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Executive summary

The legal profession stands on the precipice of transformative change. *The Law Firm of 2030: How the future law firm might look* delves into the dynamic and rapidly evolving landscape of law, offering a visionary glimpse into what the future holds for legal practitioners. From the integration of artificial intelligence and cutting-edge technology to the evolution of people management and workplace culture, we'll cover the critical areas that will shape the future of legal practice.

Our opening chapter by Joanne Brook introduces in brief the concepts and why it is necessary for lawyers to think about how law firms need to change. Joanne considers the paradox of increasing access to on-point data that can assist lawyers with data-overload that can lead to decreased productivity and an ever-increasing workload, coalescing in larger law firms that leave small generalists out of the loop and niche firms needing to really push specificity, expertise, and empathy.

The chapter considers, by reference to the rest of the book and inputs from other contributors, how this can be addressed so that practitioners can reclaim space to innovate for better outputs and ensure law remains a profitable business, people-led where it needs to be, and tech-led where it is best deployed. The chapter also flags the regulatory and compliance position that lawyers increasingly face and the competition human-lawyers face from unaccredited suppliers and AI advisors and whether this is a threat or an opportunity.

The book thereafter is split into four parts. The first part looks at AI and legal technology.

Harry Borovick kicks us off by navigating the ethics of AI and legal practice. Introducing, implementing, applying, and fully leveraging AI can create great opportunities within legal practice. It can also be a quagmire of complex ethical considerations with a balance to be struck between what best serves the practitioner, the client, the courts, and wider society. In examining the ethics of AI in legal practice, chapter two considers practical instances where a balance may be struck between business and legal upsides

vs ethical risks, where net positive outcomes are achievable for the most stakeholders.

Chapter three, by Jelena Schidzig, examines how autonomous AI systems are transforming legal practice. Moving beyond today's fragmented legal tech landscape of tools requiring constant human direction, she introduces systems capable of operating autonomously within an organization's infrastructure. This represents more than a technological advancement – it reveals how legal practice will actually function in the future. The innovation marks a significant leap beyond traditional API integration and basic prompt engineering, creating an intelligent layer that truly understands and acts on legal data (underlying evidence) while building upon existing operations and institutional expertise and rule of law. As these systems adapt to and learn from established legal practices, they reshape how legal services are delivered and consumed. Jelena's chapter demonstrates how this evolution toward autonomous operations is already changing the practical reality of legal work, offering insights into how lawyers will deliver services in the future.

Chapter four by Colin Levy explores the critical interplay between artificial intelligence, client confidentiality, and the evolving nature of legal work. It provides a dual perspective – addressing present-day challenges and forward-looking innovations – to guide legal professionals in navigating the integration of AI without compromising ethical standards or the human touch.

Readers will gain insights into safeguarding sensitive data in an era of technological complexity, the importance of maintaining high-quality, hybrid work products through AI-human collaboration, and strategies for building trust with clients while embracing innovation. Colin's chapter concludes with a visionary look at how AI will shape the law firm of 2030, offering practical steps to prepare for an AI-enhanced future that prioritizes confidentiality, accountability, and excellence.

Chapter five, by Martin Martinoff, looks at technological innovation and the evolution of professional legal practice. The legal profession is no longer revered as the fortress of precedent and parchment. It is no longer just a story of tradition. It is becoming a tale of transformation, where silicon and code are as vital as statute and case law. In the coming years, the law firm as we know it might not merely adapt to technology – it might be reborn through it. In his chapter, Martin explores that alchemy – a fusion of human ingenuity and technology that promises to redefine not just *how* lawyers work, but *who* they are as professionals, *what* they deliver, and, most impor-

tantly, *why* they matter in a world racing toward informational complexity. The catalysts for this transformation are obvious – relentless client demands, spiraling costs, and a growing flood of new players who rewrite the rules, including tech start-ups, alternative legal service platforms, and even larger software giants.

Part 2 looks at people and culture in the law firm of 2030.

