

A 3D bar chart with several vertical bars of varying heights, set against a dark blue background with a grid of small squares. The bars are rendered with a slight perspective, giving them a three-dimensional appearance.

2022

LAW DEPARTMENT  
MANAGEMENT  
BENCHMARKING  
REPORT

# TABLE OF CONTENTS

INTRODUCTION .....	5
METHODOLOGY.....	6
<b>1. STAFFING AND STRUCTURE .....</b>	<b>8</b>
LEGAL DEPARTMENT STAFF BY POSITION .....	10
PERCENTAGE OF LEGAL DEPARTMENT STAFF BY POSITION .....	18
LEGAL STAFF AS A PERCENTAGE OF COMPANY EMPLOYEES.....	25
LAWYER TO OTHER LEGAL STAFF RATIOS .....	33
LAWYERS AND LEGAL STAFF PER BILLION IN REVENUE.....	40
LEGAL DEPARTMENT FUNCTIONS.....	46
<b>2. SPENDING.....</b>	<b>71</b>
LEGAL DEPARTMENT SPENDING – OVERALL AMOUNTS .....	73
PERCENTAGE OF LEGAL SPEND BY CATEGORY .....	84
LEGAL SPEND AS PERCENTAGE OF COMPANY REVENUE .....	98
COST PER LAWYER HOUR .....	104
LEGAL TECHNOLOGY SPEND.....	105
<b>3. WORK ALLOCATION.....</b>	<b>107</b>
ALLOCATION OF WORK – IN-HOUSE, OUTSIDE COUNSEL, AND ALSPs.....	108
<b>4. LAW FIRMS AND ALSPs .....</b>	<b>141</b>
NUMBER OF LAW FIRMS AND ALSPs ENGAGED IN 2021 .....	142
CHANGE IN THE NUMBER OF LAW FIRMS AND ALSPs ENGAGED IN 2021 .....	145
TYPES OF OUTSIDE COUNSEL FEES USED .....	148
<b>5. DIVERSITY .....</b>	<b>151</b>
LEGAL DEPARTMENT INTERNAL DIVERSITY METRICS.....	152
OUTSIDE COUNSEL DIVERSITY METRICS .....	156
<b>PARTICIPANT PROFILE .....</b>	<b>160</b>
<b>PARTICIPATING ORGANIZATIONS .....</b>	<b>162</b>
<b>LIST OF FIGURES AND TABLES.....</b>	<b>166</b>

## INDUSTRY

**Table 1.34. Percentage of Legal Department Staff by Position – Construction**

	n	10th	25th	Median	75th	90th
Lawyers	20	32.5%	50%	65.2%	83.8%	100%
Paralegals	20	0%	0%	0%	20%	34.9%
Legal operations professionals	20	0%	0%	0%	0%	6.1%
Administrative/secretarial staff	20	0%	0%	0%	17.5%	29.2%
Other staff	20	0%	0%	0%	25%	50%

**Table 1.35. Percentage of Legal Department Staff by Position – Educational Services**

	n	10th	25th	Median	75th	90th
Lawyers	21	40%	50%	63.3%	93.8%	100%
Paralegals	21	0%	0%	10%	18.2%	33.3%
Legal operations professionals	21	0%	0%	3.1%	8.7%	20%
Administrative/secretarial staff	21	0%	0%	0%	13%	16.7%
Other staff	21	0%	0%	0%	14.3%	24.3%

**Table 1.36. Percentage of Legal Department Staff by Position – Energy, Oil, and Gas**

	n	10th	25th	Median	75th	90th
Lawyers	31	48.5%	57.1%	66.7%	85.7%	100%
Paralegals	31	0%	0%	8.1%	15.6%	22.2%
Legal operations professionals	31	0%	0%	0%	6.3%	12%
Administrative/secretarial staff	31	0%	0%	5.9%	18.2%	25%
Other staff	31	0%	0%	0%	8.3%	27.9%

**Table 1.37. Percentage of Legal Department Staff by Position – Finance and Banking**

	n	10th	25th	Median	75th	90th
Lawyers	55	33.3%	50%	62.5%	83.3%	100%
Paralegals	55	0%	0%	8.3%	20%	33.3%
Legal operations professionals	55	0%	0%	0%	6.3%	16.7%
Administrative/secretarial staff	55	0%	0%	3%	11.1%	20%
Other staff	55	0%	0%	0%	20%	25.5%

**Table 1.38. Percentage of Legal Department Staff by Position – Healthcare and Social Assistance**

	n	10th	25th	Median	75th	90th
Lawyers	37	40%	50%	66.7%	80%	100%
Paralegals	37	0%	0%	0%	19.3%	32.1%

## LEGAL DEPARTMENT SIZE

**Table 2.27. Legal Department Spend – 1 Staff**

	n	10th	25th	Median	75th	90th
Total inside spend	56	\$115K	\$150K	\$200K	\$300K	\$425K
Total outside spend	56	\$25K	\$67.5K	\$150K	\$410K	\$1M
Total legal spend	54	\$175K	\$250K	\$375K	\$652K	\$1.4M
Total compensation (lawyers)	56	\$115K	\$150K	\$200K	\$275K	\$400K
Total compensation (non-lawyers)	56	\$0	\$0	\$0	\$0	\$0
All other additional internal spend	55	\$0	\$0	\$0	\$5K	\$40K
Total spend on outside counsel	52	\$20K	\$55K	\$141.6K	\$275K	\$1M
Total spend on ALSPs	52	\$0	\$0	\$0	\$0	\$20K
All other additional outside spend	53	\$0	\$0	\$0	\$0	\$5K

