In-House Counsel Compensation & Career Survey Report 2016



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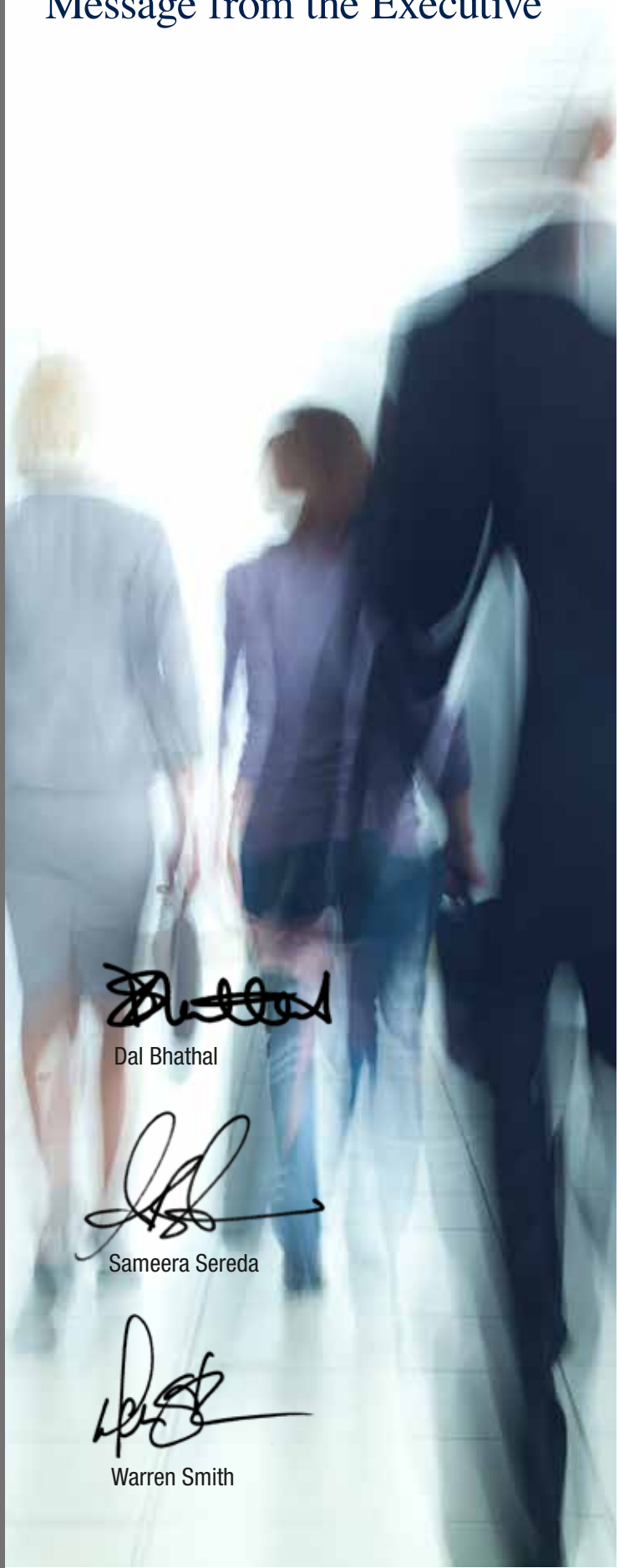


THE CANADIAN BAR ASSOCIATION

L'ASSOCIATION DU BARREAU CANADIEN

INFLUENCE. LEADERSHIP. PROTECTION.

Message from the Executive



Dal Bhathal

Sameera Sereda

Warren Smith

Dear Colleague:

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

We started to publish this data in 2009 because of a dearth of information in the market about in-house compensation and wanted to provide employers with benchmark data that would allow them to make informed and prudent decisions with respect to salary and compensation. The feedback we received about our first survey and report was extremely positive and we felt that as knowledge leaders in the legal recruitment field, the onus was on us to continue to provide this information.

Who uses the results from this survey?

- Organizations that are trying to set competitive pay levels.

  Analyzing salary, bonus and benefit trends on a yearly basis can be quite challenging and knowing the geographic and market benchmarks can help employers make the best decisions and rationales for their organizations.

- Organizations that are trying to attract and retain top talent.

  Knowing the compensation and career issues which will tip the scale in your favour when recruiting can make the difference between a potential candidate saying yes to your offer or accepting a position elsewhere and help you retain your top talent.

- Organizations that require specialized skill sets and specialties.

  Awareness and insight into a specialized market and knowing the availability of particular skill sets can be the difference of paying too much and offering too little.

- In-House Counsel and Corporate Secretaries seeking information that will assist them in evaluating their compensation packages.

- HR Professionals who want to be more informed and involved in the hiring of in-house and corporate counsel.

It is our hope that you will find this report useful in helping you to make informed decisions with respect to recruiting and retaining talent for your organization.

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

Why Choose The Counsel Network

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

We have earned our reputation and position as Canada's premier 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 pro-actively share with our clients. We have created one of the largest, if not the largest, recruiting databases in Canada but we believe it is our job to get to know the person behind the resume and will provide you with the best candidates with the best fit for your organization.

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

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Introduction

Background

Bramm Research was commissioned by The Counsel Network in partnership with the Canadian Corporate Counsel Association (CCCA) to conduct the 2016 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 2012, 2010 and 2009.

The survey asked over 80 questions covering the following topics:

- Demographic data
- Compensation
  - base salary and increases in past year and expected increase
  - short-term compensation such as bonuses and stock options
  - long-term compensation such as benefits
- Satisfaction with the 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 Aboriginal background, race/ethnicity and sexual orientation

Methodology

Survey invitations were sent out via email by Bramm Research to approximately 4,800 in-house counsel on February 2, 2016. The fieldwork closed on February 28, 2016. A total of 962 respondents participated in this survey. This represents an above-average response rate of 20%.

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

With a total sample of 962, the margin of error is plus or minus 3.2 percentage points at the 95 percent confidence level. If, for example, 50% of the respondents say that they receive a particular benefit, then we can be reasonably sure (19 times out of 20) of an accuracy within +/- 3.2%. This means that a total census of all in-house counsel would reveal an answer of not less than 46.8% and not more than 53.2%.

Executive Summary

Introduction

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

The final sample population consisting of 962 respondents represents a good mix of in-house counsel. Respondents were located in all major cities across Canada and included a variety of sectors and titles. Geographically, almost half of all respondents came from Ontario (32%) and Alberta (27%). The majority of respondents are found in large metropolitan centres. In fact, 70% of in-house counsel live in the major cities of Toronto, Calgary, Vancouver, Edmonton and Montreal.

Both privately-owned and publicly-quoted organizations are represented in this study. Consistent with the 2010 and 2012 In-House Counsel Compensation & Career Surveys, financial services and insurance continues to be the sector most represented by in-house counsel. The oil & gas industry and Government are the next two most represented sectors.

