THE COUNSEL NETWORK

In-House Counsel Compensation & Career Survey Report 2018

CCCA
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Canadian Corporate Counsel Association
Association canadienne des conseillers (ères) juridiques d'entreprises

THE CANADIAN BAR ASSOCIATION
L'ASSOCIATION DU BARREAU CANADIEN

THE COUNSEL NETWORK 30 YEARS

Message from the Executive

DEAR COLLEAGUE:

We are pleased to present the results of our fifth In-House Counsel Compensation & Career Survey. This report provides employers and in-house counsel with the most up-to-date and robust analysis of in-house and corporate counsel compensation within Canada.

We started to publish this data in 2009 because of a dearth of information in the market about in-house compensation and wanted to provide employers and in-house counsel with benchmark data that would allow them to make informed and prudent decisions with respect to salary and compensation. As knowledge leaders in the legal recruitment field, we are proud that the survey has become an authority and the most relied upon tool for in-house counsel compensation.

Who uses the results from this survey?

- Organizations that are trying to set competitive pay levels.
  Analyzing salary, bonus and benefit trends on a yearly basis can be quite challenging and knowing the geographic and market benchmarks can help employers make the best decisions and rationales for their organizations.
- Organizations that are trying to attract and retain top talent.
  Knowing the compensation and career issues which will tip the scale in your favour when recruiting can make the difference between a potential candidate saying yes to your offer or accepting a position elsewhere and help you retain your top talent.
- Organizations that require specialized skill sets and specialties.
  Awareness and insight into a specialized market and knowing the availability of particular skill sets gives you the insight to know you aren't paying too much or offering too little.
- In-house counsel seeking information that will assist them in evaluating their compensation packages.
- HR professionals who want to be more informed and involved in the hiring of in-house and corporate counsel.

It is our hope that you will find this report useful in helping you to make informed decisions with respect to recruiting and retaining talent for your organization, or when reviewing your compensation as in-house counsel.

Please visit **thecounselnetwork.com** for more information regarding the current hiring environment.



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Warren Smith

Why Choose The Counsel Network?

The Counsel Network provides market-leading, comprehensive talent management services for the Canadian legal professionals' market.

Over the last 30 years, we have earned our reputation and position as Canada's premier legal talent management firm. We have a high performance, results-oriented culture built on the core values of excellence, leadership, integrity, teamwork and empowering relationships. We conduct our business with the highest level of integrity and ethical standards, both internally and externally.

The Counsel Network is known to distinguish itself in the following ways:

WE ARE TRUSTED ADVISORS

We possess an unparalleled knowledge of the legal market and provide our clients with compelling thought leadership that empowers them to best match their business objectives with their recruitment needs.

WE VALUE RELATIONSHIPS

We seek long-term, strategic relationships with our clients, who value not only the manner and approach to the services we provide but also value the people we help them recruit.

WE ARE DISTINGUISHED IN THE LEGAL FIELD

We are proud of our unique status as Canada's first specialist lawyer recruitment firm and equally proud to subscribe to the Code of Ethics and Standards of Practice of the National Association of Legal Search Consultants (NALSC).

WE ARE KNOWLEDGE LEADERS

Our success is rooted in systems which create an unparalleled, shared and detailed knowledge of the Canadian legal market, combined with a deep understanding of the business of law, which we proactively share with our clients. We have created one of the largest, if not the largest, recruiting databases in Canada but we believe it is our job to get to know the person behind the resume and will provide you with the best candidates with the best fit for your organization.

Have a confidential discussion with Canada's leaders in legal career advice today.

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Introduction

Background

Bramm Research was commissioned by The Counsel Network in partnership with the Canadian Corporate Counsel Association (CCCA) to conduct the 2018 In-House Counsel Compensation & Career Survey.

The purpose of this study is to report and benchmark compensation and career-related topics for Canada's in-house counsel community. Similar studies were conducted in 2016, 2012, 2010 and 2009.

The survey asked over 100 questions covering the following topics:

- Demographic data
- Compensation
  - Base salary
  - Bonuses
  - Stock options
  - Benefits
- Satisfaction with various components of the compensation package
- Hours of work and work-life balance
- Satisfaction with career mobility
- Change in size of the organization's legal department over the past two years
- A series of diversity questions including Indigenous background, race/ethnicity and sexual orientation

Methodology

Survey invitations were sent out via email by Bramm Research to approximately 8,500 in-house counsel on October 4, 2017. The fieldwork closed on November 15, 2017. A total of 904 respondents took part in this survey. This represents a response rate of 11%.

A variety of sectors, job roles and regions took part in the survey. Based on the number of respondents and the response rate, we are confident that the results are based on a representative sample of in-house counsel.

With a total sample of 904, the margin of error is plus or minus 3.3 percentage points at the 95 percent confidence level. If, for example, 50% of the respondents say that they receive a particular benefit, then we can be reasonably sure (19 times out of 20) of an accuracy within +/- 3.3%. This means that a total census of all in-house counsel would reveal an answer of not less than 46.7% and not more than 53.3%.

Executive Summary

Introduction

The 2018 In-House Counsel Compensation & Career Survey was commissioned by The Counsel Network in partnership with The Canadian Corporate Counsel Association (CCCA). This is the fifth wave of this research. Previous studies were conducted in 2016, 2012, 2010 and 2009.

The final sample population consisting of 904 respondents provides a good cross section of in-house counsel. Respondents are located in all major cities across Canada and include a variety of sectors and titles. Geographically, a very large portion of respondents come from Ontario (36%), Alberta (24%) and British Columbia (23%). These three provinces comprise 83% of the total sample. Sixty-six percent of respondents live in the major cities of Toronto, Calgary, Vancouver, Edmonton and Montreal. This is a slight drop from the total of the same cities in 2016, which was 70%.

In comparison to 2016, approximately the same percentage of in-house counsel work for privately-owned companies (34%) and publicly-quoted companies (33%). Crown corporations and Government comprise 12% each. Not-for-profit organizations make up 10% of the sample.

When it comes to organization size, in-house counsel are divided across three tiers of company size, i.e., those with less than 1,000 employees, those between 1,000 and 5,000 employees, and those with 5,000 or more employees. The percentages working for the three tiers remain relatively consistent when we compare 2018 and 2016. The majority of in-house counsel (42%) work for companies with less than 1,000 employees. The percentage of in-house counsel working for medium-sized companies stands at 27%. Thirty percent are employed by large-sized companies.

With regards to this year's sample, we note the impact of an aging workforce. In comparison to the 2016 survey, this year's sample consists of a greater percentage of respondents with fewer years in the profession. In the previous study, 30% of the sample had less than 10 years in practice. This year, that percentage has climbed to 40%. A by-product of this shift is that we have more respondents this year in a lower salary range and fewer respondents with more experience and in the higher salary ranges. As we shall see throughout the report, because of this demographic shift the average salary is slightly lower in 2018 compared to 2016.

National Average Base Salary

In 2018, the national average base salary stands at $163,000. As noted above, due to the higher number of respondents at a lower salary range and fewer at the higher range, the average base salary this year is slightly less than the $165,000 recorded in 2016.

Both Ontario and Alberta report average base salaries that are above the national average. This is consistent with the results in 2016. We note that base salaries in Alberta, when compared to the national average, have dropped over the past two study periods. Looking more closely at Alberta, we see that the average base salary has increased in Calgary but dropped in Edmonton. It is this drop in Edmonton that accounts for the overall average base salary decrease in Alberta.

Salaries in BC are equivalent to the national average. This year the average base salary in Quebec is approaching the national average. Average salaries in Atlantic and Central Canada continue to lag behind the national average.

Industry Trends

Consistent with the previous two surveys, financial services and insurance continues to be the sector most represented by in-house counsel. This grew slightly (2%), from 16% in 2016 to 18% in 2018.

Oil & gas and Government are the next two most represented industries. Oil & gas declined to 8% from 11%, while Government grew from 7% to 10%.

This year, we see the highest average base salaries are being paid to those employed by oil & gas companies ($196k), resources/mining/forestry ($193k), construction ($183k), pharmaceuticals/medical ($177k), retail/hospitality ($173k), real estate ($172k) and manufacturing/automotive/aerospace industries ($165k).

The largest gains in annual base salaries from 2016 to 2018 were in pharmaceuticals/medical (up $26k), oil & gas (up $15k), and construction (up $11k).

The most substantial downward shifts in annual base salaries from 2016 to 2018 are in resources/mining/forestry (down $14k), real estate (down $13k), and manufacturing/automotive/aerospace industries (down $11k).

Gender

This year, for the first-time, female participants outnumber men (51% female compared to 48% male). On average, the salary of female in-house counsel is 11% lower than their male counterparts. However, the gap has narrowed since 2016 where female salaries were 15% lower than their male counterparts.

In 2018, the average male base salary stands at $173,000, which is $19,000 higher than the average female base salary of $154,000. The gap has narrowed because the male mean salary has decreased in 2018 while the female mean salary has increased.

Nevertheless, substantial gender differences can be seen at the higher wage levels. For example, 13% of males have a mean salary of $180,00 to < $200,000, while only 8% of women receive this level of pay. Twenty-six percent of males earn $200,000 or more, compared to 15% of females.

Women are paid less than men at all job role levels. For Legal Counsel, the male-female gap is relatively small ($1,000 annually) to the male's advantage. At the General Counsel (GC) Executive Level, the male advantage is $17,000 annually. These differences are smaller in 2018 than 2016.

One factor that partially explains the salary discrepancy between males and females relates to an analysis of gender and sector. A higher percentage of females are in-house counsel for Government, Crown corporations and not-for-profits. In comparison, a slightly higher percentage of males are employed by privately-owned and publicly-quoted companies.

Legal and Managerial Work

On average, in-house counsel spend two-thirds (66%) of their time on purely legal work. Generally, the more senior the position, the less time spent doing purely legal work. The GC Executive Level spend the least amount of time (53%) on purely legal work. Accordingly, when it comes to managerial work, those with higher seniority positions at the Executive or Director Level spend more of their time on managerial work, at 40% and 33% respectively. Legal and Senior Counsel both spend 12% of their time on managerial work.

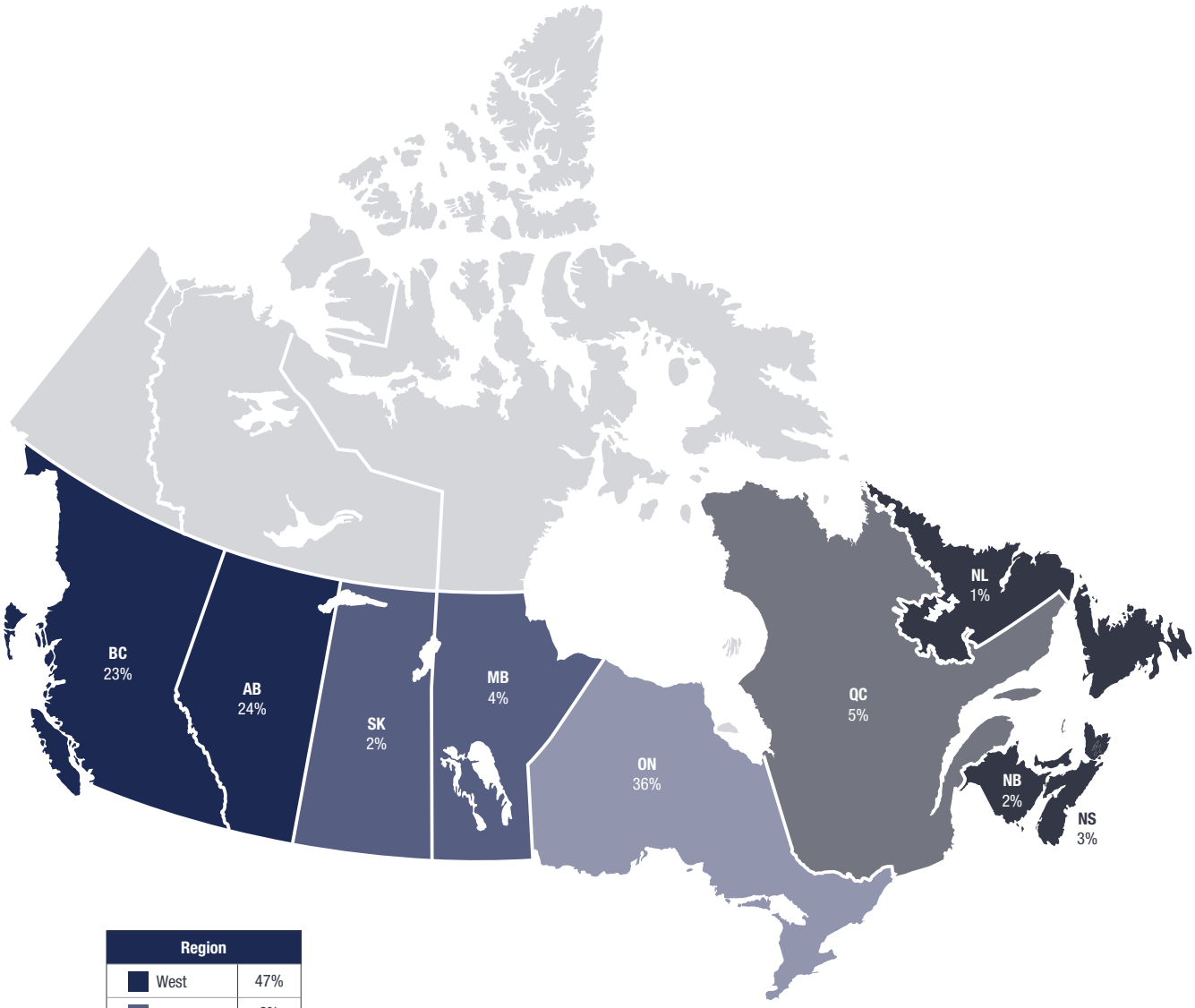
The percentage of in-house counsel doing managerial work declined across all five categories of organizations surveyed. This continues a trend that goes back to 2012. For all five categories of organizations, the percentage of in-house counsel time spent on managerial work falls within the 20% to 24% range.

Future Outlook

We continue to see a majority of in-house counsel (42%) reporting increases in the size of their legal departments as opposed to decreases (12%). With regards to optimism, we see those who are very optimistic about the future of their organization's legal department and their professional future with the organization continues at 2016 levels. Optimism at the time of the 2016 survey had declined from 2012 levels.

Respondent Profile

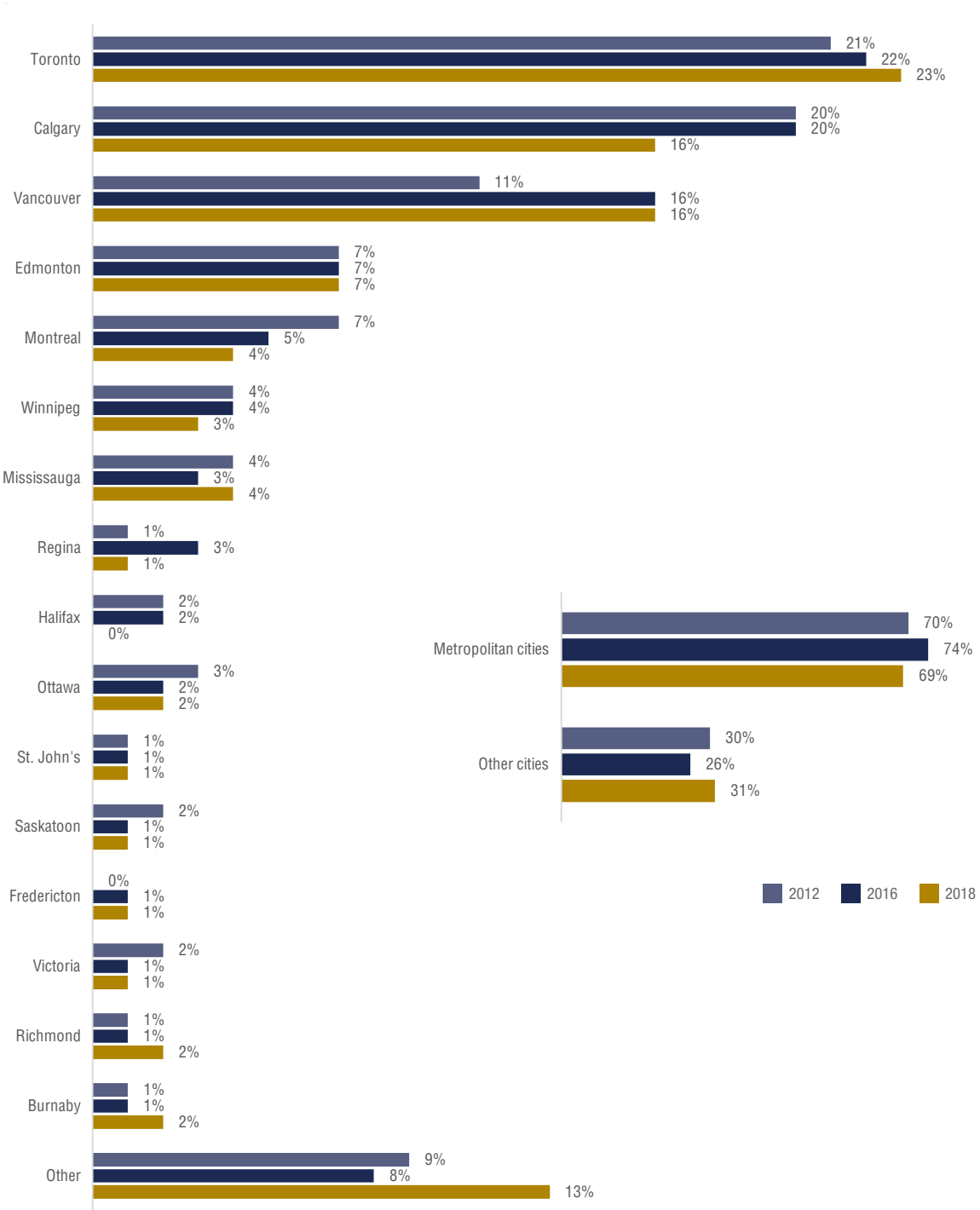
A total of 904 counsel participated in the 2018 In-House Counsel Compensation & Career Survey. The provincial and regional breakdowns are shown below.



Region	
West	47%
Central	6%
Ontario	36%
Quebec	5%
Atlantic	6%

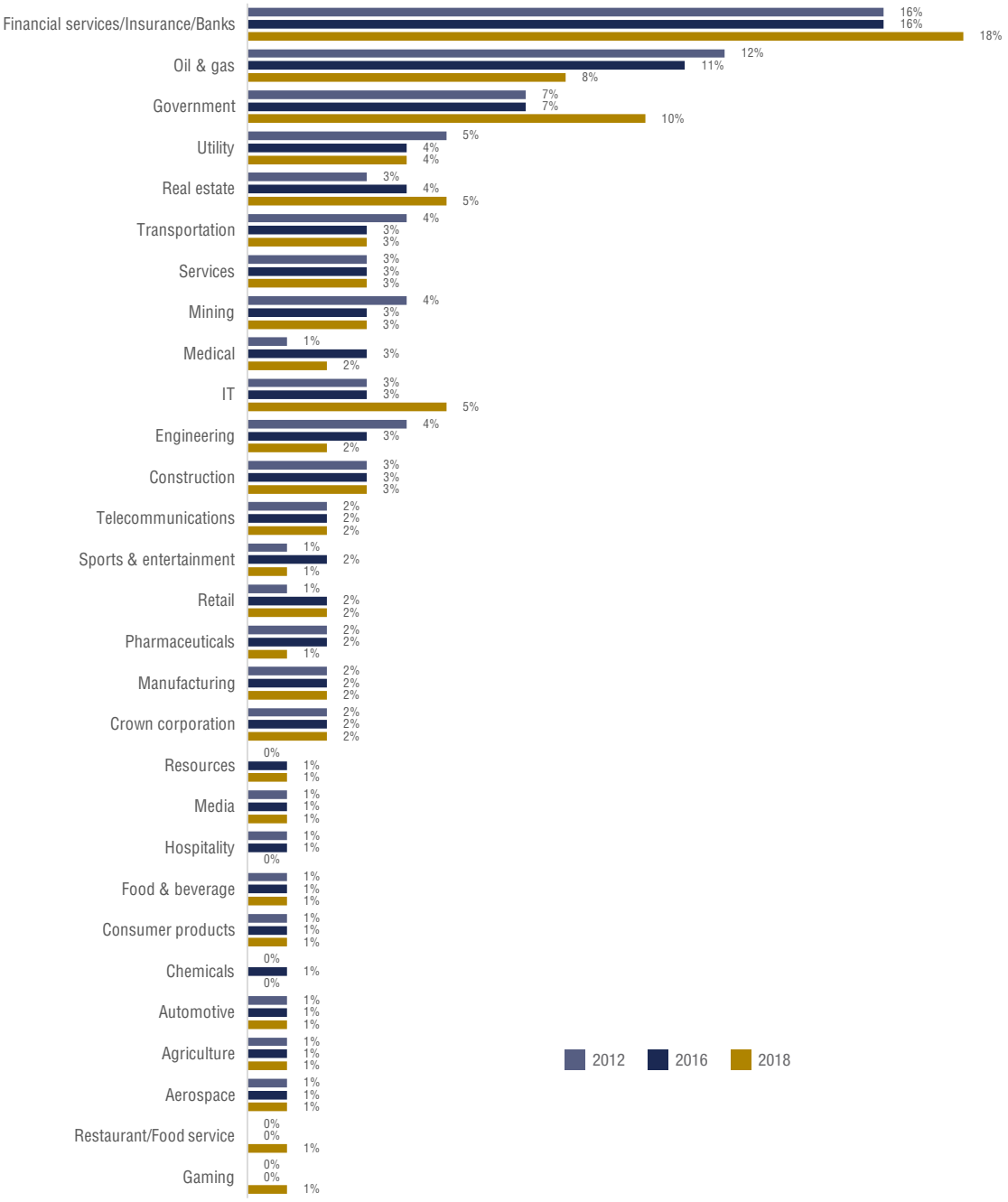
Cities

Sixty-six percent of respondents live in the top five major cities of Toronto (23%), Calgary (16%), Vancouver (16%), Edmonton (7%) and Montreal (4%). This is not surprising since in-house counsel are most likely to work in the entities' head office, which are most often located in the larger urban centres. We see the biggest change in Calgary, which dropped from 20% (2016) to 16% (2018).



Industry

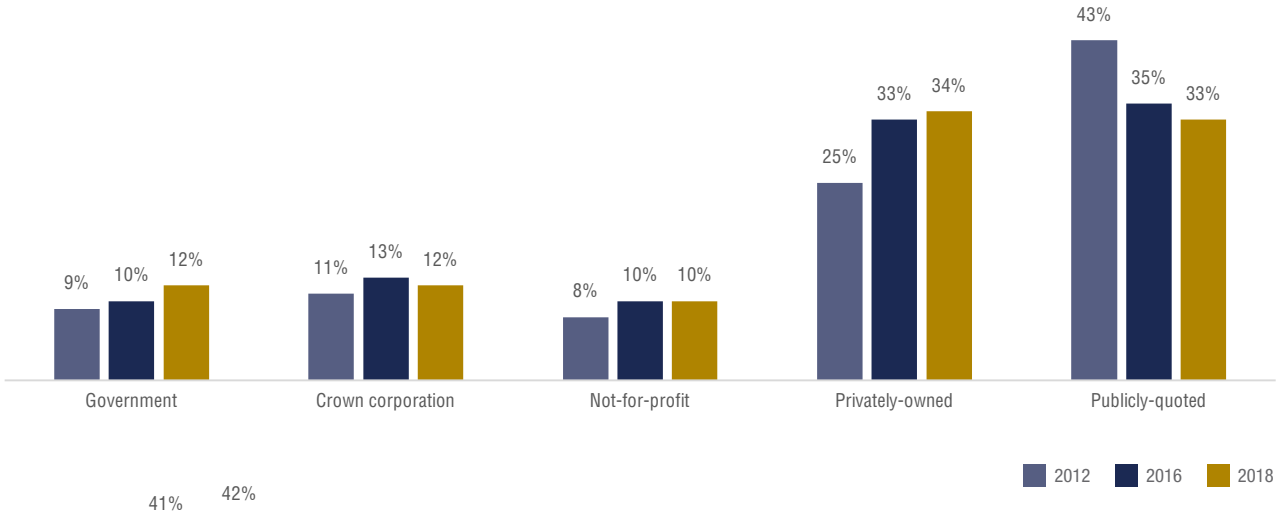
Both privately-owned and publicly-quoted organizations are represented in this study. Consistent with the previous two surveys, financial services continues to be the sector most represented by in-house counsel. It grew slightly (2%), from 16% in 2016 to 18% in 2018. The oil & gas industry and Government are the next two most represented industries. Oil & gas declined to 8% from 11%, while Government grew from 7% to 10%.

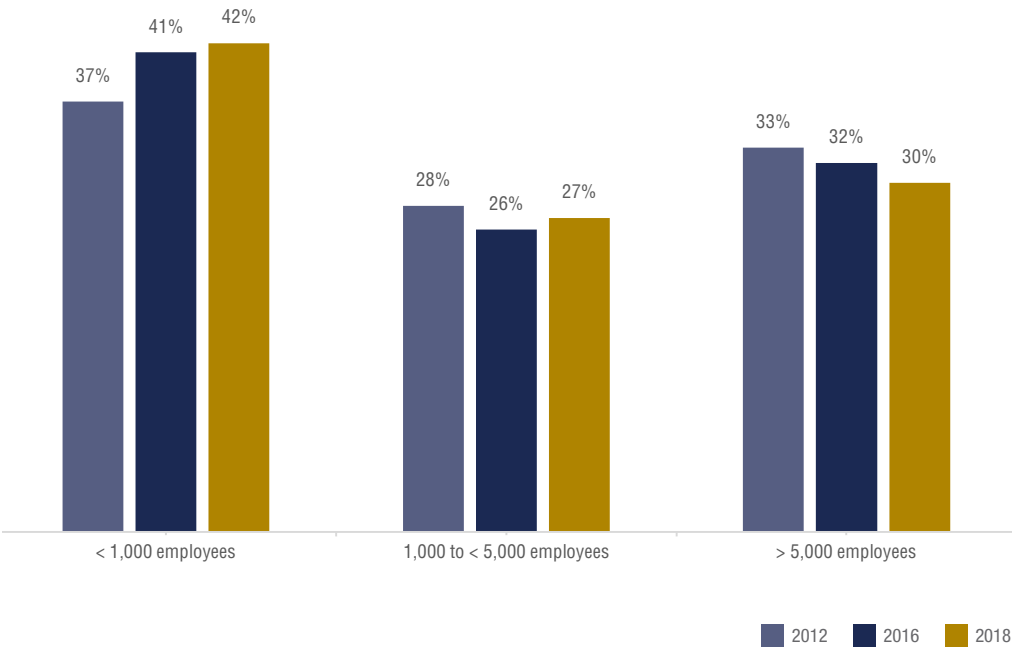


Organization Type and Size

Approximately the same percentage of in-house counsel work for privately-owned companies (34%) and publicly-quoted companies (33%). Crown corporations and Government comprise 12% each. Not-for-profits represent 10%.

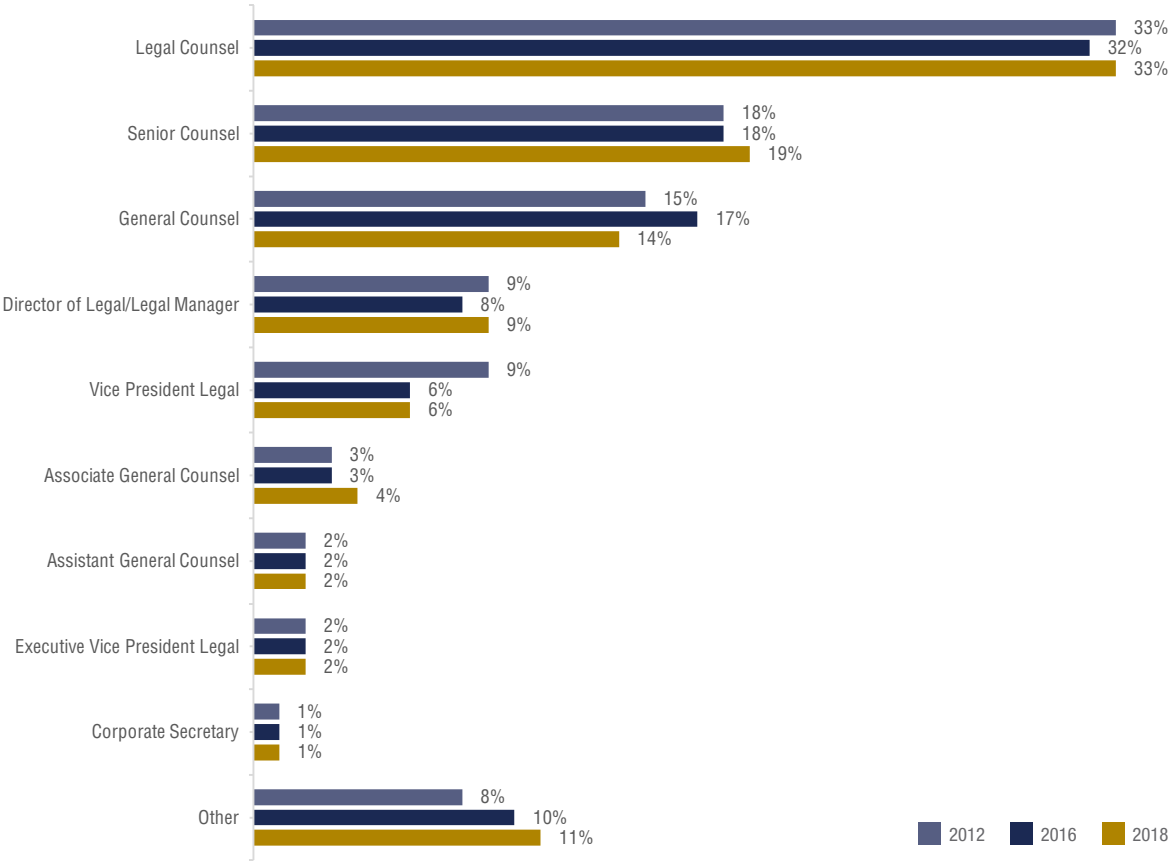
When it comes to organization size, in-house counsel are divided across three tiers of company size, i.e., those with less than 1,000 employees, those between 1,000 and 5,000 employees, and those with 5,000 or more employees. The percentages working for the three tiers remain relatively consistent when we compare 2018 and 2016. The majority of in-house counsel (42%) work for companies with less than 1,000 employees. The percentage of in-house counsel working for medium-sized companies stands at 27%. Thirty percent are employed by large-sized companies.





Title and Position*

In-house counsel were asked to provide their current title. The range of titles held by in-house counsel is rather expansive. As a result, several titles have been grouped together to simplify analysis. The five grouped titles are detailed in the table below.



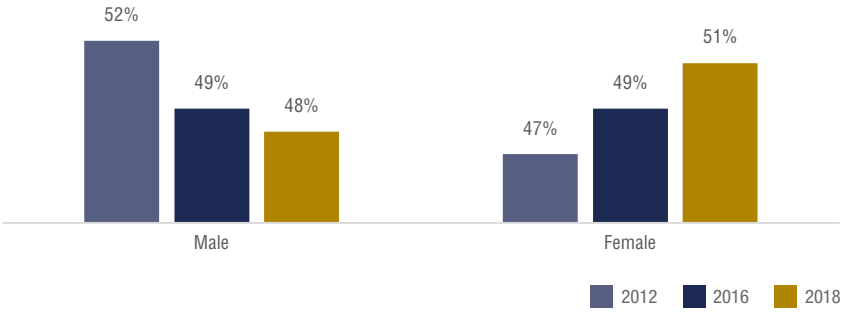
* Some titles have been combined to create five grouped categories. These combined categories are shown below along with base sizes.

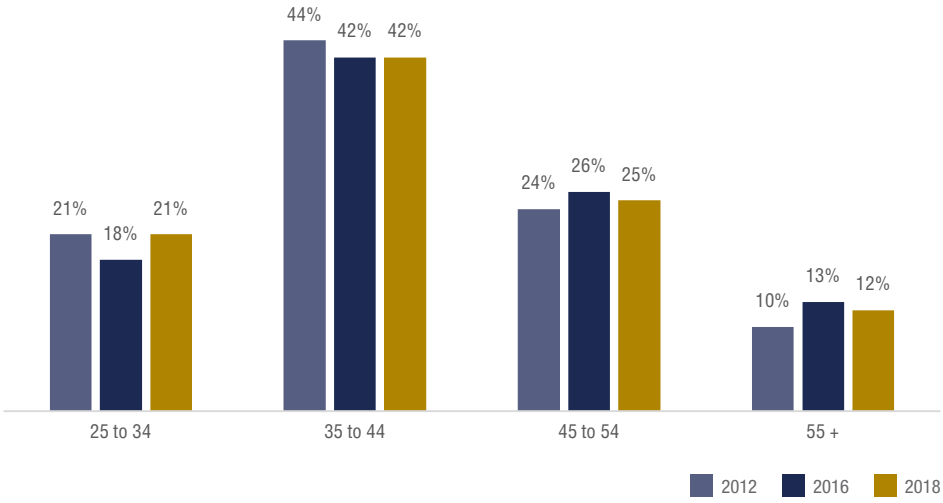
Titles	Base sizes
General Counsel at Executive Level – Combines Executive VP Legal and VP Legal	2012 n=124; 2016 n=75; 2018 n=73
General Counsel at Director Level – Combines General Counsel and Director of Legal/Legal Manager	2012 n=138; 2016 n=245; 2018 n=207
Assistant and Associate General Counsel have been combined into one category	2012 n=39; 2016 n=54; 2018 n=50
Senior Counsel	2012 n=136; 2016 n=176; 2018 n=171
Legal Counsel	2012 n=242; 2016 n=308; 2018 n=300

Gender and Age

In 2016, the percentage of female and male respondents was tied at 49% each. In 2018, females slightly outnumber males at 51% and 48% respectively. (Note: 1% of our respondent base did not wish to identify their gender).

The average age of in-house counsel is 44. The majority (67%) of in-house counsel are ages 35 to 54.



