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ACC LAW DEPARTMENT MANAGEMENT BENCHMARKING REPORT

EXECUTIVE
SUMMARY

Do you have the **right talent**
in your legal department?

Is your legal team **set up for**
success now and in the
future?



If you answered NO to either of these questions, then
Major, Lindsey & Africa is the answer.

Our In-House Counsel Recruiting team helps you:

- Identify and attract professionals whose expertise aligns with your team's needs.
- Build a pipeline of diverse talent that reflects your organization and its client base.
- Meet your hiring objectives and plan for the future.
- Access a global pool of uniquely qualified talent.

Our Interim Legal Talent team can provide short- and long-term attorney consultant placements for when you have:

- Specific projects that require immediate support (e.g., M&A due diligence, real estate portfolio turnover, privacy law implementation, compliance audits, litigation ramp-up, contracts due diligence, several large deals closing simultaneously, etc.).
- An isolated, unpredictable or unsustainable increase in workflow.
- Repetitive or consistent work, such as contract drafting/negotiation, leases/real estate matters and employment law matters/consultation.
- A need for a stop-gap placement while a permanent search is being conducted.
- A legal or compliance professional on maternity and/or medical leave (FMLA).



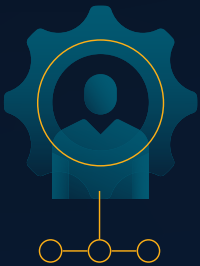
Let us help you navigate the legal landscape.

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INTRODUCTION

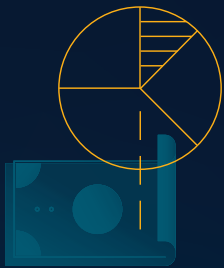
The Association of Corporate Counsel (ACC) and Major, Lindsey & Africa (MLA) are pleased to share the 2024 *Law Department Management Benchmarking Report – Executive Summary*. This report, designed for in-house legal professionals, provides valuable insights into legal department operations. Based on responses from 421 legal departments in 24 industries and 32 countries, it offers key benchmarks for assessing performance in critical areas.



SECTION 1 – HEADCOUNT AND STRUCTURE

The Foundation of Your Legal Department

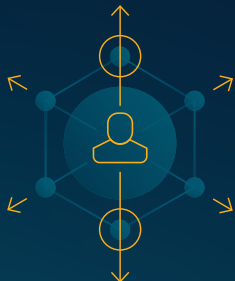
This section analyzes legal staff composition. You will find breakdowns of legal staff by position type (lawyers, paralegals, legal operations professionals) along with staffing ratios. This data provides a starting point for evaluating your headcount relative to industry standards. Additionally, we explore team size compared to overall company size, offering perspective on resourcing relative to your business needs. Finally, the section examines which business functions typically fall under the legal department’s purview.



SECTION 2 – COST MANAGEMENT

Optimizing Legal Spend

This section focuses on legal spending metrics, providing a foundation for establishing cost-based benchmarks. We present how legal spend is allocated between internal staff and external resources like outside counsel and alternative legal service providers (ALSPs). We also offer a more granular look at external legal costs, highlighting intellectual property and litigation. In addition, we provide critical data points and metrics such as total legal spend as a percentage of revenue, cost-per-lawyer-hour, and legal technology expenses.



SECTION 3 – WORKLOAD ALLOCATION

Streamlining Your Workflow

Here we examine a crucial aspect of efficiency – workload allocation. We analyze how companies distribute legal work across 17 distinct legal work areas. Responses provided nuanced data, specifying whether each work type is handled in-house, by outside counsel, by ALSPs, or through a combination of resources. By examining these allocation choices, we gain valuable insights into how companies leverage internal and external resources to manage their legal needs effectively.



SECTION 4 – LEGAL TECHNOLOGY ADOPTION

Embracing the Digital Revolution

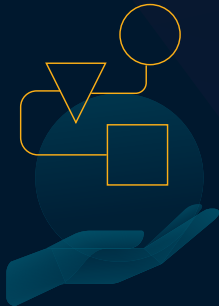
This section examines budget allocation strategies for legal technology, providing valuable insights for optimizing your own technology investments. Additionally, we explore specific legal technology solutions departments are utilizing to automate tasks, improve efficiency, and enhance legal service delivery. Finally, the section examines how legal technology adoption trends vary based on company size, helping you understand industry norms and best practices relevant to your organization.



SECTION 5 – OPTIMIZING YOUR LEGAL SERVICES

Law Firms, ALSPs, and Fee Arrangements

This section analyzes how companies are leveraging law firms and ALSPs, exploring trends in the number of vendors used of each type and comparing this data to previous years. Furthermore, we examine how fee structures (e.g., hourly billing, fixed fees) are utilized across different legal matters, offering insights into optimizing fee arrangements for various practice areas.



SECTION 6 – DIVERSITY, EQUITY, AND INCLUSION

Building a More Equitable Legal Ecosystem

This section explores how companies are monitoring DEI metrics within their own teams and among their outside counsel firms. We examine specific metrics used to track internal diversity and trends over time. Additionally, we analyze how companies assess and benchmark the diversity practices of their outside counsel partners, providing valuable insights into promoting inclusive practices across the legal ecosystem.

TAILORING YOUR ANALYSIS

All participating organizations receive the full survey results, offering deeper insights. The full report provides detailed breakdowns of all listed metrics by company revenue, industry, legal department size, and company type. For a more specific peer group analysis, tailored reports with customized segmentation criteria can be commissioned by contacting research@acc.com.

A FINAL NOTE: THANK YOU!

We sincerely thank all survey participants for their valuable data contributions. We hope this report empowers legal departments to benchmark their core operations against industry standards and identify areas for improvement. We trust you will find these insights beneficial in optimizing your legal department's performance and achieving your strategic goals.

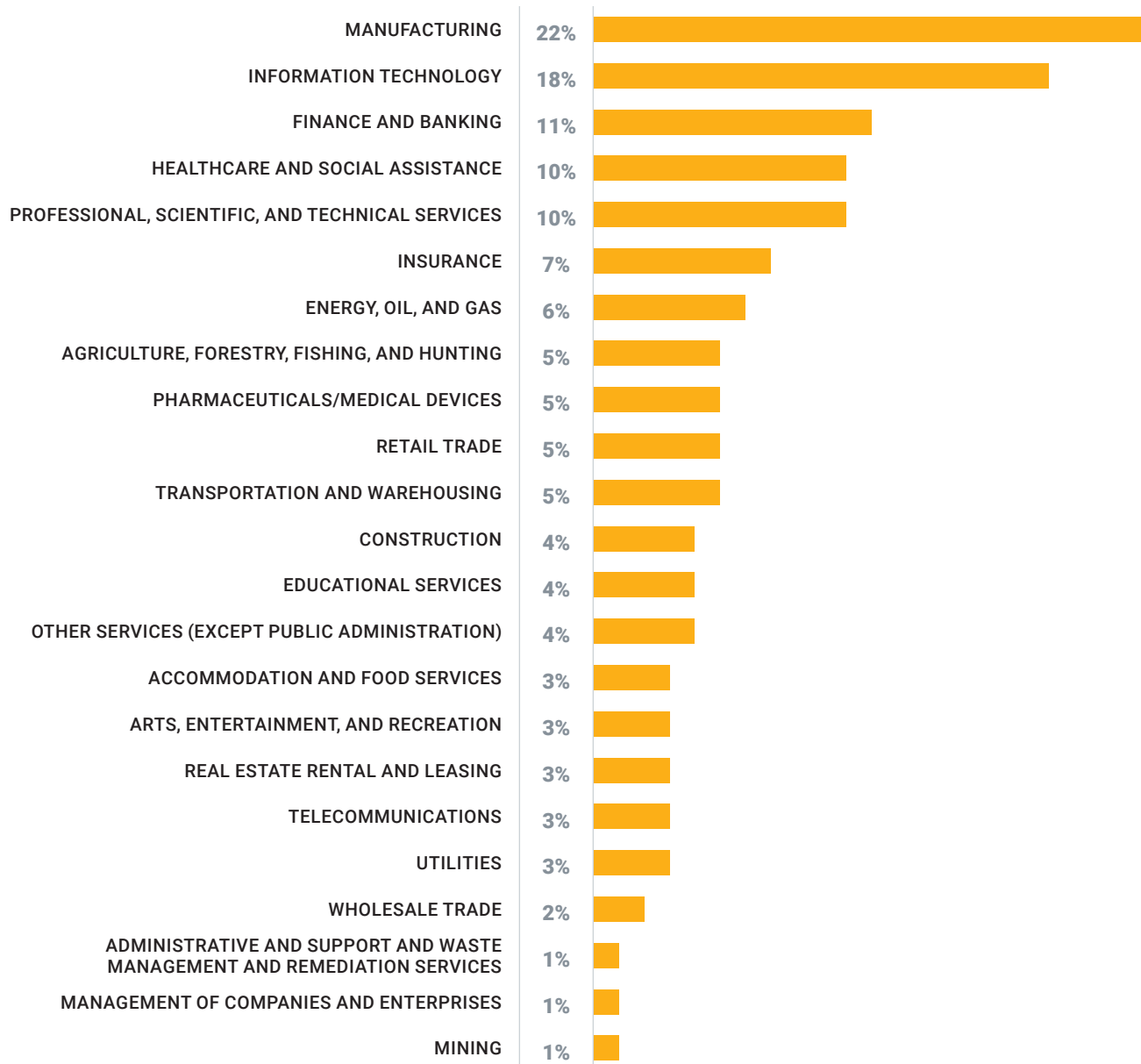
ACC Research | acc.com/benchmarking-reports | research@acc.com

Major, Lindsey & Africa | mlaglobal.com | info@mlaglobal.com

PARTICIPANT PROFILE

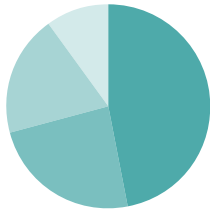


INDUSTRY

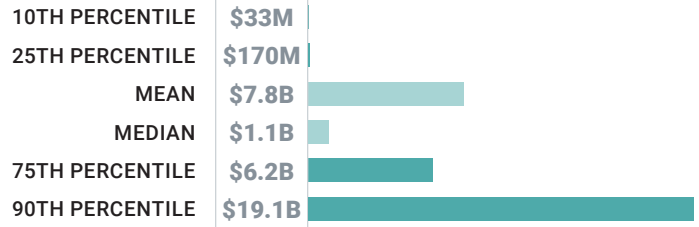




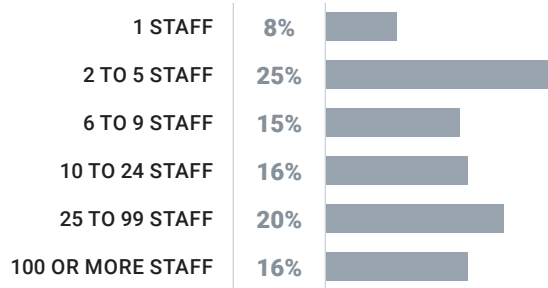
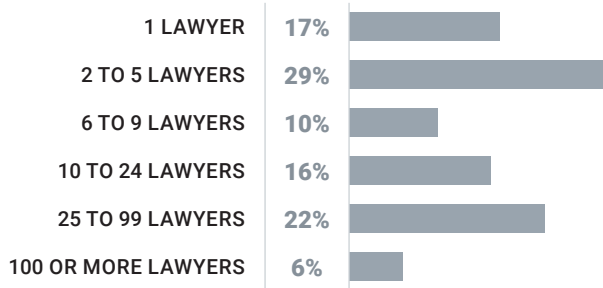
COMPANY REVENUE



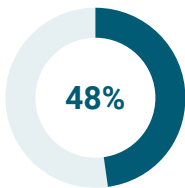
LESS THAN \$1B	47%
\$1B TO <\$5B	24%
\$5B TO <\$20B	19%
\$20B OR MORE	10%



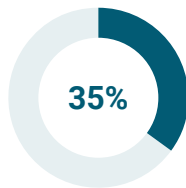
LAWYERS AND LEGAL STAFF



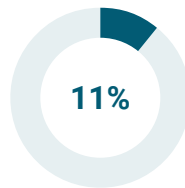
COMPANY TYPE



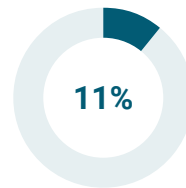
PRIVATE



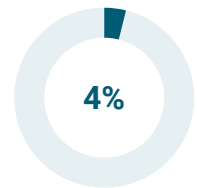
PUBLIC



NON-PROFIT

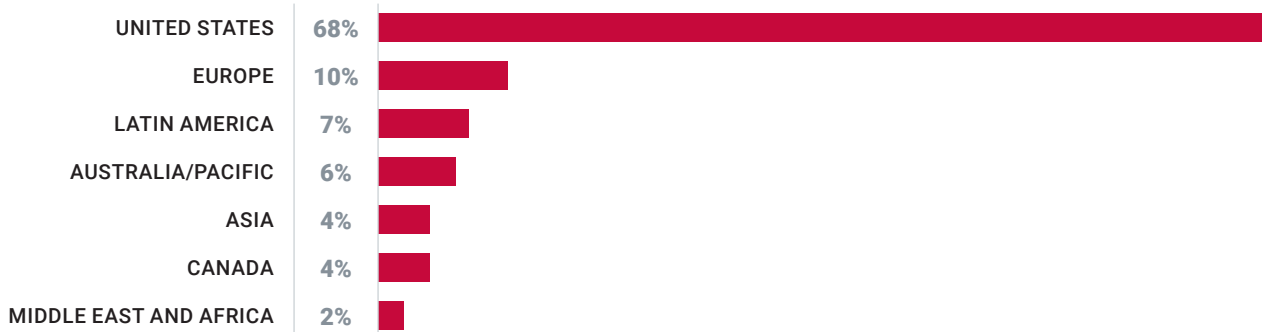


WHOLLY-OWNED
SUBSIDIARY



GOVERNMENT

HEADQUARTERS' LOCATION



HEADCOUNT AND STRUCTURE

The Foundation of Your Legal Department

This section begins with examining the core of your legal department's operations – its headcount and structure. Key metrics are analyzed and may provide a starting point for law departments assessing headcount benchmarks. We cover the following:

- **Staff Composition:** Review the breakdown of legal staff by position type (lawyers, paralegals, legal operations professionals, etc.)
- **Lawyer Ratio:** Explore the ratios of lawyers to other staff, which are common metrics to use when considering resource allocation.
- **Team Size vs. Company Headcount:** See how legal team sizes stack up against overall company sizes, offering a perspective on legal department resourcing relative to company needs.
- **Business Function Oversight:** Learn which business functions typically fall under the legal department's purview and which are less likely to be directly overseen by the chief legal officer.



METHODOLOGICAL NOTE

In this report, medians are utilized to represent the central tendency within each staff metric (e.g., lawyers, paralegals) and spend metric (e.g., inside spend, outside spend). While the total legal staff headcount and total legal spend are calculated by summing the reported values for each component, it is important to acknowledge that the median for total staff and total spend may not necessarily correspond to the sum of the medians for each individual staff type or spend category. This is due to potential variations in the distribution of legal staff positions and inside/outside spend across participating departments. In other words, the median of the combined values may differ from the sum of the medians for each separate component.



Across all participating organizations, the median legal department has 11 staff members, with seven being lawyers, two paralegals, one legal operations professional, and one administrative staff. Lawyers make up the largest group within the legal department, followed by paralegals. In the average company represented in the survey, one out of seven lawyers is specifically dedicated to litigation.

The number of legal staff scales significantly with company revenue. Companies with less than \$1 billion in revenue have a median of only four legal staff members, while those exceeding \$20 billion have a median of 158. This dramatic increase applies to all positions within the legal department, with lawyers seeing the most substantial growth. A typical company with under \$1 billion in revenue has two lawyers, while large companies can have over 90.

As companies grow, legal departments require more specialization, as seen by dedicated intellectual property and litigation lawyers starting to appear at the \$1 billion revenue mark and above. The largest companies also employ a median of 10 other staff, such as analysts, compliance professionals, and librarians, to name a few. Companies with \$1 billion or more in revenue typically start building a legal operations function as well, with median values ranging from one to six legal operations professionals across the three largest revenue categories.

