

CAPABILITY STATEMENT

2026

CONTACT

enquiries@criticalrisk.com.au

Based in NSW
Servicing mining operations Australia-wide



EXECUTIVE OVERVIEW

Critical Risk Group is a partner-led firm of mining professionals serving Boards, executives, and office holders across resource and heavy industry sectors. Our services operate at the intersection of regulatory expectation, business governance, and operational reality. Engagements are designed to deliver value for site-level operational teams through to leaders responsible for multi-business governance and assurance. Our practice is structured with clear protocols to preserve independence, enabling organisations to engage Critical Risk Group across the full lifecycle of operational and assurance activities including audit, advisory, implementation support, investigation, and monitoring, without compromising objectivity or creating conflicts of interest.



KEY DIFFERENTIATOR

Heavy industry organisations operate under intensifying investor, community, and regulatory scrutiny. Jurisdictions increasingly impose personal accountability frameworks with punitive consequences for duty holders and officers. Expectations on Directors and officers now extend beyond compliance to demonstrable assurance that nominated controls, particularly for principal hazards, are effective in practice.

Critical Risk Group bridges the gap between large advisory firms lacking deep operational expertise and individual consultants without the scale to support complex, multi-business programs. Our partners combine subject-matter expertise with direct experience in safety governance and operational leadership, are supported by a network of highly skilled practitioners, and are capable of mobilising at short notice.

Our people have transformed safety culture and productivity at Tier-1 mining operations, driven safety governance improvements at executive and board level, and led major safety investigations and proactive regulatory programs that have influenced industry practice across the resources sector. Our practice isn't built on theory. It's built on decades of experience, across some of Australia's most complex operating environments.

CORE OFFERINGS

AUDIT AND ASSURANCE

Assurance programs are undertaken using client criteria or aligned to applicable legislative frameworks, leading jurisdictional, and industry benchmarks. Our approach aligns with the ICCM control effectiveness validation method and evaluates the adequacy of site specifications, how those systems are applied in practice, and the mechanisms used to sustain and maintain control effectiveness. Multi-business assurance programs provide portfolio-level visibility, trend analysis, and actionable insights to support executive decision-making and governance.

INDEPENDENT INVESTIGATIONS

Independent technical, engineering, organisational, and system-level investigations into incidents, near misses, systemic failures, or emerging trends. Investigations address immediate causes and deeper governance, assurance, and cultural factors, informed by strong operational experience and a clear understanding of how systems are intended to operate and be assured in practice

RISK AND SAFETY MANAGEMENT SYSTEMS

Assistance with the development and review of site risk and safety management systems, including the identification and strengthening of controls for principal hazards to provide resilience against catastrophic events. This includes the development and review of the systems of work that underpin safety management systems, such as Change Management, Introduction to Site processes, Training Frameworks, Document Governance, and Incident Investigation standards. Systems are developed and reviewed in alignment with ICCM frameworks, relevant industry standards, and recognised guidance material, informed by operational experience and an understanding of how controls are required to function in practice

CORE OFFERINGS

PROFESSIONAL DEVELOPMENT AND MENTORING

Boards, Executives, Officers, duty holders, and supervisors of all levels have responsibilities in relation to managing critical risks for their organisation. Critical Risk Group has extensive experience in mentoring current and aspiring leaders as their responsibilities expand from the “coal face” through to the board room. Critical Risk uses a combination of problem-based learning via an online LMS and formal coaching to embed practices and skills essential in controlling risk and managing emergencies.

TECHNICAL AND PRINCIPAL HAZARD REVIEWS

Development, review, and assurance of Principal Hazard Management Plans (PHMPs) to support effective control of high-risk activities and principal hazards. This includes assessment of PHMPs against applicable legislation, supporting technical standards, recognised industry frameworks, and best-practice guidance, with a focus on the effectiveness and practical application of controls beyond simple compliance.

EMERGENCY PREPAREDNESS AND RESPONSE

Advisory, development, review, and assurance support for emergency preparedness and response arrangements, including tailings storage facilities, within broader site and corporate contexts. This includes the development and review of Emergency Preparedness and Response Plans (EPRPs), site Incident Management Plans, and corporate Crisis Management Plans, to ensure alignment with relevant corporate and industry standards and codes of practice, including the Global Industry Standard on Tailings Management (GISTM) and ICMM requirements.

PARTNER CREDENTIALS

The Critical Risk team collectively bring almost 75 years of experience across operations, engineering, regulatory oversight, risk management, safety, and governance within Tier-1 mining and heavy industry organisations.



Alex Warren

Former Principal Manager, Risk & Compliance with the New South Wales Resources Regulator with 20 years' experience across underground coal operations. Led regulator-initiated fatal hazard and legal compliance audit programs across the resources sector, providing deep insight into regulator expectations, systemic risk, and the practical application of legislative duties in operating mines.



John van der Merwe

BE (Mining)

Global mining safety specialist with deep experience in legislative compliance, safety management system implementation, and emergency response planning across multiple jurisdictions. Technical expertise includes underground ventilation, safety system assurance, tailings dam emergency planning, and the operational implementation of regulatory requirements.



Elliot Baume

BE (Mining)

Mining executive with 20 years' experience across operations, engineering, and technical services. Has led large multidisciplinary teams at Tier-1 operations, integrating production, safety, engineering, human resources, finance, and technical services. Focused on governance, complex systems, organisational resilience, and leadership.



Bethany Hord

Critical Risk Safety Practice Lead with expertise in developing best-practice Safety Management Systems, assurance and governance programs, leadership development, and workforce training. Experience in translating organisational and legislative obligations into practical operational systems. Proven capability in delivering programs that embed safe work practices, improve safety culture maturity, and integrate systems sustainably into everyday operations.

GET IN CONTACT

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Servicing heavy industry across Australia
and internationally

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