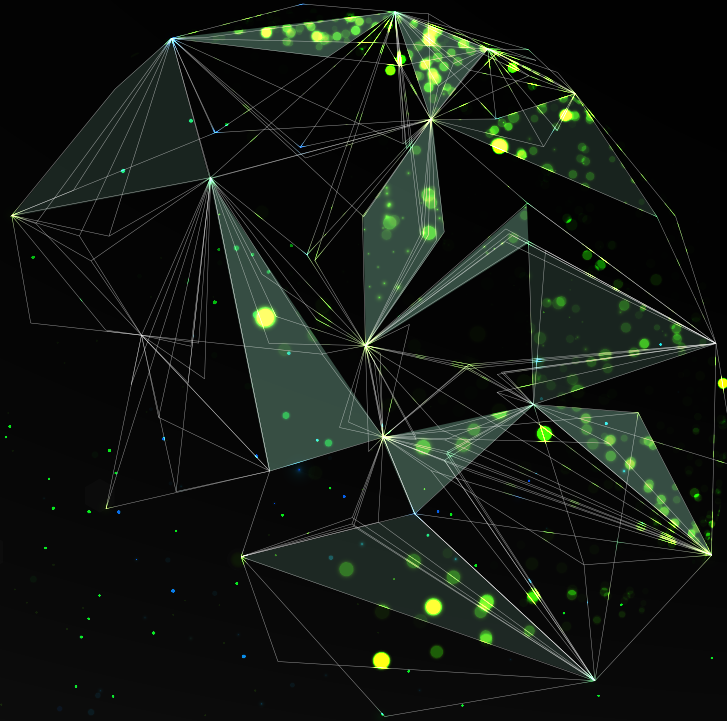


Deloitte.



The 2024 Chief Legal Officer Strategy Survey

Transformation, challenges, communication, and collaboration¹

How do chief legal officers (CLOs) balance leading enterprise-wide and legal department transformation initiatives and the day-to-day responsibilities of leading the legal function? What are the challenges they face? What skills are needed to address and communicate those challenges? Who do CLOs collaborate with on broader initiatives that affect more than one area of the business?

In our 2024 CLO Strategy Survey, we surveyed 460 legal executives² to better understand the evolving responsibilities of the CLO and, for the first time since the inception of this survey in 2020, the respondents included CLOs from Australia, Canada, and Europe.³

The results indicate that across these varying geographies, surveyed CLOs continue to play an integral role in helping the business navigate some of its most complex strategic challenges. CLOs are leading enterprise-wide and legal function transformation initiatives, modernizing the legal department, and helping their organizations create strategies to leverage the benefits of Generative Artificial Intelligence (GenAI). Why are CLOs called upon to tackle these difficult challenges? One reason is that they provide advice and exercise judgment on a variety of issues across the enterprise. These experiences allow CLOs to gain a deeper understanding of the business and become trusted advisers to a wider variety of stakeholders. The findings of the survey also indicate that as the role of the CLO continues to expand, two important skills can aid in the CLO's success: the CLO's ability to 1) collaborate with other executives to solve enterprise-wide challenges, and 2) maintain open and trusted communications with those leaders.

Results are based on responses from legal executives across the United States (200 respondents), Europe (205 respondents), Australia (25 respondents), and Canada (30 respondents). Data and conclusions for Australian and Canadian legal executives throughout this report are directional and not definitive, due to the smaller sample sizes of respondents.⁴

Let's dive deeper into the findings...

Transformation

Enterprise transformation

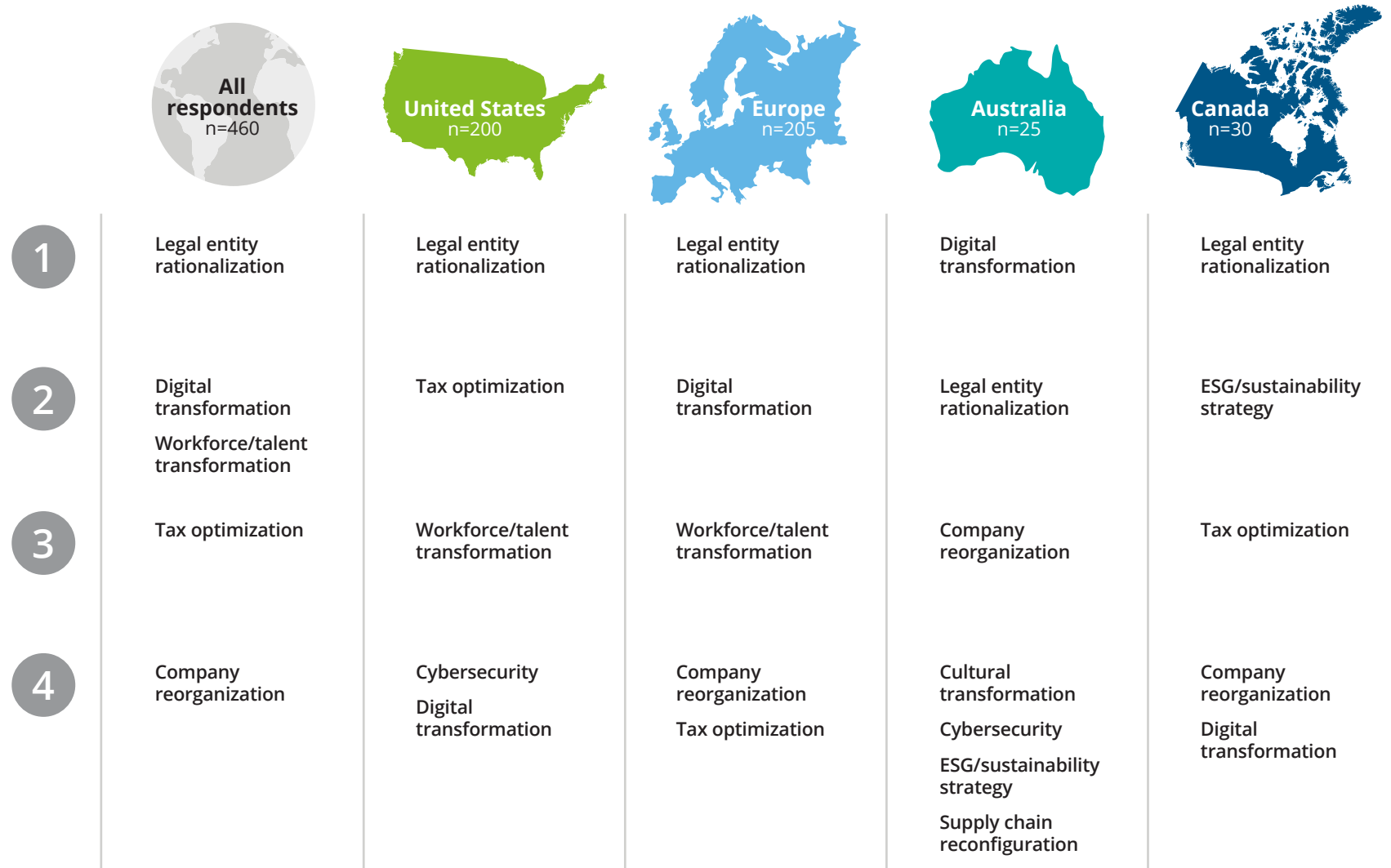
According to survey results, across all geographies, CLOs are instrumental in driving organizational change. Seventy percent or more of surveyed CLOs reported leading or jointly leading at least five enterprise-wide transformation initiatives for their organizations.⁵ Legal entity rationalization ranked as the top enterprise-wide initiative CLOs are leading or jointly leading except in Australia, where it ranked second.

Spending more time in strategy roles instead of the daily operations of the legal function aligns with previous Deloitte research.⁶ That research indicated most chief executive officers (CEOs) and boards expect CLOs to spend up to 70% of their time on work that supports the business and overall corporate strategy, as opposed to work that's strictly focused on legal and regulatory matters.⁷ In these more strategic roles, the CLO's risk-informed lens enables them to provide guidance that helps an organization reach its strategic objectives.

Explore more

[The four faces of the chief legal officer, second edition](#)

Figure 1. Top enterprise-wide transformation initiatives CLOs are leading or jointly leading



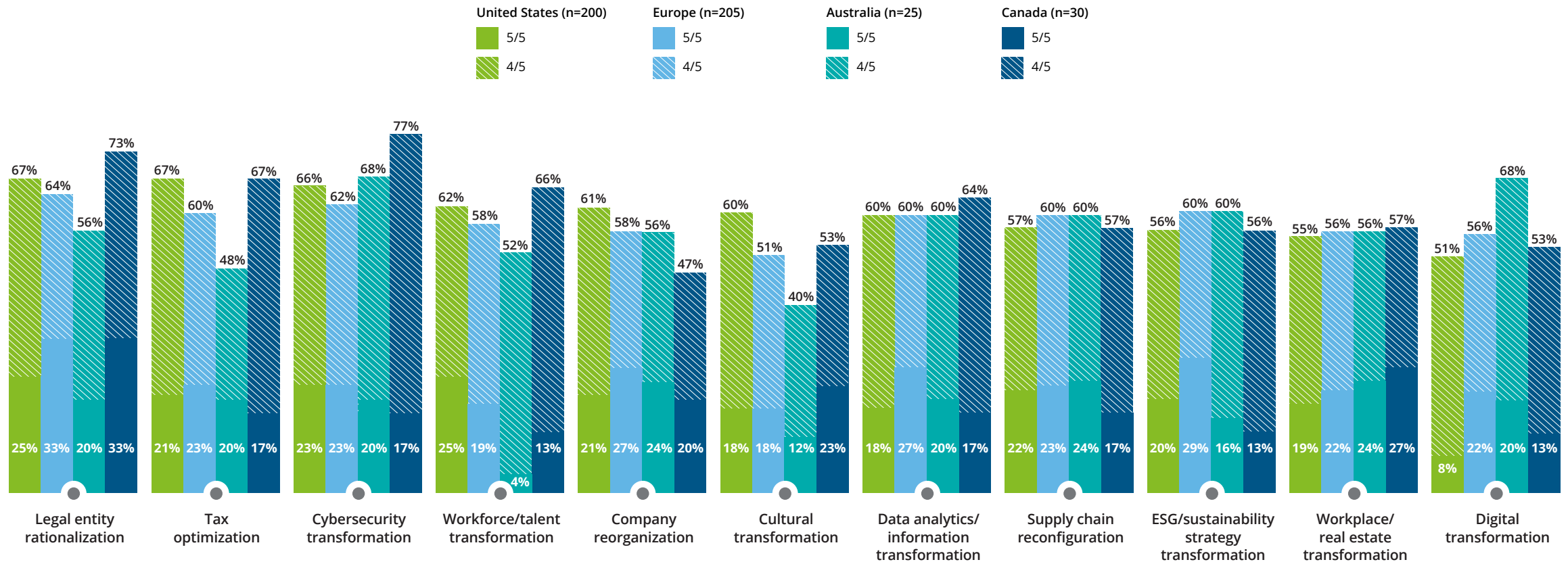
Multiple initiatives for a single number and geography indicate a tie for the percentage of CLOs leading or jointly leading an initiative.

