
CHAMBERS NEWLAW 2026

The Leading Lawyers and Law Firms in NewLaw

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Alternative Legal Service Providers Asia-Pacific Region

Alternative Legal Service Providers	
Asia-Pacific Region	
Leading Firms	
Band 1	
Elevate	
Herbert Smith Freehills Kramer LLP	
Konexo (Eversheds Sutherland)	
KorumLegal	
NOVA8	
Band 2	
Allens	
Axiom Law	
Epiq	
Band 3	
Integreon	
LOD	
Peerpoint (A&O Shearman)	
Leading Individuals	
Band 1	
Bedford Simon NOVA8	
Coghlan Emily Herbert Smith Freehills Kramer LLP *	
Kutsal Tuna Herbert Smith Freehills Kramer LLP	
Rahiri Titus KorumLegal	
Zahedi Safa NOVA8	
Band 2	
Kozaris Lisa Allens	
Mehta Karan Allens	
Shakespeare Rob KorumLegal	
Urdang Ben Herbert Smith Freehills Kramer LLP *	
* Indicates individual with profile.	
Alphabetical order within each band. Band 1 is highest.	

offers a cloud-based operations platform, Enterprise Legal Management, to help clients optimise and simplify their legal work.

Herbert Smith Freehills Kramer LLP

What the team is known for

Global law firm Herbert Smith Freehills Kramer LLP has a very strong reputation across the APAC region, including for its digital legal delivery practice. The team has expertise in eDiscovery and legal technology, legal operations advisory work and strategic transformation projects for in-house legal teams.

Strengths

"The practitioners completely understood our sector and were super commercial."

"Herbert Smith Freehills Kramer acts like part of the team, which is really valuable. The team has a good understanding of how we work. The practitioners are also proactive in reaching out and understanding our pipeline."

"The team is responsive, pragmatic and client-focused."

Work highlights

Herbert Smith Freehills Kramer LLP supported Coles Supermarkets on its sustainable energy plan by drafting and preparing lease variations to enable the installation of solar panels and infrastructure.

Notable practitioners

Emily Coghlan is partner in Herbert Smith Freehills Kramer's digital legal delivery practice group in Australia. She is a strong choice to handle the tech-enabled delivery of review optimisation processes. Her clients include international banks and government entities. **Strengths:** *"Emily Coghlan is outstanding."* **Tuna Kutsal** is head of operations in Herbert Smith Freehills Kramer's digital legal delivery advisory practice. She assists clients with process design, operational transformation and technology strategy and implementation projects. **Strengths:** *"Tuna Kutsal is excellent. She is incredibly personable and deeply understands her clients. She is a trusted*

thought partner and creates a supportive environment." **Ben Urdang** is the head of ediscovery at Herbert Smith Freehills Kramer in Australia and is a strong choice to handle the tech-enabled delivery of review optimisation processes. His clients include international banks and government entities.

Strengths: *"Ben Urdang is really good. I have that level of comfort if I see his name on a matter: I know that he has that level of expertise and oversight."*

Konexo (Eversheds Sutherland)

What the team is known for

Konexo, the ALSP arm of Eversheds Sutherland, has offices in Hong Kong, Malaysia and Singapore. Its work in the region is particularly focused on the financial services sector. Clients benefit from its contract life-cycle management services as well as flexible legal staffing solutions, drawing on a bench of more than 1,200 contract lawyers.

KorumLegal

What the team is known for

KorumLegal has offices in Hong Kong and Singapore, as well as London. Clients benefit from a broad suite of services, with KorumLegal hosting over 200 consultants to meet flexible staffing needs and a range of legal operations requirements.

Strengths

"Korum is able to identify good candidates in a wide range of jurisdictions. The team has quick response times with good candidates."

"KorumLegal stands out for its flexible, cross-border support model and its ability to provide tailored regulatory advice across multiple jurisdictions. The firm demonstrates agility in addressing international legal matters related to new product launches and effectively navigates jurisdiction-specific requirements."

Work highlights

KorumLegal assisted the FinTech company Wirex with its international growth by providing a team of consultants across the EMEA and APAC regions.

Notable practitioners

Titus Rahiri, KorumLegal's CEO and founder, leads many of the firm's key matters and client relationships. He is known for his ability to assist international clients on global flexible staffing solutions and has additional expertise in compliance and regulatory review work. **Strengths:** "Titus is a great partner for us. He is always very responsive and willing to help us identify the best candidates based on our needs." "Titus has created a capable business that has an international reach." **Rob Shakespeare** is noted for his expertise in advising international clients on a range of cross-border flexible legal staffing and contract life-cycle management matters.

NOVA8

What the team is known for

NOVA8 is based in Singapore and has offices across the Asia-Pacific region, including in Malaysia and Hong Kong. Its services include flexible staffing, contract lifestyle management and managed services, and its clients include blue-chip corporates and international law firms.

Strengths

"NOVA8 has a strong team with solid expertise across key legal areas. The lawyers demonstrate a good depth of knowledge. Their collaborative approach and responsiveness ensure clients receive well-considered advice when dealing with complex issues."

"The practitioners have incredible knowledge of the market and client needs. They are fantastic at sourcing top tier secondees that never fail to impress clients."

"The main thing to highlight is bench strength. NOVA8 sent profiles at speed, so they have a strong bench, and the people were very good."

Notable practitioners

Simon Bedford is a strong choice to handle a range of flexible legal staffing and managed services matters. His clients include significant asset managers who he represents across a range of APAC jurisdictions. He offers additional expertise in the implementation of AI tools in legal work. **Strengths:** "Simon Bedford executes well, is responsive and provides quality service." "His focus on technology-enabled solutions and his understanding of the evolving ALSP landscape make him a strong and reliable partner." "Simon adds depth to NOVA8's offering through his strong client delivery and technology-driven focus. His involvement has been an important part of ensuring that our experience has been consistently strong." **Safa Zahedi** is a highly experienced corporate lawyer and handles many

of NOVA8's strategic mandates. His clients include significant financial services clients and he handles varied flexible legal staffing matters and managed services work across a range of APAC jurisdictions. He has additional capabilities assisting in the implementation of AI enabled optimisation solutions. **Strengths:** "Safa Zahedi is very commercial and nimble. He is able to understand our needs and allocate resources in a short period of time." "Safa Zahedi brings deep market knowledge and a strategic perspective that adds significant value to the partnership. His judgement, network and commercial instincts make him a trusted senior contact in our collaboration on secondments and ALSP strategy." "Safa Zahedi is a trusted senior adviser who brings experience, sound judgement and a clear commercial perspective to our engagements."

Band 2

Allens

What the team is known for

Allens acts for clients across a number of sectors, including banking, where the firm represents national banking groups. The firm also represents construction clients and clients in the property industry. Allens assists clients with due diligence as well as eDiscovery support.

Strengths

"The strategy Allens applies in connection with its work with us is really thought out and tailored to our organisational needs."

"Allens offers a range of technologies to solve complex problems."

Work highlights

The Allens Integrated Legal Solutions team helped the Westpac Banking Corporation legal team to meet their discovery obligations during a significant class action.

Notable practitioners

Lisa Kozaris is the Chief Innovation and Legal Solutions officer at Allens. She supports major financial services clients on a range of managed services matters and has additional expertise assisting clients on the implementation of AI-enabled solutions. **Strengths:** "Lisa Kozaris is quite strategic. She's very commercial in the way she approaches these things. She's quite hands-on in terms of the details." **Karan Mehta** is Head of Legal Technology and Client Services at Allens. He assists significant financial services clients on a range of managed services work. He has particular expertise in the implementation of AI-enabled optimisation pro-

cesses. **Strengths:** "Karan Mehta is always great to work with. His expertise in eDiscovery and legal tech is excellent. He articulates things in a non-complex way to our team and he is a really creative and outside-the-box thinker."

Axiom Law

What the team is known for

Axiom has a particularly strong offering in flexible legal services. The firm has offices in Hong Kong, Singapore and Australia.

Strengths

"Axiom is a strong players in terms of bench strength, responsiveness and making headway."

Epiq

What the team is known for

Epiq serves clients across the globe, and across a wide range of industries including financial services, insurance, law, healthcare and pharmaceuticals, energy, automotive services and technology. The firm assists such clients with regulatory risk and information governance as well as internal and global investigations. Epiq also assists clients with eDiscovery mandates including forensic collections, data insights and processing and hosting.

Band 3

Integreon

What the team is known for

Integreon has offices in the UK, the USA, the Philippines and India. The company offers a broad range of services, including document review, contract management, and cyber incident response and compliance projects.

LOD

What the team is known for

LOD provides flexible legal staffing services to a wide range of clients, providing the services of lawyers, paralegals as well as risk and compliance professionals. The firm also provides legal advisory services, as well as legal tech, to optimise the drawing up of commercial contracts.

Peerpoint (A&O Shearman)

What the team is known for

Peerpoint, the flexible legal staffing business of A&O Shearman, is widely respected in the APAC region. Peerpoint has offices in Hong Kong, Singapore and Sydney.

Alternative Legal Service Providers Europe-wide

Alternative Legal Service Providers
Europe-wide
Leading Firms
Band 1
AMBAR
Flex Legal
Lawyers for Projects
Band 2
Abroading
Andersen Spain
In-House Legal Solutions
Interim Legal AG
KPMG Abogados
Leading Individuals
Band 1
Deó Manuel AMBAR
Espin Rosa AMBAR *
Band 2
Cannon Lauren In-House Legal Solutions
Cebrian Irma Abroading *
Noon Brian In-House Legal Solutions
Perea Silvia Andersen Spain
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

Band 1

AMBAR

What the team is known for

AMBAR focuses on flexible legal staffing, with expertise in civil litigation, commercial contracts, trade marks and estate planning. The firm's co-founders have a background working for a leading international law firm, and its contract lawyers often have experience at major international and top Iberian firms. AMBAR also has an alliance with Axiom.

Strengths

"The practitioners are fast in understanding the technical and regulatory context and they align well with internal compliance and decision-making processes."

"The main strength is the high-quality together with the adaptability. The practitioners understand multinational standards and compliance requirements. The lawyers are experienced and confident in complex discussions."

"The service feels senior, pragmatic and easy to use. The practitioners understand the consumer and retail context well and adapt to internal ways of working, which makes collaboration straightforward."

Notable practitioners

Manuel Deó is co-CEO of AMBAR and a recognised industry leader who is well respected in the ALSP and flexible legal staffing market. He is particularly well regarded for his client care, knowledge and technical skill, and is considered a pioneer in the Iberian legal market. **Strengths:** "In Spain, Manuel is clearly one of the leaders in new generation legal services. He combines technical expertise with strategic vision. He challenges traditional structures and proposes more efficient solutions for large corporations." "Manuel Deó brings the discipline and standards of a top international law

firm to modern legal structures. His background as a former Latham partner is clear in the way the model prioritises quality, rigour and execution above anything else." "Manuel stands out for his seniority and practical mindset. He understands the Spanish and EU consumer landscape and gives advice that is proportionate and easy to implement. Working with him feels efficient." Rosa Espín is co-CEO of AMBAR and is well regarded as an industry leader in the ALSP and flexible legal staffing space. She has expertise across various legal domains. **Strengths:** "Rosa is a great leader. She has great vision and a remarkable ability to build teams and appropriately scale different projects. She is approachable and sensitive to the client's needs." "Rosa's work is thorough and reliable. She communicates clearly and contributes effectively to matters requiring detailed regulatory and contractual analysis." "Rosa is responsive and business-oriented. She is good at translating legal issues into clear options and keeping momentum on matters. The collaboration is straightforward and low-friction."

Flex Legal

What the team is known for

Flex Legal is a strong choice to support its UK-based clients on a range of flexible legal staffing matters. The firm has gained particular recognition for its trainee model but it is developing additional expertise in legal tech and AI. The firm's clients include significant UK companies and asset managers.

Strengths

"Flex Legal has made the recruitment of trainees as attractive and simple as it could possibly be. In addition, the firm has found a way to ensure that trainees are (as well as being high quality) from a variety of historically social under-represented backgrounds."

"The Flex Legal practitioners are fully informed and very responsive."

"The practitioners are very quick to respond to requests and the onboarding process with the flexible resources was very easy."

Work highlights

Flex Legal advised Tesco on a legal traineeship programme for its non-legal workforce through the Flex Trainee scheme.

Notable practitioners

Mary Bonsor is the firm's founder and Kate Gaskell is its CEO.

Lawyers for Projects

What the team is known for

Lawyers for Projects is a major provider of flexible legal staffing in the Spanish market. Its contract lawyers can handle data protection, real estate, M&A, competition and urban planning matters. The firm also offers project management, legal operations and legal tech consulting. The firm has additional expertise advising clients on cross-border matters.

Strengths

"Lawyers for Projects provides high-quality, pragmatic legal support with the flexibility to scale resources up or down as business needs change. The lawyers integrate quickly into in-house teams, operate with minimal supervision and bring strong subject-matter expertise, particularly in privacy, HR,

and regulatory work."

"Lawyers for Projects is a true, invaluable partner to in-house legal leaders and helps us navigate the increasingly complex corporate dynamics, cost constraints and conflicting business needs with the legal function. The firm is the in-house lawyer's best friend!"

Band 2

Abroading

What the team is known for

Abroading is a major player in the Spanish ALSP market. The firm was an early adopter of the ALSP business model in Spain, and brings more than a decade of experience to bear in assisting clients. The practitioners frequently work with a wide range of corporates on contract and data management projects. Abroading also operates across international jurisdictions, including China, the USA and Mexico.

Strengths

"The Abroading team demonstrates a collaborative approach, contributing positively to the execution of mainly ongoing legal activities. We particularly value the responsiveness and willingness to adapt to changing business needs."

"The practitioners are consistently prompt, proactive and reliable in addressing our requests and they manage each matter with a high degree of professionalism and efficiency."

Notable practitioners

Irma Cebrian frequently advises clients on matters including contract review, legal research, litigation and matter management. Cebrian is the managing partner of Abroading. **Strengths:** "Beyond the technical legal review, Irma always ensures that timelines are met despite tight deadlines. Her support added real value, allowing us to proceed confidently with the partnership." "When you work with Irma, it's clear you're dealing with a lawyer with many years of experience, who understands the business and is up to date on any developments that might affect your company. She's also incredibly personable and a pleasure to work with."

Andersen Spain

What the team is known for

Andersen Spain offers a range of NewLaw services such as secondments and contract lifecycle management. The firm has further capabilities in legaltech, with a focus on AI-enabled delivery of legal services. The firm's clients include well-known Spanish organisations, who it represents on a number of cross-border matters.

Strengths

"One of the key strengths of the firm is its ability to integrate seamlessly with the client's team and understand the business context behind legal issues."

"Andersen is a team with great specialisation and diversity, capable of providing a comprehensive service to the client."

Notable practitioners

Silvia Perea leads a range of client projects,

including secondments, contract reviews and legal operations transformation projects, and she is particularly well regarded for her excellent client care.

Strengths: *"Silvia Perea is a reliable and engaged professional with a clear business lens and a positive attitude toward taking on broader challenges." "Silvia Perea is a great lawyer with a very good service level and good sophistication, offering imaginative solutions to specific situations, with a very good commercial vision." "Silvia Perea is a visionary professional who quickly identifies needs and proposes strategies and work processes that allow for better service and care. She inspires great confidence and demonstrates extensive knowledge in the application of new technologies and alternative legal services."*

In-House Legal Solutions

What the team is known for

In-House Legal Solutions is a strong choice to handle a variety of alternative legal services, including regulatory review and compliance support, secondments and flexible staffing. The firm supports clients in many European jurisdictions and works with major US and Magic Circle firms.

Strengths

"The firm's experience serving multiple clients in the consulting and investment banking sectors ensures that senior leadership has a strong grasp of commercial dynamics."

"The firm had an excellent grasp and provided pragmatic advice in developing the documentation. The

practitioners listened to the requirements and came up with excellent solutions."

"The practitioners have first-hand experience providing in-house support and so show a clear understanding of the pressures and particular constraints, on resourcing in particular, which are so much a part of in-house legal support. This enables the team to provide a tailored service."

Notable practitioners

Lauren Cannon is co-founder and co-director at In-House Legal Solutions. She has experience in a variety of regulatory and compliance advisory matters and in large-scale document review. Her clients include major UK and international asset managers.

Strengths: *"Lauren Cannon is a pleasure to work with and has always delivered." "I appreciate Lauren Cannon's thoroughness in getting us up to speed, turning over every stone to make sure we understood everything. She was quite perceptive in how she began the engagement."*

Brian Noon is co-founder and co-director of In-House Legal Solutions. He is a strong choice to handle a range of flexible staffing and managed services matters. His clients include major financial services institutions. **Strengths:** *"Brian Noon has a deep and practical knowledge, delivering first-class advice." "Brian Noon offers great service and is professional."*

Interim Legal AG

What the team is known for

Interim Legal AG supports prominent European brands on flexible staffing solutions and is able to provide counsel with expertise in niche sectors of the law across a wide range of jurisdictions. The firm has additional expertise in the provision of managed services such as contract lifecycle management.

KPMG Abogados

What the team is known for

KPMG Abogados provides technological solutions to clients' issues, such as the firm's mass claims and tax inspections monitors as well as its regulatory radar. The group also assists clients with compliance issues, as well as with the preparation of legal documentation through its legal entity manager product. The scope of its work covers many European jurisdictions.

Strengths

"KPMG Abogados consistently demonstrates strong analytical capability and a deep understanding of regulatory frameworks, both at the national and EU level."

"KPMG Abogados offers customer-centric deep knowledge and flexibility."

Alternative Legal Service Providers Latin America-wide

Alternative Legal Service Providers
Latin America-wide
Leading Firms
Band 1
AWL Consultores
PredictaBill
Leading Individuals
Band 1
Van der Laet Bernardo BLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

AWL Consultores

What the team is known for

AWL Consultores is an alternative legal service provider based in the Dominican Republic. The firm operates a flexible staffing model and uses its network of consultants to provide experts in sectors such as corporate, real estate and labor law.

Strengths

"AWL has five-star consultants as part of its network, which is reassuring. You see this in the quality of the work: they are extremely efficient."

Work highlights

AWL Consultores advised NC44 on corporate, commercial, labor, real estate and regulatory matters related to the establishment and expansion of a mini market retail business in the Dominican Republic.

PredictaBill

What the team is known for

PredictaBill is the ALSP arm of leading Costa Rican law firm BLP. It provides flexible legal support for multinationals, including tech companies, on a fixed-cost basis, and it handles contract management, including franchise contracts, as well as compliance and advisory matters.

Strengths

"PredictaBill is very flexible and adaptable."

"PredictaBill has a well-established and specialised team."

"The firm demonstrates a strong ability to handle complex and sophisticated matters, particularly in areas related to corporate, real estate and regulatory work. The advice is well structured and reliable, even in multi-stakeholder environments."

Notable practitioners

Bernardo Van der Laet is the general director of PredictaBill, the ALSP arm of BLP in Costa Rica. Van der Laet is a corporate law specialist with a long track record of handling innovation projects for his clients. **Strengths:** *"Bernardo stands out for his strong responsiveness, personalised approach and consistent follow-up across all matters. He demonstrates a clear understanding of our business needs and provides practical, well-structured advice that supports execution." "Bernardo is a very knowledgeable professional, with lots of connections and business sense. He pairs that with strict legal and compliance knowledge and experience, which makes him a very well-rounded lawyer." "Bernardo handles complex matters and people in a very professional way."*

SPAIN: An Alternative Legal Service Providers Overview

Spain: The Shift Towards Networked Legal Talent

Spain's legal market is being reshaped by a convergence of forces rarely seen at the same time. The acceleration of European regulation, the adoption of artificial intelligence, the internationalisation of Spanish businesses and changing expectations among legal professionals are transforming how legal services are delivered and how legal talent is organised.

While traditional law firms remain central to the market, the conversation has shifted. Companies are no longer asking simply whether they have access to legal expertise. They are asking whether they can access the right expertise quickly, efficiently and in a way that matches the speed and complexity of modern business.

This evolution comes at a particularly significant moment for Spain. The country continues to attract substantial foreign investment across sectors such as renewable energy, infrastructure, technology, real estate and private capital, while Spanish companies continue to expand internationally. At the same time, businesses face an expanding wave of regulatory obligations stemming from European initiatives including the AI Act, NIS2, DORA and the Corporate Sustainability Reporting Directive (CSRD), alongside evolving requirements relating to cybersecurity, sustainability and data protection.

For legal departments, the challenge is no longer simply managing legal risk. It is managing growing complexity without creating organisational friction.

General counsel are expected to support growth, accelerate decision-making, oversee compliance, navigate regulatory change and contribute strategically to corporate objectives. Yet budgets remain under scrutiny and organisations continue to seek greater efficiency across all business functions. As a result, legal teams are under pressure to deliver increasingly sophisticated support while remaining agile, commercially minded and responsive to business needs.

Against this backdrop, one of the most important developments in the Spanish legal market is the gradual decoupling of legal talent from traditional structures.

For decades, access to top-tier legal expertise was closely associated with large law firms and established institutions. Today, many highly experienced lawyers are pursuing more flexible career models that allow them to focus on specialised expertise, collaborate across jurisdictions and engage more directly with business challenges. At the same time, clients are becoming increasingly comfortable accessing senior legal talent through a broader range of operating models.

This reflects a transformation already visible across other knowledge-intensive industries. Consulting, technology and healthcare have all evolved towards more flexible talent ecosystems where expertise can be deployed dynamically rather than remaining tied to a single institution. Legal services are increasingly following the same path.

Importantly, this shift is not being driven solely by lawyers. It is being driven by clients.

Corporate legal departments are becoming more sophisticated in how they evaluate legal support. Brand recognition and organisational scale remain important, but they are no longer the only

criteria. Increasingly, clients prioritise responsiveness, sector expertise, commercial understanding and the ability to operate as a natural extension of the business and its internal legal team.

In many cases, organisations are discovering that the most valuable legal support comes not from accessing the largest pool of professionals, but from accessing the most relevant expertise at precisely the right moment.

This is particularly important as legal work becomes more specialised. A single business challenge may require expertise spanning regulation, technology, cybersecurity, employment, sustainability and multiple jurisdictions simultaneously. Few organisations can justify maintaining permanent access to every area of specialist knowledge. What matters instead is the ability to access that expertise efficiently when it is needed.

Technology is accelerating these developments.

Artificial intelligence is becoming embedded within legal operations, document review, contract management, legal research, compliance monitoring and knowledge management. Across Europe, legal departments are investing in technologies that improve productivity and reduce the time devoted to repetitive processes.

Yet the most important impact of AI may not be automation itself. Rather, it is changing where lawyers create value.

As routine work becomes increasingly automated, the value generated by legal professionals is shifting towards areas that technology struggles to replicate: strategic judgement, negotiation, stakeholder management, risk assessment, commercial awareness and decision-making support.

The lawyers most in demand are increasingly those capable of acting as trusted business partners rather than purely technical specialists. Clients are looking for professionals who can interpret complexity, prioritise risks, influence decisions and provide commercially viable solutions within increasingly fast-moving environments.