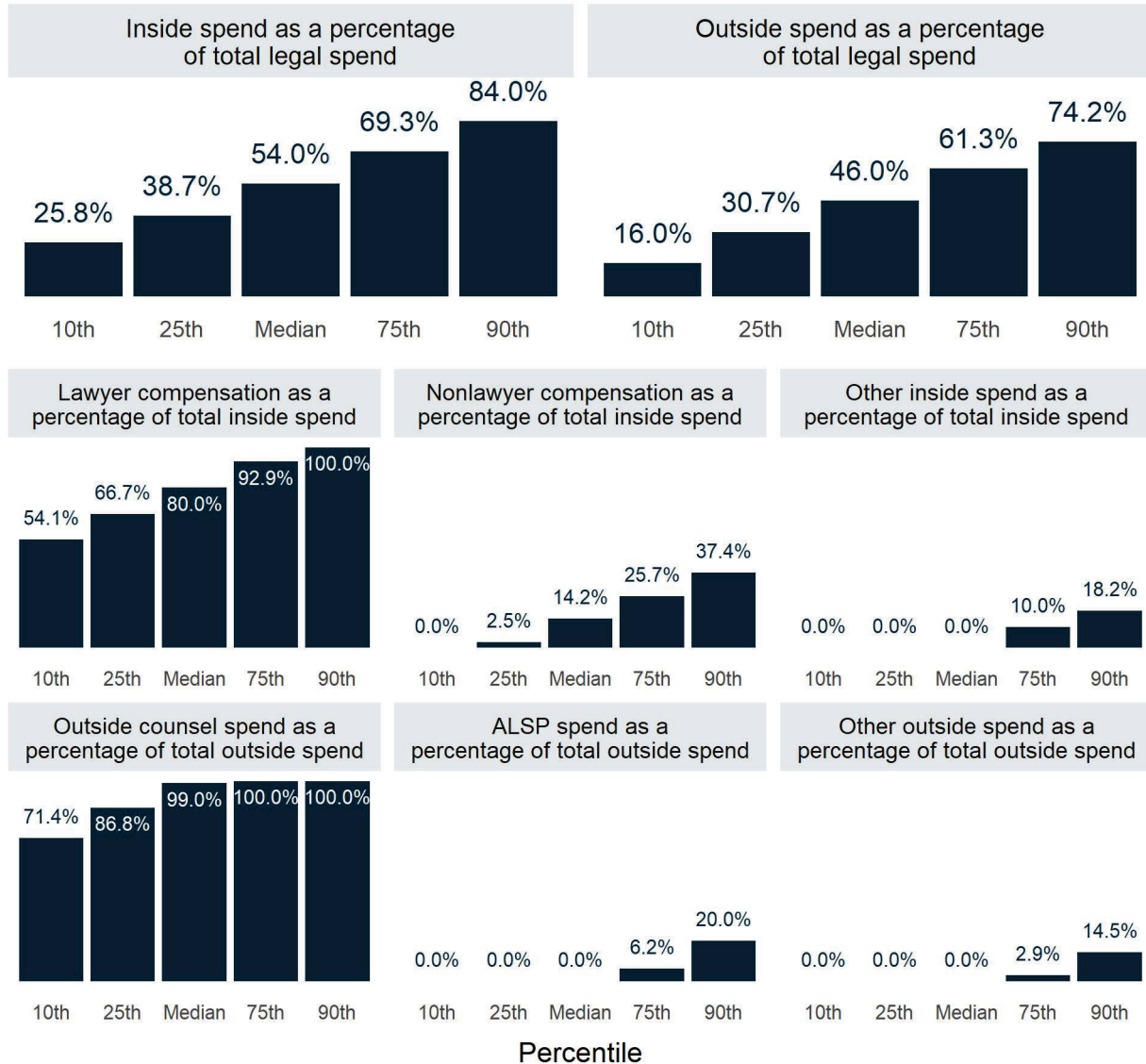
**Table 2.28. Legal Department Spend – 2 to 5 Staff**

	n	10th	25th	Median	75th	90th
Total inside spend	143	\$210K	\$335K	\$500K	\$800K	\$1.1M
Total outside spend	145	\$50K	\$125K	\$500K	\$1M	\$2M
Total legal spend	142	\$345K	\$560K	\$1.1M	\$1.9M	\$2.8M
Total compensation (lawyers)	138	\$140K	\$275K	\$444K	\$645K	\$875K
Total compensation (non-lawyers)	125	\$0	\$21.3K	\$70K	\$115K	\$250K
All other additional internal spend	138	\$0	\$0	\$0	\$50K	\$100K
Total spend on outside counsel	141	\$50K	\$100K	\$400K	\$900K	\$2M
Total spend on ALSPs	125	\$0	\$0	\$0	\$15K	\$60K
All other additional outside spend	141	\$0	\$0	\$0	\$6K	\$50K

**Table 2.29. Legal Department Spend – 6 to 9 Staff**

	n	10th	25th	Median	75th	90th
Total inside spend	44	\$650K	\$875K	\$1.1M	\$1.9M	\$2.1M
Total outside spend	44	\$200K	\$440K	\$1.1M	\$2.3M	\$3.5M
Total legal spend	44	\$950K	\$1.4M	\$2.3M	\$4.1M	\$5.5M
Total compensation (lawyers)	41	\$400K	\$600K	\$830K	\$1.2M	\$1.9M
Total compensation (non-lawyers)	37	\$50K	\$90K	\$200K	\$330K	\$620K
All other additional internal spend	41	\$0	\$0	\$20K	\$101.1K	\$250K
Total spend on outside counsel	43	\$120K	\$300K	\$800K	\$2M	\$3.3M
Total spend on ALSPs	43	\$0	\$0	\$0	\$50K	\$200K
All other additional outside spend	43	\$0	\$0	\$0	\$50K	\$222.6K

