

CASE STUDY • PEOPLE MATTERS INFINI-T AWARDS INDIA 2026

No Offer Before the Checks Clear: Compliance Built Into Hiring, Not Bolted On

Polycab

Infini-T Awards Category: HR Ops Team



Executive Summary

4,800+ Employees under digitized Conflict of Interest governance	78% Reduction in BGV case backlog, from 650 cases to 135	Under 4 hrs. Pre-offer verification turnaround, from 2—3 days	3—4 days Faster onboarding, improving time-to- productivity
--	--	--	---

Polycab India Limited is India’s No. 1 wires and cables company and among the fastest-growing players in the FMEG category, operating from our corporate office in Mumbai and our registered office in Halol, Gujarat. We reach a diverse customer base through a strong distribution network of authorized dealers and retail outlets, and have served customers in more than 70 countries. We are a listed company, which means the obligations that come with a listing (SEBI insider-trading compliance among them) sit alongside the statutory demands of a manufacturing and distribution business at national scale. Our employees are dedicated to upholding robust governance practices, and for our HR operations team that commitment is not an abstraction: it is a compliance load that grows with every hire, every role change and every regulatory revision.

Through HRMS-driven automation and process redesign, we transformed compliance, governance and onboarding operations into a single digital ecosystem. Five workstreams carried it: the New Wage Code, SEBI Designated Persons tracking, Conflict of Interest declarations, background verification vendor integration, and a redesigned pre-offer verification process.

The through-line is that compliance stopped depending on follow-up. We reconfigured our compensation and payroll architecture for **4,500+ employees** against revised wage definitions, built automated compliance validations, reporting and audit trails, and digitized Conflict of Interest declarations for **4,800+ employees** with automated reminders and escalations. An automated workflow now identifies our **280+ Designated Persons** and tracks them in real time, updating dynamically as people move roles.

The hiring side is where the change is most visible to a candidate. Integrating our background verification vendor with the HRMS cut the case backlog by **78%, from 650 cases to 135**. Moving Address, Court and PAN checks ahead of the offer, and Education and Work checks after it, brought pre-offer verification down from **2—3 days to under 4 hours** and overall BGV turnaround from **10—20 days to 6—7 days**, accelerating onboarding by **3—4 days**.

The governance consequence matters more than the speed. Offers are now released **only after satisfactory pre-BGV outcomes**, which reduces hiring risk and removes the need for corrective action after someone has already joined.

 10—20 → 6—7 days Overall BGV turnaround, a 40% improvement	 280+ Designated Persons tracked automatically, updating on role change	 4,500+ Employees on the reconfigured Wage Code payroll architecture
--	--	---

Governance That Ran on Follow-Up

Each of the five processes below worked. What none of them had was a system that could be relied on to catch what slipped. Compliance classification, declaration chasing, payroll review and verification coordination were all carried by people, which meant they were only as reliable as the follow-up behind them.

The challenge we faced	The consequence it caused
New Wage Code Realignment Compensation and payroll architecture had to realign to revised wage definitions for 4,500+ employees	• Payroll compliance depended on manual review • Accuracy and governance rested on human checking • Errors meant manual rework on affected offers
SEBI Designated Persons Had to be identified and kept current as employees moved roles	• Manual classification carried the risk of error • Compliance follow-ups chased rather than tracked • Every role change meant a manual re-check
Conflict of Interest Declarations Collected manually across a 4,800+ employee population	• Status, reminders and escalations tracked by hand • Audit records maintained manually across the population • No central view of who had responded
Disconnected BGV Vendor Background verification ran through a vendor with no system integration	• Duplicate data entry on every case • Heavy manual coordination with the vendor • A 650-case backlog with limited visibility
Post-Offer Verification Sequencing Verification sat after the offer, taking 2—3 days pre-offer and 10—20 days overall	• Hiring decisions slowed and onboarding delayed • Hiring risk carried into employment itself • Adverse findings forced corrective action after joining

Five Workstreams, One Governance Model

1. New Wage Code Integration

We reconfigured the HRMS compensation and payroll architecture for 4,500+ employees to align with revised wage definitions and statutory requirements, introduced new offer letter types that simplified the offer process end to end, and built automated compliance validations, reporting and audit trails. Manual payroll compliance reviews were eliminated, and where an error would previously have required rework, the automation saves roughly 2—3 hours per affected offer.

2. SEBI Designated Persons Workflow

An automated workflow identifies our 280+ Designated Persons and enables real-time compliance tracking, updating dynamically as employees move and roles change. Manual classification errors and compliance follow-ups are gone, insider-trading compliance is monitored and reported automatically, and the process saves approximately 4—5 days of one person's effort every month.

3. Conflict of Interest Declaration Workflow

Conflict of Interest declarations for 4,800+ employees moved from a manual process to a fully automated governance framework, with automated reminders, escalation workflows, compliance tracking, and declaration records and audit documentation held centrally. It saves approximately 2 days of one person's effort a month and strengthens ethical governance alongside audit preparedness.

