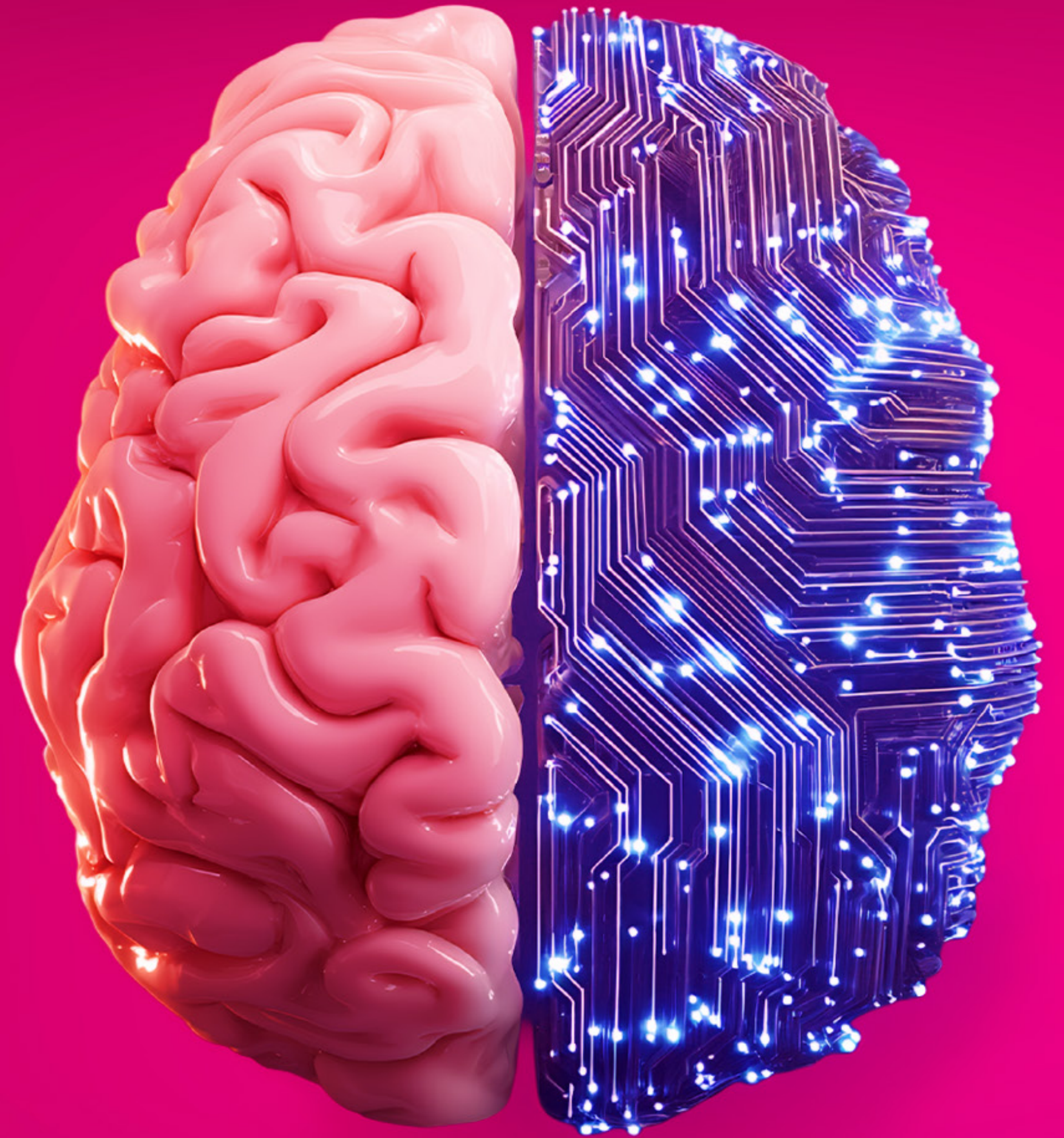


Lawyers**Weekly**

Legal Tech

Guide 2026

In 2026, legal technology will continue to reshape practice management, efficiency, and client service in the rapidly evolving legal landscape.



Agentic AI / AI paralegal / Document automation / eDiscovery / Fact management /
Generative AI / IT managed service providers / Practice management software / Tranche 2

LEGAL TECH GUIDE 2026

THE YEAR 2026 will mark a fundamental turning point for the legal profession, with technology no longer operating at the periphery of practice but sitting at its very centre.

The rapid acceleration of AI is reshaping legal work in unprecedented ways, with generative AI evolving from experimentation to everyday use and agentic AI representing the next frontier of autonomous legal tech.

This shift is redefining the core technologies of the legal workplace. Practice management software now

acts as the firm's central nervous system, connecting people, processes, and data. Document automation has matured into intelligent drafting, while fact management tools let lawyers analyse structured information without manual review. As firms integrate cloud platforms, AI engines, cyber security safeguards, and interconnected legal systems, the role of IT has also shifted – with increasing regulatory expectations and the adoption of sophisticated legal tech demanding both expert oversight and resilient systems.

At the same time, the introduction of new Tranche 2 reforms will mean new obligations for firms, calling for modernised systems and a culture willing to embrace digital transformation, with tech converting compliance from a manual burden into a strategic advantage.

Entering 2026, the firms best positioned to thrive will be those that view technology not as a support function, but as a foundation for sustainable, compliant, and future-ready legal practice.

Lawyers Weekly's *Legal Tech Guide 2026* is designed to equip legal businesses with key strategies, technologies, and insights needed to operate confidently and competitively in a rapidly transforming regulatory and digital landscape.

This guide provides key insights across nine areas of legal technology:

- **Agentic AI**
- **AI paralegal**
- **Document automation**
- **eDiscovery**
- **Fact management**
- **Generative AI**
- **IT managed service providers**
- **Practice management software**
- **Tranche 2**

On behalf of Lawyers Weekly and our partners, we hope this guide helps you confidently embrace new technologies, respond to shifting compliance expectations, and future-proof your practice in an increasingly data-driven legal environment.



Lauren Croft

Commercial Content Writer
Lawyers Weekly

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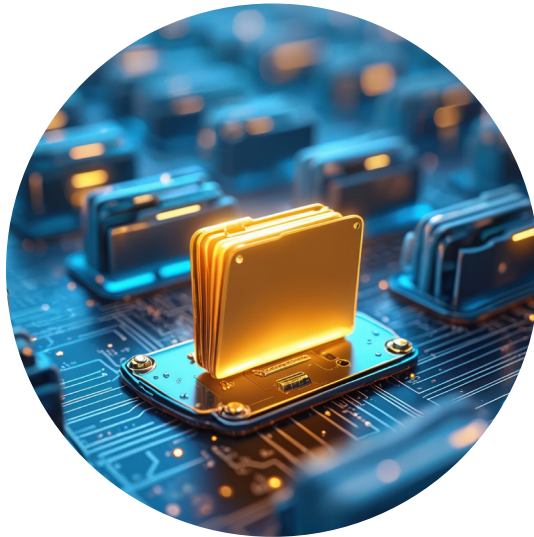
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AGENTIC AI

Agentic AI represents a new frontier in legal technology – intelligent systems capable of planning, reasoning, and executing complex workflows autonomously.





UNLIKE TRADITIONAL AI tools that perform single, isolated tasks, agentic AI represents a fundamental shift: intelligent systems capable of planning, reasoning, and executing complete workflows autonomously.

Before this tech, lawyers finish a client meeting and spend the next several hours manually transcribing key points, searching through case files for similar precedents, conducting legal research and drafting an initial advice document. With agentic AI, that same process begins automatically the moment the meeting ends.

“Agentic AI is like having a smart human-like assistant that can think, reason, and work independently on multiple legal tasks, with a single click,” says Shamik Ghosh, co-founder of LegalScout, a platform designed to bring this technology to SME law firms.

“This helps legal practitioners by automatically handling tedious tasks like researching cases, reviewing vast numbers of documents, and drafting contracts. This reduces non-productive time so

they can spend more time on building relationships with clients, providing legal expertise and building on their legal curiosities on judgements and advice.”

The evolution and the challenge

Agentic AI has rapidly evolved from experimental tools in early 2024 to production-ready systems today, with industry analysts predicting 2026 to be “the year of the agents” as mainstream adoption accelerates. But despite growing investment in this space, one critical barrier remains: trust.

“Whether humans can trust an AI agent to complete tasks accurately and without hallucinations will determine adoption rates,” Ghosh says.

“Trust in agentic AI will grow through experience and adherence to guardrails and safe-use policies determined by Australian legal practices. By starting with human-in-the-loop oversight, legal teams can ensure these agentic AI systems adhere to strict confidentiality protocols.”

This is where platforms like LegalScout differentiate themselves. Designed specifically for SME law

firms, LegalScout is locally hosted and integrates with autonomous systems to execute complex legal workflows – document drafting, deposition analysis, compliance checks, and contract negotiation – with built-in safeguards for accuracy and control.

The platform features:

- Embedded governance frameworks.
- Local data sovereignty ensuring Australian data stays in Australia.
- Pre-configured human oversight checkpoints at critical decision points.
- Automated audit trails for compliance and accountability.
- Client confidentiality protections down to practice area, user, and document levels.

These safeguards address the trust gap that could otherwise slow adoption, ensuring firms can leverage agentic AI without compromising on security or compliance.



**AGENTIC AI IS LIKE HAVING
A SMART HUMAN-LIKE
ASSISTANT THAT CAN
THINK, REASON, AND WORK
INDEPENDENTLY ON MULTIPLE
LEGAL TASKS, WITH A
SINGLE CLICK.**

Shamik Ghosh
Co-founder, LegalScout



Beyond single-task AI: How agentic systems actually work

The distinction between traditional AI and agentic AI isn't merely technical – it's transformational. Traditional AI handles one task at a time and can't retain context between steps. Agentic AI autonomously completes entire multi-step legal processes, working in sequence or in parallel across different systems.

Take a client intake scenario: a practitioner outlines a client's problem in a Zoom call, identifies relevant data sources, researches precedents, and ultimately creates advice or prepares a matter.

"Much of this today is single-task oriented. For example, Zoom does AI summaries, but a human has to manually feed this into the document management system, followed by another step to check for similar prior cases or do legal research, and so on until the final draft is created," Ghosh says.

"But with agentic AI, a Zoom call would be the start of the human-led process from where an agent can take over, do the summary, run it against all the previous precedents, research externally for similar

cases, and create a first draft of what the advice should be – all without human input."

A human supervisor can enforce specific guardrails in agentic workflows, but the agent itself selects the right tool at each step of the process. This represents a fundamental shift in how legal work flows through a firm.

