

**Deloitte.**



**A tale of trust and transformation**

Highlights from the  
2022 CLO and CCO strategy survey<sup>1</sup>

# Introduction

Chief legal officers (CLOs) and chief compliance officers (CCOs) have always played a key role in building trust in the enterprise. As the business moves faster—and CLOs and CCOs expand their strategic focus—they're leveraging trust to drive transformation.

That's the key takeaway from our survey of 217 legal and compliance executives that aims to understand the challenges and opportunities their departments may face over the next year. Let's take a closer look...

# Trust: A fundamental imperative

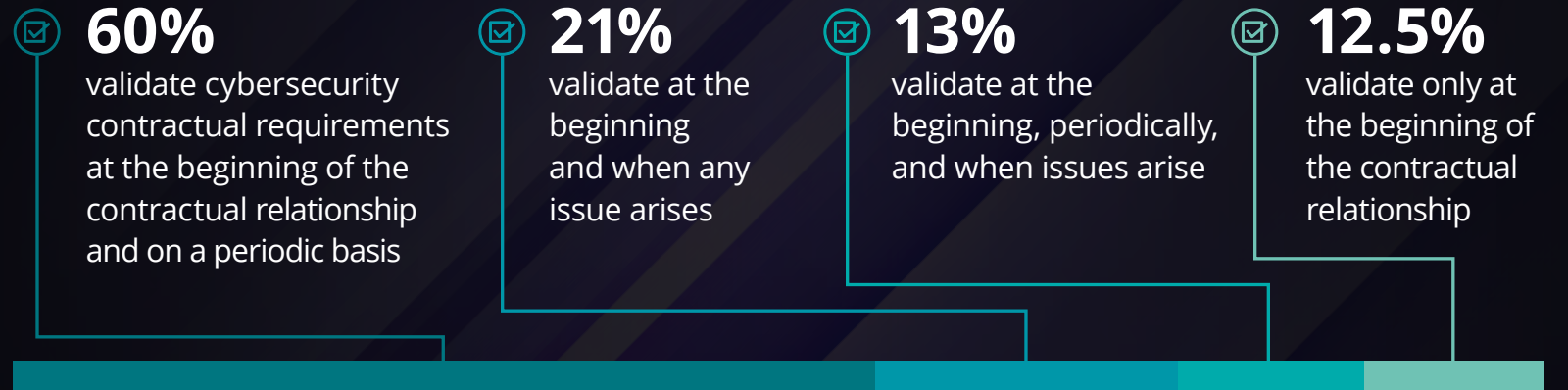
Trust is the foundation for a strong legal and compliance function. Our survey shows that legal and compliance professionals have the responsibility and opportunity to lead wherever trust is paramount.

## AREAS OF IMPORTANCE

Legal and compliance executives plan to lead the charge where trust is a critical concern for the organization:

- Cybersecurity and regulatory environment have been and will remain the most important areas in the next 12 months.
- Governance (+4 spots to 3rd) and supply chain (+4 spots to 6th) are expected to jump the most in importance in the year ahead.

Despite the importance of cybersecurity, respondents have different strategies when it comes to validating cybersecurity contractual requirements (whether managed internally or outsourced):\*



\*Percentages add up to greater than 100% because survey respondents were allowed to choose multiple answers.



How can CLOs and CCOs lead an effective cyber strategy?

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## Trust: A fundamental imperative (cont.)



Driving ESG policy in the corporate legal department.

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Take a deeper dive into how CLOs and CCOs can build trust into the future.

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### ESG

ESG is a growing area of importance for the enterprise—and legal and compliance executives are playing a more significant role in building trust in the company’s ESG efforts.

