THE COUNSEL NETWORK

In-House Counsel Compensation & Career Report 2020

CCCA
ACCJE
Canadian Corporate Counsel Association
Association canadienne des conseillers et conseillères juridiques d'entreprise

THE CANADIAN BAR ASSOCIATION
L'ASSOCIATION DU BARREAU CANADIEN



Message from the Executive

DEAR COLLEAGUE:

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

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

Who uses the results from this survey?

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

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

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



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Warren Smith

Why Choose The Counsel Network?

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

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

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

WE ARE TRUSTED ADVISORS

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

WE VALUE RELATIONSHIPS

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

WE ARE DISTINGUISHED IN THE LEGAL FIELD

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

WE ARE KNOWLEDGE LEADERS

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

WE ARE DIVERSE

We believe diversity is one of our greatest strengths as a company. We are committed to fostering an inclusive environment for our team and by committing our time and expertise to support diverse causes in business and legal communities across the country.

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

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Introduction

Background

Bramm Research was commissioned by The Counsel Network in partnership with the Canadian Corporate Counsel Association (CCCA) to conduct the 2020 In-House Counsel Compensation & Career Survey.

The purpose of this study is to report and benchmark compensation and career-related topics for Canada's in-house counsel community. Similar studies were conducted in 2018, 2016, 2012, 2010 and 2009. The survey was conducted prior to the Covid-19 pandemic and its results were released in May.

The survey asked over 100 questions covering the following topics:

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

Methodology

Survey invitations were sent out via email by Bramm Research to 7,630 in-house counsel on January 14, 2020. The fieldwork closed on February 28, 2020. A total of 1,141 respondents took part in this survey. This represents a response rate of 15%.

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

With a total sample of 1,141, the margin of error is plus or minus 3 percentage points at the 95% confidence level. If, for example, 50% of the respondents say that they receive a particular benefit, then we can be reasonably sure (19 times out of 20) of an accuracy within +/- 3 %. This means that a total census of all in-house counsel would reveal an answer of not less than 47% and not more than 53%.

Executive Summary

Introduction

The 2020 In-House Counsel Compensation & Career Survey was commissioned by The Counsel Network in partnership with The Canadian Corporate Counsel Association (CCCA). This is the sixth wave of this research. Previous studies were conducted in 2018, 2016, 2012, 2010 and 2009. The survey was conducted prior to the COVID-19 pandemic.

The final sample population consisting of 1,141 respondents provides a good cross section of in-house counsel. Respondents are located in all major cities across Canada and include a variety of sectors and titles. Geographically, a very large portion of respondents come from Ontario (38%), Alberta (24%) and British Columbia (21%). These three provinces comprise 83% of the total sample. Sixty-nine percent of respondents live in the major cities of Toronto, Calgary, Vancouver, Edmonton, Montreal and Winnipeg. There is no change in the total figure of the same cities, which in 2018 also was 69%.

In comparison to 2018, approximately the same percentage of in-house counsel work for privately-owned companies (35%) and publicly-quoted companies (30%). Crown corporations and government comprise 13% each. Not-for-profit organizations make up 10% of the sample.

When it comes to organization size, in-house counsel is divided across three tiers of company size, i.e., those with less than 1,000 employees, those between 1,000 and 5,000 employees, and those with 5,000 or more employees. The percentages working for the three tiers remain relatively consistent when we compare 2020 and 2018. The majority of in-house counsel (44%) work for companies with less than 1,000 employees. The percentage of in-house counsel working for medium-sized companies stands at 25%. Thirty percent are employed by large-sized companies.

Around a quarter (24%) of respondents have spent six to ten years in practice followed by 32% of those who spent over 10 years. The average number of years in practice is 14.3. There were only slight changes in the breakdown compared to 2018.

National Average Base Salary

In 2020, the national average base salary stands at $167,500, which is slightly higher when compared to the $163,000 reported in 2018. Based on organization type, we note that the average base salary for in-house counsel in both publicly-quoted and privately-owned companies is higher than government or Crown corporation in-house counsel.

Both Ontario and Alberta report average base salaries that are above the national average. This is consistent with the results in 2018. Looking more closely at Alberta, we see that the average base salary has declined in Calgary but increased in Edmonton.

Salaries in British Columbia and Quebec are slightly below the national average. The average base salary in Atlantic and Central Canada continue to lag behind the national average.

Industry Trends

Consistent with the previous survey, financial services and insurance continues to be the sector most represented by in-house counsel. This declined slightly (3%), from 18% in 2018 to 15% in 2020. The oil & gas industry and government are the next two most represented sectors. Oil & gas declined slightly from 8% to 7%, while government grew from 10% to 11%.

This year, we see the highest average base salaries are being paid to those employed by resources/ mining/forestry ($224K), manufacturing/automotive/ aerospace/chemical ($193K), oil & gas ($190K), real estate ($180K), retail/hospitality, food and beverage, consumer products ($174K), construction ($173K), information technology ($170K).

The largest gains in annual base salaries from 2018 to 2020 are in resources/mining/forestry (up $31K), manufacturing/automotive/aerospace/chemical (up $28K), and financial services/insurance (up $15K).

The most substantial downward shifts in annual base salaries from 2018 to 2020 are in pharmaceuticals/ medical (down $13K), construction (down $10K), and oil & gas (down $6K).

Gender

This year, for the second time, female participants outnumber men (51% female compared to 46% male). On average, the salary of female in-house counsel is lower than their male counterparts.

In 2020, the average male base salary stands at $177,000, which is $19,000 higher than the average female base salary of $158,000. This gap remains the same as reported in 2018.

We note substantial gender differences at the higher wage levels. For example, 30% of males have a mean salary over $200,000 compared to 19% of females who earn that amount.

Women are paid less than men at all job role levels. For Senior Counsel, the male-female gap is the smallest ($3,000) to the male's advantage. At the GC Executive Level, the male advantage is $23,000. This difference is larger in 2020 than 2018.

One factor that partially explains the salary discrepancy between males and females relates to an analysis of gender and sector. When we compare the differences in base salary across the five sectors, we see that base salaries are the lowest for government, Crown corporations and not-for-profits. These sectors employ the highest proportion of females.

Legal and Managerial Work

When it comes to managerial work, it is not surprising that those with higher seniority positions at the Executive or Director Level spend more of their time on managerial work, at 38% and 31%, respectively. In comparison, Legal and Senior Counsel spend 11% and 14% of their time on managerial work, respectively. The percentage of in-house counsel doing managerial work declined. The percentage of in-house counsel doing managerial work declined for Crown corporations, government, and publicly-quoted companies. For all five categories of organizations, the percentage of time spent on managerial work is tightly grouped within the 18% to 26% range.

Satisfaction

This year, 34% of in-house counsel are very satisfied with work-life balance, and 40% are somewhat satisfied, for a combined total of 74%. This is a slight increase compared to 2018.

Satisfaction with career mobility within the organization demonstrated a slight improvement. In 2018, 31% were very or somewhat satisfied, while in 2020, this figure grew to 35%.

Respondents show the greatest level of satisfaction with their benefits (70%), followed by their incentive program (59%). Slightly less (55%) say that they are very/somewhat satisfied with their base salary.

Future Outlook

We continue to see a majority of in-house counsel (48%) reporting increases in the size of their legal departments as opposed to decreases (8%). With regards to optimism, we see small increases regarding the future of their organization's legal department and their professional future with the organization.

Diversity

Seventy percent of respondents agreed to provide answers to a series of self-identification questions. Just under one-quarter (23%) of this group are Racialized lawyers. Lawyers who are Racialized report a mean salary that is $12K below that reported by non-Racialized Lawyers. As well, they are less represented at the two highest job titles: Executive Vice-President Legal (1% Racialized vs 3% non-Racialized) and Vice-President Legal (4% Racialized vs 8% non-Racialized). In part, this disparity may be explained by the small sample size and the fact that persons who are Racialized also have a much lower number of years in practice (10.6 years vs 15.5 years).

Persons with disabilities (5%) report a mean salary that is $18.5K less than non-disabled persons. This may be a function ofthe workplace. Persons with disabilities are more highly represented in government and financial services, which both have lower reported mean annual base salaries.

Respondent Profile

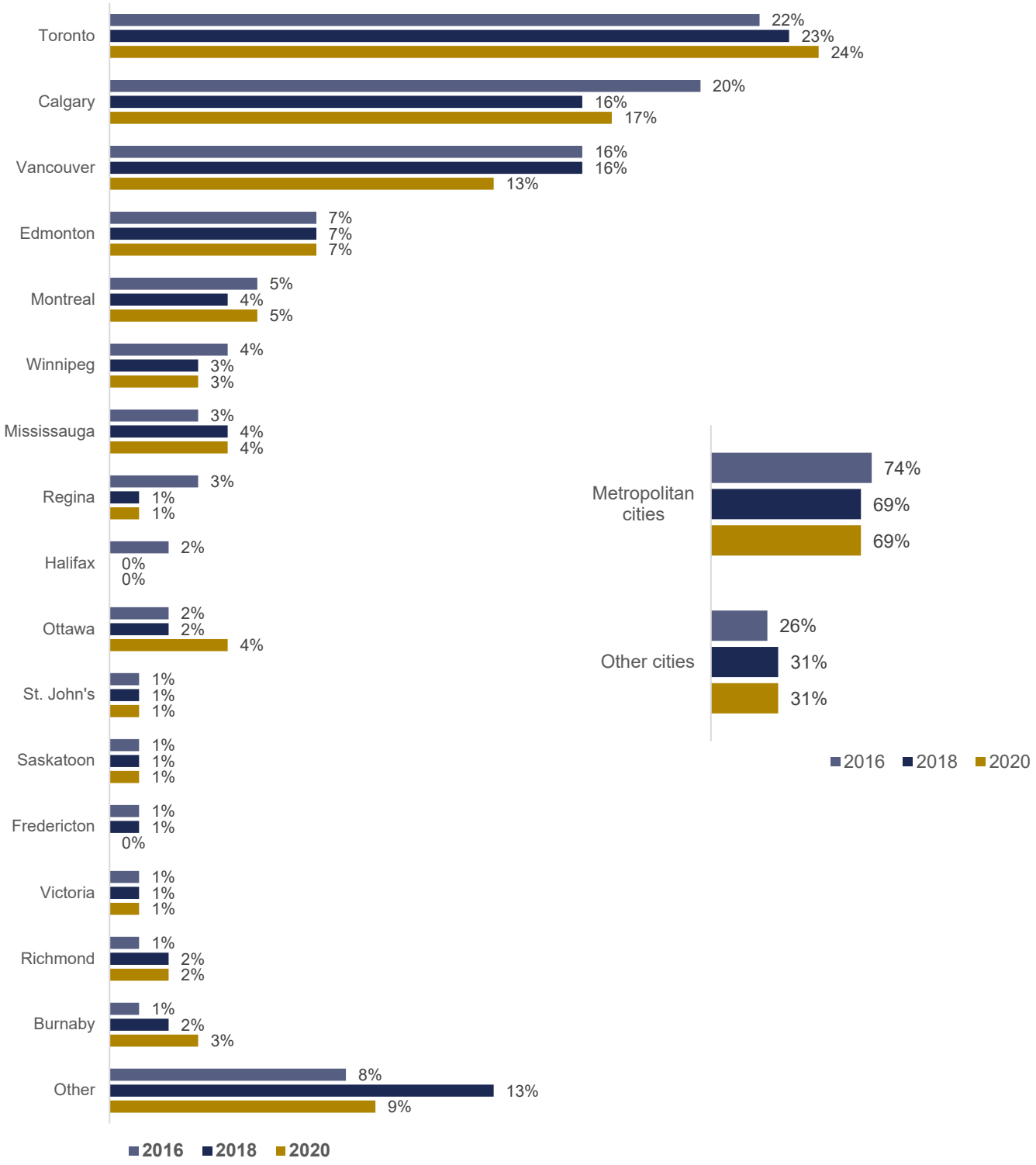
A total of 1,141 counsel participated in the 2020 In-House Counsel Compensation & Career Survey. The provincial and regional breakdowns are shown below.



West	45%
Central	6%
Ontario	38%
Quebec	5%
Atlantic	5%

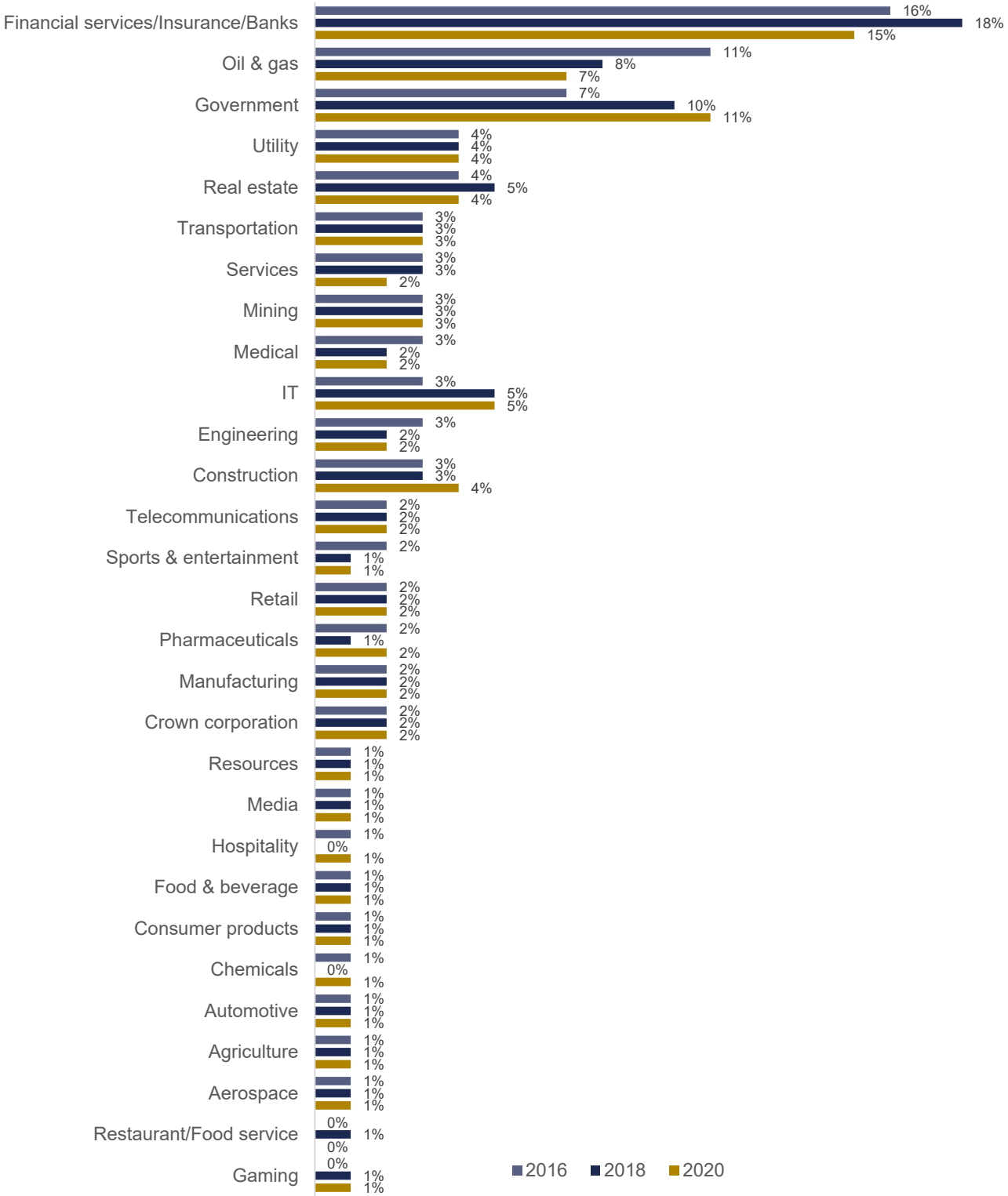
Cities

Sixty-nine percent of respondents live in the top six major cities of Toronto (24%), Calgary (17%), Vancouver (13%), Edmonton (7%), Montreal (5%) and Winnipeg (3%). This is not surprising since in-house counsel are most likely to work in the entities' head office, which are most often located in the larger urban centres. We see the biggest change in Vancouver, which dropped from 16% (2018) to 13% (2020).



Industry

Both privately-owned and publicly-quoted organizations are represented in this study. Consistent with the previous surveys, financial services/insurance/banks industry continues to be the sector most represented by in-house counsel. It declined slightly (3%), from 18% in 2018 to 15% in 2020. The oil & gas industry and government are the next two most represented industries. Oil & gas declined from 8% to 7%, while government grew from 10% to 11%.

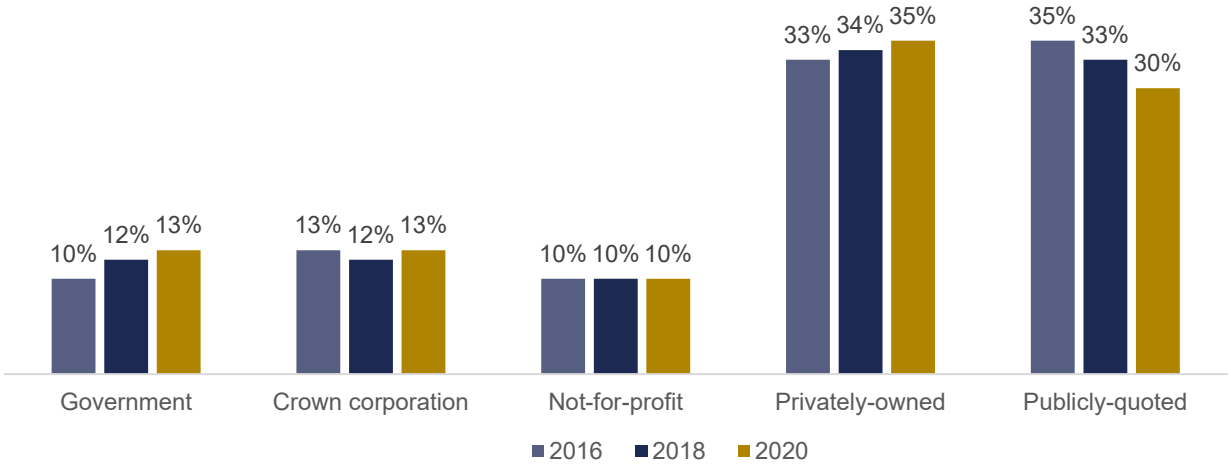


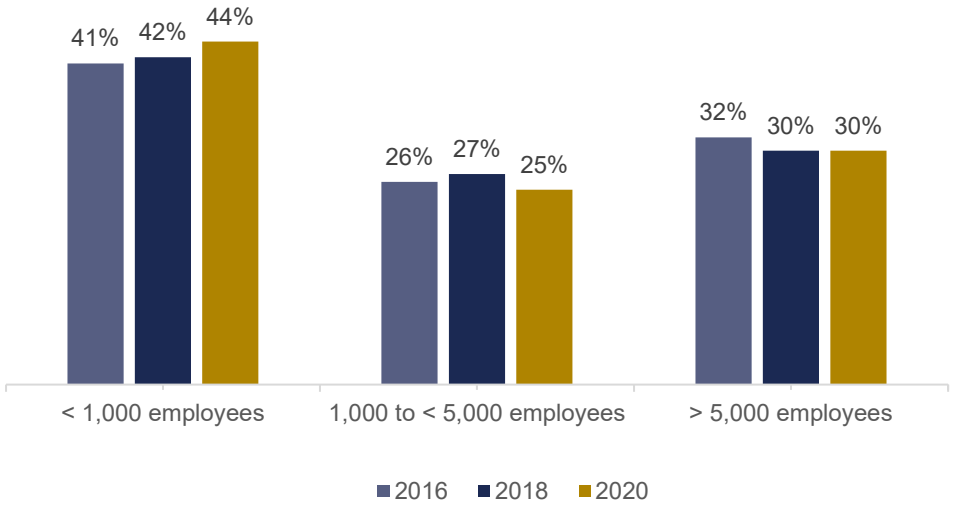
Organization Type and Size

The percentage of in-house counsel working for privately-owned companies stands at 35% vs 30% working for publicly-quoted companies. The percentage working for publicly-quoted companies has declined somewhat over the past three surveys.

Crown corporations and government comprise 13% of the sample each. Not-for-profits represent 10%.

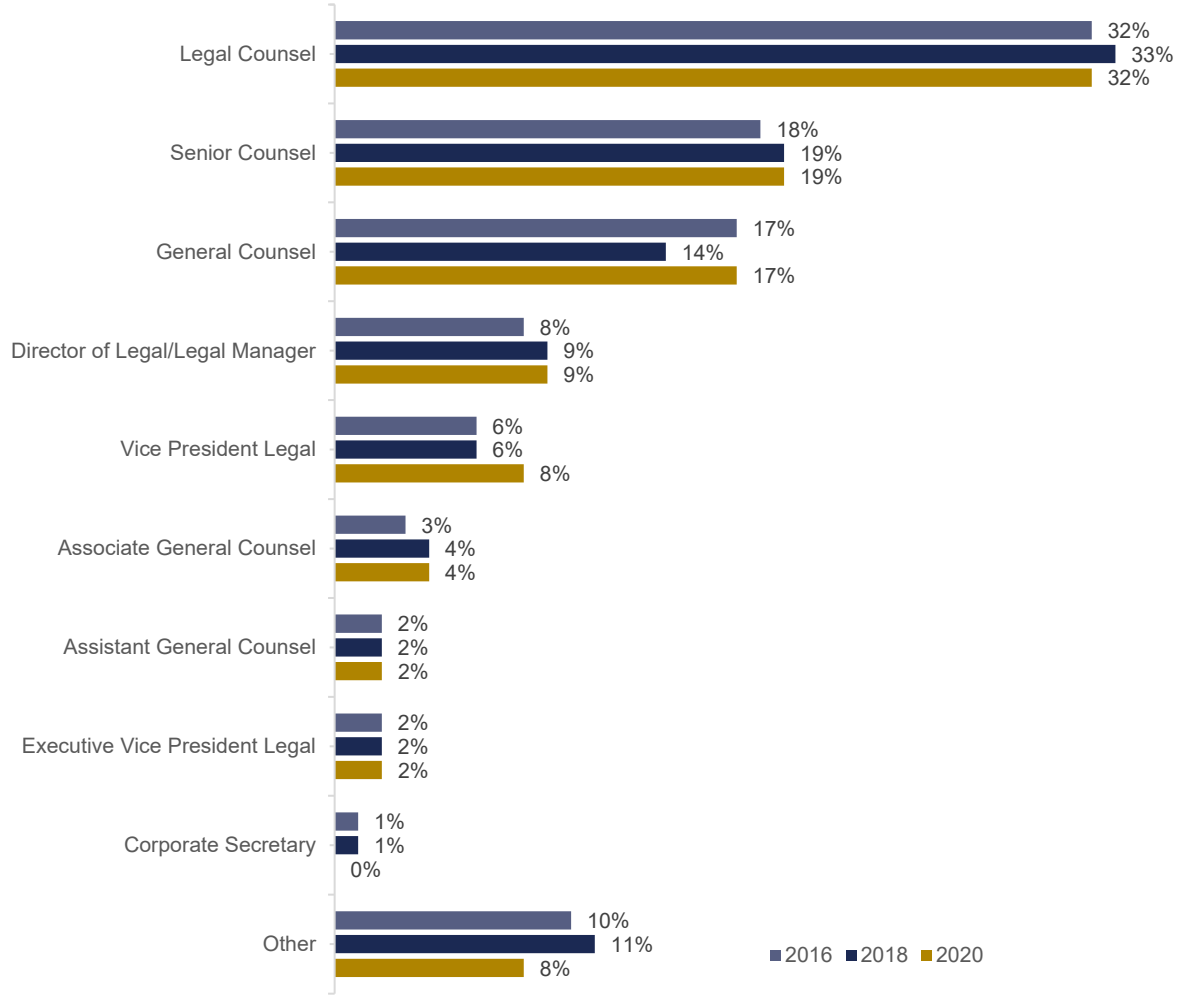
When it comes to organization size, in-house counsel is divided across three tiers of company size, i.e., those with less than 1,000 employees, those between 1,000 and 5,000 employees, and those with 5,000 or more employees. The percentages working for the three tiers remain relatively consistent when we compare 2020 and 2018. The majority of in-house counsel (44%) work for companies with less than 1,000 employees. The percentage of in-house counsel working for medium-sized companies stands at 25%.
Thirty percent are employed by large-sized companies.





Title and Position*

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



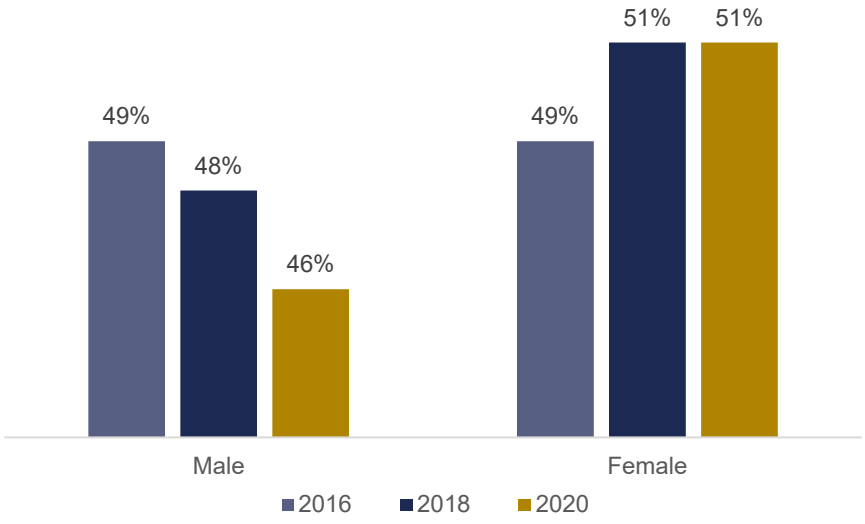
* Some titles have been combined to create five grouped categories. These combined categories are shown below along with base sizes.

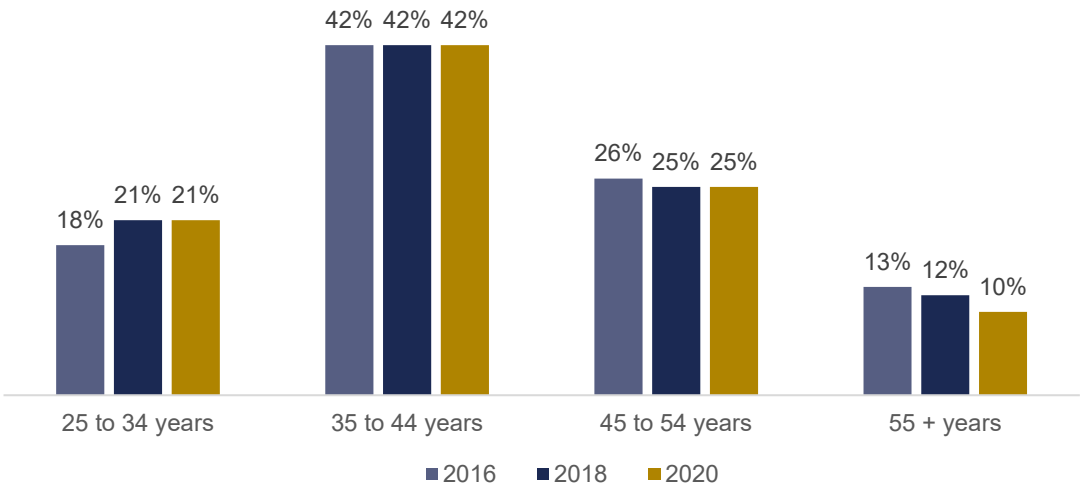
Titles	Base sizes
General Counsel at Executive Level – Combines Executive VP Legal and VP Legal	2016 n=75; 2018 n=73; 2020 n=119
General Counsel at Director Level – Combines General Counsel and Director of Legal/Legal Manager	2016 n=245; 2018 n=207; 2020 n=316
Assistant and Associate General Counsel have been combined into one category	2016 n=54; 2018 n=50; 2020 n=63
Senior Counsel	2016 n=176; 2018 n=171; 2020 n=222
Legal Counsel	2016 n=308; 2018 n=300; 2020 n=377

Gender and Age

In 2020, females slightly outnumber males at 51% and 46% respectively. (This year, 3% of our respondent base did not wish to identify their gender).

The average age of in-house counsel is 43. The majority (67%) of in-house counsel are aged 35 to 54.





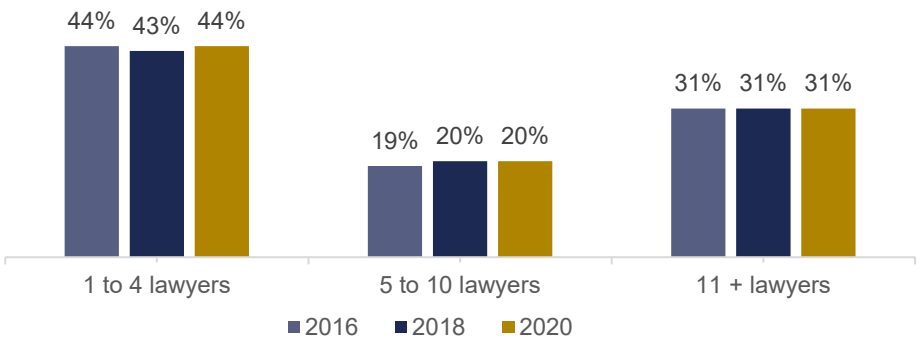
In-House Counsel at Work

Size of Legal Department

The median size of the legal department amongst those participating in this survey is five. This is consistent with 2018.

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

Number of lawyers



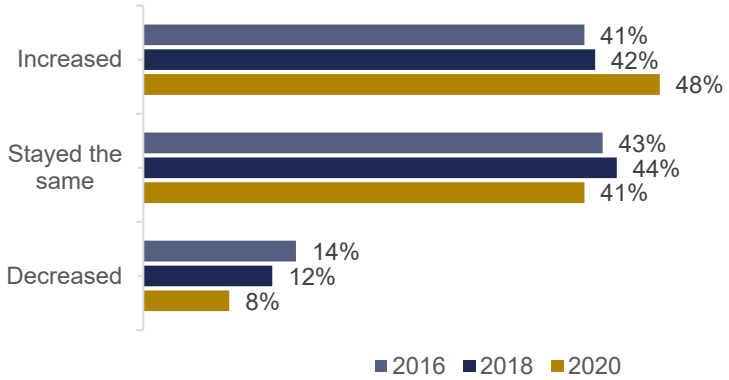
Change in Size of Legal Department

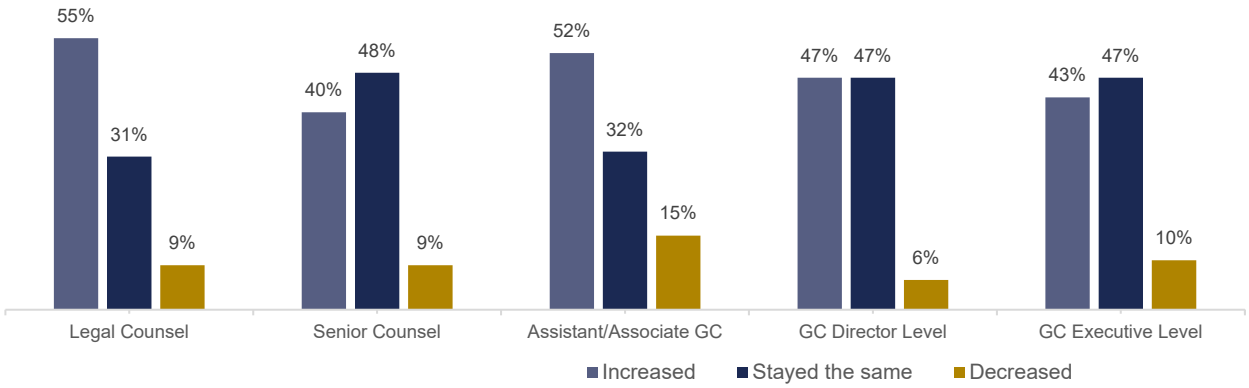
In 2020, 41% of in-house counsel report that their legal department has remained the same size since 2018. Forty-eight percent increased in size over the past two years. The percentage of those that dropped in size is 8%. This drop is most frequently mentioned in Alberta (14%).

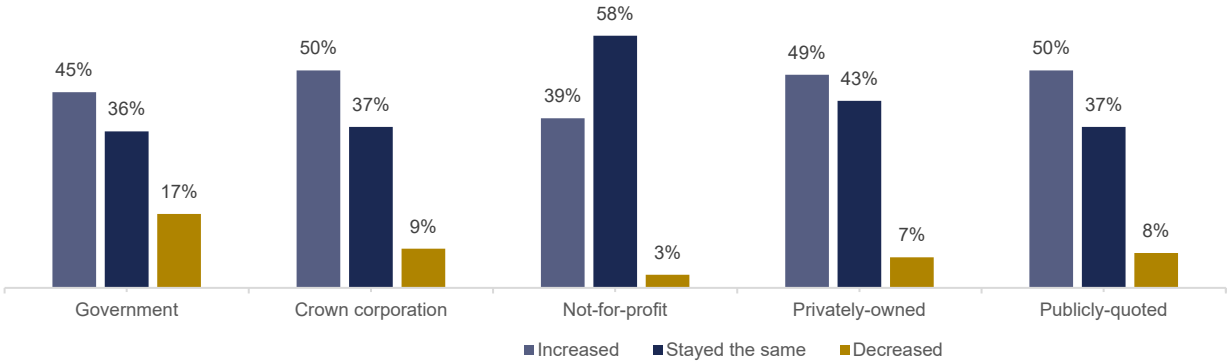
The highest likelihood of reporting increases in size of legal departments is Legal Counsel at 55%, followed by Assistant/Associate GS at 52%.

The likelihood of an increase in size of the legal department is highest with Crown corporation (50%) and publicly-quoted (50%). More than half (58%) of not-for-profit companies remain the same.

Number of lawyers in legal department



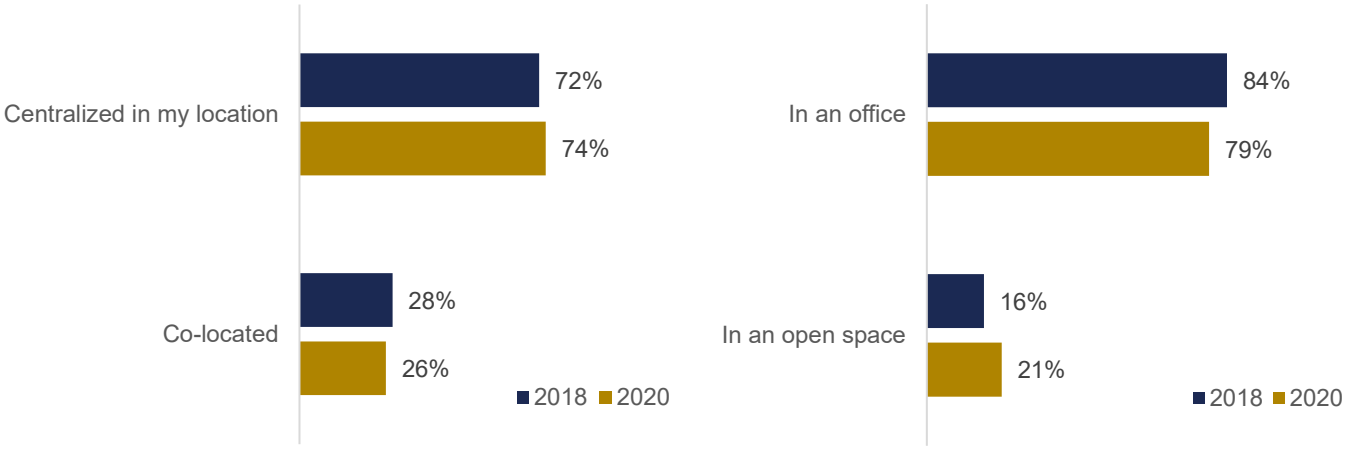




Office Location

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

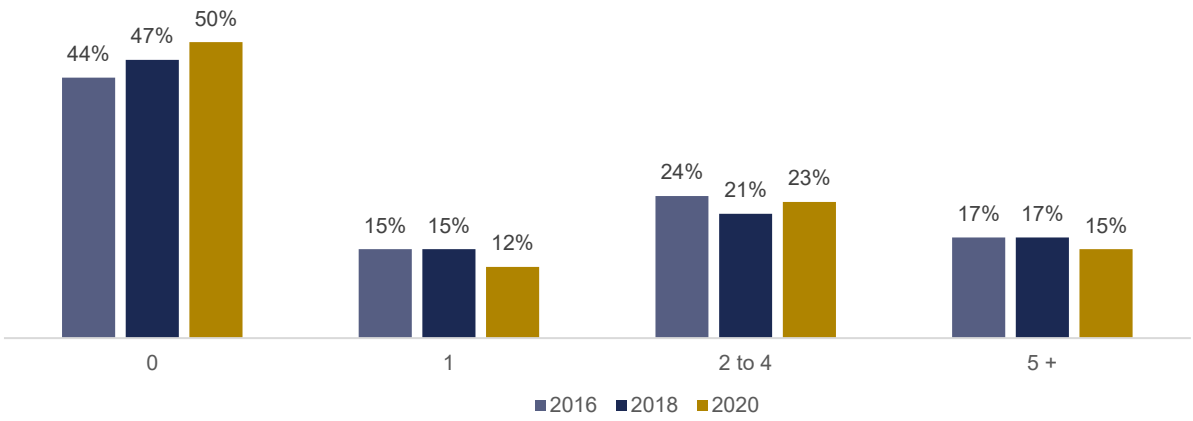
We see that the majority (79%) are located in an office and centralized at their location (74%).



