June 2026

The accelerating impact of legal AI

Harvey as foundational

An independent research report from RSGI. Commissioned by Harvey.

Contents

4 Executive summary

7 Methodology

8 Section 1: Value and return on investment
- **8** 1.1 Where are users seeing value?
- **10** 1.2 How users are measuring Harvey's value
- **13** 1.3 How Harvey is changing its users
- **14** 1.4 Integration is the key to impact
- **15** 1.5 Improved outcomes: case studies

16 Section 2: Business model and function changes
- **16** 2.1 Law firms: a cautious approach to new products and pricing
- **17** 2.2 The great cost savings disconnect
- **18** 2.3 How Harvey is changing the in-house function
- **19** 2.4 How the client-lawyer relationship is evolving

20 Section 3: Fluency and change management
- **20** 3.1 Power users: fluency in Harvey
- **22** 3.2 When is a user a power user?
- **23** 3.3 Investment in change management
- **24** 3.4 Behavioural change: what works and what doesn't
- 24 3.5 Tales from the library: case studies

25 Section 4: Talent and training
- **25** 4.1 The talent compact: what is changing
- **26** 4.2 New roles: the emerging legal workforce
- **27** 4.3 Incentivisation: making AI competency pay
- **28** 4.4 The training conundrum

29 Conclusion

Executive summary

In November 2025, RSGI published its first detailed report on how Harvey's customers were using it. Through interviews with law firms and in-house teams, it asked what value they were seeing and what metrics they were using to quantify it. What emerged was that usage rates were high, measurable impact came quickly, and that a clear cohort of "power users" was reaping the biggest benefits.

RSGI has carried out a second round of research into Harvey's impact in the legal market but on a much larger scale. This time the research comprised a quantitative survey as well as qualitative interviews to capture both data and nuanced insights into how Harvey is now being used.

The research reveals an extraordinary acceleration in AI enablement over the last six months, with Harvey playing a critical role in the pace of change.

Harvey is no longer being evaluated – it is being embedded. The question about what the future shape of the profession will be is being answered in real-time in pockets all over the global legal services market.

Key findings

1. **Harvey has become foundational.** Over half the respondents had moved from using Harvey as a tool and described it as a foundational technology on which their legal services delivery is built (55% of law firms and 48% of in-house legal teams).
2. **A shift from usage to outcomes.** For both law firms and in-house legal teams, value is both seen and measured in better legal and commercial outcomes – a leap from six months ago when usage and workplace satisfaction were proxies for value and AI delivering better-quality work was rarely mentioned. Now, most law firms (77%) say better outcomes is how they justify their spend on Harvey licences and (68%) of in-house legal teams cite the ability to focus on higher level work as a key measure of value. For over a third of law firms (35%) Harvey is improving outcomes on most or all of the matters it touches.
3. **Operational impact is material, not marginal.** Both law firms and legal teams reported significant time savings and increased capacity that augur fast, oncoming structural change. Compared to six months ago, all users were saving more time, with the biggest increase for power users (up 29% at law firms and 23% for in-house legal teams).
   a. **Advanced law firm users** are benefitting from operational advantage (89% of firms said they could take on more work because of Harvey). But it is also translating into better economics. Amongst law firms who could track changes related to their use of Harvey, the majority (59%) had seen an increase in lawyer utilisation. Almost half reported increased revenue (44%) and over half had increased profitability (53%). Around two-fifths (42%) said non-billable time had reduced and write-offs had decreased (39%), in both cases by as much as 30% or more.
   b. **Legal departments are changing.** In-house legal teams say Harvey has helped improve their standing as a strategic partner in the business. A majority (88%) say they are spending more time with business colleagues on higher-value tasks. A large majority (91%) spend less time reviewing contracts, and instead over half (53%) report more time on strategy and new products. Over a third (36%) are also insourcing work as a result of using Harvey, with teams reporting six-figure savings on external spend on individual matters alone, e.g., M&A due diligence.

89%

of law firms said they could take on more work because of Harvey

88%

of in-house teams spend more time on higher value tasks in the business

77%

of law firms say better outcomes justifies their Harvey licences

4. **The pricing disconnect.** Despite over half (61%) of law firms saying they have proactively discussed efficiencies enabled by Harvey with clients, only 4% of in-house teams say their law firms have approached them about this. In-house legal teams expect law firms to use AI, with almost half (48%) mandating them to do so, but only one reported having received cost-savings and new pricing models due to law firms' use of AI to date. The gap between client expectation and law firm delivery is real and growing, particularly as in-house legal teams become more proficient with AI.
5. **Transformation is here.** A strong majority (68%) of law firms and in-house teams are already deploying Harvey-based AI agents, mostly in contracting, compliance, and regulatory work for in-house teams, and in M&A and litigation work for law firms. Over a fifth (21%) of law firms said they had over 50 or more agents running in production. Besides Harvey's Agent Builder, the integration functionality with document management platforms, Microsoft and MCP/API were deemed gamechangers. Many firms and teams are successfully deploying these features now and are experiencing the most impact.
6. **An uptick in power users belies enablement concerns.** Over the past six months, the number of organisations who said a good proportion (over 30%) of their lawyers were AI power users increased from a third (34%) to half (50%). Defined as daily, sophisticated users, they can represent up to 60% of Harvey-licensed populations depending on the firm. The multiplier between power and non-power user time savings is significant: power users save an average of 11 hours per week at law firms or 8 hours at in-house legal teams, compared to 4 hours for other users. However, the range in fluency within the same organisation is widening, with some advanced Harvey users reporting a 'frozen middle', users who have adopted AI but are not progressing to enablement.
7. **Fluency is achievable quickly – if the conditions are right.** 57% of firms and 70% of in-house legal teams say a lawyer can become a power user in less than three months. Only 2% say it takes more than a year. The barrier is not difficulty; it is the absence of sustained change management investment and clear signals from leadership that AI fluency is expected and will be rewarded.
8. **Headcount is not changing, but composition will.** Most (68%) in-house legal teams expected headcount to remain flat, and a similar majority (69%) of law firms say they are not planning to reduce graduate intake over the next two years because of AI. The reported increase in capacity and comments from the qualitative interviews suggest that the Jevons Paradox may prevail: technological advances that seem likely to reduce demand for a resource – in this case human brain-power – may actually have the opposite effect, as both law firms and in-house teams find that they can profitably take on more work as evinced by the 2025 financial performance of commercial law firms.

68%

of law firms and in-house teams are already deploying Harvey-based AI agents

Most law firms

69%

are not planning to reduce graduate intake over the next two years because of AI

Executive summary

9. **AI competency is becoming a measure of performance.** Almost all law firms (82%) and legal teams (94%) are changing their hiring criteria to focus on AI skills, while a majority (61%) of law firms are hiring for roles which did not previously exist. Almost a quarter (23%) of law firms have introduced AI competency into formal performance appraisals for partners and 33% for associates. Harvey is also part of the training solution, with over half of law firms (54%) using it to train their lawyers on legal work.

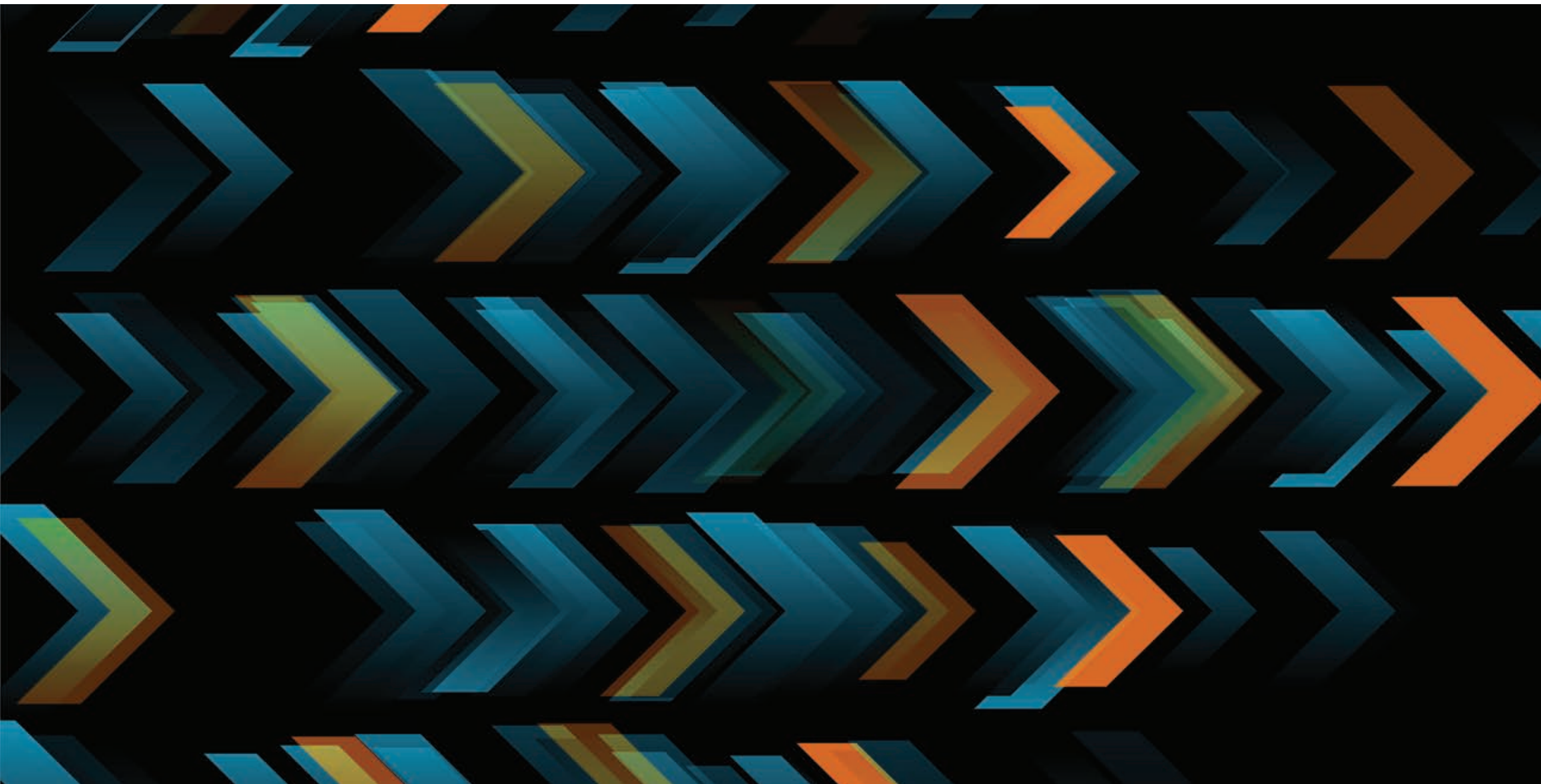
The next frontier...