**Figure 2.4. Percentage of Legal Spend by Category – All Participants**

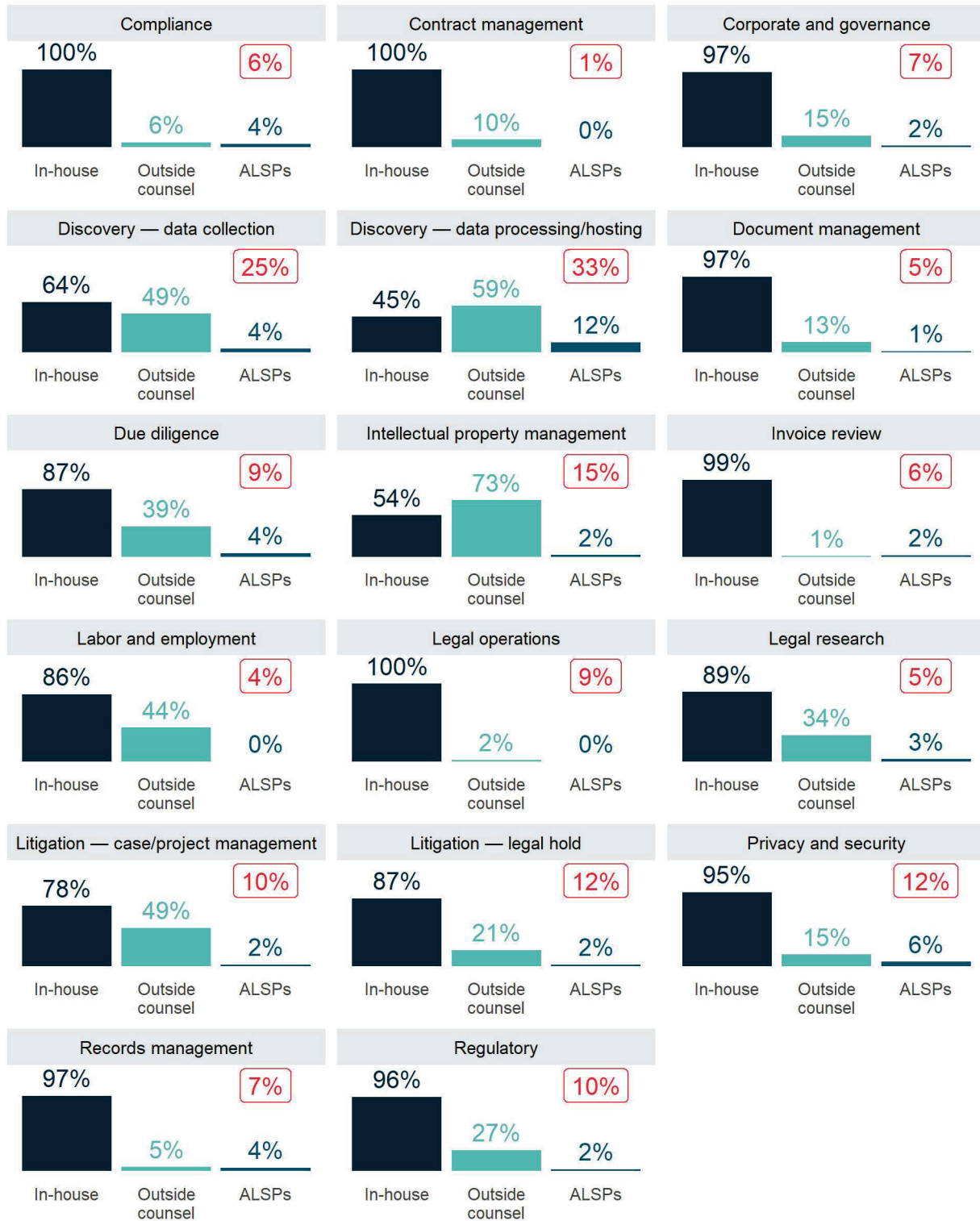


## COMPANY REVENUE

**Table 2.33. Percentage of Legal Spend by Category – Less than \$100M**

	n	10th	25th	Median	75th	90th
<i>As a percentage of total legal spend</i>						
Inside spend	103	30.0%	45.5%	63.6%	77.8%	88.9%
Outside spend	103	11.1%	22.2%	36.4%	54.6%	70.0%
<i>As a percentage of total inside spend</i>						
Lawyer compensation spend	103	64.6%	72.9%	87.5%	100.0%	100.0%
Nonlawyer compensation spend	94	0.0%	0.0%	4.7%	20.0%	33.1%
Other additional inside spend	102	0.0%	0.0%	0.0%	3.9%	14.3%

**Figure 3.3. Work Allocation — \$100M to <\$500M**



## INDUSTRY

**Table 4.11. Change in the Number of Law Firms Engaged in 2021 – Industry**

	Increased		Stayed the same		Decreased	
	n	Per.	n	Per.	n	Per.
Construction	2	10.0%	14	70.0%	4	20.0%
Educational services	6	28.6%	12	57.1%	3	14.3%
Energy, oil, and gas	10	32.3%	17	54.8%	4	12.9%
Finance and banking	22	40.0%	26	47.3%	7	12.7%
Healthcare and social assistance	12	32.4%	17	45.9%	8	21.6%
Information technology	34	38.6%	44	50.0%	10	11.4%
Insurance	10	35.7%	9	32.1%	9	32.1%
Manufacturing	28	35.4%	42	53.2%	9	11.4%
Pharmaceuticals/medical devices	17	54.8%	11	35.5%	3	9.7%
Professional services	19	47.5%	16	40.0%	5	12.5%
Real estate	5	26.3%	12	63.2%	2	10.5%
Retail trade	10	27.0%	21	56.8%	6	16.2%
Telecommunications	4	26.7%	8	53.3%	3	20.0%
Transportation and warehousing	10	37.0%	13	48.1%	4	14.8%
Wholesale trade	5	31.3%	10	62.5%	1	6.3%

**Table 4.12. Change in the Number of ALSPs Engaged in 2021 – Industry**

	Increased		Stayed the same		Decreased	
	n	Per.	n	Per.	n	Per.
Construction	2	10.0%	18	90.0%	0	0.0%
Educational services	2	9.5%	19	90.5%	0	0.0%
Energy, oil, and gas	2	6.5%	28	90.3%	1	3.2%
Finance and banking	6	10.9%	45	81.8%	4	7.3%
Healthcare and social assistance	2	5.4%	34	91.9%	1	2.7%
Information technology	12	13.6%	75	85.2%	1	1.1%
Insurance	5	18.5%	19	70.4%	3	11.1%
Manufacturing	11	14.3%	65	84.4%	1	1.3%
Pharmaceuticals/medical devices	2	6.5%	27	87.1%	2	6.5%
Professional services	6	15.0%	32	80.0%	2	5.0%
Real estate	2	10.5%	16	84.2%	1	5.3%
Retail trade	5	13.9%	31	86.1%	0	0.0%
Telecommunications	0	0.0%	15	100.0%	0	0.0%
Transportation and warehousing	4	14.8%	23	85.2%	0	0.0%
Wholesale trade	3	18.8%	12	75.0%	1	6.3%

# LIST OF FIGURES AND TABLES

## FIGURES

### 1. STAFFING AND STRUCTURE

Figure 1.1. Number of Legal Department Staff by Position – All Participants .....	10
Figure 1.2. Percentage of Legal Department Staff by Position.....	18
Figure 1.3. Legal Staff as a Percentage of Company Employees – All Participants.....	25
Figure 1.4. Lawyer to Other Legal Staff Positions Ratios – All Participants.....	33
Figure 1.5. Lawyers and Legal Staff per \$1 Billion in Company Revenue – All Participants.....	40
Figure 1.6. Business Functions Reporting to Legal – All Participants .....	46

