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Building the Next-Generation Legal Workforce: Skills, Transformation, and Trends

This document aims to provide a comprehensive view of how the legal function is transforming in response to advances in GAI, regulatory shifts, and evolving business priorities. It outlines key trends in workload transformation, skill requirements, and talent strategies, while highlighting the broader market trajectory of AI adoption in legal services.

October 2025

The legal function is undergoing a profound transformation, driven by rapid advances in technology, evolving regulatory landscapes, and the growing demand for operational efficiency. This report highlights how legal organizations must reimagine their workforce, embrace digital adoption, and build future-ready capabilities to remain competitive.

Core legal work is undergoing transformation: Tasks such as contract drafting, research, due diligence, and compliance are now being assisted by AI, requiring employees who can supervise, validate, and interpret AI-generated output rather than just executing manual tasks.

Compliance has gone real-time: Enterprises must evolve from periodic checks to continuous, AI-driven risk management—demanding RegTech, data, and analytics skills.

Audit and governance practices are changing: Skills in digital audit, anomaly detection, and AI-based compliance are rapidly becoming the industry standard.

Legal operations are becoming data-centric: Predictive analytics, compliance automation, and IP intelligence now define effectiveness, replacing traditional, paper-heavy processes.

New governance domains are emerging: AI governance, blockchain, and VR compliance are no longer futuristic—they are already shaping enterprise risk and governance frameworks.

Executive Summary: Transformation of the Legal Function

Structured growth pathways exist: Clear taxonomies in governance, compliance, and legal operations allow HR to design targeted learning and career development strategies for employees.

Responsible AI integration is essential: Enterprises must train legal professionals to manage AI responsibly, ensuring trust with regulators, clients, and internal stakeholders.

Internal mobility and retention: Upskilling legal teams creates strong career ladders, reducing attrition and ensuring specialized roles are filled faster than relying on external hires.

Draup organizes the Legal function into three strategic sub-functions to ensure stronger alignment with evolving business needs, while fostering greater integration, efficiency, and operational excellence

Legal		
Governance	**Compliance**	**Legal Operations**
Advisory	Regulatory Compliance	Intellectual Property
Corporate Governance	Data Privacy & Protection	Mergers & Acquisitions
Ethics & Integrity	Anti-Corruption	Contracts Lifecycle Management
Policy Development	Trade Compliance	Risk Management
Training & Awareness	Environmental, Social & Governance	Litigation & Dispute Resolution
Whistleblower Programs	Employment & Labor Compliance	Employment & Labor Law
	Health & Safety Compliance	
	Internal Audits & Investigations	

Note: For each sub function Draup has identified core categories of operation. The Job titles/roles added in forthcoming slides are indicative & non-Exhaustive

Source: Draup has leveraged its 850 M profile corpus and 600 M JDs to create pertinent sub-functions within the broader Legal Family.

Job Role Taxonomy – Governance: The Governance function spans six sub-functions-Advisory, Corporate Governance, Ethics & Integrity, Policy Development, Training & Awareness, and Whistleblower Programs-driving compliance, ethical standards, and transparency while enabling career growth from entry-level to leadership

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Governance Job Role Taxonomy					
Advisory	**Corporate Governance**	**Ethics & Integrity**	**Policy Development**	**Training & Awareness**	**Whistleblower Programs**
Legal Advisory Associate	Corporate Governance Analyst	Ethics & Integrity Coordinator	Policy Analyst	Training & Awareness Associate	Whistleblower Program Analyst
Junior Legal Counsel	Company Secretary Assistant	Ethics Program Associate	Legal Policy Associate	Learning & Development (L&D) Coordinator	Whistleblower Reporting Coordinator
Legal Advisory Analyst	Board Support Officer	Integrity Analyst	Policy Development Coordinator	Compliance Training Analyst	Case Intake Specialist
Advisory Associate Counsel	Corporate Governance Coordinator	Associate – Ethics & Integrity	Policy Research Associate	Awareness Program Coordinator	Ethics & Whistleblower Case Assistant
Legal Advisory Manager	Entity Governance Manager	Ethics & Integrity Manager	Policy Development Manager	Training & Awareness Manager	Whistleblower Program Manager
Lead – Legal Advisory	Board Governance Manager	Integrity & Investigations Manager	Policy & Governance Lead	Learning & Awareness Program Manager	Speak-Up/Hotline Program Manager
Advisory Services Manager	Ethics & Governance Manager	Corporate Ethics Officer	Manager – Regulatory Policy Development	Corporate Training & Awareness Specialist	Case Management & Reporting Manager
Corporate Legal Advisor	Head of Corporate Governance	Lead – Ethics & Integrity Programs	Director – Legal Policy & Governance	Director – Governance Training & Awareness	Whistleblower Governance Lead
Head of Legal Advisory	Director of Corporate Governance	Director – Business Ethics	VP – Policy & Regulatory Affairs	Global Head – Training & Awareness Strategy	Head of Whistleblower Programs
Director – Legal Advisory	Chief Governance Officer	Chief Ethics & Compliance Officer	Global Head of Policy Strategy	Chief Learning & Awareness Officer	Director of Speak-Up & Investigations

■ **Associate-level Job Titles**	■ **Manager-level Job Titles**	■ **Leadership Level Job Titles**