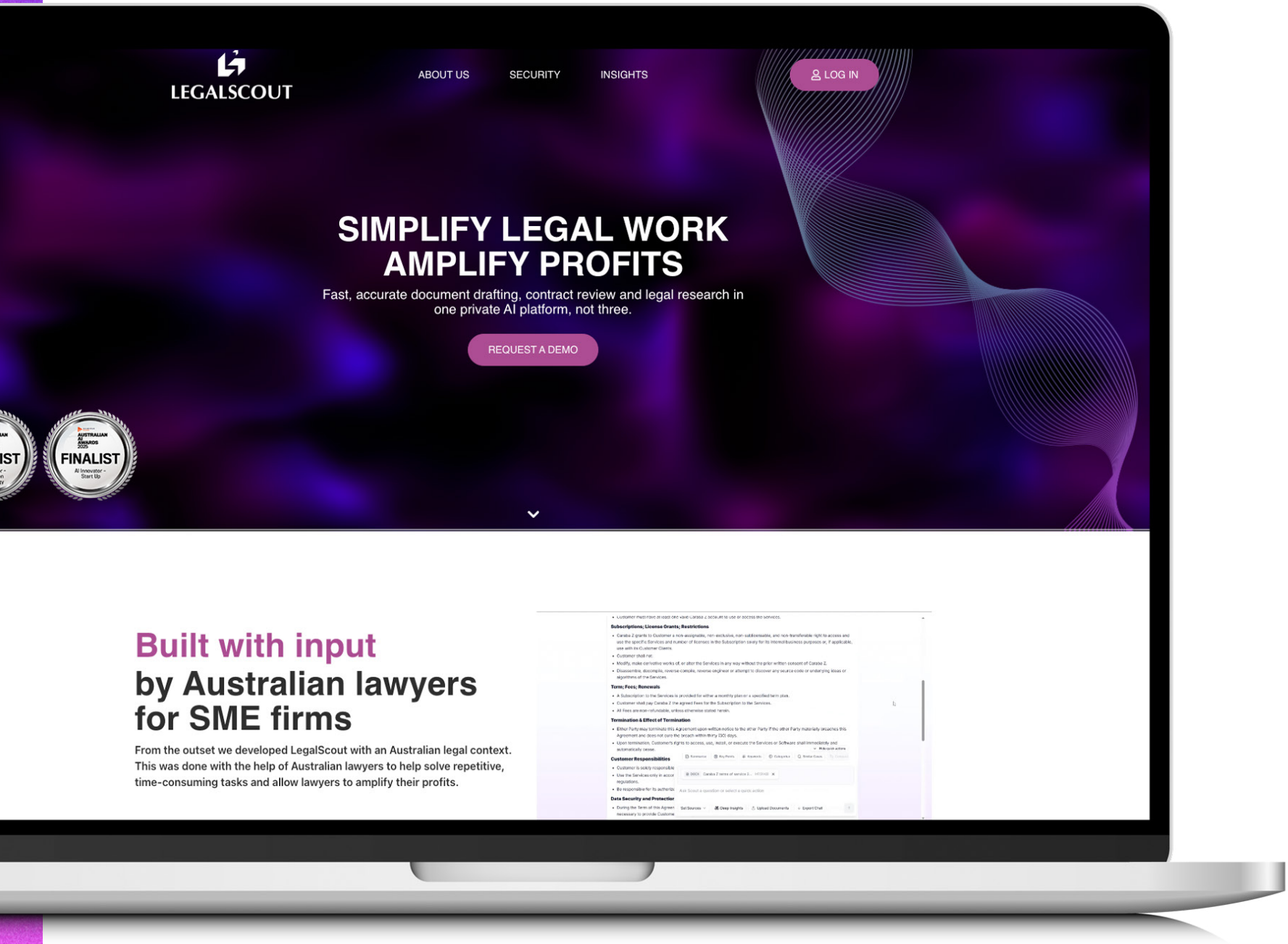
The industry transformation: AI as a catalyst for growth

By enabling firms to operate with fewer manual interventions and greater operational efficiency, agentic AI will transform not only how legal work is performed but also how law firms structure teams, price services, innovate, and drive profits.

The pricing model revolution may be the most immediate impact. As AI handles more routine work, firms will likely shift away from billable pricing models and towards flat fees and subscription-based services. When a three-hour research process becomes a 20-minute AI-assisted review, clients will expect costs to reflect this efficiency gain.



i To explore how LegalScout is helping Australian law firms navigate this transformation with secure, locally hosted agentic AI, click [here](#).



“As AI makes work faster and more predictable, clients will expect lower costs or at least better service for the same price, with human lawyers focusing more on complex judgement calls,” Ghosh says.

“Australian firms are racing to build AI into their core systems rather than treating it as a side tool. Industry research suggests that by 2030, AI could automate significant portions of current legal work hours.”

This shift forces legal firms to demonstrate value through outcomes to boost revenue rather than time spent, fundamentally challenging the traditional law firm economic model.

Rethinking talent and organisational structure

The organisational implications may be even more profound. Tech-savvy lawyers who can blend legal expertise with AI skills will be increasingly sought after, especially as in-house teams build their own advanced AI capabilities and partner directly with tech providers instead of outsourcing work.

This puts pressure on traditional firms to either embrace technology as a core competency or risk losing relevance as clients turn to faster, AI-powered alternatives.

“The organisational structure may start to look like a diamond shape instead of a pyramid,” Ghosh says.

“Strong leaders at the top, a broad middle layer of AI-augmented lawyers, and specialists who supervise one or many agents. Instead of junior associates doing document review, you have senior associates supervising AI agents that handle multiple matters simultaneously.”

Over the next few years, agentic AI will likely drive large-scale organisational transformation within law firms – an evolution Ghosh describes as potentially “one of the biggest of our generation in professional services”.

“As the legal industry starts realising tangible benefits from their implementations, it will lead to an entire operating model shift for firms. The question isn’t whether this transformation will happen, but whether firms will lead it or be disrupted by it,” he says.

“The future of legal practice is already taking shape. The only question is how quickly the profession will embrace it.” ●



AI PARALEGAL

Moving into 2026, a new kind of legal professional is emerging – one powered not by human effort, but by AI.





AI PARALEGALS represent one of the most transformative advancements in modern legal practice, reshaping how lawyers, clients, and firms operate day to day. An AI paralegal takes on many of the manual, yet essential, tasks that once consumed hours, from sorting through documents to completing complex forms on a lawyer's behalf.

Beyond speed and accuracy, what truly sets AI paralegals apart is their ability to integrate seamlessly into firm workflows and billing systems. Within platforms like [LEAP Legal Software](#), these tools not only perform legal work but also manage administrative processes, defining fixed fees, and ensuring transparent client billing.

Practice management solution LEAP has AI-powered features included in every subscription, with tools purpose-built to meet the needs of lawyers. LEAP also features proprietary AI technology designed specifically to support daily legal practice – and its trusted AI legal research assistant, LawY, generates matter-specific instant AI answers

to legal questions from a legal knowledge base, before answers are verified by qualified Australian lawyers.

LEAP's AI Paralegal, a sophisticated legal assistant powered by AI, is also included at no additional cost. This tool can help firms with anything from sorting through disclosure documents to filling out complicated documents like an application for consent orders.

Firms can charge their clients a fixed fee for any work the AI Paralegal completes, and according to LEAP CEO and founder Christian Beck, the best part of the tool is that 70 per cent of that fixed fee goes straight to the firm.

“The AI Paralegal works extremely fast, and that work can be charged to the client as a fixed fee. The Paralegal helps with administrative billing tasks, as it instantly updates the firm's cost agreement to define the fixed-fee scope and bills accurately to that fixed fee, ensuring the client has full transparency on the pricing model,” he says.

“In essence, an AI paralegal acts as a highly efficient digital copilot that enhances the

productivity and strategic capacity of a legal team.”

Customisation and collaboration

As AI paralegals become more deeply embedded within legal workflows and this tech continues to evolve, there remains significant potential in customising the tool for different practice areas, as well as improving collaboration within firms.

AI paralegals can not only perform tasks lawyers typically don't like doing but can also be tailored to specific areas of law, with Beck currently seeing AI paralegals being used increasingly in family law.

“AI paralegals are in the early stages, with most of the usage and customisation at LEAP currently in family law, with additional areas of law in development. By being trained on specialised areas of law, AI paralegals' functions will eventually be finely tuned to the specific terminology, unique workflows, and document types of specific practice areas,” he adds.

“Specialised AI paralegals move from simply saving time to providing higher-quality work that brings better client outcomes and firm profitability.”



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COPILOT THAT ENHANCES
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STRATEGIC CAPACITY OF A
LEGAL TEAM.**

Christian Beck
CEO and founder, LEAP



This tech also significantly enhances collaboration within firms, particularly in terms of client intake and document collection.

AI paralegals can unify case data and communication within a single, secure platform – and by integrating the AI Paralegal function into its platform, LEAP ensures that legal professionals and clients can share instant and consistent knowledge on any given legal matter, regardless of location.

“AI paralegals automate and streamline client onboarding and document review, giving back valuable time for lawyers to spend on their relationships with clients. The AI Paralegal can also be used to chat with the client on their mobile to collect documents needed for balance sheet and disclosure to the other side.

“Tools like LEAP integrate these AI functions into core practice management, effectively acting as the intelligent digital platform that connects lawyers, paralegals, and clients, ensuring all stakeholders share consistent, up-to-date information.”





Ongoing evolution of AI paralegal tools

While early adoption has been strongest in family law, AI paralegals will soon evolve across multiple practice areas – enabling them to move beyond simple automation towards genuine augmentation, improving accuracy, client outcomes, and firm performance.

As this tech matures, its implications stretch far beyond productivity. AI paralegals are addressing critical industry challenges, from the shortage of skilled human paralegals to the burnout plaguing many legal practitioners.

“I believe AI paralegals will help lawyers provide much better value for money to clients by freeing lawyers from doing mundane tasks. An AI paralegal has many of the same benefits a good human paralegal has, but allows the lawyer to charge a higher hourly rate for their time while still providing better value for money, because the mundane work is done at a much lower rate,” Beck says.

“Junior lawyers also then have a faster rate of learning because they do more substantive work and less of the mundane. There has also been a huge shortage of human paralegals, as it has

become a much less common career path than it was in past generations. AI paralegals will lessen the shortage, but the human paralegals are likely to still be in high demand.”

Tools like these are also expanding access to justice by lowering costs, improving turnaround times, and giving firms the capacity to serve more clients effectively.

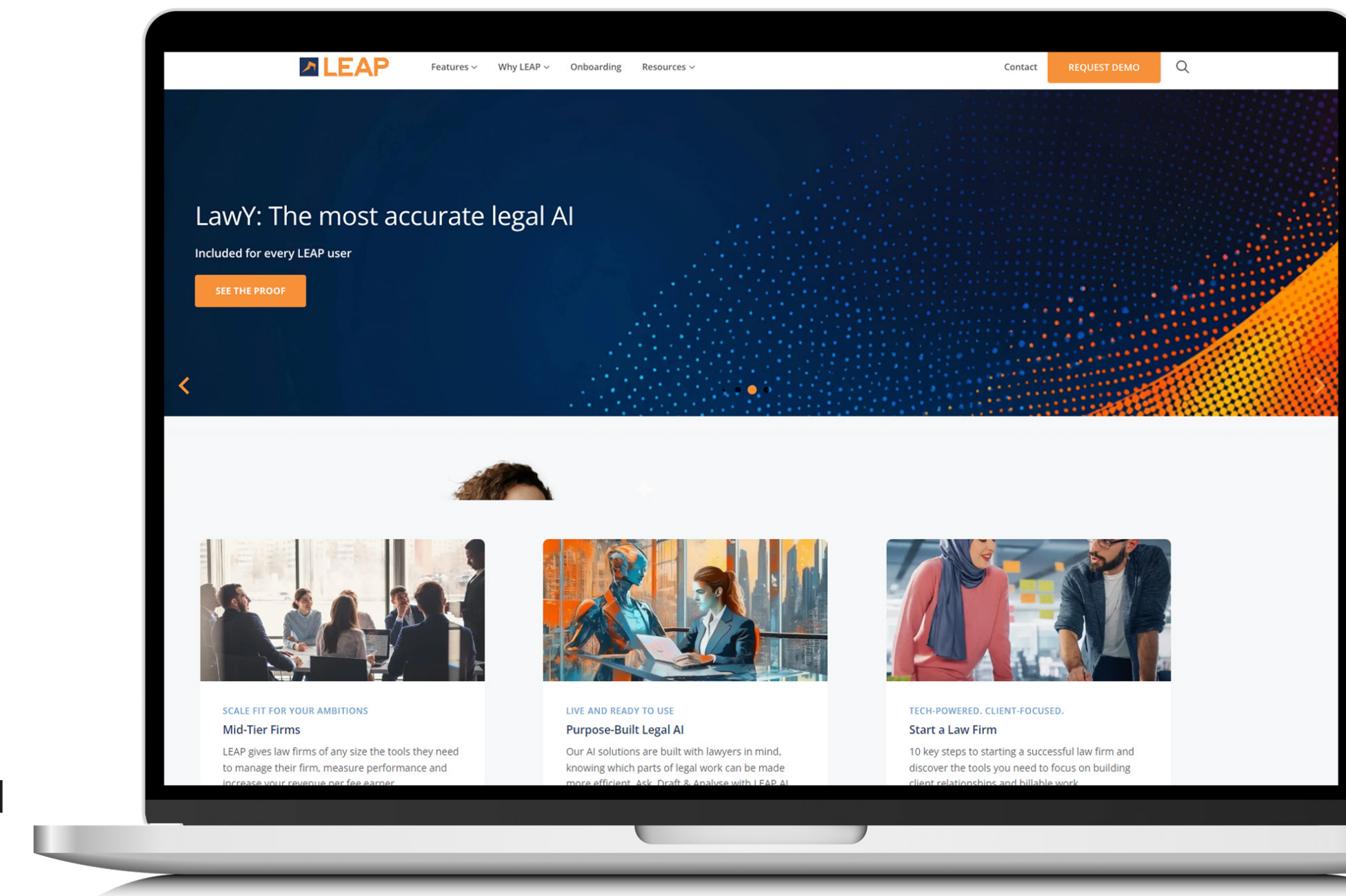
“In family law, a large proportion of people who need legal help cannot find or afford a family lawyer. The biggest problem law firms report in family law is burnout of their staff and an inability to recruit enough people to do the work,” Beck says.

