

NARRATIVE FOR THE MANAGERS' KIT WdFs 2021



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INTRODUCTION

This file is a support to help present the Managers' Kit for the WdFS 2021. It comprises key messages to be passed on via the different slides.

Slide 2 OUR LIVES FIRST: SAFETY AT THE FRONT LINE

On this first poster, you can see the slogan for the World Day for Safety 2021 "Our Golden rules, everywhere, every day".

For the first time since Total created its Golden Rules, a survey was conducted with IPSOS in 84 entities and affiliates in February 2021, to measure the extent to which the Golden Rules have been appropriated. Around 18,000 employees from the Group and its contractors participated in the survey. The results revealed lessons that are so important that, at the HSE Committee meeting held on March 25, 2021, the decision was made to promote our Golden Rules at the World Day for Safety, by giving feedback on the IPSOS survey and inviting personnel to attend discussion workshops on three of the topics that emerged from the results.

The theme for the WdFS 2021 is a logical follow-on to our shared objective, clearly and distinctly announced at the WdFS 2019: zero fatalities. This objective mobilized a work group - including a certain number of our contractors - which defined three front-line actions to prevent serious and fatal accidents: Joint Safety Tours (the topic for the WdFS 2020), the Safety Green Light, and the Life Saving Checks. An upward spiral was thereby set in motion, triggering prevention actions and a new look at our fundamental basics transposed in our Golden Rules.

Slide 4 BASIS FOR THE SURVEY

The purpose of the survey was to measure to what extent the GR are anchored in the Group and identify the factors that facilitate the understanding and application of each rule.

The survey was an opportunity for 18,000 respondents from over 80 entities and affiliates to express their opinions. It is worth pointing out here that the vast majority of respondents were on-site employees from both Total and contractor companies.

Slide 5 RESULTS OF THE SURVEY

The first part of the survey focused on the perceived level of safety at the work place and the perception of contributing factors that help anchor the GR, in particular: knowledge, understanding, application, reiteration and checking the GR.

Overall, the perceived level of safety is high. This perception is shared across the board in the different entities/affiliates, irrespective of the respondent's job or company.

There are signs to show that the GR are firmly anchored, in particular as regards knowledge, understanding, application, reiteration and checking.

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Slide 6 RESULTS OF THE SURVEY

The results of the level of knowledge and understanding of the GR depending on the population and the branch show that:

- Group and contractor employees have a similar level.
- The perceived level of knowledge and understanding is not the same in all the branches. RP and GRP stand out as having a low perception level.

Introduction to the following three slides

Once the respondent had been asked to select a maximum of 5 GR most pertinent to his/her activities, 3 questions were asked about each rule selected:

1. Do you understand all of the requirements in this rule?
2. Does applying this rule help prevent accidents?
3. Is it easy to comply with this rule on the site where you work?

Slide 7 WHICH GOLDEN RULES ARE MOST UNDERSTOOD?

The results of the first question show that all the GR and the requirements in them are well understood. There is a very high level of understanding of all the requirements - the scores for the answer "all requirements understood" are somewhere between 84% and 94%.

Slide 8 DO THE GOLDEN RULES HELP PREVENT ACCIDENTS?

As regards the question of the pertinence of the GR in accident prevention, the GR are generally perceived as rules that protect. The range of perception scores varies:

- Between 70% and 82% for the answer "Yes, definitely".
- Between 95% and 99% for the answers "Yes, definitely" + "Yes mostly",

which shows the pertinence of all the rules.

Slide 9 ARE THE GOLDEN RULES EASY TO FOLLOW?

Finally, when it comes to complying with the GR, the scores are lower than for the other two criteria (understanding and pertinence of the GR). Moreover, there is a much greater variation in the range of perception scores:

- Between 39% and 72% for "Very easy"
- Between 86% and 98% for "Very easy" + "Quite easy"

The analysis of the results shows that the GR are not "very easy" to apply, in particular the rules governing Work at height, Powered systems, Change management and Simultaneous operations.

The reasons for this need to be understood.

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Slide 10 TO SUM UP

When the three questions are compared, the level of understanding is high, as is the pertinence of the rules in accident prevention.

