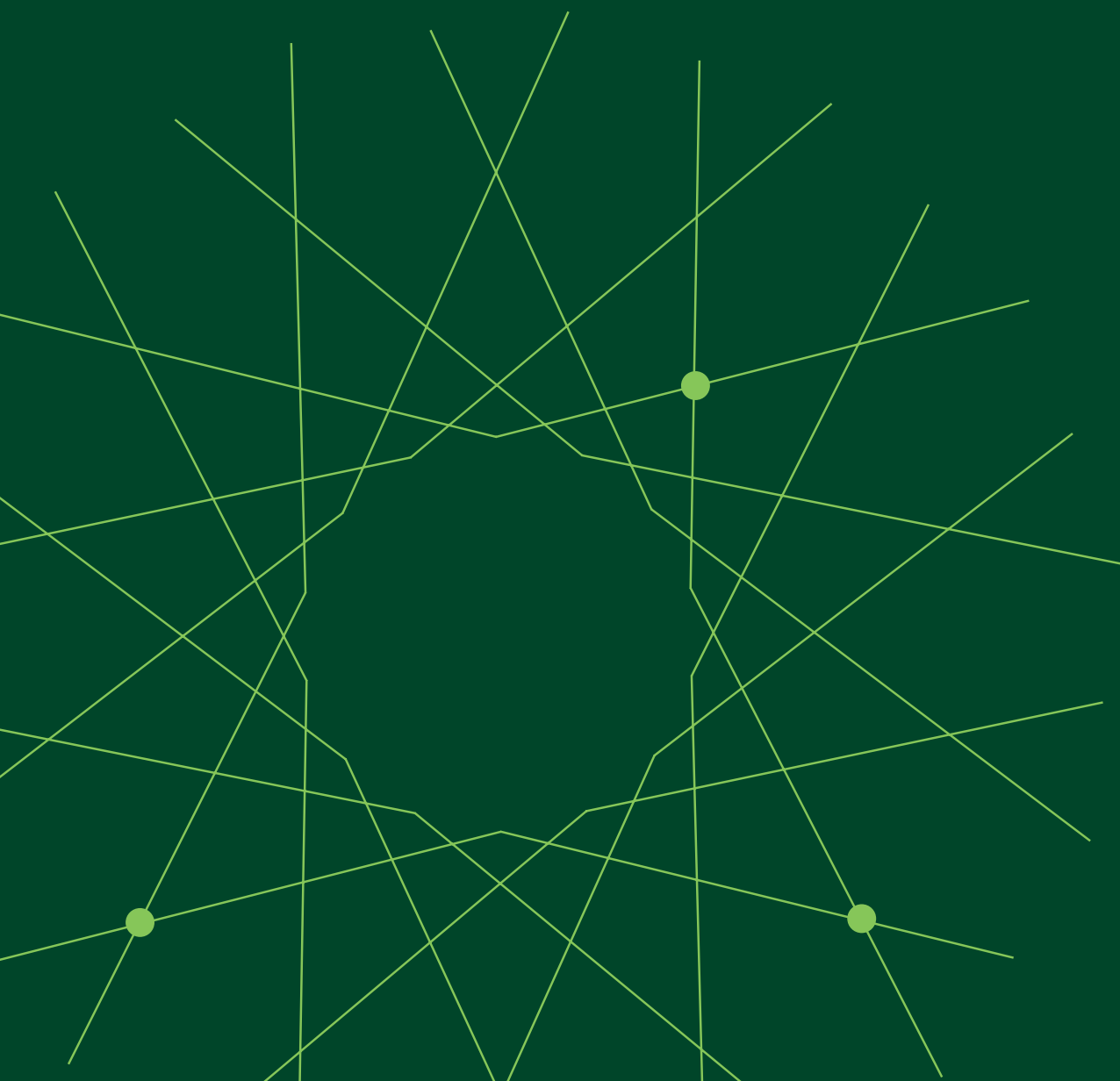


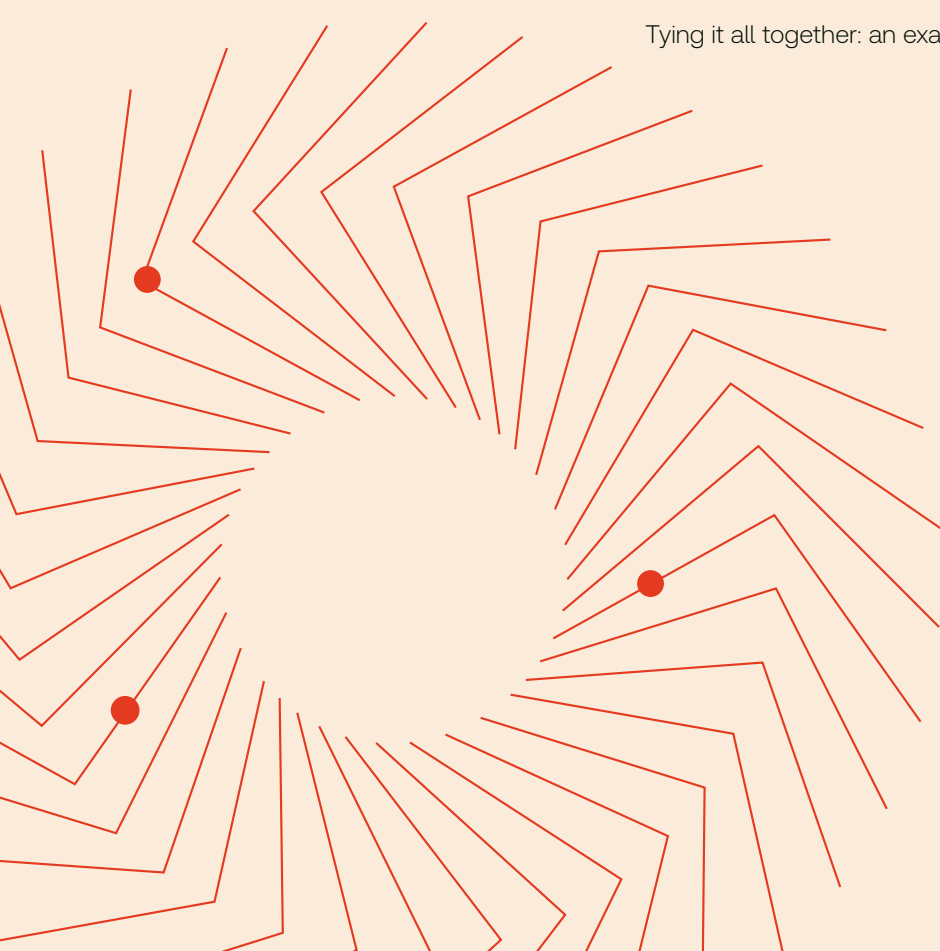
# Thomson Reuters AI for Justice Program

## Year 1 impact report



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# Introduction and executive summary

Every day, millions of Americans face life-altering legal problems — eviction, domestic violence, wrongful imprisonment — all without an attorney. The access to justice gap is vast and growing, putting essential legal services out of reach for an increasing number of people.

In October 2024, Thomson Reuters® launched the AI for Justice Program to change that; equipping Legal Service Organizations (non-profit legal organizations, or ‘LSOs’)¹ with professional-grade AI tools like CoCounsel and Westlaw Precision, and expert technical and subject matter support. In its first year, the program saw:

13x



## 13x increase in AI adoption among LSOs

In just nine months, access and support drove this boom in LSOs leveraging AI tools

## Top users saving 400-750 hours per year

Over 25% of surveyed users reported saving 8-15 hours per week

## Approximately 250 hours saved per attorney annually on average, driving increased and improved client representation

Attorneys are serving up to twice as many clients per day and seeing better results by automating and expediting both routine and complex tasks, and using that time for high-level advocacy, relationship management, and urgent needs

## Thousands of lives changed

From securing restraining orders for abuse survivors to keeping people housed to fighting to free the wrongfully convicted, attorneys are delivering life-sustaining services

## Organizational sustainability

Organizations are drafting grant applications in a fraction of the time and reducing overhead. Users are reducing second-hand trauma and working in alignment with their values, increasing their job satisfaction and wellbeing.

