

PERSUIT

2026 GLOBAL OUTSIDE COUNSEL RATE TRENDS



How Law Firm Pricing Power Really Works
and Why Negotiation Alone is No Longer Enough

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EXECUTIVE SUMMARY

Across the United States, Europe, and the United Kingdom, outside counsel pricing heading into 2026 continues the trend of aggressive increases from law firms. The data illustrates that firm pricing power has been durable and clients are to this point sustaining and accepting the increases.

Three dynamics show up consistently across regions:

- 1.** **Standard rates are the core to the market dynamic**, this moving baseline is reducing the effectiveness and meaningfulness of rate discounts.
- 2.** **Discounts have settled into predictable ranges**, offering familiarity but limited protection.
- 3.** **A relatively small subset of senior lawyers can drive disproportionate exposure**, making averages and title-based caps less reliable.



EXECUTIVE SUMMARY

Region anchors (from the data):

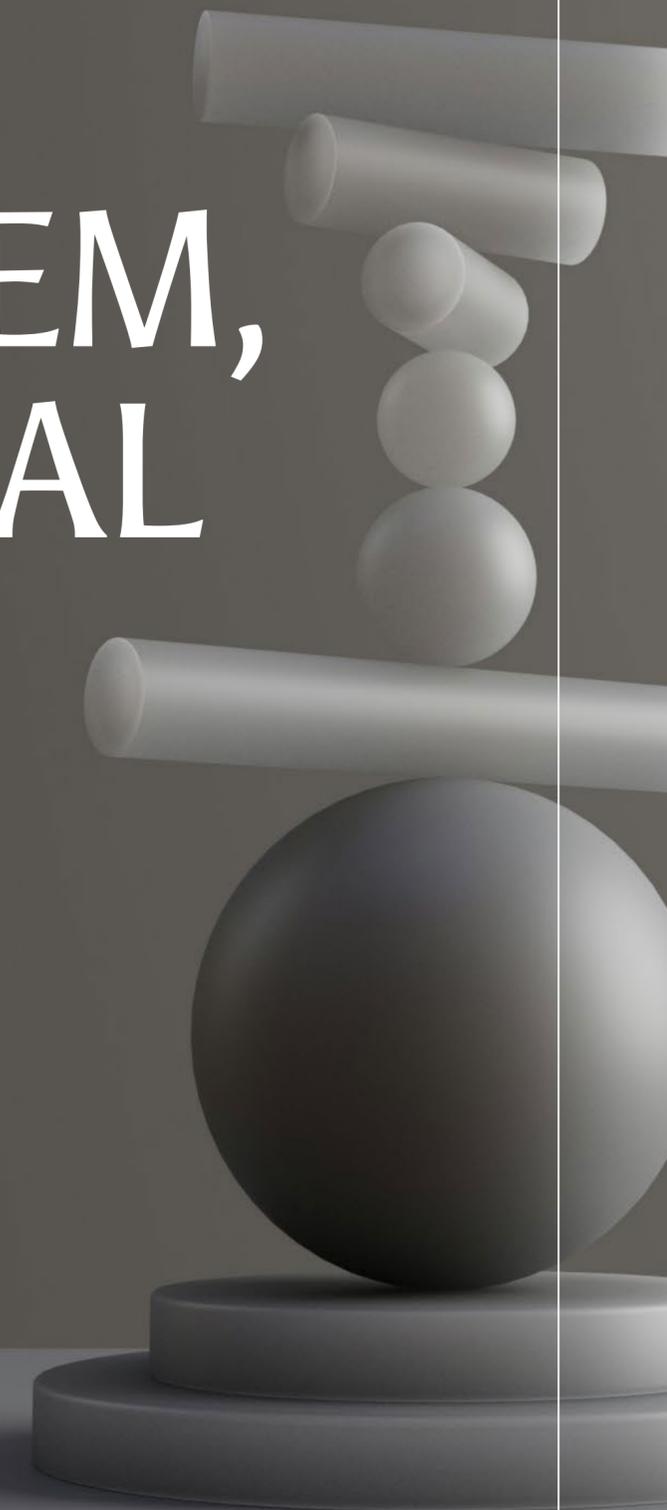
- **U.S.:** Client-weighted year-over-year increases averaged **12.6%** (median **11.2%**) even after negotiated discounts, with a client-weighted average discount of **16.6%**
- **Europe (EUR):** Average year-over-year change of **8.2%** (median **9.2%**) with an average discount from rack of **17.2%**
- **U.K. (GBP):** Average year-over-year change of **15.9%** (median **16.0%**) with an average discount from rack of **20.6%**

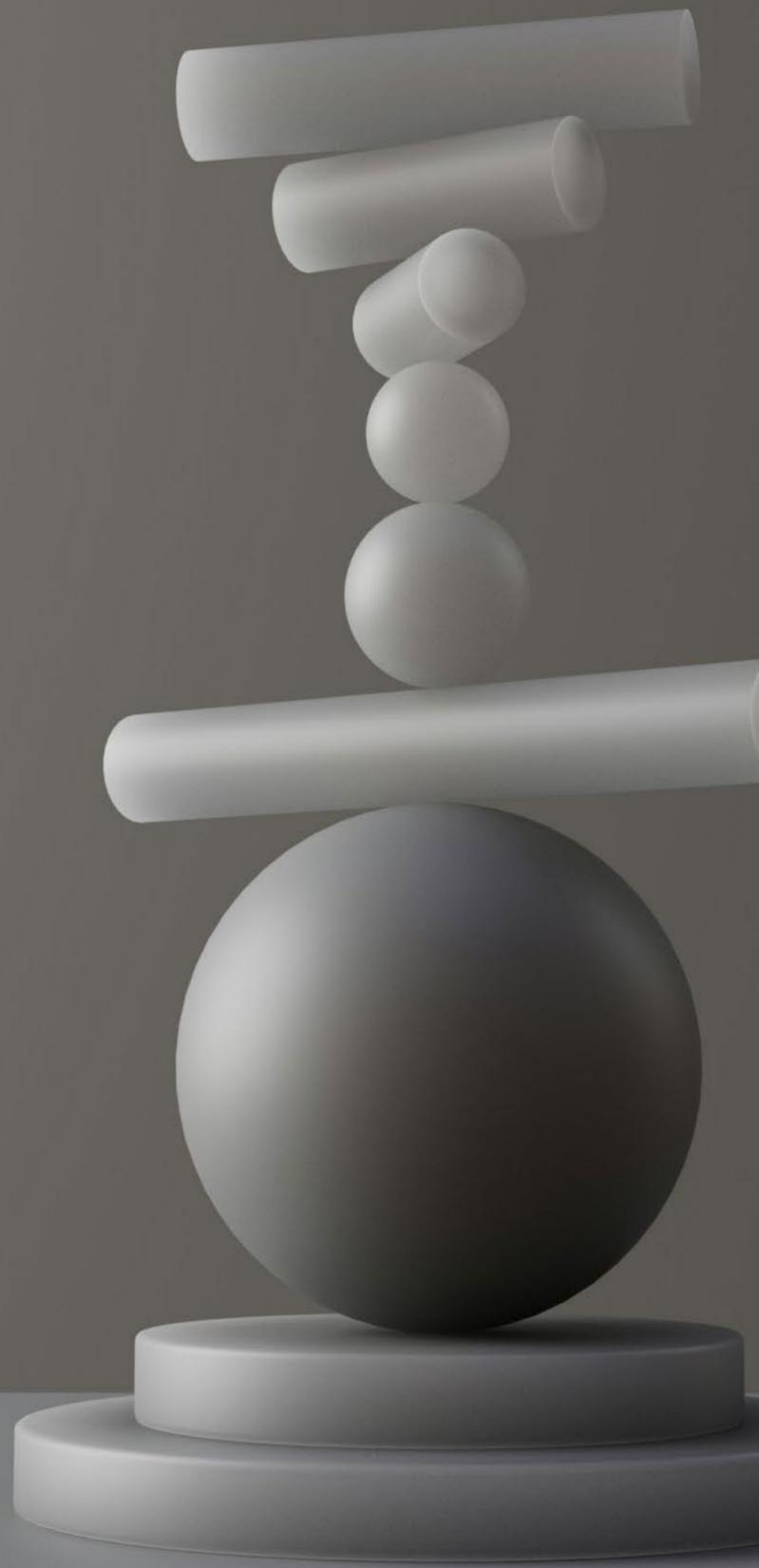
Annual rate negotiation on its own is no longer enough. What separates stronger outside counsel programs from weaker ones heading into this year is the diversity of their pricing systems. Clients need a combination of rate management, panel/bench design, governance, and enforcement to absorb cost inflation intentionally rather than letting it compound.



