

2019 GLOBAL LEGAL DEPARTMENT BENCHMARKING REPORT



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June 2019

The Association of Corporate Counsel is pleased to partner with Major, Lindsey & Africa on our *2019 Global Legal Department Benchmarking Report*. Each year we aim to provide our members and the broader in-house community with relevant and timely data that can help legal departments make more informed business decisions.

This year we present a host of standardized financial and operational metrics most relevant to legal departments including staffing, inside and outside spending, workload, work allocation, law firm and fee structure usage, and legal technology adoption. We also share how departments rated themselves across 10 key performance attributes.

The data presented in this report represents a wide range of legal departments spanning 30 countries and 71 industries. Department size ranges from a single lawyer to over 1,000 staff members in organizations that span from the tens of millions to the hundreds of billions in annual revenue.

In addition to this high-level report, we offer a suite of more targeted supplemental reports based on company size, legal department size, and industry. We also offer tailored reports allowing for more direct peer group comparisons.

We welcome your feedback as we are continually refining our data collection process and improving the scope, quality, and relevance of our metrics. We hope this report provides legal departments with actionable insights and valuable data to benefit in-house counsel and legal operations professionals.

ACC Research and Benchmarking Services

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Thank you to all participating legal departments and a special thank you to our key contributors, whose feedback greatly improved the quality of the resulting data.

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Methodology and Data

Survey Instrument: The survey questionnaire was offered through an online survey platform as well as through an embedded electronic PDF, both of which allowed respondents to save their work and send to other members of their department to complete relevant sections if needed.

Fielding Period: The survey opened on January 30, 2019, and closed on April 12, 2019. Reminder emails were sent weekly.

Target Population: We targeted one relevant representative — the person we considered most capable of reporting on the information requested — in each legal department with at least one member of ACC. We reached out to around 10,000 organizations worldwide. In order of priority, we first sent invitations to heads of legal operations or, in many cases, a department's sole legal operations staff member. If we did not have a member in that position, we then targeted the organization's general counsel/chief legal officer — who would be able to appropriately delegate this task. If a member was not in either of these positions, we then targeted the highest-ranking individual in the legal department. Finally, if we received no response after repeated attempts, we reached out to a broader group of members in each department requesting that they forward the invitation to the most appropriate individual or group within the department.

Participation: A total of 508 legal departments participated. Apart from targeted email messages, opportunities to participate were also sent through LinkedIn campaigns.

Comparability: Respondents were asked to report all information for the period January 1, 2018 to December 31, 2018 or the closest corresponding fiscal year. We asked legal departments within subsidiary companies to report their information at the level of the subsidiary rather than at the level of the parent company.

Currency: Respondents were asked to enter all financial values in US dollars. Non-US respondents were asked to use the exchange rate on December 31, 2018, for currency conversion.

Industry: All participating organizations were separately assigned up to three industry affiliations based on Standard Industry Classification (SIC) codes. See "Industry Detail" section for the industry breakdown.

Anonymity: Several organizations requested anonymity. We therefore include the designation "Anonymous" in our "Participating Organizations by Industry" list with the associated number of respondents who requested anonymity.

Incomplete or Unusual Data: Not all respondents answered all questions. In cases where data appeared unusual, respondents were emailed and asked to clarify their responses. In some cases, we received no reply and therefore had to omit certain data entries from our reporting. The benchmarking metrics reported tend to have a lower sample as complete data is required for all components of each benchmarking calculation.

Statistical Terminology

Mean: The values of each observation are summed together and divided by the total number of observations.

Median: This is the middle value of all observations ordered from low to high (also called the 50th percentile).

n: This indicates the number of observations for a given metric or reported value.

Terms and Definitions

Centralized — Geographically	Legal department personnel are based in one primary location.
Mixed — Geographically	Majority of personnel are based within a primary geographic location, but some are located across operational business units, subsidiaries, or divisions.
Decentralized — Geographically	Majority of personnel are located across multiple operational units, subsidiaries, or divisions.
Centralized — Reporting Structure	Generally, personnel have a direct line reporting within the legal department up to the general counsel/chief legal officer, regardless of geographic location.
Mixed — Reporting Structure	Reporting structures are equally mixed across personnel, with some having a direct line report within the legal department and others within their operational/business unit.
Decentralized — Reporting Structure	Vast majority of personnel have direct line reporting within their operational/business unit and dotted line reporting within the legal department up to the general counsel/chief legal officer.
Paralegals/Case Managers	Typically, non-exempt employees working on legal matters under the supervision of lawyers.
Legal Operations Professionals	Staff who are solely dedicated to the management of a legal operations function.
Non-Legal Professionals	May include corporate secretary office personnel, technology professionals, IP database management, contract and compliance analysts, and librarians. These are typically exempt employees performing more independent work.
Inside Legal Spend	Includes legal staff compensation (salary, cash bonuses, taxes, and benefits), overhead, and operating expenses (all administrative and office expenses and corporate costs allocated to the legal department). Does not include settlement costs, judgments, fines, recoveries, or filing fees.
Outside Legal Spend	Includes outside counsel, other service providers, and patent and trademark filing fees. Does not include settlement costs, judgments, fines, recoveries, or costs associated with claims or capitalized expenses.
Litigation Matters	Includes internal and external litigation matters (lawsuits only), including those that were still active at the time of survey participation.
Contracts	Contracts reviewed in 2018 from initial request until the contract has been completed or negotiations have been suspended or abandoned.
Contract Cycle Time	Average number of days from initial request until the contract has been completed or negotiations have been suspended or abandoned.
“Significant” Law Firms	Those firms that make up approximately 80 percent of the legal department’s spending on outside counsel.

Demographic Summary

Table 1 presents a summary of all participating legal departments across six standard segments. Of note, we received strong non-US participation (36.2 percent) and a significant presence of organizations in the manufacturing and services industries. Nearly half of all organizations are privately owned and vary greatly in size, with one quarter under \$100 million in revenue and 40 percent greater than \$1 billion.

Table 1: Demographic Summary

		n	Percentage
Region	Asia	18	3.6%
	Australia/Pacific	67	13.4%
	Canada	26	5.2%
	Europe	49	9.8%
	Latin America	10	2.0%
	Middle East and Africa	11	2.2%
	US	319	63.8%
Organization industry ^a	Agriculture, forestry, fishing	4	.08%
	Mining	12	2.4%
	Construction	8	1.6%
	Manufacturing	170	33.8%
	Transportation	37	7.4%
	Wholesale trade	75	14.9%
	Retail trade	42	8.3%
	Finance, insurance, real estate	94	18.7%
	Services	222	44.1%
	Public administration	4	.08%
Organization type ^b	Private	248	49.4%
	Public	158	31.5%
	Wholly owned subsidiary	62	12.4%
	Non-profit	39	7.8%
	Government (federal, state, local)	19	3.8%
	Other	21	4.2%
Organization's total gross revenue 2018 (US \$)	<\$100M	130	26.1%
	\$100M to \$499M	115	23.0%
	\$500M to \$999M	55	11.0%
	\$1B to \$2.9B	78	15.6%
	\$3B to \$9.9B	63	12.6%
	\$10B or more	58	11.6%
Organization employees	<1,000	227	45.5%
	1,000 to 4,999	111	22.2%
	5,000 to 9,999	48	9.6%
	10,000 to 49,999	76	15.2%
	50,000 or more	37	7.4%
Legal staff	1	75	15.4%
	2 to 9	227	46.7%
	10 to 24	77	15.8%
	25 to 49	36	7.4%
	50 to 74	16	3.3%
	75 to 99	12	2.5%
	100 or more	43	8.8%

^aIndustry list is based on Standard Industry Classification (SIC) Codes. See "Industry Detail" section for exhaustive list of sub-industries included. In some cases, companies were assigned more than one industry affiliation. Percentages therefore total to greater than 100 percent.

^bPercentages total to greater than 100 percent due to ability to select more than one response option.

1. Key Benchmarks — Staffing



Legal staffing is a crucial component of any corporate legal department benchmarking effort. This is particularly true for legal given the uniquely difficult task of demonstrating the value of additional headcount when there is rarely a direct tie to the company's revenue. Optimizing headcount is essential not only for effective legal coverage and product quality but also for internal client satisfaction and to operate in a proactive rather than reactive state. Table 2 presents 24 standardized staffing metrics representing the overall survey respondent population. We include five major staff categories. Contract (temporary) staff are listed as a separate category and are not included in the total inside legal staff calculations.

Table 2: Legal Department Staffing Metrics

	n	Mean	Median
Number of Legal Department Staff by Position			
Number of lawyers	506	24.3	4.0
Number of paralegals/case managers	504	5.4	1.0
Number of legal operations professionals	500	1.8	0.0
Number of non-legal professionals	497	6.5	0.0
Number of administrative/secretarial staff	505	3.7	0.3
Total inside legal staff	486	42.7	6.0
Number of contract (temporary) staff	470	1.5	0.0
Staff by Position as a Percentage of Total Legal Department Staff			
Lawyers as a percentage of total staff	486	68.2%	66.7%
Paralegals/case managers as a percentage of total staff	493	12.0%	6.7%
Legal operations professionals as a percentage of total staff	499	3.2%	0.0%
Non-legal professionals as a percentage of total staff	494	6.8%	0.0%
Administrative/secretarial staff as a percentage of total staff	494	8.2%	0.0%

