



# Spotlight on General Counsel

2015





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# Executive summary

**A**s the Canadian legal profession responds to the changing marketplace, increasing globalization and emerging technologies, so too must general counsel. No longer solely charged with ensuring their organizations are complying with the law, in-house legal teams are now in the unique position of balancing organizational risk and corporate objectives. As a result, general counsel are striving to add value as both legal and business advisors.

Deloitte conducted a survey of 70 general counsel across Canada to gain a better understanding of their roles. Our findings point to a shifting landscape where strategic input is increasingly being sought from in-house legal teams and more work is being insourced as general counsel look to reallocate responsibilities within. Softer skills, such as emotional intelligence, are also moving to centre stage as legal teams grapple with how to best develop the traits that will drive their business forward.

Technology advances are transforming every industry — the legal sector is no exception. Departments are becoming more reliant on data-driven insight which is being applied to a broadening realm of issues, from managing legal spend to streamlining workflow. With the increased investment in technology comes the need to develop more sophisticated skill sets to realize the full potential of these tools.



Changing expectations are further evolving the relationship between general counsel and law firms. General counsel are largely satisfied with their providers, with law firms primarily being contracted to address high volumes of work, to help mitigate risk, and to offer their expertise with relevant issues.

While external legal spend is generally expected to decrease and some alternative pricing arrangements are expected to gain popularity, most in-house counsel do not expect major changes in the use of traditional hourly rates. This could suggest that general counsel mean to control costs through the volume of work outsourced, as opposed to pricing. And as general counsel look for more from their providers, questions about diversity are being raised to determine whether supplier teams are reflective of in-house groups and the general population at large.

As business cycles become shorter, companies continue to answer to these pressures; the role of general counsel must similarly keep pace. Looking at the recent past as well as to the future, we have captured the insights and concerns of Canada's general counsel on the compelling and complex issues that lay in front of them.

## Introduction

Throughout September to December 2014

Deloitte conducted interviews with 70 general  
counsel across nine industries, throughout Canada.

# Lawyers as strategists

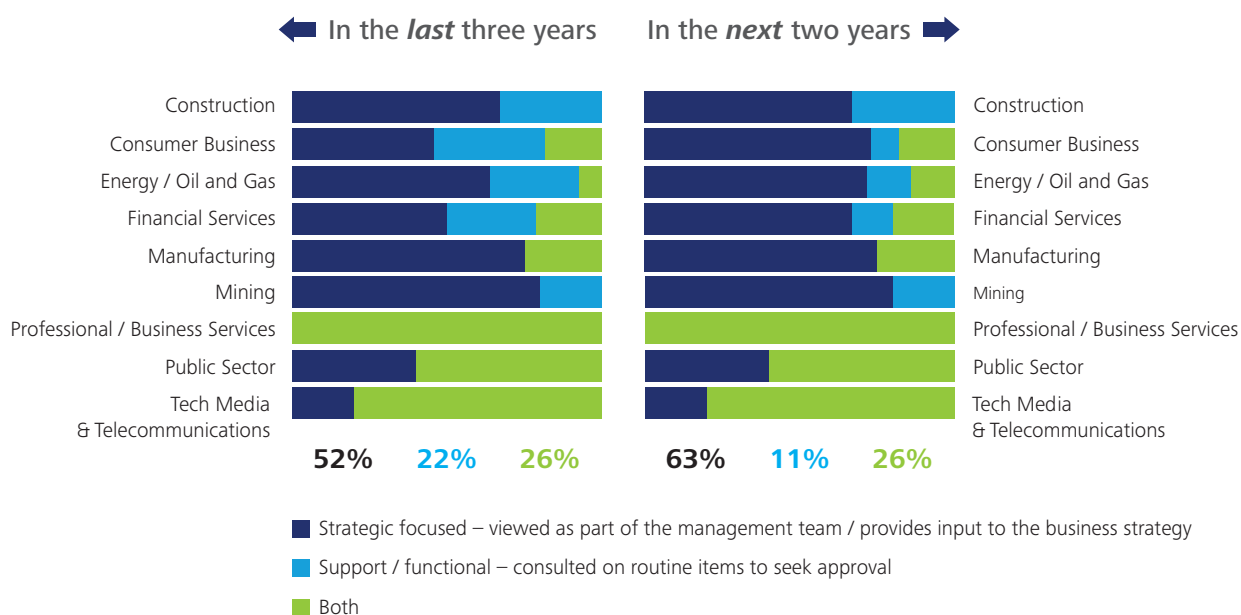
General counsel are striving to become more well-rounded business advisors, with increasing responsibilities and influence outside the traditional legal space. This is in keeping with pressure for legal departments to encompass a more business-focused role. General counsel must now balance the need to manage risk and maintain independence with the need to be actively vested in the strategy and vision of the organization.

When Deloitte conducted its general counsel survey four years ago, 62% of general counsel reported that part of their role included a strategy component. This time around 78% of participants reported a strategic role.

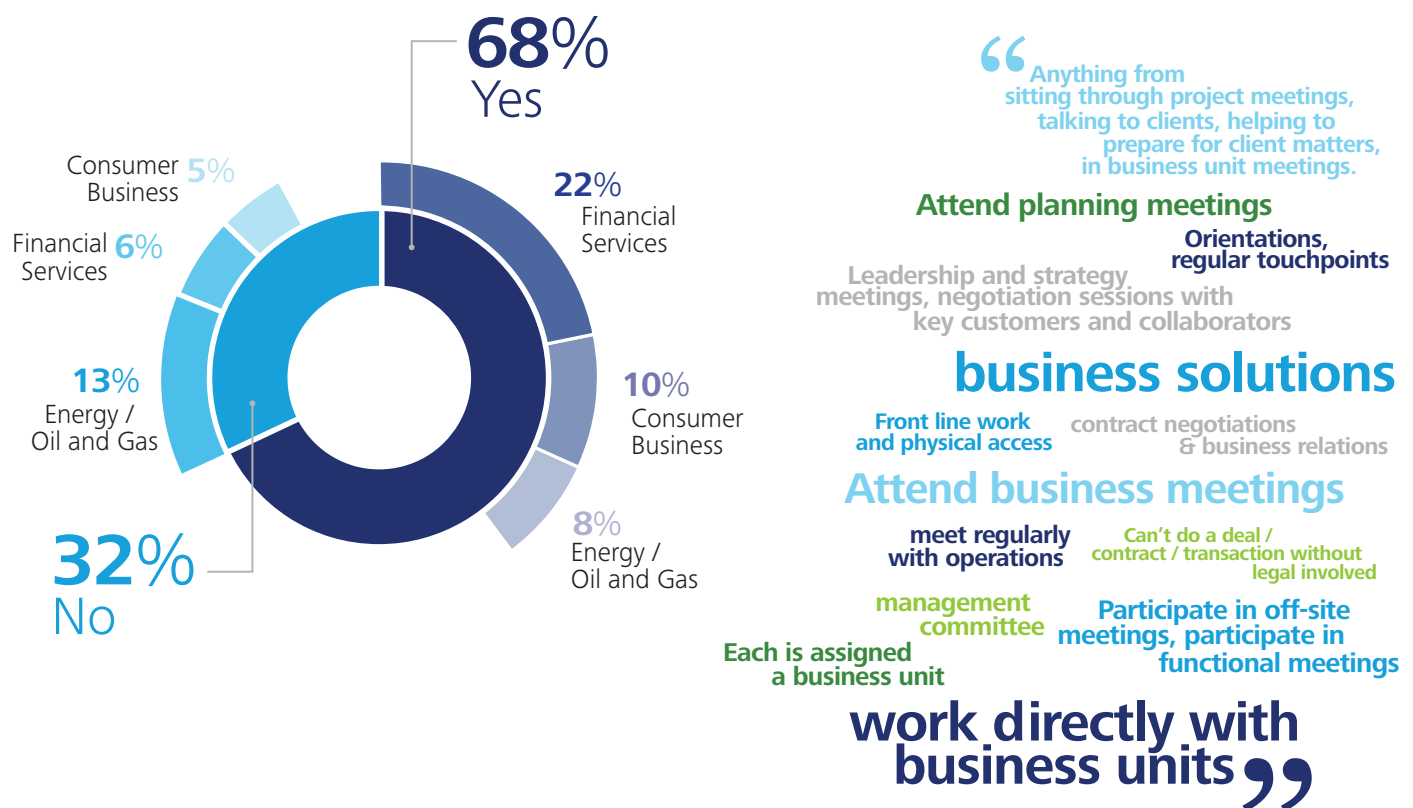
However, of the 78% of general counsel that indicated their role was strategic focused, less than 20% stated they are *already* providing input to the business strategy, suggesting there is an opportunity to be more involved. Similarly, 32% of total respondents stated that their legal departments are not *required* to spend time with business units, which could be a key source of information for contributing to company strategy.

It appears general counsel are taking steps to become more involved. About 35% of respondents ranked meeting with key business leaders in their top three priorities for the coming year.

## Legal department role in the past and projected future



Are legal department members required to spend time with business units or in the front line of the business?



In addition, general counsel do appear to be getting good exposure to senior management within their organizations - just under 60% of survey respondents formally report to a C-suite executive, most commonly the CEO. Board engagement also appears high, however, only 3% of respondents occupy an actual seat on the Board of their company, and 5% have no engagement with the Board at all.

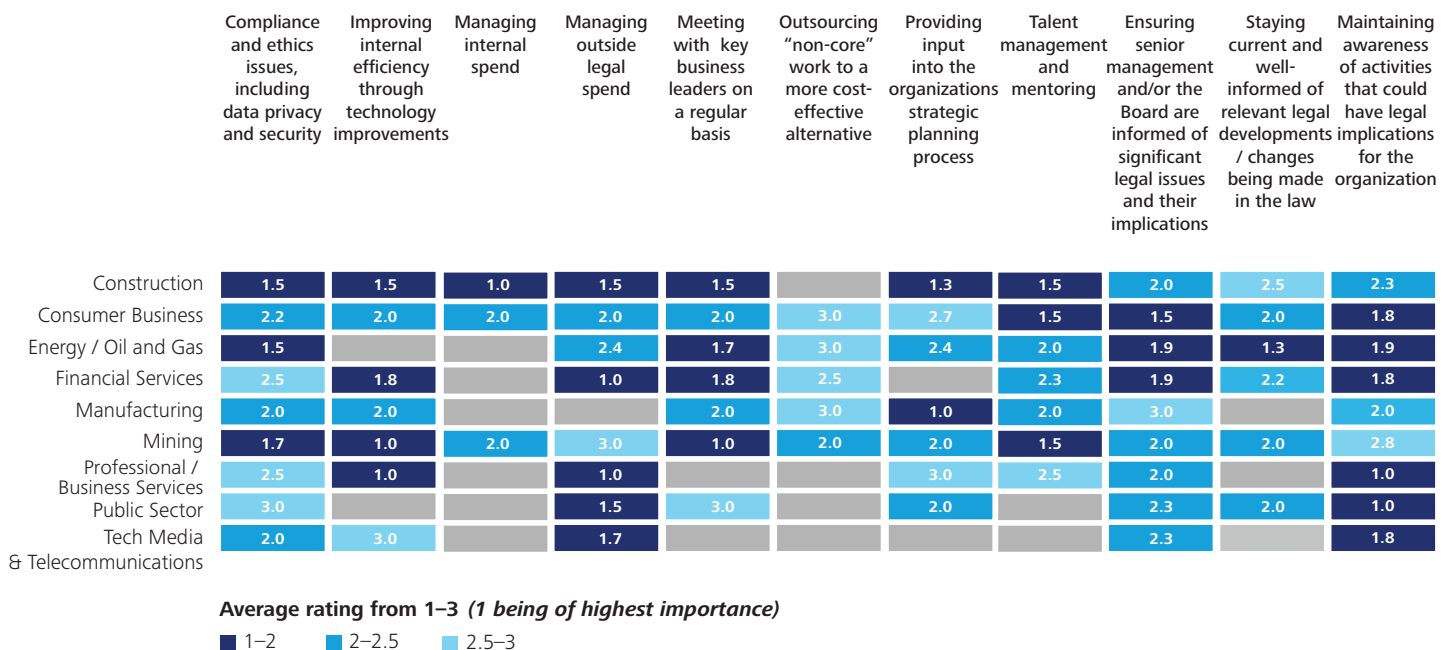
This stands in contrast with research findings on the roles and responsibilities of Chief Legal Officers in the U.S. conducted by Deloitte Development LLC in 2014. This research found that 38% of Chief Legal Officers interviewed sit on the main board of their company. We expect that in the coming years more Canadian general counsel will seek and be given a seat at the board level.

