



Sveta Ramani
Build. Transform. Perform.

PEOPLE & CULTURE — ADVISORY | CONSULTING |
FRACTIONAL & INTERIM LEADERSHIP

Build. Transform. Perform.

- Clarity before action.
- Humanity with accountability.
- Ambition with discipline.

CAPABILITY PROFILE

*Sustainable performance comes from
simplicity, clarity and intentional
design.*

Introduction

A business transformation advisor who specialises in people.

I'm a business transformation advisor who specialises in people — an independent People & Culture Consultant, Advisor and Transformation Leader with more than two decades helping organisations navigate growth, complexity and change.



My path has run from consulting, to leading global HR and payroll operations at scale (6,000+ employees across 30+ countries), through a series of project- and transformation-based roles, to leading People & Culture at C-suite level — and today, to independent advisory, working with executive leadership teams on the decisions that most shape an organisation's direction.

The common thread has never been a discipline or an industry. It's reading what's really going on beneath the surface, solving genuinely complex problems, and building performance that lasts.

I'm at my best bringing clarity to ambiguity and translating strategy into action — practical, commercially grounded solutions that balance ambition with operational reality.

The biggest risk in most transformation and growth programs is not the strategy. It is the assumption that capability, culture and leadership will catch up on their own. They do not. Closing that gap is where I do my best work.

The perspective I bring

The view from both sides of the table.

I have been the consultant, the executive sponsor and the accountable owner. Today I bring that perspective as an independent advisor.

I've led People & Culture and payroll functions, and sponsored, owned and governed operating-model, transformation, remuneration and technology decisions. I have carried the consequences of those decisions through implementation, and lived with the outcomes.

But my foundations lie in consulting, where I began on the other side of the table: defining the question, challenging assumptions, shaping the response and seeing it through. I've worked from both seats throughout — as sponsor and owner, and as independent advisor.

The result is a balanced perspective that combines strategic, operational, commercial and implementation realities.

The accountability of the owner and the objectivity of the advisor.



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*Strategic People & Culture work, built
around
what your business needs to do next.*

My approach

commercial. human. built to last.

A disciplined way of working — a simple framework, and three principles that run through all of it.

THE FRAMEWORK — where you are determines where the work begins.



Build.

Establishing the foundations required for future success.



Transform.

Translating strategy into action and navigating change effectively.



Perform.

Creating the conditions for sustainable organisational performance.

THE PRINCIPLES — how the work is approached, regardless of where it begins.



Clarity before action.

Understanding the challenge before pursuing the solution.



Humanity with accountability.

Balancing people, culture and leadership with ownership and results.



Ambition with discipline.

Creating meaningful change while remaining grounded in commercial reality.

How we work together

Advise, deliver, lead — three ways to work together.

I advise

Advisory

Independent counsel for high-stakes people and organisational decisions.

I deliver

Consulting

Diagnosing, designing and delivering the work — from clearly defined projects to evolving priorities.

I lead

Fractional & Interim Leadership

Senior People & Culture leadership without a permanent appointment.

Commercial models — how an engagement is priced is a separate question from how I work with you.

Fixed fee

Paying for an outcome.

Time-based

Paying for time used.

Retainer or reserved capacity

Paying for secured capacity.

Any mode can be paired with any structure. Specifics — fees, structure, timelines — are scoped in conversation.

VALUES IN THE WORK

Respect

Every person deserves to be heard, treated fairly and given a genuine opportunity to contribute.

Kindness

Warmth in difficult conversations and hard decisions, without losing clarity, honesty or pace.

Courage

Saying what needs to be said, even when it is uncomfortable.

Continuous Learning

Always looking for a better way to think about a problem and a sharper insight.

Impact

The measure of good work is whether the organisation is stronger because of it.