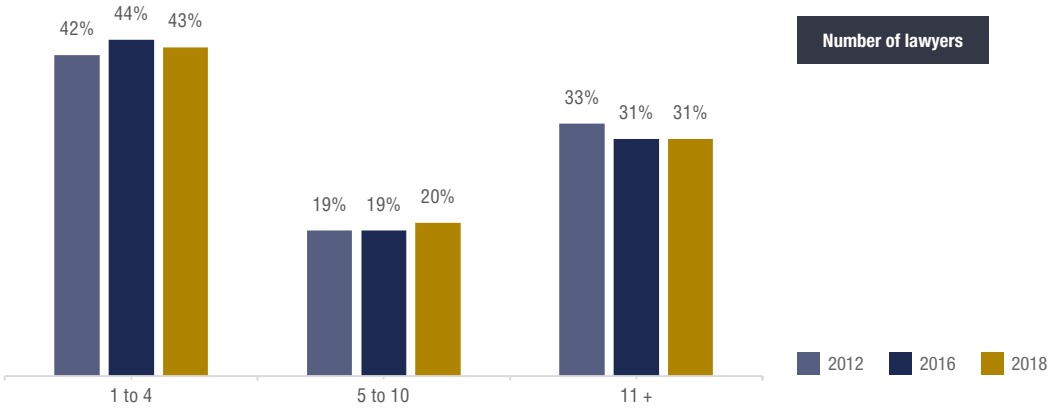


In-House Counsel at Work

Size of Legal Department

The median size of the legal department amongst those participating in this survey is five. The same median was reported in 2016.

As one might expect, the size of the legal department is a function of size and type of organization as well as the industry. We are using median as our descriptive statistic on this chart because it is less influenced by some of the extremely large numbers reported.

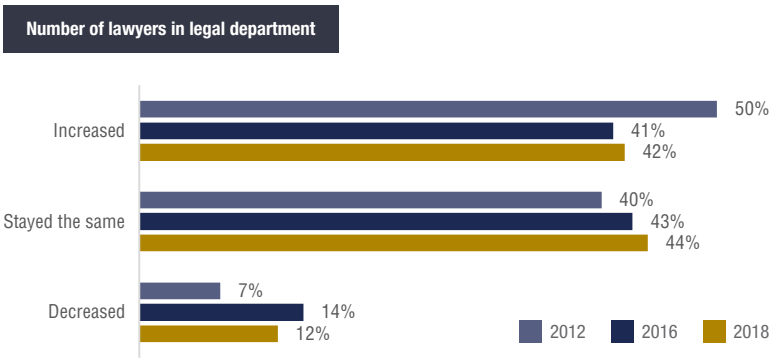


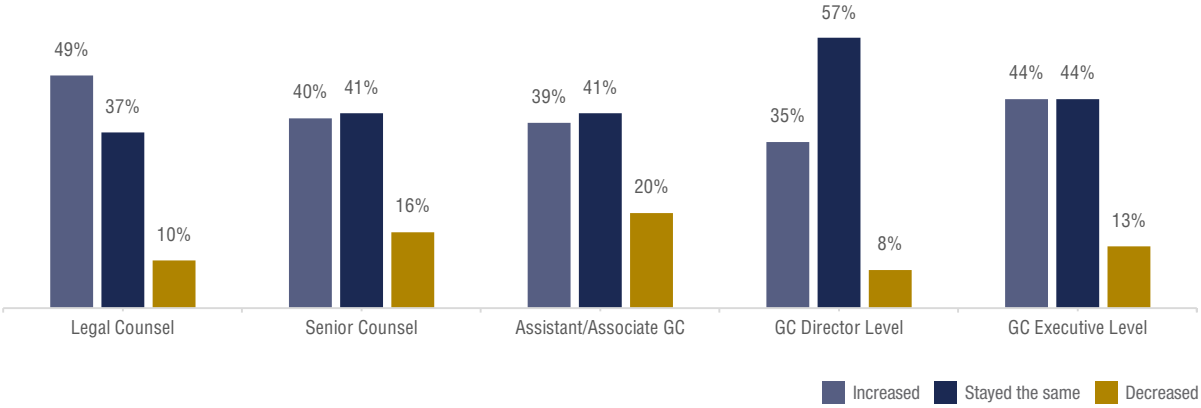
Change in Size of Legal Department

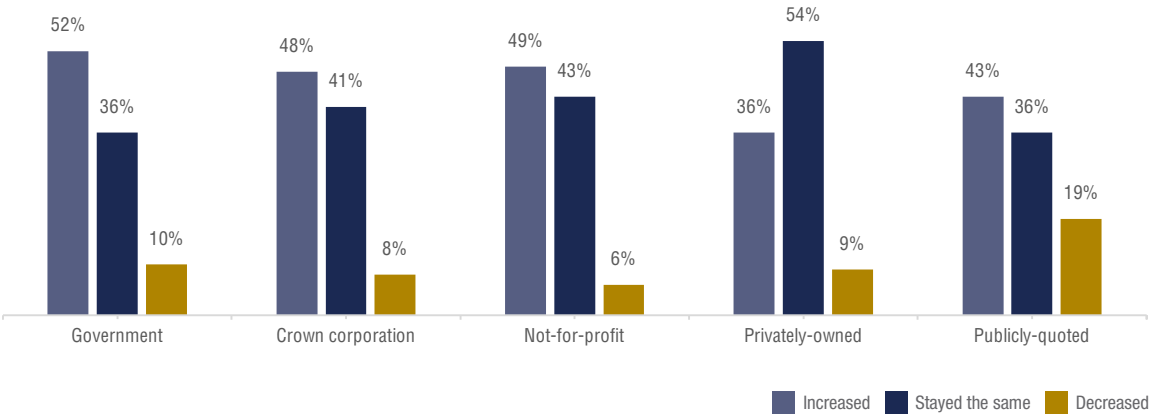
In 2018, 44% of in-house counsel report that their legal department has remained the same size since 2016. Forty-two percent increased in size over the past two years. The percentage of those that dropped in size is 12%. This drop is most frequently mentioned in Alberta (23%).

The highest likelihood of reporting increases in size of legal departments is Legal Counsel at 49%, followed by GC Executive Level at 44%.

The likelihood of an increase in size of the legal department is highest with Government (52%), followed by not-for-profit (49%) and Crown corporations (48%). More than half (54%) of privately-owned companies remain the same.



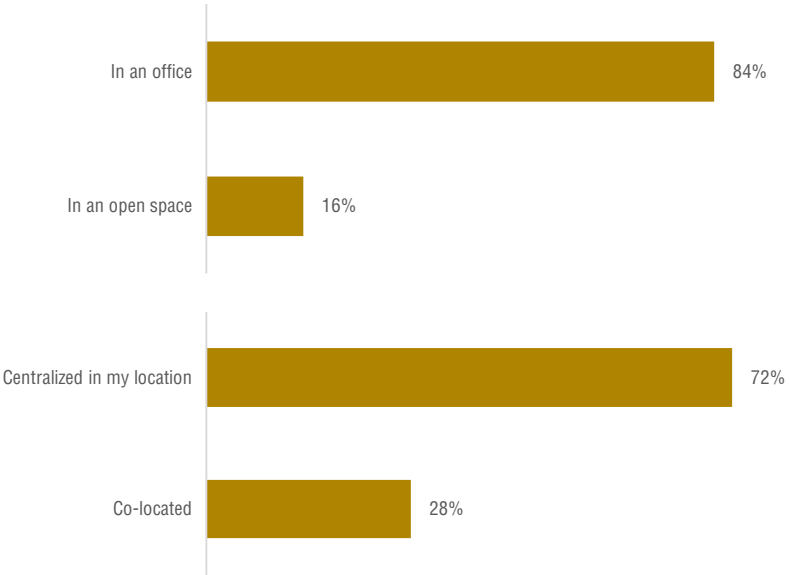




Office Location

This year, for the first time, we asked two questions about office location. Specifically, we asked if the respondent worked in an open space or in an office. In a follow-up question, we asked if they were co-located or centralized in their location.

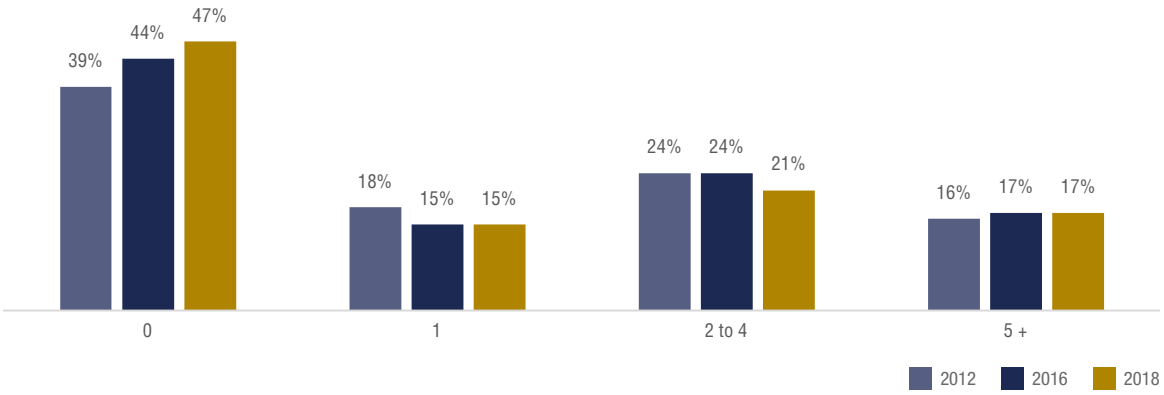
We see that the majority (84%) are located in an office and centralized at their location (72%).



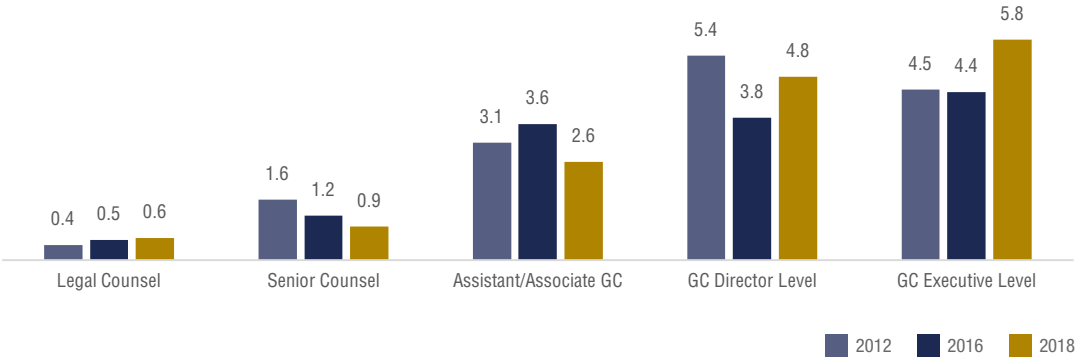
Reporting Structure

On average, our sample of in-house counsel tell us they have 2.8 reports. Forty-seven percent of those surveyed do not have any direct reports. This percentage has increased from the 44% reported in 2016. Of the 53% of respondents that do have direct reports, the greatest percentage have two to four reports. When split out by primary role, it is clear that the number of direct reports increases for more senior positions.

Number of reports



Mean number of reports (including 0)



PAST EMPLOYMENT AND TENURE

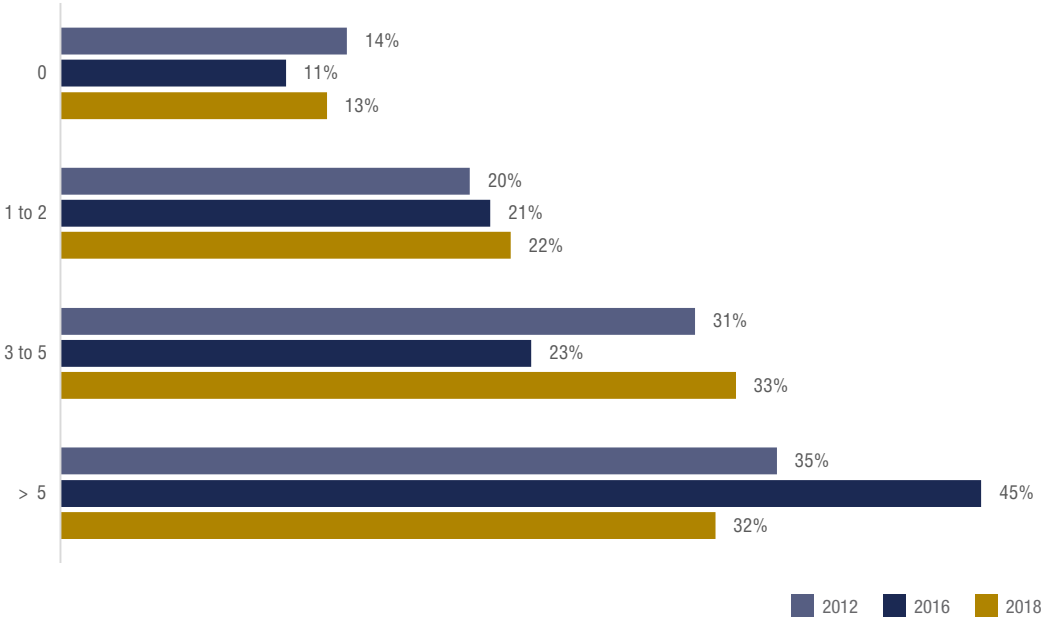
Tenure in Private Practice

This year, 88% of in-house counsel report working in private practice before going in-house.

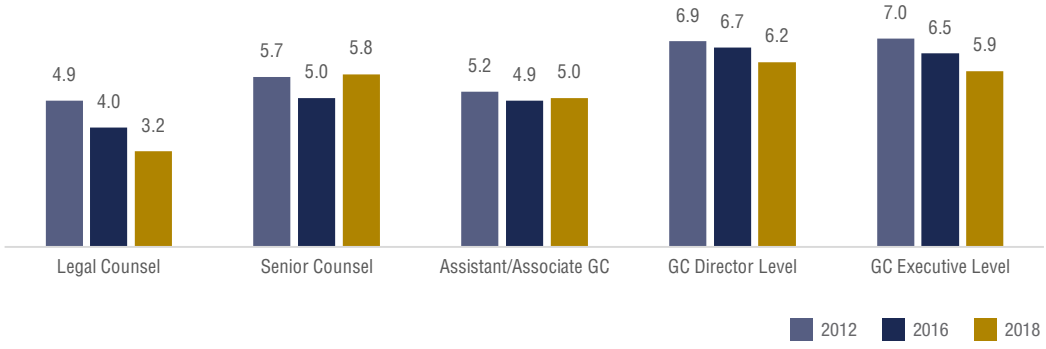
The average tenure in private practice is 4.9 years. The greatest percentage of respondents (33%) had spent three to five years in private practice before going in-house. The next highest (32%) spent more than five years in private practice. This is a return to the levels that we saw in 2012 (35%).

The number of years spent in private practice is highest with the GC Director Level (6.2 years) followed by the GC Executive Level (5.9 years) and Senior Counsel (5.8 years). The lowest number is with Legal Counsel at 3.2 years.

Years spent in private practice



Mean number of years spent working in private practice

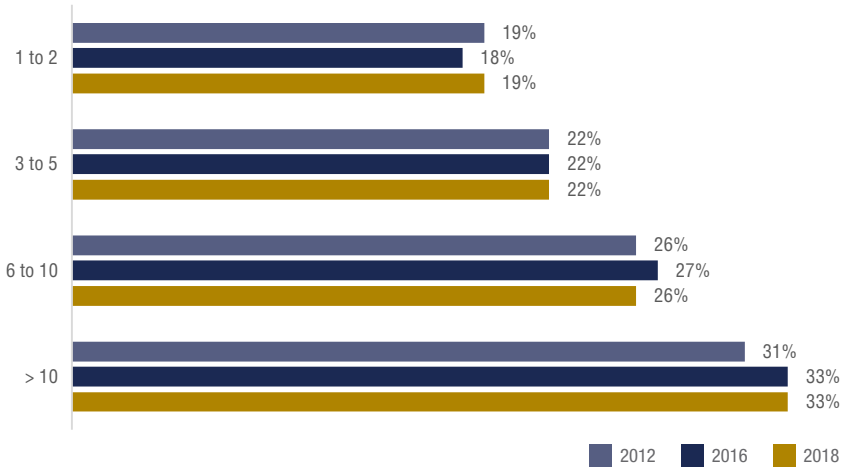


Tenure as In-House Counsel

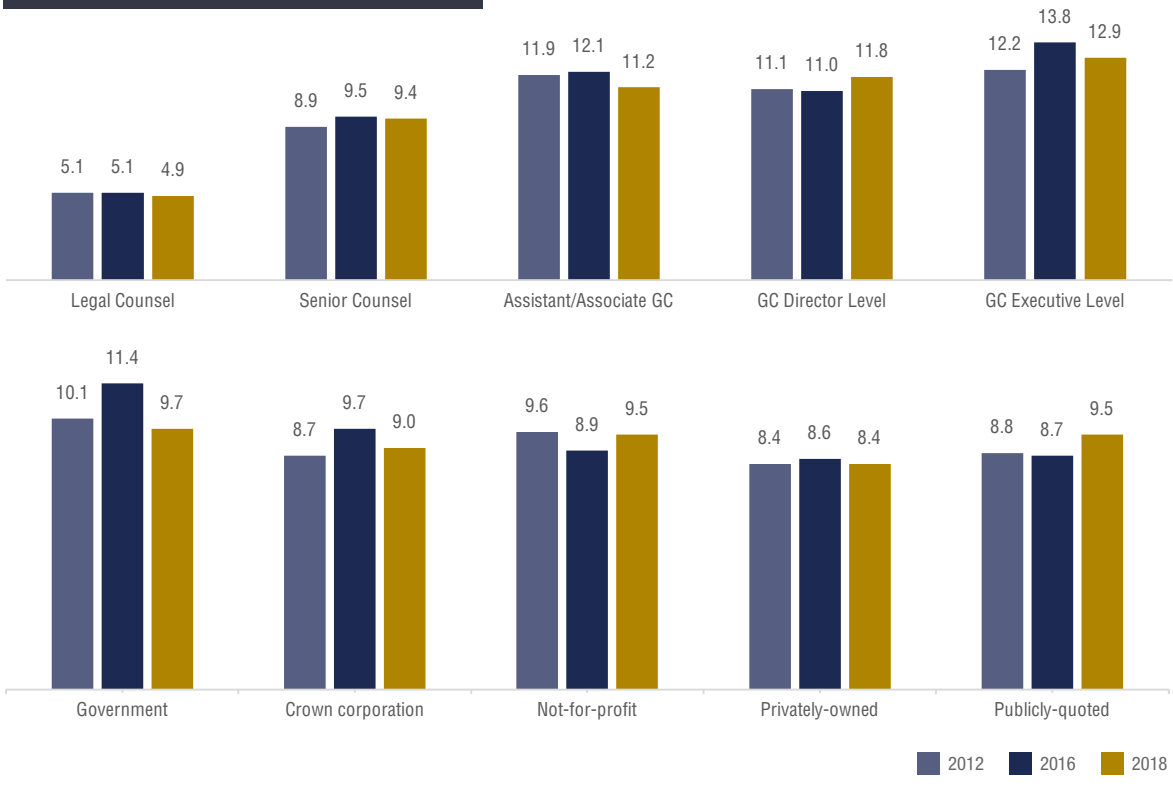
Fifty-nine percent of respondents have spent more than six years working as in-house counsel. The average number of years working as in-house counsel is nine. GC Executive Level respondents have an average of 12.9 years of experience, while at the other end of the spectrum, Legal Counsel have 4.9 years.

Those working in Government have the highest average number of years as in-house counsel at 9.7. This is followed by those working in the not-for-profit sector and publicly-quoted companies, both at 9.5 years. The lowest is for those working in privately-owned companies at 8.4 years.

Years spent working as in-house counsel



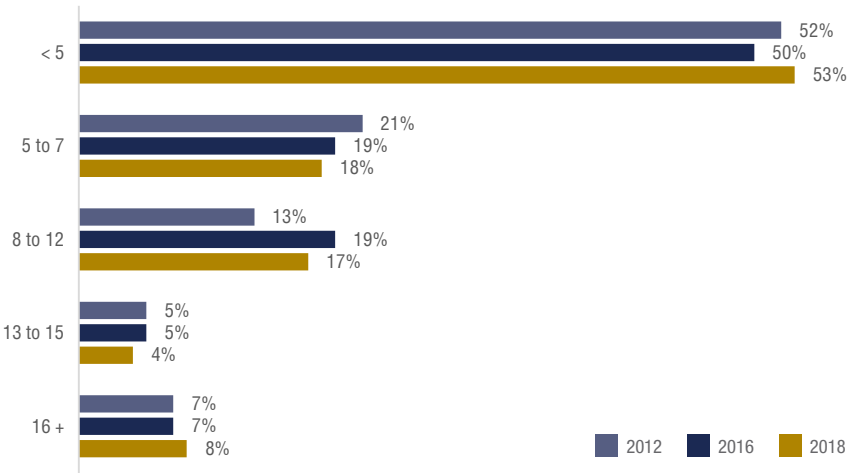
Mean number of years spent working as in-house counsel



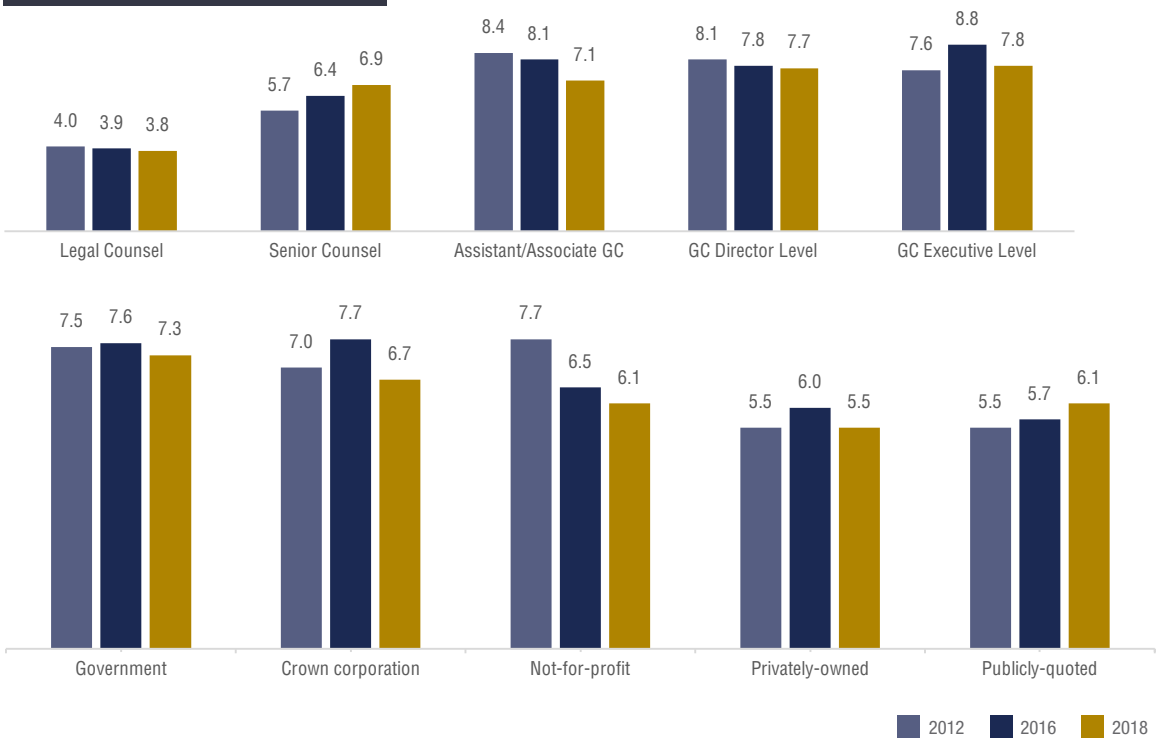
Tenure with Current Employer

Slightly more than half (53%) of in-house counsel have spent less than five years with their current employer. In general, the more senior the position, the more years of experience with the same employer. At the highest level of GC Executive, individuals average 7.8 years of tenure with their current employer, while at the lowest level of Legal Counsel the average is 3.8 years. Government and Crown corporations have the most years of experience with 7.3 years and 6.7 years respectively. Not-for-profit and publicly-quoted organizations are the same at 6.1 years.

Years spent working with current employer



Mean number of years with current employer



JOB CONTENT

Proportion of Legal Work

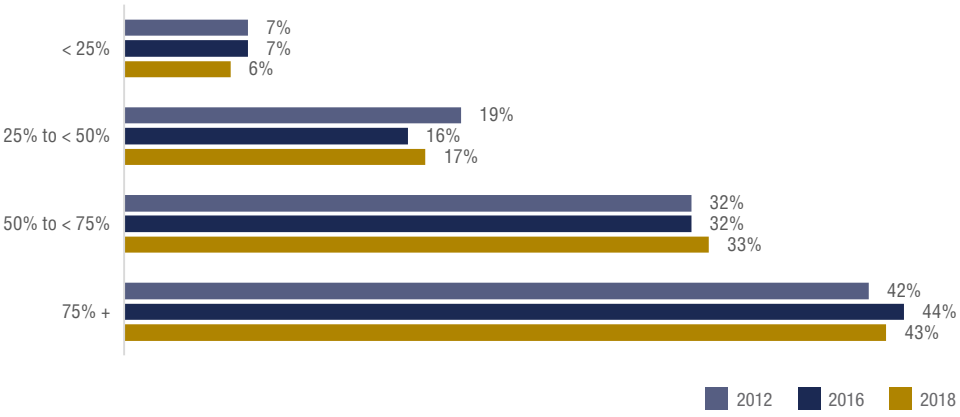
On average, in-house counsel spend two-thirds (66%) of their time on purely legal work. Forty-three percent of respondents say they spend 75% or more of their time on purely legal work.

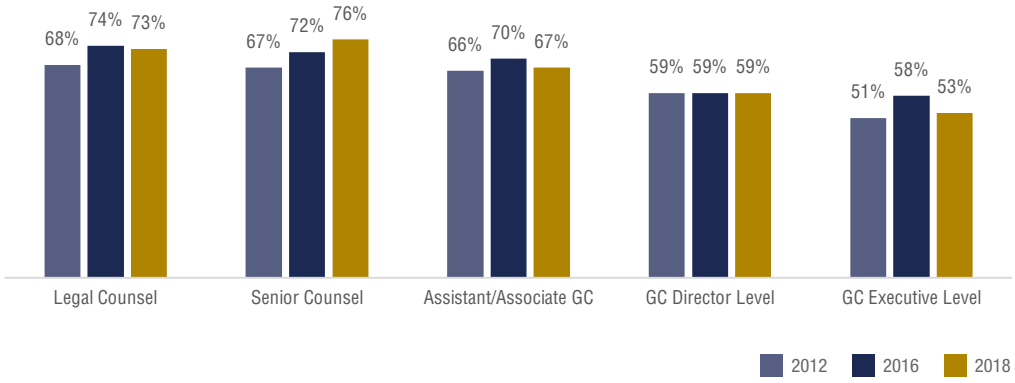
Generally, the more senior the position, the less time spent doing purely legal work. The GC Executive Level spend the least amount of time (53%) on purely legal work.

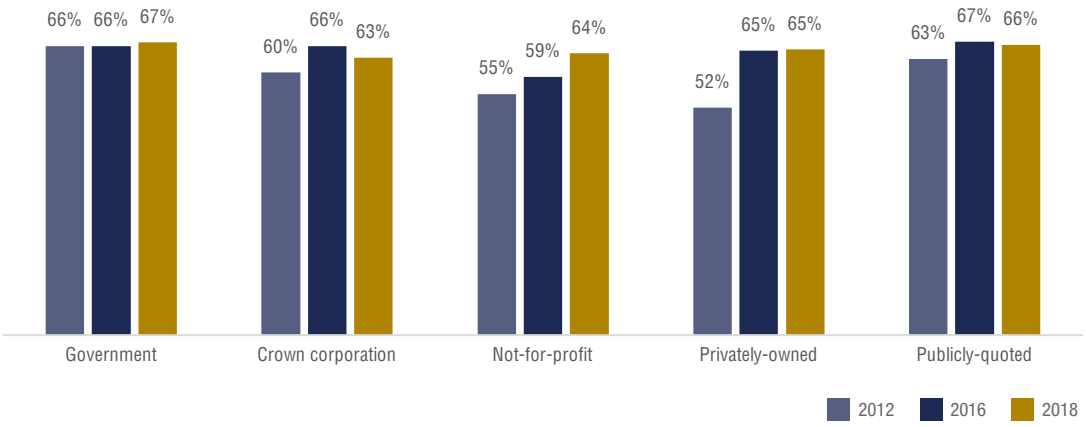
In-house counsel for Government, publicly-quoted and privately-owned organizations all spend approximately two thirds of their time on purely legal work. Not-for-profit organizations and Crown corporations are slightly lower at 64% and 63% respectively.

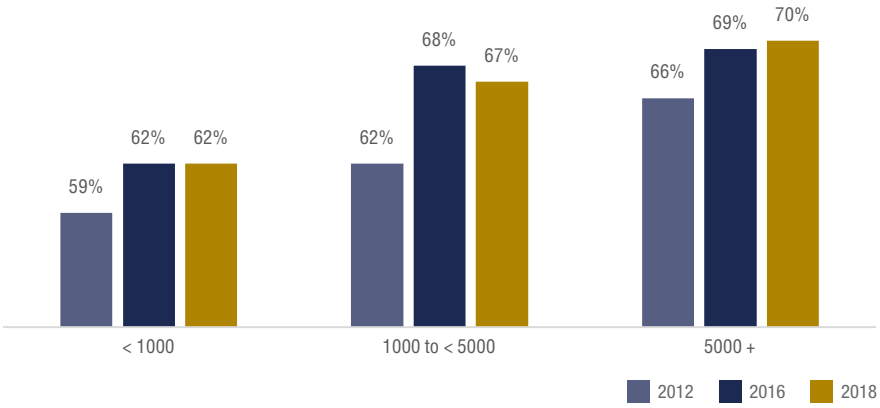
Generally, the proportion of time spent on purely legal work increases with the number of employees.

Proportion of purely legal work



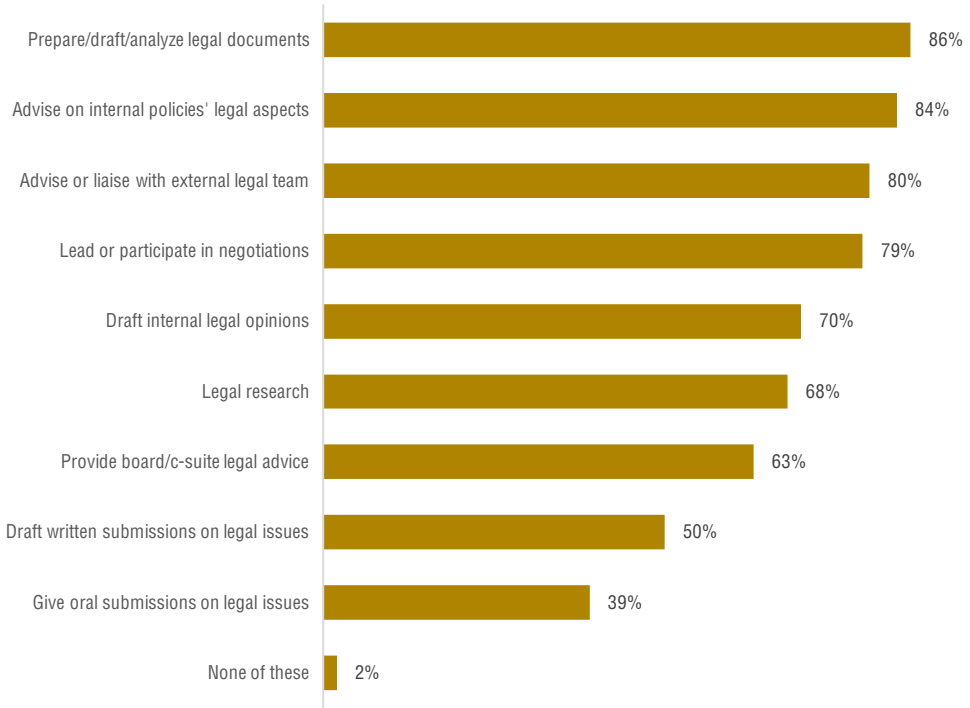






Legal Activities and Tasks

This year we asked respondents to tell us what legal activities and tasks they performed. This was accomplished by providing a list of activities and asking the respondent to check all that apply. Responses to the question have been ranked in the chart below.

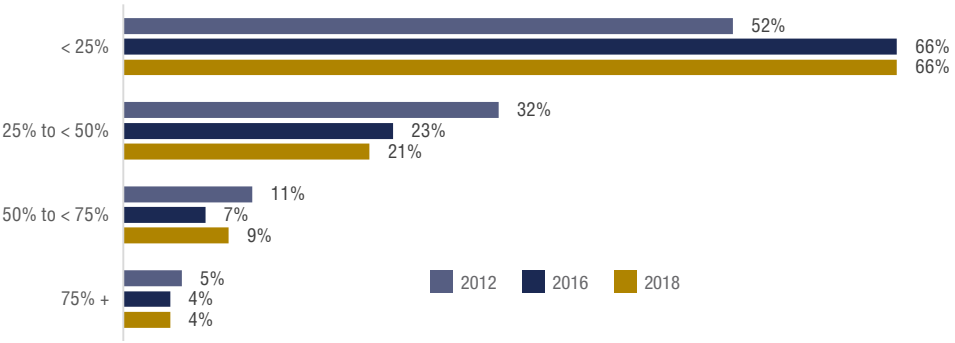


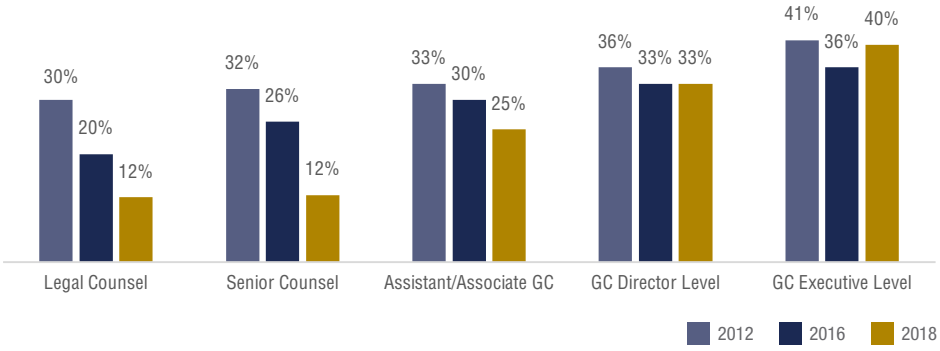
Proportion of Managerial Work

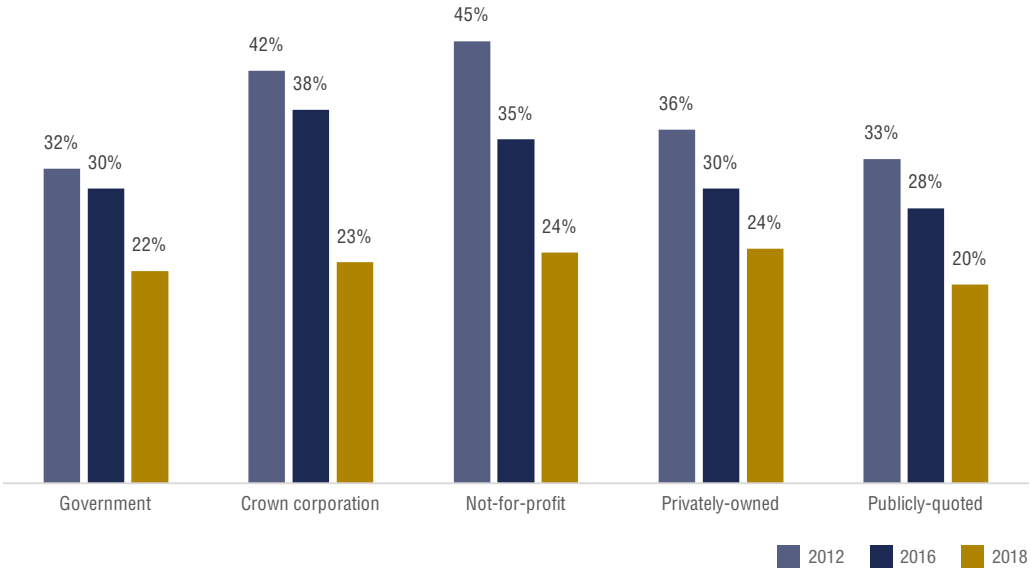
When it comes to managerial work, it is not surprising that those with higher seniority positions at the Executive or Director Level spend more of their time on managerial work, at 40% and 33% respectively. Legal and Senior Counsel both spend 12% of their time on managerial work.

