

Government of India notifies the Labour Codes: Ushers a new era of compliances

On November 21, 2025, the Government of India (“GOI”), through an unforeseen announcement by way of a press release (“**Notification**”), notified the Code on Wages, 2019 (“**Wage Code**”), the Industrial Relations Code, 2020 (“**IR Code**”), the Code on Social Security, 2020 (“**SS Code**”) and the Occupational Safety, Health and Working Conditions Code, 2020 (“**OSH Code**”, collectively with the Wage Code, IR Code and SS Code, the “**Labour Codes**”). The GOI announced that the immediate implementation of the Labour Codes is intended to modernise the labour workforce in line with the ethos of Aatmanirbhar Bharat. All 4 (four) Labour Codes are effective from November 21, 2025 (“**Effective Date**”), however, certain provisions of some of the Labour Codes are yet to be brought into effect.

The Labour Codes

Set out below are the legislations subsumed within the Labour Codes.

Labour Code	Subsumed legislations
IR Code	The IR Code consolidates the following legislations: 1. The Trade Unions Act, 1926; 2. The Industrial Employment (Standing Orders) Act, 1946; and 3. The Industrial Disputes Act, 1947.
Wage Code	The Wage Code consolidates the following legislations: 1. The Payment of Wages Act, 1936; 2. The Minimum Wages Act, 1948; 3. The Payment of Bonus Act, 1965; and 4. The Equal Remuneration Act, 1976.
SS Code	The SS Code consolidates the following legislations: 1. The Employee’s Compensation Act, 1923; 2. The Employees’ State Insurance Act, 1948; 3. The Employees’ Provident Funds and Miscellaneous Provisions Act, 1952;

	4. The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959; 5. The Maternity Benefit Act, 1961; 6. The Payment of Gratuity Act, 1972; 7. The Cine-Workers Welfare Fund Act, 1981; 8. The Building and Other Construction Workers' Welfare Cess Act, 1996; and 9. The Unorganised Workers' Social Security Act, 2008.
OSH Code	The OSH Code consolidates the following legislations: 1. The Factories Act, 1948; 2. The Plantations Labour Act, 1951; 3. The Mines Act, 1952; 4. The Working Journalists and other Newspaper Employees (Conditions of Service) and Miscellaneous Provisions Act, 1955; 5. The Working Journalists (Fixation of Rates of Wages) Act, 1958; 6. The Motor Transport Workers Act, 1961; 7. The Beedi and Cigar Workers (Conditions of Employment) Act, 1966; 8. The Contract Labour (Regulation and Abolition) Act, 1970; 9. The Sales Promotion Employees (Conditions of Service) Act, 1976; 10. The Inter-state Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979 11. The Cine-Workers and Cinema Theatre Workers (Regulation of Employment) Act, 1981; 12. The Dock Workers Safety (Safety, Health, and Welfare) Act, 1986; and 13. The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1966.

Effective provisions and key amendments through the Labour Codes

Industrial Relations Code, 2020

All provisions of the IR Code have been brought into force with immediate effect from the Effective Date. The IR Code intends to modernise labour workforce in India in line with changing global trends and evolving industry practices, and therefore, aims to simplify laws relating to trade unions and conditionalities associated with employment and retrenchment of employment in industrial undertakings.

Key highlights of the IR Code

Provisions in effect under the IR Code	Key highlights
All provisions	Expanded definition of worker: The definition of worker has been broadened to include sales promotion staff, journalists, and supervisory employees earning up to INR 18,000 per month. This may result in large-scale changes to employee classification especially in scenarios of retrenchment in establishments.

