



Global Legal Benchmarking Survey 2023/24

Questionnaire

This is how to participate in the benchmark

Questionnaire

Dear reader,

Welcome to the Global Legal Benchmarking Survey of KPMG Law. For the tenth time, the survey at hand addresses Legal Departments of globally operating companies. As with our previous surveys, it will deliver a valuable and profound insight into your daily challenges and measures for optimization. It will provide data on trends, strategies and KPIs – such as performance and cost-KPIs – for the precise benchmarking of your Legal Department in an international framework.

The questionnaire has been developed in cooperation with an Advisory Board of 15 experts of well-known international companies in order to guarantee the relevance and accuracy of the results. Speaking for the entire Advisory Board, we would like to motivate and hereby personally encourage you to take part in the survey, in order to provide General Counsels and Heads of Legal a cross-border, well-founded factual orientation guide for the development of their Legal Departments.

Of course, the evaluation of the survey is conducted anonymously and the results will be strictly confidential. As a participant, you will receive a copy of the comprehensive evaluation.

Thank you very much in advance and best regards,

Andreas Bong and Philipp Glock



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Partner, Cluster Lead
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Philipp Glock
Partner, Solution Line Head
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Fill out the attached questionnaire.

01

You can use this PDF form for this purpose. Please save this first so that your answers will not be lost.

Alternatively, you can print out the questionnaire and fill it out on paper. You can then send it to us by mail or digitally via scan.



Send in the questionnaire, including your contact details

02

By Post: address is printed on the back of questionnaire for your convenience

By Link: at [Global Legal Benchmarking Survey – KPMG Law](#)

By E-Mail: de-legalbenchmarking@kpmg-law.com

03

As a thank you for your participation, we will be happy to send you a printed version of the Legal Benchmarking Report after completion of the study. For this purpose, please provide your contact details at the end of the questionnaire

Members of the Advisory Board



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Andreas Bong
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Before we start...

We would like to get an understanding how legal is organised at your company:

☐

Legal is a stand-alone department

☐

Legal is under the same management as one or more of the following departments (please indicate all applicable departments)

☐

Compliance

☐

Data protection

☐

Audit

☐

Risk

☐

IP

☐

Company secretary/board services

☐

Other (please specify): _____

In which country is the headquarter of your company located?

Is your Legal Department based in the same country/jurisdiction as your headquarter?

☐

yes

☐

no

If not, please specify Legal Department location

When you enter costs, which currency is applicable?

☐

Euro

☐

British pounds

☐

Swiss Francs

☐

US Dollar

☐

Other (please specify): _____

1. Organisation of the Legal Department

1.1 Is the general counsel part of the management board within your company?

☐ yes ☐ no

If no, to whom does the general counsel report?

☐ Chief executive officer (CEO) ☐ Chief financial officer (CFO) ☐ Chief operations officer (COO)
☐ Chief human resources officer (CHRO) ☐ Divisional management board ☐ Chief risk officer (CRO)
☐ Other (please specify): _____

1.2 Which of the following best illustrates the current organisational structure of your Legal Department? Select all that apply.

☐ Fields of law (commercial law, corporate law, antitrust law, etc.) ☐ Business divisions
☐ Regions ☐ Subsidiaries ☐ Company's value chain
☐ Other (please specify): _____

1.3 How is the Legal Department organised at your company?

☐ Central Legal Department only (without decentral units)
☐ Central Legal Department with decentral Legal Departments without any coordination
☐ Dotted line: decentralised units under "functional" management of the central Legal Department (*i.e. only as related to content*)
☐ Solid line: decentralised units under "legal disciplinary" management of the central Legal Department (*i.e. with decision rights regarding succession management, promotions, compensation, etc.*)
☐ Mixed form: decentralised units with functional management as well as decentralised units with legal disciplinary management from the central Legal Department
☐ Other (please specify): _____

1. Organisation of the Legal Department

1.4 Does your Legal Department operate with the support of an inhouse legal shared service center (SSC)?

☐ yes

☐ no

If yes, where is this SSC based?

