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2022

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As we prepare to enter the fifth year of ALB India, our plans are to make it bigger, and serve the Indian legal market in more useful ways. And for that, we need your feedback. Please follow the link above to complete a readers' survey we are doing for ALB India, where we ask for your opinions in order to help shape our expansion. The survey has just eight questions, should take about 10 to 15 minutes to complete, and seeks your thoughts on

what kinds of topics and issues we should cover – and as what new sections we should introduce – going forward. We hope you will take some time to give us your feedback, and for that we will be extremely grateful.

Finally, on behalf of the ALB India team, I wish you and your loved ones a wonderful holiday season, and look forward to serving you even better in 2023. — RANAJIT DAM

### Amantha Chia

Head of Legal Media Business,  
Asia & Emerging Markets  
[amantha.chia@tr.com](mailto:amantha.chia@tr.com)

### Ranajit Dam

Managing Editor  
[ranajit.dam@tr.com](mailto:ranajit.dam@tr.com)

### Sachin Dave

Asia Editor  
[sachin.dave@tr.com](mailto:sachin.dave@tr.com)

### Bingqing Wang

Rankings Editor  
[bingqing.wang@tr.com](mailto:bingqing.wang@tr.com)

### Rowena Muniz

Copy & Web Editor  
[rowena.muniz@tr.com](mailto:rowena.muniz@tr.com)

### John Agra

Senior Designer  
[john.agra@tr.com](mailto:john.agra@tr.com)

### Rozidah Jambari

Traffic / Circulation Manager  
[rozidah.jambari@tr.com](mailto:rozidah.jambari@tr.com)

### Krupa Dalal

Sales Manager  
[krupa.dalal@tr.com](mailto:krupa.dalal@tr.com)  
(91) 87 7967 7503





**In the spotlight**

# ALB INDIA TOP IP LAWYERS 2022

ALB highlights top IP lawyers in India who have handled cutting-edge legal matters and delivered exceptional performance. The selection was made on submissions received by ALB. The list is in alphabetical order, and certain lawyers have been profiled.

**LIST BY ASIAN LEGAL BUSINESS, TEXT BY BINGQING WANG**

## **J.V. ABHAY**

partner, Shardul Amarchand  
Mangaldas & Co.



J.V. Abhay is a partner with the intellectual property practice group of the firm. He specializes in advising clients on a full range of trademarks, domain name, copyright, design, and breach of confidence issues.

Abhay advises international and domestic clients on the full range of trademark, domain name, copyright, design, and breach of confidence issues. He acts for a wide array of innovation-led high-profile clients, including in the fashion and luxury products, hotel, telecommunication, media and entertainment and pharmaceutical industries. He specializes in enforcement, litigation and dispute resolution before Courts, adversarial proceedings before tribunals and strategic counselling. He manages the trademark prosecution practice of the intellectual property practice group and

Image: Sergey Nivens/Shutterstock.com

also advises clients on IP aspects of corporate commercial transactions.

He has substantial experience in representing clients in some of the most significant trademark litigations before various courts and tribunals in India. He also advises extensively on issues of commercial exploitation of IP rights and branding.

A client says, "J.V. Abhay is our go-to man for all things IP. He has been instrumental in helping us devise our IPR strategy over long conversations that helped clarify the company's needs, while aligning with its short-and-long-term goals." <sup>ALP</sup>

### SUJATA CHAUDHRI

managing partner, Sujata Chaudhri IP Attorneys



A seasoned IP attorney with almost three decades in the industry, Sujata Chaudhri founded Sujata Chaudhri IP Attorneys in 2014 based in the National Capital

Region of India. Formerly an equity partner in a leading IP law firm in New York City as one of the first woman of colour to achieve the same, Chaudhri relocated to India in 2011.

Under the helm of Chaudhri, the firm has grown to be one of the best IP practices in the country and earned several influential accolades. The firm endeavours to provide tailor-made services within a quick turnaround time for clients ranging from Fortune 500 companies to little-known start-ups.