“AI paralegals can improve access to justice, value for money, and improve capacity, which reduces these core problems.”

By shouldering the administrative load, AI paralegals enable lawyers and human paralegals alike to dedicate more time to strategy, advocacy, and client care, helping the delivery of legal services to be faster, fairer, and more accessible than ever before.” ●



To learn more about LEAP Legal Software, click [here](#).



netdocuments®

DOCUMENT AUTOMATION

Document automation has entered a new era; one defined not by static templates, but by embedded intelligence, versioned workflows, and seamless collaboration.





AS LAW firms move deeper into digital transformation, the traditional boundaries between drafting, reviewing, managing, and storing documents have dissolved.

Document automation has evolved – and now draws on firm precedents, playbooks, and metadata to propose clauses, recommend edits, and create drafts that reflect a firm’s unique knowledge base.

Modern providers like [NetDocuments](#) – an intelligent document and email management platform purpose-built for the profession – now unify automation, version control, AI, governance, and real-time collaboration into a single, seamless workflow, driving an evolution of document management.

Built to address the specific concerns of law firms and legal departments, NetDocuments combines AI and automation into a single solution – and NetDocuments senior product marketing manager Patric Thomas says that “document automation has grown up” as the legal tech market continues to mature.

“No longer simply about filling in a predefined template, firms using NetDocuments now benefit from intelligent drafting – where NetDocuments draws from precedent, firm playbooks, and metadata to craft documents, propose edits, and suggest clause alternatives. Rather than taking your content to AI, we are bringing AI to your content,” he says.

“In parallel, built-in version control ensures every change remains securely tracked in the DMS, preserving audit trails and enabling rollback when needed. Real-time collaboration is now a given: thanks to deep integrations with Microsoft 365, users can co-author directly in Word, Excel, or PowerPoint and have the content persist in NetDocuments under governance.”

Firms are now demanding ready-to-use generative AI apps, which NetDocuments delivers through [ndMAX Studio](#): the go-to hub for AI and automation for legal work, with AI apps for multiple legal use cases, educational videos, and demos to help people get the most out of AI.



**FOR VITAL MATTERS,
LAWYERS CAN CONFIDENTLY
RELY ON A SINGLE SOURCE OF
TRUTH, WITH AUTOMATIONS
LIGHTENING THE LOAD AND
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ON THE STRATEGY, NOT THE
GRUNT WORK.**

Patric Thomas
Senior product marketing manager,
[NetDocuments](#)



netdocuments®

Practitioners are also looking for automation engines that clean up files, extract metadata, and trigger workflows behind the scenes (and without user intervention) – and particularly for firms handling complex or high-value matters, Thomas says that “speed cannot come at the expense of accuracy”.

Firms strike this balance by automating repetitive, low-risk tasks, such as clause insertion and metadata capture, while human lawyers focus on judgement-intensive work.

“ndMAX AI Apps enable firms to build firm-specific logic, workflows and templates that reflect their ‘secret sauce’. At the same time, NetDocuments AI-powered Assistant draws from the firm’s own document corpus, reducing error-prone drafting, and delivering results backed by precedent rather than generic models,” Thomas says.

“Version history and audit trails ensure that every iteration is tracked, and real-time collaboration means edits are captured as they happen. For vital matters, lawyers can confidently rely on a single source of truth, with automations lightening the load and human experts focusing on the strategy, not the grunt work.”

From rollout to reinvention: The future of connected legal tech

The evolution of document automation has been driven by rising demand for speed, consistency, and risk-aware efficiency – as firms must deliver high-quality work faster, without compromising on accuracy. As such, navigating implementation challenges is the first step towards realising the full potential of intelligent, interconnected document automation.

Common challenges for firms in implementing new document automation systems include:

- User resistance and reluctance to change workflows.
- Fragmented data and processes.
- Security concerns.
- Scalability with pilots that don’t convert into enterprise-wide use.

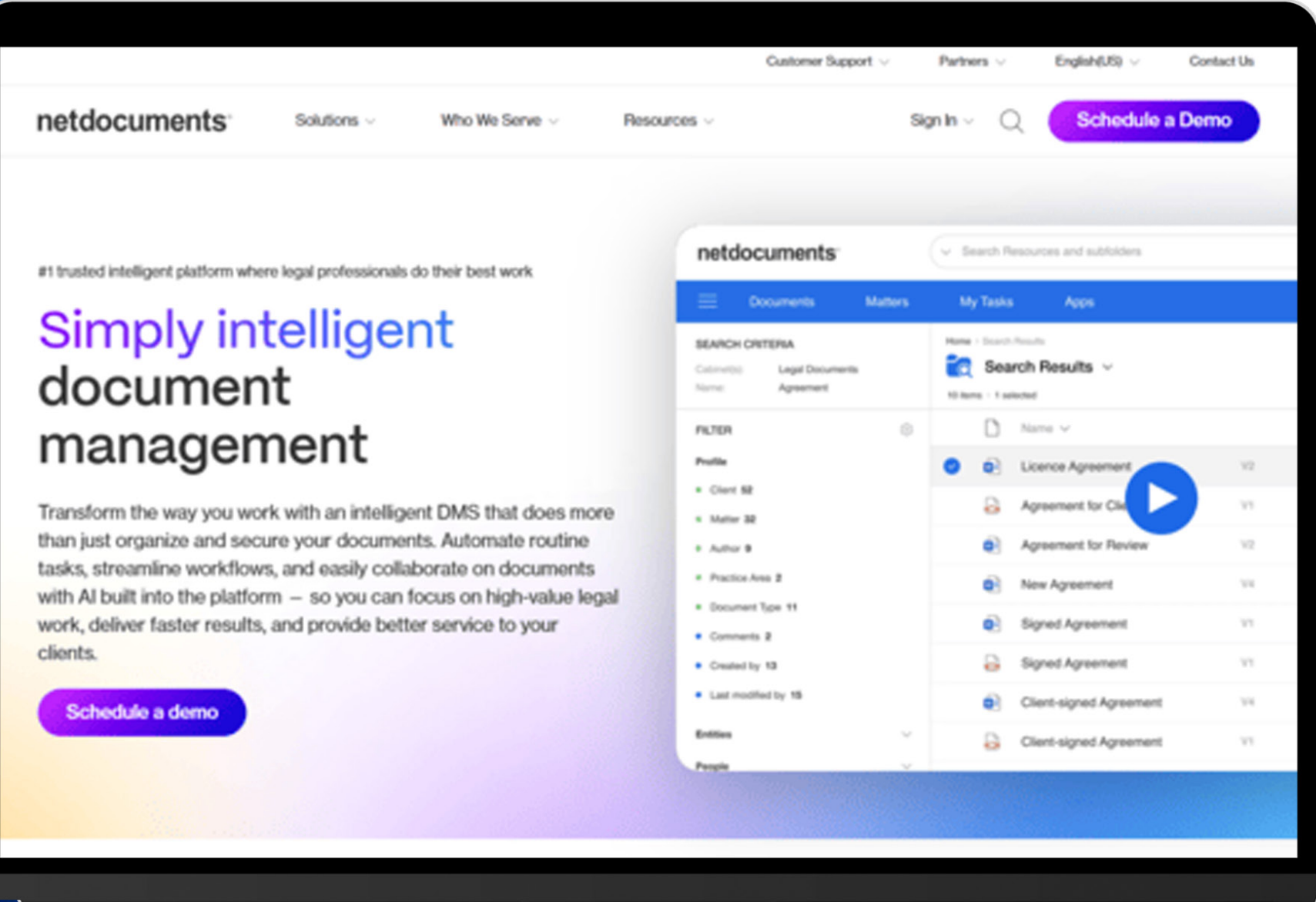
NetDocuments tackles these challenges head-on. Adoption is simplified through AI and automation tools built directly into the DMS, with Word and Outlook add-ins keeping users in familiar environments. Fragmentation is reduced via intelligent indexing and background apps that align metadata, documents, and workflows. Processes are smoother because everything happens in one system where people are already working.

Security is maintained as AI runs within the trusted DMS environment, ensuring compliance and protecting sensitive data. Scalability is supported through pre-built and customisable legal AI apps in ndMAX Studio across a wide variety of practice areas.

Moving into 2026, document automation will become “the connective tissue across legal technology ecosystems”, with generative AI, semantic search, and workflow automation increasingly intersecting with eDiscovery, knowledge management, and practice management.



To learn more about NetDocuments, [click here.](#)



With the emergence of agentic AI workflows running behind the scenes and consolidated legal tech ecosystems centred on a smart DMS, Thomas advised firms across the Asia-Pacific region to watch for preconfigured turnkey apps – or “document workflows as products” – which are built inside ndMAX and can be deployed across departments.

“We’ll see scenarios where: a matter is spun up in a practice management system; ndMAX automation drafts key documents; eDiscovery runs from the same indexed repository; and the results feed back into client dashboards. NetDocuments has already highlighted its vision of the DMS evolving into the legal organisation’s ‘AI backbone’,” he says.

“Another looming trend is platform consolidation: rather than many point solutions, legal tech stacks will centre on one intelligent DMS layer (like NetDocuments), complemented by modular AI and governance capabilities. For law firms in the Asia-Pacific region, the message is clear: the future isn’t about replacing your DMS, it’s about turning it into the automation engine powering end-to-end legal delivery.” ●



adio

eDISCOVERY

In 2026, eDiscovery will continue to evolve rapidly as technology influences how legal teams of all sizes manage, analyse, and interpret vast volumes of data in litigation.



adio



THE eDISCOVERY landscape is expanding to include new and complex data sources, from collaboration tools and messaging apps to mobile devices and generative AI (GenAI) content.

[Adio](#) is an Australia-based litigation support company that provides eDiscovery and trial solutions to legal teams, using technology to automate processes and streamline results.

Adio managing director Ben Kennedy says that when preparing for litigation, lawyers face numerous challenges where technology can assist.

“Many challenges arise when defensibly searching client systems and efficiently leveraging advanced eDiscovery technology to streamline the discovery process. Keeping up with rapid technology changes is a full-time job for specialists, not busy litigators,” he says.

“Powerful, intuitive eDiscovery platforms reduce friction and improve consistency. They have many advanced features used across large and small matters, such as deduplication, email threading, and machine learning.”

Adio partners with Everlaw, a cloud-native litigation platform, for eDiscovery, investigations, and trials. Everlaw is recognised as the leading eDiscovery tool in recent G2 Surveys and is well-suited to the Australian market.

eDiscovery platforms aren’t just useful for large matters – Adio saves legal teams of all sizes hours by efficiently performing routine document management tasks, like rendering files to PDF, applying Document IDs, generating lists, and applying sophisticated redaction techniques to documents, spreadsheets, and multimedia.

“Adio brings people, process, and technology together. We bridge the gap between the legal and technical requirements. Along with eDiscovery

consulting, we help lawyers negotiate document exchange protocols, develop search strategies, and provide expert analysis of document metadata, among other services,” Kennedy says.

“Our technical, flexible approach, paired with a leading eDiscovery platform, supports the legal team’s document management objectives and helps keep the work efficient and defensible.”

New data sources and GenAI are driving an evolution in eDiscovery

GenAI is transforming the eDiscovery space, enabling lawyers to quickly and accurately analyse complex datasets using large language models and advanced tools such as retrieval-augmented generation (RAG).

