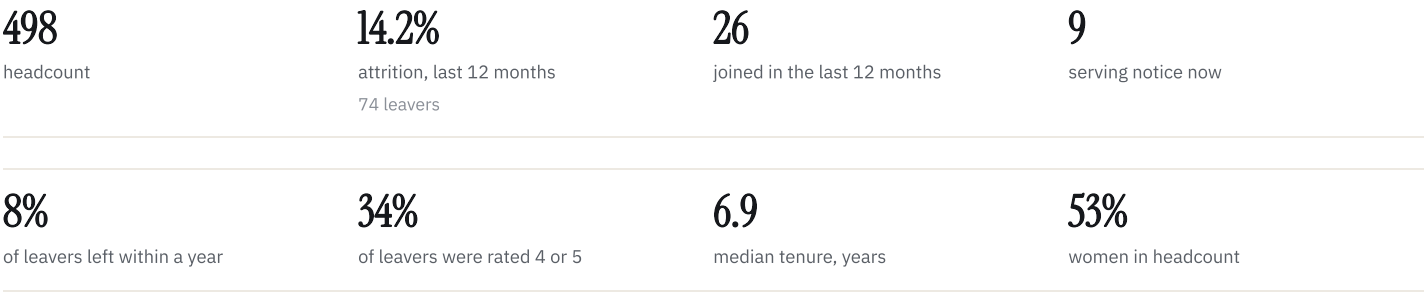


Overview

As of 2026-09-22. Definitions are under each chart and on the Definitions sheet of the Excel export.

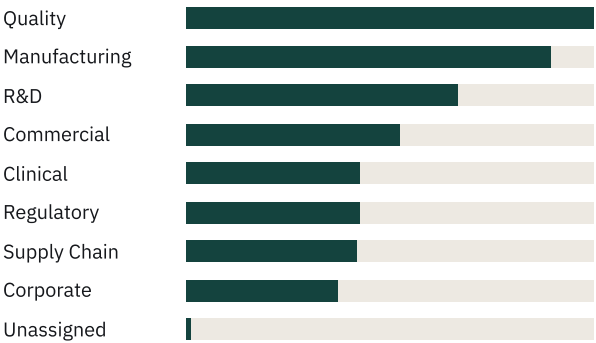


- Highest attrition: Commercial at 35.9% (23 leavers), against 14.2% overall.
- 26 faults in the export were fixed on the way in; see Data fixes.

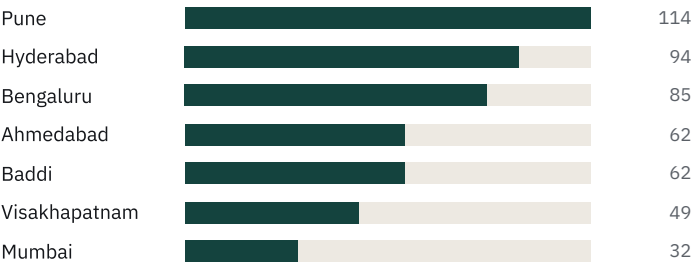
Headcount

498 people on 2026-09-22 (Active and Notice).

