

CASE STUDY • PEOPLE MATTERS INFINI-T AWARDS INDIA 2026

An AI Academy Inside a 79-Year-Old Conglomerate: Skills Built While the Business Grew 3.5x

JAKSON Group

Infini-T Awards Category: Skills Transformation (AI / Digital / Future Skills)



Executive Summary

JAKSON Group is a 79-year-old energy and infrastructure enterprise, established in 1947 and headquartered in Noida, Uttar Pradesh, that has remade itself into one of India’s fastest-growing clean energy companies. Ranked among India’s Top 10 energy solutions companies and a leading solar module manufacturer with a strategic role in the country’s 450 GW renewable energy target by 2030, we operate through seven business units, Biofuels, Corporate, Distributed Energy, JAKSON Green, JAKSON Infra, Musclemind, and Solar Modules & Cells, with commercial and operational presence across Europe, the USA, the Middle East, Africa, Nepal, Bangladesh, Singapore and Dubai. Our workforce stands at **3,226 employees** as of FY25-26.

3226 Employees across 7 business units, up 40% in two years	₹2300 → ₹8200 cr Group revenue, FY23 to FY26 growth the people platform scaled alongside	40+ AI-led business projects voluntarily initiated by employees	22% → 16% Attrition, against a workforce more than half new
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The last three years compressed a generation of change into one growth curve. Group revenue grew from **₹2,300 crore in FY23 to ₹8,200 crore in FY26**, and the workforce expanded **40% in two years**, from 2,305 to 3,226 people. More than half of our employees joined within the last two years; the average age fell from 38.0 to 35.9 years, with roughly 27% of the workforce now Gen Z. The business results belong to the business, but the workforce that delivered them had to be hired, onboarded, skilled and retained at a pace our HR machinery was never built for.

That machinery was supported by spreadsheets and manual processes. Employee data was fragmented across systems with little to no transaction history; recruitment, confirmation, leave, background verification and full & final settlements each ran on its own track, so tracking approvals and maintaining records consumed effort the growth could not spare. The loudest internal complaint was the simplest one: nobody fully trusted the data.

Our answer was two builds run as one programme:

1.

A trusted digital spine
Darwinbox as the Group’s single source of truth, carrying the complete employee lifecycle from hire to retire, with AI Sense, AI Agent and HR Analytics live on the platform and integrations stitching it to Phenom’s AI-enabled ATS, OnGrid, Quest to Travel and SAP, with analytics flowing through Power BI and Microsoft Fabric.
2.

A capability layer to match
An internal AI Academy delivering physical and virtual learning tracked through AI scorecards, training participation, AI project submissions and capstone completion, alongside Microsoft Copilot licenses deployed across the organization by business use case.

The returns are measured against our own baselines. Recruitment turnaround fell from **35-40 days to 25-30**; full & final settlements from **40-47 days to 25**; background verification halved from **30 days to 15**; and attrition dropped from **22% to 16%** even as more than half the workforce turned new. Female representation rose from 8.01% to 10%. And the number that says the skills took root: **40+ AI-led business projects**, initiated voluntarily by employees across functions, not mandated by HR.

30 → 15 days Background verification Turnaround, halved	40-47 → 25 days Full & final settlement Turnaround	8.01% → 10% Female representation FY23-24 to FY25-26
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Seven Businesses, One Growth Curve, No Common Spine

The growth of this shape is unforgiving on HR infrastructure. Seven business units, each with its own operating rhythm, span corporate offices, solar module plants and EPC project sites across India and international markets. The workforce is genuinely multigenerational, roughly 46% aged 30-40, 27% in their twenties, and a quarter over 40, and it churned as it grew: over half of today’s employees joined within the last two years.

Against that, the pre-Darwinbox estate offered fragmentation. Employee data sat across the HR platform, spreadsheets and manual trackers with little transaction history. Processes were localized and people-dependent: what got done depended on who was doing it, at which site. Recruitment cycles ran 35-40 days while hiring volumes climbed; full & final settlements took up to 47 days; background verification ran a month. None of them were broken. All of it was slower than the business had become.