# Inside operations

Insourcing is trending. As companies expand and face increasingly complex legal issues in multiple jurisdictions, cost containment becomes an issue. The challenge for in-house counsel is to achieve the right balance in terms of what types of work is insourced. The breadth, complexity, and risk of the legal issues faced by a company will determine what is manageable internally. The Association of Corporate Counsel runs an annual Value Challenge, identifying companies that have made sizeable improvements in the management of legal costs and knowledge sharing as a result. The 2014 finalists shared a common theme – “a strategic approach to sourcing and staffing of internal matters.”

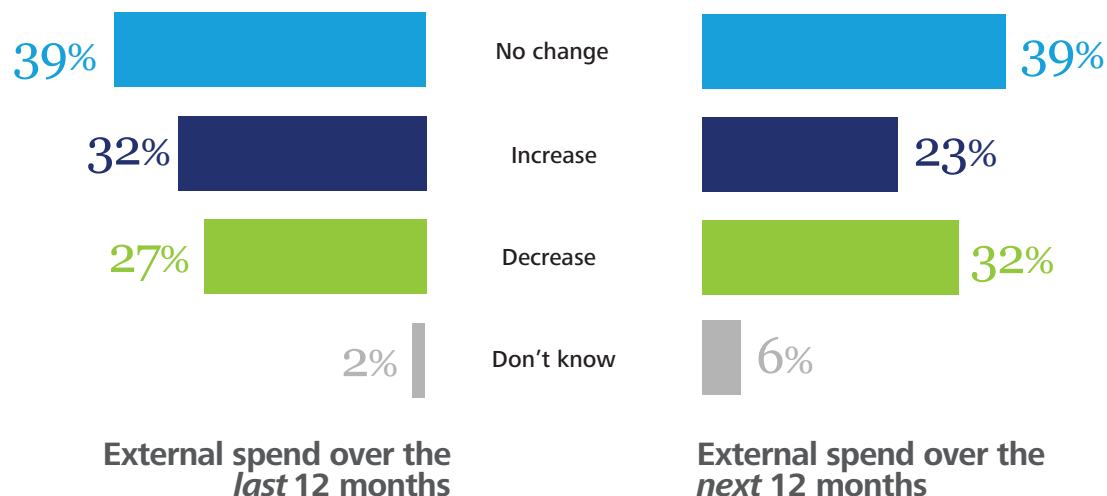
As expected, survey participants were clear that more work will be insourced, which is reinforced by the finding that 30% of survey participants cited controlling external spend as one of their top three priorities over the next year. This is also consistent with the general expectation that external legal spend will remain the same or decrease over the coming year.

## What will be the top three priorities of your legal department over the next 12 months?





## Legal department external spend



## Where organizations are planning to primarily direct functions / responsibilities in the next 12 months

	In Source	Outsource to on-shore LPO (or e-discovery firm)	Outsource to off-shore LPO	External Counsel	N/A	
Admin / Operations	89%				11%	100%
Contract creation	80%			13%	7%	100%
Contract management	86%			5%	9%	100%
Document management	77%	2%		10%	11%	100%
Document review	58%	12%		22%	8%	100%
Due diligence	43%	5%		38%	14%	100%
E-discovery	29%	20%		23%	28%	100%
Legal research	42%			47%	11%	100%
Legal writing	43%			34%	23%	100%
Patent Services	29%	4%		40%	27%	100%
Records Management	78%			9%	13%	100%

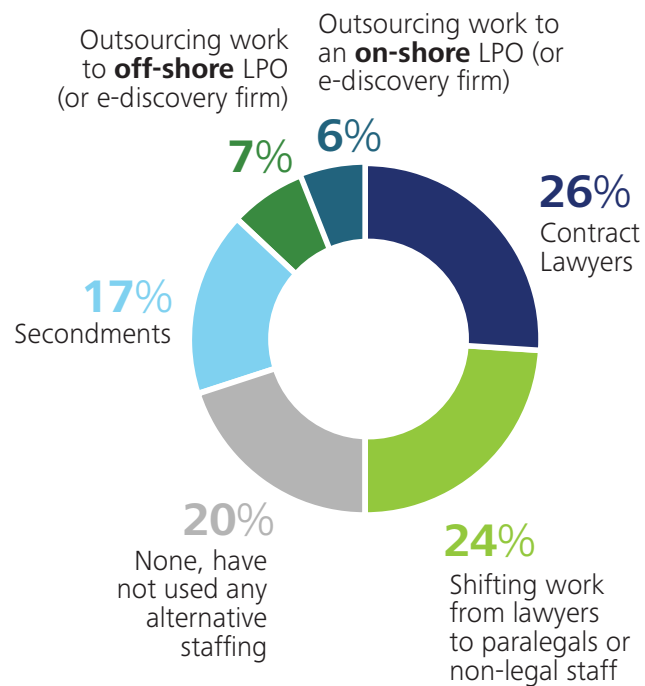
### % of planned direction by industry

25% +
  11-25%
  1-10%
  Not selected

Contracts, which currently represents the largest proportion of legal department time across all industries, is also the function most commonly expected to be insourced over the coming year. Activities that are trending away from in-house responsibility include patent services and e-discovery.

Although more work will be insourced, half of participants expect the size of their legal department to remain the same. Work will continue to be reallocated internally, to contract lawyers and paralegals or non-legal staff. These findings mirror the increasing popularity of alternative staffing models.

### What alternative staffing arrangements do you plan to use in the next 12 months?



# Talent matters

Given the trend towards insourcing, it is no surprise that general counsel are looking to strengthen their rosters. Seventy percent of general counsel are seeking to develop business management skills in their legal department. Tactics to improve these skills were varied, from sitting in project and business unit meetings, to working alongside frontline staff during busy times to gain perspective and truly understand the issues facing their companies.

While general counsel cited communications and project management as equally prioritized skills (about half sought to develop each), emotional intelligence also emerged as a key priority. Issues around how to hire for this elusive trait and whether it can be refined or developed were often raised during interviews.

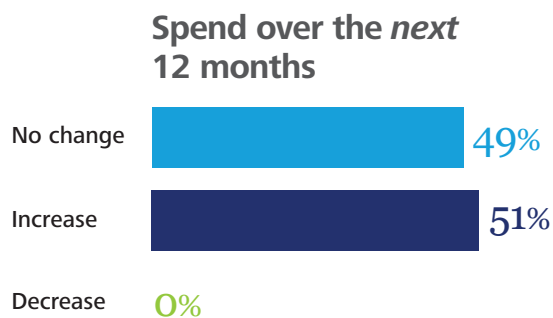
## What non-legal skills are you seeking to develop in your law department selected business management skills



# Technology

With the trend towards insourcing, it is critical that in-house counsel use technology to their advantage, in fact, technology can play a key role in determining what work should be performed in-house. Data analytics enables companies to visualize large volumes of data and understand how internal time is spent compared to external counsel's time, and identify specific tasks or areas that are prime for insourcing.

## Expected change in investment Legal IT



But good analytics require “good data,” and companies that use more sophisticated technology for time and matter management and risk analysis will inevitably have more insight to drive decisions. Systems that allow users from across the organization to collaborate will also foster greater integration between legal and business units.

Just over half of survey participants expect to increase technology spending over the next year. In addition, 30% of respondents cited improving efficiency through technology improvements as a top priority for the coming year, despite the fact that technology developments were ranked relatively low on the importance scale by most survey participants.

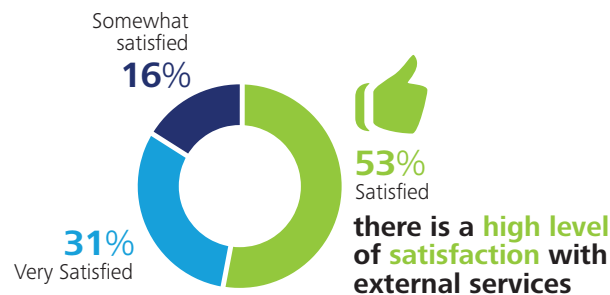
# External spend

Despite the shift toward insourcing, or perhaps due to this shift, most general counsel appear satisfied with their external service providers, with the volume of work, specific expertise and the perceived risk of the matter being the most heavily weighted attributes in hiring external counsel.

While most general counsel appear satisfied with their external legal providers and place a high value on specific areas of expertise, 75% of survey participants are currently working with more than 5 law firms. General counsel that were most satisfied with their external counsel identified regular performance feedback as a key aspect of controlling their external legal spend.

## Current external spend *overview*

**42%**  
use **between 5–10**  
external law firms



### top **three** reasons for hiring externally

1. Volume of work too great to handle in-house
2. Perceived nature of risk involved in the matter
3. Value of lawyer and firm

### top **three** ways of controlling costs

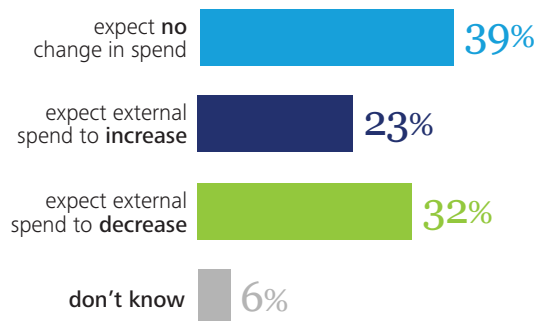
1. Regularly reviewing overall law firm performance and providing feedback
2. Requiring all project / staffing plans
3. Enforcing outside counsel guidelines



Over the next year, the majority of companies expect to see their external spend remain the same or decrease. Much has been made of hourly rates over the past few years, and Deloitte's 2015 Spotlight on the Legal Services Sector survey shows a slightly decreasing trend in hourly rates in favour of other alternative pricing arrangements. Yet, only 20% of general counsel surveyed anticipate a decrease in the use of hourly rates over the next year, and two thirds expect no change at all.

While most participants anticipated no change in the use of alternative pricing arrangements, the arrangements that were more commonly predicted to increase were volume discounts and flat fee arrangements. These findings may suggest that past measures to improve pricing have been successful, with next steps focused on insourcing more work to control overall spending.