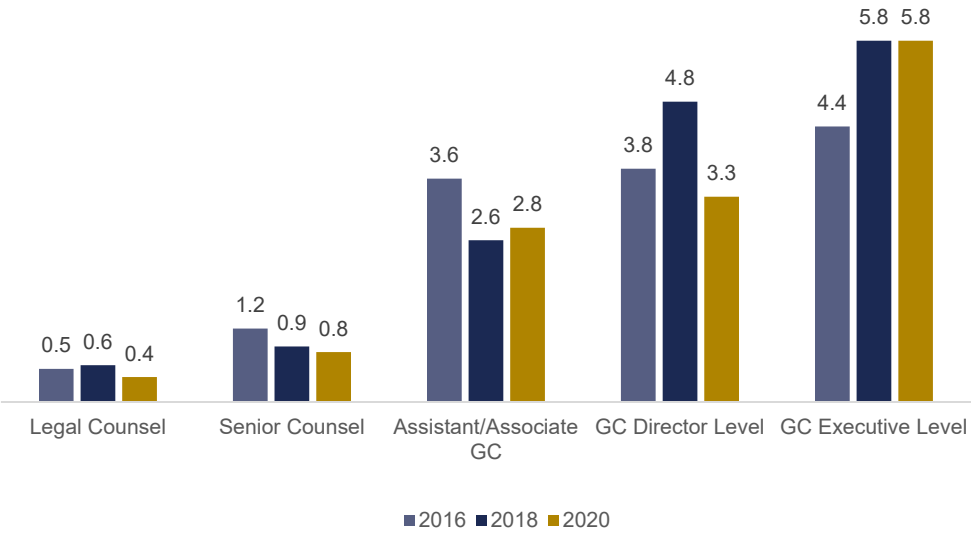
Reporting Structure

On average, our sample of in-house counsel tell us they have 2.2 direct reports. Half of those surveyed (50%) do not have any direct reports. This percentage has increased from the 47% reported in 2018. Of the 50% of respondents who do have direct reports, the greatest percentage have two to four reports. When split out by primary role, it is clear that the number of direct reports increases for more senior positions.

Number of reports



Mean number of reports (including 0)



PAST EMPLOYMENT AND TENURE

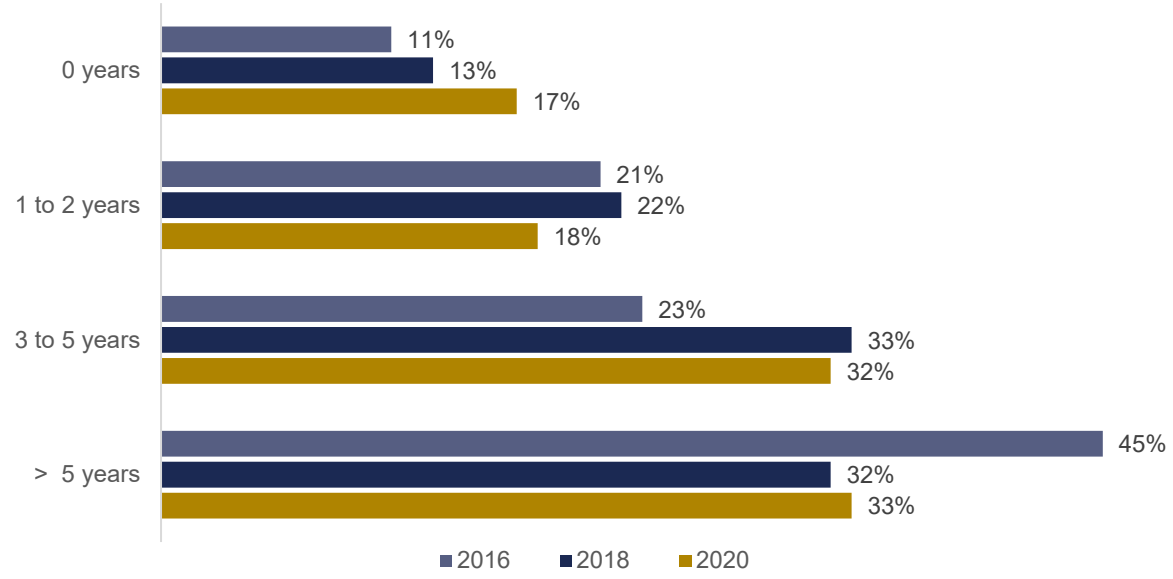
Tenure in Private Practice

This year, 84% of in-house counsel report working in private practice before going in-house.

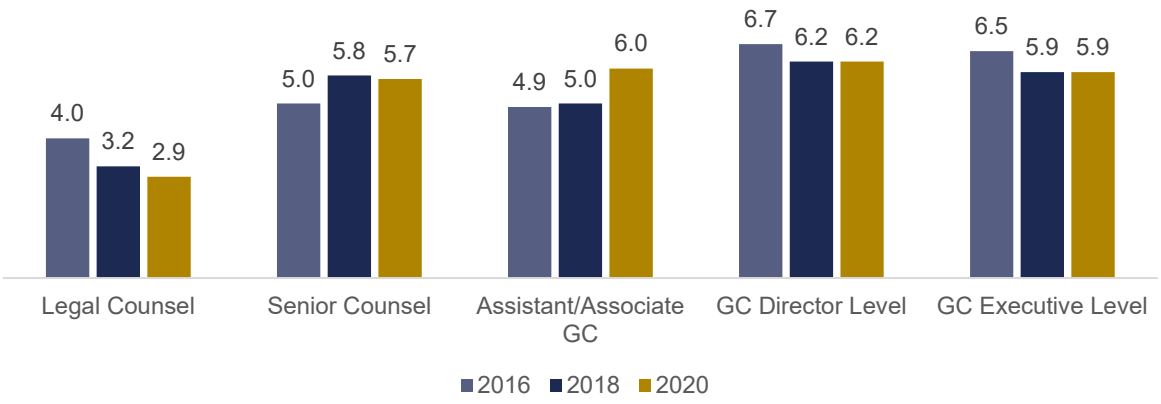
The average tenure in private practice is 5.0 years. The greatest percentage of respondents (33%) had spent more than five years in private practice before going in-house. The next highest (32%) spent three to five years in private practice.

The number of years spent in private practice is highest with the GC Director Level (6.2 years), followed by the Assistant/Associate GS (6.0 years) and GS Executive Level (5.9 years). The lowest number is with Legal Counsel at 2.9 years.

Years spent in private practice



Mean number of years spent working in private practice

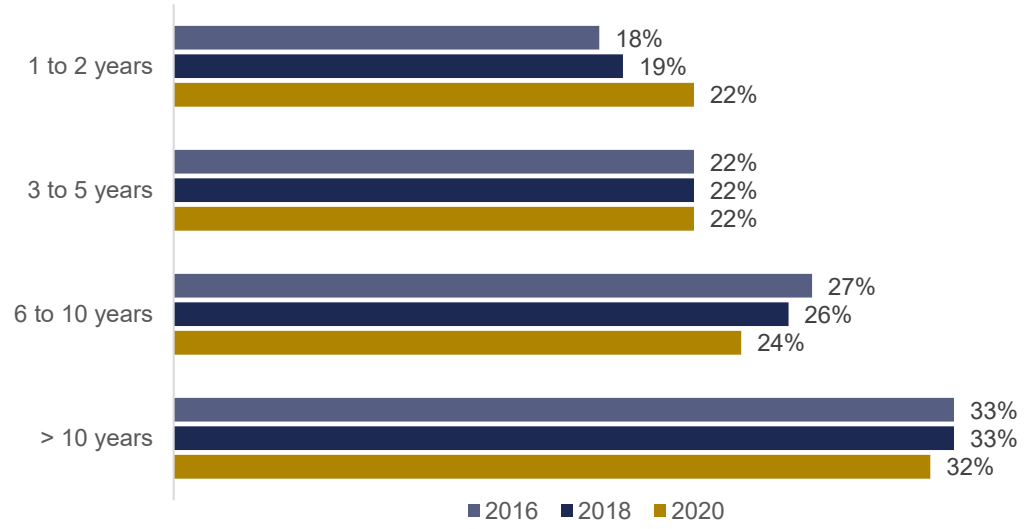


Tenure as In-House Counsel

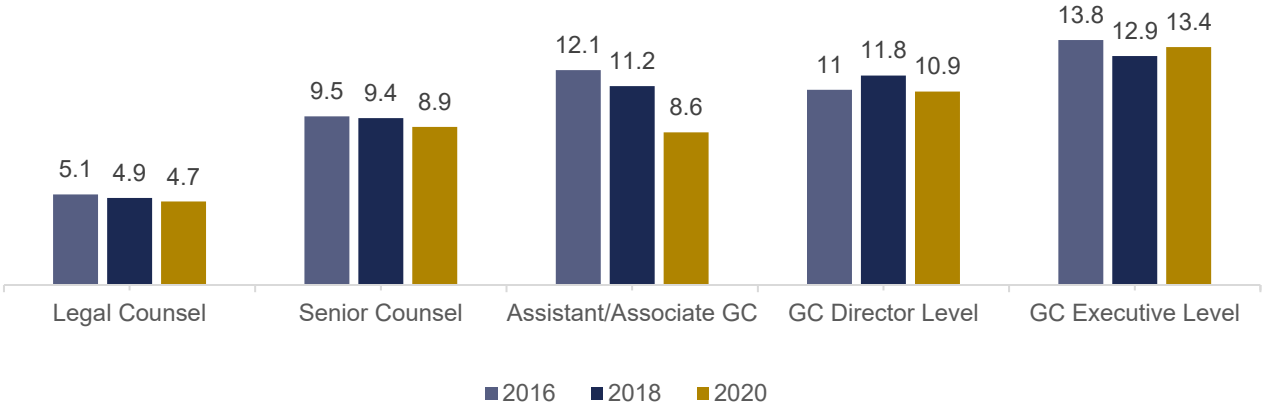
Fifty-six percent of respondents have spent more than six years working as in-house counsel. The average number of years working as in-house counsel is 8.6. GC Executive Level respondents have an average of 13.4 years of experience, while, at the other end of the spectrum, Legal Counsel have 4.7 years.

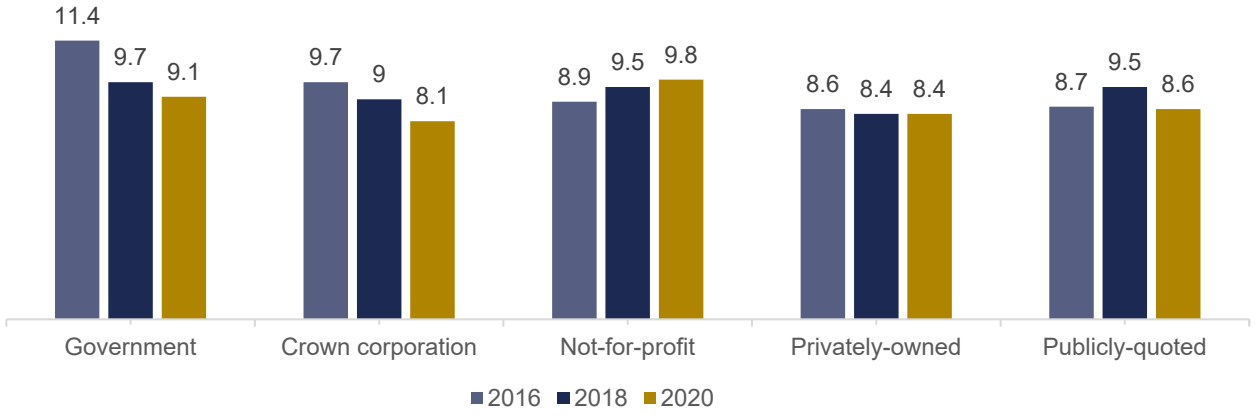
Those working in the not-for-profit sector have the highest average number of years as in-house counsel at 9.8. This is followed by those working in government sector at 9.1 years. The lowest is for those working in privately-owned companies at 8.4 years.

Years spent working as in-house counsel



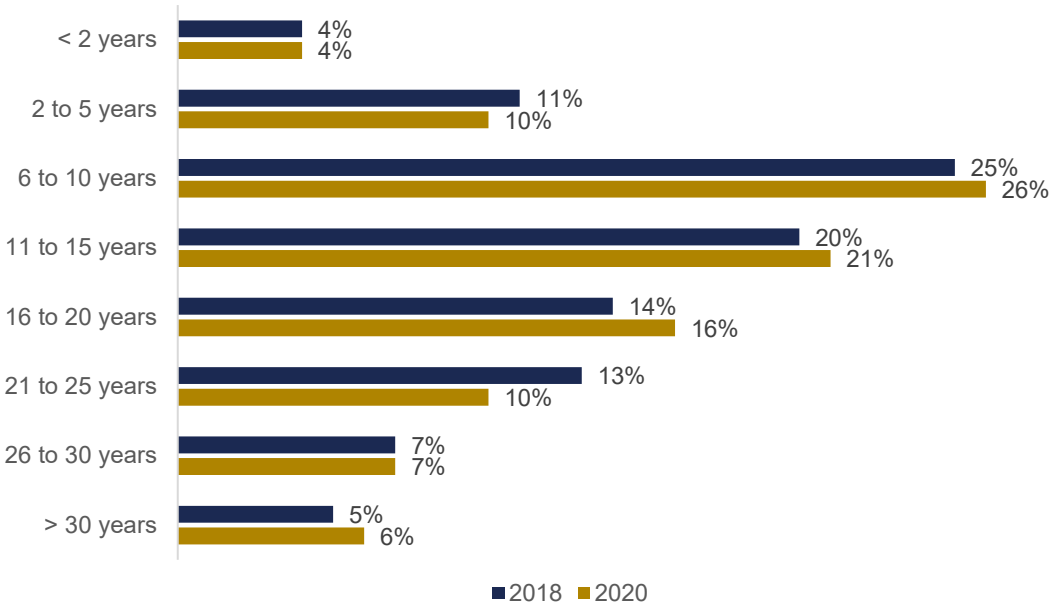
Mean number of years spent working as in-house counsel





Years in practice (year called to the bar to present)

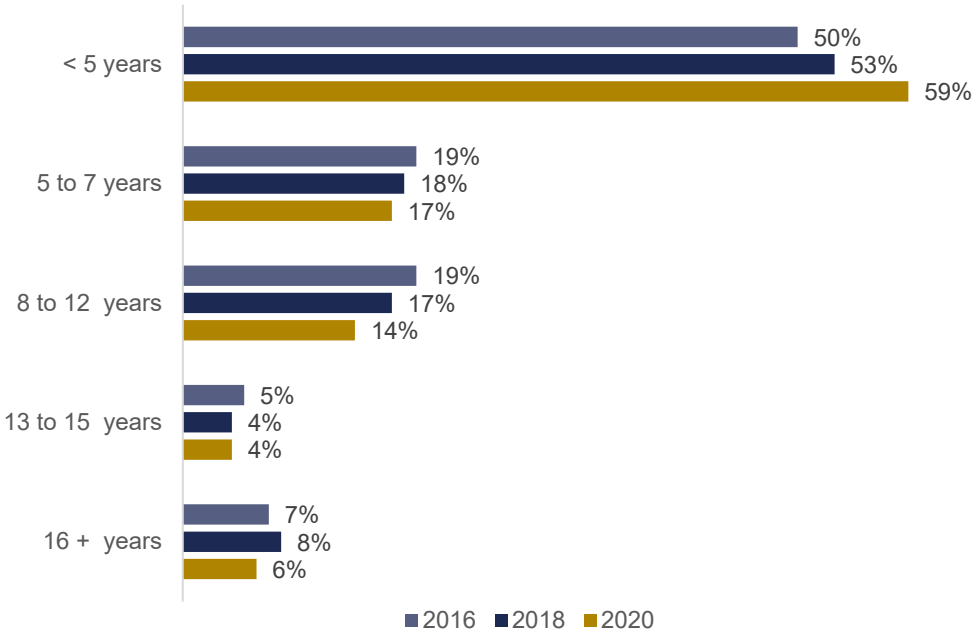
Around a quarter of respondents have spent six to ten years in practice, followed by 21% of those who spent 11 to 15 years. The average number of years in practice is 14.3. There were only slight changes in the breakdown compared to 2018.



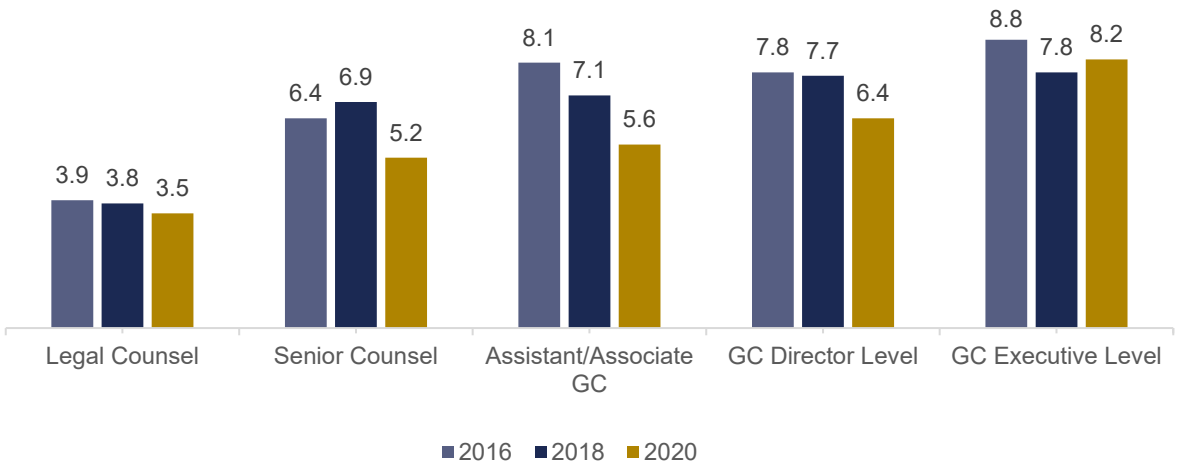
Tenure with Current Employer

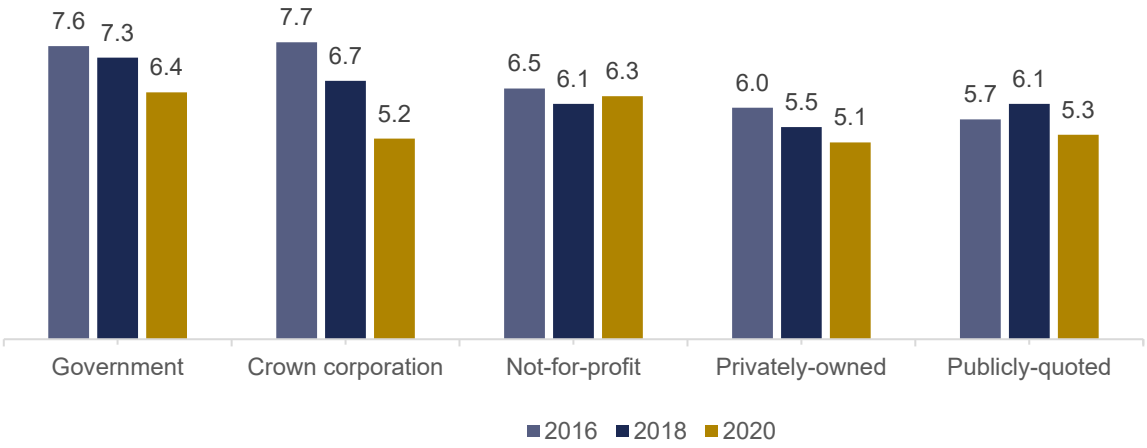
More than half (59%) of in-house counsel have spent fewer than five years with their current employer. In general, the more senior the position, the more years of experience with the same employer. At the highest level of GC Executive, individuals average 8.2 years of tenure with their current employer, while at the lowest level of Legal Counsel the average is 3.5 years. Government and not-for-profits have the most years of experience with 6.4 years and 6.3 years, respectively. Publicly-quoted and Crown corporations are close at 5.3 and 5.2 years, respectively

Years spent working with current employer



Mean number of years with current employer




7.6
7.3
6.4
7.7
6.7
5.2
6.5
6.1
6.3
6.0
5.5
5.1
5.7
6.1
5.3
Government
Crown corporation
Not-for-profit
Privately-owned
Publicly-quoted
2016
2018
2020

JOB CONTENT

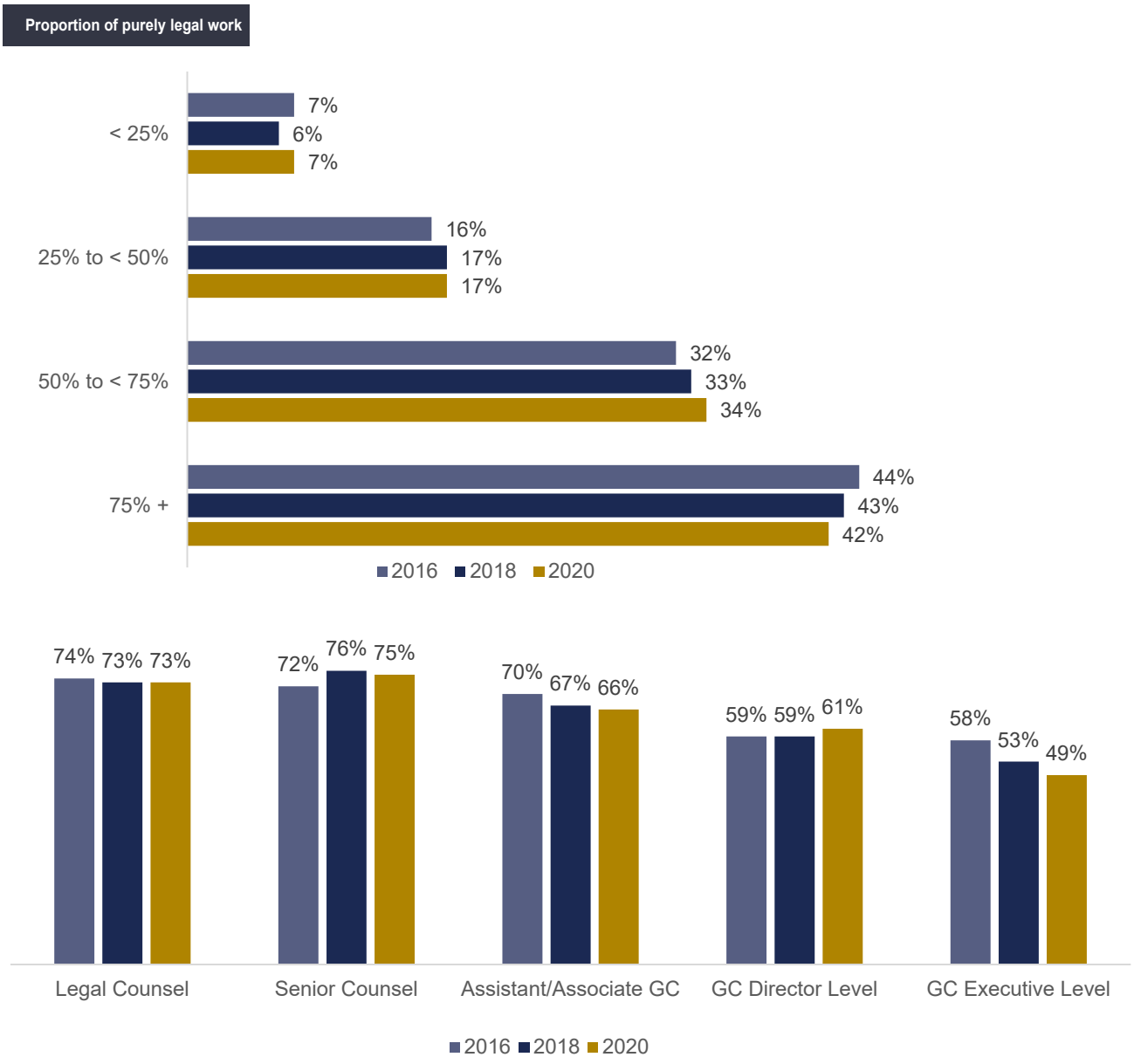
Proportion of Legal Work

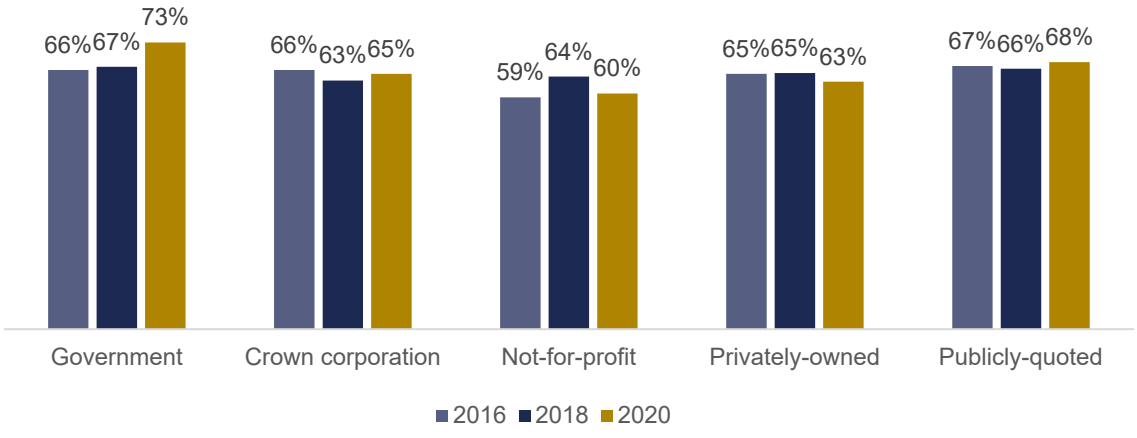
On average, in-house counsel spend two-thirds (66%) of their time on purely legal work.
Forty-two percent of respondents say they spend 75% or more of their time on purely legal work.

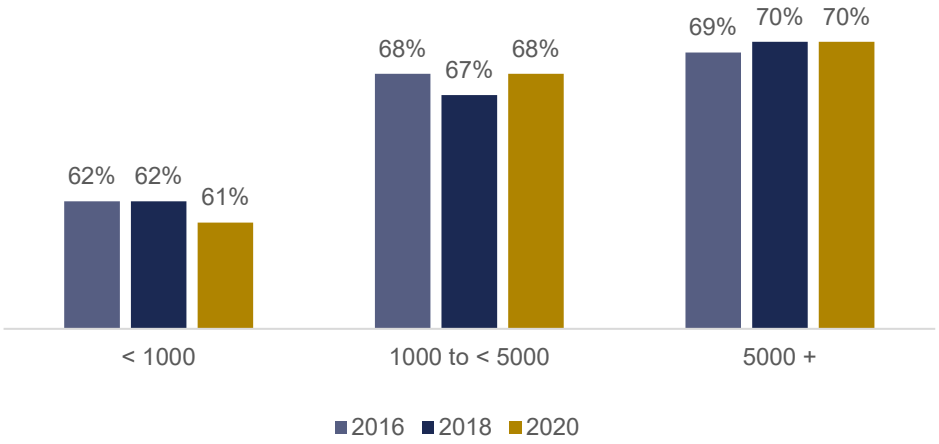
Generally, the more senior the position, the less time spent doing purely legal work. The GC Executive Level spend the least amount of time (49%) on purely legal work.

Privately-owned and Crown corporations spend approximately two thirds of their time on purely legal work. Government and publicly-quoted organizations are relatively higher percentages: 68% and 73%, respectively.

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

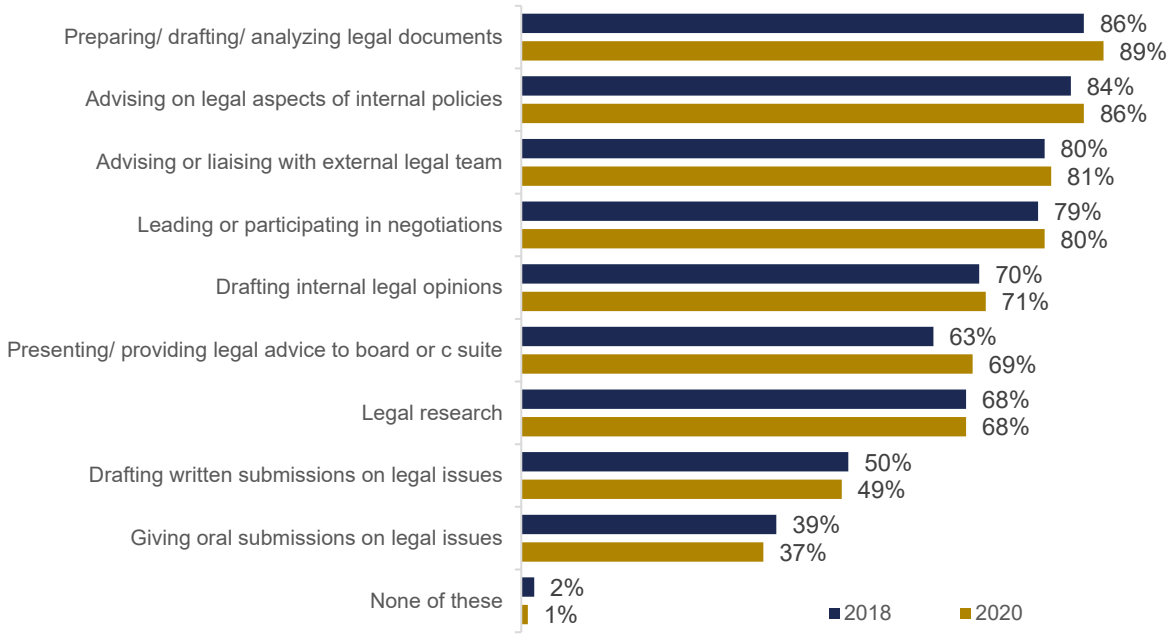



66%
67%
73%
66%
63%
65%
59%
64%
60%
65%
65%
63%
67%
66%
68%
Government
Crown corporation
Not-for-profit
Privately-owned
Publicly-quoted
2016
2018
2020


62%
62%
61%
68%
67%
68%
69%
70%
70%
< 1000
1000 to < 5000
5000 +
2016
2018
2020

Legal Activities and Tasks

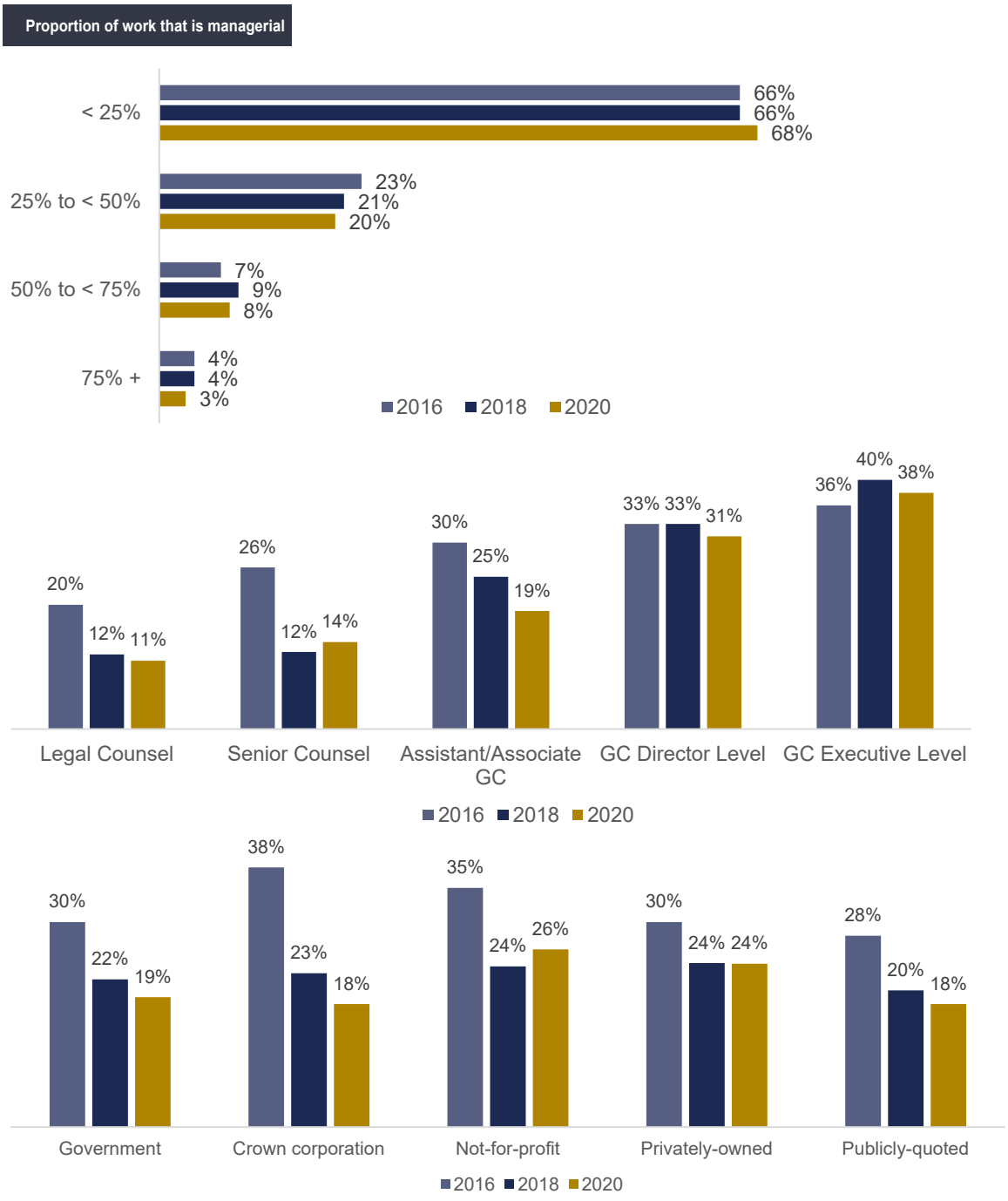
We asked respondents to tell us what legal activities and tasks they performed. This was accomplished by providing a list of activities and asking the respondent to check all that apply. Responses to the question have been ranked in the chart below.



Proportion of Managerial Work

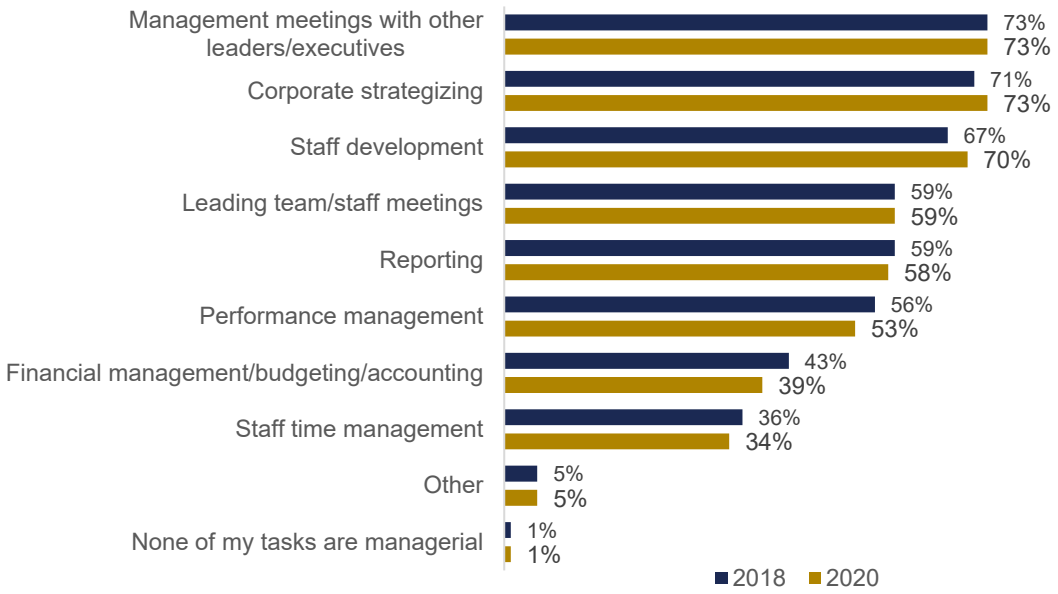
When it comes to managerial work, it is not surprising that those with higher seniority positions at the Executive or Director Level spend more of their time on managerial work, at 38% and 31%, respectively. Legal and Senior Counsel spend 11% and 14 % of their time on managerial work, respectively.

