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At Vahura, we have been observing a growing interest in Public Policy as a function. Be it our clients who are looking to have their first Public Policy hire or General Counsels who are keen to learn and expand their portfolio in this regard. We decided to conduct a survey and bring you a few interesting findings and trends about Public Policy Teams in India- their structure, stakeholders and challenges. We hope you enjoy reading this as much as we enjoyed working on this piece.



Anuja Bose
Head - Research
Vahura

Changing Role of the Public Policy Department:

An Inside Look at Structures, Roles and Expectations

Introduction

Strong and healthy markets depend on sound public policy, and India Inc understands the importance of engaging in the policy process as part of their efforts to grow their business while serving the public interest and fostering trust. The changing and expanding array of legislation and regulation in the country have also prompted corporations in India to level up their government affairs and public policy functions.

With this context in mind, we are excited to bring you our latest edition of Vahura Insights, focussing on the changing role of Public Policy Departments in corporate India. Through this initiative, we sought to understand how public policy departments are developing, gauging the progress they have made so far, in addition to identifying their greatest challenges. We were also keen to understand how Public Policy Teams are structured and identify the key areas where they add the most value.

Methodology

We surveyed and interacted with various groups to obtain a multidimensional view of the topic, including Heads of Public Policy Departments, General Counsels with Public Policy as part of their role and a select group of former CEOs who helped us understand the business perspective. We have engaged with close to 80 CXO's for this study.

We are grateful to each one of them, for taking the time to help the community distill and benefit from these insights.

Study Highlights

Top 5 Highlights of our Public Policy Study:

- 63% of Public Policy Teams are separate and independent corporate functions.
- 37% of the Senior Public Policy Professionals typically have spent 0-5 years in another function prior to Public Policy.
- 44% of General Counsels cited that owing to the changing demands of the industry, Public Policy was incorporated as part of their responsibilities as In-House Legal Counsel.
- Internet, FMCG and Pharmaceuticals were amongst the top sectors building Public Policy capability.
- 44% of the Public Policy Teams that are embedded into another corporate function, self-report as having an "extremely efficient" Public Policy Team as compared to 30% of the Public Policy Teams that are structured as a separate and independent corporate function.

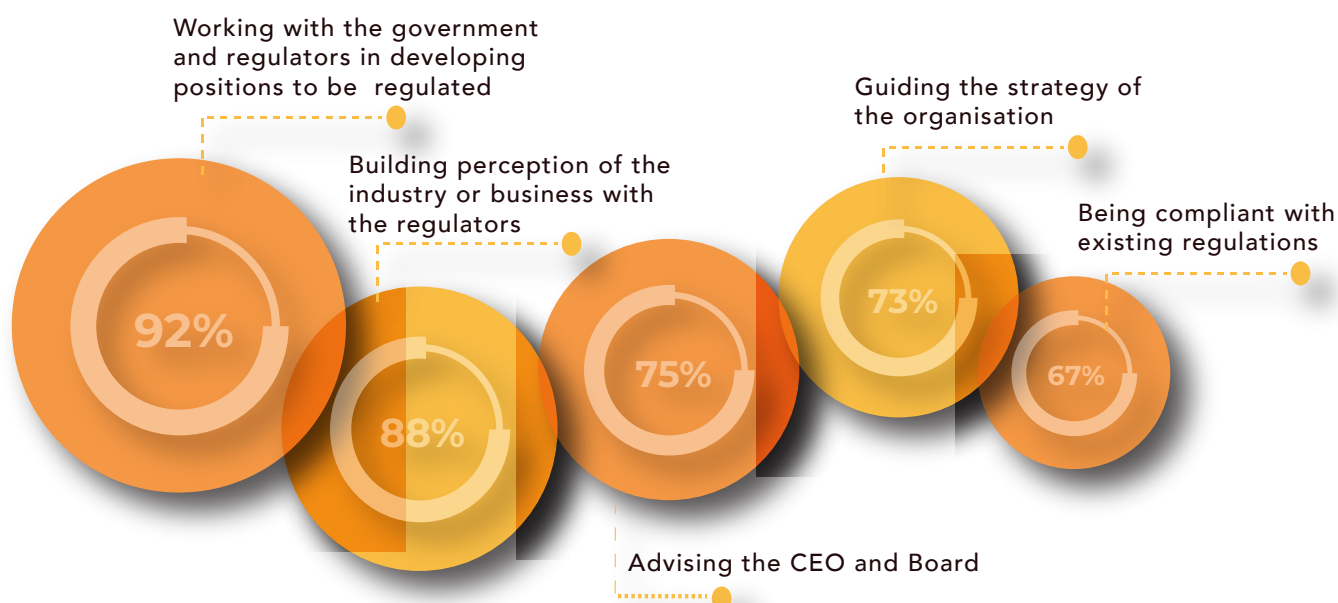
Role of Public Policy Function in Corporates

The term “Public Policy” has been used interchangeably with Corporate Affairs, Government Relations, External Affairs and Government Affairs in organisations. The Public Policy Teams in India face issues not just in legislative, executive or regulatory settings, but they are also expected to handle issues arising from litigation or adoption of ethical standards from various policy initiatives.

Broadly speaking, the role of a Public Policy function within a corporation can be divided in the following ways, depending on the business and sector:

1. Advocacy and maintaining relationships with external bodies to ensure smooth running of the business. Leading significant industry initiatives and contributing to shaping various public policies at both the company level as well as the industry level. For this purpose, the Public Policy Teams deal with a significant amount of sectoral analysis and market intelligence.
2. Responsible for having strong internal communication with the various departments in an organization. This is done so as to ensure all departments are in-sync. Resolving complex issues and mitigating business risks for the company is a key focus.
3. Responsible for identifying the key external bodies and individuals the organization needs to engage with for smooth business operations.
4. Identifying opportunities in the market and making provisions for business development. According to our findings, 35% of the professionals spend more than a quarter of their time with the sales and marketing teams.

Our survey looked at the key objectives of Public Policy Teams within the various organisations. **The figure below shows that working with the government and regulators in developing positions to be regulated was seen as a key objective by 92% of the Public Policy Professionals. 88% of the Public Policy professionals have also stated that building perception of the industry or business with regulators is an important objective. Other key objectives of Public Policy Teams include guiding the strategy of the organisation (73%) and Advising the CEO and Board (75%). These objectives seem to be more important for corporates functioning within an unpredictable and malleable market environment.**



Why is the role of Public Policy becoming more important in recent times?

Governments have always exerted influence and control on the activities that businesses undertake. With the rise of regulatory bodies, industry associations and more 'business friendly' governments, new professional avenues of "business to government" engagement have emerged. Furthermore, strict multi-jurisdictional anti-corruption laws (FCPA and UK Bribery Act), have made "above the board" engagement between corporate and government officials the norm. These and a number of other factors make it critical for corporations to integrate a sophisticated approach to public policy into their basic business processes. **It is no wonder that 95% of the General Counsels surveyed, mentioned that there will be an increased demand for Public Policy professionals in 2020-2021.**

Enterprise leaders recognize that businesses that do not understand the political and public policy contexts that they operate in and are not strategic in their interactions with government and other regulatory bodies are at a competitive disadvantage. **According to our study, 44% of General Counsels cited that owing to the changing demands of the industry, Public Policy was incorporated as part of their responsibilities as In-House Legal Counsel.**

The importance of the Public Policy Department has risen significantly in the last decade mainly due to two reasons. Firstly, the paradigm shift that has happened which has resulted in Consumers having the upper hand. In earlier days, the organization was the king and now it's the other way round. Secondly, the advancement of technology, especially on the digital front has led to this becoming an important function. The reason for the latter is due to the fact that news, positive or negative, travels faster due to digitalisation, which in turn impacts the reputation of the organisation with customers, investors and regulators.