## Next year external spend overview



### top three areas organizations are planning on outsourcing to external counsel

1. E-discovery
2. Document review
3. Patent services

### top three pricing arrangements expecting to increase

1. Volume discounts
2. Flat fee for an entire matter
3. Flat fee for some stages of a matter

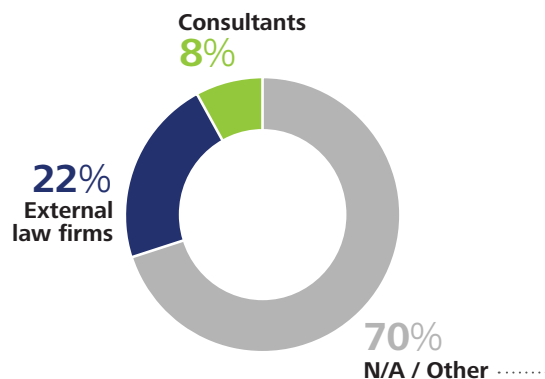
# Diversity

Approaches to diversity requirements for external providers prompted a mixed response. While some general counsel cited diversity as not being applicable to their organizations and that the “best talent does not see origin or orientation,” or that they’re “more results focused,” others had firm policies in place to ensure diverse supplier teams. These included requiring providers to sign off if they’re a preferred firm and that there “must be a diverse lawyer on the file for large files.” Some include it in their RFPs, work with legal leaders for diversity and request for diverse teams to be presented, though there was a reluctance on some respondents’ part to be in a role of evaluating other firms’ diversity programs.

Deloitte’s 2014 Global Human Capital Trends survey found that many organizations promote diversity while struggling to fully leverage the business benefits of a diverse workforce. Canada specifically was identified as a country where executives are acutely aware of the urgent need to change strategies to generate a more inclusive culture but are especially behind other countries in terms of putting capabilities in place. Reinforcing this finding, almost 60% of respondents don’t require diversity from (or have diversity policies in place for) their external providers. Of the 30% that do require diversity from providers, the vast majority require it from the external law firms they use, as opposed to other professional services providers.

While diversity may not always be required of service providers, it is still a priority for many general counsel. For example some stated that where firms are equal, they would choose the firm that better reflects diversity, or they may encourage it in a guideline but not demand it. Others seek to reflect diversity in their own legal departments, with the hope that suppliers will follow suit.

## Which service providers with whom you work, do you demand diversity?



“Do not require or demand diversity  
**Not currently in practice**  
Do not demand, but do ask questions around diversity, if firms equal, then would use firms with diversity  
**Encourage in guidelines but don’t demand it**  
Make them sign off if they’re a preferred firm”

# Deloitte's perspective

The role of general counsel is changing quickly amid increasingly complex legal issues. Now, more than ever, general counsel need to build and shape their in-house teams to be responsive to these issues, so that they can be active contributors to the management and strategy of their organizations.

Deloitte's perspective is that Canadian general counsel can begin to address challenges with a few key actions:

## **Be part of the strategy**

There is opportunity for general counsel to become more directly involved in the strategy and oversight of their organizations. Spending more time directly with business units, senior level executives and actively engaging or joining the Board will ensure that general counsel see all angles of the issues facing their companies.

## **Develop your team**

With more work being insourced, firms that invest in the development of their professional staff are also investing in their bottom line. Lawyers with strong project management skills and a deeper understanding of their clients' businesses are able to drive greater client impact and improve matter profitability.

## **Invest in your tools**

Technology can support and drive business decisions. Investing in technology can transform a legal department from preparing reactionary analysis to developing real-time business insight and making data-driven decisions about the structure of the legal department and the types of work that should be performed in-house.

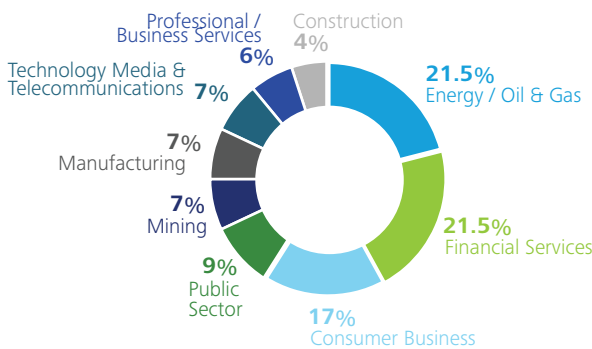
## **Consider the alternatives**

Despite the growing discussion around hourly billing rates and alternative fee arrangements, the general counsel surveyed do not anticipate any major changes in fee arrangements over the next few years. Open and honest dialogue with service providers will propel this discussion forward.

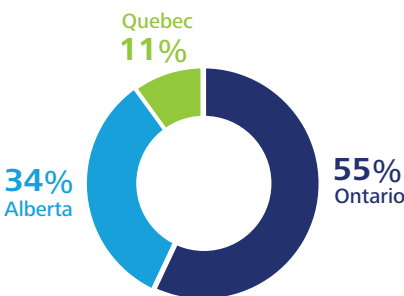
# Methodology

The findings of this report are based on the responses of 70 representatives from across Canada holding general counsel or equivalent positions.

70 respondents from nine industry sectors



Respondents by province



87% of Energy / Oil and Gas organizations were located in Alberta

67% of Financial Services organizations were located in Ontario

60% of Consumer Business organizations were located in Ontario

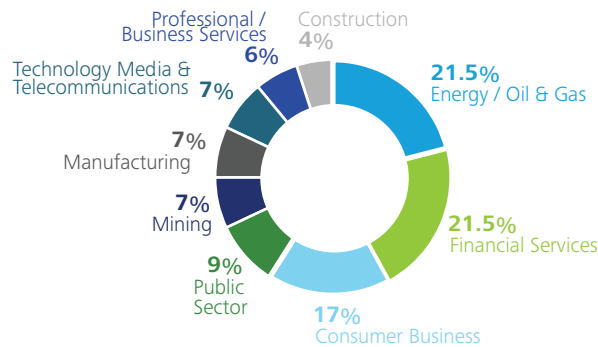
Appendix A:  
2015 Spotlight on General Counsel  
Responses to survey questions



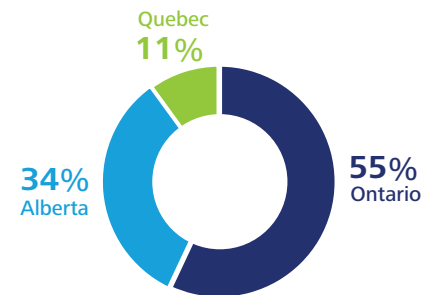
# Organization background

## 3. In which sector does your organization operate?

**70**  
respondents  
from **nine** industry sectors



**Respondents by province**

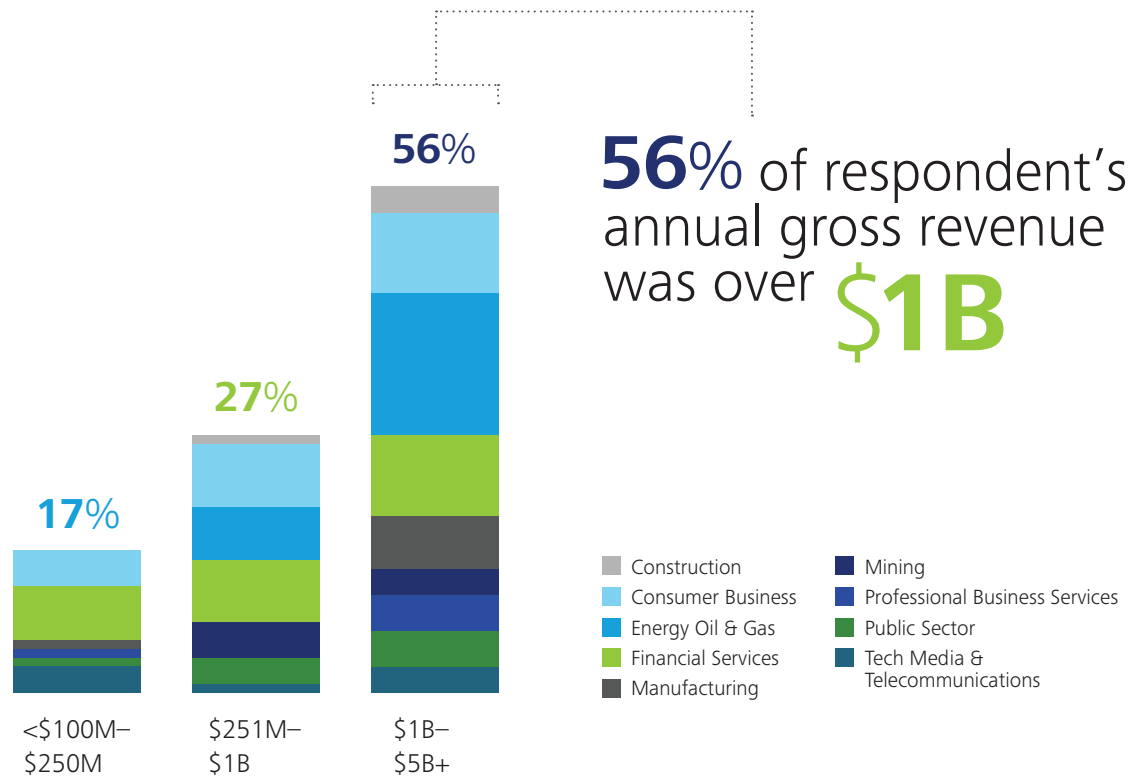


**87%**  
of **Energy / Oil and Gas**  
organizations were  
located in Alberta

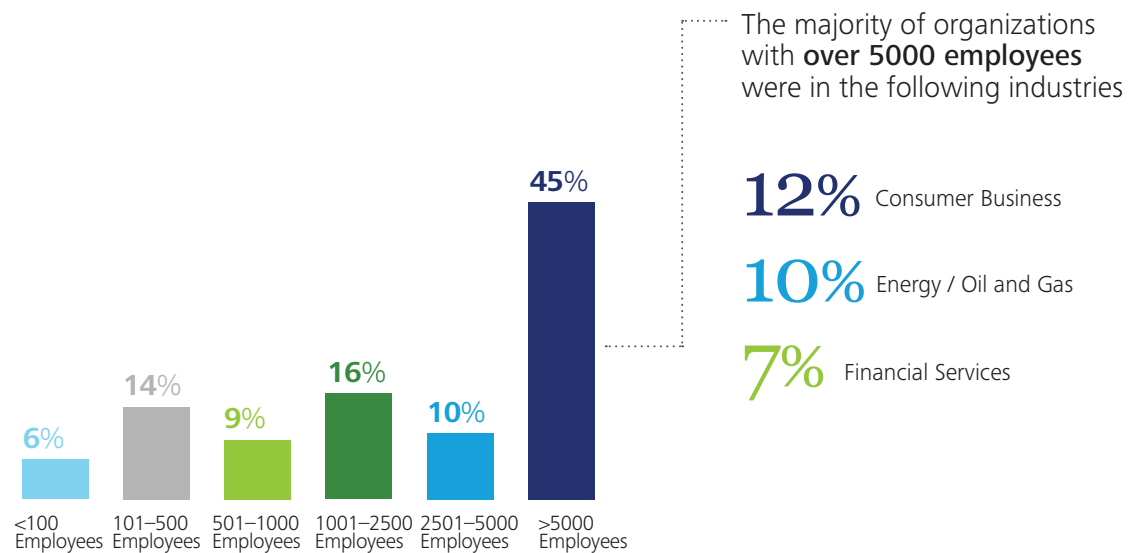
**67%**  
of **Financial Services**  
organizations were  
located in Ontario

