



ONE MAESTRO

*Management And Expectation Standards
Towards Robust Operations*

The Group's HSE Management Systems Framework



#OneMaestro





ONE MAESTRO: The Group's HSE Management Systems Framework

Safety is a core value. Total is committed to become the leader for responsible energy and has the ambition to be recognized as the safety reference for the industry by producing, transforming and distributing energy cost effectively and in line with the highest standards for safety and environment.

ONE MAESTRO defines the HSE principles and expectations that are to be implemented. These principles and expectations are further defined within the HSE rules and guides. They applied in the domains of industrial hygiene, safety and the environment.

ONE TOTAL, ONE MAESTRO: It is together and in one voice that we continue to build a common approach for operational excellence in safety and the performance of our business.



Namita Shah,

Executive Vice President People & Social Responsibility



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INTRODUCTION

This document describes the HSE principles, in line with the Group SHEQ Charter. These principles, HSE rules and guides constitute ONE MAESTRO, the HSE management system framework within the Group.

It addresses:

- industrial **H**ygienes;
- **S**afety;
- **E**nvironment.



Periodic evaluations of the level of implementation of the ONE MAESTRO expectations are realized.

The frequency and extent of these assessments depends on the risk and the complexity of the activities. The ONE MAESTRO ratings are performed by qualified auditors.

ORGANIZATION OF THE PRINCIPLES

The organization of the ONE MAESTRO HSE principles follows what is known as the Deming's wheel, or the PDCA Cycle. PDCA is a model used to promote the continual improvement of processes, procedures and/or management practices following a logical sequence of four repetitive steps:

Plan

To define the policy and conduct planning as to effectively consider within the context of the operation the hazards and risks, the legal and other requirements, the company's objectives and targets, and the requirements for management programs.

Do

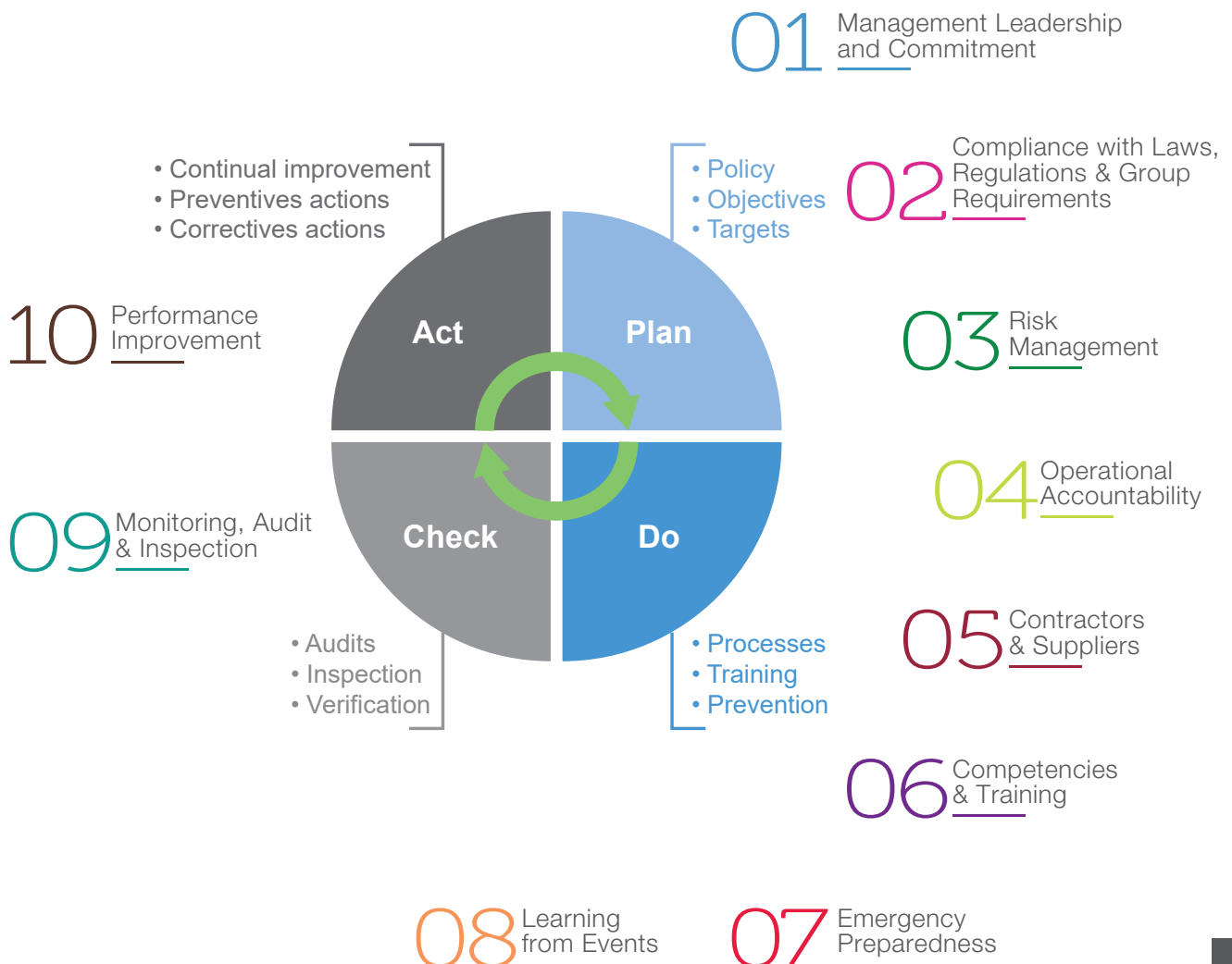
To execute the plan and to take steps in an organized way to enact the management programs in line with the policy, objectives and targets.

