

AI Maturity in the Legal Industry

Why Many Teams Are Falling Behind

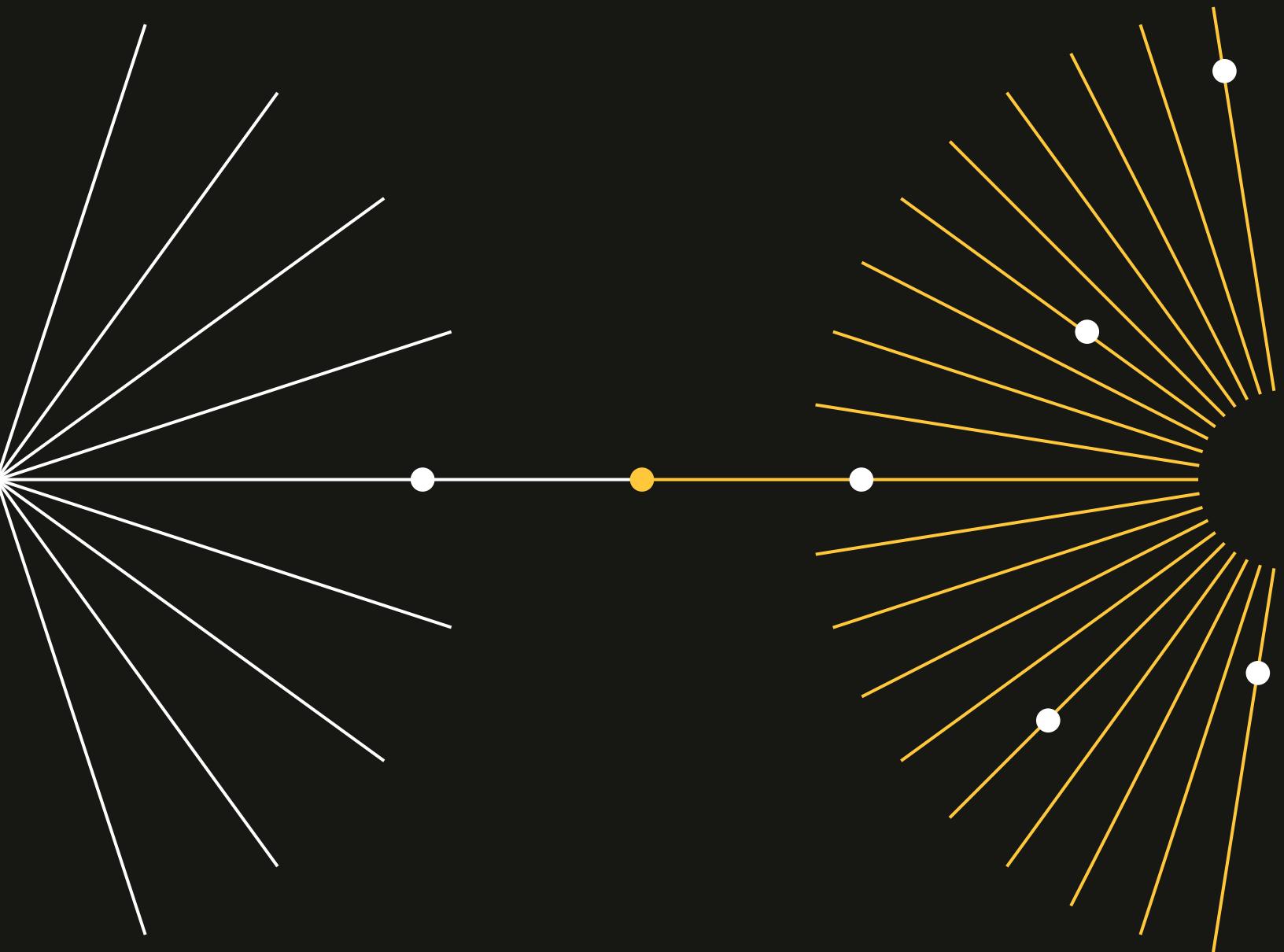


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Introduction

Let's make one thing clear: AI maturity is an issue in every industry. The dramatic increase of AI adoption without proper frameworks and governance has become the norm.

But legal, the function responsible for managing risk, privacy, and compliance, is behind the curve. You can see it in how AI's impact in legal lacks behind other business functions. Tools that are quick and easy to use are adopted over legal-specific AI. And that brings us to the elephant in the room: shouldn't legal know better?

Kind of. Most legal leaders recognize at least a moderate level of risk, but fail to take meaningful action. The data tells a troubling story. AI use in the legal industry has accelerated dramatically, but the fundamentals of safety and success have not.

AI maturity isn't a race to experimentation. It's built on thoughtful governance.



AI Adoption: Trends and Insights

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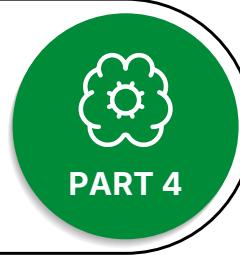
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Executive Summary

Here are three of the most important takeaways in this whitepaper.



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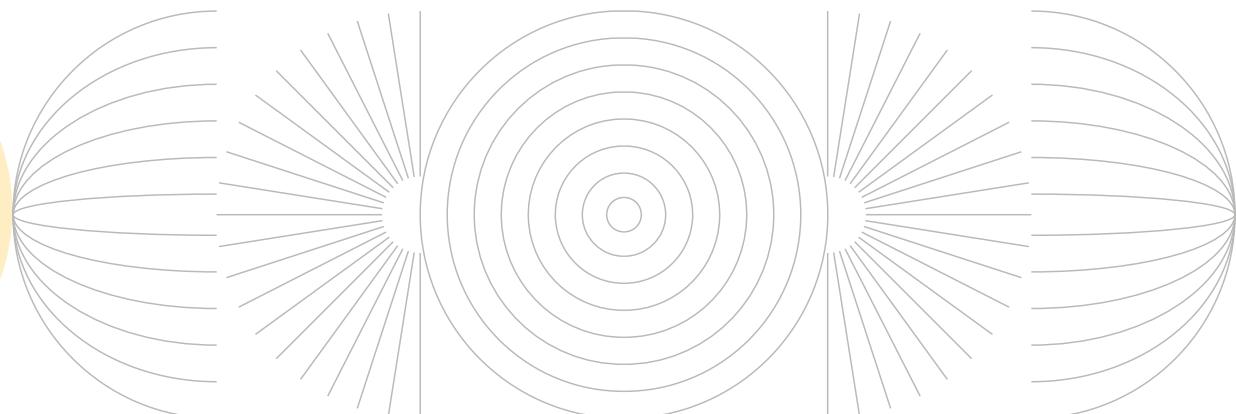


PART 1 AI Adoption: Trends and Insights

This section highlights how the major issues identified in this whitepaper are not in the distance. Legal leaders can't "wait and see" what will happen any longer.

Usage, investments, and expectations around AI in the legal industry have exploded. For the most part, professionals are already seeing benefits and productivity increases in their day-to-day work.

Meanwhile, impact is behind other job functions. In terms of drawbacks, views have shifted from the likes to job loss and malicious use to more nuanced views, like an overreliance on AI use undermining professional development.



► AI Usage

AI adoption nearly doubled from 2023 to 2024, according to a CLOC (Corporate Legal Operations Consortium) survey of 186 global organizations.¹ Thirty percent of legal teams were already using AI and 54% planned to adopt it within the next two years.

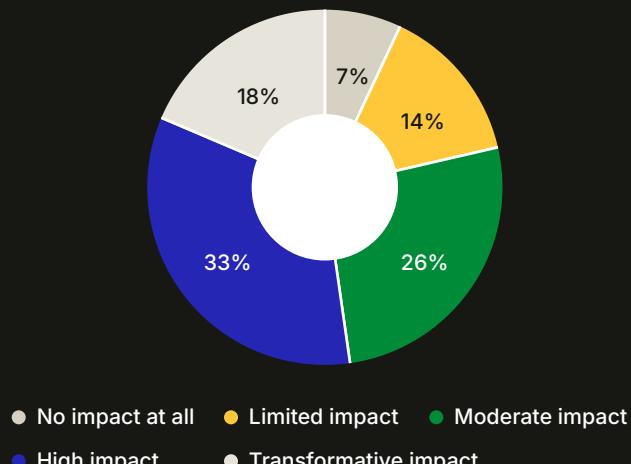
That metric may even be low, however. Based on a report from the American Bar Association (ABA), AI use has nearly tripled in the same time period.² Among law firms, 30% of respondents reported AI use compared to just 11% in the previous year.