4. BGV Vendor Integration

We integrated our background verification vendor with the HRMS, automating data exchange, status updates, and workflow tracking. Duplicate data entry disappeared, and manual coordination fell sharply. The case backlog dropped **78%, from 650 cases to 135**, with visibility and accuracy improving alongside it.

5. Pre-offer BGV Process Enhancement

We introduced pre-offer Address, Court and PAN verification checks running on automated HRMS workflows and moved Education and Work verification to post-offer. Pre-offer verification turnaround fell from **2—3 days to under 4 hours**; overall BGV turnaround fell from **10—20 days to 6—7 days, a 40% improvement**; and onboarding accelerated by **3—4 days**. The process saves approximately 10 days of one person's effort a month. Alongside it we established a digital Conflict of Interest governance framework, so that offers are released only after satisfactory pre-BGV outcomes.

Offers are released only after satisfactory pre-BGV outcomes: hiring risk is removed before employment begins rather than corrected afterwards.

What Changed, and by How Much

Measure	Before	After
Pre-offer verification turnaround	2—3 days	Under 4 hours
Overall BGV turnaround	10—20 days	6—7 days, a 40% improvement
BGV case backlog	650 cases	135 cases, a 78% reduction
Onboarding cycle	Baseline as above	Accelerated by 3—4 days
Wage Code compliance	Manual payroll compliance reviews	Automated validations, reporting and audit trails across 4,500+ employees; manual reviews eliminated
Offer rework	Errors required manual correction	~2—3 hours of rework saved per affected offer
SEBI Designated Persons	Manual classification and follow-up	Automated identification and real-time tracking for 280+ employees, updating on role change; ~4—5 days a month of 1 FTE returned
Conflict of Interest declarations	Manual process across 4,800+ employees	Fully automated governance framework with reminders, escalations and central audit records; ~2 days a month of 1 FTE returned
BGV coordination effort	Duplicate entry and manual coordination	~10 days a month of 1 FTE returned
Hiring risk	Adverse findings surfaced after joining, requiring corrective action	Compliance-first hiring: offers released only after satisfactory pre-BGV outcomes

From Parallel Fixes to One Governance Ecosystem

The most critical moment of the project arrived while the New Wage Code compliance framework was being implemented alongside the automation of Designated Persons compliance and Conflict of Interest declarations, three efforts that had started life as separate compliance requirements.

The breakthrough was the realization that we did not have to solve each challenge independently: a single integrated solution could automate compliance, governance, and onboarding across the employee lifecycle. What began as parallel fixes became a unified, HRMS-driven governance ecosystem, and it moved us from reactive compliance management to a proactive, system-driven model, impacting 4,500+ employees and significantly improving governance, transparency and operational efficiency.

WHAT DID NOT GO TO PLAN

Shifting Regulations, Settled Habits

Implementation was not a straight line. Regulatory requirements changed while we were building against them, multiple stakeholder dependencies had to be managed in parallel, and a new background verification vendor had to be integrated within existing HRMS workflows.

There was also resistance to moving from manual processes to automated workflows, felt most sharply around salary reclassification under the new wage code and long-established background verification practices. Redesigning onboarding to introduce pre-BGV checks required careful alignment between HR, Compliance, Recruitment and our external partners.

We worked through it without shortcuts: collaborative meetings, phased testing, stakeholder training and continuous feedback cycles. The learnings ultimately strengthened the solution and improved adoption across the organization.

We worked through it without shortcuts, and the learnings ultimately strengthened the solution.

Controls That Live in the Workflow

Sustainability was designed in, not added later. We embedded compliance, governance and onboarding controls directly into HRMS workflows: New Wage Code validation, salary offer approvals under the revised wage definitions, policy signoffs, and auto-triggered Designated Person and Conflict of Interest declarations now run automatically. The manual dependencies they replaced are gone, and the old processes were retired with them.

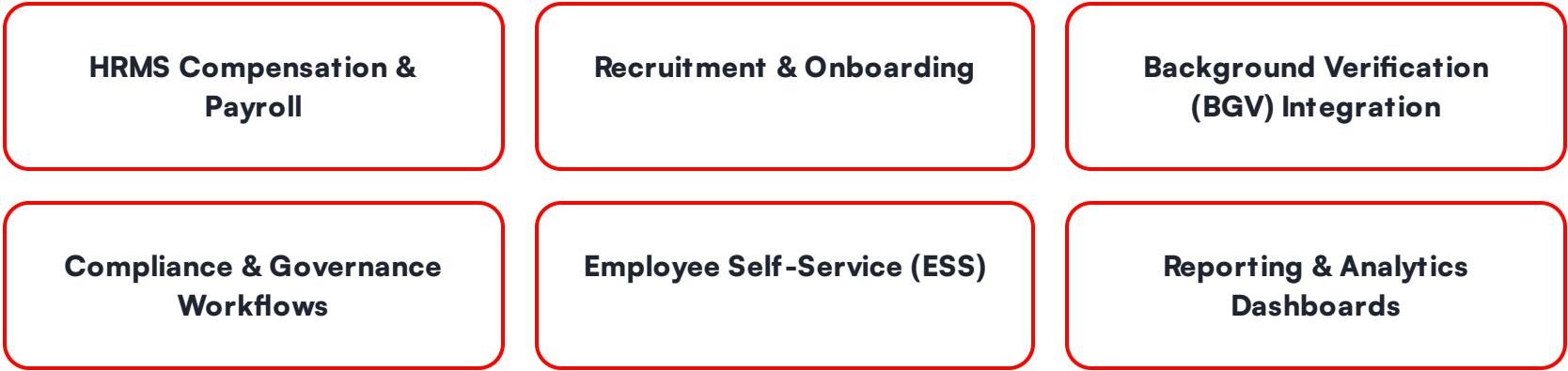
With automated validations, dashboards, audit trails and system-generated reporting, the solution has become part of our day-to-day operating model: a scalable, future-ready framework that adapts to evolving regulatory and business requirements instead of being rebuilt for each one.

