

GLOBAL REPORT 2026

Profitability in Law

Understanding how strategy, people, technology, and AI drive profitability through insights from legal professionals around the world.

Foreword

As a long-standing legal tech partner to firms around the world, LEAP is pleased to present the industry with the Profitability in Law: Global Report 2026. In collaboration with Agile Market Intelligence, this report has been developed in response to the increasing market pressures faced by today's legal professionals, continuing LEAP's mission to equip small- and medium-sized law firms with the insights and capabilities they need to build resilient, profitable practices.

Legal professionals today are navigating a period of significant transformation. Pricing pressures, evolving client expectations and rapid technological advancement, particularly in artificial intelligence, are reshaping how firms operate and compete. This report provides information about their decisions, including what legal professionals say is actually working for firms across different markets, moving beyond theory to reveal the practical realities of profitability in modern legal practice.

This global survey brings together perspectives from practicing legal professionals across multiple regions, areas of law, and stages of growth to uncover the key operational and technological drivers shaping financial performance. It explores four key investment pillars - strategy, people, technology, and AI - uncovering the biggest potential areas for cost optimization in modern law firms.

The contents of *Profitability in Law: Global Report 2026* share real-world risks and successes, offering firm owners practical, up-to-date advice to support their decision making.

We'd like to offer our sincere appreciation to the team of analysts and researchers at Agile Market Intelligence, as well as to the 700 legal professionals who contributed their time and personal experience in the collection of this survey.

We hope this report serves as a valuable resource for benchmarking performance and starting meaningful conversations within your organization. Above all, LEAP's goal is to pave a clear path forward for firm owners to establish a strong foundation for profitability in 2026 and beyond.



John Espley

Chief Executive Officer,
LEAP Group



Table of contents

Global report review	4
Key findings	5
Global top 10 profitability priorities	6
Global key findings	7
Regional top 10 profitability priorities	9
Regional key findings	10
About the study	13
Section 1: Strategy	15
Perception and priorities on profitability	16
Revenue and cost challenges	19
Profitability insights	22
Section 2: People, retention, and wellness	24
Priorities and realities	25
Staffing, turnover, and burnout	28
Knowledge retention and training	34
Peer wisdom	38
Section 3: Technology and systems	39
Beliefs and adoption	40
Platform integration and administrative burden	45
Tech stack and competitive impact	48
Technology insights	53
Section 4: AI and responsible integration	54
Current AI adoption and impact	55
AI investment beliefs vs. reality	58
Trust, verification, and value perception	60
AI time savings	64
AI insights	66
Conclusions	68
Appendix: Country-specific insights	70
About LEAP Group and Agile Market Intelligence	77

Global report overview

Profitability in legal practice is shaped by how firms price and deliver services, how they invest in and retain talent, which technologies they deploy and how they increasingly integrate artificial intelligence into daily workflows. For many firms, the challenge isn't recognizing these factors but rather understanding how they work together and where to focus efforts for measurable impact.

The LEAP *Profitability in Law: Global Report 2026* addresses that challenge by examining profitability through four interconnected investment pillars that drive sustainable growth:

1 Strategy

How firms assess their profitability potential and momentum, prioritize revenue growth versus cost efficiency, and address barriers on both fronts

2 People, retention, and wellness

How firms invest in talent, manage turnover and burnout, and retain knowledge when staff leave

3 Technology and systems

How firms choose and integrate platforms, manage administrative burden, and leverage tech for competitive advantage

4 Artificial intelligence and responsible integration

How firms adopt AI tools, balance speed with verification, and achieve time savings through responsible deployment

Produced by Agile Market Intelligence for LEAP Legal Software, this study surveyed 700 legal professionals across Australia, New Zealand, the United Kingdom, Ireland, the United States, and Canada between 10 and 28 November 2025, bringing together both global and regional perspectives. The research combines quantitative benchmarks with qualitative insights, surfacing professional wisdom on what's working, what isn't and what they wish they'd known sooner.

700

legal professionals surveyed

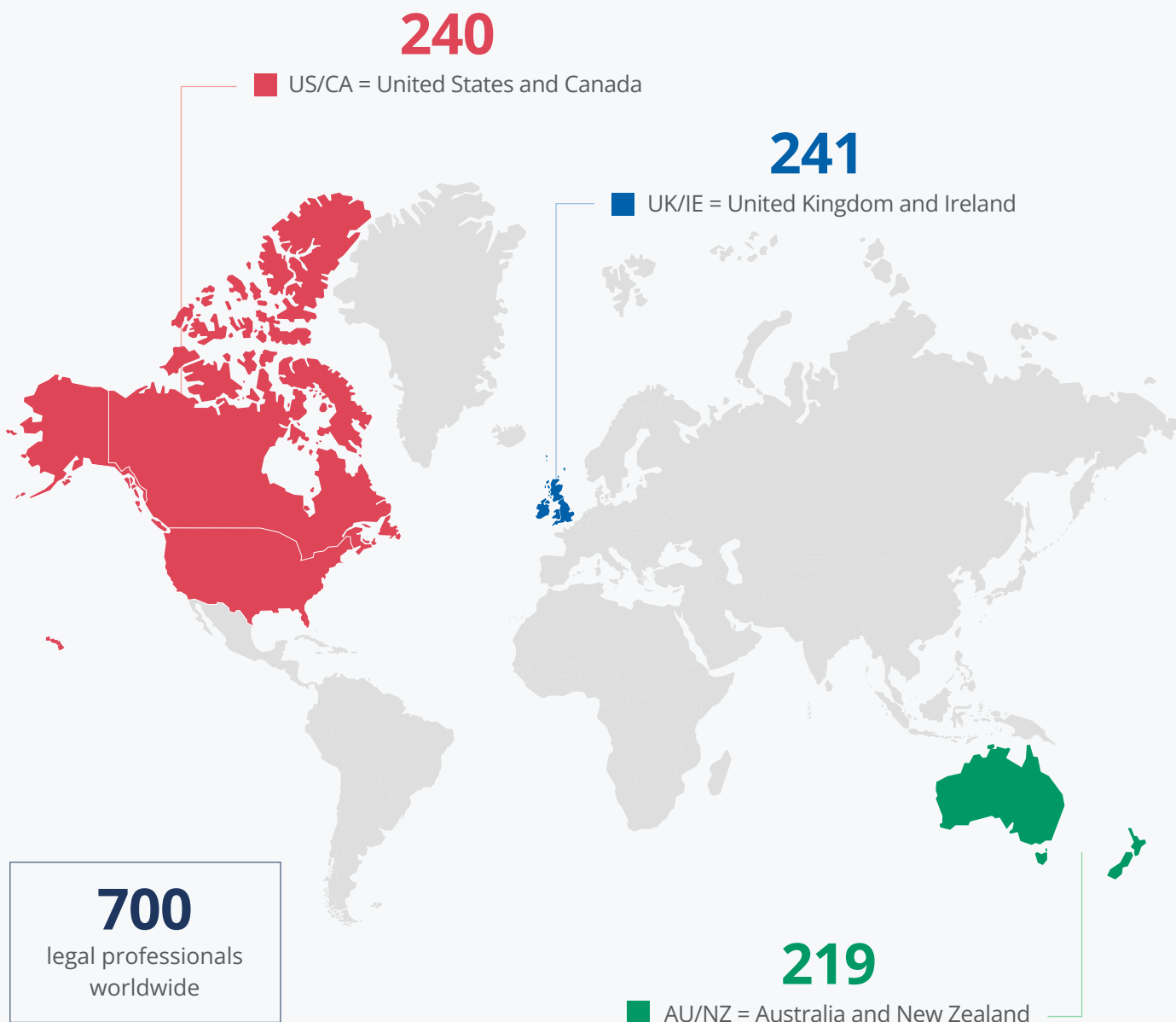
6

major markets across 3 continents

4

investment pillars for profitability

Key findings



Global

Profitability in Law: Global Report 2026 examines the experiences of 700 legal professionals globally, revealing what drives profitability in today's legal landscape, straight from those navigating it daily. These findings reveal opportunities and gaps across four critical areas shaping legal practice profitability.

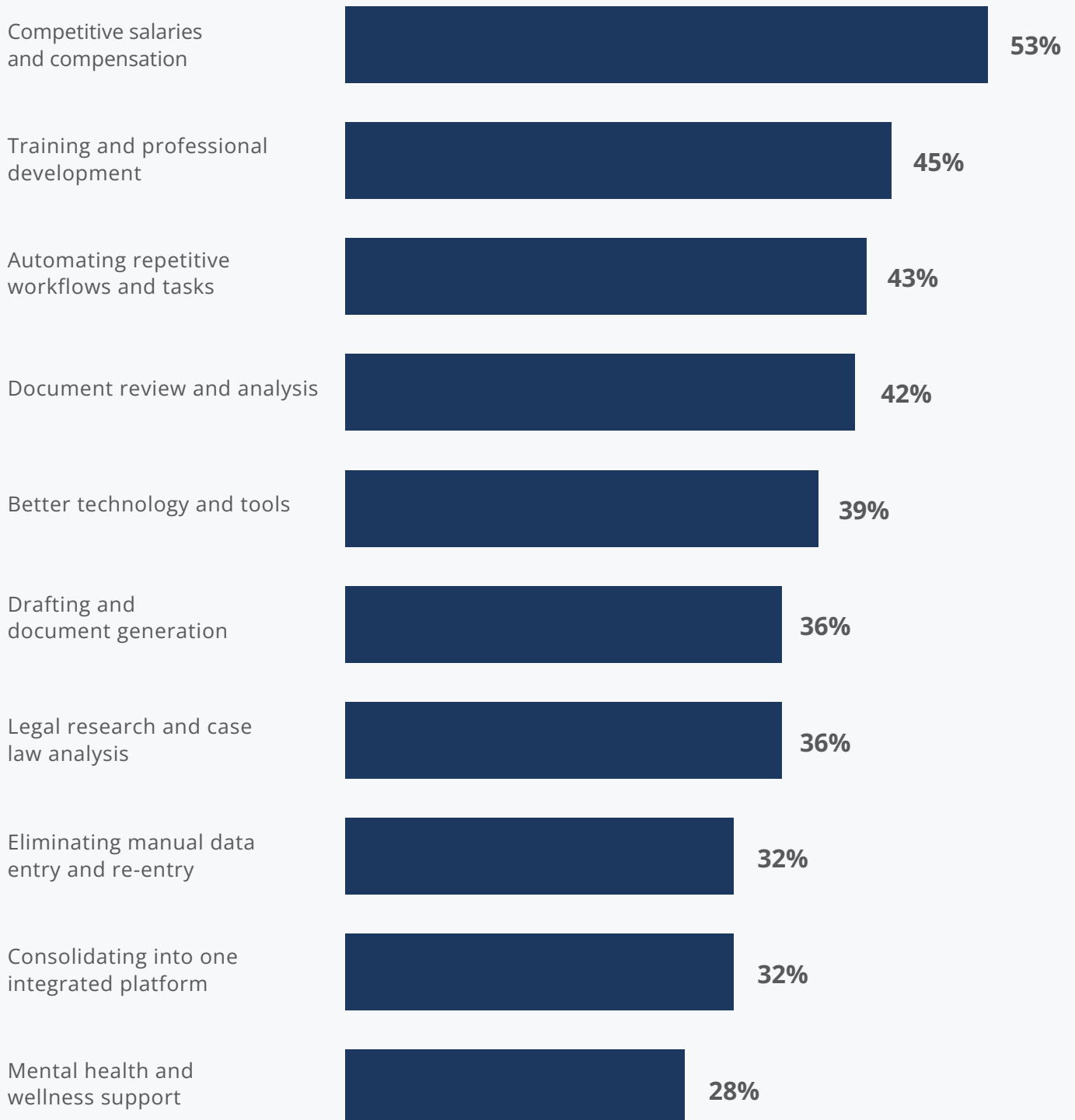
Regional

The report draws data and insights from 6 major markets grouped into 3 key regions: AU/NZ (Australia and New Zealand), UK/IE (United Kingdom and Ireland) and US/CA (United States and Canada).

This section outlines key findings in each region that differentiate their outlooks, strategies, and situations from the rest of the global market.

Global top 10 profitability priorities

These are the global top priorities aggregated across people, technology, and AI investments. People investments such as competitive salaries and professional development top the list, followed by automation and technology solutions that address time-consuming tasks, emphasizing the importance of balancing talent retention with operational efficiency. Data reveals that legal professionals believe in investing in their people to remain competitive and deploying technology to maximize their productivity and profitability.



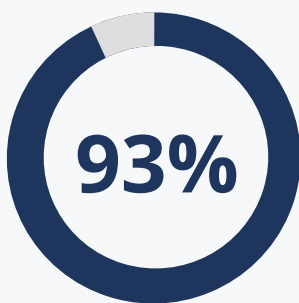
Global key findings

These key findings highlight the opportunities and gaps across the four critical areas that shape profitability in law, including where legal professionals see potential for their firms, where execution falls short and what law firm personnel identify as the path forward.

Strategy

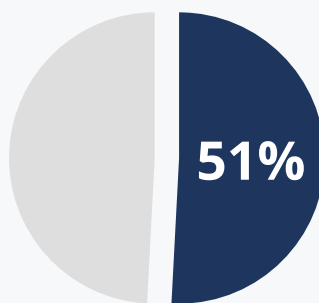
Legal firms see strong profitability potential, but operational inefficiencies and pricing pressures remain primary barriers.

Strong profitability outlook



see moderate to high potential for increased profitability

Pricing pressures dominate revenue barriers



cite pricing pressures from clients as top barrier to revenue growth

Admin burden drives cost challenges

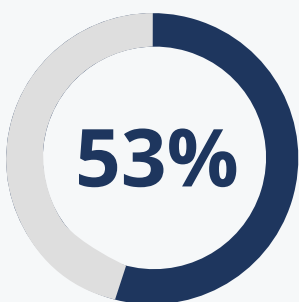
44%

identify excessive manual work as key cost driver

People, retention, and wellness

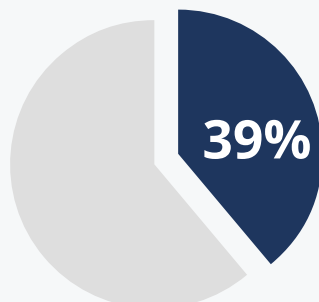
Competitive salaries dominate investment priorities, but technology gaps and knowledge retention threaten sustainability.

Salaries top investment priorities



cite competitive salaries in their top three people investments

Technology investment gap



want better tools and technology prioritized, but only 35% of firms provide it

Burnout threatens retention

1 in 10

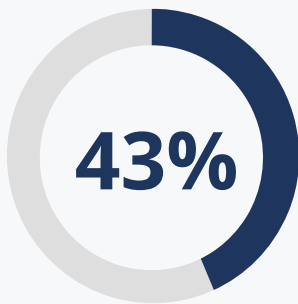
see retention issues due to burnout at their firm

Global key findings

Technology and systems

Legal professionals prioritize workflow automation but execution lags, leaving them drowning in admin tasks.

Automation is a top priority



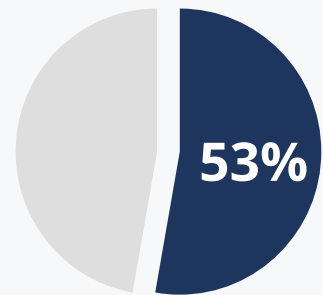
say automating repetitive workflows is a top technology investment priority

Heavy admin burden persists

4 in 10

spend 2-5 hours daily on administrative tasks

Integration gaining traction

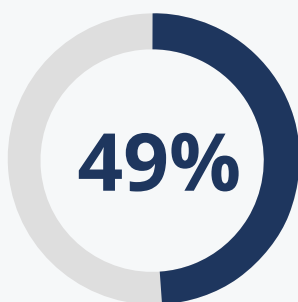


describe their tech as mostly integrated with add-ons

Artificial intelligence

AI adoption accelerates, with nearly half reporting regular use of integrated tools and even more reporting time savings for their firms.

Widespread integrated AI adoption



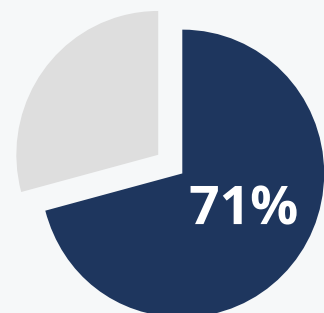
use integrated tools daily or regularly

Document work drives AI value

42%

see AI document review and analysis as a way their firm can drive profitability

Time savings realized

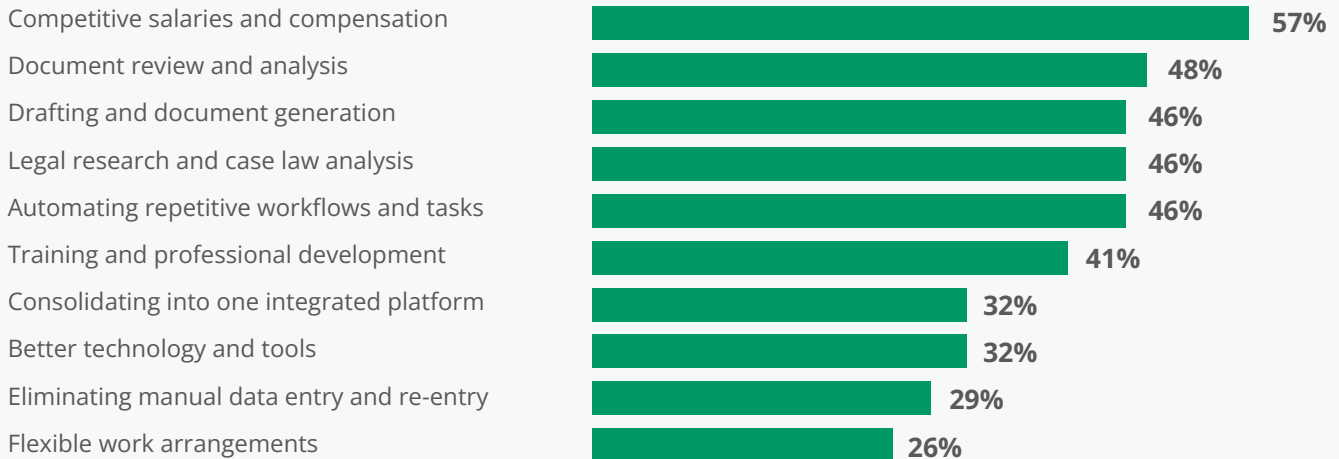


report AI saves a moderate to significant amount of time

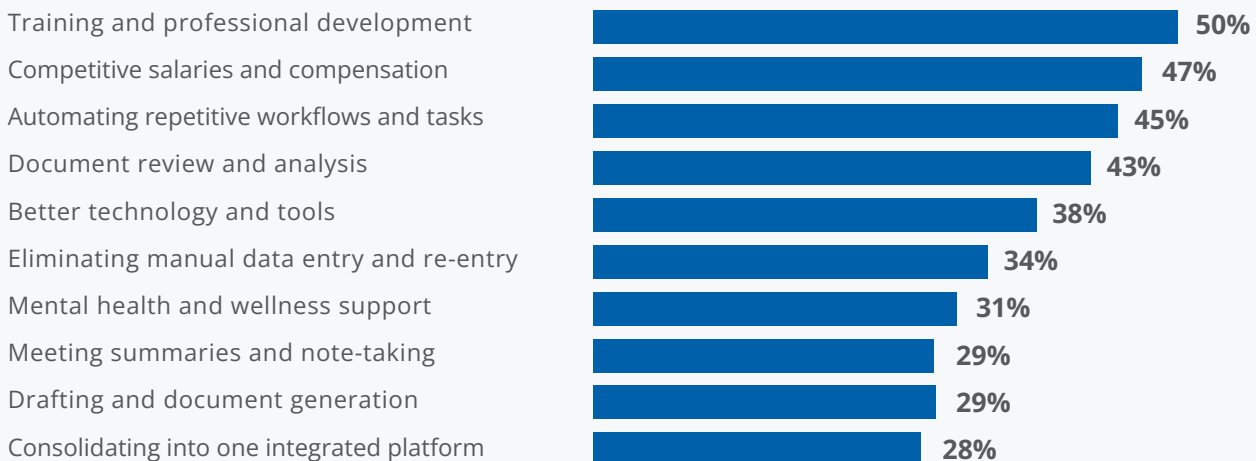
Regional top 10 profitability priorities

Regional differences in the top profitability priorities reveal what matters most to legal professionals in each region. These distinctions reflect local market dynamics and workplace cultures. AU/NZ's focus on work flexibility, UK/IE's emphasis on meeting efficiency and US/CA's prioritization of people investment suggest different stages of digital transformation and varying expectations around work-life balance.

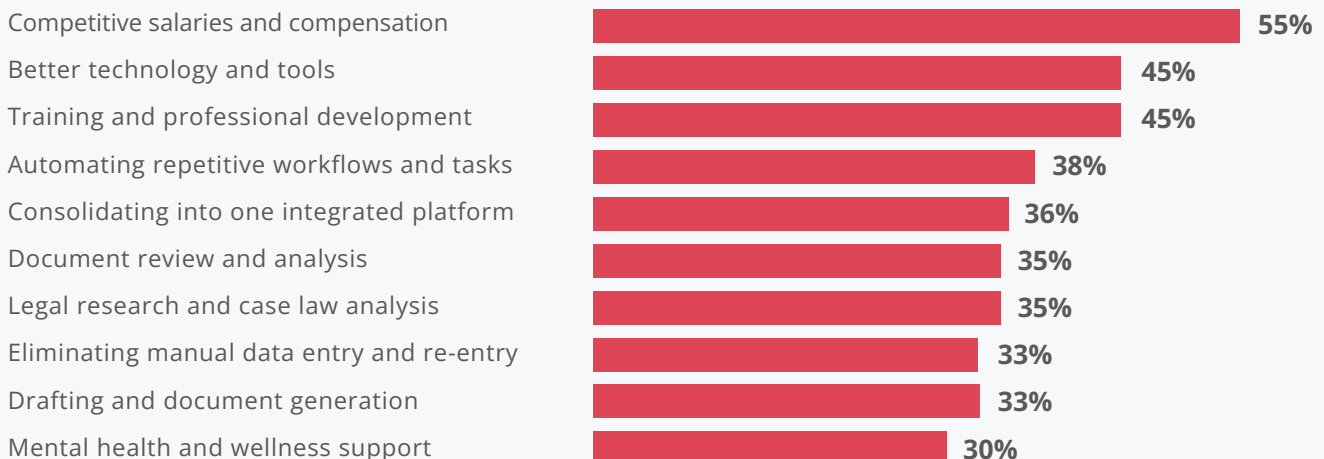
AU/NZ



UK/IE



US/CA

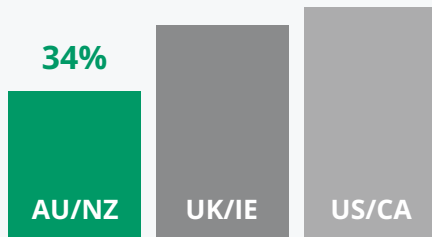


Regional key findings

Australia and New Zealand

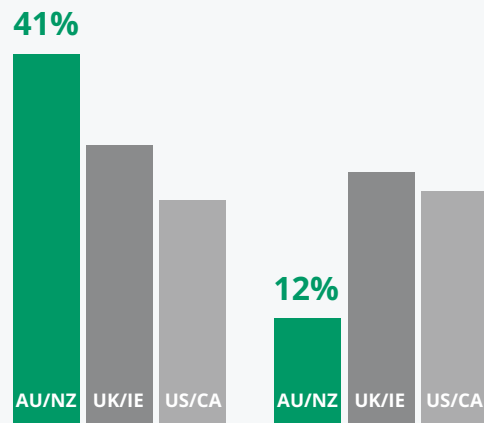
Compared to other regions, AU/NZ show the least positive outlook on profitability and face the steepest technology adoption and trust curves. With the lowest AI usage rates and largest documentation gaps, this region has significant opportunity for profitability gains through digital transformation.

Most opportunity to improve profitability outlook



believe their firms have high profitability potential

Strongest focus on revenue growth over cost-cutting

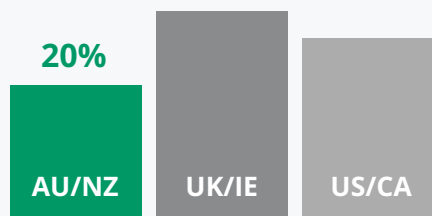


focus on revenue side (generate more)

focus on cost side (reduce expenses)

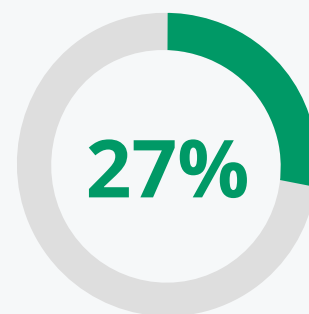
Strategy to increase profitability

Lowest AI adoption rates



of legal professionals use legal AI daily or in core workflow

Has the largest knowledge documentation gap



say their firms fully document their processes when people leave

Greatest technology confidence gap

51%

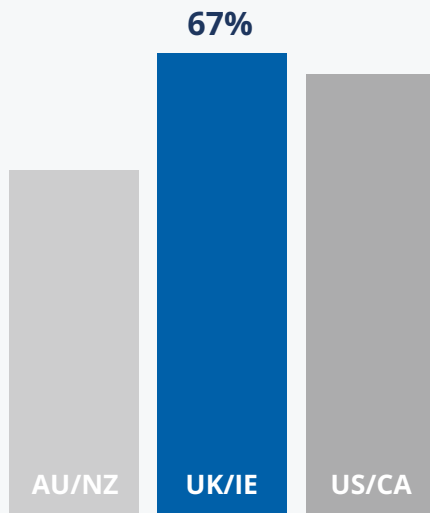
view their tech stack as a major/helpful advantage

Regional key findings

United Kingdom and Ireland

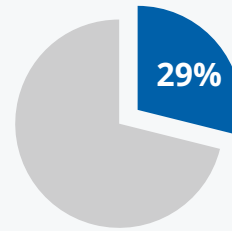
The region leads in AI maturity and training excellence, with two-thirds rating their firm's development programs as good or excellent. Legal professionals here are the most frequent AI users globally, particularly leveraging meeting summaries and workflow automation for competitive advantage.