**60%**  
of **Consumer Business**  
organizations were  
located in Ontario

#### 4. What is your organization's annual gross revenue?

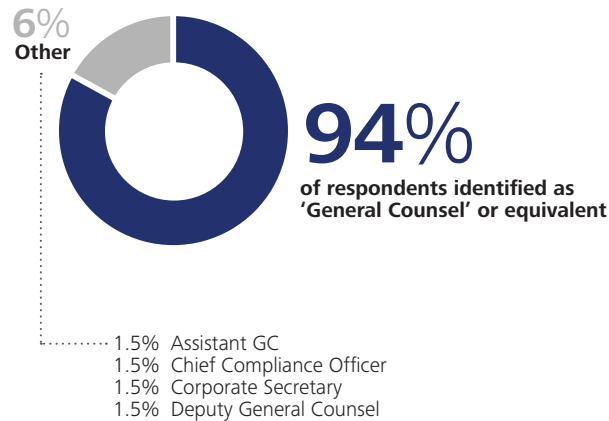


#### 5. How many employees are there in your organization as a whole?

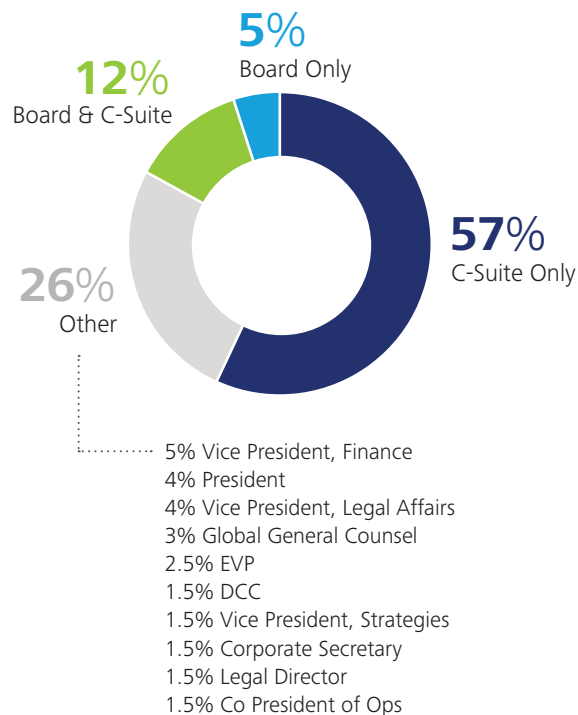


# Legal department background

## 6. What is your current position / title (please indicate if more than one)?



## 7. To whom do you report (please indicate if more than one)?



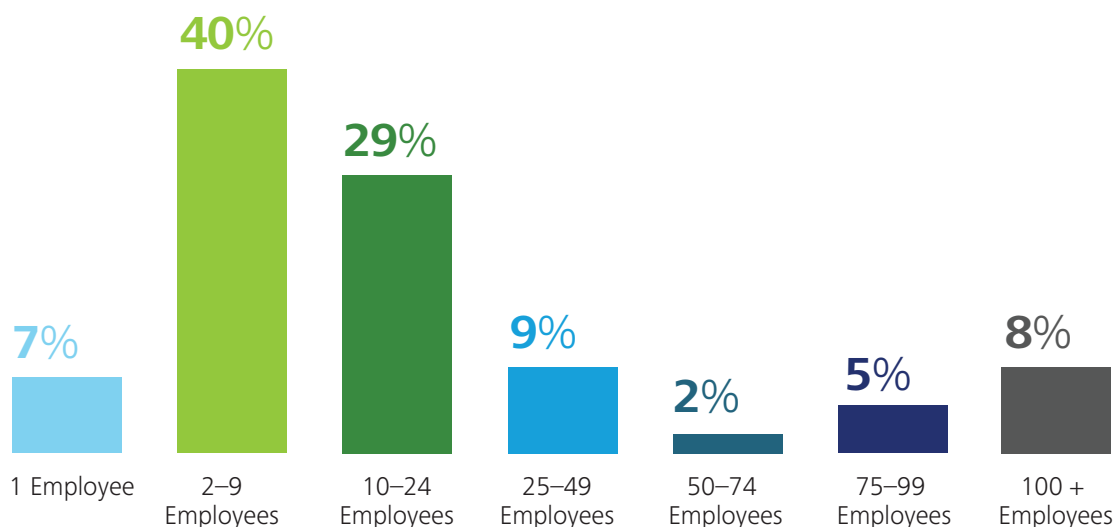
8. How would you describe your level of engagement with the Board  
(please select all that apply)?

	No engagement	Somewhat Engaged	Engaged (communicate at scheduled meetings)	Highly engaged (communicate regularly)	Report indirectly to the Board	Report to and participate but not a board member	Have a seat on the main Board
Construction			2	1			2
Consumer Business	3	1		6	1	2	
Energy / Oil and Gas	1	3	6	6			
Financial Services		1	4	10	1	6	
Manufacturing			1	2		2	1
Mining	1		1	2	1		
Professional / Business Services			1	1			
Public Sector		1	3	3	1	2	
Tech Media & Telecommunications		1	2	2		2	

Number of responses

7+ 4-6 1-3 Not selected

9. In addition to yourself, what is the size of your legal department?



10. How many full time employees (FTEs) of the following positions are in your legal department?

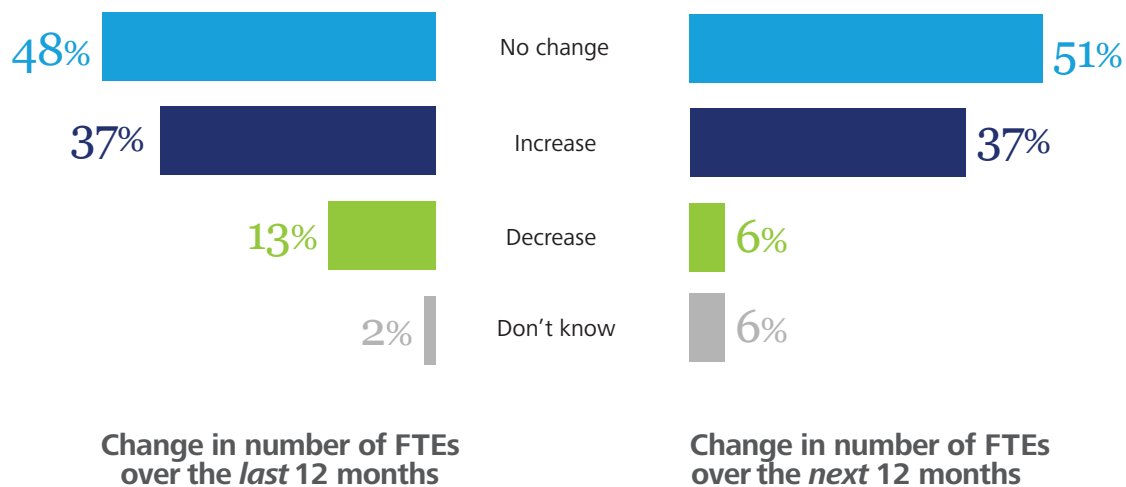
	Associate / Assistant / Deputy GC	Clerks	Contract Lawyers	Lawyers	Paralegals	Support Staff	Other
Construction	1.0			1.0			
Consumer Business	0.3	0.7	0.7	1.3	0.5	0.3	
Energy / Oil and Gas	1.3	4.0	1.3	13.7	3.2	8.8	1.0
Financial Services	1.3	15.0	11.0	44.3	17.0	15.0	11.0
Manufacturing				3.0	1.0	1.0	1.0
Mining							
Professional / Business Services				4.0	1.0	2.0	
Public Sector			15.0	4.0	2.0	2.0	
Tech Media & Telecommunications		2.0		4.0		2.0	

Average number of FTEs

■ 10+ ■ 3-10 ■ 0-3 ■ Not selected

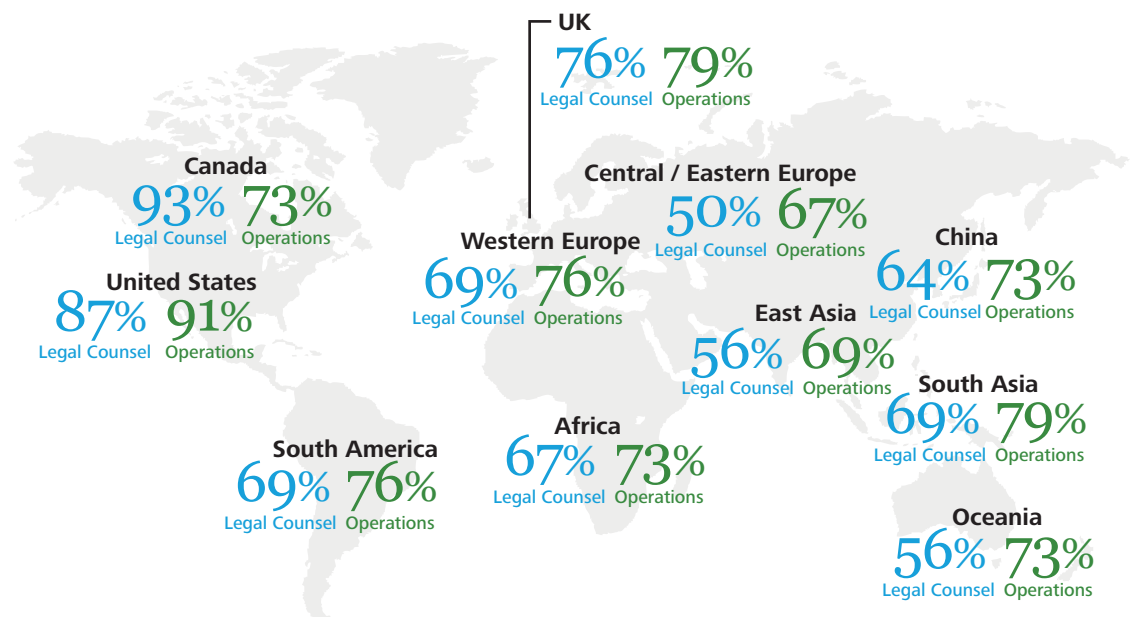
11. Over the past 12 months, has the number of full time employees (FTEs) in your legal department changed?

12. Over the next 12 months, are there any forecast changes in the number of full time employees (FTEs) in your legal department?



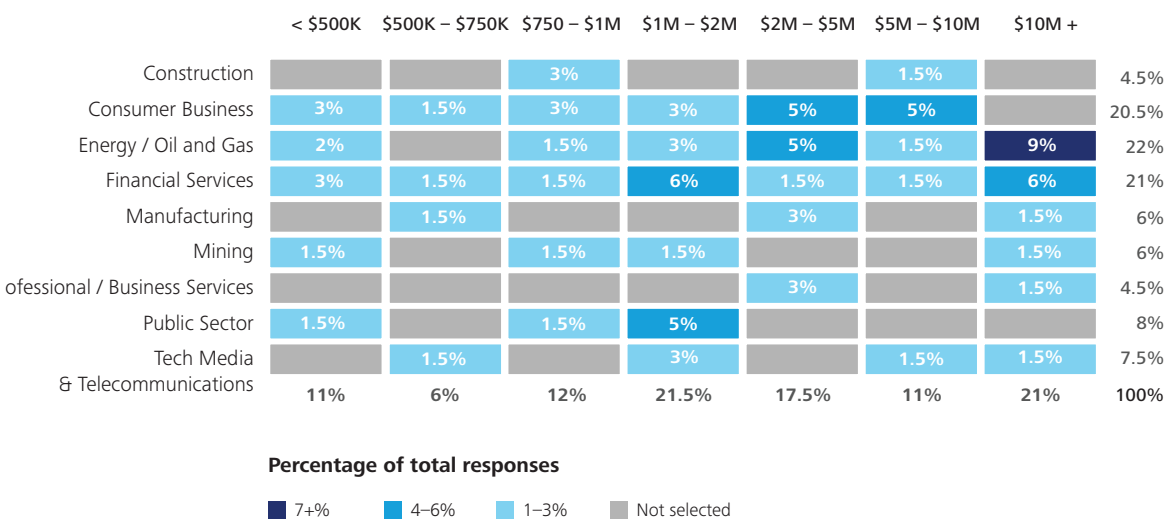


13. Please indicate if your company has operations outside of Canada and if so, please indicate which jurisdictions have a legal group?

