



HUMAN-CENTERED BUSINESS MODEL

A HOLISTIC APPROACH TO A SUSTAINABLE BUSINESS ECOSYSTEM



An initiative within the framework of the Global Forum on Law, Justice and Development

ANNEX B - HCBM SOCIAL and ENVIRONMENTAL PRINCIPLES PAPER

HCBM Social Sustainability Principles Case Study - TOTAL (France)

Industry of reference: energy (oil and Gas)

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Introduction : Total is a global integrated energy producer and provider, a leading international oil and gas company, and the world's second-ranked solar energy operator with SunPower, with activities in more than 130 countries. The purpose of this case study is to understand how Total applies Human Rights and with which level of transparency.

1. Policy Commitments: Indicators

Commitment to respect human rights

The Company states the following in the [Human Rights - Briefing Paper - July 2016](#) : "Respect for Human Rights is one of our three key business principles." The Company also states that respect for Human Rights in our activities is paramount to maintain the degree of trust we need – inside and outside our Group – to develop our projects. The Chief Executive Officer, Patrick Pouyanne, states that its 'In our [Human Rights Guide](#), we identified three focal Human areas – the workplace, local communities and security.

More accurately, as stated in their [Code of Conduct](#), the Group commits to respect internationally recognized Human Rights standards and in particular :

- The key conventions of International Labor Organization (ILO)
- The voluntary Principles on security and Human Rights (The "Voluntary Principles")
- The United Nations Guiding Principles on Business and Human Rights (The "Guiding Principles")

In order to spell out the human rights positions and initiatives, Total has created a Human Rights Coordination Committee, organized by the Ethics Committee Chairman. A discussion forum that meets quarterly, its members include representatives of the Public Affairs, Corporate Legal Affairs, Corporate Communications, Security, Civil Society Engagement, Human Resources Departments and Branch Representatives. The meetings mainly address international activities, human rights tools and resources under development and the expressed expectations of civil society. (see [Communication on Progress \(COP\) - UN Global Compact](#))

In June 2013, the Group developed a strategic Human Rights Roadmap and action plan. This roadmap was validated by the Group's executive committee. The main objective of the roadmap was to systematically embed respect for Human Rights into our risk and impact management processes, for example, in the mergers & acquisitions, social performance, security, procurement, training and

human resources processes. For example, easy-to-use auto diagnostic and self-assessment tools for VPSHR risks for use by subsidiaries have been developed and were the subject of a pilot deployment in 2016 in 20 exposed entities. This roadmap has been updated for 2016-2018 in order to continue the efforts already made by the Group. (see [Registration Document 2016](#))

The main policies, directives and rules are the following :

- Compliance Policy and Program (Internal document)
- Safety Golden Rules (see [TOTAL's Golden rules - 2015](#))
- Purchasing Fundamental Business Principles
- Societal Policy (Internal Document)
- Rules of Procedures of the Board of Directors

Respect for human rights is one of the Group's priority business principles, alongside integrity (preventing corruption and fraud and anti-competitive practices) and HSE standards.

“ We recognize that it is not enough to simply put in place policies. Beyond our policies are structures and initiatives which we continue to undertake to ensure that the policies are implemented across our business activities.”

Our approach to embedding respect for Human Rights is based on four pillars :

- 1. Written policies and commitments**
- 2. Awareness raising and training**
- 3. A dedicated organization to listen and advise**
- 4. Evaluations to assess the effectiveness of our initiatives**

Therefore, the Group really understand the necessity to implement Human Rights and the 4 pillars are essential in order to respect these values.

Commitment to respect the human rights of workers

The company is a signatory to the Global Agreement with IndustriALL Global Union, which covers respect for Human Rights in the workplace. Within this agreement, an annual FAIR (Facilitation, Application, Involvement, and Results) meeting is held to review and monitor the implementation. The company states the following in the [Human Rights Guide - Total - 2015](#) : “ The Group pays special attention to employee's working conditions, respect for individuals and their privacy, a discrimination-free environment and health and safety, irrespective of the political and social context or any complexities encountered in the countries where we operate.”

The company states the following in [SDG Reporting - July 2017](#) : “ Promote equal opportunity, a more international workforce and diversity at all levels of the company. Create and maintain a good working environment, through respect, non-discrimination and appropriate health and safety conditions. Promote personal and career development through offering training, managing competencies, assessing performance, implementing return on experience, providing information and building a consensus “ Therefore, Total seems really transparent about its commitment to respect the human rights of workers.

Commitment to respect human rights particularly relevant to the Oil and Gas industry

In the results published in 2017 by the Corporate Human Rights Benchmark, Total was the highest ranked Oil & Gas company with an overall score of 49/100.

