



2019 Legal Tracker LDO Index Benchmarking and Trends Report

Fourth Edition

METHODOLOGY

In this fourth edition of the Thomson Reuters Legal Tracker™ Legal Department Operations (LDO) Index, we highlight qualitative and quantitative insights into corporate legal department operations.

KEY REPORT THEMES:

- **Legal Operations** including dedicated legal ops, in-house/outside counsel ratios, staffing, diversity, and metrics
- **Spend Management** including sophistication, cost control measures and effectiveness, timekeeper rates, and alternative fee arrangements (AFAs)
- **Legal Technology** including ranking of key solutions and emerging technology trends

The LDO Index includes Legal Tracker benchmarking data, comprised of more than \$90 billion in legal spending from more than 1,400 legal departments and 62,000 law firms, as well as responses to a survey of corporate legal departments that use Legal Tracker, which was conducted in July 2019. The survey received responses from 210 legal departments, including 75 companies in the Fortune 1000. Legal departments responded across 34 industries, including strongest participation from companies in the Healthcare, Financial Services, Energy & Utilities, Manufacturing, and Retail industries.

At times throughout the report you will see results in this report classified by size, which reflects company annual revenue.

SMALL

Less than \$500M

MODERATE

\$500M+ – \$2B

MEDIUM

\$2B+ – \$10B

LARGE

\$10B+

EXECUTIVE SUMMARY

The fourth edition of the Thomson Reuters Legal Tracker™ LDO Index at times offers the most insight when considering not what has changed, but instead what has remained the same.

To understand that, we've expanded some of our commentary to include analysis of the data over the four editions of the Index report (Spring 2017, Fall 2017, 2018, and now this edition). We feel this insight could better illuminate where trends have successfully caught on, and in what areas more attention is needed.

As has been shown in each edition of the Index thus far, legal department staff have been increasingly relied upon to do more. Indeed, 68% of legal departments surveyed are facing increasing legal work demands – a high-water mark hit last year as well.

Even with more than half (57%) of legal departments saying they have dedicated legal operations functions, the percentage of legal departments increasing their staff specifically dedicated to legal operations decreased slightly, to 17%.

Further, more than half of the respondents have reported increasing the percentage of work handled in-house in each report, apart from Fall 2017. Not surprisingly, the percentage of those departments increasing their outside counsel spending fell to 47%, the lowest since Fall 2017.

Given that, it was little surprise that controlling cost remains the most common high priority issue among legal departments surveyed, with 90% ranking it as high priority.

To manage this combination of increased workload and more budgetary pressure, legal departments are deploying a number of critical strategies, revolving mostly around people, process, and technology. They are also developing procurement strategies to reduce external cost.

In process and technology, for example, 70% of departments identify using technology to automate and reduce manual process as a high priority; and more than half of respondents said their use of technology tools had increased over the past two years. As testament to the tight financial constraints many legal departments are under, however, fewer of them saw increases in their budget for technology, instead dropping to 27% seeing an increase, compared to 34% in our previous survey.

In managing legal spend, 57% of legal departments identify themselves as proactive in spend management – utilizing billing guidelines, invoice audits & legal invoice review, as well as a standardized process for management of timekeepers and matters. Indeed, spend and matter management were also identified as the foundational technology for corporate legal departments today.

In fact, legal departments listed “general enforcement of billing guidelines” as the top best practice they utilize, with 89% of legal departments identifying it as an effective cost control measure.

Overall, this edition of the LDO Index paints a picture of corporate law departments that, while facing an increasing amount of work that was traditionally completed by law firms, sees these organizations trending in the general direction of law firms themselves – pursuing their desire to increase efficiencies by doing more with less.

LAW DEPARTMENT PRIORITIES RANKED

Top law department priorities remain consistent to prior surveys – controlling outside counsel costs, using technology to simplify workflow and manual processes, internal data security, internal efficiency in delivery of legal services, and a focus on legal operations. These five priorities remain at the top of the list, with more than half of legal departments identifying them as high priority.

Indeed, if you look at legal department priorities over time, they could hardly be described as *shifting*. The top three priorities – controlling outside counsel costs, using technology to simplify workflow and manual processes, and internal data security – were the same as last year’s survey; and the top two priorities were the same since 2017.

