

# 2019 GLOBAL LEGAL DEPARTMENT BENCHMARKING REPORT

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**Table 9: Legal Department Staffing Metrics — \$1B to \$2.9B**

	n	25 <sup>th</sup> Percentile	Mean	Median	75 <sup>th</sup> Percentile
<b>Number of Legal Department Staff by Position</b>					
Number of lawyers	78	4.0	10.1	6.0	11.0
Number of paralegals/case managers	78	1.0	2.0	1.0	2.0
Number of legal operations professionals	76	0.0	0.8	0.0	0.5
Number of non-legal professionals	74	0.0	1.9	0.0	1.0
Number of administrative/secretarial staff	77	0.0	1.4	1.0	2.0
Total inside legal staff	70	6.0	17.1	11.0	19.0
Number of contract (temporary) staff	75	0.0	1.0	0.0	1.0
<b>Staff by Position as a Percentage of Total Legal Department Staff</b>					
Lawyers as a percentage of total staff	70	50.0%	64.6%	64.2%	80.0%
Paralegals/case managers as a percentage of total staff	71	0.0%	13.9%	11.1%	20.0%
Legal operations professionals as a percentage of total staff	75	0.0%	3.4%	0.0%	0.0%
Non-legal professionals as a percentage of total staff	73	0.0%	6.4%	0.0%	8.3%
Administrative/secretarial staff as a percentage of total staff	73	0.0%	9.2%	7.7%	14.3%
<b>Staff by Position as a Percentage of Total Company Employees</b>					
Lawyers as a percentage of total company employees	78	0.1%	0.5%	0.2%	0.4%
Paralegals/case managers as a percentage of total company employees	78	0.0%	0.1%	0.0%	0.1%
Legal operations professionals as a percentage of total company employees	76	0.0%	0.0%	0.0%	0.0%
Non-legal professionals as a percentage of total company employees	74	0.0%	0.2%	0.0%	0.0%
Administrative/secretarial staff as a percentage of total company employees	77	0.0%	0.1%	0.0%	0.1%
<b>Lawyer to Staff Ratios</b>					
Lawyers per paralegal/case manager	59	2.0	5.0	3.7	6.0
Lawyers per legal operations professionals	19	3.5	9.1	5.0	12.5
Lawyers per non-legal professionals	27	1.7	7.0	4.0	8.0
Lawyers per admin/secretary	47	2.5	6.5	4.5	6.5
Lawyers per total non-lawyer staff	65	1.0	2.4	1.6	2.7
<b>Legal Department Staff Standardized by Company Revenue</b>					
Lawyers per \$1 billion in company revenue	78	2.5	6.3	3.7	9.0
Legal staff per \$1 billion in company revenue	70	4.0	10.8	6.9	13.0

**Table 25: Legal Department Spending Metrics — \$3B to \$9.9B**

	n	25 <sup>th</sup> Percentile	Mean	Median	75 <sup>th</sup> Percentile
<b>Total Legal Spend</b>					
Legal spend (budgeted) 2018	49	\$4,224,000	\$21,151,740	\$13,600,000	\$26,000,000
Legal spend (actual) 2018	55	\$3,500,000	\$19,139,133	\$11,000,000	\$26,354,000
Budget to actual spend ratio 2018	48	-9.6%	-2.6%	0.0%	2.3%
Total legal spend (actual) as a percentage of company revenue 2018	55	0.1%	0.3%	0.2%	0.4%
Company revenue divided by total legal spend (actual) 2018	55	\$232	\$1,143	\$442	\$1,158
Total legal spend per lawyer	55	\$527,500	\$906,327	\$812,500	\$1,111,111
Total legal spend per legal staff	54	\$277,778	\$460,123	\$443,750	\$583,333
Company revenue per lawyer	63	\$190,476,190	\$632,895,646	\$326,358,500	\$666,666,667
Company revenue per legal staff	62	\$105,464,200	\$343,109,442	\$171,852,963	\$375,000,000
<b>Inside Legal Spend</b>					
Inside legal spend (actual) 2018	54	\$1,500,000	\$8,869,728	\$4,528,766	\$10,214,087
Inside spend (actual) as a percentage of total legal spend (actual) 2018	60	30.0%	44.7%	48.0%	59.0%
Inside spend (actual) as a percentage of company revenue	54	0.0%	0.1%	0.1%	0.2%
Revenue per inside spend (actual)	54	\$495	\$4,232	\$1,419	\$3,309
Total lawyer compensation and benefits spend	49	\$1,500,000	\$5,935,972	\$2,295,000	\$6,852,700
Lawyer compensation and benefits as a percentage of total inside spend	58	55.0%	68.4%	75.0%	85.0%
Total non-lawyer compensation and benefits spend	46	\$350,000	\$2,217,000	\$728,840	\$2,909,865
Non-lawyer compensation and benefits as a percentage of total inside spend	58	10.0%	19.5%	20.0%	30.0%
Total other inside spend	55	\$0	\$1,223,906	\$0	\$550,000
Other inside spend as a percentage of total inside spend	57	0.0%	12.3%	0.0%	10.0%
Inside spend per lawyer	54	\$175,000	\$323,946	\$309,091	\$480,000
Inside spend per legal staff	53	\$80,000	\$178,315	\$153,305	\$257,692
Cost per lawyer hour	49	\$69	\$123	\$121	\$167
Cost per non-lawyer hour	45	\$28	\$62	\$45	\$78
<b>Outside Legal Spend</b>					
Outside legal spend (actual) 2018	54	\$2,625,000	\$10,571,571	\$5,035,000	\$15,578,800
Outside spend (actual) as a percentage of total legal spend (actual) 2018	60	41.0%	55.3%	52.0%	70.0%
Outside spend (actual) as a percentage of company revenue	54	0.0%	0.2%	0.1%	0.2%
Revenue per outside spend (actual)	54	\$448	\$2,426	\$953	\$2,153
Total outside spend on outside counsel	51	\$2,231,250	\$7,741,092	\$3,960,000	\$10,630,988
Outside spend (on outside counsel) as a percentage of total outside spend	58	75.0%	82.9%	89.2%	95.0%
Total outside spend on other service providers	55	\$0	\$716,263	\$111,641	\$545,000

