



Amid disruption, how can legal departments innovate with confidence?

2025 EY Law General Counsel study highlights



The better the question. The better the answer. The better the world works.

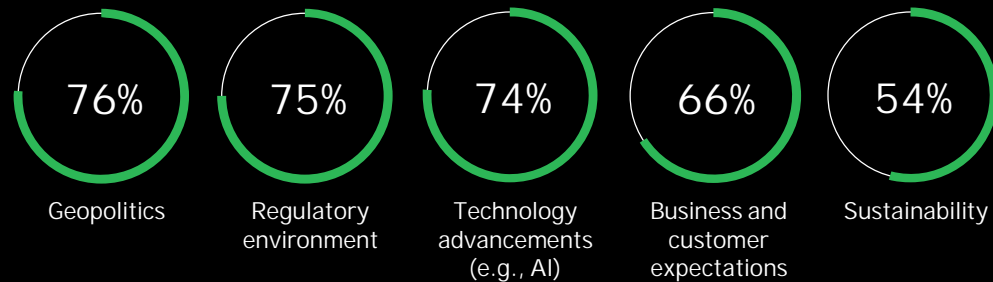


Shape the future
with confidence

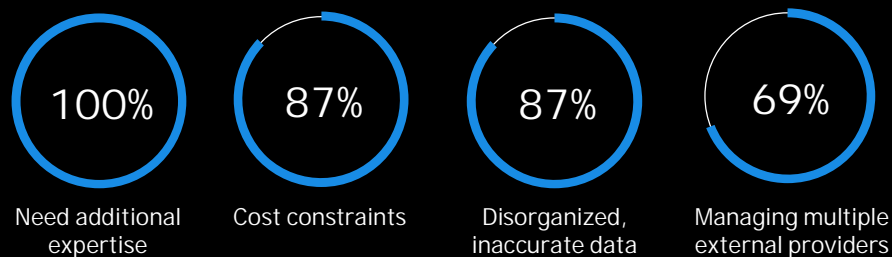
2025 EY Law General Counsel study

The 2025 EY Law General Counsel study offers critical insights into the challenges, priorities and perspectives of legal department leaders as they identify ways to confidently innovate amid times of disruption and uncertainty.

External disruptors are causing significant challenges for most legal departments and prompting the function to evolve



Internal barriers are slowing the momentum of change



Six steps legal departments can use to help maximize the value of change

- 1** Gather deeper insight that will enable better planning and decision-making.
 - 75% conduct strategic planning annually but, over the last 12 months, only:
 - 11% conducted stakeholder interviews
 - 17% used peer benchmarks to measure operational maturity
 - 20% established a continuous feedback cycle
- 2** Delve deep into spending habits.
 - 67% plan to increase budgeting and forecasting to control costs, but only:
 - 24% have conducted a spend management assessment
 - 38% have automated invoice review capabilities

About the study: the study consists of a survey of 1,000 General Counsel and Chief Legal Officers across 21 countries combined with one-on-one interviews of legal department leaders globally.

2025 EY Law General Counsel Study

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Develop a diverse sourcing strategy that addresses top business challenges and needs.

75%

report that rethinking sourcing strategies is a priority for the legal department, but only

21% have completed a sourcing review

4

Engage talent by increasing development and wellbeing initiatives.

64%

plan to build expertise internally by upskilling talent, but only:

30% are increasing development programs and coaching

35% are expanding wellbeing programs

50% provide career advancement pathways

5

Use technology as an enabler, not a driver of operational excellence.

75%

are re-thinking their technology or data strategies, but only

25% are prioritizing the use of GenAI

6

Cultivate clarity and alignment across the business on managing risk.

81%

expect their organizations to increase investment in risk management, but:

Less than 30% have documented the critical components of a risk management program

49% have a risk governance and operating model

7

Build an enterprise approach to regulatory compliance that uses the right sourcing approach, processes and technology to address your organization's challenges.

93%

report that regulatory compliance is a priority, but legal departments face many challenges, including:

Monitoring for regulatory change - 64%

Providing guidance where regulations are unclear - 50%

Accessing data for risk management or reporting- 48%

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All in to shape the future with confidence.

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