As one LSO explained:

“For the clients we serve, justice delayed can mean justice denied. AI has given our attorneys the ability to move faster without sacrificing care or compassion. It allows us to cut through hours of paperwork and focus on what truly matters — standing with a survivor in court, securing medical care for a family, or protecting someone’s home. This technology isn’t just improving efficiency; it’s expanding hope. It’s helping us deliver life-changing outcomes to more people who otherwise might have nowhere else to turn.”

¹ For definitions of terms that appear throughout this report, please review the Appendix.

We collaborated with these Innovators and built the program around three principles:



### Access

Tools are financially accessible, offering CoCounsel and Westlaw at a subsidized price LSOs can afford.



### Support

Organizations receive subject matter and technical expertise and self-education materials to drive sustainable adoption and usage.



### Scale

We transform successes and learnings into publicly accessible resources that other LSOs can replicate.

In the program's second year, applying these same principles, we will broaden and diversify this model to scale impact. We are partnering not only with LSOs, but pro bono providers and law schools as well. Our goal, as it was in Year One, is to support better results for more people who would otherwise be denied justice.

## The access to justice crisis

The access to justice issue is endemic to the United States. Although over 70% of low-income households faced a civil legal problem in the past year — that's tens of millions of people — over 90% of that need went unmet. LSOs, which are the primary providers of civil legal aid, have to turn away over half of those seeking help due to funding and staffing limitations. Those with essential needs, particularly vulnerable populations, are left without help in critical spaces like housing, health care, family safety, and public benefits.

The crisis is no secret; over 70% of Americans believe courts provide insufficient resources for self-represented litigants. The U.S. ranks 112 out of 143 countries for accessibility and affordability of civil justice, backsliding significantly over the past decade. These unresolved legal problems strain social services and deepen systemic inequality, undermining public trust in the legal system and reinforcing the truth that access to justice is a matter of money, not equality.

There is a real risk this crisis will grow as funding for LSOs shrinks and is continually under threat. This will expose tens of millions of people to life-altering hardship. Making it possible for LSOs to do more with less has never been more important.

# Addressing the crisis: test, iterate, repeat

## Improving our methodology through staggered Innovator cohorts

Taking a flexible, iterative, and education-first approach, we built a body of knowledge and best practices by identifying recurring obstacles, surfacing user needs, and refining our training methodology through collaboration with our Innovators.<sup>2</sup>

To kick off their year of access and ongoing support, Innovators completed an onboarding bootcamp focused on platform proficiency, best practices, and use case development. These bootcamps, along with feedback we collected from the Innovators, directed programmatic improvements, creating resources, and efforts to scale results.

We staggered Innovators in either version 1 (v.1) or version 2 (v.2) of the program. Participants of v.1 began their onboarding between October and December, and v.2 participants began in January or later. While the stagger was unintentional, it made it easier to iterate and refine our methodology, taking what we learned from our v.1 Innovators and modifying our approach for v.2 participants.

Both v.1 and v.2 participants began with a 60-minute onboarding session and access to a personalized landing page with resources and training materials. Participants of v.1 then completed two 90-minute use case development sessions occurring over anywhere from three weeks to several months. Participants of v.1 explained these lengthy sessions were overwhelming; they struggled to maintain focus, felt rushed through complex material, failed to grasp the essential functions of the platform, and were unable to upskill themselves. Their adoption was limited, and many expressed a need for shorter trainings and quick self-study options.

In v.2, the program pivoted to frequent, predictable, bite-sized trainings, providing six 30-minute sessions scheduled at a regular cadence every one-to-two weeks while also providing more sophisticated and diverse self-learning materials. Each session focused on one or two use cases rather than four or five, and placed greater emphasis on iterative learning, encouraging participants to refine prompts and experiment with supplemental instructions. In planning calls and training sessions, we were able to leverage a broader set of resources, such as a larger set of existing use cases and LSO-focused workflows, practice materials, and on-demand training modules.

Participants in v.2 had far higher adoption rates than the v.1 cohort, reported greater satisfaction with onboarding, and demonstrated greater proficiency and willingness to iterate to secure their desired results. While some frustrations persisted, more participants embraced experimentation and problem-solving, citing hands-on support as a critical factor in adoption.