The research reveals a profession that has crossed a threshold: AI capability is now baseline. The differentiator is now depth of usage and enablement: not just increased capacity or time saved, but the ability to create new revenue streams and to deliver work differently or enjoy a more productive and fruitful relationship with clients.

The organisations furthest ahead share three characteristics: they have begun to rethink their business model, not just their workflows; they have invested seriously in change management (organisations spending more on change management are measurably further ahead); and they have made AI fluency a formal performance criterion, not just a stated priority.

The most consequential finding is the speed at which both law firms and in-house teams are moving. While there is a gap between adoption and enablement, and different levels of fluency within a single organisation, cultural and mindset changes are deep.

The integration of Harvey into the technology stack and systems is happening rapidly and customers are now exploring the possibilities of having powerful connectivity and context. Harvey itself plays a critical role in the speed at which its customers are moving into their transformations: a fifth of interviewees spontaneously mentioned the strength of Harvey's customer service and its responsiveness that has helped accelerate its AI enablement.



Methodology

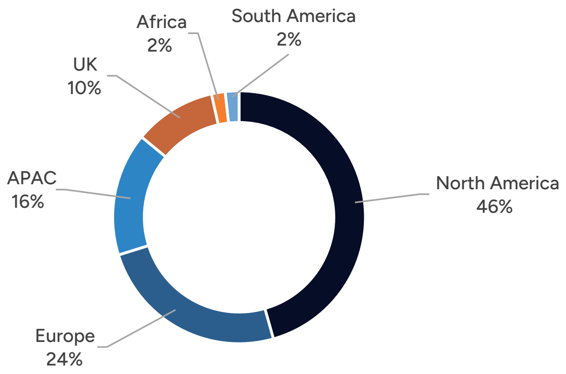
Our follow-on report for Harvey draws on two distinct research streams conducted between April and June 2026, a quantitative survey to collect data and long form qualitative interviews to collect deeper understanding. 136 inputs were collected in total. All participants are Harvey customers.

Quantitative survey: 82 survey respondents (57 law firms and 25 in-house legal teams) completed detailed online surveys. Law firms ranged from boutiques to global elite firms across the US, UK, Europe, Asia-Pacific and Latin America. Law firms ranged in size from less than 100 lawyers to over 1,000. In-house teams spanned mid-market, Fortune 500, and FTSE 100 companies, financial services, energy, retail, technology and media sectors.

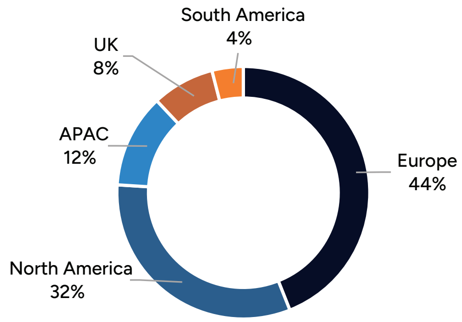
Qualitative interviews: 54 long-form interviews were conducted by RSGI, each lasting 45–75 minutes. These were semi-structured conversations exploring ROI, business model change, change management, and talent.

Where survey data is presented, percentages reflect the proportion of law firm or in-house legal team participants who answered each question. Where qualitative material is used, it is drawn directly from interview transcripts.

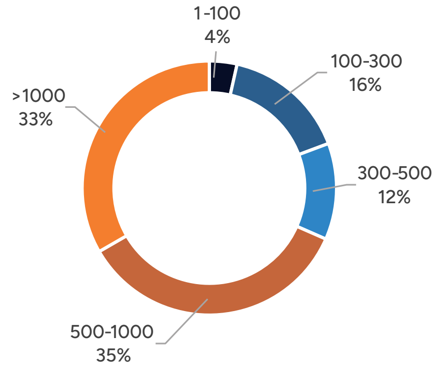
Law firm survey participants by region



In-house survey participants by region



Law firm survey participants by lawyer headcount



Section 1: Value and return on investment

1.1 Where are users seeing value?

Harvey is becoming a foundational technology for the legal sector

Legal AI is a fast-developing field. RSGI's first report on the value that users derive from Harvey came out in November 2025. In the six months since, users' perceptions of what constitutes that value have already moved on.

At first the thrill of using generative AI predominated. This stimulated widespread adoption and strong attachment, with universal agreement among law firms and in-house teams that their lawyers would be upset or disappointed if deprived of Harvey. "Take away my coffee before my Harvey licence" was one of the most telling quotes in that report.

What emerges from RSGI's current research is that just over half the private practice firms and in-house legal teams surveyed say Harvey has become a foundational technology. The value they derive is more nuanced and focused on commercial realities.

Law firms

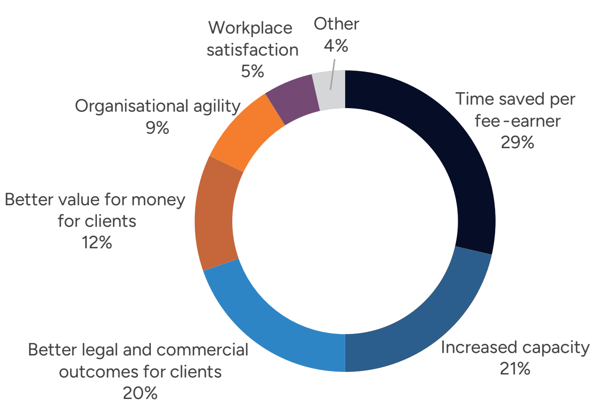
When law firm survey respondents were asked to pick one area in which Harvey delivers the greatest value, time saved per fee-earner and increased capacity came first and second (29% and 21% respectively). For advanced users, they are becoming a competitive advantage. But the concept of quality as espoused in 'better legal and commercial outcomes for clients' coming third reflects how users have matured since the first report, and how they are now looking beyond usage and workplace satisfaction as marks of value.

The Vault feature of Harvey is a key source of day-to-day value. One of its users (Mallesons) described how a litigation partner dropped a case file into Harvey; Harvey together with the legal team identified factual holes in the opposing case and the matter settled within a week. Another firm told a similar story: using Harvey, a litigation partner found a critical factual issue in a land use case where trial was imminent that three years of prior work by another law firm had missed.

For others, the shift towards Harvey becoming part of their firm's infrastructure was the moment its value became transformative. For example, Harvey for Word has helped lawyers to stop seeing Harvey as a separate tool and to integrate it into their routine workflows.

Several of the most compelling examples were not about doing existing work faster, but about capacity to take on work that could not be done before profitably. Lewis Silkin's Alex Bazin described how Harvey has helped the firm's music rights practice turn work that was previously more ad hoc into a more repeatable, scalable and optimised service, enabling the team to deliver for clients with greater consistency and confidence.

Where law firms see the greatest value from Harvey



The common thread: Advanced users do not treat Harvey as an occasional research assistant. They embed it so agents run processes, Vault surfaces intelligence, and it augments lawyers' judgement.

In-house teams

In-house legal teams saw the greatest value from Harvey as faster turnaround of legal work (36%), followed by increased capacity (24%). Most interviewees were excited about how much work they could now do in-house. Similar to the law firms, the shift to higher value work, which is mentioned third, shows how Harvey is enabling in-house users to move up the value curve.

In-house interviewees were excited about operational wins, absorbing pressure without extra headcount or external spend, and insourcing work. But they also felt Harvey had raised their standing in the business and described subtler cultural and strategic shifts.

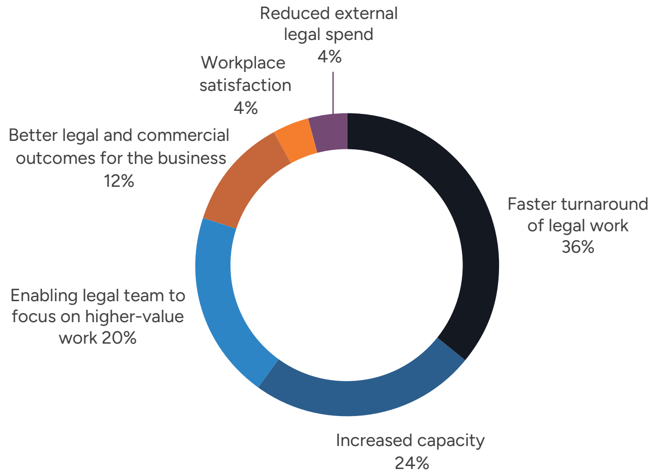
During a month of intense regulatory pressure, one in-house team ran close to 1,000 Harvey queries, avoiding both outside counsel and additional hires. Others insourced entire M&A transactions or compliance processes. As one interviewee put it: *"Every time we have work and we think to externalise – you have to stop, and ask: can we do this ourselves?"*

The concept raised most often was speed. Carrefour's Andres Martinez Crespo compared the transition to the introduction of tractors in agriculture: the farmer is not replaced but covers far more ground. Carrefour's team have gained the ability to pivot to new demands at short notice.

The most significant shift, however, was in mindset. *"It is the change in the way they think – they have become more creative and innovative,"* noted one interviewee at The Adecco Group, where legal was among the first functions to deploy AI at scale and was soon seen as a leader across the business.

The common thread: advanced in-house teams all described a legal function viewed differently by the wider business. Whether as innovator, strategic partner, leader, or simply more responsive.