(Country)

If yes, please specify the tasks taken over by the SSC

1.5 Have you set up the following dedicated functions/teams in your Legal Department?

	Yes	Introduction planned	Not yet considered
Legal operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalisation/legal technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other cross-functional roles (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1. Organisation of the Legal Department

1.6 How many employees were working in the Legal Department in 2022, including subsidiaries? (Please give your answer in FTE – full-time equivalents based on a 40-hour week)

	Total	Home country/ jurisdiction	EMEA (excluding home country/ jurisdiction)	ASPAC (excluding home country/ jurisdiction)	Americas (excluding home country/ jurisdiction)
Fully qualified lawyers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Thereof specialists	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Paralegals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Assistants/secretaries	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Legal operations (as in question 1.5)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Digitalisation/legal technology (as in question 1.5)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Innovation (as in question 1.5)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other cross-functional roles (as in question 1.5)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other cross-functional roles (please specify)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

1.7 Of the fully qualified lawyers working in your Legal Department in 2022, how many of these were specialists and how many were generalists?

	Total	Home country/ jurisdiction	EMEA (excluding home country/ jurisdiction)	ASPAC (excluding home country/ jurisdiction)	Americas (excluding home country/ jurisdiction)
Specialist lawyers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Generalist lawyers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total	100 %	100 %	100 %	100 %	100 %

1. Organisation of the Legal Department

1.8 How many direct reports does the general counsel/head of Legal have in the group globally?

Number of direct reports with disciplinary lead: _____

Number of direct reports with functional lead: _____

Total: _____

1.9 How many established levels are there in the hierarchy between entry level employees (job starters) and general counsel (inclusive) in your Legal Department? (according to organisational structure, not salary levels).

_____ Number of levels according to organisational structure

1.10 Please provide an estimate of how the number of resources within your Legal Department will develop in 2023.

(Please use "+" for increase, "0" for neutral and "-" for decrease)

		Total	
	+	0	-
Fully qualified lawyers	<input type="text"/>	<input type="text"/>	<input type="text"/>
Thereof specialists	<input type="text"/>	<input type="text"/>	<input type="text"/>
Paralegals	<input type="text"/>	<input type="text"/>	<input type="text"/>
Assistants	<input type="text"/>	<input type="text"/>	<input type="text"/>
Legal operations (as in question 1.5)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Digitalisation/legal technology (as in question 1.5)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Innovation (as in question 1.5)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other cross-functional roles (as in question 1.5)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other (please specify):	<input type="text"/>	<input type="text"/>	<input type="text"/>

1.11 Please provide an estimate of how the number of specialist and generalist lawyers within your Legal Department will develop in 2023.

(Please use "+" for increase, "0" for neutral and "-" for decrease)

		Total	
	+	0	-
Specialist lawyers	<input type="text"/>	<input type="text"/>	<input type="text"/>
Generalist lawyers	<input type="text"/>	<input type="text"/>	<input type="text"/>

Excursus: Organisation of Litigation



If Litigation is not a major focus for your company, you can skip the following page of the survey and move on to the 2nd chapter, "Activities of the Legal Department."

1.12 Does your Legal Department include resources dedicated to an internal litigation function?

☐

yes

☐

no

1.13 Which of the following organisational structures best represents how your litigation resources are organised?

☐

Central litigation unit only (without decentral litigation FTE)

☐

Central and decentral litigation units without any coordination

☐

Dotted line: decentralised litigation units under "functional" management of the central litigation unit (i.e. only as related to content)

☐

Solid line: decentralised litigation units under "legal disciplinary" management of the central litigation unit (i.e. with decision rights regarding succession management, promotions, compensation, etc.)

☐

Mixed form: decentralised litigation units with functional management as well as decentralised units with legal disciplinary management

1.14 How are litigation matters managed in your Legal Department?

☐

One litigation team handles all cases and involves the respective practice groups as necessary

☐

Each practice group for a particular area of law handles the litigation cases in its area of expertise

☐

Litigation resources handle most matters, but some practice groups handle their own dispute/litigation matters

☐

Region-specific teams handle litigation matters specific to their region

☐

Other (please specify): _____

1.15 How many employees were working in litigation in 2022, including subsidiaries? (Please give your answer in FTE – full-time equivalents based on a 40-hour week)

	Total	Home country/ jurisdiction	EMEA (excluding home country/jurisdiction)	ASPAC (excluding home country/jurisdiction)	Americas (excluding home country/jurisdiction)
Fully qualified lawyers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Paralegals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Assistants/secretaries	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

1.16 Please provide an estimate of how the number of resources within your Legal Department will develop in 2023.

(Please use "+" for increase, "0" for neutral and "-" for decrease)

		Total 0	+	-
Fully qualified lawyers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Paralegals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Assistants/Secretaries	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