LEGAL DEPARTMENT PRIORITIES

	High Priority	Low Priority	No Priority
Controlling outside counsel costs	90%	7%	2%
Using technology to simplify workflow and manual processes	70%	23%	7%
Focus on internal data security	64%	29%	7%
Driving internal efficiency in the delivery of legal services/practice of law	60%	26%	14%
Focus on legal operations	54%	31%	15%
Using business intelligence to inform decision making	46%	33%	21%
Focus on external data security – outside counsel security practices	44%	41%	15%
Bringing more work in-house	41%	30%	29%
Reducing the number of law firms utilized – convergence	27%	38%	35%
Use of legal project management tools	25%	40%	35%
Reliance on AFAs as opposed to hourly rates	17%	44%	39%
Bringing e-discovery in-house	17%	28%	55%
Using diversity data as a factor in firm selection	16%	29%	55%
Use of alternative legal service providers (ALSPs)	6%	38%	56%

LEGAL OPERATIONS

Dedicated Legal Operations

The focus on dedicated legal operations – staff that does not have direct responsibility for the delivery of legal services/practice of law – continues to grow. A new high of 57% of legal departments said they now have dedicated legal operations staff with 17% of organizations reporting they've increased the number of legal ops staff in the last 12 months.

The larger the organization, the more likely it will have dedicated legal operations.

OVERALL DEDICATED LEGAL OPERATIONS STAFF IS INCREASING



DEDICATED LEGAL OPS

	Overall	Small	Moderate	Medium	Large
Yes	57%	44%	50%	70%	77%

AVERAGE SIZE OF DEDICATED LEGAL OPS TEAM

	Overall	Small	Moderate	Medium	Large
Average size of Legal Operations Team	3	1	3	4	7

In-House vs. Outside Counsel Ratios

VOLUME OF LEGAL WORK

More than two-thirds (68%) of legal departments report their volume of legal work has increased in the last 12 months.

To address this increasing volume, 53% have increased the percentage of work handled in-house with 37% increasing the number of in-house attorneys. Although the percentage continues to drop since Fall 2017, almost half (47%) of legal departments reported they increased outside counsel spending over the past year.

HEADCOUNT – NUMBER OF IN-HOUSE ATTORNEYS

	Overall	Small	Moderate	Medium	Large
Decreasing	10%	7%	11%	14%	9%
Flat – No change	53%	62%	55%	37%	68%
Increasing	37%	31%	34%	49%	23%

This year again, 35% of organizations report they are increasing the legal department budget to handle the increasing demands with medium-sized companies (\$2B+ – \$10B in annual revenue) most likely to see an increase in their legal department's budget.

TOTAL LEGAL DEPARTMENT BUDGET

	Overall	Small	Moderate	Medium	Large
Decreasing	24%	15%	33%	25%	23%
Flat – No change	40%	54%	34%	29%	55%
Increasing	35%	31%	33%	46%	23%

While law firm convergence has been a prior theme among legal departments, with increase in outside counsel spending also comes legal departments increasing the number of law firms utilized – 47% of legal departments reporting increasing the number of law firms used, while only 19% have decreased their count of law firms. With the increasing number of law firms utilized, the average corporate spend per firm decreased 26% year-over-year in 2018 from 2017.

TOTAL NUMBER OF ACTIVE LAW FIRMS

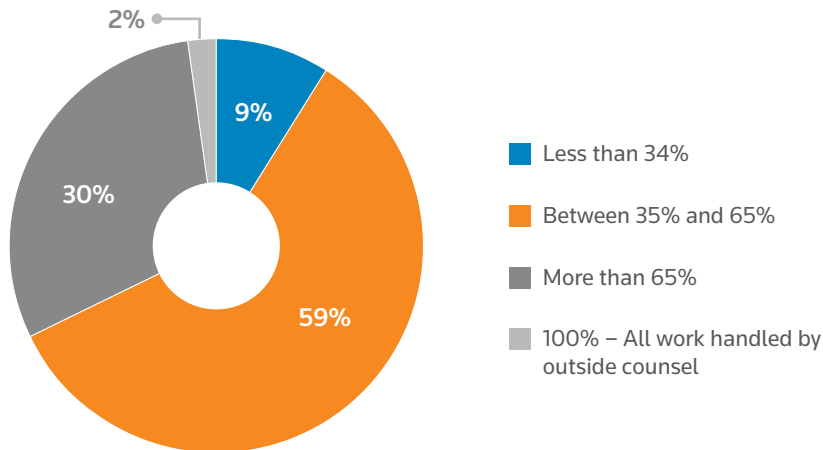
	Overall	Small	Moderate	Medium	Large
Decreasing	19%	18%	14%	21%	27%
Flat – No change	36%	44%	38%	25%	36%
Increasing	46%	38%	48%	54%	36%

