

CASE STUDY • PEOPLE MATTERS INFINI-T AWARDS INDIA 2026

From HR Processes to Employee Moments: Reimagining the Experience at Every Touchpoint

Shree Cement Limited

Infini-T Awards Category: Employee Experience Team

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FEB 2026-FEB 2027
INDIA



Every celebration is a reflection of the unity and shared purpose that bring us together, adding meaning to our milestones and energy to our journey forward.



Shree BANGUR
Cement CEMENT

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Across all our plants, we've come together to celebrate festivals and milestones, creating moments of joy and togetherness. These moments remind us that we're not just colleagues but a family that thrives on togetherness and teamwork.

Executive Summary

7,650 Employees across five businesses, PAN India	~3 days Onboarding completion for every new joiner	100% SLA adherence across 859 Helpdesk tickets since April '26	7,928 Self-service workflows triggered by employees in 2026
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Shree Cement is one of India’s leading cement manufacturers and a key contributor to the nation’s infrastructure story. Our **7,650 employees** span five businesses, Cement, Power, Ready Mix Concrete, Autoclaved Aerated Concrete and Central Business Services, across manufacturing plants, corporate offices and remote project locations PAN India, with a workforce running from wageboard workers and sub-staff to retainers and trainees.

Our employee experience team set itself one mandate: a **connected digital experience across the full employee lifecycle**, hiring, onboarding, everyday work, mobility, travel, reimbursements, performance, engagement and retirement, delivered with the same simplicity on a plant shop floor as in a corporate office. Not a platform rollout measured in logins, but journeys employees can feel.

The last six months are the story we put forward here. **End-to-end Recruitment is live**, giving candidates and hiring managers a single, transparent path from manpower budgeting to offer. **Onboarding completes in about 3 days**. Travel is booked through a **MakeMyTrip MyBiz integration** inside the request journey itself. The **Udaan-Darwinbox integration** auto-creates **100% of per-mileage claims** for our sales teams, part of **1,41,687 expense line items** processed. Transfer, movement and **retirement workflows run digitally end to end**. Employees triggered **7,928 self-service workflows** this year, our **Hum Log** culture platform drew **8,720 interactions** in its first months, and **6,422 merit letters** arrived as digital moments. Behind them all sits a relaunched Helpdesk that has answered **859 tickets since April without breaching a single SLA**.

How we got here matters as much as the list. We began by **listening systematically**: our HR team, a dedicated internal Strategy Team and Darwinbox Customer Success reviewed every module against the experience it was giving employees, turned what they heard into a prioritised build list, and delivered it inside six months. And we hold ourselves to an unusual yardstick: the best measure of an employee experience team is not how many requests it processes, but **how many stop being necessary**.

 1,41,687 Expense line items processed across 33,214 requests	 6,422 Merit letters delivered as digital moments	 2 days Full & Final settlement cycle
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THE CONTEXT

One Workforce, Every Kind of Workplace

The design challenge behind everything we built is the shape of our workforce. A cement business runs on plants with shift patterns and wageboard rules, project sites far from any office, and corporate teams in between. An experience that works only for the head office is not an employee experience; it is a perk. Whatever we shipped had to hold for a worker changing shifts at a plant exactly as it holds for a manager approving travel in Kolkata.

When this journey began, roughly **three-quarters of employee requests still passed through HR hands**, everyday queries took days to resolve, and travel bookings, mileage claims and movement paperwork ran manually. The platform foundation was already in place. The opportunity in front of our team was to turn that foundation into journeys employees could feel, and that is where we put the last six months.

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Listen First. Then Build Journeys, Not Fixes.

We started by listening in a structured way. Together with our internal Strategy Team and Darwinbox Customer Success, we walked every module and asked one question: what is the experience this gives an employee today? The review surfaced **43 improvement opportunities**, each logged in writing with an effort rating and the impact it would move, 22 of them quick wins we shipped immediately, the rest sequenced onto a roadmap and worked to done.