They use the [UN Guiding Principles on Business and Human Rights](#) becoming the first oil and gas company to do so – as a tool to deepen internal conversations, identify gaps, drive improvement where relevant and publicly report on our approach to embedding respect for Human Rights in our operations and business relationships. (see the Human Rights briefing paper)

In addition, The Company states in the Human Rights Briefing paper “ As a leading international oil and gas company, we have a responsibility to go beyond stating our commitment to respect Human Rights. We must demonstrate what we do to implement them in practice across our organization.”

The system to monitor the effectiveness of human rights policies and implementation with quantitative and qualitative metrics : Total has been working with 3 external organization (GoodCorporation, The Danish Institute for Human Rights and CDA) to assess their practices. In 2017, Total renewed all three arrangements. (see [Communication on Progress \(COP\) - UN Global Compact](#))

Commitment to engage with stakeholders

The Company states in the [Stakeholder Commitment](#) on the company’s website : “ Openness, dialogue and engagement are essential for developing long-term, constructive and transparent relations with stakeholders. For the past 20 years or so, changes in the regulatory framework have promoted information, consultation and dialogue prior to high-impact decisions being made. In addition to complying with regulations, Total encourages dialogue at every level of its organization.” The foremost requirement of the societal directive is that “each asset must consult its stakeholders regularly to gain a clearer understanding of their expectations and concerns, measure their level of satisfaction regarding the Group and identify avenues of improvement for its societal strategy”.

Commitment to remedy

One of the three priority business principles is addressing the potential impacts of our operations on local communities. The company states : “ providing access to remedy for unavoidable adverse impacts related to our operations”. One of their three pillars is “ access to remedy”. It’s clearly affirmed in the [Human Rights Guide - Total - 2015](#) that “Anyone adversely affected by our Business unit’s activities should have access to a grievance mechanism where they can report any complaint about our operations, without discrimination or fear of repercussion”.

Commitment to respect the rights of human rights defenders

The company states in the Human Rights Briefing paper : “ Total participates in several international initiatives to advance business and Human Rights.” Listed below is a selection of important external initiatives and partnerships that help us embed respect for Human Rights in our operations:

- United Nations Global Compact (UNGC)
- Extractive Industries Transparency Initiative (EITI)
- IPIECA
- Shift’s Business Learning Program
- IndustriALL Global Union
- Implemented the recommendations of the Voluntary Principles on Security and Human Rights
- Global Business Initiative on Human Rights (GBI)

Board Level Accountability: Commitment from the top

The message from the CEO, Patrick Pouyanne, states ‘ With long-term projects in many countries, Total has made a firm commitment to our internal and external stakeholders to be accountable and to show

how we are embedding respect for Human Rights. Respect for Human Rights is one of our three key business principles' (see Voluntary Principles on Security and Human Rights – 2016)

In 2015 as well, the message from the CEO the message that introduced the Human Rights Guide stated that "The Group is committed to respect internationally recognized Human Rights standards in the countries where we work. In doing so we focus on the following issues (...) Ensuring that the security of our people and facilities is managed in a responsible way and that the rights of neighboring communities are respected; the management of security risks, including the use of government security forces and private security providers, should be in line with applicable international standards related to the proportionate use of force. Integrating respect for Human Rights at an early stage in our management processes can contribute to avoiding potential abuse, and help to sustain a mutually beneficial relationship with our stakeholders. It can prevent delays in the execution of the Group's operations and improve our Business Units' performance. It is everybody's concern and it is part of our commitment to better energy'

Total proceeded also to the external assessment of its Communication on progress (COP) 2016 for the UN Global Compact. (see [Certificate of external assessment](#)) " Respect for Human Rights in our activities is paramount to maintain the degree of trust we need – inside and outside our Group – to develop our projects."

Board Level Accountability: Board discussions

The company states the following in the [Human Rights Guide - Total - 2015](#) : "The Chair of the Ethics Committee reports regularly to the Executive Committee and to the Governance & Ethics Committee of the Board of Directors on the Code of Conduct implementation".

Incentives and performance management

The system to track and measure performance is based on standardized performance metrics. Total's Worldwide Human Resources is a powerful tool to monitor Human Resources management within the group, through the annual survey performed on a sample of employees from the consolidated companies, representative of their distribution by business segment and region. This tool was upgraded in 2014 with new indicators regarding the ILO Key Conventions. These targets also include measurable targets for sustainability. However, it is not clear if this include Human Rights issues.

2. Embedding Respect for Human Rights in the Company's culture and management systems: Indicators

Responsibility and resources for day-to-day human rights functions

Under the Global agreement between Total and IndustriaALL, the Group made a commitment to maintain minimum Corporate Social Responsibility (CSR) standards and guarantees worldwide for subsidiaries in which it has more than a 50% stake, in the areas of occupational health and safety, **human rights** in the workplace, enhancement of the dialogue with employees, life insurance, professional equality, social responsibility and assistance with organizational changes. (see the [Global agreement signed between Total and IndustriALL - 2015](#))

Incentives and performance management

The Company has identified the following as salient human rights issues that apply to its business (see [Human Rights Guide - Total - 2015](#)): " Avoiding discrimination, Avoiding and addressing any form of harassment, freedom of opinion and expression, freedom of thought, conscience and religion,

collective bargaining and freedom of association, prohibition on forced labor and child labor, environmental protection, property rights, access to land and cultural heritage, right to an adequate standard of living”.

