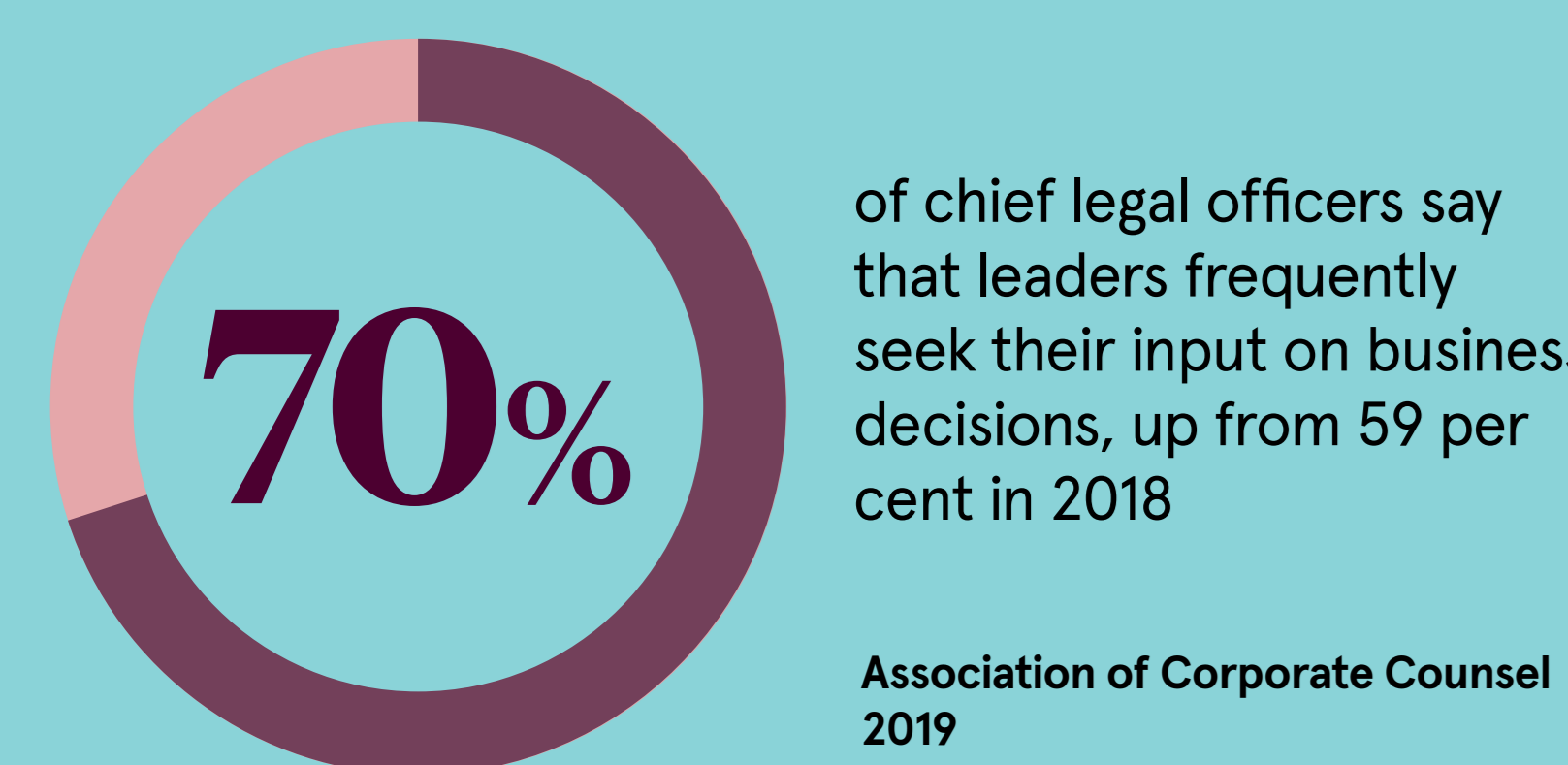