Check

To conduct monitoring and measurement, to deal with non-conformities, in order to take preventive and corrective actions, audits & inspections.

Act

Following a systematic review of performance, to take action to standardize or improve the process.



- 01 Management Leadership and Commitment
- 02 Compliance with Laws, Regulations & Group Requirements
- 03 Risk Management
- 04 Operational Accountability
- 05 Contractors & Suppliers
- 06 Competencies & Training
- 07 Emergency Preparedness
- 08 Learning from Events
- 09 Monitoring, Audit & Inspection
- 10 Performance Improvement

SCOPE OF APPLICATION

These expectations are applied to Group entities¹ and affiliates², in accordance with their respective decision-making rules and without prejudice to the locally applicable legal and regulatory provisions, for the assets, activities, and sites in the Group-operated domain³. For entities and affiliates without operations⁴ and without a HSE management system, these expectations apply as far as they are concerned by the risk.

With regard to assets, activities and sites outside the Group-operated domain, that is to say operated by structures (joint ventures⁵) in which the Group does not exercise control, the Group representatives in these structures will seek to promote the ONE MAESTRO HSE expectations and endeavour to have similar expectations adopted.

¹ Group "entity" refers to a Group branch, division, department, or other business segment.

² Group "affiliate" refers to a company in which TOTAL S.A. holds, directly or indirectly, the majority of the voting rights.

³ As defined in GM-GR-DJ-001, Group "operated domain" refers to the assets, activities and sites of which the operator is a company or a structure exclusively held directly or indirectly by TOTAL S.A., or a joint venture in which TOTAL S.A. directly or indirectly exercises control.

⁴ "operations" refers to the operational control, i.e., the conduct and management of activities, assets and sites, with the exclusion of those which are not of industrial nature such as activities of administrative or financial nature, head office buildings, etc.

⁵ A "joint venture" is a structure formed in association with one or several third parties. An 'incorporated' joint venture is a legal structure having legal personality (e.g. a registered company); an 'unincorporated' joint venture is a contractual structure without legal personality (e.g. a Joint Operating Agreement).





Management Leadership and Commitment

In accordance with the Group Charter, each entity adopts the **HSE policy**, sets its **objectives**, communicates them **at all levels of the organization** and allocates the resources necessary for their implementation.

Management at all levels demonstrates **exemplary conduct, rigor, vigilance and professionalism** regarding HSE in all their activities. The **visible commitment** to HSE performance is part of the overall assessment of all managers. HSE performance is evaluated for everyone.

Expectation 01.01 • The HSE Policy

A local HSE policy and the organizational means and resources required to respect the Group SHEQ Charter and apply ONE MAESTRO in the local HSE management system (HSE-MS) are in place.

Expectation 01.02 • HSE Vision, Strategy and Objectives

The Group HSE vision and strategy are communicated to personnel and made available to relevant stakeholders. In support of the Group HSE vision and strategy, specific objectives and targets designed to eliminate or minimize HSE risks and impacts are set and associated action plans are established. The HSE objectives are the basis for defining the individual annual HSE objectives for each employee.

Expectation 01.03 • HSE Management System, Documents and Records

An HSE-MS in accordance with One-MAESTRO and applicable management system standards is implemented. A procedure is in place to ensure that associated documents and records are identified, effectively managed, regularly reviewed and updated as necessary.

Expectation 01.04 • Roles and Accountabilities

The authority, accountabilities and interfaces for managing, performing and monitoring activities that have an impact on HSE at all levels of the organization are defined. All personnel are aware of their roles and personal accountabilities in the practice of their duties.

Personnel demonstrate the strictest discipline in preventing accidents, in protecting health and the environment, whilst addressing other relevant stakeholder expectations.