The ABA found use increases across firms of all sizes:

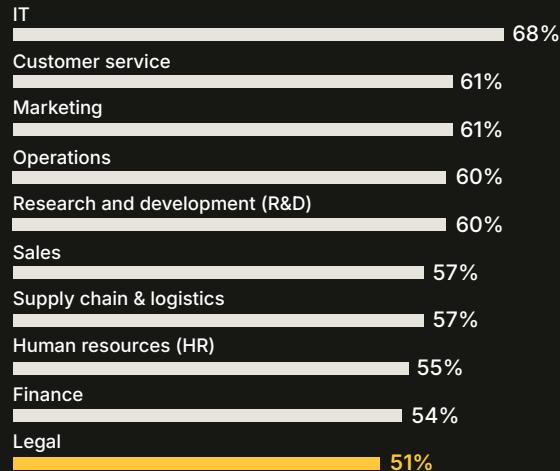
- Larger firms have adopted AI faster than other firms, with 46% of firms with 100 or more attorneys using AI-based tools, up from 16% in 2023.
- Mid-sized firms have grown to 30% of firms with 10 to 49 attorneys using AI-based tools, up from 11% in 2023.
- Solo practitioners demonstrated significant adoption increases, with 18% using AI-based tools, up from 10% in 2023.
- Note that 15% of respondents reported "seriously considering" AI-based tools purchases, while 22% didn't know enough about AI to say whether their firm is using it, and 18% said that they didn't know.

Finally, 51% of respondents said their organization's legal department experienced a significant (high or transformative) impact from AI, in a 2025 report from KPMG Law.³ However, the news was not all positive. That figure was the lowest among job functions, and 21% of AI impact in legal was characterized as having "no impact at all" or a "limited impact."

Extent of AI Impact in Legal Function



AI Impact by Function



Source: KPMG Law

► AI Investments and Expectations

While it's relevant to consider whether or not organizations are adopting AI, a glance at organizations' plans and perceived outlook for AI adoption is telling.

AI spending increased dramatically to \$13.8 billion in 2024 for U.S. enterprises — more than six times the \$2.3 billion spent in 2023.⁴ Menlo Venture surveyed 600 leaders and found that 72% of them anticipated broader adoption of generative AI (GenAI) tools in the near future. Enterprise buyers spent \$4.6 billion into GenAI apps in 2024, nearly eight times more than the \$600 million spent in 2023.

Most organizations (76%) surveyed are increasing their AI investments, a 2025 Axiom AI report found.⁵ The survey includes more than 600 general counsel, deputy general counsel, and chief legal officers across the U.S., Europe, the Middle East, and Africa (EMEA), and the Asia-Pacific (APAC) regions. The average AI budget increase globally was 26%.

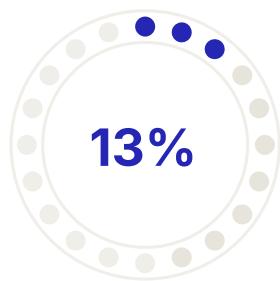
Country	Percentage of Organizations	Percent Increase of Budget
 Hong Kong	95%	27%
 Australia	85%	26%
 United States	80%	27%
 Canada	76%	30%
 Germany	75%	33%
 United Kingdom	71%	22%
 Singapore	70%	27%
 Switzerland	51%	9%

Source: Axiom

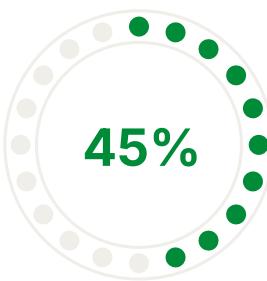
► AI Investments and Expectations

As you might expect given the rise in budgets for AI tools, expectations are high. In a 2025 Thomson Reuters survey of 2,275 professionals and C-level corporate executives across various industries, 80% believed that AI will have a high or transformational impact on their profession within five years — and that percentage is twice as much as the next-highest force in the survey (explosion in data volumes).⁶

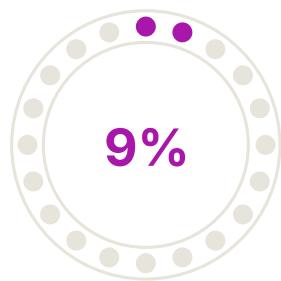
In the 2024 ABA report, 58% believed AI was “already mainstream” or would become mainstream in the subsequent three years.



stated that AI is already mainstream

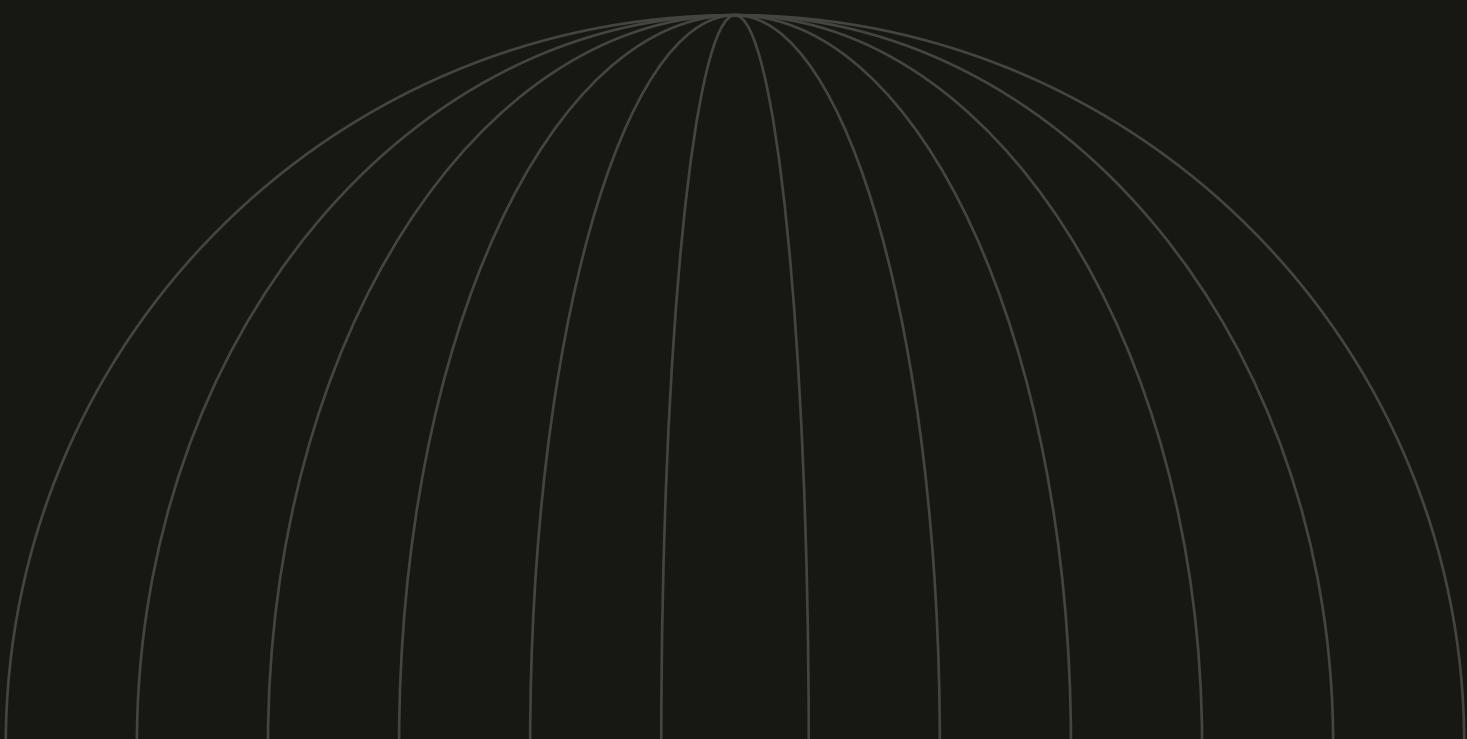


believed AI will become mainstream within the next three years



expected AI adoption to take more than five years

Source: ABA



► AI Benefits and Use Cases

More than half (53%) of professionals in the Thomson Reuters survey who said their organizations were already seeing ROI for AI investments, the benefits spanned several areas, most often as improved efficiency and productivity. Improved response times and a reduction in errors were also cited.

Respondents projected an astounding time savings of five hours per week within the next year.⁶ That translates to average annual value gain of \$19,000 per user, and represents an estimated \$23 billion combined annual impact to U.S. legal, tax, and accounting sectors.

The same report zeroed in on the impact of AI in legal work. AI tools have the potential to save lawyers nearly 240 hours per year. For legal professionals who were currently using AI tools:

- ﴿ 77% use it for document review
- ﴿ 74% use it for legal research
- ﴿ 74% use it to summarize documents
- ﴿ 59% use it to draft briefs or memos

The ABA survey of law firms found some of the same trends across benefits and use cases.

Most Important Benefits AI Could Provide



Most Common Applications for AI Tools



Source: ABA

► Drawbacks for AI Tools

No longer are individuals fearing widespread job loss and AI being used for malicious purposes. Thomson Reuters found that those types of fears from the earlier days of AI are still present, but less common.

Professionals are now more nuanced in their concerns. At the top of the list is the belief that AI use itself could lead to an overreliance that undermines professional development.

