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PRESENTS

CONCLAVE ON

FUTURE-READY LAW FIRMS AND LEGAL DEPARTMENTS

REWRITING THE NEW ARCHITECTURE OF LEGAL SERVICES

OCTOBER 09, 2026
10:00 AM ONWARDS

ITC GRAND CENTRAL
PAREL, MUMBAI

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WELCOME ADDRESS



Bithika Anand
Founder & Managing Director, Legal League Consulting
Founder & CEO, Human Elevation
Founder, Aatman Samarpan

INAUGURAL ADDRESS



Cyril Shroff
Managing Partner,
Cyril Amarchand Mangaldas

KEYNOTE ADDRESS



Hemant Kumar
Group Legal Advisor,
Larsen and Toubro

KEY SPEAKERS



Amber Gupta
SVP & Head Legal, National Stock Exchange of India Ltd.



Ami Parikh
President Legal,
Pidilite Industries Limited



Amit Aggarwal
Managing Partner (Corporate & Non-Contentious Practice)
SNG & Partners



Bharat Vansh Bahadur
Sr. Vice President & General Counsel,
Akasa Air



Divya Kumat
President, Chief Legal Officer & Company Secretary,
Datamatics Global Services Ltd.



Dhaval Vussonji
Managing Partner,
Dhaval Vussonji & Associates



Dr. Ish Jain
Senior Partner,
Regius Legal LLP



Jatin Jalundhwala
General Counsel,
Adani Group



Justin M. Bharucha
Managing Partner,
Bharucha & Partners



Jyoti Krishnan
Chief Legal Officer & Head of Claims - Specialty and Liability, Gallagher Insurance Brokers Private Limited



K. Selvaraj
Chief Compliance Officer and General Counsel,
APAC Financial Services Pvt. Ltd.



Kiran Desai
Desai & Partners
(Ex - Vice President - India General Counsel, Netflix)



Madhav Uppuluri
General Counsel,
Tata Consultancy Services



Mayur Vasani
Head of Legal -India & Affiliates, Indonesia, Philippines | Executive Director- Kenvue



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Nipun K Bhatiaa
Chief Executive Officer,
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Nilanjan Sinha
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ICICI Bank



Pranay Chitale
Advocate on Record,
Supreme Court



Parvez Memon
Senior Partner,
MZM Legal



Rajat Srivastav
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Central Depository Services India Ltd.



Sandeepp Chowdhury
Group General Counsel,
Suzlon Group



Sudip Mahapatra
Executive Director and General Counsel, Alta Capital Management



Suhrita Majumdar
Partner,
S. Majumdar & Co.



Sujeet Jain
Chief Legal and Regulatory Officer,
Nykaa



Tapan Pati
Executive VP and Group General Counsel,
Godrej & Boyce Mfg. Co. Ltd.



Dr. Vivek Mittal
Executive Director - Legal and Corporate Affairs, Hindustan Unilever Limited



Zameer Nathani
Global General Counsel - Group, DNEG

9:30 AM – 10:00 AM	**Registration & Networking**
10:00 AM - 10:30 AM	**Welcome Address by Bithika Anand**
	Inaugural Address by Cyril Shroff
10:30 AM - 11:15 AM **Inaugural Session**	• This session sets the tone for everything that follows — it's about the architecture beneath the practice: how decisions get made, how accountability is distributed, how the next generation of leaders is prepared rather than assumed, and how technology is adopted as infrastructure rather than an afterthought. • The question isn't whether a firm or legal department can win today. It's whether it's built to keep winning after the people who built it move on. • The inaugural session opens the conclave by making the case that lasting success now depends on institutions, not individuals: strong governance, leadership pipelines, professional management, and systems built to outlast any one person. **Session Chair** **Bithika Anand** - Founder & MD Legal league Consulting, Founder & CEO Human Elevation, Founder Aatman Samarpan **Esteemed Panel** • **Hemant Kumar (Keynote Address)** –, Group Legal Advisor, Larsen & Toubro • **Jatin Jalundhwala (Special Address)** - General Counsel, Adani Group • **Nilanjan Sinha** - General Counsel, ICICI Bank • **Sujeet Jain** - Chief Legal and Regulatory Officer, Nykaa • **Dhaval Vussonji** - Managing Partner, Dhaval Vussonji & Associates
11:15 AM - 12:00 PM **Session - I** **Consolidation, Combinations and Consequences: The New Shape of the Legal Market**	• The wave of tie-ups, mergers, alliances and referral networks reshaping how legal services are delivered • Why and how larger firms are acquiring or absorbing smaller, specialised practices • What's driving this — client demand for scale, succession pressure, geographic expansion, or defensive consolidation? • The GC's view: does a merged or allied firm inspire more confidence, or does it dilute the responsiveness and partner access that drew them there in the first place? • How GCs evaluate whether a newly combined or networked firm can actually deliver as one — or whether it's just a bigger letterhead **Session Chair** **Amit Aggarwal** - Managing Partner (Corporate and Non-Contentious Practice Group), SNG & Partners **Esteemed Panel** • **K Selvaraj** - Chief Compliance Officer and General Counsel, APAC Financial Services Private Limited. • **Sandeep Chowdhury** - Group General Counsel, Suzlon Energy Limited • **Mayur Vasani** - Head of Legal, Southern Asia, India & Affiliates, Indonesia & Philippines, Kenvue.
12:00 PM – 12:15 PM	**Refreshments & Networking Break**