Integration with enterprise risk management

All investment or divestment proposals submitted for approval by the Group’s Executive Committee are analyzed by a Risk Committee (called “ Corisk”), chaired by the Vice President Strategy. This committee meets twice a month in order to review new projects before approval by the Group’s Executive Committee and to make sure that all risks have been properly assessed based on the “Corisk” checklist. Whether the expenditure involves a new project or a proposal to expand, acquire, divest or wind up an operation, the checklist is designed to verify compliance with Total’s standards, in particular in the areas of environment, community development, social responsibility, health and hygiene, industrial safety, security and Human Rights. The checklist takes into account the construction, operating and revamping phases. (see [Registration Document 2016](#) p.79)

In 2006, Total has joined the Human Rights and Business Project created by the Danish institute for Human Rights; Through this project, a dedicated tool for business, the Human Rights Compliance Assessment (HRCA) has been designed. The HRCA fulfils two roles:

- First, it is a self-assessment by the unit of the Human Rights compliance of its own activities
- Secondly, it is an educational tool to raise Human Rights awareness in various subsidiary departments, stimulating collective deliberation and discussion of such issues. A Human Rights Compliance Assessment was conducted in Nigeria in 2015. (see [Human Rights - Briefing Paper - July 2016](#) p. 13 on “Assessment Processes”)

Communication / dissemination of policy commitment(s) within Company’s own operations

The group ethics committee ensures that the Code of Conduct is widely communicated and proposes any amendments it considers necessary. The committee advises the training departments on incorporating presentations of the Code of Conduct into training programs, in particular those for new recruits and management. (see Registration Document)

Communication / dissemination of policy commitment(s) to business relationships

The Company requests its business partner to sign and commit to comply with its sustainability commitment policy in order to enter into business. All employees must understand and respect the business principles contained in our Code of Conduct. Suppliers, contractors and business partners are expected to apply standards that are equivalent to ours, in particular towards their employees.

Total is committed to conveying its principles and values to its suppliers and has developed a document that must be attached or transposed on contracts with them, called “ fundamental principles of purchasing”. Suppliers are expected to respect and make sure that their own suppliers respect these principles that are priorities for the Group: respecting Human Rights at work (Universal Declaration of Human Rights and fundamental principles of the ILO; protecting health, safety and security, preserving the environment, preventing corruption and conflict of interests, fighting corruption, respecting competition law as well as promoting economic and social development. (see [Communication on Progress \(COP\) - UN Global Compact](#))

Training on human rights

Total provides support for employees worldwide to help ensure that they respect Human Rights in the work that they do for Total.

In the [Human Rights - Briefing Paper - July 2016](#) states that 12 sustainable procurement training sessions have been held in France since 2013, with a total of 130 Group employees receiving training, including with respect to Human Rights and CSR issues.

The Company states in the [Human Rights Guide - Total - 2015](#) (p.12) that training programmes have been developed by the Company as dedicated communication channels, e-learning, and training sessions on Ethics and Human Rights which are available for the Group's employees and managers.

For instance, in June 2015, the Group organized a seminar focusing on the Voluntary Principles guidelines at Yangon. ([Human Rights Guide - Total - 2015](#) p.37)

To raise awareness and help employees respect Human Right, Total has set up tools as corporate communication channels such as the Ethics and Human Rights intranet sites and intranet videos on key Human rights topics. They also provide specific e-learning programs and training tailored to the various challenges encountered on the ground. Actions are also taken to raise awareness among Total's external stakeholders, such as training on responsible security for its private security providers. (see [Human Rights - Briefing Paper - July 2016](#))

Monitoring and corrective actions

The Group's Human Rights Coordination Committee is also monitoring, on an on-going basis, the implementation of the Group's Human Rights Roadmap. (see [Human Rights - Briefing Paper - July 2016](#))

Concerning the corrective actions, the Group has set up a crisis management process with a dedicated organization and a crisis management center at the head office to enable the management of two simultaneous crises. As part of this process, Total regularly trains in crisis management on the basis of risk scenarios identified through analyses. In particular, the Group has response plans and procedures in place in the event of a hydrocarbon leak or spill. For accidental spills that reach the surface, oil spill contingency plans are regularly reviewed and tested during exercises.

In 2016, all sites with maritime and river terminals had oil-spill response plans compliant with Group requirements. This means that they include an alert procedure, accident scenarios, a description of the response strategies corresponding to these scenarios and a description of the technical and organizational means for implementing these strategies. (see [Registration Document 2016](#))

Engaging business relationships

Total joined the Global Business Initiative on Human Rights (GBI) when it was first set up in 2009. The initiative aims to promote respect for human rights in the business world by providing a platform for discussion across multiple industries.

