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CANADA'S LEADER IN LAWYER RECRUITMENT™

Celebrating 25 years of success

In-House Counsel Compensation & Career Survey Report 2012

CCCA ACCJE

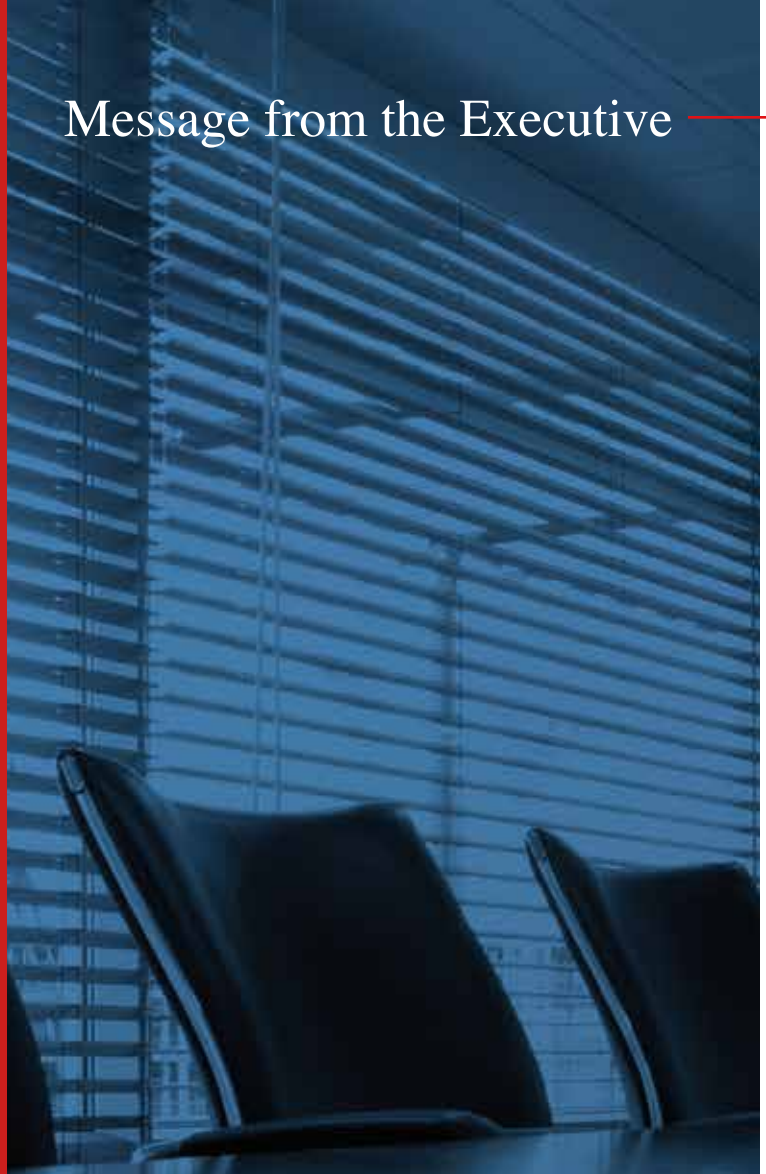
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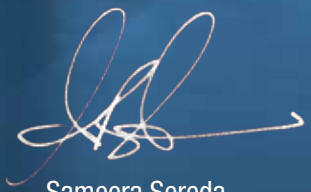
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Message from the Executive





Dal Bhathal



Sameera Sereda



Warren Smith

Dear Colleague:

We are pleased to present the results of our 3rd In-House Counsel Compensation & Career Survey. This report provides employers, in-house counsel and corporate secretaries 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 with benchmark data that would allow them to make informed and prudent decisions with respect to salary and compensation. The feedback we received about our first survey and report was extremely positive and we felt that as knowledge leaders in the legal recruitment field, the onus was on us to continue to provide this information.

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 can be the difference of paying too much and offering too little.

- In-House Counsel and Corporate Secretaries 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. Please visit our website, **www.thecounselnetwork.com** for more information regarding the current hiring environment.

Why Choose The Counsel Network

The Counsel Network provides market-leading, comprehensive recruitment services for the sourcing and selection of talent for positions requiring a legal professional across Canada.

There are few lawyers in Canada who have not heard of The Counsel Network. We have aggressively developed our reputation and position as Canada's premier lawyer recruitment 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 differentiates itself from other legal recruitment firms 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 'headhunting' firm and equally proud of our unique and exclusive selection as Preferred Supplier to the Canadian Bar Association (AB, BC, MB and SK branches) and of our selection as Preferred Provider to the members of the Canadian Corporate Counsel Association.
- *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 pro-actively 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

Ipsos Reid was commissioned by **The Counsel Network®** in 2009 and 2010 to conduct the In-House Counsel Compensation & Career Survey in collaboration with **The Canadian Corporate Counsel Association (CCCA)**.

This year (2012), the study was conducted once again for the purpose of reporting and benchmarking compensation and career-related topics for Canada's in-house counsel community. This wave represents the third year of this research.

The survey asked over 70 questions which covered the following topics:

- Demographic data
- Compensation
  - – Base salary and increase in the past/current fiscal year
  - – Short-term compensation – bonuses
  - – Long-term compensation – stock options
  - – Benefits
- Satisfaction with the various components of the compensation package
- Hours of work and work-life balance
- Confidence in the future
- Satisfaction with career mobility

New questions this year include:

- Change in size of the organization's legal department over the past 2 years
- Degree to which size of the organization has changed over the past 2 years
- Overall compensation package comparability to those in similar roles in other organizations
- A series of diversity questions including Aboriginal background, race/ethnicity and sexual orientation



Methodology

Survey invitations were sent via e-mail by Ipsos to over 9,000 in-house counsel on May 8, 2012. The survey was hosted online on Ipsos' secure servers and was offered in both English and French.

A total of **738 completed surveys** were received at the end of the fielding period on June 9, 2012. In this report, the 738 respondents surveyed come from a wide variety of sectors, job roles and regions, and are an accurate reflection of industry. In essence, no data weighting is required given the natural fallout of survey completions by these key demographic variables.

Employee Representative Database (RED)

RED is a specific research program conducted by Ipsos, amongst a representative sample of employees working in companies of 100+ people. Due to sample techniques, all major organizations are included in each Ipsos norm.

RED is not comprised of client data; it is conducted through an independent survey. The RED survey is conducted regularly across 33 countries, in over 20 sectors to provide up-to-date and relevant references.

Some results in this wave are compared to RED where benchmarking data is available. The RED data presented in this report has been filtered and represents Canadian employees only.

Notes about the Report

This report is intended to be a tool for in-house counsel and human resource professionals to better understand current compensation levels.

In-house counsel may use these figures to benchmark salary, but attention must be given to the location, sector and seniority of the role, which are factors that create significant variations in compensation.

For base salary levels, the figures are rounded to the closest $500.

If the sums of the subgroups do not add up to 100%, it is due to "don't know" and "no answer" responses which are not displayed in some graphs.

This year, trending data has been added throughout the report for comparison purposes. This will enable this year's results to be compared against those observed in 2010 and 2009.

Executive Summary

Introduction

The In-House Counsel Compensation & Career Survey was commissioned by The Counsel Network® in collaboration with The Canadian Corporate Counsel Association (CCCA). This represents the third wave of this research, conducted previously in 2010 and 2009. Once again, the primary objective of this survey is to benchmark various compensation-related measures of Canada's in-house counsel community. The Counsel Network® and the CCCA would like to keep abreast of tracked measures among the in-house counsel population.

Feedback on various compensation-related measures was gathered via an Ipsos online survey with practicing in-house counsel. At the conclusion of the data collection period, Ipsos completed a total of 738 online interviews with this target audience. The final sample population represents a good mix of in-house counsel. Participants included in-house counsel from across the country, working in a variety of industries, and employed with organizations varying in size.

Measures of Compensation and Shifts in the Industry

On average, in-house counsel earn approximately $155,000 per year, representing an increase of $4,500 over the level observed in 2010. As one would expect, salary levels vary considerably by age, experience and tenure, but important differences are also observed by region, organization type and industry. For instance, average salaries are significantly higher for in-house counsel working in publicly-quoted and privately-owned companies compared to those of Government or Crown Corporations. By industry, salaries are considerably higher for in-house counsel working in the IT, oil & gas, resource and mining, and manufacturing/automotive/aerospace sectors.

A difference in salary between men and women has been observed throughout the history of this study. This trend continues in 2012, where results show that women earn about 16% less than their male counterparts on average. While this salary difference is apparent at the overall level, it is important to understand the composition of the sampled population by role and by gender before concluding that a true salary difference by gender exists. Among those surveyed, a higher proportion of women hold the more junior, lower paying positions: legal and senior counsel. Surveyed men on the other hand, are more likely to occupy the higher-level positions that offer a higher salary, namely General Counsel at the Director and Executive Levels. This would appear to explain the observed disparity in salary by gender however a further look into the results tells another story. When each role is isolated and the average salaries are compared within each of these roles, men's salaries are consistently higher than those of women. This finding suggests that on average, men are making more than women in comparable roles.

This research also explores other important measures of one's overall compensation: incentive programs, bonuses and benefits. Similar to salary, incentive amounts vary by organization type. Publicly-quoted and privately-owned companies offer the greatest amount in terms of incentives, whereas Government and not-for-profit organizations offer the least. The disparity in salary and incentives translate to satisfaction levels reported by surveyed in-house counsel. A case in point is that in-house counsel in Government and Crown Corporations are less satisfied with their base salary and incentive programs than their counterparts in publicly-quoted and privately-owned companies.

Since this research was last carried out in 2010, a number of shifts have been observed with respect to compensation. Although the overall national average increased marginally over this period, some more substantial shifts are observed by industry. For example, average salaries of in-house counsel in both the IT and manufacturing/automotive/aerospace industries jumped by $18,000 over the past two years. In contrast, average salaries in Government, Crown Corporations and the telecommunications sector fell by $7,000 over this same period.

When asked what base salary increase they experienced over the past year, half of all in-house counsel report either no increase at all or a slight increase of less than 3%. The change in benefits experienced over the past year provide a further indication that organizations are curbing their expenditures. A third of all in-house counsel report that they experienced an increase in out-of-pocket costs for expenses and nearly one-in-five report experiencing a decrease in benefits coverage. Government in-house counsel report higher levels of increased costs for benefits and lower coverage.

Compensation Comparability and Equity

While just over half of in-house counsel report that the number of hours they work per week has remained the same, three-in-ten feel that the number of hours they work has increased over the past two years. In contrast, only one-in-ten feel that their work hours have decreased. Despite the fact that three times as many feel their work days are longer, satisfaction with work-life balance has increased since 2010. Nearly eight-in-ten are either very or somewhat satisfied with this balance, a level that far exceeds that reported by the average Canadian employee (RED).

When it comes to perceptions of whether their compensation package reflects their performance, half of in-house counsel are in agreement. An important third of the sampled population disagree with this statement, while nearly a fifth have a neutral sentiment. Perceptions of compensation reflecting their performance has been consistent for not-for-profit, privately-owned and publicly-quoted companies, however agreement with this statement has waned among Government and Crown Corporation counsel.

Nearly half of in-house counsel feel their overall compensation package is comparable to that of other in-house counsel in similar roles within their organization. While this does not represent a vast majority of the surveyed population, agreement has increased considerably since 2010. This would suggest that there is a stronger belief that there is equity within their organization when it comes to compensation. That being said, this perception of equity is weaker when respondents were asked whether their package is comparable to those outside of their organization.

Future Outlook

Overall, the outlook for in-house counsel is positive and trending upward. Surveyed counsel are far more likely to report an increase in the size of their organization's legal department and this sentiment is observed across all primary roles.

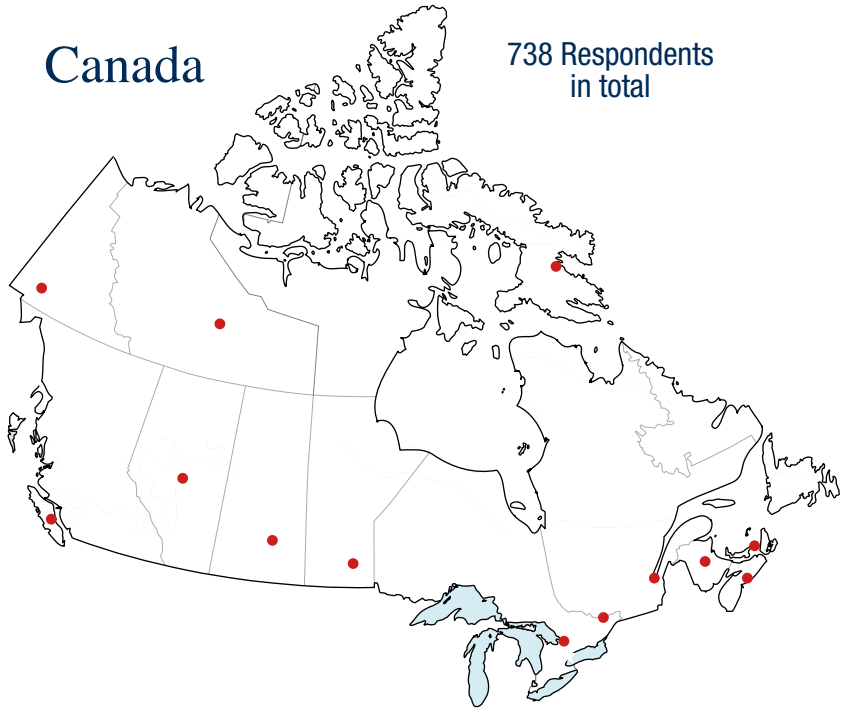
The research does suggest that in-house counsel working for Government and Crown Corporations are facing tougher times. In fact, counsel in Government are the most pessimistic about their professional future, which is a shift from 2010, when those working for publicly-quoted companies were the most pessimistic. Many of the compensation-related measures for this segment fall below levels observed among other organization types.

Respondent Profile

A total of 738 in-house counsel participated in the survey from across Canada and a variety of sectors. Before using the survey results as benchmarks, it is important to consider the profile of the respondent base.

As seen below, the majority of survey respondents came from Ontario (43%) and Alberta (21%), particularly from large metropolitan centres. In fact, seven-in-ten (71%) in-house counsel reside in the larger metropolitan cities, namely Toronto, Calgary, Montreal, Vancouver, Edmonton and Ottawa. This is not surprising given that in-house counsel are most likely to work in the company headquarters and head offices are often located in larger urban centres.

Province and Region

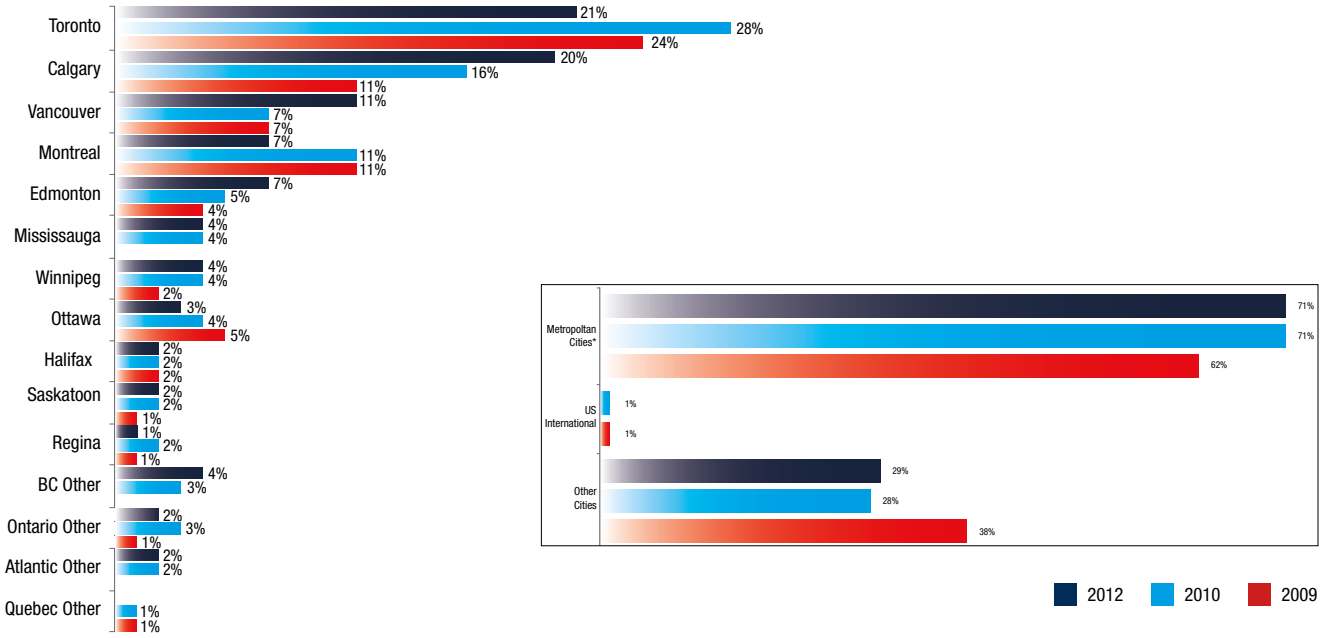


Province	BC	AB	SK	MB	ON	QC	NL	NB	NS
%	11	21	3	4	43	13	1	1	2

Regions	West	Central	Ontario	Quebec	East
%	32	7	43	13	4

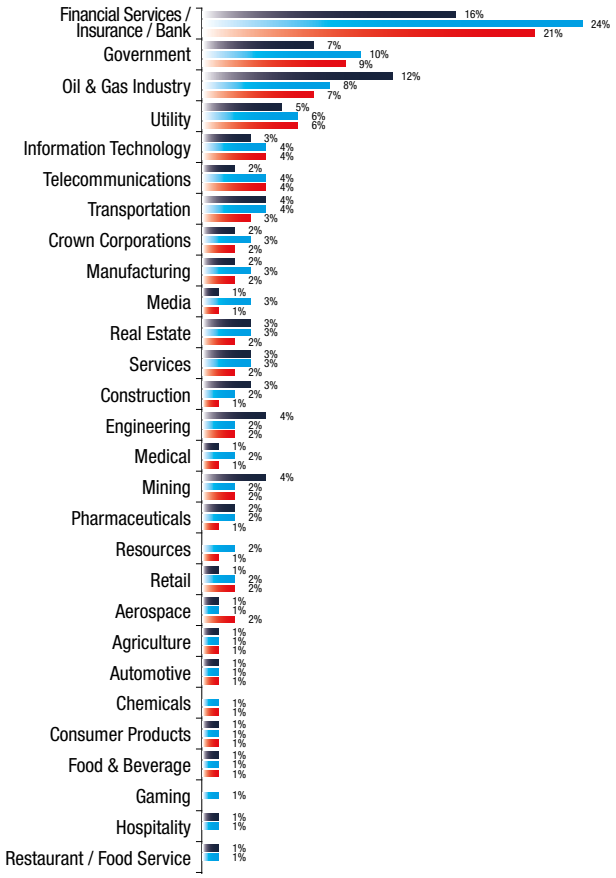
Other territories (1%) Outside of Canada (1%)

Cities



Both privately-owned and publicly-quoted organizations are represented in this study. Consistent with both the 2009 and 2010 Compensation & Career Surveys, financial services and insurance continues to be the sector most represented by in-house counsel. The oil & gas industry and Government are the other two most prevalent industries represented by surveyed in-house counsel.

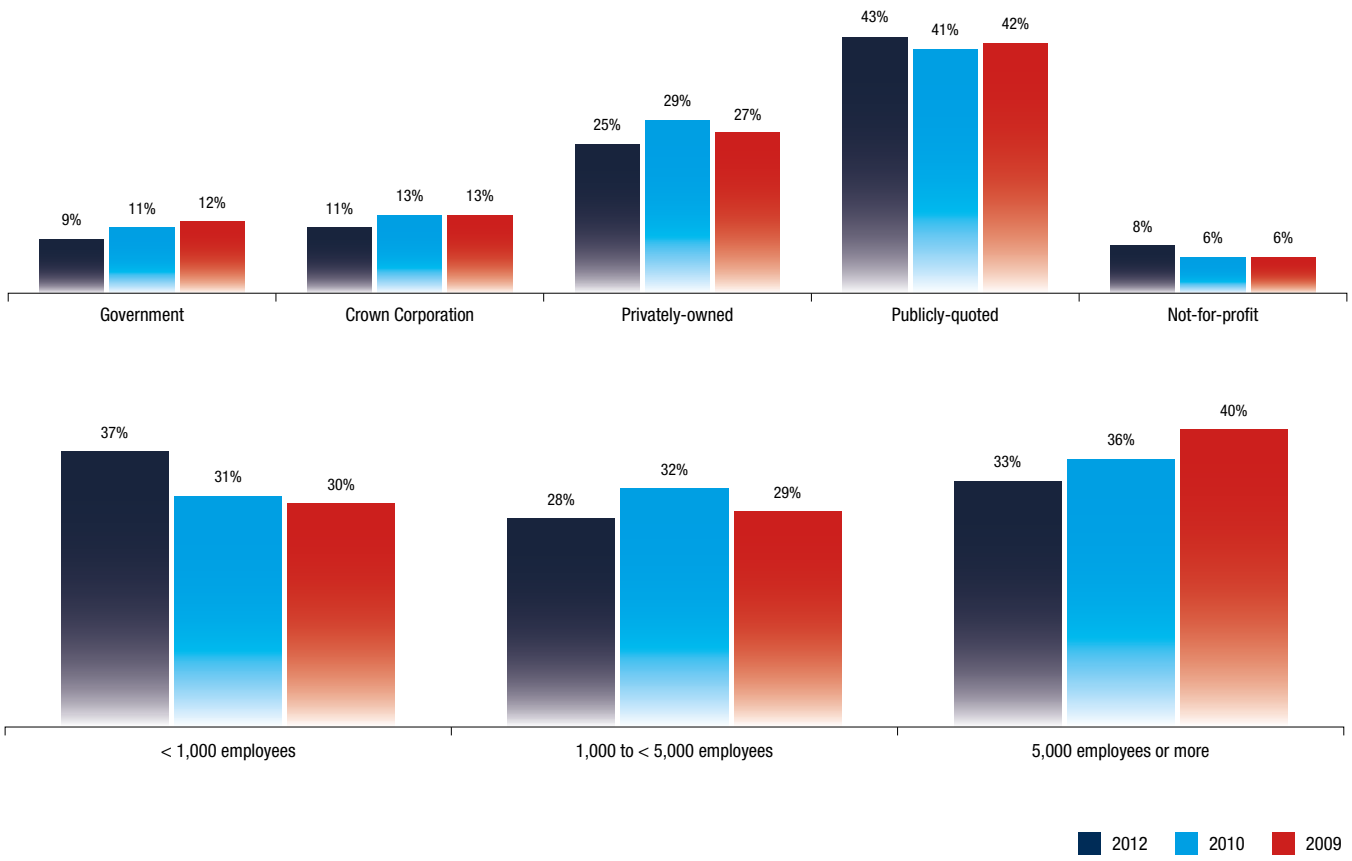
Industry



Nearly half of in-house counsel (48%) work in publicly-quoted companies. This finding is consistent with observations in 2009 and 2010. One quarter (25%) of in-house counsel work for privately-owned companies.

When it comes to the size of organizations, in-house counsel are generally split across the three tiers of company size: less than 1,000 employees, between 1,000 and 5,000 employees, and 5,000 employees or more. Nearly four-in-ten (37%) of the respondent base work for smaller companies (under 1,000 employees), while a third (33%) work for organizations with 5,000 employees or more. Nearly three-in-ten (28%) work for mid-sized organizations with between 1,000 and 5,000 employees.

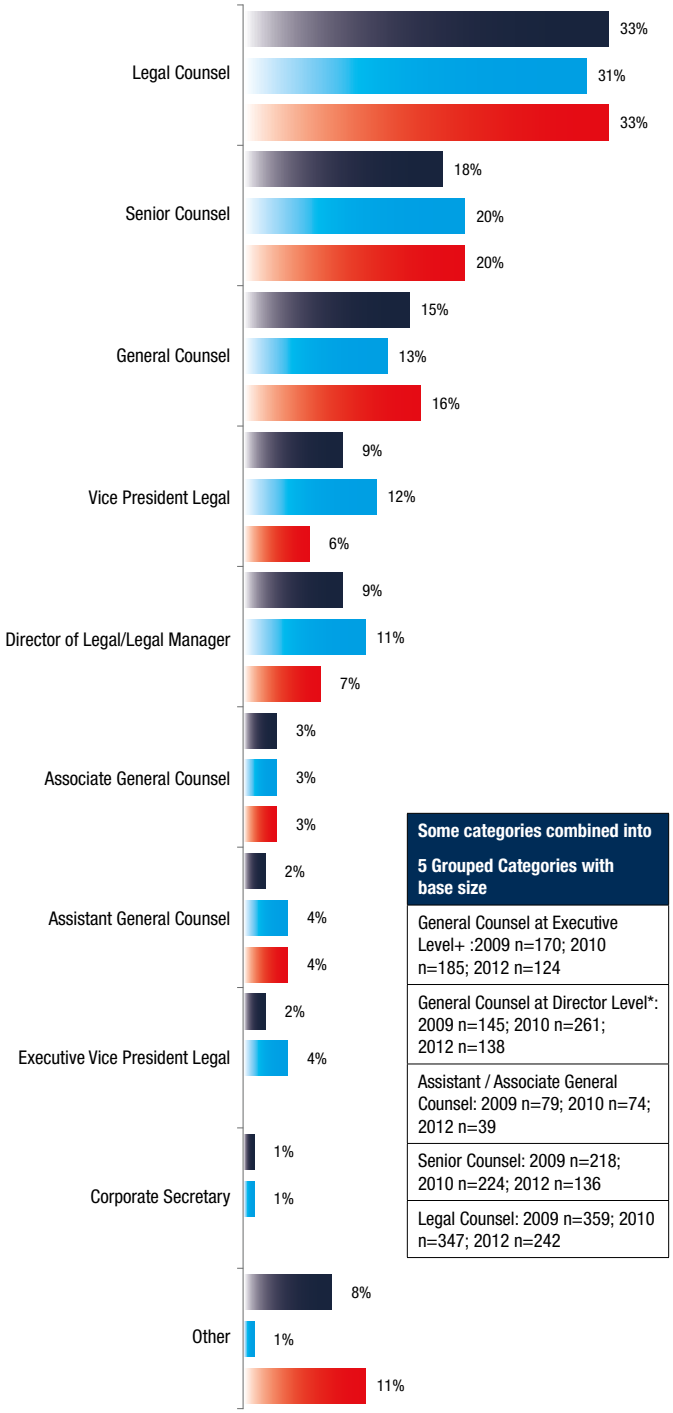
Organization Type and Size



In-house counsel were asked to provide their current title. The range of titles held by in-house counsel is rather expansive, and so several titles were grouped together to simplify analysis. The five grouped titles that will be used throughout the report include the following:

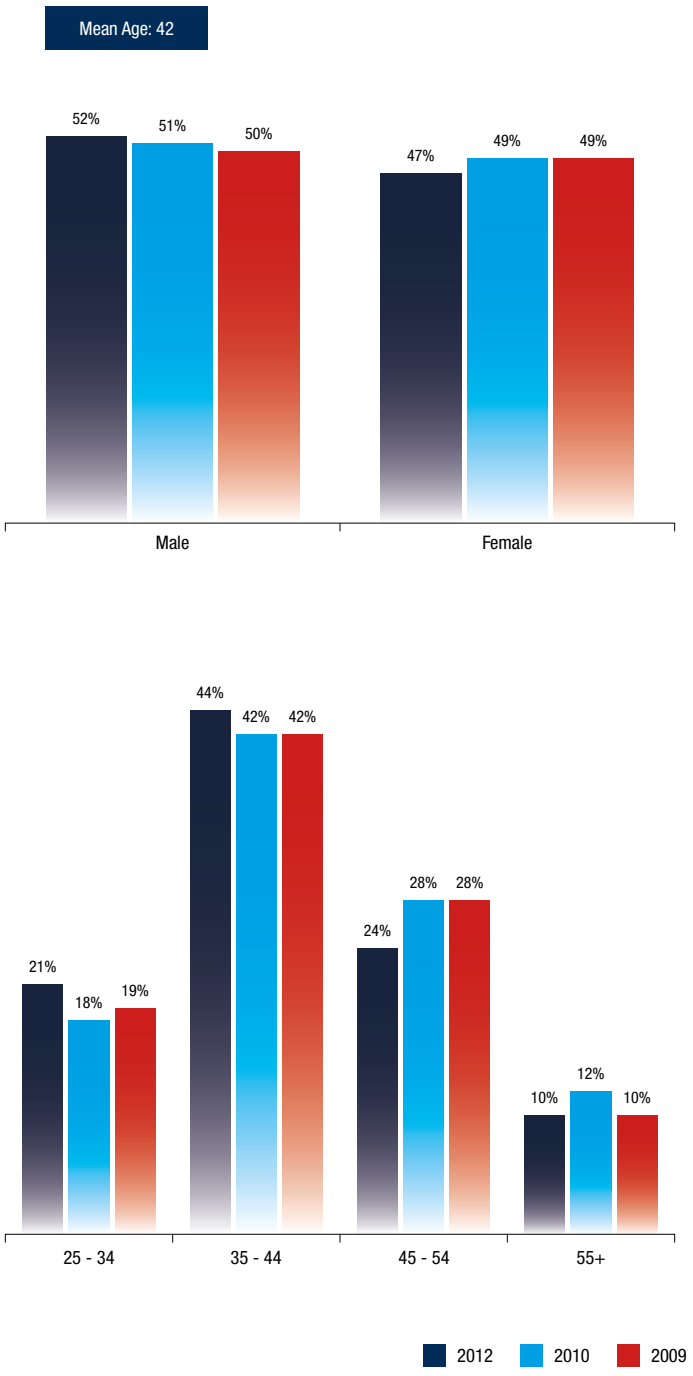
- Legal Counsel
- Senior Counsel
- Assistant/Associate General Counsel
  - – Combination of Assistant General Counsel and Associate General Counsel
  - – General Counsel at the Director Level
  - – Head of Legal at the Director level who reports to the E.V.P, C.O.O., or C.F.O.
- General Counsel at the Executive Level
  - – Chief Legal Officer who reports directly to the C.E.O.