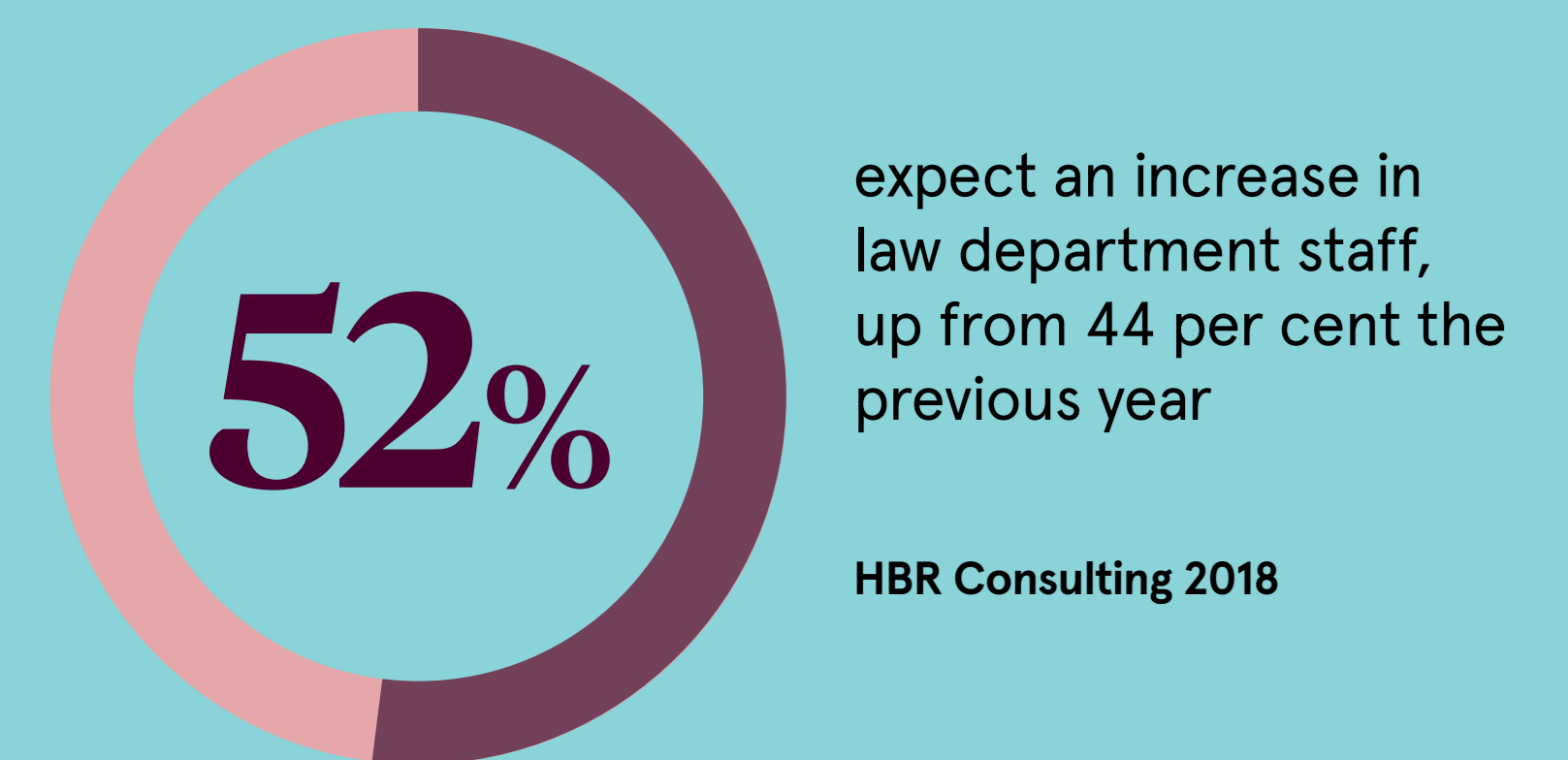