In March 2014, Total received the " Responsible supplier relationships" label for its Holding and Marketing & Services activities in France. This label, awarded by French authorities, recognizes companies that maintain sustainable and balanced relationships with their suppliers.

As stated in its Code of Conduct, Total expects its suppliers to adhere to principles equivalent to those in its own Code of Conduct, such as those set out in the Fundamental Principles of Purchasing. The Business Integrity Guide supports the implementation of the integrity principles. It provides concrete examples of possible risk situations encountered and guidance on how to address them. (see [Registration Document 2016](#)). Moreover, since 2015, Total holds a Group-wide Business Ethics day

on an annual basis. It was dedicated to “Human rights and anti-corruption” in 2015 and to the issues of human rights and the prevention of corruption in the supply chain in 2016.

The [Code of Conduct - Total](#) is distributed to the main business partners. Total’s suppliers must be made aware of the [Fundamental Principles of Purchasing](#), which apply to all the Group’s companies, by including or transposing them into the agreements concluded with these suppliers. As mentioned, the theme for Total’s 2016 Business Ethics Day was the supply chain. (see [Fundamental Principles of Purchasing](#))

Framework for engagement with potentially affected stakeholders

The Company has identified many stakeholders that can potentially be affected by its operations including customers, suppliers and contractors, Host countries, Local communities, Business partners, Shareholders. For instance in the case of customers, the Code of Conduct states : “ We are attentive to our customers’ needs. We continuously monitor, assess and improve or products, services, technology and procedures to deliver quality, safety, energy efficiency and innovation at every stage of the development, production and distribution process. Our commitment to sustainable development is a condition of our social license to operate and our long-term viability.”

Total has set up two committees and a dedicated service to advise employees and other stakeholders, and monitor efforts to promote respect for Human Rights in its operations:

- The Ethics Committee
- The Human Rights Coordination Committee

3. Human Rights Due Diligence: Indicators

Extract from Human Rights Guide



Identifying: Processes and triggers for identifying human rights and impacts

In the [Human Rights - Briefing Paper - July 2016](#), salient rights issues as defined in the UN Guiding Principles Reporting Framework are those Human Rights that stand out because they are at risk of the most severe negative impact through the company’s activities or business relationships. This concept of salience uses the lens of risk to people, not the business as the starting point, while recognizing that

where risks to people's Human Rights are greatest, there is strong convergence with risk to the business.

Assessing: Assessment of risks and impacts identified (salient risks and key industry risks)

The Company states in the [Human Rights - Briefing Paper - July 2016](#) : "We regularly conduct assessments, sometimes in partnership with independent third party organizations, to identify, prevent or mitigate Human Rights impacts that may be caused directly by our business unit's operations or by project partners, contractors and suppliers".

The Company has identified the following as salient human rights issues that apply to its business " This assessment process is based on a review of a number of important evidence points on Human Rights, labor law, fair competition rules and other ethics-related issues. A large number of our Business units exposed to ethical risks have been assessed, with appropriate action plans and follow up actions defined."

"The objective of these assessments is to raise awareness, build ethical leadership, and review the ethical processes in place locally."

The Human Rights Compliance Assessment (HRCA) has been adapted to the Group's specific context and needs. It's a tool developed by the Danish Institute to assist Business units in identifying and addressing Human Rights risks in Business units' operations.

Integrating and Acting: Integrating assessment findings internally and taking appropriate action

"Implement effective measures to address any impacts that have been identified, including by having in place a grievance mechanism to address complaints lodged by stakeholders, and integrate lessons learnt" (see [Human Rights Guide - Total - 2015](#) p.13)

Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts

"Adapt processes to manage any Human Rights impacts that have been identified, including unanticipated impacts, and monitor and track the effectiveness of responses."

Communicating: Accounting for human rights impacts are addressed

'Explain to stakeholders how these issues are being addressed, including through public reporting on due diligence steps taken. Ethics and Human Rights risks and impacts in the countries where we operate are assessed by the Group's Business units through various processes.'

4. Remedies and Grievances Mechanisms : Indicators

Grievance channels / mechanisms to receive complaints or concerns from workers

The Group's business units design and implement effective local grievance mechanisms and remediation processes. Anyone adversely affected by our business units' activities should have access to a grievance mechanism where they can report any complaint about our operations, without discrimination or fear of repercussion. (see [Human Rights Guide - Total - 2015](#)).

Moreover, the Company has a Whistleblowing channel in its website for its employees whose scope does not mention anything specific on Human Rights but it mentions discrimination, health and working conditions.