01

ONE GLOBAL
PRICING SYSTEM,
WITH REGIONAL
VARIATIONS

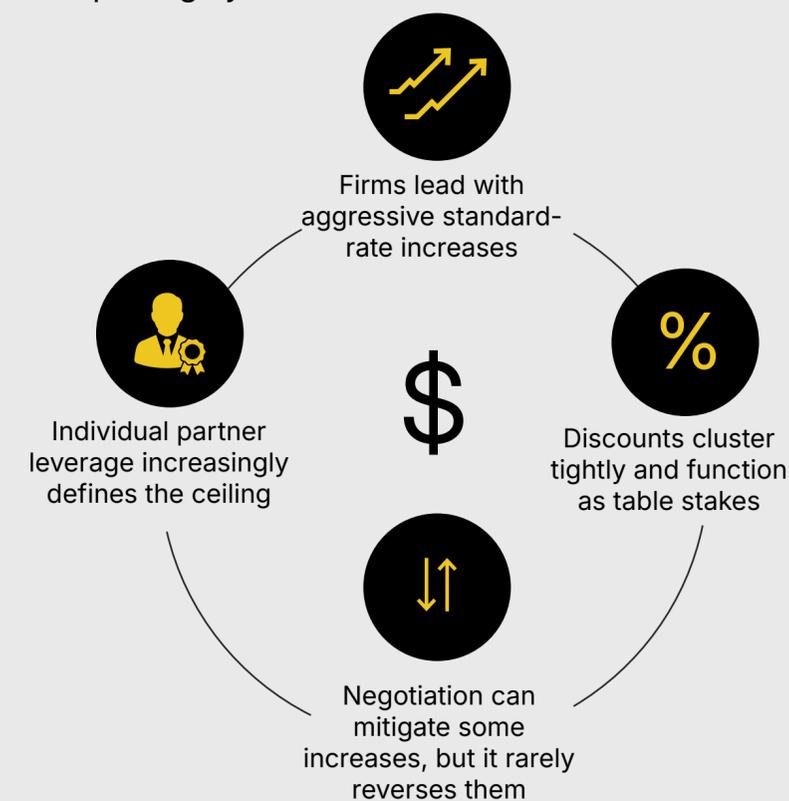




01 ONE GLOBAL PRICING SYSTEM WITH REGIONAL VARIATIONS

While jurisdictions differ in maturity and structure, law firm pricing behavior is increasingly shaped by the same underlying forces everywhere. Compensation continues to rise, investment in technology (including generative AI) is accelerating, firms are seeing peers capture higher increases and don't want to be left behind, and demand in litigation and specialized advisory work remains resilient. Together, these factors have reinforced firm confidence in pushing rates upward.

On the other side of the table, in-house teams are under pressure to show discipline, transparency, and value, often with less room in the budget to do so. That tension has not produced wildly different outcomes by region. Instead, it has produced a shared pricing system:



Regional differences affect how quickly and evenly this system takes hold, but not the direction of travel.

02

UNITED STATES:
SETTING
THE TONE



02

UNITED STATES:
SETTING THE TONE

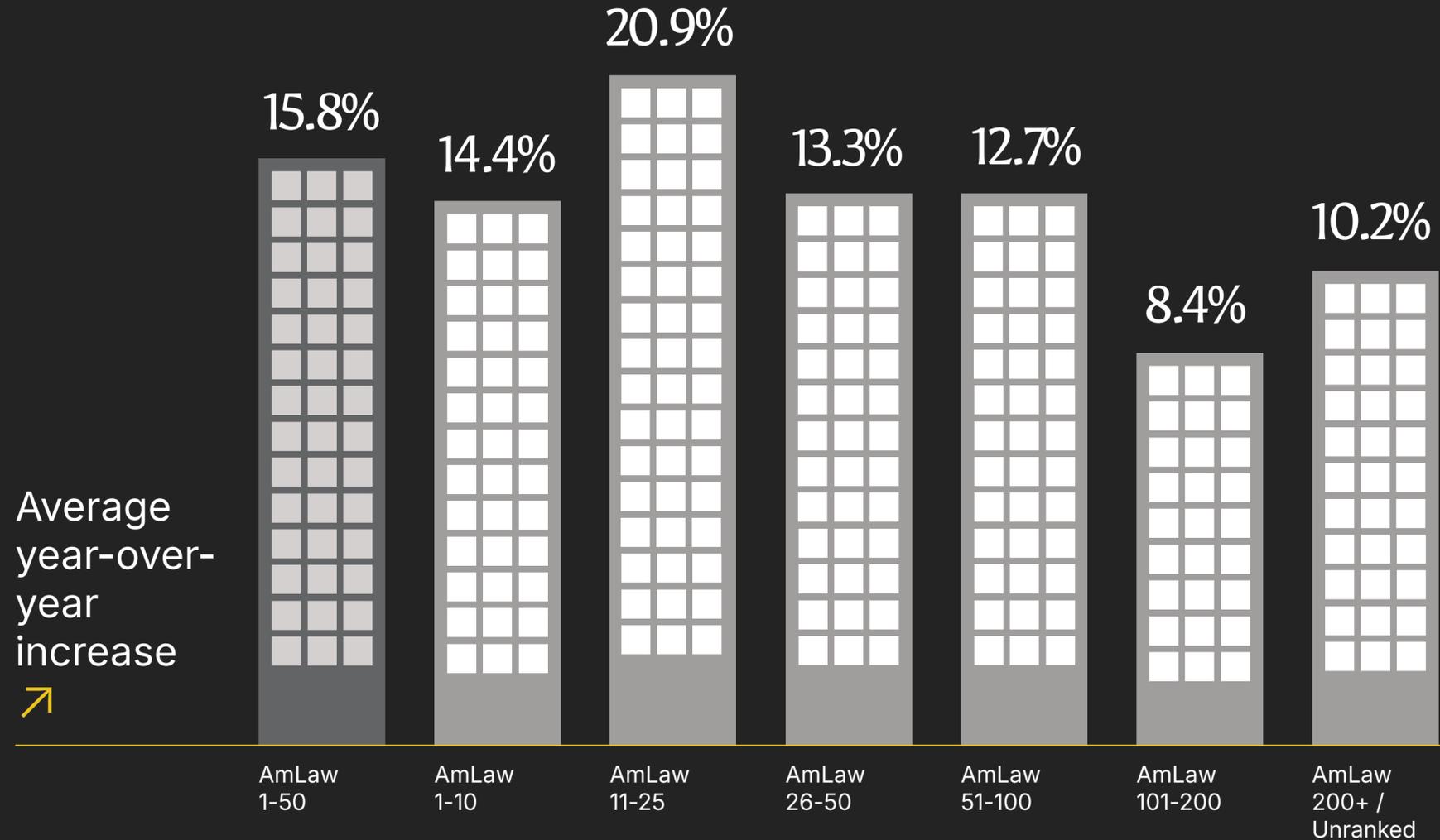
Market Posture: Consistency, Not a Spike.

