



2026

ACC CHIEF LEGAL OFFICERS SURVEY

Israel Supplement

Overview

This supplement presents findings from ACC's [2026 Chief Legal Officers Survey](#), produced in collaboration with [FTI Consulting](#).

Purpose of This Supplement:

- Provides insights tailored for Israeli Chief Legal Officers (CLOs) by comparing their responses to the global findings.
- Highlights key differences and similarities to help Israeli CLOs benchmark their roles, priorities, and strategies against global trends.

What's Included:

- **Role and Reporting Structure:** Titles, reporting lines, and governance responsibilities.
- **Board and Executive Influence:** CLO involvement in strategic decision-making.
- **Skills Development:** Areas of focus for CLOs and their teams.
- **Resourcing:** Staffing expectations and outsourcing trends.
- **Technology and AI adoption:** Plans for legal tech and generative AI.
- **Regulatory Environment:** Enforcement concerns and compliance challenges.
- **Challenges and Priorities:** Top risks, barriers, and strategic initiatives.
- **Participant Profile:** Demographics of Israeli respondents.

ROLE AND REPORTING STRUCTURE

SECTION 1



Section 1 – Key Takeaways

1. Executive Title and Direct Reporting

Israeli legal leaders are significantly more likely to hold the chief legal officer title (**55%** vs. 34% global) and maintain a direct reporting line to the CEO (**88%** vs. 84% global). This reflects a strong trend toward positioning the legal head as a top-tier executive with direct access to the highest levels of organizational decision-making.

2. Corporate Secretary Role Prevalence

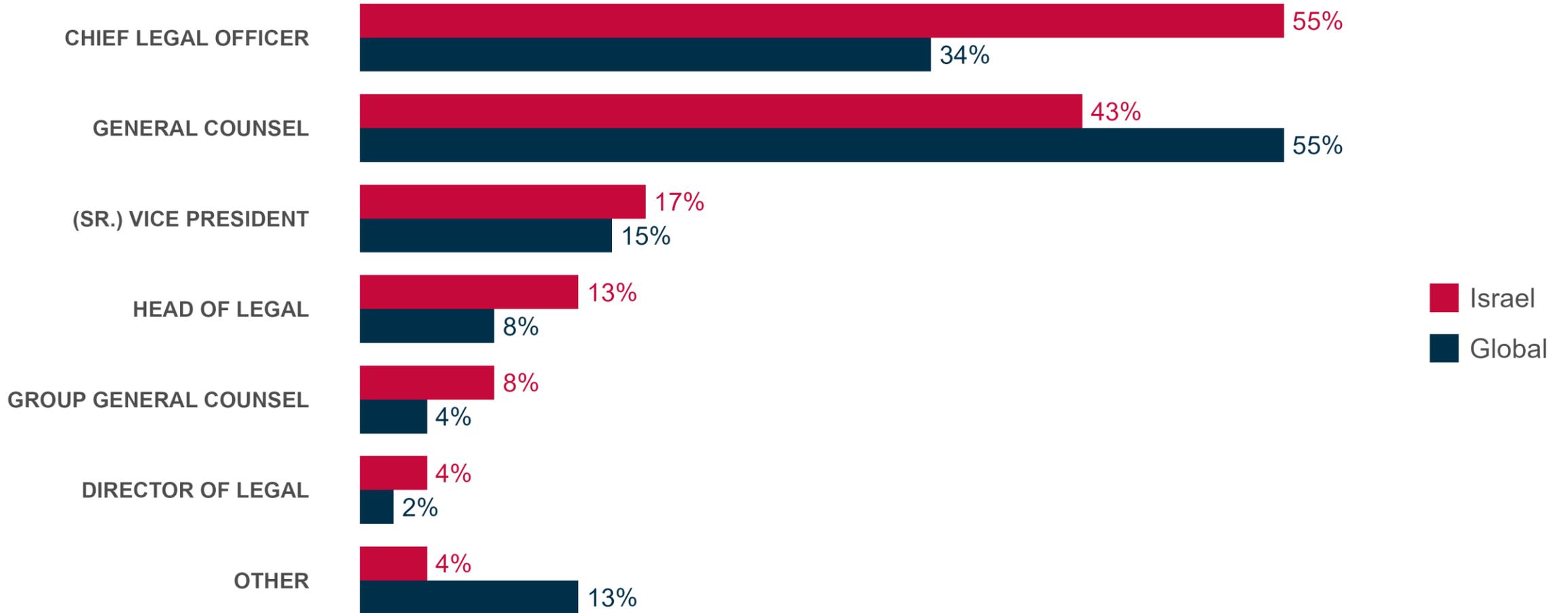
The role of corporate secretary is more likely to be managed through a direct reporting line in Israel than in other regions. While the percentage of CLOs personally holding the title is similar to the global average, Israeli CLOs are more likely to have a standalone corporate secretary report directly to them (**9%** vs. 6%). This reflects a small preference for specialized governance support within the legal department.

3. Broad Oversight of Digital Risks

Israeli legal departments carry a disproportionate responsibility for privacy and technological security. **60%** of Israeli legal heads oversee privacy (vs. 40% globally) and are nearly twice as likely to manage cybersecurity (**17%** vs. 10%) and information security (**12%** vs. 6%). This suggests that Israeli CLOs are becoming the primary guardians of data and digital integrity within their firms.

Most Common Title

What is your current job title? Select all that apply.



Corporate Secretary Role

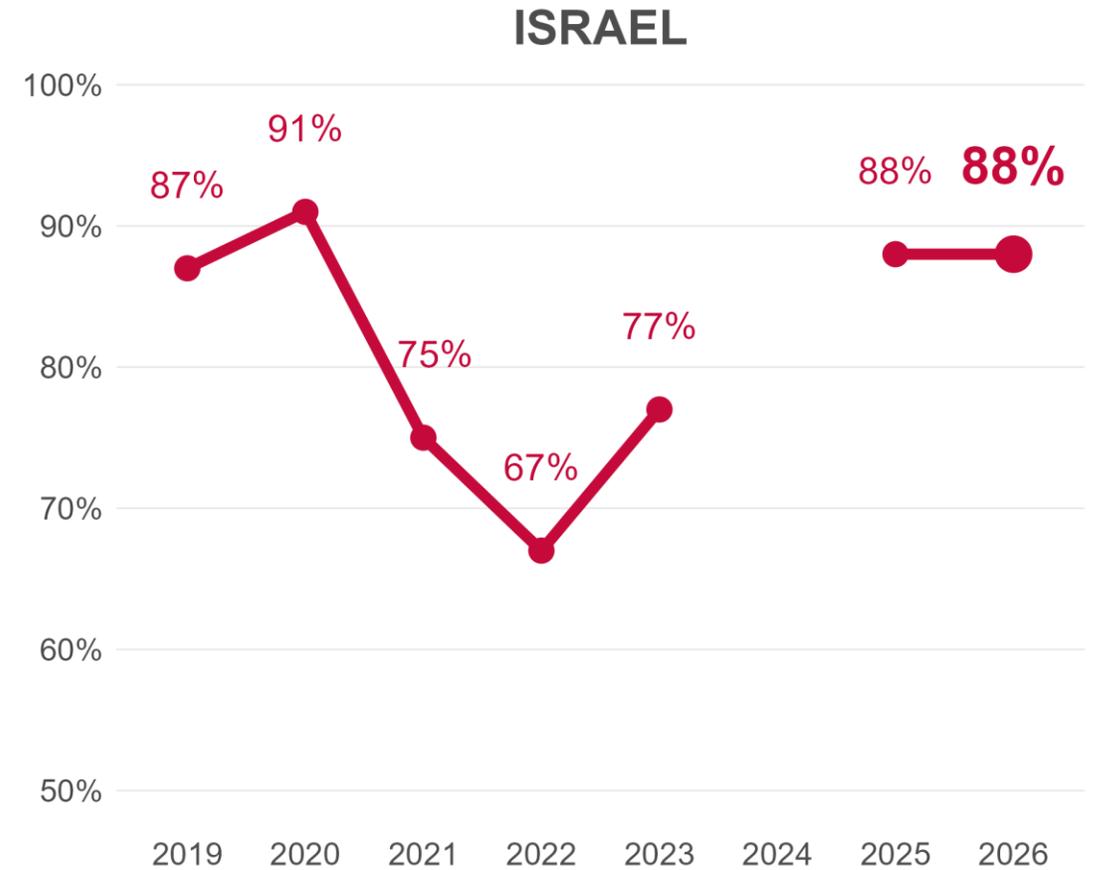
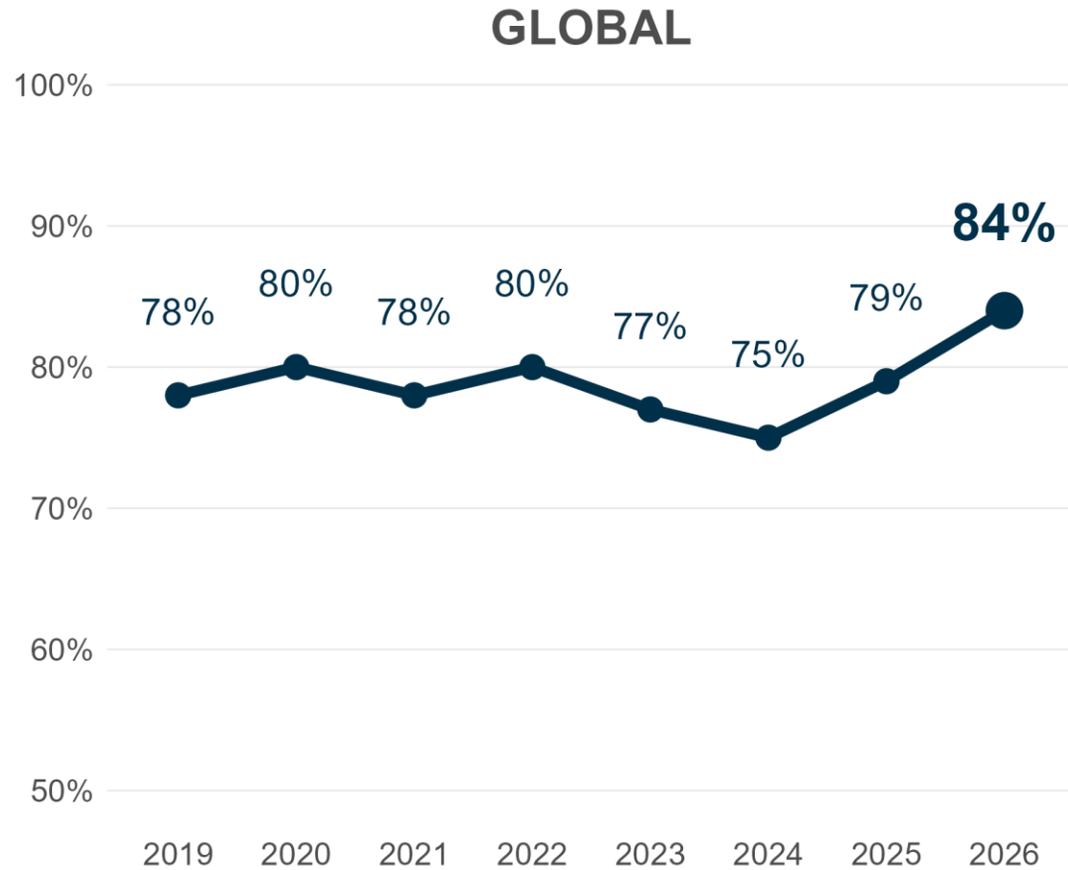
Do you also hold the title of or assume the role of corporate/company secretary?



■ Yes ■ No, the corporate secretary reports directly to me
■ No ■ Corporate secretary position does not exist

Reporting to the CEO

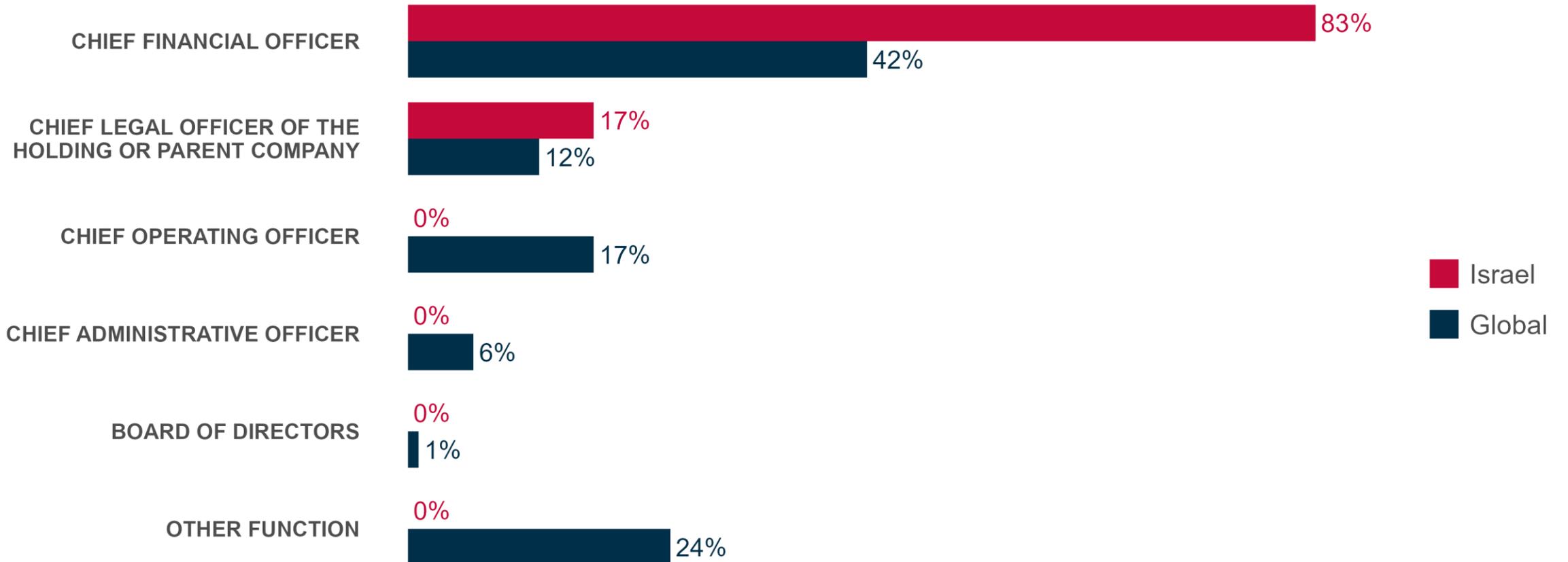
Do you report directly to the Chief Executive Officer (CEO) or highest-ranking executive officer?