### 2. SPENDING

Figure 2.1. Legal Department Spend – All Participants.....	73
Figure 2.2. Internal and External Legal Department Spend Balance – All Participants .....	84
Figure 2.3. Internal and External Legal Department Spend Balance – All Breakdowns .....	85
Figure 2.4. Percentage of Legal Spend by Category – All Participants .....	86
Figure 2.5. Legal Spend as Percentage of Company Revenue – All Participants .....	98
Figure 2.6. Cost per Lawyer Hour – All Participants.....	104
Figure 2.7. Legal Technology Spend as a Percentage of Total Legal Spend – All Participants .....	105
Figure 3.1. Work Allocation – All Participants.....	108

### 3. WORK ALLOCATION

Figure 3.2. Work Allocation – Less than \$100M.....	109
Figure 3.3. Work Allocation – \$100M to <\$500M .....	110
Figure 3.4. Work Allocation – \$500M to <\$1B.....	111
Figure 3.5. Work Allocation – \$1B to <\$5B.....	112
Figure 3.6. Work Allocation – \$5B to <\$10B.....	113
Figure 3.7. Work Allocation – \$10B to <\$20B .....	114
Figure 3.8. Work Allocation – \$20B or More .....	115
Figure 3.9. Work Allocation – Construction .....	116
Figure 3.10. Work Allocation – Educational Services .....	117
Figure 3.11. Work Allocation – Energy, Oil, and Gas .....	118
Figure 3.12. Work Allocation – Finance and Banking .....	119
Figure 3.13. Work Allocation – Healthcare and Social Assistance.....	120
Figure 3.14. Work Allocation – Information Technology.....	121
Figure 3.15. Work Allocation – Insurance .....	122
Figure 3.16. Work Allocation – Manufacturing .....	123
Figure 3.17. Work Allocation – Pharmaceuticals/Medical Devices .....	124
Figure 3.18. Work Allocation – Professional Services.....	125
Figure 3.19. Work Allocation – Real Estate .....	126
Figure 3.20. Work Allocation – Retail Trade.....	127
Figure 3.21. Work Allocation – Telecommunications.....	128
Figure 3.22. Work Allocation – Transportation and Warehousing .....	129
Figure 3.23. Work Allocation – Wholesale Trade.....	130
Figure 3.24. Work Allocation – Nonprofit.....	131
Figure 3.25. Work Allocation – Private .....	132
Figure 3.26. Work Allocation – Public.....	133
Figure 3.27. Work Allocation – Wholly-owned Subsidiary .....	134
Figure 3.28. Work Allocation – 1 Staff.....	135



Figure 3.29. Work Allocation – 2 to 5 Staff .....	136
Figure 3.30. Work Allocation – 6 to 9 Staff .....	137
Figure 3.31. Work Allocation – 10 to 24 Staff .....	138
Figure 3.32. Work Allocation – 25 to 99 Staff .....	139
Figure 3.33. Work Allocation – 100 or More Staff.....	140

#### 4. LAW FIRMS AND ALSPPs

Figure 4.1. Number of Law Firms and ALSPPs Engaged in 2021 – All Participants .....	142
Figure 4.2. Change in the Number of Law Firms and ALSPPs Engaged in 2021 – All Participants .....	145
Figure 4.3. Percentage of Departments that Use Each Fee Type – All Participants .....	148

#### 5. DIVERSITY

Figure 5.1. Percentage of Departments that Track Internal Diversity Metrics – All Breakdowns .....	152
Figure 5.2. Internal Diversity Metrics Tracked in These Categories – All Participants .....	153
Figure 5.3. Percentage of Departments with a Formal Strategy to Improve Internal Diversity – All Breakdowns.....	155
Figure 5.4. Percentage of Departments that Track Outside Counsel Diversity Metrics – All Breakdowns.....	156
Figure 5.5. Outside Counsel Diversity Metrics Tracked in These Categories – All Participants .....	157
Figure 5.6. Percentage of Departments with Formal Requirements for Outside Counsel to Improve Diversity – All Breakdowns.....	159

### TABLES

#### 1. STAFFING AND STRUCTURE

Table 1.1. Number of Legal Department Staff by Position – Less than \$100M.....	10
Table 1.2. Number of Legal Department Staff by Position – \$100M to <\$500M .....	11
Table 1.3. Number of Legal Department Staff by Position – \$500M to <\$1B .....	11
Table 1.4. Number of Legal Department Staff by Position – \$1B to <\$5B .....	11
Table 1.5. Number of Legal Department Staff by Position – \$5B to <\$10B .....	11
Table 1.6. Number of Legal Department Staff by Position – \$10B to <\$20B .....	12
Table 1.7. Number of Legal Department Staff by Position – \$20B or More .....	12
Table 1.8. Number of Legal Department Staff by Position – Construction .....	12
Table 1.9. Number of Legal Department Staff by Position – Educational Services .....	12
Table 1.10. Number of Legal Department Staff by Position – Energy, Oil, and Gas.....	13
Table 1.11. Number of Legal Department Staff by Position – Finance and Banking.....	13
Table 1.12. Number of Legal Department Staff by Position – Healthcare and Social Assistance.....	13
Table 1.13. Number of Legal Department Staff by Position – Information Technology.....	13
Table 1.14. Number of Legal Department Staff by Position – Insurance .....	14
Table 1.15. Number of Legal Department Staff by Position – Manufacturing .....	14
Table 1.16. Number of Legal Department Staff by Position – Pharmaceuticals/Medical Devices.....	14
Table 1.17. Number of Legal Department Staff by Position – Professional Services .....	15
Table 1.18. Number of Legal Department Staff by Position – Real Estate.....	15
Table 1.19. Number of Legal Department Staff by Position – Retail Trade .....	15
Table 1.20. Number of Legal Department Staff by Position – Telecommunications .....	15
Table 1.21. Number of Legal Department Staff by Position – Transportation and Warehousing.....	16
Table 1.22. Number of Legal Department Staff by Position – Wholesale Trade.....	16
Table 1.23. Number of Legal Department Staff by Position – Nonprofit.....	16
Table 1.24. Number of Legal Department Staff by Position – Private.....	16
Table 1.25. Number of Legal Department Staff by Position – Public .....	17
Table 1.26. Number of Legal Department Staff by Position – Wholly-owned Subsidiary.....	17