Title and Position



Some categories combined into 5 Grouped Categories with base size
General Counsel at Executive Level+ :2009 n=170; 2010 n=185; 2012 n=124
General Counsel at Director Level*: 2009 n=145; 2010 n=261; 2012 n=138
Assistant / Associate General Counsel: 2009 n=79; 2010 n=74; 2012 n=39
Senior Counsel: 2009 n=218; 2010 n=224; 2012 n=136
Legal Counsel: 2009 n=359; 2010 n=347; 2012 n=242

Gender and Age



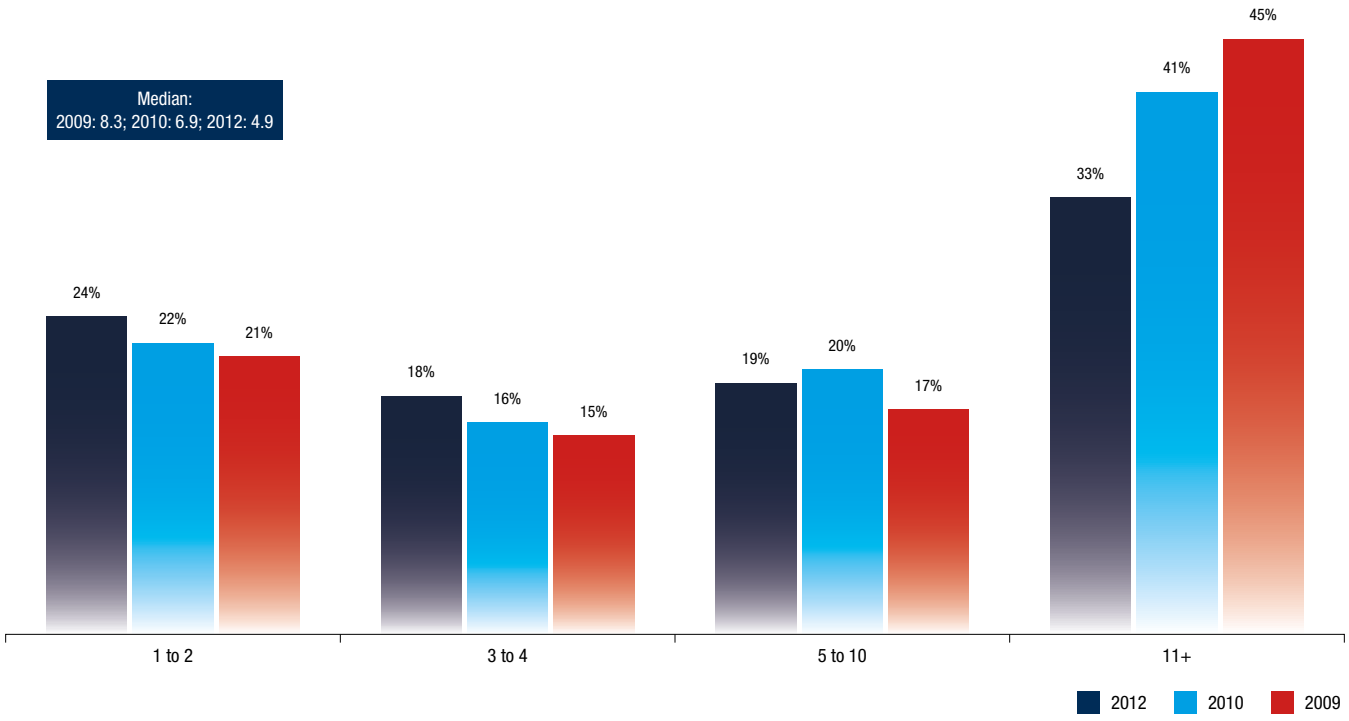
Consistent with the 2009 and 2010 Compensation & Career Surveys, the average age of surveyed in-house counsel is 42. The highest proportion (44%) fall within the 35-44 age bracket.

The average age is lowest for Legal Counsel (37) and highest for General Counsel at the Executive Level (45). The average age is similar by gender, with the average age being 42 for men and 41 for women.

In-House Counsel at Work

As one might expect, the size of the legal department is a function of the size of the organization as well as the industry. Telecommunications, financial and insurance companies, and utilities have the largest legal departments on the basis of number of lawyers.

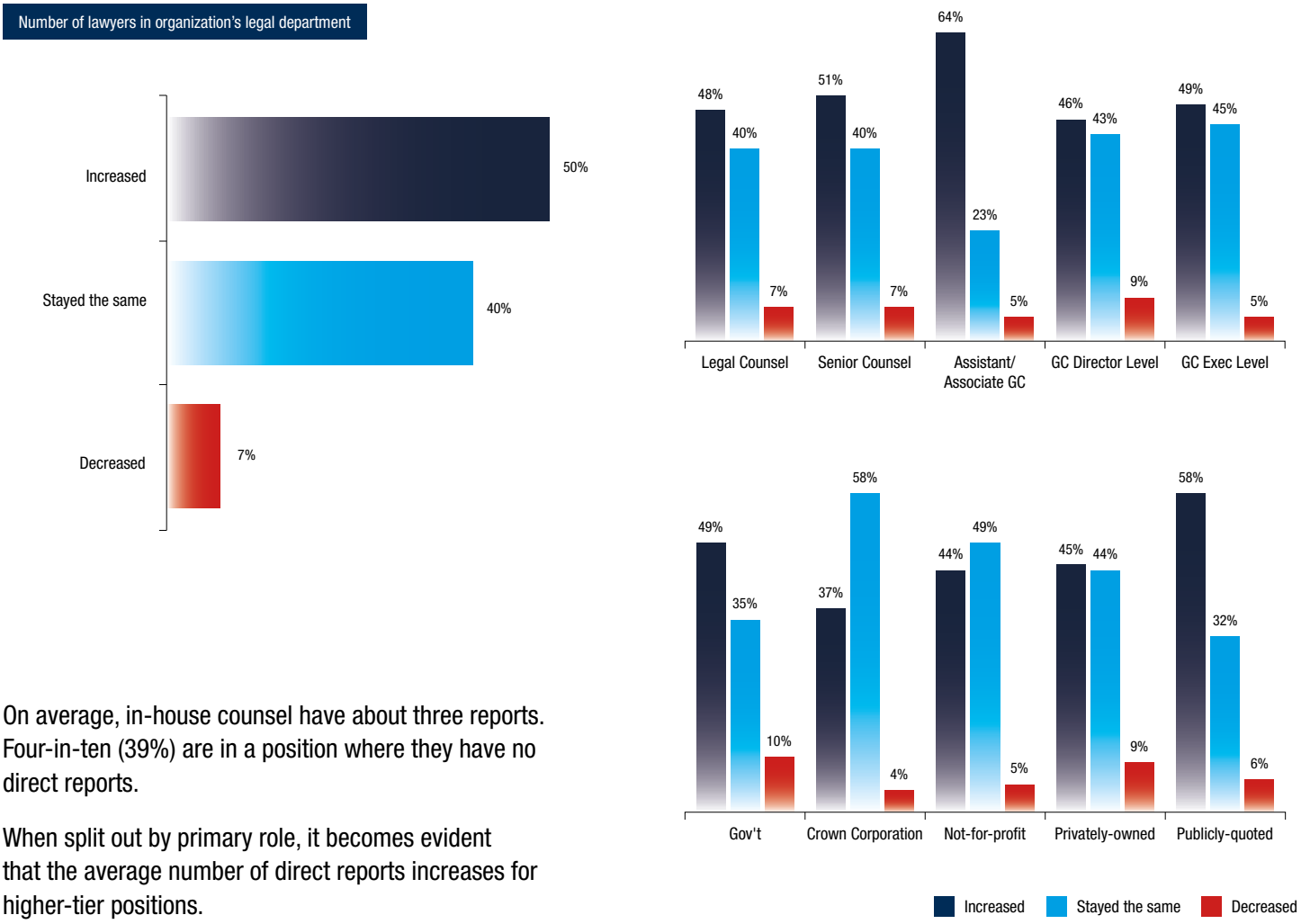
The average number of in-house counsel that work in a department currently sits at five.



To get an understanding of the direction where the industry is heading, in-house counsel were asked to indicate whether the number of lawyers in their organization's legal department has increased, stayed the same, or decreased over the past two years. Half (50%) indicate the number of lawyers has increased over this period, while four-in-ten (40%) feel that it has not changed. Only 7% indicate the size of their department has decreased over this period.

While many indicated there have been changes, results show that the changes reported (whether they were increases or decreases) primarily involved between one and three lawyers.

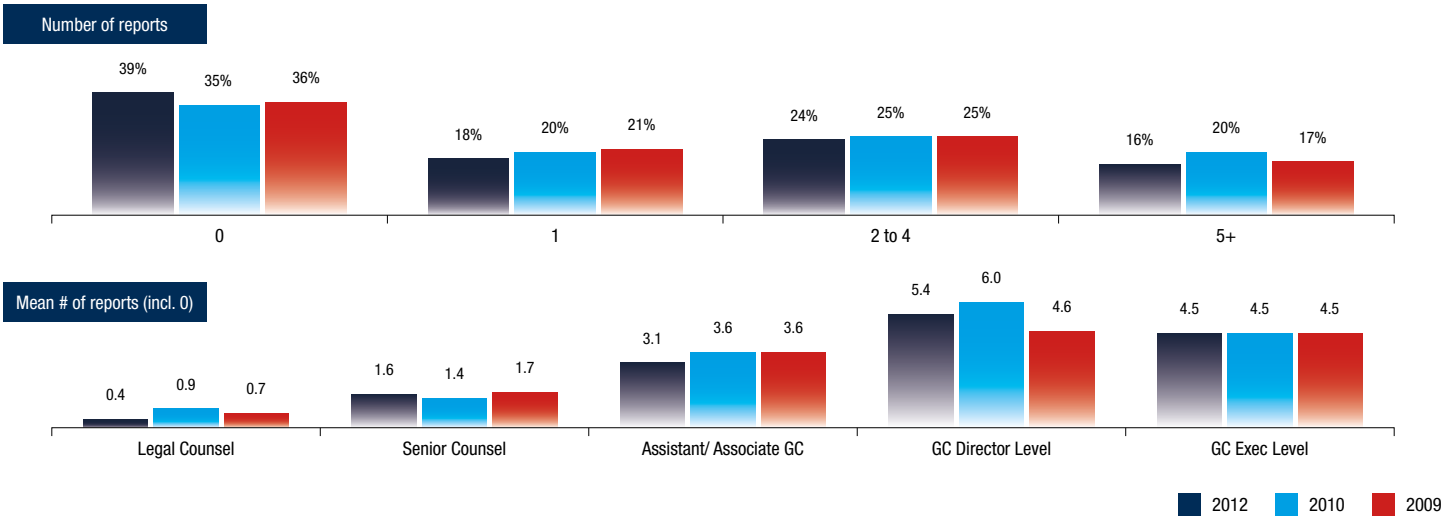
Changes in Size of Legal Department



On average, in-house counsel have about three reports. Four-in-ten (39%) are in a position where they have no direct reports.

When split out by primary role, it becomes evident that the average number of direct reports increases for higher-tier positions.

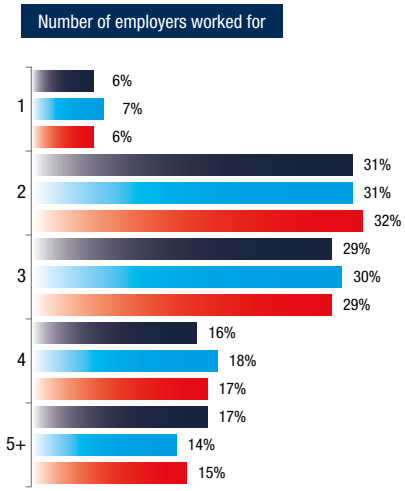
Reporting Structure

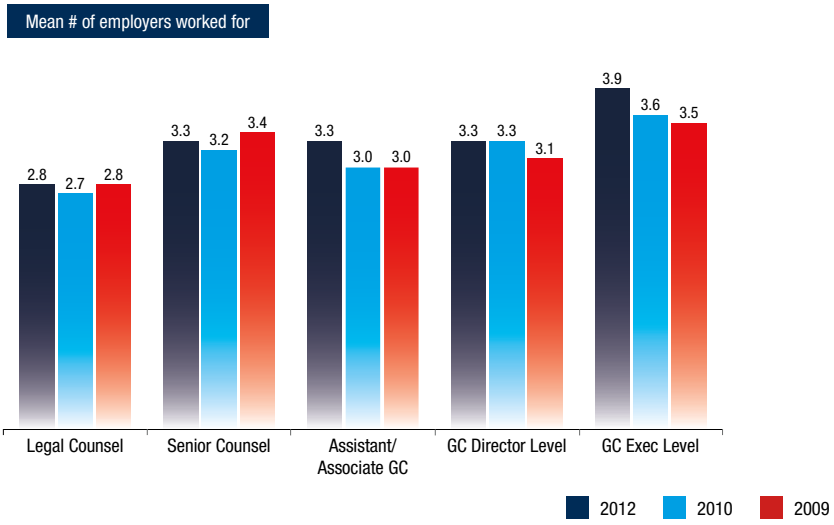


Past Employment and Tenure

On average, in-house counsel have worked for 3.2 different organizations since being called to the bar. This is very consistent with the average numbers observed in 2009 (3.2) and in 2010 (3.1). The average number of employers one has worked for is consistent by primary role, with the exception of Legal Counsel and General Counsel at the Executive Level. While likely a function of experience and tenure, Legal Counsel are below-average when it comes to number of employers worked for and General Counsel at the Executive Level are above-average in this regard.

Number of Employers



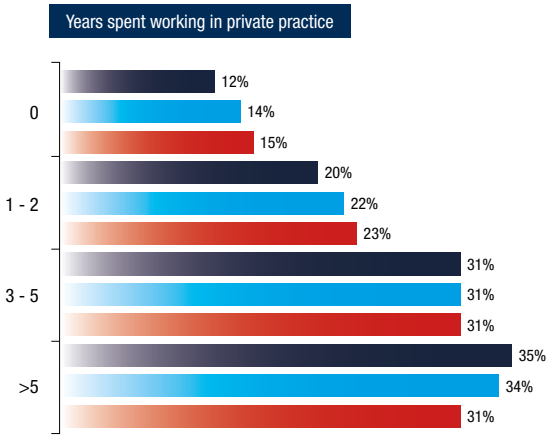


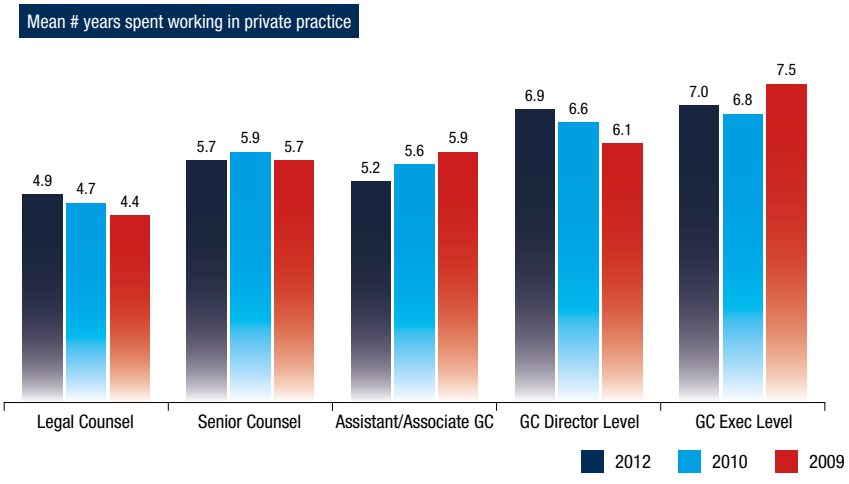
Consistent with the last wave, 86% of in-house counsel have worked in private practice before going in-house. Also similar to 2010, the length of time worked in private practice is approximately 5.8 years on average.

Experience in private practice varies by role, with Legal Counsel having worked the fewest number of years on average (4.9). In contrast, those with an Executive Level General Counsel position have the most experience (7 years on average).

The industries with the most tenured in private practice appear to be construction (7.1 years), resources/mining/forestry (6.9 years), manufacturing/automotive/aerospace (6.6 years) and transportation (6.6 years).

Tenure in Private Practice



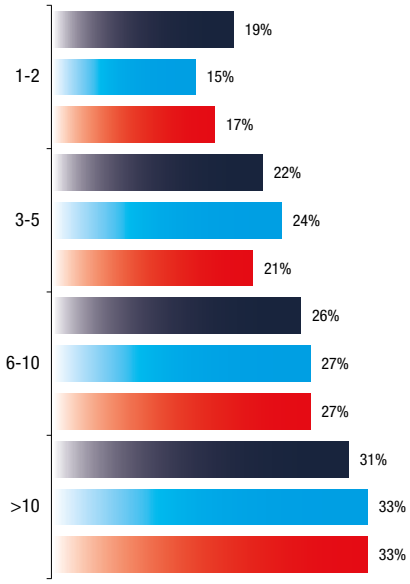


In 2010, in-house counsel in Government organizations had a significantly longer tenure in-house and with their current employer, compared to all other industries. In the 2012 survey, the tenure of Government in-house counsel is more in line with the experience levels observed by those in other organizations.

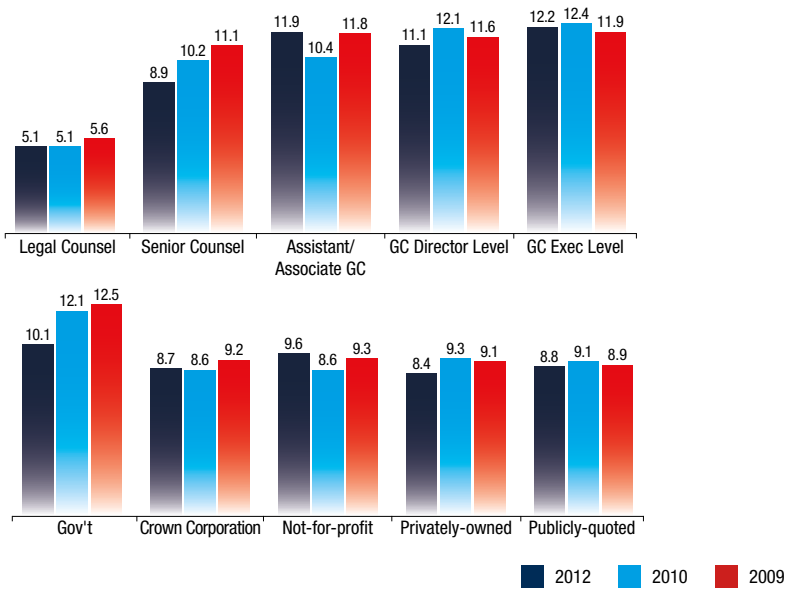
Again, the experience level of General Counsel at the Executive Level is in stark contrast with that observed among Legal Counsel (12 years vs 5 years, respectively).

Tenure as In-House Counsel

Years spent working as in-house counsel



Mean # years spent working as in-house counsel

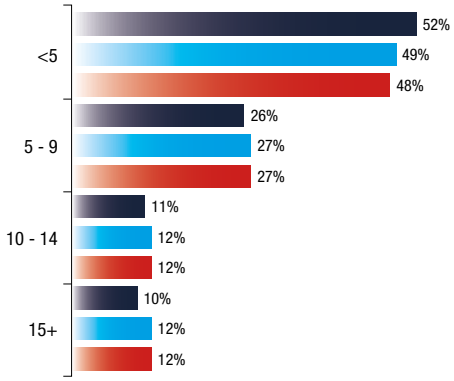


Over half (52%) of in-house counsel have spent less than five years with their current employer.

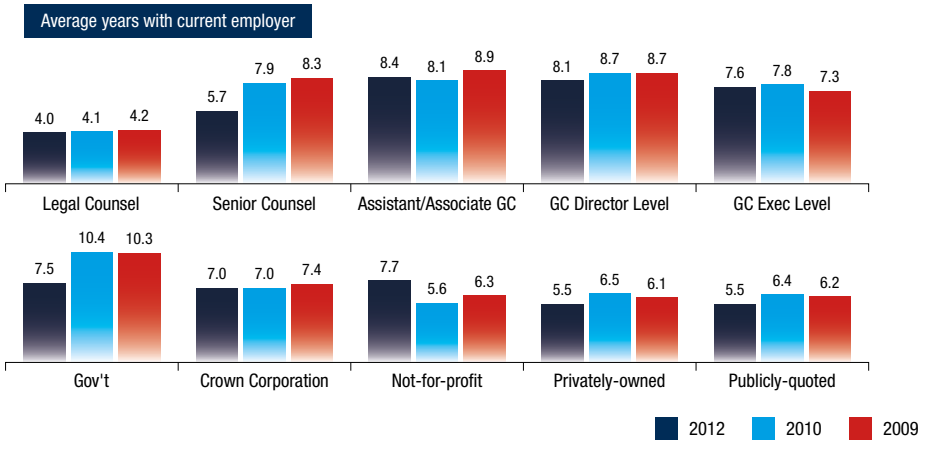
Tenure is longest among in-house counsel representing Government (avg. 7.5 years) and not-for-profit (avg. 7.7 years) organizations. In contrast, the tenure among those working for privately-owned and publicly-quoted companies is notably shorter (avg. 5.5 years each).

Tenure with Current Employer

Years spent working with current employer



Average years with current employer

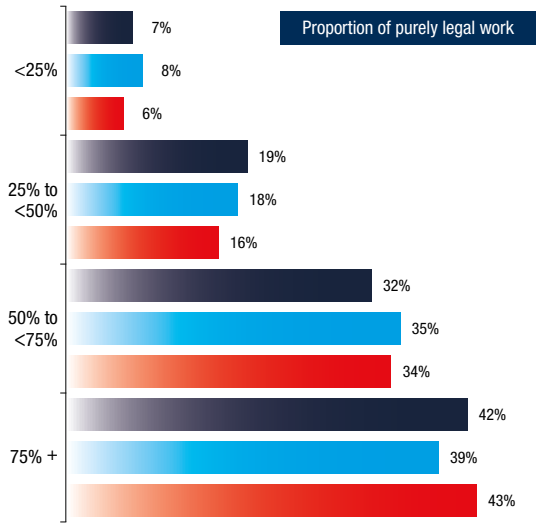


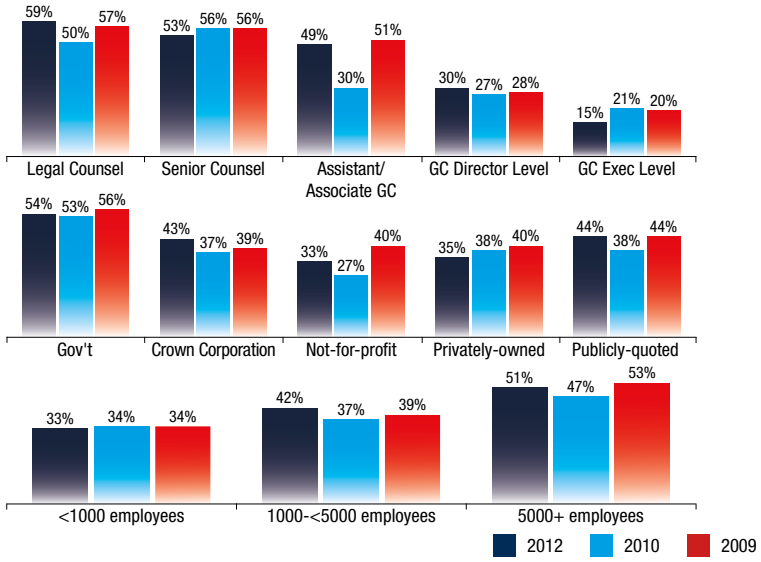
Job Content

On average, in-house counsel spend about sixty percent (59%) of their time doing purely legal work. However, this varies by role. Legal Counsel and Senior Counsel spend the largest majority of time doing legal work but as seniority increases, the proportion of legal work generally decreases.

In-house counsel in Government organizations tend to spend the most time doing purely legal work, whereas counsel in not-for-profit organizations spend the least amount of time. Counsel in large organizations (with greater than 5,000 employees) spend more of their time doing legal work than those in smaller organizations who may have a wider range of responsibilities.

Proportion of Legal Work

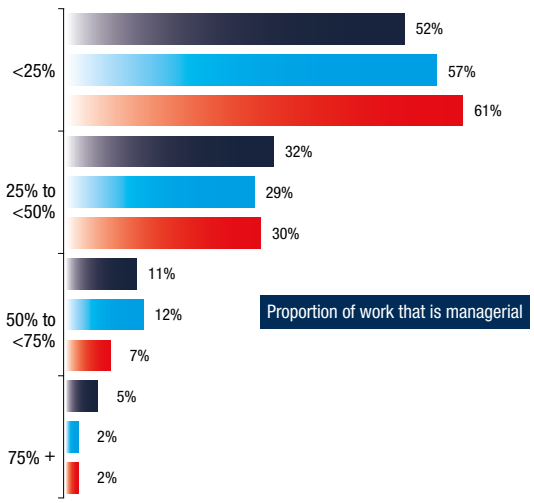


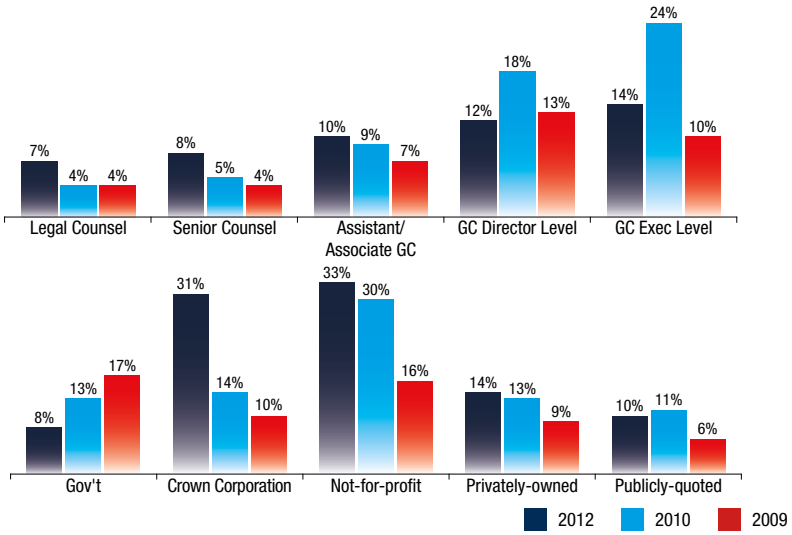


When it comes to managerial work, it is not surprising that those with higher seniority positions such as General Counsel at Executive and Director Levels, spend a larger portion of their time on managerial tasks compared to Legal and Senior Counsel.

In-house counsel working for not-for-profit and Crown Corporations spend a much higher proportion of their time on managerial work when compared to those working for Government, privately-owned and publicly-quoted organizations.

Proportion of Managerial Work

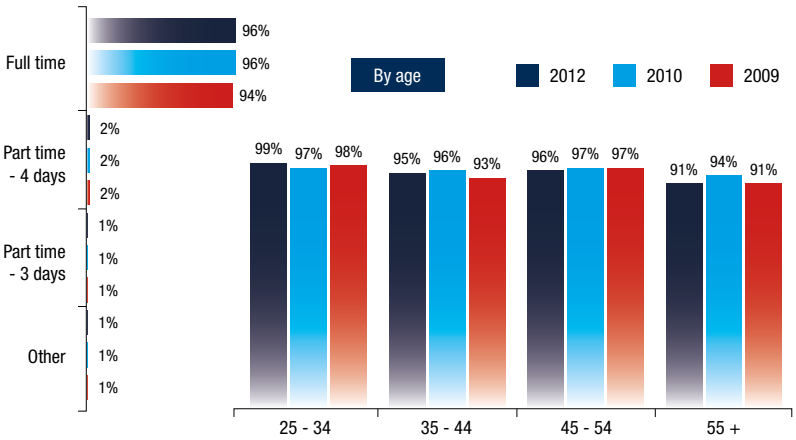




Work Hours

A large majority (96%) of in-house counsel work full-time. A higher incidence of part-time employees is observed in privately-owned companies, among female counsel, and those over the age of 55.

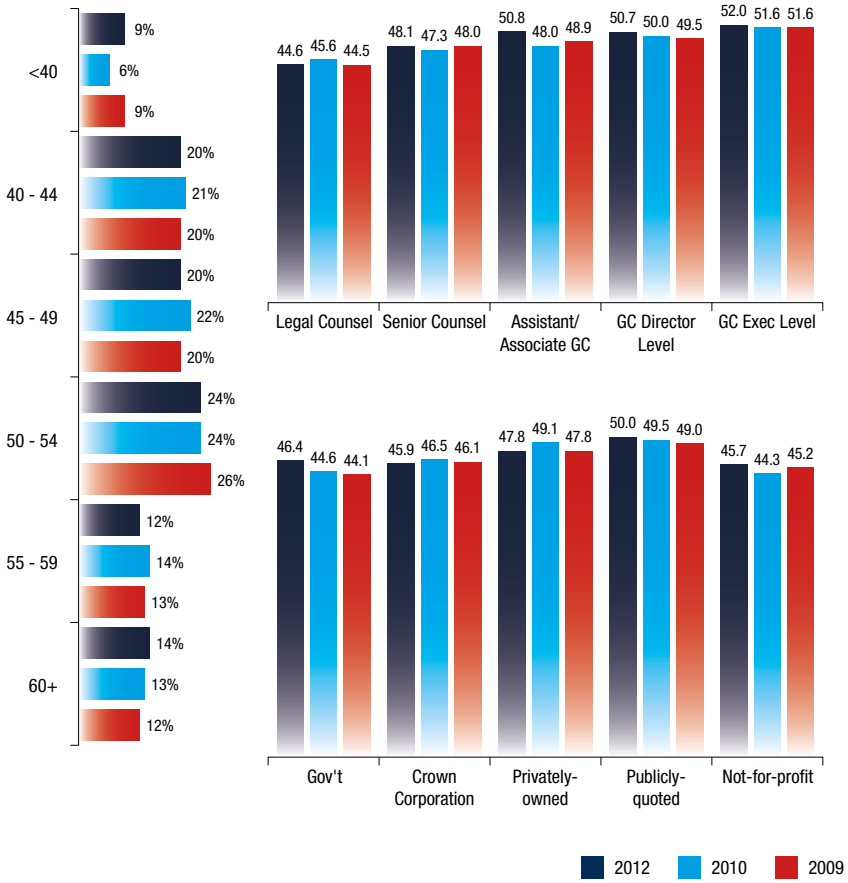
Full Time/Part Time Work



Consistent with the last wave, in-house counsel work 48.2 hours per week on average. This amount ranges from 44.6 hours among Legal Counsel to 52 hours among General Counsel who report to the CEO.

Among the metropolitan cities, counsel in Montreal (50.5 hours), Toronto (49.6 hours) and Ottawa (49.2 hours) work the longest hours, compared to Vancouver (47.3 hours) and Calgary (47.9 hours).