Negative Consequences of Most Concern



It's important to note that the same survey included accuracy, but classified it as an organizational barrier and not an individual one. We will take a deeper look at organizational barriers to AI adoption and maturity later, but it's relevant now because in the ABA survey of law firms, accuracy was the top concern for respondents. The concern increased considerably from the previous year, too.

Law Firms' Biggest Concerns About AI

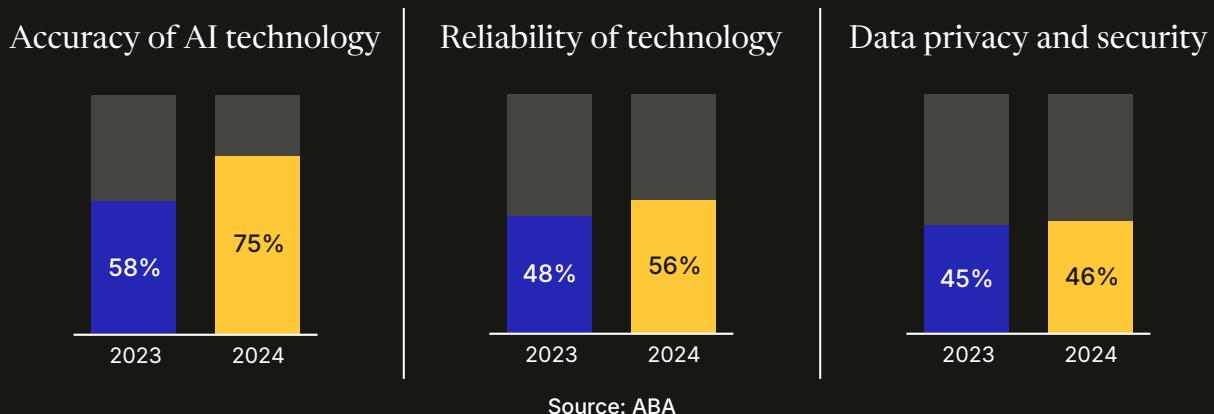


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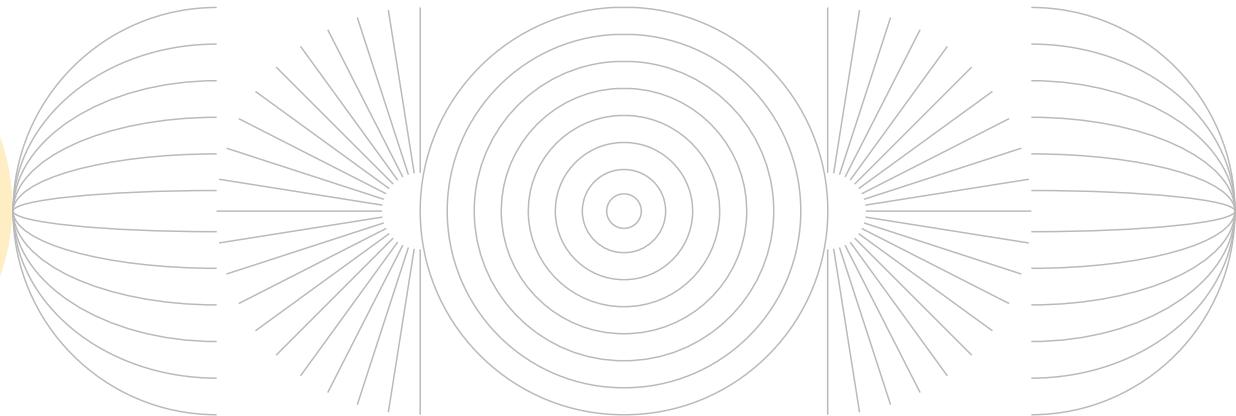
PART 2

AI Tools in Disarray: Who's Using What, and Why It Matters

This section explores the wide range of AI tools in use and the growing risks they create, from the tools themselves to the way they're procured.

Free chatbots outdo legal-based tools significantly. Combine that trend with the presence of unauthorized or even outright banned tools, which professionals admit to using, and you can start to see why some are calling this a "crisis." Especially when legal oversees such highly sensitive data.

The way that individuals are using AI is troubling. It's not confined to individual professionals (see part 3), but these trends should be eye-opening for leaders.

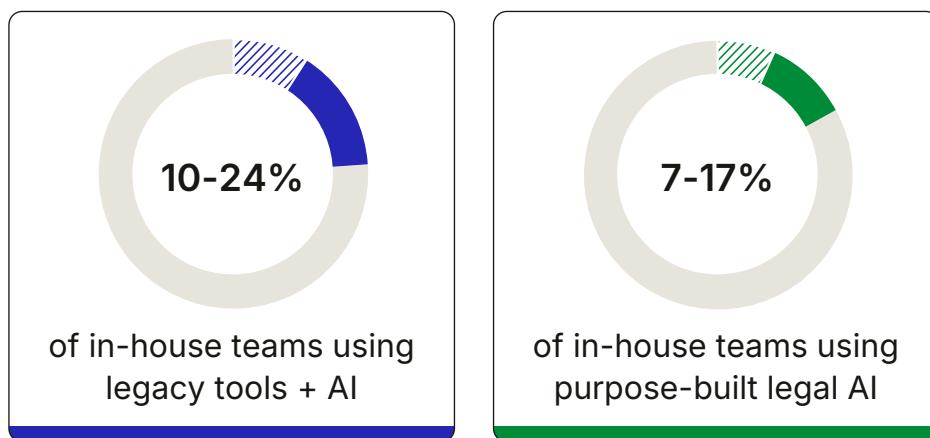


► An Unsettling Mix of AI Tools

Should legal teams be using free chatbots or legal-based tools — either legacy tools with AI added, or purpose-built legal AI? Two sources show an undeniable preference for popular chatbots.

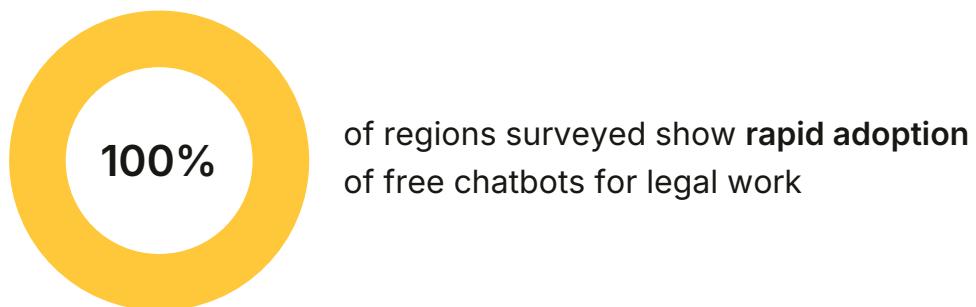
In the ABA survey, ChatGPT led all tools with 52% adoption. Meanwhile, legal-based AI tools came in at half of that amount. They ranged anywhere from 26% to 3%.

Axiom took a more nuanced look at adoption rates. ChatGPT again led the way at 42% adoption, followed by Copilot (25%), Gemini (20%), and Claude (15%).⁵ Compare that to the percentage of legacy tools with AI or purpose-built legal AI.



Source: Axiom

The leading takeaway from Axiom should not be taken lightly:



There are several risks involved here. Unfortunately, we need to look at another related and alarming trend first.

► The Use of Unauthorized and Banned Tools

A multitude of sources consistently demonstrate that workers use unauthorized and banned tools for work. Here are a few surveys and the eye-opening data points.

Intapp survey of 800 fee-earners ⁷	KPMG global survey of over 48,000 people ⁸	Anagram survey of 500 full-time employees ⁹
50% used AI tools for work that weren't authorized	50% said they used AI tools without knowing whether they're allowed	58% have pasted sensitive info into large language models (client records, financial data, internal docs)
Additional 23% say they would	44% knowingly use AI tools improperly at work	45% say they've used banned AI tools on the job
	58% of U.S. workers rely on AI to complete work without properly evaluating outcomes	40% would knowingly violate company policy to finish a task later
	53% of U.S. workers claim to present AI-generated content as their own	

One survey in the legal space corroborated the findings. More than 80% of legal teams admitted to using AI tools not provided by their company (83%) and those that have not been formally approved (81%), according to a 2024 Axiom survey of 300 in-house counsel.¹⁰

“Our survey makes it clear: employees are willing to trade compliance for convenience. That should be a wake-up call.”⁹