The percentage of in-house counsel doing managerial work declined across all five categories of organizations surveyed. This continues a trend that goes back to 2012. For all five categories of organizations, the percentage of time spent on managerial work is tightly grouped in the 20% to 24% range.

Proportion of work that is managerial

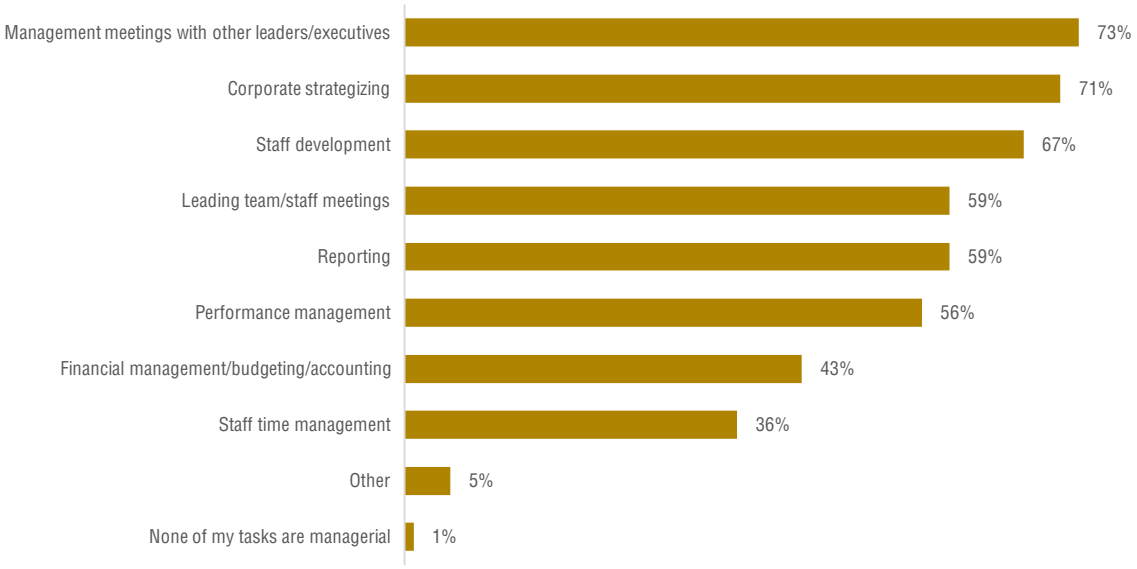






Managerial Activities and Tasks

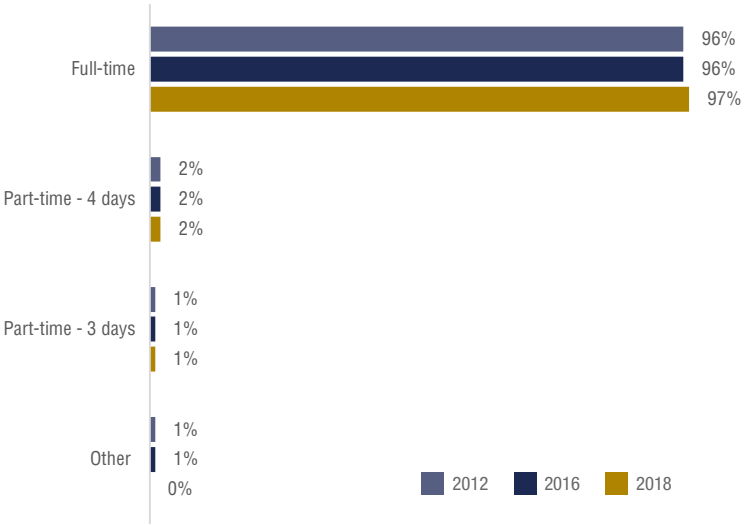
As with legal activities, we also asked respondents to tell us about their managerial activities and tasks. These activities are listed in the chart below.



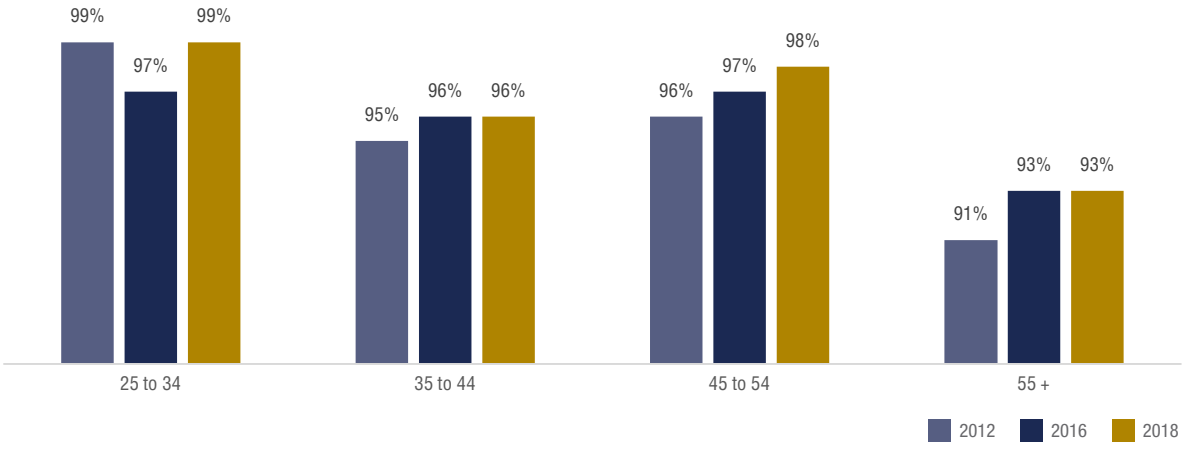
WORK HOURS

Full-Time/Part-Time Work

Almost all (97%) of in-house counsel work full-time. This is essentially unchanged from 2012 and 2016. Of the few part-time employees, the largest percentages were recorded by those working for privately-owned organizations, by female counsel and those 55 years of age or more.



Percentage working full-time – by age

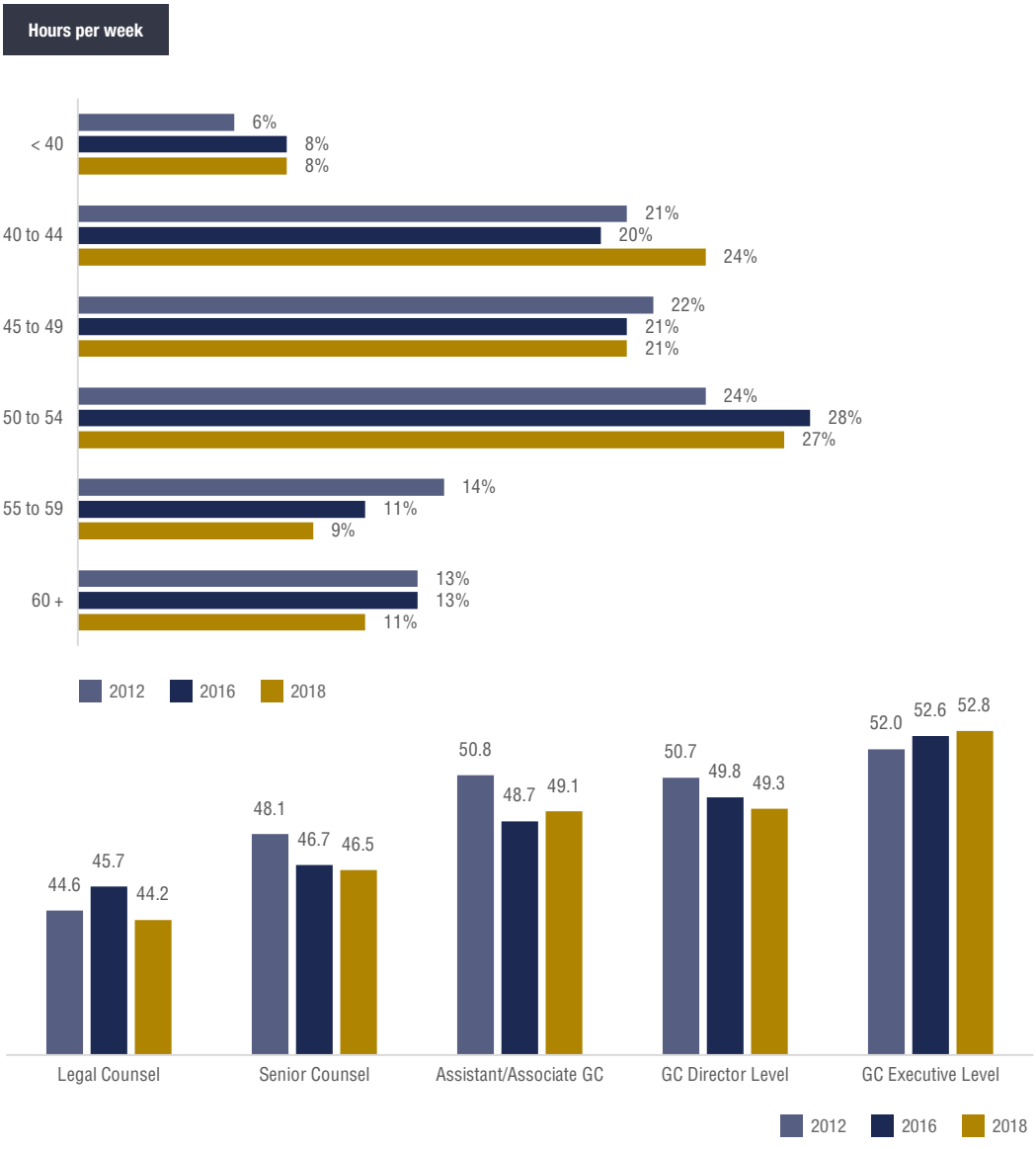


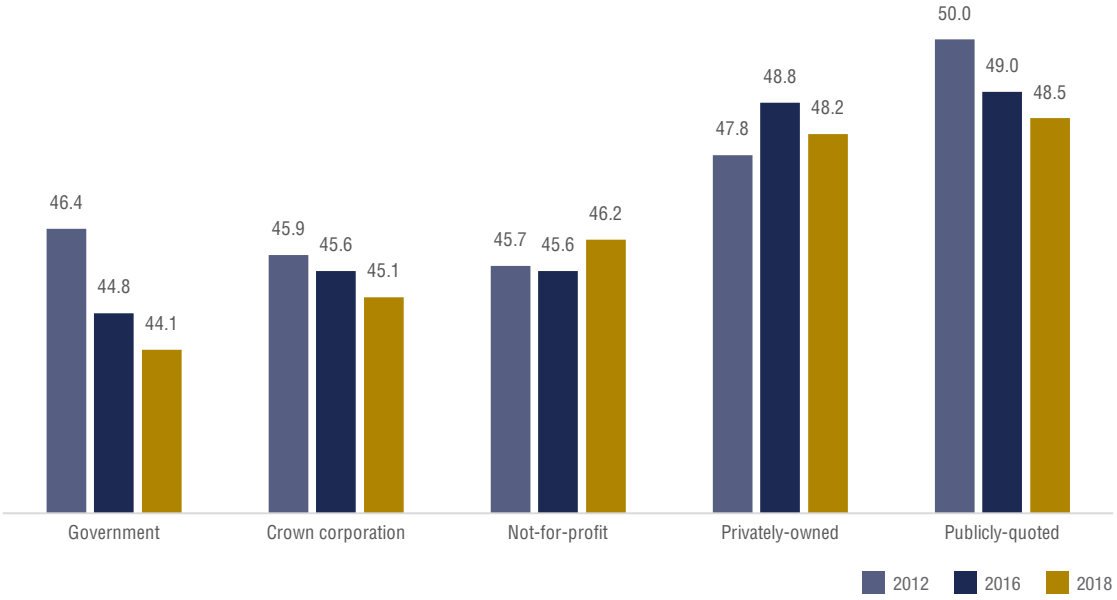
Hours of Work per Week

The reported number of hours in an average work week is 47.3. This is down slightly from the 47.8 hours reported in 2016.

More than two-thirds (72%) of the respondents work between 40 to 54 hours a week. The more senior the position, the more hours worked. For GC Executive Level, hours have steadily increased since 2012. This is the only level for which a constant increase is the case.

Government, Crown corporation and not-for-profit in-house counsel have the shortest average work week. In-house counsel for privately-owned and publicly-quoted companies report the longest hours, although publicly-quoted in-house counsel hours have declined steadily since 2012.





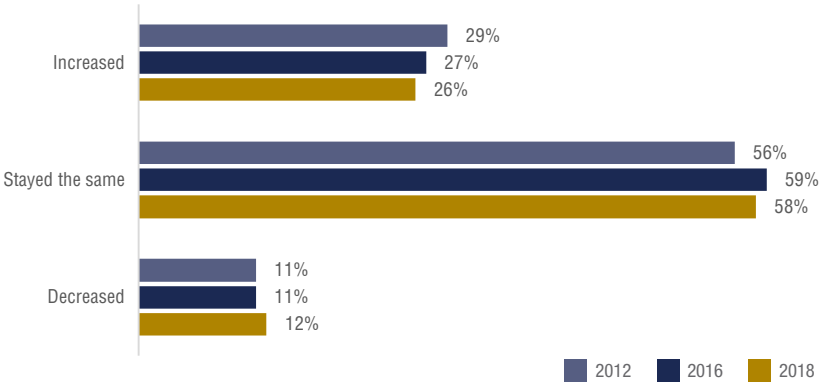
Changes in Hours of Work per Week

For the majority of respondents (58%), the hours of work per week remain unchanged. Twenty-six percent of in-house counsel saw hours per week increase. This is slightly lower than 2016, which in turn was lower than 2012. Just 12% saw their hours of work decrease.

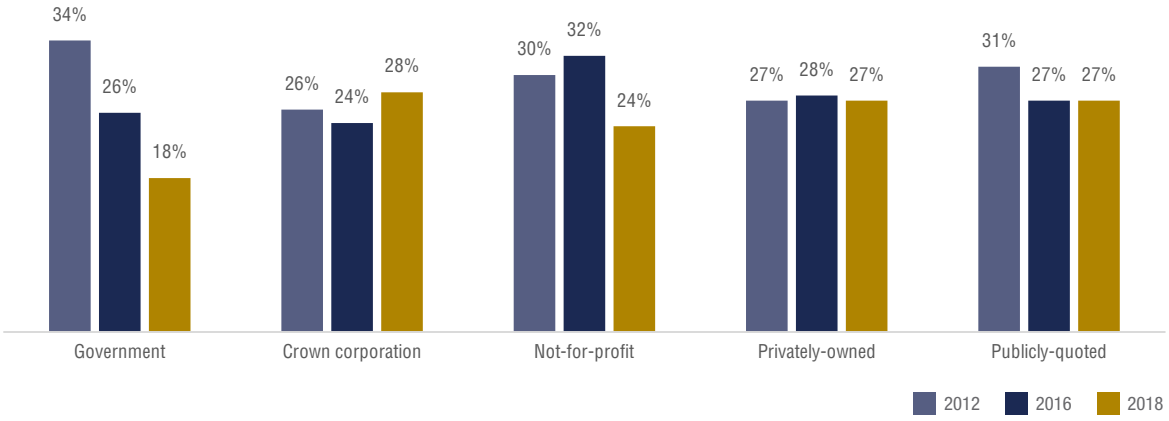
On a percentage basis, fewer in-house counsel in Government and not-for-profits (18% and 24% respectively) saw an increase in their hours of work per week. Twenty-eight percent of Crown corporation in-house counsel saw their hours increase, followed by privately-owned and publicly-quoted counsel, both of which saw an increase of 27%.

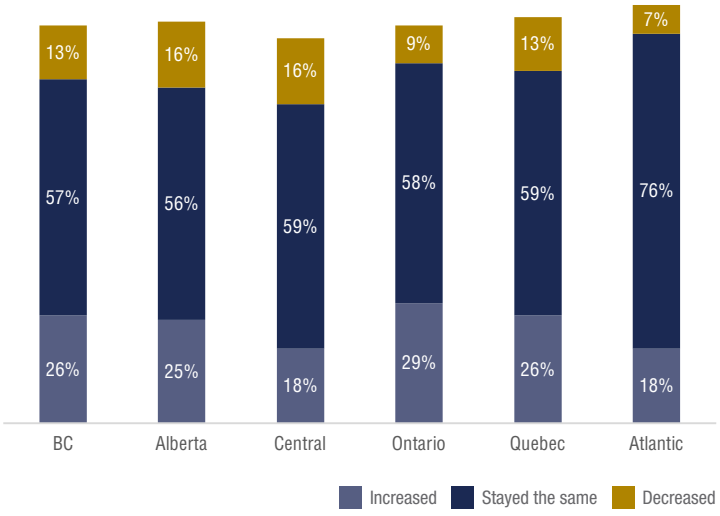
Of those who saw their work week increase, the highest percentage (29%) is Ontario, followed by BC and Quebec (26%, respectively) and Alberta (25%). Atlantic Canada and Central Canada both saw 18% increases.

Change in weekly hours of work over the past two years



Hours increased over past two years





Comparability and Change in Compensation

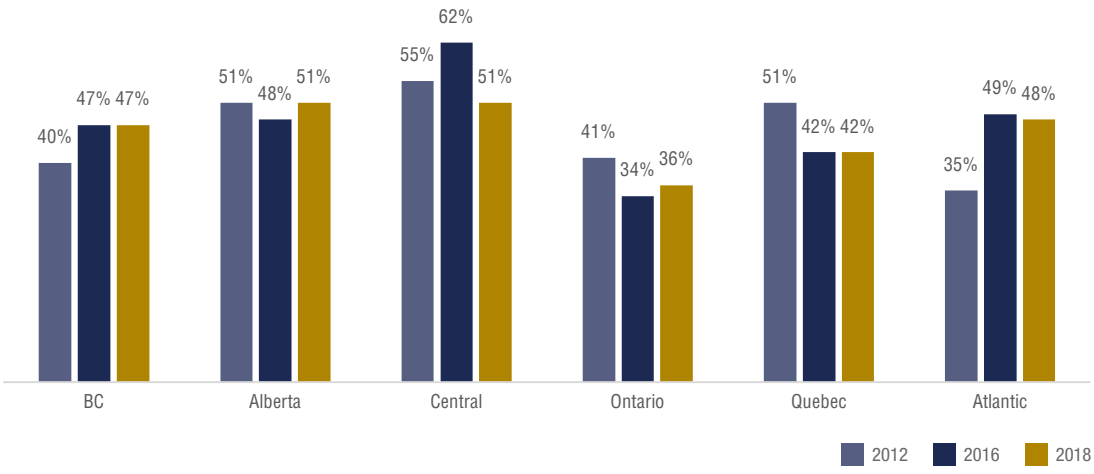
Comparability of Compensation within an Organization

In 2018, 44% agree or strongly agree their compensation is comparable with others in the organization. This is the same level as 2016.

The percentage of in-house counsel that agree/strongly agree that their compensation is comparable varies from region to region. The highest percentage of agreement is in Alberta and Central Canada (51%). Atlantic Canada and BC are essentially tied at 48% and 47%, respectively. Quebec follows at 42%, and Ontario is the lowest at 36%.

	2012	2016	2018
Strongly agree	14%	12%	14%
Tend to agree	32%	32%	30%
Neither agree or disagree	15%	15%	17%
Tend to disagree	11%	10%	13%
Strongly disagree	4%	4%	4%
Don't know	24%	25%	23%

By region – strongly/tend to agree



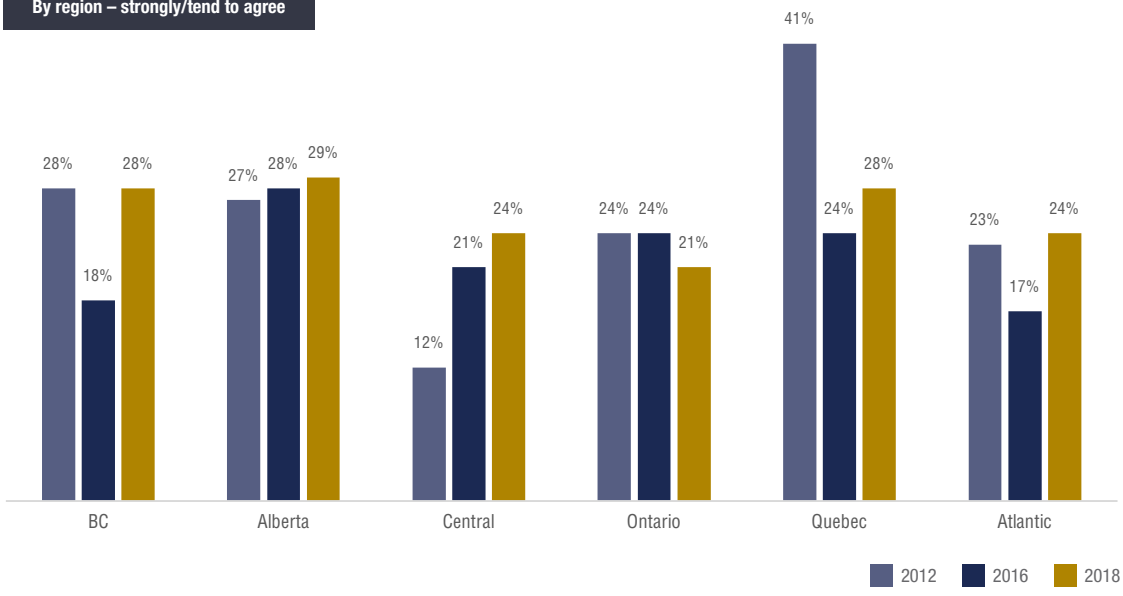
Comparability of Compensation to External Organizations

In 2018, 26% of in-house counsel tend to agree or strongly agree their compensation is comparable. These percentages are similar to 2016 (23%) and 2012 (26%). The remaining respondents are non-committal, disagree or don't know. We note that respondents are more likely to disagree rather than agree that their salary compares favourably with external organizations.

The percentage of in-house counsel that agree/strongly agree that their compensation is comparable varies from region to region. The highest percentage (29%) of agreement is in Alberta. This is followed by BC and Quebec, both at 28%. Atlantic and Central Canada are tied at 24%, followed by Ontario at 21%.

	2012	2016	2018
Strongly agree	4%	2%	3%
Tend to agree	22%	21%	23%
Neither agree or disagree	14%	13%	15%
Tend to disagree	23%	23%	24%
Strongly disagree	12%	9%	10%
Don't know	25%	32%	25%

By region – strongly/tend to agree

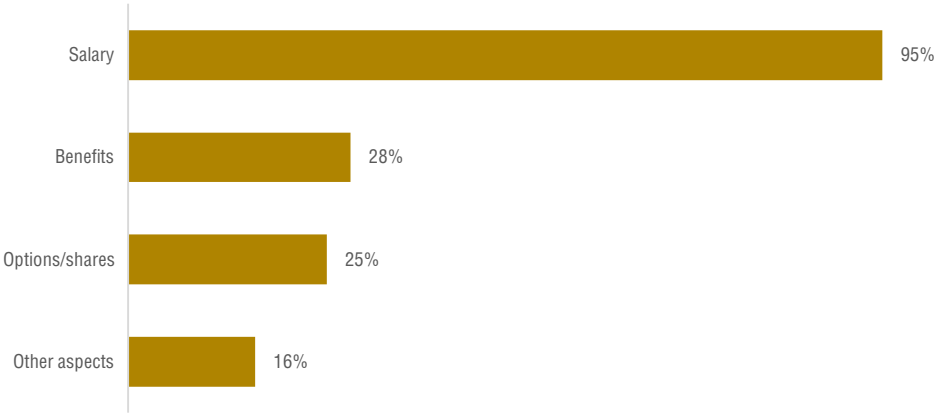


Areas in which Compensation is not Commensurate

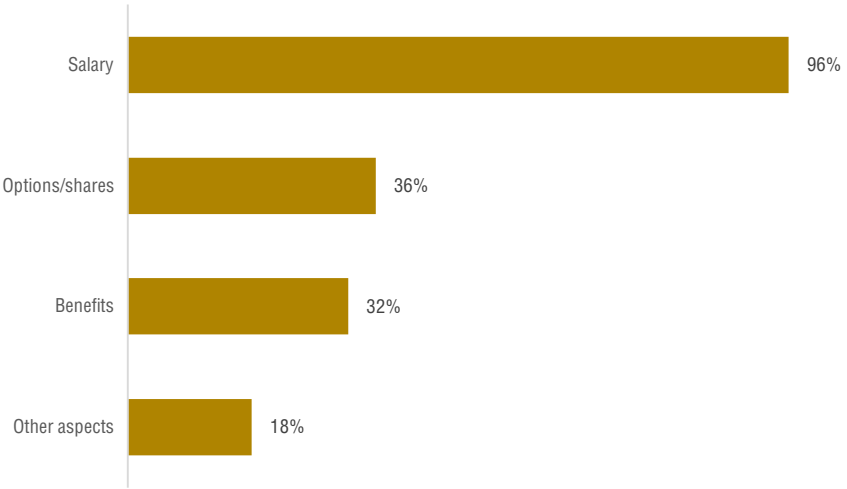
This year we looked at those areas where compensation is thought not to be commensurate with colleagues. This was asked of those who disagreed that their compensation is commensurate with colleagues either within their organization or in similar organizations. In both cases salary is the key discrepancy. Mentions of benefits and options/shares came in a distant second and third place.

The importance of salary is highlighted by another question that we asked this year. It focused on the relative importance of various factors when evaluating a compensation package. In the table below, we note that salary is of primary importance, benefits are judged to be of secondary importance and options/shares are ranked to be of tertiary importance.

With colleagues within organization



With colleagues in similar organizations

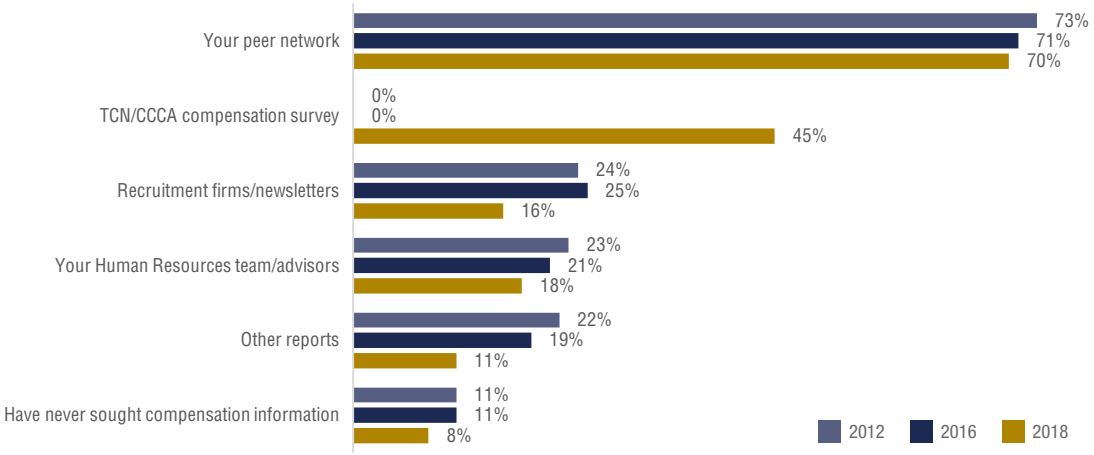


Relative Importance of Factors when Evaluating Compensation Package

	Most important	Secondary importance	Tertiary importance
Salary	82%	6%	2%
Benefits	7%	60%	24%
Options/Shares	4%	21%	52%
Other	6%	8%	12%

Sources of Information about Industry Compensation

When it comes to assessing how their compensation compares to others in their industry, a large majority (70%) of in-house counsel rely on their peer network. This year we included the survey itself (listed below as TCN/CCCA compensation survey) as a source of information. Forty-five percent mentioned this source. This is followed by HR teams and advisors at 18%, and recruitment firms and newsletters at 16%.

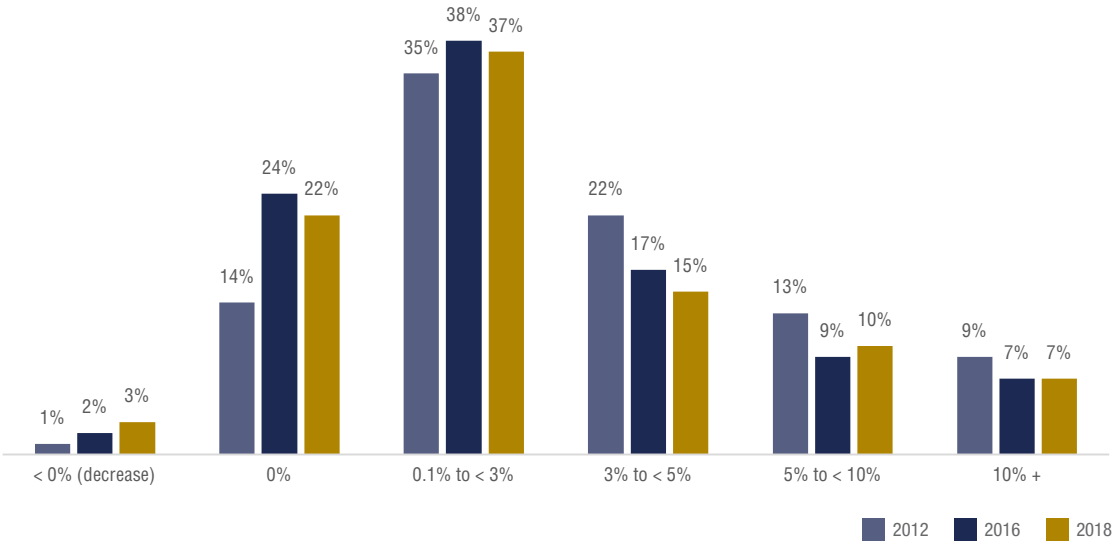


Base Salary Increase in the Past Year

Slightly more than one-fifth (22%) of respondents report no increase in their base salary over the past year. This percentage is slightly lower than 2016 (24%).

The largest percentage (37%) saw their base salary increase by less than 3% in the past year. This percentage approximates levels seen in the previous two waves of the survey.

Fifteen percent of in-house counsel received an increase of 3% to < 5%. Ten percent saw an increase of 5% to < 10%, followed by 7% who enjoyed an increase of 10% or greater.



Changes to Benefits During Past 12 Months

Respondents were asked about changes to their benefits package during the past 12-month period. Thirty percent report an increase in out-of-pocket costs for benefits. This percentage has been relatively stable over the previous two surveys. The largest increase is voiced by those employed by publicly-quoted companies.

Those seeing a decrease in benefits coverage remains unchanged at 16%. Again, the largest decrease is noted by those working for publicly-quoted companies.

Experienced in past 12 months (% yes)	Total			Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Increase in out-of-pocket costs for benefits	33%	33%	30%	34%	37%	25%	26%	27%	22%	28%	35%	29%	32%	30%	26%	34%	39%	38%
Decrease in benefits coverage	16%	16%	16%	21%	9%	11%	7%	10%	9%	15%	15%	13%	15%	14%	12%	19%	22%	24%



In-Depth Look at Provinces

This section provides key compensation statistics by provinces. In some case, where provincial numbers are small, information has been collapsed into a region.

There are several things to note when benchmarking salaries to the information in this section:

- There may not be an exact match between the positions presented here and one's current job title. However, the profile statistics of each position can determine whether a reasonable comparison can be made.
- Due to some limitations of sample size, not all cross tabulations of province and industry are provided. However, the remainder of the report explores further compensation statistics at the national level.

Overall, these statistics are not absolute but should be viewed in conjunction with the rest of the variables presented in this report.

