



Vahura INSIGHTS

ISSUE #6 APRIL - 2021

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Legal Department 3.0

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Executive Summary

If the growth of innovation during a crisis were to be measured, the legal industry would serve as a prime example.

At Vahura, where we have a ring-side view on the Indian legal industry, we constantly track the transformation of the legal industry, both from the perspective of the practice and the practitioner. In-house legal teams are increasingly required to advise their business teams in a manner that is scalable yet personalized, reducing the quantum of work that is outsourced to external counsel, while at the same time dealing with resource and budgetary constraints.

For some organizations, such constraints have become all the more acute during the course of the pandemic, thus leading to the evolution of what we call Legal Department 3.0.

WHAT IS LEGAL DEPARTMENT 3.0?

Building on from Legal Department 1.0, which focuses mainly on talent to Legal Department 2.0, which focuses on providing legal solutions to business teams on a reactive basis, Legal Department 3.0 is the third revolution in the evolution of corporate legal departments, where the focus is on being a trusted '*business-enabling*' partner rather than simply a '*business-support*' partner, by taking a proactive and systematic approach to arrive at solutions that are bespoke to the organisation.

IT STARTS BY LEVERAGING THE DIGITAL REVOLUTION.

Multiple constraints and increasing responsibilities have compelled legal departments to look inwards and restructure their operating models to include systems, processes, technology and data as intrinsic components of the model. This helps General Counsels ("GCs") adopt the right strategy, make the right decisions, and preemptively navigate future risks, to become a trusted business partner to the board.

BUT IS A PURE TECH-DRIVEN APPROACH THE FUTURE OF LEGAL DEPARTMENTS?

Our experience points towards the contrary. We believe that tech solutions, though immensely helpful, are best suited to play the role of a facilitator as opposed to the role of an enabler, when it comes to the evolving role of corporate legal departments.

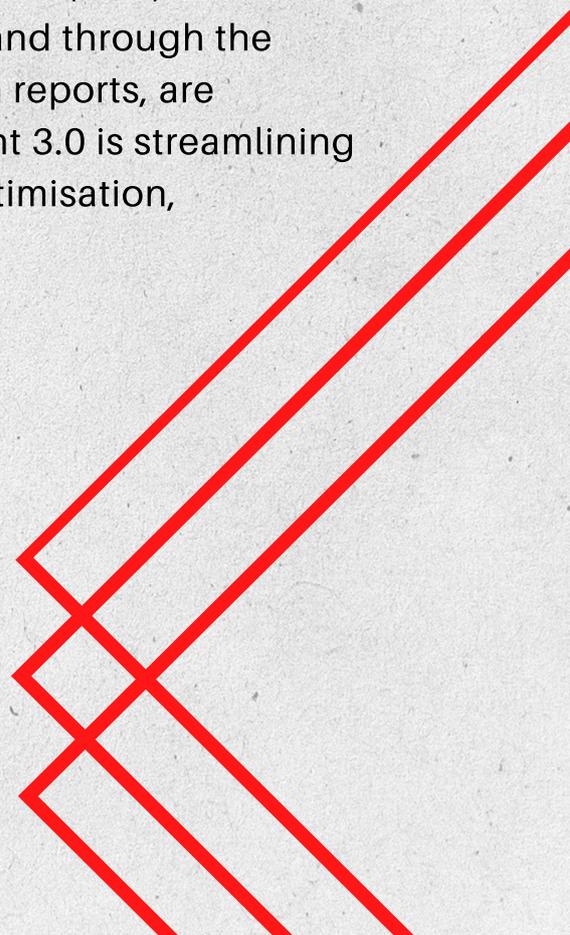
While there are several legal-tech solutions that allow for streamlining various processes within in-house teams, **adopting the right strategy** ("Strategy"), **implementing the right systems** ("Operations"), and **collaborating with business teams to build cross-functional and interconnected project teams** ("Interconnectedness"), are the three pillars that Legal Department 3.0 rests on.

INTRODUCTION

Corporate legal departments across the globe have seen a need to change their way of working, more so in the last year due to the pandemic.

The need to redefine and record the change in the organisation's relationships across stakeholders, keeping track of the dynamic regulatory changes, and protecting the organisation from unprecedented legal risks have pushed General Counsels ("GC") to look for new ways to do more with less. One approach is to take full advantage of the system revolution, or as we term it here - upgrading to Legal Department 3.0.

This article summarises our learnings from our consulting work on legal operating models, the regular *Enterprise Leaders Circle (ELC)* sessions (you can read about these sessions [here](#) and [here](#)) and through the various research reports (previous examples of such reports, are accessible [here](#) and [here](#)) on ways Legal Department 3.0 is streamlining legal operations and using the power of process optimisation, technology, and data.



To fully understand how far the legal industry has come with the evolution of Legal Department 3.0, it is important to go back to where it all started, or as we term it:

Legal Department 1.0

The expectations from the Legal Department 1.0 are to provide legal opinions on the subject matter at hand, consult on the available dispute resolution mechanisms and be the interface to the external law firms when required. Lawyers in this “*talent revolution*” have been educated and trained to be reactive where a legal requirement is triggered from outside and usually become active after something has happened—when clients or vendors ask questions, when contracts must be closed and when claims are made.

Legal Department 1.0 is built on a simple premise - follow a reactive approach & hire the best and the brightest legal talent.

Legal Department 1.0 view themselves as an “in-house law firm” thereby owning only issues and processes tied directly to legal work. They don’t focus much, if at all, on the broader context of their organization, responding only to legal work reactively, as it pours into their departments. Legal Department 1.0 is seen to be an expert in analysing the situation and providing advice on compliance and the mitigation of risk. Typically the legal operating model is skewed towards the most important business functions of the organisation, with the legal needs of other departments or day to day activities handled on an ad-hoc manner or outsourced to the right external counsels. Usage of technology, systems and data is minimal.

Legal Department 2.0

In this model, the business leaders within the company are the clients and success is judged by how effective the team is at satisfying internal client needs efficiently and repeatedly. These teams solve problems that their internal clients bring them with less focus on anticipating and planning. A Legal Department 2.0 thinks of itself as problem-solvers and partners within the business where it advises not only on strategic decisions, big transactions and major litigation, but also on a day-to-day basis as a business partner for internal clients.

Legal Department 2.0 builds on 1.0, with the focus is to service the downstream legal requirements and providing effective and precedential solutions to business teams.

