



cyril amarchand mangaldas
ahead of the curve

cam.ai

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Welcome to the second edition of **cam.ai**

I'm pleased to introduce the second edition of the **Cyril Amarchand Mangaldas AI Newsletter**, as we continue to explore the transformative world of artificial intelligence in legal services.

Since the launch of our inaugural edition, the pace of AI innovation has only accelerated – and so has our commitment to staying ahead of the curve. At CAM, we have adopted AI as a strategic resource to enhance the efficiency, intelligence, and ethical standards of our legal services. This edition represents a significant milestone with the establishment of the Cyril Shroff Centre for AI, Law & Regulation at the Jindal Global Law School, Sonipat – a personal endowment underscoring my commitment to integrating rigorous research with ethical foresight.

The Centre is India's first dedicated platform focused on the intersection of AI, law, policy, and regulation. It is designed to help India lead in crafting balanced, inclusive, and forward-looking frameworks for AI governance. The Centre actively engages in curriculum development, legal tech research, and global collaborations with institutions such as the OECD, the UN, and the G20. Through these initiatives, it is well poised to influence the future landscape of AI regulation, both domestically and internationally.

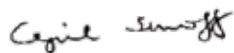
I am deeply grateful to Professor (Dr.) C. Raj Kumar, Founding Vice Chancellor of O.P. Jindal Global University, whose visionary leadership and academic excellence have been instrumental in shaping the Centre's mission. His commitment to interdisciplinary collaboration and global

engagement ensures that our work will not only influence India's regulatory frameworks, but also contribute meaningfully to international standards in ethical AI governance.

This edition also features a candid exploration of the practical realities of AI adoption in legal practice. Our article, "Beyond the Hype: What Really Determines Success in Legal AI Adoption", highlights the strategic, operational, and cultural factors that truly drive transformation.

At CAM, we see the future of legal services as a dynamic blend of human intelligence, ethical values, and technological innovation. Through this newsletter, I invite you to join us in shaping a responsible and visionary path forward for AI in law.

Regards,

A handwritten signature in black ink, appearing to read "Cyril Shroff".

Cyril Shroff
Managing Partner
Cyril Amarchand Mangaldas

The logo for India's leading law firm, featuring the text "India's leading law firm" in a sans-serif font. The word "leading" is in a larger, bold font. The text is arranged in a vertical stack, with "India's" at the top, "leading" in the middle, "law" to the right, and "firm" at the bottom. There are small vertical lines above and below the text.



Prof. (Dr.) C. Raj Kumar, Founding Vice Chancellor
O.P. Jindal Global University



Professor (Dr.) C. Raj Kumar, a Rhodes Scholar, is the Founding Vice-Chancellor of O.P. Jindal Global (JGU) in India. He is an accomplished legal scholar and works in the fields of human rights and development, comparative constitutional law, terrorism and national security, corruption and governance, law and disaster management, legal education, and higher education. He has nine books and over two hundred publications to his credit and has published widely in peer-reviewed journals, law reviews in Australia, Hong Kong, India, Japan, Singapore, UK and the USA.

1. Vision and Impact: Professor Kumar, how do you envision this Centre shaping India's leadership in global AI governance, and what unique contributions can it make to India's regulatory framework?

RK: The Cyril Shroff Centre for Artificial Intelligence, Law & Regulation will serve as a leading hub and centre of excellence that produces high-quality research and actionable policy recommendations, engages directly with policymakers, and links academic work with policy implementation to enable India to develop domestic frameworks while contributing meaningfully to international governance. This mission encompasses three core functions: (a) shaping national and international AI policy frameworks; (b) connecting practitioners with academic researchers; and (c) creating platforms for sustained dialogue on AI ethics, law, and regulation.

India's leadership in global AI governance requires combining constitutional principles with an institution capable of both rigorous analysis and practical implementation. Our primary contribution will be developing India-specific standards and assessment tools that reflect the country's diversity, institutional structures, and sectoral needs. These include an AI Fairness Index and ethics-impact assessment protocols. We will simultaneously build capacity among the judiciary, regulatory agencies, and public officials while integrating

relevant curricula throughout the university system. The Centre will also establish enduring knowledge platforms, including a Law & AI Global Newsletter and a peer-reviewed academic journal, to ensure Indian perspectives on AI governance are systematically documented and gain international visibility.

2. Collaboration with Cyril Shroff: How has Mr. Shroff influenced the Centre's direction, and what synergies do you foresee between legal practice and academic research in AI regulation?