Companies value senior lawyers who can step into a matter with minimal onboarding, understand commercial priorities quickly and contribute immediately alongside internal stakeholders. The distinction between external and internal legal support is becoming less relevant than the ability to deliver expertise with context, proximity and speed.

Trust is therefore becoming a critical competitive advantage.

As legal matters become more specialised and international, the ability to identify and mobilise trusted expertise quickly is becoming increasingly valuable. Professional relationships, reputation and curation are evolving into strategic assets in their own right.

This trend is particularly relevant in Spain, where international investment continues to drive activity across multiple sectors and where businesses increasingly require legal support that transcends traditional jurisdictional boundaries. Lawyers capable of operating across legal systems, industries and business cultures are becoming essential partners for both domestic and international organisations.

As a consequence, highly curated communities of legal expertise are emerging as an important feature of the modern legal landscape. These communities enable organisations to access

specialised knowledge, cross-border capabilities and experienced practitioners through trusted professional relationships rather than through fixed organisational structures alone.

At the same time, legal departments are rethinking how work is allocated.

Rather than assuming every capability must sit permanently within a single structure, many organisations are adopting more flexible operating models. Internal legal teams remain central to strategic decision-making. Law firms continue to play a critical role in complex transactions, disputes and specialist advisory work. Alongside these traditional structures, however, organisations are increasingly incorporating independent specialists, project-based expertise and technology-enabled solutions into their broader legal networks.

The result is not the replacement of existing models, but the emergence of more integrated and hybrid approaches to legal service delivery.

This evolution mirrors a broader shift taking place across the economy. Increasingly, competitive advantage comes not from owning every resource internally, but from being able to access, co-ordinate and mobilise specialised resources effectively.

The legal sector is moving in the same direction.

Challenges remain. Regulatory uncertainty, uneven adoption of technology, talent retention and the need to maintain consistently high standards of quality will continue to influence the pace of change. Nevertheless, the direction of travel appears increasingly clear.

The legal market in Spain is unlikely to be defined by larger organisations or greater headcount. The more relevant question for the coming decade may be how effectively organisations combine specialised expertise, technology and trusted professional networks to solve increasingly complex business problems.

Competitive advantage is progressively shifting from ownership of resources to access to resources. From scale to agility. From structure to expertise.

In this environment, legal departments are becoming architects of legal networks rather than managers of fixed legal structures. The organisations best positioned for the future will be those capable of identifying specialised knowledge wherever it resides, accessing it efficiently and mobilising it at precisely the right moment.

As legal work becomes more complex, international and increasingly technology-enabled, the ability to access trusted expertise through flexible and collaborative models may prove to be one of the defining characteristics of the next generation of legal services in Spain.

Alternative Legal Service Providers Spain

Alternative Legal Service Providers
Spain
Leading Firms
Band 1
Abroading
Afiens Legal Services by Auxadi
AMBAR
Legal Army
PwC Tax & Legal
Band 2
Andersen Spain
FYR Legal
KPMG Abogados
Lawyers for Projects
LOIS Legal Operations Institute Studies
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Abroading

What the team is known for

Abroading is a major player in the Spanish ALSP market. The firm was an early adopter of the ALSP business model in Spain, and brings more than a decade of experience to bear in assisting clients. The practitioners frequently work with a wide range of corporates on contract and data management

Alternative Legal Service Providers
Spain
Leading Individuals
Band 1
Cebrian Irma <i>Abroading</i> *
Deó Manuel <i>AMBAR</i>
Espin Rosa <i>AMBAR</i> *
Manca Patricia <i>PwC Tax & Legal</i>
Martos Díaz Natalia <i>Legal Army</i> *
Perea Silvia <i>Andersen Spain</i>
Band 2
Arenas Fradera Raquel <i>Lawyers for Projects</i>
Brito Noemí <i>KPMG Abogados</i>
Forcada Teresa <i>FYR Legal</i>
Moncosí Barasoain Laia <i>Lawyers for Projects</i>
Rodríguez David <i>FYR Legal</i>
Torrejón Luna Santiago <i>AYERTA LEGAL (ORL)</i> ◇

projects. Abroading also operates across international jurisdictions, including China, the USA and Mexico.

Strengths

"The practitioners are consistently prompt, proactive and reliable in addressing our requests and they manage each matter with a high degree of professionalism and efficiency."

"The Abroading team demonstrates a collaborative approach, contributing positively to the execution of mainly ongoing legal activities. We particularly

value the responsiveness and willingness to adapt to changing business needs."

"The service provided is of high quality, with a very satisfactory response time, standing out for its agility, reliability and ability to adapt to the needs presented."

Notable practitioners

Irma Cebrian frequently advises clients on matters including contract review, legal research, litigation and matter management. Cebrian is the CEO of Abroading. **Strengths:** *"When you work with Irma, it's clear you're dealing with a lawyer with many years of experience, who understands the business and is up-to-date on any developments that might affect your company. She's also incredibly personable and a pleasure to work with."* *"Beyond the technical legal review, Irma always ensures that timelines are met despite tight deadlines. Her support added real value, allowing us to proceed confidently with the partnership."* *"Irma is very good at responding quickly and efficiently. She provides very useful and solution-oriented advice for non-sophisticated matters and very valuable support for lawyers/companies with high volume contracting activities."* *"Irma has a good level of internal coordination, which allows consistency in deliverables, even when several profiles are involved, and a collaborative attitude that facilitates the work."*

Afiens Legal Services by Auxadi

What the team is known for

Afiens Legal Services by Auxadi handles work for a diverse client base consisting of real estate funds, corporates and international law firms, as well as accountants and consultancies. The firm offers a comprehensive array of services, from process automation to contract management, compliance work and data protection.

Strengths

"The firm stands out for a combination of operational excellence, legal-technical accuracy and scalability. I would rate their ability to handle complex and sophisticated matters as very strong, because they consistently deliver accurate work under tight timelines, manage high-volume documentation efficiently, integrate smoothly with legal and financial advisers, and scale resources quickly when transactions become more demanding."

"They understand industry deadlines and are very professional. They always adapt to the client's needs. They are practical and at the same time they know the regulations and the problems of the operations."

Work highlights

Afiens Legal Services by Auxadi acts as an LPO and managed services provider to international law firm Clifford Chance.

Notable practitioners

Alberto Conesa, head of international corporations, is a key contact.

AMBAR

What the team is known for

AMBAR focuses on flexible legal staffing, with expertise in civil litigation, commercial contracts, trade marks and estate planning. The firm's co-founders have a background working for a leading international law firm, and its contract lawyers often have experience at major international and top Iberian firms. AMBAR also has an alliance with Axiom.

Strengths

"The service feels senior, pragmatic and easy to use. The practitioners understand the consumer and retail context well and adapt to internal ways of working, which makes collaboration straightforward."

"The main strength is the high quality together with the adaptability. The practitioners understand multinational standards and compliance requirements. The lawyers are experienced and confident in complex discussions."

"The practitioners are fast in understanding the technical and regulatory context and they align well with internal compliance and decision-making processes."

Notable practitioners

Manuel Deó is co-CEO of AMBAR and a recognised industry leader who is well respected in the ALSP and flexible legal staffing space. He is particularly well regarded for his client care, knowledge and technical skill, and is considered a pioneer in the Iberian legal market. **Strengths:** *"In Spain, Manuel is clearly one of the leaders in new generation legal services. He combines technical expertise with strategic vision. He challenges traditional structures and proposes more efficient solutions for large corporations."* *"Manuel Deó brings the*

discipline and standards of a top international law firm to modern legal structures. His background as a former Latham partner is clear in the way the model prioritises quality, rigour and execution above anything else." *"Manuel stands out for his seniority and practical mindset. He understands the Spanish and EU consumer landscape and gives advice that is proportionate and easy to implement. Working with him feels efficient."* Rosa Espín is co-CEO of AMBAR and is well regarded as an industry leader in the ALSP and flexible legal staffing space. She has expertise across various legal domains. **Strengths:** *"Rosa is responsive and business-oriented. She is good at translating legal issues into clear options and keeping momentum on matters. The collaboration is straightforward and low-friction."* *"Rosa's work is thorough and reliable. She communicates clearly and contributes effectively to matters requiring detailed regulatory and contractual analysis."* *"Rosa is a great leader. She has great vision and a remarkable ability to build teams and appropriately scale different projects. She is approachable and sensitive to the client's needs."*

Legal Army

What the team is known for

Legal Army has a notable tech and data focus, with expertise in cybersecurity, privacy, IP and technology law. The firm assists clients with commercial contracting, as well as GDPR regulatory projects. It has clients in the technology, energy, hotel and publishing industries, among others.

Strengths

"Legal Army stands out for its agility and adaptability, working with methodologies and tools aligned with digital and innovation environments. Furthermore, the practitioners demonstrate a strong commitment to project objectives, thoroughly understanding the needs and pace of startups."

"The ability to provide scalable, multi-jurisdictional advice on digital transformation makes Legal Army a unique strategic partner in the legal market."

"The team shows the capacity to manage complex legal challenges in fields such as data protection, digital regulation and technology-driven business models, while maintaining a practical and business-oriented approach."

Work highlights

Legal Army provided compliance support to Orbio AI regarding EU AI regulation, data protection and contractual issues.

Notable practitioners

Natalia Martos Díaz is the CEO and founder of Legal Army. Prior to setting up the firm, Natalia gained extensive experience in technology law innovation and privacy work. She excels in the areas of fintech, healthtech and security. **Strengths:** *"Natalia Martos stands out for her strategic vision and ability to quickly understand the business context in which projects are developed. She provides highly practical, solution-oriented advice."* *"Natalia Martos is a highly versatile professional whose work is of exceptional quality; she skilfully balances the high standard of the service she provides with a commercial vision and a sophisticated understanding of areas such as artificial intelligence."* *"Beyond providing outstanding legal support, Natalia brings a strong human dimension when navigating complex situations, which makes her someone you genuinely*

trust when discussing sensitive or delicate matters."

PwC Tax & Legal

What the team is known for

PwC Tax & Legal offers expertise in contract lifecycle management, legal design and litigation tools, digital compliance, legal tech mapping and legal transformation services. The firm has particular expertise in tech and data analytics, and its team members often advise on international mandates.

Strengths

"PwC offers a very innovative approach; the team is always onto the latest trend and is very proactive."

"PwC demonstrates strong legal and digital capability handling complex legal matters in Spain."

Work highlights

PwC Tax & Legal assisted Renault España with the implementation of a global, integrated legal technology solution to digitise its contract management model.

Notable practitioners

Patricia Manca heads the firm's management services in Spain and is the EMEA leader. Manca represents clients across a broad range of commercial matters and has particular expertise in TMT. **Strengths:** *"Patricia is always up to date, has a highly developed business acumen and makes proposals that truly make sense for organisations."* *"Patricia Manca is a highly acclaimed leader and pioneer in legal tech transformation in Spain. With a deep experience, she is widely recognised as a benchmark figure among sophisticated legal audiences for her visionary approach to digital transformation of corporate legal departments."*

Band 2

Andersen Spain

What the team is known for

Andersen Spain offers a range of new law services such as secondments and contract lifecycle management. The firm is also showing capabilities in the legal tech sector with a focus on AI-enabled delivery of legal services. The firm's clients include well-known Spanish organisations.

Strengths

"One of the key strengths of the firm is its ability to integrate seamlessly with the client's team and understand the business context behind legal issues."

"Andersen is a team with great specialisation and diversity, capable of providing a comprehensive service to the client. They have a very good service level and responsiveness, solving doubts and giving the requested advice in a proper time."

Notable practitioners

Silvia Perea leads a range of client projects, including secondments, contract reviews and legal operations transformation projects, and she is particularly well regarded for her excellent client care. **Strengths:** *"Silvia Perea is a reliable and engaged professional with a clear business lens and a positive attitude toward taking on broader challenges."* *"Silvia Perea is a great lawyer with a very good service level and good sophistication, offering imaginative solutions to specific situations, with a very good commercial vision."* *"Silvia Perea is a visionary professional who quickly identifies needs and pro-*

poses strategies and work processes that allow for better service and care. She inspires great confidence and demonstrates extensive knowledge in the application of new technologies and alternative legal services."

FYR Legal

What the team is known for

FYR Legal is a well-established ALSP that offers strong capabilities in a range of services, including legal consultancy, legal advisory and contract management. The firm has particular strengths in advising on the financial sector and on matters involving cross-border mandates.

Strengths

"FYR offers for its deep technical and regulatory knowledge constant willingness to anticipate client needs and genuine active listening, which allows the firm to adapt legal solutions in an agile, precise and business-oriented manner."

"FYR Legal offers professionalism and dedicated, well-trained teams."

Notable practitioners

Teresa Forcada is the co-CEO of FYR Legal. Her work includes assisting major Spanish asset manager clients on a range of alternative legal services including regulatory compliance work. David Rodríguez is the co-CEO of FYR Legal. He specialises in business contract law and third-party risk management. His clients include mid-sized and large enterprises across various industries. **Strengths:** "David is an exceptional lawyer with a deep understanding of the law, as well as outstanding client service and business skills." "David demonstrates responsiveness and an ability to adapt to different contexts and to propose effective solutions."

KPMG Abogados

What the team is known for

KPMG Abogados provides technological solutions to clients' issues, such as the firm's mass claims and tax inspections monitors as well as its regulatory radar. The group also assists clients with compliance issues, as well as with the preparation of legal documentation through its legal entity management product.

Strengths

"KPMG Abogados offers customer centricity, deep knowledge and flexibility."

"KPMG Abogados consistently demonstrates strong analytical capability and a deep understanding of regulatory frameworks, both at the national and EU level. Additionally, their multidisciplinary perspective, combining legal, regulatory and sector expertise, enhances their ability to navigate matters that require nuanced and cross-functional analysis."

Notable practitioners

Noemí Brito is known in the Spanish market for her work assisting IBEX 35 companies, including leading asset managers, on the optimisation of legal processes. She has particular expertise in legal tech and AI work. **Strengths:** "Noemí Brito has a deep knowledge of the regulatory landscape affecting digital solutions and is able to translate complex legal requirements into clear, actionable guidance for our information systems."

Lawyers for Projects

What the team is known for

Lawyers for Projects is a major provider of flexible legal staffing in the Spanish market. Its contract lawyers can handle data protection, real estate, M&A, competition and urban planning matters. The firm also offers project management, legal operations and legal tech consulting.

Strengths

"Lawyers for Projects provides high quality, pragmatic legal support with the flexibility to scale resources up or down as business needs change. The lawyers integrate quickly into in-house teams, operate with minimal supervision and bring strong subject matter expertise, particularly in privacy, HR and regulatory work."

"Lawyers for Projects is a true, invaluable partner to in-house legal leaders and helps us navigate the increasingly complex corporate dynamics, cost constraints and conflicting business needs with the legal function. The firm is the in-house lawyer's best friend!"

Notable practitioners

Raquel Arenas Fradera is a strong choice to handle a range of alternative legal services including contract lifecycle management and compliance support. She has additional expertise in tax support work. **Strengths:** "Raquel is a very senior legal professional who is empathetic to our challenges, responsive, flexible and ready to address all of our needs. I love how honest I can be with her. She is

impeccable!" "Raquel offers great service and a strong understanding of client needs. She is always looking for the best solutions and proactively anticipating potential issues." **Laia Moncosí Barasoain** is the CEO and co-founder of Lawyers for Projects. Her work includes contract lifecycle management for IBEX 35 companies, including leading Spanish asset managers and insurance clients. **Strengths:** "Laia is a very good professional." "Laia is one of the pioneers in the NewLaw world."

LOIS Legal Operations Institute Studies

What the team is known for

LOIS Counsel advises in-house legal teams at large Spanish corporates on transformation and digitisation programmes. The team has expertise in organisation/function design, process optimisation and the implementation of legal tech and AI.

Strengths

"They are extremely good professionals and very experienced."

"LOIS is widely recognised in the market as an expert in legal operations and digital transformation for in-house legal teams."

"LOIS has a very clear vision of where to go, they advise the best national companies, and they are very approachable."

Notable practitioners

Eugenia Navarro is a key contact at LOIS.

Other Ranked Lawyers

Santiago Torrejón left Afiens Legal Services by Auxadi in May 2026 to found a new legal process outsourcing firm, AYERTA LEGAL. He advises clients on process automation, contract management, compliance and data protection. He works with clients from a broad range of sectors including real estate funds, corporations, global law firms, accountants and consultancies. **Strengths:** "Santiago Torrejón is a reliable and proactive professional who consistently delivers on his responsibilities and anticipates client needs effectively." "Santiago Torrejón demonstrates excellent practical judgement and awareness of what drives decisions and timelines. His work shows strong technical organisation, accuracy and the ability to handle complex, document-heavy matters efficiently."

Company Secretarial Global-wide

Company Secretarial
Global-wide
Leading Firms
Band 1
Elemental CoSec
VARIO (Pinsent Masons)
Band 2
Browne Jacobson LLP
Indigo Governance Limited
Kalexius
Law Debenture
Oakwood Corporate Services
One Advisory
Leading Individuals
Band 1
Cao Linda <i>Browne Jacobson LLP</i>
Gray Gary <i>VARIO (Pinsent Masons)</i>
Latham Tobias <i>Elemental CoSec *</i>
Lindsay Nick <i>Elemental CoSec *</i>
Young Bernadette <i>Indigo Governance Limited</i>
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

Band 1

Elemental CoSec

What the team is known for

Elemental CoSec is a leading independent provider of company secretarial services for companies operating in the UK. Elemental's experienced team of governance professionals provide support in entity management matters and in business-critical corporate governance mandates. Clients also benefit from Elemental's in-house accountancy and tax support.

Strengths

"They have an encyclopaedic knowledge of tricky topics."

"They have the expertise to attend to novel scenarios, appeals and sensitive matters."

"Elemental CoSec has a great team that is able to support all corporate-secretarial needs of our group."

"They are not only particularly efficient administratively and responsive to our needs, they are proactive in anticipating new developments. They are able to advise competently on legal matters, particularly where the matter at hand involves tricky points of companies law and requires detailed analysis. This is a real value-add compared to many other providers who are only providing administrative support, and gives us a lot of comfort that all relevant areas are being considered."

"Elemental's commercial awareness is second to none. It has led the market thinking in ECCTA related matters."

Work highlights

Elemental CoSec acted as governance adviser to Eleco, supporting board governance, cross-border structuring and shareholder engagements.

Notable practitioners

Notable practitioners

Tobias Latham is Elemental CoSec's director of corporate services. He manages the delivery of large, complex governance and entity management

demands. **Strengths:** "Tobias has an innate understanding of our structure which helps streamline the service they provide for us." "Tobias has always been helpful with strong leadership in high-quality corporate services." "Tobias is very knowledgeable and can be trusted for his advice." **Nick Lindsay** is the managing director of Elemental CoSec. He operates as a trusted adviser on corporate governance matters. **Strengths:** "Nick provides excellent advice and service." "My experience of working with Nick has been that he has impeccable attention to detail, coupled with a real sense of commercialism. His insights on new and uncharted areas of law are always insightful, well-informed and focused." "Nick is a leader in his area. He is well connected and always makes time to assist with our most complex matters that require his expertise and connections." "Nick is all-round brilliant to work with."

VARIO (Pinsent Masons)

What the team is known for

VARIO, the captive managed legal services arm of the law firm Pinsent Masons, is a key provider of corporate secretarial services. VARIO's team of chartered governance professionals and paralegals provide long-term and interim support to public and private companies with operations in the UK and Ireland. VARIO's holistic support covers entity management, incorporations, board meeting management and bespoke corporate governance training and advice.

Strengths

"VARIO provides dedicated resource and that resource has an excellent knowledge and understanding of our company's risk appetite."

"VARIO has a fantastic team."

"They are always on hand, proactive in their communication, and able to address every matter raised."

"VARIO's team is highly professional, has excellent communication skills and the ability to problem-solve quickly."

"They have a broad scope of expertise across the world. They are also very responsive and knowledgeable."

Notable practitioners

Notable practitioners

Gary Gray provides effective company secretarial support to large, multi-entity organisations.

Strengths: "Gary is an excellent and trusted adviser to our business and wider international-based shareholders. He has deep knowledge and understanding of related areas of law and the support delivered is consistently of a very high standard. His turnaround times are excellent, too." "Gary's knowledge and team management skills are excellent." "Gary is very responsive, clear and solution driven. He has a strong communication style and always seeks feedback to improve and meet clients' needs."

Band 2

Browne Jacobson LLP

What the team is known for

Browne Jacobsen's team of governance pro-

fessionals provide company secretarial services including board and committee administration, governance framework support and regulatory and statutory reporting assistance.

Strengths

"Browne Jacobsen provide an efficient and responsive service."

"Browne Jacobsen act very promptly and convey their messaging in an easy-to-understand manner."

"Browne Jacobsen distinguishes itself through responsiveness, clarity of communication, and practical execution."

"Their responsiveness and reliability set them apart. We always feel well-supported, even with short turn-around times, and their advice is delivered promptly without compromising on quality."

Work highlights

Browne Jacobsen advised RCapital Group on compliance audits and statutory filings.

Notable practitioners

Notable practitioners

Linda Cao manages Browne Jacobson's company secretary team. Interviewees praise her efficient delivery of governance and compliance services.

Strengths: "Linda is always very quick to respond to my queries and I can see that she organises her team very efficiently." "Linda is superb. She always understands what our business needs." "Linda has great interpersonal skills and will reach out in a constructive way when there are things to be done."

"We are very pleased with Linda's attentiveness and diligence." "Linda is super responsive, engaging and is able to support on all technical matters."

Indigo Governance Limited

What the team is known for

Indigo Governance provides fully outsourced long-and short-term corporate governance and company secretarial services to clients including well-known UK public limited companies. The team advises company boards during strategic transactions, provides board effectiveness reviews and supports a variety of other governance mandates including board composition assessments and management of share schemes.

Strengths

"Indigo provides a good level of strategic clarity and governance security."

"Indigo offers sound knowledge and a very responsive, helpful team."

"Indigo offers sensible and practical advice."

"They prioritise us as a business, take onboard feedback and act as an extension of my CoSec function. It feels like an invested partnership."

"They are great to work with. They are professional, prompt, and practical. They are also individually enjoyable to work with."

Work highlights

Indigo Governance provided governance support to easyHotel during its EUR242 million sale to Tristan Capital.

Notable practitioners

Notable practitioners

Bernadette Young is the co-founder of Indigo Governance and a highly respected governance professional. She works with boards on business-critical

compliance and administrative mandates.

Strengths: *"I'm very satisfied with the support I receive from Bernadette. She's highly experienced but very approachable and straightforward in the advice she provides. So helpful for those of us who are less comfortable with the subject matter."*
"Bernadette has expert knowledge of the governance environment." *"Bernadette has always given prompt expert advice and followed up with required actions."* *"Her capability in the CoSec and governance space are second to none. Bernadette always makes you feel like you are the top priority and she is an absolute pleasure to work with."* *"Bernadette provides impeccable advice with an extraordinary level of professional intuition. Her ability to navigate complex Board dynamics with surgical precision has been invaluable. She provides a rare sixth sense for governance that provides total strategic security, making her an indispensable partner for any high-profile board."*

Kalexius

What the team is known for

Kalexius' ODYSSEY group provides global entity management services for a variety of international businesses. ODYSSEY's support includes routine corporate secretarial matters, the management of compliance issues, entity incorporation and general corporate health-checks.