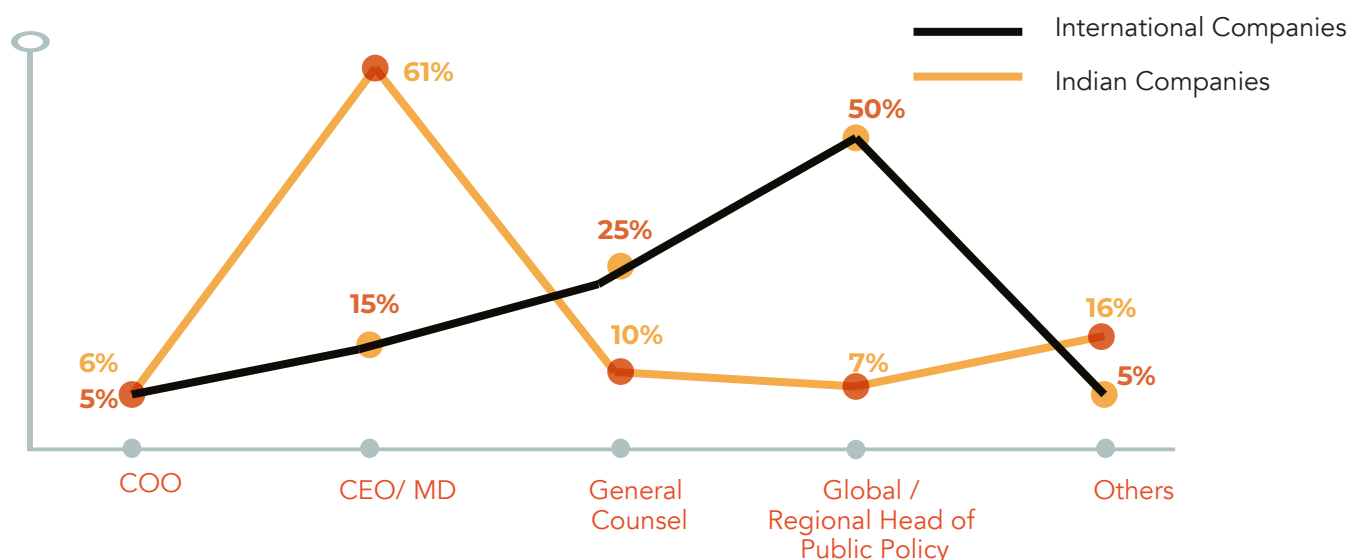


Ajay Tandon
Former CEO and MD,
Tata Autocomp Systems

How are the Public Policy Teams structured by India Inc?

Reporting

As per our survey, the average size of the Public Policy Team ranges from 6 to 7 members and in the Legal department the average number of people doing policy work ranges from 2 to 3 members. We also observed that the Public Policy Teams in Indian companies mostly have a CEO reporting whereas in international companies reporting is to a Regional Head of Policy. **We observed that 41% of the professionals have a dotted line reporting to different verticals. Following is the breakup of the direct reporting of Head of Public Policy roles:**



In this research, we have taken a look at the advantages and disadvantages of the Public Policy leader having a CEO reporting vs. Legal Reporting. **According to our survey, 38% of the Public Policy Professionals who report into the GC, also report that they have an “extremely efficient” Public Policy/ Government Regulation team as compared to 32% of the Public Policy Professionals who report into the CEO.**

Following are some of the highlights:

Advantages of CEO Reporting:

1. Provides the Public Policy Team an opportunity to exchange insights directly with the CEO without any filters which eventually results in quicker business decisions.
2. Public Policy function is able to understand the long-term plan of the CEO and vice- versa. This may help in building better organisational strategy.

Policy and brand management are close-knit functions and form an important pillar of the overall company strategy. As a case in point “social inclusiveness” was core to Azure's business model. From the outside, it may seem an expensive proposition, but the overall impact was quite positive through the inclusion of all the stakeholders in the implementation of the plan. The plan was in line with the overall CEO/top management vision and developed in conjunction with the Public Policy Teams. Further, the communication of this sort has to be consistently cascaded throughout the organization across departments and all levels and ingrained in the overall culture through rewards and recognition. The Public Policy Team is expected to take a lead on this aspect, with active participation from the top leaders in the organization.”



Inderpreet Wadhwa
Former Executive Chairman
& CEO
Azure Power

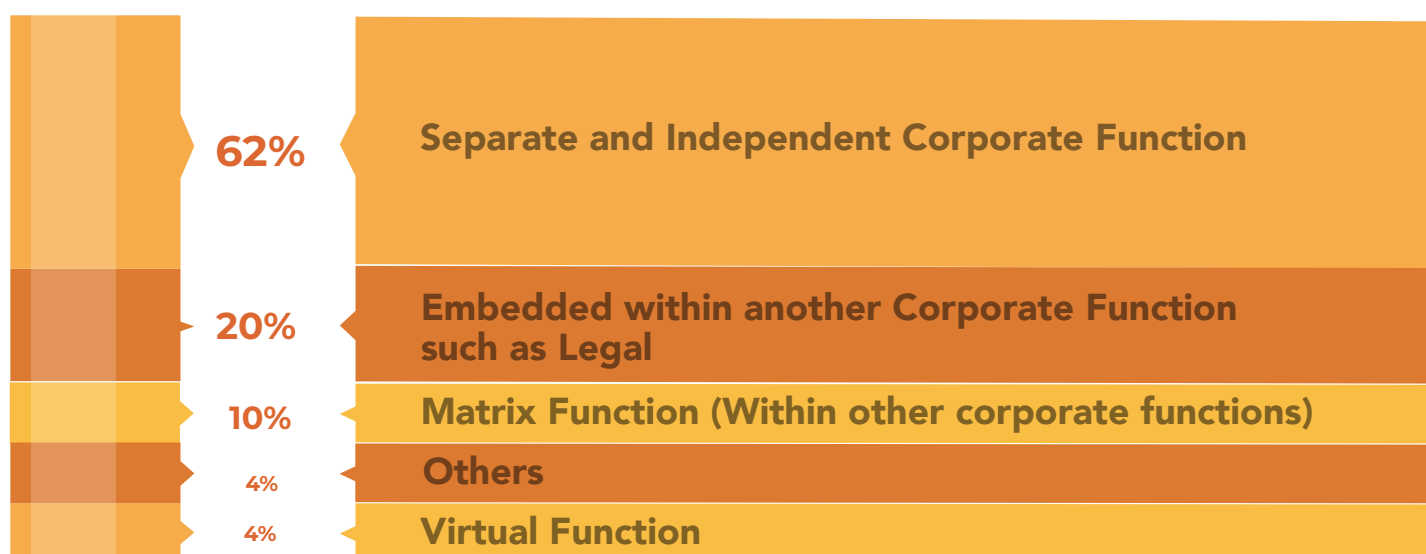
Advantages of having GC Reporting:

1. If Policy is embedded in Legal, Public Policy professionals have a better understanding of the legal consequences, as a result, they are better subject matter experts.
2. The long term impact of short term action is assessed better when it is embedded since there is strong Legal and Policy collaboration within the team. According to our survey, 82% of the Public Policy Professionals closely work with Legal Function.

According to a General Counsel of a large FMCG organization "The role of the legal and corporate affairs functions is to look for long term solutions that are fair and equitable for all stakeholders – Consumers, Government, and the Industry. Their role transcends beyond resolving here and now issues. The Public Policy Team and Legal teams should always be embedded and work as a core team. We follow this approach in our organisation. Both teams report to me. My team spends a third of its time shaping regulations in a variety of areas which range from functional laws, labour, tax, environmental, consumer and so on and so forth."