Chaudhri has extensive experience in IP litigation, enforcement, prosecution and transaction in the U.S. and India particularly on trademark-related matters. She appeared before the Delhi High Court to obtain a court order that declared the signature "Arcuate Stitching Design" of the American clothing brand Levi Strauss to be a well-known mark, while adjudicating a trademark infringement suit in favour of the clothing giant.

She also represented New Balance Athletics, a major sports footwear and apparel brand, before the Delhi High Court, to obtain a favourable order to

### J.V. ABHAY

Shardul Amarchand Mangaldas & Co

### PRAVIN ANAND

Anand and Anand

### RAHUL BERUAR

Beruar & Beruar

### GAURAV BHALLA

AhLawat & Associates

### SUBHASH BHUTORIA

DSK Legal

### SUJATA CHAUDHRI

Sujata Chaudhri IP Attorneys

### RAHUL DHOTE

ANM Global

### ROHAN K GEORGE

Samvad Partners

### BHARADWAJ JAISHANKAR

IndusLaw

### MAMTA RANI JHA

Inttl Advocare

### NIKHIL KRISHNAMURTHY

Krishnamurthy & Co. (K Law)

restrain several rogue websites that were defrauding Indian customers by posing as the brand.

One client of Chaudhri's comments, "Sujata's proficiency in the field of intellectual property has been vital in ideating and executing effective strategies to protect both the organisations' intellectual property rights." Adds another, "Sujata brings around twenty-six years of expertise in the field of Intellectual Property to the table, which has always been reflected in the high quality of the work she and her team do for many of our U.S. clients." <sup>ALP</sup>

### RAHUL DHOTE

partner (Intellectual Property-Head of Practice), ANM Global



Rahul Dhote, head of intellectual property practice at ANM Global, has more than 12 years of experience in contentious and non-contentious IP matters (including advisory, transactions, prosecution, enforcement, and litigation).

Prior to merging his practice with ANM in April 2022, Dhote had co-founded a boutique intellectual property law firm viz. 'Literati Juris', which had gained wide recognition as an emerging firm across a wide spectrum of services involving acquisition, exploitation, maintenance, protection, and enforcement of IP rights.

Dhote is known to be an astute litigator, business enabler and negotiator and during his career span, he has represented several multinational companies, Indian corporates and HNIs before civil and criminal courts. He has led several landmark litigations and IP deals in his field of expertise and has been recognised as one of the top IP lawyers by several national and international publications.

Dhote works with a team that includes lawyers, patent agents, investigators, and forensic experts to provide full-service legal solutions in the area of intellectual property. He has catered to clients across a variety of sectors/industries ranging from pharmaceuticals and

life sciences; media and entertainment; manufacturing; IT, e-commerce, and gaming; FMCGs; chemicals; Infrastructure; automotive and engineering; electronics; technology; etc. Dhote's efforts in preventing piracy and/or conducting anti-counterfeiting activities Pan-India has been much appreciated and have played a pivotal role in preserving the sanctity of brands in India.

Besides his professional accomplishment, Dhote also has a great passion for cultivating the next generation of legal talents. He regularly delivers lectures/workshops in academic institutions and forums. <sup>ALB</sup>

### ABHAI PANDEY

partner, litigation and enforcement, LexOrbis



Pandey, who has worked at LexOrbis for 16 years, was admitted to the India Bar in 1995. He heads the litigation and enforcement team at the firm and focuses

on intellectual property litigations, criminal enforcement and contested proceedings at the trademark and patent offices.

Furthermore, he advises clients on brand protection strategies for social media, the Internet and advertisements, and has been successfully running several anti-counterfeiting campaigns in India for a variety of clients ranging from Fortune 500 companies to individual entrepreneurs.

Pandey also represents various businesses and industries, including fashion, media and entertainment, publishing, fast-moving consumer goods, pharmaceutical, biotechnology, electronics, automobile, and ICT.

