



MHSC

Mine Health and Safety Council

MHSC Summit 2026

Effectiveness of Change Management in SAMI

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Change Metrics

Every mine worker returning from work unharmed every day. Striving for zero harm in our lifetime.

What we will cover today

1

The risk

What happens when industries cannot respond to change.

2

The guideline foundation

Why the mine-specific employer focus is necessary — but not sufficient.

3

Tripartite capability + contractor case study

How state, employers, labour, MHSC and the DMRE Inspectorate build capability together.

4

The maturity question

What a change-capable industry looks like — and where we are today.

5

The journey forward

Immediate, short-term and long-term actions to future-proof SAMI.

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1

SECTION ONE

The risk

What happens when change incapability becomes an industry weakness.

Change is attacking the industry from every direction

THE RISK

1 Markets

Commodity demand, prices and customer requirements shift.

2 Technology

Automation, data, digital systems and AI change roles.

3 Regulation

Safety, environmental and social obligations evolve.

4 Operations

Orebody, productivity, costs and contractor models change.

5 People

Skills, trust, participation and labour expectations change.

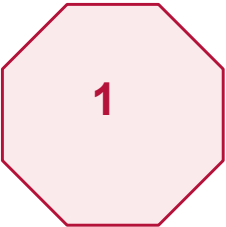
6 Safety

Poor transitions can weaken controls at the point of work.

The industry cannot meet permanent change with occasional change management.

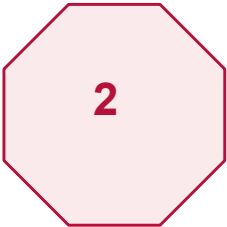
Guideline scope includes technological advancements, market fluctuations, leadership changes, regulatory compliance and contractor changes.

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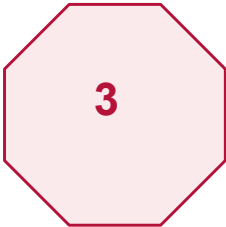
Mine closures

Missed market shifts, cost pressure and social licence failure.



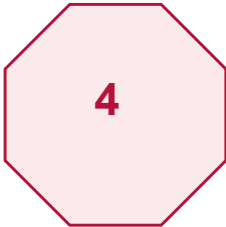
Inefficiency

New systems and processes fail to deliver benefits.



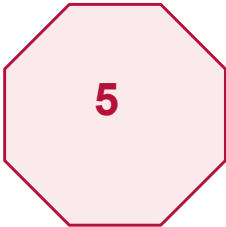
Poor performance

Benefits are promised in the business case but lost in adoption.



Job losses

Failure to modernise threatens sustainability and employment.



Safety harm

Confusion weakens controls and increases exposure.

A change-capable industry protects safety, jobs, production, trust and national competitiveness.

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1 Late sensing

Signals from markets, workers, communities and technology are ignored.

2 Old-model loyalty

Leaders protect what used to work long after conditions changed.

3 Weak participation

Affected people are told late and expected to comply.

4 Skills lag

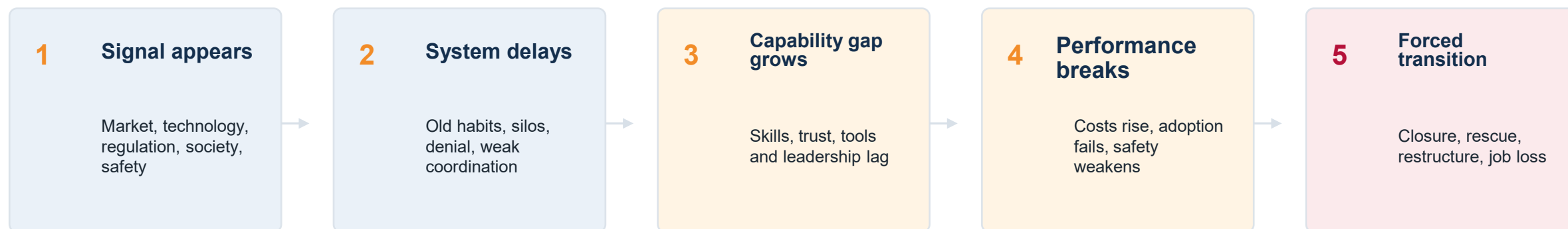
The workforce is not prepared for new systems and work.