Note: Percentages shown indicate "Yes" responses. Results for years with fewer than five responses are not reported.

Reporting to Other Positions

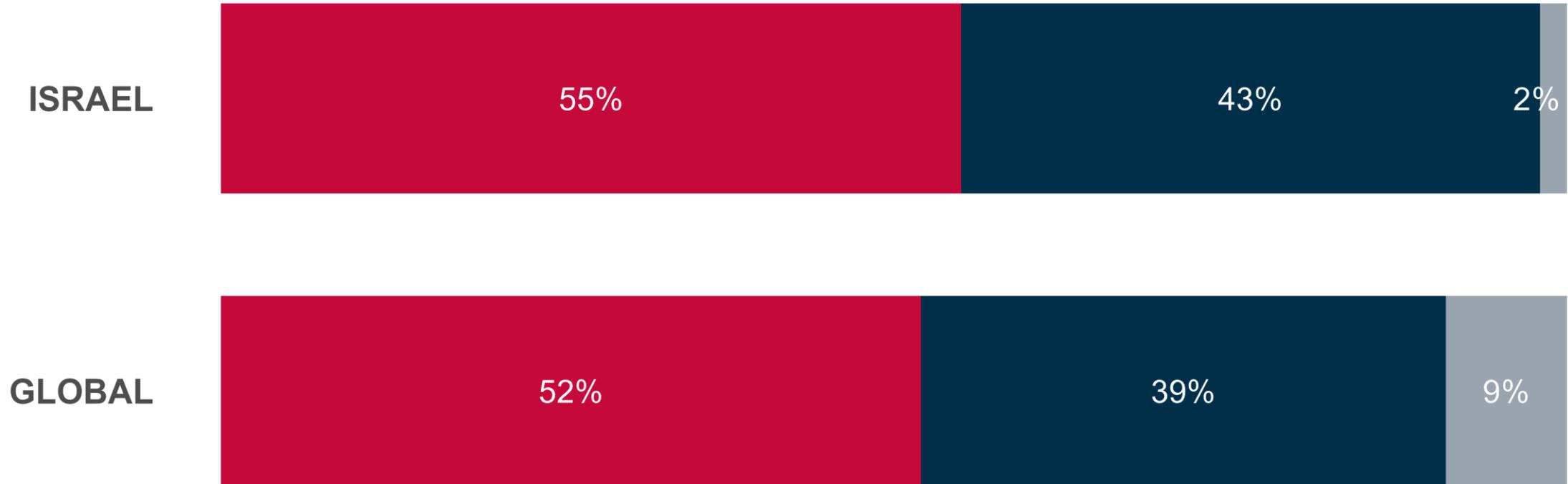
To whom do you directly report in your organization? Select all that apply.



Note: Only asked to those who do not report directly to the CEO.

Reporting to the Board of Directors

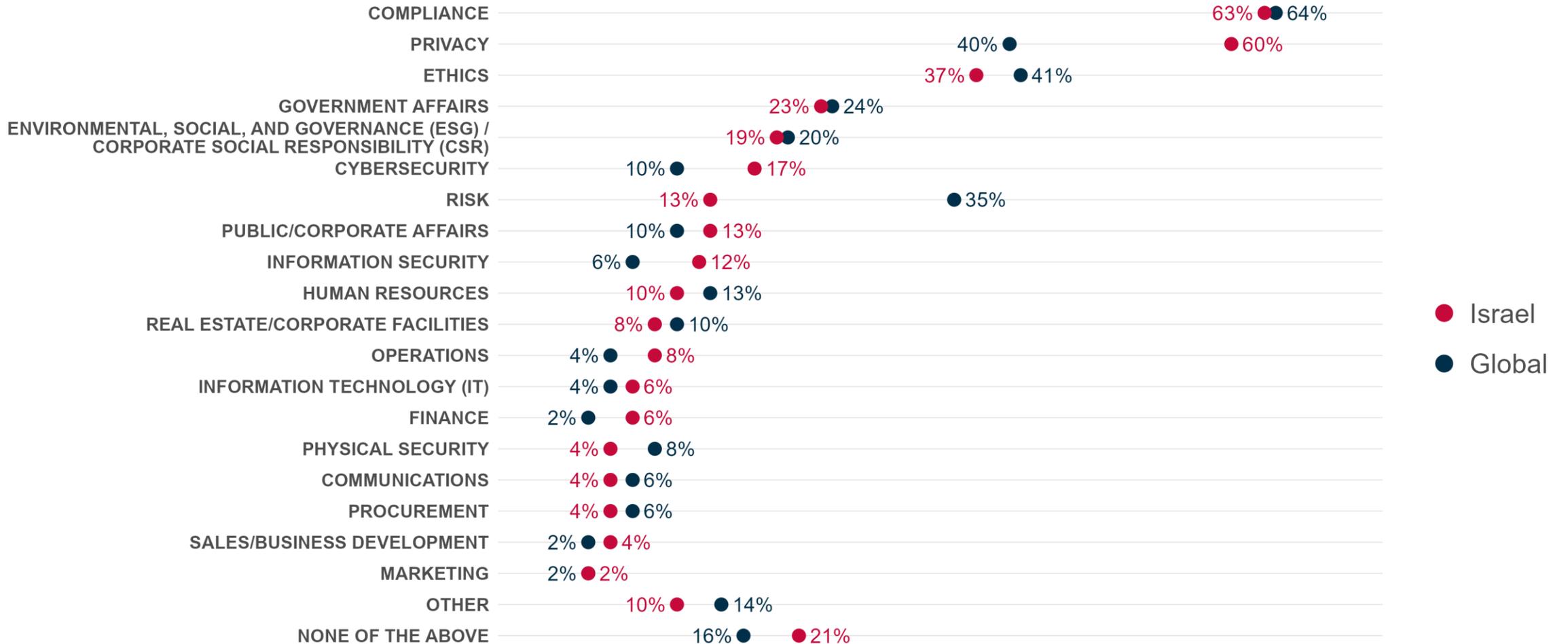
Do you have a reporting line to the board of directors?



■ Yes ■ No ■ Do not have a board of directors

Corporate Functions Reporting to Legal

Which of the following corporate functions report to you? Select all that apply.



BOARD AND EXECUTIVE INFLUENCE

SECTION 2



Section 2 – Key Takeaways

1. Cybersecurity as Strategic Priority

In Israel, the CLO's strategic influence is heavily concentrated in digital defense. A substantial **73%** of Israeli respondents report that their input on cybersecurity and data privacy strategy has become more significant over the past three years—far outpacing the global average of 47%. This highlights the Israeli CLO as a central figure in navigating the nation's high-stakes technological risk environment.

2. Trusted Advisor to Leadership

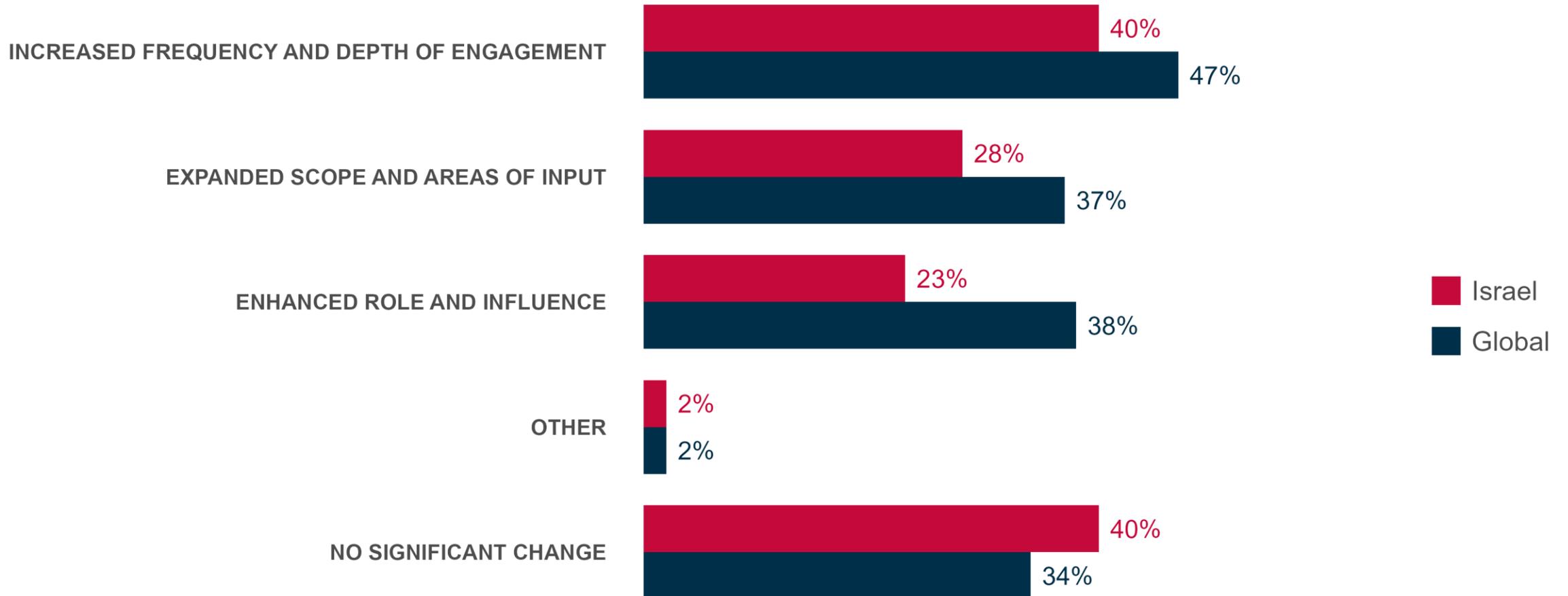
Israeli legal leaders are increasingly sought after for their perspectives on broader business decisions. While the frequency of their meetings with business leaders aligns with global norms, nearly **77%** of Israeli CLOs report that the executive leadership team “almost always” seeks their input on strategic business decisions (vs. 62% globally). Furthermore, **37%** believe their greatest impact is made through direct advising the CEO.

3. Deals Over Enterprise Risk

Israeli legal departments prioritize transactional strategy and organizational sustainability over general risk management. Israeli CLOs are more likely to contribute to M&A strategy from inception (**53%** vs. 44% global) and lead ESG strategy (**33%** vs. 26%). In contrast, they are significantly less likely to focus on enterprise-wide risk management (**40%** vs. 65%), suggesting a preference for high-impact, proactive business value creation.

Evolution of Board Involvement

How has your involvement in board-level discussions and C-suite strategic planning evolved in the past three years?



Strategic Areas of Growing Legal Significance

*In which strategic areas has your input in board discussions become more significant over the past three years?
Select all that apply.*

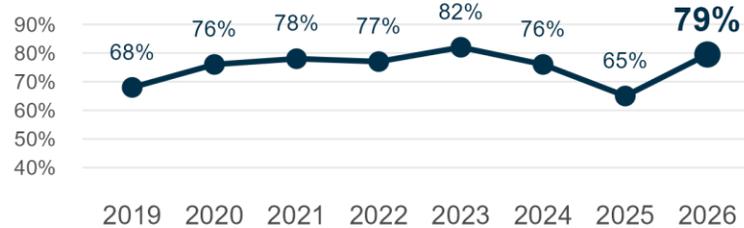


Input on Board and Operational Strategy

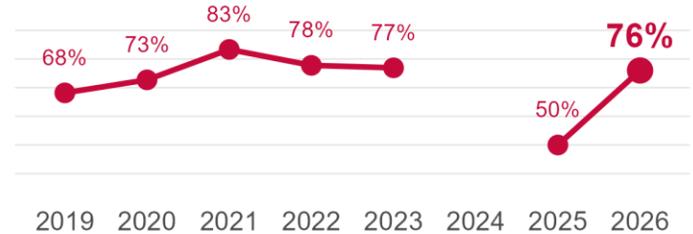
Select your most accurate response to the following:

When your organization holds a board meeting, how often do you attend?

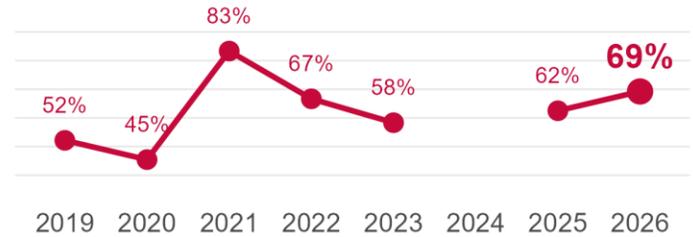
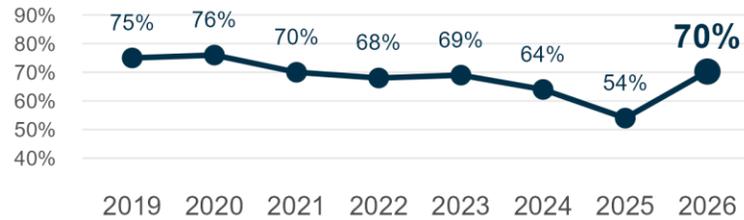
GLOBAL



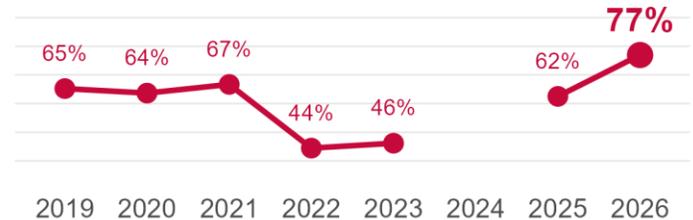
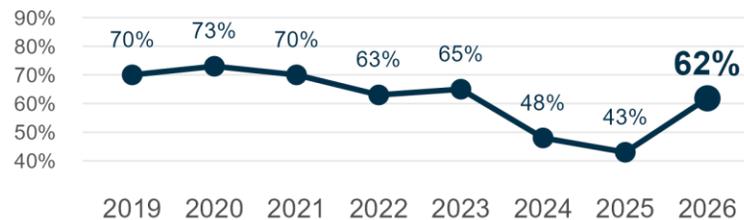
ISRAEL



How often do you meet with business leaders at your organization to discuss operational issues and risk areas?