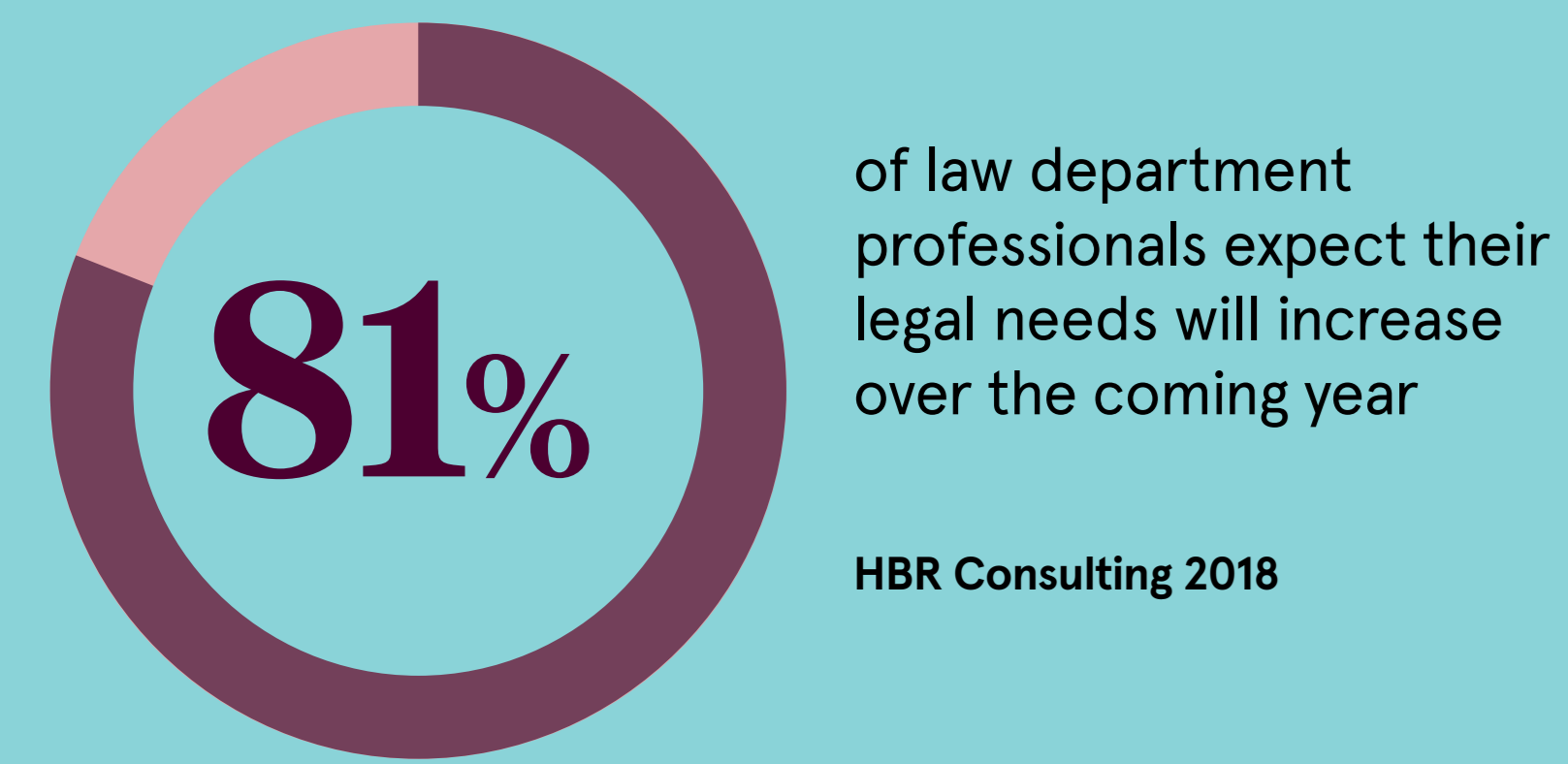