U.S. data shows a market that has moved past inflation-linked adjustments. Across the analyzed PERSUIT dataset, year-over-year increases averaged 12.6%, with a median of 11.2%, even after negotiated discounts. The average discount on the other hand is 16.6%.

This combination of double-digit net increases alongside stable discounts signals that firms have gotten used to high increases without an equivalent increase in discounts.

PERSUIT DATA REFERENCE:
Proposed Discounted Rate by AmLaw Segment

THERE IS BROAD-BASED RATE INFLATION ACROSS FIRM SEGMENTS



Average discount rates remain consistent year-over-year across all sectors at

16.6%

02

UNITED STATES: SETTING THE TONE

Rate growth is not confined to the top of the market. While AmLaw 1–50 firms posted average increases of 15.8%, firms outside the top tier were not far behind (AmLaw 51–100 averaged 12.7%; AmLaw 200+/unranked averaged 10.2%).

A key data point: AmLaw 11–25 firms averaged 20.9% year-over-year increases, the highest among the listed tiers.

This matters because these firms often carry a large share of “core panel” work which are high stakes, high complexity, but with less reputational friction around pricing than the very top of the market. Because their standard rates are not as high relative to the top 10, these firms see more room for upward adjustment on their rates. Additionally, they are hoping to catch up to the top of the market who have historically raised rates at a more aggressive clip.

This is the new reality for 2026, moving work down market is no longer a guaranteed hedge against rate increases.

The entire ecosystem has recalibrated pricing upward, driven by similar cost pressures, competitive dynamics, and confidence that the market will absorb increases. Even if the underlying baseline rates differ across these segments, the relative growth is comparable.



02

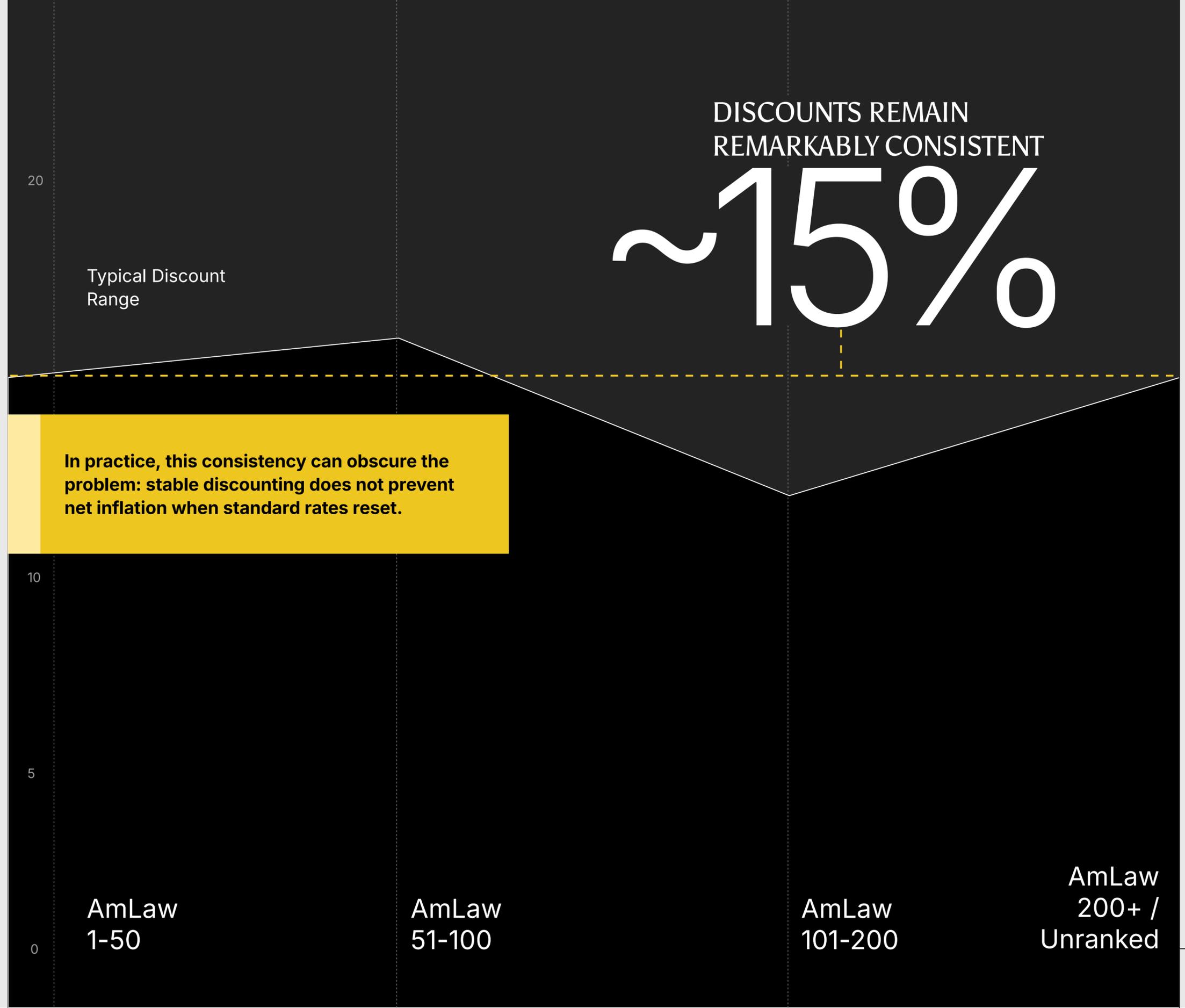
UNITED STATES: SETTING THE TONE

Discounts as a Familiar but Limited Tool

Typical discount ranges cluster in the mid-teens across segments (e.g., AmLaw 1–50 at 15–16%, AmLaw 51–100 at 16–17%, AmLaw 101–200 at 12–13%, AmLaw 200+/unranked at 15–16%).

Segment Grouping	Typical Discount Range %
AmLaw 1–50	15–16%
AmLaw 51–100	16–17%
AmLaw 101–200	12–13%
AmLaw 200+ / Unranked	15–16%