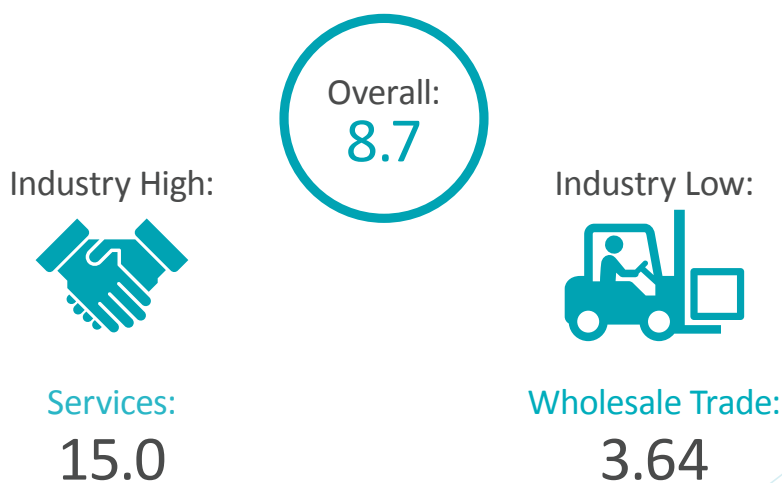
Table 2: Legal Department Staffing Metrics (Cont'd)

Staff by Position as a Percentage of Total Company Employees			
Lawyers as a percentage of total company employees	502	1.4%	0.3%
Paralegals/case managers as a percentage of total company employees	502	0.2%	0.0%
Legal operations professionals as a percentage of total company employees	499	0.1%	0.0%
Non-legal professionals as a percentage of total company employees	495	0.1%	0.0%
Administrative/secretarial staff as a percentage of total company employees	503	0.2%	0.0%
Lawyer-to-staff Ratios			
Lawyers per paralegal/case manager	288	4.9	3.0
Lawyers per legal operations professionals	141	14.3	8.5
Lawyers per non-legal professionals	160	5.8	3.0
Lawyers per admin/secretary	254	5.8	4.3
Lawyers per total non-lawyer staff	377	2.2	1.5
Legal Department Staff Standardized by Company Revenue			
Lawyers per \$1 billion in company revenue	497	223.5	8.7
Legal staff per \$1 billion in company revenue	477	342.2	13.5

Note: See "Benchmarking Calculations" section for a complete list of metrics and their calculations.

METRIC HIGHLIGHT

Lawyers per \$1 Billion in Company Revenue (Median)



2. Key Benchmarks — Spending



Legal spend takes many forms but it primarily centers around internal staffing costs, external legal fees, and the resulting cost of not having adequate legal resources (i.e., the cost of regulatory fines and penalties). We therefore break down internal and external legal spend into a series of relevant metrics that are standardized by staff size, overall legal spend, and company revenue. To allow for more direct and consistent comparison, these numbers do not reflect settlement costs, judgements, fines, recoveries, or costs associated with claims or capitalized expenses. Table 3 lists 37 standardized spending metrics representing the overall survey respondent population.

Table 3: Legal Department Spending Metrics

	n	Mean	Median
Total Legal Spend			
Legal spend (budgeted) 2018	401	\$12,363,487	\$1,600,550
Legal spend (actual) 2018	439	\$16,664,691	\$1,900,000
Budget to actual spend ratio 2018	398	11.0%	0.0%
Total legal spend (actual) as a percentage of company revenue 2018	427	2.3%	0.4%
Company revenue divided by total legal spend (actual) 2018	434	\$633	\$249
Total legal spend per lawyer	438	\$718,580	\$497,042
Total legal spend per legal staff	420	\$432,856	\$294,950
Company revenue per lawyer	497	\$406,295,076	\$115,321,013
Company revenue per legal staff	477	\$248,095,521	\$74,000,000
Inside Legal Spend			
Inside legal spend (actual) 2018	424	\$7,666,164	\$847,981
Inside spend (actual) as a percentage of total legal spend (actual) 2018	476	52.9%	50.0%
Inside spend (actual) as a percentage of company revenue	415	1.5%	0.2%
Revenue per inside spend (actual)	419	\$1,621	\$530
Total lawyer compensation and benefits spend	400	\$4,689,479	\$560,000
Lawyer compensation and benefits as a percentage of total inside spend	483	71.9%	79.0%
Total non-lawyer compensation and benefits spend	293	\$1,800,612	\$225,000
Non-lawyer compensation and benefits as a percentage of total inside spend	481	16.6%	13.3%
Total other inside spend	460	\$1,173,411	\$0
Other inside spend as a percentage of total inside spend	479	11.5%	0.0%
Inside spend per lawyer	423	\$297,635	\$227,500
Inside spend per legal staff	405	\$180,092	\$142,857
Cost per lawyer hour	399	\$114	\$90
Cost per non-lawyer hour	270	\$63	\$39

Table 3: Legal Department Spending Metrics (Cont'd)

	n	Mean	Median
Outside Legal Spend			
Outside legal spend (actual) 2018	434	\$9,710,316	\$845,000
Outside spend (actual) as a percentage of total legal spend (actual) 2018	476	47.1%	50.0%
Outside spend (actual) as a percentage of company revenue	426	1.7%	0.2%
Revenue per outside spend (actual)	415	\$1,910	\$485
Total outside spend on outside counsel	425	\$5,794,148	\$612,000
Outside spend (on outside counsel) as a percentage of total outside spend	484	80.6%	90.0%
Total outside spend on other service providers	450	\$730,071	\$10,482
Outside spend (on other service providers) as a percentage of total outside spend	483	8.4%	5.0%
Total patent and trademark filing fees	452	\$662,117	\$1,575
Patent and trademark filing fees as a percentage of total outside spend	483	7.8%	2.0%
Total other outside spend	467	\$195,269	\$0
Other outside spend as a percentage of total outside spend	483	3.3%	0.0%
Outside spend per lawyer	433	\$423,977	\$227,500
Outside spend per legal staff	414	\$251,655	\$130,927

Note: See "Benchmarking Calculations" section for a complete list of metrics and their calculations.

METRIC HIGHLIGHT

Cost per Lawyer Hour (Median)



Industry High:



Mining:

\$123 per hour

Industry Low:



Wholesale Trade:

\$74 per hour

3. Key Benchmarks — Workload and Work Allocation



Optimizing workload and how that work is allocated internally and externally is critical for maintaining proper coverage and efficiency in the legal department. Just as headcount and spend are intimately tied to one another, having a better understanding of current workload and work allocation directly affects proper optimization of headcount and spend. This section first presents metrics on litigation matters and contracts handled in the legal department. We then present the internal versus external work allocation among 12 different work area categories. Finally, we show how insourced work is distributed across several staff positions.

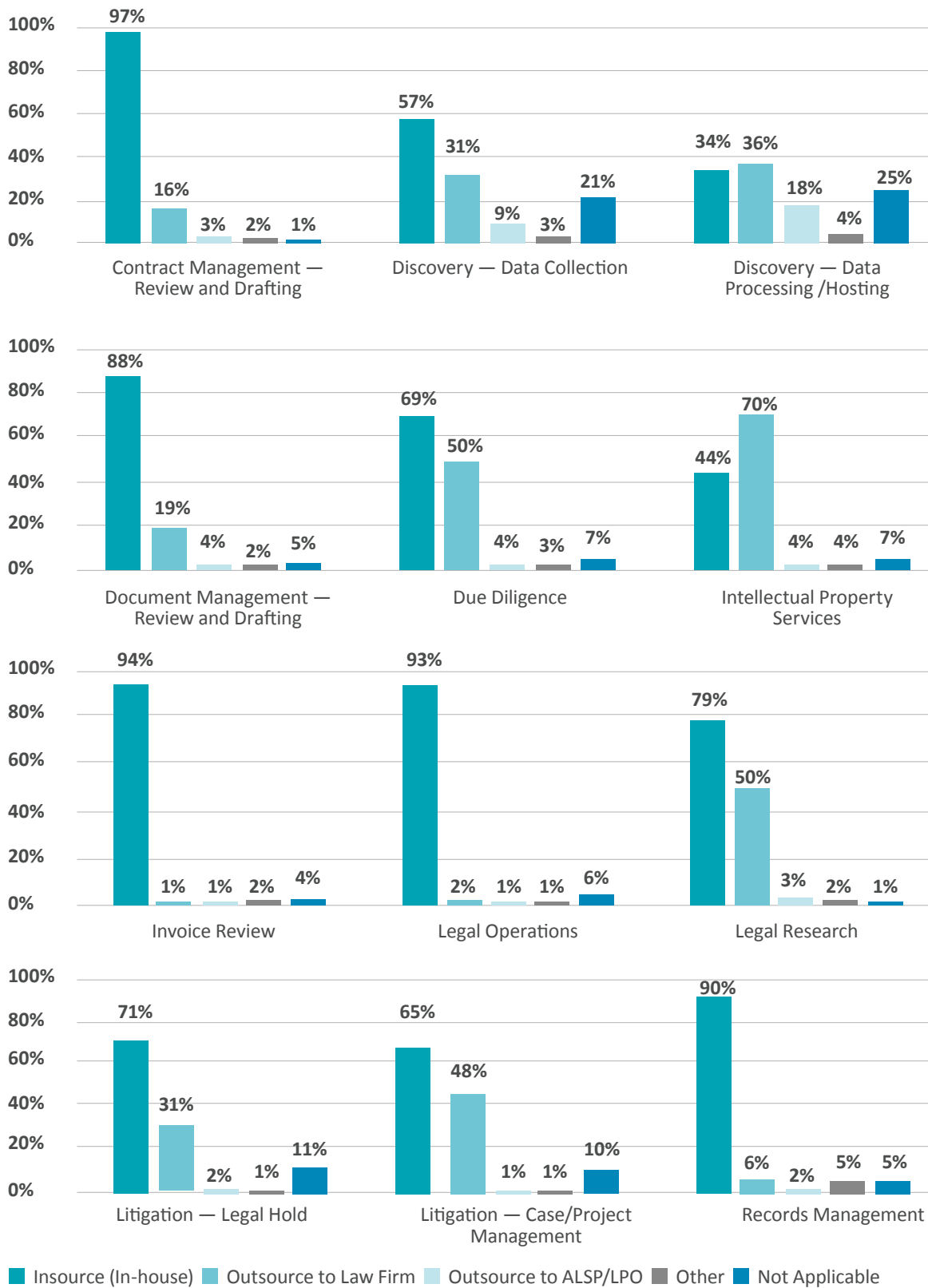
Table 4: Legal Department Workload Metrics

	n	Mean	Median
Litigation Matters			
Number of litigation matters handled	473	427.4	7.0
Number of litigation matters handled per inside lawyer	472	9.3	1.9
Contracts			
Number of contracts reviewed	446	2,198.4	300.0
Number of contracts reviewed per inside lawyer	444	173.2	89.6
Contract cycle time (in number of days)	414	30.9	15.0

Note: See “Benchmarking Calculations” section for a complete list of metrics and their calculations.