NUMBER OF STAFF PER POSITION AND COMPANY SIZE

	ALL PARTICIPANTS	LESS THAN \$1B	\$1B TO <\$5B	\$5B TO <\$20B	\$20B OR MORE
LAWYERS	7	2	9	37	92
Lawyers – Intellectual Property	0	0	0	1	3
Lawyers – Litigation	1	0	1	3	7
PARALEGALS	2	0	2	6	20
LEGAL OPERATIONS PROFESSIONALS	1	0	1	2	6
ADMINISTRATIVE/ SECRETARIAL STAFF	1	0	1	4	11
OTHER STAFF	0	0	0	6	10
NUMBER OF TOTAL LEGAL STAFF*	11	4	16	63	158
CONTRACT (TEMPORARY) STAFF	0	0	0	1	4

*See Methodological Note on page 8 for explanation on why values in columns do not add up.

Median values reported.



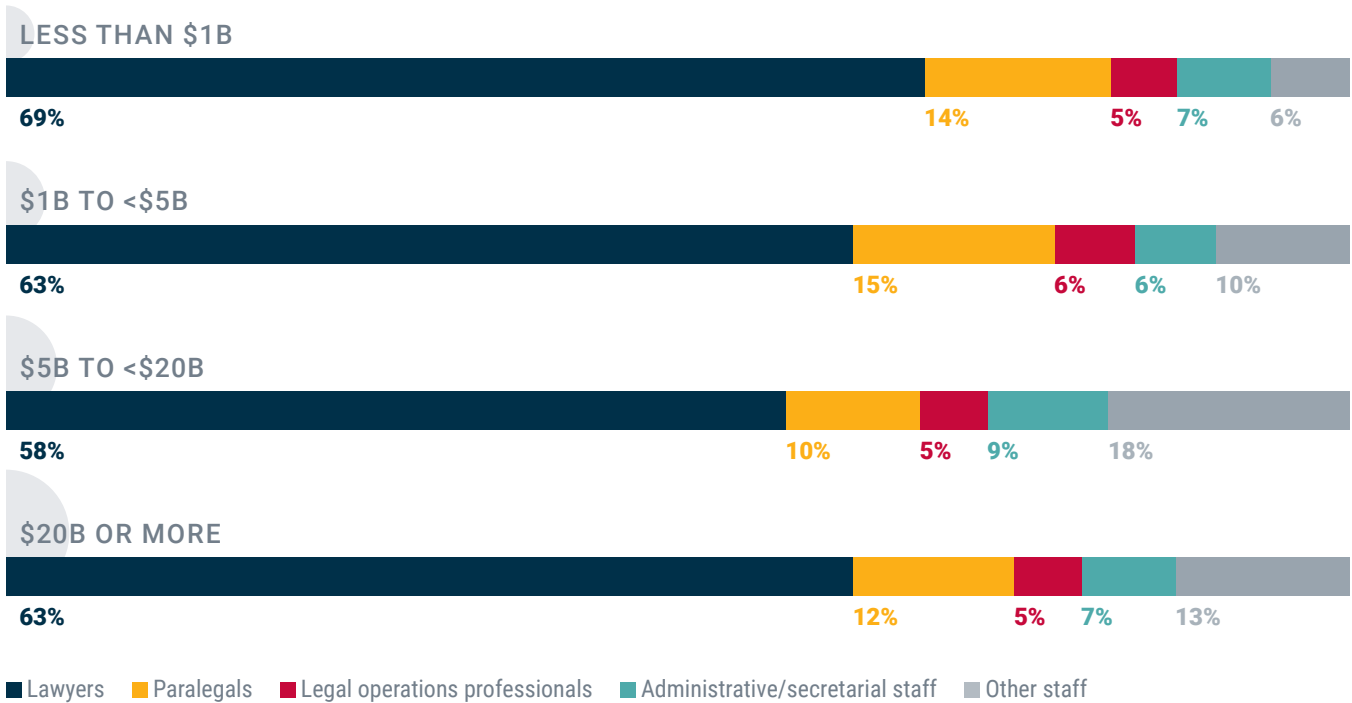
On average, 65 percent of total legal department employees are lawyers, followed by 12 percent being paralegals, five percent legal operations professionals, seven percent administrative staff, and 11 percent other legal staff. Lawyers consistently represent the majority of legal department employees across all company sizes, ranging from 58 percent to 69 percent. The distribution of other staff types also varies slightly across company sizes. For instance, smaller companies tend to have a higher proportion of paralegal and administrative staff, while larger companies tend to have a higher proportion of other staff, such as legal project managers and data analysts.

PERCENTAGE OF LEGAL STAFF BY POSITION TYPE

ALL PARTICIPANTS



BY COMPANY REVENUE



Mean values reported. Values may not add to 100 percent due to rounding.



This year, as a new feature of the survey, we specifically asked about the number of dedicated intellectual property and litigation lawyers in participating legal departments. We refer to dedicated lawyers as those who spend more than half of their time at work on intellectual property or litigation matters. On average, participating departments have 14 percent of their lawyers on staff dedicated to litigation, while seven percent of lawyers across all companies are focused on intellectual property matters.

PERCENTAGE OF LEGAL STAFF BY POSITION TYPE



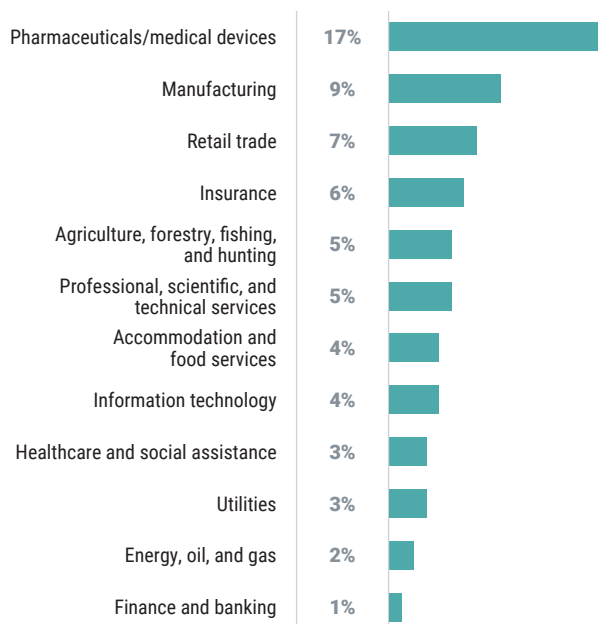
Mean values reported. Dedicated lawyers spend at least 50 percent of their time at work on IP or litigation matters.

The legal needs of different industries are reflected in the specialization of their legal teams. Companies in the pharmaceutical and manufacturing industries, where there is typically a higher volume of patent work, have a higher proportion of IP-dedicated lawyers compared to other sectors. For instance, the percentage of IP lawyers in pharmaceuticals is nearly three times higher than in insurance.

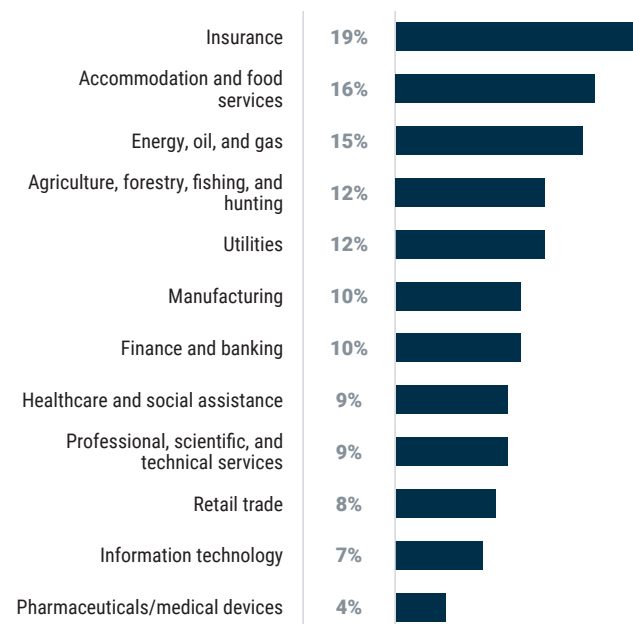
In contrast, departments in industries with a higher volume of legal disputes, such as insurance and accommodation and food services, prioritize litigation expertise. Insurance companies, unsurprisingly, have the highest percentage of litigation lawyers, followed closely by those in the hospitality sector. This reflects a likely greater need for lawyers adept at handling lawsuits and legal claims within these industries.

BY INDUSTRY

IP-DEDICATED LAWYERS AS A PERCENTAGE OF TOTAL LAWYERS



LITIGATION-DEDICATED LAWYERS AS A PERCENTAGE OF TOTAL LAWYERS



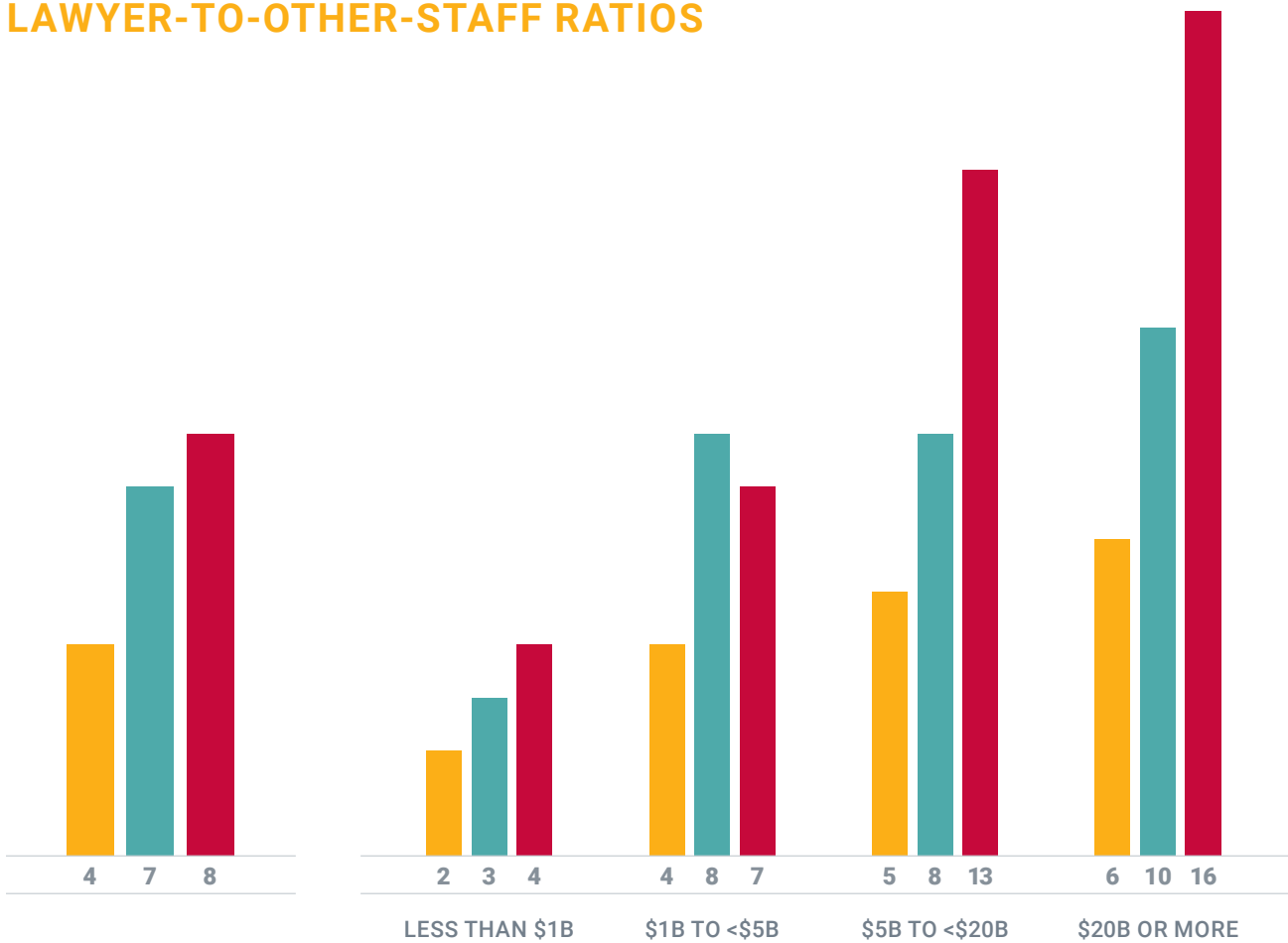
Mean values reported. Only companies with \$1B or more in revenue are included. Industries represented include categories with at least 10 observations.



This year’s data reveals an increase in the number of lawyers per staff member compared to last year. On average, legal departments now have four lawyers for every paralegal (up from three), seven lawyers for every administrative staff member (up from six), and eight lawyers for every legal operations professional (up from seven).

The trend of lawyers for each of these three staff categories is generally consistent when looking at company size. As the company size grows and so does the number of lawyers, the ratios related to other staff also increase. For example, small companies (less than \$1 billion in revenue) have only two lawyers per paralegal compared to six lawyers per paralegal in companies with revenue exceeding \$20 billion. This pattern holds true for legal operations professionals and administrative/secretarial staff as well.

LAWYER-TO-OTHER-STAFF RATIOS



ALL PARTICIPANTS

BY COMPANY REVENUE

■ Lawyers per paralegal ■ Lawyers per administrative/secretarial staff ■ Lawyers per legal operations professional

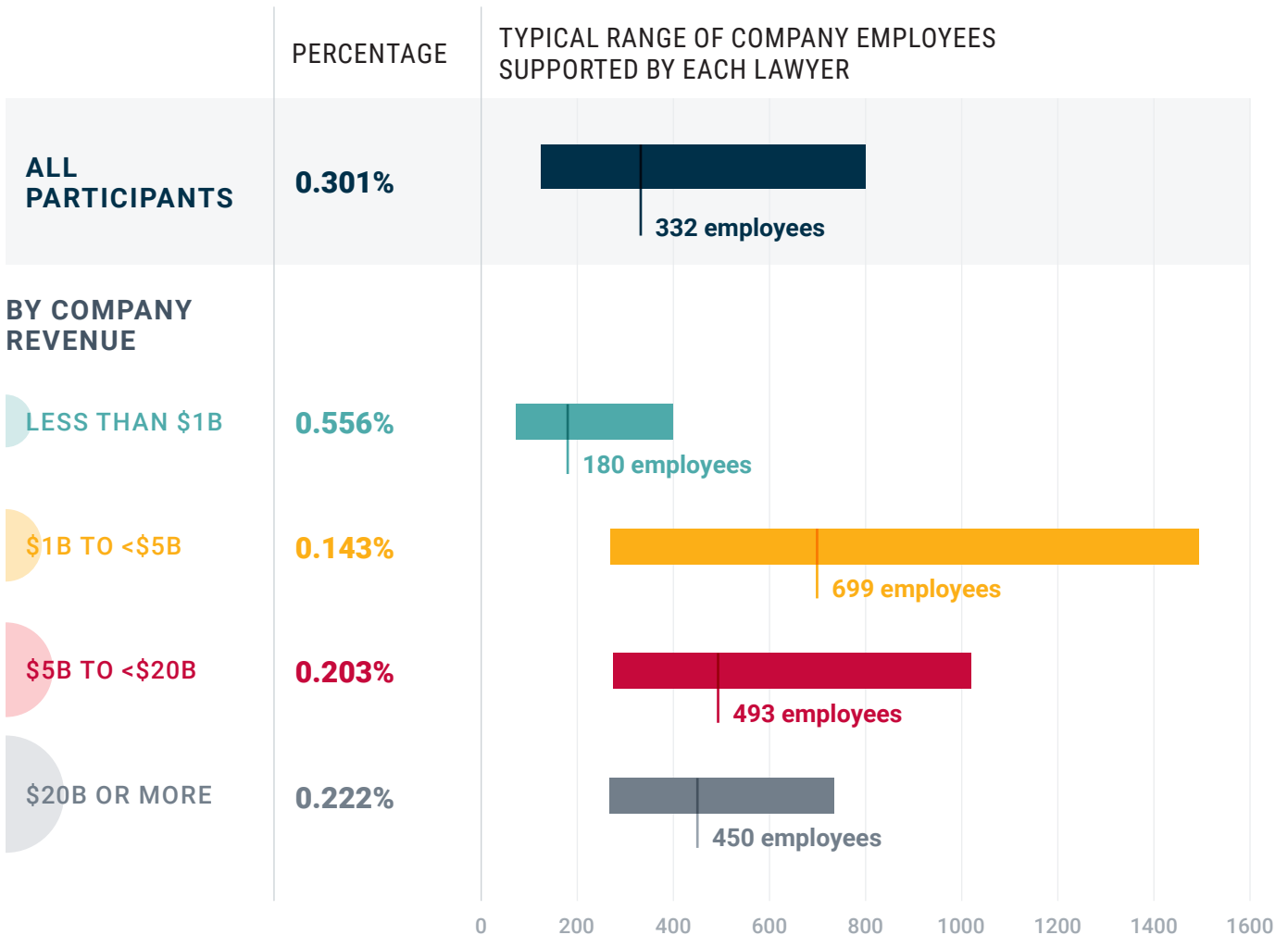
Median values reported.



