

The Department of Justice  
**LexGoTech**  
**Roundtables**  
**Report**

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December 2025



律政司  
香港特別行政區政府  
Department of Justice  
The Government of the Hong Kong  
Special Administrative Region

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# Foreword

1. The rapid growth of legal technology (“**LawTech**”)<sup>1</sup>, including those powered by artificial intelligence (“**AI**”)<sup>2</sup>, is reshaping how legal services are delivered in Hong Kong, enhancing productivity, improving quality, and expanding access to justice. As a leading international legal and dispute resolution centre, Hong Kong champions the broad and responsible adoption of LawTech to strengthen service excellence and competitiveness, under clear professional guardrails that protect confidentiality, accuracy, ethics, and public trust.

2. As a policy initiative announced in the Chief Executive’s 2024 Policy Address, the Department of Justice (“**DoJ**”) has established the Consultation Group on LawTech Development (“**Consultation Group**”) in January 2025 to embrace this transformative wave, listen to and understand sector needs, and proactively facilitate collaboration to realise the full potential of LawTech. The Consultation Group comprises representatives from the legal and dispute resolution sectors, law schools, and the LawTech industry, including small and medium-sized law firms, ensuring that the policies are responsive to practitioners’ needs. In consultation with the Consultation Group, the DoJ launched the **LexGoTech Roundtable Series** to convene stakeholders across the legal ecosystem to share their visions, concerns, first-hand experience and practical tips on the uses and potentials of LawTech in legal practices in Hong Kong. In line with national policy on the use of AI and in furtherance of the initiative under the 2024 Policy Address to promote the development and use of LawTech in Hong Kong, the LexGoTech Roundtable Series seeks to gather views on LawTech use and the development of the Hong Kong legal industry, raise awareness through dialogue, and inspire reflections and explorations on how best to equip our next generation of lawyers in this AI era.

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<sup>1</sup> LawTech refers to digital technologies, including but not limited to artificial intelligence, data analytics, automation, collaboration platforms and digital infrastructure, used in the delivery, management, education, and administration of legal and dispute resolution services.

<sup>2</sup> Artificial intelligence refers to computational techniques that perform tasks typically associated with human cognition.

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3. With the support of the Consultation Group and various legal professional associations, the DoJ convened three rounds of the LexGoTech Roundtables on 12 June, 20 August and 22 October 2025.

4. The three Roundtables were attended by a total of over 70 participants, including solicitors, barristers, arbitrators, in-house lawyers, government lawyers as well as professors and tutors from Hong Kong's leading universities. To facilitate cross-fertilisation of ideas, the participants came from organisations with diverse nature and scale, and with different levels of seniority.

5. For each round, the participants were divided into small groups for facilitated discussions guided by key questions. To encourage open and candid dialogue, the discussions were conducted under the Chatham House Rule. Participants were free to use the information shared but identities or affiliations were not attributed. The views in this Report are consolidated summaries and do not reflect the consensus or policy positions of the DoJ, any organisation, or the legal and dispute resolution industry. Any forward-looking assessment is indicative only and not a forecast by any participant.