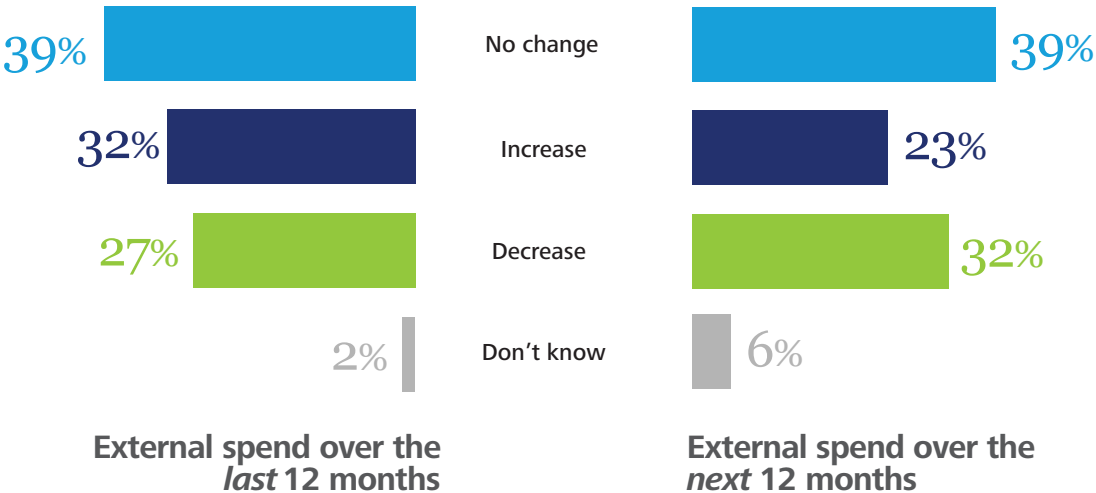


# Legal department spend

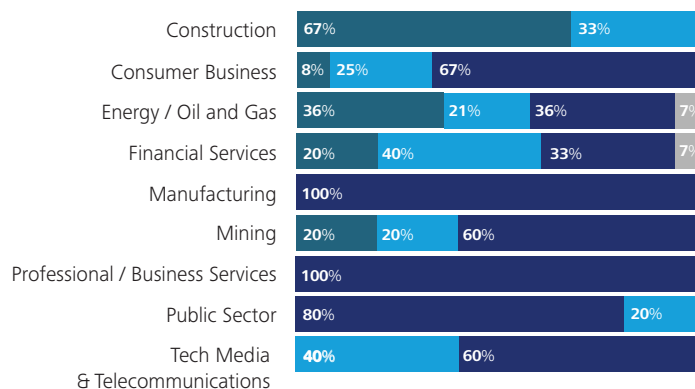
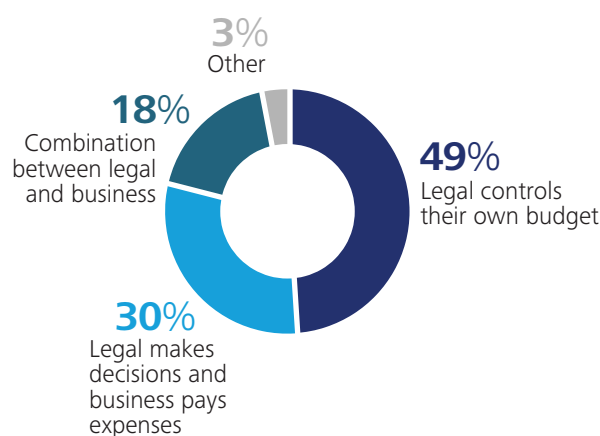
14. What was the organization’s average external legal spend on professional service providers over the last two years including consultants, legal process outsourcers (“LPOs”), law firms etc.?



15. Over the past 12 months, how has your legal department external spend changed?  
 16. Over the next 12 months, how will your legal department external spend change?



## 17. Who controls the external legal budget in your organization?



■ Legal controls their own budget within the organization  
■ Legal makes their own decisions and expenses are paid by the business  
■ Are a combined effort between legal and the business  
■ Other

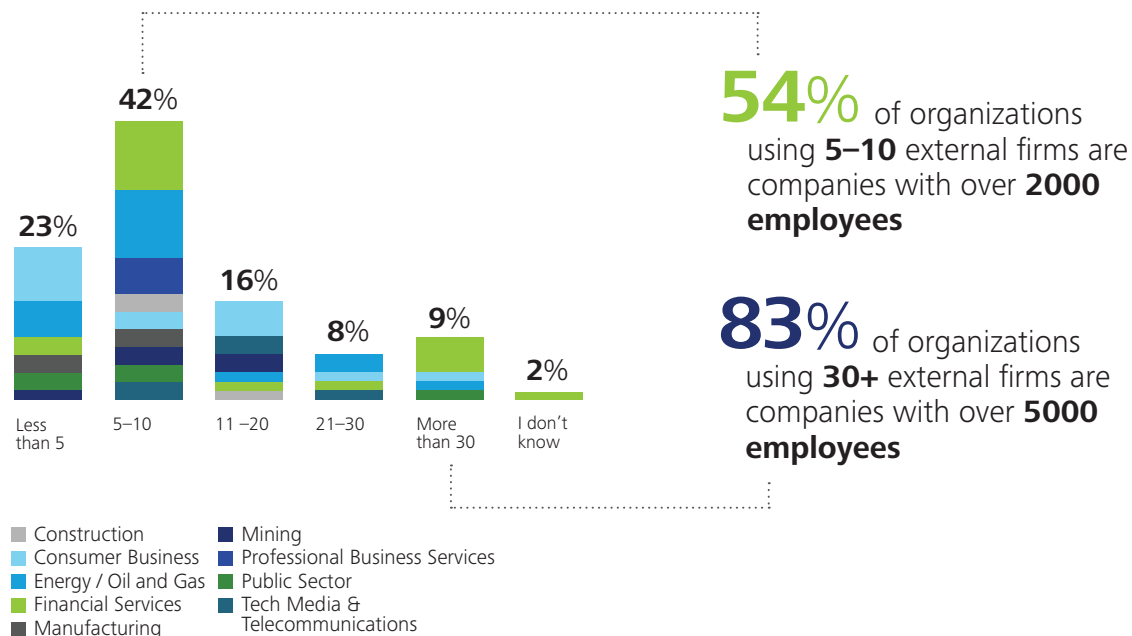
## 18. Over the last two years, what was the composition of your external legal spend (in percentage terms) among the following areas?

	Corporate Commercial	e-discovery	Litigation	Real Estate	Regulatory	N/A	Other
Construction	37%	5%	47%	3%	5%		5%
Consumer Business	27%	1%	16%	17%	11%	25%	10%
Energy / Oil and Gas	38%	3%	41%	9%	22%	6%	8%
Financial Services	27%		35%	3%	15%	11%	29%
Manufacturing	40%		26%	10%	12%	5%	35%
Mining	33%	3%	36%	25%	12%		23%
Professional / Business Services	18%	5%	48%	5%	10%		28%
Public Sector	31%		24%	2%	27%		28%
Tech Media & Telecommunications	22%		31%	4%	8%		28%

### Average percentage of spend allocated per category

■ 31% +   
 ■ 16–30%   
 ■ 1–15%   
 ■ Not selected

## 19. How many external law firms service your needs?



# Legal department priorities

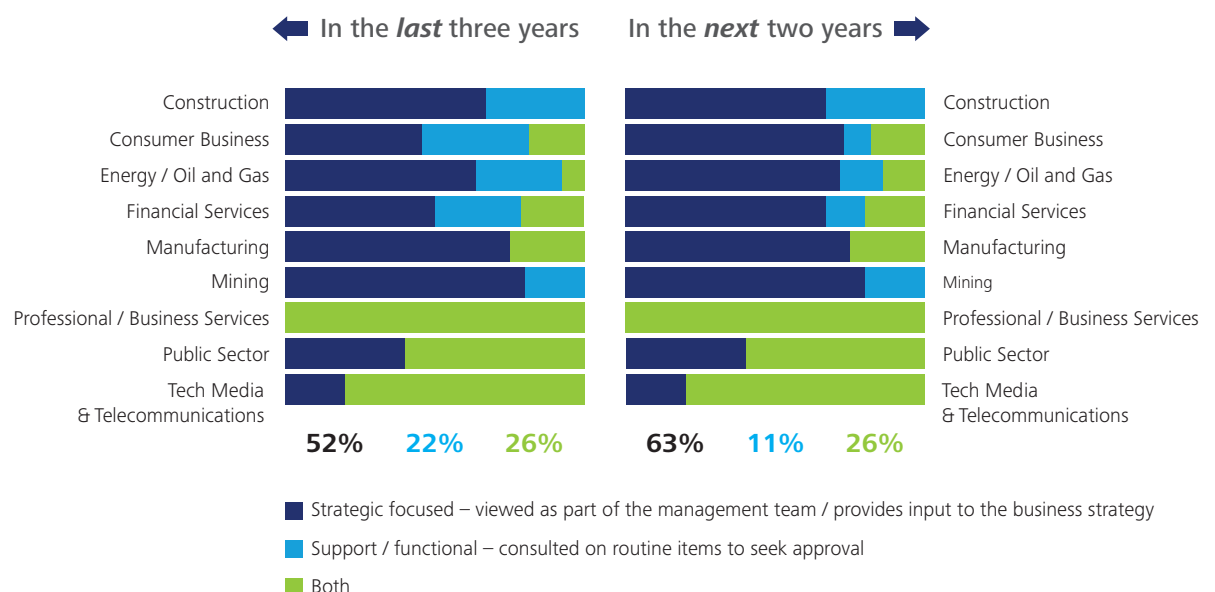
20. Over the past 12 months, what percentage of your legal department's (lawyer only) time was dedicated to each of the following areas?

	Contracts	Employment & Labor	Generalist	Intellectual Property	Litigation	Mergers & Acquisitions	Regulatory	Risk / Compliance	Other
Construction	20%	4%	17%	2%	32%	10%	3%	9%	9%
Consumer Business	27%	14%	10%	11%	11%	13%	13%	15%	23%
Energy / Oil and Gas	37%	9%	9%	3%	16%	17%	15%	11%	3%
Financial Services	28%	9%	10%	7%	12%	15%	19%	13%	7%
Manufacturing	34%	8%	10%	16%	16%	18%	11%	7%	
Mining	14%	10%	13%	10%	14%	26%	15%	9%	10%
Professional / Business Services	28%	8%	8%		32%	18%	8%	5%	
Public Sector	39%	13%	40%	15%	14%		22%	20%	23%
Tech Media & Telecommunications	36%	3%	18%	8%	9%	14%	8%	3%	

Average percentage of time allocated per category

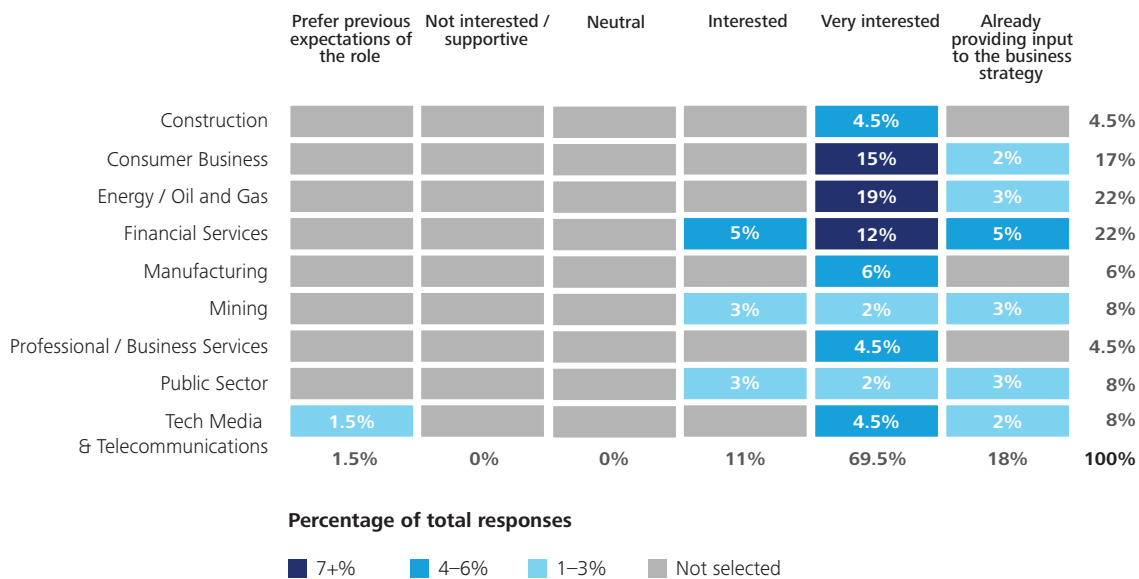


21. In the last three years, what would best describe the role of your legal department?  
 22. In the next one to two years, how do you foresee the role of your legal department?

