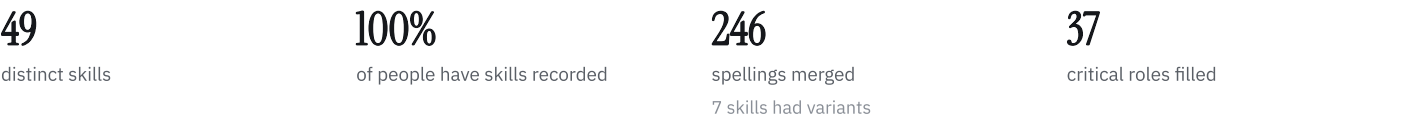
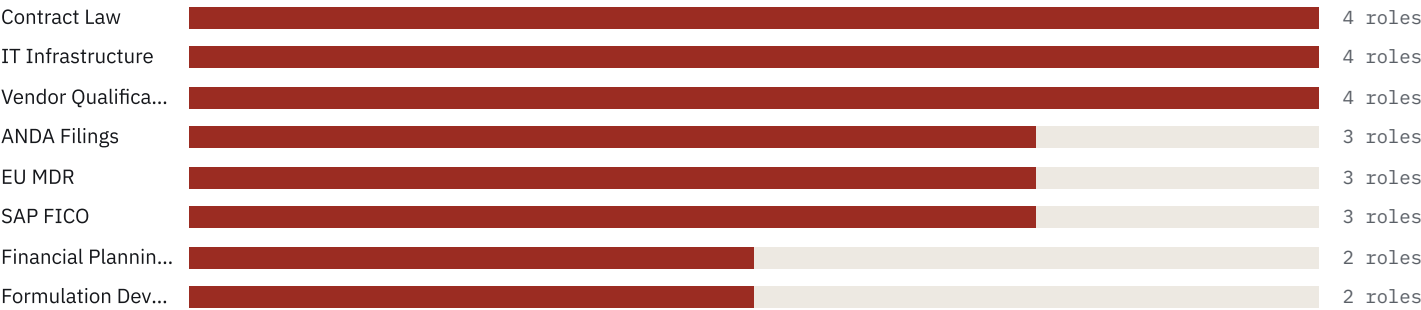


Overview

As of 2026-09-22, across 498 people in current headcount.



MOST EXPOSED



Bars: how many critical roles need the skill. Each has one person or nobody as backup cover.