Expectation 01.05 • HSE Committees

One or more HSE committees are established that function collectively to improve performance, ensure the implementation of the HSE-MS, monitor corrective and preventive action plans, and ensure communication of the resulting information to all relevant stakeholders.

Expectation 01.06 • Leadership

Management HSE leadership and engagement are actively demonstrated.

HSE programs are implemented:

- Safety tours: to reinforce HSE messages and to seek feedback from employees and contractors;
- STOP CARD: to stop any situation that has the potential to harm people, the environment and/or assets;
- Recognition and sanction: to recognize and improve HSE performance.

Expectation 01.07 • Stakeholder Engagement

Relevant stakeholders are identified and mapped. Open, transparent and structured dialogue is established and maintained in order to provide these stakeholders with information regarding the relevant HSE risks.

Expectation 01.08 • HSE Communication

Whilst respecting language and cultural aspects, an HSE communication system is established that keeps relevant stakeholders regularly informed regarding HSE issues. This includes alerts related to relevant HSE events, and notification as required following near-misses and incidents. The effectiveness of HSE communication is regularly assessed.





Compliance with Laws, Regulations and Group Requirements

In **all activities**, the entities act in **compliance with applicable laws, regulations**, relevant industry standards, Group's voluntary commitments, and other **specific principles and requirements** at the Group and branch level.

Expectation 02.01 • Compliance

Within the HSE domain, a process is established to identify, monitor and comply with the applicable:

- Legal, regulatory requirements;
- Voluntary commitments;
- Contracts;
- Industry standards;
- ONE MAESTRO.

Identified requirements are communicated to relevant personnel.

Expectation 02.02 • Authorizations for Activities

No activity is undertaken without first obtaining the necessary official authorizations. All Group activities are performed in compliance with the conditions specific to these authorizations.

Expectation 02.03 • Contacts with Authorities

Regular contacts are established and maintained with national and/or local authorities that have responsibilities for HSE. Participation in consultations, public hearings or other similar initiatives regarding future regulations is organized when appropriate.

Expectation 02.04 • Derogation to Group Requirements

Any deviation from a Group HSE expectation or requirement is the subject of a prior written and reasoned authorization from the designated internal authority, following consultation with the competent HSE authority.



Risk Management

For any activity the **hazards** to which people, the environment and assets are exposed are **systematically identified**, the **associated risks assessed** and the measures for reducing them defined and implemented. The **risk level** and **risk reduction measures** are **periodically reassessed**, at a minimum with each change of an activity or a process.

In particular, the potential risks to human health, the technological risks and the potential significant environmental impacts are managed as per this principle.

Expectation 03.01 • Hazard Identification and Risk Assessment

Hazards are identified, and risks are systematically assessed using an appropriate method.

Decisions to implement risk controls and for the acceptance of residual risk are appropriate to the nature and the magnitude of the risk. Action plans are documented and monitored.

A HSE reference study is conducted prior to acquisition of assets or the commencement of any activity, and at regular intervals throughout the asset's lifetime.

Any development of a project or new technology is undertaken upon completion of a full lifecycle risk assessment.

A global view of the risks and their impacts on operability is maintained, taking into account the evolving HSE context.

Expectation 03.02 • Management of Change

HSE aspects are factored in at all levels of the decision-making process, including decisions taken regarding technological or organizational changes, whether temporary or permanent. Necessary measures are defined and implemented in order to manage associated risks.

Expectation 03.03 • Operational Readiness Review

Based on assessed risks, operational readiness reviews are conducted:

- Prior to start up for new or modified activities;
- The restart of existing or modified installations;
- The restart resulting from emergency situations.

These reviews confirm that risks associated with the start/restart are effectively managed.

Expectation 03.04 • Risk Controls

Adequate risk controls are implemented and reassessed at specified intervals, throughout the asset lifecycle, and as changes occur.

Expectation 03.05 • Critical task analysis

Tasks are evaluated to determine their HSE criticality. Tasks that are deemed critical are identified and analyzed, and measures are taken to reduce the task's criticality, including when necessary the development of specific procedures.



Operational Accountability

It is the **duty** of each and every one, at their own particular level, to **manage the risks** and **limit the impacts** inherent to their specific activity and to the activity of their own team. This duty is an integral part of **operational accountability**.

Expectation 04.01 • Rules and Procedures

Following a risk based approach, rules and procedures necessary to control specific HSE risks are identified, formalized and implemented.

These rules and procedures are regularly reviewed and updated with the involvement of relevant personnel.

Procedures specifically for housekeeping are implemented.

The Golden Rules are strictly enforced.

Expectation 04.02 • Permit to Work

A risk-based work permitting process is implemented and used to control the activities and to manage the interfaces between the different parties involved.

