

Table of Contents

| | |
|---|-----------|
| Methodology and Data | 4 |
| Terms and Definitions | 5 |
| 1. Demographic Summary | 6 |
| 2. Legal Department Structure | 8 |
| 3. Key Benchmarks — Staffing | 13 |
| 3.1. Key Benchmarks — Staffing by Company Revenue | 15 |
| 3.2. Key Benchmarks — Staffing by Company Type..... | 19 |
| 3.3. Key Benchmarks — Staffing by Legal Department Size | 23 |
| 4. Key Benchmarks — Spending | 26 |
| 4.1. Key Benchmarks — Spending by Company Revenue | 29 |
| 4.2. Key Benchmarks — Spending by Company Type..... | 37 |
| 4.3. Key Benchmarks — Spending by Legal Department Size | 45 |
| 5. Key Benchmarks — Workload and Work Allocation | 51 |
| 5.1. Key Benchmarks — Workload Metrics | 52 |
| 5.2. Key Benchmarks — Work Allocation Metrics..... | 56 |
| 5.3. Key Benchmarks — In-House Work Allocation..... | 63 |
| 6. Key Benchmarks — Law Firms and Fee Structures | 76 |
| 6.1. Key Benchmarks — Law Firms..... | 77 |
| 6.2. Key Benchmarks — Fee Structures..... | 82 |
| 7. Use of Technology | 88 |
| 7.1. Use of Technology — Contract Management..... | 92 |
| 7.2. Use of Technology — eSignature | 93 |
| 7.3. Use of Technology — Document Management..... | 94 |
| 7.4. Use of Technology — Matter Management | 95 |
| 7.5. Use of Technology — eBilling | 96 |
| 7.6. Use of Technology — Records Management | 97 |
| 7.7. Use of Technology — Workflow Tools..... | 98 |
| 7.8. Use of Technology — IP Management | 99 |
| 7.9. Use of Technology — Collaboration/Knowledge Management | 100 |
| 7.10. Use of Technology — Analytics | 101 |
| 7.11. Use of Technology — eDiscovery (Legal Holds) | 102 |

| | |
|--|------------|
| 7.12. Use of Technology — eDiscovery (Collections and Processing)..... | 103 |
| 8. Performance Scoring | 104 |
| 8.1. Performance Scoring — Attribute 1 | 108 |
| 8.2. Performance Scoring — Attribute 2 | 109 |
| 8.3. Performance Scoring — Attribute 3 | 110 |
| 8.4. Performance Scoring — Attribute 4 | 111 |
| 8.5. Performance Scoring — Attribute 5 | 112 |
| 8.6. Performance Scoring — Attribute 6 | 113 |
| 8.7. Performance Scoring — Attribute 7 | 114 |
| 8.8. Performance Scoring — Attribute 8 | 115 |
| 8.9. Performance Scoring — Attribute 9 | 116 |
| 8.10. Performance Scoring — Attribute 10 | 117 |
| Benchmark Calculations | 118 |
| Industry Detail | 120 |
| Appendix A: List of Tables..... | 121 |
| Appendix B: List of Figures | 123 |