Table 1.27. Percentage of Legal Department Staff by Position – Less than \$100M .....	18
Table 1.28. Percentage of Legal Department Staff by Position – \$100M to <\$500M .....	18
Table 1.29. Percentage of Legal Department Staff by Position – \$500M to <\$1B .....	19
Table 1.30. Percentage of Legal Department Staff by Position – \$1B to <\$5B.....	19
Table 1.31. Percentage of Legal Department Staff by Position – \$5B to <\$10B .....	19
Table 1.32. Percentage of Legal Department Staff by Position – \$10B to <\$20B .....	19
Table 1.33. Percentage of Legal Department Staff by Position – \$20B or More .....	19
Table 1.34. Percentage of Legal Department Staff by Position – Construction .....	20
Table 1.35. Percentage of Legal Department Staff by Position – Educational Services .....	20
Table 1.36. Percentage of Legal Department Staff by Position – Energy, Oil, and Gas .....	20
Table 1.37. Percentage of Legal Department Staff by Position – Finance and Banking .....	20
Table 1.38. Percentage of Legal Department Staff by Position – Healthcare and Social Assistance .....	20
Table 1.39. Percentage of Legal Department Staff by Position – Information Technology .....	21
Table 1.40. Percentage of Legal Department Staff by Position – Insurance .....	21
Table 1.41. Percentage of Legal Department Staff by Position – Manufacturing .....	21
Table 1.42. Percentage of Legal Department Staff by Position – Pharmaceuticals/Medical Devices .....	21
Table 1.43. Percentage of Legal Department Staff by Position – Professional Services .....	22
Table 1.44. Percentage of Legal Department Staff by Position – Real Estate .....	22
Table 1.45. Percentage of Legal Department Staff by Position – Retail Trade.....	22
Table 1.46. Percentage of Legal Department Staff by Position – Telecommunications.....	22
Table 1.47. Percentage of Legal Department Staff by Position – Transportation and Warehousing .....	22
Table 1.48. Percentage of Legal Department Staff by Position – Wholesale Trade .....	23
Table 1.49. Percentage of Legal Department Staff by Position – Nonprofit.....	23
Table 1.50. Percentage of Legal Department Staff by Position – Private .....	23
Table 1.51. Percentage of Legal Department Staff by Position – Public.....	23
Table 1.52. Percentage of Legal Department Staff by Position – Wholly-owned Subsidiary .....	23
Table 1.53. Percentage of Legal Department Staff by Position – 2 to 5 Staff .....	24
Table 1.54. Percentage of Legal Department Staff by Position – 6 to 9 Staff .....	24
Table 1.55. Percentage of Legal Department Staff by Position – 10 to 24 Staff .....	24
Table 1.56. Percentage of Legal Department Staff by Position – 25 to 99 Staff .....	24
Table 1.57. Percentage of Legal Department Staff by Position – 100 or More Staff.....	25
Table 1.58. Legal Staff as a Percentage of Company Employees – Less than \$100M .....	25
Table 1.59. Legal Staff as a Percentage of Company Employees – \$100M to <\$500M.....	26
Table 1.60. Legal Staff as a Percentage of Company Employees – \$500M to <\$1B.....	26
Table 1.61. Legal Staff as a Percentage of Company Employees – \$1B to <\$5B.....	26
Table 1.62. Legal Staff as a Percentage of Company Employees – \$5B to <\$10B.....	26
Table 1.63. Legal Staff as a Percentage of Company Employees – \$10B to <\$20B.....	26
Table 1.64. Legal Staff as a Percentage of Company Employees – \$20B or More .....	27
Table 1.65. Legal Staff as a Percentage of Company Employees – Construction.....	27
Table 1.66. Legal Staff as a Percentage of Company Employees – Educational Services .....	27
Table 1.67. Legal Staff as a Percentage of Company Employees – Energy, Oil, and Gas .....	27
Table 1.68. Legal Staff as a Percentage of Company Employees – Finance and Banking .....	28
Table 1.69. Legal Staff as a Percentage of Company Employees – Healthcare and Social Assistance .....	28
Table 1.70. Legal Staff as a Percentage of Company Employees – Information Technology .....	28
Table 1.71. Legal Staff as a Percentage of Company Employees – Insurance.....	28
Table 1.72. Legal Staff as a Percentage of Company Employees – Manufacturing.....	29
Table 1.73. Legal Staff as a Percentage of Company Employees – Pharmaceutical/Medical Devices .....	29
Table 1.74. Legal Staff as a Percentage of Company Employees – Professional Services .....	29
Table 1.75. Legal Staff as a Percentage of Company Employees – Real Estate .....	29
Table 1.76. Legal Staff as a Percentage of Company Employees – Retail Trade .....	30
Table 1.77. Legal Staff as a Percentage of Company Employees – Telecommunications.....	30
Table 1.78. Legal Staff as a Percentage of Company Employees – Transportation and Warehousing .....	30
Table 1.79. Legal Staff as a Percentage of Company Employees – Wholesale Trade .....	30
Table 1.80. Legal Staff as a Percentage of Company Employees – Nonprofit .....	31
Table 1.81. Legal Staff as a Percentage of Company Employees – Private .....	31