Expectation 04.03 • Asset Integrity

Asset integrity risks are identified, assessed, monitored and controlled. Corrective and preventive action plans are defined and implemented.

A system with the adequate resources is implemented for managing the integrity of installations. This includes the identification of critical safety and environmental risk controls, their monitoring, testing, inspection and maintenance in order to ensure their performance.

Expectation 04.04 • Management of Hazardous Chemicals, Materials and Substances

Chemicals, substances or materials considered as hazardous by regulations, international standards or Group requirements are clearly identified and their HSE risks evaluated. Risk controls including storage, handling, utilization, transportation and disposal are clearly defined and implemented, and all relevant personnel have access to specific safety data sheets.

Expectation 04.05 • Industrial Hygiene

As to preserve human health, risks to health and sanitary conditions are assessed and appropriate risk controls are implemented:

- An appropriate level of first aid is maintained and the level of professional medical assistance needed is available. The results of occupational health risk assessments are used in order to determine the medical surveillance requirements;
- Preliminary health risk assessments are done and physical fitness criteria and medical monitoring requirements are clearly defined

Expectation 04.06 • Personal Protective Equipment

Based on a needs assessment, exposed personnel are provided with the required personal protective equipment (PPE) along with associated rules and instructions for control, supply, training, use and maintenance.

Expectation 04.07 • Chain of Command and Handover

Continuity of an effective chain of command remains in place at all times.

Handovers between shift and rotational personnel are effectively managed so that HSE risks are controlled without discontinuity and without loss of key information.

Expectation 04.08 • Simultaneous Operations

When two or more independent operations are to be performed simultaneously and are likely to increase the level of risk, rules are established to ensure effective control of risks associated with the simultaneous operations.

Expectation 04.09 • Downgraded Situations

Downgraded situations are declared and risk controls are implemented to prevent escalation and minimize consequences. Actions to facilitate recovery are taken.

Expectation 04.10 • Critical Operations

All critical operations are systematically identified and assessed to determine necessary risk controls including extra levels of supervision when needed. Risk controls for critical operations are implemented and communicated to all relevant personnel.



Expectation 04.11 • Environmental Protection

An environmental reference status is systematically performed prior to acquisition of assets or the commencement of any activity, at regular intervals throughout the site's lifetime, and prior to divestment of the asset or at the end of activities. Energy consumption and environmental risks including emissions in natural environments (water, air and soils), production of waste, use of natural resources and impact on biodiversity through the entire project or activity lifecycle are managed.

When developing new projects or processes, options to enhance energy efficiency and reduce environmental footprint are considered.

Based on risk and impact assessments, and applicable regulation, the environmental remediation of sites is conducted after final end of operations life is ensured.

Expectation 04.12 • Local Impact

Local impacts caused by activities, new or modified installations are managed. Appropriate measures are adopted to avoid, minimize and manage residual negative impacts on communities and to develop a strong relationship with relevant stakeholders, tailored to the local needs, risks and opportunities.





Contractors and Suppliers

Contractors and suppliers are **assessed** and **selected** by considering their HSE performance, their ability to implement an HSE policy conforming to the entity policy, and to control the risks inherent to the activities under contract.

Obligations and **responsibilities in terms of HSE** are clearly defined in the **contracts** and the entity ensures that these stipulations are respected throughout the duration of the contract.

Expectation 05.01 • HSE Requirements for Contracted Activities and Purchased Goods

As early as the planning phase and throughout the execution of activities, HSE risks are considered when developing the contracting or purchasing strategy.

Expectation 05.02 • Relationships with Contractors

Relationships with contractors are managed in order to facilitate a shared continual improvement in HSE performance.

Expectation 05.03 • Contractors Qualification

Contractors that are considered during the bidding process are qualified against the HSE criteria adapted to the level of risk of the contracted activity. In situations where local context requires the use of a contractor not meeting the qualification requirements, risk controls are put in place until the contractor improves its capabilities.

Expectation 05.04 • HSE Clauses

All call for tender documents contain detailed information that enables bidding contractors to assess the risks related to contracted activities and appropriate risk controls. Based on the risks, contracts shall include specific HSE clauses.

Expectation 05.05 • Contractors Selection

Contractors are selected based on their ability to manage the risks associated with the activity being contracted, their HSE performance, and their ability to comply with the defined HSE requirements. Contractor capabilities to manage the defined HSE requirements are evaluated independently from commercial bids. Based on the level of risk, a process is in place to clarify and bridge incompatibilities or differences between the contractor's HSE procedures and the defined HSE requirements. Only offers deemed to meet the defined HSE requirements can be selected.

Expectation 05.06 • Contract Execution

During execution of the contract the HSE contract clauses are implemented and verified. This includes implementation of a formal HSE plan when necessary. Performance of the contractor is evaluated throughout the duration of the contract, and appropriate corrective actions are taken when non-compliances are detected.