Strongest training outcomes



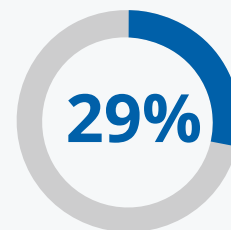
say firms have good/excellent training and expertise level

Workflow and case management tools prioritized



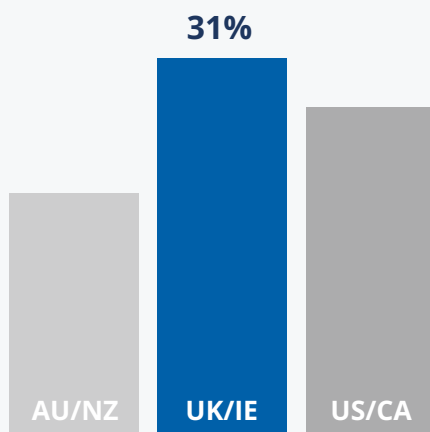
Identify workflow/case management as second most important technology for profitability

Meeting summaries and note-taking as AI priority



identify this as top three AI use for profitability, uniquely high compared to other regions

Most frequent AI users



of legal professionals use legal AI daily or as core part of work

Strong and steady profitability

2%

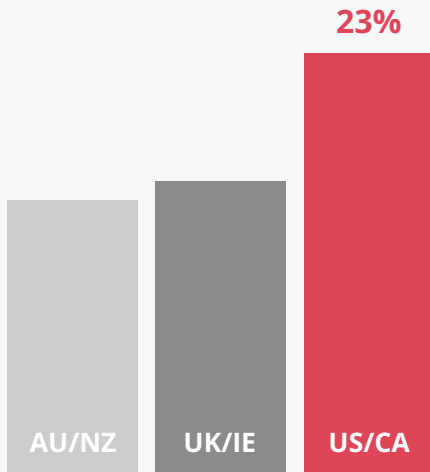
believe their firm's potential to be more profitable has worsened in the past year.

Regional key findings

United States and Canada

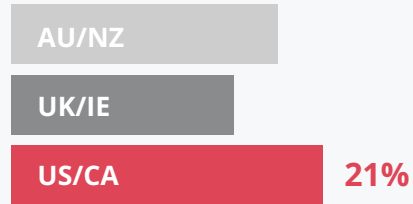
According to respondents, firms in the United States and Canada demonstrate the strongest profitability focus alongside the highest platform fragmentation. Despite managing the most complex tech stacks, they lead in integration effectiveness and prioritize client communication tools as strategic differentiators.

Strongest profitability focus



say profitability is the top priority when their firm makes business decisions

Highest platform fragmentation



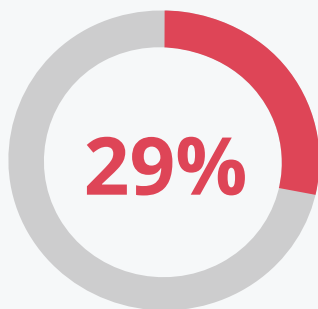
use 5 or more platforms daily

Highest proportion with mostly office-based work



work fully in-office

Client communication tools



identify client communication and correspondence as priority AI use case

Highest tech stack integration

58%

describe their tech as mostly integrated with add-ons

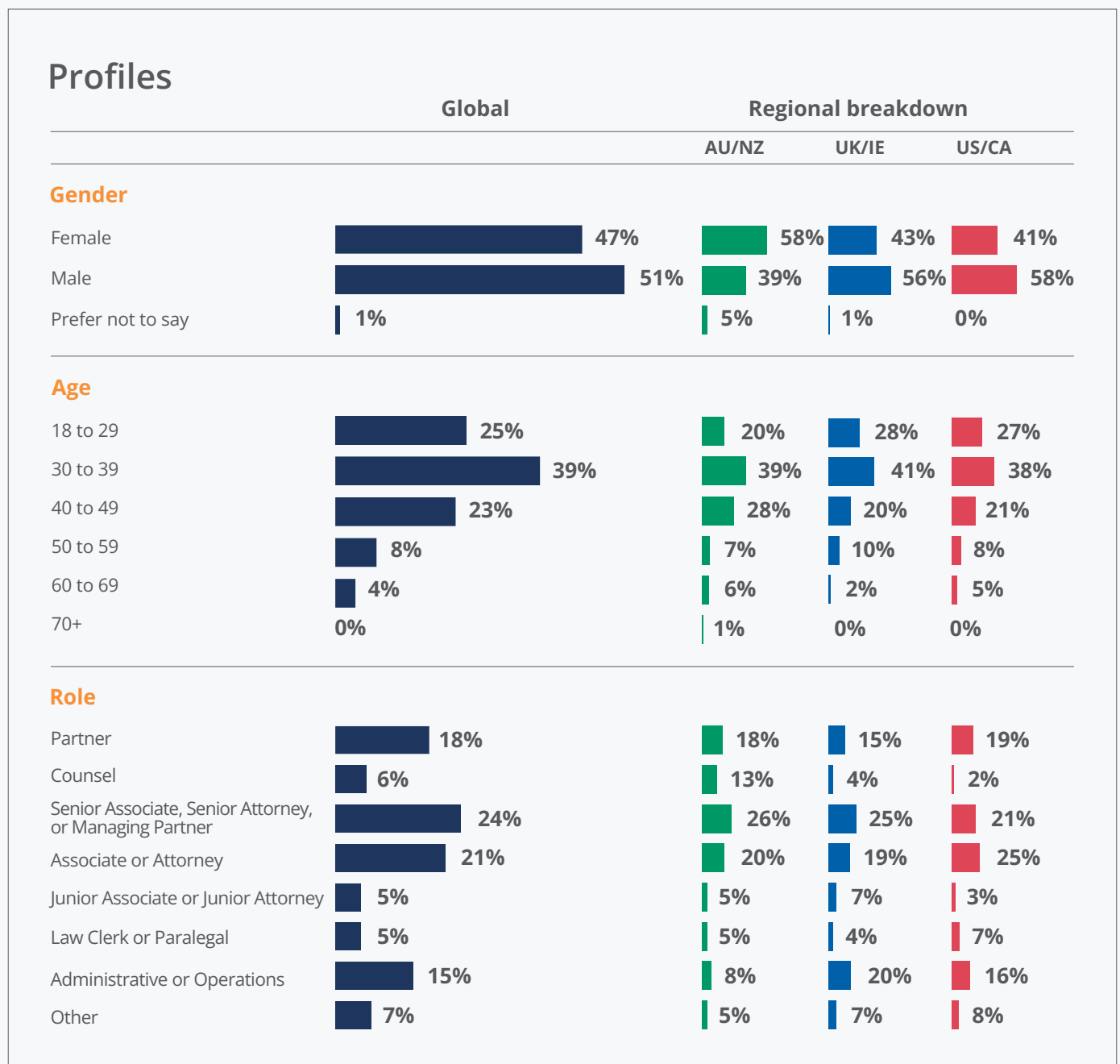
About the study

The LEAP *Profitability in Law: Global Report 2026* was designed to assess the views and practices of legal professionals in Australia, New Zealand, the United States, Canada, the United Kingdom, and Ireland. Specifically, it focused on four key areas: strategy, people management, technology, and artificial intelligence.

This quantitative research was conducted between 10 and 28 November 2025 and surveyed 700 professionals working in legal firms. The challenges, best practices, priorities, and attitudes towards the four key areas were examined while providing cross-regional comparisons.

The aim was to uncover both the existing conditions of firms, as well as how technology and people management intersect to drive sustainable profitability.

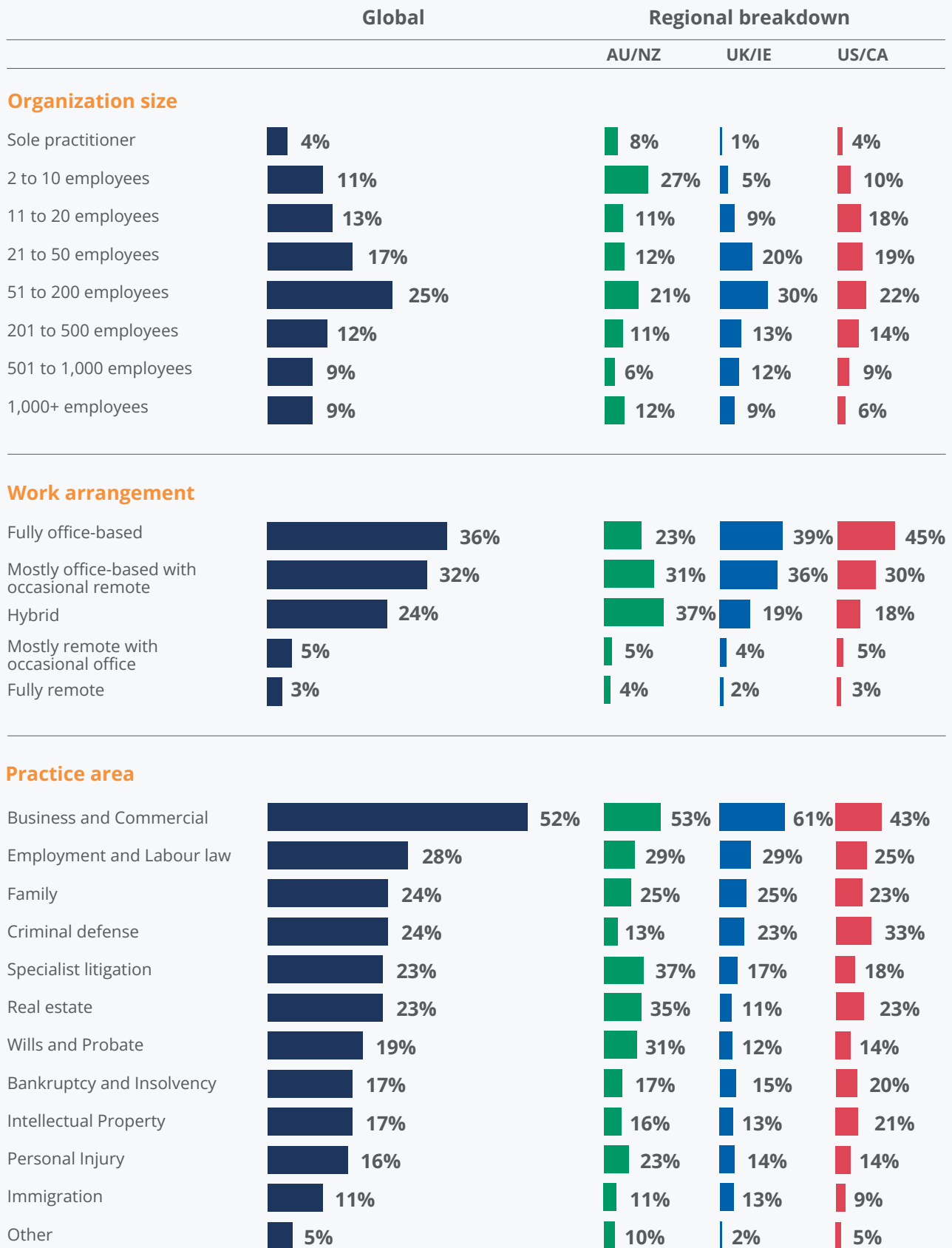
The insights in this report intend to serve as a benchmark. Whether it is in the sphere of improving your firm's profitability, managing your people, the adoption of technology, or even practices towards AI, this research offers data-backed guidance that can help you prioritize your efforts.



Due to rounding errors, some figures may not exactly equal 100%. All figures have been rounded to their nearest decimal for the purpose of this report.

About the study

Profiles



Due to rounding errors, some figures may not exactly equal 100%. All figures have been rounded to their nearest decimal for the purpose of this report.

SECTION 1

Strategy

This section discusses the perspectives on factors affecting profitability as well as the barriers preventing revenue growth.

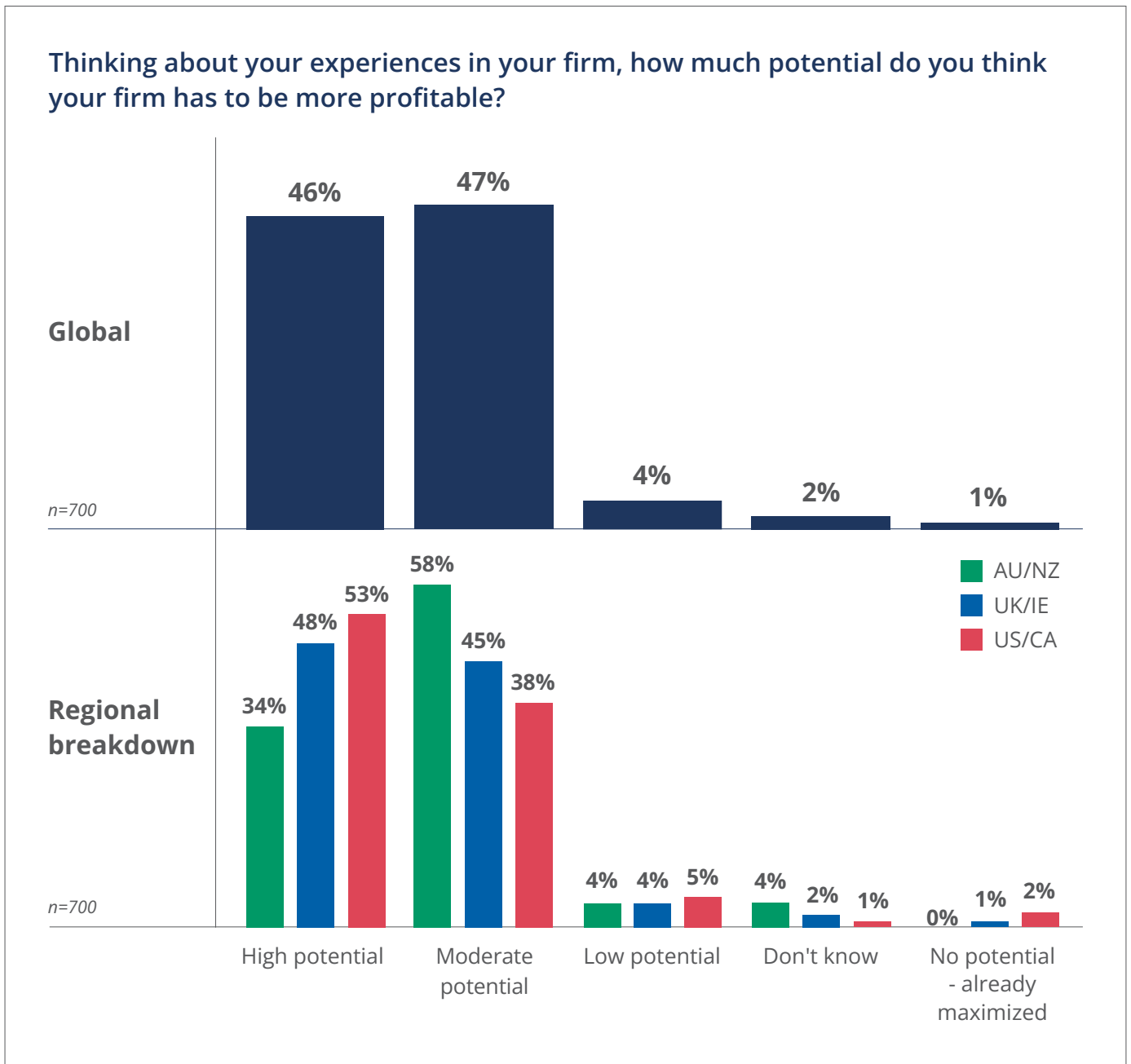
93% of law professionals believe their firms have moderate to high potential for increased profitability

Legal professionals across the globe are highly optimistic about their firm’s profit potential. Nearly half (46%) see high potential for increased profitability while another 47% identify moderate potential.

Regional differences reveal interesting patterns. Legal professionals in the UK/IE and the US/CA show the strongest confidence, with the largest segment of respondents believing their firms have high potential (48% and 53% respectively).

Legal professionals in AU/NZ take a more conservative view, with 58% seeing moderate rather than high potential for profitability gains.

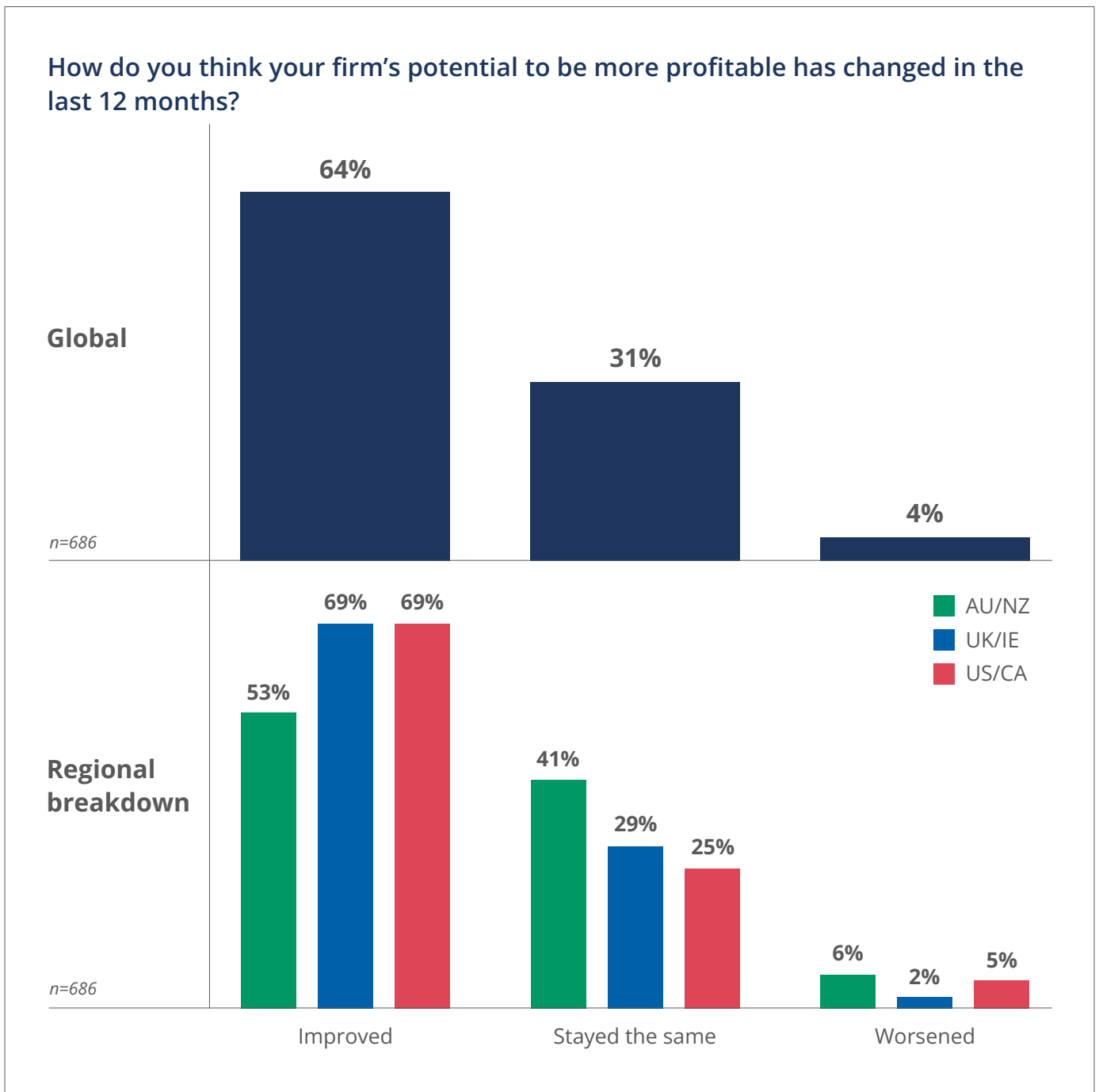
Only a small minority, around 5% globally see limited room for improvement - including those who believe their firms have low potential or no potential.



Majority (64%) report the profitability potential of their firms to have improved in the last 12 months

Respondents were asked how their firm’s potential to be more profitable has changed over the past year. Around 6 in 10 report an improvement in firm profitability potential, suggesting a positive trajectory leading into 2026. This trajectory reinforces the previous finding, whereby 93% of respondents view their firms as having moderate to high potential to be more profitable. It appears that many firms may now be positioned to turn confidence into tangible profitability outcomes.

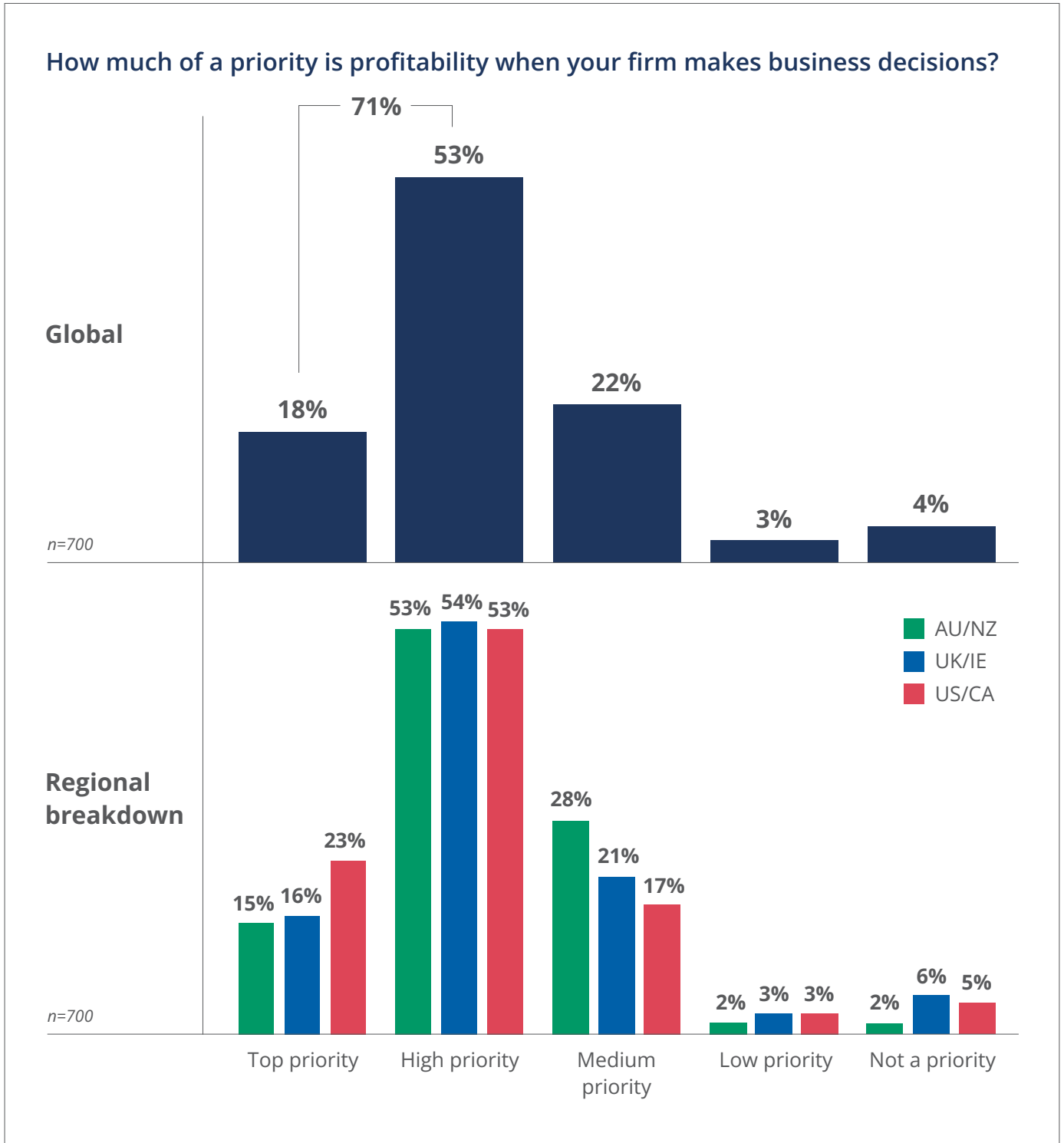
AU/NZ report the least improvement over the last 12 months. Just over half of AU/NZ respondents say their firm’s profitability has improved, compared to almost 7 in 10 for UK/IE and US/CA. About 4 in 10 AU/NZ respondents say their firm’s potential stayed the same. It’s also worth noting that for each of the regions, only a small percentage say their profitability has worsened.



7 in 10 rank profitability as high or top priority in business decisions

Regardless of how much growth potential firms see, profitability remains central to how legal practices make decisions. When asked how much of a priority profitability is when making business decisions, 71% say it's either a high or top priority. Just over half (53%) rank it a high priority, while nearly one in five (18%) consider it their top priority.

This focus on profitability is remarkably consistent across regions, with roughly 7 in 10 respondents in each of AU/NZ, UK/IE, and US/CA all showing similar commitment. The US/CA region shows slightly stronger emphasis, with more (23%) placing profitability at the very top of their priorities.

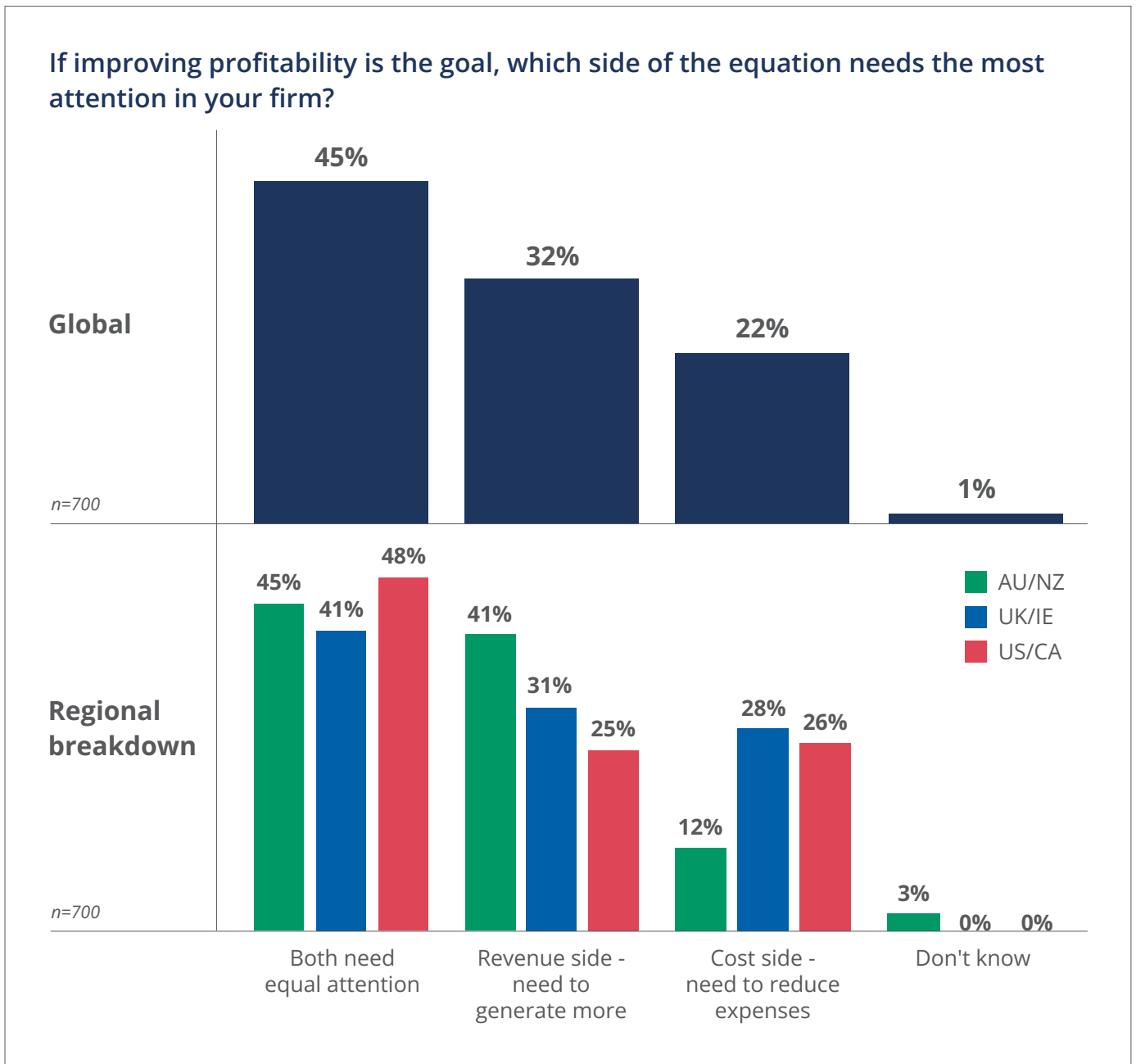


Balanced approach is needed for profitability, with 45% believing both revenue and cost need equal attention

Improving profitability can be actioned from the revenue side or from the cost side. Nearly half of respondents (45%) would consider a balanced approach, saying both revenue and cost need equal attention, followed by generating more revenue (32%) and reducing expenses (22%).

