

Amitava Saha

Date of Birth: 08th October, 1969
PGDBA (MBA): Indian Institute of Management, Calcutta
1994 - 1996, Major: Marketing
B.E: Delhi College of Engg., Delhi University
1988 - 1992: Major: Electrical Engineering.
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Overall experience of 28 plus years of which 22 have been in Human Resources covering Talent Acquisition, Talent Management and overall HR responsibilities across IT, BPO, Banking and Pharma domains. Experienced in managing large HR engagements globally, setting up entities, managing CXO and Board level matters and M&A. People leader with a mix of strategic and hands-on approach keeping business interests at the forefront.

Dec 2013 – March 2023: President & Group Head, HR – Biocon:

Biocon is a global biopharmaceutical enterprise focused on delivering affordable healthcare to patients, partners and healthcare systems. It is committed to reduce therapy costs of chronic diseases like diabetes, cancer and auto-immune disorders by leveraging India's cost advantage while maintaining highest standards of quality. Current revenue is over USD 1 B with a workforce of approx. 15000 spread across Bangalore, Hyderabad, Vizag, Mangalore and Malaysia. Biocon is the only Indian company to have been constantly recognized amongst the top 10 'Global Top Employers' by Science Magazine, US in biotech, pharma and biopharma sectors.

- As Group HR Head, responsible for harmonizing policies, practices, talent development, CXO hiring and driving key initiatives for all the group companies.
- Interact closely with the NRC and various committees of the Boards of group companies to ensure seamless knowledge transfer and best practice sharing.
- Head HR for Biocon's Generics business involving Talent Acquisition, Learning & Development, Talent Management & Employee Engagement for 4000 employees.
- Key member of Executive Leadership Team which takes all Strategic decisions.
- Head Admin and Physical Security for all India sites of the group.
- Head Biocon Academy – a finishing school under CSR initiative to cover the 'Campus to Corporate' journey. The Academy runs multiple niche programs in collaboration with renowned Institutions in India and abroad.
- Work closely with the Chairperson on several strategic initiatives.

Key Achievements:

- Setup Malaysia operations as the first global site of the group including hiring of key personnel, establishing HR policies covering legal and compliance matters. Managed the site till 2021 bringing in several best practices in Talent Development, Institutional tie-ups and overall HR operations.
- Anchor organizational restructuring with Mckinsey in 2018 to carve out the Biosimilar business of the group to create a separate entity. Hire CEO and key management team globally for the new entity and manage HR operations till end 2021.

- Hired most CXO personnel for the group including CEO of Syngene.
- As Group HR Head, manage the COVID pandemic including employee movement, vaccination, hospitalization, insurance and overall medicine distribution.
- Institutionalize Total Rewards structure for the group including RSU based Long Term Incentive (LTI) plan driven by performance and other critical parameters.
- Work closely with Universities and Educational Institutes in India and abroad for several Learning, Funding and Research initiatives.
- Founded Biocon Academy in 2013 with a tie-up with Keck Graduate Institute, California. The Academy has recorded 100% placements for more than 800 students till date across multiple programs, majority of them joining pharma companies outside Biocon group.
- Setup multiple sites for the company in India – Hyderabad and Vizag locations.
- Member of the core leadership team managing the currently ongoing M&A with Viatris biosimilar business involving 500 plus employees across more than 20 different countries.
- Anchor multiple key digitalization initiatives across locations to ensure extensive usage of AI, customized software, SAP and other tools to help learning, operations, online recruitment, ESG etc.
- Currently transitioning the Generics business from a Level Based to a Role Based Organization (RBO) in partnership with Deloitte.
- Head the Site Management Team across all India sites of the group including Admin and Physical Security.
- Help setup smaller group entities like Bicara (Boston, US), Biofusion, Biocon Pharma.
- Worked on some key initiatives outside of HR like tie-up with Metro Railway (BMRCL) for Biocon Station, proposed take-over of a Museum, Govt. tie-ups & CSR initiatives.

Have been retained as Consultant with Biocon Limited from April 01st to June 30th, 2023 to ensure closure of key initiatives.

Oct 2006 – Nov 2013: Senior Vice President, HR - Firstsource Solutions:

Firstsource is a leading global provider of Business Process Outsourcing (BPO) solutions offering a wide range of services across Banking and Financial services (BFSI), Telecommunications and Media (T&M) and the Healthcare industry segments. Firstsource supports 150 plus global clients including 17 Fortune 500 companies. The operations are spread over 42 delivery centers across USA, UK, India, Mexico and Philippines with about 24000 employees and revenues of more than USD 795m in FY'22.

