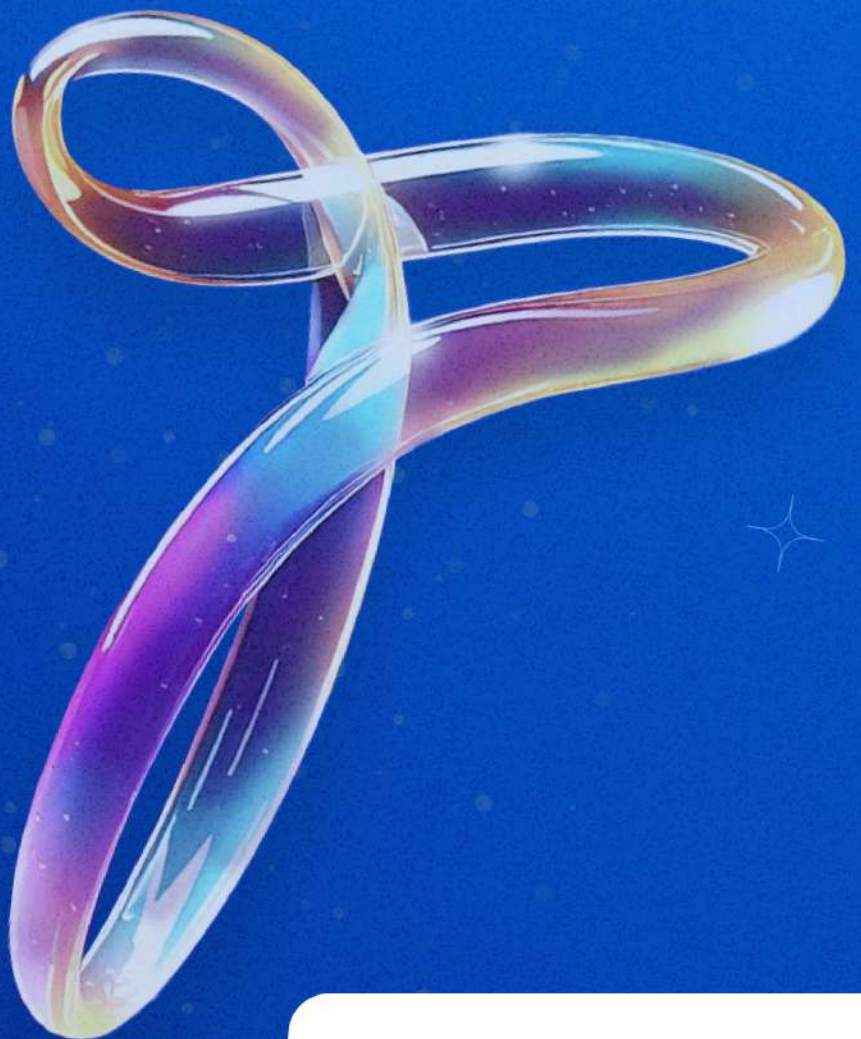


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Vedanta Won Gold for

Infi in Use of Technology in HR Process Redesign & Optimisation



Executive Summary



Vedanta, one of the world's largest natural resources conglomerates, unified HR operations across 16 group companies and 7 industry sectors - spanning over 100,000 employees - through a transformative partnership with Darwinbox. With previously siloed systems and diverse processes, Vedanta re-architected its entire HR ecosystem into a mobile-first, data-driven platform. The result: a harmonized HR landscape with 30+ standardized processes, real-time leadership visibility, and a consistent "One Vedanta" employee experience - driving efficiency, agility, and strategic talent outcomes at scale.

Problem Statement

Operating across mining, metals, oil & gas, power, steel, and aluminum sectors, Vedanta's 16 group companies had developed independent HR processes, legacy systems, and isolated data sources. This operational fragmentation led to - to duplication of effort, inconsistent policies, limited cross-entity visibility, and disjointed employee experiences. Recognizing the need for enterprise-wide agility and data intelligence, Vedanta set out to redesign its HR architecture onto digital-first platform that could support agility, digital maturity, and talent excellence at scale across all its business units.

