

Succession cover for 37 critical roles

Source: Sample export · 572 synthetic employees and last year's leavers · data as of 2026-09-22 · 572 people from 575 rows · printed 23 September 2026

1	1	5	15
critical roles with no ready-now successor	of those, regulatory-critical	resting on a single ready-now name	whose ready-now successor is at high flight risk

1 · WHERE COVER IS THINNEST

CRITICAL ROLE	INCUMBENT	READY NOW	CALL	
Qualified Person	Samarth Ram	0	Build	REGULATORY
Associate Director, IP & Patents	Warhi Shankar	1	Watch	
Chief Executive Officer	Harsh Toor	1	Watch	
Head of Formulation, Baddi	Vamakshi Chokshi	1	Watch	
Head of Planning, Hyderabad	Nandini Divan	1	Watch	
Head of Supply Chain	Hemang Dutta	1	Watch	
Head of QA, Bengaluru	Dhruv Shanker	2	Watch	REGULATORY
Head of Quality	Yasti Borra	2	Covered	REGULATORY
Head of Clinical	Rishi Uppal	2	Covered	
Head of Commercial	Barkha Sachar	2	Watch	
Head of Corporate	Atharv Nair	2	Watch	
Head of Finance, Ahmedabad	Vansha Chandra	2	Covered	
Head of IT, Ahmedabad	Rajeshri Barad	2	Watch	
Head of Legal, Mumbai	Kashvi Divan	2	Covered	
Head of Procurement, Ahmedabad	Farhan Bora	2	Covered	

The 15 thinnest of 37. Every role is in section 2 and in the workbook.

Qualified Person — Samarth Ram

REGULATORY-CRITICAL

NO READY-NOW SUCCESSOR

BUILD

Quality · Hyderabad · M4 · 7 candidates 1–2 years out, none ready

1. Devansh Contractor (Manager, Quality Systems) — Ready in 1–2 years · 67.5/100 · flight risk low · gaps: CAPA, GMP Auditing
2. Samarth Bajaj (Manager, QC Analytical) — Ready in 1–2 years · 64.9/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: GMP Auditing, HPLC
3. Nair Priya R. (Manager, QA Compliance) — Ready in 1–2 years · 64.2/100 · flight risk low · gaps: GMP Auditing, HPLC
4. Max Walla (Head of Quality Systems, Bengaluru) — Ready in 1–2 years · 64.0/100 · flight risk low · gaps: CAPA, GMP Auditing

Associate Director, IP & Patents — Warhi Shankar

SINGLE POINT OF FAILURE

WATCH

R&D · Ahmedabad · M4 · one ready-now name, not flagged at risk

1. Damini Chatterjee (Manager, Formulation Development) — Ready now · 70.9/100 · flight risk low · gaps: Formulation Development
2. Vivaan Sood (Senior Executive, Process Chemistry) — Ready in 1–2 years · 68.8/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory · gaps: Method Validation
3. Caleb Date (Executive, IP & Patents) — Emerging · 68.8/100 · flight risk medium · 4+ years since last move · gaps: HPLC
4. Vamakshi Chokshi (Head of Formulation, Baddi) — Ready in 1–2 years · 65.9/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: HPLC, Method Validation

Chief Executive Officer — Harsh Toor

SINGLE POINT OF FAILURE

WATCH

Corporate · Mumbai · M6 · one ready-now name, not flagged at risk

1. Kashvi Divan (Head of Legal, Mumbai) — Ready in 1–2 years · 78.8/100 · serving notice
2. Atharv Nair (Head of Corporate) — Ready now · 76.1/100 · flight risk medium · 4+ years since last move
3. Rajeshri Barad (Head of IT, Ahmedabad) — Ready in 1–2 years · 73.7/100 · flight risk medium · 4+ years since last move
4. Vansha Chandra (Head of Finance, Ahmedabad) — Ready in 1–2 years · 72.8/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory; 5+ years in the same seat

