



# 2025 Legal Department Operations Index

Managing pressures both external and internal

In partnership with

**BUYING LEGAL**  
COUNCIL



**Thomson Reuters  
Institute**

# Executive summary

Today, legal department operations (LDO) teams are under increasing pressure not only to slow the growth of legal department costs, but also to do more, with fewer resources.

This renewed pressure on LDO professionals to do more with less, from evaluating and implementing rapidly evolving technologies to maintaining and improving the operations of their legal departments, is not new. Still, it comes at a time when corporate general counsels (GCs) are being challenged to show the value their legal departments can bring to the organization.

---

**Departments' legal operations functions are being asked to join in on [the value] pursuit.**

Indeed, that push for value was a factor that weighed heavily on the collective minds of GCs, according to the *2025 State of the Corporate Law Department* report.<sup>1</sup> Increasingly, as our latest data shows, departments' legal operations functions are being asked to join in on this pursuit.

## The quest for value

As the *State of the Corporate Law Department* report made clear, the word value is discussed so often in corporate legal circles that it runs the risk of becoming a buzzword. That report noted that "GCs today are considering the value of their legal departments across a wide spectrum of applications given the multi-faceted role today's in-house legal team plays in corporate life."

Now, following up on the *Corporate Law Department* report, this latest edition of the Thomson Reuters Institute's *Legal Department Operations Index* shows that it's the LDO teams inside each corporate legal department that are being tasked with finding how their departments can work in the most efficient and effective ways possible to serve the rapidly evolving needs of the organization.

To illustrate, we have envisioned the strategic focus for today's corporate legal department on four key areas — four spinning plates, if you will — of effectiveness, efficiency, protecting the business, and enabling growth.

<sup>1</sup> See *The 2025 State of the Corporate Law Department Report*, (March 25, 2025) Thomson Reuters Institute; available at <https://legal.thomsonreuters.com/en/insights/reports/2025-state-of-corporate-law-department-report>.

## Four spinning plates



Source: Thomson Reuters 2025

Now, we're seeing how LDO professionals — who in some cases are the corporate GCs themselves — are increasingly acting as the point of the spear on these initiatives, even as they are under-resourced and facing flat or falling departmental and tech budgets.

In this iteration of the *LDO Index*, we examine the changing role of LDO professionals in their departments, the trends that are influencing how they will operate in the future, the metrics they're using to track departmental progress, and the ways they are currently managing the changing legal tech landscape.

## Key findings

Key findings in the report include:

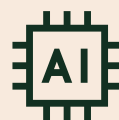
- Legal operations work is expanding beyond its origins as primarily a cost-control function to include a focus on systems, processes, and technology. A large portion (82%) of respondents indicate their legal department has at least one dedicated legal ops role on their team. However, 45% of respondents classify themselves as “General Counsel tasked to run legal operations,” reflecting the reality that many corporate legal departments operate without dedicated legal ops professionals, which in fact may be influenced by company size.
- More than half of legal department professionals (56%) surveyed report that their department is under-resourced, even though almost half (46%) say they expect to see more work being brought in-house in the future.
- More than half (55%) report flat or decreasing budgets for the legal department, and a majority (51%) also report flat or no change in their legal tech budgets.
- Almost three-quarters of respondents (73%) say they plan to use advanced technology to automate legal tasks and reduce costs, yet 45% also characterize the pace of technology advancement in their departments as “slow.”

**56%**



of legal departments report being **under-resourced**

**70%**



expect **Gen AI** to influence interactions with internal business stakeholders

**46%**



expect to bring more work **in-house**

**45%**



characterized the pace of change in **technology advancements** in their department as ‘slow’

**51%**



report flat/no change in **legal tech budgets**

**55%**



had flat or decreasing **department budgets**

**59%**



aim to improve **collaboration between legal and business units** to enhance effectiveness of service in their legal department

**73%**



plan to use technology to **automate legal tasks** to reduce costs

**81%**



report increasing **matter volumes**

Source: Thomson Reuters 2025

## Methodology

The survey that undergirds this report was conducted in July 2025. There were 128 responses collected from respondents within legal departments — including those responsible for legal operations — at corporations across the United States.<sup>2</sup>

<sup>2</sup> The data in this year's *LDO Index Survey* is comprised of real-world legal spend analytics gathered from Thomson Reuters' Legal Tracker and sourced from more than 1,500 corporate law departments.



# Part 1: The role of legal operations: Moving from cost control to strategic value creation

## How legal ops drive comprehensive department success

As noted, our research found that legal operations teams have evolved beyond their origins as primarily a cost-control function to encompass more of the plates we described earlier. Today's modern legal ops team focuses on systems, processes, and technology more than ever before. Moreover, there is greater recognition that these operational initiatives support wider goals than simply efficiency and cost control.

*"The role of legal operations is to take the everyday tasks off the attorney's desk so they can perform the high-value work they were hired to do."*

- Legal operations, Pharmaceuticals/Bioscience

Fully 82% of respondents surveyed say they have at least one dedicated legal ops role on their team — which is impressive. In 45% of cases, legal operations responsibilities are integrated into the GC role, according to respondents. This reflects the reality that many corporate legal departments operate without dedicated legal ops professionals. Indeed, this may be influenced by company size. Many legal departments, particularly ones at smaller companies, don't have dedicated legal ops roles. And when we compare GCs with professionals with LDO backgrounds, some of the disparity may reflect differences in department size, resources, and maturity.

In fact, our research found that when legal operations are overseen by a professional with a legal ops background, rather than by a GC who has been tasked with legal ops, departments saw an increased use of legal technology tools, along with a growing budget for these solutions, as well as a more sophisticated management of the department's legal spend. Legal ops leaders also more commonly use alternative legal service providers (ALSPs) and alternative fee arrangements (AFAs), compared to GCs tasked with legal ops.

FIGURE 1:

## GCs vs Legal Ops: How would you describe the role of legal operations in your department?

■ General counsel (45% of respondents)

■ Legal ops professional (55% of respondents)



Source: Thomson Reuters 2025

### Legal ops leaders' priorities

When comparing those leaders in GC roles to those with legal ops backgrounds, we see some further divergence in their priorities, although both groups show a strong preference for balance.

For example, almost half (47%) of GCs and almost one-third (32%) of legal ops professionals surveyed say they focus equally on cost reduction and service enhancement.

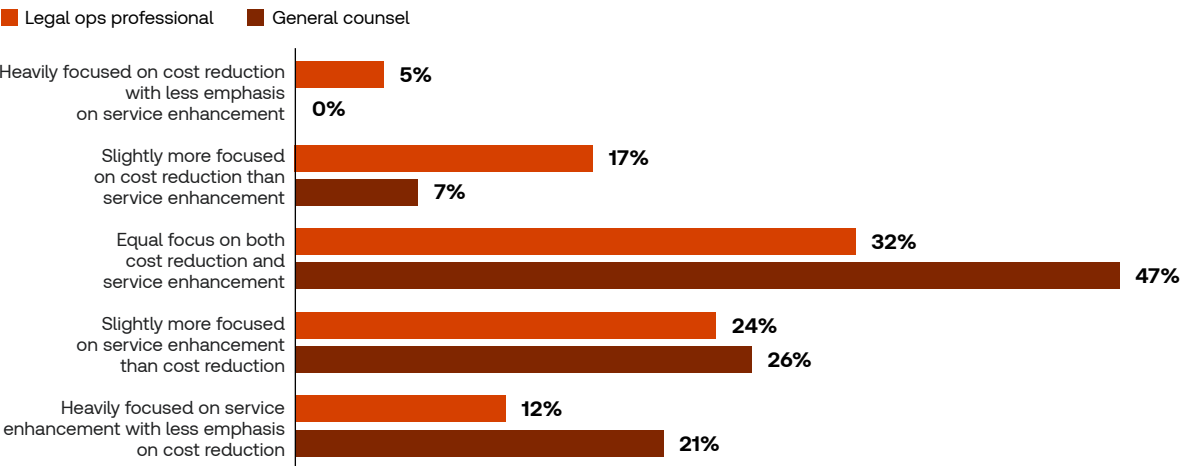
*"Legal ops exists to make the legal department run smarter and leaner. The goal is to streamline workflows to drive effective and quick decision-making while mitigating risk under time constraints."*

- General counsel, Technology/Media/Telecoms

Interestingly, legal ops professionals were more likely to prioritize cost reduction, with 22% of those surveyed saying they were either "slightly more" or "heavily" focused on cost reduction, compared to just 7% of GCs who said the same thing. On the other hand, GCs are more inclined toward service enhancement, with almost half (47%) saying they're either "slightly more" or "heavily" focused on service, compared to 36% of legal ops professionals.