Where in-house teams see the greatest value from Harvey



> *"Some people would, without Harvey or an analogous tool, probably switch firms. It's that embedded into their workflow and that much of a partner in their practice."*
>
> Canadian law firm

"A year ago I could stand up and say: 'Lots of people are using it.' Now even doing that I'm almost apologising, because partners say 'So what – what are they doing and why does it matter?'"

Richard Robbins, Reed Smith

1.2 How users are measuring Harvey's value

Approaches to measuring return on investment for Harvey have evolved since the first RSGI report. Usage metrics – monthly active users, query counts, login frequency – remain the starting point but are no longer seen as sufficient.

The conversation is shifting to depth of use and outcomes: what changed in the work, the client relationship and the business because of Harvey?

But a significant minority are not focusing on ROI at all. For this group, usage of AI tools such as Harvey is table stakes, and the question of measurable returns is beside the point. What matters instead is mastery, relevance and implicitly, survival.

Law firms

A majority (77%) of law firms now point to better legal and commercial outcomes as the strongest case for licence spend. In just six months, the measure of value has shifted from activity to impact. This is reinforced by how fully Harvey's features are being used, showing how Harvey has become much more than a research or drafting tool.

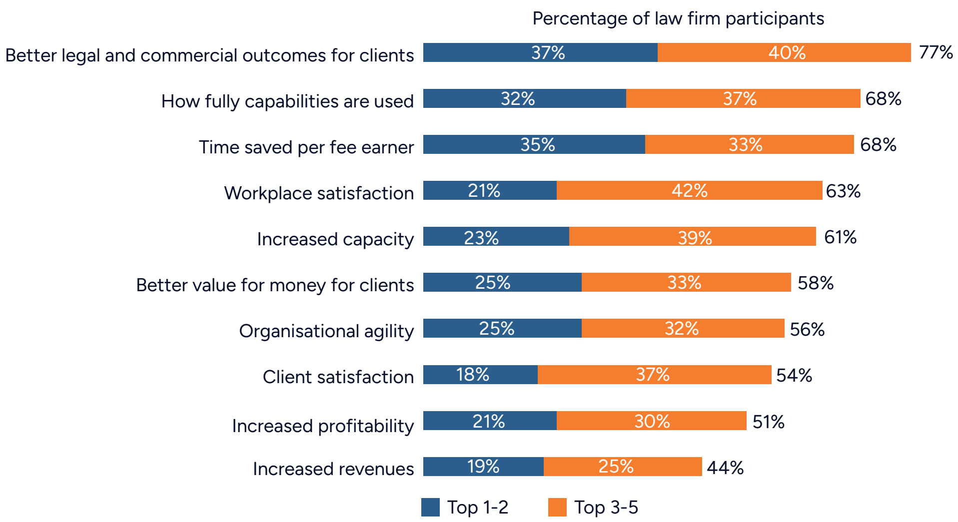
The spread of responses is telling: there is no strong industry consensus on what constitutes the best ROI metric, and firms at the frontier have largely abandoned the search for a single measure.

In-house teams

In-house teams approach value measurement differently to law firms. Strikingly, 65% of in-house teams saw measurable benefits within one month of implementation, confirming Harvey's rapid time-to-value compared with earlier legal technologies.

While faster turnaround of work is how most (92%) teams justify Harvey's value, they also point to reductions in external legal spend (68%). As a hard metric, it is often the easiest one for in-house teams to cite when justifying their adoption of Harvey.

Law firms: Measures most useful to justify license spend



Like law firms, in-house legal teams are also looking at outcomes: enabling the legal team to do higher value work is also ranked in joint second place – a sign of increasingly sophisticated Harvey usage.

One general counsel at a media company framed the ROI question for legal AI as an extension of the oldest challenge in the in-house legal function – proving the value of what didn't happen. *"The question is not different to the one we always face: the value of the dog that didn't bark. The terrible thing that did not happen."*

He identifies three components of AI ROI: handling more matters in-house, reducing external counsel spend, and richer strategic outcomes. It is the third where the measurement problem becomes most acute. In a major contract negotiation, AI surfaced an insight about the other side's position that changed his approach and, in his estimate, contributed to a $32 million better outcome. *"Was it because of me or because of AI? It was not AI – but AI was not irrelevant. The challenge is disaggregation. It is a narrative, not a cell in Excel."*

Measurement frameworks: best practice from advanced users

The absence of robust, universally agreed measurement frameworks remains one of the defining challenges of this current period of AI adoption. Most interviewees agree that ROI matters but few organisations have built frameworks that link AI usage to financial or operational outcomes with precision.

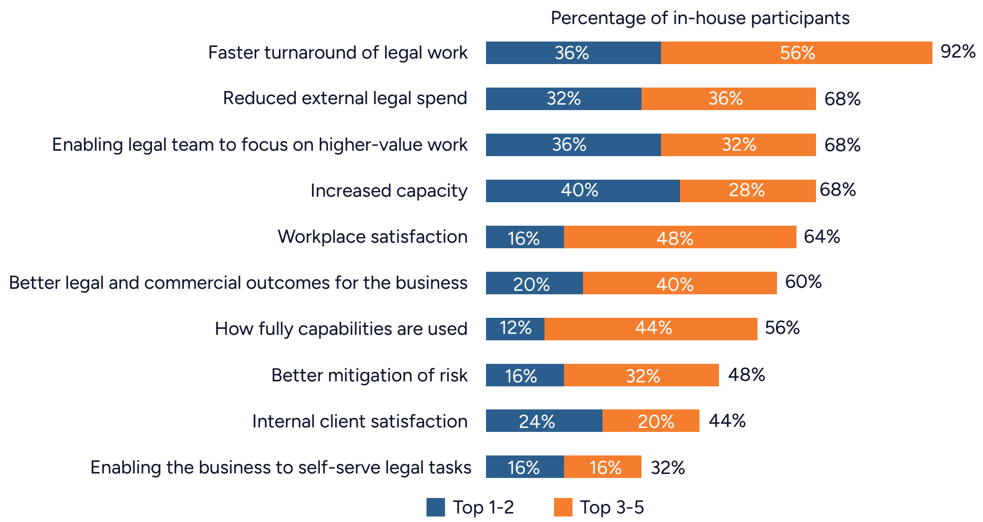
Law firms

- Reed Smith pulls data from Harvey's Administrative API at the most granular level available and combines it with other relevant internal data to create a variety of dashboards used to analyse Harvey adoption and usage across the firm. Over the past two years, this framework has gone through several iterations and is now being generalised to other products, giving the firm a more informed view of AI usage. Rather than looking at logins or tasks in isolation, the firm focuses on sessions, which it defines as periods of sustained activity. These dashboards enable the firm to analyse activity by region, office, practice group, or title and to visualise trends over time. The firm can also segment users by intensity of use, for example, grouping them into categories such as moderate users and power users.

"AI is great, and people have moved beyond ROI – [it's] not the right question. You don't ask about ROI on Microsoft Exchange. The question is now – how do I become a force multiplier with this tool, and what does it do to resource capacity?"

US law firm (mid-sized)

In-house legal teams: Measures most useful to justify license spend



> *"We are in the first times of AI so our focus is not on formulaic quantification of time saved or efficiencies. These are important but right now, it is on intensity and quality of use. ROI will come at a later stage."*
>
> **General Counsel, International Retailer**

- Mallesons operates the most formally structured framework in the research: 32 metrics across 7 goals (objectives), each with a baseline and a target, tracked against a programme timeline for the next 18 months. Using a combination of both lead and lag indicators, its metrics span people, clients, impact, cost and time. At a simplified level success is regarded as daily usage (ingrained habit), with insights from behavioural science helping to drive sustained take-up. Adoption sits at 98% and the firm is one of the heaviest users of the Vault feature; they are looking at how this breadth of adoption translates into depth of engagement and impact. The team has already seen a reduction in lawyers' time spent on write-offs and non-billables.
- A UK law firm offered the most conceptually elegant framework with its "four Rs": Revenue, Reduction (of time and cost), Relationship (with clients), and Reimagining (new services). The last two push the firm beyond what is easy to measure; their KPIs are evaluated project by project.

In-house teams

In-house teams are developing a variety of sophisticated measurement approaches.

- **Frameworks:** The in-house team at a media company initially over-engineered its measurement, using a Six Sigma use-case structure too complex to sustain across 250 lawyers. Its replacement metric – workflow run rates – is simpler and more powerful: 285 runs of a conflict-of-interest workflow gives finance colleagues auditable evidence of usage. There have also been unexpected savings, such as £200,000 on translation services in the first year.
- **Use cases:** Talanx opts for single, precisely measured use cases as standalone proof of ROI. Its compliance workflow for the EU's DORA regulations cut a two-hour manual task to 15 minutes; multiplied across 500 such tasks and priced at external counsel rates, the saving covered the cost of its Harvey licences. Not comprehensive, but straightforward.
- **Insourcing:** A petrochemical company shared the most auditable single data point in the in-house cohort: a medium-sized Spanish M&A transaction done entirely in-house with Harvey, against three external quotes averaging about €200,000. The transaction happened; the external spend did not.
- **Self-reported surveys:** An agritech business has surveyed users quarterly since shortly after its January 2025 launch, capturing time saved, usage patterns and reduced external spend. The headline: 3.6 hours saved per user per week, with requests and users tripling, gives leadership a directional picture. However, lawyers insourcing work often cannot accurately price what it would have cost externally, so those savings remain estimates.

The service advantage

Twenty per cent of interviewees spontaneously mentioned the quality of Harvey's customer engagement. Several in-house teams made unprompted remarks about the accessibility of its people and the responsiveness of its customer team. As the head of legal ops at a major bank put it, *"it's not only willingness, but they are also really able to adjust for their customers and the tool for customer needs."* The practical dimension of this is that Harvey provides usage analytics and peer benchmarking data that teams are using as inputs into their own measurement frameworks, with structured check-ins that help organisations identify where adoption is lagging. In a crowded market, this quality of relationship is increasingly cited as a reason to stay.