Legal Department 2.0 is still reactive in nature and is very good at explaining the consequences to its internal customer as well as managing the consequences and running the department as effectively as possible. However, the majority of the tasks are manually undertaken by Legal Department 2.0 with limited use of technology or data, and less focus on how to integrate processes other service providers and manage projects effectively.

However this in many ways becomes the challenge that Legal Department 2.0 teams are grappling with today. With the focus being on remaining reactive and efficient, they may not always be equipped to deal with or devise innovative solutions to black swan events that seem to be becoming increasingly common in this VUCA world. In such cases, these legal teams are usually compelled to outsource the matter to external counsel, thereby affecting the efficiency and agility of the team.

Legal Department 3.0

Legal Department 3.0, in many ways, has taken the best of its predecessors, and evolves into an agile team that comprises top-tier talent, supported by systems and processes that allow them to be proactive and reactive in equal parts, and therefore become trusted *business-enablers* for their internal clients.

The third revolution in the legal department takes a systemic approach to the legal function in business enterprises. Legal Department 3.0 understands that their internal clients are not looking for opinions alone, they now want legal solutions that fit into their company's processes and procedures. The Legal Department 3.0 has transformed itself into the client's real business enabler, to support management in reaching their goals and moving the business forward. To do this, the Legal Department 3.0 operating model involves strategic thinking on how to serve clients better, how to use technology and data effectively, and how to integrate other service providers and manage projects efficiently. They also need to build trust and credibility through thought leadership and transparency around legal strategy formation and spending.

The Legal Department 3.0 utilizes the digital revolution by using systems, processes, technology and data to help the GC identify the right strategy, set goals for positive change, and take action in that direction. Some associate usage of systems and technology mainly with efficiency, cost-cutting and agility. However, successful Legal Department 3.0's understand that the system revolution can help in all areas, including developing a robust overall legal strategy, predicting future legal and compliance risks, and taking the most viable step forward on behalf of the organisation. Legal Department 3.0 uses technology to simplify activities that used to be complex, including instant access to advice or information. It is fundamentally different from the formality and discipline associated with the typical "legal consultation."

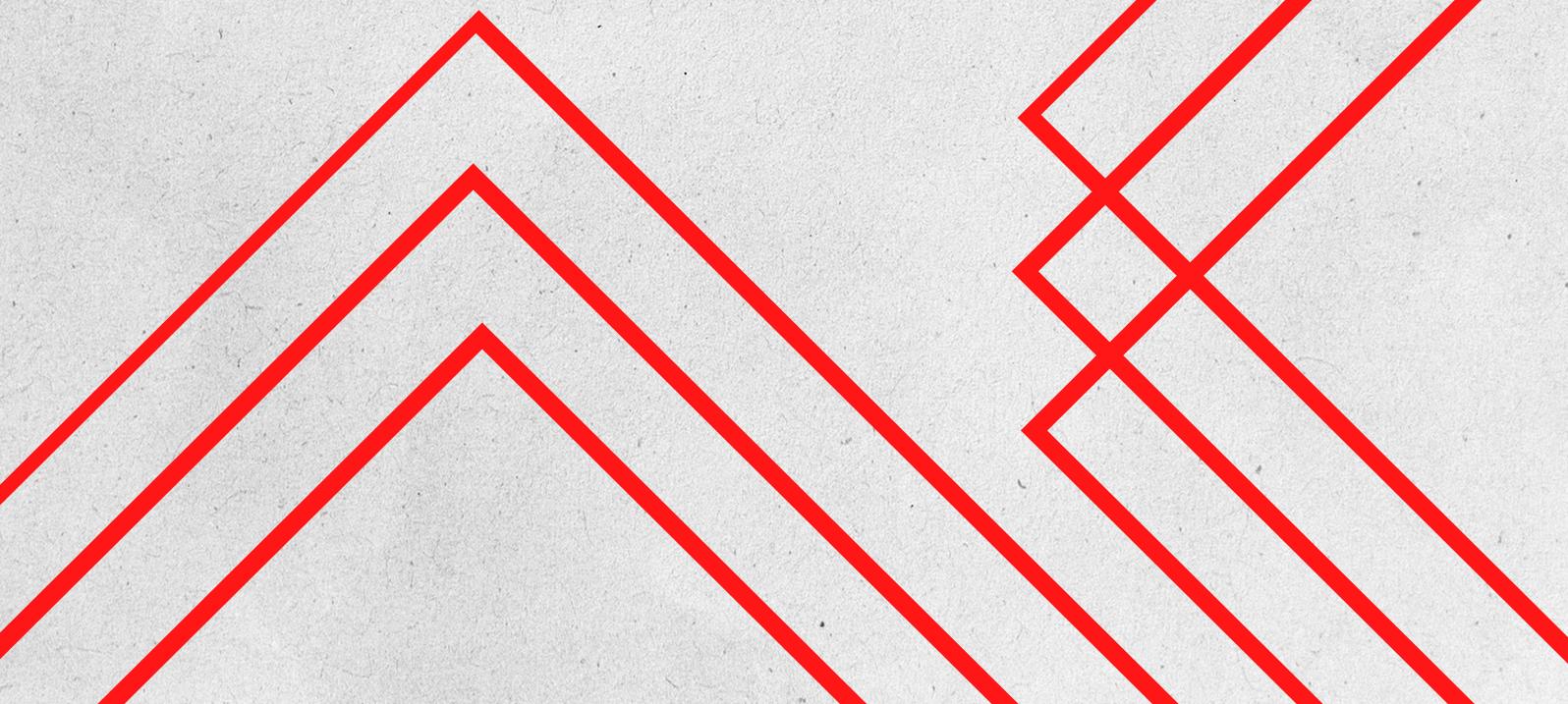
What makes the **Legal Department 3.0** stand apart?

A. Strategy

Legal Department 3.0 has, at all times, a clear sense of the strategy of the organisation, what is expected of their department to achieve the strategy, and how to deliver the same. It regularly looks for ways to support the organisation and elevate the legal function to an effective problem-solver and a genuine business-enabler status.

There is no single operating model for a legal function, as the strategy of the legal function should be aligned with the overall business strategy and be aware of the role of each division in the organisation. A Legal Department 3.0 invests its resources in constantly assessing the department's structure, objectives, and priorities to create and maintain a cutting edge and value-adding legal capability within the given business priorities. They re-evaluate the existing direction and priorities for the in-house department and continuously align them with business strategies

Some interesting ways Legal Department 3.0 work on developing effective strategy, include:



A1. Strategy Planning:

Legal Department 3.0 always identifies the right legal operating model, which maximises impact and value to all the stakeholders. To arrive at the right operating model, the GC undertakes a strategic planning exercise that involves developing a deeper understanding of where the legal activity is focused (in-house and external counsels), and examining how the current operating model corresponds with the organisation's activities. This is done particularly, with those areas that are both, key to the business meeting its objectives and which involve complex, fast-changing or high business impact areas of law. The strategy planning involves creating short & long term strategy and aligning this strategy with the organization's yearly goals and corresponding metrics.