“ At Total, diversity is a decisive factor for or competitiveness, attractiveness and ability to innovate and adapt. We develop our employees’ professional skills and careers without any discrimination, whether based on origin, gender, age, disability, sexual orientation, gender identity or affiliation with a political, religious, union organization or minority group”. (see [Human Rights - Briefing Paper - July 2016](#))

Grievance channels / mechanisms to receive complaints or concerns from external individuals and communities

The whistleblower channel is available for workers to report concerns, make suggestions or seek advice, designed and operated in agreement with the representative organization of workers. Moreover, the Ethics Committee’s helpline can be contacted by all internal and external stakeholders as well as line management in all the Group’s subsidiaries. (see [Human Rights - Briefing Paper - July 2016](#))

Users are involved in the design and performance of the channel(s)/mechanism(s)

CHRB has not identified any documents in the public domain which provide all the information required to meet this indicator.

Procedures related to the mechanism(s) / channel(s) are publicly available and explained

CHRB has not identified any documents in the public domain which provide all the information required to meet this indicator.

Commitment to non-retaliation over concerns/complaints made

CHRB has not identified any documents in the public domain which provide all the information required to meet this indicator.

Company involvement with State-based judicial and non-judicial grievance mechanisms

CHRB has not identified any documents in the public domain which provide all the information required to meet this indicator.

Remedying adverse impacts and incorporating lessons learned

CHRB has not identified any documents in the public domain which provide all the information required to meet this indicator.

5. Enabling Factors and Business Processes: Indicators

Living Wage (in the supply chain)

“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”

The compensation structure of the Group's employees is based on the following components, depending on the country:

- **a base salary**, which each year, in addition to a general salary-raise campaign, is subject to a merit-based salary-raise campaign intended to compensate employees' individual performance according to the targets set during the annual individual review, including at least one HSE (Health, Safety, Environment) target;
- and **individual variable compensation** starting at a certain level of responsibility, which is intended to compensate individual performance (quantitative and qualitative attainment of previously set targets) and the employee's contribution to collective performance evaluated among others according to HSE targets set for each business segment, which represent up to 10% of the variable portion. In 2016, 82.2% of the Group's entities (WHRS scope) included HSE criteria in the variable compensation.

“ In accordance with the fundamental principles set out 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 companies, suppliers are required to comply with - and to make sure that their own suppliers and subcontractors comply with – current laws, as well as principles equivalent to those defined below.”

Ensure that working conditions and remuneration of workers preserve human dignity and are consistent with fundamental principles defined and protected by the Universal Declaration of Human Rights, by the fundamental principles of the International Labor Organization.”(see [Fundamental Principles of Purchasing](#))

The Group undertakes to apply a fair wage policy comparable with good standards in the profession for the country concerned as part of objective job assessment. Exchanges will be fostered with employee representatives on these subjects. (see [Global agreement signed between Total and IndustriALL - 2015](#))

Aligning purchasing decisions with Human Rights

In 2015, Total has updated its mapping of CSR risks for purchases. The aim was to identify, for each purchasing category, the main issue in term of CSR risks and to set up improvement plans with lead buyers and their suppliers. 3 categories of risks were analyzed: Human Rights infringement, local content mismanagement and environmental damages. The risk mapping covers the main purchasing categories, representing around 75 % of the Group's spend.

Mapping and disclosing the supply chain

The Company has more than 150,000 suppliers worldwide. On the webpage, the Company discloses information about suppliers. “ Forging trust-based relationships with each of them is a critical challenge for us. Safety, respect for human rights, corporate social responsibility and environmental protection are all embedded in our DNA, and we expect our suppliers to commit to them alongside us.”

In its Code of Conduct, Total states that it works with its suppliers to ensure the protection of the interests of both parties on the basis of clear and fairly negotiated contractual conditions. This relationship is founded on three key principles: dialogue, professionalism and adherence to commitments.

Total expects its suppliers to: adhere to principles equivalent to those in its own Code of Conduct, such as those set out in the Fundamental Principles of Purchasing directive; and agree to be audited, be particularly attentive to the human rights related aspects of their standards and procedures, in particular their employees' working conditions, and ensure that their own suppliers and contractors respect equivalent principles.

The [Fundamental Principles of Purchasing](#), launched in 2010 and formally set out in a Group directive in 2014, specify the commitments that Total expects of its suppliers in the following areas: respect for human rights at work, health protection, assurance of safety and security, preservation of the environment, prevention of corruption, conflicts of interest and fraud, respect for competition law, as well as the promotion of economic and social development. Total's suppliers must be made aware of these rules, which apply to all the Group's companies, by including or transposing them into the agreements concluded with these suppliers.

In 2015, Total signed an agreement with the worldwide trade union federation, IndustriALL Global Union, which marks a major step in [Total's commitment as a responsible employer](#). In addition, Total is committed to disclosing and promoting the principles of this agreement to its service providers and suppliers. "The Group also ensures that the principles of the agreement on health, safety and human rights are disclosed to and promoted among its service providers and suppliers." (see [Global agreement signed between Total and IndustriALL - 2015](#))

Age verification and corrective actions (in the supply chain)

In accordance with the International Labor Organization (ILO) standards, the hiring of employees aged under 15 is prohibited. In addition any hiring must also comply with local laws that set a higher minimum working age. In line with ILO standards, the minimum age for admission to any kind of hazardous work (e.g, underground work or handling hazardous goods) which, by its very nature or by virtue of the conditions under which it is carried out, is liable to compromise the health, safety or moral well-being of adolescents, must not be less than 18 years of age. (see [Human Rights Guide - Total - 2015](#))

The Group applies these provisions universally, including in countries where these ILO standards have not been implemented into national law.

