



# JOINT SAFETY TOURS

PRACTICAL GUIDE

2020, March





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## Foreword

This is an English translation of the French original.

The original document shall be considered as the reference version.

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## Subject

This guide collates all the best practices required to perform joint safety tours.

Joint safety tours imply:

- Implementing a ritual like the safety moments;
- Being in the field, not behind a screen;
- Being together: Group entities and affiliates with their partner contractors;
- Focusing on high-risk activities:
  - work at height,
  - work on powered systems,
  - lifting operations,
  - work in confined spaces,
  - hot work.
- An initiative that stems from a number of fatal accidents;
- An approach that compliments current practices and tools.

## Scope of application

The best practices in this guide can be implemented in Group entities<sup>1</sup> and affiliates<sup>2</sup>, in compliance with their respective decision-making rules and without overriding the local applicable legal provisions and regulations.

1. A Group "entity" is a branch, Division, department or service (Local Business Unit).

2. A Group "affiliate" is a company in which Total S.A. either directly or indirectly holds the majority of voting rights.



# GENERAL INFORMATION

This guide describes the 4 phases of a joint safety tour: prepare, execute & intervene, report back, and follow up & monitor.

## General principles

The safety tour is a joint on-site ritual performed by Group LBU and affiliates and their contractors to:

- Reinforce the presence of Group and contractor personnel in the field;
- Heighten awareness and shared vigilance as regards fatal risks;
- Go to areas where the zones or work sites require specific attention to listen, to see, be seen together, discuss issues and escalate problems;
- Show management's commitment to safety.

## Who performs joint safety tours?

The entire management team. Each Group LBU or affiliate defines its list of personnel concerned with the joint safety tours. The latter then list their counterparts in contractor companies.

To select the contractors invited to participate in these tours, it may be of benefit to consider the following criteria:

- The level of risk inherent to the work performed;
- The number of work sites on which the contractor operates;
- The difficulties encountered by the contractor.



01  
PREPARE

02  
EXECUTE &  
INTERVENE

03  
REPORT  
BACK

04  
FOLLOW UP  
& MONITOR

### **How often?**

Regular frequency (daily, weekly, monthly) is particularly important. It should not be a blocking point: common sense and practicality help overcome obstacles to go to the field.

### **What is the link with *Safety contract owners*?**

There is a link with the *Safety contract owners*' approach, which already requires site visits conducted jointly with contractors. The three aspects more specific to joint safety tours are:

- The specific focus on the prevention of fatal risks;
- The determination to create a ritual like the safety moments at the beginning of a meeting;
- The involvement of the entire management team.



# 01 'PREPARE' PHASE

## 1. Make sure that:

- The sector / site / project / work site is informed and that the tour does not disrupt routine activity;
- The operating company representative will be present;
- The logistical means and Personal Protective Equipment (PPE) are available.

## 2. Contact the contractor company representative

to discuss the most pertinent aspects that should be known before the tour starts. Some examples:

- Other joint safety tours conducted on the same sector / site / project / work site and/or for similar activities;
- Routine activities, rituals, successes and the best practices implemented;
- The site HSE performance indicators, the difficulties, anomalies and recent incidents – in particular Lost Time Incidents (LTI) and High Potential Incidents (HiPo) –, and the conclusions of the investigations carried out, if the results were published;
- Subcontractors, their HSE commitments (contractual, occasional, etc.) and their performance;
- The HSE management system and general safety conditions;
- The context (shift change day, night work, etc.);
- The extent to which mandatory training courses have been taken (HSE and specific business line courses);

# 01

## PREPARE

- Ongoing HSE initiatives and campaigns in the LBU or affiliate, and those in the Group;
- Actions agreed on during previous tours;
- Applicable HSE rules and requirements;
- Reports from recent HSE audits;
- Downgraded situations;
- Critical operations (SIMOPS, co-activities, shutdowns and restarts, critical lifting operations, etc.);
- Key messages from the local Management Committee and the local Management team of the contractor company.

### **3. Draw up a program**

Agree together on a program, a site to visit and a theme for dialogue with the teams.



