

Role of Practising Company Secretaries in Startup and Tech Ecosystems: From Entity Formation to Strategic Exit

India's startup ecosystem has grown into the world's third largest, with over 223,000 DPIIT-recognised entities and more than 131 unicorns reshaping every sector of the economy as on May, 2026. Yet beneath the headline valuations and funding rounds lies a dense, rapidly evolving regulatory landscape that demands professional expertise of the highest order. This article argues that the Practising Company Secretary is uniquely positioned — through their mastery of corporate law, governance architecture, FEMA compliance, capital markets regulation, and strategic transaction advisory — to serve as the indispensable professional partner across the entire lifecycle of a startup, from incorporation through to public listing or structured exit.



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INTRODUCTION

The Indian startup ecosystem has undergone a transformation so rapid and so consequential that it demands a fundamental rethinking of the professional roles that support it. In the span of less than a decade, India has moved from being a peripheral participant in the global technology economy to occupying the third position in the world by number of startups — with over 223,000 DPIIT-recognised entities, more than 131 unicorns, and a venture capital ecosystem that continues to attract substantial global capital across sectors as diverse as fintech, agritech, health tech, edutech, space tech, and defence technology.

The innovation corridors of Bengaluru, Hyderabad, the National Capital Region, Mumbai, and Pune are home to businesses that have fundamentally redefined how financial services, healthcare, agriculture, logistics, and education are delivered to a population of 1.4 billion. These businesses are not merely growing companies — they are new institutional forms, characterised by rapid scale, network-effect economics, platform-based business models, heavy reliance on intellectual property and data, and governance structures that bear little resemblance to the traditional listed company that most corporate law frameworks were designed to regulate.

Yet beneath this narrative of disruption and growth lies a compliance and governance challenge that receives far less attention than the funding rounds and valuations dominating the discourse. A startup raising its Series A round must simultaneously navigate the Companies Act, the Foreign Exchange Management Act, the Income Tax Act, the DPIIT Startup India framework, SEBI regulations for future public market access, the Insolvency and Bankruptcy Code, and an increasingly demanding data protection regime under the Digital Personal Data Protection Act, 2023. For a founding team whose attention is consumed by product development, customer acquisition, and investor relations, this regulatory landscape is not merely complex — it is existentially dangerous if mismanaged.

This is precisely where the Practising Company Secretary (PCS) enters the picture — not as a peripheral compliance vendor, but as a strategic professional partner whose contribution spans the entire lifecycle of a startup. The role of the PCS in the startup and technology ecosystem is, in many ways, the most demanding and intellectually rich assignment that the profession offers in the contemporary Indian context. It requires an integration of corporate law, regulatory intelligence, governance expertise, fundraising mechanics, international transaction structuring, and an instinctive understanding of the commercial imperatives that drive technology businesses. This article examines that role in depth.

THE INDIAN STARTUP ECOSYSTEM: SCALE, COMPLEXITY AND REGULATORY DENSITY

To appreciate the significance of the PCS's role, one must first understand the scale and structural complexity of the ecosystem they serve. As of May, 2026, the DPIIT has recognised over 223,000 startups under the Startup India initiative. These businesses span more than 670 districts, operate across 56 diverse sectors, and collectively represent a significant and growing share of the country's private sector employment and innovation output. The aggregate valuation of Indian unicorns exceeds \$392 billion, and the ecosystem has produced founders who have built global companies while remaining headquartered in India.

The regulatory density governing this ecosystem is, in many respects, a product of its own success. As technology businesses have grown to touch every sector of the economy — from banking and insurance to pharmaceutical research, defence technology, and space exploration — the number of regulatory frameworks applicable to a given startup has expanded commensurately. A fintech startup may simultaneously be subject to RBI guidelines on payment aggregators, SEBI regulations if it offers investment advisory services, DPIIT’s conditions for Startup India recognition, FEMA regulations governing foreign investment, and the DPDPA, 2023’s requirements as a data fiduciary processing millions of users’ personal data.