The organising principle was deliberate: **employee journeys, not modules**. Every initiative had to map to a moment in a working life, joining, moving, travelling, claiming, growing, being recognised, retiring. If a capability could not name the moment it improved, it did not make the list.

And we protected the standard as we built. Where integrations proved harder than planned, we **refused workaround solutions**, kept our stakeholders and promoters accurately informed, and held out until the real capability shipped. It is slower for a quarter and better for a decade.

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What Working Here Feels Like Now

The work of the last six months is best read the way an employee lives it: as journeys, each one digital end to end.

The journey	What employees experience today
Joining us	End-to-end Recruitment is live: manpower budgeting and mapping, a careers page and referral programme, confidential and bulk hiring, and interviews scheduled in-system, a faster, clearer path for candidates and hiring managers alike. Onboarding completes in about 3 days with digital sign-offs.
Everyday work and time	99.2% of employees self-serve attendance and leave. Workers manage their own shift changes and exception approvals, schedules belong to the people working them. Corrections needed per employee have fallen 42% as error sources were designed out.
Moving and growing	Employee transfer and movement workflows run digitally end to end. Internal job postings carry location-tenure rules, and role optimisation and manpower mapping keep structures current. Performance reviews completed for 100% of eligible employees , 4,565 in all, with a structured, fair improvement path where needed.
Travelling for work	The MakeMyTrip MyBiz integration puts itinerary selection and fare approval inside the request journey itself, travel is chosen, approved and booked without leaving the flow.
Claiming expenses	The Udaan-Darwinbox integration auto-creates 100% of per-mileage claims for sales employees from CRM travel data, with two-way ERP sync behind it. 1,41,687 expense line items across 33,214 requests processed, claimed by roughly 46% of employees.

What Working Here Feels Like Now

The journey	What employees experience today
Being recognised and heard	<i>Hum Log</i> , our culture and communication platform: 610 posts drawing 8,720 interactions in its first months. 6,422 merit letters published as digital moments, celebration greetings for birthdays and service milestones, and 19,777 HR documents delivered digitally in all.
Life's milestones	Dedicated workflows for the moments that matter: a marriage gift for an employee and their child, a Diwali gift card, a service award marking 25 years, a spouse added to Medclaim, and emergency contact details maintained for the people who work at our plants.
Getting help	A relaunched Helpdesk with clear categories, ownership and knowledge-based self-service: 859 tickets since April, every one within SLA , while volumes rose 89% as employees brought more of their questions to a channel that answers.
Retiring and moving on	Retirement workflows are automated with their own notifications and decision steps. Full & Final settlements complete in 2 days , and about 74% of relieving letters (300 since April 2026) generate automatically.

What the Last Six Months Delivered

The numbers below are all from the current financial year, and they describe the experience employees are living today.

100%

SLA adherence across 859 Helpdesk tickets since April, with volumes up 89% quarter on quarter

~3 days

Average onboarding completion across 757 onboardings this year

7,928

Self-service workflows triggered by employees across the lifecycle in 2026

100%

Of per-mileage expenses auto-created from Udaan CRM travel data, live since June 2026

6,422

Merit letters published digitally, reaching ~84% of the workforce

4,565

Performance reviews completed, 100% of eligible employees

THE IMPACT

The Distance Travelled, and the Measure We Trust

A word on where these journeys started. Six months ago, several of them ran manually, on paper, or through HR's hands. Onboarding alone took **nearly a month** against about 3 days today, and Helpdesk resolution within SLA stood at **22.86%** against 100% now. We note the distance travelled once, because the story this submission tells is not the baseline. It is the capability our employees hold today.

One measure moves the opposite way to every other, and it is the one we are proudest of. Attendance self-service was already near-universal; what fell was how often employees **needed** it. Corrections dropped from 7.3 a month per person to 4.2 (**42% fewer**) after shift-change autonomy and exception flows removed the errors that generated them. An experience team that optimises for fewer interactions, rather than more, is measuring the right thing.