PERSUIT DATA REFERENCE:
Discount Consistency Across the Market



02

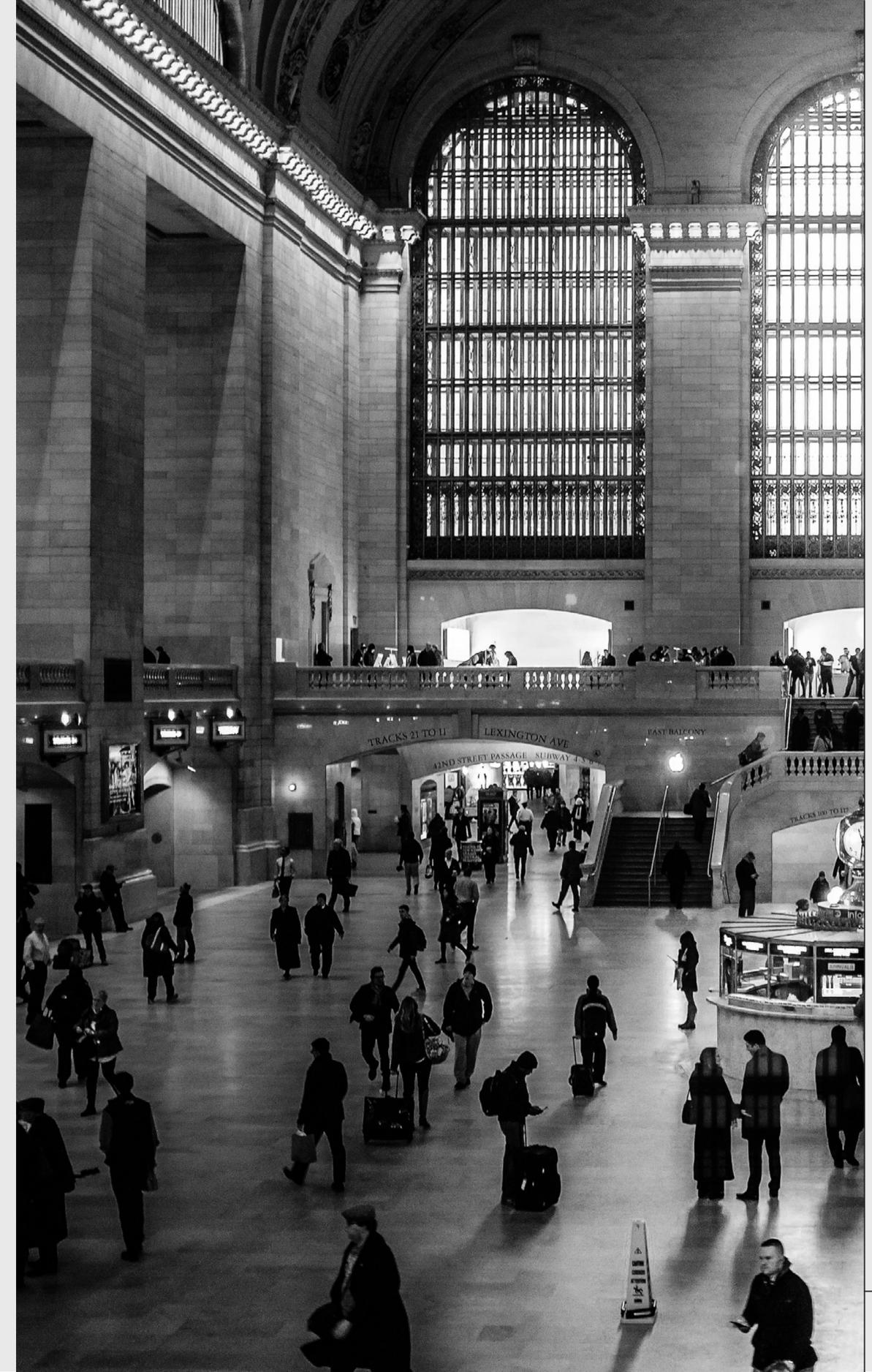
UNITED STATES: SETTING THE TONE

Standard Rates and Growing Dispersion

Standard rates have become the real battleground. Once standard rates move, everything downstream follows within a narrower range. While clients focus negotiations on discounts and caps, firms are increasingly using standard-rate increases to lock in long-term pricing power.

The dataset also shows meaningful dispersion at the top end with the AmLaw 1-50 setting themselves apart and the AmLaw 10 even moreso. The average rack senior partner rates for the AmLaw 10 are at \$1,900 with the 11-50 at \$1,600. The rest of the market is closer to \$1,000.

There is less of a gap in the associate class which is indicative of the importance of partner bench depth and experience at each firm's attorney class.



02

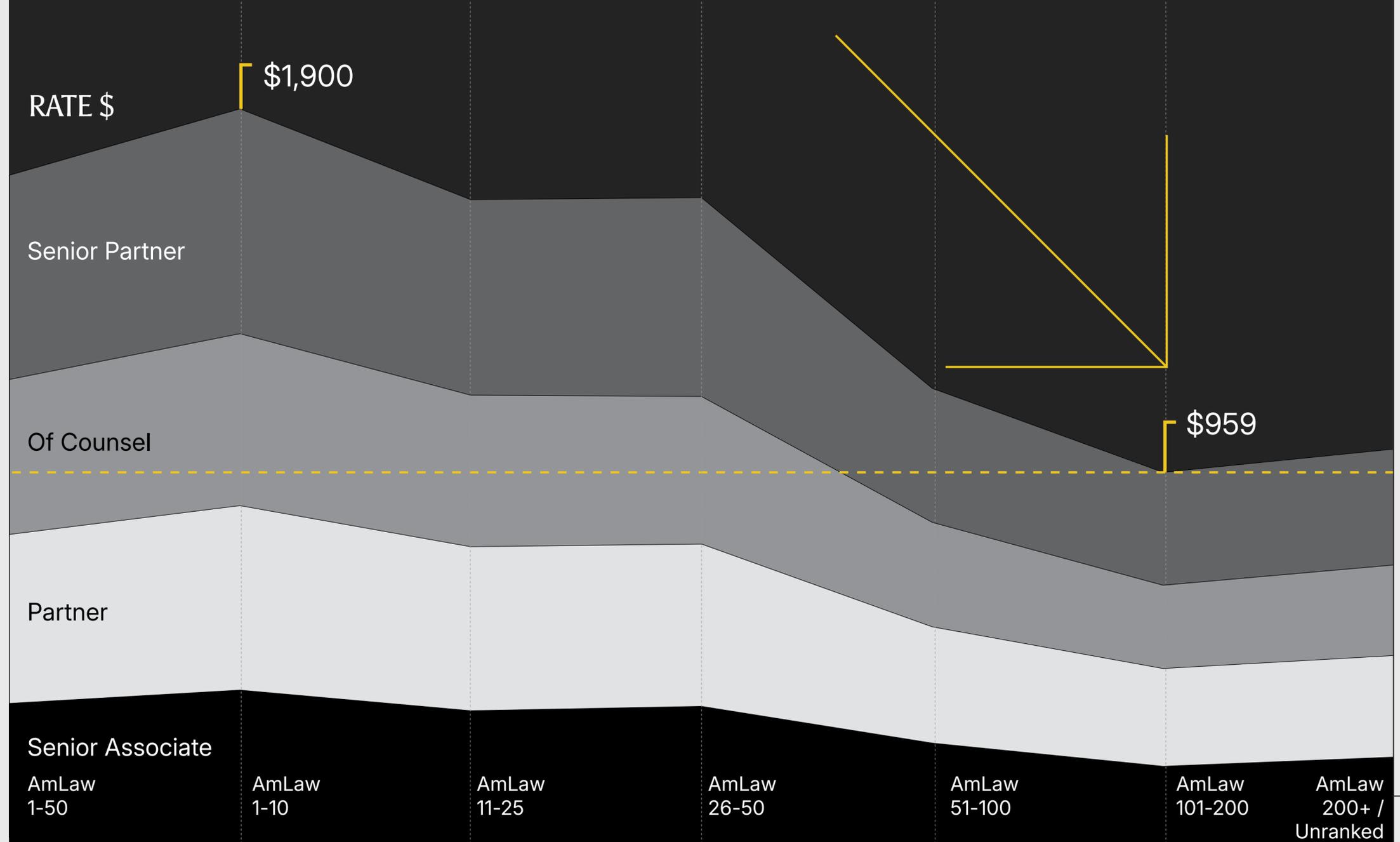
UNITED STATES:
SETTING THE TONE

Undiscounted Average Rates by Title

A clear signal in the data is how the law firm market is chasing the ceiling set by the largest firms. The pricing gap continues to narrow even as you move down the rankings. Firms outside the top tier have absorbed the same industry message: if they do not raise standard rates assertively, they risk being structurally underpriced relative to what the largest firms have normalized. The result is upward pressure not just at the top, but across the entire ecosystem.

PERSUIT DATA REFERENCE:
Standard Rate (Undiscounted) Benchmarks

MEANINGFUL SAVINGS ONLY APPEAR MUCH FURTHER DOWNMARKET.