Each lawyer supports more than 300 employees in the median company represented in this survey. The median value of lawyers as a percentage of company employees is 0.301 percent, which translates into 332 company employees for each lawyer. In small companies with under \$1 billion in revenue, each lawyer typically supports 180 employees, while the number jumps to 700 in companies between \$1 billion and \$5 billion and decreases to values below 500 employees per lawyer for larger company sizes. The ranges shown in the chart reflect the number of employees supported by each lawyer.

The range is quite narrow for companies under \$1 billion in revenue due to small companies not having many employees. However, the higher median number and large range shown in the \$1 billion to \$5 billion range may indicate that while overall company employee headcount increases significantly once a company reaches this size, the number of lawyers in the legal department does not grow at a similar pace. The lower employees-per-lawyer values in larger company sizes likely reflect the increase in legal department size as overall company employee growth moderates.

LAWYERS AS A PERCENTAGE OF COMPANY EMPLOYEES



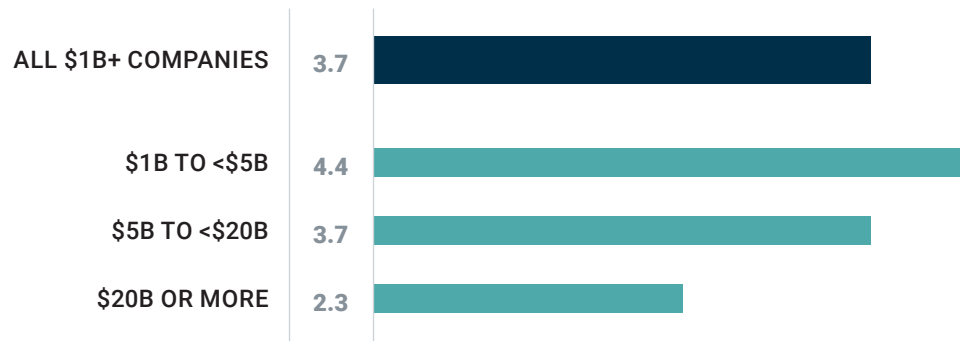
Median values reported. Employee ranges represent values between the 25th and 75th percentiles.



A key metric used to gauge legal headcount across companies is lawyers per \$1 billion in revenue. This ratio is calculated by dividing the total number of lawyers employed by a company by its annual revenue, expressed in billions. For instance, a company with a revenue of \$5 billion and 10 lawyers would have a ratio of lawyers per \$1 billion in revenue of $10 \text{ lawyers} \div (\$5 \text{ billion} \div \$1 \text{ billion}) = 2 \text{ lawyers per } \1 billion .

Examining just those companies with a revenue exceeding \$1 billion, the median value for lawyers per \$1 billion in revenue sits at 3.7. Companies ranging from \$1 billion to \$20 billion tend to dedicate more legal resources relative to their size. The median for these companies ranges from 3.7 to 4.4 lawyers per \$1 billion. However, the metric value drops for the largest companies of over \$20 billion, where the median result is just 2.3 lawyers per \$1 billion. Rather than indicating a shift towards a more limited in-house legal function or more outsourced legal services, this lower value reflects the impact of standardizing by revenue in those very large organizations.

LAWYERS PER \$1 BILLION IN REVENUE (COMPANIES WITH \$1 BILLION OR MORE)



Median values reported.

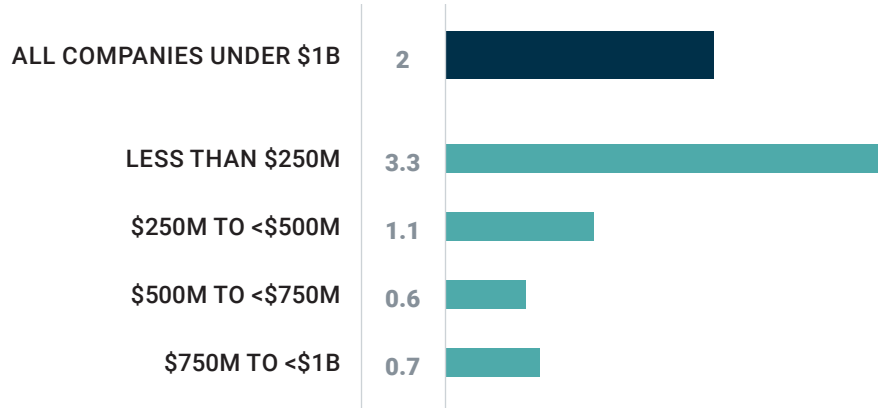
When a company has under \$1 billion in revenue, looking at “lawyers per billion” can be confusing. To make things clearer, we provide a different way to measure standardized legal staffing numbers: lawyers per \$100 million in revenue.

Instead of dividing the company’s revenue by \$1 billion, we use \$100 million. For instance, a company with \$200 million in revenue and four lawyers would have 2 lawyers per \$100 million, i.e., $4 \text{ lawyers} \div (\$200 \text{ million} \div \$100 \text{ million})$. This ratio provides a more relatable picture for smaller companies compared to the “lawyers per billion” metric, which, in this example, would amount to 20 lawyers per \$1 billion, making it more difficult to interpret in the context of a small legal department.

The results show a clear trend: as companies grow up to the \$1 billion mark, they tend to have fewer lawyers relative to their revenue size. Companies with the lowest revenue (under \$250 million) have the most lawyers per \$100 million with 3.3. This number shrinks as companies get bigger. By the time they reach the \$500 million to \$750 million range, the median dips to just 0.6 lawyers per \$100 million, with the trend holding also for companies nearing \$1 billion in revenue with a similar value of 0.7 lawyers per \$100 million.



LAWYERS PER \$100 MILLION IN COMPANY REVENUE (COMPANIES WITH UNDER \$1 BILLION)



Median values reported.

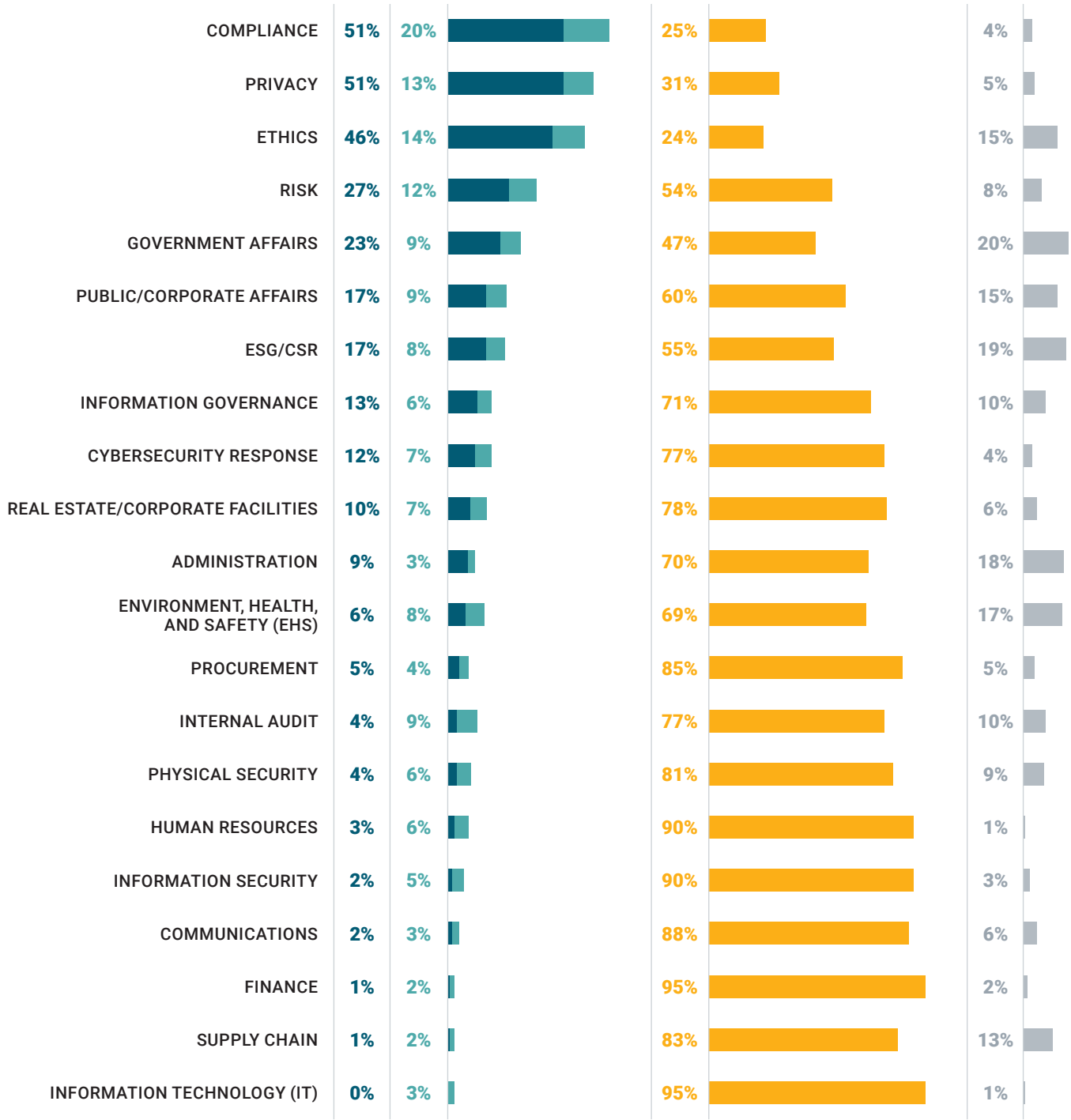
A significant share of respondents (around 50 percent) indicate that compliance, privacy, and ethics fall under the legal department’s purview. This direct oversight by legal facilitates the company’s adherence to regulations and ethical standards. An additional 10 to 20 percent of participants also say that these functions are formally separate but still reporting to legal. This could indicate a two-tiered structure where the legal department sets the guidelines and provides oversight, while dedicated teams manage day-to-day operations. The results are similar to those observed last year, with privacy (57 percent), compliance (56 percent), and ethics (52 percent) also being the three most common functions included in the legal department’s responsibilities.

In contrast, functions like government affairs, public relations, and risk management are typically independent entities with no reporting lines to legal. Around half of respondents indicate that government affairs is a separate function not report to legal, and more than half say that is the case for risk and public affairs. The results show that companies tend to view the legal department as focused on core legal matters like compliance and ethics, while other departments typically handle broader business risks and operational functions.

Risk management and government affairs were also ranked as the fourth and fifth most common functions being part of the legal department, though this year the results are lower (seven points lower for risk and four percent for government affairs). Environmental, social and governance (ESG) and corporate social responsibility (CSR) also recedes slightly, with 17 percent indicating that this function is part of legal compared to 20 percent of participating companies in 2023.



BUSINESS FUNCTION OVERSIGHT



■ Part of legal ■ Separate function reporting to legal ■ Separate function NOT reporting to legal ■ Not known

COST MANAGEMENT

Optimizing Legal Spend



In this section, we shed light on a critical aspect of legal department performance – cost management. We provide a comprehensive breakdown of legal spend metrics, which can serve as a starting point in establishing cost-based benchmarks for law departments. We cover the following:

- **Cost Transparency:** See how legal spend is allocated between internal staff and external resources such as outside counsel and alternative legal service providers (ALSPs).
- **Sub-Category Insights:** We present a more granular look at legal spend by providing specific data on external legal costs for key areas like intellectual property and litigation.
- **Company Size vs. Legal Spend:** See how legal spending trends vary based on company revenue, which can help departments to gauge industry benchmarks for resource allocation.
- **Benchmarking Key Costs:** We present valuable data points for cost-per-lawyer-hour and legal technology expenses, which can serve as key benchmarks against industry standards.

METHODOLOGICAL NOTE

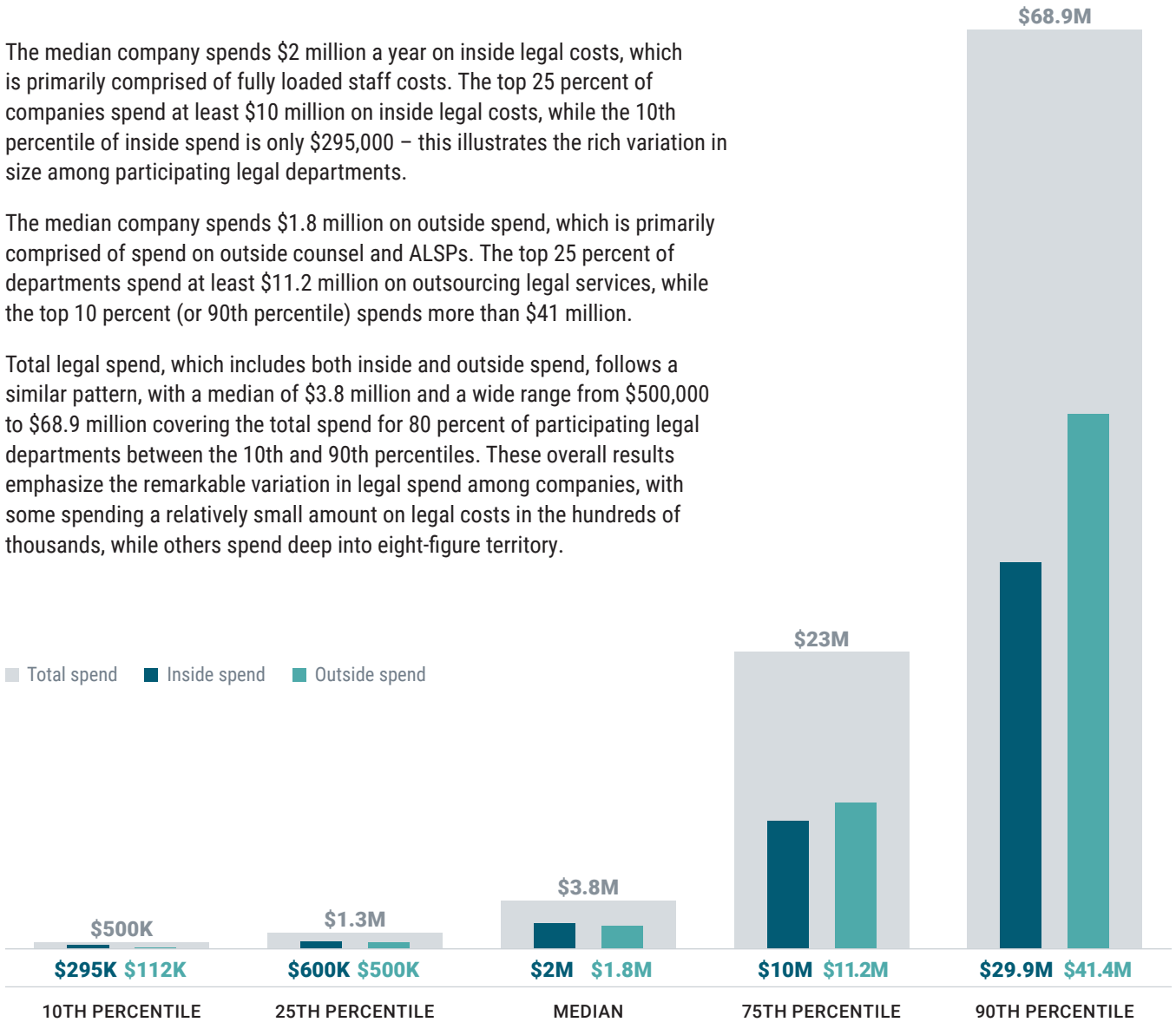

In this report, medians are utilized to represent the central tendency within each staff metric (e.g., lawyers, paralegals) and spend metric (e.g., inside spend, outside spend). While the total legal staff headcount and total legal spend are calculated by summing the reported values for each component, it is important to acknowledge that the median for total staff and total spend may not necessarily correspond to the sum of the medians for each individual staff type or spend category. This is due to potential variations in the distribution of legal staff positions and inside/outside spend across participating departments. In other words, the median of the combined values may differ from the sum of the medians for each separate component.