# GENERAL COUNSEL

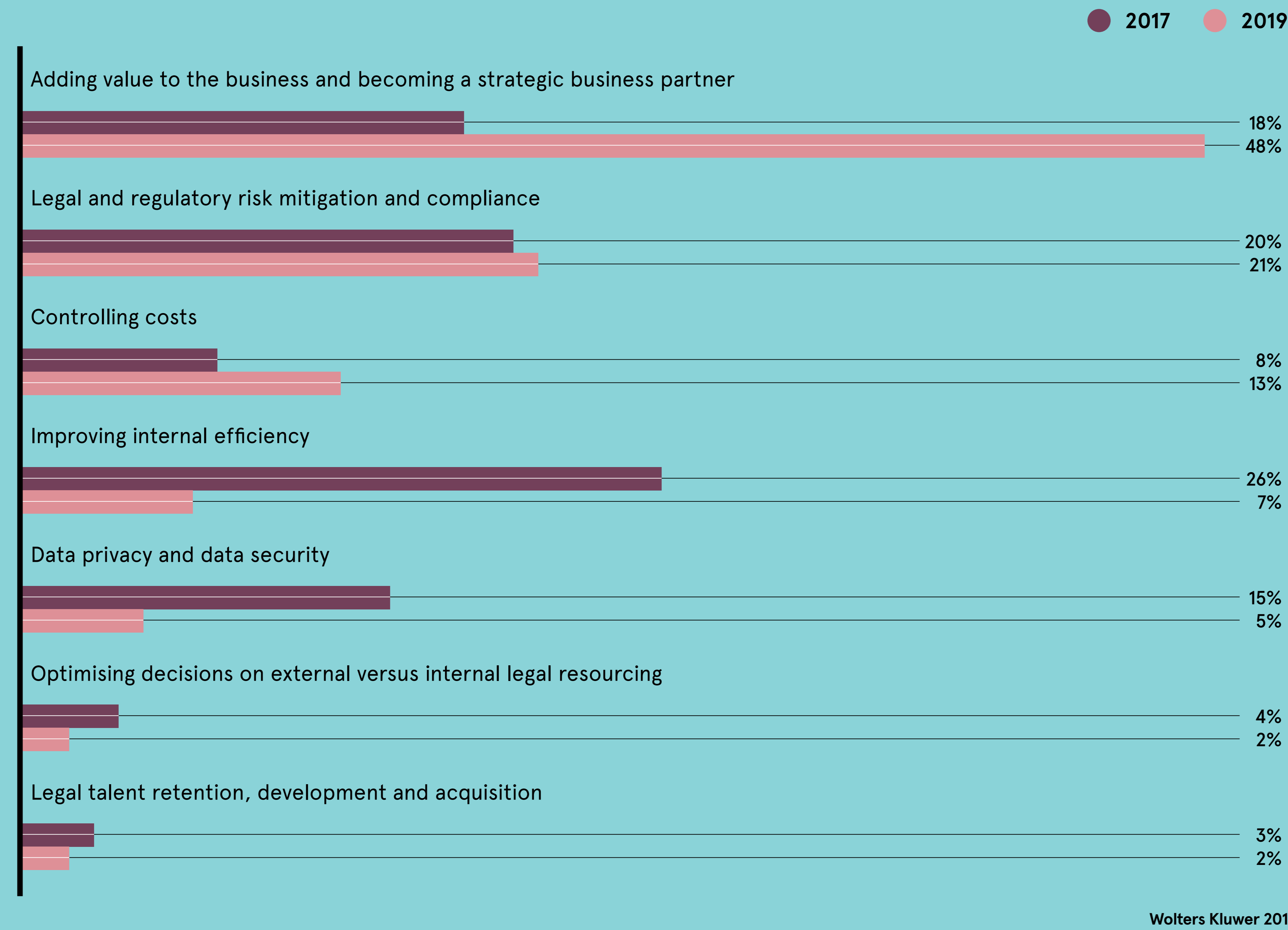
## FROM LAWYERS TO STRATEGIC PARTNERS

In-house legal departments are becoming valued partners within large enterprises, and are increasingly being called upon for their input on business decisions. From data privacy management to regulatory risk mitigation, general counsel now provides a host of vital services for companies to compete in today's uncertain business environment



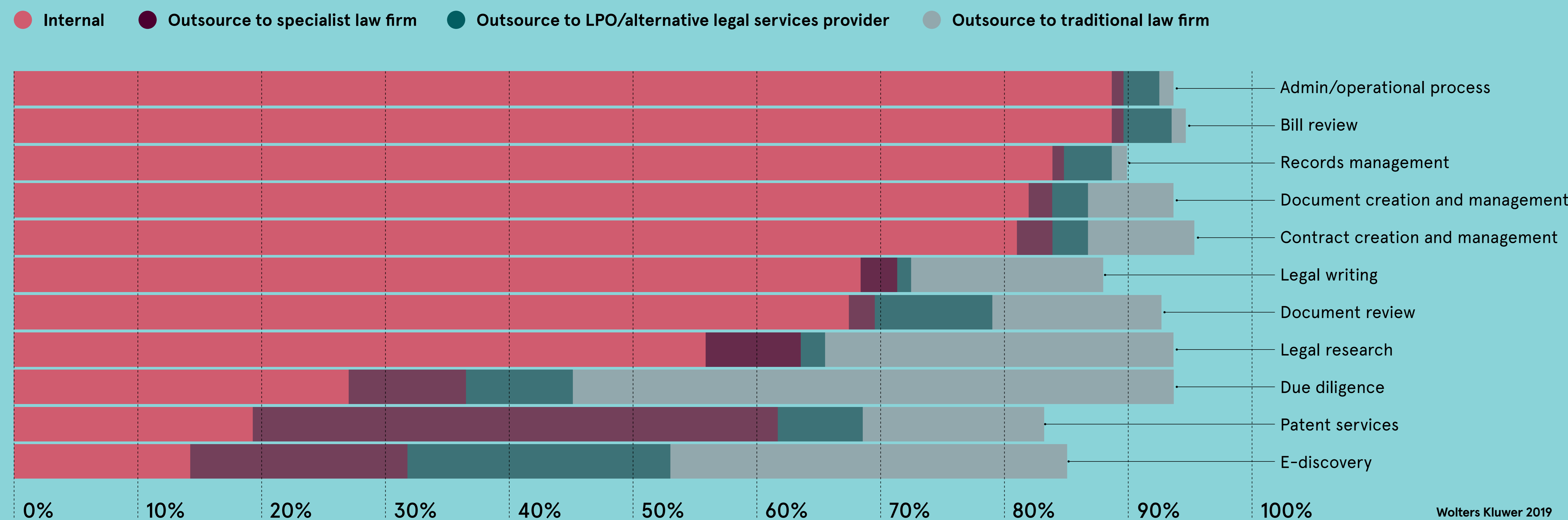
### BIGGEST PRIORITIES FOR LEGAL DEPARTMENTS

