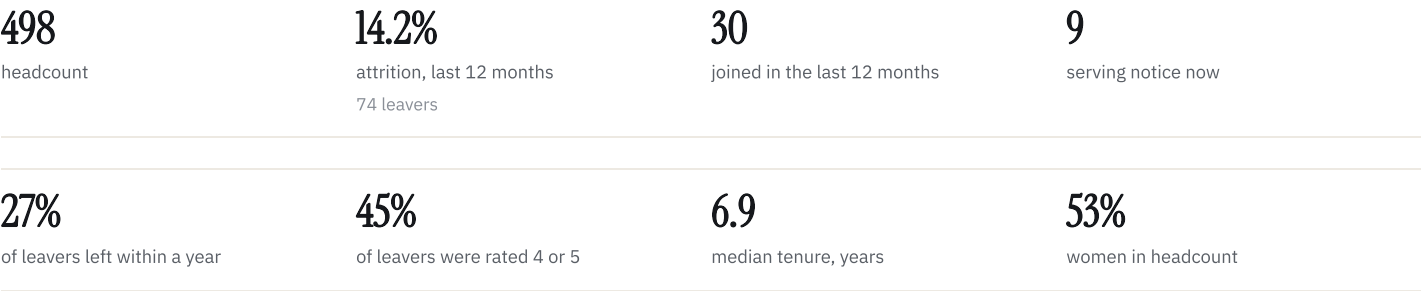


Overview

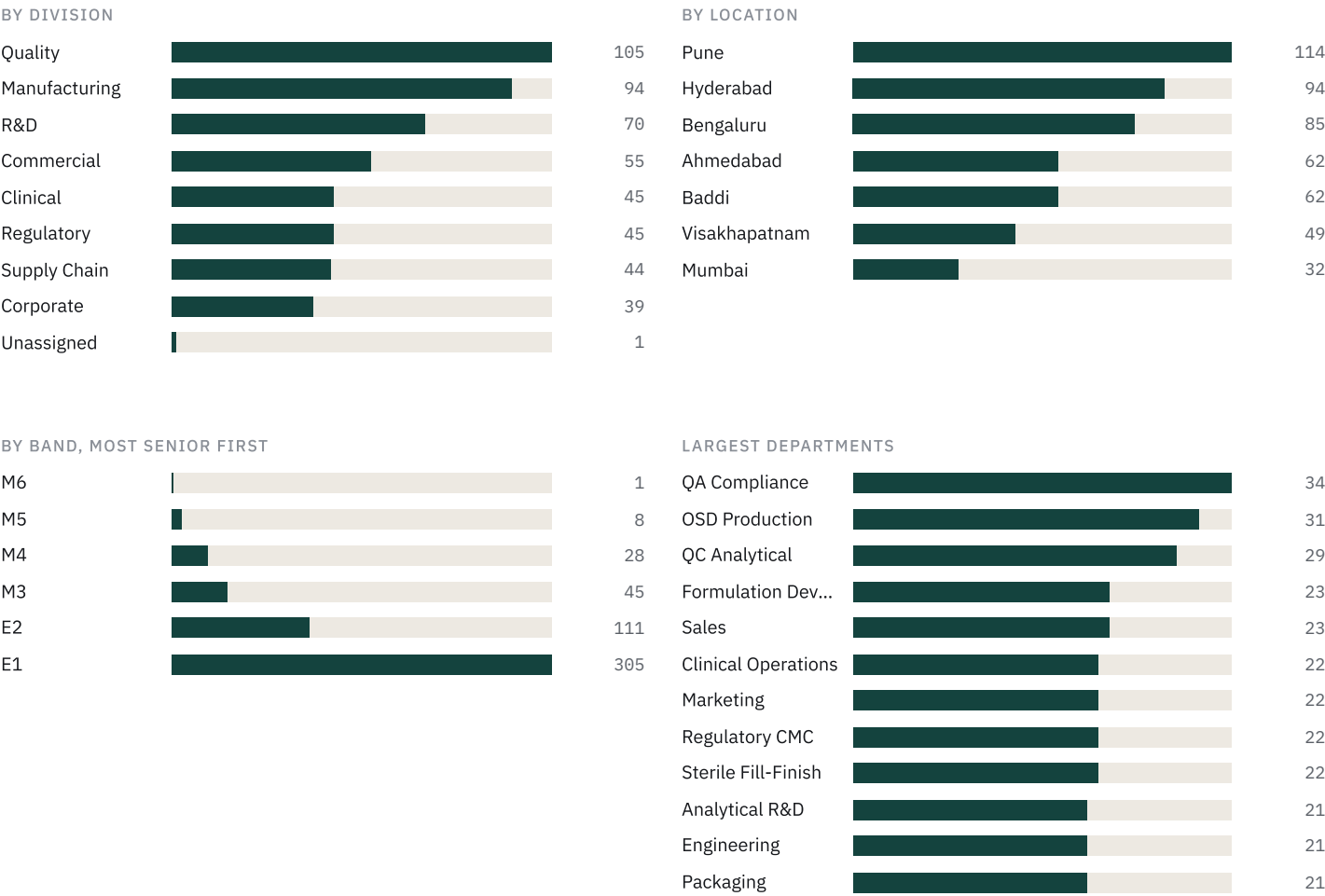
As of 2026-09-22. Definitions are under each chart and on the Definitions sheet of the Excel export.