Hours of Work per Week

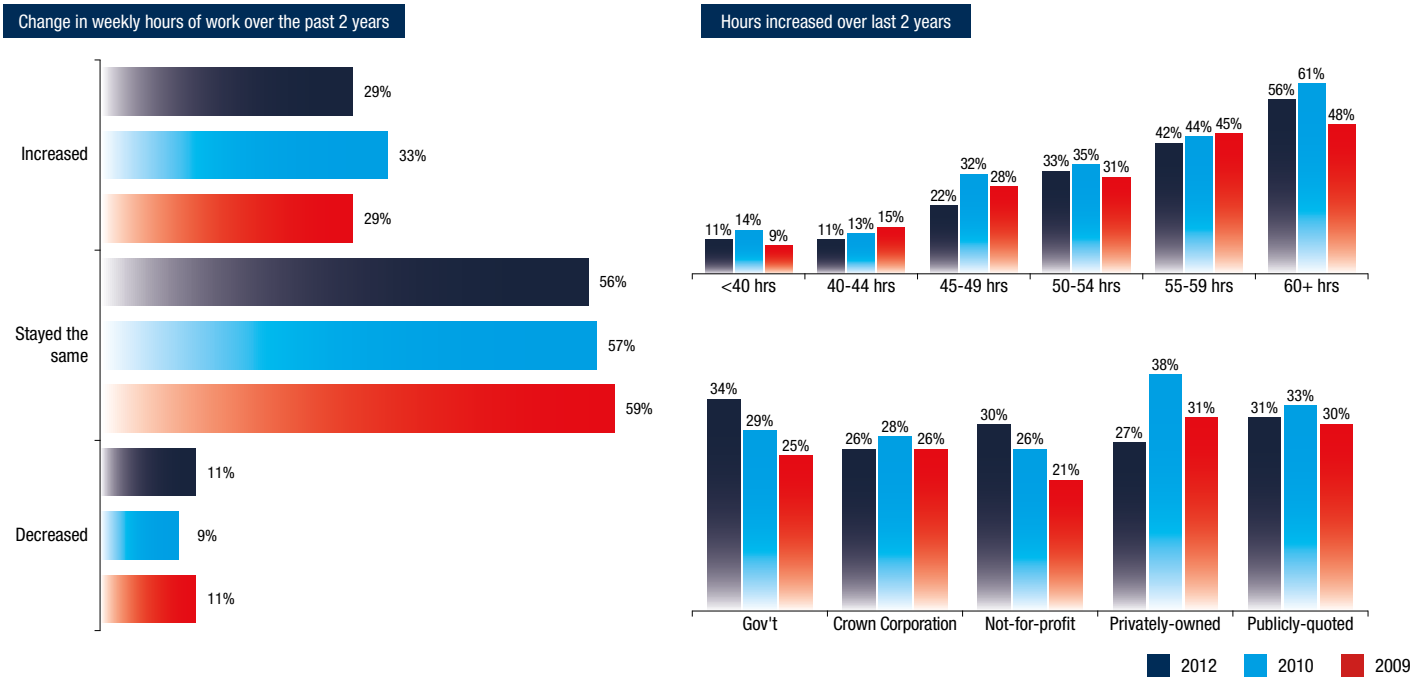


Over half (56%) of in-house counsel indicate the number of hours they work per week has remained consistent over the past two years. While this represents a small majority of in-house counsel perceptions, three-in-ten (29%) report that the number of hours worked has increased and one-in-ten (11%) report that the number of hours has decreased. Negating the status quo response, the net change based on perceptions of in-house counsel is a general increase in hours worked over the past two years.

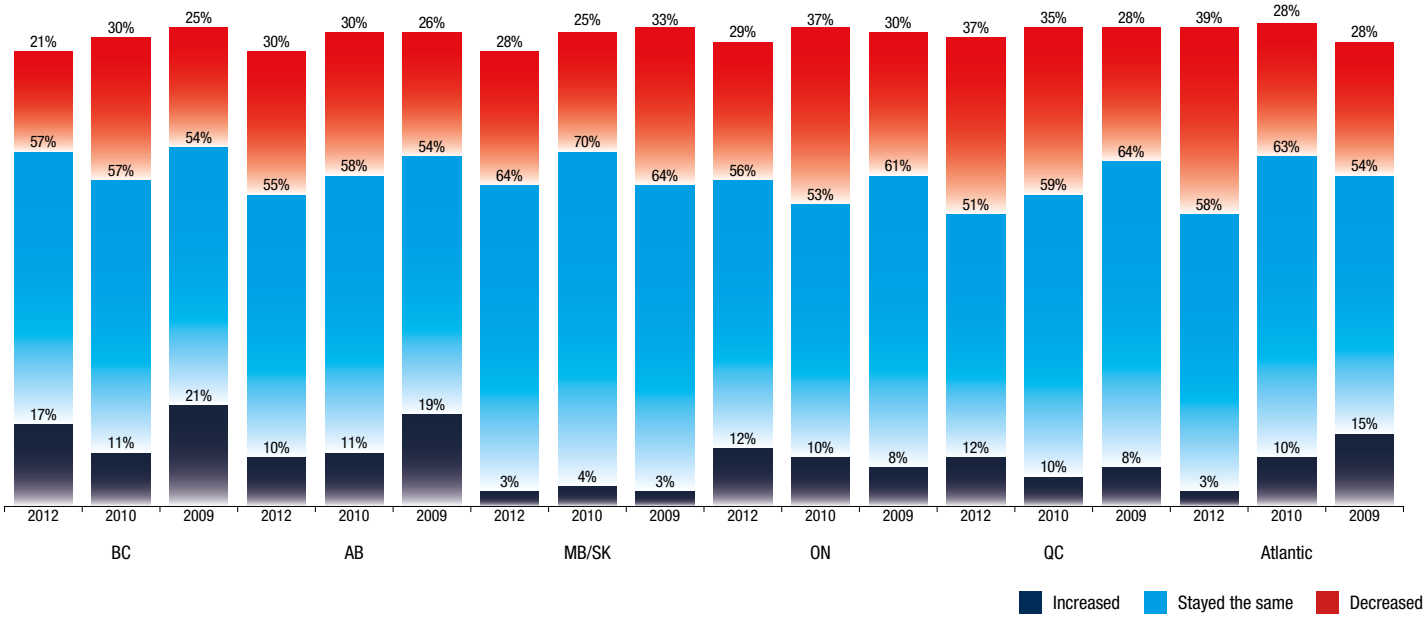
Perceived changes in work hours over the past two years varies by role, as those with the more senior positions of Senior Counsel, Assistant/ Associate General Counsel, and General Counsel at the Director Level are more likely than Legal Counsel to report an increase in work hours. The latter are far more likely to report the opposite.

Perceptions of the change in work hours is consistent by organization type.

Change in Hours of Work per Week



Results also appear to be very consistent across the country. The only notable difference in perceptions is observed among in-house counsel in Quebec (37%) and the East (39%), who are far more likely than their BC counterparts (21%) to report an increase in the hours worked each week.





Comparability and Change in Compensation

Perceptions are rather mixed when it comes to the notion that the overall compensation package is comparable to that of other in-house counsel in similar roles within their organization. Nearly half (46%) agree with this statement, 15% have a neutral position, and a quarter (24%) do not know if their compensation package is comparable.

A shift has been observed since 2010, when only 28% agreed to this statement. While in-house counsel trail the RED national average of 57%, the shift appears to suggest that in-house counsel generally feel there is more equity in their organization.

Comparability of Compensation within Organization

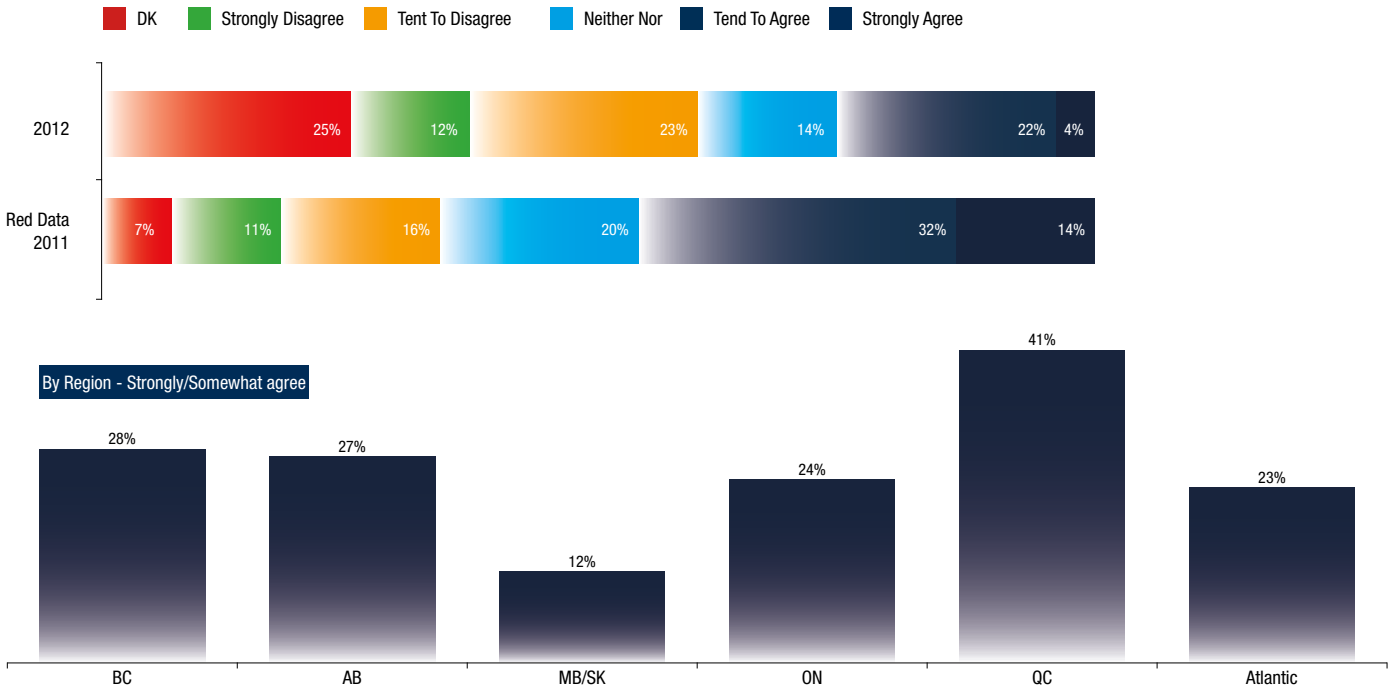


The tendency to agree with this statement varies by organization size. Those who are employed by organizations with over 1,000 employees (50%) are more likely than those in smaller firms (40%) to agree that their compensation package is comparable to others in similar roles within their organization.

The proportion of those agreeing with this statement has increased across the country, with the largest upward shifts observed in British Columbia and in Quebec.

Further expanding on this notion, in-house counsel were asked if they felt their overall compensation package is comparable to that of other in-house counsel in similar roles in other similar organizations. Fewer agree (26%) that their compensation packages are comparable outside of their immediate organizations than in the previous case (where 46% agree with statement of comparability within their organization).

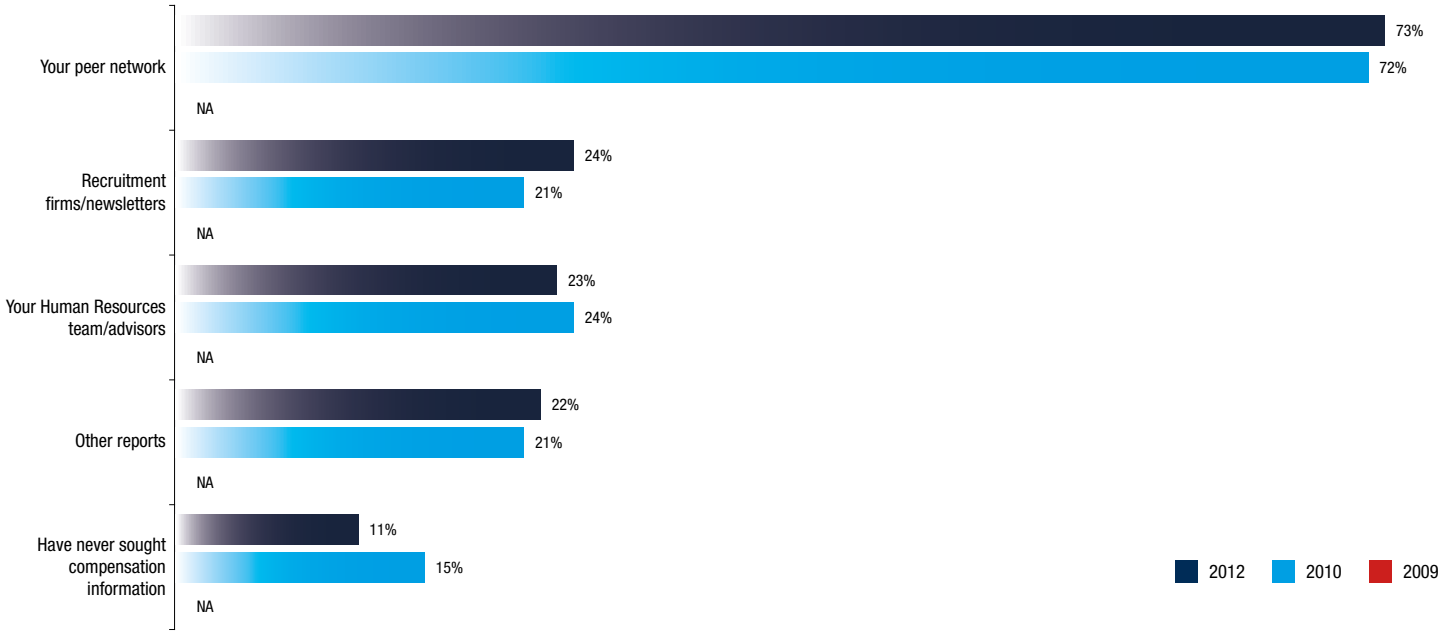
Comparability of Compensation to External Organizations



At the sub-group level, men are more likely than women to agree that their overall compensation package is comparable to those in other similar roles in other organizations (31% vs 20% respectively).

The sources for information about in-house counsel compensation and the averages and trends in the industry are limited to mostly word-of-mouth from peers. This may, to some degree, help explain why there appears to be a disconnect or a lack of understanding when it comes to perceptions of one's compensation package comparability. Other less prevalent sources used to obtain information about their compensation includes recruitment firms and newsletters (24%), human resources teams and advisors (23%), and other reports (22%).

Sources of Info About Industry Compensation



Base Salary Increase

Opportunities to formally negotiate a salary increase are rare for many in-house counsel. Over four-in-ten (42%) report that they never have opportunities to discuss a salary increase. However, a third (32%) indicate there is a formal discussion about compensation every year and for 2%, every two years. Nearly one-in-ten (7%) report that they have the flexibility to negotiate an increase anytime.

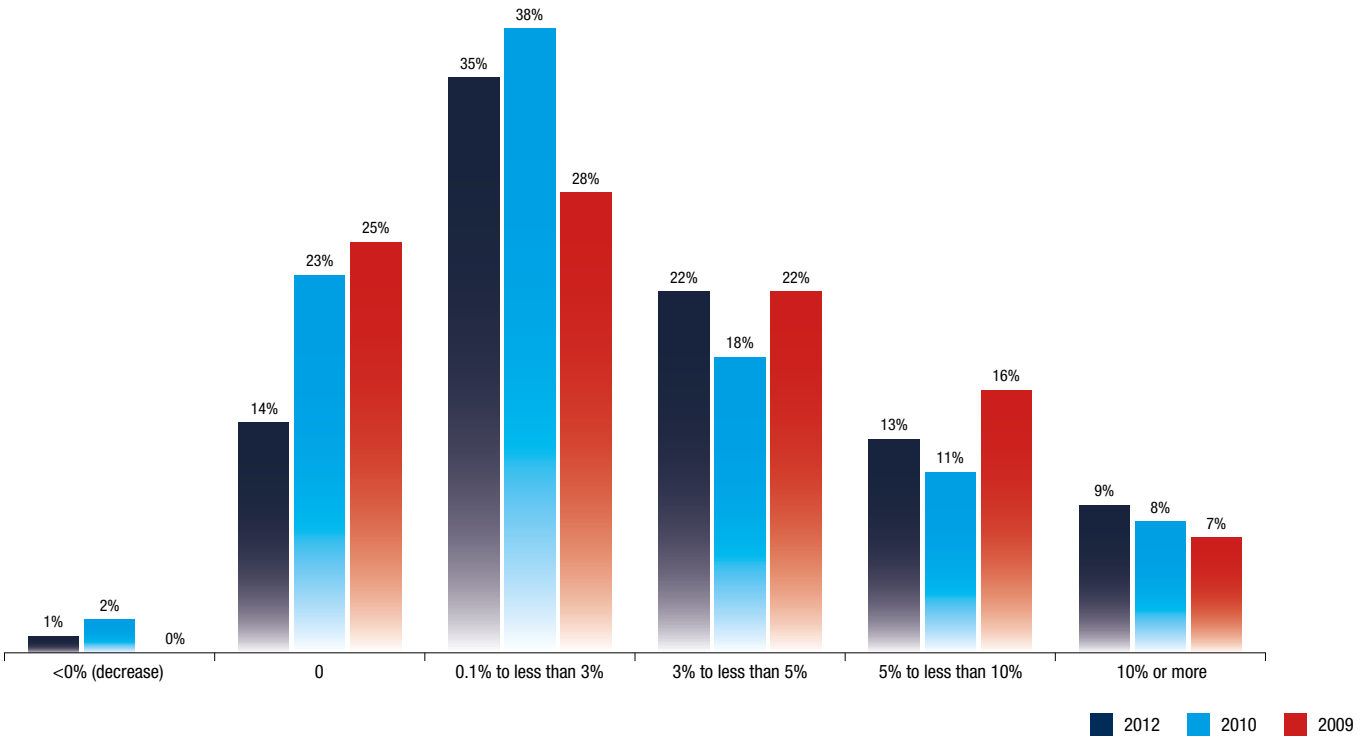
In the past year, 35% of in-house counsel experienced a salary increase of less than 3% and another 14% experienced no increase whatsoever. Over four-in-ten experienced a more substantial increase, 22% of whom experienced an increase between 3% and 5%, 13% of in-house counsel experienced an increase in the 5 to 10% range, and one-in-ten (9%) experienced an increase of 10% or more.

While only one-in-ten experienced relatively large increases of 10% or more, those working in a Senior Counsel capacity are the least likely to benefit from these larger salary increases.

By organization type, Crown Corporations (24%) are far more likely to have a freeze on salary, as they are substantially more likely than privately-owned (14%), publicly-quoted (13%) and not-for-profit (9%) organizations to have no salary increases over the past year.

Men are also twice as likely as women to be the beneficiaries of a 10% or higher salary increase over the past year (11% vs 6% respectively).

Base Salary Increase in Past Year



Change in Benefits over Past 12 Months

In-house counsel were asked how their benefits packages have changed over the past 12 months. While increases in out-of-pocket costs for benefits were experienced by four-in-ten in-house counsel in 2010, the proportion reporting increases in 2012 are notably lower. One-in-three (33%) indicate an increase in these costs while 16% report a decrease in benefits coverage.

When observed by organization type, in-house counsel from Government organizations report a higher incidence of these two adverse benefit scenarios, while other organization types are in line with the overall average. One exception however, is observed with Crown Corporations, who have the lowest incidence of these two measures.

Those in large companies (5,000+ employees) are more likely than those in smaller organizations (<1,000 employees) to experience an increase in out-of-pocket costs for benefits within the past 12 months (39% vs 30%, respectively).

Benefits – Change Over Past 12 Months

Experienced in past 12 months (% Yes)	TOTAL			Gov't			Crown Corporation			Not-for-Profit			Privately-owned			Publicly-quoted		
	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009
Increase in out-of-pocket costs for benefits	33%	40%	N/A	40%	45%	N/A	26%	29%	N/A	28%	31%	N/A	32%	41%	N/A	34%	43%	N/A
Decrease in benefits coverage	16%	22%	N/A	22%	24%	N/A	7%	11%	N/A	15%	19%	N/A	15%	22%	N/A	19%	26%	N/A

In-Depth Look at Provinces

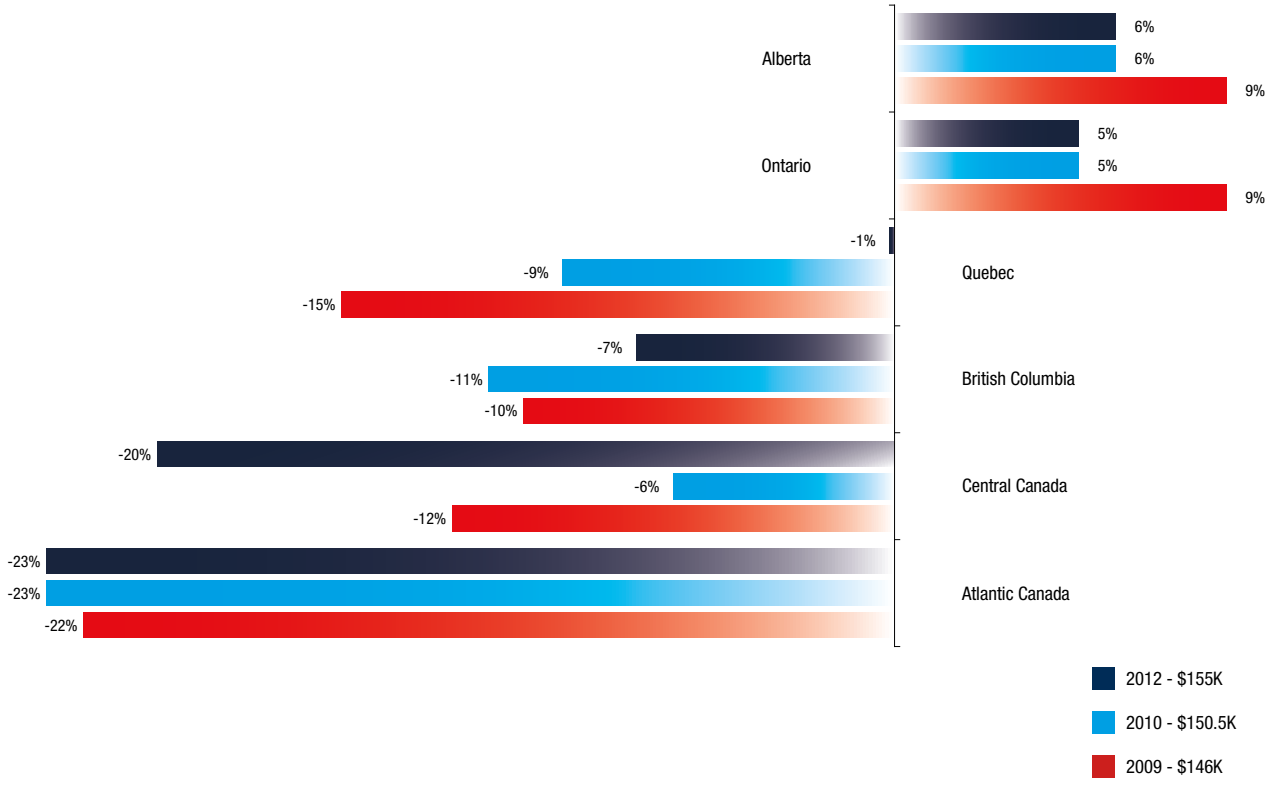
The following section provides further detail on compensation by provinces. There are large regional differences in corporate counsel compensation and as such each piece of this section details the key compensation statistics of that/those province(s).

There are several things to note when benchmarking salaries to the results 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 intended to be viewed as absolute but rather in conjunction with the rest of the variables presented in this report.

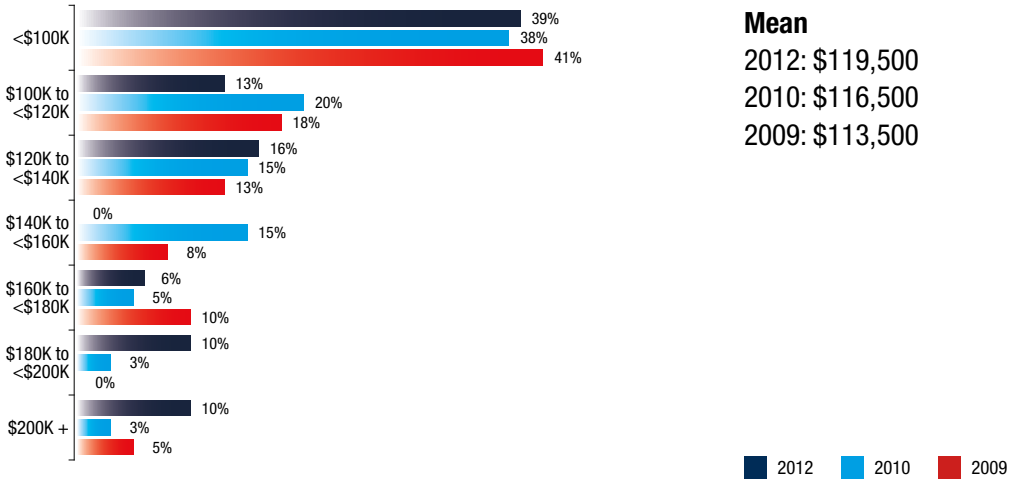
National Average Base Salary



Focus on Atlantic Canada

The average base salary for in-house counsel in Atlantic Canada is $119,500, the lowest of all six regions. This average salary represents a value that is 23% below the national average.

Distribution of Base Salary in Atlantic Canada



Mean
2012: $119,500
2010: $116,500
2009: $113,500

Base salaries range from $105,500 for Legal Counsel to $133,500 for General Counsel at the Director and Executive Levels.

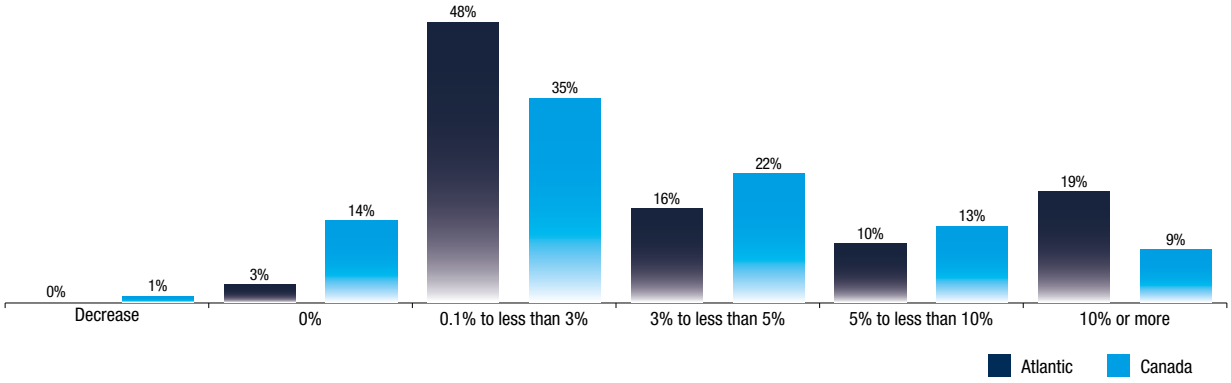
Compensation Package by Position – Atlantic

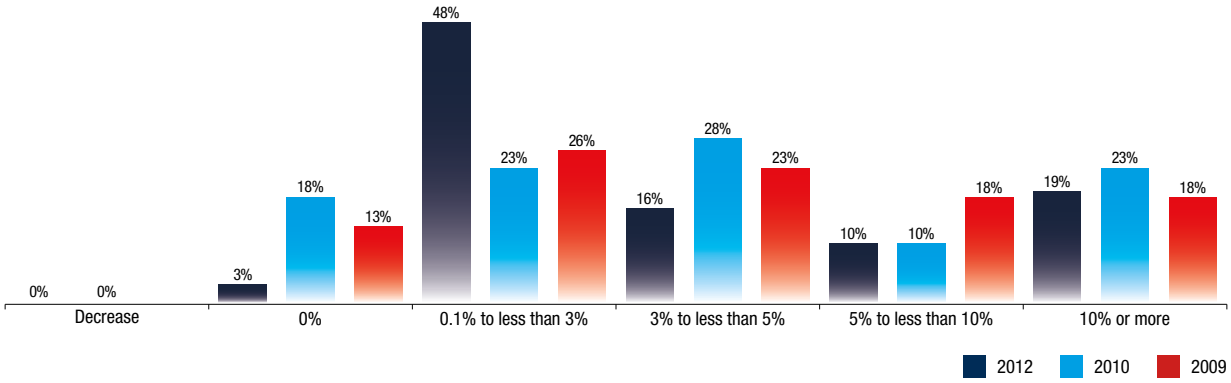
	Counsel (Legal + Senior Counsel)		General Counsel*	
	2012	2010	2012	2010
Average Base Salary ($)	$105,500	$106,500	$133,500	$130,500
Target Bonus/Incentive	8%	12%	19%	27%
Max. Target Amount	10%	16%	25%	49%
Actual Bonus/Incentive	7%	11%	22%	28%

* Includes all EVP Legal, VP Legal, General Counsel and Director of Legal who report to all but the CEO.

Compared to the rest of Canada, a substantially higher proportion of in-house counsel in Atlantic Canada received a salary increase of at least 10% of their base salary.

Base Salary Increase in Atlantic Provinces vs Canada





Benefits Included in Package – Atlantic

Included in benefits package % Yes	Total			Atlantic Canada		
	2012	2010	2009	2012	2010	2009
Insurance and Retirement Benefits						
Dental Coverage	96%	95%	97%	100%	98%	97%
Extended Medical Coverage	94%	94%	N/A	90%	93%	N/A
Disability/Life insurance	94%	93%	94%	100%	93%	90%
Pension/Retirement Plan	82%	83%	82%	84%	90%	95%
Provincial Health Care Coverage	81%	83%	N/A	90%	85%	N/A
Employee Assistance Program	72%	75%	85%	84%	85%	95%
Additional Health Spending Account	59%	56%	N/A	48%	48%	N/A
Medical/Dental Coverage Beyond Retirement	23%	33%	32%	19%	38%	33%
Fringe Benefits						
Educational Credits/Tuition Reimbursement	49%	50%	N/A	52%	48%	N/A
Employee Referral Program	39%	33%	N/A	19%	15%	N/A
Parking Allowance	34%	31%	N/A	19%	30%	N/A
Moving Expenses	20%	21%	N/A	23%	25%	N/A
Executive Health Plan	19%	19%	25%	13%	13%	33%
Car Allowance	18%	20%	21%	23%	20%	13%
Subsidized Meals	9%	10%	N/A	6%	8%	N/A
Subsidized Childcare	2%	2%	N/A	0%	N/A	N/A
Paid Time Off						
Personal Time Off Days	42%	48%	N/A	29%	50%	N/A
Flex Days	41%	39%	38%	32%	50%	46%
Top Up For Maternity Leave	34%	39%	37%	32%	40%	33%
Extended Parental Leave	20%	25%	37%	16%	28%	36%
Sabbaticals	8%	10%	14%	6%	15%	10%

The reported incidence of out-of-pocket costs for benefits dropped substantially since the last Compensation & Career Survey (from 44% to 35%). While there has been no change in the incidence of a reported decrease in benefits coverage since 2010, the incidence is far more prevalent in Atlantic Canada compared to the national average (26% Atlantic vs 16% national average).

Although salaries are lower in Atlantic Canada, in-house counsel satisfaction with their base salary is among the highest in the country. The significant salary increases registered in the past year may have contributed to this positive satisfaction score.