The largest number of in-house counsel work for publicly-quoted companies (35%), followed closely by privately-owned companies (33%). Crown corporations comprise 13%, and Government and not-for-profit comprise 10% each.

When it comes to organization size, in-house counsel are generally split 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. A growing percentage of in-house counsel work for smaller companies, increasing from 31% in 2010 to 41% in 2016. In the medium and large size companies, the percentage of in-house counsel has continued to drop. In 2010, 67% of respondents worked for organizations with more than 1,000 employees but in 2016, that percentage has decreased to 58%.

National Salary Trends

Across the country, we can see that salary variations versus the national average are being compressed when we compare the results to the 2012 survey. Alberta and Ontario in-house counsel continue to be paid above the national average of $165,000, but the size of this premium has dropped from 2012.

In contrast, and in descending order, Quebec, BC, MB/SK and Atlantic Canada are paid less than the national average. All four regions have seen the size of their shortfall reduced from 2012.

The gap between the lowest (Atlantic Canada) and highest (Ontario and Alberta) salaries across the country is shrinking. In 2012, Alberta respondents were paid 9% above the national average and Atlantic Canada respondents were paid 23% below the national average. In 2016, Alberta had decreased to only 4% above and Atlantic Canada was only 13% below. Focusing on Alberta, we note that versus the rest of Canada, three times as many in-house counsel reported that their base salary had decreased in the past year. As well, more Albertans had a zero percent increase when compared to the national average. Finally, we see that in comparison to 2012 results, the percentage of in-house counsel receiving an increase of 3% or more has fallen by almost half.

Nationally, we see more respondents reported no salary increase in the past year or smaller increases. For example, 24% reported no increase in 2016 versus 14% who reported no increase in 2012.

This research also explores other important measures of one's overall compensation: incentive programs, bonuses and benefits. Similar to salary, incentive amounts vary by organization type. Publicly-quoted and privately-owned companies offer the greatest amount in terms of incentives.

Pension and retirement plans are offered to most in-house counsel (81%), but privately-owned companies are least likely to offer such plans. The public sector is most generous, with 99% of Government and 96% of Crown corporations offering such plans. In-house counsel in privately-owned and publicly-quoted companies are much more likely to be involved in a matching RRSP Savings Program, compared to Government and Crown corporations.

In-house counsel were asked to identify additional items in their benefits or incentives package that they would like to see offered. The top benefits identified are insurance and work arrangement/time-off related.

Industry Trends

The average salary for all in-house counsel surveyed is $165,000, up from $155,000 in 2012. When observed by organization type, in 2016 the average base salaries for in-house counsel in all publicly-quoted and privately-owned companies are higher than those of Government or Crown corporation in-house counsel. In 2016, the average base salary for Government and Crown corporations was $142,000. In 2012, the equivalent base salary was $130,000.

By industry, in-house counsel in the resources/mining/forestry ($207,000), real estate ($185,000), oil & gas ($181,000), and retail/hospitality ($178,000) have the highest average base salaries of all industries.

The most dramatic gains in annual base salaries from 2012 to 2016 were in resources/mining/forestry (up $36,000), retail/hospitality (up $35,000) and real estate (up $26,000). The most substantial downward shifts in annual base salaries from 2012 to 2016 were in IT (down $20,000), media/gaming/entertainment (down $9,000) and utilities (down $4,000).

Gender

In 2012 and 2010, a slightly greater proportion of males made up the respondent base. This year the percentage of male and female respondents is equal. In terms of age, this year we see a slight decrease in the percentage of in-house counsel under 45 years of age. This percentage now stands at 60% versus 65% in 2012.

In 2012, female in-house counsel earned 16% less than male in-house counsel. In 2016, this gap is essentially the same. Female in-house counsel are earning 15% less than their male in-house counterparts. The average male in-house counsel base salary is currently $178,700 which is $26,700 higher than the average female in-house counsel base salary of $152,000.

Female in-house counsel salaries tend to be clumped at the lower end of the pay scale. At the low end, 5% of male in-house counsel earn less than $100,000 compared to 10% of female in-house counsel. At the high end, 26% of male in-house counsel earn more than $200,000 compared to only 15% of female in-house counsel. For in-house counsel, the gender wage gap is real and it is not shrinking.

This gender wage gap is not fully explained by the assertion that “men have been in the workforce longer.” Men have fewer average years as both Legal Counsel and Senior Counsel yet still earn a higher base salary.

One factor that partially explains the salary discrepancy between males and females relates to the fact that a higher percentage of females are in-house counsel for Government, Crown corporations and not-for-profit organizations. Salaries in these three sectors are typically lower than those in privately-owned and publicly-quoted companies. A slightly higher percentage of males are employed in these latter two high-earning sectors.

Future Outlook

This year, we continue to see a majority of in-house counsel reporting increases in the size of their legal departments as opposed to decreases. However, we do observe some decline in the percentage of those saying that they are “very optimistic” about the future of their organization’s legal department and their professional future with the organization. Several segments are leading this decline, they include in-house counsel for Government and those residing in Alberta and Quebec.

Respondent Profile

Province and Region

A total of 962 in-house counsel participated in the 2016 In-House Counsel Compensation & Career Survey. Response rate has been discussed in the methodology. The provincial and regional breakdown is shown below.



