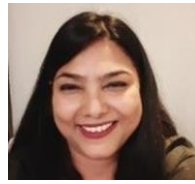


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Summary

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

With 25+ years of experience shaping future-ready organizations across India, APAC, EMEA, France, and North America, I am recognized as one of the "Most Influential HR Leaders Under 50" and recipient of India's Best Talent Management Leader Award 2025. I specialize in transforming organizational capability and performance through HR strategy, OD, talent management, leadership development, culture change, employee engagement, rewards & benefits, wellbeing, coaching, DEI, and digital HR initiatives, with strong expertise in compliance, governance, risk management, financial oversight, and CSR. Recently, I leveraged AI and Generative AI tools such as Claude, Jasper AI, DALL·E, Midjourney, DeepSeek, ChatGPT, and Copilot to automate HR analytics, LMS content, and data visualization, driving smarter decisions and measurable impact. I am passionate about building agile, people-centric, and digitally intelligent organizations that thrive at the intersection of strategy, innovation, and human potential.

Skills

Strategy Planning

- Organizational Development
- Competency Development
- Leadership coaching & Mentoring
- Performance Management
- Learning & Development
- Global Compensation Management
- Talent Acquisition & Retention
- HR Transformation and Design Thinking
- AI tool for Recruitments and On boarding
- SAP HR, Workday, HR MIS & Reporting, Balance Scorecard,
- Culture Change Management

Education

MBA Symbiosis Pune Human Resource 2001

M.Com Business Finance, Economic & Mgt from JNVU 1999,

B.Com Business Finance, Economic & Mgt from JNVU 1997,
Business Analytics for Strategic & Tactical Decision Making
IIM Kolkata Dec 2018

Certifications

- HR Analytics AON Hewitt 2019
- Thomas Profile May 2018
- MBTI Nov 2017
- Hay Banding June 2015
- Gallup Strength
- Six Sigma Green Belt,
- SHRMSCP Certified, DISC,

Synopsis

- personally motivated by enabling and unlocking individual and organizational growth through both professional and philanthropic endeavors, and energized by challenging and removing barriers that hinder individual, company and social progress. A leader with the genuine ability to challenge norms, authentically connect across all levels of the company and who brings a high level of energy, fun, passion and drive to achieve outcomes with a practical and savvy approach.
- Finalist of EMEA WeQual Awards People Category recognizing exceptional women positioned to improve gender balance at Board Level of the world's largest companies. At Genesis part of a winning team awarded Best Talent Management Award, Graduate Scheme of the Year and Responsible Business of the Year. I lead an HR team of 15 and am responsible for HR Strategy and implementation for an employee base of 3500, covering a breadth of skills from field based technicians to software developers through to sales and marketing professionals.
- Transformative Expertise:
- Recognized for pioneering HR futures and driving tangible results across industries and geographies.
- Championing talent ecosystems that unlock potential and drive organizational success.
- Shaping future workplaces through trailblazing HR strategies and thought leadership.
- Pioneered the setup and launch of new facilities, optimizing workflows and driving rapid growth.
- Led cross-functional teams to develop and implement efficient processes, resulting in streamlined operations and increased productivity
- Strategic Vision:
- Proven track record of executing strategic plans, aligning operations with overarching business goals.
- Committed to implementing scalable solutions that support both immediate needs and long-term growth.
- Accomplishments:
- Led HR transformations at global organizations, fostering cultures of innovation and collaboration.
- Drove significant improvements in employee engagement, performance, and retention.
- Pioneered the setup and launch of new facilities, optimizing workflows and driving rapid growth.
- Led cross-functional teams to develop and implement efficient processes, resulting in streamlined operations and increased productivity.
- Awarded employee of the year for 2 consecutive years for successfully implemented and run the global Project on DEI and Employee engagement.
- Visionary Speaker:
- "Shaping Future Workplaces: Innovating HR Practices"
- "Navigating the Future of Work: Insights from an HR Visionary"
- "Cultivating Talent Ecosystems: The HR Thought Leader's Approach"
- "Pioneering HR Futures: Inspiring Progress in People"
- "Unleashing Human Potential: HR Leadership for the Future"
- "Architecting Organizational Success: The HR Thought Leader's Approach"
- "TRIUM 2.0 and 3.0 on DEI and Gender Pay Gap"