Pandey has successfully resolved cases in favour of the clients and has represented them at multiple forums including several districts and high courts, erstwhile Intellectual Property Appellate Board and Indian Trademark and Patent Offices. Among these, he assisted several pharmaceutical and ICT clients in patent litigations before the High Court of Delhi.

## VAISHALI MITTAL

Anand and Anand

## NISHAD G NADKARNI

Khaitan & Co

## ADHEESH NARGOLKAR

Khaitan & Co

## ABHAI PANDEY

LexOrbis

## RAHUL PARMAR

InventIP Legal Services

## AKHILESH KUMAR RAI

AZB & Partners

## STATIRA RANINA

ALMT Legal

## DEV ROBINSON

Shardul Amarchand Mangaldas & Co

## GAYATRI ROY

Saraf & Partners

## ANSHUL SUNIL SAURASTRI

Krishna & Saurastri Associates

## RAGINI SHAH

ANM Global

In addition to this, Pandey has led anti-counterfeiting campaigns for luxury goods brands and has organised raid actions across India against leading importers, stockists, and online sellers.

"Abhai has been a guiding light for his team. His strategies in approaching a case whether from the plaintiff's side or the defendant's side have been 'out-of-the-box,'" says Varun Sharma, associate partner at LexOrbis. <sup>ALB</sup>

### DEV ROBINSON

partner, Shardul Amarchand Mangaldas & Co.



Dev Robinson leads the intellectual property practice of Shardul Amarchand Mangaldas.

Over the years, he has represented international and domestic clients in a host of IP matters involving trademarks, trade dress, names, goodwill, copyright, designs, Internet and technology, strategic counselling and advice, and transactions involving commercial exploitation of intellectual property.

Dev's adversarial practice extends to the fields of telecommunications, electronics, software, biotechnology, pharmaceuticals, atomic energy, designs, and trade secrets. Dev advises a number of clients on licensing issues and every stage in the patent lifecycle. With over twenty years of wide experience in the field of patents, Dev has assisted many clients in formulating their patent strategy internally and in response to portfolios of competitors; conducting searches for prior art and drafting and prosecution largely in India but also in other jurisdictions such as the U.S. and Japan.

Dev is widely recognised as a leading lawyer in the intellectual property space in India, and a sought-after IP practitioner. He is also a regular contributor of professional insights and analysis on patent law-related matters in major publications in India and abroad.

One client of his remarks, "Dev is extremely knowledgeable. In terms of knowledge level, competency, and quality of work, he is very good." <sup>ALB</sup>

**ANSHUL SUNIL SAURASTRI**  
partner, Krishna & Saurastri Associates



Anshul Sunil Saurastri is a partner, advocate (attorney-at-law) and patent attorney at Krishna & Saurastri Associates.

Anshul's practice encompasses a wide spectrum of matters in intellectual property and corporate law with more than 10 years of experience in the industry. He has been extensively involved in patent, trademark and design preparation, prosecution, opposition, invalidation, and litigation. He also deals with unfair competition claims on passing off, disparagement and defamation, as well as the complaints and disputes concerning trade secrets, consumer protection and advertising. Besides, he occasionally advises on corporate and IP structuring, licensing, franchising, technology transfer and employment.

Among the significant work that he has done in recent years, Anshul has successfully obtained injunction orders on behalf of IP owners and defended injunction applications made against the defendants; acted in civil disputes on IP infringement and other related matters and obtained favourable outcomes without going through the rigors of trial; handled appeals before the IPAB (erstwhile) and now the high courts from orders passed by the Patent Office and Trademark Registry; represented opponents and applicants at the Patent Office and Trademark Registry; handled several complex cross border transactions in IP focused industries; handled complex agreements in international distribution, sales of goods, merchandising; counselled on the matters relating to data protection, trade secrets and unfair competition claims; counselled on the matters relating to privacy, data protection and non-disclosure of confidential information and trade secrets; counselled on legal issues in digital and print advertising and handled actions brought by the Advertising Standards Council of India and the Central Consumer Protection Authority; counselled on projects relating to due diligence and IP audits; and