His regulatory complexity is not static. India’s environment for technology businesses has been in a state of accelerated evolution across every dimension — from data localisation requirements and cybersecurity regulations to the treatment of digital assets, the regulation of Account Aggregators, and the emergence of new frameworks for Open Network Digital Commerce (ONDC). For a PCS to serve a startup ecosystem client effectively, continuous regulatory intelligence is not optional; it is the core of the professional offering.

to anticipate the governance mechanisms required by institutional investors, can create expensive legal disputes at precisely the moment the founding team can least afford them.

The PCS, with their deep knowledge of the Companies Act, 2013, and the commercial expectations of the venture capital ecosystem, is ideally positioned to ensure this foundation is sound. This is not merely a technical exercise in MCA filing — it is substantive structuring advice that can determine whether a startup is fundable, scalable, and defensible.

DPIIT RECOGNITION AND THE STARTUP INDIA FRAMEWORK

The DPIIT recognition framework under the Startup India initiative offers eligible startups a portfolio of benefits that are materially significant — including exemption from angel tax under Section 56(2) (viib) of the Income Tax Act, 1961, a simplified three-year wind-up process, access to government procurement tenders, and various state-level incentives. Obtaining and maintaining DPIIT recognition is, for most early-stage startups, a high-priority compliance objective that requires careful professional guidance.

The eligibility criteria for DPIIT recognition require careful assessment and documentation. The entity must be incorporated within the past ten years; it must demonstrate innovation or significant improvement in existing products, services, or processes; and it must not have been formed by the splitting or reconstruction of an existing business. The PCS is the natural professional to advise on eligibility, prepare the recognition application, maintain documentation required to demonstrate continued eligibility, and advise the startup on any actions that might inadvertently jeopardise its recognised status.

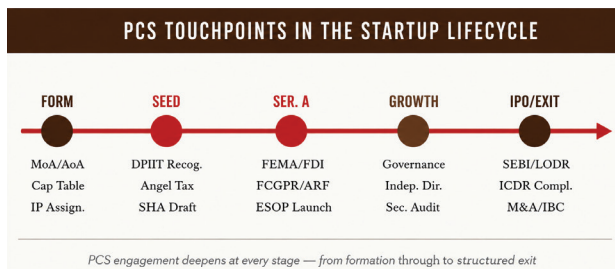


Fig. 1 — PCS Engagement Touchpoints Across the Startup Lifecycle

INCORPORATION AND EARLY-STAGE ENTITY STRUCTURING

The first and perhaps most consequential contribution that a PCS makes to a startup is at the point of entity formation. The choice of entity — whether a Private Limited Company, a Limited Liability Partnership, or a One Person Company — has implications that extend far beyond ease of registration. It determines the startup’s ability to raise equity capital, issue ESOPs, achieve DPIIT recognition, attract institutional investment, and ultimately access public markets.

For most technology startups with aspirations for external funding, the Private Limited Company structure is the appropriate choice. However, the mechanics of how that company is formed — the allocation of founding shares, the drafting of the Memorandum and Articles of Association, the structuring of founder agreements and co-founder equity arrangements, and the establishment of the initial board composition — set the foundation for every subsequent governance and transaction decision. A poorly structured cap table at formation can make the company uninvestable for institutional funds at Series A. Articles that do not adequately protect founder rights, or that fail

GOVERNANCE ADVISORY: BUILDING INSTITUTIONAL INFRASTRUCTURE

One of the most undervalued contributions that a PCS can make to a startup is in the area of governance architecture — the board structure, committee frameworks, decision-making processes, and accountability mechanisms that transform a founder-led operation into an institutionally credible organisation. This matters enormously, because venture capital funds and institutional investors are, in substance, investing not just in a business model but in a governance infrastructure they trust to make sound decisions with their capital.

