

People Matters
Infini-T Awards 2025



IIFL Won Silver for

Infi in Agile HR Transformation Practices



Executive Summary



As one of India's leading financial services institutions, IIFL set out to build a future-ready HR function - one that could scale seamlessly with business. The team sought to replace rigid legacy systems and manual processes with a dynamic, mobile-first platform that could support rapid change without technical bottlenecks. In partnership with Darwinbox, IIFL digitized key workflows such as performance management, policy sign-offs, and HR operations - enabling agility, transparency, and high employee engagement. Today, IIFL's HR engine is faster, smarter, and more responsive to the pace of business transformation.

Problem Statement

IIFL's HR operations were heavily reliant on inflexible legacy systems and manual workflows. Key processes like performance reviews and policy acknowledgments were managed manually, with limited traceability, delayed execution, and poor visibility. Policy sign offs were done offline, making compliance tracking cumbersome and error prone. Any change in HR workflows required extended coordination with IT and external vendors, significantly affecting productivity. This lack of agility impacted compliance, slowed down decision-making, and hampered employee experience. As a fast-growing financial services company, IIFL needed a modern, configurable system that could bring speed, transparency, and control to HR operations.

Key Challenges

- **Manual Performance Review Cycles:**

Paper-based reviews lacked structure and accountability, often leading to delays and inconsistencies across teams. Lack of a centralized system, resulted in different teams using different evaluation criteria, rating scales, or formats. This leads to subjective assessments, making it hard to compare employee performance across the organization.

- **Non-Digital Policy Acknowledgements:**

Offline sign-offs made it difficult to track compliance and introduced audit-related challenges. During audits (e.g., for regulatory compliance or internal governance), it was difficult to demonstrate that employees have acknowledged key policies. Paper-based or scattered digital records (e.g., emails) made it difficult to produce a clear audit trail.

- **Rigid Legacy Infrastructure:**

Updating workflows or introducing new review cycles was time-intensive and heavily reliant on IT support. Legacy systems lacked the flexibility to adapt to changing business needs and an updates, changes often involved lengthy development cycles, as they may require custom programming, testing, and deployment.

- **Lack of Real-Time Visibility:**

HR and business leaders lacked access to dashboards or reports, making it difficult to track progress or ensure compliance at scale. Manual data aggregation required HR teams to compile reports periodically, often leading to outdated or incomplete information.



Solutions Leveraged from Darwinbox

To drive an agile, digital-first transformation, IIFL partnered with Darwinbox to streamline Core HR workflows, Performance and policy management:

- **Streamlined Digital Performance Reviews:**

Transformed the performance review process by replacing outdated manual methods with a robust, fully digitized system. This advanced platform features structured review cycles with clearly defined timelines, automated reminders, and dynamic nudges to ensure timely completions. Multi-level approval workflows, customizable for diverse roles and functions, enhance operational efficiency and alignment with organizational goals. By reducing administrative overhead, this solution empowers HR teams to focus on strategic talent development, driving measurable improvements in employee engagement and productivity.

- **Seamless Policy Acknowledgment Digitization:**

Transformed policy management by delivering updates directly through an integrated digital platform, requiring mandatory employee acknowledgments. This creates instant, trackable audit trails, ensuring 100% compliance visibility and reducing risk exposure. The streamlined process eliminates paper-based inefficiencies, while enhancing governance and fostering a culture of accountability across the organization.

- **Empowering Zero-Code Configuration:**

Enabled HR teams with a powerful zero-code platform, allowing them to independently modify workflows, create tailored evaluation templates, and deploy new policies without IT involvement. This agility reduces process update cycles, accelerates time-to-deployment for critical HR initiatives, and empowers HR to respond swiftly to evolving business needs, driving operational excellence and cost savings.

- **Actionable Real-Time Dashboards:**

Equipped leadership with real-time, data-driven dashboards offering comprehensive insights into performance cycle statuses, pending actions, and key HR metrics. This enhanced visibility fosters proactive decision-making, strengthens accountability, and ensures alignment with strategic objectives. By providing a 360-degree view of workforce performance, leaders can reduce delays in critical actions, optimizing resource allocation and boosting organizational agility.

- **Mobile-First Enablement:**

Delivered a mobile-first experience, enabling seamless access to all HR workflows across branches and geographies. Employees now leverage intuitive self-service tools on their devices, enhancing engagement and accessibility. This capability has increased adoption rates among remote and field-based teams, fostering inclusivity, streamlining operations, and driving a more connected and responsive workforce.



Outcomes

- 100% digitization of performance review cycles across functions and roles.

- Significant improvement in performance cycle turnaround time due to automated nudges and centralized tracking.
- Instant visibility into performance cycle completion, feedback quality, and manager participation through real-time dashboards.
- Seamless digital acknowledgment of policies with built-in compliance logs.
- Greater HR agility - new templates and processes can now be deployed in hours instead of weeks.
- High mobile adoption, ensuring consistent employee experience even in remote branches.



Innovation & Differentiation

What sets IIFL apart is its ability to harness Darwinbox's no-code configurability and agile architecture to make HR truly responsive to business needs. Rather than relying on IT or vendor timelines, HR teams now directly manage and update key workflows in real time. This has enabled faster decision-making, improved compliance, and a more employee-centric approach. The transformation goes beyond digitization - it empowers HR to operate at the speed and scale of business change.



Strategic Alignment

This transformation is closely aligned to IIFL's broader digital journey. As a fast-scaling financial institution, the ability to evolve HR policies, performance frameworks, and governance tools rapidly is critical to driving workforce productivity, aligning business goals and delivering a seamless employee experience. Agile HR has become a strategic lever in IIFL's ongoing growth story.



Change Management & Adoption

IIFL drove adoption through:

- Targeted training for HRBPs and business managers
- Staggered rollouts and pilots to validate workflows

- Employee communication campaigns on mobile self-service
- Real-time analytics to monitor usage, identify bottlenecks, and iterate quickly

Scalability & Future-Readiness

With Darwinbox as its digital HR core, IIFL can now replicate workflows quickly across business units, launch new review cycles with ease, and respond to regulatory changes in record time. The platform's adaptability ensures IIFL stays future-ready - no matter how fast the business grows or evolves.

Conclusion

IIFL modernized its HR operations by digitizing performance reviews, policy acknowledgments, and approvals - empowering its HR team to act with speed and agility. Leveraging no-code configurability, real-time dashboards, and mobile-first access, IIFL now launches and manages key workflows at scale - without IT dependency. This transformation reflects true HR agility in action - delivering strategic business value while strengthening compliance and elevating the employee experience.