**NAKUL SHAREDALAL**

NS Legal

**AAYUSH SHARMA**

S&A Law Offices

**MANISHA SINGH**

LexOrbis

**SANTOSH VIKRAM SINGH**

Fox Mandal & Associates

**ADITI VERMA THAKUR**

Ediplis Counsels

**METHODOLOGY**

For the list of ALB India Top Intellectual Property Lawyers 2022, the research team has reviewed the submissions received during the period from May 6 to October 28 this year made by lawyers with relevant expertise in the intellectual property practice in the country. The evaluation has been made primarily by assessing the lawyers' work in the chosen field in the last 12 months based on the following criteria:

- complexity of matters involved;
- strategies employed while handling such matters;
- influence of such matters in relevant field;
- innovative nature of such matters.

Other aspects that have been taken into consideration include:

- significant matters handled in the entire career;
- key clients;
- new clients;
- significant accolades/ third-party award or recognition;
- client comments;
- comments from managing partner or colleague.

rendered strategic advice on the harnessing of IP and portfolio building.

Anshul is also a member of numerous notable IP-related law bodies. <sup>ALB</sup>

**MANISHA SINGH**  
founding partner, LexOrbis



Singh, who was admitted to the India Bar in 1998, is the founder and managing partner of LexOrbis. She has more than 23 years of legal experience and is

known for her astute understanding of IP laws and legal nuances.

Singh is said to provide practical and business-oriented solutions to a vast number of clients including many Fortune 500 companies, universities, and public sector research organisations. She has been instrumental in developing global IP portfolios for many Indian companies and research institutions.

Among some of the important matters that she has assisted on, Singh represented H. Lundbeck in a trademark and copyright infringement proceeding before the Bombay High Court. This infringement suit was filed against HAB Pharmaceuticals & Research for manufacturing and exporting, pharmaceutical products under CIDRALEX mark which was deceptively similar to Lundbeck's registered trademark CIPRALEX.

Singh also represented the plaintiff in the S3G Technology LLC vs. Source-trace Systems India & Ors. – C.S. (Comm.) matter in the Delhi High Court. This suit was filed for infringement of the plaintiff's Indian patent who interestingly acquired the rights in the suit patent from the predecessor-in-interest of the defendants.

Besides this, Singh passionately pursues endeavours to strengthen India's IP protection and enforcement system to align it with international standards. Joginder Singh, partner at LexOrbis, says, "Manisha's far-sightedness, love for innovation and vision to build an organisation for IP, matching international standards resulted in LexOrbis, one of the first in class IP firm in India." <sup>ALB</sup>



## Forum

# LEGALLY SOCIAL

Social media has become an important tool for law firms – and especially smaller players – to grow their networks and attract potential new clients. But given there’s no guaranteed playbook on how to succeed in the social media sphere, lawyers say that they are undergoing a constant process of learning, adaptation and evolution. **BY SACHIN DAVE**

## AS A LAW FIRM, WHAT ARE SOME OF YOUR SOCIAL MEDIA GOALS, AND HOW ARE YOU CRAFTING YOUR STRATEGY TO MEET THEM?



**Neela Badami, partner, Samvad Partners**

We have always had a flat structure and believed in open communication as a firm and partnership. As we grow larger, keeping those channels of communication open becomes even more important. These principles of openness and communication translate into our social media strategy to increase engagement with our audience and deepen the bond of trust in Samvad as a brand.

The top three objectives of our social media strategy are true—samvad—to promote healthy discussion, dialogue, and debate amongst our lawyers as well as external stakeholders for the overall good of everyone. Secondly, to create brand awareness and thirdly, to establish thought leadership by posting high-quality, freely accessible content

on various areas of law and our practice areas.