Expectation 05.07 • Subcontractors

Measures are taken to limit subcontracting. Subcontractors follow equivalent HSE requirements to those applied to the contractor. The entity or affiliate is informed by the contractor of the plan to use a subcontractor. The entity or affiliate maintains the right to refuse any subcontractor.

Expectation 05.08 • Management of Suppliers of Goods, Equipment or Materials

A process is defined for procuring or renting of goods, equipment or materials that meets the defined HSE specifications.

For goods, equipment or materials with specific HSE risks, an acceptance and control procedure is applied.



Competencies and Training

For all activities, the **competencies required** are defined, taking into account HSE aspects.

Competencies of personnel are regularly assessed, and **training and development plans** are implemented to ensure that competencies are appropriate for the tasks to be performed.

Expectation 06.01 • Competency Needs

Based on the assessed risks to which personnel are exposed, a system for identifying and defining the role specific HSE competencies is implemented.

A protocol to regularly assess personnel competencies and to close identified gaps is defined and implemented.

Expectation 06.02 • HSE Training

Based on assessed risks and defined needs, an HSE training process is established.

An HSE training plan is implemented and monitored in order to ensure effectiveness.

Expectation 06.03 • HSE Induction & Orientation

Personnel and visitors are informed about any HSE risk they may be exposed to. Site-specific rules and emergency response measures are included in HSE inductions. All newly hired or transferred personnel (including management) are provided with an HSE orientation including training on any specific HSE obligations related to their role.

Expectation 06.04 • Requirements for Instructors

Internal and external instructors are selected based on defined subject matter competency and their ability to instruct others.



Emergency Preparedness

The **emergency situations** potentially **critical** for people, the environment and assets are identified based on a risk assessment.

An organization is set up to ensure that emergency plans, **appropriately-trained personnel** and **suitable equipment** necessary for dealing with such situations are constantly on hand. Emergency and associated external assistance plans are drawn up, tested during **periodic exercises** and updated on a regular basis.

Where appropriate, these emergency plans take into account local communities, mutual aid organizations and authorities. All employees, contractors, suppliers and visitors are informed about what to do in the event of an emergency.

Expectation 07.01 • Scenarios Identification

With the inclusion of major risks, scenarios that can lead to emergency / crisis situations are identified. Scenarios for activities managed by contractors are taken into account.

Expectation 07.02 • Emergency Response / Crisis Plan

An emergency response / crisis plan is in place that describes:

- The specific procedures related to the defined emergency / crisis scenarios;
- The emergency / crisis organization including related role definitions and responsibilities;
- The resources required to manage the defined emergency / crisis scenarios;
- The process and accountabilities for emergency / crisis notification and communication;
- The actions necessary for large scale responses;
- The mutual aid agreements including related roles and responsibilities;
- Post-event recovery plans.

Expectation 07.03 • Emergency / Crisis Training

Personnel that may be involved in the response or management of an emergency / crisis situation are aware of their roles and accountabilities and have taken the required theoretical and practical training.

Expectation 07.04 • Drills

Emergency / crisis plans including communication means are systematically tested and improved through periodic drills. Lessons learned are identified and addressed. Large scale exercises are conducted for sites exposed to significant technological or environmental risks, at minimum annually, including at least one site and the entity or affiliate's headquarters.



Learning from Events

All incidents are reported and **analyzed in depth** to determine their **root causes**. All **corrective actions** and **preventive measures** are defined and appropriately prioritized. The results of the analyses are reported to all interested parties that may benefit from the **lessons learned**.

All employees have a duty to report without delay, any dangerous situation or any deviation from HSE rules.

Expectation 08.01 • Incident and Anomaly Reporting

Reporting of all incidents, near-misses and anomalies is promoted. A process to return feedback to the reporter is implemented. Employees have a duty to report.

Expectation 08.02 • Investigation and Analysis Process

Based on the level of risk and in the effort to prevent recurrence, incidents and near-misses are investigated. Fatal accidents, incidents with high severity potential, and significant loss of containment events are analyzed as to determine cause.

The analysis and related corrective and preventive action plans are validated at the appropriate level and monitored through to closure.

Expectation 08.03 • Communication of Incidents

While considering aspects of confidentiality, a communication process is established ensuring that relevant information regarding incidents:

- Are shared with employees and contractors;
- Are communicated to authorities.

Expectation 08.04 • Return on Experience

A companywide network is established to identify and share lessons learned from the analysis results of relevant events (return on experience, or “REX”).

All REX received are analyzed and communicated to the relevant personnel, and pertinent recommendations are implemented.