Provisions in effect under the IR Code	Key highlights
	Revised definition of wages: Under the new definition, 3 (three) components have been expressly included in the definition, i.e.: (a) basic pay; (b) dearness allowance; and (c) retaining allowance, if any. Further, components such as; (a) value of house accommodation or supply light, water, medical attendance; (b) travelling concession; and (c) any commission payable on promotion of sale or business, which were earlier part of the definition of wages under the Industrial Disputes Act, 1947 have been expressly excluded. This may have an impact on the computation of retrenchment compensation, subsistence allowance and compensation for lay-off. The definition also clarifies that in the event that any 'remuneration in kind' is offered to an employee, the value of such 'remuneration in kind' will also form a part of 'wages' to the extent such value in kind does not exceed 15% of the total wages. It is further stated that certain excluded components will still be factored by employer for the purposes of making salary payments and ensuring equal wages to all genders. Novel definition for 'employee': In addition to the definition of 'worker', the IR Code introduces a separate definition of an 'employee' which includes every person employed in an industrial establishment, irrespective of whether they hold a position of supervisory or managerial capacity. Hence, while every 'worker' could be an 'employee' under the IR Code, every 'employee' may not necessarily be considered a 'worker'. While the intent of the law appears to offer larger labour protections to all categories of persons employed in an industrial establishment, employers may need to tread with caution in assessing and determining which provisions of the applicable Labour Codes would extend to 'employees', and which provisions would be limited to 'workers'. Parity of benefits for fixed-term employees: The IR Code retains the definition of fixed term employment which was previously added to the Industrial Employment (Standing Orders) Central Rules, 1946 <i>via</i> an amendment in 2018 as well as in some State-level rules. This provision maintains that fixed-term employees will receive all benefits afforded to permanent workers, including leave, medical, and social security. Having said that, the IR Code goes one step further in including provision for gratuity for fixed term employees, where a fixed-term employee would now be eligible for gratuity if they render services under a contract for a period of 1 year. Changes to industrial relations: Industrial establishments, particularly factories, employing 300 or more workers (which is an increase from the previous threshold of 100 workers), must now secure prior permission of the Central/State Government, as appropriate, for initiating lay-off or retrenchment of workers and closure of establishments. Additionally, a worker re-skilling fund is proposed under the IR Code, where employers are required to contribute an amount equivalent to 15 (fifteen) days' of wages last drawn or such other number of days as may be notified by the Central Government, for every retrenched worker. This is in addition to retrenchment compensation, and this amount will be credited to the worker's account within 45 days of retrenchment. This is likely to pose significant financial burden on employers. Further, establishments employing 20 or more workers are required to adopt a grievance redressal mechanism in the manner prescribed under the IR Code. Recognition of trade unions: In terms of recognition of trade unions, earlier, the concept of recognition of trade unions was not conceived, barring certain States such as Maharashtra and Telangana. The IR Code, however, includes provisions for recognition of trade unions as negotiating unions and mandates the creation of one such negotiating union or negotiating

Provisions in effect under the IR Code	Key highlights
	council in each establishment. Where there are multiple trade unions, the one having 51% (fifty-one percent) or more workers of the establishment as members will be recognised as the sole negotiating union of the establishment. Revised employee headcount threshold for standing orders: The IR Code provides that standing orders will be made applicable to all industrial establishments employing 300 or more workers, which is a deviation from earlier laws, that provided for standing orders to be applicable only to industrial establishments employing 100 or more workers. It may be noted that this revised provision could conflict with exemptions presently provided to certain sectors such as Information Technology/Information Technology Enabled Services establishments in Karnataka, from applicability of standing orders provisions. Whether these exemptions will continue to remain applicable remains to be observed.

Code on Wages, 2019

The Wage Code consolidates and harmonises 4 (four) existing wage-related laws into a single cohesive legislation to establish a uniform framework for wage regulation. It seeks to ensure timely payment of wages and provide for a statutory floor wage across India, while simplifying compliance for employers through unified processes.

Key highlights of the Wage Code

Provisions in effect under the Wage Code	Key highlights
Sections 1 to 41	Working hours and overtime: The appropriate government has been empowered to prescribe the number of working hours, to be capped at 8 hours per day and 12 hours including spread over, with overtime payable at twice the normal wage rate. Fixed floor wage: A national floor wage has been introduced, which the Central Government will fix, based on workers' minimum living standards, which may differ based on geographical location. States are required to set their minimum wages at or above this floor wage. The Wage Code also casts an obligation on the Central government to fix the floor wage in consultation with State Governments and on the advice of advisory board, if required. Time of payment of wages: Employers are mandated to pay wages to all employees within prescribed timelines for each category of wage period, and complete payment towards their full and final settlement within 2 working days of termination, resignation, or retrenchment, as the case may be. Deduction from wages: Permissible deductions under the Wage Code include fines imposed on employees, deduction for absence from duty, deductions for damage to or loss of goods or money in the employee's custody, deductions for accommodation, amenities or services supplied by the employer, but total deductions will not exceed 50% of the employee's wages in any wage period. This uniform rule is applicable to all employees. Eligibility for statutory bonus: Employees earning up to the wage ceiling notified by the appropriate government and having worked at least 30 days in an accounting year would be eligible for a minimum bonus of 8.33% of their wages or INR 100, whichever is higher.