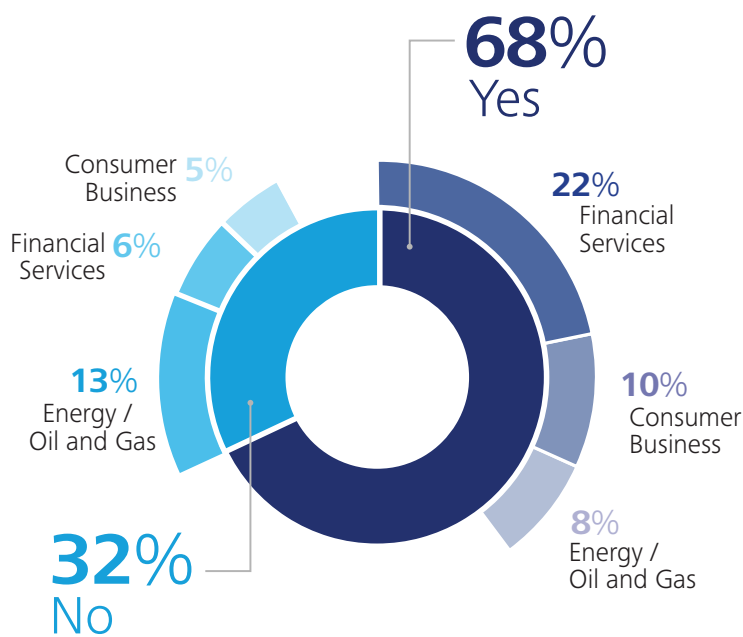




23. It has been reported that the role of in-house counsel is changing from a functional role to a more strategic role. What is your level of interest in contributing to the business strategy of your organization?



24. Are members of the legal department required to spend time with the business units or in the front line of the business in order to gain a better understanding of the overall business?



“Anything from sitting through project meetings, talking to clients, helping to prepare for client matters, in business unit meetings.”

**Attend planning meetings**

Leadership and strategy meetings, negotiation sessions with key customers and collaborators  
Orientations, regular touchpoints

**business solutions**

Front line work and physical access  
contract negotiations & business relations

**Attend business meetings**

meet regularly with operations  
Can't do a deal / contract / transaction without legal involved

management committee  
Participate in off-site meetings, participate in functional meetings

Each is assigned a business unit

**work directly with business units**

## 25. Please rate the level of importance for each of the following areas to your legal department.

	Anti-trust / Competition	Ethics	Foreign Corrupt Practices and Anti-bribery issues	Information governance and e-discovery	Information privacy	Litigation	Mergers and acquisitions	Protection of intellectual property and related disputes	Regulatory changes and compliance	Social media mgmt / governance	Technology developments	Whistle-blower issues
Construction	2.0	4.3	3.3	3.3	3.3	4.0	4.3	2.3	3.3	2.7	2.0	3.7
Consumer Business	4.0	4.6	3.5	3.0	4.5	3.6	3.5	4.3	4.4	3.5	3.3	3.1
Energy / Oil and Gas	3.9	4.4	3.3	3.5	3.1	4.2	4.3	2.8	4.4	3.1	3.4	3.3
Financial Services	3.0	4.1	3.1	3.5	3.9	3.8	3.9	3.8	4.5	3.4	3.4	3.6
Manufacturing	4.0	5.0	4.3	2.5	4.0	4.5	3.8	4.5	4.8	2.5	3.3	3.8
Mining	3.2	4.8	4.6	3.3	3.2	4.4	4.4	2.5	4.0	2.8	3.0	3.8
Professional / Business Services	3.3	4.7	4.3	3.3	4.0	4.7	4.7	3.3	4.3	4.3	3.7	4.0
Public Sector	2.0	4.8	3.2	4.0	4.8	3.8	2.2	4.0	4.4	4.4	3.8	4.4
Tech Media & Telecommunications	4.3	4.8	2.4	3.6	4.6	4.2	4.6	5.0	4.4	3.2	3.4	3.8

Average rating from 1–5 (5 being of highest importance)

■ 4+ ■ 3–4 ■ 1–3

## 26. What will be the top three priorities of your legal department over the next 12 months? (Please rank 1-3 in order of importance, with 1 being higher importance and 3 being lower importance).

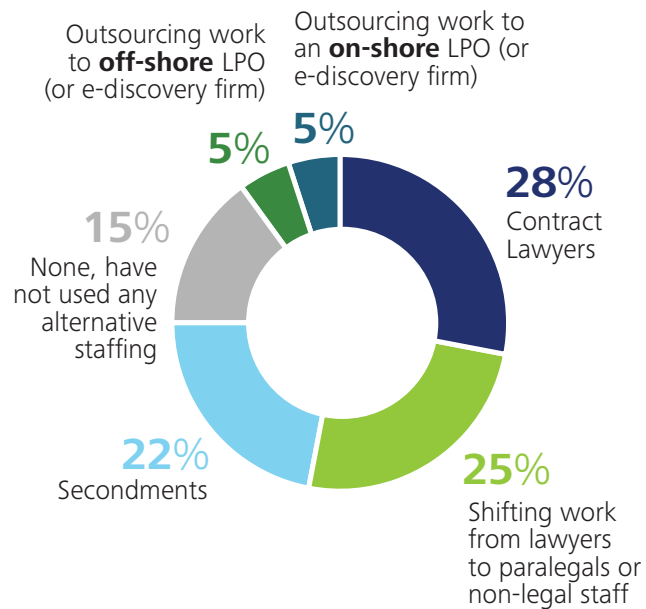
	Compliance and ethics issues, including data privacy and security	Improving internal efficiency through technology improvements	Managing internal spend	Managing outside legal spend	Meeting with key business leaders on a regular basis	Outsourcing “non-core” work to a more cost-effective alternative	Providing input into the organizations strategic planning process	Talent management and mentoring	Ensuring senior management and/or the Board are informed of significant legal issues and their implications	Staying current and well-informed of relevant legal developments / changes being made in the law	Maintaining awareness of activities that could have legal implications for the organization
Construction	1.5	1.5	1.0	1.5	1.5		1.3	1.5	2.0	2.5	2.3
Consumer Business	2.2	2.0	2.0	2.0	2.0	3.0	2.7	1.5	1.5	2.0	1.8
Energy / Oil and Gas	1.5			2.4	1.7	3.0	2.4	2.0	1.9	1.3	1.9
Financial Services	2.5	1.8		1.0	1.8	2.5		2.3	1.9	2.2	1.8
Manufacturing	2.0	2.0			2.0	3.0	1.0	2.0	3.0		2.0
Mining	1.7	1.0	2.0	3.0	1.0	2.0	2.0	1.5	2.0	2.0	2.8
Professional / Business Services	2.5	1.0		1.0			3.0	2.5	2.0		1.0
Public Sector	3.0			1.5	3.0		2.0		2.3	2.0	1.0
Tech Media & Telecommunications	2.0	3.0		1.7					2.3		1.8

Average rating from 1–3 (1 being of highest importance)

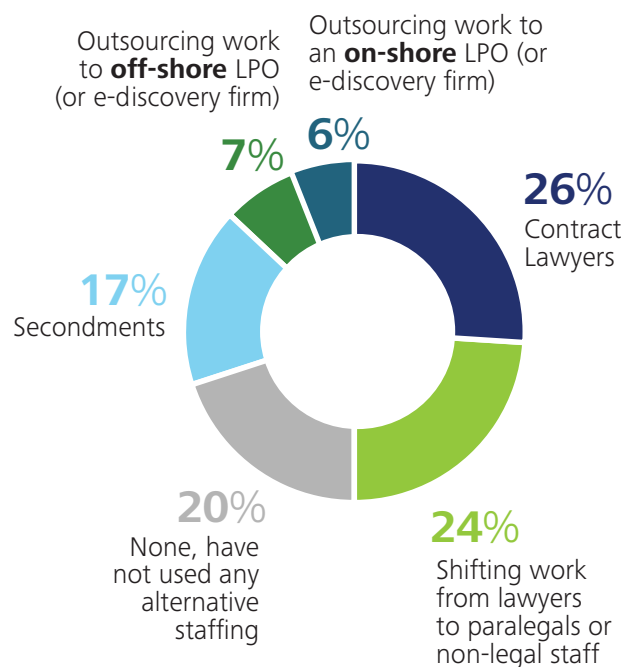
■ 1–2 ■ 2–2.5 ■ 2.5–3

# Operating model

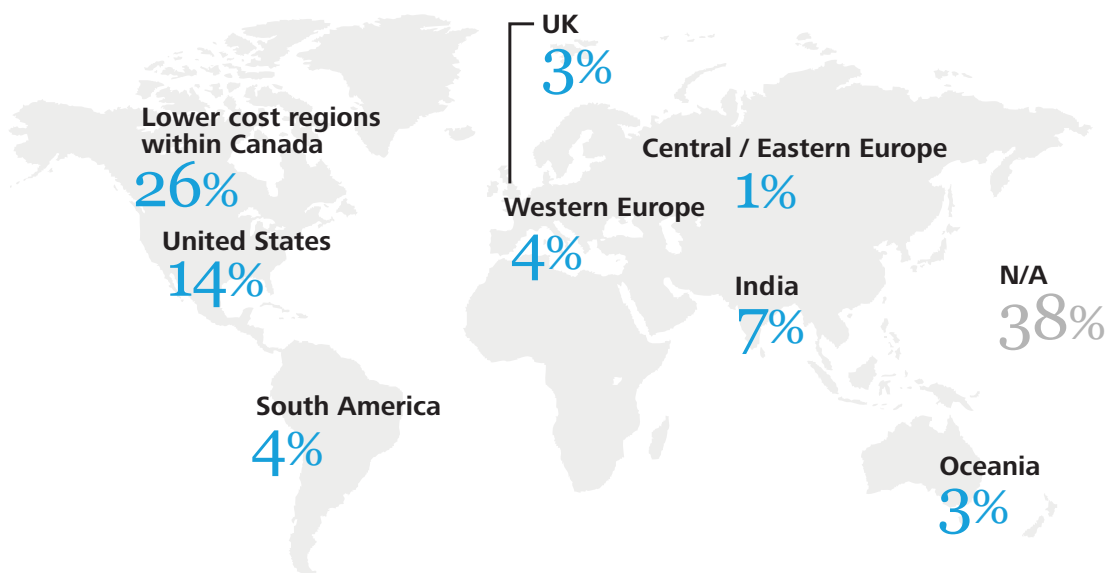
27. What alternative staffing arrangements have you used in the last 12 months (please check all that apply)?