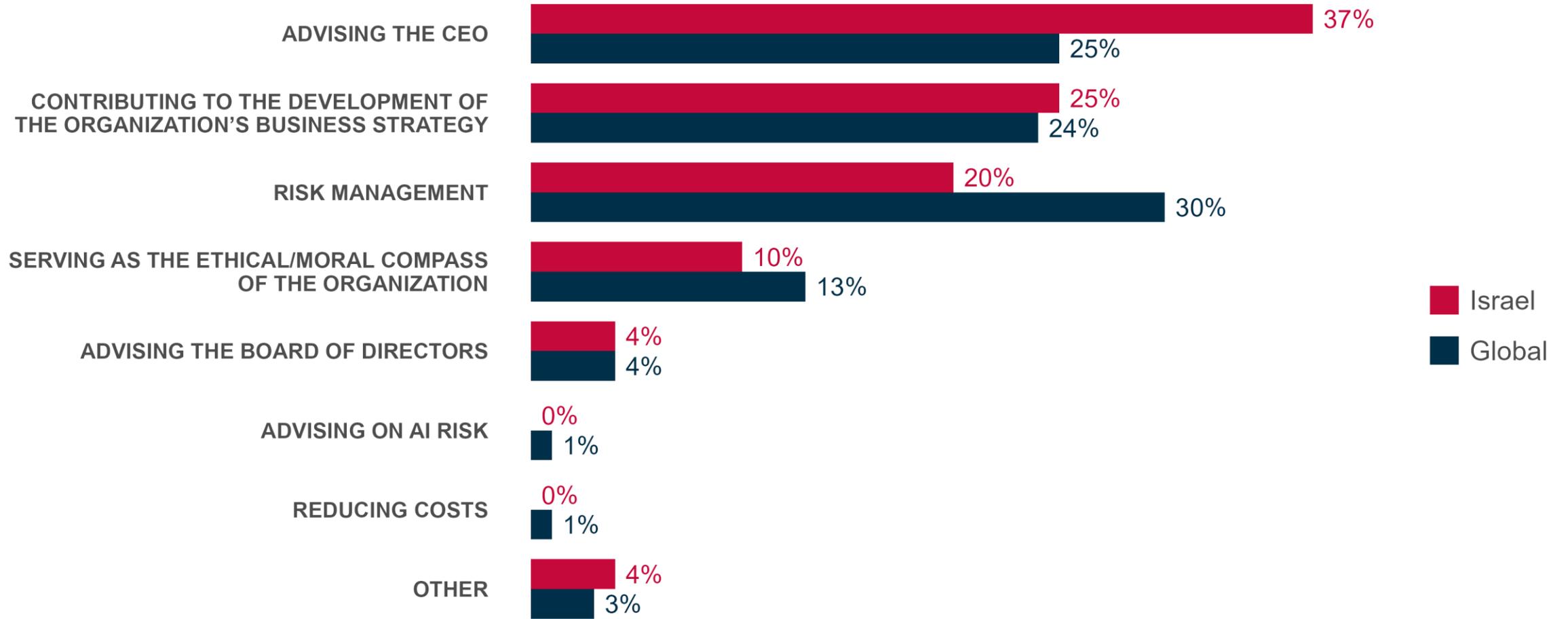
How often does the executive leadership team seek your input on strategic business decisions?



Note: Percentages shown indicate those who responded "Almost always". Results for years with fewer than five responses are not reported.

Greatest Impact on the Organization

In what way do you believe you are making the greatest impact on your organization?



SKILLS DEVELOPMENT

SECTION 3



Section 3 – Key Takeaways

1. Focus on Crisis and Commerciality

Israeli CEOs place a much higher premium on survival and growth competencies than the global average. Israeli CLOs believe their CEOs want them to develop further in crisis management (**35%** vs. 19% global) and business development (**31%** vs. 16%). This reflects unique pressures in which navigating instability and actively driving revenue are seen as essential legal leadership traits.

2. Cross-Functional Influence and Deals

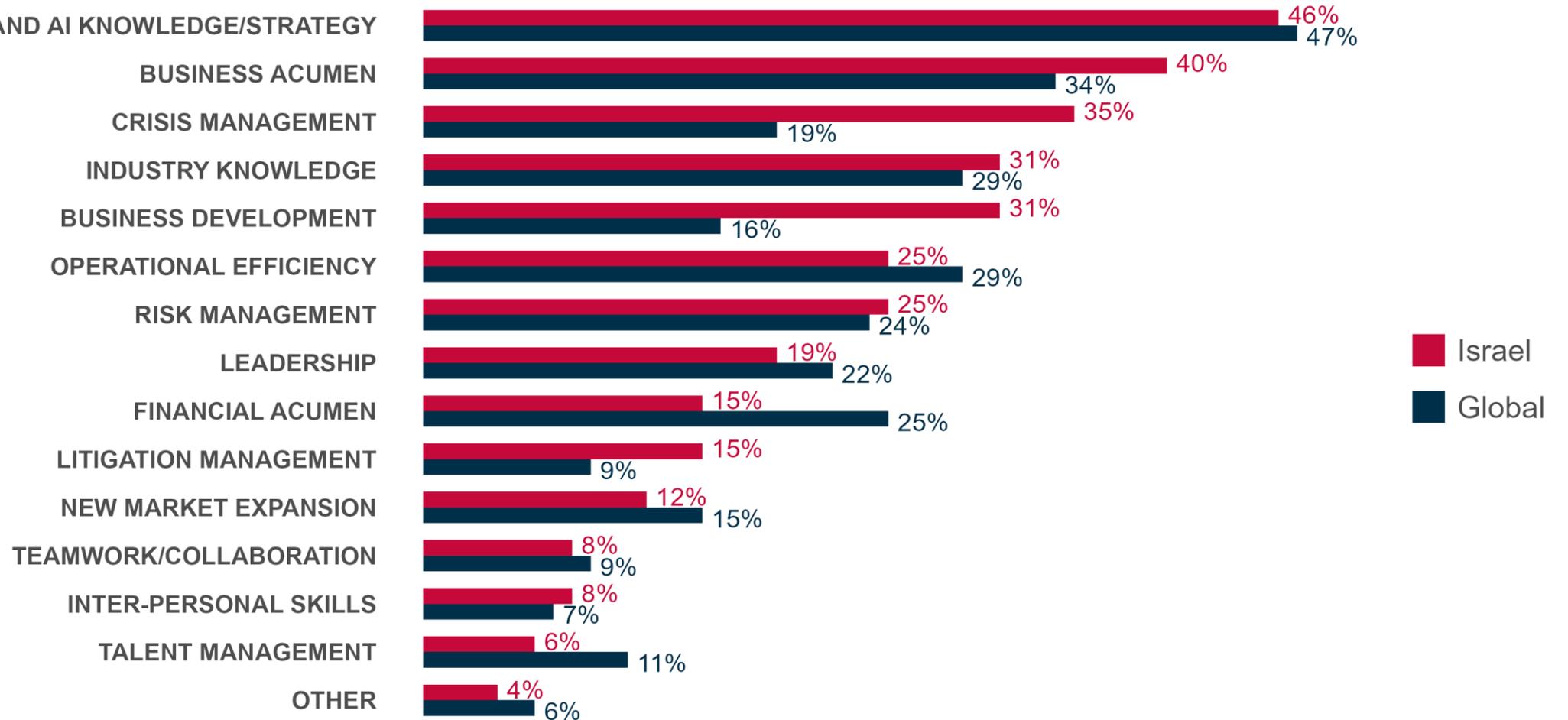
The Israeli CLO has become an orchestrator of complex business maneuvers. Israeli respondents cite cross-functional collaboration (**19%** vs. 12% globally) and commercial acumen/deal-making (**15%** vs. 7%) as the most significant skills they have refined recently. This shift underscores a move toward a chief of staff-style role, where influence is wielded across departments to close transactions.

3. Cultivating Resilient, Industry-Ready Teams

When training their departments, Israeli CLOs prioritize deep industry immersion and internal harmony. They are far more likely to seek development for their lawyers in industry-specific knowledge (**60%** vs. 39% globally) and conflict resolution (**42%** vs. 15%). Furthermore, there is a significant focus on cross-cultural awareness (**29%** vs. 12%), likely to support Israel's highly internationalized tech and business sectors.

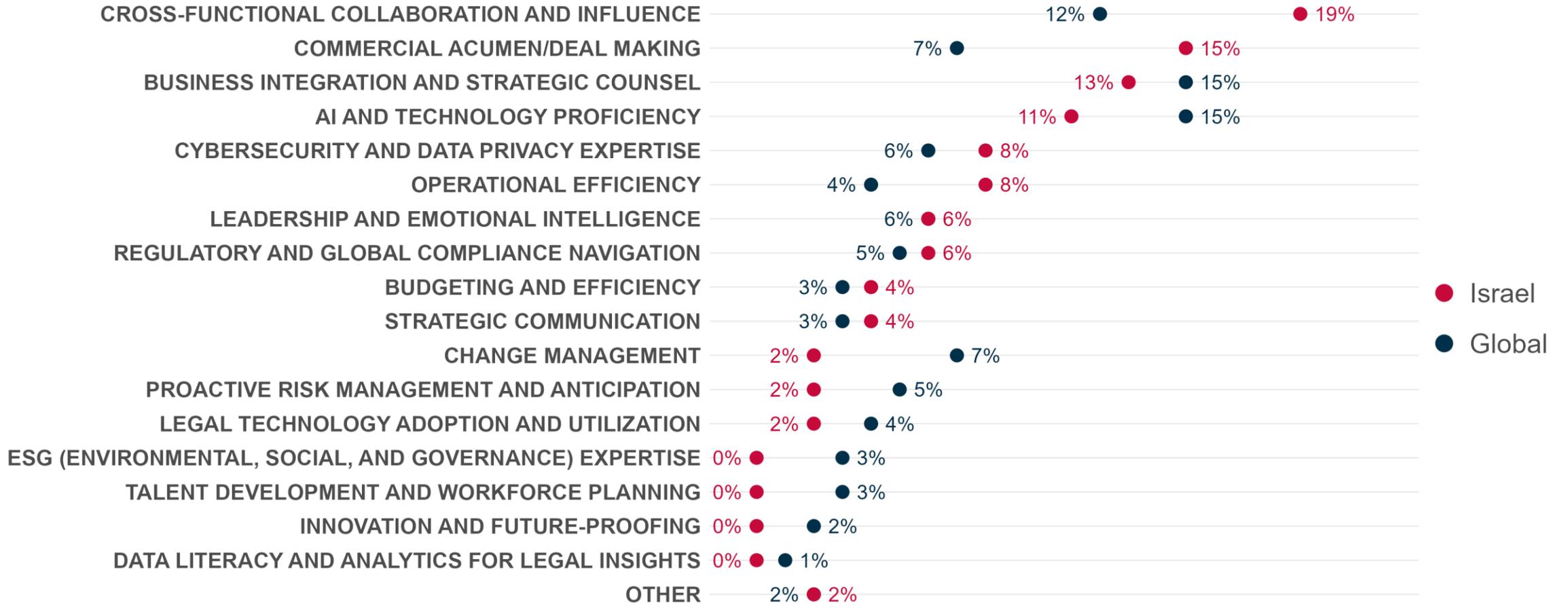
Areas the CEO Would Like the CLO to Further Develop

In which areas do you believe the CEO would like you to further develop? Select all that apply.



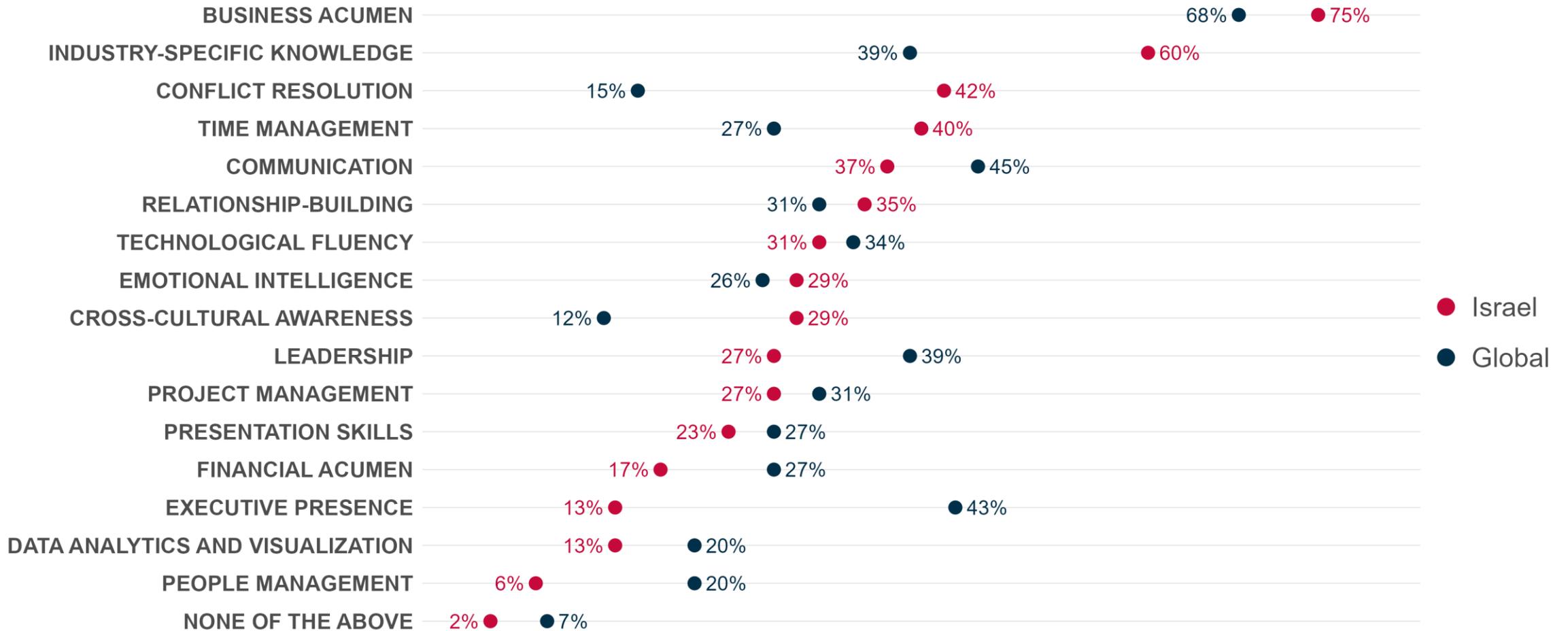
Skills CLOs Are Focused on Developing

What is the single most significant skill or competency you have had to develop or refine in your role as CLO over the past three years to meet evolving business demands?