Head of Formulation, Baddi — Vamakshi Chokshi

SINGLE POINT OF FAILURE

WATCH

R&D · Baddi · M4 · one ready-now name, not flagged at risk

1. Chandani Vohra (Manager, Analytical R&D) — Ready now · 69.5/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: Formulation Development, Process Chemistry
2. Vivaan Sood (Senior Executive, Process Chemistry) — Ready in 1–2 years · 67.3/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory · gaps: Patent Drafting
3. Aarna Ghosh (Head of Process Chemistry, Bengaluru) — Ready in 1–2 years · 67.3/100 · flight risk low · gaps: Formulation Development, Scale-up
4. Sachi Pathak (Head of Analytical R&D, Mumbai) — Ready in 1–2 years · 66.3/100 · flight risk medium · 4+ years since last move · gaps: Formulation Development, Process Chemistry

Head of Planning, Hyderabad — Nandini Divan

SINGLE POINT OF FAILURE

WATCH

Supply Chain · Hyderabad · M4 · one ready-now name, not flagged at risk

1. Farhan Bora (Head of Procurement, Ahmedabad) — Ready now · 81.2/100 · flight risk low · gaps: SAP MM
2. Ekansh Hari (Executive, Planning) — Emerging · 67.7/100 · flight risk low · gaps: Inventory Optimisation
3. Vritti Virk (Manager, Procurement) — Ready in 1–2 years · 66.8/100 · flight risk low · gaps: SAP MM, Vendor Qualification
4. Liam Ahuja (Manager, Warehouse & Distribution) — Ready in 1–2 years · 66.7/100 · flight risk low · gaps: Demand Planning, SAP MM

Head of Supply Chain — Hemang Dutta

SINGLE POINT OF FAILURE

WATCH

Supply Chain · Mumbai · M5 · one ready-now name, not flagged at risk

1. Nandini Divan (Head of Planning, Hyderabad) — Ready in 1–2 years · 80.1/100 · flight risk low
2. Farhan Bora (Head of Procurement, Ahmedabad) — Ready now · 78.2/100 · flight risk low · gaps: SAP MM
3. Jyoti Das (Head of Supply Chain, Baddi) — Ready in 1–2 years · 67.4/100 · flight risk low · gaps: Demand Planning, SAP MM
4. Watika Mangal (Senior Executive, Procurement) — Emerging · 58.5/100 · flight risk low · gaps: Demand Planning

Head of QA, Bengaluru — Dhruv Shanker

REGULATORY-CRITICAL

2 READY NOW

WATCH

Quality · Bengaluru · M4 · one ready-now name not flagged at risk; the other 1 are

1. Samesh Kohli (Manager, QA Compliance) — Ready in 1–2 years · 81.5/100 · serving notice
2. Max Walla (Head of Quality Systems, Bengaluru) — Ready now · 76.2/100 · flight risk low · gaps: Deviation Management, GMP Auditing
3. Darpan Varma (Head of QC, Pune) — Ready now · 75.6/100 · flight risk high · 4+ years since last move; 5+ years in the same seat · gaps: Stability Studies
4. Samarth Bajaj (Manager, QC Analytical) — Ready in 1–2 years · 66.5/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: GMP Auditing, Stability Studies

Head of Quality — Yasti Borra

REGULATORY-CRITICAL**2 READY NOW****COVERED**

Quality · Hyderabad · M5 · 2 ready now, none flagged at risk

1. Max Walla (Head of Quality Systems, Bengaluru) — Ready now · 86.0/100 · flight risk low · gaps: Deviation Management
2. Dhruv Shanker (Head of QA, Bengaluru) — Ready now · 79.1/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: HPLC
3. Devansh Contractor (Manager, Quality Systems) — Ready in 1–2 years · 70.3/100 · flight risk low · gaps: Deviation Management
4. Qabil Dugal (Manager, Quality Systems) — Ready in 1–2 years · 70.3/100 · flight risk low · gaps: HPLC

Head of Clinical — Rishi Uppal

2 READY NOW**COVERED**

Clinical · Ahmedabad · M5 · 2 ready now, none flagged at risk

1. Chandran Ray (Head of Pharmacovigilance, Pune) — Ready now · 90.4/100 · flight risk low
2. Kalpit Kumar (Head of Clinical Operations, Visakhapatnam) — Ready now · 88.0/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: GCP Auditing
3. Wakeeta Mall (Manager, Clinical Operations) — Ready in 1–2 years · 75.1/100 · flight risk low · gaps: Protocol Design
4. Warinder Baria (Senior Executive, Clinical Operations) — Emerging · 73.8/100 · flight risk high · 4+ years since last move; 5+ years in the same seat

