

THANGESWARAN GANESAN

Head – Human Resources & Industrial Relations (HR & IR)

Dynamic and result-oriented HR & IR professional with over 25 years of extensive experience in spearheading HR, IR and Admin functions across diverse industries including automotive, manufacturing, composites, agribusiness and Infrastructure services. Proven track record in policy formulation, strategic HR planning, change management, industrial relations and statutory compliance.

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CORE SKILLS



Strategic HRM
Business Partnering
Talent Acquisition
Employer Branding
Employee Lifecycle
Performance Management
Succession Planning
Leadership Development
Industrial Relations
Trade Union Handling
Statutory Compliance (EPF, ESI, CLRA, Factory Act) HR Budgeting,
HR Policy Formulation & Process Design
HR Automation | SAP HR | HRIS | ERP
ISO, QMS, EMS, C-TPAT, 5S, Kaizen
Employee Engagement & Retention
Greenfield Projects | CSR | EHS | Audits

CORE COMPETENCIES



Career Timeline (Recent 5)



May,25 to Still	Elkayem Auto Ancillaries Pvt Ltd
July,22 May'25	Indocool Composites Private Limited.,
Sep'20 Jun'22	Century Plyboards India Limited
Dec'17 Sep'20	Rasi Seeds (P) Limited.,
Oct'15 Nov'17	Sharadha Terry Products Limited.,
Feb'14 Oct'15	CAG Group of Companies
Dec,07 Feb 14	Suzlon Energy Limited

PROFILE SUMMARY

- Proven HR strategist with 25+ years of leadership experience, including 7 years with MNC Suzlon Energy Ltd., delivering people-driven transformation across corporate and industrial landscapes. Expert in building HR functions from the ground up, leading large-scale workforce management (7,000+), and aligning HR with business strategy.
- Skilled in industrial relations, wage negotiations (ID Act Sec. 12(3) & 18(1)), statutory compliance, and employee engagement. Known for driving high-impact initiatives in succession planning, performance management, Green HR, and organizational culture—resulting in stronger retention, productivity, and employer branding.
- A transformational leader with deep expertise in C&B, grievance handling, administration, and change management. Trusted partner to leadership in steering HR's role as a strategic enabler of growth and organizational excellence.

NOTABLE ACCOMPLISHMENTS ACROSS THE CAREER

- Established Three Greenfield Industrial Plants:** Led end-to-end setup of three manufacturing units, achieving **100% statutory compliance**, timely acquisition of all required **licenses and permits**, and seamless operational rollout.
- Negotiated Four Long-Term Settlements (LTS):** Spearheaded LTS under **Sections 18(1) & 12(3) of the Industrial Disputes Act, 1947**, covering wage revisions, workload rationalization, and productivity-linked benefits — **ensuring sustained industrial harmony and operational efficiency**.
- Successfully Defended High-Stakes Legal Case:** Protected the organization in a complex wrongful death lawsuit filed by the Inspector of Factories, ensuring no legal or financial liability to the company.
- Acted as a Strategic HR Business Partner,** actively driving business planning and workforce strategy in alignment with organizational goals. Spearheaded the creation of functional business clusters (Manufacturing, Sales, R&D, Service), resulting in 20% improvement in production efficiency and achieving the highest-ever sales targets. Success was driven through effective manpower planning, interdepartmental collaboration, and strong alignment with departmental heads.
- Initiated and implemented the Young Talent Development Program** to identify future leaders, fostering their skills and talents to help achieve the organization's vision.
- Led the digital transformation of HR operations** by implementing automation tools for recruitment, payroll, and performance management, reducing process time by 40% and increasing data accuracy.
- Resolved Illegal Strike with Strategic Legal Intervention:** Effectively handled and resolved a sudden illegal strike by contract labor, maintaining business continuity and reinforcing industrial discipline through proactive legal and negotiation strategies.
- Reduced Manpower Cost by 20%:** Delivered a 20% reduction in HR costs by driving initiatives such as competency mapping, JD/KRA realignment, PMS implementation (Balanced Scorecard), and organizational redesign, while cultivating a high-performance culture.
- Introduced employee engagement initiatives** including surveys, recognition programs, and wellness activities that boosted employee satisfaction scores by 25% and reduced attrition by 18%.