Note: *The Job titles/roles are indicative & non-Exhaustive. The above taxonomy excludes prefixes of the mentioned unique titles to showcase individual roles. Draup has created the taxonomy of the relevant Analyzed Legal Skills-related job roles after researching job posting for every organizations
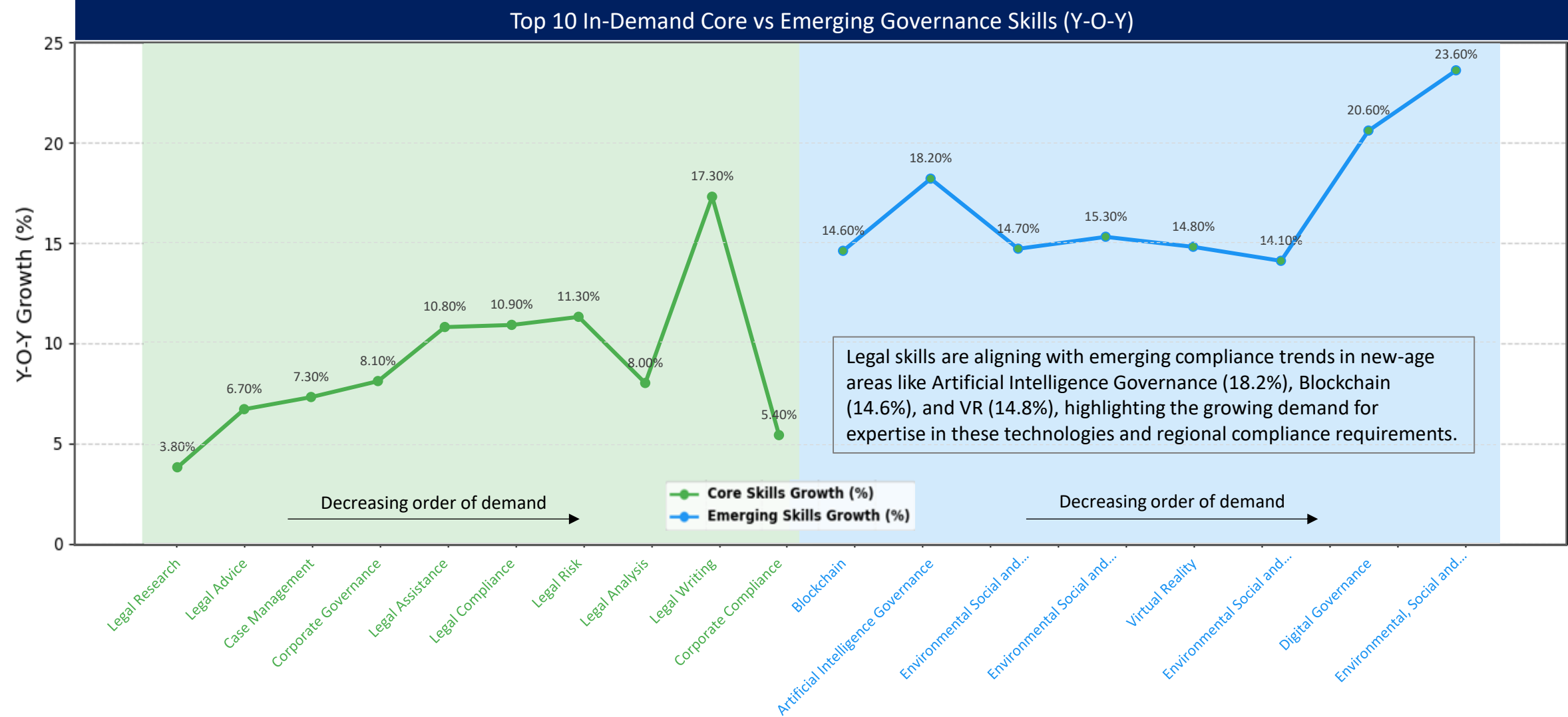
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Skills Taxonomy – Governance: Core and emerging governance capabilities are structured across Advisory, Corporate Governance, Ethics & Integrity, policy Development, Training & Awareness, and Whistleblower programs, offering a clear perspective on evolving governance needs

	Governance Skills Taxonomy					
	Advisory	**Corporate Governance**	**Ethics & Integrity**	**Policy Development**	**Training & Awareness**	**Whistleblower Programs**
Core Skills	Legal Advisory Services	Board Governance Framework	Code of Ethics Development	Corporate Policy Framework	Training Program Development	Whistleblower Policy Development
	Corporate Legal Advisory	Corporate Governance Policies	Ethics Program Implementation	Policy Research & Analysis	Compliance Training Design	Reporting Channel Management
	Regulatory Advisory	Director & Officer Responsibilities	Conflict of Interest Management	Policy Drafting & Documentation	Training Needs Assessment	Investigation Procedures
	Strategic Legal Counsel	Shareholder Relations Management	Ethics Training & Communication	Policy Implementation Strategy	Training Delivery Methods	Retaliation Protection Framework
	Legal Risk Assessment	Board Meeting Management	Ethics Violation Investigation	Policy Review & Update Process	Training Effectiveness Measurement	Case Management Systems
	Legal Opinion Writing	Corporate Secretarial Services	Integrity Risk Assessment	Regulatory Policy Alignment	Awareness Campaign Management	Whistleblower Training Programs
	Advisory Committee Management	Governance Risk Assessment	Ethics Committee Management	Policy Communication Strategy	Training Content Development	Anonymous Reporting Systems
	Legal Research & Analysis	Board Performance Evaluation	Corporate Values Integration	Policy Impact Assessment	Training Curriculum Design	Investigation Documentation
	Client Advisory Services	Corporate Governance Reporting	Ethics Policy Development	Policy Compliance Monitoring	Training Compliance Tracking	Whistleblower Communication
	Legal Consultation Framework	Entity Governance Structure	Ethical Decision Making Framework	Policy Exception Management	Training Resource Management	Program Effectiveness Assessment
	Advisory Board Support	Governance Committee Management	Business Ethics Compliance	Policy Training Development	Training Communication Strategy	Legal Compliance Framework
	Legal Strategic Planning	Corporate Governance Compliance	Ethics Culture Development	Policy Governance Structure	Learning & Development Coordination	Confidentiality Management
Emerging Skills	AI-Powered Legal Advisory	Digital Board Management	AI Ethics Framework	AI-Driven Policy Analysis	Digital Learning Platforms	Digital Reporting Platforms
	Digital Advisory Platforms	Governance Analytics	Automated Ethics Monitoring	Automated Policy Updates	AI-Powered Training Analytics	AI-Powered Case Analysis
	Automated Legal Research	Automated Governance Reporting	Digital Ethics Assessment	Digital Policy Management	Personalized Learning Systems	Automated Investigation Workflows
	Virtual Advisory Services	ESG Governance Integration	Ethics Analytics Platform	Policy Analytics Dashboard	Virtual Reality Training	Blockchain-Based Reporting
	Predictive Legal Analytics	Blockchain Governance Solutions	Behavioral Ethics Analysis	Smart Policy Recommendations	Microlearning Solutions	Advanced Analytics for Pattern Detection
	Real-time Advisory Systems	AI-Enhanced Board Analytics	Real-time Ethics Alerting	Real-time Policy Monitoring	Automated Training Tracking	Mobile Reporting Applications