Structure:

Our survey found that 62% of the Corporations who participated in our research have the Public Policy Team as a separate and independent Corporate Function. We also have found how the strategy of the corporation can influence the structure of the Public Policy Department. According to our research, organisations are more likely to embed the Public Policy function with other corporate functions such as legal, if they are functioning in sectors with limited regulatory oversight. We also notice that organisations are more likely to set up the Public Policy Team as a matrix function, where the organisation is functioning in a sector where there is little competition and has high growth potential.



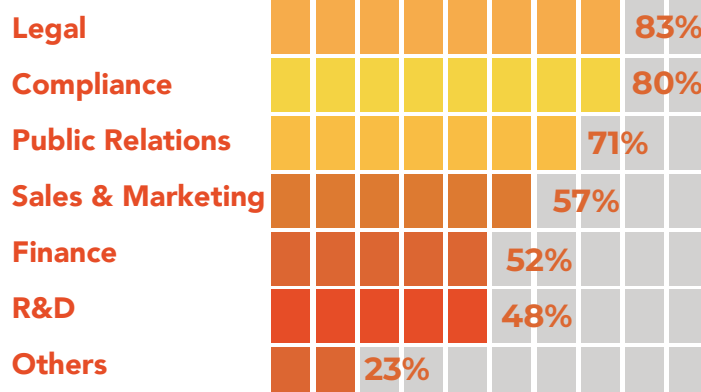
According to our survey, **44%** of the Public Policy Teams that are embedded into another corporate function, self-report as having an **"extremely efficient"** Public Policy Team as compared to **30%** of the Public Policy Teams that are structured as a separate and independent corporate function.

Functions Public Policy Teams closely works with internally

According to our findings, the top three departments that Public Policy Teams spend time with are Legal, Compliance and Public Relations.

On further analysis, close to 40% of the public policy professionals spend more than a quarter of their time with the legal team. One reason is because the Legal and Public Policy Teams have a similar agenda, that is to ensure uninterrupted and smooth business continuity. As a result of this, the collaboration between the two departments becomes vital. For a Public Policy Team to be effective and have an impact at an organizational level, it is imperative that there is a smooth cross-functional work relationship.

However, having said this, 40% of the professionals identified “Mindset/ perception of other departments internally as a challenge”. The reason for this could be the culture of the organization and the internal positioning of the Public Policy Department in the overall scheme of things. In many organisations, the Public Policy Department is looked upon as a department to merely firefight when something goes wrong, rather than pro-actively enabling different functions. The positioning of the Public Policy Team in an organisation has a huge impact on how well the teams are able to collaborate. Though working with the Government is a key responsibility of the Public Policy Team, **59% of the professionals identified the Mindset/ perception of Government Officials as their biggest challenge.** According to our research, many organisations are trying to overcome this by creating active industry associations and presenting their case from a sectoral perspective.



If the Public Policy Team is a separate function, then we see two ways the Public Policy and Legal Team can increase integration:

- 1) Liaison Role: In this structure, the Legal team integrates with the Public Policy Team by identifying the right talent that can coordinate between the two functions.
- 2) Task Force: In this structure, Legal and Public Policy Teams create task force teams that can be set up to solve and handle a specific problem faced by the company.

Public Policy Teams in India - Current Status during COVID-19

Given the current situation, the role of the Public Policy Department has increased significantly in organisations. Public Policy Teams are not only having to ensure business continuity in the current situation, but also make provision for future uncertainties. The Policy Team's contribution and responsibilities are becoming more central than ever before.

In this scenario, the role of Public policy professionals becomes even more critical as stepping beyond just the regular role Public Policy professionals now need to work with all the three constituencies (Government, Society and Business) to re-imagine how the world will look in the future. Thus encouraging and driving more collaboration between the constituencies to rehabilitate and rebuild society not just as we know it but what will be the new social contracts, how do we manage the new geopolitical issues and what directions should policy take to encourage local industry and at the same time international collaboration.

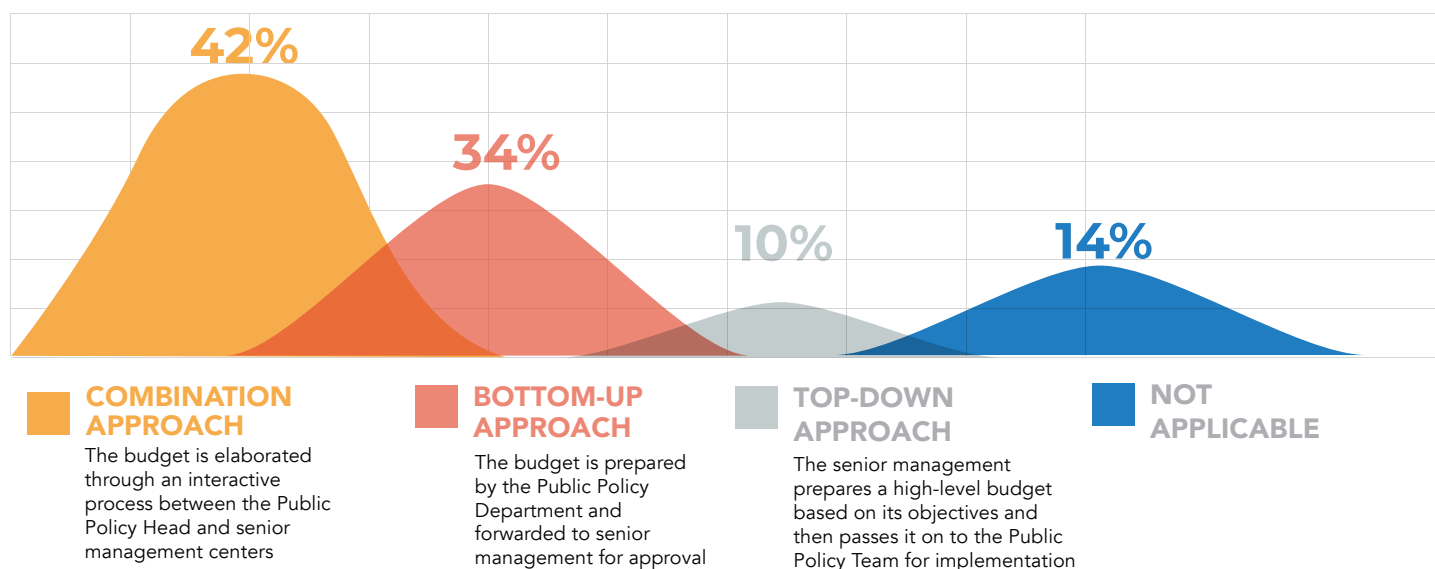


Ashutosh Chaddha
VP & Head Public Policy and
Government Affairs South Asia,
Mastercard

Our qualitative research informs us that many Public Policy professionals are not only using this period to build better relationships externally with government officials and regulators, they are also gaining better visibility across different functions. Visibility and internal positioning of the team is another challenge Public Policy Team faces. As a result of the crisis, Government officials are more open to engaging with these Teams. They are more receptive to the suggestions made and solutions offered in the crisis, and as a result, we forecast quicker decision making. This year, we foresee that Public Policy Teams will play a greater role as a bridge between the Government and the Corporation.

Other Key Findings From the Survey

1. Methodology for developing the Public Policy Budget:



2. Outsourcing Work:

40% of Public Policy professionals reported that they outsource 10% to 30% of their work. The following are some activities outsourced:



3. Compensation:

Following is the overall compensation range for Senior Public Policy professionals basis our survey:

We observed that there is a wide range of compensation even at a senior level. For Indian companies, the average compensation range of a Public Policy professional is between INR 25 Lakhs - 50 Lakhs per annum and for International MNCs, the average is between INR 50 Lakhs - 75 Lakhs per annum.