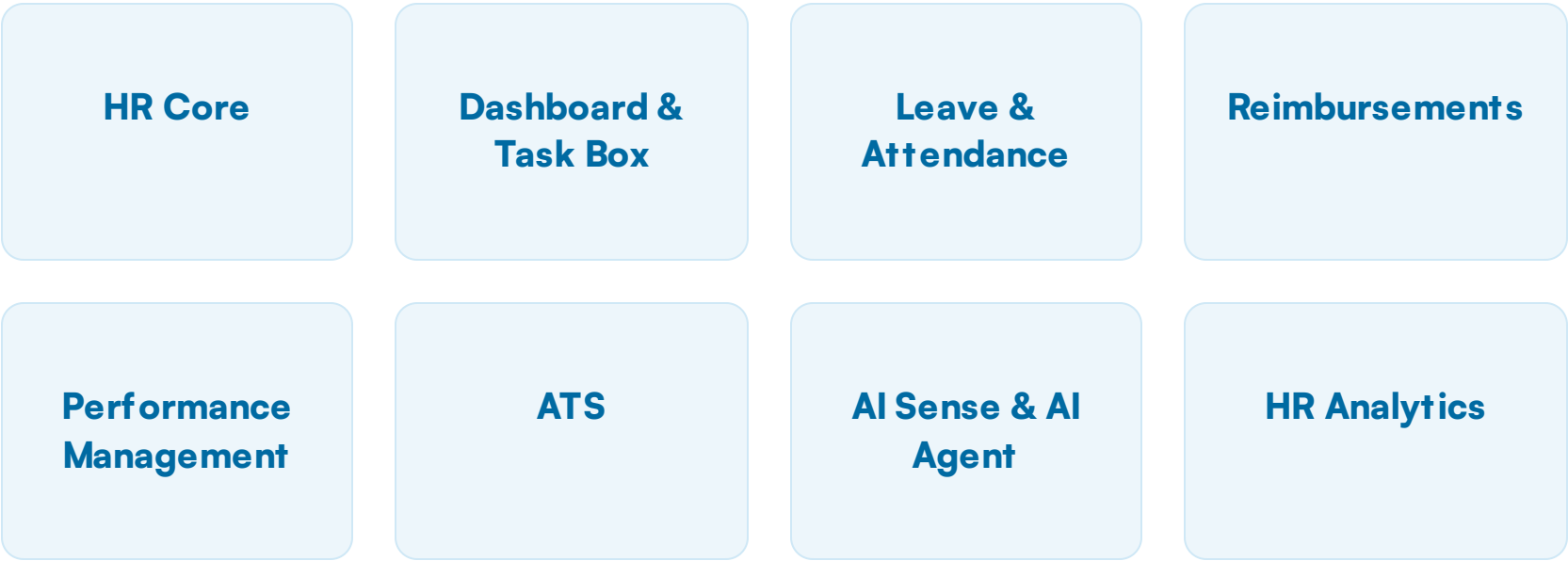
The Challenges We Faced	Consequence Caused
Rapid workforce expansion Seven diverse businesses scaling at once	• Inconsistent HR processes across entities • Rising operational complexity • Governance hard to hold at scale
Fragmented systems and processes Previous HCM + spreadsheets; people-dependent	• Disparate employee data, limited visibility • Delayed decision-making • Inconsistent employee experience
A dispersed workforce Plants, project sites and corporate offices	• Limited access to HR services in the field • Uneven process adoption by location
Talent acquisition under pressure Hiring had to match aggressive growth	• Rising hiring volumes • Recruitment cycles stretching to 35-40 days • Mounting load on recruiter productivity
A multigenerational digital shift From ~27% Gen Z to the over-50 cohort	• Resistance to change; varied digital maturity • Structured change management required • Continuous training a necessity, not an event
AI with trust and governance Embedding AI into HR responsibly	• Significant capability building needed • Process redesign across functions • Stakeholder confidence to be earned

A Data Spine First, an AI Curriculum on Top

The defining decision was to treat skills transformation and systems transformation as one programme, because each fail without the other. AI capability built on untrusted data produces confident answers to the wrong questions; a clean data platform without a workforce skilled to use it is an expensive system of record. So, the design ran on two layers, deliberately sequenced.

The spine came first. We were not looking for another HRMS; we wanted a single, comprehensive platform that could unify every HR process, eliminate manual intervention, manage the lifecycle end to end, and integrate cleanly with the enterprise stack. Darwinbox won on exactly that: an integrated, configurable, scalable platform positioned from day one as a strategic infrastructure. Internally we describe it in one phrase: the **single source of truth**, the complete employee lifecycle mapped on Darwinbox from hire to retire, with third-party integrations in place around it.

Platform Modules Live



The Integration Fabric Around It

The platform does not stand alone. Around the single source of truth runs a fabric of integrations that carries the estate end to end, desk and frontline, web and mobile.



AI-enabled talent acquisition

An integrated, AI-powered ATS carrying the journey from attraction to hire.



Digital background verification

Embedded directly in the hiring workflow, replacing manual vendor coordination.



Travel and the enterprise core

Travel management and the Group ERP connected to one employee record.



Power BI and Microsoft Fabric

Real-time People Analytics drawn from the single unified employee record.



Coverage

Live across all Group entities, desk and frontline, web and mobile.