Maturity of enterprise transformation initiatives

When asked to rate the maturity of several *enterprise-wide transformation* initiatives on a scale from 0–5 with 0 being “not occurring” and 5 being “fully mature,” across all geographies and in all but three instances, at least 50% of CLOs rated their transformation initiatives on the upper end of the maturity scale (level 4 or 5).⁸ However, far fewer of those CLOs felt comfortable characterizing their enterprise-wide transformation initiatives as a level 5 (fully mature). In 38 out of 44 instances, 25% or fewer CLOs reported their initiatives were fully mature.

Figure 2. Maturity level of transformation initiatives—enterprise

% selecting “4” or “5” on a scale where 0=not occurring and 5=fully mature



Legal function transformation

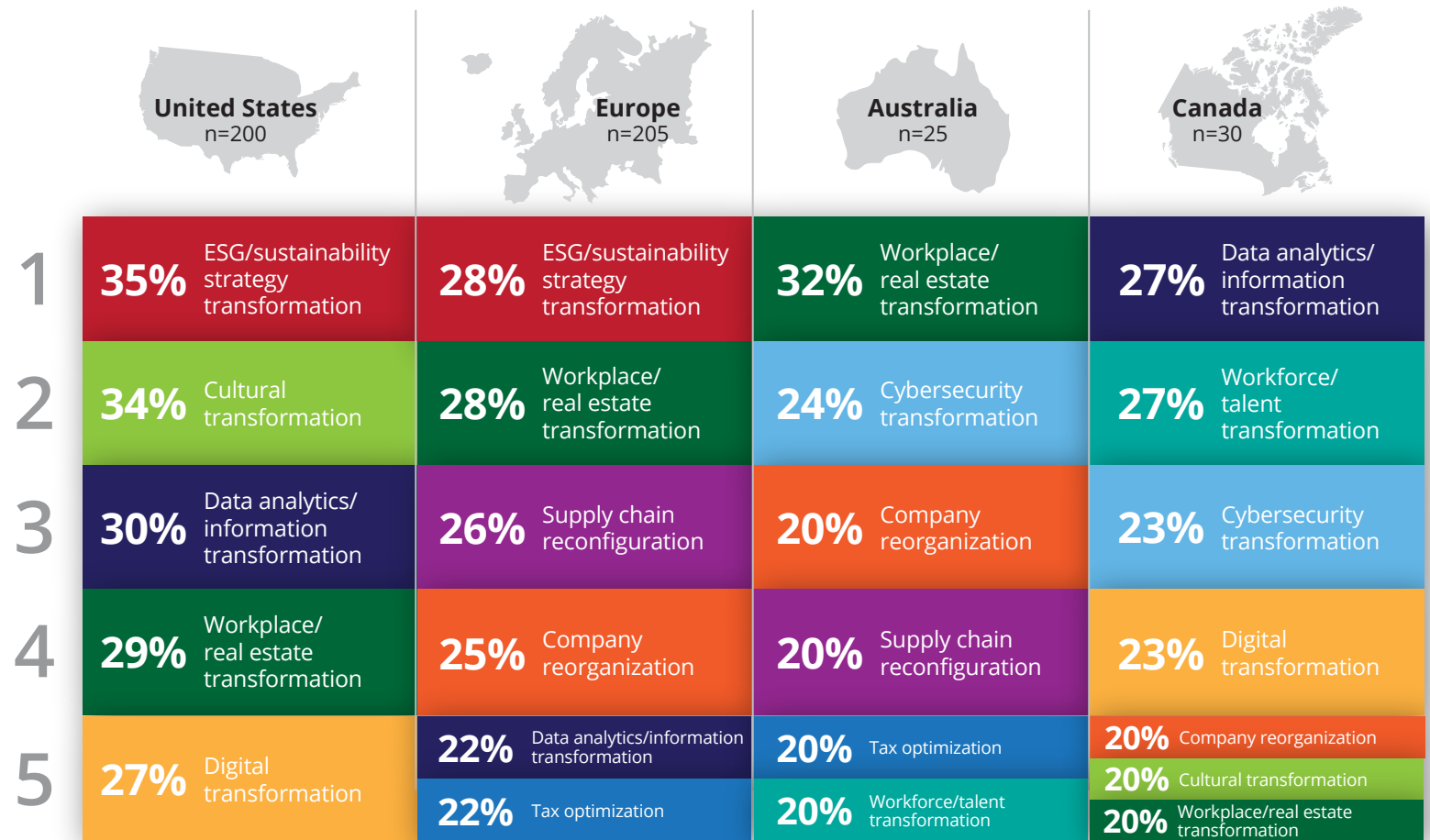
As the number of CLOs taking on broader responsibilities leading or jointly leading enterprise-wide transformation initiatives has increased, fewer survey respondents were focused on initiatives specific to the legal function. Although the order of transformation priorities varies by geography, workplace/real estate transformation, company reorganization, and data analytics/information transformation are priorities for three of the four geographies, and the remainder are transformation initiatives in at least two of the four geographies.

In addition to CLOs leading enterprise-wide transformation efforts, which includes the legal function, another possible reason for CLOs leading fewer legal department-specific transformation initiatives is the creation and professionalization of the legal operations professional role and the law department operations (LDO) function. According to Deloitte's 2023 Legal Operations Survey,⁹ 79% of legal functions now have a full-time legal operations professional. This individual is likely to take the lead in the legal function-specific transformation, especially in areas focused on technology optimization, cost savings, and efficiency/productivity enhancements.

Explore more

[Key findings from the 16th Annual Law Department Operations Survey](#)

Figure 3. Top five transformation efforts CLOs are leading within the legal function by geography

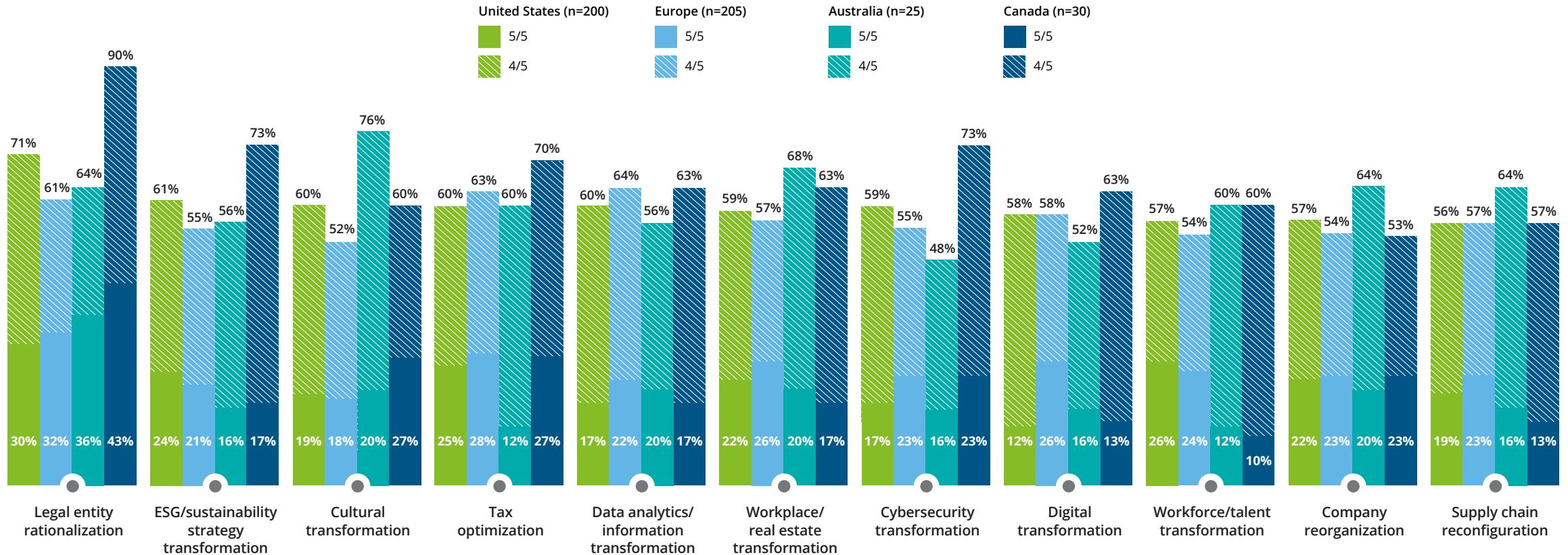


Maturity of legal function transformation initiatives

Consistent with the survey questions about enterprise-wide transformation initiative maturity, we also asked CLOs to rate the maturity of *legal function transformation* initiatives on a scale of 0–5, with 0 being “not occurring” and 5 being “fully mature.” With the exception of one initiative, more than 50% of CLOs rated their legal function transformation initiatives on the upper end of the maturity scale (level 4 or 5). However, as with enterprise-wide transformation initiatives, far fewer CLOs described their legal function transformation efforts as fully mature (level 5). This indicates most CLOs believe additional work is needed before their legal function-specific transformation efforts reach the highest level of maturity.