The percentage of in-house counsel doing managerial work declined for Crown corporations, government, and publicly-quoted companies. For all five categories of organizations, the percentage of time spent on managerial work is tightly grouped in the 18% to 26% range.



Managerial Activities and Tasks

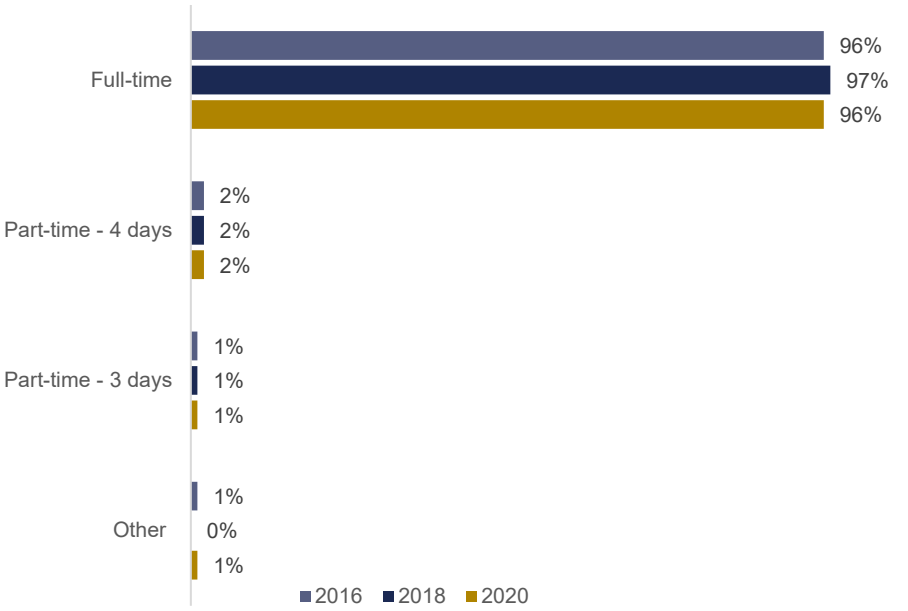
As with legal activities, we also asked respondents to tell us about their managerial activities and tasks. These activities are listed in the chart below.



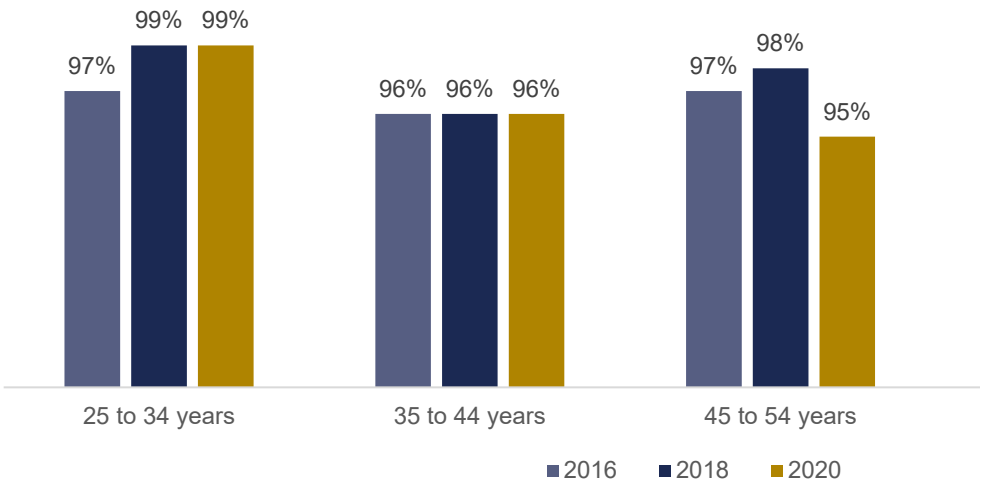
WORK HOURS

Full-Time/Part-Time Work

Almost all (96%) of in-house counsel work full-time. This is essentially unchanged from 2012 to 2020. Of the few part-time employees, the largest percentages were recorded by those working at not-for-profits, female counsel, and those 55 years of age or more.



Percentage working full-time – by age

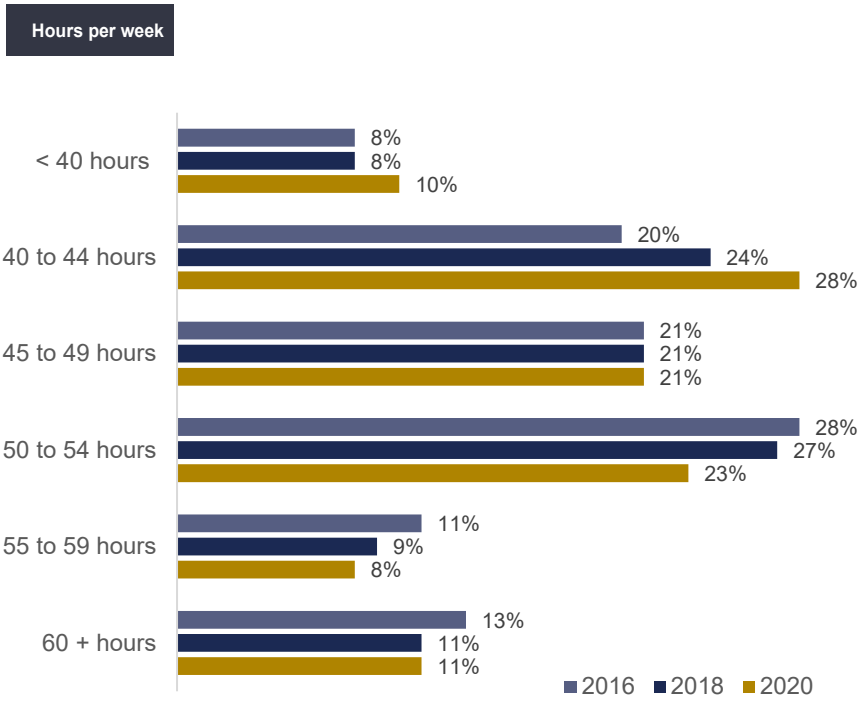


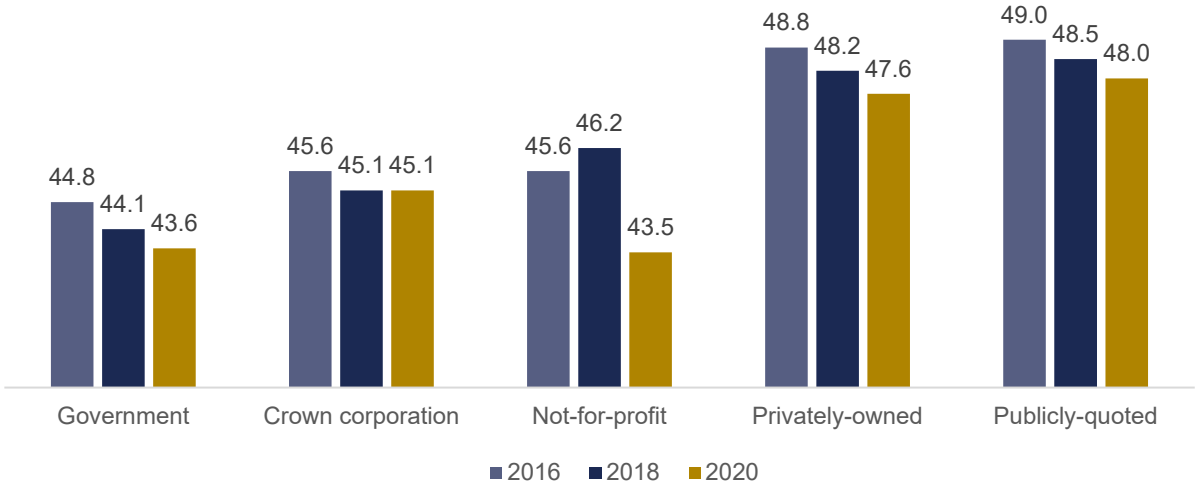
Hours of Work per Week

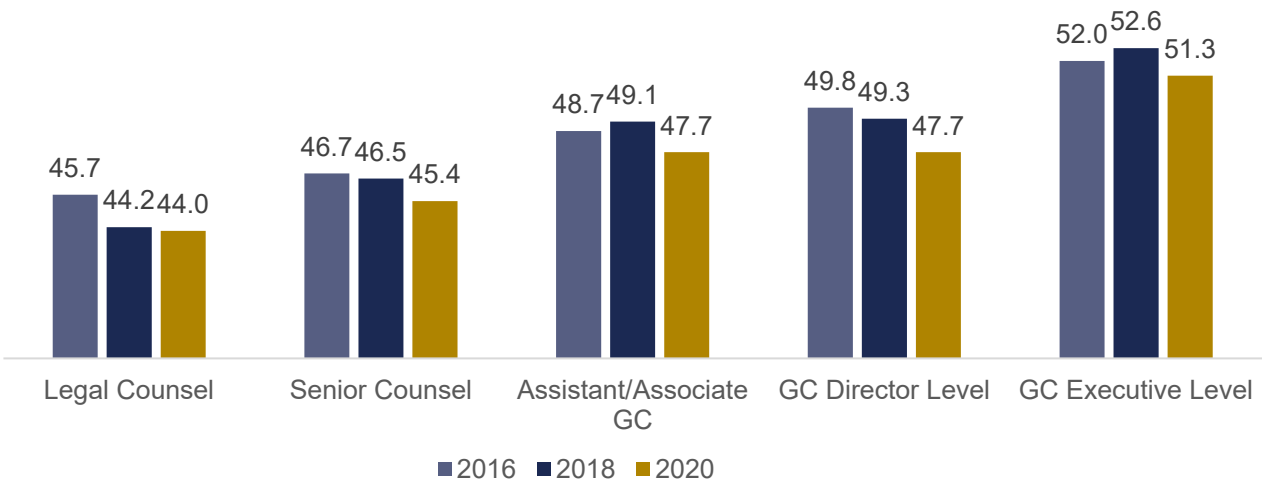
The reported number of hours in an average work week is 46.4. This is down slightly from the 47.3 hours reported in 2018.

Government, not-for-profits and Crown corporations have the shortest average work week. In-house counsel for privately-owned, publicly-quoted and profit companies report the longest hours.

More than two-thirds (72%) of the respondents work between 40 to 54 hours a week. The more senior the position, the more hours worked. For GC Executive Level, hours steadily increased from 2012 to 2018, but slightly declined from 52.8 in 2018 to 51.3 in 2020.






45.7
44.2
44.0
46.7
46.5
45.4
48.7
49.1
47.7
49.8
49.3
47.7
52.0
52.6
51.3
Legal Counsel
Senior Counsel
Assistant/Associate GC
GC Director Level
GC Executive Level
2016
2018
2020

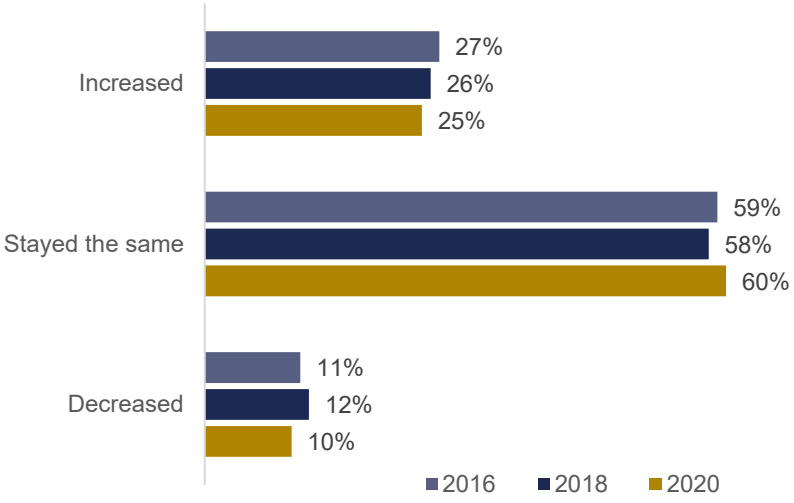
Changes in Hours of Work per Week

For the majority of respondents (60%), the hours of work per week remain unchanged. Twenty-five percent of in-house counsel saw hours per week increase. This is slightly lower than 2018, which in turn was lower than 2016. Just 10% saw their hours of work decrease.

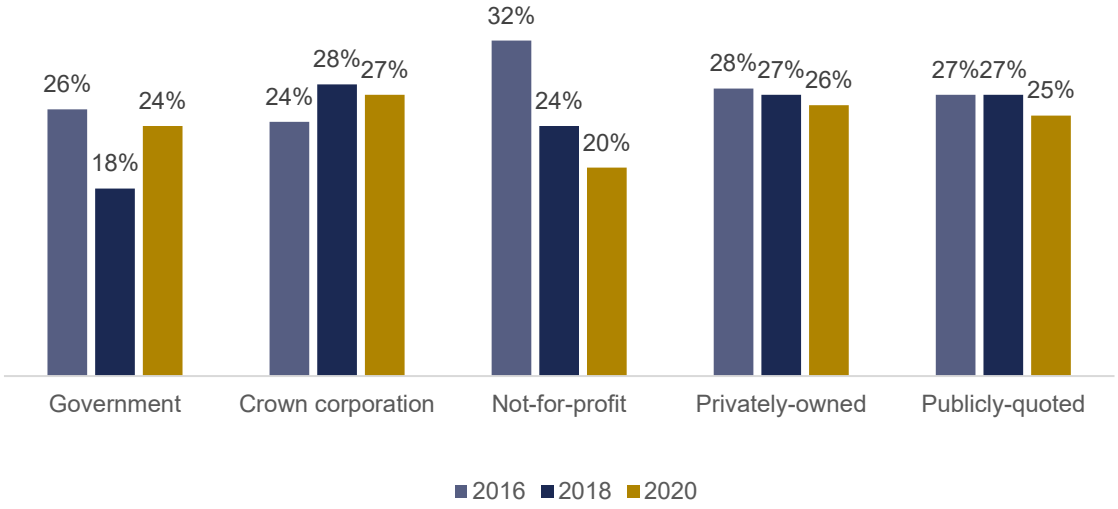
On a percentage basis, fewer in-house counsel in not-for-profits (20%) saw an increase in their hours per week, whereas the government sector saw an increase (24%). Twenty-seven percent of Crown corporation in-house counsel saw their hours slightly decrease. Privately-owned and publicly-quoted counsel both experienced a minor decline in hours and in 2020 got 26% and 25%, respectively.

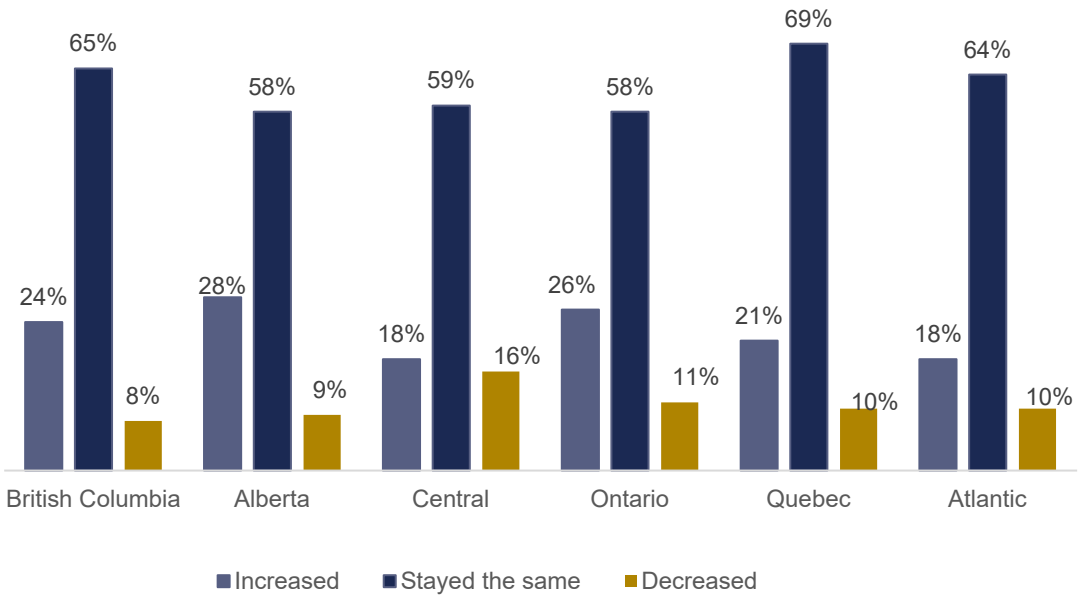
Of those who saw their work week increase, the highest percentage (28%) is Alberta, followed by Ontario (26%), British Columbia (24%) and Quebec (21%). Atlantic Canada and Central Canada both saw 18% increases.

Change in weekly hours of work over the past two years



Hours increased over past two years





Comparability and Change in Compensation

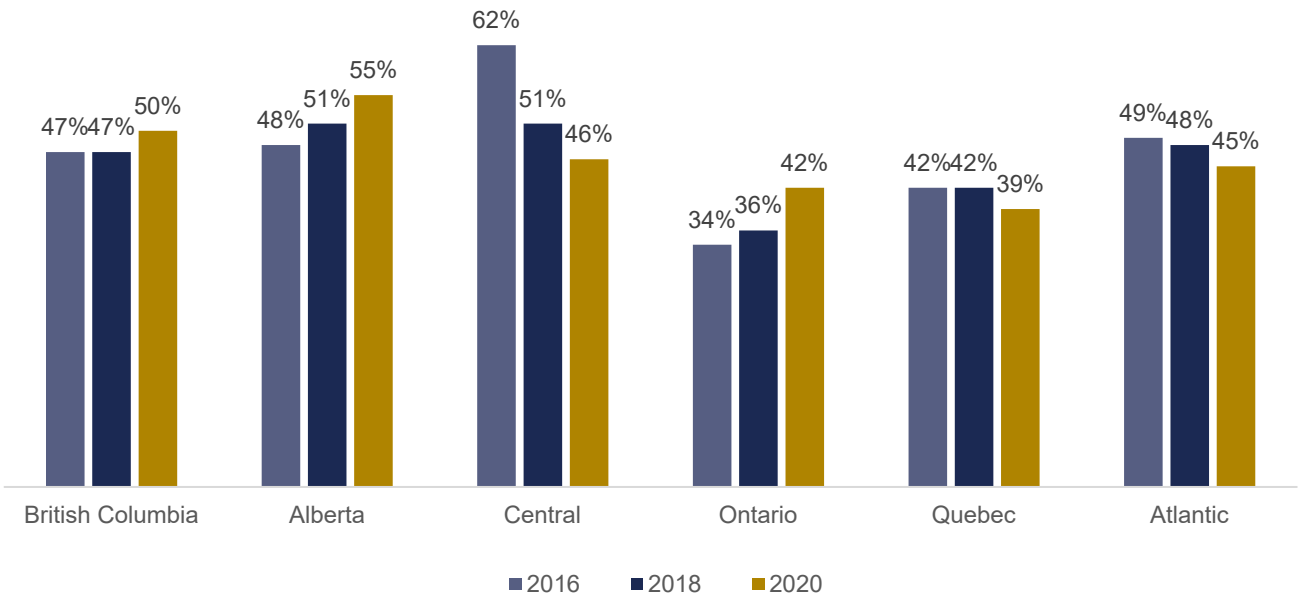
Comparability of Compensation within an Organization

In 2020, 47% agree or strongly agree their compensation is comparable with others in the organization. This is slightly higher compared to 44% in 2018.

The percentage of in-house counsel that agree/strongly agree that their compensation is comparable varies from region to region. The highest percentage of agreement is in Alberta (55%) and British Columbia (50%). Atlantic Canada and Central Canada are essentially tied at 45% and 46%, respectively. Ontario follows at 42%, and Quebec is the lowest at 39%.

	2016	2018	2020
Strongly agree	12%	14%	14%
Tend to agree	32%	30%	33%
Neither agree or disagree	15%	17%	17%
Tend to disagree	10%	13%	11%
Strongly disagree	4%	4%	4%
Don't know	25%	23%	22%

By region–strongly/tend to agree



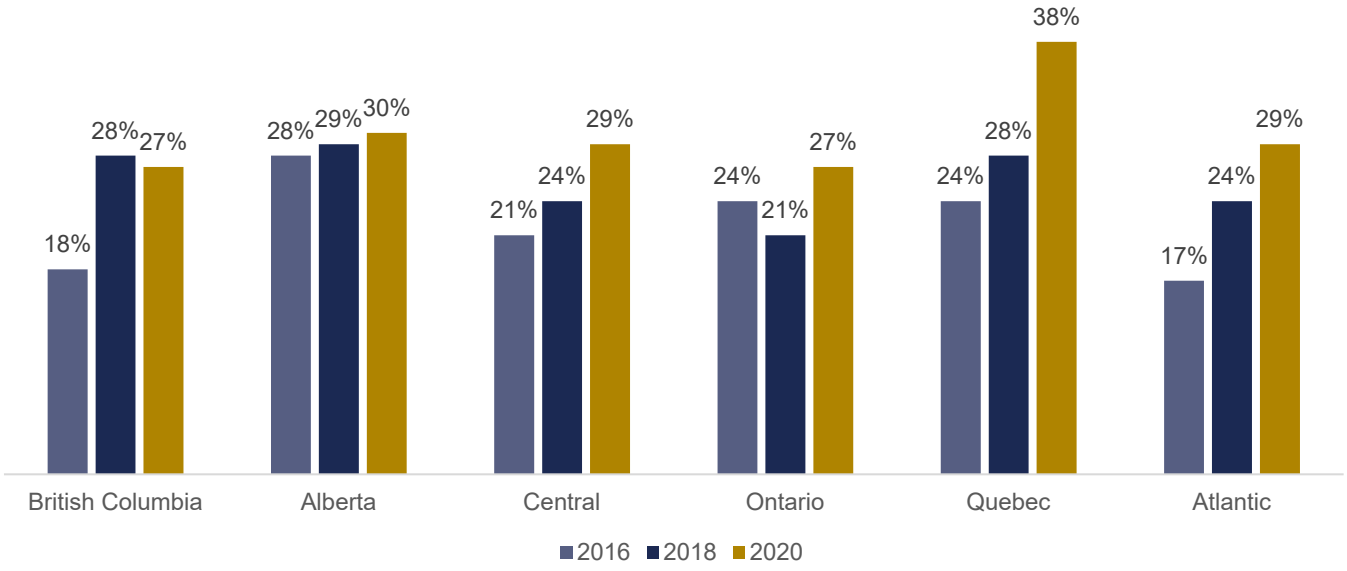
Comparability of Compensation to External Organizations

In 2020, 29% of in-house counsel tend to agree or strongly agree their compensation is comparable. These percentages are similar to 2016 (23%) and 2018 (26%). The remaining respondents are non-committal, disagree or don't know. We note that respondents are more likely to disagree rather than agree that their salary compares favourably with external organizations.

The percentage of in-house counsel that agree/strongly agree that their compensation is comparable varies from region to region. The highest percentage (38%) of agreement is in Quebec.
This is followed by Alberta (30%), Atlantic and Central Canada (both at 29%). British Columbia and Ontario are at 27%.

	2016	2018	2020
Strongly agree	2%	3%	3%
Tend to agree	21%	23%	26%
Neither agree or disagree	13%	15%	14%
Tend to disagree	23%	24%	24%
Strongly disagree	9%	10%	8%
Don't know	32%	25%	26%

By region – strongly/tend to agree

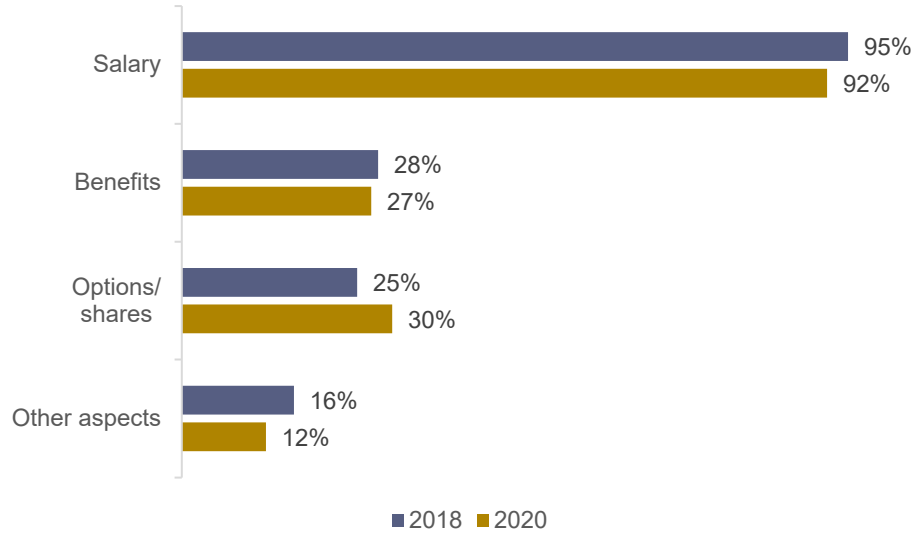


Areas in which Compensation is not Commensurate

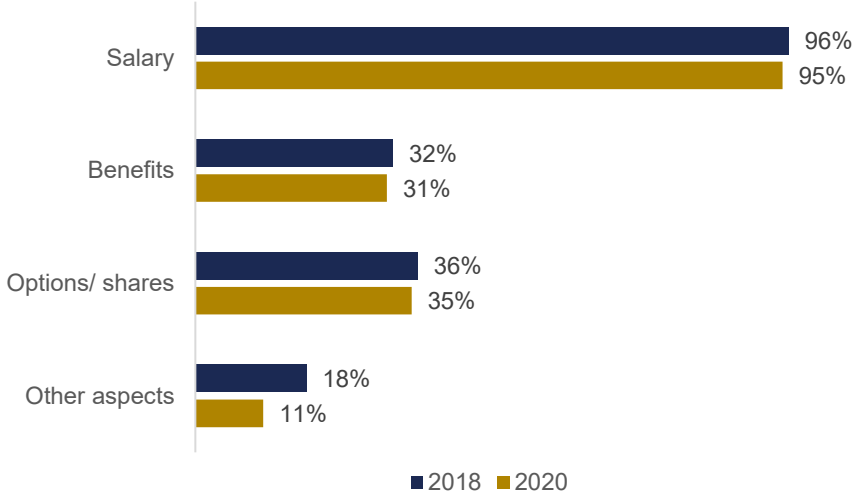
We looked at those areas where compensation is thought not to be commensurate with colleagues. This was asked of those who disagreed that their compensation was commensurate with colleagues either within their organization or in similar organizations. In both cases, salary is the key discrepancy. Mentions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

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

With colleagues within organization



With colleagues in similar organizations

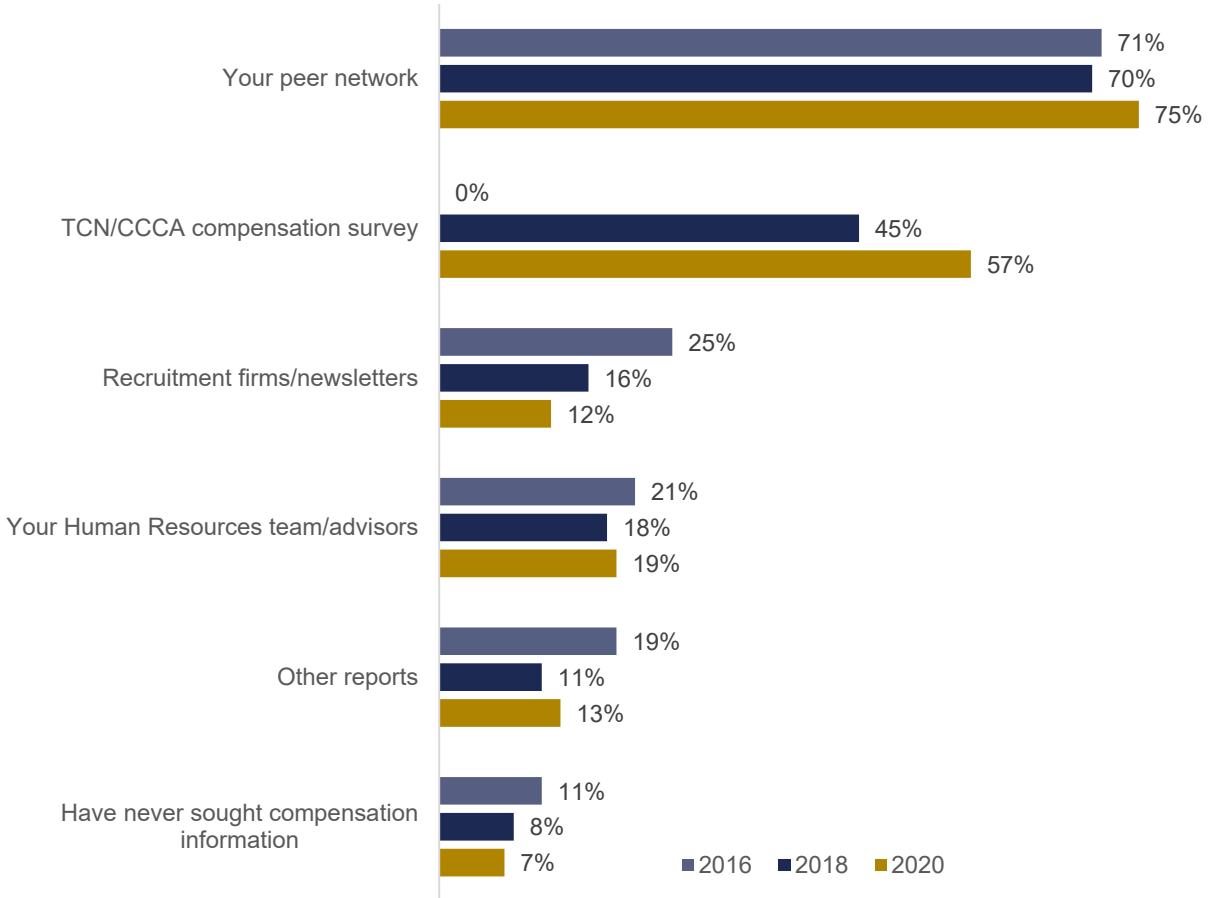


Relative Importance of Factors when Evaluating Compensation Package

	Most important	Secondary importance	Tertiary importance
Salary	84%	6%	2%
Benefits	7%	61%	24%
Options/Shares	4%	22%	47%
Other	5%	7%	14%

Sources of Information about Industry Compensation

When it comes to assessing how their compensation compares to others in their industry, a large majority (75%) of in-house counsel rely on their peer network. This year we again included the survey itself (listed below as TCN/CCCA compensation survey) as a source of information. Fifty-seven percent mentioned this source. This is followed by HR teams and advisors at 19%, and recruitment firms and newsletters at 12%.

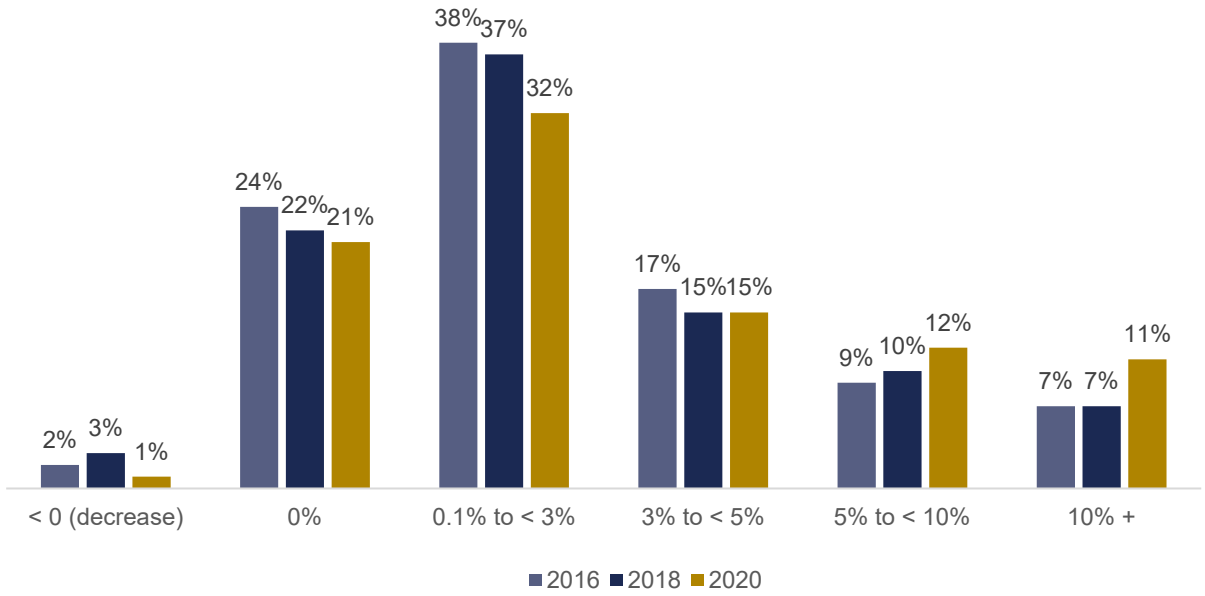


Base Salary Increase in the Past Year

Slightly more than one-fifth (21%) of respondents report no increase in their base salary over the past year. This percentage is slightly lower than 2018 (22%).

The largest percentage (32%) saw their base salary increase by less than 3% in the past year. This percentage approximates levels seen in the previous two waves of the survey.

Fifteen percent of in-house counsel received an increase of 3% to < 5%. Twelve percent saw an increase of 5% to < 10%, followed by 11% who enjoyed an increase of 10% or greater.



Changes to Benefits During Past 12 Months

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

Those seeing a decrease in benefits coverage declined from 16% in 2018 to 12% in 2020. Again, the largest decrease is noted by those working for publicly-quoted companies.

Experienced in past 12 months (% yes)	Total			Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Increase in out-of-pocket costs for benefits	33%	30%	25%	37%	25%	19%	27%	22%	23%	35%	29%	23%	30%	26%	24%	39%	38%	29%
Decrease in benefits coverage	16%	16%	12%	9%	11%	9%	10%	9%	11%	15%	13%	9%	14%	12%	12%	22%	24%	13%



In-Depth Look at Provinces

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

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

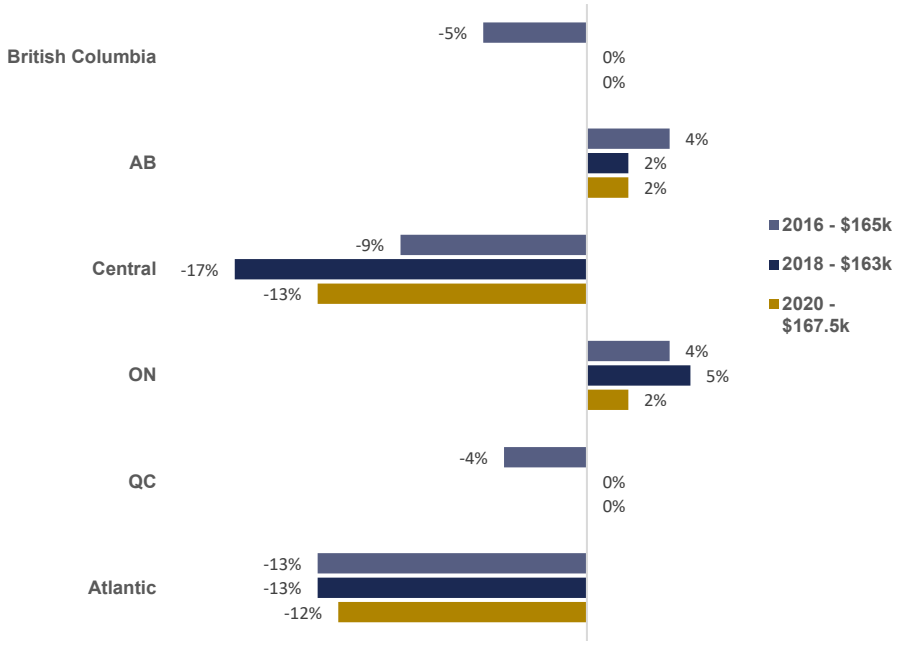
- There may not be an exact match between the positions presented here and one's current job title. However, the profile statistics of each position can determine whether a reasonable comparison can be made.
- Due to some limitations of sample size, not all cross tabulations of province and industry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

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

National Average Base Salary

In 2020, the national average base salary stands at $167,500. This is slightly higher than the $163,000 recorded in 2018.

The chart below indicates the extent to which a province or region varies from the national average. For example, the overall average salary in both Ontario and Alberta are slightly above the national average. Average salaries in the Central region and the Atlantic provinces fall below the national average.