Strengths

"Kalexius is in a unique position in that it is a one-stop shop for all of our corporate secretarial matters."

"Kalexius distinguishes itself from other firms through a combination of strong operational execution, multi-jurisdictional expertise and a pragmatic, business-oriented approach."

"Kalexius are very reliable and responsive."

"They are very knowledgeable in the entity management space."

Notable practitioners

Pauline Zimmermann is the head of the ODYSSEY team and a key contact.

Law Debenture

What the team is known for

Law Debenture is well suited to large-scale corporate governance and entity management projects. Utilising a team of company secretaries and governance professionals based in offices in the UK and Hong Kong, LawDeb supports companies on governance mandates, global compliance and corporate structure changes.

Notable practitioners

Patrick Davis is a director in Law Debenture's corporate secretarial team, and a key contact.

Oakwood Corporate Services

What the team is known for

Oakwood Corporate Services provides company secretarial, governance and corporate administration services, supporting private and listed companies with compliance and board support. The team routinely works for clients on behalf of leading corporate law firms.

Strengths

"Oakwood are excellent and very cost-effective, too."

"Oakwood has a high degree of customer-centricity, great subject matter expertise in the area of corporate governance and a customised approach to the client's needs."

"Oakwood are very responsive and also proactive in keeping us informed of upcoming filings and new

requirements."

"Oakwood is very thorough in their approach and I have confidence that they are actively monitoring my clients' accounts to ensure that their records are up to date and that filing deadlines are met. The team is also very responsive."

"Oakwood has deep expertise in us as the client and good awareness of our priorities and approach to entity management. It is a stable, expert team which means they work seamlessly with our in-house secretariat team."

Work highlights

Oakwood Corporate Services provided corporate secretarial provision to Associated British Foods assisting in respect of board meetings, subsidiary compliance and entity management, among other governance tasks.

Notable practitioners

Muriel Thorne is a managing director at Oakwood and a key contact.

One Advisory

What the team is known for

One Advisory is recognised as a provider of corporate governance, board and entity management support. The team is particularly notable for its governance support of companies listing and delisting on the London main market and the AIM market. In 2025, One Advisory was acquired by FRP Advisory.

Strengths

"They are doing a great job in corporate governance work."

Notable practitioners

Head of governance Laura Nutall is a key contact.

GLOBAL-WIDE: A Contract Lifecycle Management Overview

Beyond Implementation: What AI in Corporate Legal Actually Delivers

Corporate legal teams in 2026 are operating in a “now what?” moment. Contract lifecycle management (CLM) platforms and AI contracting tools have been deployed. The harder question is whether these tools producing measurable operational outcomes such as shorter cycle times, stronger renewal discipline, cleaner obligation management and better risk visibility, or have organisations simply automated the surface of a process without fixing what was underneath it?

The defining shift this year is from adoption metrics to operational accountability.

In many organisations, AI accelerated existing workflows without resolving the fragmentation, inconsistent ownership, weak data discipline, and unclear escalation paths already embedded within them. The result is faster execution layered on top of inconsistency.

Where the pressure is coming from

The primary pressures driving this shift are internal and measurable, not primarily regulatory. In a tighter operating environment, organisations have less tolerance for inefficiency in routine commercial processes, and legal is not exempt. The expectation is no longer simply that legal moves faster, but that it can demonstrate how contract operations affect commercial performance and organisational resilience.

Contracting speed and cycle time are now visible enterprise metrics, tracked by revenue teams, procurement, finance and executive leadership in ways they were not five years ago. Obligation and renewal management have evolved from back-office administrative functions into commercial risk issues, with missed renewals and untracked obligations producing financial consequences that increasingly surface at the board level.

Contract data is increasingly viewed as operational and financial intelligence, with missed obligations, renewal failures and inconsistent commercial positions understood as sources of revenue leakage and operational friction.

External volatility has raised the stakes further. Trade disruption, tariff instability, supplier shifts and geopolitical uncertainty require organisations to revisit contractual exposure quickly and understand where risk sits across large contract portfolios. Contract operations are increasingly tied to organisational resilience: identifying exposure early, adapting terms rapidly and preserving flexibility under changing conditions.

Corporate legal teams are therefore being evaluated on operational outcomes including cycle time, renewal discipline, risk visibility and execution consistency, not simply on legal quality in isolation.

Deployed, but underperforming

The market has largely moved from pilots to production, and production has exposed a widening gap between what AI contracting tools were expected to deliver and what many organisations are actually realising in practice.

Tools were selected and implemented without the underlying process standardisation, workflow discipline, ownership clarity and data quality controls required for AI systems to perform reliably at scale.

The result is surface automation without operational standardisation. AI accelerates the workflow, but it also accelerates the inconsistencies already embedded within it.

The market initially approached AI contracting as a technology implementation exercise. Organisations are now discovering that the harder challenge is operational because AI often exposes process weaknesses rather than resolving them.

Early value has generally been strongest in extraction, pattern recognition, summarisation and first-pass review across large contract populations. The harder challenge is converting those capabilities into reliable improvements in cycle time, obligation visibility, renewal discipline and decision quality.

The barriers to realised value are usually operational. Fragmented process design, weak data discipline, inconsistent workflow rules and unclear accountability structures continue to limit performance long after implementation is complete.

Leadership is therefore asking harder questions around cycle time, renewal discipline and obligation tracking. Organisations unable to answer those questions are discovering that implementation was only the starting point.

Performance, governance and operational visibility

The governance question has arrived alongside the performance question. Where does contract data go? Who can access AI-generated outputs? Can the organisation explain and reconstruct how decisions were produced, reviewed, approved and escalated?

Both performance and governance depend on operational visibility and disciplined workflows.

As organisations move into enterprise-scale deployment, governance is becoming less about policy documents and more about whether operational controls can reliably manage AI-assisted decisions in practice.

The next phase of the market may move beyond dashboards toward more predictive workflow intelligence, but those advances will only matter where organisations can trust the underlying inputs, controls, escalation logic and operational discipline supporting them.

And the failures that matter most in AI-assisted contracting are often the ones that produce no visible warning at all: no error message, no obvious signal that something was missed. The problem surfaces later through a missed obligation, inconsistent commercial position, failed escalation, or an audit trail that cannot be reconstructed. By the time the issue becomes visible, the cost has often already been incurred.

Five failure modes that surface too late

Five failure patterns recur consistently across AI-assisted contracting workflows.

Silent omission

Material information is missed because a clause is drafted differently than expected, buried in peripheral sections, or distributed across related documents. The omission may only surface later through a missed obligation or inconsistent commercial position.

Boundary failure

The system correctly analyses the documents it has reviewed while missing qualifying language sitting in schedules, exhibits, or related agreements outside the review boundary.

Confident inconsistency

Equivalent clauses across a contract portfolio receive materially different treatment despite identical instructions. Risk characterisations and escalation decisions vary across reviews. Each output is internally consistent. The portfolio is not.

Context drift

Over longer or multistage workflows, review standards and escalation thresholds gradually shift as additional content and intermediate outputs accumulate. The workflow gradually applies different standards than originally intended.

Hallucination

Fabricated clauses, invented regulatory requirements, or non-existent legal references are presented confidently as accurate. Hallucination remains the most visible and easily identified failure mode. In practice, however, organisations are often more exposed to failures involving omission, inconsistency and incomplete review coverage because those issues may not become visible until commercial consequences have already materialised.

The commercial allocation of risk compounds the problem. Vendor agreements frequently limit responsibility for accuracy and cap liability at relatively modest levels. When AI-assisted reviews miss material terms or produce unreliable outputs, the practical and legal consequences generally remain with the organisation and, where relevant, its counsel.

From deployment to operating maturity

A clearer distinction is now emerging between deployment and operating maturity.

The organisations deriving the most value from AI contracting are not necessarily those deploying the most sophisticated platforms. They are increasingly the ones supporting those systems with disciplined workflows, reliable oversight and clear governance.

The market initially treated speed as the primary measure of AI success in contracting. Organisations are now discovering that acceleration without operational reliability can simply compress risk rather than reduce it.

This distinction becomes more important as organisations move into enterprise-scale deployment. Small inconsistencies that appear manageable in pilot environments can compound rapidly across large contract populations when workflows lack

disciplined controls, validation logic, escalation structures and consistent review standards.

That distinction is visible in how more mature organisations approach AI-assisted contracting. The central question is no longer whether platforms can operate quickly. It is whether the surrounding operating model can reliably manage the ways in which AI systems fail.

That shift has focused attention on checking for omissions as well as validating outputs, embedding verification throughout the workflow rather than only at the end, and treating human judgement as a structured operational control rather than a nominal sign-off process.

The issue is whether accelerated workflows remain reliable and operationally consistent under commercial pressure.

Across the market, the gap between underperforming and more reliable deployments is increasingly associated with operational discipline rather than technology selection alone. Stronger examples tend to show clearer allocation of responsibility across legal, procurement, commercial, operations and technology functions, together with closer alignment between the technology and the realities of contracting work itself.

That distinction matters because much corporate legal work sits directly at the intersection of legal analysis and commercial execution. As organisations place greater weight on reliability, auditability, accountability and defensibility in AI-assisted contracting, the market is likely to attach less value to automation claims alone and more to whether the surrounding operating model can still be trusted when a renewal is missed, a commercial position proves inconsistent, or a decision later has to be explained under scrutiny.

Contract Lifecycle Management Global-wide

Contract Lifecycle Management
Global-wide
Leading Firms
Band 1
Cognia Law
Elevate
Morae
QuisLex
Band 2
D2 Legal Technology LLP
Deloitte LLP
DWF Legal Operations
Epqi
Factor
Herbert Smith Freehills Kramer LLP
Integreon
Kalexius
Konexo (Eversheds Sutherland)
LegalBase
Lighthouse Law
PwC Legal Business Solutions
Radiant Law
Band 3
Addleshaw Goddard LLP
Afiens Legal Services by Auxadi
DRS Alternative Legal Solutions
EY
FinTru
KLDiscovery
KPMG International
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Cognia Law

What the team is known for

Cognia Law is well placed to aid clients seeking outsourced contracting capabilities. It has significant expertise in financial services work, as well as in the technology, life sciences, industrial and retail sectors. Its permanent and contract lawyers range from newly qualified to senior lawyers with 20-plus years' experience.

Strengths

"Cognia have a great team who are very willing to provide a wonderful service. They demonstrate great flexibility as we have needed to expand or alter the services throughout the engagement. They are extremely proactive in managing any team changes they may have to ensure there is no disruption to the service on our end."

"What stands out about the firm is its ability to combine fast, uncomplicated resourcing with a delivery model that embeds itself smoothly into an existing way of working. Support can be mobilised quickly and integrated with minimal disruption, and once in place, it operates with a level of consistency and quality that genuinely reduces pressure on internal teams. The secondees go beyond simply picking up day-to-day work; they help improve the way the team functions by developing playbooks, guidance and repeatable processes that continue to add value long after the engagement finishes."

"Cognia stand out for their ability to deliver high-quality, embedded legal support that genuinely

operates as an extension of the in-house team. Cognia's lawyers integrate quickly, understand internal processes and risk frameworks, and take ownership of matters with minimal oversight. Their approach is highly pragmatic and commercially-focused, enabling them to progress time-critical documentation efficiently and materially improve turnaround times during peak workload periods."

Notable practitioners

Janet Taylor-Hall is the firm's CEO and founder. Justin Ridl is its managing director and global head of financial services. Roberta Eggers leads the commercial contracts team.

Elevate

What the team is known for

In-house legal departments use Elevate's contract services for contract reviews, drafting, administration and template management. Elevate also assists with contracts issues in corporate transactions, disputes work and compliance reviews. Clients also benefit from Elevate's internal contract technology platform, ELM, which uses AI tools to perform volume-intensive review and analysis tasks.

Strengths

"Elevate are very capable and responsive in trying to help us with our case as quickly as possible."

"It's a very positive impression of working with Elevate. We find them very easy to do business with, responsive to our needs and relationship-driven. We get very good service levels: when we need support, they are very quick to provide it and the quality of their output has been very high."

Work highlights

Elevate advised Vinted, Europe's leading second-hand fashion marketplace, on the rapid implementation of a scalable contract lifecycle management platform

Notable practitioners

Liam Brown is the firm's chairman and CEO. John Croft is its president.

Morae

What the team is known for

Legal services provider Morae has a strong reputation for its contract management platform. Alongside traditional services across the document life cycle, the firm also calls upon its multidisciplinary team to counsel clients on strategy and implementation issues. Morae recently acquired the legal outsourcing business Exigent, further strengthening its capabilities in volume contracts management work.

Strengths

"Morae has broad and deep expertise globally, is very commercial and has a good understanding of our culture."

Notable practitioners

Shahzad Bashir is Morae's chairman and CEO.

QuisLex

What the team is known for

QuisLex's contract management capabilities include contract review, analysis, drafting and negotiation, and its more than 1,000 lawyers work with clients on a global basis. Its clients include AmLaw 100 law firms and Fortune 500 companies. QuisLex also

uses AI technology in its contract analysis process. Recently, the firm has developed QuisLexGPT, its contracts analysis and summarisation platform, which has the functionality to use GPT-3.5, GPT-4 and/or Google's Bard large language models.

Strengths

"QuisLex offers high standards of excellence and best-in-class customer care. As accomplished lawyers themselves, QuisLex's leadership and team members combine legal sophistication and understanding of technology to deliver value-based outcomes."

"The team has been very responsive to requests for us over the years and very good at meeting deadlines."

"QuisLex combines AI-driven, high-volume contract analysis with experienced, senior-level legal expertise, allowing for efficient identification of risks such as change-of-control clauses."

Notable practitioners

Sirisha Gummaregula is QuisLex's CEO.

Band 2

D2 Legal Technology LLP

What the team is known for

D2 Legal Technology has particular expertise in working with investment banks, trade associations, asset managers and other capital markets clients on documentation projects, digitisation, contracts management and the development of clause taxonomies and libraries.

Strengths

"The combination of deep legal expertise and a practical understanding of how technology can transform legal workflows is what sets D2 Legal Technology apart. In contrast to other firms I've worked with, they are able to bridge the gap between legal complexity and technological simplicity."

"D2 Legal Technology demonstrates a strong ability to handle complex contract and data issues, while ensuring solutions remained proportionate to the size of our firm. They were able to apply sophisticated thinking without introducing unnecessary complexity. The CLM work benefited from a multidisciplinary team combining legal, contract data and technology expertise. Importantly, the team was sized appropriately for our engagement, avoiding the inefficiencies that can arise when larger firms deploy overly large teams."

"What really distinguishes D2 Legal Technology is that they understand CLM from the inside out, not just as software, but as legal infrastructure. Their leadership in defining clause taxonomies and documentation standards gives them a perspective that most advisers simply don't have. Many CLM firms struggle to provide enough legal subject matter expertise input, which can quickly cause real issues for successful project delivery. That means D2LT ensures that we're not guessing what 'good' looks like. We're building against standards that D2LT is actively helping to shape."

Deloitte LLP**What the team is known for**

Deloitte assists clients with initial contract strategy and implementation, processing and review services. Its AI-driven technology platform dTrax helps in the negotiation and analysis of contracts, as well as standardising templates.

DWF Legal Operations**What the team is known for**

DWF Legal Operations provides contract management services to major clients across the USA, Europe and the Middle East, notably those in the professional services, financial services and life sciences sectors, as well as to international law firms. The firm has considerable experience in handling technically complex and volume-intensive reviews and analytics, including significant expertise in privacy and data security compliance issues.

Notable practitioners

Julia Perez is a partner and the Global Head of Legal Operations at DWF Legal Operations.

Epiq**What the team is known for**

Epiq is a global technology-enabled provider of services to the legal industry and corporations. The firm advises a range of clients, including financial services companies and Fortune 500 companies, on a range of matters such as the administration of business operations, class action and eDiscovery, as well as regulatory and compliance mandates.

Factor**What the team is known for**

Factor has over 350 lawyers and contracts specialists in the USA and Europe. Its services range from short-term regulatory repapering projects to longer managed services, and consulting on improving processes.

Strengths

"Factor has been able to provide resources quickly and adjust to our business needs."

"Factor has a very strong team committed to supporting us, above and beyond the regular requirements of their role. They have supported us in creating playbooks from scratch and bringing an outside-in view around processes and procedures. Their team leadership is also exceptional and, contrary to other firms we have dealt with, they ensure their employees have a good career path and work-life balance. The impact of this is very low rotation, which would then impact us as well having to re-educate new joiners on all our processes, playbooks and stakeholders, etc."

"The Factor team supporting our workstreams has had a low turnover rate, which allows the team to gain a deeper understanding of our workstreams and avoids it spending significant time onboarding new team members. Factor has internal tools and know-how that they're able to leverage to increase efficiency in supporting our workstreams, including AI tools and capabilities. It has a deep bench of professionals in many subject matter areas which allows it to take on new workstreams quickly and easily."

Notable practitioners

Varun Mehta is the firm's CEO, and Jessica Block is EVP and global head of the growth and transfor-

mation practice.

Herbert Smith Freehills Kramer LLP**What the team is known for**

Herbert Smith Freehills Kramer's digital legal delivery practice, formerly known as HSF ALT, advises on day-to-day contract matters for a variety of prominent companies and financial institutions. Herbert Smith Freehills Kramer has a global network, with offices across Asia-Pacific, Europe and the USA.

Strengths

"Herbert Smith Freehills Kramer demonstrates an ability to handle complex, global work."

"Herbert Smith Freehills Kramer has a strong capability to manage complex, multi-jurisdictional matters. They combine technical precision with a pragmatic, solution-driven approach and consistently respond quickly, helping to keep negotiations and remediation work moving at pace. Their ability to collaborate seamlessly with internal teams and propose reasonable, commercially balanced solutions further distinguishes them from other firms in the industry."

"Herbert Smith Freehills Kramer are able to utilise a diverse pool of expertise to ensure the tasks are done on time and to the level expected."

Work highlights

Herbert Smith Freehills Kramer provided comprehensive commercial contracting support and a CLM system to Salt Productions.

Notable practitioners

Lisa McLaughlin is the managing partner of the firm's Belfast office and leads the managed legal services arm of the digital legal delivery practice.

Integreon**What the team is known for**

Integreon assists leading corporates with contract negotiation, drafting, review and analysis. Its delivery centres, including locations in the UK, the USA, India and the Philippines, directly support clients and act in partnership with law firms to provide contract services. Its team members have multilingual expertise and significant experience in third-party contract lifecycle management software.

Notable practitioners

Gabriel Buigas is the firm's EVP of legal and compliance solutions.

Kalexius**What the team is known for**

Swiss-based Kalexius focuses on acting for clients in the financial services sector, including several high-profile European banks and investment firms. These clients rely on Kalexius for contract negotiation, renewal and remediation tasks. The firm also offers outsourced company secretarial and legal entity management services. The firm acquired the managed legal services business Lexoo, further strengthening its capabilities in this area.

Strengths

"Kalexius is easy to work with and always explains things in clear terms."

"Kalexius has the infrastructure and capabilities to maintain a global reach for their network of legal research. This reach is crucial to our needs. In addition to the reach, the management and coordination of the team keeps things moving smoothly with

peace of mind on our end. Kalexius helps us simplify a complex, cross-functional solution that has many moving parts and keep us moving on our goal-oriented outcomes. With all of the benefits, everyone on their team is a genuine pleasure to work with!"

"Kalexius has a team with strong legal and compliance skills. It shows reactivity with counterparties and pragmatism. Kalexius is able to be agile in complex environments and with complex counterparties. They are also open to discuss and adapt practices if needed."

Notable practitioners

Nicolas Leroux is the firm's founder and CEO, and is a key contact.

Konexo (Eversheds Sutherland)**What the team is known for**

Konexo offers flexible resourcing, managed services and legal operations services, among others. It has over 100 full-time staff and many more legal professionals available on an interim staffing basis. The firm's legal managed service arm handles over 25,000 contracts per year, and its real estate team handles over 23,000 more. Konexo also assists clients with contract life cycle management platform technology implementation projects.

Notable practitioners

David Boyd is a partner of Eversheds Sutherland and head of Konexo.

LegalBase**What the team is known for**

LegalBase serves an international client base with a particular focus on the Middle East market. It offers considerable expertise in corporate and commercial contracts work, particularly involving intellectual property and brand protection issues. Its clients include law firms and domestic and international businesses active in sectors including professional services, healthcare, real estate and retail.

Strengths

"LegalBase have consistently demonstrated a deep understanding of intricate issues and have proven to be highly effective in managing them. Their team is not only knowledgeable but also proactive, offering practical and strategic solutions that address even the most challenging aspects of our work. The team led by Ali Tyebkhan possesses extensive expertise across a wide range of practice areas, ensuring they can handle a variety of complex issues with confidence and precision. Their depth of knowledge is matched by their ability to adapt to different challenges."

"This firm approaches contract lifecycle management with discipline and structure. They focus on improving process efficiency while maintaining proper governance standards. Their work is thoughtful, commercially aware, and implemented in a way that delivers lasting improvement rather than short-term fixes."

Work highlights

LegalBase advised Rhydyar West on a GBP300 million inward investment leisure resort project in Wales, providing end-to-end legal support across planning, project structuring and contract management.

Notable practitioners

Ali Tyebkhan, partner and director, is a key contact for LegalBase.

Lighthouse Law

What the team is known for

Lighthouse Law is based in the UK and South Africa, and specialises in commercial contracts work in both markets. The firm provides managed legal services for contract creation, negotiation, approval and renewal, assists with contract automation and helps to develop contracts playbooks. The team also implements LightHub, a customisable contracting platform designed to improve efficiency.

Strengths

"The lawyers who support our matters are highly experienced and consistently demonstrate the ability to work effectively under pressure."

"Lighthouse has an excellent team with deep expertise in IT contract law and specialisation in adjacent fields like labour or data privacy law."

"They know our business and can seamlessly negotiate contracts on our behalf."

PwC Legal Business Solutions

What the team is known for

PwC Legal Business Solutions has expertise advising a wide array of clients from soft drinks distributors to software companies on contract life cycle management. They have notable experience in implementing change management processes and document preparation for multi-jurisdictional clients.

Notable practitioners

Sandeep Agrawal is a partner in PwC's NewLaw practice and part of PwC's Legal Business Solutions global leadership team. Jennifer Chambers is a director in the NewLaw Legal Business Solutions team and a specialist in commercial contracts.

Radiant Law

What the team is known for

Radiant Law is headquartered in the UK, with delivery centres in South Africa, Malaysia, Trinidad and Tobago. The firm specialises in commercial contracts work, and offers managed legal services as well as assisting with large-scale contract review and remediation projects.

Strengths

"Radiant is nimble and cost-effective, helping us outsource and gather knowledge for a range of future solutions."