SitusAMC : People and Culture Head- Jan 2025

As Head of People and Culture at SitusAMC, (10,000 employees)

- I have driven enterprise-wide human capital initiatives that align talent, culture, and business strategy within the real estate and financial services sector.
- Specialize in building scalable HR frameworks that support distributed, cross-border teams while fostering inclusive, performance-driven cultures.
- With deep expertise in talent acquisition, leadership development, organizational design, employee engagement, and DEI, I have successfully led multi-region HR transformations, change management programs, and M&A integrations with a people-first approach.
- Partner closely with U.S. and India-based leadership to ensure compliance, cultural alignment, and operational efficiency. Key contributions include reducing attrition by 20% in offshore teams through targeted engagement strategies, launching a global leadership accelerator, and introducing digital HR solutions that improved HR service delivery and analytics.
- **Core Competencies:**
 - Cross-border Talent Strategy (U.S. & India)
 - Organizational Development & Culture Design
 - M&A Integration & Change Management
 - Leadership Development & Succession Planning
 - DEI, Employee Engagement & Retention
 - HR Technology (Workday, Peek on, Day force)
 - Policy Development & Compliance (FMLA, EEO, POSH, ID Act)
 - Executive Coaching & Strategic Business Partnering

Pepsi co- HR Advisory June 2023 January 2025 (1,50,000 employee)

- Acted as a strategic HR advisor to business leaders across multiple functions, providing guidance on workforce planning, organizational design, and talent development aligned with PepsiCo's performance-driven culture.
- Partnered with cross-functional leadership teams to implement people strategies that supported commercial and supply chain objectives, resulting in a 15% increase in team engagement scores.
- Led employee relations initiatives, ensuring fair resolution of workplace concerns and adherence to company values and labor law compliance across a diverse workforce.
- Supported PepsiCo's DE&I agenda by advising on inclusive hiring practices, talent reviews, and leadership development programs, helping achieve a 12% increase in underrepresented talent in leadership pipelines.
- Delivered data-driven insights from people analytics to influence key business decisions, including turnover trends, engagement metrics, and capability gaps.
- Facilitated organizational change initiatives, including restructuring and process redesigns, while mitigating risk and maintaining high employee morale and compliance.
- Coached and influenced front-line and mid-level leaders to enhance leadership capability, improve team performance, and build a strong talent bench.
- Collaborated with global HR CoEs (Talent Acquisition, L&D, Total Rewards) to execute enterprise-wide HR initiatives with consistent local adaptation and employee experience alignment.

HR Leader & Head Human Capital –Nov 14 May 2023

Bureau Veritas GSSC India, Malaysia & France

Global Shared Services Setup, Operations Management & Strategy

- Took up the challenge of Setting up and established BV GSSC Centre in India
- Scaled up the operations to 250 resources in 3 years, 560 resources in 6years and 875 resources in 8 years.
- Ramped up 150 shared services resources from 120 to 345 in France.
- Setup Shared Service Centre in Malaysia and ramped it up to 250.
- Setup shared service centre for Global Finance Operations and scaled up to 280 headcounts.
- Established HR Processes, Practices and Policies at Global Shared Service Centre at BV.
- Had the opportunity of leading Talent Management teams in location, India, France and Malaysia, transformation initiatives likes Organization Diagnostics, Global Compensation & Benchmarking, Change Management at 4 locations globally, Manpower Forecasting, Performance Development, Leadership Hiring, Competency Development, Succession Planning, Learning and Development. Skilling and up skilling the resources. Developing employees for future.

