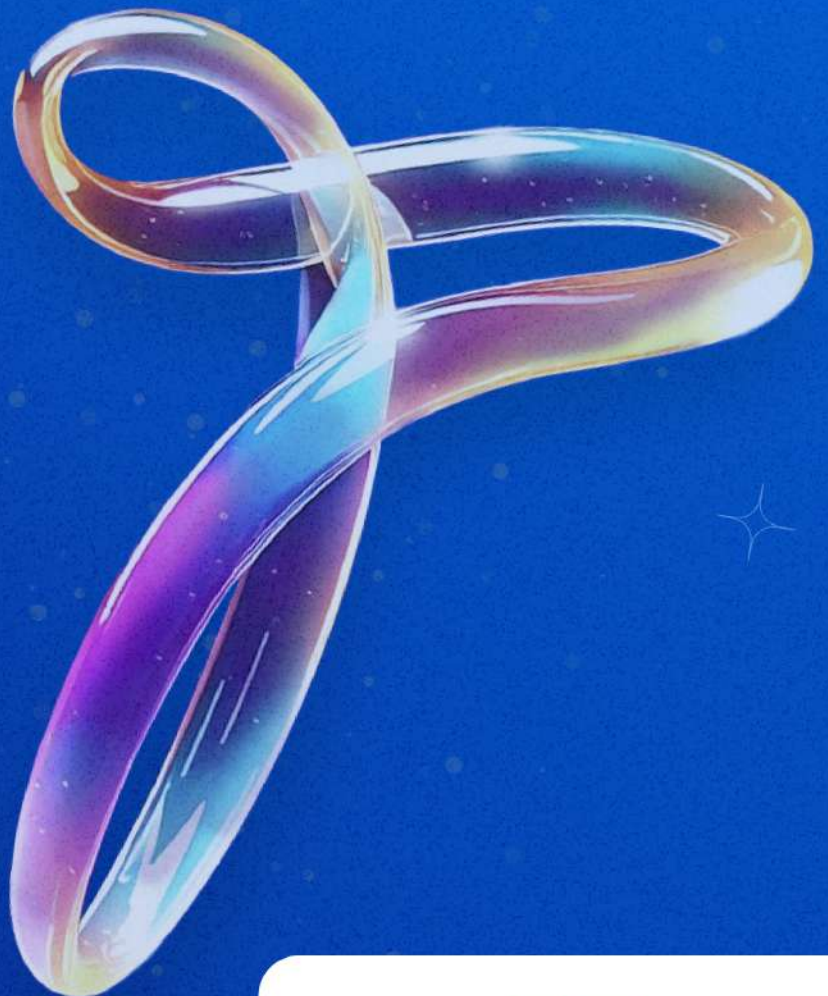


Thermax Won Bronze for

Change Management and Digital Transformation and Adoption



Executive Summary



Thermax transformed its HR operations by digitizing the entire employee lifecycle - from onboarding and performance to payroll, recognition, and helpdesk - through Darwinbox. By integrating disparate processes into a unified platform, Thermax enhanced speed, accuracy, and consistency across 9,500+ employees. This transformation unlocked operational efficiency, improved system adoption, and elevated employee experience, firmly positioning HR as a strategic growth enabler. Thermax's payroll transformation played a pivotal role in this journey. By migrating compensation operations from a legacy system to Darwinbox's mobile-first platform, Thermax consolidated payroll with core HR, eliminated data silos, and ensured real-time, compliant, and scalable payroll processing across business units.

Problem Statement

Thermax encountered critical inefficiencies due to fragmented, manual processes across core HR functions. From manually generated offer letters and complex payroll calculations to decentralized recognition systems and scattered query handling, these challenges impeded scalability, delayed execution, and negatively impacted employee experience. Though performance was earlier digitized, the absence of an integrated platform hindered end-to-end visibility, control and strategic agility. Additionally, as the data across processes was residing on dispersed systems, availability of real time reports and dashboards was a major challenge.