Change in Benefits and Satisfaction with Compensation

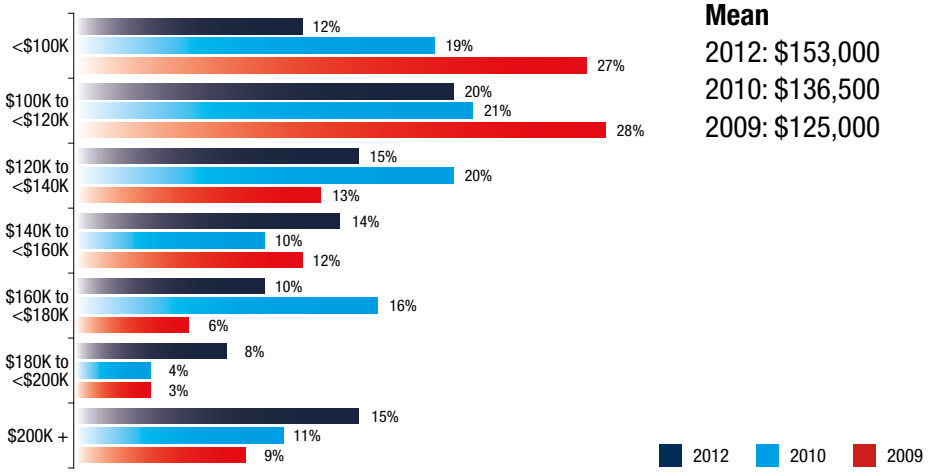
Experienced in past 12 months (% Yes)	Canada			Atlantic Canada		
	2012	2010	2009	2012	2010	2009
Increased In Out-of-pocket Costs For Benefits	33%	40%	N/A	32%	44%	N/A
Decrease In Benefits Coverage	16%	22%	N/A	26%	27%	N/A

% Very/Somewhat Satisfied	Canada			Atlantic Canada		
	2012	2010	2009	2012	2010	2009
Benefits Package	76%	76%	76%	71%	73%	59%
Incentive Program	65%	63%	63%	61%	64%	79%
Base Salary	58%	57%	57%	65%	68%	59%

Focus on Quebec

The average base salary for in-house counsel in Quebec is $153,000, nearly on par with the Canadian average of $155,000.

Distribution of Base Salary in Quebec



Base salaries range from $129,000 for Legal Counsel to $155,000 for General Counsel at the Director and Executive Levels.

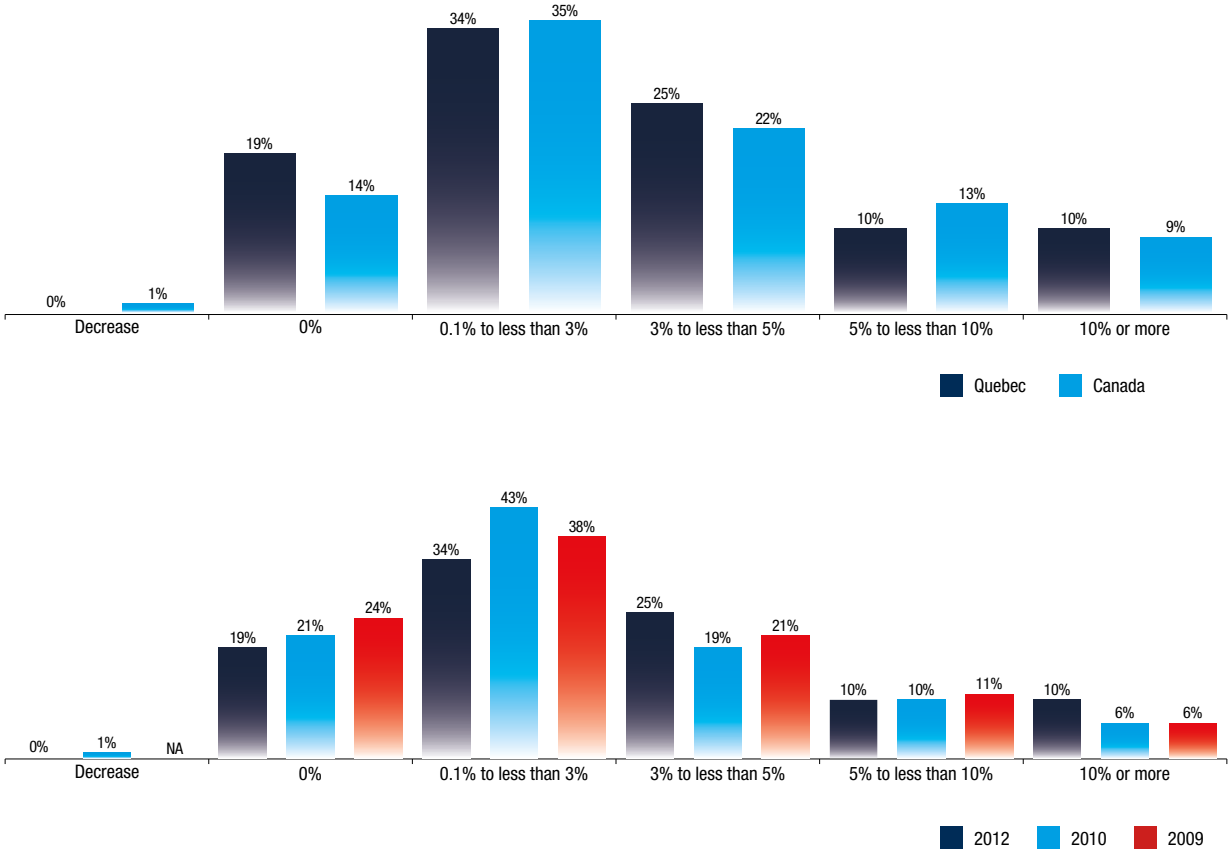
Compensation Package by Position – Quebec

	Counsel (Legal + Senior Counsel)		General Counsel*	
	2012	2010	2012	2010
Average Base Salary ($)	$129,000	$112,000	$155,000	$162,000
Target Bonus/Incentive	17%	17%	24%	23%
Max. Target Amount	23%	23%	27%	38%
Actual Bonus/Incentive	14%	15%	22%	26%

* Includes all EVP Legal, VP Legal, General Counsel and Director of Legal.

Base salary increases in Quebec were small in the last fiscal year, with six-in-ten (59%) of in-house counsel experiencing a less than 5% salary increase.

Base Salary Increase in Quebec vs Canada



Although Quebec in-house counsel are more likely to report an increase in out-of-pocket costs for benefits and a decrease in coverage, satisfaction levels for their incentive program and base salary are much higher than the national averages.

Benefits Included in Package – Quebec

Included in benefits package % Yes	Total			QC		
	2012	2010	2009	2012	2010	2009
Insurance and Retirement Benefits						
Dental Coverage	96%	95%	97%	90%	91%	97%
Extended Medical Coverage	94%	94%	N/A	95%	96%	N/A
Disability/Life insurance	94%	93%	94%	97%	94%	94%
Pension/Retirement Plan	82%	83%	82%	83%	82%	85%
Provincial Health Care Coverage	81%	83%	N/A	90%	84%	N/A
Employee Assistance Program	72%	75%	85%	75%	77%	80%
Additional Health Spending Account	59%	56%	N/A	46%	52%	N/A
Medical/Dental Coverage Beyond Retirement	23%	33%	32%	31%	38%	37%
Fringe Benefits						
Educational Credits/Tuition Reimbursement	49%	50%	N/A	47%	47%	N/A
Employee Referral Program	39%	33%	N/A	37%	33%	N/A
Parking Allowance	34%	31%	N/A	31%	26%	N/A
Moving Expenses	20%	21%	N/A	17%	16%	N/A
Executive Health Plan	19%	19%	25%	44%	37%	34%
Car Allowance	18%	20%	21%	32%	28%	23%
Subsidized Meals	9%	10%	N/A	14%	15%	N/A
Subsidized Childcare	2%	2%	N/A	3%	6%	N/A
Paid Time Off						
Personal Time Off Days	42%	48%	N/A	39%	50%	N/A
Flex Days	41%	39%	38%	47%	44%	33%
Top Up For Maternity Leave	34%	39%	37%	37%	36%	40%
Extended Parental Leave	20%	25%	37%	31%	31%	44%
Sabbaticals	8%	10%	14%	10%	15%	22%

Change in Benefits and Satisfaction with Compensation

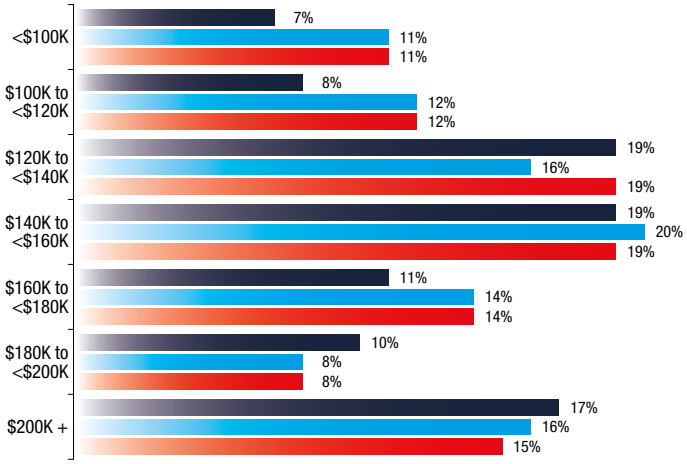
Experienced in past 12 months (% Yes)	Canada			Quebec		
	2012	2010	2009	2012	2010	2009
Increase In Out-of-Pocket Costs For Benefits	33%	40%	N/A	47%	49%	N/A
Decrease In Benefits Coverage	16%	22%	N/A	24%	26%	N/A

% Very/Somewhat Satisfied	Canada			Quebec		
	2012	2010	2009	2012	2010	2009
Benefits Package	76%	76%	76%	76%	78%	74%
Incentive Program	65%	63%	63%	76%	64%	63%
Base Salary	58%	57%	57%	63%	53%	49%

Focus on Ontario

The average base salary for in-house counsel in Ontario is $162,500, which is higher than the national average of $155,000.

Distribution of Base Salary in Ontario



Mean Overall
2012: $162,500
2010: $160,000
2009: $156,500

Mean GTA
2012: $163,000
2010: $162,500
2009: $164,000

Mean Toronto
2012: $165,500
2010: $163,500
2009: $165,000

Mean Ottawa
2012: $155,000
2010: $135,000
2009: $135,000

Compensation Package by Position – Ontario

Base salaries range from $114,000 for Legal Counsel to $191,500 for General Counsel at the Executive Level.

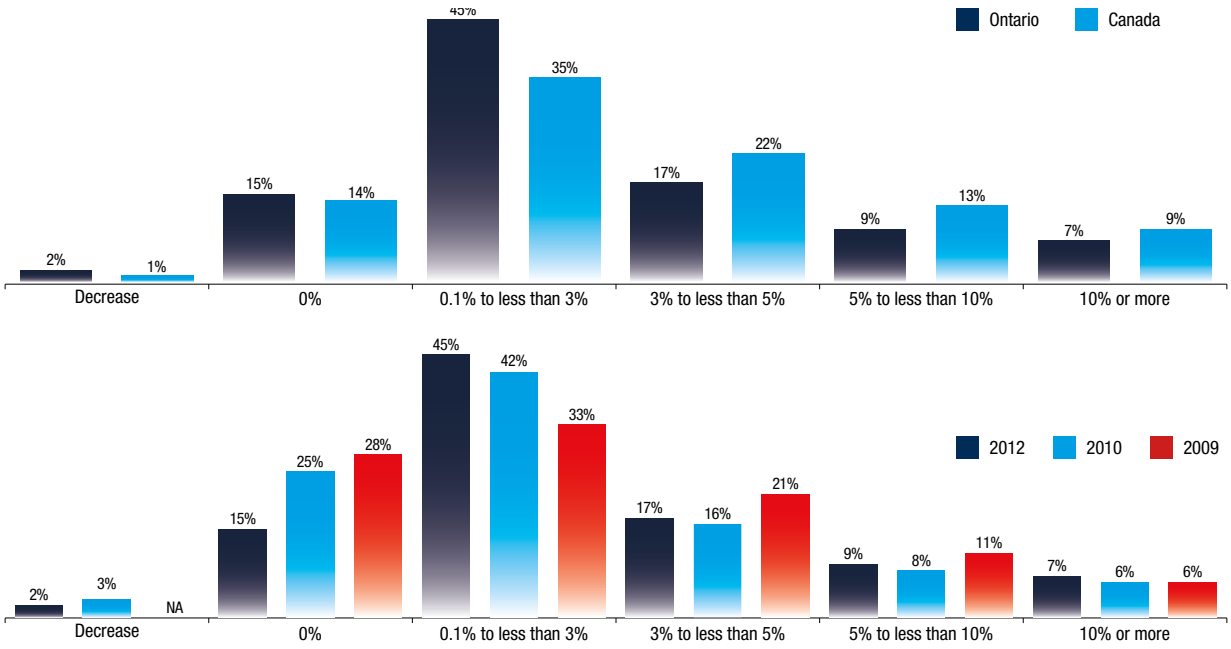
	Legal Counsel		Senior Counsel		General Counsel at Director Level*		General Counsel at Executive Level**	
	2012	2010	2012	2010	2012	2010	2012	2010
Average Base Salary ($)	$114,000	$114,000	$148,500	$147,000	$154,500	$170,500	$ 191,500	$221,500
Target Bonus/Incentive	10%	17%	16%	22%	25%	29%	32%	43%
Max. Target Amount	10%	21%	17%	31%	28%	46%	34%	60%
Actual Bonus/Incentive	8%	15%	15%	20%	22%	24%	29%	35%

* Includes EVP Legal, VP Legal, General Counsel and Director of Legal who report to all but the CEO.
**Includes EVP Legal, VP Legal, General Counsel and Director of Legal who report to the CEO.

Overall, base salary increases in the past year were lower in Ontario compared to the national average. Nearly half (45%) experienced a low increase of less than 3% of their base salary while nearly one-in-five (17%) experienced either a salary freeze or a decrease in salary. One-in-three (33%) Ontarian in-house counsel enjoyed a salary increase of 3% or more.

For the most part, changes in salary among Ontarian in-house counsel remained fairly consistent with changes experienced back in 2010.

Base Salary Increase in Ontario vs Canada



Benefits Included in Package – Ontario

Included in benefits package % Yes	Total			ON		
	2012	2010	2009	2012	2010	2009
Insurance and Retirement Benefits						
Dental Coverage	96%	95%	97%	97%	96%	97%
Extended Medical Coverage	94%	94%	N/A	94%	93%	N/A
Disability/Life insurance	94%	93%	94%	93%	92%	93%
Pension/Retirement Plan	82%	83%	82%	83%	81%	80%
Provincial Health Care Coverage	81%	83%	N/A	77%	81%	N/A
Employee Assistance Program	72%	75%	85%	73%	73%	87%
Additional Health Spending Account	59%	56%	N/A	49%	49%	N/A
Medical/Dental Coverage Beyond Retirement	23%	33%	32%	26%	34%	33%
Fringe Benefits						
Educational Credits/Tuition Reimbursement	49%	50%	N/A	47%	50%	N/A
Employee Referral Program	39%	33%	N/A	38%	31%	N/A
Parking Allowance	34%	31%	N/A	21%	22%	N/A
Moving Expenses	20%	21%	N/A	15%	14%	N/A
Executive Health Plan	19%	19%	25%	18%	18%	23%
Car Allowance	18%	20%	21%	21%	21%	22%
Subsidized Meals	9%	10%	N/A	11%	11%	N/A
Subsidized Childcare	2%	2%	N/A	1%	2%	N/A
Paid Time Off						
Personal Time Off Days	42%	48%	N/A	51%	51%	N/A
Flex Days	41%	39%	38%	32%	29%	31%
Top Up For Maternity Leave	34%	39%	37%	39%	41%	40%
Extended Parental Leave	20%	25%	37%	20%	26%	38%
Sabbaticals	8%	10%	14%	6%	9%	11%

Since 2010, perceptions of the change in benefits has become more favourable among Canadian in-house counsel and they report lower incidence levels of increased out-of-pocket costs for benefits and decreased benefits coverage. These favourable impressions are also shared by in-house counsel in Ontario, who also had a lower incidence of increased out-of-pocket costs for benefits and a decrease in benefits coverage.

Despite these apparent improvements to their benefits, satisfaction levels have improved only marginally since 2010.

Change in Benefits and Satisfaction with Compensation

Experienced in past 12 months (% Yes)	Canada			Ontario		
	2012	2010	2009	2012	2010	2009
Increase In Out-of-Pocket Costs For Benefits	33%	40%	N/A	34%	44%	N/A
Decrease In Benefits Coverage	16%	22%	N/A	21%	27%	N/A

% Very/Somewhat Satisfied	Canada			Ontario		
	2012	2010	2009	2012	2010	2009
Benefits Package	76%	76%	76%	74%	70%	74%
Incentive Program	65%	63%	63%	60%	57%	60%
Base Salary	58%	57%	57%	55%	52%	57%

Trends by Industry in Ontario

The top 4 sectors employing in-house counsel in Ontario are the following:

#1 Financial Services/Insurance

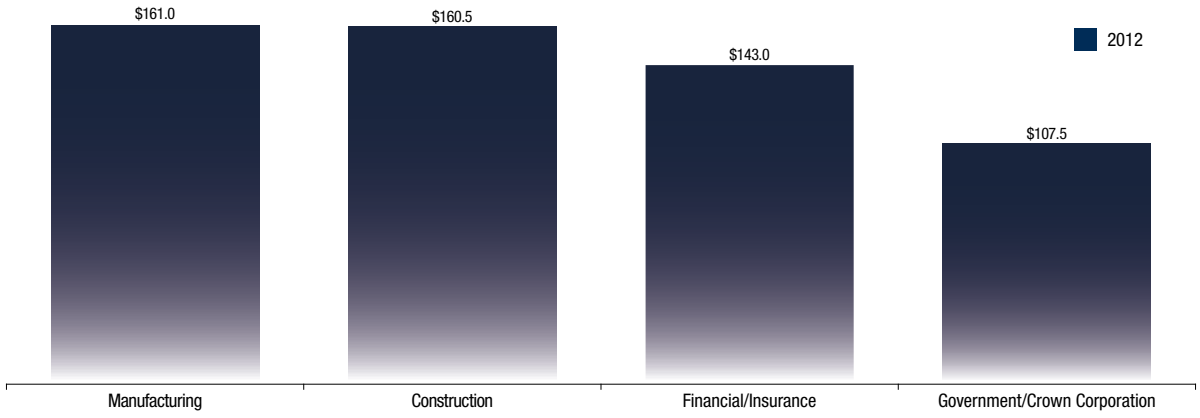
#2 Government/Crown Companies

#3 Construction

#4 Manufacturing

Corresponding base salaries are indicated in the chart hereafter. Additional details are available for the financial/insurance sector.

Of the more common industries for in-house counsel in Ontario, the manufacturing and construction industries offer the highest base salaries.



Within the financial/insurance sector in Ontario, salaries range from $103,500 for Legal Counsel up to $205,500 for General Counsel at the Executive Level.

Focus on the Financial Sector in Ontario

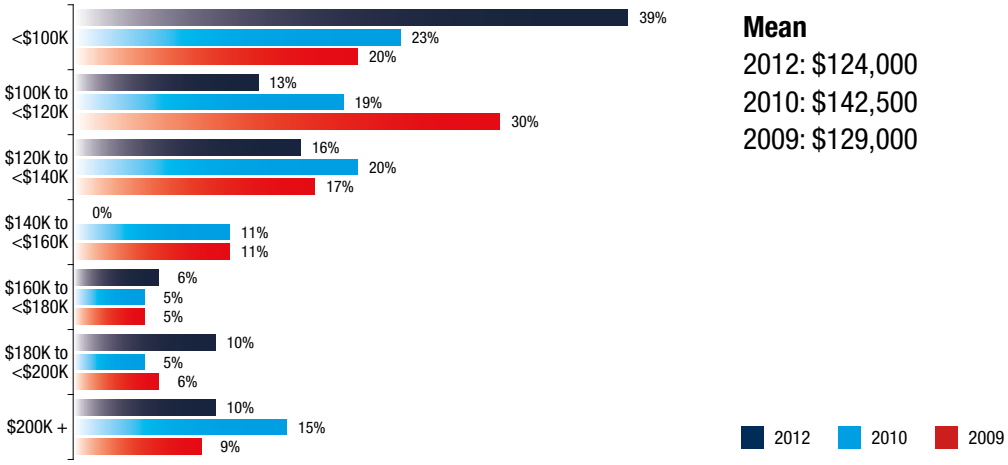
	Legal Counsel		Senior Counsel		General Counsel at Director Level*		General Counsel at Executive Level**	
	2012	2010	2012	2010	2012	2010	2012	2010
Average Base Salary ($)	$103,500	$109,000	$151,500	$135,000	$160,500	$176,500	$ 205,500	$241,000
Target Bonus/Incentive	12%	16%	24%	21%	39%	37%	55%	59%
Max. Target Amount	10%	19%	25%	30%	43%	68%	51%	82%
Actual Bonus/Incentive	11%	14%	20%	20%	29%	31%	44%	50%

* Includes EVP Legal, VP Legal, General Counsel and Director of Legal who report to all but the CEO.
**Includes EVP Legal, VP Legal, General Counsel and Director of Legal who report to the CEO.

Focus on Central Canada

The average base salary for in-house counsel in Central Canada is $124,000, well below the national average of $155,000.

Distribution of Base Salary in Central Canada



Mean
2012: $124,000
2010: $142,500
2009: $129,000

Base salaries range from $100,500 for Legal Counsel to $139,500 for those in General Counsel roles at the Director and Executive Levels.

Consistent with the last Compensation & Career Survey, base salaries are higher in Saskatchewan ($125,000) than they are in Manitoba ($111,000).

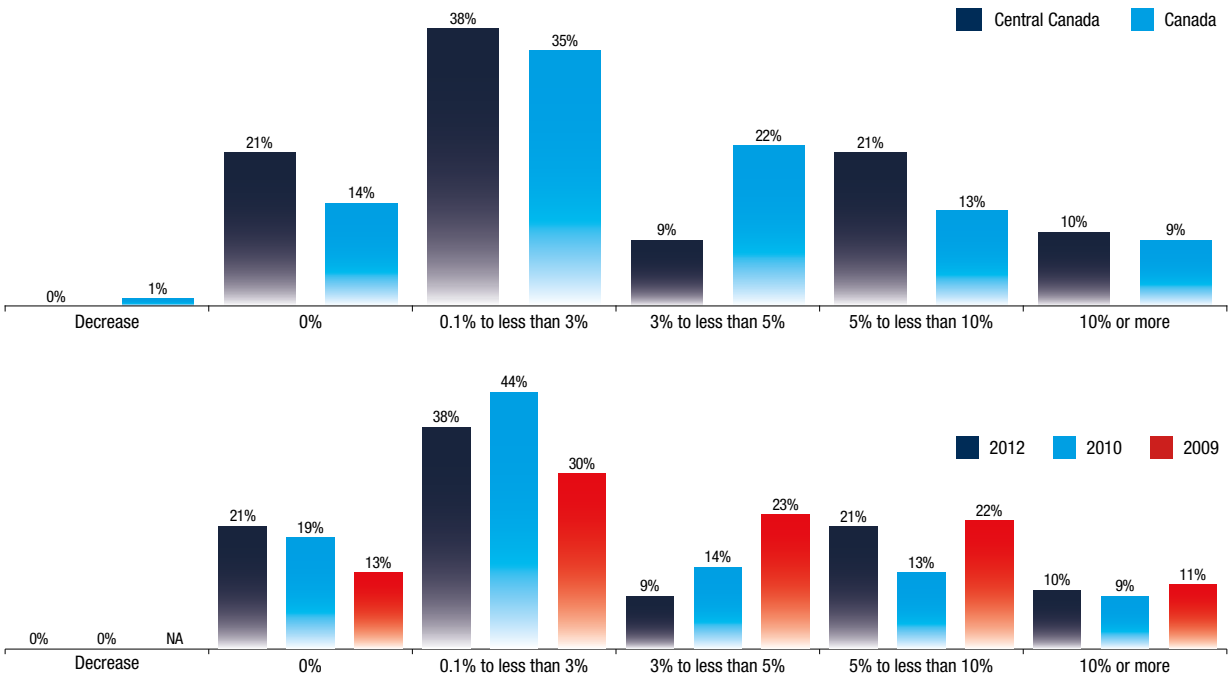
Compensation Package by Position – Central Canada

	Counsel (Legal + Senior Counsel)		General Counsel*	
	2012	2010	2012	2010
Average Base Salary ($)	$100,500	$117,500	$139,500	$170,000
Target Bonus/Incentive	7%	17%	8%	34%
Max. Target Amount	8%	20%	12%	50%
Actual Bonus/Incentive	8%	18%	10%	34%

* Includes all EVP Legal, VP Legal, General Counsel and Director of Legal.

Base salary increases in Central Canada differed from the rest of the country. Although in-house counsel in these provinces experienced far more increases within the 5% to 10% of salary range compared to the rest of Canada, the proportion that received no increases was also much higher. Furthermore, a much lower proportion of in-house counsel in Central Canada received an increase between the 3% to 5% range when compared to the rest of the country.

Base Salary Increase in Central Provinces vs. Canada



Benefits Included in Package – Central Canada

Included in benefits package % Yes	Total			Central Canada		
	2012	2010	2009	2012	2010	2009
Insurance and Retirement Benefits						
Dental Coverage	96%	95%	97%	98%	99%	97%
Extended Medical Coverage	94%	94%	N/A	95%	97%	N/A
Disability/Life insurance	94%	93%	94%	98%	96%	97%
Pension/Retirement Plan	82%	83%	82%	90%	94%	89%
Provincial Health Care Coverage	81%	83%	N/A	81%	78%	N/A
Employee Assistance Program	72%	75%	85%	81%	82%	89%
Additional Health Spending Account	59%	56%	N/A	76%	73%	N/A
Medical/Dental Coverage Beyond Retirement	23%	33%	32%	22%	37%	43%
Fringe Benefits						
Educational Credits/Tuition Reimbursement	49%	50%	N/A	52%	58%	N/A
Employee Referral Program	39%	33%	N/A	24%	32%	N/A
Parking Allowance	34%	31%	N/A	43%	42%	N/A
Moving Expenses	20%	21%	N/A	22%	34%	N/A
Executive Health Plan	19%	19%	25%	9%	22%	26%
Car Allowance	18%	20%	21%	10%	19%	26%
Subsidized Meals	9%	10%	N/A	5%	11%	N/A
Subsidized Childcare	2%	2%	N/A	0%	3%	N/A
Paid Time Off						
Personal Time Off Days	42%	48%	N/A	52%	39%	N/A
Flex Days	41%	39%	38%	40%	24%	26%
Top Up For Maternity Leave	34%	39%	37%	40%	49%	46%
Extended Parental Leave	20%	25%	37%	26%	25%	43%
Sabbaticals	8%	10%	14%	9%	11%	14%

The state of benefits coverage among in-house counsel in Central Canada did not appear to change from the last Compensation & Career Survey.

Fewer are satisfied with their base salary in 2012 compared to 2010.

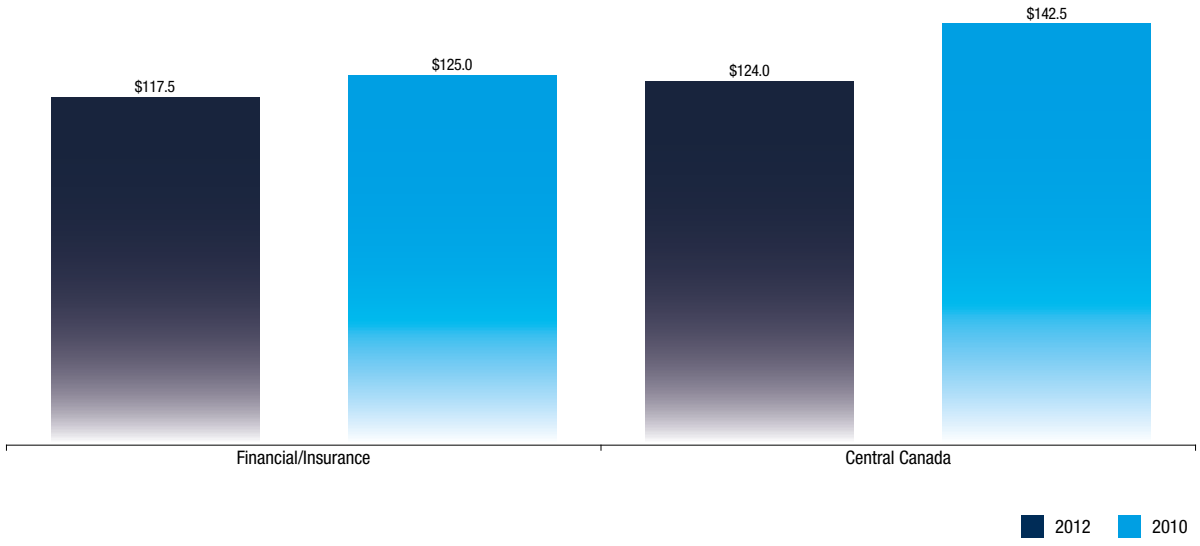
Change in Benefits and Satisfaction with Compensation

Experienced in past 12 months (% Yes)	Canada			Central Canada		
	2012	2010	2009	2012	2010	2009
Increase In Out-of-Pocket Costs for Benefits	33%	40%	N/A	33%	35%	N/A
Decrease In Benefits Coverage	16%	22%	N/A	14%	13%	N/A

% Very/Somewhat Satisfied	Canada			Central Canada		
	2012	2010	2009	2012	2010	2009
Benefits Package	76%	76%	76%	78%	80%	86%
Incentive Program	65%	63%	63%	68%	72%	66%
Base Salary	58%	57%	57%	59%	65%	59%

Trends by Industry in Central Canada

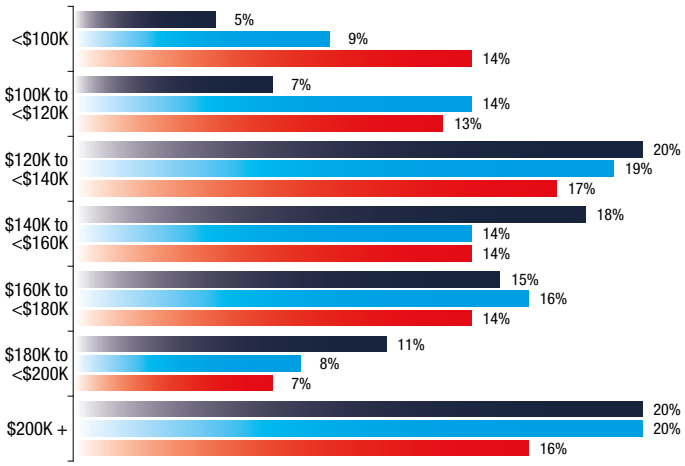
The top sector employing in-house counsel in Central Canada is financial services/insurance.



Focus on Alberta

The average base salary for in-house counsel in Alberta continues to be the highest in the country at $165,000.

Distribution of Base Salary in Alberta



Mean Overall
2012: $165,000
2010: $160,000
2009: $156,000

Mean Calgary
2012: $171,000
2010: $165,500
2009: $164,000

Mean Edmonton
2012: $147,500
2010: $142,500
2009: $140,500

2012 2010 2009

Base salaries range from $127,500 for Legal Counsel to $229,500 for General Counsel at the Executive Level.