A typical strategy planning stage involves:

- Articulating a realistic picture of the department's current state by building deep insights in what the team is doing;
- Connecting with internal clients and identify gaps, if any;
- Identifying the spending trends, potential cost savings and efficiency opportunities;
- Analysing the effectiveness of the current vendor/ law firm management program for the previous financial year;
- Analysing the current purpose and vision and how it aligns with the strategy of the company overall;
- Analysing how the legal department has performed against its identified goals and the overall goals of the company.

A2. Listening exercises with Internal Clients:

Listening to your colleagues' ideas about the legal department's strategy and objectives is an essential step undertaken by the GCs in the Legal Department 3.0, to develop the right legal operating model. This step typically starts with structured interviews with the business heads, followed by a formal survey to other stakeholders. This exercise gives the GC an outside-in view from management colleagues about prioritising and structuring the existing legal focus and budget every financial year.

GCs may find gathering information this way as a time-consuming process. However, the GCs in Legal Department 3.0 understand the importance of a listening exercise to build a cohesive culture and accurately plan the people, systems, and process components of their Annual Legal Budget. For example, they may not have the skills to support a new business initiative, so they will need to engage project-based talent, recruit permanent staff or introduce technology options.

A3. Create a Vision and Mission statement for the Legal Department:

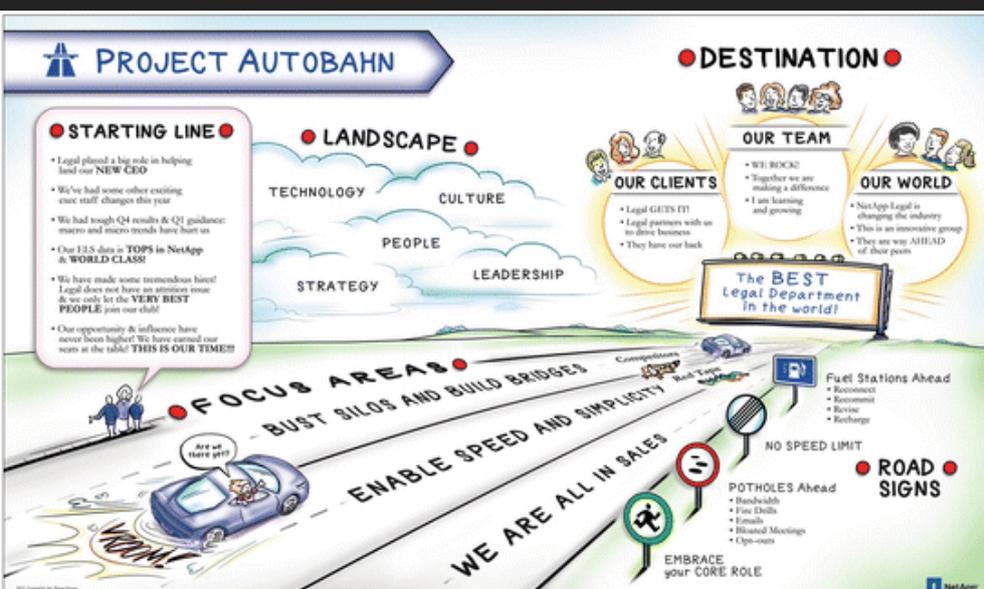
Legal Department 3.0 has its short & long-term objectives communicated clearly to all its team members and key stakeholders. The GCs in Legal Department 3.0 do this by developing a vision & mission document, a necessary tool used to promote a shared vision, mission and strategic focus areas for the legal department.

A typical vision & mission statement would consist of information on the following:

a. Vision or Destination: A vision statement is a short one-line description of a legal department's aspirations and the broader impact it aims to create for its business stakeholders and, in some cases, for the larger society. A good vision statement of the legal department would be aligned with the overall vision of the organisation. Some examples of this are accessible [here](#).

b. Mission statement or Starting Line: While a vision statement describes the desired future position or version of the legal department, the mission statement typically describes the approach or role the legal department will take to achieve this vision.

c. Strategic Focus Areas: A focus area typically communicates the areas the legal department will support, transform or develop for the organisation through its role.



In addition to this, a vision & mission statement could also include information on the Operating Principles, Values and Culture of the legal department.

Illustrated summary of NetApp's strategy roadmap, dubbed "Project Autobahn" (Source: NetApp Legal).

What makes the **Legal Department 3.0** stand apart?

B. Operations, Systems and Processes

Working Smarter by Design

With the vision and strategy clearly articulated, Legal Department 3.0 now looks to build a scalable practice by introducing new technology, operational efficiencies, and innovative service delivery models. Rather than lengthy improvement projects, Legal Department 3.0 takes a technology-enabled approach with more rapid process improvements that incorporate automating repetitive tasks, real-time, event-driven performance dashboards and business analytics for effective decision making and improving the stakeholder experience.

The focus here is to improve the legal operating model continuously. Legal Department 3.0 typically uses a combination of well-established process improvement methodologies of 'Six Sigma' (which is about doing those things right) and 'Lean' (which is about doing the right things).

Some of the interesting ways this is done by Legal Department 3.0 include:



B1. Developing a culture of **continuous improvement**:

Improvement projects are an essential element of the continuous improvement philosophy and form an integral part of Legal Department 3.0.

The build-up play for the Legal Department 3.0 is to develop a strong culture where the legal team members are encouraged to look for ways to innovate, and ideate on ways that would help them and the team perform the current set of activities more efficiently, and get the team out of its comfort zone in a systematic and organized manner.

