



MINE»CHANGE

2026 SME ANNUAL CONFERENCE & EXPO

FEBRUARY 22-25, 2026

SALT LAKE CITY, UTAH

Performance Oriented, Human Centered, Operational OH&S Performance

What is success?

We are encouraged that our overall ranking in 2024 was an 'A'.

define our sustainability progress and to benchmark ourselves against our peers. Developed in collaboration with independent experts,



WORKFORCE SAFETY

Employee-only safety rates: Trailing five year data¹

	2020	2021	2022	2023	2024
Fatalities	0	0	0	0	2
Lost Time Injury Frequency Rate (LTIFR)	0.18	0.22	0.22	0.47	0.49
Total Recordable Injury Frequency Rate (TRIFR)	0.30	0.41	0.41	0.78	0.76
Occupational Illness Frequency Rate (OIIFR)	0.05	0.06	0.01	0.07	0.08

Contractor-only safety rates: Trailing five year data¹

	2020	2021	2022	2023	2024
Fatalities	0	0	0	0	2
LTIFR	0.23	0.15	0.17	0.24	0.34
TRIFR	0.36	0.31	0.34	0.39	0.53
OIIFR	0.08	0.03	0.02	0.03	0.05

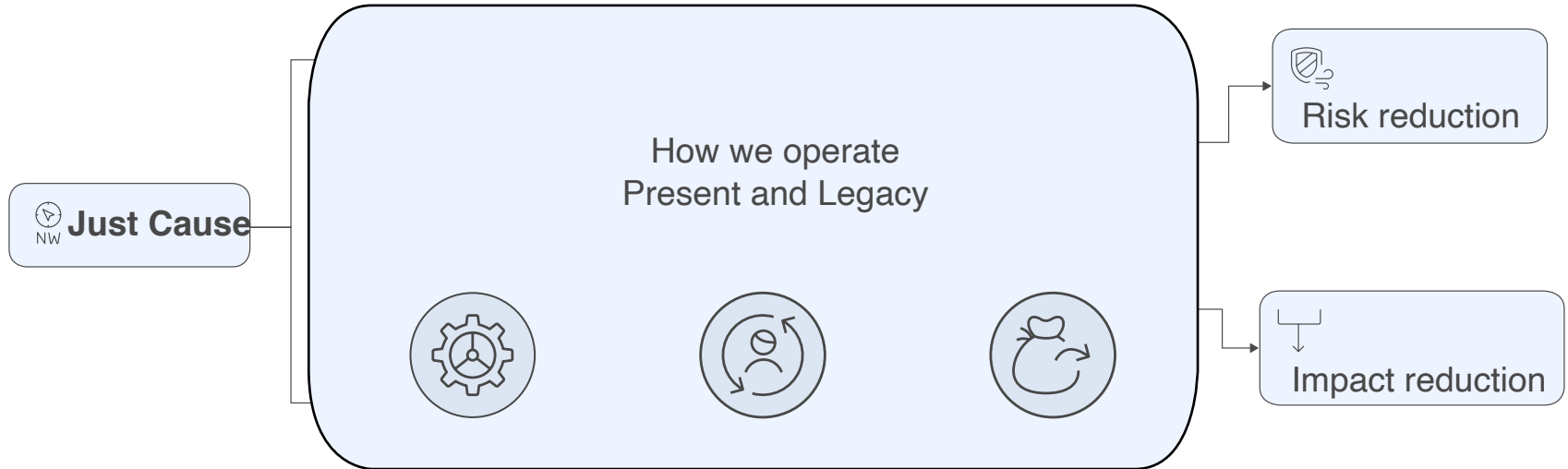
Graph 6: ICMM Member Number of Fatalities and Fatality Frequency Rate per Continent (2024)



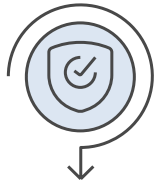
HEALTH & SAFETY

← BACK

ICMM reports third consecutive year of increased fatalities among member companies



Today...