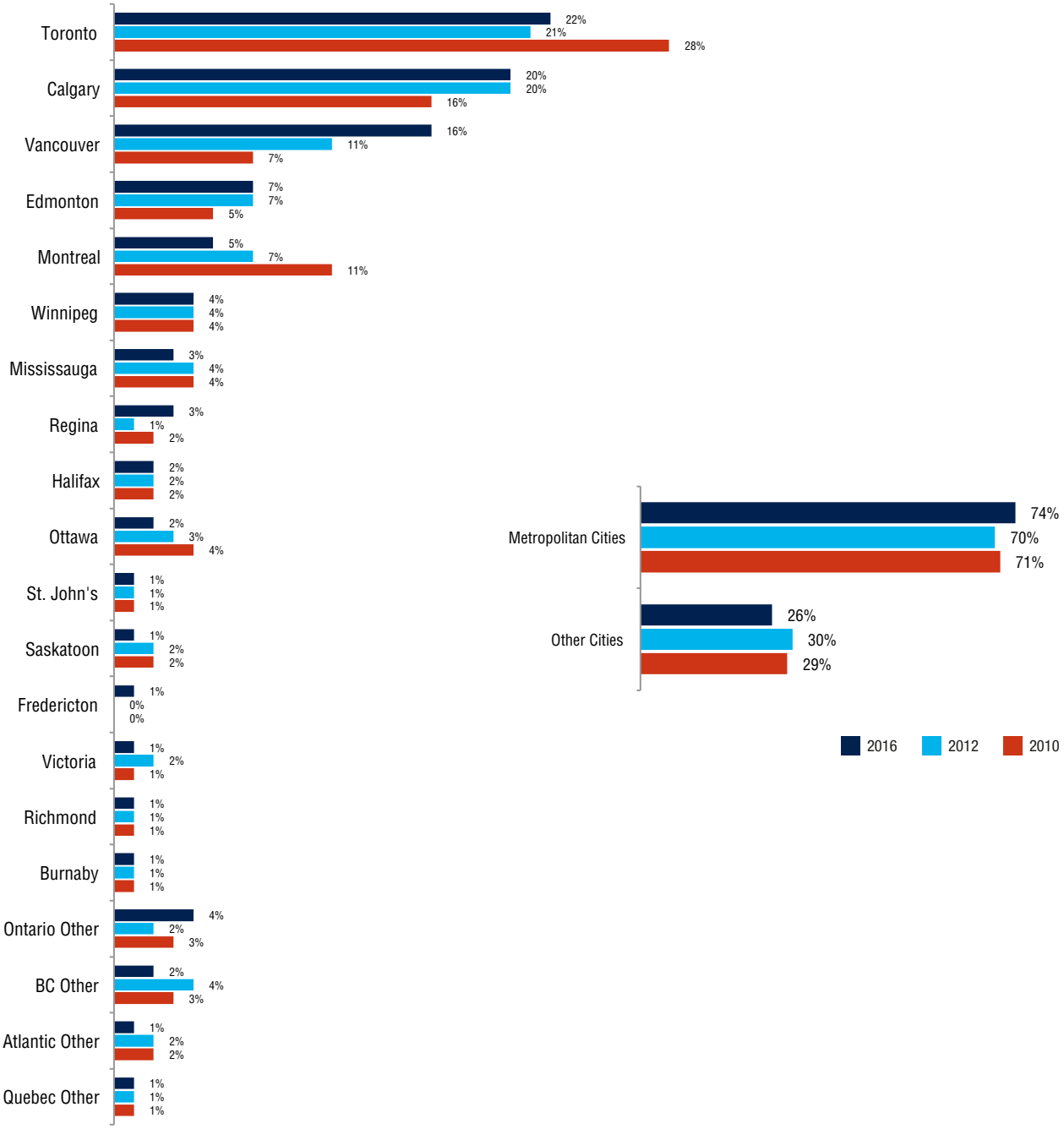
Province	BC	AB	SK	MB	ON	QC	NL	NB	NS
%	21%	27%	5%	4%	33%	6%	1%	1%	2%

Region	West	Central (MB/SK)	ON	QC	Atlantic
%	48%	9%	33%	6%	4%

Cities

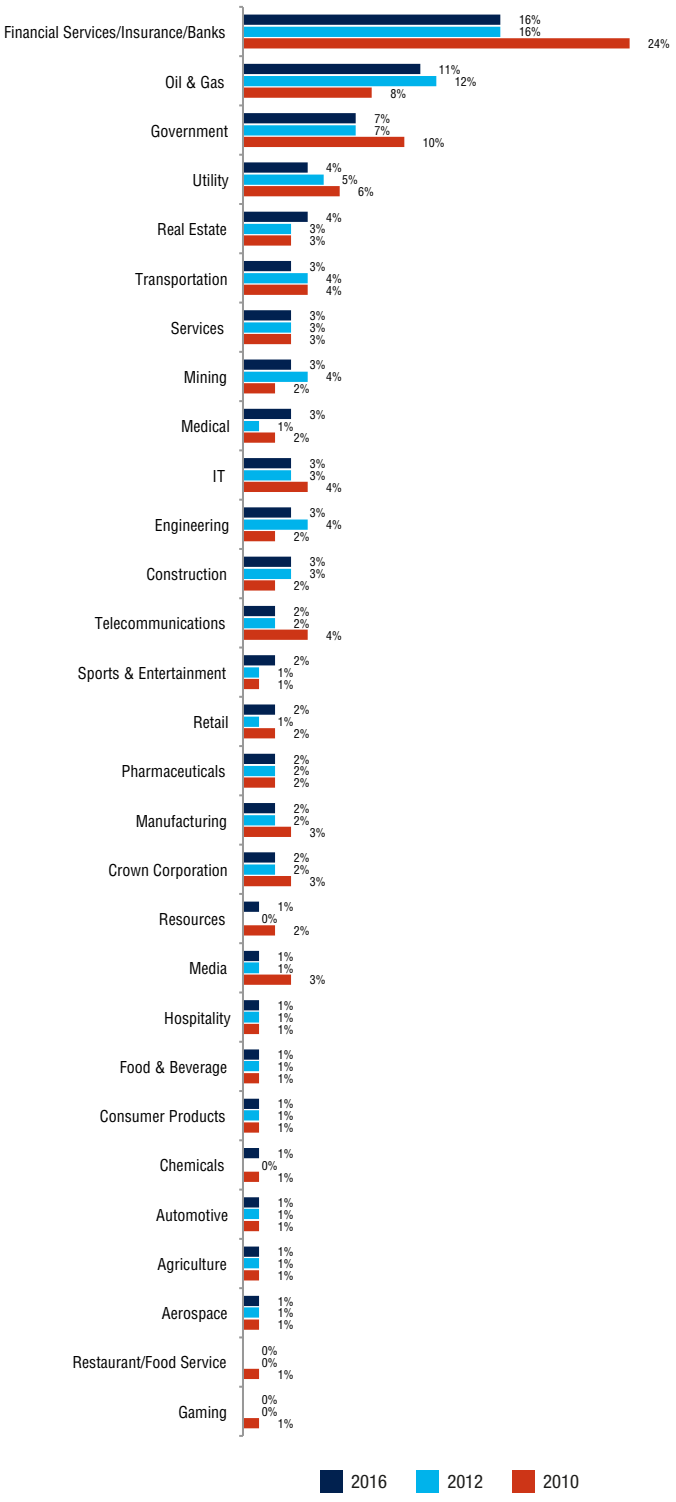
A total of 962 in-house counsel from across Canada participated in the survey. As seen below, the majority of respondents came from Ontario (32%) and Alberta (27%), particularly from large metropolitan centres. In fact, 70% of in-house counsel live in the major cities of Toronto, Calgary, Vancouver, Edmonton and Montreal. This is not surprising since in-house counsel are most likely to work in company headquarters, which are most often located in the larger urban centres.

Compared to 2010, the number of in-house counsel has decreased in Toronto and, in particular, Montreal.