2. Activities of the Legal Department

2.1 Which fields of law does your Legal Department practice and how do the fully qualified lawyers distribute across them? (Both home country and rest of world should total to 100% when summing up all fields of law)

Present within legal?	Home country	Rest of world (excluding home country/jurisdiction)
Antitrust law	<input type="text"/> %	<input type="text"/> %
Banking law (operations within banking system)	<input type="text"/> %	<input type="text"/> %
Capital market law (operations within financial system)	<input type="text"/> %	<input type="text"/> %
Compliance	<input type="text"/> %	<input type="text"/> %
Contract law (if not assignable to a dedicated field of law; incl.T&C)	<input type="text"/> %	<input type="text"/> %
Corporate law	<input type="text"/> %	<input type="text"/> %
Criminal law	<input type="text"/> %	<input type="text"/> %
Data privacy and security law	<input type="text"/> %	<input type="text"/> %
Energy law	<input type="text"/> %	<input type="text"/> %
Environmental law	<input type="text"/> %	<input type="text"/> %
ESG/Sustainability	<input type="text"/> %	<input type="text"/> %
Financing (e.g. structured finances, award of securities, etc.)	<input type="text"/> %	<input type="text"/> %
Foreign trade/export controls (e.g. duty, trade of goods)	<input type="text"/> %	<input type="text"/> %
Insolvency law	<input type="text"/> %	<input type="text"/> %

total to 100% when summing up all fields of law

2. Activities of the Legal Department

Present within legal?	Home country	Rest of world (excluding home country/jurisdiction)
Insurance law	<input type="text"/> %	<input type="text"/> %
Intellectual property law	<input type="text"/> %	<input type="text"/> %
IT law	<input type="text"/> %	<input type="text"/> %
Labor and employment law	<input type="text"/> %	<input type="text"/> %
Litigation and ADR	<input type="text"/> %	<input type="text"/> %
M&A	<input type="text"/> %	<input type="text"/> %
Media & press law	<input type="text"/> %	<input type="text"/> %
Product liability & security	<input type="text"/> %	<input type="text"/> %
Procurement law	<input type="text"/> %	<input type="text"/> %
Real estate law (non-public)	<input type="text"/> %	<input type="text"/> %
Public law (incl. public building law)	<input type="text"/> %	<input type="text"/> %
Supervisory board office/ Executive board support	<input type="text"/> %	<input type="text"/> %
Tax law	<input type="text"/> %	<input type="text"/> %
Telecommunication law	<input type="text"/> %	<input type="text"/> %
Transport and logistics law (e.g. shipping, aviation, traffic)	<input type="text"/> %	<input type="text"/> %
Total	100 %	100 %

total to 100% when summing up all fields of law

2. Activities of the Legal Department

2.2 What percentage of functions in the individual fields of law in your company were handled internally/externally in 2022? (1/2)

Present within legal?	100% Internal	75% Internal/	50% Internal/	25% Internal/	100% external (fully outsourced)
Antitrust law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Banking law (operations within banking system)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capital market law (operations within financial system)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contract law (if not assignable to a dedicated field of law; incl. T&C)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Criminal law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data privacy and security law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ESG/Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing (e.g. structured finances, award of securities, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foreign trade/export controls (e.g. duty, trade of goods)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insolvency law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Activities of the Legal Department

2.2 What percentage of functions in the individual fields of law in your company were handled internally/externally in 2022? (2/2)

Present within legal?	100% Internal	75% Internal/	50% Internal/	25% Internal/	100% external (fully outsourced)
Insurance law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intellectual property law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Labor law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Litigation and ADR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M&A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media & press law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product liability & security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Procurement law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Real estate law (non-public)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public law (incl. public building law)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tax law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telecommunication law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transport and logistics law (e.g. shipping, aviation, traffic)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Activities of the Legal Department

2.3 Do you measure the performance of Legal with the use of Key Performance Indicators (KPIs)?

☐ yes ☐ no

If yes, which kind of KPIs do you use? (Select all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Cost efficiency | <input type="checkbox"/> HR/legal talent management |
| <input type="checkbox"/> Process efficiency & speed | <input type="checkbox"/> Automation of legal work |
| <input type="checkbox"/> Legal performance/productivity | <input type="checkbox"/> Degree of Legal Tech implementation |
| <input type="checkbox"/> Client satisfaction | <input type="checkbox"/> Evaluation of external legal service providers |
| <input type="checkbox"/> Employee satisfaction | <input type="checkbox"/> (Adherence to) service level agreements |
| <input type="checkbox"/> Case management | <input type="checkbox"/> Added value/legal success |
| <input type="checkbox"/> Risk mitigation | <input type="checkbox"/> Involvement in company-wide strategic projects |
| <input type="checkbox"/> Others: _____ | |

Do you use these KPIs to communicate the added value of the Legal Department to company executives and/or the Board?