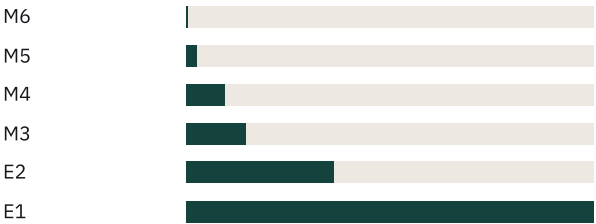
BY DIVISION



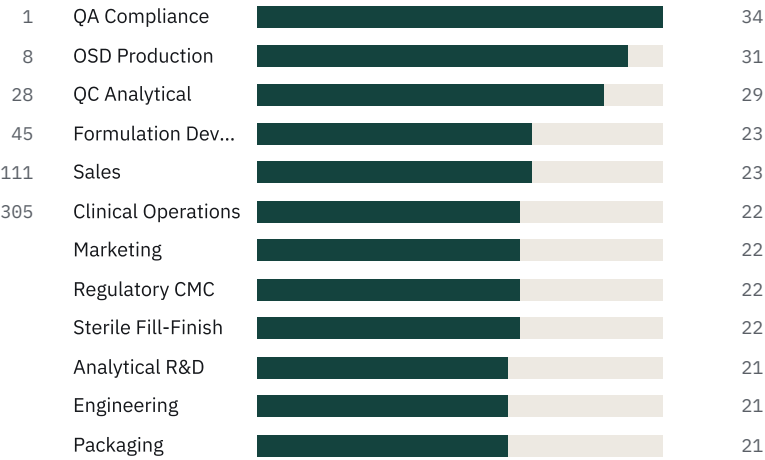
BY LOCATION



BY BAND, MOST SENIOR FIRST



LARGEST DEPARTMENTS

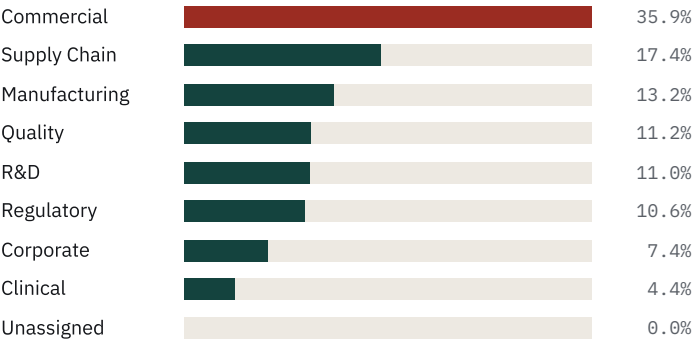


Movement over the year: 546 twelve months ago, 26 joined, 74 left, 498 now.

Attrition

Last 12 months to 2026-09-22: 74 leavers, 14.2% of average headcount. Red bars are groups at 1.5 times the overall rate or more, with three leavers or more.

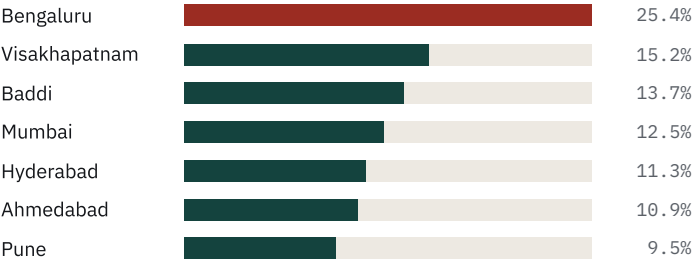
BY DIVISION



BY BAND



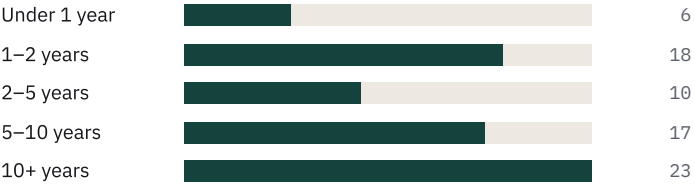
BY LOCATION



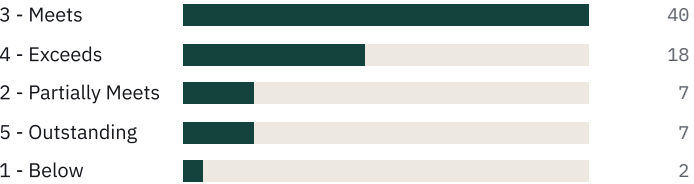
BY GENDER



LEAVERS BY TIME IN THE COMPANY



LEAVERS BY LAST RATING



EVERYONE WHO LEFT

CODE	NAME	TITLE	DIVISION	BAND	LEFT	YEARS IN COMPANY	LAST RATING
EMP30015	Yuvraj Bhavsar	Executive, Marketing	Commercial	E1	2026-09-15	6.4	3 - Meets
EMP30068	Chandresh Char	Executive, OSD Production	Manufacturing	E1	2026-09-14	5.7	3 - Meets
EMP30069	Balendra Hayer	Executive, Procurement	Supply Chain	E1	2026-09-12	10.7	4 - Exceeds
EMP30028	Inaya Dada	Executive, Market Access	Commercial	E1	2026-09-08	5.5	4 - Exceeds
EMP30012	Falan Sabharwal	Executive, Validation	Quality	E1	2026-09-07	3.2	3 - Meets

CODE	NAME	TITLE	DIVISION	BAND	LEFT	YEARS IN COMPANY	LAST RATING
EMP30056	Darika Balay	Senior Executive, Sterile Fill-Finish	Manufacturing	E2	2026-09-07	1.3	3 - Meets
EMP30007	Ranveer Rajagopal	Executive, Sales	Commercial	E1	2026-09-03	10.4	1 - Below
EMP30057	Darsh Bhavsar	Senior Executive, Clinical Operations	Clinical	E2	2026-08-26	13.1	3 - Meets
EMP30038	Priya Chandra	Executive, Procurement	Supply Chain	E1	2026-08-13	8.7	3 - Meets
EMP30052	Umang Tella	Executive, Analytical R&D	R&D	E1	2026-08-10	0.6	3 - Meets
EMP30062	Sanaya Sama	Executive, QA Compliance	Quality	E1	2026-08-09	10.5	3 - Meets
EMP30008	Omaja Doctor	Executive, QA Compliance	Quality	E1	2026-08-07	12.9	3 - Meets
EMP30054	Chakrika Rama	Executive, Sales	Commercial	E1	2026-08-07	11.1	3 - Meets
EMP30036	Ekapad Keer	Executive, Market Access	Commercial	E1	2026-08-05	4.2	3 - Meets
EMP30061	Amruta Johal	Senior Executive, Procurement	Supply Chain	E2	2026-07-22	1.5	4 - Exceeds
EMP30004	Vedhika Chacko	Executive, Formulation Development	R&D	E1	2026-07-20	9.6	3 - Meets
EMP30070	Wriddhish Issac	Executive, Sales	Commercial	E1	2026-07-17	4.9	3 - Meets
EMP30021	Zarna Borde	Senior Executive, Sales	Commercial	E2	2026-07-15	4.4	3 - Meets
EMP30044	Ayaan Sankar	Executive, QA Compliance	Quality	E1	2026-07-05	4.0	3 - Meets
EMP10961	Krishna Parekh	Senior Executive, Procurement	Supply Chain	E2	2026-07-04	7.2	4 - Exceeds
EMP30047	Damini Bhatti	Executive, QC Analytical	Quality	E1	2026-07-02	3.7	4 - Exceeds
EMP30048	Henry Sridhar	Executive, Validation	Quality	E1	2026-06-30	0.5	5 - Outstanding
EMP30022	Jagdish Magar	Manager, IP & Patents	R&D	M3	2026-06-26	1.9	4 - Exceeds
EMP30039	Nidhi Kala	Senior Executive, Analytical R&D	R&D	E2	2026-06-26	1.3	3 - Meets
EMP30027	Hemangini Tella	Manager, Validation	Quality	M3	2026-06-20	8.5	4 - Exceeds

