



ACC CHIEF LEGAL OFFICERS

2015

SURVEY

LEARN ABOUT ISSUES keeping CLOs up at night, business priorities, career satisfaction and trends.

FIND OUT HOW CLOs manage their budgets, resources and law departments.

DISCOVER INSIGHT from 1,289 CLOs in 46 countries.

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The Association of Corporate Counsel (ACC) Chief Legal Officers Survey examines the practices, trends and changes in the role of the chief legal officer (CLO) by key segments such as industry, compensation, gender and region. To better understand the chief legal officer's perspective, ACC contacted 9,489 individuals holding the title of chief legal officer or general counsel, gathering responses from 1,289 CLOs in 46 countries.

This year, a number of new questions were added to the survey to examine diversity — including the overall representation of women, minorities and lesbian, gay, bisexual and transgender (LGBT) individuals. This year's study examined demographic trends based on sexual orientation and minority status in the workplace. In line with prior years, this report provides a comparative analysis of organizational processes, staffing practices and the issues keeping CLOs up at night across global corporate law departments.

Ethics and compliance continue to top the list of CLO concerns. Minimizing the risk of compliance violations during periods of sustained growth is a key responsibility of many CLOs. As organizations continue to grow and acquire or merge with other businesses, the CLO must quickly adapt and effectively communicate legal expertise and guidance to the company during times of rapid change.

In addition to ethics and compliance, data breaches and the protection of corporate data, the following keep CLOs up at night: litigation or class actions; transparency and privacy obligations; and mergers and acquisitions. As consumers become increasingly informed of legal processes and engage in class action suits, CLOs provide critical counsel and advisory services to companies and organizations under scrutiny.

As the role of CLO evolves with the changing pace of business markets, so does satisfaction with the position. This year, 44 percent of CLOs reported that they were “very satisfied” with their current role. It appears that CLOs are not only adapting but also thriving in their current roles.

EXECUTIVE SUMMARY

One in four CLOs have experienced a data breach

One in four CLOs reported experiencing a data breach within their organizations over the past two years. CLOs in the health care industry were most likely to report a breach compared with all other industries, and CLOs from Canada (41 percent¹) were most likely to report a breach when compared with CLOs in Asia Pacific (14 percent) and the United States (26 percent).

Female and minority salary disparities

Discrepancies in base salary were found between male and female CLOs and between those who identified as a member of a minority or underrepresented group and those who did not. Male CLOs were more likely than female CLOs to report total compensation packages of 600,000 US dollars or more (21 percent versus 14 percent). Women were seven percentage points more likely than men to report compensation packages of less than \$200,000 (26 percent versus 19 percent). Those who identified as a member of a minority or underrepresented group were more likely than others to make under \$200,000 (39 percent versus 33 percent).

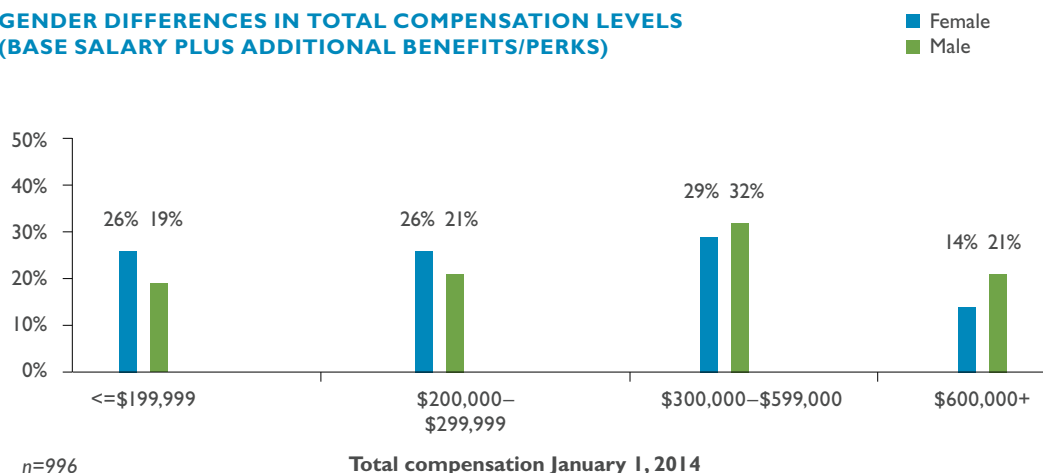
“We have imposed stricter outside guidelines on billing, encourage alternative fee arrangements and bid out more work.”

“We use alternative fee arrangements. We are also hiring or developing in-house expertise and are working with executives to increase risk tolerance.”

Alternative fee structures

In the ACC CLO 2015 Survey 20 percent of all respondents reported the use of flat fees for portfolio services compared with 12 percent who reported using such fees between 2013 and 2014. CLOs in larger law departments were more likely to report using flat fees for entire matters than CLOs in smaller departments. Fifty-three percent of CLOs leading law departments with 25 or more employees used flat fees for entire matters, compared with 36 percent in departments of less than 25 employees. CLOs in companies with annual revenues of \$4 billion or more were twice as likely to report using alternative fee arrangements as those in smaller companies with less than \$100 million in annual revenues.

GENDER DIFFERENCES IN TOTAL COMPENSATION LEVELS (BASE SALARY PLUS ADDITIONAL BENEFITS/PERKS)



¹Percentages may not sum to 100 percent due to rounding.

²Are you a member of a “minority” or “underrepresented” group(s) in your workplace?

() Yes () No () Prefer not to answer

If yes to previous: Please check all that apply to you.

[] I am a member of an ethnic minority group [] I am a member of a racial minority group [] I am a member of an indigenous or tribal minority group [] I am a member of a religious minority group [] I am a person with a disability [] I am lesbian/gay/bisexual or transgender [] I am a member of a minority / underrepresented group(s) that is not listed. Please Specify: ____

³All monetary references are expressed in US dollars.

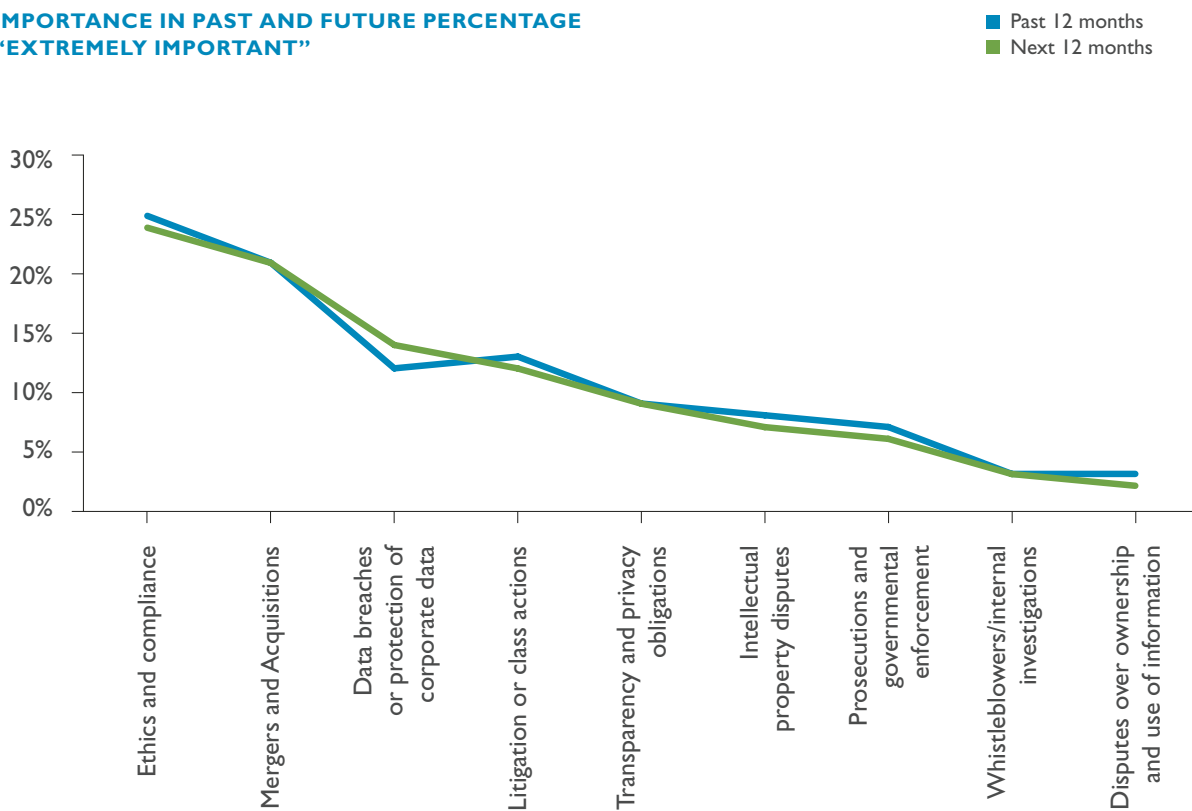
Looking ahead: Ethics and compliance remain top priority

Nearly all CLOs responding (96 percent) rated ethics and compliance as important for 2015. One in four CLOs rated compliance as “extremely important.” CLOs reported spending an average of 13 percent of their time ensuring that the company was in compliance with relevant regulations. Ethics and compliance was especially important to CLOs in larger legal departments, with one-third saying this issue will be “extremely important” to them in 2015. Compliance was one of the top three areas in which CLOs

reported creating positions over the past 12 months, particularly in Latin America (33 percent) and Asia Pacific (30 percent).

In terms of prioritizing issues, mergers and acquisitions are predicted to be extremely important for CLOs in the next 12 months, with one in five CLOs citing them as a top concern. Data breaches or protection of corporate data, and litigation or class actions, round out the top four biggest concerns for CLOs in 2015.

IMPORTANCE IN PAST AND FUTURE PERCENTAGE “EXTREMELY IMPORTANT”



N Size Range 1,052 to 1,288

*Respondents were asked to rate the level of importance of several issues based on the following scale: not at all important, somewhat important, very important and extremely important. Chart includes percentage “extremely important” only.



KEY FINDINGS

The sustainability of corporate growth, profitability and overall well-being depends on the unyielding dedication of in-house counsel to protect the organization and serve as trusted advisors to the executive team. CLOs must maintain a keen understanding of the constantly evolving relationship between business and law, which depends, in part, on external forces such as policies and government regulations in addition to organizational goals and objectives.

Data breaches and protection of corporate data

One-quarter (27 percent) of CLOs reported experiencing data breaches within their organizations over the past two years. The implications are expensive both in direct costs — the average data breach costs \$3.5 million (Experian, 2015) — and indirect costs such as customer turnover. On January 12, 2015, *The Wall Street Journal* noted that the number of cyber “incidents” reported to the Department of Homeland Security more than doubled between 2009 and 2013, with 228,700 cyber incidents reported in 2013. Between the rise in online business transactions and big-data tracking, organizations must ensure the secure and legal collection and storage of client and customer financial, demographic and transactional data. Yet just one in three companies have data breach protection insurance, and despite aggressive detection and awareness, the cost per stolen record rose by nine percentage points over the past year (Ponemon Institute LLC, 2014).

The health care industry had a markedly high percentage of CLOs reporting data breaches within the past two years. It also has the highest per capita cost by industry (Ponemon Institute LLC, 2014), and breaches will continue to increase as technological advances are made in managing health, monitoring care and storing employee health records (Experian, 2015). Almost 50 percent of health care CLOs reported experiencing a data breach over the past two years, compared with a quarter of CLOs in other industries. Considering the introduction of strict regulations in place to safeguard protected health information over the past two decades, CLOs in the health care industry face a substantial challenge as health systems continue to expand the implementation of electronic health records.

Salary, compensation and diversity

The majority of CLOs reported an annual base salary that falls in the \$150,000 to \$399,999 range, with almost 11 percent making \$400,000 or more per year. However, some variation in base salary was found between those who identified as a member of a minority or underrepresented group and those who did not, and between male and female CLOs.

When looking at total compensation, female CLOs were significantly more likely than male CLOs to report total compensation less than \$200,000 annually (26 percent versus 19 percent). Men were more likely than women to report total compensation packages of \$600,000 or more (21 percent versus 14 percent) and seven percentage points less likely to receive compensation packages of less than \$200,000.

Gender and diversity researchers have linked and continue to link organizational diversity to positive business outcomes, highlighting the fact that women’s presence in the business market increases economic growth at the national and state levels (International Labour Organization, 2015). Diversity is associated with increased sales revenue, more customers, greater market share and greater relative profits (*American Sociological Review*, Herring, April 2009). Changing mindsets in organizations requires elevated awareness of the positive contributions and business outcomes associated with a female presence in top leadership positions, and though the pace of change has been slow overall, there are changes underfoot. The percentage of women occupying the CLO role is 12 percentage points higher in Generation X than in the Baby Boomer generation.

BASE COMPENSATION BY MEMBER OF A MINORITY OR UNDERREPRESENTED GROUP(S) IN YOUR WORKPLACE



Managing legal budgets and spending

A majority of CLOs reported that their total legal department budget did not change significantly last year, with 58 percent reporting they made little or no change to their total departmental budget over the previous 12 months.

The trend toward maintaining the current budget continues into 2015. Sixty-five percent of CLOs forecast little or no change to their total budget in the next 12 months. On average, 5 percent of CLOs reported plans to make significant decreases in their total budget, with the bulk of significant decreases slated to occur in outside spending (7 percent) versus significant decreases in inside spending (2 percent). Nine percent predicted significant increases to their inside budget in 2015, and 7 percent planned significant increases for outside budget.

TOP THREE MOST COMMONLY CITED STRATEGIES DEPLOYED BY CLOS TO REDUCE COMPANY'S LEGAL SPENDING ON EXTERNAL COUNSEL:

1. Negotiate/set alternative fee arrangements
2. Increase hiring/Rely on in-house legal staff
3. Convergence of outside counsel

EXAMPLES OF WHAT CLOS ARE DOING TO REDUCE OUTSIDE SPENDING:

“My company hired me as general counsel from my former role as external counsel. I will be hiring an operations manager, then shortly thereafter an associate general counsel.”

“Required law firms with portfolios of work to manage that work and report monthly on how they delivered value. This includes appointing a partner to oversee all of our work within the firm. Developed expected skill sets for outside counsel management on the part of our inside lawyers. Created national coordinating role for our portfolio of asbestos litigation. Set up enhanced digital toolset for capture and management of outside counsel data. Instituted use of outside counsel scorecards.”

“Convergence of outside counsel; over 80 percent of non-litigation work is on fixed-fee or other alternative basis; lawyers don't touch contracts until the contract is first managed by a contract manager; developed extensive contract playbook for all common contract types.”

“Aggressive outside counsel fee management; enhanced risk tolerance without specialist consultations with outside counsel”

“Fixed-fee agreements (by stage of litigation), early resolution meetings with plaintiffs in employment cases, develop expertise in house, use of self-employed contract lawyers for volume overflow, mediation clauses in customer contracts.”

“Flat-fee arrangements, move away from large firms preferred by private equity owners to boutique firms — especially on corporate side.”

“Strong focus on preventive law techniques — early assessment and settlement, training business folks to spot issues; significantly reduce number of outside firms to those who are both very good and offer discounts and/or efficient use of lawyer time; keep more work in-house and accept slightly more risk”

“Renegotiate fees with external counsel; focusing on strategic litigation; reduction on the number of lawsuits by spreading the impact of favorable precedents.”

What is in a name? Trends in job titles

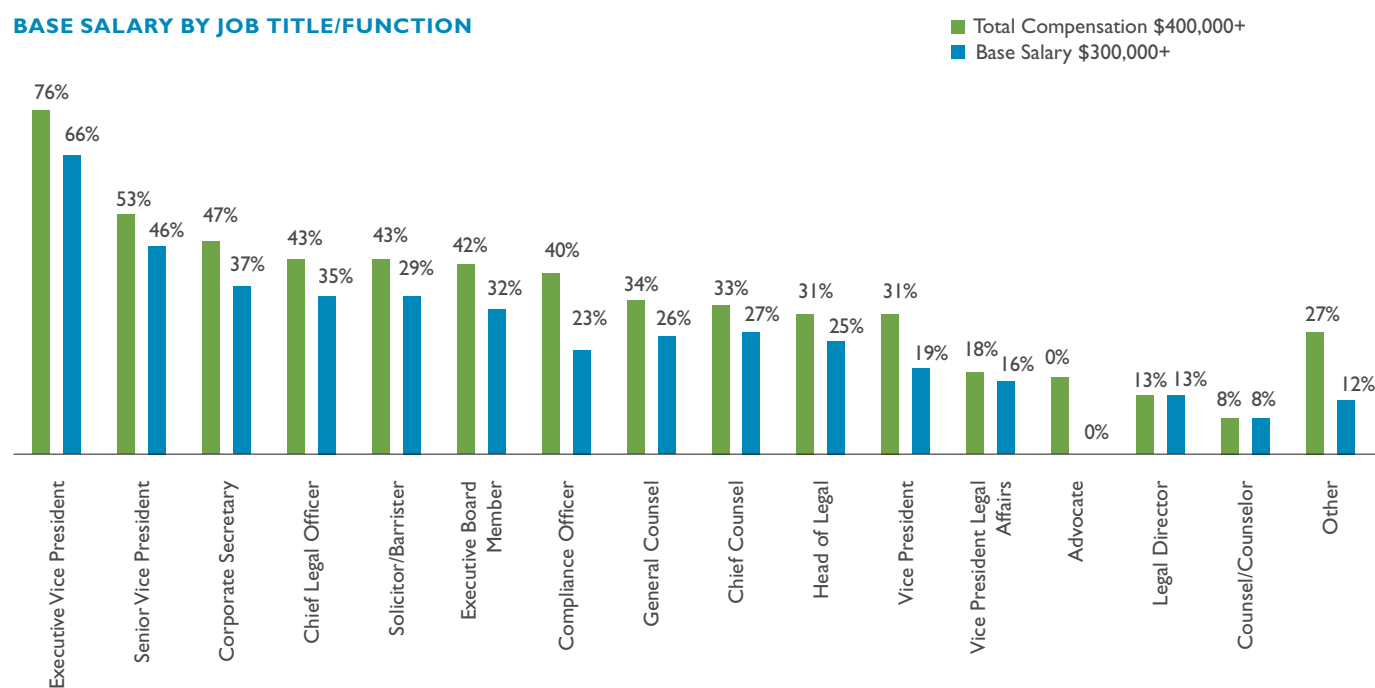
Within smaller departments, close to 80 percent of respondents reported holding the title general counsel, compared with less than one-quarter of respondents who had the title CLO. Several respondents checked more than one title. Among those selecting multiple titles, roughly half of those holding the CLO title also reported holding the title or function of general counsel and corporate secretary (Figure 3). A larger percentage of corporate counsel

in the United States held the title CLO than did non-US respondents. Executive vice presidents and senior vice presidents were more likely to report above-average base salaries ($\geq \$300,000$) and above-average total compensation packages ($\geq \$400,000$) than respondents holding other job or functional titles.

WHAT IS YOUR CURRENT JOB TITLE OR FUNCTION?

	2012–2013	2013–2014	2014–2015
General Counsel	74%	82%	77%
Chief Legal Officer	10%	22%	24%
Corporate Secretary	<1%	19%	29%
Vice President	2%	16%	17%
Head of Legal	1%	11%	11%
Compliance Officer	<1%	10%	12%
Senior Vice President	3%	9%	14%
Executive Vice President	2%	8%	9%

BASE SALARY BY JOB TITLE/FUNCTION



n=1,023



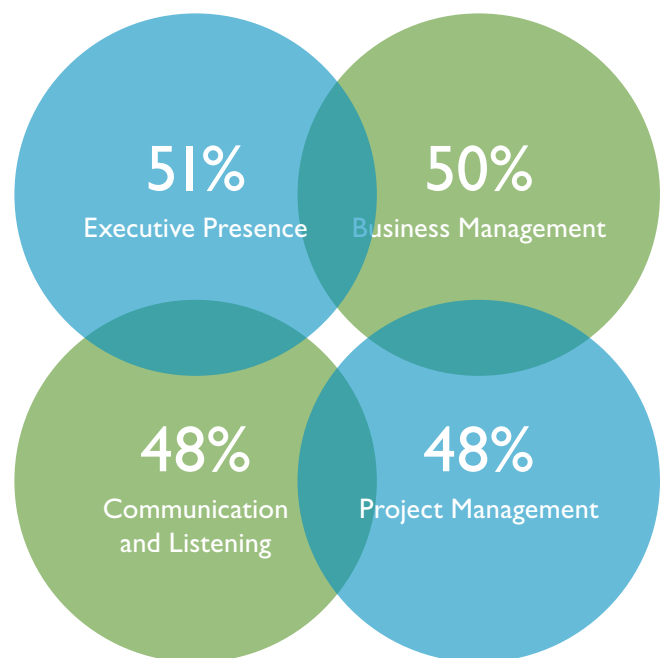
Soft skills and broad background important to legal field

Six percent of CLOs spent considerable time in the past year on their staff's professional development, which aligns with the trend to move more work in-house to reduce costs. However, 17 percent indicated that staff development was one of the top three areas they would like to spend time on in 2015. Many CLOs said hiring and staff development are important strategies for controlling spending, and therefore critical to budgeting and resourcing.

“... focus on developing issue- spotting skills, presentation skills and developing the type of professional persona that will serve well in a counselor- type role.”

In addition to expanding the breadth of legal expertise within their law department, CLOs also seek to develop non-legal skills among staff. The most desired skills are executive presence and business management, with communication and listening and project management rounding out the list.

TOP NON-LEGAL SKILLS CLOS SEEK TO DEVELOP IN THEIR LAW DEPARTMENT



Law department size is an indicator for pro bono work

When asked whether they actively encourage staff to engage in pro bono work, 32 percent of CLOs responded in the affirmative. Reasons for not encouraging staff to engage in pro bono work are centered on department capacity based on size. CLOs reported that legal staff were already stretched too thin. These findings align with last year's report, which found a correlation between revenue and a formal pro bono program: The larger the department and greater the company revenue, the higher the likelihood that the CLO encouraged pro bono work.

CLOs in law departments with 25 employees or more are significantly more likely to encourage staff to engage in pro bono work (51 percent) than CLOs in smaller departments (30 percent). In addition, CLOs who are members of an underrepresented group in their workplace are more likely to actively encourage staff to engage in pro bono work than nonminority CLOs (41 percent versus 31 percent).

Discrepancies in dedicated time

Providing strategic direction, remaining actively engaged in organizational decision-making and advising executives are how CLOs would prefer to principally spend their time. Although a majority (60 percent) of CLOs reported a desire to dedicate their time to strategy development and execution, less than a quarter of CLOs reported doing so over the past 12 months.

CLOs would prefer dedicating a majority of their time to strategy and advising and less time to managing the legal function domestically. Last year, CLOs reported spending an average of 50 percent of their time on providing legal advice and managing matters for the company and counseling the CEO and other senior management. Despite this, 60 percent of CLOs selected strategy development and execution as one of the three areas where they would prefer to focus significant amounts of time. Just one in five CLOs expressed a preference to spend significant time managing the legal function domestically.

And although over a quarter of CLOs (27 percent) reported spending a majority of their time on compliance issues, few reported a desire for this level of dedication (14 percent).

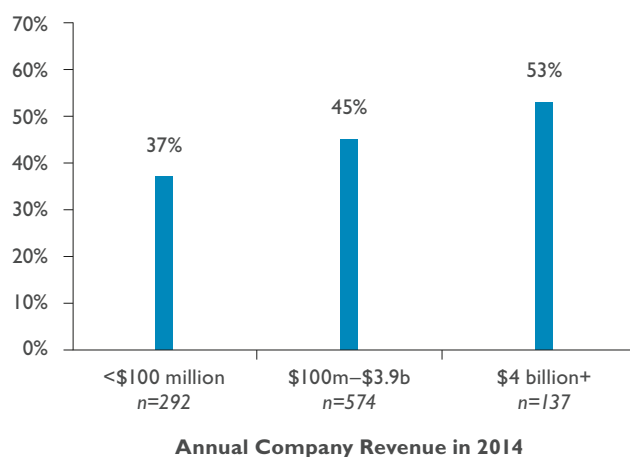
Career satisfaction

CLOs are increasingly satisfied with their current roles despite the many challenges associated with the position. The percentage of CLOs reporting that they were "very satisfied" with their current role rose to 44 percent from 35 percent in the 2012-2013 CLO survey. The **2014 ACC Global Work-Life Balance Report** found that 55 percent of CLOs were happy with their work-life balance, which, like career satisfaction, has been linked to lower levels of employee turnover and higher levels of productivity in the workplace. Legal departments with satisfied CLOs are positioned for sustainable growth, efficiency and quality service.

Survey findings revealed discrepancies in overall job satisfaction based on gender and minority/underrepresented group status. Among minority/underrepresented male CLOs, 47 percent reported being "very satisfied" with their current role, compared with 42 percent of minority/underrepresented women.

CLOs in companies with annual revenues of \$4 billion or more were significantly more likely to report being "very satisfied" in their current role than CLOs in companies with significantly lower revenue, especially those in companies with revenue under \$100 million. This finding may indicate that CLOs with greater resources as a result of higher revenue were more likely to report higher satisfaction levels.

PERCENTAGE OF CLOs "VERY SATISFIED" WITH CURRENT ROLE BY ANNUAL COMPANY REVENUE



Staffing and training

The majority of law departments ranged in size from 1 to 24 employees. Intuitively, CLOs reporting lower annual revenues and those with lower average base salaries were more likely to have a smaller workforce. Overall, 81 percent of CLOs retained responsibility for operational management of their law department. In law departments with 10 or more employees, CLOs were more likely to delegate operational management of the law department than CLOs in smaller legal departments.

Approximately 9 percent of CLOs reported having made minimal, moderate or significant cuts to legal staff over the previous year. Cuts to in-house lawyers were minimal, with only 3 percent of CLOs reporting moderate cuts and 3 percent reporting significant cuts.

Among companies with lower annual revenues, staff cuts were more likely to have occurred in the previous 12 months. When compared with other industries, the defense industry experienced the highest levels of staff cuts over the past 12 months. In North America, Canada reported higher cuts to staff than the United States. Looking regionally, CLOs in Latin American companies cut more in-house lawyers and contract lawyers than CLOs in the United States, Canada, EMEA and Asia Pacific.

Trends in hiring practices mirror the importance of particular issues to CLOs. Among the positions created over the previous 12 months, the most commonly reported (in order of frequency) were compliance, contracts and general legal advice. In addition, CLOs also frequently reported new positions in the practice area of privacy.

ESTIMATED STAFF REDUCTIONS IN PREVIOUS 12 MONTHS PER POSITION*

	No cuts	Minimal	Moderate	Significant
In-house Lawyers	90%	4%	3%	3%
Administrative	92%	4%	2%	3%
Paralegals	94%	3%	1%	1%
Contract Lawyers	95%	3%	1%	1%
Legal Operations	97%	2%	1%	<1%

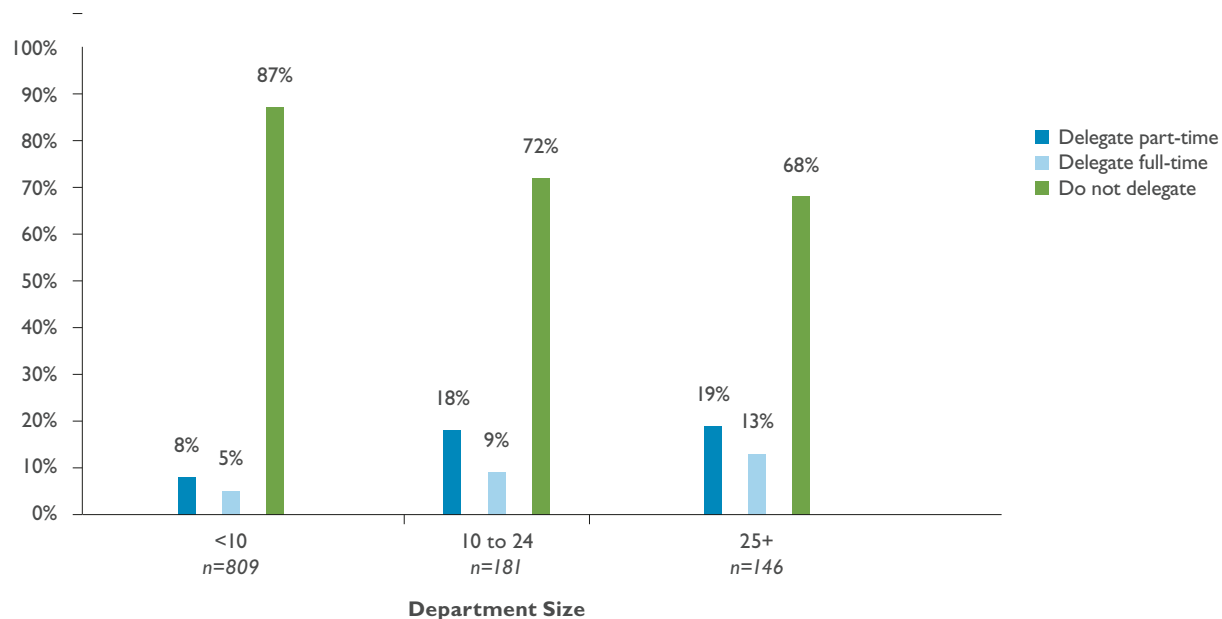
n=1,032

*As a result of the question design change, data cannot be statistically trended to previous results.

Reporting structure

Over three-quarters of CLOs reported to the chief executive officer (CEO). This finding on reporting structure complements the strong interests of CLOs to dedicate more of their time to advising executives in the C-suite and serving as trusted advisors for strategic corporate issues.

PERCENTAGE DELEGATING OPERATIONAL MANAGEMENT BY DEPARTMENT SIZE



OVERALL SURVEY RESULTS

I. What is your current job title or function? (Check all that apply)

A majority of respondents held the title of general counsel (GC) (77 percent), with 29 percent also serving as the corporate secretary and just under a quarter of respondents (24 percent) as CLO. Within smaller departments, approximately 80 percent of respondents reported holding the title of GC, compared with less than one-quarter of respondents who had the title CLO. This difference was even more pronounced in departments with only one legal staff member. Also notable, data from the 2014-2015 CLO survey indicate that among those who selected GC as their title, 31 percent also selected corporate/company secretary, 20 percent selected vice president, and 15 percent were both GC and CLO. Among those who selected CLO as their current function/job title, roughly half reported also holding the title or function of GC and corporate secretary. A larger percentage of corporate counsel in the United States held the title of CLO than did non-US respondents.

Job title or function	2012–2013	2013–2014	2014–2015
General Counsel	74%	82%	77%
Chief Legal Officer	10%	22%	24%
Corporate Secretary	<1%	19%	29%
Vice President	2%	16%	17%
Head of Legal	1%	11%	11%
Compliance Officer	<1%	10%	12%
Senior Vice President	3%	9%	14%
Executive Vice President	2%	8%	9%
Chief Counsel	1%	4%	4%
VP Legal Affairs	2%	4%	4%
Executive Board Member	<1%	3%	3%
Counsel/Counselor	1%	2%	3%
Legal Director	1%	2%	3%
Advocate	0%	1%	1%
Solicitor/Barrister	<1%	<1%	1%
Other	4%	9%	3%
	n=1,065	n=1,216	n=1,289

SIZE

- Eighty-seven percent of respondents reported law department size to be less than 25 employees. Within these smaller departments, 23 percent of respondents reported their title as CLO, and 79 percent reported their title as GC.
- In departments with 25 or more law department employees, 32 percent of respondents reported CLO as their title, and 73 percent reported GC as their title.