☐ yes ☐ no

2.4 How is your Legal Department involved in legal risk management process?

- ☐ Comprehensive legal risk management (systematic identification, assessment, control and prevention of potential & legal risks)
- ☐ Partial legal risk management (needs-based identification, assessment, management and prevention of potential & legal risks)
- ☐ Primarily reactive legal risk management (low preventive risk assessment, emerging legal risks are largely/partially processed in a risk-oriented manner)
- ☐ We do not pursue structured legal risk management, but work on the topics primarily as they arise
- ☐ Other (please specify): _____

2.5 Of the employees in your Legal Department, what percentage would you estimate are women across the following levels?

- | | |
|---|--|
| <input type="checkbox"/> % General counsel, head of legal | <input type="checkbox"/> % Secretaries/other support staff |
| <input type="checkbox"/> % Other management levels | <input type="checkbox"/> % Legal operations |
| <input type="checkbox"/> % Associates (Lawyers without management function) | <input type="checkbox"/> % Digitalisation/legal technology |
| <input type="checkbox"/> % Secretaries/other support staff | |

3. Automation & digitalisation

3.1 Which IT solutions are in use, planned, or under consideration, in your Legal Department? (1/2)

	In use	Introduction planned	Under consideration	Not planned
Spend management, eBilling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Matter management and associated workflow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
eDiscovery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Document automation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information extraction out of documents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blockchain, smart contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data rooms/extranets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal research tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal bots RPA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Document management application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-service tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intake platform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge management software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Privacy screening and management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project management software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IP management tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Automation & digitalisation

3.1 Which IT solutions are in use, planned, or under consideration, in your Legal Department? (2/2)

	In use	Introduction planned	Under consideration	Not planned
Litigation management application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Big data, predictive analytics & dashboards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workflow automation and management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decision modeling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitoring of legal changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entity management/corporate housekeeping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chatbots	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contract lifecycle management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Automation & digitalisation

3.2 If you have a Contract lifecycle management system in place, which elements have you included?

- ☐ Automated contract creation
- ☐ Negotiation
- ☐ Signing (incl. digital signature)
- ☐ Archiving and reporting
- ☐ Deadline management
- ☐ Template management
- ☐ Clause library/playbooks
- ☐ Obligation management

3.3 If you have implemented Contract lifecycle management or plan to do so soon, who has overall project ownership?

- ☐ Legal
- ☐ IT
- ☐ Procurement
- ☐ Organisation of process department
- ☐ Other (please specify): _____

3. Automation & digitalisation

3.4 Does your Legal Department have a dedicated digitalisation strategy?

- ☐ Yes, digitalisation strategy is fully implemented
- ☐ Yes, digitalisation strategy is partially implemented
- ☐ No dedicated digitalisation strategy, but single Legal Tech solutions are implemented or planned
- ☐ No digitalisation strategy, no Legal Tech implementation

3.5 In case of an existing digital strategy for legal, how long is the aimed horizon for implementation?

- ☐ ≤ 1 year
- ☐ 1 – 3 years
- ☐ 3 years
- ☐ Undecided

3.6 How would you, in general, evaluate the state of digitalisation in your Legal Department?

- ☐ Advanced – use of legal technology in any case/process possible
- ☐ Intermediate – use of legal technology in singular cases/processes
- ☐ Planned
- ☐ Currently low priority

3.7 What have been the biggest challenges within your Legal Department when considering and implementing legal technology tools and services?