Table 37: Legal Department Workload Metrics by **Company Type**

	n	25 <sup>th</sup> Percentile	Mean	Median	75 <sup>th</sup> Percentile
Private Companies	<b>Litigation Matters</b>				
	Number of litigation matters handled	241	1.0	519.1	5.0
	Number of litigation matters handled per inside lawyer	240	0.4	7.0	2.0
	<b>Contracts</b>				
	Number of contracts reviewed	234	100.0	694.2	250.0
	Number of contracts reviewed per inside lawyer	232	43.6	192.0	100.0
	Contract cycle time (in number of days)	224	7.0	25.7	14.0
Public Companies	<b>Litigation Matters</b>				
	Number of litigation matters handled	139	5.0	478.2	15.0
	Number of litigation matters handled per inside lawyer	139	0.7	13.6	1.5
	<b>Contracts</b>				
	Number of contracts reviewed	125	200.0	5,955.0	700.0
	Number of contracts reviewed per inside lawyer	125	30.0	138.7	66.7
	Contract cycle time (in number of days)	111	7.0	45.4	20.0
Wholly Owned Subsidiaries	<b>Litigation Matters</b>				
	Number of litigation matters handled	58	3.0	657.3	11.5
	Number of litigation matters handled per inside lawyer	57	0.6	25.6	1.8
	<b>Contracts</b>				
	Number of contracts reviewed	57	200.0	839.9	350.0
	Number of contracts reviewed per inside lawyer	56	25.0	145.3	91.7
	Contract cycle time (in number of days)	50	7.0	22.6	15.0
Non-profit Organizations	<b>Litigation Matters</b>				
	Number of litigation matters handled	37	1.0	38.6	3.0
	Number of litigation matters handled per inside lawyer	37	0.5	5.5	1.0
	<b>Contracts</b>				
	Number of contracts reviewed	37	150.0	454.5	300.0
	Number of contracts reviewed per inside lawyer	37	50.0	155.9	108.3
	Contract cycle time (in number of days)	33	10.0	19.0	14.0

**Table 41: Work Allocation — Discovery (Data Processing/Hosting)**

	Insource (In-house)	Outsource to Law Firm	Outsource to ALSP/LPO	Other	Not Applicable
<b>Company Revenue</b>					
Less than \$100M	30.9%	26.8%	6.5%	1.6%	43.1%
\$100M to \$499M	31.9%	38.9%	13.3%	1.8%	25.7%
\$500M to \$999M	35.2%	37.0%	14.8%	1.9%	25.9%
\$1B to \$2.9B	37.8%	45.9%	20.3%	6.8%	17.6%
\$3B to \$9.9B	33.9%	42.4%	28.8%	3.4%	10.2%
\$10B or more	37.5%	33.9%	39.3%	12.5%	3.6%
<b>Company Type</b>					
Private companies	30.8%	31.3%	8.8%	3.8%	32.5%
Public companies	36.0%	42.0%	30.7%	6.7%	14.7%
Wholly owned subsidiaries	32.3%	33.9%	16.1%	4.8%	27.4%
Non-profit organizations	51.4%	45.9%	10.8%	2.7%	16.2%
<b>Legal Department Staff</b>					
1 to 9 staff	29.6%	34.1%	10.5%	2.1%	34.1%
10 to 24 staff	35.1%	47.3%	18.9%	6.8%	14.9%
25 to 99 staff	41.0%	44.3%	32.8%	3.3%	9.8%
100 or more staff	45.2%	23.8%	45.2%	11.9%	0.0%