Provisions in effect under the Wage Code	Key highlights
Sections 42(4) to 42(9)	A 'State Advisory Board' must be constituted by each of the State Governments to advise on matters such as fixation or revision of minimum wages, increasing employment opportunities for women, <i>etc.</i> The State Advisory Board may form committees or sub-committees for these purposes, which must include representatives of employers and employees and independent persons.
Sections 43 to 66	Payment of dues and claims mechanism: Employers are responsible for timely payment of all dues, and for handling undisbursed amounts in case of an employee's death. The Wage Code provides a structured process for employees to raise claims for unpaid compensation before concerned authorities, along with provisions for appeals. Compliance and inspection: Employers must maintain prescribed registers, returns, and notices for compliance. The Wage Code has introduced the Inspector-cum-Facilitator for advisory roles and digital inspections. Offences and penalties: Penalties have been specified for non-compliance and compounding of offences have been allowed to reduce litigation.
Sections 67(1); 67(2)(a)–(r) and (u)–(zc); 67(3)– (5)	The appropriate government would be granted rule-making powers under the Wage Code, including for matters relating to minimum wages, working hours, overtime, payment of wages, deductions. These provisions also outline the process for notifying and laying such rules before the legislature to ensure transparency.
Section 68	The authorised government would be authorised to issue orders to address practical challenges in giving effect to the provisions of the Wage Code, which must be published in the official gazette and such orders cannot be issued after the expiry of 3 years from the Effective Date.
Section 69	The Wage Code repeals the Payment of Wages Act, 1936; the Minimum Wages Act, 1948 (except Sections 7 and 9 of the Minimum Wages Act, 1948 insofar as they relate to the Central Government and Section 8 of the Minimum Wages Act, 1948, which pertain to constitution of advisory boards and committees); the Payment of Bonus Act, 1965; and the Equal Remuneration Act, 1976.

Code on Social Security, 2020

Certain provisions of the SS Code have been brought into effect from Effective Date. The most notable feature of the SS Code is that it extends social security coverage to all workers, including unorganised, gig, and platform workers, covering life, health, maternity, and Provident Fund ("PF") benefits, while introducing digital systems and facilitator-based compliance for greater efficiency.

Key highlights of the SS Code

Provisions in effect under the SS Code	Key highlights
Sections 1 – 14	Fixed-term employment: SS Code provides that fixed-term employees are entitled to the same hours of work, wages, allowances and other benefits as permanent employees performing the same work or work of a similar nature. Additionally, they will also be eligible for pro-rated statutory benefits irrespective of the qualifying criteria prescribed under applicable law. This definition, however, is distinguished from that which is