Debt bondage and other unacceptable financial costs (in the supply chain)

As stated in its Code of Conduct, Total complies with the ILO conventions. In January 2015, Total signed an agreement with international union federation IndustriALL Global Union, which represents 50 million workers in 140 countries. This agreement covers the promotion of labor rights in the workplace and the supply chain. (see [Global agreement signed between Total and IndustriALL - 2015](#))

Forced labor means any work or service exacted from any individual under the threat of some penalty or punishment and for which the individual did not volunteer. The Group demonstrates special vigilance regarding the prevention of child labor, in particular by supporting initiatives aimed at its elimination. In accordance with the ILO standards, the hiring of employees aged under 15 is prohibited. In addition, any hiring must also comply with local laws that set a higher minimum working age.

Restrictions on workers (in the supply chain)

The Group states that : "all workers must be treated with respect to all policies, conditions and benefits of employment, such as hiring, advancement, placement, training, remuneration and dismissals."

In practical terms, Total is developing an insurance program that guarantees a minimum of 2 years of coverage in the event of an employee's death, no matter what the country of residence. To give another example, maternity leave will not have a negative impact on an employee's compensation or future career path. (see [Global agreement signed between Total and IndustriALL - 2015](#))

Freedom of association and collective bargaining (in the supply chain)

The company states in the [Human Rights Guide - Total - 2015](#) : “ We identified the right to freedom of association as a Human Right which enables the realization of other Human Rights in the workplace. While this not a salient issue in our operations based on the UN Guiding Principles Reporting Framework, we considered it as an enabling right. Freedom of association represents the workforce's right to form and join organizations to promote and protect their interests in the workplace. Collective bargaining and freedom of association help to ensure fair employment terms and working conditions.”

Therefore the Group commits to fully respect and comply with conventions 87 and 98 of the ILO and, while maintaining strict neutrality, recognizes for all its employees the freedom of association, which represents the workforce's right to form, join and quit organizations to promote and protect their interests in the workplace. The Group therefore:

- forbids disloyal communication intended to influence its employees' decisions with regard to union representation
- undertakes to exclude any form of discrimination based on union activity in its recruitment and career management practices.
- Prohibits any discrimination against employees or their representatives who press claims for rights stipulated in this agreement.

Collective bargaining and freedom of association help to ensure fair employment terms and working conditions. (see [Global agreement signed between Total and IndustriALL - 2015](#))

Fatalities, lost days, injury rates (in the supply chain)

CHRB has not identified any documents in the public domain which provide all the information required to meet this indicator.

Women's rights (in the supply chain)

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 treatment of men and women is regularly embodied in agreements, such as the global agreement signed in 2015 with IndustriALL. Specific measures are taken to correct discrepancies, such as salary equality (review and adjustment of compensation in 2013 and again in 2015) and teleworking to improve employees' work-life balance.

In 2016, Total, along with 20 other oil and gas companies, made a commitment at the World Economic Forum by signing “Closing the Gender Gap – a Call to Action”. This joint declaration is based on seven action principles: involvement of management; expectation and goal setting; program dedicated to the fields of Science, Technology, Engineering and Mathematics (STEM); clear responsibilities; recruitment, retention and promotion policy; inclusive corporate culture; and work environment and work-life balance.

The Group also promotes gender diversity in its professions. In France, Total has partnered with “Elles Bougent” since 2011 and served as honorary Chairman in 2015. Some 130 female engineers regularly inform high-school girls about careers in science. An event entitled “Elles bougent pour l'énergie” was attended by more than 2,000 participants throughout France.

In line with the goal of increasing the number of women in positions of responsibility, the TWICE network (Total Women's Initiative for Communication and Exchange) aims to promote career development for women and train and educate men and women about gender diversity. Created in 2006, it is currently in place in France and abroad (19 local networks) and has over 3,000 members. As part of this network, a mentoring program is deployed internationally, and has benefited nearly 500 women since 2010.

Total also participates in the "Board Women Partners" program, which aims to increase the proportion of women on boards of directors in large European companies. At the end of 2016, women² accounted for 54.5% of Total S.A.' Board members (above the 40% required by Article L. 225-18-1 of the French Commercial Code) compared to 36.4% at the end of 2015 and 38.5% at the end of 2014.

In the press release from the meeting of May 26, 2017, Patricia Barbizet described the functioning of Total's Board of Directors, which shows exemplary diversity in terms gender, nationality and independence.

Working Hours (in the supply chain)

CHRB has not identified any documents in the public domain which provide all the information required to meet this indicator.