Governance – Skills demand: Audit skill demand is shifting towards risk-focused compliance and AI-driven automation. Core skills are growing steadily at 10–15%, while digital audit skills are accelerating faster, driven by regulatory pressure and technology adoption

Top 10 In-Demand Core vs Emerging Governance Skills (Y-O-Y)

Core Skills Growth (%):
- Legal Research: 3.80%
- Legal Advice: 6.70%
- Case Management: 7.30%
- Corporate Governance: 8.10%
- Legal Assistance: 10.80%
- Legal Compliance: 10.90%
- Legal Risk: 11.30%
- Legal Analysis: 8.00%
- Legal Writing: 17.30%
- Corporate Compliance: 5.40%

Emerging Skills Growth (%):
- Blockchain: 14.60%
- Artificial Intelligence Governance: 18.20%
- Environmental Social and...: 14.70%
- Environmental Social and...: 15.30%
- Virtual Reality: 14.80%
- Environmental Social and...: 14.10%
- Digital Governance: 20.60%
- Environmental, Social and...: 23.60%

Legal skills are aligning with emerging compliance trends in new-age areas like Artificial Intelligence Governance (18.2%), Blockchain (14.6%), and VR (14.8%), highlighting the growing demand for expertise in these technologies and regional compliance requirements.

Decreasing order of demand

Note: The list of skills showcases the top 10 core and emerging skills observed across job postings for the past 12 months. Source: Draup's skills database. The top 10 skills are in decreasing order of demand. The growth %ages indicate growth in skills demand when compared to the previous year

Job Role Taxonomy – Compliance: Compliance roles span diverse areas from regulatory oversight and data privacy to ESG and labor practices. This taxonomy highlights how specialists, managers, and executives collectively ensure risk mitigation, ethical conduct, and sustainable business operations

Compliance Job Role Taxonomy

Regulatory Compliance	Data Privacy & Protection	Anti-Corruption	Trade Compliance	Environmental, Social & Governance	Employment & Labor Compliance	Health & Safety Compliance	Internal Audits & Investigations
Regulatory Compliance Associate	Data Privacy Analyst	Anti-Financial Crime Associate	Trade Compliance Associate	ESG Analyst	Legal Assistant/Secretary	Health & Safety Specialist	Internal Audit Analyst
Compliance & Regulatory Specialist	Privacy Specialist	Anti-Corruption Auditor	Trade Compliance Data Specialist	ESG Specialist	HR Compliance Specialist	Health, Safety & Environment Coordinator	Compliance Auditor
Product Regulatory Compliance Manager	Privacy Program Manager	Anti-Corruption Compliance Manager	Classification Specialist	Sustainability Reporting Specialist	Legal Specialist	Industrial Health & Safety Project Manager	Fraud Investigator
Principal Analyst – Regulatory Compliance	Privacy Risk & Compliance Manager	Crime Consulting Manager	Trade Compliance Classification Specialist	Principal Consultant	Legal Counsel – Compliance and Labor & Employment	Regional HSE Compliance Lead	Forensic Audit Manager
Regulatory Compliance Assurance Manager	Director, Privacy & Data Protection	Director – Fraud & Financial Crime Risk	Export Compliance Manager	Head of Sustainability	Vice President of Labor Relations and Employment Compliance	Health & Safety Lawyer	Chief Investigations Officer
Chief Compliance Officer	Executive Director – Data Privacy	Ethics & Compliance Director	Director, Trade Compliance	ESG Controller	Chief Compliance Counsel- Employment & Labor	Director – Health, Safety & Compliance	Global Head of Corporate Investigations
ESG Regulatory Compliance Counsel	Managing Director, Data Privacy & Protection	Vice President – Forensic Investigations & Intelligence	Trade Compliance Counsel	Vice President, ESG Strategy	Chief Labor Relations & Compliance Officer	Head of EHS Compliance	Chief Compliance & Investigations Officer

■ **Associate-level Job Titles**   ■ **Manager-level Job Titles**   ■ **Leadership Level Job Titles**