- Single point of contact for Top Management on all People Matters
- Building an effective and constructive employee relations environment with the Trade Unions.
- Managed global broad-based compensation initiatives, including global job architecture, salary, short- term incentives, equity incentives, sales incentives, and recognition programs.
- Closure of Defined Benefit Pension Scheme to future accrual.
- Winning a major contract increasing employee numbers by 60% and leading successful TUPE in and transition of contract.
- Effectively collaborated across global teams with diverse time zones, maintaining a balanced work perspective.
- Responsible for 3800 employees across the globe (Geography). Overseeing areas of Human Resources including Employee Engagement.
- Driving strategic initiatives for the senior management – Business construct framework, Span of Control,
- Job Evaluation with various linkages, driving construct for calibration of ratings for this group.
- Involved in leadership role in strategizing HR interventions, Leading organizational change initiatives and communication for key organization changes. Implemented organizational design and development programs.
- Translating business strategy into HR strategy. Providing leadership in transformation initiatives, internal
- change management processes, employee engagement initiatives, retention strategies and responsible for driving a strategic diversity agenda.
- Developing HR strategy with the senior leadership team and leading its implementation.
- Driving functional excellence through talent retention, process and technology improvements, while leading strategic change in the business through focus on culture, employee performance and engagement, cost and infrastructure control.
- Responsible for HR budget planning and ensuring that staff cost is within budget while ensuring efficiency and effectiveness.
- Transformed the HR function by implementing automated HRIS and ATS systems, streamlining HR processes, and reducing administrative overhead by 30%.
- Led organizational change management efforts during a merger, ensuring a smooth integration of company cultures and effective talent retention strategies.
- Prepare for and address litigation matters arising from employee relations, ensuring a fair and legal resolution.
- Demonstrate expertise in disciplinary, grievance, Performance Improvement Plans (PIP), redundancy, and Prevention of Sexual Harassment (POSH) policies, ensuring adherence to company guidelines and legal requirements.
- Developed and implemented in partnership with the leadership community BV values and Behaviors and embedding them through the employee life cycle.
- Ensured compliance with labor laws, regulations, and company policies, minimizing legal risks and promoting a safe working environment.
- **Focus Initiatives:** Partnered with the business leadership to **set up an R&D and Testing Centre dedicated to Electric Vehicles (EVs)** for Bureau Veritas clients in India. This included building inspection, certification, and compliance capability for battery safety, charging infrastructure, and EV components.
- **Innovation Lab Concept:** Designed and launched a **cross-functional “Innovation Lab”** that brought together engineers, data scientists, and operations experts. The Lab’s purpose was to **train and mentor talent in emerging EV technologies**, accelerate capability building, and create new service lines for automotive and mobility clients.
- **Talent Strategy for EV Ecosystem:** Developed tailored **learning and upskilling programs for EV testing and inspection specialists**, ensuring alignment with evolving client needs in the sustainable mobility sector.
- **Cross-Industry Talent Integration:** Championed talent programs that integrated employees from **mechanical, electrical, and digital backgrounds** to collaborate on EV-related testing and certification projects, fostering a pipeline of multi-skilled professionals.

Compensations & Benefits

- ✓ Champion the organization's compensation philosophy and partner across different stakeholders to ensure compensation programs are designed and delivered in alignment with compensation, total rewards, and HR objectives.
- ✓ Provide strategic leadership related to compensation issues and solutions ranging from individual employee recommendations to unique compensation program interventions (e.g., retention programs, one-time payments, off-cycle increases, etc.).
- ✓ Influence the direction and design innovative solutions for compensation programs by understanding the business, anticipating, and diagnosing client needs, and utilizing best practice knowledge.
- ✓ Manage the annual market analysis, including survey participation, market pricing practices, salary structures, budget recommendations and involvement in data preparation, data analysis, development and delivery of observations, and recommendations to Group CIO and VP Finance.
- ✓ Introduced Job architecture framework in BV to provides an employee centric environment Collaborated with Mercer and Aon to establish a robust career architecture framework with consistent Job analysis and Job evaluation. Leading to career progression for all employees helped Bureau Veritas to create a baseline for fair and equitable enterprise-wide job and title evaluation.
- ✓ Oversee the development and administration of competitive compensation packages, short-term incentives, and recognition programs to attract, motivate, and retain top talent in all regions. Stay updated on industry trends, ensuring our compensation and benefits packages remain competitive and compliant with legal requirements.