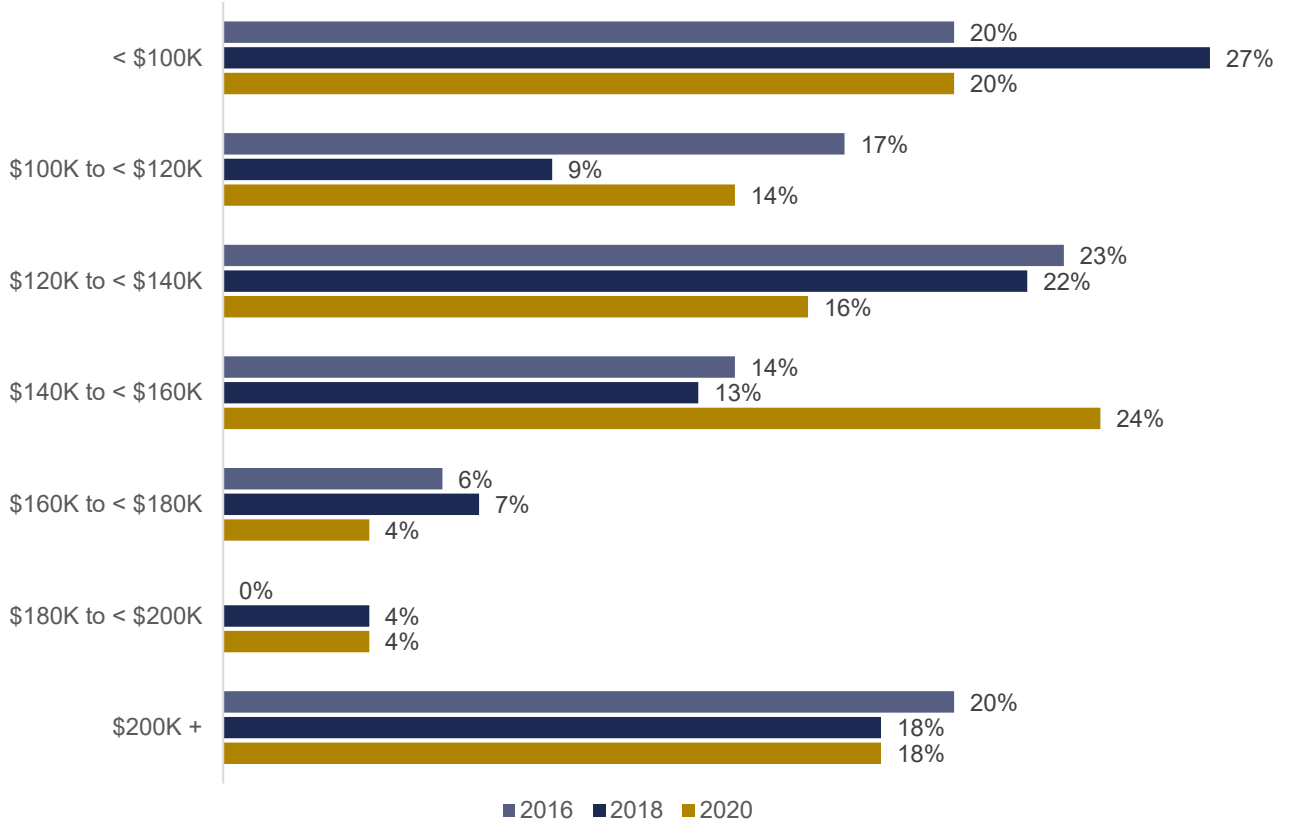


FOCUS ON ATLANTIC CANADA

Distribution of Base Salary in Atlantic Canada

In 2020, the mean base salary for in-house counsel in Atlantic Canada is $146,500. This is a relatively higher compared to 2018 (for comparison: 2016: $143,000, 2018: $141,000).

Mean
2016: $143,000
2018: $141,000
2020: $146,500



Compensation Package by Position – Atlantic Canada

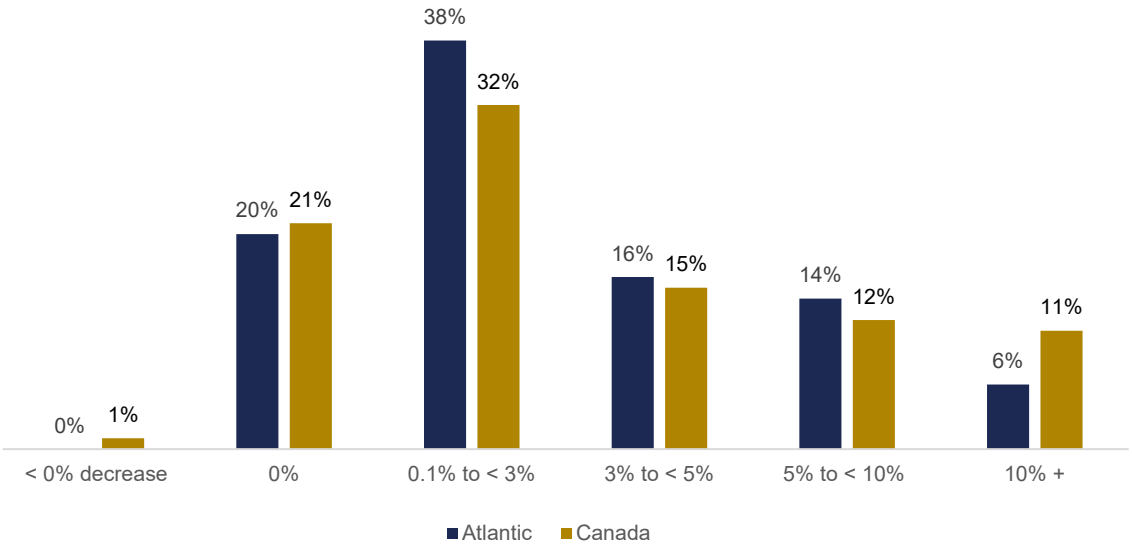
Base salaries in 2020 range from $119,000 for Legal Counsel and Senior Counsel to $187,500 for General Counsel.

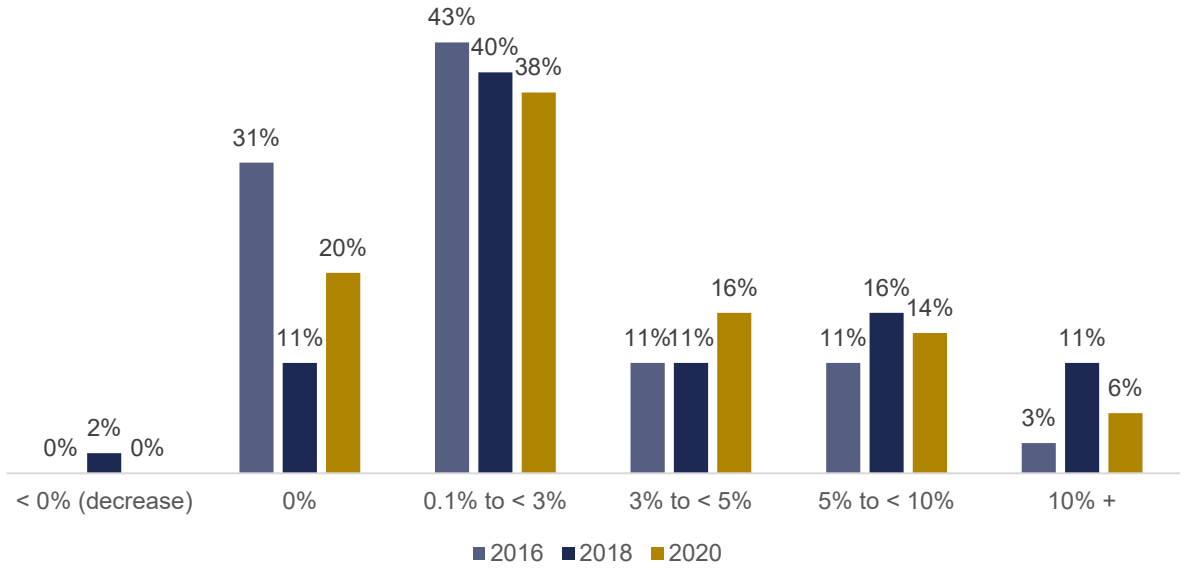
	Counsel (Legal + Senior Counsel)			General Counsel*		
	2016	2018	2020	2016	2018	2020
Average base salary ($)	$126,000	$116,500	$119,000	$166,000	$181,000	$187,500
Target bonus/Incentive	12%	20%	13%	22%	22%	34%
Maximum target amount	13%	15%	18%	34%	23%	37%
Actual bonus/Incentive	13%	21%	12%	24%	13%	18%

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

Base Salary Increase in Atlantic Canada vs Canada

Relative to the rest of Canada, a somewhat larger percentage of in-house counsel in the Atlantic provinces had increases that ranged from 0.1% to less than 3%.





Benefits Included in Package – Atlantic Canada

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

Included in benefits package (% yes)	Canada			Atlantic Canada		
	2016	2018	2020	2016	2018	2020
Insurance and retirement benefits						
Dental coverage	97%	96%	95%	97%	89%	90%
Extended medical coverage	90%	80%	77%	66%	56%	64%
Pension/Retirement plan	81%	79%	78%	86%	80%	88%
Provincial health care coverage	77%	72%	71%	86%	58%	60%
Employee assistance program	76%	81%	80%	83%	78%	88%
Additional health spending account	62%	55%	59%	49%	42%	38%
Medical/Dental coverage beyond retirement	17%	21%	20%	23%	27%	28%
Short-term disability	89%	88%	84%	77%	76%	70%
Long-term disability	93%	92%	87%	89%	82%	90%
Life insurance	90%	87%	83%	86%	82%	92%
Fringe benefits						
Educational credits/Tuition reimbursement	45%	41%	45%	40%	44%	44%
Employee referral program	40%	40%	42%	29%	36%	38%
Parking allowance	32%	31%	28%	31%	31%	28%
Moving expenses	19%	14%	13%	23%	24%	20%
Executive health plan	15%	24%	23%	17%	33%	38%
Car allowance	16%	15%	12%	14%	20%	14%
Subsidized meals	10%	11%	11%	11%	18%	8%
Subsidized childcare	2%	4%	3%	6%	2%	0%
Paid time off						
Personal time off days	50%	57%	62%	40%	58%	66%
Flex days	41%	43%	49%	29%	42%	42%
Top up for maternity leave	35%	36%	41%	29%	38%	30%
Extended parental leave	25%	24%	28%	20%	27%	26%
Elder care leave	11%	12%	14%	11%	4%	14%
Sabbatical	7%	8%	10%	9%	13%	10%

Change in Benefits and Satisfaction with Compensation

This year, Atlantic Canada had a similar lower satisfaction in out-of-pocket costs for benefits when compared to all Canada (20% vs 25%). Fewer report a decrease in benefits coverage (2% vs 12%).

Compared to all of Canada, respondents in Atlantic Canada are more satisfied with their benefits package (72% Atlantic vs 70% nationally). In addition, Atlantic Canadians are more satisfied with their base salaries (70% vs 55%) and incentive programs.

Experienced in past 12 months (% yes)	Canada			Atlantic Canada		
	2016	2018	2020	2016	2018	2020
Increase in out-of-pocket costs for benefits	33%	30%	25%	40%	31%	20%
Decrease in benefits coverage	16%	16%	12%	11%	9%	2%

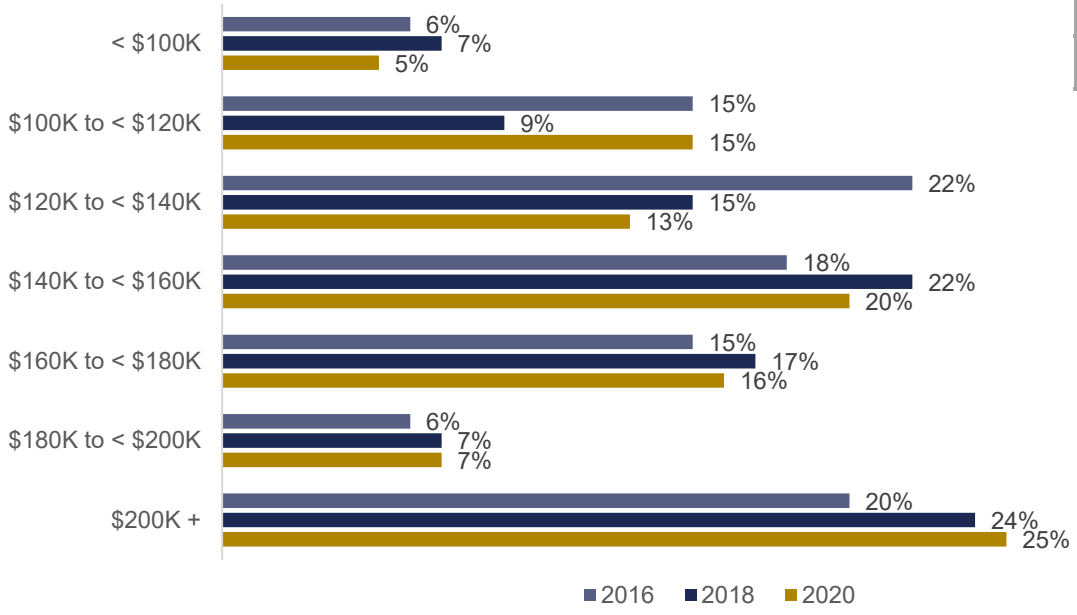
% Very/Somewhat satisfied	Canada			Atlantic Canada		
	2016	2018	2020	2016	2018	2020
Benefits package	74%	70%	70%	66%	60%	72%
Incentive program	61%	56%	59%	68%	66%	74%
Base salary	53%	50%	55%	57%	54%	70%

FOCUS ON QUEBEC

Distribution of Base Salary in Quebec

The mean base salary for in-house counsel in Quebec in 2020 is $167,000.

Mean
2016: $159,000
2018: $162,500
2020: $167,000



Compensation Package by Position – Quebec

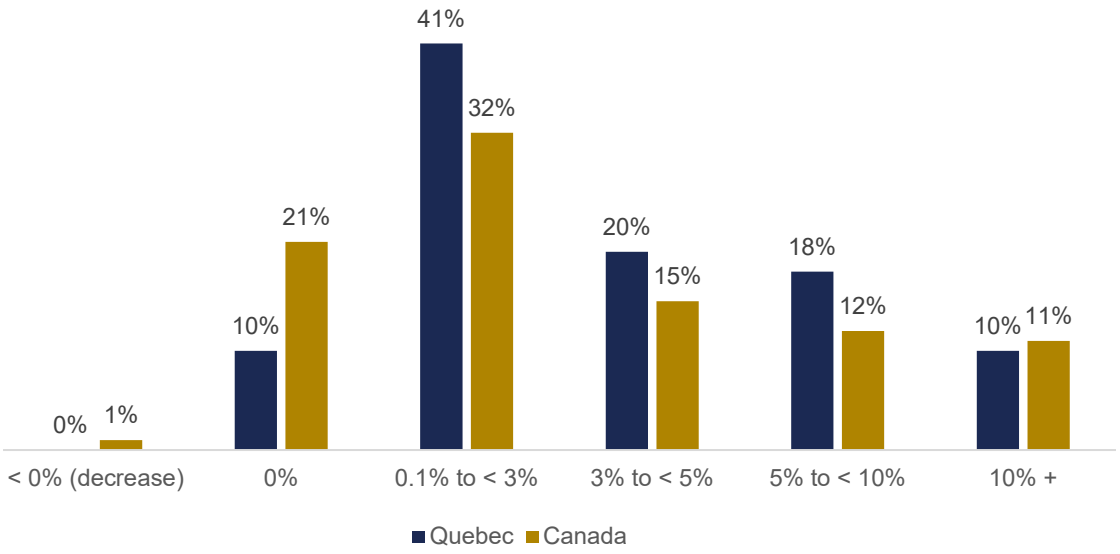
In 2020, base salaries ranged from $122,500 for Legal and Senior Counsel to $189,000 for General Counsel. General Counsel respondents in Quebec reported an increase compared to $184,500 two years prior.

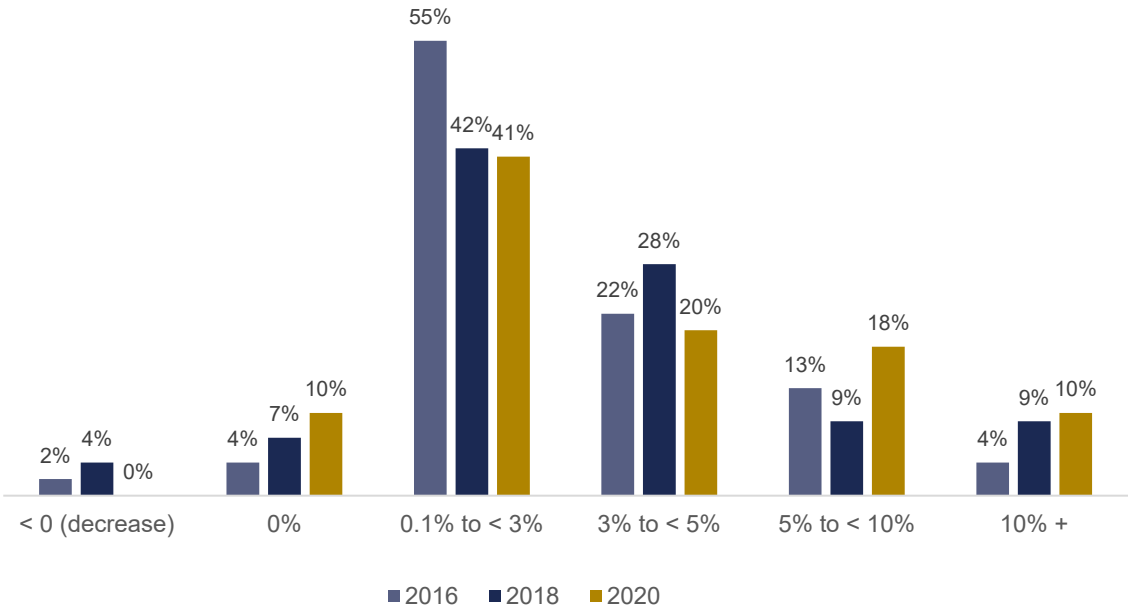
	Counsel (Legal + Senior Counsel)			General Counsel*		
	2016	2018	2020	2016	2018	2020
Average base salary ($)	$126,000	$133,500	$123,000	$181,000	$184,500	$189,000
Target bonus/Incentive	16%	17%	20%	24%	27%	27%
Maximum target amount	23%	17%	20%	36%	42%	28%
Actual bonus/Incentive	24%	15%	9%	31%	22%	26%

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

Base Salary Increase in Quebec vs Canada

Ten percent of Quebec respondents saw no increase or an actual decrease compared to 22% of their colleagues across the country. Quebec in-house counsels most frequently saw an increase from 0.1% to less than 5%, the same as in Canada as a whole. Within Quebec, the percentage of those who had 0% salary increase grew from 7% in 2018 to 10% in 2020.





Benefits Included in Package – Quebec

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

Included in benefits package (% yes)	Total			Quebec		
	2016	2018	2020	2016	2018	2020
Insurance and retirement benefits						
Dental coverage	97%	96%	95%	93%	83%	90%
Extended medical coverage	90%	80%	77%	84%	61%	53%
Pension/Retirement plan	81%	79%	78%	86%	83%	82%
Provincial health care coverage	77%	72%	71%	75%	72%	71%
Employee assistance program	76%	81%	80%	80%	80%	85%
Additional health spending account	62%	55%	59%	67%	48%	48%
Medical/Dental coverage beyond retirement	17%	21%	20%	22%	24%	16%
Short-term disability	89%	88%	84%	91%	89%	75%
Long-term disability	93%	92%	87%	93%	91%	82%
Life insurance	90%	87%	83%	96%	87%	85%
Fringe benefits						
Educational credits/Tuition reimbursement	45%	41%	45%	49%	35%	39%
Employee referral program	40%	40%	42%	53%	44%	61%
Parking allowance	32%	31%	28%	31%	28%	25%
Moving expenses	19%	14%	13%	31%	11%	12%
Executive health plan	15%	24%	23%	31%	39%	39%
Car allowance	16%	15%	12%	29%	26%	21%
Subsidized meals	10%	11%	11%	15%	9%	21%
Subsidized childcare	2%	4%	3%	6%	17%	15%
Paid time off						
Personal time off days	50%	57%	62%	51%	59%	57%
Flex days	41%	43%	49%	27%	33%	61%
Top up for maternity leave	35%	36%	41%	38%	33%	28%
Extended parental leave	25%	24%	28%	33%	28%	31%
Elder care leave	11%	12%	14%	7%	11%	7%
Sabbatical	7%	8%	10%	7%	11%	12%

Change in Benefits and Satisfaction with Compensation

Similar to Canada as a whole, the percentage of those who reported an increase in out-of-pocket costs for benefits in Quebec dropped from 37% in 2018 to 23% in 2020. The same trend was observed in with respect to decreases in benefits coverage: 28% in 2018 and 13% in 2020.

Quebec respondents continue to be slightly less satisfied with their benefits package and incentives programs than the country as a whole, but more satisfied with their base salary (63% Quebec vs 55% nationally).

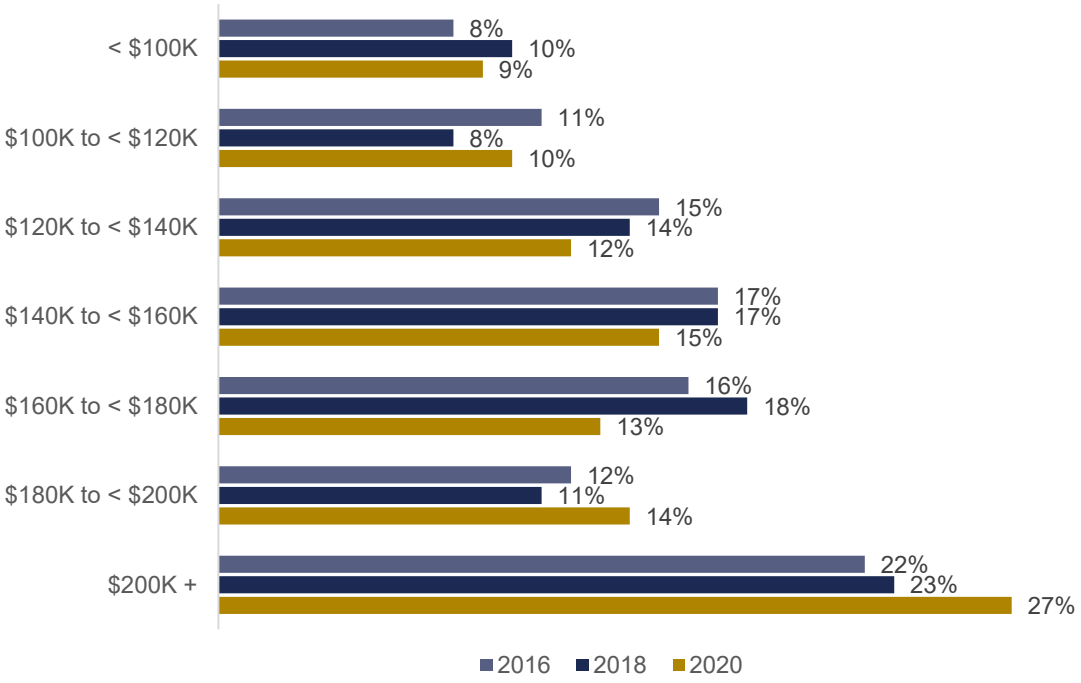
Experienced in past 12 months (% yes)	Canada			Quebec		
	2016	2018	2020	2016	2018	2020
Increase in out-of-pocket costs for benefits	33%	30%	25%	36%	37%	23%
Decrease in benefits coverage	16%	16%	12%	26%	28%	13%

% Very/Somewhat satisfied	Canada			Quebec		
	2016	2018	2020	2016	2018	2020
Benefits package	74%	70%	70%	66%	61%	66%
Incentive program	61%	56%	59%	55%	54%	57%
Base salary	53%	50%	55%	60%	54%	63%

FOCUS ON ONTARIO

Distribution of Base Salary in Ontario

The mean base salary for in-house counsel in Ontario is $171,000, which is $3,500 more than the national average. It does represent another small decrease from 2018, which had also happened between 2016 and 2018. We note an increase of $3,000 in Toronto – a swing back up toward the level in 2016. Ottawa numbers are increased over both 2018 and the high-water mark from 2016.



Mean overall
2016: $172,000
2018: $171,500
2020: $171,000
Mean GTA
2016: $173,500
2018: $172,000
2020: $172,500
Mean Toronto
2016: $176,000
2018: $170,000
2020: $173,000
Mean Ottawa
2016: $164,000
2018: $146,500
2020: $169,500

Compensation Package by Position – Ontario

Base salaries range from $123,500 for Legal Counsel to $227,000 for GC Executive Level.

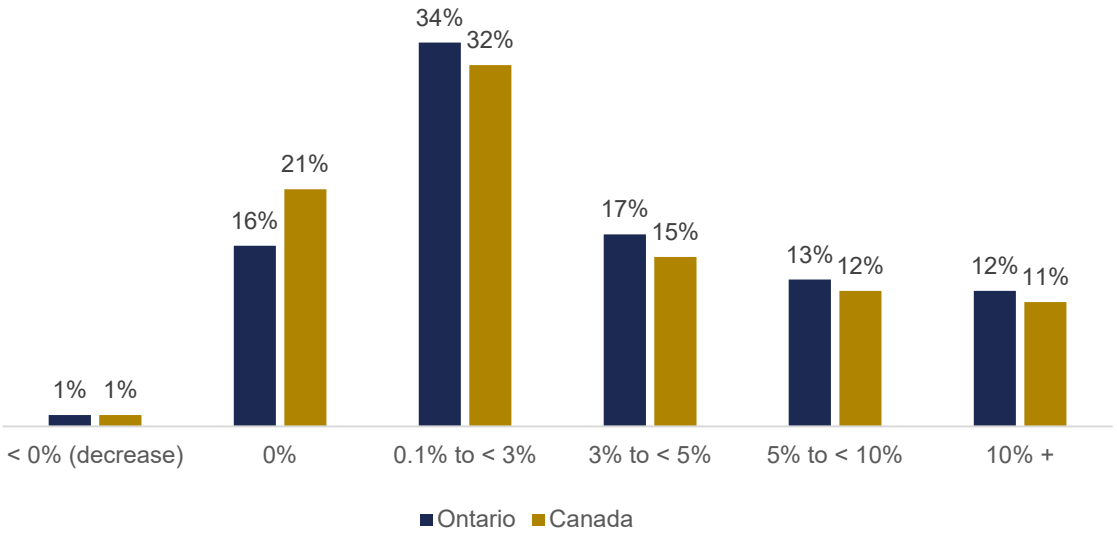
	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Average base salary ($)	$118,000	$134,500	$123,500	$160,000	$160,000	$163,500	$209,000	$186,000	$201,500	$215,000	$230,000	$227,000
Target bonus/Incentive	21%	15%	15%	22%	21%	20%	30%	25%	31%	37%	40%	41%
Maximum target amount	20%	26%	26%	35%	32%	27%	44%	37%	45%	69%	69%	64%
Actual bonus/Incentive	19%	11%	17%	28%	20%	21%	30%	31%	33%	43%	47%	44%

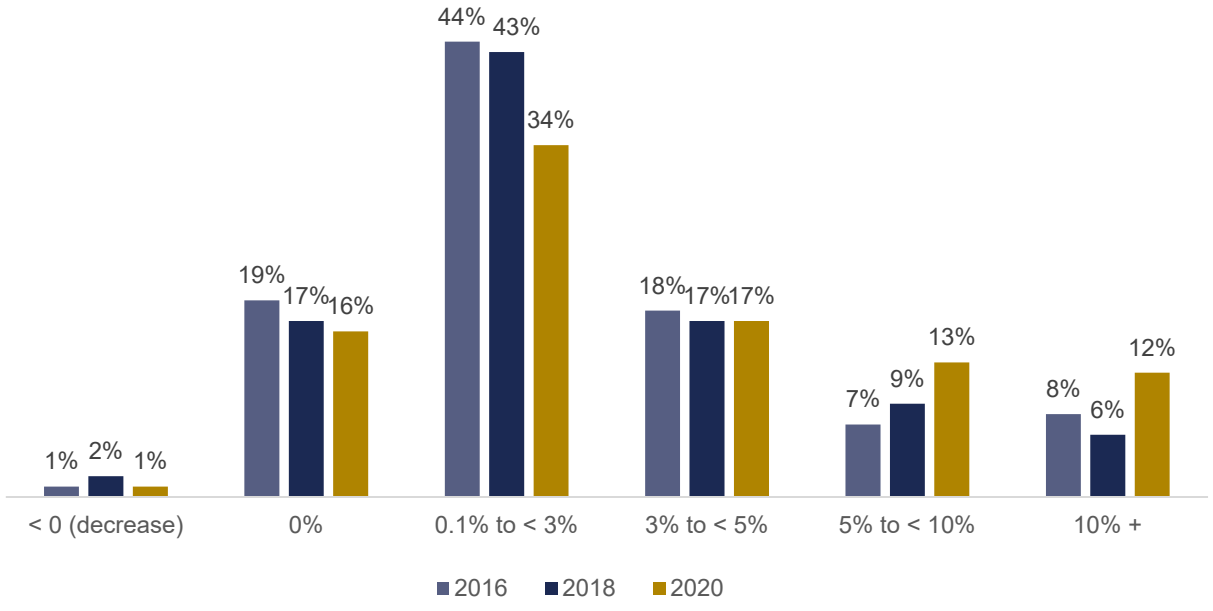
* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager
** General Counsel Executive Level – Combines Executive VP Legal and VP Legal

Base Salary Increase in Ontario vs Canada

Overall, base salary increases in Ontario reflect the national trends. Slightly more respondents across all Canada compared to Ontario province were frozen at their current salary: 21% vs 16%.

With respect to year-over-year changes in Ontario, more respondents reported receiving a raise of 5% or higher in 2020. Twenty-five percent reported receiving such a raise, vs 15% in both 2016 and 2018.





Benefits Included in Package – Ontario

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

Included in benefits package (% yes)	Total			Ontario		
	2016	2018	2020	2016	2018	2020
Insurance and retirement benefits						
Dental coverage	97%	96%	95%	96%	99%	95%
Extended medical coverage	90%	80%	77%	86%	81%	75%
Pension/Retirement plan	81%	79%	78%	82%	84%	76%
Provincial health care coverage	77%	72%	71%	74%	67%	67%
Employee assistance program	76%	81%	80%	73%	85%	81%
Additional health spending account	62%	55%	59%	53%	51%	50%
Medical/Dental coverage beyond retirement	17%	21%	20%	19%	21%	21%
Short-term disability	89%	88%	84%	88%	91%	84%
Long-term disability	93%	92%	87%	91%	93%	88%
Life insurance	90%	87%	83%	88%	87%	82%
Fringe benefits						
Educational credits/Tuition reimbursement	45%	41%	45%	48%	49%	50%
Employee referral program	40%	40%	42%	39%	40%	41%
Parking allowance	32%	31%	28%	18%	18%	19%
Moving expenses	19%	14%	13%	12%	12%	11%
Executive health plan	15%	24%	23%	17%	22%	21%
Car allowance	16%	15%	12%	18%	17%	14%
Subsidized meals	10%	11%	11%	13%	13%	13%
Subsidized childcare	2%	4%	3%	1%	3%	4%
Paid time off						
Personal time off days	50%	57%	62%	59%	62%	69%
Flex days	41%	43%	49%	33%	40%	45%
Top up for maternity leave	35%	36%	41%	35%	37%	44%
Extended parental leave	25%	24%	28%	24%	23%	30%
Elder care leave	11%	12%	14%	12%	12%	14%
Sabbatical	7%	8%	10%	5%	4%	10%

Change in Benefits and Satisfaction with Compensation

In 2020, Ontario respondents reported a decline in out-of-pocket costs for benefits vs previous years., but on par with the national rate of 25%.

In Ontario, satisfaction with base salary, benefits and incentive programs is very close to the national level.

Experienced in past 12 months (% yes)	Canada			Ontario		
	2016	2018	2020	2016	2018	2020
Increase in out-of-pocket costs for benefits	33%	30%	25%	33%	33%	25%
Decrease in benefits coverage	16%	16%	12%	15%	17%	13%

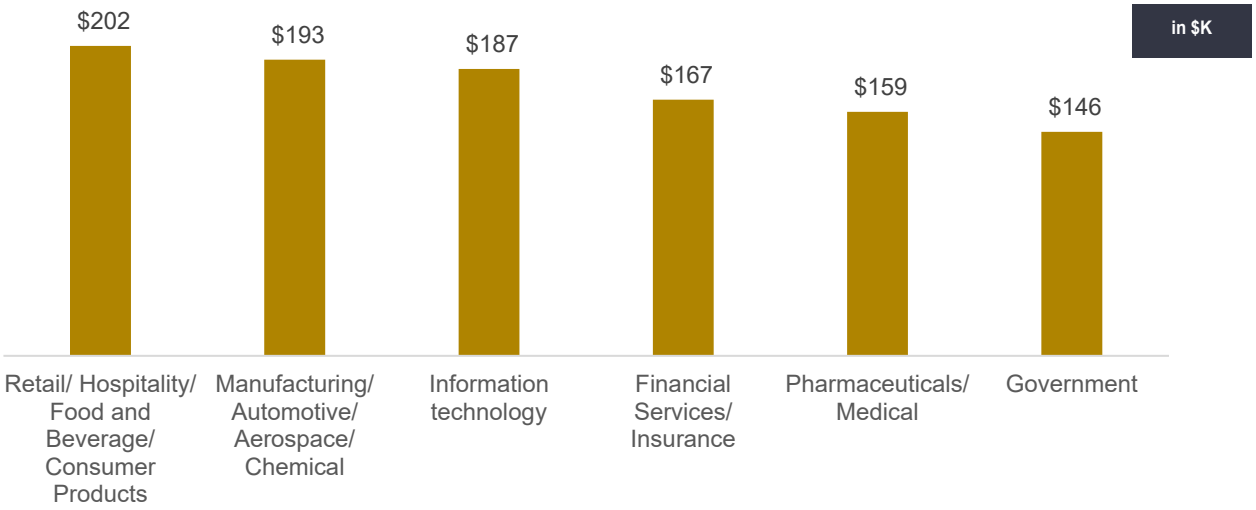
% Very/Somewhat satisfied	Canada			Ontario		
	2016	2018	2020	2016	2018	2020
Benefits package	74%	70%	70%	69%	70%	69%
Incentive program	61%	56%	59%	62%	57%	56%
Base salary	53%	50%	55%	56%	48%	57%

Trends by Industry in Ontario

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

1. Financial Services/Insurance
2. Government
3. Information technology
4. Pharmaceuticals/Medical
5. Retail/Hospitality/Food and Beverage/Consumer Products
6. Manufacturing/Automotive/Aerospace/Chemical

Of the top six sectors, Retail/Hospitality/Food and Beverage/Consumer products have the highest base salary, followed by Manufacturing/Automotive/Aerospace/Chemical.



Focus on the Financial Sector in Ontario

Within the financial services sector in Ontario, base salaries range from $118,500 for Legal Counsel to $214,000 for GC Executive Level. Although Director Level GCs reported the highest average salary, there were outliers driving up that average. The median salaries were $187,000 for Director Level and $210,000 for Executive Level. Salaries at three of the four levels reported increases, with the exception being Senior Counsel.