CODE	NAME	TITLE	DIVISION	BAND	LEFT	YEARS IN COMPANY	LAST RATING
EMP30024	Jagvi Ravel	Senior Executive, Regulatory CMC	Regulatory	E2	2026-06-07	5.0	4 - Exceeds
EMP30026	Aachal Kakar	Executive, Procurement	Supply Chain	E1	2026-05-29	12.3	2 - Partially Meets
EMP30009	Ikbal Modi	Executive, Formulation Development	R&D	E1	2026-05-21	10.4	3 - Meets
EMP30043	Jeet Keer	Executive, Formulation Development	R&D	E1	2026-05-21	14.2	2 - Partially Meets
EMP30032	Baghyawati Choudhary	Executive, Regulatory Operations	Regulatory	E1	2026-05-14	12.5	3 - Meets
EMP30053	Chaman Srinivasan	Senior Executive, Marketing	Commercial	E2	2026-04-24	1.2	3 - Meets
EMP30067	Wakeeta Karnik	Manager, Process Chemistry	R&D	M3	2026-04-21	9.2	3 - Meets
EMP11203	Ranveer Lall	Senior Executive, Finance	Corporate	E2	2026-04-17	5.6	4 - Exceeds
EMP30042	Nisha Raja	Executive, Marketing	Commercial	E1	2026-04-15	6.1	5 - Outstanding
EMP30041	Daksha Kalla	Senior Executive, Packaging	Manufacturing	E2	2026-04-10	1.1	4 - Exceeds
EMP30040	Vedant Ghose	Senior Executive, Labelling	Regulatory	E2	2026-04-02	12.0	3 - Meets
EMP30049	Wakeeta Bahri	Executive, Sterile Fill-Finish	Manufacturing	E1	2026-04-02	1.3	2 - Partially Meets
EMP30060	Arya Raju	Senior Executive, Quality Systems	Quality	E2	2026-03-28	1.8	4 - Exceeds
EMP30019	Darpan Kuruvilla	Executive, Human Resources	Corporate	E1	2026-03-25	1.9	3 - Meets
EMP30046	Krishna Chanda	Executive, Engineering	Manufacturing	E1	2026-03-19	12.4	3 - Meets
EMP30055	Nathan Muni	Executive, Regulatory Operations	Regulatory	E1	2026-03-15	1.7	3 - Meets
EMP30033	Yamini Chahal	Executive, Engineering	Manufacturing	E1	2026-03-14	4.5	3 - Meets
EMP30001	Yatan Sama	Executive, Marketing	Commercial	E1	2026-03-13	8.1	5 - Outstanding
EMP30013	Yagnesh Krishnamurthy	Executive, Sterile Fill-Finish	Manufacturing	E1	2026-03-13	11.1	5 - Outstanding
EMP30050	Laksh Lalla	Executive, Marketing	Commercial	E1	2026-03-08	1.2	3 - Meets

