

**Zydus** Nominated for

# Infi in HR Shared Services



# Executive Summary



Zydus has successfully reimagined its HR operating model by scaling its HR Shared Services (HRSS) from a modest 7-member team in 2019 to a robust 40+ member team, now managing over 120,000 annual HR transactions.

Through strategic collaboration with Darwinbox, Zydus unified HR processes across its diverse group entities - including geographically dispersed units like Zydus Hospitals - to deliver a harmonized, employee-centric, and tech-enabled experience. This transformation aligns with the "One Zydus" philosophy, enabling a leap from traditional shared services to a Global Capability Center (GCC) model of operations.

## Problem Statement

As part of its continuous improvement journey, Zydus identified a key opportunity to strengthen its HR operating model by centralizing and digitizing HR services. With diverse processes across group companies, there was clear scope to enhance consistency and efficiency in critical areas such as:

- Candidate verification
- Interview scheduling
- Onboarding
- Leave and attendance
- Employee services

This transformation was designed to empower HR Business Partners (HRBPs) by freeing them from transactional tasks, allowing greater focus on strategic priorities like employee engagement, talent development, and retention. It also sought to create a seamless, trustworthy experience for candidates and employees while ensuring governance and compliance in a highly regulated industry.

## Key Challenges

- **Fragmented HR Systems:** HR services were delivered through multiple systems and approaches across group companies, highlighting the need for greater harmonization.
- **Manual Processes:** Several routine HR tasks involved manual touchpoints, presenting opportunities for digitization and automation.
- **Overburdened HRBPs:** HR Business Partners were managing high volumes of transactional work, limiting their ability to focus on strategic HR initiatives.
- **Unified Employee Experience:** The organization aimed to deliver a consistent and seamless employee experience across all business units and geographies.
- **Data-Driven Decisions:** Decision-making could be significantly improved through integrated data and standardized HR practices.
- **Risk of Fraudulent Offers:** In the pharma sector, fraudulent job offers are common. Zydus needed controls to protect both candidates and its employer brand.

## Solution Implementation

- **Centralized HRSS Ownership**  
Core transactional HR processes - including interview scheduling, pre-offer verification, onboarding, and employee services - were transitioned to a centralized HRSS team. This enabled consistent service delivery and optimized turnaround times across the organization.
- **Darwinbox as a Unified Platform**  
Zydus digitized key HR workflows on Darwinbox, providing real-time visibility, standardized processes, and centralized data management across all group entities.
- **"One Zydus" Experience**  
Darwinbox's scalable architecture facilitated the seamless integration of entities like Zydus Hospitals, delivering a unified and cohesive employee experience aligned with the "One Zydus" vision. Modules such as Vibe for employee engagement and custom workflows for parental insurance and reimbursements enhanced inclusivity, transparency, and employee empowerment.

- **Workflow Optimization**

- QR-coded offer letters ensured candidates could instantly verify authenticity, drastically reducing fraudulent job offers in the market.
- Hybrid role-position architecture combined workforce budgeting and vacancy control, enabling precise manpower planning.
- Custom workflows (reimbursements, parental insurance nominations, and salary-deducted top-ups) simplified processes for employees while strengthening governance.
- Intelligent workflow design improved service request handling, enhanced data accuracy, and elevated candidate and employee experiences across multiple touchpoints.

- **Employee Engagement & Culture Building**

- Zydus leveraged Darwinbox Vibe to host events, CSR activities, and plant-level clubs, building a "One Zydus" culture across locations.
- Annual celebrations, once limited to 5,000 employees onsite, are now live-streamed via Darwinbox to 28,000+ employees and affiliates, ensuring inclusivity and engagement at scale.

## Impact & Outcomes

- **120,000+ Annual Transactions** now managed by HRSS, enabling HRBPs to focus on engagement, retention, and workforce planning.
- **Team Scaled from 7 to 40 Members** expanding capacity and specialization.
- **NPS improved from 11 → 62**, reflecting greater satisfaction with HRSS operations.
  - **Operational NPS:** highlights efficiency gains.
  - **Platform NPS:** currently 44, showcasing strong adoption post-SSO rollout.
- **Fraud risk minimized:** bogus job offers reduced to a negligible level with QR-coded offer letters.

- **Candidate trust enhanced:**  
standardized recruitment processes ensure offers are verifiable and transparent.
- **Employee empowerment:**  
self-service workflows for reimbursements, parental insurance, and documentation improved ease of access and reduced manual intervention.
- **Engagement at scale:**  
digital events increased reach from 5,000 in-person to 28,000+ live digital attendees.
- **Consistent experience across entities:**  
harmonized workflows and unified systems improved experiences for candidates, employees, and HR alike.

## Conclusion

Zydus's HR transformation is a testament to the power of strategic vision, digital innovation, and collaborative execution. By centralizing operations through a scalable HR Shared Services model and leveraging Darwinbox as a unified platform, Zydus has not only streamlined transactional processes but also empowered HR Business Partners to focus on strategic priorities.

Most importantly, the transformation has elevated the experience of every stakeholder - candidates now trust their offers, employees enjoy seamless digital-first workflows, and HR teams are freed to focus on strategy and culture. The harmonized "One Zydus" experience now spans across all group entities, including remote units like Zydus Hospitals, ensuring consistency, agility, and enhanced employee satisfaction. With a strong foundation in place, Zydus is well-positioned to evolve its HRSS into a Global Capability Center (GCC), unlocking new opportunities for strategic growth and operational excellence.