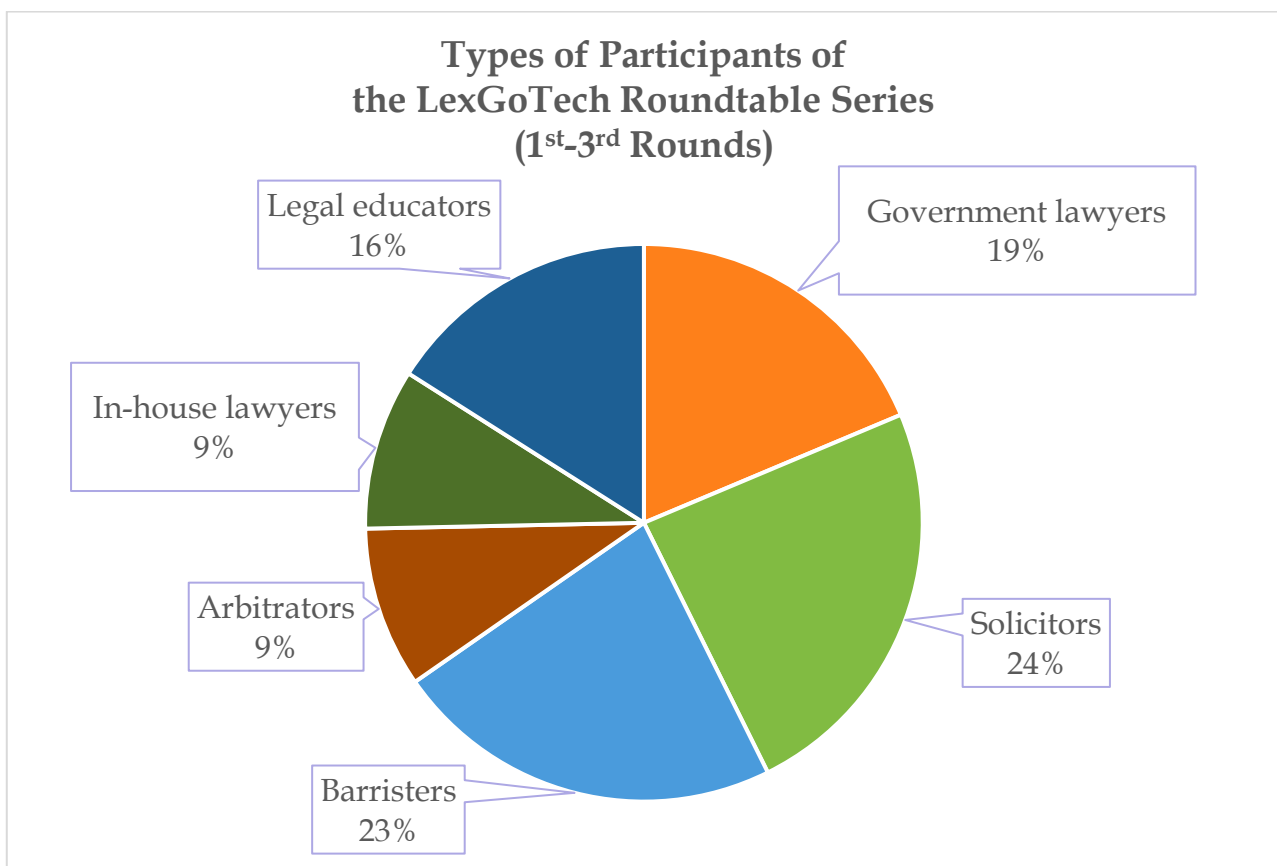
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## Executive Summary

6. In 2025, the DoJ held three rounds for the LexGoTech Roundtable Series, each round with distinct focuses:

- (a) the first round focused on **solicitors**, including those from **small and medium-sized law firms**;
- (b) the second round focused on **barristers** and **arbitrators**; and
- (c) the third round featured **government lawyers**, **in-house lawyers** and **legal educators**.

7. The composition of the participants<sup>3</sup> of the three Roundtables is set out in **Figure 1** below. The list of participating organisations is set out in **Appendix I**.



**Figure 1**

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<sup>3</sup> Categoricalised according to their nominating organisations.

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8. The group discussions centred on four main issues:
- (a) Current use of LawTech;
  - (b) Impact and opportunities of LawTech;
  - (c) Risks and risk management; and
  - (d) Gearing up for the LawTech era.
9. A summary of the key questions posed to the participants is listed in **Appendix II**.
10. The views of the participants may be summarised in four themes:
- (a) **Increased efficiency:** LawTech can significantly enhance efficiency in tasks such as legal research, document drafting and translation.
  - (b) **Ethical considerations:** There is a need to address issues such as data privacy, accuracy, hallucination and accountability.
  - (c) **Regulatory frameworks:** Updated regulations and professional guidance are required to govern the use of AI in legal practice.
  - (d) **Public awareness:** Educating law students, legal professionals and the public about AI is crucial for informed decision-making, trust and responsible technology use. Honing the skills and ability of legal educators to integrate advanced technologies into curricula is also critical to sustainable development of the legal industry.



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# Key Discussions and Insights

## Current use of LawTech

11. Participants reported heterogeneous engagement with LawTech, with most having hands-on experience using general purpose AI tools for day-to-day tasks such as legal research, correspondence drafting and translation. Some law firms had begun developing proprietary AI systems for non-client tasks and knowledge / law library development. Discussions revealed usage of AI tools even where no formal internal policy or endorsement existed in their organisation.