	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Average base salary ($)	$115,500	$107,500	$118,500	$154,500	$158,000	$156,000	$174,500	$177,000	$216,000	$183,000	$204,500	$214,000
Target bonus/Incentive	18%	12%	16%	21%	17%	20%	43%	35%	44%	41%	35%	40%
Maximum target amount	21%	15%	19%	40%	36%	27%	52%	42%	64%	82%	68%	85%
Actual bonus/Incentive	16%	11%	17%	34%	22%	23%	34%	53%	47%	53%	43%	81%

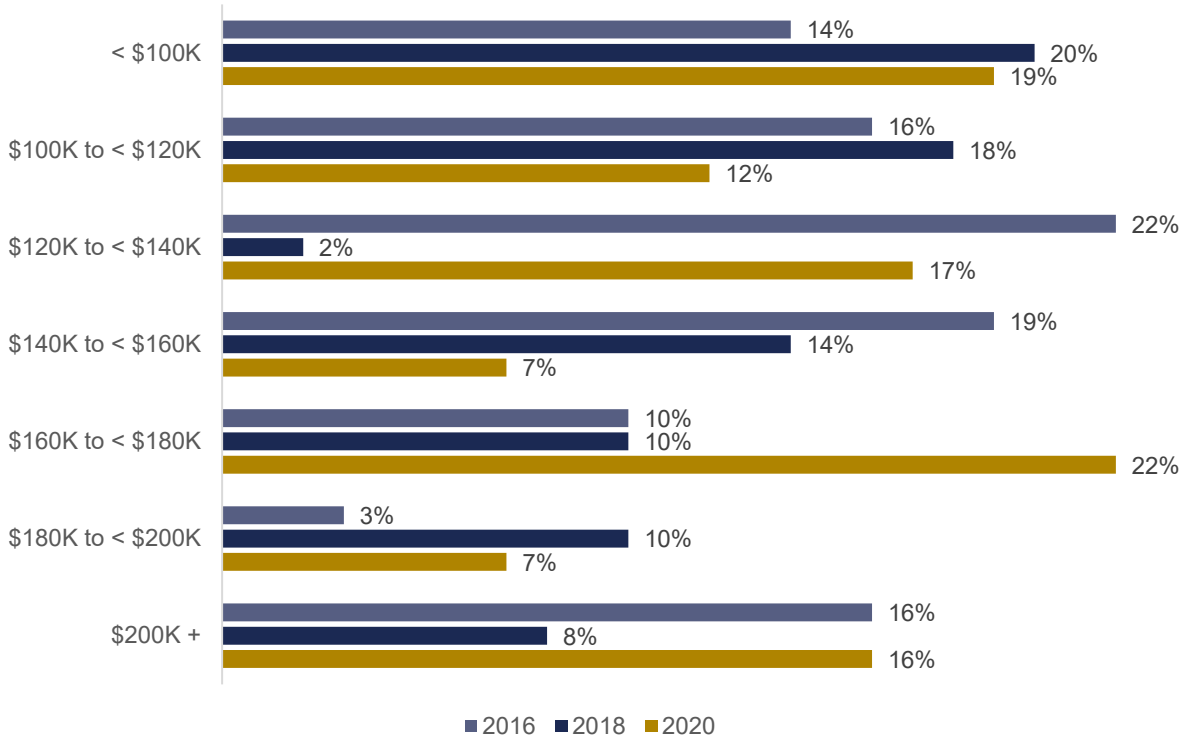
* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager
** General Counsel Executive Level – Combines Executive VP Legal and VP L

FOCUS ON CENTRAL CANADA

Distribution of Base Salary in Central Canada

In 2020, the mean base salary for in-house counsel in Central Canada (Manitoba and Saskatchewan) is $146,000, which is $21,500 below the national average. This represents an $11,000 increase from the base salary reported in 2018 for Central Canada and is more in line with 2016.

Mean
2016: $150,500
2018: $135,000
2020: $146,000



Compensation Package by Position – Central Canada

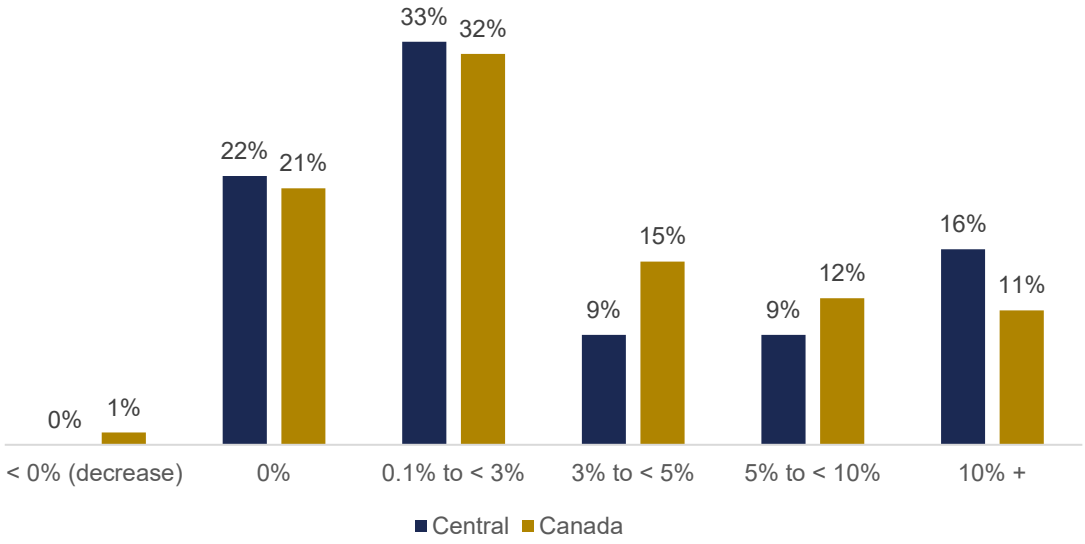
Base salaries range from $122,000 for combined Legal and Senior Counsel to $178,500 for General Counsel at the Director and Executive Levels.

	Counsel (Legal + Senior Counsel)			General Counsel*		
	2016	2018	2020	2016	2018	2020
Average base salary ($)	$128,000	$112,000	$122,000	$176,000	$176,000	$178,500
Target bonus/Incentive	15%	11%	16%	31%	24%	23%
Maximum target amount	31%	19%	21%	41%	43%	30%
Actual bonus/Incentive	13%	13%	21%	34%	27%	20%

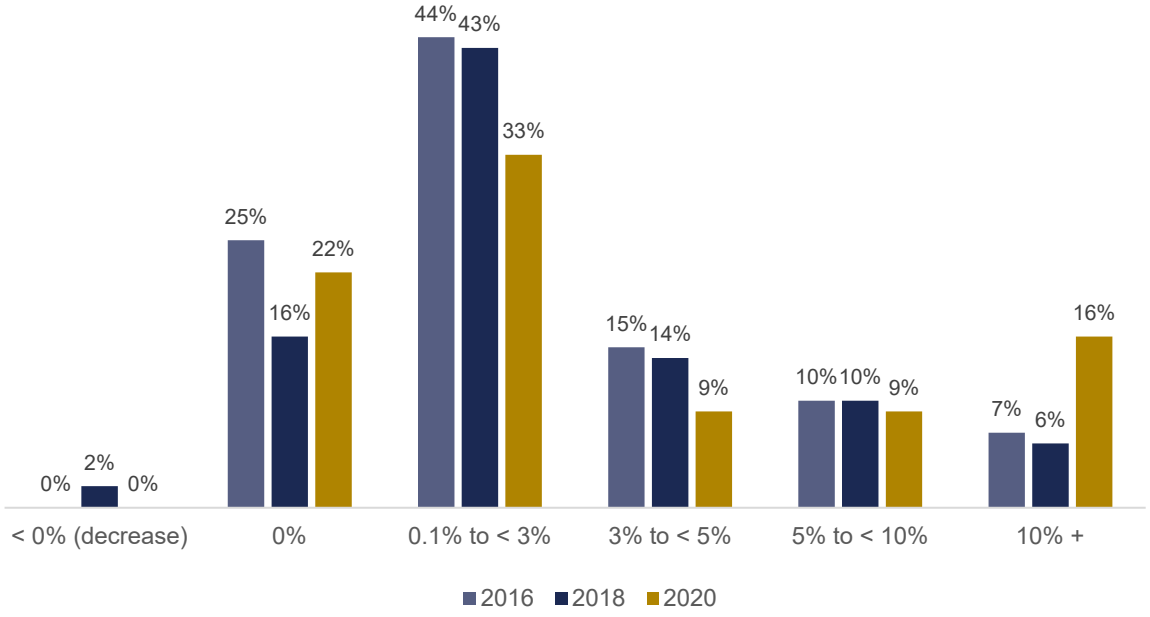
*Includes EVP Legal, VP Legal, General Counsel and Director of Legal/Legal Manager

Base Salary Increase in Central Canada vs Canada

Compared to the rest of the country, we see a greater percentage in Central Canada receiving an increase of 10%+ (16% in Central Canada vs 11% nationally).



The 16% of Central Canadians reporting an increase of 10% or more is higher than in either 2018 (6%) or 2016 (7%).



Benefits Included in Package – Central Canada

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

Included in benefits package (% yes)	Total			Central Canada		
	2016	2018	2020	2016	2018	2020
Insurance and retirement benefits						
Dental coverage	97%	96%	95%	99%	96%	99%
Extended medical coverage	90%	80%	77%	93%	80%	81%
Pension/Retirement plan	81%	79%	78%	95%	94%	93%
Provincial health care coverage	77%	72%	71%	75%	65%	64%
Employee assistance program	76%	81%	80%	77%	82%	90%
Additional health spending account	62%	55%	59%	80%	63%	77%
Medical/Dental coverage beyond retirement	17%	21%	20%	19%	22%	13%
Short-term disability	89%	88%	84%	90%	84%	84%
Long-term disability	93%	92%	87%	100%	86%	87%
Life insurance	90%	87%	83%	96%	92%	93%
Fringe benefits						
Educational credits/Tuition reimbursement	45%	41%	45%	59%	53%	52%
Employee referral program	40%	40%	42%	36%	35%	36%
Parking allowance	32%	31%	28%	40%	43%	42%
Moving expenses	19%	14%	13%	27%	16%	25%
Executive health plan	15%	24%	23%	10%	22%	22%
Car allowance	16%	15%	12%	18%	10%	6%
Subsidized meals	10%	11%	11%	7%	12%	13%
Subsidized childcare	2%	4%	3%	0%	6%	1%
Paid time off						
Personal time off days	50%	57%	62%	59%	51%	64%
Flex days	41%	43%	49%	49%	49%	54%
Top up for maternity leave	35%	36%	41%	34%	37%	42%
Extended parental leave	25%	24%	28%	30%	26%	32%
Elder care leave	11%	12%	14%	18%	12%	23%
Sabbatical	7%	8%	10%	8%	4%	10%

Change in Benefits and Satisfaction with Compensation

In Central Canada, the percentage reporting increases in out-of-pocket costs for benefits (16%) and decreases in coverage (7%) are lower than both the previous years for this region as well as Canada as a whole in 2020.

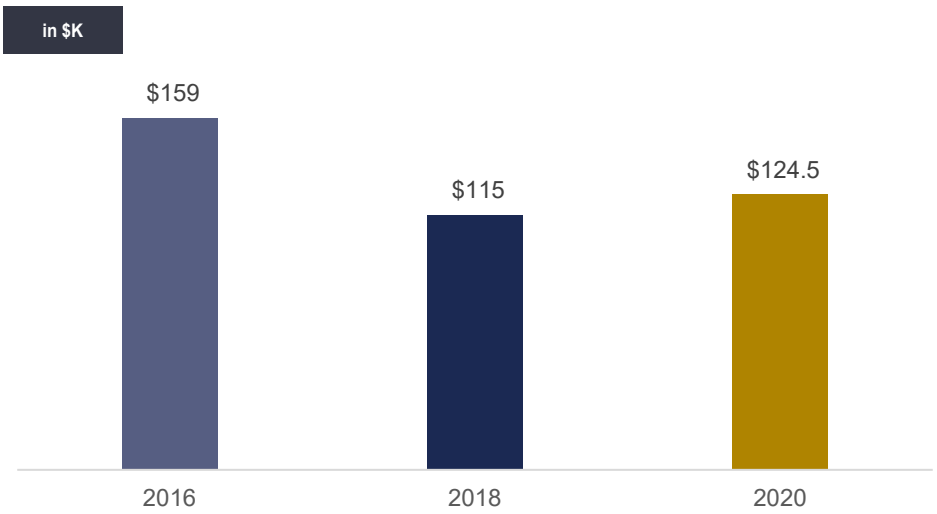
Despite having a base salary below the national average, 55% report satisfaction with salary, which is equal to the national rating. Central Canadians are more satisfied than their national counterparts with respect to both their benefits package and their incentive program.

Experienced in past 12 months (% yes)	Canada			Central Canada		
	2016	2018	2020	2016	2018	2020
Increase in out-of-pocket costs for benefits	33%	30%	25%	40%	28%	16%
Decrease in benefits coverage	16%	16%	12%	14%	18%	7%

% Very/Somewhat satisfied	Canada			Central Canada		
	2016	2018	2020	2016	2018	2020
Benefits package	74%	70%	70%	84%	78%	81%
Incentive program	61%	56%	59%	52%	48%	71%
Base salary	53%	50%	55%	43%	57%	55%

Focus on the Financial Sector in Central Canada

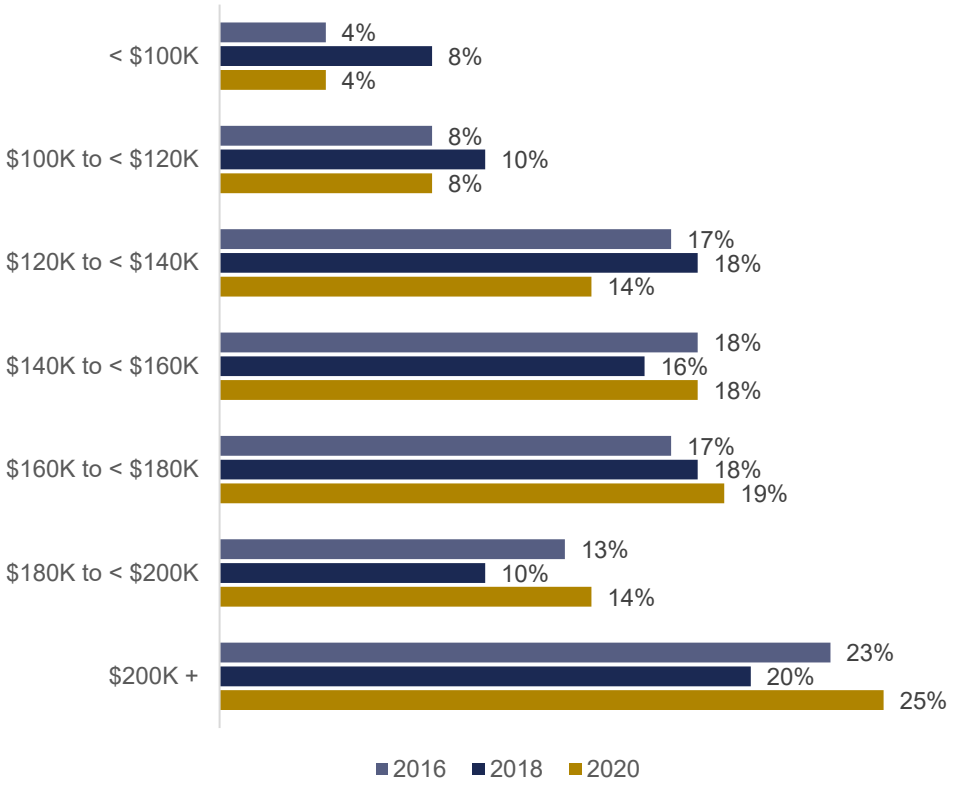
Financial services/insurance continues to be the number one employer of in-house counsel. The base salary within this sector is $124,500. This represents an increase over 2018 but is still not back to the salaries reported in 2016.



FOCUS ON ALBERTA

Distribution of Base Salary in Alberta

The mean base salary in 2020 for in-house counsel in Alberta is $171,500, which is an increase from $166,000 in 2018. The mean base salary in Calgary declined from $178,500 in 2018 to $175,000. In Edmonton, the trend is reversed – the mean base salary increased from $142,000 in 2018 to $164,500 in 2020.



Mean Alberta
2016: $171,000
2018: $166,000
2020: $171,500
Mean Calgary
2016: $175,000
2018: $178,500
2020: $175,000
Mean Edmonton
2016: $159,000
2018: $142,000
2020: $164,500

Compensation Package by Position – Alberta

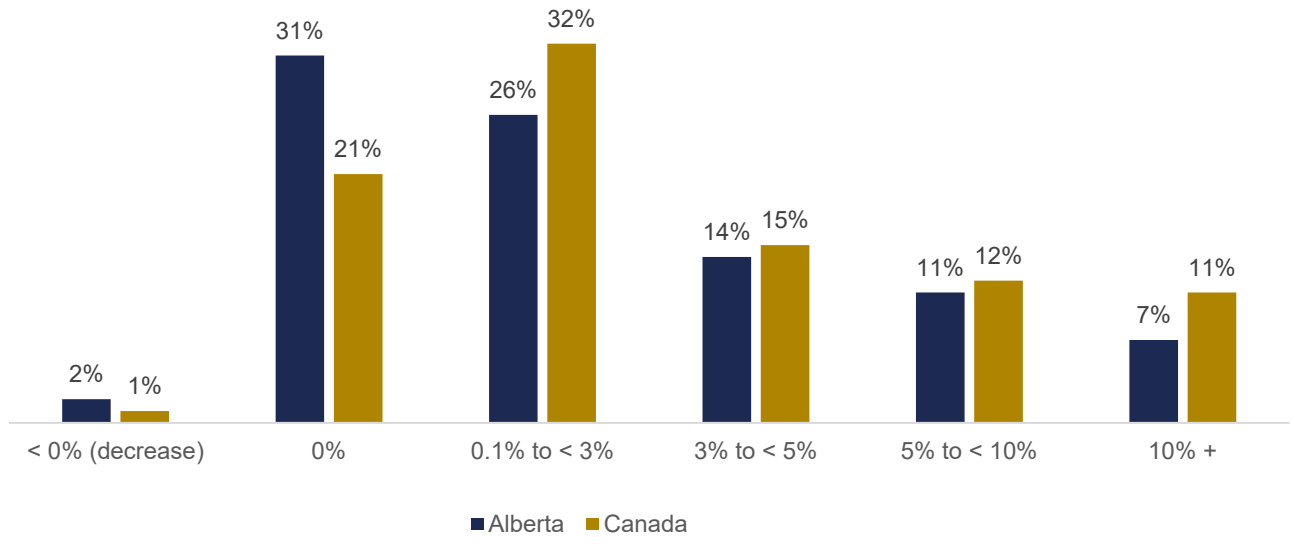
Base salaries range from $132,500 for Legal Counsel to $254,000 for General Counsel at the Executive Level.

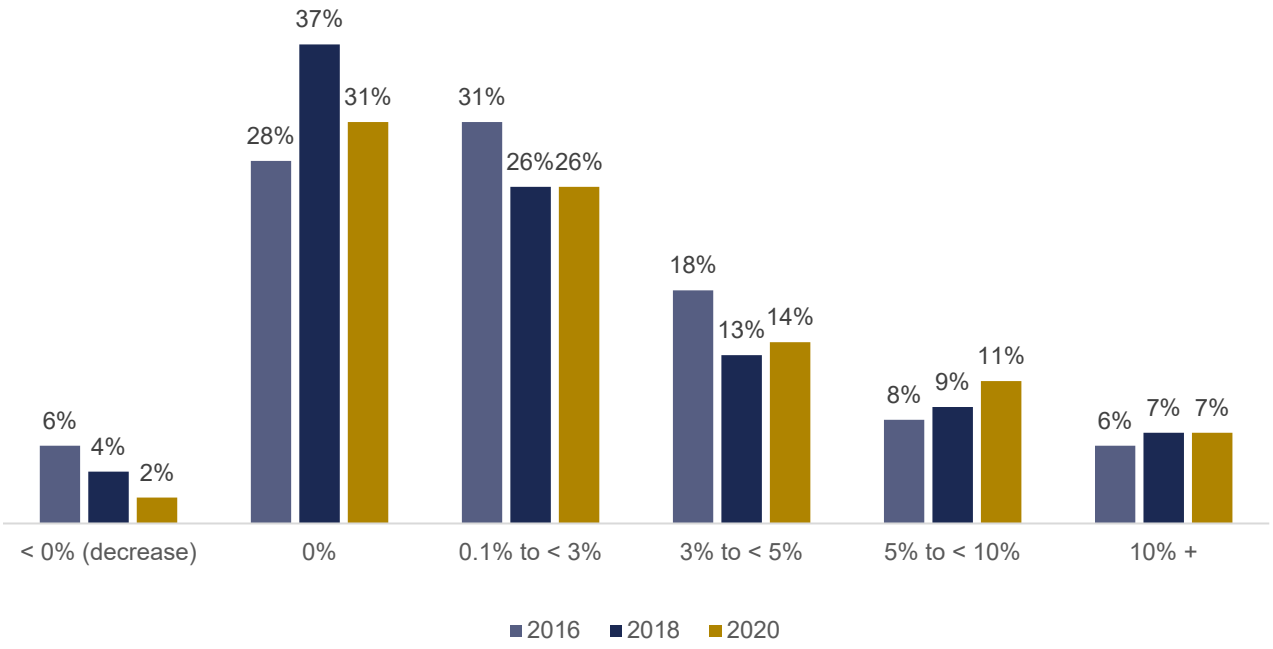
	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Average base salary ($)	$141,000	$131,000	$132,500	$167,500	$176,000	$172,500	$204,000	$210,500	$192,000	$242,000	$255,000	$254,000
Target bonus/Incentive	15%	15%	18%	19%	23%	21%	27%	23%	28%	62%	58%	56%
Maximum target amount	23%	21%	25%	61%	37%	27%	49%	31%	37%	93%	96%	94%
Actual bonus/Incentive	16%	13%	16%	22%	21%	19%	24%	19%	27%	60%	51%	66%

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

Base Salary Increase in Alberta vs Canada

Compared to Canadians as a whole, far more Albertans saw no increase in their base salary: 21% vs 31%. However, the number experiencing a salary freeze is actually down from 2018, when the number was 37%. Because of this, proportionally fewer Albertans received salary increases, with the percentage being lower across all four categories compared to Canada.





Benefits Included in Package – Alberta

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

Included in benefits package (% yes)	Total			Alberta		
	2016	2018	2020	2016	2018	2020
Insurance and retirement benefits						
Dental coverage	97%	96%	95%	97%	98%	98%
Extended medical coverage	90%	80%	77%	93%	76%	77%
Pension/Retirement plan	81%	79%	78%	79%	79%	79%
Provincial health care coverage	77%	72%	71%	74%	71%	70%
Employee assistance program	76%	81%	80%	82%	85%	85%
Additional health spending account	62%	55%	59%	77%	77%	79%
Medical/Dental coverage beyond retirement	17%	21%	20%	13%	18%	19%
Short-term disability	89%	88%	84%	94%	93%	93%
Long-term disability	93%	92%	87%	95%	94%	91%
Life insurance	90%	87%	83%	90%	90%	85%
Fringe benefits						
Educational credits/Tuition reimbursement	45%	41%	45%	39%	26%	34%
Employee referral program	40%	40%	42%	47%	38%	43%
Parking allowance	32%	31%	28%	44%	43%	40%
Moving expenses	19%	14%	13%	21%	14%	13%
Executive health plan	15%	24%	23%	12%	22%	21%
Car allowance	16%	15%	12%	10%	11%	8%
Subsidized meals	10%	11%	11%	4%	5%	8%
Subsidized childcare	2%	4%	3%	3%	2%	2%
Paid time off						
Personal time off days	50%	57%	62%	42%	55%	61%
Flex days	41%	43%	49%	59%	61%	62%
Top up for maternity leave	35%	36%	41%	30%	32%	37%
Extended parental leave	25%	24%	28%	18%	18%	25%
Elder care leave	11%	12%	14%	10%	16%	13%
Sabbatical	7%	8%	10%	5%	6%	7%

Change in Benefits and Satisfaction with Compensation

In Alberta, increases in out-of-pocket costs for benefits remained similar to previous years, although the national rate fell. Decreases in benefits coverage told a similar story.

Experienced in past 12 months (% yes)	Canada			Alberta		
	2016	2018	2020	2016	2018	2020
Increase in out-of-pocket costs for benefits	33%	30%	25%	30%	33%	31%
Decrease in benefits coverage	16%	16%	12%	18%	17%	16%

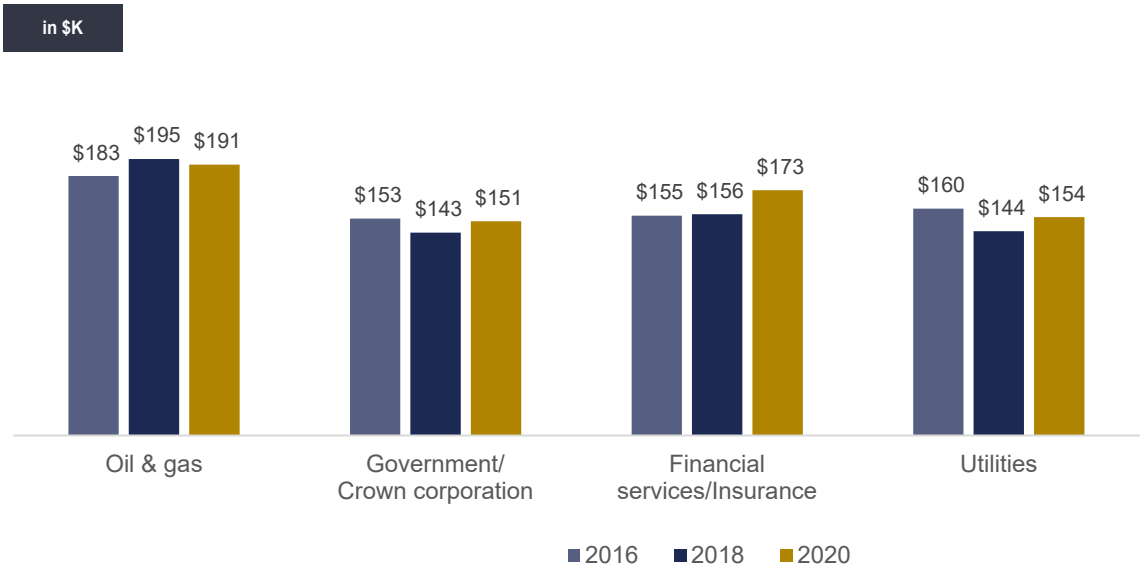
% Very/Somewhat satisfied	Canada			Alberta		
	2016	2018	2020	2016	2018	2020
Benefits package	74%	70%	70%	78%	68%	70%
Incentive program	61%	56%	59%	64%	58%	60%
Base salary	53%	50%	55%	56%	46%	48%

Trends by Industry in Alberta

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

1. Oil & gas
2. Government
3. Financial services/insurance/banks
4. Utilities

Corresponding base salaries are indicated in the chart below. Oil & gas saw a decline in base salaries this year, while financial services/insurance/banks, utilities and government all saw increases.



Focus on Oil & Gas Sector in Alberta

In Alberta's oil & gas sector in 2020, the average base salary for Legal Counsel is $140,000. The average base salary for GC Director Level is $200,500 This represents a drop in base salaries from 2018 for both groups.

	Legal Counsel			Senior Counsel			General Counsel at Director Level*		
	2016	2018	2020	2016	2018	2020	2016	2018	2020
Average base salary ($)	$150,000	$145,500	$140,000	$172,500	$193,000	$192,500	$227,000	$225,500	$200,500
Target bonus/Incentive	17%	17%	18%	23%	27%	24%	26%	30%	36%
Maximum target amount	29%	27%	25%	94%	49%	34%	94%	45%	44%
Actual bonus/Incentive	17%	16%	14%	26%	27%	19%	25%	24%	34%

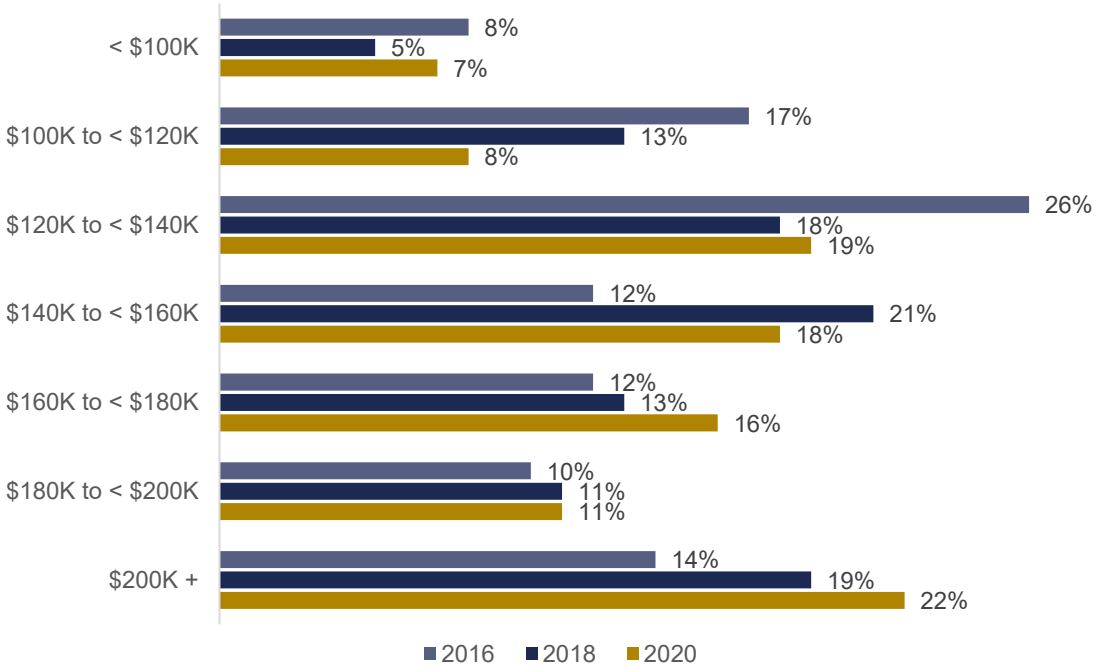
* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager

FOCUS ON BRITISH COLUMBIA

Distribution of Base Salary in British Columbia

The mean base salary for in-house counsel in British Columbia is $167,00, which is $500 lower compared to the national average. Mean base salaries in Vancouver are slightly higher (by $2,500) than the province as a whole.

Mean British Columbia
2016: $156,000
2018: $163,000
2020: $167,000
Mean Vancouver
2016: $159,000
2018: $166,500
2020: $169,500



Compensation Package by Position – British Columbia

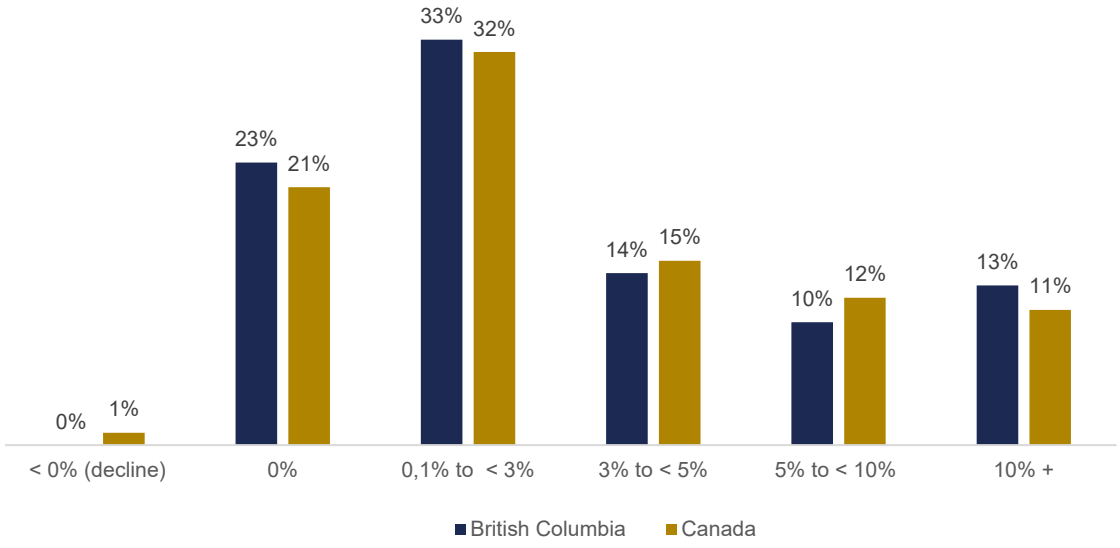
In 2020, the average base salary for Legal Counsel in British Columbia is $126,000 and the base salary for GC Executive Level is $287,250.

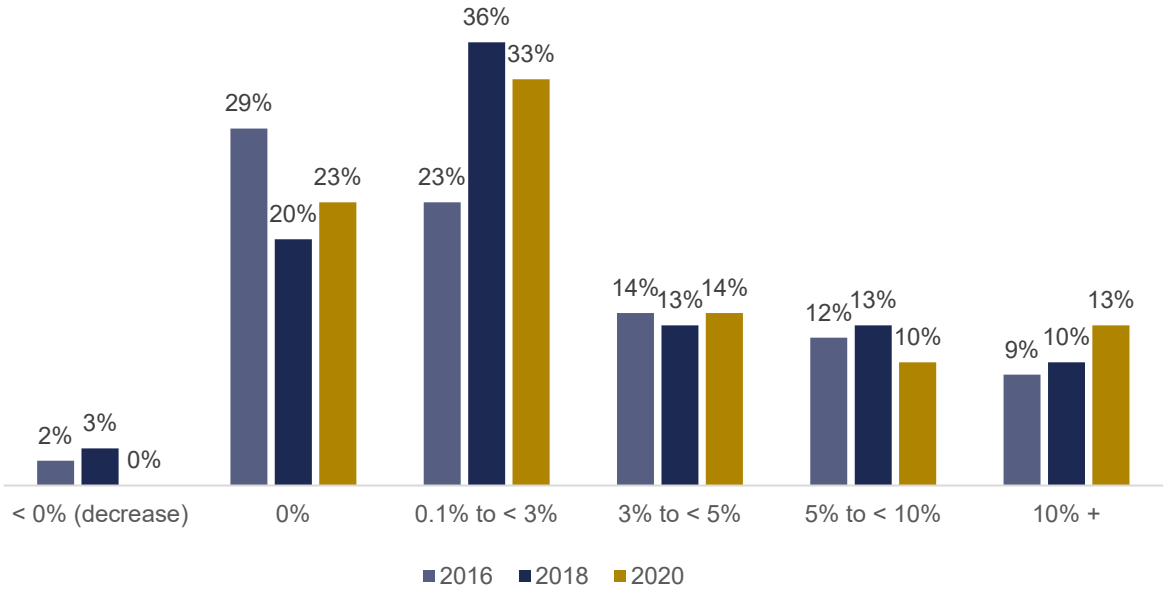
	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Average base salary ($)	$121,000	$126,000	$126,000	$140,000	$147,000	$153,500	$179,000	$188,000	$189,500	$270,000	$229,500	$287,250
Target bonus/Incentive	14%	15%	20%	34%	17%	19%	30%	25%	25%	53%	35%	58%
Maximum target amount	20%	22%	31%	43%	19%	25%	42%	37%	36%	78%	62%	77%
Actual bonus/Incentive	13%	16%	23%	38%	18%	18%	31%	21%	28%	49%	32%	66%

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

Base Salary Increase in British Columbia vs Canada

Twenty-three percent of in-house counsel in British Columbia received 5% to 10%+ increases compared to only 21% of in-house counsel nationally.





Benefits Included in Package – British Columbia

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

Included in benefits package (% yes)	Total			British Columbia		
	2016	2018	2020	2016	2018	2020
Insurance and retirement benefits						
Dental coverage	97%	96%	95%	98%	96%	96%
Extended medical coverage	90%	80%	77%	97%	93%	90%
Pension/Retirement plan	81%	79%	78%	74%	69%	73%
Provincial health care coverage	77%	72%	71%	86%	84%	85%
Employee assistance program	76%	81%	80%	70%	71%	71%
Additional health spending account	62%	55%	59%	51%	44%	57%
Medical/Dental coverage beyond retirement	17%	21%	20%	17%	22%	18%
Short-term disability	89%	88%	84%	86%	84%	83%
Long-term disability	93%	92%	87%	95%	93%	87%
Life insurance	90%	87%	83%	90%	82%	78%
Fringe benefits						
Educational credits/Tuition reimbursement	45%	41%	45%	47%	43%	47%
Employee referral program	40%	40%	42%	35%	44%	38%
Parking allowance	32%	31%	28%	36%	37%	29%
Moving expenses	19%	14%	13%	19%	14%	14%
Executive health plan	15%	24%	23%	14%	23%	19%
Car allowance	16%	15%	12%	16%	13%	11%
Subsidized meals	10%	11%	11%	11%	12%	9%
Subsidized childcare	2%	4%	3%	2%	3%	1%
Paid time off						
Personal time off days	50%	57%	62%	40%	48%	51%
Flex days	41%	43%	49%	31%	33%	34%
Top up for maternity leave	35%	36%	41%	41%	41%	44%
Extended parental leave	25%	24%	28%	32%	30%	25%
Elder care leave	11%	12%	14%	9%	13%	15%
Sabbatical	7%	8%	10%	12%	13%	12%

Change in Benefits and Satisfaction with Compensation

The percentage of in-house counsel that saw increases in out-of-pocket costs for benefits is slightly lower in British Columbia than nationally (20% and 25%, respectively). Seven percent of British Columbian in-house counsel saw a decrease in benefits coverage compared to 12% nationally.