<sup>2</sup> Those best practices, user types, and resources will be discussed in detail in an upcoming guide for legal service organizations looking to leverage AI

# The proof is in the proficiency: rising adoption, increased usage, sophisticated applications, and real impact

The program collected and assessed data twice during the first year of the program to 1) determine what, if any, impact the program was having on our LSO partners, 2) identify trends and best practices, and, relatedly, 3) how we could improve the program.

## June 2025 data analysis

Nine months after the launch of the program, we reviewed internal data related to usage, feedback, and our own observations, completing a quantitative and qualitative assessment across all Innovators.

The data assessment revealed:

- **Blockers and best practices** — Differences in trends amongst early and late Innovators, helping delineate the v.1 and v.2 cohorts, the factors that blocked or encouraged adoption discussed previously, and measure the effectiveness of our change in methodology.
- **Changes to education were effective and increased adoption and usage** — The v.2 cohort who adhered to best practices had usage that was between 2-3 times higher than that of v.1 participants.
- **Increase in LSOs leveraging AI** — From October 2024 through June 2025, the number of LSOs using Thomson Reuters AI tools grew 13x compared to the same period in the 2023-24 years. Internal stakeholders reported this growth was the result of both affordable access and expert technical and subject matter support.

## September 2025 data analysis

In September 2025, the program completed a second assessment of internal data similar to the first assessment and also surveyed users. The program received 44 answers from users from nine organizations, including a few sitting outside of the Innovator Program, primarily from those v.2 organizations that had shown a commitment to the program and best practices.<sup>3</sup>

<sup>3</sup> Of those respondents, individuals who reported not using AI tools were eliminated as were those who provided incomplete answers

The findings reaffirmed the v.2 methodology significantly improved user proficiency, which in turn drove sustained adoption and usage. This increased engagement meant legal service organizations were able to deliver more and higher quality services, both in litigation and resolving urgent matters. These users also developed routine and complex use cases independently, demonstrating proficiency and engagement. Even after onboarding concluded, v.2 organizations have some of the highest usage amongst all CoCounsel users, illustrating that our modified approach fostered lasting habits rather than short-term spikes in activity.

Users consistently reported that the tools gave them more time to focus on meaningful work. Many described being able to shift their attention to complex legal strategy and direct client interaction, rather than spending hours on routine or arduous tasks. They also noted improvements in the depth and quality of legal services. This could be simple things like finding every instance of a particular fact or event in a voluminous set of documents, or more complex substantive applications like issue spotting or providing immediate but more comprehensive legal advice.

Users also developed greater efficiency in operations, including administrative responsibilities and fundraising efforts like grant writing. The data also showed increases in professional satisfaction and reductions in burnout. These changes fostered not just increased and improved productivity, but organizational sustainability.

Time savings emerged as one of the most striking outcomes. Users gained several hours each week on average, with some reporting dramatic reductions in the time required for critical and routine tasks alike. Users preparing motions could do so in a week instead of a month, and halved the time they spent on legal research. These efficiencies allowed organizations to serve significantly more clients, sometimes thousands per year.

Beyond the numbers, the real-life impact was profound. Nearly two-thirds of users said the tools directly helped prevent negative outcomes for clients in areas such as violence prevention, family unity, homelessness, foreclosure, and access to essential benefits. One organization shared that the time saved enabled them to double their daily response to urgent client needs. In time-sensitive situations, saving even a few minutes could mean the difference between stability and crisis. As one organization explained, in a case where a tenant was locked out of their home and facing homelessness:

**“Opposing counsel employed a tactic of sending discovery demands and legal letters late in the day — around 4:50 pm — knowing that we typically end our workday at 5:30 pm. But missing the deadline to reply would mean putting a client in danger of eviction and losing their belongings ... With CoCounsel, we were able to act quickly, drafting legal responses to the landlord’s counsel, enabling us to file a restraining order, get our client back in their home within a few days, and save their belongings from being discarded.”**

# Stories from the field: what does impact really look like?

What does all of that data mean in the day to day work of LSOs?  
Below is a sample of some of the most compelling reports of impact.

## **An otherwise impossible data project**

One organization summarized over 10,000 public benefits appeal decisions and analyzed state contract databases, work they described as otherwise being impossible to complete. It enabled the organization to identify patterns, determine whether issues are isolated or systemic, and, if systemic, find more clients and develop strategies.