National Average Base Salary

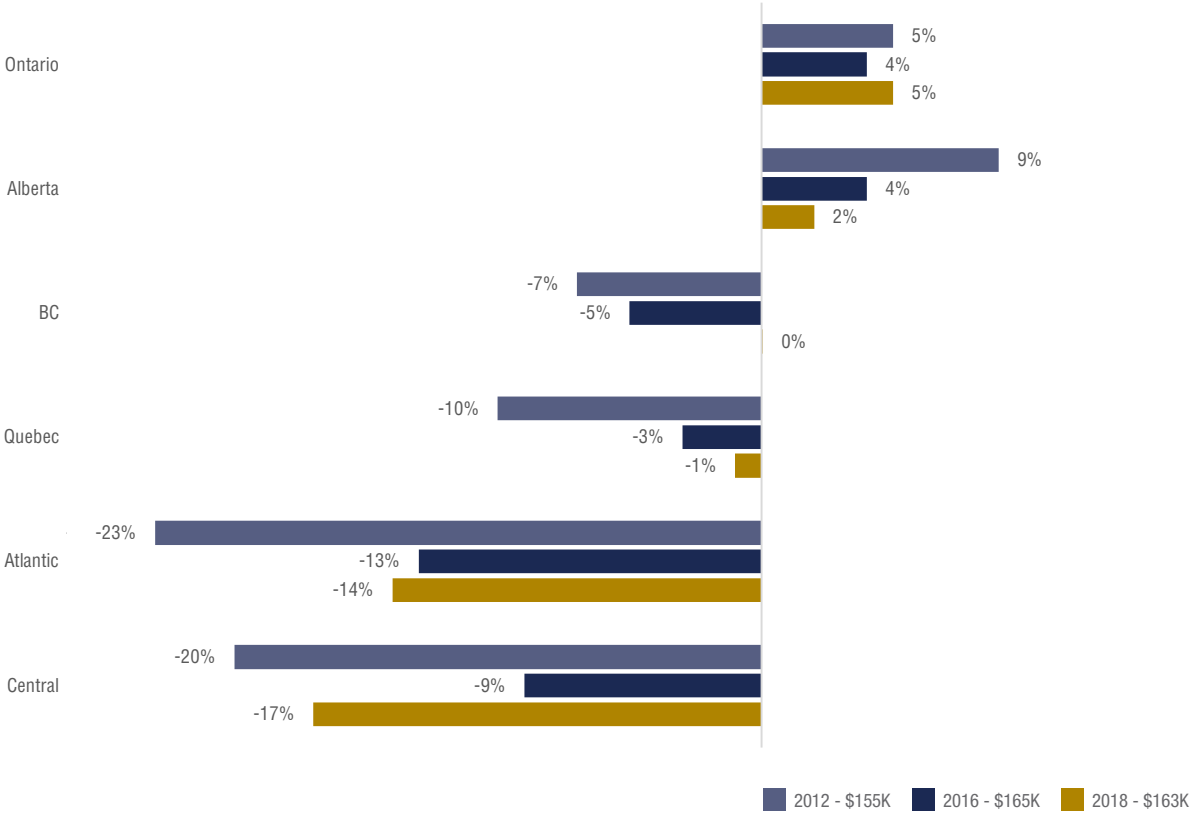
In 2018, the national average base salary stands at $163,000. This is slightly less than the $165,000 recorded in 2016. We believe the reason for this decrease is that we are seeing the impact of an aging workforce. In comparison to the 2016 survey, this year's sample consists of a greater percentage of respondents with fewer years of experience in the profession. In the previous study, 30% of the sample had less than 10 years in practice. This year, that percentage has climbed to 40%. A by-product of this shift is that we have more respondents this year in a lower salary range and fewer respondents with more experience and in the higher salary ranges. Due to this demographic shift, the average base salary is slightly lower in 2018 compared to 2016.

The chart below provides regional/provincial differences when compared to this national average.

Both Ontario and Alberta report average base salaries above the national average. This is consistent with the results in 2016. However, we note that base salaries in Alberta, when compared to the national average, have dropped over the past two study periods. This drop in Alberta can be accounted for by a decrease in salaries in Edmonton. Salaries in Calgary have increased since 2016.

Salaries in BC are equivalent to the national average. This year the average base salary in Quebec is approaching the national average.

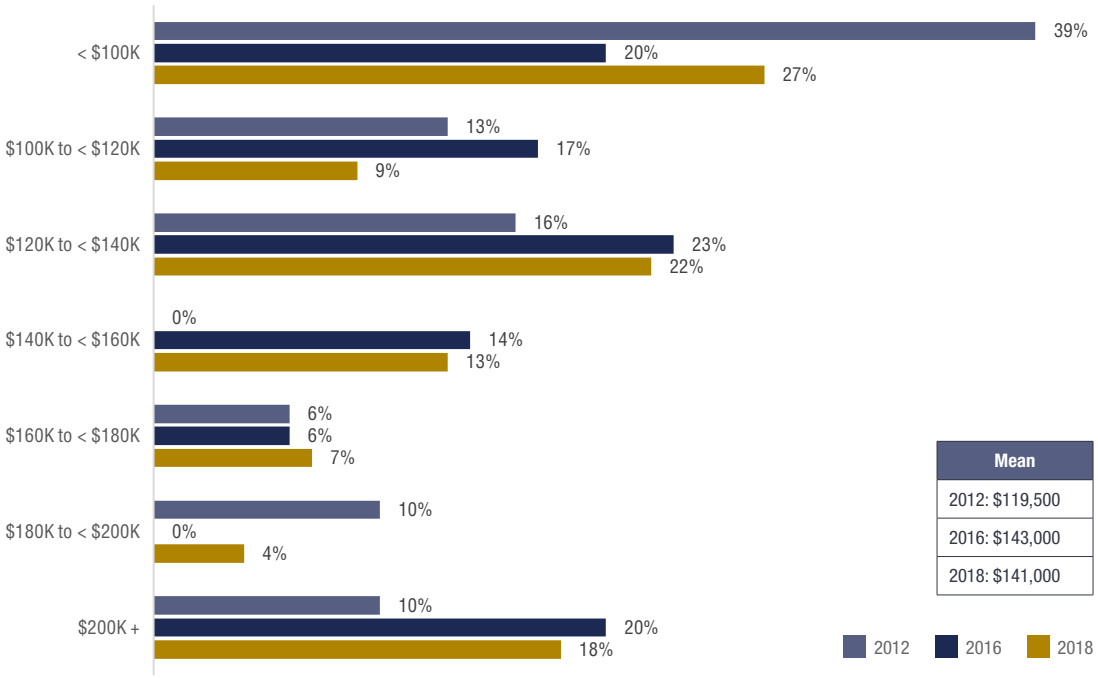
Average salaries in Atlantic and Central Canada continue to lag behind the national average.



FOCUS ON ATLANTIC CANADA

Distribution of Base Salary in Atlantic Canada

In 2018, the mean base salary for in-house counsel in Atlantic Canada is $141,000. This is a relatively small drop after the large increase we witnessed in 2016. (2012: $119,500, 2016: $143,000). As noted on the previous page, Atlantic Canada is currently 14% below the national average.



Compensation Package by Position – Atlantic Canada

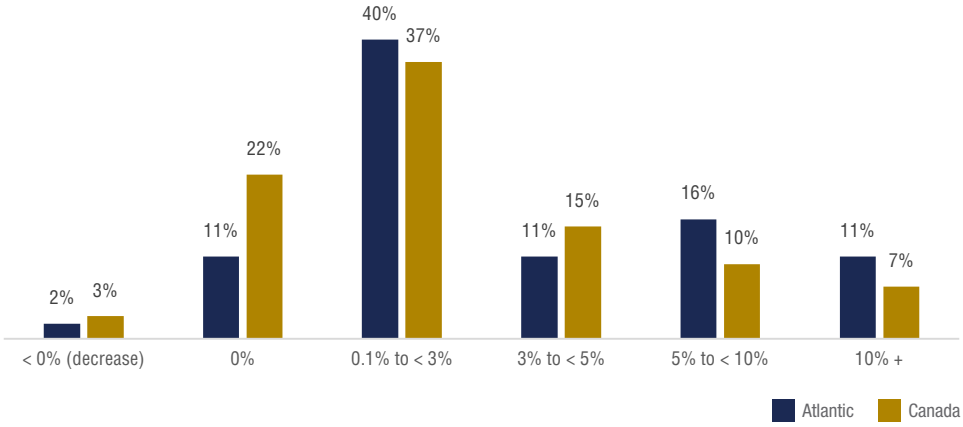
Base salaries in 2018 range from $116,500 for Legal Counsel and Senior Counsel to $181,000 for General Counsel.

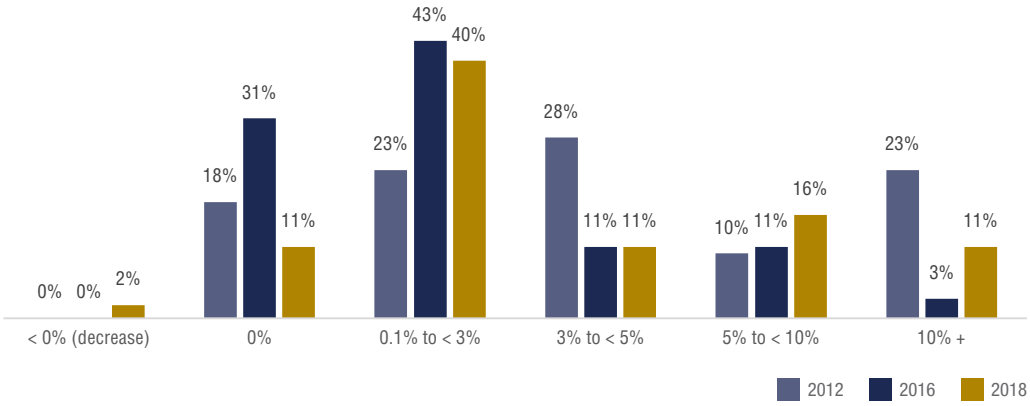
	Counsel (Legal + Senior Counsel)			General Counsel*		
	2012	2016	2018	2012	2016	2018
Average base salary ($)	$105,500	$126,000	$116,500	$133,500	$166,000	$181,000
Target bonus/Incentive	8%	12%	20%	19%	22%	22%
Maximum target amount	10%	13%	15%	25%	34%	23%
Actual bonus/Incentive	7%	13%	21%	22%	24%	13%

*Includes EVP Legal, VP Legal, General Counsel and Director of Legal/Legal Manager

Base Salary Increase in Atlantic Canada vs Canada

Relative to the rest of Canada, a somewhat larger percentage of in-house counsel in the Atlantic provinces had increases that ranged from more than 5% to greater than 10%.





Benefits Included in Package – Atlantic Canada

The table below provides historical information on the benefits provided to in-house counsel residing in the Atlantic provinces and compares this information to the national numbers.

Included in benefits package (% yes)	Canada			Atlantic Canada		
	2012	2016	2018	2012	2016	2018
Insurance and retirement benefits						
Dental coverage	96%	97%	96%	100%	97%	89%
Extended medical coverage	94%	90%	80%	90%	66%	56%
Disability/Life insurance	94%	NA	NA	100%	NA	NA
Pension/Retirement plan	82%	81%	79%	84%	86%	80%
Provincial health care coverage	81%	77%	72%	90%	86%	58%
Employee assistance program	72%	76%	81%	84%	83%	78%
Additional health spending account	59%	62%	55%	48%	49%	42%
Medical/Dental coverage beyond retirement	23%	17%	21%	19%	23%	27%
Short-term disability	NA	89%	88%	NA	77%	76%
Long-term disability	NA	93%	92%	NA	89%	82%
Life insurance	NA	90%	87%	NA	86%	82%
Fringe benefits						
Educational credits/Tuition reimbursement	49%	45%	41%	52%	40%	44%
Employee referral program	39%	40%	40%	19%	29%	36%
Parking allowance	34%	32%	31%	19%	31%	31%
Moving expenses	20%	19%	14%	23%	23%	24%
Executive health plan	19%	15%	24%	13%	17%	33%
Car allowance	18%	16%	15%	23%	14%	20%
Subsidized meals	9%	10%	11%	6%	11%	18%
Subsidized childcare	2%	2%	4%	0%	6%	2%
Paid time off						
Personal time off days	42%	50%	57%	29%	40%	58%
Flex days	41%	41%	43%	32%	29%	42%
Top up for maternity leave	34%	35%	36%	32%	29%	38%
Extended parental leave	20%	25%	24%	16%	20%	27%
Elder care leave	NA	11%	12%	NA	11%	4%
Sabbatical	8%	7%	8%	6%	9%	13%

Change in Benefits and Satisfaction with Compensation

This year Atlantic Canada had a similar increase in out-of-pocket costs for benefits when compared to the national average (31% vs 30%). Fewer report a decrease in benefits coverage (9% vs 16%).

In Atlantic Canada compared to all of Canada, respondents are less satisfied with their benefits package (60% Atlantic vs 70% nationally). In contrast, Atlantic Canadians are more satisfied with their base salaries and incentive programs.

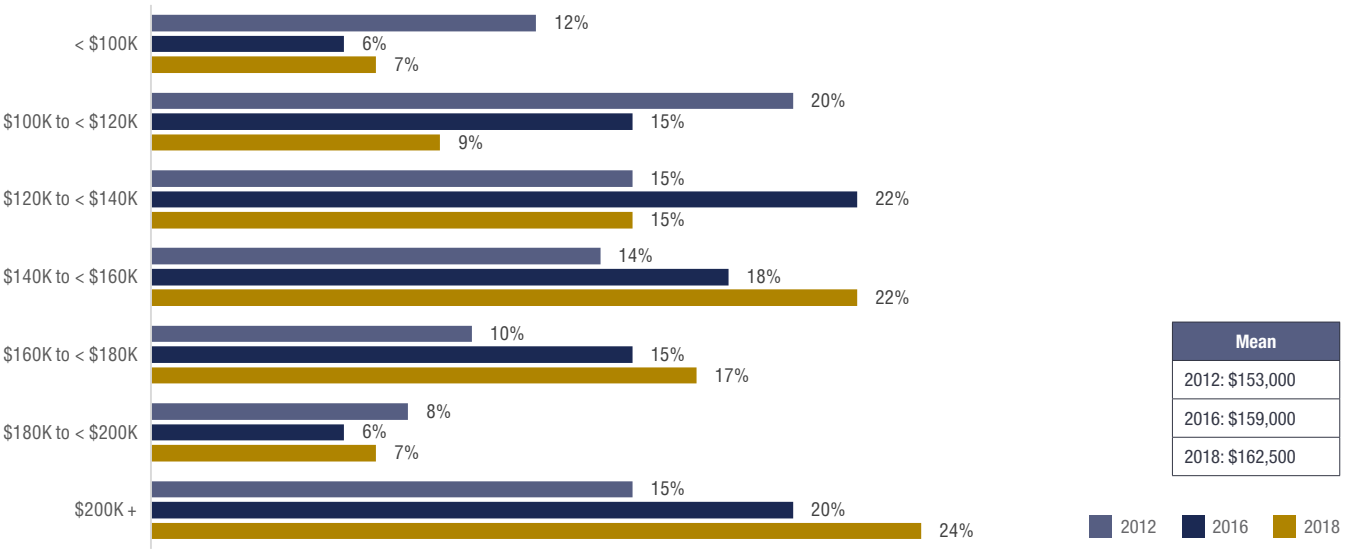
Experienced in past 12 months (% yes)	Canada			Atlantic Canada		
	2012	2016	2018	2012	2016	2018
Increase in out-of-pocket costs for benefits	33%	33%	30%	32%	40%	31%
Decrease in benefits coverage	16%	16%	16%	26%	11%	9%

% Very/Somewhat satisfied	Canada			Atlantic Canada		
	2012	2016	2018	2012	2016	2018
Benefits package	76%	74%	70%	71%	66%	60%
Incentive program	65%	61%	56%	61%	68%	66%
Base salary	58%	53%	50%	65%	57%	54%

FOCUS ON QUEBEC

Distribution of Base Salary in Quebec

The mean base salary for in-house counsel in Quebec in 2018 is $162,500, compared to the Canadian mean of $163,000. All salary ranges greater than $140,000 show increases in 2018 compared to 2016.



Compensation Package by Position – Quebec

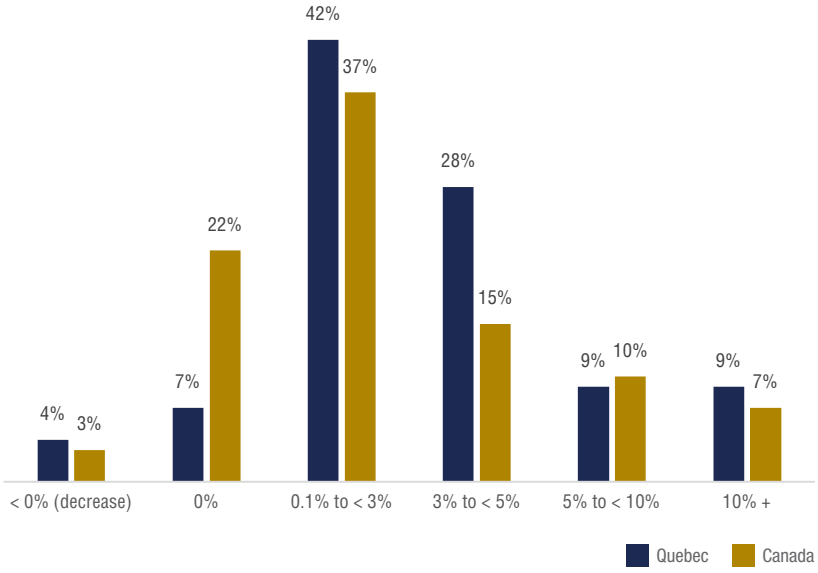
Base salaries range from $133,500 for Legal and Senior Counsel to $184,500 for GC at the Director and Executive Levels. For Legal Counsel, average base salary increased to $133,500 in 2018 compared to $126,000 two years prior.

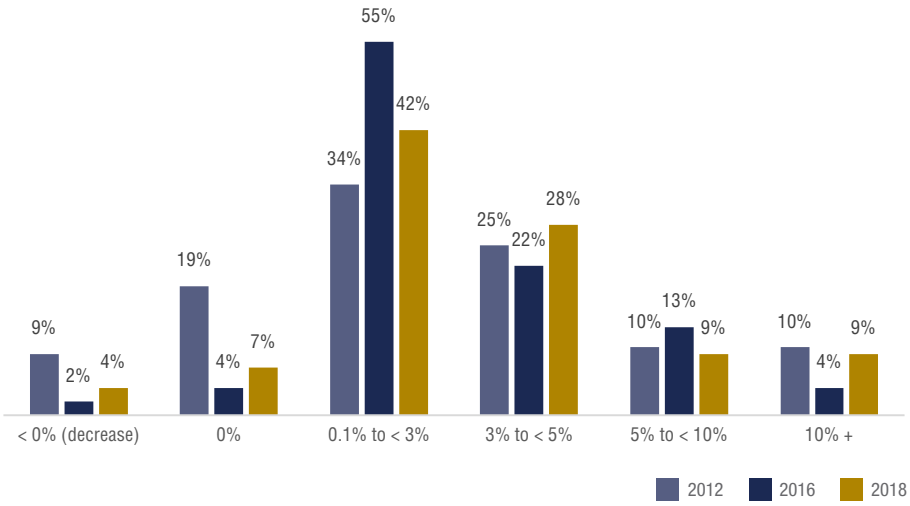
	Counsel (Legal + Senior Counsel)			General Counsel*		
	2012	2016	2018	2012	2016	2018
Average base salary ($)	$129,000	$126,000	$133,500	$155,000	$181,000	$184,500
Target bonus/Incentive	17%	16%	17%	24%	24%	27%
Maximum target amount	23%	23%	17%	27%	36%	42%
Actual bonus/Incentive	14%	24%	15%	22%	31%	22%

*Includes EVP Legal, VP Legal, General Counsel and Director of Legal/Legal Manager

Base Salary Increase in Quebec vs Canada

Only 11% of Quebec respondents saw no increase or an actual decrease compared to 25% of their colleagues across the country. A greater percentage of Quebec in-house counsel saw base salary increases from 0.1% to less than 5% than the country as a whole. Quebec also saw more 10%+ increases when compared to the country as a whole.





Benefits Included in Package – Quebec

The table below provides historical information on the benefits provided to in-house counsel residing in Quebec. The table also compares this information to the national numbers.

Included in benefits package (% yes)	Total			Quebec		
	2012	2016	2018	2012	2016	2018
Insurance and retirement benefits						
Dental coverage	96%	97%	96%	90%	93%	83%
Extended medical coverage	94%	90%	80%	95%	84%	61%
Disability/Life insurance	94%	NA	NA	97%	NA	NA
Pension/Retirement plan	82%	81%	79%	83%	86%	83%
Provincial health care coverage	81%	77%	72%	90%	75%	72%
Employee assistance program	72%	76%	81%	75%	80%	80%
Additional health spending account	59%	62%	55%	46%	67%	48%
Medical/Dental coverage beyond retirement	23%	17%	21%	31%	22%	24%
Short-term disability	NA	89%	88%	NA	91%	89%
Long-term disability	NA	93%	92%	NA	93%	91%
Life insurance	NA	90%	87%	NA	96%	87%
Fringe benefits						
Educational credits/Tuition reimbursement	49%	45%	41%	47%	49%	35%
Employee referral program	39%	40%	40%	37%	53%	44%
Parking allowance	34%	32%	31%	31%	31%	28%
Moving expenses	20%	19%	14%	17%	31%	11%
Executive health plan	19%	15%	24%	44%	31%	39%
Car allowance	18%	16%	15%	32%	29%	26%
Subsidized meals	9%	10%	11%	14%	15%	9%
Subsidized childcare	2%	2%	4%	3%	6%	17%
Paid time off						
Personal time off days	42%	50%	57%	39%	51%	59%
Flex days	41%	41%	43%	47%	27%	33%
Top up for maternity leave	34%	35%	36%	37%	38%	33%
Extended parental leave	20%	25%	24%	31%	33%	28%
Elder care leave	NA	11%	12%	NA	7%	11%
Sabbatical	8%	7%	8%	10%	7%	11%

Change in Benefits and Satisfaction with Compensation

The percentage of Quebec respondents who saw an increase in out-of-pocket costs for benefits is higher when compared with all of Canada (37% vs 30%, respectively). Additionally, 28% of Quebec in-house counsel respondents saw a decrease in benefits coverage compared to 16% of nation-wide respondents.

Quebec respondents are slightly less satisfied with their benefits package and incentives programs than the country as a whole, but more satisfied with their base salary (54% Quebec vs 50% nationally).

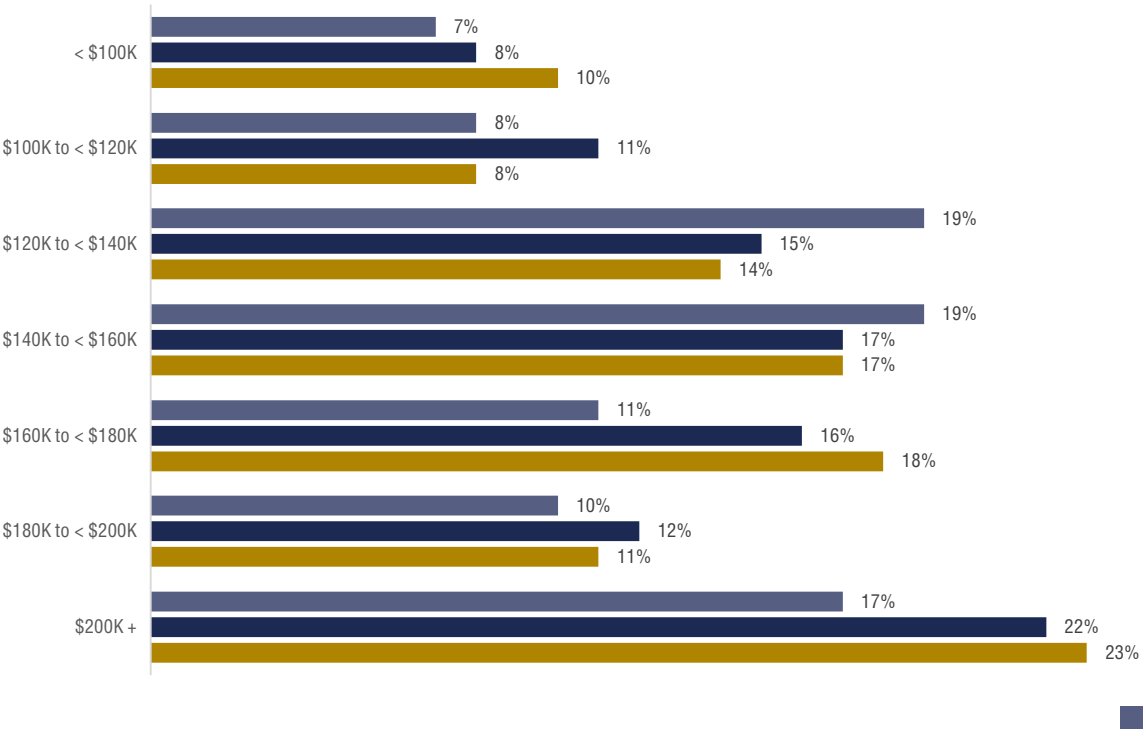
Experienced in past 12 months (% yes)	Canada			Quebec		
	2012	2016	2018	2012	2016	2018
Increase in out-of-pocket costs for benefits	33%	33%	30%	47%	36%	37%
Decrease in benefits coverage	16%	16%	16%	24%	26%	28%

% Very/Somewhat satisfied	Canada			Quebec		
	2012	2016	2018	2012	2016	2018
Benefits package	76%	74%	70%	76%	66%	61%
Incentive program	65%	61%	56%	76%	55%	54%
Base salary	58%	53%	50%	63%	60%	54%

FOCUS ON ONTARIO

Distribution of Base Salary in Ontario

The mean base salary for in-house counsel in Ontario is $171,500, which is $8,500 more than the national average. It does represent a $500 decrease from 2016. Respondents in the GTA report the highest base salary of $172,000. We note a decrease of $6,000 in Toronto following the large increase that we saw in 2016. We also note a large decrease in Ottawa. While the base size in Ottawa is relatively small, we do see that the sample is comprised of a larger proportion of respondents in the 25 to 34 age group versus the national average. This may explain the lower base salary that we're seeing this year.



Mean overall
2012: $160,000
2016: $172,000
2018: $171,500
Mean GTA
2012: $163,000
2016: $173,500
2018: $172,000
Mean Toronto
2012: $165,500
2016: $176,000
2018: $170,000
Mean Ottawa
2012: $155,000
2016: $164,000
2018: $146,500

Compensation Package by Position – Ontario

Base salaries range from $134,500 for Legal Counsel to $230,000 for GC Executive Level.

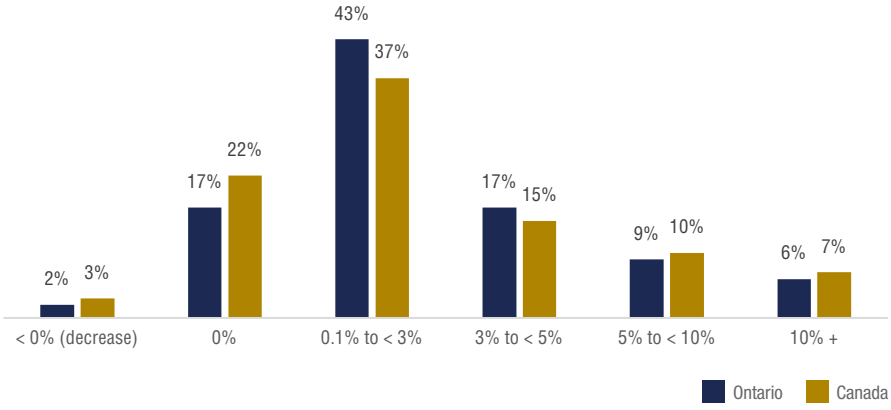
	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Average base salary ($)	$114,000	$118,000	$134,500	$148,500	$160,000	$160,000	$154,000	$209,000	$186,000	$191,500	$215,000	$230,000
Target bonus/Incentive	10%	21%	15%	16%	22%	21%	25%	30%	25%	32%	37%	40%
Maximum target amount	10%	20%	26%	17%	35%	32%	28%	44%	37%	34%	69%	69%
Actual bonus/Incentive	8%	19%	11%	15%	28%	20%	22%	30%	31%	29%	43%	47%

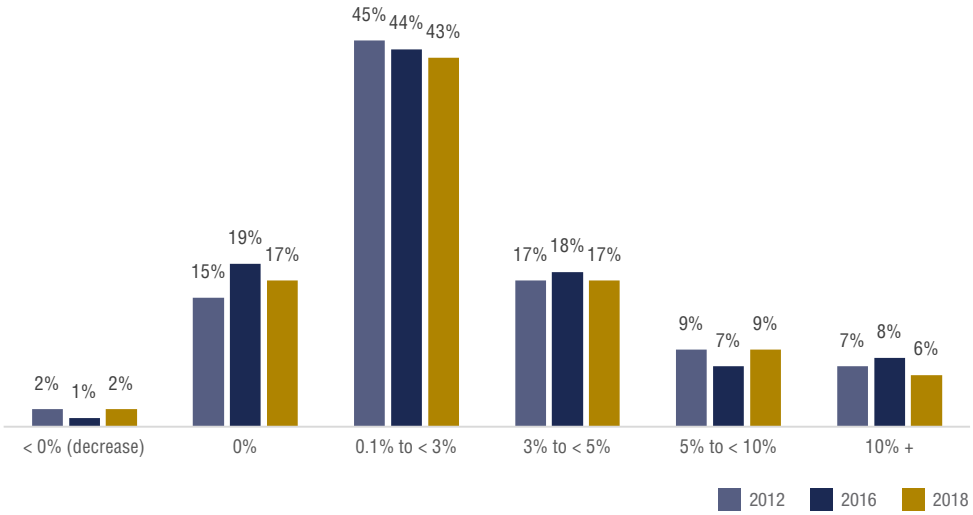
* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager
** General Counsel Executive Level – Combines Executive VP Legal and VP Legal

Base Salary Increase in Ontario vs Canada

Overall, base salary increases in Ontario reflect the national trends. Slightly more respondents in Ontario than Canada received a 0.1 % to less than 5% base salary increase, while a slightly smaller percentage in Ontario saw an increase greater than 5% compared to the national numbers.

The changes to base salaries are similar to the changes recorded in 2016 and 2012.





Benefits Included in Package – Ontario

The table below provides historical information on the benefits provided to in-house counsel in Ontario compared to the national numbers.

Included in benefits package (% yes)	Total			Ontario		
	2012	2016	2018	2012	2016	2018
Insurance and retirement benefits						
Dental coverage	96%	97%	96%	97%	96%	99%
Extended medical coverage	94%	90%	80%	94%	86%	81%
Disability/Life insurance	94%	NA	NA	93%	NA	NA
Pension/Retirement plan	82%	81%	79%	83%	82%	84%
Provincial health care coverage	81%	77%	72%	77%	74%	67%
Employee assistance program	72%	76%	81%	73%	73%	85%
Additional health spending account	59%	62%	55%	49%	53%	51%
Medical/Dental coverage beyond retirement	23%	17%	21%	26%	19%	21%
Short-term disability	NA	89%	88%	NA	88%	91%
Long-term disability	NA	93%	92%	NA	91%	93%
Life insurance	NA	90%	87%	NA	88%	87%
Fringe benefits						
Educational credits/Tuition reimbursement	49%	45%	41%	47%	48%	49%
Employee referral program	39%	40%	40%	38%	39%	40%
Parking allowance	34%	32%	31%	21%	18%	18%
Moving expenses	20%	19%	14%	15%	12%	12%
Executive health plan	19%	15%	24%	18%	17%	22%
Car allowance	18%	16%	15%	21%	18%	17%
Subsidized meals	9%	10%	11%	11%	13%	13%
Subsidized childcare	2%	2%	4%	1%	1%	3%
Paid time off						
Personal time off days	42%	50%	57%	51%	59%	62%
Flex days	41%	41%	43%	32%	33%	40%
Top up for maternity leave	34%	35%	36%	39%	35%	37%
Extended parental leave	20%	25%	24%	20%	24%	23%
Elder care leave	NA	11%	12%	NA	12%	12%
Sabbatical	8%	7%	8%	6%	5%	4%

Change in Benefits and Satisfaction with Compensation

The percentages of respondents in Ontario that had an increase in out-of-pocket costs for benefits and experienced a decrease in benefits coverage are essentially the same as the national respondents.

In Ontario, satisfaction with base salary, benefits and incentive program essentially matches the national numbers.

Experienced in past 12 months (% yes)	Canada			Ontario		
	2012	2016	2018	2012	2016	2018
Increase in out-of-pocket costs for benefits	33%	33%	30%	34%	33%	33%
Decrease in benefits coverage	16%	16%	16%	21%	15%	17%

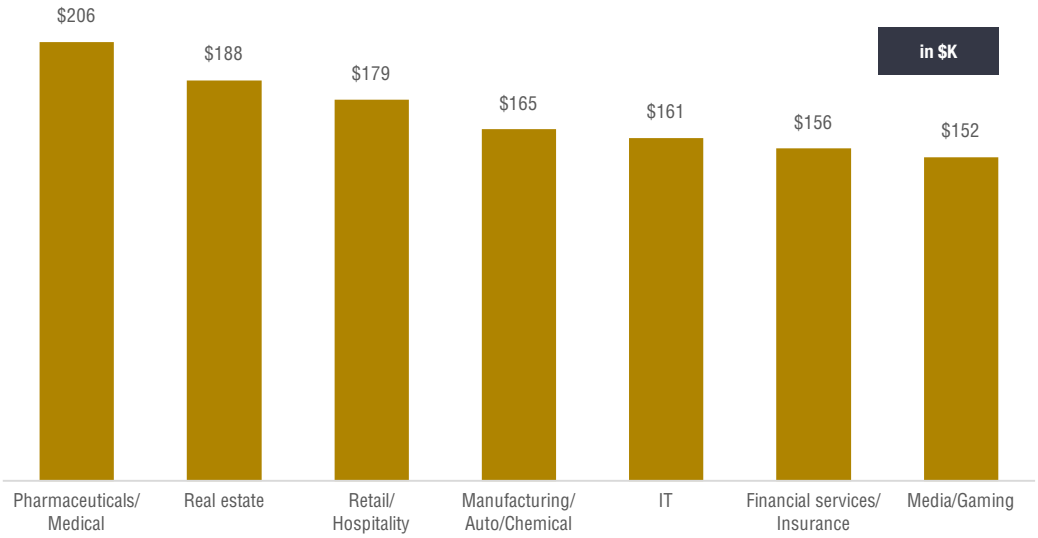
% Very/Somewhat satisfied	Canada			Ontario		
	2012	2016	2018	2012	2016	2018
Benefits package	76%	74%	70%	74%	69%	70%
Incentive program	65%	61%	56%	60%	62%	57%
Base salary	58%	53%	50%	55%	56%	48%

Trends by Industry in Ontario

The top seven sectors employing in-house counsel in Ontario are:

1. Financial services/Insurance/Banks
2. Information technology
3. Pharmaceuticals/Medical
4. Real estate
5. Retail/Hospitality/Food & beverage/Consumer products
6. Manufacturing/Automotive/Aerospace/Chemical
7. Media/Gaming/Sports & entertainment

Of the top seven sectors, pharmaceuticals/medical have the highest base salary, followed by real estate and retail/hospitality.



Focus on the Financial Sector in Ontario

Within the financial services sector in Ontario, base salaries range from $107,500 for Legal Counsel to $204,500 for GC Executive Level. Compared to 2016, this is a decrease for Legal Counsel but may be accounted for by an increase in those going in-house earlier in their careers. Salaries at other levels have increased this year.