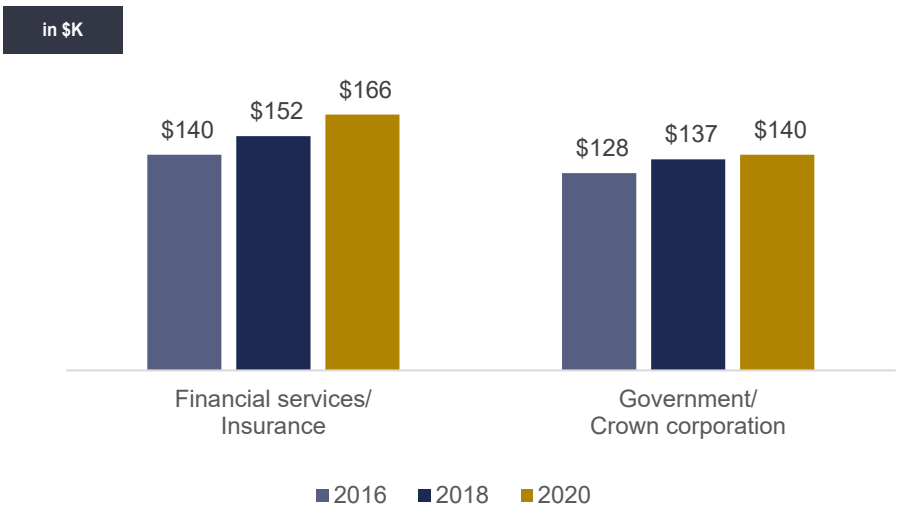
The percentage of British Columbian respondents who are very/somewhat satisfied with their benefits package is at the same level as in-house counsel nationally. By a relatively small margin, slightly more in-house counsel in British Columbia are very/somewhat satisfied with their incentive program when compared to colleagues nationally (61% vs 59%).

Experienced in past 12 months (% yes)	Canada			British Columbia		
	2016	2018	2020	2016	2018	2020
Increase in out-of-pocket costs for benefits	33%	30%	25%	35%	22%	20%
Decrease in benefits coverage	16%	16%	12%	13%	11%	7%

% Very/Somewhat satisfied	Canada			British Columbia		
	2016	2018	2020	2016	2018	2020
Benefits package	74%	70%	70%	82%	74%	70%
Incentive program	61%	56%	59%	59%	53%	61%
Base salary	53%	50%	55%	48%	53%	52%

Trends by Industry in British Columbia

The top two sectors employing in-house counsel in British Columbia are financial services/insurance and government/Crown corporations. Both sectors show steady gains in base salaries from 2016 to 2020.





National Trends in In-House Counsel Compensation

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

BASE SALARY BY TYPE OF EMPLOYER

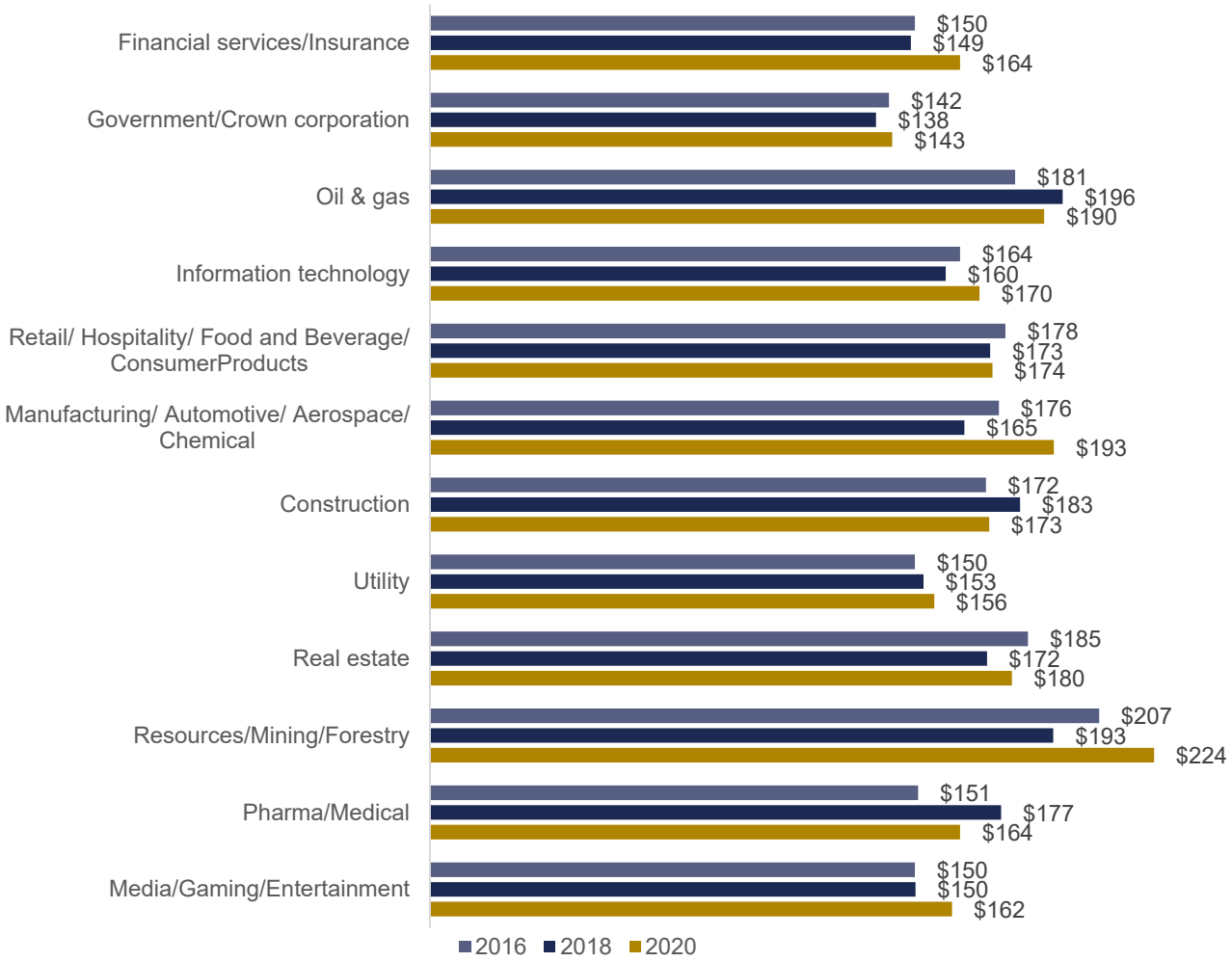
The average salary for all in-house counsel surveyed is $167,500, which is slightly higher compared to $163,000 reported in 2018. Based on organization type, we note that the average base salary for in-house counsel in both publicly-quoted and privately-owned companies is higher than government or Crown corporation in-house counsel.

Trends by Industry

The following chart provides salary information on the top sectors that employ in-house counsel. This year, we see the highest average base salaries are being paid by resources/mining/forestry ($224K), manufacturing/ automotive/aerospace/ chemical ($193K), oil and gas ($190K), real estate ($180K), retail/hospitality/food and beverage/consumer products ($174K), construction ($173K), and information technology ($170K).

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

The largest gains in annual base salaries from 2018 to 2020 are in resources/mining/forestry (up $31K), manufacturing/automotive/aerospace/chemical (up $28K), and financial services/insurance (up $15K). The most substantial downward shifts in annual base salaries from 2018 to 2020 are in pharmaceuticals/medical (down $13K), construction (down $10K), and oil and gas (down $6K).



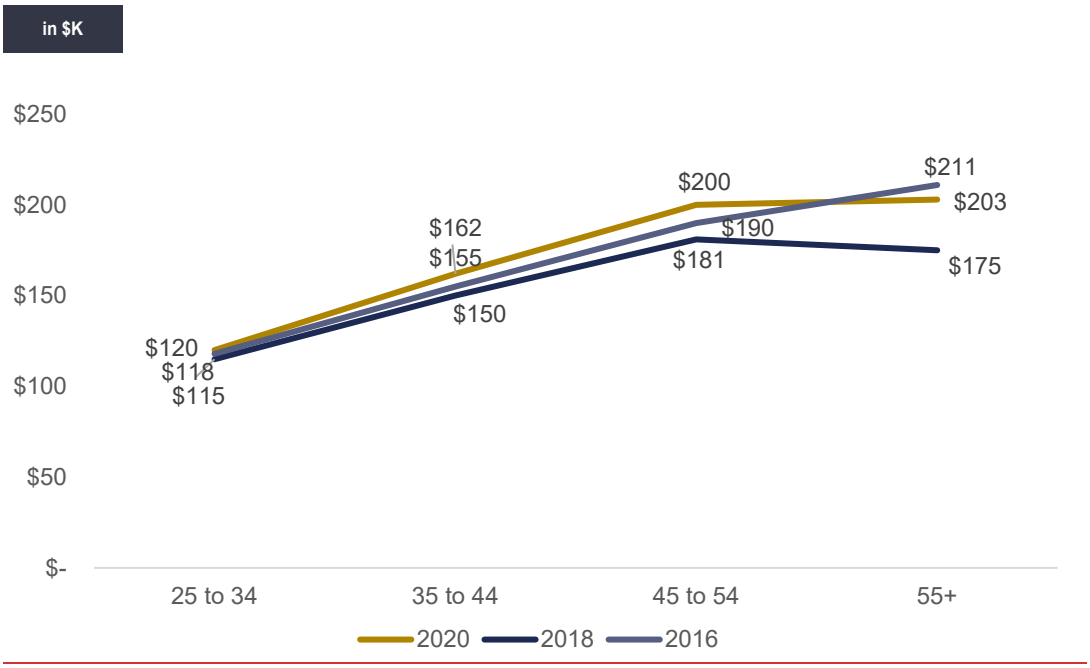
BASE SALARY BY EMPLOYMENT HISTORY, AGE AND TENURE

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

Number of years in private practice	Average Base salary		
	2016	2018	2020
None	$133,500	$131,000	$129,500
1 – 2 years	$144,500	$150,500	$156,000
3 – 5 years	$165,500	$166,000	$173,000
> 5 years	$182,000	$181,500	$186,500

Trends by Age

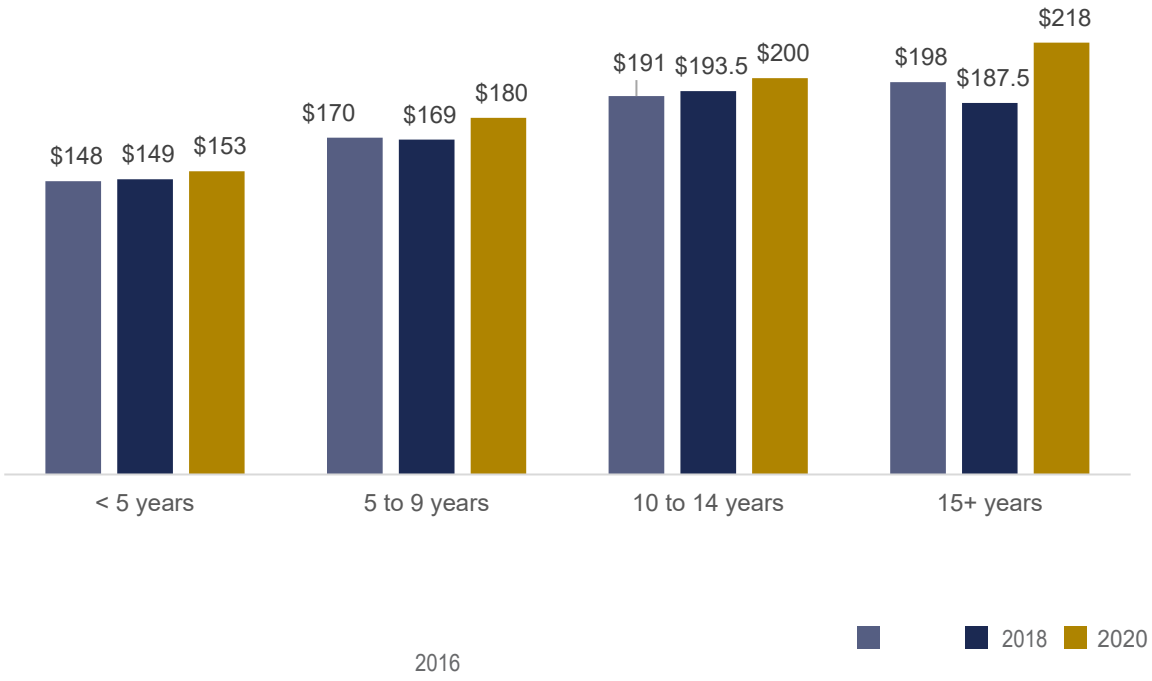
Generally, the older the person, the higher the salary. The exception to this occurred in 2018 when those 55+ earned less than their 45 to 54-year-old counterparts. This year, those in the 25 to 34-year-old group received an average annual base salary of $120K, while those 55+ received an annual base salary of $203K.



	25 to 34 years	35 to 44 years	45 to 54 years	55 + years
2016	$118,000	$155,000	$190,000	$211,000
2018	$127,000	$156,500	$196,000	$186,000
2020	$120,000	$162,000	$200,000	$203,000

Trends by Tenure with Employer

The trends by tenure with employer show results similar to the previous table of trends by age. In the 2016 and 2018 surveys, the longer the person worked for a given organization, the higher the salary. There was an increase for base salary across all groups compared to 2018.



	< 5 years	5 to 9 years	10 to 14 years	15 + years
2016	$148,000	$170,000	$191,000	$198,000
2018	$149,000	$169,000	$193,500	$187,500
2020	$153,000	$180,000	$1200,000	$218,000

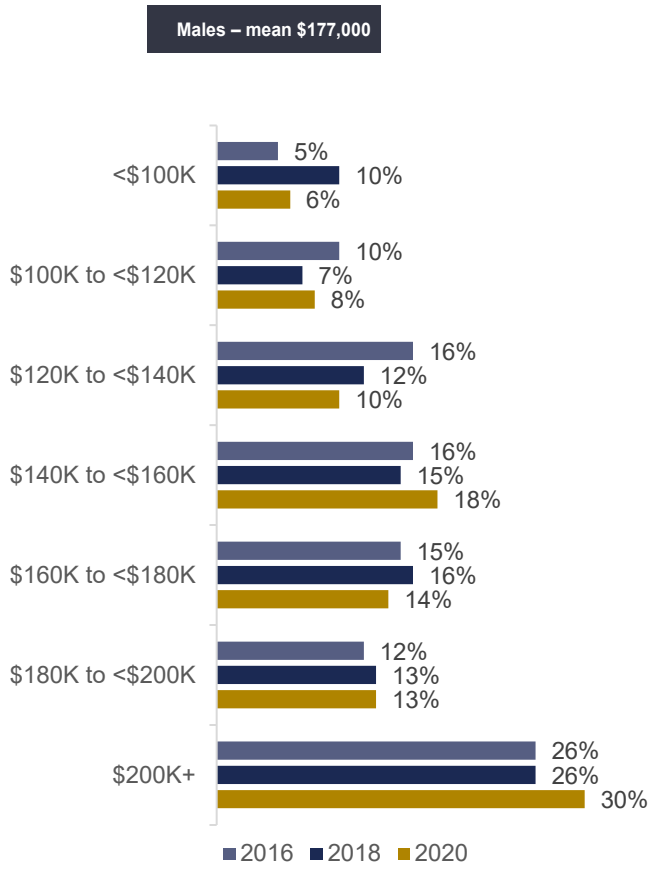
BASE SALARY BY GENDER

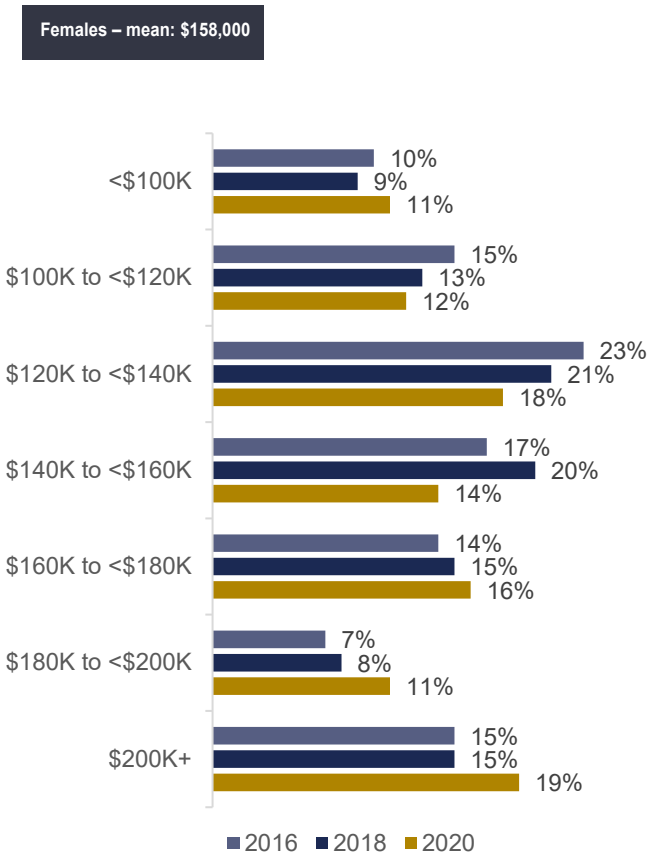
Trends by Gender

This year, female participants outnumber men (51% female compared to 46% male). On average, the salary of female in-house counsel is lower than their male counterparts.

In 2020, the average male base salary stands at $177,000, which is $19,000 higher than the average female base salary of $158,000. This salary gap has not changed since 2018.

Gender differences are particularly apparent at the higher wage levels. For example, 30% of males have a mean salary of $200K+, while only 19% of women receive this level of pay.



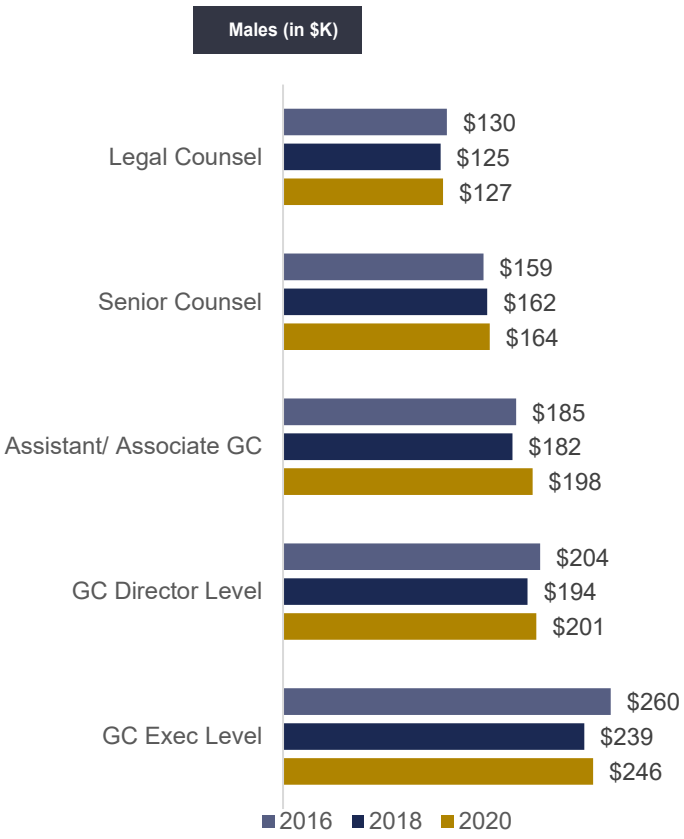


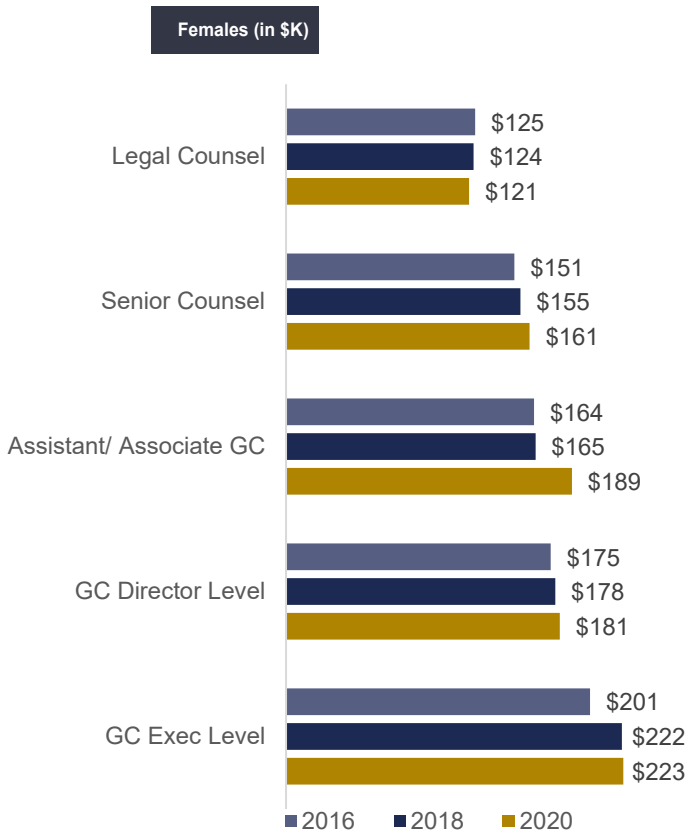
	Total mean salary	Males	Females	Difference
2016	$165,000	$178,500	$152,000	-$26,500
2018	$163,000	$173,000	$154,000	-$19,000
2020	$167,500	$177,000	$158,000	-$19,000

Salary by Job Role and Gender

As we can see from the charts below, women are paid less than men at all job role levels. The smallest gap in salaries exists for Legal Counsel and for Senior Counsel ($3,000 and $6,000 respectively). The largest salary gaps exist for GC Director Level and GC Executive Level ($20,000 and $23,000 respectively). In both cases, the salary gap has increased since 2018.

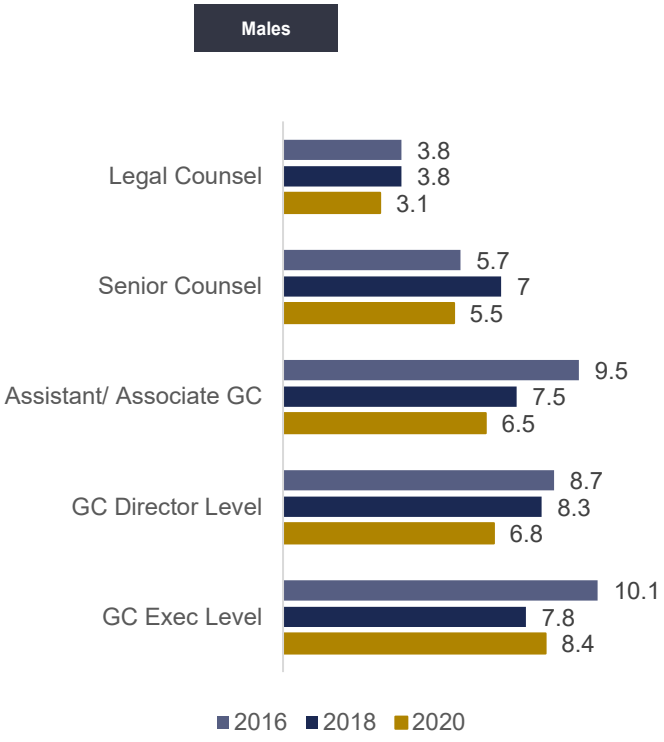
In comparison to 2018, the gap in salaries has decreased for Senior Counsel and Assistant/Associate GC.

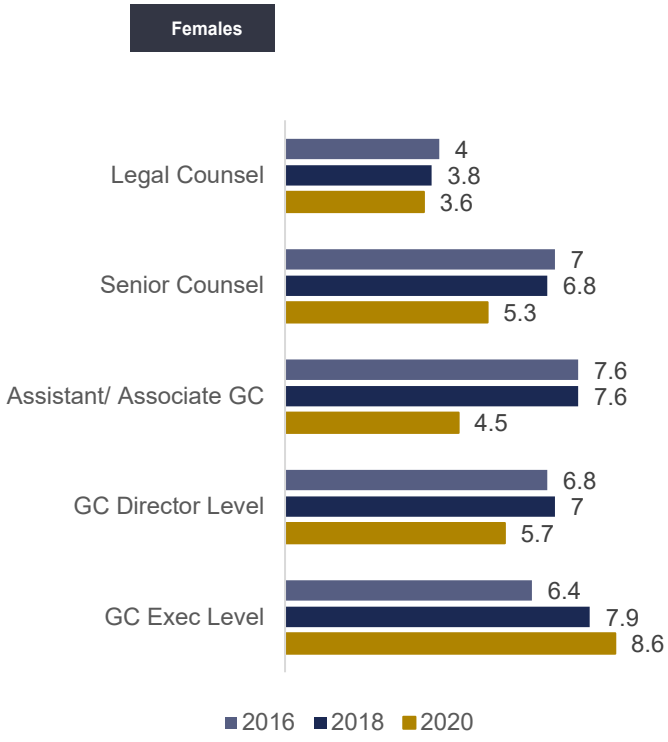




Tenure by Job Role and Gender

We note that in 2020 men are spending more time as GC Executive Level than previously. The result is that for Legal Counsel, Senior Counsel and GC Executive Level, men and women spend relatively similar amounts of time in each position. At the GC Executive Level in 2018, males spent an average of 7.8 years compared to females at 7.9 years. In 2020, male and female tenure remain essentially identical (8.4 and 8.6, respectively).

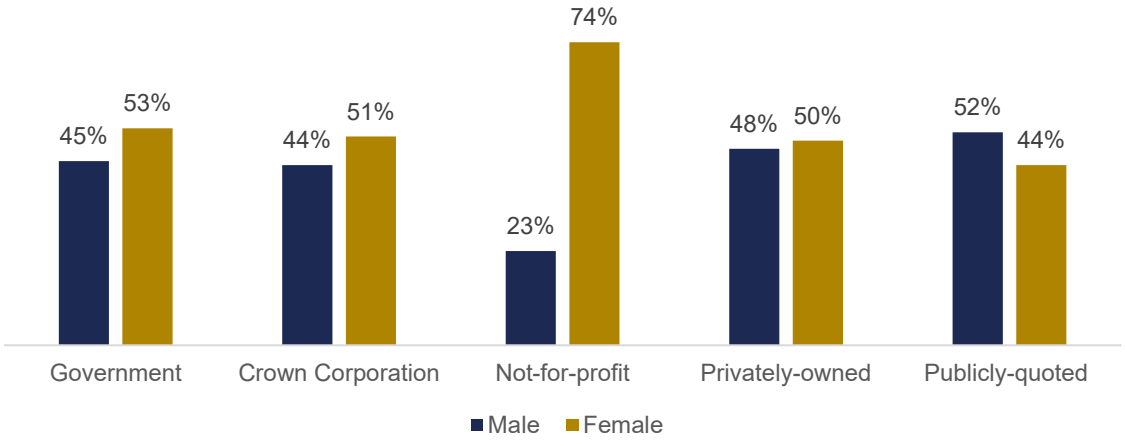


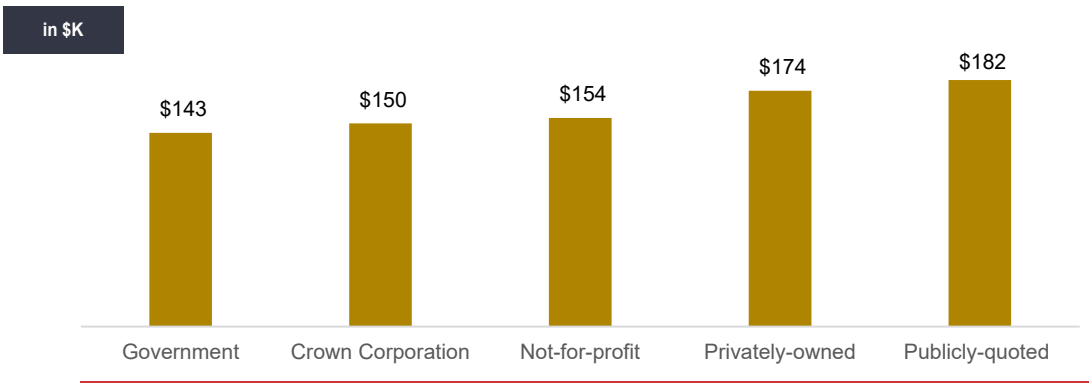


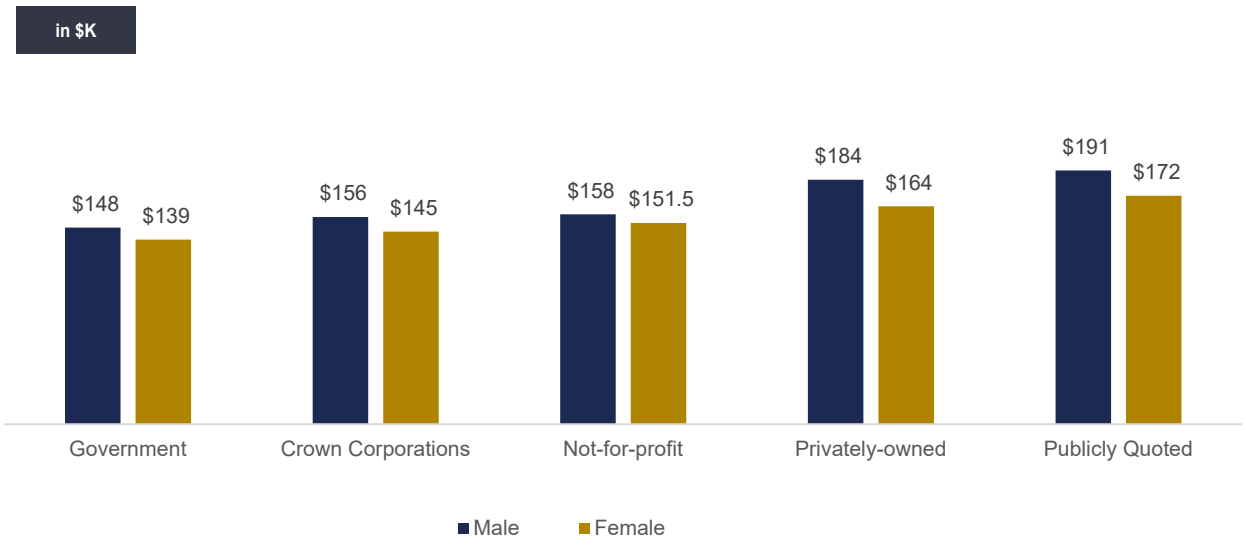
Gender and Sector

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

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



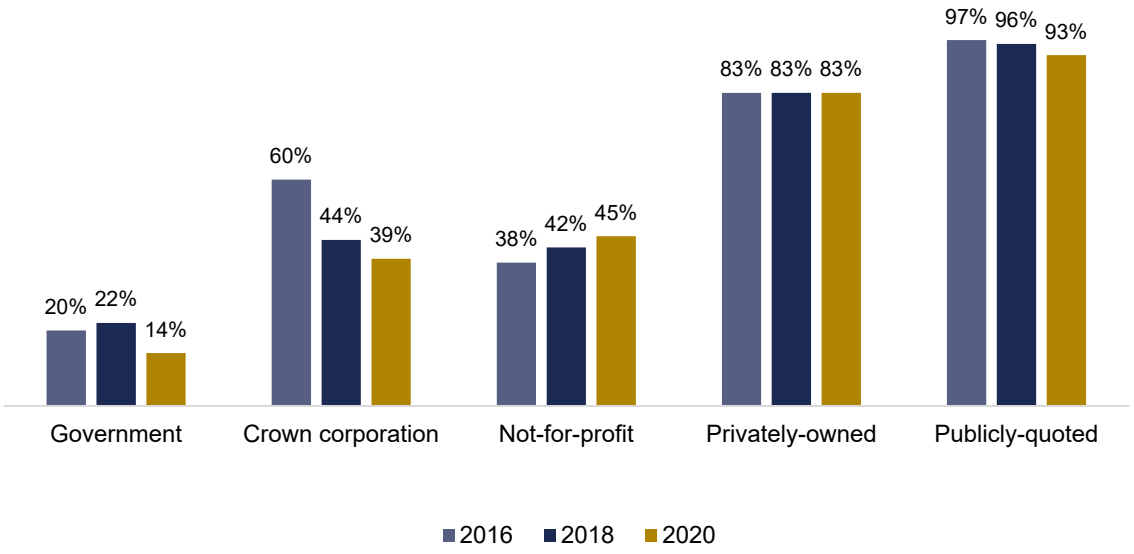




SHORT-TERM AND LONG-TERM INCENTIVE PROGRAMS

Short-Term Incentives

Short-term incentive plans are available to 93% of in-house counsel in publicly-quoted companies. There were no changes for privately-owned companies, which remains at 83%. The not-for-profit sector is next at 45% and Crown corporations follow at 39%. In 2020, government use of incentive programs stands at 14%, which is lower compared to 22% in 2018.



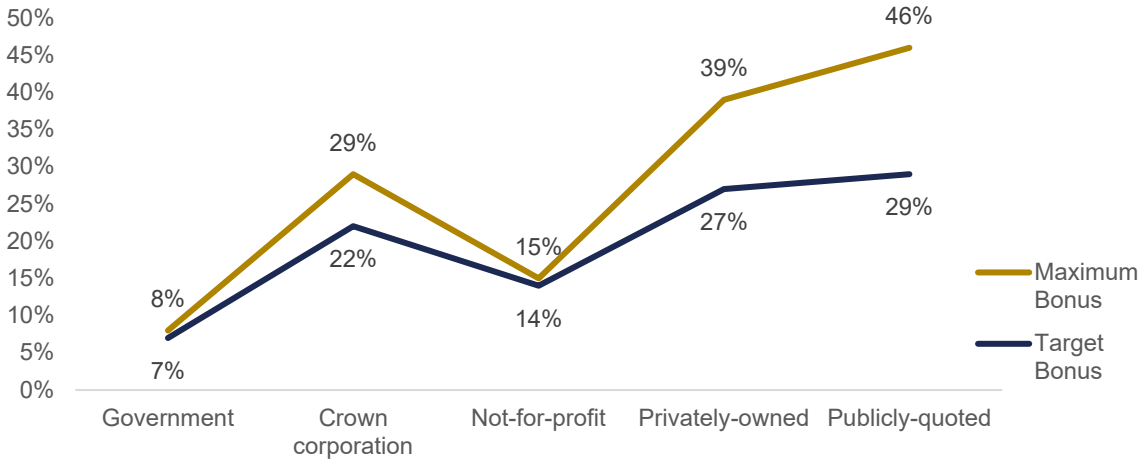
Bases of Bonus/Incentive Program

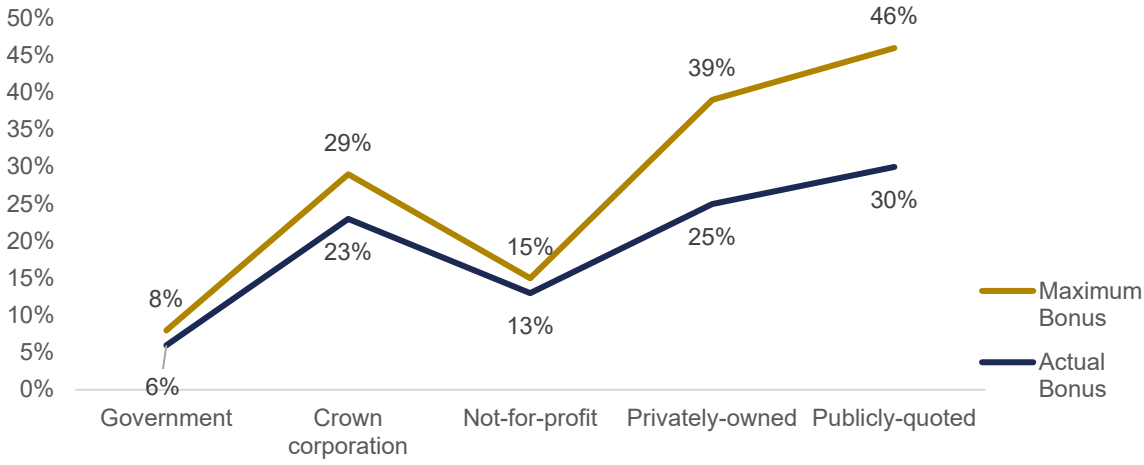
Experienced in past 12 months (% yes)	Total			Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Organizational performance	91%	90%	90%	91%	50%	40%	94%	81%	86%	91%	69%	69%	91%	93%	91%	95%	95%	97%
Individual performance	88%	89%	88%	94%	96%	100%	94%	91%	95%	79%	86%	92%	79%	84%	85%	94%	94%	92%
Team performance	49%	48%	48%	49%	36%	50%	62%	54%	54%	49%	58%	45%	58%	46%	47%	46%	50%	49%
Specific project based	21%	22%	22%	21%	23%	5%	32%	19%	27%	33%	25%	33%	33%	22%	22%	17%	22%	18%

Bonuses by Sector

Looking at maximum bonus compared to target bonus in the graph below, we see that for publicly-quoted companies, the 46% maximum is much higher than the 29% target. Privately-owned companies have a maximum of 39% and a target of 27%. Crown corporation maximums exceed the target but not by such a wide margin. For government and the not-for-profit sector, the maximum and target are virtually identical.

In the case of actual bonus compared to target bonus, we see a close alignment for government, Crown corporations and not-for-profit organizations.