An Academy, Not a Mandate

The capability layer is where this entry earns its category. To build long-term digital capability rather than launch-week familiarity, we established an internal **AI Academy**: structured physical and virtual learning open to employees across the Group, with progress tracked through **AI scorecards** built on three observable behaviours: training participation, AI project submissions, and capstone project completion. Learning is measured by what people build, not what they attend.

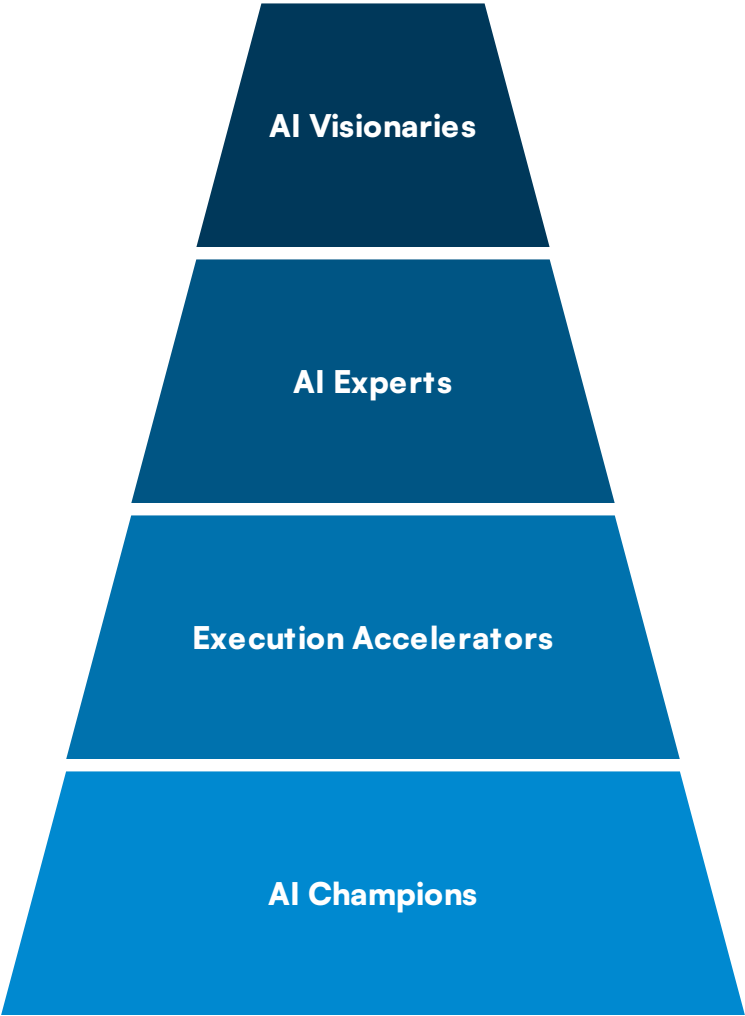
Around the Academy runs the adoption machinery the rollout itself was carried on: strong leadership sponsorship, phased implementation, role-based training, change champions in the businesses, continuous communication, hyper care support after every go-live, and regular governance reviews. Microsoft Copilot licenses are being deployed across the organization by business use case rather than by seniority, putting AI into everyday work where it has a job to do.

The evidence that this was design rather than mandate is behavioural. More than **40 AI-led business projects** have been initiated voluntarily by employees across functions, proposed from the businesses, not assigned by HR. Sustained learning participation and a growing pipeline of business-driven automation initiatives show adoption held up by value creation, not enforcement. When employees start bringing AI projects to the organization instead of the other way around, the skills programme has stopped being a programme.

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The Four-Tier Capability Pyramid

We did not design the Academy as one curriculum applied to everyone. It is structured as a **four-tier capability pyramid**: each tier carries a defined cohort, sized against the Group, and a defined capability outcome, so learning is shaped to the role a person plays in scaling AI, from the leaders who sponsor it to the technical experts who build with it.



Business leadership layer, a cohort of ~10-15 senior leaders

- Own AI strategy, governance and project sponsorship, and scale AI adoption by building the culture for it
- Identify and guide functional AI use cases and projects to teams

Functional leadership layer, ~300 leaders across functions

- AI literacy, data use and exposure to AI-driven systems
- Lead digital and AI solutions in their respective functional areas

Selected managers and below across the Group, ~2,000-2,600 people, with select champions identified

- Awareness of the digital and AI tools available in their domains
- Confidently use AI-powered tools and follow AI-aided instructions

Technical experts with an inclination towards data and AI, ~100 specialists

- Deeper understanding and application of AI and digital tools
- Identify and deploy digital and AI solutions to address functional requirements