Note: *The Job titles/roles are indicative & non-Exhaustive. The above taxonomy excludes prefixes of the mentioned unique titles to showcase individual roles. Draup has created the taxonomy of the relevant Analyzed Legal Skills-related job roles after researching job posting for every organizations
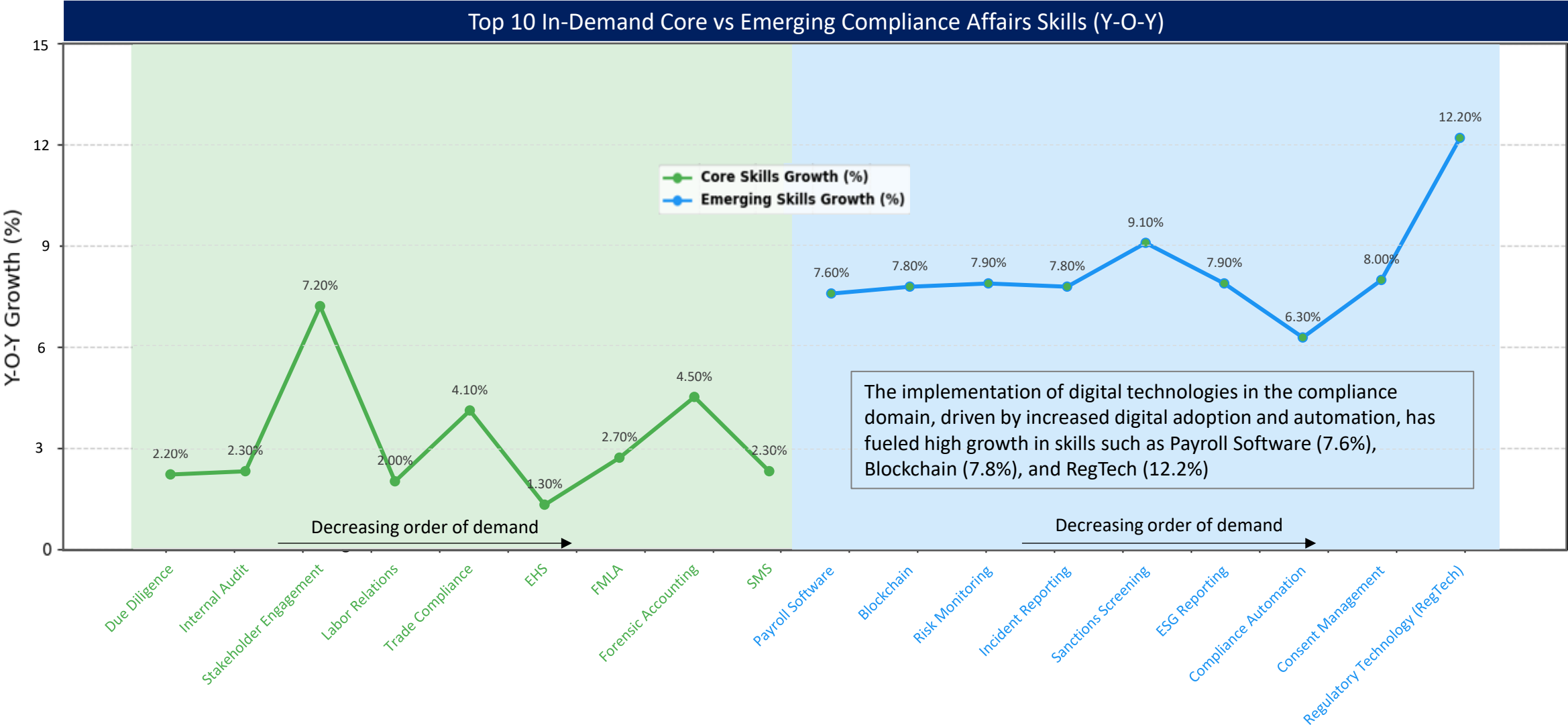
Skills Taxonomy – Compliance: The Compliance Skills Taxonomy outlines the essential core and emerging capabilities that enable organizations to effectively address regulatory demands, manage risks, and strengthen compliance resilience in a rapidly evolving environment

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	Compliance Skills Taxonomy						
	Regulatory Compliance	**Data Privacy & Protection**	**Anti-Corruption**	**Trade Compliance**	**Environmental, Social & Governance**	**Employment & Labor Compliance**	**Health & Safety Compliance**	**Internal Audits & Investigations**

Core Skills

Regulatory Compliance	Data Privacy & Protection	Anti-Corruption	Trade Compliance	Environmental, Social & Governance	Employment & Labor Compliance	Health & Safety Compliance	Internal Audits & Investigations
Regulatory Framework Analysis	GDPR Compliance Framework	FCPA Compliance Framework	Import/Export Regulations	ESG Reporting Frameworks	Employment Law Compliance	OSHA Compliance Framework	Internal Audit Methodology
Compliance Risk Assessment	Data Protection Impact Assessment (DPIA)	UK Bribery Act Implementation	Customs Classification Systems	Sustainability Risk Assessment	Labor Relations Management	Workplace Safety Assessment	Fraud Investigation Techniques
Regulatory Reporting Requirements	Privacy by Design Implementation	Anti-Corruption Risk Assessment	Trade Sanctions Compliance	Environmental Impact Analysis	Wage & Hour Compliance	Safety Training Programs	Forensic Accounting Procedures
Regulatory Change Management	Data Subject Rights Management	Due Diligence Procedures	Export Control Regulations (EAR/ITAR)	Social Impact Measurement	Equal Employment Opportunity (EEO)	Incident Investigation Procedures	Investigation Interview Techniques
Compliance Program Development	Cross-border Data Transfer Protocols	Gifts & Entertainment Policies	Free Trade Agreement Utilization	Corporate Governance Standards	Workplace Safety Regulations	Emergency Response Planning	Evidence Collection & Preservation
Regulatory Examination Preparation	Privacy Risk Assessment	Third-Party Risk Management	Trade Documentation Management	ESG Data Collection & Analysis	Employee Benefits Compliance	Personal Protective Equipment (PPE)	Audit Risk Assessment
Compliance Monitoring Systems	Data Breach Response Procedures	Anti-Corruption Training Programs	Duty Optimization Strategies	Stakeholder Engagement	Immigration Compliance (I-9)	Safety Audit & Inspection	Investigation Report Writing
Regulatory Documentation	Privacy Policy Development	Corruption Investigation Procedures	Trade Compliance Auditing	ESG Policy Development	Family & Medical Leave Act (FMLA)	Environmental Health & Safety (EHS)	Whistleblower Investigation
Compliance Testing Procedures	Data Retention & Deletion Policies	Anti-Corruption Monitoring Systems	Restricted Party Screening	Climate Risk Assessment	Union Relations Management	Safety Performance Metrics	Compliance Testing Procedures
Regulatory Interpretation	Privacy Training & Awareness	Compliance Certification Programs	Trade License Management	Sustainable Supply Chain Management	Employment Contract Management	Safety Policy Development	Investigation Case Management
Compliance Metrics & KPIs	Third-Party Privacy Management	Anti-Corruption Reporting Systems	Origin Determination Rules	ESG Performance Metrics	Workplace Investigation Procedures	Hazard Identification & Control	Digital Forensics Techniques
Regulatory Communication Strategy	Privacy Audit & Assessment	Ethics & Integrity Framework	Trade Compliance Training	ESG Compliance Monitoring	HR Policy Development	Safety Management Systems	Audit Program Development