02

UNITED STATES:
SETTING THE TONE

U.S. Firm Maximum Rates

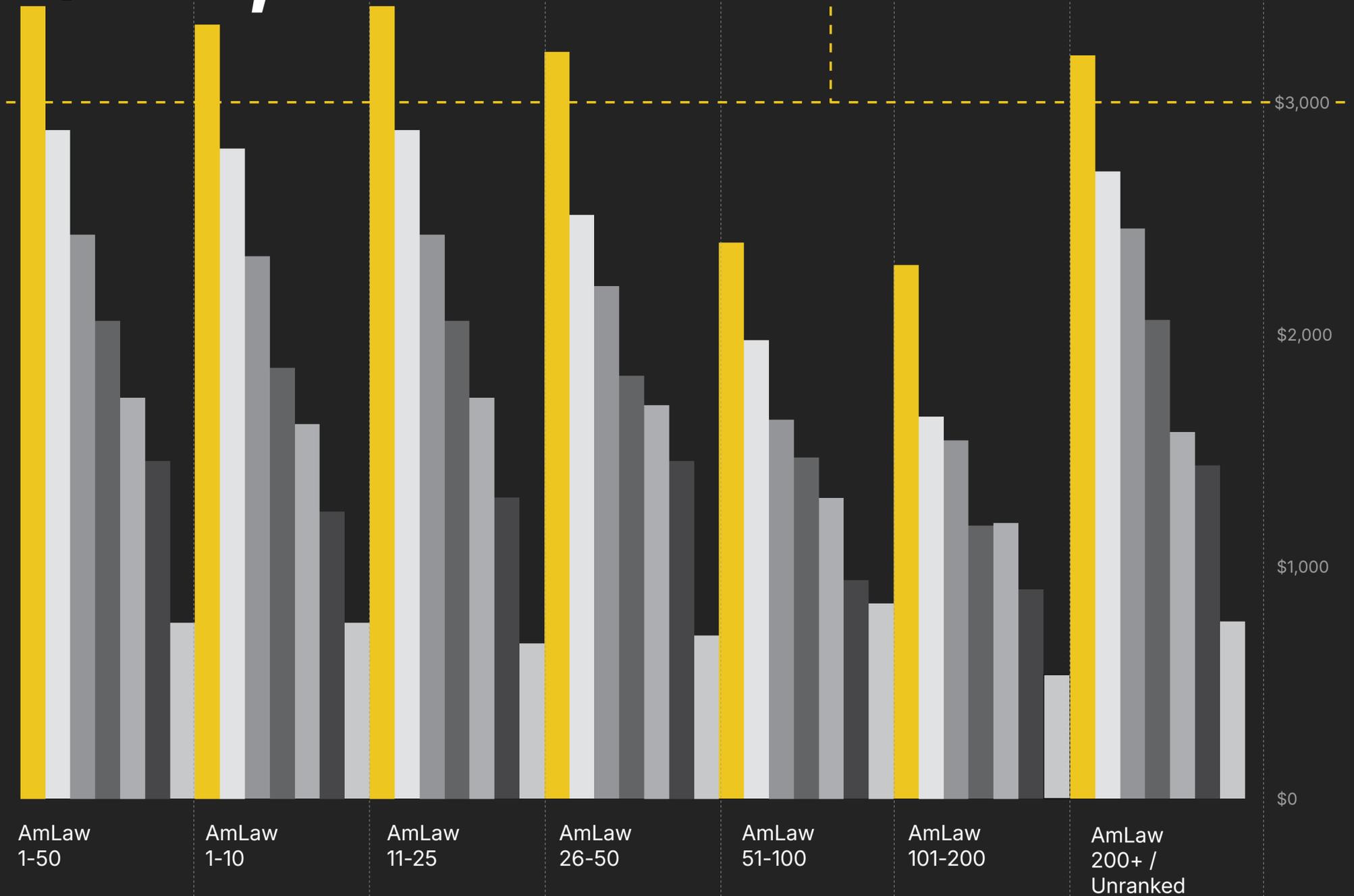
Senior Partner rates now exceed \$3,000 per hour across the AmLaw 50.

Maximum Rates Across AmLaw Segments

Senior Partner	\$3,450
Partner	\$2,910
Of Counsel	\$2,480
Senior Associate	\$2,082
Mid-Level Associate	\$1,745
Junior Associate	\$1,470
Paralegal	\$850

PERSUIT DATA REFERENCE:
Standard Rate (Undiscounted) Benchmarks

Senior Partner Rate
\$3,000+



02

UNITED STATES: SETTING THE TONE

Negotiation Dynamics

Negotiation outcomes in the U.S. show that traditional rate discussions are delivering limited relief and are no longer an effective primary lever for controlling outside counsel cost growth.

Aggregate negotiation outcomes:

- Average current rate: \$620
- Average initial ask: \$745, an average proposed increase of 20.4%
- Average final agreed rate: \$694, reflecting average negotiation savings of 5.9%
- Average net year-over-year increase: 12.4%

PERSUIT DATA REFERENCE:
Negotiation trends by title (USD)

What this means:

Negotiations may soften proposed increases, but rarely change the outcome. The market still clears at double-digit net increases, making negotiation a moderating mechanism rather than a cost-control strategy.

A key driver of this dynamic is aggressive anchoring. Firms are entering negotiations with elevated initial requests, which resets the reference point for discussions. Any concessions are therefore benchmarked against an already inflated baseline, limiting how much impact clients can realistically achieve through negotiation alone.

Average initial increase

~20%

	Avg. Initial Ask	Avg. Final Agreed	Avg. Initial Increase %	Avg. Final Increase %
Senior Partner	\$1,010	\$944	20.80%	13.10%
Partner	\$886	\$830	20.80%	11.90%
Of Counsel	\$809	\$750	21.80%	13.50%
Senior Associate	\$726	\$676	20.30%	13.00%
Mid-Level Associate	\$585	\$543	19.90%	12.20%
Junior Associate	\$390	\$355	19.40%	10.60%
Paralegal	\$290	\$278	16.30%	9.80%