- Highest attrition: Clinical at 28.0% (14 leavers), against 14.2% overall.
- 29 faults in the export were fixed on the way in; see Data fixes.

Headcount

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

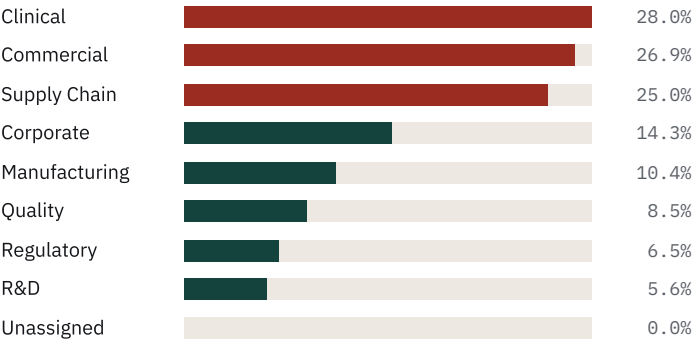


Movement over the year: 542 twelve months ago, 30 joined, 74 left, 498 now.

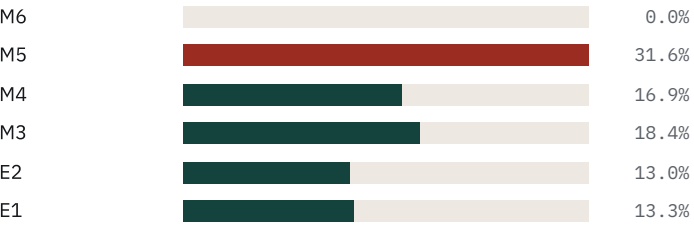
Attrition

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.