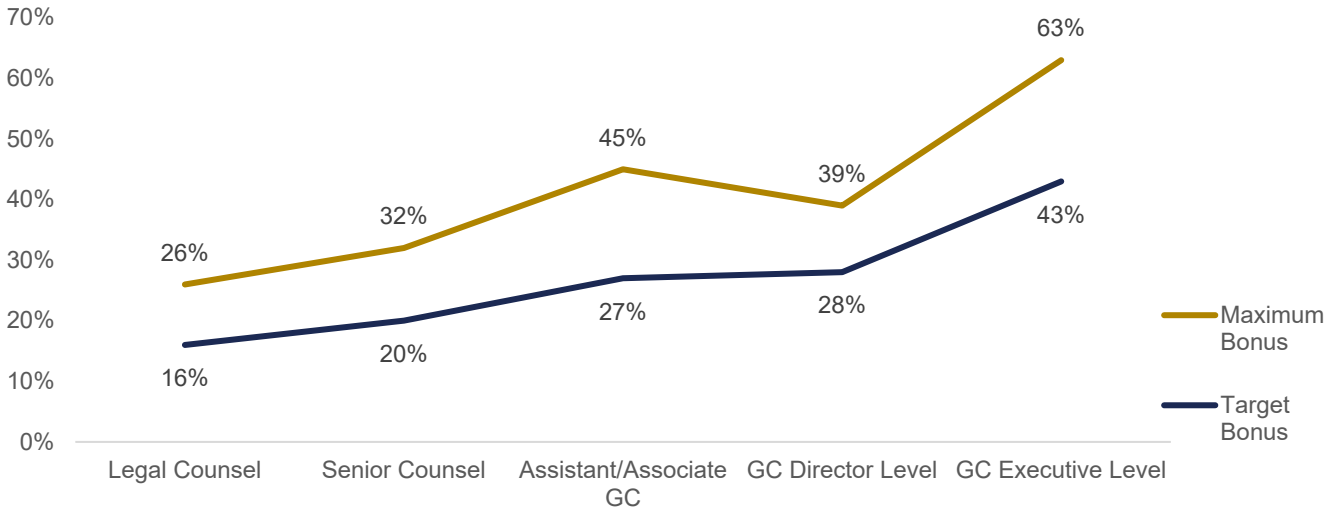


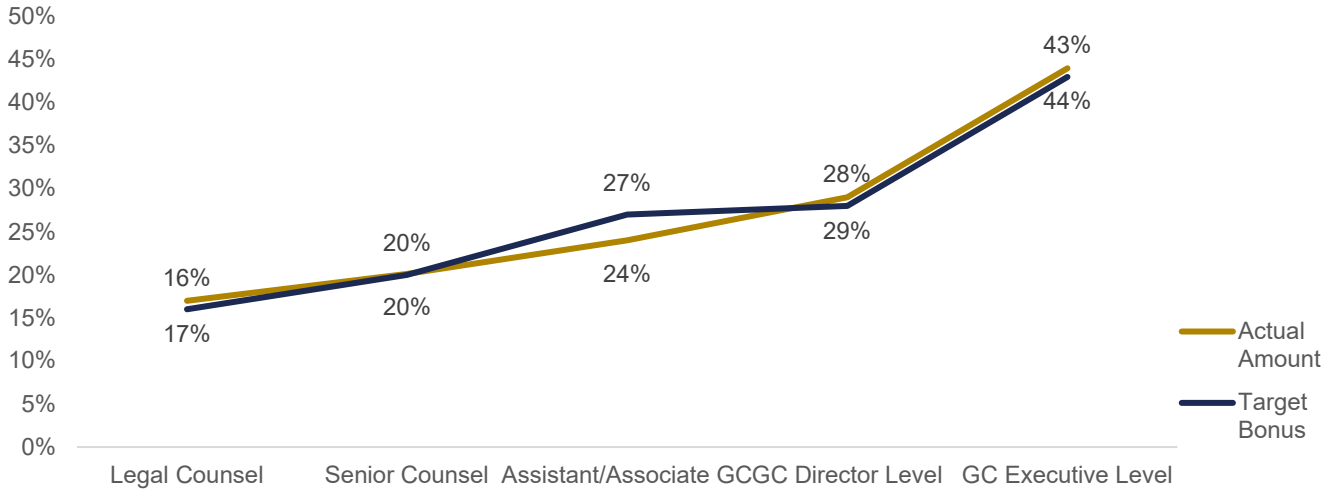


Bonuses by Title

Looking at bonuses by job title, we note that the gap between the target bonus and maximum bonus increases by seniority. In the case of GC Executive Level, the maximum bonus is 63% vs a target of 43%.

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

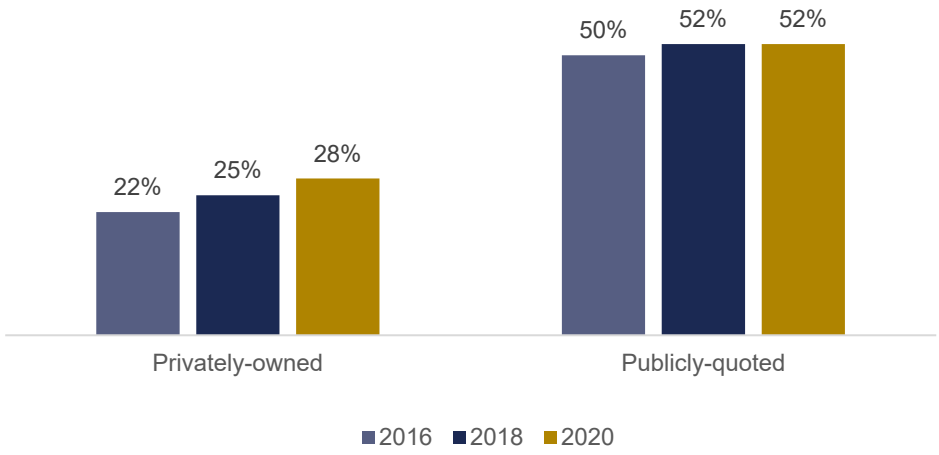


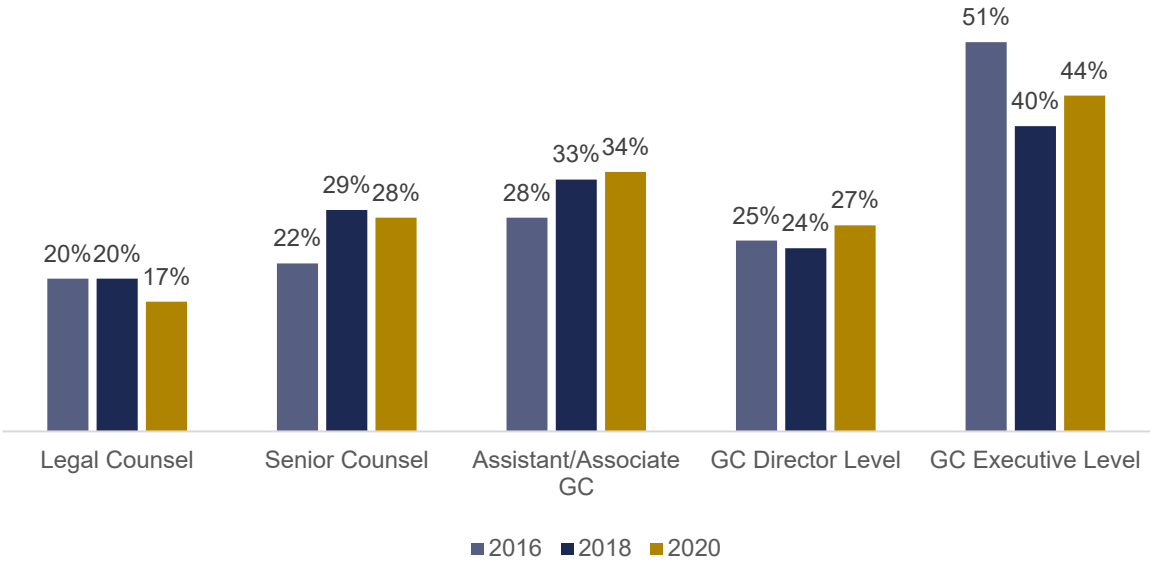


Stock Options

On average, 28% of in-house counsel in privately-owned companies have stock options. This is up from 25% in 2018. Stock options in publicly-quoted companies remained at 52% in 2020.

Stock options for GC Executive Level increased to 44% from 40% in 2018. For the Legal Counsel and Senior Counsel roles, stock options slightly decreased.





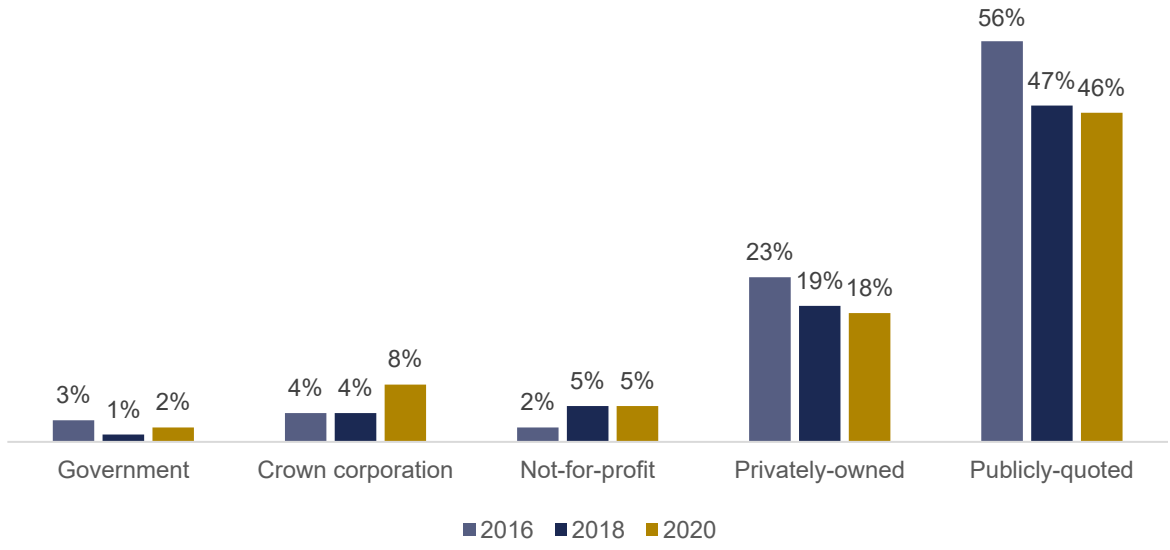
Type of plan	% yes		
	2016	2018	2020
Restricted stock plan	49%	48%	47%
Performance share plan	29%	28%	32%
Share appreciation rights	11%	11%	9%
Phantom share plan	11%	8%	10%

Long-Term Incentive Plans

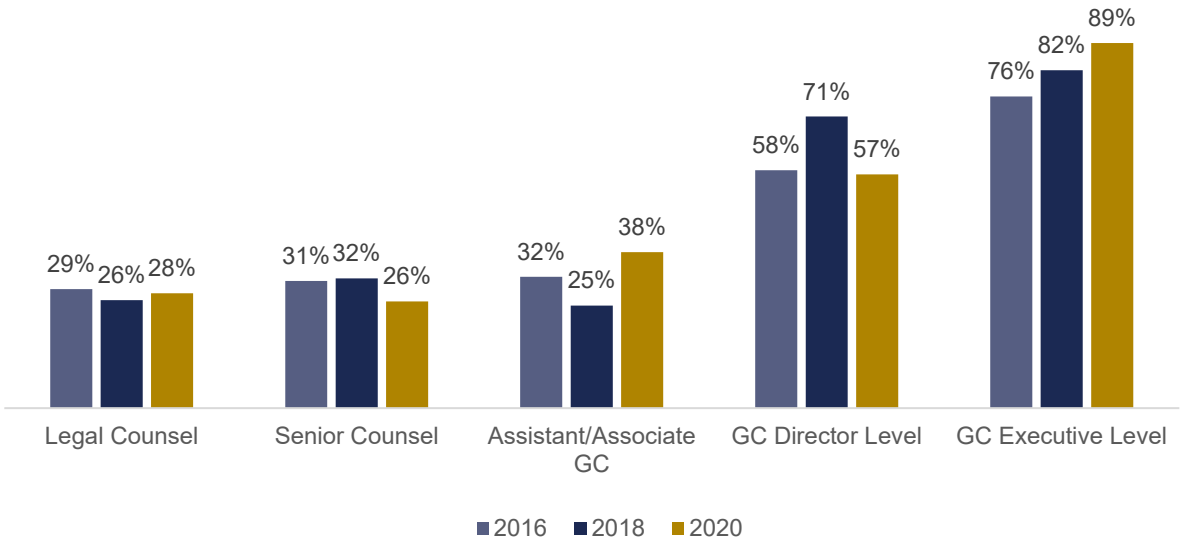
Long-term incentive plans continue to be the most popular in publicly-quoted companies. In 2020, 46% of in-house counsel at publicly-quoted companies are eligible for such plans, a percentage that is at the same level as 2018. Eighteen percent of in-house counsel at privately-owned companies receive long-term incentives, on par with 2018 but down from 23% in 2016. For Crown corporations, eligibility increased from 4% to 8%. The not-for-profit percentage remains the same.

In 2020, the maximum potential long-term incentive for the GC Executive Level rose to 89%. For GC Director Level, the maximum potential decreased to 57% from 71%. For Assistant/ Associate GC the maximum increased to 38%.

% eligible for long-term incentive plan)



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



Benefits

As noted in 2018, nearly all in-house counsels receive both medical and dental coverage as well as short and long-term disability and life insurance.

Included in benefits package (% yes)	Total		
	2016	2018	2020
Insurance and retirement benefits			
Dental coverage	97%	96%	95%
Extended medical coverage	90%	80%	77%
Disability/Life insurance	NA	NA	NA
Pension/Retirement plan	81%	79%	78%
Provincial health care coverage	77%	72%	71%
Employee assistance program	76%	81%	80%
Additional health spending account	62%	55%	59%
Medical/Dental coverage beyond retirement	17%	21%	20%
Short-term disability	89%	88%	84%
Long-term disability	93%	92%	87%
Life insurance	90%	87%	83%
Fringe benefits			
Educational credits/Tuition reimbursement	45%	41%	45%
Employee referral program	40%	40%	42%
Parking allowance	32%	31%	28%
Moving expenses	19%	14%	13%
Executive health plan	15%	24%	23%
Car allowance	16%	15%	12%
Subsidized meals	10%	11%	11%
Subsidized childcare	2%	4%	3%
Paid time off			
Personal time off days	50%	57%	62%
Flex days	41%	43%	49%
Top up for maternity leave	35%	36%	41%
Extended parental leave	25%	24%	28%
Elder care leave	11%	12%	14%
Sabbatical	7%	8%	10%

Benefits Package by Sector

While dental and extended medical coverage is generally provided across all sectors, we do note a slight erosion this year in extended medical coverage. For example, in the privately-owned sector, reported extended medical coverage has gone from 77% in 2018 to 75% in 2020. Among publicly-quoted companies, coverage has decreased from 80% in 2018 to 77% in 2020.

Included in benefits package (% yes)	Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Insurance and retirement benefits															
Dental coverage	99%	97%	95%	98%	95%	98%	93%	97%	96%	97%	95%	93%	97%	98%	97%
Extended medical coverage	91%	85%	82%	87%	78%	80%	87%	86%	78%	92%	77%	75%	92%	80%	77%
Disability/Life insurance	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Pension/Retirement plan	99%	95%	97%	85%	93%	97%	68%	92%	86%	81%	68%	65%	81%	79%	75%
Provincial health care coverage	79%	77%	77%	81%	77%	80%	76%	70%	61%	75%	72%	70%	77%	68%	70%
Employee assistance program	90%	90%	88%	87%	88%	87%	69%	87%	89%	67%	71%	72%	80%	84%	74%
Additional health spending account	60%	63%	62%	72%	64%	70%	56%	43%	50%	52%	49%	53%	70%	60%	64%
Medical/Dental coverage beyond retirement	28%	36%	33%	27%	39%	29%	21%	22%	17%	13%	14%	14%	13%	17%	16%
Short-term disability	88%	90%	86%	90%	89%	88%	87%	93%	81%	86%	83%	79%	93%	93%	91%
Long-term disability	96%	94%	88%	98%	93%	92%	95%	93%	90%	90%	88%	84%	94%	96%	91%
Life insurance	91%	92%	87%	94%	84%	88%	89%	88%	81%	89%	81%	76%	90%	91%	89%
Fringe benefits															
Educational credits/Tuition reimbursement	48%	38%	37%	50%	41%	50%	46%	47%	51%	47%	48%	47%	43%	35%	41%
Employee referral program	19%	31%	25%	35%	38%	30%	23%	24%	27%	45%	43%	46%	50%	46%	54%
Parking allowance	28%	31%	28%	40%	33%	36%	37%	22%	24%	29%	33%	29%	32%	31%	26%
Moving expenses	27%	13%	13%	19%	13%	13%	17%	13%	11%	19%	14%	13%	19%	15%	15%
Executive health plan	10%	29%	19%	27%	17%	16%	21%	16%	16%	13%	25%	25%	17%	25%	26%
Car allowance	9%	7%	2%	11%	9%	10%	12%	13%	6%	21%	18%	18%	21%	16%	11%
Subsidized meals	9%	10%	5%	7%	8%	6%	10%	13%	9%	14%	13%	14%	8%	10%	14%
Subsidized childcare	1%	2%	2%	1%	3%	4%	2%	1%	2%	3%	4%	2%	3%	5%	4%
Paid time off															
Personal time off days	63%	62%	63%	49%	64%	68%	58%	62%	75%	47%	57%	59%	46%	49%	58%
Flex days	53%	63%	57%	44%	53%	55%	51%	45%	51%	34%	38%	42%	39%	38%	47%
Top up for maternity leave	49%	40%	44%	46%	54%	62%	37%	45%	43%	24%	26%	29%	37%	36%	43%
Extended parental leave	43%	38%	40%	37%	37%	36%	35%	26%	29%	17%	21%	22%	20%	17%	26%
Elder care leave	21%	21%	21%	12%	16%	18%	15%	15%	28%	11%	10%	9%	7%	10%	10%
Sabbatical	20%	12%	16%	8%	16%	13%	9%	6%	12%	4%	5%	5%	6%	6%	11%

Benefits Package by Title

Benefits packages change with growing seniority. Car allowance is in the single digits for Legal Counsel but becomes more common as one climbs the corporate ladder.

Included in benefits package (% yes)	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Insurance and retirement benefits															
Dental coverage	97%	97%	94%	96%	98%	96%	98%	96%	98%	97%	95%	95%	97%	96%	98%
Extended medical coverage	88%	76%	74%	89%	85%	80%	92%	69%	82%	93%	80%	80%	89%	86%	74%
Disability/Life insurance	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Pension/Retirement plan	85%	80%	80%	90%	86%	88%	89%	79%	79%	75%	76%	74%	68%	75%	72%
Provincial health care coverage	77%	72%	69%	77%	66%	73%	69%	69%	73%	78%	72%	74%	76%	86%	71%
Employee assistance program	74%	76%	75%	78%	87%	84%	79%	83%	87%	72%	81%	83%	88%	83%	87%
Additional health spending account	64%	59%	58%	70%	60%	68%	71%	52%	60%	54%	46%	55%	65%	54%	62%
Medical/Dental coverage beyond retirement	14%	18%	21%	21%	29%	22%	19%	17%	16%	21%	19%	21%	20%	28%	16%
Short-term disability	86%	86%	82%	92%	92%	90%	94%	92%	92%	90%	87%	82%	92%	93%	89%
Long-term disability	93%	92%	87%	92%	95%	90%	94%	90%	89%	93%	90%	87%	99%	94%	89%
Life insurance	89%	87%	80%	90%	86%	88%	90%	88%	90%	92%	85%	84%	93%	85%	86%
Fringe benefits															
Educational credits/Tuition reimbursement	44%	39%	41%	40%	31%	38%	46%	35%	36%	50%	48%	51%	56%	50%	56%
Employee referral program	41%	37%	37%	46%	47%	48%	42%	38%	45%	34%	41%	41%	45%	42%	47%
Parking allowance	26%	21%	17%	28%	33%	24%	39%	21%	42%	38%	40%	36%	49%	46%	41%
Moving expenses	18%	11%	12%	15%	13%	14%	17%	15%	18%	22%	19%	14%	31%	15%	18%
Executive health plan	6%	15%	20%	8%	16%	12%	15%	25%	27%	23%	29%	27%	43%	60%	43%
Car allowance	6%	6%	4%	9%	13%	4%	23%	23%	10%	24%	16%	20%	43%	40%	36%
Subsidized meals	9%	9%	10%	5%	13%	11%	8%	8%	11%	13%	12%	12%	16%	11%	15%
Subsidized childcare	2%	4%	4%	1%	4%	4%	2%	0%	3%	3%	3%	2%	3%	7%	2%
Paid time off															
Personal time off days	48%	62%	61%	52%	56%	68%	52%	38%	66%	50%	54%	58%	52%	63%	65%
Flex days	42%	48%	47%	49%	44%	51%	44%	27%	57%	35%	41%	50%	39%	49%	50%
Top up for maternity leave	42%	37%	45%	40%	41%	44%	31%	31%	57%	31%	32%	34%	24%	39%	37%
Extended parental leave	29%	23%	29%	23%	24%	24%	25%	21%	39%	23%	25%	28%	31%	22%	30%
Elder care leave	13%	15%	15%	9%	12%	13%	10%	2%	16%	7%	13%	14%	15%	11%	13%
Sabbatical	10%	8%	11%	8%	9%	10%	4%	4%	8%	5%	8%	11%	8%	4%	5%

PENSION/RETIREMENT PLANS

Pension and retirement plans are offered to most in-house counsel (78%), but privately-owned companies are least likely at 65% to offer such plans. The public sector is more generous in this regard, with 97% of government and 97% of Crown corporations offering such plans.

In 2020, 60% of all organizations offered a matching program for RRSP savings. The average percentage of savings being matched is at 22% in 2020.

	Total			Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Included in benefits package (% yes)																		
Pension/Retirement plan	81%	79%	78%	99%	95%	97%	96%	93%	97%	85%	92%	86%	68%	68%	65%	81%	79%	75%
Does your retirement plan consist of (% yes) (Respondents with pension/retirement plan in benefits package)																		
Pension	74%	73%	78%	94%	98%	97%	90%	93%	97%	68%	67%	86%	62%	57%	65%	71%	69%	75%
RRSP savings	64%	58%	60%	47%	35%	29%	40%	39%	39%	64%	57%	60%	74%	68%	73%	73%	68%	78%
Pension structure (Respondents with pension in retirement plan)																		
Defined benefit plan	59%	56%	52%	83%	83%	81%	74%	71%	71%	58%	69%	50%	36%	38%	27%	44%	41%	37%
Defined contribution plan	45%	44%	48%	17%	17%	19%	26%	29%	29%	42%	31%	50%	64%	63%	73%	56%	59%	63%

RRSP Savings Plans

	Total			Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Does your retirement plan consist of (% yes)																		
RRSP savings	64%	58%	60%	47%	35%	29%	40%	39%	39%	64%	57%	60%	74%	68%	73%	73%	68%	78%
Organization offers a matching program (Respondents with RRSP savings in retirement plan)																		
% yes	61%	66%	68%	10%	13%	20%	24%	42%	41%	51%	41%	55%	74%	85%	87%	73%	73%	72%

What % of your RRSP savings are being matched by your organization? (Percentages on this table represent the percent of RRSP savings being matched by the respondent's organization)	Mean	
	2016	29%
	2018	29%
	2020	22%

CAR AND PARKING ALLOWANCE

Whether one receives a car and parking allowance is largely dependent on job role and sector. In dollar terms, for average annual car allowance, GC Executive Level receive the highest, at just under $15,000, followed by GC Director Level at $10,596. Car allowance for GC Director Level increased from 16% in 2018 to 20% in 2020.

Across the sectors, government, Crown corporations, and privately-owned and publicly-quoted organizations are all roughly equally likely to offer parking allowance, falling into the 24% to 36% range. Parking allowance in the not-for-profit sector has increased from 22% in 2018 to 24% in 2020.

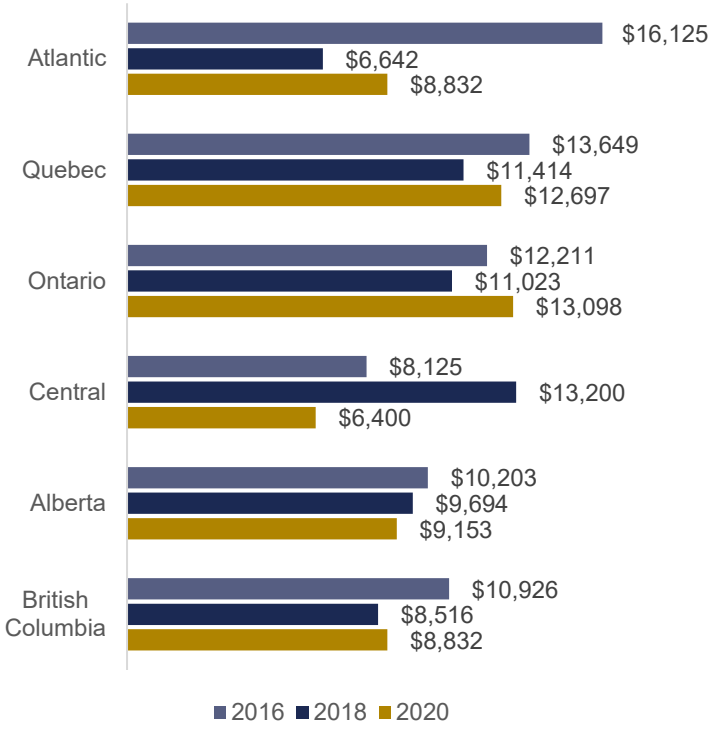
Privately-owned and publicly-quoted companies are more likely to offer car allowance than the other sectors. Publicly-quoted provision of car allowance declined from 16% in 2018 to 11% in 2020.

Across the country, Central Canada saw the biggest reduction in average annual car allowance, dropping from $13,200 in 2018 to $6,400 in 2020. In 2020, Quebec had the highest dollar level in the country for average annual car allowance.

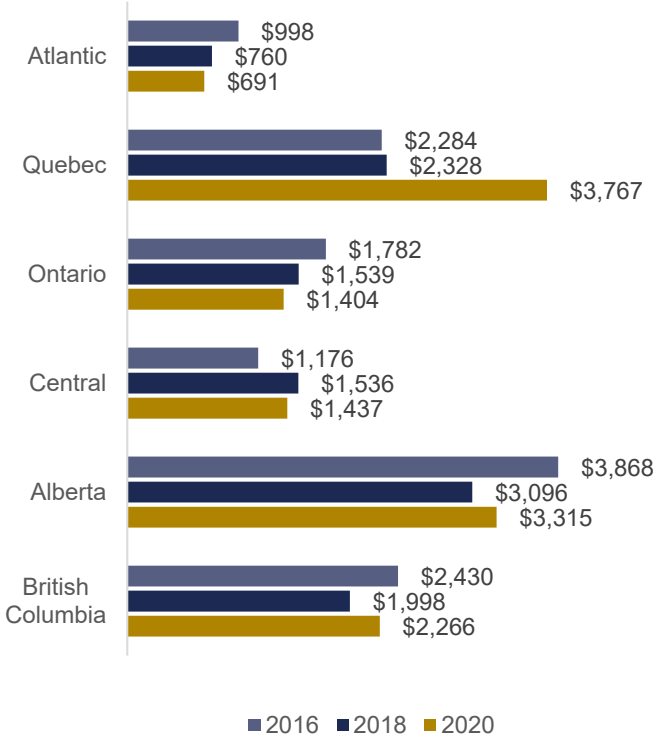
Included in benefits package (% yes)	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Parking allowance in benefits package (% yes)	26%	21%	17%	28%	33%	24%	39%	21%	42%	38%	40%	36%	49%	46%	41%
Average annual parking allowance ($)	$2,400	$2,091	$1,903	$2,810	$2,115	$1,886	$5,313	$1,765	$3,892	$2,680	$2,143	$2,647	$3,088	$3,120	$2,003
Car allowance in benefits package (% yes)	6%	6%	4%	9%	13%	4%	23%	23%	10%	24%	16%	20%	43%	40%	36%
Average annual car allowance ($)	$8,874	$6,364	$15,171	$9,683	$8,832	$8,800	$8,489	$9,511	$8,633	$12,457	$10,252	$10,596	$14,066	$10,929	$14,922

Included in benefits package (% yes)	Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Parking allowance in benefits package (% yes)	28%	31%	28%	40%	33%	36%	37%	22%	24%	29%	33%	29%	32%	31%	26%
Average annual parking allowance ($)	$4,000	$1,643	$ 1,524	$1,536	$1,396	$2,911	$2,292	$2,138	$ 2,059	$2,157	$1,939	$ 2,276	$3,997	$2,945	$2,556
Car allowance in benefits package (% yes)	9%	7%	2%	11%	9%	10%	12%	13%	6%	21%	18%	18%	17%	16%	11%
Average annual car allowance ($)	$5,433	$2,650	NA	$5,339	$10,083	$5,550	$8,714	$7,620	$10,800	$11,582	$8,258	$10,212	$13,911	$13,150	$14,483

Average annual car allowance



Average annual parking allowance



VACATION, FLEX AND PERSONAL TIME OFF DAYS

The provision of personal time off days grew from 57% in 2018 to 62% in 2020. The provision of flex days, maternity leave, extended parental leave and sabbaticals experienced a slight increase.

Entitlement to vacation days is relatively static when compared to 2016 and 2018. As expected, those who spend more years with an organization enjoy greater vacation time.

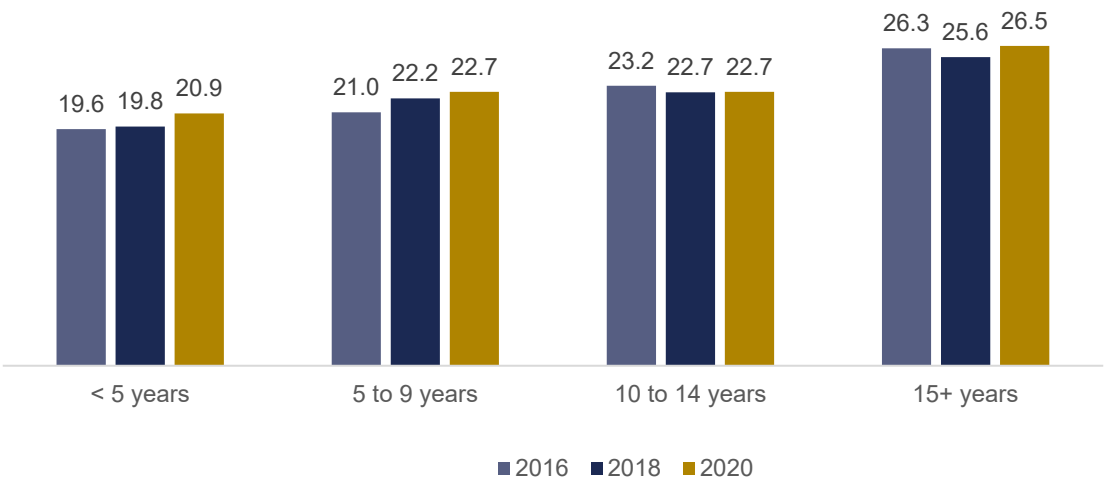
For paid personal time off days, privately-owned companies offer more paid personal time off days than the other sectors.

The number of paid flex days saw a large jump in 2020 for privately-owned and not-for-profit organizations.

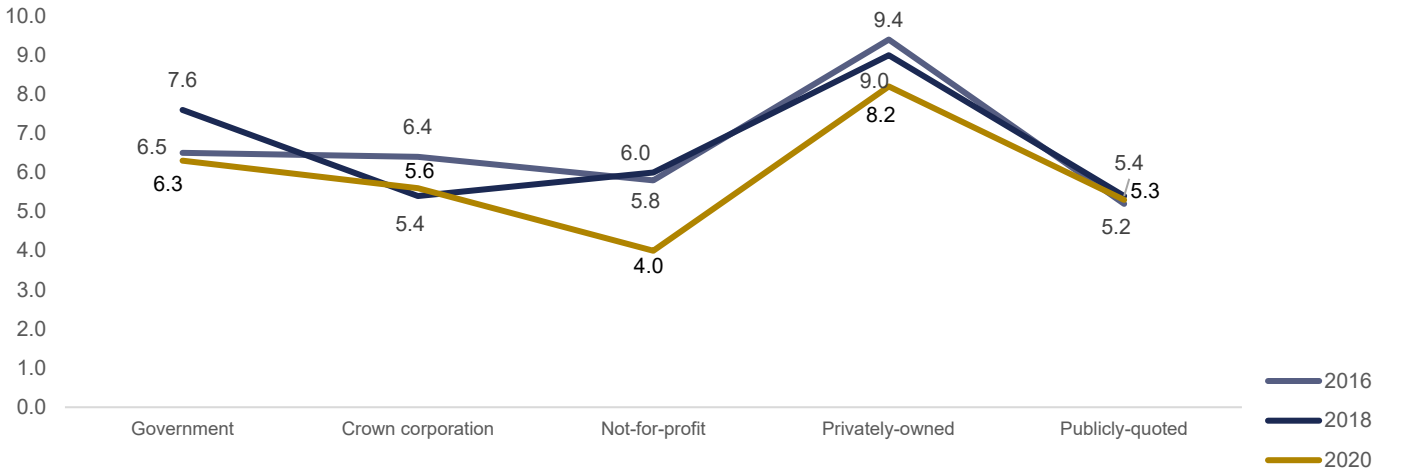
Paid Time Off and Leave

Included in benefits package (% yes)	2016	2018	2020
Personal time off days	50%	57%	62%
Median number of personal time off days	4.0	4.0	6.2
Flex days	41%	43%	49%
Median number of flex days	8.0	8.0	8.0
Top up for maternity leave	35%	36%	41%
Extended parental leave	25%	24%	28%
Sabbaticals	7%	8%	10%

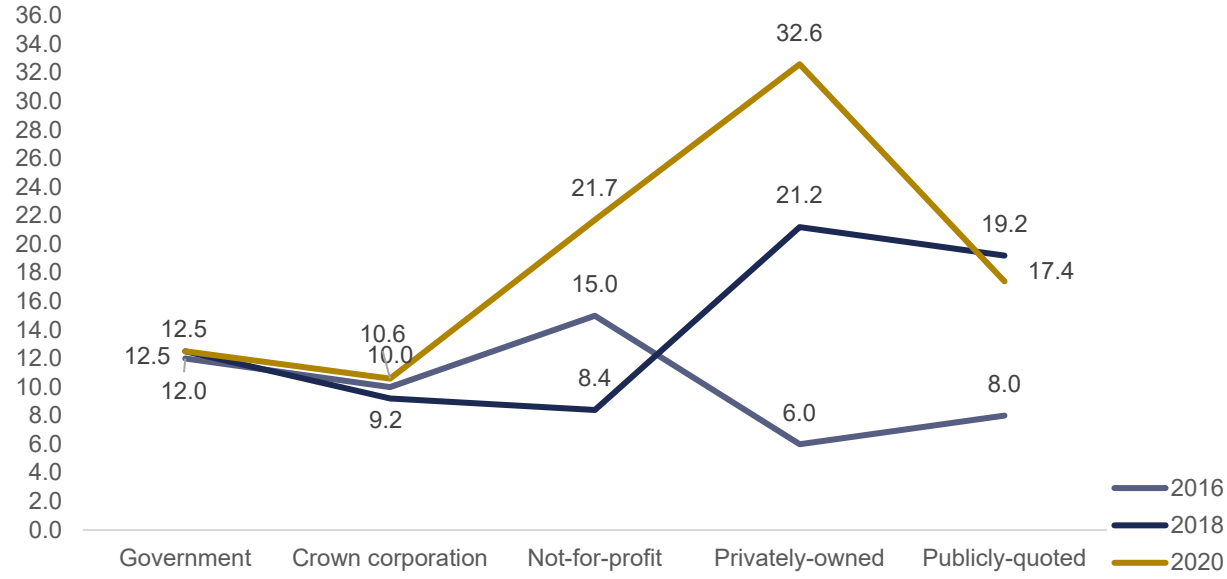
Vacation Days



Paid Personal Time Off Days



Paid Flex Days



ADDITIONAL BENEFITS

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

Work arrangements/Time off NET	19%
Maternity leave salary (top up)	5%
Flex days/time	7%
Sabbatical/leave of absence	3%
Child care	3%
Personal/sick days	3%
Vacation	1%
Paternity leave salary (top up)	1%
Other work arrangements/time off	1%

Insurance NET	16%
Extended health care plan (EHC)/better health care benefits	3%
Better (full) dental coverage	3%
(Full) Vision/eye care	3%
Executive health plan/benefits	3%
Better coverage (unspecified)	1%
Orthodontics	1%
Other insurance	3%

Pension/Retirement NET	8%
Better pension/retirement plan (incl. defined pension)	5%
Better post-retirement benefits plan	2%

Health/Fitness NET	9%
Health spending account	7%
Fitness/gym program/club membership/improved gym	3%
Other health/fitness	0%

Transportation/Travel NET	8%
Parking allowance/reimbursement	4%
Car allowance	3%
Transit allowance	1%
Other transportation/travel	1%

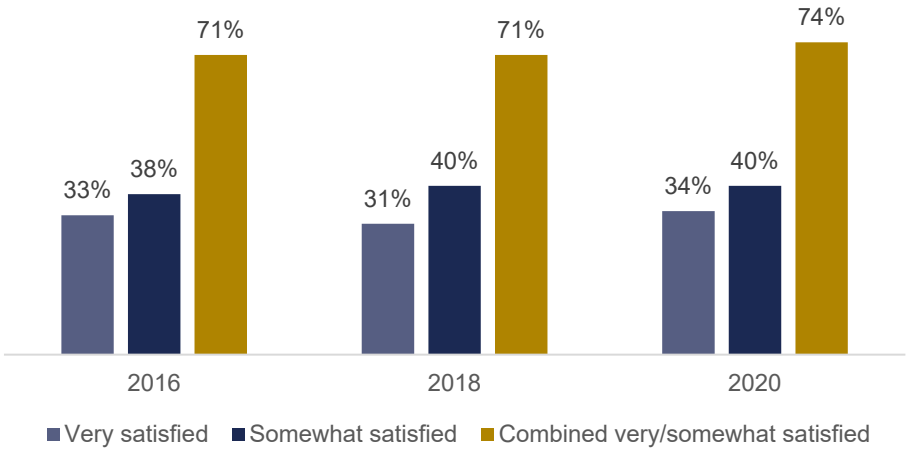
Bonus/Incentive NET	4%
Bonus/(performance) incentive plan	3%
Other bonus/incentive	1%

Educational/Development NET	2%
Educational/tuition support/reimbursement	2%
Professional development assistance/support	0%

Satisfaction with Work and Loyalty to Employer

SATISFACTION WITH WORK-LIFE BALANCE

This year, 34% of in-house counsel are very satisfied with work-life balance and 40% are somewhat satisfied, for a combined total of 74%. This is a slight increase compared to 2018.