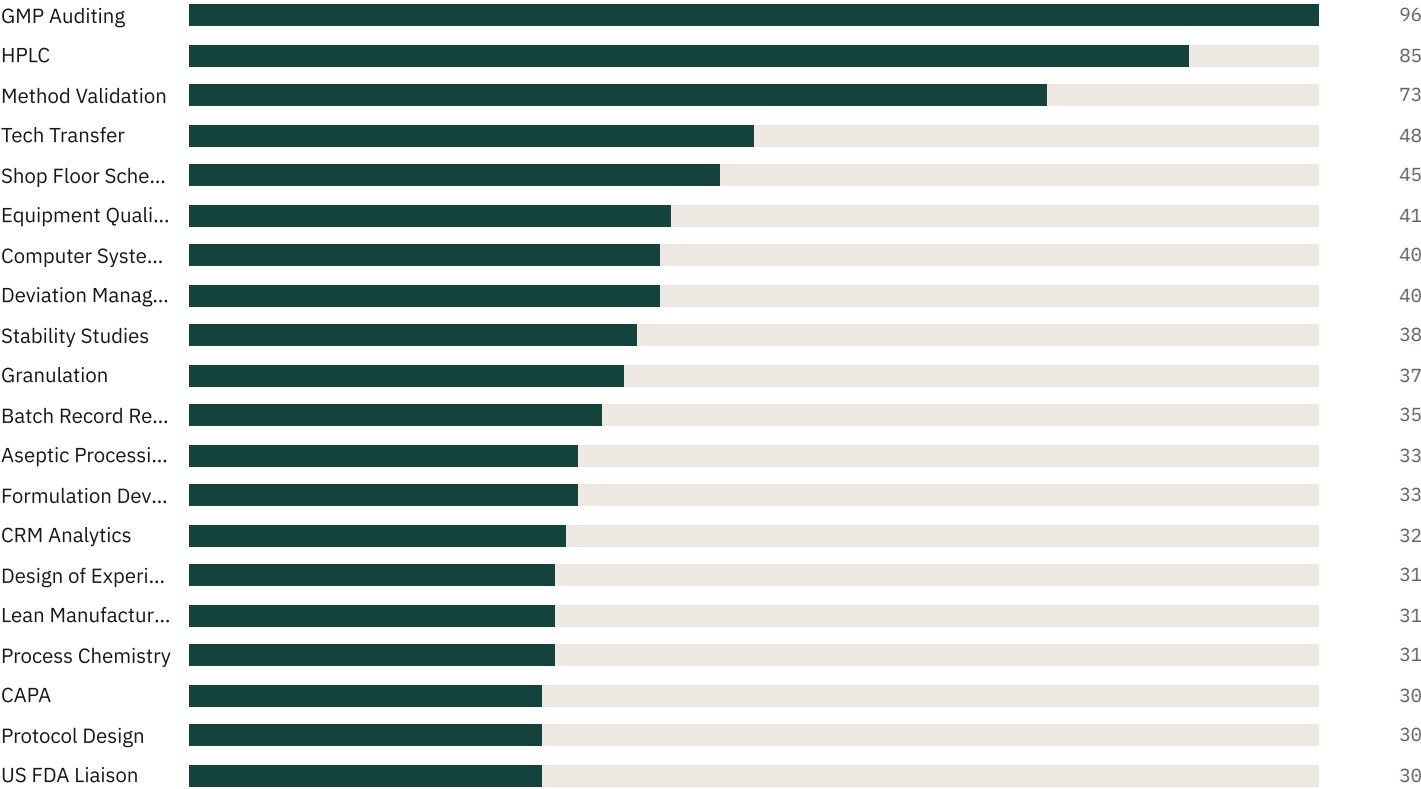
Inventory

Every skill in the organisation, most widely held first.

Show

Whole organisation

▼



ALL 49 SKILLS

SKILL	HOLDERS	NOT ON NOTICE	SENIOR	DIVISIONS	SITES
GMP Auditing	96	93	12	3	7
HPLC	85	84	12	2	7
Method Validation	73	72	10	2	7
Tech Transfer	48	46	7	1	4
Shop Floor Scheduling	45	43	11	2	5
Equipment Qualification	41	39	4	1	5
Computer System Validation	40	40	8	1	7
Deviation Management	40	39	10	1	4
Stability Studies	38	36	9	1	6
Granulation	37	36	9	2	6
Batch Record Review	35	34	4	1	6
Aseptic Processing	33	33	5	1	5

SKILL	HOLDERS	NOT ON NOTICE	SENIOR	DIVISIONS	SITES
Formulation Development	33	33	3	1	6
CRM Analytics	32	32	6	1	6
Design of Experiments	31	31	6	1	5
Lean Manufacturing	31	30	3	1	5
Process Chemistry	31	31	8	1	5
CAPA	30	30	6	1	6
Protocol Design	30	29	6	1	5
US FDA Liaison	30	30	5	1	4
Brand Strategy	29	29	4	1	5
Patent Drafting	29	29	6	1	6
EU MDR	28	28	4	1	5
GCP Auditing	28	28	5	1	5
Labelling Compliance	28	28	3	1	5
Scale-up	28	28	4	1	6
Clinical Trial Management	26	25	3	1	4
eCTD Publishing	26	26	6	1	5
Market Access	26	26	5	1	6
Serialisation	26	26	4	1	4
Tender Management	26	26	6	1	5
Inventory Optimisation	25	25	6	1	4
Pricing Strategy	25	25	4	1	4
Contract Law	24	22	5	1	3
Demand Planning	23	23	5	1	5
Key Account Management	23	23	5	1	5
Talent Management	21	20	7	1	4
ANDA Filings	20	20	4	1	4
Cold Chain Logistics	20	20	3	1	5
Financial Planning & Analysis	20	19	3	1	3
Vendor Qualification	20	20	5	1	6
Pharmacovigilance	19	19	5	1	4
SAP MM	19	19	3	1	6

SKILL	HOLDERS	NOT ON NOTICE	SENIOR	DIVISIONS	SITES
Data Privacy	18	16	4	1	4
Signal Detection	18	17	6	1	5
Medical Writing	17	17	3	1	4
IT Infrastructure	15	12	5	1	4
SAP FICO	15	13	4	1	4
Regulatory Strategy	11	11	2	1	3

Critical-role coverage

Skills that the holders of critical roles have, against the people who could cover them: senior, not serving notice and not already in a critical role. 26 of 46 are exposed.