Overall, our research highlights what could be seen as a *complementary dynamic*: Legal ops professionals drive efficiency and may bring a cost-control mindset, while GCs tend to prioritize client service and quality of legal work, reflecting their stronger advisory role. In fact, our research found that when legal operations are overseen by a professional with a legal ops background, rather than by a GC who has been tasked with legal ops departments saw an increased use of legal technology tools, along with a growing budget for these solutions, as well as a more sophisticated management of the department’s legal spend.

FIGURE 2:  
**How legal ops priorities diverge from GC priorities**



Source: Thomson Reuters 2025

**The metrics being used — or not**

It is critical to understand the effectiveness of an in-house legal team’s operations. The ability to measure departmental performance against key metrics over time is one way this understanding evolves. Unfortunately, our research indicates that many corporate legal departments continue to have problems both tracking and reporting key metrics.

While there was a slight decrease in almost all metrics that are routinely reported by legal departments compared to last year’s *LDO Index*, the metrics used remain consistent year over year. Not surprisingly, many of these focused on legal spending are consistently the most common metrics used and include total spend by law firm, total spend by matter type, number of legal matters opened & closed, forecasted or budgeted spend compared to actual spend, and total spend by business unit.

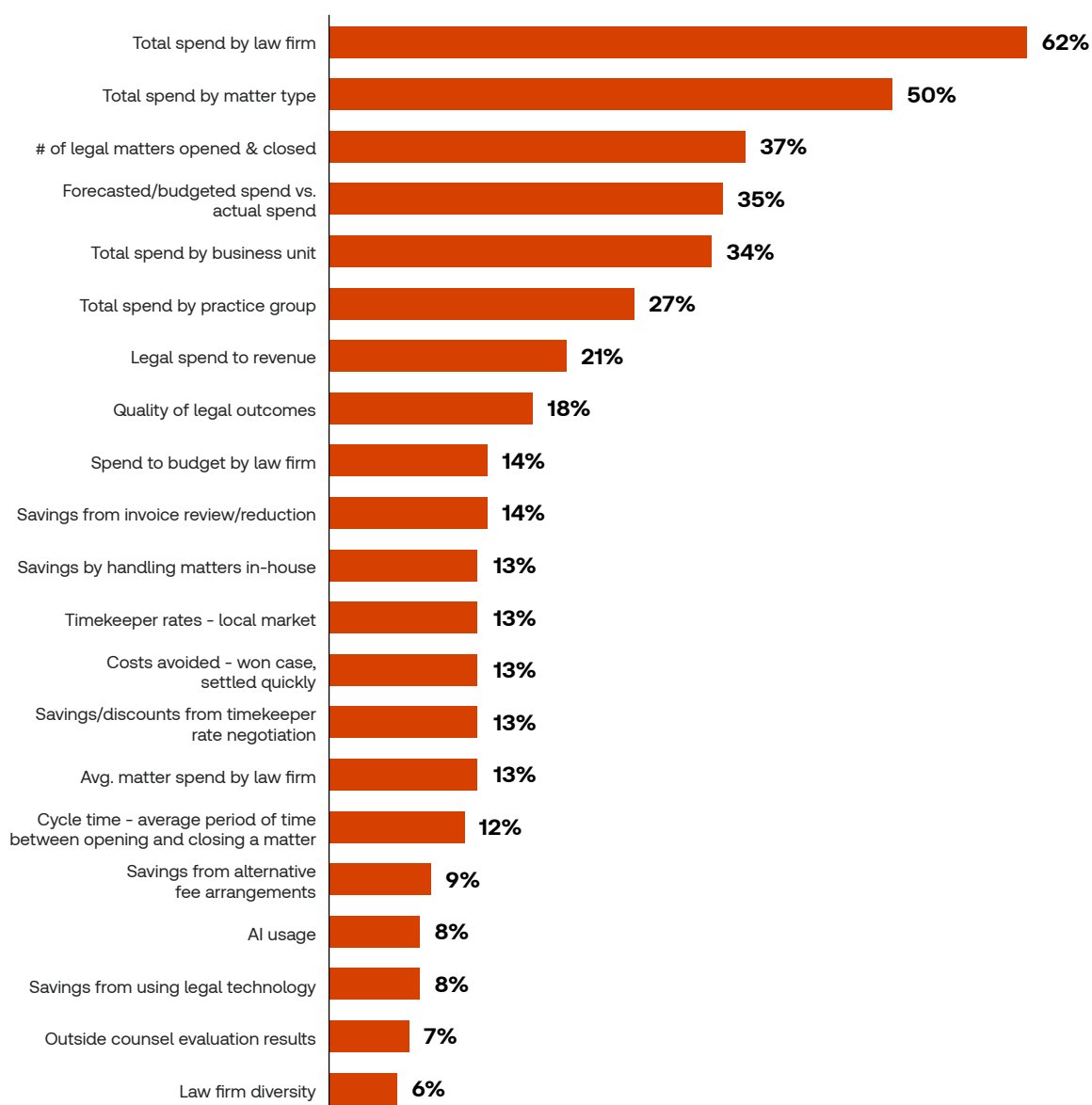
*“Legal Operations serves as the strategic and operational engine of our legal department — driving efficiency, innovation, and alignment with enterprise goals. We lead initiatives in technology adoption, process improvement, and data analytics to optimize legal service delivery.”*

- Legal operations, Energy/Utilities

What becomes readily apparent, is that corporate legal departments are tracking metrics related nearly exclusively to cost and to a lesser extent, efficiency. Unfortunately, that means that other metrics, especially those that could speak to the additional critical performance areas, are tracked much less often. In particular, *qualitative* metrics — such as the quality of legal outcomes, law firm diversity, or outside counsel evaluation results — are tracked much less by corporate legal departments. Even potentially insightful cost metrics like savings from using legal technology or benefits from AFAs are not being tracked to a large enough degree.

FIGURE 3:

### Metrics continue to focus on spending



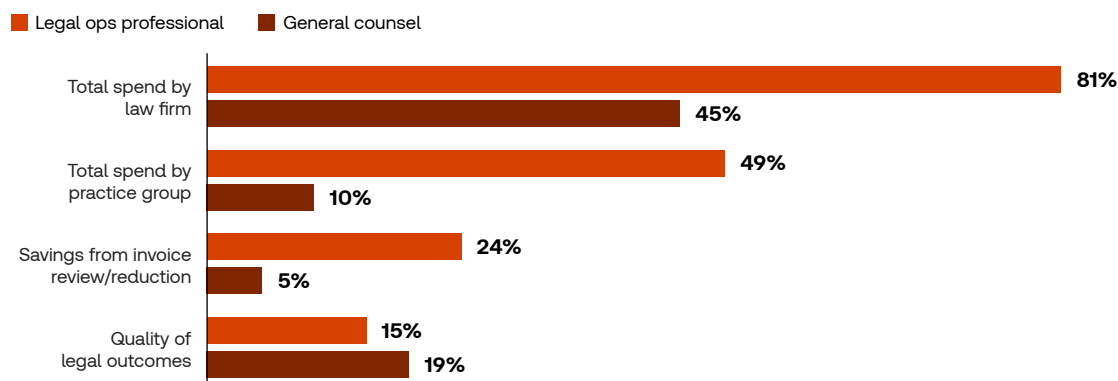
Source: Thomson Reuters 2025

And when you break it down to the metrics used routinely by professionals with a legal ops background compared to GCs who are tasked with legal operations, the difference becomes starker. Legal operation professionals are much more heavily focused on cost-control metrics compared to GCs.