Figure 1 shows how legal departments allocate work across 12 broad work categories. The data in each bar chart represents the percentage of departments allocating work in five ways. The work is performed in-house, outsourced to a law firm, outsourced to an alternative legal service provider (ALSP), handled in another way, or not performed at all. In many cases, each type of work is allocated in more than one way, which is reflected in the resulting data.

Figure 1: Legal Department Work Allocation



If respondents reported that any of the 12 work categories were performed in-house, we then asked how this work was distributed across staff positions. Table 5 presents the distribution of work in-house among seven types of positions. Percentages indicate the average amount of work in each category that is done for each legal department staff position. Cells with darker shades indicate that a larger percentage of work is carried out by that staff category.

Table 5: In-house Work Allocation

	Lawyers	Paralegals/ Case Managers	Legal Operations Professionals	Non-Legal Professionals	Administrative/ Secretarial Staff	Contract (Temp.) Staff	Other Staff
Contract management — review and drafting	80.8%	10.9%	2.2%	3.7%	1.2%	0.8%	1.3%
Discovery — data collection	48.4%	17.7%	5.6%	9.9%	2.7%	0.9%	16.8%
Discovery — data processing/hosting	40.3%	12.4%	5.6%	12.3%	2.6%	1.3%	27.3%
Document management — review and drafting	75.0%	12.9%	3.1%	3.7%	2.0%	0.6%	3.9%
Due diligence	71.4%	8.4%	3.1%	4.7%	0.5%	0.2%	13.5%
Intellectual property services	64.5%	10.5%	3.5%	4.0%	1.1%	0.3%	17.5%
Invoice review	65.6%	10.4%	7.0%	6.0%	7.4%	0.7%	4.9%
Legal operations	63.9%	9.2%	18.6%	2.8%	2.8%	0.4%	4.5%
Legal research	76.9%	12.6%	2.5%	0.9%	0.4%	1.2%	6.8%
Litigation — legal hold	65.7%	15.9%	4.1%	3.0%	0.9%	0.6%	11.6%
Litigation — case/project management	72.4%	10.9%	2.5%	1.8%	0.6%	0.8%	12.8%
Records management	45.2%	19.5%	6.8%	12.2%	10.4%	0.6%	8.1%

4. Key Benchmarks — Law Firms and Fee Structures



Law firm convergence and alternative fee structures are topics of serious interest for corporate legal departments as the pressure to do more with less and to demonstrate value to the business only continues to grow. We present several metrics to help departments get a better sense of the law firm usage and fee structures commonly used among the overall survey population. Table 6 provides the average number of law firms employed by legal departments as well as the number employed across 30 separate practice areas. We also show the average number of law firms used that make up roughly 80 percent of a department's external spend. The numbers only reflect departments that employed at least one law firm in each practice area.

Table 6: Law Firms

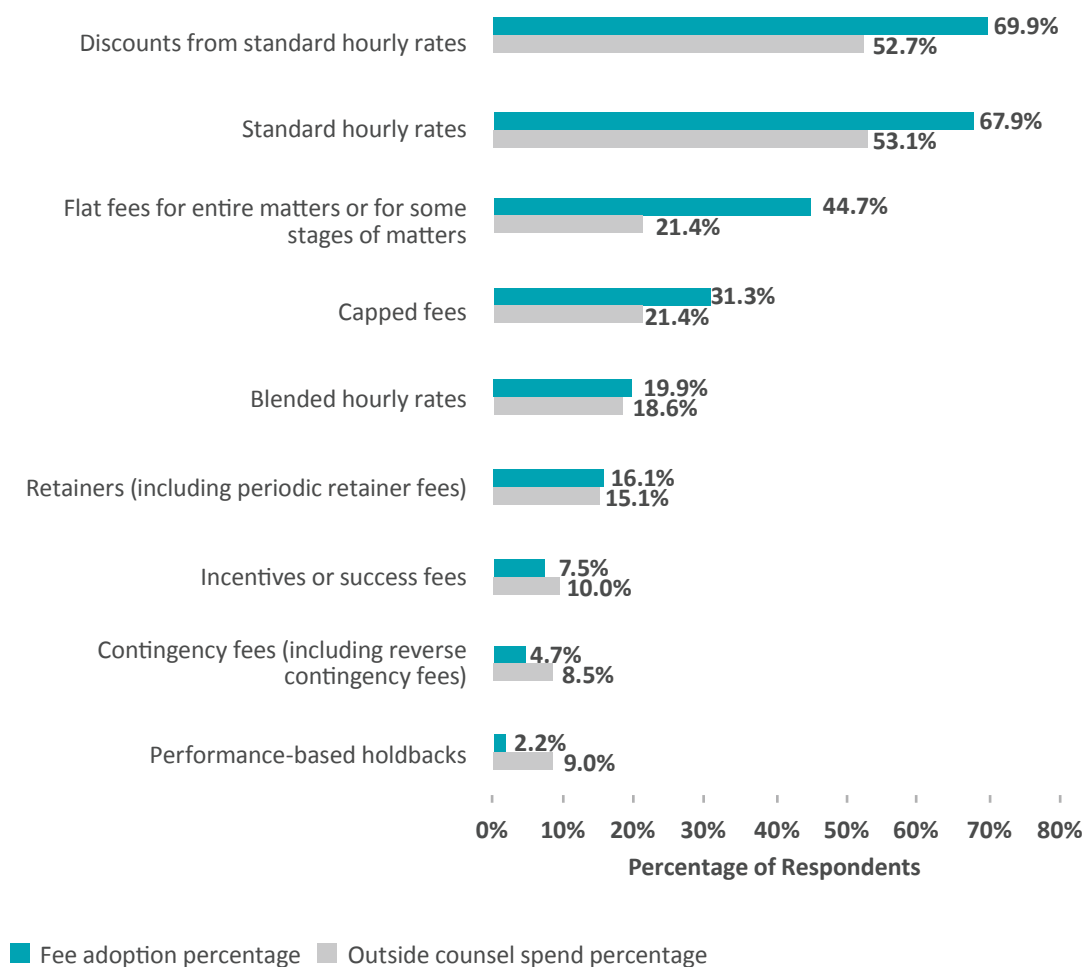
	n	Mean	Median
Law Firms Employed by Legal Department			
Number of law firms employed	495	40.2	10.0
Number of "significant" law firms employed	493	6.2	3.0
Law Firms Employed by Practice Area			
Antitrust	138	2.3	1.0
Bankruptcy	90	3.2	1.0
Contracts	271	5.1	2.0
Capital markets	88	4.1	1.5
Cybersecurity/IT governance	138	1.8	1.0
Data privacy	222	1.8	1.0
Employee benefits/executive compensation	208	2.0	1.0
Employment/labor	361	4.1	2.0
Environmental	106	2.7	2.0
General/corporate commercial	321	6.4	2.0
Government relations	106	3.3	1.0
Industry specific	105	32.4	2.0
International	104	9.6	3.0
Intellectual property — licensing	119	2.3	1.0
Intellectual property — patent	191	7.2	1.0
Intellectual property — trademark	269	3.6	1.0
Litigation — commercial	267	6.0	2.0
Litigation — environmental	47	3.0	2.0
Litigation — patent	76	5.0	2.0
Litigation — product liability	65	8.3	3.0
Litigation — securities	39	3.9	1.0
Litigation — trademark	74	3.6	1.0

Continued ...

Table 6: Law Firms (Cont'd)

Litigation — other	138	8.1	3.0
Mergers and acquisitions	234	3.8	2.0
Property and casualty	55	3.5	1.0
Real estate	177	3.5	2.0
Regulatory	180	4.2	2.0
Securities/finance	130	2.8	1.0
Tax	152	2.8	1.0

We then asked respondents to select which fee structures their department uses and what percentage of their external spend uses each of the fee structures listed. The upper bar indicates the percentage of legal departments that use each of the fee structures. The bottom bar indicates the percentage of outside counsel spend that is based on each fee structure. Fee structures are presented in descending order by adoption percentage.

Figure 2: Fee Adoption and Outside Counsel Spend Percentage

5. Use of Technology



Employing the right technology in the appropriate functional areas can help to greatly improve matter and document management, contract processes, and financial record keeping, ultimately helping to streamline time consuming processes and reduce the amount of time spent on low-value work. It is essential for establishing and maintaining an efficient legal department. With a burgeoning legal technology industry, the process for acquiring the right technology for one's department can be overwhelming. In order to better understand current technology usage among departments, we presented respondents with fourteen different legal technology solution areas and were asked to select those areas in which their legal department has implemented technology. Among each technology solution used, respondents were asked to list the specific vendor(s) and system(s) they employed and then rate each vendor and system on a five-point satisfaction scale. Figure 3 presents the percentage of departments that have implemented technology across each solution area among the overall survey population. See "Legal Technology Definitions" section on page 25 for a complete list of technology definitions.

