



SHARMILAA THAKUR

Global HR Leader | Award-Winning Talent & People Transformation Strategist | AI-Enabled Innovation
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EXECUTIVE SUMMARY

Global HR Leader with 25+ years across India, APAC, EMEA, France, and North America. Recognized among the “Most Influential HR Leaders Under 50” and recipient of India’s Best Talent Management Leader Award 2025. Currently leading a large-scale GCC-to-Systems-Integrator workforce transformation for a major Saudi telecom group — spanning workforce planning, career architecture, total rewards, AI governance, and multi-geography policy design. Deep expertise in HR strategy, OD, talent management, leadership development, compensation, DEI, and digital/AI-enabled HR, with strong governance, risk, and compliance credentials.

CORE COMPETENCIES

Strategic Human Resource Planning • Organization Design & Organizational Development • Workforce Transformation (GCC to System Integration) • Executive Business Partnering • Board & Leadership Advisory • HR Strategy & Governance • HR Budgeting & Financial Planning • Global Talent Acquisition • Employer Branding • Leadership Development • Executive Coaching • Succession Planning • Performance & Rewards Strategy • Global Compensation & Benefits • Employee Experience & Culture Transformation • Diversity, Equity & Inclusion (DEI) • Change Management • M&A Due Diligence & Post-Merger Integration • HR Transformation & Digital HR • AI Governance & HR Technology (SAP Success factors, Workday, HRIS) • People Analytics & Predictive Workforce Planning • Global Shared Services (GCC/GBS) • Vendor & Outsourcing Management • Procurement & Contract Governance • Employment Law & Industrial Relations • Risk Management & Compliance • Learning & Development • Centres of Excellence (CoE) • Lean Management & Operational Excellence • Startup & Hyper-Growth Business Scaling

PROFESSIONAL EXPERIENCE

Head of HR | Mobily InfoTech (MIT) — Etisalat Etihad Group / Mobily, Saudi Arabia

February 2026 – Present | Bengaluru, India (Group HR: India, Egypt & KSA)

- Leading the organization’s GCC-to-Systems-Integrator (SI) transformation HR strategy; authored a year-by-year workforce and cost plan through FY2029-30
- Redesigned end-to-end grade/career architecture and built workforce plans for all 7 Centres of Excellence, including a dedicated ServiceNow, Quality Excellence Testing and Cloud CoE build-out
- Led a Board-directed retention strategy and ESAT action plan; launched a flagship Leadership Academy for high-potential managers
- Overhauled career-grading and salary-benchmark framework for India, KSA and Egypt.
- Designed Rewards & Recognition programme across 3 geographies India, KSA and Egypt.
- Established the organization’s AI Governance Policy and AI Usage Policy; led shadow-mode evaluation of AI coding tools
- Automated executive HR dashboards and predictive analytics reports, enabling data-driven decisions across talent acquisition, workforce planning, learning, and retention.
- Built predictive attrition models and workforce analytics that improved retention planning, optimized headcount forecasting, and aligned talent strategies with business objectives.
- Developed business intelligence dashboards providing real-time visibility into HR metrics, supporting strategic workforce planning and capability development aligned with organizational goals.

Head of People and Culture | SitusAMC

January 2025 – February 2026 | Real Estate & Financial Services (~5,000 employees)

- Drove enterprise-wide human capital strategy aligning talent, culture, and business goals across distributed, cross-border teams
- Reduced attrition by 20% in offshore teams; launched a global leadership accelerator and digital HR/analytics solutions
- Led multi-region HR transformation, change management, and M&A integration with a people-first approach

HR Advisory | PepsiCo — Commercial, Supply Chain, Manufacturing & Frontline

June 2023 – January 2025

- Advised business leaders on workforce planning, org design, and talent development; improved engagement 15% and sales-team engagement 15%
- Advanced DE&I agenda, contributing to a 12% increase in underrepresented talent in leadership pipelines
- Delivered people analytics (attrition, engagement, skill gaps) to influence commercial and supply chain strategy

HR Leader & Head Human Capital | Bureau Veritas GSSC — India, Malaysia & France

November 2014 – May 2023 | Responsible for 3,800 employees globally

- Set up and scaled the BV GSSC Centre in India (250→875 resources over 8 years); built and scaled shared service centres in France, Malaysia, and Global Finance Operations
- Led global compensation, job architecture (with Mercer & Aon), and Hay Banding methodology across all regions
- Project Manager for BVOCAL global engagement survey (80,000 employees, 37 languages, 140 countries) and a global DEI survey (50,000 employees, 23 languages)
- Implemented SAP HRIS/SuccessFactors globally across 123 countries;
- Led EV Testing & Innovation Centre HR strategy and capability build
- Bureau Veritas, Established Comprehensive HR governance FY 2014-2025: Developed & steered a comprehensive HR governance function for the India, France Malaysia and Dubai region with a business volume of USD 400 million. Reduced personnel costs from 45% to 37% of revenue.
- Bureau Veritas, Retention Strategy: Developed employee retention, reducing voluntary attrition from 15% to 9%, with increased employee engagement. Saved USD 500K per annum in replacement costs by recruiting and retaining local talent in India, France, Malaysia and Dubai.
- Bureau Veritas, HR Digitisation & Business Automation: Successfully implemented SAP Success Factors HRIS and Ramco Common Payroll, resulting in a 95% paperless workflow within 2 years, and ROI achieved within 5 years. Pay rolling processes improved from 5 days to 1 day. Leave management TAT reduced from 2 days to 1 hour.
- Bureau Veritas, Diversity, Equity & Inclusion: Created DEI plan impacting an increase from 3% to 22 % with women in leadership roles (28%), employees from 60 nationalities, proactive implementation based on data analytics, employee survey results to address inclusion.
- Established GSSC for Marine and offshore division in India and Malaysia and Spain with incentive schemes which resulted in 20% to 30 % YOY organic growth and order pipeline.

EARLIER CAREER (2000–2014)

Director HR, Genesis Forte Tech (India & Dubai), 2012–2014: HR Business Partner to senior management for 5,000 employees across India & Middle East; led business construct, span-of-control, and job evaluation initiatives

Head of HR, Assign Ventures Pvt Ltd (India & US), 2007–2012: Established Noida Offshore Development Centre, scaling 200→1,000+ resources; led full HR function build-out and competency/succession frameworks

HR Partner (PepsiCo & HP via HR Craft), 2004–2007

HR Manager, Cincom Systems (US & Australia), 2000–2004: Built India Shared Service Centre from 5→965 professionals across India, APAC, and US; led plant HR, engagement surveys, and performance/compensation programmes

EDUCATION & CERTIFICATIONS

MBA, Human Resources — Symbiosis, Pune (2001) | Business Analytics for Strategic & Tactical Decision Making — IIM Kolkata (2018) | M.Com & B.Com, Business Finance/Economics & Management — JNVU

Independent Director Certified Program · Apex Foundation Organisation Leadership Program · SHRM-CP(S) · HR Analytics — AON Hewitt · MBTI Certified Practitioner · Six Sigma Green Belt, Thomas Assessment, Assessment Centre- XLRI

AWARDS & RECOGNITION

Cover Feature & Lead Story, “Driving AI Insights in People and Culture” — The Indian Achievers Magazine (June 2026) · Most Influential HR Leaders Under 50 · India’s Best Talent Management Leader Award (2025) · Podcast Host, “Leadership Lens: Beyond Titles – The People Matrix That Matters” Best CHRO 2026- ET