Table 1.82. Legal Staff as a Percentage of Company Employees – Public.....	31
Table 1.83. Legal Staff as a Percentage of Company Employees – Wholly-owned Subsidiary .....	31
Table 1.84. Legal Staff as a Percentage of Company Employees – 1 Staff.....	32
Table 1.85. Legal Staff as a Percentage of Company Employees – 2 to 5 Staff.....	32
Table 1.86. Legal Staff as a Percentage of Company Employees – 6 to 9 Staff.....	32
Table 1.87. Legal Staff as a Percentage of Company Employees – 10 to 24 Staff .....	32
Table 1.88. Legal Staff as a Percentage of Company Employees – 25 to 99 Staff .....	32
Table 1.89. Legal Staff as a Percentage of Company Employees – 100 or More Staff.....	33
Table 1.90. Lawyer to Other Legal Staff Positions Ratios – Less than \$100M .....	33
Table 1.91. Lawyer to Other Legal Staff Positions Ratios – \$100M to <\$500M .....	34
Table 1.92. Lawyer to Other Legal Staff Positions Ratios – \$500M to <\$1B.....	34
Table 1.93. Lawyer to Other Legal Staff Positions Ratios – \$1B to <\$5B.....	34
Table 1.94. Lawyer to Other Legal Staff Positions Ratios – \$5B to <\$10B.....	34
Table 1.95. Lawyer to Other Legal Staff Positions Ratios – \$10B to <\$20B .....	34
Table 1.96. Lawyer to Other Legal Staff Positions Ratios – \$20B or More .....	35
Table 1.97. Lawyer to Other Legal Staff Positions Ratios – Construction .....	35
Table 1.98. Lawyer to Other Legal Staff Positions Ratios – Educational Services .....	35
Table 1.99. Lawyer to Other Legal Staff Positions Ratios – Energy, Oil, and Gas .....	35
Table 1.100. Lawyer to Other Legal Staff Positions Ratios – Finance and Banking .....	35
Table 1.101. Lawyer to Other Legal Staff Positions Ratios – Healthcare and Social Assistance .....	36
Table 1.102. Lawyer to Other Legal Staff Positions Ratios – Information Technology.....	36
Table 1.103. Lawyer to Other Legal Staff Positions Ratios – Insurance .....	36
Table 1.104. Lawyer to Other Legal Staff Positions Ratios – Manufacturing .....	36
Table 1.105. Lawyer to Other Legal Staff Positions Ratios – Pharmaceuticals/Medical Devices .....	37
Table 1.106. Lawyer to Other Legal Staff Positions Ratios – Professional Services.....	37
Table 1.107. Lawyer to Other Legal Staff Positions Ratios – Real Estate .....	37
Table 1.108. Lawyer to Other Legal Staff Positions Ratios – Retail Trade.....	37
Table 1.109. Lawyer to Other Legal Staff Positions Ratios – Telecommunications.....	37
Table 1.110. Lawyer to Other Legal Staff Positions Ratios – Transportation and Warehousing .....	38
Table 1.111. Lawyer to Other Legal Staff Positions Ratios – Wholesale Trade .....	38
Table 1.112. Lawyer to Other Legal Staff Positions Ratios – Nonprofit.....	38
Table 1.113. Lawyer to Other Legal Staff Positions Ratios – Private .....	38
Table 1.114. Lawyer to Other Legal Staff Positions Ratios – Public .....	38
Table 1.115. Lawyer to Other Legal Staff Positions Ratios – Wholly-owned Subsidiary .....	39
Table 1.116. Lawyer to Other Legal Staff Positions Ratios – 2 to 5 Staff .....	39
Table 1.117. Lawyer to Other Legal Staff Positions Ratios – 6 to 9 Staff .....	39
Table 1.118. Lawyer to Other Legal Staff Positions Ratios – 10 to 24 Staff .....	39
Table 1.119. Lawyer to Other Legal Staff Positions Ratios – 25 to 99 Staff .....	40
Table 1.120. Lawyer to Other Legal Staff Positions Ratios – 100 or More Staff.....	40
Table 1.121. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Less than \$100M.....	40
Table 1.122. Lawyers and Legal Staff per \$1 Billion in Company Revenue – \$100M to <\$500M .....	41
Table 1.123. Lawyers and Legal Staff per \$1 Billion in Company Revenue – \$500M to <\$1B .....	41
Table 1.124. Lawyers and Legal Staff per \$1 Billion in Company Revenue – \$1B to <\$5B .....	41
Table 1.125. Lawyers and Legal Staff per \$1 Billion in Company Revenue – \$5B to <\$10B .....	41
Table 1.126. Lawyers and Legal Staff per \$1 Billion in Company Revenue – \$10B to <\$20B .....	41
Table 1.127. Lawyers and Legal Staff per \$1 Billion in Company Revenue – \$20B or More .....	41
Table 1.128. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Construction .....	41
Table 1.129. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Educational Services .....	42
Table 1.130. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Energy, Oil, and Gas .....	42
Table 1.131. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Finance and Banking .....	42
Table 1.132. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Healthcare and Social Assistance .....	42
Table 1.133. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Information Technology.....	42
Table 1.134. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Insurance .....	42
Table 1.135. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Manufacturing .....	43
Table 1.136. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Pharmaceuticals/Medical Devices.....	43

Table 1.137. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Professional Services.....	43
Table 1.138. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Real Estate.....	43
Table 1.139. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Retail Trade.....	43
Table 1.140. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Telecommunications.....	43
Table 1.141. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Transportation and Warehousing.....	44
Table 1.142. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Wholesale Trade.....	44
Table 1.143. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Nonprofit.....	44
Table 1.144. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Private.....	44
Table 1.145. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Public.....	44
Table 1.146. Lawyers and Legal Staff per \$1 Billion in Company Revenue – Wholly-owned Subsidiary.....	44
Table 1.147. Lawyers and Legal Staff per \$1 Billion in Company Revenue – 1 Staff.....	45
Table 1.148. Lawyers and Legal Staff per \$1 Billion in Company Revenue – 2 to 5 Staff.....	45
Table 1.149. Lawyers and Legal Staff per \$1 Billion in Company Revenue – 6 to 9 Staff.....	45
Table 1.150. Lawyers and Legal Staff per \$1 Billion in Company Revenue – 10 to 24 Staff.....	45
Table 1.151. Lawyers and Legal Staff per \$1 Billion in Company Revenue – 25 to 99 Staff.....	45
Table 1.152. Lawyers and Legal Staff per \$1 Billion in Company Revenue – 100 or More Staff.....	45
Table 1.153. Business Functions Reporting to Legal – Less than \$100M.....	46
Table 1.154. Business Functions Reporting to Legal – \$100M to <\$500M.....	47
Table 1.155. Business Functions Reporting to Legal – \$500M to <\$1B.....	48
Table 1.156. Business Functions Reporting to Legal – \$1B to <\$5B.....	48
Table 1.157. Business Functions Reporting to Legal – \$5B to <\$10B.....	49
Table 1.158. Business Functions Reporting to Legal – \$10B to <\$20B.....	50
Table 1.159. Business Functions Reporting to Legal – \$20B or More.....	51
Table 1.160. Business Functions Reporting to Legal – Construction.....	52
Table 1.161. Business Functions Reporting to Legal – Educational Services.....	52
Table 1.162. Business Functions Reporting to Legal – Energy, Oil, and Gas.....	53
Table 1.163. Business Functions Reporting to Legal – Finance and Banking.....	54
Table 1.164. Business Functions Reporting to Legal – Healthcare and Social Assistance.....	55
Table 1.165. Business Functions Reporting to Legal – Information Technology.....	55
Table 1.166. Business Functions Reporting to Legal – Insurance.....	56
Table 1.167. Business Functions Reporting to Legal – Manufacturing.....	57
Table 1.168. Business Functions Reporting to Legal – Pharmaceuticals/Medical Devices.....	58
Table 1.169. Business Functions Reporting to Legal – Professional Services.....	58
Table 1.170. Business Functions Reporting to Legal – Real Estate.....	59
Table 1.171. Business Functions Reporting to Legal – Retail Trade.....	60
Table 1.172. Business Functions Reporting to Legal – Telecommunications.....	61
Table 1.173. Business Functions Reporting to Legal – Transportation and Warehousing.....	61
Table 1.174. Business Functions Reporting to Legal – Wholesale Trade.....	62
Table 1.175. Business Functions Reporting to Legal – Nonprofit.....	63
Table 1.176. Business Functions Reporting to Legal – Private.....	64
Table 1.177. Business Functions Reporting to Legal – Public.....	64
Table 1.178. Business Functions Reporting to Legal – Wholly-owned Subsidiary.....	65
Table 1.179. Business Functions Reporting to Legal – 1 Staff.....	66
Table 1.180. Business Functions Reporting to Legal – 2 to 5 Staff.....	67
Table 1.181. Business Functions Reporting to Legal – 6 to 9 Staff.....	67
Table 1.182. Business Functions Reporting to Legal – 10 to 24 Staff.....	68
Table 1.183. Business Functions Reporting to Legal – 25 to 99 Staff.....	69
Table 1.184. Business Functions Reporting to Legal – 100 or More Staff.....	70