Maria Govis' chapter explores the key trends shaping the world of work from 2025 to 2030, including generational shifts in the workforce and technology-driven transformation. She covers how these trends influence workspace culture, leadership structures, wellbeing at work, talent attraction and retention, and the need for up- and re-skilling. The chapter also offers personal strategies to help legal professionals build careers that align with their values, ensuring a meaningful and fulfilling work life.

Chapter seven then looks at how to manage generation diversity in the law firm of 2030. Law firms are experiencing an increasing level of generation-related impacts within the workplace. This phenomenon is driven by demographic changes, technological advancements, and evolving workplace expectations. Baby Boomers are retiring in large numbers, Generation X has stepped up and often leads with Millennials now forming the largest workforce segment, and Generation Z is redefining career growth and workplace culture. Generational diversity, maintains David Laud, presents a series of challenges for law firm owners. These challenges include succession, recruitment, retention, adoption of technology, and differing attitudes toward work–life balance. Having a strategy to manage generational diversity is key and explored in this chapter, along with case studies and practical examples illustrating how firms are adapting their leadership approach. Generational diversity is an opportunity for innovation and competitive advantage rather than a problem to be managed. Law firms that embrace change will be better positioned for future success.

In chapter eight, Martin Martinoff outlines the strategic capabilities law firms must build to succeed in a technology-driven future. Drawing on insights from Innovate UK's Next Generation Services program, he examines how leaders can respond to changing client demands, evolving regulations, and shifting workforce expectations. The chapter reframes capability-building as a firm-wide priority – encompassing digital fluency, ethical innovation, agile leadership, and client-centric service design. Martin offers a forward-looking roadmap for firms to not just adapt to change but lead it, aspiring for collaboration in innovation, excellence, and impact.

Chapter nine then looks at the socially responsible legal practice. Historically, the legal profession has been characterized by high stress, long hours, and competitive work environments – factors that contribute to elevated rates of burnout, anxiety, and attrition in the industry. Efforts to break away from these traditional norms – such as the rise of alternative employment models like the consultant model – reflect a growing desire for healthier, more sustainable ways of working in the legal sector. Two major forces are driving change, says Aoife Greally – a societal shift toward valuing wellbeing, understood as a holistic combination of mental, physical, and emotional health, and the rise of technology that is reshaping workflows and enabling greater flexibility. Together, these forces are creating new opportunities for law firms to redefine their cultures and improve both individual experiences and organizational performance. By 2030, firms that actively invest in fostering cultures of wellbeing will create workplaces that attract top talent, improve retention, and deliver better client outcomes. This chapter explores how law firms can cultivate such environments, focusing on redefining what success means, leveraging technology, and embracing leadership accountability.

Part 3 looks at finance and operations.

The law firm of 2030 will have practical complexities to navigate including profitability, pricing, and capacity due to advances in AI technologies in the legal practice space. Chapter 10 by Chantal McNaught outlines how profitability and pricing intersect, and why it is of equal importance to consider law firm capacity when setting pricing and measuring for profitability. This chapter first addresses pricing methodology, noting that whilst in some cases time-based billing will have its place, this will be usurped by more client-centered modes of billing. Then, profitability is addressed as billing modes shift, and measures of profit-per-equity-partner are likely to adapt. Finally, Chantal looks at how AI capacity will influence both pricing and profitability, which is an important aspect of the law firm of 2030 not to be ignored.

The legal marketplace has undergone dramatic changes over the past decade, impacting how legal services are delivered. Law firms and corporate legal departments (CLDs) have been increasingly challenged to find new ways to create operational effectiveness and efficiencies at their companies to either save money or to grow market share and profitability. All the extracurricular activities unrelated to the practice of law have come to be known as the "business of law" and regardless of whether it is carried out in-house or externally at a law firm, much of the responsibility for managing and over-

seeing the business side of legal services has now fallen on the shoulders of the legal operations professional. Chapter 11 by Richard Brzakala examines the growing importance of the legal operations professional in the legal marketplace and how both law firms and corporate legal departments have embraced them as an invaluable and critical resource in their business strategy.