1.3 How Harvey is changing its users

The use of Harvey is positively impacting both law firms and in-house legal teams. The significant amount of time saved and increased capacity are creating both competitive advantage for law firms and auguring structural change for in-house legal teams.

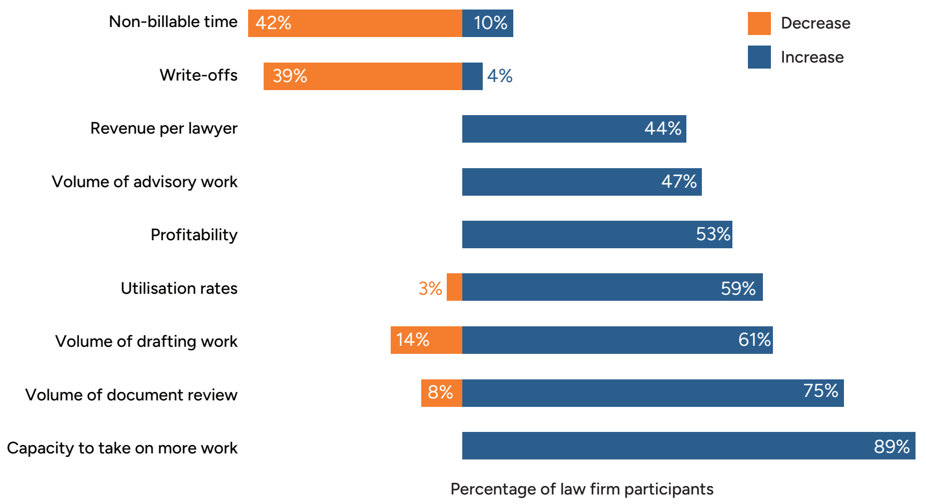
Advanced **law firm users** report Harvey creating an operational advantage for them, which is beginning to translate into better economics. Figures show law firms are growing their businesses as a direct result of using Harvey.

The majority (89%) of firms that could track changes report that Harvey has given them capacity to take on more work. And that additional capacity is going to good use. Utilisation rates have increased at 59% of firms, while revenue per lawyer has increased at 44% of law firms and profitability at 53% of law firms. Some law firms are seeing dramatic changes. Five law firms reported increases in utilisation rates above 75% and two reported increases above 100%.

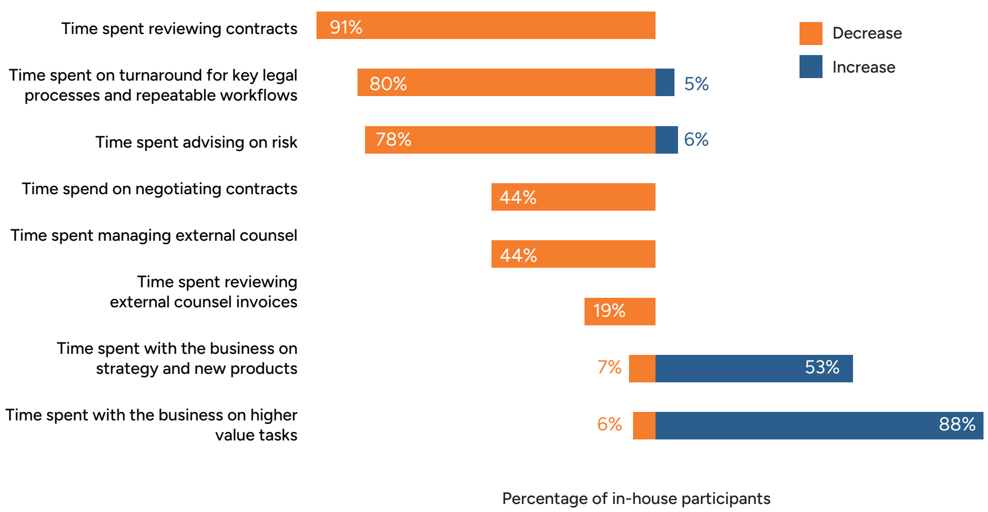
Around two-fifths (42%) said non-billable time had reduced and write-offs had decreased (39%), in both cases by as much as 30% or more.

Harvey is improving legal and commercial outcomes on more than half of all the matters it is applied to. Over a third (35%) thought most of their matters were better when Harvey was used.

Law firm changes since adopting Harvey



In-house legal team changes since adopting Harvey



"My main stakeholders are now commercial colleagues. Harvey gave me back enough time to change my role, not just my workload."

Head of Legal Operations, Manufacturing business

How in-house legal teams are reallocating their time

Legal teams are spending less time on process and more time on strategy: the vast majority (91%) have reduced the time spent reviewing contracts, while a majority (88%) are spending more time on working with the business on higher value tasks. Some legal teams report spending 30% to 50% more time on both higher value tasks and on strategy and new products since adopting Harvey.

Gilbert + Tobin identified three pieces of work arriving in a two-and-a-half-week period that the firm would not have won without Harvey – work that in-house teams historically would have handled without external support.

1.4 Integration is the key to impact

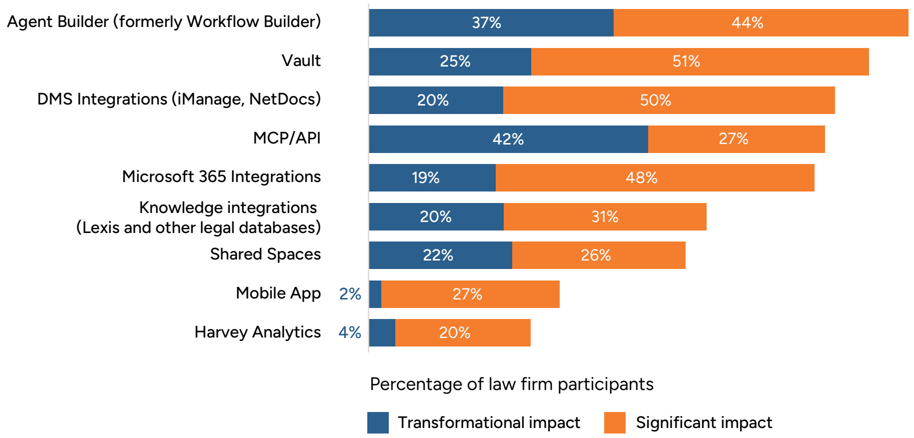
Which Harvey features will affect lawyers the most? The steady release of Harvey features and increased functionality is accelerating change in the profession. A surprising number (68%) of law firms and in-house teams have already deployed agents and most focused on how systems integration is deeply transforming firms and functions. When rating the features by expected business impact, both groups said integration and automation would deliver the deepest transformation. Law firms see the greatest transformational potential in the features that build and connect processes; in-house teams, who live inside Microsoft environments, prize the integrations that bring Harvey into the systems they already use.

Across both audiences, the message is consistent: Vault remains the workhorse delivering most of today's operational value, but agents and systems integration define the next frontier, which shifts Harvey from assistant to core service delivery infrastructure.

Law firms: Agent Builder and MCP/API lead on transformational impact, each cited by well over a third of law firm respondents. Vault remains the key source of current operational value.

SURVEY FACT: 68% of law firms are already using Harvey-based AI agents, and over a fifth (21%) have deployed 50 or more agents at the firm. The most common deployment areas are corporate transactions/M&A (87%), litigation (69%), real estate (59%) and banking and finance (46%).

Law firms: impact of Harvey features

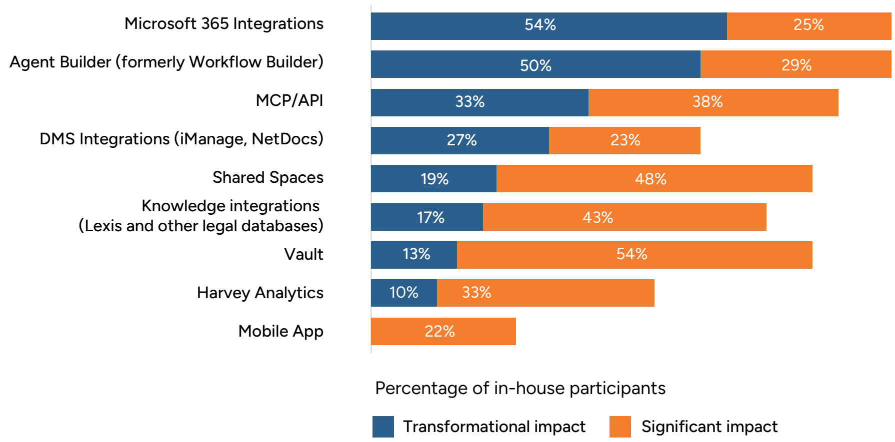


In-house teams: Harvey's Microsoft Integration is the feature that is most likely to have a transformational impact (54% of respondents), reflecting that in-house legal departments tend to live in Microsoft environments – Teams, SharePoint, Outlook, Word. Even so, half the in-house respondents also pointed to agents as a feature that will drive transformative impact.

The ability to meet lawyers where they already work is a prerequisite for deep adoption. One in-house team put it bluntly: without a Google Workspace integration, Harvey has less impact.

The team at a supermarket chain made the same point about document management systems: the iManage integration is what gives the business the confidence needed to work fast with Harvey. *"We can carry out DD with docs in iManage and have a million documents there and go through information faster. It gives us certainty, less hallucinations, and speed."* The DMS integration is not a nice-to-have; it is what transforms Harvey from a useful tool to reliable infrastructure.

In-house legal teams: impact of Harvey features



SURVEY FACT: 68% of in-house teams are already using Harvey-based AI agents. The most common deployment areas are contracting (60%), compliance (36%), corporate M&A (28%), and regulatory (24%).

1.5 Improved outcomes: case studies

In 2026, the key divide is not adoption. The real differentiator is whether AI is merely improving efficiency or creating entirely new ways of delivering legal value. In many cases, Harvey has changed the shape of legal work and its operating model, not just its speed. These examples show what that looks like in practice.