General counsels chose their top three priorities



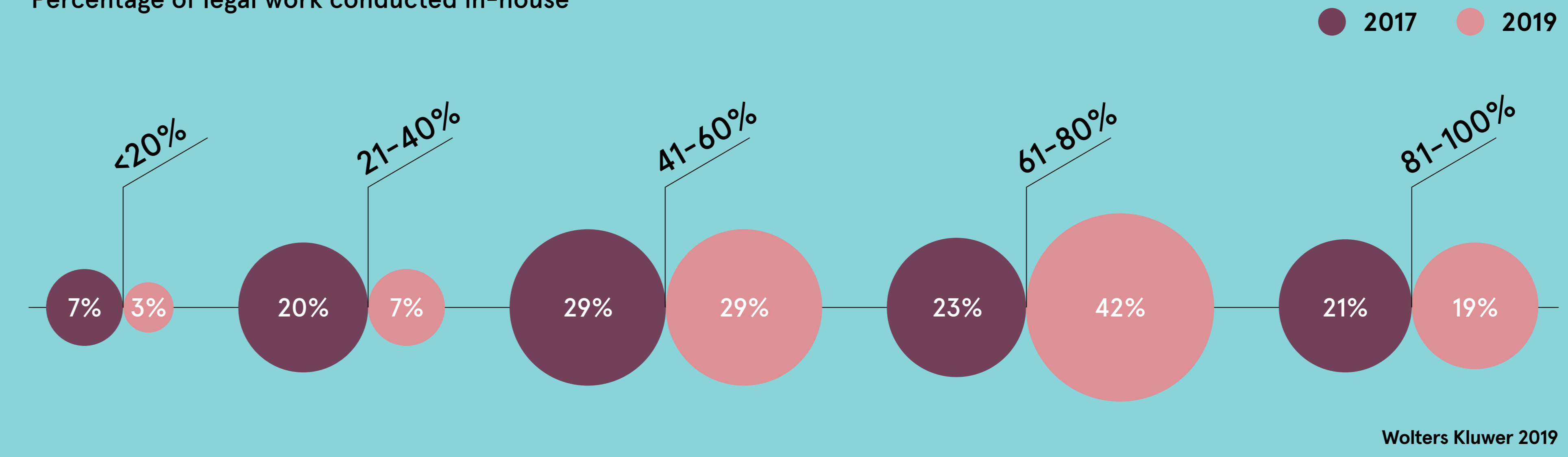
### HOW WORK IS TYPICALLY RESOURCED

Whether companies internally assign or outsource legal work by category



### IN-HOUSE OR OUTSOURCED?

Percentage of legal work conducted in-house