"Radiant Law has embraced technology-enabled delivery and process streamlining to a greater degree than other providers in this space, which translated into tangible benefits in tracking progress, maintaining consistency, and reducing administrative burden on internal teams. They bring structure, transparency and momentum to complex, high volume matters that traditional law firms. Equally, their team demonstrates a real understanding of business priorities, enabling them to negotiate effectively without losing sight of the commercial relationship."

"Radiant Law is adaptable and willing to work with us to provide the best outcome. Radiant is extremely client-focused in its approach and pragmatic in negotiations."

Notable practitioners

Alex Hamilton is Radiant Law's founder and CEO. Other significant individuals at the firm include Ian Teague, the firm's head of delivery and head of the

South Africa branch, and Serena Wallace-Turner, the firm's COO.

Band 3

Addleshaw Goddard LLP

What the team is known for

International law firm Addleshaw Goddard assists its key clients with contract life cycle management services, combining its legal expertise with technology and project management and process design experience. The firm works with a range of technology vendors to provide clients with a broad range of platform options, and can also help to create standardised templates, playbooks and precedents.

Strengths

"Addleshaw Goddard are client-focused, have great attention to detail and are engaging to work with, with realistic pricing."

"AG has deployed a dedicated team with good expertise and substantial experience, which has enabled them to advise us effectively throughout the process. Their support has been particularly valuable in the context of our specific operational and organisational needs. They have adopted a genuinely tailored approach, taking the time to understand our existing processes, constraints and objectives, and translating these into practical and relevant recommendations. This has ensured that the proposed solutions are aligned with our business realities rather than a generic, off-the-shelf model."

Notable practitioners

Kerry Westland is a partner at Addleshaw Goddard and head of the firm's innovation group.

Afiens Legal Services by Auxadi

What the team is known for

Afiens is a boutique ALSP firm with a growing presence in Spain and Latin America. The firm has strategic alliances in Luxembourg and the Netherlands to strengthen its global reach. It provides contract support in a range of specialist practice areas, including real estate and private equity.

Strengths

"I believe their team demonstrates solid depth and breadth, with strong expertise across key areas and a good balance of complementary skills. I would rate their service levels and responsiveness as very strong. They are consistently timely, proactive in their communication, and quick to address any issues or requests that arise."

"Its client focus, professionalism, proactivity and can-do attitude are the most clear differentiators of Afiens and the team."

Work highlights

Afiens advised Santillana, a leading Spanish-language educational publisher, on the design and roll-out of a group-wide contract lifecycle management framework.

Notable practitioners

Alberto Conesa, head of international corporations, is a key contact.

DRS Alternative Legal Solutions

What the team is known for

DRS Alternative Legal Solutions, based in New-

castle and London, operates primarily in the financial services sector. It has particular expertise in managing trading documents at scale, including ISDA Master Agreements, OTC clearing agreements for derivatives, loans and financing documentation and prime brokerage agreements, among others. It also handles commercial contracts including NDAs. The team can assist with the negotiation, amendment and analysis of contracts at scale.

Notable practitioners

Jonathan Martin is the firm's CEO and a key contact.

EY

What the team is known for

EY Law's contract lifecycle management service covers contract drafting, review and management, transactional due diligence, AI-powered contract analysis and contract template design work. The firm's CLM clients include law firms and corporate clients in a wide range of industry sectors, including financial services firms, healthcare and insurance companies, tech businesses and energy companies.

Notable practitioners

Gaurav Sharma is EY India's contract and supplier management practice leader and a key contact.

FinTrU

What the team is known for

FinTrU has a dedicated legal documents and contracts team, with over 100 lawyers across five offices. The firm specialises in financial service agreements and works with some of the world's most prominent banks.

Notable practitioners

Roli Shaw is the firm's head of legal and a key contact.

KLDiscovery

What the team is known for

KLDiscovery offers a wide range of contract lifecycle management capabilities, including contract drafting, redlining and data extraction, eDiscovery and managed document review, digital forensics and cyber incident response. The team is particularly experienced in contract migration exercises.

Strengths

"KLDiscovery had a strong understanding of the work and platforms needed to make our contracts migration possible. They took the time to get to understand our business and our end goals, and built a process around our specific needs. They worked efficiently, providing updates as necessary, and implementing decisions from our team in a timely manner. They made the entire process seamless and stress-free."

"KLDiscovery exhibited excellent communication and feedback through all phases of the process. They provided succinct, intuitive reports outlining issues with our data and provided useful suggestions for the correction of same. Their understanding of the software was particularly invaluable. We were grateful for their best-practice suggestions."

Notable practitioners

Jayashree Nair, the firm's senior director for legal business services, is a key contact at KLDiscovery for contract lifecycle management.

KPMG International**What the team is known for**

KPMG has a global legal operations transformation services practice, which is part of its managed services offering. KPMG also offers its own bespoke software platform to draft and organise documents, as well as handling risk and compliance issues.

GLOBAL-WIDE: A Flexible Legal Staffing Overview**The Rise of the Legal Capacity Cloud**

The legal industry is entering a new phase of transformation. For decades, discussions about the future of legal services have focused on technology, alternative providers, pricing models and, more recently, artificial intelligence. Yet these developments may all be symptoms of a deeper shift taking place beneath the surface. The most important change is not how legal work is performed. It is how legal capacity is accessed.

For much of the last century, organisations built legal capability through ownership. If a company needed more legal support, it hired more lawyers. If a matter required specialised expertise, it retained a law firm. Capacity was acquired through headcount, institutional relationships and permanent structures. This model was logical in a world where expertise was difficult to access, expensive to co-ordinate and largely tied to specific organisations.

Today, however, the assumptions underpinning that model are beginning to change. The modern business environment is increasingly characterised by volatility. Regulatory requirements evolve rapidly. New technologies create unfamiliar legal questions. Geopolitical developments reshape commercial relationships. Transactions, disputes, investigations and compliance reviews arrive in waves rather than predictable patterns.

Legal workloads rarely grow in a linear fashion. Instead, they tend to arrive as sudden concentrations of complexity. A major transaction, a regulatory investigation, a cybersecurity incident, a market expansion or a new piece of legislation. For months, legal teams may operate comfortably within existing capacity. Then, almost overnight, demand exceeds what the organisation was designed to absorb.

Historically, the response has been straightforward: hire more lawyers. Yet many organisations are beginning to recognise the limitations of this approach. Hiring assumes that demand is permanent. In reality, many legal challenges are temporary, specialised or highly situational. Building permanent structures to address intermittent needs often creates inefficiencies, particularly in a world where expertise is becoming increasingly specialised.

This is driving a shift in perspective. Leading legal departments are beginning to view legal support not as a headcount challenge, but as a capacity design challenge. The distinction matters. Headcount focuses on how many lawyers an organisation employs. Capacity focuses on whether the organisation can access the expertise it needs at the moment it is needed. The difference between the two may define the next generation of legal services.

A useful comparison can be found outside the legal sector. For decades, organisations purchased and maintained their own technology infrastructure. Companies built data centres, purchased

servers and invested heavily in hardware because ownership was the only reliable way to secure computing power. Cloud computing changed that model. Businesses no longer needed to own every resource. Instead, they could access computing capacity when required, scaling usage up or down depending on demand. The value gained was not simply lower costs; it was flexibility.

Legal services appear to be moving in a similar direction. Increasingly, organisations are recognising that they do not need permanent access to every area of legal expertise. They need the ability to access specialised knowledge quickly, reliably and efficiently when business circumstances require it. This emerging model might be described as a “Legal Capacity Cloud”. Not a technology platform in the traditional sense, but an operating model through which organisations access expertise on demand rather than maintaining every capability internally.

The forces enabling this shift are significant. The first is specialisation. Legal issues are becoming increasingly complex and multidisciplinary. A single business challenge may involve competition law, data privacy, cybersecurity, artificial intelligence, employment law, sustainability regulation and cross-border considerations simultaneously. No organisation can realistically maintain world-class expertise across every specialised area.

The second force is the globalisation of talent. Highly experienced lawyers increasingly operate beyond the traditional boundaries of geography and institution. Expertise that was once accessible only through specific offices, firms or jurisdictions can now be mobilised across borders with unprecedented speed.

The third force is technology. Artificial intelligence is often discussed as a replacement for legal work. A more immediate effect, however, may be the reduction of co-ordination costs. Historically, large legal organisations created value partly because they made expertise easier to co-ordinate. Bringing together specialists from different disciplines, offices and jurisdictions required significant infrastructure. Technology is making that co-ordination increasingly efficient. Collaboration platforms, knowledge systems, AI-enabled workflows and distributed working models are reducing the friction historically associated with accessing specialised expertise. In many respects, AI is not replacing lawyers. It is making new ways of organising lawyers possible.

This has important implications for legal departments. The most effective legal teams of the future may not be those with the largest structures. They may be those that combine a strong internal core with the ability to activate specialised expertise when complexity emerges.

This mirrors a pattern already visible in other industries. Healthcare systems rely on specialist networks rather than employing

every type of expert internally. Technology companies combine core teams with highly specialised external capabilities. Consulting firms frequently assemble expertise around specific problems rather than maintaining identical resources across every location. Legal services appear to be following a comparable path.

Trust becomes increasingly important in this environment. Accessing expertise is only valuable if organisations can identify the right expertise quickly. As a result, curated professional communities, trusted networks and specialist talent platforms are becoming increasingly significant components of the legal market. The challenge facing organisations is no longer a lack of lawyers. The challenge is navigating an abundance of expertise. Identifying the right specialist, with the right experience, at the right moment, is becoming a competitive advantage in its own right.

This trend is also changing expectations of legal professionals. Increasingly, clients are seeking lawyers who can operate as a natural extension of internal teams. Technical excellence remains essential, but proximity to business objectives, commercial understanding and the ability to contribute immediately are becoming equally important.

The distinction between internal and external legal support is becoming less relevant than the ability to deliver judgement, context and expertise exactly when it is required.

Challenges remain. Questions around quality assurance, regulatory frameworks, confidentiality, knowledge management and technological adoption will continue to shape how these models evolve. The transition is unlikely to be uniform across jurisdictions or industries. Nevertheless, the direction of travel appears increasingly clear. The future of legal services may not be defined by who employs the lawyer. It may instead be defined by who can access the right lawyer at the right moment.

For much of the last century, competitive advantage in legal services was built through ownership of expertise. Increasingly, it is being built through access to expertise. In that sense, the most important transformation facing the legal industry may not be technological at all. It may be structural. The organisations best positioned for the future will not necessarily be those with the largest legal teams or the broadest institutional footprint. They will be those capable of combining trusted talent, specialised expertise and technology-enabled co-ordination into flexible models that reflect how modern business actually operates. The shift from ownership to access transformed technology. A similar shift may now be transforming legal services.

Flexible Legal Staffing Global-wide

Flexible Legal Staffing		
Global-wide		
Leading Firms		
Band 1	Band 1	<i>sector expertise."</i>
AMBAR	AMBAR	Notable practitioners
Axiom Law	What the team is known for	Manuel Deó and Rosa Espín are co-CEOs and key contacts at AMBAR.
Elevate	AMBAR is a significant force in the Iberian ALSP market and continues to expand internationally. The firm can supply lawyers with expertise in a range of practice areas, including trade marks, estate planning, civil litigation and commercial contracts. AMBAR has also developed an alliance with Axiom Law to secure a foothold in Latin America.	Axiom Law
Konexo (Eversheds Sutherland)	Strengths	What the team is known for
LawFlex	<i>"AMBAR handled complex and regulated matters with confidence. The lawyers were comfortable dealing with complex issues and understood the regulatory implications well. Their advice was clear and practical, even on sensitive topics and tight timelines."</i>	Axiom is one of the leading providers in the flexible legal staffing market. The firm's talent pool comprises thousands of lawyers and legal professionals based in Europe, North America and Asia, specialising in areas ranging from mergers and acquisitions and contracts law to disputes work and regulatory compliance.
LOD	<i>"AMBAR stands out because it understands how to manage complex international work in a very practical way. It can adapt teams to each project and work well with different time zones, cultures and legal systems."</i>	Notable practitioners
Peerpoint (A&O Shearman)	<i>"AMBAR has access to senior lawyers in a wide range of jurisdictions where comparable platforms typically have little or no presence. This allows them to support genuinely cross-border matters, including in jurisdictions that are often difficult to cover through flexible staffing models, while maintaining a consistently high level of seniority and</i>	Sara Morgan is chief legal talent officer at Axiom and a key contact.
Re:link (Linklaters)		
Band 2		
Addleshaw Goddard LLP		
Ashurst		
Latitude Legal		
Obelisk Legal Support		
Pinsent Masons		
Band 3		
Cognia Law		
Flex Legal		
FLEX by Fenwick		
Herbert Smith Freehills Kramer LLP		
Interim Legal AG		
KorumLegal		
Priori Legal		
Simmons & Simmons LLP		
The Stephen James Partnership		
<i>Alphabetical order within each band. Band 1 is highest.</i>		

via its subscription service.

Notable practitioners

John Croft and Liam Brown are Elevate's co-founders and key contacts at the firm.

Konexo (Eversheds Sutherland)

What the team is known for

Eversheds Sutherland's resourcing business Konexo has over 1,200 interim lawyers working on projects for large banks, other financial services businesses and corporates. Konexo has a notable presence in the UK and USA, as well as in Malaysia, Hong Kong and Singapore.

Notable practitioners

David Saunders, partner at Eversheds Sutherland and Head of Konexo, is a key contact.

LawFlex

What the team is known for

LawFlex has a network of offices and delivery centres that covers the USA, Chile and Germany. The firm's clients include law firms, tech and retail companies, and consultancies. The group has around 2,000 contract lawyers available for projects around the world, with particularly strong representation in tech, privacy regulation, litigation and eDiscovery, as well as corporate/M&A.

Strengths

"LawFlex has an excellent understanding of client needs and the market situation."

"LawFlex has a global and broad range of lawyers. It's always refreshing to work with their lawyers as they are top quality and well vetted by the LawFlex team. I don't have time to start assessing the quality of the lawyer, and LawFlex really does this for me. Consistency is what distinguishes them from others."

"My experience with LawFlex has always been excellent in terms of both level of service and quality of personnel staffed with my company."

"They are very agile and technologically progressive. They have a platform where partners and collaborators can all log work done, and they are also very easy to reach and responsive. The matters we collaborate on are usually high-tech."

Work highlights

LawFlex provided flexible legal staffing to Fiverr, an online marketplace for freelancer services.

Notable practitioners

Zohar Fisher and Jackie Donner are co-founders of LawFlex and key contacts.

LOD

What the team is known for

LOD's 5,000-strong team of lawyers, paralegals and other legal professionals works with clients in all sectors, including technology, financial services, professional services and law, and the public sector. LOD provides legal services to clients in over 20 countries across the UK, Europe, Australasia, Asia, the Middle East and the USA. Its flexible solutions include on-demand legal advisory, scalable managed teams, legal operations and tech consulting.

Notable practitioners

Simon Harper, the founder of LOD, is a key contact.

Peerpoint (A&O Shearman)

What the team is known for

Peerpoint, A&O Shearman's flexible resourcing

business, provides leading financial institutions, multinational corporates, technology businesses and those operating in the energy and renewables space with flexible legal staffing solutions. Originally established in 2013 in the UK, the firm now operates in Australia, Hong Kong, Singapore and the UAE.

Strengths

"Its consultants are generally highly experienced and subject matter experts in their fields; it's the equivalent of having Magic Circle service on tap. The consultants generally require little supervision and, as many have in-house experience, the learning time is usually short."

"They are very client-focused and easy to deal with: there's no hard selling, they understand our needs and are commercially-minded."

"Peerpoint has top-quality lawyers with a wealth of experience in various industries, and they are able to bring this experience to the stakeholders that they support on behalf of my team. Their lawyers have great interpersonal skills, work well with business teams and demanding stakeholders, can manage diverse and demanding workloads, and bring a practical and pragmatic approach to their legal support."

"Peerpoint has an excellent network of experienced lawyers with unique skillsets, which comes in very handy when you are confronted with unique challenges and you need that extra bench strength for a period of time. The Peerpoint lawyers are responsive, professional and add significant value to our practice."

Notable practitioners

Carolyn Aldous is the CEO of Peerpoint and a key contact.

Re:link (Linklaters)

What the team is known for

Re:link is Linklaters' contract lawyers platform and its clients benefit from the Magic Circle firm's large international network and broad coverage of services and industries. Re:link is based in the UK but works with clients and lawyers across Europe, APAC and the Middle East.

Strengths

"Re:link are very user-friendly, personable, understood our organisation and our in-house legal team and vetted the candidates beforehand, using Linklaters' partners."

"The secondees that we have had from Re:link has had first-class experience and expertise, and has been able to support anything that we have directed to them."

"The attorney that was assigned to cover my area was very professional, knowledgeable and interacted very well with the business team as well as with the functional team. Even though it was a temporary position, the attorney operated from day one as a member of the legal team."

Work highlights

Re:link provided flexible legal staffing for a global entertainment business's US in-house legal team, focusing on specific specialist cross-border legal issues. The firm placed a mid-level associate lawyer with relevant experience at a leading law firm.

Notable practitioners

Martin Laing is head of Re:link and a key contact.

Band 2

Addleshaw Goddard LLP

What the team is known for

AG Integrate is Addleshaw Goddard's flexible staffing platform, with more than 360 legal consultants on its books. The firm's clients include key clients of the law firm, among others. Its legal consultants have expertise in the financial services, energy, healthcare, retail, real estate and transport sectors, and it can also provide company secretarial, risk, compliance, project management, HR and forensic accountancy specialists.

Strengths

"They spent time listening to our specific challenges, the markets we operate in and the legal concerns that are most relevant to our business. They also take time to check in with us regularly and ensure the service is continuing to be run to our satisfaction, and they are quick to suggest any improvements. Finally, they were able to provide us with reassurance that should their appointed legal representative have any knowledge gaps needed on a particular project, they would have access to a centralised hub that allowed all their experts to share knowledge and advise as needed."

"The person they provided is absolutely brilliant, a very pragmatic, passionate, experienced adviser."

"They have been always ready to help and very responsive. Our questions were always answered promptly and issues were communicated clearly. They were a pleasure to deal with."

Work highlights

Addleshaw Goddard's AG Integrate team provided a fractional general counsel service to software licensing and assessment services provider Surpass.

Notable practitioners

Mike Potter, partner at AG Integrate and head of the firm's transaction services team, is a key contact.

Ashurst

What the team is known for

Ashurst Reach is a flexible legal staffing service operating as an extension of Ashurst. The firm has a presence in the UK and Australia, with a wide offering of paralegal to senior level support. The talent pool consists of specialists in legal fields such as finance, commercial, compliance and litigation.

Strengths

"Ashurst has excellent communication: its team listens to and understands what our requirements are, considers fit and personality as well and understands who will work well with me, my team and my business clients. They're very responsive and flexible, too."

"We have been extremely happy with the manner in which Ashurst's consultants that have been placed with our organisation have been able to handle complex and sophisticated matters."

"What particularly stands out is its collaborative and solution-focused approach. Ashurst teams are commercially astute, pragmatic and open to innovative delivery models, working seamlessly with flexible providers to scale resource and maintain quality. Their management capability on large, multi-jurisdictional real estate, corporate, employment, regulatory and transactional matters is consistently strong."

Latitude Legal

What the team is known for

Latitude Legal provides flexible staffing for a wide range of US and multinational clients, as well as law firms and other ALSPs. Its staff includes former associates and partners at big law firms and former in-house lawyers at major corporates.

Strengths

"Latitude Legal distinguishes itself through the consistent quality of its placements and its ability to function as a true strategic partner rather than a traditional staffing provider. They demonstrate a strong understanding of what sophisticated in-house legal teams need: attorneys who can operate independently, exercise sound judgment and deliver high-quality work product under tight timelines. Latitude also stands out for its ability to match not only technical skill sets, but also the right working style and temperament for an in-house environment."

"The partners are supportive, accessible, and provide excellent client service. They very clearly demonstrate that the needs of the client come first."

"Latitude has a remarkable ability to quickly identify the right talent for our needs. They are always responsive, communicate proactively and stay completely on top of every detail."

Obelisk Legal Support

What the team is known for

Obelisk Legal Support more than 2,000 lawyers in its talent pool, with expertise in banking, commercial property, employment and IP, among other areas. The firm handles resourcing for telecoms companies and retailers, alongside its established financial services expertise.

Strengths

"Obelisk are able to source very experienced and seasoned lawyers at all levels across a number of practice areas. Our experience is that Obelisk have got to know the locums and therefore will understand if the fit is right. The recommendations are personal and each person is known by the deploying team."

"Obelisk consistently provides high-quality lawyers with an excellent cultural fit, offering competitive pricing and a very reliable, supportive partnership. Their pre-filtering of candidates saves us significant time, and they stand out for their flexibility, client-centric approach and commitment to broader industry initiatives, such as returners programmes."

Pinsent Masons

What the team is known for

Pinsent Masons' flexible lawyer platform Vario allows clients to call upon a range of legal professionals, including freelance lawyers, legal project managers and paralegals. Vario offers clients access to a bench of around 2,000 professionals skilled in sectors including energy and natural resources, construction, real estate and financial services.

Strengths

"Vario's strengths are its flexibility of staffing, quick availability and start times, and making the process administratively easy."

"Vario offers great customer care and understanding of my industry and needs."

"The secondees that we have had from Pinsent Vario have been very experienced, self-motivated

and competent. They are also extremely personable and immediately slotted straight into our team, which was great. Our senior lawyer secondee is able to work very autonomously and has quickly built up strong working relationships with the internal clients as if they were a staff lawyer."

Work highlights

Vario supplied a lawyer to Total E&P UK to assist with legal projects relating to UK North Sea projects.

Notable practitioners

Matthew Kay is head of Vario and a key contact at Pinsent Masons.

Band 3

Cognia Law

What the team is known for

Cognia Law has offices in London, Johannesburg and Cape Town, and additional delivery centres in the UK, the USA and South Africa. Its ALSP offering includes flexible legal staffing solutions, with more than 200 high-quality lawyers on its permanent books and access to more than 4,500 specialists.

Strengths

"They have a pragmatic, customer-focused approach that shows a great commercial understanding of their customer's business."

"Cognia Law are swiftly available to cover a secondment. They do preparatory work to ease the onboarding before the secondment starts and the performance and attitude are both remarkable."

Flex Legal

What the team is known for

Flex Legal provides law firms, multinationals and other clients access to a large bench of paralegals and lawyers and has a strong reputation for its diverse bench. In January 2024, Flex Legal was acquired by leading law firm Mishcon de Reya.

Notable practitioners

Mary Bonsor is Flex Legal's founder and a key contact.

FLEX by Fenwick

What the team is known for

California law firm Fenwick & West's captive staffing platform FLEX offers temporary and temp-to-perm lawyers to its largely entrepreneurial client base, relying on the firm's signature strengths in working with early-stage technology and life sciences businesses. Its clients range from start-ups seeking their first in-house lawyer to larger businesses needing assistance on volume-intensive legal projects. Its legal professionals advise on matters including commercial agreements, M&A, privacy and data security, litigation and employment law.