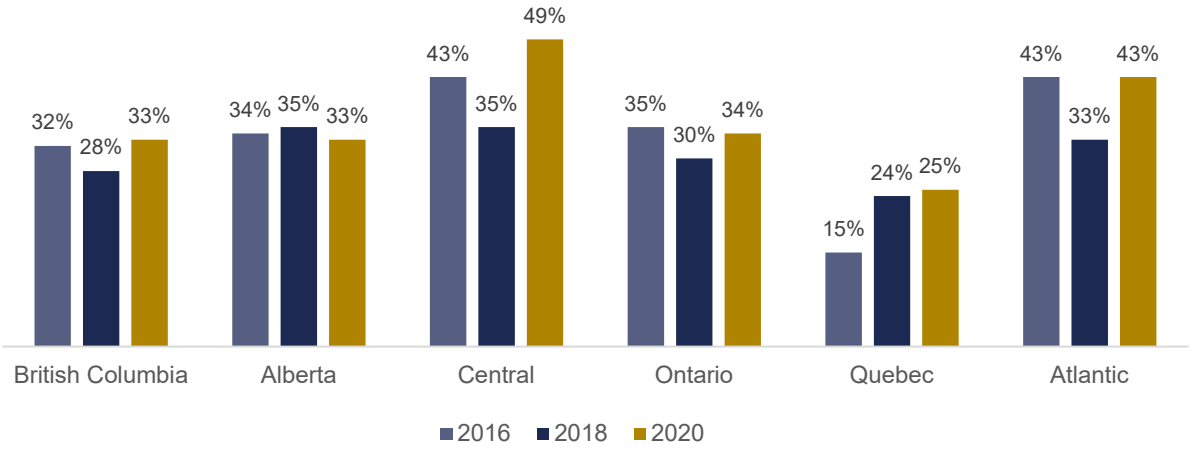


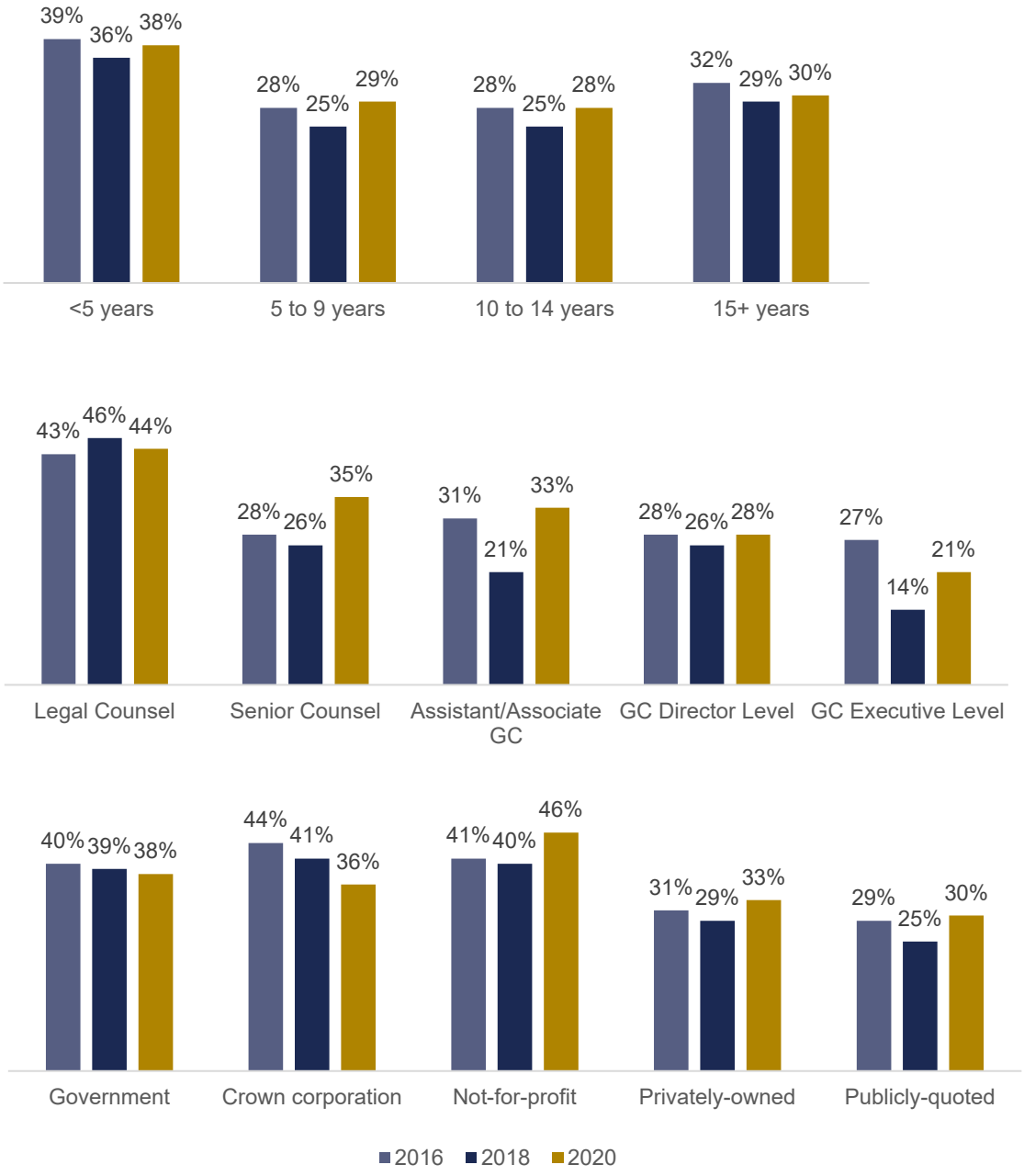
Regionally, those in Central Canada and Atlantic Canada have the highest likelihood of saying they are very satisfied with work-life balance. Central Canada reported the biggest gain in very satisfied, going from 35% in 2018 to 49% in 2020. Atlantic Canada, British Columbia, Ontario, Quebec, and Central Canada all had a rise in satisfaction compared to 2018, while only Alberta showed a slight decline from 35% to 33%.

Those who have been with their organization for fewer than five years show higher levels of satisfaction than their colleagues with longer tenure. As well, those with progressively more senior titles show lower levels of satisfaction. Those at the GC Executive Level show the lowest satisfaction level.

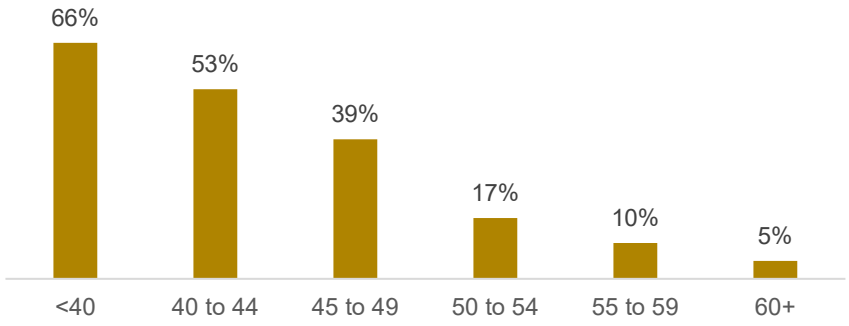
Finally, we see that those employed by government, Crown corporations and not-for-profits are more likely to be very satisfied with their work-life balance.

% who are very satisfied



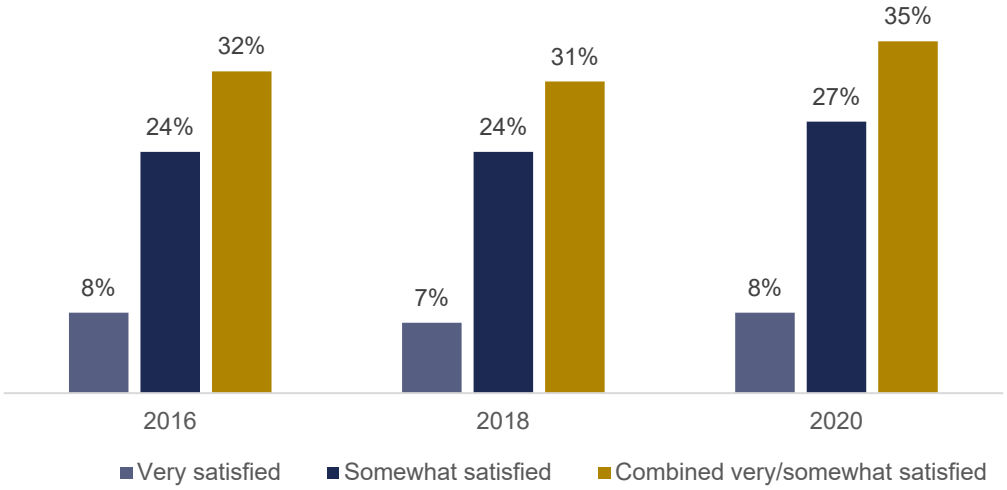


Long working hours are usually associated with lower satisfaction with work-life balance. Sixty-six percent of those working fewer than 40 hours a week are very satisfied on this measure. The percentage drops dramatically for those working more than 55 hours a week.



Satisfaction with Career Mobility within Organization

Satisfaction with career mobility within the organization demonstrated a slight improvement. In 2018, there were 31% of those who were very or somewhat satisfied, while in 2020 this figure grew to 35%.



Reasons for Dissatisfaction with Career Mobility

Reasons for dissatisfaction with career mobility are summarized in the table below. The three most prominent reasons are little/no room for advancement, few/no opportunities and size of the organization.

Reasons for dissatisfaction with career mobility (% yes)	
Small company/business/department	13%
Few/limited openings/positions at a higher level	7%
Little/no room for advancement/growth	16%
Few/no opportunities	14%
No career path/nowhere to go/flat structure	10%
Already have reached the highest level/position available	4%
Higher positions are filled/someone would have to leave	5%
Too much favouritism/sexism/political correctness/age discrimination	4%
Would require changing departments/job role/becoming management	4%
Not based at the head office/in parent company	2%
Poor management/managers	10%
Slow growth/poor economic performance	1%
Not enough information transparency on how to advance	5%
Would require moving/relocating	5%
Education/experience requirements	1%
Lack of support	1%
Budget cuts/downsizing/hiring freeze/uncertain outlook	2%
Outside hiring/don't promote internally	1%
No opportunities for changing departments/job role	1%

SATISFACTION WITH COMPENSATION

Respondents show the greatest level of satisfaction with their benefits (70%), followed by their incentive program (59%). Slightly less (55%) say that they are very/somewhat satisfied with their base salary.

% Very/Somewhat satisfied	2016	2018	2020
Benefits package	74%	70%	70%
Incentive program	61%	56%	59%
Base salary	53%	50%	55%

Satisfaction with Compensation by Position Type

GC Executive Level show the highest levels of satisfaction with all three components of their compensation. However, we also note that their level of satisfaction has dropped slightly for base salary and benefits package. In the case of the incentive program, satisfaction increased from 61% to 64%.

% Very/Somewhat satisfied	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Benefits package	76%	72%	71%	72%	71%	68%	69%	67%	77%	75%	68%	69%	82%	77%	75%
Incentive program	57%	50%	54%	55%	58%	63%	72%	56%	61%	64%	59%	59%	78%	61%	64%
Base salary	50%	47%	48%	49%	49%	50%	63%	52%	62%	58%	48%	61%	73%	66%	65%

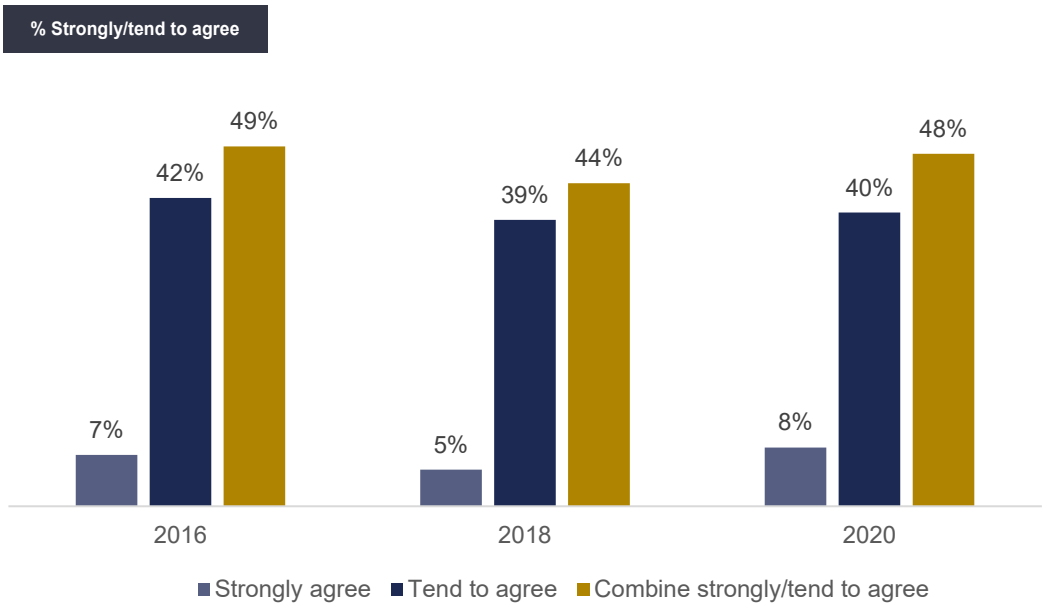
Satisfaction with Compensation by Sector

In-house counsel in government and Crown corporations are the least satisfied with their base salary, with those working for government being the unhappiest.

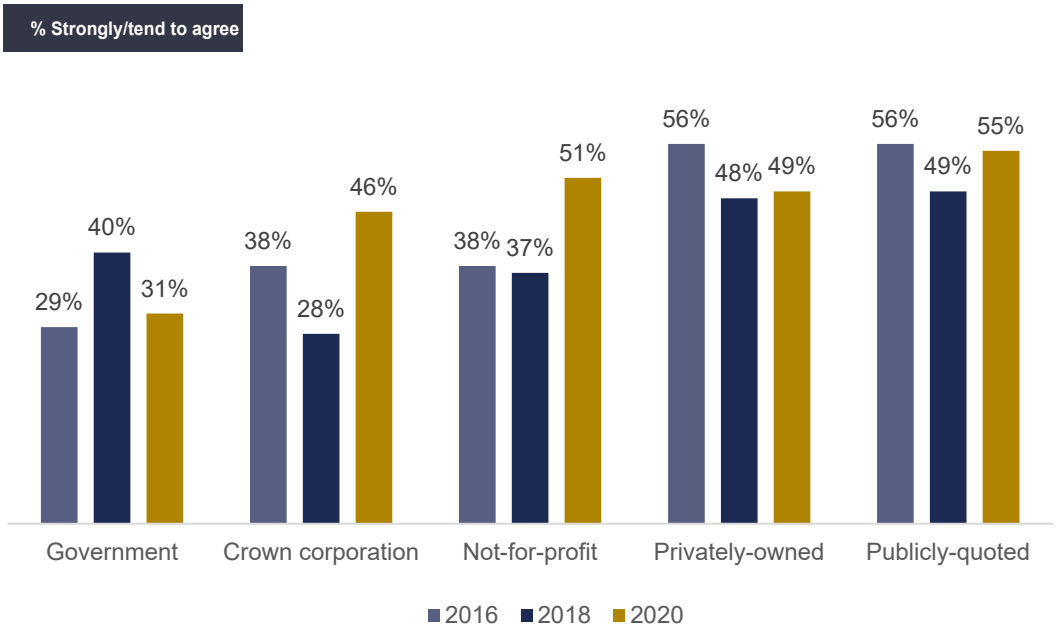
% Very/Somewhat satisfied	Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020	2016	2018	2020
Benefits package	82%	75%	79%	89%	75%	81%	76%	78%	80%	71%	66%	62%	70%	67%	68%
Incentive program	57%	50%	45%	58%	40%	54%	72%	53%	67%	64%	54%	57%	78%	62%	63%
Base salary	47%	56%	52%	44%	35%	53%	51%	54%	64%	57%	54%	54%	56%	48%	54%

Perceptions of Compensation Package Reflecting Performance

Forty-eight percent of all in-house counsel responding to this survey strongly agree/tend to agree that their compensation package reflects their performance.



With the exception of government, the belief that compensation reflects performance has increased since 2018 in all sectors. Publicly-quoted, privately-owned and not-for-profit in-house counsels have the strongest belief that compensation reflects performance. Those in Government corporations are the least likely to agree.



CAREER PLANS

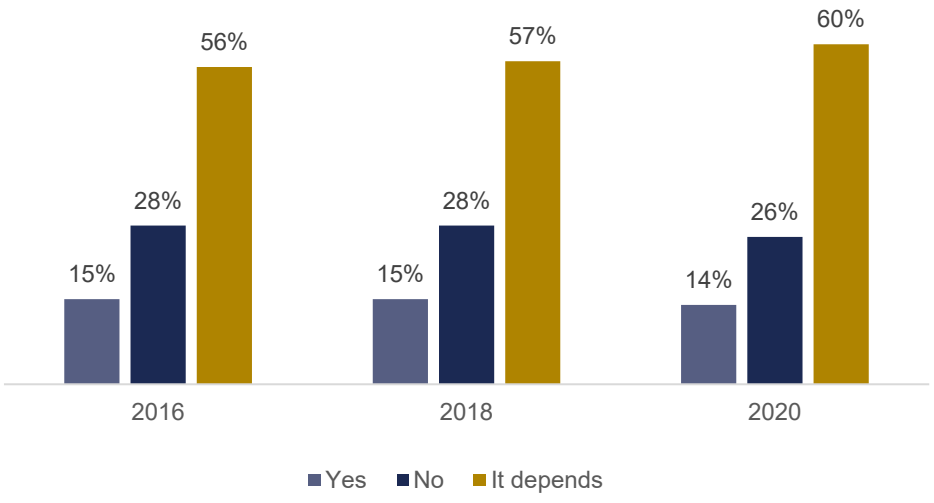
Nearly half (46%) of respondents see themselves in the same role over the next two-year period. This is most often the case with government in-house counsel (58%) and least likely (38%) of in-house counsel in publicly-quoted companies.

Respondents working for publicly-quoted companies are most inclined to say that they see themselves having another role within the same organization.

	Total 2020	Government	Crown corporation	Not-for-profit	Privately-owned	Publicly-quoted
Remaining in the same role	46%	58%	53%	54%	45%	38%
Having another role within the same organization	17%	10%	19%	10%	15%	22%
Working in a different organization	20%	16%	15%	16%	24%	21%
Other (retirement, sabbatical, private practice…)	4%	2%	4%	6%	4%	3%
Don't know	14%	14%	9%	14%	13%	16%

LOYALTY TO EMPLOYER

When asked if they would stay with their current employer if they were offered a comparable role with higher pay elsewhere, 14% said they would remain, while 26% said they would not. The majority (60%) said that it depends.



CAREER MOVES

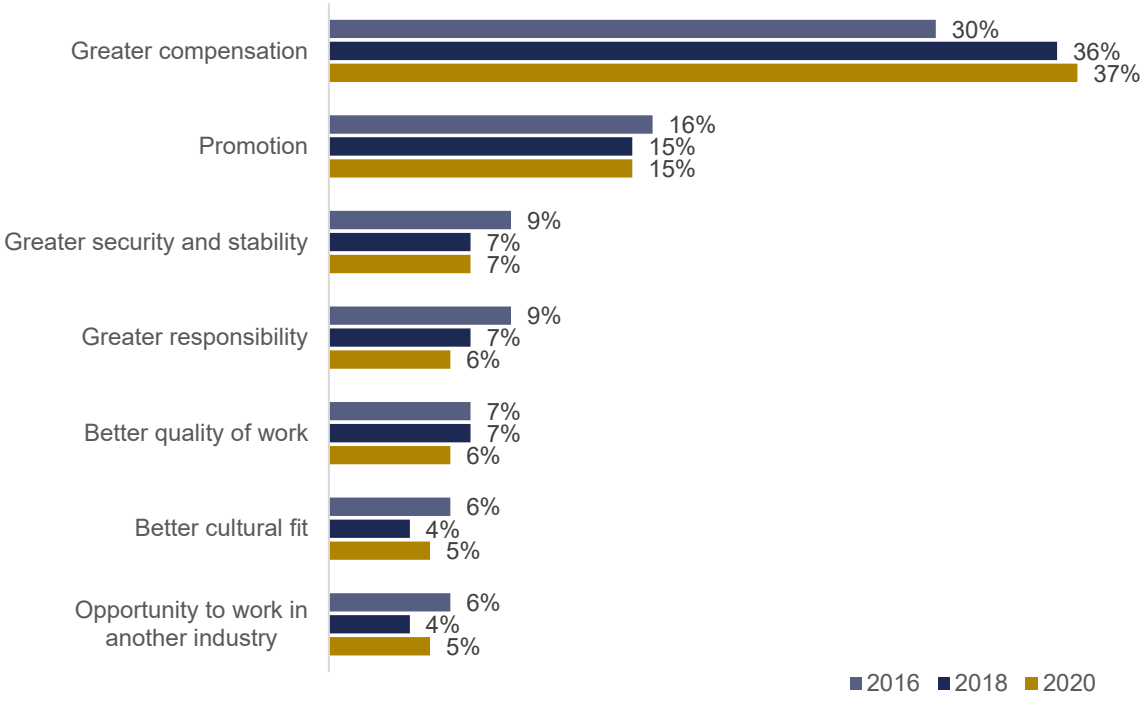
For the 60% of in-house counsel who would potentially leave their current employer, these individuals feel the following salary increases would be necessary for them to make a change.

Expected Increase for Career Move

Expected salary increase	2016	2018	2020
1% to < 5%	1%	3%	3%
5% to < 10%	6%	7%	8%
10% to < 15%	17%	20%	20%
15% to < 20%	22%	23%	20%
20% to < 25%	22%	16%	20%
25% +	21%	21%	21%
Don't know	11%	10%	9%

Factors for Career Move

A bigger compensation package remains the number one motivator for in-house counsel to consider leaving their current employer. This response, at 37%, is up from 36% in 2018. The second strongest motivator is a promotion.



VIEWS TOWARD THE FUTURE

In 2020, in-house counsel is slightly more optimistic about the future of their organization's legal department. Sixty-six percent are very/somewhat optimistic in 2020, on par with 2018 but up from 62% in 2016. Similarly, 58% are very/somewhat optimistic about their professional future with the organization. This is up from 54% in 2016 and 56% in 2018.

The future of your organization's legal department	2016	2018	2020
Very optimistic	23%	24%	25%
Somewhat optimistic	39%	41%	41%
Neither optimistic or pessimistic	22%	20%	20%
Somewhat pessimistic	12%	12%	11%
Very pessimistic	3%	3%	3%
Don't know	1%	1%	1%

Your professional future within your organization	2016	2018	2020
Very optimistic	16%	13%	16%
Somewhat optimistic	38%	43%	42%
Neither optimistic or pessimistic	26%	23%	22%
Somewhat pessimistic	13%	15%	14%
Very pessimistic	6%	6%	6%
Don't know	1%	0%	1%

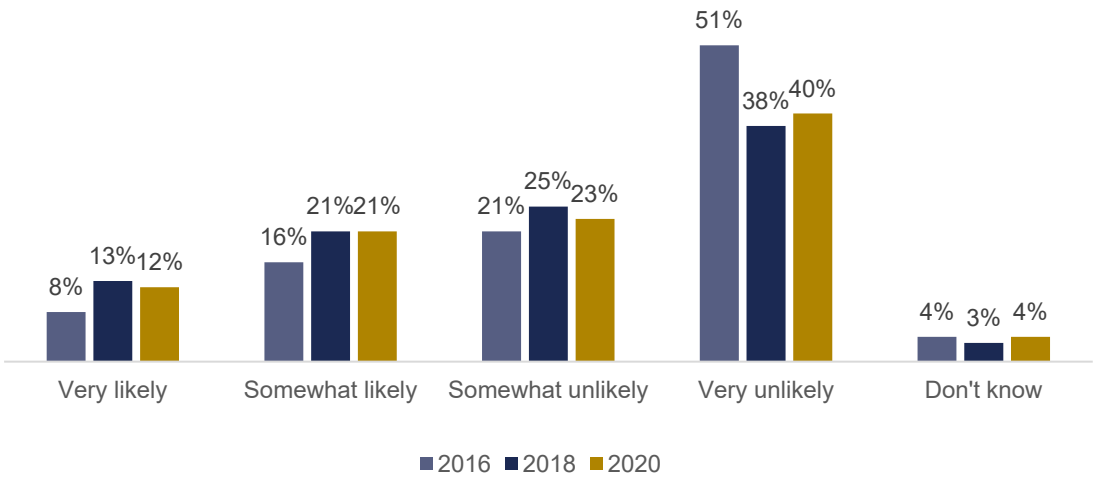
Likelihood of Seeking Another Position

A third (33%) of in-house counsel say they are very likely/somewhat likely to seek position in another organization, which is 1% fewer compared to 2018.

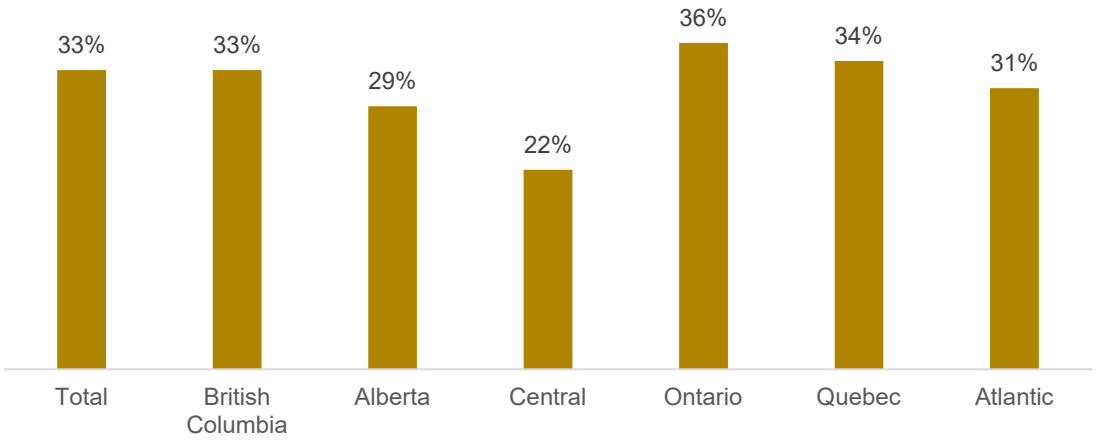
Twelve percent say it is very likely they will move in the next six months. Similarly, 40% say it is very unlikely they will move, up from 38% in 2018.

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

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



% very/somewhat likely to seek another position



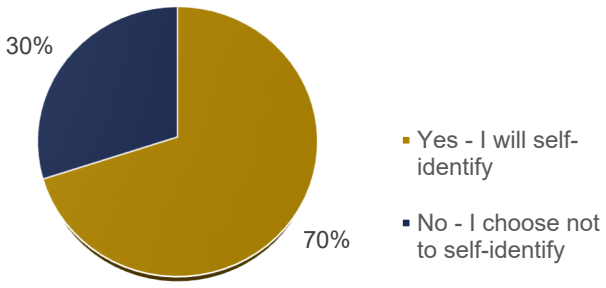
DIVERSITY QUESTIONS

In the final section of the report, respondents were asked to complete a series of self-identification questions. The completion of these questions was voluntary. Seventy percent of respondents agreed to provide answers.

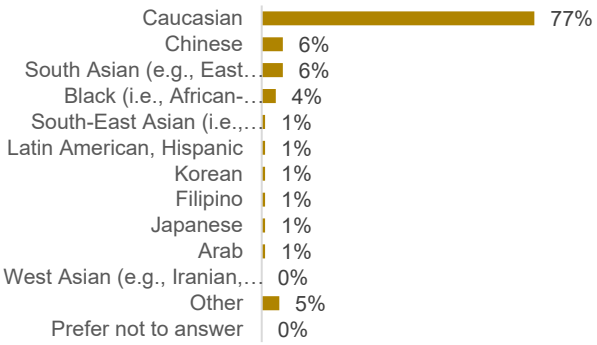
Just over three-quarters (77%) of this voluntary group described their race/ethnicity as Caucasian. A similar percentage (79%) indicated that English is their mother tongue. Three percent identified as Indigenous.

*The term '*Racialized*' is used in this document to express race as a way that groups are socially identified or in which people self-identify. It refers to persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.

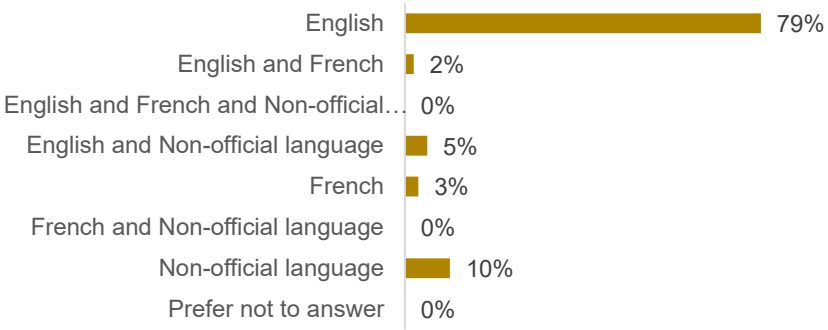
Self-identification



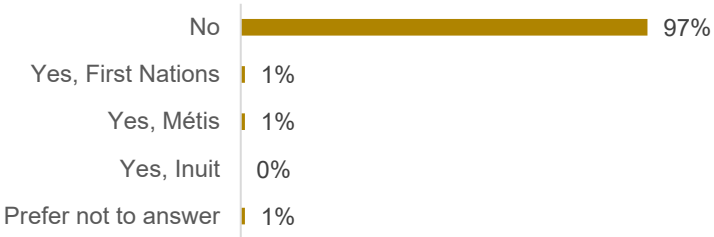
Race/ethnicity



Mother tongue



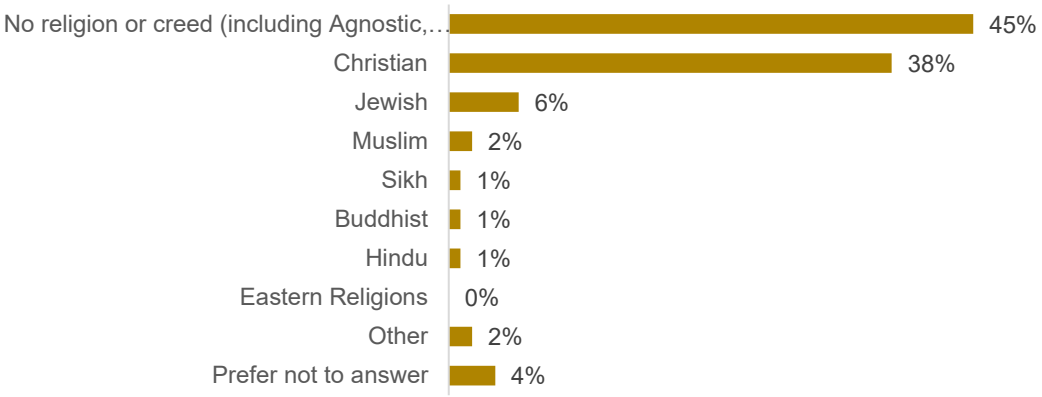
Indigenous



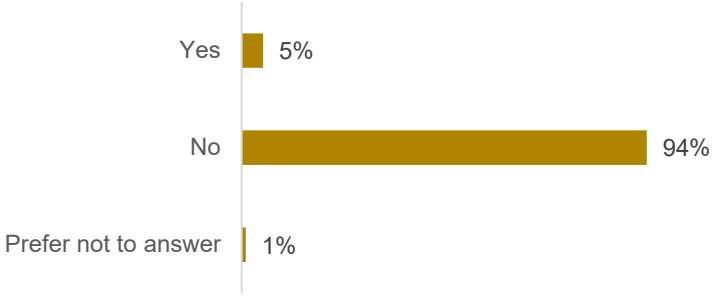
Diversity Questions (Cont'd)

Almost one-half (45%) of respondents indicated that they had no religion or creed. Five percent report having a disability. Ninety-two percent identify as heterosexual.

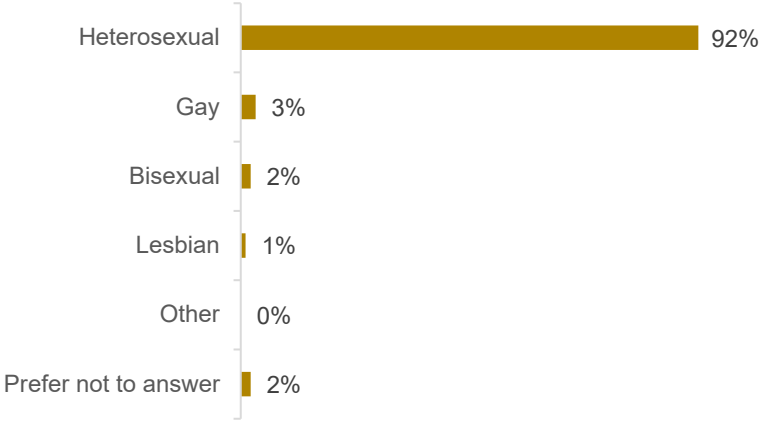
Religion



Have a disability



Sexual orientation



Diversity and Compensation

Persons who are Racialized report a mean salary that is $12K below that reported by respondents who self-report as Caucasian. In part this disparity may be explained by the fact that persons who are Racialized also have a much lower number of years in practice. (10.6 years vs. 15.5 years). As well, they are less represented at the two highest job titles: Executive Vice-President Legal (1% racialized vs 3% Caucasian) and Vice-President Legal (4% racialized vs 8% Caucasian).

	Total	Caucasian	Racialized
MEAN	$167,500	$170,500	$158,500

	Total	Caucasian	Racialized
Less than 2	4%	3%	7%
2 to 5	10%	8%	20%
6 to 10	26%	24%	32%
11 to 15	21%	22%	19%
16 to 20	16%	16%	16%
21 to 25	10%	11%	4%
26 to 30	7%	9%	1%
30 or more	6%	7%	3%
Don't know	0%	0%	0%
MEAN (years in practice)	**14.3**	**15.5**	**10.6**

	Total	Caucasian	Racialized
Executive Vice President Legal	2%	3%	1%
Vice President Legal	8%	8%	4%

Diversity and Compensation

Persons with disabilities report a mean salary that is $18.5K less than non-disabled persons. Workplace appears to factor into this finding. We note that 59% of persons with disabilities work in government or financial services, which both have lower reported mean annual base salaries.

	Total	Non-disabled persons	Person with disability
MEAN	$169,000	$170,500	$152,000

	Total	Non-disabled persons	Person with disability	Mean Annual Base Salary
Financial services/insurance/banks	15%	15%	32%	$163,500
Government	11%	11%	27%	$143,000

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

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

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