Head of Commercial — Barkha Sachar

2 READY NOW**WATCH**

Commercial · Ahmedabad · M5 · one ready-now name not flagged at risk; the other 1 are

1. Indrajit Banerjee (Head of Marketing, Pune) — Ready now · 79.2/100 · flight risk high · 4+ years since last move; 5+ years in the same seat
2. Krish Devan (Head of Market Access, Bengaluru) — Ready now · 79.2/100 · flight risk low · gaps: Tender Management
3. Benjamin Jain (Manager, Sales) — Ready in 1–2 years · 73.9/100 · flight risk low
4. Ikshita Zacharia (Head of Sales, Bengaluru) — Ready in 1–2 years · 67.5/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: CRM Analytics, Market Access

Head of Corporate — Atharv Nair

2 READY NOW**WATCH**

Corporate · Ahmedabad · M5 · one ready-now name not flagged at risk; the other 1 are

1. Vansha Chandra (Head of Finance, Ahmedabad) — Ready now · 85.8/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory; 5+ years in the same seat
2. Kashvi Divan (Head of Legal, Mumbai) — Ready in 1–2 years · 79.8/100 · serving notice · gaps: Contract Law
3. Rajeshri Barad (Head of IT, Ahmedabad) — Ready now · 75.8/100 · flight risk medium · 4+ years since last move · gaps: IT Infrastructure
4. Aarush Chacko (Manager, Human Resources) — Ready in 1–2 years · 74.7/100 · flight risk medium · manager has left or is leaving

Head of Finance, Ahmedabad — Vansha Chandra

2 READY NOWCOVERED

Corporate · Ahmedabad · M4 · 2 ready now, none flagged at risk

1. Aarush Chacko (Manager, Human Resources) — Ready now · 78.8/100 · flight risk medium · manager has left or is leaving · gaps: Financial Planning & Analysis
2. Rajeshri Barad (Head of IT, Ahmedabad) — Ready now · 76.2/100 · flight risk medium · 4+ years since last move · gaps: Financial Planning & Analysis, IT Infrastructure
3. Mohammed Saraf (Head of HR, Hyderabad) — Ready in 1–2 years · 74.3/100 · serving notice · gaps: Talent Management
4. Brinda Oak (Executive, Human Resources) — Emerging · 72.0/100 · flight risk low

Head of IT, Ahmedabad — Rajeshri Barad

2 READY NOWWATCH

Corporate · Ahmedabad · M4 · one ready-now name not flagged at risk; the other 1 are

1. Kashvi Divan (Head of Legal, Mumbai) — Ready in 1–2 years · 80.9/100 · serving notice · gaps: Contract Law
2. Vansha Chandra (Head of Finance, Ahmedabad) — Ready now · 76.2/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory; 5+ years in the same seat · gaps: Data Privacy, SAP FICO
3. Aarush Chacko (Manager, Human Resources) — Ready now · 69.2/100 · flight risk medium · manager has left or is leaving · gaps: Data Privacy, SAP FICO
4. Mohammed Saraf (Head of HR, Hyderabad) — Ready in 1–2 years · 68.6/100 · serving notice · gaps: Data Privacy, Talent Management

Head of Legal, Mumbai — Kashvi Divan

2 READY NOWCOVERED

Corporate · Mumbai · M4 · 2 ready now, none flagged at risk

1. Rajeshri Barad (Head of IT, Ahmedabad) — Ready now · 76.9/100 · flight risk medium · 4+ years since last move · gaps: IT Infrastructure
2. Aarush Chacko (Manager, Human Resources) — Ready now · 68.1/100 · flight risk medium · manager has left or is leaving · gaps: Data Privacy, SAP FICO
3. Vansha Chandra (Head of Finance, Ahmedabad) — Ready in 1–2 years · 67.8/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory; 5+ years in the same seat · gaps: Data Privacy, SAP FICO
4. Mohammed Saraf (Head of HR, Hyderabad) — Ready in 1–2 years · 66.2/100 · serving notice · gaps: Data Privacy, Talent Management