Talent Acquisition and Talent Management

- ✓ *Worked on improving the bottom line to reduce the impact on Pyramid cost. (Hired, mentored and trained Freshers).*
- ✓ Instrumental in Hiring Top Leaders/Business Managers, CXOs across Globe. Specialist in Campus hiring specially IT and BFSI
- ✓ Introduced and implemented Hay Banding Methodology and graded job and people pan India, aligning with the Global strategy.
- ✓ Acting as a mentor for leadership talent and assessor for global talent programs Off-shoring IT and product facility from US base to overseas.
- ✓ Adept at People Management & Development – Designed and implemented competency based Performance Management System, Competency Mapping and Career progression
- ✓ Align with Global strategy, implemented Talent Management philosophy and 9 Box matrixes for career progression and succession planning.
- ✓ Talent Development globally, created cross-functional teams.
- ✓ Implemented MBTI Type Indicator in France, India and Malaysia covering 400 Top employees.
- ✓ Developed and implemented in partnership with the leadership community BV values and Behaviors and embedding them through the employee life cycle.
- ✓ Development of Talent Management Strategy for both leadership and technical talent.
- ✓ Proven ability in building high performance teams. Led and managed a high-performing team of OD professionals, delivering exceptional results in talent development initiatives.
- ✓ Championed leadership development programs, succession planning, and performance management initiatives.
- ✓ Spearheaded workforce management strategies that significantly improved service levels and operational efficiency, aligning with the organization's objectives.
- ✓ Led and mentored a high-performing team, fostering a collaborative and innovative work environment.
- ✓ Implemented data-driven decision-making processes, leveraging accurate forecasts and staffing schedules to enhance service level adherence.
- ✓ Established robust reporting mechanisms that provided comprehensive insights into staffing and workload trends, service levels, and key performance indicators.
- ✓ Implemented process improvements, enhancing workforce management efficiency and productivity.

Employee Engagement & On-boarding

- ✓ Project Manager for BVOCAL (4 years), Global Survey in 37 languages for 80,000 employees YOY (140 Countries). Trained Sr. VP HRs and Business VPs (stakeholders) on survey results. On basis of results, deriving strategies to create future plan of action for the year.
- ✓ Improved employee engagement by 6% and enablement by 5%
- ✓ Digitalized On boarding experience and launched On-boarding Survey for 30 and 90 days on GLINT platform (Globally) Digitalized Exit Interview Survey Globally for Bureau Veritas.
- ✓ Managed employee relations, implementing disciplinary procedures, handling grievances, and overseeing Performance Improvement Plans (PIP) and redundancy processes.
- ✓ Track, report, and analyze Employee Relations (ER) data and trends, proactively creating a positive organizational culture and building manager capabilities.
- ✓ Spearheaded the development and execution of the company's HR strategy, resulting in improved employee satisfaction by 20% and a 15% reduction in turnover.

Learning & Development

- ✓ Qualitative experience in managing the entire Training & Development functions: effective Training Need Identification, training budget, training calendar, training metrics and Training Effectiveness Measurement contributing to overall organization growth.
- ✓ Cross Train and up-skilled the workforce to create a multi skilled workforce to reduced cost of hire and utilize full potential of workforce resulting in origination success and employee satisfaction.
- ✓ Implemented E-Learning platform for India which was then implemented globally for BV.
- ✓ Training and Development through innovative Learning (Games) PACIFIC - Leadership Game (for identifying next level leaders as well as for ExCom. Designed and implemented a comprehensive employee training and development program, resulting in a 25% increase in employee skill levels and productivity.
- ✓ Conducted in-depth needs analyses to identify competency gaps and developed effective solutions to enhance employee skills at all levels.
- ✓ Designed and implemented organization-wide L&OD strategies aligned with company goals, fostering individual development and positive stakeholder relationships.
- ✓ Led cross-functional teams in the design and delivery of impactful L&OD programs, ensuring alignment with business objectives and compliance with organizational needs.
- ✓ Utilized data-driven insights to monitor the ROI of L&OD programs, driving continuous improvement initiatives and enhancing program effectiveness.
- ✓ Fostered strategic relationships with internal and external stakeholders, creating positive end-to-end learning experiences and ensuring engagement.
- ✓ Managed training systems, content, and support materials, ensuring their relevance, effectiveness, and compliance with organizational standards.
- ✓ Fostered a culture of continuous learning, innovation, diversity, and inclusion.
- ✓ Created Learning strategies for multiple geographies.
- ✓ Initiated mentoring and coaching for individuals.
- ✓ Evaluation of pre and post training outcomes.
- ✓ Help stakeholders developed future ready workforce.
- ✓ Budget and contract negotiation.
- ✓ Instrumental in setting up e-learning platform including Udemy. Implement mentoring and coaching programs to support employee growth and career development.
- ✓ Develop and support a college graduate training and development program. Stay updated on industry trends and best practices in learning and development to continuously improve training offerings.