Industry

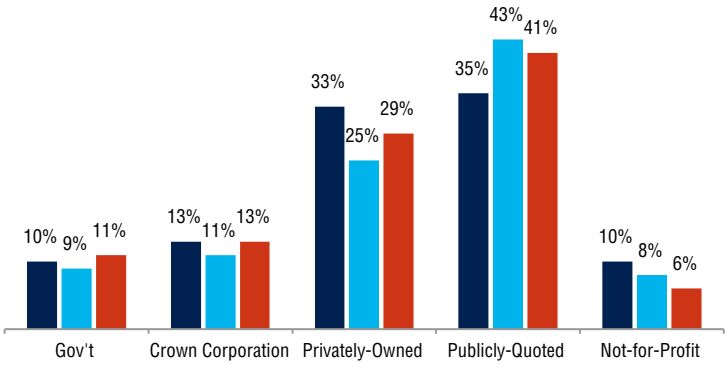
Both privately-owned and publicly-quoted organizations are represented in this study. Consistent with the 2010 and 2012 surveys, financial services and insurance continues to be the sector most represented by in-house counsel. Oil & gas and Government are the next two most represented industries.

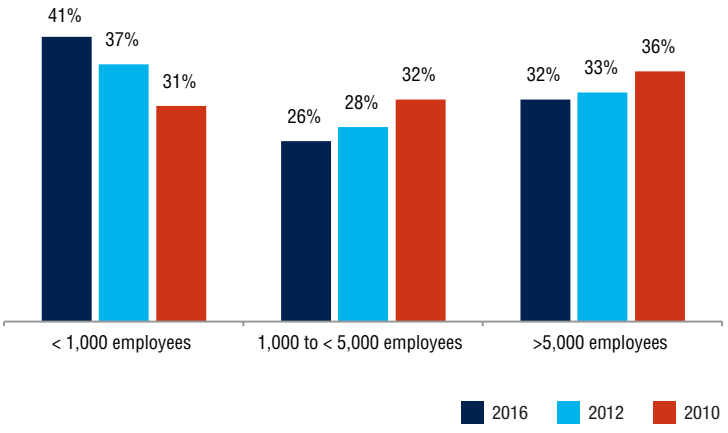


Organization Type and Size

The largest number of in-house counsel work for publicly-quoted companies (35%), followed closely by privately-owned companies (33%). Crown corporations comprise 13%, and Government and not-for-profit comprise 10% each.

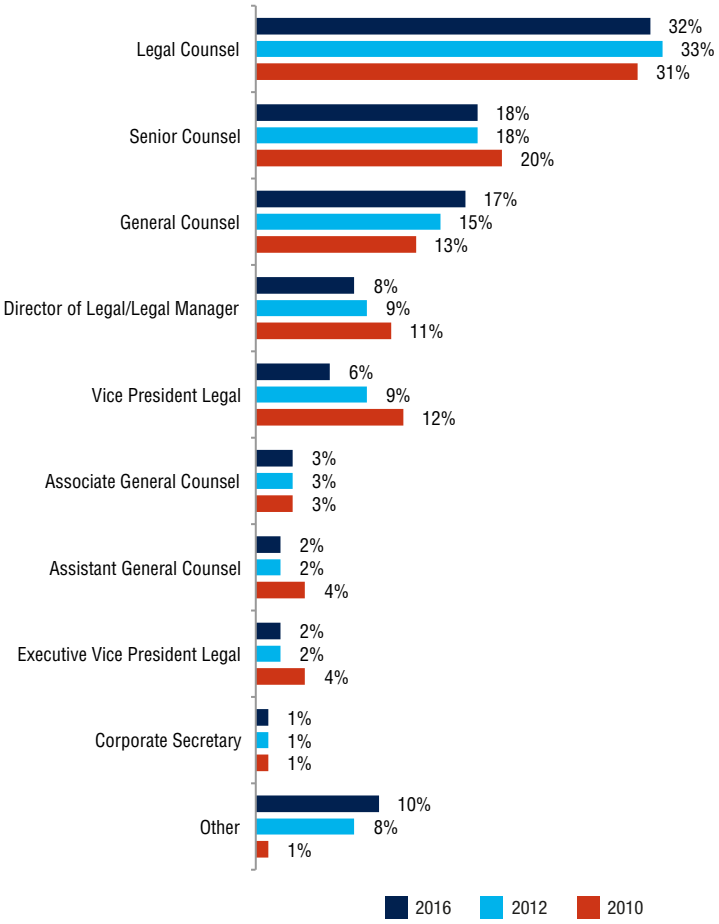
When it comes to organization size, in-house counsel are generally split across three tiers of company size, i.e., those with less than 1,000 employees, those between 1,000 and 5,000 employees, and those with 5,000 or more employees. A growing percentage of in-house counsel work for smaller companies, increasing from 31% in 2010 to 41% in 2016. In the medium and large size companies, the percentage of in-house counsel has continued to decrease.





Title and Position*

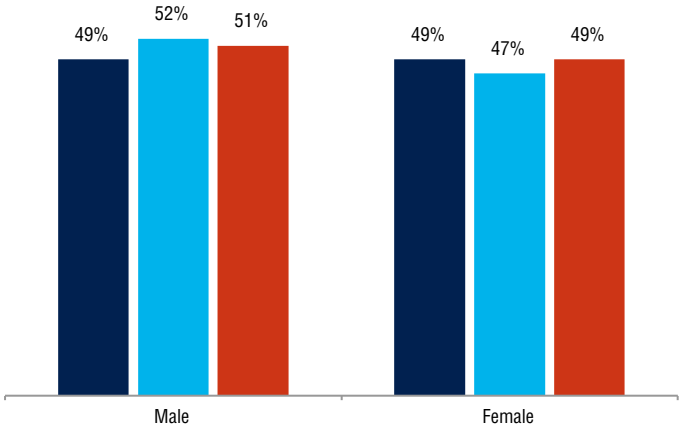
In-house counsel were asked to provide their current title. The range of titles held by in-house counsel is rather expansive. Consequently several titles have been grouped together to simplify analysis. The five grouped titles are detailed in the table below.

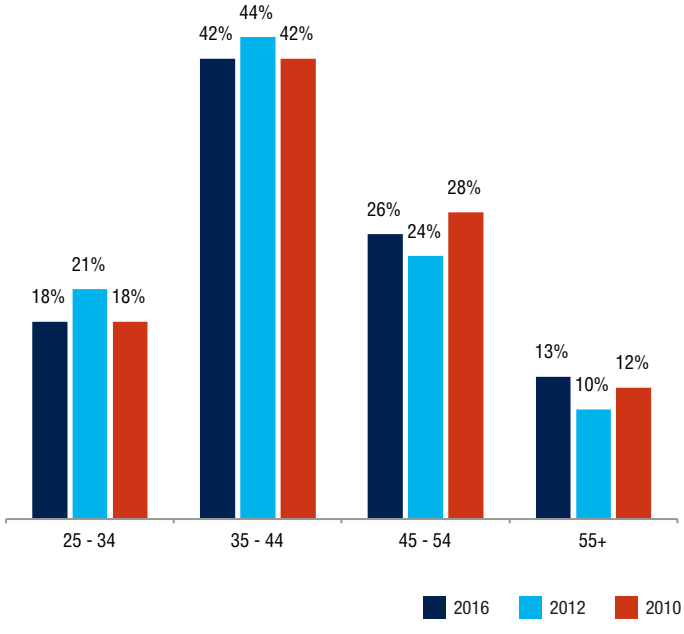


* Some titles have been combined to create five grouped categories. These combined categories are shown below with base sizes.	
Titles	**Base Sizes**
General Counsel Executive Level combines Executive VP Legal and VP Legal	2010 n=185; 2012 n=124; 2016 n=75
General Counsel Director Level combines General Counsel and Director of Legal/ Legal Manager	2010 n=261; 2012 n=138; 2016 n=245
Assistant and Associate General Counsel have been combined into one category	2010 n=74; 2012 n=39; 2016 n=54
Senior Counsel	2010 n=224; 2012 n=136; 2016 n=176
Legal Counsel	2010 n=347; 2012 n=242; 2016 n=308