Provisions in effect under the SS Code	Key highlights
	provided under the IR Code due to the absence of a 'pro-rated' gratuity entitlement in the IR Code. It remains to be seen how this conflict will be reconciled. Platform worker, gig worker and unorganised worker: The SS Code recognises gig¹, platform² and un-organised workers³, making a clear distinction of such workers from regular employees and looks at extending social security benefits to such workers. Wages: The new definition of 'wages' includes all remuneration paid by way of salary, allowances or any other component expressed in terms of money such as basic pay, dearness allowance, retaining allowance, if any, and culls out specific exclusions. These revisions are likely to impact compensation restructuring and computation of employment benefits specifically those under the SS Code, such as PF contributions. The rest of the sections expand upon definitions, registrations and constitution of social security organisations such as Board of Trustees of the Employees' Provident Fund (to be called the Central Board), the Employees' State Insurance ("ESI") Corporation (to be called the Corporation), the National Social Security Board for unorganised workers, State Unorganised Workers' Social Security Boards, and State Building Workers' Welfare Boards.
Sections 15(1) and 15(2)	Sections 15(1) and 15(2) empower the Central Government to notify schemes for provision of PF, pension funds, deposit-linked insurance and any other scheme for provision of social security benefits for self-employed workers and any other class of persons. From a nascent reading of this provision along-with Section 45 (also in effect), it may be anticipated that any scheme notified for gig, platform and unorganised workers by the Central Government going forward, will be rendered effective immediately. This may be viewed as another step in the direction of expanding social security coverage to unorganised workers, in addition to the registration of such workers on the e-Shram portal (a national database for unorganised workers).
Section 16(1)(c)	Under the extant law, employer contributions to the Employee Deposit-Linked Insurance Fund cannot exceed 1% of the aggregate of basic wages, dearness allowance and retaining allowance, if any. The SS Code, however, provides that employer contributions cannot exceed 1% of wages. The definition of wages presently includes basic pay, dearness allowance and retaining allowance, however, the definition of wages also includes: "<i>all remuneration, whether by way of salaries, allowances or otherwise, expressed in terms of money or capable of being so expressed which would, if the terms of employment, express or implied, were fulfilled, be payable to a person employed in respect of his employment or of work done in such employment</i>". This may leave the definition open to further judicial interpretation and hence, presenting ambiguity on the implementation of Section 16(1)(c).
Sections 17 – 141	Voluntary opt-in and opt-out mechanism for employees' PF and ESI contributions: PF and ESI authorities, on receiving application from an employer (or otherwise by notification) can apply PF and ESI related chapters of SS Code to the employer's establishment, subject to there being majority agreement of employees. Employer can

¹ "Gig worker" means a person who performs work or participates in a work arrangement and earns from such activities outside of a traditional employer-employee relationship.

² "Platform work" means a work arrangement outside of a traditional employer-employee relationship in which organisations or individuals use an online platform to access other organisations or individuals to solve specific problems or to provide specific services or any such other activities which may be notified by the Central Government, in exchange for payment.

³ "Un-organised worker" means a home-based worker, self-employed worker or a wage worker in the unorganised sector and includes a worker in the organised sector who is not covered by the Industrial Disputes Act, 1947 or Chapters III to VII of the SS Code.

Provisions in effect under the SS Code	Key highlights
	apply to also opt out of such voluntary application, subject to majority agreement of employees, while complying with relevant conditions. Limitation of 5 years for PF and ESI proceedings: No proceeding can be initiated after 5 years from the date of cause of action in respect of applicability of PF/ESI provisions or non-payment of dues. Common crèche facility: SS Code permits employers to utilise a common crèche facility belonging to government, municipality, non-governmental organisation, or private entity. Additionally, a group of establishments may combine their resources to establish a common crèche facility in the manner mutually agreed between them. Compounding of offences: The SS Code introduces compounding of offences in the following manner (albeit with prescribed restrictions): (a) for an offence punishable with fine only: with payment of 50% of the maximum fine provided for that offence; and (b) for an offence punishable with imprisonment for a term which is not more than 1 year along-with fine, with payment of 75% of the maximum fine provided for that offence. Penalties: While the SS Code imposes harsher penalties than the extant law, it also presents an opportunity for employers to rectify non-compliances prior to initiation of prosecution, through a written direction, which will specify a duration for rectification, and, if the employer complies with the direction within such duration, then the employer will not be prosecuted, subject to certain conditions.
Section 143	Provisions relating to the appropriate government's power to exempt establishments are in effect (except the provisions, in so far as it applies in giving effect to the provisions of Section 16(1)(b)(ii) in relation to the Employees' Pension Scheme, 1995).
Sections 144 - 163	Joint liability of transferor-transferee under Section 145 of the SS Code: Where an employer transfers the establishment wholly or partly, the transferor and the transferee would be jointly and severally liable to pay any outstanding amounts in respect of any liabilities under the SS Code up to the date of transfer, provided the liability of the transferee is limited to the value of the assets obtained via transfer. This may have implications on transfer of business undertakings particularly in cases of defaults of unpaid gratuity.
Section 164(1) – Items 1-2 and 4- 9; Section 164 (2) (a) and (c); Section 164(3)	The following legislations have been repealed: Employees' Compensation Act, 1923, the Employees' State Insurance Act, 1948, the Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959, the Maternity Benefit Act, 1961, the Payment of Gratuity Act, 1972, the Cine-Workers Welfare Fund Act, 1981, the Building and Other Construction Workers' Welfare Cess Act, 1996, and the Unorganised Workers, Social Security Act 2008. The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 will continue to remain in effect till such time as may be later notified.