Monitoring, Audit and Inspection

Management is responsible for the implementation of the HSE policy, and **regularly assesses its performance** through monitoring, audits and inspections.

Any **shortfalls** in regard to the set objectives are **analysed** and corrective actions and/or an **improvement plan** are subsequently defined, implemented and monitored through to closure.

Expectation 09.01 • Monitoring

A process is implemented to monitor compliance with applicable requirements (legal, internal, contractual, and the voluntary commitments). The results of the monitoring are documented. Deficiencies are identified and improvement plans are implemented and monitored through to closure.

Expectation 09.02 • Self-assessment, Audit & Inspection program

HSE self-assessments, audits & inspections are systematically planned, and related roles and accountabilities are defined. All installations are subject to technical audits and inspections to evaluate integrity and operability.

The resulting action plans are defined and validated at the appropriate level and the actions are monitored through to closure.

Expectation 09.03 • Observations and Recognition

Observations of operational tasks are regularly conducted in order to ensure compliance with the Golden Rules and other HSE requirements. The results of these observations are used to promote appropriate behavior and to recognize HSE performance.



Performance Improvement

In order to improve performance, **HSE action plans** are regularly reviewed within each activity.

HSE management system effectiveness is analysed during management reviews and monitored through **key performance indicators**, both quantitative and qualitative.

Actions are **prioritized** according to the risk level or associated impact and are incorporated within the entity's action plan.

Expectation 10.01 • Key Performance Indicators (KPIs)

Both leading and lagging key performance indicators are established to track HSE performance and implementation of the HSE-MS.

Expectation 10.02 • Impacts Reduction

HSE impacts are regularly monitored and the results are recorded and reported. Corrective and preventive action plans are implemented in order to eliminate or reduce HSE impacts.

Expectation 10.03 • Management Review

The HSE-MS is systematically reviewed at minimum annually, to ensure its continued adequacy and effectiveness. The review includes at minimum:

- The evolution of HSE risks and associated significant impacts;
- Changes in regulatory requirements;
- Any emerging issues;
- An assessment of performance against the established HSE objectives;
- Findings from HSE audits and investigations;
- Progress in completing action plans;
- The adequacy of resources.

Based on this review and prioritized according to the level of risk, the policy, strategy, objectives and the HSE-MS are adapted to ensure continual improvement in HSE performance.

GLOSSARY

Action plan	Action or set of actions, with assigned accountabilities, and with a target completion date, aimed at addressing a specific outcome (e.g. audit finding, investigation, etc.).
Alert	Information to be transmitted as soon as possible to the management line, personnel about incidents or events that have or might have serious or potentially serious consequences.
Anomaly	Any abnormal situation or action including those that deviate from a standard, specification, procedure or rule.
Assets/Installations	Facilities and associated infrastructure and equipment, property owned by an entity or an affiliate (e.g. buildings, vessels, machines, pipelines, tanks, etc.).
Asset Integrity	The ability of the asset to perform its required function effectively and efficiently whilst safeguarding human health, safety and the environment.
Audit	Systematic, independent and documented process for obtaining audit evidence (records, statements of fact or other information which are relevant and verifiable) and evaluating it objectively to determine the extent to which the audit criteria (set of policies procedures or requirements) are fulfilled.
Behavior	Observable act.
Biodiversity	Variability among living organisms from all sources, including, inter alia, terrestrial, marine, and other aquatic ecosystems, and the ecological complexes of which they are part: this includes diversity within species, between species and of ecosystems.
Change	Alteration or adjustment to any component, variable or property within an existing system or organization (except those within defined boundaries or responsibilities).

Competency	Proven capacity to apply knowledge, aptitudes, know-how, and behaviour to obtain observable, measurable results. Professional competency includes knowledge (theory), know-how (practice), and behaviour (interaction with others).
Compliance	Act of meeting an obligation. Mandatory compliance obligations include laws and regulations while voluntary compliance obligations include contractual commitments, community and industry standards accepted by the entity, ethical codes of conduct, and good governance guidelines.
Continual improvement	Set of recurring activities that are carried out in order to achieve a higher level of performance. Improvements can be validated by carrying out audits, self-assessments, and management reviews. Improvements can also be confirmed by collecting data, analyzing information, and implementing corrective and preventive actions.
Contractor	Company that provides works or transport under a signed contract or agreement.
Corrective Action	Action to eliminate the cause or causes of an existing anomaly, nonconformity or other undesirable situation and to prevent recurrence.
Crisis	Emergency situation following a severe event, which may or may not be of an industrial nature, with at least one of the following additional characteristics: <ul style="list-style-type: none"> • The need to mobilize a support structure in order to regain control, gather expertise and activate decision-making bodies, • The uncertainty and the criticality of possible escalation.
Critical	Within the context of HSE, characteristic of equipment, a product, a situation, a process or an operation, having the potential to produce significant loss to people, the environment and/or property.