The balanced view suggests legal professionals recognize that sustainable profitability requires managing both sides of the equation, rather than focusing heavily on either cost cutting or unrealistic revenue targets.

Some regional differences were also observed. The AU/NZ cohort generally believes more attention is needed on the revenue side (41%) compared to reducing expenses (12%), suggesting growth-oriented strategies are currently valued higher in these markets. For US/CA, almost half (48%) say that both sides need equal attention, nearly doubling responses for just increasing revenue (25%) or reducing cost (26%), indicating a balanced approach may be preferred.



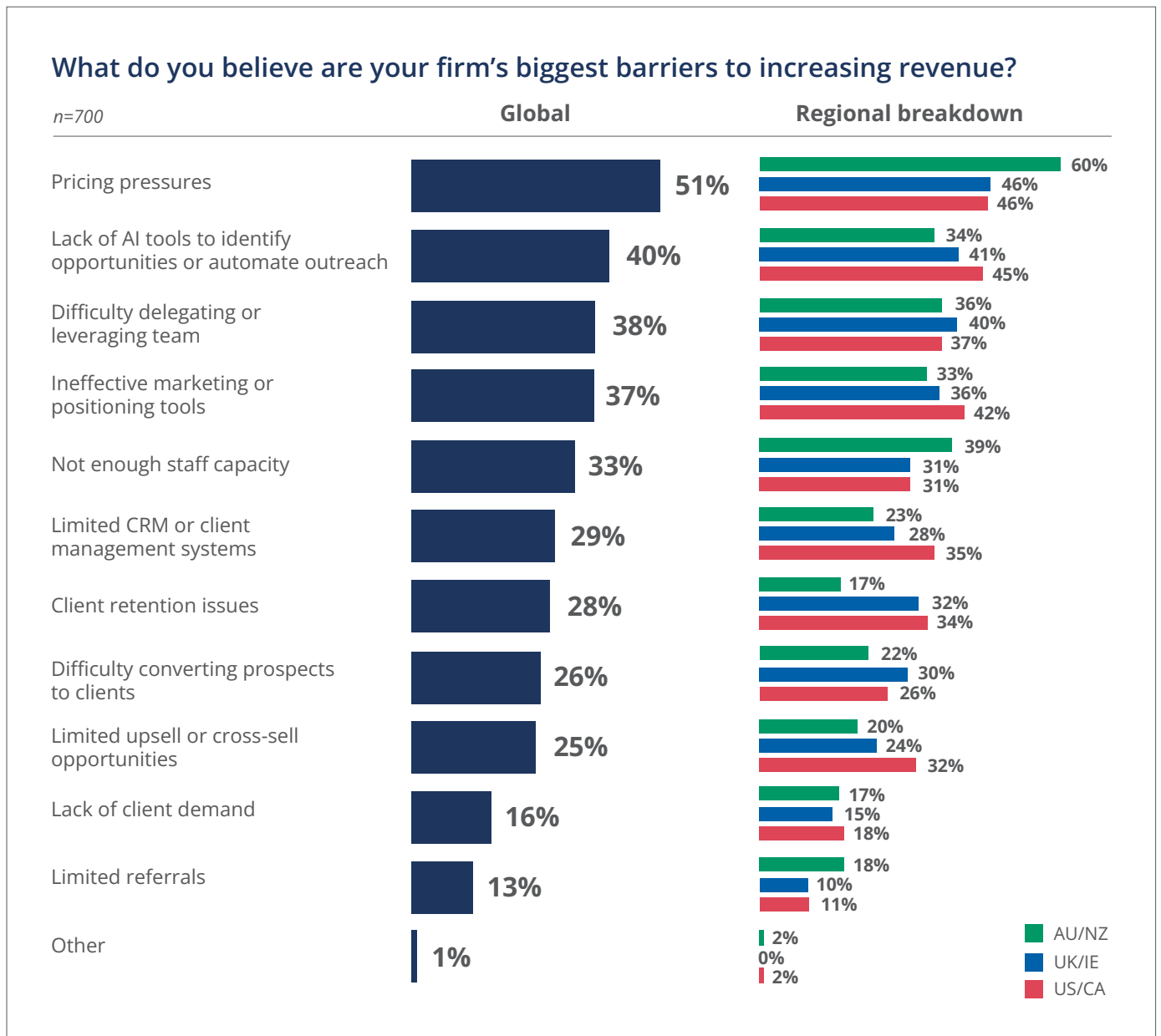
Pricing pressures emerge as most common barrier to revenue growth

Firms can improve profitability from either the revenue or the cost side of the equation. When asked about barriers to revenue growth, answers span different aspects of the legal practice: external market pressures, internal capabilities, team management, and technology.

Over half of respondents (51%) identify pricing pressures as one of their firm's biggest barriers to increasing revenue. Technology gaps present another significant hurdle, with 40% citing the lack of AI tools to identify opportunities or automate outreach. People management rounds out the top challenges with 38% reporting difficulties delegating or leveraging teams effectively.

AU/NZ is the region most affected by pricing pressures (60%). Their second most common barrier is not enough staff capacity (39%), followed by difficulty in leveraging their teams (36%). This may be attributed to the AU/NZ sample having slightly more sole practitioners and boutique firms.

While being a less common pick for other regions, ineffective marketing tools is the third most common barrier cited by respondents in US/CA. This suggests that US/CA firms may be operating in a market environment where client acquisition requires firms to be more active and strategic in their marketing efforts, relative to other regions.



Operational inefficiencies drive cost challenges: 44% cite excessive manual administrative work; 37% struggle with fragmented systems

On the cost side of the profitability equation, operational inefficiencies dominate the barriers to cost efficiency. Nearly half of firms (44%) report spending too much time on manual administrative work, while 37% struggle with managing too many different systems.

Technology gaps compound these operational challenges. Over a third (36%) lack AI tools for document review or research and 32% cite outdated or inefficient technology.

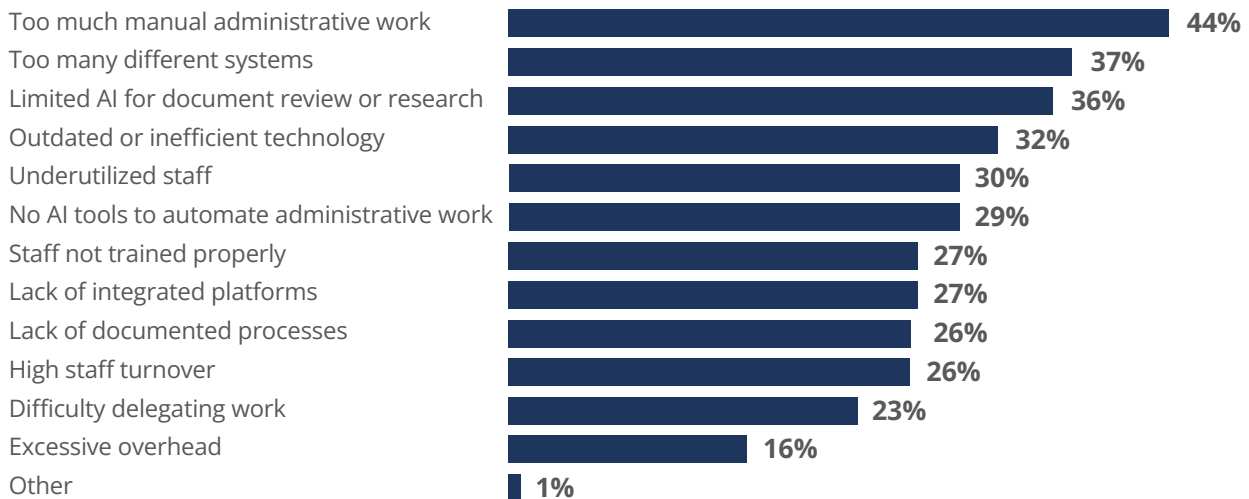
Notably, 29% point to insufficient AI for automating administrative tasks - nearly the same percentage that cite underutilized staff as their main people-related barrier. This pattern suggests that when firms lack the technology to automate routine work, they end up with staff spending time on low-value administrative tasks rather than being deployed on higher-value activities.

The barriers to cost-efficiency appear to stem largely from administrative burdens and an inability to leverage technology as a solution.

What are the biggest barriers stopping your firm being more efficient or reducing costs?

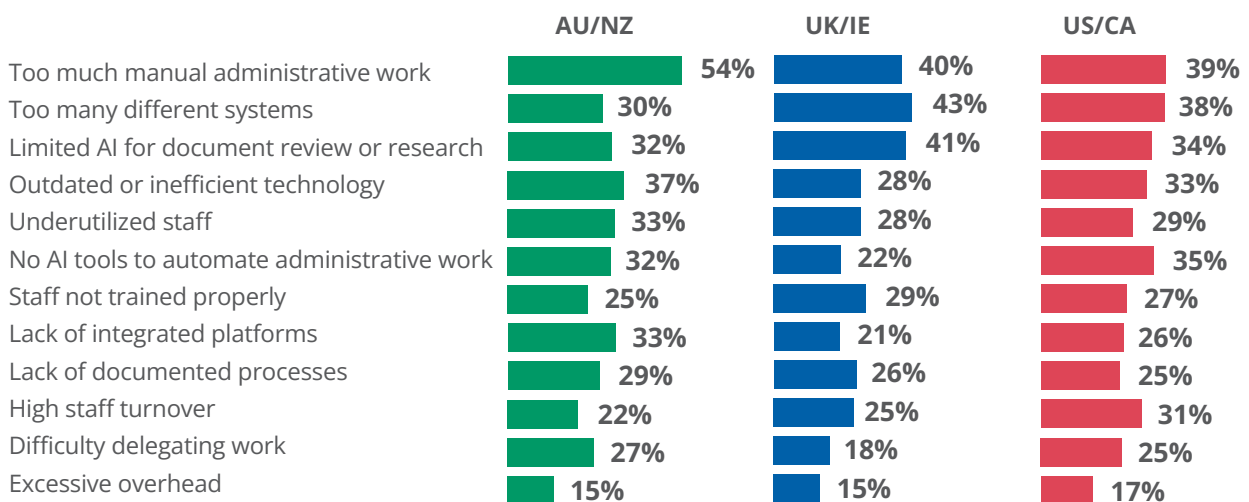
n=700

Global



n=700

Regional breakdown



Automation of administrative tasks and improving workflows increases profitability

Firms identify operational changes that improve profitability: automating processes via AI, utilizing software to manage manual tasks and streamlining workflows.

What is one operational change that improved your firm's profitability the most in the past year?

AI and automation implementation

- “ Implemented an AI research tool to save time and create a starting position for all team members. *Administrative or Operations, AU, 21 to 50 employees*
- “ The most impactful operational change was automating routine accounting processes, which reduced manual workload, improved accuracy and allowed our team to focus more on financial analysis and strategic planning. *Administrative or Operations, UK, 1,000+ employees*
- “ Automating customer service and client appointment overseeing to AI. *Partner, US, 51 to 200 employees*

Technology and systems integration

- “ We upgraded our system to automate a lot of administrative tasks so that employees can focus on client needs. *Associate or Attorney, NZ, 51 to 200 employees*
- “ Cloud based law firm management software. *Partner, US, 201 to 500 employees*
- “ Integrating real-time tool. It cut down on outdated info and it has really helped us [speed] up responses. Think 20-30% better relevance. *Senior Manager, UK, 501 to 1,000 employees*

Process optimization and workflow improvements

- “ Better processes of delegation, including delegating more admin tasks. *Partner, AU, 2 to 10 employees*
- “ Eliminating redundant processes has saved a significant amount of labour costs. *Senior Associate or Senior Attorney, IE, 1,000+ employees*

Firms advise prioritizing technology, staff and process improvements to generate profit

Practitioners suggest adopting AI, prioritizing staff training and wellness and streamlining processes.

If you could give one piece of advice to other law firms about improving profitability, what would it be?

Technology and AI adoption

- “ To focus on operational efficiency through technology. Leveraging legal tech tools that automate routine tasks like document management, time tracking, billing and client communication. By streamlining these processes, firms can reduce administrative costs, improve billable hours and enhance the overall client experience. *Partner, AU, sole practitioner*
- “ Focus on streamlining non-billable tasks using technology and delegation to maximise the time lawyers spend on revenue-generating client work. *Senior Associate or Senior Attorney, UK, 501 to 1,000 employees*
- “ Embrace AI and focus on staff retention and training as high turnover is expensive. *Senior Associate or Senior Attorney, AU, 1,000+ employees*

Staff investment and retention

- “ Focus on your staff first. Their wellness is the top priority for creating a healthy and sustainable business. The profits will flow from that. *Partner, AU, 21 to 50 employees*
- “ Train your people well. Then pay your people well. Make them client centric. *Partner, US, 201 to 500 employees*
- “ Focus on staff satisfaction. Satisfied staff drive profitability. *Solicitor, AU, sole practitioner*
- “ Make the workplace a better place to be to reduce employee turnover. Hiring new lawyers is very expensive. *Associate or Attorney, UK, 51 to 200 employees*

Process efficiency and cost management

- “ I would tell other firms to fix the small workflow issues that quietly drain profit. *Partner, US, 21 to 50 employees*
- “ Focus on streamlining your workflow—use better systems, templates and technology to reduce time spent on routine tasks so attorneys can focus on high-value work. *Senior Associate or Senior Attorney, US, 21 to 50 employees*
- “ If doing fixed price work, look at who is delivering the work and how profitable they are. Work out benchmark time recording numbers per grade and work to ensure everyone is able to reach those. *Administrative or Operations, UK, 201 to 500 employees*

SECTION 2

People, retention, and wellness

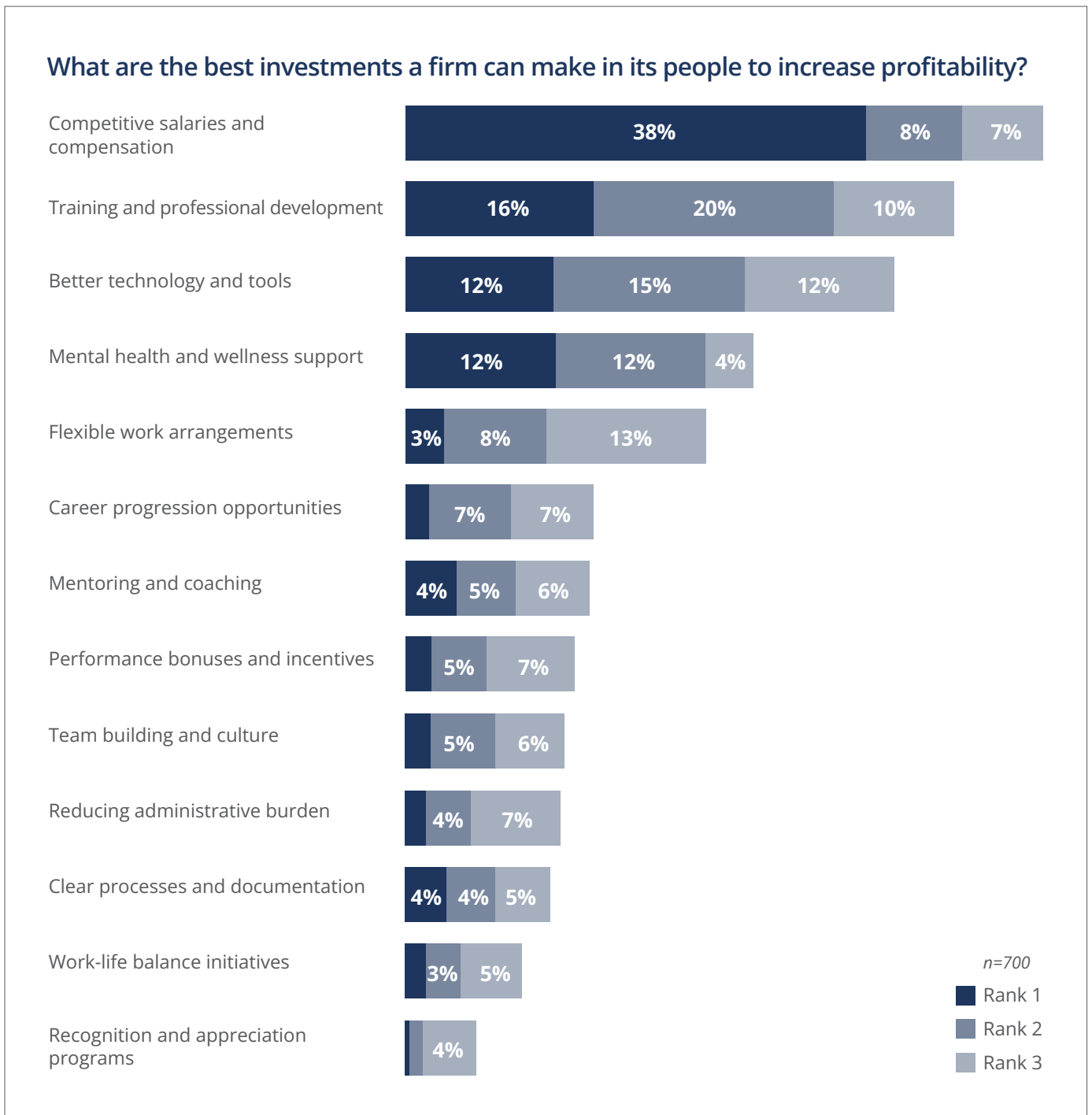
This section discusses firms' investments in and priorities for their staff, as well as the management of retention and turnover.

Competitive salaries rank as best profitability investment, followed by training and mental health support

When it comes to people investments that drive profitability, respondents rank compensation above all else. Competitive salaries and compensation are believed to be the best investment, with 38% choosing it as their top investment and 53% placing it in their top three. Professional development follows, with 16% ranking training and personal development number one and 46% including it in their top three. For all regions, about 1 in 5 legal

professionals (19 to 21%) rank this as their second best investment.

Coming in third overall is better technology and tools, with 39% of respondents ranking it in their top three. However, as a top-rank pick, it shares the same percentage as mental health and wellness support (12%).



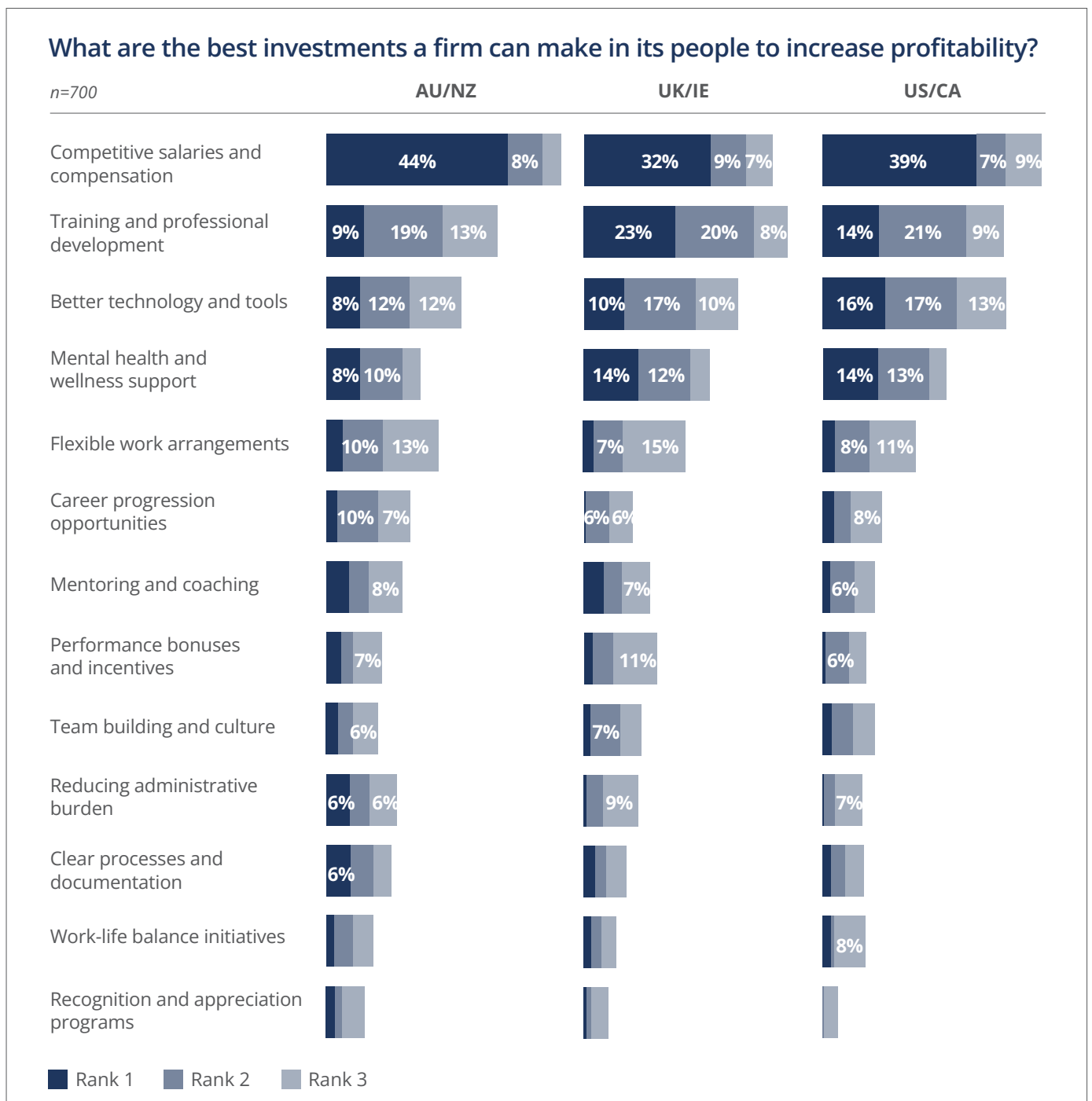
People investment rankings aligned globally; regional nuances are in mental health, bonuses, and career progression

All three regions agree on the top three people investments a firm can make to increase profitability: competitive salaries, training and professional development, and better technology and tools.

Regional differences are found in some notable people investments. When it comes to mental health and wellness support, 31% in both UK/IE

and US/CA rank it among their top three, compared to only 22% in AU/NZ.

Career progression opportunities rank for 27% in AU/NZ but only for 15% in US/CA and 13% in UK/IE. Performance bonuses and incentives rank for 18% of respondents in UK/IE, outpacing the 14% in AU/NZ and 11% in US/CA.



Legal professionals say firms invest in flexible work arrangements (45%), competitive salaries (42%), and training (40%)

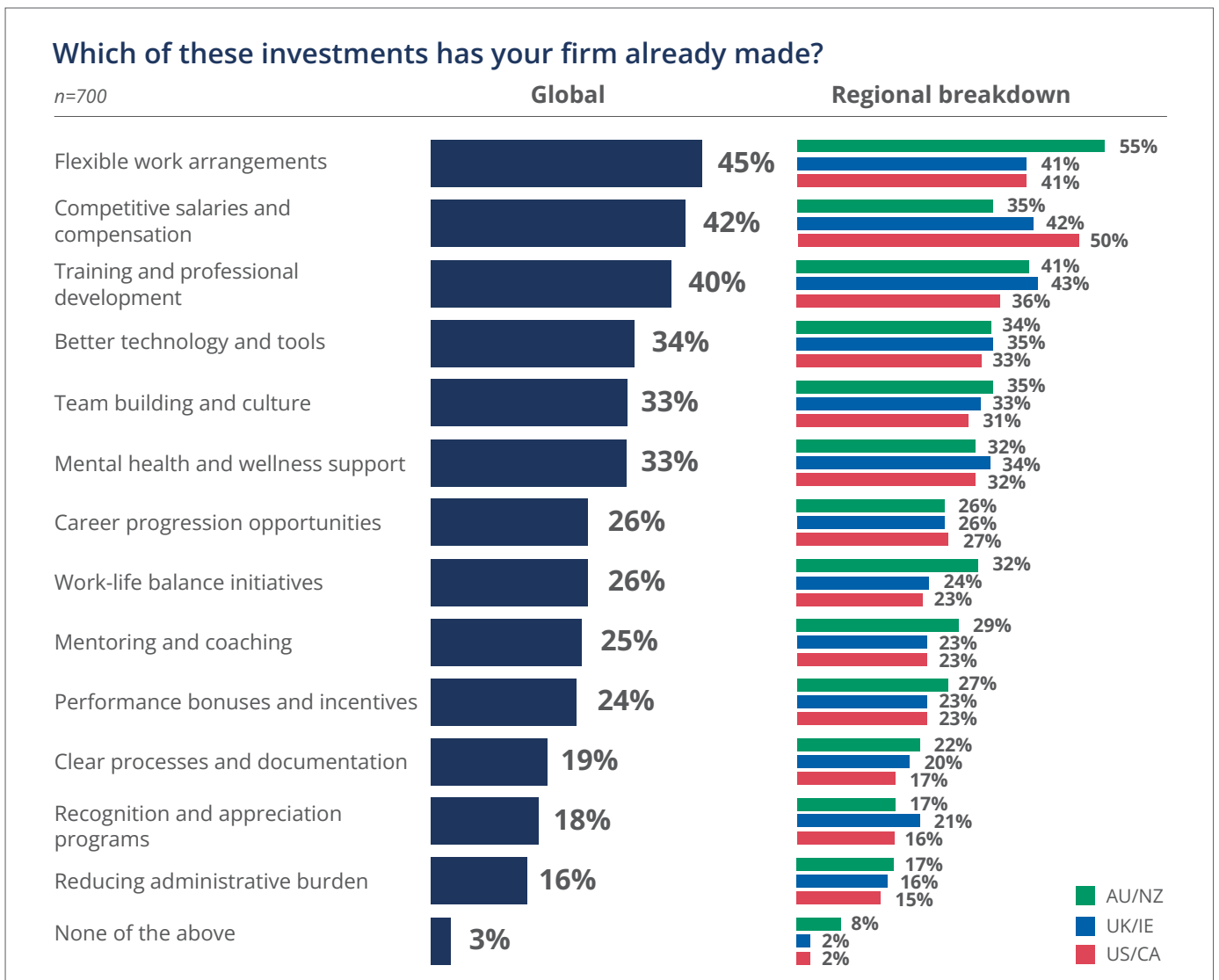
In terms of people investment, beliefs are more or less aligned with reality. 42% of legal professionals report their firms invest in competitive salaries and compensation; 40% report investment in professional development. This lines up closely with what is believed to be the best investments a firm can make to drive profitability (see page 25).

