
THREE QUESTIONS FOR

PATRICIA BARBIZET

Lead Independent Director of Total



“The Board of Directors supports the publication of this report”

You were appointed lead independent director of Total on December 19, 2015. What does your role involve?

The lead independent director helps to ensure efficient governance of the company in accordance with current practice. This role is considered to be useful by many investors and proxy advisory firms when the positions of Chairman and Chief Executive Officer are combined, as is the case at Total since the management transition led by Patrick Pouyanné. My responsibility is to ensure that the Board of Directors runs smoothly and follows its rules of procedure. As Chairwoman of the Governance & Ethics Committee, I'm also in charge of leading the review of the Board's work and preventing conflicts of interest. And, along with the Chairman and Chief Executive Officer, I'm a primary contact for shareholders.

You have been a Total director since 2008. How has the Board of Directors' approach to climate issues changed over time?

The Board has always taken climate issues seriously. But what has changed significantly over

the years is their importance in Total's strategy. In 2008, climate issues were treated as a completely separate environmental risk requiring measures to reduce the footprint of its activities. More recently, these issues have been fully integrated into the company's business and strategic vision. Today, Total's long-term strategy is built on addressing climate-related challenges.

What work has the Board undertaken in this area since 2015?

In 2015, as every year, the Board of Directors examined climate issues during its review of the strategies for Total's business segments, presented by their respective senior executives. Mr. Pouyanné also brought us up to date on the work carried out as part of the Oil & Gas Climate Initiative, in particular the meeting held in Paris in October 2015 that brought together the chief executives of the leading oil and gas companies that have committed to fighting climate change. The Audit Committee also carries out more detailed work on environmental risks during its review of the performance indicators published by Total in its management report.

These indicators are audited by an independent external organization. In addition, starting this year the Compensation Committee has changed the criteria for the Chairman and Chief Executive Officer's variable compensation to put more emphasis on achieving HSE and CSR objectives. The Board is fully committed to climate issues and this commitment will continue to support Total's development in 2016. That is why we endorsed the company's suggestion of publishing this Climate Report to coincide with the Annual Shareholders' Meeting.

A STRONGER LINK TO THE CHAIRMAN AND CEO'S COMPENSATION

In 2015, the portion relating to the HSE/CSR performance criteria taken into account when calculating Mr. Pouyanné's variable compensation was set at a maximum of 16% of his base salary. For 2016, the Board of Directors increased this portion to 30%, with 20% tied to safety performance and 10% to CSR performance. The latter is measured based on the achievement of targets for carbon emissions, energy efficiency and Total's position in the rankings published by non-financial rating agencies.