FIGURE 4:

## Those with legal ops backgrounds are driving the focus on cost control metrics



Source: Thomson Reuters 2025

## How to enhance business service

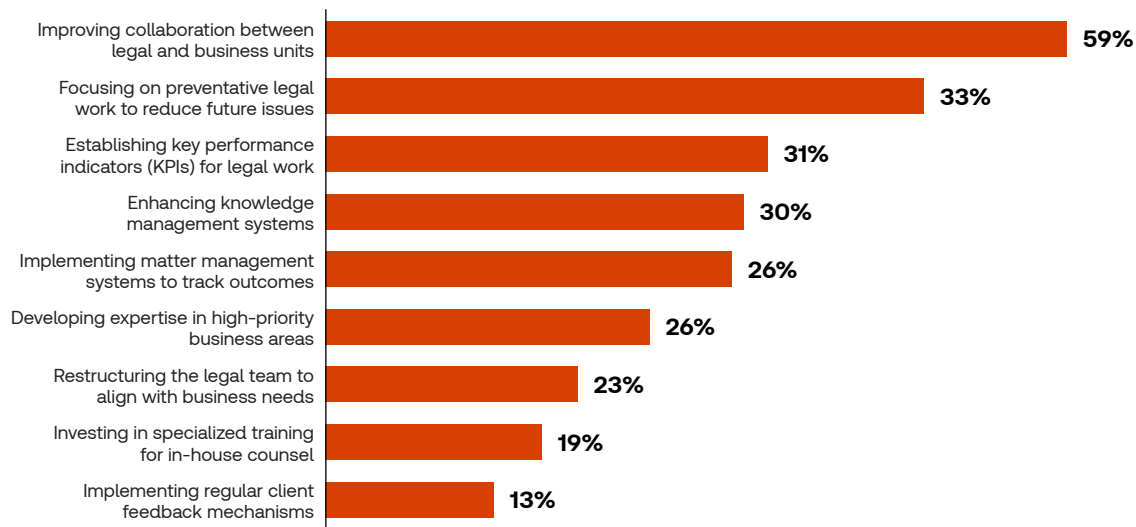
Enhancing business services or essentially improving *effectiveness* is an oft-stated goal for many legal department leaders. And implementing the strategies to do this can take many forms, from improving collaboration between legal and business units and focusing on preventative legal work, to establishing insightful metrics and enhancing knowledge management systems. Taken together, these initiatives form a significant part of respondents' strategic response to enhance their department's effectiveness.

*"Our mission is to serve and support every aspect of the legal department. We serve as a resource for informed decision-making and creative problem-solving to facilitate the department's pursuit of excellence. The team ensures legal compliance, and we do so efficiently, expeditiously, reliably, and professionally."*

- Legal operations, Real Estate

FIGURE 5:

### Ways to improve overall effectiveness



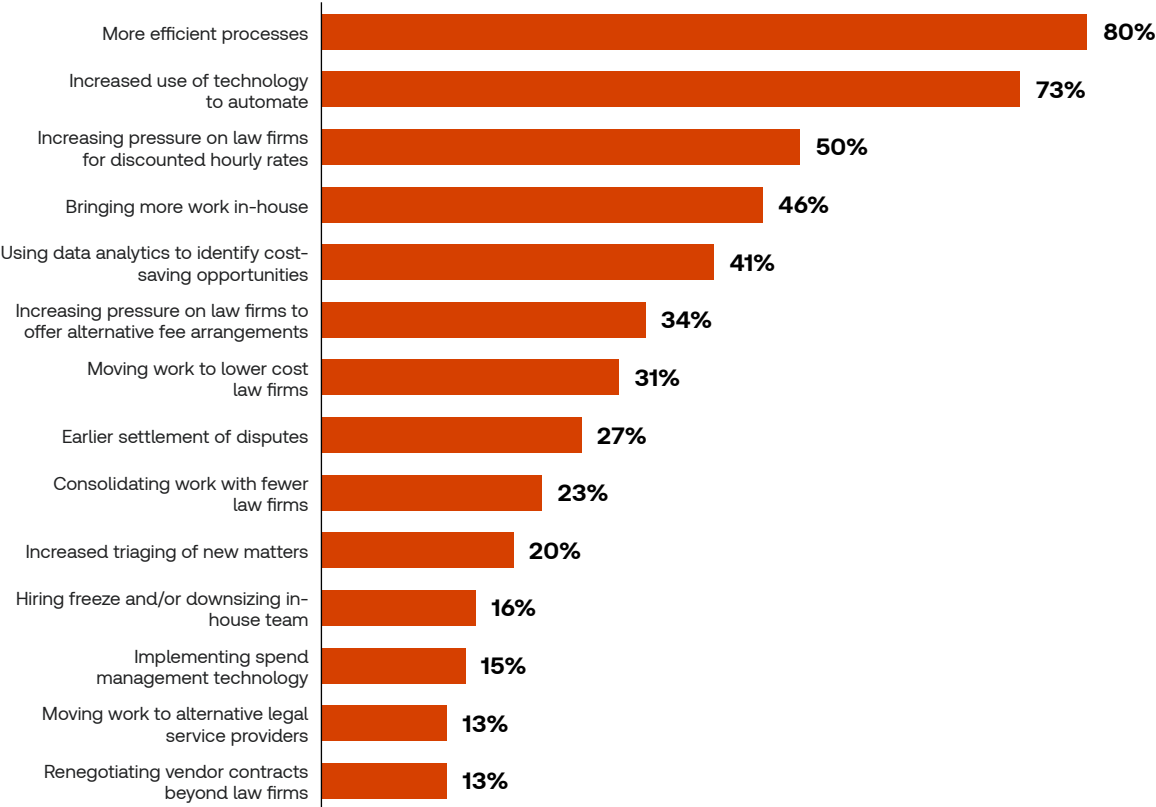
Source: Thomson Reuters 2025

### Ways legal ops can help departments save money

When legal ops leaders — either background professionals or GCs overseeing legal ops tasks — consider ways in which their departments can manage costs over the coming 12 months, they mostly look at improving efficiency and using technology to automate work processes. These two strategies, along with bringing in more work in-house, are those that respondents say will save the most money overall.

Interestingly, the split between legal ops professionals and GCs becomes more apparent when we look at how each group thinks about saving money. For example, almost two-thirds of respondents (63%) with legal ops backgrounds say they use data analytics to identify cost savings, compared with just 29% of GC respondents. Also, respondents with legal ops backgrounds are more likely to send work to ALSPs (24%), compared with just 3% of GCs.

FIGURE 6:  
**Ways to manage costs**



Source: Thomson Reuters 2025

**Thomson Reuters Institute Insights**

Clearly, the main driving force behind legal operations is to enhance a legal department’s service effectiveness and integration with the overall business. To do this, legal ops professionals should push for specialized training for in-house counsel, including in areas such as business acumen, technology fluency, communication, risk management & compliance, and legal innovation, and establish the kind of metrics that measure both efficiency and legal outcomes. They should also advocate for investment in specialized training and knowledge management for the entire in-house legal team to improve legal service delivery overall.

Legal ops leaders — whether legal ops backgrounders or GCs — need to foster regular collaboration between legal and business units to ensure that the legal department is seen as a strategic partner that enables business growth and proactively manages risk. This collaboration between legal and business units should also be used to anticipate and address business risks proactively.

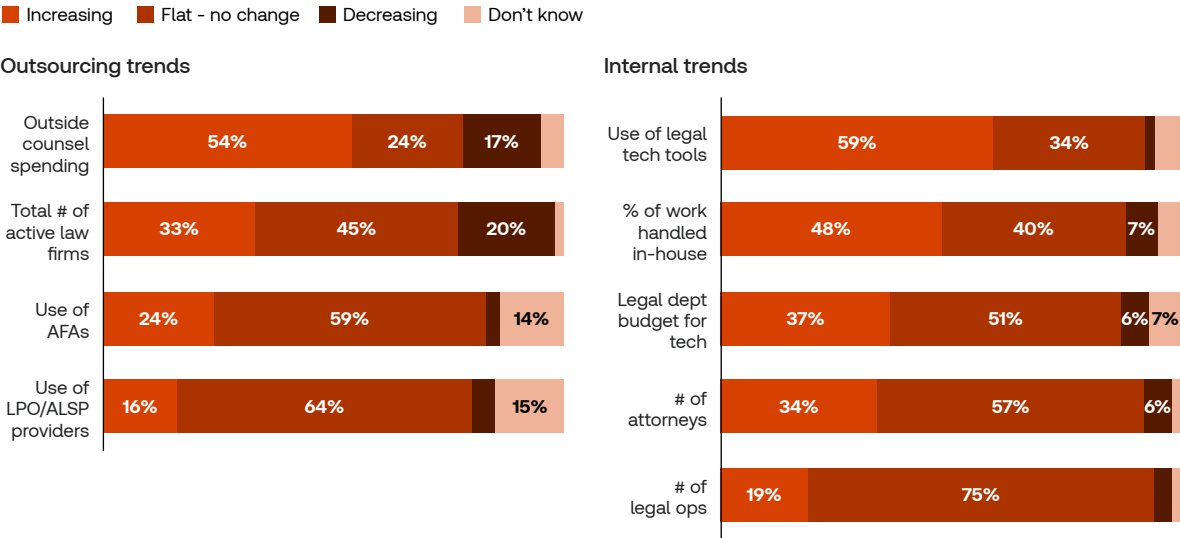
## Part 2: What trends are legal ops professionals seeing?