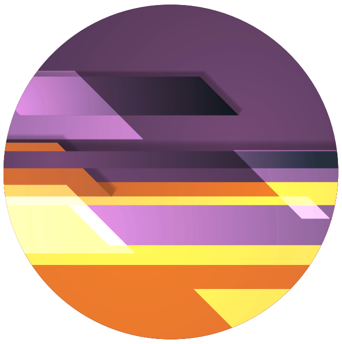
Law firms

New services: A senior lawyer at Setterwalls built a Harvey agent that makes vendor due diligence economically viable where manual delivery was previously too costly. The agent has not replaced lawyers; it has created a new service line.

In-house teams

Due diligence savings: Flex's legal team uses Harvey for M&A due diligence covering 15,000 supplier contracts that previously required manual review. The average cost of a deal is down approximately 30%. ROI is tracked quarter-on-quarter; the next milestone is headcount reduction through attrition in junior contract review roles that are no longer required.

From expert to super-validator: ASML used a Harvey agent to automate part of a data protection impact assessment process that used to require manual navigation through a privacy tool. Moreover, its employment specialists absorbed close to 1,000 queries in a single month during a period of regulatory pressure, without additional headcount. The shift is turning in-house lawyers into professionals who validate AI-sourced guidance and translate it into business-ready advice.



Section 2: Business model and function changes

Harvey is already having a deep impact on both firms and legal functions, but the research shows in-house teams changing faster in terms of their approach to external counsel and how they are managing their departments. For law firms, only very advanced users are seeing profound change to pricing, relationships and the productisation of their services.

2.1 Law firms: a cautious approach to new products and pricing

Most law firms understand that use of generative AI will have a profound impact on themselves and their clients. Yet so far, only a handful of law firms are actively rolling out new products, AI-enabled services and revamping their pricing approaches.

New revenue streams?
Nearly a quarter (23%) of law firms surveyed had developed new products or AI-enabled services using Harvey. About half have generated revenue in the past year. Three firms reported revenues of less than $50,000, one reported $100k–500k in revenues and one shared that product revenues exceeded its annual Harvey licence cost.

A UK firm described an initiative which creates client-facing environments that are built on Harvey's API and charged for on a quarterly subscription basis. A Singaporean firm is building a data protection product based on Harvey's Vault feature and for which clients will pay a subscription. And a multinational law firm is developing client-facing Harvey services where value is measured in *"faster time to advice, lower cost, or enhanced service"*.

The more common approach is in effect to give away AI capabilities as loss leaders. But this pattern may not persist for long. Given the number of firms and in-house legal teams pushing their Harvey users to become more fluent, this may just be the calm before the deluge.

How pricing is changing:
The research captures a picture of cautious, incremental change rather than wholesale transformation. Over a quarter (28%) of law firms have introduced new pricing models because of Harvey but there is little consensus on what these new models will look like.

"Harvey gives us more certainty about pricing. We've crunched the numbers – based on what we can automate – and we can tell clients we'll come in between X and Y. We can pitch for more deals and still create a profit margin."

US Law firm

28%
introduced new pricing models as a result of Harvey

54%
passed on cost savings or discounts to clients

61%
proactively discussed Harvey efficiencies with clients

Among the new pricing models that have been introduced are:

- fixed fees for contract review
- flat rates for large-volume document processing
- moving task-based associate work to non-billable categories
- value-based billing for project work and large matters
- subscription fees for AI-enabled services

One elite German law firm said Harvey had made fee caps less of a problem. *"We can match unrealistic client expectations more easily than before"* but it had not changed its pricing model. A large international law firm described dramatic variations in the pace of change internally: litigators had tended to resist change, while real estate partners had embraced value billing.

There are signs that firms are beginning to think seriously about pricing changes in the sense of translating them into changing partner remuneration structures. Two firms interviewed reported having already adjusted theirs to reflect AI-driven changes to pricing models, and 9% of quantitative survey respondents said they were planning to in the next 12 months.

2.2 The great cost-savings disconnect

The research shows a mismatch between law firms and clients on the question of cost savings. Law firms say they are having conversations with clients about cost savings and efficiencies. In-house teams say they are not – and most are not happening proactively.

Either conversations are not happening, or they are not landing. Either way, the gap is real. The disconnect is well understood by both law firm and in-house interviewees.

In-house teams are actively pushing: Nearly half (48%) of in-house legal teams have actively mandated their law firms to use AI and in-house interviewees said they had been proactive in asking for conversations, ideas, and discounts.

For law firms, the maths is complicated: Efficiency gains from Harvey are being captured, but mostly as higher margins or increased capacity.

Law firms gave three main reasons for the gap:

- **More work, not less:** Harvey saves time, but lawyers are still fully occupied on client work, delivering more value. Hence the bills are not coming down.
- **Fixed costs remain:** AI cuts time but it does not remove law firms' fixed-cost base. It makes value-based billing more likely than straight discounts.
- **Protect firm value**: Some firms said their institutional knowledge, judgment and processes have value and even if they are easier and faster to deliver that value has a cost.

The challenge for the firms is to communicate this complexity in ways that are quantifiable to clients. Many told us they are trying to do so, but from the in-house survey data collected, the message is not getting through.

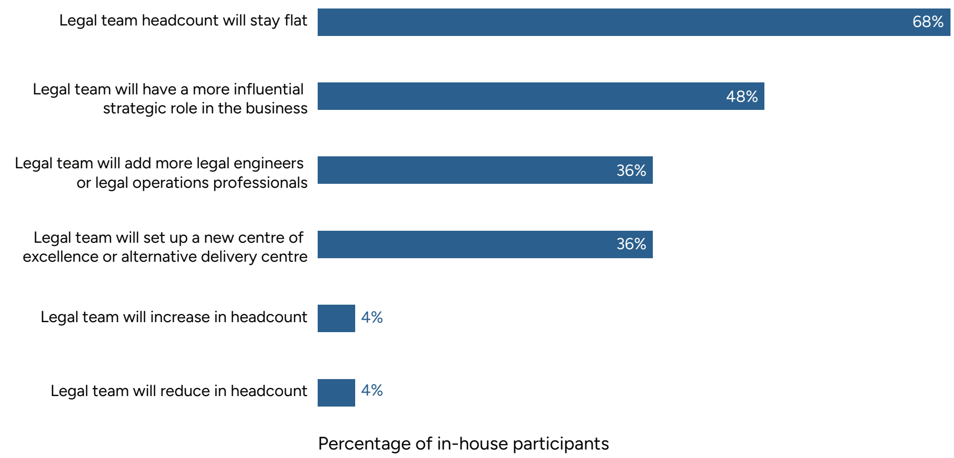
> *"Sometimes getting the answer faster or closing the deal faster is more important than how many hours you bill."*
>
> US Law firm

THE MISMATCH: 61% of law firms say they have proactively discussed Harvey efficiencies with their clients. Only 1 in 25 in-house respondents say their law firms have approached them about it. Either conversations are not happening, or they are not landing. Either way, the gap is real.

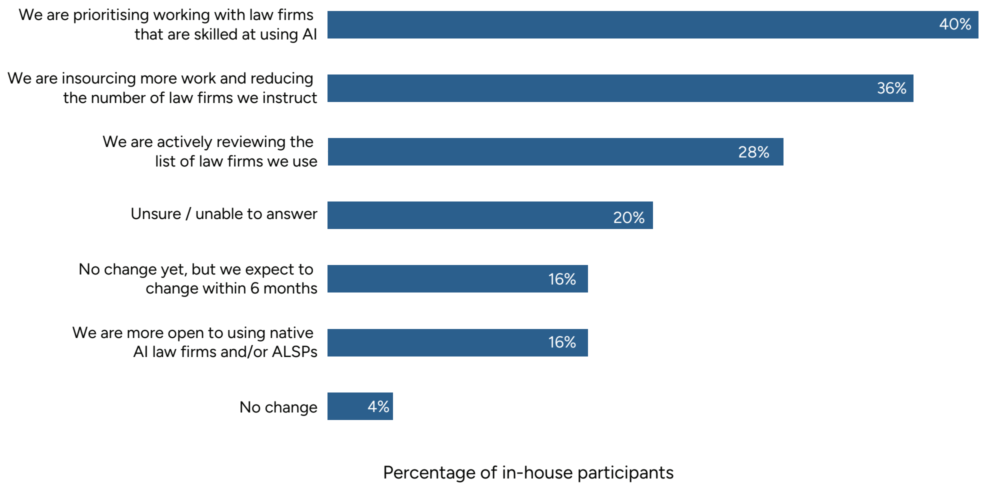
2.3 How Harvey is changing the in-house function

The data paints a picture of in-house legal teams growing in influence without growing in size, 68% expect headcount to stay flat, yet 48% anticipate a more influential strategic role. Harvey is already reshaping how teams work with external counsel: over a third are already insourcing more or reducing the number of firms they instruct.

Impact of Harvey on the legal function



Impact of Harvey on clients' buying patterns



Headcount and influence: Many general counsel interviewed felt that whether Harvey or AI generally reduces headcount misses the point. Speed and headcount reduction are what you might expect from AI, "table stakes" as one media company GC put it.
The real prize is control and policy influence: teams that use AI to deliver consistent policies, language, negotiation standards and decision frameworks across diffuse organisations will be transformed. Some interviewees have set a goal where *"legal work becomes invisible, codified into systems and processes so that the business can properly self-serve."* It is a vision of Legal as an infrastructure, rather than as a service provider.

Delivery centres: Over a third (36%) in the survey plan to set up a new one in the next 12 months. In the interviews, three already have. The reasons? To better connect legal and IT and deploy AI at scale across the whole business. It reflects the importance of legal operations and signposts how legal departments are likely to change.

Insourcing: The research shows that insourcing is happening across in-house teams. Some 36% of survey respondents said they were actively insourcing more work and reducing the number of firms instructed. In the qualitative interviews, it was clear that insourcing is happening now, and at significant scale. Several teams are actively reviewing every new matter for internal delivery before instructing externally.