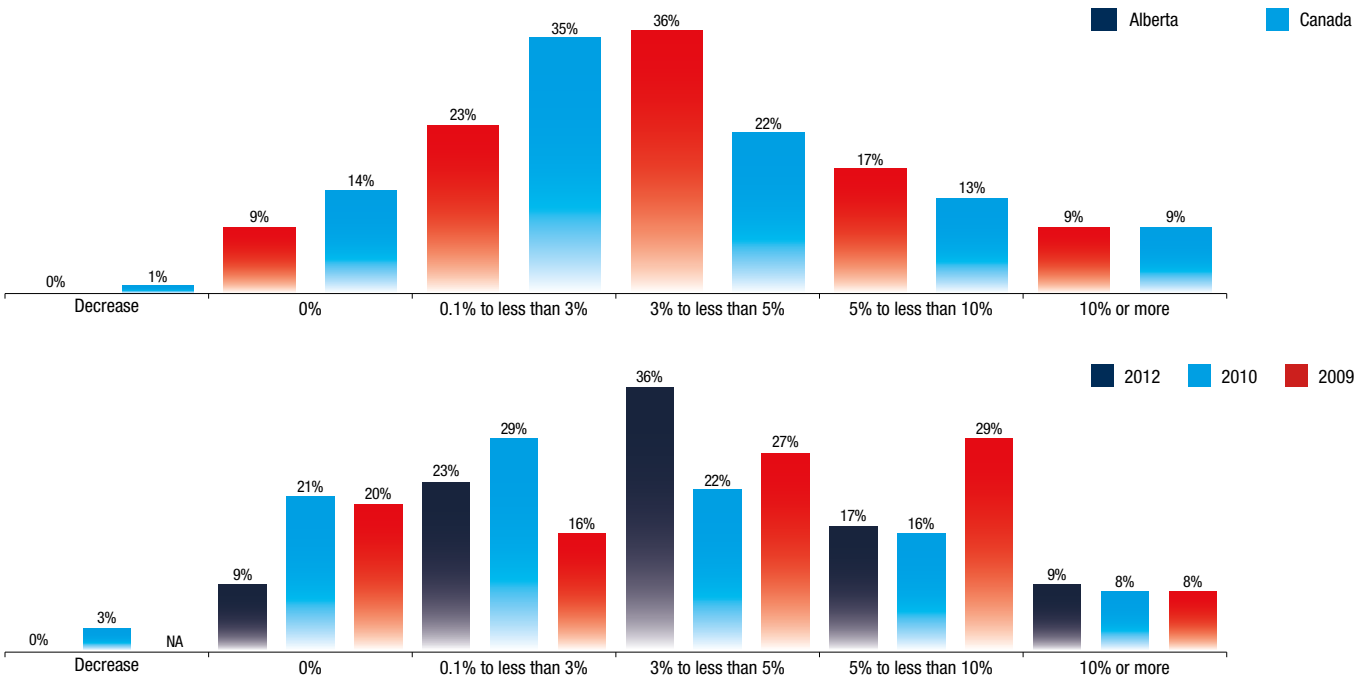
Compensation Package by Position – Alberta

	Legal Counsel		Senior Counsel		General Counsel at Director Level*		General Counsel at Executive Level**	
	2012	2010	2012	2010	2012	2010	2012	2010
Average Base Salary ($)	$127,500	$117,500	$155,000	$155,500	$151,000	$192,000	$192,000	$228,500
Target Bonus/Incentive	12%	21%	20%	20%	22%	35%	41%	56%
Max. Target Amount	13%	32%	19%	33%	22%	65%	47%	134%
Actual Bonus/Incentive	10%	15%	23%	20%	22%	39%	38%	69%

* Includes EVP Legal, VP Legal, General Counsel and Director of Legal who report to all but the CEO.
**Includes EVP Legal, VP Legal, General Counsel and Director of Legal who report to the CEO.

Compared to the national average, base salary increases in Alberta over the past year were higher at the 3% to 10% of salary range. Over this period, there were considerably fewer small increases (between 0.1% and 3% of base salary) and fewer salary freezes (9% in 2012 vs 14% in 2010).

Base Salary Increase in Alberta vs Canada



Benefits Included in Package – Alberta

Included in benefits package % Yes	Total			AB		
	2012	2010	2009	2012	2010	2009
Insurance and Retirement Benefits						
Dental Coverage	96%	95%	97%	96%	97%	99%
Extended Medical Coverage	94%	94%	N/A	95%	96%	N/A
Disability/Life insurance	94%	93%	94%	94%	95%	97%
Pension/Retirement Plan	82%	83%	82%	82%	86%	85%
Provincial Health Care Coverage	81%	83%	N/A	82%	87%	N/A
Employee Assistance Program	72%	75%	85%	75%	80%	89%
Additional Health Spending Account	59%	56%	N/A	79%	71%	N/A
Medical/Dental Coverage Beyond Retirement	23%	33%	32%	21%	32%	29%
Fringe Benefits						
Educational Credits/Tuition Reimbursement	49%	50%	N/A	52%	53%	N/A
Employee Referral Program	39%	33%	N/A	53%	44%	N/A
Parking Allowance	34%	31%	N/A	48%	47%	N/A
Moving Expenses	20%	21%	N/A	21%	28%	N/A
Executive Health Plan	19%	19%	25%	20%	14%	25%
Car Allowance	18%	20%	21%	15%	18%	19%
Subsidized Meals	9%	10%	N/A	6%	6%	N/A
Subsidized Childcare	2%	2%	N/A	6%	3%	N/A
Paid Time Off						
Personal Time Off Days	42%	48%	N/A	38%	41%	N/A
Flex days	41%	39%	38%	60%	61%	62%
Top Up For Maternity Leave	34%	39%	37%	27%	33%	28%
Extended Parental Leave	20%	25%	37%	17%	22%	29%
Sabbaticals	8%	10%	14%	7%	8%	12%

When it comes to benefits in Alberta, perceptions have improved marginally since 2010. Fewer in-house counsel report an increase in out-of-pocket costs for benefits (32% vs 36% in 2010) and fewer indicate they experienced a decrease in benefits coverage (11% vs 18% in 2010).

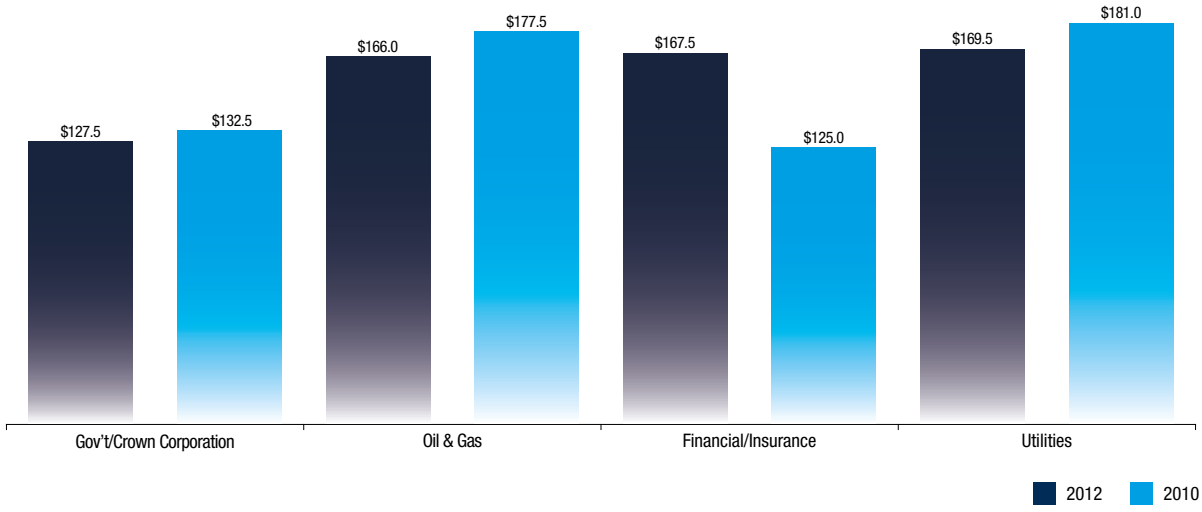
Satisfaction levels for their benefits package, incentive program, and base salary have all declined slightly since the last Compensation & Career Survey.

Change in Benefits and Satisfaction with Compensation

Experienced in past 12 months (% Yes)	Canada			Alberta		
	2012	2010	2009	2012	2010	2009
Increase In Out-of-Pocket Costs for Benefits	33%	40%	N/A	32%	36%	N/A
Decrease In Benefits Coverage	16%	22%	N/A	11%	18%	N/A

% Very/Somewhat Satisfied	Canada			Alberta		
	2012	2010	2009	2012	2010	2009
Benefits Package	76%	76%	76%	78%	82%	81%
Incentive Program	65%	63%	63%	68%	70%	65%
Base Salary	58%	57%	57%	59%	63%	65%

Trends by Industry in Alberta



The top 4 sectors employing in-house counsel in Alberta are the following:

#1 Oil & Gas

#2 Utilities

#3 Government/Crown Companies

#4 Financial Services/Insurance

Corresponding base salaries are indicated in the chart above. Additional details are available for the oil & gas sector.

In the oil & gas sector, base salaries range from $135,500 for Legal Counsel to $194,500 for General Counsel at the Executive Level.

Focus on the Oil & Gas Sector in Alberta

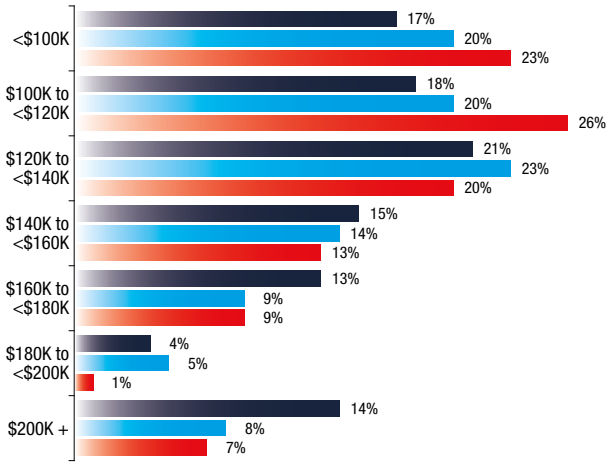
	Legal Counsel		Senior Counsel		General Counsel at Director Level*	
	2012	2010	2012	2010	2012	2010
Average Base Salary ($)	$135,500	$132,000	$167,000	$161,000	$194,500	$230,000
Target Bonus/Incentive	17%	18%	24%	18%	46%	55%
Max. Target Amount	18%	27%	24%	36%	47%	142%
Actual Bonus/Incentive	14%	20%	29%	19%	49%	80%

* Includes all EVP Legal, VP Legal, General Counsel and Director of Legal.

Focus on British Columbia

The average base salary for in-house counsel in British Columbia is $145,000, about $10,000 below the national average of $155,000.

Distribution of Base Salary in BC



Mean
2012: $145,000
2010: $135,000
2009: $131,500

Mean Vancouver
2012: $153,000
2010: $142,000
2009: $128,000

2012 2010 2009

Base salaries range from $108,500 for Legal Counsel to $183,500 for General Counsel at the Executive Level.

Compensation Package by Position – BC

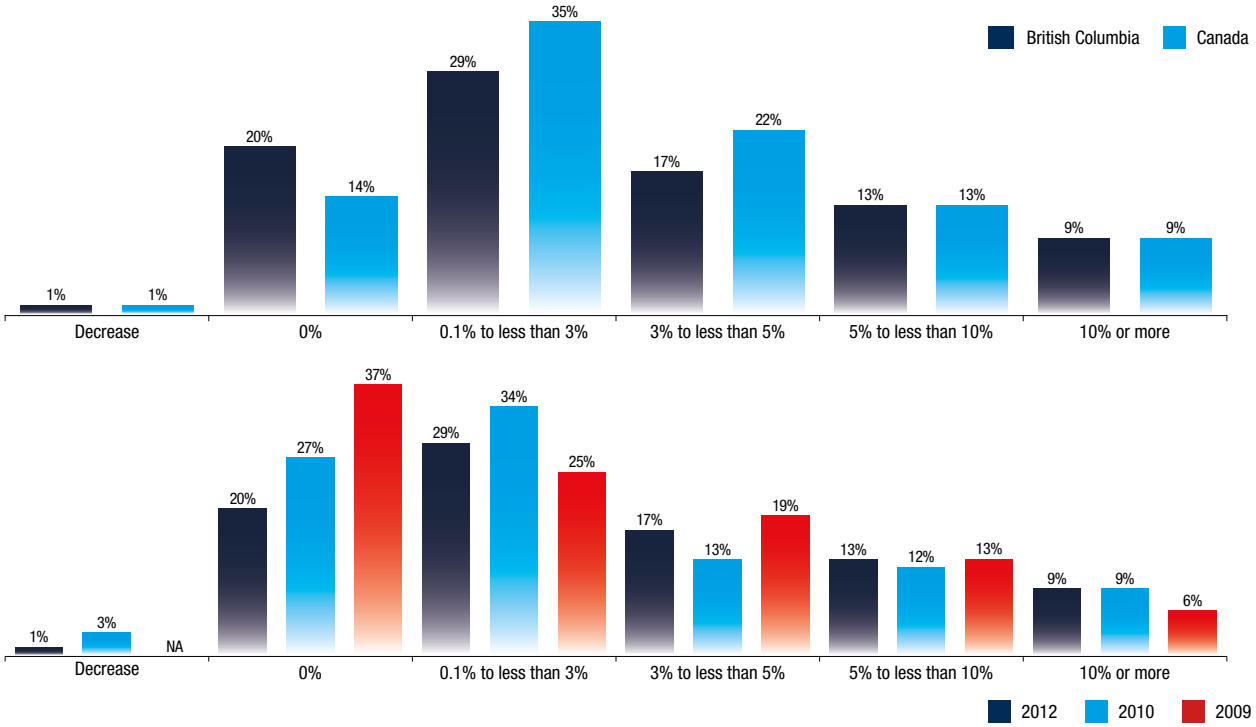
	Legal Counsel		Senior Counsel		General Counsel at Director Level*		General Counsel at Executive Level**	
	2012	2010	2012	2010	2012	2010	2012	2010
Average Base Salary ($)	$108,500	$107,000	$131,500	$126,000	$163,000	$140,500	$183,500	$194,000
Target Bonus/Incentive	7%	14%	16%	16%	20%	21%	19%	33%
Max. Target Amount	7%	19%	14%	20%	23%	28%	19%	49%
Actual Bonus/Incentive	5%	11%	9%	14%	19%	19%	12%	45%

* Includes EVP Legal, VP Legal, General Counsel and Director of Legal who report to all but the CEO.
** Includes EVP Legal, VP Legal, General Counsel and Director of Legal who report to the CEO.

In 2012, base salary increases in British Columbia lag behind those seen across the country. Fewer BC in-house counsel experienced positive salary increases over the past year and 6% more experienced a salary freeze over this period.

The higher range increases remained stable since the last Compensation & Career Survey, and a higher proportion in 2012 experienced an increase of between 3% and 5% of their base salary.

Base Salary Increase in BC vs Canada



Benefits Included in Package – BC

Included in benefits package % Yes	Total			BC		
	2012	2010	2009	2012	2010	2009
Insurance and Retirement Benefits						
Dental Coverage	96%	95%	97%	96%	92%	96%
Extended Medical Coverage	94%	94%	N/A	95%	92%	N/A
Disability/Life insurance	94%	93%	94%	91%	90%	92%
Pension/Retirement Plan	82%	83%	82%	76%	79%	78%
Provincial Health Care Coverage	81%	83%	N/A	87%	83%	N/A
Employee Assistance Program	72%	75%	85%	62%	66%	75%
Additional Health Spending Account	59%	56%	N/A	48%	55%	N/A
Medical/Dental Coverage Beyond Retirement	23%	33%	32%	21%	27%	31%
Fringe Benefits						
Educational Credits/Tuition Reimbursement	49%	50%	N/A	49%	50%	N/A
Employee Referral Program	39%	33%	N/A	29%	27%	N/A
Parking Allowance	34%	31%	N/A	39%	31%	N/A
Moving Expenses	20%	21%	N/A	21%	24%	N/A
Executive Health Plan	19%	19%	25%	14%	17%	28%
Car Allowance	18%	20%	21%	14%	14%	19%
Subsidized Meals	9%	10%	N/A	9%	9%	N/A
Subsidized Childcare	2%	2%	N/A	1%	2%	N/A
Paid Time Off						
Personal Time Off Days	42%	48%	N/A	34%	49%	N/A
Flex Days	41%	39%	38%	30%	31%	37%
Top Up For Maternity Leave	34%	39%	37%	33%	35%	33%
Extended Parental Leave	20%	25%	37%	20%	21%	36%
Sabbaticals	8%	10%	14%	12%	7%	17%

This year, a much higher proportion indicated they experienced an increase in out-of-pocket costs for their benefits (34% vs. 27% in 2010).

While satisfaction levels have remained consistent for their base salary, BC in-house counsel are clearly less pleased with their benefits package and incentive program when compared to the last Compensation & Career Survey.

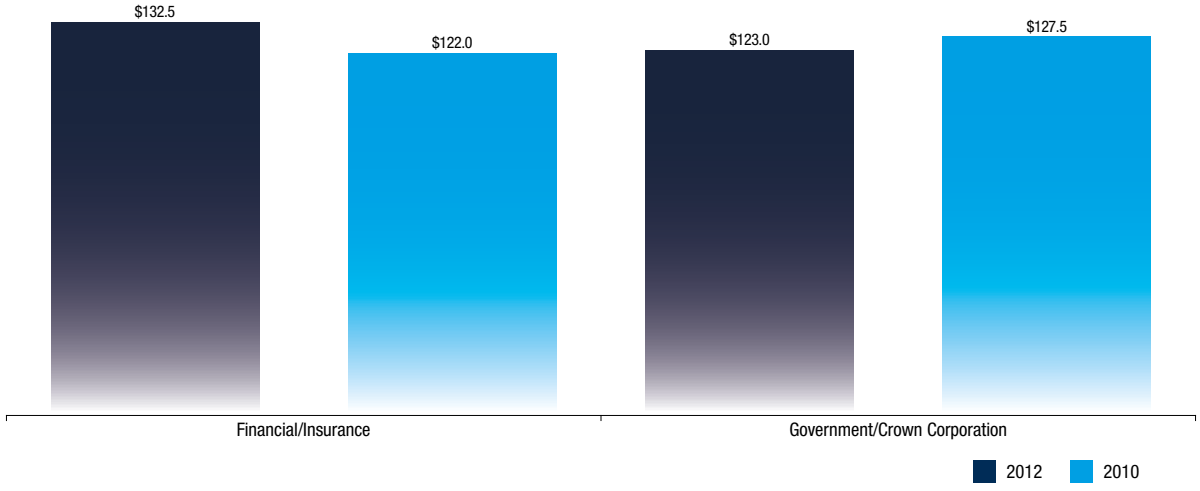
Change in Benefits and Satisfaction with Compensation

Experienced in past 12 months (% Yes)	Canada			British Columbia		
	2012	2010	2009	2012	2010	2009
Increase In Out-of-Pocket Costs For Benefits	33%	40%	N/A	34%	27%	N/A
Decrease In Benefits Coverage	16%	22%	N/A	21%	20%	N/A

% Very/Somewhat Satisfied	Canada			British Columbia		
	2012	2010	2009	2012	2010	2009
Benefits Package	76%	76%	76%	77%	82%	80%
Incentive Program	65%	63%	63%	67%	72%	66%
Base Salary	58%	57%	57%	59%	58%	56%

Trends by Industry in BC

The top two sectors employing in-house counsel in the province are Financial Services/Insurance and Government/Crown Companies.



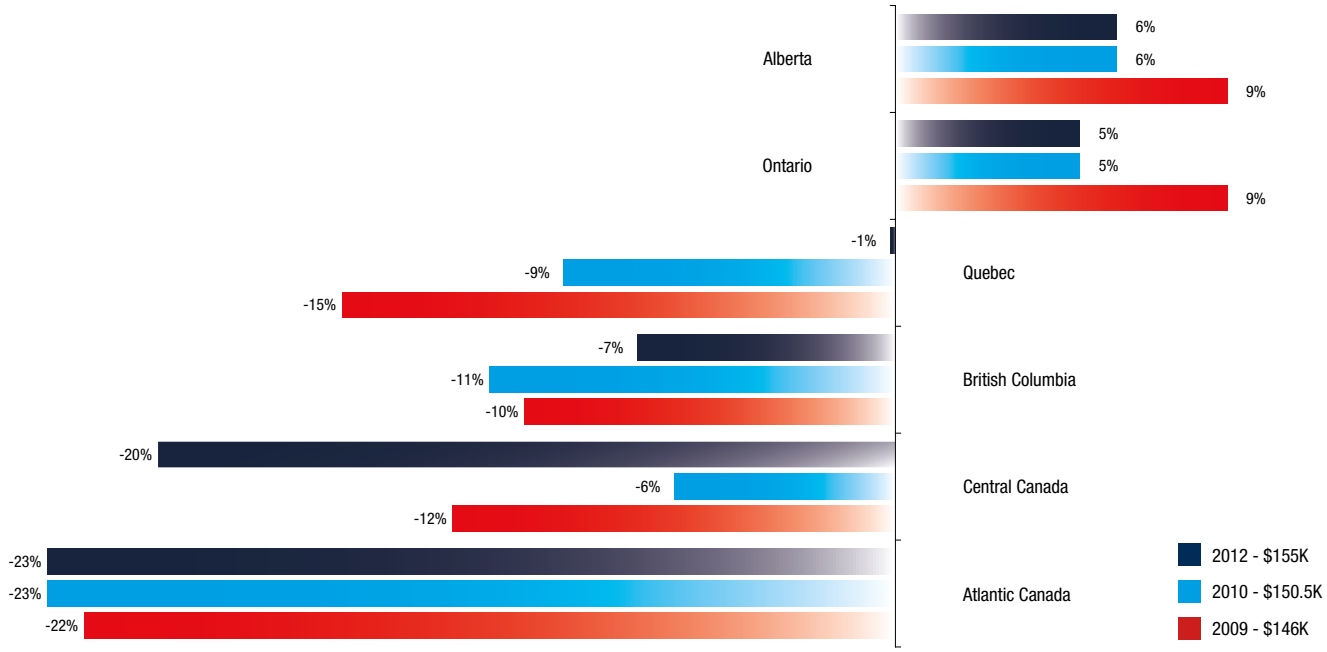
National Trends in In-House Counsel Compensation

This section describes the trends and averages in compensation among all respondents as well as subgroups of respondents. However, if seeking to use these figures 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 $155,000, up by $4,500 since last reported in 2010.
When observed by organization type, the average base salary of in-house counsel in publicly-quoted and privately-owned companies is significantly higher than those of Government or Crown Corporation in-house counsel.

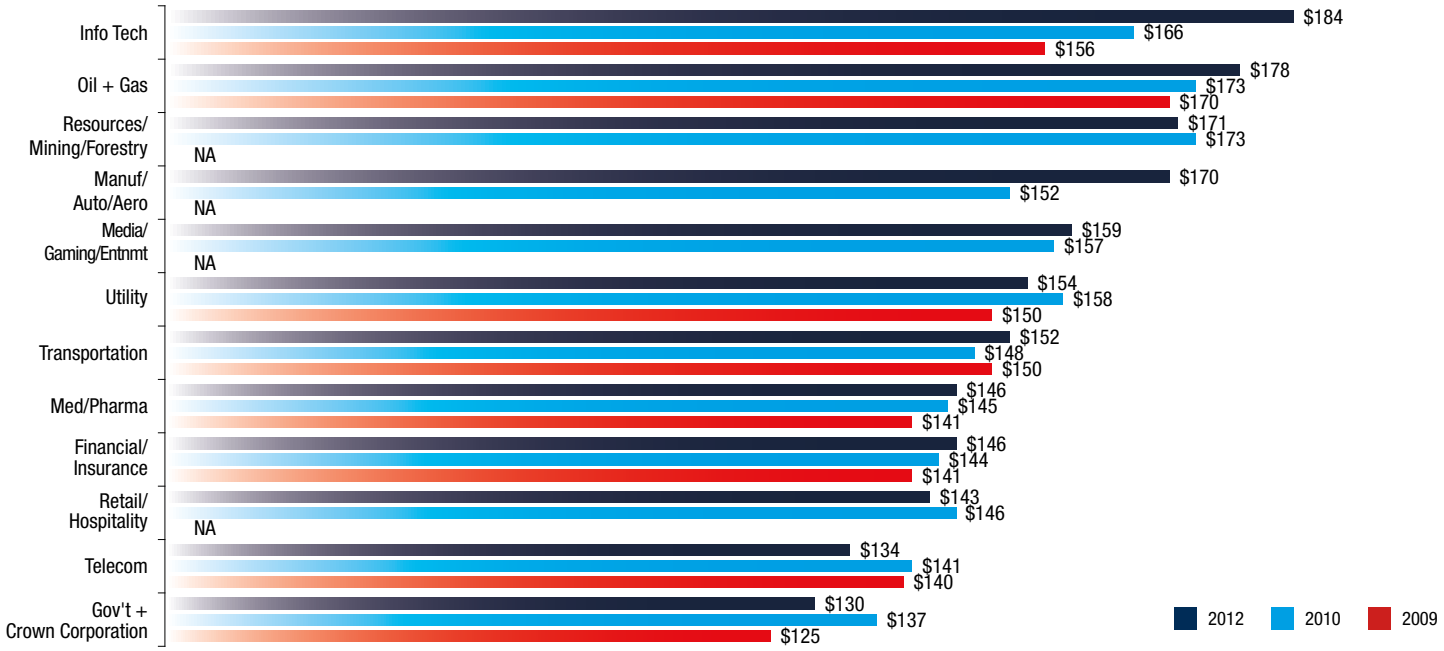
National Average Base Salary



By industry, in-house counsel in the IT ($184K), oil & gas ($178K), and resources/mining/forestry ($171K) sectors have the highest average base salaries of all industries.

For the most part, average salaries have increased consistently across the various industries. Salaries within the IT and manufacturing/automotive/aerospace sectors have undergone the most significant upward shifts (+$18,000), while average salaries observed within the telecommunications and Government and Crown Corporations (– $7,000) have undergone the most substantial downward shifts since 2010.

Trends by Industry



Base Salary by Employment History, Age and Tenure

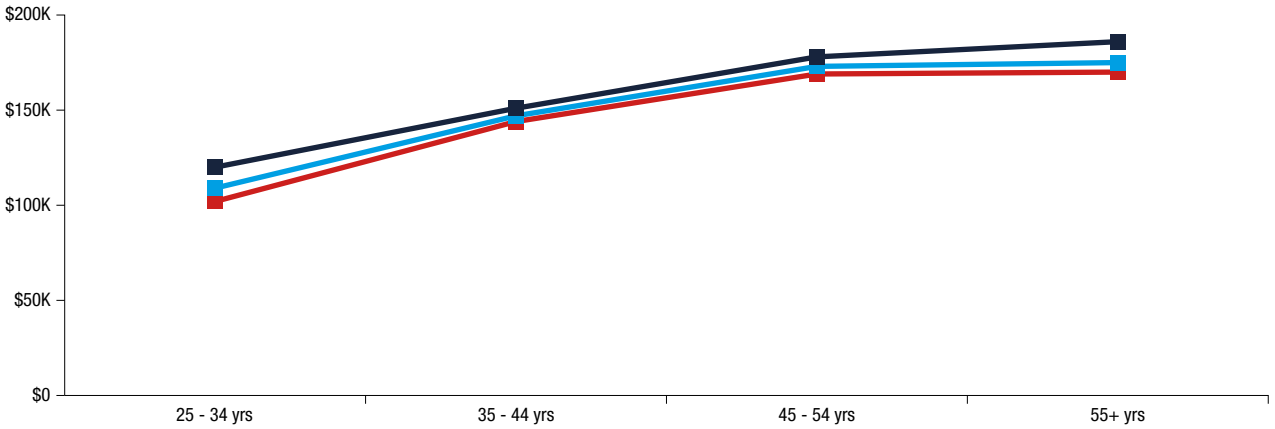
Another influential factor of base salary is the number of years spent in private practice prior to going in-house. On average, there is a $23,500 difference in base salary between in-house counsel who have worked in private practice and those who have not. However, as evident in the table below, one has to have had at least three years of private practice work experience for their salary to be substantially higher than those who have always worked as in-house counsel.

Private Practice

Number of Years in Private Practice	Average Base Salary		
	2012	2010	2009
None	$134,800	$131,500	$138,500
1 - 2 Years	$141,700	$135,500	$128,500
3 - 5 Years	$153,800	$150,000	$143,000
> 5 Years	$171,100	$169,000	$166,000

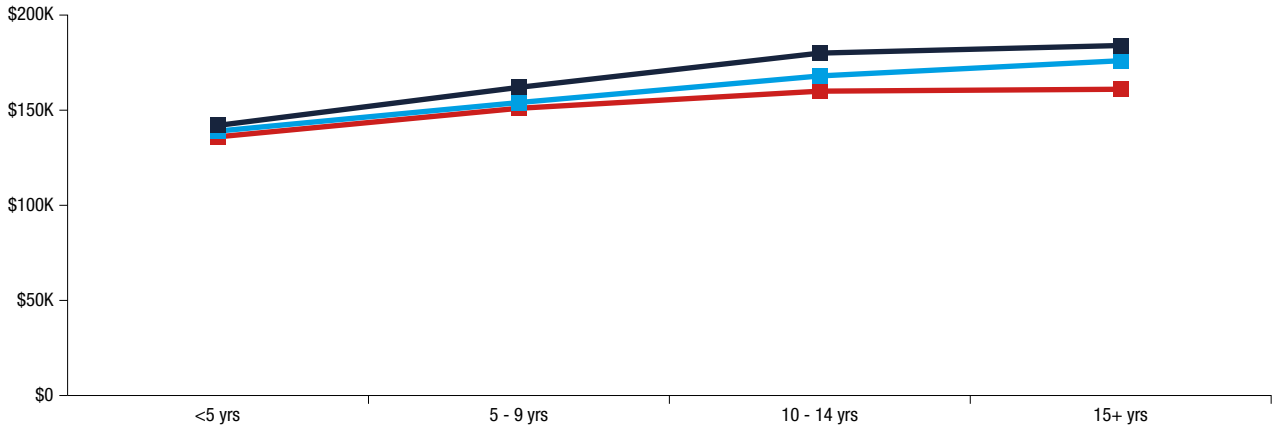
With age comes experience, and hence there is a strong relationship between age and average base salary. The same pattern holds true for tenure, with the average base salary increasing with tenure with one's current employer.