Many of the legal ops professionals we surveyed say they’ve noticed the continuation of several ongoing trends within their departments. Primarily, many are seeing work and legal matter volumes increase, and for many departments, outside counsel spending also continues to increase. This is not surprising given that less than one-quarter of those surveyed say their departments are increasing their use of ALSPs or AFAs.

Further, this increase in workloads is not necessarily being followed up with subsequent increases in budget, either for additional personnel or new technology to help with workflow efficiency. Indeed, this is forcing in-house lawyers to become more adept at achieving greater productivity through leveraging those tools the department already uses.

Somewhat counterintuitively, few respondents report that their departments are increasing the legal ops professionals on the team, which could have negative consequences overall. Our research shows that more fully funded legal ops efforts often are able to drive wider departmental efficiencies.

FIGURE 7:  
Trending areas within legal departments

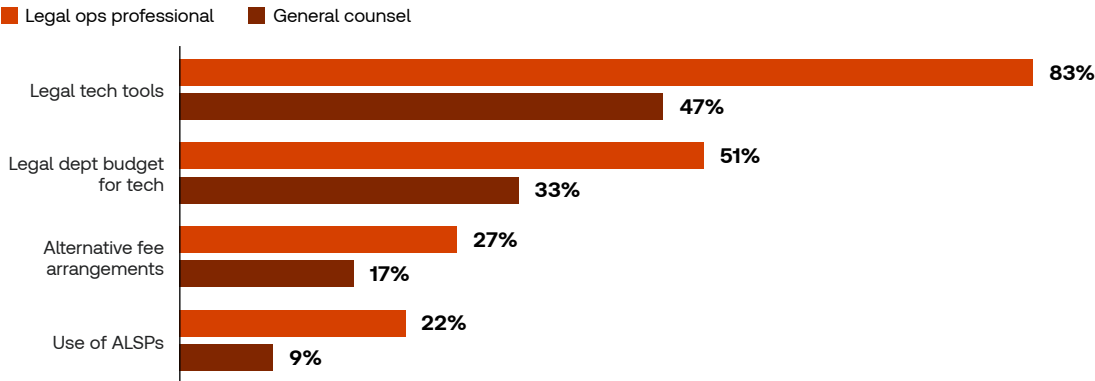


Source: Thomson Reuters 2025

Once again, when we break out these observations between those professionals with a background in legal ops and those in GC roles, we can see the different pressures they are under. And while those professionals with either GC or legal ops backgrounds face similar challenges, such as rising legal work volumes and budget constraints, our research shows that those with legal ops backgrounds can often lead teams that are more agile and proactive in implementing efficiency measures. In fact, this group demonstrates higher adoption rates of legal technology, increased use of ALSPs and AFAs, as well as a strategic focus on operational optimization and cost control. But again, these factors may be influenced by differences in company size.

FIGURE 8:  
**Legal ops pros vs. GCs: Driving efficiency**

Percent increase in areas trending in legal departments



While both roles face rising workloads and budget constraints, Legal Operations teams are more agile and proactive in adopting efficiency measures.

Legal Operations teams are strategic leaders in embracing legal technology, innovating cost control, and leveraging alternative service providers.

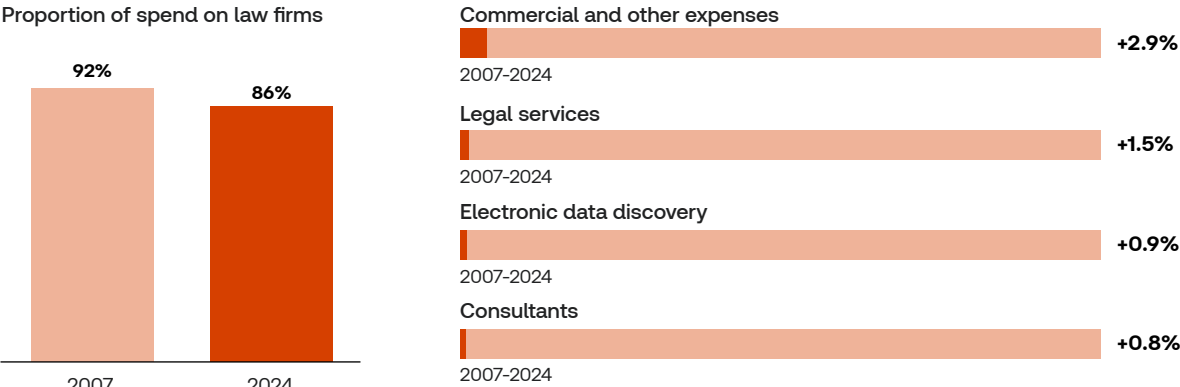
Source: Thomson Reuters 2025



# Part 3: What outsourcing activities are legal ops teams pursuing?

While the vast majority of corporate legal spend is still going to traditional law firms — representing 86% of total spend in 2024 — this percentage has trended downward by almost 6 percentage points since 2007. While still a small drop, this trend shows a distinct moving away from traditional firms to more specialized services, including consultants, ALSPs, and tech-specialist firms.<sup>3</sup>

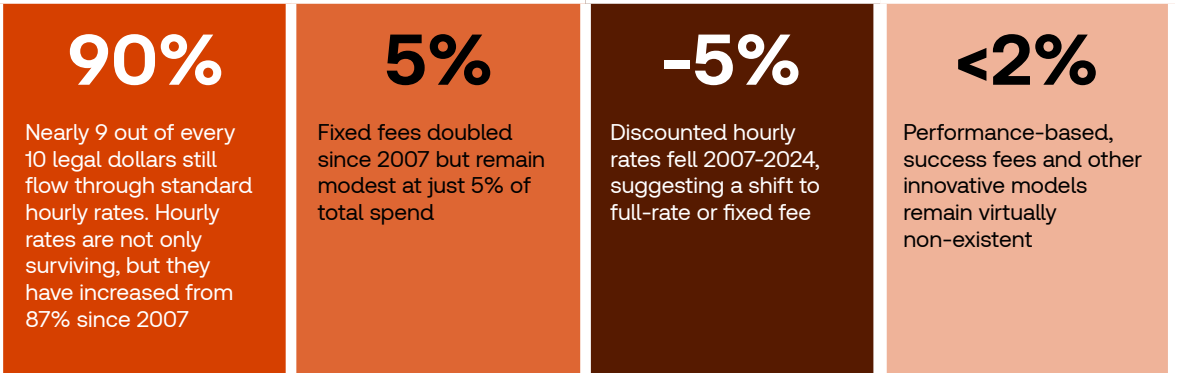
FIGURE 9:  
Where is legal spend going?



Interestingly, even though a large portion of legal spending still goes to law firms — and 90% of that involves hourly rates — there is still some movement in how those fees are structured.

FIGURE 10:  
How are legal fees broken down?