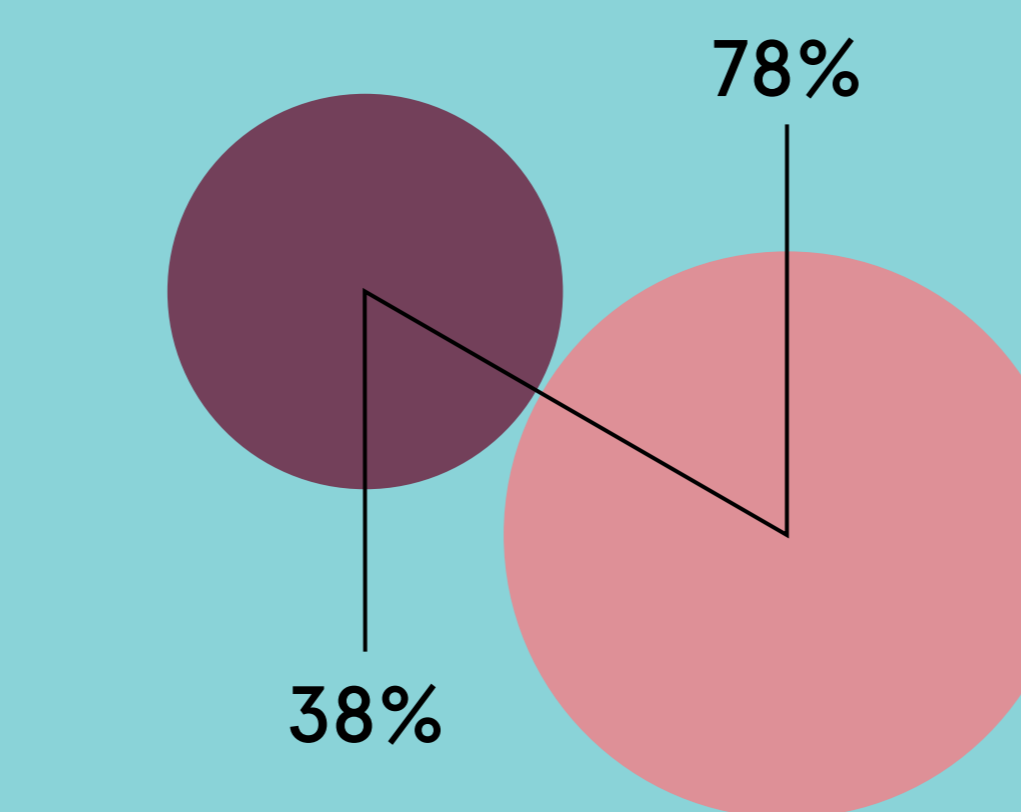


### LEGAL DEPARTMENT'S CHANGING ROLE

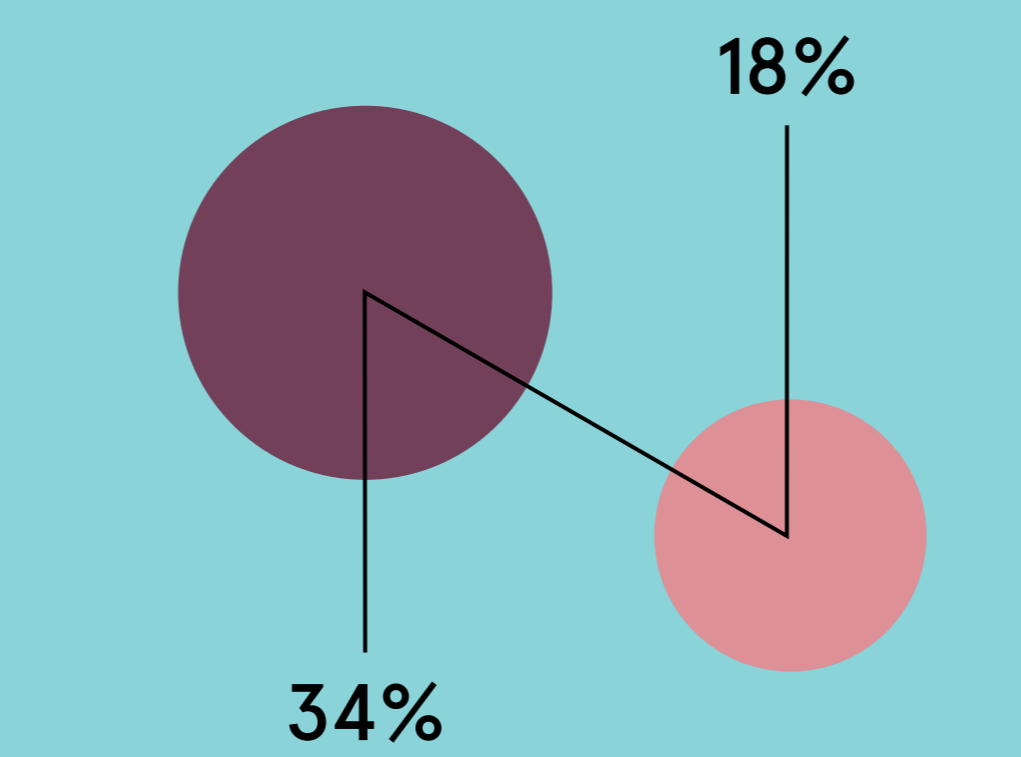
Survey of cross-industry general counsel

Legend: 2017 (Dark Blue), 2019 (Light Blue)