However, compliance with the GR in the field is not very easy and depends on the activity, which is reflected in the wide range of evaluation levels given by respondents, between 39% and 72%.

The representation of these data shows that the rules are easy to understand and pertinent, but not always that easy to apply.

Slide 11 GR HELP PREVENT ACCIDENTS VS GR VERY EASY TO FOLLOW

This representation as a map shows that rules that are pertinent to accident prevention are not very easy to follow, in particular the rules governing Work at height, Powered systems and Lifting operations.

- In fact, these three GR correspond to the three activities in the TOP FIVE activities with fatal risks, which are the focus of the program "Our lives first".
- Non-compliance with these three GR caused 36% of the fatalities at Total over the last decade.
- Another figure that speaks volumes: half of the HIPOs in 2019 are related to these three Golden Rules.

Moreover, the two Golden Rules on Simultaneous Operations and Change Management were evaluated as the least pertinent to accident prevention and are also deemed to be the most difficult to follow.

Slide 12 TOPIC for WORKSHOP #1

In view of the graphs we have seen, we would like to suggest identifying "what would make applying and complying with the Golden Rules easier" in a one-hour discussion workshop with Total and contractor employees.

To provide material for discussion, we will talk about specific situations we have experienced, and which made it difficult to apply some of the Golden Rules. Then we will look at how the Golden Rules have been explained and illustrated, and how they are used to prepare, monitor and close out work.

Everyone will have the opportunity to express their point of view and expectations as regards the Golden Rules, the communication support media, the organization, each person's role and the managerial actions required.

At the bottom of the slide, the insert gives a reminder of what is expected of a Manager-Coach

Slide 13 Reasons for not intervening in the event of a high-risk situation

The survey also reveals that we may find it difficult to use the Stop Card and declare a Safety Red Light if we come across a hazardous situation. A third of respondents stated that they had not intervened. The main reason for this (representing 51% of answers) was the fact that the respondent was unsure of whether the situation was potentially hazardous or not. The percentage is significant and indicates an obstacle that needs to be overcome for safety.

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Slide 14 TOPIC for WORKSHOP #2

Using the results of the survey, let's ask ourselves the question "how can we overcome the reticence to, and encourage people to speak out if they notice a high-risk situation?" in a discussion workshop.

We have all experienced situations we suspected as potentially dangerous and that we can share with the other participants. How did you react? Did you intervene? Did you point out what you thought was risky? Or, as the survey says, did something prevent you from doing so?

Give your opinion and make suggestions as to how doubts can be overcome and how to help people speak out, so that your manager encourages people to speak out, and so that you can help others to speak out.

The red insert at the bottom of the slide gives a reminder of what is expected of a Manager-coach to encourage people to speak out and make sure that we all "Go Home Safe".

Slide 15 18,000 respondents expressed their needs

As regards the suggestions made by the 18,000 respondents: there should be more discussion, communication, training and compliance checks on the Golden Rules.

Slide 16 TOPIC for WORKSHOP #3

The third workshop is intended to go over the four areas for improvement flagged up by respondents as ways of facilitating the appropriation of the Golden Rules through better management. Discuss and identify avenues for progress as regards communication on the requirements of the rule and the meaning they carry, discuss how the rule is applied, how they can be memorized, how their application can be checked, how best practices can be acknowledged and the opportunities for discussion on-site when checks related to the rule are made.

The red box at the bottom of the slide gives a reminder of the Manager's role in accompanying the correct application of the requirements in the Golden Rules.

Slide 17 TO SUM UP

To round off, respondents to the IPSOS survey told us that the work on the Golden Rules continues and also raise five main points:

Two central observations:

1. The majority of Total and contractor employees feel safe in the work place, irrespective of their hierarchical level.
2. Total's Golden Rules are mostly known, understood, applied on site, reiterated and checked.

Three lessons from the field:

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3. It's not always easy to apply the rules.
4. It's not always easy to be sure of knowing how to identify a risk.
5. Improving the anchoring of the Golden Rules requires discussion, communication, training and checks on site.

To move forward, we all need to discuss these points to identify avenues for progress using the role of the Manager-Coach.