Harley Sugarman, Founder and CEO, Anagram

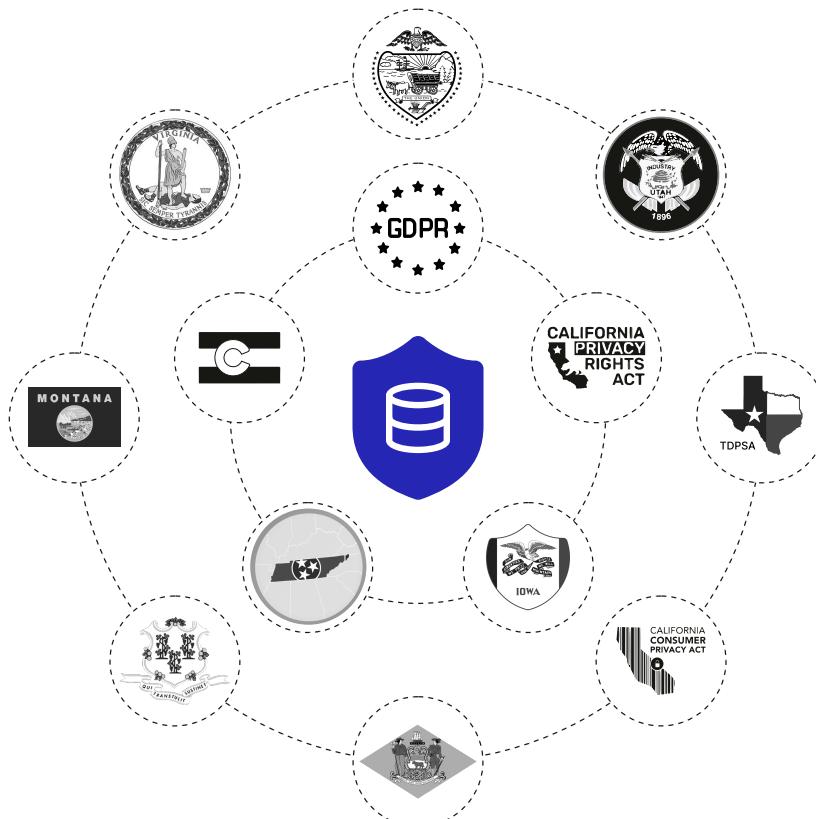
► Red Flags: Data Leakage, Ethics, and Misuse

The survey figures from the previous section are scary and highlight a crisis within “shadow” (unauthorized) AI, according to an opinion piece from Corporate Compliance Insights.

"The numbers involved suggest these aren't junior employees casually testing new technologies; these are seasoned legal professionals at major corporations, entrusted with some of the most sensitive data imaginable — M&A strategies, litigation tactics, intellectual property, and trade secrets — using tools that offer little to no control over where that data goes or how it's used," according to Camilo Aritga-Purcell.¹¹

From proprietary information to personal data subject to GDPR, CCPA, and other privacy laws, there are so many costly risks involved. And Aritga-Purcell argues that legal departments are even more vulnerable to this shadow AI crisis.

- Extreme time pressure that drives lawyers to use whatever tools they can to meet non-negotiable deadlines.
- The individual nature of work that allows lawyers to use AI without detection.
- A generational divide that enables young lawyers, who may be more comfortable with AI tools, to utilize the tools without fully appreciating the risks to client confidentiality.



► Red Flags: Data Leakage, Ethics, and Misuse

What other risks are there? Earlier in this whitepaper we saw how Axiom found a drastic difference in the adoption of free chatbots compared to legal AI tools. The report aptly noted how "free chatbots rival enterprise tools, at a cost."⁵

"Dual AI strategies — using generalized chatbots alongside enterprise-grade legal tools — undermines governance, security, privacy, and AI maturity." We'll discuss AI maturity soon, but the very nature of using free chatbots involves risk. Axiom found "a reliance on general-purpose tools for handling sensitive legal work."

It's reckless. General chatbots offer no control over data retention, model training, or access, and the risks involved are quite dangerous.

How could experienced legal professionals freely use chatbots for sensitive matters while recognizing the risks? Well, the problem isn't confined to individuals, and it gets even more uncomfortable in the next section.

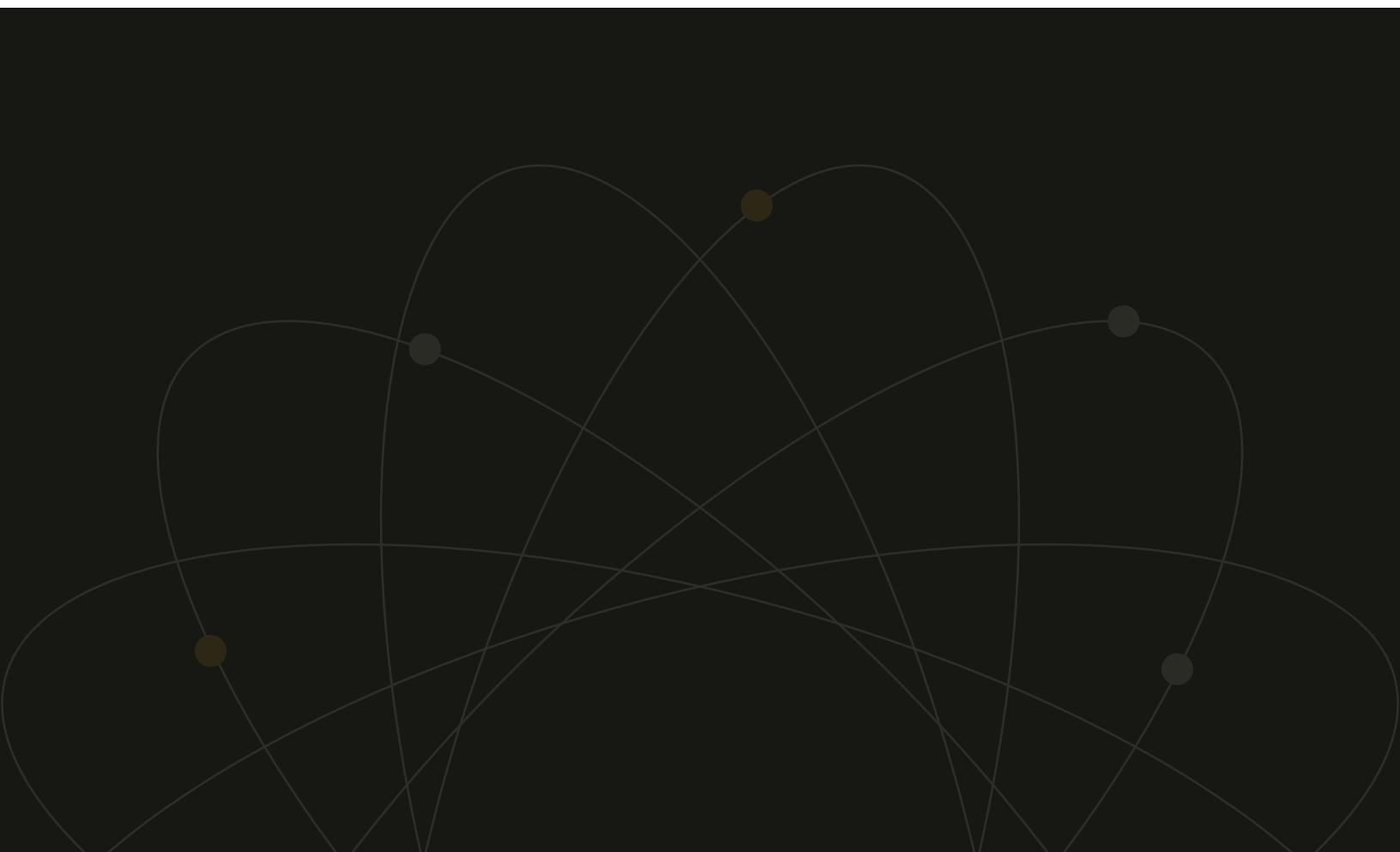


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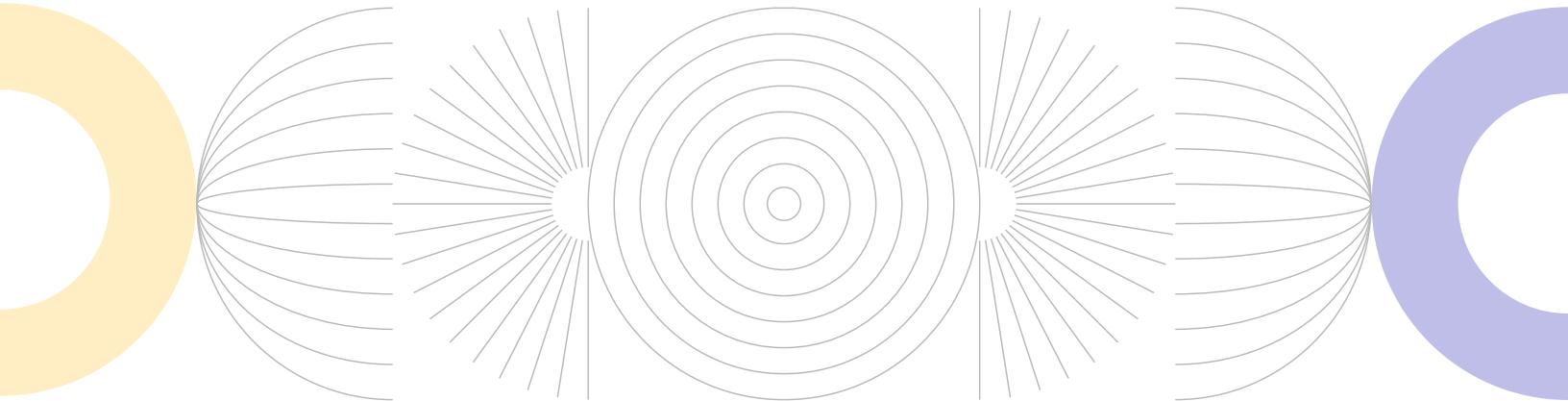
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PART 3

Governance Failure: Awareness Doesn't Equal Action

This section looks connects the uncomfortable truths of individual AI use from part 2 to an organizational level.