OVERALL LEGAL SPENDING AMOUNTS


The median company spends \$2 million a year on inside legal costs, which is primarily comprised of fully loaded staff costs. The top 25 percent of companies spend at least \$10 million on inside legal costs, while the 10th percentile of inside spend is only \$295,000 – this illustrates the rich variation in size among participating legal departments.

The median company spends \$1.8 million on outside spend, which is primarily comprised of spend on outside counsel and ALSPs. The top 25 percent of departments spend at least \$11.2 million on outsourcing legal services, while the top 10 percent (or 90th percentile) spends more than \$41 million.

Total legal spend, which includes both inside and outside spend, follows a similar pattern, with a median of \$3.8 million and a wide range from \$500,000 to \$68.9 million covering the total spend for 80 percent of participating legal departments between the 10th and 90th percentiles. These overall results emphasize the remarkable variation in legal spend among companies, with some spending a relatively small amount on legal costs in the hundreds of thousands, while others spend deep into eight-figure territory.

INSIDE SPEND DEFINITION:
 Inside spend includes the fully loaded costs (salary, cash bonus, taxes, and benefits) for all legal department staff including lawyers and all other positions, as well as uncategorized costs such as administrative and overhead costs.



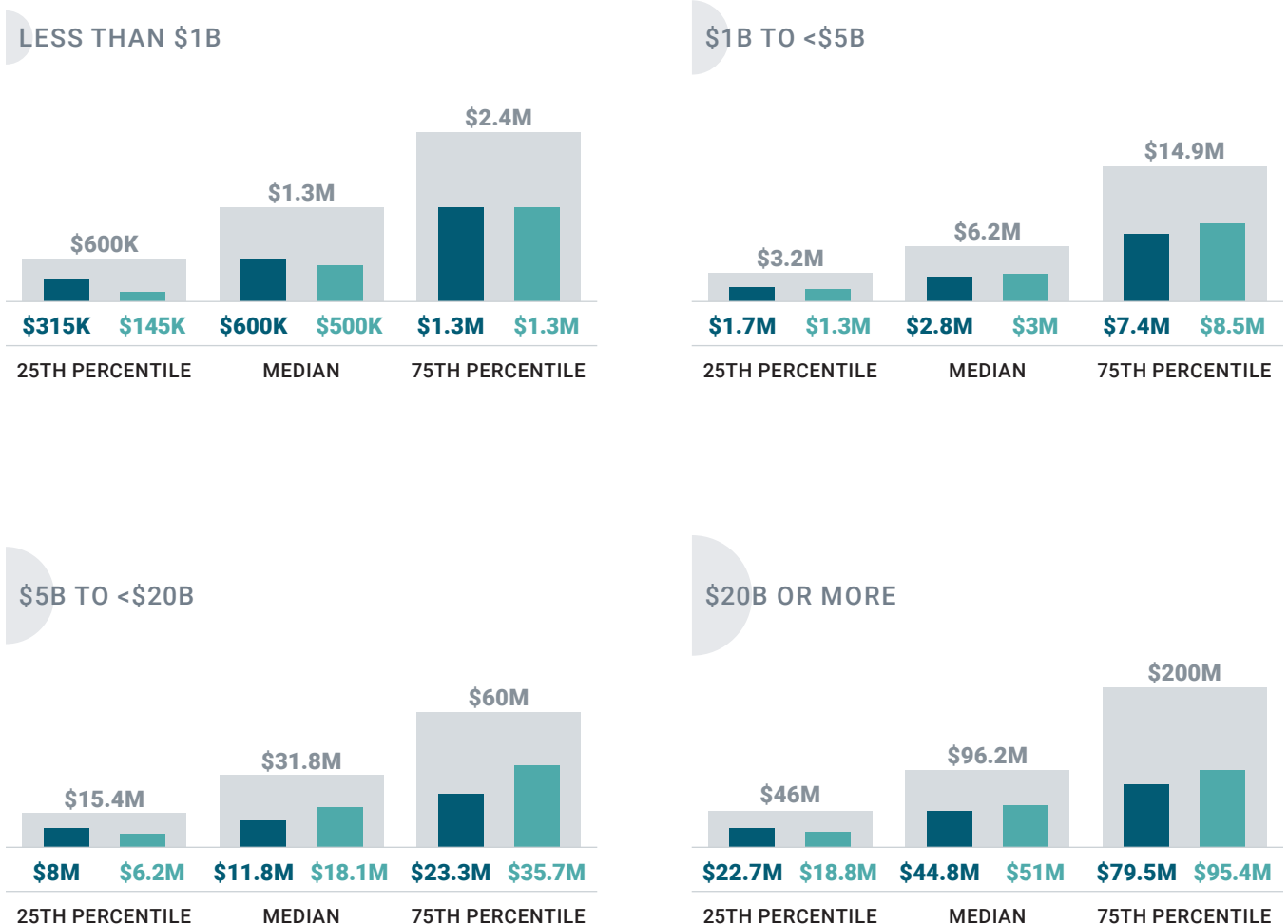
OUTSIDE SPEND DEFINITION:
 Outside spend includes total spend on outside counsel and ALSPs. It does not include settlement costs, judgements, fines, recoveries, or costs associated with claims or capitalized expenses.

LEGAL SPENDING AMOUNTS BY COMPANY SIZE

Unsurprisingly, companies with higher revenue tend to spend more on both internal and external legal services. For instance, the median company among those with under \$1B in revenue spends \$1.3 million on legal costs, whereas the median company in the \$20B or more revenue category spends north of \$96 million. The same pattern is observed for inside and outside legal spend amounts.

The progression in legal spend by company size is dramatic, with companies ranging between \$1 billion and \$5 billion in revenue spending a median of \$6.2 million, the median company among those in the next revenue category (\$5 billion to \$10 billion) spends almost \$32 million, and the median department in the largest category spends \$96.2 million in total legal costs. This is, strikingly, under half of what the top 25 percent of the largest companies spend – \$200 million at least. In comparison, the 25th percentile total spend among the companies with under \$1 billion in revenue is minimal, with typical total legal costs falling below the \$1 million mark.

■ Total spend ■ Inside spend ■ Outside spend



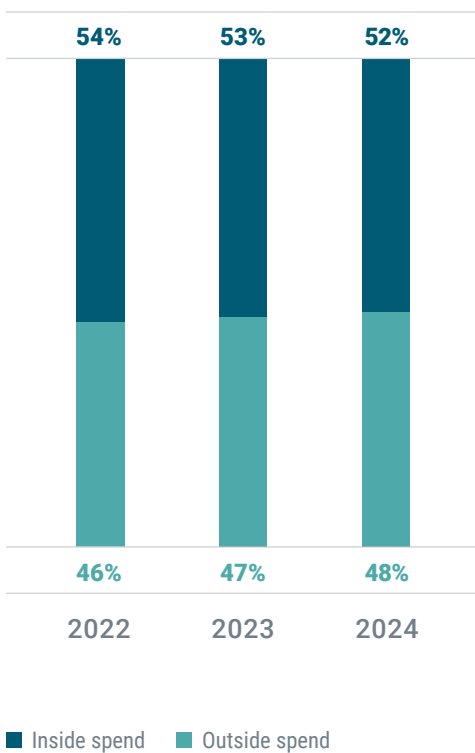
The results show a consistent trend in legal spend allocation over the past three years (2022-2024). On average, companies have directed a steady majority of their legal budgets towards internal legal resources. This year, 52 percent of legal expenses have been allocated to inside counsel, with the remaining 48 percent going to outside spend. The average company therefore tends to spend more handling legal matters internally than on outsourcing legal services, though the distribution is dependent on company size.

The results reveal a trend where smaller companies tend to rely more on internal legal resources, while larger companies leverage outside legal counsel to a greater extent. Companies with revenue under \$1 billion allocate the highest percentage (56 percent) of their legal spend towards internal resources. This proportion steadily decreases as company size increases, with companies in the \$20 billion or more category allocating, on average, nearly even spending amounts internally and externally.

There are a couple of possible explanations for this observation. Larger companies might have more complex legal needs and ongoing regulatory requirements, thus relying more on outside resources and expertise. Additionally, their financial resources might allow them to both invest in building and maintaining a strong legal department and outsourcing plenty of work for more complex and specialized needs. In contrast, smaller companies might have more limited legal needs or budget constraints, making them more likely to rely on external counsel only for specific, and limited legal matters.

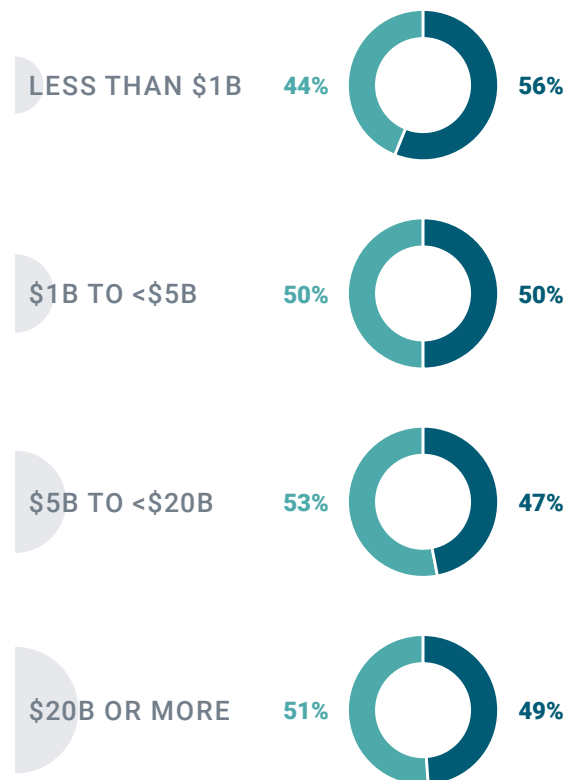
INTERNAL AND EXTERNAL SPEND DISTRIBUTION

ALL PARTICIPANTS



Mean values reported.

BY COMPANY SIZE

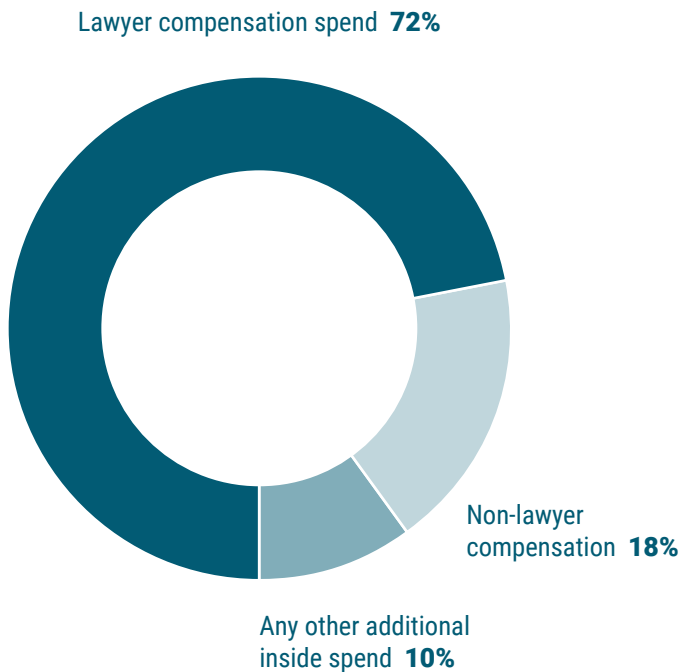


The breakdown of average inside legal spend reveals that the majority (72 percent) goes towards lawyer compensation. This is followed by non-lawyer compensation, which accounts for 18 percent of the total inside spend. The remaining 10 percent falls under any other additional inside spend, which may potentially include expenses like legal technology, training, or other resources budgeted by the legal department.

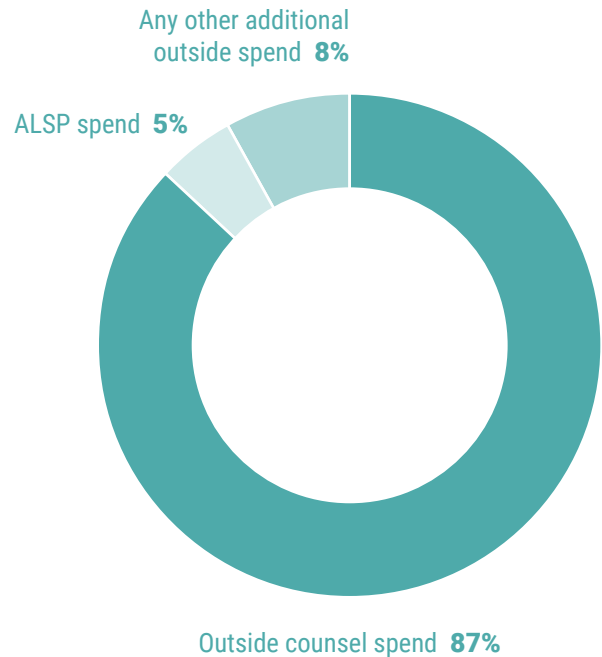
External legal costs are dominated by outside counsel spend, accounting for an average of 87 percent of the total outside legal budget. Alternative legal service providers (ALSPs) capture a smaller portion (5 percent), suggesting that companies primarily rely on traditional law firms for their outside legal needs. The remaining 8 percent is allocated to other additional unidentified outside spend.

INSIDE AND OUTSIDE EXPENSES

INSIDE SPEND



OUTSIDE SPEND



Mean values reported.