This is not true for flexible work arrangements. While it isn't commonly ranked as one of the best people investments to make, 45% still report their firms invest in this option. It's possible that flexible work arrangements are now seen as more of a baseline expectation than a strategic differentiator.

Competitive salaries comes out as the top people investment believed to be made by US/CA firms.

Interestingly, this region also reports the highest percentage of fully in-office work (see page 12). For AU/NZ, only 35% of legal professionals believe their firms have made investment in competitive salaries and compensation

When it comes to better technology and tools, while 39% globally believe it should be prioritized, only 34% report investment by their firms. The difference is even more pronounced among US/CA respondents where 46% believe better technology and tools are among the top three best investments a firm can make, while only 33% of respondents report that their firm has made that investment.



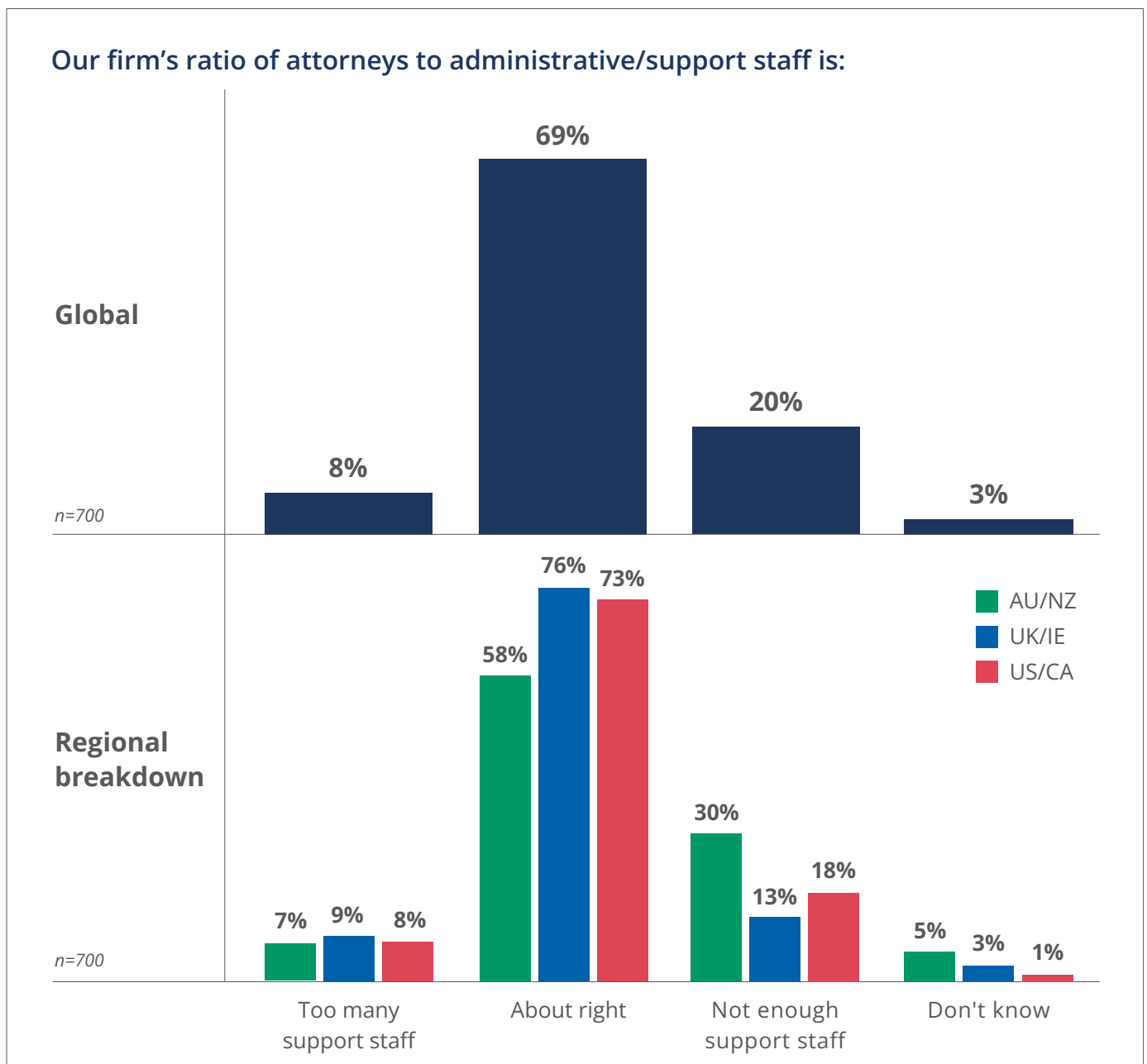
Firms believed to have good attorney to support staff ratio, but 20% report being understaffed

Most respondents (69%) report their firms have achieved what they consider to be a good ratio of attorneys to support staff, striking a balance that can help enable efficient practice management. However, a notable minority (20%) report their firm having not enough support staff, which could impact their operational capacity and ability to manage workload effectively.

AU/NZ has the highest proportion reporting not enough support staff (30%). It should be noted that the AU/NZ sample also has a higher proportion

of sole practitioners and boutique firms with 2 to 10 employees compared to the other regions. For smaller practices, the decision to hire additional support staff often involves more significant financial risk and fixed cost burden relative to revenue, which may explain these higher rates.

Interestingly, only 8% of respondents globally report having too many support staff, suggesting that overstaffing is rarely perceived as a problem, even in regions with higher “about right” ratings.



Firms suffer from the lack of support staff and unclear delegation of tasks

In administrative and support staff structures, locating competent personnel to support attorneys and properly defining roles are areas for improvement.

What is your firm doing well, or not so well, in administrative and support staff structure?

Insufficient support staff and attorneys doing administrative work

- “ Too many lawyers allocated to each support staff (over 10). *Associate or Attorney, AU, 1,000+ employees*
- “ At least in my team - not enough support staff. This means fee earners doing menial tasks, which ultimately affects the firm's profitability. By ensuring adequate support staff, fee earners can focus on doing work that brings in the \$\$\$\$. *Senior Associate or Senior Attorney, AU, 51 to 200 employees*
- “ Over reliance on support staff, lack of support from AI and other technological platforms, too many support staff working part time hours/job sharing leading to inconsistency and wasted time. *Associate or Attorney, AU, 21 to 50 employees*

Recruitment and retention challenges for support staff

- “ Support and administrative staff are very difficult to currently find. It took our firm over 3 months to find a replacement legal secretary. *Partner, AU, 2 to 10 employees*
- “ It's not easy to find competent staff. *Associate or Attorney, UK, 51 to 200 employees*
- “ Very hard to find staff that want to work. A small business cannot pay wages that people are requesting. *Law Clerk or Paralegal, AU, 2 to 10 employees*

Role definition and workload distribution issues

- “ Informal systems as to who is responsible for the various elements of a file. Too much non-billable work being done by solicitors. *Junior Associate or Junior Attorney, AU, 11 to 20 employees*
- “ Roles could be better defined to increase efficiency and reduce duplication. *Administrative or Operations, AU, 51 to 200 employees*
- “ Each team is very different. Some have enough support staff, others do not. There is no clear documentation on what tasks can be delegated to support staff or not and if they had more capacity they could assist more. *Associate or Attorney, AU, 51 to 200 employees*

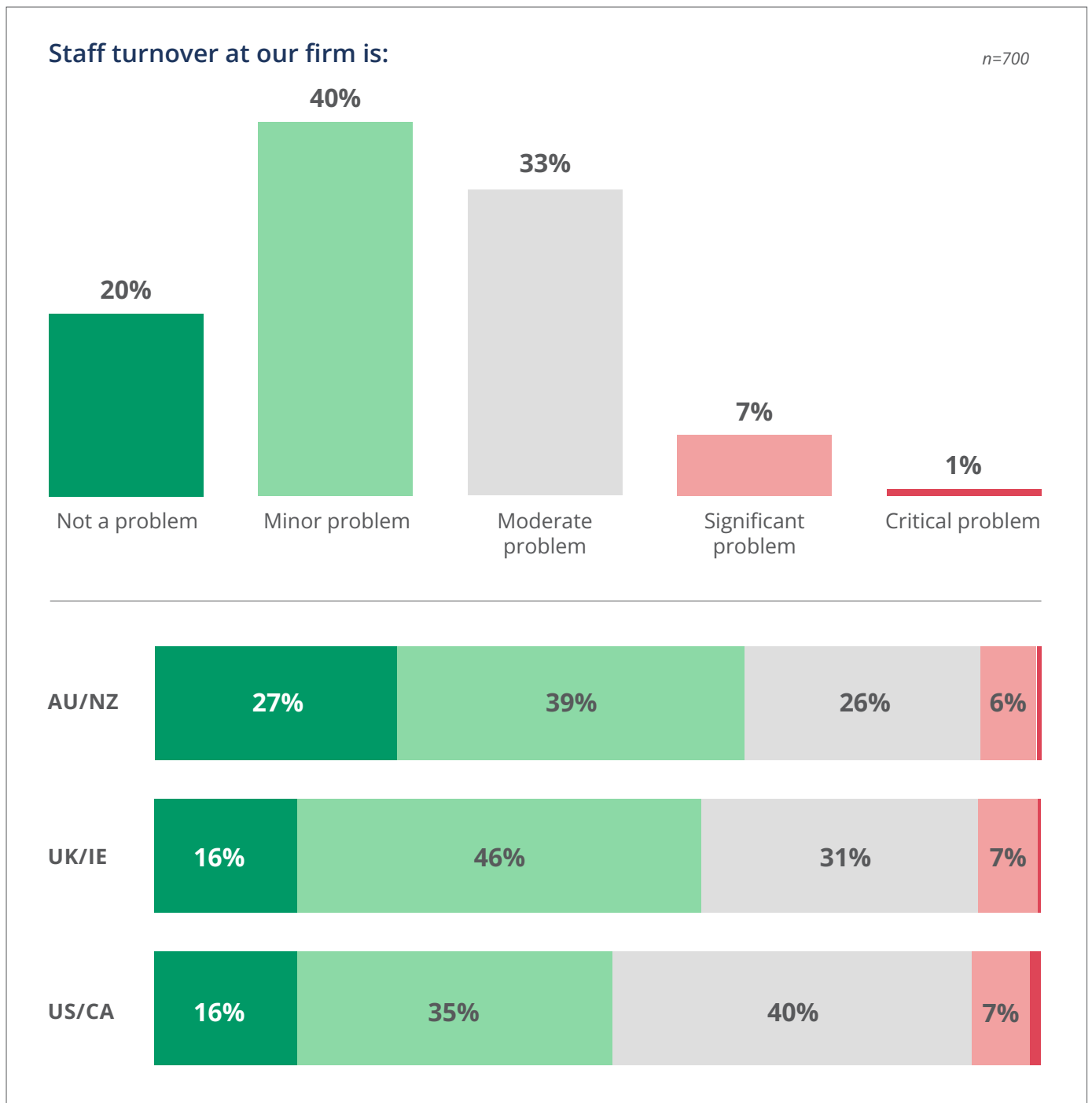
About 20% believe staff turnover is not a problem for their firm

Staff turnover is the rate of employees leaving the organization during a set period. When asked about staff turnover at their firm, 40% reported it as a 'minor' problem. A third of respondents reported it as a 'moderate' problem.

Staff turnover impacts firms beyond immediate disruptions. Losing experienced staff can mean operational inefficiencies and loss of institutional knowledge and established client relationships.

The process of recruiting, onboarding, and developing new team members also requires significant investment in time and resources.

20% of respondents said staff turnover was not a problem, which is more than twice as many as those who said it was either a significant or critical problem (8% combined). Looking at different regions, only the US/CA have more respondents (40%) recognizing staff turnover as a moderate problem, rather than a minor one (35%).



Good workplace culture and flexibility boosts satisfaction, reduces staff turnover

A pleasant and flexible working environment can lead to reduced staff turnover. By contrast, retention struggles are often linked to uncompetitive salaries, untrained staff, and outdated workflows.

What is your firm doing well, or not so well, in terms of staff turnover?

Positive culture, flexibility, and strong retention

- “ We look after our staff and provide a great place to work. *Partner, AU, 11 to 20 employees*
- “ My firm is doing well because the staff stay longer and key people aren't leaving. *Manager, UK, 51 to 200 employees*
- “ Good culture, trust, hybrid working arrangements. *Senior Associate or Senior Attorney, AU, 2 to 10 employees*

Compensation and career development challenges

- “ High turnover due to competitive market - need to match market salaries sooner and increase bonuses. *Senior Associate or Senior Attorney, AU, 201 to 500 employees*
- “ Need to improve firm culture and compensation. *Senior Associate or Senior Attorney, AU, 501 to 1,000 employees*
- “ Difficulty retaining good lawyers who go off to international firms. *Associate or Attorney, AU, 201 to 500 employees*

High turnover and retention struggles

- “ We have a high turnover rate for the administrative positions. We can't seem to get people to stay. *Administrative or Operations, US, 51 to 200 employees*
- “ The turnover of admin staff [is] high meaning insufficient trained staff. *Associate or Attorney, UK, 51 to 200 employees*
- “ Staff are undervalued, in terms of substandard pay but also incur undue stress by having to labour with outdated processes in the absence of a document management or other system. *Senior Associate or Senior Attorney, AU, 21 to 50 employees*

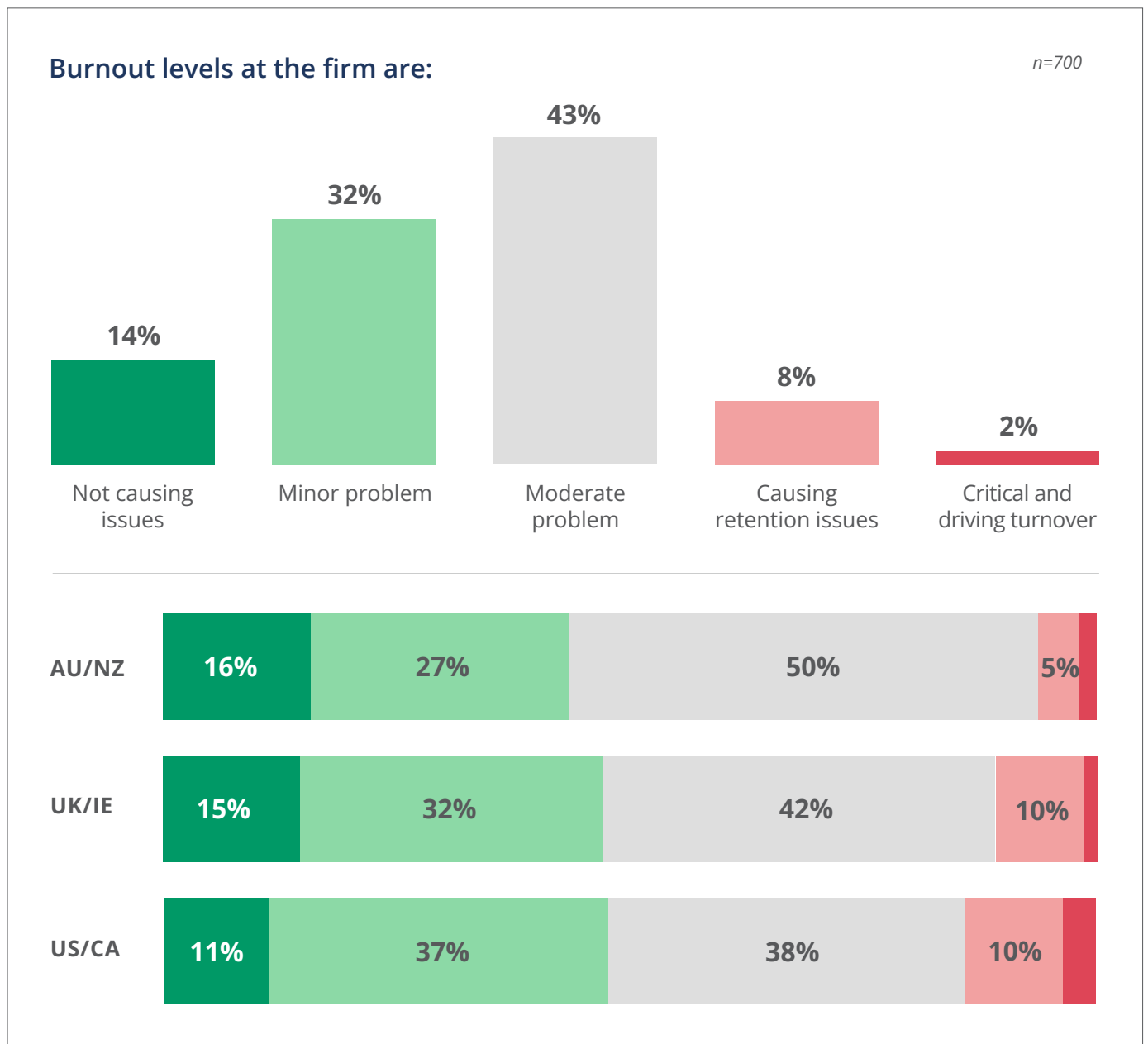
Burnout is causing retention issues or turnover in 1 in 10 firms globally

Burnout describes the state of severe mental, physical or emotional exhaustion and has become a defining challenge in modern work. When asked about burnout levels at their firm, 43% of respondents identified it as a 'moderate' problem.

The impact is tangible for some. 1 in 10 report that burnout is causing retention issues (8%) or driving staff turnover (2%) at their firm. Burnout seems to have the highest impact in the US/CA and UK/IE regions, where 10% of respondents say burnout is causing retention issues and an additional 2-3% report it's driving turnover.

Although AU/NZ shows lower rates, it has the highest proportion of respondents flagging burnout as a 'moderate' concern (50%).

Yet, according to respondents, not every firm is struggling with this issue. About 14% globally say burnout isn't a concern at their firm, though this number drops to just 11% for the US/CA region, where burnout appears most pervasive.



Flexible working conditions and various employee programs help prevent burnout

A strong employee support structure helps manage burnout, which can happen when employees face long hours, low pay, and excessive workloads.

What is your firm doing well, or not so well, in managing burnout?

Flexible working and work-life balance practices

- “ We are not pressured to work long additional hours and are provided with sufficient support to complete our daily tasks. *Law Clerk or Paralegal, UK, 11 to 20 employees*
- “ Staff are well treated with respective and relative freedom to organise their work and ability to work remotely some of the time. *Administrative or Operations, UK, 11 to 20 employees*
- “ We provide adequate support and make sure people take breaks. *Administrative or Operations, UK, 51 to 200 employees*

Workload overload, long hours, and staffing pressures

- “ We are not doing well because we work long hours in a toxic work environment. *Associate or Attorney, US, 11 to 20 employees*
- “ Overworked and underpaid. *Senior Associate or Senior Attorney, AU, 501 to 1,000 employees*
- “ We're doing well with flexible work hours and wellness stipends, but we're struggling to address the heavy workload and unrealistic deadlines driven by a constant shortage of paralegals. *Senior Associate or Senior Attorney, UK, 501 to 1,000 employees*

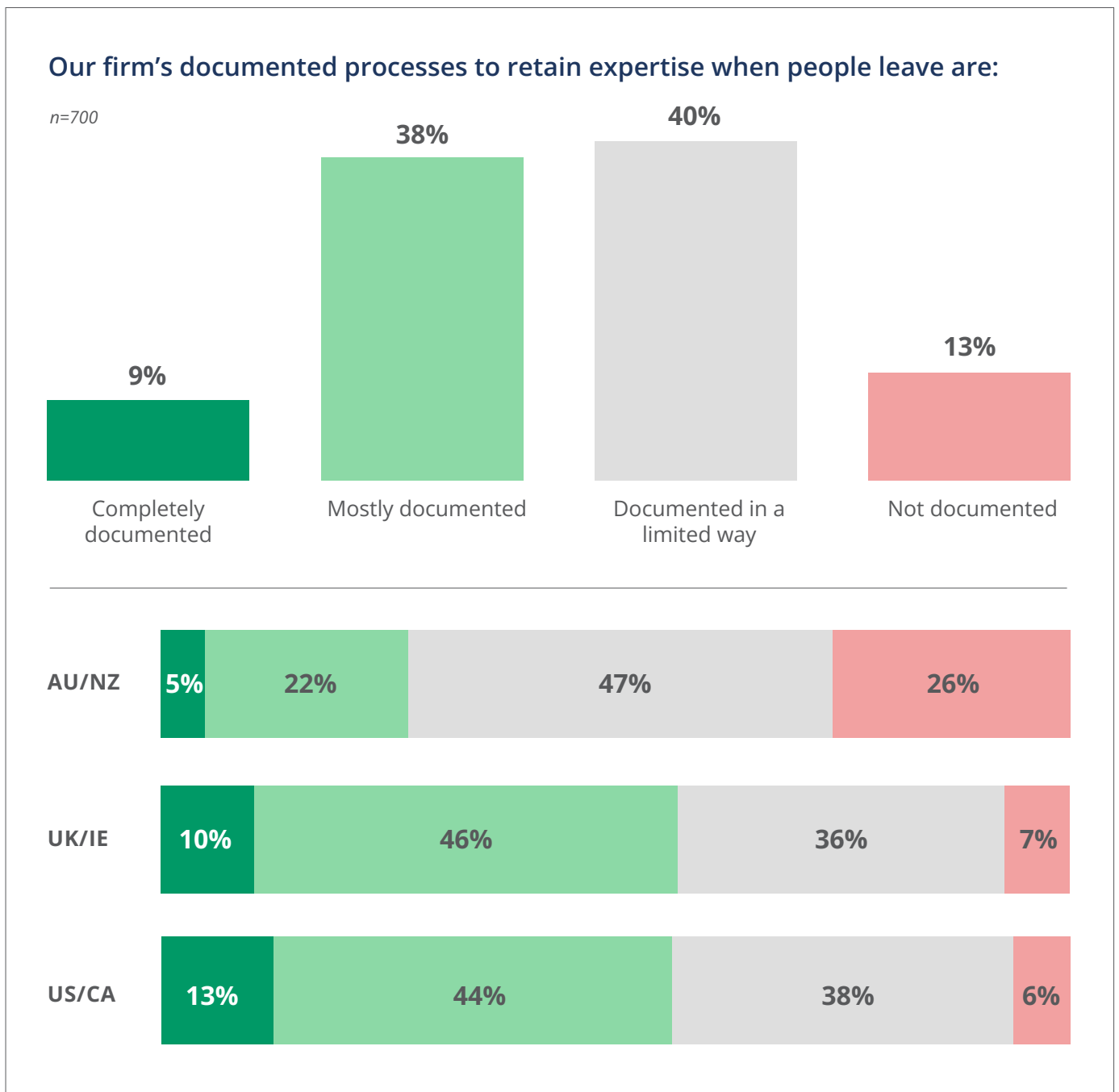
Wellness programs and mental health support

- “ Have a wellness program that incentivizes workers to prioritise their health and wellness, setting individual achievable targets. *Associate or Attorney, AU, 1,000+ employees*
- “ Doing well with offering mental health supports. *Administrative or Operations, CA, 501 to 1,000 employees*
- “ It's a bit of a struggle striking a balance between the need to meet deadlines (leading to the burnouts) and keeping the workforce in place. However, the strategy of performance recognition has helped quite well. *Associate or Attorney, UK, 51 to 200 employees*

Firms are split on documentation when people leave, 53% have limited or no documentation, 47% have mostly or completely documented processes

Documentation becomes particularly important in periods of transition. When asked about their firm's documented processes to retain expertise when people leave, nearly half (47%) of respondents described it as either mostly (38%) or completely (9%) documented. The remaining 53% described their firm's processes as either documented in a limited way (40%) or not documented at all (13%).

These proportions are largely consistent with knowledge retention in the US/CA and UK/IE regions. AU/NZ, however, reveals more significant gaps. Over a quarter (26%) reported having no documented processes and almost half (47%) reported their documentation as limited. This leaves 27% of AU/NZ firms that mostly or completely document processes when employees depart, a concerning gap compared to other regions.



Mentoring and documentation preserves knowledge retention when turnover occurs

Knowledge is preserved via process documentation and the sharing of expertise, but is lost with firms lacking formal procedures.

What is your firm doing well, or not so well, in terms of knowledge retention when staff leave?

