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To Whom It May Concern,

Rarely does someone come along who redefines what excellence looks like, but Urmila Ravichandran does so every day. I have worked closely with her for more than eight years, and during that time I have seen firsthand the honesty, dedication, and thoughtfulness she brings to every project. Urmila is someone I trust not only because of her expertise, but because of the sincerity and care she brings to her work and her team.

Much of our partnership has focused on AI governance and related initiatives, which often involve complex rules, difficult decisions, and competing priorities. Urmila approaches these challenges with a calm and steady mindset, listening carefully, asking insightful questions, and making decisions that reflect both technical expertise and a strong sense of responsibility. She never cuts corners and always considers the long term impact on our organization and the people who rely on our data. What has stood out most over the years is her ability to bring people together. She works seamlessly with engineers, analysts, clinicians, vendors and leadership, helping everyone feel heard and respected, even in ambiguous or challenging situations. She consistently brings clarity, helps teams move forward, and earns the trust of colleagues who know they can rely on her balanced and thoughtful judgment.

Her most remarkable impact has been evident in her current leadership role, where her efforts have been nothing short of transformative. She inherited a team facing significant uncertainty as AI capabilities advanced and expectations increased. Through steady guidance, clear vision, and genuine empathy, she reshaped the team into a high performing, product oriented group that delivers consistently and confidently. What makes this transformation remarkable is not just the outcome, but how she achieved it. She led by supporting her team rather than pressuring them, building trust instead of fear. The results speak for themselves: a team that is aligned, motivated, and performing at a level widely recognized across the organization.

In all my years of working with professionals across data and AI, she ranks among the very best I have encountered, and her leadership is as remarkable as her technical expertise. She is dependable, grounded, and deeply committed to doing things the right way. Any organization would benefit from her leadership, integrity, and ability to bring order and clarity to complex data and AI environments. I recommend her wholeheartedly, she would make an outstanding addition to any team.

Yours Sincerely,



Mohammad Imran Beig