Occupational Safety, Health and Working Conditions Code, 2020

All provisions of the OSH Code have been brought into effect *vide* the Notification immediately as of the Effective Date. The OSH Code seeks to consolidate and rationalise the previous labour laws relating to workplace safety and health and establish a uniform framework ensuring safe and hygienic working conditions for employees, while streamlining compliance obligations for employers.

Key highlights of the OSH Code

Provisions in effect under the OSH Code	Key highlights
All provisions	Expanded coverage: The OSH Code is applicable to all establishments engaged in any industry, trade, business, manufacturing, or occupation where 10 or more workers are employed, thereby bringing commercial establishments within its scope. Under the OSH Code, persons employed in a supervisory capacity and drawing wage exceeding INR 18,000 per month (increased from the earlier limit of INR 10,000) or such amount as may be notified by the Central government are excluded from the definition of 'worker'⁴. Additionally, the provisions of the OSH Code pertaining to engagement of contract labours are applicable to establishments which employ at least 50 (earlier, 20) contract labourers in the preceding 12 months. The OSH Code expands the definition of contract labour to include inter-state migrant workers within its purview Change in hours of work and leave entitlement: A uniform daily working hour limit has been prescribed, stipulating that no worker in any factory or establishment employing 10 or more workers would be required to work for more than 8 hours in a day. Further, the period of work in each day will not exceed the hours prescribed by the appropriate government. The employers are also mandated to obtain consent of workers before requiring such workers to work overtime. Additionally, the OSH Code has reduced the eligibility threshold for paid leave. Workers who have worked for 180 days (earlier, 240 days) or more in a calendar year will be entitled to leave with wages. Further, workers will be entitled to on-demand leave encashment at the end of each calendar year if they have unutilised accrued leaves; and will also allowed to encash any leaves accrued in excess of 30 days in a year. Prohibition of employment of contract labour: Employment of contract labour in core activities of an establishment, would be prohibited, except in cases where such activities are ordinarily performed through contractors, do not require full-time workers, or involve sudden workload surges. Non-compliance may attract statutory penalties, necessitating establishments to reassess reliance on third-party personnel for core functions. Removal of restriction on employing women: Women employees may be engaged for work before 6:00 a.m. and after 7:00 p.m., provided their consent is obtained and subject to conditions relating to safety, working hours, holidays, and other conditions observed by the employer and as per prescribed safeguards notified by the appropriate government. Unified registration: Consolidating multiple registration requirements under the earlier laws, a unified registration process has been introduced, where employers will be required to submit an electronic application before the registering officer within 60 days from the date on which the OSH Code becomes applicable to their establishment.

⁴ "Worker" means any person employed in any establishment to do any manual, unskilled, skilled, technical, operational, clerical or supervisory work for hire or reward, whether the terms of employment be express or implied, and includes working journalists and sales promotion employees, but does not include any such person: (a) who is subject to the Air Force Act, 1950, or the Army Act, 1950, or the Navy Act, 1957; or (b) who is employed in the police service or as an officer or other employee of a prison; or (c) who is employed mainly in a managerial or administrative capacity; or (d) who is employed in a supervisory capacity drawing wage exceeding INR 18,000 (Indian Rupees eighteen thousand) per month or an amount as may be notified by the Central Government from time to time.

Interplay between the Labour Codes and the rules presently notified

The unforeseen notification of the Labour Codes has generated considerable interest and prompted significant deliberations on the modalities of its implementation, particularly at the State level. Prior to the Notification, various States had already promulgated respective rules under the Labour Codes. Most states have notified State-specific rules under the Labour Codes but notifications in some States are still awaited. For instance, Karnataka, Maharashtra, and Kerala have notified their respective rules under the Labour Codes, whereas Delhi has notified its rules under the Wage Code and SS Code and is yet to release rules under the IR Code and OSH Code. It is anticipated that State governments will endeavour to adapt these through subsequent notifications and amendments, while rules yet to be notified will undergo the prescribed process of public and stakeholder consultation (*which is yet to be provided*).