What is your current job title or function?	Region (Office Location)					
	Overall	United States	Canada	EMEA	Latin America	Asia Pacific
General Counsel	77%	83%	80%	54%	67%	57%
Corporate/Company Secretary	29%	32%	39%	21%	22%	19%
Chief Legal Officer	24%	25%	15%	19%	33%	29%
Vice President	17%	19%	23%	9%	6%	10%
Senior Vice President	14%	16%	13%	10%	0%	19%
Head of Legal	11%	9%	4%	27%	22%	14%
Compliance Officer	12%	13%	4%	13%	11%	10%
Executive Vice President	9%	11%	5%	1%	0%	5%
Chief Counsel	4%	3%	1%	4%	6%	10%
Legal Director	3%	2%	1%	9%	22%	10%
Vice President Legal Affairs	4%	2%	10%	9%	6%	0%
Executive Board Member	3%	3%	1%	4%	0%	10%
Counsel/Counselor	3%	2%	0%	7%	0%	10%
Advocate	1%	<1%	0%	2%	0%	5%
Solicitor/Barrister	1%	<1%	3%	5%	0%	0%
Other	3%	4%	5%	1%	0%	5%
	<i>n=1,289</i>	<i>n=819</i>	<i>n=79</i>	<i>n=101</i>	<i>n=18</i>	<i>n=21</i>

LOCATION

- In the United States, 25 percent of respondents reported holding the title of CLO, compared with 33 percent in Latin America and 29 percent in the Asia Pacific region. Only 19 percent from EMEA and 15 percent from Canada reported their title as CLO.
- The GC title was most common in the Western Hemisphere, with the United States (83 percent), Canada (80 percent) and Latin America (67 percent) having the highest percentage with the GC title regionally.

MULTIPLE JOB/FUNCTIONAL TITLES

- The most common title combinations among those who selected GC as their job title/function are GC and Corporate Secretary and GC and Vice President.
- The most common title combinations among those who selected CLO as their job title/function are CLO and GC and CLO, and Corporate/Company Secretary.

2. Which of the following best describes your company/organization?

	2012–2013	2013–2014	2014–2015
Private	38%	38%	41%
Public	25%	22%	28%
Limited Liability Company (LLC)	15%	20%	22%
Not-for-Profit	11%	11%	10%
Subsidiary of Foreign Public Corp.	7%	7%	7%
Publicly Held Debt/Equity	2%	2%	3%
Limited Liability Partnership (LLP)	1%	<1%	2%
Partnership	1%	<1%	1%
	<i>n=1,054</i>	<i>n=1,215</i>	<i>n=1,289</i>

REVENUE

- Fifty-nine percent of companies with more than \$4 billion in revenue were public, and 15 percent were private.
- Fifty-one percent with revenue less than \$100 million were private, 13 percent were public and 24 percent were LLCs.

SIZE

- Seventeen percent of CLOs in law departments with 25 or more employees were employed by private companies, whereas 64 percent of CLOs in departments with 25 employees or more were employed by public companies.
- Forty-six percent of companies in the United States were privately owned, compared with 35 percent in Canada and 30 percent in other countries.
- Thirty-one percent of companies in EMEA, Latin America and Asia Pacific were LLCs, compared with 14 percent in Canada and 19 percent in the United States.

SALARY

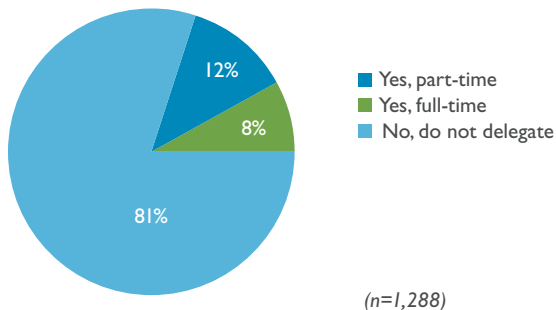
- Twenty-three percent of respondents making more than \$400,000 worked for a privately owned company, compared with 42 percent who made less than \$100,000.
- Of those working in a publicly owned company, 53 percent made more than \$400,000, compared with 16 percent making less than \$100,000.



3. Do you delegate operational management of the law department, either full-time or part-time?

A majority of CLOs did not delegate operational management of the law department, yet 12 percent reported that they did delegate part-time, and 8 percent delegated full-time. When comparing delegation by department size, those in larger departments were more likely to delegate than those in smaller departments.

PERCENTAGE OF CLOs WHO REPORTED DELEGATING OPERATIONAL MANAGEMENT OF THE LAW DEPARTMENT



DELEGATION OF OPERATIONAL MANAGEMENT OF LAW DEPARTMENT BY DEPARTMENT SIZE

	1	2-9	10-24	25-49	50-299	300+
Yes, part-time	1%	9%	18%	19%	21%	10%
Yes, full-time	4%	6%	9%	9%	15%	30%
No	94%	85%	72%	72%	64%	60%

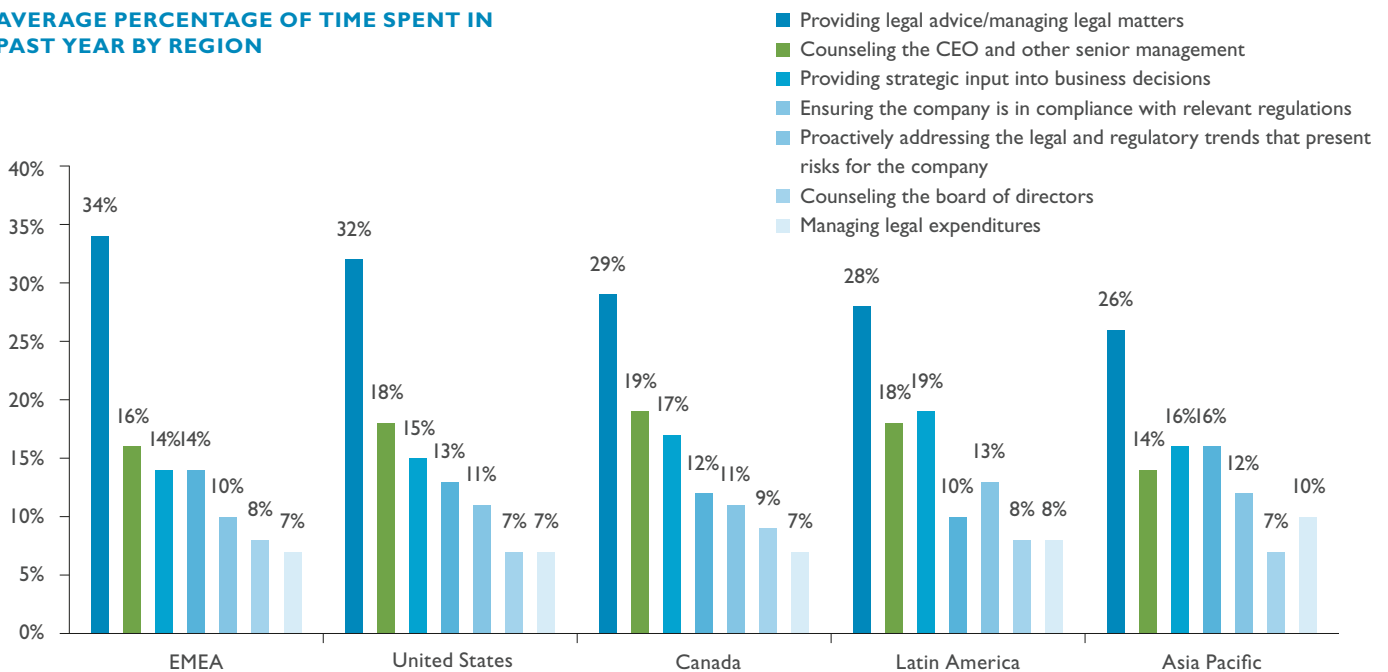
“You must learn to delegate, which is much more difficult than it sounds. You must also learn how to be a supervisor—means learning how to supervise attorneys/subordinates differently based upon their specific needs and personalities.”

4. What percentage of your time have you spent on each of the following in the past 12 months?

Respondents spent an average of 32 percent of their time over the previous 12 months providing legal advice and managing legal matters for the company, and less time counseling the board of directors (8 percent) and managing legal expenditures (7 percent).

	Average Percentage
Providing legal advice/managing legal matters for the company (n=1,175)	32%
Counseling the CEO and other senior management (n=1,170)	18%
Providing strategic input into business decisions (n=1,150)	16%
Ensuring the company is in compliance with relevant regulations (n=1,126)	13%
Proactively addressing the legal and regulatory trends that present risks for the company (n=1,108)	11%
Counseling the board of directors (n=1,052)	8%
Managing legal expenditures (n=1,098)	7%

AVERAGE PERCENTAGE OF TIME SPENT IN PAST YEAR BY REGION



“[Know] how critical it is to understand your company’s products and the needs of your business by interacting with people outside of the legal team on a daily basis. I view myself as a business partner to my internal teams and executive suite. The better I understand our products and business needs, the more pragmatic my legal advice can be, the better I can contribute a legal perspective to our business strategy and the quicker I can identify legal risks that our company might face.”

LOCATION

- Respondents in offices located in the EMEA region dedicated 34 percent of their time in the previous 12 months to providing legal advice and managing legal matters for the company.

5 & 6. Level of importance for key issues ...

Please rate the level of importance for each specific area based on the amount of time and attention your department spent on each over the past 12 months. Then, please rate the level of importance you anticipate each of the following issues will hold over the next 12 months.

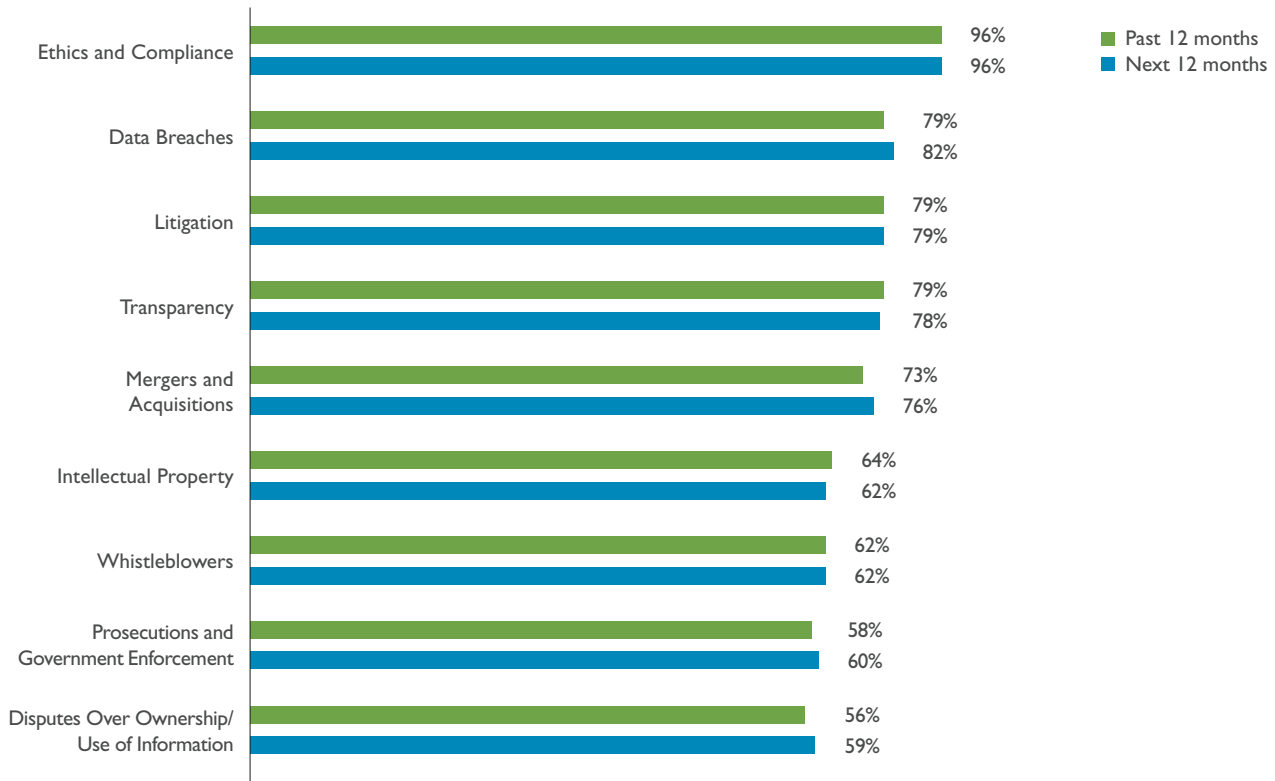
LEVEL OF IMPORTANCE FOR EACH SPECIFIC AREA OVER THE PAST 12 MONTHS:

	Not at All Important	Somewhat Important	Very Important	Extremely Important
Ethics and Compliance	4%	30%	41%	25%
Disputes over Ownership and Use of Information	44%	41%	12%	3%
Data Breaches or Protection of Corporate Data	21%	42%	25%	12%
Transparency and Privacy Obligations	22%	44%	26%	9%
Mergers and Acquisitions	27%	27%	26%	21%
Litigation or Class Actions	21%	34%	32%	13%
Prosecutions and Governmental Enforcement	42%	35%	16%	7%
Whistleblowers/Internal Investigations	39%	44%	15%	3%
Intellectual Property Disputes	36%	39%	17%	8%

LEVEL OF IMPORTANCE YOU ANTICIPATE EACH OF THE FOLLOWING ISSUES WILL HOLD OVER THE NEXT 12 MONTHS:

	Not at All Important	Somewhat Important	Very Important	Extremely Important
Ethics and Compliance	4%	30%	42%	24%
Disputes over Ownership and Use of Information	40%	42%	15%	2%
Data Breaches or Protection of Corporate Data	18%	41%	27%	14%
Transparency and Privacy Obligations	22%	44%	25%	9%
Mergers and Acquisitions	23%	27%	28%	21%
Litigation or Class Actions	21%	38%	29%	12%
Prosecutions and Governmental Enforcement	41%	37%	16%	6%
Whistleblowers/Internal Investigations	38%	45%	14%	3%
Intellectual Property Disputes	38%	38%	17%	7%

**COMPARISON OF PAST AND FUTURE ISSUES: PERCENTAGE
“SOMEWHAT, VERY OR EXTREMELY IMPORTANT”***



*Respondents were asked to rate the level of importance of several issues based on the following scale: not at all important, somewhat important, very important and extremely important. Chart includes total percentage rating each item at least somewhat important.

7, 8 and 9. In the past two years, has your organization ...

Over a quarter of CLOs reported experiencing a data breach within their organization within the past two years. Department size and revenue play a large role in the likelihood of CLOs' reporting both data breaches and being targeted for intellectual property litigation by a nonpracticing entity (NPE), commonly called patent trolls. Looking regionally, a higher percentage of CLOs in Canada reported data breaches than CLOs in the United States, who were more likely to report being targeted for litigation by a NPE.

The cost of addressing data breaches and patent trolls, along with responding to investigations, places a burden on legal departments from a staffing and financial perspective. CLOs expressed these concerns when commenting on budget and resource issues.

"We do not expect reductions [in staffing] but hope to keep increases to a minimum. The rise of patent trolls is the main strain on our budget. We have a policy of fighting trolls when we believe we are right, and we hire the best available counsel to fight those cases. In other areas, to a smaller extent, we have reduced total costs by bringing certain types of work in-house at a lower cost than the prior outside-counsel expenses we offset by doing so."

In the past two years, has your organization...	
Experienced a data breach? For purposes of this question, a data breach could include events such as hacking or unauthorized disclosure of sensitive data. (n=1,132)	27%
Been targeted by a regulator for an enforcement action or investigation with respect to an alleged violation of any antibribery or anticorruption law? (n=1,132)	6%
Been targeted for litigation by a nonpracticing entity (NPE) or patent troll? (n=1,132)	24%

SIZE

- Law departments with fewer employees were less likely to experience a data breach within the past two years. About 22 percent of CLOs at companies with fewer than 10 employees reported experiencing a data breach, compared with 64 percent of CLOs at companies with 100 to 250 employees.
- Similarly, CLOs from organizations with more employees were more likely to report that a NPE or patent troll had targeted them for litigation. Less than a quarter of CLOs at companies with fewer than 10 employees reported being targeted, compared with more than half of CLOs at companies with more than 25 employees.

LOCATION

- CLOs in Canada reported the highest percentage of data breaches (41 percent) compared with other regions around the world. Approximately 14 percent of CLOs in Asia Pacific reported data breaches compared with 26 percent in the United States.

- Companies in the United States were more likely to report being targeted by a NPE than those in other countries (27 percent to 15 percent).

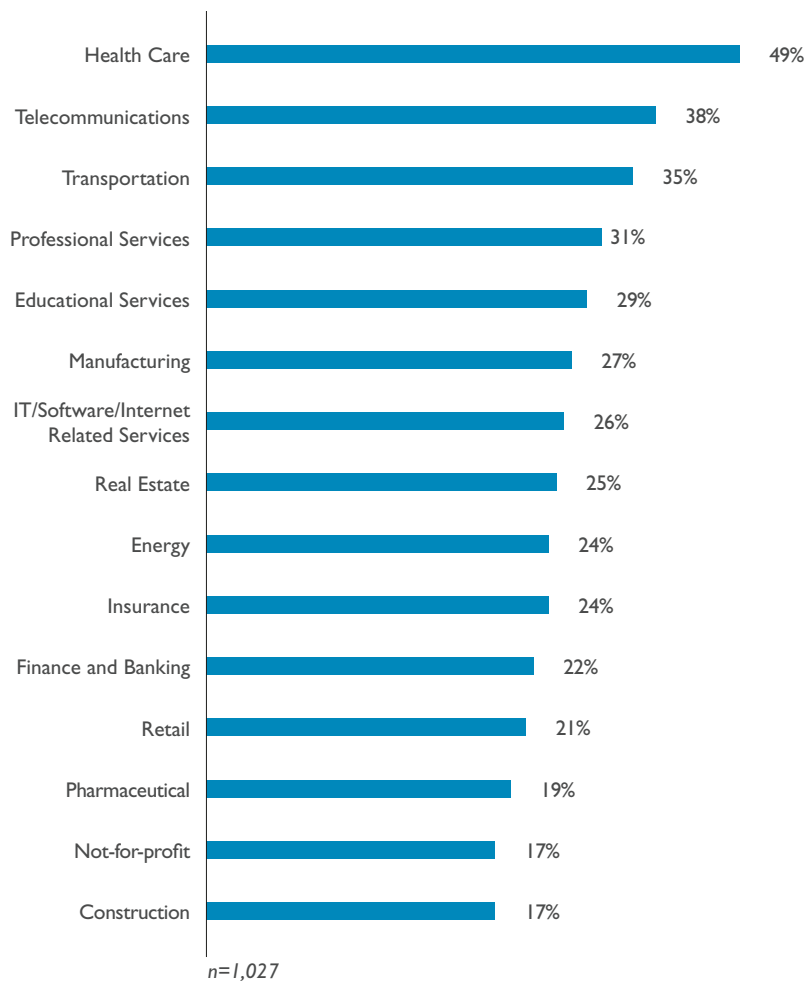
REVENUE

- CLOs at companies with higher annual revenue were significantly more likely to report they experienced a data breach in the past two years. Sixteen percent of CLOs at companies with annual revenues below \$100 million reported data breaches within the previous two years. More than half of the 148 CLOs in companies that reported \$4 billion in revenue reported data breaches in the previous two years.
- Eleven percent of CLOs in companies with less than \$100 million in revenue reported being targeted by a NPE compared with 52 percent of companies with more than \$4 billion in revenue.

INDUSTRY

- Data breaches were more likely to be reported by CLOs in the health care industry than any other industry. The prevention of data breaches is a top concern for CLOs in the health care industry due to the strong emphasis on health care data security reinforced by the HIPAA privacy law and the significant expansion of electronic health record implementation over the past decade.

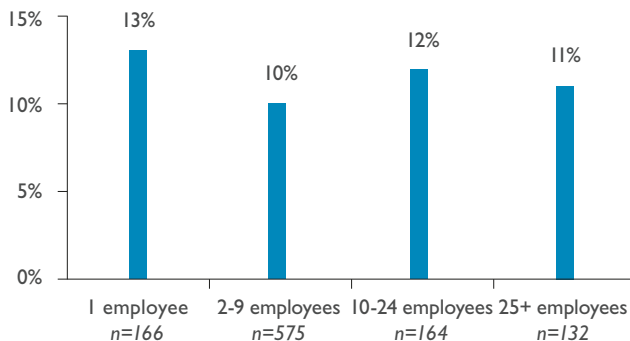
EXPERIENCED DATA BREACH IN PREVIOUS TWO YEARS, BY INDUSTRY



10. What best describes the size of your law department?

More than 50 percent of respondents work in smaller law departments of two to nine employees. The percentage of CLOs reporting that they were the only employee in the law department decreased slightly this year, and there was an increase in CLOs employed in departments of 25 or more. Globally, the average law department team has two to nine employees.

PERCENT MINORITY/UNDERREPRESENTED GROUP*



*Includes respondents who identified as an ethnic minority, racial minority, indigenous or tribal minority, religious minority, person with a disability, lesbian/gay/bisexual or transgender or other.

REVENUE

- Twenty-nine percent of companies with over \$4 billion in revenue had 10 to 49 employees working in their law departments.
- Ninety-six percent of companies with less than \$25 million in revenue had fewer than 10 employees in the law department.

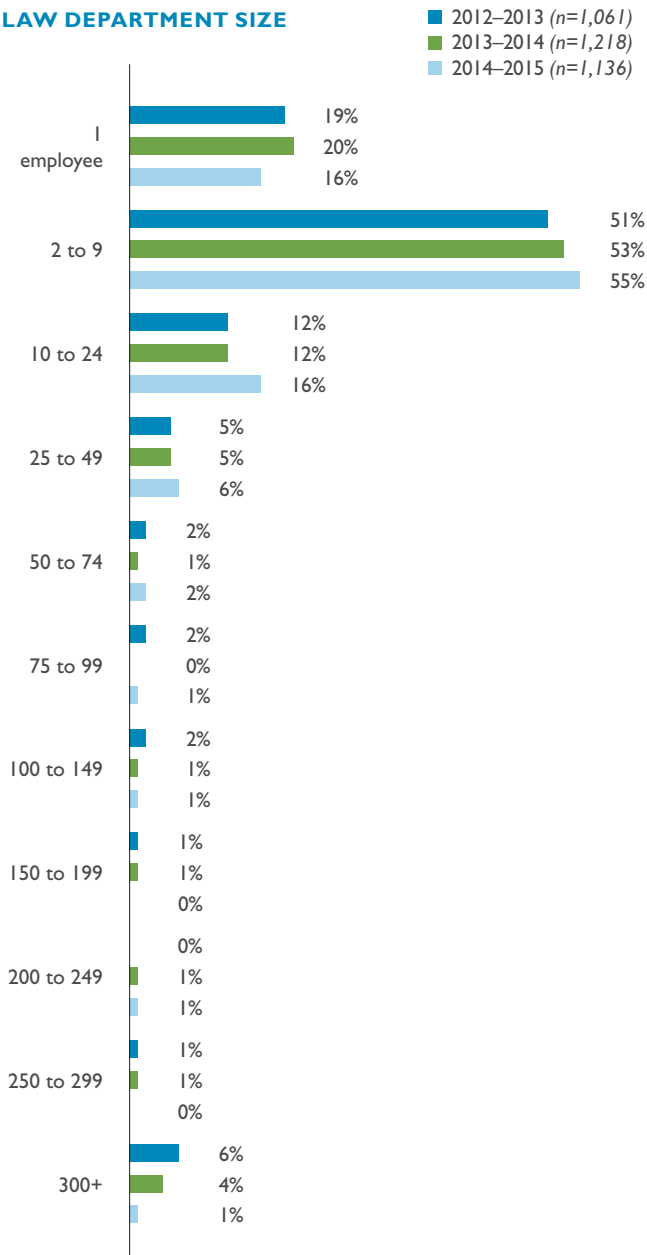
COMPANY TYPE

- Approximately 83 percent of LLCs and privately owned companies had fewer than 10 employees in the law department.
- Forty-nine percent of CLOs in publicly owned companies worked in departments with fewer than 10 employees.

LAW DEPARTMENT DIVERSITY BY SIZE

- No significant differences were found in the percentage of CLOs reporting membership in a minority or underrepresented group in their workplace when examined by law department size.
- Among CLOs identifying themselves as someone in an underrepresented group, 19 percent were in a law department by themselves, 52 percent in a department with two to nine employees and 29 percent in larger departments.

LAW DEPARTMENT SIZE



⁵⁵Are you a member of a "minority" or "underrepresented" group(s) in your workplace?
() Yes () No () Prefer not to answer

If yes to previous: Please check all that apply to you

[] I am a member of an ethnic minority group [] I am a member of a racial minority group [] I am a member of an indigenous or tribal minority group [] I am a member of a religious minority group [] I am a person with a disability [] I am lesbian/gay/bisexual or transgender [] I am a member of a minority/underrepresented group(s) that is not listed [] Please specify: _____

II. How many of the following staff positions work in your law department?*

CLOs reported the number of each type of staff position employed in their law departments. The percentages of CLOs reporting staff numbers in each category are displayed below. Over half of CLOs reported employing one to nine in-house lawyers, administrative staff and paralegals. Contract lawyers and legal operations staff were employed in the legal departments of approximately 20 to 30 percent of CLOs.

	2014–2015 Number of Positions					
	0	1–9	10–24	25–49	50–74	100+
In-house Lawyers (n=1,121)	5%	80%	9%	4%	1%	2%
Administrative (n=1,115)	33%	63%	3%	1%	<1%	<1%
Paralegals (n=1,099)	39%	57%	3%	<1%	<1%	<1%
Contract Lawyers (n=1,065)	72%	26%	2%	0%	<1%	<1%
Legal Operations (n=1,047)	79%	20%	1%	<1%	<1%	<1%
Other (n=988)	78%	19%	1%	1%	<1%	<1%

	2012–2013 Number of Positions						2013–2014 Number of Positions					
	0	1–9	10–24	25–49	50–74	100+	0	1–9	10–24	25–49	50–74	100+
In-house Lawyers	9%	76%	9%	3%	<1%	2%	11%	76%	9%	2%	1%	1%
Support Staff	26%	69%	3%	1%	1%	<1%	30%	66%	2%	1%	<1%	<1%
Paralegals	39%	58%	2%	1%	1%	<1%	37%	60%	2%	1%	<1%	0%
Contract Lawyers	74%	25%	1%	<1%	0%	<1%	70%	28%	1%	<1%	<1%	0%
Other	68%	27%	3%	1%	<1%	1%	66%	31%	2%	1%	0%	1%

n=1,020

n=1,133

*Year-to-year trending is not possible for this question in 2015 as the question changed slightly this year. The updated question includes categories of law department staff that changed slightly from last year's report to include legal operations and administrative staff and exclude support staff.

12. What percentage of lawyers work in a location outside of the country where the organization is headquartered?

One in four CLOs reported that at least some percentage of lawyers in their organization worked outside of the country where the organization was headquartered. Among this group, CLOs reported that an average 10 percent of lawyers worked in a location outside of the organization's headquarters (n=1,125). CLOs in the EMEA and Asia Pacific regions reported a higher average percentage of lawyers working in locations outside of the company's headquarters compared with CLOs in North America. CLOs heading smaller legal departments (less than 10 employees) reported lower percentages of employees working in locations outside of the country where the organization was headquartered than did CLOs in larger organizations.

LOCATION

- CLOs in North America (Canada and the United States) reported a much lower percentage of lawyers working in a location outside of the country where their organization was headquartered (7 percent and 6 percent on average, respectively) compared with the Asia Pacific region (28 percent, on average) and the EMEA region (26 percent, on average).

SIZE

- In legal departments of 25 employees or more, CLOs reported an average of 21 percent of lawyers working in locations outside the organization's headquarters compared with 6 percent of CLOs in companies with less than 25 working in the legal department.

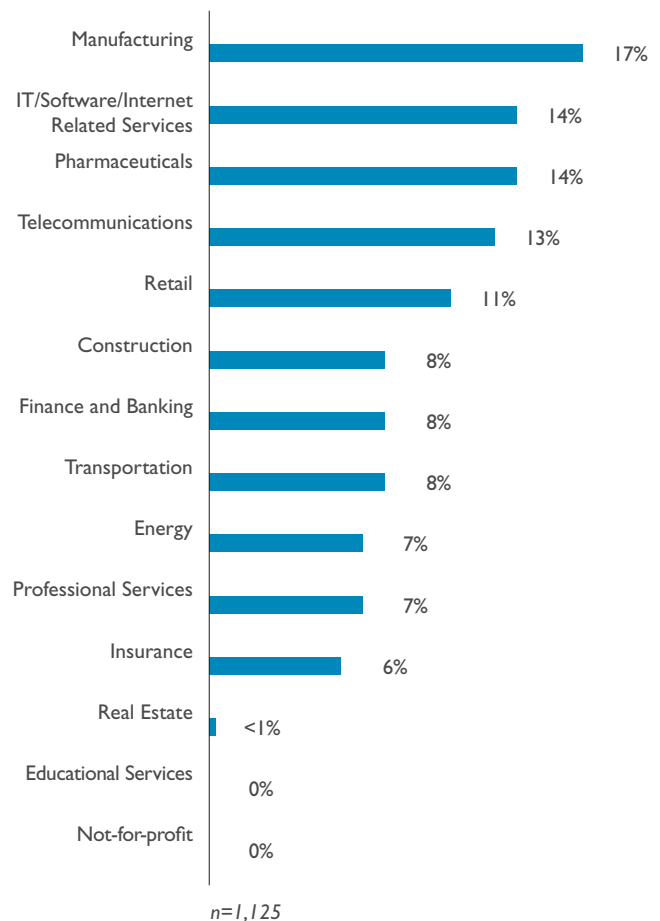
REVENUE

- At companies with less than \$100 million in annual revenue, respondents reported approximately 13 percent of their lawyers working outside the country where the company is headquartered compared with an average of 28 percent for respondents at companies with annual revenue of \$4 billion or more.

INDUSTRY

- CLOs in the manufacturing, information technology/software/Internet-related services, pharmaceutical/medical devices, telecommunications and retail industries all reported greater than 10 percent of in-house lawyers working outside the country where their company was headquartered.

AVERAGE PERCENTAGE OF LAWYERS WHO WORK OUTSIDE OF THE COUNTRY WHERE THEIR ORGANIZATION IS HEADQUARTERED



13. If you have reduced staffing levels in the past 12 months, please estimate the percentage of cuts in each of the following positions.*

Staffing levels across the board were fairly stable in the previous 12 months, with over three-quarters of respondents reporting no staffing cuts. Companies with lower annual revenue were more likely than those with revenues of \$4 billion or more to have retained all legal staff over the previous 12 months, experiencing no cuts at all. The defense industry experienced the highest level of staff cuts to in-house lawyers (13 percent), followed by the transportation (10 percent) and construction industries (4 percent). Compared with the United States, a higher percentage of companies in Canada reported minimal or moderate cuts to in-house lawyers. Companies located in Latin America experienced higher cuts to in-house lawyers and contract lawyers than in any other region.

	2013–2014				2014–2015			
	No Cuts	Minimal	Moderate	Significant	No Cuts	Minimal	Moderate	Significant
In-house Lawyers	23%	36%	14%	27%	90%	4%	3%	3%
Administrative	33%	31%	14%	22%	92%	4%	2%	3%
Paralegals	57%	16%	7%	20%	94%	3%	1%	2%
Contract Lawyers	73%	17%	4%	6%	95%	3%	1%	1%
Legal Operations	N/A	N/A	N/A	N/A	97%	2%	1%	<1%
Other	67%	10%	10%	13%	N/A	N/A	N/A	N/A

n=117

n=1,032

*The question screener included in past surveys was not included as part of the 2014-2015 questionnaire, impacting overall question N size. Differences in question design prevent statistical trending for this item in 2015. Historical data are presented for informational purposes only.

REVENUE

- Ninety-four percent of companies with less than \$100 million in annual revenues experienced no cuts in in-house legal staff, compared with 75 percent of companies with annual revenues of \$4 billion or more.
- Companies with revenues of \$4 billion or more were slightly less likely than those companies with annual revenues less than \$100 million to experience significant cuts to in-house lawyers (over 10 percent), 1 percent compared with 3 percent.