## 2. SPENDING

Table 2.1. Legal Department Spend – Less than \$100M.....	74
Table 2.2. Legal Department Spend – \$100M to <\$500M.....	74
Table 2.3. Legal Department Spend – \$500M to <\$1B.....	74
Table 2.4. Legal Department Spend – \$1B to <\$5B.....	75

Table 2.5. Legal Department Spend – \$5B to <\$10B.....	75
Table 2.6. Legal Department Spend – \$10B to <\$20B.....	75
Table 2.7. Legal Department Spend – \$20B or More.....	75
Table 2.8. Legal Department Spend – Construction.....	76
Table 2.9. Legal Department Spend – Educational Services.....	76
Table 2.10. Legal Department Spend – Energy, Oil, and Gas.....	76
Table 2.11. Legal Department Spend – Finance and Banking.....	77
Table 2.12. Legal Department Spend – Healthcare and Social Assistance.....	77
Table 2.13. Legal Department Spend – Information Technology.....	77
Table 2.14. Legal Department Spend – Insurance.....	78
Table 2.15. Legal Department Spend – Manufacturing.....	78
Table 2.16. Legal Department Spend – Pharmaceuticals/Medical Devices.....	78
Table 2.17. Legal Department Spend – Professional Services.....	78
Table 2.18. Legal Department Spend – Real Estate.....	79
Table 2.19. Legal Department Spend – Retail Trade.....	79
Table 2.20. Legal Department Spend – Telecommunications.....	79
Table 2.21. Legal Department Spend – Transportation and Warehousing.....	80
Table 2.22. Legal Department Spend – Wholesale Trade.....	80
Table 2.23. Legal Department Spend – Nonprofit.....	80
Table 2.24. Legal Department Spend – Private.....	81
Table 2.25. Legal Department Spend – Public.....	81
Table 2.26. Legal Department Spend – Wholly-owned Subsidiary.....	81
Table 2.27. Legal Department Spend – 1 Staff.....	82
Table 2.28. Legal Department Spend – 2 to 5 Staff.....	82
Table 2.29. Legal Department Spend – 6 to 9 Staff.....	82
Table 2.30. Legal Department Spend – 10 to 24 Staff.....	83
Table 2.31. Legal Department Spend – 25 to 99 Staff.....	83
Table 2.32. Legal Department Spend – 100 or More Staff.....	83
Table 2.33. Percentage of Legal Spend by Category – Less than \$100M.....	86
Table 2.34. Percentage of Legal Spend by Category – \$100M to <\$500M.....	87
Table 2.35. Percentage of Legal Spend by Category – \$500M to <\$1B.....	87
Table 2.36. Percentage of Legal Spend by Category – \$1B to <\$5B.....	87
Table 2.37. Percentage of Legal Spend by Category – \$5B to <\$10B.....	88
Table 2.38. Percentage of Legal Spend by Category – \$10B to <\$20B.....	88
Table 2.39. Percentage of Legal Spend by Category – \$20B or More.....	88
Table 2.40. Percentage of Legal Spend by Category – Construction.....	89
Table 2.41. Percentage of Legal Spend by Category – Educational Services.....	89
Table 2.42. Percentage of Legal Spend by Category – Energy, Oil, and Gas.....	90
Table 2.43. Percentage of Legal Spend by Category – Finance and Banking.....	90
Table 2.44. Percentage of Legal Spend by Category – Healthcare and Social Assistance.....	90
Table 2.45. Percentage of Legal Spend by Category – Information Technology.....	91
Table 2.46. Percentage of Legal Spend by Category – Insurance.....	91
Table 2.47. Percentage of Legal Spend by Category – Manufacturing.....	91
Table 2.48. Percentage of Legal Spend by Category – Pharmaceutical/Medical Devices.....	92
Table 2.49. Percentage of Legal Spend by Category – Professional Services.....	92
Table 2.50. Percentage of Legal Spend by Category – Real Estate.....	92
Table 2.51. Percentage of Legal Spend by Category – Retail Trade.....	93
Table 2.52. Percentage of Legal Spend by Category – Telecommunications.....	93
Table 2.53. Percentage of Legal Spend by Category – Transportation and Warehousing.....	93
Table 2.54. Percentage of Legal Spend by Category – Wholesale Trade.....	94
Table 2.55. Percentage of Legal Spend by Category – Nonprofit.....	94
Table 2.56. Percentage of Legal Spend by Category – Private.....	94
Table 2.57. Percentage of Legal Spend by Category – Public.....	95
Table 2.58. Percentage of Legal Spend by Category – Wholly-owned subsidiary.....	95
Table 2.59. Percentage of Legal Spend by Category – 1 Staff.....	95