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THE MOMENT THAT MATTERED

The First Time Nobody Had to Chase

The moment we point to is the relaunch of the Helpdesk, because it is where trust became visible. Employees at plants and remote project sites now raise a request, watch its status move, and see it resolved, without calling anyone, without chasing anyone, without knowing anyone in HR.

As one of our HR leaders put it during a review:

“For the first time, employees know exactly where to go for help and can trust that their concerns will be addressed transparently and on time.”

An HR leader, Shree Cement

The proof is in the direction of two numbers at once. Ticket volume **rose 89%**, from 411 a quarter to 775, because people brought more of their problems to a channel that had started answering. And across the **859 tickets raised since April, not one has breached its SLA**. Rising demand with zero broken promises is the signature of a service people believe in.

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WHAT TESTED US

Holding Out for the Real Thing

Not everything landed on schedule. Payroll go-live and the MakeMyTrip MyBiz, bank-file, salary-JV and Udaan integrations each took longer than planned, and our team carried the expectation-setting that came with that.

What we did with the delay is why this section stays. We **refused workaround solutions**, demanded visibility on integration and product timelines so our stakeholders and promoters were kept accurately informed, and held the line until the real capability shipped. The Udaan per-mileage automation went live in June 2026 and now creates 100% of those claims; bank-file and salary-JV generation and push flows are live. A team that accepts workarounds gets a system that mostly works. We held out for one that does.

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Why We Believe Our Team Stands Apart



Journeys, not tickets

We organised the work around moments in a working life and gave a marriage gift workflow the same engineering care as payroll. From the first interview to the retirement decision flow, each journey was built end to end, not as a queue of requests, but as an experience with a beginning, a middle and a confirmation.



Integrations that erase whole categories of effort

Goal and mileage data flow from the Udaan CRM so every per-mileage claim creates itself. Expenses sync two ways with ERP. And a MakeMyTrip fare-approval connector we are not aware of any other organisation running puts itinerary selection inside the request journey itself.



Success measured as requests that stop happening

Attendance corrections fell 42% per employee, not because adoption dropped, but because shift autonomy and exception flows designed out the errors that caused them. We measure our team on interactions employees no longer need.



Manufacturing depth, built to our actual rules

Plant G Saturday restrictions, Sandwich Absent calculations, half-day leave, location-tenure IJP rules, wage-code-ready salary structures with minimum-wage checks, and a 2-day Full & Final cycle. The experience runs on our real rules, for the people on our real shop floors.

From Our Leadership

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Our vision was to make every employee interaction effortless, intuitive, and meaningful. By creating a unified digital platform through Darwinbox, we transformed HR into a true one-stop destination: from onboarding and learning to performance, support, and management. The result has been a better employee experience, faster decision-making, stronger process governance, and significantly higher workforce productivity. Most importantly, we have empowered employees to take charge of their own journeys while enabling HR to focus on strategic business priorities.

Manmohan Rathi

Chief Human Resources Officer & Head Power

CONCLUSION

The Benchmark We Set

What stands today is a **connected digital employee experience across the full lifecycle**, from the moment a candidate applies, through joining, working, moving, travelling, claiming, growing and being recognized, to the day a colleague retires, live for 7,650 people across plants, offices and project sites, and delivered by one team in six months of focused work.

The truest measure of that team is in the workflow names we built along the way. A marriage gift for an employee and their child. A Diwali gift card. A service award marking 25 years. A spouse added to Mediclaim. A retirement flow with its own notification and decision steps. An emergency contact for the people who work at the plants. These are the moments of a working life, and each one got the same care as payroll. **That is what turning HR processes into employee moments actually means.**

This is the standard our employee experience team sets: every journey digital, every promise kept, and the shop floor and the corporate office meeting the same simplicity, the same transparency, and the same respect.