12. Individual and organisational experience and enthusiasm for LawTech ranged from wait-and-see, minimal adoption to advanced deployment, with university professors and tutors showing high interest in AI as part of strengthening legal education and practice. Most participants signalled intent to expand current use, while remaining mindful of risks such as hallucination and confidentiality concerns, and are actively considering how LawTech, in particular AI, may reshape their business models.

## Impact and Opportunities of LawTech

13. All participants agreed that the use of LawTech would increase efficiency and reduce time spent on routine and administrative tasks. Some participants believed that LawTech could narrow the gap between larger and smaller practices, unlocking for the latter, previously unattainable scale and efficiencies. Popular use cases reported by participants included automating aspects of, or providing leads on, legal research, document analysis and review, and increased uptake of virtual hearings and e-filing. Some participants highlighted the use of LawTech in processing and navigating large volumes of documents in construction dispute resolution and tracing complex corporate records on shareholding changes. Some also found AI useful to summarise expert reports to accelerate their understanding of specialised materials and concepts.

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14. In the short run, LawTech was expected to optimise operational costs by saving time and freeing up personnel, enabling practitioners to focus on higher-value work while meeting rising client expectations for technology-enabled services and delivery models. More digital workflows across matter lifecycles, improved turnaround times and client communications were anticipated.

15. In the medium term, the participants anticipated that efficiency gains would support profitability. New professional roles such as legally trained technologists and prompt specialists were expected to emerge. New business opportunities in the area of technology, media and telecommunications (TMT), AI and data privacy were expected to grow in demand. Some participants also expected gradual evolution in pricing and value models beyond a pure billable-hour model as technology reshapes service delivery.

*“AI will reshape,  
but not eliminate the legal profession.”*

16. **Over the long run, participants expected three structural shifts:**

- (a) **Transforming roles of legal practitioners:** LawTech would become part of the foundational infrastructure in the delivery of legal services, with lawyers taking up the roles of instructors, editors of AI output, strategic advisors and advocates. Some in-house lawyers pointed out that companies might insource more legal work and outsource strategic work only to law firms.
- (b) **Growing investment in training and proprietary large language models (LLMs)<sup>4</sup>:** It was expected that the legal industry was likely to invest more in professional development and tailored models or

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<sup>4</sup> Large language models are AI models trained on large text corpora that can generate and transform natural language.



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solutions to fit Hong Kong's and the individual organisation's practice and needs.

- (c) **Intensifying competition within and beyond Hong Kong:** With the use of LawTech, both local and cross-border workflows would likely be augmented and streamlined. Competition within the Hong Kong legal industry as well as from other jurisdictions such as the Chinese Mainland was expected to increase.

## Risks and Risk management

17. Across the three rounds of discussion, the following risks were repeatedly highlighted by the participants:

- (a) **Data privacy and confidentiality:** The use of cloud-based or external AI solutions raised concerns that client-sensitive information could be inadvertently stored, shared or used to train proprietary models, potentially breaching confidentiality and legal professional privilege.
- (b) **Inaccuracies, biases and hallucinations:** AI-generated outputs, especially from general purpose tools, might fabricate sources and authorities, embed unwarranted biases or produce erroneous translations and predictive analyses. Over-reliance on such tools might impede the integrity of legal research and decision-making.
- (c) **Insufficient guidance and governance:** Many entities had yet to implement policies, best practice frameworks or oversight mechanisms to manage the use of AI, leaving practitioners uncertain about how to appropriately deploy AI tools.
- (d) **Client-driven challenges:** Clients increasingly presented unvetted general purpose AI outputs to lawyers for validation, which adds to, rather than streamlines, the work of lawyers. The use of AI tools by clients to draft instructions to lawyers was also a source of frustration as time would be required to clarify nuances and remove

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hallucinations. On the other hand, clients expected greater transparency on the lawyers' tool use and time spent.

- (e) **Cost barriers:** Subscription-based LawTech solutions could be considered costly by small and medium-sized law firms, barristers and in-house legal teams, which have limited budgets and opportunities to spread expenses, raising return of investment (ROI) concerns and potentially widening competitive gaps.
- (f) **Intellectual property rights issues:** The training of LLMs might involve potential infringement of intellectual property rights. In addition, issues surrounding the intellectual property rights of AI-generated outputs remained unsettled.
- (g) **Skill erosion:** Over-reliance on LawTech solutions might diminish core analytical skills and critical judgment.