Strengths

"FLEX by Fenwick distinguishes itself through personalised service, strong candidate screening and a clear understanding of our business culture. They consistently deliver candidates who are not only technically qualified but also a strong fit for our team."

"The firm staffs attorneys who have been in the trenches handling these matters both in prior roles as in-house counsel, as well as dealing with these matters as outside counsel. This experience means there is reduced 'ramp-up' time or time spent

learning the business. Attorneys are able to hit the ground running and provide impactful counsel on shortened timetables."

"Fenwick has a few key differentiators compared to similar staff augmentation providers: it dives into team members' strengths and weaknesses to establish a consistent talent calibration; it establishes a high-quality bench that maximises the chances of a good fit between its representatives and customers; and it offers deep support and engagement with that bench, which translates to strong engagement on client matters and continuity of service."

Work highlights

Fenwick supplied a late-stage pharmaceutical company with its first full-time General Counsel.

Notable practitioners

Linda Netsch is the general manager of FLEX and a key contact.

Herbert Smith Freehills Kramer LLP

What the team is known for

Herbert Smith Freehills Kramer's flexible staffing arm has a strong presence in Australia and the UK, handling interim staffing needs for a diverse range of clients. It is well known for its expertise in staffing major disputes, and also regularly handles large-scale transactional projects.

Notable practitioners

Lisa McLaughlin took over as head of Herbert Smith Freehills Kramer's digital legal delivery business in April 2026. She is a key contact for flexible staffing.

Interim Legal AG

What the team is known for

Interim Legal AG delivers flexible, on-demand legal and compliance support in Switzerland by providing access to a pool of professionals across corporate, commercial, regulatory, technology and life sciences areas. It acts for start-up companies and established multi-national businesses.

KorumLegal

What the team is known for

KorumLegal is headquartered in Hong Kong and provides staffing for client matters across APAC and further afield. The firm's practice areas include corporate/commercial, regulatory compliance, labour and employment, real estate, construction and finance, among others. Its clients include financial institutions, energy companies and major retailers.

Strengths

"KorumLegal is able to identify good candidates in a wide range of jurisdictions. They have quick response times with good candidates."

"KorumLegal stands out for its flexible, cross-border support model and its ability to provide tailored regulatory advice across multiple jurisdictions. The firm demonstrates agility in addressing international legal matters related to new product launches and effectively navigates jurisdiction-specific requirements. Their responsiveness and cost-efficient structure make them a valuable partner for complex international projects."

"KorumLegal has a large portfolio of contractor lawyers with varying degrees of experience and qualifications across most of the countries we operate in. They are able to provide me with a wide choice of contract lawyers to meet my business needs and budget."

Notable practitioners

Rob Shakespeare, the firm's general manager for customer and product, is a key contact.

Priori Legal**What the team is known for**

Priori Legal is based in New York and provides flexible staffing services to a range of clients including law firms, tech and financial services companies. They provide support across a range of practice areas, including commercial contracts, IP, real estate and transactional matters. Priori Marketplace is the firm's contract lawyer platform, providing access to thousands of flexible legal staff from its proprietary database of vetted professionals.

Strengths

"Priori has its finger on the pulse of what its clients want and need. Their product and software teams are eager and available to assist with implementations and answer questions, and are genuinely invested in their clients' success. Priori does everything it possibly can to maximise its value to our business."

"Priori retains top talent with their top-tier clients, professionalism, compensation, and partnership mentality with their attorneys. Priori is always innovating with both their products and services. I'm not sure what else they could offer. Priori is able to track and manage complex and high-risk matters with their top-tier talent from extensive and diverse backgrounds. They have attorneys who have experience handling precedent setting matters all over the world in the most innovative and complicated legal areas with emerging regulatory guidance."

"Priori stands out for the combination of speed, quality and practicality that they bring to flexible legal resourcing. They consistently provide business-minded professionals who quickly grasp the commercial context and can deliver usable, risk-aware work product with minimal ramp-up. Their responsiveness is a meaningful differentiator: they are proactive, communicative and able to adapt quickly when priorities change or timelines com-

press. Priori also distinguishes itself through a thoughtful, curated approach to matching resources to needs, which helps ensure strong fit and continuity."

Work highlights

Priori provided SeatGeek with interim cover across privacy, disputes and corporate governance work.

Notable practitioners

Basha Rubin is Priori Legal's CEO and co-founder.

Simmons & Simmons LLP**What the team is known for**

Simmons & Simmons offers flexible legal staffing services that support organisations with interim and project-based legal resource, including secondees and managed teams, across a range of practice areas.

Strengths

"Apart from the team's great depth and legal knowledge, I truly appreciate its excellent customer services. They are very clear in their communications, straightforward and fast. This is crucial when planning resources and setting expectations with my business peers."

"What sets the Simmons & Simmons apart is its strong grasp of practical business needs and its ability to deliver clear, actionable guidance rather than theoretical analysis. Their advice is consistently focused on what is operationally required and helps drive informed decision-making across complex cross-border work. They also bring robust international regulatory expertise, coordinating multi-jurisdictional input in a way that is coherent, efficient and directly usable."

"Simmons have an excellent knowledge of the market and provide strong client service at a desirable price point."

The Stephen James Partnership**What the team is known for**

Stephen James Partnership provides flexible legal staffing through interim placements, contract lawyers and project-based resourcing, supporting

in-house legal teams with short-term, specialist and surge capacity across a range of practice areas. It has particular strength in working with FinTech and payments businesses.

Strengths

"The Stephen James Partnership are very client-need focused and go the extra mile to meet the client's needs."

"The Stephen James Partnership really understands our business and the types of lawyers that we are looking for. The candidates that they put forward are always on point: the right legal experience and expertise, and the right mindset to work here. They are very responsive and quick to assist."

"The Stephen James Partnership is personable and very responsive to deal with on a day-to-day basis. In terms of the actual staffing, the firm is very quick in finding staff who fit not only the levels of seniority that you are looking for but also have the right mix of experience in industry sectors that you have requested. The speed with which they are able to locate the right person is impressive."

"I have always been impressed by the quality of the candidates that The Stephen James Partnership have proposed for open positions, which compares favourably to other providers of interim support."

"The Stephen James Partnership provides amongst the most proactive client management I have ever encountered."

Work highlights

The Stephen James Partnership provided interim legal staffing to FIS Global, a FinTech business, including placements relating to commercial, corporate and employment law.

Notable practitioners

Samuel Clague is the firm's CEO and head of its interim legal practice.

Intellectual Property Management Global-wide

Intellectual Property Management
Global-wide
Leading Firms
Band 1
Dennemeyer & Associates SRL
Elevate Services
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1**Dennemeyer & Associates SRL****What the team is known for**

Dennemeyer offers fully outsourced intellectual property services spanning drafting, prosecution

and portfolio management. Dennemeyer's core services include translations, filings, renewals and IP records.

Work highlights

Dennemeyer's trademark renewal team managed a portfolio of over 4,000 trademarks across over 150 jurisdictions on behalf of a designer fashion company.

Notable practitioners

Alin Todirică, head of patent filing, is a key contact.

Elevate Services**What the team is known for**

In January 2025 Elevate acquired Sagacious IP. The

legacy Sagacious team combined with Elevate's global platform supports clients along the entire IP lifecycle. The team provides managed outsourced IP docketing, drafting, filing and prosecution in addition to strategic enforcement advice.

Strengths

"They provide excellent quality drafting and patent application responses. There is also seamless integration between them and our IP attorneys."

"They are good to work with in terms of customer relations and their quality and price is good."

"Their strength is administration. They do really good work."

Work highlights

Elevate supported a global automotive company's R&D department on patent searching and analysis.

Notable practitioners

Anant Kataria heads Elevate's intellectual property offering.

Law Firm LPO Global-wide

Law Firm LPO
Global-wide
Leading Firms
Band 1
Ashurst Advance (Ashurst)
DWF Legal Operations
Herbert Smith Freehills Kramer LLP
Konexo (Eversheds Sutherland)
Band 2
A&O Shearman
A&L Goodbody
Allens
Pinsent Masons
PwC Legal Business Solutions
Band 3
ClearyX
ELTEIMATE
Norton Rose Fulbright
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Ashurst Advance (Ashurst)

What the team is known for

Ashurst Advance offers a range of ALSP services, including legal project management and legal process design. The firm offers clients data- and AI-based eDiscovery services, including document review, due diligence and contract and transactional assistance. It can give clients access to ESG, legal privilege and dawn raid response tools.

Strengths

"Ashurst consistently delivered very high service levels with rapid, reliable responsiveness and effectively bridged multiple time zones across deployed offices to support continuous progress on a demanding global programme."

"The Ashurst Advance leadership team is one of the best we work with. Under the leadership of Hillary Goodier, the management team really are market leaders when it comes to how work is delivered, where work is delivered and what technology is used to deliver it."

"Hillary is always coming to us with new ideas and alternative perspectives on how we might achieve specific outcomes. Often, these are financially less lucrative for Ashurst but provide better client outcomes."

Notable practitioners

Hilary Goodier in Melbourne is the global head of Ashurst Advance.

DWF Legal Operations

What the team is known for

DWF Legal Operations was previously known as

Mindcrest. The firm provides contract management, document review and eDiscovery services to major clients across the USA, Europe and the Middle East, including professional services, financial services and life sciences clients. Its teams, based in the USA, Europe and India, are experienced in assisting clients with a range of contentious and non-contentious mandates, including significant expertise in privacy and data security compliance matters.

Notable practitioners

DWF partner Julia Perez is global head of legal operations, based in Manchester.

Herbert Smith Freehills Kramer LLP

What the team is known for

Herbert Smith Freehills Kramer's alternative legal services business, Digital Legal Delivery, has a strong presence in Melbourne and Belfast and offices in ten other cities across Asia-Pacific, South Africa, the Middle East, the USA and the UK. Its digital legal services range from eDiscovery document review and claims management to lease management commercial contracts and transactional support.

Strengths

"A combination of factors make HSKF our go-to for most of our most complex issues: they have deep industry knowledge in both legal and commercial matters; they are by far the most responsive to our regular queries; the care and depth with which they undertake client relationship management; their willingness to explore technological solutions to our problems on our terms; and their Belfast office for high-volume work."

Notable practitioners

Lisa McLaughlin is managing partner of Herbert Smith Freehills Kramer's Belfast office and a key contact for Digital Legal Delivery.

Konexo (Eversheds Sutherland)

What the team is known for

Eversheds Sutherland's Konexo operation was established in 2019. It offers managed legal services and resourcing, corporate secretarial/HR solutions and financial services compliance support. Its managed services offering includes contract lifecycle management, tech-based sublease management and banking documentation assistance.

Notable practitioners

David Saunders is a partner at Eversheds Sutherland and head of Konexo.

Band 2

A&O Shearman

What the team is known for

The advanced delivery team at A&O Shearman provides a wealth of resources from its Belfast-based legal services centre, which allows clients of the firm to access experienced, high-quality legal resources for contentious and non-contentious matters in a more cost-effective way. Its lawyers have experience using technology to handle document-intensive tasks, including international litigation and regulatory investigations.

Notable practitioners

Angela Clist, partner and head of the Advanced Delivery – Legal Services practice, is a key contact.

A&L Goodbody

What the team is known for

A&L Goodbody's LPO, ALG Solutions, offers clients a broad range of services ranging from project management to legal resourcing, eDiscovery and document review, contract management and litigation services. It supports financial institutions and large multinationals across tech, infrastructure, construction and pharmaceuticals across Ireland, Europe and the UK.

Strengths

"Their strengths are proactivity, attention to detail, always being available to help, and their sector-wide expertise."

"They are very knowledgeable, have deep expertise, especially in insolvency, and they're responsive in getting back and will keep to timelines. Generally, you want quick and strong advice which doesn't take long to percolate; they have the ability to give advice in a relatively short time."

Notable practitioners

Katie O'Connor is a partner at A&L Goodbody and the head of ALG Solutions.

Allens

What the team is known for

Australian law firm Allens' innovation and legal solutions team offers an impressive range of legal services for clients in Australia and across the APAC region. Its service lines include legal technology consulting and implementation support, legal project management, data analysis, high volume document review support and management of matters.

Strengths

"Allens' LPO document review team has much greater scale than their competitors and has been established much longer. The group is integrated with the ALSP technology offering which gives them

greater insight and innovation.”

“Allens’ legaltech team in particular are very engaging. They’re always there offering a solution when there’s a problem to solve. Other firms would wait for us to give instructions before acting, but Allens will suggest alternative solutions for a more flexible price. Aside from the alternative legal team, the regular legal team has the same front-forward approach.”

“The first thing is the strategy they apply in connection with their work with us. It’s really thought out and tailored to our organisational needs. Quite specifically, they think about how the flows of documents should work and how they can streamline to make sure there’s no duplication or discrepancies. We now have one version of the document that we use for each different regulator, which is really strategic and saved us a lot of time. The second reason we work with them is they have a really nuanced view of the market and can tell us what has and hasn’t worked for other people.”

Notable practitioners

Linda Kozaris, chief innovation and legal solutions officer, is a key contact at Allens.

Pinsent Masons

What the team is known for

Pinsent Masons Vario offers a range of services, including legal project management, flexible legal staffing and consultancy. Key sectors include energy, financial services, infrastructure, real estate and technology. The firm’s clients include clients of the Pinsent Masons law firm and clients specific to the Vario service.

Notable practitioners

Matthew Kay is managing director, group head and a key contact for the Vario service at Pinsent Masons.

PwC Legal Business Solutions

What the team is known for

PwC Legal Business Solutions offers a range of managed legal services, including contract management, data protection and storage services and compliance-related solutions across the UK, Australia and Poland. Its clients include international retailers, financial institutions and energy companies.

Strengths

“They have some very skilful practitioners in the team, and legal processes are operated in a common-sense and thoughtful way. They don’t do things blindly, and they are quick to recognise when something doesn’t fit a pattern or looks off, and they know what to do to find problems.”

“The work we have undertaken with PwC Legal has been extremely complex from a logistical perspective, and their project management and attention to detail has been truly exemplary. From the lead partner down through the entire team, engagement and communication have been excellent. The work product is right first time and we have been able to move forward at pace to keep project timelines.”

“They bring deep expertise and combine that with a practical lens. Having experience in-house means that they are bringing the practice rather than the theory.”

“PwC Legal distinguishes itself through a combination of regulatory depth, commercial awareness and its ability to work seamlessly alongside technology and consulting teams.”

Notable practitioners

Christopher Neill and Jason Williams are key contacts for PwC’s NewLaw legal team.

Band 3

ClearyX

What the team is known for

Cleary Gottlieb’s LPO, ClearyX, offers clients tech-driven alternative legal services to create efficient solutions, including for document and process automation, contract management, AI-powered due diligence and transactional support.

Strengths

“The ClearyX tool is very easy to use, and the ClearyX team is available to help in case of questions. It’s an available team that understands our needs.”

Notable practitioners

Carla Swansburg is CEO of ClearyX and a key contact.

ELTEEMATE

What the team is known for

Hogan Lovells’ ELTEEMATE legal technology entity acts as a legal tech vendor that can support clients across a wide range of sectors with legal tech solutions. They are proficient in using AI tools, such as ELTEEMATE CRAIG, to assist with document automation, eDiscovery, contract analysis and risk assessments. ELTEEMATE also acts as an incubator and accelerator.

Notable practitioners

Manon Cordewener in Amsterdam and Sebastian Lach in Frankfurt are the CEOs of ELTEEMATE.

Norton Rose Fulbright

What the team is known for

Norton Rose Fulbright’s legal transformation programme, NRF Transform, offers clients a range of legal managed services, including solutions for large-scale review and due diligence, contract management, outsourcing, claims and disputes handling and BAU contracting work. It supports clients across a range of sectors, particularly in the finance industry.

Notable practitioners

Dan Newcombe is head of legal services in the Newcastle office of Norton Rose Fulbright, and a key contact for the firm’s legal services team.

LawTech Consulting Global-wide

LawTech Consulting
Global-wide
Leading Firms
Band 1
Addleshaw Goddard LLP
Baskerville Drummond LLP
Deloitte Legal
KLDiscovery
PwC Legal Business Solutions
Band 2
Ernst & Young LLP
Eversheds Sutherland
FTI Consulting
KPMG
LawHawk Limited
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

LawTech Consulting
Global-wide
Leading Individuals
Band 1
Baskerville David Baskerville Drummond LLP *
Jackson Sophie Addleshaw Goddard LLP
Band 1
Addleshaw Goddard LLP
What the team is known for
Addleshaw Goddard’s legal technology consulting team advises in-house teams on selecting and implementing legal tech solutions. The team also helps its clients better understand developing technologies such as generative AI, and shares insights

on the potential uses of these technologies through workshops.

Strengths

“Addleshaw Goddard have knowledge and genuine connections in the legal tech world and they are always able to pull on advice from the team about a variety of other areas in adjacent spaces.”

“Any problem we have brought to the team has been answered and a solution has been provided with ease. They are also incredibly responsive and are always thinking outside of the box in terms of what else we might need from them.”

“We are impressed by Addleshaw Goddard’s commitment and tenacity to work through challenges to finalise an impactful tech solution.”

Notable practitioners

Notable practitioners

Sophie Jackson leads the legal technology consulting team at Addleshaw Goddard. Sophie helps clients apply legal tech to their in-house processes and systems. **Strengths:** *"Sophie is a pleasure to work with and she is extremely sophisticated in this market."*

Baskerville Drummond LLP

What the team is known for

Baskerville Drummond is a well-respected and highly recognised independent legal IT consultancy. The firm provides assistance with strategic reviews, vendor selection processes, implementation and related matters. Its team carries out detailed reviews of clients' current technology provision, future needs and strategic aims, and helps clients choose platforms, providers and products that achieve their objectives.

Strengths

"Baskerville Drummond are quick to respond, willing to make themselves available and follow through on agreed actions."

"Baskerville Drummond have knowledge of the legal tech industry and genuine care about their clients' interests."

"Baskerville Drummond has good industry experience and knowledge, are easy to work with and can operate at all levels within a firm. They are also well equipped to deal with complex matters."

Notable practitioners

Notable practitioners

David Baskerville is the founding member of Baskerville Drummond and has built a robust reputation for his ability to provide project support and strategic advice to UK law firms backed by his extensive experience and knowledge of law-tech. **Strengths:** *"David Baskerville is always a joy to work with – he helps open your eyes to what is possible, what the potential risks are, and will always go 101% to deliver what is required."* *"David's experience, built up from many years in the industry, is rare. He is one of the few IT professionals who can communicate complex IT concepts in plain English."* *"David's knowledge of the legal tech market is second to none. He proactively reaches out to vendors to understand their product strategies and what is working in the market."*

Deloitte Legal

What the team is known for

The team at Deloitte Legal combines lawyers, consultants and technology experts to provide clients with new and innovative solutions. Deloitte Legal's management consultancy focuses on operating models, technology, work sourcing and cost management.

Strengths

"Deloitte has strong capability in this space."

Notable practitioners

Paul Handal Montoya is a key contact.

KLDiscovery

What the team is known for

KLDiscovery helps law firms, in-house legal departments and legaltech providers implement a range of cutting-edge technology and processes. The firm is particularly expert in contract life cycle management and contract migration matters.

Strengths

"KLDiscovery provides quality support."

Notable practitioners

Jayashree Nair is the firm's senior director for legal business services and a key contact at KLDiscovery.

PwC Legal Business Solutions

What the team is known for

PwC's NewLaw team provides high level consulting on both legaltech and operational transformation projects for a wide range of blue-chip legal teams. The team can assist with setting strategic objectives, designing processes, selecting technology vendors and advising on implementation. The firm also offers a suite of managed legal services products.

Band 2

Ernst & Young LLP

What the team is known for

EY Law brings to bear its multidisciplinary background and international network to support clients in transformational projects and operations across a diverse range of areas. EY Law counts international banks, multinationals and tech providers among its clients. The firm has strong experience supporting clients in projects concerning contract lifecycle management platform implementation, devising legal operations strategies and digital transformation.

Eversheds Sutherland

What the team is known for

Eversheds Sutherland's Konexo offers broad legal operations and consulting services to in-house teams globally. The lawtech team is particularly adept in helping teams use practical and efficient legal technology solutions to automate and optimise legal tasks, as well as to streamline day-to-day operations.

FTI Consulting

What the team is known for

FTI Technology, a segment of FTI Consulting, supports clients in the legal sector to improve and implement changes in their organisational operations and set-ups by assessing and identifying gaps in legal processes.

KPMG

What the team is known for

KPMG's Legal Operations Transformation Services (LOTS) team uses its global network of professionals and international legal expertise to support in-house legal teams and business stakeholders through legal technology consulting and implementation. The team can assist with scoping project requirements, designing and conducting RFP processes, configuration design and change management/implementation consulting.

LawHawk Limited

What the team is known for

LawHawk Limited are a legal operations consultancy based in Wellington, New Zealand. They assist law firms, in-house counsel and contract managers to modernise and grow using cutting-edge legal technology and with practical, tailored solutions.

Strengths

"LawHawk Limited are very responsive and proactive. Their working product is fantastic and they are helpful in providing value add to businesses."

"They are great at capturing intricacies and are very knowledgeable."

Notable practitioners

Gene Turner is the Managing Director and a key contact.

LawTech Incubators & Accelerators Global-wide

LawTech Incubators & Accelerators	Band 1	Band 2
Global-wide		
Leading Firms		
Band 1	Fuse (A&O Shearman)	MDR Lab
Fuse (A&O Shearman)	What the team is known for	What the team is known for
Slaughter and May	Fuse is a pioneering technology innovation incubator developed by lawyers, technologists and clients. It functions as a learning lab, where the team organises demonstrations, trials, events and seminars, and tests and develops legal, regulatory and deal-related technologies.	MDR Lab is Mishcon de Reya's LawTech incubator, supporting early-stage legal tech companies each year through tailored support and interaction with the firm's lawyers, as well as through investment.
Band 2		
MDR Lab	Slaughter and May	
	What the team is known for	
	Slaughter and May's Collaborate initiative supports LawTech start-ups on a yearly basis, running pilots with the firm's staff, offering dedicated mentorship and access to bespoke training, the firm's clients and Collaborate alumni. The firm also offers access to its network of "best friends" firms in other jurisdictions.	