Most legal departments report sending roughly between 35% to 65% of legal work to outside counsel. This aligns to optimal efficiency in research conducted by U.K. legal industry research firm Acritas, which identified that the most efficient departments fall within an optimal range of 30% to 60% of legal work sent to outside counsel.

VOLUME OF LEGAL WORK SENT TO OUTSIDE COUNSEL

	Overall	Small	Moderate	Medium	Large
Less than 34%	9%	15%	13%	0%	5%
Between 35% and 65%	59%	59%	52%	62%	73%
More than 65%	30%	21%	34%	38%	23%
100% – All work handled by outside counsel	2%	5%	2%	0%	0%

OVERALL VOLUME OF WORK SENT TO OUTSIDE COUNSEL



In terms of priority, 53% of organizations reported increasing the percentage of work handled in-house in the last 12 months; and 41% of organizations identified bringing more work in-house as a high priority. Legal departments are far more likely to be increasing, rather than decreasing, the percentage of work handled in-house, with the greatest focus on increasing in-house percentage among small and large companies.

PERCENTAGE OF WORK HANDLED IN-HOUSE

	Overall	Small	Moderate	Medium	Large
Decreasing	7%	3%	13%	5%	9%
Flat - No change	40%	38%	41%	46%	27%
Increasing	53%	59%	47%	49%	64%

As organizations are increasing the percentage of work handled in-house, nearly a majority of legal departments are also increasing outside counsel spending.

OUTSIDE COUNSEL SPENDING

	Overall	Small	Moderate	Medium	Large
Decreasing	31%	20%	34%	35%	41%
Flat - No change	22%	36%	20%	11%	23%
Increasing	47%	44%	45%	54%	36%

Staffing

Paralegal and Attorney ratios remain relatively consistent relative to the size of the organization, with between 0.26 to 0.55 paralegals for every one attorney. On the other hand, attorneys make up between 50% and 63% of the total legal department staff for all sizes of organizations.

In terms of comparing the number of legal department staff to the annual outside counsel spend, organizations averaged one law department staff for every \$446,278 in outside legal spend.

LEGAL DEPARTMENT STAFF

	Overall	Small	Moderate	Medium	Large
Paralegal/Attorney	0.40	0.26	0.55	0.39	0.40
Attorneys as percentage of department size	55%	63%	52%	59%	50%
Total legal department staff to outside counsel spend	\$446,278	\$441,082	\$442,624	\$427,656	\$469,572
Average department size – all legal staff	-	15	20	46	124
Average attorney count	-	9	10	27	62

OUTSIDE STAFFING

Based on approved invoice data in Legal Tracker from 2018, overall legal work is staffed at a 50/50 ratio for partners and associates with 85% of work billed for attorney time (Partner, Associate, Of Counsel) as opposed to legal professionals (paralegals, legal assistants, other professionals).

2018 OUTSIDE STAFFING RATIOS

	Small	Moderate	Medium	Large
Partner/Associate Ratio	51% Partner	52% Partner	49% Partner	47% Partner
Attorney/Legal Prof. Ratio	86% Attorney	85% Attorney	85% Attorney	82% Attorney

Diversity

Research on diversity and inclusion conducted by Acritas shows definitively that diverse teams outperformed non-diverse teams on every aspect of performance, including quality and value.

Given that, the survey's data on diversity is disappointing. Less than half of legal departments (45%) say it's a priority to use diversity data as a factor in firm selection (although 64% of large legal departments said it was a priority).

Overall, 30% of legal departments require diversity information from law firms and the requirement of law firms to provide diversity information continues to grow, with 9% of organizations newly launching the requirement within the last year.

And, 13% of legal departments report on law firm diversity as a standard department measure.