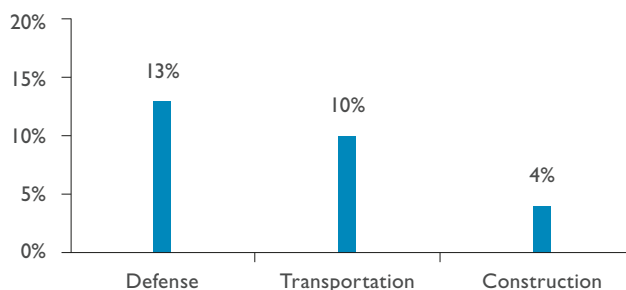
LOCATION

- Ten percent of CLOs in Canada made minimal or moderate cuts to in-house lawyers in the previous 12 months.
- Latin American CLOs reported the highest percentage of cuts to in-house lawyers (35 percent) and contract lawyers (23 percent), compared with 4 to 10 percent in other regions around the globe.

INDUSTRY

- Four percent of companies in the construction industry, 13 percent in the defense industry and 10 percent in transportation reported significant staff cuts to in-house lawyers.
- The only industry with significant cuts to legal operations was the educational services industry, with 9 percent of CLOs reporting significant cuts.

TOP THREE INDUSTRIES IN WHICH CLOs REPORT “SIGNIFICANT CUT” TO IN-HOUSE COUNSEL



14. If you have increased staffing levels in past 12 months, please estimate the percentage in each of the following categories.

Seventeen percent of CLOs reported a significant increase in staffing levels among in-house lawyer positions; however, this is about half of the increase seen in 2013. Hiring for contract lawyers remained stable.

	2013–2014				2014–2015			
	No Adds	Minimal	Moderate	Significant	No Adds	Minimal	Moderate	Significant
In-house Lawyers	13%	30%	27%	30%	63%	12%	8%	17%
Administrative	39%	26%	9%	26%	82%	11%	3%	4%
Paralegals	44%	28%	22%	6%	79%	11%	3%	7%
Contract Lawyers	73%	20%	7%	0%	87%	7%	3%	3%
Legal Operations	N/A	N/A	N/A	N/A	92%	4%	2%	2%
Other	75%	13%	0%	13%	N/A	N/A	N/A	N/A

n=540 n=1,018

**The question screener included in past surveys was not included as part of the 2014-2015 questionnaire, impacting overall question N size. Differences in question design prevent statistical trending for this item in 2015. Historical data are presented for informational purposes only.*

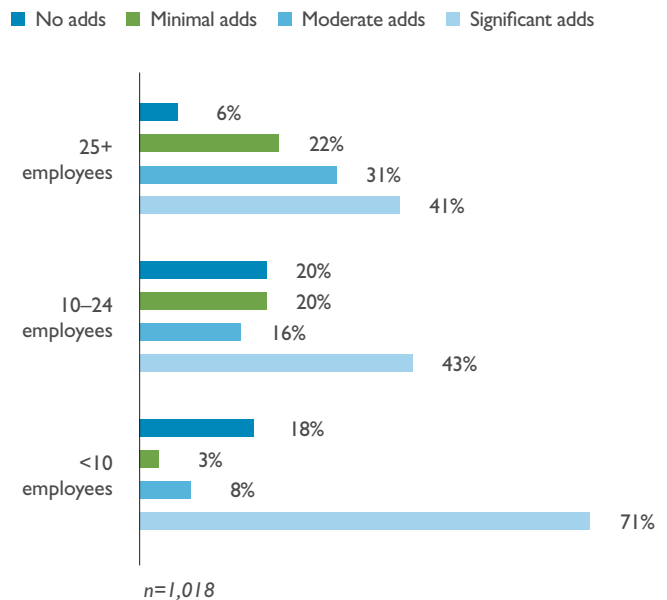
LOCATION

- Under a quarter of CLOs in the United States (17 percent), Canada (18 percent), EMEA (20 percent), Latin America (20 percent) and Asia Pacific (17 percent) reported significant increases to in-house lawyers in the previous 12 months.

SIZE

- CLOs in law departments with 10 to 24 employees were more likely to report significant additions to in-house lawyers in the previous 12 months than CLOs in law departments with 25 or more employees (20 percent versus 6 percent).
- CLOs in law departments with less than 10 employees were less likely than CLOs in larger companies to report no additions to in-house lawyers over the previous 12 months. Moderate to significant additions to in-house staff were reported by CLOs in law departments with 10 to 24 employees.

PERCENTAGE OF STAFF INCREASES



15. Over the past 12 months, has your law department created any new positions in the following practice areas?*

Trends in creating new positions mirror practice areas where there is a strong focus—particularly compliance. Following compliance, law departments were focused on creating positions in the practice areas of contracts, general legal advice and privacy. Overall, fewer new positions were created in 2014 than in previous years.

	2012-2013	2013-2014	2014-2015
Compliance	28%	31%	18%
Contracts	32%	34%	15%
Other	17%	19%	12%
General Legal Advice**	31%	32%	11%**
Intellectual Property	8%	11%	6%
Regulatory/Government Affairs	N/A	N/A	5%
Corporate and Securities	8%	9%	5%
Litigation	13%	13%	5%
Employment and Labor	9%	7%	4%
International/Cross-border**	4%	6%	4%
Mergers and Acquisitions	5%	5%	3%
Real Estate	N/A	N/A	3%
Financial Services	5%	2%	2%
IT/E-commerce	2%	1%	2%
Discovery and Ediscovery**	2%	<1%	1%
Energy	2%	1%	1%
Environment and Sustainability	2%	2%	1%
Health Care	N/A	N/A	1%
	n=368	n=376	n=1,114

OTHER, PLEASE SPECIFY (IN RANK ORDER):

- Privacy (9)
- Data security (2)
- Antitrust (2)

*The question screener included in past surveys was not included as part of the 2014-2015 questionnaire, impacting overall question N size. Differences in question design prevent statistical trending for this item in 2015. Historical data are presented for informational purposes only.

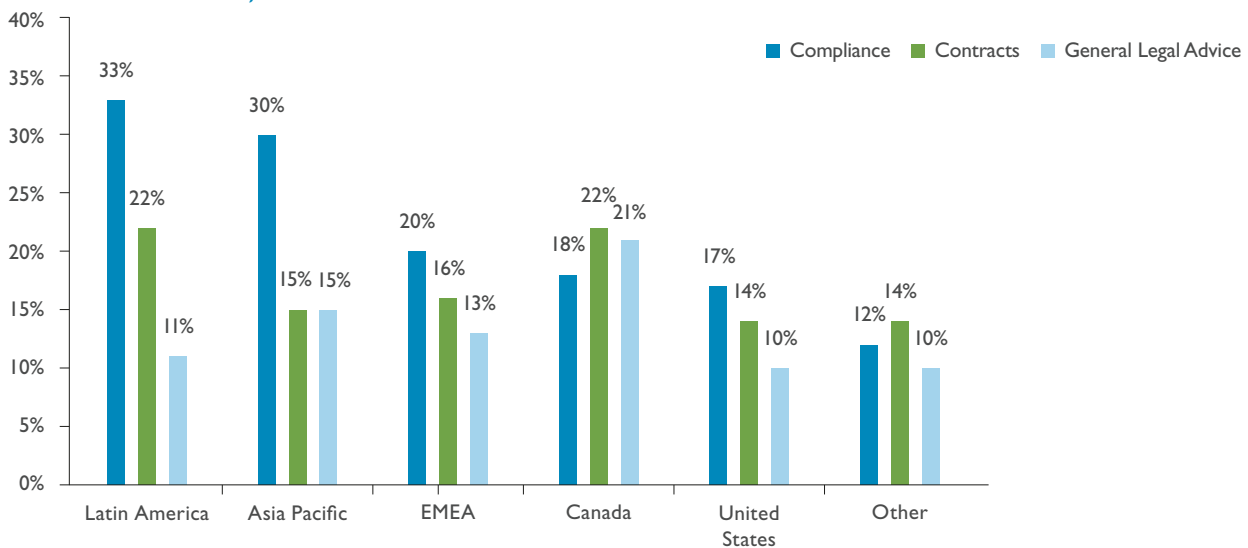
**Because of wording changes, these data cannot be trended (to previous year's results) and are presented for information and historical purposes only. In previous years this topic area was presented as "Generalist" rather than "General Legal Advice," which may account for the significant change in percentage who checked this item. Other changes in 2014-2015: "International Legal Affairs." was presented as "International/Cross-border" "Discovery" was changed to "Discovery and Ediscovery." New categories for this year include "Real Estate" and "Health Care."



Top three areas CLOs were hiring, by region

CLOs in all regions across the globe report compliance, contracts and general legal advice as the top three areas in which they created new positions over the previous 12 months. The highest percentage of CLOs hiring in the areas of compliance and contracts were located in Latin America and Asia Pacific.

PERCENTAGE HIRING, BY PRACTICE AREA



16. Do you plan to increase or decrease (change) your law department's staff over the next 12 months?*

Approximately 30 percent of CLOs intended to increase their in-house lawyers over the next 12 months. The percentage of cuts to all categories of legal staff decreased in the previous 12 months, with a significant number of CLOs reporting that no change in staffing would occur in the following year.

	2013–2014 Number of Positions					2014–2015 Number of Positions				
	In-house Lawyers	Administrative	Paralegals	Contract Lawyers	Legal Operations	In-house Lawyers	Administrative	Paralegals	Contract Lawyers	Legal Operations
Significant Decrease	3%	2%	3%	3%	N/A	1%	1%	1%	2%	1%
Moderate Decrease	3%	2%	2%	1%	N/A	2%	1%	<1%	1%	<1%
Minimum Decrease	5%	3%	1%	3%	N/A	2%	2%	2%	1%	<1%
No Change	17%	38%	41%	62%	N/A	66%	82%	78%	87%	92%
Minimum Increase	31%	28%	29%	15%	N/A	13%	9%	10%	6%	4%
Moderate Increase	19%	14%	8%	8%	N/A	7%	3%	4%	2%	1%
Significant Increase	23%	13%	17%	8%	N/A	9%	3%	5%	1%	1%
	n=350					n=1,011				

*The question screener included in past surveys was not included as part of the 2014-2015 questionnaire, impacting overall question N size. Differences in question design prevent statistical trending for this item in 2015. Historical data are presented for informational purposes only.

17. Which of the following (non-legal) skills are you seeking to develop in your law department? (check all that apply)

The most desired non-legal skills reported were executive presence, business management, project management and communication and listening. Men and women were equally likely to respond that they sought to develop non-legal skills, such as emotional intelligence, communication and listening skills and presentation skills. Women were only slightly more likely than men to report the desire to develop executive presence in department employees, 55 percent and 50 percent, respectively.

	2012–2013	2013–2014	2014–2015
Executive Presence	N/A	N/A	51%
Business Management	63%	62%	50%
Communication and Listening Skills	53%	49%	48%
Project Management	52%	54%	48%
Finance Skills	N/A	N/A	37%
Presentation Skills	N/A	N/A	36%
Emotional Intelligence	29%	32%	35%
Technical Skills	21%	29%	30%
Other	4%	3%	4%
None	8%	11%	8%
	n=1,010	n=1,103	n=1,102

“Learn a broad spectrum of subject matters, and learn to do them very well. Emotional intelligence is key to success in any organization.”

“Get formal training in business and finance; pursue a legal career that requires you to be a ‘generalist’—i.e., don’t pick a narrow specialty.”

“Develop strong relationships and learn the business side of the business as best you can. Be confident when providing advice, and assume as much responsibility as you can handle, even if it is outside your area of legal expertise, and especially if it relates to the culture or strategy of the company.”

REVENUE

- Companies with annual revenues of \$4 billion and greater were significantly less likely to report that they sought to develop no non-legal skills in their department (4 percent) than companies with less than \$100 million in annual revenues (14 percent).

COMPANY TYPE

- Fifty-eight percent of publicly owned companies reported a desire to develop executive presence in their law departments, compared with 51 percent of LLCs and 48 percent of privately owned companies.
- Technical-skill development was low on the list of desired non-legal skills, with an average of 29 percent of private, public and LLCs seeking to develop technical skills in their law departments.

SIZE

- In law departments with 75 to 99 employees, 81 percent sought to develop communication and listening skills, compared with 48 percent of departments with two to nine employees.

LOCATION

- A majority of law departments in the United States (53 percent) and Canada (61 percent) sought to develop executive presence, whereas this skill was less sought after in the EMEA region (36 percent).

AGE

- In general, non-legal skills were more likely to be sought after by CLOs in Generations X and Y than CLO Baby Boomers, in particular business management skills. Whereas, 69 percent of Generation Y CLOs reported a desire to develop business management skills in their law department, 47 percent of Baby Boomers did.

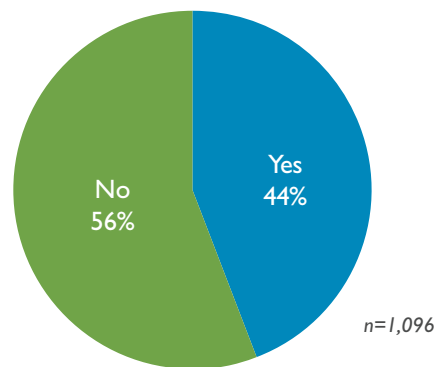
OTHER, PLEASE SPECIFY (IN RANK ORDER):

- Strategy/strategic thinking (7)
- Leadership (6)
- Negotiation (5)

18. Have you identified at least one potential internal candidate to succeed you should you leave your current role?

Approximately 44 percent of CLOs have identified at least one potential internal candidate to succeed them should they leave their current role. Fulfilling this aspect of the succession plan proved only slightly more common for women in the role of CLO than for men. CLOs in companies with higher annual revenue and CLOs working in larger departments were significantly more likely to have identified a successor. The energy, transportation and insurance industries have the highest percentage of CLOs who have identified a successor to fill their current role.

PERCENTAGE WHO HAVE ENGAGED IN SUCCESSION PLANNING



GENDER

- Men were slightly less likely than women to report having identified at least one potential internal candidate to succeed them should they leave their current role as CLO (43 percent versus 46 percent).

LOCATION

- CLOs in Latin America and Canada were more likely than those in other regions of the globe to report having identified at least one potential internal candidate to succeed them should they leave their current role (72 percent and 61 percent, respectively).

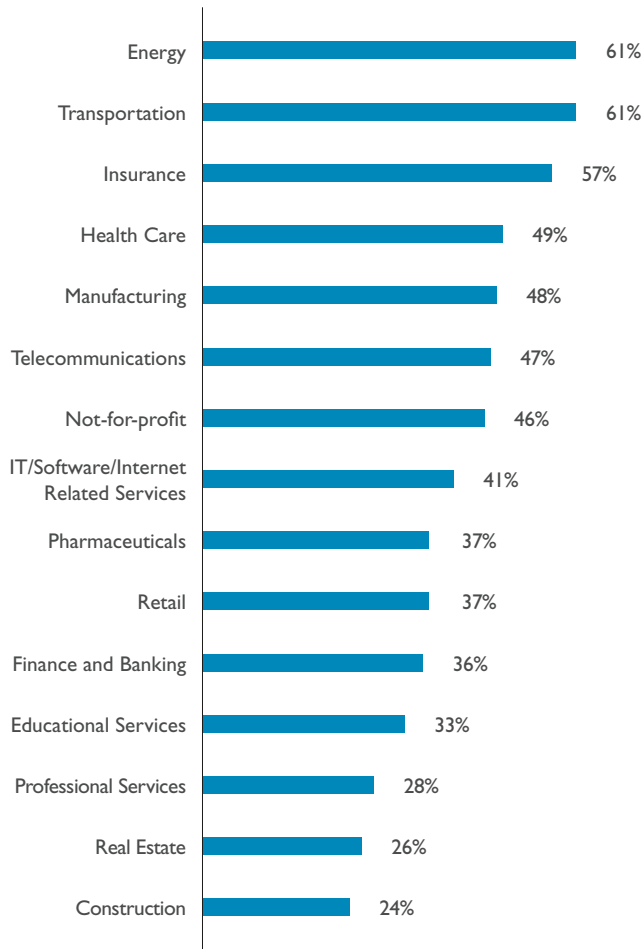
REVENUE

- CLOs in companies with higher revenue were more likely than those in small companies to have identified a successor. In companies with less than \$100 million in annual revenue, 22 percent of CLOs reported having identified at least one potential internal candidate to succeed them compared with 76 percent of CLOs in companies with \$4 billion or more in annual revenue.

INDUSTRY

- The energy, transportation and insurance industries lead the way in succession planning, with over 50 percent of CLOs reporting having identified at least one internal candidate to succeed them.

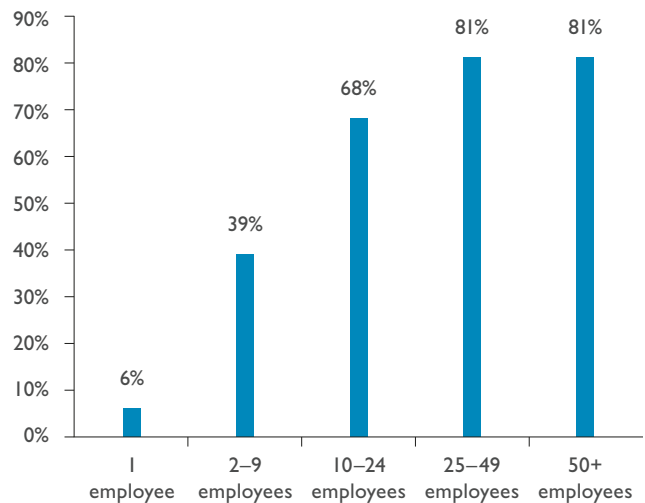
PERCENTAGE WHO HAVE IDENTIFIED AT LEAST ONE SUCCESSOR BY INDUSTRY



SIZE

- A mere 6 percent of CLOs who reported being alone in their department said they had identified at least one potential internal candidate to succeed them. This is significantly less than CLOs in larger departments (50 percent). In departments with 50 employees or more, 81 percent of CLOs reported determining someone to succeed them.

PERCENTAGE OF CLOs WHO HAVE IDENTIFIED AT LEAST ONE POTENTIAL INTERNAL CANDIDATE TO SUCCEED THEM, BY DEPARTMENT SIZE



19. Please estimate your company's revenue (in USD) from the past 12 months.

In this survey, 25 percent of CLOs reported company revenue between \$100 million and \$500 million.

	2012-2013	2013-2014	2014-2015
<\$25 million	14%	13%	12%
\$25-\$49 million	9%	11%	7%
\$50-\$99 million	11%	11%	8%
\$100-\$299 million	18%	19%	17%
\$300 - \$499 million	10%	10%	9%
\$500-\$999 million	10%	12%	12%
\$1 - \$1.9 billion	11%	8%	10%
\$2-\$2.9 billion	4%	5%	5%
\$3-\$3.9 billion	3%	2%	2%
\$4 billion +	11%	9%	14%
	<i>n=1,017</i>	<i>n=1,167</i>	<i>n=1,081</i>

COMPANY TYPE

- Twenty-eight percent of public companies had \$4 billion or more in annual revenue.
- Seventy-nine percent of private companies had \$500 million or less in annual revenue.

SIZE

- Thirty-one percent of departments with 75 to 99 employees were in companies with annual revenue of \$20 billion to \$49 billion.
- Of law departments with two to nine employees, 53 percent of respondents worked in companies with annual revenues of less than \$300 million.

LOCATION

- Twenty-eight percent of CLOs in the United States are employed at companies with revenues of \$1 billion or more, compared with 39 percent in Canada and 38 percent in Asia Pacific.

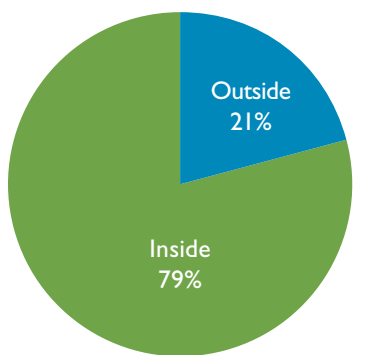
SALARY

- In companies with less than \$25 million in annual revenues, 60 percent of CLOs made more than \$150,000.
- In companies with \$4 billion or more in annual revenues, 73 percent of CLOs made more than \$300,000.

20. About what percentage of your organization’s annual revenue is derived from outside the country in which your office is headquartered? If there is no such revenue, enter 0.

CLOs reported that an average of 21 percent of their organization’s annual revenue was derived from outside the country in which their office is headquartered. Forty-one percent of CLOs responding said none of their budget was derived from another country, and 17 percent said more than half was derived from another country. Regionally, a higher percentage of revenue was derived from outside the companies headquartered in EMEA and Asia Pacific countries (54 percent and 51 percent, respectively) than those in other regions of the globe.

GEOGRAPHIC DISTRIBUTION OF REVENUE

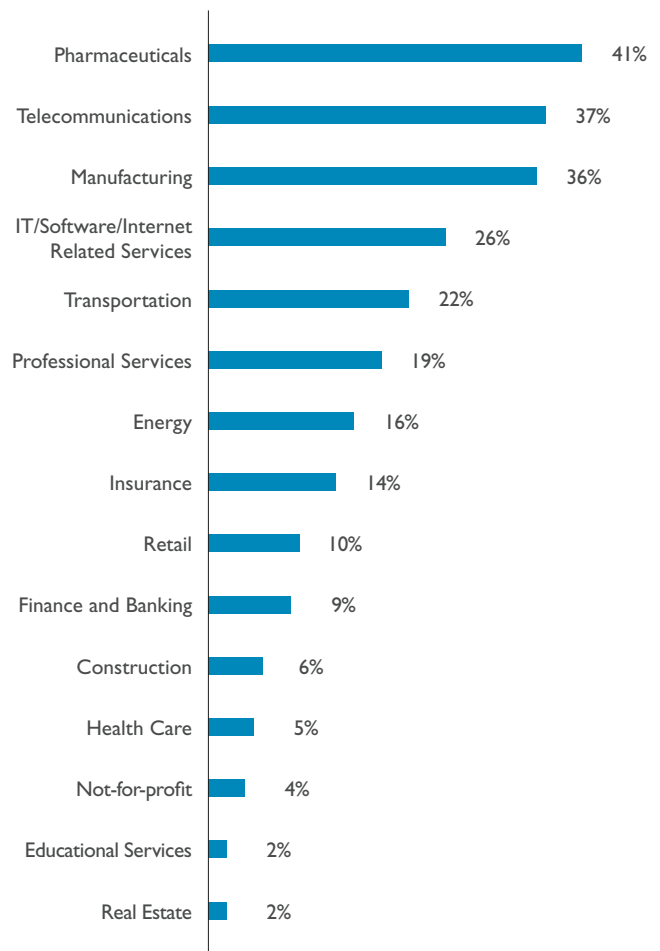


Average Percentage of Annual Revenue Derived from Outside the Country in Which Office is Headquartered, by Region	
Region	Percent Revenue
United States (n=807)	16%
Canada (n=77)	21%
EMEA (n=98)	54%
Latin America (n=18)	21%
Asia Pacific (n=21)	51%

INDUSTRY

- CLOs in the pharmaceutical/medical devices, telecommunications and manufacturing industries reported greater annual revenues derived from outside the country in which their office is headquartered (36 percent to 41 percent).

PERCENTAGE OF ANNUAL REVENUE DERIVED FROM OUTSIDE THE COUNTRY IN WHICH OFFICE IS HEADQUARTERED, BY INDUSTRY



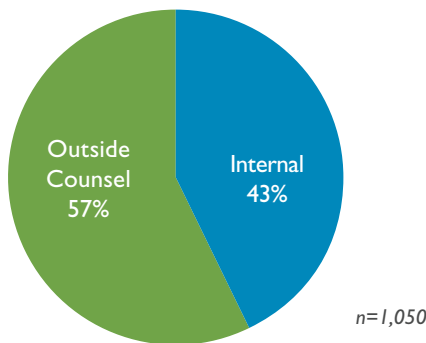
2I. About what percentage of your budget comprises internal legal spending (as opposed to outside counsel)?

Respondents were asked to provide the average percentage of their budget that comprised internal legal spending. Just over 40 percent of the average CLO's budget comprised internal legal spending. No significant regional differences were found when comparing the United States, Canada, EMEA, Latin America, Asia Pacific and other regions. In addition, no significant differences were found based on annual company revenue or law department size.

AVERAGE BY INDUSTRY

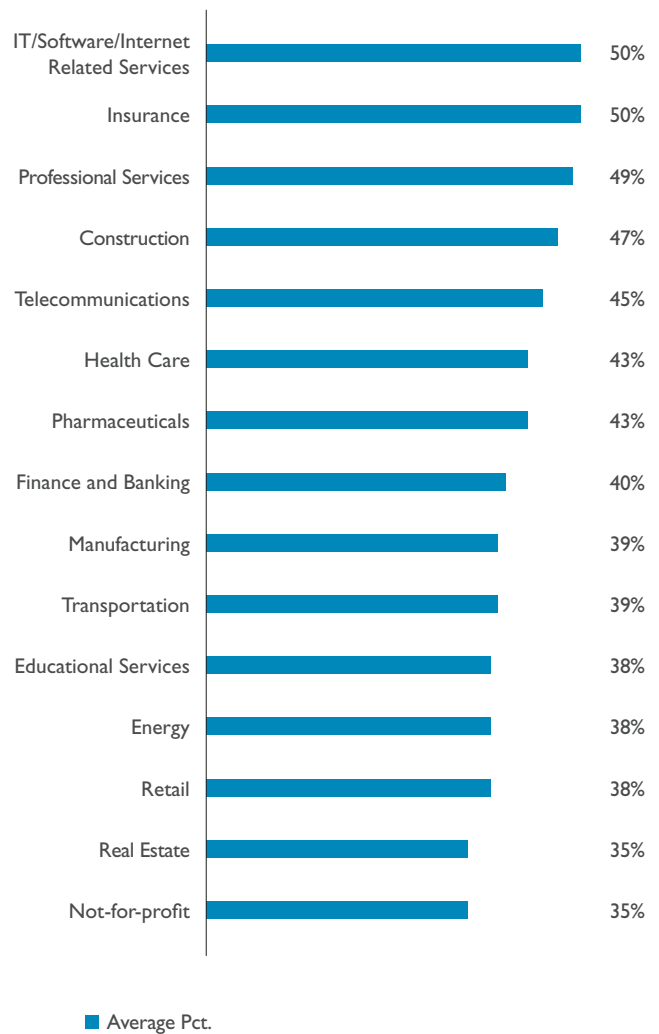
- CLOs in all industries reported that internal legal spending made up over a third of their budgets, with the highest percentages reported in the information technology/software/Internet-related services, insurance, and professional, scientific, and/or technical-services industries.

DISTRIBUTION OF LEGAL SPEND



Average Percentage of Budget Comprising Internal Legal Spending, by Region	
Region	Pct. of Budget/ Internal Legal spending
Asia Pacific (n=20)	50%
Latin America (n=17)	49%
Canada (n=75)	47%
EMEA (n=95)	44%
United States (n=789)	42%

PERCENTAGE OF ANNUAL REVENUE DERIVED FROM OUTSIDE THE COUNTRY IN WHICH OFFICE IS HEADQUARTERED, BY INDUSTRY



22. Please select the option that best describes how your department's spending changed, if at all, in the past 12 months.*

Overall, department spending appears to have remained stable, mirroring the stability in staffing levels. Compared with 2013, CLOs were less likely to report significant increases in law department spending in the previous 12 months. CLOs in companies with 25 or more employees were significantly more likely to report a decrease in total budget over the previous 12 months than CLOs in companies with less than 25 employees (29 percent to 19 percent).

ESTIMATED CHANGES TO SPENDING OVER PAST 12 MONTHS, 2014–2015

	Inside Budget	Outside Budget	Total Budget
Significant Decrease	3%	9%	5%
Moderate Decrease	4%	10%	7%
Minimum Decrease	7%	9%	10%
No Change	37%	29%	27%
Minimum Increase	23%	15%	21%
Moderate Increase	14%	15%	18%
Significant Increase	11%	14%	13%

n=1,076

ESTIMATED CHANGES TO SPENDING OVER PAST 12 MONTHS

	2012–2013			2013–2014		
	Inside Budget	Outside Budget	Total Budget	Inside Budget	Outside Budget	Total Budget
Significant Decrease	5%	10%	7%	7%	12%	9%
Moderate Decrease	6%	9%	9%	6%	10%	11%
Minimum Decrease	8%	9%	8%	6%	7%	9%
No Change	16%	12%	4%	15%	9%	3%
Minimum Increase	32%	20%	30%	31%	19%	27%
Moderate Increase	19%	21%	24%	21%	24%	25%
Significant Increase	15%	18%	18%	14%	19%	16%

n=558

n=630

*The question screener included in past surveys was not included as part of the 2014-2015 questionnaire, impacting overall question N size. Differences in question design prevent statistical trending for this item in 2015. Historical data are presented for informational purposes only.

23. Do you expect your department's budget to change, if at all, over the next 12 months?*

One in three CLOs report planning no changes to their inside and outside department budgets over the next 12 months. In general, a higher percentage of CLOs reported plans to increase budget rather than decrease budget. CLOs in companies with greater than 25 employees were less likely than CLOs in companies with less than 25 employees to report no anticipated changes to their law department's total budget over the next 12 months (24 percent to 31 percent).

ESTIMATED CHANGES TO SPENDING IN THE NEXT 12 MONTHS, 2014–2015

	Inside Budget	Outside Budget	Total Budget
Significant Decrease	2%	7%	5%
Moderate Decrease	4%	9%	6%
Minimum Decrease	6%	11%	12%
No Change	37%	33%	29%
Minimum Increase	27%	18%	24%
Moderate Increase	16%	15%	17%
Significant Increase	9%	7%	7%

n=1,070

ESTIMATED CHANGES TO SPENDING IN THE NEXT 12 MONTHS

	2012–2013			2013–2014		
	Inside Budget	Outside Budget	Total Budget	Inside Budget	Outside Budget	Total Budget
Significant Decrease	4%	11%	8%	3%	12%	7%
Moderate Decrease	6%	13%	11%	6%	10%	12%
Minimum Decrease	8%	12%	9%	8%	10%	12%
No Change	11%	13%	5%	15%	13%	4%
Minimum Increase	38%	23%	37%	31%	20%	26%
Moderate Increase	20%	17%	20%	23%	21%	25%
Significant Increase	13%	10%	11%	12%	14%	14%

n=403

n=455

*The question screener included in past surveys was not included as part of the 2014-2015 questionnaire, impacting overall question N size. Differences in question design prevent statistical trending for this item in 2015. Historical data are presented for informational purposes only.

24. What strategies, if any, have you deployed to be able to successfully reduce your company's legal spend on external counsel?

HIRE MORE/RELY ON IN-HOUSE LEGAL STAFF: (N=198)

- Ensure that in-house staff is properly trained to perform the work in-house; align firms with level of work (smaller, less-expensive firms in smaller cities are used whenever possible).
- Performing in house many legal projects previously performed by outside counsel. The fully loaded costs of doing work in house average about 50 percent less than many of the company's outside counsel.
- Have built internal team to reduce need to outsource contracts and regulatory advice.
- My company hired me as general counsel from my former role as external counsel. I will be hiring an operations manager, then shortly thereafter an associate general counsel.

NEGOTIATE/SET ALTERNATIVE FEE ARRANGEMENTS: (N=67)

- Panel rates negotiated globally
- Fixed fee arrangements for customary SEC services. RFP for M&A counsel services.
- Freeze hourly rates on existing litigation matters until conclusion; use of paralegals and contract attorneys for ediscovery review; fixed price projects; aggressive budgeting.
- Negotiated flat rates for patent and trademark filings; negotiated flat rates for certain repetitive matters; pushed outside work to associates instead of partners on routine matters (i.e., minor workers comp).
- Monthly retainer with one firm; negotiate alternative fee arrangements with others.

CONVERGENCE OF OUTSIDE COUNSEL (N=29)

- Convergence of outside counsel; over 80 percent of nonlitigation work is on fixed fee or other alternative basis; lawyers don't touch contracts until the contract is first managed by a contract manager; developed extensive contract playbook for all common contract types.
- We no longer use one national firm for litigation, but we go with smaller firms familiar with the area of the litigation. I have also successfully found strong expertise outside of the traditional, more expensive national firms.
- Build close partnerships with limited number of firms. Established virtual law firm for substantial piece of litigation.
- Development of billing guidelines; consolidation and partnerships with one or two primary national firms to benefit from reduced hourly rates in exchange for volume.