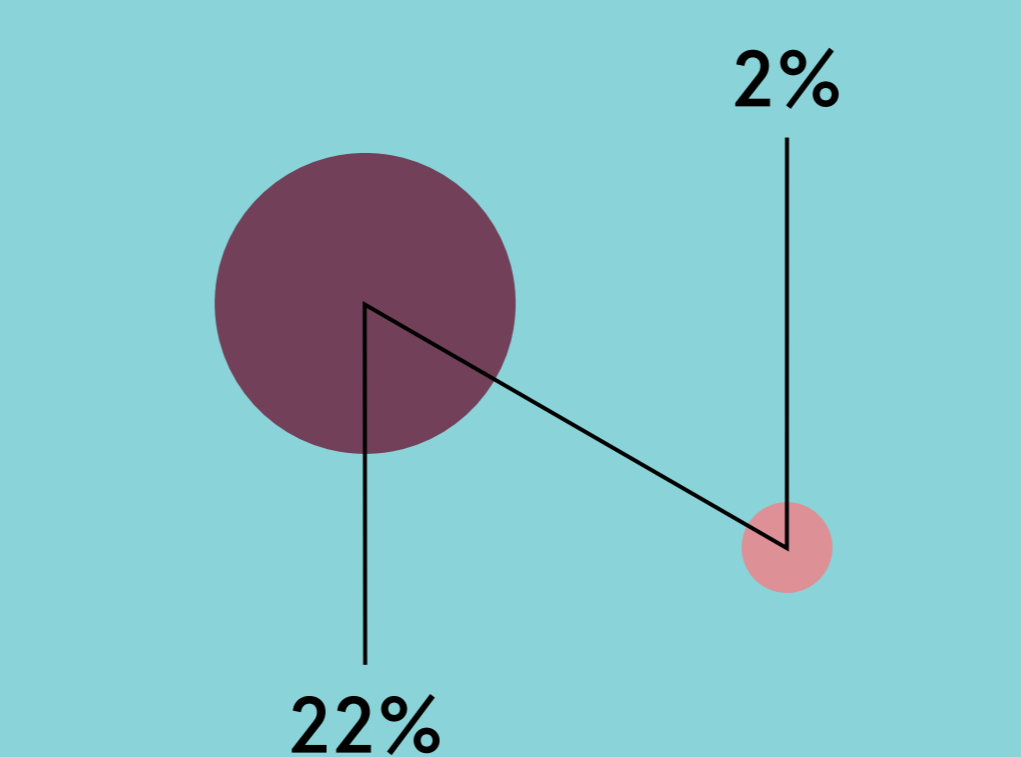
Increasingly strategically focused: an integral part of business leadership, providing input to strategy, in addition to legal and advisory work



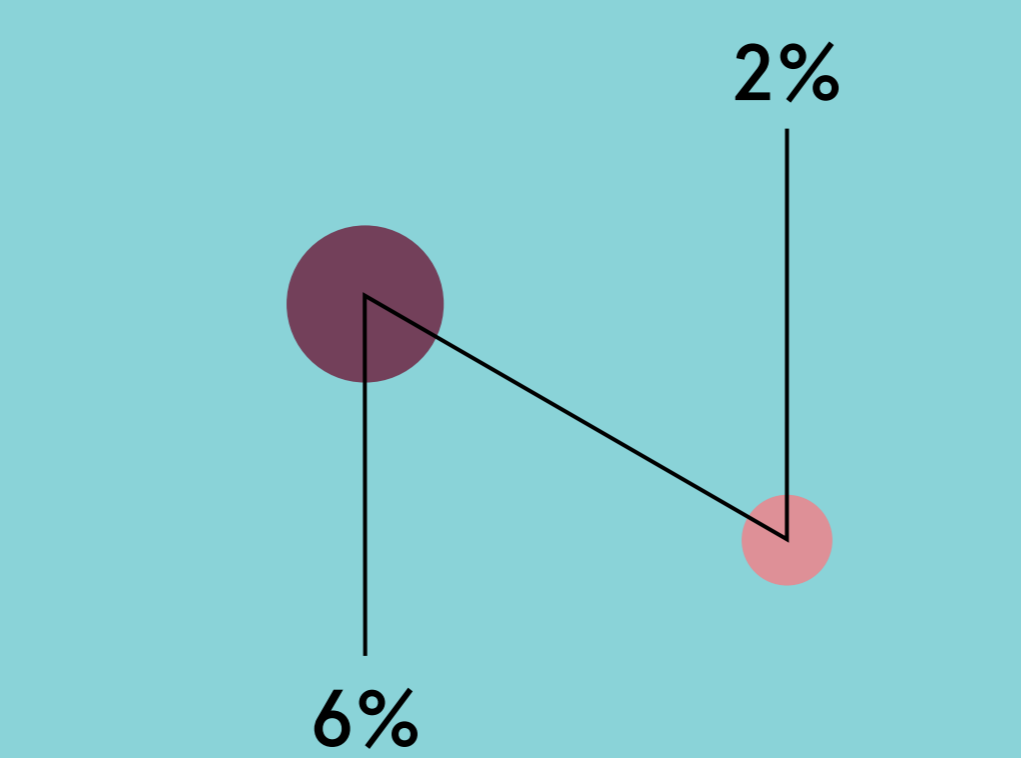
Mainly functional: consulted on routine questions with frequent input into broader business strategy