For Senior Professionals	SALARY RANGES					*INR LAKHS
PQE Range	25 - 50*	50 - 75*	75 - 100*	100 - 150*	150* +	
14-20 years	35%	35%	15%	5%	10%	
20+ years	20%	10%	35%	25%	10%	

Conclusion:

Public Policy Teams are structured differently based on the industry and nature of the corporate structure (Indian or International MNC). The effectiveness of the Public Policy Team largely depends on how well the vision and objectives are communicated internally and aligned with the overall business. As per our study, a successful Public Policy Team has the highest level of collaboration with the Legal department. Following are the most popular suggestions made by respondents on how the effectiveness of the Public Policy Team can be improved:

1. Better communication and understanding of internal stakeholders
2. Better Teams that are trained and possess relevant knowledge
3. Better access to case studies and research in this space to keep up with the changing regulatory environment.

In India, the Public Public Policy function has come a long way and given the current situation, the importance of this team has become even more crucial. It is a strategically important function that works closely with the CEO, General Counsel and other leaders in the organisation. We will continue to see the rapid evolution of the Public Policy Department in India and with it better opportunities for professionals in the domain.

DO MORE WITH LESS. HOW EXACTLY?

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Augment the capabilities of your in-house legal team with the specialised experience of off-roll legal professionals



Manoeuvre a recruitment freeze or a lack of headcount approvals with a seasoned veteran from the Counselect panel



Delegate short-term or project-oriented needs to an expert legal professional who can start on the front foot from day one



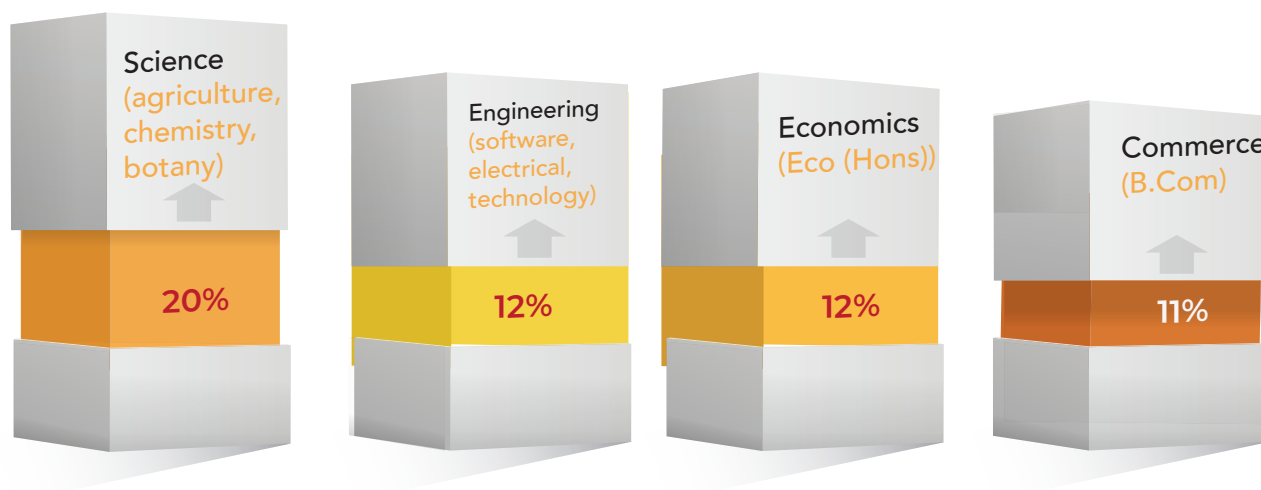
Cover the absence of Team member(s) by harnessing the skills of a Counselect professional

For more information, write to: clients@counselect.com

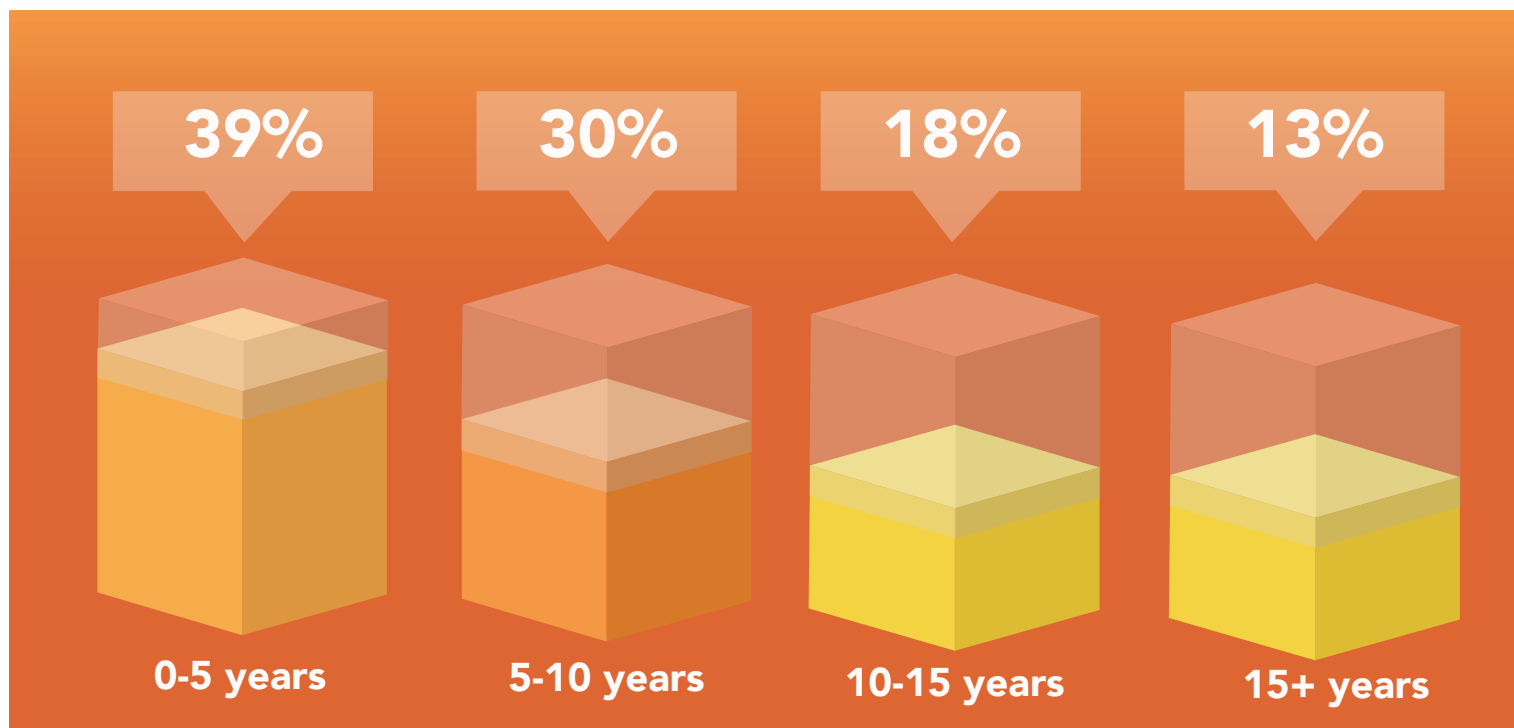
Demographic Overview of Talent in the Public Policy Domain

We have looked at a data set of over 150 Head of Public Policy professionals to gauge and understand the educational background and career path of senior professionals in this field. Following are some of the interesting findings:

Top Undergraduate degree that Head of Public Policy Professionals possess:



Amount of time spent outside of Public Policy before joining this department:



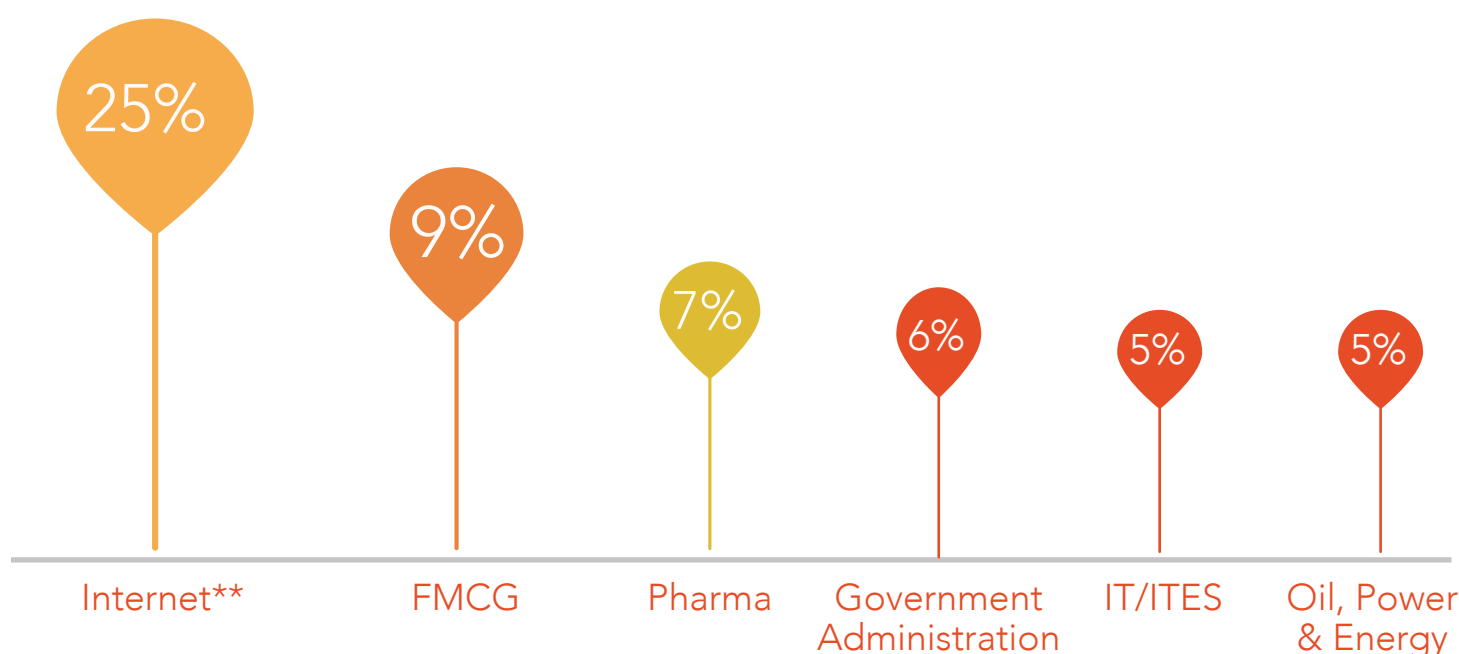
The above data denotes that Public Policy as a function has talent that come from various educational and career backgrounds. However, as higher education institutions offer specialised programs in Public Policy and the function becomes increasingly sophisticated, more and more people will start in the function at an earlier stage.

Overview of Public Policy Moves between April 2019 - April 2020

We have been seeing a growing demand for Public Policy Professionals in recent times, therefore we saw the need to identify the hiring trends within this function. This is an overview of the talent landscape for Public Policy Professionals and an analysis of movements in the domain.

The data for this report 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 close to 150 mid to senior-level moves between April 2019 – April 2020 in the Public Policy Departments of India based corporations. 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.

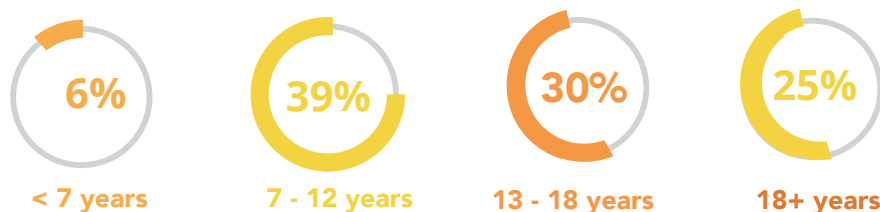
Which are the Top Sectors that Hired Last FY?



Internet, FMCG and Pharmaceuticals & Healthcare are amongst the top 3 industries that have hired Public Policy professionals. It is interesting to see that in the last FY, the Internet sector increased headcount for Legal and Public Policy Teams. This is something we forecast will continue to grow post COVID-19. FMCG and Other Consumer Goods, Pharmaceuticals and Healthcare, IT/ITES and BFSI are the sectors that have historically had strong Public Policy focus due to the regulatory nature of the businesses. We are also seeing recent activity in sectors such as Energy, Consulting and Heavy Engineering, that are beginning to strengthen their Public Policy Teams.

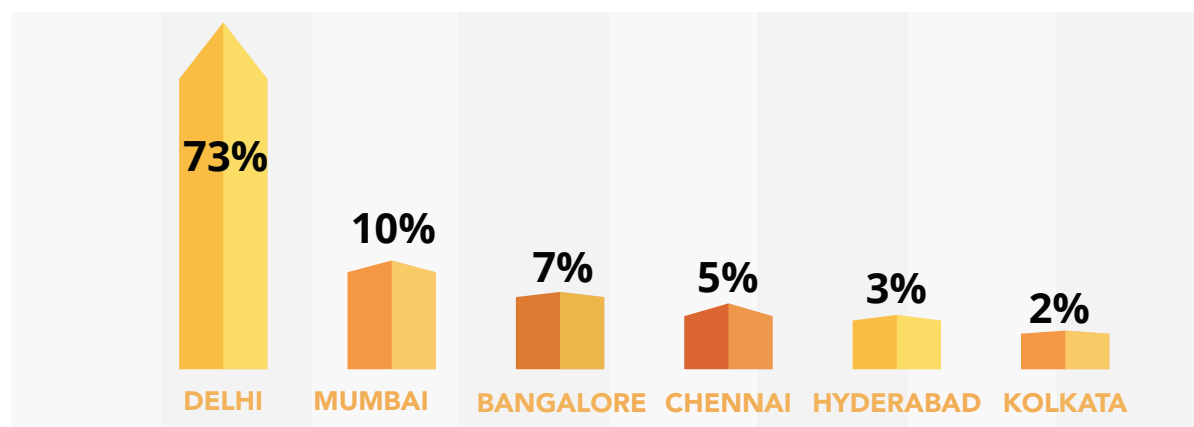
We forecast General Counsels across sectors that have been impacted due to COVID-19, will steadily build internal capabilities given the current regulatory changes.

Experience wise demand analysis of Public Policy Professionals:



We observed out of the total number of moves, 30% of the movements were in the leadership category (Director and Head of Public Policy). 63% of these moves ranged between the PQE range of 14 to 23. This is interesting as it indicates the growing importance of the public policy function as a strategic, leadership role that organizations are focussed on building internally. Data suggests that maximum hiring has taken place at the 7 - 12 year range of experience. Taking a closer look at this data we observed that the majority of the moves at this level were in the Internet, IT/ITES and Aviation and Aerospace sectors.

Location-wise analysis of Public Policy Hires:



Initially, most Public Policy roles used to be based out of Delhi. However, in recent times we have observed many organisations have this spread across different cities, depending on their business needs and whether their focus is to work with state or union government. State capitals have a growing demand for Public Policy professionals. Majority of these hires fall under Heavy Engineering, Energy, IT/ITES and the Internet sectors.