Instructing external lawyers: In-house legal teams are actively reviewing their external counsel arrangements and are becoming more open to the full range of options available to them, particularly AI-native law firms. However, while nearly all the interviewees said they had insourced work, only a few mentioned cutting their panel firms.

Even so, the threshold for sending work out appears to be getting higher. The survey found that 40% of in-house respondents actively prioritise firms that use AI. The expectations placed on them have hardened: full AI billing transparency, demonstrate AI or lose instructions, proactively share tech stacks, build shared Vault environments and treat AI capability as a relationship asset. No client interviewed had seen any firm do this proactively.

2.4 How the client-lawyer relationship is evolving

Views were strong on this topic. AI is reshaping the client-firm relationship, with power shifting to the clients. While alignment is elusive, most predict that within 12 to 18 months, the standard for client-lawyer relations will be reset.

1. **Clients want AI-enabled law firms.** Three years ago, clients resisted AI. Today, most RFPs require it, and some in-house teams will not instruct firms that avoid it. The shift is global, though Asian clients remain more cautious and less price-focused than US or Australian counterparts.
2. **External counsel is becoming a validation layer.** In-house teams are increasingly doing work once handled by junior associates, using Harvey and asking outside counsel to validate it. Clients will pay for judgment and speed, not document processing.
3. **Relationships will get closer.** Deeper collaboration and understanding will come through secure shared environments, collaboratively built workflows and joint redesign of work. Some predict shared workspaces *"will replace every client extranet."* While some tech compatibility and pricing issues remain, firms using Harvey's Shared Spaces are seeing stickier relationships and new revenue.
4. **Panel sizes will reduce.** Both sides expect AI-fluent firms who have increased capacity will win more work meaning the number of institutional relationships will decrease. One global technology company is already directing most of its work to the three AI-enabled firms on its 12-strong panel.
5. **Clients will drive the relationship.** Advanced AI-law firms are reviewing what it means to be client centric. As they work out the balance between human and machine, they are realising that any design must be built around the client. This is a vision of scaling the customised client experience.

Section 3: Fluency and change management

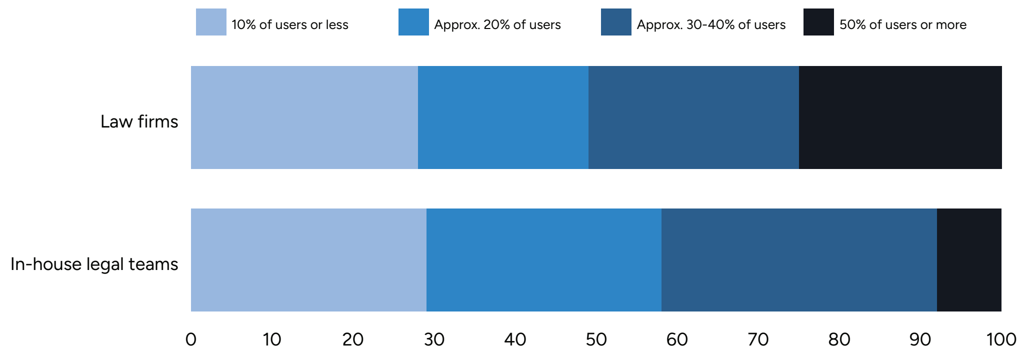
Harvey is easy to use, and lawyers are getting more adept at using it. But change management remains challenging. While it is easy to achieve broad adoption, getting users to the next stage of fluency – turning them into power users – is not. Interviewees referred to the cohort of non-fluent users as the "frozen middle" – essentially lawyers who use Harvey as a research and retrieval assistant but have not progressed further.

This section looks at the levels of power usage in the market, how this correlates with seniority, the extent of the "frozen middle" challenge and the best ways to move users from adoption to enablement.

3.1 Power users: fluency in Harvey

The survey asked firms and legal teams to estimate what proportion of their fee-earners and business professionals are power users - defined as daily, sophisticated users. Over half the law firms surveyed estimated that more than 30% of their Harvey users could be classified as highly fluent or power users. A quarter said that half or more of their users would fall into this category.

Percentage of the firm or team's Harvey users who are power users (daily, sophisticated, users)



The proportion of power users at the partner level is not far behind that of the associate level – just over a quarter compared with just over a third. In-house teams surveyed estimated a slightly lower proportion of users could be considered power users.

Time savings are significant. Law firm power users saved 11 hours a week on average, while those at in-house legal teams saved eight hours per week. One law firm reported that power users saved up to 30 hours per week with almost a fifth of firms (19%) reporting they saved 20 hours or more.

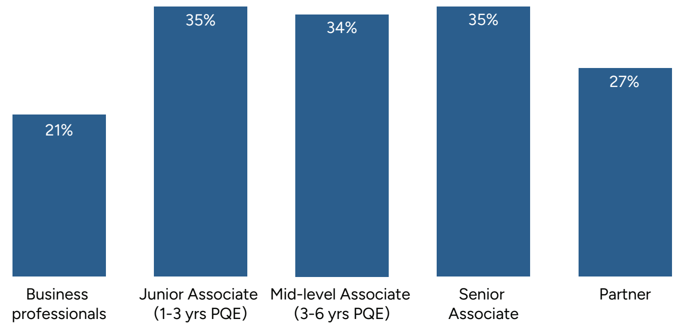
Non-power users at law firms and in-house legal teams saved four hours a week on average. The multiplier between power and non-power users is significant and consistent.

The reported number of hours saved per week had increased for all groups from October 2025, when research was conducted for RSGI's first Harvey Report, to now. Most notably, the time saved by power users had increased the most, from 8.5 to 11 hours per week for law firms and from 6.5 to 8 hours per week for in-house legal teams.

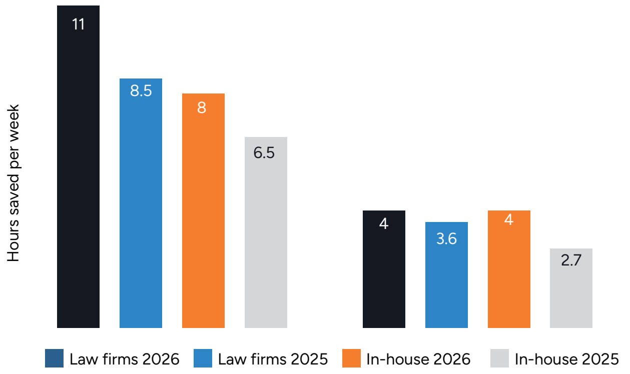
The number of power users in law firms and legal teams has also risen sharply. Across both groups, the proportion of organisations who consider 30% or more of their users to be power users has increased from just over a third (34%) to half (50%).

Becoming fluent does not take long: most law firms (57%) say it takes three months or less; a third say three to six months; only 2% say it takes more than a year. This is an important finding for change management. Fluency is not a multi-year journey; it is achievable in a quarter if the conditions are right.

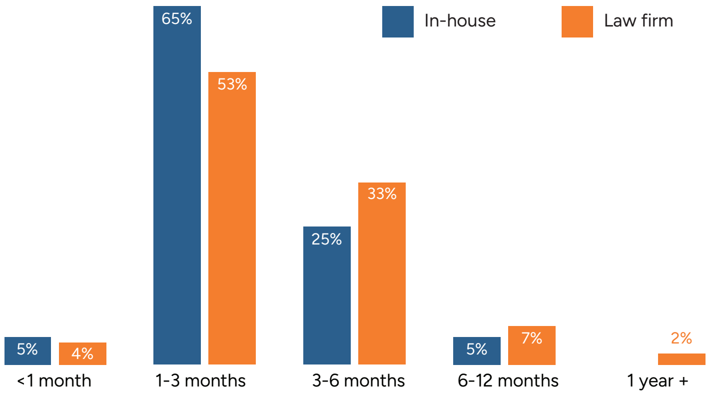
Percentage of Harvey users in each cohort who are power users (daily, sophisticated users)



Average time saved using Harvey (2025-2026)



Time to become a power user



3.2 When is a user a power user?

When asked to define a sophisticated Harvey user, interviewees in both branches of the profession converged on a profile that goes well beyond query volume. The characteristics and common practices below define a fluent and sophisticated user.

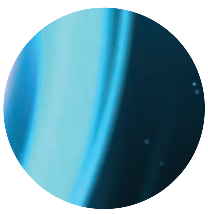
The defining characteristics of a Harvey power user

- curiosity and willingness to experiment
- ability to iterate rather than accept the first output
- thinks about work as a set of processes that can be codified
- builds agents and workflows, doesn't only use Harvey to answer queries
- uses Harvey as a sparring partner not a search engine
- Harvey is open on the second screen, always present and consulted

A US law firm articulated the most structured definition, describing a sequence of sophistication levels: Level 1 is AI-assisted prompting; Level 2 is Harvey for Word and Vault use; Level 3 is workflows and playbooks; and Level 4 is Shared Spaces and client engagement. Each level represents a qualitative shift in how the lawyer thinks about their work.

An energy company also noted that how power users approach their work is different. *"Top tier users think about legal work as a set of tasks that can be codified,"* she said. *"They start with process and put technology on top."*

Carrefour's Andres Martinez gave a vivid example of high-level usage in a complex real estate matter, where two senior lawyers were *"fighting with Harvey, talking to it about [legal] doctrine, giving feedback and growing with the tool."*



"I 100% see the frozen middle. The ROI is not the same across seniority levels or practice groups. You have it at the junior level, you have it at the senior level – but there is a hollowing out in the middle."