Lack of formal documentation and processes

- “ Firm has no strategy in place whatsoever. *Senior Associate or Senior Attorney, UK, 501 to 1,000 employees*
- “ Many people handle something themselves from beginning to end or are the only author who can handle that one type of matter, so when they leave, things often fall apart. *Associate or Attorney, AU, 21 to 50 employees*
- “ All in people's heads. Some precedent documents, but not much. Legal industry/courts don't help either, as working with them is often learned by 'bumper bowling', i.e. getting a requisition to explain what was wrong/missing. *Junior Associate or Junior Attorney, AU, 11 to 20 employees*

Good documentation and handover practices

- “ The documents for handover have been detailed down to each individual operation step. *Counsel, NZ, 501 to 1,000 employees*
- “ Mostly documented; manuals exist, but mentoring still holds key knowledge. *Administrative or Operations, UK, 1,000+ employees*
- “ We document every phase of an employee's departure and retain all property including intellectual property. *Partner, US, 51 to 200 employees*
- “ Full handover notes and meetings prior to departure to ensure that the handover is conducted efficiently and as effective as possible. *Senior Associate or Senior Attorney, AU, 11 to 20 employees*

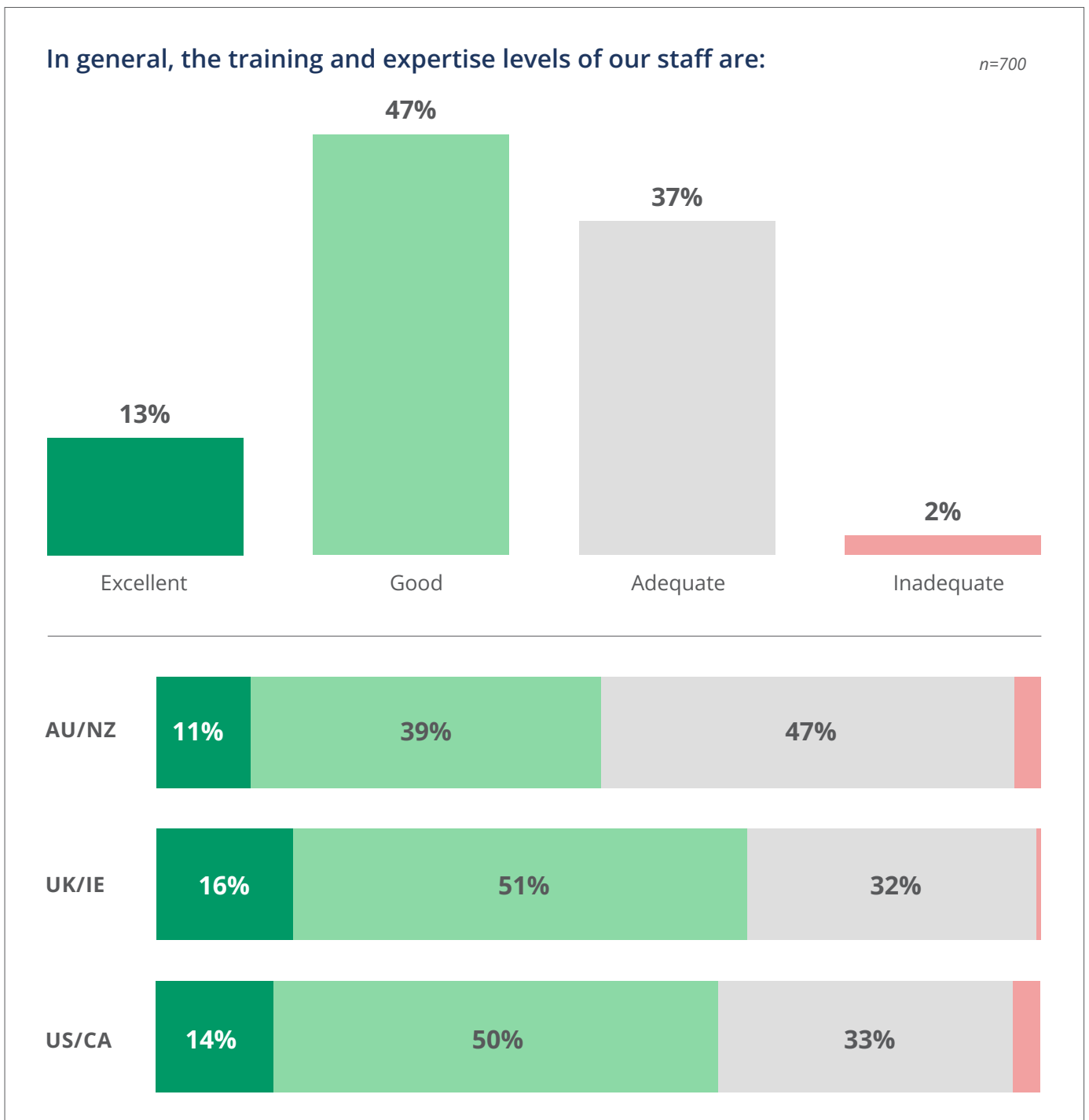
Mentoring and turnover mitigation

- “ The more experienced employees are made into a sort of mentor for newer employees to ensure expertise retention. *Administrative or Operations, NZ, 51 to 200 employees*
- “ Our staff stay on with very low turnover, recruitment of new staff is very limited, no formal process is needed. *Administrative or Operations, UK, 11 to 20 employees*
- “ Cross-departmental training support, facilitating smooth transfer of experience. *Counsel, NZ, 201 to 500 employees*

6 in 10 rate their firm’s training and expertise levels as good or excellent

Legal work is inherently high-skilled, demanding specialized knowledge and continuous professional development. Against this backdrop, most (60%) rate training and expertise levels of staff as either good (47%) or excellent (13%). However, a significant minority (37%) describe levels as merely adequate, while 2% acknowledge inadequate levels of staff training and expertise.

Regional patterns reveal varying confidence in training and expertise levels. UK/IE firms demonstrate the strongest training outcomes, with two-thirds (67%) of respondents rating their firm’s levels as good or excellent. US/CA firms follow with 64% achieving good or excellent ratings. AU/NZ shows the widest gap: while half (50%) report good or excellent training, nearly half (47%) rate their training as only adequate.



Continuous Professional Development (CPD)/Continuing Legal Education (CLE)

Well-trained firms acknowledge the benefits of CPD/CLE and engage in knowledge sharing.

What is your firm doing well, or not so well, in terms of training?

Strong training culture and CPD/CLE commitment

- “ We are constantly learning and undertaking CPD hours to remain up to date with the current law. *Law Clerk or Paralegal, UK, 11 to 20 employees*
- “ Regular program of in-house and external CPD across a range of legal areas, but also training specific for support staff needs. Good at staying in our lane and keeping each of our teams to their areas of expertise and referring clients internally or externally rather than ‘having a go’ at something outside of own speciality area. *Partner, AU, 51 to 200 employees*
- “ We excel at on-the-job mentorship and providing specialised CLE courses for our senior team. However, we could improve our entry-level training program to better prepare junior associates for case management responsibilities. *Senior Associate or Senior Attorney, UK, 501 to 1,000 employees*

Training gaps and resource constraints

- “ Some employees lack enough training on AI technologies, which results in uneven use and lost productivity possibilities. *Partner, UK, 501 to 1,000 employees*
- “ Training is rushed to fill people leaving so fast. *Administrative or Operations, CA, 51 to 200 employees*
- “ Not enough emphasis on staff training and retention. *Administrative or Operations, US, 501 to 1,000 employees*
- “ We are lacking the time to really properly train people. *Administrative or Operations, US, 11 to 20 employees*

Knowledge sharing and expertise development

- “ Our firm discusses client problems or questions of law as a team so the training and expertise is constantly shared, but sometimes it can be excessive with some staff and their opinions can be quite strong. *Owner/Director, AU, 2 to 10 employees*
- “ Meetings to upskill; many CPD opportunities and open invitations for CPD events to all employees and not just the employees who are enrolled in the event. *Senior Associate or Senior Attorney, AU, 11 to 20 employees*
- “ Using experienced staff's expertise in combination with our newer staff's knowledge of technology to keep current processes efficient as well as pass down expertise to the next generations of employees. *Administrative or Operations, NZ, 51 to 200 employees*
- “ The company spends time training its employees. *Senior Associate or Managing Partner, CA, 501 to 1,000 employees*

Employee retention involves employee satisfaction and professional development

Recommendations include providing work-life balance, competitive wages, and staff recognition and upskilling.

What is the one thing your firm does to retain people that you believe other firms should copy?

Flexible working arrangements and work-life balance

- “ We are very flexible with our team, we work on a trust basis to make up time for doctors appointments, school pick up etc. *Administrative or Operations, AU, 21 to 50 employees*
- “ Give people real control over their work-life balance — flexible hours and hybrid working as the default, not the exception. *Chief Accountant, UK, 501 to 1,000 employees*
- “ Prioritise work-life balance by offering flexible schedules and remote work options to accommodate personal needs, which significantly boosts employee satisfaction and loyalty. *Associate or Attorney, NZ, 201 to 500 employees*
- “ Not making us work crazy hours. There's only so long you can be productive for and something that is very off-putting to me about other firms is the idea of working these ridiculously long days, just for the sake of it. I also appreciate that the partners show empathy - when you're sick, when you're struggling with something in your personal life or at work. *Associate or Attorney, AU, 11 to 20 employees*

Competitive compensation and benefits

- “ Investing in people as an asset, including compensating appropriately and providing tangible growth opportunities. *Administrative or Operations, US, 2 to 10 employees*
- “ We offer a competitive wage, good incentives and a good work-life balance. *Partner, UK, 51 to 200 employees*
- “ We put together a very generous compensation for our employees...we include not only a generous salary, but we have a sign up bonus...we offer a great health insurance program and we are focused on our employees mental health so we can avoid things like office burnouts. *Law Clerk or Paralegal, US, 11 to 20 employees*

Culture, recognition, and career development

- “ Our internal mentorship program is key. We pair junior staff with senior partners to focus on career development and networking, making employees feel valued and invested in for the long term. *Senior Associate or Senior Attorney, UK, 501 to 1,000 employees*
- “ What really helps us keep people is recognizing good work openly and consistently. *Partner, US, 21 to 50 employees*
- “ To ensure that everyone knows precisely what they are aiming for, we publish explicit promotion criteria and skill requirements at each level. *Senior Associate or Senior Attorney, UK, 21 to 50 employees*

SECTION 3

Technology and systems

This section discusses how firms' technological choices are impacting their operational efficiencies.

Automating repetitive workflows ranked as top technology investment priority

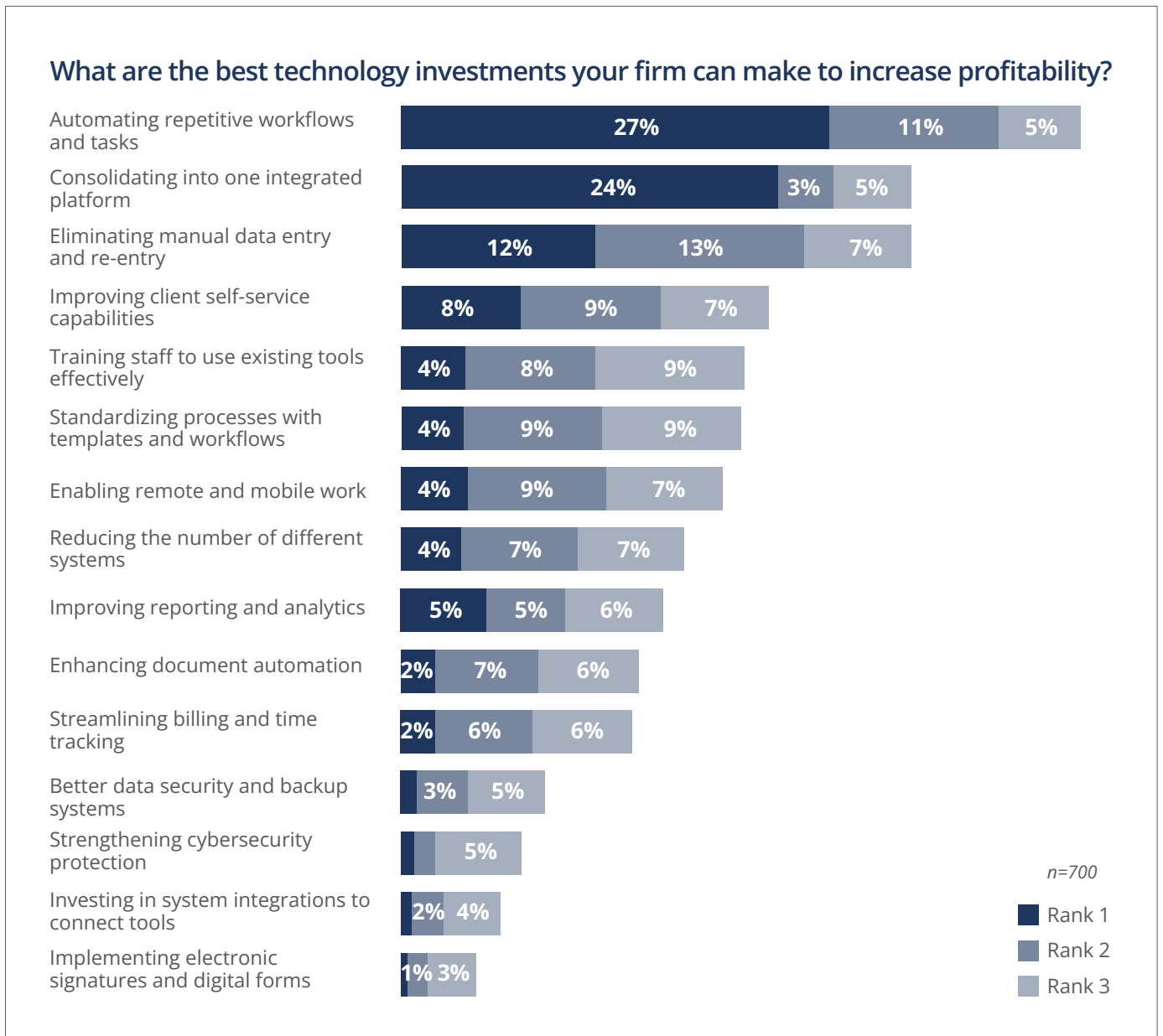
In a profession where time directly correlates to revenue, technology should be leveraged so practitioners can focus their time on high-value work. The right technology investments can manage workflows, decrease time spent on non-billable tasks, and ultimately drive profitability.

Legal professionals identify automating repetitive workflows and tasks as the top technology investment their firm can make to increase profitability. 43% include it in their top three, heavily outpacing other options. More than a quarter (27%) rank it as their top priority. This reflects the profession’s recognition that reducing repetitive

work offers significant efficiency gains and allows legal professionals to focus on higher-value activities.

32% rank consolidating into one integrated platform as a top-three priority, with 24% ranking it as the best technology investment a firm can make. A further 32% rank eliminating manual data entry and re-entry, with 12% placing it at the top of their list.

Considering their top technology investment beliefs, it’s clear that time is viewed as the most important asset for legal professionals.



BELIEFS AND ADOPTION

Regional technology priorities reveal distinct strategic approaches beyond automation

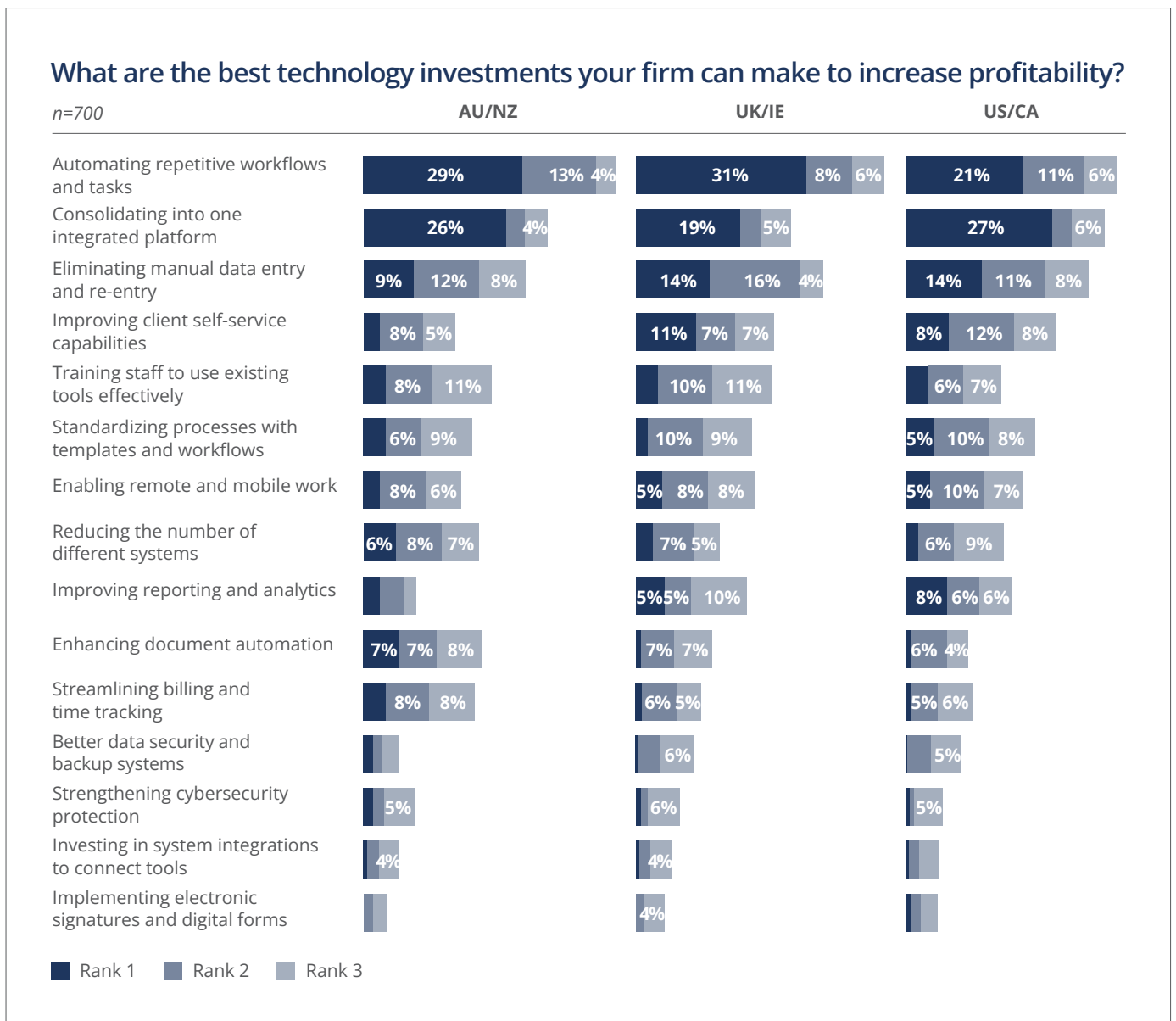
While automation, platform consolidation, and eliminating manual data entry dominate globally, each region shows unique strategic priorities that reflect their market dynamics and operational challenges.

The US/CA region leads in keeping client self-service capabilities in focus (28% top three). The region prioritizes improving reporting and analytics (20% top three), especially relative to AU/NZ with only 9% giving it top-three priority.

The UK/IE, similar to the US/CA, also sees value in improving client self-service (25% top three), as well

as interest in reporting and analytics capabilities (20% top three). Globally, it is the only region where eliminating manual data entry (34% top three) takes precedence to consolidating into one integrated platform (28% top three).

After the top three investment recommendations shared by all three regions, AU/NZ's next leading recommendation is training staff to use existing tools effectively, with 23% of respondents placing it in their top three. Together with reducing the number of different systems (21% top three), the region appears interested in getting more out of their existing technologies.

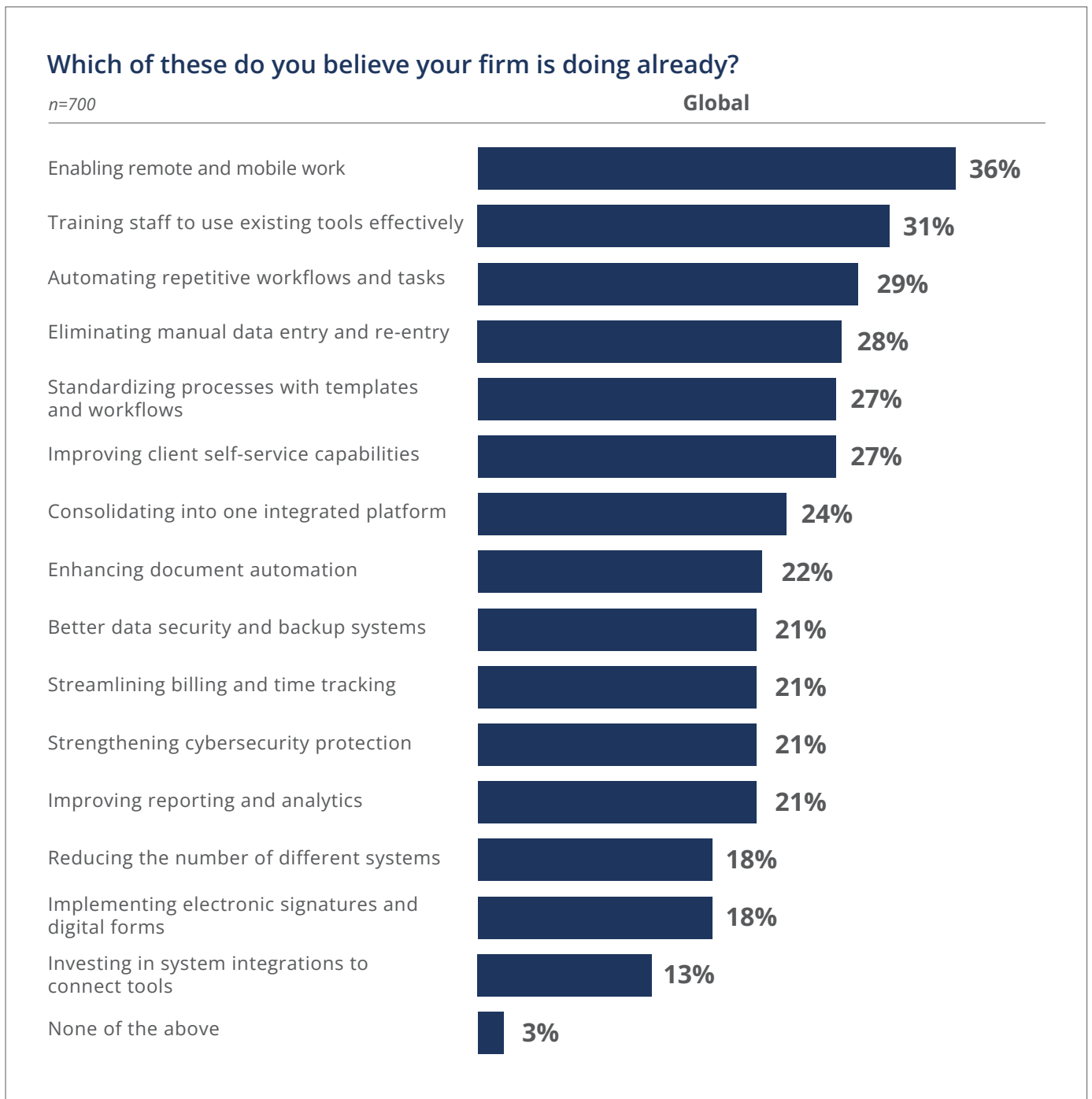


BELIEFS AND ADOPTION

Globally, only 3 in 10 firms are investing in automating repetitive workflows, a further 3 in 10 in eliminating manual data entry.

Many of the surveyed legal professionals say their firms are not investing in certain key technologies to make their staff more efficient. Only 29% believe their firms invest in automating repetitive workflows and tasks; 28% for eliminating manual data entry and re-entry. This means that potentially 71% and 72%, respectively, are not investing in the kinds of tools that can cut down on manual work and improve profitability.

It's also worth noting the large gap in training, as well. Only 31% believe their firms invest in training staff to use existing tools. This is an important consideration, as improving technology and training staff to use it effectively are two strategies firms can implement together to help improve profitability.



BELIEFS AND ADOPTION

Most commonly reported tech investment is client self-service capabilities for US/CA (32%); enabling remote and mobile work for AU/NZ (48%) and UK/IE (34%)

Globally, responses were quite similar regarding which technology investments surveyed legal professionals believe their firms have invested in. However, some interesting differences did emerge.

In AU/NZ, 48% report their firms are investing in enabling remote and mobile work. This falls to 28% for US/CA, representing a 20% gap – the widest between any two regions.

The second largest gaps are seen in improving client self-service capabilities (US/CA 32% vs. AU/NZ 21%) and eliminating data entry and re-entry (UK/IE 32% vs. AU/NZ 21%).

Though the differences are small, they do suggest slight regional preferences for profitability-driven investments in technology.



Top technology solutions recognized for profitability are document management (34%), time tracking/billing (30%), and practice management (27%)

Legal technology encompasses many different aspects of the practice. Where profitability is concerned, respondents identify the top technology categories globally as document management and automation (34%), time tracking and billing software (30%), and practice management platforms (27%). At the bottom of the list are customer relationship management (8%), mobile apps for remote work (8%), and matter/project management tools (3%).

Document management and automation is the clear priority across the three regions. Apart from that, the US/CA again stood out in prioritizing client portal and communications tools in their top three, instead of practice management. As for the UK/IE region, workflow and case management tools is their second most common answer (29%), which is followed by time tracking and billing software at 28%. Practice management platforms did not appear in the UK/IE top three.

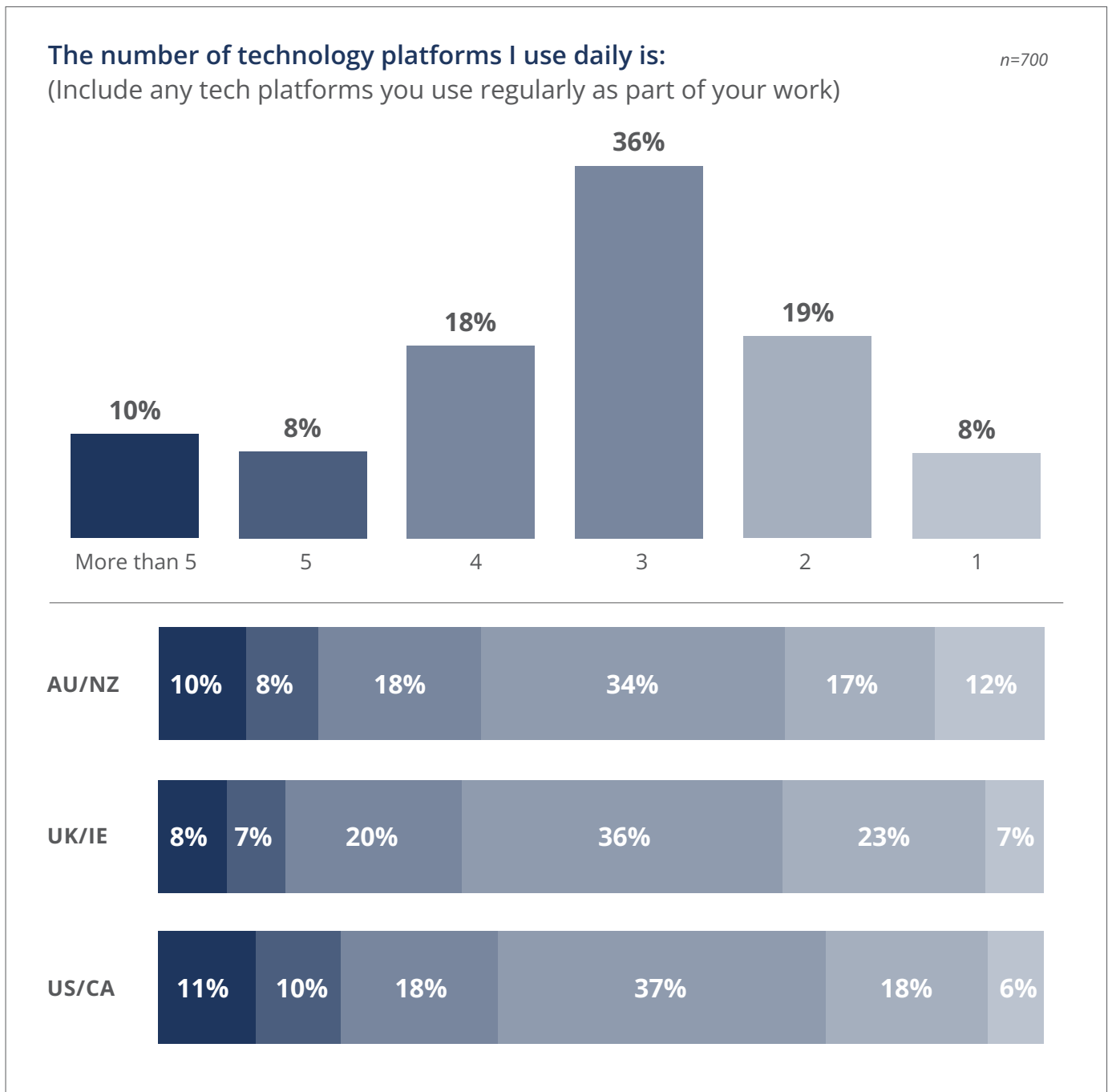


The majority of legal professionals (72%) use at least three platforms daily

Most respondents report using between 2 to 4 platforms on a daily basis (73%). Of these, the most common number is three platforms daily (36%).