6. Responses to serious allegations

Case 1: Indicators

- Area of allegation: Bribing Iraqi officials in order to secure oil supplies
- Headline: UN Oil – for – food Programme for Iraq
- Date: February 2016

Summary

Total was accused of bribing Iraqi officials during former president Saddam Hussein's regime to secure oil supplies. A United Nations report later revealed that Iraqi officials had received bribes from oil companies to secure contracts worth over \$10bn. On 26 February 2016 Paris court of appeals considered Total guilty and ordered to pay a fine of 750,000 euros for corrupting Iraqi civil servants. The court's ruling overturns an earlier acquittal in the case.

Case 2: Indicators

- Area of allegation: Crimes against Humanity
- Headline: Human Rights abuses
- Date: March 2007

Summary

Four Myanmar refugees filed a lawsuit against Total. The Myanmar refugees brought the lawsuit pursuant to a 1993 Belgian law of universal jurisdiction. This law provides Belgian courts with jurisdiction to hear cases for certain serious crimes, such as crimes against humanity and war crimes, even those committed outside Belgium. The plaintiffs alleged that Total and its managers have been accomplices in crimes against humanity, such as torture and forced labor committed by Myanmar military in the course of the construction and operation of the Yadana Gas Pipeline in Myanmar. Total owns the largest stake in this pipeline (31%). The plaintiffs allege that Total provided moral and financial support to the Myanmar military government with full knowledge that its support resulted in human rights abuses by the military. A procedural issue arose as to whether the plaintiffs had standing to bring the lawsuit because they were not Belgian citizens. In April 2005, the Court of Arbitration ruled that the exclusion of refugees from access to the provisions of the law on universal jurisdiction was unconstitutionally discriminatory. However, in June 2005, Court of highest appeal “ Cour de cassation” dismissed the proceedings against Total, disregarding the ruling by the Court of Arbitration. In June 2006, the Constitutional Court struck the provision of the universal jurisdiction law that barred non-citizens from bringing lawsuits under the law. In March 2007, the *Cour de cassation* dismissed the entire proceeding, ruling that it could only continue on the basis of a law modified by the Constitutional Court if the modification favored the defense. The Belgian authorities declared the “ case closed” in March 2008.

As a member of the Voluntary Principles on Security and Human Rights (VPSHR), TEMM took steps to make its Myanmar stakeholders more aware of the rules governing security and human rights in the regions where it is operating. TEMM has also been strongly promoting greater transparency in the extractives industry in Myanmar.

7. Transparency: Indicators

Commitment from the Top

The Chief executive officer, Patrick Pouyane states the following in the [Human Rights Guide - Total - 2015](#): “respect for Human Rights standards is one of our three priority business principles”.

Board discussions

The company states the following in the [Human Rights Guide - Total - 2015](#): “ The Chair of the Ethics Committee reports regularly to the Executive Committee and to the Governance & Ethics Committee of the Board of Directors on the Code of Conduct implementation”.

In 2016, the Governance and Ethics Committee held two meetings with 100 % attendance. Its work mainly focused on the following results of the formal-assessment of the Board’s practices conducted in the form of a detailed questionnaire, prepared with the assistance of an external consultant, to which the directors responded. (see [Annual Report 2016](#))

Incentives and performance management

CHRB has not identified disclosures highlighted in a company GRI Index or otherwise referenced by this indicator that meet the requirements.

Responsibility and resources for day-to-day human rights functions

The company states the following in the [Human Rights Guide - Total - 2015](#): “ The Group is a member of the United Nations Global Compact which gathers more than 10,000 companies committed to implementing 10 principles related to Human Rights, labor, environment and anti-bribery. The Group

has contributed to various guidance documents issued by the UNGC Human Rights Working Group. The UNGC LEAD initiative for sustainable leadership focuses on reporting. The Group has contributed to this forum, alongside a number of sustainability leaders from all regions and sectors.”

Incentives and performance management

CHRB has not identified disclosures highlighted in a company GRI Index or otherwise referenced by this indicator that meet the requirements.

Commitment / dissemination of policy commitment(s) to business relationships

See related indicator above

Training on human rights

The discloses some information on training (see related indicator above), but not the information necessary to meet the requirements of this indicator.

Monitoring and corrective actions

The company discloses some information on monitoring (see related indicator above), but not information that meets the requirements of this indicator was found. (figures required)

Engaging business relationships

As stated in its Code of Conduct, Total expects its suppliers to adhere to principles equivalent to those in its own Code of Conduct, such as those set out in the Fundamental Principles of Purchasing. (see [Code of Conduct - Total](#))

Framework for engagement with potentially affected stakeholders

The Company has identified many stakeholders that can potentially be affected by its operations including customers, suppliers and contractors, Host countries, Local communities, Business partners, Shareholders. For instance in the case of customers, the Code of Conduct states : “ We are attentive to our customers’ needs. We continuously monitor, assess and improve or products, services, technology and procedures to deliver quality, safety, energy efficiency and innovation at every stage of the development, production and distribution process. Our commitment to sustainable development is a condition of our social license to operate and our long-term viability.”