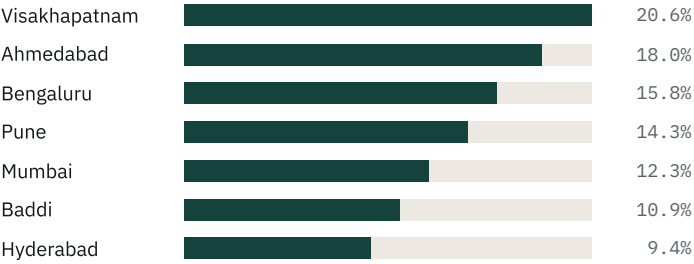
BY DIVISION



BY BAND



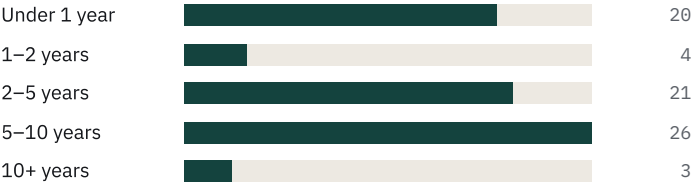
BY LOCATION



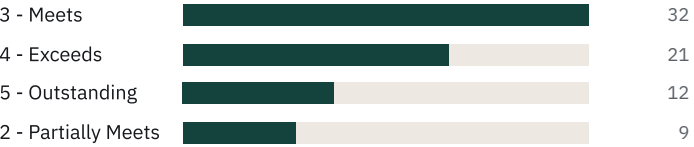
BY GENDER



LEAVERS BY TIME IN THE COMPANY



LEAVERS BY LAST RATING



EVERYONE WHO LEFT

CODE	NAME	TITLE	DIVISION	BAND	LEFT	YEARS IN COMPANY	LAST RATING
EMP20027	Neel Balakrishnan	Executive, OSD Production	Manufacturing	E1	2026-09-17	0.6	3 - Meets
EMP20000	Orinder Koshy	Manager, Procurement	Supply Chain	M3	2026-09-15	3.4	2 - Partially Meets
EMP20060	Upadhriti Chandra	Executive, Regulatory CMC	Regulatory	E1	2026-09-13	6.7	5 - Outstanding
EMP20045	Dalbir Biswas	Senior Executive, Process Chemistry	R&D	E2	2026-09-10	6.4	4 - Exceeds
EMP20061	Dalbir Ravel	Executive, Marketing	Commercial	E1	2026-09-04	3.2	5 - Outstanding

CODE	NAME	TITLE	DIVISION	BAND	LEFT	YEARS IN COMPANY	LAST RATING
EMP20008	Omya Kar	Executive, Clinical Operations	Clinical	E1	2026-08-27	0.7	3 - Meets
EMP20048	Ekta Sanghvi	Head of Market Access, Bengaluru	Commercial	M4	2026-08-23	0.7	4 - Exceeds
EMP20031	Ayushman Kuruvilla	Executive, Marketing	Commercial	E1	2026-08-21	8.0	3 - Meets
EMP20013	Sathvik Doctor	Head of Sales, Bengaluru	Commercial	M4	2026-07-18	1.4	3 - Meets
EMP10961	Krishna Parekh	Senior Executive, Procurement	Supply Chain	E2	2026-07-04	7.2	4 - Exceeds
EMP20066	Ubika Sabharwal	Senior Executive, QC Analytical	Quality	E2	2026-07-04	7.9	3 - Meets
EMP20036	Laban Mangat	Executive, OSD Production	Manufacturing	E1	2026-07-01	5.5	4 - Exceeds
EMP20004	Amara Bali	Executive, QA Compliance	Quality	E1	2026-06-24	2.3	3 - Meets
EMP20050	Radha Manda	Executive, Quality Systems	Quality	E1	2026-06-23	3.2	3 - Meets
EMP20059	Harinakshi Minhas	Senior Executive, Engineering	Manufacturing	E2	2026-06-23	0.5	3 - Meets
EMP20007	Chakrika Bhat	Executive, Finance	Corporate	E1	2026-06-22	3.8	5 - Outstanding
EMP20053	Priya Shetty	Executive, Market Access	Commercial	E1	2026-06-20	4.9	2 - Partially Meets
EMP20042	Jagvi Som	Regulatory Operations Lead	Regulatory	M4	2026-06-14	9.6	3 - Meets
EMP20069	Caleb Bala	Senior Executive, IT	Corporate	E2	2026-06-11	2.4	3 - Meets
EMP20037	Andrew Sheth	Executive, Sales	Commercial	E1	2026-06-07	0.3	3 - Meets
EMP20068	David Keer	Senior Executive, Process Chemistry	R&D	E2	2026-05-27	1.6	4 - Exceeds
EMP20049	Anamika Bala	Executive, Market Access	Commercial	E1	2026-05-19	3.8	5 - Outstanding
EMP20033	Champak Barman	Executive, Procurement	Supply Chain	E1	2026-05-15	7.5	5 - Outstanding
EMP20055	Manbir Karan	Senior Executive, Finance	Corporate	E2	2026-05-09	2.1	3 - Meets
EMP20062	Jalsa Upadhyay	Senior Executive, Marketing	Commercial	E2	2026-05-09	2.8	4 - Exceeds

