

# Succession cover for 37 critical roles

Source: Sample export · 500 synthetic employees · data as of 2026-09-22 · 500 people from 503 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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 · 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                                      |

| NAME             | READY NOW FOR | ROLES                                                                             |
|------------------|---------------|-----------------------------------------------------------------------------------|
| 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 |

4 · TIER MOVES RECORDED THIS SESSION

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

5 · HOW TO READ THIS

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. 28 data faults were found and fixed on the way in; the workbook's Data fixes sheet lists each one.