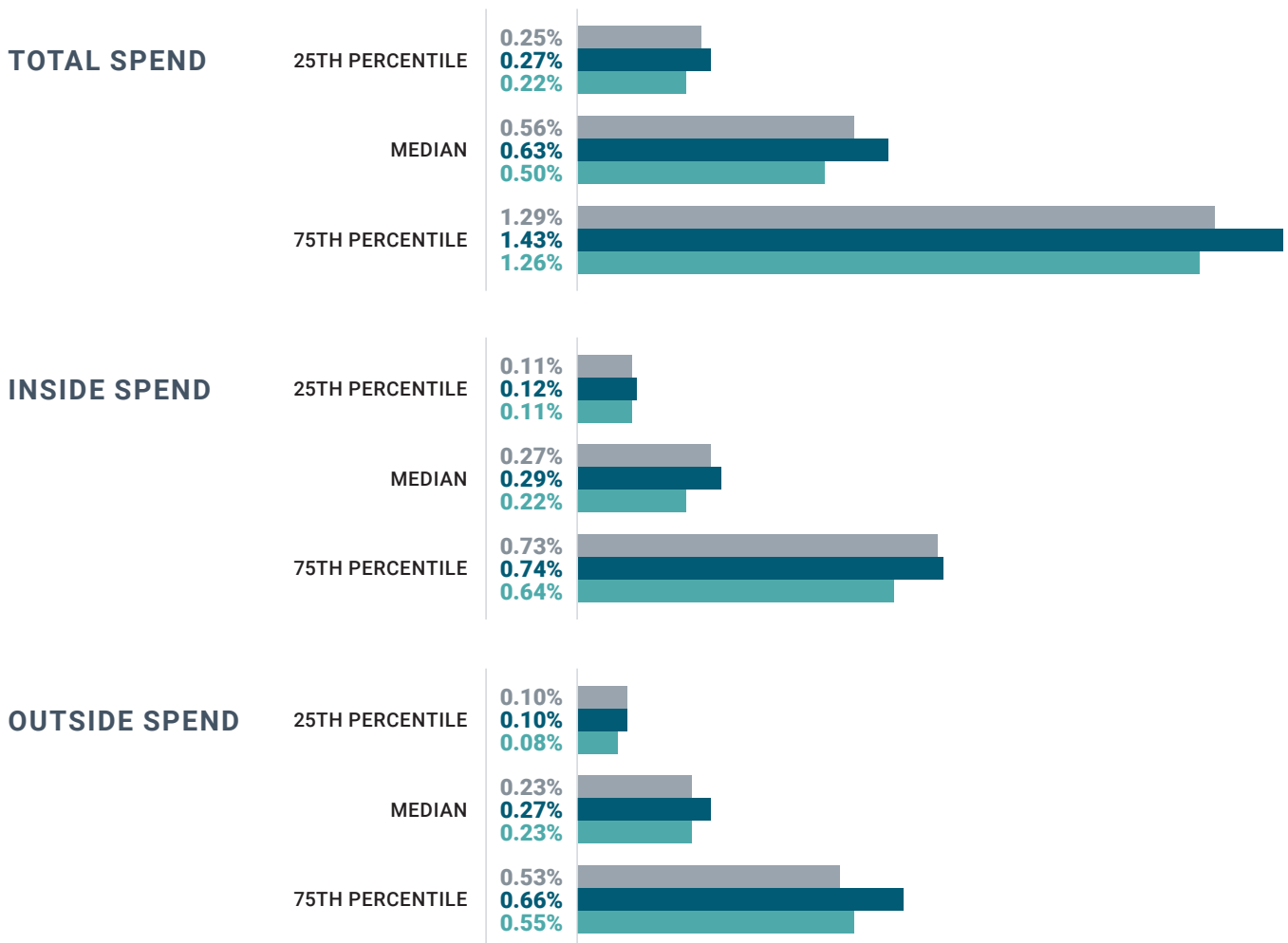
This year’s results show a slight decrease in median legal spend as a percentage of company revenue compared to 2023. The median company allocated 0.22 percent of its revenue to inside legal resources and 0.23 percent to outside spend. The median total legal spend is 0.50 percent of company revenue, which is also lower than the 0.63 percent value observed in the 2023 survey.

The decrease in standardized spend by revenue is steeper when looking at the 75th percentiles, representing the 25 percent of companies with the largest spending relative to revenue. It is 0.64 percent for internal spend (a decrease of 10 basis points compared to last year), 0.55 percent for outside spend (also a 10 basis points decrease), and 1.26 percent for total legal spend (17 basis points lower than last year).

This, however, reflects the different composition of the survey population rather than any significant decrease in legal expenses. Because spend is standardized, or divided, by revenue, companies with larger revenues tend to report lower values for this metric, and the lower values observed this year are most likely a result of more large companies participating this year – the median participating company revenue was \$1.1 billion compared to just \$593 million last year, thus practically doubling the revenue of the survey’s representative company size.

LEGAL SPEND AS A PERCENTAGE OF COMPANY REVENUE

■ 2022 ■ 2023 ■ 2024



The table below provides additional spending benchmarks for all participants and breakdowns by company size, effectively showing how legal costs increase as company size grows.

Lawyer compensation accounts for about \$900,000 in the survey's representative company, while also spending around \$200,000 in compensation for other, non-lawyer staff. Outside counsel spend makes up a significant portion of external legal costs, with litigation (excluding intellectual property) being the most expensive category within outside counsel spend.

Interestingly, only the median company in the \$20 billion or more revenue category reported spending some resources on intellectual property litigation, while intellectual property costs other than litigation are reported across company sizes, ranging from \$16,000 for the smallest companies to \$1.8 million for the largest.

As mentioned, smaller companies dedicate a higher proportion of their revenue to legal spend compared to larger companies, with the median company under \$1 billion allocating one percent of its revenue to legal services, whereas the representative company with \$20 billion or more in revenue allocates just 0.19 percent.

Legal technology spend represents a relatively small portion of overall legal spend – around three percent for the median company, with smaller companies tending to allocate a higher proportion of their legal budget to legal technology compared to larger companies. However limited in terms of percentage, legal technology expenses add up to considerable amounts, with the median company spending six figures on legal technology, and those in the largest revenue category spending close to \$3 million as shown by the group's median.

The cost per lawyer hour shows some variation across company sizes, with the overall median value at around \$130 and ranging from \$122 to \$150 between the smallest and largest organizations.



Outside counsel spend makes up a significant portion of external legal costs, with litigation (excluding intellectual property) being the most expensive category within outside counsel spend.

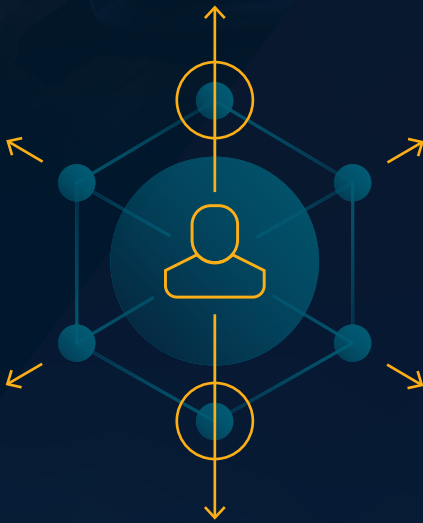
ADDITIONAL SPENDING BENCHMARKS

	ALL PARTICIPANTS	LESS THAN \$1B	\$1B TO <\$5B	\$5B TO <\$20B	\$20B OR MORE
TOTAL LEGAL SPEND <i>Total inside spend + total outside spend</i>	\$3.8M	\$1.3M	\$6.2M	\$31.8M	\$96.2M
TOTAL INSIDE SPEND <i>Lawyer and non-lawyer compensation and other inside spend not categorized</i>	\$2M	\$600K	\$2.8M	\$11.8M	\$44.8M
TOTAL OUTSIDE SPEND <i>Outside counsel and ALSP spend and other outside spend not categorized</i>	\$1.8M	\$500K	\$3M	\$18.1M	\$51M
LAWYER COMPENSATION SPEND <i>Combined compensation among all department lawyers—salary, bonus, taxes, and benefits</i>	\$900K	\$400K	\$1.8M	\$7.5M	\$21.6M
NON-LAWYER COMPENSATION SPEND <i>Combined compensation among all non-lawyer staff—salary, bonus, taxes, and benefits</i>	\$200K	\$70K	\$318K	\$3M	\$8.4M
OUTSIDE COUNSEL SPEND	\$1.5M	\$440K	\$2.5M	\$14.9M	\$44.7M
OUTSIDE COUNSEL SPEND ON LITIGATION (EXCLUDING INTELLECTUAL PROPERTY)	\$479K	\$93K	\$780K	\$3.9M	\$15.2M
OUTSIDE COUNSEL SPEND ON INTELLECTUAL PROPERTY LITIGATION	\$0	\$0	\$0	\$0	\$600K
OUTSIDE COUNSEL SPEND ON INTELLECTUAL PROPERTY (NON-LITIGATION)	\$55K	\$16K	\$100K	\$241K	\$1.8M
ALSP SPEND	\$0	\$0	\$0	\$89K	\$1M
INSIDE SPEND PER COMPANY REVENUE <i>Inside spend divided by company revenue</i>	0.22%	0.56%	0.14%	0.15%	0.10%
OUTSIDE SPEND PER COMPANY REVENUE <i>Outside spend divided by company revenue</i>	0.23%	0.38%	0.15%	0.20%	0.09%
TOTAL SPEND PER COMPANY REVENUE <i>Total legal spend divided by company revenue</i>	0.50%	1.00%	0.32%	0.33%	0.19%
COST PER LAWYER HOUR <i>Total lawyer compensation spend divided by (lawyers × 1,800 hours)</i>	\$129.63	\$122	\$129	\$148	\$150
PERCENTAGE OF TOTAL SPEND ALLOCATED TO LEGAL TECHNOLOGY	3%	5%	4%	2%	3%
LEGAL TECHNOLOGY SPEND	\$128K	\$58K	\$199K	\$585K	\$2.9M

Median values reported.

WORK ALLOCATION

Streamlining Your Workflow



This section examines one of the core areas of legal department efficiency – workload allocation. The results show how companies allocate their legal work across 17 distinct legal work areas. Our survey goes beyond traditional “yes or no” options. Instead, respondents were asked to select how each work type is handled:

- In-house by the legal team
- By outside counsel
- By alternative legal service providers (ALSPs)
- A strategic combination of internal and external resources.

The multiple-choice question format allows for a nuanced understanding of how companies distribute their legal workload. For instance, a company might choose to handle routine contract review in-house, while relying on outside counsel for complex litigation matters. By examining the allocation choices across all 17 categories, we can gain valuable insights into how companies leverage internal and external legal resources to manage their overall legal needs.

METHODOLOGICAL NOTE

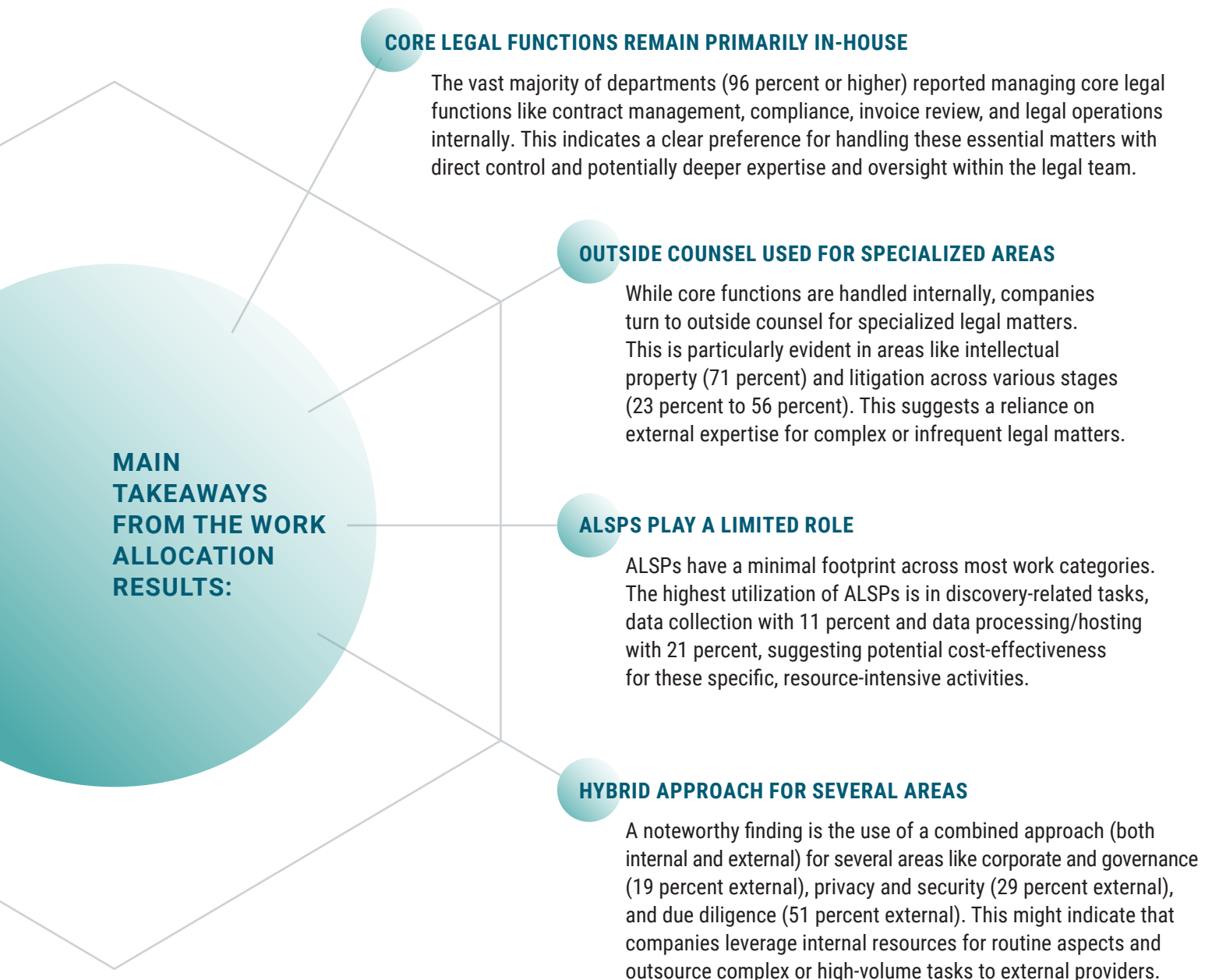
A radar chart is a visual representation of data points for multiple variables radiating from a central point. Several axes extend outwards from the center. Each axis represents a single variable being compared. These axes are labeled with the names of the work types (e.g., contract management, compliance, etc.).

The lines connect the data points on each axis. The chart includes different colors to represent internal, outside counsel, and ALSP work allocation across different work categories. The further a line extends outwards from the center, the higher the value for that category.

The key advantage of a radar chart is that it allows you to compare the relative values of multiple variables at a glance. By looking at the overall shape and how far each line extends on different axes, you can see which work categories are handled more internally and which involve more outsourcing.



The following radar chart visualizes these data, with each axis representing a work type. Distance from the center indicates the percentage handling the work in-house (further out) or outsourcing it (generally closer). This allows for easy comparison of internal and external allocation across work types. The practice areas are sorted like a clock, starting at 12 o'clock with the highest percentage handled in-house and rotating clockwise with decreasing percentages.

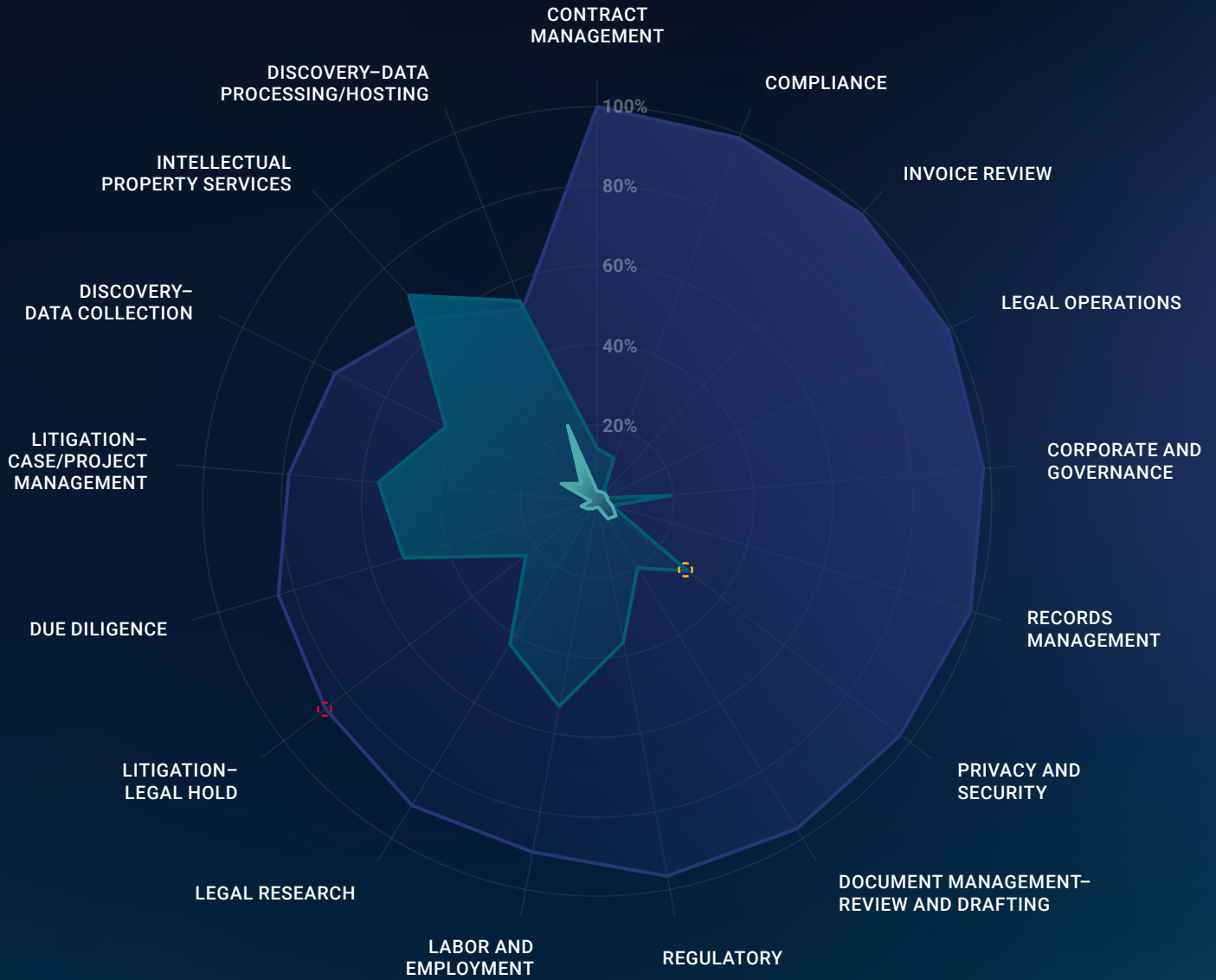


Overall, the results highlight a strategic allocation of legal work. Companies prioritize handling core legal functions internally while strategically engaging outside counsel and, to a lesser extent, ALSPs for specialized areas or tasks requiring additional expertise or efficiency gains.