How can legal leaders see the risks that AI brings, but fail to do much at all to address the issues? Many legal departments aren't including IT in the process of AI adoption, and it's a major problem.



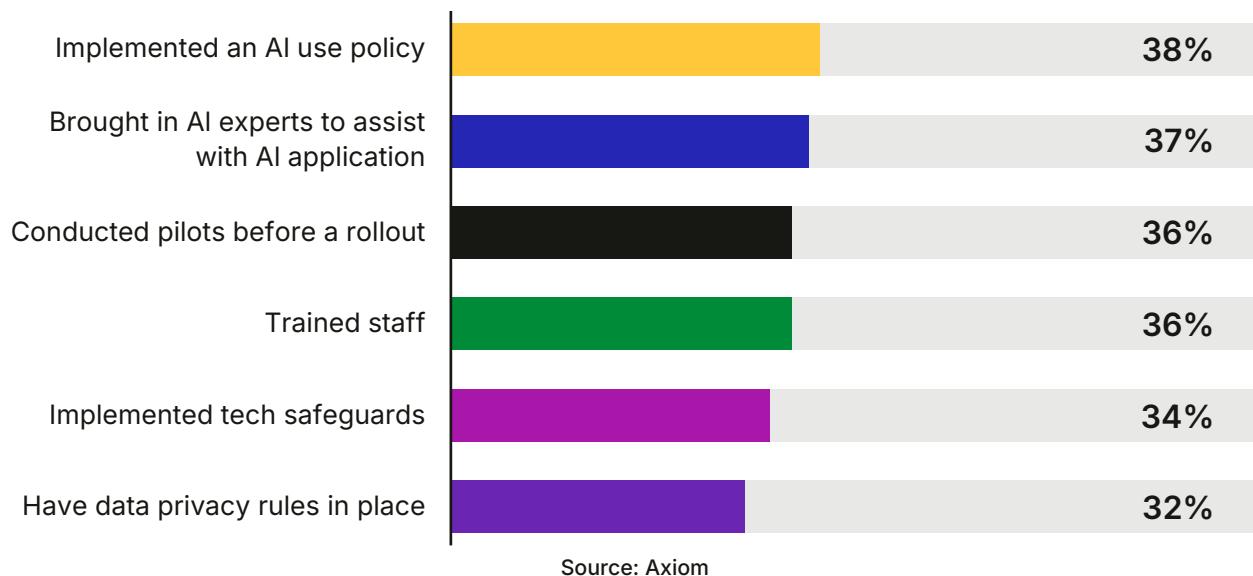
► “Legal Teams Acknowledge AI Risks but Fail To Mitigate Them”

This headline tells the story. Axiom found how “in-house [legal] teams have a dangerous disconnect between awareness and action.”⁵

Sixty-nine percent of leaders see at least moderate risk to their companies, but most don’t implement corresponding safeguards. Roughly two-fifths have implemented AI use policies, and a third haven’t taken any mitigation steps at all.



Leaders See the Risk, But Less Than Half of Teams Have ...



34% of in-house leaders failed to take any mitigation steps

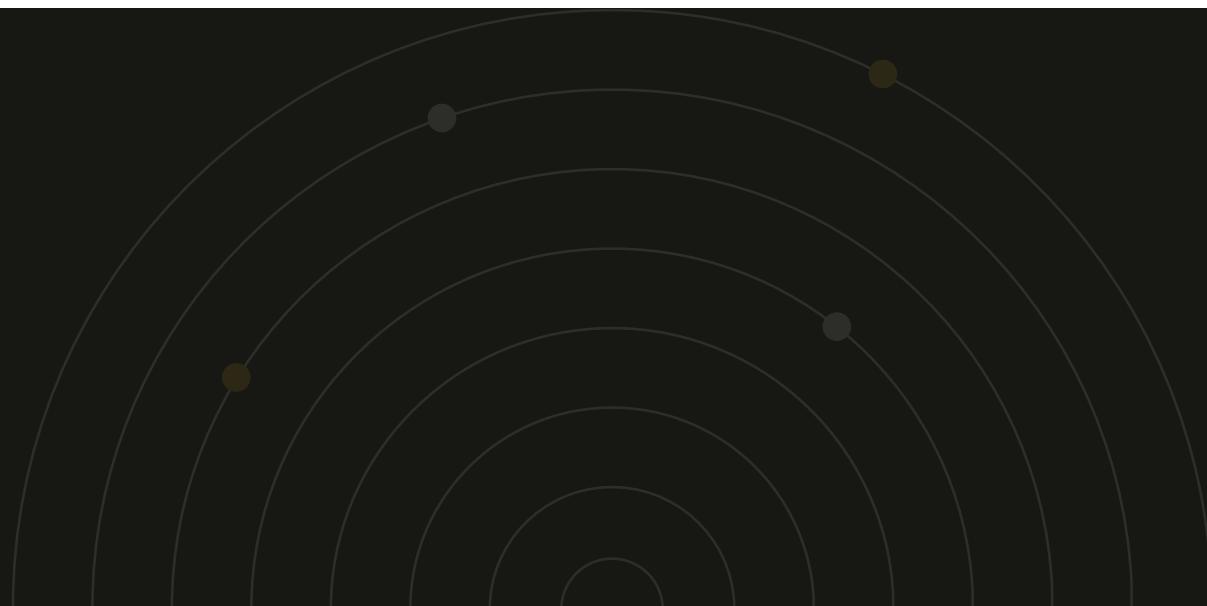
► Why Is There Such a Disconnect Between Awareness and Action?

Take a look at who's leading the charge.

The identifying, vetting, and paying for AI in legal departments isn't IT. Legal departments are taking it on, "flying blind in AI procurement," according to Axiom, despite lacking the technical expertise to do so. Hybrid approaches are also common, but very few actually partner with IT.

Legal Only	45% of legal teams manage AI tool sourcing, vetting, and payment entirely on their own	 Creates blind spots in security, technical validation, and data governance
Hybrid	42% split ownership models: legal drives purchase decisions, while IT vets	 Blurs accountability and weakens oversight during procurement
Full Partnership	4% partner with IT end-to-end for AI procurement	 Rare; a missed opportunity for embedding safeguards and controls

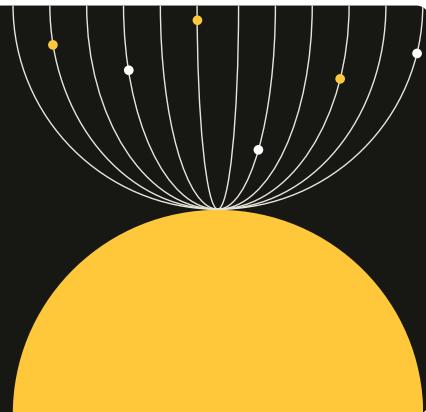
This trend persists regardless of the level of AI use. Forty-eight percent of mature teams bypass IT collaboration, signifying a level of overconfidence in technical capabilities during procurement. So even if legal teams are taking advantage of AI and using it strategically, risks can seep through.



► Where Governance Gaps Meet Organizational Reality

Maybe legal teams really are flying blind. What sounded like hyperbole is looking more and more accurate, once you consider the trends. We discussed the last part of the following quote earlier, but take a look at it with emphasis on the beginning:

"In-house legal teams should use AI tools designed for legal work, vetted by IT departments, operated by trained professionals, and tested on real matters. But the data reveals the opposite: a reliance on general-purpose tools for handling sensitive legal work."⁵



What they should be doing:

- Use AI tools designed for legal work

- Vet tools with IT

- Operate tools via trained professionals

- Test models on real legal matters

What's actually happening:

- Use of general-purpose chatbots is 2-3 times that of legal-specific AI tools

≈40-50% report using unauthorized or banned AI tools.