Gender Diversity in Public Policy Teams:

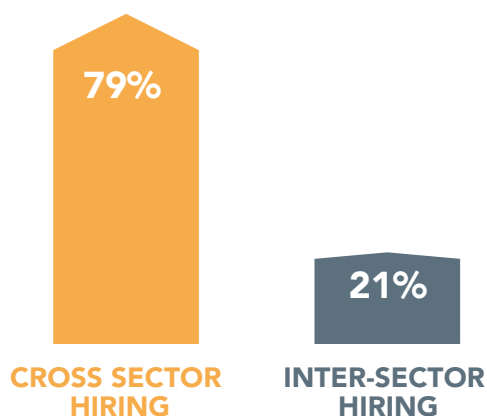
Our data denotes that there exists significant discrepancy when it comes to Gender Diversity in this function. One reason for this could be the traditional perception of the Public Policy function in the Indian economy that prioritises the liasoning role. However, this is changing as the role itself becomes more sophisticated, and a move to advocacy and public policy.



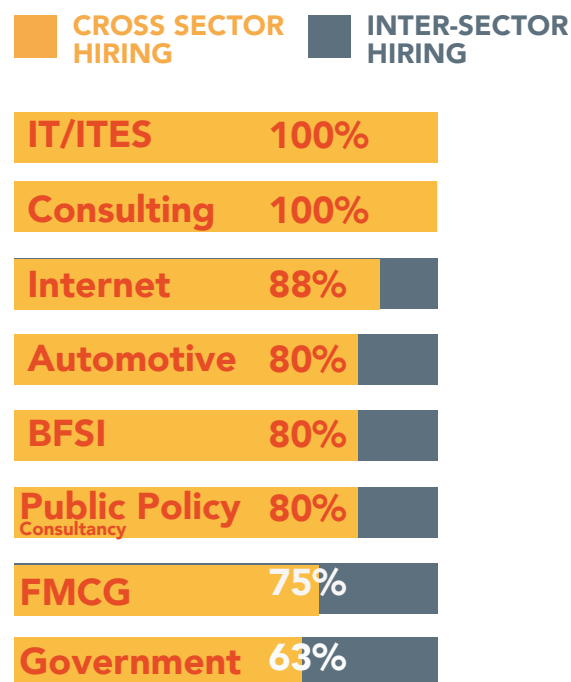
Taking a closer look at the data, we observed that 30% of all women professional hires were made in the Internet sector and out of this 67% were in the PQE range of 12 - 18 years and at a leadership level.

Cross-sector hiring in Public Policy Teams:

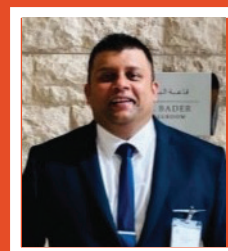
As opposed to the traditional belief, it is encouraging to see that that Legal and Public Policy functions are industry agnostic functions. Organisations focus on identifying accurate talent with the right skill, knowledge and know-how when it comes to Public Policy roles.



Industry analysis of Cross-sector hiring:



It's becoming ever crucial for public policy professionals to translate key business-oriented objectives that make sense in the context of the government. So having the right strategy, coupled with timing, focus, execution and quality of contacts is vital. So professionals with these traits don't have to necessarily be sector or industry-focused hence we have seen quite a few cross-sector job movements for leadership policy roles.



Karl Fernandes
Partner &
Head of In-house Legal Search,
Vahura

Ad

General Counsel Survey 2020

In April 2020, Vahura conducted a detailed study through an online survey on **how Indian Legal Departments** are reacting to the impact of the COVID-19. We received over 90 responses from General Counsels across sectors in India who shared what they are doing for their businesses during these unprecedented times.

We would like to thank each of the General Counsels who took the time to share their experience and knowledge with the wider legal community.

<https://www.consulting.vahura.com/gc-survey> ← Click Here

Top 15 Public Policy Impact Moves

The table captures the Top 15 Public Policy Impact moves (in Alphabetical order) between April 2019 - April 2020

Name	From	Designation	To	Designation
Ajaykumar Sharma	OPPI	Senior Director	AstraZeneca	Director of Government Affairs
Amit Kumar Singh	Medtronic	Director - Government Affairs ISC (South Asia)	Asian Paints	General Manager & Head Corporate Affairs
Avinash Ramachandra	Amazon	Director, Public Policy	KPMG	Executive Director - Corporate Affairs
Devashish Dasgupta	GSK Consumer Healthcare	Executive Vice President	HUL	Head Corporate & Government Affairs
Dhiraj Kapur	Carlsberg India	Vice President Corporate Affairs	Flipkart	Vice President - Government Relations
Navdeep Singh Mehran	Diageo India	Head Sustainability India	Tetra Pak	Director Public Affairs - South Asia
Neelima Dwivedi	PepsiCo	Vice President- Public Policy, Government Affairs & Sustainability, India Region	Microsoft	Group Head & Director, Government Affairs & Public Policy
Proful Lall	Independent	Independent Corporate Affairs Consultant	Rapido	Head of Corporate Affairs
Rajiv Aggarwal	Ex-IAS	Joint Secretary	UBER	Head of Public Policy
Rajneesh Pathak	Amazon	Chief of Corporate Affairs, Compliance & Public Policy	CureFit Healthcare	Head Corporate Affairs and Public Policy
Rishi Chawla	Philips Lighting	Head- Government and Public Affairs	Carlsberg Group	Vice President Corporate Affairs
Rohan Mishra	JUUL Labs	Head of Government Affairs	Helo (Bytedance)	Head of India
Sanjeev Viji	Pernod Ricard	Head External Affairs (North)	DIAGEO India	Senior General Manager - Policy and Public Affairs
Sapna Soni	India TV	Chairman's Office	HealthSetGo	Head of Government Relations
Vivek Chadha	Daryn Global Associates LLP	Partner, Public Policy & Government Relations	Jindal Stainless	Head Corporate Affairs and Public Policy

Overview of Legal Moves between April 2019 - April 2020

Which Sector Hired the Most Legal Professionals?

The data for this report 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 700+ mid to senior legal moves between April 2019 – April 2020 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%)**



**Internet
(14%)**



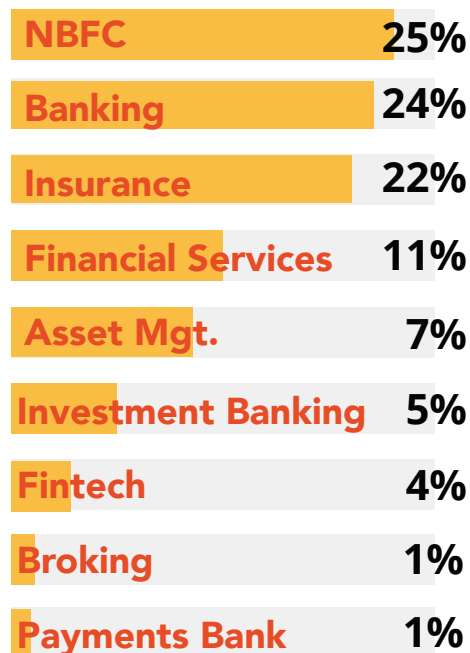
**Technology and
IT/ITES
(13%)**

Following is the breakdown of BFSI Movements:

In FY 2018 - 2019 BFSI contributed to 23% of all lateral In-House legal moves, whereas in FY 2019-2020 the number dropped to 18%. Within the BFSI sector, Banking and NBFCs contributed to an almost equal proportion of the hiring last FY.

Taking a deeper look at the data, we observed within the Technology and IT/ITES sector, 52% of the companies who hired were renowned large cap IT/ITES conglomerates whereas the remaining 48% were either start-ups or small cap IT/ITES companies. It is interesting to note the growing importance of smaller players.

Fintech as an industry has begun to gain momentum. At Vahura, we have been observing a growing demand of Fintech ventures wanting to upgrade their legal teams. This is something we forecast will continue to grow this FY. Internet as a sector has picked up significantly in the last FY. This is a sector we anticipate will continue to grow especially given the current situation.