Skills to Develop for the Lawyers in the Department

Which of the following skills are you seeking to develop for the lawyers in your department? Select all that apply.



INTERNAL AND EXTERNAL RESOURCING

SECTION 4



Section 4 – Key Takeaways

1. Conservative Internal Growth Outlook

Israeli legal departments are adopting a wait and see approach to internal expansion. While global legal leaders are more aggressive about increasing headcount for lawyers (33%) and paralegals (22%), Israeli CLOs are leaning toward stability, with **64%** planning to keep lawyer staffing levels the same and **84%** maintaining current paralegal counts. This aims to maximize existing resources rather than rapid departmental scaling.

2. Strategic Law Firm Reliance

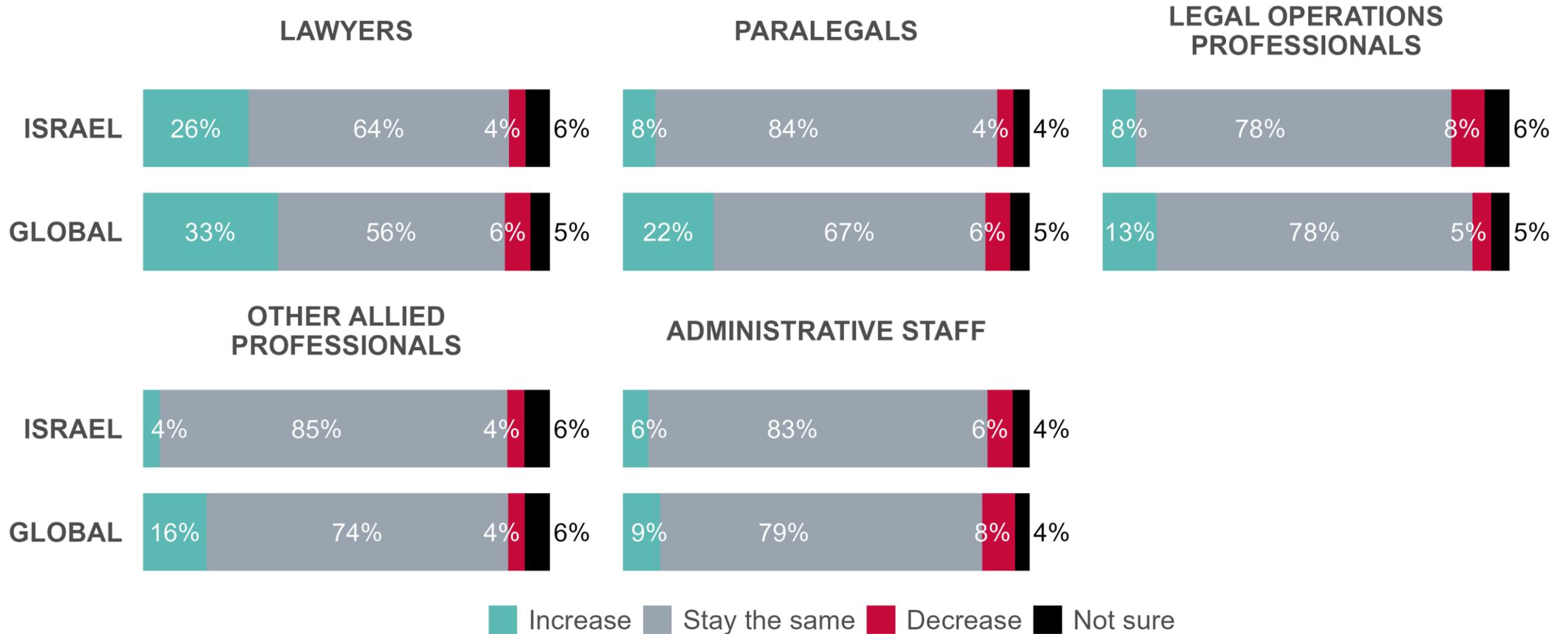
While **31%** of Israeli CLOs are funneling more work to law firms—lower than the global 37%, a notable **23%** are simultaneously trimming their external rosters (compared to only 18% globally). This may indicate a move away from “business as usual” toward more selective, high-impact partnerships, as organizations seek to balance internal constraints with the need for specialized external support.

3. Insulation from US Political Shifts

The selection and evaluation of outside counsel in Israel remains almost entirely decoupled from US political developments. While 13% of global legal departments have adjusted their firm selection criteria based on recent US political events, a near-total **96%** of Israeli CLOs report no change in their approach. This underscores a localized, pragmatic focus on legal expertise and local market needs over international politics.

Expected Change in Legal Department's Staffing Levels

Do you anticipate your department's staffing levels will decrease, stay the same, or increase in the next 12 months?

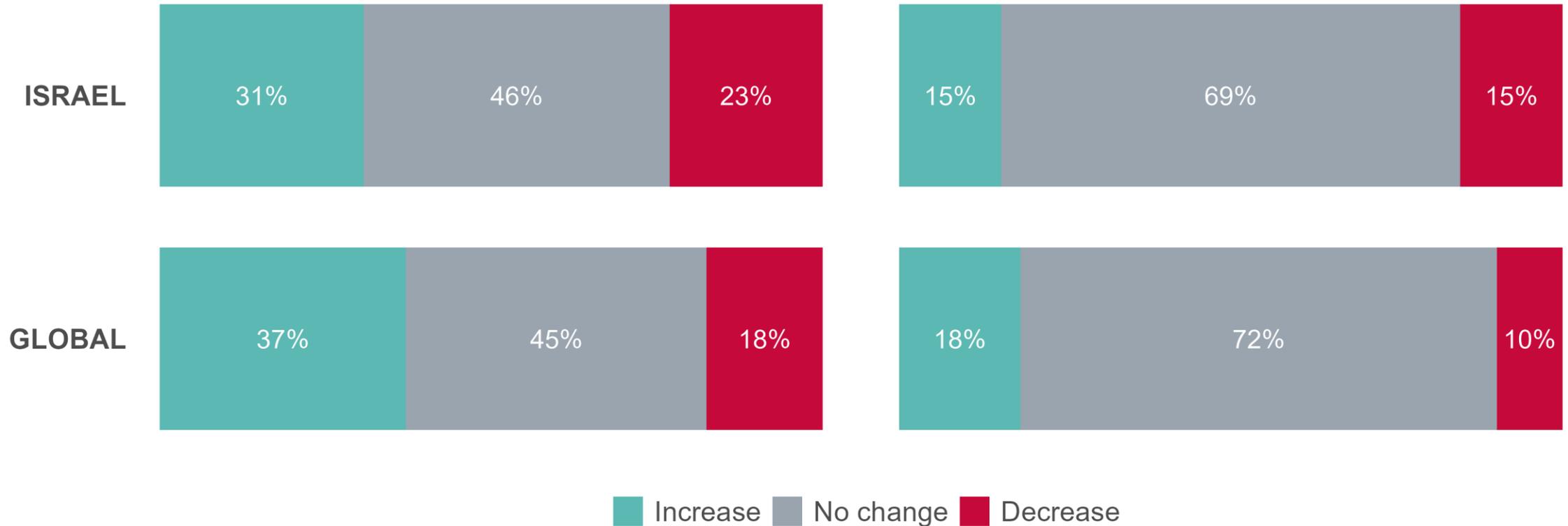


Expected Change in the Amount of Work Outsourced

Do you anticipate the amount of work you send to law firms and other legal service providers will decrease, stay the same, or increase in the next 12 months?

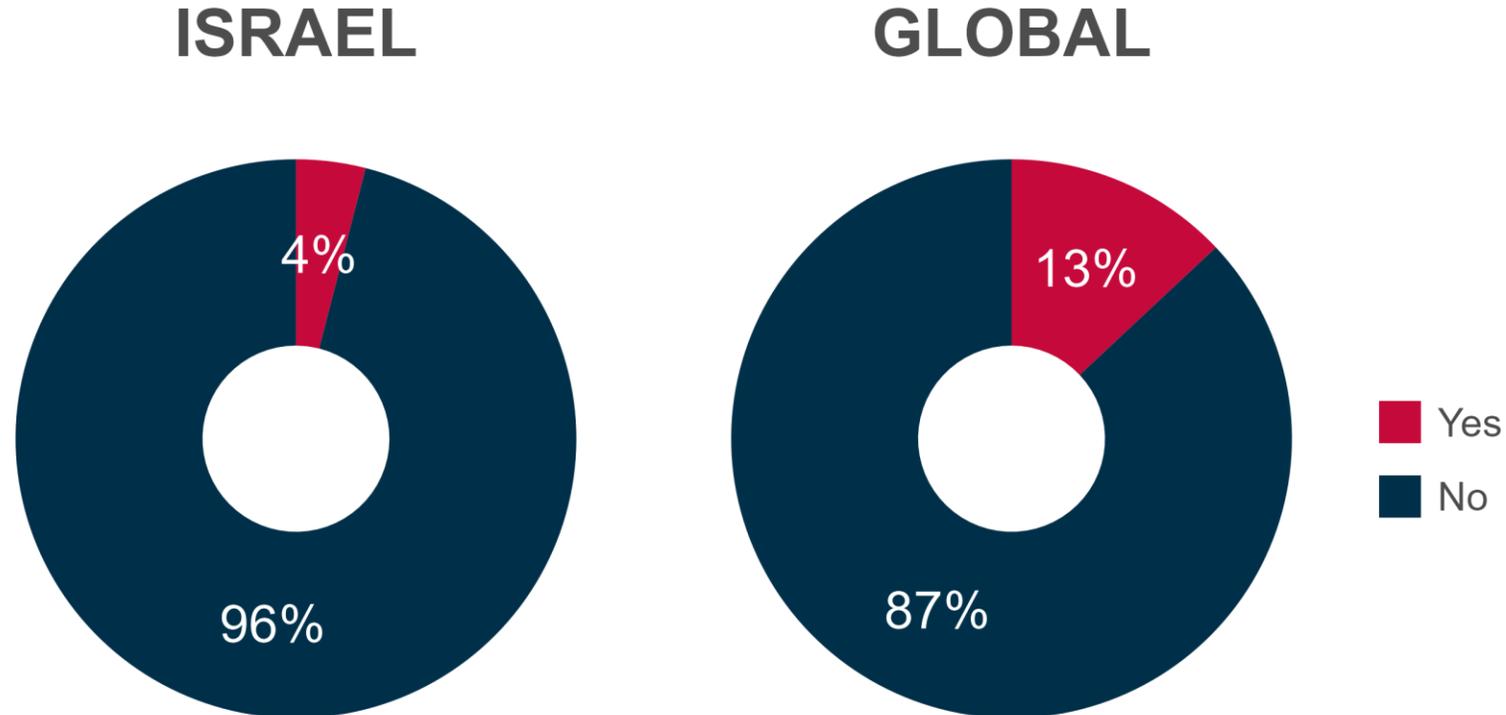
LAW FIRMS

OTHER LEGAL SERVICE PROVIDERS



Change in Approach to Evaluating and Selecting Outside Counsel

Given political developments in the US over the past year, has your organization changed its approach to evaluating and selecting outside counsel?



Note: Participants who responded "Yes" were asked a follow-up question on the specific changes in the approach to evaluating and selecting outside counsel. The results are not shown due to the limited number of responses. Review the full report for more details on this follow-up question.

TECHNOLOGY AND AI ADOPTION

SECTION 5



Section 5 – Key Takeaways

1. Aggressive Technology Adoption Curve

While 52% of CLOs globally plan to adopt new technology solutions in the next year, **64%** of Israeli CLOs are ready to invest. This rapid adoption is driven by a focus on analytics (**26%** vs. 17% global) and corporate secretary tools, signaling a regional push for data-driven legal operations.