SKILL	CRITICAL ROLES NEEDING IT	BACKUP COVER	SITES WITH COVER	ALL HOLDERS	ON NOTICE	
GMP Auditing	7	4	2	96	3	THIN
HPLC	7	5	4	85	1	THIN
Talent Management	5	2	2	21	1	THIN
Method Validation	5	4	2	73	1	THIN
Contract Law	4	1	1	24	2	SINGLE EXPERT
IT Infrastructure	4	1	1	15	3	SINGLE EXPERT
Vendor Qualification	4	1	1	20	0	SINGLE EXPERT
Signal Detection	4	2	2	18	1	THIN
eCTD Publishing	4	2	2	26	0	THIN
Process Chemistry	4	4	3	31	0	COVERED
Granulation	4	5	4	37	1	COVERED
Shop Floor Scheduling	4	7	4	45	2	COVERED
ANDA Filings	3	1	1	20	0	SINGLE EXPERT
EU MDR	3	1	1	28	0	SINGLE EXPERT
SAP FICO	3	1	1	15	2	SINGLE EXPERT
Aseptic Processing	3	2	1	33	0	THIN
Demand Planning	3	2	2	23	0	THIN
GCP Auditing	3	2	1	28	0	THIN
Key Account Management	3	2	2	23	0	THIN
Market Access	3	2	2	26	0	THIN
US FDA Liaison	3	2	2	30	0	THIN
CRM Analytics	3	3	3	32	0	COVERED
Inventory Optimisation	3	3	3	25	0	COVERED
Patent Drafting	3	3	3	29	0	COVERED
Protocol Design	3	3	3	30	1	COVERED
Tender Management	3	3	2	26	0	COVERED

SKILL	CRITICAL ROLES NEEDING IT	BACKUP COVER	SITES WITH COVER	ALL HOLDERS	ON NOTICE	
Tech Transfer	3	4	3	48	2	COVERED
Computer System Validation	3	5	3	40	0	COVERED
Stability Studies	3	5	2	38	2	COVERED
Deviation Management	3	6	3	40	1	COVERED
Financial Planning & Analysis	2	1	1	20	1	SINGLE EXPERT
Formulation Development	2	1	1	33	0	SINGLE EXPERT
Labelling Compliance	2	1	1	28	0	SINGLE EXPERT
Medical Writing	2	1	1	17	0	SINGLE EXPERT
SAP MM	2	1	1	19	0	SINGLE EXPERT
Brand Strategy	2	2	1	29	0	ONE SITE
Data Privacy	2	2	1	18	2	ONE SITE
Scale-up	2	2	2	28	0	COVERED
Serialisation	2	2	2	26	0	COVERED
Pharmacovigilance	2	3	2	19	0	COVERED
Design of Experiments	2	4	4	31	0	COVERED
Clinical Trial Management	1	2	1	26	1	ONE SITE
Cold Chain Logistics	1	2	2	20	0	COVERED
Equipment Qualification	1	3	2	41	2	COVERED
Pricing Strategy	1	3	2	25	0	COVERED
CAPA	1	5	2	30	0	COVERED

Skills that travel together

For each thinly covered skill a critical role needs: the skills its holders usually also have, and the people who have those companions but not the skill itself — the quickest to develop into cover. Counting only; nobody is scored.