TOP THREE MOST COMMONLY CITED STRATEGIES DEPLOYED BY CLOS TO REDUCE COMPANY'S LEGAL SPENDING ON EXTERNAL COUNSEL:

- 1 Hire more/rely on in-house legal staff
 - 2 Negotiate/set alternative fee arrangements
 - 3 Convergence of outside counsel
-

25. What alternative fee arrangements have you used in 2014? (Check all that apply)

Reports from CLOs show a decrease in use of using alternative fee arrangements (AFAs) overall, with 28 percent of CLOs reporting they had not used any AFAs in the previous year. Larger law departments were much more likely to use AFAs. Compared with the previous 12 months, the percentage of legal departments using flat fees for an entire matter decreased slightly, while the use of retainers or flat fees for portfolios of work increased. Flat fees (for entire matters, stages of matters or portfolios) were the most prevalent type of AFA.

	2013–2014	2014–2015
Flat Fee for an Entire Matter	48%	41%
Flat Fees for Some Stages of a Matter	33%	32%
Incentive or Success Fees	17%	18%
Periodic Retainer Fee for a Portfolio of Services	16%	19%
Contingency Fees	15%	14%
Flat Fees for a Portfolio of Similar Matters	12%	20%
Collars	9%	10%
Other	5%	6%
None, Have Not Used Any AFAs in 2014	25%	28%
	<i>n=1,112</i>	<i>n=1,080</i>

REVENUE

- CLOs at companies with \$4 billion or more in annual revenue were twice as likely as those with less than \$100 million in annual revenue to engage in alternative fee arrangements such as flat fees for some stages of a matter, entire matters and a portfolio of similar matters, an average of 49 percent and 23 percent, respectively.

COMPANY TYPE

- Thirty-eight percent of CLOs at privately owned companies used flat fees for entire matters, compared with 49 percent in publicly owned companies.

SIZE

- Larger law department size was associated with higher likelihood of using flat fees for entire matters. Fifty-three percent of CLOs in law departments with 25 or more employees used flat fees for entire matters, compared with 36 percent of companies with law departments with less than 25 employees.

LOCATION

- Sixty-two percent of CLOs in the Asia Pacific region offered flat fees for entire matters, compared with 39 percent in the United States.

EXAMPLES OF ALTERNATIVE FEE ARRANGEMENTS AS CITED BY RESPONDENTS

- Blended rates
- Broken-deal discounts
- Capped fee, volume discounts
- Capped fees
- Combination of contingency fee with reduced rates
- Continuous negotiation and collaboration
- Defer litigation fees in excess of budget (i.e., contingency)
- Discounted hourly rates and capped fees
- Discounted rates
- Discounts on large files/matters
- Fee discount on certain matters
- Fee estimates and updates in a project-management format, i.e. giving me the ability to budget
- Fee per employee per month
- Flat fees for projects
- FMC ACES
- General discounts
- Hourly fee with a cap
- Hourly rate discount
- Increasing discount based on volume
- Increasing reduction as hours increase
- Negotiate standard discounts to market rates for all work performed by the firm
- Negotiated a blended hourly rate per hour
- Negotiated standard discounts; rate sheets; complex transaction bidding processes
- PE negotiated rates
- Percentage discount
- Pro bono
- Progressive discount based upon amount of billings
- Reduce number of counsel on a matter. Eliminate low value-add associates and partners on a matter
- Reduced rates for litigation matter.
- Review monthly retainers every six months with the externals. If it is equal for both parties (one month works well for us and the next month for the externals), no charges are made in the retainers
- Service fee with LPO
- Tiered volume & length of relationship discounts
- Use smaller law firms
- Volume discounts

26. Are you a member of any type of risk-management committee or body within your organization?

Two-thirds of CLOs are a member of a risk-management committee or body within their organization. Three-quarters of corporate secretaries are member of a risk-management committee, compared with 71 percent of CLOs and 68 percent of respondents with the GC title. A higher percentage of CLOs reporting membership in a risk-management committee work in professional/scientific/technical services (86 percent), health care (83 percent) and finance and banking (80 percent) compared with other industries such as telecommunications (56 percent) and real estate (61 percent).

SIZE

- Regardless of company size, a majority of CLOs reported being a member of a risk-management committee or body within their organization.

REVENUE

- Approximately 80 percent of CLOs in companies with annual revenues of \$4 billion or more reported membership in a risk-management committee or body within their organization, compared with 61 percent of in companies with less than \$100 million in annual revenue.

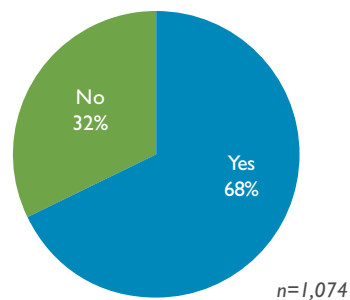
AGE

- CLOs age 45 or over were slightly more likely to claim membership in a risk-management committee or body than CLOs under age 45 (64 percent to 71 percent).

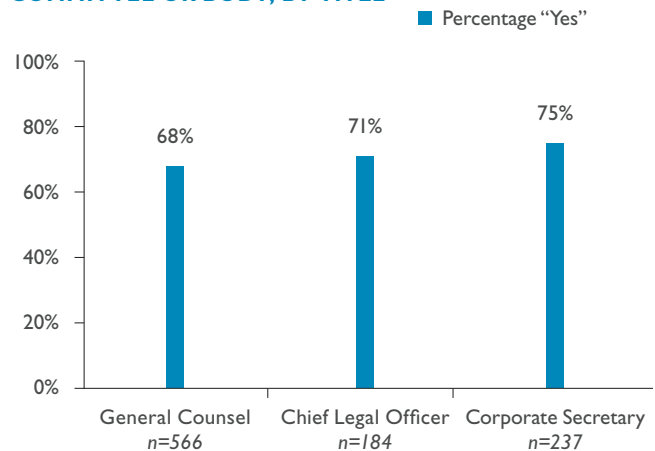
INDUSTRY

- Over half of CLOs in all industries reported participation in internal risk-management committees. CLOs in the professional/scientific/technical services, health care, and finance and banking industries were most likely to report membership in a risk-management committee or body within their organization or industry (80 percent to 86 percent).

MEMBER OF ANY TYPE OF RISK-MANAGEMENT COMMITTEE

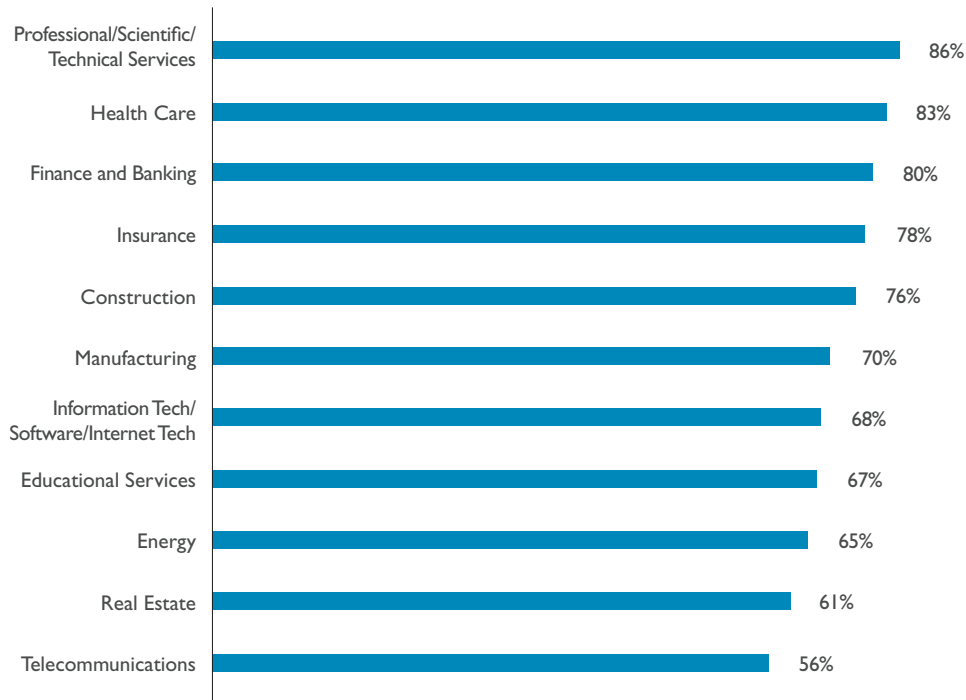


MEMBERSHIP IN RISK MANAGEMENT COMMITTEE OR BODY, BY TITLE





PERCENT MEMBER OF RISK-MANAGEMENT COMMITTEE OR BODY, BY INDUSTRY



27. To whom do you report as the GC or CLO of your organization? (Check all that apply)

The chief executive officer (CEO) is the most common position that CLOs and GCs report to.

	2014
Chief Executive Officer	78%
Board of Directors	20%
Chief Financial Officer	12%
Chief Legal Officer of the Holding Company	7%
Chief Administrative Officer	3%
Other C-suite	8%
Other Function	3%

n=1,079

REVENUE

- Sixteen percent of CLOs in companies with annual revenues of \$4 billion or more reported to the board of directors, compared with 27 percent of CLOs in companies with less than \$100 million in annual revenue.
- CLOs in companies with annual revenues less than \$100 million were twice as likely to report to the chief financial officer as CLOs in companies with \$4 billion or more in annual revenue.

COMPANY TYPE

- Within publicly held and privately owned companies, 80 percent of CLOs reported to the chief executive officer, whereas less than 20 percent reported to the board of directors.

SIZE

- Eighty-nine percent of CLOs in companies with 200 to 249 employees reported to the chief executive officer, compared with 77 percent of CLOs in law departments with one employee.
- Approximately 14 percent of CLOs in law departments with less than 10 employees reported to the chief financial officer, compared with 7 percent of CLOs in law departments with 75 to 99 employees.

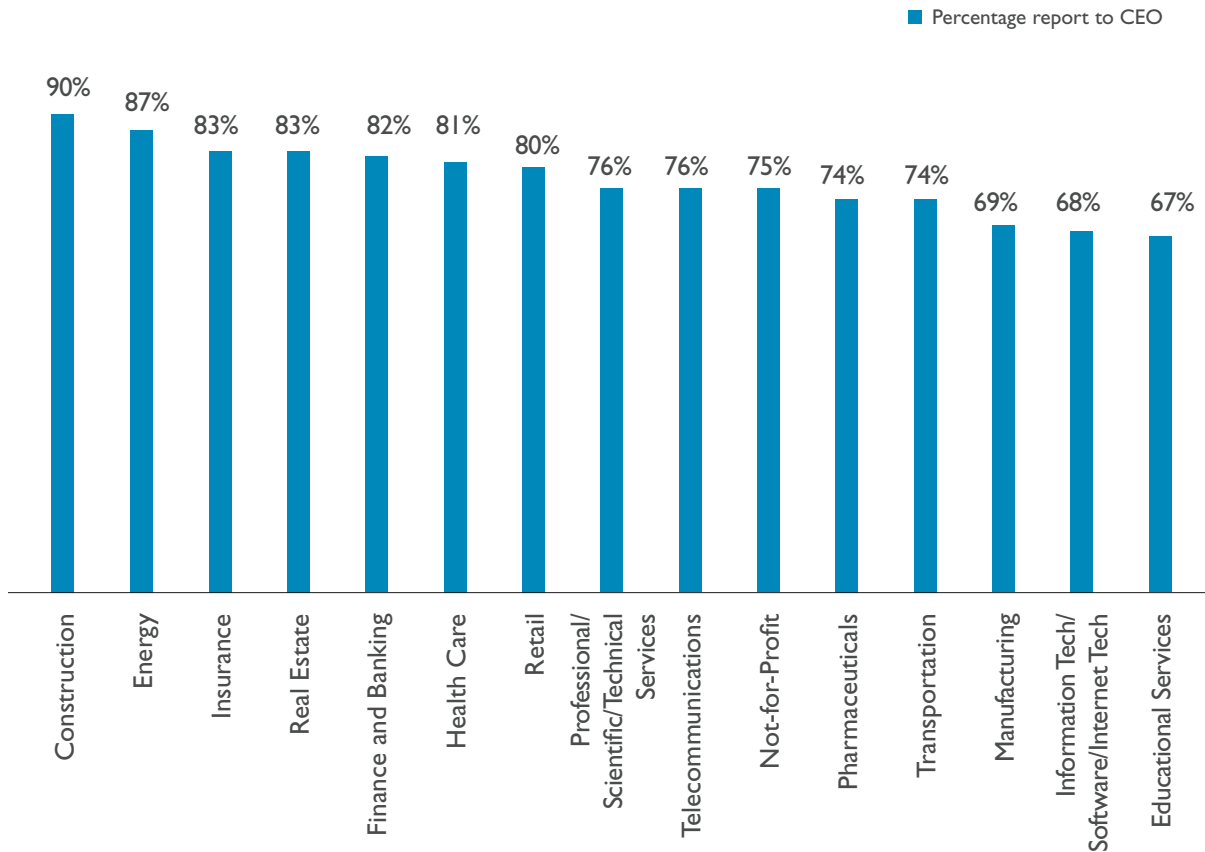
“The [CLO] position must be structurally set up in terms of organization and governance to be truly effective and should be affirmed by the board and CEO even if reporting to a second-tier executive.”

LOCATION

- Sixty-two percent of CLOs in the Asia Pacific region reported to the chief executive officer, compared with 80 percent in the United States.
- In Latin America, CLOs were more likely to report to the board of directors (33 percent) than in the EMEA region (19 percent) and other countries (20 percent).
- In Israel, 75 percent of CLOs reported to the chief executive officer, compared with 36 percent in the United Kingdom and 80 percent in the United States.
- The majority of CLOs in the United States and Canada reported to the CEO of the company (80 percent and 78 percent, respectively), with a slightly lower percentage of CLOs reporting to the CEO in EMEA, Latin America and Asia Pacific along with other regions around the globe.

Reporting Structure by Region	
Region	Reports to CEO
United States	80%
Canada	78%
EMEA	66%
Latin America	67%
Asia Pacific	62%

REPORTING STRUCTURE BY INDUSTRY



JOB TITLE

- Job titles of the company's lead in-house lawyer varied from company to company and regionally. However, titles other than GC and CLO were less likely to report directly to a CEO, and CLOs were the most likely to report to the CEO. Three percent of chief counsel reported to the chief executive officer compared with 26 percent of CLOs. Another 20 percent of CLOs reported to the chief financial officer compared with 78 percent of GCs.

INDUSTRY

- Over half of CLOs across all industries reported to the CEO. The industries with the highest percentage of CLOs directly reporting to the CEO included construction (90 percent), energy (87 percent), insurance (83 percent) and real estate (83 percent).

28. On how many for-profit corporate boards of directors (excluding your own) do you currently serve as a member?

CLOs reported limited involvement in for-profit corporate boards of directors outside of their own company. Little variation in participation was found between men and women. In addition, when analyzing by age, few differences were found other than in the 65-and-older age group, where 27 percent of CLOs reported membership on a for-profit board of directors, compared with 14 to 16 percent under age 50. Approximately a quarter of CLOs in the transportation, insurance and finance and banking industries reported membership on at least one for-profit corporate boards of directors.

NUMBER OF FOR-PROFIT BOARDS

	2014–2015
0	83%
1	10%
2+	7%

n=1,072

SERVICE ON FOR-PROFIT CORPORATE BOARDS OF DIRECTORS BY AGE

	<35	35–49	50–64	65+
0	86%	84%	82%	74%
1	11%	9%	11%	17%
2+	3%	7%	7%	10%

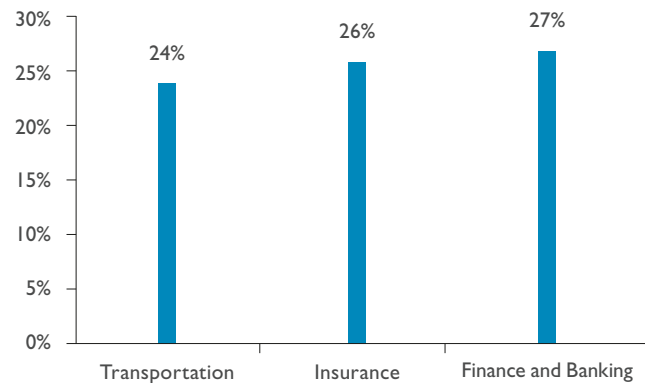
n=37 n=457 n=467 n=42

SERVICE ON FOR-PROFIT CORPORATE BOARDS OF DIRECTORS BY GENDER

	Male	Female
0	82%	85%
1	11%	10%
2+	8%	6%

n=666 n=352

TOP THREE INDUSTRIES IN WHICH CLOs WERE MEMBERS OF FOR-PROFIT CORPORATE BOARDS OF DIRECTORS



29. Over the past 12 months, on what matters have you principally spent your time as a CLO? (Check up to three options)

Men were more likely than women to report spending their time managing outside counsel (23 percent and 19 percent, respectively). Women were more likely than men to focus their time on controlling legal costs (9 percent and 6 percent respectively). When it comes to managing outside counsel and strategy development and execution, men reported higher levels of involvement over the previous 12 months.

Time spent past year	2012–2013	2013–2014	2014–2015
Advising Executives/Participating in Strategic Corporate Issues	78%	76%	50%
Managing Legal Function Domestically	62%	61%	33%
Board and Governance Issues	62%	62%	27%
Compliance	62%	64%	27%
Strategy Development and Execution	56%	57%	24%
Risk Management	N/A	N/A	23%
Managing Outside Counsel	N/A	N/A	21%
Litigation and Class Action	47%	48%	21%
Managing Legal Function Internationally	37%	37%	16%
Company/Corporate Secretarial Matters	N/A	N/A	14%
Government Affairs	22%	23%	7%
Controlling Legal Costs	N/A	44%	7%
Professional Development of Staff	26%	29%	6%
Other	7%	4%	6%
Attracting and Retaining Good In-house Counsel	17%	22%	5%
Regulatory Investigation	24%	22%	4%
Attracting and Retaining Good Paralegal and Support Staff	7%	13%	1%
Prosecution and Government Enforcement	N/A	N/A	1%
Succession Planning	N/A	N/A	1%
	<i>n</i> =1,007	<i>n</i> =962	<i>n</i> =881

**In 2012-2013 and 2013-2014, respondents were able to select all that applied to them. In 2014-2015, respondents were asked to select only their top three choices, impacting the total number of responses per item. Because of this, it is not possible to look at exact trends.*

“My advice: Get to know your business. Align your actions with the company strategy. Listen and learn. Learn how to solve problems within a team, and remember that it is a skill that can be learned and improved. Learn all you can about quality and process improvement. Look at legal issues through your internal and external customers’ eyes.”

REVENUE

- In companies with more than \$4 billion in annual revenue, CLOs reported spending twice as much time on managing outside counsel (26 percent to 9 percent) and professional development of staff (12 percent to 3 percent).
- Sixteen percent of CLOs in companies with less than \$100 million in annual revenue spent time on secretarial matters compared with 8 percent of those with more than \$4 billion in revenue.

COMPANY TYPE

- Twenty-seven percent of CLOs in privately owned companies reported spending time managing outside counsel compared with 14 percent of CLOs in publicly owned companies.

SIZE

- Less than 10 percent of CLOs in law departments with 50 employees or more reported spending a majority of their time over the previous 12 months managing outside counsel (5 percent) compared with 26 percent of CLOs in law departments with less than 25 employees.

LOCATION

- Nearly one-third (32 percent) of CLOs in the Asia Pacific region spent a majority of their time in the previous 12 months advising executives/participating in strategic corporate issues compared with 52 percent in the United States and 58 percent in Canada.

AGE

- CLOs over age 65 spent 41 percent of their time advising executives/participating in strategic corporate issues compared with 52 percent of CLOs age 50 to 64.

SALARY

- Forty-five percent of CLOs making less than \$200,000 in annual base salary spent a majority of their time over the previous 12 months advising executives/participating in strategic corporate issues, and 9 percent of their time controlling legal costs.

JOB TITLE

- CLOs, GCs and compliance officers reported spending 53 percent to 57 percent of their time advising executives/participating in strategic corporate issues compared with 35 percent of legal directors.

Other, please specify:

- Mergers and acquisitions (15)
- Contract negotiation (7)
- Intellectual property (3)

30. Given the choice, on what matters would you prefer to spend the majority of your time as a CLO? (Check up to three options)

A greater percentage of CLOs preferred to spend the majority of their time advising executives/participating in strategic corporate issues and assisting with strategy development and execution than were actually doing so. In terms of gender, more women than men would have preferred spending a majority of their time on compliance issues (16 percent and 13 percent respectively).

CLO preference for time use	2012–2013	2013–2014	2014–2015
Advising Executives/Participating in Strategic Corporate Issues	80%	81%	69%
Strategy Development and Execution	76%	76%	60%
Board and Governance Issues	56%	54%	27%
Risk Management	N/A	N/A	23%
Managing Legal Function Domestically	42%	43%	20%
Professional Development of Staff	35%	39%	17%
Managing Legal Function Internationally	27%	27%	14%
Compliance	31%	32%	14%
Managing Outside Counsel	N/A	N/A	9%
Government Affairs	17%	17%	7%
Attracting and Retaining Good In-house Counsel	20%	19%	6%
Litigation and Class Action	13%	11%	5%
Company/Corporate Secretarial Matters	N/A	N/A	4%
Controlling Legal Costs	N/A	21%	3%
Other	4%	2%	3%
Succession Planning	N/A	N/A	2%
Attracting and Retaining Good Paralegal and Support Staff	6%	11%	1%
Regulatory Investigation	6%	5%	1%
Prosecution and Government Enforcement	N/A	N/A	<1%
	n=996	n=954	n=1,069

REVENUE

- Twenty-one percent of CLOs in companies with less than \$100 million in annual revenue reported that they would prefer to spend their time managing the legal function domestically. Within this group, 12 percent expressed a preference for spending their time managing the legal function internationally.
- When compared to CLOs in companies with more than \$4 billion in annual revenues, those in lower-revenue companies were just as likely to prefer spending their time advising executives/participating in strategic corporate issues.

COMPANY TYPE

- Thirteen percent of CLOs in private companies preferred to spend more of their time on the professional development of staff compared with 22 percent in publicly owned companies and 19 percent in LLCs.

SIZE

- In departments with two to nine employees, 5 percent of CLOs preferred to spend time attracting and retaining good in-house counsel compared with 18 percent of CLOs in departments with 100 to 149 employees.

LOCATION

- Forty-eight percent of CLOs in the Asia Pacific region preferred to spend more of their time advising executives/participating in strategic corporate issues compared with 71 percent of the CLOs in the United States.
- Ten percent of CLOs in Brazil, 9 percent in Canada and 63 percent in Germany preferred to spend more of their time managing the legal function internationally.

AGE

- CLOs ages 65 and older preferred spending their time managing the legal function domestically (38 percent) compared with 14 percent of CLOs under the age of 35.
- Twenty-eight percent of CLOs ages 65 and older preferred spending more of their time on strategy development and execution compared with 66 percent of CLOs ages 35 to 49.

OTHER, PLEASE SPECIFY:

- Mergers and acquisitions (12)
- Improving services (4)

31. Please rank the following issues in order of importance according to the priorities of your law department over the past 12 months. Place the most important issue at the top, followed by the second most important issue, and so forth.

Three-quarters of CLOs ranked increasing awareness of the legal implications of company activities among the top three priorities of their law departments over the previous 12 months. Following closely behind was risk management and keeping management apprised of legal developments.

	Ranked in Top Three
Increasing Awareness of the Legal Implications of Company Activities	76%
Keeping Management Apprised of Legal Developments	64%
Risk Management	56%
Advising the Board of Directors	43%
Staying Current and Well Informed of Changes in the Law	41%
Reducing Outside Legal Costs	18%
Making Legal Spending More Predictable	9%
Reducing In-house Legal Costs	5%

“1. Learn the business. 2. Earn the trust of your executive team. 3. Find staff whom you trust. 4. Stay on top of legal/industry developments.”

“Be a great listener, hire stellar staff, engage with the business and keep an eye on costs.”

“Sit in on all strategic calls and meetings even if you don’t say a word.”

“Be a lawyer tempered by your business acumen, always look at the risks but provide advice on how to accomplish the business needs, not just what not to do. Proactivity and strategic thinking are vital skills to attain.”

32. How satisfied are you with your current role within your company/organization?

Nearly eight in 10 CLOs are at least slightly satisfied with their current job. Four in ten reported the highest level of job satisfaction. More definitive views of job satisfaction were reflected in the growing percentages of CLOs selecting more extreme values this year: very dissatisfied and very satisfied. Eighteen percent of CLOs expressed some level of dissatisfaction this year, an increase of six percentage points when compared with 2012-2013.

JOB SATISFACTION*

	2012–2013	2013–2014	2014–2015
Very Dissatisfied	2%	1%	5%
Somewhat Dissatisfied	3%	3%	6%
Slightly Dissatisfied	7%	7%	7%
Neither Dissatisfied or Satisfied	5%	3%	4%
Slightly Satisfied	14%	20%	5%
Somewhat Satisfied	34%	41%	30%
Very satisfied	35%	25%	44%
	n=910	n=954	n=1,051

*Seven-point scale used to measure satisfaction in all years; however, value labels differ slightly for each year.

LOCATION

- CLOs in the United States reported the highest levels of job satisfaction across the globe, with 45 percent “very satisfied” in their current role. Slight regional differences were found with 35 percent of CLOs in the EMEA region reporting that they were “very satisfied” in their current role compared with 41 percent in Canada and 39 percent in Latin America.

GENDER

- Male CLOs were slightly more likely than females to report being “very satisfied” with their current role (45 percent to 42 percent).

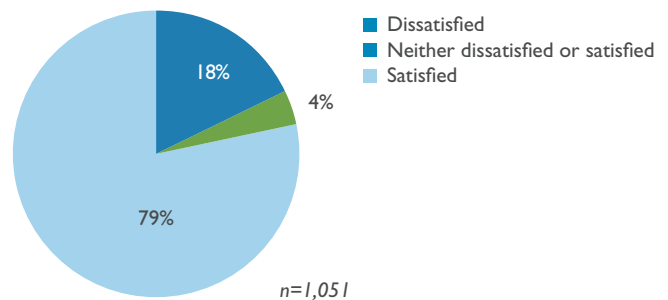
ROLE

- Executive vice presidents were most likely to report being very satisfied with their current role (61 percent), followed by senior vice presidents (51 percent), compliance officers (50 percent) and corporate secretaries (50 percent).

UNDERREPRESENTED GROUP IDENTIFICATION

- No noteworthy differences in job satisfaction were found between CLOs who do and do not identify with underrepresented groups, such as racial minorities or LGBT. Female CLOs were less likely than male CLOs to report being “very satisfied” with their current role.

OVERALL JOB SATISFACTION*



*Satisfied = very, somewhat and slightly satisfied combined
Dissatisfied = very, somewhat and slightly dissatisfied combined

INDUSTRY

- CLOs reported higher satisfaction levels in the transportation, insurance, retail and telecommunications industries, with around 90 percent of CLOs in these industries reporting satisfaction in their current role.

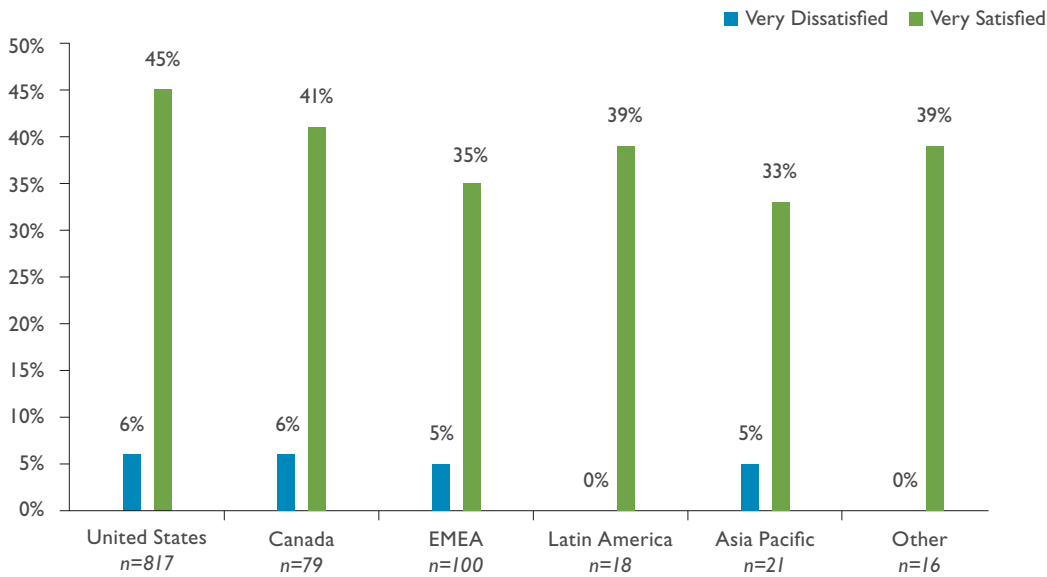
GENDER

- Male CLOs were slightly more likely than females to report being “very satisfied” with their current role (45 percent to 42 percent).

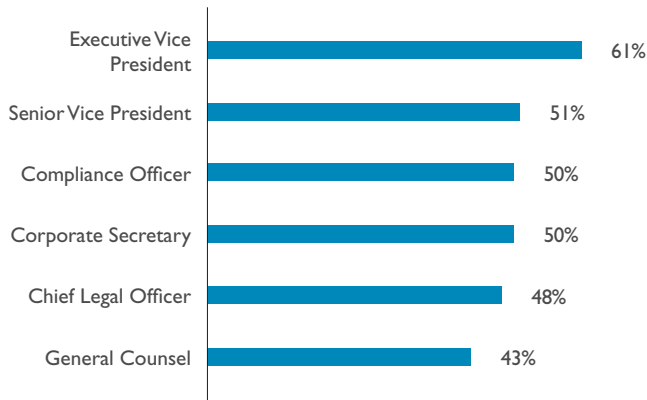
ROLE

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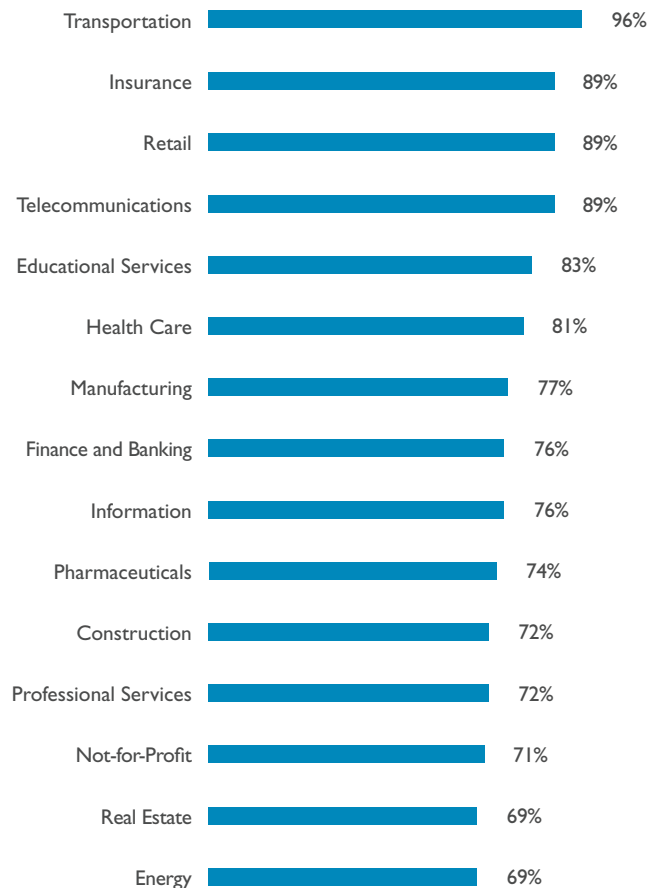
JOB SATISFACTION BY REGION



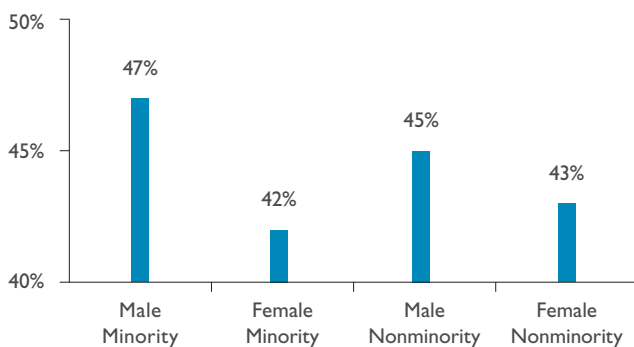
PERCENTAGE OF RESPONDENTS REPORTING THEY ARE "VERY SATISFIED" WITH THEIR CURRENT ROLE, BY TITLE



PERCENTAGE OF CLOs REPORTING SATISFACTION WITH CURRENT ROLE, BY INDUSTRY



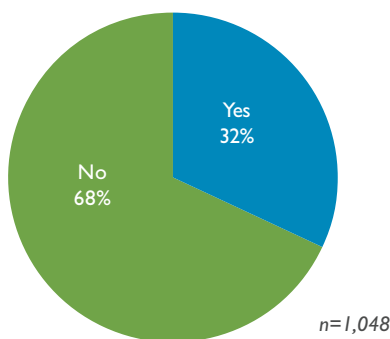
PERCENTAGE "VERY SATISFIED" WITH CURRENT ROLE, BY MINORITY STATUS



33. Do you actively encourage your staff to engage in pro bono work?

Thirty-two percent of respondents reported that they actively encouraged staff to engage in pro bono work. Law department size and resources were the most frequently cited reasons why CLOs had not encouraged staff to do so. CLOs identifying with a minority or underrepresented group were more likely to report encouraging pro bono work in the community than nonminority CLOs (41 percent and 31 percent, respectively). No significant gender differences were found when examining the likelihood of CLOs reporting that they actively encourage staff to engage in pro bono work.