Trends by Age



	25 - 34 yrs	35 - 44 yrs	45 - 54 yrs	55+ yrs
2012	$120,000	$151,000	$178,000	$186,000
2010	$109,000	$147,000	$173,000	$175,000
2009	$102,000	$144,000	$169,000	$170,000

Trends by Tenure with Employer

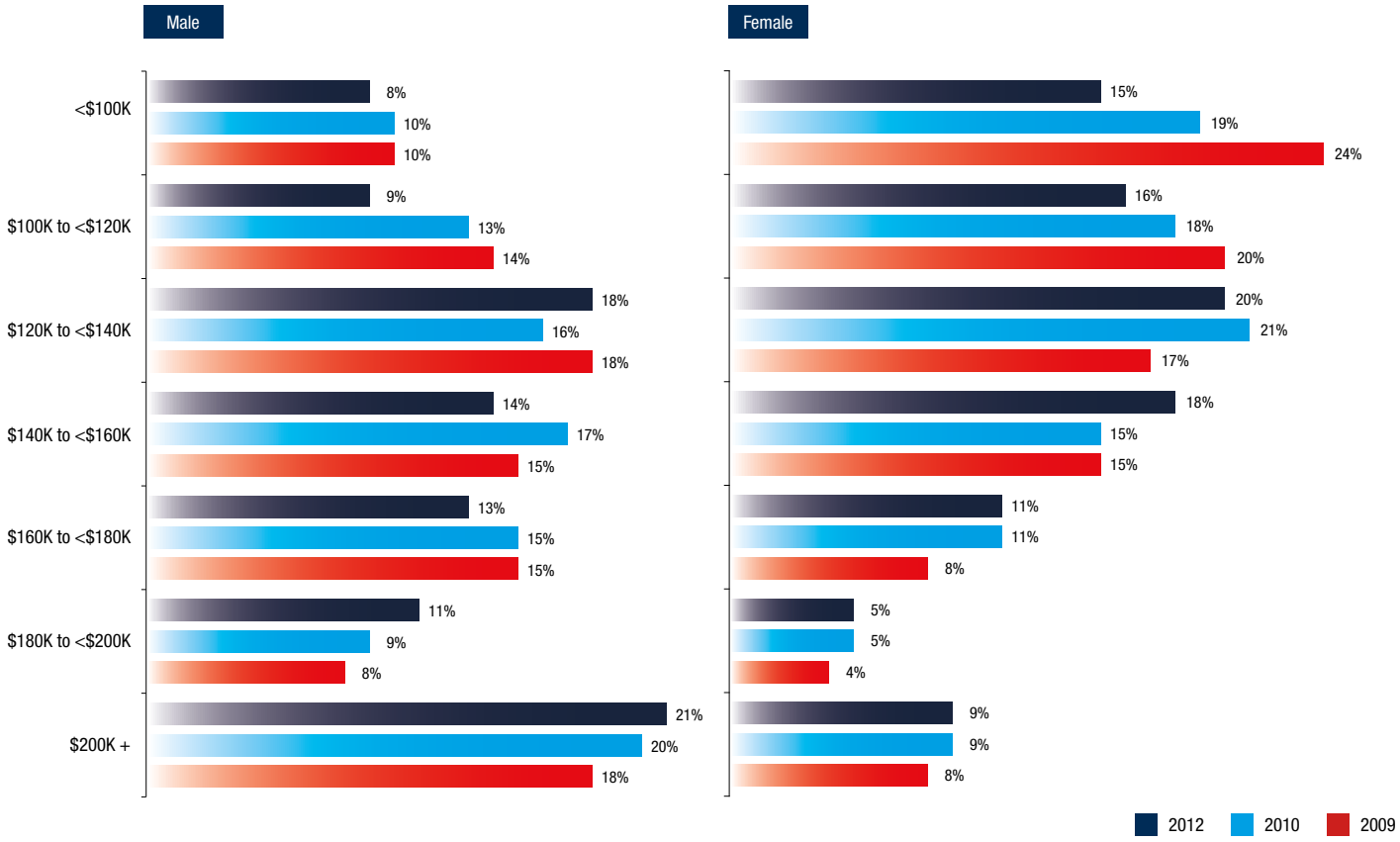


	<5 yrs	5 - 9 yrs	10 - 14 yrs	15+ yrs
2012	$142,000	$162,000	$180,000	$184,000
2010	$139,000	$154,000	$168,000	$176,000
2009	$136,000	$151,000	$160,000	$161,000

Base Salary by Gender

On average, the salary of female in-house counsel is 16% lower than their male counterparts.

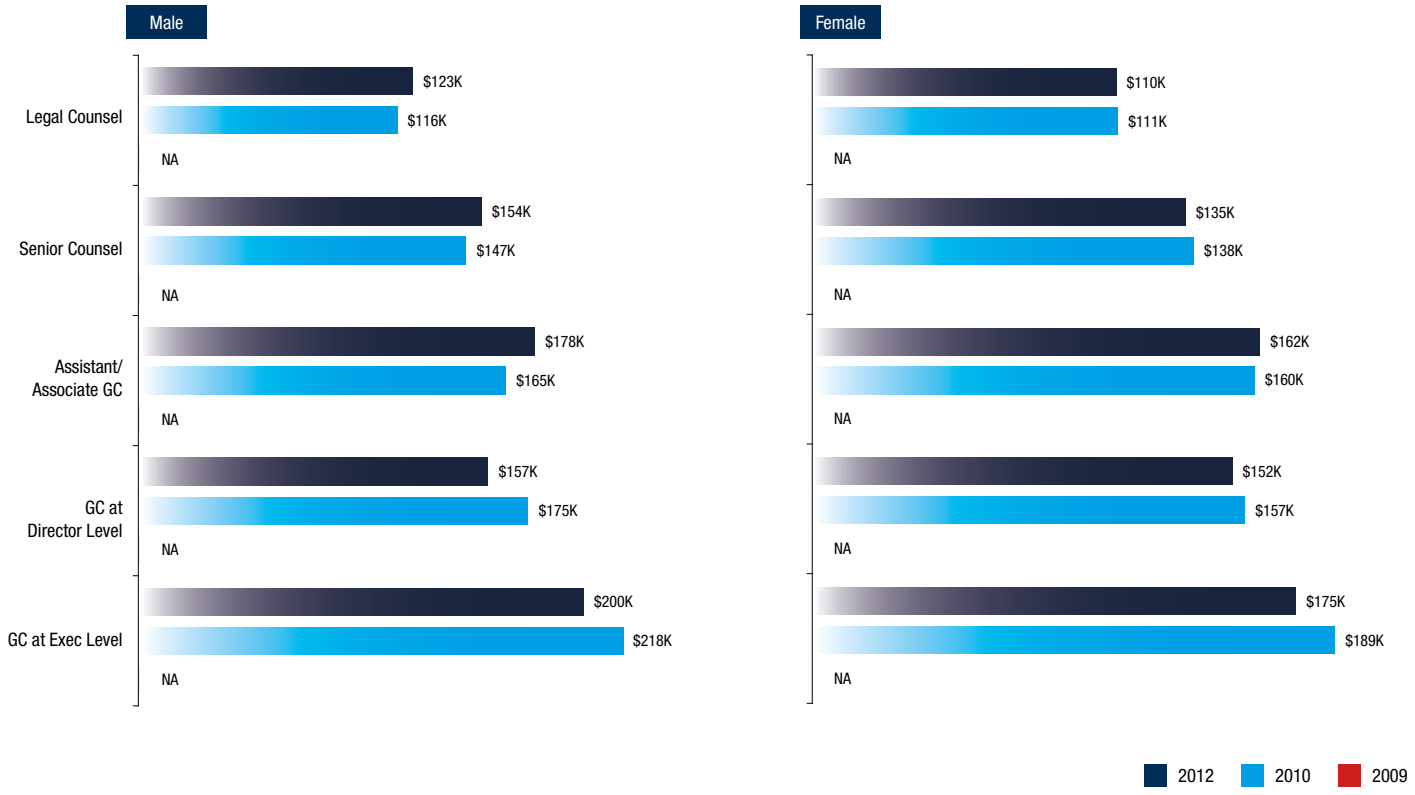
Trends by Gender



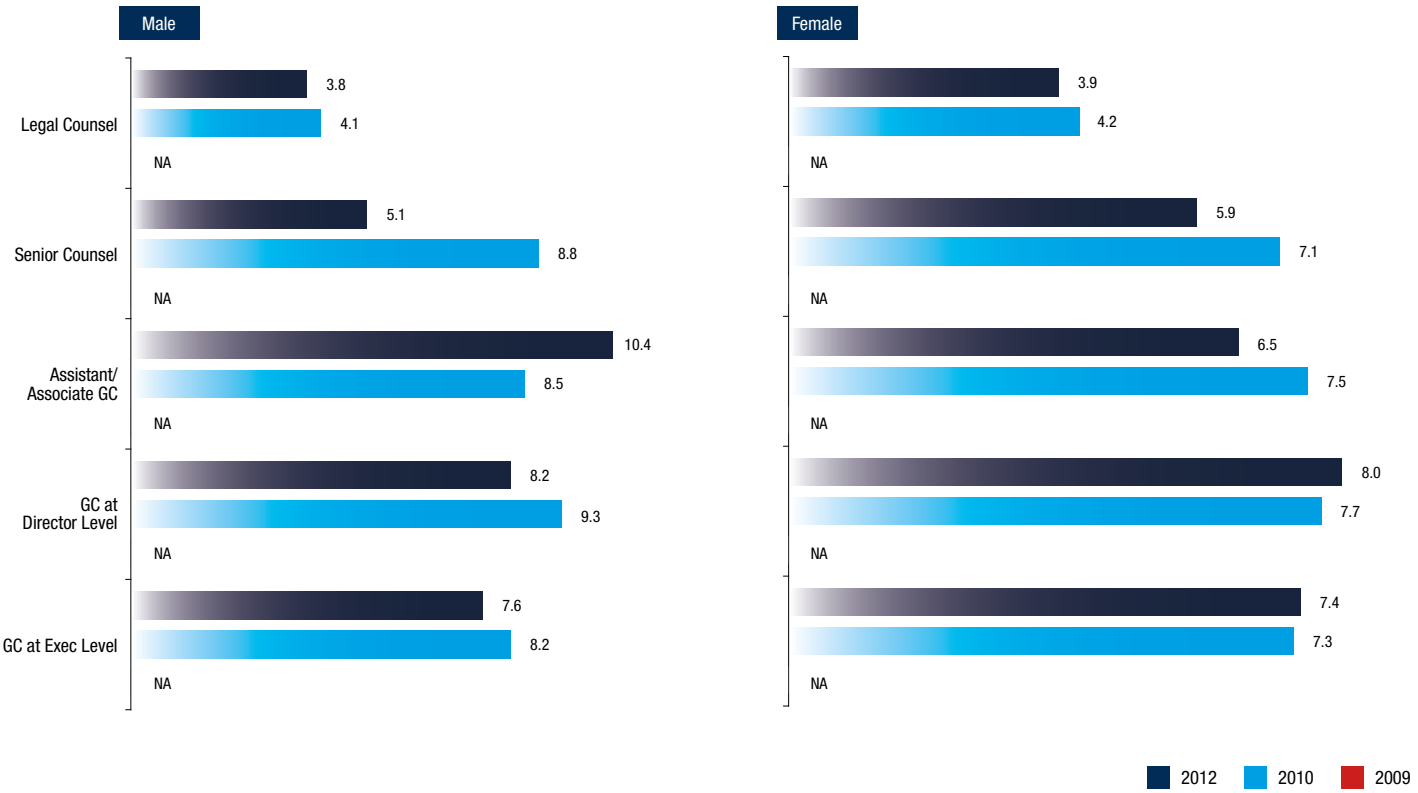
Although there is a discrepancy between the average salaries between men and women, there is an important caveat. In the respondent sample, 37% of female in-house counsel are in Legal Counsel roles compared to only 29% of males. Furthermore, 23% of men occupy Executive Vice President Legal, Vice President Legal and Director of Legal roles compared to only 14% of women.

Despite this gender imbalance for certain roles, once we isolate the job title and compare salaries of men and women for the same role, there continues to be some discrepancy in base salary by gender.

Salary (in$K) – by Job Role and Gender



Tenure – by Job Role and Gender



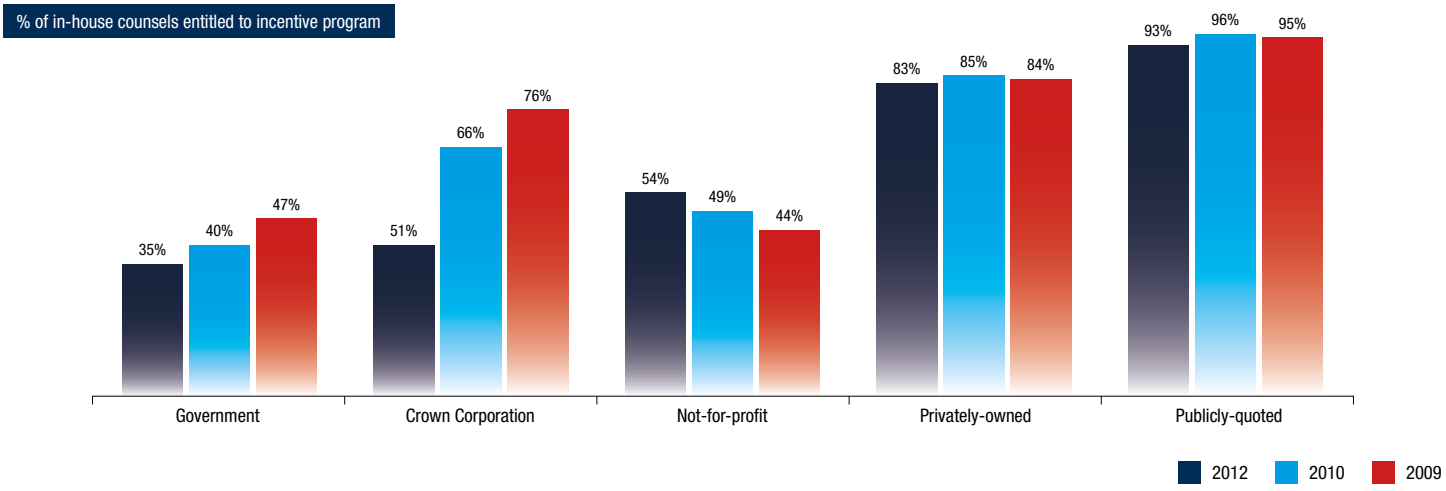
Short- and Long-Term Incentive Programs

It is important to consider not only the base salary when thinking about compensation levels, but also incentive programs and bonuses. Benefits are also part of the compensation package to be considered and will be covered in a later section.

Over three-quarters (77%) of in-house counsel are eligible for a bonus or incentive program. Those with the Legal Counsel title are significantly less likely to be eligible for incentives (70%) compared to all other levels (80%+). Furthermore, differences in eligibility for a bonus or incentive program vary by gender and by region. More specifically, men are more likely than women to be eligible for such a program (82% vs 71%, respectively) and higher eligibility rates are observed in Quebec, Ontario and Alberta compared to other provinces/regions.

As shown below, publicly-quoted (93%) and privately-owned (83%) companies are far more likely to offer bonus/incentive programs to their in-house counsel, compared to Government (35%), Crown Corporations (51%) and not-for-profit (54%) organizations.

Short-Term Incentives/Bonuses



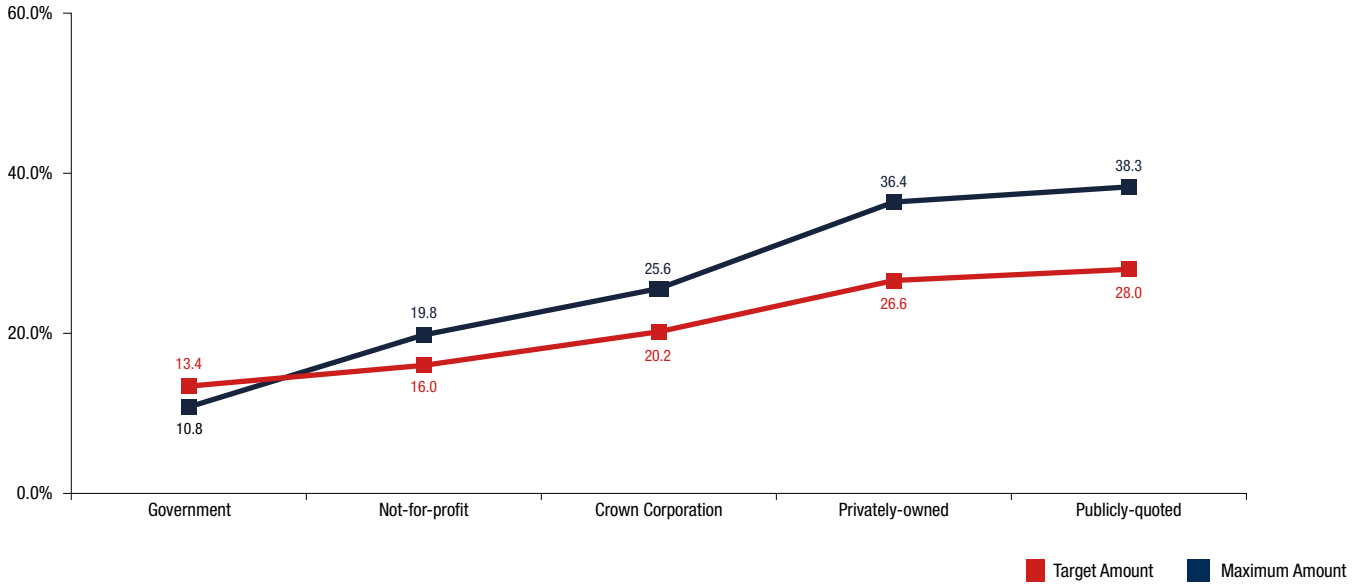
Short-Term Incentives/Bonuses

Bonus Program based on…	TOTAL			Gov't			Crown Corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009
Organizational Performance	93%	91%	89%	50%	44%	24%	84%	85%	90%	87%	62%	61%	95%	96%	95%	96%	97%	97%
Individual Performance	91%	92%	90%	96%	100%	97%	81%	98%	95%	87%	97%	96%	92%	88%	84%	92%	92%	91%
Team Performance	49%	51%	49%	50%	33%	27%	67%	63%	64%	68%	76%	46%	40%	47%	44%	47%	50%	51%
Specific Project Based	25%	24%	N/A	25%	35%	N/A	26%	30%	N/A	42%	47%	N/A	25%	22%	N/A	24%	22%	N/A

On average, the mean target bonus/incentive amount (as a percentage of base salary) is 25.7%, with the maximum potential amount being 34.1%. On average, in-house counsel actually earned a bonus of 23.9% in the past year.

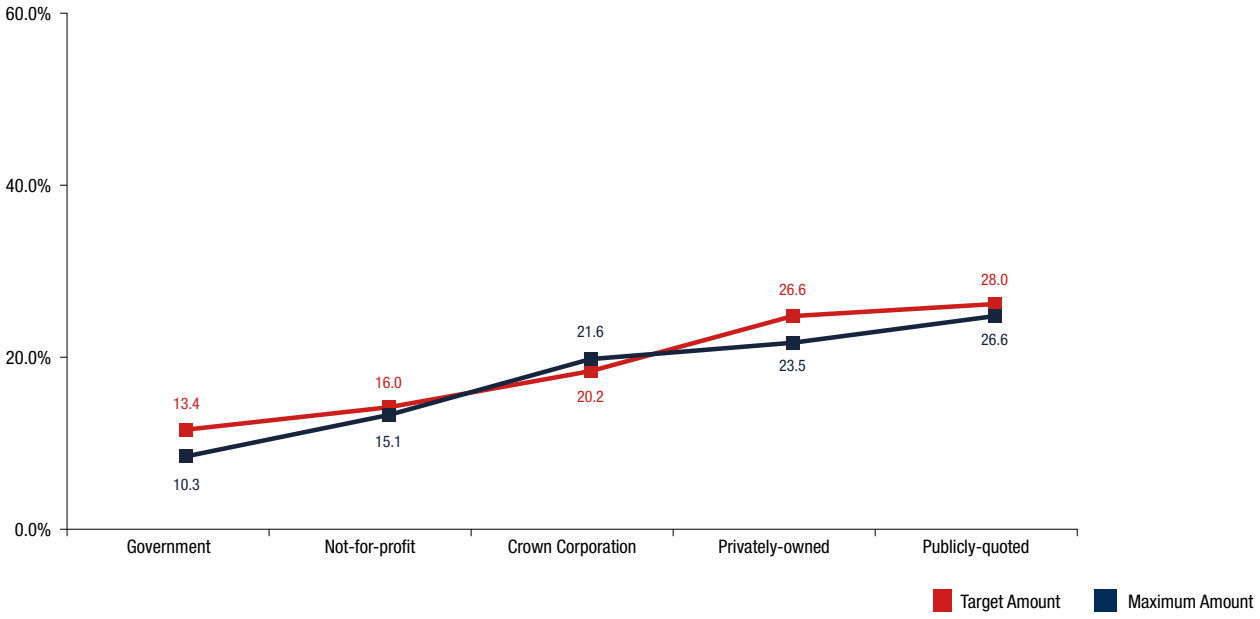
As expected, the incentive amounts vary greatly by sector, with Government awarding the least and publicly-quoted companies awarding the most. Privately-owned and publicly-quoted companies have the largest range between target and maximum amounts. Government in-house counsel are by far the least satisfied with their bonus/incentive program (46% "Satisfied" compared to 58%+ for all other sectors).

Short-Term Incentives/Bonuses by Sector



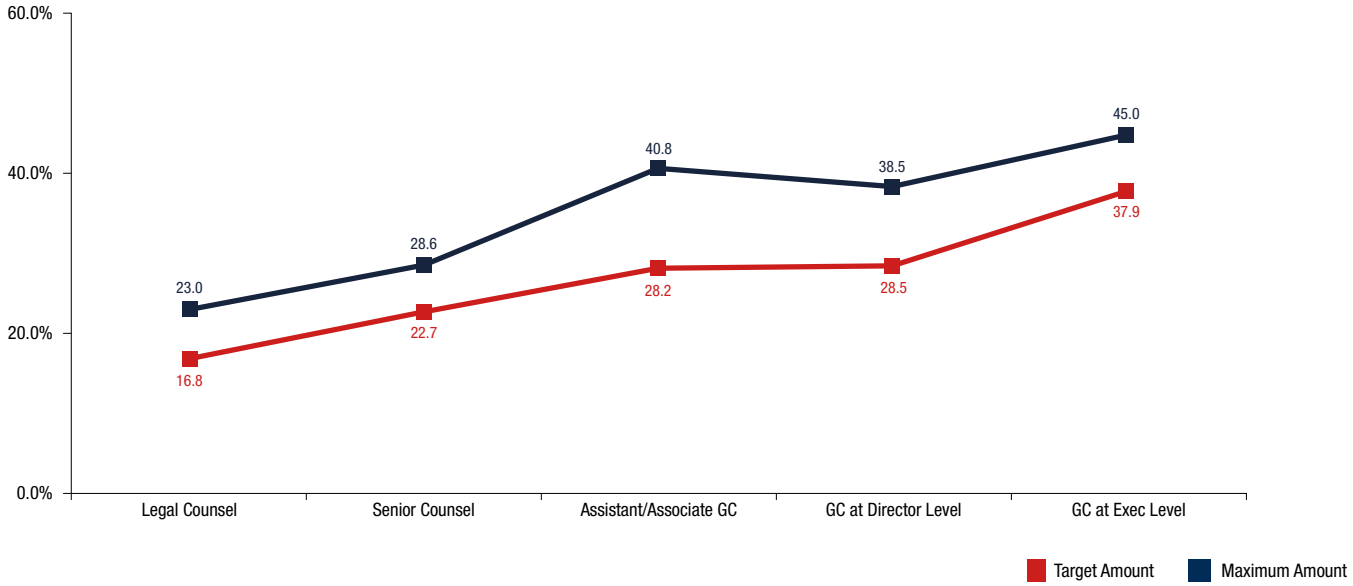
Despite the challenging economic climate of the past year, it is important to note that the actual bonus earned by most sectors was very close to the target amount.

Short-Term Incentives/Bonuses by Sector



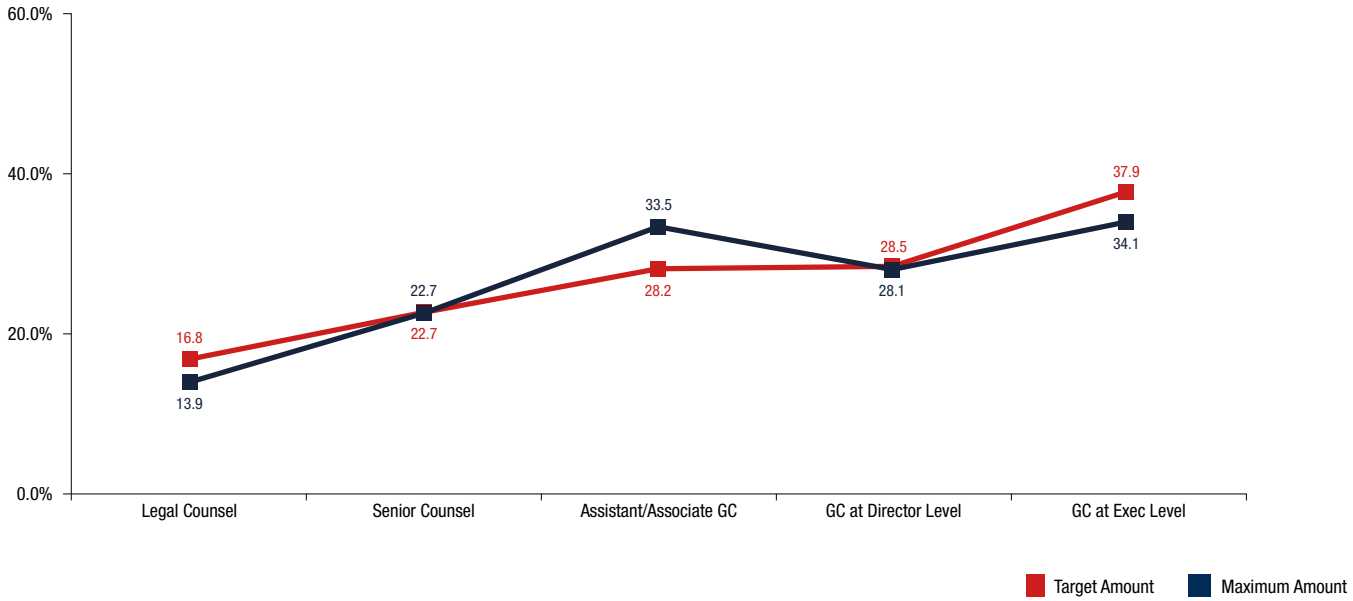
Maximum bonus amounts increase with seniority – from 23% for Legal Counsel to 45% for General Counsel at the Executive Level. Despite this large range, satisfaction with one's bonus/incentive program is quite consistent between levels.

Short-Term Incentives/Bonuses by Title



With the exception of Legal Counsel, every level has earned close or even slightly above their target bonus amounts this year.

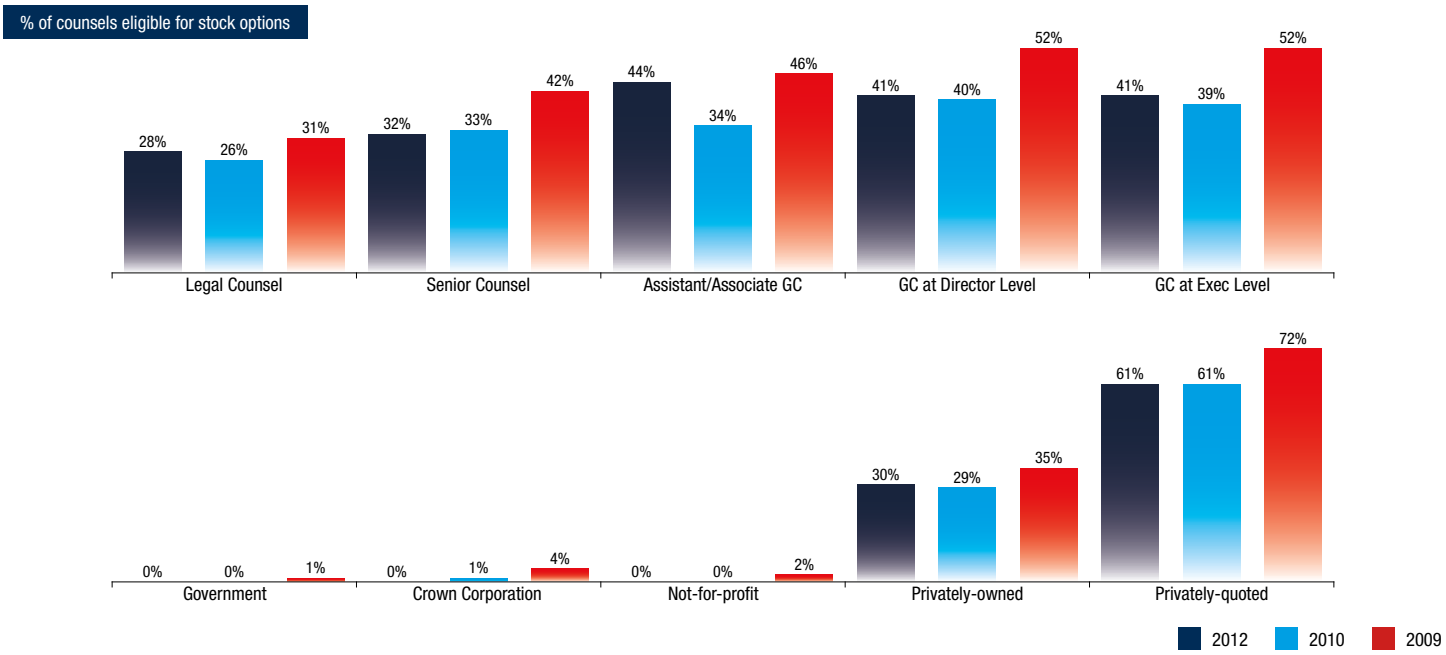
Short-Term Incentives/Bonuses by Title



Stock Options

Of course, the offering of stock options is limited to privately-owned and publicly-quoted companies. On average, 29% of counsel in privately-owned companies and 61% of counsel in publicly-quoted companies are entitled to stock options. General Counsel at the senior levels are more likely to be entitled to stock options than Legal Counsel.

Stock Options



Stock options plans are usually restricted stock plans. There is no significant difference in type of stock option between different seniority levels or sectors.

Stock Options

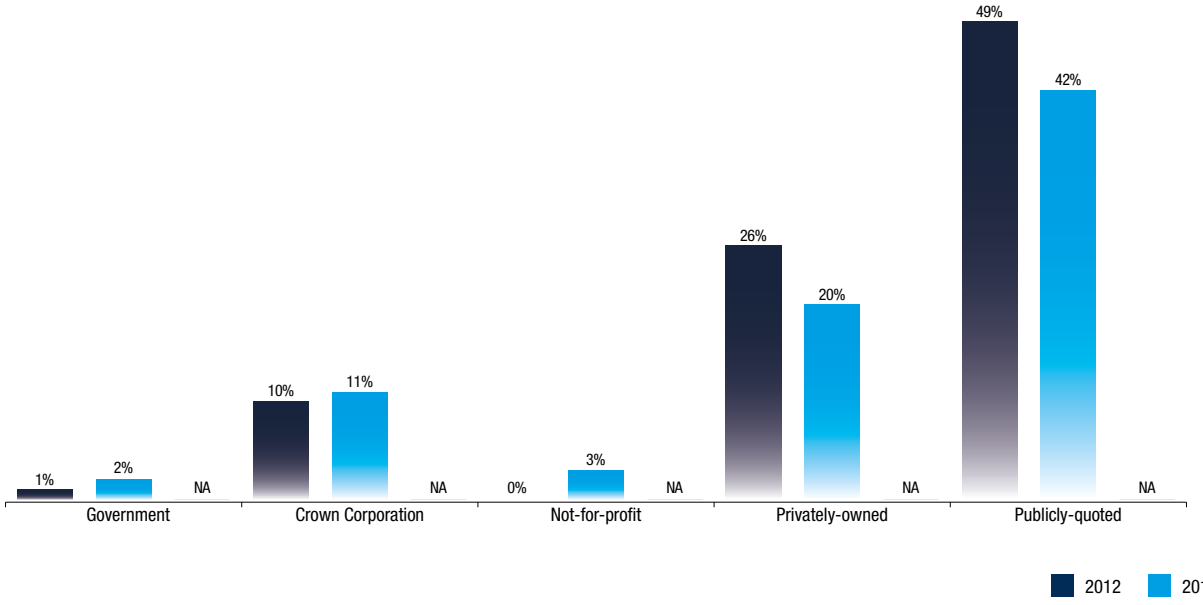
Type of Plan	% Yes		
	2012	2010	2009
Restricted Stock Plan	51%	59%	57%
Performance Share Plan	26%	30%	31%
Share Appreciation Rights	14%	18%	21%
Phantom Share Plan	9%	15%	14%

Long-Term Incentive Plans

In terms of long-term incentive plans, 29% of in-house counsel surveyed are eligible. However, sector and job role are the key factors in terms of eligibility for such plans. Companies with fewer employees (<1,000) are also significantly less likely to offer long-term incentive plans.