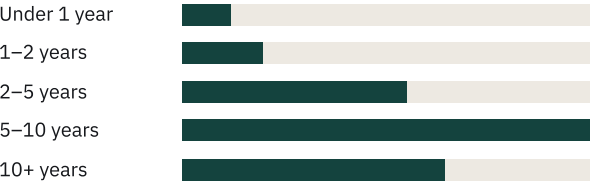
CODE	NAME	TITLE	DIVISION	BAND	LEFT	YEARS IN COMPANY	LAST RATING
EMP30031	Bachittar Bala	Senior Executive, Marketing	Commercial	E2	2026-03-06	0.7	3 - Meets
EMP30071	Indira Bhalla	Senior Executive, Packaging	Manufacturing	E2	2026-03-05	4.6	2 - Partially Meets
EMP30018	Tanish Aurora	Manager, Sales	Commercial	M3	2026-02-27	13.8	3 - Meets
EMP30063	Om Dhingra	Senior Executive, Sales	Commercial	E2	2026-02-21	0.9	3 - Meets
EMP30003	Zilmil Kadakia	Senior Executive, Engineering	Manufacturing	E2	2026-02-12	13.6	2 - Partially Meets
EMP30006	Jyoti Oak	Executive, Planning	Supply Chain	E1	2026-02-11	13.8	4 - Exceeds
EMP30051	Chandani Dhar	Senior Executive, IT	Corporate	E2	2026-02-05	2.0	2 - Partially Meets
EMP30014	Nidra Dugar	Manager, Sales	Commercial	M3	2026-01-20	5.7	3 - Meets
EMP30064	Ubika Ray	Senior Executive, Market Access	Commercial	E2	2026-01-16	8.6	4 - Exceeds
EMP30005	Forum Kar	Executive, Quality Systems	Quality	E1	2026-01-08	0.9	3 - Meets
EMP30059	Anamika Sethi	Executive, Sales	Commercial	E1	2025-12-24	1.3	3 - Meets
EMP30002	Samar Bala	Executive, QA Compliance	Quality	E1	2025-12-18	10.4	4 - Exceeds
EMP30066	Brijesh Keer	Executive, Medical Affairs	Clinical	E1	2025-12-18	8.9	3 - Meets
EMP30030	Michael Dhaliwal	Executive, Planning	Supply Chain	E1	2025-12-12	1.7	5 - Outstanding
EMP30045	Hemal Anne	Executive, Market Access	Commercial	E1	2025-12-08	11.3	4 - Exceeds
EMP30065	Lipika Gola	Manager, Validation	Quality	M3	2025-12-07	0.8	4 - Exceeds
EMP30010	Dalbir Mahajan	Executive, Marketing	Commercial	E1	2025-12-05	13.3	3 - Meets
EMP30023	Balendra Sheth	Executive, Packaging	Manufacturing	E1	2025-11-30	1.2	3 - Meets
EMP30034	Ucchal Thaman	Executive, Regulatory CMC	Regulatory	E1	2025-11-24	9.8	5 - Outstanding
EMP30029	Nidhi Padmanabhan	Executive, Sales	Commercial	E1	2025-11-23	13.1	4 - Exceeds

CODE	NAME	TITLE	DIVISION	BAND	LEFT	YEARS IN COMPANY	LAST RATING
EMP30016	Zashil Naik	Manager, Warehouse & Distribution	Supply Chain	M3	2025-11-11	13.8	5 - Outstanding
EMP30025	Aadhya Gole	Manager, Sales	Commercial	M3	2025-11-05	3.0	3 - Meets
EMP30035	Utkarsh Dua	Senior Executive, Sales	Commercial	E2	2025-11-03	12.2	3 - Meets
EMP30017	Chakrika Vasa	Senior Executive, OSD Production	Manufacturing	E2	2025-10-28	1.1	3 - Meets
EMP30000	Yatin Master	Executive, Sterile Fill-Finish	Manufacturing	E1	2025-10-23	1.2	2 - Partially Meets
EMP30037	Yash Garde	Executive, Analytical R&D	R&D	E1	2025-10-15	13.5	3 - Meets
EMP30058	Prisha Raja	Executive, Market Access	Commercial	E1	2025-10-14	1.2	3 - Meets
EMP30011	Oscar Seshadri	Manager, Packaging	Manufacturing	M3	2025-10-11	4.6	4 - Exceeds
EMP30020	Raagini Chandran	Senior Executive, QC Analytical	Quality	E2	2025-10-03	8.2	1 - Below

Tenure

Time in the company for current headcount. A heavy first year means onboarding load; a heavy 10+ means retirement and knowledge risk.