Head of Procurement, Ahmedabad — Farhan Bora

2 READY NOWCOVERED

Supply Chain · Ahmedabad · M4 · 2 ready now, none flagged at risk

1. Vritti Virk (Manager, Procurement) — Ready now · 76.2/100 · flight risk low · gaps: Serialisation, Vendor Qualification
2. Liam Ahuja (Manager, Warehouse & Distribution) — Ready now · 73.0/100 · flight risk low · gaps: Demand Planning
3. Nandini Divan (Head of Planning, Hyderabad) — Ready in 1–2 years · 72.2/100 · flight risk low · gaps: Serialisation
4. Jyoti Das (Head of Supply Chain, Baddi) — Ready in 1–2 years · 69.6/100 · flight risk low · gaps: Demand Planning

Head of Sales, Bengaluru — Ikshita Zacharia

2 READY NOWCOVERED

Commercial · Bengaluru · M4 · 2 ready now, none flagged at risk

1. Krish Devan (Head of Market Access, Bengaluru) — Ready now · 78.6/100 · flight risk low · gaps: Pricing Strategy, Tender Management
2. Benjamin Jain (Manager, Sales) — Ready now · 68.1/100 · flight risk low · gaps: Key Account Management, Pricing Strategy
3. Divya More (Manager, Sales) — Ready in 1–2 years · 66.6/100 · flight risk low · gaps: Brand Strategy
4. Yatin Uppal (Senior Executive, Marketing) — Ready in 1–2 years · 66.0/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory · gaps: Brand Strategy

Head of Supply Chain, Baddi — Jyoti Das

2 READY NOWCOVERED

Supply Chain · Baddi · M4 · 2 ready now, none flagged at risk

1. Liam Ahuja (Manager, Warehouse & Distribution) — Ready now · 81.7/100 · flight risk low
2. Farhan Bora (Head of Procurement, Ahmedabad) — Ready now · 78.6/100 · flight risk low · gaps: Cold Chain Logistics
3. Watika Mangal (Senior Executive, Procurement) — Ready in 1–2 years · 65.4/100 · flight risk low · gaps: Serialisation
4. Nandini Divan (Head of Planning, Hyderabad) — Ready in 1–2 years · 63.8/100 · flight risk low · gaps: Cold Chain Logistics, Serialisation

Medical Affairs Lead — Neha Majumdar

2 READY NOWWATCH

Clinical · Baddi · M4 · one ready-now name not flagged at risk; the other 1 are

1. Wakeeta Mall (Manager, Clinical Operations) — Ready now · 82.6/100 · flight risk low
2. Rachit Mitra (Senior Executive, Medical Affairs) — Ready in 1–2 years · 82.2/100 · flight risk low · gaps: Signal Detection
3. Gaurangi Dugal (Senior Executive, Medical Affairs) — Ready in 1–2 years · 74.8/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: Clinical Trial Management, Pharmacovigilance
4. Gavin Bhargava (Executive, Medical Affairs) — Emerging · 73.5/100 · flight risk low

Head of Pharmacovigilance, Pune — Chandran Ray

REGULATORY-CRITICAL3 READY NOWCOVERED

Clinical · Pune · M4 · 3 ready now, none flagged at risk

1. Kalpit Kumar (Head of Clinical Operations, Visakhapatnam) — Ready now · 75.8/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: GCP Auditing
2. Tanmayi Badami (Executive, Pharmacovigilance) — Emerging · 75.3/100 · flight risk low
3. Dhriti Solanki (Manager, Pharmacovigilance) — Ready now · 72.8/100 · flight risk low · gaps: GCP Auditing, Signal Detection
4. Mitesh Dube (Executive, Pharmacovigilance) — Emerging · 69.8/100 · flight risk low · gaps: Signal Detection

Head of QC, Pune — Darpan Varma

REGULATORY-CRITICAL**3 READY NOW****COVERED**

Quality · Pune · M4 · 3 ready now, none flagged at risk

1. Dhruv Shanker (Head of QA, Bengaluru) — Ready now · 79.6/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: Computer System Validation
2. Samarth Bajaj (Manager, QC Analytical) — Ready now · 75.0/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: GMP Auditing
3. Samesh Kohli (Manager, QA Compliance) — Ready in 1–2 years · 73.7/100 · serving notice · gaps: Computer System Validation
4. Max Walla (Head of Quality Systems, Bengaluru) — Ready now · 69.2/100 · flight risk low · gaps: Deviation Management, GMP Auditing