Primarily reactive and functional: consulted on routine questions with little input into frontline of business

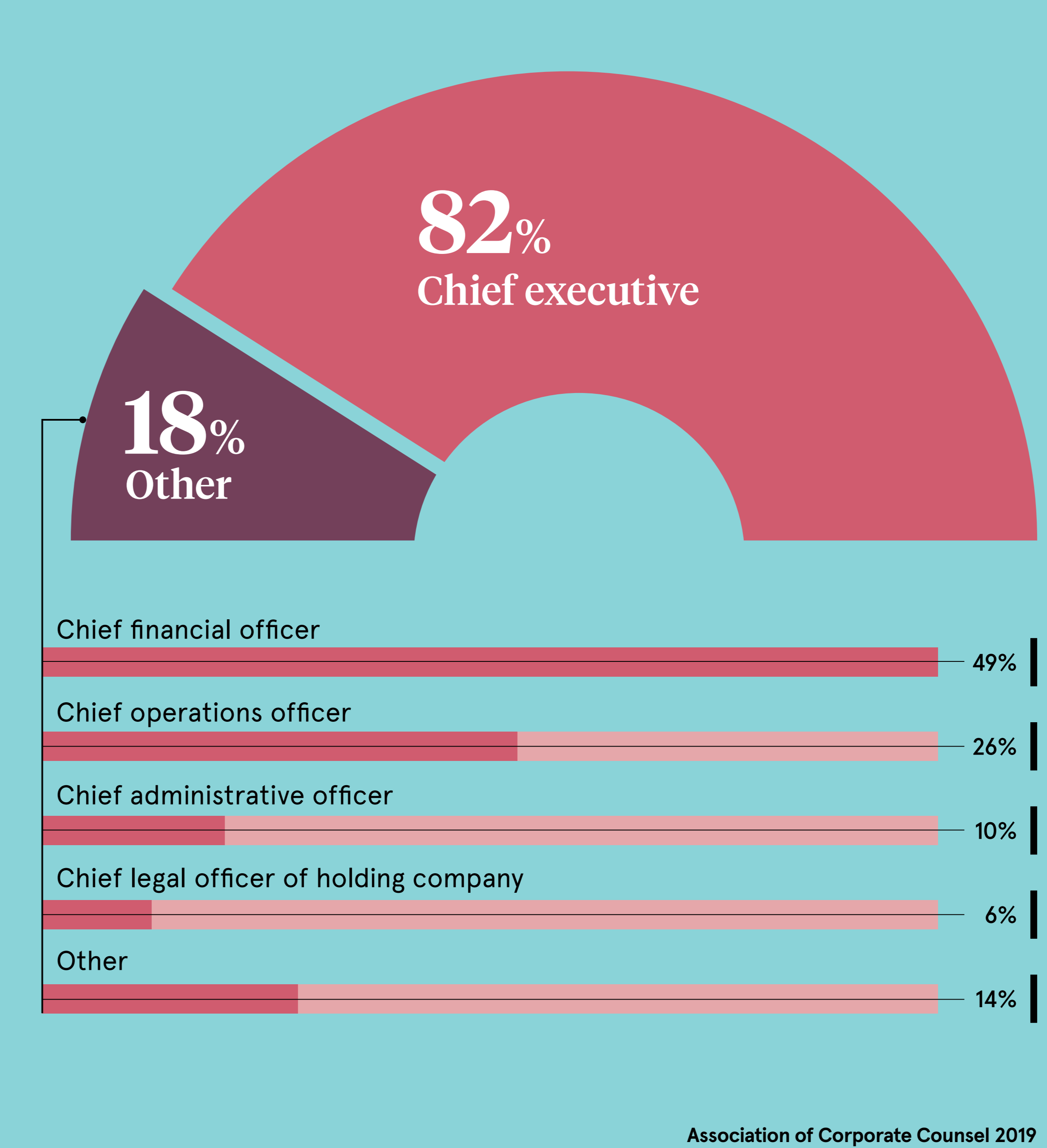


Entirely functional: routine legal support and questions



### WHO CHIEF LEGAL OFFICERS REPORT TO

Percentage reporting directly to the chief executive, and whom if not



### WHAT'S KEEPING CHIEF LEGAL OFFICERS UP AT NIGHT?

Percentage who rated the following very or extremely important over the next 12 months