LawTech Vendors Global-wide

LawTech IP Management	LawTech AI Legal Assistants	LawTech Compliance & RegTech
Global-wide	Global-wide	Global-wide
Leading Firms	Leading Firms	Leading Firms
Band 1	Band 1	Band 1
Crane Patents	Harvey	ELTEMATE
<i>Alphabetical order within each band. Band 1 is highest.</i>	Legora	
LawTech Consumer Services	LawTech eDiscovery & Dispute Resolution	LawTech Practice Management
Global-wide	Global-wide	Global-wide
Leading Firms	Leading Firms	Leading Firms
Band 1	Band 1	Band 1
amicable	ELTEMATE	Actionstep
Exizent Ltd	Fastcase	Amisoft
	Opus 2 International	Clio
	Solomonic	iManage, LLC
		Lemontech
		OpenAtlas
LawTech Contract Analysis	LawTech Document Automation	LawTech Workflow Management & Service Platforms
Global-wide	Global-wide	Global-wide
Leading Firms	Leading Firms	Leading Firms
Band 1	Band 1	Band 1
ELTEMATE	Avvoka	BRYTER
Legalfly BV	BRYTER	Elevate
Luminance	Clarilis	Ironclad
Pinsent Masons	ELTEMATE	Lawrence DANTE LegalTech Solutions GmbH
PwC Legal Business Solutions	Pinsent Masons	Legatics
<i>Alphabetical order within each band. Band 1 is highest.</i>		Lighthouse Law
		MultiDocuments
		Pinsent Masons
		Ranking Copilot Ltd

The editorial is in alphabetical order by firm name.

Actionstep

What the team is known for

Actionstep is a law firm management system designed for mid-sized firms. It incorporates cloud-based practice management and accounting software, a client intake platform, time recording and billing system, matter management and document management.

amicable

What the team is known for

amicable is a lawtech platform and online legal

service for divorcing and separating couples. Its co-parenting app allows separating couples to create a shared calendar with the ability to create a mutually-agreed care schedule. The business also offers negotiation support and coaching services, and can help its client couples with the legal process of separation.

Amisoft

What the team is known for

Amisoft builds case management software platforms for use by courts and tribunals. It has created software for courts across Chile and the wider Latin America region, including platforms used widely by

the Judicial Power of Chile. It also advises arbitration centres and Government ministries on legal technology.

Avvoka

What the team is known for

Avvoka facilitates visual document automation. The software developed by Avvoka aids in-house legal

teams with self-serving their documents, and law firms with automating precedents and ad hoc deal documents without coding. It also helps business teams with negotiation and e-signature solutions.

BRYTER

What the team is known for

BRYTER is a no-code service automation platform that enables business experts to build powerful apps. The intuitive toolbox aids professionals in their building, managing and selling of interactive applications, without the need for any programming skills. BRYTER works with consulting firms, banks, corporates and public administrations across the globe.

Clarilis

What the team is known for

Clarilis is a document automation system that aids lawyers in automating complex document suites. Clarilis uses a rules-based system which allows the user to automate existing precedents and templates.

Clio

What the team is known for

Clio is a practice management system that aids companies with simplifying time recording, billing, document management and more. Clio allows firms to create, share and store an unlimited number of documents.

Crane Patents

What the team is known for

Crane Patents is an AI-assisted patent analysis platform which automates the process of drawing up claim charts. Crane's customers include in-house IP teams and leading patent attorneys. Interviewees recommend the tool for prior art analysis and patent invalidity assessment workflows.

Strengths

"Crane Patents' strengths are its ease of use, the accuracy and customisation of the analysis within the platform and the responsiveness of the Crane team."

"The tool is extremely easy to use and presents information in a very bite-size format. Crane is helping to fulfil the promise of AI, delivering savings to law firm clients, and allowing outside counsel to deliver more value to those clients. Crane Patents helps consolidate days into hours."

"Crane provides a quality product that significantly reduces the time spent on analysing prior art and drafting claim charts. Crane is particularly responsive to meeting the team's needs and answering questions, sometimes with additional features or changes to the product."

"Crane has proved to be a very helpful tool. The fact it has been tailored for very specific workflows which align with the patent analysis I do is great. The fact you can take a collection of prior art you've spent between zero and ten minutes with, let it chew, and get a quick sense of the shortcomings is really great. In the time I can pick up one or two patterns, Crane has already generated a claim chart."

Work highlights

Medtronic integrated Crane Patents into its freedom to operate team.

Elevate

What the team is known for

Elevate is an alternative legal services provider and also a legal tech software developer. It offers enterprise legal management platforms, including CLM, time and billing management, vendor management and workflow platforms.

Strengths

"Elevate are very fast and available at odd hours: I will get a response very quickly. They are very, very capable and responsive in trying to help us with our case as quickly as possible, which is rare. I really like working with them."

"I really value the partnership we have with Elevate. We deal with tight deadlines and the Elevate teams are always really proactive, working with us to get great results for clients. It's not a service I would look at briefing other providers on, because the quality of work is very high with Elevate."

ELTEMATE

What the team is known for

ELTEMATE is a legal technology entity launched by global law firm Hogan Lovells. Operating as a legal tech vendor as well as an incubator & accelerator, ELTEMATE supports a wide range of clients in diverse sectors such as energy, life sciences and automotive. The ELTEMATE platform provides clients with a suite of AI-powered tech tools, notably the Regulatory Pilot and ELTEMATE CRAIG, to assist on issues concerning document automation, compliance, contract analysis and a multitude of other matters.

Strengths

"ELTEMATE has experienced consultants in a wide range of legal fields, which enables interdisciplinary approaches and tailored solutions."

"It's a very dynamic and professional group of experts with legal backgrounds."

Exizent Ltd

What the team is known for

Exizent is an SaaS platform for managing probate cases. It allows users to produce clear and simple estate accounts quickly, and can auto-populate court forms and IHT400 schedules for inheritance tax purposes.

Strengths

"Exizent produces a user-friendly, adaptable solution which is regularly updated and refined to meet the changing demands and needs of the sector. Communication and guidance is clear and tailored to our firm."

"It is the only platform of its kind, as far as I know. The staff are really good at answering any difficult questions you may have or finding something out."

"I consider their strength being the affordability for small firms providing this service to clients. Other tech solutions can be out of reach financially. Exizent has been affordable for me from the outset."

"I believe Exizent does stand out from other suppliers as they focus only on one business area: executries. A focused system tends to have a cleaner interface and simpler configuration because it is not trying to accommodate multiple unrelated legal departments. As they are specialists in the area, they keep pace with changes in executry law and tax requirements."

Fastcase

What the team is known for

Based in Washington, DC, Fastcase is a provider of online legal research. Fastcase provides online access to millions of cases, statutes and regulations. Fastcase was established in 1999 and today provides access to over 900,000 legal professionals.

Harvey

What the team is known for

Harvey is a generative AI platform tailored specifically for legal professionals. Designed as a flexible platform, Harvey provides tools for multiple legal use cases. Harvey's broad suite of capabilities includes document review and analysis, drafting, legal research, and the creation of specific workflows and playbooks. Integration with Microsoft 365 and LexisNexis further enhances its utility within existing tech stacks. Since its launch in 2022, Harvey has been adopted by many of the world's leading law firms, and increasingly, in-house legal teams.

Strengths

"We've subscribed to and implemented Harvey and we love it. It provides great capability for us to continue to compete with larger firms more effectively."

"We've decided to adopt Harvey. We've already used it on several pieces of big litigation. It is incredibly helpful for summarising massive volumes of datasets and navigating bundles. It's been used live in court, during cross-examination; tapping counsel on shoulder, suggesting bundle scrutiny etc. It's led to efficiencies and savings."

"Whilst the client was on the phone I asked our AI, Harvey. On that phone call I had an answer from Harvey that was pretty much perfect, so that memo was ready to go by the end of the day; it used to take two weeks."

"I was in a face-to-face negotiation two weeks ago and I was using Harvey to check what the other side was saying, and they were doing the same thing. That was quite a startling moment to see it become a part of everyday practice."

"We bought Harvey and it is going to fundamentally lessen our need for outside counsel."

iManage, LLC

What the team is known for

iManage is a cloud-enabled, secure knowledge work platform and document management system. Using advanced AI and powerful document and email management, iManage creates connections across data, systems and people.

Ironclad

What the team is known for

Ironclad is a contract management specialist that focuses on automating intensive manual processes into digital ones to increase efficiency. Its clients consist predominantly of a mix of fast-moving consumer goods vendors, technology companies and financial service institutions.

Lawrence DANTE LegalTech Solutions GmbH

What the team is known for

Lawrence is a submissions and pitches automation platform for law firm marketing and business

development teams. It helps automate directories and awards submission workflows and create pitch decks in PowerPoint. Lawrence can also help manage lawyer profiles and CVs for pitches, submissions and firms' websites.

Legalfly BV

What the team is known for

Legalfly is a legal AI tool for contract review, drafting and discovery. The platform uses agentic AI to create automated workflows for these tasks, and integrates with Microsoft Word and Copilot, and works across multiple legal jurisdictions.

Strengths

"In case of problems or issues, we have a direct line and assistance is immediate. New updates are immediately reported and Legalfly is always available for our needs or extra tools demanded as a customer. Obviously, at the start of the partnership with Legalfly it was important to define our needs to have a maximum return of the tool. But Legalfly managed to provide us with solutions and tools even for complex aspects."

"The platform is amazing. There is a support team in case you run into any obstacle or have any query is super responsive and sometimes even provides tailored solutions. Without Legalfly, I would have to hire one or two FTEs additionally; so for our company this is a great value-for-money proposition."

"The quality provided and time gains are top-tier. They have an agentic approach, automating some of our processes which otherwise take a lot more time. In our relationship meetings, it's clear that the team understands our needs and assists us in looking for further improvements. They have a good sense of the value of their tools within the lawyer and in-house market."

Legatics

What the team is known for

Legatics is a transaction management platform that improves legal working methods and solves practical transactional issues. Legatics allows lawyers to create lists to manage their transactions.

Legora

What the team is known for

Legora is a generative AI platform built for the legal market. It is built to support core demands including document review, drafting and legal research, with particular strength in handling large data sets via its tabular review function. The platform also enables multi-step workflows, helping teams structure and automate repeatable processes. Legora integrates with teams' existing technology stacks via add-ins with Word, Outlook, and other Microsoft 365 applications. As a broad, general-purpose tool, Legora has been adopted by law firms of all sizes as well as in-house legal departments.

Strengths

"Legora is brilliant for document review and summarising documents."

"We have started using Legora. It is so impressive what it is able to do. It makes us more efficient."

"I use Legora almost every day and it makes me much more efficient."

Lemontech

What the team is known for

Lemontech is an SaaS-based company that is specialised in making software for lawyers. Lemontech has over ten years of experience in the industry, with a presence in countries such as Chile, Colombia, Argentina, Uruguay, Peru, Bolivia, Ecuador, Costa Rica, Paraguay and Mexico.

Strengths

"Their systems are advanced and are constantly being improved. Furthermore, their programs are quite comprehensive."

"They provide first-class online case management and time billing services of a quality no other company offers in the Chilean market."

"They have a lot of alternatives and packages to choose from depending on the customer's needs. They are very familiar with the legal sector and the requirements surrounding time tracking, activity reporting, client registration, and invoicing."

Lighthouse Law

What the team is known for

Lighthouse Law is a South African law firm and managed legal services organisation with a focus on technology transactions. Its LightHub product helps to manage large contracting volumes via a system of customisable modules that allow clients to pay only for the CLM features they need.

Luminance

What the team is known for

Luminance is an AI-powered legal automation and document review platform. Luminance's AI is able to read and form a conceptual understanding of legal documents. Luminance's customer base supports over 400 organisations worldwide.

MultiDocuments

What the team is known for

MultiDocuments is a workflow automation platform for managing high-volume contracts and other legal documents. Its senior team has experience in large law firms and expertise in technology development, and it has partnered with Mexico's Instituto de Justicia Alternativa to speed up document validation and formalisation.

Strengths

"The firm has provided us with comprehensive legal advice on contractual matters, supporting us in the drafting of contracts, the management of the signing process and the correct understanding of their scope, with the aim of preventing legal gaps and mitigating risks related to non-compliance or other legal contingencies. The firm's legal expertise, as well as the ease of the processes and the support provided throughout all processes."

OpenAtlas

What the team is known for

OpenAtlas is a practice management platform provider widely used by leading law firms in Latin America. Its Time Manager tool helps firms with time recording and connects with ERP systems, accounting and billing software. Time Manager is used by more than 280 firms in Latin America.

Strengths

"The OpenAtlas Time Manager tool is used in our organisation's day-to-day operations to manage the time spent on the different activities of our team, understand how time is allocated, bill for our ser-

vices, and generate analytical information about our operations. The tool is very comprehensive, easy to use, and meets the firm's needs. It also evolves with the business by offering new features."

"OpenAtlas provides tailor-made and customised software for law firms, whether large or boutique."

"OpenAtlas has developed highly specialised software tailored to the needs of legal services firms like ours. It stands out from others in the industry for its personalised and attentive client service. It is robust, reliable, and boasts a highly effective support team to address day-to-day concerns."

"What distinguishes OpenAtlas from other providers are its deep technical expertise and commitment to client success during complex digital transformations. A key differentiator was its ability to execute a high-stakes implementation. They successfully managed the full migration of our legacy data and ensured a seamless integration, which was critical for operational continuity. The system has been transformative. It allowed us to transition from manual time approvals to a fully digital workflow. This shift has boosted our billing agility and drastically shortened our time-to-invoice cycles."

Opus 2 International

What the team is known for

Opus 2 International is a cloud-based litigation and court reporting services platform. Opus 2 enables the seamless digitising and streamlining of document processes, as well as providing real-time transcription services.

Pinsent Masons

What the team is known for

Pinsent Masons is an international law firm with an impressive innovation and change team. It helps clients develop workflow management systems, employing lawyers, technologists, data specialists and developers. It works with multinational clients, including major financial institutions, energy companies, infrastructure providers and corporates.

Strengths

"Pinsent Masons has a strong legaltech and advanced delivery function, which combines the strength of actual finance lawyers for the substantive legal input and tech developers able to synthesise the requirements and develop an app promptly, all under the one roof. A key benefit for us was to be able to just say 'please automate this agreement' and they understood what we meant."

"Pinsents stood out in that they automated a complex process. That automation made it much easier in terms of getting the necessary information out of the business, which made it an awful lot more efficient. Other firms relied on the usual email, yes no, etc., whereas, with Pinsent Masons, you just clicked through. It was a lot easier. That really stood out for us."

"Pinsent Masons assisted with a key project focused on strategic growth. The approach needed focus and diligence meeting strict timelines and specific outputs. Pinsent Masons took time to educate the business in key requirements to enable the right outputs, and to work with legal stakeholders to re-iterate outputs where needed to ensure our purpose was met. Their key strengths are their knowledge of the subject matter, exceptional personal skills and willingness to build and develop and identify dif-

ferent ways of achieving the goal. They were magnificently in-tune with our requirements.”

“Three things really stand out about Pinsent Masons: the lawyers are genuinely very good technically; they have a genuine can-do attitude and want to solve problems; and they are well ahead of their peers in their use of technology to find cost-effective solutions.”

“Pinsent Masons’ tech team has great strength and depth and were able to shape and deliver multiple platforms for us at once, while also setting up their internal systems to handle our commoditised work. In addition, many of the lawyers, including our relationship partners, are very knowledgeable technically and were keen to roll up their sleeves and ensure that they understood every element of the tech development in order to make transition smoother.”

PwC Legal Business Solutions

What the team is known for

PwC Legal’s contract analysis practice includes paralegals, qualified legal professionals, data scientists and data architects, project managers and legal operations specialists. It can conduct language clustering analyses as well as manual review and quality assurance processes.

Strengths

“PwC Legal distinguishes itself through a combination of regulatory depth, commercial awareness and its ability to work seamlessly alongside technology and consulting teams. Rather than providing purely theoretical analysis, they focused on how obligations apply in practice, which was critical in designing a technology-enabled compliance solution.”

Ranking Copilot Ltd

What the team is known for

Ranking Copilot helps law firms manage directories and awards submissions. Its platform helps firms’ business development teams manage workflows, standardise inputs such as matter descriptions, and enforce deadlines, reviews and approvals and version control. In January 2026, Ranking Copilot announced a collaboration with Chambers to secure direct access to its submissions upload platform.

Strengths

“The platform reflects an understanding of how legal teams organise information about matters and handle the submission process, which makes it easier to use in practice. It helped me organise and structure the information about matters, thoroughly describe our work and keep track of different requirements. Also, this platform appeared to be useful while coordinating information across different practice areas and collecting the details needed for complex submissions.”

“One of the key strengths that distinguishes this firm is its strong understanding of the Chambers submissions process combined with practical technological solutions that simplify what is typically a complex and time-consuming task. In particular, they have developed an AI-based tool that significantly streamlines the preparation of submissions, including the drafting and structuring of matter descriptions and other required information. The platform has a user-friendly interface that is intuitive and easy to navigate, making the overall process much more efficient.”

“Ranking Copilot’s key strength is that it turns submissions into a structured, time-saving process. It is especially valuable for boutique law firms which

typically do not have dedicated marketing teams to organise and manage ranking submissions. For us, the time savings compared to the previous year were significant. The tool helped us gather information, shape it into a coherent narrative, and maintain consistency across matter descriptions and referee lists. We also value how easy it is to use and the team’s responsive, practical support.”

“Ranking Copilot provides us the service for implementing a unified approach to gathering information and accumulating our firm’s experience, as well as preparing the applications to participate in Chambers rankings. Its strengths are the strong knowledge of the specifics of the law firms’ activities; its well-developed and structured web platform for collecting the data on the law firm’s activities, and the user-friendly interface.”

“Ranking Copilot significantly streamlines the directory submission process. It transforms a traditionally manual, time-intensive task into a data-driven operation. What distinguishes Ranking Copilot in general is the innovative vision of its leadership. Their deep understanding of the legal ranking process is evident in every feature: they clearly anticipate the pain points of marketing professionals and provide effective solutions. The platform’s greatest strength lies in its intuitive automation and data-driven intelligence.”

Solomonic

What the team is known for

Solomonic provides detailed information through data analytics of the most critical factors impacting the outcome of a case. Primarily focused on litigation, Solomonic draws on machine learning to evaluate settlement patterns and litigation tactics, and enhance estimates and predictions.

Legal Project Management Global-wide

Legal Project Management
Global-wide
Leading Firms
Band 1
Baker McKenzie

Band 1

Baker McKenzie

What the team is known for

Baker McKenzie’s legal project managers work alongside the firm’s lawyers to administer large, complex, process-intensive, multi-jurisdictional legal matters. Their responsibilities include devel-

oping project plans, managing timelines and budgets, coordinating resources across jurisdictions, and establishing tracking, reporting and governance procedures. The team has an established track record of supporting major clients in restructuring, group reorganisations, M&A transactions, compliance and risk management projects.

Strengths

“Baker McKenzie is extremely knowledgeable and responsive. Their project management is hands-down the most organised I have seen.”

“Baker McKenzie provides fantastic global support. It has strong depth and breadth of expertise.”

“The Baker McKenzie team is very professional, highly organised and has fantastic large project

management resources.”

“Baker McKenzie’s project managers keep track of all the loose ends. They take a heap out of my workload so I can focus on the bigger picture and the key elements.”

Work highlights

Baker McKenzie’s LPM team supported Expedia on its restructuring project spanning 20 jurisdictions and involving 29 legal entities.

Notable practitioners

Kevin O’Sullivan, global head of legal project management, and Irene Ivanova, lead for legal project management in the Americas, are key contacts.

Legal Transformation Consulting Global-wide

Legal Transformation Consulting
Global-wide
Leading Firms
Band 1
Addleshaw Goddard LLP
D2 Legal Technology LLP
Ecija Abogados
Gilbert + Tobin
Herbert Smith Freehills Kramer LLP
MinterEllison
Morae
Band 2
Cognia Law
DWF Legal Operations
EY Law
KPMG
LOIS Legal Operations Institute Studies
Macfarlanes LLP
Mallesons
Norton Rose Fulbright
Band 3
Eversheds Sutherland
Osborne Clarke LLP
Leading Individuals
Band 1
Bott Greg Addleshaw Goddard LLP
Datoo Akber D2 Legal Technology LLP
Handal Montoya Paul Deloitte Legal (ORL) ◇
Hayat Babar Konexo (Eversheds Sutherland) (ORL) ◇
Jarvis Libby Ashurst (ORL) ◇
Kutsal Tuna Herbert Smith Freehills Kramer LLP
Mahoney Michelle Mallesons
McQuillen Jason MinterEllison
Navarro Eugenia LOIS Legal Operations Institute Studies
Sandler Caryn Gilbert + Tobin
Tart-Roberts Christopher Addleshaw Goddard LLP
Winnett Ryan D2 Legal Technology LLP
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Addleshaw Goddard LLP

What the team is known for

Addleshaw Goddard's AG Consulting function advises in-house legal teams across a range of industries on strategic transformation projects. AG Consulting supports clients by mentoring teams, transforming operational models and organisation structures, developing legal tech strategy and helping to implement new technology platforms.

Strengths

"Addleshaw Goddard are accessible and pragmatic, and for legal operations, they are genuinely market and thought leaders. They are a smart and experienced team who are solution-focused."

"Addleshaw Goddard are very commercial, they treat their clients with a lot of care and respect and they think of all of their clients' needs. They are a standout."

"They demonstrate a strong ability to manage complex, multi-dimensional matters, combining legal insight with a clear understanding of process, technology and change. They approach complexity in a structured and pragmatic way, ensuring solutions

are workable and aligned with client objectives."

Notable practitioners

Greg Bott is the director of AG Consulting and acts as a key contact.

Notable practitioners

Greg Bott is head of AG Consulting, the legal tech and innovation business of Addleshaw Goddard. Bott was also the founder of the firm's flexible legal staffing business, AG Integrate. As well as advising clients on strategic transformation and technology projects, he also gives seminars on these topics.

Strengths: "Greg has so much experience and insight. He is genuinely invested in seeing the best outcome for the teams he works with and goes above and beyond to deliver this."

"Greg is wonderful." "Working with Greg is always a great experience." **Christopher Tart-Roberts** recently joined Addleshaw Goddard from Macfarlanes. He helps to design tech products for clients and also consults on technology strategy and implementation.

Strengths: "Christopher does really innovative work. He is also generous with his time, experience and knowledge and has a strong background across sectors." "He can combine deep legal expertise with a deep understanding of technology." "Christopher brings rare tech-native expertise to legal transformation, combining deep legal knowledge with a strong understanding of technology strategy and implementation. He leads with clarity and vision, designing practical solutions that integrate advanced tools and innovation into real client work."

D2 Legal Technology LLP

What the team is known for

D2 Legal Technology counts investment banks, trade associations, asset managers and capital markets among its client base. D2 Legal Technology possesses strong capabilities in project delivery, assisting clients with documentation projects, digitisation, contract management and the development of clause taxonomies and libraries.

Strengths

"In legal transformation, the firm stands out for its ability to operate at the intersection of law, data and regulation. They have a strong understanding of trading documentation, regulatory capital requirements, and cross-border legal risk, which enables them to support genuinely complex initiatives."

"D2 Legal Technology are the leaders in this area as lawyers who understand code, technology, AI and complex legal transactions."

"In legal transformation, the firm's key strength lies in its ability to operate at an industry architecture level while still engaging deeply with legal substance. Their bridging role between law, data and technology is precisely what the market requires."