2. Generative AI Investment Surge

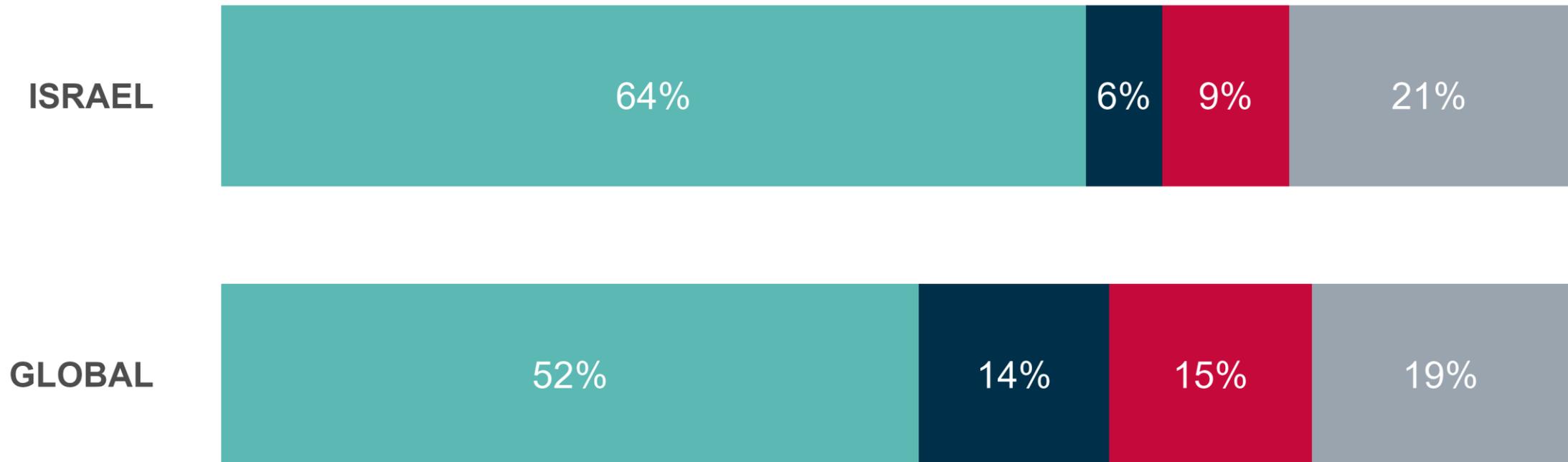
Israeli legal leaders are prioritizing generative AI more than any other region. An overwhelming **82%** of Israeli CLOs plan to invest in generative AI over the next 24 months, compared to 69% globally. While **45%** are currently in the cautious testing phase, Israeli CLOs are more likely than their global peers to be working toward broad, multi-task implementation.

3. Staffing Stability Amid Automation

Despite the high rate of AI investment, Israeli CLOs do not foresee a radical disruption to headcount. A higher-than-average **68%** of Israeli CLOs expect headcount to remain similar while roles evolve, and **0%** anticipate a net increase in staff due to AI. This indicates a strong belief that technology will serve as a productivity multiplier for existing teams rather than a driver for departmental expansion.

Plans on Adopting New Legal Technologies

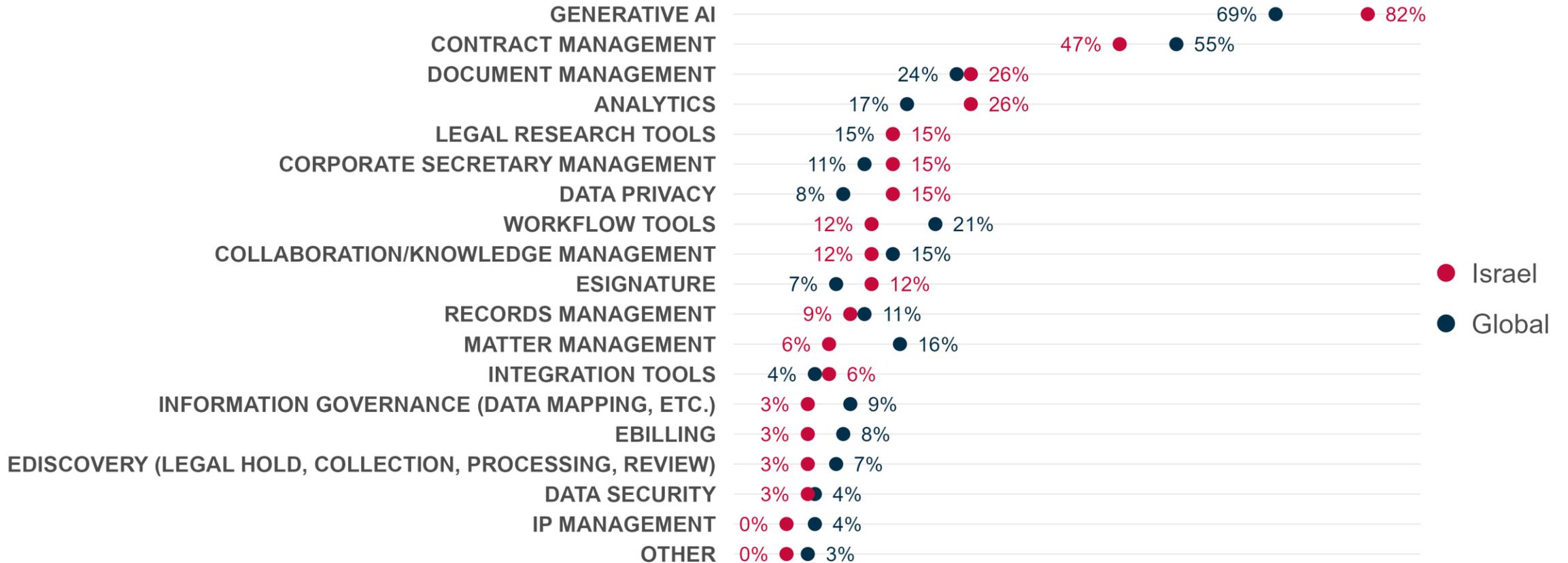
Are you planning on adopting any new legal technology solutions in your legal department to improve efficiency in the next 12 months?



■ Yes ■ No, because we recently adopted new technology solutions ■ No ■ Not sure at this time

Expected Areas of New Technology Investment

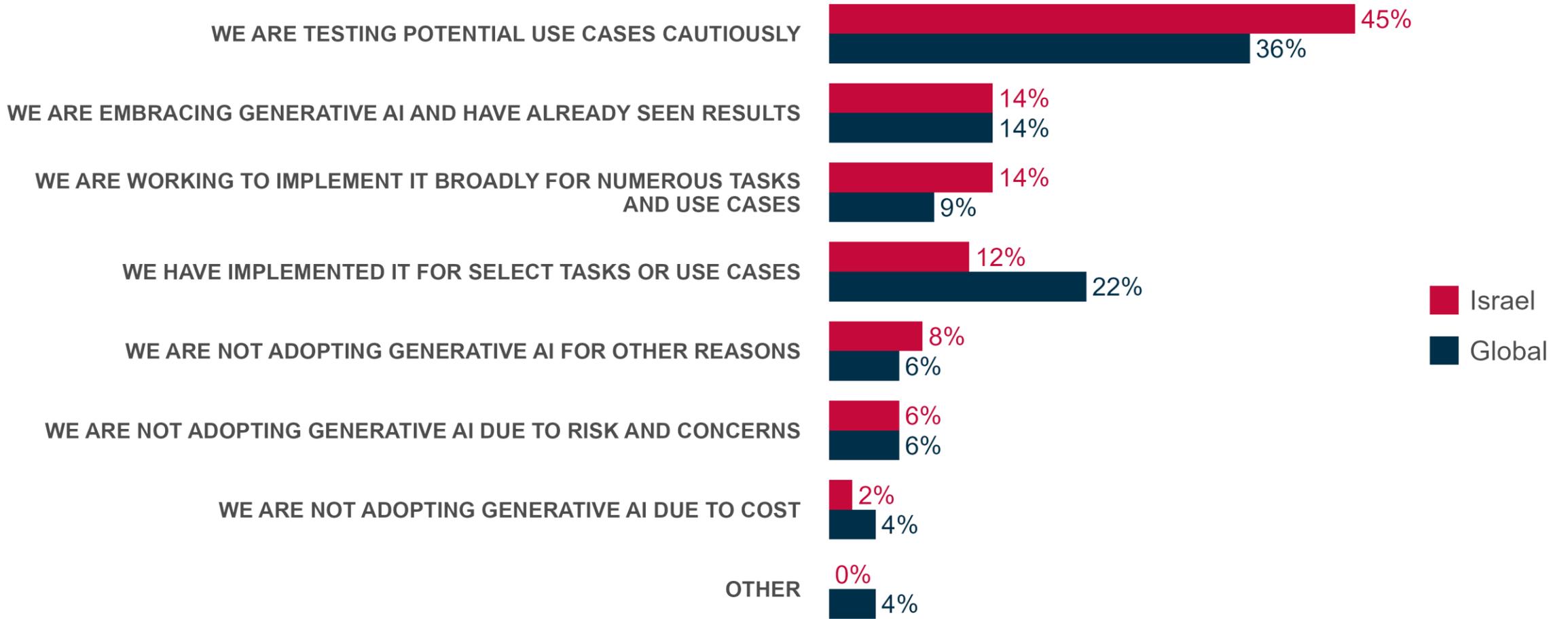
*Specifically, what types of legal technology are you looking to invest more in over the next 24 months?
Select all that apply.*



Note: Only asked to those planning to invest in new legal technology in the next 12 months.

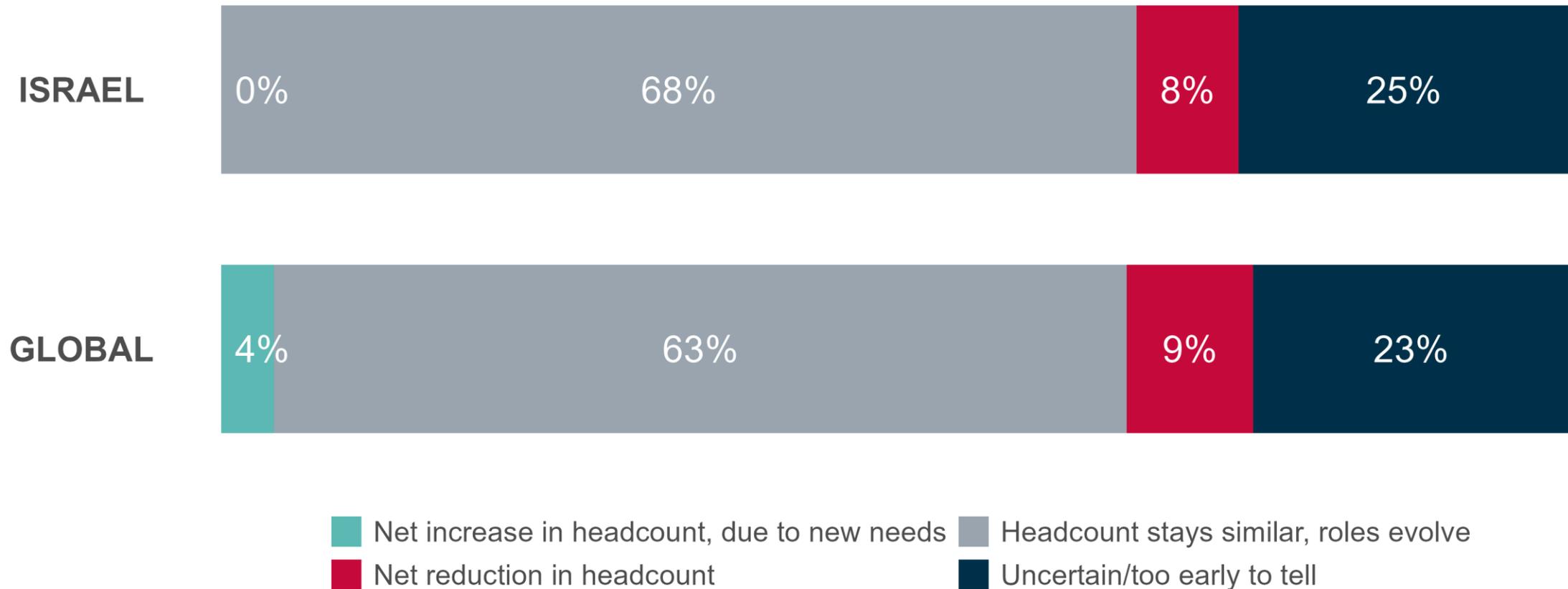
Position on Generative AI Adoption

What is your position regarding generative AI adoption within your legal department?



Expectation on the Impact of AI Adoption on Staffing and Legal Work

How do you anticipate AI adoption will impact your legal department's staffing and the nature of legal work over the next 3-5 years?



REGULATORY ENVIRONMENT

SECTION 6



Section 6 – Key Takeaways

1. Surging Antitrust and Tech Concerns

Organizations in Israel are more concerned about antitrust enforcement than their global counterparts. While only 12% of global respondents cite antitrust as a top concern, **36%** of Israeli CLOs identify it as a major priority. This focus is coupled with a high awareness of regulators using advanced analytics and AI, with **32%** of Israeli CLOs noting this shift—nearly triple the global average of 11%.

2. Proactive Compliance and Accountability

The regulatory focus in Israel is shifting toward preventative measures and personal liability. Israeli legal departments are more likely to report a greater emphasis on proactive compliance programs (**40%** vs. 29% global) and a heightened focus on individual accountability (**24%** vs. 11%). This suggests that Israeli CLOs are under pressure to ensure not just corporate adherence, but also the direct protection of their executive leadership.

3. Lower Litigation but Specialist Hiring

Despite a more stable litigation environment, Israeli legal departments are actively recruiting specialized talent to manage regulatory risks. Only **16%** of Israeli CLOs report an increase in litigation volume (vs. 42% globally). However, **27%** have increased the hiring of internal legal specialists to address regulatory changes, indicating a preference for building internal expertise.