Critical Operation	<p>Complex operation that presents significant HSE risks and involves one of the three following characteristics:</p> <ol style="list-style-type: none"> 1. Is conducted over an extended period of time, i.e., taking place over several shifts or days, involving successive teams and requiring special management of the shift changes; 2. Is performed infrequently, for example either once or twice a year or less frequently, or is being carried out for the first time; 3. Involves different professional disciplines and requires diligent, sensitive coordination and planning.
Derogation	<p>Authorized exemption or partial relaxation of an internal requirement, taken on a case-by-case basis, following an analysis of risk and implementation of compensatory or alternative risk controls in order to manage the risk at an acceptable level.</p>
Document	<p>Information and the medium on which it is contained (e.g. record, specification, procedure document, drawing, report, standard).</p>
Downgraded Situation	<p>Abnormal situation characterized by a temporary increase in the level of residual risk related to the operation of an installation having the potential to produce major impact to people, the environment and/or property.</p>
Emergency	<p>Situation that calls for a number of quick actions or decisions to be taken in response to an incident or event (e.g. making installations/equipment safe, caring for the injured, evacuating staff, etc.).</p>
Engagement	<p>Involvement in, and contribution to, activities to achieve shared objectives.</p>
Environment	<p>Natural surroundings in which an organization operates, including air, water, land, natural resources, flora, fauna, people, and their interrelationships.</p>
Fatal Accident	<p>Accident causing the death of a person regardless of the time elapsed between event and the death, and related to the execution of an activity or work under the authority of the Group, Group entity or affiliate.</p>

Golden Rules	Set of 12 fundamental safety work rules with mandatory application by all entities or affiliates, by all Group personnel and personnel of contractors.
Group	Total Group.
Handover	Process where relevant information related to a job function is formally given from the person in the job function, to another person who is taking over the same job function.
Hazard	Intrinsic property of a product, equipment, a process, a condition or an action with the ability to cause harm to people, the environment and/or property.
HSE Committee	Committee of an entity or an affiliate in charge of monitoring defined HSE aspects.
HSE Management System (HSE-MS)	Generally, component of the entity or affiliate management system that includes the organizational structure, planning activities, accountabilities, practices, procedures, processes and resources (means) for determining, implementing, executing (attaining), reviewing and maintaining the HSE policy and achieving the HSE objectives.
HSE Performance	Actual result of actions and their associated impacts related to aspects of HSE. Indicators of HSE performance include both leading indicators (measuring effort or input) and lagging indicators (measuring results).
Housekeeping	General care, cleanliness, orderliness, and maintenance of facilities, sites, offices, accommodations, etc.
Impact	Any consequence, positive or negative, potential or actual, of an activity on: <ul style="list-style-type: none"> • The personal health and safety; • The physical or natural environment.

Implementation (implement; implemented)	<p>Carrying out or making people carry out an action or a set of actions. Implementation involves ensuring:</p> <ul style="list-style-type: none"> • Resources are available and adequate; • Actions are aligned with current systems, • Accountabilities are assigned; • Personnel have proper skills and training, • Personnel are aware and motivated to maintain the system; • Information is communicated and reported to relevant stakeholders using the appropriate mechanism.
Incident	Any sudden, undesirable event on a given date which causes injury or illness, damage to assets or property, loss of production, or harm to the environment or to the Group's corporate image.
Key Performance Indicator (KPI)	Term used when an indicator has been selected for consistent application and aggregation at all level of the organization, and for a periodic performance review.
Industry Standards	Set of criteria within an industry relating to the standard functioning and carrying out of operations in their respective fields of production.
Inspection	Physical check in order to determine conformity to specified requirements.
Investigation	Methodical examination of facts related to an event which contributed to its occurrence and/or consequences.
Major Risk	Risk associated with a scenario having potential damage severity categorized as catastrophic or disastrous to people, the environment and/or to assets, in accordance with the Group risk matrix.
Management	Organization and coordination of the business of an entity or an affiliate in order to achieve defined objectives.
Mutual Aid	System of sharing resources and emergency & rescue services between internal or external entities, formalized by an agreement or a contract.