Notable practitioners

Notable practitioners

Akber Datoo, founder of D2 Legal Technology, brings to bear his legal and technical expertise to advise financial market trade associations, banks and financial services groups. His consultancy advice and legal tech strategies have been implemented within the digital agendas of major corporations and institutions. **Strengths:** "Akber Datoo acts as a trusted relationship partner and strategic

adviser. He brings deep expertise in legal data, regulatory risk and legal technology, and is particularly effective at framing complex transformation initiatives in a way that aligns legal, regulatory and business objectives." "Akber is a visionary in this field. He is always thinking ahead of problems and is able to combine technology with complex legal problems with ease." "Akber is not only a thought leader, extremely competent and experienced in his area of work, but he is reliable, responsive and also very pleasant to work with." **Ryan Winnett** is a managing consultant for Europe at D2LT. Winnett is a change management specialist with significant experience in the financial services sector. **Strengths:** "Ryan Winnett provided effective delivery support across multiple workstreams. He was responsive, reliable and practical, and contributed to maintaining momentum across complex legal tech and data-focused initiatives." "Ryan's knowledge of the practical side of the implementation as well as the commercial implications has been invaluable." "Ryan stands out for his rigorous attention to detail and his ability to translate complex legal and regulatory matters into practical, executable steps. His advice is always commercially grounded and delivered in a way that drives progress rather than delay."

Ecija Abogados

What the team is known for

ECIJA Tech possesses outstanding capabilities in supporting clients on digital transformation matters. The firm has provided legal tech solutions to clients worldwide, including major international corporations. Its expertise includes the automation of legal processes, contract lifecycle management and litigation management.

Strengths

"Their strengths are that they are flexible, open to new and different ideas and suggestions, and they are passionate about the work they do which produces better results."

"They are a very good firm, which is very good at understanding client needs."

"ECIJA stands out in the market for its genuinely innovative vision and its deep specialization at the intersection of technology and law. The firm has built a strong reputation as a leading adviser in digital economy matters, combining advanced technical knowledge with legal expertise."

Notable practitioners

Alejandro Touriño, the managing partner of the firm, is a key contact.

Gilbert + Tobin

What the team is known for

Gilbert + Tobin Innovate offers consulting, advisory and education services to in-house legal teams. The firm has extensive experience assisting in-house legal teams in international corporations with strategic transformation projects. The team has expertise in LegalTech, data and artificial intelligence, organisational structuring, and legal project management and process design, among other matters.

Strengths

"They are very good on legal AI, their training is customised and personable and they know how

lawyers work. It's a strong offering overall. They are excellent."

"I always have the utmost confidence in the G + T team to navigate complex problems, challenges and matters. They are very solutions-focused, think outside of the box and always provide clarity through complex matters."

"Gilbert + Tobin are proactive, considered and detailed in their approach. They also provide specific actionable insights, and the team is professional, knowledgeable and responsive."

Notable practitioners

Notable practitioners

Caryn Sandler has an excellent reputation as an expert in legal transformation projects. Sandler leads Gilbert + Tobin's legal service innovation team and G+T Innovate. She advises multinational corporations and financial services groups on legal and tech transformation issues. **Strengths:** "Caryn is a thought leader and marker leader on AI. She is also a great communicator and strategic thinker, she is approachable and she is easy to work with." "Caryn is an industry leader and well recognised as being an expert provider. She is the go-to for many businesses when seeking guidance in the legal technology or legal AI space." "Caryn is one of a kind. She has extraordinary energy, deep insight, courage to challenge the status quo, nuanced client-handling and an intellect that can help solve complex challenges. She is quite simply the market-leading expert advising in-house legal teams on legal transformation."

Herbert Smith Freehills Kramer LLP

What the team is known for

Herbert Smith Freehills Kramer's digital change and digital advisory practices assist in-house teams at multinationals, public sector bodies and financial institutions around the world with strategic transformation, operational advisory, legal process design and legal tech implementation projects, among many other matters. The team is based in the firm's London, Sydney and Melbourne offices and operates at a global scale.

Strengths

"The firm is unique, innovative and actually does cutting-edge work. They have a deep understanding of law and are experienced in what a legal team actually needs."

"Herbert Smith Freehills Kramer are proactive, engaged and genuinely enthused to understand the detail of their clients' businesses. The team are also extremely responsive and truly put the client at the heart of delivery."

"They build strong relationships quickly by being human, approachable, passionate and helpful. They match this with credibility in the advice and/or feedback they provide, which is insightful and has gravitas."

Notable practitioners

Tuna Kutsal is the firm's Head of Legal Operations Advisory.

Notable practitioners

Tuna Kutsal has extensive experience supporting and advising clients on a diverse range of innovative legal transformation consulting matters. Her expertise covers strategy implementation, capability development and solution design, among other matters. **Strengths:** "Tuna is a clear com-

municator, very client-centric and has got technical expertise in legal operations and legal technology."

"Tuna is one of those people who is an extremely good operator. She gets things done, cuts through the noise and knows what needs to be achieved. She is also super-capable and comfortable working across areas." "Tuna is excellent. She is incredibly personable, deeply understands her clients and ensures clients get what they want. She is a thought partner that is trusted and creates a supportive environment."

MinterEllison

What the team is known for

MinterEllison is a leading full-service Australian law firm, and its legal optimisation consulting business advises many of the firm's blue-chip corporate clients and public sector organisations on innovation projects and strategic transformation. The team is particularly strong in matters concerning the use of generative AI in legal tech and related processes.

Strengths

"MinterEllison is a well-rounded team with a depth of experience across many sectors. The team have a highly effective blend of technical legal skills and practical consulting expertise, which I believe sets them apart in the market."

"MinterEllison are doing excellent work in this space and have got really good thought leaders. They are excellent."

"MinterEllison demonstrates an ability to navigate legal, technical and organizational complexity simultaneously. They bring a deep multidisciplinary bench, combining senior AI leadership, legal practitioners, and consulting specialists."

Notable practitioners

Notable practitioners

Jason McQuillen is a highly experienced legal technology and innovation strategy professional. He advises on legal function strategy, process design, technology strategy, procurement and implementation, change management and legal project management work, among other issues. McQuillen recently joined MinterEllison from a Big Four firm. **Strengths:** "Jason maintains effective strategic oversight, which adds confidence and clarity to the process." "Jason brings a collaborative approach and has the ability to provide clear, practical advice on emerging and complex issues." "Jason is excellent."

Morae

What the team is known for

Morae offers strong depth and breadth of experience in delivering cutting-edge and dynamic legal solutions. Across a diverse range of jurisdictions, Morae helps its clients incorporate tailor-made solutions to streamline, optimise and enhance their operations.

Band 2

Cognia Law

What the team is known for

Cognia Law is headquartered in the UK and has delivery centres in Johannesburg and Cape Town. The firm offers managed legal services and flexible legal staffing, and also has a strong consulting

business, advising clients on innovation and transformation projects. Its consultants advise on legal operating model design and transformation, as well as legal technology procurement and implementation.

Strengths

"Cognia Law are agile, responsive and forward-thinking in the application of digital tools to legal sector problems in the business context. They collaborate well with in-house counsel and business partners."

"Cognia's strengths lie in their dedication to delivery, their friendly yet professional approach and their ability to integrate in an organization's operations fluently."

"Cognia Law have a strong understanding and passion for this topic, and the working relationship is very professional and constructive."

Notable practitioners

CEO Janet Taylor-Hall is a key contact.

DWF Legal Operations

What the team is known for

DWF Legal Operations' technology consulting team advises clients on in-house legal operations, legal technology, project management and process design matters. The team assists with legal transformation strategy, implementation and optimisation, including technology procurement and implementation work.

Strengths

"DWF are outstanding in their delivery, in their understanding of business needs and requirements, and their prompt attention to requests, personal interactions and commitment to ensuring the positive outcomes for our business needs."

"DWF are very, very good in this space."

"DWF have broad experience and exposure to several key legal technology vendors, with the ability to advise the best fit for certain customer requirements."

Notable practitioners

Emma Roe and Julie Perez are key contacts.

EY Law

What the team is known for

EY Law brings to bear its multidisciplinary background and international network to support clients on transformational projects and operations across a diverse range of areas. The firm counts international banks, multinationals and tech providers among its clients. The team has strong experience supporting clients in projects concerning contract life cycle management platform implementation, devising legal operations strategy and facilitating digital transformation.

KPMG

What the team is known for

KPMG's truly global legal transformation practice supports in-house legal and governance teams. The team's experience covers a wide range of matters including enhancing operation models, implementing technologies and supporting contracting transformation. KPMG also counts major retailers and corporations among its client base.

LOIS Legal Operations Institute Studies

What the team is known for

LOIS is a popular choice for clients who are seeking innovative and strategic advice on legal operations. The firm has a dedicated practice focused on streamlining and optimising legal operations for its diverse client base, which includes law firms and corporations in Europe and South America.

Notable practitioners

Eugenia Navarro is a partner of LOIS and a well-known and well-regarded expert in legal operations in Spain. She advises clients on transformation and innovation projects. **Strengths:** *"Eugenia is excellent. She is a real leader in Spain."*

Macfarlanes LLP

What the team is known for

Macfarlanes' lawtech practice works with the firm's other departments to design products and services that create value for the firm's clients. The team also creates bespoke products for specific client needs and consults on the implementation of technology in in-house legal departments.

Strengths

"The Macfarlanes team are generous in sharing their knowledge, they do things consistently and they innovate well. It strikes me how organised they are."
"Macfarlanes are good at adopting tools, have a good focus on the client and are forerunners in being innovative. They also have a depth of understanding of the market and a mature outlook."
"The way they use tech to service the market is very compelling. They have a large team and are bullish on how technology can better serve clients."

Mallesons

What the team is known for

Mallesons' innovation team advises clients on legal process design and automation, legal technology procurement and implementation, AI technology enablement and related matters. The team also offers clients insight on developing trends in law, technology and operations.

Strengths

"Innovation is the standout characteristic at Mallesons. They are creative and inquisitive, and they can generate significant global results."
"The firm have great knowledge in the area."
"The firm is able to distil complex matters and provide simple and practical solutions within tight deadlines."

Notable practitioners

Notable practitioners

Michelle Mahoney is Mallesons' chief innovation officer and leads on transformation consulting projects for many of the firm's top clients. Mahoney has expertise in legal innovation and product design, AI strategy and adoption and digital transformation. **Strengths:** *"Michelle is a powerful leader of a challenging transformation and has achieved world-class results."* *"Michelle distinguishes herself through a rare combination of strategic vision, operational discipline and hands-on execution. What sets her apart from many leaders we work with is her ability to move seamlessly between high-level institutional strategy and detailed implementation. She is not only aligned at the executive level on long-*

term innovation priorities, but also deeply engaged in governance design, workflow refinement, and measurable adoption outcomes." *"Michelle has the unusual ability to understand the future and implement new ways of working to move to that future in a large law firm while bringing along all the stakeholders. Michelle and her team have made Mallesons a leading user of technology to create new value."* *"Michelle is considered a sophisticated user and visionary in how she integrates technology into the work of the firm. She's responsive and creative and we learn something new every time we talk to her."*

Norton Rose Fulbright

What the team is known for

Norton Rose Fulbright's legal operations consulting practice assists in-house legal departments to design and implement efficient processes. Its team members help to set strategy and create operational processes, as well as advising on tech procurement, project management and change management issues.

Strengths

"They are extremely well regarded for their ability to cut through the noise on technology and other innovations, and apply problem-solving skills on behalf of their clients. They have a deep bench of consultants with a wide range of industry knowledge and experience."
"The team at Norton Rose Fulbright are extremely knowledgeable, in the know, and offer no-fluff, practical solutions. They are also extremely capable at problem solving and offer top-class solutions in legal operations."
"The team as a whole brings a broad, and thus very powerful, set of perspectives and skill sets. They are a one-stop offering, with a wealth of both depth and breadth of experience."

Band 3

Eversheds Sutherland

What the team is known for

Eversheds Sutherland's Konexo offers broad legal operations and consulting services to in-house teams globally. The transformation team assist clients with implementation, technology strategy and process optimisation, as well as providing data-driven insights and support on the latest technologies, such as AI.

Strengths

"The firm delivers on a balance of legal expertise and practical understanding of our business. They also demonstrate a strong understanding of our specific needs and complexities."
"They do a really good job. They understand the business, industry and environment, and they listen, which is important. Their approach and emotional intelligence are also excellent."
"The firm has great partners all through the process, they have great client handling and they are experienced at a good level with great partners."

Notable practitioners

Babar Hayat is a key contact.

Osborne Clarke LLP

What the team is known for

Osborne Clarke Solutions advises in-house legal teams across the spectrum of legal and operational solutions. The team is particularly adept at advising on legal AI technology, redesigning legal workflows and delivering scalable tools and solutions across sectors.

Strengths

"Osborne Clarke offer a unique and valuable service that is user-friendly and dynamic. The team is excellent to work with."
"They have a good depth of expertise across a wide range of sectors, they are responsive and proactive, and they can be relied upon to deliver good-quality work at short notice."

"The firm provide a great service, have a big team, and the level of knowledge is excellent across the team."

Notable practitioners

Dan Wright, Director of Osbourne Clarke Solutions, is a key contact.

Other Ranked Lawyers

Paul Handal Montoya has significant expertise in legal transformation consulting. He has cross-border experience advising multinational companies on their legal operations and processes. He recently joined Deloitte Legal from Ecija. **Strengths:** *"Paul Handal Montoya is one of the very best."*

Babar Hayat is a legal innovation and transformation specialist at Eversheds Sutherland's alternative legal services business, Konexo. Babar advises Konexo's clients on technology strategy, procurement and implementation matters, as well as assisting with change management. **Strengths:** *"Babar Hayat is fabulous."* *"Babar is a technical expert."*

Libby Jarvis of Ashurst is a specialist in legal operations transformation and strategic advisory work. She recently became the division director of Ashurst Advance & Consulting. Libby has long-standing experience in these projects around the world and regularly assists major corporations with their legal operations across many jurisdictions, predominantly in the Asia-Pacific region and Europe. **Strengths:** *"Libby has made a significant and sustained contribution to the legal operations industry, through not only her years of experience and exceptional client work, but her commitment to developing talent, coaching and mentoring people at all stages of their careers in the industry."* *"Libby builds trust through her strong consulting capability, has the ability to anticipate and navigate emerging issues and she is a star that does not shy away from hard challenges."* *"Libby consistently demonstrates outstanding client service, pairing responsiveness and reliability with a highly sophisticated approach to complex matters. She engages with stakeholders in a way that builds trust quickly, offering clear, thoughtful guidance."*

GLOBAL-WIDE: A Litigation Services Overview

Defensibility Under Pressure: Litigation Risk, AI and Operational Reliability in 2026

Litigation clients in highly regulated industries are operating under three converging pressures. The regulatory environment has fragmented across jurisdictions and become harder to predict. Organisations are under sustained pressure to do more with less while demonstrating measurable efficiency gains from AI investment. At the same time, the AI tools deployed to meet those expectations introduce the risk of failures that often do not obviously reveal themselves as errors and whose liability, when something goes wrong, rests with clients and counsel rather than vendors.

Each of these pressures would independently affect litigation strategy. Their convergence is now reshaping how legal teams evaluate risk, structure workflows, allocate resources and assess defensibility. The organisations navigating this environment most effectively are not simply the ones adopting AI most aggressively or avoiding it altogether. They are the ones redesigning litigation workflows to remain reliable and defensible when regulatory pressure, operational complexity and AI-assisted execution intersect.

A fragmented regulatory landscape

The regulatory pressure is easy to misread. Some organisations have interpreted shifts in federal enforcement priorities under the current administration as a sign that the overall regulatory environment has softened. In reality, many state attorneys general and state agencies have moved aggressively to fill the resulting gaps, creating an enforcement landscape that is spread across more jurisdictions and harder for legal teams to anticipate and manage.

The result is not reduced enforcement, but fragmented enforcement. The 2026 Norton Rose Fulbright Annual Litigation Trends Survey found that more than eight in ten general counsel reported increased state enforcement activity in response to shifting federal priorities. That fragmentation affects not only where enforcement originates, but also how predictable litigation exposure becomes across industries and jurisdictions.

The US Supreme Court's decision overturning Chevron deference has compounded that complexity. Agency interpretations are now more vulnerable to judicial challenge; governance teams are recalibrating risk assumptions; and litigation strategy in some sectors has shifted toward more direct judicial engagement on regulatory questions. Even where overall case counts may decline in particular categories, the environment has become more difficult to assess and harder to prepare for. Fragmentation also increases discovery complexity, making it more difficult to determine proportionate discovery and requiring earlier and more rigorous case assessment.

Operational pressure and the AI liability gap

Running alongside this fragmented regulatory landscape is a sustained operational pressure that legal teams now share with the broader enterprise. Organisations are expected to deliver greater efficiency while demonstrating measurable returns from AI investment. In many companies, anticipated AI-driven productivity gains have already been incorporated into budgeting and resourcing assumptions. The question is no longer whether legal teams will adopt AI, but whether legal operations will deliver the expect-

ed economic impact.

The tools available to support those expectations are genuinely capable. AI-assisted document review, early case assessment, issue tagging, summarisation and identification of privileged communications have materially changed the economics of large-scale discovery. Adoption reflects this shift. The Association of Corporate Counsel's 2025 Chief Legal Officer Survey found that generative AI use by in-house legal departments more than doubled between 2024 and 2025.

But beneath that adoption curve sits a structural feature of the market that many organisations have not fully absorbed. AI vendors frequently disclaim accuracy obligations and cap liability at the fees paid for the software. When AI-assisted work product fails because of a missed obligation, an inaccurate summary, inconsistent treatment of similar provisions, or incomplete review coverage, the vendor generally does not bear responsibility for the consequences. Counsel and their clients do.

This is not a hypothetical concern. Courts and disciplinary bodies are already confronting these issues, and organisations using AI-assisted workflows should expect scrutiny to increase. The economic case for AI is real. So is the reality that responsibility for the reliability and defensibility of work product ultimately remains with the lawyers and organisations relying upon it.

Invisible failure modes in AI-assisted workflows

That responsibility is harder to discharge than many legal teams initially assume because the failures most likely to create litigation risk are often not the ones that receive the most public attention. The profession's focus has understandably centred on hallucination: fabricated citations, invented authorities and false quotations. Courts have imposed sanctions; bar associations have issued guidance; and lawyers have learned to verify what AI systems generate. These are visible failures, and the profession's response has been appropriate.

In complex litigation workflows, however, the failures most likely to create material risk are often the ones that appear correct on their face. The problem is frequently not what the system produced, but what it failed to surface.

Three patterns appear repeatedly.

The first is a coverage failure. An AI system may accurately process every document it was given while failing to identify a critical provision or communication that sat outside the defined review boundaries. The output appears complete, and no obvious signal reveals the omission. In practice, that may mean accurately summarising communications within one custodian set while missing contradictory evidence held elsewhere.

The second is failure caused by an overly narrow review scope. An AI system may correctly answer every question posed within a defined document set while missing qualifying or contradictory information located in adjacent materials that were never included in the review. The issue is not that the analysis was inaccurate. The issue is that the workflow itself failed to examine the broader context. In litigation, those problems often do not become visible until deposition preparation, expert analysis, or motion practice exposes gaps sitting immediately outside the original review parameters.

The third is inconsistency across large-scale reviews. Across large document populations reviewed over multiple sessions or by different users, AI systems may apply materially different standards to equivalent provisions or fact patterns. No single output necessarily appears incorrect in isolation. The inconsistency becomes visible only through deliberate comparison across the broader workflow. The result can include inconsistent privilege determinations, divergent responsiveness decisions across review teams, or uneven issue tagging that affects downstream litigation strategy and factual development.

These are not edge cases. They are structural characteristics of how AI systems operate in complex legal workflows, particularly in the high-volume, high-pressure matters where the efficiency rationale for AI is strongest. They also create risks that standard end-stage quality checks often fail to detect because the problem frequently lies in review boundaries, workflow calibration and operational consistency, rather than isolated output errors.

Designing AI-assisted workflows for defensibility

Legal teams successfully navigating this environment are redesigning litigation workflows around operational defensibility rather than relying solely on downstream review. The critical question is no longer whether AI-generated outputs receive human review. It is whether the workflow itself was structured to detect omission, inconsistency and boundary failures before work product is relied upon.

In practice, that requires legal teams to treat workflow design decisions as substantive legal judgments. Review scope, system instructions, escalation protocols, validation measures and con-

sistency controls all shape the reliability of the resulting work product. Organisations managing these risks effectively are embedding verification throughout execution rather than applying review only at the end of the process.

Professional responsibility rules increasingly intersect with these operational design decisions. The American Bar Association's Formal Opinion 512 confirms that the use of AI does not diminish counsel's duties of competence, supervision, or candour. But as AI systems become more integrated into litigation workflows, the harder question is no longer whether lawyers reviewed the output. It is whether the workflow itself was designed in a manner capable of producing reliable and defensible work product at scale.

A sign-off process alone has limited value if those providing it cannot meaningfully evaluate the completeness, consistency and reliability of the underlying work product. Under scrutiny, legal teams may increasingly need to explain how review boundaries were determined, why workflow assumptions were reasonable, what validation measures were applied, and how consistency was maintained across the matter.

The operational risks created by these failures are not theoretical. They directly affect discovery proportionality decisions, privilege assertions, deposition preparation, regulatory response strategy, and the defensibility of representations made to courts, regulators and counterparties.

Litigation Services Global-wide

Litigation Services		
Global-wide		
Leading Firms		
Band 1	Band 1	
Elevate	Elevate	
Epiq	What the team is known for	
Herbert Smith Freehills Kramer LLP	Elevate has particular strengths in healthcare litigation and medical malpractice, acting for law firms and in-house legal departments on claim reviews, medical records and bills analysis, and forecasting the value of potential future claims. Elevate also often handles eDiscovery and document reviews in major matters.	mandates and due diligence. The firm also assists with mass tort matters and class actions. Epiq has offices across APAC, Europe and the Americas, and frequently advises corporates, law firms and public sector clients.
QuisLex	Strengths	Strengths
Band 2	<i>"We really value the partnership we have with Elevate. We deal with tight deadlines and the Elevate teams are always really proactive working with us to get great results for clients."</i>	<i>"Epiq's depth of experience and ready access to scalable talent is a key differentiator. In particular, in relation to generative AI, Epiq's practical expertise in deploying AI and justifying the defensibility of novel technologies is key to the meaningful deployment of these technologies in practical use."</i>
Allens	<i>"Elevate are very capable and responsive in trying to help us with our case as quickly as possible. I really like working with them."</i>	<i>"Epiq's tech is easy to use and instinctive; however, it is their people, primarily Kevin Prasad, that set Epiq apart. As tech companies jostle for competitiveness and with AI coming on stronger, the key differentiator is the people. I call Kevin Prasad for anything and everything. Kevin always solves my problems and helps connect me to the Epiq person best technically suited to help out. They do not, like some companies, send me to a self-guided tutorial. Our matters are large, complex and document-heavy, so we operate on and require immense trust."</i>
Angeion Group		
DWF Legal Operations		
Integreon		
Lighthouse		
Morae		
Morgan, Lewis & Bockius LLP		
Repario Data		
UnitedLex		
Alphabetical order within each band. Band 1 is highest.		