“

*GC's need to constantly reimagine **existing processes** and examine ways to **integrate** them with **newer technologies**, with the aim to strengthen the business, as well as reinforce legal's role within this.*

*This can be done in myriad ways, some of which include the **legal team having regular conversations**, across senior and junior levels, on areas where processes can be improved. These conversations can further be supplemented with **demos and pilot programmes** conducted by legal tech startups that could potentially solve these identified issues.*

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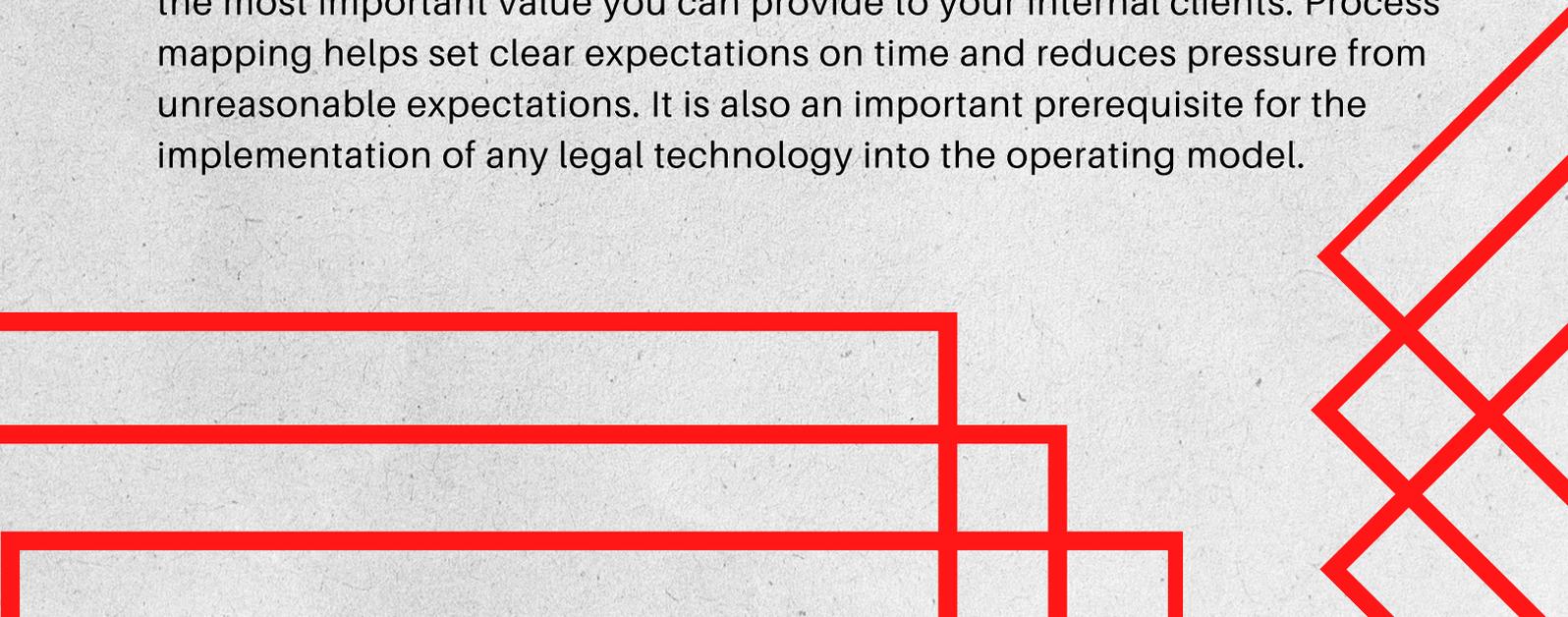
*Group General Counsel,
ICICI Group*

B2. Capability Building to ensure agile teams:

The GC ensures that the team possesses the skills needed to succeed in a Legal Department 3.0 environment. Training and developing their workforce by assigning employees responsibility—through self-education, continuing education, and ongoing professional development are some of the Legal Department 3.0 ongoing priorities in which they invest the most. Lawyers from these departments are trained on new operational and management areas such as project management, design thinking, data analytics, time management and playbook development.

B3. Process Mapping to drive efficiencies:

GCs in Legal Department 3.0 continuously design existing and new services performed around the internal clients by identifying the current process flow for each of the legal functions' activities. The data and feedback from the listening exercises and formal survey are used as the foundation elements to identify the current client experience level and establish what the client wants, what they value, and ensure that the output is precisely what is delivered every time. These departments understand that finding a better, more sustainable way of doing things is the most important value you can provide to your internal clients. Process mapping helps set clear expectations on time and reduces pressure from unreasonable expectations. It is also an important prerequisite for the implementation of any legal technology into the operating model.



B4. Data Analytics for **better predictability:**

GCs use analytics to help utilise data for insights related to time usage, strategic placement of legal staff, and the likelihood of achieving the desired outcome. Legal Department 3.0 uses technology platforms to view and assess their data regarding spend and operations. This increased transparency has helped companies better manage their use of outside providers and identify opportunities to transform internal operations. The next frontier for these departments involves using analytics to predict and preemptively resolve areas of exposure and risk. Legal Departments of the earlier revolutions are very good at explaining and managing consequences, but the Legal Department 3.0 in addition to being better at the traditional role, is also looking for ways to assess the probabilities of something going wrong or an event happening by using the power of data for its organisation.

B5. Automation of **repetitive-non value add activities:**

Legal Department 3.0 is continuously looking for scalable solutions by clear segmentation of activities, tools to automate the output workflow, relying less on manual processes and removing activities that don't add value. For example, Legal Department 3.0 usually has a legal intranet or portal providing non-legal stakeholders the ability to find self-service information, get legal assistance (Lawbots) or generate non-complex documents such as non-disclosure agreements. Technology is also used to automate the contract management processes and can help legal departments create contracts more efficiently, and use automation to manage contract obligations and renewals. Through this, the Legal Department 3.0 workforce can do more with less and focus on critical activities, thereby becoming more engaged with their respective roles and organisation.

B6. Reliance on AI driven legal-tech **to do more with less:**

Apart from AI helping lawyers in Legal Department 3.0 automate repetitive types of functions – like drafting lower-exposure or lower-liability agreements like non-disclosure agreements, this technology also allows lawyers to focus on complex, higher-value work by reducing the time required to complete laborious tasks. This technology also assists in decision making to improve outcomes.

Legal Department 3.0 typically uses AI to help:

- Lawyers in analysis, due diligence and lease abstraction by extracting relevant textual data from legal contracts and other documents.
- Lawyers by extracting content and meaning of clauses by automating summaries of high-volume contract reviews. The system can also flag risky contracts automatically.
- Lawyers validate contracts within the predefined policies. The AI provides suggestions for reviewing, editing and approval if the individual contracts fail to meet the standards.
- Change the legal content into numeric form and raising issues on the document through machine learning and AI.
- Improve the legal research process, wherein a user can ask the system questions in plain English, and the software will respond with citations and references.
- Help to find documents faster by employing concept search (searching for documents for similar concepts but not necessarily in phrases or words), term or phrase extension (instructing the system to remove terms incorrectly associated with the results), and classifications.