**Table 42: Work Allocation — Document Management (Review and Drafting)**

	Insource (In-house)	Outsource to Law Firm	Outsource to ALSP/LPO	Other	Not Applicable
<b>Company Revenue</b>					
Less than \$100M	88.9%	11.9%	0.0%	2.4%	6.3%
\$100M to \$499M	86.0%	18.4%	3.5%	0.9%	4.4%
\$500M to \$999M	89.1%	18.2%	0.0%	0.0%	3.6%
\$1B to \$2.9B	94.6%	17.6%	2.7%	4.1%	1.4%
\$3B to \$9.9B	88.1%	30.5%	5.1%	0.0%	5.1%
\$10B or more	80.4%	26.8%	16.1%	1.8%	5.4%
<b>Company Type</b>					
Private companies	86.5%	15.6%	1.2%	1.2%	6.6%
Public companies	88.7%	24.5%	8.6%	2.0%	2.0%
Wholly owned subsidiaries	87.1%	12.9%	1.6%	4.8%	6.5%
Non-profit organizations	94.7%	28.9%	0.0%	2.6%	0.0%
<b>Legal Department Staff</b>					
1 to 9 staff	87.4%	15.3%	1.4%	1.7%	5.1%
10 to 24 staff	89.2%	23.0%	0.0%	2.7%	4.1%
25 to 99 staff	88.5%	29.5%	8.2%	1.6%	3.3%
100 or more staff	83.3%	28.6%	21.4%	0.0%	4.8%

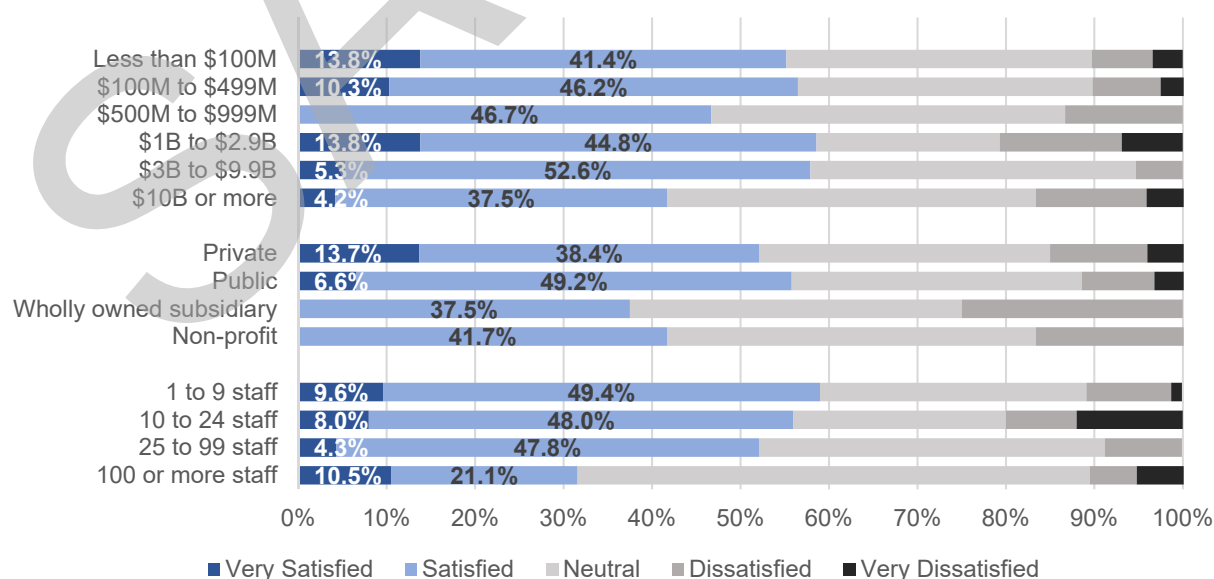
## 7.2. Use of Technology — Contract Management

**Contract management tools are used to support contract lifecycle management, including requesting, authoring, negotiating, approving, signing, analyzing, and storing contracts.**