The journey from a two-person founding team to a professionally governed company with independent directors, audit and compensation committees, formal board processes, and investor-compatible governance frameworks is not automatic. It requires deliberate design and implementation — and the PCS who has worked with scaling startups understands precisely how to sequence these governance enhancements in a way that adds institutional credibility without creating premature bureaucratic friction that constrains the agility a startup needs to compete.

The appointment of independent directors is an area where the PCS's combined understanding of Companies Act requirements, SEBI listing obligations (for pre-IPO preparation), and the commercial expectations of sophisticated investors is genuinely distinctive. An independent director is not merely a box to be ticked — they are a governance resource who can open doors, validate institutional credibility, and provide a check on founder judgment at critical decision points. The PCS who understands this and can help the founding team identify, evaluate, and onboard the right independent directors is providing genuine strategic value that extends far beyond compliance.

“The PCS is not merely a Compliance Officer for startups — they are the architect of the governance infrastructure that transforms a promising idea into an institutionally investable company. That transition is the difference between a startup that raises its next round and one that doesn’t.”

FUNDRAISING MECHANICS, ESOP STRUCTURING AND CAP TABLE MANAGEMENT

The fundraising journey of a startup — from seed round through Series A, B, C, and eventually an IPO or strategic acquisition — involves a series of complex corporate transactions, each carrying significant regulatory, governance, and documentation dimensions. At each funding round, the company must issue shares or convertible instruments to new investors. This involves board and shareholder resolutions, amendments to the Articles of Association, intimations to the Registrar of Companies, and, where foreign investors are involved, compliance with FEMA regulations and reporting to the RBI. The PCS executes these corporate actions with precision — ensuring every issuance is properly authorised, documented, and reported, and that the cap table reflects the agreed economics accurately.

Employee Stock Option Plans (ESOPs) are a particularly important area of PCS expertise in the startup context. ESOPs are the primary mechanism through which technology startups attract, retain, and incentivise talent at every level of the organisation. The design, implementation, and administration of an ESOP scheme involves compliance with Section 62(1)(b) of the Companies Act, SEBI's Share Based Employee Benefits Regulations for listed entities, RBI's FEMA regulations for cross-border grants, and Income Tax regulations governing the timing and quantum of tax liability at grant, vesting, and exercise. Getting the ESOP right is not merely a compliance matter — it is a talent strategy imperative, and the PCS fluent in ESOP mechanics provides a service that founders deeply value.

As a startup scales beyond its early stages — through successive funding rounds, geographic expansion, product diversification, and team growth — the nature of the PCS's contribution evolves from primarily transactional to genuinely strategic.

FEMA COMPLIANCE AND CROSS-BORDER INVESTMENT STRUCTURING

The intersection of FEMA and the startup funding lifecycle is one of the most technically demanding areas of startup compliance — and one where the consequences of error can be severe. Foreign Direct Investment

into an Indian startup is regulated by the FEMA (Non-Debt Instruments) Rules, 2019, and requires compliance with pricing guidelines for the issuance of equity shares to non-residents; the Advance Remittance Form (ARF) and FCGPR reporting obligations to the authorised dealer bank within strict timelines; the FDI prohibited and restricted sector framework; and downstream investment rules for foreign-invested companies.

Unicorn-scale startups with complex multi-jurisdictional structures — often involving holding companies in Singapore or Mauritius, subsidiary operations in India, and a global cap table with investors from multiple jurisdictions — face an order of magnitude more complex FEMA compliance challenge. The round-tripping risks, the transfer pricing implications, the applicability of the General Anti-Avoidance Rules, and the interaction between FEMA and bilateral investment treaty protections are areas where the PCS's regulatory intelligence adds substantial value.