Head of Quality Systems, Bengaluru — Max Walla

REGULATORY-CRITICAL**3 READY NOW****COVERED**

Quality · Bengaluru · M4 · 3 ready now, none flagged at risk

1. Devansh Contractor (Manager, Quality Systems) — Ready now · 80.1/100 · flight risk low · gaps: Method Validation
2. Dhruv Shanker (Head of QA, Bengaluru) — Ready now · 78.2/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: Computer System Validation, HPLC
3. Aradhana Bahl (Senior Executive, Quality Systems) — Ready in 1–2 years · 74.6/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory; 5+ years in the same seat · gaps: Method Validation
4. Qabil Dugal (Manager, Quality Systems) — Ready now · 72.6/100 · flight risk low · gaps: HPLC, Method Validation

Head of Regulatory — Isha Dass

REGULATORY-CRITICAL**3 READY NOW****WATCH**

Regulatory · Baddi · M5 · one ready-now name not flagged at risk; the other 2 are

1. Harrison Mall (Head of Regulatory CMC, Pune) — Ready now · 84.0/100 · flight risk high · 4+ years since last move; 5+ years in the same seat · gaps: Labelling Compliance
2. Adya Wagle (Head of Regulatory Affairs, Pune) — Ready now · 84.0/100 · flight risk high · 4+ years since last move; 5+ years in the same seat · gaps: ANDA Filings
3. Harinakshi Mody (Regulatory Operations Lead) — Ready now · 81.3/100 · flight risk low · gaps: Labelling Compliance
4. Isha Chowdhury (Senior Executive, Regulatory CMC) — Emerging · 79.0/100 · flight risk medium · high calibrated rating, flat trajectory

Head of Regulatory Affairs, Pune — Adya Wagle

REGULATORY-CRITICAL**3 READY NOW****COVERED**

Regulatory · Pune · M4 · 2 ready now, none flagged at risk

1. Harrison Mall (Head of Regulatory CMC, Pune) — Ready now · 81.8/100 · flight risk high · 4+ years since last move; 5+ years in the same seat · gaps: Labelling Compliance
2. Harinakshi Mody (Regulatory Operations Lead) — Ready now · 79.0/100 · flight risk low · gaps: Labelling Compliance
3. Maanav Kibe (Executive, Regulatory Operations) — Emerging · 77.3/100 · flight risk medium · high calibrated rating, flat trajectory
4. Fiyaz Nanda (Manager, Regulatory CMC) — Ready now · 76.8/100 · flight risk medium · 4+ years since last move · gaps: Labelling Compliance

Head of Regulatory CMC, Pune — Harrison Mall

REGULATORY-CRITICAL**3 READY NOW****COVERED**

Regulatory · Pune · M4 · 2 ready now, none flagged at risk

1. Harinakshi Mody (Regulatory Operations Lead) — Ready now · 87.6/100 · flight risk low
2. Adya Wagle (Head of Regulatory Affairs, Pune) — Ready now · 81.8/100 · flight risk high · 4+ years since last move; 5+ years in the same seat · gaps: ANDA Filings
3. Fiyaz Nanda (Manager, Regulatory CMC) — Ready now · 79.3/100 · flight risk medium · 4+ years since last move · gaps: ANDA Filings
4. Isha Chowdhury (Senior Executive, Regulatory CMC) — Ready in 1–2 years · 73.9/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: EU MDR

Regulatory Operations Lead — Harinakshi Mody

REGULATORY-CRITICAL**3 READY NOW****WATCH**

Regulatory · Hyderabad · M4 · one ready-now name not flagged at risk; the other 2 are

1. Harrison Mall (Head of Regulatory CMC, Pune) — Ready now · 83.6/100 · flight risk high · 4+ years since last move; 5+ years in the same seat
2. Maanav Kibe (Executive, Regulatory Operations) — Emerging · 77.9/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: ANDA Filings
3. Ati Pillai (Senior Executive, Regulatory Operations) — Ready in 1–2 years · 77.1/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory; 5+ years in the same seat · gaps: US FDA Liaison
4. Fiyaz Nanda (Manager, Regulatory CMC) — Ready now · 76.8/100 · flight risk medium · 4+ years since last move · gaps: ANDA Filings