Conclusion : Where does **Legal Department 3.0** go from here?

C. Legal Department Built on Intreconnectedness

With the strategy of the legal function updated, and setting the house in order by improving the operations, the next step undertaken by the GC in Legal Department 3.0 is to see how the legal function can add value to the other support and business functions. The GCs understand that the real value is derived by building a legal function that is interconnected with all the relevant functions and not by working in silos.

Many corporations have come into being during an era, which has taken its inspiration from the military model with Generals as officers, and soldiers as enlisted personals. In this model, the focus was to divide the task into subtasks or categories and bring in the best of the talent, each focusing on an ultra-specialised area. The benefit of this approach is to build a high degree of competence in a specialised area, which is the hallmark of the first and second revolutions of the corporate legal department.

The Legal Department 3.0 goes one step further to combine the functional competence (of legal advisory), with other competence areas (analytics, business acumen, process) and integrate better with other parts of the organisation. A hallmark of this feature of interconnectedness is where Legal partners with other functions to co-develop teams with cross-functional skills, much like how most FAANG companies have presently structured their legal teams.

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Deep dives into the (U.S.) Foreign Corrupt Practices Act, 1977, and the (Indian) Prevention of Corruption Act, 1988.



It explains key concepts including the risks associated with securing permits and licenses, using third parties, and providing business courtesies to public servants, among other topics.



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Legal Talent Market Analysis

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Top 20 Legal Impact Moves

The table captures the Top 20 high-impact In-house legal professional moves (in Alphabetical order) between April 2020 - March 2021

Name	From	Designation	To	Designation
Damini Bhalla	L&L Partners	Partner	Zomato	General Counsel
Deepak Jacob	Walt Disney	Chief Regional Counsel - India, SEA & ME	Dream Sports	Group General Counsel
Hitesh Mehra	Intellect Design	General Counsel	Make My Trip	General Counsel
Madhav Rao U.	CK Birla Group	Group Legal Head	Tata Motors	General Counsel
Manish Sansi	Tata Communications	General Counsel India & Company Secretary	Vodafone Idea	Chief Legal Officer
Meghana Singh	IL&FS	Group General Counsel	Virescent Infrastructure	General Counsel
Navita Chaubal	Wipro GE Healthcare	General Counsel	Target	General Counsel & Senior Director
Parveen Mahtani	Tata Housing Development	Head Legal and Compliance	Mahindra Lifespace Developers	Chief Legal Officer
Pooja Bedi	Argentum Law	Counsel	Phillips	Head of Legal & Compliance- India Sub Continent
Priya Menon	WeWork	General Counsel	3M	Executive Director & General Counsel
Rajiv Bakshi	JSW Steel	Group General Counsel	Essar Capital	Managing Director Legal
Rajneesh Jaswal	NestAway Technologies	Senior Vice President & General Counsel	Unacademy	Senior Vice President & General Counsel
Sanjit Nagarkatti	Johnson & Johnson	Legal Director, Medical Devices	Ola Electric Mobility	Vice President - Legal
Saroj Panigrahi	JPMorgan Chase & Co.	Head Of Legal Department	Flipkart	Group General Counsel
Saswata Dhar	Vodafone	Executive Vice President Legal & Country Counsel	Adani Enterprises	Head Legal
Shashank Kumar	Adani Power	Head Legal	Spring Energy	General Counsel
Shyamala Venkatachalam	Star India	Executive Vice President & Head Business Counsel	Zee Entertainment	Chief Legal Officer
Tejal Patil	GE	Group General Counsel, GE South Asia	OYO	Senior Legal Advisor
Urvashi Sahai	Walmart	General Counsel & Chief Ethics Officer	Paytm	General Counsel & Senior Vice President-Legal
Vivek Saxena	Aviva Life Insurance India	General Counsel	Crisil	General Counsel

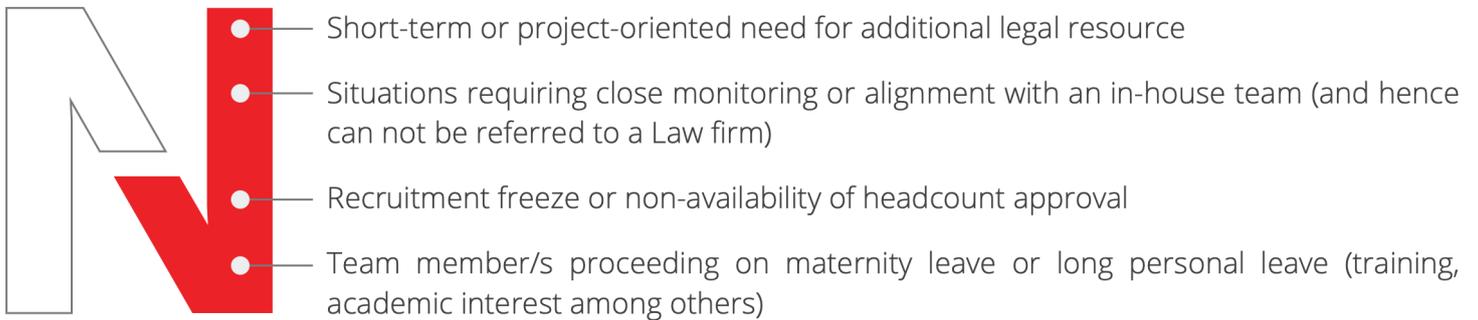
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A VAHURA INITIATIVE