INTELLECTUAL PROPERTY AND DATA PROTECTION COMPLIANCE

For a technology startup, its intellectual property — the source code, algorithms, machine learning models, brand

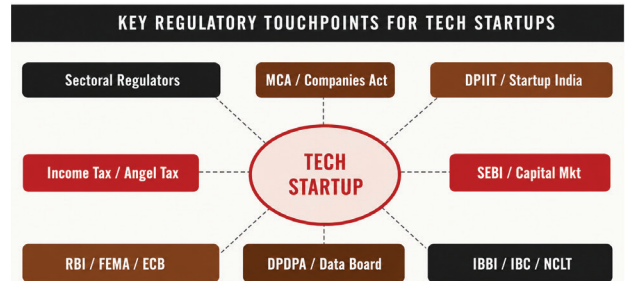


Fig. 2 — The Regulatory Ecosystem Surrounding Indian Tech Startups

architecture, and proprietary data — is often its most valuable asset, yet IP protection is frequently neglected during the critical early period when founders are focused on product development rather than legal structuring. The PCS's role in IP governance begins with ensuring that all IP created by founders, employees, and contractors is properly assigned to the company through well-drafted employment contracts, IP assignment agreements, and contractor agreements.

The Digital Personal Data Protection Act, 2023 has added a new and significant dimension to the compliance obligations of technology startups. As data fiduciaries processing personal data of Indian users, startups must now implement consent frameworks, appoint Data Protection Officers where applicable, comply with data localisation requirements as notified, and establish breach notification mechanisms with prescribed timelines. The interaction between DPDPA compliance and the startup's product architecture, privacy policy, terms of service, and data processing agreements with third-party vendors is an area where the PCS's regulatory intelligence — working in conjunction with the company's technology counsel — can add substantial value.

A startup that cannot demonstrate clean, unencumbered ownership of its core intellectual property is effectively uninvestable — regardless of how compelling its revenue trajectory or market position may appear. IP governance is not a legal formality; it is a foundational component of enterprise value.

JUDICIAL PERSPECTIVE: GOVERNANCE IN STARTUP DISPUTES

Indian courts and regulatory authorities have increasingly had occasion to address governance failures in the startup context — and the emerging jurisprudence sends clear signals about the consequences of non-compliance and undocumented decision-making.

The Supreme Court's decision in *Tata Consultancy Services Ltd. v. Cyrus Investments Pvt. Ltd. & Ors.* (2021) 9 SCC 449, though arising in the context of a large conglomerate, established principles directly relevant to startup boards. The Court's emphasis on the distinction between a director's commercial judgment and their fiduciary duty — and the limits of the former as a defence to challenges of the latter — is particularly significant for founder-directors in startups who often exercise enormous influence over board decisions without the checks that characterise more mature governance structures.

The NCLT's jurisprudence under Sections 241-242 of the Companies Act on oppression and mismanagement has been actively developed in the startup context. Disputes between co-founders, or between founders and early investors, regarding the management of company affairs, the dilution of shareholding, or the exclusion of minority shareholders from decision-making, have generated a significant and growing body of case law. The recurring lesson from these disputes is that clear, documented

governance processes — properly constituted board meetings, duly passed resolutions, transparent financial disclosures, and well-drafted shareholder agreements — are the startup's most reliable protection against expensive and value-destroying corporate litigation.

In *Shailendra Swarup v. Deputy Director of Enforcement (2010) 1 SCC 500*, the Supreme Court affirmed that regulatory non-compliance in financial transactions attracts consequences that pierce through the corporate structure to individual promoters and directors. For startup founders who are accustomed to moving quickly and treating regulatory filings as administrative afterthoughts, this body of jurisprudence carries a clear message: the regulatory obligations are not optional, and personal liability for non-compliance is a real and growing risk.

THE PCS AS STRATEGIC ADVISOR IN THE UNICORN JOURNEY

As a startup scales beyond its early stages — through successive funding rounds, geographic expansion, product diversification, and team growth — the nature of the PCS's contribution evolves from primarily transactional to genuinely strategic. At the growth stage, the PCS is advising on matters that include the appointment and structuring of governance committees; the design of ESOP refresh programmes that retain talent as the company scales; the management of a complex investor base with potentially conflicting preferences and information rights; and the preparation of the company's governance infrastructure for the eventual demands of a public market listing or strategic acquisition.