Near-miss	Any event that, in slightly different circumstances, might have generated identical consequences to those of an incident. A near-miss has a potential severity level but no actual severity level.
Objective	Result to be achieved, set by the organization consistent with its policy.
ONE MAESTRO	<i>Management And Expectation Standards Towards Robust Operations.</i> ONE MAESTRO is the Group HSE management systems framework. ONE MAESTRO is composed of the principles specific to the HSE domain, transposed into expectations and requirements defined in Group HSE rules and supported with HSE guides.
Operability	Ability to keep equipment, a system or a whole industrial installation in a safe and reliable functioning condition, according to pre-defined operational requirements.
Operational readiness review	Review to prepare and ensure the capability of an organization, an asset, a system, or equipment to perform the missions or functions for which it is organized or designed.
Organization	Person or group of people that has its own functions with accountabilities, authorities and relationships to achieve its objectives.
Permit to work	Documented authorization that grants permission to personnel of a Group entity or affiliate and/or a contractor, to perform specific work, at a specific location, for a specific period of time, according to specific instructions, and under defined conditions.
Personnel	Persons assigned by their employer to defined roles. Personnel can be both employees of a Group entity and/or affiliate or a contractor.
Personal Protective Equipment (PPE)	All equipment designed to be worn or held by the worker to protect him/her against one or more hazards likely to endanger his/her safety and health at work, and any addition or accessory designed to meet his/her objective.

Plan	Scheme, program, or method worked out beforehand for the accomplishment of an objective.
Preventive action	Action aimed to eliminate the cause of a potential non conformity or other undesirable situation.
Process	Set of interrelated or interacting activities that use inputs to deliver an intended result.
Record	Document stating results achieved or providing evidence of activities performed.
Recovery	Act or process of regaining control or returning to a normal state after an event or a downgraded situation.
Relevant Stakeholder	Any person, group, or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity. To “perceive itself to be affected” means the perception has been made known to the organization.
Remediation	Action of remedying something, in particular of reversing or stopping environmental damage.
Requirement	Formalized obligation in a HSE rule.
Return on Experience (REX)	<p>In general, the Return on Experience process involves:</p> <ul style="list-style-type: none"> • Identifying the events or situations characterized by a failure to control risks and which are likely to provide useful information when analyzed; • From the analysis of these events or situations, drawing lessons in the form of a description of the circumstances, the immediate and root causes, recommendations and corrective measures; • Circulating these lessons to the entities concerned; • If necessary, developing an action plan to improve technical standards, operating instructions, knowhow and safety culture.

Risk	Combination of the likelihood of an occurrence of a hazardous event or activity, and the severity of impact that can be caused by exposure to the hazard.
Risk Assessment	Overall process of risk analysis including hazard identification and risk evaluation, including evaluation of residual risks after application of risk controls.
Risk Control	Barrier implemented within an activity designed to eliminate or mitigate a risk or range of risk. A risk control may take the form of “hard” barriers based on engineered, physical solutions to prevent or avoid risk, or “soft” barriers relying on compliance with operating plans, rules, procedures and competence of the workforce. Normally, multiple risk controls or “layers of protection” are implemented to achieve acceptable risk.
Severity	Grading of real and potential consequence related to the exposure to a hazard using the approved Group Risk Matrix. The severity level of an event is the highest consequence level obtained following an evaluation using one of the grids in the risk matrix: human, environmental, material or production and media-related consequences.
Simultaneous Operations	<p>Situations when independent operations are performed on or in the vicinity of an installation (e.g. Drilling & Production operations or project-construction & production operations) and where there is a likely increase of risk level due to:</p> <ul style="list-style-type: none">• The proximity between several potential sources of hazards;• The co-existence of people who might be unaware of the risks inherent to activities they are not familiar with;• The risk of physical interference;• The co-existence of different organizations which require coordination.
Strategy	Plan to achieve a long-term or overall objective.
Subcontractor	Company contracted by a contractor, under the responsibility of the latter, to perform part of the work or services.
Suppliers	Providers of goods, equipment or materials.

System	Set of interrelated or interacting elements.
Vision	Aspiration of what an organization would like to become as expressed by management.
Voluntary Commitments	Commitments taken by the Group or Group entity or affiliate, apart from imposed laws and regulations. These commitments may include obligations related to contractual commitments, industry standards, ethical codes of conduct, good governance guidelines, etc. A voluntary commitment becomes an obligation once adopted by the Group or a Group entity or affiliate.
Waste	Any substance, material or product that the holder is disposing of or intends/is obligated to dispose of (in the sense of "get rid of").



Produced by TOTAL - HSE Division
Production: BIP INFO France 
Photographies: TOTAL's photographic library

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Supplying affordable energy to a growing population, addressing climate change and meeting new customer expectations are the three main challenges Total must meet as an energy major.

That is what guides what we do. With operations in more than 130 countries, we are a top-tier international oil and gas company. We are also a world-class natural gas operator and a global leader in solar energy through our affiliate SunPower. Our activities span oil and gas production, refining, petrochemicals and marketing.

Demonstrating their commitment to better energy, our 100,000 employees help supply our customers worldwide with safer, cleaner, more efficient and more innovative products and services that are accessible to as many people as possible. Our ambition is to become the responsible energy major.



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