Transformation & Change Management

- ✓ Had the opportunity of leading transformation initiatives like Organization Diagnostics, Global Compensation, and Change Management at 4 locations globally.
- ✓ Implemented SAP HRIS, AI Recruitment tool Globally, SharePoint for HR. Digitalized payroll process by consolidating and setting up Central payroll system for India.
- ✓ Implement and manage digital automation of HR processes across the organization, including profile searches in big data, AI recruitment, on boarding, workflow, and payroll vendors, HR analytics in BI and Tableau reports, and reviews.
- ✓ Accountable for delivery of People & Culture transformation projects within Bureau Veritas. Working with the CPO, HRVP and global HR teams globally for successful execution of programs at ground level through building the required organization, aligning stakeholders across teams, and driving the resourcing, budgeting & process management
- ✓ Responsible for defining and management of digital HR strategy and HR innovation roadmap.
- ✓ Leading a global team of HRIS Sr. analysts and responsible for successfully delivering complex HR systems implementations in 123 countries and driving user adoption (SAP Success Factors, UKG, CSOD).
- ✓ The team designs and supports HRIS system configuration, enhancements & maintenance which includes Core HCM, Recruitment, On boarding, Performance, Goals, Compensation, Succession Planning, Learning & development, Time & Attendance
- ✓ Currently engage with Global CIO for Transformation project for Bureau Veritas.
- ✓ Responsible for Global Change and Communication, a Group CIO initiative.

DEI

- ✓ Project Manager for DEI Global Survey for 50,000 employees in 23 languages. (50 Countries)
- ✓ Spearhead the development and implementation of world-class Diversity Equity and Inclusion strategies, focusing on the pivotal role of managers in decision-making processes.
- ✓ Lead and manage a diverse team, fostering collaboration on a global scale to deliver high-quality results.
- ✓ Coach senior leaders and DEI champions on internal communication strategies, ensuring alignment with the firm's inclusive values.
- ✓ Collaborate with leadership, including Divisional Leadership, the Global Diversity Committee to drive DEI initiatives.
- ✓ Provided advisory services to various diverse populations, focusing on women, disability, LGBTQ+, religion and culture, and veterans.
- ✓ Strengthen the Organization's external brand as a champion of diversity, attracting and retaining top talent.
- ✓ Drive accountability and governance for global representation goals and other board commitments, utilizing data and metrics to measure progress.
- ✓ Advise on the development and delivery of diversity recruitment, retention, and promotion practices, expanding existing programs with proven impact.
- ✓ Stay updated on regulatory/policy changes and local advocacy, ensuring the firm's compliance with diversity-related regulations.
- ✓ Support the Organization's participation in benchmarking surveys and regional award submissions, acting as a conduit for research and intelligence in the diversity arena.
- ✓ Partnered with functional DEI BP's and local HR business partners to develop a holistic DEI strategy for talent within the region.
- ✓ Implemented global DEI offerings locally by adapting programs to meet regional needs and managed interventions to support DEI objectives across countries.
- ✓ Data Analysis and Reporting: Analyzed data to identify trends, insights, and gaps, measuring the success of regional DEI initiatives.
- ✓ Coordinated DEI compliance reporting within the region, collaborating with various stakeholders for accurate information, including gender pay equity.
- ✓ Stakeholder Management and Brand Building: Proactively sought brand-building opportunities, as an employer of choice in the external DEI market.
- ✓ Managed regional Employee Belonging Group (EBG) leaders, driving focus on regional DEI goals and fostering community building.

- ✓ Vendor Collaboration and Global Teamwork: Identified relevant third-party expertise to support DEI initiatives and collaborated with vendors when necessary.