Gender and Age

While male in-house counsel slightly outnumbered female in-house counsel in 2010 and 2012, they are now tied at 49%. (Note: 2% of respondents did not wish to identify their gender.) The average age of in-house counsel is 44. With respect to job title, the lowest average age is for Legal Counsel at 38 and the highest is for General Counsel Executive Level at 49.



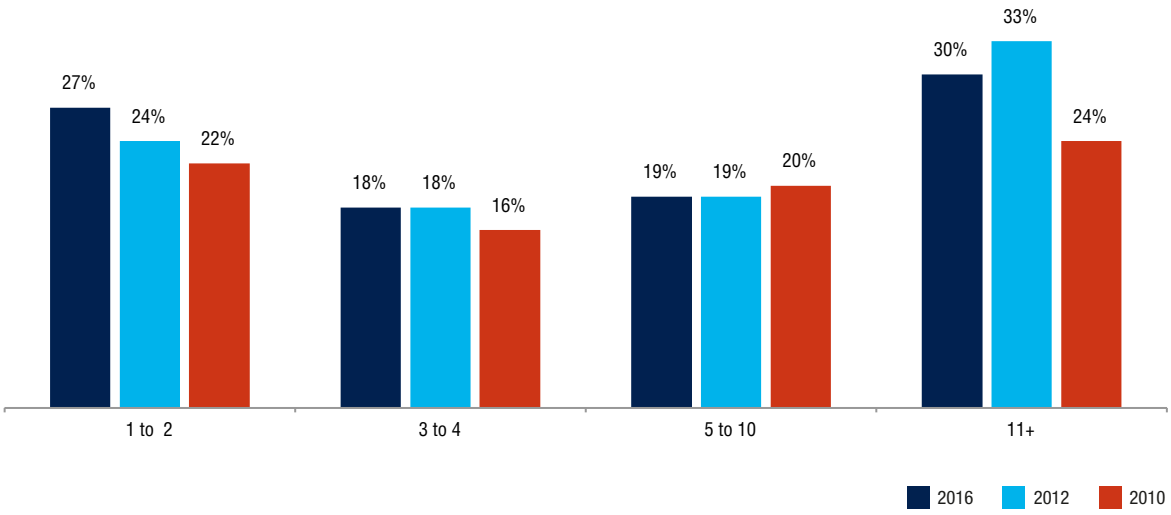


In-House Counsel at Work

The median size of the legal department among those participating in this survey was 5. This number is consistent with 2012 but down slightly from the 6.9 reported in 2010.

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 the median as our descriptive statistic in this chart because it is less influenced by some of the extremely large numbers that were reported.

Median:
2010: 6.9; 2012: 4.9; 2016: 5.0

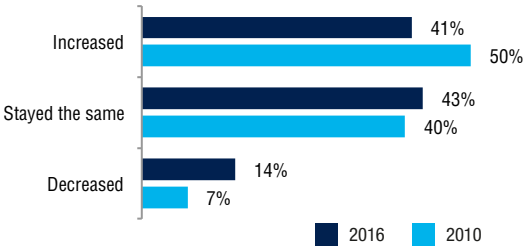


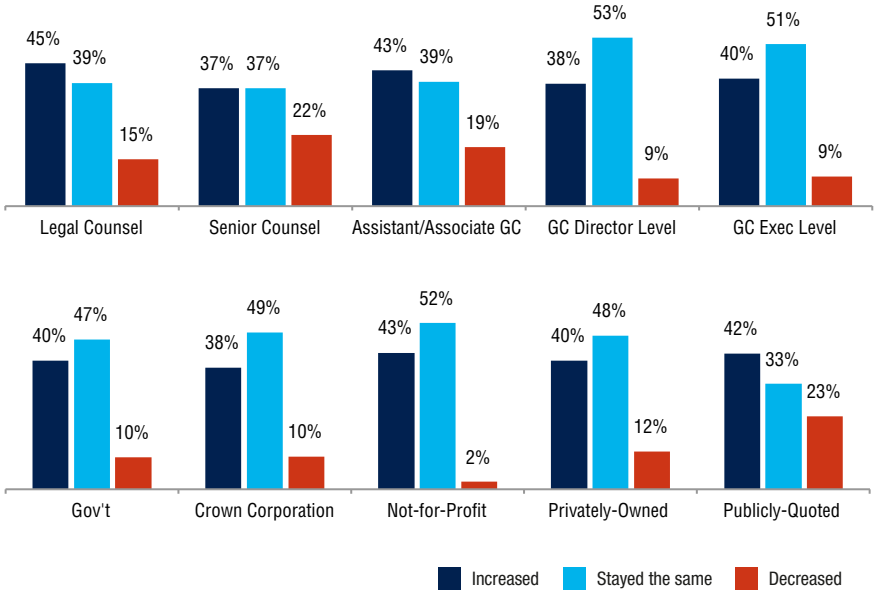
Changes in Size of Legal Department

In 2012, half (50%) of in-house counsel report that their legal department had increased in size over the past two years. In 2016, this percentage has fallen to 41%. We also note that the percentage reporting a decrease in the size of their legal department has increased from 7% to 14% this year.

The likelihood of reporting decreases in the size of legal departments is most often the case among Senior Counsel (22%), those working for publicly-quoted companies (23%) and in-house counsel residing in Alberta (26%).