Canadian law firm

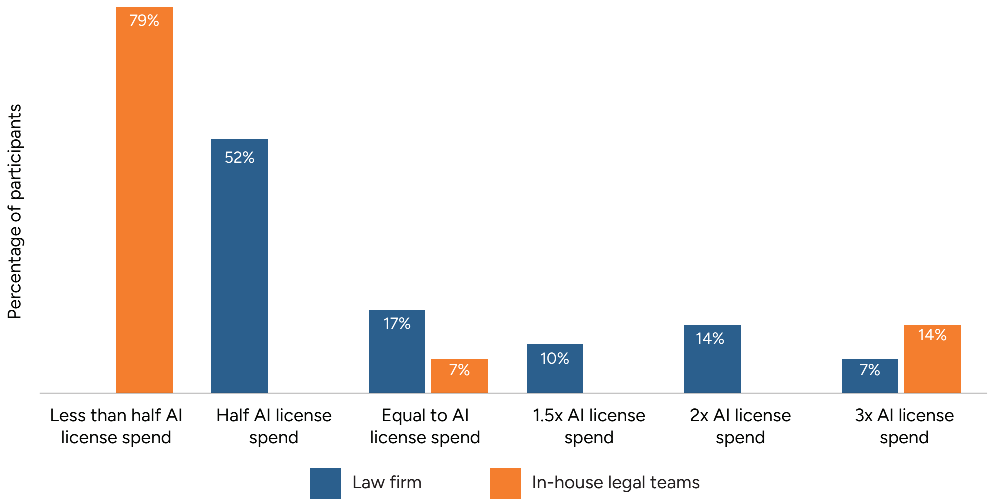
Fluency Milestones: The Path to Sophistication

Drawing together the survey data and qualitative descriptions, RSGI's research suggests the following milestones on the path to Harvey fluency:

- **Month 1:** Daily use of the chat assistant for discrete tasks: legal research, drafting first sections, summarisation. Harvey replaces Google, skim-reading, and the first draft.
- **Months 2–3:** Vault use for matter-specific document sets. First experience of review tables. Beginning to prompt with context and iterate. Harvey is open on a second screen.
- **Months 3–6:** Building or using workflows. Understanding the difference between prompting for an output and designing a process. Making Harvey useful to the team, not just oneself.
- **6 months+:** Using Harvey as a sparring partner: testing ideas, red-teaming analysis, exploring novel applications. Building agents. Sharing use cases with practice group colleagues. Creating pull, not waiting for push.

3.3 Investment in change management

How does spend on change management compare to AI license spend?



Many interviewees pointed out the importance of investing in change management alongside AI licences but were unsure whether their investment was in line with industry norms.

Among law firms surveyed, just over half (52%) said they invested about half as much on change management as on AI licences. Almost a third (31%) of firms, however, were spending between 1.5 to three times more on change management than licences.

In-house legal teams spent a significantly lower proportion on change management than law firms. The majority (79%) said they spent less than half the cost of AI licences on change management.

From the qualitative interviews, it is possible to see that firms and in-house teams – who have spent more on change management are visibly and measurably further ahead in their adoption journeys.

Change management takes multiple forms. **Perez-Llorca** has a global team of around 30 professionals supporting AI adoption and change management. A US firm has embedded AI training hours in associate performance targets and bonus calculations. Another European firm has created hybrid roles, with legal engineers and legal ops professionals embedded in practice groups to institutionalise AI enablement.

Mallesons has developed one of the most sophisticated models: personalisation at scale, matching individual partners with personal AI trainers suited to their working style and practice area. *"Generic AI training will not convert to high adoption with the busy head of say M&A or financial services,"* the interviewee said. *"They are looking for different practice knowledge to deeply resonate and convert to confidence and action. Personalisation is also augmented by in team reverse mentoring."*

3.4 Behavioural change: what works and what doesn't

A clear picture emerged during RSGI's research of what drives genuine behavioural change with legal AI – not just adoption, but the deeper shift to AI-enabled working.

What works

The use case story: Many interviewees agreed that the single most effective mechanism for driving adoption, proving ROI, and creating pull among reluctant users is not a metric – it is a story. Interviewees described at least one matter where Harvey had done something transformative and credited the telling of that story as their most effective change management tool. Many programmes exist to share stories. They work because lawyers are motivated by evidence from peers they respect.

Consistent tone from the top: Many identified this as the most important ingredient in driving change. One firm made AI usage clearly consequential in performance conversations, another a bonus criterion. If lawyers feel genuine commitment from senior partners, change happens.

Democratisation: One in-house interviewee described the insight that unlocked his change management challenge: stop building workflows for lawyers and let them build their own. A law firm noted that the best adoption comes from practice groups discovering strengths and weaknesses themselves, not from top-down mandates.

Embedded change management: The most effective change management is not a separate programme but is woven into the work itself. Initiatives are practice-specific and built around the substantive matters that lawyers are handling. Legal engineers are embedded into practice groups, not in a central innovation function. The closer the change management activity is to the actual legal work, the more it sticks.

Sustained initiatives

While hackathons, or lunch-and-learns can be effective for generating interest and ideas. To scale and sustain change, they must be part of a programme. Advanced firms field teams who are dedicated to change management and maintaining investment.

3.5 Tales from the library: case studies

The best organisations build libraries of specific Harvey stories and share them widely.

1. **A multinational firm:** A regulatory obligations matrix that would have taken a large review team nine months was delivered in approximately three months using a custom Harvey workflow. The accuracy at each validation point was described as "incredibly high". The client would have incurred huge expense for the manual version; the Harvey-enabled version was delivered at a fraction of the time and cost.
2. **Gilbert + Tobin:** A client faced a force-majeure-style clause review across almost 1,000 documents, a task that would have taken a week with a large review team to deliver. The firm returned the result in a fraction of that time, working alongside the client to prompt Harvey effectively.

Section 4: Talent and training

4.1 The talent compact: what is changing

The impact of AI on the legal workforce is one of the most deeply discussed topics in the profession. We were therefore curious to know how Harvey customers were thinking about their current and future talent strategies.

For now, recruitment and retention levels remain largely the same, although organisations are cautiously tweaking them in the expectation of future change. Nearly all are devising new roles and experimenting with training. Perhaps the most radical finding is a growing backlash against the accepted wisdom that AI will mean job losses and a smaller headcount.

Recruitment and retention

Graduate intake is staying much the same: The headline finding is that most law firms have not yet decided to reduce graduate intakes because of AI. At firms which are reducing hiring, the expected reductions are modest.

And some interviewees report being bullish on graduate recruitment. For example, one major 3+ billion-dollar law firm had its largest summer class ever last year. A smaller 1+ billion-dollar firm said it did not expect near-term hiring changes.

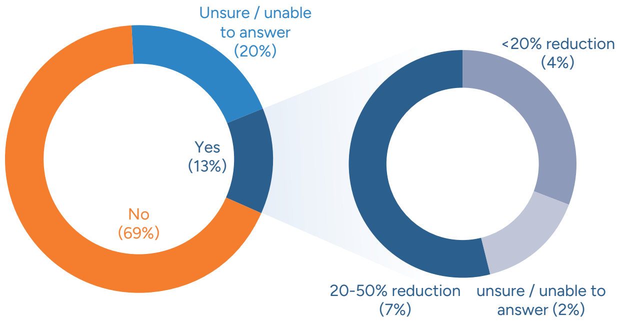
A smaller number do see reductions coming down the line and question the need for firms to have as many associates as they do now.

But law firms expect to change leverage shape: The expectation of structural talent change is near-universal. The question is when, and how fast this change will happen.

A European firm innovation head captured the consensus: *"No massive disruption very soon. But agents' potential is massive, and some work might just disappear. Leaner teams and different talent – the pyramid will change, but not overnight."* An Indian firm predicts that in two years, the firm will resemble an obelisk rather than a pyramid in terms of its talent shape: one junior lawyer, one mid-level lawyer and one partner will be the ratio.

And in-house headcount remains steady: Most in-house teams expect their headcount to remain the same. Now, AI is allowing them to insource more work and often to do it faster, better and more economically than external law firms. Like the law firms, they report a steady change in team composition, with an uptick in the creation of new operations and legal engineering roles.

Percentage of law firms planning to reduce graduate or entry-level intake over the next two years as a result of using AI



4.2 New roles: the emerging legal workforce

> *"Leaner teams and different talent – the pyramid will change, but not overnight."*
>
> **European Law firm**

Law firms and in-house legal teams are reshaping their workforces around AI, legal engineering and legal operations. Roles that barely existed two years ago – chief AI officer, director of applied AI, practice-embedded legal engineer, AI solutions analyst, legal tech manager and AI champion – are now appearing across the market. The variety of titles reflects different strategies: some organisations are centralising AI capability, others are embedding it within practice or business teams, and many are doing both.

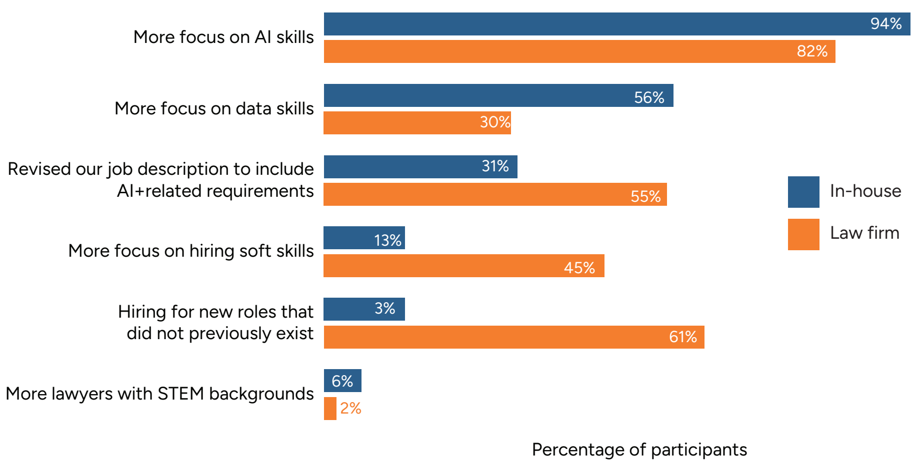
The clearest hiring shift is towards AI fluency, data and AI capability. A majority of law firms (61%) are hiring for jobs that did not previously exist, compared to only 13% of in-house legal teams, suggesting that the shift in law firm talent composition is going to be more dramatic.

Legal engineers are the most frequently cited new role: both firms and corporate legal departments are hiring them where they can, though the market remains competitive and many are investing in internal training.