Certifications

Variability in value

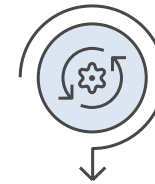
Replacing
leadership with
processes.



Metrics

LTI; TRIR, FA, etc.

Dangerous.
confirmation bias,
normalization of deviance

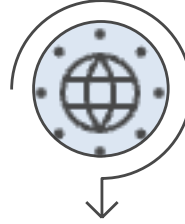


Operations

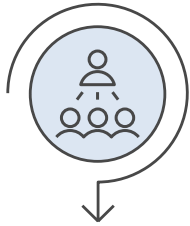
Dangerous and
partial.

Increases "bad" bias.

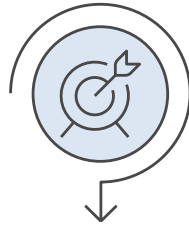
Consider...



Just Cause



Choose the
right leaders



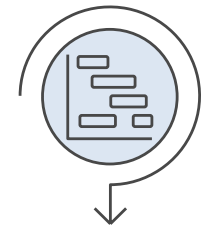
Define
success



Language
and tools

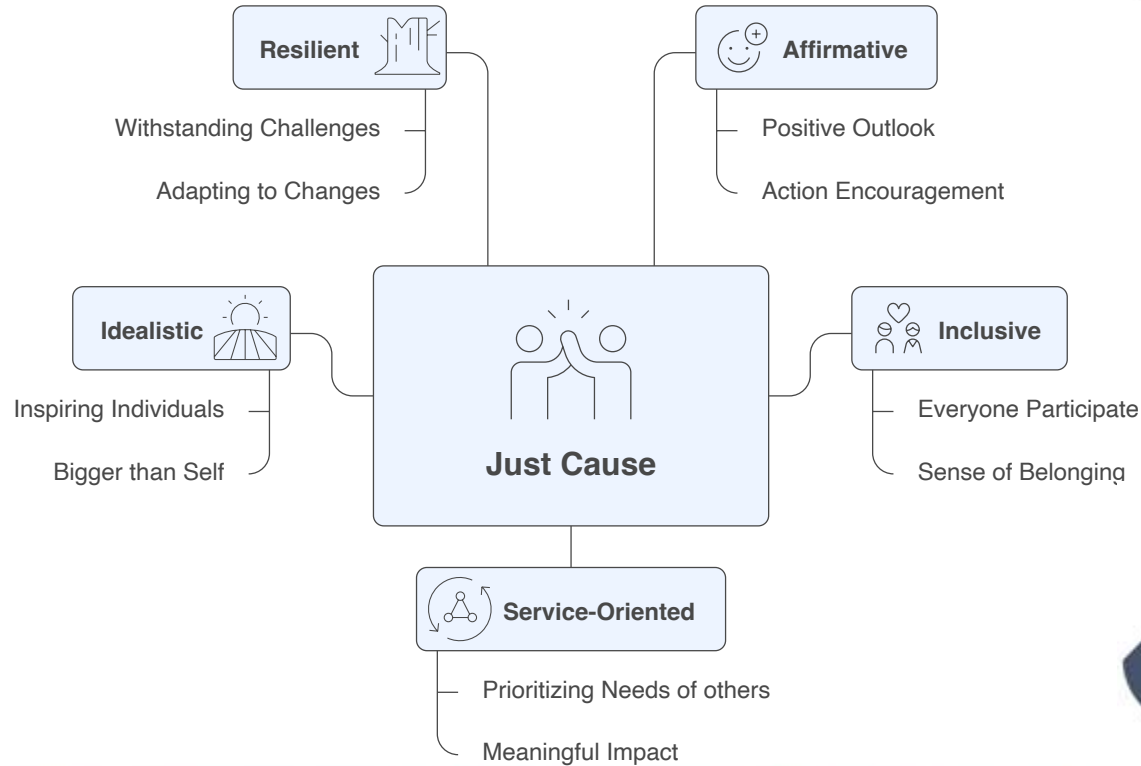


Monitoring



Human
techniques

Key Attributes of Just Cause



Choosing the right leaders

-  → Just Cause
-  → Leaders
-  → Success
-  → Language
-  → Monitoring
-  → Human techniques



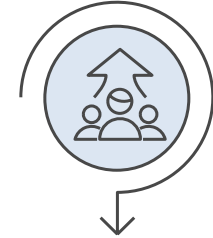
Shackleton vs.
Amundsen

Crisis leadership vs
“Boring” leadership
We confuse noise
with knowledge...