Emerging Skills

Regulatory Compliance	Data Privacy & Protection	Anti-Corruption	Trade Compliance	Environmental, Social & Governance	Employment & Labor Compliance	Health & Safety Compliance	Internal Audits & Investigations
RegTech Solutions Implementation	Privacy-Enhancing Technologies (PETs)	AI-Powered Corruption Detection	AI-Powered Trade Classification	AI-Driven ESG Analytics	AI-Powered HR Compliance	IoT-Based Safety Monitoring	AI-Powered Fraud Detection
Automated Regulatory Reporting	Automated Privacy Compliance	Automated Due Diligence Systems	Automated Sanctions Screening	Automated ESG Reporting	Automated Payroll Compliance	AI-Powered Risk Prediction	Automated Audit Testing
AI-Powered Compliance Monitoring	AI-Driven Privacy Risk Detection	Blockchain-Based Transparency	Digital Trade Documentation	Digital Sustainability Platforms	Digital Workplace Monitoring	Wearable Safety Technology	Digital Investigation Tools
Real-time Regulatory Updates	Blockchain Privacy Solutions	Predictive Corruption Analytics	Blockchain Supply Chain Tracking	ESG Data Visualization	Predictive Labor Risk Analytics	Digital Safety Training Platforms	Data Analytics for Investigations
Predictive Compliance Analytics	Privacy Analytics Platforms	Digital Anti-Corruption Training	Predictive Trade Analytics	Predictive Climate Risk Modeling	Remote Work Compliance Tools	Automated Incident Reporting	Continuous Auditing Systems
Digital Compliance Dashboards	Consent Management Automation	Real-time Risk Monitoring	Real-time Compliance Monitoring	Blockchain ESG Verification	AI-Driven EEO Monitoring	Predictive Safety Analytics	Blockchain Audit Trails

Note: The represented data is derived from Draup's Proprietary Skills Database. Draup conducted a comprehensive analysis across 800 M+ professional profiles, 600 M+ JDs and other secondary sources to construct the skills taxonomy pertaining to the provided skill clusters. The list of skills are not exhaustive

Compliance – Skills demand: Core compliance skills like Stakeholder Engagement and Trade Compliance show steady growth, while emerging skills such as RegTech, Blockchain, and Sanctions Screening are rapidly rising, reflecting a shift toward technology-driven compliance

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Top 10 In-Demand Core vs Emerging Compliance Affairs Skills (Y-O-Y)

Legend:
- Core Skills Growth (%)
- Emerging Skills Growth (%)

Core Skills Growth data points:
- Due Diligence: 2.20%
- Internal Audit: 2.30%
- Stakeholder Engagement: 7.20%
- Labor Relations: 2.00%
- Trade Compliance: 4.10%
- EHS: 1.30%
- FMLA: 2.70%
- Forensic Accounting: 4.50%
- SMS: 2.30%

Emerging Skills Growth data points:
- Payroll Software: 7.60%
- Blockchain: 7.80%
- Risk Monitoring: 7.90%
- Incident Reporting: 7.80%
- Sanctions Screening: 9.10%
- ESG Reporting: 7.90%
- Compliance Automation: 6.30%
- Consent Management: 8.00%
- Regulatory Technology (RegTech): 12.20%

Decreasing order of demand

Decreasing order of demand

The implementation of digital technologies in the compliance domain, driven by increased digital adoption and automation, has fueled high growth in skills such as Payroll Software (7.6%), Blockchain (7.8%), and RegTech (12.2%)

Y-O-Y Growth (%)

Note: The list of skills showcases the top 10 core and emerging skills observed across job postings for the past 12 months. Source: Draup's skills database. The top 10 skills are in decreasing order of demand. The growth %ages indicate growth in skills demand when compared to the previous year

Abbreviations Used: EHS = Environment, Health and Safety; FMLA = Family and Medical Leave Act; SMS = Safety Management Systems

Job Role Taxonomy – Legal Operations : Legal Operations spans six core areas-Intellectual Property, M&A, Contracts Lifecycle Management, Risk, Litigation, and Employment Law. These roles enable organizations to protect assets, manage risks, resolve disputes, and ensure compliance, while offering structured career growth from specialist to leadership levels

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Legal Operations Job Role Taxonomy					
Intellectual Property	**Mergers & Acquisitions**	**Contracts Lifecycle Management**	**Risk Management**	**Litigation & Dispute Resolution**	**Employment & Labor Law**
Intellectual Property Legal Assistant	M&A Paralegal	Contract Administrator	Contract Risk Analyst	Litigation Associate	Employment & Labor Law Associate
Intellectual Property Paralegal	Corporate Paralegal Specialist	Legal Assistant – Contracts	Legal Risk Assistant	Civil Litigation Associate Attorney	Labor & Employment Law Clerk
Patent Paralegal	Associate Attorney	Contract Specialist	Legal Operations Coordinator – Risk	Associate, Litigation & Dispute Resolution	Labor & Employment Law Paralegal
Patent Analyst	Mergers & Acquisitions Associate,	Contract Compliance Manager	Risk & Compliance Lawyer	Litigation Senior Attorney	Employment Law Manager
Intellectual Property Lawyer	M&A Legal Counsel	Legal & Contracts Manager	Legal Risk Manager	Litigation Solicitor	Labor Relations Counsel /
Intellectual Property Legal Counsel	Tax Senior Manager – M&A	Transactional Contracts Attorney	Compliance & Risk Officer	Dispute Resolution & Litigation Lawyer	Director, Corporate Counsel – Employment & Labor Law
Patent Manager	Director – Legal / M&A	Head of CLM	Legal Counsel – Risk Management	Director, Corporate Counsel	Head of Employment Law
Director, Patent Unit	Global / Head of Legal – M&A	Vice President – Contracts & Legal Operations	Enterprise Risk & Legal Governance Manager	Director, Litigation	Global Labor & Employment Counsel
Chief Legal Counsel – Intellectual Property	Chief Legal Officer	Global Contracts Director	Head of Legal Risk	Director, Litigation Prevention and Management	

Associate-level Job Titles	**Manager-level Job Titles**	**Leadership Level Job Titles**

Note: *The Job titles/roles are indicative & non-Exhaustive. The above taxonomy excludes prefixes of the mentioned unique titles to showcase individual roles. Draup has created the taxonomy of the relevant Analyzed Legal Skills-related job roles after researching job posting for every organizations