(Feb 2009 – Nov 2013, Head HR for Asia Business & Healthcare – India):

- Head HR for APAC Business Unit (ABU) focused on India domestic BPO, Philippines and Sri Lanka (JV with leading local Telecom Company).
- Head HR for Healthcare vertical (India) and startup IT subsidiary "Anunta".
- Setup a new center in Cebu, Philippines.
- Overall responsibility of Resourcing, Employee Engagement, Organizational Design, Compensation, Performance Management and Core HR Initiatives for approx. 25,000 employees.
- Lead a team of 200 plus HR professionals across locations.
- Responsible for hiring approx. 2500 people every month. Led Campus & Lateral Hiring for the global organization.

- Conceptualize and drive various Employee Engagement activities (e.g., Employee Benefits, Forums, Focus Groups, Skip level meetings, Celebrating Local festivals, Floor & Department competitions, Surveys etc.) Other focus areas include Retention initiatives, Rewards and Recognition, Appraisals, Promotions, Regulatory Compliance, Grievance handling & Employee issues.
- Design and implement innovative Compensation and Benefits packages to retain and motivate employees and drive high performance.
- Lead Core Initiatives on Performance Management, Organizational Layering, Standardization and Leadership Development in partnership with the Corporate HR.
- Succession Planning for the critical roles and senior leaders.

(Oct 2006 - Feb 2009, Global Head – Talent Acquisition)

- Lead 70 plus HR professionals across 16 locations in India, Philippines & USA.
- Member of the Organization's Leadership team planning new business activities, locations and strategic initiatives.
- Led Campus Hiring globally and conceptualized Innovative Recruitment practices.
- Interactions with existing and future clients to help acquire new business.
- Represent the org at NASSCOM and other HR forums to share best practices.

Key Achievements:

Human Resources:

- Set up new centers in Mumbai, Chennai and Manila for new lines of business.
- Successfully led the M&A activity from HR with a leading Telecom provider in Sri Lanka for setting up a JV with majority stake. The employee strength in 2013 was 500 employees slated to grow to 750 in the next fiscal.
- Design and anchor the Incentive Scheme for the Sales team.
- Customization and designing of HR policies specific to the Asia Business in partnership with the Corporate HR team.
- Worked actively on the Integration of the Healthcare and Publishing business acquired in Chennai – specific focus on HR policies and Compensation Structure.
- Operational management of various employee issues like POSH, Disciplinary, Legal.
- Drive Compensation and Benefits for the business and constantly work on innovative principles of Total Rewards to retain and motivate talent.
- Performance Management – Drive 100% online appraisal and innovative payout models.
- Design Reward and Recognition across levels to ensure healthy growth and morale in the workforce. It also helps in Attrition management which is a key issue in the industry.
- Successfully support the Business in rightsizing at regular intervals. Built up a model of effort and efficiency estimation for mid management specifically support functions.
- Responsible for creating org structures to support the dynamic business needs.
- Liaising with educational institutes in various locations to create a constant source pool. Working with them to create academic interventions and awareness of BPO industry.
- Creating a Succession Plan for the business. Conceptualize the Development Center for Future Leaders which was in its second batch in 2013. Work closely with the Leadership Training and Development teams to create programs for mid & senior levels.
- Introduced HR ambassador model in Operations and Quality to extend HR coverage.
- Help increase training yield from 70% to 90% at Associate levels to increase overall efficiency of the system.

Talent Acquisition:

- Finalist for "Best Recruiting Department of the Year" category at ERE awards, CA. US. Special mention for Innovative Recruitment practices like "Recruitment Call Center" and "Careers on Wheels".
- Successfully completed multi-location ramps of more than 3000 people in less than 90 days at a cost per hire of less than Rs. 1000 (USD 25).
- Setup Manila center with almost no collateral or branding support. In 2013, there were more than 1500 people working out of Manila servicing clients in US and UK.
- Conceptualized Project STRIDE for Associate Hiring where the potential employee pays money to get trained and hence lowering sourcing cost to zero and also creating a revenue model for mass hiring.
- Successfully anchored COPC Gold certification from Talent Acquisition perspective across various locations and business lines.
- Leadership hiring across all locations and geographies.
- Working on creating a Sourcing & Recruitment service model for potential clients as a Consulting venture for the org.

Aug 2005 – Sep 2006: HR Manager – Corporate Bank, Mashreq Bank, Dubai

Mashreq Bank is one of UAE's leading financial institutions with a growing retail presence in the region including Egypt, Qatar, Kuwait & Bahrain. Started in 1967, Mashreq Bank's Revenue in 2022 was USD 2.5 B with 5000 employees.