We use various social media platforms like LinkedIn, Twitter, and our website to showcase information on our work, articles published, partner participation as speakers in events, and internal firm updates. **ALB**



**Pritha Jha, partner, Pioneer Legal**

We use customised strategies catering to audiences across various social media channels. Each platform has a unique user proposition which is imperative to bear in mind while creating content for that platform. We divide the content property against the voice of each platform. We enjoy a presence on LinkedIn, Twitter, Instagram, Facebook, and YouTube.

Through our social media, we have created a space for our people to feature,

both in the capacity of astute professionals and as members of our inclusive workplace. We hope to build a personal connection with our audiences. We put out content, that will resonate with our viewers, and give them a sneak peek into who we are as a place to work with and work for.

For the last few months, we have been experimenting with different content properties, primarily focusing on video content featuring our team.

We highlight relevant legal topics to provide our clients and the larger community with well-researched and knowledge-packed snippets.

Our social media strategy attempts to stay engaging, creative, and authentic. We have a two-pronged approach to social media strategy. Our goals are broadly divided into two audience buckets – clients and candidates.

We provide adequate opportunities for both personal and professional growth. As practising lawyers focusing on execution and client management, making social media a priority is challenging.

Our social media team heavily relies on us for draft content, which can be challenging to provide when we are neck-deep in a matter or on a transaction. **ALB**



**Kunal Dey, associate, Argus Partners**

Nothing can be set in stone when it comes to curating an effective social media strategy, and it is an experiment that must be repeated despite successful attempts.

We have created a social media strategy which is adaptive to the trends of popular social media platforms. The focus of our content is aligned with the expectations of our readers/target audience while maintaining a balance with the core values/interests of the firm.

We are cautious about the steps that we are undertaking when it comes to the content that we are creating for use on social media platforms. We have, time and again, held open discussions internally to review and identify the correct approach for creating a digital presence for the firm. **ALB**



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of **legal solutions***

# 'EMERGENCIES AND CORRUPTION GO HAND IN HAND IN TIMES OF CRISIS'

The COVID-19 pandemic has raised the risk of corruption, bribery and corporate fraud for all companies, as organisations and individuals often look to take shortcuts, and there is an absence of people, protocols, and controls in place to raise the alarm. **Antony Alex**, CEO of ethics and compliance training provider Rainmaker, tells ALB that it is important for in-house legal departments to take this trend very seriously, and put measures in place to protect their companies from harm. **BY SACHIN DAVE**

**ALB: How much has the risk of corruption and bribery increased due to the COVID pandemic, and how are you working with in-house legal teams to adapt to this new environment?**

**ANTONY ALEX:** The short and simple answer to that is "manifold." Emergencies and corruption go hand in hand in times of crisis. They can quickly upend your organisation's previously mapped-out risk profile. During Covid, to counter issues like supply chain delays, cross-border restrictions, and high pressure to meet business expectations, corporations have cut corners or turned a blind eye to their ABAC (anti-bribery, anti-corruption) policy. They are now facing what we call a ripple effect of their actions. Multiple in-house legal teams we interact with daily report a common issue, i.e., they need to catch up on raising awareness about ABAC practices among their workforce.

To help them, we are taking management and employees back to the basics. We are driving the importance of critical aspects of anti-corruption, anti-bribery and whistleblowing with them and helping them understand how they can recognise red flags in their day-to-day interactions with third parties and

practical solutions on how to deal with requests for bribes. Importantly, we are focussing on the consequences of bribery and corruption on their careers as well as the reputation of the organisation, with real-life case studies of those who have had to pay the price.



"If you want your employees to remember their compliance training in moments of ethical dilemma, you have to ensure they are regularly trained on the dos and don'ts and consequences."

**ANTONY ALEX**

the organisation, especially regarding brand and reputation.