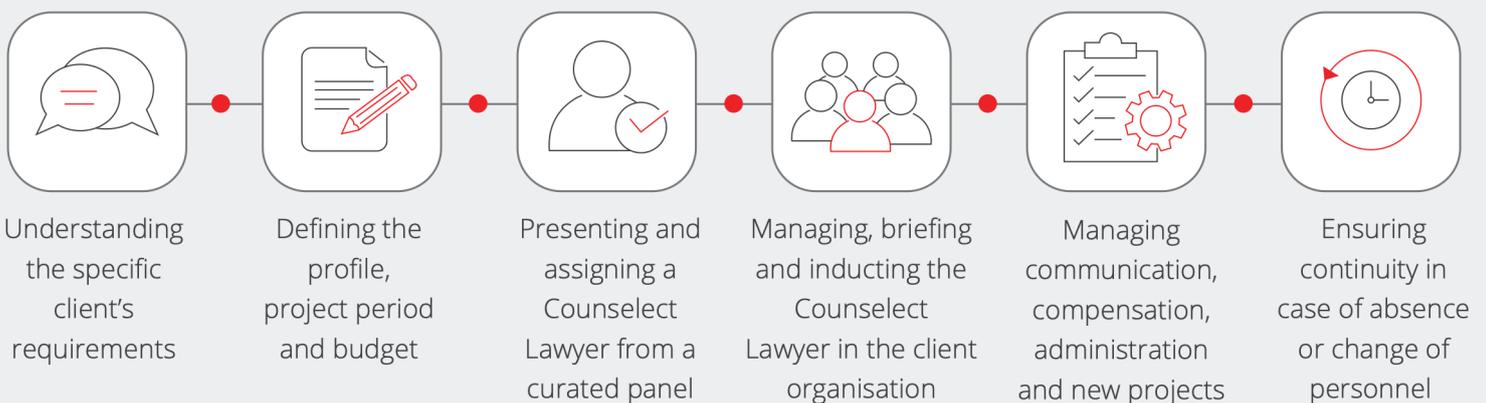
In today's dynamic business environment there is an ever-increasing need for organisations to remain competitive, to think strategically and tactically, to optimize resources and to respond to business challenges in a timely manner.

Counselect is a secondment offering by Vahura, India's largest search and talent consulting firm specialising in the Legal, Compliance and Governance domains. Counselect primarily addresses the legal talent requirements of In-house legal teams by Legal Counsels by augmenting 'capacity' and 'ability'. Under this offering, Lawyers are placed for a set period of time as in-house legal resources with client organisations.

SECONDMENT SCENARIOS



COUNSELECT - STEPS INVOLVED



Overview of Legal Moves between April 2020 - March 2021

The data for this section has been collected by tracking mandate closures by Vahura, as well as by using secondary sources such as information shared on social media platforms, news and relevant media publications. We have considered 500+ mid to senior legal moves between April 2020 - March 2021 in corporate India. The analysis takes into consideration the professional's years of experience, location, and industry domains. After collating and analyzing the information, we present a few of our key observations.

Which are the Top Sectors that Hired Last FY?



Banking, Financial Services & Insurance
(18%)



Technology and IT/ITES
(15%)

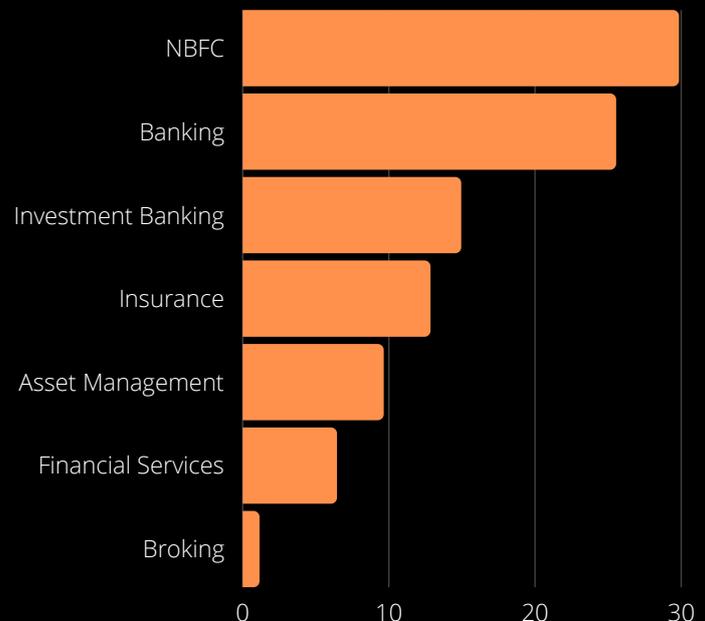


Internet
(14%)

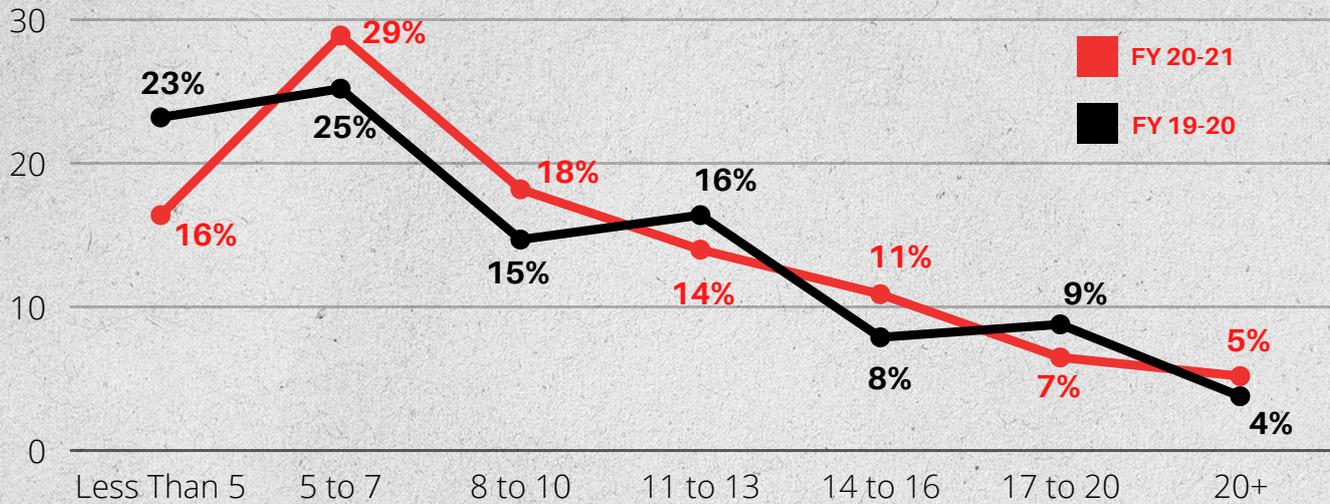
Breakdown of BFSI Movements:

In FY 20-21 BFSI contributed to 18 % of all lateral In-House legal moves, which is similar to that of last year.

Within the BFSI sector, Banking and NBFCs contributed to an almost 55% of the total BFSI hiring.



Which Level of Legal Professionals were most in Demand?



Close to 45% of the total hires in the previous financial year have been of Legal Professionals with less than 7 years of experience. Though we see a drop of 7% hiring in less than 5 years category, the hiring for legal professionals with 5-7 years of experience has increased by approximately 4%.