WORK ALLOCATION BY CATEGORY

ALSP/LPOs Outside Counsel In-house



NOTE: Only values higher than five percent are labelled. Values highlighted in ■ yellow indicate an increase larger than three percent compared to last year's survey. Values highlighted in ■ red indicate a decrease larger than three percent compared to last year's survey.

LEGAL TECHNOLOGY ADOPTION

Embracing the Digital Revolution

The legal landscape is undergoing a digital revolution, with technology playing an increasingly vital role in optimizing legal operations. This section explores how in-house legal teams are harnessing the power of legal technology. We cover the following:

- **Budget Allocation:** Review how legal teams are allocating their legal technology budgets, providing valuable benchmarks for departments seeking to optimize their own technology investments.
- **Technology Adoption Trends:** See which specific legal technology solutions departments are actively utilizing to automate tasks, improve efficiency, and enhance legal service delivery.
- **Company Size and Technology Use:** Learn how legal technology adoption trends vary based on company size to get a better sense of industry norms and best practices relevant to your organization.





The most common approach (53 percent overall) is for legal technology spending to be entirely contained within the legal department budget. This holds true for companies under \$5 billion in revenue, where over half (55 percent of those under \$1 billion and 61 percent of those above \$1 billion) allocate legal tech expenses solely to the legal department budget.

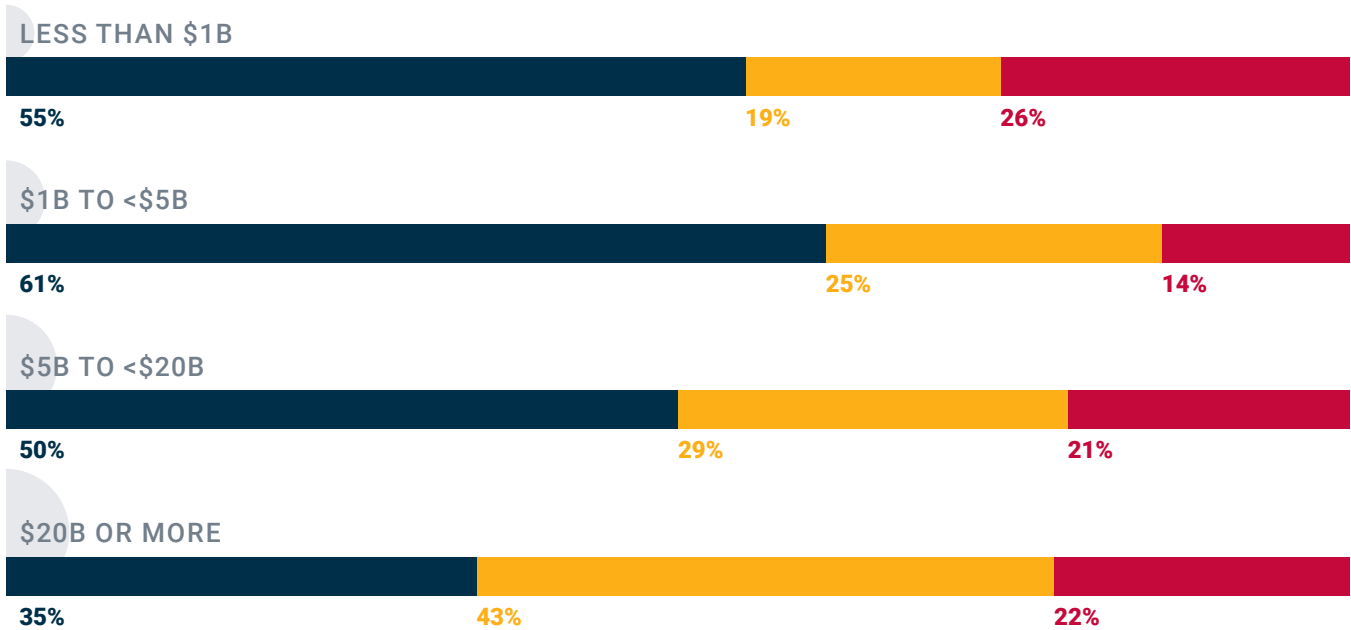
However, there is a shift in budgeting strategy as company size increases. Larger companies with revenue over \$5 billion are more likely to adopt a shared services model (29 percent of those up to \$20 billion and 43 percent of those with revenues exceeding \$20 billion), where the legal tech budget is shared between the legal department and other business functions. Larger organizations are likely to have a more centralized approach to technology procurement and management. Interestingly, the proportion of companies that do not include legal technology spend within the legal department budget remains fairly consistent across all company sizes (around 20 percent).

LEGAL TECHNOLOGY BUDGET ALLOCATION

ALL PARTICIPANTS



BY COMPANY REVENUE

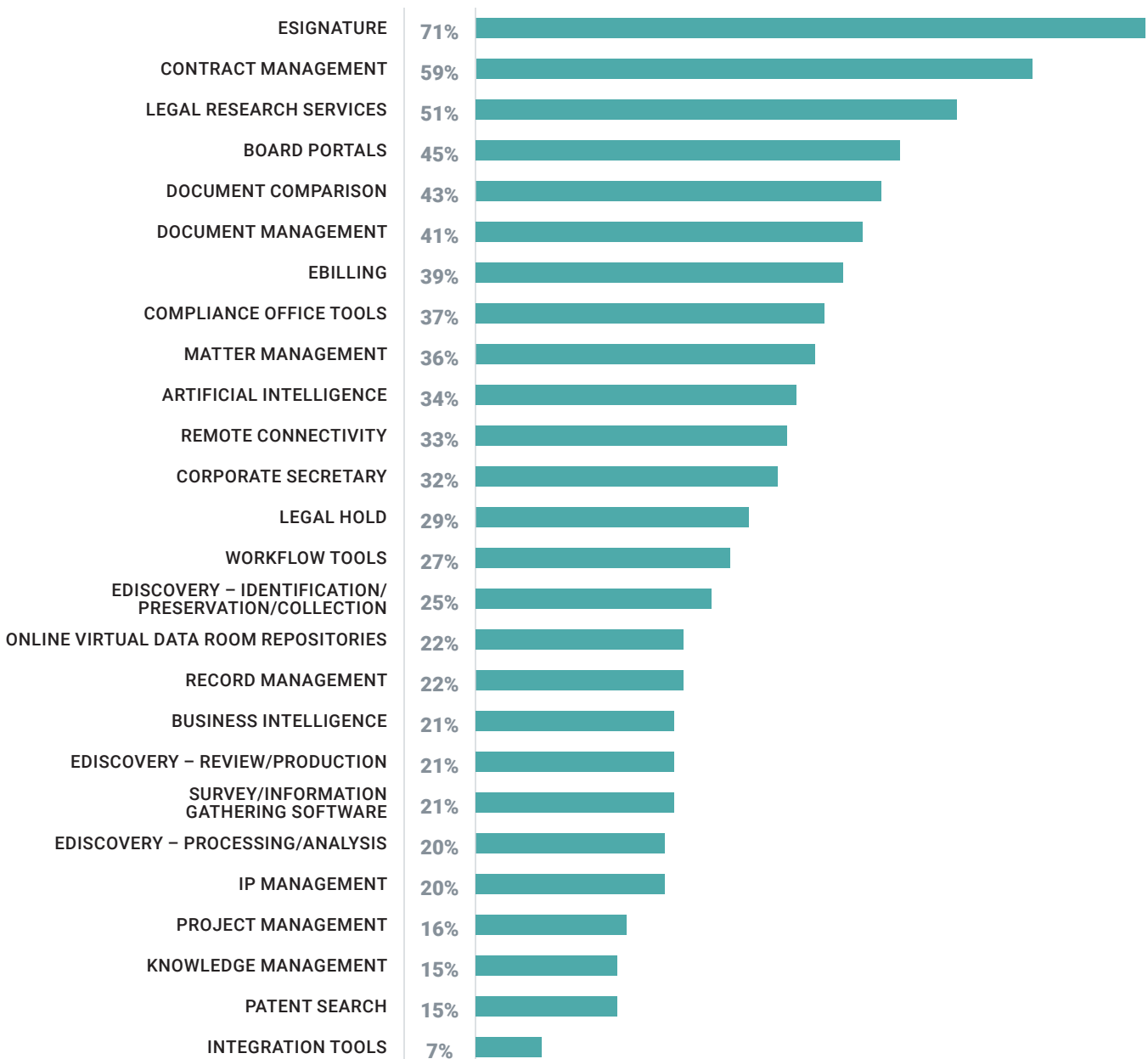


- Yes, entirely contained within the legal department budget
- The budget for legal technology is shared between legal and other department(s) (shared services model)
- No, spend on legal technology is not part of the legal department budget

In terms of technology use, the survey reveals that eSignature (71 percent) and contract management (59 percent) are the most widely adopted legal technologies, highlighting a focus on streamlining agreement processes. Other commonly used tools include legal research services (51 percent) for efficient legal analysis, and board portals (45 percent) to facilitate secure communication and collaboration within organizations.

Moving beyond core functionalities, the data suggests a growing adoption of technologies that enhance specific legal tasks. Around a third of departments leverage compliance office tools (37 percent) and matter management systems (36 percent). Artificial intelligence is also making inroads, with 34 percent of departments utilizing AI-powered legal technology solutions. However, the use of more specialized tools like patent search (15 percent) and integration tools (7 percent) remains less widespread.

LEGAL TECHNOLOGY TOOLS USED



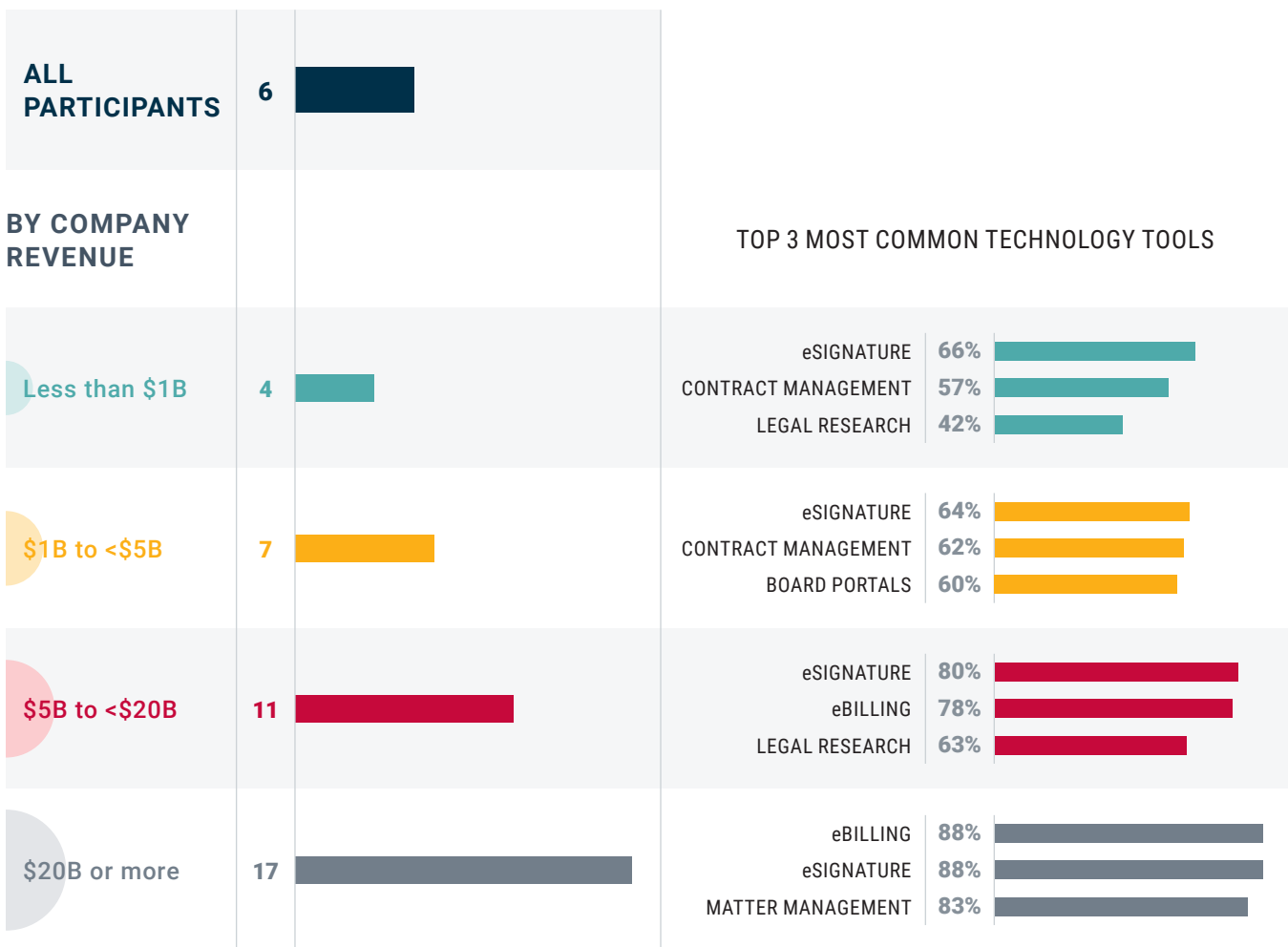


Overall, the median company utilizes six different legal technologies. There is a clear trend of increased technology adoption as company size grows. Smaller companies under \$1 billion typically use four legal technology tools, with eSignature, contract management, and legal research being the most common (around 40 percent to 66 percent usage).

Mid-sized companies with between \$1 billion to \$5 billion in revenue see a jump to seven legal technologies. While eSignature and contract management remain dominant (over 60 percent usage), board portals are a popular choice (six in ten departments use them) potentially reflecting a greater need for secure collaboration.

Larger companies with \$5 billion and above truly embrace legal technology, with a median of 11 or more different tools used. Here, eBilling emerges as a leading technology (around 80 percent to 88 percent usage), alongside eSignature and matter management (with 83 percent of companies over \$20 billion in revenue using it). The results signal a focus on automation and efficiency in core legal workflows for larger organizations.

NUMBER OF DIFFERENT TECHNOLOGY TOOLS USED



Median values reported.