Figure 3: Technology Adoption by Key Legal Technology Area

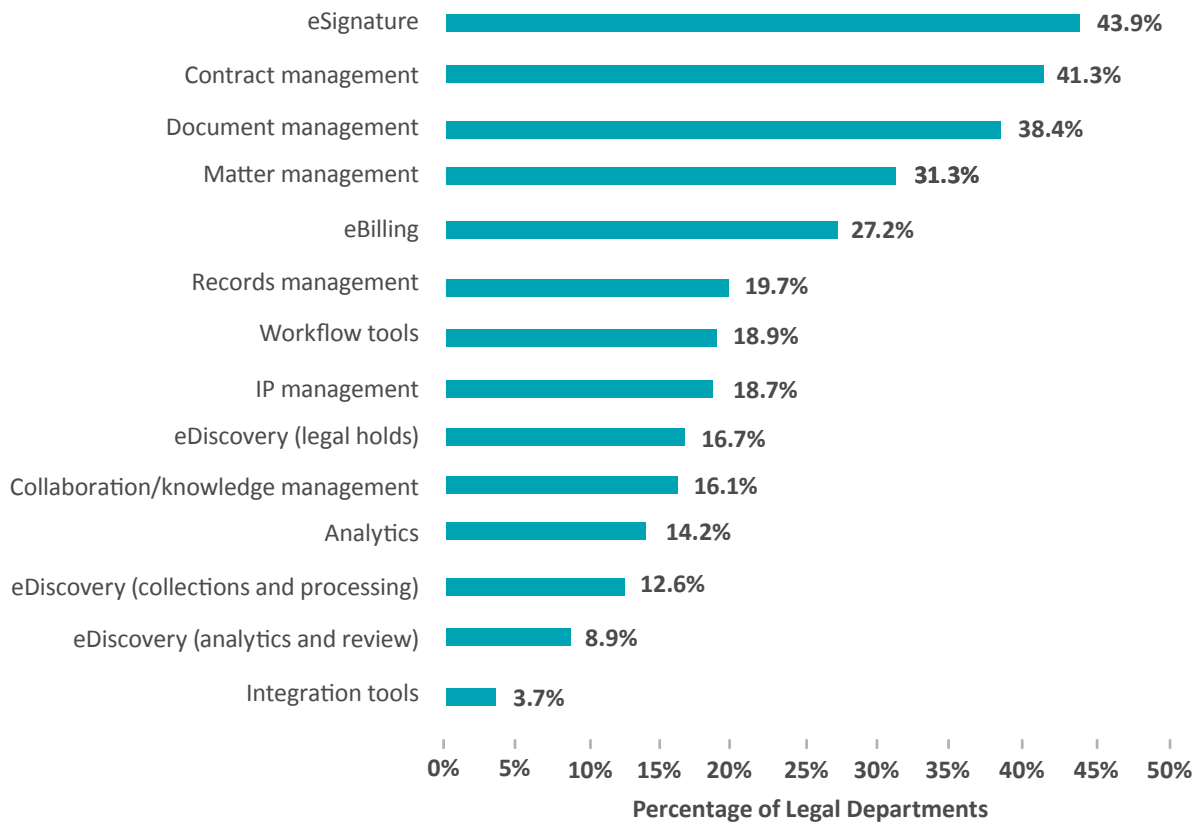


Table 7 presents the single most common (mode) vendor and system listed by respondents for each technology solution area. The “n” size indicates the number of respondents that use each of the listed vendors and systems. Many vendors produce systems in more than one solution area and are therefore eligible to be listed across more than one category. For example, 33 legal departments use Thomson Reuters as their eBilling technology vendor out of the total number of departments that listed a specific vendor in that solution area. This does not necessarily mean that a majority of participating legal departments use Thomson Reuters, simply that it is the most common vendor listed in that solution area.

Table 7: Most Common Vendors and Systems by Key Legal Technology Area

Key Legal Areas	n	Most Common VENDOR	n	Most Common SYSTEM
eSignature	130	DocuSign	126	DocuSign
Contract management	19	Microsoft	17	SharePoint
Document management	32	Microsoft	27	SharePoint
Matter management	22	Thomson Reuters	20	Legal Tracker
eBilling	33	Thomson Reuters	33	Legal Tracker
Records management	15	Microsoft	12	SharePoint
Workflow tools	15	Microsoft	8	SharePoint
IP management	17	CPA Global	8	FoundationIP
eDiscovery (legal holds)	18	Zapproved	17	Legal Hold Pro
Collaboration/knowledge management	37	Microsoft	26	SharePoint
Analytics	11	Microsoft	10	Power BI
eDiscovery (collections and processing)	5	Custom Build/OpenText/Relativity	5	Custom Build
eDiscovery (analytics and review)	8	Relativity	6	RelativityOne
Integration tools	3	Microsoft	1	10 systems

Note: It is not stated or implied that the vendors or products listed are recommended or endorsed by ACC in any way, and ACC expresses no opinion on them. ACC members and others should exercise independent judgement when selecting vendors and products.

Figures 4 and 5 present vendor and system satisfaction ratings, respectively, across technology solution areas. The ratings represent the overall satisfaction scores of the collective vendors and systems within a technology area and do not intend to reflect any single vendor or system. Both charts show the percentage of respondents that selected a specific satisfaction rating on a five-point scale and the data is ordered by the collective percentage totals of the “very satisfied” and “satisfied” categories. Exact percentages are presented only for those two categories for ease of interpretation.

Figure 4: Vendor Satisfaction by Key Legal Technology Area

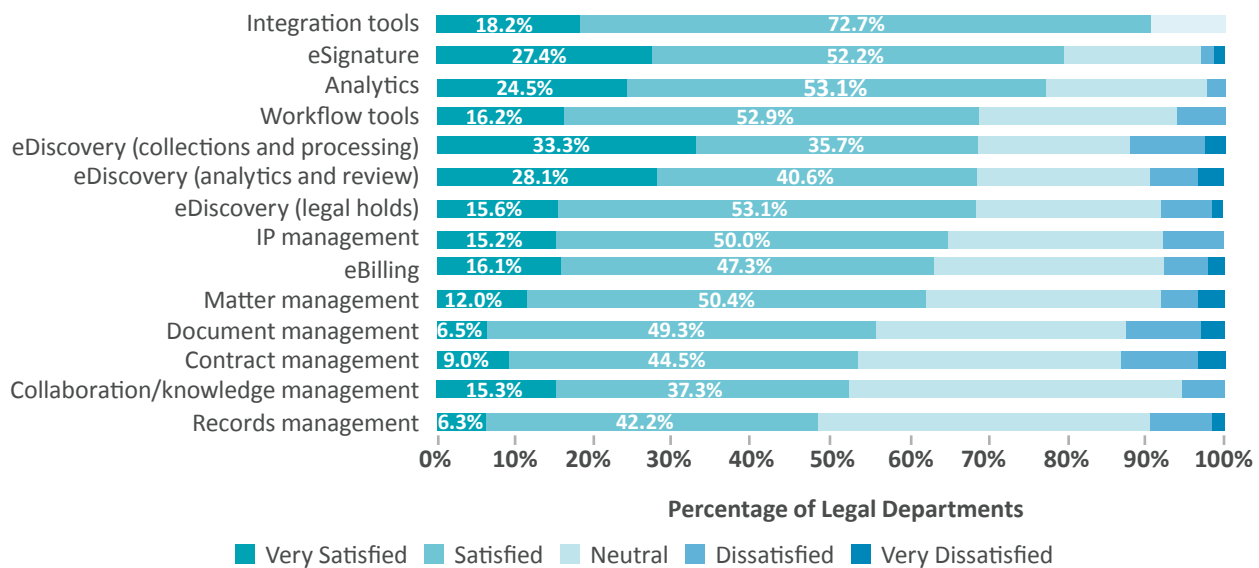
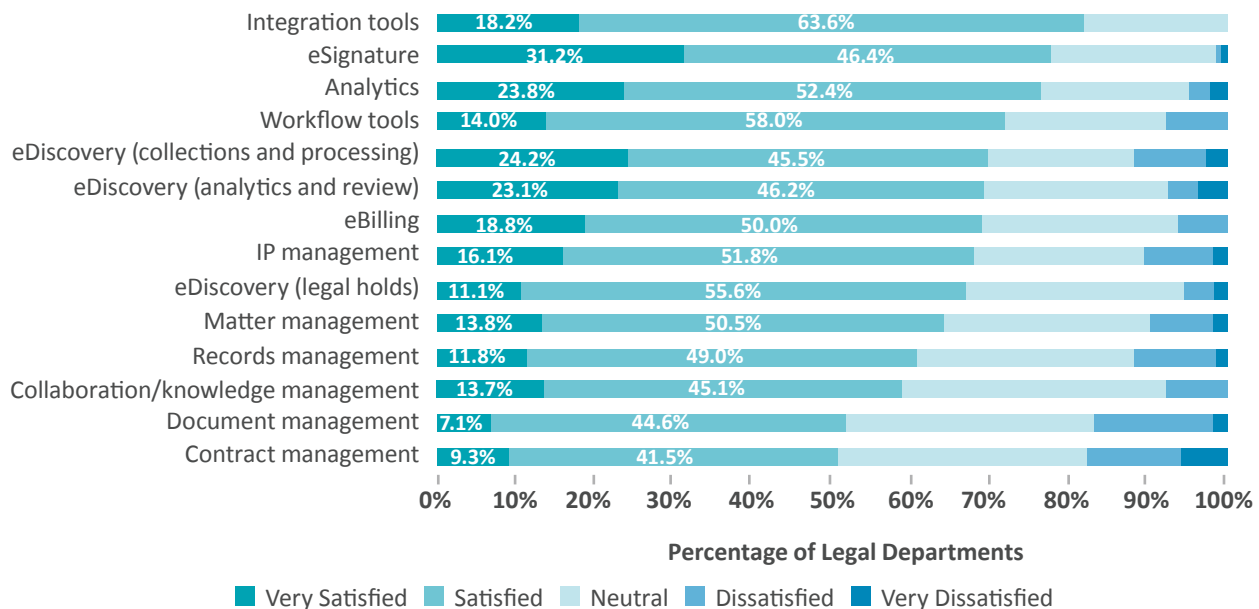
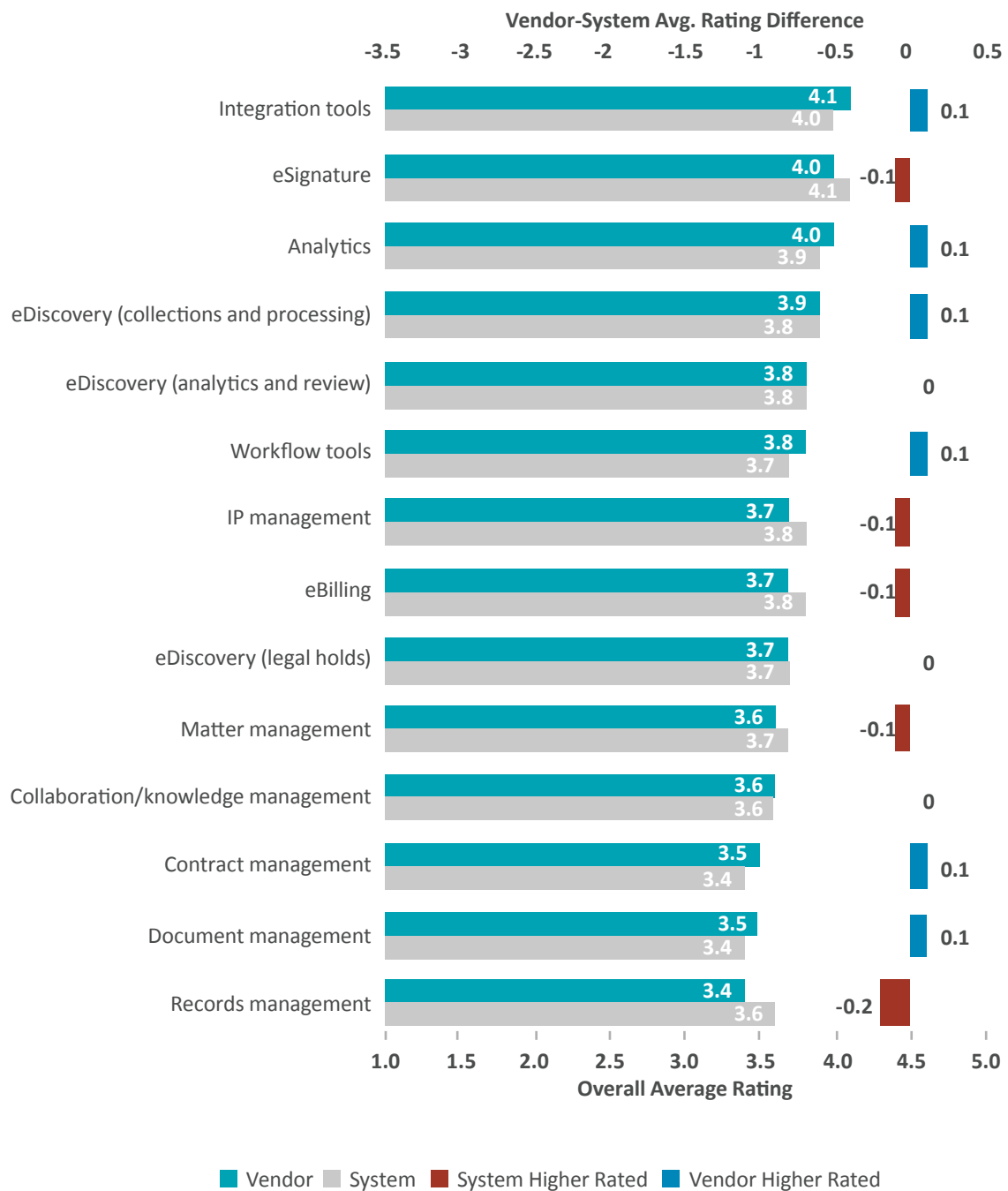