HEADCOUNT BY TENURE



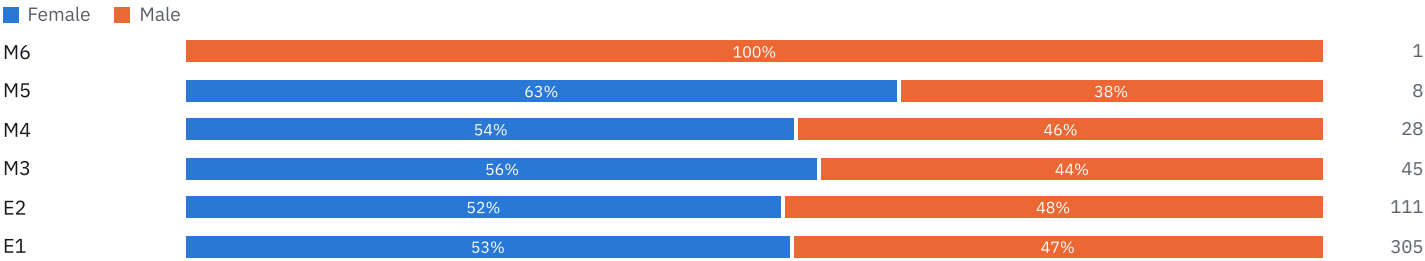
MEDIAN TENURE BY DIVISION



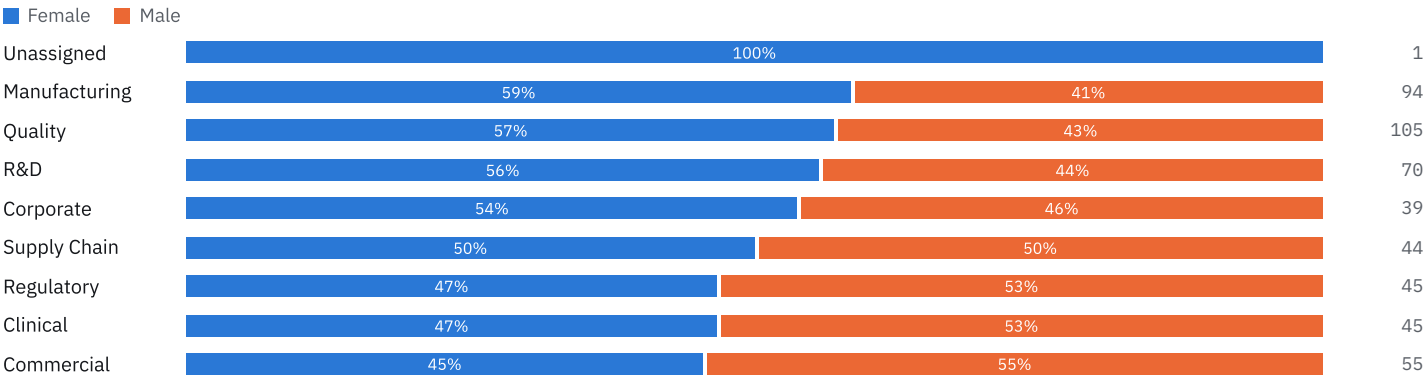
Diversity

Gender as recorded in the export, for current headcount. Women are 53% of headcount and 55% of the senior bands (M6, M5, M4, M3).

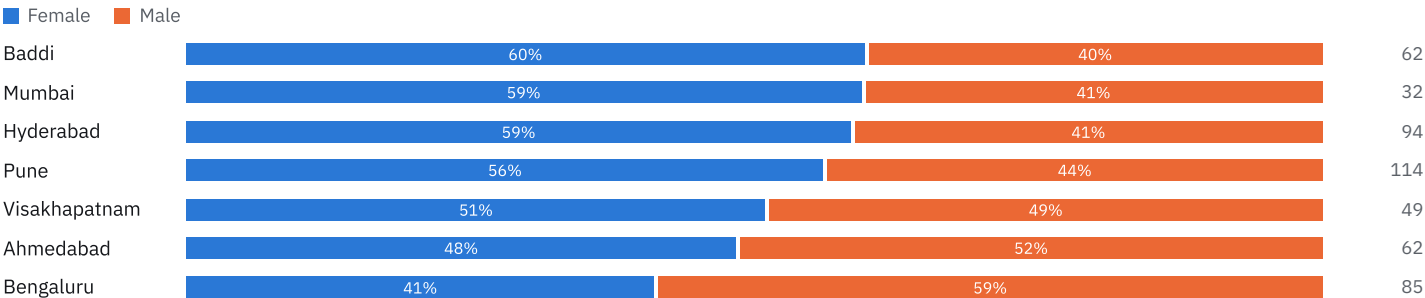
BY BAND, MOST SENIOR FIRST



BY DIVISION



BY LOCATION



Only aggregate counts are shown. Groups under five people are best read with care: one person moves the share a lot.

Performance and potential

Last calibrated rating and recorded potential for current headcount. Blank ratings count as 3 and blank potential as low, so check the Data fixes and the source if a box looks too full.

RATING DISTRIBUTION

1 - Below	12
2 - Partially Meets	28
3 - Meets	230
4 - Exceeds	161
5 - Outstanding	67

NINE-BOX

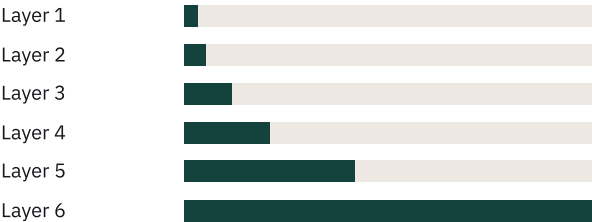
	RATING 1-2	RATING 3	RATING 4-5
HIGH POTENTIAL	5 (1%)	25 (5%)	32 (6%)
MEDIUM POTENTIAL	10 (2%)	86 (17%)	68 (14%)
LOW POTENTIAL	25 (5%)	119 (24%)	128 (26%)

Org shape

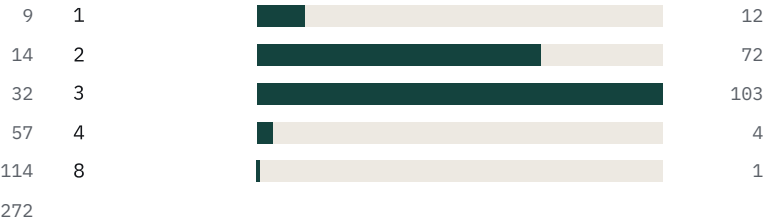
192 managers, median span 3 direct reports, 6 layers. A common starting point is five to ten direct reports per manager.

