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Rubamin's Safety Revolution

A Bold 18-Month Journey to Operational Resilience and Excellence

Overview

Rubamin, a leading Indian manufacturer of Critical metals embarked on an 18-month safety transformation journey with dss+ to elevate its operational safety standards. As the company expanded, leadership recognized the need for a fundamental shift—not just in processes but in mindsets and behaviors—to create a safer, more resilient workplace.

The Challenge

Despite infrastructure improvements and increased resources at Rubamin's Halol site, the Rubamin leadership team saw the need to elevate the safety practices on-site, and aim to achieve the highest standard of operational excellence across all levels of its organisation.

They needed a partner to instill a proactive safety culture, and accelerate the transformation to embed best practices, and build long-term capabilities for a safer, more resilient, and future-ready workplace for its employees and stakeholders.



The dss+ Approach

dss+ worked closely with Rubamin's leadership and workforce to develop a tailored, real-world approach to safety transformation. This collaborative engagement was designed to shift mindsets, embed practical safety solutions, and foster long-term resilience.

» High-Risk Containment & Barrier Risk Management

- Identified and mitigated top five risk scenarios.
- Strengthened emergency response capabilities through scenario-based drills.
- Enhanced barrier risk management for improved workplace safety.
- Implemented Pre-Start-Up Safety Reviews (PSSR) to ensure rigorous safety checks before operational rollouts.
- Enhanced understanding of Process Safety Management for critical equipment and high-risk operations.

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» **Workplace Risk Standards**

- Developed technical safety standards for high-risk activities such as Work at Height, Electrical Safety, Hot Work, Confined Space, and Material Handling.
- Integrated control standards, including Lockout/Tagout (LOTO), Job Safety Analysis (JSA), and Permit to Work systems.
- Strengthened protocols for contractor safety management.

» **Cultural Transformation & Workforce Engagement**

- Embedded safety observations, incident management, and enhanced safety communication practices.
- Provided leadership coaching and mentorship to strengthen safety ownership at all levels.
- Established Safety Governance with Key Performance Indicators (KPIs) and sub-committees to maintain progress.
- Encouraged employees to proactively participate in safety initiatives, fostering a shared responsibility culture.

Breakthrough Results

- **Eight high-risk safety** standards successfully implemented, raising the benchmark for industrial safety.
- **263 Job Safety Analyses (JSAs)** completed, enhancing workplace risk awareness.
- **223 Standard Operating Procedures (SOPs)** updated to reflect industry best practices and compliance.
- **85% compliance** in safety observations, demonstrating strong engagement and proactive risk identification.
- **90% closure of critical safety** recommendations, significantly reducing risk exposure.
- Comprehensive emergency response plans developed for five high-risk scenarios, ensuring readiness for unexpected situations.
- Leadership empowerment with eight key leaders receiving personalized coaching and action plans to drive continuous improvement.

Sustaining the Transformation

What many in the industry take years to accomplish, Rubamin achieved in just 18 months. This accelerated transformation showcases the power of leadership commitment, cultural alignment, and a structured yet flexible approach to operational excellence.

Building on these successes, Rubamin continues to advance its safety journey with:

- Enhanced Process Safety Management (PSM) initiatives to strengthen operational safety.
- Continuous workforce training and capacity building to embed best practices.
- Regular audits and assessments to track progress and identify improvement areas.
- Increased focus on contractor safety management, ensuring alignment with Rubamin's high safety standards.



Leadership Perspectives: Voices from Rubamin

"Our journey towards safety isn't just about implementing protocols and procedures. It's about fostering a culture where safety is everyone's responsibility."

Atul Dalmia, Chairman and Managing Director

"We collaborated with DSS to transform the culture at Rubamin and we're delighted to witness the positive impact and change it has brought about."

Anil Patel, Managing Director

"It's not just about avoiding accidents, it's the fact that as a culture, you look at safety in everything."

Michael Homawalla - Advisor, Strategy

"Through our partnership with dss+, we have found the right method, the right spirit and the right approach to creating more sustainable and resilient operations."

Bhuvan Purohit, Executive Director - Strategy

"Leveraging their (dss+) expertise, we established rigorous standards and implemented stringent control measures leading to a notable reduction in risk"

Suresh K R, Executive Director – BH Metals and Business

"We started the journey with the setup of a governance structure consisting of APEX subcommittees and task forces. We developed safety standards for workplace safety as well as process safety management"

Zakirali Masu, Head HSE

"Our employees embraced the culture of safety wholeheartedly. They actively participated in safety observations, incident investigations and compliance activities. Their commitment while instrumental in driving our safety transformation."

Dinesh Kumar, Unit Head – Metal Division, Halol Site

"Safety has always been our top priority at Rubamin, and our transformation started with a strong commitment to change. Partnering with dss+ enabled us to instil a culture where safety is not just a practice, but a core value embedded in every employee's behaviour and our organisational DNA. dss+ has been a key partner in driving this lasting impact."

Dr. Ashutosh Jani, Head HR

"Our journey with dss+ yielded remarkable results. We implemented eight high risk safety standards, completed a comprehensive job safety analysis and updated over 223 standard operating procedures."

Tejas Desai, HOD Operation – Metal Division, Halol Site

At dss+, we empower organizations to break through challenges and transform from within. By embedding real-world expertise and fostering cultural change, we help businesses build operational endurance—ensuring safety, performance, and sustainability for the long term.



Protect. Transform. Sustain.