Key Challenges

- **Diverse and spread-out Tech Stack:** Multiple on-premise and cloud HR systems that were not integrated.
- **Process Decentralization:** Each group company operated with separate policies, workflows, and tools.
- **Data Visibility:** Fragmented employee data limited real-time insights for leadership.

- **Manual Overhead:** Performance and lifecycle processes had limited scalability, with manual management of over 85,000 contract workers in the absence of automation.
- **Limited Adoption:** Legacy systems lacked intuitive design and mobile readiness, hindering seamless ESS/MSS adoption, particularly across Vedanta's diverse and geographically dispersed workforce.



Technology & Analytics-Led Solutions

Vedanta partnered with Darwinbox to implement a full-suite HCM transformation - leveraging extensible modules, robust APIs, and mobile-first design to enable end-to-end HR process redesign:

- **Unified Platform:** Integrated 10+ disparate systems into an HCM infrastructure covering onboarding to exit.
- **Process Harmonization:** Standardized 30+ HR processes across all entities, including PMS, attendance, confirmation, separation, and succession.
- **Mobile-First Rollout:** Deployed a mobile-native ESS/MSS interface to ensure accessibility across blue- and white-collar employees.
- **Integrated Dashboards:** Enabled leadership visibility with cross-functional dashboards linking HR, finance and productivity data.
- **Third-Party Integrations:** Seamless integration with SAP, biometric systems, learning, and more via APIs.
- **Workforce-wide Digitization:** Extended the digital HR platform to 85,000+ contract workers and 650+ partner organizations through a customized framework on a dedicated instance.



Outcomes & Metrics

- Unified HR platform across 16 group companies and 7 sectors
- 30+ HR processes standardized, ensuring consistency in policies and experience.

- Strong ESS/MSS adoption across 100,000+ employees through mobile-first design.
- Real-time dashboards enabled unified leadership visibility across HR, finance, and productivity.
- 85K+ contract workers and 650+ partners onboarded into HCM ecosystem.
- Single source of truth for all employee data across geographies and business units.
- Seamless cross-entity integration, enabling "One Vedanta, One Employee" experience.



Innovation & Differentiation

What makes this transformation truly pathbreaking is its scale, depth, and strategic orchestration. Few organizations have achieved digital unification across such a diverse and operationally intense conglomerate. Vedanta not only integrated and harmonized HR across 16 entities, but also extended this digitization to contract and partner ecosystems, redefining the meaning of inclusive HR transformation. The use of real-time dashboards, cross-platform integrations, and AI-powered engagement (via Darwinbox's Vibe module) positions this transformation at the cutting edge of enterprise HR innovation, while reinforcing Vedanta's vision of a connected, data-first future.



Strategic Alignment

Vedanta's transformation directly supports its enterprise-wide shift toward a data-driven, digital-first culture. Unified HR processes now enable faster decision-making, stronger governance, and talent development at scale. By creating a scalable HR backbone, Vedanta has enhanced its ability to manage performance, drive internal mobility, and align people strategy with business outcomes - paving the way for sustained growth and leadership in the global natural resources industry.



Change Management & Adoption

Vedanta drove adoption through a robust change strategy focused on:

- Phased rollouts and parallel runs to minimize disruption.
- Branding the platform as "One Vedanta, One Employee" to foster emotional and cultural alignment.
- Mobile-first design for inclusive adoption across frontline and field roles.
- Real-time support and training for continuous enablement of HR teams and employees.
- Strong governance to align group-level leadership and local HR teams.



Scalability & Future-Readiness

The unified platform now serves as a strategic HR command center - with capabilities to incorporate AI, predictive analytics, and continuous listening. Vedanta is positioned to scale seamlessly across geographies and new business lines, with built-in flexibility to localize without losing standardization. This transformation is not just future-ready - it is future-building.



Conclusion

Vedanta unified HR operations across 16 group companies and 100,000+ employees with Darwinbox -standardizing 30+ processes, integrating 10+ systems, and digitizing 85K+ contract workers, through a customized framework on a separate instance. With mobile-first access, real-time dashboards, and seamless cross-entity workflows, Vedanta delivers a "One Employee" experience across sectors. This end-to-end transformation redefines how HR drives strategy, scale, and speed across one of India's most complex and diversified conglomerates.