CODE	NAME	TITLE	DIVISION	BAND	LEFT	YEARS IN COMPANY	LAST RATING
EMP20001	Madhav Prabhakar	Manager, QA Compliance	Quality	M3	2026-05-06	15.4	3 - Meets
EMP20067	Sai Naidu	Executive, Pharmacovigilance	Clinical	E1	2026-05-06	3.1	2 - Partially Meets
EMP20058	Yatan Konda	Executive, Procurement	Supply Chain	E1	2026-04-23	9.0	3 - Meets
EMP20057	Bakhshi Keer	Executive, OSD Production	Manufacturing	E1	2026-04-21	2.8	3 - Meets
EMP11203	Ranveer Lall	Senior Executive, Finance	Corporate	E2	2026-04-17	5.6	4 - Exceeds
EMP20006	Ayaan Sundaram	Executive, Planning	Supply Chain	E1	2026-04-17	2.4	3 - Meets
EMP20012	Zaitra Natarajan	Executive, Clinical Operations	Clinical	E1	2026-04-07	9.7	2 - Partially Meets
EMP20026	Thomas Krishna	Executive, Sales	Commercial	E1	2026-04-02	3.9	2 - Partially Meets
EMP20021	Tripti Guha	Executive, Warehouse & Distribution	Supply Chain	E1	2026-04-01	2.3	4 - Exceeds
EMP20063	Bhavya Kari	Executive, Packaging	Manufacturing	E1	2026-03-31	5.7	4 - Exceeds
EMP20018	Falak Ghose	Executive, Labelling	Regulatory	E1	2026-03-25	0.6	4 - Exceeds
EMP20024	Farhan Bumb	Executive, Medical Affairs	Clinical	E1	2026-03-24	5.4	4 - Exceeds
EMP20052	Yashawini Chahal	Senior Executive, Clinical Operations	Clinical	E2	2026-03-12	4.6	4 - Exceeds
EMP20015	Nidra Tripathi	Manager, Human Resources	Corporate	M3	2026-03-03	0.5	5 - Outstanding
EMP20064	Harini Bal	Executive, QC Analytical	Quality	E1	2026-03-03	0.6	2 - Partially Meets
EMP20009	Amruta Pillay	Executive, Procurement	Supply Chain	E1	2026-02-25	0.8	3 - Meets
EMP20010	Onkar Ahuja	Executive, Pharmacovigilance	Clinical	E1	2026-02-25	6.9	5 - Outstanding
EMP20041	Victor Kumar	Executive, Sterile Fill-Finish	Manufacturing	E1	2026-02-21	0.6	3 - Meets
EMP20035	Abhimanyu Dar	Executive, Procurement	Supply Chain	E1	2026-02-19	0.7	3 - Meets
EMP20054	Yashawini Vaidya	Executive, Formulation Development	R&D	E1	2026-02-19	0.9	3 - Meets

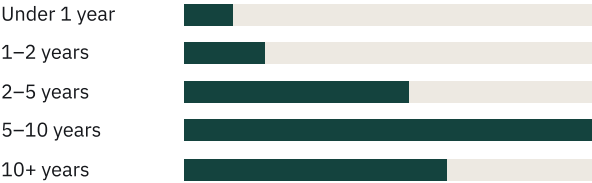
CODE	NAME	TITLE	DIVISION	BAND	LEFT	YEARS IN COMPANY	LAST RATING
EMP20046	Tanmayi Padmanabhan	Executive, Marketing	Commercial	E1	2026-02-09	9.5	4 - Exceeds
EMP20065	Max Kalla	Executive, QC Analytical	Quality	E1	2026-02-09	3.5	3 - Meets
EMP20051	Dayamai Sangha	Head of Pharmacovigilance, Pune	Clinical	M4	2026-02-07	2.8	3 - Meets
EMP20032	Unnati Sankar	Executive, Analytical R&D	R&D	E1	2026-02-02	7.5	3 - Meets
EMP20002	Jason Sama	Manager, QA Compliance	Quality	M3	2026-01-29	24.3	4 - Exceeds
EMP20038	Vedika Parsa	Senior Executive, Procurement	Supply Chain	E2	2026-01-27	7.6	5 - Outstanding
EMP20043	Orinder Tella	Senior Executive, Medical Affairs	Clinical	E2	2026-01-25	3.0	5 - Outstanding
EMP20056	Ganga Pal	Executive, Pharmacovigilance	Clinical	E1	2026-01-25	0.2	3 - Meets
EMP20030	Advika Solanki	Head of Engineering, Pune	Manufacturing	M4	2026-01-07	5.1	4 - Exceeds
EMP20025	Jeet Bhavsar	Executive, Planning	Supply Chain	E1	2025-12-29	0.8	3 - Meets
EMP20047	Charan Dua	Executive, Clinical Operations	Clinical	E1	2025-12-21	0.3	4 - Exceeds
EMP20070	Tanveer Yogi	Head of Manufacturing	Manufacturing	M5	2025-12-20	7.3	3 - Meets
EMP20003	Xiti Jani	Manager, Sales	Commercial	M3	2025-12-19	16.4	5 - Outstanding
EMP20005	Henry Varty	Senior Executive, QC Analytical	Quality	E2	2025-12-17	0.7	4 - Exceeds
EMP20017	Ayush Mahajan	Executive, Pharmacovigilance	Clinical	E1	2025-12-14	2.0	5 - Outstanding
EMP20020	Udarsh Borde	Manager, Planning	Supply Chain	M3	2025-11-23	6.2	3 - Meets
EMP20028	Neelima Vasa	Executive, Sterile Fill-Finish	Manufacturing	E1	2025-11-14	4.9	2 - Partially Meets
EMP20040	Joshua Gole	Executive, Clinical Operations	Clinical	E1	2025-11-04	0.7	3 - Meets
EMP20016	Yashoda Oza	Head of Corporate	Corporate	M5	2025-10-26	3.2	4 - Exceeds
EMP20044	Anvi Palla	Senior Executive, Marketing	Commercial	E2	2025-10-22	0.4	5 - Outstanding