The integration of GenAI into litigation technology will continue through 2026 and beyond in three areas: data enrichment, information synthesis, and

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**POWERFUL, INTUITIVE
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REDUCE FRICTION AND
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LARGE AND SMALL MATTERS,
SUCH AS DEDUPLICATION,
EMAIL THREADING, AND
MACHINE LEARNING.**

Ben Kennedy

Managing director, Adio



enhanced search – tasks that Kennedy says GenAI is well-suited for.

“We see GenAI seeping into almost all aspects of document management,” he says.

“Data enrichment is using AI for tasks like improved text identification from scanned images and extracting descriptions of documents. Information synthesis can assess if documents respond to a discovery category and provide analysis.”

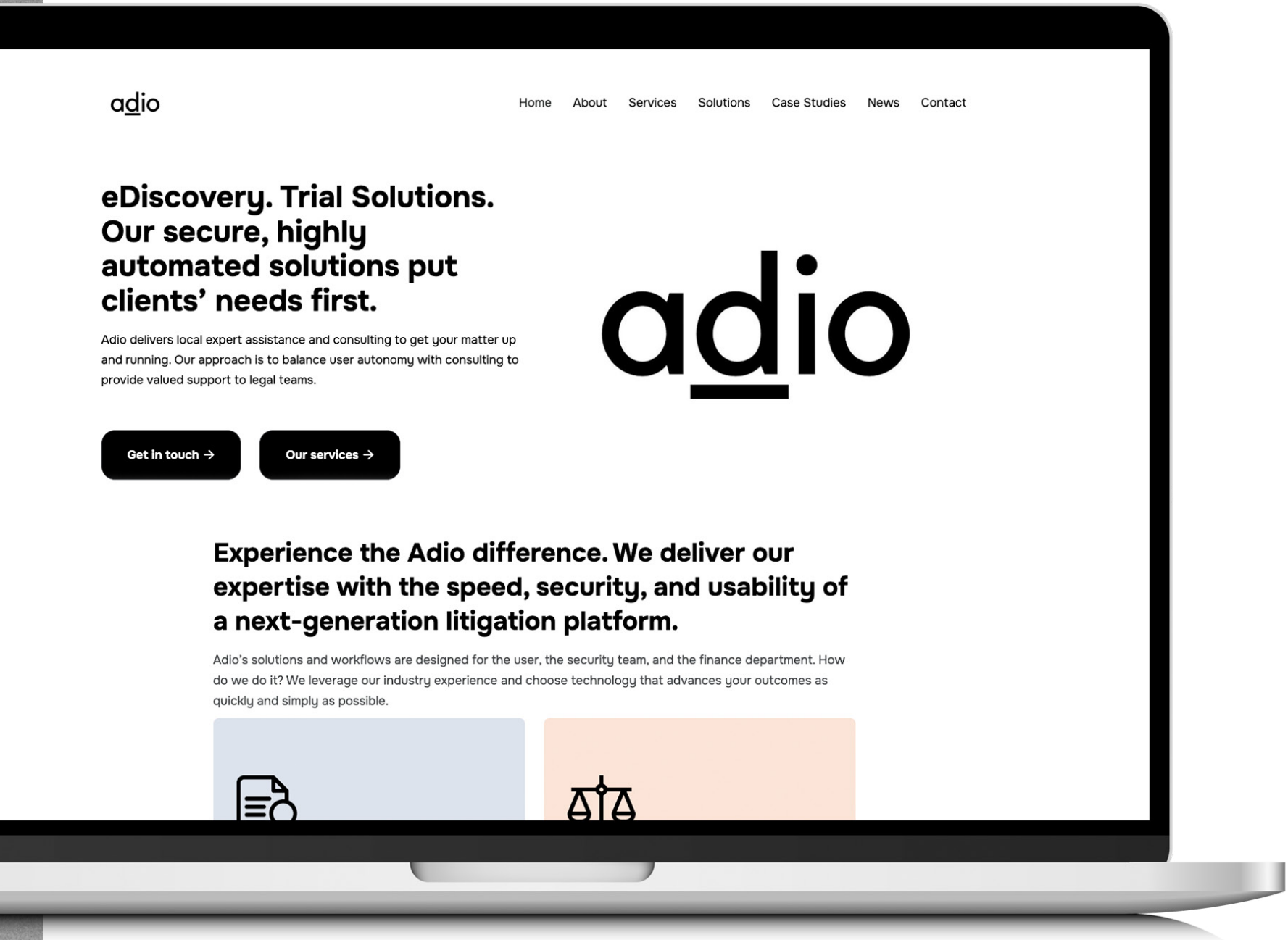
The next phase of GenAI will improve search using RAG and text embeddings, providing answers to questions derived from the data, with references to supporting documents.

“In our experience, RAG is enabling legal teams working with unfamiliar client data to ask specific questions and quickly receive back an analysis with supporting documents. An invaluable tool for analysing facts, preparing arguments, and assessing contrarian viewpoints,” Kennedy says.





To learn more about Adio, click [here](#).



“With minimal technical expertise, RAG can quickly lift the fog from the facts within an unfamiliar dataset. Clarity on specific issues can inform a strategy, enable teams to allocate their time and effort more effectively, and even expedite a resolution, whether through a settlement or otherwise.

“With so much new technology being introduced to eDiscovery, an intuitive platform will help with adoption. Seamless yet explicit integration of GenAI into existing workflows will deliver the most productivity gains.”

According to Kennedy, mobile phone evidence will increase in 2026, with targeted, remote mobile phone collections becoming routine in more matters.

“Mobile phones capture the casual conversations that rarely appear in business email, Teams, or Slack. These conversations can be discoverable. Today, advanced phone solutions like ModeOne can remotely connect and extract only what’s needed, i.e., they can collect specific messages within

date ranges and between the phone numbers of interest,” he says.

“This overcomes concerns of reasonable accessibility as well as practical challenges of bring-your-own-device corporate policies.”

Looking ahead, emerging technology will continue to impact the eDiscovery space. Kennedy emphasises that “an appropriate level of governance is of paramount importance”.

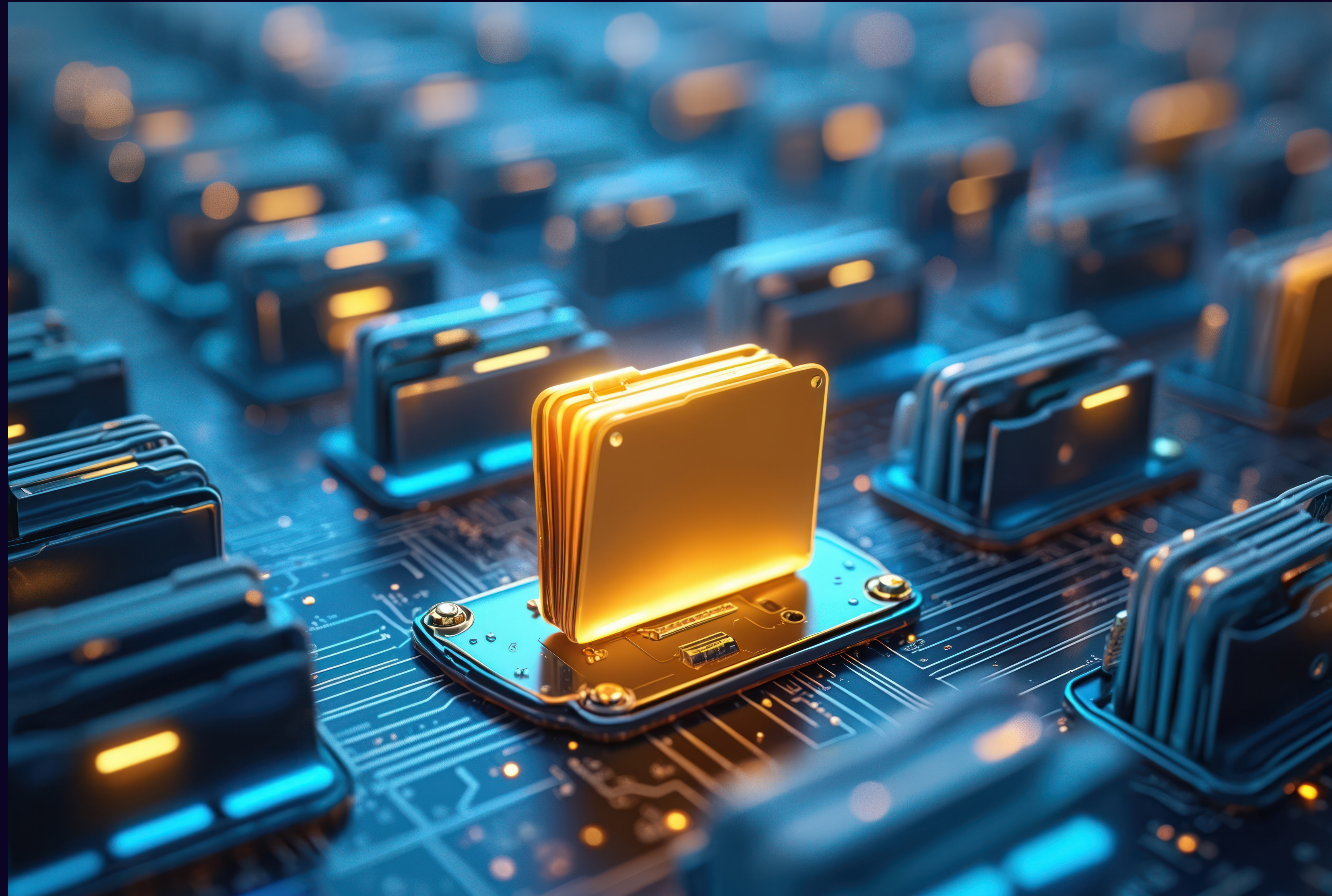
“We invest a considerable amount of time and resources to ensure client data is secure, kept confidential, and not used for any other purpose,” he says.

“At Adio, we focus on two things: selecting technology partners that deliver a secure and intuitive eDiscovery experience and ensuring that our people deliver value to our clients through their knowledge and experience.” ●



FACT MANAGEMENT

For decades, legal work has revolved around documents: who holds them, how they're disclosed, and how they're reviewed. But documents are merely vessels for what really matters: facts – and fact management systems can now help lawyers review facts smarter than ever before.





IN 2026, with AI now capable of extracting, linking, and indexing information at a granular level, document review within the profession is now evolving into fact review – where lawyers can analyse structured information across thousands of pages without ever needing to flip through them in order.

Tools like Mary Technology’s [Fact Management System \(FMS\)](#) now automatically extract key details from documents and link every fact back to its source, helping lawyers shift from data collection to strategy seamlessly.

The system lets legal teams quickly extract, organise, and analyse facts from large document sets, delivering a clearer, more accurate view of a matter with far less manual work.

Having an FMS in place can help firms address what Mary Technology has dubbed “fact chaos” – an issue co-founder Daniel Lord-Doyle said is “only getting worse” in the profession.

“When lawyers receive new matters, they receive hundreds and thousands of client documents, emails, PDFs, spreadsheets – all unstructured, messy, with no clear order. It’s what most lawyers dread. Endless bundles, splitting files, extracting facts, and building timelines, just trying to make sense of the chaos,” he says.

“Now think about the feeling of doing all that while managing 80 other cases. This leads to low job satisfaction, burnout, and, at times, increasing the risk of human error by skipping crucial steps in the workflow simply because there’s simply not enough time.”

While historically, lawyers have spent much of their time reading, extracting, summarising, and comparing information from documents, FMS platforms are changing things up; Mary extracts and organises underlying facts automatically, allowing lawyers to start from structured truth, not piles of paper.

Lawyers have long relied on memory, intuition, and fragmented systems to piece matters together. An FMS replaces this with a shared, traceable, and verifiable knowledge base that consolidates

every fact, document, and connection in one place. By automating tasks like review, tagging, and chronology building, an FMS not only boosts accuracy and collaboration but also shifts legal work from reactive to proactive, using AI to detect risks, highlight contradictions, and suggest next steps.

“Every lawyer knows the feeling of staring at a mountain of documents. Pages blur, key dates hide in the margins, and every new email chain might be either the third duplicate of the hour or the one that changes everything. For decades, this has been the foundation of legal work; the careful, human act of reading,” Lord-Doyle says.