Part 4 then looks at risks and opportunities.

Chapter 12, by Jenifer Swallow, looks at the changing landscape for ESG and the future for which law firms will need to prepare. As geopolitics reshapes regulatory and policy agendas, so demand, risk, and opportunity shift and businesses must respond. The fundamentals of environmental, social – or better said, societal – and governance considerations that have taken hold over the last decade will morph across the next. ESG as it was is dead. In its place we will see a re-prioritization around growth and security, with new language, technologically-led frameworks of governance, and expectations of society alongside. The implications for clients, law firms, and their people are significant.

The focus of chapter 13 is governance in the context of ethics, and the infrastructure necessary to meet ethical duties in legal practice. Jenifer Swallow looks at how lawyers can support clients with the same in decision-making and deployment to the future.

In chapter 14, Wayne Hassay looks at how law firms can rebrand for the future. For over a century, law firms have clung to traditional naming conventions – think Jones, Smith & Smith or the infamous fictional Dewey, Cheatem & Howe. Traditionalists believe these naming conventions carry a sense of importance, legacy, and are even a method to ensure professional responsibility. Keep in mind, these methods were established at a time when the only way to find a lawyer was through his signage downtown, and everyone's and everything's reputation was tied to a surname. However, in today's world of branding and consumer engagement, these conventional names no longer resonate with modern clients. Law firm names often feel distant and impersonal, reinforcing the perception that lawyers are aloof and disconnected from the very people they serve. While personal injury firms may not be the ideal model to emulate – often relying on bold, and at times overly aggressive, tactics – most legal practices have been slow to adopt any branding strategy at all. To complicate matters further, some jurisdictions still prohibit the use of trade names and significantly limit advertising, curtailing firms' ability to modernize their branding strategies. In contrast,

industries such as technology, healthcare, and finance have fully embraced branding as a powerful tool to create meaningful connections with consumers. They invest heavily in developing identities that reflect their values, resonate with emotions, and align with contemporary expectations. It is time for law firms to rethink their approach to branding and client engagement. To stay competitive, law firms must evolve, crafting relatable and recognizable brands that authentically reflect their mission, values, and the communities they serve, starting with their name and extending to every aspect of their marketing strategy. The question is no longer whether firms should change. The question is, how quickly can they pivot to remain relevant in an increasingly dynamic marketplace? The urgency is clear – in just a few years, non-lawyer competitors, armed with modern branding strategies, consumer-focused engagement, artificial intelligence, and unencumbered by arcane professional responsibility rules, threaten to marginalize traditional law firms. Those unwilling to adapt risk being left behind in an industry that is rapidly transforming

Data-driven decision-making is only going to be come more prevalent in the law firm of 2030. The power of predictive analytics in law firm strategy is discussed in chapter 15 by Mori Kabiri, who explores how law firms can leverage historical and real-time data to forecast case outcomes, manage resources, and enhance client satisfaction. The chapter looks at the practical steps that can be taken to implement predictive analytics, including key KPIs and data governance principles, before looking at ethical considerations, such as managing bias in AI systems and ensuring privacy and security.

In chapter 16, Kassi Burns, Olga V. Mack and Adam Rouse explore how the legal profession must transition from a "picture" mindset (static, point-in-time data) to a "movie" approach (dynamic, continuously evolving information). Using this powerful analogy, their chapter demonstrates how legal professionals must adapt their practices, technologies, and thinking to thrive in the increasingly dynamic data environment of 2030. The chapter begins by examining how legal data has traditionally been treated as static "pictures" – discrete contracts, precedents, and filings frozen in time. Next it addresses the limitations of "picture thinking" when applied to modern legal evidence. The chapter explores the legal implications when evidence exists as a continuous flow rather than discrete documents, addressing questions of authenticity, admissibility, and interpretation that arise when lawyers must work with "movies" rather than "pictures." The authors track the evolution of e-discovery from its origins in static document collection to today's

emerging paradigm of dynamic data capture, examining the technologies and methodologies that enable legal professionals to "film" rather than merely "photograph" electronic evidence. The traditional client relationship has centered around periodic "portraits" – formal updates, quarterly reports, and milestone meetings that provide static snapshots of matter status. The chapter explores how dynamic data transforms these relationships into ongoing "documentaries," with continuous information sharing through client portals and real-time dashboards. Dynamic data enables a shift to "motion studies" that capture the full temporal dimension of legal situations. The authors conclude by providing a roadmap for legal professionals to transition from "picture takers" to "movie directors" of legal information, preparing them for the dynamic data reality of 2030 while maintaining the profession's core values of accuracy, reliability, and trustworthiness.