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[Legal entity management and corporate growth](#)

Figure 4. Maturity level of transformation initiatives—legal function
 % selecting “4” or “5” on a scale where 0=not occurring and 5=fully mature



Challenges with legal function transformation initiatives

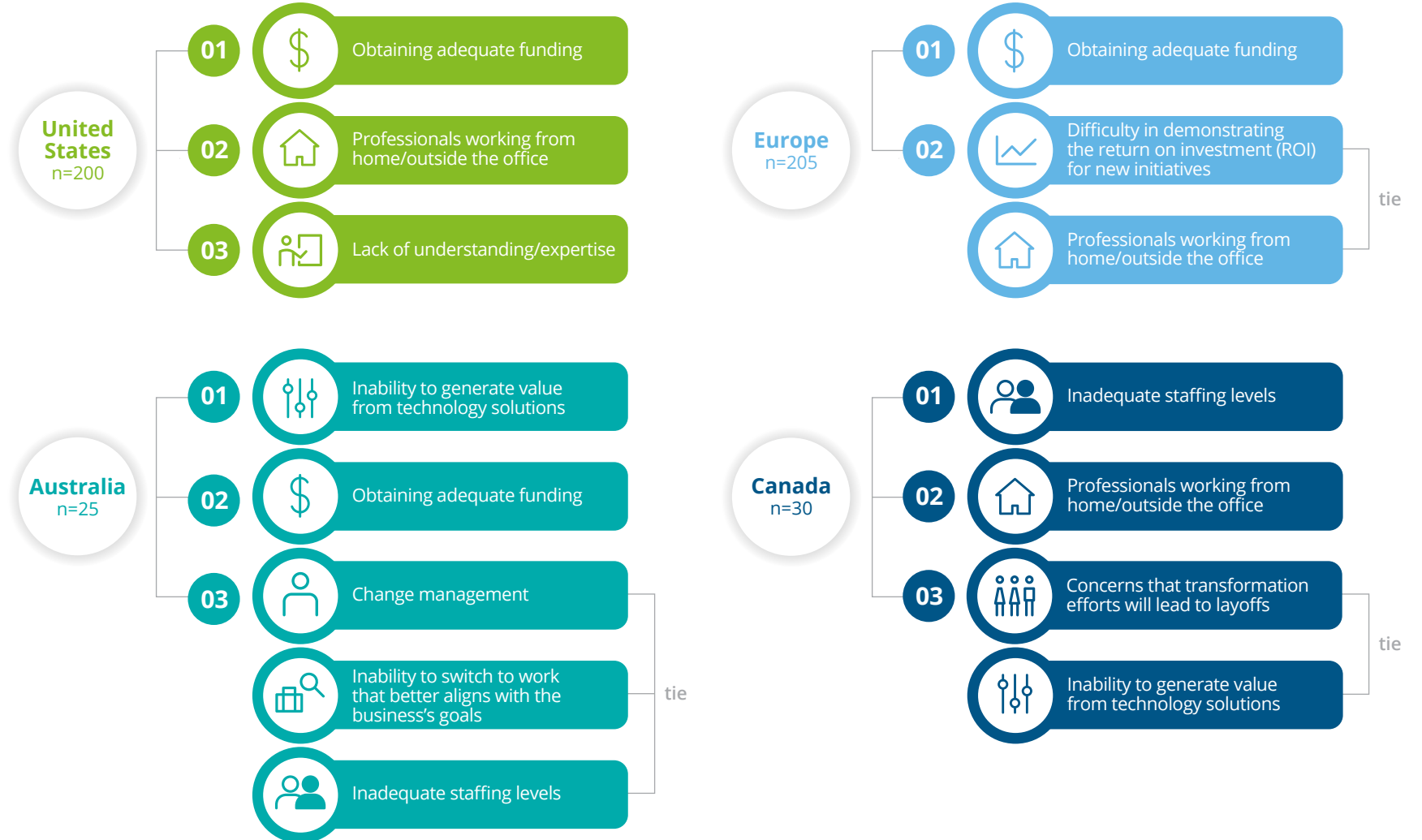
Despite high levels of maturity for a number of legal function-specific transformation issues, challenges remain. When asked to rate a series of challenges from “not challenging” to “extremely challenging,” CLOs in the United States, Europe, and Australia all rated obtaining adequate funding as one of the top three “extremely challenging” transformation efforts. Take a closer look at the breakdown of challenges by geography in figure 5.

The following were ranked as “extremely challenging” in executing on legal function transformation initiatives.

Explore more

Legal department transformation: Why a shift in mindset may be the key to success

Figure 5. Extremely challenging transformation efforts by geography



Trust and relationships

CLOs are often called upon to exercise good judgment on matters of high significance to the organization. The multifaceted role involves interacting with a variety of internal and external stakeholders, providing legal counsel to the business, and leading transformation initiatives. These responsibilities require a great deal of trust from their organizations' executive leadership, a trust earned due to the CLOs' role in communicating with the business and ensuring it remains in compliance with the law and operating ethically.

The survey results indicated that over the last 12 months and across all geographies, CLOs rated the level of trust between the legal function and the enterprise very positively: 85% of CLOs rated the level of trust between the legal function and the enterprise as "very high" or "extremely high." Moreover, when asked to describe the change in the level of trust between the legal department and the enterprise over the same period of time, 78% of CLOs rated trust levels increased significantly.

While the data indicates very strong levels of trust between the legal function and the enterprise, CLOs recognize and are aligned on the factors that prevent trust from developing or breaking down existing trusted relationships. When asked the open-ended question, "What is the greatest barrier to building trust within your organization?" in every geography, CLOs cited "communication failures" more often than any other answer.

Figure 6. Level of trust between the legal function and enterprise over the last 12 months

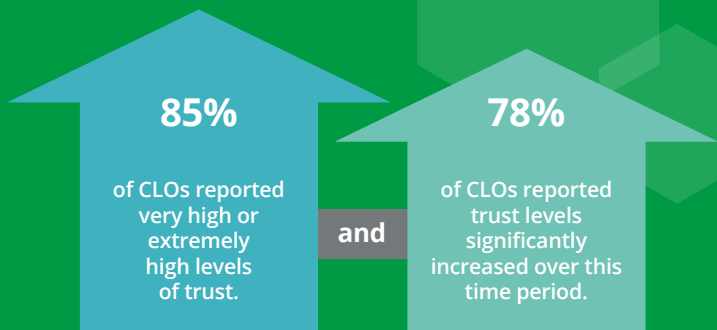


Figure 7. Barriers to building trust within organizations

United States

n=200



Europe

n=205



Australia

n=25



Canada

n=30



Influential stakeholders

Whether leading an enterprise-wide initiative or seeking buy-in for legal function changes that could affect services to other business divisions, strong relationships are one critical element to a CLO's success. These relationships, typically built on a foundation of trust, may also be critical for the CLO to advance organizational transformation.

Figure 8. Top three stakeholders influencing transformation efforts (after the CEO)



Explore more

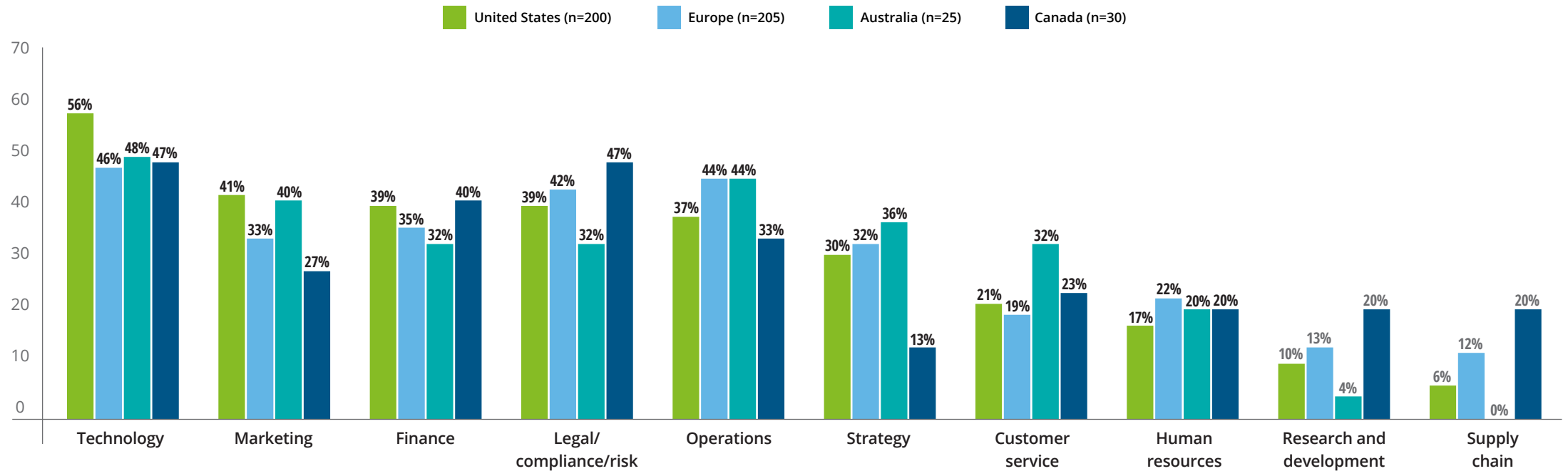
[The future of building trust in business: What chief legal officers should know](#)
[CLOs have a communication gap: Work toward closing it in three steps](#)

Generative AI

Across all geographies, CLOs are generally optimistic about the opportunities GenAI may bring to their organizations: 93% of respondents believe GenAI has the potential to bring value to their organizations over the next 12 months. For organizations engaging in GenAI initiatives, most are actively researching the applicability of initiatives to their organizations or implementing solutions/tools within certain business areas.

Technology, marketing, finance, legal/compliance/risk, and operations are more likely to be actively pursuing GenAI projects than other functions such as strategy, customer service, human resources, research and development, and supply chain.