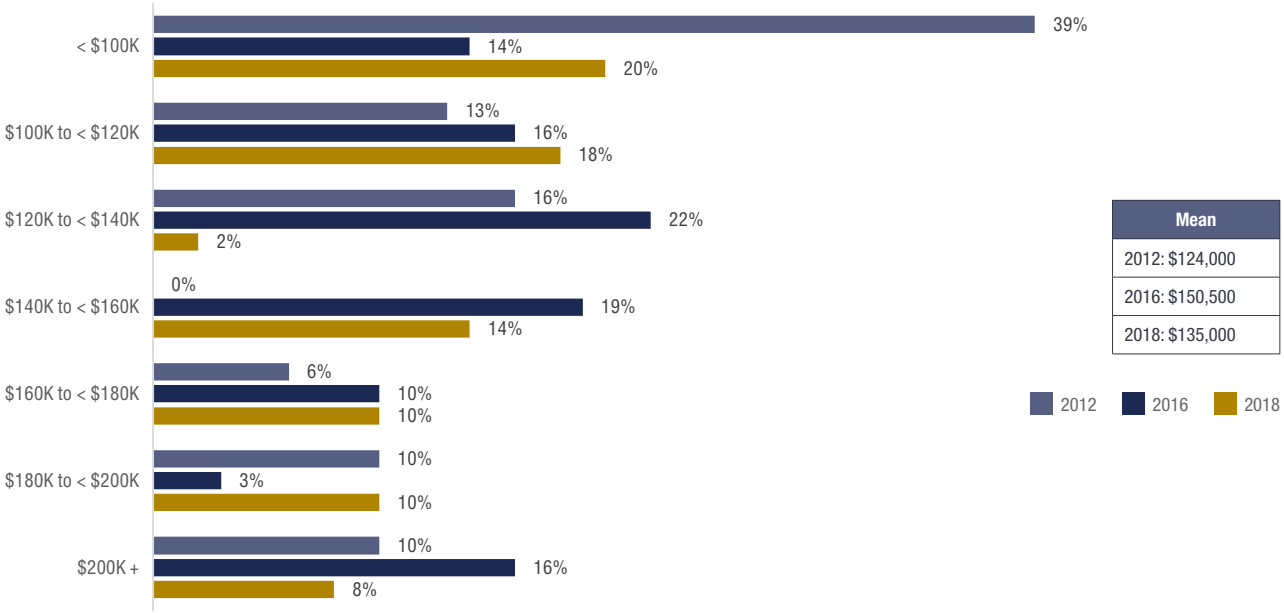
	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Average base salary ($)	$103,500	$115,500	$107,500	$151,500	$154,500	$158,000	$160,500	$174,500	$177,000	$205,500	$183,000	$204,500
Target bonus/Incentive	12%	18%	12%	24%	21%	17%	39%	43%	35%	55%	41%	35%
Maximum target amount	10%	21%	15%	25%	40%	36%	43%	52%	42%	51%	82%	68%
Actual bonus/Incentive	11%	16%	11%	20%	34%	22%	29%	34%	53%	44%	53%	43%

* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager
** General Counsel Executive Level – Combines Executive VP Legal and VP Legal

FOCUS ON CENTRAL CANADA

Distribution of Base Salary in Central Canada

In 2018, the mean base salary for in-house counsel in Central Canada (Manitoba and Saskatchewan) is $135,000, which is $28,000 below the national average. This represents a $15,000 decrease from the base salary reported in 2016 for Central Canada. However, we note that, in 2016, we had 16% who reported salaries greater than $200,000. This percentage was much higher than what we saw in 2012 or 2018 and would have pulled up the reported average salary.



Compensation Package by Position – Central Canada

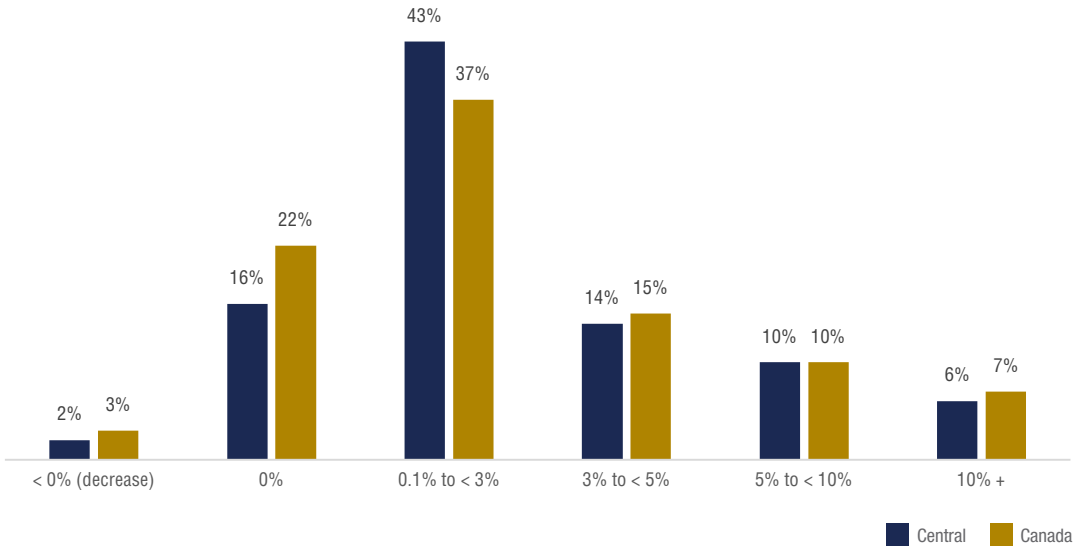
Base salaries range from $112,000 for Legal Counsel to $176,000 for General Counsel at the Director and Executive Levels. This is a major drop from 2016 in base salary for Legal Counsel but again, may reflect changing demographics.

	Counsel (Legal + Senior Counsel)			General Counsel*		
	2012	2016	2018	2012	2016	2018
Average base salary ($)	$100,500	$128,000	$112,000	$139,500	$176,000	$176,000
Target bonus/Incentive	7%	15%	11%	8%	31%	24%
Maximum target amount	8%	31%	19%	12%	41%	43%
Actual bonus/Incentive	8%	13%	13%	10%	34%	27%

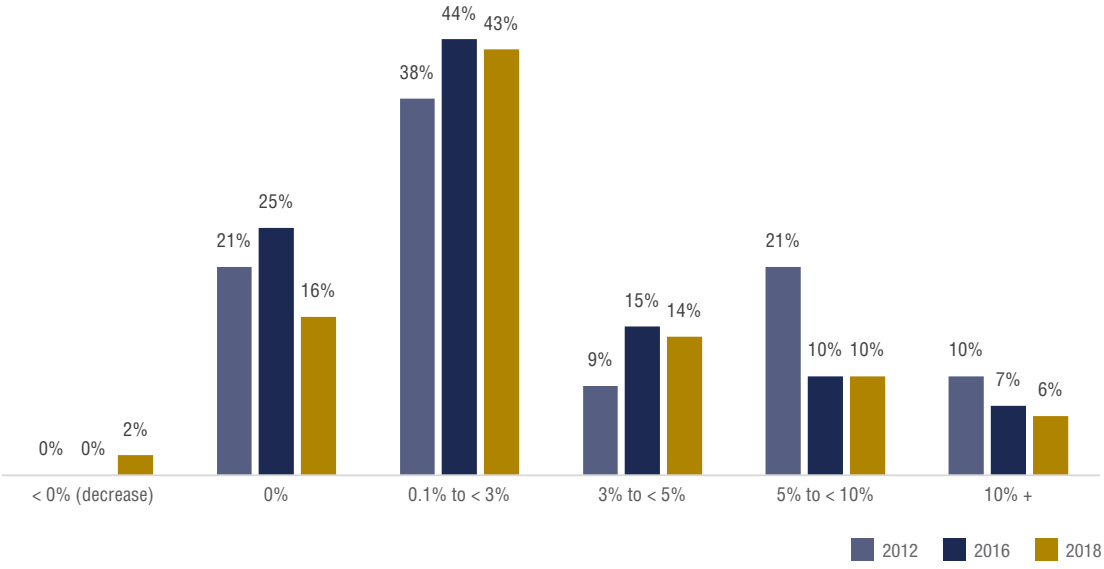
*Includes EVP Legal, VP Legal, General Counsel and Director of Legal/Legal Manager

Base Salary Increase in Central Canada vs Canada

Compared to the rest of the country, we see a greater percentage in Central Canada receiving an increase of 0.1% to less than 3% (43% in Central Canada vs 37% nationally). Increases above 3% are virtually identical to the national average.



Eighteen percent report a decrease or no increase in their base salary in 2018. This is down slightly from 2016 (25%).



Benefits Included in Package – Central Canada

The table below provides historical information on the benefits provided to in-house counsel residing in Central Canada (Manitoba and Saskatchewan). The table compares this information to the national numbers.

Included in benefits package (% yes)	Total			Central Canada		
	2012	2016	2018	2012	2016	2018
Insurance and retirement benefits						
Dental coverage	96%	97%	96%	98%	99%	96%
Extended medical coverage	94%	90%	80%	95%	93%	80%
Disability/Life insurance	94%	NA	NA	98%	NA	NA
Pension/Retirement plan	82%	81%	79%	90%	95%	94%
Provincial health care coverage	81%	77%	72%	81%	75%	65%
Employee assistance program	72%	76%	81%	81%	77%	82%
Additional health spending account	59%	62%	55%	76%	80%	63%
Medical/Dental coverage beyond retirement	23%	17%	21%	22%	19%	22%
Short-term disability	NA	89%	88%	NA	90%	84%
Long-term disability	NA	93%	92%	NA	100%	86%
Life insurance	NA	90%	87%	NA	96%	92%
Fringe benefits						
Educational credits/Tuition reimbursement	49%	45%	41%	52%	59%	53%
Employee referral program	39%	40%	40%	24%	36%	35%
Parking allowance	34%	32%	31%	43%	40%	43%
Moving expenses	20%	19%	14%	22%	27%	16%
Executive health plan	19%	15%	24%	9%	10%	22%
Car allowance	18%	16%	15%	10%	18%	10%
Subsidized meals	9%	10%	11%	5%	7%	12%
Subsidized childcare	2%	2%	4%	0%	0%	6%
Paid time off						
Personal time off days	42%	50%	57%	52%	59%	51%
Flex days	41%	41%	43%	40%	49%	49%
Top up for maternity leave	34%	35%	36%	40%	34%	37%
Extended parental leave	20%	25%	24%	26%	30%	26%
Elder care leave	NA	11%	12%	NA	18%	12%
Sabbatical	8%	7%	8%	9%	8%	4%

Change in Benefits and Satisfaction with Compensation

In Central Canada, the percentage reporting increases in out-of-pocket costs for benefits and decreases in coverage are at parity with national averages.

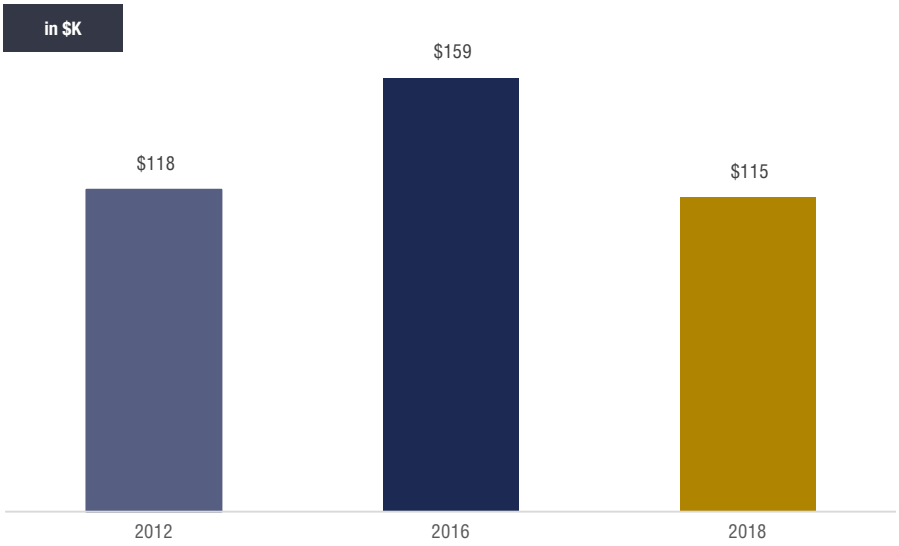
Despite having a base salary below the national average, a larger percentage (57%) report satisfaction with this salary when compared to the national average (50%). Similarly, a higher percentage of Central Canadians also report satisfaction with their benefits package when compared to Canada as whole.

Experienced in past 12 months (% yes)	Canada			Central Canada		
	2012	2016	2018	2012	2016	2018
Increase in out-of-pocket costs for benefits	33%	33%	30%	33%	40%	28%
Decrease in benefits coverage	16%	16%	16%	14%	14%	18%

% Very/Somewhat satisfied	Canada			Central Canada		
	2012	2016	2018	2012	2016	2018
Benefits package	76%	74%	70%	78%	84%	78%
Incentive program	65%	61%	56%	68%	52%	48%
Base salary	58%	53%	50%	59%	43%	57%

Focus on the Financial Sector in Central Canada

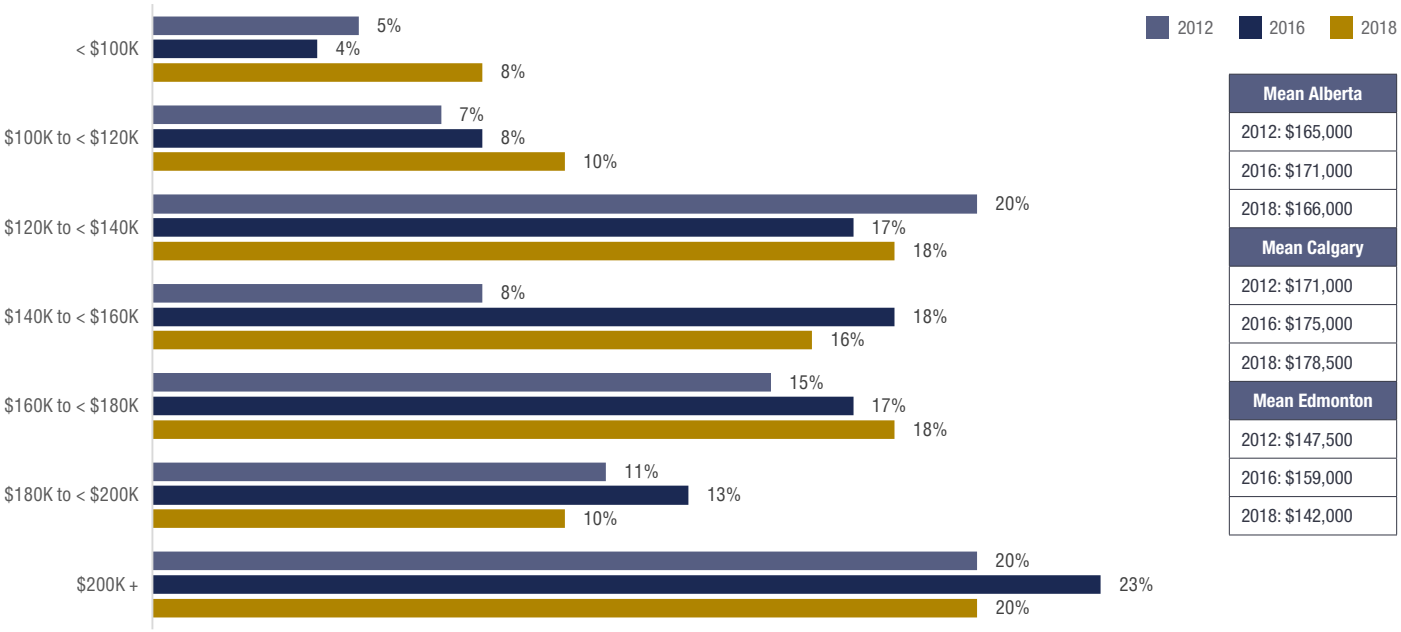
Financial services/insurance continues to be the number one employer of in-house counsel. The base salary within this sector is $115,000. This represents a decrease over the results of 2016. However, we note that results in 2016 were considerably higher than those reported in 2012. We also note that this year's sample from Central Canada, in comparison to the national average, consists of a relatively large proportion of respondents at the earlier stages of their careers.



FOCUS ON ALBERTA

Distribution of Base Salary in Alberta

The mean base salary in 2018 for in-house counsel in Alberta is $166,000, which is a drop from $171,000 in 2016. The mean base salary in Calgary increased from $175,000 (2016) to $178,500 (2018). In Edmonton the trend is reversed. The mean base salary of $142,000 in 2018 is well below the $159,000 level of 2016. It is this drop in Edmonton that is accounting for the overall decrease in Alberta. This decrease may be partially explained by the fact that the sample in this city is comprised of a larger than average percentage of younger respondents.



Mean Alberta
2012: $165,000
2016: $171,000
2018: $166,000
Mean Calgary
2012: $171,000
2016: $175,000
2018: $178,500
Mean Edmonton
2012: $147,500
2016: $159,000
2018: $142,000

Compensation Package by Position – Alberta

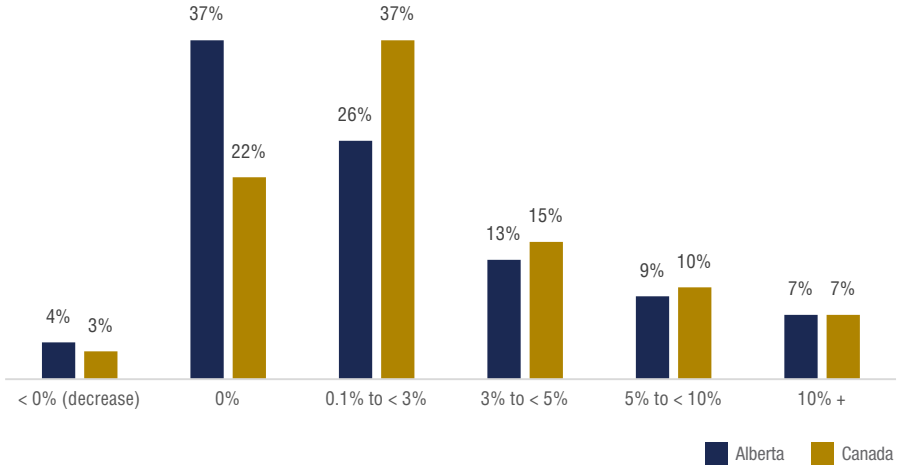
	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Average base salary ($)	$127,500	$141,000	$131,000	$155,000	$167,500	$176,000	$151,000	$204,000	$210,500	$192,000	$242,000	$255,000
Target bonus/Incentive	12%	15%	15%	20%	19%	23%	22%	27%	23%	41%	62%	58%
Maximum target amount	13%	23%	21%	19%	61%	37%	22%	49%	31%	47%	93%	96%
Actual bonus/Incentive	10%	16%	13%	23%	22%	21%	22%	24%	19%	38%	60%	51%

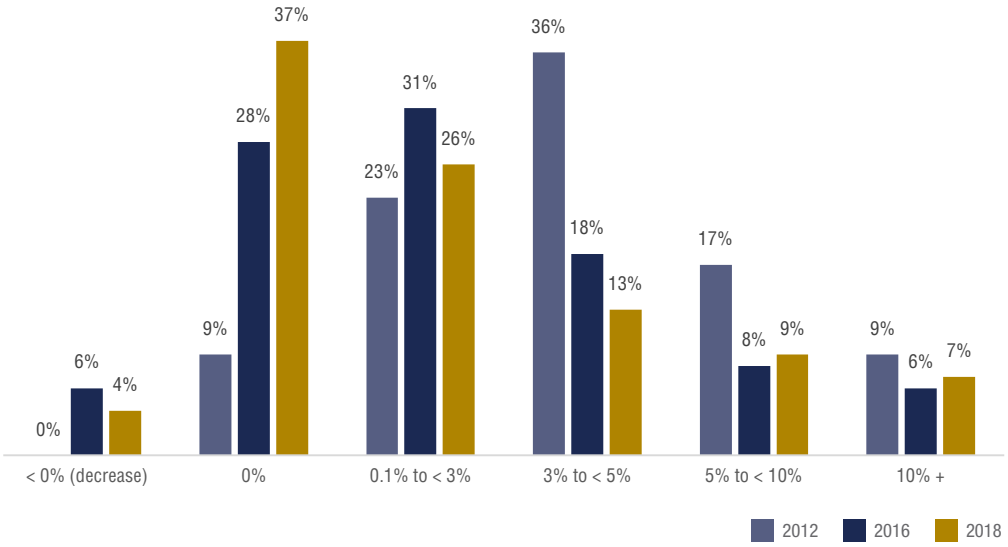
* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager
** General Counsel Executive Level – Combines Executive VP Legal and VP Legal

Base Salary Increase in Alberta vs Canada

The average base salary for Legal Counsel in Alberta is $131,000, which is below the 2016 level of $141,000. The base salary for GC Executive Level is $255,000.

Far more Albertans (37%) saw a 0% increase in their base salary compared to Canadians as a whole (22%). The base salary increase of 0% received by 37% of Albertans in 2018 is up from 28% in 2016. For base salary increases ranging from 0.1% to less than 10%, fewer Albertans received these compared to the rest of their Canadian counterparts.





Benefits Included in Package – Alberta

The table below provides historical information on the benefits provided to in-house counsel residing in Alberta. The table also compares this information to the national numbers.

Included in benefits package (% yes)	Total			Alberta		
	2012	2016	2018	2012	2016	2018
Insurance and retirement benefits						
Dental coverage	96%	97%	96%	96%	97%	98%
Extended medical coverage	94%	90%	80%	95%	93%	76%
Disability/Life insurance	94%	NA	NA	94%	NA	NA
Pension/Retirement plan	82%	81%	79%	82%	79%	79%
Provincial health care coverage	81%	77%	72%	82%	74%	71%
Employee assistance program	72%	76%	81%	75%	82%	85%
Additional health spending account	59%	62%	55%	79%	77%	77%
Medical/Dental coverage beyond retirement	23%	17%	21%	21%	13%	18%
Short-term disability	NA	89%	88%	NA	94%	93%
Long-term disability	NA	93%	92%	NA	95%	94%
Life insurance	NA	90%	87%	NA	90%	90%
Fringe benefits						
Educational credits/Tuition reimbursement	49%	45%	41%	52%	39%	26%
Employee referral program	39%	40%	40%	53%	47%	38%
Parking allowance	34%	32%	31%	48%	44%	43%
Moving expenses	20%	19%	14%	21%	21%	14%
Executive health plan	19%	15%	24%	20%	12%	22%
Car allowance	18%	16%	15%	15%	10%	11%
Subsidized meals	9%	10%	11%	6%	4%	5%
Subsidized childcare	2%	2%	4%	6%	3%	2%
Paid time off						
Personal time off days	42%	50%	57%	38%	42%	55%
Flex days	41%	41%	43%	60%	59%	61%
Top up for maternity leave	34%	35%	36%	27%	30%	32%
Extended parental leave	20%	25%	24%	17%	18%	18%
Elder care leave	NA	11%	12%	NA	10%	16%
Sabbatical	8%	7%	8%	7%	5%	6%

Change in Benefits and Satisfaction with Compensation

In Alberta, increases in costs for benefits and decreases in coverage are similar to Canada as a whole. Satisfaction with base salary, incentives and benefits continues to decline in Alberta.

Experienced in past 12 months (% yes)	Canada			Alberta		
	2012	2016	2018	2012	2016	2018
Increase in out-of-pocket costs for benefits	33%	33%	30%	32%	30%	33%
Decrease in benefits coverage	16%	16%	16%	11%	18%	17%

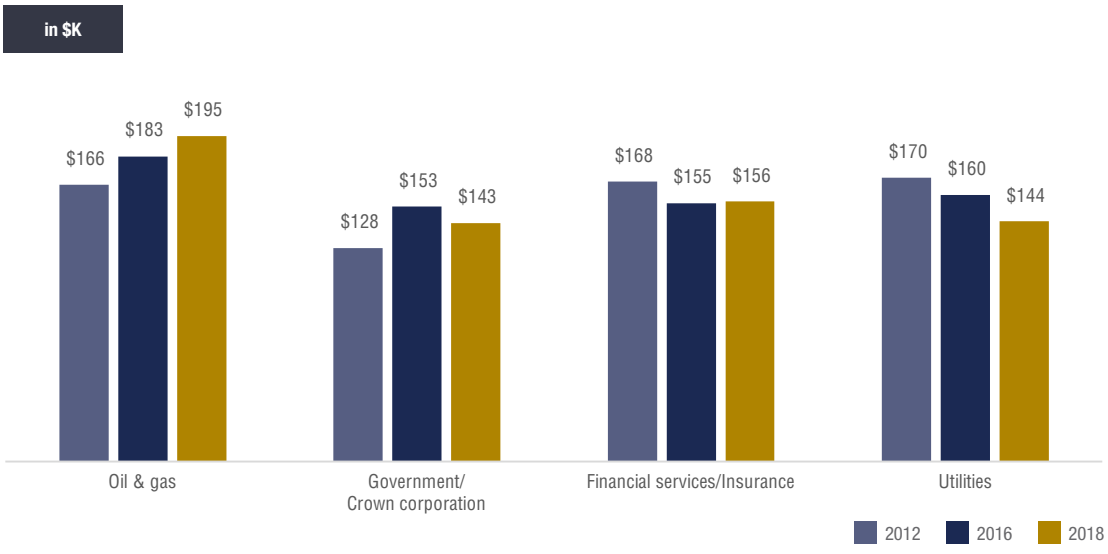
% Very/Somewhat satisfied	Canada			Alberta		
	2012	2016	2018	2012	2016	2018
Benefits package	76%	74%	70%	78%	78%	68%
Incentive program	65%	61%	56%	68%	64%	58%
Base salary	58%	53%	50%	59%	56%	46%

Trends by Industry in Alberta

The top four sectors employing in-house counsel in Alberta are:

1. Oil & gas
2. Government/Crown corporations
3. Financial services/Insurance
4. Utilities

Corresponding base salaries are indicated in the chart below. Oil & gas saw an increase in base salaries this year, financial services/insurance saw a minor increase, while the other two sectors saw decreases.



Focus on Oil & Gas Sector in Alberta

In Alberta's oil & gas sector in 2018, the average base salary for Legal Counsel is $145,500. The average base salary for GC Director Level is $225,500. This represents a drop in base salaries from 2016 for both groups.

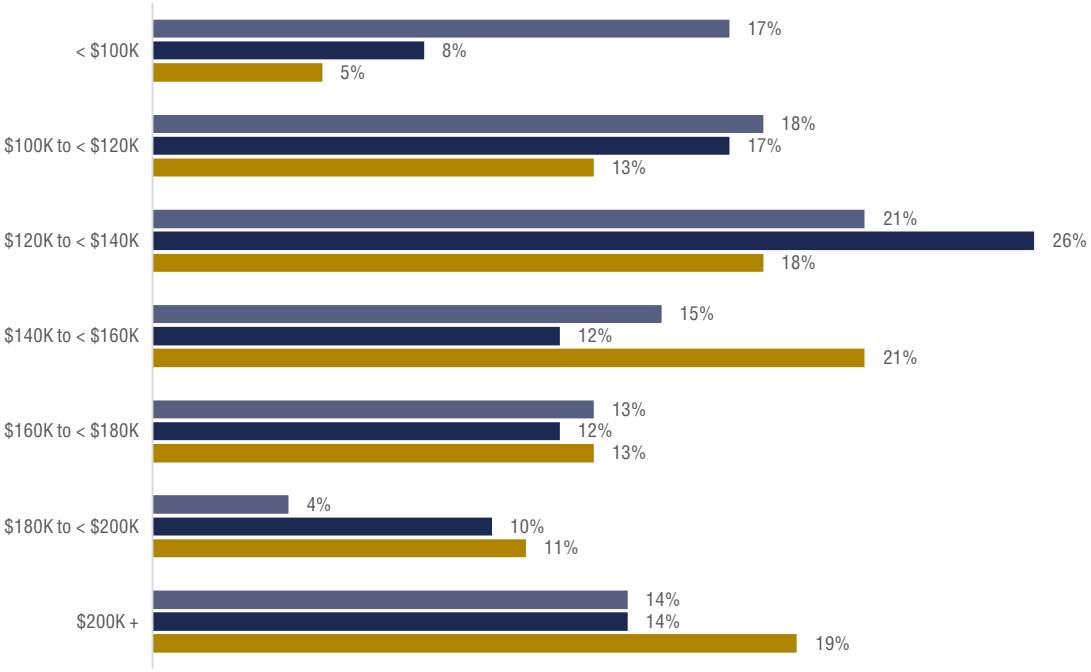
	Legal Counsel			Senior Counsel			General Counsel at Director Level*		
	2012	2016	2018	2012	2016	2018	2012	2016	2018
Average base salary ($)	$135,500	$150,000	$145,500	$167,000	$172,500	$193,000	$194,500	$227,000	$225,500
Target bonus/Incentive	17%	17%	17%	24%	23%	27%	46%	26%	30%
Maximum target amount	18%	29%	27%	24%	94%	49%	47%	94%	45%
Actual bonus/Incentive	14%	17%	16%	29%	26%	27%	49%	25%	24%

* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager

FOCUS ON BRITISH COLUMBIA

Distribution of Base Salary in BC

The mean base salary for in-house counsel in British Columbia is $163,000 which is the same as the national average. Mean base salaries in Vancouver are slightly higher (by $3,500) than the province as a whole.



Mean BC
2012: $145,000
2016: $156,000
2018: $163,000
Mean Vancouver
2012: $153,000
2016: $159,000
2018: $166,500

Compensation Package by Position – BC

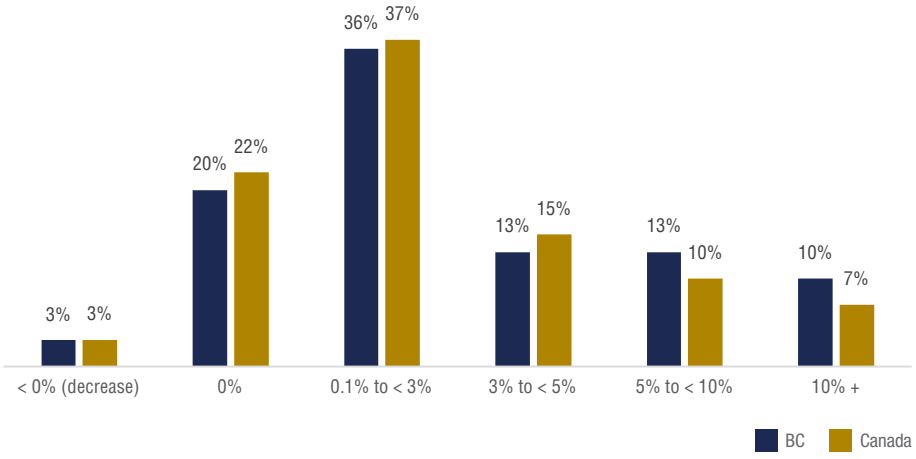
In 2018, the average base salary for Legal Counsel in BC is $126,000 and the base salary for GC Executive Level is $229,500. Compared to 2016, these numbers represent an increase in base salary for Legal Counsel and a significant drop in the average base salary for GC Executive Level. However, we note that the 2016 average base salary for GC Executive Level was very high ($270,000) and may have been skewed by a few high-earning respondents. 2018 salaries appear to be more in line with those reported in 2012.

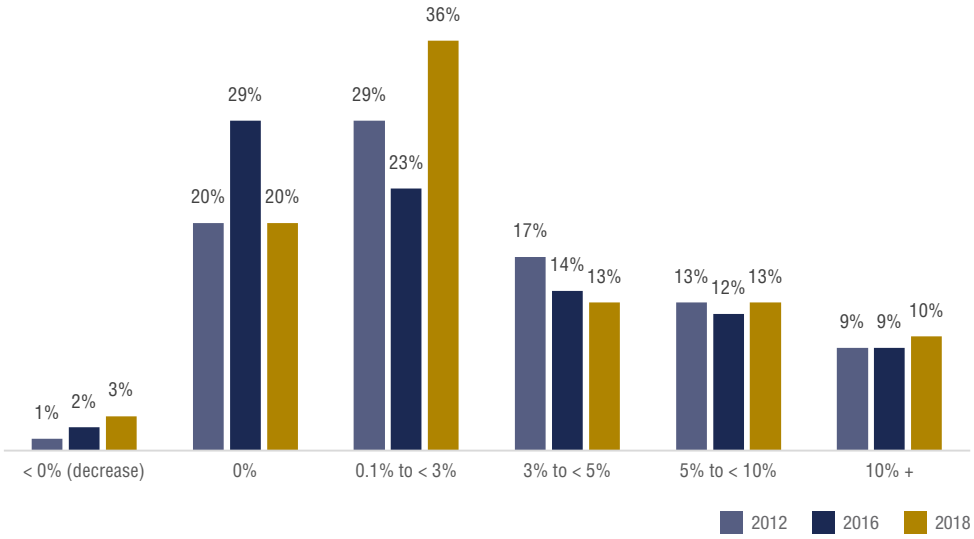
	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Average base salary ($)	$108,500	$121,000	$126,000	$131,500	$140,000	$147,000	$163,000	$179,000	$188,000	$183,500	$270,000	$229,500
Target bonus/Incentive	7%	14%	15%	16%	34%	17%	20%	30%	25%	19%	53%	35%
Maximum target amount	7%	20%	22%	14%	43%	19%	23%	42%	37%	19%	78%	62%
Actual bonus/Incentive	5%	13%	16%	9%	38%	18%	19%	31%	21%	12%	49%	32%

* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager
** General Counsel Executive Level – Combines Executive VP Legal and VP Legal

Base Salary Increase in BC vs Canada

Slightly fewer British Columbians than Canadians in general received base salary increases of 0% to less than 5%. However, fully 23% of BC in-house counsel received 5% to 10%+ increases compared to only 17% of in-house counsel nationally.





Benefits Included in Package – BC

The table below provides historical information on the benefits provided to in-house counsel residing in British Columbia. The table also compares this information to the national numbers.