“But that centre of gravity is shifting. Documents are only containers. What actually matters to a lawyer, and what every piece of advice and judgment turns on, are the facts inside them. Artificial intelligence has made that distinction unavoidable. Today, systems can extract and organise facts across a matter faster and more accurately than any human could.”

As these platforms evolve, they will challenge the billable-hour model and push the profession to value judgement, insight, and outcomes over time



spent. Additionally, as emerging AI technology, such as artificial general intelligence (AGI) and autonomous reasoning models, including agentic AI, continue to mature, FMS platforms will also evolve into “reasoning partners capable of testing hypotheses, drafting timelines, and generating scenario analyses”, according to Lord-Doyle.

The evolution of FMS

With the average number of evidential documents per case growing by up to 30 per cent each year, legal teams are spending more time on chronology and document review than ever before, leaving less room for practitioners to critically think about cases.

As client expectations shift and cost pressures and competition intensify, more firms will move away from merely managing documents, and more towards fact management – with Lord-Doyle predicting that an FMS will move from being a “nice-to-have” for firms to a “must-have” piece of technology.

“Mary helps legal professionals turn fact chaos into complete case clarity, regardless of the time frame or number of cases lawyers are working with. Once

facts can be separated and searched independently of their source documents, starting at page one doesn’t actually make sense. Judgement becomes the organising principle of legal work,” he adds.

“We’ll process the thousands of documents, split and organise them. We’ll surface the key facts and timelines. We’ll identify the inconsistencies, gaps and other insights. All of this, so lawyers can get straight to work, building arguments much faster.”

In a fact management system, lawyers can enter into a matter knowing who’s involved and what the key issues and dates are before even opening a file. Reviewing the facts then becomes more deliberate and structured, driven by key insights and resulting in case decisions being made faster.

This impact runs deeper than efficiency: where thoroughness once meant reading everything line by line, skill is now defined by how precisely a lawyer can interrogate what modern systems reveal. And with 78 per cent of people globally unable to access the legal help they need, ending fact chaos is more than a workflow upgrade; it’s a step towards justice. By transforming how facts are managed and empowering lawyers to build cases faster and with



TRUST IS NOW BECOMING THE FOUNDATION OF MODERN LEGAL PRACTICE. LAWYERS MUST KNOW WHAT A FACT SAYS, WHERE IT CAME FROM, AND HOW FAITHFULLY IT REFLECTS THE UNDERLYING EVIDENCE. IN A WORLD WHERE A SINGLE INACCURACY CAN COMPROMISE A CASE, PROVENANCE BECOMES NON-NEGOTIABLE.

Daniel Lord-Doyle
Co-founder, Mary Technology



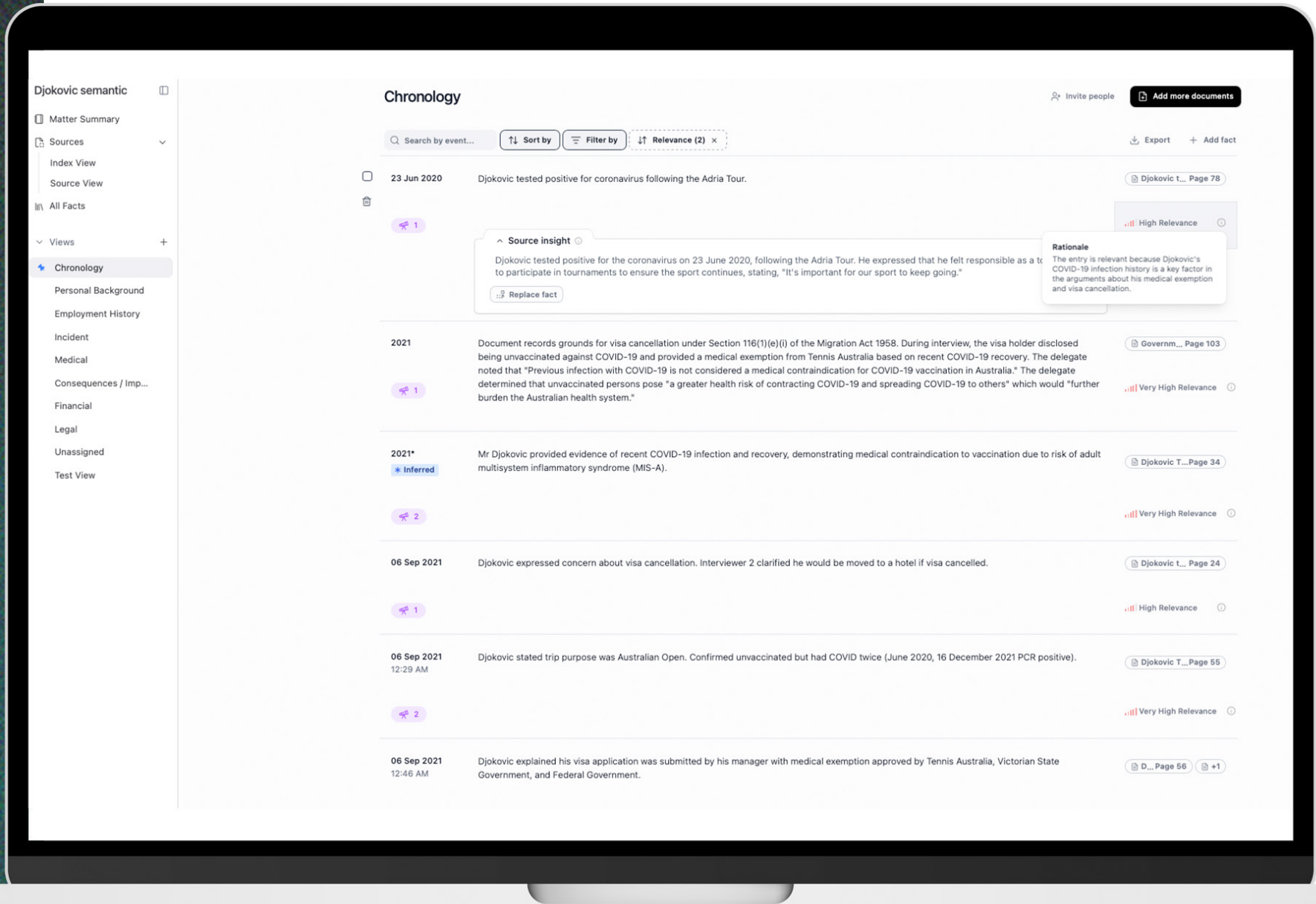


greater confidence, these tools help remove silent barriers to justice.

“Trust is now becoming the foundation of modern legal practice. Lawyers must know what a fact says, where it came from, and how faithfully it reflects



To learn more about Mary Technology, click [here](#).



the underlying evidence. In a world where a single inaccuracy can compromise a case, provenance becomes non-negotiable,” Lord-Doyle says.

“This changes the economics of legal work. When relevant material surfaces automatically, time shifts from searching to reasoning. The value of legal work moves from labour to insight. Clients will expect transparency about how facts are gathered and verified, and firms that embrace this accountability will lead the market.”

At its core, this shift restores judgement to the centre of legal work. With technology capable of handling the discovery of facts, lawyers can focus on analysis, advocacy, and strategy moving forward, according to Lord-Doyle.

“Fact Management Systems enable that confidence. By bringing facts, their sources, and relationships into one structured environment, lawyers gain a clearer field of reasoning, and smaller firms can compete with the same confidence as larger ones,” he says.

“The law began as a search for facts. Technology is making it one again.” ●





GENERATIVE AI

As generative AI has evolved from experimentation to being a part of everyday practice, the profession is now at the threshold of a new era, where technology doesn't just support legal work but redefines its potential and value.





MOVING INTO 2026, lawyers are using generative AI (GenAI) to automate the most time-consuming aspects of document review, due diligence, and research – and this tech is freeing legal professionals to focus on higher-value strategy and client engagement, delivering faster, more accurate results in the process.

But rather than replacing legal expertise, tech solutions like [RelativityOne](#) are amplifying it.

Legal tech provider [Relativity](#) makes software to help users organise data, discover the truth, and act on it. Its software-as-a-service (SaaS) product, RelativityOne, manages large volumes of data and quickly identifies key issues during litigation and internal investigations. Additionally, [Relativity aiR](#) is the provider's flagship generative AI product with three solutions – aiR for Review, aiR for Privilege, and aiR for Case Strategy – designed to identify and extract relevant content from document collections.

How GenAI is transforming legal practice beyond automation

Chris Haley, vice president of practice empowerment aiR at Relativity, explains that as GenAI has continued to be more widely used in the profession, this tech is completely reshaping the lawyer-client relationship – with clients increasingly expecting practitioners to leverage advanced technology as a fundamental component of service delivery.

“As the volume and complexity of legal data continue to grow exponentially, generative AI has transitioned from an optional competitive advantage to an operational requirement. It is essential for success,” he says.

“Rather than replacing the lawyer's legal expertise, generative AI enables them to redirect their focus towards higher-value strategic work while deepening client partnerships. By collaboratively integrating generative AI into case strategy and matter management, and by guiding clients in the secure and responsible adoption of these tools within their own organisations, law firms can establish themselves as both technical innovators and trusted advisers.”



EXPERIENCE GENAI AT RELATIVITY FEST SYDNEY

To see how these generative AI innovations are shaping the industry, join Relativity on 21 April for the second annual [Relativity Fest Sydney](#)! Connect with legal and tech professionals from APAC for a full day of insights, networking, and innovation. Discover how Relativity aiR is transforming investigations, explore generative AI best practices, and tackle legal data challenges with industry leaders.

Learn more and register for free [here](#).



By leveraging GenAI, firms can also position themselves as modern, innovative and industry-leading, ultimately delivering superior outcomes and more efficient resolutions for clients.

New use cases and key safeguards

As GenAI becomes deeply embedded in legal workflows, new applications are emerging across practice areas. However, with this innovation comes the need for strong safeguards to ensure accuracy, transparency, and ethical use of the tech.

A key example is document review, which has historically been the most time-consuming, expensive component of any legal matter.

“Generative AI is proving to be the optimal solution for this challenge, as evidenced by the demonstrated accuracy, speed, and rapid market adoption of solutions like Relativity aiR for Review,” Haley says.

“To date, our customers have leveraged Relativity aiR solutions to review tens of millions of documents, making over 100 million individual review decisions. The productivity gains are substantial: legal teams can now analyse up to 3 million documents daily

with enhanced accuracy, discover more relevant information, and maintain complete transparency through detailed citations to source material – all while significantly reducing operational costs.”

This tech is also extremely versatile; Relativity aiR products are now used across a number of practice areas and matter types, including complex litigation disputes, corporate investigations, data subject access requests (DSARs), public information requests (i.e. *Freedom of Information Act*), and regulatory compliance matters.

And especially as legal challenges continue to change and evolve, GenAI products are also likely to be increasingly applied across transactional work, due diligence processes, and strategic legal analysis.

However, as this technology is used across a greater number of practice areas and legal cases, law firms need to take key steps to ensure GenAI outputs are both ethical and accurate, with hallucinations still being an area of concern for many.

“Generative AI should be treated with the same oversight and accountability standards applied to junior team members; senior lawyers remain fully



GENERATIVE AI SHOULD BE TREATED WITH THE SAME OVERSIGHT AND ACCOUNTABILITY STANDARDS APPLIED TO JUNIOR TEAM MEMBERS; SENIOR LAWYERS REMAIN FULLY RESPONSIBLE FOR ‘CHECKING THE WORK’, VALIDATING AND AUTHORISING OUTPUTS BEFORE RELYING ON IT.