Across the three regions, three remains the most common number of platforms used daily, with 37% reporting it for the US/CA region, 36% for the UK/IE region, and 34% for the AU/NZ region. In the US/CA, 1 in 5 respondents (21%) use 5 or more platforms daily, representing the largest proportion across the board.

Dealing with multiple platforms can create friction, especially if these solutions are cross-functional. Legal professionals recognize this as they rank consolidating into one integrated platform second overall as a technology investment to increase profitability (see page 41). While integration between platforms can mitigate challenges (explored further in 'Tech Stack' on page 48), managing multiple systems - logins, interfaces, updates - still impacts efficiency and workflow.



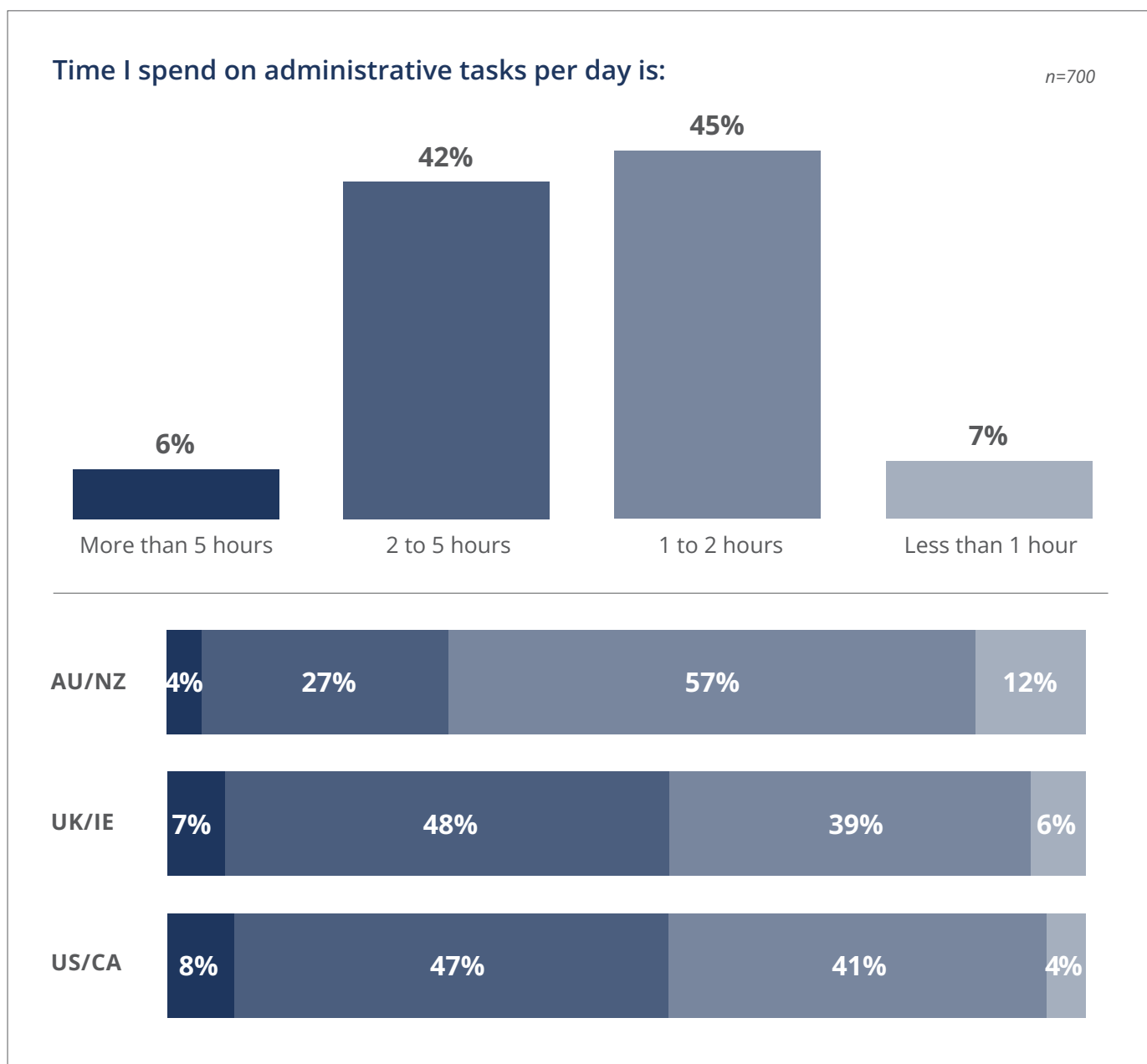
About 4 in 10 (42%) legal professionals spend 2-5 hours daily on admin tasks

Administrative tasks are necessary but time-consuming. They also represent a significant drain on billable capacity. According to survey respondents, 45% spend 1 to 2 hours a day on such tasks, while around 42% spend between 2 to 5 hours. 6% of legal professionals spend more than 5 hours per day on non-billable administrative work. This administrative burden varies notably by region. For the US/CA and the UK/IE, almost half (47% and 48%, respectively) spend between 2 and 5 hours on administrative duties.

They also have higher rates of respondents spending over 5 hours a day.

For AU/NZ, the majority (57%) spend 1 to 2 hours. This region also has the largest percentage of firms that spend less than 1 hour on administrative tasks (12%).

If firms are billing between \$300-500 per hour, even 2 hours of daily admin work translates to \$150,000-\$250,000 in annual opportunity cost per fee earner.



Automation and delegation to support staff lessens the load of administrative tasks

Attorneys' time is often consumed by administrative tasks rather than billable work. Automation or the provision of support staff can help ease the burden of manual tasks.

What is your firm doing well, or not so well, in terms of administrative tasks?

Automation and technology adoption

- “ Automation is key and standard format documents cuts down staff time. *Associate or Attorney, UK, 51 to 200 employees*
- “ Since implementing some AI, we've reduced admin time. *Senior Associate or Senior Attorney, UK, 21 to 50 employees*
- “ We have integrated our practice management system (LEAP) with our accounting system (Xero) to streamline billing. The timesheeting in LEAP has improved and is now considered reliable enough to bill directly from there. *Administrative or Operations, AU, 11 to 20 employees*

Support staff and delegation challenges

- “ To every 2 lawyers there is a secretary. Great administrative support. *Counsel, AU, 1,000+ employees*
- “ [Clear] delegation, assign admin tasks to paralegals or support staff rather than lawyers doing everything. *Manager, UK, 51 to 200 employees*
- “ Again, too much administrative tasks being put on managing partners. *Administrative or Operations, CA, 501 to 1,000 employees*

Administrative burden and process inefficiency

- “ Too much admin, not enough client tasks. *Associate or Attorney, UK, 201 to 500 employees*
- “ The amount of overhead makes it so that I cannot focus on more important things. Clients get frustrated but the sheer amount of paperwork has to get done. *Law Clerk or Paralegal, US, 51 to 200 employees*
- “ Due to poor system integration, many jobs are still completed by hand which causes delays and increases the amount of time spent on administrative labour. *Partner, UK, 501 to 1,000 employees*

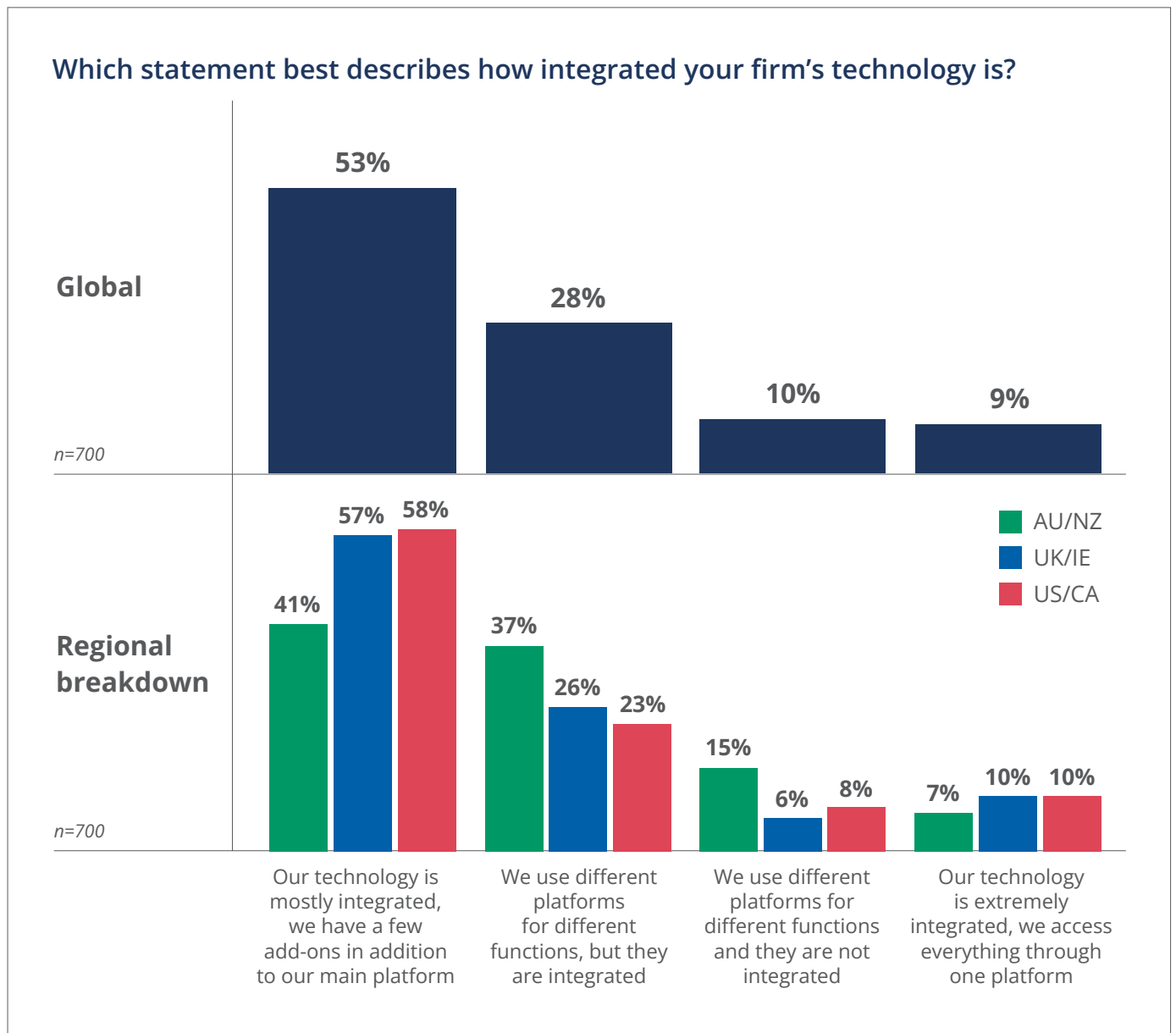
53% describe their tech stack as ‘mostly integrated’ with some add-ons to their main platform

Over half (53%) describe their firm’s technology as mostly integrated. Additionally, 28% report their firm is using different platforms for different functions, but they are integrated. Only a few (9%) describe their firm’s technology as extremely integrated and accessed through one platform.

While the majority of legal professionals use three or more platforms daily (see page 45), their firms seem to have achieved some level of integration between their systems. The prevalence of add-ons to main platforms (53%) suggests that even the most comprehensive solutions need supplementary tools to meet specific workflow requirements.

This points to the reality that no single platform can address every need and smooth integration with specialized add-ons is important for operational efficiency.

According to respondents, 58% of firms in the US/CA region, 57% in the UK/IE region, and 41% in the AU/NZ region use mostly integrated technology with a few add-ons. In the AU/NZ region in particular, a significant number (37%) use different platforms for different functions, but are still integrated.



Openness to new technology such as AI and integrated systems can boost operational efficiencies

Efficient firms are supported through AI and integration, while difficulties arise due to fragmented systems.

What is your firm doing well, or not so well, in terms of your technology stack?

Lack of system integration and fragmented platforms

- “ Our technology is not integrated at all. All our processes have to be completed manually and data often has to be input into a number of different systems, which is time consuming and inefficient. *Administrative or Operations, UK, 1,000+ employees*
- “ We require multiple log-ins for different applications, which expire multiple times throughout the day and waste time in the process. Our calendars don't integrate with our time-keeping software. Our client and billing platforms don't integrate with our DMS. *Counsel, AU, 501 to 1,000 employees*
- “ Different systems, no integration, repeated data entry. *Counsel, AU, 2 to 10 employees*
- “ There are many different platforms creating difficulties accessing data. *Senior Associate or Managing Partner, CA, 51 to 200 employees*

Technology adoption and investment progress

- “ We have an excellent IT team and the firm owners regularly get involved with making sure tech is of a high standard and constantly improving. We have great backup systems and security in place and we are regularly updating software. *Consultant, AU, 21 to 50 employees*
- “ Management are very open to new technologies and processes to improve work flow and work product. *Senior Associate or Senior Attorney, AU, 2 to 10 employees*
- “ We need to use more AI. *Manager, UK, 51 to 200 employees*
- “ Using a main database from the 80s. *Counsel, AU, 51 to 200 employees*

AI and automation implementation

- “ Investing in AI. *Senior Associate or Senior Attorney, UK, 1000+ employees*
- “ Slowly supporting the integration of different systems. *Senior Associate or Senior Attorney, AU, 201 to 500 employees*
- “ Looking into moving away from current practice management system, towards a precedent bank that will integrate with our document management system. *Associate or Attorney, AU, 51 to 200 employees*

Two-thirds (66%) recognize their tech stack as advantageous or helpful to profitability

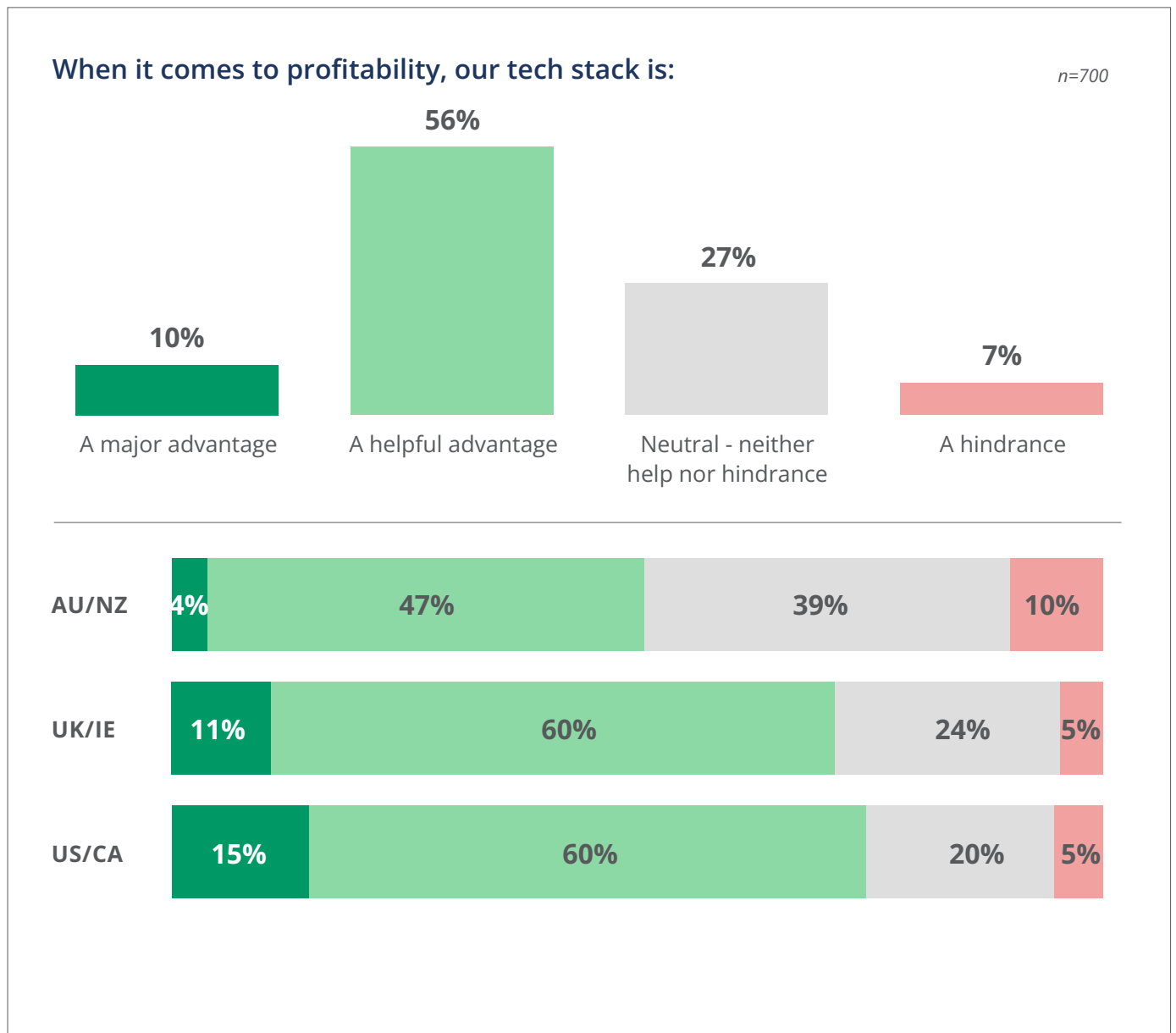
The majority of respondents (66%) report their current tech stack as advantageous to profitability. 56% see it as a helpful advantage, while 10% believe it to be a major advantage. At 7%, very few view their tech stack as a hindrance.

When it comes to the separate regions, all three generally believe that their current tech stack is a helpful or major advantage to profitability. Between 71-75% in the US/CA and the UK/IE hold this position, while only 51% in AU/NZ share this sentiment. Additionally, nearly two-fifths of the AU/NZ cohort (39%) have a neutral standpoint on whether their current tech stack is an advantage or not.

The technology confidence gap in the AU/NZ cohort is likely influenced by many factors, but there are perhaps some clues to be found in what they report their firms are investing in (see page 43).

AU/NZ report lower rates of firm investment in eliminating manual data entry and re-entry and improving client self-service capabilities, two areas that can often demonstrate time savings.

Considering this, it may be slightly harder for legal professionals in this region to see a clear return on investment in their tech stack.



Leveraging system integrations and AI drives operational efficiency

Competitively advantageous firms centralize their operations as well as maximize AI capabilities, while those who are still utilizing outdated technologies and fragmented platforms are at a disadvantage.

What is your firm doing well, or not so well, in leveraging technology for competitive advantage?

Technology for driving efficiency and productivity

- “ Technology helps a lot with communication and efficiency, giving our firm amazing results. *Associate or Attorney, US, 51 to 200 employees*
- “ We are doing well as most of our systems are integrated. *Counsel, CA, 11 to 20 employees*
- “ All contact with a client is automatically attached to a file and time recording is made and kept. *Partner, AU, 2 to 10 employees*
- “ Our firm is doing really well in how we use all the tech we use daily to get most of our work done faster as well. *Administrative or Operations, UK, 51 to 200 employees*

System integration and cost impact

- “ Automated invoicing has led to a 30% increase in collection speed. *Senior Associate or Senior Attorney, IE, 1,000+ employees*
- “ Our CRM has cut our cost compared to last year by 30 to 40%. *Partner, US, 2 to 10 employees*
- “ We are using outdated case management software that lacks integration with our billing system. This forces manual data entry between platforms, which is time-consuming and prone to errors. *Senior Associate or Senior Attorney, UK, 501 to 1,000 employees*
- “ Our email does not integrate with our time recording, nor does it integrate with any document management system. Our document creation is all single-creation, absent any automation of any merged data, due to the absence of a DMS. *Senior Associate or Senior Attorney, AU, 21 to 50 employees*

AI adoption and implementation

- “ [F]ully automated and AI is extremely effective [at] boosting efficiency. *Counsel, UK, 11 to 20 employees*
- “ Learning new ways to improve like cloud systems and AI tools. *Administrative or Operations, US, 501 to 1,000 employees*
- “ They are using AI to save time but it's causing us less profits. *Associate or Attorney, UK, 51 to 200 employees*

The lack of automation and system integration drives operational inefficiency

Legal professionals cite platform consolidation and automation of manual tasks as missing features from their firm's current technological capabilities.

What critical features or capabilities are missing from your current technology that prevent you from working more efficiently?

System integration and platform consolidation

- “ Our systems don't talk to each other, so we spend too much time on manual data entry. *Associate or Attorney, US, 11 to 20 employees*
- “ We lose time manually transferring data across systems since our platforms don't communicate with one another and the data is dispersed. *Senior Associate or Senior Attorney, UK, 21 to 50 employees*
- “ We still lack a fully integrated system that allows us to handle everything without having to juggle between different tools. *Senior Associate or Senior Attorney, US, 21 to 50 employees*

AI-driven and automation capabilities

- “ Routine processes like data entry, document authoring and matter updates are not automated by AI-driven features. *Partner, UK, 501 to 1,000 employees*
- “ Lacks full automation, integration and advanced analytics, slowing efficiency significantly. *Administrative or Operations, UK, 1,000+ employees*
- “ The most critical missing features are advanced workflow automation and AI-powered tools. Our current systems lack the ability to automatically route tasks, intelligently categorize and file incoming emails and documents, or use AI to assist with initial document review and draft generation. *Senior Associate or Managing Partner, CA, 51 to 200 employees*

Document management and workflow automation

- “ Stronger automation for standard contracts would cut down the time spent reformatting old templates. *Associate or Attorney, UK, 11 to 20 employees*
- “ Missing document automation in my law firm's tech stops me from working faster. *Counsel, UK, 51 to 200 employees*
- “ Precedents are generic and basic. Technology requires training. *Partner, AU, 2 to 10 employees*

Strategic technology investment delivers measurable returns

Firms grow profitability by investing in technology, streamlining processes, and automating tasks.

What is one piece of advice about technology and profitability?

Invest in technology (it's worth it!)

- “ Don't skimp if it will make things easier for the team. *Associate or Attorney, AU, 21 to 50 employees*
- “ Spend the money, because the technology is worth it; it's helped the most with processing everything through other employees. *Counsel, US, 501 to 1,000 employees*
- “ Invest in technology and [allow] your personnel to focus on value-added and profitable/chargeable work. *Administrative or Operations, IE, 1,000+ employees*
- “ Invest in AI-powered e-discovery tools. The upfront cost is high, but the time saved on document review quickly translates into lower-case overhead and a significant boost to overall profitability. *Senior Associate or Senior Attorney, UK, 501 to 1,000 employees*

Consolidate and integrate systems

- “ Stop buying random tech. Decide to pick one and stick with it, [then] integrate into it fully and properly. Choose one solid platform (case management, billing, document automation, time tracking) [and] get everything all in one place. Train all the employees properly [and] make every process run through that system. Use the analytics. *Partner, UK, 2 to 10 employees*
- “ I would tell them to consolidate everything to one platform or as few platforms as possible, this will streamline the work and make everything more efficient. *Senior Associate or Managing Partner, CA, 2 to 10 employees*
- “ For us, profitability improved once we stopped buying tools we never fully used. *Partner, US, 21 to 50 employees*
- “ Invest in technology that actually integrates your workflows, not just adds more tools. The biggest boost to profitability comes from choosing systems that reduce duplication. *Administrative or Operations, UK, 51 to 200 employees*

Automate routine work

- “ Staff members can be relieved of repetitive tasks by investing in the suitable tools that can perform these tasks. *Law Clerk or Paralegal, UK, 201 to 500 employees*
- “ Invest in technology that automates routine work and improves workflow efficiency so lawyers can spend more time on high-value, billable tasks that drive profitability. *Partner, CA, 51 to 200 employees*
- “ Invest in automation for routine work—document drafting, intake, billing and scheduling. The more you remove manual tasks from lawyers and staff, the more time shifts to billable or high-value work, which directly boosts profitability. *Senior Associate or Senior Attorney, US, 21 to 50 employees*

SECTION 4

AI and responsible integration

This section discusses the integration of AI and its various roles in firm processes.