WORK EXPERIENCE

Elkayem Auto Ancillaries Pvt Ltd, | Units Covered: Hosur HO, I-IV, Mysore I-II

Head – HR, IR & HRD | May 2025 – Present / Workforce Managed: 1,800+ (on-roll & contractual)

Key Responsibilities & Achievements:

- Spearheaded HR, IR, and Admin functions across multi-location units, driving alignment between HR strategy and business goals.
- Defined HR vision, policies, SOPs, and built HR structure to support organizational growth.
- Led HR automation across recruitment, payroll, and performance systems, boosting efficiency and accuracy.
- Implemented talent acquisition, leadership development, succession planning, and engagement programs to build internal capability.
- Managed HR budgets effectively, ensuring optimal cost control across units.
- Ensured 100% compliance with statutory laws; built strong relationships with regulatory bodies.
- Oversaw welfare programs, EHS implementation, contract labour, and facilities management.
- Handled IR matters, including negotiations, go-slows, and disciplinary actions, maintaining industrial harmony.
- Led annual ESS surveys and executed action plans to improve employee satisfaction.
- Directed CSR and welfare initiatives, enhancing community impact and employer branding.

Indocool Composites Pvt Ltd – Ranipet Units I & II, Trichy & HO Chennai

Head – HR & Admin | July 2022 – May 2025 / Workforce Managed: 2,300+ across

Key Responsibilities & Achievements:

- Led end-to-end HR, IR, and Admin functions across multi-location manufacturing units, aligning people strategy with organizational objectives.
- Crafted and rolled out the company's new HR Vision, Mission, Policies, SOPs, and organizational structure, driving cultural alignment and operational clarity.
- Implemented automated attendance and payroll systems via ERP, ensuring 100% accuracy and process transparency.
- Introduced a monthly KPI review system, significantly improving departmental accountability and production output.
- Successfully deployed legal compliance software, achieving 100% statutory compliance across locations.
- Reorganized and regularized contract labour and interstate migrant workers in line with legal mandates, ensuring workforce stability and risk mitigation.
- Directed talent acquisition, succession planning, L&D, employee engagement, and welfare initiatives, enhancing retention and internal capability.
- Managed all liaison with statutory authorities (EPF, ESI, Factories Inspector, Labour Dept.), ensuring zero compliance issues.
- Handled IR including wage settlements, conflict resolution, disciplinary actions, and go-slow situations, maintaining industrial peace.
- Conducted annual Employee Satisfaction Surveys (ESS) and implemented corrective measures to improve morale and retention.
- Oversaw administrative operations including canteen, uniforms, insurance, CSR, and EHS compliance across all units.

Century Plyboards (India) Ltd – Chennai Unit

Head – HR & IR | September 2020 – June 2022 / Workforce Managed: 2,100+ (1,300 on-roll, 800 contract workers)

Key Responsibilities & Achievements:

- Led end-to-end HR and IR functions for the Chennai manufacturing unit, aligning HR practices with business goals and organizational vision.
- Formulated and executed HR strategies, policies, and SOPs covering talent acquisition, development, performance management, and employee retention.
- Managed complex industrial relations in a unionized environment; led negotiations and wage settlements under Sec 12(3) and 18(1) of the Industrial Disputes Act.
- Successfully executed long-term (3-year) wage settlement before the Joint Commissioner of Labour, Chennai.
- Streamlined contract labour and interstate migrant worker systems to meet legal and operational requirements.
- Implemented legal compliance software, achieving 100% statutory compliance across all labour-related laws.
- Oversaw payroll, recruitment, performance appraisals, training programs, and employee engagement initiatives to improve workforce productivity and satisfaction.
- Developed cost-effective and competitive compensation and benefits plans aligned with market standards.
- Managed statutory liaison with government bodies including Factories Inspector, Labour Dept., ESI, EPF, and Pollution Control Board.
- Introduced a Reward & Recognition system that positively impacted production output and product quality.
- Enhanced workplace discipline and motivation through targeted interventions, directly contributing to improved production performance.

Rasi Seeds Pvt. Ltd. – Tamil Nadu & Telangana (7 Units)

Head – Plant HR, IR & Admin | Dec 2017 – Aug 2020 / Workforce: 3,500 (1,000 on-roll, 2,500 contractual)

- Led HR, IR & Admin across 7 plants including Bio-Tech, R&D, and Field Production.
- Implemented HR policies, SOPs, and full-cycle talent management.
- Managed payroll, statutory compliance, contract labour & vendor coordination.
- Executed succession planning, training, and leadership development programs.
- Handled wage settlements, union negotiations, and grievance redressal.
- Conducted engagement programs, audits, and ensured EHS compliance.

Key Achievements:

- Reduced attrition from **26% to 7%** with retention initiatives.
- Achieved **100% legal compliance** in new plant licensing.
- Set up **Safety Committees**, ensuring **0% accident rate**.
- Rolled out **Reward & Recognition System** to improve productivity.