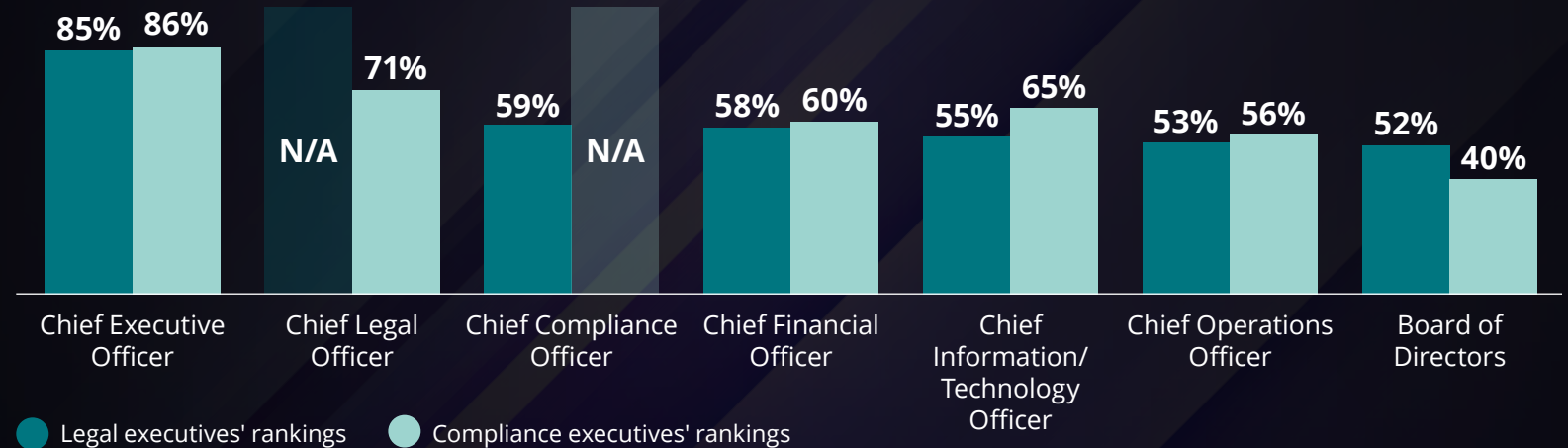


of legal and compliance executives reported that they are the enterprise leader for ESG strategy in their respective legal and compliance functions.

### RELATIONSHIPS WITH C-SUITE

Trusted internal relationships are invaluable to legal and compliance executives' success, although there are variances in the roles they see as most important.

Which relationships are considered most important to success?



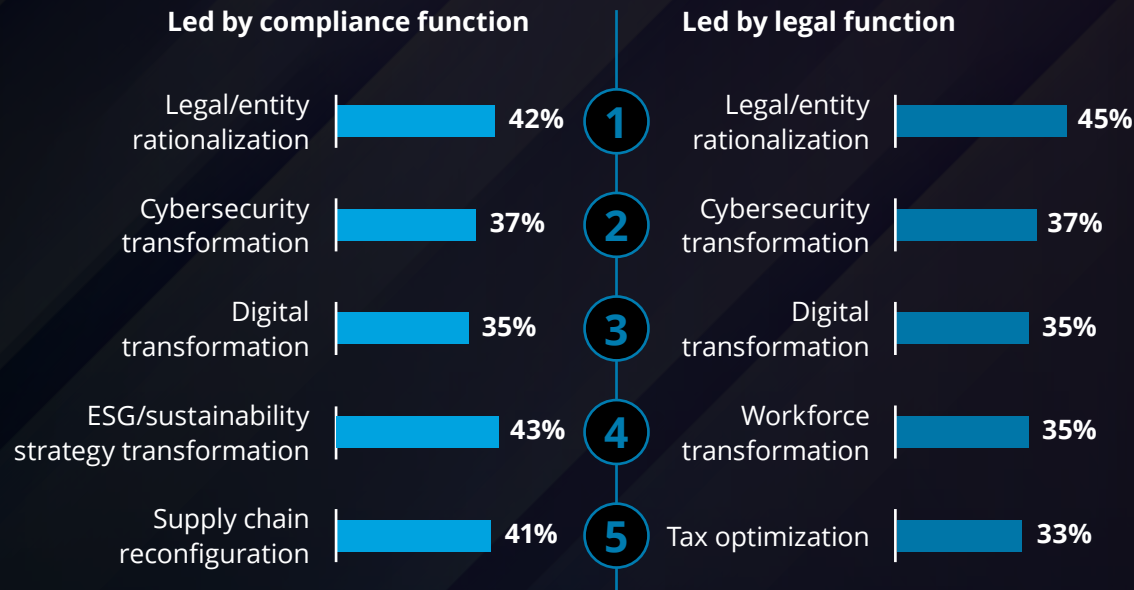
# Transformation: Expanding enterprise impact

Once trust is established, transformation can be unlocked. Our survey shows that legal and compliance professionals are advancing their influence and fueling transformation across the company.

## TRANSFORMATION INITIATIVES

Both legal and compliance executives are driving transformation initiatives. While some priorities and challenges overlap, there are also some differences.


### Top five enterprise-wide transformation initiatives



Yet, in every transformative journey, there are some bumps in the road.