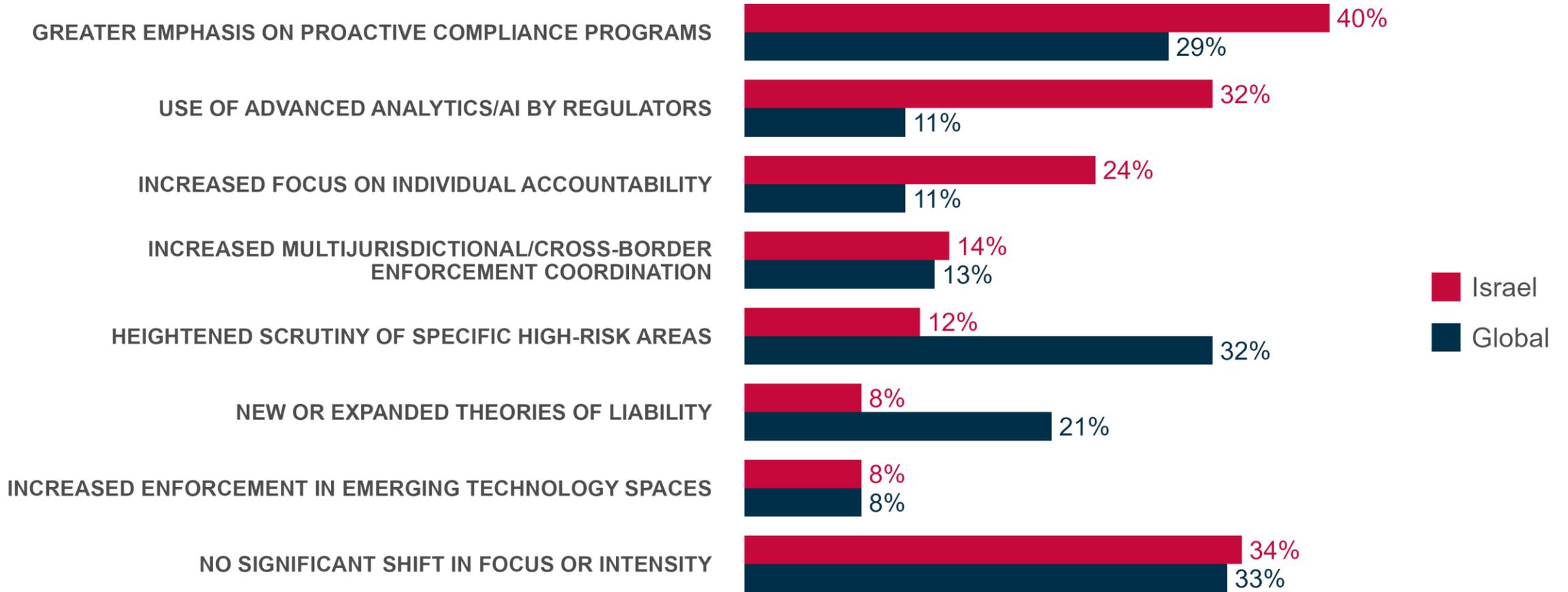
Areas of Regulatory Enforcement Concern

What areas of regulatory enforcement is your organization concerned about? Select top 3.



Shifts in the Focus or Intensity of Regulatory Enforcement Actions

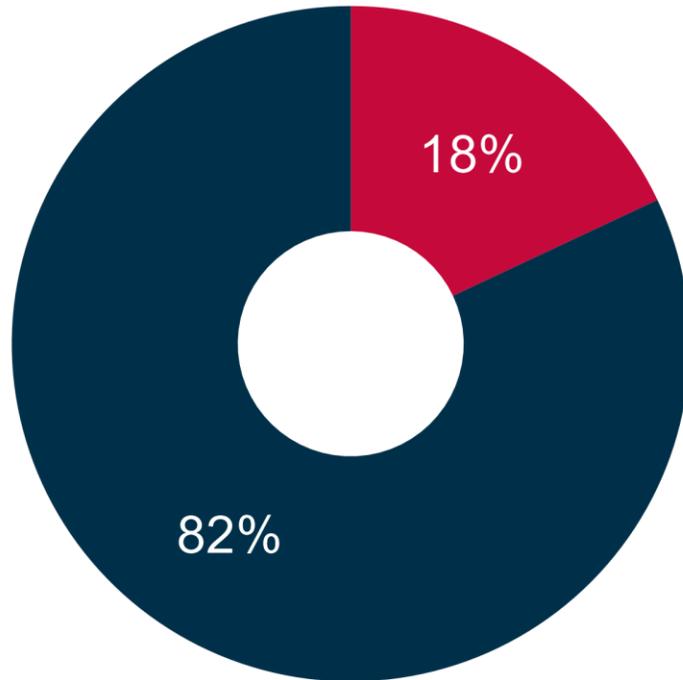
Are you seeing any of the following shifts in the focus or intensity of regulatory enforcement actions in your industry?
Select all that apply.



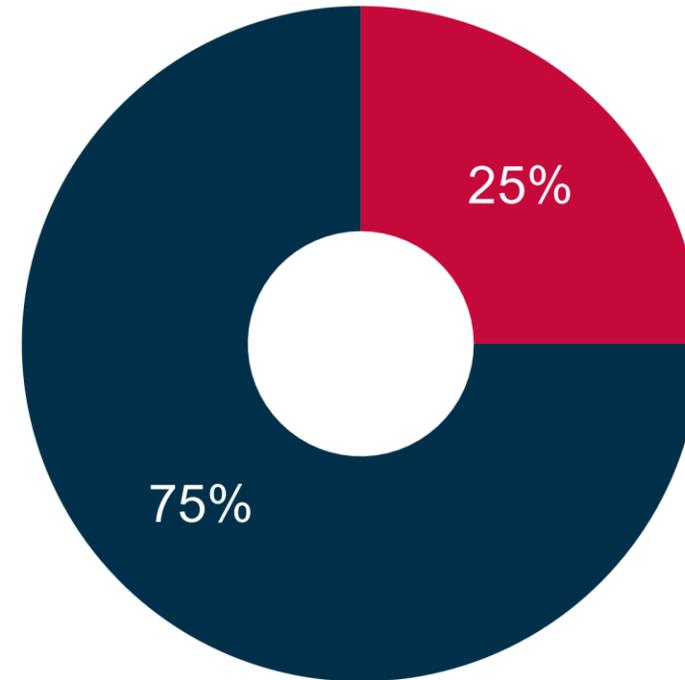
Regulatory Investigations or Enforcement Actions

Has your organization been subject to a regulatory investigation or enforcement action in the past year?

ISRAEL



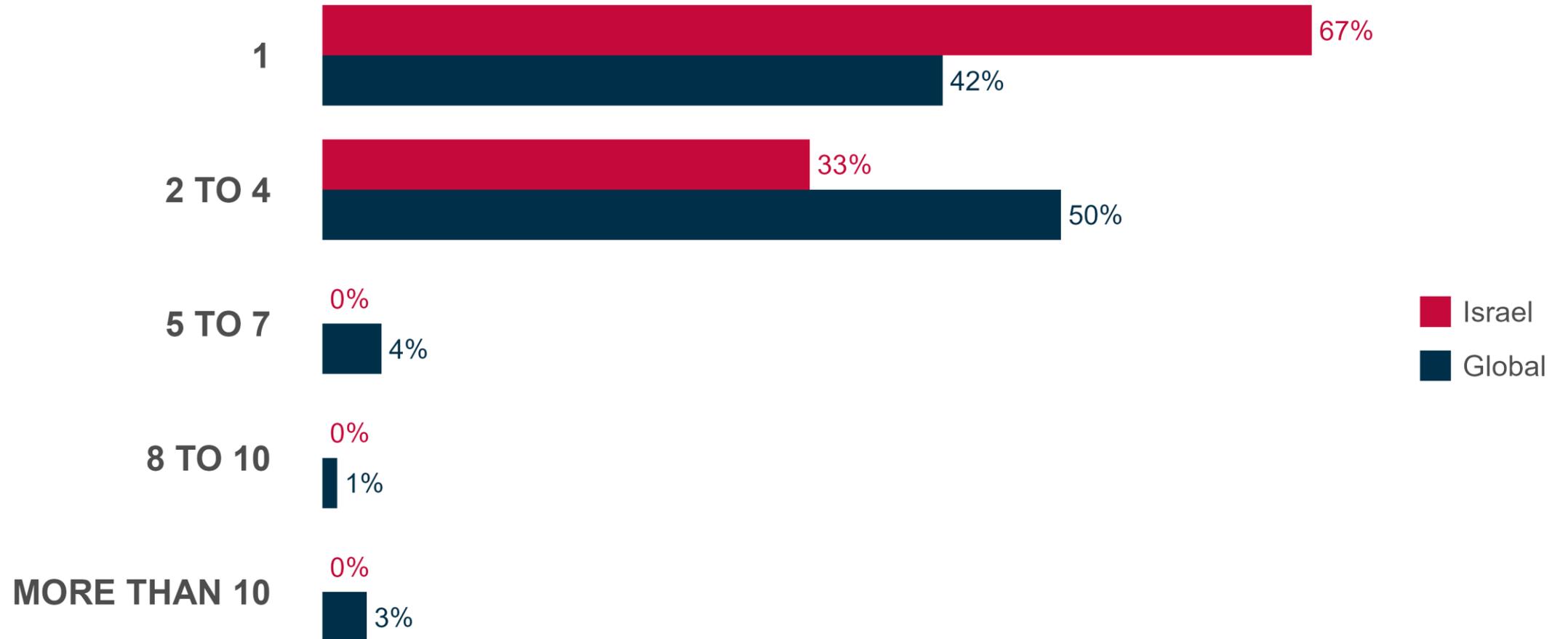
GLOBAL



■ Yes
■ No

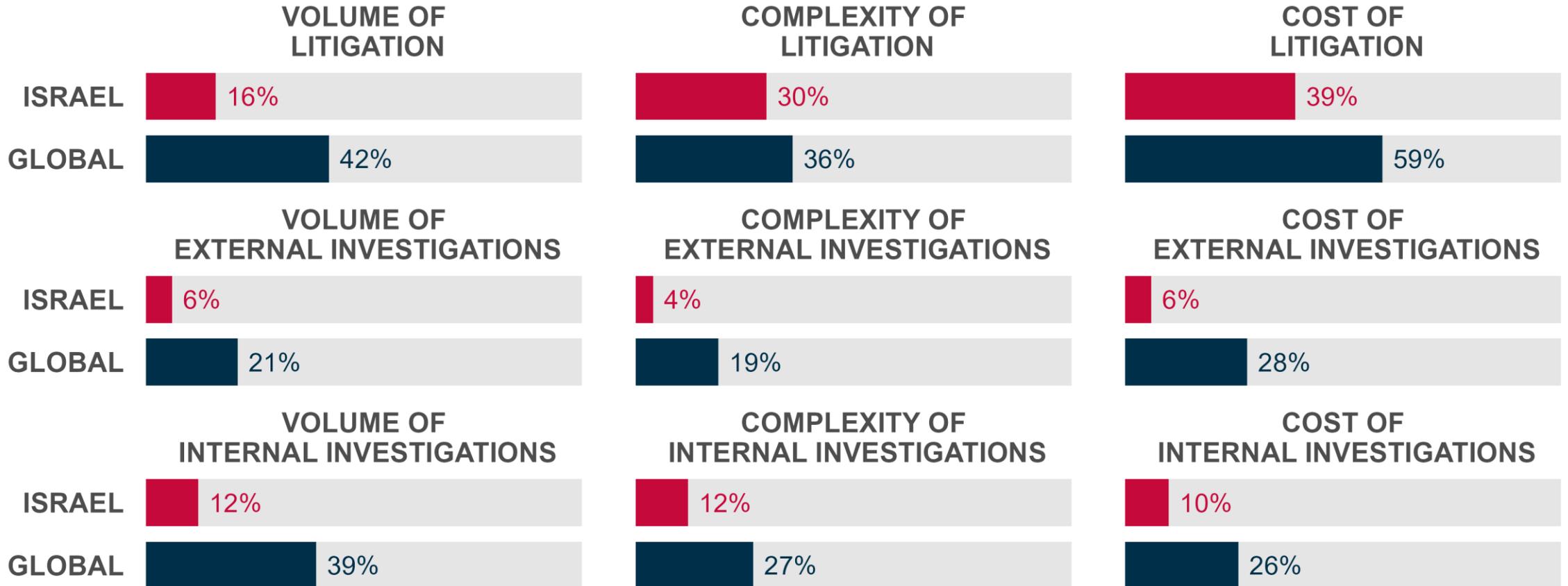
Number of Investigations or Enforcement Actions in the Past Year

Please indicate how many regulatory investigations or enforcement actions in the past year.



Increase in Volume, Complexity, Cost of Litigation and Investigations

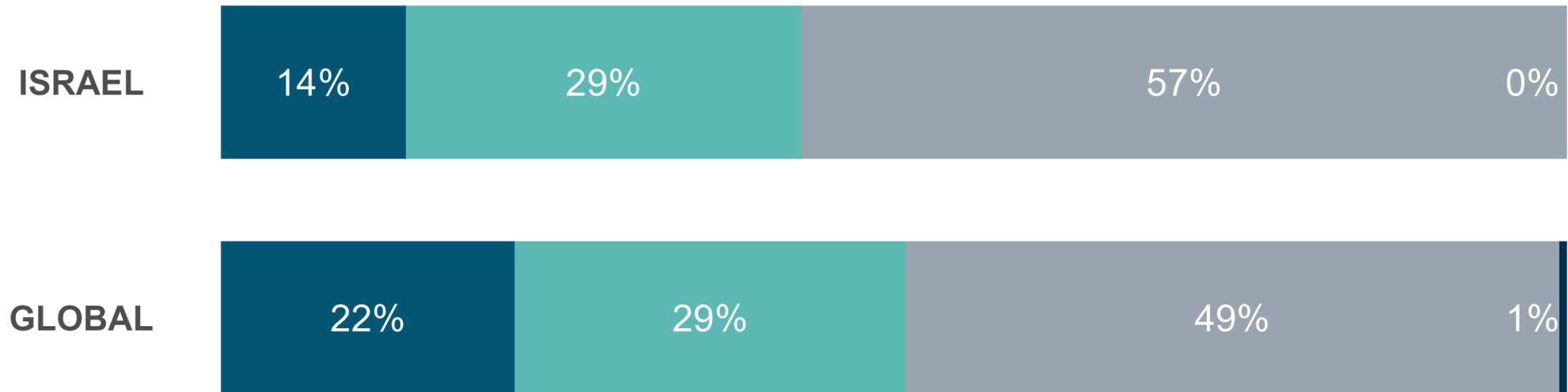
Has the volume, complexity, and/or cost of litigation, and/or investigations increased over the past year?