The pre-IPO preparation process is, in many ways, the most comprehensive governance undertaking that a startup ever experiences. The SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018 impose comprehensive disclosure requirements, governance standards, and compliance obligations that begin well before the IPO filing date. The appointment of a qualified Company Secretary to the board is mandatory for listed companies; the Secretarial Audit function becomes more intensive and externally scrutinised; and the ongoing obligations under SEBI's Listing Obligations and Disclosure Requirements (LODR) Regulations create a continuous, professional compliance burden. The PCS who has supported the company through its private phase is ideally positioned to lead this transition, ensuring continuity of institutional knowledge.

THE IBC DIMENSION: INSOLVENCY AND DISTRESS IN THE STARTUP CONTEXT

The funding corrections of 2022-23 brought an uncomfortable reality to the surface: startups are not immune to financial distress, and when they fail, the consequences for founders, employees, creditors, and investors can be severe. The Insolvency and Bankruptcy Code, 2016 — and the NCLT proceedings it governs — has become increasingly relevant to the startup ecosystem, both as a risk management framework and as a restructuring tool.

PCS STARTUP & TECH ECOSYSTEM COMPLIANCE CHECKLIST

<p>INCORPORATION & ENTITY STRUCTURING</p> <ul style="list-style-type: none"> Entity type aligned with funding, DPIIT and tax optimisation objectives Founder agreement, IP assignment and vesting schedule executed at incorporation MoA/AoA structured for investor-compatible governance and ESOP provisions Statutory registers, minutes books and share certificates maintained from day one 	<p>FEMA & FOREIGN INVESTMENT COMPLIANCE</p> <ul style="list-style-type: none"> FDI pricing guidelines complied with; valuation report obtained for every foreign subscription ARF and FCGPR reporting filed with authorised dealer within 30 days of allotment Downstream investment compliance reviewed for foreign-invested Indian entities ECB compliance framework established and RBI reporting maintained where debt financing exists
<p>DPIIT RECOGNITION & STARTUP INDIA</p> <ul style="list-style-type: none"> DPIIT recognition application filed and certificate obtained within eligibility window Angel tax eligibility documented and maintained with annual confirmation DPIIT recognition conditions monitored — no acts that jeopardise recognised status State-level startup incentives and government procurement access mapped and applied 	<p>GOVERNANCE & BOARD INFRASTRUCTURE</p> <ul style="list-style-type: none"> Board composition adequate for stage, investor requirements and Companies Act obligations Independent directors appointed and onboarded with proper disclosure framework Board meetings held with proper notice, agenda, quorum, participation and minutes Secretarial Audit (Form MR-3) conducted with independent PCS from prescribed thresholds
<p>FUNDRAISING & CORPORATE ACTIONS</p> <ul style="list-style-type: none"> Board and shareholder resolutions properly passed for every share issuance ROC filings for allotments (PAS-3, MGT-14, SH-7) current and accurate Cap table maintained with precision through every corporate action and round ESOP scheme designed, approved and administered in full statutory compliance 	<p>IP, DATA & DIGITAL COMPLIANCE</p> <ul style="list-style-type: none"> All IP (code, algorithms, brand, data) formally assigned to company from all contributors DPDPA 2023 consent framework implemented for all personal data processing activities Data Protection Officer appointed and registered where applicable under DPDPA rules Cybersecurity policy, breach notification procedure and privacy policy maintained and current

For a PCS advising a financially distressed startup, the most valuable contribution is often made before the insolvency begins — identifying early warning signs of financial distress and advising the board on proactive options. Rising burn rates against declining revenue growth, missed covenant triggers in debt facilities, investor uncertainty about the next funding round, and key employee attrition are all signals that the PCS should be equipped to interpret and act upon. The window between the first signs of distress and the point at which a CIRP becomes inevitable is often measured in weeks — and the PCS who identifies the inflection point and advises the board to act decisively can make the difference between a structured recovery and a value-destroying liquidation.