RK: Mr. Cyril Shroff's vision and leadership have been key in shaping the direction of the Centre. Given his deep experience at the forefront of legal practice, he has underscored the urgent need for rigorous, and forward-looking engagement with the challenges and opportunities posed by AI. Mr. Shroff's leadership lends unparalleled credibility and influence at both national and international policy forums.

Mr. Shroff's team at CAM and its rich experience in legal practice grounds the Centre's research in real-world commercial and regulatory contexts. This ensures a seamless synergy between legal practice and academic inquiry. The Centre, along with CAM, can collaborate with the government, industry, academia, and civil society on AI

governance. This collaboration will foster a practical and relevant approach to AI regulation, ensuring that legal frameworks are informed by real-world issues.

3. AI in Legal Practice: What are some practical ways in which AI can improve legal practice, and how is the Centre supporting this?

RK: AI is already transforming legal practice by streamlining research, automating routine tasks, enhancing contract analysis, and improving risk assessment. These tools can help lawyers and courts save time, reduce costs, and make decision-making more consistent and data-driven. The Centre will actively support this transformation of legal practice by way of dedicated risk assessment studies, development of toolkits and whitepapers. The Centre will provide practical resources to support responsible AI integration in courts, litigation as well as corporate practice. One of our goals is to help practitioners adapt to this shift through targeted training programmes.



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The Centre will provide resources designed to enable legal professionals and judicial bodies to incorporate AI responsibly into their work, connecting theoretical knowledge with practical application.

4. Curriculum and Capacity Building: How are you preparing students for AI in law, and what role do you see for interdisciplinary education in this space?

RK: At O.P. Jindal Global University (JGU), we recognise that AI is resulting in a fundamental transformation of the legal profession itself. To prepare our students for this, we are not only adding law and technology courses to our curriculum, we are also integrating AI into the entire fabric of our syllabi and pedagogy. First, we offer dedicated degree programmes, including a pioneering B.A. in Artificial Intelligence & Law and an LL.M. in IPR & Technology Law. Second, the curriculum is fortified with core courses like 'AI and Ethics' and 'Regulation of Technology & Cyberspace', alongside a suite of advanced electives such as 'Regulating AI' and 'Comparative AI Regulation'. To provide a global perspective, we also offer international opportunities such as 'AI, Technology and Law Summer Programme', in collaboration with Seattle University. Going ahead, we plan to expand our offerings by launching specialised AI summer/ winter schools and integrating AI modules across the broader university curricula.

Our commitment extends beyond our student body to the professional community through capacity-building initiatives. We are developing and planning to organise specialised training workshops and modules for the

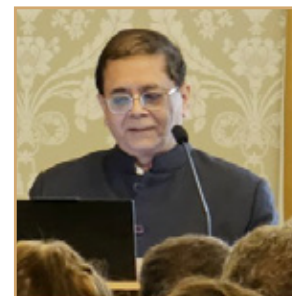
judiciary, practicing lawyers, industry professionals, and regulators to ensure the entire legal ecosystem is prepared for this technological shift. We aim to foster continuous learning and disseminate the latest insights by providing ongoing knowledge support through short courses and with the launch of the 'Law and AI Global Newsletter'. In addition, we are creating a global repository of interdisciplinary research to serve as a premier resource for scholars and practitioners worldwide. This comprehensive approach, combining rigorous student education and professional development, positions JGU at the vanguard of shaping a just and innovative future for the legal profession in the age of AI.

5. India as a Global Leader: What role can India play in shaping global conversations around ethical AI and legal innovation, and how can the Centre support this leadership?

RK: India stands at the crossroads of technological innovation and legal reform, uniquely positioned to shape global conversations on ethical AI and regulatory

innovation. With its large digital ecosystem, democratic values, and a vast ethical-philosophical tradition, India can offer regulatory models that balance innovation with inclusivity, accountability, and fairness.

The Cyril Shroff Centre for Artificial Intelligence, Law & Regulation is established to support and amplify India's position in global AI governance. The Centre will support this mission in several concrete ways. First, by providing expert policy recommendations to regulatory bodies and acting as a bridge between academic theory and policy practice, the Centre will help embed innovations into effective and enforceable legal frameworks, both nationally and internationally. Second, the Centre will work towards the creation of practical tools for ethical AI deployment, such as conducting 'Ethics Impact Assessments' and developing an 'AI Fairness Index' to provide clear, actionable standards for developers and corporations in India and abroad. Lastly, we will actively contribute to international policy discussions by engaging with global institutions. Our goal is to ensure India's perspective is integral to the formation of global AI governance standards.