Note: Values indicate the percentage that reported an "increase".

Impact of Policy Changes on Legal Department Workload

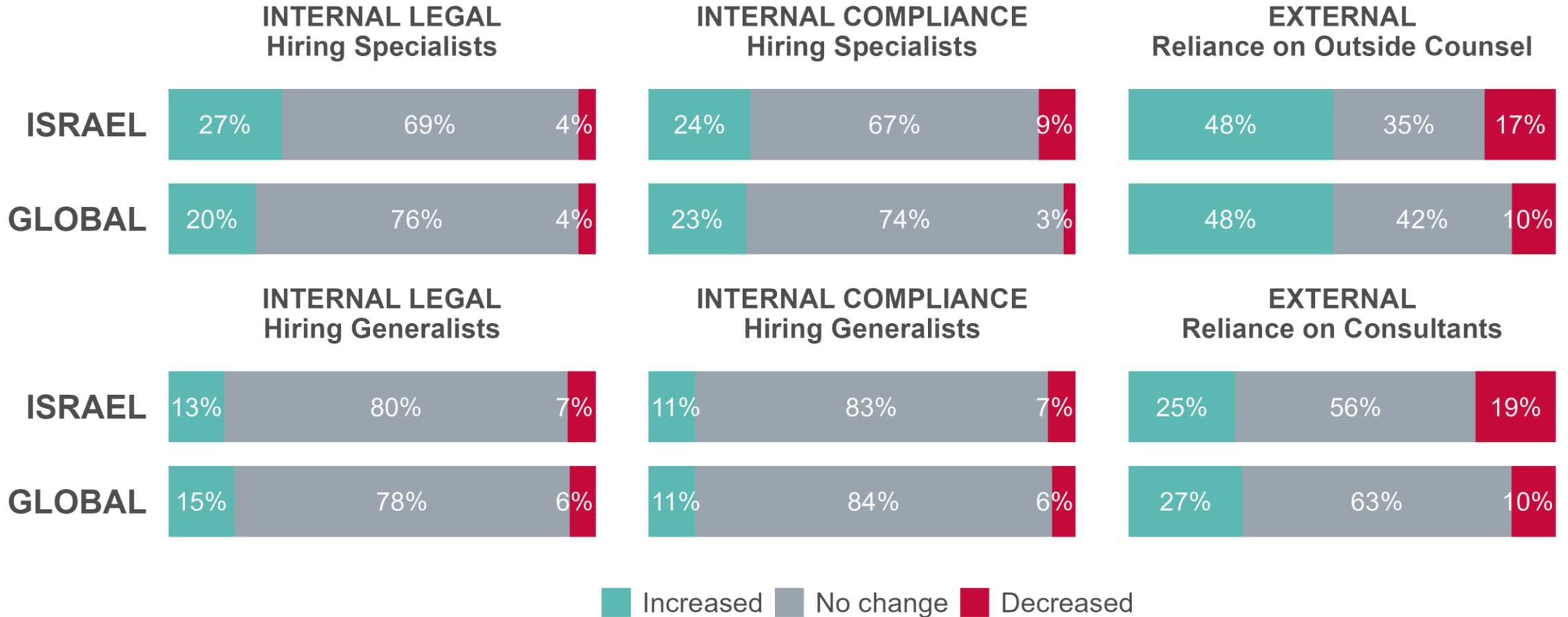
Is your legal department spending more time and resources supporting significant business changes driven by new government policies, regulations, or tariffs?



■ Yes, significantly more ■ Yes, somewhat more ■ No, about the same ■ No, less

Impact of Global Regulatory Risk on Departmental Resourcing

How have changes in global regulatory risk impacted your legal and/or compliance departments' hiring/resourcing decisions in the past year?



CHALLENGES AND PRIORITIES

SECTION 7



Section 7 – Key Takeaways

1. Regulatory and Geopolitical Concerns

Organizations in Israel are more intensely focused on macro-level risks than their global peers. Regulatory compliance remains the top concern heading into 2026 (**23%** vs. 16% global), closely followed by geopolitical uncertainty and conflict (**17%** vs. 10%). This dual pressure necessitates a legal strategy that is both highly compliant and agile enough to navigate regional instability.

2. Workflow as Success Barrier

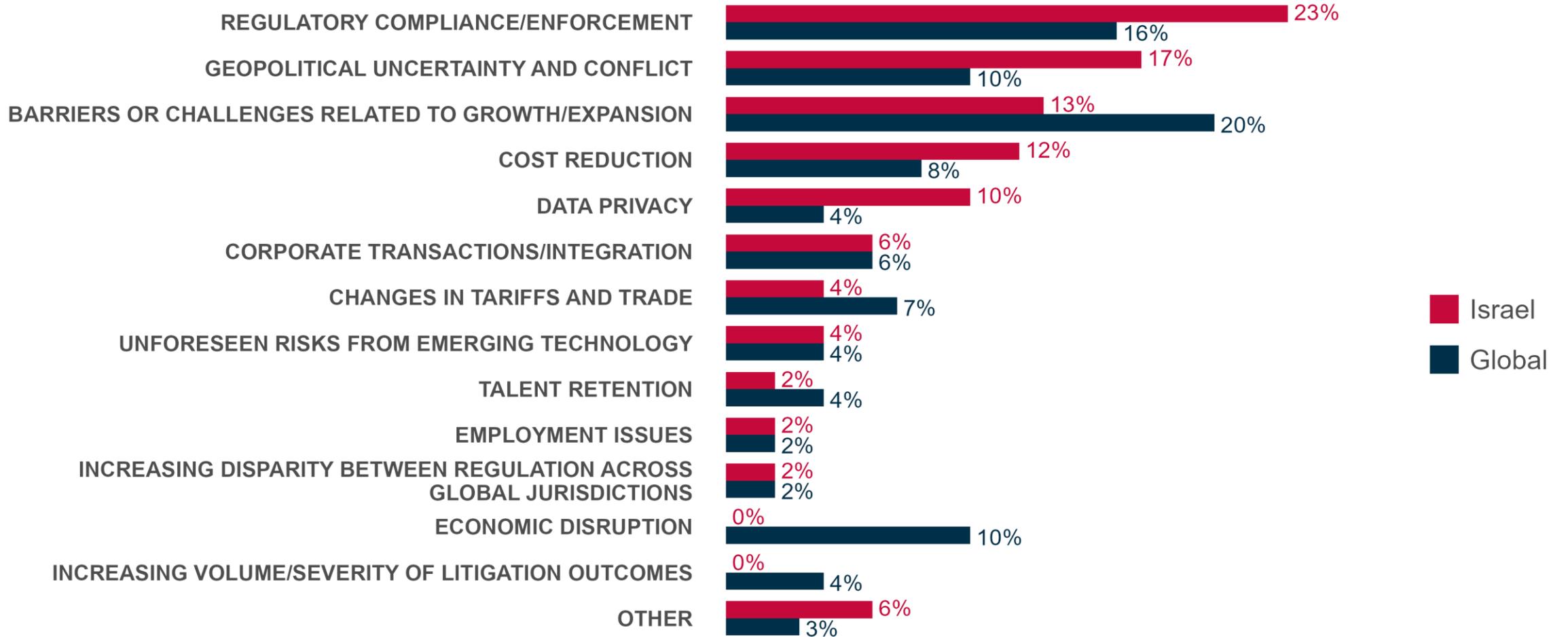
In a sharp departure from global trends, Israeli CLOs identify internal processes rather than money as their primary hurdle. While the world struggles with budget and resources, Israeli respondents cite workflow and processes as their greatest barrier to success (**32%** vs. 13% global). Consequently, they are prioritizing technology implementation (**43%**) and data management (**34%**) to solve these systemic bottlenecks.

3. Prioritizing Wellbeing Over Compensation

To retain talent, Israeli legal departments are leaning into soft benefits and career growth rather than financial incentives. Israeli CLOs are more likely to address retention through work-life balance and wellbeing (**57%** vs. 51% global) and professional development (**55%** vs. 50%). Conversely, they are significantly less likely than the global average to rely on competitive compensation (**36%** vs. 46%) to keep their teams engaged.

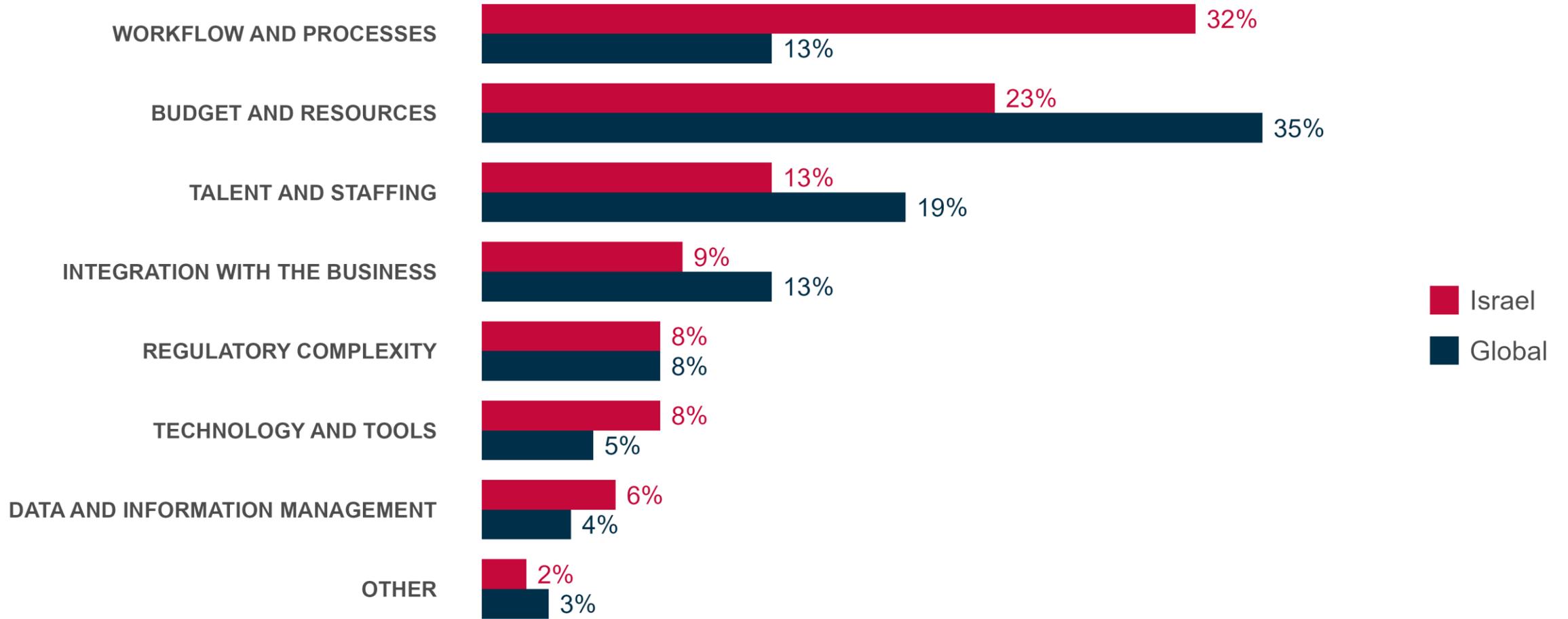
Top Organizational Risks

What risk is your organization most concerned about heading into 2026?



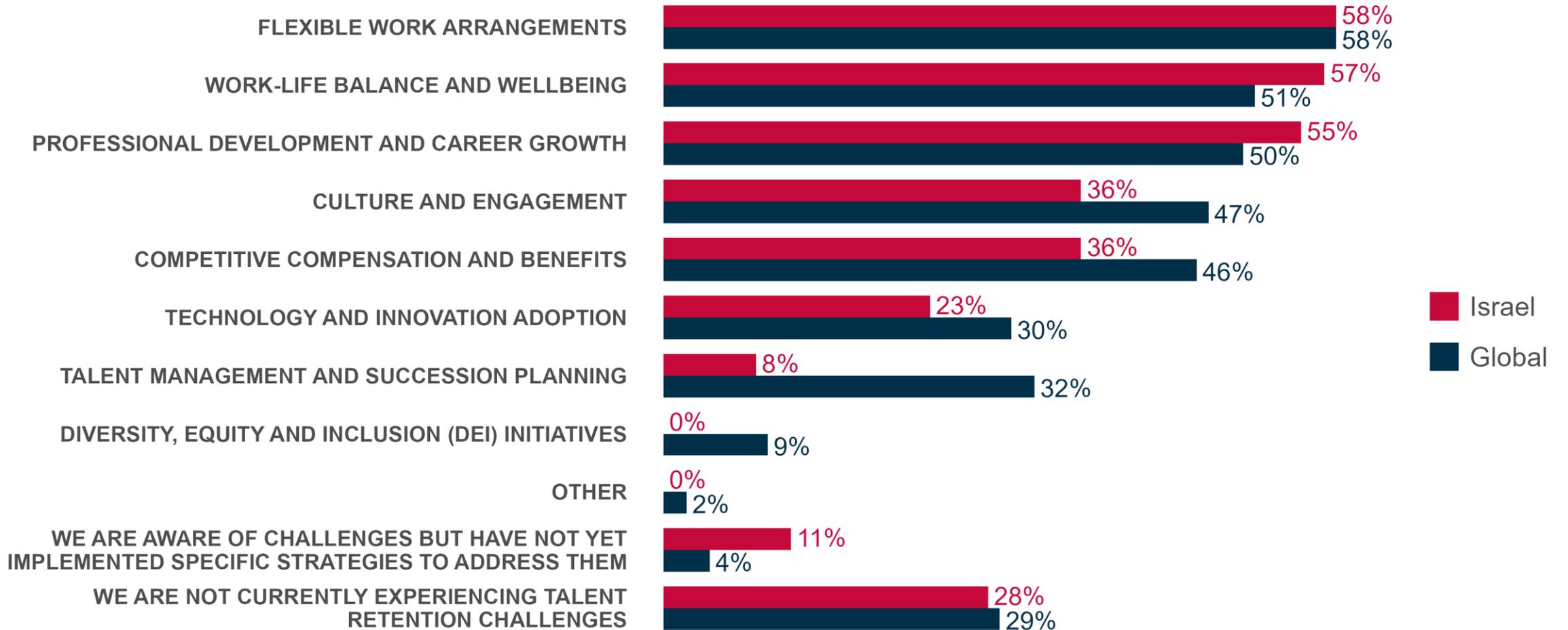
Single Greatest Barrier to Legal Department's Success

Which of the following do you consider to be the single greatest barrier to success for your legal department?



