

## **ABSTRACT**

The South African mining landscape has changed significantly over the last decade with a rise in medium to large local mining companies. On face value many smaller companies do not have adequate knowledge, processes and systems on health & safety compared to the large diversified multinational operators. Occupational Health and Safety Management Systems (OHSMS) form the foundation of effective safety management. The aim of this study was to identify factors that would have the greatest influence on the effectiveness (sustainable and impactful implementation) of OHSMS. These factors were identified through an in-depth qualitative analysis in the form of a case study that focused on the implementation journey of the Anglo Safety Way (ASW). A comprehensive literature review and empirical study involving 15 employees from the corporate head office and 2 mines, delved deep into the success factors for eventual effective implementation. The key findings from the research that led to effective implementation of the system included:

- 1) The ASW was consistent with similar OHSMS in terms of the broad elements addressed in the system and systematic flow thereof.
- 2) In the experience of participants some elements had greater impact on effectiveness than others including leadership, a focused and consistent approach to risk management, people focus and involvement, and complimentary systems to enhance each element.

The findings from the research could easily be incorporated in the OHSMS design and implementation plans of other companies even where they have less resources, to facilitate effective implementation.

Keywords: Safety Management System; Implementation; Anglo Safety Way