CLO ACTIVELY ENCOURAGING PRO BONO WORK



LOCATION

- Nearly 50 percent of CLOs in Asia Pacific reported that they actively encouraged their legal staff to participate in pro bono work. This was more than approximately a third in the United States (33 percent), Latin America (33 percent) and Canada (37 percent) and just 20 percent in EMEA.

Percentage Actively Encouraging Legal Staff to Engage in Pro Bono, by Region	
Region	% encourage
United States	33%
Canada	37%
EMEA	20%
Latin America	33%
Asia Pacific	48%

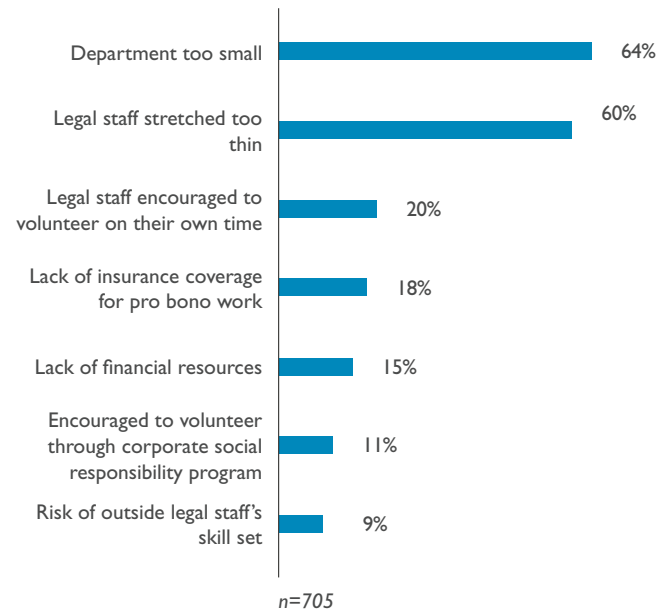
34. What barriers, if any, keep you from encouraging your legal staff to engage in pro bono work? (Asked of those not actively encouraging staff to engage in pro bono work)

The most common barriers keeping CLOs from encouraging their legal staff to engage in pro bono work included a department too small (64 percent) and legal staff stretched too thin (60 percent).

OTHER BARRIERS TO ENCOURAGING PRO BONO WORK

- “Not applicable to the nature of the employees in the law department.”
- “Not aware of opportunities for corporate attorneys.”
- “Working for a mission-driven, nonprofit, resource-constrained organization.”
- “Pro bono is a personal decision.”

REASONS FOR NOT ENCOURAGING PRO BONO WORK



35. What is your company/organization's primary industry?

The top five primary industries included manufacturing (12 percent), information technology/software/Internet technologies (10 percent), finance and banking (8 percent), health care/social assistance (5 percent) and insurance (5 percent).

	2012–2013	2013–2014	2014–2015	OTHER, PLEASE SPECIFY:
Manufacturing	12%	11%	12%	• Semiconductor
Information Tech/Software/Internet Tech	8%	9%	10%	• Consumer products
Finance and Banking	10%	9%	8%	• Staffing
Health Care/Social Assistance	7%	5%	5%	• Tourism/travel
Insurance	5%	5%	5%	• Consulting
Energy	4%	4%	5%	
Telecommunications	3%	3%	4%	
Real Estate/Rental and Leasing	3%	4%	4%	
Construction and Engineering	3%	3%	3%	
Pharmaceutical/Medical Devices	3%	3%	3%	
Retail Trade	3%	3%	3%	
Service Company and Organization	2%	3%	2%	
Educational Services	2%	2%	2%	
Not-for-Profit Organization	2%	2%	2%	
Professional/Scientific/Technical Services	3%	2%	3%	
Transportation and Warehousing	2%	2%	2%	
Wholesale Trade/Distribution	2%	2%	1%	
Accommodation/Food Services	1%	1%	1%	
Administrative/Business/Support Services	1%	<1%	1%	
Advertising/Marketing/Public Relations	1%	1%	1%	
Arts, Sports and Entertainment/Recreation	2%	1%	1%	
Aviation/Aerospace	1%	1%	2%	
Biotechnology/Life Sciences	2%	1%	1%	
Broadcasting and Media	1%	1%	1%	
Chemicals and Plastics	1%	1%	1%	
Defense	-	-	2%	
E-commerce/Online Sales	1%	1%	1%	
Fast-moving Consumer Goods	1%	1%	1%	
Management of Companies and Enterprises (i.e., Holding Companies)	1%	1%	<1%	
Mining and Quarrying	1%	1%	1%	
Oil and Gas	1%	1%	2%	
Prepared Food Stuff and Beverages	1%	1%	1%	
Public Administration/Government Regulation/Support	<1%	<1%	0%	
Technical/Research and Development	1%	1%	1%	
Trade Association	<1%	1%	1%	
Utilities	<1%	1%	1%	
Waste Management, Remediation and Environmental Services	1%	<1%	<1%	
Other	6%	10%	5%	
	n=1,037	n=1,208	n=1,032	

36. In which country is your company headquartered?

Country	%
Angola	<1%
Argentina	<1%
Australia	1%
Austria	<1%
Belgium	<1%
Bermuda	<1%
Brazil	1%
Canada	8%
Cayman Islands	<1%
Chile	<1%
Colombia	<1%
Costa Rica	<1%
Czech Republic	<1%
France	1%
Germany	1%
Ghana	<1%
Greece	<1%
Guatemala	<1%
Hong Kong	<1%
Iceland	<1%
India	<1%
Ireland	<1%

Country	%
Israel	2%
Italy	1%
Japan	1%
Luxembourg	<1%
Mexico	<1%
Netherlands	1%
New Zealand	<1%
Norway	<1%
Philippines	<1%
Portugal	<1%
Qatar	<1%
Singapore	<1%
South Africa	<1%
South Korea	<1%
Spain	1%
Sweden	1%
Switzerland	<1%
United Arab Emirates	<1%
United Kingdom	2%
United States	75%
US Virgin Islands	<1%
Other	<1%

n=1,047

37. In which country is your office located?

CLOs in 46 countries participated in the 2014-2015 CLO survey, up from 41 countries in the 2013-2014 CLO survey. The majority of respondents work in the United States (78 percent). At 8 percent, Canada had the second-highest percentage of respondents. When looking at average CLO age by office location, Brazil stood out with an average CLO age of 40, ten years younger than the average age of CLOs in the United States.

Country	%
Argentina	<1%
Australia	<1%
Austria	<1%
Bangladesh	<1%
Barbados	<1%
Belgium	<1%
Bermuda	<1%
Bolivia	<1%
Brazil	1%
Bulgaria	<1%
Canada	8%
Cayman Islands	<1%
Chile	<1%
China	<1%
Colombia	<1%
Croatia	<1%
France	1%
Germany	1%
Greece	1%
Guatemala	<1%
Hong Kong	<1%
Iceland	<1%
India	<1%
Ireland	<1%

Country	%
Israel	3%
Italy	<1%
Japan	<1%
Luxembourg	<1%
Monaco	<1%
Netherlands	<1%
New Zealand	<1%
Norway	<1%
Philippines	<1%
Portugal	<1%
Qatar	<1%
Singapore	1%
South Africa	<1%
Spain	<1%
Sweden	<1%
Switzerland	<1%
Turkey	<1%
United Arab Emirates	<1%
United Kingdom	1%
Uruguay	<1%
United States	78%
US Virgin Islands	<1%
Other	<1%

n = 1,043

38. What is your annual base salary as of January 1, 2014 (i.e., excluding options, incentives, awards, bonuses)?

The salary range for most CLOs was \$150,000 to \$399,999, with the highest number of CLOs falling in the \$200,000-to-\$299,999 range. There were some disparities in base salary based on gender and between those who identified as minorities or members of an underrepresented group and those who did not.

	2014–2015
<\$75,000	1%
\$75,000 to \$99,999	3%
\$100,000 to \$149,999	11%
\$150,000 to \$199,999	18%
\$200,000 to \$299,999	35%
\$300,000 to \$399,999	16%
\$400,000 to \$499,999	5%
\$500,000 to \$599,999	3%
\$600,000 to \$699,999	1%
\$700,000 to \$799,999	1%
\$800,000 to \$899,999	<1%
\$900,000 to \$999,999	<1%
\$1,000,000 to \$1,999,999	<1%
Prefer not to answer	5%

n=1,023

- Six percent of respondents who identify as a member of a minority/underrepresented group in their workplace made less than \$100,000 in base salary compared with 4 percent of CLOs who do not identify with an underrepresented group.
- Twenty-seven percent of respondents who do not identify as a member of a minority/underrepresented group made \$300,000 or more compared with 23 percent of CLOs who do are a member of a minority/underrepresented group in their workplace.
- Forty-three percent of those reporting membership in an ethnic minority group make less than \$200,000 compared with 36 percent of those who do not identify with an ethnic minority group.
- Fourteen percent of those who do not self-identify as LGBT made \$400,000 or more compared with 0 percent of those who do identify as LGBT.
- Nearly three in 10 men reported total compensation of \$300,000 or more compared with 22 percent of women.

39. What is your annual total compensation as of January 1, 2014 (including options, incentives, awards, bonuses)?

The annual total compensation of most CLOs ranged from \$150,000 to \$399,999 in 2014.

	2014-2015
<\$75,000	1%
\$75,000 to \$99,999	2%
\$100,000 to \$149,999	7%
\$150,000 to \$199,999	12%
\$200,000 to \$299,999	23%
\$300,000 to \$399,999	16%
\$400,000 to \$499,999	9%
\$500,000 to \$599,999	6%
\$600,000 to \$699,999	3%
\$700,000 to \$799,999	3%
\$800,000 to \$899,999	2%
\$900,000 to \$999,999	2%
\$1,000,000 to \$1,999,999	7%
\$2,000,000 to \$2,999,999	1%
\$3,000,000 to \$3,999,999	1%
\$4,000,000 to \$4,999,999	<1%
\$5,000,000 or more	<1%
Prefer not to answer	6%

n=1,019

- Three percent of respondents who self-identify as a member of an underrepresented group in their workplace are compensated less than \$100,000 compared with 2 percent of those who do not identify with an underrepresented group.
- Fifty-one percent of those reporting membership in an ethnic minority group made less than \$300,000 compared with 46 percent of those who do not identify with an ethnic minority group.
- Forty percent of men were compensated less than \$300,000 compared with 52 percent of women.
- A little over 38 percent of male CLOs reported total compensation over \$400,000, whereas a little over 26 percent of female CLOs reported annual total compensation above \$400,000.

40. For statistical purposes, what is your gender?

Similar to the past three years, men represented over 60 percent of survey respondents. Although fewer female CLOs were found in legal departments across the globe, Canada deviated from this norm with women representing more than 50 percent of CLO survey respondents.

When looking at salary by gender and identification with a minority or underrepresented group in the workplace, it appears that men who identify as members of minority or underrepresented groups are more likely (49 percent) than women (39 percent) to have received compensation that equaled or exceeded \$300,000 in the previous year.

BY COMPANY TYPE

- Sixty-three percent of CLOs in private companies were male, and 53 percent of CLOs in not-for-profit organizations were female.

LOCATION

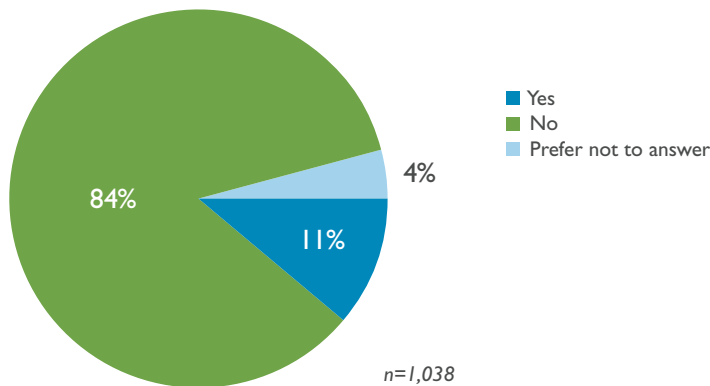
- Canada led other nations with regard to women in legal positions. In all regions of the globe, males made up the majority of legal staff within companies and organizations, leading by close to 25 percent, except in Canada, where the percentage of females in legal positions was 54 percent.

AGE

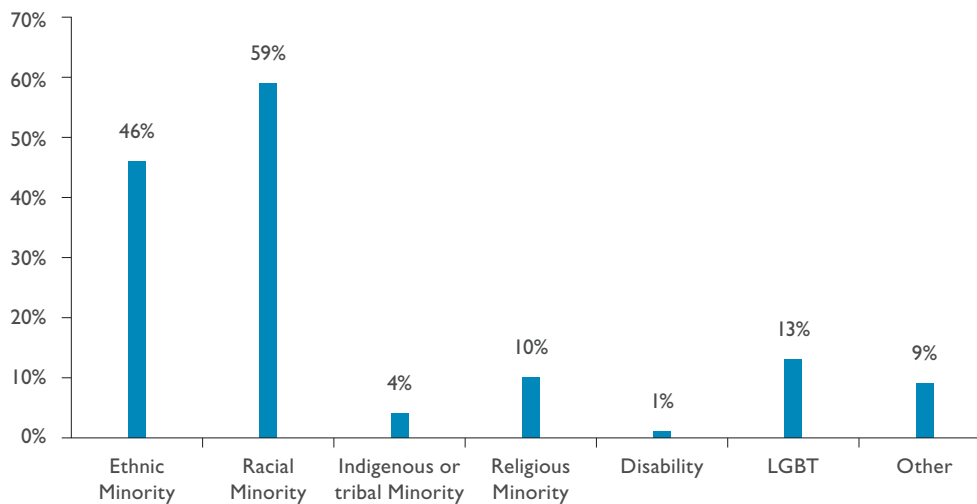
- The average age for male respondents in legal positions was 51 compared with 48 for women.

	2012–2013	2013–2014	2014–2015
Male	68%	65%	64%
Female	32%	35%	34%
Prefer not to answer	-	-	1%
	<i>n=1,046</i>	<i>n=1,039</i>	<i>n=1,036</i>

41a. Are you a member of a minority or underrepresented group in your workplace?



41b. If “yes” to 41a, respondents were asked to select from the following list.



42. For statistical purposes, what year were you born?

The CLO community is mostly composed of Baby Boomers and Generation Xers. Representation by minority and underrepresented groups has increased, in addition to the number of female legal staff.

	2012–2013	2013–2014	2014–2015
Traditionalists (1929-1945)	2%	2%	1%
Baby Boomers (1946-1964)	54%	49%	50%
Generation X (1965-1982)	43%	49%	48%
Generation Y (1983-1994)	1%	1%	2%
	n=1,033	n=1,035	v=1,006

STATUS

- Sixteen percent of Generation X legal staff identified with an underrepresented group compared with 0 percent of Traditionalists.
- The percentage of female CLOs in Generation X was 10 percentage points higher than the percentage of female CLOs in the Baby Boomer generation.

43. What advice would you give to an aspiring CLO or GC to help them be successful as a CLO?

From finding a good mentor to identifying an organization where one knows the business, has a broad skillset and deep knowledge of the industry, several CLOs recommended working at any level in the company to gain knowledge. Others recommend business or finance training. Attending every meeting and gaining the trust of key stakeholders, the C-suite and all teams in the organization also impact the success of a CLO. Communication of technical issues in a nontechnical fashion is key to providing legal advice that ensures compliance without alienating nonlegal leadership focused on strategy.

“Align closely with key internal stakeholders and leaders in your organization. Get to know their business and find ways to deliver value that meaningfully impacts operations.”

“Build relationships. Communicate. Understand what is most important to your board, what adds the most value, and take the time to establish and successfully execute your department’s strategic plan that is fully aligned with your company’s strategic plan.”

“Be a student of the business and show that you are a valued business partner; grow and develop your leadership—and lead within legal and companywide; take on high-visibility cross-functional projects to show your value to others and to learn more about the business.”

“Develop skills needed to convey complex legal issues to nonlawyer management in a clear, understandable manner. Employees at companies I have worked at over the years seem to have a decreasing understanding of legal and regulatory issues that affect their day-to-day business activities, even while the level of legal and regulatory scrutiny of most businesses continues to increase. Therefore, the ability to convey complex legal and regulatory issues, requirements and best practices to business managers in an understandable manner is critical to making strategic business decisions that avoid the many obstacles businesses face.”

“Develop relationships throughout the organization, but especially on the executive team. You need to hear from all levels of the organization — directly or indirectly — to effectively advise the company. Spend time developing your team; it will create more time for you down the road. Finally, know you will make mistakes and be prepared to forgive yourself so you can effectively fix them.”

“Do something else before becoming a lawyer. Spend

time learning and understanding the business. Work to become a trusted business partner. Seek to understand the business objectives before opining on the law. Consider and present the range of options available.”

“Establish good relationships with key business leaders. Be proactive with communication. Involve the business in the process of change implementation to ensure compliance.”

“Find a practice you really enjoy and then find a company that needs you to practice that kind of law as a major part of the job. Join the company at whatever level and excel at your job. Meanwhile, try to learn some management skills—because you never will while you work at a law firm.”

“Be a trusted partner to business leaders. Don’t underestimate the importance of a personal relationship with the senior execs and boards of your companies. -Be proactive - Make research first and then give advice - Gain the confidence of the principals - have good cooperation with colleagues - arrange proper delegation of work. You must learn to delegate, which is much more difficult than it sounds. You must also learn how to be a supervisor - means learning how to supervise attorneys/subordinates differently based upon their specific needs and personalities.”

“Try to eliminate surprises for your board and CEO.”

“Understand and get involved in the business of your company. Have an entrepreneurship mindset and speak executive language (not technical).”

“Listen more than talk. Be (very) tolerant with all your company’s colleagues. Be the first to serve as a good example. Rely more on moral authority than on de facto or statutory authority. Find the balance of being a nice and tough boss at the same time. Always be open to learn things

(especially outside the legal world).”

“ Be a problem avoider in the first instance, a problem solver when you have to. Integrate with your business — you’ll spot issues before they become problems.”

“ Think strategically, and don’t get caught up in the (legal) details.”

“ Be a strategic business partner and carry yourself as a company executive—albeit one with legal expertise — and not just the GC.”

“ Be a strong project manager.”

“ To be very attentive to your board/management needs; to differentiate between the substantial issues and the less important ones; to keep bureaucracy and red tape to a minimum.”

“ Get as much experience as you can in as many areas of the law and law practice as possible before becoming a GC.”

“ Get broad exposures to a variety of topics with a focus on developing issue-spotting skills, presentation skills and developing the type of professional persona that will serve well in a counselor-type role.”

“ Always do the right thing, even if it is not popular. Be organized and as paperless as possible. Keep confidences. Trust but verify.”

“ Always remember that your client is the company, not the individuals who run it.”

“ Get inside experience in the industry of the company. I believe the best CLO/GCs are those that have spent time in the industry and are a generalist that can communicate effectively with business team and C-suite. Too

many lawyers come out of law firms with only specialized knowledge/experience in one area, and that is not what you need to lead a corporate legal department in my opinion.”

“ Get formal training in business and finance; pursue a legal career that requires you to be a generalist — i.e. don’t pick a narrow specialty.”

“ Get to know your business. Align your actions with the company strategy. Listen and learn. Learn how to solve problems within a team, and remember that it is a skill that can be learned and improved. Learn all you can about quality and process improvement. Look at legal issues through your internal and external customers’ eyes.”

“ Global nature of responsibilities requires high cultural sensitivity in addition to top professional knowledge and leadership skills.”

“ [Understand] how critical it is to understand your company’s products and the needs of your business by interacting with people outside the legal team on a daily basis. I view myself as a business partner to my internal teams and executive suite. The better I understand our products and business needs, the more pragmatic my legal advice can be, the better I can contribute a legal perspective to our business strategy, and the quicker I can identify legal risks that our company might face.”

“ Know and understand your C-suite colleagues and the pressures they face well; use that knowledge and your overall knowledge of your company’s landscape to influence organizational strategy.”

DEMOGRAPHIC PROFILE

Below is a demographic profile to clarify the key findings and overall results from the 2014-2015 survey. All demographics are self-reported. Comparisons to “last year” reflect data from the 2013-2014 survey as presented in the **ACC CLO 2014 Survey**.

1. A total of 77 percent of respondents reported their title as GC, 24 percent identified as CLO and 29 percent as corporate secretary. Other frequently cited titles included vice president, senior vice president and head of legal.
 2. A slightly greater percentage of CLOs reported working for a private company (41 percent compared with 38 percent last year) than a public company (28 percent compared with 22 percent). Approximately 10 percent worked in a not-for-profit setting, and 22 percent worked in an LLC.
 3. CLOs represented a variety of industries in this year’s survey. The most commonly cited were manufacturing (13 percent), information technology/software/Internet technologies (10 percent) and finance and banking (8 percent).
 4. Over half of the CLOs surveyed reported working in a law department with two to nine employees, with 16 percent working in law departments with either one or 10 to 24 employees. Very few respondents worked in a law department with over 50 employees.
 5. The majority of survey respondents were located in an office in the United States (78 percent), with 22 percent of respondents located in other countries across the globe.
 6. Similar to 2013-2014 estimates, 17 percent of CLOs reported annual company revenues of \$100 million to \$299 million. The percentage of CLOs reporting annual revenue of \$4 billion and more was 14 percent, a five-percentage-point increase from last year’s report.
 7. Men still hold a far larger percentage of CLO positions than women (64 percent to 34 percent). Approximately 11 percent of CLOs identify with an underrepresented group.
 8. CLOs are split almost equally between the Baby Boomer generation and Generation X, with an average CLO age of 50.
-



Job Title or Function	2012–2013	2013–2014	2014–2015
General Counsel	74%	82%	77%
Chief Legal Officer	10%	22%	24%
Corporate Secretary	<1%	19%	29%
Vice President	2%	16%	17%
Compliance Officer	<1%	10%	12%
Head of Legal	1%	11%	11%

Company/ Organization	2012–2013	2013–2014	2014–2015
Private	38%	38%	41%
Public	25%	22%	28%
Limited Liability Company (LLC)	15%	20%	22%
Not-for-Profit	11%	11%	10%
Subsidiary of Foreign Public Corporation	7%	7%	7%
Publicly Held Debt, Privately Held Equity	2%	2%	3%
Limited Liability Partnership (LLP)	1%	<1%	2%
Partnership	1%	<1%	1%

Primary Industry (Top Five)	2012–2013	2013–2014	2014–2015
Manufacturing	12%	11%	12%
Finance and Banking	10%	9%	8%
Information Technology/ Software/Internet-related Services	8%	9%	10%
Health Care/Social Assistance	7%	5%	5%
Insurance	5%	5%	5%

Size of Law Department	2012–2013	2013–2014	2014–2015
1 Employee	19%	20%	16%
2 to 9	51%	53%	55%
10 to 24	12%	12%	16%
25 to 49	5%	5%	6%
50+	13%	10%	7%

Office Location	2012–2013	2013–2014	2014–2015
United States	87%	85%	78%
Canada	5%	6%	8%
Brazil	1%	1%	1%
Israel	1%	1%	3%
United Kingdom	1%	1%	1%
France	1%	1%	1%
Switzerland	<1%	1%	<1%
Other	4%	5%	<1%

Annual Revenue	2012–2013	2013–2014	2014–2015
Less than \$25 million	14%	13%	12%
\$25 million to \$49 million	9%	11%	7%
\$50 million to \$99 million	11%	11%	8%
\$100 million to \$299 million	18%	19%	17%
\$300 million to \$499 million	10%	10%	9%
\$500 million to \$999 million	10%	12%	12%
\$1 billion to \$1.9 billion	11%	8%	10%
\$2 billion to \$2.9 billion	4%	5%	5%
\$3 billion to \$3.9 billion	3%	2%	2%
\$4 billion or more	11%	9%	14%

Gender	2012–2013	2013–2014	2014–2015
Male	68%	65%	64%
Female	32%	35%	34%

Age	2012–2013	2013–2014	2014–2015
Traditionalists (1929–1945)	2%	2%	1%
Baby Boomers (1946–1964)	54%	49%	50%
Generation X (1965–1982)	43%	49%	48%
Generation Y (1983–1994)	1%	1%	2%
Average Age	50	49	50

PROJECT OVERVIEW & INTERPRETING THE DATA

Project Overview

This confidential web-based survey was conducted from October 9, 2014 to November 28, 2014. An email invitation to participate in the survey was delivered to 9,489 individuals. A total of 1,289 responses were received; 1,063 were from ACC members, and 226 were from nonmembers. This represents an overall response rate of 14 percent. The margin of error for the completed surveys calculated to +/- 3 percent at the 95 percent confidence level. We can be 95 percent certain that the overall results are a representation of the targeted population within 2 percent. The industry standard for member research studies is to achieve a confidence interval of +/- 5 percent at the 95 percent confidence level, so ACC's response level exceeded industry standards.

Interpreting the Data

All CLO surveys referenced in this report include data collected annually during the last quarter of the calendar year. Every year, survey respondents are asked to reference three time periods (the past 12 months, the present and the next 12 months) when providing their input. This results in data that apply to a year range rather than a single year. Comparisons to "last year" reflect data from the 2013-2014 survey as presented in the *ACC CLO 2014 Survey*.

An Introduction, Executive Summary, Key Findings, Overall Survey Results, Demographic Profile and Appendix with cross tabulations are included in this report. Although most pertinent topics are covered in the Key Findings, other thought-provoking findings are exhibited in the overall survey results. In the Overall Results section all survey questions and responses from CLOs are highlighted, along with significant findings for each. In the Appendix, responses are presented by a number of relevant breaks, such as region/country, industry, department size, gender, generation of respondent and compensation. By analyzing responses in this way, we are able to decrease the influence of overrepresentation across audience segments. Cross tabulations were conducted in order to assess the influence of these segments of the survey population and t-tests were used when appropriate to determine whether differences between groups or between time points were statistically significant at the .05 α level.

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JOB TITLE OR FUNCTION

What is your current job title or function?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1289	819	79	101	18	21	181	628	250	77
Advocate	1%	*	-	2%	-	5%	-	1%	*	1%
Chief Counsel	4%	3%	1%	4%	6%	10%	4%	2%	4%	5%
Chief Legal Officer	24%	25%	15%	19%	33%	29%	19%	21%	33%	30%
Compliance Officer	12%	13%	4%	13%	11%	10%	7%	13%	14%	6%
Corp./Company Secretary	29%	32%	39%	21%	22%	19%	14%	31%	40%	25%
Counsel/Counselor	3%	2%	-	7%	-	10%	3%	3%	2%	1%
Executive Board Member	3%	3%	1%	4%	-	10%	2%	3%	4%	1%
Executive Vice President	9%	11%	5%	1%	-	5%	4%	6%	15%	29%
General Counsel	77%	83%	80%	54%	67%	57%	83%	81%	70%	77%
Head of Legal	11%	9%	4%	27%	22%	14%	4%	12%	14%	12%
Legal Director	3%	2%	1%	9%	22%	10%	1%	3%	4%	5%
Senior Vice President	14%	16%	13%	10%	-	19%	5%	14%	21%	21%
Solicitor/Barrister	1%	*	3%	5%	-	-	-	*	2%	1%
Vice President	17%	19%	23%	9%	6%	10%	8%	22%	17%	14%
Vice President Legal Affairs	4%	2%	13%	9%	6%	-	1%	4%	5%	4%
Other (Specify)	3%	4%	5%	1%	-	5%	5%	4%	2%	4%

Cont'd

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946- 1964)	Gen X (1965- 1982)	Gen Y (1983- 1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1289	667	354	9	502	479	16	220	395	346
Advocate	1%	*	1%	-	1%	*	-	1%	1%	*
Chief Counsel	4%	3%	4%	11%	3%	4%	-	3%	3%	3%
Chief Legal Officer	24%	26%	20%	33%	26%	22%	6%	20%	22%	31%
Compliance Officer	12%	12%	14%	44%	12%	12%	-	9%	12%	14%
Corp./Company Secretary	29%	28%	35%	33%	33%	27%	6%	12%	32%	42%
Counsel/Counselor	3%	2%	4%	22%	1%	4%	6%	6%	2%	1%
Executive Board Member	3%	2%	5%	11%	2%	3%	-	1%	4%	4%
Executive Vice President	9%	10%	7%	11%	12%	6%	-	1%	4%	21%
General Counsel	77%	78%	81%	67%	80%	78%	81%	75%	82%	78%
Head of Legal	11%	10%	12%	22%	8%	13%	13%	12%	11%	10%
Legal Director	3%	3%	3%	11%	2%	4%	-	5%	3%	1%
Senior Vice President	14%	15%	15%	33%	20%	10%	-	5%	13%	23%
Solicitor/Barrister	1%	1%	1%	-	1%	*	-	*	1%	1%
Vice President	17%	17%	20%	-	19%	19%	6%	8%	25%	16%
Vice President of Legal Affairs	4%	3%	5%	-	3%	4%	-	3%	6%	2%
Other (Specify)	3%	3%	4%	-	3%	3%	13%	4%	3%	3%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

COMPANY/ORGANIZATION TYPE

Which of the following describes your company/organization?
(Please check all that apply)

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1289	819	79	101	18	21	181	628	250	77
Limited Liability Company (LLC)	22%	19%	14%	38%	6%	24%	24%	25%	14%	8%
Limited Liability Partnership (LLP)	2%	2%	6%	2%	-	-	-	2%	3%	-
Nonprofit Corporation	10%	11%	9%	3%	-	5%	12%	11%	9%	4%
Partnership	1%	1%	1%	-	-	-	1%	1%	1%	-
Private	41%	46%	35%	31%	39%	19%	62%	46%	28%	12%
Public	28%	27%	42%	34%	28%	33%	7%	23%	44%	71%
Publicly Held Debt, Privately Held Equity	3%	3%	4%	5%	11%	5%	1%	3%	5%	3%
Subsidiary of Foreign Public Corporation	7%	6%	5%	11%	33%	19%	6%	6%	12%	6%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1289	667	354	9	502	479	16	220	395	346
Limited Liability Company (LLC)	22%	21%	20%	11%	18%	23%	31%	27%	22%	17%
Limited Liability Partnership (LLP)	2%	2%	2%	-	3%	2%	-	1%	2%	3%
Nonprofit Corporation	10%	7%	15%	22%	10%	9%	-	17%	11%	5%
Partnership	1%	1%	1%	-	1%	1%	-	-	1%	1%
Private	41%	41%	44%	44%	40%	44%	56%	54%	48%	28%
Public	28%	30%	27%	22%	32%	26%	6%	10%	21%	49%
Publicly Held Debt, Privately Held Equity	3%	4%	2%	-	4%	2%	-	2%	2%	5%
Subsidiary of Foreign Public Corporation	7%	7%	6%	11%	5%	8%	6%	6%	7%	7%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

DELEGATION OF OPERATIONAL MANAGEMENT

Do you delegate operational management of the law department full-time, part-time or not at all?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1288	819	79	101	18	21	181	628	250	77
Yes, Part-time	12%	10%	10%	16%	22%	10%	1%	9%	18%	19%
Yes, Full-time	8%	5%	8%	15%	22%	14%	4%	6%	9%	17%
No (Do Not Delegate Operational Management)	81%	86%	82%	69%	56%	76%	94%	85%	72%	64%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1288	667	354	9	502	479	16	220	395	346
Yes, Part-time	12%	12%	7%	-	11%	11%	-	8%	9%	12%
Yes, Full-time	8%	6%	6%	11%	6%	7%	13%	7%	6%	7%
No (Do Not Delegate Operational Management)	81%	81%	86%	89%	83%	82%	88%	85%	85%	81%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

TIME ALLOCATION IN PAST 12 MONTHS

What percentage of your time have you spent on each of the following in the past 12 months ... providing legal advice/managing legal matters for the company?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1175	813	78	98	17	21	181	619	248	74
<10%	3%	3%	4%	2%	-	-	1%	2%	5%	8%
10%-19%	15%	14%	17%	11%	18%	10%	9%	10%	26%	22%
20%-24%	18%	18%	17%	21%	29%	33%	14%	17%	22%	24%
25% or more	65%	66%	63%	65%	53%	57%	75%	71%	48%	46%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1175	660	350	9	497	474	15	217	392	343
<10%	3%	2%	4%	-	4%	2%	-	2%	2%	4%
10%-19%	15%	13%	14%	-	15%	13%	13%	9%	13%	18%
20%-24%	18%	20%	16%	22%	17%	20%	7%	17%	17%	23%
25% or More	65%	65%	66%	78%	64%	65%	80%	73%	68%	55%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

What percentage of your time have you spent on each of the following in the past 12 months ... ensuring the company is in compliance with relevant regulations?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1126	781	73	99	16	21	164	600	242	73
<10%	26%	27%	26%	25%	19%	10%	30%	29%	19%	25%
10%-19%	50%	50%	55%	46%	75%	57%	44%	49%	55%	59%
20%-24%	14%	14%	10%	17%	6%	24%	12%	14%	16%	10%
25% or More	10%	9%	10%	11%	-	10%	14%	9%	10%	7%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1126	641	333	9	478	462	15	206	375	337
<10%	26%	25%	29%	56%	26%	26%	13%	26%	27%	24%
10%-19%	50%	51%	48%	22%	50%	51%	67%	44%	51%	55%
20%-24%	14%	13%	16%	11%	14%	14%	7%	17%	13%	14%
25% or More	10%	11%	8%	11%	10%	9%	13%	13%	9%	7%

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What percentage of your time have you spent on each of the following in the past 12 months ... managing legal expenditures?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1098	756	75	94	17	21	157	579	241	74
<10%	69%	70%	67%	70%	76%	48%	78%	72%	59%	61%
10%-19%	27%	27%	31%	28%	12%	48%	20%	25%	37%	34%
20%-24%	2%	3%	1%	1%	6%	-	1%	2%	3%	4%
25% or More	1%	*	1%	1%	6%	5%	1%	1%	1%	1%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1098	641	333	9	478	462	15	206	375	337
<10%	69%	69%	70%	71%	71%	68%	71%	72%	68%	66%
10%-19%	27%	28%	27%	29%	26%	29%	29%	24%	28%	31%
20%-24%	2%	2%	3%	-	2%	3%	-	2%	3%	2%
25% or More	1%	1%	1%	-	1%	1%	-	2%	1%	*

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

What percentage of your time have you spent on each of the following in the past 12 months ... counseling the CEO and other senior management?