Processes vs.
Human
Leadership

Processes are important, but
they cannot replace human
leadership.
Standards do not “lead”.

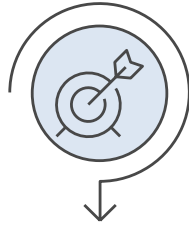


Visionary,
Exemplary,
Mentor

Visionary leaders have a
clear vision for the future.
Exemplary leaders set a
good example. Mentors
guide and support..

Define success

-  → Just Cause
-  → Leaders
-  → Success
-  → Language
-  → Monitoring
-  → Human techniques



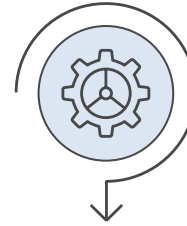
Aligned with Just Cause

Success should be aligned with the organization's Just Cause.



Success definition

Success should be defined as risk, not impact.



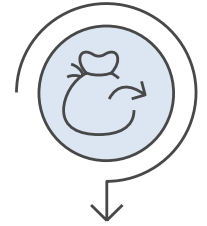
Focus on Control

Focus people and tools on control effectiveness
NOT control existence



Cross-functional Intent

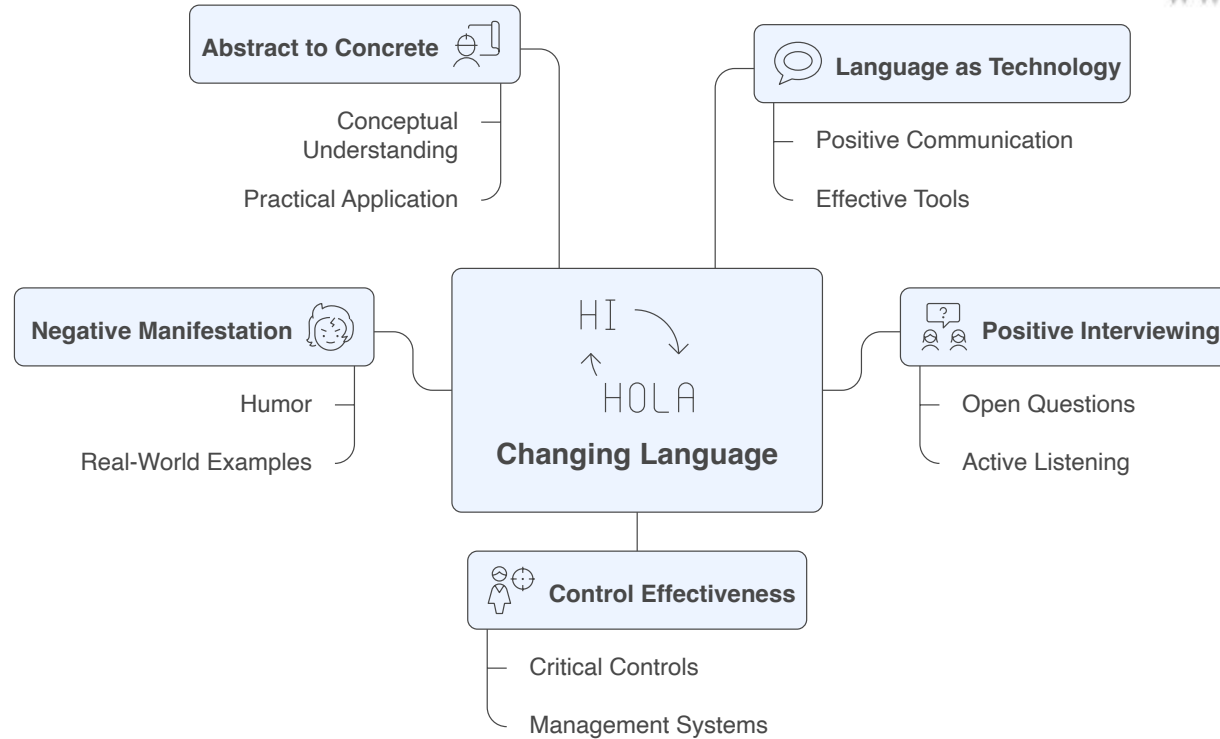
Risk metrics will ensure and generate cross-department functionality and focus.
Increasing collaboration