03

OTHER FACTORS INFLUENCING RATE TRENDS



03

OTHER FACTORS INFLUENCING RATE TRENDS

Geography: Price Levels vs. Pricing Behavior

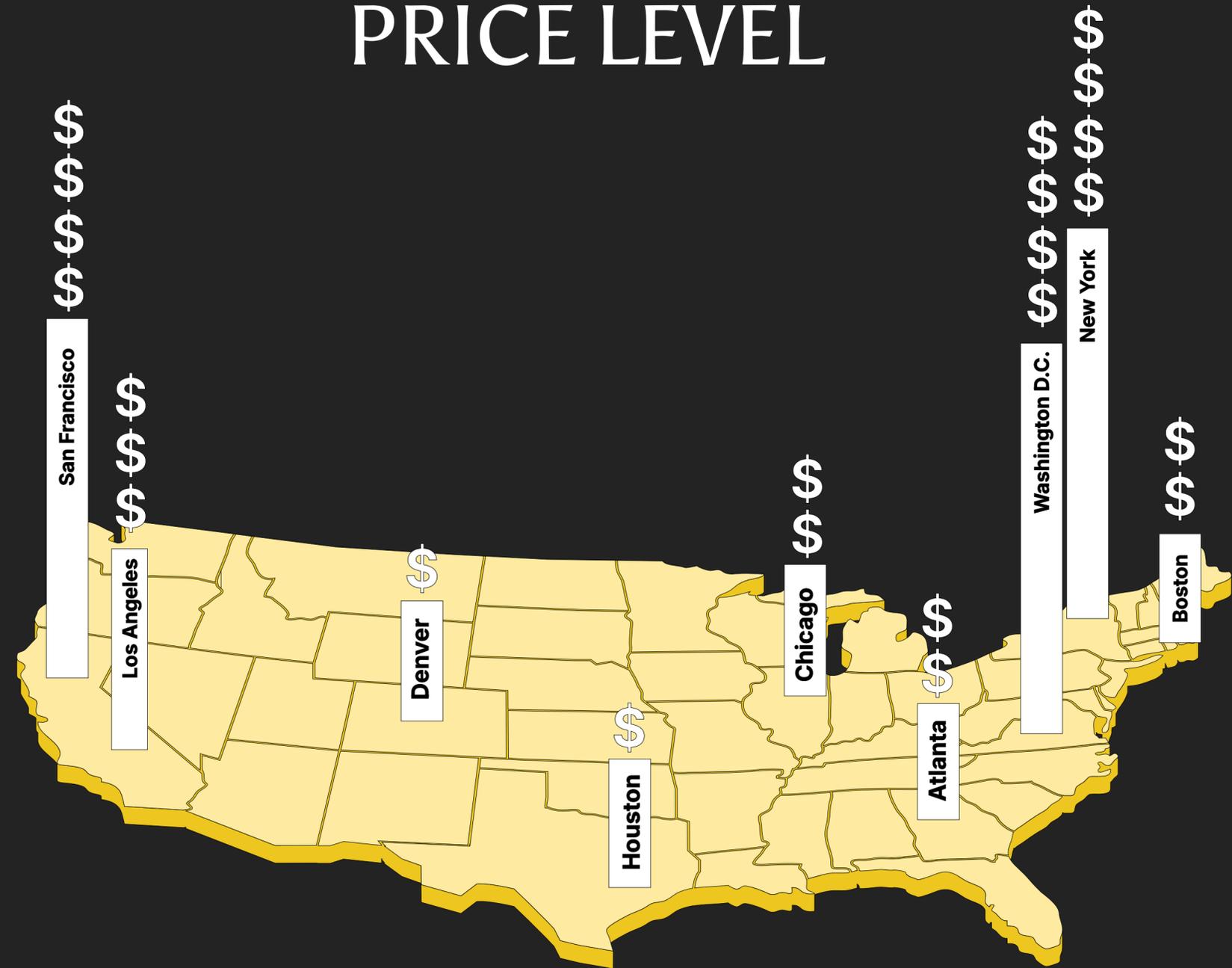
Geography still matters, but not always in the ways teams expect. In the dataset's city view, premium markets are higher-priced, but they do not behave identically.

- New York appears as a reference point for premium pricing (average rate \$922; average year-over-year increase 11.2%; average discount 15.5%).
- San Francisco is similarly priced (average rate \$914) but shows different negotiation surface area (average year-over-year increase 11.8%; average discount 11.8%).

The practical takeaway is that geography tends to amplify whatever governance is in place. In less elastic markets, weak controls compound quickly. In more variable regions, staffing discipline and role clarity still make a noticeable difference.

PERSUIT DATA REFERENCE:
Standard Rate (Undiscounted) Benchmarks

AVERAGE RATE PRICE LEVEL



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OTHER FACTORS INFLUENCING RATE TRENDS

Role-Based Inflation: Broad, Persistent, and Uneven

Across the dataset's overall rate summary, year-over-year increases remain meaningfully positive across roles (for example: senior associates show **14.5%** average year-over-year increase; senior partners **13.1%**; partners **12.9%**).

Practice Mix: Ceiling Effects and Bifurcation

Transactional work shows a ceiling effect. Transactional senior partner average proposed rates are high (\$1,333) but the transactional senior partner year-over-year increase is more moderate (6.4%). This supports a useful interpretation: **transactional pricing often sets the top of the market and has less room to move at the same pace as other segments.**

Litigation presents a more complex picture. Average rates are often lower than transactional work and even just the overall average. The average rates are also more tightly clustered across roles and titles. At the same time, the dataset shows extremely high ceilings for a small subset of partners handling high-stakes or bet-the-company matters.

This bifurcation allows firms to cross-subsidize. Routine litigation remains negotiable and price-sensitive, while a limited number of premium matters drive disproportionate cost growth. As a result, portfolio averages can appear manageable while individual matters create significant rate pressures.



03

OTHER FACTORS INFLUENCING RATE TRENDS

Transactional Rate Summary

Transactional work operates as a scarcity-priced ceiling setter, with high baseline rates and tighter discounts, but more moderate increases because it already anchors the top of the market.

PERSUIT DATA REFERENCE:
Transactional Rate Summary

HIGH BASELINE RATES LIMIT THE NEED FOR AGGRESSIVE INCREASES

	Avg. Proposed Rate	Discount %	Year-over-year Increase %
Senior Partner	\$1,333	12.90%	6.40%
Partner	\$1,043	11.80%	9.70%
Of Counsel	\$929	11.40%	9.40%
Senior Associate	\$814	11.90%	10.30%
Mid-Level Associate	\$687	12.30%	14.00%
Junior Associate	\$479	12.40%	11.60%
Paralegal	\$382	13.90%	4.90%

03

OTHER FACTORS INFLUENCING RATE TRENDS

Litigation Rate Summary

Litigation follows a bifurcated model where routine matters remain negotiable, but a small group of high-stakes partner-led matters drives disproportionate cost growth.

PERSUIT DATA REFERENCE:
Litigation Rate Summary

COST ESCALATION IS DRIVEN BY SENIOR- LEVEL BILLING TIERS

	Avg. Proposed Rate	Discount %	Year-over-year Increase %
Senior Partner	\$745	17.10%	12.90%
Partner	\$651	15.60%	10.00%
Of Counsel	\$552	15.00%	12.80%
Senior Associate	\$527	15.60%	12.50%
Mid-Level Associate	\$429	15.90%	9.70%
Junior Associate	\$304	17.00%	11.00%
Paralegal	\$258	10.60%	6.10%



04

EUROPE:
CONTINUED
INCREASES
LAG BEHIND U.S.
AND WITH LESS
UNIFORMITY

04

EUROPE: CONTINUED INCREASES LAG BEHIND U.S. AND WITH LESS UNIFORMITY

Market Posture: Steady Drift Rather Than a Single Reset

The Europe (EUR) dataset shows slightly more moderate rate increases. Average year-over-year change is 8.2%, with a median of 9.2%, and an average discount from rack of 17.2%.

MEDIAN RATES CLUSTER MAXIMUM RATES DIVERGE

Global bucket	Median	Max	Avg. YoY %	Avg. Discount %
Global 1–50	€580	€2,365	12.2%	16.3%
Global 1–10	€555	€2,365	13.0%	13.5%
Global 11–25	€612	€1,777	11.4%	17.3%
Global 26–50	€490	€1,425	17.2%	17.8%
Global 51–100	€592	€1,380	2.2%	16.3%
Global 101–200	€330	€730	13.9%	32.4%
Global 200+ /Unranked	€350	€865	0.2%	18.3%

PERSUIT DATA REFERENCE:
Rate Inflation by Global Firm Tier

04

EUROPE: CONTINUED
INCREASES LAG BEHIND
U.S. AND WITH LESS
UNIFORMITY

Where Inflation Concentrates

Inflation in Europe is not uniform by law firm tier. For example:

- Global 1–50 shows 12.2% average year-over-year increase with 16.3% average discount.
- Global 26–50 shows 17.2% average year-over-year increase with 17.8% average discount.

This matters because it indicates that “upper-mid” tiers can be key drivers even in a market that appears, on average, to be high single digits.

Negotiation Dynamics (EUR)

Negotiation in Europe meaningfully reduces initial asks, but final outcomes still land above prior-year levels:

- Average current rate: €615
- Average initial ask: €765 (average initial ask 23.1%)
- Average final agreed: €653 (average negotiation savings -12.2%)
- Average net change: 7.1%

In other words: negotiation works, but firms understand this and will often come in with aggressive asks expecting downward negotiations. In Europe in particular, negotiations on rates have been the most effective. However, the rate increases are still ultimately in the high single digits.