- 45% manage AI procurement, vetting, and payment entirely in-house

42% use a hybrid model

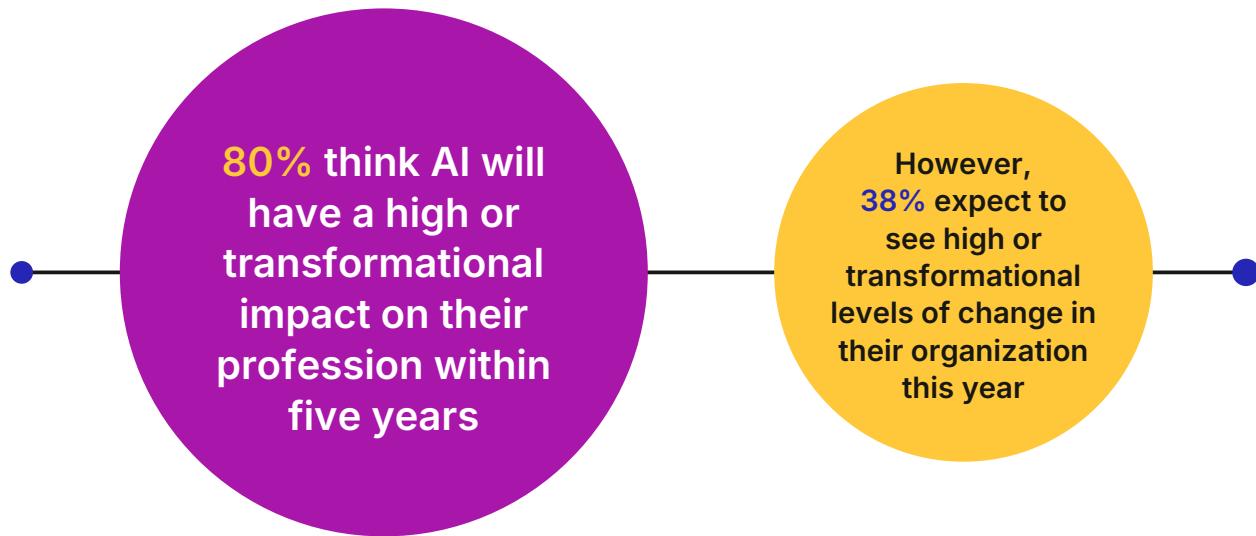
- 36% have staff trained to operate AI tools

16% report receiving "adequate training" but 100% of them continue to use AI tools¹²

- 36% conducted pilots before a rollout

► Where Governance Gaps Meet Organizational Reality

No wonder there's such a disparity between the highly regarded impact of AI and what's happening right now, as Thomson Reuters found.



“One key conclusion one can draw from this data is that AI adoption is accelerating, but there’s a growing gap between organizations with a clear AI strategy and those without one. While individual use of AI tools is up, there’s evidence that many organizations aren’t following a strategy for AI adoption.”¹³

Legal teams are experimenting with legal tools while lacking the strategy and controls to use them safely.

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PART 4

The AI Maturity Problem: From Chaos to Control

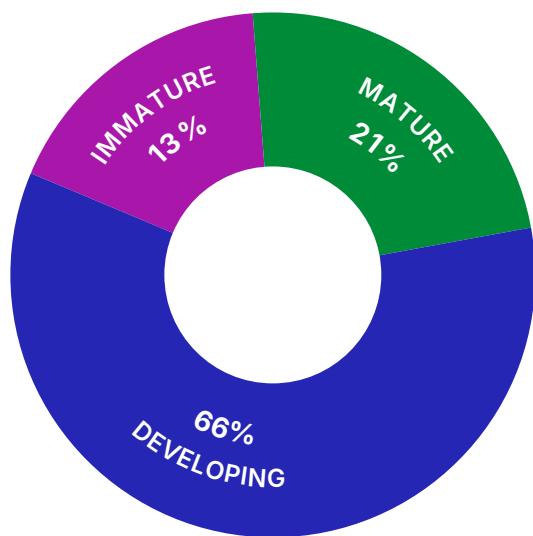
This section explains the current state of AI maturity in legal and what leaders can do.

There has been a catch all along. Yes, AI adoption is up. Yes, it brings undeniable advantages. But rushing into it without the proper governance, frameworks, and safeguards is reckless.

Organizations must take a sensible approach to AI adoption. It's time to take a proactive approach to AI maturity.

► The State of AI Maturity

A majority of legal teams fall under the developing (66%) AI maturity state, according to the 2025 Axiom report. Roughly one in five are classified as mature (21%), while a smaller number are immature (13%).



21%

are mature organizations that actively use AI for client work, with scope and use expanding aggressively

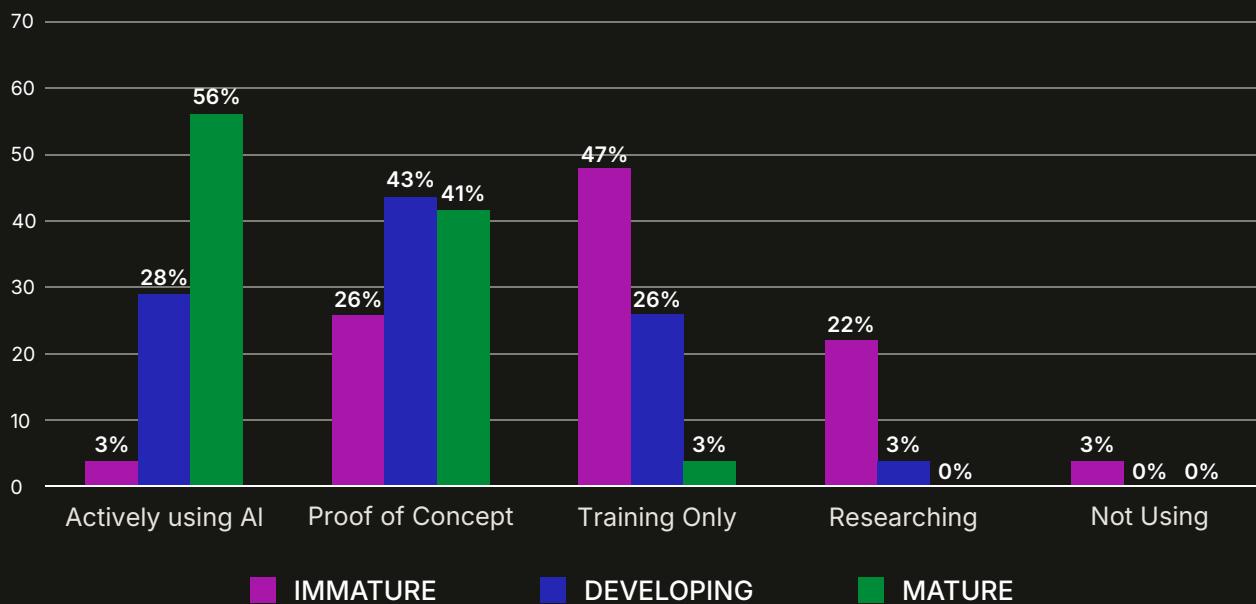
66%

are developing teams where active use is growing, and often in proof of concept or testing phases

13%

are immature departments with nearly no active use, confined to mostly researching AI tools

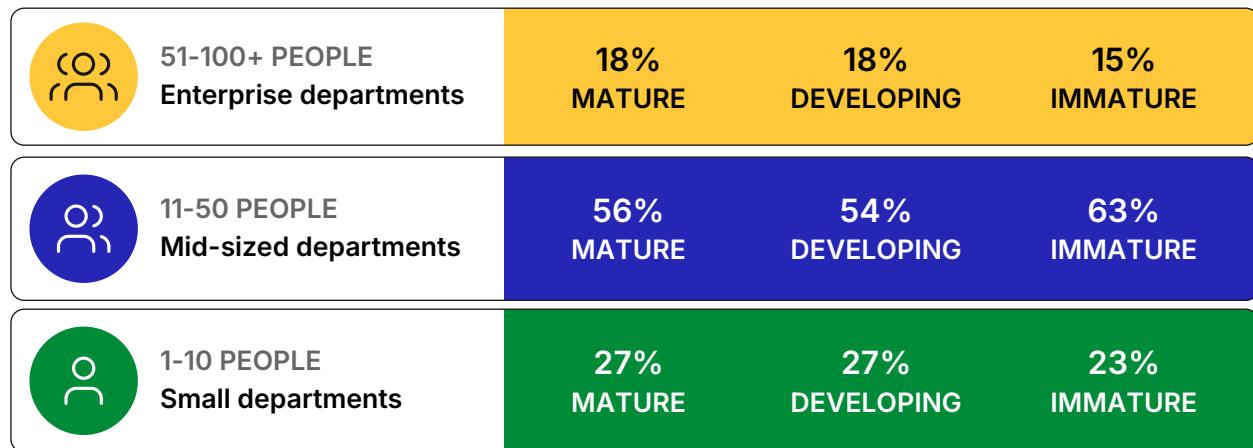
AI Maturity Breakdown



Source: Axiom

► AI Maturity by Legal Department Size and Country

Over the past year, 90% of legal teams increased AI use. However, use varied significantly across team size. Distribution was overall fairly balanced, but enterprise departments were behind other groups.



Source: Axiom

As for global rates of global AI maturity, there were regional variations that show how some countries are well ahead of others. Only Singapore, Canada, and Australia surpassed the 25% maturity mark.