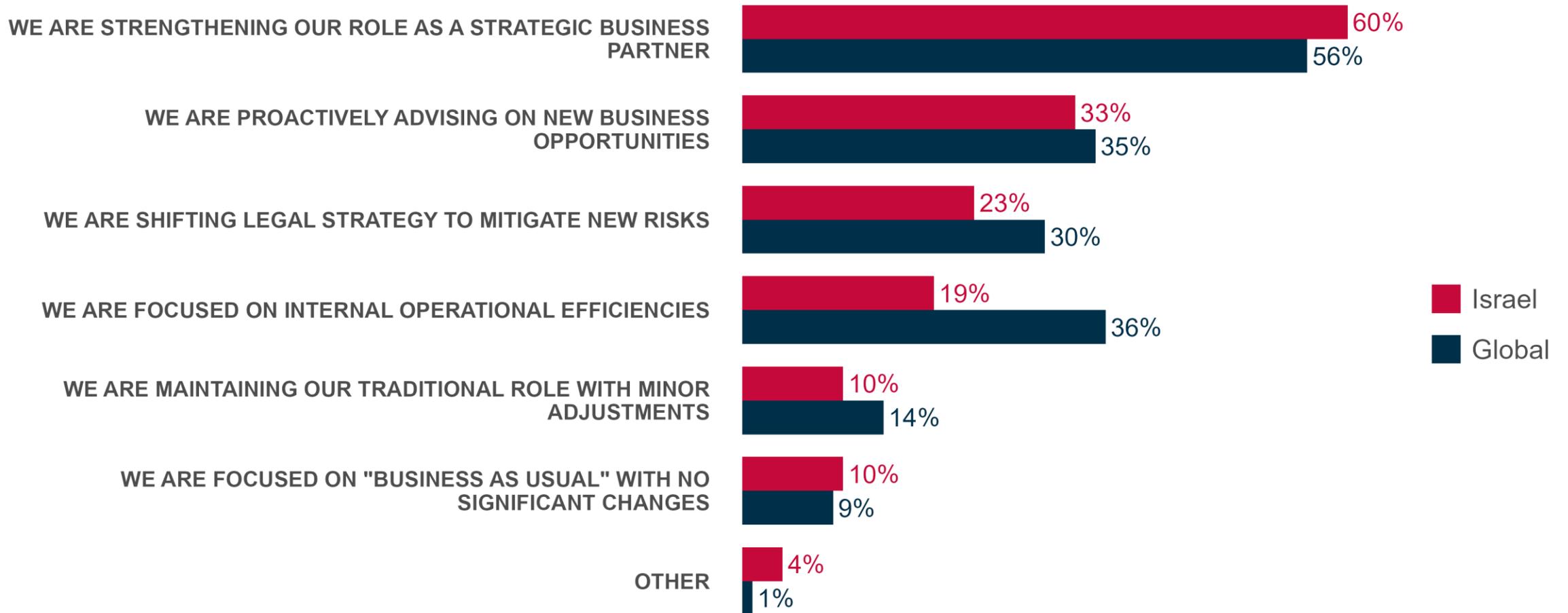
Strategies to Address Talent Retention Challenges

How are you addressing talent retention challenges within your legal department, if at all? Select all that apply.



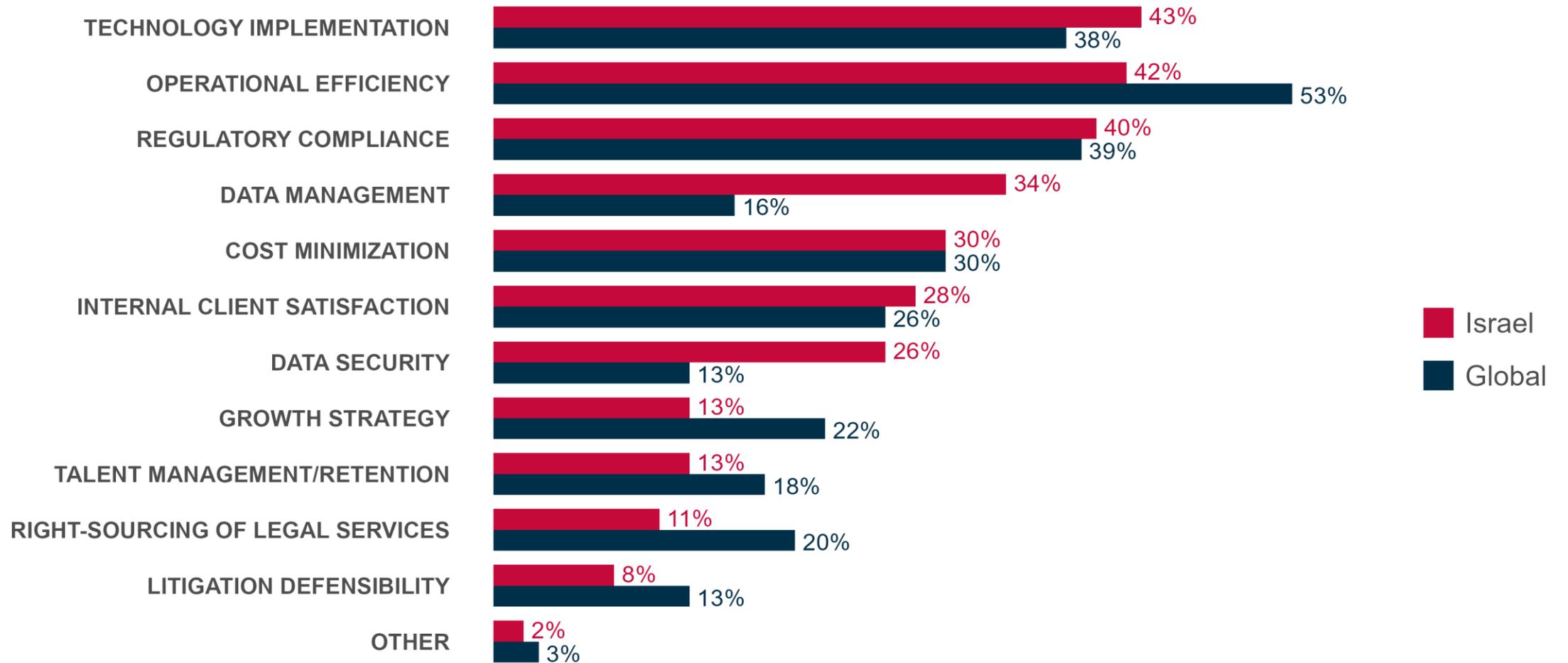
Legal Department's Responses to Evolving Global Challenges

How would you describe the legal department's current response to evolving global challenges? Select all that apply.



Top Legal Department Strategic Initiatives

What are your legal department's top 3 strategic initiatives over the next 12 months?





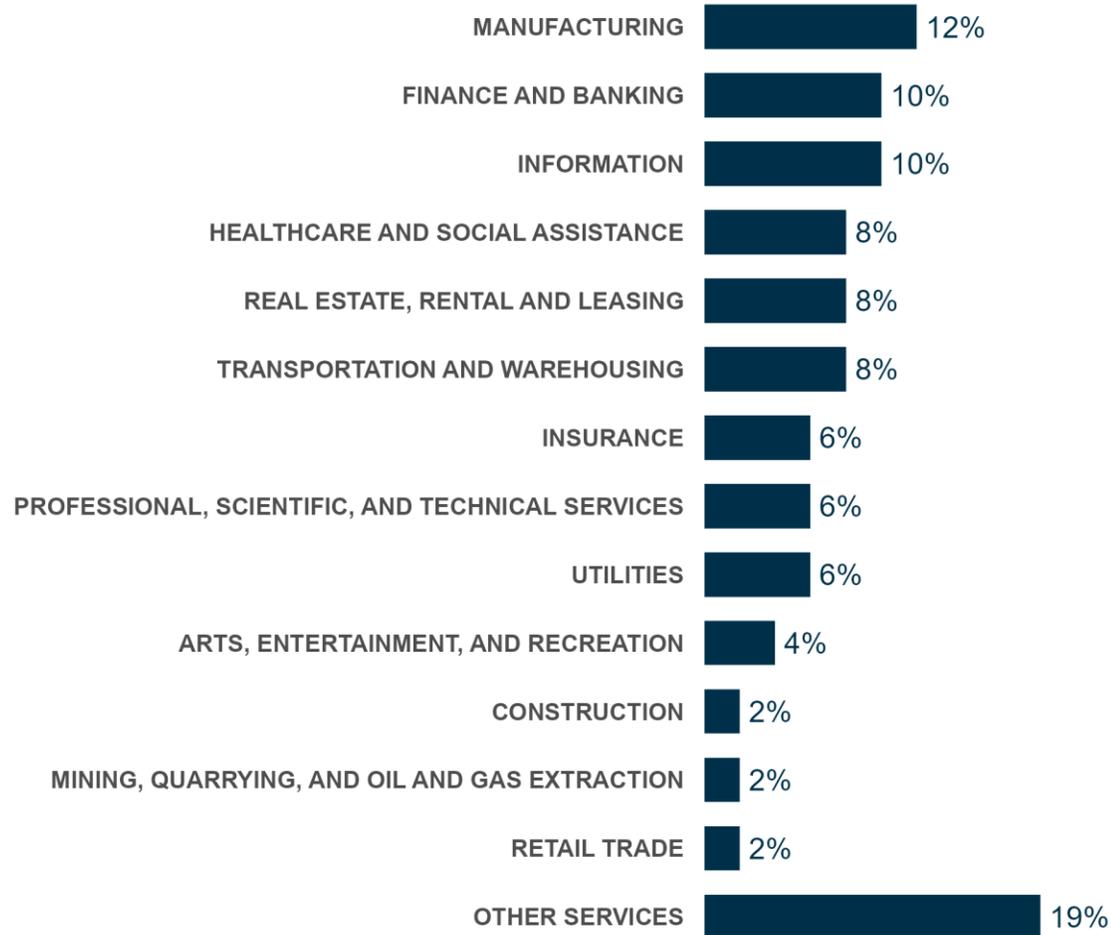
PARTICIPANT PROFILE



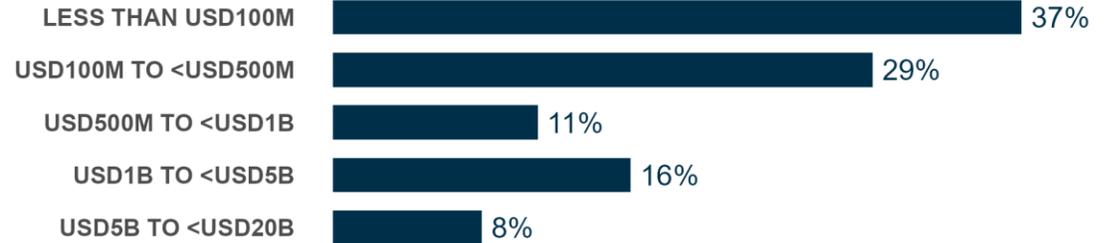
Survey Participant Demographics

Global Participant Pool: **1,049** CLOs | Israeli Participant Pool: **53** CLOs

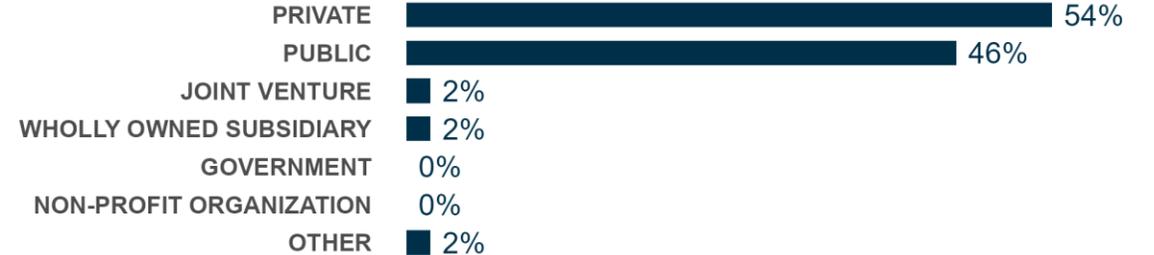
Industry



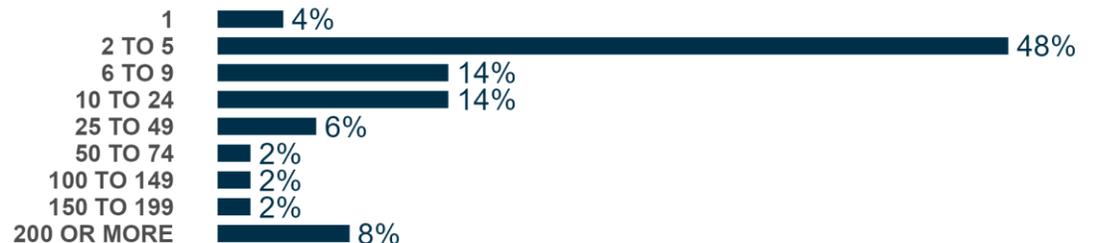
Company Revenue



Company Type



Number of Legal Staff



ABOUT ACC

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