Immediate Operational Value

Success will provide immediate value to the organization.

Language

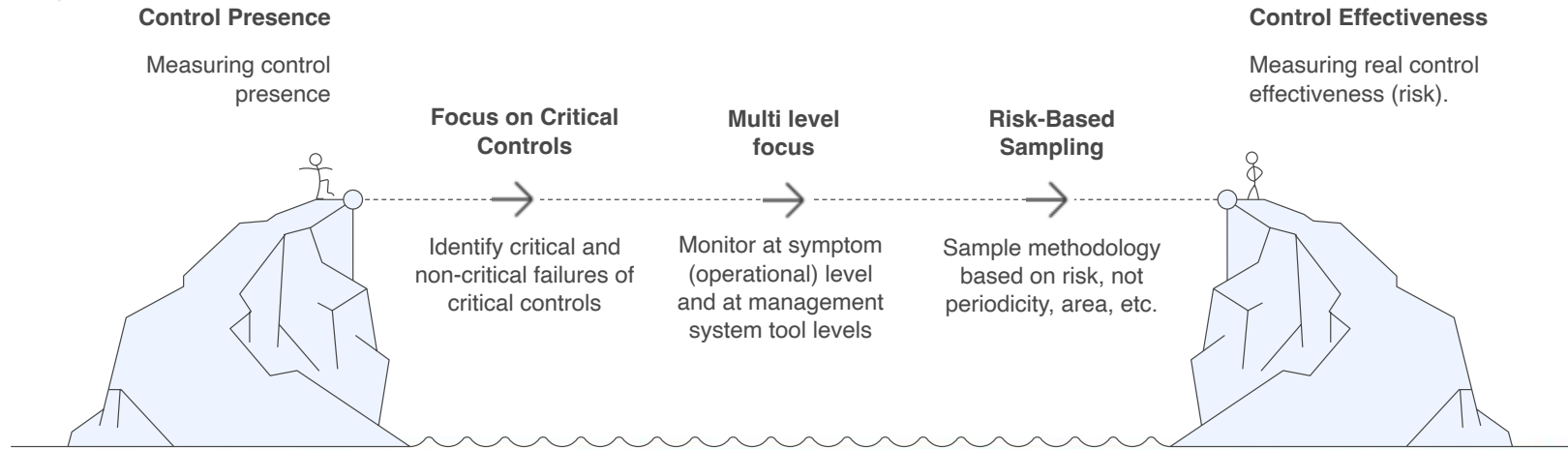


-  → Just Cause
-  → Leaders
-  → Success
-  → Language
-  → Monitoring
-  → Human techniques

Monitoring

Closing the gap adds value and builds understanding; when language is used intentionally.

-  → Just Cause
-  → Leaders
-  → Success
-  → Language
-  → Monitoring
-  → Human techniques





“Human experience shows that people, not organizations or management systems, get things done.”