Conclusion

A significant matter of deliberation pursuant to the Notification is how the Centre and States will presently chalk out the way forward in terms of implementation of the Labour Codes at State level. The Notification provides that: *“In line with the wide-ranging consultations carried out during the drafting of the Codes, the Government will likewise engage the public and stakeholders in the framing of the corresponding rules, regulations, schemes, etc. under the Codes. During transition, the relevant provisions of the existing labour Acts and their respective rules, regulations, notifications, standards, schemes, etc. will continue to remain in force.”*

A preliminary reading of the above language implies that presently any provision of the extant law that is not in conflict with the Labour Codes will continue to remain in force till such appropriate State mechanisms, through rules, regulations and schemes are instituted to effectuate the provisions of the Labour Codes. With respect to those provisions that have been expressly repealed and directly conflict with the Labour Codes, it may reasonably be presumed that they will be rendered inoperative from the Effective Date.

Provisions listed above and otherwise, which do not need the assent of the States, are likely to come into effect immediately (such as those pertaining to institution of social security organisations, unified registration and provision of gratuity for fixed-term employment) while provisions requiring State-level implementation may need additional time. Furthermore, all State-level legislations, including Shops and Establishments Acts and the notifications and rules issued thereunder, may be presumed to remain in effect until such time as may be later notified. It is expected that all remaining provisions will be effected in a phased manner over an extended transition period. Having said that, it remains to be seen how the Centre and the States will ultimately implement the Labour Codes in its entirety and to fruition.

What must employers watch out for?

1. What should be the immediate and phased next steps?

As an immediate step, employers could evaluate and ensure that new employees hired post the Effective Date are onboarded in line with prescribed forms of appointment letter under the OSH Code to ensure alignment with the amendments. Further, revision of muster rolls, wage registers, overtime records, *etc.* is possible to be revised in a phased manner to be aligned with the updated formats under the Labour Codes.

2. If we are not compliant on Day 1, are penalties inevitable?

Provision for repeal and savings of erstwhile laws under all 4 (four) Labour Codes provide temporary relief to employers from penalties during this transitional vacuum in light of implementation processes which are not notified in its entirety. However, the risk varies from State to State depending on whether all applicable rules, forms and/or clear processes required for implementation have all been notified. Where there remains an ambiguity regarding such implementation processes due to the lack of a notified rule or form, employers are likely to not be penalised for continuing previous structures in good faith immediately from the Effective Date.

3. What must employers do in the next few weeks to stay compliant and avoid last-minute scrambling?

Employers can consider releasing internal communications to apprise employees of possible amendments being undertaken as part of organisational policies and practices to ensure alignment with the newly notified Labour Codes, to avoid any immediate employee unrest regarding implementation of such changes.

Employment Practice

JSA has a team of experienced employment law specialists who work with clients from a wide range of sectors, to tackle local and cross-border, contentious and non-contentious employment law issues. Our key areas of advice include (a) advising on boardroom disputes including issues with directors, both executive and non-executive; (b) providing support for business restructuring and turnaround transactions, addressing employment and labour aspects of a deal, to minimize associated risks and ensure legal compliance; (c) providing transaction support with reference to employment law aspects of all corporate finance transactions, including the transfer of undertakings, transfer of accumulated employee benefits of outgoing employees to a new employer, redundancies, and dismissals; (d) advising on compliance and investigations, including creating compliance programs and policy, compliance evaluation assessment, procedure development and providing support for conducting internal investigations into alleged wrongful conduct; (e) designing, documenting, reviewing, and operating all types of employee benefit plans and arrangements, including incentive, bonus and severance programs; and (f) advising on international employment issues, including immigration, residency, social security benefits, taxation issues, Indian laws applicable to spouses and children of expatriates, and other legal requirements that arise when sending employees to India and recruiting from India, including body shopping situations.

JSA also has significant experience in assisting employers to ensure that they provide focused and proactive counselling to comply with the obligations placed on employees under the prevention of sexual harassment regime in India. We advise and assist clients in cases involving sexual harassment at the workplace, intra-office consensual relationships, including drafting of prevention of sexual harassment (POSH) policies, participating in POSH proceedings, conducting training for employees as well as Internal Complaints Committee members, and acting as external members of POSH Committees

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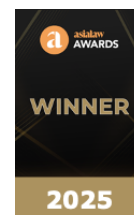
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