Cyril Shroff, Managing Partner
Cyril Amarchand Mangaldas (CAM)



Mr. Cyril Shroff is the Managing Partner of Cyril Amarchand Mangaldas. With over 43 years of experience in a range of areas, including corporate and securities law, disputes, banking, bankruptcy, infrastructure, private client, financial regulatory and others. He is consistently ranked as “star practitioner” in India by Chambers Global and often regarded as the “M&A King of India” and regularly recognized as an award-winning professional across various practices.

- 1. Vision and Need for the Centre:** Mr Shroff, what inspired you to establish the Cyril Shroff Centre for AI, Law & Regulation, and what is your vision for its role in AI and law?

CS: I saw an urgent need for a dedicated platform to build India’s capacity in ethical AI governance and policy. The idea seamlessly falls in line to our firm’s ‘ahead of the curve mindset’. Artificial Intelligence is already transforming how we live and govern. I established the Centre to help India lead in crafting ethical and forward-looking AI regulations. It reflects my belief in combining rigorous research with values like foresight and integrity. The Centre will be a hub for thought leadership and policy innovation, rooted in our legacy of ethical excellence.

- 2. Centre’s Impact on Policy and Compliance:** Which key areas of policy or compliance do you hope the Centre will influence most?

CS: The Centre is uniquely positioned to influence several critical areas where AI intersects with law and governance. One of our key priorities is to support the development of regulatory frameworks that ensure AI systems are transparent, accountable, and aligned with public interest. We also aim to contribute to compliance standards that help organisations responsibly integrate AI into their operations — particularly in sectors such as finance, healthcare, and public administration. Beyond regulation, we hope to build public trust by encouraging ethical AI

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practices and fostering dialogue between policymakers, technologists, and legal experts. The Centre’s role is to be both a thought leader and a bridge between innovation and regulation.

- 3. Interdisciplinary and International Collaborations:** How can collaboration across academia, industry, government, and society help the Centre promote responsible AI practices and influence broader adoption?

CS: I firmly believe that developing AI law requires more than legal expertise — collaboration between academia, industry, and government is crucial for responsible AI adoption. Academia provides essential research and ethical frameworks, ensuring deeply-informed approaches. Industry offers practical insights and helps translate theory into real-world solutions, piloting ethical AI at

scale. At the Cyril Shroff AI Centre, we strive to bring these sectors together, ensuring well-rounded, responsible, and inclusive AI adoption that benefits society as a whole. I want the Centre's work to address real-world challenges from multiple angles.

4. Centre's Transformative Potential for India: In what ways can the Centre contribute to establish legal frameworks that guarantee AI adoption in India upholds principles of privacy, equality, and non-discrimination?

CS: AI has the potential to reshape society, but without the right legal safeguards, it can also deepen existing inequalities and infringe on fundamental rights. The Centre is committed to ensuring that India's AI journey is guided by principles of fairness, transparency, and accountability. Through interdisciplinary research and stakeholder engagement, I see the Centre driving India's digital evolution by embedding constitutional values —

privacy, equality and human dignity — into every AI policy and regulation, at their core. These frameworks won't just regulate technology — they'll reflect our constitutional values and social priorities. The Centre's role is to ensure that innovation and ethics evolve hand in hand.

5. India's Role in Setting Global Standards: What steps can India take to shape global AI and legal conversations?

CS: India brings a unique blend of legal heritage, democratic values, and technological ambition to the global AI discourse. Through the Centre, we aim to provide thought leadership that reflects our pluralism and ethical sensibilities. We believe India can offer models of regulation that are both scalable and inclusive. Leading this effort means engaging with global institutions, sharing our experiences, and learning from others. The Centre will be a platform for India to shape the future of AI law — not just domestically, but globally.



Beyond the Hype: What Really Determines Success in Legal AI Adoption

by Komal Gupta, Chief Innovation Officer, CAM

As AI tools flood the legal market with similar features and capabilities, the real competitive advantage lies not in the technology itself, but in four critical factors that will separate the leaders from the laggards in legal AI transformation: choosing adaptable vendors, implementing thoughtful strategies, investing in comprehensive training programmes, and assembling the right innovation team for execution.

The legal industry stands at the cusp of a generative AI transformation, yet most tools today appear strikingly similar in terms of features and capabilities. The real differentiators lie in vendor flexibility, openness to customisation, willingness to engage in collaborative partnerships, and pricing models. We have observed significant variations in pricing for essentially comparable offerings, making it crucial for firms to evaluate not just functionality, but also value relative to cost and integration capabilities. Success in AI adoption isn't about choosing the most popular or cost-effective tool – it is about selecting the right strategic partner for your firm's unique transformation journey.