**Table 77: Use of Technology — Contract Management**

	n	Adoption Percentage	Vendor Average Rate	System Average Rate	Average Rate Difference
<b>Company Revenue</b>					
Less than \$100M	44	33.8%	3.6	3.7	-0.1
\$100M to \$499M	48	41.7%	3.5	3.5	0.0
\$500M to \$999M	22	40.0%	3.3	3.0	0.3
\$1B to \$2.9B	34	43.6%	3.4	3.2	0.2
\$3B to \$9.9B	27	42.9%	3.6	3.5	0.1
\$10B or more	35	60.3%	3.3	3.1	0.2
<b>Company Type</b>					
Private companies	100	40.3%	3.5	3.4	0.1
Public companies	78	49.4%	3.5	3.3	0.2
Wholly owned subsidiaries	24	38.7%	3.1	3.1	0.0
Non-profit organizations	16	41.0%	3.3	3.4	-0.1
<b>Legal Department Staff</b>					
1 to 9 staff	109	36.1%	3.6	3.6	0.0
10 to 24 staff	34	44.2%	3.3	3.2	0.1
25 to 99 staff	34	53.1%	3.5	3.1	0.4
100 or more staff	27	62.8%	3.3	3.1	0.2

**Figure 12: Contract Management Vendor Satisfaction**

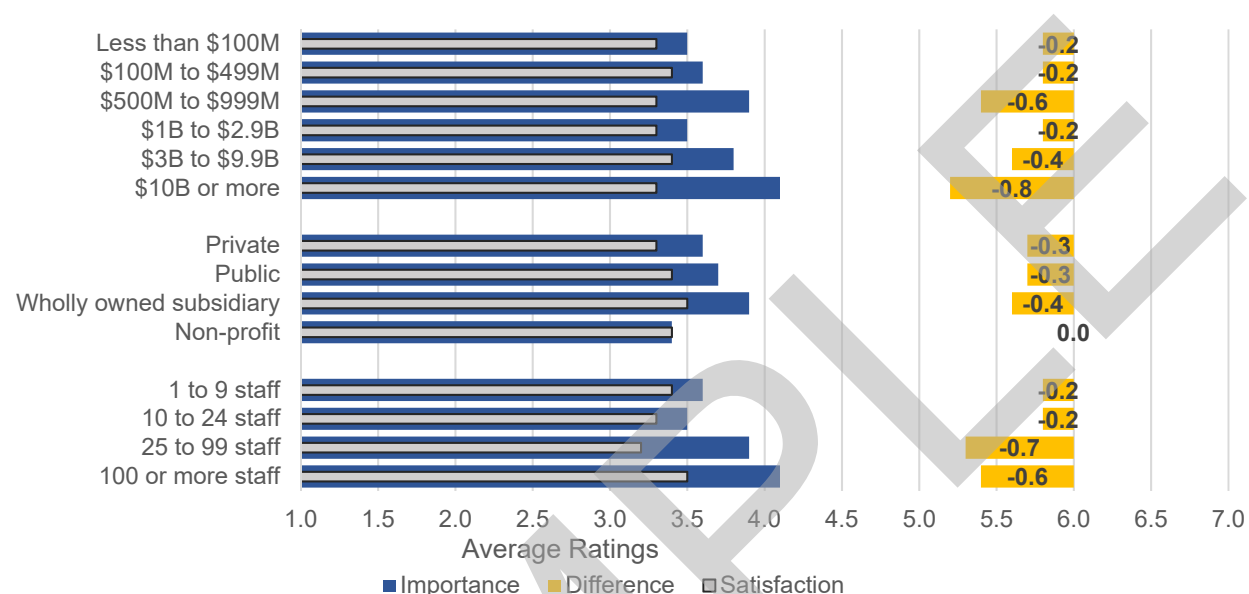




## 8.2. Performance Scoring — Attribute 2

*We provide regular feedback on outside counsel performance to help ensure high quality, cost-effective legal work.*

**Figure 28: Performance Ratings by Company Revenue, Type, and Legal Staff — Att. 2**



**Table 93: Quadrants Assigned for Performance Attribute 2**

	Opportunity for Improvement	Keep Up the Good Work	Exceeding Expectations	Low Priority
<b>Company Revenue</b>				
Less than \$100M	43.6%	41.0%	2.6%	12.8%
\$100M to \$499M	33.3%	50.0%	1.9%	14.8%
\$500M to \$999M	36.5%	51.9%	3.8%	7.7%
\$1B to \$2.9B	38.9%	43.1%	4.2%	13.9%
\$3B to \$9.9B	42.1%	45.6%	0.0%	12.3%
\$10B or more	44.2%	50.0%	5.8%	0.0%
<b>Company Type</b>				
Private companies	43.6%	43.2%	2.6%	10.6%
Public companies	35.9%	50.3%	2.8%	11.0%
Wholly owned subsidiaries	36.1%	54.1%	3.3%	6.6%
Non-profit organizations	38.9%	41.7%	2.8%	16.7%
<b>Legal Department Staff</b>				
1 to 9 staff	37.3%	48.2%	2.9%	11.6%
10 to 24 staff	34.8%	43.5%	2.9%	18.8%
25 to 99 staff	50.0%	40.0%	1.7%	8.3%
100 or more staff	45.0%	50.0%	5.0%	0.0%