5 Compliance theatre

Documents exist, but behaviours and routines do not change.

6 Slow learning

Failures are repeated because lessons are not institutionalised.



The answer is not fear of change. The answer is capability for change.

2

SECTION TWO

The foundation — and the gap

Relevance of gazetted Change Management Guidelines for the South African Mining Industry

A practical baseline for managing change at mine level — but only if it becomes capability, not paperwork.

1 Scope of change

Covers organisational, technology, market, regulatory, leadership, operational and contractor-related change.

2 Defined capability

Requires structures, accountable roles, competent resources, training, methodology, tools and measurable controls.

3 Before implementation

Assess readiness, impacts, stakeholders, risks, communication needs and training requirements before the change lands.

4 During implementation

Communicate, engage, train, support supervisors, capture feedback and manage resistance while work is changing.

5 After implementation

Measure adoption, evaluate effectiveness, close gaps, learn lessons and sustain the new way of work.

6 Compliance evidence

Plans, monitoring and employee understanding must be visible and evidence-based.

The guideline lays the foundation. Change capability is the engine that makes the guideline work.

Mine-level compliance is necessary. Industry-wide capability is the missing layer.

State

Regulation, enforcement and permitting must enable safe adaptation.

Employers

Capability must be embedded in governance, projects and operations.

Labour

Workers must shape change early, not react after decisions are made.

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A neutral tripartite platform can coordinate, enable and measure the journey.

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SECTION THREE

The tripartite capability framework

MHSC as the facilitator and enabler of change capability across state, employers and labour.

STATE

Change-friendly regulation, inspection consistency, policy alignment and learning from enforcement.

EMPLOYERS

Mine-level capability, governance, practitioners, training, tools, project gates and measurement.

MHSC

Facilitator • Enabler • Integrator

ORGANISED LABOUR

Worker voice, trust, early consultation, change literacy and ground-level feedback.

ENABLING ECOSYSTEM

MQA, Minerals Council, researchers, practitioners, universities and technology partners.

Shared industry outcomes: safer implementation • faster adoption • fewer failed changes • protected jobs • resilient mines

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Who does what in the capability journey?

TRIPARTITE FRAMEWORK

State / DMRE

Set mandate, align policy, enable change-friendly regulation, build inspectorate capability, learn from inspections and remove unnecessary barriers.

Employers

Build mine-level capability: accountable leaders, change practitioners, tools, training, project gates and adoption measures.

Organised labour

Participate early, test ground-level impacts, strengthen worker communication and surface resistance or safety risks.

MHSC

Coordinate the tripartite programme, host maturity assessment, develop toolkits, share research, convene learning forums.

MQA / skills system

Create learning pathways for change leadership, supervisor capability and practitioner development.

The principle: every stakeholder becomes change-capable in the part of the system they control.

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1 Facilitation capability

Host trusted tripartite conversations and resolve practical implementation barriers.

2 Toolkit capability

Convert guidelines into simple tools, templates, examples and playbooks.

3 Research-to-practice

Translate research outputs into mine-level behaviours and routines.

4 Maturity measurement

Run industry assessments, track progress and publish learning trends.

5 Learning ecosystem

Create communities of practice, case libraries and lessons-learnt loops.

6 Change support office

A small internal capability to coordinate the programme and support stakeholders.

State capability: regulation and inspection must be change-friendly

TRIPARTITE FRAMEWORK

Change-friendly regulation is not weaker regulation.
It is regulation and inspection that enable safe adaptation.

1 Clear

Requirements are understandable and practical.