CODE	NAME	TITLE	DIVISION	BAND	LEFT	YEARS IN COMPANY	LAST RATING
EMP20039	Tanmayi Bhatia	Manager, Packaging	Manufacturing	M3	2025-10-19	5.3	3 - Meets
EMP20071	Oliver Oza	Executive, Clinical Operations	Clinical	E1	2025-10-17	6.9	3 - Meets
EMP20034	Baljiwan Wali	Senior Executive, Sales	Commercial	E2	2025-10-16	8.9	2 - Partially Meets
EMP20019	Varenya Uppal	Manager, Market Access	Commercial	M3	2025-10-13	6.8	3 - Meets
EMP20022	Keya Krishnamurthy	Executive, Pharmacovigilance	Clinical	E1	2025-10-13	1.1	4 - Exceeds
EMP20023	Jai Ravi	Manager, Validation	Quality	M3	2025-10-09	5.4	4 - Exceeds
EMP20011	Girish Rajagopal	Executive, Marketing	Commercial	E1	2025-10-08	0.7	2 - Partially Meets
EMP20029	Meghana Kala	Executive, Marketing	Commercial	E1	2025-10-08	0.3	3 - Meets
EMP20014	Kai Chopra	Head of Supply Chain	Supply Chain	M5	2025-10-06	9.7	4 - Exceeds