Head of Analytical R&D, Mumbai — Sachi Pathak

3 READY NOW**COVERED**

R&D · Mumbai · M4 · 3 ready now, none flagged at risk

1. Chandani Vohra (Manager, Analytical R&D) — Ready now · 83.7/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: Method Validation
2. Aarav Barman (Executive, Analytical R&D) — Emerging · 73.5/100 · flight risk medium · 4+ years since last move
3. Vamakshi Chokshi (Head of Formulation, Baddi) — Ready now · 72.2/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: HPLC, Method Validation
4. Aarna Ghosh (Head of Process Chemistry, Bengaluru) — Ready now · 68.1/100 · flight risk low · gaps: Method Validation, Scale-up

Head of Clinical Operations, Visakhapatnam — Kalpit Kumar

3 READY NOW**COVERED**

Clinical · Visakhapatnam · M4 · 3 ready now, none flagged at risk

1. Chandran Ray (Head of Pharmacovigilance, Pune) — Ready now · 77.8/100 · flight risk low · gaps: Pharmacovigilance
2. Wakeeta Mall (Manager, Clinical Operations) — Ready now · 75.2/100 · flight risk low · gaps: Medical Writing, Protocol Design
3. Dhriti Solanki (Manager, Pharmacovigilance) — Ready now · 72.6/100 · flight risk low · gaps: Signal Detection
4. Ekani Nanda (Senior Executive, Clinical Operations) — Ready in 1–2 years · 72.1/100 · flight risk medium · 4+ years since last move · gaps: Medical Writing

Head of HR, Hyderabad — Mohammed Saraf

3 READY NOWCOVERED

Corporate · Hyderabad · M4 · 2 ready now, none flagged at risk

1. Vansha Chandra (Head of Finance, Ahmedabad) — Ready now · 76.3/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory; 5+ years in the same seat · gaps: SAP FICO
2. Kashvi Divan (Head of Legal, Mumbai) — Ready in 1–2 years · 72.2/100 · serving notice · gaps: Contract Law, Financial Planning & Analysis
3. Rajeshri Barad (Head of IT, Ahmedabad) — Ready now · 70.6/100 · flight risk medium · 4+ years since last move · gaps: Financial Planning & Analysis, IT Infrastructure
4. Aarush Chacko (Manager, Human Resources) — Ready now · 69.2/100 · flight risk medium · manager has left or is leaving · gaps: Financial Planning & Analysis, SAP FICO

Head of R&D — Brinda Srinivasan

3 READY NOWCOVERED

R&D · Bengaluru · M5 · 3 ready now, none flagged at risk

1. Aarna Ghosh (Head of Process Chemistry, Bengaluru) — Ready now · 92.6/100 · flight risk low
2. Vamakshi Chokshi (Head of Formulation, Baddi) — Ready now · 74.6/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: Design of Experiments, HPLC
3. Aadhya Dyal (Manager, Process Chemistry) — Ready in 1–2 years · 71.4/100 · flight risk low
4. Damini Chatterjee (Manager, Formulation Development) — Ready in 1–2 years · 70.4/100 · flight risk low

Head of Manufacturing — Zinal Buch

4 READY NOWCOVERED

Manufacturing · Mumbai · M5 · 3 ready now, none flagged at risk

1. Luke Mangat (Site Operations Lead) — Ready now · 86.3/100 · flight risk medium · high calibrated rating, flat trajectory
2. Abhimanyu Khalsa (Head of Engineering, Pune) — Ready now · 79.3/100 · flight risk low · gaps: Granulation
3. Triya Issac (Plant Head) — Ready now · 75.5/100 · flight risk low · gaps: Shop Floor Scheduling
4. Veda Mangat (Head of Production, Pune) — Ready now · 73.7/100 · flight risk high · 4+ years since last move; 5+ years in the same seat · gaps: GMP Auditing