Larger in-house teams are hiring for new specialist roles. Smaller teams, however, often struggle to justify specialist posts and are instead hiring lawyers with broader technology, data and operations skills. As one retail general counsel put it: *"I would rather hire more lawyers with different skills than create specialist roles we cannot sustain."*

Some law firms are going further by trying to build their own lawyer-technologist pipelines. One firm described a model of hiring engineers and data scientists from university, embedding them in the firm, and then funding law degrees: *"We train patent agents – scientists who come in, then go to law school and come back as attorneys. Why not do the same with data scientists?"*

Hiring changes



4.3 Incentivisation: making AI competency pay

As the need to hire legal engineers or people with AI competency intensifies, so does the desire to nurture this knowhow internally. A significant number of law firms have introduced AI competency into their formal performance appraisals: some 33% have done so for associates. But more telling is that almost a quarter (23%) have done so at the partner level.

Many interviewees say this is to drive behavioural change and to tackle the "frozen middle" discussed in Section 3 of this report: everyday users who are making no progress towards becoming fluent. Over a third (38%) of law firms have gone further and incorporated AI competency into their billing codes.

A US firm has gone furthest: AI training hours are mandated for all associates (100 hours annually) with AI usage feeding directly into bonus criteria. An Indian firm ties AI usage directly to promotions, increments and bonuses.

Firms that have made AI usage a formal performance criterion not just a stated priority are measurably further ahead in both depth of adoption and in proportion of power users.

The incentive misalignment between billable hour models and AI adoption is widely acknowledged. *"You will need to change the incentive basis to change the paradigm,"* said an interviewee from a European law firm. *"But lots of culture change is needed."*

In-house legal teams are also trying to incentivise their lawyers. AI competency in performance frameworks has already been introduced by over a quarter of the teams surveyed, with another quarter saying they will introduce it in the next 12 months.

In-house teams

Nearly half the in-house legal teams (45%) plan to add legal engineers or legal ops professionals in the next year. As in law firms, new roles are emerging: director of innovation and digital; new law counsel with legal engineering responsibilities; legal tech manager; AI champion.

Smaller in-house legal teams noted that it can be hard to justify hiring dedicated legal engineers. Their answer is to hire lawyers with broader skills. *"I would rather hire more lawyers with different skills than create specialist roles we cannot sustain,"* said a general counsel at a retail company. Other companies are actively recruiting people with data backgrounds into their legal operations teams.

> *"How much you are using AI has become a firm-mandated measure - it now feeds into whether someone needs to be promoted, whether someone gets an increment, or goes to the next level."*
>
> **Indian law firm**

4.4 The training conundrum

Nearly every senior lawyer asks this question: if the repetitive work that has traditionally trained junior lawyers is handled by AI, how will young lawyers develop the contextual knowledge and professional judgement needed to supervise AI output?

Framing Harvey as a tutor rather than a replacement was a theme in some of the most thoughtful interviews. A UK firm noted that juniors who have had AI exposure in law school are arriving more capable than their predecessors in certain respects. AI does not wipe out all learning opportunities; rather, it eliminates some (the repetitive first draft, the routine diligence task) while potentially creating new ones (on-demand expert feedback, simulated complex scenarios, pattern recognition at scale).

Firms are increasingly turning to Harvey itself as part of the answer. Over half (54%) are using Harvey directly to train lawyers, and while no organisation has yet overhauled their training approaches, over half of law firms surveyed said there had been at least a moderate to significant change to their entry-level training.

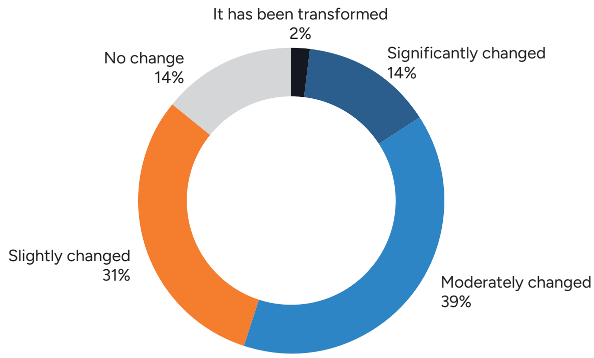
A variety of approaches is emerging. One firm runs practice-specific AI summits for associates: hands-on, matter-anchored training that integrates Harvey usage with the development of legal skills. Another uses a digital development platform for "day in the life" simulations of legal work. An energy company is using Harvey Vaults populated with the full history of previous matters to transfer knowledge – juniors can query this institutional memory to learn how things progressed.

The training programmes that embrace this substitution rather than resisting it are the ones that will produce the next generation of AI-enabled lawyers.

"I would rather hire more lawyers with different skills than create specialist roles we cannot sustain"

General Counsel, Retail Company

Law firm changes to entry-level training



Conclusion

There is a lot of noise in the legal industry about legal AI: speculations, assumptions and predictions about how the technology is going to impact the profession. RSGI and Harvey set out to cut through that noise to see how legal organisations are deriving value from AI and to examine how it is changing market dynamics.

Harvey has a deep bench of global customers, which makes for a strong and credible sample set. Many qualify as the most advanced AI users in the legal market, and their data and experiences make it possible to identify trends and question assumptions.

What is most striking is the speed and extent of AI enablement. Building on the widespread adoption reported in RSGI's first Harvey report, enablement describes the next stage of AI deployment. The turning point for many early adopters arrives when Harvey is integrated into technology stacks and connected to proprietary and third-party data. These integrations allow users to unlock a different order of value from Harvey, one that is way beyond a helpful research assistant and first-pass drafter.

But many law firms and legal teams are already beyond this stage. Agentic AI is not around the corner: an incredible 68% of both clients and lawyers have deployed agents. A fifth of those who have deployed agents have more than 50 running. The future is already here.

In the first RSGI report, participants were hesitant to say that Harvey improved the quality of their work. Six months later, a key theme in the research is how both law firms and in-house legal teams are seeing better commercial or legal outcomes, or are able to focus on higher-value tasks. Interviewees can now point to many instances where Harvey has augmented the judgement of their lawyers and has helped produce material outcomes.

Operational advantage is turning into business benefits: law firms can see their increased capacity to take on work translating into higher revenues. Legal teams can insource more work, have better control of their external spend, and get more involved in business strategy. Law firm interviewees may be hesitant to attribute financial improvements to AI, but correlations are emerging. In-house legal teams are less cautious – they can see Harvey reducing their legal spend.

What does the research tell us about how the legal market is likely to change?

One interesting topic is **headcount**. The predicted loss of lawyers' jobs and the end of the pyramid structure are not here yet. Instead, headcount is stable in in-house legal teams, and most firms are not cutting their graduate intake. It appears that Harvey is enabling more and better work to be done. Several interviewees who are advanced Harvey users question the assumption that lawyer headcount will decrease.

With the volume of work increasing, the Jevons Paradox seems to be in play. Even the firms and legal teams already deploying agents are not convinced that there will be less need for people. But the type of people needed may change – both groups report hiring more legal engineers, for example, and focusing on different skill sets in their hires.

In terms of **pricing and productisation**, there is no market-wide shift in how legal services are currently priced. While it causes angst on both sides, both the lawyers and the clients interviewed have no easy solutions. Instead, there is a gap in expectations and delivery. Similarly, few firms have productised their services.

However, a significant minority in the research for this report are creating new revenue streams by automating different parts of their workflows and selling them on a subscription or fixed-fee basis to clients. This finding is also borne out by RSGI's research this year for the annual Financial Times Innovative Lawyers Europe awards: about 10 per cent of 133 participating law firms have submitted entries describing products built on Harvey. It underlines the extent to which Harvey has become both a foundational technology and an enabler of innovation for the legal industry.

Conclusion

"The consensus among the 80+ customers involved in this study is that Harvey is making their journeys to becoming AI-enabled less daunting and much faster."

And what of **the client-lawyer relationship**? While the research reveals an uncomfortable pricing disconnect, it also shows how certain Harvey features, such as Shared Spaces, are driving deeper collaboration between lawyer and client, more transparency and co-creation.

Several advanced law firms say they are re-thinking what it means to be client-centric, and there is no evidence that in-house legal teams are ready to ditch their panel law firms. They are focusing on AI fluency and are open to other types of suppliers – native AI law firms, for example – but there is no suggestion that the insourcing being seen means no need for external counsel.

On the law firm side, the traditional self-obsession is finally giving way to a genuine client-centricity. While many focus on how they will balance their human-to-AI ratios, the more advanced Harvey users are realising that, when they design their future business models, they need to have a radically new understanding of their clients' rapidly changing needs.

Ironically, Harvey, which is often the focus of speculation about the role of legal AI companies in the market – could they themselves deliver legal services? – is playing a critical role in bridging the client-lawyer gap. Spontaneously, many interviewees told anecdotes about how Harvey is helping clients find firms to experiment with or helping firms understand how better to work with AI-enabled clients. The consensus among the 80+ customers involved in this study is that Harvey is making their journeys to becoming AI-enabled less daunting and much faster.

Harvey

RSGI

About Harvey

Harvey is the operating system for legal and professional services. Its products streamline workflows in areas including contract analysis, due diligence, compliance, and litigation to drive efficiency and value. Global law firms and Fortune 500 enterprises around the world use Harvey to enable faster, smarter decision-making. Backed by world-class investors including Sequoia, Kleiner Perkins, GV, OpenAI Startup Fund, Coatue, Andreessen Horowitz, GIC and EQT, Harvey is used by 2,000+ customers in 60+ countries.

About RSGI

RSGI is an international intelligence and advisory firm focused on the legal sector. It carries out major thought-leadership studies, strategic consulting, curated events and public speaking assignments for law firms, the big four accounting firms, in-house legal teams and legal technology companies.

As research and content partner to the Financial Times Innovative Lawyers programme, it analyses over 2,000 submissions a year from law firms, in-house legal teams and legal tech companies worldwide detailing their innovations. It is also creator and compiler of Resight Legal, a new independent ratings system of law firms and lawyers which launched in India in 2026.

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