

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). Across all 37 critical roles there is a 14% chance that at least one empties with nobody ready in the next year.

CRITICAL ROLE	INCUMBENT	READY NOW	SEAT EMPTIES	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	SEAT EMPTIES	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 retention 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.