2 Consistent

Inspection, enforcement and guidance signals align across regions.

3 Proportionate

Different scales of change get appropriate controls.

4 Fast learning

Incidents, audits, innovations and inspection trends update guidance quickly.

5 Collaborative

Regulator, employers and labour solve implementation barriers together — before risk becomes harm.

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Mine Health and Safety Council

1 Early consultation

Engage before decisions are fully locked.

2 Impact testing

Check how change affects roles, safety, skills and work routines.

3 Trust-building

Help employees understand why change is needed and how it affects them.

4 Ground feedback

Bring floor-level realities into leadership decisions.

5 Adoption support

Encourage safe adoption where concerns have been addressed.

A change-capable labour movement helps prevent badly designed change from reaching workers as confusion.

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A contractor entering a mine is not only a procurement event — it is an organisational change event.

40.8%

of 2026 fatalities involved contractors

61.9%

of General fatalities involved contractors

63.3%

of contractor injuries were General-type injuries

Why this becomes a change-management issue

Footprint

More contractors in specialised and high-risk tasks.

Accountability

Host mine, contractor and sub-contractors may read risk differently.

Competence

Different tenure, induction, authorisation and site knowledge.

Pressure

Output-linked work can compete with stop-and-fix safety decisions.

Risk migration

Fatalities are surfacing in other classes.

The contractor problem may also be a change capability problem.

Operational reality: a new contractor changes people, supervision, interfaces, routines and risk ownership.

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The real change is not only appointing a contractor — it is integrating two organisations into one safe operating environment.

1 Operating environment

Contractors must be absorbed into the mine's operating rhythm: planning, shift handover, permits, reporting lines and escalation routines.

2 Regulations & liabilities

Contractors must understand that the mine's safety duties, legal exposure and non-negotiable controls remain active even when work is contracted.

3 Culture & way of work

The contractor must learn how the mine behaves: stop-work authority, supervision expectations, communication norms and safety leadership style.

4 Processes without duplication

The goal is not dual governance. It is one integrated process where contractor procedures align to the mine's COPs, standards and work methods.



Two employers. One mine system.

Seamless integration prevents confusion, protects safety accountability and accelerates productive adoption.

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Contractor-friendly leadership does not lower standards — it makes the mine's standards easier to understand, adopt and verify.

1 What changed?

People, roles, supervision, interfaces, procedures, controls, risk exposure and relationship dynamics.

2 What cannot be delegated?

Which mine safety liabilities, COP obligations and critical controls remain with the employer and must be actively managed?

3 Where can dual governance confuse work?

Are mine and contractor procedures aligned, or are they creating competing instructions, duplicated approval gates and weak accountability?

4 How are leaders integrated?

Are contractor leaders part of mine planning, safety meetings, inspections, toolbox talks and performance reviews?

5 How will adoption be proven?

What field evidence shows that contractor teams understand and apply the mine's way of work at the point of execution?

6 How is the relationship managed?

What routines resolve issues quickly, protect trust and prevent tensions from becoming safety or productivity risks?

Mine managers need practical change capability to manage both compliance and relationship adoption.

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Contractor management shows why every leg of the system must be change-capable.

1 MHSC

Hold the industry learning system together: common contractor-integration playbook, leading indicators, maturity assessment, learning forums and case library.

2 STATE / DMRE

Inspect for integration evidence, pinpoint change barriers and non-compliance, guide mines to improve, and feed regulatory learning back into the system.

3 EMPLOYERS

Trigger the change process for contractor changes; own safety liabilities, integrate contractors into the mine operating system, prepare supervisors and verify adoption.

4 ORGANISED LABOUR

Engage early, test ground-level impacts, surface concerns, protect worker voice and support safe adoption where issues are addressed.

Shared capability = one language, one evidence base, one learning loop and coordinated action.

Capability is shared when the whole system uses a common language, common evidence and common learning.