Figure 9. Functional areas actively pursuing Generative AI projects



Hopes for GenAI initiatives

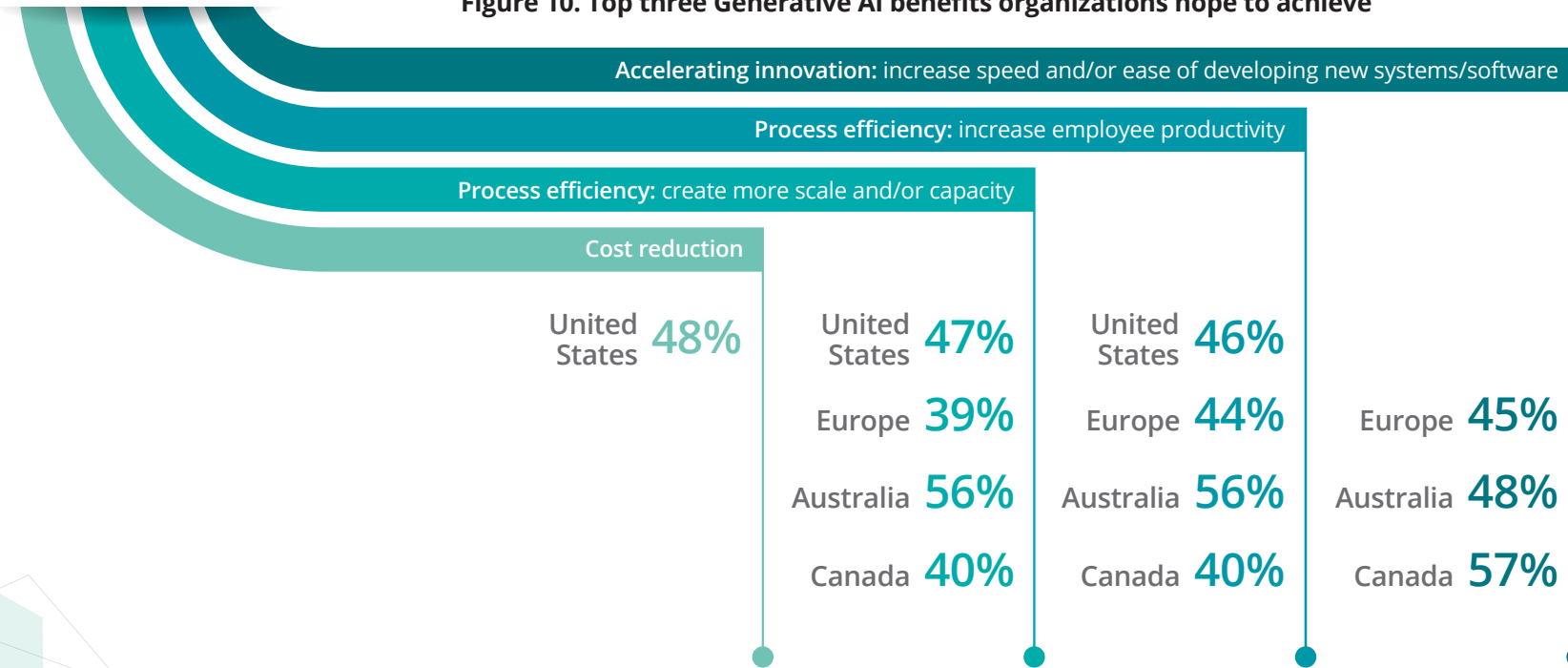
Given the broad applicability of GenAI across organizations, its implementation, utilization, and risk mitigation likely involve the entire C-suite, and CLOs are recognized as key decision-makers across the enterprise.

Across all geographies, CLOs are key decision-makers in the following GenAI initiatives for their organizations:

- Development of GenAI policies and ethics
- Risk management, privacy/security/legal

CLOs are recognized as key decision-makers in evaluating GenAI issues. In Australia, CLOs are tied with chief technology officers (CTOs)/chief information officers (CIOs) as the top C-suite decision-maker. In the United States and Europe, the CLO's influence is third in line after CEOs and CTOs/CIOs. CLOs are not as influential in Canada, however, ranking sixth in line of key C-suite decision-makers for GenAI issues.

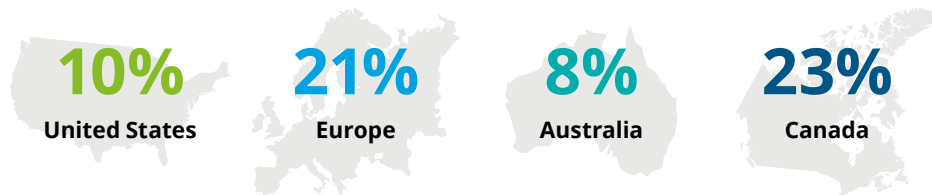
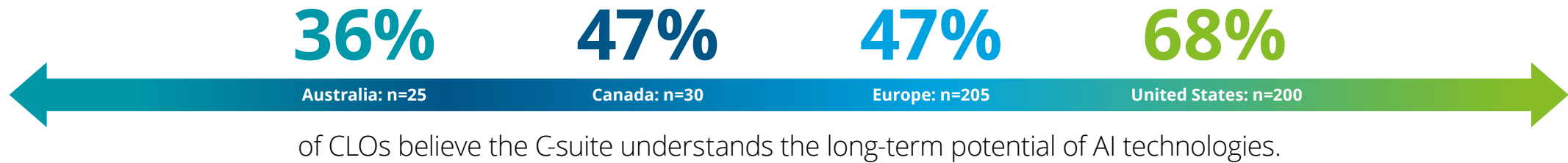
Figure 10. Top three Generative AI benefits organizations hope to achieve



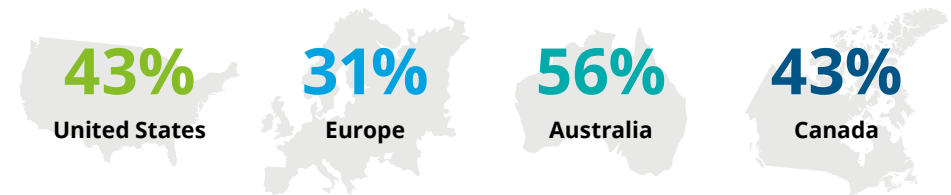
GenAI by the numbers

With more than one decision-maker identified when navigating GenAI, collaboration among the members of the C-suite as well as alignment on key issues may be important elements of an organization's success in executing on GenAI initiatives. The survey results indicate mixed success thus far:

Figure 11. CLO perception of organizational preparedness for GenAI



of CLOs believe the roles, responsibilities, and accountabilities are clearly defined for GenAI.



of organizations have designated leaders responsible for GenAI initiatives.

45% of CLOs believe the C-suite is aligned on the mission, vision, and strategy for GenAI.

36% of organizations have cross-functional teams executing on GenAI issues.

35% of CLOs believe the C-suite has the requisite understanding to oversee GenAI efforts.

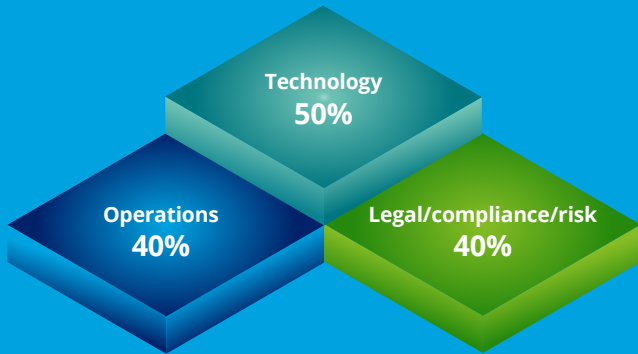
27% of CLOs believe their organizations have the skills to execute on the mission and vision for GenAI.

Data reported by geography when statistics varied too widely to provide useful information in aggregate.

Generative AI use by function:

Across all geographies, technology functions lead the way in pursuing GenAI projects. However, legal/compliance/risk functions are tied for the second-most likely functional area pursuing GenAI projects.

Figure 12. Functional areas of the business most actively pursuing GenAI
(aggregate across all geographies)



Explore more

Risk or opportunity?

The CLO's guide to Generative AI

Generative AI:

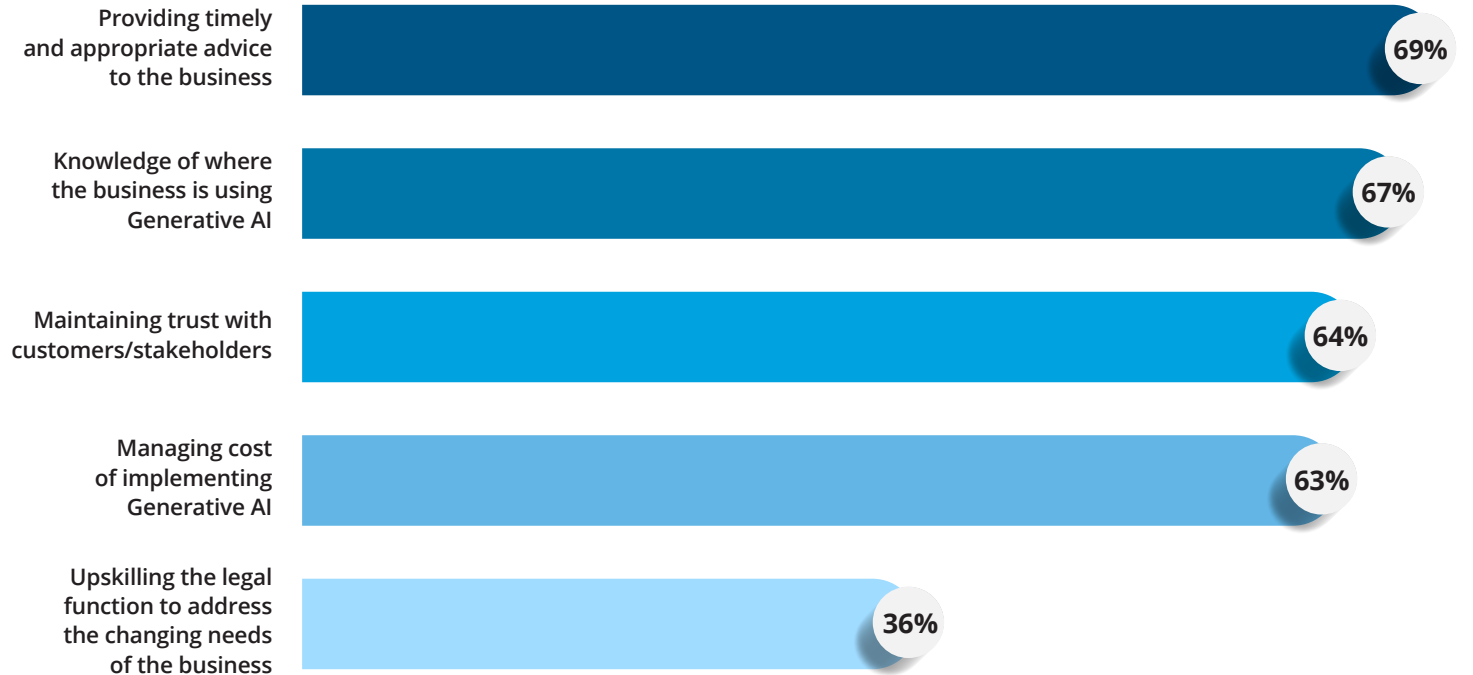
A guide for corporate legal departments

The legal implications of Generative AI

The future of legal work? The use of Generative AI by legal departments

At least 80% of CLOs in each geography are comfortable providing legal advice on issues involving GenAI. Notwithstanding their confidence in providing legal advice on GenAI issues, CLOs acknowledge there will be challenges for the legal function in providing legal counsel to the business.

Figure 13. Legal function challenges expected due to introduction of Generative AI
(aggregate across all geographies)



State of the legal function

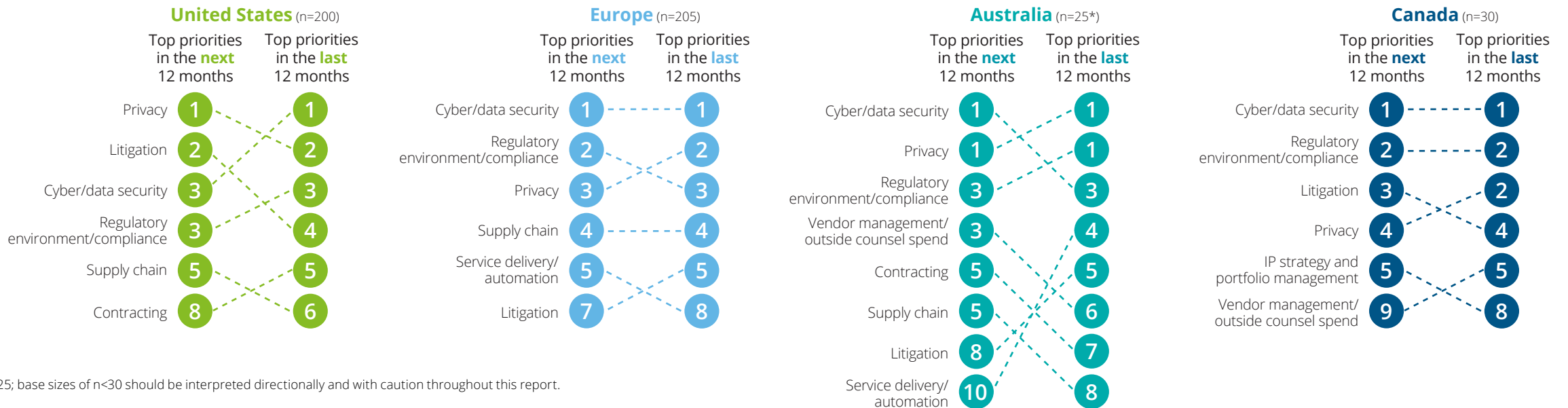
From a list of 14 options, CLOs were asked to identify the top three areas that increased the most in importance for their organization’s legal function over the **last** 12 months. CLOs were then asked to identify the three areas they expected to increase the most in importance for their organization’s legal function over the **next** 12 months.

Looking back, across all geographies, the consensus was unanimous, with cyber/data security, privacy, and regulatory/compliance emerging as the top three areas of importance.

Looking ahead, cyber/data security, privacy, and regulatory environment/compliance remain in the top four priorities for CLOs across all geographies, with litigation moving into the top three in the United States and Canada.

The areas that have been important to the legal function over the past 12 months, and that are expected to become more important to CLOs over the next 12 months, are also areas of importance for CIOs, chief data officers (CDOs), chief information security officers (CISOs), chief privacy officers (CPOs), and chief technology officers (CTOs). Much like the critical relationships necessary for CLOs to execute on transformation efforts, CLOs may need to call upon their collaborative leadership skills to navigate many of these issues alongside their C-suite peers.

Figure 14. Change in top priorities for CLOs



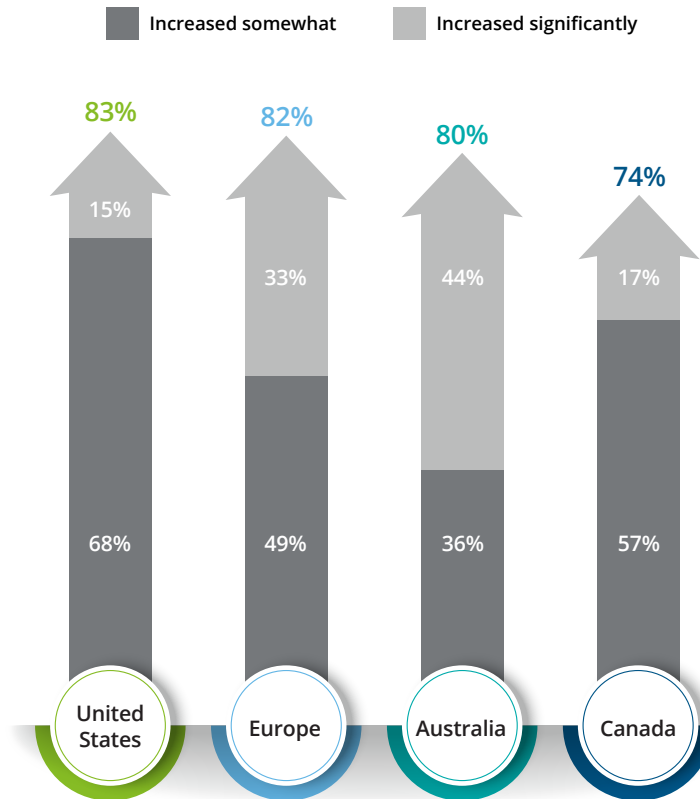
*n=25; base sizes of n<30 should be interpreted directionally and with caution throughout this report.

Getting the work done: Who does it? How do they do it? How is it measured?

The CLO's extensive involvement in transformation efforts is notable given the responsibilities to lead the legal function where workloads continue to rise. While there are commonalities across geographies, the data is not uniform for who does the work, how technology is utilized to address increasing workloads, and how success is measured.

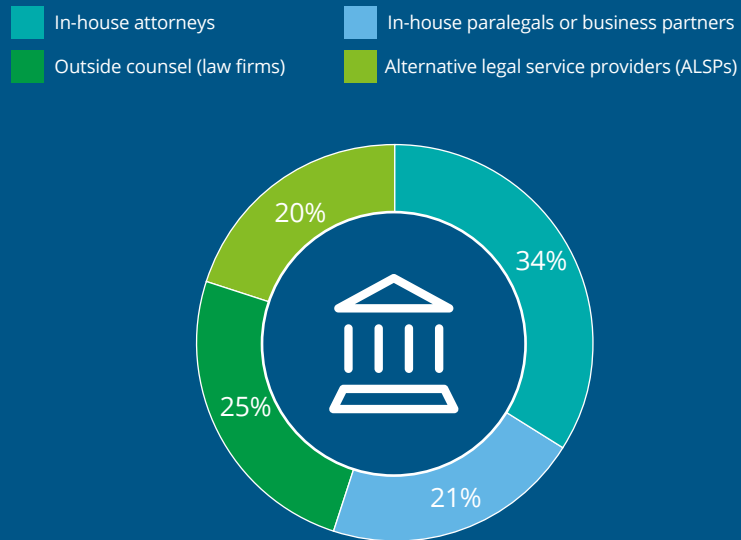
An average of 82% of respondents across geographies reported that legal function workloads increased either somewhat or significantly over the last 12 months. Close to half (44%) of those in Australia and one-third in Europe reported a significant increase in workload, versus 17% in Canada and 15% in the United States.

Figure 15. Change in legal function workload over last 12 months



How is the workload allocated? Although in-house attorneys take on the majority of the legal function's workload (34%) with additional support from in-house paralegals or business partners (21%), outside counsel and alternative legal service providers (ALSPs) are also used to manage increasing workloads, making up 45% of workload allocation.

