

Table of Contents

Methodology and Data	4
Terms and Definitions	5
1. Demographic Summary	6
2. Legal Department Structure	8
3. Key Benchmarks — Staffing	12
3.1. Key Benchmarks — Staffing by Company Revenue	14
3.2. Key Benchmarks — Staffing by Company Type.....	18
3.3. Key Benchmarks — Staffing by Legal Department Size	22
3.4. Key Benchmarks — Staffing by Number of Lawyers	25
4. Key Benchmarks — Spending	29
4.1. Key Benchmarks — Spending by Company Revenue	32
4.2. Key Benchmarks — Spending by Company Type.....	40
4.3. Key Benchmarks — Spending by Legal Department Size	48
4.4. Key Benchmarks — Spending by Number of Lawyers	54
5. Key Benchmarks — Workload and Work Allocation	62
5.1. Key Benchmarks — Workload Metrics	63
5.2. Key Benchmarks — Work Allocation	68
5.3. Key Benchmarks — In-House Work Allocation.....	75
6. Key Benchmarks — Law Firms and Fee Structures	88
6.1. Key Benchmarks — Law Firms.....	89
6.2. Key Benchmarks — Fee Structures.....	95
7. Use of Technology	102
7.1. Use of Technology — Document Management.....	106
7.2. Use of Technology — Matter Management	107
7.3. Use of Technology — eSignature	108
7.4. Use of Technology — Contract Management.....	109
7.5. Use of Technology — Records Management.....	110
7.6. Use of Technology — Workflow Tools.....	111
7.7. Use of Technology — eBilling	112
8. Performance Scoring	113
8.1. Performance Scoring — Attribute 1	117

8.2.	Performance Scoring — Attribute 2	118
8.3.	Performance Scoring — Attribute 3	119
8.4.	Performance Scoring — Attribute 4	120
8.5.	Performance Scoring — Attribute 5	121
8.6.	Performance Scoring — Attribute 6	122
8.7.	Performance Scoring — Attribute 7	123
8.8.	Performance Scoring — Attribute 8	124
8.9.	Performance Scoring — Attribute 9	125
8.10.	Performance Scoring — Attribute 10	126
	Benchmark Calculations	127
	Industry Detail	129
	Participating Organisations	130
	Appendix A: List of Tables.....	131
	Appendix B: List of Figures	134