However, technology selection alone won't determine success. The true differentiator lies in implementation. AI tools will, sooner or later, find their way into every law firm, large or small. But the difference will ultimately depend on the strategic approach to implementation, the individuals

responsible for carrying out the implementation, and how effectively the new processes are embedded into the daily practice while maintaining seamless integration with existing workflows. This is where experience and expertise comes into play. Successful deployment is not a one-time event. It is a continuous, evolving effort. It requires a blend of comprehensive training programmes, personalised user engagement, ongoing support mechanisms, the ability to anticipate and solve problems, and a mindset geared towards innovation, collaboration, and continuous partnership between internal teams and technology vendors. Effective training must be tailored to different user groups within the firm, addressing varying levels of technical proficiency and specific practice area needs.

Training represents the most critical component of successful AI implementation. Without proper training, even the most sophisticated AI tools will fail to deliver their promised benefits. Effective programmes must extend beyond basic functionality demonstrations to include hands-on practice sessions, real-world use case scenarios, and ongoing refresher courses. Training should be role-specific, recognising that partners, associates, business services staff, and support personnel will interact with AI tools differently and require varying levels of expertise. Moreover, training must be continuous rather than a one-time event, as AI tools evolve and new features are regularly introduced.



Successful AI transformation requires specialised expertise, combining legal knowledge with technology implementation skills. Effective innovation teams should include qualified lawyers who understand daily practice pressures, technology specialists familiar with legal workflows, and change management experts. This multidisciplinary approach ensures that transformation efforts are credible, relevant, and sustainable, as team members can stand shoulder-to-shoulder with practitioners rather than simply manage change from the outside.

Knowledge management teams play a crucial role in AI transformation by serving as a bridge between the firm's accumulated expertise and the new AI capabilities. These teams possess deep understanding of the firm's knowledge assets, precedents, best practices, and institutional memory that can be leveraged to create robust organisational databases for AI tools. By collaborating closely with both innovation teams and vendors, knowledge management professionals can help build customised solutions that incorporate the firm's unique intellectual capital, ensuring that AI implementations are not just technologically sound but also enriched with the firm's specific expertise and experience.

Firms without dedicated innovation teams face a significant disadvantage in AI adoption. Without internal expertise to guide strategic implementation, these firms often rely on vendors to fill the knowledge gap — a dependency that can prove costly and less effective than having dedicated internal resources. While vendors can provide valuable support, they cannot replace the nuanced understanding and long-term commitment that an internal innovation team brings to the transformation process. External vendors, no matter how skilled, lack the intimate knowledge of a firm's specific culture, workflows, and strategic objectives that internal teams possess, making their guidance less tailored and effective.

Beyond implementation expertise, another significant catalyst for the growing openness towards AI is the widespread public exposure to generative AI through platforms like ChatGPT. For the first time, legal professionals have directly experienced the transformative potential of generative AI — its ability to simplify complex legal

Lawyers now understand that if technology can automate a task, there is little justification in continuing to perform it manually.

tasks, dramatically reduce time spent on routine work, and deliver meaningful, actionable results. This hands-on experience has fostered a genuine enthusiasm for AI adoption at work. This enthusiasm is evident in practice. During our own pilots, we noticed how even a single day's gap between testing different tools was creating discomfort among users. This is proof of the indispensable nature of AI to legal workflow. Lawyers now understand that if technology can automate a task, there is little justification in continuing to perform it manually.

Simultaneously, we are witnessing an interesting shift on the vendor side. As competition intensifies, vendor behaviour has evolved dramatically. Flexibility that was once unavailable during initial discussions is now a given. Vendors are open to more negotiations, customisation, and true collaborative partnerships, underscoring the importance of smart, strategic engagement when selecting technology partners who will work alongside your internal teams to co-create solutions tailored to your firm's specific needs.

In conclusion, while the adoption of generative AI in the legal industry is inevitable, true success will depend on how strategically firms approach implementation and integration. Success requires more than simply subscribing to new tools — it demands visionary leadership, strategic planning that prioritises system integration and interoperability, comprehensive training programmes tailored to diverse user groups, and fostering a culture of continuous learning and adaptation. The transformation has only just begun, and those firms that proactively develop thoughtful AI strategies, balancing innovation with responsibility, will be best positioned to lead and thrive in this new era.

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