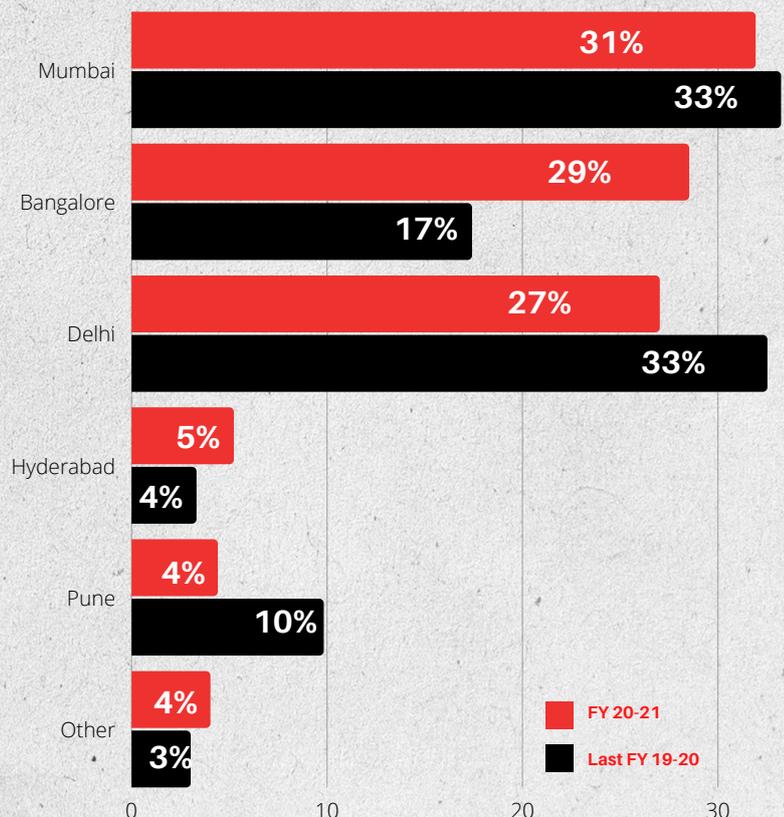
With the disruption cause by the Covid-19 pandemic, we have also observed hiring of legal professionals within the range of 14-16 years of experience to be more than that of FY 19-20. Hiring of these competent legal professionals indicates organizations are looking to hire a second in line to the General Counsel, or are looking at the professional to set up and lead critical divisions within the legal department.

Which Location Hired the Most?

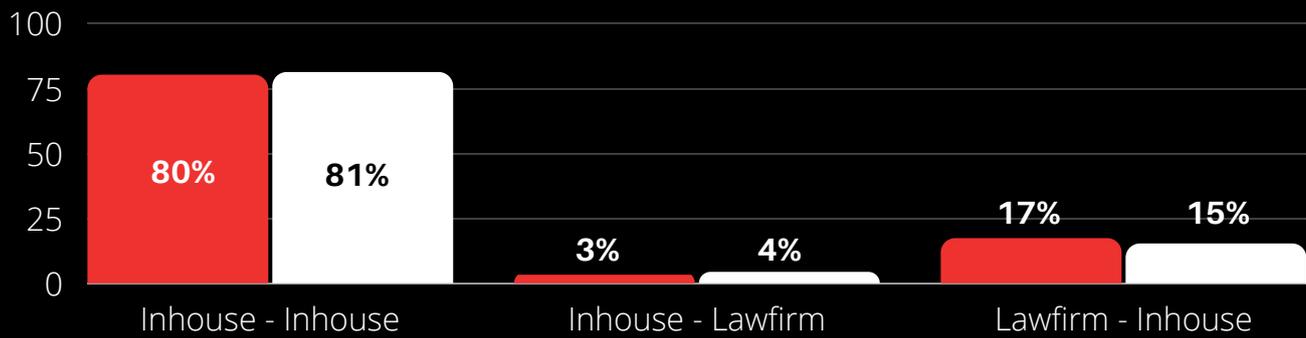
As predicted in our last edition, in FY 20-21, we have seen hiring in non-metro cities of Bengaluru and Hyderabad higher than the hiring in Metro cities of Mumbai and Delhi.

The hiring in Bangalore for legal professionals has grown by approximately 11%. The difference between hiring in Mumbai and Bangalore is approximately 3% in FY 20-21, as compared to FY 19-20 where the difference was approximately 15%.

The hiring in Delhi has dropped by 6% in FY 20-21 as compared to FY 19-20.



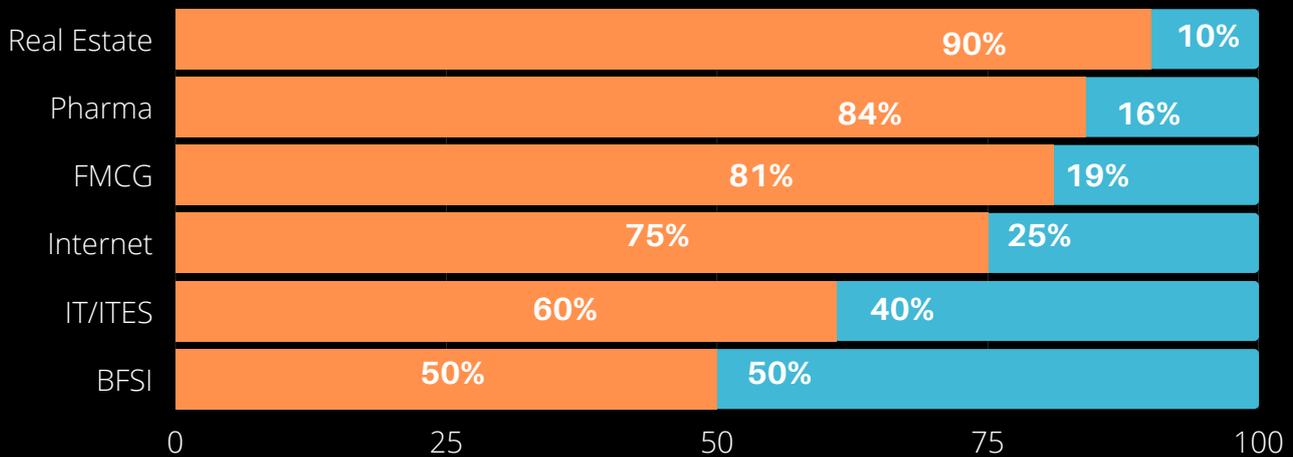
How Many Legal Professionals Moved from Law Firms to In-House Roles?