## **Protecting families with rapid trial prep**

In a domestic violence case, an attorney quickly identified relevant evidence in discovery, securing a restraining order. In other cases, an attorney has leveraged CoCounsel to overcome quick trial deadlines and secure protection orders, ensuring the safety of mothers and their children who might otherwise have waived their rights.

## **Veteran's intake made human and efficient**

An attorney streamlined client intake by brainstorming questions and creating checklists ahead of time. This ensured every meeting began with a clear understanding of the client's needs, allowing the attorney to focus on listening rather than scrambling.

## **Restoring hope for overwhelmed advocates**

Legal aid attorneys often feel the weight of knowing they cannot help everyone. An attorney shared that using a tool that dramatically increases their impact has boosted morale and helped them stay committed to what can feel like an impossible mission.

## **Five-minute drafts that multiply impact**

Serving four counties with heavy caseloads, one paralegal drafted motions and demands for protection in just five minutes, meaning she could help three-to-four more clients in the same hour. Ultimately, more veterans received the help they needed, faster.

## **Winning disability claim with medical record mastery**

In a social security disability case, one attorney summarized hundreds or thousands of pages of medical records in under an hour. The presiding judge praised the thoroughness of the arguments, and clients benefited from more complete and persuasive advocacy.

## **Stopping foreclosure and preserving homes**

An attorney helped a client make an informed decision to halt an active foreclosure. Through research and strategic advice, they explored alternatives and ultimately helped the client stay in their home and avoid losing everything.

## **Compassionate communication with vulnerable clients**

For attorneys working with clients who communicate unclearly due to mental health issues, one attorney distilled the main points and questions from lengthy emails. This reduced emotional strain and allowed for more compassionate, clear responses.

## **Courtroom confidence through document mastery**

In family law practice, one attorney organized facts and timelines from large sets of documents, allowing them to focus on advocacy and enter court feeling prepared and confident. The time saved meant they could represent more clients and do so more effectively.

## **Sustaining essential legal services**

Multiple organizations reported expediting the completion of grant writing, improving the possibility of sustaining their organizations and continuing to deliver life-changing support to their clients.

The following table presents a quantitative breakdown of the survey data we collected.

Category	Response	% of respondents
Increased adoption	v.2 usage compared to all CoCounsel users	Top 25%
	LSOs using CoCounsel at least 2-3 days per week	~70%
	LSOs using CoCounsel 4-5 days per week	~20%
Users selected all impacts Thomson Reuters AI tools had on their work	Focus on higher-value complex legal strategy and direct client interaction	~75%
	Improved quality or depth of legal services	>70%
	Legal aid services more efficient and operational costs reduced	65%
	Enhanced professional satisfaction and career sustainability	>62%
	Reduction in burnout	>50%
	Increase in ability to serve clients	40%
	Users selected the single greatest impact Thomson Reuters AI tools had on their work	Focus on higher-value complex legal strategy and direct client interaction
Increase in number of clients served		>16%
Empowering individuals to self-serve; improving accessibility and efficiency		~11%
Time savings	Average time saved	Almost 5 hours per week / 250 hours per year
	Users who saved 8-15 hours per week	~26% of respondents, or 400-750 hours per year
Saving time meant more clients served	Able to serve up to 25% more clients	Over 40%
Time saved in responding to urgent client matters	Average user	~35%
	3/4 of users	25% or more
	Top user	90% or more

# Best practices, better results: Innovator case studies

When it comes to best practices and impact, two organizations exemplify what those terms mean; they are a north star for any LSO looking to leverage AI to expand their impact. The Legal Aid Society of San Bernardino (LASSB) provides legal aid services to California’s Riverside and San Bernardino counties and has expanded its reach and effectiveness by integrating AI into its operations. The Innocence Center (TIC), a San Diego-based nonprofit law firm of six that has freed 43 people — who collectively spent 622 years in prison — has expedited their work and processed voluminous case files with AI. We completed case studies memorializing LASSB’s and TIC’s AI use and impact. A snapshot of each is below.