Chris Haley
Vice president,
practice empowerment aiR, Relativity



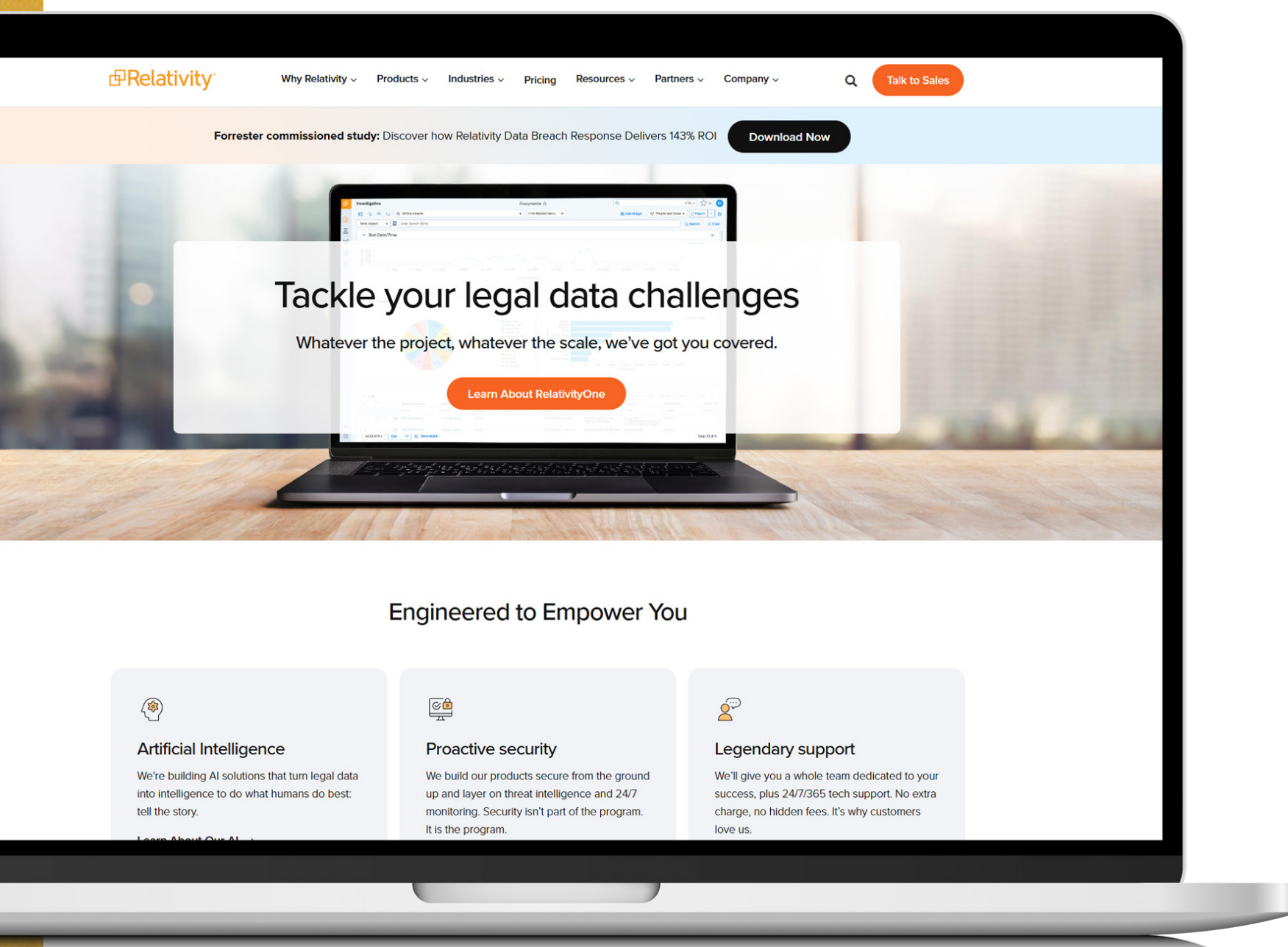


responsible for ‘checking the work’, validating and authorising outputs before relying on it,” Haley says.

Transparency, human-in-the-loop validation, and rigorous grounding are built into the workflows of Relativity’s product ecosystem. Within aiR for



To learn more about Relativity, click [here](#).



Review, each relevance determination includes a clear rationale for the decision, considerations (counterarguments), and exact source citations, empowering lawyers to verify results and trust AI-assisted decisions.

The tool also features proprietary safeguards to ensure that citations and supporting evidence are grounded in actual document content, to detect potential hallucinations and prevent them from being used, according to Haley.

“This commitment to verifiable, transparent, and auditable AI outputs reflects Relativity’s core principle that technology should enhance, not compromise, the ethical practice of law,” he says.

Ongoing developments in GenAI

As GenAI evolves towards more autonomous, intelligent systems, its greatest impact will come from how it reshapes the value lawyers provide, shifting the focus from information processing to strategic insight, judgement, and client partnership.

In the coming years, [agentic AI](#) – autonomous agents capable of executing sophisticated

research, analysis, and synthesis tasks with minimal human intervention – will also fundamentally reshape legal service delivery and accessibility. These systems can process, contextualise, and synthesise complex information at scale, delivering actionable strategic insights in minutes.

This evolution, Haley adds, will empower lawyers to make faster, more-informed decisions while “simultaneously expanding access to justice by democratising high-quality legal analysis across organisations of all sizes”.

“By automating routine analytical tasks and surfacing critical insights more rapidly, agentic AI will allow legal professionals to address more complex problems, serve more clients, and ultimately increase the strategic value of legal counsel across industries,” he says.

“At Relativity, we are actively advancing these capabilities while maintaining our steadfast commitment to responsible, transparent, and ethically grounded AI innovation. The future of legal services will be defined not merely by technological capability, but by the wisdom with which these powerful tools are deployed in service of justice.” ●



IT MANAGED SERVICE PROVIDERS

The role of IT in legal practice has undergone a significant transformation, from a back-office function to a key strategic partner. And as firms accelerate their digital transformation and adopt increasingly interconnected technologies, the need for specialised IT managed services has never been greater.





TODAY'S LEGAL environment is defined by heightened regulatory expectations, escalating cyber threats, and rapidly advancing legal technology. Firms must navigate AI integration, cloud platforms, remote work models, legal analytics, and complex data governance obligations, all while safeguarding sensitive client information.

This is why IT managed service providers (MSPs) with legal expertise, such as Neo Technologies, have become indispensable. These providers offer proactive security frameworks, strategic technology planning, real-time AI-driven threat detection, compliance support, and regulatory reporting solutions.

Built exclusively for law firms, Neo Technologies offers end-to-end IT services, solutions, support and advisory – and founder David Bower says that this shift has been “profound”.

“Where once IT was a back-office function, it’s now a strategic pillar. Law firms are moving to proactive partnerships with managed service

providers who understand the legal ecosystem,” he says.

“Modern Law firms operate in a highly digital, compliance-driven, and client-sensitive environment. IT managed services have become indispensable.”

For law firms specifically, IT managed services are vital for:

- **Legal-specific expertise matters:** Generic IT support often falls short in understanding the unique compliance and operational needs of firms.
- **Technology modernisation and strategic planning:** The legal tech landscape is evolving rapidly, with increased adoption of AI, cloud computing, and legal analytics. Managed IT services help firms stay current by offering strategic planning, vendor management, scalable infrastructure, and transition between platforms while ensuring minimal disruption.
- **Cyber security and compliance:** Law firms are prime targets for cyber security attacks due to

the sensitive nature of client personal data and financial information they handle.

This is particularly prevalent in the current market – more than 35 per cent of law firms have experienced cyber breaches in the past year, with small firms most affected.

“Managed IT providers like Neo Technologies emphasise a ‘security-first’ approach aligning with standards set by ACSC and implement zero-trust frameworks, endpoint protection and proactive threat detection to safeguard firms from ransomware, phishing and data breaches,” Bower says.

Across the profession, tech-forward providers are now using AI and advanced security tools to address the sector’s unique risks. AI-driven threat detection now identifies phishing, ransomware activity, and suspicious access in real time, with firms adopting robust AI governance to ensure ethical, compliant use of tools supporting legal research, contract review, and client communication.



Neo Technologies has tailored its offering specifically for the legal profession:

- **AI integration and data hygiene** – Educates firms on the importance of clean data for AI reliability, emphasising feeding AI high-quality data to avoid errors and bias.
- **Cyber security specialisation** – Implementing multi-layered security frameworks tailored to legal workflows.
- **Cyber insurance support** – Neo collaborates with insurers to help firms secure cyber insurance, providing detailed insights into each firm's cyber security maturity and protocols.
- **Legal software transitions** – Supports the transition from legacy platforms and works collaboratively with the provider and client.
- **Continuous improvement and reporting** – Clients receive monthly executive reports detailing ticketing activity, asset and warranty management and satisfaction metrics.

Strengthening compliance and offering strategic guidance

Moving towards 2026, MSPs like Neo will be increasingly embedded within law firms as long-term strategic partners, orchestrating integrated legal tech ecosystems, guiding firms through AI adoption, and strengthening the foundations of client trust.

As a result of a more complex cyber threat landscape and reputations and data risks being high, new privacy laws and ethical standards demand robust compliance frameworks, and firms must demonstrate proactive protection of client data, with the right IT partnership being critical.

“As legal firms accelerate their digital transformation, IT managed services have emerged as a cornerstone for operational resilience, regulatory compliance, and client trust. The legal industry is undergoing rapid digital transformation, and client expectations for data protection are rising, and legal tech is becoming more interconnected,” Bower says.



AS LEGAL TECHNOLOGY BECOMES INCREASINGLY INTERCONNECTED AND CLIENT EXPECTATIONS FOR DATA PROTECTION CONTINUE TO RISE, PARTNERSHIPS BETWEEN LAW FIRMS AND IT MSPs ARE POISED TO EVOLVE FROM TRANSACTIONAL SUPPORT ARRANGEMENTS INTO DEEPLY STRATEGIC ALLIANCES.

David Bower
Founder, Neo Technologies

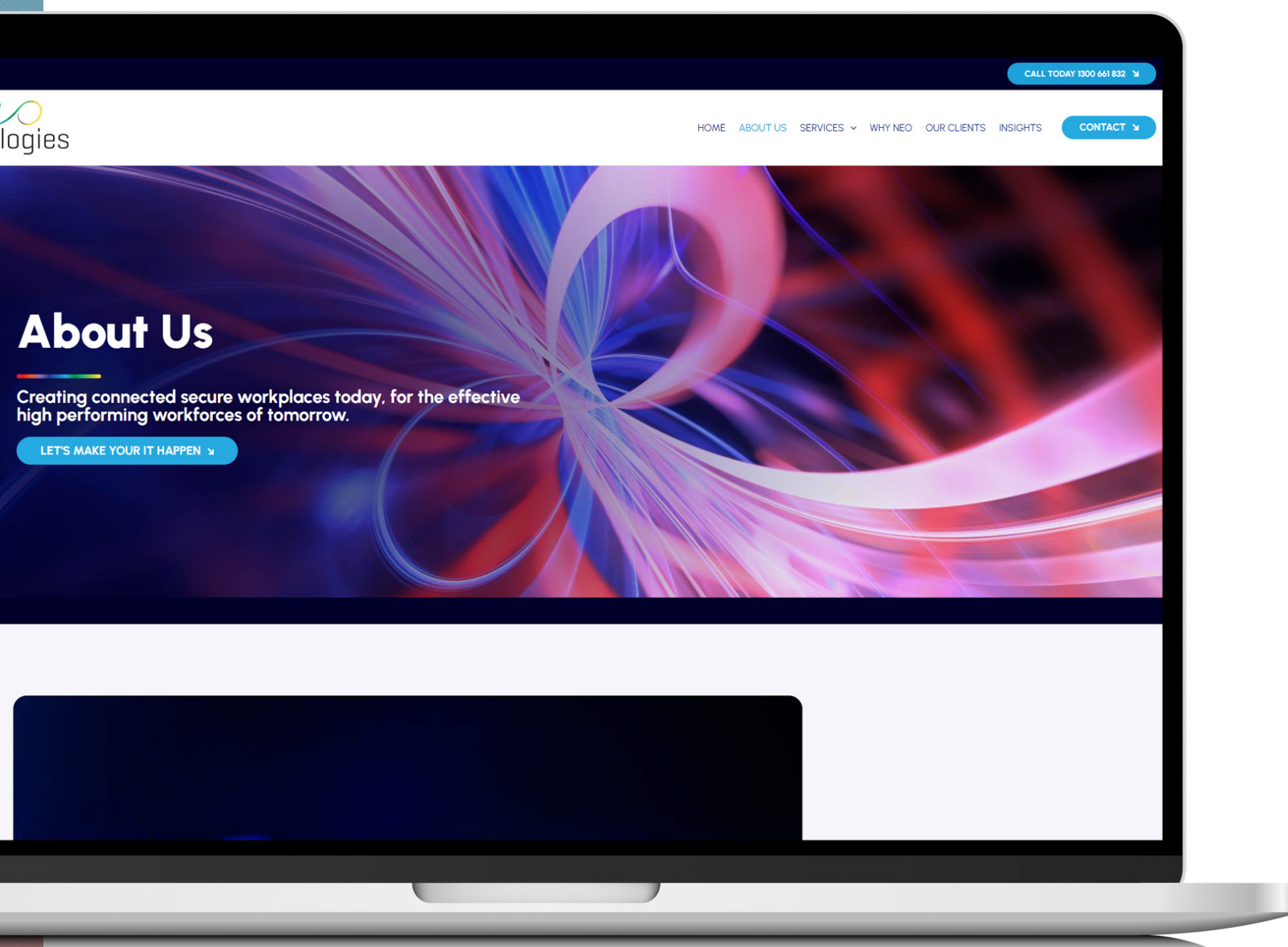




“As legal technology becomes increasingly interconnected and client expectations for data protection continue to rise, partnerships between law firms and IT MSPs are poised to evolve from transactional support arrangements into deeply strategic alliances.”