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EUROPE: CONTINUED INCREASES LAG BEHIND U.S. AND WITH LESS UNIFORMITY

Standard Undiscounted Rate Ceilings and Senior Lawyer Exposure

Standard rates set the negotiation ceiling. Even when median rack rates converge across tiers, upper-end ceilings in the top tiers continue to anchor expectations—particularly for senior roles. The cost-control levers that matter most here tend to be standard-rate approvals, role bands, and senior lawyer governance.

MEDIAN SENIOR PARTNER RATES HAVE CROSSED THE €1,000/HOUR THRESHOLD

	Global 1–50	Global 51–100	Global 100+	Global 200+/ Unranked
Senior Partner	€1,042	€1,025	€675	€520
Partner	€828	€900	€755	€555
Of Counsel	€780	€810	€530	€445
Senior Associate	€665	€695	€442	€500
Mid-Level Associate	€475	€520	€265	€395
Junior Associate	€345	€360	€185	€240
Paralegal	€255	€280	€230	€202

PERSUIT DATA REFERENCE:
Standard Rated (Rack) Benchmarks — Medians

04

EUROPE: CONTINUED INCREASES LAG BEHIND U.S. AND WITH LESS UNIFORMITY

Negotiation Trends by Title (EUR)

With the exception of paralegals, all levels start with an average initial increase of roughly 20%, which is negotiated down to an average savings of 12%.

NEGOTIATION TRIMS THE INCREASE — **NOT THE OUTCOME.**

	Avg. Initial Ask	Avg. Final Agreed	Avg. Initial Increase %	Avg. Final Increase %
Senior Partner	€1,030	€918	19.4%	9.4%
Partner	€893	€770	20.4%	7.4%
Of Counsel	€831	€722	21.4%	8.0%
Senior Associate	€744	€638	25.0%	9.7%
Mid-Level Associate	€570	€470	24.3%	8.1%
Junior Associate	€464	€354	29.7%	7.5%
Paralegal	€491	€271	33.6%	0.3%

PERSUIT DATA REFERENCE:
Negotiation Trends by Title (EUR)

05

UNITED KINGDOM:
THE HIGHEST
INCREASE
MARKET



05

UNITED KINGDOM:
THE HIGHEST
INCREASE MARKET

Market Posture: Playing Catch-up

The United Kingdom (GBP) dataset shows the clearest reset. Average year-over-year change is 15.9% with a median of 16.0%, alongside an average discount from rack of 20.6%.

Not only are rate increases aggressive, the average discount provided is also high. This stems from a historically more conservative rate environment in the U.K. However, firms have recently shifted strategy and focus on capturing higher rate increases to keep parity with the growth in U.S. rates.

PERSUIT DATA REFERENCE:
Rate Inflation by Global Firm Tier

GLOBAL 1–10 FIRMS CONTINUE TO RESET U.K. RATE BENCHMARKS, **WHILE DISCOUNTS REMAIN TIGHTEST.**

Global bucket	Median	Max	Avg. YoY %	Avg. discount %
Global 1–50	£500	£2,280	16.4%	16.8%
Global 1–10	£780	£2,280	12.4%	14.3%
Global 11–25	£470	£1,610	18.7%	18.0%
Global 26–50	£488	£1,964	11.8%	15.4%
Global 51–100	£425	£1,621	21.1%	21.6%
Global 101–200	£337	£1,090	20.6%	24.2%
Global 200+/Unranked	£305	£1,700	6.7%	24.2%

05

UNITED KINGDOM:
THE HIGHEST
INCREASE MARKET

Standard Undiscounted Rates

The £1,000 ceiling is softening with firms pushing the rates upwards and clients willing to now absorb this new normal. The Global 1-50 have demonstrated average rates well above this number.

GLOBAL 1–50 MEDIAN RATES NOW BREAKING £1,000

	Global 1–50	Global 51–100	Global 100+	Global 200+/ Unranked
Senior Partner	£1,195	£975	£740	£695
Partner	£745	£645	£590	£432
Of Counsel	£825	£665	£560	£465
Senior Associate	£540	£505	£442	£415
Mid-Level Associate	£445	£305	£310	£362
Junior Associate	£334	£300	£285	£265
Paralegal	£258	£315	£230	£220

PERSUIT DATA REFERENCE:
Standard Rates (Rack) Benchmarks – Medians

05

UNITED KINGDOM:
THE HIGHEST
INCREASE MARKET

Partner Stratification Risk

Standard-rate ceilings are high enough to break traditional caps, and the spread between average and maximum rates across timekeeper bands implies growing stratification. Without approval thresholds and staffing rules, a small subset of senior lawyers can drive disproportionate spend growth.

NEGOTIATIONS REDUCE PROPOSED INCREASES BY UP TO 50%

	Avg. Initial Ask	Avg. Final Agreed	Avg. Initial Increase %	Avg. Final Increase %
Senior Partner	£826	£760	28.20%	16.80%
Partner	£687	£620	27.80%	16.10%
Of Counsel	£667	£589	34.50%	16.30%
Senior Associate	£505	£440	30.90%	15.10%
Mid-Level Associate	£418	£364	35.80%	17.40%
Junior Associate	£291	£251	30.90%	15.30%
Paralegal	£259	£220	21.00%	3.80%

PERSUIT DATA REFERENCE:
Negotiation Trends by Title (GBP)

05

UNITED KINGDOM:
THE HIGHEST
INCREASE MARKET

Mid-Tier Firms as Key Drivers

Inflation is not confined to the most elite tier. Mid tiers show sharp growth (e.g., Global 51–100 average year-over-year increase 21.1%; Global 101–200 average year-over-year increase 20.6%). This supports a “catch-up” dynamic where firms below the very top are closing historical pricing gaps.

Anchoring and Reduced Elasticity (GBP)

Negotiation dynamics in GBP show aggressive anchoring and partial clawback. Firms anchor high, concede selectively, and still secure substantial gains:

- Average current rate: £452
- Average initial ask: £567 (average initial ask: 30.9%)
- Average final agreed: £507 (average negotiation savings -10.8%)
- Average net change: 16.6%

In practice, this consistency can obscure the problem: stable discounting does not prevent net inflation when standard rates reset.



06

WHY PRICING
OUTCOMES ARE AN
OUTSIDE COUNSEL
DESIGN PROBLEM

06

WHY PRICING OUTCOMES ARE AN OUTSIDE COUNSEL DESIGN PROBLEM

Across regions, the same conclusion keeps resurfacing: pricing outcomes are largely shaped before negotiation begins. Outside counsel/panel design, rate architecture, and governance set the boundaries within which negotiation happens.

Outside counsel management (OCM) programs that rely primarily on negotiated discounts, without clear rate bands, role definitions, or approval thresholds, leave firms ample room to reset standard rates upward while preserving headline concessions.

By contrast, OCM programs designed with clear pricing architecture like standard-rate approvals, role-based bands, senior lawyer thresholds, and matter-level scoping are more effective at constraining costs. In that environment, negotiation becomes one tool among many, rather than the sole line of defense.

This is where governance becomes urgent, not aspirational. In the absence of clear pricing rules, inflation doesn't pause, it compounds. Standard rates reset, partner dispersion widens, and outcomes drift year over year, and you can't point to one single rate negotiation cycle as the primary contributor. It is a slow erosion of your pricing power.

An aerial photograph of a busy city street, likely in New York City, showing a mix of traffic including yellow taxis, white vans, and a large white truck. Pedestrians are visible on the sidewalks, and modern buildings line the street. The scene is captured from a high angle, showing the layout of the road and the flow of traffic.