Head of Market Access, Bengaluru — Krish Devan

4 READY NOWCOVERED

Commercial · Bengaluru · M4 · 3 ready now, none flagged at risk

1. Ikshita Zacharia (Head of Sales, Bengaluru) — Ready now · 76.6/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: CRM Analytics, Market Access
2. Mugdha Kala (Manager, Marketing) — Ready now · 74.8/100 · flight risk low · gaps: Brand Strategy
3. Benjamin Jain (Manager, Sales) — Ready now · 71.5/100 · flight risk low · gaps: Key Account Management
4. Indrajit Banerjee (Head of Marketing, Pune) — Ready now · 68.2/100 · flight risk high · 4+ years since last move; 5+ years in the same seat · gaps: Brand Strategy

Head of Process Chemistry, Bengaluru — Aarna Ghosh

4 READY NOW

COVERED

R&D · Bengaluru · M4 · 4 ready now, none flagged at risk

1. Aadhya Dyal (Manager, Process Chemistry) — Ready now · 86.5/100 · flight risk low
2. Edhitha Kaul (Senior Executive, Process Chemistry) — Ready in 1–2 years · 75.2/100 · flight risk high · 4+ years since last move; 5+ years in the same seat
3. Quincy Acharya (Executive, Process Chemistry) — Emerging · 70.5/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: HPLC
4. Damini Chatterjee (Manager, Formulation Development) — Ready now · 70.5/100 · flight risk low · gaps: Patent Drafting

Plant Head — Triya Issac

4 READY NOW

COVERED

Manufacturing · Hyderabad · M4 · 3 ready now, none flagged at risk

1. Luke Mangat (Site Operations Lead) — Ready now · 78.8/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: Tech Transfer
2. Veda Mangat (Head of Production, Pune) — Ready now · 73.8/100 · flight risk high · 4+ years since last move; 5+ years in the same seat · gaps: GMP Auditing
3. Abhimanyu Khalsa (Head of Engineering, Pune) — Ready now · 72.2/100 · flight risk low · gaps: Aseptic Processing, Granulation
4. Aahana Nanda (Manager, OSD Production) — Ready now · 69.4/100 · flight risk low · gaps: Granulation

Site Operations Lead — Luke Mangat

4 READY NOW

COVERED

Manufacturing · Baddi · M4 · 2 ready now, none flagged at risk

1. Triya Issac (Plant Head) — Ready now · 74.8/100 · flight risk low · gaps: Shop Floor Scheduling
2. Veda Mangat (Head of Production, Pune) — Ready now · 74.2/100 · flight risk high · 4+ years since last move; 5+ years in the same seat · gaps: GMP Auditing
3. Aahana Nanda (Manager, OSD Production) — Ready now · 72.3/100 · flight risk low · gaps: Granulation
4. Damini Sachar (Manager, OSD Production) — Ready now · 68.8/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory · gaps: Granulation, Shop Floor Scheduling

Head of Engineering, Pune — Abhimanyu Khalsa

5 READY NOW

COVERED

Manufacturing · Pune · M4 · 2 ready now, none flagged at risk

1. Aahana Nanda (Manager, OSD Production) — Ready now · 73.2/100 · flight risk low · gaps: Equipment Qualification
2. Hiral Nanda (Manager, Sterile Fill-Finish) — Ready now · 72.3/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory; 5+ years in the same seat · gaps: Tech Transfer
3. Upasna Tiwari (Senior Executive, OSD Production) — Ready in 1–2 years · 72.2/100 · flight risk medium · 4+ years since last move
4. Harita Kar (Executive, Engineering) — Emerging · 71.6/100 · flight risk low · gaps: Equipment Qualification

Head of Marketing, Pune — Indrajit Banerjee

5 READY NOW

COVERED

Commercial · Pune · M4 · 5 ready now, none flagged at risk

- 1. Krish Devan (Head of Market Access, Bengaluru) — Ready now · 78.2/100 · flight risk low · gaps: Tender Management
- 2. Mugdha Kala (Manager, Marketing) — Ready now · 77.1/100 · flight risk low · gaps: Tender Management
- 3. Benjamin Jain (Manager, Sales) — Ready now · 73.3/100 · flight risk low · gaps: Key Account Management
- 4. Yatin Uppal (Senior Executive, Marketing) — Ready in 1–2 years · 72.0/100 · flight risk high · 4+ years since last move; high calibrated rating, flat trajectory · gaps: Market Access