To learn more about Neo Technologies, click [here](#).

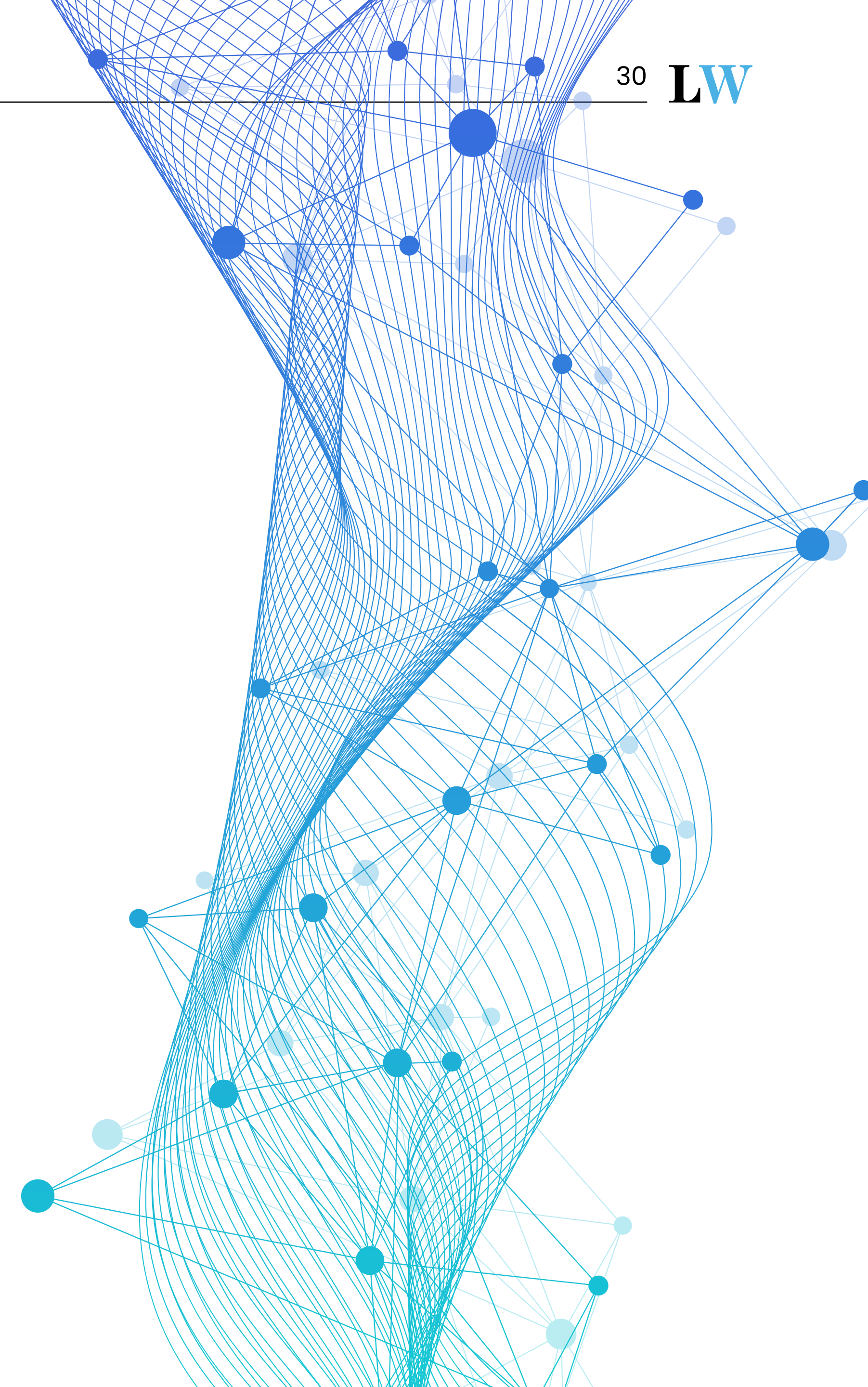


Looking ahead, MSPs in the legal sector will evolve from offering not only services and cyber security but also strategic guidance on technology adoption, compliance, and risk mitigation.

According to Bower, the “shift towards consultative, long-term relationships” – whereby MSPs will help firms anticipate IT challenges in a more proactive way – will be a key trend in 2026, as firms continue to invest in integrated legal tech ecosystems.

“MSPs are becoming orchestrators of these ecosystems, ensuring that practice management software, cloud platforms, and collaboration tools work seamlessly together. This integration not only boosts efficiency but also enhances data security and compliance, being key concerns for firms handling confidential client information,” he says.

“Ultimately, the most successful partnerships will be those built on trust, shared vision, and a commitment to continuous improvement. Law firms that embrace this model will be better positioned to thrive in a digital-first legal landscape where technology is not just a tool, but a strategic asset.” ●



Actionstep

PRACTICE MANAGEMENT SOFTWARE

Practice management software (PMS) has evolved far beyond being a simple workflow and billing tool. Entering 2026, it stands as the central nervous system of a modern law firm, connecting people, processes, and performance data across every facet of work.



Actionstep



IN THIS new era, practice management technology isn't just an operational tool; it's the foundation for smarter, more sustainable legal practices – with complete legal practice management systems like Actionstep specifically built to connect, organise, automate, and adapt to the daily operations of law firms.

[Actionstep](#), a cloud-based, automated legal PMS for law firms, has features for workflow automation, document and email management, client management and communications, billing, and data management. Actionstep Intelligence, the platform's AI, also automates manual tasks and gives firms real-time data and insights into performance and profits.

In the era of tech and AI, Actionstep's regional vice president in Australia and New Zealand, Zahn Nel, explains that as PMS platforms have continued to evolve, the needs of firms have changed, too.

"Practice management providers are shifting to move beyond just a 'cloud offering' as a key efficiency gain for law firms, and they need to be shifting towards

the concept of cloud, plus open integrations, plus security, plus client experience, plus AI," he says.

According to Nel, law firms are now asking for systems featuring data, analytics, and predictive insights; practical AI; client experience enhancements through portals, messaging, automated updates and onboarding efficiency; and specialisation and configurable workflow capabilities.

Additionally, legal tech software with an application programming interface (API) that allows it to communicate with other software or solutions is progressively in demand. In the current market, deep integrations with "best-of-breed solutions delivered with API-first platforms" are something Nel sees firms increasingly asking for.

"PMS platforms operate as the 'system of intelligence' for law firms by combining automation, analytics, and collaboration to drive smarter operations, better client outcomes, and sustainable growth," he says.

"The good vendors on the market close these gaps by investing in AI development and centres of excellence to embed practical, ethical AI capabilities. They develop the platform as an 'API-first' ecosystem for flexibility

and scalability, which allows them to partner with specialised providers to deliver integrated value."

Practice management systems have also significantly evolved to ensure the protection of sensitive client data, moving beyond basic encryption to offer multi-layered compliance-grade security, without sacrificing usability or productivity.

A modern approach to practice management security focuses on three key pillars:

- **Protection** – keeping data and client information safe.
- **Governance** – controlling who can access firm data.
- **Secure usability** – ensuring data security doesn't come at the expense of productivity.

Security frameworks should meet global quality control standards, while also being compliant with the General Data Protection Regulation (GDPR).

By embedding encryption, access control, compliance standards, and intuitive interfaces, PMS platforms allow firms to:

Actionstep

- Protect client confidentiality with enterprise-grade security.
- Maintain compliance across jurisdictions.
- Empower lawyers to work flexibly and efficiently without compromising trust.

Implementation of a critical system for modern law firms

Looking ahead, implementing a new practice management system is more than an upgrade; it's a transformative change in how a law firm operates, collaborates, and delivers long-term value to its clients.

"Implementing a new practice management system is not just a software rollout – it's a change in how the firm works, measures performance, and serves clients. The challenges are as much about people, process, and mindset as they are about technology," Nel says.

Key challenges in implementation include:

- Firm culture and resistance to change.
- Poor data quality and migration complexity.

- Underestimating training and adoption effort.
- Security, privacy, and compliance fears.
- Integration with existing tools and systems.

Despite those challenges, PMS systems like Actionstep are more than just tools for firms; the right system enables better practice governance, provides data-driven insight, and drives sustainable client relationships.

Actionstep also has automation, analytics, and secure connectivity embedded into its platform and ensures comprehensive integration with key applications to form part of a firm's overall tech stack.

"This modern PMS ultimately becomes the operating core of a modern law firm – driving consistency, transparency, and client value across every part of the practice," Nel says.

"As firms diversify their tech stacks, we will see more and more vendors expose open APIs or build 'legal app marketplaces' where firms can assemble a tailored ecosystem without custom development. I also feel we will see more firms maturing in relation to their data and business intelligence in general."



IMPLEMENTING A NEW PRACTICE MANAGEMENT SYSTEM IS NOT JUST A SOFTWARE ROLLOUT – IT'S A CHANGE IN HOW THE FIRM WORKS, MEASURES PERFORMANCE, AND SERVES CLIENTS. THE CHALLENGES ARE AS MUCH ABOUT PEOPLE, PROCESS, AND MINDSET AS THEY ARE ABOUT TECHNOLOGY.