Included in benefits package (% yes)	Total			BC		
	2012	2016	2018	2012	2016	2018
Insurance and retirement benefits						
Dental coverage	96%	97%	96%	96%	98%	96%
Extended medical coverage	94%	90%	80%	95%	97%	93%
Disability/Life insurance	94%	NA	NA	91%	NA	NA
Pension/Retirement plan	82%	81%	79%	76%	74%	69%
Provincial health care coverage	81%	77%	72%	87%	86%	84%
Employee assistance program	72%	76%	81%	62%	70%	71%
Additional health spending account	59%	62%	55%	48%	51%	44%
Medical/Dental coverage beyond retirement	23%	17%	21%	21%	17%	22%
Short-term disability	NA	89%	88%	NA	86%	84%
Long-term disability	NA	93%	92%	NA	95%	93%
Life insurance	NA	90%	87%	NA	90%	82%
Fringe benefits						
Educational credits/Tuition reimbursement	49%	45%	41%	49%	47%	43%
Employee referral program	39%	40%	40%	29%	35%	44%
Parking allowance	34%	32%	31%	39%	36%	37%
Moving expenses	20%	19%	14%	21%	19%	14%
Executive health plan	19%	15%	24%	14%	14%	23%
Car allowance	18%	16%	15%	14%	16%	13%
Subsidized meals	9%	10%	11%	9%	11%	12%
Subsidized childcare	2%	2%	4%	1%	2%	3%
Paid time off						
Personal time off days	42%	50%	57%	34%	40%	48%
Flex days	41%	41%	43%	30%	31%	33%
Top up for maternity leave	34%	35%	36%	33%	41%	41%
Extended parental leave	20%	25%	24%	20%	32%	30%
Elder care leave	NA	11%	12%	NA	9%	13%
Sabbatical	8%	7%	8%	12%	12%	13%

Change in Benefits and Satisfaction with Compensation

The percentage of in-house counsel that saw increases in out-of-pocket costs for benefits is slightly lower in BC than nationally (22% and 30%, respectively). Eleven percent of BC in-house counsel saw a decrease in benefits coverage compared to 16% nationally.

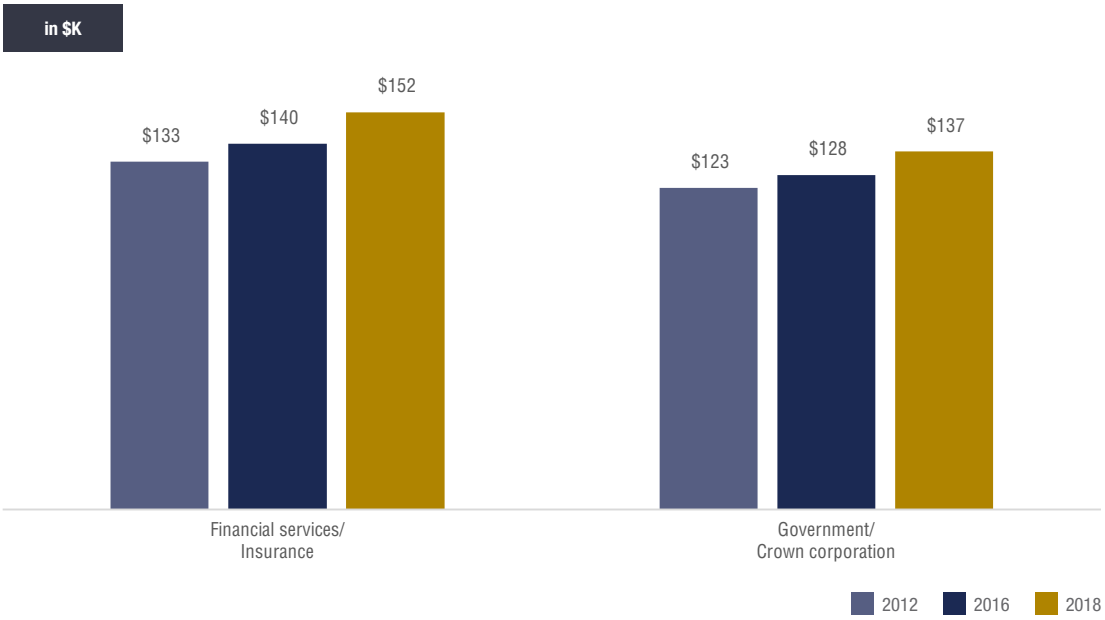
The percentage of BC respondents that are very/somewhat satisfied with their benefits package is 4% higher than in-house counsel nationally. By a relatively small margin, fewer BC in-house counsel are very/somewhat satisfied with their incentive program when compared to colleagues nationally (53% vs 56%).

Experienced in past 12 months (% yes)	Canada			BC		
	2012	2016	2018	2012	2016	2018
Increase in out-of-pocket costs for benefits	33%	33%	30%	34%	35%	22%
Decrease in benefits coverage	16%	16%	16%	21%	13%	11%

% Very/Somewhat satisfied	Canada			BC		
	2012	2016	2018	2012	2016	2018
Benefits package	76%	74%	70%	77%	82%	74%
Incentive program	65%	61%	56%	67%	59%	53%
Base salary	58%	53%	50%	59%	48%	53%

Trends by Industry in BC

The top two sectors employing in-house counsel in BC are financial services/insurance and Government/Crown corporations. Both sectors show steady gains in base salaries from 2012 to 2018.





National Trends in In-House Counsel Compensation

This section describes the trends and averages in compensation among all respondents as well as subgroups of respondents. If these figures are being used to compare and benchmark compensation, it is important to consider the appropriate subgroup for comparison as there are large discrepancies depending on various demographic or background factors. This section details the differences in base salary as well as incentives by gender, industry, employer type, age, tenure, job role, etc.

BASE SALARY BY TYPE OF EMPLOYER

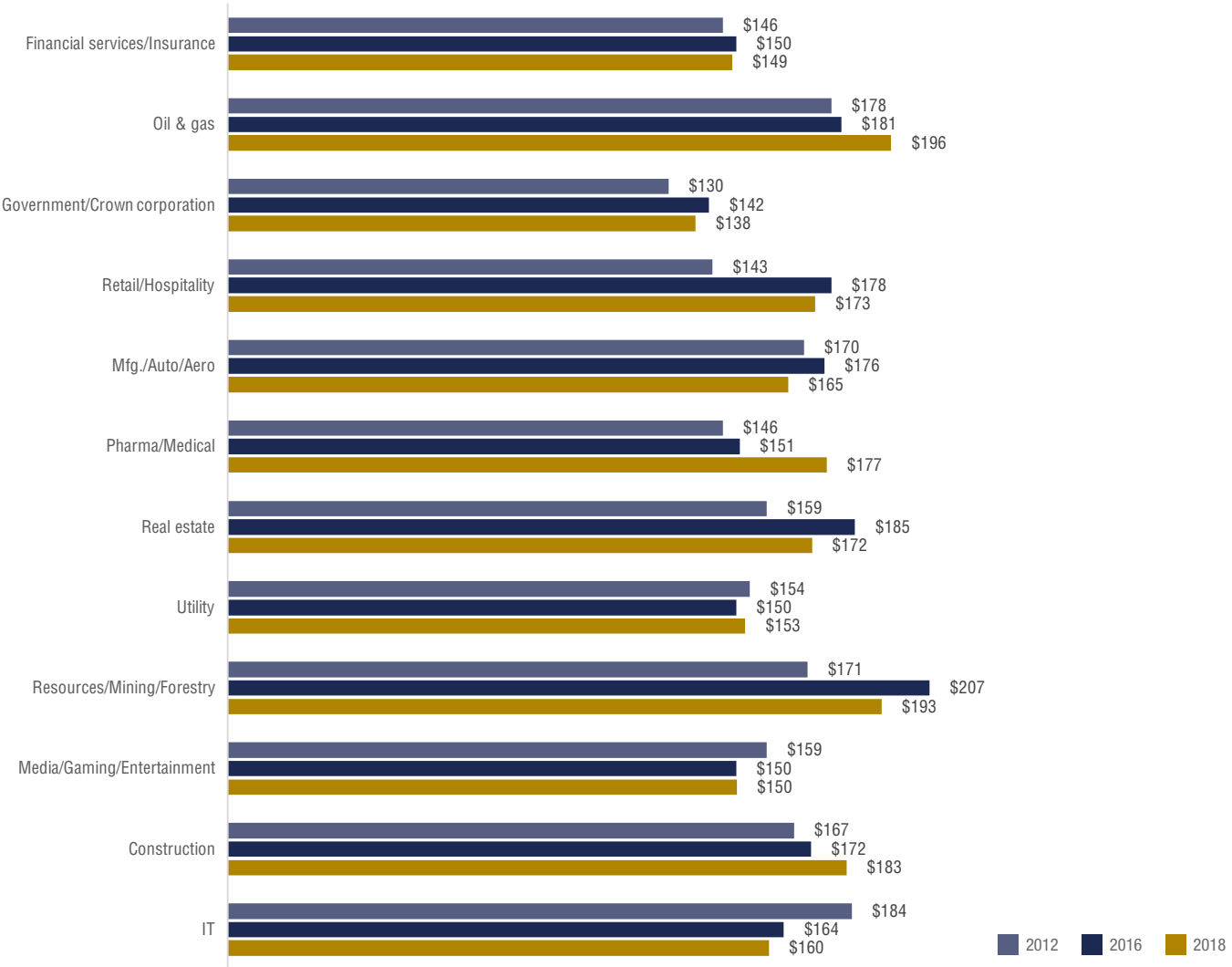
The average salary for all in-house counsel surveyed is $163,000, down slightly from $165,000 reported in 2016. Based on organization type, we note that the average base salary for in-house counsel in both publicly-quoted and privately-owned companies is higher than Government or Crown corporation in-house counsel.

Trends by Industry

The following chart provides salary information on the top sectors that employ in-house counsel. This year, we see the highest average base salaries are being paid by oil & gas ($196k), resources/mining/forestry ($193k), construction ($183k), pharmaceuticals/medical ($177k), retail/hospitality ($173k), real estate ($172k), and manufacturing/automotive/aerospace industries ($165k).

The largest gains in annual base salaries from 2016 to 2018 are in pharmaceuticals/medical (up $26k), oil & gas (up $15k), and construction (up $11k). The most substantial downward shifts in annual base salaries from 2016 to 2018 are in resources/mining/forestry (down $14k), real estate (down $13k), and manufacturing/automotive/aerospace industries (down $11k).

Top 12 sectors represented by in-house counsel (in $K)



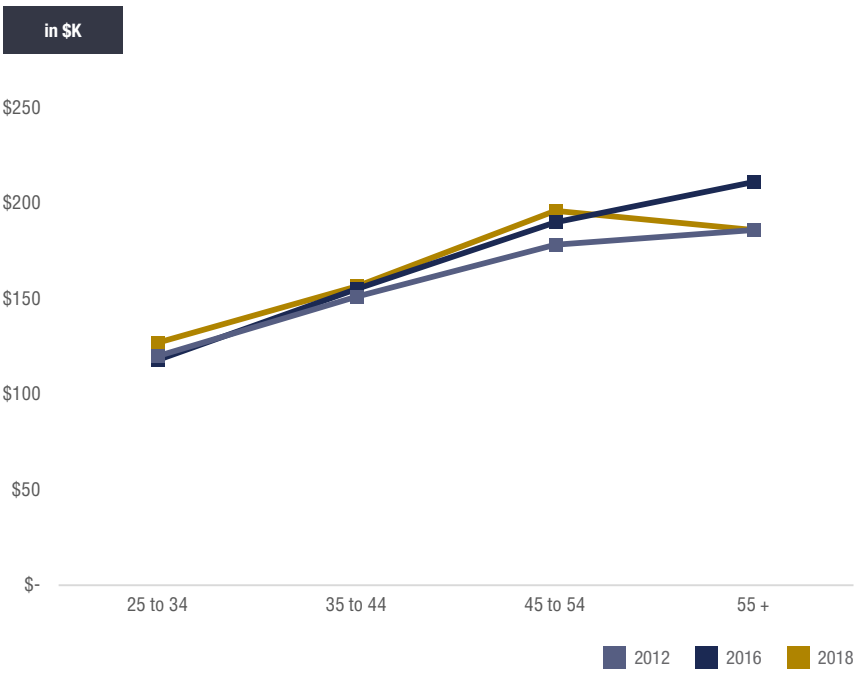
BASE SALARY BY EMPLOYMENT HISTORY, AGE AND TENURE

We continue to see a positive correlation between years in private practice and salary. That is to say, the higher the number of years in private practice, the higher the salary as in-house counsel.

Number of years in private practice	Average base salary		
	2012	2016	2018
None	$134,000	$133,500	$131,000
1 – 2 years	$141,500	$144,500	$150,500
3 – 5 years	$154,000	$165,500	$166,000
> 5 years	$171,000	$182,000	$181,500

Trends by Age

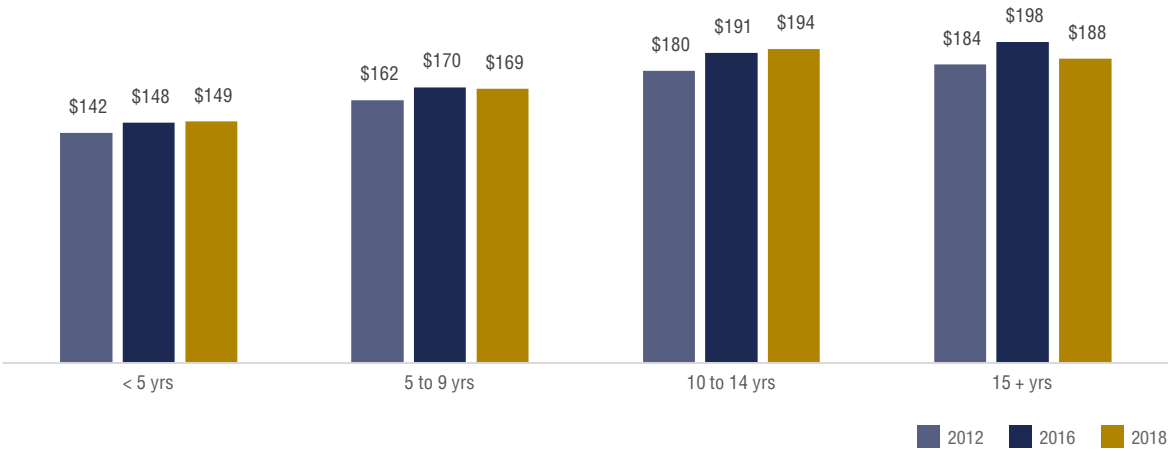
In the 2012 and 2016 surveys, the older the person, the higher the salary. The 2018 results show a slight deviation, in that those 55 years and over show a lower salary than those in the 45 to 54 age range.



	25 to 34 yrs	35 to 44 yrs	45 to 54 yrs	55 + yrs
2012	$120,000	$151,000	$178,000	$186,000
2016	$118,000	$155,000	$190,000	$211,000
2018	$127,000	$156,500	$196,000	$186,000

Trends by Tenure with Employer

The trends by tenure with employer show results similar to the previous table of trends by age. In the 2012 and 2016 surveys, the longer the person worked for a given organization, the higher the salary. The 2018 results show a slight deviation, in that those with their employer for 15 or more years show a lower salary than those working 10 to 14 years with the same employer.



	< 5 yrs	5 to 9 yrs	10 to 14 yrs	15 + yrs
2012	$142,000	$162,000	$180,000	$184,000
2016	$148,000	$170,000	$191,000	$198,000
2018	$149,000	$169,000	$193,500	$187,500

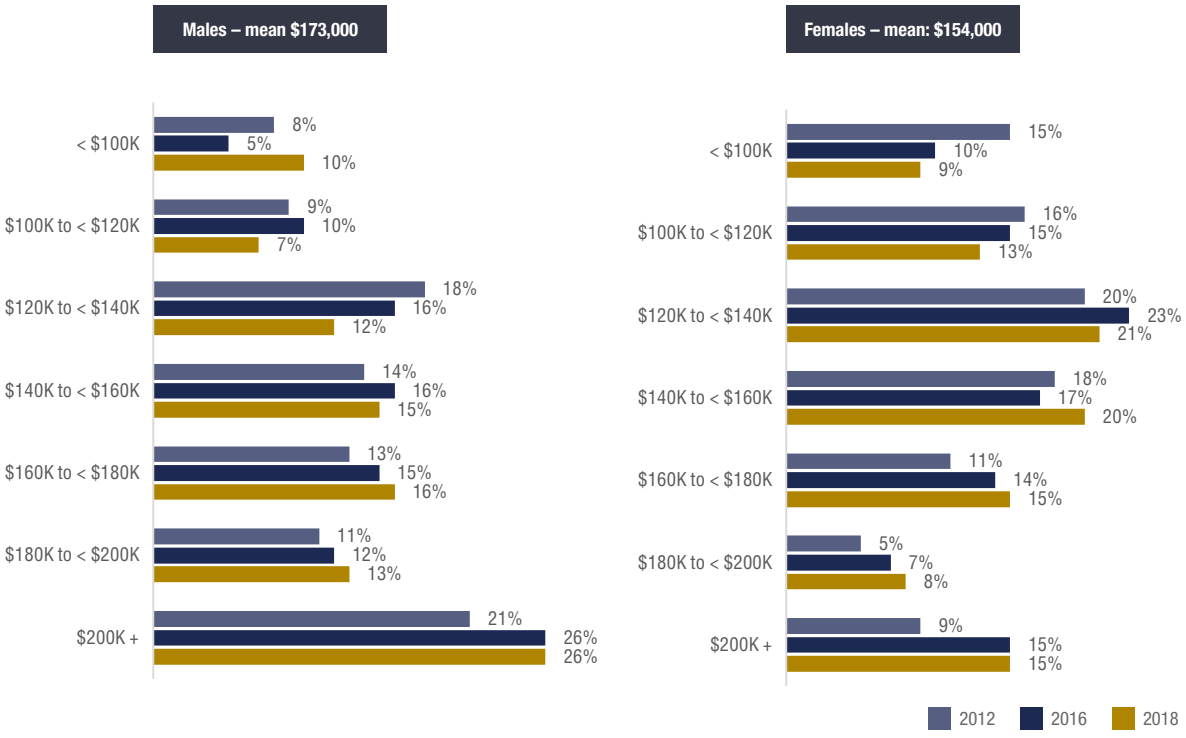
BASE SALARY BY GENDER

Trends by Gender

This year, for the first time, female participants outnumber men (51% female compared to 49% male). On average, the salary of female in-house counsel is 11% lower than their male counterparts. However, we note that the gap has narrowed since 2016 where the salary for female in-house counsel was 15% lower than their male counterparts.

In 2018, the average male base salary stands at $173,000, which is $19,000 higher than the average female base salary of $154,000. The gap has narrowed because the male mean salary decreased in 2018 while the female mean salary increased.

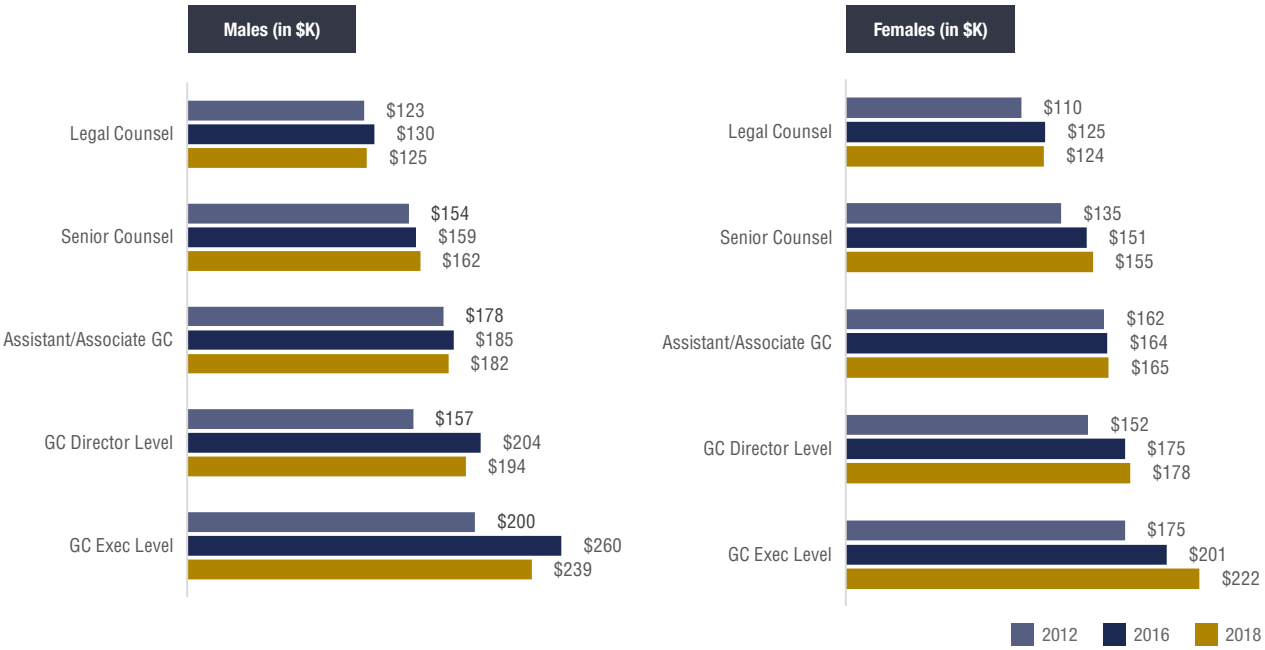
Nevertheless, substantial gender differences can be seen at the higher wage levels. For example, 13% of males have a mean salary of $180,000 to < $200,000, while only 8% of women receive this level of pay. Twenty-six percent of males earn $200,000 or more, compared to 15% of females.



	Total mean salary	Males	Females	Difference
2012	$155,000	$167,000	$141,000	-$26,000
2016	$165,000	$178,500	$152,000	-$26,500
2018	$163,000	$173,000	$154,000	-$19,000

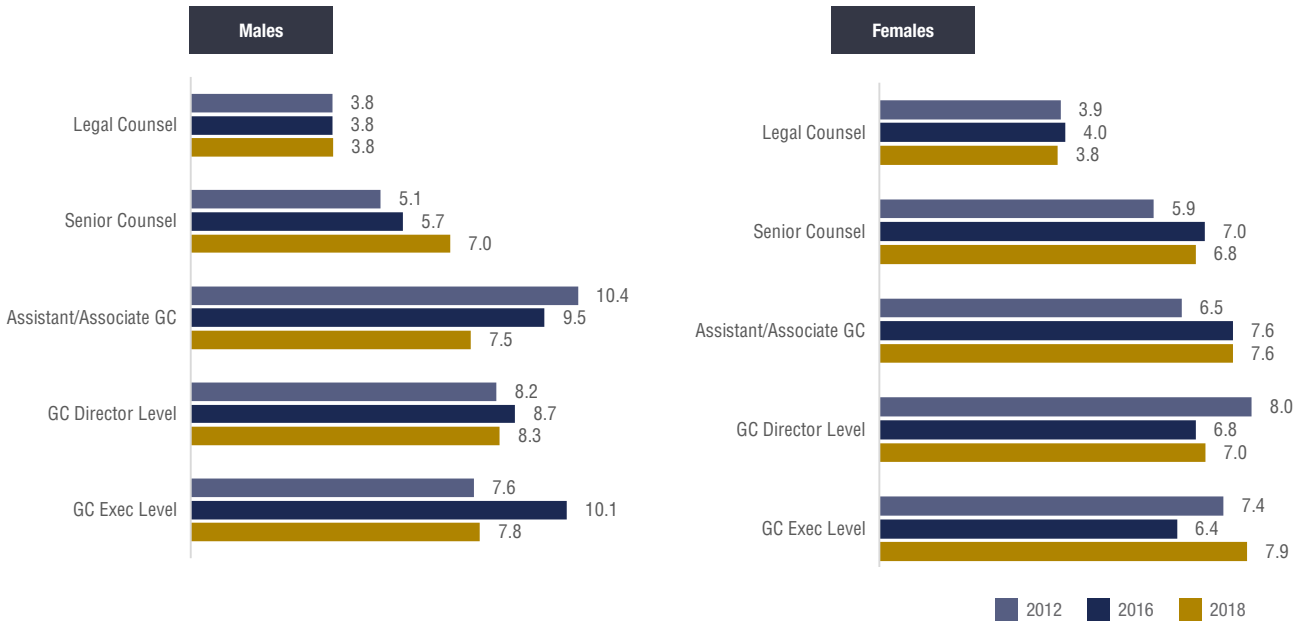
Salary by Job Role and Gender

As we can see from the charts below, women are paid less than men at all job role levels. For Legal Counsel, the male-female gap is relatively small ($1,000) to the male's advantage. At the GC Executive Level, the male advantage is $17,000. These differences are smaller in 2018 than 2016.



Tenure by Job Role and Gender

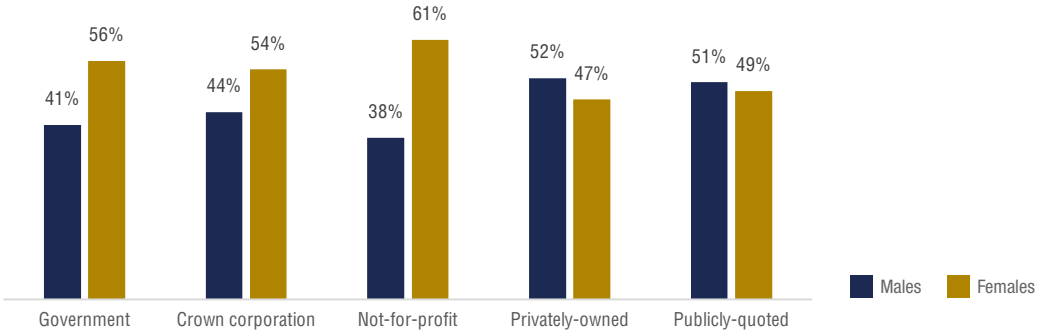
We note that in 2018 men are spending more time as Senior Counsel than previously. The result is that for Legal Counsel, Senior Counsel, and Assistant/Associate GC, men and women spend essentially the same amount of time in each position. At the GC Executive Level in 2016, males spent an average of 10.1 years compared to females at 6.4 years. In 2018, male and female tenure are now essentially identical (7.8 and 7.9, respectively).

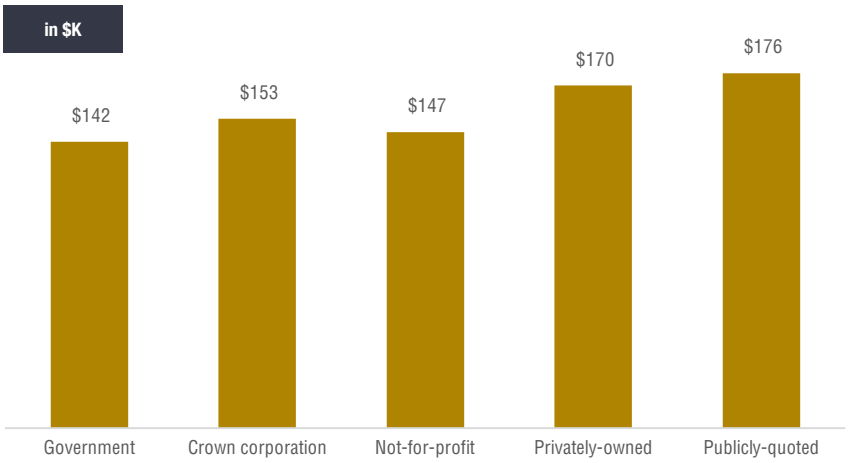


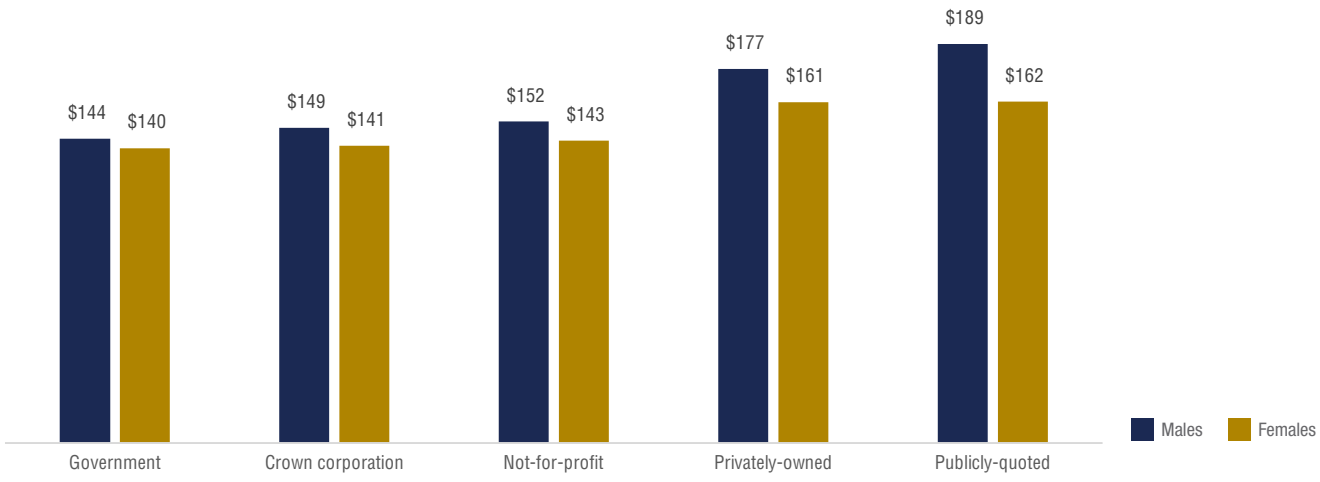
Gender and Sector

One factor that partially explains the salary discrepancy between males and females relates to an analysis of gender and sector. In the first chart below, we see that a higher percentage of females are in-house counsel for Government, Crown corporations and not-for-profits. In comparison, a slightly higher percentage of males are employed by privately-owned and publicly-quoted companies. The second chart shows the differences in base salary across the five sectors. We note lower salaries in the three sectors where females are over-represented.

Looking at the third chart below, we see males earn a higher base salary in all five sectors.





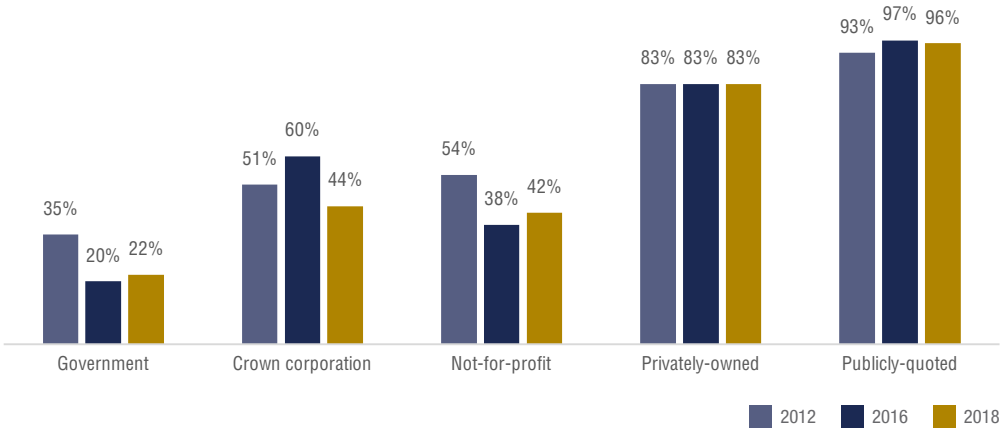


SHORT-TERM AND LONG-TERM INCENTIVE PROGRAMS

Short-Term Incentives

Short-term incentive plans are available to 96% of in-house counsel in publicly-quoted companies. The number drops to 83% for privately-owned companies. Crown corporations follow at 44% while the not-for-profit sector is next at 42%. We note that in 2016, Crown corporations were significantly higher than not-for-profits in the use of incentive programs. In 2018, Government use of incentive programs stands at 22%, a similar percentage to the 20% recorded in 2016.

The national average target bonus is 24% of base salary. The average maximum potential target bonus is 38% of base salary. The actual average bonus earned (26%) is slightly above the target. These percentages are virtually identical to those recorded in 2016 where the average target bonus was 25% and the actual amount was 27%



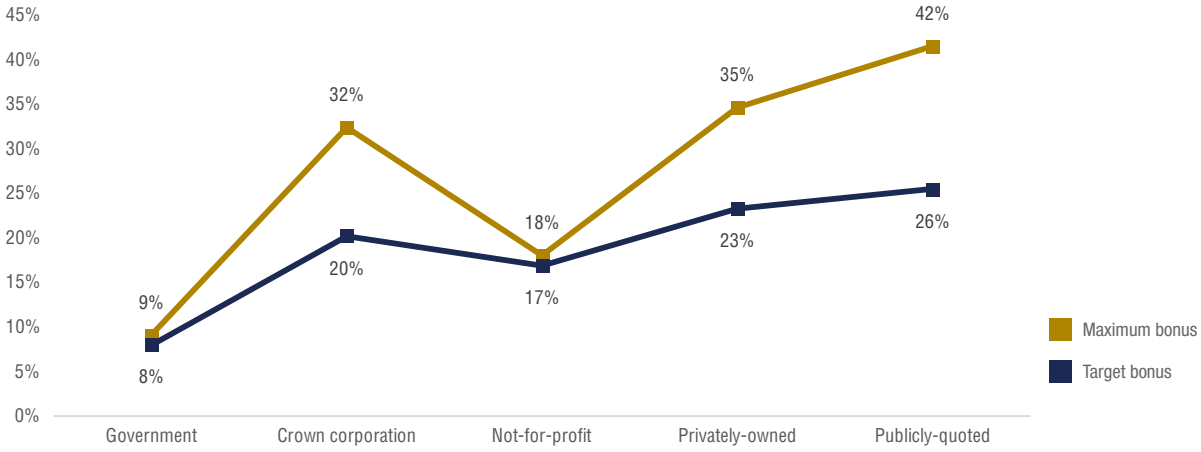
Bases of Bonus/Incentive Program

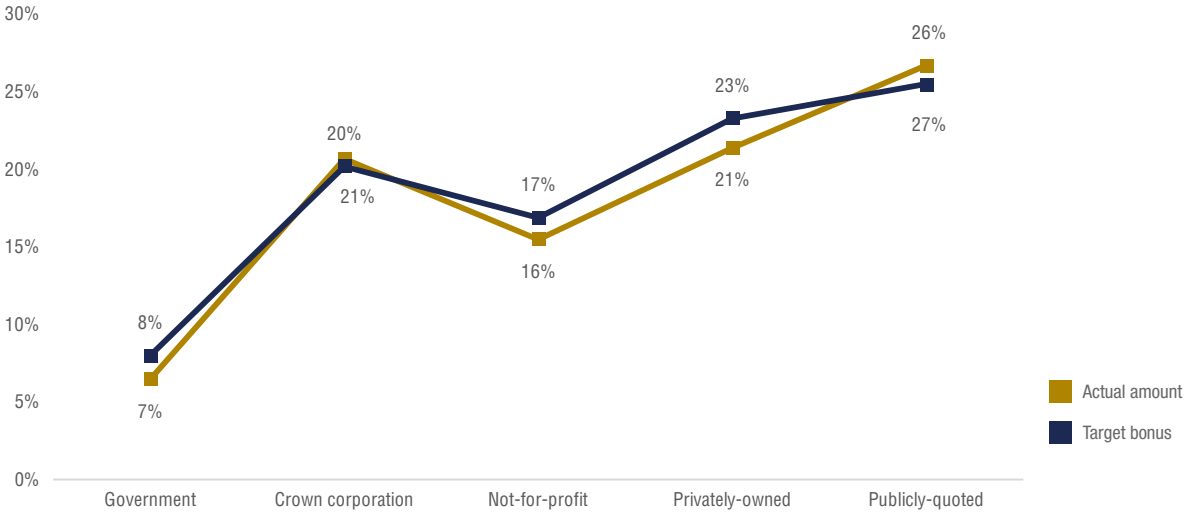
Experienced in past 12 months (% yes)	Total			Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Organizational performance	93%	91%	90%	50%	91%	50%	84%	94%	81%	87%	91%	69%	95%	91%	93%	96%	95%	95%
Individual performance	91%	88%	89%	96%	94%	96%	81%	94%	91%	87%	79%	86%	92%	79%	84%	92%	94%	94%
Team performance	49%	49%	48%	50%	49%	36%	67%	62%	54%	68%	49%	58%	47%	58%	46%	47%	46%	50%
Specific project based	25%	21%	22%	25%	21%	23%	26%	32%	19%	47%	33%	25%	22%	33%	22%	24%	17%	22%

Bonuses by Sector

Looking at maximum bonus compared to target bonus in the graph below, we see that for publicly-quoted companies, the 42% maximum is much higher than the 26% target. Privately-owned companies have a maximum of 35% and a target of 23%. Crown corporation maximums exceed the target but not by such a wide margin. For the not-for-profit sector and Government, the maximum and target are virtually identical.