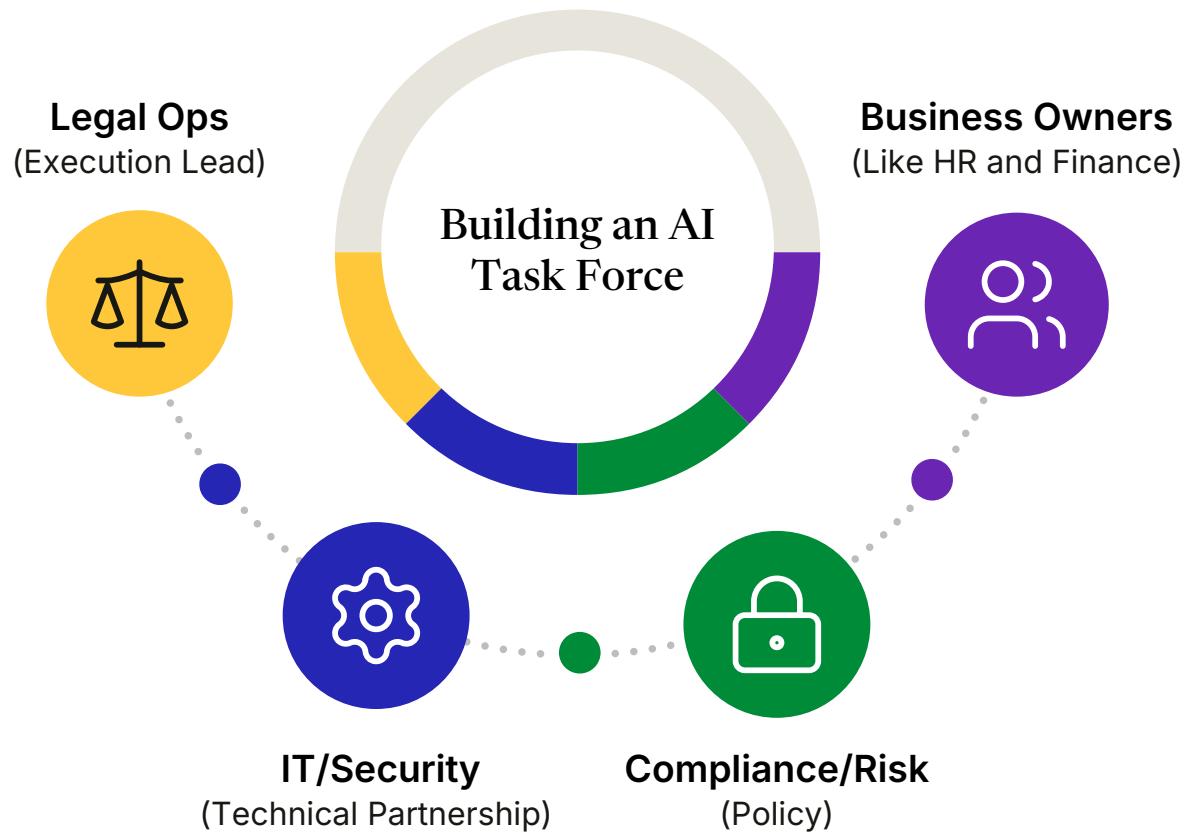
Region	IMMATURE (N=78)	DEVELOPING (N=403)	MATURE (N=126)
 All Respondents	13%	66%	21%
 Australia	19%	59%	26%
 Canada	18%	54%	28%
 Germany	11%	71%	18%
 Hong Kong	4%	84%	12%
 Singapore	21%	43%	33%
 Switzerland	11%	89%	0%
 United Kingdom	11%	72%	17%
 United States	9%	68%	23%

Source: Axiom

► The First Step Toward AI Maturity: Governance and Oversight

Maturity isn't about rushing toward AI use. It's a strategic effort that thoughtfully incorporates governance, oversight, regulatory frameworks, and organizational readiness. Earlier we saw how risks can appear without the right processes in place.

So start with ownership. Build a small group that typically includes the general counsel or chief legal officer along with members of legal ops (execution lead), IT/security (technical partnership), compliance/risk (policy), and business owners (like HR and finance). This group can help build out the AI use policy we'll talk about in the next step, as well as priorities like approving pilots.



Note that this doesn't have to be a bureaucracy. A quarterly "AI governance roundtable" can serve as an ongoing effort to achieve accountability and auditability. Also, the group should look into establishing cross-functional teams and task forces devoted to AI initiatives.

Make sure to set up clear roles, such as with clear RACI (Responsible, Accountable, Consulted, Informed) mapping for monitoring, greenlighting, and suspending tools as well as other governance issues. Consider trackable governance metrics (like percentage of approved AI tools, incidents, and pilots reviewed) that will improve AI maturity within the organizations.

► Policies and Frameworks: Building the Architecture

Commit resources to a policy and framework rollout. This document or set of documents needs to cover a wide range of functions within your organization's AI framework.

- **Data and Privacy Policy:** This covers the type of data that may and may not be used by AI, how data must be prepared, and retention and deletion rules. It also specifies obligations when handling regulated or privileged materials.
- **Third-Party/Vendor Use Policy:** A one-page guide for procurement that sets the criteria and contractual guardrails for any external AI vendor or cloud service: required DPAs, model-training exclusions, retention limits, audit rights, breach-notification terms, and minimum security certifications. It should also document the vendor-review workflow.
- **Client-Facing Tools and Disclosure Policy:** This guidance defines when client interactions may involve AI, what disclosures or consents are required, and standardized wording for client-facing disclaimers. It clarifies boundaries around giving legal advice, the supervisor/attorney verification step for AI-produced client materials, and when client consent must be recorded. Aim for short, ready-to-copy disclosure lines and an internal approval rule for any client use.
- **Model Testing and Validating Policy:** This document prescribes the pre-deployment and ongoing checks every model or AI workflow must pass: accuracy sampling, bias/fairness audits, DLP simulation or red-team checks, and acceptable error thresholds. It defines audit cadence, required logging/provenance, and the go/no-go criteria (and rollback triggers) tied to objective KPIs.
- **Employee Acceptable Use Policy:** This helps staff understand what they can and can't do on a day-to-day basis. It should list approved and banned tools, prompt hygiene basics, and include a one-page quick reference.

► Promoting Skill and Innovation: Training and Culture

Organizations and legal teams that start embracing AI — and use it intelligently — will be best prepared for the future.

Think about how other functions invest in foundational skills: HR leads training that fosters fair, respectful workplaces, while IT trains employees to recognize phishing attempts and practice good cybersecurity hygiene. AI readiness should be seen in the same light, and result in a multifaceted approach that minimizes risk and maximizes innovation.

-  **Multiple Learning Formats:** A blend of interactive workshops, online modules, and hands-on projects to reach all learning styles.
-  **Different Presenters:** Use a mix of outside experts, members of the AI leadership group, and staff members to display a range of viewpoints and expertise.
-  **Role-Specific Design:** Specialized AI training tailored for legal professionals, with scenarios relevant to daily workflows.
-  **Layered Delivery:** Aim for training that's upfront (onboarding), ongoing (regular skills development), and as needed (major updates, new features, or regulatory changes).
-  **Integrated Measurement:** Track engagement, retention, and applied outcomes to refine training over time.
-  **Ethics and Responsible Use:** Weave ethical considerations and bias awareness throughout, and not just as a standalone module.

► Ethical Guardrails for AI Use

Ignoring ethics is one of the easiest ways to undermine AI efforts. It must be embedded in everything from high-level organizational strategies and training to day-to-day usage.

"As AI reshapes the digital economy, legal frameworks for privacy, governance, and data ethics must evolve in parallel," Noemí Brito, Partner and Head of Intellectual Property and New Technologies, KPMG, Abogados, said in the KPMG report. "By embedding AI into privacy and regulatory strategies, organizations can do their part to maintain trust and protect consumer rights."

Operationalize ethical AI use by:

-  **Integrating Ethics Into Governance Frameworks:** Define AI-specific policies for privacy, bias, transparency, and accountability. Map use cases with risk assessments and require documented sign-off for medium- and high-risk projects.
-  **Embedding Ethics in Training and Adoption:** Use role-based modules that teach both tool use and how to identify legal/ethical red flags. Focus on operational verification: pre-deployment checklists ensure privacy controls, bias testing, explainability, and data provenance are completed before models go live.
-  **Monitoring and Auditing AI Use:** Implement ongoing reviews to catch bias, errors, or misuse after deployment. Use automated logging, scheduled audits, quarterly red-team exercises, and track KPIs such as false-positive rate, model drift, escalations, and time-to-remediation.
-  **Aligning With Regulatory Requirements:** Stay ahead of guidelines to protect the organization. Keep an auditable decision log for high-risk deployments, designate a remediation owner with SLAs for fixes, and report material incidents and remediation progress to the governance board.