- | | |
|--|---|
| <input type="checkbox"/> Limited overview of the Legal Tech market | <input type="checkbox"/> No overall digital strategy |
| <input type="checkbox"/> Budget constraints | <input type="checkbox"/> Adaptation of existing workflows to new ways of working |
| <input type="checkbox"/> Lack of interoperability | <input type="checkbox"/> Missing data strategy (e.g. use of data for deriving KPIs) |
| <input type="checkbox"/> Lack of integration into existing IT systems in the company | <input type="checkbox"/> Too many providers (license management) |
| <input type="checkbox"/> Accessibility & user experience | <input type="checkbox"/> Change management |
| <input type="checkbox"/> Solution provides only part of what is needed | <input type="checkbox"/> Internal approval processes |
| <input type="checkbox"/> Missing IT competences within the Legal Department | |

3. Automation & digitalisation

3.8 Is there a budget for the purchasing of LegalTech applications in your company?

☐

yes

☐

no

If yes, what is the amount of the LegalTech budget?

Total amount of LegalTech budget:

3.9 If a LegalTech budget exists, how has it changed in the last three years?

☐

0 – 20% budget increase

☐

>20% budget increase

☐

No change

☐

20 – 0% budget decrease

☐

>20% budget decrease

3.10 What are the strongest drivers for your technology investments?

☐

Lowering costs

☐

Increasing quality

☐

Optimising resourcing

☐

Providing inhouse-knowledge

☐

Increasing the value delivered to the business

☐

Lawyer well-being

☐

Other (please specify):

☐

Lowering risks

☐

Faster provision of legal services

☐

Enabling business to self-serve

☐

Keeping up to date with changes in regulation

☐

Being part of the corporate digital strategy

☐

Focus on people: retention & recruitment

3.11 Have you been able to achieve a cost reduction through automation?

☐

yes

☐

no

If yes, how high was the reduction of the total budget in %: %

If yes, how much faster are your processes in %: %

3. Automation & digitalisation

3.12 Does your Legal Department use a platform (one-stop shop) on which all currently used legal tech tools run hand in hand with common interfaces?

- ☐ Yes, tools run hand-in-hand on a single platform as fundament
- ☐ Partially, but there are variations and different platforms
- ☐ No, the used legal tech tools do not run on a common platform (silo architecture)

3.13 If a platform is in use, how has it improved collaboration within the Legal Department and between other departments?

Please specify: _____

3.14 From your point of view, which tasks and processes within your Legal Department have the highest potential for the use of legal technology? (1/2)

	no potential	low potential	neutral	high potential	very high potential
Answering legal requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asset management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contract drafting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contract lifecycle management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Document drafting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entity management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intake/Triage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intellectual property management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Automation & digitalisation

3.14 From your point of view, which tasks and processes within your Legal Department have the highest potential for the use of legal technology? (2/2)

	no potential	low potential	neutral	high potential	very high potential
Legal compliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal information transfer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Litigation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal managed services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal reporting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal project management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal spend management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mass litigation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Matter management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outsourcing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rights management (DRM)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workflow management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Automation & digitalisation

3.15 Making knowledge available has constantly been on the agenda of many Legal Departments in recent years – what is the maturity degree of your Legal Department in terms of knowledge management?

☐ Not yet implemented ☐ developed ☐ established ☐ advanced ☐ optimised

3.16 If you are considering to improve your knowledge management, what will your primary focus be?

3.17 The collection and use of data from various tools or the knowledge management system offers the possibility to make data-driven decisions. What is the maturity degree of your Legal Department in terms of data analytics and data-driven decisions?

☐ Not yet implemented ☐ developed ☐ established ☐ advanced ☐ optimised

4. Costs of the Legal Department

4.1 What were the total expenses of the global legal function in 2022, excluding Legal Tech solutions?^(a)

		Total	Home country jurisdiction	EMEA (excluding home country/ jurisdiction)	ASPAC (excluding home country/ jurisdiction)	Americas (excluding home country/ jurisdiction)
Internal full costs	Total					
	Thereof personnel costs only					
External costs	Total					
	Thereof M&A only					
	Thereof litigation only					

Note: (a) Explanation in the glossary at the end of this page.

4.2 What changes to the budget are planned for the years 2023/24?

- ☐ 0 – 10% budget increase
- ☐ 10% budget increase
- ☐ Neutral
- ☐ 10 – 0% budget decrease
- ☐ 10% budget decrease

4.3 Who controls the company-wide budget for the external assignment of legal services?

- ☐ Legal Department
- ☐ Mixed form – legal and business hold separate budgets for external legal assignment
- ☐ Each department has its own budget for the assignment of legal services
- ☐ Other (please specify): _____

Glossary

Internal full costs including non-personnel costs, such as:

- Office rent
- Other staff based operating expenses (detailed by kitchen/ service,
- travel costs, office equipment, advanced training, IT costs excluding costs for Legal Tech solutions)

- Other non-staff based operating expenses (detailed by rent/ lease for equipment, external advisors other than legal, announcements, advertising/PR)
- Contribution
- Project costs (if applicable)

Personnel costs: Labor costs without retirement agreements

External costs: all costs for legal services by external party (such as law firms, alternative service providers etc.)