Number of lawyers in legal department

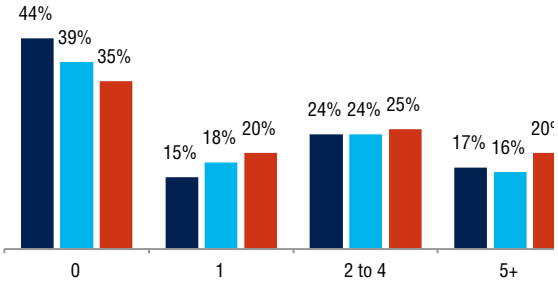




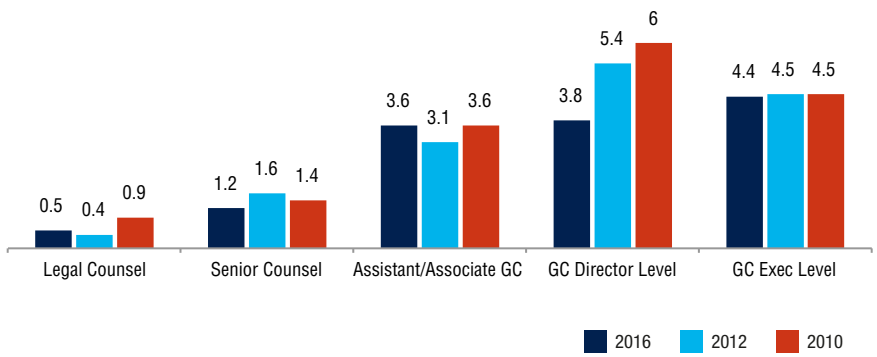
Reporting Structure

On average, our sample of in-house counsel reported they have 2.4 reports. Forty-four percent of those surveyed did not have any direct reports. This percentage has increased from 39% reported in 2012. Of the 56% of respondents that did have direct reports, the greatest percentage had 2 to 4 reports. When split out by primary role, it is clear that the number of direct reports increases for higher-tier positions.

Number of reports



Mean # of reports (including 0)

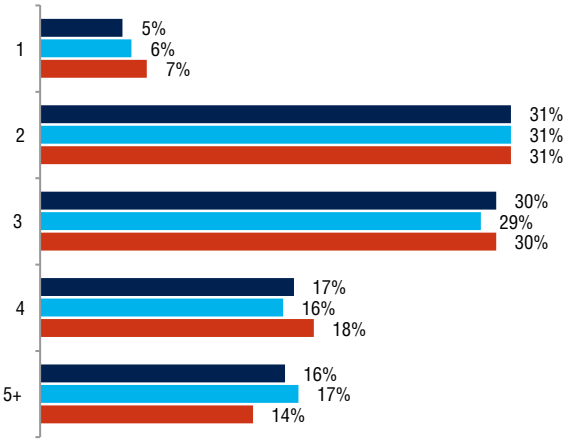


Past Employment and Tenure

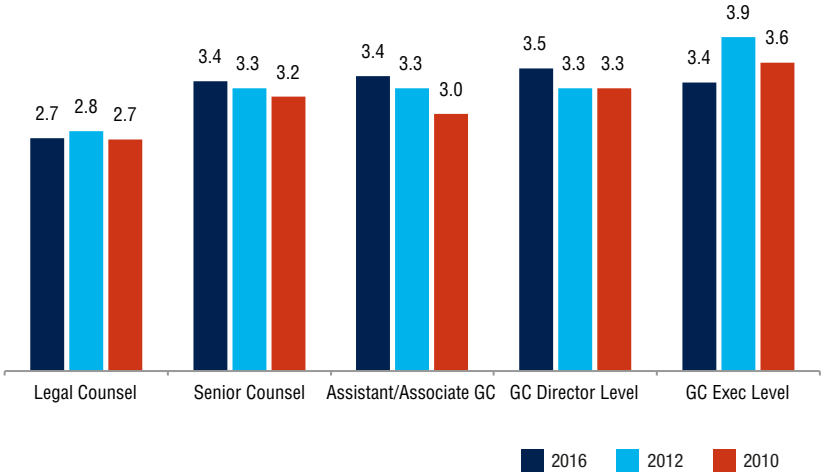
Number of Employers

On average, in-house counsel have worked for 3.2 different organizations since being called to the bar. This is consistent with the average numbers seen in 2010 and 2012. The average number of employers one has worked for (3.4–3.5) is consistent by primary role with the exception of Legal Counsel, which has an average of 2.7.

Number of employers worked for



Mean # of employers worked for

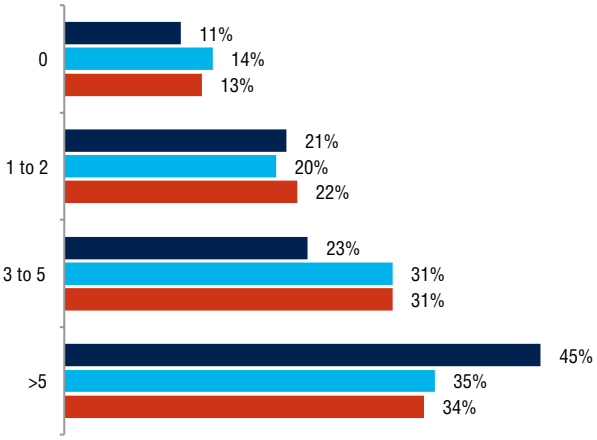


Tenure in Private Practice

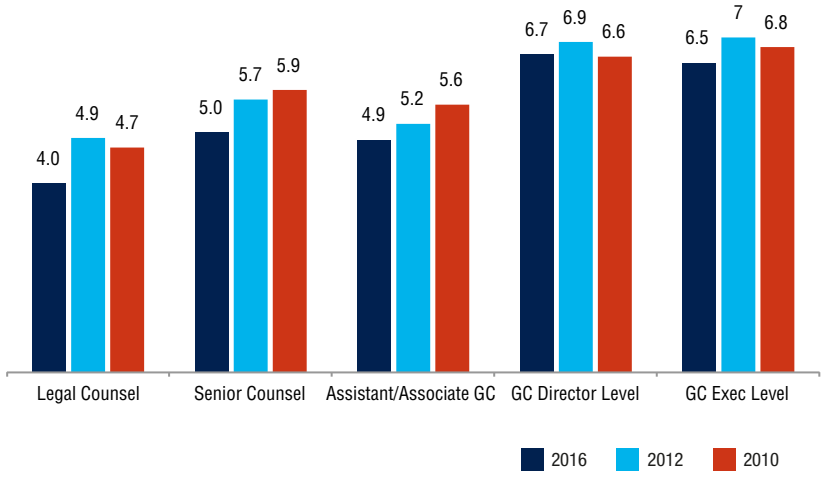
This year, 89% of in-house counsel report working in private practice before going in-house. The average tenure in private practice is 5.3 years. The greatest percentage of respondents (45%) spent 5 or more years in private practice before going in-house. The next highest (23%) was 3 to 5 years of private practice.

The number of years spent in private practice was highest with the GC Executive Level (6.5 years) and GC Director Level (6.7 years). The lowest number was with Legal Counsel (4.0 years).