Figure 5: System Satisfaction by Key Legal Technology Area



In addition to presenting ratings through categorical percentages, Figure 6 shows the average vendor and system rating across each technological solution. The top bar in each row lists the average satisfaction rating of all vendors collectively listed by respondents for each solution area. The bottom bar presents the same information for each system. The data is shown in descending order from highest to lowest average vendor rating. The bars on the right-hand side of the chart show the difference between average vendor and system ratings.

Figure 6: Overall Vendor and System Ratings by Key Legal Technology Area



6. Performance Scoring



In order to demonstrate effective legal performance and high value to the business, legal departments must define their strategic priorities and align them with those of the broader organization and measure their performance in achieving these priorities. We developed a set of 10 legal department performance attributes that emphasize outside counsel management in terms of spend and communication, optimizing operational efficiencies like work allocation and the employment of technology, talent development, and value alignment. Respondents were presented with each of the 10 performance attributes and asked to rate (on a five-point scale) both the importance of each attribute in their legal department and how satisfied they were with their department's performance in each area. Table 8 lists each attribute and the overall average importance and satisfaction scores across all participating departments.

Table 8: Legal Department Performance Attributes

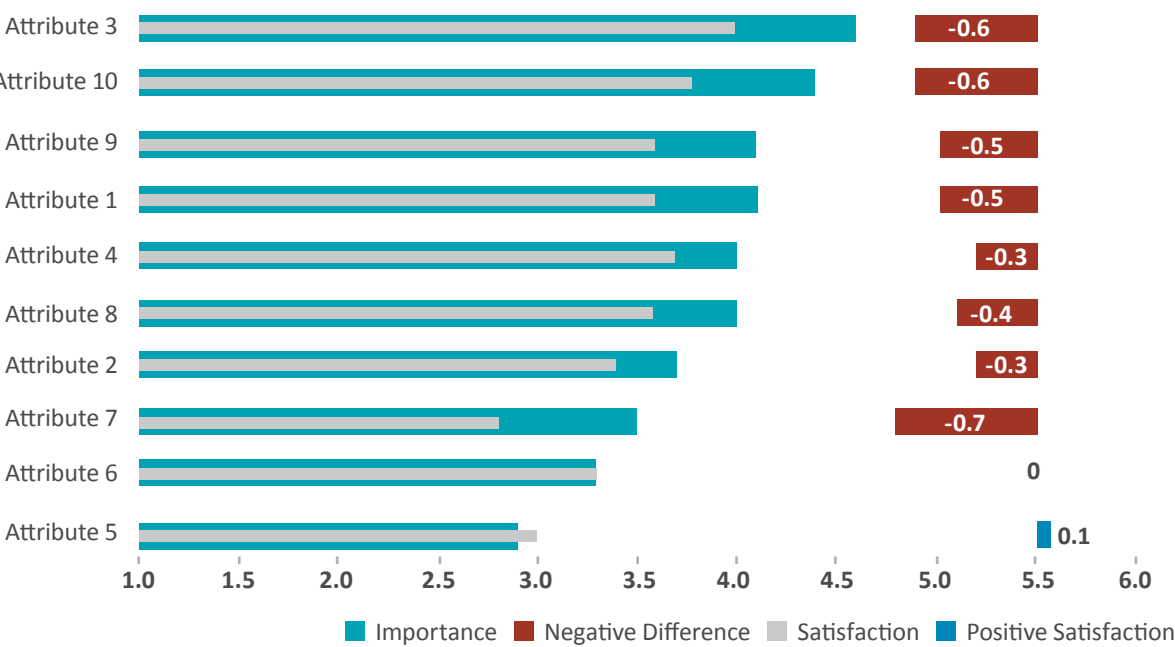
		Importance Rating	Satisfaction Rating
1.	<i>We actively identify and implement ways to reduce outside counsel spend and other external spend.</i>	4.1	3.6
2.	<i>We provide regular feedback on outside counsel performance to help ensure high quality, cost-effective legal work.</i>	3.7	3.4
3.	<i>Our legal department initiatives/activities are aligned with our clients' strategic priorities.</i>	4.6	4.0
4.	<i>We regularly solicit feedback from our internal clients to improve our delivery of legal services.</i>	4.0	3.7
5.	<i>Our clients consistently use a legal intake mechanism to allow us to track and assign requests for legal services.</i>	2.9	3.0
6.	<i>Work allocation among our legal department staff is measured or tracked to ensure the right work is being done by the right people.</i>	3.3	3.3
7.	<i>We employ technology to streamline processes and reduce time spend on low-value work in the legal department.</i>	3.5	2.8
8.	<i>We actively promote professional development opportunities for our legal staff.</i>	4.0	3.6
9.	<i>Our legal department has a culture that promotes innovation and/or continuous improvement of legal services.</i>	4.1	3.6
10.	<i>We clearly demonstrate the value of the legal department to our business leaders and other stakeholders.</i>	4.4	3.8

Importance Rating Scale: 1 = Not Important; 2 = Slightly Important; 3 = Moderately Important; 4 = Important; 5 = Very Important

Satisfaction Rating Scale: 1 = Very Dissatisfied; 2 = Dissatisfied; 3 = Neutral; 4 = Satisfied; 5 = Very Satisfied

Figure 7 presents the average importance and satisfaction ratings for each attribute among all departments listed in descending order, from highest to lowest importance score. The outer bar represents the average importance score and the inner bar represents the average satisfaction score. The bar on the right-hand side of the chart shows the difference between average importance and satisfaction scores.

Figure 7: Performance Ratings—Importance vs. Satisfaction



In addition to charting the importance-satisfaction gaps across attributes, we created a performance matrix that assigns value labels based on a legal department’s combined importance and satisfaction scores for any given attribute. Figure 8 presents this matrix with each of four quadrants assigning a value label. For example, if a respondent rated a performance attribute as at least moderately important (on the y axis) and was neutral or dissatisfied (on the x axis) in the department’s performance, then that attribute is labeled as an “opportunity for improvement.”

Figure 8: Legal Department Performance Matrix

Degree of Importance	5 = Very Important	Quadrant #1 Opportunity for Improvement			Quadrant #2 Keep Up the Good Work!	
	4 = Important					
	3 = Moderately Important					
	2 = Slightly Important	Quadrant #4 Low Priority			Quadrant #3 Exceeding Expectations	
	1 = Not Important					
		1 = Very Dissatisfied	2 = Dissatisfied	3 = Neutral	4 = Satisfied	5 = Very Satisfied
		Degree of Satisfaction				

We then use the performance matrix to determine how legal departments are generally performing across each of the 10 attributes. Table 9 shows the percentage of departments that are assigned to each of the four quadrants for each performance attribute. Quadrants with the highest percentage of departments are highlighted. Attributes five, six, and seven are areas in which a plurality of departments have the greatest opportunity for improvement, while a plurality are performing well across the remaining attributes. However, there is strong variation across quadrants. Very few departments are exceeding expectations in any attribute and at least one third of departments have an opportunity to improve their performance in four of the remaining seven attributes.