## Legal Aid Society of San Bernardino

CoCounsel has proven invaluable across diverse legal challenges. It enabled rapid drafting of filings to reverse an illegal eviction and prevent homelessness; helped secure a two-year domestic violence restraining order by streamlining evidence analysis, identifying threats in social media and texts; and supported mental health advocacy by leveraging DSM-5 insights to review medical records, ensuring timely eligibility determinations and tailored services for individuals at risk of homelessness. These efforts reflect LASSB’s core belief that “justice is not just an outcome, it’s a responsibility.”

### Statistical highlights

2x

20%

90%

- **Hotline efficiency doubling call responses** — LASSB’s hotline receives nearly 27,000 calls for legal advice annually, each requiring at least 30 minutes, sometimes up to an hour. With only a handful of staff, almost 16,000 calls previously went unanswered due to resource constraints. Staff have been able to address twice as many of these urgent cases, cutting per-call time from 30 minutes to 15 minutes without sacrificing quality.
- **20% more cases onboarded** — The team has onboarded 20% more cases for in-depth representation, moving beyond advice to long-term advocacy for clients.
- **90% faster response** — Response times to opposing counsel’s demands have improved by up to 90%, enabling faster interventions that can prevent evictions or restore clients to their homes days sooner.

Read more about LASSB’s efforts here - [legal.thomsonreuters.com/en/insights/case-studies/legal-aid-society-of-san-bernardino-doubles-hotline-calls-with-cocounsel](https://legal.thomsonreuters.com/en/insights/case-studies/legal-aid-society-of-san-bernardino-doubles-hotline-calls-with-cocounsel)

## The Innocence Center

“Had we had access to CoCounsel, we probably would have been able to exonerate Stephen Patterson a decade earlier.”<sup>4</sup> This is TIC’s mission: to free as many innocent people from prison as quickly as possible. Since adopting CoCounsel, TIC leveraged CoCounsel to help prepare a 160-page petition for innocence, completed foundational research in a week instead of two months, and identified vital nuances in the case file demonstrating racial bias. To sustain this work and in the face of federal funding cuts, TIC has used CoCounsel to produce grant applications and appeals in a fraction of the time it previously took.

### Statistical highlights

3x



2x



- **Tripling filings** — Each attorney previously filed about three petitions for writ of habeas corpus per year. The team now files more than three times that number annually. While an attorney typically spends 6-12 months to prepare a petition, an attorney recently completed one in a month.
- **Faster case completion** — The team completes their petitions in six months instead of a year.
- **Doubling intake review** — The team reviews twice as many requests for assistance per month.
- **95% faster grant applications** — Spending less time on fundraising, TIC has freed up more time for direct advocacy.

Read more about the Innocence Center’s impact here - [legal.thomsonreuters.com/en/insights/case-studies/how-the-innocence-center-triples-filings-to-free-wrongfully-convicted](https://legal.thomsonreuters.com/en/insights/case-studies/how-the-innocence-center-triples-filings-to-free-wrongfully-convicted)

<sup>4</sup> Stephen Patterson is identified as “him” in the original quote

## What comes next: scaling impact

In year two, the program is moving from pilot program to an impact-first model, leveraging those key learnings from Year One to develop scalable, replicable, and publicly available AI-based initiatives focused on expanding access to justice. To do so, the program is expanding the scope of collaboration to include not only current LSO partners, but pro bono providers and law school clinics.

The program will address the unique challenges each of these three groups face in delivering justice. The program seeks to 1) empower LSOs to scale their client services through complex, end-to-end AI based projects, 2) address the service and expertise gap between pro bono providers and partners to improve and increase services and outcomes, and 3) collaborate with law school clinics to prepare their students for the legal profession and expand their capacity to train students and serve clients. With our partners, we will establish best practices, guidance, and inspiration for legal service providers across the entire justice ecosystem.

We chose these three groups because they are the key drivers of access to justice and each face challenges that AI can help solve. Our LSO partners have already demonstrated both a commitment to innovation and proficiency in AI, making them ideal collaborators in developing project-based solutions meant to take on their organizations' — and society's — most significant challenges.

Pro bono legal work is essential for filling justice gaps and is largely scalable, but private law firms and LSOs often struggle to collaborate due to differences in expertise and availability. We will improve these partnerships while expediting and improving results.