Breakdown of fee arrangements – spend with law firms only



3 Derived from Thomson Reuters’ Legal Tracker data.

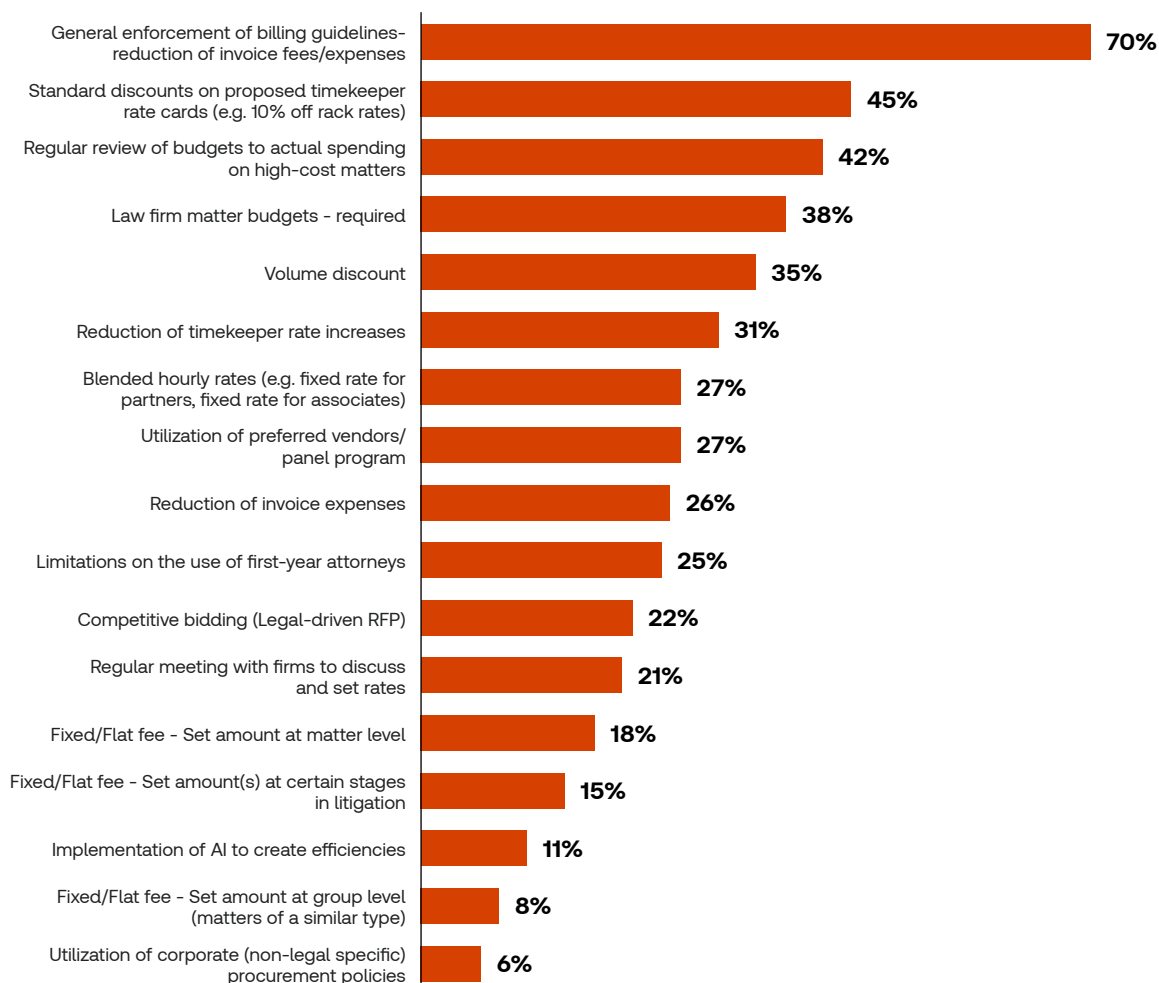
## Containing outside costs

Survey respondents say their legal departments continue to rely on numerous traditional methods of controlling outside counsel costs, such as the enforcement of general billing guidelines and seeking discounted hourly rates.

As in previous years of our survey, less than half of respondents say their department regularly reviews budgets or requires law firm budgets, and only around 20% of them meet with their law firms to discuss and set rates. Interestingly, there was a significant drop-off in the portion of legal ops professionals surveyed who say their department utilizes corporate procurement policies, with just 6% saying that this year, compared to 20% who reported the same last year.

FIGURE 11:

### How can legal ops optimize cost control?



Source: Thomson Reuters 2025

When, again, we compare preferred cost-control methods between those professionals with a background in legal ops and those in GC roles, we see some differences. While both groups favor general enforcement of billing guidelines as their top cost-control measure, half of GCs surveyed say they also favor regular reviews of budgets and seeking standard discounts on rates. Comparatively, fewer professionals with legal ops backgrounds favored these methods, and one-third of those with legal ops backgrounds preferred seeking to reduce their outside firms' rates as an effective cost-control method.

Overall, GCs appear to lean more toward traditional oversight, such as conducting invoice reviews and enforcing budgets, while those with legal ops backgrounds are more likely to implement structured pricing strategies, such as pushing for discounts and rate reductions.

### Thomson Reuters Institute Insights

Legal ops teams should push to optimize cost control within their legal departments through a multi-pronged strategy. Departments need to adopt a comprehensive approach to cost management by combining process improvements, technology adoption, and more frequent and effective use of AFAs to maximize value from outside counsel.

Department leaders also need to regularly review the billing guidelines they issue to their outside legal service providers, enforce matter budgets, and use data analytics to identify cost-saving opportunities. Most importantly, departments should benchmark their cost-control measures against industry peers to ensure the strategies they're pursuing remain competitive and effective.

## Use of AFAs: How sophisticated is your legal department?

The majority of legal ops respondents surveyed characterize their legal department's legal spend sophistication as *proactive*, meaning that teams utilize methods such as billing guidelines, invoice audits, and bill reviews to contain outside counsel costs.

This perception has remained unchanged over the course of several years of this report, and the relative lack of movement may explain why adoption of AFAs has remained largely stagnant as well. For most of the past decade, regardless of whether in-house legal departments or outside law firms are being surveyed, AFAs are used in about 20% of legal matters consistently.

And now, while there is much discussion about a potential *expansion* in the use of AFAs in light of recent technological advances, it still remains largely a discussion rather than a plan of action, as our current research indicates.

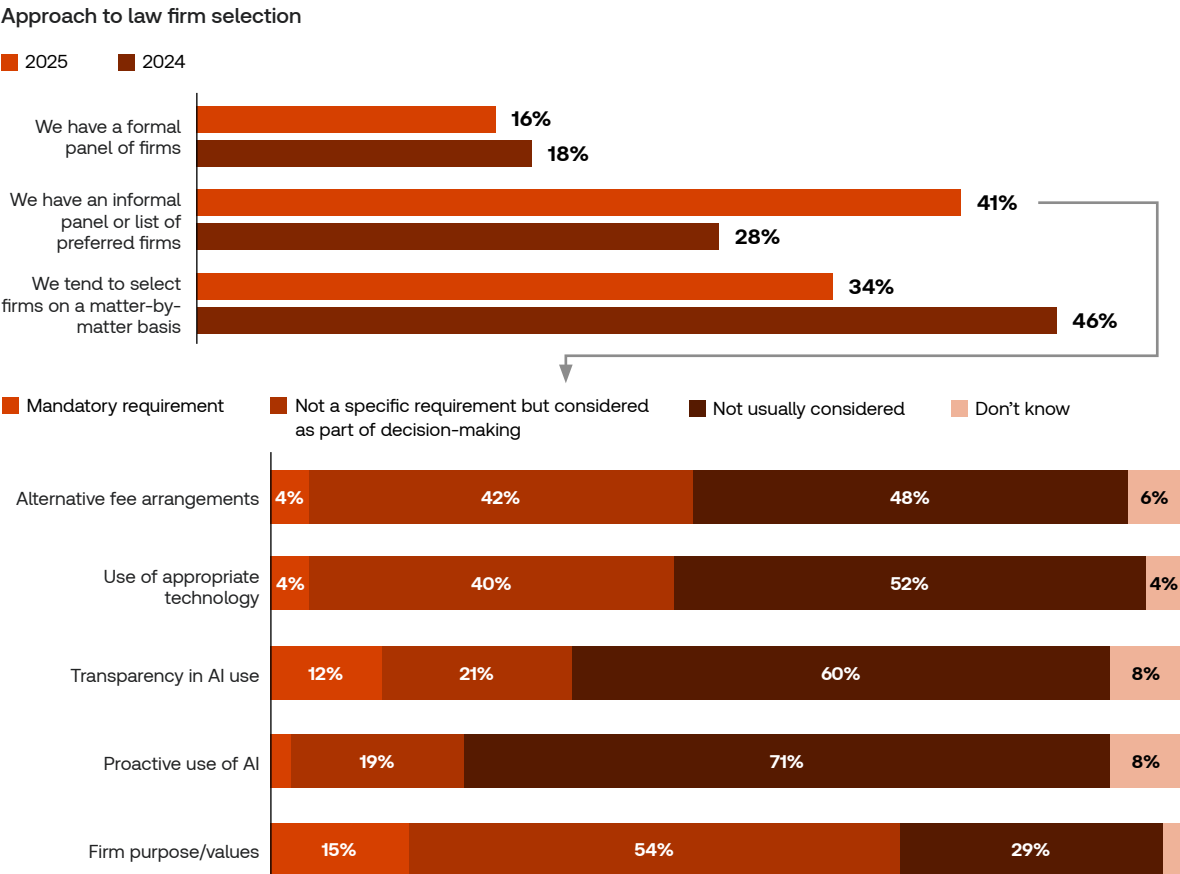
## Choosing a law firm

The criteria that corporate legal departments use when selecting outside law firms underwent a slight shift this year, as our latest research shows that a majority of respondents say their legal departments have an *informal* panel or a list of preferred outside law firms. This is different than what was shown last year when it was more common to select outside counsel on a matter-by-matter basis.