Table 9: Quadrants Assigned by Performance Attribute

Legal Department Performance Attributes		Opportunity for Improvement	Keep Up the Good Work	Exceeding Expectations	Low Priority
1.	<i>We actively identify and implement ways to reduce outside counsel spend and other external spend.</i>	35.5%	57.4%	2.8%	4.3%
2.	<i>We provide regular feedback on outside counsel performance to help ensure high quality, cost-effective legal work.</i>	39.1%	46.5%	2.8%	11.6%
3.	<i>Our legal department initiatives/activities are aligned with our clients' strategic priorities.</i>	16.7%	82.0%	0.2%	1.1%
4.	<i>We regularly solicit feedback from our internal clients to improve our delivery of legal services.</i>	34.3%	60.1%	1.9%	3.6%
5.	<i>Our clients consistently use a legal intake mechanism to allow us to track and assign requests for legal services.</i>	42.1%	18.9%	6.7%	32.3%
6.	<i>Work allocation among our legal department staff is measured or tracked to ensure the right work is being done by the right people.</i>	39.5%	33.9%	7.8%	18.8%
7.	<i>We employ technology to streamline processes and reduce time spend on low-value work in the legal department.</i>	59.3%	21.2%	3.0%	16.5%
8.	<i>We actively promote professional development opportunities for our legal staff.</i>	27.4%	63.4%	1.3%	8.0%
9.	<i>Our legal department has a culture that promotes innovation and/or continuous improvement of legal services.</i>	33.8%	59.5%	0.6%	6.1%
10.	<i>We clearly demonstrate the value of the legal department to our business leaders and other stakeholders.</i>	28.9%	68.8%	0.9%	1.5%

Benchmark Calculations

Benchmarking Metrics	Calculation
Number of Legal Department Staff by Position	
Number of lawyers	Total number
Number of paralegals/case managers	Total number
Number of legal operations professionals	Total number
Number of non-legal professionals	Total number
Number of administrative/secretarial staff	Total number
Total inside legal staff	Total number
Number of contract (temporary) staff	Total number
Staff by Position as a Percentage of Total Legal Department Staff	
Lawyers as a percentage of total staff	Lawyers divided by total legal staff
Paralegals/case managers as a percentage of total staff	Paralegals/case managers divided by total legal staff
Legal operations professionals as a percentage of total staff	Legal operations professionals divided by total legal staff
Non-legal professionals as a percentage of total staff	Non-legal professionals divided by total legal staff
Administrative/secretarial staff as a percentage of total staff	Administrative/secretarial staff divided by total legal staff
Staff by Position as a Percentage of Total Company Employees	
Lawyers as a percentage of total company employees	Lawyers divided by total company employees
Paralegals/case managers as a percentage of total company employees	Paralegals/case managers divided by total company employees
Legal operations professionals as a percentage of total company employees	Legal operations professionals divided by total company employees
Non-legal professionals as a percentage of total company employees	Non-legal professionals divided by total company employees
Administrative/secretarial staff as a percentage of total company employees	Administrative/secretarial staff divided by total company employees
Lawyer to Staff Ratios	
Lawyers per paralegal/case manager	Lawyers divided by paralegals/case managers
Lawyers per legal operations professionals	Lawyers divided by legal operations professionals
Lawyers per non-legal professionals	Lawyers divided by non-legal professionals
Lawyers per admin/secretary	Lawyers divided by administrative/secretarial staff
Lawyers per total non-lawyer staff	Lawyers divided by non-lawyer staff
Legal Department Staff Standardized by Company Revenue	
Lawyers per \$1 billion in company revenue	Lawyers divided by (revenue divided by \$1B)
Legal staff per \$1 billion in company revenue	Total legal staff divided by (revenue divided by \$1B)

Benchmarking Metrics	Calculation
Total Legal Spend	
Legal spend (budgeted) 2018	Total number (in \$US)
Legal spend (actual) 2018	Total number (in \$US)
Budget to actual spend ratio 2018	Subtract budgeted amount from actual amount. Take the difference and divide by the budgeted amount. Multiply the resulting rate by 100 to find the % change.
Total legal spend (actual) as a percentage of company revenue 2018	Total legal spend divided by company revenue
Company revenue divided by total legal spend (actual) 2018	Company revenue divided by total legal spend
Total legal spend per lawyer	Total legal spend divided by lawyers
Total legal spend per legal staff	Total legal spend divided by total legal staff
Company revenue per lawyer	Company revenue divided by lawyers
Company revenue per legal staff	Company revenue divided by total legal staff
Inside Legal Spend	
Inside legal spend (actual) 2018	Total number (in \$US)
Inside spend (actual) as a percentage of total legal spend (actual) 2018	Total inside spend divided by total legal spend
Inside spend (actual) as a percentage of company revenue	Total inside spend divided by company revenue
Revenue per inside spend (actual)	Company revenue divided by total inside spend
Total lawyer compensation and benefits spend	Total number (in \$US)
Lawyer compensation and benefits as a percentage of total inside spend	Lawyer compensation & benefits spend divided by total inside spend
Total non-lawyer compensation and benefits spend	Total number (in \$US)
Non-lawyer compensation and benefits as a percentage of total inside spend	Non-lawyer compensation & benefits spend divided by total inside spend
Total other inside spend	Total number (in \$US)
Other inside spend as a percentage of total inside spend	Other inside spend divided by total inside spend
Inside spend per lawyer	Total inside spend divided by lawyers
Inside spend per legal staff	Total inside spend divided by total legal staff
Cost per lawyer hour	Total lawyer compensation & benefits spend divided by (lawyers x 1,800 billable hours)
Cost per non-lawyer hour	Total non-lawyer compensation & benefits spend divided by (non-lawyers x 1,800 billable hours)

Continued ...

Benchmarking Metrics	Calculation
Outside Legal Spend	
Outside legal spend (actual) 2018	Total number (in \$US)
Outside spend (actual) as a percentage of total legal spend (actual) 2018	Total outside spend divided by total legal spend
Outside spend (actual) as a percentage of company revenue	Total outside spend divided by company revenue
Revenue per outside spend (actual)	Company revenue divided by total outside spend
Total outside spend on outside counsel	Total number (in \$US)
Outside spend (on outside counsel) as a percentage of total outside spend	Outside spend (on outside counsel) divided by total outside spend
Total outside spend on other service providers	Total number (in \$US)
Outside spend (on other service providers) as a percentage of total outside spend	Outside spend (on other service providers) divided by total outside spend
Total patent and trademark filing fees	Total number (in \$US)
Patent and trademark filing fees as a percentage of total outside spend	Patent & trademark filing fees divided by total outside spend
Total other outside spend	Total number (in \$US)
Other outside spend as a percentage of total outside spend	Other outside spend divided by total outside spend
Outside spend per lawyer	Total outside spend divided by lawyers
Outside spend per legal staff	Total outside spend divided by total legal staff
Litigation Matters	
Number of litigation matters handled	Total number
Number of litigation matters handled per inside lawyer	Number of litigation matters divided by inside lawyers
Contracts	
Number of contracts reviewed	Total number
Number of contracts reviewed per inside lawyer	Number of contracts divided by inside lawyers
Contract cycle time	Number of days

Legal Technology Definitions

Legal Technology Area	Definition
Analytics	Analytics tools support the collection, organization, and use of data to inform decision making and performance management.
Collaboration/knowledge management	Collaboration and knowledge management tools are used to support the process of capturing, distributing, and effectively using both structured and tacit knowledge assets.
Contract management	Contract management tools are used to support contract lifecycle management, including requesting, authoring, negotiating, approving, signing, analyzing, and storing contracts.
Document management	Document management tools are used to track, manage, and store digital documents and email, and reduce paper.
eBilling	eBilling tools are used to submit invoices from outside counsel or external entities over the internet to organizations and support the processing of invoice payments electronically.
eDiscovery (analytics and review)	Tools used to analyze and review data for eDiscovery and support the phases of the Electronic Discovery Reference Model.
eDiscovery (collections and processing)	Tools used to identify, preserve, collect, and process data for eDiscovery and support the phases of the Electronic Discovery Reference Model.
eDiscovery (legal holds)	Legal hold tools are used to automate and manage the entire process of legal hold notifications, tracking responses, interviews, reminders, and escalations.
eSignature	eSignature tools are used for electronic sending, signing, and managing of agreements.
Integration tools	Integration tools are used to provide a way to connect and manage software applications and automate a variety of critical business processes.
IP management	IP management tools are used to track and manage IP portfolios (patents and trademarks), provide docketing support, and process annuity payments.
Matter management	Matter management tools are used to manage and track legal matters, day-to-day matter work, and matter budgets.
Records management	Records management tools are used to manage the inventory of records. Typical items tracked include paper records, tapes, electronic media, and electronic data.
Workflow tools	Workflow tools are used to automate business processes.