Sharadha Terry Products Ltd. – Tamil Nadu

Head – Plant HR, IR & Admin | Oct 2015 – Nov 2017/Workforce: 1,500 (on-roll + contract)

- Led end-to-end HR, IR & Admin operations at the manufacturing plant.
- Ensured 100% compliance with labour laws, PF, ESI, and Factory Act.
- Handled union matters, wage revisions, grievance redressal, and EHS policy enforcement.
- Conducted Social, C-TPAT, Buyer audits and managed ISO & internal audits.
- Implemented manpower planning, cost-effective recruitment, and statutory audit processes.
- Oversaw canteen operations, vendor management, and budget approvals.

Key Achievements:

- Launched **S-ESS, 5S, and Kaizen** initiatives – enhanced productivity.
- Maintained **0% employee grievance rate** and reduced attrition.
- Successfully handled **labour court litigation** for minimum wage dispute.
- Improved manpower efficiency via **incentive-linked productivity models**.

Feb'14-Oct'15 with CAG Group of Companies as Head HR

- Successfully completed **PF & ESI registration** for a new plant.
- Secured all **permits, licenses, and standing orders**, ensuring full legal compliance.
- **Resolved a wrongful corporation tax lawsuit** in court.
- Handled and closed a **PF demand notice** related to trainee contributions.
- Led **trade union negotiations** and finalized **wage and workload settlements**.
- Implemented **employee retention strategies**, enhancing workplace stability.

Dec'07-Feb'14 with Suzlon Energy Limited as Zonal Head – HR & Admin

- Successfully led HR & Admin operations for a large zone with **600+ employees and 2000+ contract workers**.
- Implemented **Balanced Scorecard & PMS**, driving performance transparency and goal alignment.
- Conducted **competency mapping** and launched **individual development plans** across teams.
- Drove **employee engagement programs**, boosting morale through structured activities and recognition events.
- Ensured **100% statutory compliance** and built strong relationships with labour authorities.
- Streamlined **job rotation, goal setting, and feedback systems**, improving inter-departmental collaboration.
- Managed **Capex budgeting, vendor management, and cost control** in administrative operations.

Dec'06-Dec'07 with CAG Pride (P) Ltd. as HR Manager

- Directed the HR functions encompassing recruitment, reducing turnover, maintenance of records, conducting trainings evaluation and performance appraisal, employees relations, compensation & payroll, statutory matters related to ESI, PF and all government requirements

Feb'04-Dec'06 with The KTM Jewellery Limited as HR Manager

- Spearheaded a diverse range of activities such as Recruitment & Training, Compensation & Payroll on a weekly and monthly basis, Trade Union, Labor Court Hearings, Grievances Management, Legal and Statutory Requirements, Factory Security, canteen and the boys' hostel Management and so on..

Mar'02-Feb'04 with Aggam Design Broderies (P) Ltd. as HR Executive

- Managed Recruitment, Training, Compensation & Payroll Management as well as Statutory related issues concerning to ESI, PF and Policy procedures development

Feb'96-Mar'02 with SIV Industries Limited as Junior Executive - Personnel

- Managed Compensation & Payroll Management as well as Statutory related issues concerning to ESI, PF and Policy procedures.

TRAININGS/SEMINARS/PROGRAMS

Completed training on:

- Fire Safety and Safety precaution
- Occupational Health and Safety Equipment
- Creativity, Innovation and Lateral thinking
- Advance Excel
- Stress Management & Being assertive for result and positive thinking
- Online Appraisal Program
- SAP MM Module – Pay Roll, Manpower planning, creating PR, PO, SE, MIR7, MIRO, MIGO
- Finance for Non-Finance
- Completed Certificate Course on Labour Laws – NHRD Network

Attended:

- 2-days program on the ESI statutory handle
- 2-days seminar program on the PF details from PF OFFICE
- 2-days program on the Presentation skills and communication development
- Training International Business Communication (writing) for 2 days
- Has attended WFH – Performance management challenges.
- Has attended International HR Conference Building Agility & Strength for Organizational Success.

IT SKILLS

- MS Excel, MS Word, MS PowerPoint, Internet, Online PMS and SAP

EDUCATION

2011

Diploma in Labour Law with Administrative Law from Annamalai University

2010

MBA in HR from Bharathidasan University

1997

Post Graduate Diploma in Personnel Management & Industrial Relation (PGDPM & IR) from Annamalai University

1996

BBA from National College, Bharathidasan University

PERSONAL DETAILS

Date of Birth: 20th June 1974

Languages Known: Tamil, English, Kannada and Hindi

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