Chapter 17 then looks at data use and misuse. Brian Fox outlines the growing imperative for organizations to gain comprehensive control over their data in an increasingly complex and regulated landscape. He emphasizes a major mindset shift – technology is not the end but a conduit for data, and true value comes from transforming raw data into reliable information. Companies must now demonstrate accountability for data accuracy, ownership, and ethical use, as stakeholders – from regulators to consumers – expect transparency, precision, and control. In the chapter, Brian lays out a two-part strategy: first, put some structure around your existing data using tools like data catalogs, lineage tracking, and quality monitoring. Second, simplify your data systems by rethinking and rebuilding messy, outdated data flows using modern approaches like Data Mesh, Knowledge Graphs, or even starting afresh with streamlined reporting environments. With better tools and smarter thinking, law firms must get control. Legal teams have a big role to play here, helping tie all this to compliance and turning data governance into a strategic advantage, especially as AI becomes more central to business.

Jane Allen then looks at the geopolitical environment in which law operates. Chapter 18 explores the evolving role of legal leaders amid an era of heightened geopolitical volatility, deregulation, and shifting global norms. Once relatively insulated, legal functions now face mounting pressure to adapt -balancing efficiency with risk, modernizing operations through technology and alternative service models, and navigating complex ethical and reputational challenges. As the Rule of Law erodes in some regions and brand perception becomes more intertwined with legal choices, leaders must

reassess risk tolerance, support lawyer wellbeing, and engage more strategically with the C-suite. Looking ahead to 2030, the legal profession is poised to become more tech-enabled, multidisciplinary, and central to corporate leadership – better equipped to both endure disruption and restore order when the pendulum eventually swings back.

Joanne Brook returns for our concluding chapter, which collates responses from a range of businesses to the following five questions:

- Which professional advisors do you instruct regularly?
- What matters do you engage legal advisors for the most?
- What do you dislike about engaging lawyers?
- What do you consider the biggest challenge to your business in the next five years?
- What do clients want from the law firm of 2030?

The chapter takes a client-centric approach to addressing the question of what the law firm of 2030 looks like and how it operates and provides services. Joanne draws on the results of the poll and research from other sources to show what businesses and professionals engage lawyers for and, drawing on the answers to this research, identifies how that is likely to change in the coming years. The chapter considers the "coming storm" and disruption that is inevitable in the profession as the landscapes of business, politics, policy, environment, and human engagements change to meet the needs of clients as advisors and in the wider profession as a whole. The areas of technology that are most likely to impact the profession are considered by asking technology businesses:

- "What new technology do lawyers need?"
- "What new technology will impact professional advisors the most?"
- "Can technology replace lawyers?"

Using answers to these questions, the chapter summarizes how lawyers can adapt their practices, adopt new procedures, anticipate client needs, and give them what they want for the law firm of 2030.

About the authors

Jane C. Allen is a PwC partner in the legal business solutions practice. For nearly 30 years she has focused in the legal, regulatory, and compliance domain, at the intersection of supporting corporate legal functions in applying more efficient project management, better processes and automation, and leveraging technology and data – in defensible manners. In recent years, her efforts have focused on legal function transformation and organizational design, including leveraging GenAI, emerging regulation management and inquiry response, remediation efforts, knowledge management, information governance, and contract management. Past experience includes global investigations, e-discovery and forensics, and other crisis response matters. Prior to PwC, Jane led a litigation support boutique supporting in-house and external counsel in a variety of regulatory proceedings and litigation matters.