THIN SKILL	EXPOSURE	USUALLY HELD WITH	CLOSEST TO LEARNING IT
GMP Auditing	Thin	Aseptic Processing (3.0×), Lean Manufacturing (2.5×), Deviation Management (2.5×)	Deepa Bhandari (E2, Manufacturing); Faraj Mane (E2, Manufacturing); Gavin Prabhakar (E1, Manufacturing); Odika Pillay (E1, Manufacturing)
HPLC	Thin	Scale-up (3.1×), Batch Record Review (2.8×), Formulation Development (2.8×)	Vamakshi Chokshi (M4, R&D); Falguni Pingle (M3, R&D); Hritik Trivedi (E2, R&D); Isaac Bhagat (E1, R&D); Mekhala Ghosh (E1, R&D)
Talent Management	Thin	IT Infrastructure (12.6×), Financial Planning & Analysis (11.9×), Contract Law (10.9×)	Faqid Pandya (E1, Corporate); Ayaan Dyal (E2, Corporate); Jatin Pillay (E2, Corporate); Amaira Lal (E1, Corporate); Nakul Gour (E1, Corporate)
Method Validation	Thin	Formulation Development (3.1×), Patent Drafting (3.1×), Deviation Management (2.7×)	Vamakshi Chokshi (M4, R&D); Falguni Pingle (M3, R&D); Aadi Nori (E1, R&D); Mitesh Lal (E1, R&D); Quincy Acharya (E1, R&D)
Contract Law	Single expert	IT Infrastructure (15.2×), Financial Planning & Analysis (13.5×), Data Privacy (12.7×)	Janya Ram (M3, Corporate); Darika Borra (E1, Corporate); Gaurav Iyer (E1, Corporate); Madhavi Bala (E1, Corporate); Nakul Gour (E1, Corporate)
IT Infrastructure	Single expert	Contract Law (15.2×), Talent Management (12.6×), Financial Planning & Analysis (10.0×)	Wakeeta Bhatia (E2, Corporate); Arin Kohli (E1, Corporate); Logan Agrawal (E1, Corporate); Rajeshri Barad (M4, Corporate); Janya Ram (M3, Corporate)
Vendor Qualification	Single expert	SAP MM (11.8×), Inventory Optimisation (11.0×), Cold Chain Logistics (10.0×)	Pallavi Keer (E1, Supply Chain); Michael Yogi (M3, Supply Chain); Abhimanyu Hari (E2, Supply Chain); Devansh Rama (E2, Supply Chain); Anya Bajaj (E1, Supply Chain)
Signal Detection	Thin	Pharmacovigilance (10.2×), Protocol Design (10.1×), Clinical Trial Management (9.6×)	Aryan Balasubramanian (M3, Clinical); Jagdish Rai (E1, Clinical); Dhriti Solanki (M3, Clinical); Bakhshi Vasa (E2, Clinical); Ekalinga Sha (E2, Clinical)
eCTD Publishing	Thin	EU MDR (11.6×), Labelling Compliance (10.9×), US FDA Liaison (9.6×)	Darsh Atwal (E2, Regulatory); Chakradev Tata (E1, Regulatory); Nachiket Balasubramanian (E1, Regulatory); Veer Pandya (E1, Regulatory); Ekansh Kaul (M3, Regulatory)
ANDA Filings	Single expert	US FDA Liaison (11.6×), Labelling Compliance (10.7×), EU MDR (9.8×)	Adya Wagle (M4, Regulatory); Forum Rana (E2, Regulatory); Akshay Bala (E1, Regulatory); Ijaya Baral (E1, Regulatory); Maanav Kibe (E1, Regulatory)
EU MDR	Single expert	US FDA Liaison (11.9×), eCTD Publishing (11.6×), Regulatory Strategy (11.3×)	Harini Brahmbhatt (M3, Regulatory); Isha Chowdhury (E2, Regulatory); Odika Chadha (E2, Regulatory); Anamika Batta (E1, Regulatory); Caleb Badal (E1, Regulatory)
SAP FICO	Single expert	Data Privacy (14.8×), Financial Planning & Analysis (10.0×), Contract Law (9.7×)	Wakeeta Bhatia (E2, Corporate); Arin Kohli (E1, Corporate); Faqid Pandya (E1, Corporate); Logan Agrawal (E1, Corporate); Vansha Chandra (M4, Corporate)
Aseptic Processing	Thin	Tech Transfer (5.3×), Granulation (4.9×), Shop Floor Scheduling (4.0×)	Gagan Madan (M3, Manufacturing); Kalpit Hora (M3, Manufacturing); Avi Sampath (E1, Manufacturing); Balvan Sem (E1, Manufacturing); Nachiket Jani (E1, Manufacturing)