Table 2.60. Percentage of Legal Spend by Category – 2 to 5 Staff .....	96
Table 2.61. Percentage of Legal Spend by Category – 6 to 9 Staff .....	96
Table 2.62. Percentage of Legal Spend by Category – 10 to 24 Staff .....	96
Table 2.63. Percentage of Legal Spend by Category – 25 to 99 Staff .....	97
Table 2.64. Percentage of Legal Spend by Category – 100 or More Staff .....	97
Table 2.65. Legal Spend as Percentage of Company Revenue – Less than \$100M .....	98
Table 2.66. Legal Spend as Percentage of Company Revenue – \$100M to <\$500M .....	98
Table 2.67. Legal Spend as Percentage of Company Revenue – \$500M to <\$1B .....	98
Table 2.68. Legal Spend as Percentage of Company Revenue – \$1B to <\$5B .....	99
Table 2.69. Legal Spend as Percentage of Company Revenue – \$5B to <\$10B .....	99
Table 2.70. Legal Spend as Percentage of Company Revenue – \$10B to <\$20B .....	99
Table 2.71. Legal Spend as Percentage of Company Revenue – \$20B or More .....	99
Table 2.72. Legal Spend as Percentage of Company Revenue – Construction .....	99
Table 2.73. Legal Spend as Percentage of Company Revenue – Educational Services .....	99
Table 2.74. Legal Spend as Percentage of Company Revenue – Energy, Oil, and Gas .....	100
Table 2.75. Legal Spend as Percentage of Company Revenue – Finance and Banking .....	100
Table 2.76. Legal Spend as Percentage of Company Revenue – Healthcare and Social Assistance .....	100
Table 2.77. Legal Spend as Percentage of Company Revenue – Information Technology .....	100
Table 2.78. Legal Spend as Percentage of Company Revenue – Insurance .....	100
Table 2.79. Legal Spend as Percentage of Company Revenue – Manufacturing .....	100
Table 2.80. Legal Spend as Percentage of Company Revenue – Pharmaceuticals/Medical Devices .....	101
Table 2.81. Legal Spend as Percentage of Company Revenue – Professional Services .....	101
Table 2.82. Legal Spend as Percentage of Company Revenue – Real Estate .....	101
Table 2.83. Legal Spend as Percentage of Company Revenue – Retail Trade .....	101
Table 2.84. Legal Spend as Percentage of Company Revenue – Telecommunications .....	101
Table 2.85. Legal Spend as Percentage of Company Revenue – Transportation and Warehousing .....	101
Table 2.86. Legal Spend as Percentage of Company Revenue – Wholesale Trade .....	102
Table 2.87. Legal Spend as Percentage of Company Revenue – Nonprofit .....	102
Table 2.88. Legal Spend as Percentage of Company Revenue – Private .....	102
Table 2.89. Legal Spend as Percentage of Company Revenue – Public .....	102
Table 2.90. Legal Spend as Percentage of Company Revenue – Wholly-owned Subsidiary .....	102
Table 2.91. Legal Spend as Percentage of Company Revenue – 1 Staff .....	102
Table 2.92. Legal Spend as Percentage of Company Revenue – 2 to 5 Staff .....	103
Table 2.93. Legal Spend as Percentage of Company Revenue – 6 to 9 Staff .....	103
Table 2.94. Legal Spend as Percentage of Company Revenue – 10 to 24 Staff .....	103
Table 2.95. Legal Spend as Percentage of Company Revenue – 25 to 99 Staff .....	103
Table 2.96. Legal Spend as Percentage of Company Revenue – 100 or More Staff .....	103
Table 2.97. Cost per Lawyer Hour – Company Revenue .....	104
Table 2.98. Cost per Lawyer Hour – Industry .....	104
Table 2.99. Cost per Lawyer Hour – Company Type .....	105
Table 2.100. Cost per Lawyer Hour – Legal Department Size .....	105
Table 2.101. Legal Technology Spend as a Percentage of Total Legal Spend – Company Revenue .....	105
Table 2.102. Legal Technology Spend as a Percentage of Total Legal Spend – Industry .....	106
Table 2.103. Legal Technology Spend as a Percentage of Total Legal Spend – Company Type .....	106
Table 2.104. Legal Technology Spend as a Percentage of Total Legal Spend – Legal Department Size .....	106

#### 4. LAW FIRMS AND ALSPs

Table 4.1. Law Firms Engaged in 2021 – Company Revenue .....	142
Table 4.2. Alternative Legal Services Providers Engaged in 2021 – Company Revenue .....	142
Table 4.3. Law Firms Engaged in 2021 – Industry .....	143
Table 4.4. Alternative Legal Services Providers Engaged in 2021 – Industry .....	143
Table 4.5. Law Firms Engaged in 2021 – Company Type .....	144
Table 4.6. Alternative Legal Services Providers Engaged in 2021 – Company Type .....	144
Table 4.7. Law Firms Engaged in 2021 – Legal Department Size .....	144

Table 4.8. Alternative Legal Services Providers Engaged in 2021 – Legal Department Size .....	144
Table 4.9. Change in the Number of Law Firms Engaged in 2021 – Company Revenue.....	145
Table 4.10. Change in the Number of ALSPs Engaged in 2021 – Company Revenue.....	145
Table 4.11. Change in the Number of Law Firms Engaged in 2021 – Industry .....	146
Table 4.12. Change in the Number of ALSPs Engaged in 2021 – Industry.....	146
Table 4.13. Change in the Number of Law Firms Engaged in 2021 – Company Type.....	147
Table 4.14. Change in the Number of ALSPs Engaged in 2021 – Company Type.....	147
Table 4.15. Change in the Number of Law Firms Engaged in 2021 – Legal Department Size .....	147
Table 4.16. Change in the Number of ALSPs Engaged in 2021 – Legal Department Size .....	147
Table 4.17. Percentage of Departments that Use Each Fee Type – Company Revenue .....	148
Table 4.18. Percentage of Departments that Use Each Fee Type – Industry.....	149
Table 4.19. Percentage of Departments that Use Each Fee Type – Company Type.....	149
Table 4.20. Percentage of Departments that Use Each Fee Type – Legal Department Size.....	150

## 5. DIVERSITY

Table 5.1. Internal Diversity Metrics Tracked in These Categories – Company Revenue.....	153
Table 5.2. Internal Diversity Metrics Tracked in These Categories – Industry .....	153
Table 5.3. Internal Diversity Metrics Tracked in These Categories – Company Type.....	154
Table 5.4. Internal Diversity Metrics Tracked in These Categories – Legal Department Size .....	154
Table 5.5. Outside Counsel Diversity Metrics Tracked in These Categories – Company Revenue.....	157
Table 5.6. Outside Counsel Diversity Metrics Tracked in These Categories – Industry .....	157
Table 5.7. Outside Counsel Diversity Metrics Tracked in These Categories – Company Type.....	158
Table 5.8. Outside Counsel Diversity Metrics Tracked in These Categories – Legal Department Size .....	158