Master Data, Old Habits, and the Long Middle

- **Data standardization took more effort than scoped**

Consolidating master records scattered across systems and spreadsheets with little history

- **Legacy processes and user readiness slowed phase one**

Several workflows took materially longer to stabilize and land than the original plan allowed

- **Stakeholders pushed back, in the right way**

Drove redesigns of workflows, approval hierarchies, reporting, integrations to mirror real ops

- **Standardization across seven entities was the hardest part**

Driving common process while moving users off manual habits they had trusted for years

- **What carried it through was structural, not heroic**

Phased rollout, training & governance, leaving standardized processes and data the organization trusts

Measured Against Our Own Baselines

Every figure below is measured against JAKSON’s own prior state, drawn from the named internal tracker or dashboard. Process turnaround baselines are FY24-25 figures.

Measure	Before Darwinbox	After Darwinbox
Recruitment Turnaround	35-40 days	25-30 days
Full & Final Settlement	40-47 days	25 days
Background Verification	30 days	15 days, halved
Attrition	22%	16%
Headcount	2,305	3,226, 40% growth
Female Representation	8.01%	10%
Average Employee Age	38.0 years	35.9 years
Employee Engagement Score	83%	88%
AI Capability	No structured AI skilling	AI Academy live 40+ voluntary AI-led projects

One Number Deserves Its Own Sentence

Group revenue grew from **₹2,300 crore to ₹8,200 crore** between FY23 and FY26, a ~3.5x rise. We present this as enablement, not causation: no HR platform manufactures revenue. The honest claim is that a business scaling this fast could not have hired, onboarded, skilled and governed its workforce on the previous estate, and the people platform is one of the capabilities the growth was executed through.

GROUP REVENUE, FY23 TO FY26

₹2,300 → ₹8,200 cr

~3.5x in three years, the people platform scaled alongside

Why We Believe This Stands Apart



Skills built during the scaling, not after it

- ✓ AI Academy saw record growth in 79 years
- ✓ 40% workforce growth; over half the company new
- ✓ Capability grew alongside every new hire



Adoption proven by what employees build

- ✓ 40+ voluntary AI projects across the business
- ✓ AI scorecards tracked participation and capstones
- ✓ Impact measured through outcomes, not attendance



Trusted data spine underneath the AI

- ✓ One governed record powers AI Sense and Copilot
- ✓ MS Fabric & Power BI share same data foundation
- ✓ One trusted source with intelligence layered above



Workforce reshaped, and retained, at once

- ✓ Average age fell from 38.0 to 35.9 years
- ✓ Female representation increased from 8% to 10%
- ✓ Attrition dropped to 16% despite major hiring

From Our Leadership

The View from HR Leadership

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At JAKSON Group, we see AI as a catalyst for transforming how people work, learn, and grow. By embedding AI across our HR ecosystem, we have empowered employees, enabled data-driven decisions, and built a scalable, future-ready organization where technology and human potential come together to accelerate sustainable business growth.

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Anita Malik • Group Chief Human Resource Officer, JAKSON Group

CONCLUSION

The Benchmark We Set

Enterprises that survive 79 years usually do it by changing slowly. JAKSON chose the opposite: a legacy energy and infrastructure group that rebuilt itself into a clean energy enterprise, grew revenue 3.5x in three years, and expanded its workforce by 40%, absorbing a generation shift, a diversity shift and seven businesses' worth of complexity while it did. The question underneath this entry was never whether we could buy an HR platform. It was whether an organization could change what its people are capable of at the same speed, it was changing what the business does.

The answer was built in two layers that only work together:

1. Darwinbox became the single source of truth

The complete lifecycle from hire to retire on one platform, integrated with OnGrid, Quest to Travel, and others along with the analytics stack, so that for the first time, every AI initiative in the company stood on data the company trusts.

2. AI Academy turned that foundation into capability

Structured learning scored on what people submit and complete, Copilot deployed where it has work to do, and adoption measured in the only currency that cannot be mandated, the 40+ AI-led business projects our employees chose to start.

The numbers hold up the claim. Recruitment 35-40 days to 25-30. Full & final settlements 40-47 days to 25. Background verification has halved. Attrition from 22% to 16% in a workforce is more than half new. Female representation up two points, average age down two years, and a Gen Z quarter of the company learning AI inside the same system their careers run on.

This is the standard we set at JAKSON Group. Skills transformation was treated not as a training initiative, but as core infrastructure, with Darwinbox as the trusted digital spine and single source of truth, the AI Academy turning that foundation into capability, and a workforce validating the investment through what it creates. In doing so, HR evolved from an operational support function into a strategic business capability. Most importantly, the transformation kept pace with the business rather than following behind it.