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SECTION FIVE

The journey forward

Immediate, short-term and long-term actions to future-proof SAMI.



The journey is not a once-off project. It is an industry operating model for managing change.

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IMMEDIATE

0–90 days

MHSC convenes tripartite working group; agree framework; baseline maturity; identify pilot mines and priority changes.

SHORT TERM

3–12 months

Develop toolkit, inspectorate audit guide, training pathway, supervisor programme, labour engagement guide and change-friendly regulatory principles.

LONG TERM

12–36 months

Annual maturity reporting, national case library, qualification pathway, research-to-practice engine and continuous improvement forum.

Start small, but start together — with visible leadership from all sides of the tripartite.

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How Change Metrics can help

THE WAY FORWARD

1 Mining specialist

Years of change-management support in mining

2 Guideline expertise

Participated in the development of the Change Management Guidelines for the South African mining industry.

3 Capability training

We run change-management capability training for senior leaders, managers, supervisors and employees.

4 Implementation support

Support mining system and technology projects with readiness, adoption, training and go-live support.

5 Strategies & toolkits

Develop organisational change strategies, toolkits, impact assessments, stakeholder plans and communications.

6 Consulting & facilitation

Provide specialist consulting, facilitation and practical advisory support to help embed change capability.

Specialist change management for mining.

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Capability training • OCM strategies • toolkits • mining systems / technology implementation support • consulting

CHANGE
— METRICS —

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SAMI in 2050: Two Possible Futures

The future depends on how well we manage change today.

OUR MINERALS
A STRONGER SOUTH AFRICA
A BRIGHTER TOMORROW

If change is **NOT** managed properly



Growth

Stagnant output, mine closures, rising costs, lower investment.



Market

South Africa loses competitiveness, misses energy-transition minerals demand, shrinking global relevance.



Technology

Slow adoption, fragmented systems, poor integration, unsafe transitions.



Jobs & Skills

Job losses, labour conflict, outdated skills, weak reskilling for new roles.



Economic Contribution

Lower GDP contribution, weaker exports, reduced tax revenue, declining community impact.



Result: A smaller, less competitive, more fragile mining industry.

MISSED OPPORTUNITIES
A WEAKER TOMORROW

LOWER OUTPUT
HIGHER COSTS
FEWER JOBS
DECLINING IMPACT

RISK
DECLINE

INVEST
THRIVE

Change
capability
is the
difference.

- Leadership
- capability
- adoption
- coordination
- learning

PEOPLE
MINERALS
OPPORTUNITIES
A STRONGER TOMORROW

If change **IS** managed properly



Growth

Sustained production, new investment, expansion into future-facing minerals.



Market

Globally competitive, trusted supplier, stronger role in the green-minerals economy.



Technology

Well-managed adoption of automation, digital mining, analytics, safety systems and cleaner operations.



Jobs & Skills

Protected jobs, new technical roles, stronger reskilling, higher workforce readiness.



Economic Contribution

Higher GDP contribution, stronger exports, better tax base, broader community development.



Result: A resilient, modern, growth-oriented and globally relevant mining industry.

MINERALS
PEOPLE
PROSPERITY
TOGETHER

Thank you

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Get to know the presenter

Mr Amos Mphephu



is the Founder and Change Management Expert at Change Metrics®, a specialist firm focused on organisational change, culture and transformation.

He has more than 15 years of experience supporting mining companies through complex change, working with organisations including Harmony Gold, Anglo American, Exxaro Resources and ASPA-affiliated mines. His experience includes mergers and acquisitions, automation, mining systems and technology implementations, culture transformation and the establishment of internal change management capability.

Amos was also part of the specialist team that developed the first gazetted mandatory Change Management Guideline for the South African mining industry, contributing as a Change Management Subject Matter Expert. The guideline was gazetted in October 2025.

His work focuses on helping mining organisations build the leadership, workforce and organisational capability required to manage change safely, effectively and sustainably.

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