Law school clinics, which train the next generation of justice leaders while delivering essential legal services, have not yet integrated AI into their clinical services or training. We will co-develop educational tools to change that, expediting supervisory responsibilities, expanding clinical bandwidth, and preparing future justice attorneys to serve more clients and do better work.

## Conclusion

The first year of the Thomson Reuters AI for Justice Program has demonstrated that meaningful, scalable impact requires partnerships between technology partners and legal justice service providers willing to experiment, iterate, and invest in a technology-first approach to driving change. The lessons we learned and the best practices we developed provide a roadmap for the sector: invest in people and training, focus on the problems that matter most, and foster a culture of experimentation and support. But the work is far from finished; the justice gap remains vast and legal service organizations face growing challenges. In our second year, we will continue working to accelerate progress towards a legal system in which access to “justice for all” is not an aspiration, but a reality.

# Appendix

## Definitions of key terms

### **Legal Service Organization (LSO)**

A nonprofit entity that provides legal assistance to individuals who cannot afford private counsel. LSOs typically serve vulnerable populations — such as low-income families, immigrants, or survivors of domestic violence — and typically focus on civil legal matters like housing, family law, public benefits, and expungement. LSOs can also include criminal legal work, such as innocence organizations. Their mission is to promote access to justice and ensure equitable legal representation. LSOs often rely on grants, donations, and public funding and are staffed by mission-oriented professionals.

### **Use case**

A specific problem or objective where a tool or process — such as generative legal AI — is applied to achieve a defined outcome, such as preparing a motion to secure a permanent protection order in a domestic violence case.

Identifying use cases is the starting point for integrating AI into legal work or reducing administrative burdens. They are often developed collaboratively and refined through real-world application. Once an LSO has identified a use case, it can develop the workflows to complete that use case.

### **Workflow**

The process used to complete all or part of a use case. Workflows can range from a single step to multiple steps strung together. The process includes the instructions, tools (AI or otherwise), documents, and other resources necessary to complete that part of the use case.

Workflows ensure consistency, reduce errors, and make it easier to train new staff or scale services through a mapped out, tested-and-verified replicable process. Workflows are often customized to fit the needs of specific legal teams or practice areas, or even individual users. In the generative AI context, workflows are completed using prompts.

### **Prompt**

The instruction or query entered into an AI tool to initiate a specific action. Prompts are the building blocks of workflows — they guide the AI to perform tasks, triggering a particular skill to complete a defined task. Effective prompting requires clarity and specificity, and there are several best practices related to prompting; it is a skill unto itself. Prompts can be simple, like “summarize the uploaded discovery”, or nuanced, such as “summarize the uploaded discovery, focusing on the grounds for evicting Mr. Martinez. Provide your answer as a bullet point list.” Effective AI use comes down to effective prompting.

## Tying it all together: an example

### Use case:

1. Drafting a motion for a permanent protective order in a domestic violence case

### Workflows to prepare a motion for a PPO:

1. Identify essential facts to satisfy the applicable legal standard
2. Prepare a template that can be utilized across a number of different motions
3. Populate that template with case-specific information and identify any weaknesses in the completed motion

### Prompts to identify the essential facts to satisfy the legal standard:

1. “What is the legal standard for securing a permanent protection order in a domestic violence case in California?”
2. “Based on the legal research you completed, prepare rule statements reflecting the legal standard for securing that PPO.”
3. “Review the uploaded case file and identify every fact that will satisfy the legal standard, as described in the rule statements you drafted. Organize your answer by rule statement.”

### Adoption and usage

**Adoption** is the journey along which clients commit to integrating AI into their workflows, supported by training and organizational readiness. It reflects a decision and cultural shift to make AI part of regular operations.

**Usage** is a measurement of how often and how effectively clients apply AI tools in real tasks after adoption. It focuses on actual engagement and the depth of interaction with AI features.

**Difference between adoption and usage** — Adoption is the decision and readiness to make AI part of regular workflows, while usage is the actual application and frequency of using AI tools in practice. The two are linked, and one would expect to see higher usage as the user moves deeper into their adoption journey.

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# Ready to help close the justice gap?

Discover how the AI for Justice Program is transforming legal services — and how you or your organization can be part of the movement.

[legal.thomsonreuters.com/en/c/ai-for-justice](https://legal.thomsonreuters.com/en/c/ai-for-justice)