Interestingly, despite this movement and the widespread discussion of law firm panels across the legal industry, this year’s respondents were relatively unlikely to have a *formal* panel of law firms in place, similar to last year’s findings.

Further, respondents who say their departments use an informal panel or a list of preferred outside law firms also say that an outside firm’s use of AFAs and the appropriate technology are two top criteria that are either mandatory or considered in any firm selection.

FIGURE 12:  
**What’s required of law firms**



Source: Thomson Reuters 2025

Thomson Reuters Institute Insights

Legal ops team leaders should input formal requirements and data collection into the selection process of outside legal services providers, either law firms, ALSPs, or technology firms.

Legal departments need to collect and utilize data in the selection and evaluation of outside counsel, while setting clear expectations for law firms around the department’s specific requirements. Departments should also track firms’ progress over time. This not only demonstrates how the department supports broader corporate values, but it also enhances the quality and creativity of the legal advice received.

## Part 4: What internal struggles are legal ops facing?

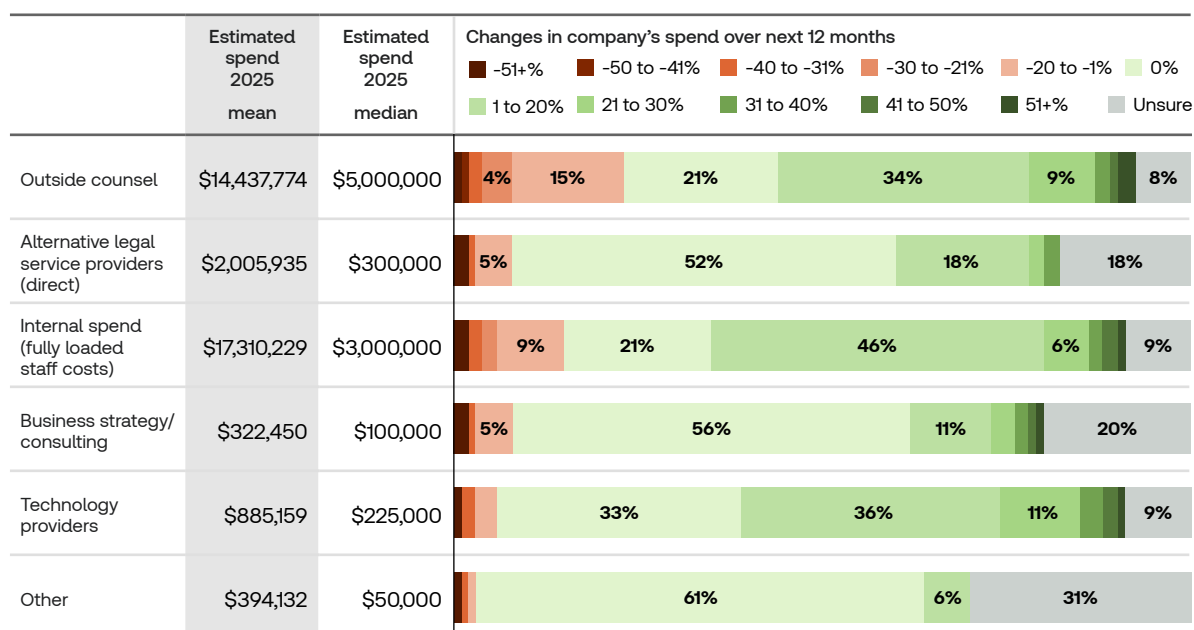
As our research has shown over the years, corporate legal departments are continuously facing pressure from their organizations to do more with less — indeed, the ubiquity of this request has become somewhat of a cliché.

Yet, this year, we did notice the beginnings of a change in this expectation, as respondents note that the largest expected changes in departments' legal spend are an increase of up to 20%. This is in contrast to last year's data in which respondents said they expected their spending on outside counsel to increase up to 10%.

These expected increases are likely due to a combination of the continuous rise of law firm billing rates and flat in-house headcount, making it necessary to send additional work to outside counsel. Again, we are seeing a similar dynamic play out this year as well. In fact, the data illustrates this contrast between predominantly decreasing or flat legal department budgets on one hand, and widespread expected increases in spending on the other.

FIGURE 13:

### Where are legal departments spending their money?



Source: Thomson Reuters 2025



Thomson Reuters Institute Insights

To help reduce outside counsel and internal spend, legal departments should consider investing strategically in technology to drive efficiency and value.

Legal ops leaders should conduct a technology audit in the department to assess the current utilization and perceived value of existing legal tech solutions. Then, they should prioritize investment in tools that address the department’s most pressing needs or that automate routine tasks, enhance matter management, and improve knowledge sharing. They should also ensure that technology adoption is accompanied by adequate training to maximize user adoption.

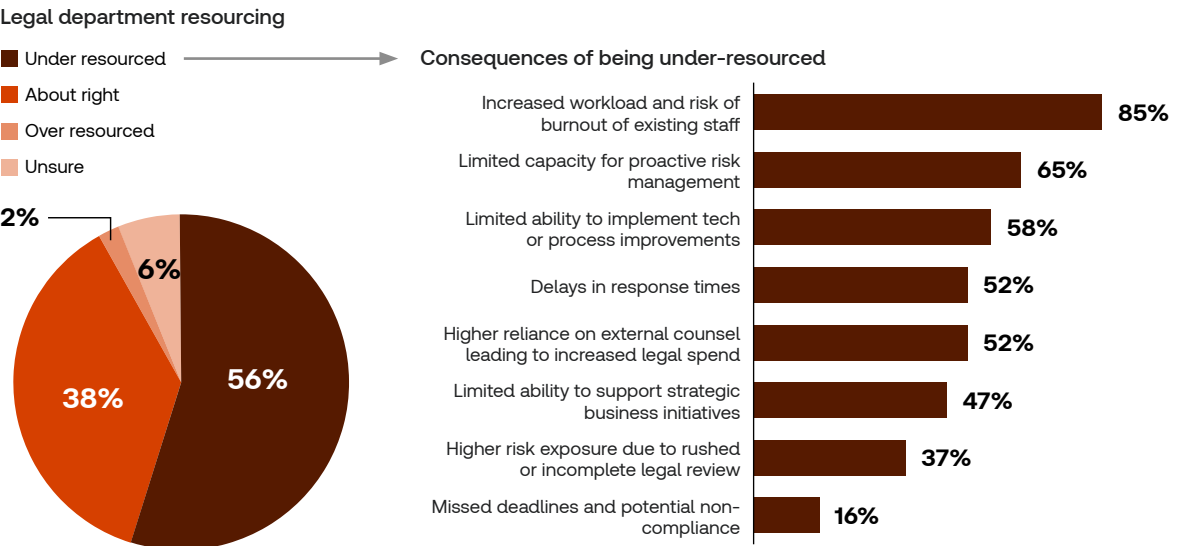
Addressing the under-resourced department

As our research shows, many corporate legal departments still struggle with the same issues, such as increasing volumes of work accompanied by decreasing or flat budgets and headcounts. Not surprisingly, then, a majority of respondents still described their legal department as *under-resourced*.