Years spent in private practice



Mean # years spent working in private practice

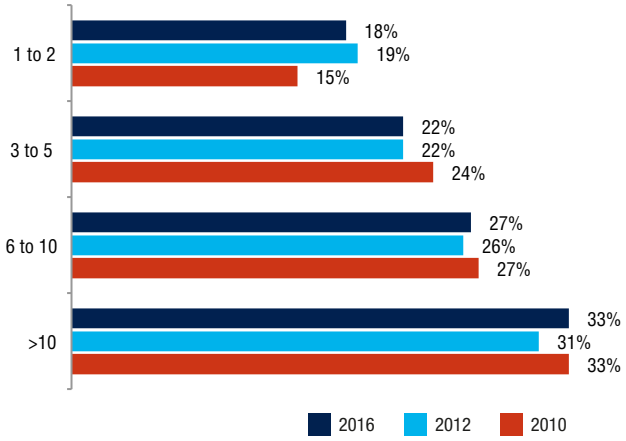


Tenure as In-House Counsel

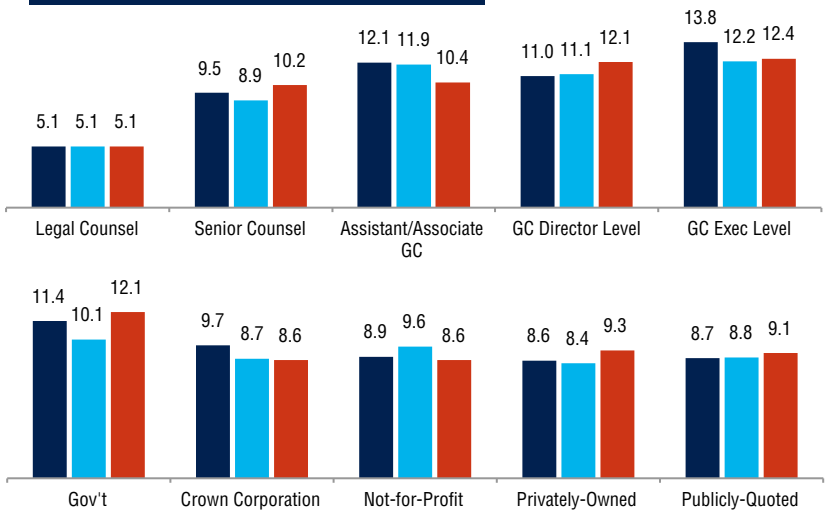
Fifty percent of respondents have spent more than 6 years working as in-house counsel. The average (or mean) number of years as in-house counsel is 9. Those with the highest level of responsibility report the highest average number of years of experience. GC Executive Level respondents have an average of 13.8 years of experience, while at the other end of the spectrum, Legal Counsel have an average of 5.1 years.

Those working in Government or for a Crown corporation have the highest average of years as in-house counsel at 11.4 years and 9.7 years respectively. Years of experience in the not-for-profit, privately-owned, and publicly-quoted organizations are quite similar at 8.9 years, 8.6 years and 8.7 years respectively.

Years spent working as in-house counsel



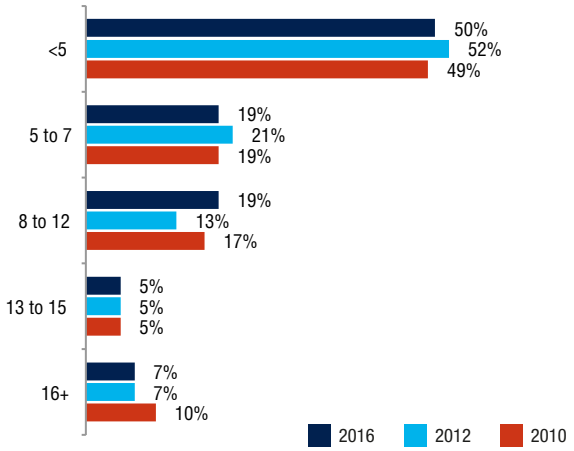
Mean # of years spent working as in-house counsel



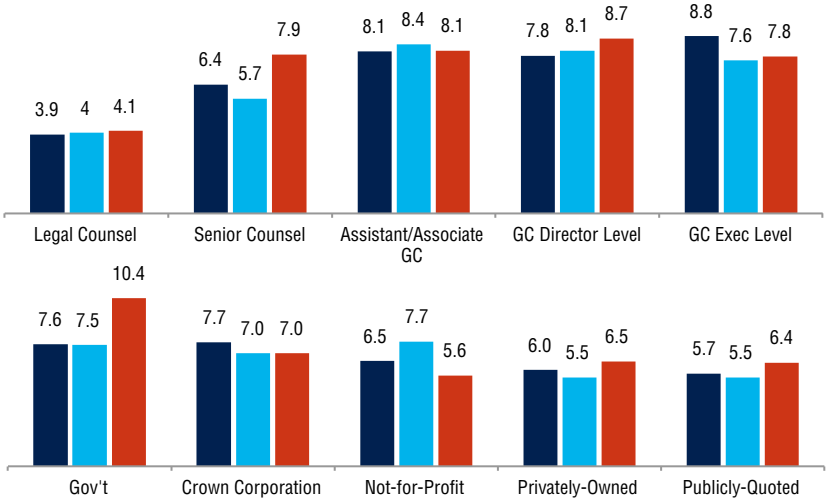
Tenure with Current Employer

Half (50%) of in-house counsel have spent less than 5 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 averaged 8.8 years of tenure with their current employer, while at the lowest level of Legal Counsel the average was 3.9. Government and Crown corporations had the most years of experience with 7.6 years and 7.7 years respectively. The number of years for not-for-profit, privately-owned and publicly-quoted organizations were 6.5, 6.0 and 5.7 years respectively.

Years spent working with current employer



Mean # of years with current employer



Job Content

Proportion of Legal Work

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

Consistently, the more senior the position, the less time spent doing purely legal work. Legal Counsel spent 74% of their day on legal work while this decreased to 58% at the GC Executive Level.

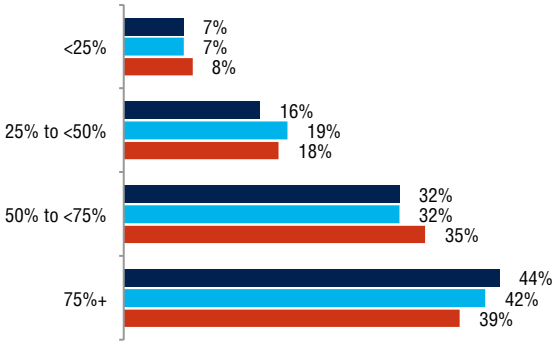
In-house counsel for Government, Crown corporations, privately-owned and publicly-quoted organizations all spent approximately two thirds of their time, (66%), on purely legal work. In-house counsel for not-for-profit organizations were lower at 59%.