Long-Term Incentive Plans

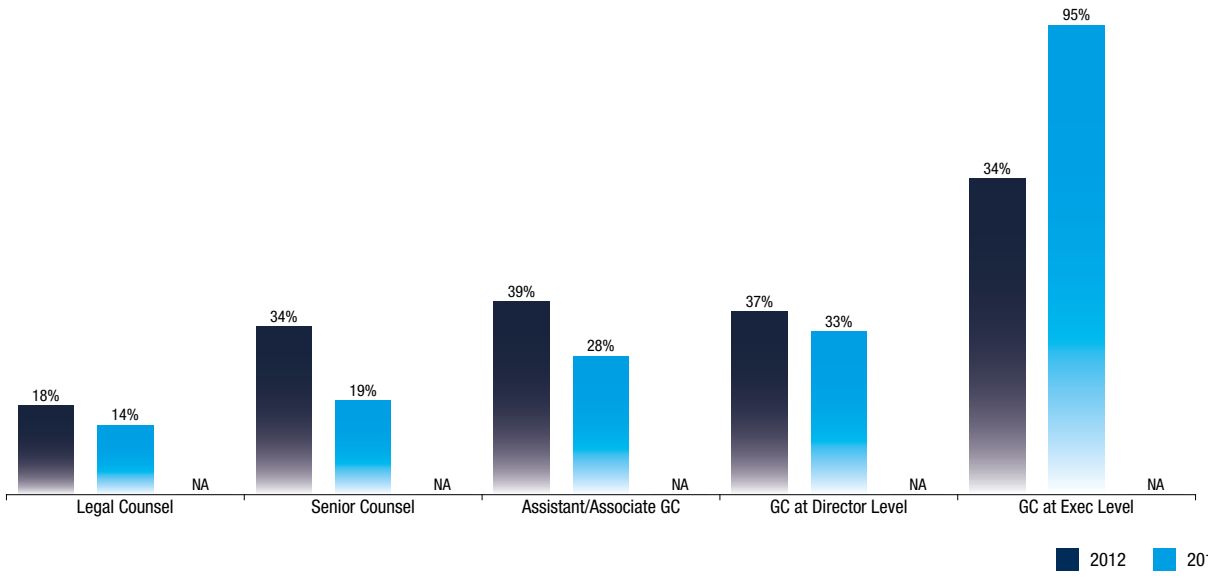
% of counsels eligible for long-term incentive plans



Stock options plans are usually restricted stock plans. There is no significant difference in type of stock option between different seniority levels or sectors.

Long-Term Incentive Plans

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



Benefits

Nearly all in-house counsel have both medical and dental coverage as well as disability/life insurance. However, car allowance and executive health plans are more exclusive to more senior in-house counsel. Large organizations (1,000+ employees) are more likely to offer most of the insurance-related benefits listed, but small organizations are more likely to offer flexible work arrangements, subsidized meals and education reimbursement.

Included in benefits package (%Yes)	2012	2010	2009
Insurance and Retirement Benefits			
Dental Coverage	96%	95%	97%
Extended Medical Coverage	94%	94%	---
Disability/Life Insurance	94%	93%	94%
Pension/Retirement Plan	82%	83%	82%
Provincial Health Care Coverage	81%	83%	---
Employee Assistance Program	72%	75%	85%
Additional Health Spending Account	59%	56%	---
Medical/Dental Coverage Beyond Retirement	23%	33%	32%
Performance Share Plan	---	30%	31%
Fringe Benefits			
Educational Credits/Tuition Reimbursement	49%	50%	---
Employee Referral Program	39%	33%	---
Parking Allowance	34%	31%	---
Moving Expenses	20%	21%	---
Executive Health Plan	19%	19%	25%
Car Allowance	18%	20%	21%
Subsidized Meals	9%	10%	---
Subsidized Childcare	2%	2%	---

Benefits Package – by Title

Included in benefits package % Yes	Legal Counsel			Senior Counsel			Assistant/ Associate GC			GC at Director Level			GC at Exec Level		
	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009
Insurance and Retirement Benefits															
Dental Coverage	97%	95%	97%	96%	96%	98%	97%	97%	97%	96%	95%	99%	98%	96%	98%
Extended Medical Coverage	93%	92%	---	95%	98%	---	95%	93%	---	96%	94%	---	97%	92%	--
Disability/Life insurance	93%	91%	94%	94%	95%	92%	97%	99%	92%	96%	96%	97%	94%	91%	93%
Pension/Retirement Plan	85%	85%	85%	93%	90%	89%	95%	92%	84%	75%	82%	79%	69%	70%	70%
Provincial Health Care Coverage	83%	84%	---	78%	79%	---	87%	82%	---	85%	84%	---	79%	85%	---
Employee Assistance Program	68%	67%	83%	74%	81%	87%	85%	82%	89%	78%	80%	90%	69%	74%	84%
Additional Health Spending Account	58%	54%	---	70%	64%	---	77%	66%	---	54%	56%	---	50%	47%	---
Medical/Dental Coverage Beyond Retirement	21%	31%	33%	27%	40%	36%	44%	45%	30%	21%	34%	32%	23%	25%	27%
Fringe Benefits															
Educational Credits/Tuition Reimbursement	45%	45%	---	46%	51%	---	54%	50%	---	50%	57%	---	58%	52%	---
Employee Referral Program	44%	29%	---	46%	41%	---	41%	28%	---	38%	36%	---	28%	27%	---
Parking Allowance	23%	19%	---	29%	27%	---	59%	36%	---	43%	42%	---	48%	40%	---
Moving Expenses	16%	19%	---	20%	20%	---	23%	19%	---	23%	25%	---	21%	19%	---
Executive Health Plan	7%	9%	21%	14%	10%	17%	18%	18%	24%	30%	31%	32%	36%	35%	47%
Car Allowance	5%	6%	9%	7%	8%	10%	28%	19%	20%	31%	37%	37%	40%	38%	45%
Subsidized Meals	8%	8%	---	7%	8%	---	13%	9%	---	11%	13%	---	12%	11%	---
Subsidized Childcare	2%	2%	---	4%	1%	---	---	4%	---	4%	5%	---	1%	2%	---
Paid Time Off															
Personal Time Off Days	48%	43%	---	44%	45%	---	41%	50%	---	41%	51%	---	30%	54%	---
Flex Days	43%	38%	40%	40%	44%	37%	44%	39%	38%	42%	36%	45%	33%	36%	35%
Top Up For Maternity Leave	39%	38%	39%	36%	43%	43%	41%	35%	32%	32%	39%	38%	24%	34%	28%
Extended Parental Leave	20%	22%	38%	24%	27%	36%	15%	22%	38%	19%	28%	43%	21%	26%	32%
Sabbaticals	10%	12%	20%	11%	13%	12%	---	7%	9%	8%	8%	15%	6%	8%	8%

Benefits Package – by Sector

Included in benefits package % Yes	Gov't			Crown Corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009
Insurance and Retirement Benefits															
Dental Coverage	96%	98%	99%	98%	95%	97%	93%	91%	97%	93%	93%	96%	98%	97%	98%
Extended Medical Coverage	94%	96%	---	96%	95%	---	95%	97%	---	90%	90%	---	96%	96%	---
Disability/Life Insurance	99%	96%	96%	96%	94%	97%	91%	93%	90%	91%	90%	91%	95%	95%	95%
Pension/Retirement Plan	97%	96%	97%	100%	94%	95%	82%	89%	86%	74%	74%	74%	78%	82%	79%
Provincial Health Care Coverage	87%	85%	---	85%	86%	---	82%	96%	---	78%	79%	---	82%	82%	---
Employee Assistance Program	74%	78%	90%	80%	86%	91%	79%	70%	84%	68%	65%	77%	71%	79%	88%
Additional Health Spending Account	56%	47%	---	70%	66%	---	60%	39%	---	47%	47%	---	63%	65%	---
Medical/Dental Coverage Beyond Retirement	32%	47%	53%	36%	40%	53%	16%	23%	24%	17%	27%	21%	23%	34%	29%
Fringe Benefits															
Educational Credits/Tuition Reimbursement	47%	38%	---	51%	53%	---	60%	51%	---	53%	50%	---	44%	53%	---
Employee Referral Program	16%	14%	---	23%	26%	---	28%	19%	---	35%	32%	---	52%	43%	---
Parking Allowance	34%	34%	---	44%	41%	---	32%	27%	---	31%	29%	---	34%	28%	---
Moving Expenses	26%	28%	---	23%	23%	---	5%	9%	---	17%	17%	---	22%	23%	---
Executive Health Plan	9%	9%	---	19%	20%	---	12%	17%	---	16%	23%	---	24%	20%	---
Car Allowance	10%	6%	12%	12%	18%	14%	19%	11%	24%	25%	29%	27%	18%	20%	21%
Subsidized Meals	7%	6%	---	4%	5%	---	9%	16%	---	13%	14%	---	9%	9%	---
Subsidized Childcare	3%	---	---	6%	3%	---	2%	---	---	1%	3%	---	2%	3%	---
Paid Time Off															
Personal Time Off Days	43%	45%	---	52%	54%	---	56%	60%	---	40%	45%	---	37%	47%	---
Flex Days	53%	50%	53%	46%	37%	33%	44%	47%	46%	38%	34%	29%	40%	38%	40%
Top Up For Maternity Leave	49%	48%	---	35%	49%	---	47%	43%	---	25%	30%	---	33%	38%	---
Extended Parental Leave	41%	40%	64%	26%	34%	55%	25%	34%	37%	17%	19%	28%	15%	22%	31%
Sabbaticals	26%	25%	38%	14%	12%	19%	11%	11%	13%	3%	7%	11%	5%	8%	9%

Pension/Retirement Plans

Pension and retirement plans are offered to the majority of in-house counsel (82%), but privately-owned companies are least likely to offer these plans.

The type of retirement plan offered depends largely on the sector. Pensions are more commonly offered in Government and Crown Corporations, whereas privately-owned and publicly-quoted companies are equally likely to offer both pensions and RRSP savings. The actual type of pension offered also depends on the sector.

Pension/Retirement Plans

	TOTAL			Gov't			Crown Corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009
Included in benefits package (% Yes)																		
Pension/Retirement Plan	82%	83%	82%	97%	96%	97%	100%	94%	95%	82%	89%	86%	74%	74%	74%	78%	82%	79%
Does your retirement plan consist of (% Yes) (Respondents with Pension/Retirement plan in benefits package)																		
Pension	76%	81%	NA	97%	97%	NA	93%	91%	NA	77%	68%	NA	59%	73%	NA	72%	80%	NA
RRSP Savings	68%	67%	NA	47%	51%	NA	56%	50%	NA	55%	60%	NA	74%	70%	NA	78%	76%	NA
Pension Structure (Respondents with Pension in retirement plan)																		
Defined Benefit Plan	54%	56%	NA	83%	73%	NA	62%	73%	NA	64%	55%	NA	30%	42%	NA	47%	49%	NA
Defined Contribution Plan	46%	43%	NA	17%	23%	NA	38%	25%	NA	36%	45%	NA	70%	56%	NA	53%	49%	NA

Pension/Retirement Plan – RRSP Savings

For the two-thirds of counsel who have RRSP savings-based retirement plans, 59% have a matching program with their organization. Companies that participate average a matching percentage of 34.2%.

	TOTAL			Gov't			Crown Corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009
Does your retirement plan consist of (% Yes)																		
RRSP Savings	68%	67%	NA	47%	51%	NA	56%	50%	NA	55%	60%	NA	74%	70%	NA	78%	76%	NA
Organization offers a matching program (Respondents with RRSP Savings in retirement plan)																		
% Yes	59%	48%	NA	13%	5%	NA	28%	21%	NA	58%	51%	NA	75%	61%	NA	70%	54%	NA

What % of your RRSP savings are being matched by your organization? (Respondents with RRSP savings in retirement plan with matching offered)	Mean	
	2012:	34.2%
	2010:	27.9%
	2009:	NA

Car and Parking Allowance

The inclusion of car and parking allowance in one's benefit package is largely dependent on job role and sector. Parking allowance is offered mostly to Associate Counsel and above, and ranges across job roles between $2,300 and $4,400 annually. Car allowance, however, is more exclusively offered to General Counsel at the Director and Executive Levels.

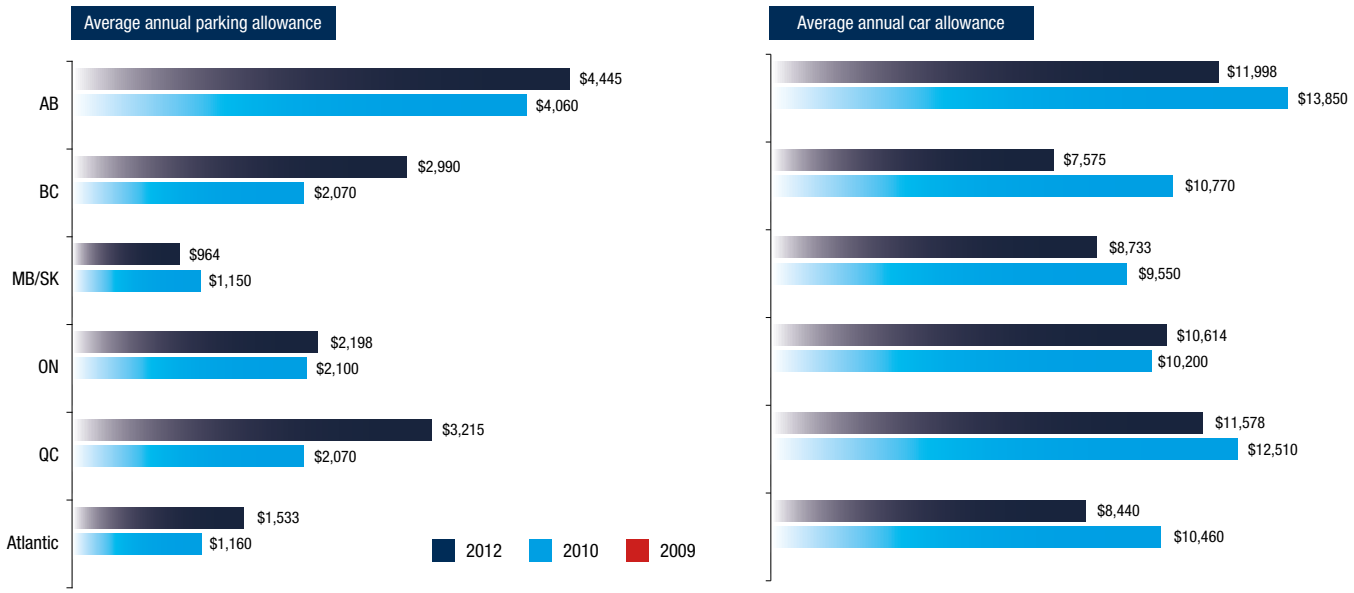
Between the different sectors, Crown Companies are most likely to offer parking allowance but privately-owned and publicly-quoted companies are more likely to offer car allowance. In both cases, publicly-quoted companies are the most generous with their annual allowance amounts.

Car & Parking Allowance

	TOTAL			Legal Counsel			Senior Counsel			Assistant/Associate GC			GC at Director Level			GC at Exec Level		
	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009
Parking Allowance in Benefits Package (%yes)	34%	31%	NA	23%	19%	NA	29%	27%	NA	59%	36%	NA	43%	42%	NA	49%	40%	NA
Average Annual Parking Allowance ($)	3,478	2,710	NA	2,287	1,970	NA	4,007	2,600	NA	3,719	2,750	NA	2,593	2,990	NA	4,395	2,830	NA
Car Allowance in Benefits Package (%yes)	18%	20%	21%	5%	6%	9%	7%	8%	10%	28%	19%	20%	32%	37%	37%	41%	38%	45%
Average Annual Car Allowance ($)	10,814	11,380	NA	9,257	9,870	NA	11,450	8,250	NA	11,625	10,330	NA	11,607	11,570	NA	10,432	12,290	NA

	TOTAL			Gov't			Crown Corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009
Parking Allowance in Benefits Package (%yes)	34%	31%	NA	34%	34%	NA	44%	41%	NA	32%	27%	NA	31%	29%	NA	34%	28%	NA
Average Annual Parking Allowance ($)	3,478	2,710	NA	3599	1,650	NA	1,897	1,830	NA	3,193	1,630	NA	3,758	1,860	NA	3,875	3,910	NA
Car Allowance in Benefits Package (%yes)	18%	20%	21%	10%	6%	12%	12%	18%	14%	19%	11%	24%	25%	29%	27%	18%	20%	21%
Average Annual Car Allowance ($)	10,814	11,380	NA	4,867	8,070	NA	5,800	8,420	NA	8,667	7,530	NA	10,947	10,030	NA	12,197	14,180	NA

Car & Parking Allowance



Vacation, Flex and Personal Time Off Days

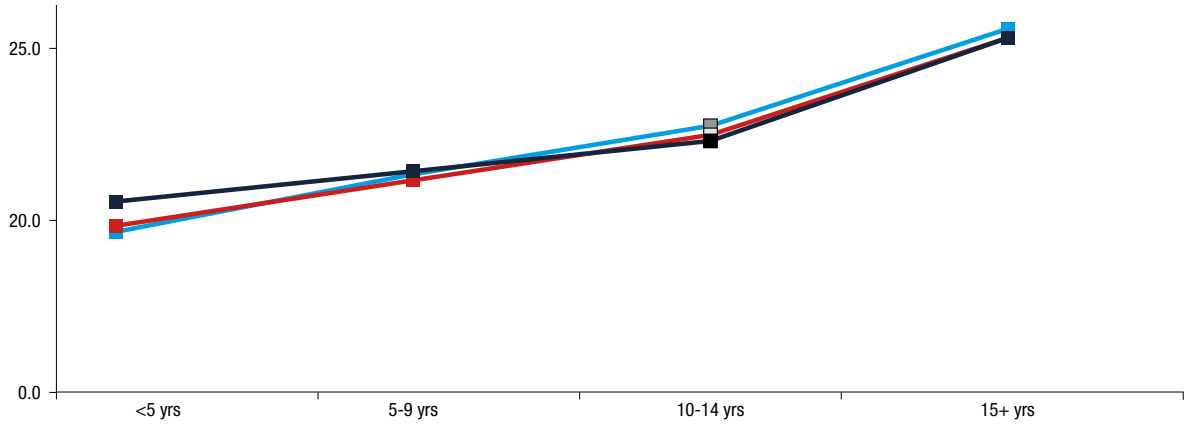
Work-life balance is a point of dissatisfaction for 15% of in-house counsel. Certain benefits options can help to mitigate unbalance, such as flex time and leaves of absence which four-in-ten in-house counsel have access to. These benefits are offered mostly to in-house counsel in Government and Crown Corporation sectors.

Paid Time Off and Leave

Included in Benefits Package	% Yes		
	2012	2010	2009
Personal Time Off Days	42%	48%	NA
Median number of Personal Time Off Days	4.6	4.1	NA
Flex Days	41%	39%	38%
Median Number of Flex Days	8.5	9.3	9.5
Top Up for Maternity Leave	34%	39%	37%
Extended Parental Leave	20%	25%	37%
Sabbaticals	8%	10%	14%

Vacation Days

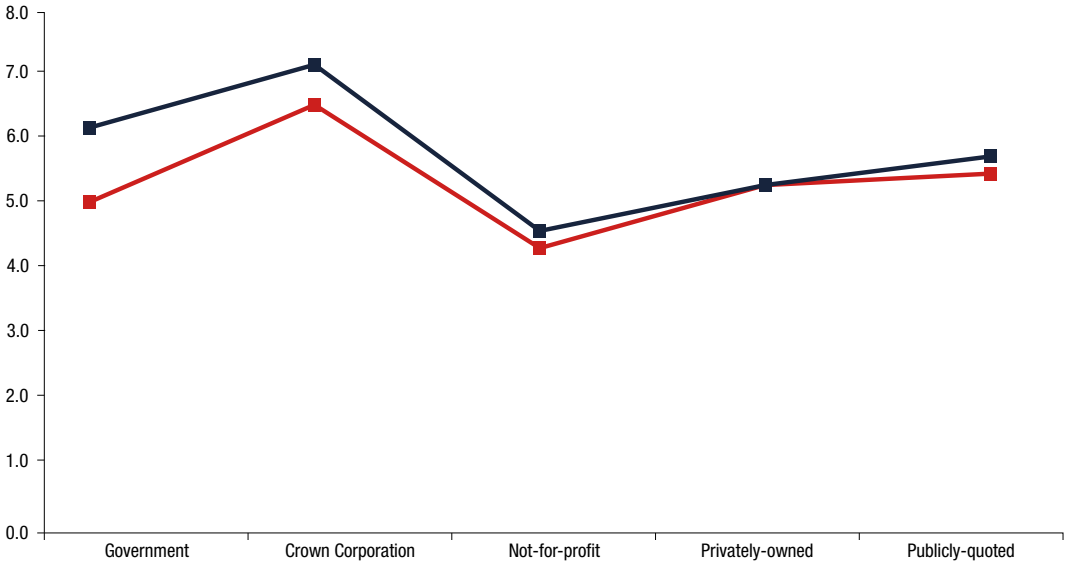
The average number of vacation days is 21.2. There is no significant difference by type of employer or industry. Seniority plays a role but the most significant factor is obviously the tenure of in-house counsel. As length of service increase, so does the number of vacation days.



	<5 yrs	5 - 9 yrs	10 - 14 yrs	15+ yrs
2012	20.2	21.2	22.2	25.6
2010	19.4	20.9	22.4	25.6
2009	19.2	21.1	22.7	25.9

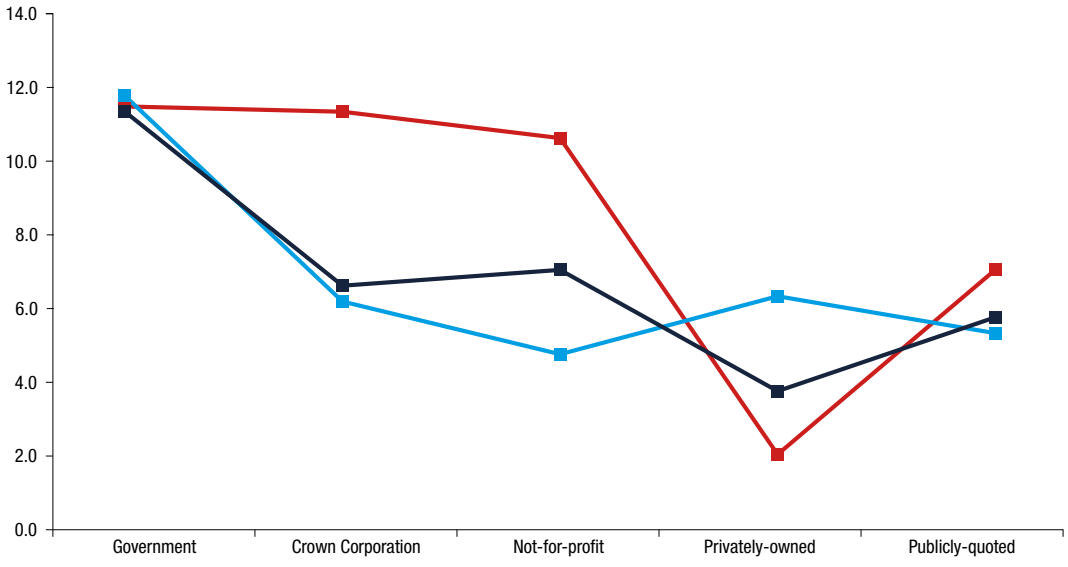
Paid Personal Time Off Days

Personal time off days and flex days vary like vacation days to some degree; they also increase with tenure with the same organization. However, there are also interesting differences in the number of days offered depending on the sector.



	Government	Crown Corporation	Not-for-profit	Privately-owned	Publicly-quoted
2012	6.3	7.4	4.5	5.3	5.8
2010	5.0	6.7	4.2	5.3	5.5
2009	N/A	N/A	N/A	N/A	N/A

Paid Flex Days



	Government	Crown Corporation	Not-for-profit	Privately-owned	Publicly-quoted
2012	11.5	8.2	8.5	6.2	7.6
2010	11.8	7.9	6.9	8.0	7.3
2009	11.6	11.5	11.0	5.0	8.5

Additional Benefits

Keeping the entire benefit package in mind, in-house counsel were asked for what additional items in their benefits or incentives package are not included that they would like to see offered.

The top benefits mentioned by in-house counsel which they do not have but would like to have are insurance and work arrangement/time off-related benefits.

Listed below are the specific benefits desired by in-house counsel:

- **Insurance NET**
  - Better (full) dental coverage
  - (Full) Vision/eye care
  - Executive health plan/benefits
  - Better coverage (unspecified)
  - Extended medical coverage
- **Work Arrangements/Time off NET**
  - Flex days/time
  - Maternity leave salary (top up)
  - Sabbatical/leave of absence
  - Personal/sick days
  - Child care
  - Paternity leave salary (top up)
  - Vacation
- **Health/Fitness NET**
  - Extended health care plan (EHC)/better health care benefits
  - Health spending account
  - Fitness program/club membership
- **Pension/Retirement NET**
  - Better pension/retirement plan
  - Better post-retirement benefits plan
  - Supplemental executive retirement plan (SERP)
- **Transportation/Travel NET**
  - Car allowance
  - Parking allowance/reimbursement
- **Bonus/Incentive NET**
  - Bonus/(performance) incentive plan
  - Flexible benefit plan (cafeteria plan)
- **Investment/Share Options NET**
  - Stock options
- **Education/Development NET**
  - Educational/tuition support/reimbursement
  - Professional development assistance/support

Satisfaction with Work & Loyalty to Employer

Satisfaction with Work-Life Balance

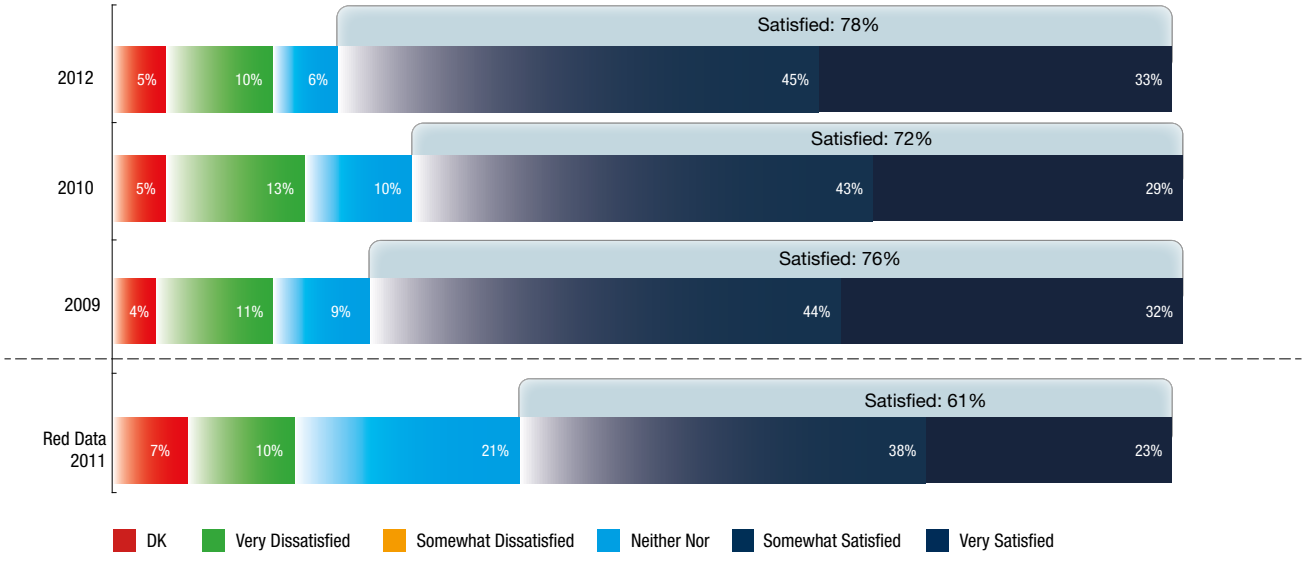
Long working hours are associated with a lower-than-average satisfaction with work-life balance. Of in-house counsel working 40-44 hours per week, 93% are very or somewhat satisfied with their work-life balance, compared to only 43% of those who work more than 60 hours per week.

In-house counsel under the age of 35 are more satisfied with work-life balance (88%), compared to their older colleagues.

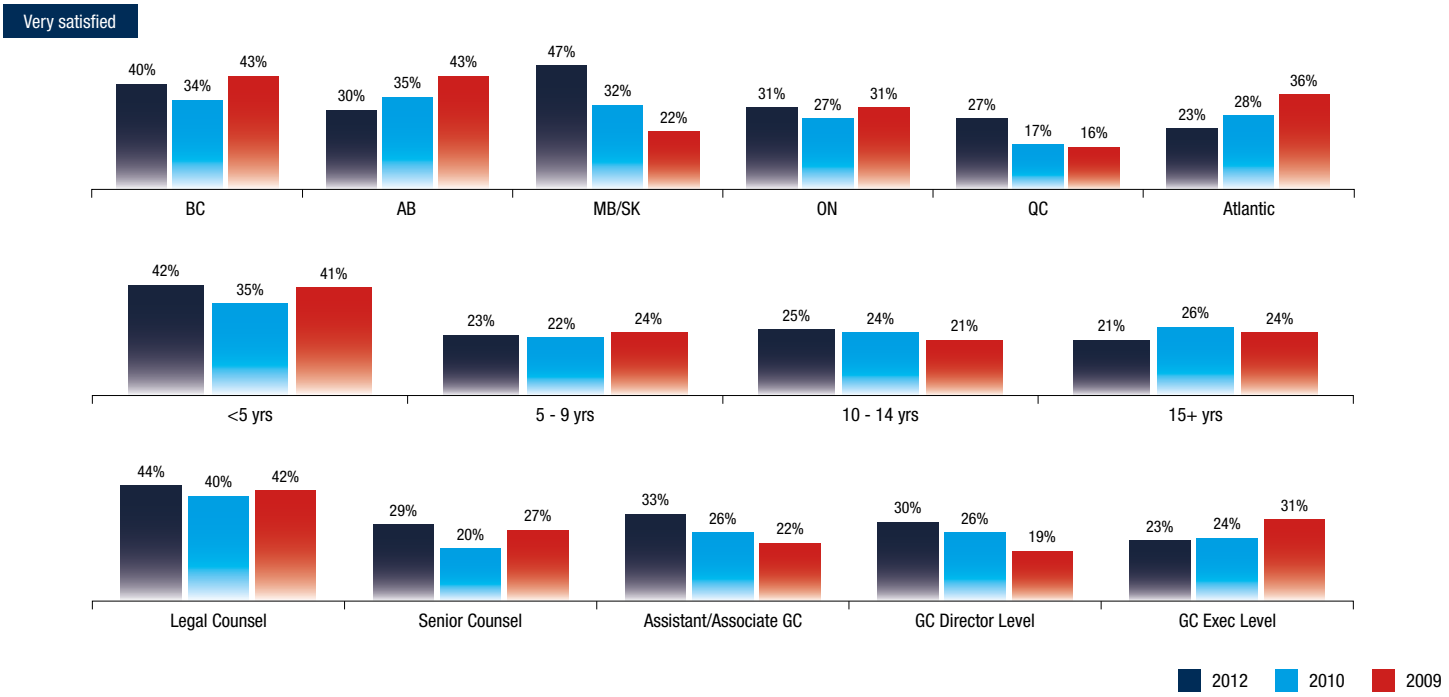
Satisfaction with work-life balance has improved in 2012 with 78% either somewhat or very satisfied, back to a level that is slightly above 2009 (76%).

