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## Utilization of Safety Partnerships to Achieve World-Class Safety Performance on the Kizomba A and B Projects

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### Abstract

Industry recognizes that achieving world-class safety performance in a construction environment is a significant challenge that requires senior management commitment and the formation of effective partnerships between owners and contractors to identify opportunities for improving both safety culture and safety management systems.

On the Kizomba A and B projects, ExxonMobil partnered with its key contractors to identify drivers, issues, and challenges and mapped out a plan to systematically improve safety performance. This approach increased safety ownership and the likelihood that improvements would become an integral part of the contractor's processes, systems, and culture. This approach also enabled the contractors to take advantage of the significant safety resources and experience available within ExxonMobil.

To promote the joint identification of specific improvement areas, we developed and introduced an innovative tool called a "Cold Eyes Review" (CER). This process facilitates the introduction and utilization of Job Safety Analyses (JSAs), Safety Steering Teams (SSTs), leading indicators, tiered safety recognition programs, and a number of other focused safety initiatives.

This partnership approach yielded significant improvements in safety that resulted in a Lost Time Incident Rate (LTIR) of 0.12 and a Total Recordable Incident Rate (TRIR) of 0.63 for the Kizomba A and B projects combined and positioned our future projects for higher levels of success.

### Safety Starts with a Vision

ExxonMobil's vision is that "Nobody Gets Hurt." We believe that every employee and contractor deserves to start and finish the day unencumbered by injury or illness. Through targeted

initiatives, contract workers at our construction sites and in contractors' fabrication yards have the opportunity to experience these safety values and expectations.

Our vision of an injury- and illness-free workplace is reflected in EMDC's Safety Credo. The Safety Credo was developed in 1998 by EMDC's leadership team to establish a vision that would be accepted and embraced by Company employees and contractors and to lead the Company to higher levels of safety performance. The Credo consists of two expectations and several beliefs.

### Safety Credo:

#### ***We the management and employees of ExxonMobil Development Company***

- *Will relentlessly pursue our ultimate objective of an injury and illness free workplace*
- *Will not compromise our focus on safety in order to achieve any other business objective*

#### ***And we believe***

- *Our safety actions are most effective when we genuinely care about each other*
- *Each of us has a personal responsibility for our own safety and the safety of others, both on and off the job*
- *All injuries and illnesses can be avoided when we practice safe behaviors*

The first expectation is that the management and employees of EMDC ***will relentlessly pursue an ultimate objective of an injury- and illness-free workplace.*** We recognize that if any time project safety metrics (e.g., total recordable rate, lost time rate, number of first aids, etc.) are greater than zero, someone has been injured.

The second expectation is that ***we will not compromise our focus on safety in order to achieve any other business objective.*** Our expectations are that our projects will be built within budget and on time and will demonstrate outstanding quality. We further expect to achieve the goal that Nobody Gets Hurt. From our perspective, initiatives that prevent injuries (e.g., planning and communication) also positively affect other business objectives, such as cost, schedule, and quality.

The first of the three beliefs is that ***our safety actions are most effective when we genuinely care about each other.*** We recognize that safety is about people. We have found that our