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1170	811	78	99	17	21	177	620	246	75
<10%	9%	9%	3%	11%	18%	24%	16%	8%	8%	9%
10%-19%	40%	40%	44%	41%	29%	38%	40%	41%	38%	40%
20%-24%	23%	24%	26%	26%	24%	19%	19%	24%	26%	19%
25% or More	28%	27%	28%	21%	29%	19%	24%	27%	28%	32%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1170	657	352	9	494	475	15	217	390	344
<10%	9%	10%	9%	11%	8%	11%	7%	17%	8%	6%
10%-19%	40%	39%	43%	33%	41%	38%	53%	37%	43%	39%
20%-24%	23%	23%	25%	22%	22%	26%	20%	22%	23%	25%
25% or More	28%	28%	24%	33%	29%	25%	20%	25%	26%	30%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

What percentage of your time have you spent on each of the following in the past 12 months ... counseling the board of directors?

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1052	722	66	96	16	21	143	561	231	69
<10%	59%	62%	42%	52%	25%	62%	65%	65%	46%	45%
10%-19%	34%	32%	45%	39%	75%	38%	29%	30%	43%	43%
20%-24%	5%	5%	9%	5%	-	-	4%	3%	8%	10%
25% or More	2%	1%	3%	4%	-	-	1%	2%	3%	1%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1052	594	313	8	445	426	15	187	346	324
<10%	59%	61%	56%	63%	59%	59%	73%	67%	65%	48%
10%-19%	34%	34%	34%	38%	34%	35%	20%	28%	28%	43%
20%-24%	5%	3%	8%	-	6%	4%	7%	3%	5%	7%
25% or More	2%	2%	1%	-	1%	2%	-	2%	2%	2%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

What percentage of your time have you spent on each of the following in the past 12 months ... proactively addressing the legal and regulatory trends that present risks for the company?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1108	770	70	93	18	20	162	589	236	74
<10%	37%	38%	40%	40%	22%	15%	45%	40%	29%	23%
10%-19%	48%	47%	44%	49%	50%	65%	39%	47%	55%	51%
20%-24%	10%	9%	11%	9%	22%	20%	14%	8%	11%	12%
25% or More	6%	5%	4%	2%	6%	-	2%	5%	5%	14%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1108	627	331	7	470	456	15	208	364	334
<10%	37%	37%	39%	29%	35%	41%	20%	41%	39%	33%
10%-19%	48%	50%	45%	71%	49%	45%	53%	44%	47%	51%
20%-24%	10%	10%	9%	-	9%	11%	13%	11%	9%	10%
25% or More	6%	4%	7%	-	7%	3%	13%	4%	5%	6%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

What percentage of your time have you spent on each of the following in the past 12 months ... providing strategic input into business decisions?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1150	795	77	96	18	21	173	608	245	74
<10%	15%	16%	8%	19%	11%	14%	22%	15%	13%	7%
10%-19%	47%	48%	45%	45%	28%	52%	47%	49%	44%	42%
20%-24%	20%	19%	23%	24%	28%	24%	13%	19%	24%	35%
25% or More	17%	17%	23%	13%	33%	10%	18%	17%	18%	16%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1150	648	340	9	486	466	15	213	380	340
<10%	15%	16%	16%	-	17%	15%	13%	24%	14%	12%
10%-19%	47%	47%	48%	56%	47%	47%	47%	45%	48%	48%
20%-24%	20%	21%	19%	33%	20%	20%	13%	19%	18%	24%
25% or More	17%	16%	17%	11%	16%	18%	27%	12%	21%	16%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

LEVEL OF IMPORTANCE ON SPECIFIC AREAS IN PAST 12 MONTHS

Please rate the level of importance for each specific area based on the amount of time and attention your department spent on each over the past 12 months ... ethics and compliance.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1161	817	79	100	17	21	179	627	249	76
Not at All Important	4%	5%	4%	2%	6%	5%	8%	4%	2%	-
Somewhat Important	30%	30%	33%	30%	24%	19%	39%	33%	18%	14%
Very Important	41%	40%	42%	44%	29%	52%	35%	40%	45%	47%
Extremely Important	25%	25%	22%	24%	41%	24%	17%	22%	35%	38%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1161	664	353	6	501	479	16	219	395	344
Not at All Important	4%	5%	3%	-	4%	4%	-	5%	4%	3%
Somewhat Important	30%	31%	28%	67%	30%	29%	25%	36%	33%	24%
Very Important	41%	41%	40%	17%	40%	41%	50%	39%	38%	45%
Extremely Important	25%	23%	29%	17%	25%	26%	25%	20%	25%	28%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Please rate the level of importance for each specific area based on the amount of time and attention your department spent on each over the past 12 months ... disputes over ownership and use of information.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1157	814	79	99	17	21	179	623	249	76
Not at All Important	44%	44%	42%	55%	41%	33%	50%	44%	43%	29%
Somewhat Important	41%	41%	42%	34%	59%	52%	31%	41%	45%	58%
Very Important	12%	12%	16%	10%	-	14%	16%	11%	10%	12%
Extremely Important	3%	3%	-	1%	-	-	4%	3%	2%	1%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1157	662	351	7	496	479	16	215	394	344
Not at All Important	44%	46%	42%	71%	42%	46%	38%	43%	45%	44%
Somewhat Important	41%	41%	40%	14%	44%	39%	31%	40%	42%	42%
Very Important	12%	11%	15%	14%	11%	12%	25%	13%	10%	13%
Extremely Important	3%	2%	3%	-	2%	2%	6%	3%	3%	1%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Please rate the level of importance for each specific area based on the amount of time and attention your department spent on each over the past 12 months ... data breaches or protection of corporate data.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1159	816	78	100	17	21	179	626	248	76
Not at All Important	21%	20%	23%	36%	29%	14%	26%	23%	16%	9%
Somewhat Important	42%	41%	47%	43%	47%	52%	49%	40%	44%	37%
Very Important	25%	26%	24%	14%	24%	24%	17%	24%	29%	42%
Extremely Important	12%	13%	5%	7%	-	10%	8%	13%	11%	12%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1159	664	351	7	499	479	16	219	393	343
Not at All Important	21%	22%	20%	43%	20%	23%	6%	23%	22%	20%
Somewhat Important	42%	42%	42%	-	44%	39%	50%	42%	43%	41%
Very Important	25%	25%	24%	29%	24%	25%	38%	21%	22%	29%
Extremely Important	12%	10%	14%	29%	11%	12%	6%	13%	13%	10%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Please rate the level of importance for each specific area based on the amount of time and attention your department spent on each over the past 12 months ... transparency and privacy obligations.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1151	809	78	99	18	21	178	620	248	76
Not at All Important	22%	22%	21%	25%	6%	19%	29%	24%	15%	5%
Somewhat Important	44%	44%	45%	45%	39%	33%	46%	41%	48%	47%
Very Important	26%	25%	24%	21%	39%	43%	20%	24%	28%	38%
Extremely Important	9%	9%	10%	8%	17%	5%	6%	10%	8%	9%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1151	657	352	8	495	475	16	218	390	341
Not at All Important	22%	23%	20%	25%	22%	22%	13%	22%	21%	23%
Somewhat Important	44%	45%	43%	38%	45%	42%	38%	45%	44%	45%
Very Important	26%	26%	23%	25%	24%	26%	44%	22%	25%	26%
Extremely Important	9%	7%	13%	13%	8%	9%	6%	10%	10%	6%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Please rate the level of importance for each specific area based on the amount of time and attention your department spent on each over the past 12 months ... mergers and acquisitions.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1156	813	79	100	17	21	178	622	249	76
Not at All Important	27%	30%	22%	16%	18%	19%	47%	26%	21%	12%
Somewhat Important	27%	27%	19%	34%	24%	19%	25%	31%	20%	24%
Very Important	26%	23%	39%	28%	35%	43%	19%	26%	29%	30%
Extremely Important	21%	21%	20%	22%	24%	19%	10%	18%	30%	34%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1156	659	353	8	498	475	16	216	393	343
Not at All Important	27%	26%	30%	50%	29%	27%	25%	39%	28%	18%
Somewhat Important	27%	27%	26%	13%	24%	29%	31%	31%	29%	21%
Very Important	26%	27%	22%	-	27%	25%	25%	19%	26%	30%
Extremely Important	21%	20%	22%	38%	21%	20%	19%	11%	17%	31%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Please rate the level of importance for each specific area based on the amount of time and attention your department spent on each over the past 12 months ...
litigation or class actions.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1157	814	78	100	17	21	180	623	248	76
Not at All Important	21%	21%	21%	23%	6%	33%	37%	23%	10%	3%
Somewhat Important	34%	32%	44%	37%	18%	19%	32%	35%	31%	33%
Very Important	32%	32%	24%	35%	35%	38%	23%	32%	36%	41%
Extremely Important	13%	15%	12%	5%	41%	10%	8%	10%	23%	24%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1157	662	351	8	499	475	16	219	391	344
Not at All Important	21%	21%	21%	38%	18%	24%	25%	25%	27%	12%
Somewhat Important	34%	33%	34%	25%	34%	33%	38%	36%	32%	33%
Very Important	32%	32%	31%	25%	32%	32%	25%	30%	29%	36%
Extremely Important	13%	14%	14%	13%	15%	12%	13%	9%	12%	19%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Please rate the level of importance for each specific area based on the amount of time and attention your department spent on each over the past 12 months ... prosecutions and governmental enforcement.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1157	815	78	98	18	21	179	623	248	77
Not at All Important	42%	45%	37%	38%	6%	19%	52%	46%	33%	14%
Somewhat Important	35%	33%	42%	42%	39%	52%	35%	35%	36%	30%
Very Important	16%	16%	10%	11%	28%	19%	11%	13%	20%	35%
Extremely Important	7%	7%	10%	9%	28%	10%	2%	6%	11%	21%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1157	663	350	8	499	475	16	214	394	345
Not at All Important	42%	42%	43%	38%	43%	43%	19%	45%	43%	37%
Somewhat Important	35%	35%	34%	13%	33%	36%	50%	37%	37%	32%
Very Important	16%	15%	15%	38%	15%	14%	25%	12%	13%	21%
Extremely Important	7%	8%	8%	13%	9%	7%	6%	6%	7%	9%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Please rate the level of importance for each specific area based on the amount of time and attention your department spent on each over the past 12 months ... whistleblowers/internal investigations.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1155	811	79	100	18	21	178	622	249	76
Not at All Important	39%	41%	32%	34%	28%	19%	57%	43%	23%	12%
Somewhat Important	44%	42%	52%	47%	61%	52%	33%	43%	51%	46%
Very Important	15%	14%	11%	18%	11%	29%	7%	11%	22%	37%
Extremely Important	3%	3%	5%	1%	-	-	3%	3%	4%	5%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1155	662	350	8	495	478	16	217	392	343
Not at All Important	39%	40%	36%	25%	39%	38%	50%	50%	40%	29%
Somewhat Important	44%	43%	46%	63%	43%	45%	31%	38%	44%	49%
Very Important	15%	13%	15%	13%	14%	14%	13%	9%	13%	19%
Extremely Important	3%	3%	3%	-	3%	2%	6%	3%	3%	3%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Please rate the level of importance for each specific area based on the amount of time and attention your department spent on each over the past 12 months ... intellectual-property disputes.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1157	813	79	100	18	21	180	622	249	76
Not at All Important	36%	35%	41%	35%	56%	24%	40%	37%	35%	16%
Somewhat Important	39%	40%	42%	33%	33%	33%	31%	40%	39%	50%
Very Important	17%	17%	13%	25%	11%	29%	19%	16%	17%	21%
Extremely Important	8%	8%	5%	7%	-	14%	10%	7%	8%	13%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1157	661	353	8	497	478	16	218	395	341
Not at All Important	36%	35%	35%	38%	32%	38%	38%	36%	37%	34%
Somewhat Important	39%	41%	37%	38%	43%	37%	13%	36%	39%	44%
Very Important	17%	17%	20%	25%	18%	17%	31%	18%	17%	14%
Extremely Important	8%	7%	8%	-	7%	8%	19%	10%	6%	8%

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LEVEL OF IMPORTANCE ON SPECIFIC AREAS IN NEXT 12 MONTHS

Please rate the level of importance you anticipate each of the following issues will hold over the next 12 months (based on how much time or attention your department will spend on each area) ... ethics and compliance.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1131	802	79	100	17	21	177	617	242	76
Not at All Important	4%	4%	3%	2%	-	-	10%	3%	2%	-
Somewhat Important	30%	30%	35%	32%	29%	19%	36%	34%	19%	20%
Very Important	42%	42%	41%	42%	29%	57%	36%	42%	45%	42%
Extremely Important	24%	24%	22%	24%	41%	24%	18%	20%	35%	38%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1131	656	346	9	490	471	16	216	387	339
Not at All Important	4%	5%	2%	-	4%	3%	-	4%	4%	2%
Somewhat Important	30%	32%	28%	67%	29%	31%	38%	38%	31%	27%
Very Important	42%	41%	44%	22%	41%	42%	50%	40%	39%	45%
Extremely Important	24%	23%	26%	11%	26%	24%	13%	18%	25%	26%

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Please rate the level of importance you anticipate each of the following issues will hold over the next 12 months (based on how much time or attention your department will spend on each area) ... disputes over ownership and use of information.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1133	804	78	101	18	21	179	619	240	76
Not at All Important	40%	41%	41%	44%	28%	33%	39%	43%	40%	24%
Somewhat Important	42%	41%	44%	45%	50%	48%	42%	40%	45%	55%
Very Important	15%	15%	15%	10%	22%	14%	15%	15%	13%	18%
Extremely Important	2%	3%	-	2%	-	5%	4%	2%	2%	3%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1133	657	348	8	488	477	16	217	390	338
Not at All Important	40%	42%	38%	50%	41%	40%	19%	37%	41%	43%
Somewhat Important	42%	41%	44%	25%	42%	43%	38%	42%	42%	43%
Very Important	15%	15%	15%	25%	15%	14%	31%	18%	16%	12%
Extremely Important	2%	2%	3%	-	1%	3%	13%	3%	2%	1%

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Please rate the level of importance you anticipate each of the following issues will hold over the next 12 months (based on how much time or attention your department will spend on each area) ... data breaches or protection of corporate data.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1130	802	79	99	17	21	179	613	242	77
Not at All Important	18%	16%	24%	29%	18%	5%	22%	20%	13%	3%
Somewhat Important	41%	40%	38%	41%	53%	48%	45%	39%	43%	40%
Very Important	27%	27%	32%	18%	29%	43%	23%	27%	29%	34%
Extremely Important	14%	16%	6%	11%	-	5%	10%	14%	15%	23%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1130	656	346	8	488	473	16	216	390	337
Not at All Important	18%	19%	15%	38%	17%	18%	6%	19%	19%	16%
Somewhat Important	41%	42%	39%	-	42%	40%	50%	42%	40%	41%
Very Important	27%	26%	29%	25%	27%	27%	31%	21%	27%	30%
Extremely Important	14%	13%	16%	38%	15%	14%	13%	17%	14%	14%

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Please rate the level of importance you anticipate each of the following issues will hold over the next 12 months (based on how much time or attention your department will spend on each area) ... transparency and privacy obligations.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1128	800	78	101	16	21	175	616	242	76
Not at All Important	22%	23%	22%	25%	6%	14%	30%	25%	17%	4%
Somewhat Important	44%	43%	44%	49%	38%	33%	44%	43%	45%	43%
Very Important	25%	25%	27%	20%	44%	43%	18%	23%	30%	38%
Extremely Important	9%	9%	8%	7%	13%	10%	8%	10%	7%	14%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1128	654	345	7	489	471	16	214	385	340
Not at All Important	22%	24%	21%	43%	25%	21%	13%	26%	21%	22%
Somewhat Important	44%	43%	44%	14%	44%	41%	50%	44%	43%	46%
Very Important	25%	26%	22%	29%	21%	31%	31%	20%	27%	24%
Extremely Important	9%	7%	13%	14%	9%	8%	6%	10%	9%	8%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Please rate the level of importance you anticipate each of the following issues will hold over the next 12 months (based on how much time or attention your department will spend on each area) ... mergers and acquisitions.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1131	802	79	101	17	21	178	616	242	76
Not at All Important	23%	25%	20%	18%	18%	14%	38%	22%	19%	13%
Somewhat Important	27%	27%	24%	28%	35%	29%	31%	31%	18%	18%
Very Important	28%	28%	35%	32%	18%	33%	22%	27%	34%	38%
Extremely Important	21%	20%	20%	23%	29%	24%	8%	20%	29%	30%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1131	656	347	8	488	475	16	216	388	339
Not at All Important	23%	22%	27%	50%	25%	22%	19%	34%	24%	15%
Somewhat Important	27%	27%	28%	13%	26%	28%	31%	32%	29%	21%
Very Important	28%	30%	24%	25%	28%	28%	44%	23%	26%	35%
Extremely Important	21%	21%	21%	13%	20%	22%	6%	11%	21%	29%

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Please rate the level of importance you anticipate each of the following issues will hold over the next 12 months (based on how much time or attention your department will spend on each area) ... litigation or class actions.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1135	804	79	101	18	21	178	618	243	77
Not at All Important	21%	21%	20%	25%	6%	24%	38%	23%	8%	4%
Somewhat Important	38%	38%	49%	35%	17%	38%	34%	40%	37%	39%
Very Important	29%	29%	23%	35%	50%	19%	23%	29%	35%	36%
Extremely Important	12%	12%	8%	6%	28%	19%	5%	9%	21%	21%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1135	658	348	9	488	477	16	215	390	341
Not at All Important	21%	21%	20%	33%	17%	25%	19%	31%	23%	12%
Somewhat Important	38%	38%	39%	33%	41%	36%	31%	36%	38%	40%
Very Important	29%	29%	29%	22%	28%	30%	44%	27%	28%	32%
Extremely Important	12%	12%	12%	11%	14%	9%	6%	7%	11%	16%

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Please rate the level of importance you anticipate each of the following issues will hold over the next 12 months (based on how much time or attention your department will spend on each area) ... prosecutions and governmental enforcement.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1133	806	79	101	17	21	178	619	242	76
Not at All Important	41%	43%	38%	35%	-	19%	52%	42%	36%	18%
Somewhat Important	37%	35%	46%	41%	47%	48%	34%	38%	35%	36%
Very Important	16%	16%	8%	19%	24%	19%	12%	15%	18%	30%
Extremely Important	6%	5%	9%	6%	29%	14%	2%	5%	11%	16%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1133	658	349	7	492	476	16	216	391	340
Not at All Important	41%	39%	44%	29%	41%	42%	19%	41%	41%	37%
Somewhat Important	37%	37%	36%	29%	35%	37%	63%	40%	38%	36%
Very Important	16%	17%	14%	43%	16%	16%	19%	16%	13%	19%
Extremely Important	6%	7%	5%	-	8%	5%	-	2%	7%	8%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Please rate the level of importance you anticipate each of the following issues will hold over the next 12 months (based on how much time or attention your department will spend on each area) ... whistleblowers/internal investigations.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1129	802	78	100	16	21	177	615	242	76
Not at All Important	38%	40%	28%	35%	19%	19%	56%	41%	23%	11%
Somewhat Important	45%	44%	51%	52%	50%	52%	36%	45%	50%	55%
Very Important	14%	13%	14%	11%	25%	29%	7%	11%	24%	25%
Extremely Important	3%	3%	6%	2%	6%	-	1%	3%	4%	9%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1129	652	348	7	487	474	16	214	389	338
Not at All Important	38%	40%	35%	29%	38%	38%	44%	49%	38%	29%
Somewhat Important	45%	45%	46%	57%	45%	46%	44%	39%	48%	49%
Very Important	14%	13%	15%	14%	13%	14%	13%	9%	12%	17%
Extremely Important	3%	3%	4%	-	4%	3%	-	3%	3%	4%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Please rate the level of importance you anticipate each of the following issues will hold over the next 12 months (based on how much time or attention your department will spend on each area) ... intellectual-property disputes.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1130	803	79	99	17	21	178	615	242	76
Not at All Important	38%	38%	43%	36%	47%	19%	41%	40%	37%	21%
Somewhat Important	38%	38%	38%	36%	35%	38%	33%	38%	40%	38%
Very Important	17%	17%	11%	20%	18%	29%	17%	17%	15%	29%
Extremely Important	7%	7%	8%	7%	-	14%	9%	5%	8%	12%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1130	655	348	7	488	476	16	215	389	338
Not at All Important	38%	38%	39%	57%	38%	39%	31%	38%	40%	38%
Somewhat Important	38%	39%	36%	29%	40%	36%	19%	33%	40%	41%
Very Important	17%	17%	17%	14%	16%	17%	19%	22%	15%	15%
Extremely Important	7%	6%	8%	-	6%	7%	31%	7%	6%	7%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

DATA BREACHES

In the past two years, has your organization ... experienced a data breach? For purposes of this question, a data breach could include events such as hacking or unauthorized disclosure of sensitive data.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1132	815	78	101	18	21	180	622	250	77
Yes	27%	26%	41%	24%	22%	14%	13%	24%	35%	53%
No	67%	68%	55%	68%	78%	81%	80%	69%	60%	39%
Not Sure	6%	6%	4%	8%	-	5%	7%	6%	5%	8%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1132	663	353	9	500	476	16	219	394	345
Yes	27%	26%	29%	11%	30%	25%	-	15%	26%	35%
No	67%	68%	65%	78%	64%	69%	100%	77%	67%	61%
Not Sure	6%	6%	6%	11%	6%	6%	-	8%	7%	4%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

TARGETED BY REGULATOR FOR ENFORCEMENT ACTION OR ALLEGED VIOLATION OF ANTIBRIBERY OR ANTICORRUPTION LAW

In the past two years, has your organization ... been targeted by a regulator for an enforcement action or investigation with respect to an alleged violation of any anti-bribery or anticorruption law?

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1134	815	79	101	18	21	180	624	250	77
Yes	6%	5%	4%	18%	11%	-	1%	4%	9%	25%
No	93%	95%	95%	82%	83%	95%	98%	95%	90%	73%
Not Sure	1%	*	1%	-	6%	5%	1%	*	1%	3%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1134	664	353	9	500	477	16	219	394	345
Yes	6%	7%	5%	-	7%	5%	-	5%	4%	9%
No	93%	92%	95%	100%	93%	94%	100%	94%	95%	91%
Not Sure	1%	1%	*	-	1%	1%	-	1%	1%	1%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

TARGETED FOR LITIGATION BY NPE OR PATENT TROLL

In the past two years, has your organization ... been targeted for litigation by a nonpracticing entity (NPE) or patent troll?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1132	814	79	101	18	21	178	624	250	77
Yes	24%	27%	9%	20%	17%	14%	10%	21%	31%	58%
No	74%	71%	89%	80%	83%	81%	88%	77%	68%	36%
Not Sure	2%	1%	3%	-	-	5%	2%	2%	*	5%

	Total	Gender		Generation			Total Compensation			
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1132	664	351	9	500	475	16	218	393	345
Yes	24%	25%	23%	33%	26%	23%	19%	15%	20%	36%
No	74%	73%	76%	67%	72%	76%	81%	83%	79%	63%
Not Sure	2%	2%	1%	-	1%	1%	-	2%	1%	1%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

DEPARTMENT SIZE

What best describes the size of your law department?

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1136	819	79	100	18	21	181	628	250	77
1 Employee	16%	18%	9%	7%	-	14%	100%	-	-	-
2 to 9 Employees	55%	56%	58%	62%	44%	38%	-	100%	-	-
10 to 24 Employees	16%	15%	22%	16%	22%	33%	-	-	72%	-
25 to 49 Employees	6%	6%	5%	8%	11%	10%	-	-	28%	-
50+	7%	6%	6%	7%	22%	5%	-	-	-	100%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1136	666	354	9	501	479	16	220	394	346
1 Employee	16%	17%	14%	22%	15%	16%	50%	39%	15%	2%
2 to 9 Employees	55%	53%	59%	44%	49%	63%	38%	55%	69%	42%
10 to 24 Employees	16%	17%	15%	11%	19%	13%	6%	3%	13%	29%
25 to 49 Employees	6%	7%	6%	11%	8%	4%	-	2%	2%	13%
50+	7%	7%	5%	11%	9%	3%	6%	1%	2%	14%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

NUMBER OF DIFFERENT POSITIONS IN LAW DEPARTMENT

How many administrative staff work in your law department?

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1115	804	78	99	17	21	177	615	248	74
None	33%	34%	19%	36%	6%	48%	79%	34%	6%	3%
1	38%	38%	41%	39%	24%	24%	19%	54%	20%	5%
2 to 9	25%	24%	35%	18%	53%	29%	2%	12%	71%	38%
10 to 24	3%	3%	4%	4%	-	-	-	*	4%	31%
25 to 49	1%	1%	1%	-	12%	-	-	-	-	12%
50+	1%	*	-	2%	6%	-	-	-	-	9%
Don't Know	*	*	-	-	-	-	-	-	-	1%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1115	653	349	9	495	471	16	215	387	342
None	33%	32%	34%	22%	26%	40%	56%	51%	40%	14%
1	38%	36%	40%	11%	37%	39%	38%	41%	41%	31%
2 to 9	25%	26%	23%	56%	29%	20%	6%	7%	18%	44%
10 to 24	3%	4%	1%	-	5%	1%	-	*	1%	7%
25 to 49	1%	1%	1%	-	2%	*	-	*	*	2%
50+	1%	1%	-	11%	1%	-	-	-	*	2%
Don't Know	*	*	-	-	-	*	-	-	-	*

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

How many paralegals work in your law department?

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1099	792	79	98	16	20	176	602	246	74
0	39%	39%	34%	51%	13%	40%	97%	37%	11%	5%
1	30%	30%	27%	27%	44%	20%	3%	47%	16%	4%
2-9	27%	28%	37%	19%	19%	30%	-	16%	71%	38%
10-24	3%	2%	3%	3%	19%	10%	-	-	2%	38%
25-49	*	1%	-	-	-	-	-	-	-	7%
50+	1%	1%	-	-	6%	-	-	-	-	8%
Don't Know	-	-	-	-	-	-	-	-	-	-

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1099	648	341	8	490	462	15	207	384	343
0	39%	38%	40%	38%	31%	47%	73%	69%	40%	19%
1	30%	27%	33%	38%	27%	32%	20%	25%	38%	24%
2-9	27%	31%	23%	13%	36%	20%	7%	6%	21%	49%
10-24	3%	3%	3%	-	5%	1%	-	1%	1%	6%
25-49	*	1%	-	-	1%	-	-	-	-	1%
50+	1%	*	1%	13%	1%	-	-	-	-	1%
Don't Know	-	-	-	-	-	-	-	-	-	-

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How many in-house lawyers work in your law department?

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1121	808	78	101	18	21	178	618	249	75
0	5%	5%	4%	4%	-	10%	19%	2%	1%	1%
1	30%	33%	21%	17%	-	24%	80%	29%	1%	5%
2-9	50%	48%	58%	58%	67%	43%	1%	68%	53%	5%
10-24	9%	8%	13%	11%	22%	19%	-	*	40%	3%
25-49	4%	4%	3%	5%	11%	5%	-	-	6%	39%
50+	3%	3%	3%	5%	-	-	-	-	-	47%
Don't Know	-	-	-	-	-	-	-	-	-	-

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1121	661	347	9	497	474	16	216	391	344
0	5%	4%	6%	-	4%	5%	6%	9%	5%	1%
1	30%	30%	30%	22%	27%	31%	63%	58%	32%	10%
2-9	50%	50%	50%	67%	47%	54%	25%	31%	56%	54%
10-24	9%	10%	8%	11%	13%	6%	-	2%	6%	19%
25-49	4%	4%	3%	-	4%	3%	6%	1%	1%	8%
50+	3%	3%	3%	-	5%	1%	-	-	*	7%
Don't Know	-	-	-	-	-	-	-	-	-	-

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How many contract lawyers work in your law department?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1065	773	77	93	16	19	175	577	239	73
0	72%	76%	71%	58%	25%	53%	93%	77%	55%	36%
1	13%	13%	14%	12%	6%	21%	3%	14%	21%	11%
2-9	13%	9%	14%	27%	56%	21%	4%	9%	21%	38%
10-24	2%	1%	-	3%	-	5%	1%	*	3%	14%
25-49	-	-	-	-	-	-	-	-	-	-
50+	*	*	-	-	6%	-	-	-	1%	-
Don't Know	*	-	-	-	6%	-	-	-	-	1%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1065	629	333	8	476	454	15	205	372	332
0	72%	74%	71%	50%	73%	72%	87%	81%	76%	65%
1	13%	12%	15%	25%	12%	14%	7%	5%	15%	16%
2-9	13%	12%	13%	25%	12%	13%	7%	13%	8%	15%
10-24	2%	2%	1%	-	2%	1%	-	1%	1%	3%
25-49	-	-	-	-	-	-	-	-	-	-
50+	*	*	-	-	*	*	-	-	-	1%
Don't Know	*	*	-	-	*	-	-	-	*	-

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How many legal operations work in your law department?