07

FROM NEGOTIATION
TO GOVERNANCE:
WHAT DETERMINES
OUTCOMES IN 2026

07

FROM NEGOTIATION TO GOVERNANCE: WHAT DETERMINES OUTCOMES IN 2026

Across the United States, Europe, and the United Kingdom, the same mechanics are at work. Markets differ in pace and texture, but the pattern is consistent:

- Discounts alone do not control costs
- Standard-rate movement shapes long-term outcomes
- Partner-level dispersion creates real tail risk
- Annual negotiation is increasingly backward-looking

These dynamics explain why outside counsel programs can feel harder to manage — even when negotiations appear successful. Negotiation still matters, but it now operates within tighter boundaries set earlier in the pricing process.

That makes governance decisive.

Teams that retain leverage treat pricing as a system, not an annual event. Instead of reacting to proposed increases, they define the conditions under which pricing decisions occur — establishing structure before rates are submitted.

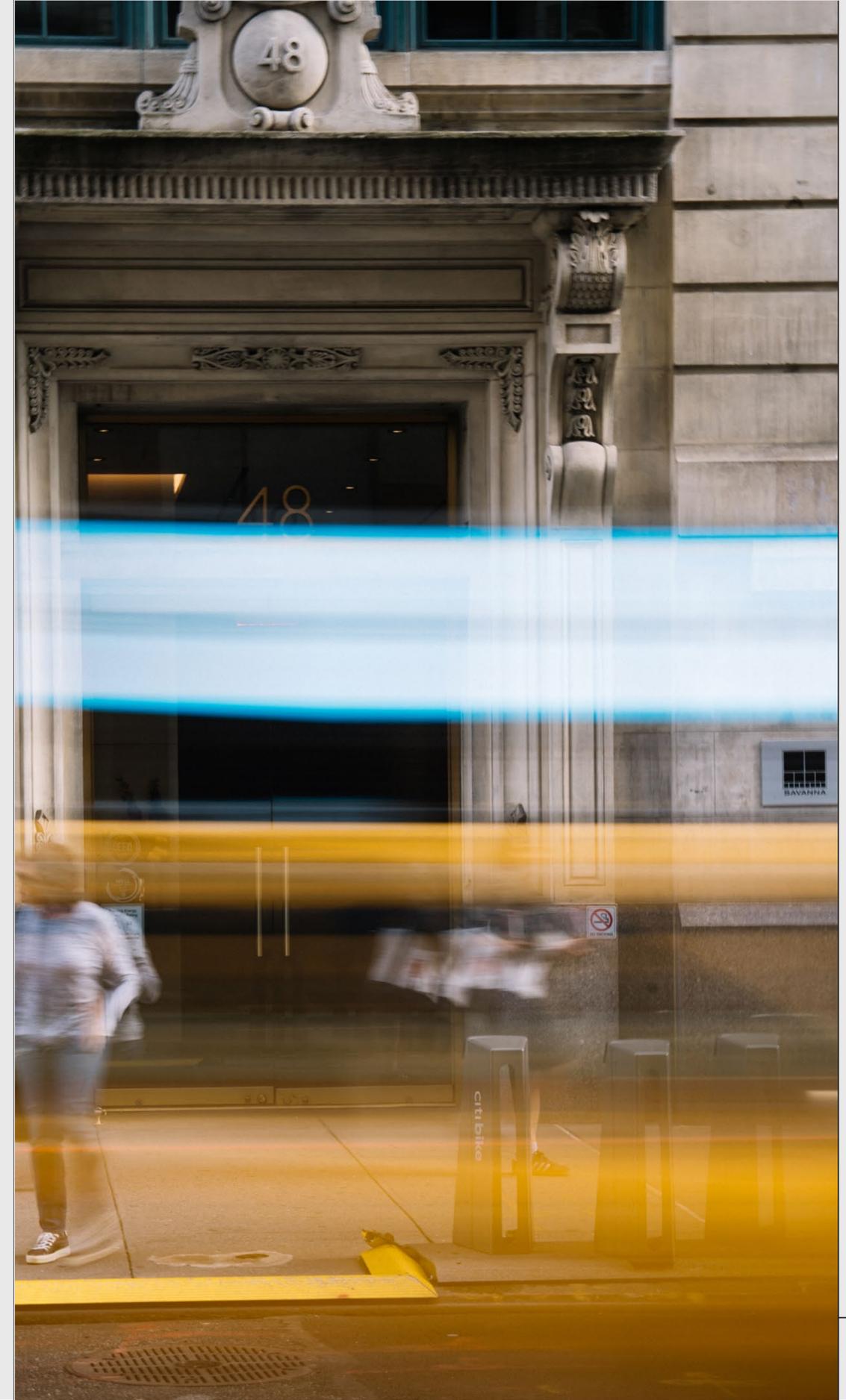
More resilient pricing systems typically include:

- Standard-rate bands by role and geography
- Approval thresholds tied to matter risk and complexity
- Clear staffing and scoping expectations at intake
- Ongoing visibility into rate dispersion and senior lawyer usage
- Multi-factor pricing engagements that include volume-based components, value adds, and alternative fee strategies

These mechanisms don't eliminate rate growth. They determine whether inflation is managed intentionally or allowed to compound by default.

Without clear pricing architecture, inflation drifts. Standard rates reset quietly, partner dispersion widens, and outcomes shift year over year without a single decision point that feels responsible.

Heading into 2026, the question is no longer whether rates will rise, but whether pricing systems are designed to manage that reality deliberately. Programs built around governance and structure will retain control. Those that rely primarily on negotiation will see diminishing returns.



08 ABOUT OUR DATA

The insights and trends shared in this whitepaper are based on aggregated and anonymized data collected through rate requests and negotiations conducted on the PERSUIT platform during the 2024 and 2025 calendar years.

This data represents a broad cross-section of law firm proposals and corporate legal department responses across regions, practice areas, and matter types.

We take data integrity and confidentiality seriously. PERSUIT applies strict safeguards to ensure that no single client or law firm can be identified or disproportionately influence the analysis. Our aggregation methodology is designed to maintain anonymity while delivering

meaningful benchmarking and trend insights to the broader legal community.

The data reflects real-world negotiation behavior, capturing what firms are asking for, how clients are responding, and where outcomes are ultimately landing.

By grounding this paper in live platform activity, we aim to give legal departments a clear, data-driven view of the market as they prepare for 2026 rate discussions.



08 ACKNOWLEDGEMENTS

The PERSUIT Legal Advisory Team

This whitepaper was made possible by the insights and collaboration of PERSUIT's Legal Advisory Team (LAT). LAT is composed of seasoned legal industry professionals with deep specialization in panel management, outside counsel optimization, and alternative fee arrangements.

Drawing on thousands of rate negotiations and panel engagements facilitated through the PERSUIT platform, the team advises clients on how to navigate a fast-evolving market with confidence, structure, and strategic clarity.

PERSUIT helps legal departments move beyond annual, reactive rate negotiations and build durable pricing governance across their outside counsel ecosystem.

If you want to see how leading legal departments are using live market data, structured workflows, and governance-first design to retain pricing leverage, book a customized demo with PERSUIT.

persuit.com/rate-trends



Maui Gevero Director, Legal Advisory PERSUIT

Maui Gevero leads the Legal Advisory Team at PERSUIT, where he partners with the world's largest and most innovative legal departments to elevate their approach to outside counsel management and legal pricing. He brings deep expertise in fee structures, panel strategy, and data-driven negotiations, with a background that bridges both the client and firm sides of the legal industry.

Before joining PERSUIT, Maui was a Senior Pricing Analyst at Latham & Watkins, where he supported complex pricing and alternative fee arrangements for the firm's most strategic clients.

Prior to Latham, he worked at Goldman Sachs in the Asset Management Division, where he served as an Analyst supporting institutional clients. His cross-industry experience informs his perspective on legal operations and the evolving role of legal departments in business strategy.

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