Skills Taxonomy – Legal Operations: The Legal Operations Skills Taxonomy defines core and emerging capabilities that strengthen legal effectiveness, manage risks, and drive operational excellence in a complex business environment
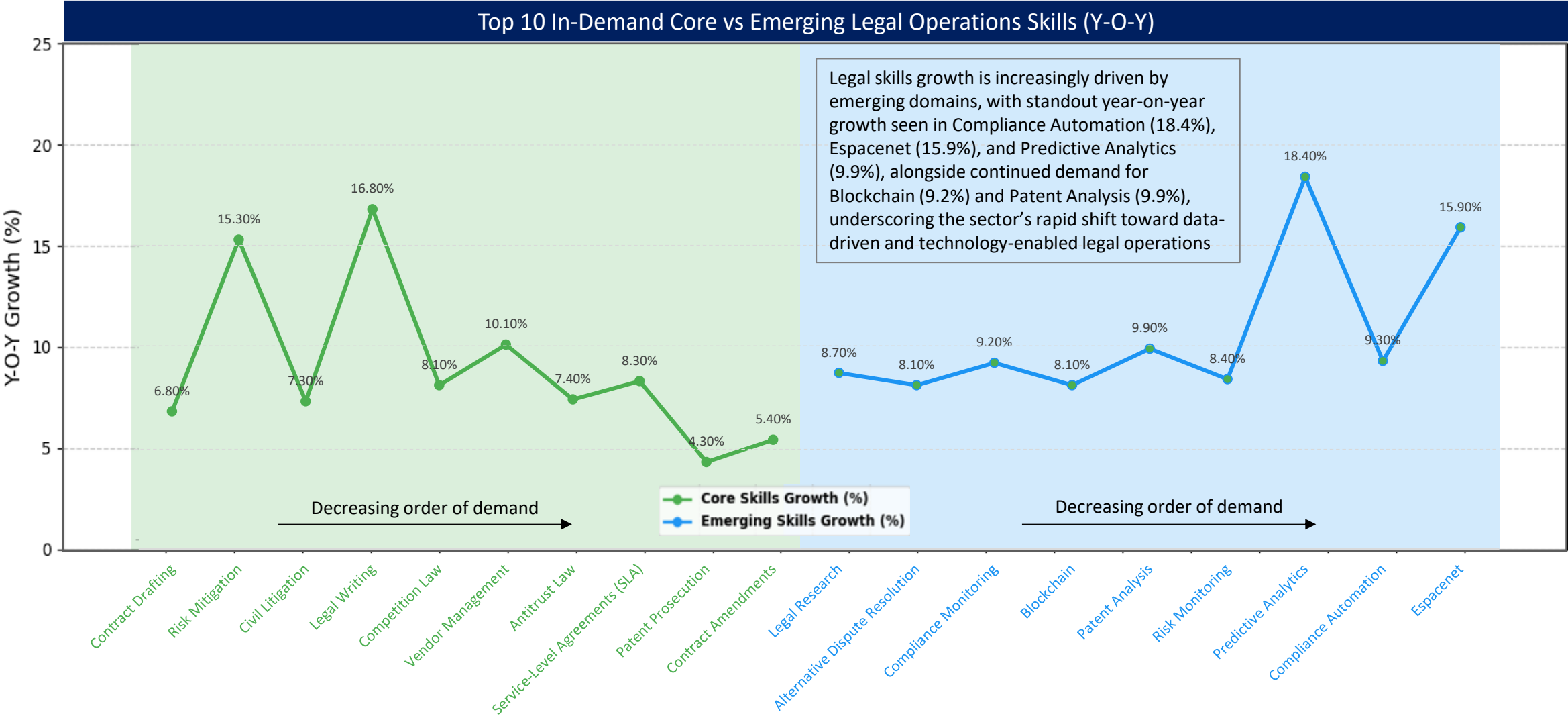
Legal Operations Skills Taxonomy					
Intellectual Property	**Mergers & Acquisitions**	**Contracts Lifecycle Management**	**Risk Management**	**Litigation & Dispute Resolution**	**Employment & Labor Law**
Patent Application & Prosecution	M&A Due Diligence	Contract Drafting & Review	Legal Risk Assessment	Civil Litigation Management	Employment Contract Management
Trademark Registration & Protection	Transaction Structure Design	Contract Negotiation Strategy	Enterprise Risk Management	Discovery Process Management	Labor Relations Strategy
Copyright Law & Protection	M&A Documentation	Contract Risk Assessment	Regulatory Risk Analysis	Litigation Strategy Development	Employment Litigation Management
Trade Secrets Management	Regulatory Approval Processes	Contract Compliance Monitoring	Operational Risk Management	Alternative Dispute Resolution (ADR)	Workplace Policy Development
IP Portfolio Management	M&A Risk Assessment	Contract Template Development	Risk Mitigation Strategies	Trial Preparation & Management	Equal Employment Opportunity (EEO)
Patent Landscape Analysis	Deal Negotiation Strategy	Vendor Contract Management	Risk Monitoring & Reporting	Settlement Negotiation	Wage & Hour Compliance
IP Due Diligence	Post-Merger Integration	Contract Amendment Procedures	Crisis Management Planning	Evidence Collection & Analysis	Employee Benefits Administration
IP Licensing & Agreements	M&A Tax Planning	Contract Performance Management	Risk Governance Framework	Witness Preparation	Workplace Investigation Procedures
Patent Claim Construction	M&A Valuation Analysis	Contract Renewal Processes	Third-Party Risk Management	Litigation Risk Assessment	Union Negotiation & Relations
IP Infringement Analysis	Antitrust & Competition Law	Contract Termination Procedures	Legal Risk Metrics & KPIs	Case Management Systems	Employment Risk Assessment
Prior Art Research	Cross-Border M&A Compliance	Contract Repository Management	Risk Communication Strategy	Legal Brief Writing	Termination & Severance Management
IP Valuation & Strategy	M&A Project Management	Service Level Agreement (SLA) Management	Business Continuity Planning	Appellate Practice	Immigration & Visa Compliance
AI Patent Analytics	AI-Powered Due Diligence	AI-Powered Contract Analysis	AI-Driven Risk Prediction	E-Discovery Technology	AI-Powered HR Analytics
Automated Patent Search	Digital Deal Rooms	Automated Contract Generation	Automated Risk Monitoring	AI-Powered Document Review	Automated Compliance Monitoring
Blockchain IP Protection	Automated M&A Analytics	Smart Contract Development	Predictive Risk Analytics	Predictive Litigation Analytics	Digital Workplace Policies
Digital IP Asset Management	Blockchain Transaction Recording	Contract Analytics & Insights	Real-time Risk Assessment	Digital Trial Presentation	Predictive Employment Risk
AI-Powered Prior Art Analysis	Predictive M&A Modeling	Digital Contract Workflows	Digital Risk Dashboards	Online Dispute Resolution (ODR)	Remote Work Legal Framework
Smart Contract IP Licensing	Digital M&A Documentation	Predictive Contract Risk Analysis	Machine Learning Risk Models	Automated Legal Research	AI-Driven EEO Monitoring