5. Cooperation with external parties

5.1 How many law firms does your Legal Department cooperate with? (law firms with a framework agreement only count once)

In your home country/ jurisdiction	<input type="checkbox"/> less than or equal to 5	<input type="checkbox"/> more than 5 to 15	<input type="checkbox"/> more than 15 to 25	<input type="checkbox"/> more than 25 to 50	<input type="checkbox"/> more than 50
Worldwide (excluding your home country/ jurisdiction)	<input type="checkbox"/> less than or equal to 10	<input type="checkbox"/> more than 10 to 30	<input type="checkbox"/> more than 30 to 60	<input type="checkbox"/> more than 30 to 60	<input type="checkbox"/> more than 100

5.2 For what reasons were law firms engaged in your company in 2022? (In percent of contract value volume in 2022 financial year.)

No right of audience (inability to appear and conduct proceedings in court)	<input type="text"/>	%
Qualitative reasons: necessary specialist legal expertise not available in the Legal Department	<input type="text"/>	%
Contact with foreign areas of law that cannot be handled internally	<input type="text"/>	%
Quantitative reasons: lack of capacity/insufficient internal resources	<input type="text"/>	%
Time/speed: The matter can be dealt with faster externally (internal expertise is available)	<input type="text"/>	%
Task is routine work which can be carried out more cost effectively through outsourcing	<input type="text"/>	%
Task requires the additional independent perspective of an external law firm (second opinion)	<input type="text"/>	%
The internal client desires an external perspective	<input type="text"/>	%
Other (please specify): _____	<input type="text"/>	%

Total	<input type="text" value="100"/>	%
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5. Cooperation with external parties

5.3. Is there an allocation of costs for external legal service providers according to law firm type (Tier 1 law firm, tier 2 law firm, alternative legal service provider (ALSP))?

☐ yes ☐ no

If yes, how are these costs distributed?

	Tier 1 law firm	Tier 2 law firm	ALSP
% (combined sum must add up to 100%)			

5.4 Please provide an estimate of how the allocation of costs for external legal providers will develop in 2023 (Please use "+" for increase, "0" for neutral and "-" for decrease)

		Total	
	+	0	-
Tier 1 law firm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			If "+", in which topics:
Tier 2 law firm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			If "+", in which topics:
ALSP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			If "+", in which topics:

5. Cooperation with external parties

5.5 Which criteria do you consider when selecting external providers?

<input type="checkbox"/> Specialist expertise	<input type="checkbox"/> Reputation
<input type="checkbox"/> Rates/costs	<input type="checkbox"/> Geographical location
<input type="checkbox"/> Integration into inhouse project teams	<input type="checkbox"/> Value added through automation
<input type="checkbox"/> Diversity/inclusion	<input type="checkbox"/> ESG and sustainability strategy of the external provider
<input type="checkbox"/> Integrated service provider	<input type="checkbox"/> Agility
<input type="checkbox"/> Alternative fee arrangements	<input type="checkbox"/> Compatibility in systems/interfaces
<input type="checkbox"/> Other (please specify): _____	

5.6 How do you expect your company's budget for the use of external providers will change in 2023/24?

<input type="checkbox"/> 0 – 10% budget increase	<input type="checkbox"/> > 10% budget increase	<input type="checkbox"/> neutral	<input type="checkbox"/> 10 – 0% budget decrease	<input type="checkbox"/> > 10% budget decrease
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5.7 How frequently (as a percentage) are the law firms engaged via the following fee arrangements:

Hourly rates	<input type="text"/>	%
Fixed/flat fee	<input type="text"/>	%
Contingent/success fee	<input type="text"/>	%
Task or unit-based billing	<input type="text"/>	%
Percentage fee	<input type="text"/>	%
Retrospective fee based on value	<input type="text"/>	%
Statutory or other scheduled fee systems	<input type="text"/>	%
Blended hourly rate	<input type="text"/>	%
Fee collars	<input type="text"/>	%
Mixed models	<input type="text"/>	%
Other (please specify): _____	<input type="text"/>	%
Total	100	%