REQUIRE DIVERSITY INFORMATION / LENGTH OF DIVERSITY INITIATIVE

	Overall	Small	Moderate	Medium	Large
No	70%	75%	77%	67%	50%
No / Plan to launch in coming year	5%	7%	5%	5%	5%
Yes / 1-2 years	6%	3%	5%	5%	18%
Yes / 3-6 years	7%	7%	6%	8%	9%
Yes / 7+ years	3%	3%	3%	3%	0%
Yes / New in past year	9%	5%	5%	13%	18%

Metrics Reporting

Legal department survey respondents identified common legal department metrics utilized.

Indeed, the top four metrics reported – total spend by law firm, matter type, business unit, and practice group – that were employed by more than half the legal departments surveyed, are a good baseline for what every department should be measuring and tracking.

LEGAL DEPARTMENT METRICS UTILIZED

	Utilization Rate
Total spend by law firm	92%
Total spend by matter type	58%
Total spend by business unit	56%
Total spend by practice group	51%
Number of legal matters opened and closed	47%
Forecasted/budgeted spend vs. actual spend	44%
Savings from invoice review/reduction	39%
Litigation exposure	36%
Average matter spend by law firm	35%
Spend to budget by law firm	30%
Timekeeper rates – local market rate	29%
Savings/discounts from timekeeper rate negotiation	26%
Cost of handling work in-house vs. sending work to outside counsel	23%
Legal spend to revenue	23%
Savings from alternative fee arrangements	21%
Costs avoided – won case, settled quickly	21%
Quality of legal outcomes	20%
Savings by handling matters in-house	19%
Savings from using legal technology	15%
Law firm diversity	13%
Outside counsel evaluation results	13%
Cycle time – average period of time between opening and closing a matter	11%

SPEND MANAGEMENT

Spend Management Sophistication

Legal departments self-identified into one of five levels of spend management sophistication. Consistent with prior surveys, we continue to see the majority of legal departments (57%) identify themselves as *Proactive* – the middle of the sophistication curve.

Indeed, that middle band has remained consistent, averaging 58.75%, over the four editions of the report. Curiously, more than one-fifth of legal departments on average have identified their spend management strategies as *Reactive* with the percentage of departments identifying as such growing over the past two years.

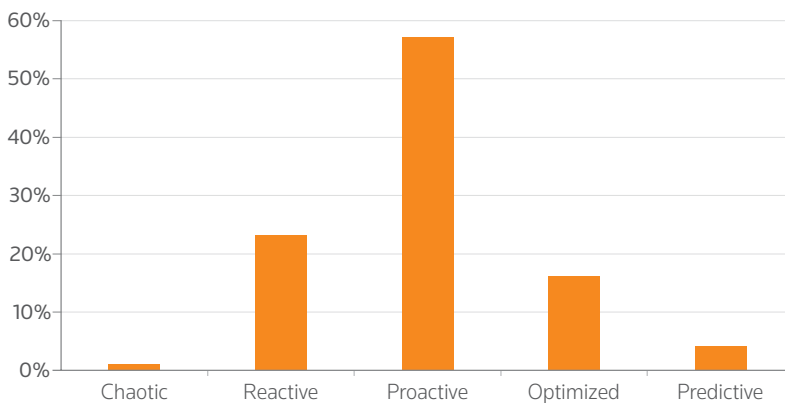
SELF-IDENTIFIED SPEND MANAGEMENT SOPHISTICATION

	Overall	Small	Moderate	Medium	Large
Chaotic	1%	2%	0%	2%	0%
Reactive	23%	25%	22%	24%	18%
Proactive	57%	57%	64%	54%	41%
Optimized	16%	10%	14%	17%	32%
Predictive	4%	7%	0%	3%	9%

SPEND MANAGEMENT SOPHISTICATION MODEL

- **Chaotic** – Legal invoices outside of e-billing system; no consistent way to report on legal spending
- **Reactive** – Use of e-billing system and basic reports on spending
- **Proactive** – Use of billing guidelines, invoice audits & legal invoice review; process for management of timekeepers and matters
- **Optimized** – Centralized management of rates; utilization of RFPs, bids or discounts to set rates; focus on internal processes that drive down costs; advanced reporting on legal department performance
- **Predictive** – Active management of matters with collaborative involvement from attorneys, outside counsel, and legal operations; detailed matter budgets, predictability, and forecasting; benchmarking performance

OVERALL LEVELS OF SPEND MANAGEMENT SOPHISTICATION



The larger the company, the more likely they will identify at a higher level of sophistication in how their spend is managed. Among large legal departments, only 18% categorize as *reactive*, while 41% are *optimized* or *predictive*.