Figure 16. Average allocation of legal function workload by work group



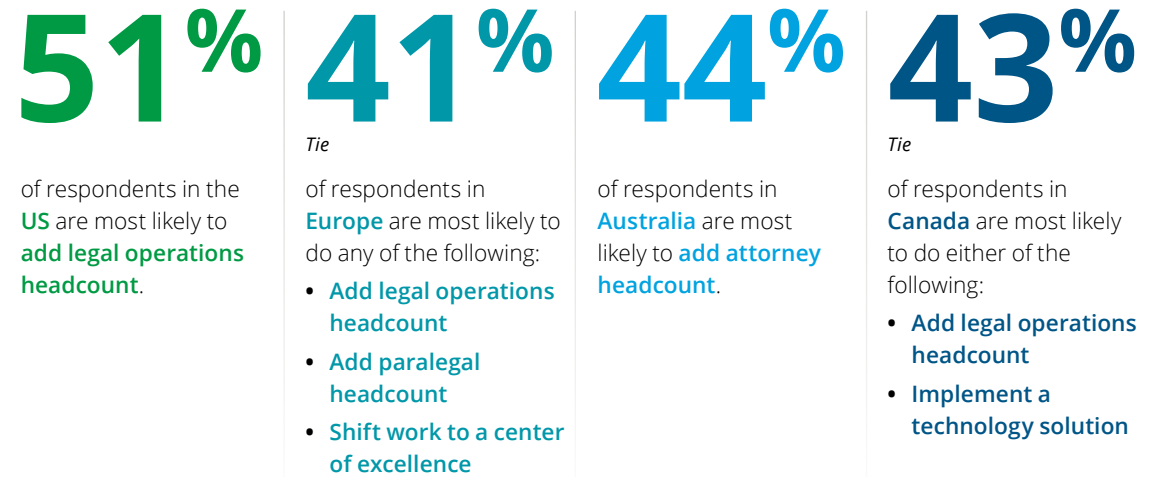
The legal departments of surveyed Australian CLOs are outliers, as they rely on in-house attorneys for 46% of their workload and ALSPs for 13% of their workload.

86%

While ALSPs comprise 20% of the current workload of in-house legal departments, and 22% of the current workload in the United States, 86% of US respondents expect their legal functions will use ALSPs either "significantly more" (14%) or "somewhat more" (72%) over the next 12 months. This is an increase from 83% in 2022.¹⁰

However, work allocations may soon shift. When asked to rank the solutions the legal department is likely to implement when the amount of work that needs to be completed exceeds capacity in the future:

Figure 17. Top solutions for excess legal work



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Taking the in-house counsel experience from good to great:
Highlights from the 2023 Legal Talent Survey



Legal executives are generally pleased with the technology they currently have with at least 50% of CLOs reporting that the following technology systems are mostly or fully meeting the needs of the legal function:

Technology solutions

In-house legal departments use technology solutions as another means to manage workloads. The overwhelming majority (85%) of CLOs across all geographies predict an increased use of technology in their company's legal function in the coming year.

Figure 18. Expected usage of tools in next 12 months

■ Somewhat more ■ Significantly more

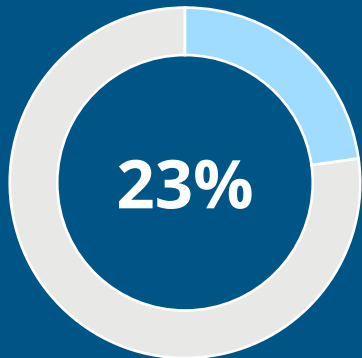
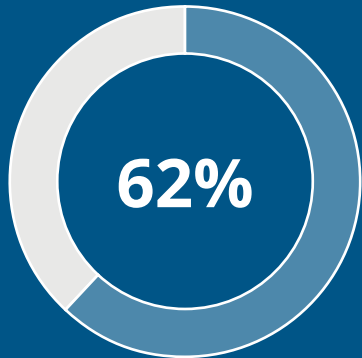
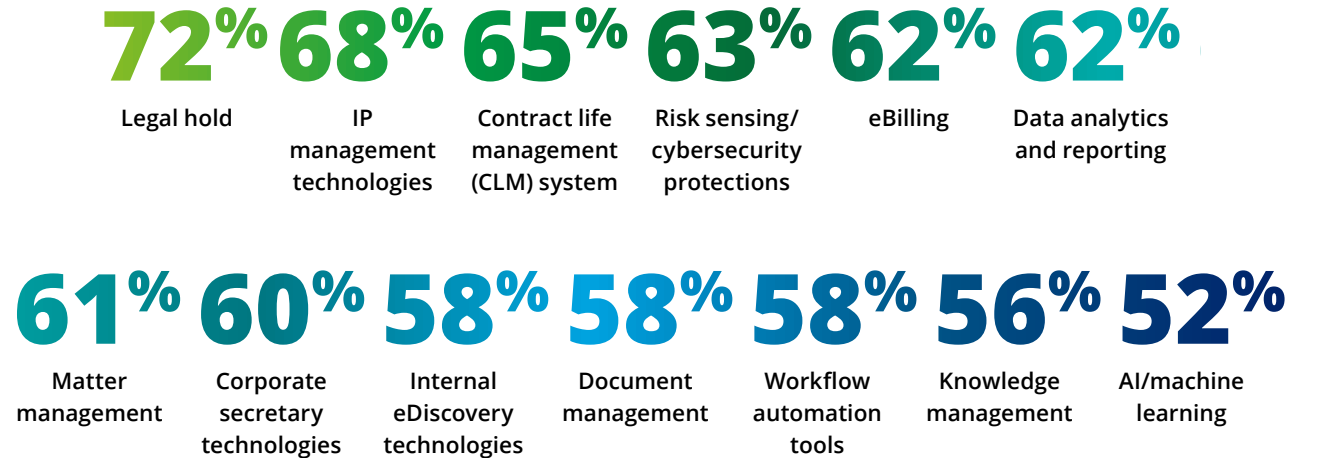


Figure 19. Legal function needs met by technology systems



In Deloitte's 16th Annual Law Department Operations Survey, a notable shift was observed.¹¹ While the majority of legal operations professionals reported getting all the support they needed from their CLOs in 2023 (72.9%),¹² this number dropped by 16 percentage points from 2022 (88.9%).¹³ Considering the legal operations professional's role in ensuring operational efficiency and utilizing the technology necessary to optimize operations, the data indicates that CLOs may want to prioritize open and strong communications with legal operations professionals. This could help to understand whether or not legal operations professionals are satisfied with the legal function's technology tools.

Explore more
[The CLO communication gap](#)
[Change management for the legal function](#)

Measuring work and legal department success

How does a legal function determine if it is working efficiently and utilizing the tools necessary to do so? Most legal departments—more than 85% in every geography—are using key performance indicators (KPIs) to help assess their performance. In the United States, legal department KPIs are most often developed by the enterprise. In all other regions, legal departments typically develop their own KPIs.

Along with an increased workload, legal department budgets are also expected to increase “somewhat” or “significantly” in the next 12 months.

Legal departments expecting budget increases, by geography:

Figure 20. Overall budget increase

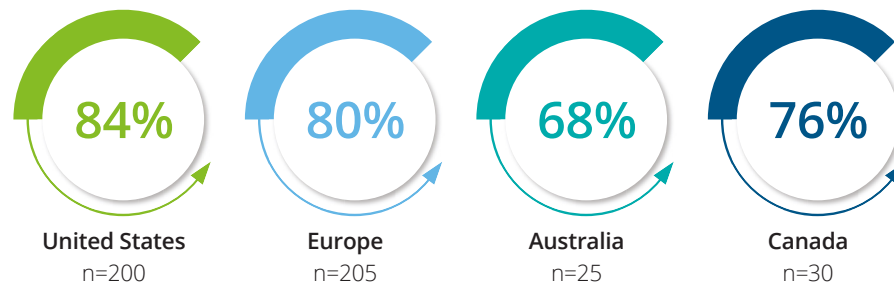
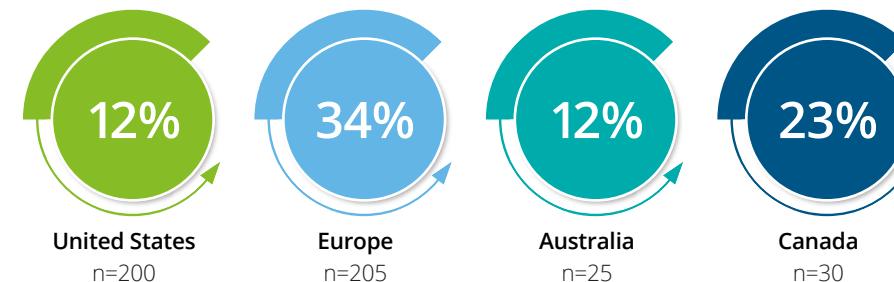


Figure 21. Budget will increase significantly



Thirty-four percent of European CLOs report budgets will increase significantly, while 23% of Canadian CLOs predict a similar trend. Meanwhile, only 12% of CLOs located in the United States and Australia report budgets will increase significantly.

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[Getting it done: Executing on the CLO agenda in 2024](#)

Globally, 69% of legal departments use KPIs for cost reduction tracking and financial planning. About half use KPIs to measure legal team satisfaction (53%) and digitization and automation levels (52%). A slightly smaller share of legal departments use KPIs to measure the legal department operating model (46%) and stakeholder/internal client satisfaction (46%).

Technology budgeting: When adopting new technology tools, legal departments are recognizing that hardware acquisition and/or licensing represents just one piece in harnessing the value of a technology investment. Respondents reported almost half of technology budgets were dedicated to change management (19%) and training (24%), with the remaining portion dedicated to acquisition (31%) and implementation (25%).

As businesses continue to innovate and evolve, the challenges CLOs face have become increasingly complex. From managing the increasing workloads to providing timely guidance to the business on issues such as Generative AI, CLOs are called upon to provide forward-thinking guidance in the face of both long-standing and emerging challenges. The CLO's ability to provide both legal expertise and guidance on an organization's strategic decisions is a dynamic and valuable combination of skills the business is relying on more and more. As the CLO continues to be called upon to lead at the enterprise level, collaborative leadership competencies built on a foundation of trust combined with strong communication skills will be important to the CLO's success driving the business toward its strategic goals.