THIN SKILL	EXPOSURE	USUALLY HELD WITH	CLOSEST TO LEARNING IT
Demand Planning	Thin	Serialisation (12.5×), Vendor Qualification (9.7×), Cold Chain Logistics (8.7×)	Jyoti Das (M4, Supply Chain); Liam Ahuja (M3, Supply Chain); Urmi Naik (E1, Supply Chain); Michael Yogi (M3, Supply Chain); Watika Mangal (E2, Supply Chain)
GCP Auditing	Thin	Clinical Trial Management (11.6×), Pharmacovigilance (10.3×), Medical Writing (9.4×)	Kalpit Kumar (M4, Clinical); Dhriti Solanki (M3, Clinical); Bakhshi Vasa (E2, Clinical); Ekalinga Sha (E2, Clinical); Ekani Nanda (E2, Clinical)
Key Account Management	Thin	Tender Management (8.3×), CRM Analytics (8.1×), Pricing Strategy (7.8×)	Dayita Dar (M3, Commercial); Bhavika Puri (E2, Commercial); Charan Saran (E1, Commercial); Nachiket Soni (E1, Commercial); Barkha Sachar (M5, Commercial)
Market Access	Thin	Tender Management (9.6×), CRM Analytics (9.0×), Brand Strategy (8.6×)	Dayita Vohra (E1, Commercial); Lila Lalla (E1, Commercial); Nachiket Soni (E1, Commercial); Ikshita Zacharia (M4, Commercial); Dayita Dar (M3, Commercial)
US FDA Liaison	Thin	EU MDR (11.9×), ANDA Filings (11.6×), Labelling Compliance (11.3×)	Ati Pillai (E2, Regulatory); Isha Dass (M5, Regulatory); Gayathri Cheema (E2, Regulatory); Caleb Sibal (E1, Regulatory); Chandresh Gupta (E1, Regulatory)
Financial Planning & Analysis	Single expert	Contract Law (13.5×), Data Privacy (12.4×), Talent Management (11.9×)	Rajeshri Barad (M4, Corporate); Atharv Nair (M5, Corporate); Aarush Chacko (M3, Corporate); Mohammed Sridhar (E2, Corporate); Ekapad Bassi (E1, Corporate)
Formulation Development	Single expert	Patent Drafting (6.2×), Design of Experiments (5.8×), Process Chemistry (5.8×)	Aarna Ghosh (M4, R&D); Aadhya Dyal (M3, R&D); Edhitha Kaul (E2, R&D); Oviya Bose (E1, R&D); Saanvi Garde (E1, R&D)
Labelling Compliance	Single expert	US FDA Liaison (11.3×), eCTD Publishing (10.9×), ANDA Filings (10.7×)	Harinakshi Mody (M4, Regulatory); Harrison Mall (M4, Regulatory); Odika Chadha (E2, Regulatory); Fiyaz Nanda (M3, Regulatory); Balendra Brar (E2, Regulatory)
Medical Writing	Single expert	Protocol Design (13.7×), Pharmacovigilance (10.8×), GCP Auditing (9.4×)	Aryan Balasubramanian (M3, Clinical); Chaitanya Balakrishnan (E1, Clinical); Urishilla Kar (E1, Clinical); Rishi Uppal (M5, Clinical); Neha Majumdar (M4, Clinical)
SAP MM	Single expert	Cold Chain Logistics (13.1×), Vendor Qualification (11.8×), Serialisation (10.1×)	Jyoti Das (M4, Supply Chain); Liam Ahuja (M3, Supply Chain); Farhan Bora (M4, Supply Chain); Amruta Karnik (E2, Supply Chain); Anya Bajaj (E1, Supply Chain)
Brand Strategy	One site	Market Access (8.6×), Tender Management (8.6×), CRM Analytics (8.0×)	Barkha Sachar (M5, Commercial); Indrajit Banerjee (M4, Commercial); Damyanti Palla (E2, Commercial); Jackson Khurana (E1, Commercial); Kai Joshi (E1, Commercial)
Data Privacy	One site	SAP FICO (14.8×), Contract Law (12.7×), Financial Planning & Analysis (12.4×)	Amaira Lal (E1, Corporate); Teerth Venkatesh (E1, Corporate); Vansha Chandra (M4, Corporate); Anjali Dar (E2, Corporate); Jatin Pillay (E2, Corporate)
Clinical Trial Management	One site	GCP Auditing (11.6×), Pharmacovigilance (10.1×), Protocol Design (9.6×)	Brijesh Chana (E1, Clinical); Chaitanya Balakrishnan (E1, Clinical); Urishilla Kar (E1, Clinical); Rishi Uppal (M5, Clinical); Chandran Ray (M4, Clinical)