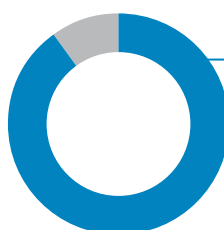
Organizations with dedicated legal ops teams also are more sophisticated in their management of legal spending – 26% of organizations with legal ops identify as having *optimized* or *predictive* spend management, compared to only 11% of organizations without dedicated legal operations teams.

Cost Control



0.41%

Benchmark: average annual outside legal spend as percentage of company annual revenue



90% of legal departments reported controlling outside counsel cost as a high priority

Legal Departments were asked to identify the practices below that were effective measures for cost control. Overwhelmingly, general enforcement of billing guidelines is listed as the top best practice with 89% of legal departments identifying it as an effective cost control measure.

COST CONTROL MEASURES AND EFFECTIVENESS TABLE

	Effectiveness
General enforcement of billing guidelines – reduction of invoice fees and expenses	89%
Regular review of budgets to actual spending on high-cost matters	50%
Reduction of invoice expenses	47%
Reduction of timekeeper rate increases	44%
Standard discounts on proposed timekeeper rate cards (e.g., 10% off rack rates)	44%
Law firm matter budgets – required	41%
Volume discount	36%
Fixed/flat fee – Set amount at matter level	32%
Blended hourly rates (e.g., fixed rate for partners, fixed rate for associates)	29%
Utilization of preferred vendors/panel program	28%
Regular meeting with firms to discuss and set rates	25%
Competitive bidding (Legal-driven RFP)	23%
Fixed/flat fee – Set amount(s) at certain stages in litigation	21%
Limitations on the use of first-year attorneys	15%
Fixed/flat fee – Set amount at group level (matters of a similar type)	10%
Utilization of corporate (non-legal specific) procurement policies	8%

Timekeeper Rates

Timekeeper rates below are based on approved timekeeper invoice rates submitted for payment and followed by Thomson Reuters Legal Tracker, which includes in its database more than \$90 billion in approved legal spend and matter benchmarks.

Rates can vary dramatically by industry, location, matter type, company and firm size – see some additional highlights of breakdowns below.

After a growth year for rates from 2016 to 2017, timekeeper rates in 2018 remained relatively flat.

AVERAGE TIMEKEEPER RATES

	2016	2017	2018
Partner Index Average	\$516	\$526	\$520
Associate Index Average	\$392	\$403	\$403
Of Counsel Index Average	\$508	\$525	\$532
Paralegal Index Average	\$161	\$187	\$186

RATES BY COMPANY REVENUE

	2017	2018	Year-Over-Year
Small (Less than \$500M)			
Partner Index Average	\$476	\$463	-2.7%
Associate Index Average	\$367	\$363	-1.3%
Moderate (\$500M+ – \$2B)			
Partner Index Average	\$493	\$500	1.4%
Associate Index Average	\$375	\$385	2.6%
Medium (\$2B+ – \$10B)			
Partner Index Average	\$532	\$533	0.1%
Associate Index Average	\$420	\$420	-0.1%
Large (\$10B+)			
Partner Index Average	\$568	\$562	-1.0%
Associate Index Average	\$412	\$417	1.3%

The top 50 Am Law firms continue to command the greatest rates and achieve the greatest year-over-year increases. Overall, firms in the Am Law 101-200 are commanding lower rates that continue to stay relatively flat year over year.

RATES BY FIRM SIZE

	2017	2018	Year-Over-Year
Am Law 50			
Partner Index Average	\$845	\$870	2.9%
Associate Index Average	\$552	\$565	2.3%
Am Law 51-100			
Partner Index Average	\$578	\$592	2.5%
Associate Index Average	\$398	\$405	1.7%
Am Law 101-200			
Partner Index Average	\$471	\$475	0.7%
Associate Index Average	\$340	\$343	0.8%

Alternative Fee Arrangements

Legal departments identified the percentage of outside legal spend that is under alternative fee arrangements (AFAs) as opposed to standard hourly timekeeper rates.

Almost two-thirds of organizations (61%) have some priority on relying on AFAs as opposed to hourly rates. This priority is greatest among large companies.