Harry Borovick is general counsel and AI governance officer at Luminance, which provides advanced AI for the processing of legal documents. As well as working at the forefront of the development of AI for legal operations, Harry lectures at Kings College London and Queen Mary University London on applied legal AI and AI ethics. Harry currently sits as an AI advisor to CiArb, previously contributed to Globe Law and Business' *Legal Operations in the Age of AI and Data*, and most recently published his book, *AI and The Law: A Practical Guide to Using AI Safely*.

Joanne Brook is a solicitor who qualified as the web was launched and has been a legal technologist ever since. She advises innovators across the creative sectors from software developers to theater producers and from AI and VR developers to artists who distribute NFTs. She focuses on helping clients achieve commercial solutions to previously not-considered legal issues that arise from developing and using their technology. Critically, she helps to protect and license their intellectual property rights to ensure business expansion and growth in a fast-paced market. Prior to becoming a legal

consultant, she was a partner at a West End law firm and a boutique City law firm before that. She describes her view of the digital revolution and use of new technologies as being somewhere between sitting in the jump seat with a supersonic test pilot, in awe as the engines roar, and calmly evacuating the plane whilst wearing a parachute and hi-vis, carrying a laptop and inflating a lifeboat. In all that, she feels privileged to continue to advise passionate, smart, and more creative people than herself on a daily basis. Joanne is an intellectual property professional expert for Lexis Nexis and an author of IP and data management precedents for various professional publications. She regularly contributes legal insight to the legal press and lectures on technology and new law.

Richard Brzakala has over two decades of experience in the legal operations field. He is a published author, and a frequent participant and contributor to various legal media outlets, executive roundtables, webinars, podcasts, and discussion forums on topics related to legal operations strategy and outside counsel management.

Kassi Burns is a senior attorney at King & Spalding, LLP, based in Texas. As an attorney with over ten years of experience working with AI and machine learning in litigation, Kassi's career has advanced by always being curious and following technology innovations. In addition to a growing collection of publications on topics related to AI, Kassi is actively engaged in thought leadership through her podcast focused on the impact of emerging technologies to our professional and personal lives, *Kassi &*. She is an executive board member of the Academy of Court-Appointed Neutrals, a member of the Sedona Conference Working Group 13 (AI & the Law) Steering Committee and is Secretary and member of the State Bar of Texas Legal Practice Management Committee. Kassi is an active member of various legal organizations and affinity groups, where she enthusiastically advocates for emerging technology awareness and education.

Brian Fox is a PwC partner focused on sustainable data governance. For over 25 years, Brian has helped Fortune 500 clients across industries define and achieve goals in data quality, data governance, information management, complex data analysis, regulatory remediation, and many other objectives involving complex interconnected data flows and processes. Brian's work helps clients develop and mature data quality programs that address critical

risks, combine the efforts of various departments managing data risk, and bring organizations in line with their peers. Brian's background is as a technologist serving the financial services industry in a variety of data-related regulatory contexts. He has substantial experience in the application of advanced data analytics to regulatory matters, including customer remediations, privacy compliance, population validations, and technology-enabled file review efforts that require the analysis of high-volume unstructured data. Expertise includes the extraction and analysis of data from applications, data warehouses, external vendors and other sources, as well as experience with regulatory engagement on pursuing and achieving sustainable data quality for the most critical and high-risk reporting objectives.

Maria Govis is a legal technology expert within global legal business services at KPMG. She has four years of experience consulting and leading large-scale digital transformation projects for legal and compliance departments, with a particular focus on workflow automation and AI for law. She played a key role in a life sciences corporation's transformation initiative recognized with a Financial Times Innovative Lawyers 2021 and 2022 Award. She holds a law degree from the University of Düsseldorf, Germany, and a prior degree in translation and interpreting from Moscow State University, which included an academic stay at the University of Basque Country, Spain. With this background, she is fluent in English, German, Spanish, Brazilian Portuguese, and Russian. Maria's personal interests and research focus on workspace culture, organizational management, and the future of work.