18. To mitigate these risks, participants suggested a number of strategies:

- (a) **Regular best practice reviews:** Instituting ongoing audits of AI usage, updating internal policies and ensuring that lawyers retain the final responsibility for AI-generated work.
- (b) **Development of proprietary LLMs or on-premise solutions:** Training proprietary LLMs and having on-premise solutions to better control data residency, tailor outputs to an organisation's own needs and reduce dependence on LawTech tools that are not specific to Hong Kong law.
- (c) **Capacity building and training:** Implementing or enrolling in structured programmes to educate lawyers and legal support staff on AI capabilities, limitations and ethical considerations, fostering a culture of critical and responsible oversight.
- (d) **Client management frameworks:** Proactive communication and education help clients understand the need for verification of

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outputs generated by their AI tools and align their expectations with confidentiality and accuracy.

- (e) **Collaborative licensing and collective bargaining:** Negotiating bulk subscriptions or shared platforms may lower costs for smaller practices.

## Gearing up for the LawTech era

19. Participants pointed out that law firms moving beyond pilots were adopting internal policies that delineate the scope and limits of emerging technologies, positioning AI as a tool rather than a decision-maker, with experienced lawyers as final gatekeepers for review and validation, and accelerating digitalisation and knowledge curation to improve data readiness. This oversight model would help preserve professional judgment while leveraging automation for efficiency and consistency.

20. **Participants identified several obstacles which hindered full-scale adoption. Small and medium-sized law firms often lacked financial and technical resources to purchase subscription-based LawTech solutions or to maintain in-house expertise for model fine-tuning. Client's concerns over confidentiality and the perceived loss of human touch also slowed implementation. Moreover, there might be challenges in measuring ROI to justify investment decisions.**

21. To address structural challenges faced by individual law firms, the participants proposed some collaborative initiatives:

- (a) **Clear professional standards:** Regulatory and professional bodies could consider issuing guidelines on responsible use of LawTech and data handling, ensuring ethical consistency across the profession.
- (b) **Integrated legal education:** Law schools and continuing legal education providers should embed AI literacy, data ethics and critical oversight skills into curricula, preparing future practitioners

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for responsible technology use. Fostering more dialogue between educators and industry leaders would also be crucial for aligning legal education with the evolving landscape. Training programmes should be rebuilt to focus on critical judgment, human-centred communication skills and professional ethics.

- (c) **Collaborative training hubs:** Institutions could collaborate on professional training and disseminate best practice guidelines, facilitate peer-to-peer support and enable practitioners to stay updated on global advancements.
- (d) **Government-backed AI platforms:** Publicly-funded portals could provide equitable access to vetted AI tools, levelling the playing field for smaller practices.
- (e) **Support for local LawTech startups:** Funding, mentorship and sandbox environments might encourage the creation of LawTech solutions that fit the needs of the unique Hong Kong jurisdiction.
- (f) **Collective licensing and cost sharing:** Professional bodies could consider negotiating bulk licences, thereby reducing per user costs and simplifying compliance management.

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## Key Takeaways

*“AI is a must for the future of the legal profession.”*

22. The LexGoTech Roundtable Series offered a concise view of the transformative impact of LawTech on the legal industry in Hong Kong, revealing key insights across various stakeholders of the legal and dispute resolution industry. Participants highlighted the opportunities brought about by LawTech, including enhanced efficiency and freeing up the human lawyers for higher-value tasks. However, challenges such as data privacy concerns, inaccuracies in AI-generated outputs and gaps in guidance and governance on responsible and ethical use of emerging technologies required addressing.

23. Participants also identified management strategies focusing on developing proprietary tools, continuous training programmes and internal governance policies. Preparatory steps to LawTech adoption emphasised the development of clear internal policies, capacity building and oversight by experienced legal practitioners.

24. Industry-wide initiatives, including collaborative training and support for local LawTech startups were suggested to ensure equitable access and foster a balanced integration of LawTech across the legal profession.