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1047	767	75	86	15	19	175	568	233	70
0	79%	80%	84%	83%	47%	58%	93%	87%	64%	33%
1	10%	10%	9%	9%	-	11%	6%	7%	15%	17%
2-9	10%	9%	3%	6%	33%	26%	1%	6%	16%	43%
10-24	1%	1%	4%	1%	-	5%	-	-	4%	4%
25-49	*	*	-	-	-	-	-	-	*	-
50+	*	*	-	1%	7%	-	-	-	1%	1%
Don't Know	*	*	-	-	13%	-	1%	-	*	1%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1047	622	324	8	470	445	15	200	369	326
0	79%	79%	80%	50%	78%	83%	87%	89%	86%	69%
1	10%	10%	9%	13%	11%	9%	7%	6%	7%	14%
2-9	10%	8%	10%	38%	10%	7%	7%	4%	7%	14%
10-24	1%	1%	1%	-	1%	1%	-	1%	1%	2%
25-49	*	*	-	-	*	-	-	-	-	*
50+	*	*	-	-	*	*	-	1%	-	1%
Don't Know	*	*	-	-	*	*	-	1%	*	*

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How many in other departments aside from the previous selections work in your law department?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	988	729	73	87	12	17	171	546	214	57
0	78%	79%	71%	77%	58%	59%	96%	80%	62%	58%
1	9%	9%	15%	10%	-	18%	2%	12%	8%	7%
2-9	10%	9%	11%	10%	17%	24%	-	8%	23%	12%
10-24	1%	1%	1%	-	17%	-	1%	-	4%	7%
25-49	1%	1%	-	-	-	-	-	-	1%	7%
50+	1%	1%	1%	2%	-	-	-	-	1%	9%
Don't Know	*	*	-	-	8%	-	1%	-	*	-

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	988	595	306	7	436	435	15	195	358	304
0	78%	79%	74%	71%	78%	79%	93%	89%	78%	71%
1	9%	8%	11%	29%	9%	9%	-	7%	13%	8%
2-9	10%	9%	12%	-	11%	9%	-	3%	8%	15%
10-24	1%	1%	2%	-	2%	1%	-	1%	*	3%
25-49	1%	1%	1%	-	*	1%	7%	-	*	2%
50+	1%	1%	1%	-	1%	*	-	1%	*	2%
Don't Know	*	*	-	-	-	*	-	1%	-	*

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DISTRIBUTION OF LAWYERS WORKING IN COUNTRY OTHER THAN ORGANIZATION HEADQUARTERS

What percentage of lawyers work in a location outside of the country where your organization is headquartered?

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1125	811	78	99	17	21	178	621	248	77
0%	75%	81%	79%	51%	59%	43%	94%	84%	56%	23%
25% or less	9%	8%	12%	10%	24%	19%	1%	6%	15%	26%
26%-50%	9%	7%	6%	17%	6%	24%	2%	6%	15%	35%
>50%	7%	4%	3%	22%	12%	14%	3%	4%	14%	16%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1125	661	348	9	500	470	16	214	394	343
0%	75%	75%	80%	67%	77%	77%	81%	90%	81%	66%
25% or less	9%	9%	8%	11%	10%	8%	6%	5%	5%	14%
26%-50%	9%	9%	7%	11%	8%	8%	6%	3%	7%	13%
>50%	7%	8%	4%	11%	5%	7%	6%	3%	7%	7%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

PERCENTAGE OF CUTS TO SPECIFIC POSITIONS IN LAW DEPARTMENT IN PAST 12 MONTHS

If you have reduced staffing levels in the past 12 months, please estimate the percentage of cuts in administrative staff positions.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1032	754	76	89	16	20	161	576	226	68
No Cuts	92%	93%	92%	92%	81%	85%	95%	95%	86%	75%
Minimal Cuts (1%-5%)	4%	4%	3%	3%	6%	5%	2%	2%	7%	16%
Moderate Cuts (6%-10%)	2%	1%	1%	2%	6%	5%	1%	1%	3%	6%
Significant Cuts (Over 10%)	3%	2%	4%	2%	6%	5%	2%	2%	4%	3%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1032	616	327	9	463	442	14	205	370	316
No Cuts	92%	93%	91%	78%	93%	93%	93%	94%	95%	88%
Minimal Cuts (1%-5%)	4%	4%	4%	-	4%	3%	-	1%	3%	6%
Moderate Cuts (6%-10%)	2%	1%	1%	11%	1%	1%	-	-	1%	3%
Significant Cuts (Over 10%)	3%	2%	4%	11%	2%	3%	7%	4%	1%	3%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

If you have reduced staffing levels in the past 12 months, please estimate the percentage of cuts in paralegal positions.

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1023	745	75	89	16	20	159	571	223	69
No Cuts	94%	95%	96%	91%	81%	90%	100%	96%	88%	81%
Minimal Cuts (1%-5%)	3%	2%	3%	7%	13%	5%	-	1%	6%	14%
Moderate Cuts (6%-10%)	1%	1%	-	1%	6%	5%	-	*	3%	3%
Significant Cuts (Over 10%)	2%	2%	1%	1%	-	-	-	3%	3%	1%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1023	607	326	9	458	436	15	203	364	314
No Cuts	94%	95%	94%	89%	94%	95%	93%	98%	96%	90%
Minimal Cuts (1%-5%)	3%	3%	3%	11%	3%	2%	7%	*	2%	5%
Moderate Cuts (6%-10%)	1%	1%	1%	-	*	1%	-	*	1%	2%
Significant Cuts (Over 10%)	2%	2%	2%	-	3%	1%	-	1%	1%	3%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

If you have reduced staffing levels in the past 12 months, please estimate the percentage of cuts in contract lawyer positions.

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1005	738	75	86	13	18	160	558	219	67
No Cuts	95%	96%	93%	93%	77%	89%	98%	96%	92%	85%
Minimal Cuts (1%-5%)	3%	2%	5%	6%	-	-	1%	2%	4%	12%
Moderate Cuts (6%-10%)	1%	*	-	1%	8%	6%	-	1%	2%	1%
Significant Cuts (Over 10%)	1%	1%	1%	-	15%	6%	1%	1%	2%	1%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1005	602	317	8	450	431	15	200	363	306
No Cuts	95%	95%	96%	88%	95%	97%	100%	97%	97%	93%
Minimal Cuts (1%-5%)	3%	2%	3%	13%	3%	1%	-	3%	1%	3%
Moderate Cuts (6%-10%)	1%	*	1%	-	*	1%	-	1%	*	1%
Significant Cuts (Over 10%)	1%	2%	1%	-	1%	1%	-	1%	1%	2%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

If you have reduced staffing levels in the past 12 months, please estimate the percentage of cuts in in-house lawyer positions.

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1025	746	76	89	17	20	160	567	228	69
No Cuts	90%	92%	89%	85%	65%	80%	98%	93%	84%	71%
Minimal Cuts (1%-5%)	4%	3%	5%	6%	18%	10%	-	2%	8%	17%
Moderate Cuts (6%-10%)	3%	2%	5%	3%	6%	5%	-	1%	5%	10%
Significant Cuts (Over 10%)	3%	3%	-	6%	12%	5%	2%	4%	3%	1%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1025	613	324	9	457	441	15	206	364	316
No Cuts	90%	89%	92%	89%	90%	92%	93%	96%	94%	82%
Minimal Cuts (1%-5%)	4%	5%	3%	11%	4%	3%	-	1%	1%	9%
Moderate Cuts (6%-10%)	3%	2%	2%	-	3%	2%	-	1%	1%	5%
Significant Cuts (Over 10%)	3%	4%	2%	-	3%	4%	7%	2%	4%	3%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

If you have reduced staffing levels in the past 12 months, please estimate the percentage of cuts in legal operation positions.

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	999	734	74	84	13	18	158	560	214	66
No Cuts	97%	98%	97%	94%	77%	89%	99%	98%	93%	91%
Minimal Cuts (1%-5%)	2%	2%	-	4%	8%	-	1%	1%	4%	8%
Moderate Cuts (6%-10%)	1%	*	1%	2%	15%	6%	-	1%	2%	2%
Significant Cuts (Over 10%)	*	*	1%	-	-	6%	-	1%	*	-

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	999	595	317	8	449	425	15	200	358	305
No Cuts	97%	97%	96%	100%	98%	97%	100%	97%	98%	96%
Minimal Cuts (1%-5%)	2%	2%	3%	-	2%	2%	-	1%	1%	3%
Moderate Cuts (6%-10%)	1%	1%	*	-	*	1%	-	2%	*	1%
Significant Cuts (Over 10%)	*	*	1%	-	*	*	-	1%	*	1%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

PERCENTAGE OF ADDITIONS TO SPECIFIC POSITIONS IN LAW DEPARTMENT IN PAST 12 MONTHS

If you have increased staffing levels in the past 12 months, please estimate the percentage increases in administrative staff positions.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	984	727	68	84	15	17	161	542	215	65
No Additions	82%	81%	75%	90%	87%	76%	90%	84%	72%	71%
Minimal Adds (1%-5%)	11%	12%	12%	5%	7%	18%	8%	8%	17%	25%
Moderate Adds (6%-10%)	3%	3%	6%	1%	7%	6%	-	2%	7%	3%
Significant Adds (Over 10%)	4%	5%	7%	4%	-	-	2%	6%	4%	2%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	984	592	308	8	447	416	14	201	352	294
No Additions	82%	83%	81%	63%	80%	83%	100%	84%	84%	76%
Minimal Adds (1%-5%)	11%	10%	12%	25%	13%	9%	-	6%	9%	16%
Moderate Adds (6%-10%)	3%	3%	3%	13%	3%	3%	-	3%	2%	4%
Significant Adds (Over 10%)	4%	4%	5%	-	4%	5%	-	6%	5%	3%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

If you have increased staffing levels in the past 12 months, please estimate the percentage increases in paralegal positions.

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	988	729	68	82	16	19	160	544	217	66
No Additions	79%	79%	81%	87%	75%	63%	95%	82%	66%	53%
Minimal Adds (1%-5%)	11%	11%	6%	5%	19%	21%	5%	6%	17%	36%
Moderate Adds (6%-10%)	3%	3%	6%	5%	6%	5%	-	3%	6%	9%
Significant Adds (Over 10%)	7%	8%	7%	4%	-	11%	-	9%	10%	2%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	988	590	312	9	449	415	14	197	347	304
No Additions	79%	79%	80%	100%	78%	80%	86%	87%	83%	71%
Minimal Adds (1%-5%)	11%	10%	10%	-	12%	9%	-	6%	7%	15%
Moderate Adds (6%-10%)	3%	4%	2%	-	4%	3%	7%	2%	2%	6%
Significant Adds (Over 10%)	7%	7%	7%	-	6%	8%	7%	6%	8%	8%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

If you have increased staffing levels in the past 12 months, please estimate the percentage increases in contract lawyer positions.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	967	708	70	84	16	17	160	530	212	64
No Additions	87%	89%	80%	80%	69%	82%	97%	90%	78%	63%
Minimal Adds (1%-5%)	7%	6%	11%	10%	19%	12%	3%	5%	10%	31%
Moderate Adds (6%-10%)	3%	3%	6%	5%	-	6%	-	3%	6%	6%
Significant Adds (Over 10%)	3%	2%	3%	6%	13%	-	-	2%	6%	-

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	967	577	307	9	434	413	14	197	351	284
No Additions	87%	88%	86%	78%	89%	85%	93%	92%	89%	82%
Minimal Adds (1%-5%)	7%	6%	9%	22%	7%	8%	7%	5%	6%	10%
Moderate Adds (6%-10%)	3%	3%	2%	-	3%	3%	-	2%	2%	5%
Significant Adds (Over 10%)	3%	3%	2%	-	2%	4%	-	1%	3%	3%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

If you have increased staffing levels in the past 12 months, please estimate the percentage increases in in-house lawyer positions.

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1018	749	72	90	15	18	159	558	232	68
No Additions	63%	64%	57%	59%	53%	39%	87%	67%	44%	35%
Minimal Adds (1%-5%)	12%	12%	13%	12%	27%	17%	4%	9%	19%	38%
Moderate Adds (6%-10%)	8%	7%	13%	9%	-	28%	1%	3%	20%	24%
Significant Adds (Over 10%)	17%	17%	18%	20%	20%	17%	8%	21%	17%	3%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1018	614	317	8	461	435	15	198	361	316
No Additions	63%	63%	62%	88%	64%	61%	60%	78%	66%	50%
Minimal Adds (1%-5%)	12%	12%	13%	-	14%	10%	27%	8%	9%	18%
Moderate Adds (6%-10%)	8%	7%	9%	-	9%	7%	-	1%	5%	14%
Significant Adds (Over 10%)	17%	18%	16%	13%	13%	22%	13%	14%	20%	18%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

If you have increased staffing levels in the past 12 months, please estimate the percentage increases in legal operations positions.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	954	706	68	80	13	18	160	526	202	65
No Additions	92%	94%	94%	91%	69%	61%	98%	95%	87%	71%
Minimal Adds (1%-5%)	4%	4%	3%	3%	8%	17%	2%	2%	4%	25%
Moderate Adds (6%-10%)	2%	1%	1%	5%	23%	11%	-	*	5%	5%
Significant Adds (Over 10%)	2%	2%	1%	1%	-	11%	1%	2%	3%	-

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	954	569	305	9	425	410	14	193	342	285
No Additions	92%	93%	92%	89%	93%	92%	100%	95%	93%	90%
Minimal Adds (1%-5%)	4%	4%	4%	11%	4%	3%	-	3%	4%	5%
Moderate Adds (6%-10%)	2%	2%	1%	-	1%	2%	-	1%	1%	2%
Significant Adds (Over 10%)	2%	2%	2%	-	1%	3%	-	2%	2%	2%

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NEW LEGAL POSITIONS CREATED IN PAST 12 MONTHS

In the past 12 months, has your law department created new legal positions in the following practice areas?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1114	819	78	99	18	20	173	619	244	73
Compliance	18%	17%	18%	20%	33%	30%	3%	15%	29%	44%
Contracts	15%	14%	22%	16%	22%	15%	2%	16%	18%	26%
Corporate and Securities	5%	5%	8%	4%	6%	-	1%	4%	9%	8%
Discovery and Ediscovery	1%	1%	-	1%	6%	5%	1%	1%	2%	7%
Employment and Labor	4%	4%	3%	-	22%	5%	2%	2%	9%	11%
Energy	1%	1%	1%	3%	-	10%	1%	1%	2%	-
Environment and Sustainability	1%	1%	1%	1%	-	-	-	1%	1%	4%
Financial Services	2%	2%	5%	2%	17%	5%	1%	2%	4%	3%
General Legal Advice	11%	10%	21%	13%	11%	15%	6%	11%	11%	19%
Health Care	1%	2%	-	1%	-	-	-	1%	3%	1%
Intellectual Property	6%	6%	5%	10%	-	5%	3%	4%	8%	27%
International/Cross-border	4%	3%	1%	8%	-	5%	1%	3%	6%	8%
IT/E-commerce	2%	1%	1%	4%	-	-	-	1%	2%	5%
Litigation	5%	5%	4%	8%	11%	5%	1%	4%	10%	7%
Mergers and Acquisitions	3%	3%	4%	6%	6%	5%	1%	2%	5%	10%
Real Estate	3%	3%	1%	2%	17%	-	1%	2%	3%	7%
Regulatory/ Government Affairs	5%	5%	12%	5%	17%	10%	1%	4%	8%	22%
Other, Please Specify	12%	12%	17%	14%	17%	10%	16%	11%	12%	15%

In the past 12 months, has your law department created new legal positions in the following practice areas?

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946- 1964)	Gen X (1965- 1982)	Gen Y (1983- 1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1114	667	350	9	500	477	16	216	395	346
Compliance	18%	18%	19%	22%	20%	16%	19%	10%	17%	25%
Contracts	15%	15%	15%	11%	13%	18%	6%	9%	16%	19%
Corporate and Securities	5%	4%	6%	-	5%	5%	6%	1%	4%	9%
Discovery and Ediscovery	1%	1%	1%	11%	1%	1%	-	*	1%	2%
Employment and Labor	4%	4%	5%	-	5%	3%	-	2%	4%	5%
Energy	1%	1%	1%	-	1%	1%	-	1%	1%	1%
Environment and Sustainability	1%	1%	1%	-	2%	*	-	*	1%	1%
Financial Services	2%	3%	1%	-	2%	2%	-	3%	1%	2%
General Legal Advice	11%	10%	11%	-	9%	12%	6%	7%	12%	12%
Health Care	1%	1%	2%	-	2%	1%	-	1%	1%	2%
Intellectual Property	6%	7%	6%	-		6%	6%	3%	5%	9%
International/Cross-border	4%	3%	4%	-	3%	4%	-	2%	3%	5%
IT/E-commerce	2%	2%	1%	-	2%	1%	-	*	1%	3%
Litigation	5%	6%	4%	-	5%	6%	6%	4%	5%	6%
Mergers and Acquisitions	3%	3%	4%	-	3%	4%	6%	*	3%	6%
Real Estate	3%	3%	2%	11%	3%	2%	-	2%	2%	4%
Regulatory/Government Affairs	5%	4%	8%	-	6%	5%	13%	3%	5%	8%
Other, Please Specify	12%	12%	14%	22%	15%	11%	6%	14%	14%	10%

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STAFFING PLANS FOR NEXT 12 MONTHS

Do you plan to increase or decrease your law department's administrative staff size over the next 12 months? Please select the appropriate answer for each position.

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1048	778	76	88	16	20	169	578	228	71
Significantly Decrease (Over -10%)	1%	1%	3%	2%	-	-	1%	1%	1%	-
Moderately Decrease (-6% to -10%)	1%	1%	1%	1%	-	-	-	*	2%	4%
Minimally Decrease (-1% to -5%)	2%	2%	1%	5%	13%	-	1%	1%	4%	13%
No Change	82%	82%	84%	88%	69%	80%	83%	87%	74%	63%
Minimally Increase (+1% to +5%)	8%	9%	1%	2%	13%	20%	9%	5%	12%	17%
Moderately Increase (+6% to +10%)	3%	3%	5%	2%	6%	-	2%	3%	5%	3%
Significantly Increase (Over +10%)	3%	3%	4%	-	-	-	5%	3%	2%	-

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1048	624	338	9	477	445	15	210	366	328
Significantly Decrease (Over -10%)	1%	1%	2%	-	1%	1%	-	1%	1%	1%
Moderately Decrease (-6% to -10%)	1%	1%	1%	-	1%	1%	-	1%	*	2%
Minimally Decrease (-1% to -5%)	2%	2%	3%	-	2%	1%	7%	3%	1%	3%
No Change	82%	83%	81%	89%	83%	83%	53%	81%	86%	80%
Minimally Increase (+1% to +5%)	8%	8%	8%	-	9%	6%	20%	7%	7%	9%
Moderately Increase (+6% to +10%)	3%	4%	2%	11%	2%	4%	7%	3%	2%	4%
Significantly Increase (Over +10%)	3%	2%	3%	-	2%	3%	13%	3%	2%	2%

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Do you plan to increase or decrease your law department's paralegal staff size over the next 12 months? Please select the appropriate answer for each position.

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1051	786	76	86	15	19	165	584	228	72
Significantly Decrease (Over -10%)	1%	1%	1%	1%	-	-	1%	1%	1%	-
Moderately Decrease (-6% to -10%)	*	-	1%	1%	7%	-	-	*	-	1%
Minimally Decrease (-1% to -5%)	2%	2%	-	2%	7%	-	1%	*	2%	13%
No Change	78%	77%	86%	83%	73%	84%	84%	83%	68%	60%
Minimally Increase (+1% to +5%)	10%	11%	1%	5%	13%	16%	7%	7%	18%	19%
Moderately Increase (+6% to +10%)	4%	4%	7%	6%	-	-	2%	4%	7%	7%
Significantly Increase (Over +10%)	5%	6%	4%	2%	-	-	6%	5%	4%	-

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1051	628	336	9	481	444	16	207	368	335
Significantly Decrease (Over -10%)	1%	1%	*	-	1%	1%	-	*	1%	*
Moderately Decrease (-6% to -10%)	*	*	1%	11%	-	*	-	1%	-	*
Minimally Decrease (-1% to -5%)	2%	1%	1%	-	2%	1%	-	1%	1%	3%
No Change	78%	76%	82%	89%	79%	78%	63%	82%	80%	73%
Minimally Increase (+1% to +5%)	10%	11%	8%	-	10%	9%	19%	9%	10%	11%
Moderately Increase (+6% to +10%)	4%	5%	4%	-	3%	6%	13%	2%	4%	6%
Significantly Increase (Over +10%)	5%	5%	4%	-	5%	5%	6%	4%	5%	6%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Do you plan to increase or decrease your law department's contract lawyer size over the next 12 months? Please select the appropriate answer for each position.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1018	759	74	86	15	18	167	565	218	66
Significantly Decrease (Over -10%)	2%	2%	3%	1%	-	-	-	2%	2%	3%
Moderately Decrease (-6% to -10%)	1%	1%	-	3%	-	-	-	1%	1%	3%
Minimally Decrease (-1% to -5%)	1%	1%	-	2%	7%	-	-	1%	2%	2%
No Change	87%	88%	92%	81%	67%	78%	93%	88%	82%	70%
Minimally Increase (+1% to +5%)	6%	6%	3%	3%	20%	11%	5%	4%	8%	18%
Moderately Increase (+6% to +10%)	2%	2%	3%	3%	-	6%	1%	2%	4%	5%
Significantly Increase (Over +10%)	1%	1%	-	5%	7%	6%	1%	1%	2%	-

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1018	603	331	8	461	434	15	204	362	314
Significantly Decrease (Over -10%)	2%	2%	2%	-	2%	2%	-	-	2%	3%
Moderately Decrease (-6% to -10%)	1%	1%	1%	-	*	1%	-	1%	*	1%
Minimally Decrease (-1% to -5%)	1%	2%	1%	-	*	2%	-	1%	*	2%
No Change	87%	87%	86%	100%	90%	84%	93%	91%	86%	85%
Minimally Increase (+1% to +5%)	6%	4%	8%	-	6%	6%	7%	4%	7%	6%
Moderately Increase (+6% to +10%)	2%	2%	2%	-	1%	3%	-	1%	3%	2%
Significantly Increase (Over +10%)	1%	1%	1%	-	1%	2%	-	1%	2%	1%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Do you plan to increase or decrease your law department's in-house lawyer size over the next 12 months? Please select the appropriate answer for each position.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1076	795	78	93	17	20	170	596	238	71
Significantly Decrease (Over -10%)	1%	1%	-	4%	-	-	1%	1%	1%	-
Moderately Decrease (-6% to -10%)	2%	1%	3%	3%	12%	-	-	1%	4%	3%
Minimally Decrease (-1% to -5%)	2%	2%	3%	3%	-	-	-	*	4%	13%
No Change	66%	67%	67%	65%	53%	65%	89%	70%	49%	34%
Minimally Increase (+1% to +5%)	13%	14%	9%	9%	24%	10%	4%	9%	22%	38%
Moderately Increase (+6% to +10%)	7%	6%	8%	8%	12%	20%	1%	5%	14%	13%
Significantly Increase (Over +10%)	9%	9%	12%	9%	-	5%	5%	13%	6%	-

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1076	640	345	9	486	459	16	212	378	337
Significantly Decrease (Over -10%)	1%	1%	1%	-	1%	1%	-	2%	1%	1%
Moderately Decrease (-6% to -10%)	2%	2%	1%	-	2%	2%	-	1%	1%	3%
Minimally Decrease (-1% to -5%)	2%	2%	2%	-	2%	1%	-	*	*	4%
No Change	66%	65%	68%	89%	66%	65%	69%	78%	70%	53%
Minimally Increase (+1% to +5%)	13%	12%	14%	11%	15%	11%	13%	8%	10%	19%
Moderately Increase (+6% to +10%)	7%	8%	5%	-	6%	8%	6%	3%	6%	10%
Significantly Increase (Over +10%)	9%	10%	8%	-	8%	10%	13%	8%	11%	9%

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Do you plan to increase or decrease your law department's legal operations staff size over the next 12 months? Please select the appropriate answer for each position.

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1015	758	74	84	14	19	167	564	214	68
Significantly Decrease (Over -10%)	1%	*	1%	1%	7%	-	-	1%	1%	-
Moderately Decrease (-6% to -10%)	*	*	-	-	-	-	-	*	1%	-
Minimally Decrease (-1% to -5%)	*	*	-	1%	-	-	-	*	-	3%
No Change	92%	93%	99%	87%	64%	74%	96%	95%	89%	74%
Minimally Increase (+1% to +5%)	4%	3%	-	5%	21%	11%	3%	2%	3%	19%
Moderately Increase (+6% to +10%)	1%	1%	-	1%	7%	16%	-	1%	4%	4%
Significantly Increase (Over +10%)	1%	1%	-	5%	-	-	1%	1%	1%	-

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1015	604	328	8	461	433	15	202	361	315
Significantly Decrease (Over -10%)	1%	1%	*	-	*	1%	-	*	1%	1%
Moderately Decrease (-6% to -10%)	*	*	*	-	1%	-	-	1%	-	*
Minimally Decrease (-1% to -5%)	*	*	1%	-	1%	-	-	*	-	1%
No Change	92%	91%	94%	100%	93%	91%	100%	92%	94%	91%
Minimally Increase (+1% to +5%)	4%	4%	3%	-	4%	4%	-	4%	3%	3%
Moderately Increase (+6% to +10%)	1%	2%	1%	-	2%	2%	-	1%	1%	3%
Significantly Increase (Over +10%)	1%	2%	1%	-	*	2%	-	1%	1%	1%

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DEVELOPING NON-LEGAL SKILLS WITHIN LAW DEPARTMENT

Which of the following non-legal skills are you seeking to develop for the lawyers in your law department? (Check all that apply)

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1102	819	79	101	18	21	171	610	243	73
Business Management	50%	49%	62%	50%	61%	57%	46%	51%	53%	45%
Communication and Listening Skills	48%	48%	44%	60%	50%	48%	26%	48%	61%	67%
Emotional Intelligence	35%	33%	35%	40%	44%	43%	19%	34%	42%	56%
Executive Presence	51%	53%	61%	36%	44%	48%	43%	48%	64%	62%
Finance Skills	37%	37%	43%	40%	50%	48%	41%	36%	40%	38%
Presentation Skills	36%	36%	38%	36%	28%	48%	25%	33%	46%	55%
Technical Skills	30%	29%	35%	32%	17%	29%	22%	31%	31%	32%
Project Management	48%	48%	43%	51%	56%	43%	33%	49%	56%	55%
Other (Please Specify)	4%	4%	8%	4%	6%	10%	1%	5%	4%	8%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1102	667	354	9	502	479	16	220	395	346
Business Management	50%	49%	54%	44%	47%	54%	69%	50%	51%	50%
Communication and Listening Skills	48%	52%	43%	56%	52%	47%	31%	39%	44%	60%
Emotional Intelligence	35%	34%	37%	22%	32%	37%	56%	30%	31%	41%
Executive Presence	51%	50%	55%	33%	51%	52%	38%	41%	46%	66%
Finance Skills	37%	37%	40%	22%	35%	41%	44%	35%	39%	39%
Presentation Skills	36%	35%	39%	22%	35%	37%	25%	25%	35%	45%
Technical Skills	30%	30%	29%	11%	29%	30%	44%	29%	28%	31%
Project Management	48%	45%	54%	78%	43%	53%	69%	46%	48%	52%
Other (Please Specify)	4%	3%	6%	-	5%	3%	-	2%	5%	4%

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SUCCESSION PLANNING

Have you identified at least one potential internal candidate to succeed you should you leave your current role?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1096	818	79	101	18	21	170	609	243	73
Yes	44%	41%	61%	52%	72%	33%	6%	39%	71%	81%
No	56%	59%	39%	48%	28%	67%	94%	61%	29%	19%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1096	667	353	9	502	478	16	220	395	346
Yes	44%	43%	46%	67%	52%	38%	19%	26%	39%	62%
No	56%	57%	54%	33%	48%	62%	81%	74%	61%	38%

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COMPANY REVENUE

Please estimate your company's revenue from the past 12 months.

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1081	809	77	100	18	21	164	601	243	72
Less Than \$25 Million	12%	14%	6%	10%	6%	10%	40%	10%	2%	-
\$25 Million to \$49 Million	7%	8%	4%	2%	-	19%	15%	8%	2%	3%
\$50 Million to \$99 Million	8%	9%	5%	3%	6%	10%	13%	10%	1%	-
\$100 Million to \$299 Million	17%	18%	18%	16%	6%	5%	16%	25%	5%	-
\$300 Million to \$499 Million	9%	8%	6%	12%	28%	10%	2%	12%	7%	1%
\$500 Million to \$999 Million	12%	13%	17%	9%	17%	5%	4%	15%	13%	6%
\$1 Billion or more	31%	28%	39%	41%	22%	38%	4%	16%	67%	85%
Don't Know/Not Sure	3%	2%	4%	7%	17%	5%	5%	3%	2%	6%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1081	660	349	8	498	474	16	219	394	346
Less Than \$25 Million	12%	12%	13%	-	11%	14%	19%	31%	11%	3%
\$25 Million to \$49 Million	7%	6%	11%	13%	6%	9%	6%	12%	9%	2%
\$50 Million to \$99 Million	8%	8%	8%	-	7%	9%	25%	13%	9%	4%
\$100 Million to \$299 Million	17%	18%	17%	13%	16%	20%	13%	20%	23%	10%
\$300 Million to \$499 Million	9%	10%	5%	-	8%	9%	-	5%	11%	9%
\$500 Million to \$999 Million	12%	12%	14%	25%	12%	13%	-	6%	15%	14%
\$1 Billion or more	31%	32%	27%	50%	38%	22%	25%	10%	18%	57%
Don't Know/Not Sure	3%	3%	4%	-	1%	5%	13%	4%	3%	2%

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PROPORTION OF REVENUE DERIVED FROM OUTSIDE COMPANY HEADQUARTER'S COUNTRY

About what percentage of your organization's annual revenue is derived from outside the country in which your company is headquartered?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1079	807	77	98	18	21	169	594	242	73
0%	41%	45%	39%	15%	56%	29%	56%	43%	33%	16%
10% or Less	18%	20%	21%	8%	6%	-	19%	17%	20%	18%
11%-25%	11%	11%	17%	6%	11%	-	11%	12%	8%	12%
26%-50%	14%	15%	10%	14%	6%	24%	9%	13%	17%	23%
>50%	16%	9%	13%	56%	22%	48%	5%	15%	21%	30%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1079	658	346	9	497	469	16	217	392	342
0%	41%	38%	47%	22%	43%	39%	50%	54%	41%	33%
10% or Less	18%	20%	17%	33%	20%	18%	13%	16%	19%	20%
11%-25%	11%	12%	10%	11%	11%	11%	13%	7%	13%	12%
26%-50%	14%	13%	15%	11%	12%	15%	13%	11%	12%	18%
>50%	16%	17%	12%	22%	14%	16%	13%	12%	15%	16%

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PERCENTAGE OF BUDGET ON LEGAL SPENDING

About what percentage of your budget comprises internal legal spending (as opposed to outside counsel expenses)?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1050	789	75	95	17	20	158	584	236	71
10% or Less	20%	21%	13%	19%	6%	25%	39%	20%	11%	10%
11%-25%	14%	15%	16%	9%	12%	5%	11%	15%	17%	10%
26%-40%	16%	16%	11%	21%	41%	5%	6%	16%	22%	17%
41%-50%	15%	14%	27%	16%	6%	10%	11%	15%	17%	24%
51%-75%	19%	20%	16%	24%	12%	30%	11%	20%	22%	28%
>75%	15%	14%	17%	11%	24%	25%	22%	15%	12%	11%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1050	648	335	9	487	457	16	211	383	338
10% or Less	20%	18%	24%	11%	20%	21%	31%	32%	22%	10%
11%-25%	14%	15%	14%	11%	15%	14%	6%	10%	13%	18%
26%-40%	16%	19%	13%	11%	15%	17%	6%	6%	14%	24%
41%-50%	15%	15%	14%	11%	16%	14%	19%	13%	13%	17%
51%-75%	19%	19%	20%	44%	20%	18%	25%	17%	21%	22%
>75%	15%	15%	15%	11%	15%	15%	13%	22%	16%	8%

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CHANGE IN DEPARTMENT SPENDING IN PAST 12 MONTHS

Please select the option that best describes how your department's spending changed on its inside budget, if at all, in the past 12 months.