192	3	0	84
managers	median span	managers with 10+ direct reports	managers with 1–2 direct reports

PEOPLE PER LAYER (1 = TOP)



DIRECT REPORTS PER MANAGER



Retention check-ins

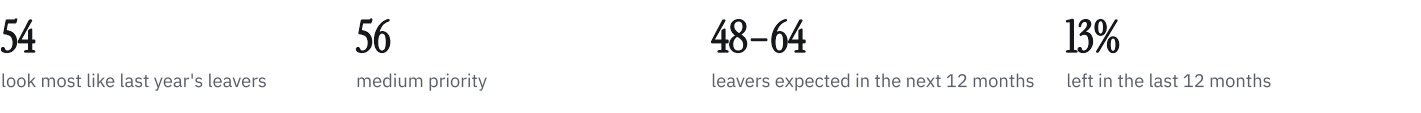
A model trained on this file's own leavers from the last 12 months, on this computer. It shows who looks most like the people who left, and why, in words. Patterns, not predictions about any person: use it to choose which conversations to have first, never for decisions about someone's job. Date of birth, gender, name and email are never inputs.

IN PLAIN WORDS

74 of 563 people (13%) left in the last 12 months. Tested on people it had not seen, the model picks the actual leaver 7 times in 10. Leaving was more common with lower recorded potential; being in the first two years; working in Commercial. 54 people now look most like last year's leavers, and between 48 and 64 people are expected to leave in the next 12 months. These are patterns, not predictions about any person: use them to choose which conversations to have first.

Copy

Learned from 74 leavers among 563 people. Tested on people it had not seen, it picks the actual leaver out of a random pair about 7 times in 10. Associated with leaving here: lower recorded potential (strong); being in the first two years (strong); working in Commercial (moderate); longer with the company (moderate); a lower calibrated rating (moderate).



WHO LOOKS MOST LIKE LAST YEAR'S LEAVERS

NAME	TITLE	DIVISION	CHECK-IN PRIORITY	WHY, IN THE DATA	A FIRST STEP
Girish Goswami	Executive, Sales	Commercial	High	in their first two years with the company; works in Commercial; recorded potential: Well placed	Check onboarding: a 90-day conversation and a buddy.
Parth Ray	Executive, Sales	Commercial	High	in their first two years with the company; works in Commercial; recorded potential: Well placed	Check onboarding: a 90-day conversation and a buddy.
Divya More	Manager, Sales	Commercial	High	in their first two years with the company; works in Commercial; recorded potential: Well placed	Check onboarding: a 90-day conversation and a buddy.
Jacob Wason	Senior Executive, Marketing	Commercial	High	in their first two years with the company; works in Commercial; recorded potential: Well placed	Check onboarding: a 90-day conversation and a buddy.
Benjamin Jain	Manager, Sales	Commercial	High	in their first two years with the company; works in Commercial; recorded potential: Well placed	Check onboarding: a 90-day conversation and a buddy.
Gopal Tata	Senior Executive, Marketing	Commercial	High	in their first two years with the company; works in Commercial; recorded potential: Well placed	Check onboarding: a 90-day conversation and a buddy.
Aryan Chanda	Executive, Sales	Commercial	High	in their first two years with the company; works in Commercial; recorded potential: Well placed	Check onboarding: a 90-day conversation and a buddy.
Charan Saran	Executive, Market Access	Commercial	High	works in Commercial; recorded potential: Well placed; last calibrated	Look at what is driving exits in this division: workload,