- Head HR for the Corporate Bank including Treasury & Capital Markets, Compliance & Risk, IT and FI businesses.
- Recruiting for the above groups from UAE, West Asia and Far East including India, Pakistan and Sri Lanka.
- Managing Employee Engagement, Employee Life Cycle support, Mobility & Disciplinary actions for the above groups.
- Drafting and modifying existing policies in the areas of Resourcing, Visa, Onboarding and HR framework for a new subsidiary unit for the Bank.
- Creating a framework to hire and retain UAE Nationals.

Key Achievements:

- Resourcing - Hired more than 500 middle & senior management profiles in 13 months.
- Redefined the sourcing mix and cost per hire models to enable high growth in short time.
- Developed key sourcing markets in UK, Egypt, Malaysia, Sri Lanka and Philippines for specific profiles.
- Help create a separate entity called "Injaz" to include all the support functions to help balance out the UAE National stipulated % in the Bank.
- Design and implement Campus hiring policy to cover the UAE National population as mandated by the Govt.
- Managed the Manpower budget and helped plan and design the same for the next fiscal.
- Org structuring and key Management positions filled from within and outside.
- Conceptualize and help anchor a new Performance Management tool.

- Worked closely with the Central HR team for designing Training programs and Succession Planning.
- Handled critical disciplinary situations of fraud in Treasury, Corporate Bank and IT teams.
- Counseling middle and senior level employees, monitoring promotions and ensuring the right compensation structure.
- Handling visa related issues in partnership with the Central Visa Department.

Aug 2003 – Jul 2005: Head – Recruitment: Accenture BPO, India

Accenture is a global management consulting, technology services and outsourcing company. Accenture BPO has more than 196,000 people serving 850 clients in 50 plus centres and a Revenue of USD 27 B in 2022.

- Lead the India BPO Recruiting practice with a 60-member team across 4 locations.
- Was an active member of the Global Recruitment Leadership team for Accenture representing India - the fastest growing geography.
- Key member of the India HR Leadership team in drafting out and implementing policies for resourcing, performance management and branding.

Key Achievements:

- Started with setting up the Resourcing function for the voice business and later handled both voice and data for the India Operations.
- Grew the business to more than 5000 people in less than 20 months with a very high attrition rate (more than 100% annually) as prevalent in the industry at that time.
- Set up 2 additional locations in India – Mumbai & Chennai and drafted out the plan for NCR region.
- Actively support the Recruiting activities in smaller centers like Manila, Bratislava and Mauritius including sending teams to those locations and managing the MIS.
- Designed and implemented the cost per hire model (Demand and Profile dependant – Menu driven approach) which was a first in the global org.
- Customized and implemented a Recruitment Efficiency and Forecasting model to monitor daily, weekly and monthly scorecards to predict hiring numbers across locations and programs.
- Successfully led COPC Gold certification in both Voice and Data business for the Resourcing function.

Jan 2001 – Jul 2003: Manager – HR: Infosys Technologies.

Infosys Technologies Ltd. (NASDAQ: INFY) founded in 1981 is one of the leading Global IT companies with headquarters in India. Infosys has revenues worth USD 17.5 B and a global footprint across 50 plus countries servicing 1700 plus clients.

- Led Talent Acquisition for lateral hires, support functions and business verticals at various stages.
- Managed overall HR for the Global Sales & Retail verticals in 2003.

- As member of the Corporate Global HR Leadership team played a key role in several org-wide initiatives.

Key Achievements:

- Led a global team of 18 Recruiters to hire 100 – 150 laterals a month across locations and skill sets.
- Campus initiative to hire MBA and Engineering students across the country – 1000 plus hires annually.
- Customized and implemented Online Performance Management cycle for Global Sales team in 2002-03 fiscal.
- Anchored the modified Sales Incentive Scheme for the Global workforce.
- Spearheaded the launch of several initiatives to improve productivity and ease of operation – online resume bank / online employee referral portal etc.
- Successfully implemented Profile/Competency Based interviewing and selection method in partnership with SHL.

1996 – 00: Sales and Marketing for Textiles (Coats Viyella) and Music (Music Today - India Today Group).

1992 – 94: Management Trainee with Tractors India Ltd. handling sales for Earthmoving equipment and HCL Limited for sales of Office Automation products.

Hobbies and favorite pastime:

- Reading fiction, watching movies and listening to popular music. Been an avid quizzer in school/college specializing in Music and Entertainment sections.
- Represented School & College in Cricket and Football.