**ALB: What role should legal departments play in implementing codes of conduct and shaping company culture?**

**How can they train/prepare themselves for this?**

**ALEX:** One of the primary functions of legal departments is to promote ethical conduct and compliance with rules, regulations and processes that govern how organisations conduct business. This becomes a cakewalk if you have a template to follow. And a CoC is that template. The first step in implementing one starts with communicating the policies. Take, for example, the Lehman Brother's code which failed to communicate ethical principles properly and look at what happened! A CoC will be effective only if people know why they exist or are vital to them or their community. The next step in this process is informing and training. See, we are creatures of habit. If you want your employees to remember their compliance training in moments of ethical dilemma, you have to ensure they are regularly trained on the dos and don'ts and consequences.

The number of connections within a particular neural pathway increases with the frequency a behaviour is performed. Day in and day out, constantly reiterating an organisation's values is one way to ensure that most, if not all, employees conduct themselves ethically at all times.

I have three golden rules to help legal departments prepare themselves for this:

- Communicate codes through proper channels and explain why they're important;
- Integrate principles into the organisation's practices and back them up with enforcement; and
- Constantly reinforce the values of the organisation. **ALB**



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# DECODING INDIA'S LATEST DATA PROTECTION BILL

BY SACHIN DAVE

In November, India unveiled its new Digital Personal Data Protection Bill (DDPB) aimed at protecting the data of Indian citizens from private entities, including multinationals. The Indian government hopes to bring a comprehensive data privacy law along the lines of Europe's Global Data Protection Regulation (GDPR).

This was not the country's first attempt at a data privacy bill. It has first proposed one in 2019, but withdrew that in August this year over concerns related to its stringent regulations on cross-border data flows, and increased powers to the government to seek user data from companies. While the new bill also seeks to protect Indian citizens, at the same time it doesn't want to make it too onerous for companies to operate in the country either.

## What are the main aims of the new digital personal data protection bill?

Today, India is the world's second-largest mobile market, with the country also home to more than 700 million internet users. As global technology giants increasingly see India as key to their overall growth plans, the government has been seeking ways to better regulate the sector.

"The void within the regulatory framework is creating more turbulence as we continue living in this information age where artificial intelligence has become more complex," says Abhishek Nath Tripathi, managing partner of Sarthak Advocates & Solicitors.

He adds that while India does have some existing regulations related to data privacy, they are not enough. "Although Information Technology Act, 2000 has provided an umbrella framework, one must know that in this technology era preventive measures shall be more efficacious in protecting the rights of individuals, which is what the new bill proposes," says Tripathi.

## How does this new bill compare to Europe's GDPR?

The new framework is said to be on the lines of GDPR, but there are some significant differences in how India has articulated the latest draft.

"The bill's scope lies in the collection and processing of data from the data principals (individuals whom the data belongs to) online within the territory of India or outside India if the profiling or offering of goods and services to data principals within India. The bill excludes storing and processing offline, personal data," says Saumya Upadhyay, an associate at Sarthak.

"The new bill proposes the establishment of the Data Protection Board of India to adjudicate issues of digital data protection and other functions. It also subsumes the functionality of the Data Protection Authority of India."

Under the new bill, the board will have the power to refer companies and individuals to alternate dispute resolution mechanisms and Indian High Courts. Tripathi, however, believes that the board should have more powers, like other authorities, including the Insolvency and Bankruptcy Board of India (IBBI). "It seems to be the need of the hour for the board to have adjudicatory powers and those akin to the IBBI. This would enable it to stay abreast with upcoming challenges," he notes.

## What should multinational tech companies be mindful of going forward?

Tripathi notes that while Indian data protection law does not criminalise lapses and non-compliances by anyone, and the cross-border data transfer norms are also relaxed, certain parts of the regulation could pose a challenge. "DDPB can impose huge financial penalties for non-compliance" of up to 2.5 billion rupees (\$30.6 million), he says. "The scope of the bill extends to the processing of personal data of someone anonymous." <sup>ASB</sup>

