsible staff

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the community:

- ☒ Designing community stakeholder engagements that are free of gender discrimination/stereotyping and sensitive to gender issues
- ☒ Gender impact assessments or consideration of gender-related impacts as part of its social and/or human rights impact assessments
- ☒ Ensuring female beneficiaries of community programmes
- ☐ Community initiatives specifically targeted at the empowerment of women and girls
- ☒ Strategies to ensure that community investment projects and programmes (including economic, social and environmental) positively impact women and girls.
- ☒ Strategies to ensure that community investment projects and programmes (including economic, social and environmental) include the full participation of women and girls
- ☐ No practice for this criterion have been reported
- ☐ Other established or emerging best practices

- ☐ Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to address this area, including goals, timelines, metrics, and responsible staff

The COP contains or refers to sex-disaggregated data:

- ☒ Achieving and maintaining gender equality in senior management and board positions
- ☒ Achieving and maintaining gender equality in middle management position
- ☐ Equal pay for work of equal value
- ☐ Flexible work options
- ☐ Access to child and dependent care
- ☐ Support for pregnant women and those returning from maternity leave
- ☐ Recruitment and retention, including training and development, of female employees
- ☐ Gender-specific health and safety issues
- ☐ Gender-based violence and harassment
- ☐ Education and training opportunities for women workers
- ☐ Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers
- ☐ Mentoring and sponsorship opportunities for women workers
- ☐ No practice for this criterion have been reported
- ☐ Other established or emerging best practices
- ☐ Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to address this area, including goals, timelines, metrics, and responsible staff