The main consequence respondents say their department faces because it’s under-resourced is — again, not surprisingly — an increase in workload followed by an increase in employee burnout. Under-resourced departments also have more limited capacity for managing risk proactively and a more limited ability to implement new technology or process improvements, respondents say.

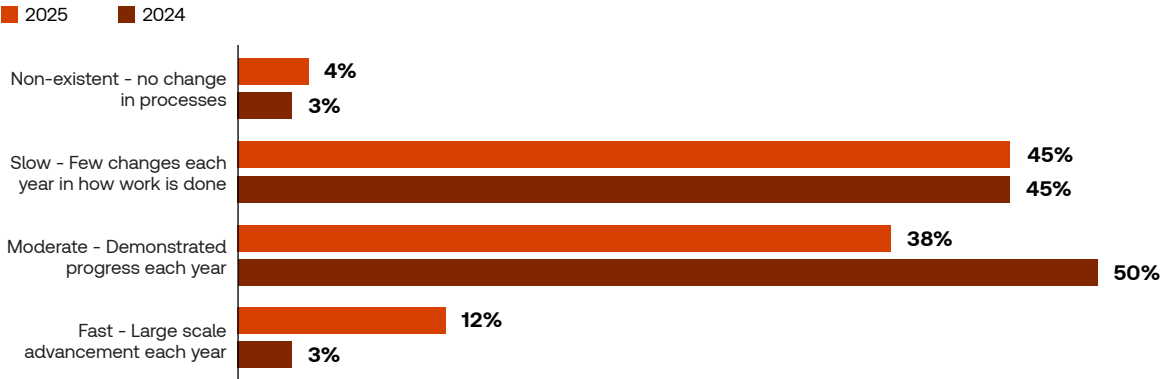
Unfortunately, this particular conundrum is not a new one for legal departments — indeed, it has become a regular state of affairs. Further, this may help explain why examining and streamlining workflows remains such a high priority for many legal ops professionals: They know the pressure to do more with less is relentless, yet any movement toward improving efficiency also can raise productivity, potentially allowing them to make the case for more investment in the department.

FIGURE 14:  
How would you describe your legal department?



Source: Thomson Reuters 2025

FIGURE 15:  
**What is the pace of change around technology in your department?**



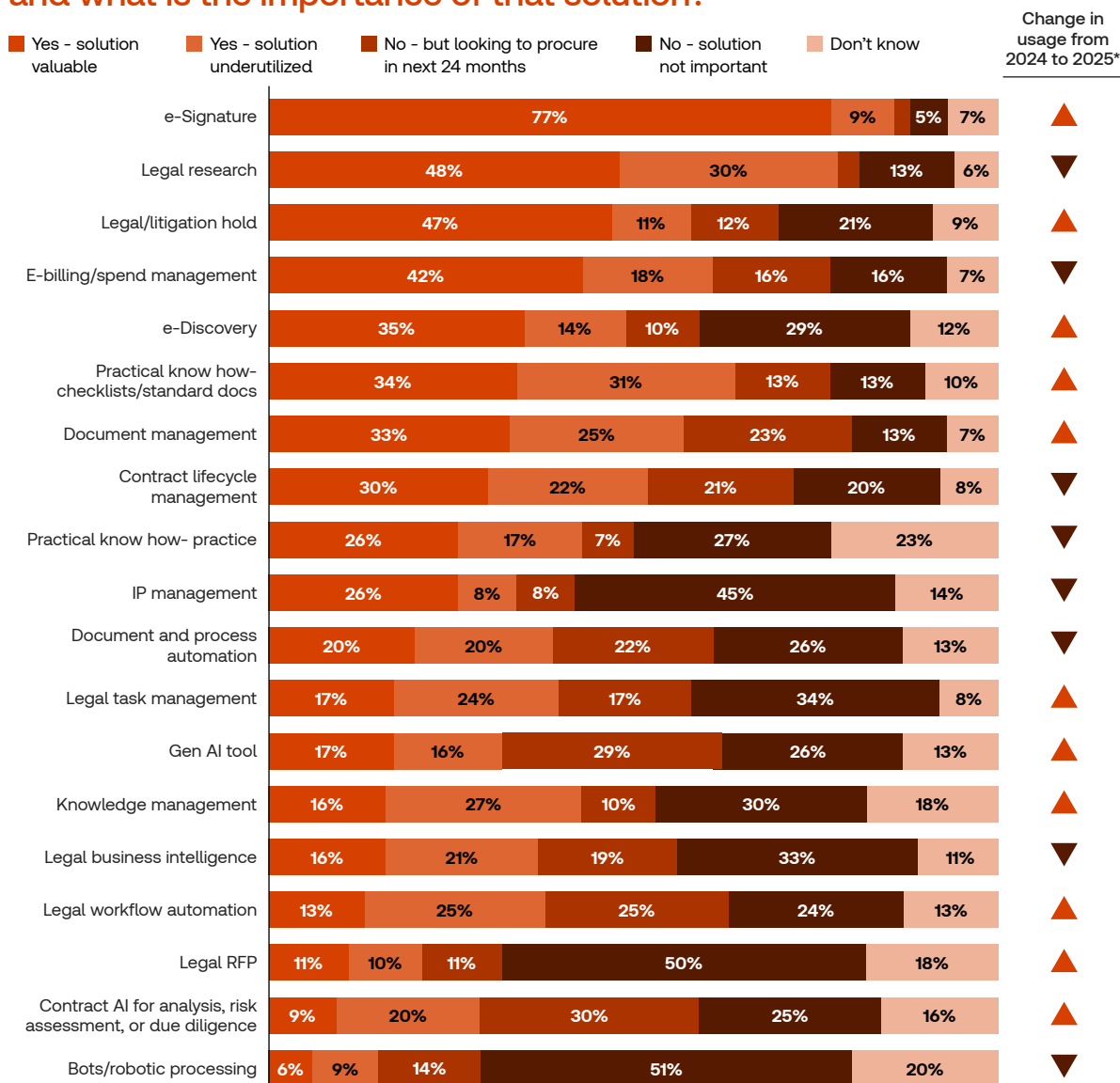
Source: Thomson Reuters 2025

While the pace of technology advancement may have stagnated a bit, when we look at what specific tech solutions departments are employing, we can see that many departments may be looking to procure less software solutions; however, this may be due to more departments already utilizing (or in some cases, under-utilizing) many solutions. In fact, the top seven software solutions are being utilized by at least one-third of respondents surveyed.

Still, a deeper dive into the data shows some worrisome undercurrents. For example, many respondents say that they have numerous software solutions, but more of them are being ranked as being *under-utilized* compared to *valuable*. This phenomenon is seen in some of the most popular and commonly used tech solutions, such as knowledge management, legal workflow automation, legal task management, and AI-driven contract work.

FIGURE 16:

## Does your department have a software solution for certain processes, and what is the importance of that solution?



\*\*Yes - Solution underutilized" + "Yes - Solution valuable."

Source: Thomson Reuters 2025

### Thomson Reuters Institute Insights

Given the pressure that in-house legal departments face around budgets and resource spending, legal ops teams should push hard on the underutilized technologies in their tech stack. Teams should engage in a thorough and honest assessment of *why* these tools are underutilized: Is it due to some inadequacy with the technology itself, or is it due to poor training or even resistance to adoption?