**\$1 BLN**

### Merger of Vistara and Air India

**Deal Type:** M&A

**Firms:** AZB & Partners;

Shardul Amarchand Mangaldas

**Jurisdictions:** India, Singapore

**\$500 MLN**

### ADIA's anchor investment in Kotak Investment Advisors' fund

**Deal Type:** PE/VC

**Firm:** DSK Legal

**Jurisdictions:** India, UAE

**\$359 MLN**

### Blackstone's purchase of stake in R Systems

**Deal Type:** M&A

**Firms:** AZB & Partners;

Cyril Amarchand Mangaldas;

Simpson Thacher & Bartlett

**Jurisdictions:** India, U.S.

**\$259 MLN**

### BluPine Energy's acquisition of the Atha Group

**Deal Type:** M&A

**Firms:** Khaitan & Co; Trilegal

**Jurisdiction:** India

**\$140 MLN**

### IMAC's SPAC merger with Risee Entertainment and Reliance Entertainment Studios

**Deal Type:** M&A

**Firms:** ALMT Legal;

Crawford Bayley & Co;

KPPB Law; Loeb & Loeb

**Jurisdictions:** India, U.S.

**\$91 MLN**

### INOX Green Energy Services' IPO

**Deal Type:** IPO

**Firms:** Khaitan & Co;

Linklaters; Trilegal

**Jurisdictions:** India, Singapore

## Appointments

# IN-HOUSE COUNSEL ROUNDUP



### Kapil Chaudhary

Kapil Chaudhary, former senior legal counsel with Twitter, has joined Junglee Games as its general counsel based in New Delhi.

Chaudhary began his career at law firm Fox Mandal. Since then, he has held in-house roles at Autodesk, IBM, Schlumberger, and Star News. At Twitter India, he oversaw legal affairs for the social media platform's India business.

Founded in late 2012, Junglee Games has 30 million users, and is known for titles like Junglee Rummy, Eatme.io, Junglee Teen Patti, and Howzat.

"I am excited to be joining Junglee Games as their first general counsel and help contribute to the company's success and growth story. I look forward to working with the legal, risk, compliance, policy and data protection teams across Flutter Entertainment plc as well," says Chaudhary about his new role. <sup>ALB</sup>



### Chetan Chopra

Chetan Chopra, formerly deputy general counsel at Flipkart, has joined TruKer, a company which provides a digital network for lorries and trucks, as its group general counsel. He is based in Bengaluru.

Having begun his career in private practice with JSA and the legacy Amarchand Mangaldas, Chopra moved in-house in 2013 with PepsiCo. After that, he worked with Ola and United Breweries, before joining Flipkart in January 2020.

"I am excited about my new role at TruKer, as it embarks my professional journey as an international legal leader. Logistics is still convoluted, and given my experience in complex resolutions, TruKer will surely add to the mix. I'm all set to handle things most seamlessly while caring for the business nuances in different geographies and growing in the best way possible," he says. <sup>ALB</sup>



### Shobhana Nikam

Shobhana Nikam, the former head of legal at Wells Fargo for India & the Philippines, has joined Diageo India as general counsel.

Based in Bengaluru, Nikam becomes a member of the executive leadership team of United Spirits Limited (Diageo's listed Indian subsidiary), and is responsible for legal and regulatory compliance for India.

An experienced GC with a demonstrated history of working in the financial services industry, Nikam joined Wells Fargo in 2020.

Prior to that, she worked in senior in-house roles at 3M, Fidelity Business Services, Tishman Speyer, and Ascendas Property Management Services.