Areas of capability

01 People Strategy & Roadmap

02 Function Maturity & Capability

03 Operating Model & Organisation Design

04 Workforce Strategy & Capability Planning

05 Leadership & Succession Frameworks

06 Remuneration, Reward & Performance

07 EVP, Engagement & Employee Experience

08 People Governance, Risk & Policy

09 People & Culture Transformation & Integration

10 Payroll, Award & Compliance Remediation

11 HR Digital Transformation & Automation

DISTINCT VALUE CREATION

Executive leadership advisory partnership

Trusted advisor to CPOs and executive teams — translating people, capability and transformation into commercial decisions, and equipping leaders to carry the case to the CEO and Board.

Private equity-backed value creation

Supporting PE-backed growth, post-acquisition integration, operating-model build, capability uplift and multi-entity transformation.

Experience at a glance

A career arc, not a career ladder.

The Foundation — Global Scale — Transformation & Fractional — Executive Leadership — Consulting & Advisory

EARLY 2000S

The Foundation

Human capital transformation and consulting, including Accenture.

FMCG, banking, retail, technology, managed services and BPO · lived and worked across APAC, the UK and the Americas.

2010–2015

Executive Leadership at Global Scale

Global HR and payroll operations across two global corporations — engineering and manufacturing, and biotechnology.

6,000+ workforce · 30+ countries · 20–40+ reports.

2016–2022

Transformation Specialist · Interim & Fractional Support

Six assignments spanning operating-model redesign, post-acquisition integration, retention and engagement, People & Culture operations, project leadership and digital HR transformation.

Technology, e-commerce, retail, logistics, financial services, not-for-profit and BPO.

2022–2024

Executive Leadership · C-Suite

Leadership and ownership of People & Culture, payroll, WHS, Legal and Facilities in a founder-led global scale-up.

CEO succession · Board advisory · remuneration governance · IR · DEI · EVP and pay equity across ANZ, the UK, India, the Philippines and the US.

2024–NOW

Transformation & Strategy Consulting · Advisory

Three assignments across technology, financial services, and professional and managed services.

PE-backed growth · post-acquisition integration · multi-entity transformation · People & Culture strategy · operating models and organisation design · remuneration and incentive frameworks · HR and payroll remediation · workforce risk and ways-of-working alignment.

Where I've operated

The breadth that sharpens the judgement.

20+

Years' experience

30+

Countries

14+

Sectors

Sectors

PE-backed ventures

Professional services

Global consulting & advisory

Industrial engineering & manufacturing

Biotechnology

Technology & IT / ITES

Banking & financial services

FMCG

Retail

E-commerce / digital gaming

Logistics & supply chain

Managed services / BPO

Education & assessment

Not-for-profit

Workforce environments

Private equity-backed growth

Post-acquisition integration

Global & geographically dispersed

Award-covered & unionised

Blue-collar, white-collar & professional

Founder-led transition

Geographies

Deep across APAC — including Japan, China & South Asia — and North America

Broad across Europe

Exposure across the Middle East, Africa and South America

Measurable impact

Outcomes, not activity.

NAVIGATED →

CEO & Executive Succession & Transition

With continuity, governance and leadership stability

SCALED ↑

Headcount

Up to 2× within 18 months — without compromising culture or capability

REDUCED / INCREASED

↓ ↑

Attrition & Retention

Up to 25% improvement across roles

CLOSED ↓

Gender Pay Gap & DEI

From 18% to near-parity — embedded, measured and sustained

DELIVERED ✓

Cost Efficiencies

Across multiple roles through optimisation, automation and redesign

IMPROVED ↑

Employee Experience & Engagement

Measurably improved · EVP and engagement redesign

STREAMLINED ↑

Process Efficiency

Up to 50% improvement through digital transformation & automation

STRENGTHENED ↑

Leadership Capability

Proven improvement in decision-making and team effectiveness

UPLIFTED ↑

Workforce Productivity

Through operating model optimisation and workforce redesign

Work with me

My work sits at the intersection of business performance, people strategy and practical transformation. I help organisations build what is needed, transform how they work, and perform with more clarity, confidence and consistency. That is the thinking behind the work.

If you are shaping what comes next — growth, integration, transition or performance — let's talk.

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