Core Skills / Emerging Skills

Note: The represented data is derived from Draup's Proprietary Skills Database. Draup conducted a comprehensive analysis across 800 M+ professional profiles, 600 M+ JDs and other secondary sources to construct the skills taxonomy pertaining to the provided skill clusters. The list of skills are not exhaustive

Legal Operations – Skills demand: Core legal operations skills like Legal Writing, Risk Mitigation, and Vendor Management continue to grow steadily, while emerging skills such as Predictive Analytics, Espacenet, and Compliance Automation are rapidly gaining traction, reflecting a shift toward data-driven and technology-enabled legal operations

Top 10 In-Demand Core vs Emerging Legal Operations Skills (Y-O-Y)

Legal skills growth is increasingly driven by emerging domains, with standout year-on-year growth seen in Compliance Automation (18.4%), Espacenet (15.9%), and Predictive Analytics (9.9%), alongside continued demand for Blockchain (9.2%) and Patent Analysis (9.9%), underscoring the sector's rapid shift toward data-driven and technology-enabled legal operations

Y-O-Y Growth (%)

Core Skills: Contract Drafting 6.80%, Risk Mitigation 15.30%, Civil Litigation 7.30%, Legal Writing 16.80%, Competition Law 8.10%, Vendor Management 10.10%, Antitrust Law 7.40%, Service-Level Agreements (SLA) 8.30%, Patent Prosecution 4.30%, Contract Amendments 5.40%

Emerging Skills: Legal Research 8.70%, Alternative Dispute Resolution 8.10%, Compliance Monitoring 9.20%, Blockchain 8.10%, Patent Analysis 9.90%, Risk Monitoring 8.40%, Predictive Analytics 18.40%, Compliance Automation 9.30%, Espacenet 15.90%

Decreasing order of demand

— Core Skills Growth (%)
— Emerging Skills Growth (%)

Decreasing order of demand

Note: The list of skills showcases the top 10 core and emerging skills observed across job postings for the past 12 months. Source: Draup's skills database. The top 10 skills are in decreasing order of demand. The growth %ages indicate growth in skills demand when compared to the previous year

Capability roadmap between Legal space transformation and successful AI/GAI adoption

Workload Transformation – Legal: AI is transforming legal workflows, leveraging NLP and predictive analytics for efficiency, where traditional tasks showcase the ability to integrate AI into daily workload support. A shift toward intricate workloads, emphasizing case-based reviews and insightful reporting, marks a transformation of Legal Space

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Across multiple Legal Management areas, Gen AI and Gen AI-based tools will play a pivotal role in transforming critical workloads to improve overall efficiency.

Key Area/Categories	Existing Workload	Transformed Workloads with GAI	Generative AI Tools & Libraries
Legal Research	• Analyzing Case Laws, Statutes, Regulations, And Legal Precedents Relevant Cases • Conduct thorough document reviews, meticulously examining legal documents	• Leverage AI tools to generate Case Insights and perform Primary and Secondary Research • Perform Strategic Analysis and Decision-Making processes and provide Data-Driven Research	Lex Machina® HUMATA
Regulatory compliance	• Conducting risk assessments to identify potential compliance issues and vulnerabilities • Executing regular compliance audits to assess the organization's adherence to legal requirements.	• Leveraging Predictive Analytical Abilities of Generative AI in conducting Risk Assessments and Fraud Detection • Providing Analytical Insights and Review Compliance data Generated by AI tools	amto.ai attri
Commercial Contracting & Legal Drafting	• Drafting and reviewing contracts, including terms and conditions, to ensure legal clarity, accuracy • Managing the entire lifecycle of contracts, from creation to renewal or termination, and ensuring compliance with legal requirements	• Utilizing AI Tools in Generating Legal Contracts and Drafts, with Subsequent Analysis, Review, and Curation of Deductions and Legal Agreements Based on Preliminary Drafts	Lawgeex ZUVA
Due Diligence	• Conducting comprehensive legal and regulatory compliance to identify any existing or potential legal issues • Reviewing all existing contracts and agreements to understand obligations, commitments, and potential liabilities	• Analyze and Review Due Diligence, Statutory and regulatory Compliance Reports executed by AI tools • Utilize Predictive Analytics tools to understand grievances and build stronger, robust Due Diligence Frameworks	Lawgeex Lex Machina®

Source: Draup leverages its database of 600 Million+ JDs, and 850 Million+ profiles to understand the skills required of 4,500+ Job roles.