28. What alternative staffing arrangements do you plan to use in the next 12 months (please check all that apply)?



29. Which of the following jurisdictions are you currently outsourcing or considering outsourcing to (please check all that apply)?



% of where work is outsourced by location

30. Where do you plan to primarily direct the following functions / responsibilities in the next 12 months?

	In Source	Outsource to on-shore LPO (or e-discovery firm)	Outsource to off-shore LPO	External Counsel	N/A	
Admin / Operations	89%				11%	100%
Contract creation	80%			13%	7%	100%
Contract management	86%			5%	9%	100%
Document management	77%	2%		10%	11%	100%
Document review	58%	12%		22%	8%	100%
Due diligence	43%	5%		38%	14%	100%
E-discovery	29%	20%		23%	28%	100%
Legal research	42%			47%	11%	100%
Legal writing	43%			34%	23%	100%
Patent Services	29%	4%		40%	27%	100%
Records Management	78%			9%	13%	100%

% of planned direction by industry

25% +
  11-25%
  1-10%
  Not selected

# Internal counsel management practices

31. How do you think the organization would rate the effectiveness of your legal department?

Extremely Ineffective

2%

Neutral

2%

Somewhat Effective

14%

Effective

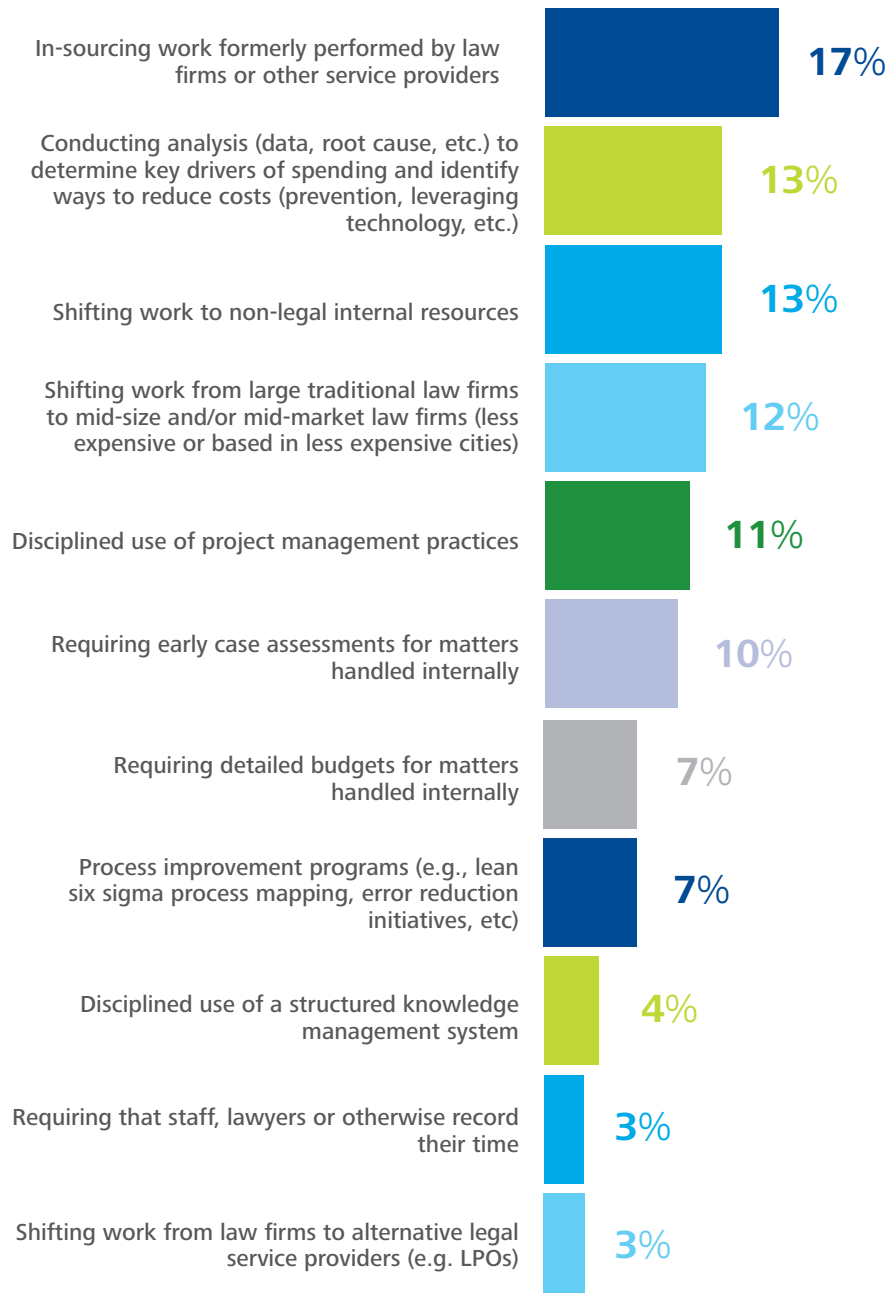
50%

Extremely Effective

32%

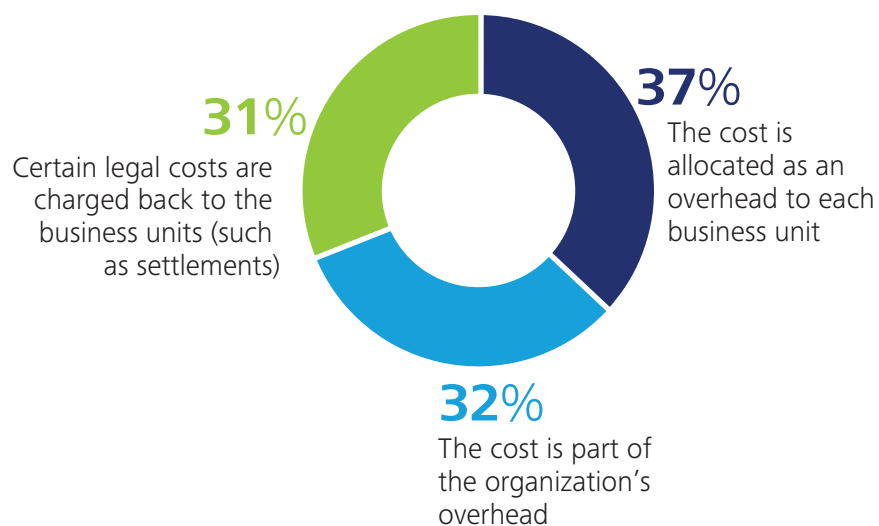


32. What management practices are you employing to improve efficiency / effectiveness in your legal department (please check all that apply)?