In the case of actual bonus compared to target bonus, we see a close alignment.

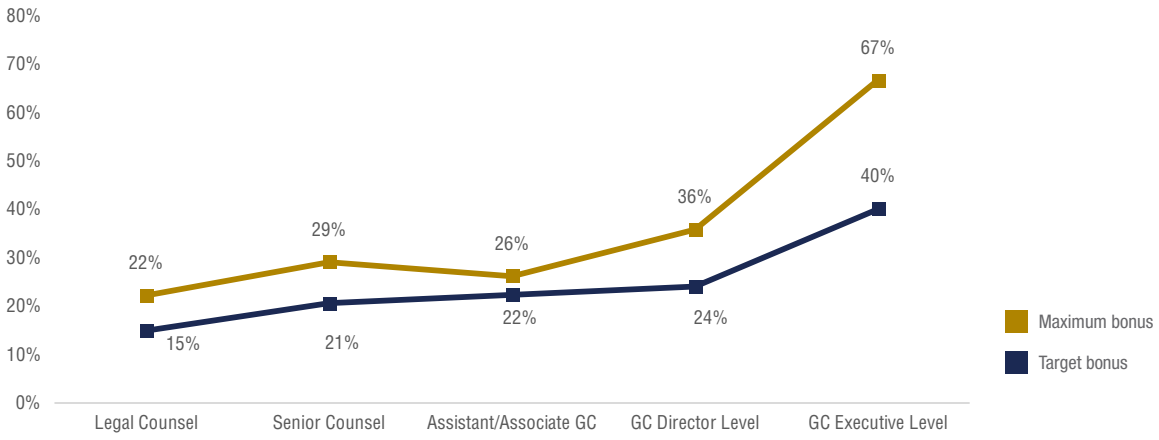


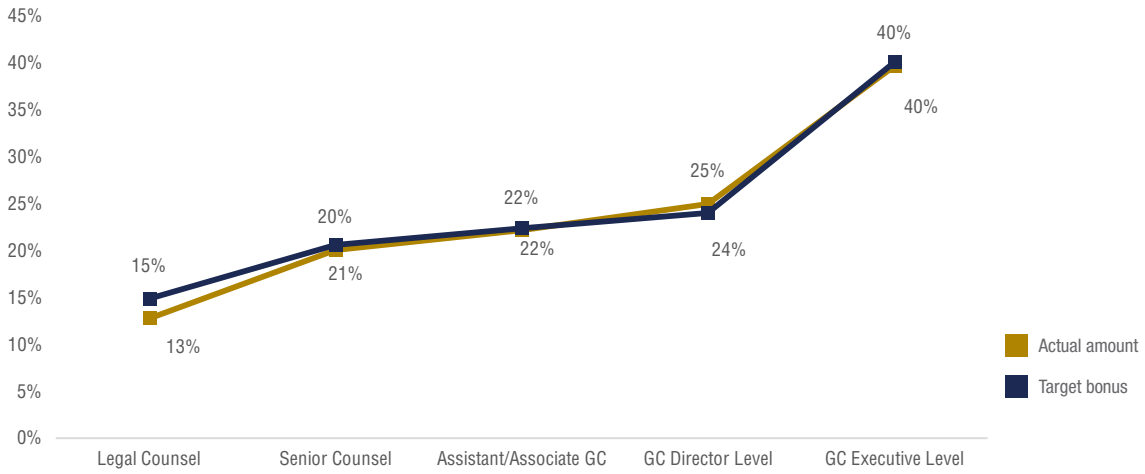


Bonuses by Title

Looking at bonuses by job title we note that the gap between the target bonus and maximum bonus increases by seniority. In the case of GC Executive Level, the maximum bonus is 67% versus a target of 40%.

Actual and target bonuses are virtually identical for all job titles.



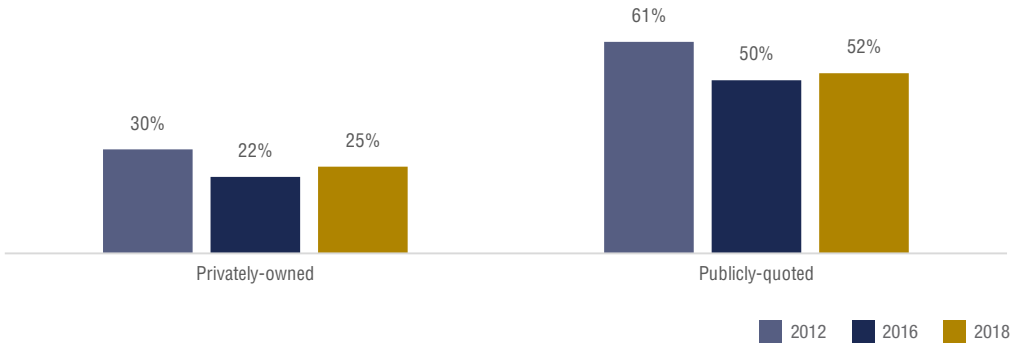


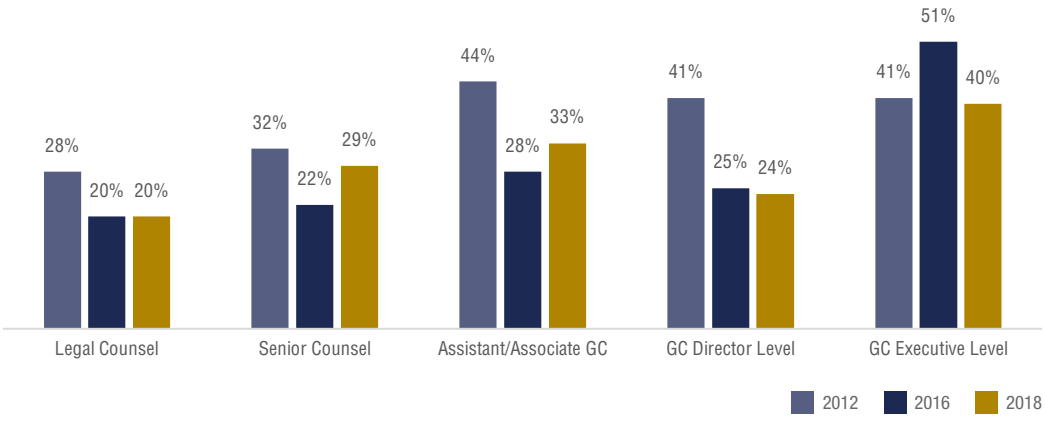
Stock Options

Stock options are more available in 2018 in comparison to 2016. On average, 25% of in-house counsel in privately-owned companies have stock options. This is up from 22% in 2016. Stock options in publicly-quoted companies rose to 52% in 2018 from 50% in 2016.

Stock options for GC Executive Level dropped to 40% from 51% in 2016. This is the only job title in which stock options had a substantial drop. For Senior Counsel and Assistant/Associate GC, stock options increased.

The type of stock option plan did not change appreciably from 2016 to 2018, though phantom share plans did drop from 11% to 8%.





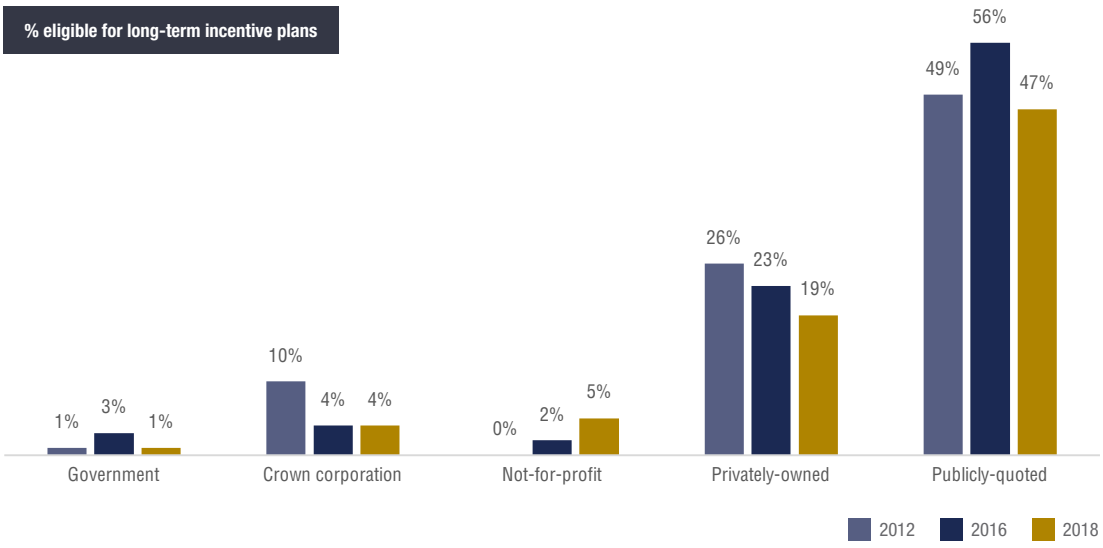
Type of plan	% yes		
	2012	2016	2018
Restricted stock plan	51%	49%	48%
Performance share plan	26%	29%	28%
Share appreciation rights	14%	11%	11%
Phantom share plan	9%	11%	8%

Long-Term Incentive Plans

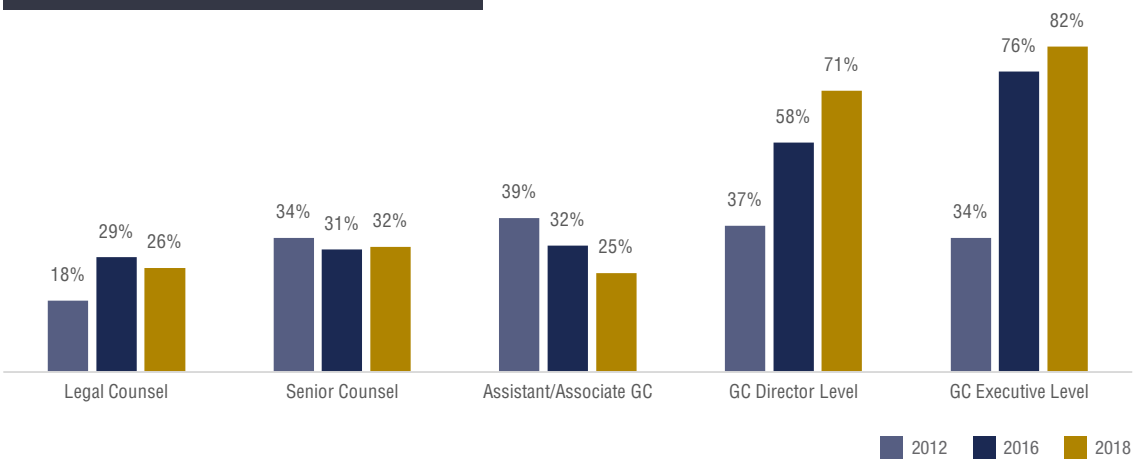
Long-term incentive plans continue to be the most popular in publicly-quoted companies. In 2018, 47% of in-house counsel at publicly-quoted companies are eligible for such plans, a drop from 56% in 2016. Nineteen percent of in-house counsel at privately-owned companies receive long-term incentives, down from 23% in 2016. For Crown corporations, eligibility remains constant at 4%. Not-for-profits saw a small increase.

In 2018, the maximum potential long-term incentive for the GC Executive Level rose to 82%. For GC Director Level, the maximum potential increased to 71%. For Assistant/Associate GC the maximum decreased to 25%. For Senior Counsel and Legal Counsel, maximum potential long-term incentives remain at levels relatively consistent with 2016.

% eligible for long-term incentive plans



Maximum potential long-term incentive (% of base salary)



Benefits

As noted in 2016, nearly all in-house counsel receive both medical and dental coverage as well as short and long-term disability and life insurance.

Included in benefits package (% yes)	Total		
	2012	2016	2018
Insurance and retirement benefits			
Dental coverage	96%	97%	96%
Extended medical coverage	94%	90%	80%
Disability/Life insurance	94%	NA	NA
Pension/Retirement plan	82%	81%	79%
Provincial health care coverage	81%	77%	72%
Employee assistance program	72%	76%	81%
Additional health spending account	59%	62%	55%
Medical/Dental coverage beyond retirement	23%	17%	21%
Short-term disability	NA	89%	88%
Long-term disability	NA	93%	92%
Life insurance	NA	90%	87%
Fringe benefits			
Educational credits/Tuition reimbursement	49%	45%	41%
Employee referral program	39%	40%	40%
Parking allowance	34%	32%	31%
Moving expenses	20%	19%	14%
Executive health plan	19%	15%	24%
Car allowance	18%	16%	15%
Subsidized meals	9%	10%	11%
Subsidized childcare	2%	2%	4%
Paid time off			
Personal time off days	42%	50%	57%
Flex days	41%	41%	43%
Top up for maternity leave	34%	35%	36%
Extended parental leave	20%	25%	24%
Elder care leave	NA	11%	12%
Sabbatical	8%	7%	8%

Benefits Package by Sector

While dental and extended medical coverage is generally provided across all sectors we do note a slight erosion this year in extended medical coverage. For example, in the privately-owned sector, reported coverage has gone from 92% in 2016 to 77% in 2018. Amongst publicly-quoted companies, coverage has decreased from 92% to 80%.

Included in benefits package (% yes)	Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Insurance and retirement benefits															
Dental coverage	96%	99%	97%	98%	98%	95%	93%	93%	97%	93%	97%	95%	98%	97%	98%
Extended medical coverage	94%	91%	85%	96%	87%	78%	95%	87%	86%	90%	92%	77%	96%	92%	80%
Disability/Life insurance	99%	NA	NA	96%	NA	NA	91%	NA	NA	91%	NA	NA	95%	NA	NA
Pension/Retirement plan	97%	99%	95%	100%	85%	93%	82%	68%	92%	74%	81%	68%	78%	81%	79%
Provincial health care coverage	87%	79%	77%	85%	81%	77%	82%	76%	70%	78%	75%	72%	82%	77%	68%
Employee assistance program	74%	90%	90%	80%	87%	88%	79%	69%	87%	68%	67%	71%	71%	80%	84%
Additional health spending account	56%	60%	63%	70%	72%	64%	60%	56%	43%	47%	52%	49%	63%	70%	60%
Medical/Dental coverage beyond retirement	32%	28%	36%	36%	27%	39%	16%	21%	22%	17%	13%	14%	23%	13%	17%
Short-term disability	NA	88%	90%	NA	90%	89%	NA	87%	93%	NA	86%	83%	NA	93%	93%
Long-term disability	NA	96%	94%	NA	98%	93%	NA	95%	93%	NA	90%	88%	NA	94%	96%
Life insurance	NA	91%	92%	NA	94%	84%	NA	89%	88%	NA	89%	81%	NA	90%	91%
Fringe benefits															
Educational credits/Tuition reimbursement	47%	48%	38%	51%	50%	41%	60%	46%	47%	53%	47%	48%	44%	43%	35%
Employee referral program	16%	19%	31%	23%	35%	38%	28%	23%	24%	35%	45%	43%	52%	50%	46%
Parking allowance	34%	28%	31%	44%	40%	33%	32%	37%	22%	31%	29%	33%	34%	32%	31%
Moving expenses	26%	27%	13%	23%	19%	13%	5%	17%	13%	17%	19%	14%	22%	19%	15%
Executive health plan	9%	10%	29%	19%	27%	17%	12%	21%	16%	16%	13%	25%	24%	17%	25%
Car allowance	10%	9%	7%	12%	11%	9%	19%	12%	13%	25%	21%	18%	18%	21%	16%
Subsidized meals	7%	9%	10%	4%	7%	8%	9%	10%	13%	13%	14%	13%	9%	8%	10%
Subsidized childcare	3%	1%	2%	6%	1%	3%	2%	2%	1%	1%	3%	4%	2%	3%	5%
Paid time off															
Personal time off days	43%	63%	62%	52%	49%	64%	56%	58%	62%	40%	47%	57%	37%	46%	49%
Flex days	53%	53%	63%	46%	44%	53%	44%	51%	45%	38%	34%	38%	40%	39%	38%
Top up for maternity leave	49%	49%	40%	35%	46%	54%	47%	37%	45%	25%	24%	26%	33%	37%	36%
Extended parental leave	41%	43%	38%	26%	37%	37%	25%	35%	26%	17%	17%	21%	15%	20%	17%
Elder care leave	NA	21%	21%	NA	12%	16%	NA	15%	15%	NA	11%	10%	NA	7%	10%
Sabbatical	26%	20%	12%	14%	8%	16%	11%	9%	6%	3%	4%	5%	5%	6%	6%

Benefits Package by Title

As we've seen in previous studies, benefits packages change with growing seniority. Car allowance is in the single digits for Legal Counsel but becomes more common as one climbs the corporate ladder. Also, noteworthy this year, we see that executive health plans grew in popularity for all job titles.

The decrease in extended medical coverage that we noted previously, appears to be taking place across all job titles with the exception of GC Executive Level.

Included in benefits package (% yes)	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Insurance and retirement benefits															
Dental coverage	97%	97%	97%	96%	96%	98%	97%	98%	96%	96%	97%	95%	98%	97%	96%
Extended medical coverage	93%	88%	76%	95%	89%	85%	95%	92%	69%	96%	93%	80%	97%	89%	86%
Disability/Life insurance	93%	NA	NA	94%	NA	NA	97%	NA	NA	96%	NA	NA	94%	NA	NA
Pension/Retirement plan	85%	85%	80%	93%	90%	86%	95%	89%	79%	75%	75%	76%	69%	68%	75%
Provincial health care coverage	83%	77%	72%	78%	77%	66%	87%	69%	69%	85%	78%	72%	79%	76%	86%
Employee assistance program	68%	74%	76%	74%	78%	87%	85%	79%	83%	78%	72%	81%	69%	88%	83%
Additional health spending account	58%	64%	59%	70%	70%	60%	77%	71%	52%	54%	54%	46%	50%	65%	54%
Medical/Dental coverage beyond retirement	21%	14%	18%	27%	21%	29%	44%	19%	17%	21%	21%	19%	23%	20%	28%
Short-term disability	NA	86%	86%	NA	92%	92%	NA	94%	92%	NA	90%	87%	NA	92%	93%
Long-term disability	NA	93%	92%	NA	92%	95%	NA	94%	90%	NA	93%	90%	NA	99%	94%
Life insurance	NA	89%	87%	NA	90%	86%	NA	90%	88%	NA	92%	85%	NA	93%	85%
Fringe benefits															
Educational credits/Tuition reimbursement	45%	44%	39%	46%	40%	31%	54%	46%	35%	50%	50%	48%	58%	56%	50%
Employee referral program	44%	41%	37%	46%	46%	47%	41%	42%	38%	38%	34%	41%	28%	45%	42%
Parking allowance	23%	26%	21%	29%	28%	33%	59%	39%	21%	43%	38%	40%	48%	49%	46%
Moving expenses	16%	18%	11%	20%	15%	13%	23%	17%	15%	23%	22%	19%	21%	31%	15%
Executive health plan	7%	6%	15%	14%	8%	16%	18%	15%	25%	30%	23%	29%	36%	43%	60%
Car allowance	5%	6%	6%	7%	9%	13%	28%	23%	23%	31%	24%	16%	40%	43%	40%
Subsidized meals	8%	9%	9%	7%	5%	13%	13%	8%	8%	11%	13%	12%	12%	16%	11%
Subsidized childcare	2%	2%	4%	4%	1%	4%	---	2%	0%	4%	3%	3%	1%	3%	7%
Paid time off															
Personal time off days	48%	48%	62%	44%	52%	56%	41%	52%	38%	41%	50%	54%	30%	52%	63%
Flex days	43%	42%	48%	40%	49%	44%	44%	44%	27%	42%	35%	41%	33%	39%	49%
Top up for maternity leave	39%	42%	37%	36%	40%	41%	41%	31%	31%	32%	31%	32%	24%	24%	39%
Extended parental leave	20%	29%	23%	24%	23%	24%	15%	25%	21%	19%	23%	25%	21%	31%	22%
Elder care leave	NA	13%	15%	NA	9%	12%	NA	10%	2%	NA	7%	13%	NA	15%	11%
Sabbatical	10%	10%	8%	20%	8%	9%	---	4%	4%	8%	5%	8%	6%	8%	4%

PENSION/RETIREMENT PLANS

Pension and retirement plans are offered to most in-house counsel (79%), but privately-owned companies are least likely at 68% to offer such plans. The public sector is more generous in this regard, with 95% of Government and 93% of Crown corporations offering such plans.

In 2016, 61% of all organizations offered a matching program for RRSP savings. In 2018, this percentage stands at 66%. The average percentage of savings being matched remains at 29%.

	Total			Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Included in benefits package (% yes)																		
Pension/Retirement plan	82%	81%	79%	97%	99%	95%	100%	96%	93%	82%	85%	92%	74%	68%	68%	78%	81%	79%
Does your retirement plan consist of (% yes) (Respondents with pension/retirement plan in benefits package)																		
Pension	76%	74%	73%	97%	94%	98%	93%	90%	93%	77%	68%	67%	59%	62%	57%	72%	71%	69%
RRSP savings	68%	64%	58%	47%	47%	35%	56%	40%	39%	55%	64%	57%	74%	74%	68%	78%	73%	68%
Pension structure (Respondents with pension in retirement plan)																		
Defined benefit plan	54%	59%	56%	83%	83%	83%	62%	74%	71%	64%	58%	69%	30%	36%	38%	47%	44%	41%
Defined contribution plan	46%	45%	44%	17%	17%	17%	38%	26%	29%	36%	42%	31%	70%	64%	63%	53%	56%	59%

RRSP Savings Plans

	Total			Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Does your retirement plan consist of (% yes)																		
RRSP savings	68%	64%	58%	47%	47%	35%	56%	40%	39%	55%	64%	57%	74%	74%	68%	78%	73%	68%
Organization offers a matching program (Respondents with RRSP savings in retirement plan)																		
% yes	59%	61%	66%	13%	10%	13%	28%	24%	42%	58%	51%	41%	75%	74%	85%	70%	73%	73%

What % of your RRSP savings are being matched by your organization? (Percentages on this table represent the percent of RRSP savings being matched by the respondent's organization)	Mean
2012	34%
2016	29%
2018	29%

CAR AND PARKING ALLOWANCE

Whether one receives a car and parking allowance is largely dependent on job role and sector. In dollar terms, for average annual car allowance, GC Executive Level receive the highest, at just under $11,000, followed by GC Director Level at $10,252. Car allowance for GC Director Level has been cut in half in the past six years, from 32% in 2012 down to 16% in 2018.

Across the sectors, Government, Crown companies, privately-owned and publicly-quoted are all roughly equally likely to offer parking allowance, falling into the 31% to 33% range. Parking allowance in the not-for-profit sector has declined from 59% in 2012 to 22% in 2018.

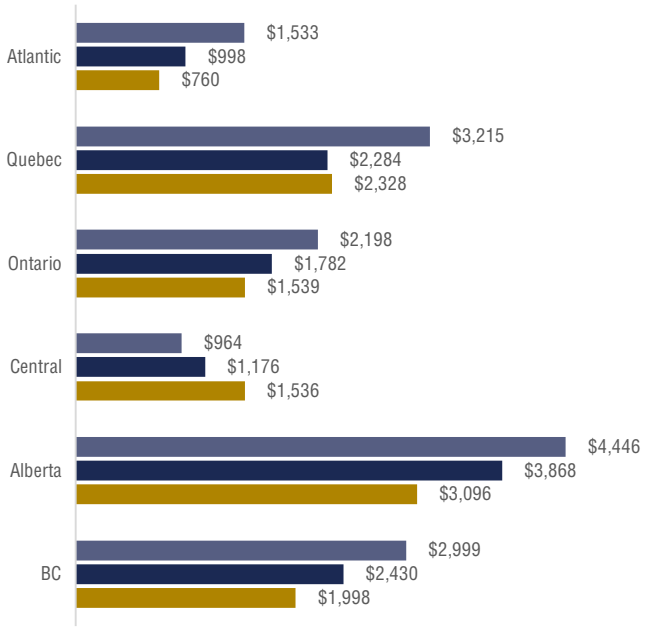
Privately-owned and publicly-quoted companies are more likely to offer car allowance than the other sectors. However, both privately-owned and publicly-quoted have dramatically reduced the provision of a car allowance in the past six years. Publicly-quoted provision of car allowance declined from 41% in 2012 to 16% in 2018.

Across the country, the Atlantic region saw the biggest reduction in average annual car allowance, dropping from $16,100 in 2016 to $6,600 in 2018. In 2016, Atlantic Canada had the highest dollar level in the country, but it became the lowest in 2018. Central Canada is the only region to see an increase in the dollar amount of the car allowance in 2018.

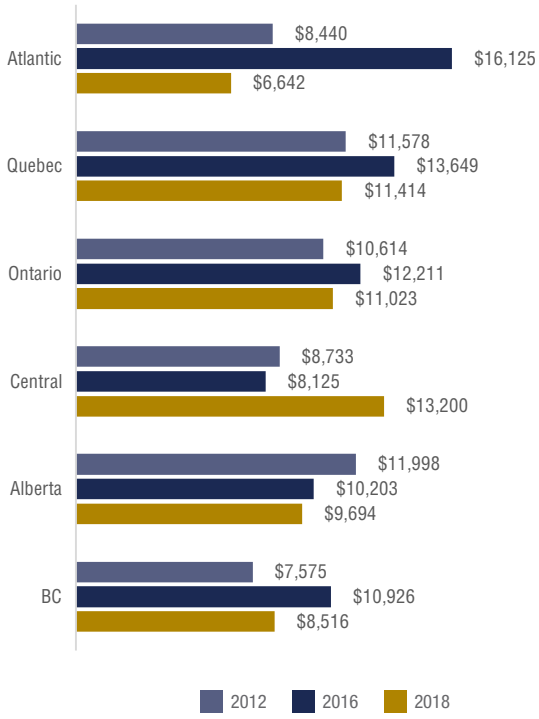
Included in benefits package (% yes)	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Parking allowance in benefits package (% yes)	23%	26%	21%	29%	28%	33%	59%	39%	21%	43%	38%	40%	49%	49%	46%
Average annual parking allowance ($)	$2,287	$2,400	$2,091	$4,007	$2,810	$2,115	$3,719	$5,313	$1,765	$2,593	$2,680	$2,143	$4,395	$3,088	$3,120
Car allowance in benefits package (% yes)	5%	6%	6%	7%	9%	13%	28%	23%	23%	32%	24%	16%	41%	43%	40%
Average annual car allowance ($)	$9,257	$8,874	$6,364	$11,450	$9,683	$8,832	$11,625	$8,489	$9,511	$11,607	$12,457	$10,252	$10,432	$14,066	$10,929

Included in benefits package (% yes)	Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Parking allowance in benefits package (% yes)	23%	28%	31%	29%	40%	33%	59%	37%	22%	43%	29%	33%	49%	32%	31%
Average annual parking allowance ($)	$2,287	$4,000	$1,643	$4,007	$1,536	$1,396	$3,719	$2,292	$2,138	$2,593	$2,157	$1,939	$4,395	$3,997	$2,945
Car allowance in benefits package (% yes)	5%	9%	7%	7%	11%	9%	28%	12%	13%	32%	21%	18%	41%	17%	16%
Average annual car allowance ($)	$9,257	$5,433	$2,650	$11,450	$5,339	$10,083	$11,625	$8,714	$7,620	$11,607	$11,582	$8,258	$10,432	$13,911	$13,150

Average annual parking allowance



Average annual car allowance



VACATION, FLEX AND PERSONAL TIME OFF DAYS

The provision of personal time off days grew from 50% in 2016 to 57% in 2018. The provision of flex days, maternity leave, extended parental leave and sabbaticals remains relatively constant.

Entitlement to vacation days is relatively static when compared to 2016 and 2012. As expected, those who spend more years with an organization enjoy greater vacation time.

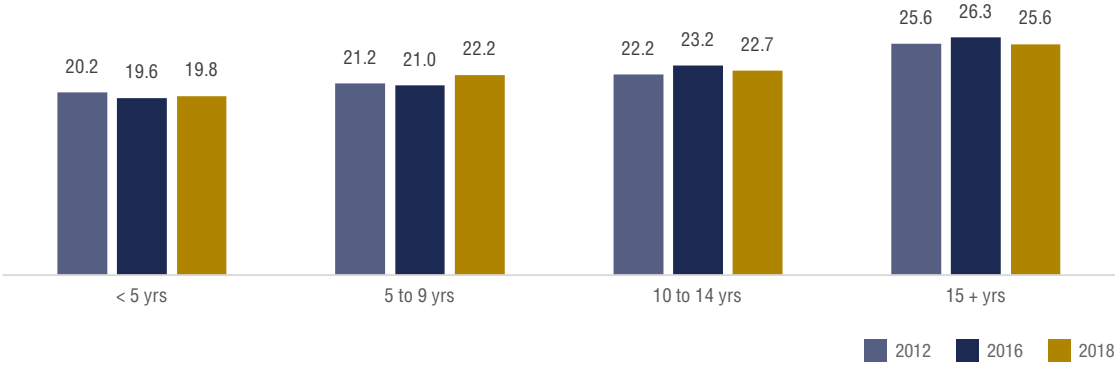
For paid personal time off days, the number of days remains much the same in 2018 compared to 2016. Privately-owned companies offer more paid personal time off days than the other sectors.

The number of paid flex days saw a large jump in 2018 for privately-owned and publicly-quoted organizations compared to 2016. Not-for-profits saw a substantial reduction in such days in 2018.

Paid Time Off and Leave

Included in benefits package (% yes)	2012	2016	2018
Personal time off days	42%	50%	57%
Median number of personal time off days	4.6	4.0	4.0
Flex days	41%	41%	43%
Median number of flex days	8.5	8.0	8.0
Top up for maternity leave	34%	35%	36%
Extended parental leave	20%	25%	24%
Sabbaticals	8%	7%	8%

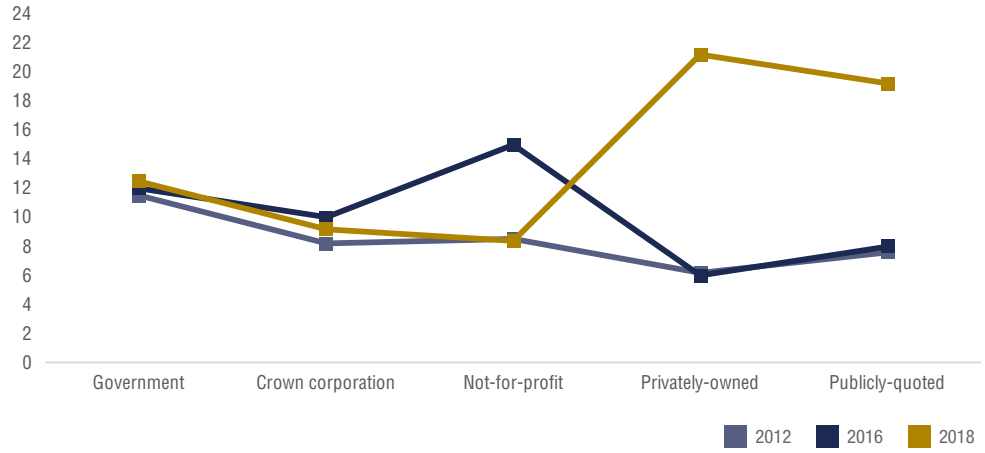
Vacation Days



Paid Personal Time Off Days



Paid Flex Days



ADDITIONAL BENEFITS

Those responding to the survey were asked to identify benefits that they would like to see offered. The top benefits identified were different types of work arrangements and insurance related requests.

Work arrangements/Time off NET	38%
Maternity leave salary (top up)	15%
Flex days/time	10%
Sabbatical/leave of absence	7%
Child care	6%
Personal/sick days	5%
Vacation	1%
Paternity leave salary (top up)	2%
Other work arrangements/time off	3%

Insurance NET	25%
Extended health care plan (EHC)/better health care benefits	8%
Better (full) dental coverage	7%
(Full) Vision/eye care	6%
Executive health plan/benefits	4%
Better coverage (unspecified)	2%
Orthodontics	1%
Other insurance	2%

Pension/Retirement NET	18%
Better pension/retirement plan (incl. defined pension)	14%
Better post-retirement benefits plan	5%

Health/Fitness NET	17%
Health spending account	11%
Fitness/gym program/club membership/improved gym	5%
Other health/fitness	1%

Transportation/Travel NET	16%
Parking allowance/reimbursement	7%
Car allowance	5%
Transit allowance	2%
Other transportation/travel	1%

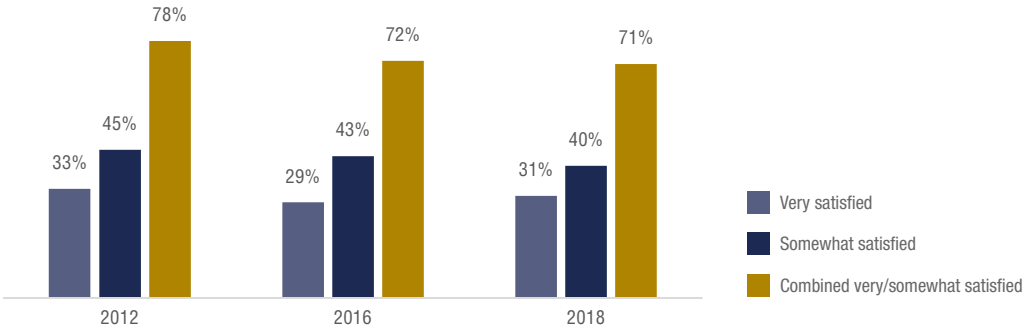
Bonus/Incentive NET	6%
Bonus/(performance) incentive plan	5%
Other bonus/incentive	1%

Educational/Development NET	3%
Educational/tuition support/reimbursement	3%
Professional development assistance/support	1%

Satisfaction with Work and Loyalty to Employer

SATISFACTION WITH WORK-LIFE BALANCE

This year, 31% of in-house counsel are very satisfied with work-life balance, and 40% are somewhat satisfied, for a combined total of 71%. This is much the same as 2016, but a noticeable drop from 2012.