OPTIMIZING YOUR LEGAL SERVICES

Law Firms, ALSPs, and Fee Arrangements



The legal service landscape is undergoing a dynamic shift. Companies are increasingly seeking innovative and cost-effective solutions to manage their legal needs. This section analyzes the number of law firms and ALSPs that law departments are leveraging and the kind of fee structures that are most often used across matters in different practice areas. We cover the following:

- **Shifting Vendor Landscape:** Review the trends in the number of law firms and ALSPs that companies engage, comparing data to the previous year to identify shifts.
- **Optimizing Fee Structures:** Examine the usage of various fee arrangements (e.g., hourly billing, fixed fees) across different legal matter types (broad practice area categories).



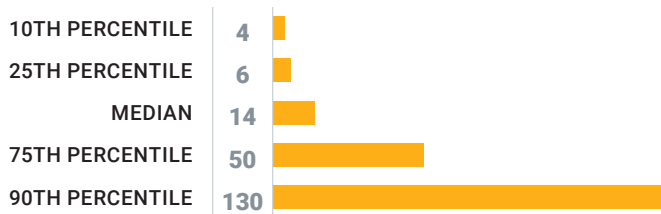
The data on law firm utilization by legal departments in 2023 paints a picture of a varied landscape. While a significant portion (represented by the 10th and 25th percentiles of four and six firms respectively) rely on a select group of trusted law firms, likely due to established relationships, others spread their legal work across a wider range of providers.

The median of 14 firms suggests a moderate approach for many departments, potentially seeking expertise in various legal areas. However, the data also reveals a substantial group (represented by the 75th and 90th percentiles of 50 and 130 firms respectively) that relies heavily on a large number of law firms. This could be driven by the complexity of their legal needs or a preference for specialization across different legal matters, which is the result of company growth into wider markets and more diverse business areas.

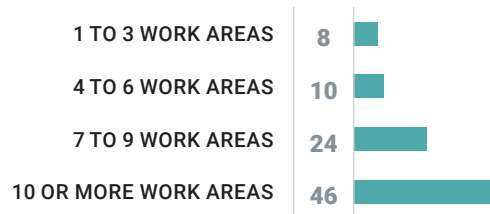
The number of law firms used appears to be strongly associated with the number of different types of work outsourced to outside counsel. Departments that outsource legal work in one to three areas typically rely on a median of eight firms, while those outsourcing in seven to nine areas use a median of 24 firms, and departments outsourcing work in 10 or more different areas jump to a median of 46 firms. This suggests a strategic approach where companies with broader legal needs utilize a wider network of law firms to access specialized expertise.

NUMBER OF LAW FIRMS ENGAGED IN 2023

ALL PARTICIPANTS



BY NUMBER OF DIFFERENT WORK AREAS OUTSOURCED TO OUTSIDE COUNSEL



Median values reported.

We observe a clear trend of stability in outside counsel outsourcing for participating companies, with a significant portion (around one-third) reporting an increase in the number of law firms they engaged across the last three years. While there is a slight fluctuation year-over-year, the majority of companies (around 50 percent) tend to maintain their existing roster of law firms. Interestingly, this year's results show a slight increase in the number of companies that reduced their law firms (17 percent) compared to previous years (13 percent and 15 percent), which might suggest a growing desire for rationalizing work and reducing costs.

CHANGE IN THE NUMBER OF LAW FIRMS ENGAGED

ALL PARTICIPANTS

■ Decreased ■ Stayed the same ■ Increased



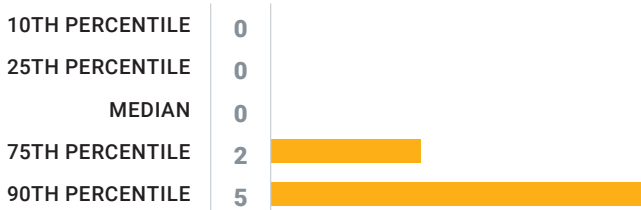


Most participating companies did not engage ALSPs for legal work last year. The top 25 percent of participants reported using at least two providers, and the 90th percentile of five indicates that a small number of companies (10 percent) are using five or more ALSPs, a relatively higher number given that most respondents are using none.

Some variation exists by company size. Smaller companies rarely use ALSPs, while larger companies (over \$20 billion) have a median of 3, suggesting they find value in utilizing specialized and potentially cost-effective legal services. This trend highlights a potential benefit of ALSPs usage for larger companies with more complex legal needs.

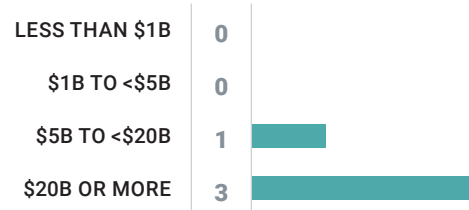
NUMBER OF ALSPS ENGAGED IN 2023

ALL PARTICIPANTS



Median values reported.

BY COMPANY REVENUE



Given that ALSP usage is not yet widespread among participating companies overall, there is a relatively high stability in ALSP engagement among survey participants over the past three years. A vast majority (around 85 percent) reported no change in the number of ALSPs they employed. While a small portion (around 10 percent) increased their reliance on these providers each year, an even smaller group (around 5 percent this year) reported a decrease in the number of providers used. The results indicate a potential plateauing of ALSP adoption, with most companies comfortable with their current level of engagement.

CHANGE IN THE NUMBER OF ALSPS ENGAGED

ALL PARTICIPANTS

■ Decreased ■ Stayed the same ■ Increased





In this year’s survey we asked participating departments how different outside counsel fee types are used across various legal matter categories. Discounted hourly rates emerge as the dominant pricing model, with at least four in ten departments using them across all matter types. This fee structure likely appeals to clients seeking flexibility and control over legal costs, as lawyers bill for time spent but at a reduced rate. The prevalence of discount hourly fees ranges from 39 percent (environmental) to a high of 60 percent in employment and labor, and litigation. Standard hourly rates, where law firms bill at their customary rate, are also widely used, ranging from 40 percent (insurance) to 49 percent (corporate, and regulatory and compliance).

Fixed or flat fees, where a set price is agreed upon for a specific service, are less frequently used but hold weight in certain areas. Notably, intellectual property matters see fixed fees utilized in 30 percent of cases, potentially due to the well-defined nature of some IP work like trademark registration.

While less common than standard fee structures, capped fees (limiting total costs) and blended fees (combining different fee types) appear in some legal areas. They are used most frequently in litigation (18% capped, 16% blended) and mergers and acquisitions (16% capped, 9% blended), where complex issues might benefit from cost predictability or flexibility in combining services.

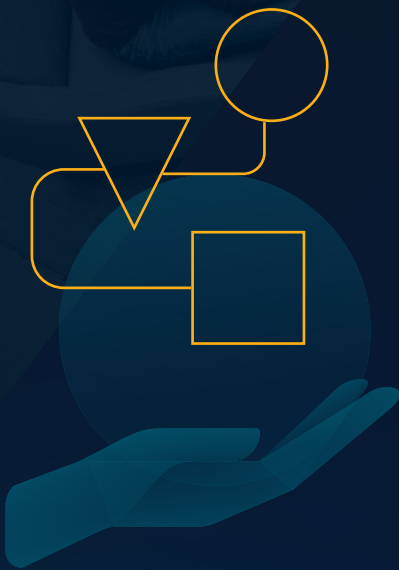
Contingency fees, where lawyers only get paid if they win the case and the client receives compensation, are rarely used outside of litigation (10 percent). This aligns with the inherently uncertain outcome of lawsuits, where success cannot be guaranteed. Success fees, similar to contingency fees but with potential payouts even if the case is not won, and holdbacks, where clients withhold a portion of the fee until certain milestones are met, are employed in a negligible percentage of cases across all legal matters. This suggests these fee structures are not widely adopted within the legal services market.

TYPES OF OUTSIDE COUNSEL FEES USED

	DISCOUNTED HOURLY	STANDARD HOURLY	FIXED/FLAT	CAPPED	BLENDED	CONTINGENCY	SUCCESS FEE	COLLARS	HOLDBACKS	NOT APPLICABLE
COMMERCIAL AND CONTRACTS	59%	46%	23%	16%	11%	2%	2%	1%	0%	5%
CORPORATE	57%	49%	19%	12%	9%	1%	0%	1%	0%	4%
EMPLOYMENT AND LABOR	60%	44%	22%	13%	13%	2%	2%	0%	0%	2%
ENVIRONMENTAL	39%	43%	10%	6%	6%	1%	1%	0%	0%	23%
FINANCE, LOAN, AND INVESTMENT	46%	46%	14%	12%	7%	1%	1%	0%	0%	11%
INSURANCE	42%	40%	11%	6%	6%	1%	0%	0%	0%	19%
INTELLECTUAL PROPERTY	49%	44%	30%	11%	12%	1%	1%	0%	0%	5%
LITIGATION	60%	48%	24%	18%	16%	10%	5%	2%	1%	3%
MERGER AND ACQUISITIONS	53%	46%	17%	16%	9%	4%	3%	2%	1%	10%
REAL ESTATE	49%	47%	16%	10%	8%	2%	1%	0%	0%	11%
REGULATORY AND COMPLIANCE	54%	49%	22%	11%	9%	1%	1%	0%	0%	4%

DIVERSITY, EQUITY, AND INCLUSION

Building a More Equitable Legal Ecosystem



Diversity, Equity, and Inclusion (DEI) are crucial pillars of a modern and responsible legal department. This commitment to creating a more inclusive environment extends beyond the walls of a company and into the network of outside counsel firms with which they collaborate. To measure progress and ensure accountability, legal departments are increasingly turning to data-driven insights. This section shows how extensively legal departments are monitoring DEI metrics, focusing on two key areas:

- **Internal Diversity:** See how companies are tracking and measuring diversity within their own legal teams, including the specific metrics used and trends over time.
- **External Diversity:** See how companies are assessing and benchmarking the diversity practices of their outside counsel firms, including the specific metrics and trends over time.

The results reveal a slow increase in the number of legal departments that track internal diversity metrics over the past three years. In 2024, 32 percent of departments reported tracking these metrics, compared to 28 percent in 2023 and 29 percent in 2022. While there is a growing awareness of the importance of DEI within legal departments, substantial progress is needed for widespread adoption of tracking practices.

The data also paints a picture of limited progress in tracking diversity metrics for outside counsel firms. Over the past three years, a consistent but small portion (around 21 to 22 percent) of legal departments reported tracking these metrics. While there is a positive trend in internal tracking, it is not yet reflected in holding outside counsel accountable for diversity. This highlights a potential gap between a department’s commitment to DEI within its own ranks and ensuring similar practices from its external outside counsel partners.

Legal departments that track diversity metrics show a strong focus on monitoring diversity in the hiring process, with 92 percent reporting they evaluate this metric. Tracking promotions also appears to be a priority, with 62 percent of departments doing so. Tracking diversity across levels or functions within the department (59 percent this year) seems to be gaining traction at a slower pace compared to hiring and promotions.

In terms of outside counsel diversity, legal departments appear to focus their diversity tracking efforts on broader firm demographics rather than individual matters or partner-level details for outside counsel. This year, among those who track diversity metrics, 78 percent monitored diversity data for all lawyers within a firm, which has steadily increased from 69 percent in both 2022 and 2023. Similarly, tracking diversity of matter teams working directly with the department remains significant at 69 percent, though slightly lower than previous years (76 percent in 2023 and 78 percent in 2022).

The results also show a minimal drop-off recently in tracking for position-specific metrics, such as partners within a firm, matter leaders, or responsible partners. The results also highlight a limited focus on diversity in leadership and junior associate levels. Tracking promotions to partner and firm leadership positions remains low, and tracking diversity in incoming associate classes is also minimal.

While tracking diversity metrics is becoming more common, translating that data into action seems to be a challenge. Among departments that track internal diversity metrics, the percentage with a formal strategy to improve those metrics has declined over the past three years. In 2024, only 36 percent of departments reported having a formal DEI strategy, down 45 percent in 2022. This suggests that many departments may be collecting data but are struggling to translate it into concrete steps for fostering a more diverse and inclusive legal team.

Even among legal departments that track diversity metrics for outside counsel, a limited number have a formal strategy in place to hold them accountable for improvement. The data shows a declining trend over the past three years, with only 23 percent of departments this year reporting that they have a formal strategy with tangible consequences for outside counsel to improve their diversity metrics.



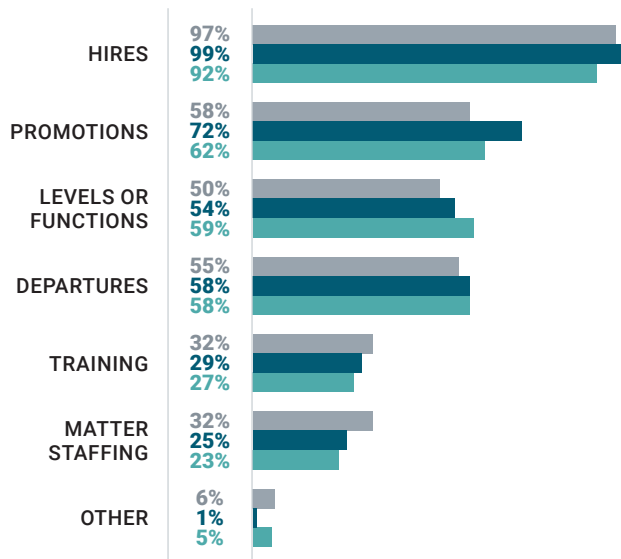
Even among legal departments that track diversity metrics for outside counsel, **a limited number have a formal strategy in place to hold them accountable** for improvement.

INTERNAL LEGAL DEPARTMENT METRICS

Does your department have diversity metrics and/or targets with respect to its own composition? (Percentage “Yes”)



Percentage of departments that evaluate the diversity of any of the following with respect to its own internal composition



OUTSIDE COUNSEL METRICS

Does your department have diversity metrics and/or targets with respect to its outside counsel (Percentage “Yes”)

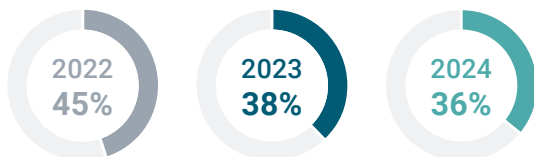


Percentage of departments that evaluate the diversity of any of the following with respect to its outside counsel

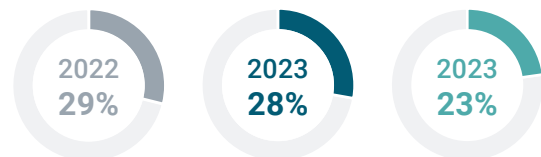


■ 2022 ■ 2023 ■ 2024

Is there a formal strategy to improve departmental diversity with tangible consequences for success or failure? (Percentage “Yes”)



Are there formal requirements for outside counsel to improve diversity with tangible consequences for success or failure? (Percentage “Yes”)



Survey participants highlight the complexities of implementing DEI initiatives in open-ended comments. While some departments prioritize data-driven approaches with formal metrics and strategies, others emphasize a more informal commitment to diversity and inclusion. There is also a range in how diversity is measured, with some focusing on basic demographics and others considering a broader range of factors.

TAKEAWAYS FROM PARTICIPANTS ON THE CHALLENGES OF TRACKING DIVERSITY:

CHALLENGES WITH SMALL TEAMS

Some respondents from small legal teams mentioned not having the resources to track a lot of diversity metrics.

FOCUS ON UTILIZING DIVERSE FIRMS

Even without formal metrics, some departments aim to work with diverse firms. They might achieve this through targeted goals (e.g., “directing 3 percent or more of our budget to diverse firms”) or using resources like NAMWOLF (National Association of Minority Women Owned Law Firms).

INFORMAL EFFORTS TOWARDS DIVERSITY

Some departments strive for diversity but do not have formal metrics in place (e.g., “We do not have internal or external fixed diversity metrics, but we do we strive to expand our diversity both internally and externally”).

DIVERSITY BEYOND BASIC DEMOGRAPHICS

Some respondents highlighted considering a broader range of diversity factors beyond race and national origin, including gender, disability, religion, and sexual orientation (e.g., “Diversity is not simply focused on race/national origin, but on other aspects of diversity including gender, disabled individuals, individuals with diverse religious views, and individuals associated with the LGBTQ+ community”).