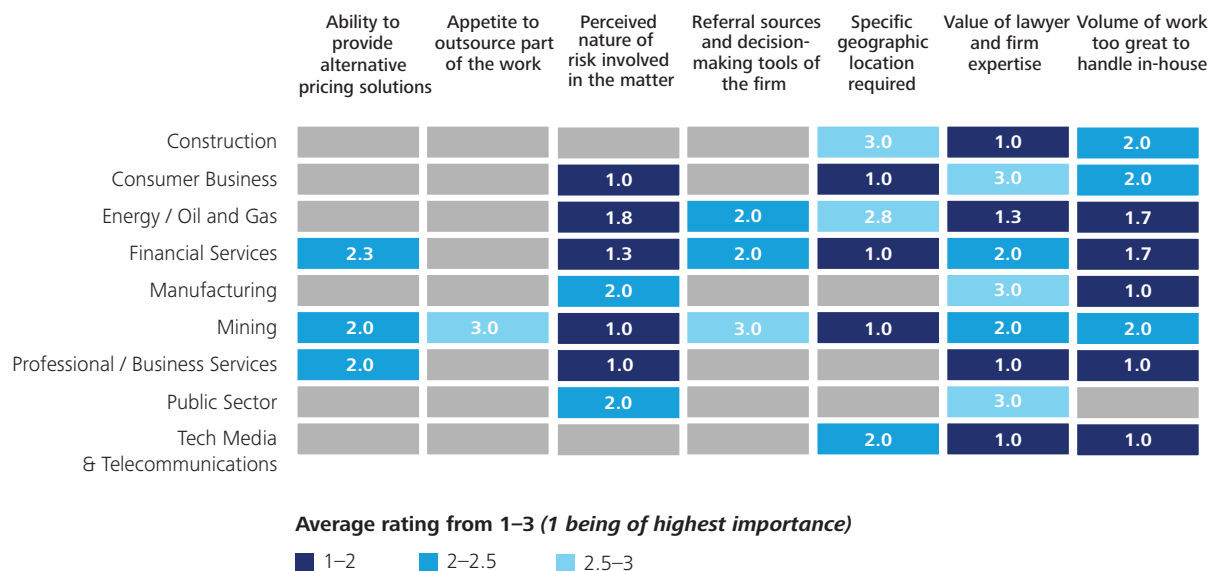


33. How is the cost of your law department allocated for (cost) accounting purposes?

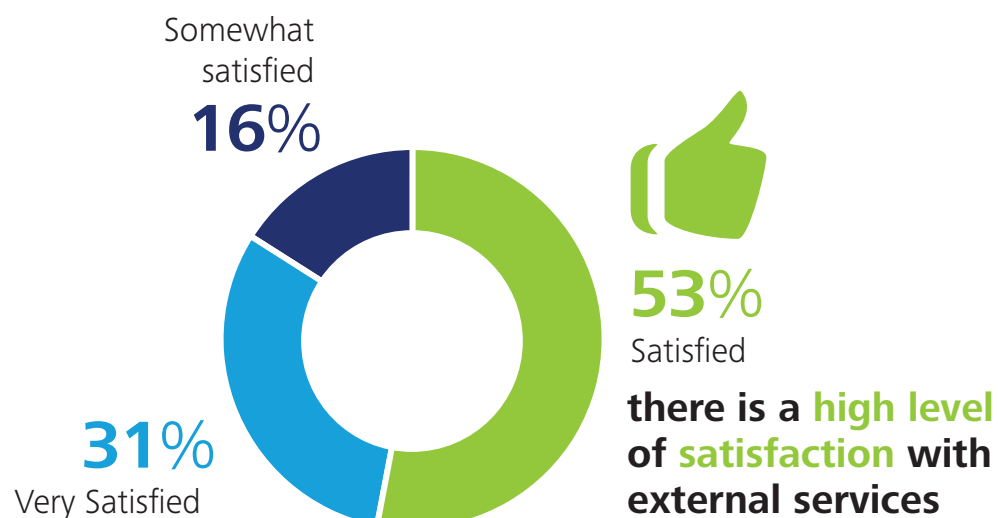


# Management practices for external service providers

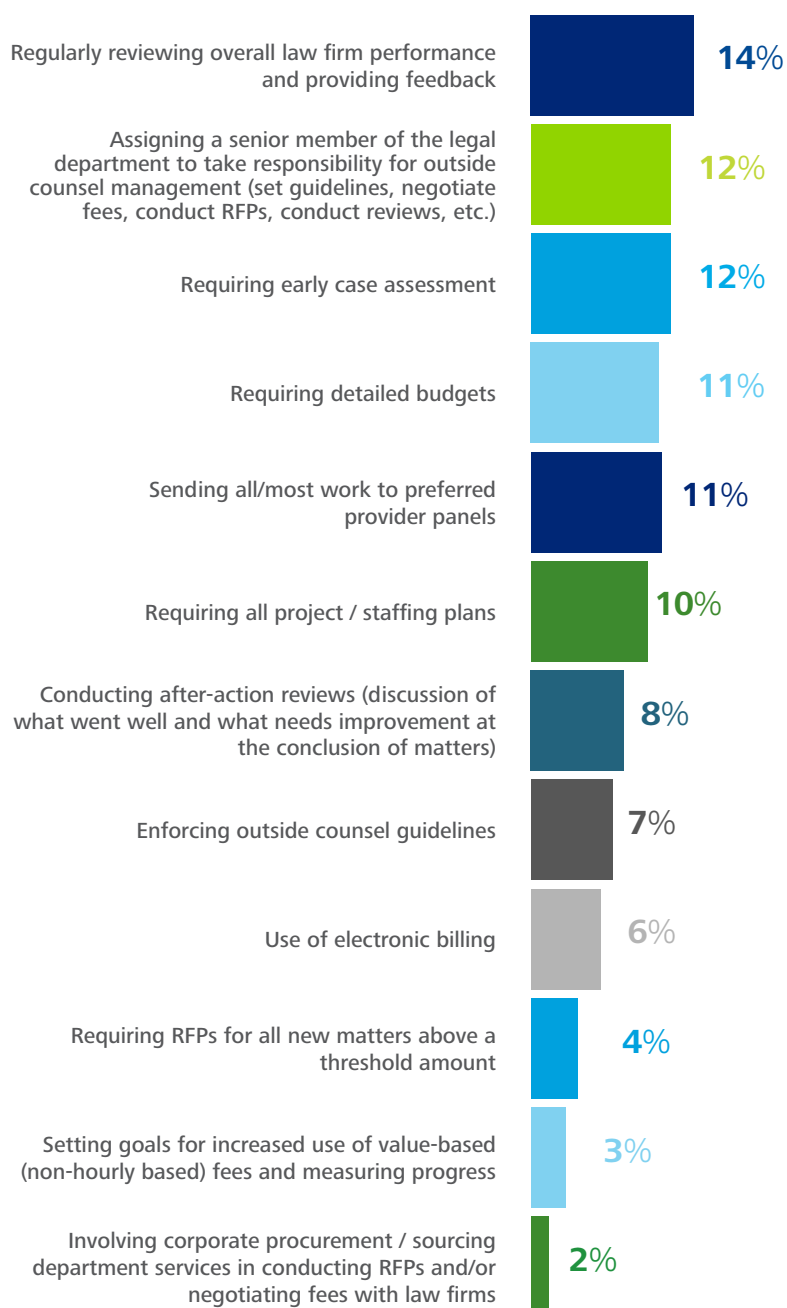
34. Indicate the top three reasons for hiring external counsel. (Please rank 1-3 in order of importance, with 1 being higher importance and 3 being lower importance).



35. How would you rate your level of satisfaction with external service providers?



36. What outside counsel management practices are you employing to control legal costs (please check all that apply)?



### 37. How will the frequency with which you enforce the following pricing arrangements with external service providers change over the next 12 months?

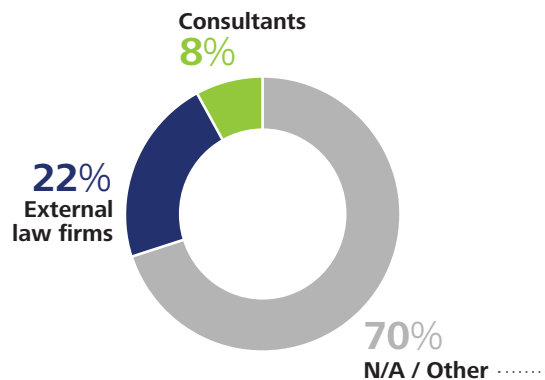
1 = Significantly Decrease, 2 = Decrease, 3 = No Change, 4 = Increase, 5 = Significantly Increase

	Collars	Contingency Fees	Flat fee for an entire matter	Flat fee for some stages of a matter	Flat fees for a portfolio of similar matters	Hourly billing rates	Periodic retainer fee for a portfolio of services	Success-based fees / incentive fees (e.g. based on transaction completion)	Value-based pricing (e.e., based on size and worth of transaction)	Volume discount
Construction	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0
Consumer Business			4.0	4.0	4.0	3.0				3.0
Energy / Oil and Gas	3.2	3.2	3.2	3.2	3.0	3.0	3.0	3.2	3.2	3.3
Financial Services	3.0	3.0	3.6	3.6	3.6	2.8	3.0	3.0	3.2	3.6
Manufacturing	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0	3.2
Mining	3.0	3.0	2.0	2.0	2.0	3.0	3.0	3.0	2.0	2.0
Professional / Business Services	2.0	2.0	4.0	4.0	2.0	2.0	2.0	2.0	2.5	4.0
Public Sector	3.0	3.0	4.0	4.0	4.0	4.0	3.0	3.0	4.0	4.0
Tech Media & Telecommunications	3.0	3.0	3.0	3.0	3.0	3.0	4.0	3.0	3.0	3.1

Average rating from 1–5 (1 being significantly decreasing and 5 being significantly increasing)

■ 4+ ■ 2.5–4 ■ 1–2.5

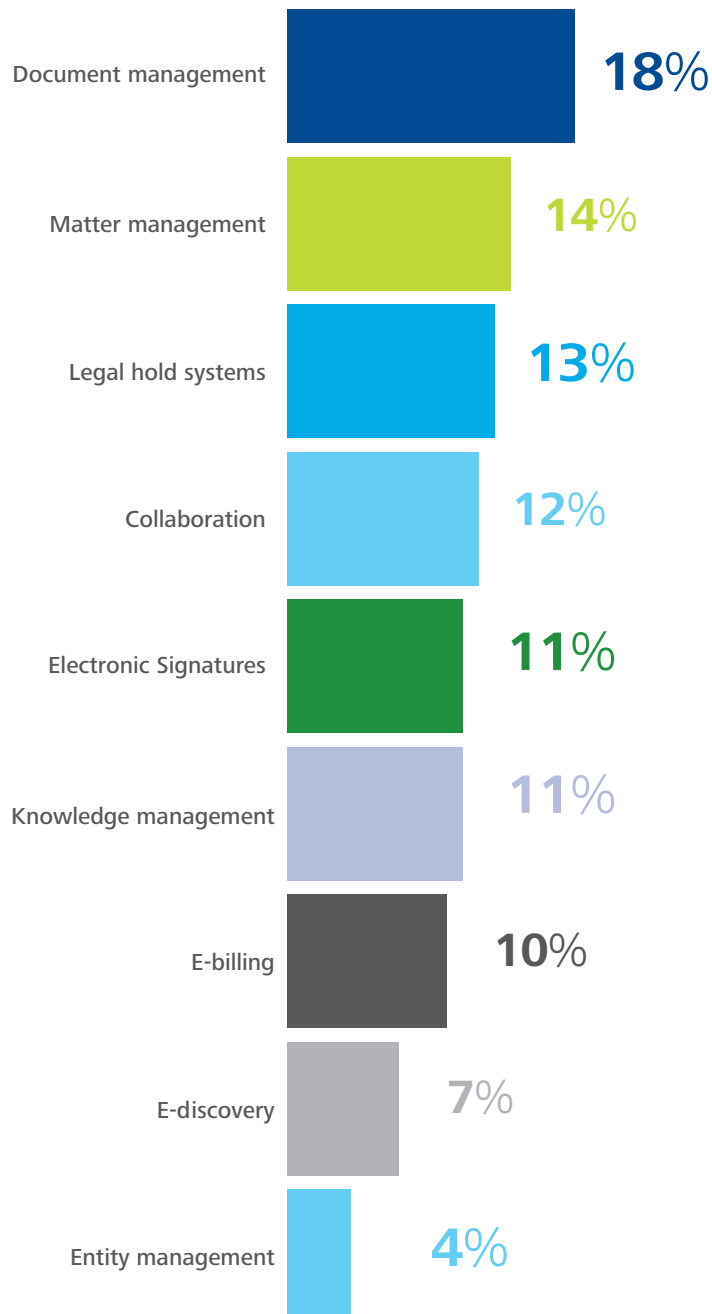
### 38. From which of the following service providers with whom you work, do you demand diversity (please check all that apply)?



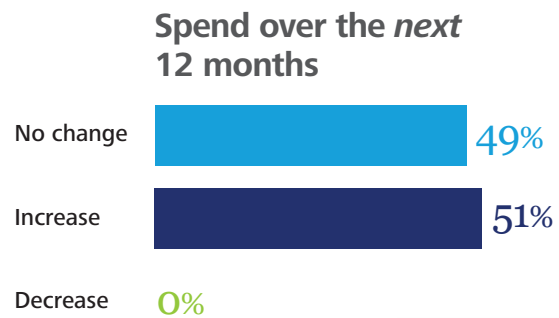
“ Do not require or demand diversity  
**Not currently in practice**  
 Do not demand, but do ask questions around diversity, if firms equal, then would use firms with diversity  
**Encourage in guidelines but don't demand it**  
 Make them sign off if they're a preferred firm ”

# Technology / Business systems

39. What technology systems do you have in place to support efficient / effective legal operations (please check all that apply)?



40. How do you expect your investment in Legal IT to change over the next 12 months?

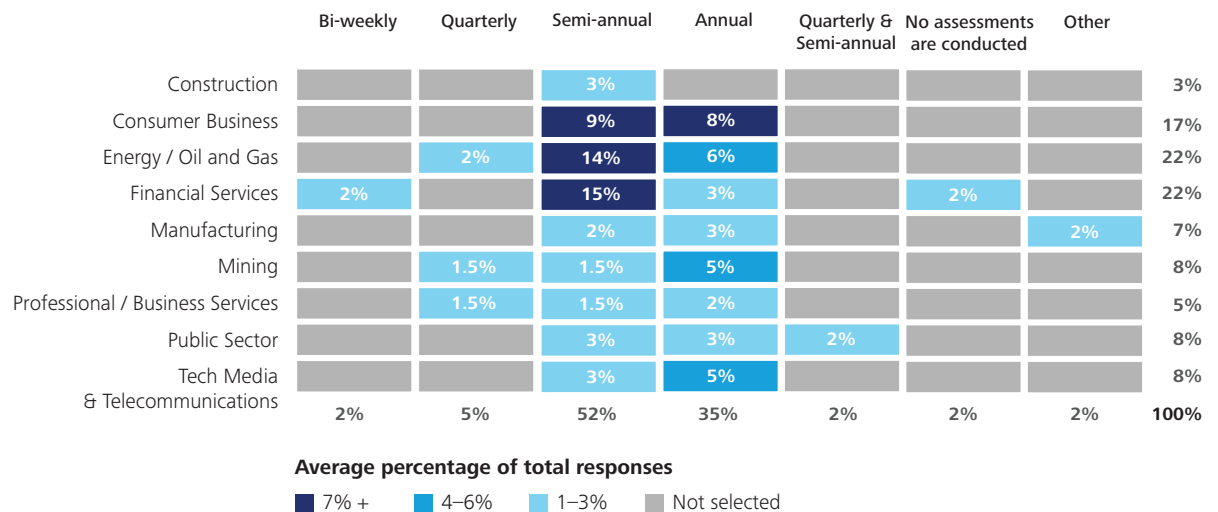


# People management

41. Have formal mentoring/coaching programs been implemented within your legal department or in the organization?

No. 51% Yes. 49%

42. What is the performance assessment cycle within your organization?



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





# Contributing authors



**Karen Werger**  
Partner,  
Financial Advisory  
kwerger@deloitte.ca  
+1 416 601 6058



**David Stewart**  
Partner,  
Financial Advisory  
davstewart@deloitte.ca  
+1 416 775 7484



**Shelby Austin**  
Partner,  
Financial Advisory  
shaustin@deloitte.ca  
+1 416 202 2609



**Emmy Babalola**  
Senior Manager,  
Financial Advisory  
ebabalola@deloitte.ca  
+1 416 601 5747



**Chris Lynch**  
Partner,  
Consulting  
jclynch@deloitte.ca  
+1 416 601 6581





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