RELIANCE ON AFAs AS OPPOSED TO HOURLY RATES

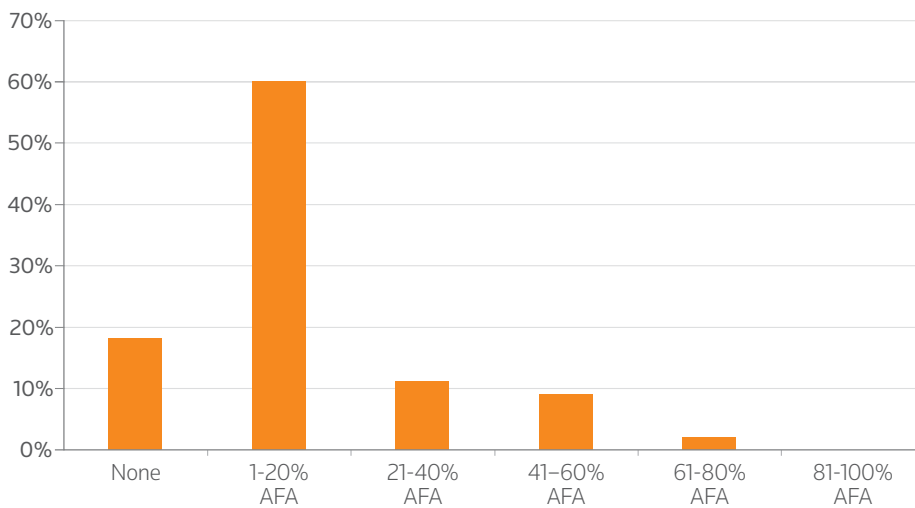
	Overall	Small	Moderate	Medium	Large
High priority	17%	16%	16%	19%	18%
Low priority	44%	38%	47%	44%	50%
No priority	39%	46%	38%	37%	32%

Looking closer, 60% of organizations have between 1% and 20% of their outside spend involved in AFAs, and only 11% of organizations have greater than 40% of spend going through AFAs.

PERCENTAGE OF OUTSIDE SPEND THROUGH AFA

	Overall	Small	Moderate	Medium	Large
None	18%	20%	17%	17%	14%
1%-20% AFA	60%	59%	66%	54%	64%
21%-40% AFA	11%	11%	5%	16%	14%
41%-60% AFA	9%	8%	8%	11%	9%
61%-80% AFA	2%	0%	5%	2%	0%
81%-100% AFA	0%	2%	0%	0%	0%

OVERALL PERCENTAGE OF OUTSIDE SPEND THROUGH AFA



LEGAL TECHNOLOGY

Key Technology Solutions

To address a growing workload and the push to increase efficiency and decrease costs, many legal departments are turning to technology to address these challenges. Indeed, 70% of legal departments identified using technology to simplify workflow and manual processes a high priority – while only 7% said they have no priority in using technology.

Just more than half of legal departments (51%) have increased their use of legal technology tools in the last 12 months; however, only 27% of organizations report that their legal department budget for technology is increasing. The more progressive legal departments – 15% of organizations surveyed – are quantifying savings from technology usage and are advocating for internal allocation of the savings realized to make additional technology purchases.

e-Billing/Spend & Matter Management identified as most important solution for corporate legal departments.

TOP 5 RANKING OF LEGAL DEPARTMENT TECHNOLOGY SOLUTIONS IN ORDER OF IMPORTANCE

- 1 e-billing / Spend & Matter Management
- 2 Legal Hold / Litigation Hold
- 3 Document Management
- 4 Legal Research
- 5 Contract Lifecycle Management

Emerging Legal Technologies

Legal departments also identified emerging legal technologies, ranking solutions where their organizations don't currently have a solution but are looking to procure solutions. Top solutions include contract lifecycle management, document management, legal project/task management, legal hold/litigation hold, and legal platforms.

As the use of technology continues to grow, so does the depth of solutions utilized. All solutions were identified as important by at least 20% of organizations surveyed. Other technologies in the survey included Legal RFP, e-Discovery, knowledge management, workflow automation, IP management, and Business Intelligence/dashboarding/analytics tools, and know-how.