FOCUS ON INCLUSION AND UNCONSCIOUS BIAS

Some departments go beyond metrics and focus on training and creating an inclusive work environment (e.g., “We engage in DEI training at all levels with a focus on understanding our own internal biases”).

METRICS WITHOUT ENFORCEMENT

Some departments track external counsel diversity metrics but do not have formal consequences for not meeting them (e.g., “We have engaged our external law firms about mirroring our diversity targets, but we are not enforcing it”).

In general, the data paints a picture of evolving practices in DEI tracking within legal departments. We see a slight increase in tracking internal diversity metrics, with a growing focus on hiring and promotion trends. However, translating data into action seems to be a challenge, as evidenced by the decline in departments with formal strategies to improve internal diversity metrics.

For outside counsel, tracking diversity metrics is less prevalent, and even when implemented, there is a lack of consistent enforcement mechanisms. The comments from participants underscore this point, with some emphasizing informal efforts towards diversity rather than metric tracking approaches. While some departments consider a broader range of diversity factors, the focus often remains on basic demographics.

Overall, there is a positive trend towards increased transparency through DEI tracking. However, the results suggest a need for more robust strategies to translate insights into concrete actions that drive meaningful progress towards developing inclusive legal teams and partnerships.

METHODOLOGY



SURVEY INSTRUMENT

The survey questionnaire was offered through an online survey platform. Personalized survey links were sent by email to the target population, which allowed participants to save their responses and fill out the questionnaire in more than one sitting, if needed.

FIELDING PERIOD

The survey opened on February 15, 2024, and closed on April 12, 2024. Reminder emails were sent weekly.

TARGET POPULATION

We targeted relevant representatives in all legal departments with at least one ACC member. These individuals were selected based on their job position and their capability of reporting on the requested information, e.g., the highest-ranking legal officer and/or legal operations professionals. If no members in a legal department held either of these positions, we targeted the highest-ranking individual available. Apart from personalized email messages, opportunities to participate were also sent through LinkedIn campaigns, through ACC's online network forums, and via outreach on the ACC website.

PARTICIPATION

A total of 421 legal departments participated.

ANONYMITY

The results are only provided at the aggregate level. No specific data point or response is tied to any individual or organization.

DATA ACCURACY

Not all respondents answered all the questions. The percentages and descriptive statistics provided are based on the number of valid responses received for each individual question or calculated for each individual metric. Many survey questions offered the opportunity to select multiple response options. In those cases, percentages may not total to 100 percent.

STATISTICAL TERMINOLOGY

MEAN: The values of each observation are summed together and divided by the total number of observations (also called the average).

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

PERCENTILE: This is a value that divides a population according to a distribution of observations. It allows us to know the percentage of observations that fall above or below a particular value. For example, if we find that the 25th percentile of the number of lawyers in a department is three, we then know that 25 percent of departments have up to three lawyers, while the other 75 percent of departments have three or more.

REPORTING OF STAFFING AND SPENDING TOTALS

In this report, medians are utilized to represent the central tendency within each staff metric (e.g., lawyers, paralegals) and spend metric (e.g., inside spend, outside spend). While the total legal staff headcount and total legal spend are calculated by summing the reported values for each component, it is important to acknowledge that the median for total staff and total spend may not necessarily correspond to the sum of the medians for each individual staff type or spend category. This is due to potential variations in the distribution of legal staff positions and inside/outside spend across participating departments. In other words, the median of the combined values may differ from the sum of the medians for each separate component.

PARTICIPATING ORGANIZATIONS

AB InBev	Atmus Filtration Technologies	CNH Industrial
AB Volvo Penta	Atom Power	Coalfire Systems, Inc.
ABB Ltd	Attentive	Cochlear
ABeam Consulting Ltd.	Audacy	Commercial Bank of Dubai
Acrisure, LLC	Avaloq	Compugen Inc.
Açucareira Quatá S.A. / Companhia Agrícola Quatá	Avery Dennison Corporation	Concentrix
ADS, Inc.	AVN Corporation	Conduent
Adtalem Global Education	BAE Systems – Electronic Systems	Confederação Brasileira de Voleibol
Advance Publications	Barings LLC	Consumers Energy
Advanced Energy	Barry-Wehmiller	Copan Italia S.p.A.
Advanced Technology International	Beam Suntory Inc	Corelle Brands
AdvoCare International	BearingPoint	Cornerstone Building Brands
AES Clean Energy, LLC	Becton Dickinson	Cox Enterprises, Inc.
Affordable Care, LLC	Blanchard Valley Health System	CoxHealth
Ag Growth International Inc.	Blue Cross and Blue Shield of Louisiana	Crowley
Aisin Holdings of America, Inc.	BMO Financial Group	Cummins Inc.
Alaris Homes	Booking.com	Daly Seven, Inc.
ALE Combustíveis	BRF	Dana-Farber Cancer Institute
A-LIGN	Bristol-Myers Squibb Company	Dark Matter Technologies LLC
Allan Gray	CACI International, Inc.	DaVita Inc.
Allbridge, LLC	Cambridge Mobile Telematics	Dayforce, Inc.
Allot Ltd	Canadian Medical Association	Delaware River and Bay Authority
Alphonso Inc.	Capital Power Corporation	Delta Dental Insurance Company
AMD	CapitaLand Investment Limited	Denso
Ameren Services Company	Cardinal Group Companies	DHL
American Academy of Orthopaedic Surgeons	Care Initiatives	DNV AS
American Automobile Association, Inc.	CareFirst	DoubleDay Acquisitions, LLC (dba CSafe)
American Kennel Club, Inc.	Carlos Rosario International Public Charter School	Dow Inc.
AMN Healthcare	Carnegie Institution for Science	Drone Racing League, Inc.
AmTrust Financial Services, Inc.	Carpenter Technology Corporation	DSM-Firmenich
Analog Devices, Inc.	Catagua Construtora	Duke Energy
APCO Worldwide	CBRE	DXC Technology
ARA Group Limited	Celanese Corporation	E&J Gallo
Arcadis	Celonis	E. Orlando Roos Comercio de Cereais Ltda.
Archer Daniels Midland	Cencora	ECMC Group
ASGN Incorporated	Centene	ECTP
ASML Holding N.V.	Challenger Limited	ECU Health
ASRC Industrial	Cheatham Roberts Consulting, Inc.	Edgewell Personal Care
Association of Pickleball Professionals, LLC	Chemence	Edward Jones
Astellas Pharma Inc.	Childrens Hospital Colorado	Elanco Animal Health
ATCO Australia	Chipotle Mexican Grill	Elastic
AtkinsRéalis	Cleanaway Waste Management Limited	Electro Rent Corp
	Cleveland Clinic	Elevance Health
	CNA	Elevate
		El-Har

PARTICIPATING ORGANIZATIONS

Eli Lilly and Company	HF Foods	MAG Mutual Insurance Company
Elkem ASA	HighLevel Inc	MaineHealth
Elmdale	HonorHealth	Marcopolo S.A.
Enauta	Huntington National Bank	Maritime NZ
Enlyte	Hybrid Apparel	MarkLogic Corporation
Enstar Group	I-77 Mobility Partners LLC	Marmon Holdings, Inc.
Entergy Corporation	IHG	MassMutual
EPAM Systems, Inc.	IMMI	Mastercard
Equisoft Inc.	Ingersoll Rand	Maternal Newborn Health Innovations
Eskaton	Ingram Micro EMEA	McCarthy Holdings, Inc.
Evergy, Inc.	Intercom, Inc.	McDonalds Corporation
Excedr, Inc.	Intermodal Brasil Logística S.A.	Mercedes-Benz Group AG
Expedia Group	International Paper Company	Metagenomi, Inc.
Extreme Networks, Inc.	International Union for Conservation of Nature	Metrohealth
EYDAP	Inteva Products, LLC	Milan Laser
Fannie Mae	Ipiranga Produtos de Petróleo S/A	Milestone Environmental Services
Ferrero International SA	IQVIA	Mitrelli Group
Fiducian Group	Ivoclar	MN8 Energy
Financial Partners Group Co., Ltd.	Jacobson Holdings, Inc.	MNP LLP
Finish Line	Jani-King International, Inc.	Molecular Designs
Fiserv	JGC Holdings Corporation	Montway
Flexential Corp	JMJ Associates	Mortenson Construction
Florida Crystals Corporation	JobsOhio	Mphasis Corporation
Florida Peninsula Insurance Co	Johnson Matthey	MYFLEXBOX Austria GmbH
FloSports	Jones Lang LaSalle	National Association of Housing and Redevelopment Officials
Flowserve	Jovian Concepts, Inc.	National Church Residences
Flynn Group LP	JTB Americas, Ltd.	Nationwide Insurance
FMC Corporation	Kabam	Navistar, Inc.
Forestry Corporation of NSW	Kantar	nbn co ltd.
Freeport Minerals Corporation	KBR Inc	Nelnet, Inc.
Fundação Forluminas de Seguridade Social - FORLUZ	Kent Corporation	Nestle Japan Ltd
Fundação Oswaldo Aranha	Kiewit Corporation	Nestle USA, Inc.
Future Law	Kilcoy Global Foods	New York Medical College
Gadens	Kimball Electronics, Inc.	New York University Abu Dhabi
Georgia Department of Community Affairs	Kimball Midwest	Nexteer Automotive Corporation
GlobalFoundries	Kinetic Pressure Control Limited	Nikon Precision Inc.
GOWell International, LLC	Knowles Corporation	Nippon Telegraph and Telephone
Grupo Soma	Kohler Co.	Niterra North America, Inc.
Gruppo Beewize	LeadVenture	Nordson Corp.
GSK	Ledgy	Northwell Health
Guardant Health	LeoRose Consulting	Nsight
Guardian Capital	Lex Sigma Ltd.	Nutrien
Haleon	Liberty Mutual	ODATA
Halliburton	Limeade	Olympus Corporation
Health Care Service Corporation	Lion	One Call
HEARST	LIXIL Corporation	PACCAR Inc.
Henderson Engineers	LMI Consulting	Panasonic Automotive Systems Company of America
Hermeus Corp.	LogicMonitor, Inc.	Papaya Global
Hewitt	Lululemon USA Inc.	

PARTICIPATING ORGANIZATIONS

Parex Engenharia
Payroll Funding Company, LLC
People's Trust Insurance Company
Percona
Perforce Software, Inc.
Perseus Mining Limited
Petroleum Development Oman
Pilmico International Pte Ltd
PLZ Corp
PowerPlan, Inc.
PPL Corporation
PriceSmart Inc
Principal Financial Group, Inc.
Producers National Corporation
project44
Protestant Episcopal Cathedral Foundation
Public Library of Science
Public Transport Authority of WA
Purple Innovation, LLC
Quorum Ventures
Randstad North America, Inc.
RAS / Sydney Showground
Recreational Equipment, Inc.
Red Hat, Inc.
RenoFi
ResMed
Ribera Salud
Ringier AG
Riverside Marine
Rockport Healthcare
ROMI S.A.
Rovensa Group
SageNet
SantoLubes Manufacturing LLC
Savage
Schindler Management Ltd.
Seddiqi Holding
Sedgwick
Sempre AgTech
SHEIN Group
Shopping do Cidadão Serviços e Informática
Short Elliott Hendrickson, Inc.
Sitecore
Skyline Champion Corporation

Snapdocs, Inc.
Solis USA Corporation
Solutionreach, Inc
Sonic Healthcare Limited
SOPREMA, Inc.
Southern California Edison
Specsavers
Starbucks Coffee Company
State Street Trust and Banking Co. Ltd.
Stewart Title Guaranty Company
Strong Arm Technologies
Suncorp Group Limited
Suno
Superior Group of Companies, Inc.
Suzano S.A.
Taiwan Semiconductor Manufacturing Company Limited
Tandem Diabetes Care, Inc.
Target
Teach For America, Inc.
Teck Resources Limited
Tecnológico de Monterrey
Telos Corporation
Teradata Corporation
Teranet Inc.
Tetra Pak
Textron Inc.
TGW Group
The Beachwaver Co.
The Earnest Analytics Company
The Estee Lauder Companies
The Lumistella Company
The New York Times Company
The Northwestern Mutual Life Insurance Company
Thomas Jefferson University
Thrasio
TIAA
Tipalti
Traditional Medicinals, Inc.
Traffic and Parking Control Co., Inc.
Tran Associates
TransCore
Transportation Property Company
Transurban
Trimac Transportation

Tropical Indústria de Alimentos S/A
Truesec
U.S. Bank
UKG
Uline
Ulteig
UnitingCare
Universal Studios Japan
University of Missouri System
UW Health
Valley Health System
VALR
Vanguard Investments Canada Inc.
Varonis
Veeva Systems Inc.
Ventura Foods, LLC
Verge Technologies
Vertex Pharmaceuticals Incorporated
Vitamax
Vodafone Plc
VSP Vision
Washigton and Lee University
Wastequip, LLC
Weekley Homes
Wego Chemical Group
West Coast Supply Group
Westech Engineering
Western Alliance Bank
Western Governors University
Western Union
Wholesale & Specialty Insurance Association
Wise Publishing, Inc.
WM Bridal Group GmbH
Woolworths Group
WOW Restaurantes Ltda.
Wowza
Xero
Zenviro Tech US Inc.
ZiPLY Fiber
Zocdoc, Inc.
Zurich North America
Zurn Elkay Water Solutions Corporation
Anonymous (14)

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We understand that for a true benchmarking exercise you will need the survey data only among a clearly defined apples-to-apples peer group. You define the population to compare against and we provide a tailored report to fit your requirements.

Benchmarking reports can be customized to your organization's peer group based on:



COMPANY REVENUE
(total gross annual in \$US)



TOTAL COMPANY EMPLOYEES



GEOGRAPHIC LOCATION
(country or global region)



INDUSTRY SECTOR
(using North American Industry Classification System (NAICS) codes)



DATA WEIGHTING



COMPANY TYPE
(public, private, wholly-owned subsidiary, non-profit)

TAKE A LOOK INSIDE!

Legal Department Spending Metrics – Medical Technology & Life Sciences					
	n	25th Percentile	Mean	Median	75th Percentile
Total inside spend <i>Includes lawyer and non-lawyer compensation and other inside spend not categorized</i>	29	\$500,000	\$17,352,024	\$1,290,000	\$21,000,000
Total outside spend <i>Includes spend on outside counsel and ALSPs and other remaining outside spend not categorized</i>	29	\$413,000	\$18,018,658	\$2,795,400	\$10,000,000
Total legal spend <i>Total inside spend + total outside spend</i>	29	\$900,000	\$35,370,682	\$6,318,313	\$25,949,509
Lawyer compensation <i>Combined compensation among all department lawyers—includes salary, cash bonus, taxes, and benefits</i>	23	\$274,000	\$8,786,876	\$550,000	\$4,950,000
Non-lawyer compensation <i>Combined compensation among all non-lawyer legal staff—includes salary, cash bonus, taxes, and benefits</i>	21	\$75,000	\$6,492,421	\$296,000	\$7,515,341

Peer Company Profile	
Company revenue	US \$500 million to US \$3 billion
Industry	Organizations in "Medical Technology and Life Sciences": <ul style="list-style-type: none"> • NAICS Code 334 - Computer and Electronic Product Manufacturing • NAICS Code 335 - Electrical Equipment, Appliance, and Component Manufacturing • NAICS Code 541 - Professional, Scientific, and Technical Services
Company type	Private companies and subsidiaries
Number of lawyers	12 to 18
Number of staff	Not selected
Total legal spend	\$6M to \$10M
Region	Organizations headquartered in Asia, North America, or Latin America
Data weighting	Data weighted by percentage of revenue in each industry sector: <ul style="list-style-type: none"> • NAICS Code 334: 20% • NAICS Code 335: 30% • NAICS Code 541: 50%

HAVE QUESTIONS? WE'RE HERE TO HELP.

To request a custom benchmarking report or to speak with a member of ACC's research team, please call +1 202.293.4103 or email research@acc.com.

For more information on ACC's benchmarking offerings visit acc.com/benchmarking.

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