"I am driven by new challenges and the exciting possibilities with Diageo - where we celebrate life, every day," says Nikam on her appointment. <sup>ALB</sup>

## Law Firm Hires



### RISHIRAJ PRASAD BHATT

#### LEAVING

Kanga & Co

#### JOINING

Cyril Amarchand Mangaldas

#### PRACTICE

Real Estate

#### LOCATION

Mumbai

#### POSITION

Partner



### TAMAL MANDAL

#### LEAVING

UK Department for International Trade

#### JOINING

Luthra and Luthra Law Offices

#### PRACTICE

International Trade

#### LOCATION

New Delhi

#### POSITION

Partner



### ANSHUMAN MOZUMDAR

#### LEAVING

Luthra and Luthra Law Offices

#### JOINING

Khaitan & Co

#### PRACTICE

Corporate

#### LOCATION

Mumbai

#### POSITION

Partner



### SAIRAM SUBRAMANIAN

#### LEAVING

Shardul Amarchand Mangaldas & Co

#### JOINING

Saraf and Partners

#### PRACTICE

Litigation

#### LOCATION

Mumbai

#### POSITION

Partner



### ABHILEKH VERMA

#### LEAVING

Kochhar & Co

#### JOINING

Luthra and Luthra Law Offices

#### PRACTICE

Corporate

#### LOCATION

Bengaluru

#### POSITION

Partner

# FROM THE GREAT RESIGNATION TO THE GREAT RETENTION

BY PARVEEN MAHTANI

Gone are the days when merely a good salary was enough to retain an employee.

The Great Resignation - an ongoing economic trend in which employees are voluntarily resigning from their jobs en masse, beginning in early 2021 in the wake of the COVID-19 pandemic - is underway, threatening to hamper a company's productivity and, thereby, its bottom line.

The reasons behind an employee's departure usually come to light during an exit interview, by which time it is already too late. So, how can a company proactively make the shift from Great Resignation to Great Retention?

Three stages must be managed: Attracting the right talent, developing the employee and having adequate resources to support the employee. Companies need to reimagine how they lead. Job autonomy and a work-life balance are increasingly becoming important questions for an employee while deciding whether to continue a job.

Work has become just one facet of life, and employees now require flexibility to manage their homes, children, and other responsibilities. Location-agnostic jobs are preferred as they offer flexibility and save on commute times.

Regular "stay-in interviews" - or conversations with high-performing employees with the goal of discovering what they like about their role, and what they would like to change - should be conducted to feel the pulse of a company. Many employees quit due to workplace differences, so the issue is not always about salary.

Companies now need to create organisational stickiness. It requires reporting managers to have profound levels of understanding, empathy, and compassion, so that there is action and change.

All employees want to feel a sense of shared identity. The feeling



of belonging socially at a workplace is, therefore, essential to retain talent and regulating attrition rates to some extent. Despite all our hectic work schedules, one must allocate time for 1:1 conversations to understand an employee at a personal level. Everyone is fighting their own personal battle, and once we understand how an employee is doing outside of work, we are in a much better position to support them in the office. The pandemic has undoubtedly brought about the requirement of investing time in taking care of our employees and their families.

An office environment that is all work, and no play will surely make Jack a dull boy. Team bonding sessions are a must - these can happen in a variety of creative ways, including through using technology. I have always found that teams that bond better, work better. Encouraging time off is also critical for mental well-being. I have created a backup working model so that the fear that work will pile up or be on hold if one employee takes leave is no longer an issue.

A culture of trust and transparency creates a sense of responsibility and loyalty to a company. How open is

a company to constructive feedback? This provides a holistic perspective on an issue so that it can be meaningfully addressed and thereby positively impact the brand of a company. Equally important are rewards and recognition, as they act as catalysts for productivity. Everyone needs appreciation and validation. An underappreciated employee will surely look at exiting a company.

So, what can companies do to incentivise loyalty? Forward-thinking organisations have found innovative ways of recognising peers and leaders, and providing employees with opportunities to grow. Organisations exist due to their purpose, and the employees should be able to identify with the same sense of purpose. With all the positive actions taken by companies, one must remember that appreciation should not seem transactional.

Simply put, a company must communicate to its employees that their voice matters. Companies need to understand what their employees want to escape from, and what they are attracted to. Trust, transparency, connection, appreciation, and flexibility are the cornerstones of a good work culture. 



## **About the author**

*Parveen Mahtani is the chief legal officer at Mahindra Lifespace Developers. The views expressed above are personal to the author.*

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