LEGAL TECHNOLOGY EMERGING SOLUTIONS

	Yes – Most Important Solution	Yes – Solution Important	No – But Looking to Procure	No – Solution Not Important	Unsure
e-Billing/Spend and Matter Management	70%	27%	0%	0%	3%
Legal Hold/Litigation Hold	25%	36%	14%	14%	11%
Document Management	21%	38%	20%	14%	7%
Contract Lifecycle Management	20%	30%	22%	17%	12%
IP Management	18%	30%	4%	28%	19%
Legal Business Intelligence/Dashboarding/Analytics	16%	28%	14%	24%	19%
e-Discovery	16%	29%	11%	28%	16%
Know-how – Practical Guidance on Legal Issues Including Practice	13%	29%	7%	27%	25%
Legal Workflow Automation Tools	12%	18%	13%	31%	25%
Legal Platform – Bringing Solutions Together in Central Location	11%	15%	14%	34%	26%
Legal Research	10%	45%	3%	28%	15%
Legal Project/Legal Task Management	8%	22%	15%	35%	21%
Legal RFP	7%	15%	13%	37%	28%
Knowledge Management	7%	18%	14%	28%	32%

KEY TAKEAWAYS BY LEGAL DEPARTMENT SIZE

SMALL LEGAL DEPARTMENTS — KEY TAKEAWAYS

- Small legal departments are least likely (44%) to have a dedicated legal operations team.
- 59% said they're increasing the percentage of work handled in-house, while 62% said there will be no change in the headcount of in-house attorneys.
- 15% send less than 35% of their total legal work to outside counsel, which was the highest among segments.
- Small legal departments have the lowest Paralegal-to-Attorney ratio of 0.26.
- On average, small legal departments have one in-house legal department staff member for every \$441,082 in outside legal spend.
- In our last report, Small legal departments had year-over-year increases in timekeeper rates of 7.39% for Partner rates and 17.50% for Associate rates. In this report, we saw biggest decreases in both year-over-year timekeeper rates among segments; 2.7% decrease on Partner rates and 1.3% decrease in Associate rates.
- 46% of Small legal departments said they have no priority around greater reliance on alternative fee arrangements (AFAs) as opposed to hourly rates.

MODERATE LEGAL DEPARTMENTS — KEY TAKEAWAYS

- 50% of Moderate legal departments have a dedicated legal operations staff with an average size of three people.
- 45% see an increase in outside counsel spending.
- On average, Moderate legal departments have one in-house legal department staff member for every \$442,624 in outside legal spend.
- 64% identify their spend management sophistication is "Proactive," which is the highest across segments.
- Moderate legal departments have the highest Paralegal-to-Attorney ratio of 0.55.
- Moderate legal departments showed the highest growth in both year-over-year timekeeper rates with a 1.4% increase on Partner rates and 2.6% increase on Associate rates.

MEDIUM LEGAL DEPARTMENTS — KEY TAKEAWAYS

- 38% of Medium legal departments send more than 65% of their total legal work to outside counsel, none send less than 35%, leaving the remaining 62% sending between 35%-65% of their work out.
- 49% have increased the number of in-house attorneys in the last 12 months, and 46% have increased their total legal department budget, both the highest levels among segments.
- Medium legal departments had the largest percentage (54%) saying that they will increase outside counsel spending.
- On average, Medium legal departments have one in-house legal department staff for every \$427,656 in outside legal spend — the lowest of all segments.
- Medium legal departments showed flat growth in year-over-year timekeeper rates with a 0.1% increase on Partner rates and 0.1% decrease on Associate rates.

LARGE LEGAL DEPARTMENTS — KEY TAKEAWAYS

- Large legal departments are most likely to have dedicated legal operations staff (77%), and 68% have kept head count devoted to legal operations flat for the last 12 months.
- 64% of Large legal departments see the percentage of work handled in-house to be increasing, the highest of all segments.
- Only 23% of Large legal departments said they were sending more than 65% of total legal work to outside counsel.
- On average, Large legal departments have one in-house legal department staff for every \$469,572 in outside legal spend — the highest of all segments.
- 32% of Large legal departments identified themselves as "Optimized" on spend management, leading all segments.
- Large legal departments saw the second-highest increases in year-over-year Associate rates with a 1.3% increase.
- 68% of Large legal departments rank using AFAs as opposed to hourly billing as a priority, the largest percentage across all segments.

To learn more, please contact your Thomson Reuters Client Manager or the Legal Tracker Sales Team at LegalTracker-Sales@tr.com.

Information you would like to see in a future report?
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