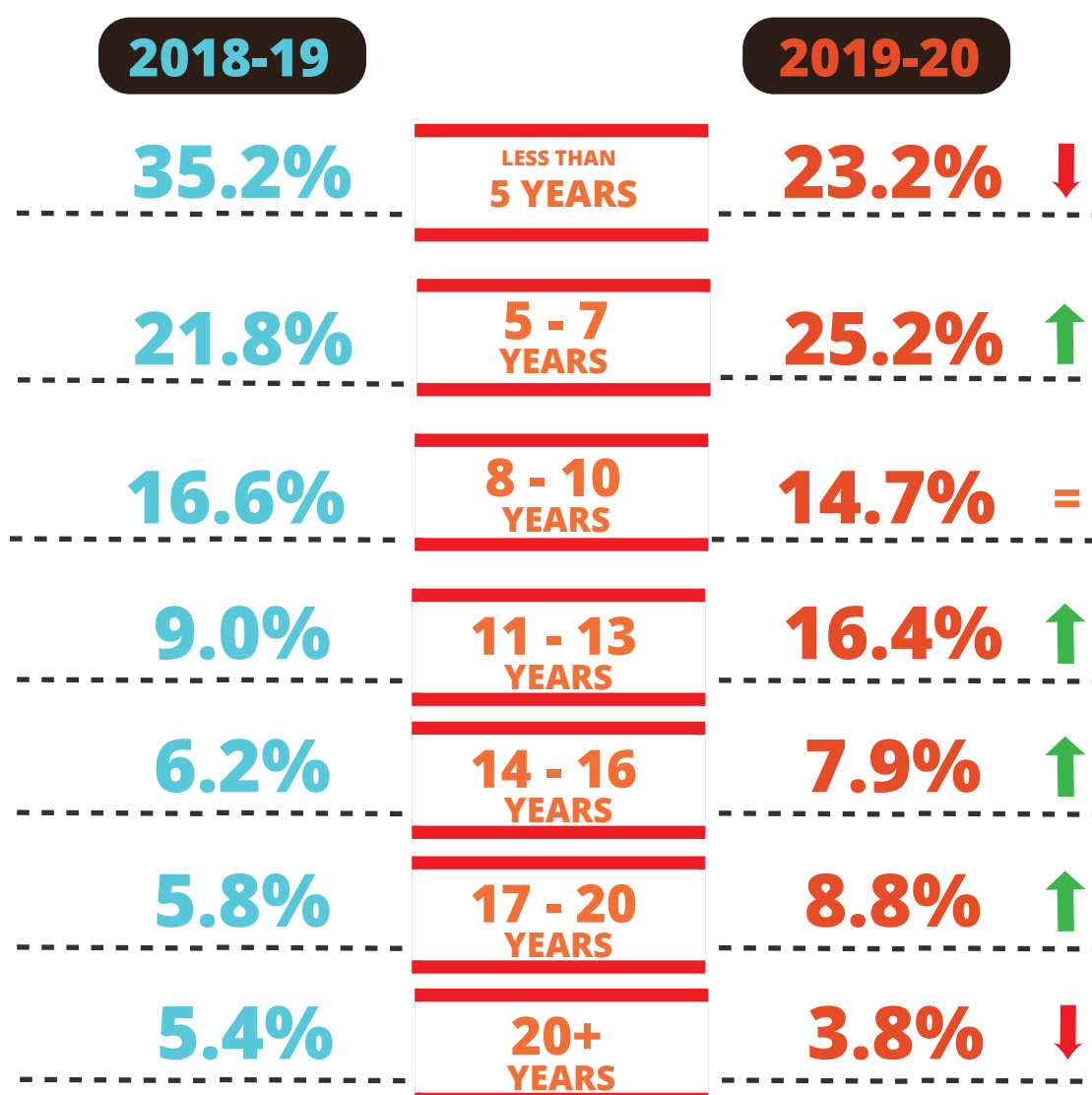


"Small and Mid-sized companies have temporarily frozen their recruitments for the immediate future. Industries like Media & E-commerce as well as funds and large conglomerates are being more pragmatic in their approach and are prioritising their recruitments by only focusing on the urgent /strategic hires during this period. Sectors like Pharma, IT, Fintech and Telecom are continuing with their regular hiring."



Shweta Vora
Principal Consultant
In-house Legal Search,
Vahura

Which Level of Legal Professionals are most in Demand?



Movements are always highest at a junior level. In recent times, we have observed professionals within the range of 11-13 years of experience taking on leadership roles in an organization. Unlike before, clients are more open to the idea of having younger leaders in their legal departments. New roles are being created whereby legal professionals are managing smaller units within existing teams.

We have seen an increase in the number of requirements for legal professionals within the 8 - 13 years of experience. These are critical hires for our Clients, as they are looking for senior professionals not just for execution, but also to add strategic value. Where the need is immediate or there are headcount constraints, Clients have engaged secondees through Counselect (a Vahura venture), till they can make the right permanent hire.



Avinash Sah
 Head of Secondments &
 Operations,
 Counselect - A Vahura Venture

Which Location Hired the Most?

LOCATION	2019-20
Mumbai	33.2 %
Delhi	32.5 %
Bangalore	17.4 %
Pune	9.8 %
Chennai	3.0 %
Hyderabad	3.3 %

The above data shows that the demand for legal professionals in Pune has risen. We forecast Tier 2 cities to have an increased demand for legal talent going forward.

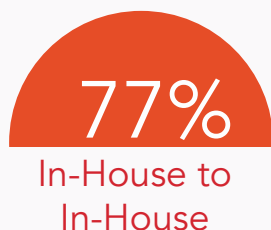
Given the current COVID-19 scenario, Tier 2 cities will see a rise in employment opportunities. The impact of the pandemic may be lower in Tier 2 cities than in metros. The economy has to revive, employment opportunities are bound to be redistributed with Tier 2 cities getting a big chunk.



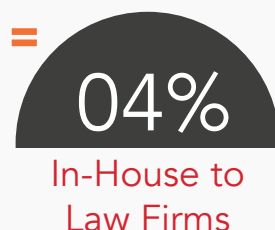
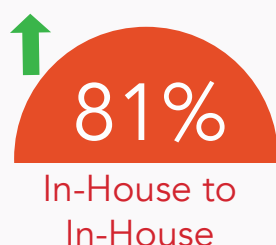
Vani Jain
 Managing Consultant,
 In-house Legal Search,
 Vahura

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

2018-19



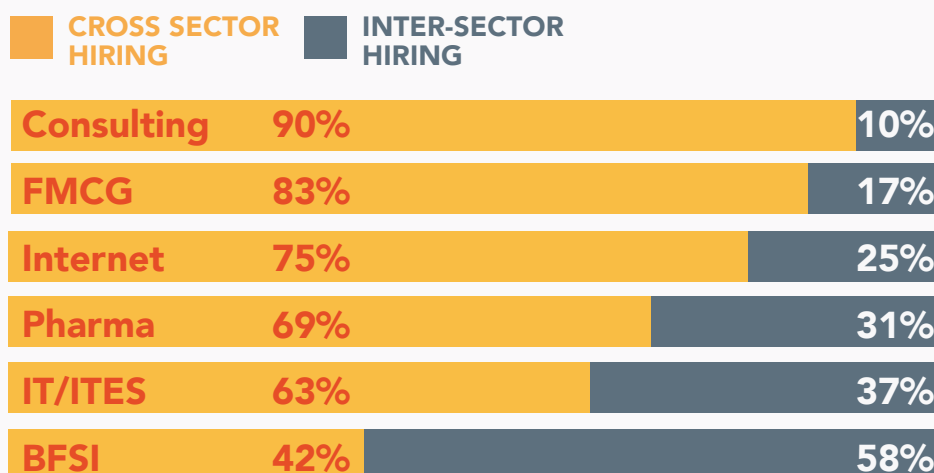
2019-20



We observed that close to 50% of the moves from Law Firm to In-House were at the Junior Partner and one level below. Additionally, it was interesting to see there were moves from In-House to Law Firms as well. When we took a deeper look at the data, this was primarily from BFSI and IT/ITES sectors.