“The window between the first signs of financial distress in a startup and the point at which a CIRP becomes inevitable is often measured in weeks. The PCS who identifies that inflection point and advises the board to act decisively can mean the difference between a structured recovery and a value-destroying liquidation that destroys founder reputation alongside enterprise value.”

CHALLENGES AND THE PATH FORWARD FOR THE PCS PROFESSION

Despite the clear professional opportunity that the startup ecosystem represents, several structural challenges must be acknowledged with candour. The most significant is the engagement model and pricing challenge. Early-stage startups are, almost by definition, capital-constrained. The founders who most need governance and compliance advice are often those least able to pay market rates for it. The PCS who wishes to build a meaningful practice in this space must think carefully about how to structure their engagement model — whether through retainer arrangements, equity-linked compensation (subject to conflict-of-interest management), participation in incubator and accelerator programmes, or cohort-based service delivery that spreads costs across multiple early-stage clients simultaneously.

The knowledge upgrade imperative is equally pressing. The startup ecosystem moves faster than the regulatory frameworks that govern it, and significantly faster than

Case / Authority	Key Principle Established	Relevance to PCS in Startup Practice
<i>TCS Ltd. v. Cyrus Investments Pvt. Ltd.</i> (2021) 9 SCC 449	Directors' fiduciary duties override commercial judgment; minority shareholder rights enforceable even in closely-held companies	Board governance architecture must balance founder control with fiduciary accountability — a core PCS advisory role
<i>NCLT, Sections 241-242 Companies Act, 2013</i> (Oppression/Mismanagement precedents)	Documented board processes and transparent resolutions are the primary defence against oppression claims; undocumented exclusion of minority shareholders is actionable	PCS must ensure board minutes, shareholder resolutions and governance processes are impeccably maintained from inception
<i>SEBI (ICDR) Regulations, 2018 & LODR Regulations, 2015</i>	Listed companies (including IPO aspirants) must demonstrate sustained compliance history, independent director governance and audited disclosure frameworks before listing	Pre-IPO PCS engagement must build governance infrastructure at least 2-3 years before public listing to meet SEBI's compliance threshold
<i>RBI Master Directions on FDI, ARF/FCGPR Reporting</i>	FEMA reporting obligations are time-bound and mandatory; delays attract compounding penalties; pricing guidelines enforce arm's-length valuation in foreign subscriptions	PCS must establish a systematic FEMA compliance calendar for every funding round involving non-resident investors

Fig. 3.0 — Table: Key Judicial & Regulatory Precedents Relevant to Startup Governance and PCS Practice

THREE STRATEGIC ROLES OF THE PCS IN THE STARTUP ECOSYSTEM		
COMPLIANCE ARCHITECT	GOVERNANCE ADVISOR	STRATEGIC PARTNER
Builds the regulatory foundation — incorporation, DPIIT, FEMA, ESOP, annual filings and data compliance	Designs board structure, investor governance, cap table integrity and pre-IPO readiness frameworks	Guides fundraising transactions, M&A structuring, distress advisory and the full journey from idea to exit

most professional development programmes. A PCS credentialed five years ago may not have current knowledge of ESOP taxation under the Finance Act 2023, FEMA compliance for complex holding structures, DPDPA compliance architecture, or the governance expectations of global institutional venture capital funds. Sustained investment in knowledge currency is not optional; it is the foundational prerequisite for relevance in this space.

Interdisciplinary collaboration is the third challenge. Startup compliance exists at the intersection of corporate law, securities regulation, tax, intellectual property, and technology regulation. No single professional has comprehensive expertise across all of these domains. The PCS who serves the startup ecosystem effectively is one who has built a reliable network of specialist collaborators — tax advisors, IP attorneys, FEMA specialists, and technology lawyers — and who can coordinate across these disciplines to provide the startup with a coherent, integrated compliance service rather than fragmented, siloed advice that leaves gaps at the critical intersections.