12:15 PM - 01:00 PM **Session - II** **Building Alignment That Outlasts People**	• What turns a mandate into an institutional relationship rather than a personal one — documented processes, team-based servicing, shared knowledge systems, or something else? • The real test: does the mandate survive when the GC moves to a new company, or when the partner moves to another firm? What determines which side the relationship actually belongs to? • Should firms be actively "institutionalising" client relationships as a strategy — deliberately building multiple touchpoints so no single relationship is a single point of failure? • From the GC side — do they want firm-wide relationships, or do they prefer the direct partner line even knowing the risk that comes with it? **Session Chair** **Dr. Ish Jain** - Senior Partner, Regius Legal LLP **Esteemed Panel** • **Nidhish Mehrotra** - Founder and Managing Partner, ANM Global • **Sudip Mahapatra**- Executive Director and General Counsel, Alta Capital Management • **Amber Gupta- SVP** - Head Legal, National Stock Exchange of India Limited. • **Madhav Uppuluri** - General Counsel, Tata Consultancy Services
1:00 PM - 2:00 PM	**Networking Lunch**
02:00 PM - 02:45 PM **Session - III** **Culture as the Glue: Can Multi-Generational Firms Hold Together?**	• Is culture the real determinant of continuity, more than governance documents or succession plans on paper? Can a firm have perfect succession structures and still fall apart because the culture didn't transfer? • What does "institutional culture" even mean in a profession historically built around individual practices and personal client relationships? • How legal departments face their own version of this — young in-house counsel versus long-tenured GCs, and what that generational gap does to decision-making and risk appetite • Can culture be deliberately designed and taught, or does it only ever emerge organically — and if it can be designed, who owns that responsibility inside a firm or department? **Session Chair** **Kiran Desai** - Desai & Partners (Ex- Vice President - India General Counsel at Netflix) **Esteemed Panel** • **Naresh Pareek** - Partner, Lex Consult • **Suhrita Majumdar** - Partner - Trademarks & IP Litigation, S. Majumdar & Co. • **Jyoti Krishnan** - Chief Legal Officer & Head Specialty Claims, Gallagher Insurance Brokers Private Limited • **Nipun K Bhatiaa** - CEO, Legal League Consulting

02:45 PM - 03:30 PM **Session - IV** **The Talent Equation: Acquisition, Retention and the Great Reshuffle**	• The growing churn in legal talent — partners exiting to start their own practices, lateral moves between firms, and the two-way traffic between law firms and in-house roles • What's driving departures: autonomy, compensation, client control, or simply better offers elsewhere • How firms are rethinking retention — compensation structures, equity pathways, non-compete and garden-leave practices, and what actually keeps people from leaving • The GC perspective: what do they look for when hiring lawyers straight out of practice, and what do they lose or gain when their own people move back into firms? **Session Chair** **Parvez Memon** - Senior Partner, MZM Legal **Esteemed Panel** • **Justin M Bharucha** - Managing Partner, Bharucha & Partners • **Ami Parikh** - President Legal, Pidilite Industries Limited • **Bharat Vansh Bahadur** - Sr. Vice President & General Counsel, Akasa Air • **Rajat Srivastav** - General Counsel, Central Depository Services India Ltd.
03:30 PM - 04:15 PM **Session - V** **The AI Reckoning: Where It's Actually Being Used, and What It's Displacing**	• Where firms and legal departments are genuinely deploying AI today versus where it's still just a pilot or a slide in a pitch deck • The build-versus-buy question in a new form: invest in AI tools, or hire another junior resource? What does that cost-benefit actually look like in practice? • Is layoff or hiring-freeze pressure building in legal departments because of AI, or is that more perception than reality right now? • When law firms use AI on client work, what are the ground rules — should clients be told? Is disclosure becoming an expectation, a contractual requirement, or still entirely optional? • Who owns the risk when AI-assisted work product turns out to be wrong — the firm, the individual lawyer, or the tool? • Are GCs setting their own AI usage policies for outside counsel, and are firms being asked to comply with client-specific AI governance rules? **Session Chair** **Pranay Chitale** - Advocate-on-Record, Supreme Court of India **Esteemed Panel** • **Zameer Nathani** - Global General Counsel, DNEG • **Tapan Pati** - Executive VP and Group General Counsel, Godrej Enterprises Group • **Divya Kumat** - President, Chief Legal Officer & Company Secretary, Datamatics Global Services Ltd • **Dr. Vivek Mittal** - Executive Director- Legal and Corporate Affairs, Hindustan Unilever Limited.
4:15 PM - 4:30 PM	**Closing Remarks & Vote of Thanks**
4:30 PM - 5:00 PM	**High Tea & Networking**