6. Development and trends

6.1 With what level of priority are you tackling the organisational and strategic challenges in your Legal Department for 2023/24? (1/2)

Internal clients

	A. High	B. Medium	C. Low	D. No priority	E. Already complete
Improving cooperation with management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing proactive legal advice to the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offering proactive client trainings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agile project support through mixed teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage the increasing liability issues for management board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Costs and budget

Handle budget restrictions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost optimisation/cost cutting/cost transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase transparency of global external costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Work processes and organisation

Managing a higher workload with the same amount of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Optimisation of workflows/processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation with other Legal Departments in the group (abroad, subsidiaries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better integration into business processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Automatisation of legal processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offshoring/nearshoring (e.g. standard contracts outside of metropolitan areas)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Active knowledge management/sharing of expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Development and trends

6.1 With what level of priority are you tackling the organisational and strategic challenges in your Legal Department for 2023/24? (2/2)

	A. High	B. Medium	C. Low	D. No priority	E. Already complete
Permanent outsourcing of legal services with low complexity (managed services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Further internationalisation of Legal function	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resources					
Recruiting/"war for talent"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retention/commitment of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personnel development/career models	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External effects					
New legislative initiatives (national/international/political developments)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.2 Legal Department processes: What percentage of Legal Department processes are documented for procedures that always occur in the same way, both in the legal and administrative context (process diagram)?

 %

6.3 If your Legal Department has documented processes, how often are they reviewed and adjusted?

<input type="checkbox"/> On a regular basis (e.g., biannually, annually, etc.)	<input type="checkbox"/> Situation-based review	<input type="checkbox"/> Geographical location
<input type="checkbox"/> Other (please specify): _____		

7. Information about the company/personal data

7.1 Please enter the following details:

First name: _____

Surname: _____

Company name: _____

Email address: _____

In case you would like to receive a physical copy of the report, please fill in your contact information below

Telephone: _____

Address: _____

Postal code: _____

City: _____

Country: _____

7.2 Please indicate your organisation's primary industry:

<input type="checkbox"/> Aerospace & defense	<input type="checkbox"/> Government and public sector	<input type="checkbox"/> Private equity
<input type="checkbox"/> Agriculture	<input type="checkbox"/> Healthcare, life sciences & pharmaceuticals	<input type="checkbox"/> Real estate
<input type="checkbox"/> Automotive manufacturers and suppliers	<input type="checkbox"/> Insurance	<input type="checkbox"/> Technology and telecommunications
<input type="checkbox"/> Banking and financial services	<input type="checkbox"/> Infrastructure and construction	<input type="checkbox"/> Trade, transport & tourism
<input type="checkbox"/> Chemical manufacturing and processing	<input type="checkbox"/> Manufacturing	<input type="checkbox"/> Other (please specify): _____
<input type="checkbox"/> Electrical engineering and electronics assembly	<input type="checkbox"/> Media and entertainment	_____
<input type="checkbox"/> Energy, power & utilities, oil & gas	<input type="checkbox"/> Medical devices	_____
<input type="checkbox"/> Retail and consumer products	<input type="checkbox"/> Mining, metals and natural resources	_____

7.3 What is your job title?

<input type="checkbox"/> General counsel/CLO	<input type="checkbox"/> Director, legal
<input type="checkbox"/> Head of legal	<input type="checkbox"/> Legal operations officer
<input type="checkbox"/> Other, please specify: _____	

7. Information about the company/personal data

7.4 What is the sales/turnover of your organisation?

7.5 How many employees are working for your organisation/company?

Headcount: FTE:

7.6 In how many countries/jurisdictions does your organisation have branches, subsidiaries or other permanent establishments?

7.7 Please confirm if we may contact you in the event, we need to clarify your responses to the survey.

☐ yes

☐ no

7.8 Please confirm if we can send a copy of the final report to the email address you have provided.

☐ yes, please send me a final copy of the report.

☐ no, please do not send me a copy of the report.

7.9 Is your organisation listed on a public stock exchange or on any external public filings?

☐ yes

☐ no

KPMG Law collects and uses your personal data as specified in the survey in accordance with applicable data protection laws, e.g. the European General Data Protection Regulation (GDPR). Further information on data protection at KPMG Law according to Art. 13/14 GDPR can be accessed via the following link: kpmg-law.de/datenschutzinformation or via e-mail: de-datenschutz@kpmg.com

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