There are also demographic and workplace factors that come into play in terms of work-life balance. Satisfaction has improved in Quebec and in Central Canada (Manitoba/Saskatchewan) but has declined in Alberta and Atlantic Canada. In Ontario, satisfaction has improved to the point where levels are in line with those observed in 2009. Those with less than five years of tenure and at more junior levels in the organization are more satisfied with work-life balance than others.

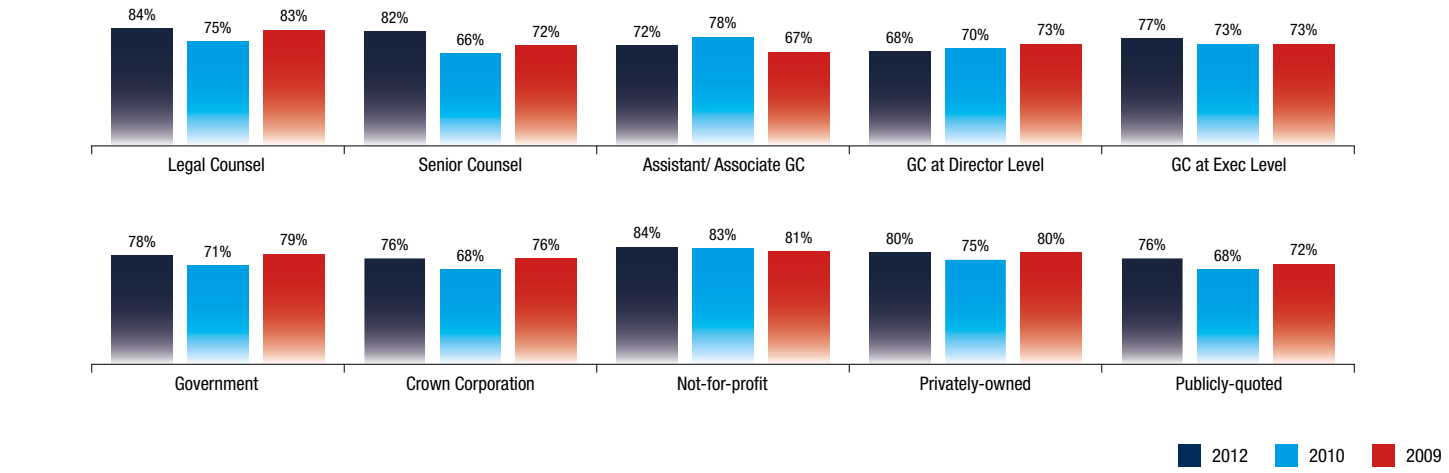
Satisfaction with Work-Life Balance



Satisfaction with Work-Life Balance



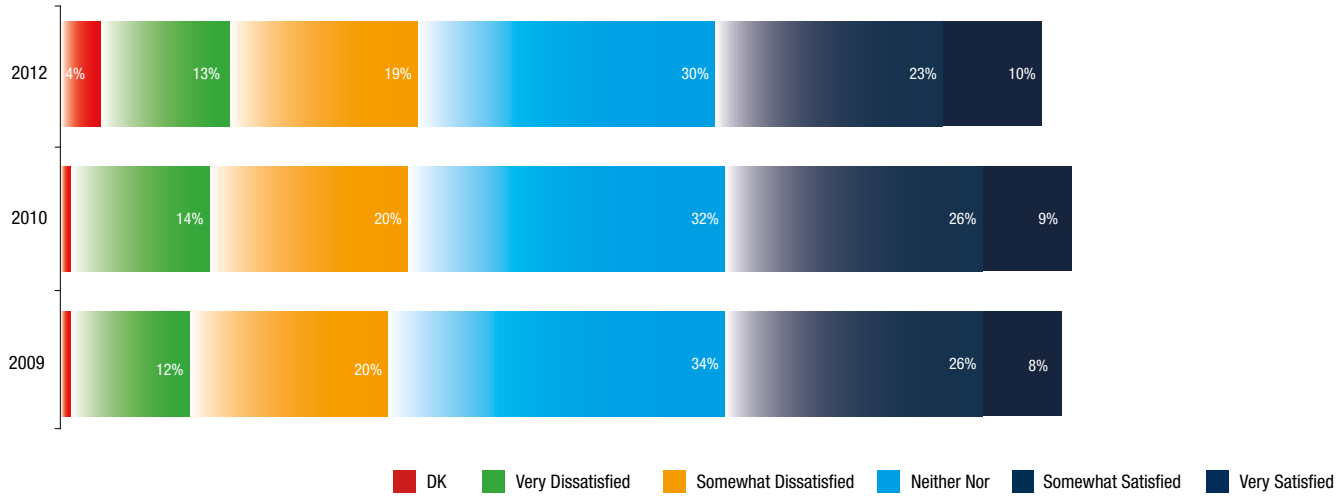
Satisfaction with Work-Life Balance



The level of satisfaction with career mobility has remained very stable since 2009 with 35% very or somewhat satisfied.

Satisfaction with Career Mobility within Organization

Counsel in Government, Crown Corporations and not-for-profit organizations are the least satisfied with opportunities for career mobility. Counsel in oil & gas, resources/mining/forestry and financial services industry sectors are more satisfied with opportunities for career mobility compared to other sectors.



When asked why they were dissatisfied with opportunities for mobility within their organization, a number of reasons were mentioned:

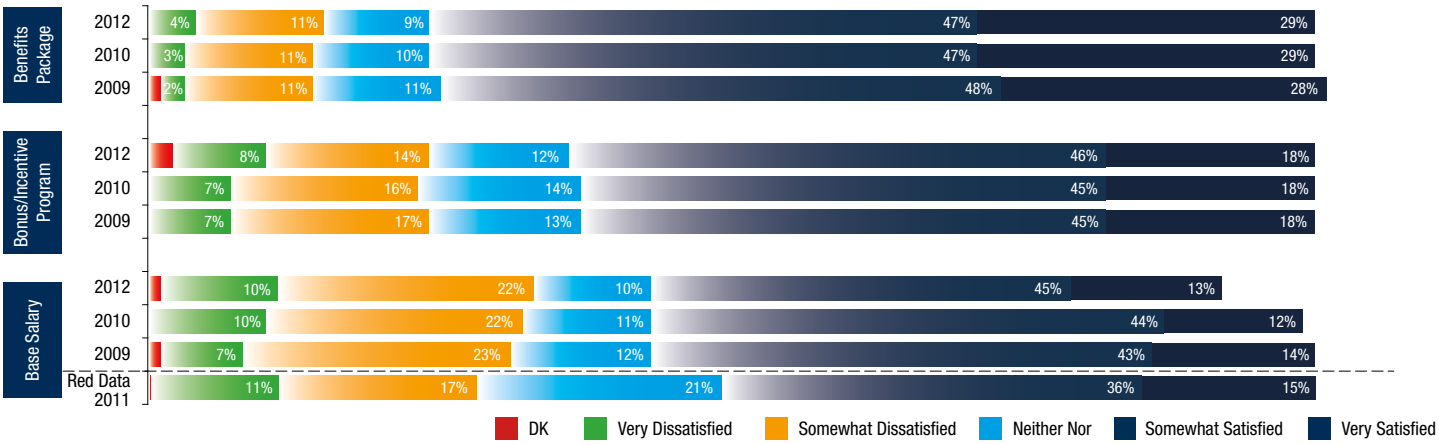
- Few/limited openings/positions at a higher level
- No career path/flat structure
- Higher positions are filled/someone would have to leave
- Small company/business/department
- Would require changing departments/job role
- Would require moving/relocating
- Education/experience requirements
- Already have reached the highest level/position available
- Not enough information/transparency on how to advance
- Lack of recognition
- Outside hiring/don't promote internally
- Lack of support
- Budget cuts/downsizing
- Too much favouritism

Satisfaction with Compensation

In-house counsel are most satisfied with their benefits (76%), followed by their incentive program (64%). Nearly six-in-ten (58%) say that they are very or somewhat satisfied with their base salary.

Satisfaction levels with all three components of compensation have remained very stable since 2009.

Satisfaction with Compensation



In-house counsel in Crown Corporations are least satisfied with their base salary. Not surprisingly, the most junior role, Legal Counsel, are the least satisfied with their base salary.

Satisfaction with Compensation – Position Type

% Satisfied	Legal Counsel			Senior Counsel			Assistant/Associate GC			General Counsel at Director Level			General Counsel at Executive Level		
	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009
Benefits Package	75%	78%	78%	78%	72%	76%	74%	76%	67%	75%	77%	81%	77%	75%	76%
Incentive Program	63%	63%	61%	61%	58%	64%	71%	62%	52%	66%	70%	58%	70%	62%	76%
Base Salary	50%	52%	54%	60%	45%	52%	67%	54%	52%	54%	63%	57%	65%	70%	73%

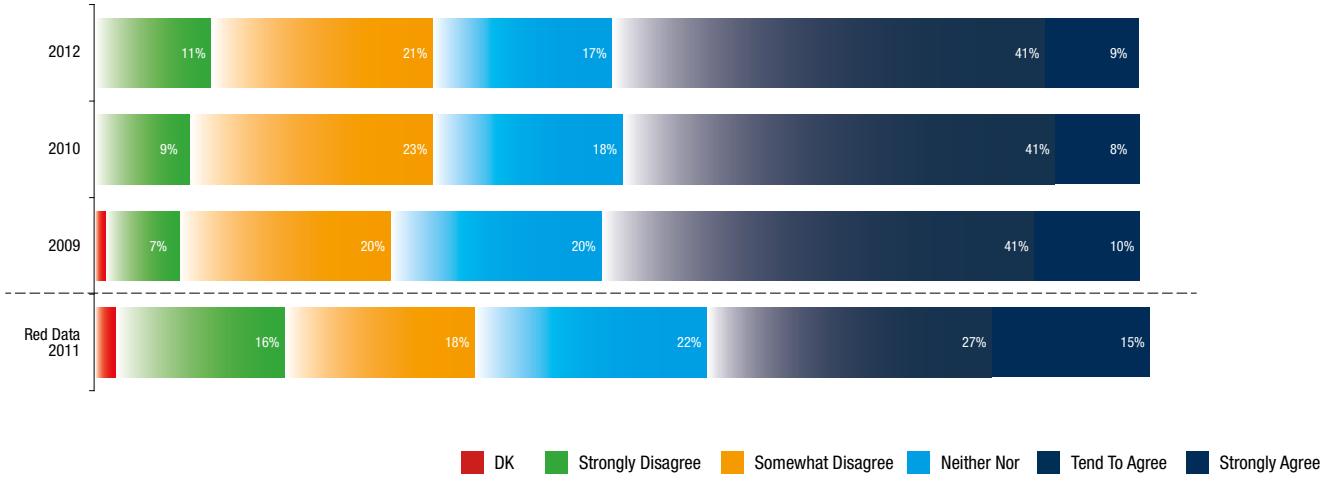
Satisfaction with Compensation – Sector

% Satisfied	Gov't			Crown Corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009	2012	2010	2009
Benefits Package	78%	84%	83%	83%	84%	89%	79%	80%	78%	72%	72%	74%	76%	73%	71%
Incentive Program	46%	46%	54%	58%	65%	54%	58%	71%	61%	73%	66%	68%	63%	63%	64%
Base Salary	56%	65%	59%	44%	54%	45%	65%	56%	63%	59%	61%	62%	60%	52%	57%

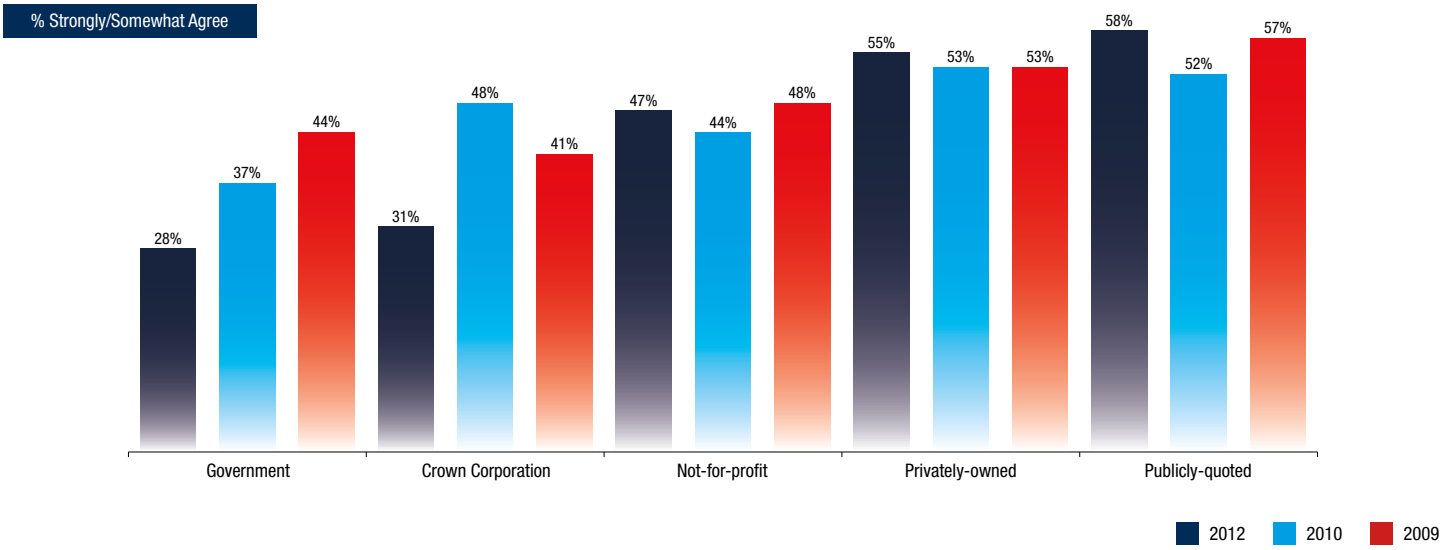
Red Data 2011 Base Salary: 51%

Perceptions of Compensation Package Reflecting Performance

When asked to evaluate whether their compensation package (salary and bonuses) reflects their performance, 41% of in-house counsel agree and 9% strongly agree that what they receive is fair, a very similar distribution compared to 2010.



How Compensation Reflects Performance



Career Plans

Nearly half (47%) of the survey respondents see themselves in the same role in the coming two years, a similar proportion to 2010 (45%).

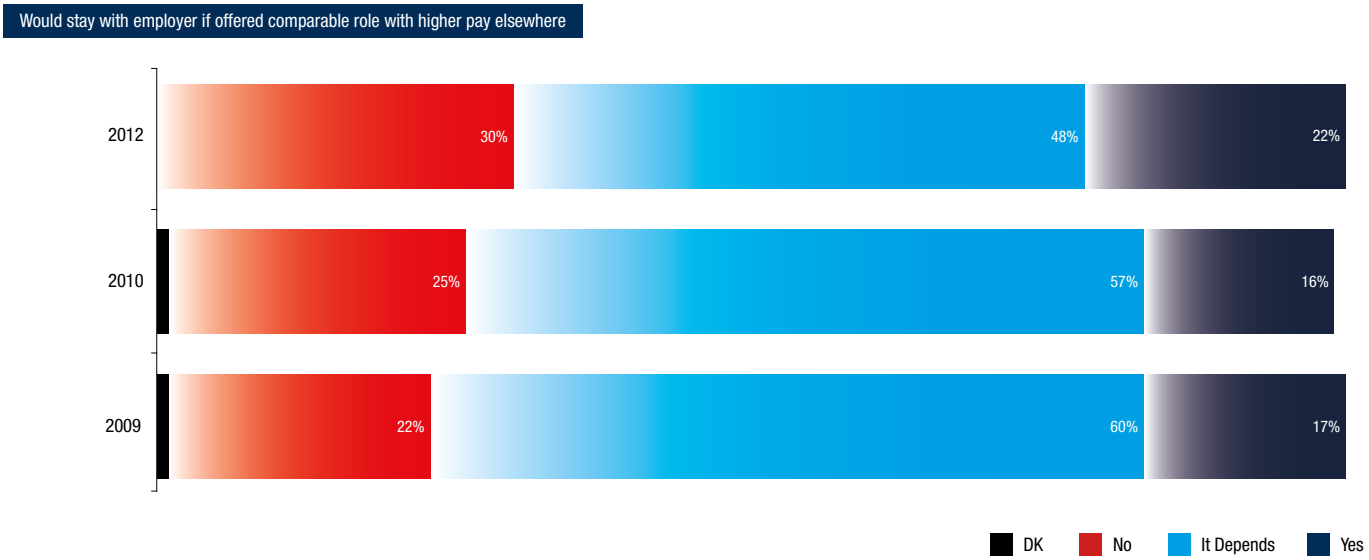
- 16% would like to have another role within the same organization
- 16% don't know
- 19% plan to work for another employer
- And 4% plan to pursue other objectives (retirement, sabbatical, private practice…)

The idea of having another role in the same organization is noticeably lower in Government (9%) and not-for-profit organizations (11%). The sentiment to remain in the same role in the next two years is highest for counsel in Crown Companies.

Loyalty to Employer

When asked if they would stay with their current employer if they were offered a comparable role with higher pay elsewhere, 3 out of 5 in-house counsel answer it depends, which is a downward trend from 2009. The proportion of those who are loyal and who are not loyal have both increased over 2010.

Loyalty to Employer



The proportion of those indicating that they would stay with their organization is consistent across role, however Legal Counsel have a higher tendency to indicate "it depends".

Career Moves

For the 48% of in-house counsel who could potentially leave their current employer, “hesitating counsel”, expectations in terms of salary increase if they accept another position are the following:

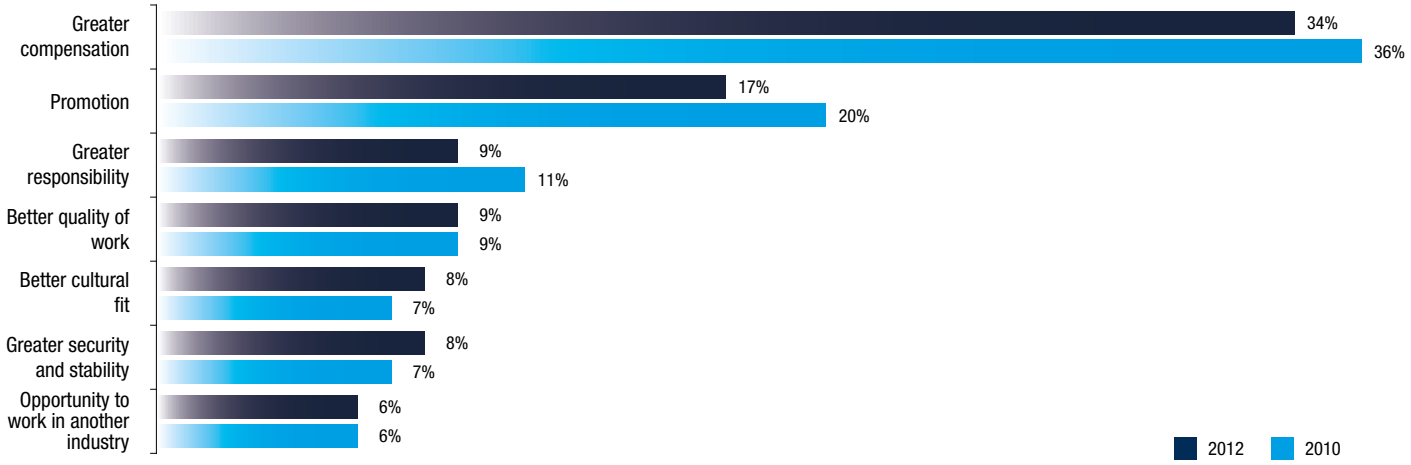
Expected Increase for Career Move

Expected Salary Increase	2012	2010	2009
1% to less than 5%	1%	2%	2%
5% to less than 10%	4%	8%	7%
10% to less than 15%	18%	18%	21%
15% to less than 20%	28%	26%	25%
20% to less than 25%	20%	21%	21%
25% or more	16%	24%	23%

General Counsel at the Director and Executive Levels express the highest expectations of a salary increase of over 20% compared to the other roles.

There are many reasons that would cause in-house counsel to consider another position. The most important factor by far is greater compensation, which remains the number one reason. The importance of promotions and greater responsibility has declined since 2010.

Factors for Career Move



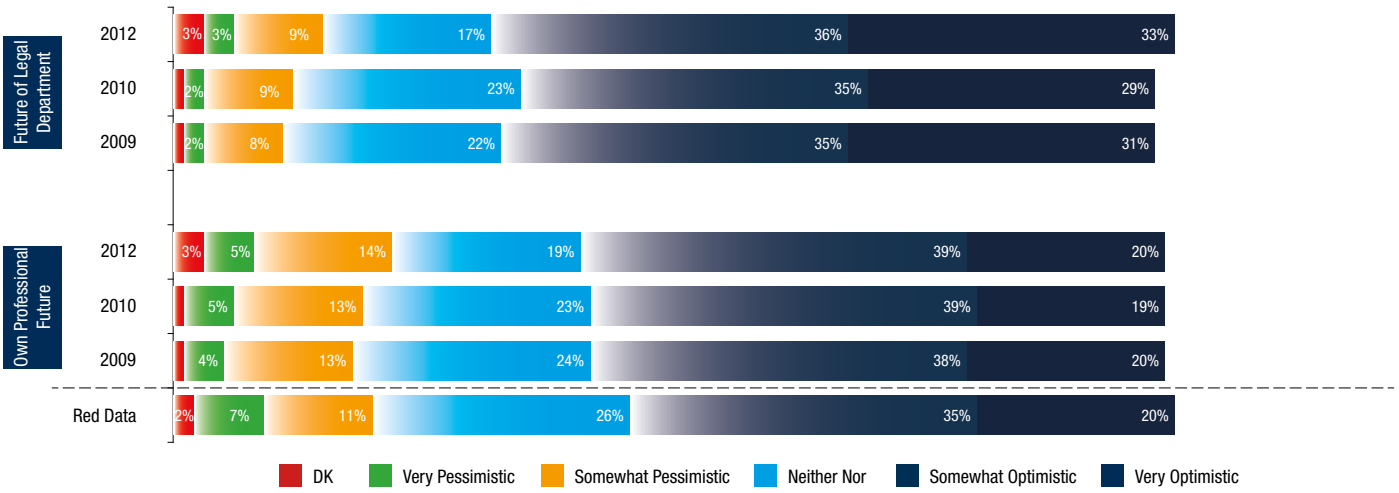
The importance of greater compensation in consideration of a new position is highest among not-for-profit organizations and Crown Corporations.

Views Toward the Future

In-house counsel are increasingly pessimistic when contemplating their professional futures at their organization. They are slightly less pessimistic when thinking about the future of their legal department.

General Counsel at the Executive Level are the most optimistic about their own professional futures (29% very optimistic vs 20% overall) as well as about the future of the legal department (50% vs 33% overall).

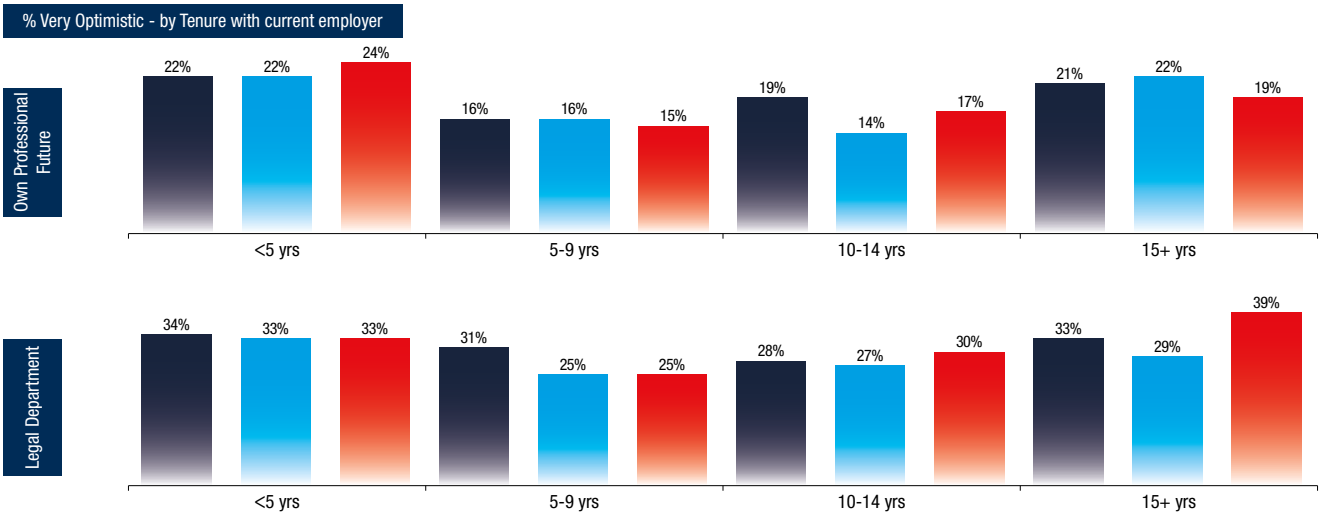
Views Toward the Future



In-house counsel in Government are the most pessimistic about their professional future, which is a switch from 2010 when publicly-quoted companies were the most pessimistic. When it comes to the future of the legal department, Government sector counsel continue to be the most pessimistic.

There is also somewhat of a honeymoon effect with regards to optimism, but optimism does increase towards the latter end of a counsel's career. Those that fall into the 10 to 14 years of experience group note a 5-point increase in optimism surrounding their own future.

Views Toward the Future



Effect of Economic Climate on the Future

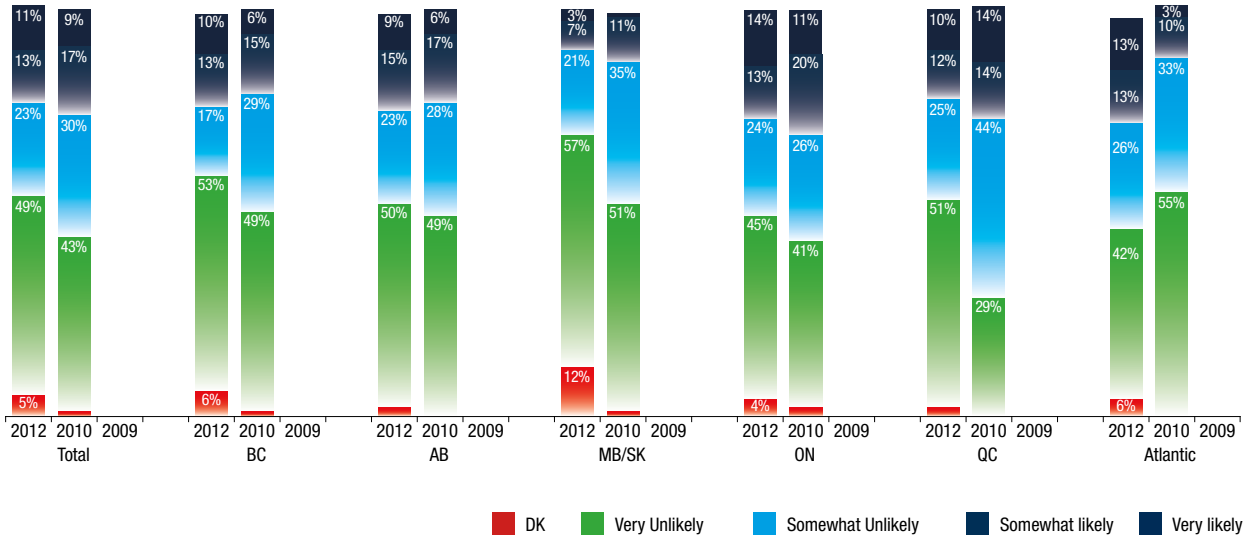
In light of the current economic climate, 24% say that they are likely to seek a position in another organization in the next six months, a level similar to that noted in 2010 (26%). The other three-quarters continue to believe that a move is unlikely.

Stability is noted in the resource industries (oil & gas and resources/mining/forestry) with a higher-than-average proportion unlikely to leave, 66% and 56% respectively. Not surprisingly, those in Government have a different perspective than they did in 2010 with 40% unlikely to leave in 2012, down from 59% in 2010.

Across regions, those in Atlantic Canada are more likely to leave than they were in 2010.

Economic Climate Effect on Future

In light of current economic climate - Likelihood to seek a position in another organization within 6 months



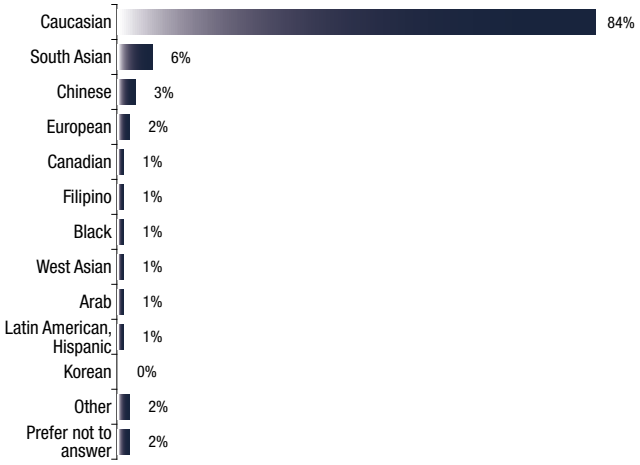
APPENDIX

Diversity Questions

Self Identification



Diversity







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The Canadian Corporate Counsel Association is the national voice and forum for in-house counsel in Canada. Our members are lawyers engaged in practice in corporations, business enterprises, associations, institutions, not-for-profit organizations, government and regulatory boards and agencies, Crown corporations, and regional or municipal corporations. We also welcome associate members from law firms whose support and expertise enrich our educational programs and events.

The objectives of the CCCA are:

- to provide a national forum for in-house counsel to develop their professional skills and careers;
- to promote a better understanding of and appreciation for the professional role and function of corporate counsel;
- to provide products and services to support members in their role as corporate counsel;
- to facilitate networking among members;
- to sponsor and endorse seminars and other meetings, and to produce publications and other communications, that promote the continuing professional development of corporate counsel;
- to work with other Conferences, Sections and Committees of the Canadian Bar Association on matters of mutual concern;
- to liaise with corporate counsel organizations in other jurisdictions; and to promote CCCA and CBA membership.

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