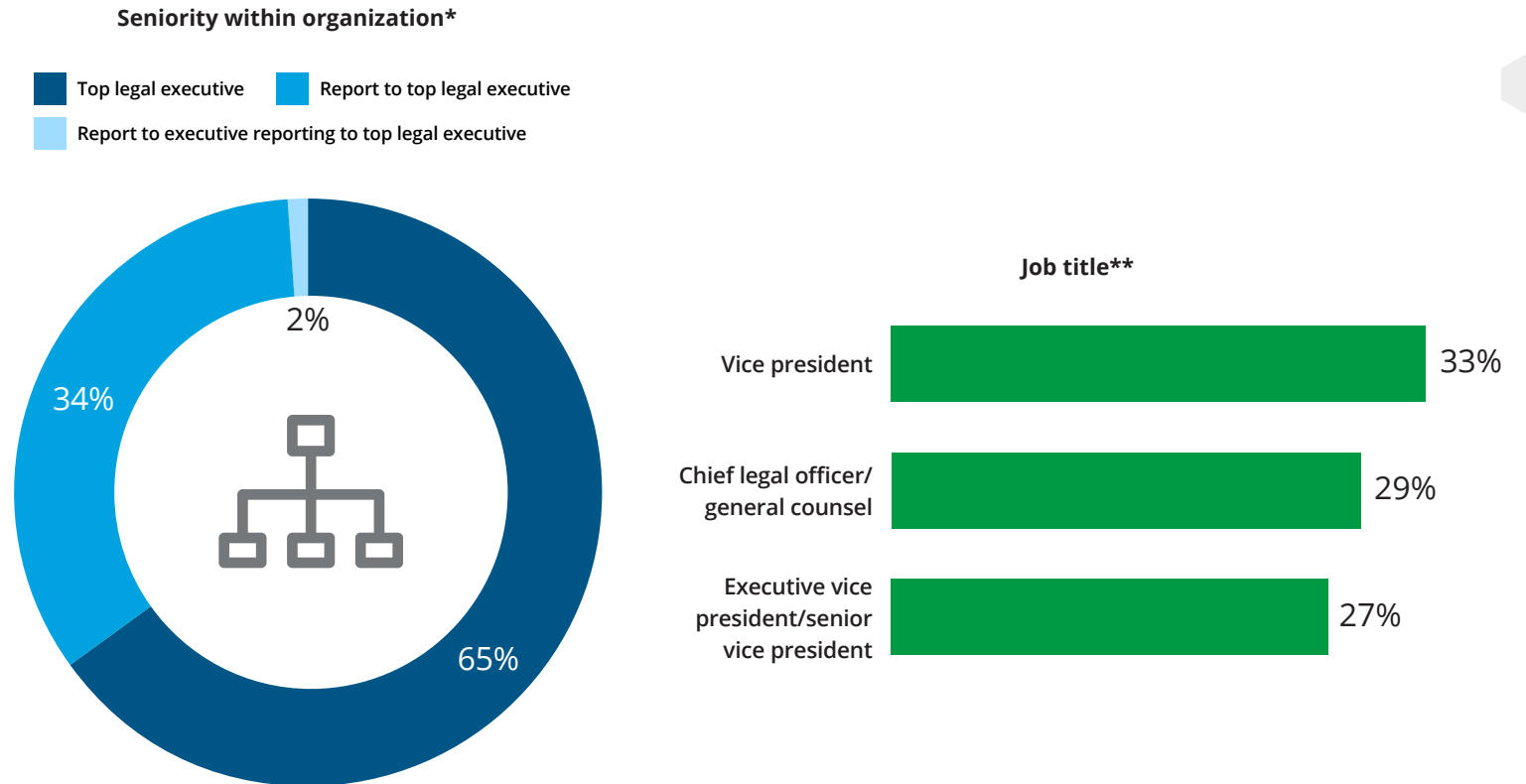
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[The CLO strategist: Cybersecurity](#)

Appendix: Additional survey collection data and demographics

The 2024 CLO Strategy Survey was fielded between mid-November and late December 2023. In the United States, responses were accepted from a pool of survey participants who indicated they were the highest legal executive or report to the highest legal executive within their company. Outside the United States, respondents were included if they worked in an in-house legal function. However, 99% of respondents globally were either the most senior legal executive or reported to the highest legal executive in the company.

Figure 22. Seniority and job titles of survey respondents



*Percentage exceeds 100% due to rounding of decimal values during percentage calculations.

**The job titles of 11% of survey respondents were not in the majority of job title answer choices highlighted in the bar chart above.

Company revenue

Survey respondents reported their organization's results in the currency used where the company is headquartered. In the United States, 92% of respondents represent companies with annual revenues of \$500 million or more, 73% represent companies with \$1 billion or more, and almost half (45%) have revenues of \$5 billion or more.

In Europe, 63% of respondents represent companies with annual revenues of €500 million or more, and 34% represent companies with €1 billion or more. In Australia, 28% represent companies with annual revenues of A\$5 billion or more. In the United Kingdom, 35% represent companies with annual revenues of £5 billion or more. In Canada, 17% represent companies with annual revenues of C\$5 billion or more.

Company legal spend was also reported in local currency. In the United States, 71% of respondents have \$10 million or more in internal legal spend annually, 31% have \$50 million or more, and 5% have \$100 million or more. Meanwhile, 59% have \$10 million or more in external legal spend, 28% have \$50 million or more, and 10% have \$100 million or more.

In Europe, 48% of respondents have €10 million or more in internal legal spend annually, and 26% have €50 million or more. Meanwhile, 33% have €10 million or more in external legal spend, and 11% have €50 million or more.

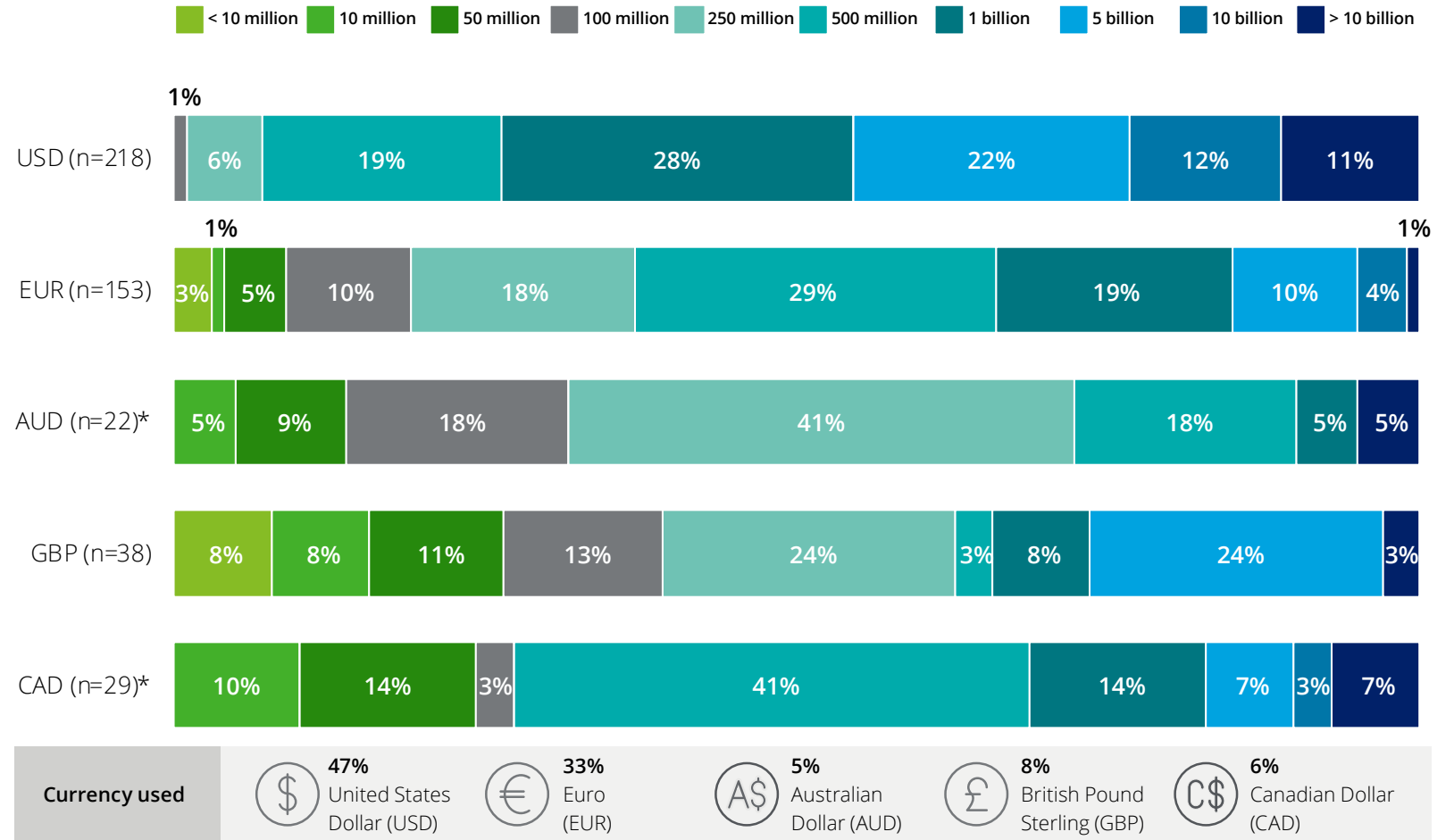
In Australia, 9% of respondents have A\$10 million or more in internal legal spend annually, and 10% have A\$10 million or more in external legal spend.

In the United Kingdom, 16% of respondents have £10 million or more in internal legal spend annually, and 11% have £10 million or more in external legal spend.

In Canada, 59% of respondents have C\$10 million or more in internal legal spend annually, and 58% have C\$10 million or more in external legal spend.

Figure 23. Respondent profile (n=460)

Annual revenue by currency



*Base sizes of n<30 should be interpreted directionally and with caution throughout this report.

Percentages may exceed 100% in some stacked bar charts due to rounding of decimal values during percentage calculations. This rounding does not affect the accuracy of the total number of respondents represented by each bar.