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



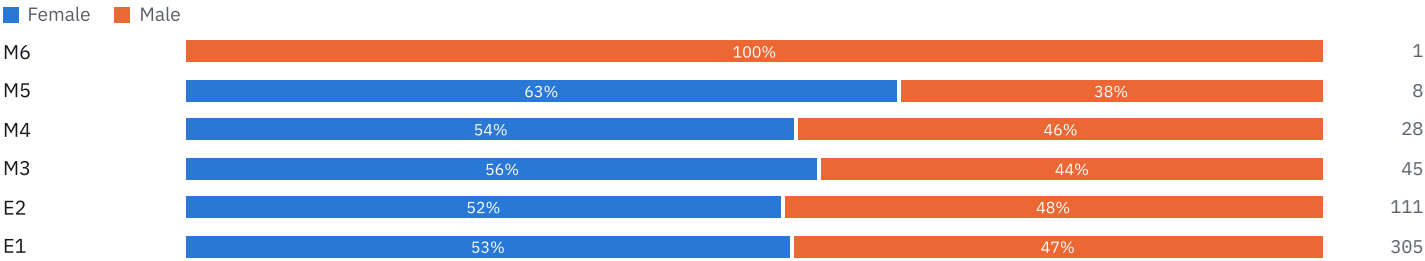
MEDIAN TENURE BY DIVISION



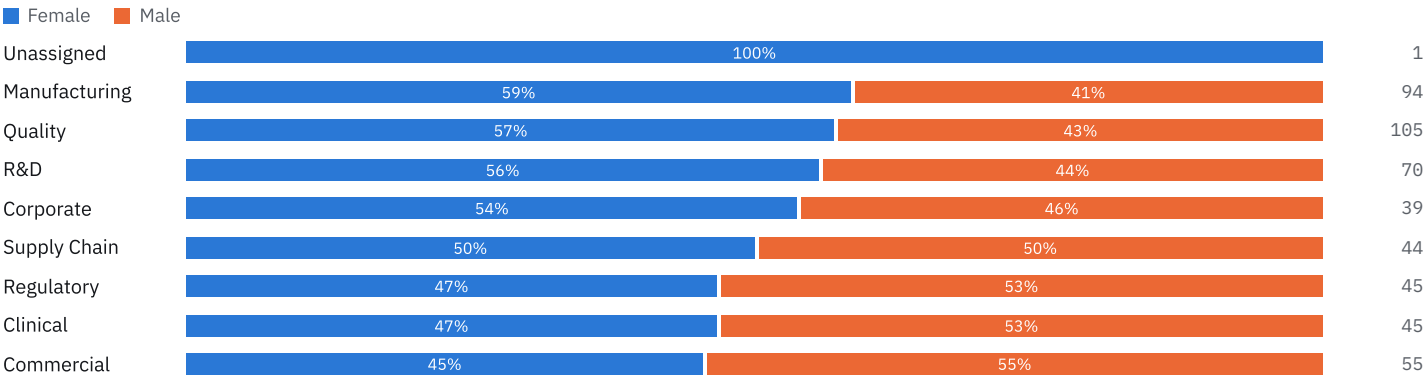
Diversity

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

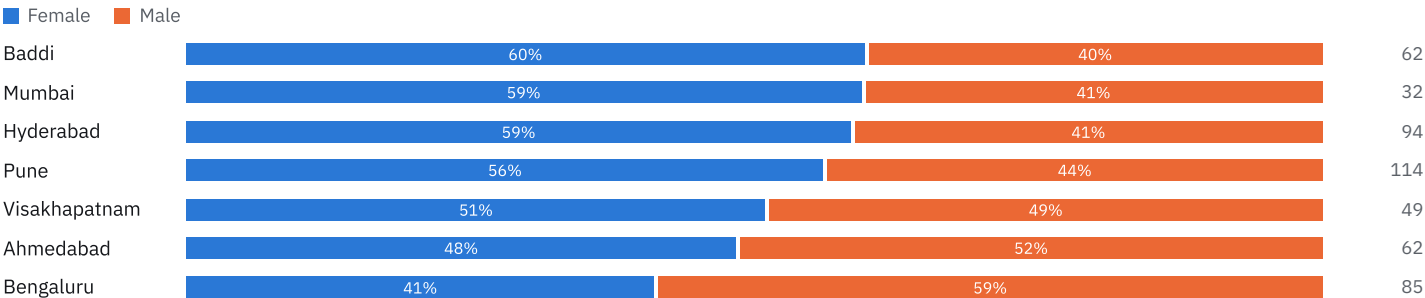
BY BAND, MOST SENIOR FIRST



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

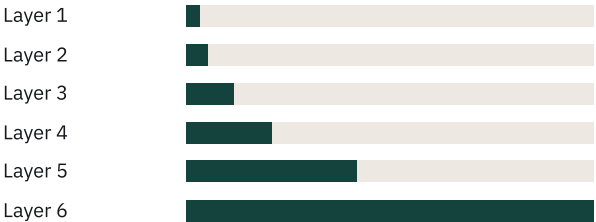
	RATING 1-2	RATING 3	RATING 4-5
HIGH POTENTIAL	5 (1%)	25 (5%)	32 (6%)
MEDIUM POTENTIAL	10 (2%)	86 (17%)	68 (14%)
LOW POTENTIAL	25 (5%)	119 (24%)	128 (26%)

Org shape

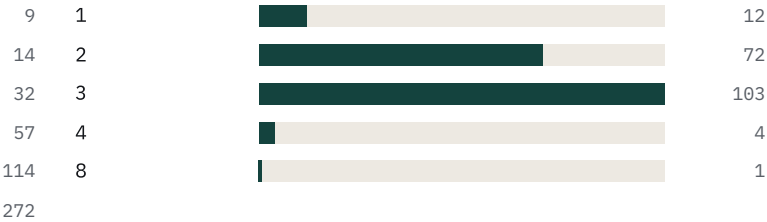
192 managers, median span 3 direct reports, 6 layers. A common starting point is five to ten direct reports per manager.

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



Data fixes

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

FAULT	WHAT WAS DONE
band system mismatch	91 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
manager has exited	Nidra Tripathi (EMP20015) reports to Ranveer Lall, who exited 2026-04-17
manager has exited	Udarsh Borde (EMP20020) reports to Krishna Parekh, who exited 2026-07-04
manager has exited	Manbir Karan (EMP20055) reports to Ranveer Lall, who exited 2026-04-17
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.