Industry Detail

01-09 Agriculture, Forestry, Fishing

- 01 Agricultural Production—Crops
- 02 Agricultural Production—Livestock
- 07 Agricultural Services
- 08 Forestry
- 09 Fishing, Hunting, and Trapping

10-14 Mining

- 10 Metal Mining
- 12 Coal Mining
- 13 Oil and Gas Extraction
- 14 Nonmetallic Minerals, Except Fuel

15-17 Construction

- 15 General Building Contractors
- 16 Heavy Construction, Except Building
- 17 Special Trade Contractors

20-39 Manufacturing

- 20 Food and Kindred Products
- 21 Tobacco Products
- 22 Textile Mill Products
- 23 Apparel & Other Textile Products
- 24 Lumber and Wood Products
- 25 Furniture and Fixtures
- 26 Paper and Allied Products
- 27 Printing and Publishing
- 28 Chemicals and Allied Products
- 29 Petroleum and Coal Products
- 30 Rubber & Misc. Plastics Products
- 31 Leather and Leather Products
- 32 Stone, Clay, and Glass Products
- 33 Primary Metal Industries
- 34 Fabricated Metal Products
- 35 Industrial Machinery & Equipment
- 36 Electronic & Other Electronic Equipment
- 37 Transportation Equipment
- 38 Instruments & Related Products
- 39 Misc. Manufacturing Industries

40-49 Transportation

- 40 Railroad Transportation
- 41 Local & Interurban Passenger Transit
- 42 Trucking and Warehousing
- 44 Water Transportation
- 45 Transportation by Air
- 46 Pipelines, Except Natural Gas
- 47 Transportation Services
- 48 Communications
- 49 Electric, Gas & Sanitary Services

50-51 Wholesale Trade

- 50 Wholesale Trade—Durable Goods
- 51 Wholesale Trade—Nondurable Goods

52-59 Retail Trade

- 52 Building Materials & Garden Supplies
- 53 General Merchandise Stores
- 54 Food Stores
- 55 Automotive Dealers & Service Stations
- 56 Apparel and Accessory Stores
- 57 Furniture and Home Furnishings Stores
- 58 Eating and Drinking Places
- 59 Miscellaneous Retail

60-67 Finance, Insurance, Real Estate

- 60 Depository Institutions
- 61 Nondepository Institutions
- 62 Security and Commodity Brokers
- 63 Insurance Carriers
- 64 Insurance Agents, Brokers, & Service
- 65 Real Estate
- 67 Holding & Other Investment Services

70-89 Services

- 70 Hotels and Other Lodging Places
- 72 Personal Services
- 73 Business Services
- 75 Auto Repair, Services, and Parking
- 76 Miscellaneous Repair Services
- 78 Motion Pictures
- 79 Amusement & Recreation Services
- 80 Heath Services
- 81 Legal Services
- 82 Educational Services
- 83 Social Services
- 84 Museums, Botanical, Zoological Gardens
- 86 Membership Organizations
- 87 Engineering & Management Services
- 89 Services, NEC

91-99 Public Administration

- 91 Executive, Legislative & General Government, Except Finance
- 92 Justice, Public Order and Safety
- 93 Public Finance, Taxation and Monetary Policy
- 94 Administration of Human Resource Programs
- 95 Administration of Environmental Quality and Housing Programs
- 96 Administration of Economic Programs
- 97 National Security and International Affairs
- 99 Nonclassifiable Establishments

Participating Organizations by Industry

Agriculture, Forestry, Fishing

Australian Vintage Limited
Elders
Golder Associates Pty Ltd
Hancock Victorian Plantations Pty Limited

Mining

Alacer Gold
Apex Energy
ConocoPhillips
Continental Resources, Inc.
Devon Energy Corporation LP
Iluka Resources Limited
MEG Energy Corp
Northern Star Resources Limited
Origin Energy
Parker Drilling
Royal Dutch Shell
Anonymous (1)

Construction

ATCO Australia
Douglass Colony Group, Inc.
Encore Electric, Inc.
Graham Group
JELD-WEN, Inc.
McMahon Services
Nabholz Construction
Anonymous (1)

Manufacturing

3M Japan Limited
A10 Networks
Abbott
Adelaide Brighton Ltd
Advanced Sterilization Products
Ag Growth International
Ambev S.A.
Apex Tool Group
APIVITA S.A.
Arauco Argentina S.A.
ARM, Ltd.
Auria Solutions
Australian Vintage Limited
BAE Systems Electronic Systems
Bayer Italy
Bio-Rad
BlackBerry
BlueScope Steel Limited
Boehringer Ingelheim Italia S.p.A.
Bombardier Commercial Aircraft
Boston Scientific Corporation
BRP Inc.
BSH Home Appliances Corporation

Buzzi Unicem USA
CEA Technologies
Celulosa Arauco y Constitución S.A.
Chemence
Coca-Cola Amatil
Collins Aerospace
Concord Energy Holdings LLC
ConocoPhillips
Danaher
Dell Technologies
DENSO
DIADORA
Diageo plc
Dialog Semiconductor plc
DIC Corporation
DMG MORI USA
ECI Telecom
Elkem Silicones USA Corp.
Energizer Holdings Inc.
Enphase Energy, Inc.
Essilor Amera Pte Ltd
Fitbit
Flex Technology Group
Florida Crystals Corporation
Fluidigm Corporation
Fresenius Medical Care Asia Pacific
Fujitsu Australia Limited
GE Transportation
General Mills
Gentell, Inc.
GM Cruise LLC
Hankook Tire America Corp.
Hanwha Q CELLS America Inc.
Harland Clarke Corp
Hearst
Heraeus, Inc.
Hewlett Packard Enterprise
HID Global Corporation
Hills Limited
Huntington Ingalls Industries
Huntsman Corporation
Hurco Companies, Inc.
Husqvarna Group
Imperial Tobacco
Ingersoll-Rand
Inmarsat Inc.
Inteva Products, LLC
Jaguar Land Rover LATAM
JELD-WEN Australia Pty Limited
JELD-WEN, Inc.
JLQ Technology Co. Ltd.
John Deere
Johns Manville

Keter
KidKraft, Inc.
Kohler Co.
Laidig Systems, Inc.
Lassonde Pappas and Company, Inc.
Levi Strauss & Co.
LG Electronics USA, Inc.
LifeStyles
Lifeway Foods
Lindt & Sprüngli
LMI Aerospace
Lockheed Martin Corporation
Lonza Inc.
Lululemon
Lumenis
Mahindra & Mahindra Limited
MediaTek
Menasha Corporation
Micron Technology, Inc.
MobileHelp, LLC
Movado Group Inc.
Nauto
Nestlé Argentina S.A.
Nestle Purina
Nike Argentina
Nokia Oyj
Novartis
Nsight
NV Bekaert SA
NXP
OLEO CBD Drink Mixes
ON Semiconductor
Optics 1, Inc.
OSRAM SYLVANIA Inc.
Overhead Door Corporation
OXEA Holding GmbH
P. H. Glatfelter Company
Panasonic
Parker Hannifin Corporation
PepsiCo Inc.
Pilot Chemical Company
Poly-America, L.P.
PolyOne Corporation
PPG Industries (Asia Pacific)
Proeza
Proteostasis Therapeutics, Inc.
Rafael Advanced Defense Systems Ltd.
Ricoh
Riello S.p.A.
Royal Dutch Shell
Sara Lee Frozen Bakery
Schröder
Seagate Technology

Semiconductor Devices
 Shape Technologies Group, Inc.
 Siegfried
 Siemens Healthcare Pty Ltd
 Sihuan Pharmaceutical Holdings Group Ltd
 Sony Middle East and Africa
 Sophia Tolli Australia
 SPIG S.p.A.
 Stella-Jones Corporation
 Subaru of Indiana Automotive, Inc.
 Sumitomo Chemical
 SunOpta Inc.
 Superior Group of Companies, Inc.
 SVP Worldwide/Singer Sewing
 Syngenta
 Targus
 TE Connectivity Ltd.
 Tenova
 The Hershey Company
 The New York Blower Company
 The New York Times Company
 Toyota Motor Corporation Australia Limited
 Traditional Medicinals
 TTM Technologies, Inc.
 United Launch Alliance, LLC
 United Technologies Corporation
 Ventura Foods, LLC
 Vi-Jon, Inc.
 Vitamix
 Vorwerk International Strecker & Co
 Werner Co.
 Western Forest Products
 Whirlpool Corporation
 Xerox Argentina ICSA
 Zebra Technologies Corporation
 Anonymous (6)

Transportation

Akamai Technologies, Inc.
 ATCO Australia
 Australia Post
 Cargolux
 CGI
 Data#3 Limited
 ElectraNet Pty Limited
 Encompass Digital Media
 FedEx Ground Package System Inc.
 Fraport Greece
 Gogo Inc.
 Hispasat
 Inmarsat Inc.
 ITV plc
 Ixom Chemicals Group
 Klook Travel Technology Ltd.
 Lineage Logistics

Matson Navigation Company
 Megaport
 Middle East Broadcasting Networks
 Muscatine Power & Water
 Nine Entertainment Co. Holdings Ltd
 Optus
 Origin Energy
 Ormat
 Patriot Rail Company LLC
 Pinnacle West Capital Corp
 Queensland Rail
 Sempra Energy
 SGSP (Australia) Assets Pty Ltd
 SunOpta Inc.
 Telstra Corporation Limited
 Verizon Media
 Anonymous (4)

Wholesale Trade

3M Japan Limited
 Acorn Stairlifts, Inc.
 Ag Growth International
 Agtegra Cooperative
 Australian Vintage Limited
 BAE Systems Electronic Systems
 Becton Dickinson Spain
 BlueScope Steel Limited
 BRP Inc.
 Calabrio, Inc.
 Compass Group
 Concord Energy Holdings LLC
 Cox Automotive
 Data#3 Limited
 Diageo plc
 Dialog Semiconductor plc
 Dicalite Management Group, Inc.
 Elders
 Emerson Ecologics, LLC
 Energizer Holdings Inc.
 Fastenal Company
 Fresenius Medical Care Asia Pacific
 General Mills
 Gordon Food Service
 Hankook Tire America Corp.
 Hills Limited
 IMCD US LLC
 Imperial Tobacco
 Integrated Research Ltd.
 International Dairy Queen
 Ixom Chemicals Group
 John Deere
 Laidig Systems, Inc.
 LG Electronics USA, Inc.
 Lifeway Foods
 Macy's, Inc.
 Mansfield Oil Company of Gainesville, Inc.