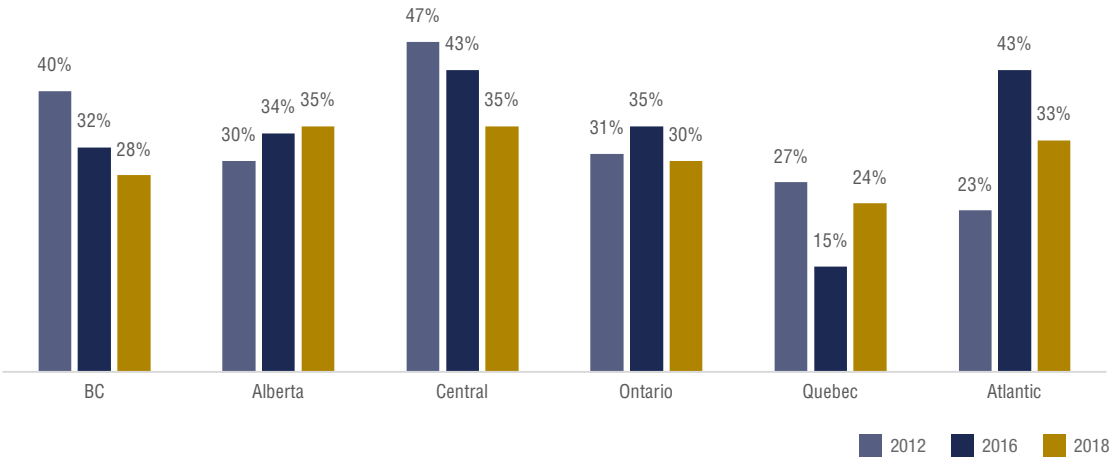


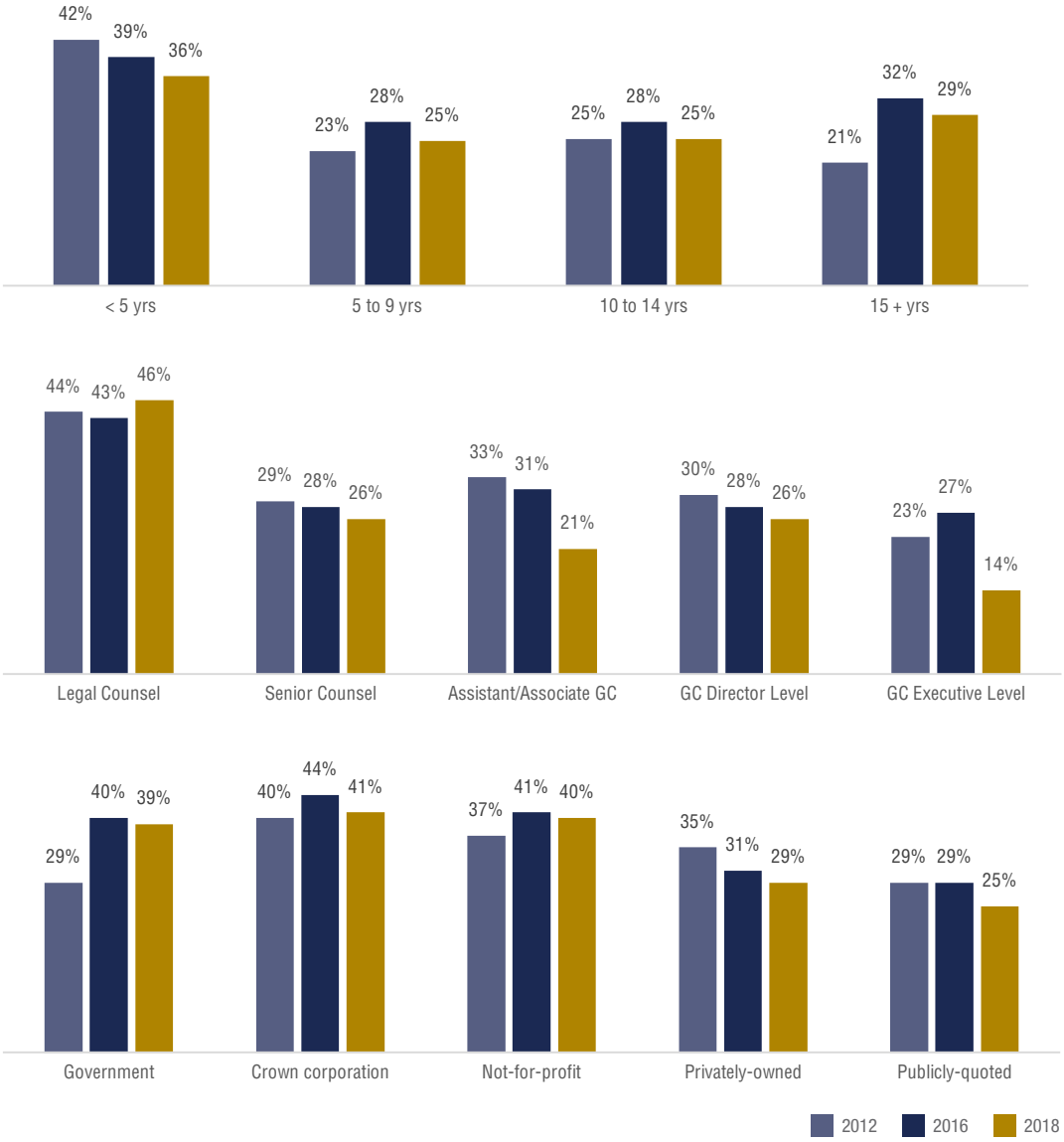
Regionally, those in Alberta, Central Canada and Atlantic Canada have the highest likelihood of saying they are very satisfied with work-life balance. Quebec reported the biggest gain in very satisfied, going from 15% in 2016 to 24% in 2018. BC, Central Canada, Ontario and Atlantic Canada all showed a drop in satisfaction compared to 2016.

Those who have been with their organization for less than five years show higher levels of satisfaction than their colleagues with longer tenure. All those with more than five years with their employer saw a reduction in their satisfaction compared to 2016. As well, those with progressively more senior titles show decreasing satisfaction. Those at the GC Executive Level show a substantial drop in satisfaction compared to 2016.

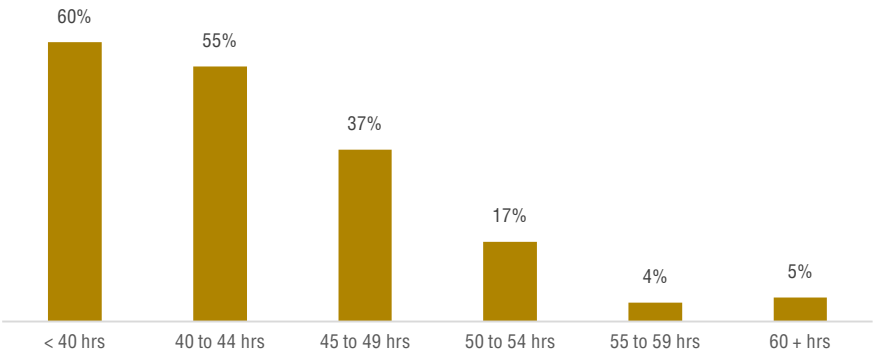
Finally, we see that those employed by Government, Crown corporations and not-for-profits are more likely to be very satisfied with their work-life balance. However, all five sectors show a reduction in satisfaction compared to 2016.

% who are very satisfied



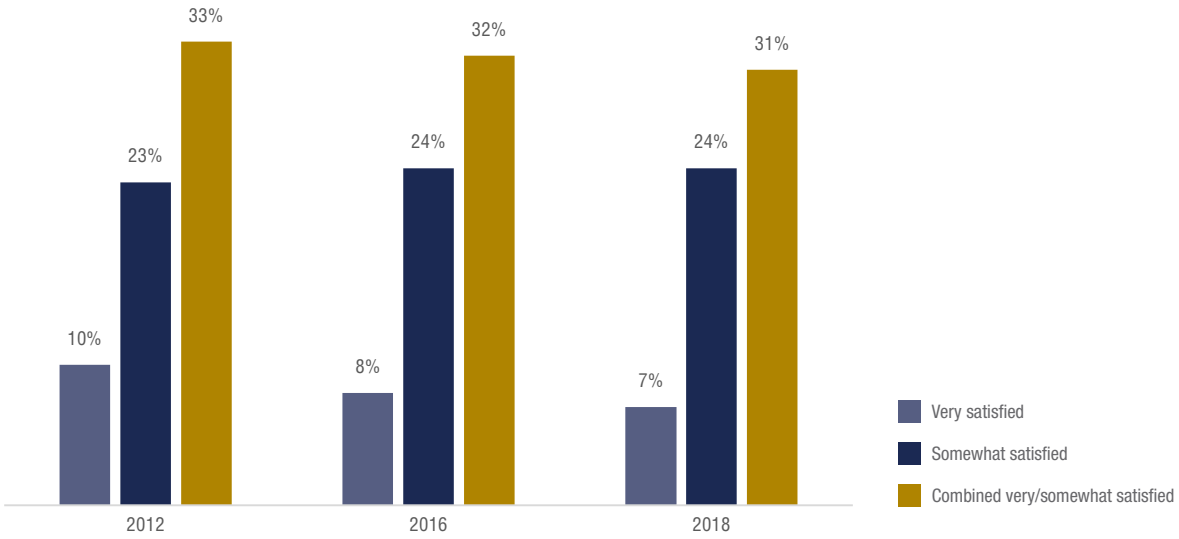


Long working hours are usually associated with lower satisfaction with work-life balance. Sixty percent of those working less than 40 hours a week are very satisfied on this measure. The percentage drops dramatically for those working more than 55 hours a week.



Satisfaction with Career Mobility within Organization

Satisfaction with career mobility within the organization remains relatively static.



Reasons for Dissatisfaction with Career Mobility

Reasons for dissatisfaction with career mobility are summarized in the table below. The two most prominent reasons are size of the organization and limited opportunities.

Reasons for dissatisfaction with career mobility (% yes)	
Small company/business/department	16%
Few/limited openings/positions at a higher level	14%
Little/no room for advancement/growth	9%
Few/no opportunities	9%
No career path/nowhere to go/flat structure	8%
Already have reached the highest level/position available	7%
Higher positions are filled/someone would have to leave	7%
Too much favouritism/sexism/political correctness/age discrimination	6%
Would require changing departments/job role/becoming management	6%
Not based at the head office/in parent company	6%
Poor management/managers	4%
Slow growth/poor economic performance	3%
Not enough information transparency on how to advance	3%
Would require moving/relocating	3%
Education/experience requirements	2%
Lack of support	1%
Budget cuts/downsizing/hiring freeze/uncertain outlook	1%
Outside hiring/don't promote internally	1%
No opportunities for changing departments/job role	1%

SATISFACTION WITH COMPENSATION

Respondents show the greatest level of satisfaction with their benefits (70%), followed by their incentive program (56%). Slightly less (50%) say that they are very/somewhat satisfied with their base salary. All of these percentages are somewhat lower when compared to 2016.

% Very/Somewhat satisfied	2012	2016	2018
Benefits package	76%	74%	70%
Incentive program	65%	61%	56%
Base salary	58%	53%	50%

Satisfaction with Compensation by Position Type

GC Executive Level show the highest levels of satisfaction with all three components of their compensation. However, we also note that their level of satisfaction has dropped for all three components compared to 2016. In the case of the incentive program, satisfaction dropped from 78% to 61%. With one exception (Senior Counsel), all job levels show decreased satisfaction with all three components of their compensation in 2018 compared to 2016.

% Very/Somewhat satisfied	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Benefits package	75%	76%	72%	78%	72%	71%	74%	69%	67%	75%	75%	68%	77%	82%	77%
Incentive program	63%	57%	50%	61%	55%	58%	71%	72%	56%	66%	64%	59%	70%	78%	61%
Base salary	50%	50%	47%	60%	49%	49%	67%	63%	52%	54%	58%	48%	65%	73%	66%

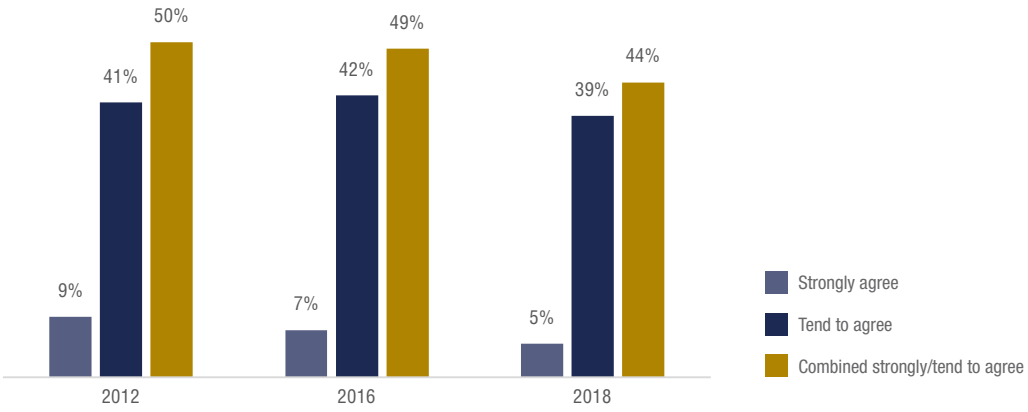
Satisfaction with Compensation by Sector

In-house counsel in Government and Crown corporations are the least satisfied with their base salary, with those working for Crown corporations being the unhappiest. However, Government, Crown corporations and the not-for-profit sectors are the most satisfied with their benefits package.

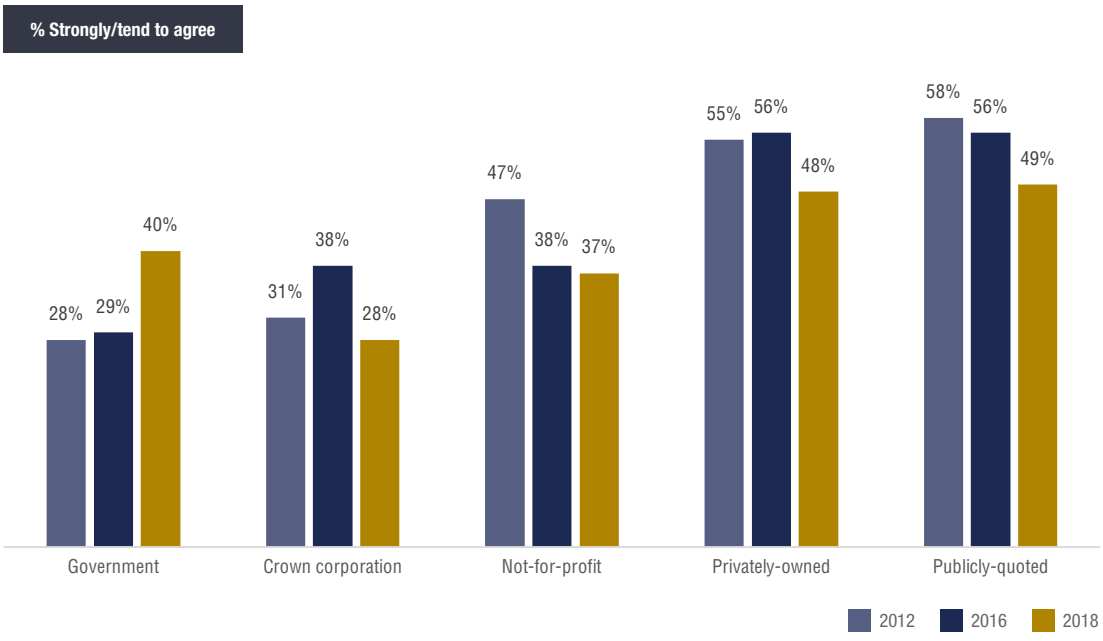
% Very/Somewhat satisfied	Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018	2012	2016	2018
Benefits package	78%	82%	75%	83%	89%	75%	79%	76%	78%	72%	71%	66%	76%	70%	67%
Incentive program	46%	57%	50%	58%	58%	40%	58%	72%	53%	73%	64%	54%	63%	78%	62%
Base salary	56%	47%	56%	44%	44%	35%	65%	51%	54%	59%	57%	54%	60%	56%	48%

Perceptions of Compensation Package Reflecting Performance

Forty-four percent of all in-house counsel responding to this survey strongly agree/tend to agree that their compensation package reflects their performance. We note that this percentage has declined over the past two survey periods.



With the exception of Government, the belief that compensation reflects performance has declined since 2016 in all sectors. Privately-owned and publicly-quoted in-house counsel have the strongest belief that compensation reflects performance. Those in Crown corporations are the least likely to agree.



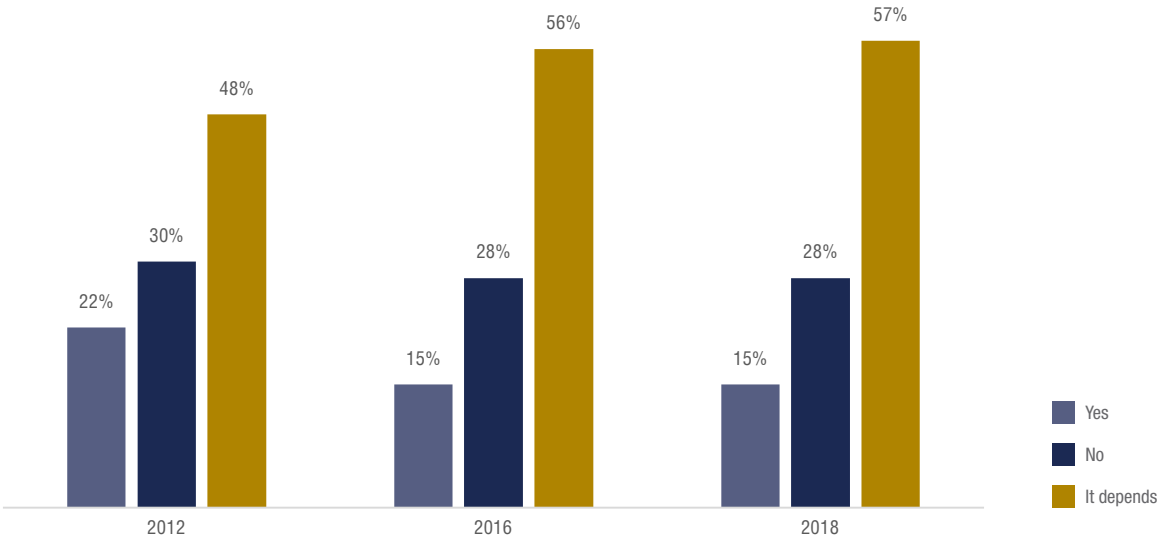
CAREER PLANS

Nearly half (45%) of respondents see themselves in the same role over the next two-year period. This is most often the case with Government in-house counsel (51%) and least likely (43%) of in-house counsel in Crown corporations and publicly-quoted companies. Those in this latter category are most inclined to say that they see themselves having another role within the same organization.

	Total 2018	Government	Crown corporation	Not-for-profit	Privately-owned	Publicly-quoted
Remaining in the same role	45%	51%	43%	45%	45%	43%
Having another role within the same organization	16%	15%	16%	9%	15%	19%
Working in a different organization	21%	18%	20%	23%	22%	21%
Other (retirement, sabbatical, private practice…)	4%	6%	6%	6%	2%	4%
Don't know	14%	10%	14%	16%	16%	13%

LOYALTY TO EMPLOYER

When asked if they would stay with their current employer if they were offered a comparable role with higher pay elsewhere, 15% said they would remain while 28% said they would not. The majority, 57% said that it depends. These percentages are consistent with 2016.



CAREER MOVES

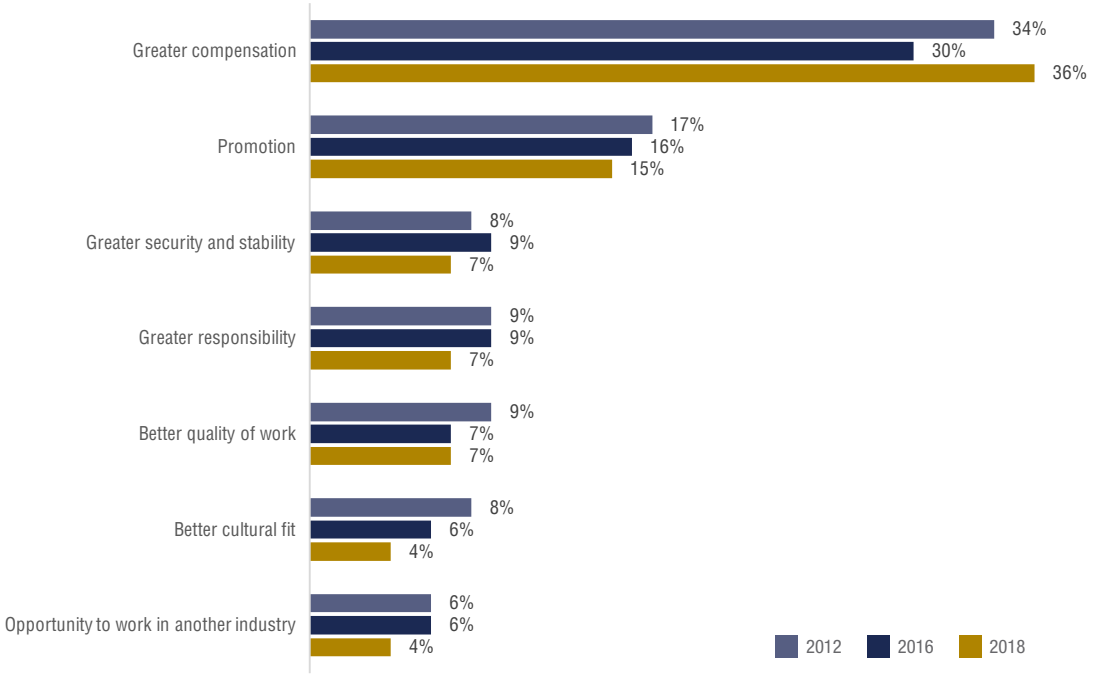
For the 57% of in-house counsel who would potentially leave their current employer, these individuals feel the following salary increases would be necessary for them to make a change.

Expected Increase for Career Move

Expected salary increase	2012	2016	2018
1% to < 5%	1%	1%	3%
5% to < 10%	4%	6%	7%
10% to < 15%	18%	17%	20%
15% to < 20%	28%	22%	23%
20% to < 25%	20%	22%	16%
25% +	16%	21%	21%
Don't know	13%	11%	10%

Factors for Career Move

A bigger compensation package remains the number one motivator for in-house counsel to consider leaving their current employer. This response, at 36%, is up from 30% in 2016. The second strongest motivator is a promotion.



VIEWS TOWARD THE FUTURE

In 2018, in-house counsel are slightly more optimistic about the future of their organization's legal department. Sixty-five percent are very/somewhat optimistic in 2018, up from 62% in 2016. Similarly, 56% are very/somewhat optimistic about their professional future with the organization. This is up from 54% in 2016. However, we do note that the percentage saying they are very optimistic about their professional future with their organization has fallen over the 2012 to 2018 period.

The future of your organization's legal department	2012	2016	2018
Very optimistic	33%	23%	24%
Somewhat optimistic	36%	39%	41%
Neither optimistic or pessimistic	17%	22%	20%
Somewhat pessimistic	9%	12%	12%
Very pessimistic	3%	3%	3%
Don't know	3%	1%	1%

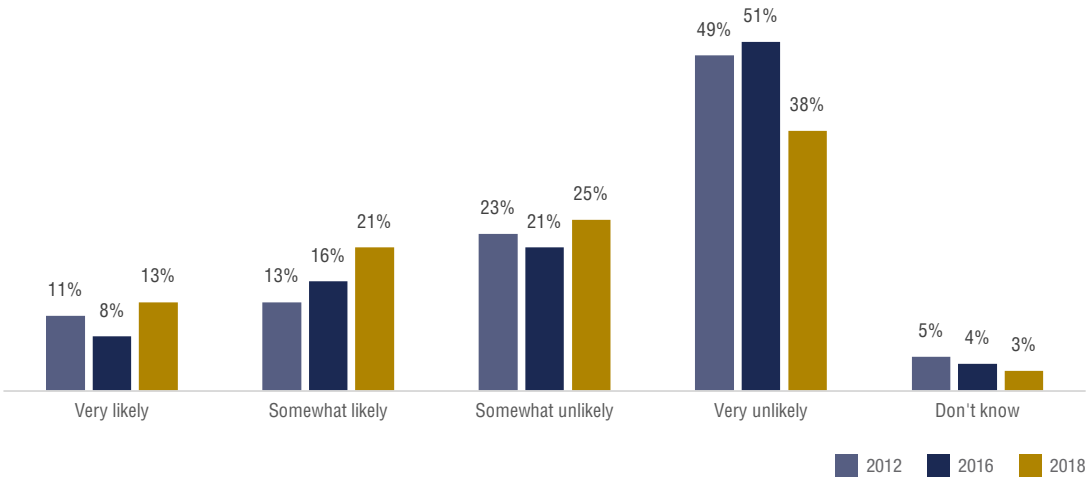
Your professional future within your organization	2012	2016	2018
Very optimistic	20%	16%	13%
Somewhat optimistic	39%	38%	43%
Neither optimistic or pessimistic	19%	26%	23%
Somewhat pessimistic	14%	13%	15%
Very pessimistic	5%	6%	6%
Don't know	3%	1%	0%

Effects of Economic Climate on the Future

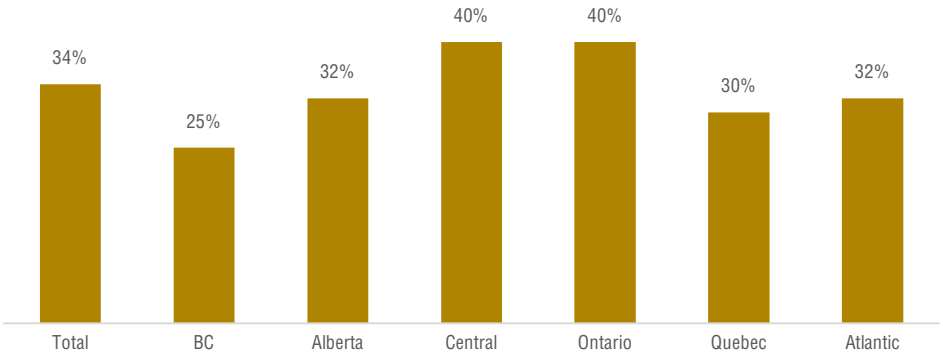
A growing number of in-house counsel are considering changing employers. Thirteen percent say it is very likely they will move in the next six months, up from 8% in 2016. Similarly, 38% say it is very unlikely they will move, down from 51% in 2016.

Respondents from Central Canada and Ontario are more likely to seek another position compared to the other regions.

Likelihood of seeking a position in another organization in the next six months



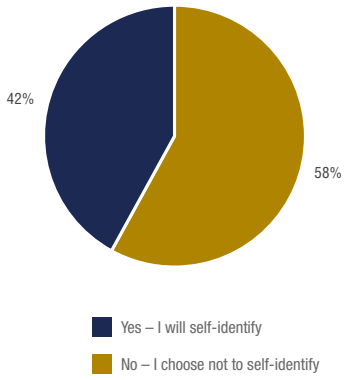
% very/somewhat likely to seek another position



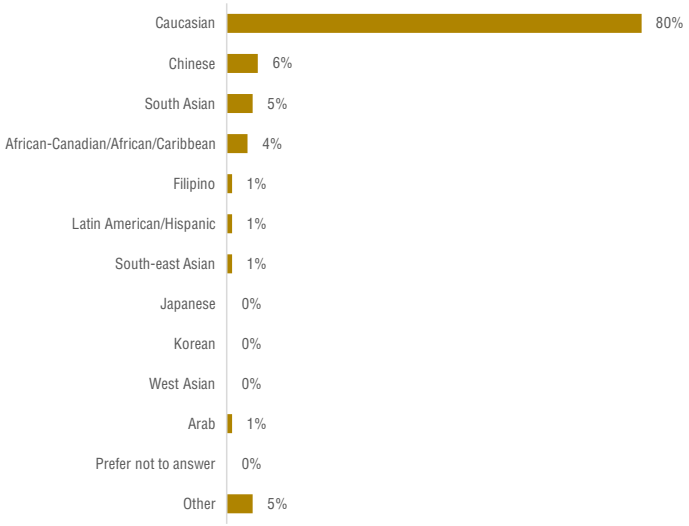
Appendix

Diversity Questions

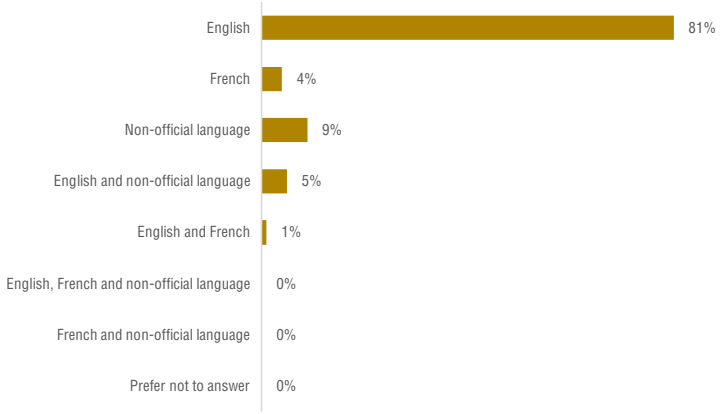
Self-identification



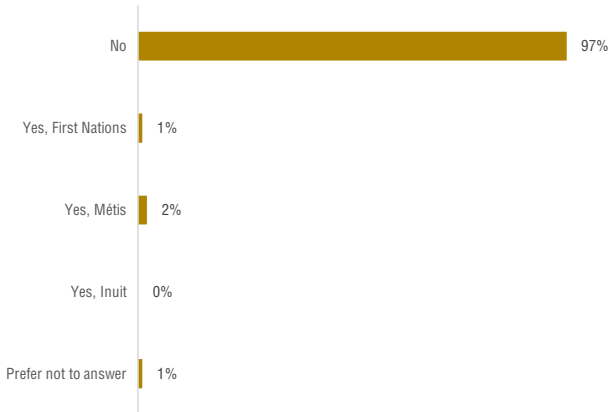
Race/ethnicity



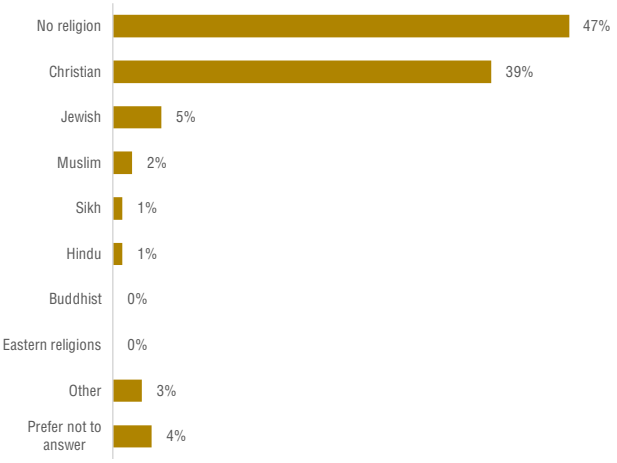
Mother tongue



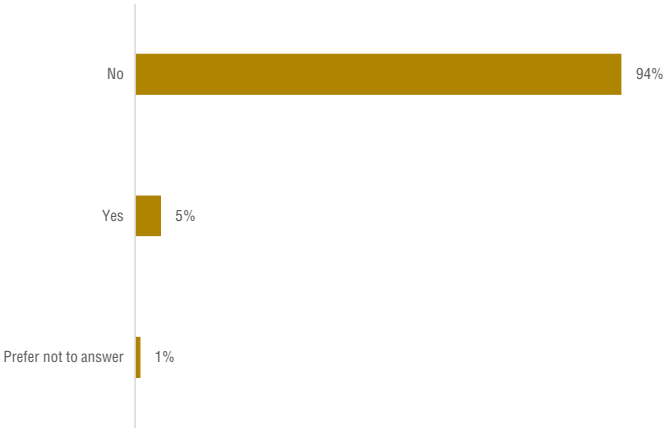
Indigenous



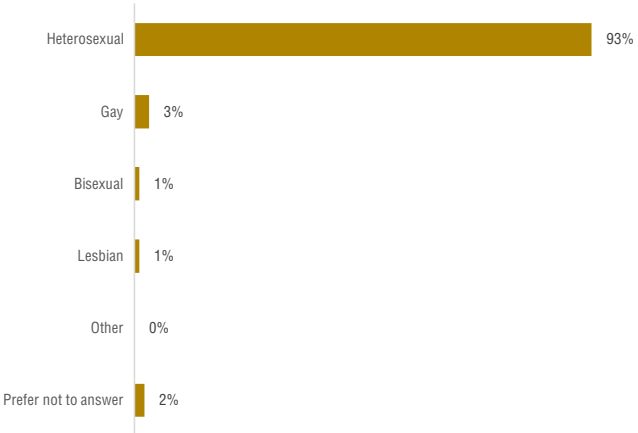
Religion



Have a disability



Sexual orientation



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Their members are lawyers working for public and private companies, non-profits, associations, government and regulatory boards, Crown corporations, municipalities, hospitals, post-secondary institutions and school boards.

They also welcome associate members from law firms whose support and expertise enrich their educational programs and events.

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CCCA
ACCJE
Canadian Corporate Counsel Association
Association canadienne des conseillers (ères) juridiques d'entreprises

THE CANADIAN BAR ASSOCIATION
L'ASSOCIATION DU BARREAU CANADIEN

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