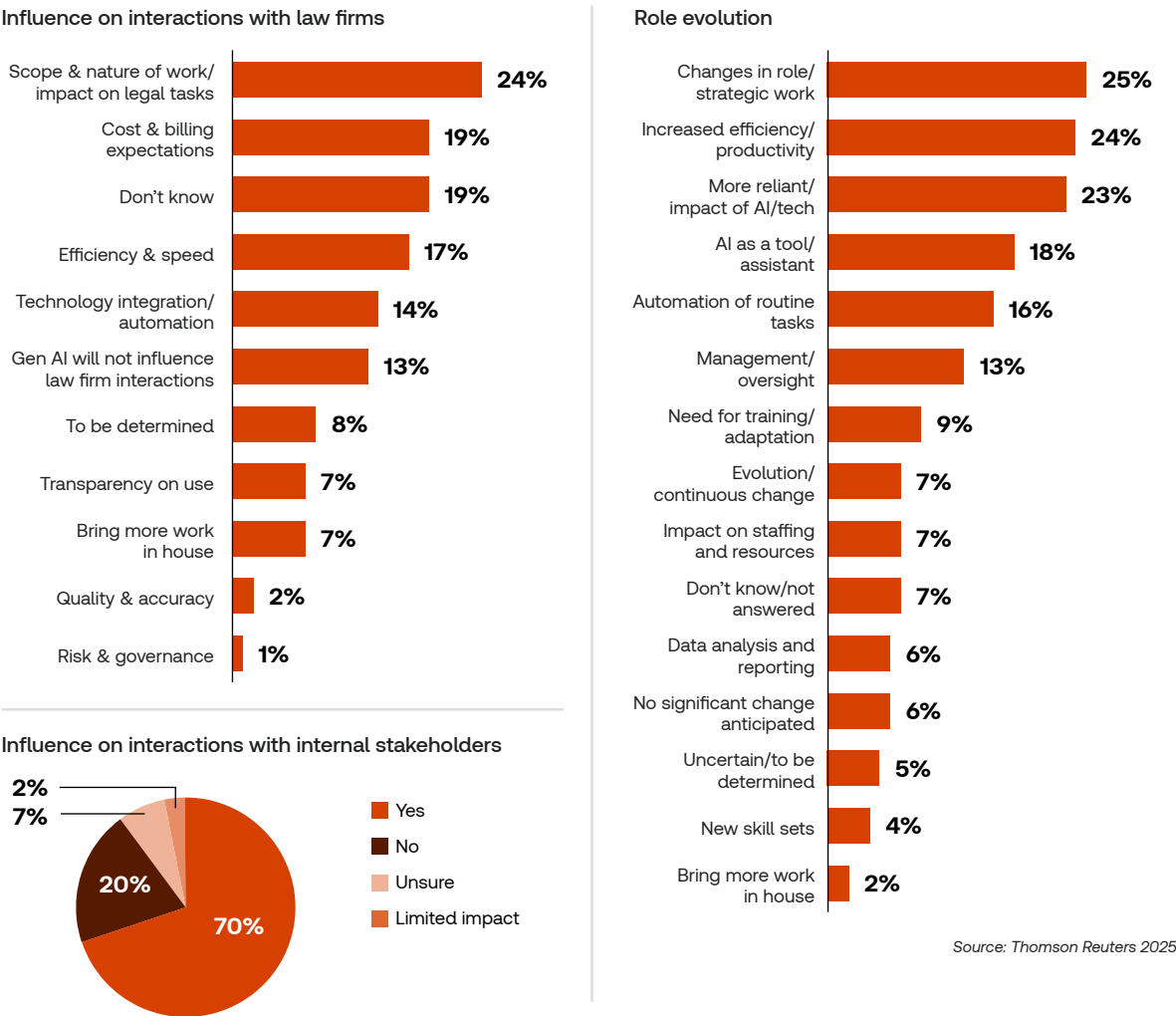
While some legal ops leaders note that they began working towards these goals last year, there is still great room for improvement going forward.

# Part 5: Impact of GenAI

For legal ops professionals, efficiently operating the department means responding to budgetary pressures while also keeping abreast of technological advancements. Indeed, these priorities exist in a state of tension: Budgetary pressures can induce a legal department to seek out more efficient ways to complete work by leveraging technology, but those same pressures can simultaneously create roadblocks to the type of investment necessary to push a department’s technological advancements forward.

Given the importance of effectiveness and efficiency to both legal ops professionals and corporate GCs, generative AI (GenAI) and AI in general will likely play a growing role in the future. In-house lawyers and legal ops professionals are understandably concerned about the impact GenAI will have on their own work, the way their outside counsel works on their behalf, and the cost of providing legal representation to their businesses.

FIGURE 17:  
**What will be the impact of GenAI, and how will it influence your interactions and collaborations with internal business stakeholders?**



Source: Thomson Reuters 2025

Not surprisingly, respondents say they expect GenAI to influence their interactions with their outside law firms in myriad ways, such as by impacting the scope and nature of work, efficiency & speed, and cost & billing expectations. Interestingly, given our current late stage of AI influence, more than one-third of respondents (39%) say they are either unsure of GenAI's impact or do not see it having an influence.

When asked about their own roles, respondents say they expect to be more efficient and productive as a result of GenAI's contribution, and they expect to see their role shift towards doing more strategic work as automation removes much of the burden of routine tasks.

### Thomson Reuters Institute Insights

As corporate legal department leaders and legal ops professionals prepare for the full impact of GenAI on their internal and external operations, there are several steps they can take now.

First, it is critical for them to stay informed about the evolving landscape of GenAI tools and their application in legal services. Next, they should develop a roadmap for piloting and scaling AI-driven solutions, focusing on areas such as legal research, contract analysis, and workflow automation. Finally, it would be wise to establish clear policies for responsible AI use, including ensuring transparency and setting expectations around collaboration with outside law firms.



## Part 6: 10 practical takeaways

The following practical takeaways are designed to help heads of legal operations and GCs turn our research into actionable steps they can take now. By prioritizing these areas of strategic focus, or our four spinning plates — effectiveness, efficiency, protecting the business, and enabling growth — legal ops teams can not only control costs and drive efficiency in their legal departments but also enhance their department's role as strategic partners within their overall organizations.

1.	Align legal operations with business strategy
2.	Invest strategically in technology to drive efficiency and value
3.	Optimize cost control with multiple strategies
4.	Enhance service effectiveness and internal collaboration
5.	Implement key metrics for data-driven decision making
6.	Prepare for GenAI integration
7.	Address resource gaps proactively
8.	Formalize requirements and data collection for outside legal providers
9.	Strive toward continuous process improvement
10.	Benchmark and communicate regularly

## Conclusion

Amid rising workloads and flat budgets, corporate legal departments are under growing pressure to do more with less, with legal operations professionals increasingly emerging as key drivers of critical initiatives to address this, especially around technology adoption and data-driven decision-making.

As our research shows, legal ops is no longer a support function — it's becoming the operational and strategic backbone of modern legal departments. And as legal ops teams, along with entire legal departments, are brought into GCs' quest for value, their strategic focus will fall along the same lines, represented by four spinning plates of effectiveness, efficiency, protecting the business, and enabling growth. And as legal ops professionals become an essential mechanism for driving this transformation, they will also be tasked with improving efficiency, providing measurable value, and ensuring that their strategy is aligned with that of the legal department and the overall needs and goals of the organization.

---

**Legal ops is no longer a support function — it's becoming the operational and strategic backbone of modern legal departments.**

As the role that LDO professionals play in their legal departments continues to evolve, those professionals who best manage the myriad pressures that are influencing how legal departments will operate in the future, especially around the changing legal tech landscape, will position themselves and their departments to best demonstrate their alignment with corporate goals and the value that they can provide.

### Thomson Reuters

Thomson Reuters is a leading provider of business information services. Our products include highly specialized information-enabled software and tools for legal, tax, accounting and compliance professionals combined with the world's most global news service – Reuters.

For more information on Thomson Reuters, visit [tr.com](https://tr.com) and for the latest world news, [reuters.com](https://reuters.com)

### Thomson Reuters Institute

The Thomson Reuters Institute brings together people from across the legal, corporate, tax & accounting and government communities to ignite conversation and debate, make sense of the latest events and trends and provide essential guidance on the opportunities and challenges facing their world today. As the dedicated thought leadership arm of Thomson Reuters, our content spans blog commentaries, industry-leading reports and data sets, informed analyses, interviews with industry leaders, videos, podcasts and world-class events that deliver keen insight into a dynamic business landscape.

Visit [thomsonreuters.com/institute](https://thomsonreuters.com/institute) for more details.



### Buying Legal Council

Buying Legal Council is the global forum for enterprise professionals who buy legal services and technology. Founded in 2014, we're the only organization focused on educating professionals about managing legal spend and sourcing everything from law firms to legal tech.

Our Members are corporate buyers, influencers, and decision makers who benefit from events, training, research, and peer connections that provide actionable resources and best practices.

Our Friends & Sponsors include leading law firms, service providers, tech suppliers, and consultancies serving corporate clients with in-house legal or procurement teams.

Our Mission: Advance how legal services are bought by enhancing value for buyers, sharing sourcing intelligence, and promoting best practices.

Visit [buyinglegal.com](https://buyinglegal.com) for more information.