Aoife Greally is the people business partner for EMEA and APAC at Clio. In this role, she champions workplace wellbeing and fosters a culture of support and inclusivity. Clio is the world's leading provider of cloud-based legal technology, empowering law firms to work more efficiently while improving access to justice. Aoife is dedicated to developing initiatives prioritizing mental health, work–life balance, and employee engagement. She advocates for creating environments where employees feel valued, heard, and empowered to thrive. Aoife actively collaborates with leadership to implement policies that support sustainable workloads, flexible working arrangements, and access to mental health resources. She believes that a healthier workplace benefits individuals and drives greater innovation, productivity, and long-term business success. At Clio, Aoife plays a key role in ensuring that the company's people-first culture extends across regions. She makes a tangible

impact on the wellbeing of legal professionals and the teams that support them through strategic programs, open conversations, and proactive support systems, helping to shape the future of workplace wellbeing in the legal and technology industries.

Wayne Hassay is the managing partner of Maguire Schneider Hassay LLP (MSH), a full-service law firm based in Columbus, Ohio, focused on the People's Law segment. He is recognized for his longstanding commitment to client-centered legal services and for leading MSH's innovation strategy, particularly in the application of technology and scalable service models designed to broaden access to justice. His work highlights the value of legal service plans and subscription-based models as effective, sustainable mechanisms for serving underserved populations. Wayne writes and speaks regularly at the intersection of legal ethics, technology, and branding, with a particular focus on how law firms can modernize while remaining grounded in professional responsibility. His guiding philosophy is that legal services should be high-quality, affordable, and accessible – meeting the practical needs of both clients and the lawyers who serve them.

Mori Kabiri is an author and a recognized expert in legal operations, legal data analytics, and technology for corporate legal departments and law firms. His book, *Legal Operations KPIs*, has gained international recognition and has been translated into multiple languages. Beyond authorship, Mori contributes to the field through thought leadership – writing articles, publishing research papers, and co-authoring books. Mori is a strong advocate for introducing technology, data, and AI into law school curricula, recognizing these as essential tools for future lawyers. On the business front, Mori leads exclusive Legal Operations KPIs workshops, courses, and forums, bringing this critical subject to legal organizations worldwide. His hands-on approach and deep industry expertise drive innovation, making him a sought-after speaker at leading industry events. Over the past two decades, Mori has designed and implemented transformative legal technologies, including ELM, CLM, BI, and RFP platforms for large international corporations. He is currently the CEO of InfiniGlobe LLC, a legal operations consulting firm based in Newport Beach, California.

David Laud has held executive roles within law firms across the UK over the past 25 years. He's currently serving as chief operating officer at Latimer

Hinks. He spent a decade with Thomas Cook FX, where he led the launch of MoneyGram. As an author, David has published three books covering law firm management, two offering guidance on digital marketing and his most recent delving into managing generational diversity. When time permits, he hosts the "Insight with HReSource" podcast, featuring conversations with business leaders, entrepreneurs, and HR professionals, providing listeners with inspiration and insights.

Colin S. Levy is a legal tech author, educator, and writer. He explores innovation in the legal landscape while empowering professionals to navigate this dynamic space as general counsel for Malbek, a leading CLM provider. He is committed to growing the legal tech community through advisory roles, investments in emerging technology, and ongoing analysis as a columnist for *Today's General Counsel.* Colin serves as a judge for the American Legal Technology Awards and is the author of *The Legal Tech Ecosystem* and the editor of Globe Law and Business' *Handbook of Legal Tech.*

Olga V. Mack is a visionary legal technology entrepreneur, board director, and digital transformation expert dedicated to modernizing legal operations through AI. As a CEO and strategist, she has led legal innovation at Fortune 500 companies, pre-IPO start-ups, and legal tech ventures, including building AI-powered tools that enhance compliance, risk management, and operational efficiency. A Fellow at CodeX, the Stanford Center for Legal Informatics, and the Generative AI Editor at *law.MIT Computational Law Report*, Olga is a thought leader on AI adoption in the legal and nonprofit sectors. She has authored multiple books, including Globe Law and Business' *Product Counsel: Advise, Innovate, and Inspire*, and writes for *Above the Law* and *ACC Docket.* With a passion for making legal services more accessible and functional, she helps mission-driven organizations leverage AI to streamline compliance, protect data, and scale their impact.