49% use integrated AI tools regularly or daily, another 8% consider it core to their daily work

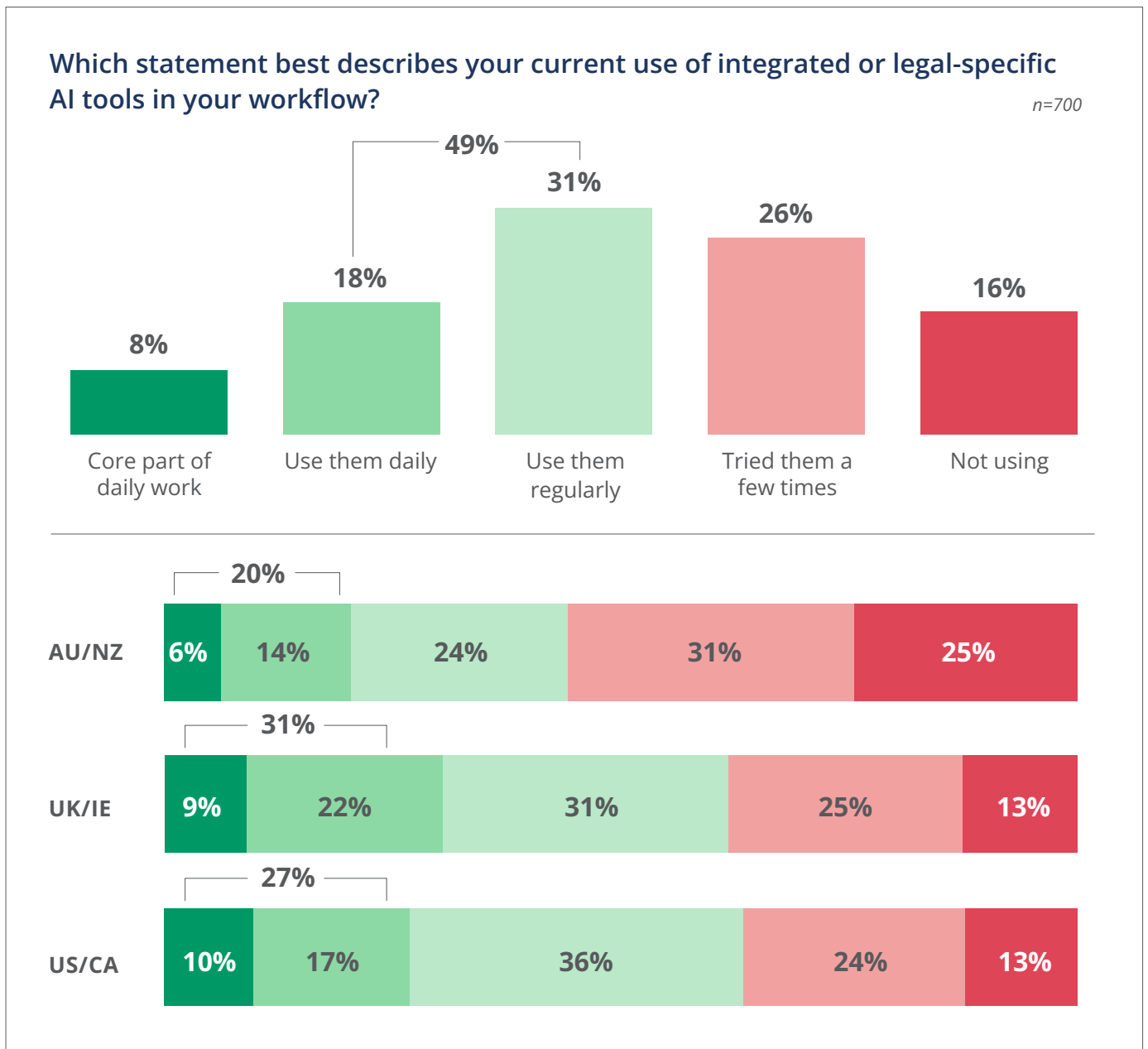
Integrated AI tools refer to AI features or capabilities built into legal software, either added onto existing platforms or designed into newer solutions. As more legal technology platforms introduce AI features, 8% are already using them as a core part of their daily work, 18% report daily usage, and 31% have begun using integrated AI tools regularly.

By contrast, one in four (26%) have only tested them out a few times and another 16% are not using them at all.

Many legal professionals in the UK/IE (31%) and US/CA (36%) regularly use integrated or legal specific

AI tools in their workflow. The UK/IE reports more frequent usage by a larger percentage of respondents, as 31% report using such tools on a daily basis or consider it a core part of their daily work.

By contrast, a total of 56% in AU/NZ are either not using legal-specific AI tools in their workflows (25%) or have tried them a few times (31%). Compared to the UK/IE and US/CA regions, these figures suggest that legal professionals in AU/NZ have the lowest rates of adoption for integrated or legal-specific AI tools.



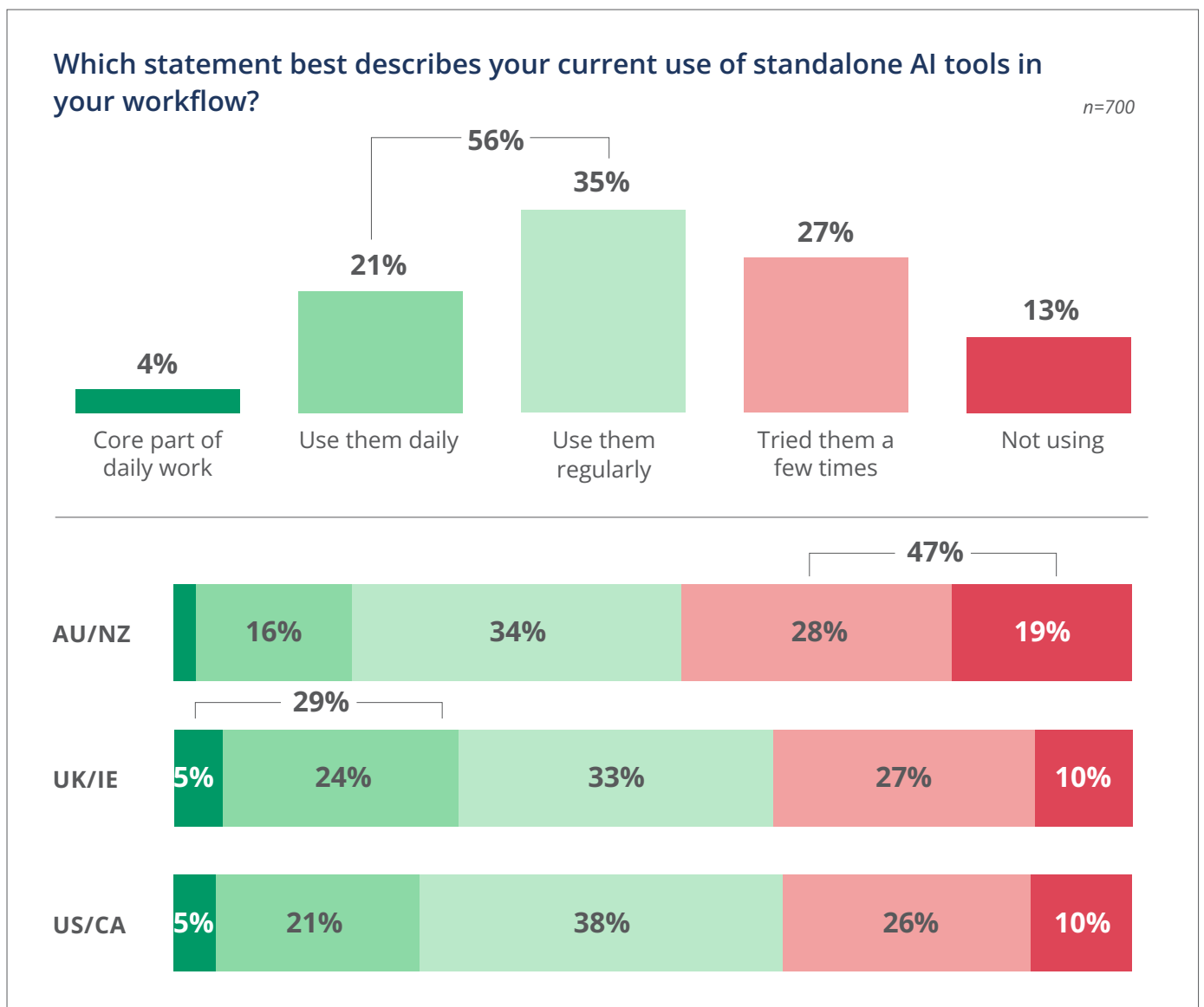
56% use standalone AI tools regularly or daily; only 4% use it as a core part of daily work

Globally, respondents report slightly higher usage of standalone AI tools (such as ChatGPT, Copilot, Claude, etc.) than integrated or legal-specific AI. Of the legal professionals surveyed, 60% say they use standalone AI tools on a regular basis compared to 57% for integrated AI tools (see page 55).

Differences in usage rates between the two are small, and using one tool does not exclude use of the other. The barriers to begin using standalone tools may be lower than those related to integrated tools, but almost as many respondents have used integrated tools, likely favouring more efficient workflows and the security and compliance features designed for law firms.

Experimentation with standalone tools can build familiarity with AI, and legal professionals who understand its capabilities may be better equipped to evaluate and then adopt integrated solutions designed specifically for their practices.

The UK/IE region shows the heaviest use, with 29% saying they use standalone AI tools either daily or as a core part of their daily work. The US/CA region shows the lowest percentage of legal professionals who have tried the tools a few times or are not using them (36% total). In contrast, the AU/NZ data shows 47% of respondents have either tried them a few times or are not using the tools at all.



More positive impact shown from integrated AI tools (34%) vs. standalone AI tools (15%)

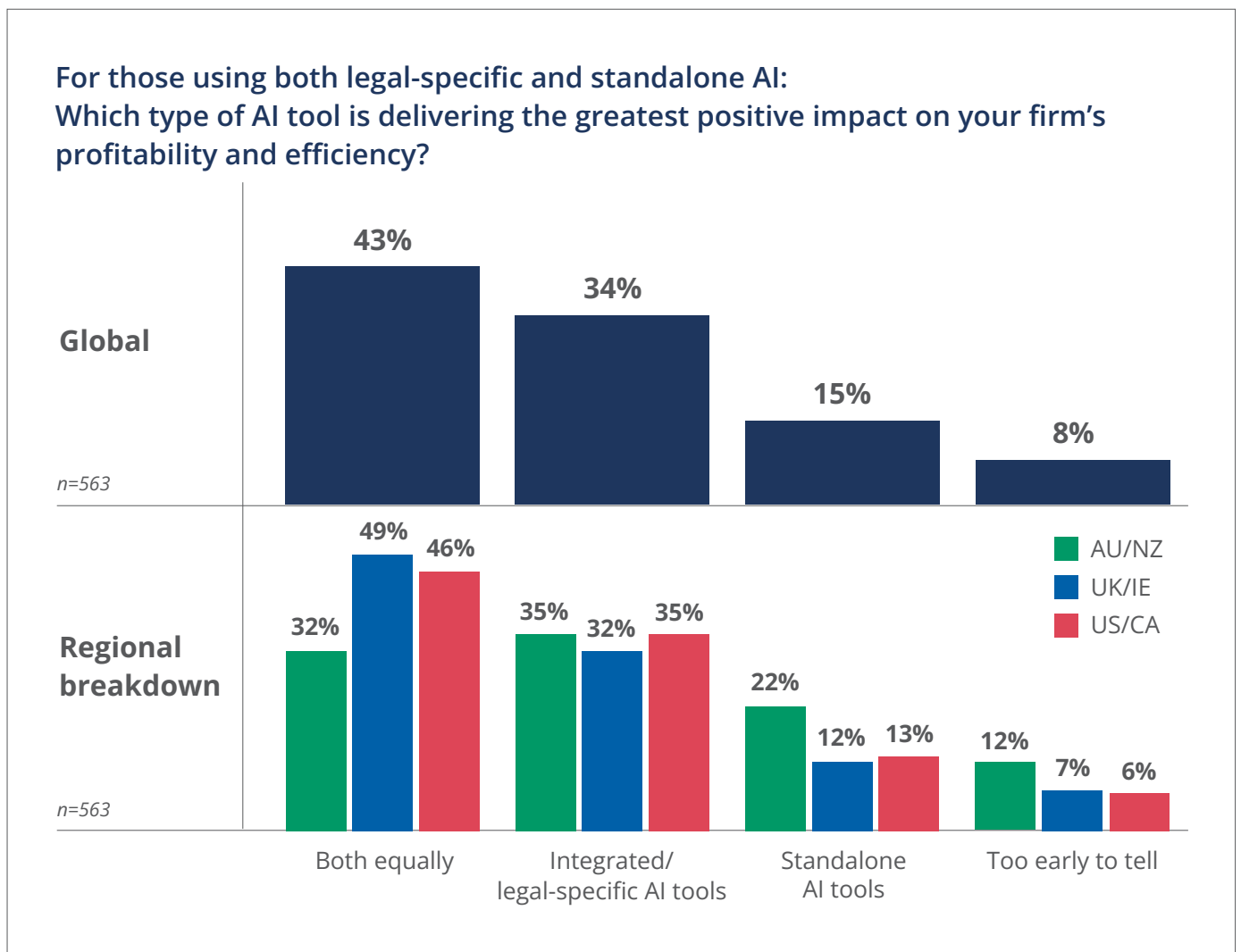
Users of both standalone AI and integrated AI tools were asked which type delivered greater impact to efficiency and profitability. According to 43% of respondents, both legal-specific and standalone AI tools deliver equally positive impact. However, more than twice the number (34%) of legal professionals surveyed say that integrated/legal-specific AI tools deliver more positive impact on profitability and efficiency for their firm compared to standalone AI tools (15%).

The key difference lies in workflow integration. Integrated AI tools are purpose-built for legal work, accessing data and documents where practitioners already work, while standalone tools require switching platforms and manually transferring information. The 43% who see equal impact likely find value in both approaches - integrated AI for workflow-embedded

tasks and standalone tools for quick drafting or brainstorming outside their primary systems.

The 34% favouring integrated AI may credit their efficiency gains from eliminating context switching or the need to train up standalone tools in order to perform within their specific legal workflows.

In the regions of the UK/IE and US/CA, respondents find that both AI technologies deliver great positive impact. They also find integrated/legal-specific AI tools to have greater impact compared to standalone AI tools (32% for the UK/IE and 35% for the US/CA). By contrast, the largest percentage of AU/NZ legal professionals believe that integrated/legal-specific tools deliver the greatest positive impact (35%), while only 32% believe that both tools have equally positive results.



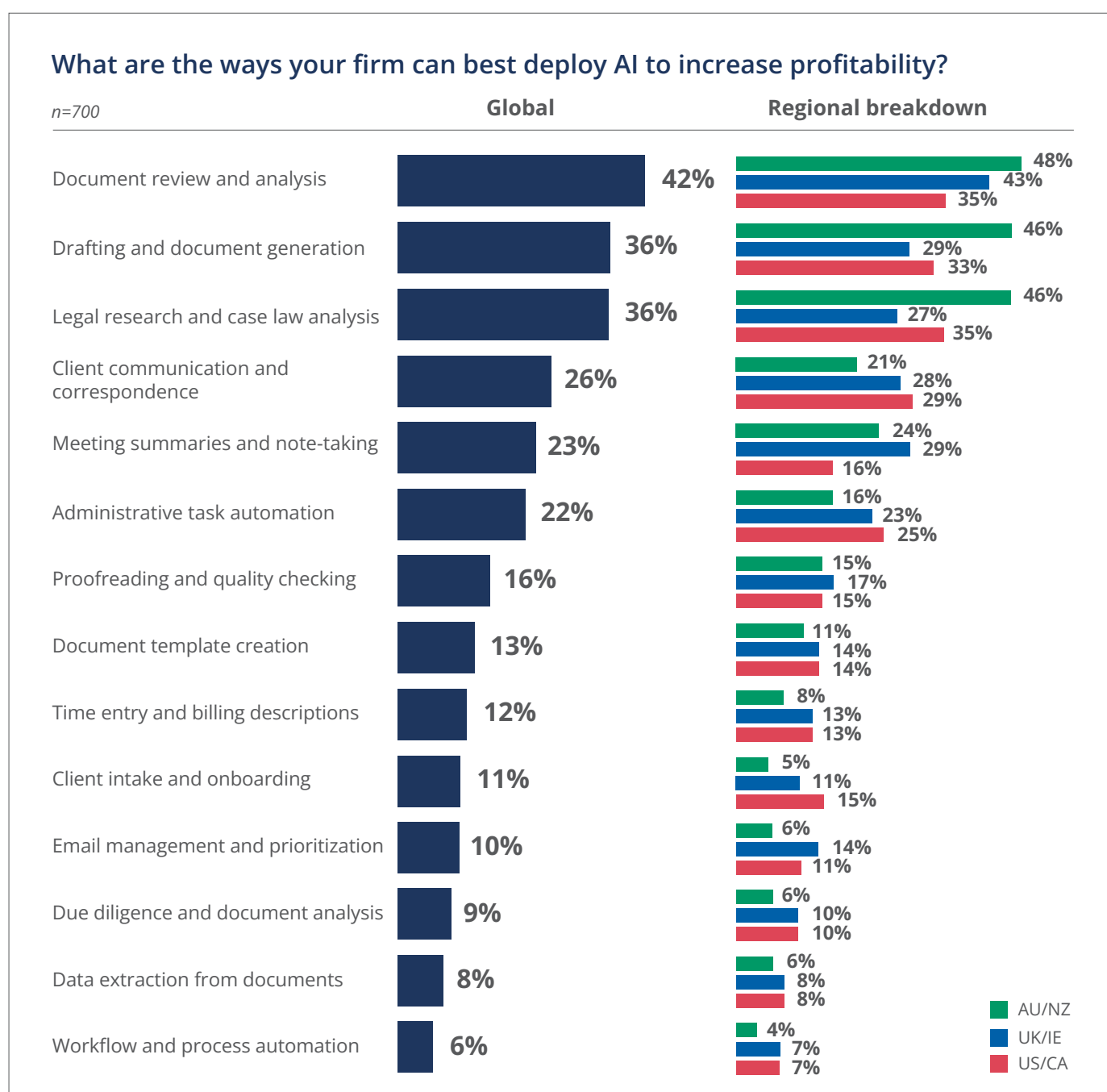
Document review (42%), document generation (36%), and legal research (35%) seen as top ways to use AI to boost firm profitability

Overall, two in five (42%) legal professionals surveyed believe that AI could increase profitability by assisting in the review and analysis of documents. Generation and drafting of documents (36%) and legal research and case law analysis (36%) follow closely behind.

The three regions are similar in thinking that AI could increase profitability through document review and analysis. A higher concentration of respondents in AU/NZ (48%) and the UK/IE (43%)

believe it to be one of the ways to best deploy AI, compared to the US/CA (35%) where client communication (29%) and administrative task automation (25%) were comparatively higher than other regions.

Meeting summaries and note-taking were relatively higher in the UK/IE region, included by 29% in responses, and legal research and case law analysis was a standout response for the AU/NZ region at 46%.

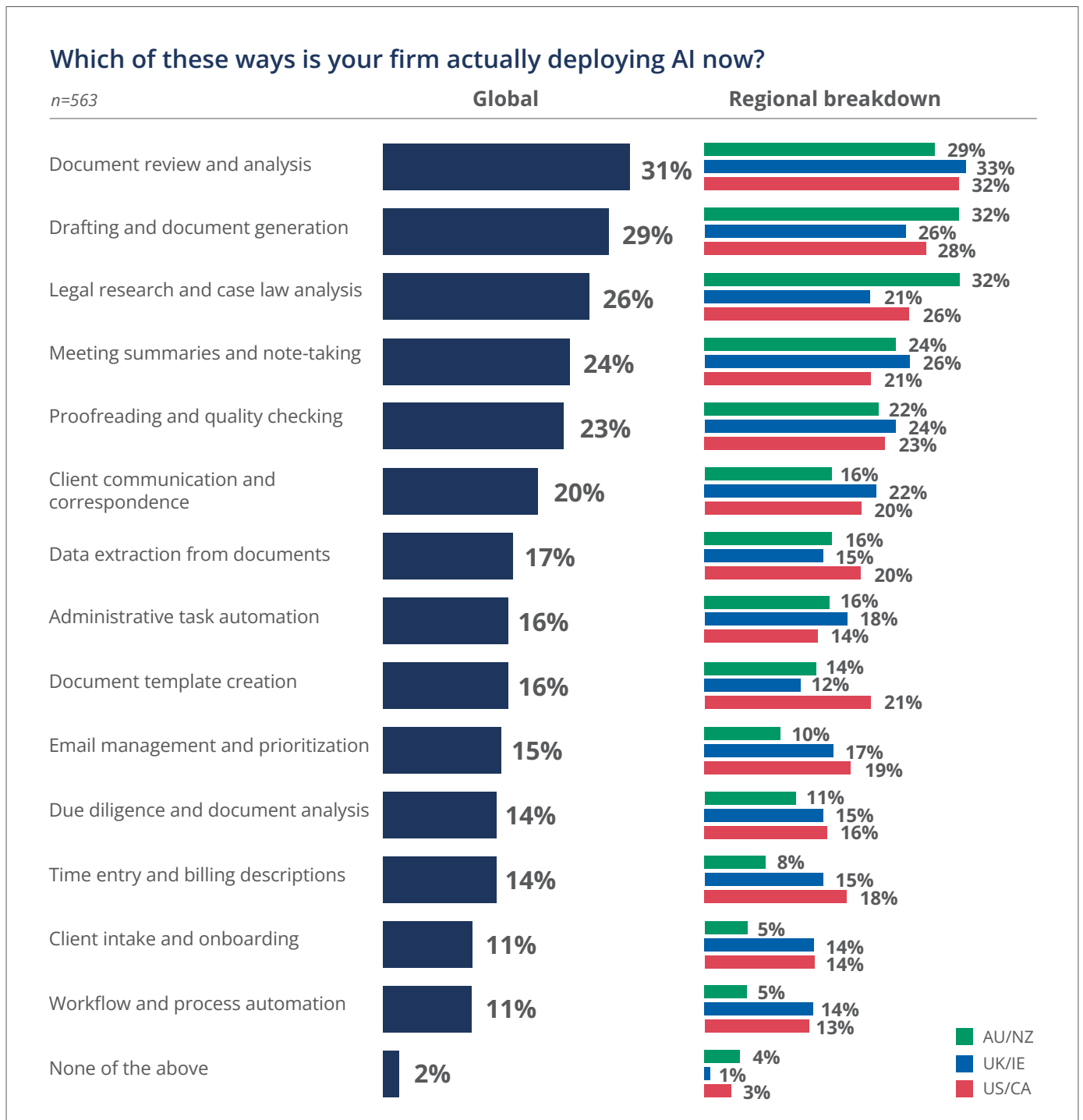


Firms are already taking action: 31% say their firms are using AI for document review, 29% for document generation, and 26% for legal research

Currently, according to respondents, 31% of firms are utilizing AI for document review and analysis. This is followed by drafting and document generation (29%) and legal research and case law analysis (26%). There are noteworthy gaps between the ways legal professionals believe their firms deploy AI vs.

what they view as the best deployments to increase profitability (see page 58).

In AU/NZ, for example, 48% believe document review and analysis is one of the best deployments, yet only 29% say their firms have actually deployed AI for this use.



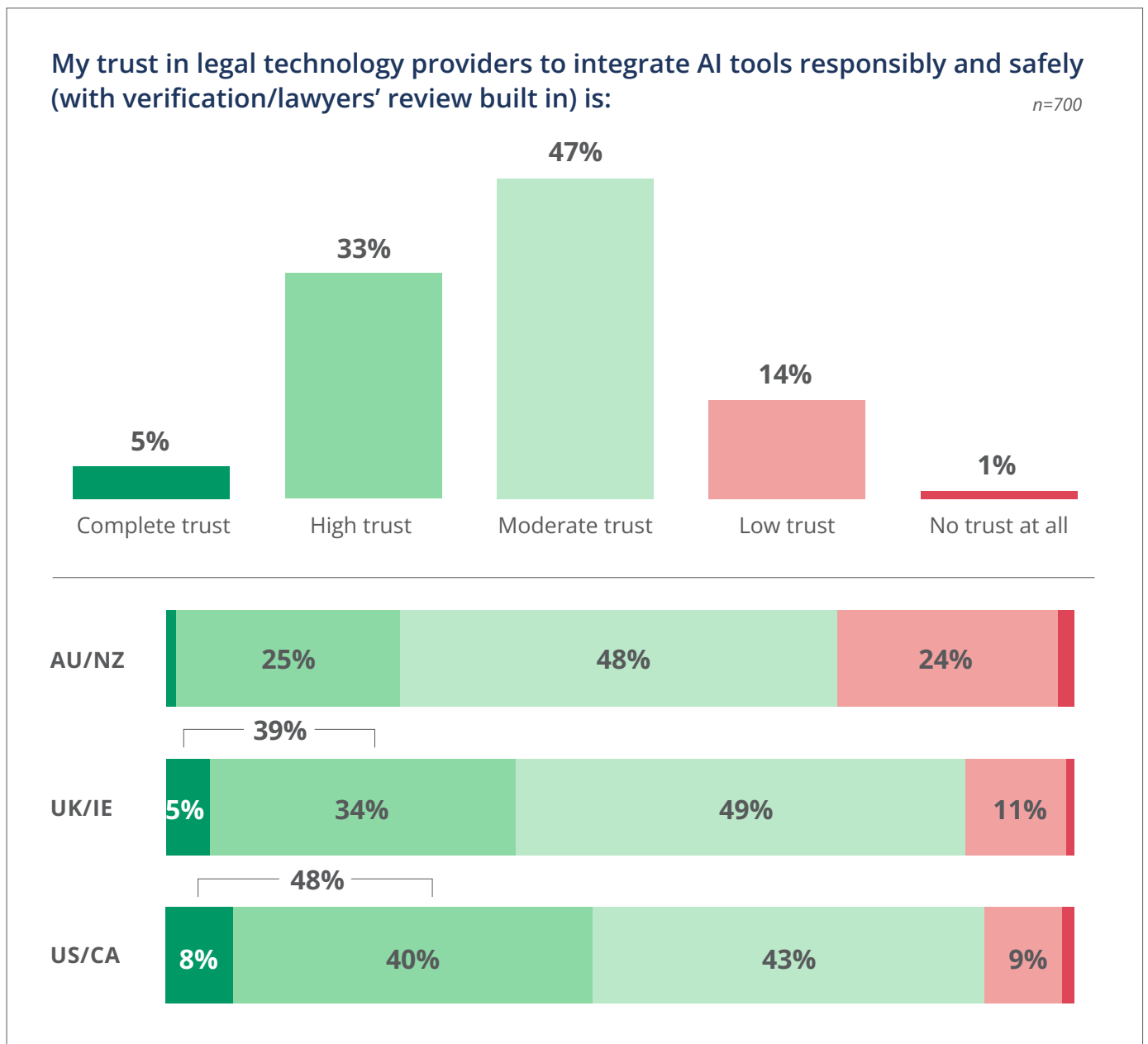
Almost 4 in 10 (38%) have high or complete trust in legal tech providers when integrating AI

Legal work involves high-stakes accuracy, necessitating that legal practitioners utilize tools and processes with little to no margin of error. The trustworthiness of AI tools depends on responsible integration practices such as verification processes, built-in lawyer reviews, and safeguards that preserve the professional judgment central to legal practice.

Respondents were asked if they trusted technology providers when it comes to integrating AI responsibly and safely, such as having an in-built lawyer review system.

On this matter, 33% have high trust in the providers of AI tools, while 5% have total trust. Nearly half, however, report moderate trust in these providers (47%).

Of the three regions, the US/CA region has the most trust in legal technology providers, with 48% displaying high or complete trust. This is followed by the UK/IE, with nearly 2 out of 5 (39%) showing high or total trust in providers. AU/NZ shows the highest rates of low trust at 24%, though 25% still report high trust in legal technology providers.



AI trust varies widely, firms split between cautious integration and phased adoption

Firms with high AI trust are ensuring they have guardrails (human verification, AI policy, vetting of the tools), while others remain unconvinced about AI's readiness.

Can you tell us more about what your firm is doing well, or not so well, regarding trust in AI and responsible integration?