17% of the professionals hired by the in-house teams were law firm professionals. Unlike FY 19-20, where 50% of the moves from law firms to in-house roles were at the Junior Partner and one level below, in the FY 20-21, 50% of the hiring in this category was at the Senior Associate level (4-6 years). Additionally, in FY 20-21, the in-house to law firms moves and In-house to In-house moves have been consistent with the FY 19-20.

Cross-sector hiring:

Similar to last year, amongst moves within in-house teams, 73% of the moves were between sectors, in FY 20 - 21. The sectors with the maximum number of cross-sector hires were:

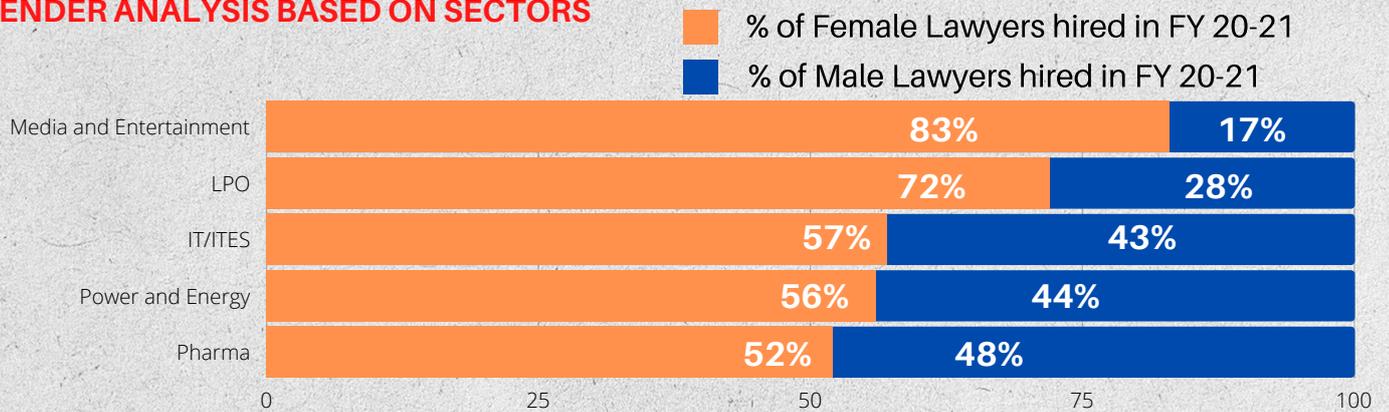


Cross-sector hiring has been significantly high for the last two financial years. In FY 20-21, we have observed 90% of the hiring in Real Estate sector to be of legal professionals from other sectors. 58% of the Real Estate hiring of legal professionals have been from law firms.

Diversity Analysis:

Gender	FY 20-21	FY 19-20	FY 18-19
Female	46%	44%	43%
Male	54%	56%	57%

GENDER ANALYSIS BASED ON SECTORS



Keeping up with the pattern that we had seen last year, Corporate Legal Departments have maintained a healthy gender mix. The proportion of women professionals hired for mid-senior roles is now 46% as compared to 44% in FY 19-20 and 43% in FY 18-19. More than 50% of the hires last FY in Media & Entertainment, IT/ITES, Power & Energy and Pharma sectors were women.

In FY 20-21, we have also observed that 72% of the legal professionals hired by LPO's are women professionals. This is a 42% jump as compared to FY 19-20, when only 30% of the legal professionals hired by LPO's were women professionals.

Top 20 Public Policy Impact Moves

The table captures the Top 20 Public Policy Impact moves (In Alphabetical order) between April 2020 - March 2021

Name	From	Designation	To	Designation
Anasuya Ray	Mars	Director - Corporate Affairs	AB InBev	Vice President Corporate Affairs
Carson Dalton	Ola	Senior Director, Ola Mobility Institute	The Coca-Cola Company	Director, Public Affairs, Communications & Sustainability
Chetan Krishnaswamy	Google	Country Head- Public Policy	Amazon	Vice President Public Policy
Ishteyaque Amjad	Coca Cola	Vice President Public Affairs, Communication & Sustainability	Godrej	Group Head
Jyotsna Ghoshal	MSD	Senior Director - Corporate Affairs	Johnson & Johnson	Executive Director, Govt Affairs & Policy
Krishnakoli Dutta	RELX	Head - Govt Affairs, South Asia	Ola	Director Corporate Communication and Public Affairs
Kritika Saxena	CNBC-TV18	Chief of Bureau- Mumbai & South India	TCS	India Head- Corporate Comms & Public Affairs
Naveen Tandon	AT&T	Director - International External Affairs	Apple	Head - Policy & Strategy
Neelima Dwivedi	Microsoft	Group Head & Director, Govt Affairs & Public Policy, India	MSD	Executive Director- Govt Affairs, Policy, Comms & Market Access
Neeraj Jha	HDFC	Head, Corporate Communication	Bharti Airtel	Head, Corporate Communication & Corporate Affairs
Pallav Agarwal	Carlsberg Group	Head - Corporate Affairs	Lenovo	Head - Government Relations
R Venkatesh	Xylem Water Solutions	Consultant - Govt Relations	MakeMyTrip	Senior Vice President and Head - Corporate Affairs
Rakesh Swami	GE Healthcare	Senior Director Corporate Affairs & Policy - India & SA	Honeywell	Vice President - Govt Relations
Richa Mukherjee	Amazon Web Services	Public Policy - Financial Services Industry	PayU	Director - Public Policy & Corporate Affairs
Sameer Bajaj	Discovery Communications	Director - Corporate Communications & External Affairs	WhiteHat Jr	Global Head - Communications and External Affairs
Shobha Mishra Ghosh	FICCI	Assistant Secretary General	GE Healthcare	Director & Head, Govt Affairs & Public Policy, India & SA
Shweta Rajpal Kohli	Salesforce	Country Director - Govt Affairs & Public Policy, India & SA	Sequoia Capital India	Head - Public Policy
Sumanta Dey	Flipkart	Associate Director, Corporate Affairs	Unacademy	Head, Corporate Affairs
Suresh Vaidyanathan	Alibaba	Head of Corporate Affairs	MPL	AVP - Public Policy
Vivek Veerbhan	Capsugel	Head- Regulatory Affairs & Government Relations, India	GSK Consumer Healthcare	Country Manager-Regulatory Affairs

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Vahura INSIGHTS

ISSUE #6 APRIL - 2021

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