McKesson Corporation
 Mediatek
 Medison
 Murata Electronics Europe
 Nabholz Construction
 Nagase Holdings America Corp.
 Nike Argentina
 OLEO CBD Drink Mixes
 ON Semiconductor
 OSRAM SYLVANIA Inc.
 P. H. Glatfelter Company
 Panasonic
 Parker Hannifin Corporation
 Ricoh
 Sara Lee Frozen Bakery
 Schröder
 Sihuan Pharmaceutical Holdings Group Ltd
 SmartDrive Systems Inc.
 Sumitomo Chemical
 SunOpta Inc.
 SVP Worldwide/Singer Sewing
 Targus
 Tech Data
 The Marketing Store Worldwide (Asia) Ltd
 The New York Blower Company
 U.S. Venture, Inc.
 Ultimate Positioning Group Pty Ltd
 United Farmers of Alberta Co-operative Limited
 Ventura Foods, LLC
 Victory Wholesale Group
 Western Forest Products
 Xerox Argentina ICSA
 Young Living Essential Oils
 Anonymous (5)

Retail Trade

7-Eleven Stores Pty. Ltd.
 Acorn Stairlifts, Inc.
 Belk, Inc.
 BSH Home Appliances Corporation
 CarMax, Inc.
 Coles Group Limited
 Collins Foods Limited
 Compass Group
 Cox Automotive
 Danaher
 Discount Tire
 Emerson Ecologics, LLC
 Experian Australia Pty Ltd
 Francesca's
 Gentell, Inc.
 Guardian Pharmacy, LLC
 International Dairy Queen
 Jaguar Land Rover LATAM

Klook Travel Technology Ltd.
 Levi Strauss & Co.
 Lululemon
 Macy's, Inc.
 Mason Companies, Inc.
 McDonald's Development Italy LLC
 McDonald's Nederland B.V.
 McDonald's Restaurants of Canada Ltd.
 Meijer
 Optus
 PPG Industries (Asia Pacific)
 Rimini Street
 Sophia Tolli Australia
 Stanton Optical
 Stitch Fix
 Subaru of Indiana Automotive, Inc.
 Tastemade, Inc.
 Toyota Motor Corporation Australia Limited
 Ultimate Positioning Group Pty Ltd
 Vitamix
 Wawa, Inc.
 Woolworths Group Ltd
 Yesway
 Anonymous (1)

Finance, Insurance, Real Estate

777 Partners
 Agman Partners
 Allan Gray Ltd.
 Alterra Home Loans
 Ambev S.A.
 American Senior Communities
 ATB Financial
 Athene
 Avant Mutual
 Bank of Montreal
 Blackhawk
 British Columbia Investment Management Corp
 Calibrium AG
 Cardinal Capital Management
 Central Payments
 Century Plaza
 Chubb Limited
 Church Mutual Insurance Company
 Coca-Cola Amatil
 Compass Group
 Compugen Inc.
 Consilio
 Coverys
 CUNA Mutual Holding Company
 Diageo plc
 DPA Group N.V.
 Elders
 ElectraNet Pty Limited
 EMC Insurance Companies

Enova International, Inc
 EquityZen
 Excellus BlueCross BlueShield
 Fifth Third Bank
 Goal Structured Solutions, Inc.
 Grand Pacific Resorts
 Great West Casualty Company
 GuideStone Financial Resources
 Guild Group
 HCP, Inc.
 HealthNow New York Inc.
 Ingersoll-Rand
 Insurance Australia Group Limited
 ISS World
 Jaguar Land Rover LATAM
 JT Group Limited
 Jump Trading
 Keter
 LendingUSA, LLC
 Liberty Mutual Insurance
 Lindt & Sprüngli
 Lombard Odier
 Magellan Financial Group Limited
 Mahindra & Mahindra Limited
 MassMutual
 Massy Ltd.
 Meridian Bank
 Merrick Bank
 Morningstar, Inc.
 Nationwide Mutual Insurance Company
 Nelnet, Inc.
 Novartis
 NXP
 Penn National Insurance
 Pepperstone Group Limited
 Proeza
 Quest Apartment Hotels
 Quicken Loans
 Raymond James Financial
 Riello S.p.A.
 Royal Bank of Canada
 Schröder
 Scottish Re
 SDG Financial Holdings Group Hong Kong Co., Ltd.
 SGSP (Australia) Assets Pty Ltd
 Shape Technologies Group, Inc.
 Siegfried
 Sotheby's International Realty
 Southeastern Real Estate Group, LLC
 Syngenta
 TE Connectivity Ltd.
 Teacher Retirement System of Texas
 USI Insurance Services
 Van Metre Companies
 Vancouver City Savings Credit Union
 Vorwerk International Strecker & Co

Wolters Kluwer
 Woolworths Group Ltd
 Zenith Insurance Company
 Anonymous (6)

Services

A10 Networks
 Accenture Federal Services LLC
 Active Release Techniques
 Acuity Legal Consulting
 Advanced Engineering & Environmental Services, Inc.
 AdvancED/Measured Progress
 Akamai Technologies, Inc.
 Alberta Health Services
 Alliance College-Ready Public Schools
 Alliance Data
 Allscripts
 American Council on Exercise
 American Senior Communities
 ARM, Ltd.
 Astria Health
 Atkins US Holdings, Inc.
 Australia Post
 Australian Institute of Company Directors
 Avanade, Inc.
 Avant Mutual
 Aviation Training Consulting, LLC
 Bank Information Systems/Tiresias SA
 Barton & Associates, Inc.
 BenefitHub, Inc.
 Big Switch Networks
 Bio-Rad
 Bitcoin IRA
 Blackbaud, Inc.
 BlackBerry
 Blackhawk
 Booz Allen Hamilton
 British Columbia Investment Management Corp
 CACI International
 CEA Technologies
 Center for Internet Security
 Centurion, LLC
 CGI
 Chartered Accountants ANZ
 Child Mind Institute
 China Travel Service (Holdings) Hong Kong Limited
 Collins Foods Limited
 ComForCare Health Care Holdings, LLC
 Command Alkon Incorporated
 CompTIA
 Compugen Inc.
 Consilio

Corporate Governance Partners
 Couchbase, Inc.
 Counsel Press Inc.
 CRAssociates, Inc.
 Data#3 Limited
 DaVita Inc.
 DEKRA North America
 Dell Technologies
 Devon Energy Corporation LP
 Dialog Semiconductor plc
 Diocese of Phoenix
 Discount Tire
 DNV GL
 Dovetail Legal Solutions
 DPA Group N.V.
 DV construction
 EF Education First
 Enova International, Inc
 Enphase Energy, Inc.
 EPAM Systems Inc.
 Essential Brands, Inc.
 Estia Health
 Experian Australia Pty Ltd
 Express Services, Inc.
 Extended Stay America, Inc.
 Facebook, Inc.
 Flash Entertainment
 Flex Technology Group
 Fluidigm Corporation
 Foundation for California Community Colleges
 Fujitsu Australia Limited
 Garvan Institute of Medical Research
 Get Heal, Inc.
 Golder Associates Pty Ltd
 Grand Pacific Resorts
 Guild Group
 Hewlett Packard Enterprise
 Highgate Hotels, L.P.
 I-CAR Education Foundation
 iCIMS, Inc.
 Inmarsat Inc.
 Insightsoftware
 InstaReM Pte. Ltd.
 Integrated Research Ltd.
 Intuitive Edge
 IronClad Encryption Corporation
 Ironside Risk Partners
 IRT Group
 ISS World
 ITV plc
 Jack Henry & Associates, Inc.
 JLQ Technology Co. Ltd.
 JobsOhio
 John Muir Health
 K12 Inc.
 Keter

Khoros, LLC
 Lakeland Regional Health
 Leaf Group Ltd.
 Legalwellbeing
 Lonza Inc.
 Los Angeles County Museum of Art
 Mapbox, Inc.
 MasterCorp, Inc.
 MBI Health Services
 Mediatek
 Megaport
 Merrick & Company
 Merrick Bank
 Micro Focus Software Inc.
 Mission Australia
 MNP LLP
 Morningstar, Inc.
 MOX Services, LLC
 National Community Pharmacists Association
 National MS Society
 Nativio, Inc.
 NAVEX Global, Inc.
 NEXT Financial Group, Inc.
 Nokia Oyj
 Nous Group
 NYU Langone Health
 Octave Music Group
 Onit, Inc.
 Optics 1, Inc.
 Optus
 Outreach Corporation
 Panopto, Inc.
 Percona LLC
 Phase2 Technology, Inc.
 Playbuzz Ltd.
 Plexxis Software Inc.
 PowerPlan, Inc.
 Praedicat, Inc.
 Pramata Corporation
 Premier Parking
 ProgenyHealth
 PROS Holdings, Inc.
 Prosci, Inc.
 PSCU Inc.
 Quorum Health
 Rady Children's Specialists of San Diego
 Resources Connection, Inc.
 Rimini Street
 RMIT University
 Royal Dutch Shell
 Safe Software Inc.
 SageNet LLC
 SAI Global
 Salary.com
 SAP
 Schireson

Sczudlo Advisors LLC
 Seagate Technology
 Segment.io, Inc.
 ServiceMax, Inc.
 Shape Technologies Group, Inc.
 SherWeb
 SirsiDynix
 SmartDrive Systems Inc.
 Society of Actuaries
 Southern New Hampshire University
 SPIG S.p.A.
 Square Inc.
 SRC, Inc.
 Sustainability Victoria
 Syngenta
 Sys-tech Solutions, Inc.
 Talbert House
 TalentLaunch
 Tastemade, Inc.
 Team Velocity
 The Common Application
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 TIBCO Software Inc.
 Tongal, Inc.
 TTEC Holdings Inc
 Ultimate Positioning Group Pty Ltd
 United Negro College Fund, Inc.
 Uniting Church in Australia (Synod of Victoria & Tasmania)
 University of North Texas System
 University of Wollongong
 USI Insurance Services
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 WASH Multifamily Laundry Systems, LLC
 WebPT, Inc.
 WestEd
 Wikimedia Foundation
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VP, Associate GC
Chiquita Brands International, Inc.



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