"We really appreciate their efforts to save us time and costs, and they already integrate with all the firms we work with regularly, so there is no difficulty in using Epiq for all our disputes. Epiq is very savvy about market trends, including in the US, which helps a lot in understanding where things are headed. They also completely understand our business needs and constraints as we partner together on complex considerations."

"Epiq really has amazing people. They are some of the best in the industry and it's a pleasure working with them, and gaining all their insight and experience on projects. Everyone strives to make things run as smoothly as possible for us, and we always feel heard."

Work highlights

Epiq is the managed document review service provider for the UK's COVID-19 Inquiry, a statutory inquiry examining the UK's response to the pandemic. Epiq is hosting more than 6.1TB of data for the Inquiry, comprising one million documents.

Notable practitioners

Roger Pilc is president and general manager – legal solutions at Epiq, and a key contact.

Herbert Smith Freehills Kramer LLP

What the team is known for

Herbert Smith Freehills Kramer's digital legal delivery service assists clients across all stages of the litigation process, including claims assessment, eDiscovery, technology-assisted reviews and analysis through to in-trial support. Its international team comprises multilingual experts based in offices across Europe, Africa, Asia, the US and Australia and includes eDiscovery specialists, legal analysts and experienced litigators skilled in handling the most complex of disputes, including class actions and international arbitrations, as well as handling volume claims portfolios.

Strengths

"I did not encounter a member of the Herbert Smith Freehills Kramer team that did not impress me. I dealt with probably two dozen of their team, carrying out different roles at different times, and felt that they all did a first-class job. HSFK were always reliable in the provision of their services and responded promptly at all times."

"HSFK has an absolute grasp of what is required to fulfil the brief they are working to and then how to fulfil it."

"Their responsiveness was fantastic: they have a really clear ability to estimate time, and they can meet deadlines and so we could give the client predictability about these things. In addition, they're really commercial and understood the significance of the issues."

QuisLex

What the team is known for

QuisLex focuses on assisting clients requiring managed document review, handling complex, volume-intensive mandates. The firm has particular experience in the use of AI and other evolving technologies for document review. Additional services include privilege reviews, redaction reviews, and deposition and trial preparation work.

Strengths

"Quislex showed a proactive approach to managed reviews, including suggestions that make work a lot

more efficient, as well as advanced quality control. It does exactly what we need. They won't get overwhelmed with massive data sets and can suggest reasonable and defensible approaches to filter the data and review it."

"QuisLex has proven to be very pragmatic, with the necessary resources to help us meet very short deadlines. They reviewed very large volumes of documents in a short time period."

"Quislex are second-to-none in what they do. They always strive for perfection and they achieve it. With Quislex, you can always locate the needle in the haystack: even a 20 million email haystack. They are truly remarkable people and I have the utmost faith when I am working them on data collection and review."

"We follow where the quality is and we are not tied to one provider, but QuisLex are the stand-outs. Price is a key factor, but their accuracy is also above what we see elsewhere. With the way they are set up, they have review teams that know what they are doing and the quality assurance is there."

Band 2

Allens

What the team is known for

Allens' innovation and digital solutions practice advises clients including construction companies and national and regional banks on a variety of matters. The firm's services include managed document review, data management and investigations assistance. The team has particular expertise in the use of large language models, offering access to its own enterprise version of ChatGPT, called Airlie, for use in client work.

Strengths

"Allens' capability to handle complex matters is particularly strong where those matters are data intensive and regulatory in nature. Their ability to quickly and effectively manage, filter and analyse very large datasets is critical to the effective management of large, complex matters. From an innovation and legal ops standpoint, Allens demonstrates strong depth through its dedicated legal technology teams, which work alongside lawyers rather than as a bolt-on service. The team brings together legal, data analytics and eDiscovery expertise, enabling consistent application across workstreams."

"Allens' legaltech team in particular is very engaging. They're always there offering a solution when there's a problem to solve; other firms would wait for us to give instructions before acting, but Allens will suggest alternative solutions for a more flexible price."

"The strategy Allens applies in connection with their work with us is really thought out and tailored to our organisational needs. Quite specifically, they think about how the flows of documents should work and how they can streamline to make sure there's no duplication or discrepancies."

Work highlights

Allens advised Westpac Banking Corporation on a class action matter. Allens' Integrated Legal Solutions team handled discovery issues in this matter, which involved a large volume of documents. The team used a commercial eDiscovery platform, proprietary tech tools and its managed review team to help with deduplication, review and redaction.

Notable practitioners

Linda Kozaris, chief innovation and legal solutions officer at Allens, is a key contact.

Angeion Group

What the team is known for

Angeion Group is a litigation administration services provider with a strong focus on technology, automation and process design for high volume matters, including class actions. It handles claims intake and eligibility checking, legal noticing, data processing, fraud detection, funds handling and mass payments operations.

Strengths

"Angeion are very responsive and definitely willing to go the extra mile in making a deal work."

"Angeion has vast experience of the market's requirements and they are very pleasant to deal with."

Work highlights

Angeion Group is claims administrator for a consumer group litigation against Apple, relating to charges for app distribution and in-app purchases on its iOS platform.

Notable practitioners

Tom Moore is UK managing director and Steven Wiesbrot is president and CEO of Angeion Group.

DWF Legal Operations

What the team is known for

DWF Legal Operations, the managed legal services arm of international law firm DWF, handles eDiscovery and managed review work in a wide range of disputes and investigations matters. The team uses AI technology and an offshore review team.

Strengths

"Their focus on complex cases allows them to deliver such quality in their specific industry. They show very strong service levels, always going above and beyond."

"What distinguishes DWF is their ability to approach legal work with a disciplined, execution-oriented mindset. They are effective at navigating complex matters that require consistent application of legal principles across large datasets and documentation sets, particularly in regulatory and compliance-driven contexts. They combine strong legal judgment with a practical understanding of risk, ensuring that outcomes are not only defensible but also aligned with operational realities. This balance between legal rigour and commercial awareness is a key differentiator."

"DWF has excellent depth of knowledge about the specific industry in which we operate."

Integreon

What the team is known for

Integreon's litigation services include managed document review, technology-led review and deposition preparation, cyber incident response and virtual witness bundle services. Integreon is technology-agnostic and works with a range of providers. The firm has more than 3,500 staff in offices around the world.

Notable practitioners

Philip Goodin is EVP and business unit head for litigation services at Integreon.

Lighthouse**What the team is known for**

Lighthouse is an eDiscovery and document review business with a strong focus on integrating AI into its processes. Its platforms integrate with widely-used eDiscovery platforms like Relativity while reducing the need for human review.

Strengths

"They are resourceful with a deep bench for support and knowledge on complex and sophisticated matters."

Work highlights

Lighthouse designed and managed an AI workflow to enable a multinational telecoms company to respond to an antitrust Second Request which encompassed more than 30TB of data. The team used AI to handle a relevance review, create a standardised names list and surface high-risk documents automatically. Its privilege classification model excluded roughly 780,000 of 1.7 million documents in the set, and the firm produced more than 10TB of data and 20 million images to the regulator with no errors.

Notable practitioners

Cassie Blum, a practice manager at Lighthouse, is a key contact.

Morae**What the team is known for**

The Morae team advises clients across a range of industries on matters involving flexible legal staffing to assist with negotiations and contract reviews. The firm also offers a wide range of services including contract life cycle management, legal spend management, due diligence and contract analysis, eDiscovery, and regulatory and compliance assurance.

Strengths

"They've handled complex matters with the appropriate level of attention and professionalism."

Morgan, Lewis & Bockius LLP**What the team is known for**

Morgan, Lewis & Bockius's eData practice was established to exclusively offer legal services focused on eDiscovery, data management, information governance, digital forensic services and managed document review. The firm also provides services in relation to contract analytics and alternative legal staffing.

Strengths

"The way Morgan Lewis leverages technology in their litigation practice drives real results and also keeps costs contained."

"Morgan Lewis most notably combines legal expertise with technical acumen, allowing them to advise clients more holistically. Their combined discipline gives their clients a distinct advantage."

"Morgan Lewis has a robust tech stack and team with which we work on many matters and they are always some of the most responsive, technical and strategic teams."

Work highlights

Morgan, Lewis & Bockius's eData team handles GE Healthcare's internal legal hold and collection programme.

Notable practitioners

Scott Milner, partner and global lead of Morgan Lewis eData, is a key contact.

Repario Data**What the team is known for**

Repario Data handles managed document review and digital forensics matters in major litigation cases. The firm's team assists with complex matters involving large datasets through technology-assisted review.

Strengths

"Repario Data's project managers distinguish the firm through their responsiveness, attention to detail, and genuine care for client outcomes. They

consistently address issues early and effectively, preventing small concerns from escalating into larger challenges."

"We receive direct access to experienced technical staff and project managers who understand our matters and can resolve issues quickly. Their agility enables faster decision-making, tailored workflows and consistent team continuity across matters."

"Repario leveraged terms and conditions and other data mining techniques to cull an enormous amount of data. Their reviewers gave relevant guidance and were instrumental in refining the review to make it as targeted as possible. We receive responses from Repario almost immediately and at least before end of day. They deliver updates in the form of metrics and commentary at the cadence of our choosing."

Work highlights

Repario Data assisted an AmLaw 250 law firm with discovery in a case with 250,000 documents. The team used AI, complex searching and other tools to narrow the document set to fewer than 10,000 documents for human review, cutting costs by 85% compared with industry standard for this volume of documents.

Notable practitioners

Dave Deppe, co-founder and chief growth officer of Repario Data, is a key contact. David Moran recently took over as CEO. Paul McVoy, EVP of technology and innovation, is another key contact.

UnitedLex**What the team is known for**

UnitedLex regularly works with leading law firms and international businesses in contentious matters. The firm is particularly well known for its business intelligence tools, document review and e-discovery services, and it also offers data forensics capabilities.

Notable practitioners

Renee Meisel is CEO of UnitedLex.

Leaders' Profiles

BASKERVILLE, David

Baskerville Drummond LLP, Rushden
07769946883

David@baskervilledrummond.com

Featured in LawTech Consulting (Global-wide)

Practice Areas: IT Strategic Reviews Practice Management System (PMS) Selection Document Management System (DMS) Selection Managed Service Provider (MSP) Selection Selection & Procurement System Implementation Support Project Management Change Management AI Strategy & Adoption Digital Transformation Virtual IT Director / CIO (Retained Advisory Services) Mergers, Acquisitions & De-mergers Technology Support Complex IT Issue Resolution

Career: Nov 2011 – Present Founder and Executive Member, Baskerville Drummond LLP Jun 2009 – Oct 2011 Director of Operations and IT, Tollers Solicitors Apr 2006 – May 2009 Head of IT, Tollers Solicitors Sep 2001 – Apr 2006 Software Applications Manager, Thompsons Solicitors Jul 1998 – Sep 2001 Senior Software Engineer / Technical Consultant, Logical e-Business Solutions Jul 1990 – Sep 1998 Technical Support and Junior Software Developer, Instem Computer Systems

Professional Memberships: Member of the British Computer Society with Chartered IT Professional (CITP) status.

CEBRIAN, Irma

Abroading, Barcelona

irma.cebrian@abroading.es

Featured in Alternative Legal Service Providers (Spain), Alternative Legal Service Providers (Europe-wide)

Practice Areas: Contract management Legal Operations Managed Legal Services (MLS) Corporate Law and M&A Secondments Legal research Litigation Compliance

Career: Irma Cebrián is one of the leading figures in NewLaw in Spain. In 2011, she founded Abroading – the first alternative legal services provider (ALSP) in the country – reinventing the delivery of legal services in the corporate environment. For more than a decade, she has co-directed its growth and transformation, and today serves as the firm's CEO, consolidating Abroading as a reference boutique in the NewLaw – ALSP field. Within Abroading, Irma has led projects in contract lifecycle management, compliance, litigation support, legal research, legal operations and tech. She has also managed long-term secondments in multinational pharmaceutical companies, integrating legal expertise with strategic, business-oriented advice. Before founding Abroading, Irma trained at some of the world's most prestigious firms – Garrigues, Dentons and RCD – where she gained solid foundations in corporate and commercial law. Recognition Abroading has maintained its Band 1 ranking as an ALSP in Spain for four consecutive years (2022–2025) in Chambers & Partners Guides in Spain

Similarly, Irma herself has been ranked as individual, marking her appearance in Chambers' NewLaw guide, highlighting her strong commercial vision and business-oriented approach.

Personal: Her clients include legal teams in global corporations, listed companies, institutions and boutique law firms, who value her ability to combine legal expertise, operational efficiency and strategic vision to deliver innovative and practical solutions.

COGHLAN, Emily

Herbert Smith Freehills Kramer LLP, Sydney

Featured in Alternative Legal Service Providers (Asia-Pacific Region)

Practice Areas: – Digital Legal Delivery – Legal Technology and eDiscovery – Class actions – Cyber breach response – Litigation and dispute resolution

Career: Emily leads the Digital Legal Technology and Legal teams within HSF Kramer's Digital Legal Delivery practice group in Australia. Emily is a Partner in our Digital Legal Delivery practice. She leads the Digital Legal and Legal Technology teams in Australia – a multi-disciplinary team of qualified lawyers, legal analysts, technologists, eDiscovery professionals and legal project managers based across Brisbane, Melbourne, Perth and Sydney. As a key part of the firm's global Digital Legal Delivery offering, these teams are ever evolving and deliver a growing range of legal project management and legal technology services to our clients. Emily is particularly focussed on understanding and shaping the digital needs of clients. Leveraging her strong legal abilities and in-depth knowledge of the NewLaw/Digital landscape she facilitates the delivery of innovative and technology-enabled legal solutions. Emily works closely with her global cross-practice team in Digital Legal Delivery, clients and stakeholders across the firm to develop new technology-enabled product offerings and evolve existing services in response to market maturity and client demand. Before taking up her role with Digital Legal Delivery in 2017, Emily practised as a Senior Associate in our Commercial Litigation team in Melbourne. She had a particular interest and expertise in class actions, having acted for clients in the defence of a number of separate class actions brought in the Supreme Court of Victoria and the Federal Court of Australia.

ESPIN, Rosa

AMBAR, Madrid

0034 620 443 361

rosa.espin@ambarpartners.com

Featured in Alternative Legal Service Providers (Spain), Alternative Legal Service Providers (Europe-wide)

Career: Rosa Espín – Co-Founder & Co-CEO, Ambar Rosa Espín is one of the most influential and inspiring women in the legal industry today. As co-founder and co-CEO of Ambar, she has played a leading role in building the largest community of independent elite lawyers

in the world – a network of more than 400 top-tier professionals working with the most demanding corporate clients and investment funds. Within Ambar, Rosa has led the development of Ambar Hauss, the company's proprietary legaltech platform. Powered by over 50,000 data points from more than 800 projects, Ambar Hauss enables smart project allocation and seamless legal service delivery. Rosa's leadership has been instrumental in turning Ambar Hauss into a game-changer for how complex legal work is sourced and executed. Before founding Ambar, Rosa worked at Latham & Watkins LLP in both Madrid and London, where she served as Counsel in the Litigation and Regulatory Department. She holds a PhD in Public Law and an Executive MBA from IESE Business School, which further enrich her strategic and managerial expertise. Rosa has been consistently recognized for her contributions to the legal field. She has appeared on Iberian Lawyer's list of the 50 most inspiring women in law every year from 2021 to 2025, and was included in Forbes' Top 100 Most Creative People in Business. In 2022, she was named one of the Top 10 Most Inspiring CEOs in Business, and she was recognized as a Band 1 individual by Chambers and Partners. Combining legal excellence with entrepreneurial vision, Rosa continues to redefine what it means to be a lawyer today – building a more flexible, collaborative, and human way to practice law.

LATHAM, Tobias

Elemental CoSec, London

Featured in Company Secretarial (Global-wide)

Practice Areas: Tobias is a chartered governance professional, practising solicitor and director of Elemental CoSec, responsible for the company secretarial, compliance and corporate legal functions, working with a range of UK and international public companies. As head of the company secretarial team, Tobias oversees the provision of company secretarial support and compliance across thousands of UK entities. As head of the Economic Crime & Compliance team, Tobias is responsible for Elemental's role as a verification agent under the UK Register of Overseas Entities and for the provision of Elemental's identity verification service, Elemental Verify.

Career: Tobias trained and qualified at Linklaters LLP before going on to hold solicitor roles at Macfarlanes LLP, advising on financial regulation in connection with FTSE 100 corporate transactions, and at the Government Legal Service, advising ministers and senior civil servants on environmental regulation and policy. He later spent over five years at BPP Law School teaching the practical application of company and governance law to future solicitors, initially exclusively for Magic Circle firms and ultimately as Head of the Legal Practice Course. Tobias joined Elemental CoSec in 2017

as a director, leading the firm's company secretarial, corporate legal, and economic crime & compliance functions. He has since built the firm into a market leader in emerging areas of compliance, including the Register of Overseas Entities, where it holds the number one position by market share and more recently Identity Verification.

Professional Memberships: Fellow of the Chartered Governance Institute. Solicitor of England and Wales.

Publications: 'It's Time To Sign On', Governance + Compliance (CGI), October 2025: <https://www.govcompmag.com/2025/10/15/its%2Dtime%2Dsign%2Dgovernance%2Dvs%2Dgrowth>

LINDSAY, Nick

Elemental CoSec, London

Featured in Company Secretarial (Global-wide)

Practice Areas: Nick Lindsay is a corporate lawyer and chartered company secretary who specialises in supporting clients across complex corporate, governance and company secretarial matters. Nick has built a reputation for providing pragmatic and commercial solutions to clients' problems, coupled with excellent technical knowledge. Nick is the Founder and Managing Director of Elemental CoSec and supports a wide range of clients. He also has a particular interest in working alongside law firms to support their clients through the corporate and company secretarial challenges of emerging legislation.

Career: Nick trained at Olswang LLP (now merged to form CMS) and practised as a corporate lawyer. He also worked in-house at Visa Europe and BBC Worldwide before founding Elemental CoSec. Nick has been the Managing Director of Elemental for the last 15 years. Under his leadership, Elemental has been recognised as one of the Fastest-Growing Companies in Europe by the FT in 2024, 2025 and 2026, and a three-time winner of Service Provider of the Year at the Chartered Governance Institute Awards.

Professional Memberships: Law Society of England and Wales Fellow of the Chartered Governance Institute UK & Ireland

Publications: ECCTA 2023: Identity Verification by an Authorised Corporate Service Provider (ACSP), Thomson Reuters Practical Law, 2024 Co-authored with Practical Law Corporate: <https://uk.practicallaw.thomsonreuters.com/w%2D047%2D3997>

MARTOS DÍAZ, Natalia

Legal Army, Madrid

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Featured in Alternative Legal Service Providers (Spain)

Practice Areas: Intellectual and Industrial Property Privacy and Data Protection Technology and Commercial

Contracting AI Regulation Legal Design Legaltech and Innovation

Career: Natalia Martos is CEO and Founder of Legal Army. She has more than 20 years of experience in the world of technology, media, start-ups and the digital industry. She has extensive experience working with multinational corporations, high-impact start-ups and leading law firms, where she has been a partner and head of the practice area dedicated to technology, intellectual property, privacy and digital business. She currently runs her own alternative legal services firm, where she offers these skills and knowledge to her clients. She has extensive experience as a corporate lawyer and institutional and regulatory manager specialising in the Internet, social media, media and new technologies sectors, both in the EU and in the Americas. She is an expert in business law, new technologies, intellectual property, privacy and innovation, as well as in the digital transformation of all types of industries. She specialises in exponential technologies such as Artificial Intelligence, Machine Learning, Deep Tech, Blockchain, Quantum Computing and Neuroscience, among others. Over the years, she has worked intensively in new industrial sectors such as Fintech, Adtech, Insurtech and especially Legaltech. Natalia was the founder of ENATIC (Spanish association of lawyers specialising in new technologies), a member of the founding committee and a member of the founding board of directors of APEP (Spanish Association of Privacy Professionals), and was the first co-chair of the Madrid chapter of the IAPP (International Association of Privacy Professionals, based in Washington, D.C.) during 2018 and 2019. She is currently a member of APEP, IAPP, ELTA (European Legal Technology Association), Barcelona Global, Barcelona Tech City, REDI (Business Network for Diversity and Inclusion), LeDa (Legal Design Alliance) and Global Legal Tech Hub.

Professional Memberships: Madrid Bar Association (ICAM) Spanish Profes-

sional Privacy Association (APEP) Member of IAPP (International Association of Privacy Professionals – Washington DC) Member of ELTA (European Legaltech Association) Member of Barcelona Global Member of Barcelona Tech City Member of REDI Member of LeDa **Publications:** Expansión: Área Gobernanza IA en Legal Army Onda Cero: Julia en la Onda. 100 Mujeres Referentes del Sector Legal [2025] Forbes: Legal Army se consolida en España. Las 3 barreras que frenan la sustitución de profesionales por la IA Si violan a tu avatar, también te violan a ti. Las ALSP afianzan en España una forma diferente de ejercer la abogacía. Natalia Martos Díaz – Abogada experta en privacidad y tecnología. WIRE: Las voces generadas por IA se vuelven indistinguibles de las humanas. 5Días: Las mejores ALSP de España según Chambers and Partners. Natalia Martos ficha a Flora Egea para liderar el área de privacidad y protección de datos en Legal Army LiderLegal: Las mujeres no tenemos límites, somos excelentes gestoras y directivas. El País con tu Futuro: Ciberabogados Sandy Parakilas: Facebookgate “soy dueño de mis datos” South Summit 2019: The hurdles nobody talks about when building legaltech #EnTerritorioLegaltech “Newlaw” Natalia Martos – Diseñando el marketing digital desde la privacidad Innovadoras Tic Natalia Martos: “Diálogo Human Tech, el lado oscuro de los algoritmos” El futuro del derecho de las TIC y la protección de datos. UNIR Mobile Week Barcelona 2017: Dileg Big Data vs privacidad i seguretat

Personal: She coordinates a senior-led team delivering complex advisory work in technology, data protection, and digital regulation. Natalia was awarded the Civil Merit Cross with white distinction by the Ministry of the Interior for her collaboration in the fight against terrorism.

URDANG, Ben

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Featured in Alternative Legal Service

Providers (Asia-Pacific Region)

Practice Areas: – Legal technology and eDiscovery

Career: Ben co-leads HSF Kramer's Digital Legal Delivery eDiscovery practice in Australia. Ben is an experienced practitioner in the eDiscovery and Legal Technology sector, specialising in the implementation of strategies for the identification, collection, processing, review, analysis and production of data and documents for legal matters. Ben has led eDiscovery teams on some of the firm's largest document management exercises in recent years, with particular expertise in regulatory matters, class actions and significant litigations. Ben brings together a combination of experience in both the legal and hospitality sectors, leading to a core competency of accurate analysis of complex matters together with a strong drive for client satisfaction and customer service excellence. Before joining the firm in 2016, Ben spent 10 years working as a court reporter in the High Court and the Court of Appeal in England and Wales.