Director HR – 2012 to 2014 Genesis Forte Tech., India & Dubai

- ✓ Overseeing areas of Human Resources including Employee Engagement, Employee Relations for the top 5000 employees in India & Middle East, Communication, Diversity, and Culture Change. Also responsible for budgeting, Project managing various projects, Involvement in Global projects. HR Business Partner for the senior management, Sales, Finance, Internal IT and other enabling functions.
- ✓ Driving strategic initiatives for the senior management – Business construct framework, Span of Control, Job Evaluation with various linkages, driving construct for calibration of ratings for this group.
- ✓ Leading Engage to Drive Change initiative for Asia. Part of the Global CORE team (4 member team) in developing in-house engagement solution.
- ✓ Responsible for providing strategic HR business partner support for activities within the HR function – workforce planning, employee engagement and retention strategies, policy development and interpretation, coaching, recognition and rewards, employee relations, etc.
- ✓ Involved in leadership role in strategizing HR interventions, Leading organizational change initiatives and communication for key organization changes. Implemented organizational design and development programs.
- ✓ Translating business strategy into HR strategy. Providing leadership in transformation initiatives, internal change management processes, employee engagement initiatives, retention strategies and responsible for driving a strategic diversity agenda.
- ✓ Developing HR strategy with the senior leadership team and leading its implementation for 5000 employees.

Head of HR – 2007 to 2012 Assign Ventures Pvt Ltd., India & US

- ✓ Established Offshore Development Centre in Noida and scaled up the centre from 200 resources to 1000+ resources
- ✓ Part of core team involved in driving C-Change initiative (Organization Development). This initiative aims to bring about key changes in the organization processes and culture.
- ✓ Revamping compensation and benefits structure and aligned with performance.
- ✓ Aligning Role Based structure to compensation.
- ✓ Administration of all HR functions of Performance Management, Talent Acquisition, Talent Management & Development, Compensation and Benefits, Employee Engagement, Learning & Development, Employee relations.
- ✓ Implementation of SAP HRIS, Success Factor and Ramco Tool.
- ✓ HR legal and Internal/External audit compliance.
- ✓ Strategic business partner, worked closely with CEO and Business head for conceptualizing strategy to achieve business goals, Talent retention through conducting Stay Interview. Successfully implemented BSC, Talent acquisitions via using CBIT
- ✓ Designed Competency model, Designed Career and Succession Planning - Charted Career Paths for business units..
- ✓ Survey result analysis, communication and action planning along with key stakeholders like country manager, unit heads and functional heads.
- ✓ Diversity management through customized employee engagement initiatives to keep local and foreign workforce integrated.
- ✓ HR Budgeting and Planning for all functions.
- ✓ Change Management and Communication

Head of HR – 2004 to 2007 HR Craft, (Client HP and Pepsi)

- ✓ PEPSI -: Functions handled -Employee Survey, Manager Connect, Team Effectiveness programs, Performance Evaluation.
- ✓ Responsible for Balance Scorecard for VPs and Sr. Managers

- ✓ Act as Community leader for HR Operations team in the center and work towards 'One-HR'.
- ✓ Defines, socializes and deploys overall Associate Engagement strategy in the center
- ✓ Drive services compliance on all processes and procedures (taking into account localizations), Self-Service, and Data Analytics & Reporting requirements
- ✓ Drive process improvement throughout the center
- ✓ Focusing on identification, selection, and retention of world-class talent to ensure a dynamic pipeline of talent
- ✓ HP-: Employee Satisfaction Survey, Managers connect Survey, Capability Mapping.
- ✓ Partnering with client leadership and local HR counterparts to plan and execute strategies that ensure maximum engagement of human resource capital
- ✓ Provide leadership in support of organizational direction and culture. Manage employee performance using established company tools/methodology and set an example for team members
- ✓ Partner closely with COEs, HRBPs and other global teams for the delivery of all policies, programs and tasks across the region. The role also partners closely with the above stakeholders across geographies, to drive standardization, improvements and effectiveness of services provided, utilizing relevant measurement and feedback tools to ensure the quality and value of service delivered meets standards and Operating / Service Level Agreements.

HR Manager – 2000 to 2004 Cincom Systems Inc, US& Australia

- ✓ Collaborated with Global Managing Director for establishing Shared Service Centre in New Delhi, India and helped scale up the operations from 5 Sales resources to 1015 IT professionals.
- ✓ Talent Acquisition, Talent Management, Performance Management, CBIT, Reward and Recognition, Employee Relations and ESS
- ✓ Accountable for end-to-end HR operations to the business leveraging Functional Expertise.
- ✓ Supports the Organization, stakeholders and the execution of HR Processes including Culture/Employee Engagement, Talent Acquisition, People Reviews, Succession Planning, Capability, Workforce Planning and Career Planning.