

When Policies Aren't Enough: How Halliburton Shifted Safety from Compliance to Personal Ownership

HALLIBURTON

COMPANY OVERVIEW

- **Industry:**
Oilfield services, energy, safety-critical operations
- **Scale:**
70,000+ employees across 80 countries
- **Scope:**
Safety culture transformation, leadership enablement, train-the-trainer deployment
- **Delivery Reach:**
17,000+ employees and leaders trained across 20 countries
- **Duration:**
Multi-phase; 30 days of discovery, followed by pilot and global rollout
- **Region:**
Global, with initial delivery across 6 countries

THE CHALLENGE:

Thirty days of discovery across 20 countries and more than 1,000 interviews surfaced the same belief repeating itself from field hands to site managers: "stuff just happens." Halliburton had the processes, the equipment, the training programs, and the audits, and incidents continued anyway. The source of the problem was not procedural. Employees had effectively concluded that safety outcomes were outside their control.

THE SOLUTION

- Conducted 30 days of discovery across 20 countries and five continents, interviewing more than 1,000 people from executives to field hands, to understand what was actually driving behavior before designing anything.
- Designed and piloted Journey to Zero, a full-day immersive experience that put employees in situations requiring real safety decisions, reframing safety as a personal and collective choice rather than a procedural requirement.
- Built a complementary leadership experience to equip managers to model, coach, and reinforce the behaviors the employee program introduced.
- Certified 20 trainers through a five-day process, enabling Halliburton to carry the program forward independently at global scale.

THE RESULTS:

- 17,000+ employees and leaders reached across 20 countries.
- Safety mindset shifted from compliance-driven to ownership-driven across participating sites.
- Strong participant response documented across India, Saudi Arabia, Singapore, and Angola.
- Journey to Zero became the foundation for Eagle's Flight's Safe by Choice methodology, now deployed across multiple global industries.

KEY METRICS:

- 17,000+ employees and leaders trained
- 20 countries reached
- 1,000+ people interviewed during discovery across 20 countries and five continents
- 20 certified trainers deployed globally
- 30 days of discovery and analysis prior to program design