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1076	815	78	100	17	21	166	597	239	72
Significant Decrease (Over -10%)	3%	3%	1%	9%	12%	-	4%	4%	3%	1%
Moderate Decrease (-6% to -10%)	4%	3%	1%	7%	18%	-	1%	3%	7%	8%
Minimal Decrease (-1% to -5%)	7%	6%	8%	11%	-	14%	4%	5%	10%	18%
No Changes	37%	37%	44%	39%	41%	29%	62%	35%	28%	24%
Minimal Increase (+1% to +5%)	23%	25%	17%	16%	18%	14%	13%	22%	28%	36%
Moderate Increase (+6% to +10%)	14%	14%	12%	11%	6%	33%	7%	16%	17%	10%
Significant Increase (Over +10%)	11%	11%	18%	7%	6%	10%	8%	15%	8%	3%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1076	662	353	9	499	476	16	217	394	345
Significant Decrease (Over -10%)	3%	3%	4%	-	3%	4%	-	5%	3%	3%
Moderate Decrease (-6% to -10%)	4%	4%	3%	33%	3%	3%	-	1%	4%	4%
Minimal Decrease (-1% to -5%)	7%	7%	7%	11%	8%	5%	6%	5%	6%	8%
No Changes	37%	38%	35%	33%	38%	36%	50%	53%	38%	24%
Minimal Increase (+1% to +5%)	23%	23%	23%	11%	25%	22%	19%	12%	23%	30%
Moderate Increase (+6% to +10%)	14%	13%	15%	-	14%	16%	19%	13%	12%	20%
Significant Increase (Over +10%)	11%	11%	13%	11%	9%	14%	6%	12%	13%	10%

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Please select the option that best describes how your department's spending changed on its outside budget, if at all, in the past 12 months.

	Total	Region (By Office)					Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1073	814	77	99	16	21	166	596	237	72
Significant Decrease (Over -10%)	9%	9%	5%	13%	6%	14%	10%	9%	8%	10%
Moderate Decrease (-6% to -10%)	10%	9%	16%	9%	6%	5%	9%	8%	12%	18%
Minimal Decrease (-1% to -5%)	9%	9%	6%	7%	6%	14%	5%	8%	11%	15%
No Changes	29%	29%	35%	24%	44%	24%	34%	29%	26%	21%
Minimal Increase (+1% to +5%)	15%	16%	4%	16%	25%	10%	11%	15%	17%	21%
Moderate Increase (+6% to +10%)	15%	15%	14%	15%	6%	19%	17%	15%	14%	13%
Significant Increase (Over +10%)	14%	13%	19%	15%	6%	14%	13%	16%	12%	3%

	Total	Gender		Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1073	660	351	9	498	474	16	218	391	344
Significant Decrease (Over -10%)	9%	8%	10%	11%	6%	12%	-	13%	9%	8%
Moderate Decrease (-6% to -10%)	10%	9%	11%	22%	11%	7%	-	6%	11%	10%
Minimal Decrease (-1% to -5%)	9%	8%	9%	-	9%	8%	13%	6%	9%	10%
No Changes	29%	29%	28%	44%	30%	28%	31%	34%	31%	23%
Minimal Increase (+1% to +5%)	15%	16%	14%	22%	14%	17%	13%	13%	12%	21%
Moderate Increase (+6% to +10%)	15%	15%	16%	-	16%	14%	44%	13%	15%	15%
Significant Increase (Over +10%)	14%	14%	12%	-	12%	15%	-	16%	13%	13%

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Please select the option that best describes how your department's spending changed on its total budget, if at all, in the past 12 months.

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1056	805	76	96	15	21	163	585	234	72
Significant Decrease (Over -10%)	5%	4%	3%	11%	7%	5%	4%	5%	5%	3%
Moderate Decrease (-6% to -10%)	7%	7%	7%	9%	7%	5%	4%	7%	6%	14%
Minimal Decrease (-1% to -5%)	10%	9%	9%	10%	13%	19%	4%	8%	15%	21%
No Changes	27%	26%	34%	21%	40%	24%	36%	26%	22%	19%
Minimal Increase (+1% to +5%)	21%	23%	12%	19%	13%	5%	18%	21%	24%	26%
Moderate Increase (+6% to +10%)	18%	17%	20%	19%	20%	38%	18%	18%	18%	14%
Significant Increase (Over +10%)	13%	13%	16%	10%	-	5%	12%	15%	11%	3%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1056	652	345	9	495	465	16	214	383	343
Significant Decrease (Over -10%)	5%	4%	6%	-	4%	6%	-	6%	5%	5%
Moderate Decrease (-6% to -10%)	7%	7%	6%	33%	7%	8%	-	5%	10%	6%
Minimal Decrease (-1% to -5%)	10%	10%	8%	11%	11%	8%	6%	7%	8%	12%
No Changes	27%	27%	26%	22%	26%	27%	38%	32%	27%	20%
Minimal Increase (+1% to +5%)	21%	21%	22%	33%	22%	21%	25%	19%	20%	26%
Moderate Increase (+6% to +10%)	18%	17%	18%	-	17%	18%	31%	16%	18%	20%
Significant Increase (Over +10%)	13%	13%	12%	-	13%	13%	-	14%	12%	11%

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EXPECTED CHANGE TO DEPARTMENT SPENDING IN NEXT 12 MONTHS

How do you expect your department's inside budget to change, if at all, over the next 12 months?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1071	813	77	100	15	21	165	596	236	72
Significant Decrease (Over -10%)	2%	2%	1%	8%	7%	-	1%	2%	3%	1%
Moderate Decrease (-6% to -10%)	4%	3%	3%	8%	-	-	1%	3%	6%	8%
Minimal Decrease (-1% to -5%)	6%	5%	9%	6%	20%	5%	2%	5%	8%	17%
No Changes	37%	38%	38%	41%	27%	33%	49%	38%	33%	21%
Minimal Increase (+1% to +5%)	27%	28%	22%	16%	33%	24%	26%	24%	29%	39%
Moderate Increase (+6% to +10%)	16%	15%	18%	13%	13%	29%	9%	17%	19%	14%
Significant Increase (Over +10%)	9%	9%	9%	8%	-	10%	11%	12%	2%	-

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1071	660	350	9	497	473	16	216	392	344
Significant Decrease (Over -10%)	2%	2%	3%	-	2%	3%	-	5%	2%	2%
Moderate Decrease (-6% to -10%)	4%	3%	4%	-	2%	4%	6%	3%	3%	3%
Minimal Decrease (-1% to -5%)	6%	6%	5%	11%	6%	5%	13%	3%	5%	9%
No Changes	37%	38%	38%	44%	40%	34%	38%	46%	39%	28%
Minimal Increase (+1% to +5%)	27%	26%	27%	33%	29%	25%	13%	21%	26%	30%
Moderate Increase (+6% to +10%)	16%	16%	14%	-	15%	16%	19%	11%	16%	20%
Significant Increase (Over +10%)	9%	9%	8%	11%	6%	12%	13%	11%	9%	8%

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How do you expect your department's outside budget to change, if at all, over the next 12 months?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1070	813	76	99	15	21	166	595	235	72
Significant Decrease (Over -10%)	7%	7%	11%	11%	7%	10%	6%	7%	7%	8%
Moderate Decrease (-6% to -10%)	9%	8%	12%	12%	13%	-	7%	8%	13%	14%
Minimal Decrease (-1% to -5%)	11%	11%	13%	10%	13%	10%	8%	9%	15%	19%
No Changes	33%	34%	34%	25%	27%	38%	41%	34%	27%	24%
Minimal Increase (+1% to +5%)	18%	19%	12%	16%	27%	10%	16%	18%	19%	26%
Moderate Increase (+6% to +10%)	15%	14%	13%	17%	13%	33%	14%	15%	16%	8%
Significant Increase (Over +10%)	7%	7%	5%	8%	-	-	8%	8%	4%	-

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1070	659	349	9	497	472	16	218	390	342
Significant Decrease (Over -10%)	7%	8%	7%	11%	7%	8%	6%	7%	7%	7%
Moderate Decrease (-6% to -10%)	9%	9%	9%	11%	8%	9%	6%	7%	11%	8%
Minimal Decrease (-1% to -5%)	11%	11%	11%	11%	12%	10%	19%	5%	12%	13%
No Changes	33%	33%	32%	33%	36%	31%	38%	41%	32%	29%
Minimal Increase (+1% to +5%)	18%	17%	21%	22%	19%	18%	-	19%	15%	22%
Moderate Increase (+6% to +10%)	15%	16%	13%	11%	14%	15%	25%	14%	16%	14%
Significant Increase (Over +10%)	7%	7%	5%	-	4%	10%	6%	7%	6%	7%

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How do you expect your department's total budget to change, if at all, over the next 12 months?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1045	793	77	96	15	20	159	582	231	71
Significant Decrease (Over -10%)	5%	4%	9%	11%	-	-	4%	5%	6%	3%
Moderate Decrease (-6% to -10%)	6%	5%	5%	11%	-	-	3%	5%	7%	13%
Minimal Decrease (-1% to -5%)	12%	11%	18%	11%	27%	5%	5%	11%	17%	20%
No Changes	29%	30%	30%	22%	47%	30%	43%	27%	25%	21%
Minimal Increase (+1% to +5%)	24%	26%	19%	14%	13%	30%	21%	25%	23%	28%
Moderate Increase (+6% to +10%)	17%	17%	14%	22%	13%	35%	16%	18%	17%	15%
Significant Increase (Over +10%)	7%	7%	4%	8%	-	-	8%	8%	3%	-

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1045	639	346	8	490	459	14	213	375	340
Significant Decrease (Over -10%)	5%	5%	6%	-	6%	5%	-	7%	4%	5%
Moderate Decrease (-6% to -10%)	6%	5%	6%	13%	4%	6%	-	4%	6%	5%
Minimal Decrease (-1% to -5%)	12%	13%	11%	-	13%	11%	14%	6%	14%	15%
No Changes	29%	29%	29%	38%	30%	27%	50%	38%	28%	24%
Minimal Increase (+1% to +5%)	24%	22%	28%	38%	27%	22%	-	21%	24%	26%
Moderate Increase (+6% to +10%)	17%	18%	15%	13%	16%	19%	29%	16%	18%	18%
Significant Increase (Over +10%)	7%	8%	5%	-	6%	8%	7%	8%	6%	7%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

ASAs USED IN PAST 12 MONTHS

What alternative fee arrangements have you used in the past 12 months?

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1080	819	79	101	18	21	169	596	239	71
Flat Fee for an Entire Matter	41%	39%	47%	55%	44%	62%	20%	41%	49%	66%
Flat Fees for Some Stages of a Matter	32%	31%	32%	44%	17%	33%	18%	31%	44%	39%
Flat Fees for a Portfolio of Similar Matters	20%	19%	20%	20%	33%	29%	7%	20%	24%	35%
Contingency Fees	14%	13%	6%	22%	11%	10%	5%	12%	18%	31%
Incentive or Success Fees	18%	16%	15%	25%	50%	19%	5%	15%	26%	44%
Collars	10%	11%	10%	9%	17%	14%	5%	9%	13%	30%
Periodic Retainer Fee for a Portfolio of Services	19%	18%	13%	31%	28%	14%	11%	17%	21%	38%
Other (Please Specify)	6%	5%	14%	6%	11%	10%	5%	5%	8%	6%
None, Have Not Used Any Alternative Fee Arrangements in the Past 12 Months	28%	30%	27%	15%	6%	19%	53%	28%	15%	10%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1080	667	354	9	502	479	16	220	395	346
Flat Fee for an Entire Matter	41%	41%	43%	22%	39%	43%	38%	30%	42%	47%
Flat Fees for Some Stages of a Matter	32%	32%	33%	22%	33%	30%	38%	21%	32%	38%
Flat Fees for a Portfolio of Similar Matters	20%	18%	23%	-	18%	21%	25%	14%	18%	25%
Contingency Fees	14%	15%	11%	33%	13%	14%	19%	11%	11%	18%
Incentive or Success Fees	18%	18%	17%	22%	18%	18%	6%	10%	14%	27%
Collars	10%	12%	8%	11%	12%	9%	13%	4%	10%	16%
Periodic Retainer Fee for a Portfolio of Services	19%	19%	18%	-	19%	19%	19%	15%	17%	23%
Other (Please Specify)	6%	6%	6%	-	8%	3%	6%	4%	5%	7%
None, Have Not Used Any Alternative Fee Arrangements in the Past 12 Months	28%	27%	28%	56%	27%	29%	25%	43%	28%	18%

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MEMBER OF COMMITTEE WITHIN ORGANIZATION

Are you a member of any type of risk-management committee or other body within your organization?

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1074	817	79	101	18	21	169	595	238	71
Yes	68%	68%	70%	70%	78%	71%	51%	67%	80%	73%
No	32%	32%	30%	30%	22%	29%	49%	33%	20%	27%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1074	666	354	9	501	479	16	220	395	345
Yes	68%	69%	67%	56%	73%	66%	50%	63%	64%	76%
No	32%	31%	33%	44%	27%	34%	50%	37%	36%	24%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

WHOM DO YOU REPORT

To whom do you report as the GC/CLO of your organization? (Select all that apply)

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1079	818	79	101	18	21	169	596	238	71
Chief Executive Officer	78%	80%	78%	66%	67%	62%	77%	78%	78%	79%
Board of Directors	20%	21%	22%	19%	33%	14%	24%	19%	22%	14%
Chief Administrative Officer	3%	2%	6%	3%	11%	-	1%	3%	5%	4%
Chief Financial Officer	12%	12%	10%	13%	17%	19%	15%	13%	8%	1%
CLO of the Holding Company	7%	5%	8%	18%	17%	29%	3%	7%	10%	11%
Other C-suite Executive (Please Specify)	8%	8%	9%	8%	6%	10%	10%	8%	5%	8%
Other Function (Please Specify)	3%	2%	3%	7%	-	-	5%	2%	2%	3%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1079	666	354	9	502	478	16	220	394	346
Chief Executive Officer	78%	78%	78%	78%	83%	73%	56%	73%	75%	85%
Board of Directors	20%	22%	18%	22%	22%	19%	19%	21%	20%	21%
Chief Administrative Officer	3%	3%	3%	-	3%	3%	-	2%	3%	2%
Chief Financial Officer	12%	12%	12%	11%	11%	13%	25%	17%	14%	5%
CLO of the Holding Company	7%	7%	6%	-	6%	8%	6%	6%	8%	6%
Other C-suite Executive (Please Specify)	8%	7%	9%	22%	4%	10%	25%	12%	7%	6%
Other Function (Please Specify)	3%	2%	3%	-	1%	4%	19%	5%	3%	1%

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SERVING AS MEMBER OF A BOARD

On how many for-profit corporate boards of directors (excluding your own) do you currently serve as a member?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1072	816	78	101	18	21	169	592	239	71
0	83%	87%	68%	68%	67%	81%	85%	85%	79%	68%
1	10%	8%	24%	11%	22%	10%	10%	9%	11%	21%
2	4%	3%	4%	7%	-	-	3%	3%	6%	6%
3	1%	1%	3%	4%	6%	5%	1%	2%	2%	3%
4	1%	*	-	6%	-	-	1%	1%	*	1%
5 or More	1%	1%	1%	4%	6%	5%	1%	1%	3%	1%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1072	666	352	9	500	478	16	220	395	344
0	83%	82%	85%	44%	82%	84%	81%	84%	83%	81%
1	10%	11%	10%	22%	11%	9%	19%	9%	10%	11%
2	4%	3%	3%	-	3%	4%	-	4%	3%	4%
3	1%	2%	1%	11%	1%	2%	-	2%	1%	2%
4	1%	1%	1%	11%	1%	1%	-	*	2%	*
5 or More	1%	2%	1%	11%	1%	1%	-	1%	2%	1%

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PRINCIPLE TIME ALLOCATION IN PAST 12 MONTHS

Over the past 12 months, on what matters have you principally spent your time as a CLO? (Check up to three options)

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	881	664	67	88	13	19	134	480	199	64
Advising Executives/ Participating in Strategic Corporate Issues	50%	52%	58%	41%	54%	32%	41%	53%	52%	48%
Attracting and Retaining Good Paralegal and Support Staff	1%	1%	-	1%	-	-	-	1%	2%	-
Attracting and Retaining Good In-house Counsel	5%	4%	7%	7%	-	21%	-	5%	6%	9%
Managing Outside Counsel	21%	22%	16%	24%	-	26%	33%	24%	11%	5%
Board and Governance Issues	27%	26%	45%	24%	23%	32%	16%	25%	37%	38%
Compliance	27%	28%	18%	30%	8%	16%	31%	26%	26%	27%
Company/Corporate Secretarial Matters	14%	13%	21%	17%	8%	16%	18%	15%	11%	5%
Government Affairs	7%	8%	1%	6%	23%	16%	5%	8%	7%	6%
Litigation and Class Action	21%	23%	15%	18%	46%	16%	24%	22%	21%	14%
Prosecution and Government Enforcement	1%	1%	1%	2%	23%	5%	1%	1%	2%	3%
Controlling Legal Costs	7%	7%	7%	7%	23%	11%	6%	7%	7%	14%
Managing Legal Function Domestically	33%	35%	36%	22%	15%	16%	36%	33%	31%	34%
Managing Legal Function Internationally	16%	14%	15%	31%	-	21%	10%	15%	17%	28%
Regulatory Investigation	4%	4%	3%	5%	8%	-	4%	3%	5%	9%
Strategy Development and Execution	24%	24%	22%	24%	23%	26%	22%	23%	25%	33%
Professional Development of Staff	6%	5%	6%	8%	15%	5%	1%	6%	8%	11%
Risk Management	23%	23%	18%	20%	23%	32%	38%	21%	19%	20%
Succession Planning	1%	1%	1%	-	-	5%	-	1%	2%	2%
Other (Please Specify)	6%	6%	4%	7%	-	-	7%	5%	8%	3%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

Cont'd

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946- 1964)	Gen X (1965- 1982)	Gen Y (1983- 1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	881	545	292	6	410	391	15	172	322	297
Advising Executives/ Participating in Strategic Corporate Issues:	50%	50%	52%	33%	51%	50%	60%	45%	50%	58%
Attracting and Retaining Good paralegal and Support Staff	1%	1%	*	-	1%	1%	-	2%	1%	-
Attracting and Retaining Good In-house Counsel	5%	5%	4%	-	6%	4%	7%	3%	5%	5%
Managing Outside Counsel	21%	23%	19%	17%	20%	24%	7%	21%	26%	15%
Board and Governance Issues	27%	26%	30%	33%	31%	24%	7%	17%	24%	36%
Compliance	27%	28%	27%	33%	28%	26%	33%	29%	26%	27%
Company/Corporate Secretarial Matters	14%	13%	15%	17%	14%	14%	27%	13%	13%	16%
Government Affairs	7%	7%	7%	-	8%	6%	20%	12%	6%	6%
Litigation and Class Action	21%	22%	20%	17%	22%	19%	33%	25%	23%	19%
Prosecution and Government Enforcement	1%	2%	1%	-	1%	2%	-	2%	2%	*
Controlling Legal Costs	7%	6%	9%	17%		9%	13%	8%	9%	6%
Managing Legal Function Domestically	33%	33%	35%	50%	32%	35%	20%	31%	33%	33%
Managing Legal Function Internationally	16%	15%	16%	-	14%	17%	7%	15%	15%	16%
Regulatory Investigation	4%	4%	4%	-	4%	4%	7%	3%	4%	5%
Strategy Development and Execution	24%	25%	22%	17%	23%	25%	20%	22%	24%	23%
Professional Development of Staff	6%	6%	6%	17%	6%	6%	-	5%	6%	8%
Risk Management	23%	22%	24%	17%	22%	23%	33%	34%	23%	16%
Succession Planning	1%	1%	1%	-	1%	1%	7%	1%	1%	1%
Other(Please Specify)	6%	6%	5%	17%	6%	6%	-	6%	6%	6%

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PREFERRED TIME ALLOCATION IN THE NEXT 12 MONTHS

Given the choice, on what matters would you prefer to spend the majority of your time as a CLO? (Check up to three options)

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1069	819	79	101	18	21	169	590	236	70
Advising Executives/ Participating in Strategic Corporate issues	69%	71%	67%	53%	67%	48%	65%	71%	67%	66%
Attracting and Retaining Good Paralegal and Support Staff	1%	2%	-	2%	-	5%	4%	1%	1%	-
Attracting and Retaining Good In-house Counsel	6%	6%	3%	5%	17%	14%	2%	5%	9%	16%
Managing Outside Counsel	9%	10%	9%	6%	6%	5%	15%	11%	4%	3%
Board and Governance Issues	27%	26%	41%	26%	17%	33%	24%	25%	33%	29%
Compliance	14%	15%	3%	21%	-	19%	18%	14%	14%	11%
Company/Corporate Secretarial Matters	4%	4%	8%	4%	11%	-	3%	5%	3%	1%
Government Affairs	7%	8%	5%	-	28%	-	6%	7%	8%	9%
Litigation and Class Action	5%	5%	3%	7%	17%	-	7%	5%	5%	10%
Prosecution and Government Enforcement	*	*	-	1%	6%	-	-	*	*	-
Controlling Legal Costs	3%	3%	5%	4%	-	-	2%	3%	5%	1%
Managing Legal Function Domestically	20%	21%	22%	9%	17%	24%	22%	21%	15%	20%
Managing Legal Function Internationally	14%	13%	9%	37%	6%	10%	13%	14%	14%	23%
Regulatory Investigation	1%	1%	-	1%	-	-	1%	1%	1%	-
Strategy Development and Execution	60%	60%	63%	54%	67%	52%	56%	64%	56%	53%
Professional Development of Staff	17%	16%	15%	23%	33%	19%	5%	15%	27%	34%
Risk Management	23%	23%	23%	26%	6%	38%	31%	23%	20%	19%
Succession Planning	2%	2%	3%	4%	-	5%	2%	2%	3%	4%
Other (Please Specify)	3%	3%	6%	3%	-	-	4%	3%	3%	3%

Cont'd

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946- 1964)	Gen X (1965- 1982)	Gen Y (1983- 1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1069	667	354	9	502	479	16	220	395	346
Advising Executives/ Participating in Strategic Corporate issues	69%	68%	70%	67%	70%	68%	63%	64%	70%	71%
Attracting and Retaining Good Paralegal and Support Staff	1%	2%	1%	-	1%	1%	6%	3%	2%	1%
Attracting and Retaining Good In-house Counsel	6%	6%	5%	-	6%	6%	6%	3%	6%	7%
Managing Outside Counsel	9%	9%	9%	22%	10%	9%	13%	12%	10%	7%
Board and Governance Issues	27%	27%	27%	11%	29%	26%	19%	18%	27%	34%
Compliance	14%	13%	16%	11%	16%	12%	25%	16%	13%	15%
Company/Corporate Secretarial Matters	4%	5%	3%	-	5%	3%	-	6%	4%	5%
Government Affairs	7%	8%	6%	11%	8%	6%	25%	9%	5%	8%
Litigation and Class Action	5%	6%	4%	11%	7%	4%	6%	7%	5%	5%
Prosecution and Government Enforcement	*	*	*	-	*	*	-	1%	*	-
Controlling Legal Costs	3%	3%	3%	-		3%	-	3%	3%	3%
Managing Legal Function Domestically	20%	20%	21%	67%	21%	19%	13%	22%	19%	18%
Managing Legal Function Internationally	14%	14%	14%	-	14%	15%	13%	15%	14%	14%
Regulatory Investigation	1%	1%	1%	-	1%	1%	-	1%	1%	1%
Strategy Development and Execution	60%	60%	60%	33%	55%	65%	69%	55%	64%	58%
Professional Development of Staff	17%	17%	16%	11%	18%	17%	6%	12%	15%	23%
Risk Management	23%	23%	27%	22%	22%	26%	13%	28%	26%	17%
Succession Planning	2%	2%	3%	-	3%	1%	19%	4%	1%	3%
Other (Please Specify)	3%	3%	2%	11%	3%	2%	-	2%	3%	3%

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LAW DEPARTMENT PRIORITY RANKING

Rank the following issues in order of importance according to the priorities of your law department over the past 12 months.

	Total	Region (By Office)					Law Department Size				
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+	
Most Frequently Cited	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Risk management	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities
Most Frequently Cited	Risk management	Risk management	Risk management	Risk management	Advising the board of directors	Increasing awareness of the legal implications of co. activities	Risk management	Risk management	Keeping management apprised of legal developments	Risk management	
Most Frequently Cited	Keeping management apprised of legal developments	Keeping management apprised of legal developments	Advising the board of directors	Advising the board of directors	Risk management	Keeping management apprised of legal developments	Keeping management apprised of legal developments	Keeping management apprised of legal developments	Risk management	Advising the board of directors	
Most Frequently Cited	Advising the board of directors	Advising the board of directors	Keeping management apprised of legal developments	Keeping management apprised of legal developments	Staying current and well informed of changes in the law	Staying current and well informed of changes in the law	Staying current and well informed of changes in the law	Advising the board of directors	Advising the board of directors	Keeping management apprised of legal developments	

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Most Frequently Cited	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Staying current and well informed of changes in the law	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities	Increasing awareness of the legal implications of co. activities
Most Frequently Cited	Risk management	Risk management	Risk management	Keeping management apprised of legal developments	Keeping management apprised of legal developments	Risk management	Staying current and well informed changes in the law	Risk management	Risk management	Risk management
Most Frequently Cited	Keeping management apprised of legal developments	Keeping management apprised of legal developments	Staying current and well informed of changes in the law	Increasing awareness of the legal implications of co. activities	Risk management	Keeping management apprised of legal developments	Advising the board of directors	Keeping management apprised of legal developments	Keeping management apprised of legal developments	Advising the board of directors
Most Frequently Cited	Advising the board of directors	Advising the board of directors	Advising the board of directors	Risk management	Advising the board of directors	Advising the board of directors	Reducing outside legal costs	Staying current and well informed of changes in the law	Advising the board of directors	Keeping management apprised of legal developments

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JOB SATISFACTION

How satisfied are you with your current role within your company/firm/organization?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1051	817	79	100	18	21	168	583	230	68
Very Dissatisfied	5%	6%	6%	5%	-	5%	5%	5%	4%	10%
Somewhat Dissatisfied	6%	6%	8%	7%	6%	10%	11%	6%	3%	1%
Slightly Dissatisfied	7%	6%	6%	10%	6%	10%	11%	7%	6%	1%
Neither Dissatisfied or Satisfied	4%	4%	4%	3%	11%	-	4%	3%	3%	4%
Slightly Satisfied	5%	4%	4%	8%	6%	5%	7%	5%	3%	3%
Somewhat Satisfied	30%	29%	32%	32%	33%	38%	30%	30%	31%	21%
Very Satisfied	44%	45%	41%	35%	39%	33%	33%	43%	49%	59%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1051	665	353	9	500	478	16	219	395	346
Very Dissatisfied	5%	6%	5%	-	6%	4%	6%	6%	5%	6%
Somewhat Dissatisfied	6%	6%	6%	-	6%	7%	6%	11%	6%	3%
Slightly Dissatisfied	7%	6%	7%	-	7%	7%	6%	11%	9%	2%
Neither Dissatisfied or Satisfied	4%	4%	3%	-	3%	4%	-	5%	4%	3%
Slightly Satisfied	5%	4%	5%	-	4%	5%	19%	5%	6%	3%
Somewhat Satisfied	30%	28%	32%	44%	26%	34%	38%	30%	33%	27%
Very Satisfied	44%	45%	42%	56%	48%	38%	25%	32%	37%	56%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

PRO BONO WORK

Do you actively encourage your legal staff to engage in pro bono work?

	Total	Region (By Office)					Law Department Size			
		U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	1048	814	79	100	18	21	162	583	232	68
Yes	32%	33%	37%	20%	33%	48%	31%	29%	35%	60%
No	68%	67%	63%	80%	67%	52%	69%	71%	65%	40%

	Total	Gender		Generation				Total Compensation		
		Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	1048	664	352	8	500	478	16	218	394	346
Yes	32%	31%	33%	50%	34%	30%	50%	27%	27%	41%
No	68%	69%	67%	50%	66%	70%	50%	73%	73%	59%

¹Total number of responses did not meet minimum criteria of 10. Data shown for informational purposes only.

What barriers, if any, keep you from encouraging your legal staff to engage in pro bono work? (Select all that apply)

	Region (By Office)						Law Department Size			
	Total	U.S.	Canada	EMEA	Latin America	Asia Pacific	1 employee	2 to 9	10 to 49	50+
Base	705	540	50	80	12	11	112	415	149	27
Department Is Too Small	64%	65%	66%	61%	42%	55%	68%	74%	41%	22%
Legal Staff Is Stretched Too Thin	60%	61%	70%	55%	25%	55%	42%	63%	69%	59%
Risk of Engaging in Pro Bono Work Outside of Legal Staff's Skillset	9%	10%	10%	9%	-	-	11%	8%	11%	7%
Legal Staff Are Encouraged to Volunteer on Their Own Time	20%	20%	26%	21%	8%	18%	5%	22%	23%	30%
Lack of Insurance Coverage for Pro Bono Work	18%	20%	10%	9%	-	9%	14%	18%	19%	26%
Lack of Financial Resources	15%	17%	8%	13%	17%	27%	14%	16%	14%	15%
Legal Staff Are Encouraged to Volunteer Through Company's Corporate Social Responsibility Program	11%	10%	10%	19%	25%	27%	1%	9%	22%	22%
Practice Rules Restrict Some Department Staff from Engaging in Pro Bono Work	5%	3%	10%	8%	17%	9%	3%	4%	6%	15%
Other (Please Specify)	9%	8%	8%	14%	25%	9%	18%	5%	14%	11%

	Gender			Generation				Total Compensation		
	Total	Male	Female	Traditionalists (1929-1945) ¹	Baby Boomers (1946-1964)	Gen X (1965-1982)	Gen Y (1983-1994)	<\$200K	\$200K - <\$400K	\$400K+
Base	705	453	237	4	328	334	8	159	289	201
Department Is Too Small	64%	64%	64%	75%	62%	66%	63%	73%	68%	52%
Legal Staff Is Stretched Too Thin	60%	62%	58%	75%	62%	59%	50%	54%	60%	68%
Risk of Engaging in Pro Bono Work Outside of Legal Staff's Skillset	9%	10%	8%	25%	9%	10%	13%	11%	9%	8%
Legal Staff Are Encouraged to Volunteer on Their Own Time	20%	20%	21%	25%	20%	21%	13%	11%	18%	31%
Lack of Insurance Coverage for Pro Bono Work	18%	17%	17%	75%	19%	15%	38%	18%	21%	14%
Lack of Financial Resources	15%	17%	14%	25%	16%	16%	25%	14%	18%	15%
Legal Staff Are Encouraged to Volunteer Through Company's Corporate Social Responsibility Program	11%	11%	13%	25%	13%	10%	-	7%	9%	20%
Practice Rules Restrict Some Department Staff from Engaging in Pro Bono Work	5%	5%	3%	-	5%	3%	13%	4%	4%	4%
Other(Please Specify)	9%	8%	12%	-	9%	9%	13%	10%	9%	8%

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