2.0× means holders of the thin skill have that companion twice as often as everyone else. Only companions shared by three or more holders are counted.

Single points

Skills that sit with one person, and skills whose every holder is serving notice.

HELD BY ONE PERSON (0)

None.

EVERY HOLDER SERVING NOTICE (0)

None.

Skills by division

Holders of the fifteen most widely held skills in each division. A blank cell means nobody.

SKILL	CLINICAL	COMMERCIAL	CORPORATE	MANUFACTURING	QUALITY	R&D	REGULATORY	SUPPLY CHAIN	UNASSIGNED
GMP Auditing				50	45				1
HPLC					47	38			
Method Validation					44	29			
Tech Transfer				48					
Shop Floor Scheduling				44					1
Equipment Qualification				41					
Computer System Validation					40				
Deviation Management					40				
Stability Studies					38				
Granulation				36					1
Batch Record Review					35				
Aseptic Processing				33					
Formulation Development						33			
CRM Analytics		32							
Design of Experiments						31			

Merged spellings

246 skill entries were written differently and merged onto 7 skills. Check the list: if two genuinely different skills were merged, rename one in the export.

SKILL	ALSO WRITTEN AS
HPLC	H.P.L.C. · HPLC method dev · High Performance Liquid Chromatography · hplc analysis
CAPA	C.A.P.A · Corrective and Preventive Action · capa closure
GMP Auditing	GMP audits · Good Manufacturing Practice auditing · cGMP audit
Pharmacovigilance	PV · Pharmaco-vigilance · pharmacovigilence
ANDA Filings	ANDA filing · Abbreviated New Drug Application
Computer System Validation	CSV · CSV (21 CFR Part 11)
Demand Planning	S&OP / demand planning

Data fixes

27 faults were found in the export and fixed first.

FAULT	WHAT WAS DONE
band system mismatch	90 rows use the legacy grading system (Manager-II etc.); mapped onto the current bands
skill variants collapsed	246 skill strings mapped to canonical skills; 'HPLC' alone appeared as 5 spellings
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
Skill	One entry in the Skills column, split on . Spelling variants are merged onto one name: first by a built-in alias list, then by fuzzy matching (token-set similarity of 88 or more). Every merge is on the Merged spellings sheet.
Holders	Current headcount (Active or Notice) listing the skill. Exited people are not counted.
Staying holders	Holders not serving notice.
Travel together (× chance)	For two skills: the share of the first skill's holders who also hold the second, divided by the second skill's share of everyone with skills. 2.0× means twice as often as chance. Counted when at least three people hold both.
Closest to learning it	People not serving notice who do not hold the thin skill but hold at least two of its three strongest companions (or the one, if it has only one), most companions first, then most senior.
Senior	The top four bands, most senior first, in the order the toolkit found them.
Critical role	A role marked Yes in the Critical Role column; without that column, titles starting Head of, Plant Head, Chief, Qualified Person or Associate Director, or ending in Lead.
Critical roles needing it	Critical roles whose current holder lists the skill.
Backup cover	Holders who are senior, not serving notice, and not already in a critical role: the people who could cover the skill if a critical-role holder left.
Single expert	A skill needed by a critical role with one person or nobody as backup cover.
Thin	Backup cover smaller than the number of critical roles needing the skill.
One site	Backup cover exists but sits at a single location.
Single holder	A skill held by exactly one person in current headcount.