## 02 'EXECUTE AND INTERVE

- 1. Set an example:** wear your PPE, listen to and comply with instructions.  
**REMINDER:** *Travel to and from the site is an integral part of the joint safety tour.*
- 2. Be attentive** to weak / precursory signals: difficulties related to compliance with rules and procedures, clarity of roles and responsibilities. Observe the obvious and try to understand what is behind significant silences, try to gauge the real operational situation in liaison with the contractor.
- 3. Create a climate of trust:** establish regular interactions, heighten visibility and accessibility at all hierarchical levels, and act on organizational silence if necessary (situation whereby important information is available in the field, but is not escalated to be factored into strategic corporate decisions).
- 4. Have someone explain** the organization and prevention of the biggest risks, and, depending on the circumstances:
  - The Management of work permits, inhibitions, temporary changes, handover, and downgraded situations;
  - Risk assessments, the definition of related precautionary measures and how they are implemented in the field.
- 5. Visit the sector / site / project / work site,** with the contractor company representative, and talk to the people you meet from all hierarchical levels.



02

EXECUTE &  
INTERVENE

# NE' PHASE

- 6. Ask questions, give praise and encouragement, listen/ talk to people.** Adopt a well-meaning attitude as you meet people and discuss their concerns, to identify avenues for improvement.
- 7. Strike up discussions,** depending on the context and the subjects broached, on:
  - How new arrivals / hires / subcontractors are accompanied;
  - Knowledge of the Golden Rules and their equivalent in contractor companies;
  - Safety as a value, leadership and management's commitment to HSE;
  - Current activities;
  - The associated risks and particularly those that could lead to a fatal accident;
  - The precautionary measures implemented;
  - The Stop Card for everyone, at all times, without constraints;
  - Other initiatives such as the "safety green light" and "life saving checks", HSE invariants, etc;
  - HSE key performance indicators and accident rates (e.g. recent incidents);
  - The quality of interactions and exchanges among the teams (personnel from the Group LBU or affiliate and those from contractor companies);
  - The difficulties encountered (procedure, tools, organization, etc.) and their potential or actual consequences on the level of safety.
- 8. Check** personnel's emergency preparedness.
- 9. Intervene** if you identify dangerous situations and/or behaviors: if an anomaly is observed and no action is taken, it may be implicitly considered as validated.



## 03 'REPORT BACK' PHASE

- 1. Prepare the report and feedback** with the contractor company representative, bearing in mind the aims of a joint safety tour. Reporting back to line management and safety managers is recommended. Certain simple actions can be approved and initiated.
- 2. Mention actual observed facts** and flag up any anomalies in a constructive manner, indicating possible avenues for improvement with a manager from the sector / site / project / work site.
- 3. Raise and commend** at least one positive practice observed and encourage a question/answer session.
- 4. Recognize** the positive behaviors observed.
- 5. Encourage** a question/answer session.
- 6. Identify and agree** on any preventive and/or corrective measures to be taken with those involved.



7. **Determine/assess** whether managerial support is required to correct the anomalies.
8. **Make joint commitments** with the contractor company representative.
9. **Review and clarify** the corrective/preventive measures agreed on with the contractor company representative and ask for everyone's commitment to ensure they are implemented.



## 04 'FOLLOW UP & MONITOR'

### 1. **Decide on the format for the joint report:**

- Brief;
- Organized and formally defined: documented in writing (including positive points, anomalies observed, preventive/corrective measures, the identification of people and LBU, etc.) and sent ideally within the week following the visit.

Good practice suggestion: the visit report is alternately made by the entity and the contractor company.

### 2. **Use the planning, reporting and monitoring tools already available** in the sector / site / project / work site to enter the corrective/preventive measures agreed on in the joint safety tour, and the associated actions.

### 3. **Set an example:** follow up actions until they have been closed out.

## Vigilance points to guarantee the success of a joint safety tour

- Run an inventory of the safety tours already performed and draw up a list of high-risk work sites and activities.
- Prepare a tour schedule for the coming six months/year.
- Ensure good coordination with the contractor companies involved and plan ahead for the logistical means.
- Stick to current practices (safety tours, *Safety contract owners*, etc.) and the action follow-up tools and procedures.
- Involvement of middle management is crucial.
- The defined frequency of joint safety tours is important, to make sure that they become part of a routine.





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