NAME	TITLE	DIVISION	CHECK-IN PRIORITY	WHY, IN THE DATA	A FIRST STEP
				rating 2	manager, pay.
Akshay Badal	Executive, Procurement	Supply Chain	High	in their first two years with the company; recorded potential: Well placed; works in Supply Chain	Check onboarding: a 90-day conversation and a buddy.
Dayita Vohra	Executive, Sales	Commercial	High	works in Commercial; recorded potential: Well placed; last calibrated rating 1	Look at what is driving exits in this division: workload, manager, pay.
Indrajit Banerjee	Head of Marketing, Pune	Commercial	High	works in Commercial; recorded potential: Well placed; last calibrated rating 1	Look at what is driving exits in this division: workload, manager, pay.
Chameli Nath	Executive, Sterile Fill-Finish	Manufacturing	High	in their first two years with the company; recorded potential: Well placed; works in Manufacturing	Check onboarding: a 90-day conversation and a buddy.
Indali Ranganathan	Executive, Engineering	Manufacturing	High	in their first two years with the company; recorded potential: Well placed; works in Manufacturing	Check onboarding: a 90-day conversation and a buddy.
Eshana Mohan	Executive, Planning	Supply Chain	High	in their first two years with the company; recorded potential: Well placed; works in Supply Chain	Check onboarding: a 90-day conversation and a buddy.
Bhanumati Misra	Executive, Procurement	Supply Chain	High	in their first two years with the company; recorded potential: Well placed; works in Supply Chain	Check onboarding: a 90-day conversation and a buddy.
Kritika Rau	Executive, Sales	Commercial	High	works in Commercial; recorded potential: Well placed; 6.8 years in the same role	Look at what is driving exits in this division: workload, manager, pay.
Brijesh Natt	Executive, Marketing	Commercial	High	works in Commercial; recorded potential: Well placed; 14.1 years with the company	Look at what is driving exits in this division: workload, manager, pay.
Chaitanya Srinivasan	Executive, Regulatory Operations	Regulatory	High	in their first two years with the company; recorded potential: Well placed; works in Regulatory	Check onboarding: a 90-day conversation and a buddy.
Damyanti Palla	Senior Executive, Sales	Commercial	High	works in Commercial; recorded potential: Well placed; last calibrated rating 2	Look at what is driving exits in this division: workload, manager, pay.
Vincent Konda	Senior Executive, Sales	Commercial	High	works in Commercial; recorded potential: Well placed; 7.1 years in the same role	Look at what is driving exits in this division: workload, manager, pay.
Wridesh Thaker	Executive, Quality Systems	Quality	High	in their first two years with the company; recorded potential: Well placed	Check onboarding: a 90-day conversation and a buddy.
Bahadurjit Bora	Executive, Sterile Fill-Finish	Manufacturing	High	in their first two years with the company; recorded potential: Well placed; works in Manufacturing	Check onboarding: a 90-day conversation and a buddy.
Divya Arora	Executive, Formulation	R&D	High	in their first two years with the company; recorded potential: Well	Check onboarding: a 90-day conversation and a buddy.

NAME	TITLE	DIVISION	CHECK-IN PRIORITY	WHY, IN THE DATA	A FIRST STEP
	Development			placed	
Mugdha Kala	Manager, Marketing	Commercial	High	works in Commercial; recorded potential: Well placed; 13.6 years with the company	Look at what is driving exits in this division: workload, manager, pay.
Wakeeta Sharma	Executive, Marketing	Commercial	High	works in Commercial; recorded potential: Well placed; 11.6 years with the company	Look at what is driving exits in this division: workload, manager, pay.
Barkha Sachar	Head of Commercial	Commercial	High	works in Commercial; recorded potential: Well placed; 13.5 years with the company	Look at what is driving exits in this division: workload, manager, pay.
Aashi Chand	Executive, Market Access	Commercial	High	works in Commercial; recorded potential: Well placed; 5.2 years in the same role	Look at what is driving exits in this division: workload, manager, pay.
Aarini Divan	Senior Executive, OSD Production	Manufacturing	High	in their first two years with the company; recorded potential: Well placed; works in Manufacturing	Check onboarding: a 90-day conversation and a buddy.
Yutika Setty	Executive, QC Analytical	Quality	High	in their first two years with the company; recorded potential: Well placed	Check onboarding: a 90-day conversation and a buddy.
Kabir Arya	Executive, Marketing	Commercial	High	in their first two years with the company; works in Commercial	Check onboarding: a 90-day conversation and a buddy.
Udarsh Wason	Executive, Procurement	Supply Chain	High	in their first two years with the company; recorded potential: Well placed; works in Supply Chain	Check onboarding: a 90-day conversation and a buddy.
Nair Priya R.	Manager, QA Compliance	Quality	High	in their first two years with the company; recorded potential: Well placed	Check onboarding: a 90-day conversation and a buddy.
Dakshesh Konda	Executive, Formulation Development	R&D	High	in their first two years with the company; recorded potential: Well placed	Check onboarding: a 90-day conversation and a buddy.
Abdul Nayak	Executive, Market Access	Commercial	High	works in Commercial; recorded potential: Well placed; 9.1 years with the company	Look at what is driving exits in this division: workload, manager, pay.
Pahal Gade	Executive, Marketing	Commercial	High	works in Commercial; recorded potential: Well placed; last calibrated rating 2	Look at what is driving exits in this division: workload, manager, pay.
Meghana Date	Executive, Procurement	Supply Chain	High	in their first two years with the company; recorded potential: Well placed; works in Supply Chain	Check onboarding: a 90-day conversation and a buddy.
Nachiket Soni	Executive, Sales	Commercial	High	in their first two years with the company; works in Commercial	Check onboarding: a 90-day conversation and a buddy.
Jackson Khurana	Executive, Sales	Commercial	High	in their first two years with the company; works in Commercial	Check onboarding: a 90-day conversation and a buddy.