Human oversight, training, and careful vetting required

- “ Our firm is doing well by carefully vetting AI tools and ensuring lawyers review outputs before use. However, we're still learning how to fully integrate these tools into everyday workflows without slowing down processes. *Administrative or Operations, NZ, 11 to 20 employees*
- “ Giving staff sufficient training on how to use AI tools professionally. *Administrative or Operations, CA, 201 to 500 employees*
- “ I think my firm understands what to actually ask the AI...and what not to ask the AI... *Junior Associate or Junior Attorney, UK, 51 to 200 employees*

Early/planning stage: developing policies and exploring options

- “ [Translated from Irish (Gaelic)] It takes transparency, aligning values, and designing security layers. *Senior Associate or Senior Attorney, IE, 501 to 1000 employees*
- “ We believe there can be ways to be more effective with AI but we have to be careful in our domain. *Senior Associate or Senior Attorney, CA, 201 to 500 employees*
- “ We [intend] to greatly increase the use of AI. *Senior Associate or Senior Attorney, US, 21 to 50 employees*

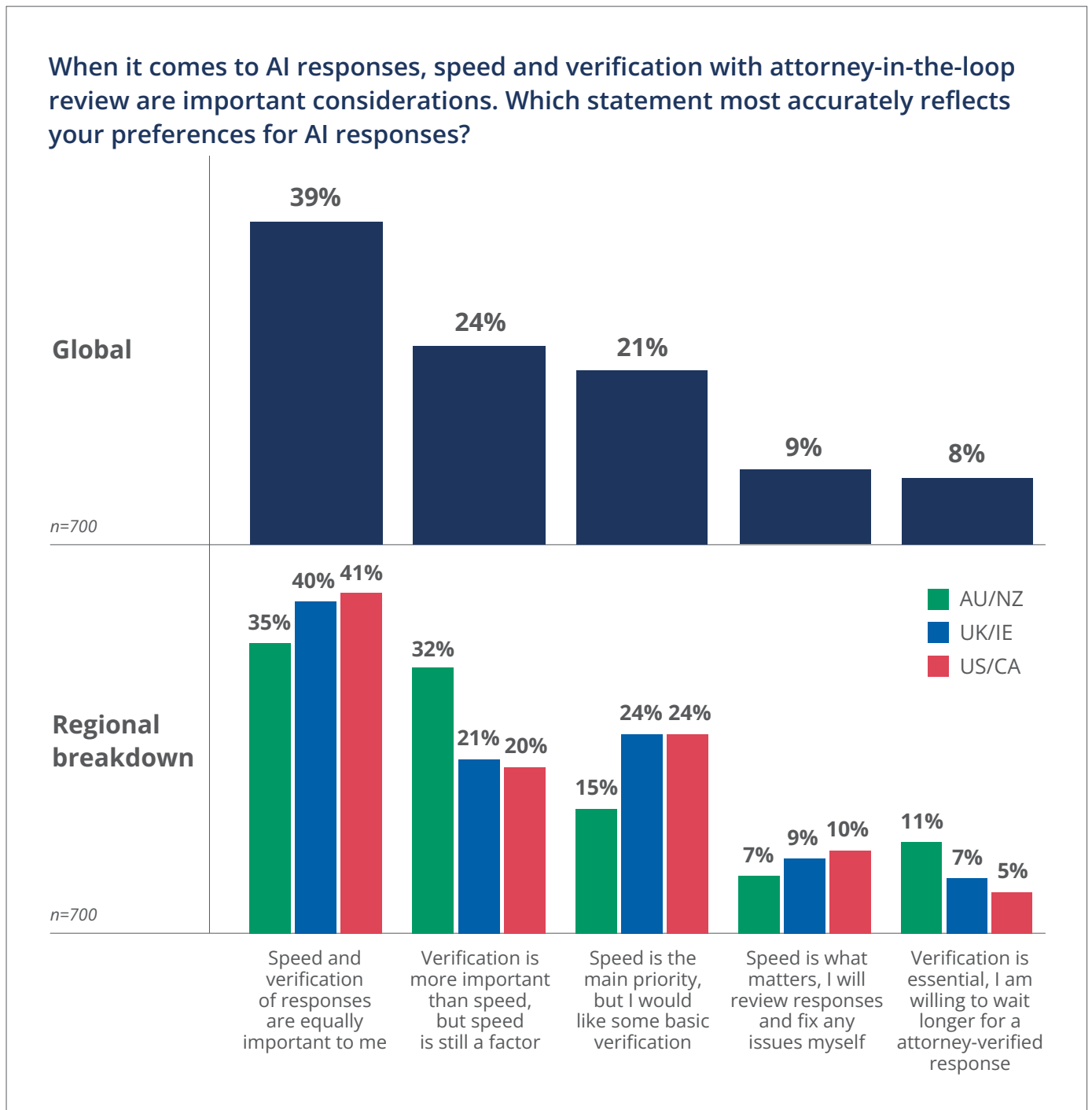
Limited trust - AI not ready for complex work

- “ We don't use AI and I love that. I do not want to use AI and I do not trust it. *Associate or Attorney, AU, 11 to 20 employees*
- “ [I] believe AI has limited utility at this time - test uses have been unsuccessful. *Partner, AU, sole practitioner*
- “ AI is not accurate right now. *Administrative or Operations, CA, 11 to 20 employees*

Between speed and verification, 39% prefer AI to prioritize both simultaneously

Legal professionals across the globe prefer that AI delivers both quick and accurate responses, a sentiment reflected by 39% of those surveyed. For those with a slight preference but regard to both speed and verification, 24% say verification is more important than speed and 21% say speed is their main priority. Although both factors are important, the scales seem to be tipping slightly towards accuracy as the priority.

In each region, most respondents say speed and verification of responses are equally important. Respondents in the US/CA and UK/IE regions illustrate the importance of speed to them, with 34% and 33% respectively selecting answers giving speed preference. By contrast, 43% of AU/NZ respondents answered with a preference for verification. AU/NZ also has the highest proportion (11%) answering that verification is essential.



AI usage provides speed for legal research but should require human verification

Speed is the primary benefit that AI provides attorneys; however, attorneys do not wholly trust AI responses.

Can you tell us more about what your firm is doing well, or not so well, in AI efficiency (as it relates to verification)?

Human verification and attorney-in-the-loop required

- “ We do well by having a partner double-check every AI-generated brief before client use. We struggle with the latency of the AI tool; faster initial drafts would improve efficiency considerably. *Senior Associate or Senior Attorney, UK, 501 to 1,000 employees*
- “ After the generation of AI responses, our lawyers verify the response by checking out the caselaw and the legislation cited by AI. *Partner, AU, 11 to 20 employees*
- “ Our firm balances speed and accuracy well. We use AI to generate drafts quickly, but lawyers always review and refine responses to ensure quality. Sometimes the review step slows things down, but it ensures we maintain high standards. *Administrative or Operations, NZ, 11 to 20 employees*
- “ Due diligence is vital and we require 100% human decisions for any legal work. *Senior Associate or Senior Attorney, UK, 201 to 500 employees*

Not using AI (still at early adoption stage)

- “ We are not using AI in any official capacity at all. *Counsel, AU, 501 to 1,000 employees*
- “ We are currently in the process of creating an AI policy so we'll be using in the future. *Administrative or Operations, UK, 51 to 200 employees*
- “ We are only beginning to examine AI options for the firm. *Partner, CA, 51 to 200 employees*

AI speed and efficiency benefits

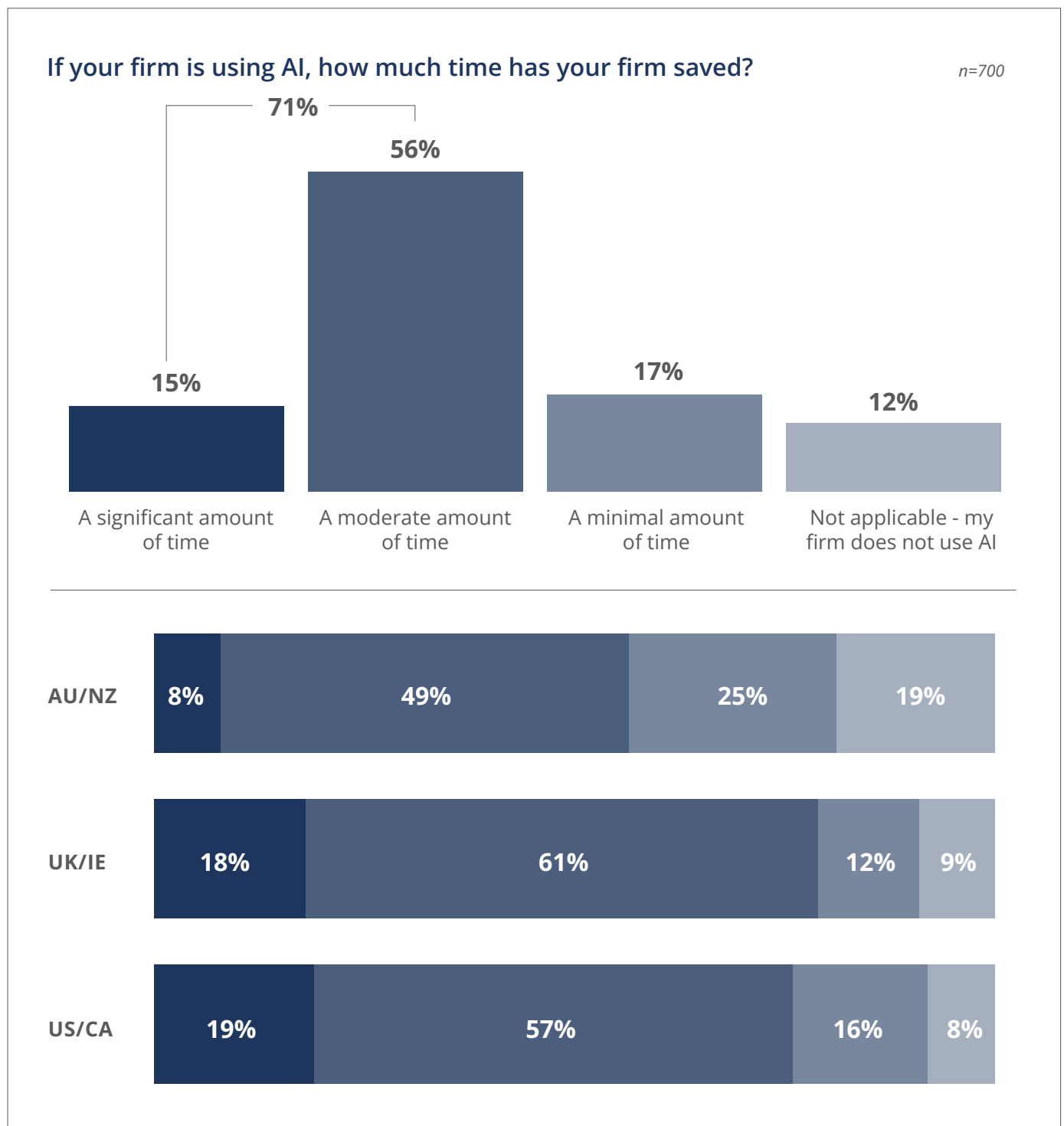
- “ It gives the analysis of the case within 4 hours and proceeding to file petition is prompt. *Senior Associate or Managing Partner, CA, 11 to 20 employees*
- “ They need to integrate this for legal research and analysis so it's quicker to get through cases. *Associate or Attorney, UK, 501 to 1,000 employees*
- “ AI's speed is just what we need to run our firm effectively. *Partner, UK, 51 to 200 employees*

AI TIME SAVINGS

71% report firms save moderate or significant amounts of time by using AI

The biggest advantage that AI tools provide is saving practitioners' time, freeing them up from repetitive and non-billable tasks to focus on valuable legal work. According to 15% of respondents, the use of AI saves a significant amount of time, while over half (56%) report moderate time savings and 17% report minimal time savings. Overall, 88% of respondents say their firms are saving time by using AI.

By comparison, more legal professionals in the US/CA region report that their firms have saved a significant amount of time than other regions (19%), with UK/IE respondents reporting 18%, and only 8% of AU/NZ answering similarly.



AI saves time and money spent on manual tasks

Time and money is saved through the use of AI. However, this tool is still prone to errors and attorneys still have to spend time to verify the accuracy of the output.

What is your firm doing well, or not so well, in getting value out of AI?

Time savings and efficiency gains

- “ We are doing well with AI for basic document review, saving us about 3-5 hours per week. However, we are not using its full potential for legal research synthesis due to lack of staff training. *Senior Associate or Senior Attorney, UK, 501 to 1,000 employees*
- “ AI has been a blessing; it saves me at least 10 hours every week and is way ahead in terms of time. *Senior Associate or Senior Attorney, US, 11 to 20 employees*
- “ My firm is doing really well in this area, saving loads of time and money since we started using AI products with our technology really well and regularly as well. *Administrative or Operations, UK, 51 to 200 employees*

Limited or early-stage adoption with training gaps

- “ Not confident in the AI products yet, significant re-write is still needed. *Administrative or Operations, AU, 11 to 20 employees*
- “ Need to roll out AI so all lawyers have access, not just partners. *Senior Associate or Senior Attorney, AU, 1,000+ employees*
- “ We are not reliant on AI tools as we could be - still heavy reliance on manual work (e.g. proofreading, billing). *Administrative or Operations, IE, 1,000+ employees*

Trust, accuracy and verification concerns

- “ Still find errors and not quick to get something useful. *Senior Associate or Senior Attorney, AU, 1,000+ employees*
- “ More time is spent on verifying the responses or updating a wrong response. *Senior Associate or Senior Attorney, AU, 51 to 200 employees*
- “ AI saves the initial time of drafting or proofreading, but lawyers are required to check the outputs of AI. *Junior Associate or Junior Attorney, AU, 1,000+ employees*

Before using AI, attorneys require training on how to best utilize this tool

Firms wish they were aware of AI's time-saving benefits, the need for human verification of AI outputs, and how to best utilize the tool beforehand.

What did you wish you'd known about AI before starting?

AI accuracy and need for verification

- “ I wish I'd known that AI tools often 'hallucinate' plausible but false details (like made-up case precedents in our legal work)—we had to spend extra time verifying outputs to avoid errors, which initially ate into the efficiency we'd hoped to gain. *Counsel, NZ, 51 to 200 employees*
- “ That everything that it tells you isn't true some of them are not facts. *Senior Associate or Senior Attorney, IE, 2 to 10 employees*
- “ I wish I had fully appreciated that AI is not a knowledge engine, but a pattern-matching statistical model. *Senior Associate or Managing Partner, CA, 51 to 200 employees*

Ease of use and time-saving benefits

- “ The ease of use. *Senior Associate or Senior Attorney, IE, 21 to 50 employees*
- “ I wish I knew how much time it would save. Giving more time to have client time. *Partner, UK, 21 to 50 employees*
- “ How fast and efficient it is. *Administrative or Operations, UK, 51 to 200 employees*

Training, prompts, and learning requirements

- “ I wish I'd known that AI tools require consistent, specific prompt tuning—generic requests often produce vague or off-target results, so we wasted weeks refining inputs before getting useful outputs. *Counsel, NZ, 51 to 200 employees*
- “ I wish I had known how important clear data preparation is for getting accurate and useful AI results from the start. *Partner, CA, 51 to 200 employees*
- “ More training on how to best use it. *Senior Associate or Senior Attorney, UK, 51 to 200 employees*
- “ To train it properly. *Senior Associate or Senior Attorney, US, 51 to 200 employees*

Firms are hesitant to adopt AI due to: verification, security concerns, lack of AI training

Despite AI's potential benefits, AI still lacks completely accurate responses and robust data security, and not all firms are properly trained to use this new technology.

What is one thing preventing your firm from adopting AI?

Trust, accuracy, and verification concerns

- “ How unreliable it can be and how it can make up false information. *Associate or Attorney, AU, 2 to 10 employees*
- “ Cannot rely on it for accuracy. *Senior Associate or Senior Attorney, AU, 201 to 500 employees*
- “ The hallucinations. *Associate or Attorney, UK, 21 to 50 employees*

Security, privacy, and data protection concerns

- “ Is it safe and legal. *Owner/Director, AU, 2 to 10 employees*
- “ That it uses our questions to train itself. It's not that secure. *Associate or Attorney, UK, 501 to 1,000 employees*
- “ Security concerns, quality/accuracy concerns, uncertainty where most appropriate to deploy/utilize. *Senior Associate or Managing Partner, CA, 501 to 1,000 employees*
- “ I would like to know about the drawbacks and security level and how my data would be safe. *Senior Associate or Senior Attorney, UK, 501 to 1,000 employees*

Knowledge, training, and understanding gaps

- “ How to write prompts to give the AI the correct command. *Administrative or Operations, IE, 51 to 200 employees*
- “ How much training and customization is actually needed to make it truly useful. *Administrative or Operations, US, 201 to 500 employees*
- “ Useful command prompts to interrogate things sharply and acutely. *Junior Associate or Junior Attorney, AU, 21 to 50 employees*

Conclusions

This global report reveals the gaps between profitability potential and execution across legal practices worldwide. While 93% of legal professionals see moderate to high potential for increased profitability, realizing that potential requires closing the gaps in technology implementation, people investment, and operational efficiencies. These insights provide a roadmap for firms to move from recognition to action, drawn directly from practices and experiences of legal professionals across Australia, New Zealand, the United Kingdom, Ireland, the United States, and Canada.

01 | Close the technology execution gap

43% of legal professionals rank automating repetitive workflows in the top three best technology investments their firm could make to increase profitability, with another 32% including platform consolidation. Yet only 29% say their firms have implemented workflow automation; 24% for platform consolidation. 42% also report spending 2-5 hours daily on administrative tasks, potentially representing \$150,000-\$250,000 in annual opportunity cost per fee earner.

Key actions:

- Prioritize technology that eliminates manual, repetitive work
- Consolidate platforms to reduce context switching
- Focus on integration that connects systems rather than maintaining fragmented solutions

02 | Align people investment with retention realities

While 39% identify better technology and tools as a top three people investment priority, only 34% report that their firms provide it. Outdated or difficult-to-use technology and tools can contribute to retention challenges. 1 in 10 respondents report burnout causing retention issues as well. Poor knowledge retention potentially compounds losses, with 53% reporting limited or no documented processes for when people leave.

Key actions:

- Close the gap between people investment priorities and reality, particularly for tools that enable quality work
- Implement knowledge retention processes before turnover creates expertise losses
- Build training programs for both technical skills and emerging technology capabilities

03 | Leverage AI with appropriate verification

AI adoption is widespread as 49% already use integrated AI regularly or daily and 56% use standalone tools at a similar frequency. Over 71% report AI saves moderate to significant time - yet, it still requires verification.

Key actions:

- Move from experimentation with AI to structured implementation for document review, generation, and research
- Invest in training so all partners, attorneys, legal staff can leverage AI effectively
- Explore platforms with built-in verification and attorney-in-the-loop workflows

Conclusions

04 | Address operational inefficiencies systematically

Pricing pressures (51%), technology gaps (40%) and people management challenges (38%) dominate revenue barriers. On the cost side, 44% cite excessive manual admin work and 37% struggle with too many systems. Nearly half (45%) recognize sustainable profitability requires balanced attention to both revenue and cost, not over-indexing on either alone.

Key actions:

- Address cost inefficiencies through integrated platforms that reduce administrative burden
- Ensure proper delegation so fee earners focus on billable work, not on administrative tasks
- Focus on communicating value and ROI rather than competing primarily on price

05 | Execute with integrated strategy

While 93% see profitability potential and 71% rank it as a high priority, the gap between potential and achievement stems from execution. Invest in technology that integrates with workflows. Train your people well and pay your people well. Focus on staff and profits will flow from that.

Key actions:

- Address technology, people, and operations together rather than in isolation
- Learn from successful practitioners: prioritize integrated platforms, invest in people capabilities and deploy AI strategically

APPENDIX

Country-specific insights

This section shows distinct and notable insights per location regarding profitability, people investment, tech, and AI.

Australia

Australian legal professionals show strong fundamentals in work-life balance and benefits, with notably lighter administrative burden compared to other markets. However, they face the steepest knowledge retention challenges when staff leave. AI adoption lags behind other regions, likely stemming from trust concerns (almost 1 in 3 report low trust in tech providers for responsible AI deployment). The region prioritizes verification over speed more than any other market, reflecting cautious technology adoption.



People, retention, and wellness

29% report their firms provide performance bonuses and incentives (highest globally)

17% say burnout is “not causing issues” at their firm (least burned out globally)

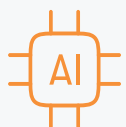
33% say their firm has no documentation when people leave (highest knowledge retention gap globally)



Technology and systems

66% spend 1-2 hours on admin tasks (highest proportion globally)

39% say their firms invest in document management and automation (highest globally)



Artificial intelligence and responsible integration

16% use legal-specific AI tools daily or as core part of regular work (lowest globally)

50% believe legal research and case law analysis best AI deployment for firms (highest globally)

32% have low or no trust in legal tech providers for responsible AI deployment (lowest trust globally)

New Zealand

New Zealand stands out for exceptional workplace wellness, with zero surveyed legal professionals reporting burnout as causing retention issues, a unique situation globally. The country prioritizes professional development over competitive salaries, valuing training and recognition programs as retention strategies. New Zealand also leads in client self-service investment and the highest adoption of integrated AI tools. They particularly leverage AI for client communication and proofreading. However, practitioners face the heaviest admin burden worldwide.



People, retention, and wellness

0% cite burnout as critical or causing retention issues at their firm (lowest retention issues globally)

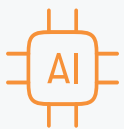
55% rank training and professional development over high salaries (43%) (unique to country)



Technology and systems

63% spend 2-5 hours on admin tasks; 8% spend more than 5 hours (highest globally)

39% believe their firms already invest in client self-service capabilities (highest globally)



Artificial intelligence and responsible integration

35% use legal-specific AI tools for daily/core part of work (highest globally)

37% rank client communication and correspondence for profitability (top AI belief for the country)

35% say firms already using AI for proofreading and quality checking (highest globally)

United Kingdom

UK respondents report that their firms excel in people investment, with the largest percentage believing their firms invest in mental health and wellness support, as well as reporting the highest training excellence. They lead in workflow automation and have the most frequent AI users, particularly in document review and analysis. With this combination of robust people support, automation focus, and more frequent AI usage, the UK could arguably be seen as the most digitally mature market in balancing human and technological investment.



People, retention, and wellness

37% believe their firms invest in mental health and wellness support (biggest support globally)

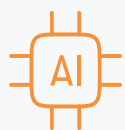
20% believe their firms invest in performance bonuses and incentives (highest globally)

17% believe firm's staff training and expertise levels are 'excellent' (highest globally)



Technology and systems

35% believe their firm invests in automating repetitive workflows and tasks (tied with NZ as highest globally)



Artificial intelligence and responsible integration

32% use standalone AI tools daily or as core part of daily work (highest globally)

40% say firms already using AI for document review and analysis (top use case for region)

Ireland

Only 9% of surveyed Irish legal professionals reported burnout as a non-issue at their firm - the lowest rate worldwide. To combat retention challenges, they lead in several people investments including training staff on existing tools and providing recognition programs. Ireland reports the highest AI time savings suggesting successful implementation delivering exceptional value. A technology gap emerges for time-tracking software as 36% identify it as top-three priority, but adoption is only at 7%.



People, retention, and wellness

9% say burnout is not causing issues at their firm (lowest percentage globally)

40% say firms invest in training staff to use existing tools efficiently (highest globally)

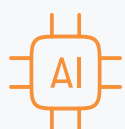
29% say firms invest in providing recognition and appreciation programs (highest globally)

27% say firms invest in performance bonuses (second highest globally)



Technology and systems

36% believe time-tracking and billing software give their firm the greatest profitability improvement (highest globally)



Artificial intelligence and responsible integration

16% see data security as tech investment priority for profitability (most concerned globally)

Only 8% say firms have deployed AI for administrative task automation (lowest adoption globally)

80% say AI saves their firm a moderate to significant amount of time (highest globally)

United States

US legal professionals demonstrate the strongest training outcomes, with 68% rating their training and expertise levels of staff as good or excellent. They lead in prioritizing client communication tools as strategic differentiators and manage the most complex tech stacks (13% use over 5 platforms daily). Despite fragmentation, they receive the best integration rates. AI adoption focuses heavily on legal research and document templates. The US shows the greatest trust in legal tech providers. And with significant AI time savings, it reflects comfort in rapid technology adoption.



People, retention, and wellness

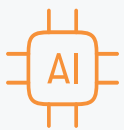
68% believe their firm's staff training and expertise levels are good or excellent (highest globally)



Technology and systems

30% believe "client portal and communication tools" a top tech solution for profitability (highest globally)

13% use more than 5 platforms daily (highest number globally)



Artificial intelligence and responsible integration

38% say firms already using AI for legal research and case law analysis (top use case for the country)

29% say firms already using AI for document template creation (highest adoption globally)

49% have high/complete trust in legal tech providers for responsible AI deployment (highest globally)

Canada

Canadian legal professionals lead in recognizing their tech stack as a competitive advantage and prioritize AI for administrative automation more than any other market. However, process standardization through templates remains surprisingly low. They demonstrate the strongest belief in legal-specific AI impact and AI adoption centres on document review. Canadian firms show the highest preference for speed over verification, suggesting comfort with rapid AI-assisted workflows.

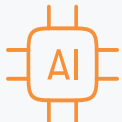


Technology and systems

27% believe administrative task automation one of best AI deployments for profitability (highest globally)

17% believe their firm's tech stack is a major advantage for profitability (highest globally)

Only 19% say their firms invest in standardizing processes with templates and workflows (lowest globally)



Artificial intelligence and responsible integration

23% say AI saves their firm a significant amount of time (highest globally)

43% believe legal-specific AI is delivering the greatest impact for their firm (highest globally)

33% say their firm is already using AI for document review and analysis (top AI use case for the country)

39% reported a preference for speed over verification in AI responses (highest globally)

About LEAP Group



Used by over 71,000 legal professionals across 6 different countries, LEAP is the world's largest provider of cloud software for law firms. LEAP's legal software solutions offer the best depth and functionality, developed through over 30 years of innovation. To this day, LEAP continues to deliver industry-leading products attuned to the ever-changing needs of modern law firms.

To see what LEAP can do for your firm, visit www.leaplegalsoftware.com.

About Agile Market Intelligence



Agile Market Intelligence is a market research agency that delivers meaningful insights and analysis for more informed decision-making.

Our expertise is in delivering robust quantitative and qualitative research, combining the voice of our survey participants with expert methodologies to explore attitudes and behaviours of consumers, investors, customers, employees, and more.

For more information about how we can help you navigate your marketplace, visit www.agilemarketintelligence.com.au.

Customer Stories

"As a sole practitioner focused on scaling my business, I could not imagine operating without LEAP. Through both Matter AI and Law-Y, the newest members of my team have had an immediate and positive impact on my workload. The ability to seamlessly search and consolidate the history of my client data means quicker turnaround for document preparation and research. I recommend LEAP to anyone who is ready to scale their operations!"



Michael Liddiard
Managing Partner

6,000+ Canadian legal professionals use LEAP in Canada