*“Bridging the gap between traditional practices and modern technologies is crucial to staying competitive.”*

25. Riding on the wave of technological advancement, the legal sector, as with other professional service sectors, is entering a phase of accelerated capability building and value creation. In reshaping the delivery of legal

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services with the use of technology, concerns arising from challenges and disruption brought by technology are understandable, yet LawTech undoubtedly presents important opportunities to improve efficiency, support professional judgment and uplift legal service quality, as recognised by various stakeholders across the legal sector. With supportive and appropriate policy guidance and industry collaboration, the risks can be mitigated and the LawTech ecosystem will mature, allowing technology to complement human expertise and amplify impact as we shift from a defensive caution to proactive, responsible and human-reinforcing adoption.

26. The LexGoTech Roundtable Series underscored the potential of LawTech to reshape legal practice, and the necessity of a balanced, ethical integration to mitigate risks and to ensure equitable access, enabling sustainable and responsible adoption across the profession.

## **Next Steps**

27. The DoJ remains committed to promoting the development of LawTech in Hong Kong and will continue to consult and consider the advice of the Consultation Group to drive wider, responsible adoption across the legal and dispute resolution sectors over the longer term.

28. The DoJ will closely monitor technological developments and, having regard to the needs of the legal industry, implement appropriate policy initiatives to foster adoption. Planned initiatives include expanding the resources related to LawTech on the DoJ website, such as a practitioners' "roadmap" for technology adoption, ethical and security guidelines to empower effective and responsible use, and the release of the findings of the "Survey of LawTech Service Providers in Hong Kong".

29. As announced in the 2025 Policy Address, the DoJ will establish an inter-departmental working group by end-2025 to co-ordinate the responsible bureaux to review the legislation needed to complement the wider application of AI. Looking ahead, the DoJ envisions that LawTech would transform Hong Kong's legal landscape, enhancing efficiency, innovation and competitiveness



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and consolidating Hong Kong's position as a leading international legal and dispute resolution centre.

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# Appendix I

## List of Presenters, Facilitators and Participating Organisations

The DoJ would like to acknowledge the participation and insights contributed by the presenters, facilitators, participants and organisations, which nominated representatives to join the first three rounds of the LexGoTech Roundtable Series: *(in alphabetical order)*

### Presenters

- Dr So Shiu Tsung Thomas, JP
- Dr Tang Shuk Ming Winnie, MH, JP
- Mr Tang Wha Li Brian

### Facilitators

- Ms Ch'ang Sharyn
- Ms Cheung Leona
- Mr Lok Hui Yin Michael
- Ms Siu Hoi Ying Stephanie
- Mr Tang Wha Li Brian
- Mr To Hin Wing Charles
- Mr Wong Wai Chung, Wesley, SC, JP
- Mr Voo Fui Chung Jonathan
- Ms Zhao Tong Chris

### Professional bodies

- Association of Corporate Counsel Hong Kong
- Hong Kong Bar Association
- Hong Kong International Arbitration Centre
- The Law Society of Hong Kong
- The Small and Medium Law Firms Association of Hong Kong

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### **Universities**

- City University of Hong Kong
- The Chinese University of Hong Kong
- The Hong Kong Polytechnic University
- The University of Hong Kong

### **Government bureaux**

- Companies Registry
- Intellectual Property Department
- Legal Advisory and Conveyancing Office of Lands Department
- Legal Aid Department
- Official Receiver's Office
- The Land Registry

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## Appendix II

### Key Questions Posed During the Roundtable Discussions

- What are the top three ways you currently use (or have considered using) LawTech in your work?
- Between 1 and 10, how would you rate (i) your organisation and (ii) your own experience and enthusiasm for LawTech?
- What are the top three opportunities that LawTech is currently changing your and/or your organisation's work?
- Looking to the future, with the rapid growth of LawTech, how do you see the future legal practice evolving in 1 year / 3 years / 10 years' time?
- What are the top three risks you face or foresee in using LawTech in your work or legal work in general?
- What key steps are you and/or your organisation taking to manage these risks?
- With the integration of LawTech in legal services delivery being a seeming inevitable trend, what are the three top steps that you and/or your organisation are taking to prepare for the impact?
- How would the increasing use of LawTech impact on legal education and the qualities with which our new generation of lawyers should be equipped?

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- What are or will be the main challenges in this gearing up process, and what industry-wide initiatives will help alleviate these challenges?



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