Admiral Hyman Rickover



 → Just Cause

 → Leaders

 → Success

 → Language

 → Monitoring

 → Human techniques

Visible Behavior



Rewards



Ideology



Consequence



Ego

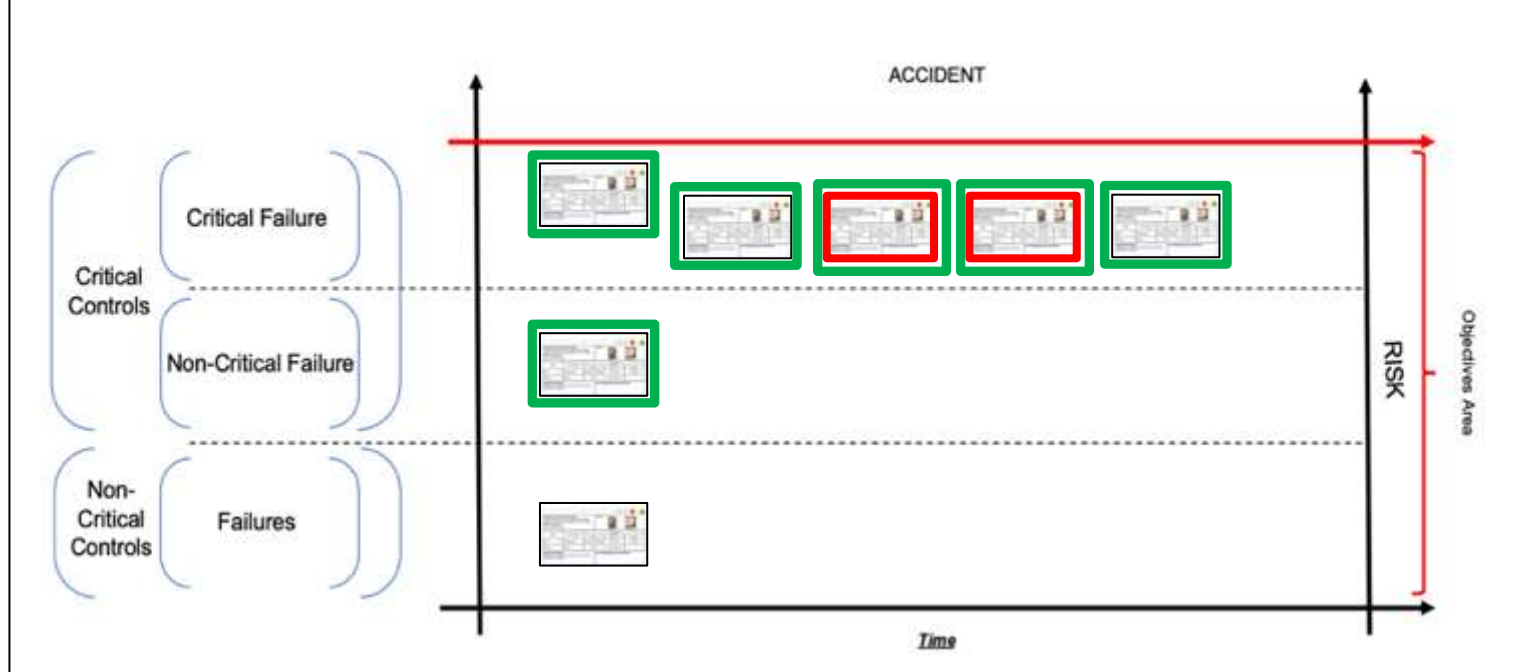


Complexity



**Human behavior is driven
by
hidden factors**

RISK PERFORMANCE



Repeated: Program of control or Management root cause.



Green: Symptoms selected for root cause.

New Performance

$$\text{Prod output/Risk} = \frac{\text{Production output}}{(\text{Risk as C.C.F}) \times (\text{Repeats})} = \text{“Organizational reliability”}$$

C.C.F = Critical control failures can be applied to any area of management.

A hand is shown from the bottom, reaching upwards towards a bright sun. A faint rainbow is visible in the background, arching over the hand. The overall scene is bathed in warm, golden light.

“Listen with curiosity.

Speak with honesty.

Act with integrity”

Live with intent.



For Them