### Top challenges to enterprise transformation initiatives according to respondents:

-  Obtaining adequate funding
-  Demonstrating return on investment (ROI) for new initiatives
-  Inadequate staffing levels

 Want more information on transformation initiatives in legal services?

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## Transformation: Expanding enterprise impact (cont.)



Why is well-being important for effective legal and compliance leadership?

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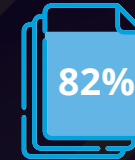


Want to learn more about about ALSPs via Deloitte's Legal Business Services?

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### WORKLOAD DYNAMICS

Transformation—on top of “the day job”—doesn’t come easy. And legal and compliance executives are working more than ever before:



expect an increase in workload compared to 12 months ago; **up 4%** compared to 2020.\*

### ALSPs

Both legal and compliance executives are offsetting their workloads through the increased use of Alternative Legal Service Providers (ALSPs).\*\*



More than **50%** of legal executives planned to use ALSPs more frequently<sup>2</sup>



**83%** of respondents expect their legal and compliance function will use ALSPs either significantly more (**33%**) or somewhat more (**50%**) over the next 12 months.

*“Law firms are structured, and their talent is trained, to analyze nuanced legal issues, where ALSP services maximize process-rigor, technology-enablement, data-capture, right-fit resourcing, and forward-looking commercial structures to operationalize guidance and enhance risk-mitigation—inciting efficiency and innovation. ALSP services drive speed, agility, significant cost savings, flexibility, and consistency. As a result, legal departments are increasingly leveraging ALSPs alongside traditional outside-counsel services to provide scaled value delivery, integrating multi-disciplinary capabilities that maximize technology enablement and incorporate global resourcing.”*

—Richard Levine, Managing Director, Legal Business Services, Deloitte Tax LLP

\* Data from 2020 only included responses from legal executives.

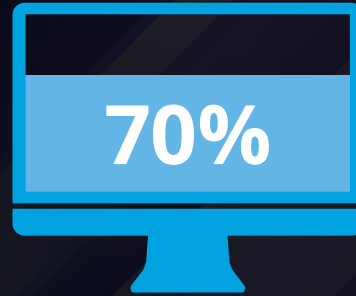
\*\* Data from 2020 only included responses from legal executives: 54% of pre-COVID users planned to use ALSPs more often, and 53% of new adopters planned to use ALSPs more often. Data from 2022 included responses from both legal and compliance executives.

## Transformation: Expanding enterprise impact (cont.)

### TECHNOLOGY TO MANAGE WORKLOAD

To manage the increased workload, legal executives told us in 2020 that they were prioritizing investments in technologies such as artificial intelligence (AI), natural language processing (NLP), and robotic process automation (RPA), and transforming contract lifecycle management (CLM). But has this been a success?

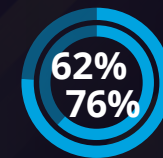
However, the Deloitte 2021 Legal Operations Survey noted an interesting difference of opinion:



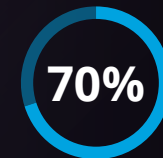
In 2022, most legal executives (**70%**) report satisfaction with these technologies.



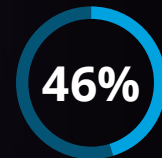
Only about half of legal operations professionals felt their legal function had the right tools (**54%**)



Legal operations professionals noted that an increasing number of professionals within the function worked outside the provided tools (**62% in 2020, 76% in 2021**)



A majority (**70%**) of legal operations professionals didn't believe their teams were effectively leveraging technology



Less than half of legal operations professionals (**46%**) believed they had the right tools and processes to achieve strategy<sup>3</sup>



Want to learn more about ethics and technology?

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## Transformation: Expanding enterprise impact (cont.)



Learn more about  
value-based pricing

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and legal billing and  
predictive coding.

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### BUDGETS

The silver lining? Legal and compliance executives expect bigger budgets to help them manage workloads and drive transformation:



anticipate an increase in  
the budgets in their legal or  
compliance function in the next  
12 months  
**(+49% compared to 2020)**



expect budgets to  
stay constant  
**(-4% compared to 2020)**



expect a decrease in budgets  
**(-45% compared to 2020)**



# Time to talk trust and transformation?

We'd love to start the conversation. Please contact us.

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# Endnotes

- 1 Unless otherwise noted, all data is derived from the respondents of the Deloitte 2022 CLO and CCO Strategy Survey.
- 2 Deloitte, "[2020 Legal Department Survey](#)," 2020.
- 3 Deloitte, "State of Legal Operations: Deloitte's 2021 Legal Operations Survey Comparative Analysis and Insights," September 2021.



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