Zahn Nel

Regional vice president in Australia and New Zealand, Actionstep

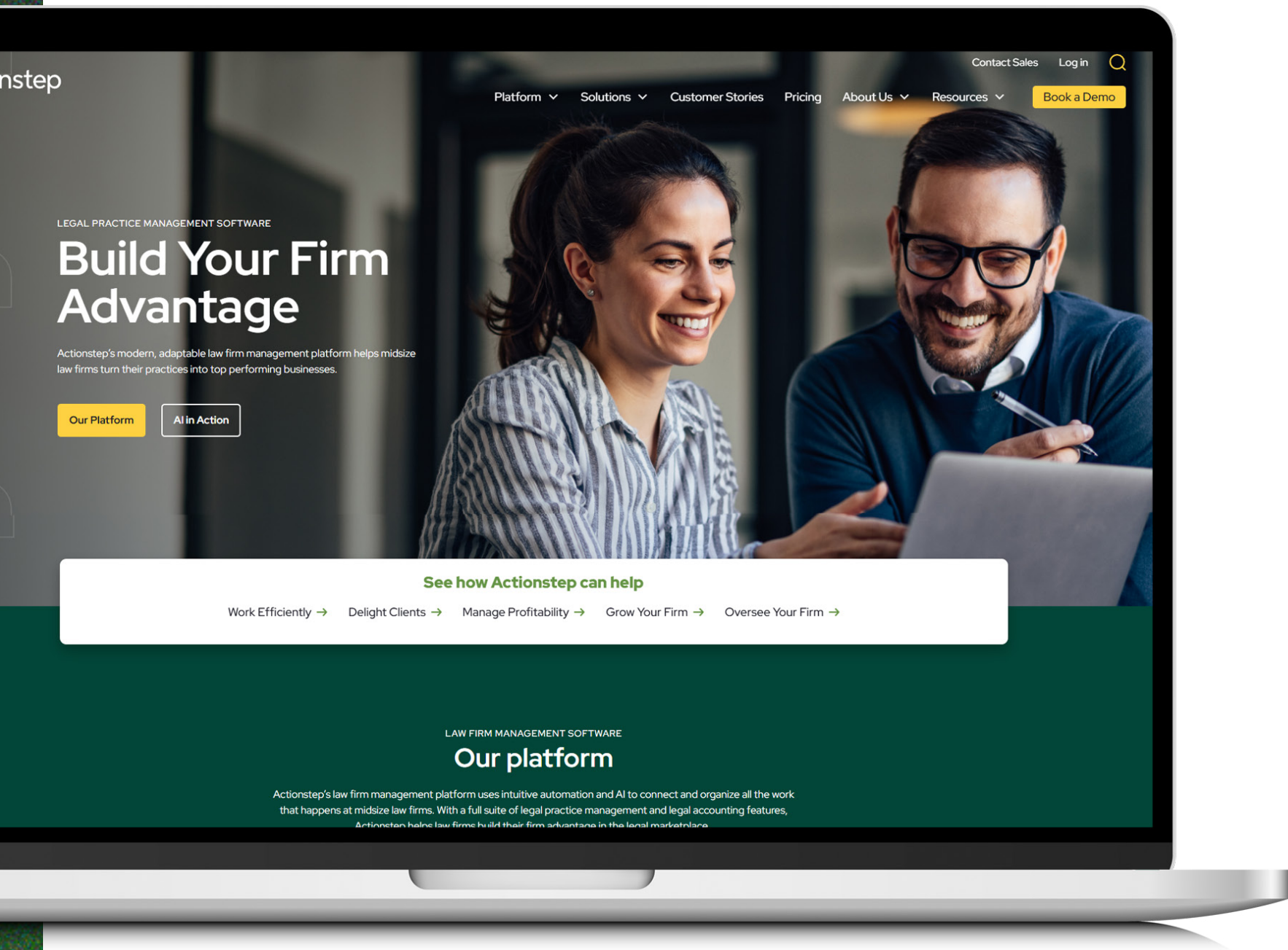


Actionstep

This means that moving forward, as PMS systems continue to evolve, firms will start to resemble data-driven professional services businesses – tracking ROI, forecasting demand, and identifying high-value client segments.



To learn more about Actionstep, click [here](#).



Looking ahead to 2026 and beyond, Nel anticipates that predictive staffing will become a game changer for law firm operations. This emerging capability can forecast workloads and recommend optimal resourcing based on a firm’s pipeline and historical demand.

The rise of industry-specific ecosystems could be another major trend on the horizon. These ecosystems will see legal tech platforms partnering with accounting, insurance, and financial systems to create cross-industry workflows.

As such, firms should approach PMS adoption not as an IT upgrade, but as a strategic business change project.

“Practice management software is moving on from just being a workflow tool to being the critical system for a data-driven, client-centric law firm,” Nel says.

“The next few years will see the merging of AI, data analytics, and connected tech ecosystems reshaping how firms manage work, measure performance, and engage clients.” ●



Legl

TRANCHE 2

The 2026 Tranche 2 reforms will transform law firms from observers into fully regulated gatekeepers – with technology playing a key part in turning compliance from a manual burden into a strategic advantage.





FROM JULY 2026, firms will be required to implement risk-based AML/CTF programs and maintain audit-ready governance under the new Tranche 2 reforms coming into effect.

Meeting these obligations will require more than policy updates; it will demand operational change, cultural adoption, and modernised systems, with platforms like Legl enabling firms to automate digital client intake forms, client due diligence and beneficial ownership screening while supporting risk assessments.

The UK- and Australia-based legal technology platform helps law firms modernise onboarding, compliance, risk management, and payments and meet regulatory demands, such as the upcoming Tranche 2 AML reforms.

Tranche 2, Legl CEO Julia Salasky explains, is the expansion of Australia's AML/CTF regime and means that from 1 July 2026, certain professions will become AUSTRAC-regulated reporting entities.

“Put simply, from July, Australian law firms (among others) must move from watching the Tranche 2 debate to being regulated gatekeepers under AUSTRAC,” she says.

When these reforms go live, firms must:

- Enrol with AUSTRAC.
- Develop and maintain a risk-based AML/CTF program.
- Conduct client due diligence (CDD) – including verifying identity and beneficial ownership and applying enhanced CDD where risks are higher.
- Monitor and report suspicious matters and certain transactions.
- Keep records and train staff, with clear governance and board-level oversight.

“For law firms, that translates into both strategic and operational shifts. Firms need to develop an approach to and appetite for the level of risk that meets their commercial objectives – and operationalise that across the firm,” Salasky says.

“Client onboarding requires a client due diligence workflow to evaluate the risk of a given client and how that stacks up against firm risks. Matter risk assessment becomes a formal ML/TF risk control – you need to show how each matter’s risk has been assessed, approved, and monitored.”

For firms, creating good processes should be a key priority ahead of the new AML/CTF reforms, but tech can turn these new obligations into a competitive advantage through:

- **Standardised onboarding:** Creating digital processes for onboarding and AML that replicate a firm’s desired approach for any individual client or matter, making onboarding not only standardised across the firm but also improving visibility of client matter inception and speeding time to open a file.
- **Improving the client experience:** Investing in onboarding and AML tech can drive positive first impressions and overall client experiences, with seamless integrated data about any given client.



- **Visualising risk and understanding the client base better:** Helping firms understand how client and matter risk profiles align with strategic objectives.

Automation also plays a key role in this tech, removing manual friction, cross-referencing and evaluation of documentation, so compliance teams and partners can focus on decisions, not data entry.

Legl has a connected risk assessment capability that enables firms to integrate a risk assessment workflow for clients and matters alongside client due diligence, customising their risk model, and facilitates ongoing monitoring of sanctions and politically exposed persons (PEPs) throughout a client's life cycle. The platform also has full auditability and oversight dashboards, so that firms can visualise their risk across their client base and firm.

“Taken together, automation in Legl allows firms to streamline verification, monitoring, and reporting while increasing accuracy and improving the front-end client experience – a crucial balance as Tranche 2 goes live,” Salasky says.

Integrating AML tech to prepare for ‘the new normal’

By integrating AML workflows into core operations, firms gain a unified view of client and matter risk, clear accountability for every compliance decision, audit-ready records that can be produced instantly, and real-time oversight through dashboards that highlight high-risk matters and overdue checks.

“What we’ve seen by working with over 500 law firms in the UK is that, once AML processes get up and running, firms tend to have AML information scattered across emails and PDFs, spreadsheets maintained by compliance teams and point solutions or separate ID&V tools, practice management systems or other portals,” Salasky says.

“That fragmentation is exactly what AUSTRAC and the law societies are warning against as they talk about governance, visibility, and auditability under the new regime. Firms that start early have the benefit of learning through iterating their processes – made easier too through adaptable, flexible workflows – and starting the process of



FIRMS NEED TO DEVELOP AN APPROACH TO AND APPETITE FOR THE LEVEL OF RISK THAT MEETS THEIR COMMERCIAL OBJECTIVES – AND OPERATIONALISE THAT ACROSS THE FIRM.

Julia Salasky
CEO, Legl



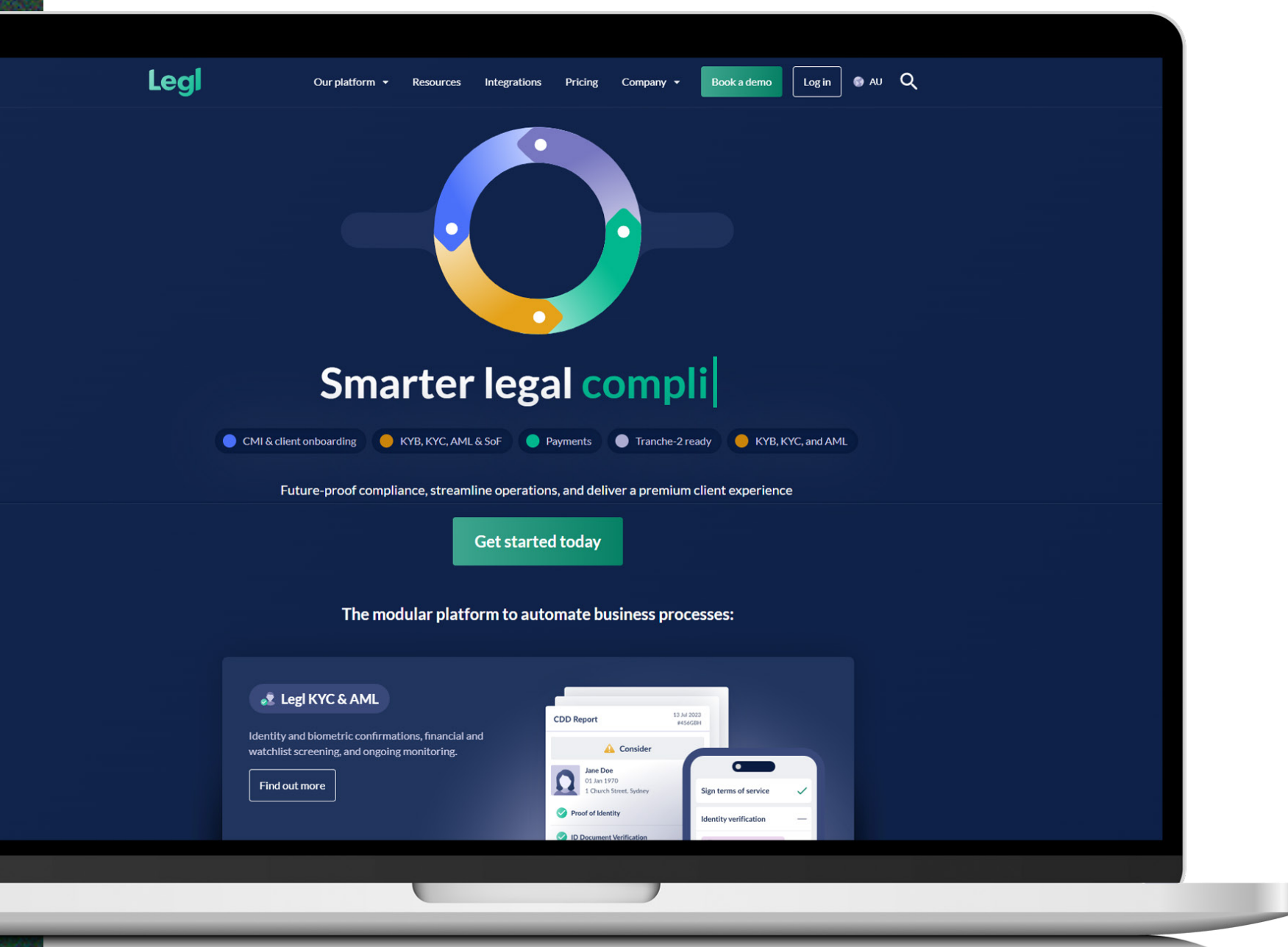


change management inside the firm before the hard deadline bites.”

As such, legal ops technology needs to make adapting to change, like the Tranche 2 reforms, configurable and adaptable moving forward.



To learn more about Legl, click [here](#).



Legl is built as a no-code platform for this reason, and allows firms to adjust workflows, risk models and data capture without rebuilding systems every time guidance shifts.

Moving through 2026, AML will become fully integrated into the client life cycle and tied to firms’ strategic decisions about which clients to take on. With richer data, firms can make smarter, more targeted risk decisions, transforming AML from a compliance cost into a competitive advantage that drives faster onboarding, better client experience, and more consistent matter opening, according to Salasky.

“We see Tranche 2 not as a one-off regulatory hurdle, but as the start of a new normal where AML and broader risk controls are embedded into everyday legal practice. For the Australian legal profession, Tranche 2 is a regulatory milestone – but it’s also an opportunity,” she says.

“Firms that use this period to modernise client onboarding, embed digital AML workflows, and get real-time visibility into risk will not only be ready for AUSTRAC; they’ll be more efficient, more resilient, and more competitive.” ●



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