► Moving Forward: Tracking Results and Driving Impact

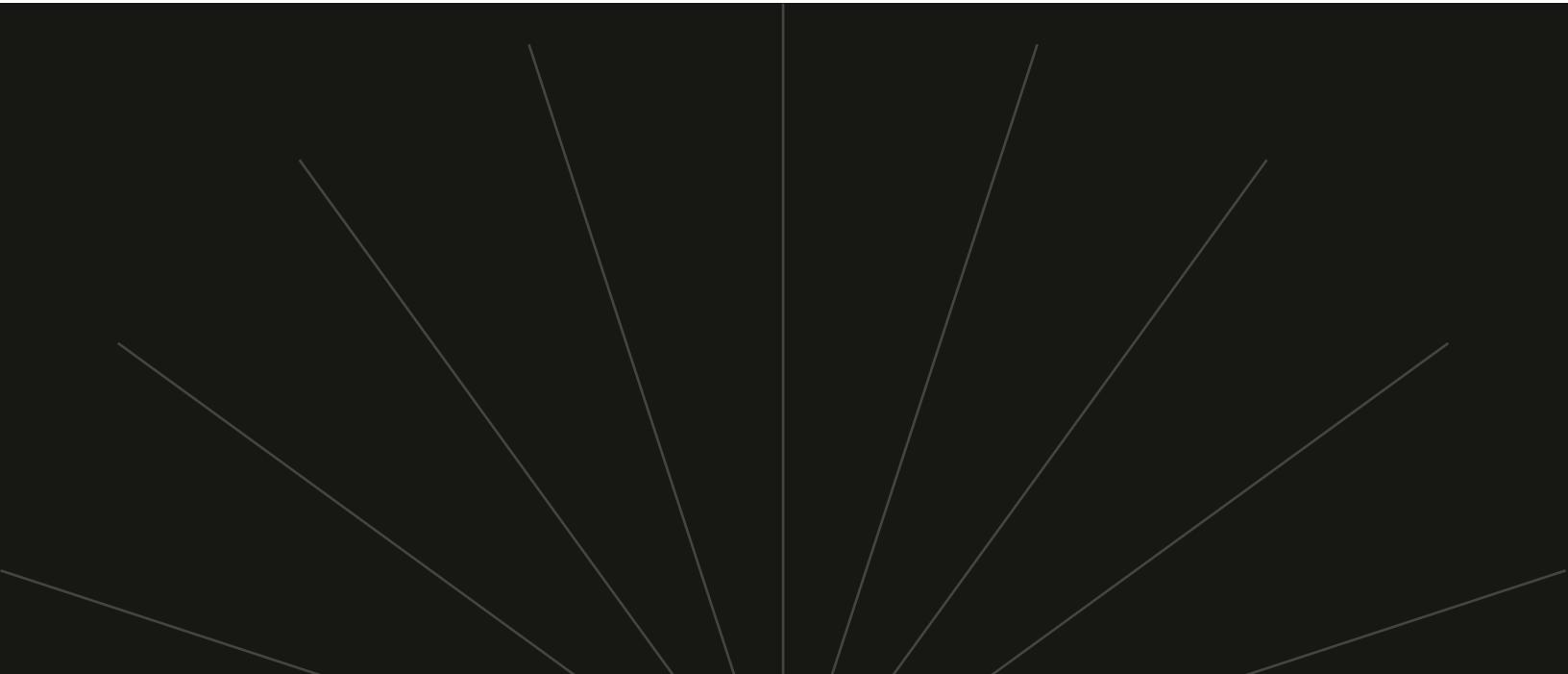
Setting up governance, policies and frameworks, training, and embedding ethics through it all is the start. They are the guiding forces for implementing AI intelligently throughout the legal function and the entire organization.

As you pursue and vet and test AI, find the right cadence that will ultimately guide oversight, investment, and impact. Here are a few basic principles for moving forward.

-  **Measure a Little, and Measure Well:** Pick a small set of meaningful KPIs rather than dozens of vanity metrics.
-  **Make Results Visible:** Feed a compact dashboard to the AI committee and GC/CLO monthly.
-  **Govern, Don't Gate:** Use measurements to enable safe scaling, allowing pilots to expand once they hit objective thresholds.

Remember that AI maturity isn't necessarily about the technology — it's about governance, oversight, regulatory frameworks, and organizational readiness. Everything you do right now will set the stage for tracking results and driving impact.

What you do should scale and change as you move forward. The policies and frameworks you build in the near future should be versioned and updated as things change.



Conclusion

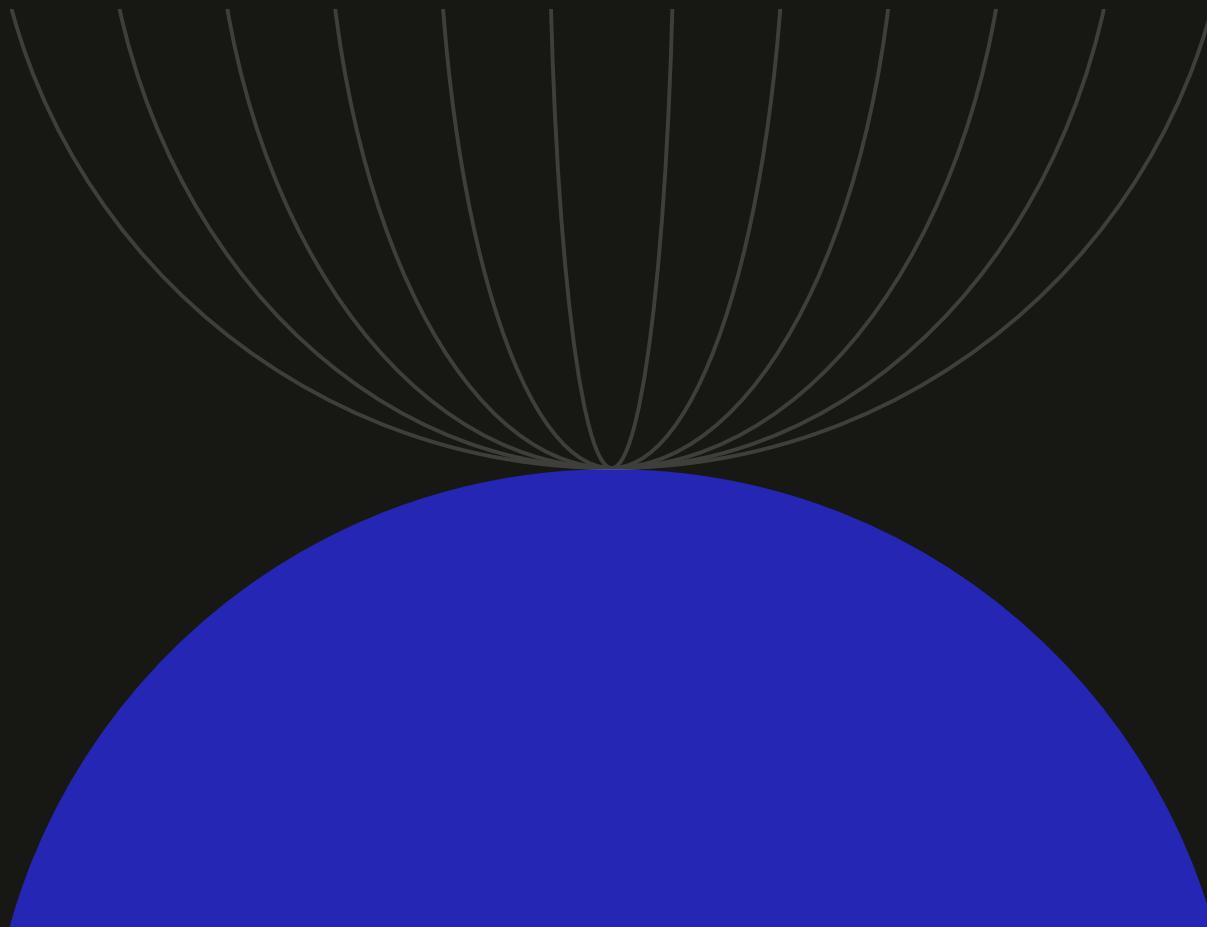
Legal teams are falling behind. AI maturity isn't about rushing towards the use of AI — plenty of teams have done that, and it's not going well overall. True maturity involves more than that, incorporating thoughtful governance, training, and implementation.

As Axiom put it, an "AI reckoning" is happening. And three options are in view: "lead, follow, or get out of the way."

You can follow the bulk of immature AI organizations in reacting to the risky, improper, and sometimes unethical use of AI. You can try to get out of the way and hope the trend passes, but that only increases your exposure.

Don't fall into that trap. Don't become another leader who knows that AI use is rampant, who acknowledges the moderate-to-high risks it poses, but fails to implement basic safeguards. It's a recipe for disaster.

Choose to lead. Establish the leaders, policies, frameworks, training, and ethical guardrails that minimize the risks and maximize the promise of AI. Do that and you'll be prepared for the tools and trends that come next.



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