Head of Production, Pune — Veda Mangat

5 READY NOW

COVERED

Manufacturing · Pune · M4 · 5 ready now, none flagged at risk

- 1. Luke Mangat (Site Operations Lead) — Ready now · 80.2/100 · flight risk medium · high calibrated rating, flat trajectory · gaps: Tech Transfer
- 2. Aahana Nanda (Manager, OSD Production) — Ready now · 76.6/100 · flight risk low · gaps: Granulation
- 3. Triya Issac (Plant Head) — Ready now · 75.8/100 · flight risk low · gaps: Shop Floor Scheduling
- 4. Abhimanyu Khalsa (Head of Engineering, Pune) — Ready now · 75.2/100 · flight risk low · gaps: Aseptic Processing, Granulation

3 · COVER RISK OVER THE NEXT YEAR

From the attrition model trained on this file's leavers (it picks the actual leaver about 7 times in 10 on people it had not seen). About 0.1 critical roles are expected to empty with nobody ready in the next year.

CRITICAL ROLE	INCUMBENT	READY NOW	INCUMBENT LEAVES	EMPTY AND UNCOVERED
Qualified Person	Samarth Ram	0	12%	12%
Associate Director, IP & Patents	Warhi Shankar	1	10%	1%
Head of Commercial	Barkha Sachar	2	34%	0%
Chief Executive Officer	Harsh Toor	1	4%	0%
Head of Formulation, Baddi	Vamakshi Chokshi	1	5%	0%
Head of Planning, Hyderabad	Nandini Divan	1	3%	0%
Head of Sales, Bengaluru	Ikshita Zacharia	2	7%	0%
Head of Legal, Mumbai	Kashvi Divan	2	100%	0%
Head of Supply Chain	Hemang Dutta	1	0%	0%

CRITICAL ROLE	INCUMBENT	READY NOW	INCUMBENT LEAVES	EMPTY AND UNCOVERED
Head of Procurement, Ahmedabad	Farhan Bora	2	8%	0%

4 · NAMES CARRYING MORE THAN ONE BENCH

NAME	READY NOW FOR	ROLES
Rajeshri Barad	4	Head of Corporate, Head of Finance, Ahmedabad, Head of HR, Hyderabad, Head of Legal, Mumbai
Triya Issac	4	Head of Engineering, Pune, Head of Manufacturing, Head of Production, Pune, Site Operations Lead
Veda Mangat	4	Head of Engineering, Pune, Head of Manufacturing, Plant Head, Site Operations Lead
Aarush Chacko	4	Head of Finance, Ahmedabad, Head of HR, Hyderabad, Head of IT, Ahmedabad, Head of Legal, Mumbai
Aahana Nanda	4	Head of Engineering, Pune, Head of Production, Pune, Plant Head, Site Operations Lead
Krish Devan	3	Head of Commercial, Head of Marketing, Pune, Head of Sales, Bengaluru
Vansha Chandra	3	Head of Corporate, Head of HR, Hyderabad, Head of IT, Ahmedabad
Luke Mangat	3	Head of Manufacturing, Head of Production, Pune, Plant Head
Abhimanyu Khalsa	3	Head of Manufacturing, Head of Production, Pune, Plant Head
Max Walla	3	Head of QA, Bengaluru, Head of QC, Pune, Head of Quality
Dhruv Shanker	3	Head of QC, Pune, Head of Quality, Head of Quality Systems, Bengaluru
Vamakshi Chokshi	3	Head of Analytical R&D, Mumbai, Head of Process Chemistry, Bengaluru, Head of R&D

5 · TIER MOVES RECORDED THIS SESSION

None. Moves made with “Move up a tier” appear here with the reason typed against them.

Score = role similarity 35%, skill coverage 30%, band gap 15%, calibrated rating 10%, time in role 10%. Ready now: 68 or more, at most one band below, a year or more in seat, not serving notice. Ready in 1–2 years: 55 or more. Emerging: 42 or more. Flight risk is a list of reasons drawn from the sheet — four years since the last move, a high calibrated rating on a flat trajectory, a manager who has gone, five years in the same seat — and two or more is High. It is a prompt for a conversation, not a prediction. The leaving model and cover risk are associations learned from last year's leavers, never a basis for decisions about someone's job. 28 data faults were found and fixed on the way in; the workbook's Data fixes sheet lists each one.