NAME	TITLE	DIVISION	CHECK-IN PRIORITY	WHY, IN THE DATA	A FIRST STEP
Anvi Pandit	Executive, Human Resources	Corporate	High	in their first two years with the company; recorded potential: Well placed	Check onboarding: a 90-day conversation and a buddy.
Isha Dewan	Manager, Planning	Supply Chain	High	in their first two years with the company; recorded potential: Well placed; works in Supply Chain	Check onboarding: a 90-day conversation and a buddy.

High priority = the model's estimate is at least twice the usual rate of leaving here; medium = 1.25 times. First 40 of 54; all are in the Excel export.

FAIRNESS CHECK: THE MODEL'S AVERAGE ESTIMATE, BY GENDER

Female (261)		11%
Male (228)		12%

Gender is not an input to the model. The averages are within 25% of each other.

Data fixes

26 faults were found in the export and fixed before counting.

FAULT	WHAT WAS DONE
band system mismatch	90 rows use the legacy grading system (Manager-II etc.); mapped onto the current bands
duplicate person	Turvi Minhas (EMP10205) and Turvi Minhas (Contract) (EMP11262) share a date of birth — merged, rehire record kept
duplicate person	Janya Ramachandran (EMP10999) and J. Ramachandran (EMP11259) share a date of birth — merged, rehire record kept
duplicate person	Nair Priya R. (EMP11257) and Priya Nair (EMP10013) share a date of birth — merged, rehire record kept
self-reporting	EMP10325 is recorded as their own manager
manager not on roster	Jackson Khurana (EMP11130) reports to EMP99999, who is not in this file
manager has exited	Arin Kohli (EMP11221) reports to Ranveer Lall, who exited 2026-04-17
manager has exited	Ekapad Bassi (EMP11236) reports to Ranveer Lall, who exited 2026-04-17
manager has exited	Om Kanda (EMP10988) reports to Krishna Parekh, who exited 2026-07-04
manager has exited	Janani Devi (EMP11249) reports to Ranveer Lall, who exited 2026-04-17
manager has exited	Jeevika Prabhakar (EMP11012) reports to Krishna Parekh, who exited 2026-07-04
division missing	Yashvi Sawhney (EMP10445) had no division; inferred 'Unassigned' from reporting line
division missing	Arin Kohli (EMP11221) had no division; inferred 'Corporate' from reporting line
division missing	Faqid Pandya (EMP11240) had no division; inferred 'Corporate' from reporting line
division missing	Logan Agrawal (EMP11219) had no division; inferred 'Corporate' from reporting line
division missing	Amruta Karnik (EMP10963) had no division; inferred 'Supply Chain' from reporting line
division missing	Vasudha Comar (EMP10831) had no division; inferred 'Clinical' from reporting line
division missing	Ekaraj Natarajan (EMP10335) had no division; inferred 'Manufacturing' from reporting line
division missing	Amara Lad (EMP10150) had no division; inferred 'Quality' from reporting line
division missing	Devika Mandal (EMP10446) had no division; inferred 'Manufacturing' from reporting line
division missing	Gaurav Iyer (EMP11251) had no division; inferred 'Corporate' from reporting line
division missing	Maya Mani (EMP10420) had no division; inferred 'Manufacturing' from reporting line
division missing	Harinakshi Oommen (EMP11089) had no division; inferred 'Commercial' from reporting line
division missing	Ishani Shetty (EMP11237) had no division; inferred 'Corporate' from reporting line
division missing	Lucky Borah (EMP10768) had no division; inferred 'Regulatory' from reporting line
circular reporting line	Jyoti Das -> Ikshita Zacharia -> Jyoti Das — left behind by a reorg

Definitions

How every number in this toolkit is worked out.

TERM	DEFINITION
Headcount	People whose status is Active or Notice on the as-of date. Exited people are not counted.
Leavers (12 months)	Status Exited with an exit date in the 365 days up to the as-of date. Exited rows with no exit date are listed but not counted.
Joiners (12 months)	Date of joining in the 365 days up to the as-of date, whether or not they have since left.
Headcount 12 months ago	Headcount now + leavers – joiners, for the whole organisation and for each group.
Attrition rate	Leavers ÷ average headcount, where average headcount = (headcount 12 months ago + headcount now) ÷ 2. The standard annual turnover formula.
Early attrition	Leavers who left within 12 months of joining, as a share of all leavers.
High-performer attrition	Leavers whose last rating was 4 or 5, as a share of all leavers. A blank rating counts as 3.
Tenure	Years from date of joining to the as-of date, for current headcount.
Senior bands	The top four bands in the order the toolkit found (or you set): M3 and above in the sample.
Nine-box	Last calibrated rating (1–2 low, 3 middle, 4–5 high) against recorded potential (low, medium, high).
Span of control	Direct reports per manager, counting current headcount only.