The manual dependencies are gone, and the old processes were retired with them.

SCOPE & STRUCTURE

Platform Modules, Timeline, Geography and Reach

PLATFORM MODULES IMPLEMENTED



SCOPE OF IMPLEMENTATION

- New Wage Code compliance automation
- Designated Person identification under SEBI regulations
- Conflict of Interest declaration management
- Background verification vendor integration
- Pre-offer background verification process
- Automated compliance reporting and audit management

SCOPE & STRUCTURE

Implementation Approach and Coverage

Each workstream ran to its own project timeline through a common phased approach:

1. Requirement gathering and compliance design
 2. HRMS configuration and workflow development
 3. Vendor integration and testing
 4. User acceptance testing (UAT)
 5. Training and change management
 6. Go-live and hyper care support
-

GEOGRAPHY & ENTITY COVERAGE

- Coverage across corporate and business functions
- 4,500+ employees under Wage Code compliance workflows
- 4,800+ employees under Conflict-of-Interest governance
- Every new hire undergoes background verification through the integrated onboarding process

SCOPE & STRUCTURE

Scale & Reach

What the unified model now covers, and what it has removed:

4,500+ Employees covered under automated regulatory compliance	100% Automated compliance reporting for designated processes	78% Reduction in BGV case backlog, from 650 cases to 135	70% Reduction in manual effort through workflow automation
--	--	--	--

STRATEGIC OUTCOME

Taken together, the initiative transformed our HRMS from a transactional platform into a strategic enabler of compliance excellence, governance automation, risk mitigation, digital transformation and employee experience, and left us with a scalable, future-ready operating model.

From a transactional platform into a strategic enabler: a scalable, future-ready operating model.

Why We Believe This Stands Apart



Compliance-first hiring, sequenced deliberately

- Address, Court and PAN checks moved pre-offer
- Education and Work checks sequenced post-offer
- Hiring risk removed before employment, not corrected after



Governance that updates itself

- Designated Persons identified and tracked automatically
- Register updates itself with every role change
- Insider-trading compliance continuous, not periodic



Speed and control moving together

- Pre-offer verification: 2—3 days to under 4 hours
- Overall BGV: 10—20 days to 6—7; backlog down 78%
- Faster hiring that also carries less risk



Five workflows, one governance model

- Five workstreams rebuilt on one shared principle
- Automated validation, central records, audit trails by default
- Compliance a property of the system, not follow-up

From Our Leadership

“

Our HRMS transformation journey has been focused on improving process efficiency, strengthening governance, and enabling a better employee experience. Working together with Darwinbox, we have been able to digitize several critical HR processes and build a stronger foundation for future growth. The progress made so far reinforces the value of collaborative execution and a clear focus on business outcomes.

”

Ashish Kakkar • Chief Human Resources Officer, Polycab

CONCLUSION

The Benchmark We Set

Compliance work is invisible when it goes well and is expensive when it does not. Ours ran on follow-up: payroll reviewed by hand against revised wage definitions, Designated Persons classified manually and re-checked whenever someone changed roles, Conflict of Interest declarations chased across thousands of people, and background verification coordinated with a vendor through duplicate data entry until the backlog reached 650 cases. None of them were broken. All of it depended on somebody's remembering.

What replaced it is a single governance model applied five times over. Validations, central records and audit trails are properties of the system now, not tasks on someone's list. The backlog fell **78% to 135 cases**. Pre-offer verification went from **2—3 days to under four hours**, overall BGV from **10—20 days to 6—7**, and onboarding accelerated by **3—4 days**, while the Designated Persons register began keeping itself current.

The decision that says the most is the smallest one. We moved Address, Court and PAN checks ahead of the offer, so **an offer is now released only after the checks clear**. It costs nothing in speed; those checks take under four hours, and it means an adverse finding is caught while someone is still a candidate rather than corrected after they have joined. Risk stopped being something we managed and became something the sequence does not produce.

This is the standard we set: compliance built into the workflow rather than bolted onto it, where the register updates itself, the declarations chase themselves, and no offer goes ahead of the checks that should precede it.