

# Creating an Incident and Injury Free™ (IIF™) safety culture on the world's largest oilfield expansion venture

Tengizchevroil's decade-long commitment to safety across 19 projects in 11 countries



Large-scale multilocation, multicultural project

## CHALLENGE

Tengizchevroil's (TCO) ambitious Future Growth Project-Wellhead Pressure Management Project (FGP-WPMP) sought to expand production at Kazakhstan's Tengiz oilfield, one of the largest in the world. The project's scale and its multinational workforce of up to 50,000 posed unique cultural and linguistic challenges, sometimes leading to tensions on site. With operations in 19 locations across 11 countries, differing safety practices, and communication barriers between leadership and contractors had created siloed work environments. These challenges intensified with the onset of the COVID-19 pandemic, adding new layers to an already complex project.

## CLIENT GOALS

- Create a safe working environment
- Enhance communication and collaboration between project leadership and contractors
- Facilitate generational change and transfer of expertise within the company
- Reposition the Health, Safety, and Environment team as collaborative partners
- Leverage IIF strategies in client negotiations and conflict resolution

## SOLUTION

For more than a decade, JM and Tengizchevroil, worked collaboratively to develop and embed an aligned IIF safety approach:

- Co-developed an IIF protocol document which served as a roadmap for creating a safe working environment, guiding the project team past initial obstacles and perceptions
- Transitioned to virtual delivery of IIF workshops to overcome COVID-19 restrictions
- Designed multiple IIF campaigns and initiatives, such as "Reaching out," "Recognize the hazards," "Raise your voice," and "Do it right," to stimulate IIF conversations throughout the organization
- Strategically placed visual IIF materials and posters across all project sites, field offices, and premises. Project TV broadcasting reinforced these messages through daily episodes, highlighting real-life IIF events
- Established IIF core teams, including coordinators and field coaches, within the client and contractor organizations. This network ensured consistent messaging and practices across all project locations
- Involved HSE personnel in IIF sessions to reposition them as collaborative partners instead of rule enforcers
- Introduced the FGP IIF Champions program to improve communication and collaboration across the diverse project population. This served as a channel for employee voices and a source of innovative safety solutions
- Integrated industrial relations (IR) into IIF activities

# RESULTS

The collaboration between JMJ and Tengizchevroil led to a transformative shift in project dynamics, an enhanced IIF safety culture was the cornerstone of this change. Improved communication and collaboration between leadership and contractors set a new standard in risk management, it also facilitated intergenerational knowledge sharing and transformed the HSE team's role. IIF became a versatile tool for client initiatives and conflict resolution. All these achievements were underpinned by a leadership ethos grounded in safety and a commitment to collaboration.

IIF significantly impacted safety, maintaining the Total Recordable Incident Rate within the range of 0.05 - 0.14. This is an outstanding result for a mega project where the workforce expanded dramatically from 3.8 million to 86.5 million worker hours per year.

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To have an IIF workplace requires commitment from everyone at every level. People must take a stand for safety with conviction and courage that will ensure everyone goes home safely.”

*Aliya Aikynbaeva, Field Facilities Systems Completion Manager*

## Extensive participation

Over 250,000 individuals - participated in the approach

## Global reach

IIF implemented across 19 locations in 11 countries

## Safety excellence

Maintained TRIR within the range of 0.05 - 0.14

## KEY TAKEAWAYS

- Develop clear protocols and communication campaigns to reduce complexities on a large-scale capital project
- Invest in visual materials for continuous reinforcement across multi-language projects
- Establish core teams early on to ensure consistent messaging
- Create clear and open channels so employee voices can be heard

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“IIF is one of the best programs on the project, and it really works. Once you get familiar with it, you want to apply it in all the aspects of your life.”

*Branko Lukovic, Velsstroy Project Manager*

## WHO WE ARE

For over 35 years, JMJ has been at the forefront of cultural change, helping executives, leaders, and the front line create breakthrough results in safety, sustainability and business performance. Our approach combines consulting expertise and the power of Transformation Cloud™ to make the impossible possible. [www.jmj.com](http://www.jmj.com)

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Contact us to discuss how we can help shift your capital project's safety culture and achieve breakthrough results

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