Cross-sector hiring:

Amongst the In-house to In-house moves, 74% of the moves were between sectors, for the FY 2019 - 2020. Following were the sectors that had maximum number of cross-sector hires:

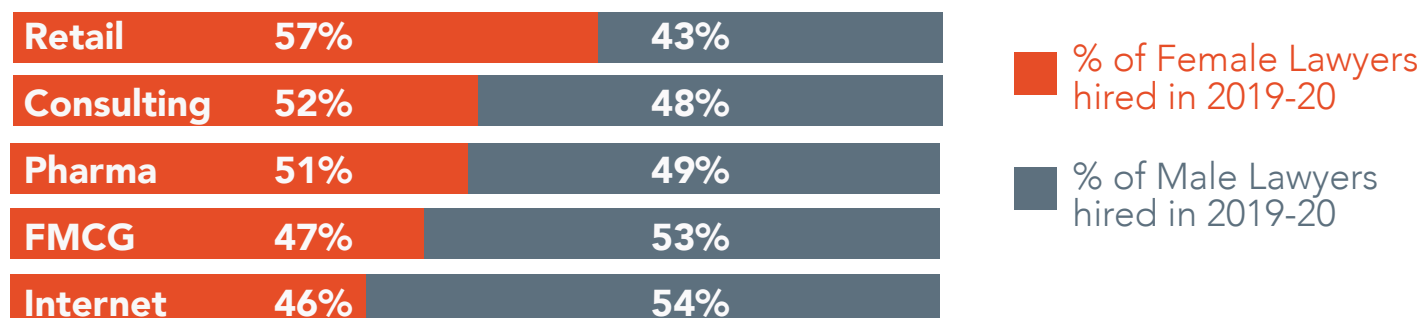


As we can see, cross-sector hiring has been significantly high for the last two FYs. BFSI and IT/ITES are two sectors that are perceived to be closed. However our data shows when it comes to Legal they are open to hiring from different sectors. This denotes that legal skills are becoming more and more sector agnostic.

Diversity Analysis:

Gender	2018-19	2019-20
Female	43%	44%
Male	57%	56%

Top 5 Sectors for Gender Diversity:



Corporate Legal Departments have maintained a healthy gender mix. The proportion of women professionals hired for senior roles, has stayed consistent in the last couple of years. More than 50% of the hires last FY in Retail, Consulting, and Pharmaceutical sectors were women. We have also observed that Delhi has the highest number of women General Counsels in comparison to other cities in India. It is interesting to see that Bangalore has had the highest diversity hires for the last two consecutive years.

Top 20 Legal Impact Moves

The table captures the Top 20 high-impact In-house legal professional moves (in Alphabetical order) between May 2019 - April 2020:

Name	From	Designation	To	Designation
Aamod Gupte	Eros International Media	Group General Counsel	Zee Entertainment	Head Legal
Abhayan Jawaharlal	Cipla	Chief Legal Officer	Sterlite Power	Group Chief Legal Officer
Ami Parikh	AZB & Partners	Partner	Experian	Head Legal & Compliance
Ashish Pathak	ICICI Bank	Joint General Manager	PayU	Head of Legal and Compliance
Ayan Roy Chowdhury	Sony Pictures Entertainment	Director Legal	Saregama	Vice President Legal
Armin Daruwalla	Diebold	Director - Legal India, Deputy General Counsel - APAC	Dow Chemical	India Legal Counsel
Devdas Baliga	GSK Consumer Healthcare India	Executive Vice President Legal India Subcontinent	Bayer	Country Group Head - Law Patents & Compliance, South Asia
Jasmeet Wadehra	Vedanta	General Counsel - Iron ore, Steel and Power	Visa	Vice President Legal - India and South Asia
Kartikeya Singh	Altico Capital	Executive Director, Head of Legal and Structuring	Baring Private Equity Asia	Head of Legal - India Credit
Manjunath Ambale	Razorpay	General Counsel	Zoomcar	Head Legal
Meghalee Barthakur	Vodafone Idea	Vice President Legal	Levi Strauss	Associate General Counsel - South Asia & MENA
Nitin Banerjee	Vedanta	Group General Counsel	Ola	Group General Counsel
Parag Mathur	BankBazaar.com	General Counsel & Head of Compliance	PhonePe	General Counsel
Preeti Balwani	Kraft Heinz	General Counsel India	Hindustan Coca-Cola Beverages	General Counsel & Executive Director
Satyajit Gupta	Star TV Network	Vice President-Legal	EXL	Head Legal & Assistant General Counsel
Rajeev Uberoi	IDFC First Bank	Group General Counsel and Head Audit	Yes Bank	Senior Group President - Governance & Controls
Sapan Gupta	Shardul Amarchand Mangaldas	National Practice Head - Banking and Finance	ArcelorMittal Group	General Counsel, AMNS and Vice President
Shujath Bin Ali	Parexel	Senior Director Legal, India General Counsel, Ethics and Compliance Officer & Company Secretary	Ramky Enviro Engineers	General Counsel & Chief Compliance Officer- IMEA South East Asia
Sonal Basu	IBM	Counsel, IBM India/ South Asia	Mindtree	General Counsel
Suresh Jagirdar	Wadia Group	Group General Counsel	Hero MotoCorp	General Counsel

Top Internal Promotions

The following table captures some of the key internal promotions between April 2019 - April 2020:

Name	From	Designation	To	Designation
Anil Lale	Viacom18 Media	Head- Business & Legal Affairs Senior Vice President	Viacom18 Media	General Counsel
Deepak Jacob	Star india	President and General Counsel - Legal & Regulatory Affairs	Star and Disney India	Chief Regional Counsel for India, Southeast Asia and Middle East
Jagriti Bhattacharyya	Thomson Reuters	Chief Counsel	Refinitiv	Chief Counsel, South Asia
John Thaliath	GE Research	General Counsel	GE	General Counsel, South Asia
Mihir Rale	Star India	Strategy Counsel - Legal and Regulatory	Star and Disney India	General Counsel
Nabeel Saleem	Monsanto	Law Lead India	Bayer Crop Science	Head Law, Patents & Compliance
Raju Dodti	L&T Financial Services	Chief Executive - Special Situations Group & Group General Counsel	L&T Financial Services	Chief Executive - Infrastructure Finance
Sameer Chugh	Airtel	Director - Legal & Regulatory	Bharti Group	Group General Counsel
Sapna Bhawnani	Credit Suisse	Director and Head of Legal India	Credit Suisse	Head of Legal South Asia
Thaj Mathew	Honeywell Technology Solutions	Director Legal (India)	Honeywell Technology Solutions	General Counsel (Global) India, Europe, Mexico
Vidyut Malhotra Gulati	Bharti Enterprise	Director Legal	Airtel	General Counsel & Director Legal
VR Shankar	Aditya Birla Group	President, Corporate Legal	Hindalco	President and General Counsel

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ReLawnch

Women (default caregivers of the family unit) often find it hard to balance a professional career and work; and are forced to take a sabbatical. ReLawnch is an initiative to enable legal professionals return to work, and balance life commitments, after a break. This could be through flexi-work, part-time assignments, project based roles, or even full-time opportunities.

Our mission is to enable ReLawnchers rebuild their professional careers, and upskill themselves with new capabilities. We engage with employers to ensure that the unique value that a ReLawncher brings to the legal ecosystem is appreciated and structured for mutual success. We also help organisations design and implement returnship policies to make them become more diverse and inclusive workspaces.

For more information, visit:
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