Workload Transformation – Regulatory Compliance: Regulatory Compliance is expected to adapt to Gen AI to evolve routine tasks, viz., documentation reviews and policy checks are integrated with AI-driven support to tackle higher-level risk assessments/strategic insights; A shift toward complex workloads, emphasizing real-time regulatory updates and nuanced reporting

Across multiple Regulatory Compliance Management areas, AI and Gen AI-based tools will play a pivotal role in transforming critical workloads to improve overall efficiency.
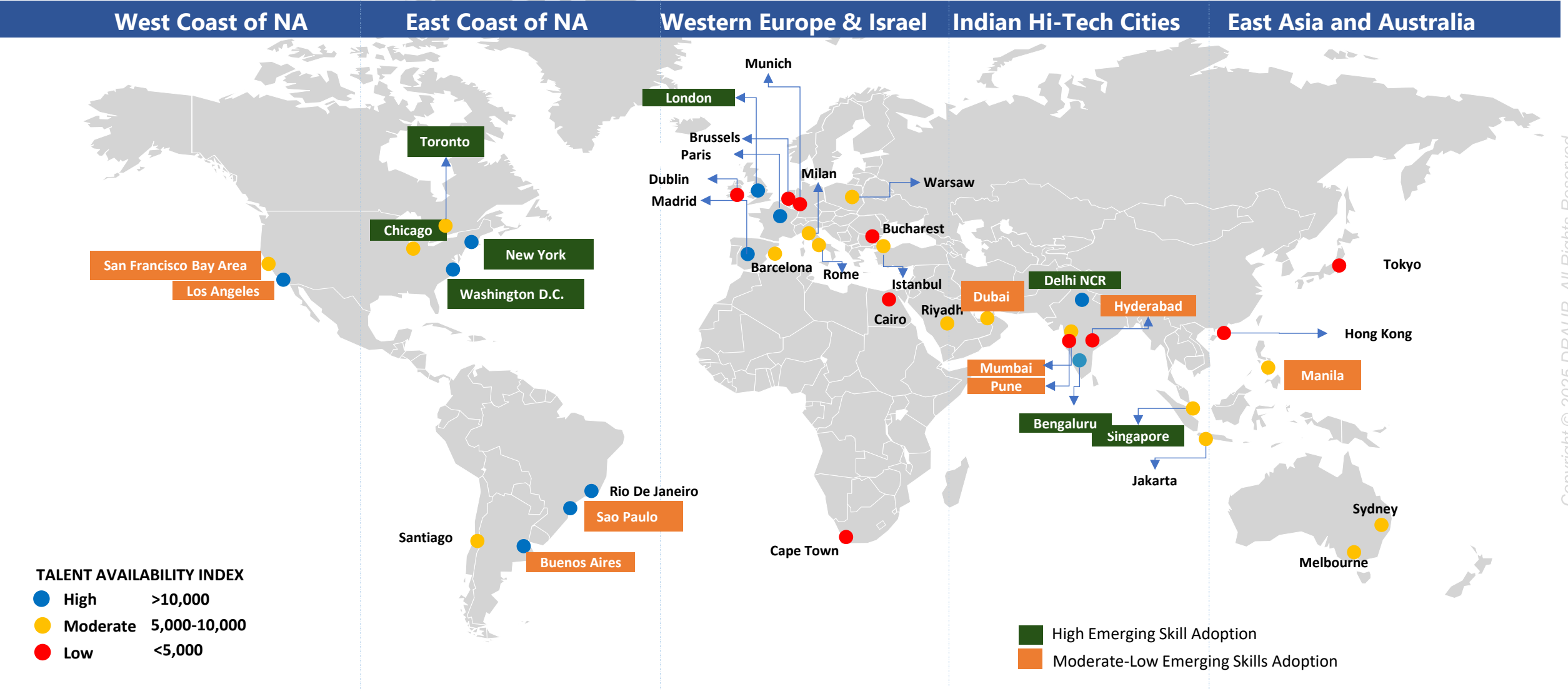
Key Areas	Existing Workload	Transformed Workloads with GAI	Generative AI Tools & Libraries
Risk Management	• Collaborate with cross-functional teams to implement risk management measures tailored to the product environment • Perform various activities to ensure adequate and effective controls are in place to reduce the risk	• *Collaborate with cross-functional teams to **integrate AI algorithms into risk management processes**, facilitating real-time monitoring and detection of emerging risks*	riskonnect Integrated Risk Management Solutions™ Scrut Automation
Corporate Governance	• Produce ongoing controls reporting (e.g., Control Dashboards) and perform direct audits of internal governance routines • Ensure adherence to internal policies and standards related to application projects	• ***Leverage Generative AI tools to produce advanced controls reporting**, including dynamic Control Dashboards. These dashboards are generated with improved accuracy and efficiency, offering real-time insights into risk exposure and control effectiveness*	6clicks ARCHER
Regulatory Compliance	• Assist the VP/Senior Compliance Officer with managing the regulatory complaints. This includes researching regulatory guidance, responding to regulatory agencies, and tracking all complaints • Guide corporate policies, standards, and procedures	• ***Employ Generative AI tools** to streamline the process of researching regulatory guidance, enabling rapid analysis of vast regulatory frameworks* • ***Automate the extraction of relevant information from regulatory documents**, enhancing efficiency and accuracy in understanding regulatory requirements*	HAWK:AI Comply Advantage
Business Continuity Management	• Develop with cross-functional teams and diverse stakeholders, providing data-driven insights to enhance risk management processes • Provide strategic insights and recommendations by translating complex Compliance-related data into actionable insights	• *Develop and deploy **AI-driven monitoring systems** to continuously assess business resilience and adapt strategies based on real-time data insights* • *Leverage **AI-generated scenarios** to simulate various crisis situations and evaluate the effectiveness of existing business continuity plans*	Resolver. A KROLL BUSINESS metricstream thrive on risk

Key Location Hotspots – Legal: Leveraging established legal talent hubs like New York, London, and Singapore for scale, combined with investing in emerging skill centers such as Delhi NCR and Bengaluru, forms a comprehensive global strategy for future readiness

Legal Talent Hotspots

| West Coast of NA | East Coast of NA | Western Europe & Israel | Indian Hi-Tech Cities | East Asia and Australia |

TALENT AVAILABILITY INDEX
- 🔵 High — >10,000
- 🟡 Moderate — 5,000-10,000
- 🔴 Low — <5,000

🟩 High Emerging Skill Adoption
🟧 Moderate-Low Emerging Skills Adoption

Note : Aggregated talent is the sum of talent pool across Legal job families
Draup proprietary talent module was used to identify hotspots for Legal talent

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