Figure 24. Legal spend by company revenue: United States

Currency: United States Dollar (USD)

Internal legal spend by annual revenue

	Annual revenue						
	100 million	250 million	500 million	1 billion	5 billion	10 billion	>10 billion
USD	1%	6%	19%	28%	22%	12%	11%
<i>Base size</i>	3	13	42	62	48	27	23
1 million	67%	15%	2%	0%	0%	0%	0%
5 million	0%	46%	31%	35%	21%	19%	9%
10 million	33%	31%	7%	58%	56%	48%	17%
50 million	0%	8%	60%	5%	19%	26%	48%
100 million	0%	0%	0%	2%	4%	7%	26%

External legal spend by annual revenue

	Annual revenue						
	100 million	250 million	500 million	1 billion	5 billion	10 billion	>10 billion
USD	1%	6%	19%	28%	22%	12%	11%
<i>Base size</i>	3	13	42	62	48	27	23
500,000	67%	15%	0%	0%	0%	0%	0%
1 million	33%	0%	2%	0%	0%	0%	0%
5 million	0%	69%	24%	71%	27%	15%	9%
10 million	0%	8%	69%	23%	23%	33%	17%
50 million	0%	8%	2%	3%	38%	48%	22%
100 million	0%	0%	2%	3%	13%	4%	52%

n=218; base sizes of n<30 should be interpreted directionally and with caution throughout this report. Percentages may exceed 100% in some charts due to rounding of decimal values during percentage calculations. This rounding does not affect the accuracy of the total number of respondents in each chart.

Figure 25. Legal spend by company revenue: Europe

Currency: Euro (EUR)

Internal legal spend by annual revenue

	Annual revenue									
	<10 million	10 million	50 million	100 million	250 million	500 million	1 billion	5 billion	10 billion	>10 billion
EUR	3%	1%	5%	10%	18%	29%	19%	10%	4%	1%
<i>Base size</i>	4	2	7	16	27	44	29	16	6	2
200,000	25%	0%	14%	13%	0%	16%	0%	0%	0%	0%
500,000	50%	50%	43%	19%	7%	11%	24%	0%	0%	0%
1 million	0%	0%	29%	13%	37%	36%	24%	25%	33%	0%
5 million	25%	50%	0%	31%	30%	16%	21%	38%	0%	0%
10 million	0%	0%	14%	19%	19%	14%	28%	31%	50%	0%
50 million	0%	0%	0%	6%	7%	2%	3%	6%	17%	100%
100 million	0%	0%	0%	0%	0%	5%	0%	0%	0%	0%

External legal spend by annual revenue

	Annual revenue									
	<10 million	10 million	50 million	100 million	250 million	500 million	1 billion	5 billion	10 billion	>10 billion
EUR	3%	1%	5%	10%	18%	29%	19%	10%	4%	1%
<i>Base size</i>	4	2	7	16	27	44	29	16	6	2
200,000	50%	0%	0%	19%	4%	18%	7%	0%	0%	0%
500,000	50%	50%	57%	25%	11%	14%	17%	6%	17%	0%
1 million	0%	50%	29%	0%	48%	32%	28%	44%	17%	0%
5 million	0%	0%	0%	50%	26%	18%	24%	0%	0%	0%
10 million	0%	0%	14%	0%	7%	14%	21%	19%	0%	0%
50 million	0%	0%	0%	6%	4%	0%	3%	31%	67%	0%
100 million	0%	0%	0%	0%	0%	5%	0%	0%	0%	100%

n=153; base sizes of n<30 should be interpreted directionally and with caution throughout this report. Percentages may exceed 100% in some charts due to rounding of decimal values during percentage calculations. This rounding does not affect the accuracy of the total number of respondents in each chart.

Figure 26. Legal spend by company revenue: Australia

Currency: Australian Dollar (AUD)

Internal legal spend by annual revenue

	Annual revenue						
	10 million	50 million	100 million	250 million	500 million	1 billion	>10 billion
AUD	5%	9%	18%	41%	18%	5%	5%
Base size	1	2	4	9	4	1	1
200,000	100%	0%	0%	11%	0%	0%	0%
500,000	0%	100%	25%	0%	0%	0%	0%
1 million	0%	0%	50%	67%	75%	0%	0%
5 million	0%	0%	25%	22%	0%	100%	0%
50 million	0%	0%	0%	0%	25%	0%	100%

External legal spend by annual revenue

	Annual revenue						
	10 million	50 million	100 million	250 million	500 million	1 billion	>10 billion
AUD	5%	9%	18%	41%	18%	5%	5%
Base size	1	2	4	9	4	1	1
200,000	100%	50%	25%	11%	0%	0%	0%
500,000	0%	0%	0%	22%	0%	0%	0%
1 million	0%	50%	25%	56%	50%	0%	0%
5 million	0%	0%	50%	11%	25%	100%	0%
10 million	0%	0%	0%	0%	25%	0%	0%
50 million	0%	0%	0%	0%	0%	0%	100%

n=22; base sizes of n<30 should be interpreted directionally and with caution throughout this report. Percentages may exceed 100% in some charts due to rounding of decimal values during percentage calculations. This rounding does not affect the accuracy of the total number of respondents in each chart.

Figure 27. Legal spend by company revenue: Canada

Currency: Canadian Dollar (CAD)

Internal legal spend by annual revenue

	Annual revenue							
	10 million	50 million	100 million	500 million	1 billion	5 billion	10 billion	>10 billion
CAD	10%	14%	3%	41%	14%	7%	3%	7%
<i>Base size</i>	3	4	1	12	4	2	1	2
500,000	100%	0%	100%	0%	0%	0%	0%	0%
1 million	0%	25%	0%	8%	25%	0%	0%	0%
5 million	0%	50%	0%	17%	0%	50%	0%	0%
10 million	0%	0%	0%	75%	50%	50%	100%	0%
50 million	0%	25%	0%	0%	25%	0%	0%	100%

External legal spend by annual revenue

	Annual revenue							
	10 million	50 million	100 million	500 million	1 billion	5 billion	10 billion	>10 billion
CAD	10%	14%	3%	41%	14%	7%	3%	7%
<i>Base size</i>	3	4	1	12	4	2	1	2
200,000	33%	0%	0%	0%	0%	0%	0%	0%
500,000	67%	0%	100%	0%	0%	0%	0%	0%
1 million	0%	50%	0%	0%	25%	0%	0%	0%
5 million	0%	25%	0%	25%	0%	50%	0%	0%
10 million	0%	25%	0%	67%	50%	0%	100%	0%
50 million	0%	0%	0%	8%	0%	50%	0%	100%
100 million	0%	0%	0%	0%	25%	0%	0%	0%

n=29; base sizes of n<30 should be interpreted directionally and with caution throughout this report. Percentages may exceed 100% in some charts due to rounding of decimal values during percentage calculations. This rounding does not affect the accuracy of the total number of respondents in each chart.

Figure 28. Legal spend by company revenue: United Kingdom

Currency: British Pound Sterling (GBP)

Internal legal spend by annual revenue

	Annual revenue								
	<10 million	10 million	50 million	100 million	250 million	500 million	1 billion	5 billion	>10 billion
GBP	8%	8%	11%	13%	24%	3%	8%	24%	3%
<i>Base size</i>	3	3	4	5	9	1	3	9	1
200,000	0%	33%	0%	0%	0%	100%	0%	0%	0%
500,000	33%	33%	50%	20%	11%	0%	0%	0%	0%
1 million	67%	33%	25%	40%	22%	0%	33%	89%	0%
5 million	0%	0%	25%	20%	33%	0%	67%	0%	0%
10 million	0%	0%	0%	20%	33%	0%	0%	11%	0%
50 million	0%	0%	0%	0%	0%	0%	0%	0%	100%

External legal spend by annual revenue

	Annual revenue								
	<10 million	10 million	50 million	100 million	250 million	500 million	1 billion	5 billion	>10 billion
GBP	8%	8%	11%	13%	24%	3%	8%	24%	3%
<i>Base size</i>	3	3	4	5	9	1	3	9	1
200,000	0%	33%	25%	0%	22%	0%	0%	0%	0%
500,000	67%	33%	25%	20%	11%	100%	0%	0%	0%
1 million	33%	33%	25%	40%	22%	0%	67%	89%	0%
5 million	0%	0%	25%	20%	33%	0%	33%	0%	0%
10 million	0%	0%	0%	20%	11%	0%	0%	11%	0%
50 million	0%	0%	0%	0%	0%	0%	0%	0%	100%

n=38; base sizes of n<30 should be interpreted directionally and with caution throughout this report. Percentages may exceed 100% in some charts due to rounding of decimal values during percentage calculations. This rounding does not affect the accuracy of the total number of respondents in each chart.

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Endnotes

1. Unless otherwise noted, all data is derived from the respondents of the Deloitte 2024 CLO Strategy Survey, conducted online from November 11 to December 18, 2023.
2. Legal executive is defined throughout this survey as the most senior legal executive in the organization (typically General Counsel [GC] or CLO) or senior legal leaders reporting to the GC/CLO. Legal executive, CLO, and respondent are used throughout the survey to refer to legal executives eligible to participate in this survey.
3. For purposes of this survey, we used the term "Europe" to include respondents from the following countries: Belgium, France, Germany, Italy, Netherlands, Spain, and the United Kingdom.
4. Data and conclusions for Australian and Canadian legal executives throughout this article should be interpreted directionally and with caution throughout this report due to the smaller sample sizes of respondents. Any other response with an * = base size (n<30) and should also be interpreted directionally and with caution throughout this report.
5. In the United States and Europe, 70% or more of CLOs reported leading or jointly leading five enterprise-wide transformation efforts. In Australia, 70% or more of CLOs reported leading or jointly leading eight enterprise-wide transformation efforts. In Canada, 70% or more of CLOs reported leading or jointly leading seven enterprise-wide transformation efforts.
6. Lori Lorenzo and Carlo Gagliardi, "[The four faces of the chief legal officer, second edition](#)," Deloitte, 2023.
7. Ibid.
8. Respondents from Australia were a notable exception, with under half agreeing that their tax optimization, company reorganization, and cultural transformation initiatives ranked at a 4 or 5 in maturity.
9. Robert Taylor, Mark Ross, and Ashley A. Smith, "[Key Findings from the 16th Annual Law Department Operations Survey](#)," Deloitte, 2024.
10. Lori Lorenzo et al., "[A tale of trust and transformation: Highlights from the 2022 CLO and CCO strategy survey](#)," Deloitte, 2022.
11. Blickstein Group and Deloitte, "16th Annual Law Department Operations Survey," 2024.
12. Ibid.
13. Ibid.



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