CONCLUSION

The Indian startup and technology ecosystem represents not merely an economic phenomenon but a structural transformation of how businesses are built, governed, and scaled in India. For the Practising Company Secretary, this transformation is an invitation — one of the most significant professional opportunities that the post-liberalisation period has generated. The profession is not merely welcome in this space; it is needed in a way that few other institutional actors can match.

The PCS who engages deeply with the startup ecosystem — who develops genuine expertise in DPIIT recognition, FEMA compliance, ESOP structuring, governance architecture, data protection regulation, and the transaction mechanics of venture-backed companies — is not merely providing a compliance service. They are building the institutional infrastructure that makes sustainable innovation possible.

The opportunity for the PCS profession in India's startup ecosystem is not peripheral — it is central. The question is not whether startups need what the PCS offers. They demonstrably do. The question is whether the profession will invest in the knowledge, the positioning, and the engagement models required to meet that need at the scale and depth the ecosystem demands.

The role of a Practising Company Secretary (PCS) in the startup and technology ecosystem has evolved far beyond traditional compliance management. From the stage of entity formation to fundraising, governance structuring, regulatory advisory, intellectual property support, corporate restructuring, due diligence, and strategic exit planning, a PCS acts as a vital legal and governance partner throughout the business lifecycle. We understand the role of PCs in the start-ups and technology ecosystem concisely with following points:

- Practising Company Secretaries (PCS) play a transformative role by guiding startups through every stage of the business lifecycle — from entity incorporation and regulatory structuring to investment readiness, governance management, and strategic exits.

- In the dynamic startup ecosystem, PCS professionals act not merely as compliance advisors but as strategic business partners ensuring legal stability, investor confidence, and operational transparency.
- Their expertise in areas such as corporate laws, FEMA compliances, intellectual property coordination, due diligence, fundraising documentation, ESOP structuring, and secretarial governance significantly strengthens the foundation of emerging ventures.
- During mergers, acquisitions, IPOs, and other exit strategies, PCS support businesses in achieving seamless regulatory execution and value maximization while minimizing legal and procedural risks.
- As the innovation economy continues to expand, the role of PCS is evolving from traditional compliance management to strategic advisory and governance leadership within the startup and tech ecosystem.
- Therefore, Practising Company Secretaries are indispensable contributors to building compliant, investment-ready, scalable, and globally competitive startups in the modern entrepreneurial landscape.
- Corporate Governance driven advisory by Practising Company Secretaries enhances institutional credibility and strengthens long-term business sustainability.
- PCS professionals help startups establish a strong legal and compliance culture at an early stage, thereby reducing future litigation and regulatory exposure.
- Their role in maintaining statutory records, drafting shareholders' agreements, and ensuring secretarial compliance contributes to transparent and efficient corporate administration.
- In the rapidly evolving technology sector, PCS provide crucial support in adapting businesses to changing regulatory frameworks, data governance requirements, and cross-border compliance obligations.
- Startups seeking venture capital or private equity funding benefit significantly from the due diligence preparedness and governance frameworks established by PCS.
- PCS act as facilitators between founders, investors, regulatory authorities, and other stakeholders, ensuring effective communication and legal coordination.
- By advising on restructuring, conversion, mergers, and strategic collaborations, PCS contribute directly to scalability and business expansion opportunities.
- Their professional guidance in ESOP implementation and corporate structuring assists startups in attracting and retaining skilled talent in competitive markets.
- PCS also support startups in building ethical governance standards, risk management mechanisms, and investor-friendly operational systems.
- With increasing emphasis on compliance and transparency in the startup ecosystem, the demand for specialized PCS advisory services is expected to grow substantially in the coming years.
- Ultimately, the contribution of Practising Company Secretaries extends beyond statutory compliance to fostering innovation, investor trust, operational discipline, and sustainable entrepreneurial growth.

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