Martin Martinoff is innovation lead – Next Generation Professional and Financial Services at Innovate UK. With graduate degrees in policy and management and research into organizational studies and innovation, Martin brings over a decade of sector experience to the fore, driving innovation and thought leadership in professional and financial services. As the innovation lead of the transformative Innovate UK program, he fuses design, technology, and policy to help advance the legal and fintech sectors. His

efforts, particularly in building organizational capacities, foster critical thinking and creativity in innovation. From spearheading initiatives like the Open Design Studio and Future Firms, he brings valuable insights on overcoming digital technology adoption challenges in professional services firms.

Chantal McNaught is a PhD in Law candidate at Bond University, Gold Coast, Australia, focusing on "How lawyers can navigate the conflicts between law as a profession and law as a business". She holds law degrees from Bond University and the Australian National University. Admitted as a lawyer to the Supreme Court of New South Wales and the High Court of Australia, Chantal practiced as a solicitor and migration agent in Queensland. With interest in the intersection of technology and law, Chantal transitioned into legal marketing and legal technology. Now residing in Auckland, Aotearoa New Zealand, she serves as the manager for client success at LEAP NZ, focusing on enabling law firms with AI-powered legal technology. Chantal's expertise in leveraging AI and legal technology offers a fresh perspective on enhancing efficiency, profitability, and innovation within law firms.

Adam Rouse is the director and senior counsel, e-discovery operations, for Walgreen Co. Adam advises internal and external counsel concerning e-discovery and legal hold issues across a wide variety of commercial, regulatory, and employment matters. Additionally, Adam coordinates with the global compliance team to facilitate data collection and analysis for global compliance efforts. He also drives the adoption of new and emerging legal technology within the legal department. Adam was nominated to Relativity's inaugural AI Visionary group and named a finalist for an AI Innovation award. He continues to speak and write about the adoption of advanced AI technologies across industries and is a founding member of Legal Data Intelligence Model, an initiative started to break down information silos and encourage data driven legal practice. Adam earned an LLM in Space, Cyber, and Telecommunications Law from the University of Nebraska and continues his interest in space and rocketry with Central Illinois Aerospace, launching amateur rockets throughout the year.

Jelena Schidzig develops advanced AI systems that transform how legal professionals deliver their services and manage risk and compliance. Her innovations include specialized graph neural networks that provide compre-

hensive legal risk assessment and LLM applications with reasoning layers that autonomously process evidence across jurisdictions, with recent projects implementing these technologies for German law. Uniquely positioned at the intersection of technology and law, Jelena holds degrees in both computer science engineering and law, the latter from Stetson University and German institutions. As a legal risk and compliance director with experience spanning five continents, she has established new methodologies that fundamentally enhance how organizations analyze and respond to litigation, regulatory, and compliance challenges. Jelena is a managing partner of Legal Quant PLLC and the founder of Legal Quant Germany, where she leads innovative projects applying AI to legal practice across jurisdictions. In both industry and academia, she creates AI tools that support sustainable administration of justice while teaching advanced legal risk management methods. Her pioneering application of mathematical principles to legal analysis has established frameworks that enable AI systems to effectively understand and navigate the complex relationships inherent in legal practice.

Jenifer Swallow advises and coaches tech founders, GCs, and policy makers on legal and strategy matters. With a background in high growth environments, she is formerly general counsel at the fintech unicorn Wise Plc, product and human rights lead at Yahoo! EMEA, and CEO of the government-backed organisation LawtechUK. She has won multiple awards, including for her work in governance and ethics and is on the advisory board of the Post Office Project, is a member of the sub-committee of the statutory body the OPRC looking at digital justice, and contributes to a range of initiatives towards the transformation of legal services for society.