The organization needed a unified, scalable platform for end-to-end HR transformation. In particular, payroll was being managed on a separate legacy system, disconnected from the rest of the HRIS. This disjointed approach led to operational inefficiencies, compliance risks, and limited data visibility for compensation processes.



Key Challenges

- **Manual Offer Generation:** High dependency on HR, error-prone execution, and delayed onboarding cycles.
- **Payroll Complexity:** Varied compensation models (daily wage & salaried), complex JV structures, and geographic variances made payroll processing time-consuming and error-prone.
- **Disconnected Compensation Systems:** Compensation data resided on a legacy platform, making it difficult to sync with the rest of the HR lifecycle. This posed a challenge for compliance, data consistency, and employee experience.
- **Siloed Talent Architecture:** While performance was digitized on SuccessFactors, it wasn't integrated with other HR systems, limiting visibility and control.
- **Decentralized Recognition:** Lack of centralized, real-time recognition limited engagement and program effectiveness.
- **Scattered Query Management:** Email/phone-based query handling lacked traceability and turnaround efficiency.



Solutions Implemented

To address these challenges, Thermax partnered with Darwinbox to digitize and unify its HR systems:

1. Automated Offer Generation

System-generated offer letters with auto-filled data, digital signatures, and version control, reducing onboarding time, manual effort and ensuring consistency.

2. Payroll Optimization

Automated workflows for 9,500+ employees across complex structures; digitized tax declarations and enabled mobile payslip access, with integrated payroll-data visibility.

3. Unified Compensation Architecture

Darwinbox was implemented as the unified platform for payroll, replacing legacy compensation systems. Compensation data was migrated and fully integrated with core HR modules, enabling scalable payroll operations across joint ventures and varied employee types.

4. Performance System Migration & Unification

Migrated 7,500+ employees from SuccessFactors to Darwinbox, consolidating core HR processes into one platform for a more cohesive experience across processes.

5. Recognition Digitization

Launched quarterly individual/team awards and real-time "High-Five" peer recognitions via Darwinbox's transparent, point-based system, improving visibility and participation.

6. Helpdesk Deployment

Deployed Darwinbox Helpdesk with 200+ curated FAQs and a centralized ticketing system for faster, trackable query resolution.

7. Single Sign-On Integration

Unified access to multiple systems through Darwinbox, enhancing user convenience and adoption.



Outcomes & Metrics

- **Streamlined Onboarding:** ~100 appointment letters processed monthly with minimal manual effort and faster TAT.
- **Efficient Confirmations:** ~200 confirmations processed quarterly with automated workflows to improve compliance and reduce time spent on manually tracking upcoming confirmations.
- **Recognition Surge:** 3x increase in participation—~600 nominations and ~1,000 "High-Five" recognitions per quarter—fostering a culture of appreciation.
- **Payroll Excellence:** Digitized payroll for 9,500+ employees with improved accuracy, reduced manual errors, real-time visibility, and mobile-first access to payslips and tax declarations.
- **Unified Payroll Governance:** Replaced legacy compensation systems with Darwinbox, establishing a single source of truth for payroll. This eliminated data silos, ensured policy alignment, and significantly minimized payroll errors and compliance risk.

- **Performance System Adoption:** 7,500+ employees now use Darwinbox for performance management—reflecting platform-wide adoption beyond core HR functions.
- **Query Resolution Efficiency:** Average 1 ticket per employee per quarter, with 24-hour TAT and centralized tracking via Helpdesk.
- **Unified HR Ecosystem:** Darwinbox now serves as the single source of truth for Thermax's HR operations.



Award Recognition

Thermax's transformation journey was recently recognized with a prestigious industry award, validating its commitment to digital innovation in HR.



Conclusion

Thermax unified and digitized its end-to-end HR lifecycle with Darwinbox transforming offer generation, payroll, performance, recognition, and query resolution. By consolidating compensation on a single platform, Thermax reduced payroll errors and manual effort while improving compliance. With 7,500+ employees now managing their performance on Darwinbox and 9,500+ employees receiving real-time HR services, the platform has driven efficiency, engagement, and adoption earning Thermax industry recognition for innovation and strategic impact and establishing HR as a strategic partner in business growth.