→ **Process to deal with incidents the company has caused or contributed to for internal and external stakeholders:** The Ethics Committee’s helpline can be contacted by all internal and external stakeholders. The issues are dealt with by the Ethics Committee and relevant or specialist teams. In January 2015, Total signed an agreement with the international union federation IndustriALL Global Union, which represents 50 million workers in 140 countries. This agreement covers the promotion of Human Rights in the workplace and diversity and incorporates an annual review process. (see **Communication on Progress (COP) - UN Global Compact**)

Identifying: Processes and triggers for human rights risks and impacts

See related indicator above

Assessing: Assessment of risks and impacts identified (salient risks and key industry risks)

See related indicator above

Integrating and Acting: Integrating assessment findings internally and taking appropriate action

See related indicator above

Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts

See related indicator above

Grievance channels/ mechanisms to receive complaints or concerns from workers

The GRI Index states in the “Supplier Social Assessment” section : “Grievances are handled at subsidiary level in order to manage them quickly and efficiently. We have started to track grievances internally, **but we do not publish a quantitative indicator at corporate level for now**”. (see **Global Reporting Initiative (GRI) - Sustainable Performance**)

Grievance channels/ mechanisms to receive complaints or concerns from external individuals and communities

The GRI Index states in the “Supplier Social Assessment” section : “Grievances are handled at subsidiary level in order to manage them quickly and efficiently. We have started to track grievances internally, **but we do not publish a quantitative indicator at corporate level for now**”. (see Global Reporting Initiative (GRI) - Sustainable Performance)

Users are involved in the design and performance of the channel(s)/mechanism(s)

CHRB has not identified disclosures highlighted in a company GRI Index or otherwise referenced by this indicator that meet the requirements.

Procedures related to the mechanism(s) / channel(s) are publicly available and explained

CHRB has not identified disclosures highlighted in a company GRI Index or otherwise referenced by this indicator that meet the requirements.

Remedying adverse impacts and incorporating lessons learnt

CHRB has not identified disclosures highlighted in a company GRI Index or otherwise referenced by this indicator that meet the requirements.

Aligning purchasing decisions with human rights

CHRB has not identified disclosures highlighted in a company GRI Index or otherwise referenced by this indicator that meet the requirements.

Child labor

The company states that the Group applies the ILO provisions, including in countries where these ILO standards have not been implemented into national law. If some incidents are discovered about child

labor at the site of one of a commercial or industrial partners or suppliers. The Group will advise in the first instance to ensure that the children are removed from the position or the workplace. The salary may continue to be paid to them for a set period pending the putting in place of an alternative solution. To the end, remedial measures are encouraging such as the replacement of children with adult members of their families, or developing a cooperation scheme with relevant international organizations. In the event that the employer concerned refuses to make any commitments or to comply with the remedial measures, the Group may suspend or terminate contractual relations.

Forced labor

CHRB has not identified disclosures highlighted in a company GRI Index or otherwise referenced by this indicator that meet the requirements.

Freedom of association and collective bargaining

The General Secretary of IndustriALL Global Union, Jyrki Raina, states for the Global agreement signed between Total and IndustriALL - 2015, that “ We applaud Total for its commitment to better rights and conditions for workers. IndustriALL’s agreement with Total makes it clear that trade union rights and freedoms must be upheld across the company’s operations and throughout its global supply chain. Total promises to act in strict neutrality in its relations with unions and is prepared to terminate contracts with suppliers if they breach the agreement. It sends a strong message to Total’s suppliers and provides new levels of protection for workers”.

Section in the GRI Index about Freedom of Association and Collective Bargaining. (see Global Reporting Initiative (GRI) - Sustainable Performance)

- Explanation of the material topic and its boundary
- The management approach and its components
- Evaluation of the management approach

Annex (TOTAL)

Links to reference material

- [Human Rights - Briefing Paper - July 2016](#)
- [Human Rights Guide - Total - 2015](#)
- [UN Guiding Principles on Business and Human Rights](#)
- [Code of Conduct - Total](#)
- [SDG Reporting - July 2017](#)
- [Sustainability Reporting Guidance 2019 - IPIECA / API / IOGP](#)
- [Registration Document 2016](#)
- [Sustainable Growth Report 2014](#)
- [Annual Report 2016](#)
- [Stakeholder Commitment](#)
- [Fundamental Principles of Purchasing](#)
- [Press Release - Meeting of May 26, 2017](#)
- [Global agreement signed between Total and IndustriALL - 2015](#)
- [TOTAL's Golden rules - 2015](#)

Links to material relating to serious allegations and responses to such

<https://www.newstatesman.com/energy-and-clean-tech/2010/04/corruption-charges-oil-iraq>

<http://content.time.com/time/world/article/0,8599,2001962,00.html>