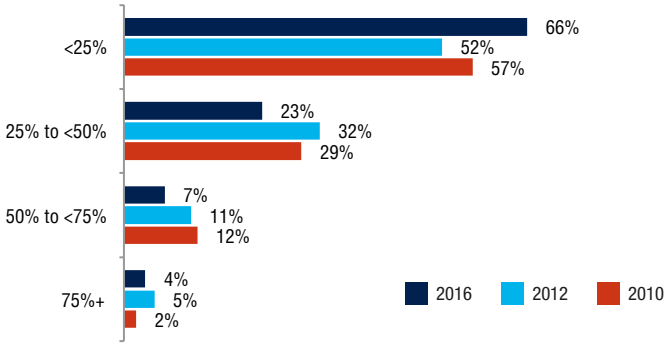
In general, the greater the number of employees the more time spent on purely legal work, though the variance was not great.

Proportion of Managerial Work

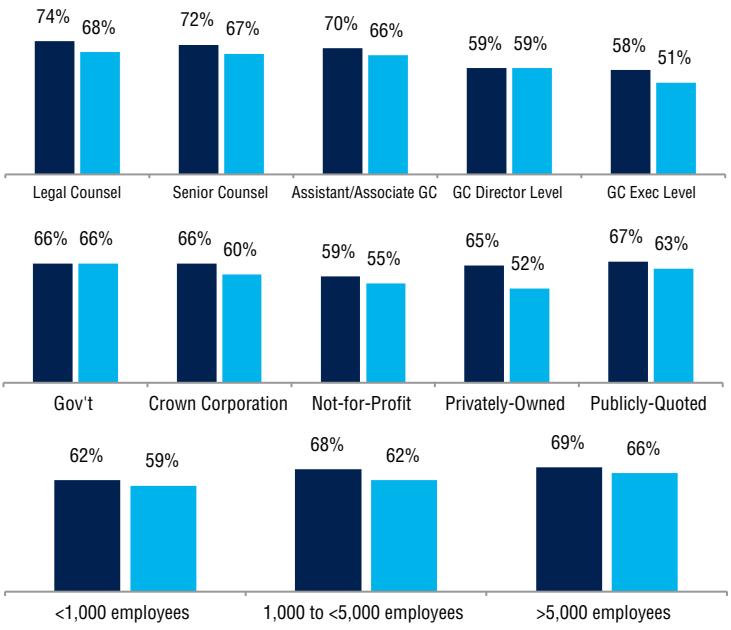
When it comes to managerial work, it is not surprising that those with higher seniority positions at the GC Director or GC Executive Levels spend more of their time on managerial work, 33% and 36% respectively. Legal and Senior Counsel spend 20% and 26% of their time respectively on managerial work.

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

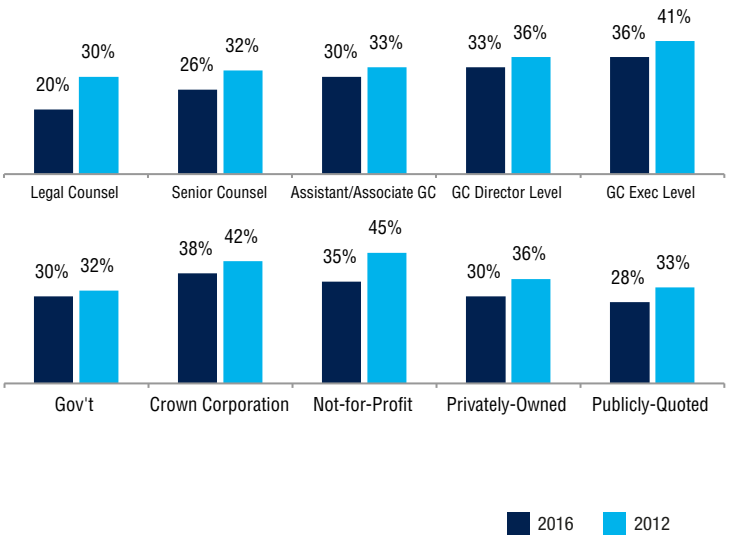




Proportion of purely legal work



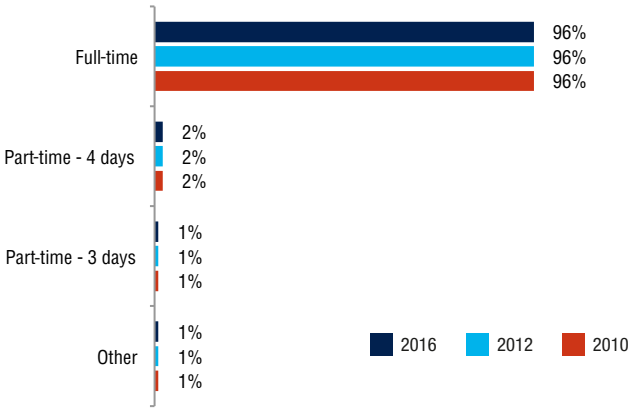
Proportion of work that is managerial

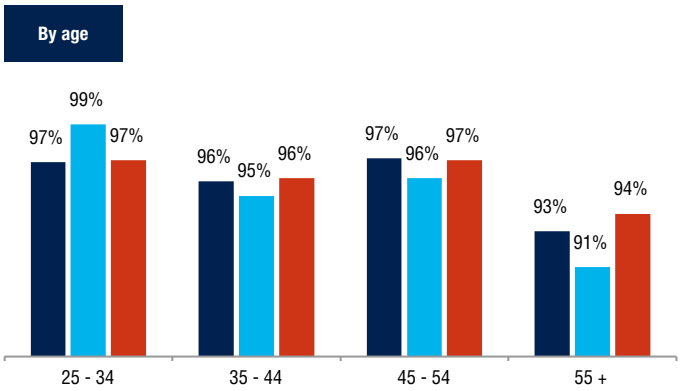


Work Hours

Almost all (96%) of in-house counsel work full-time. This is unchanged from 2010 and 2012. Of the few part-time employees, the largest percentages were recorded by those working for not-for-profit and privately-owned organizations, by female counsel and those 55 years of age or more.

Full-Time/Part-Time Work





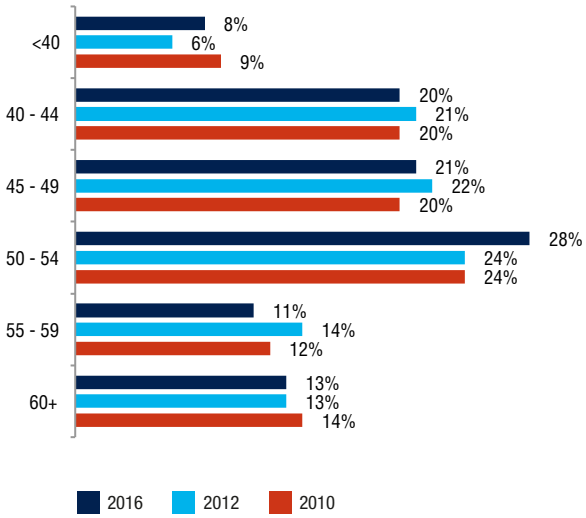
Hours of Work per Week

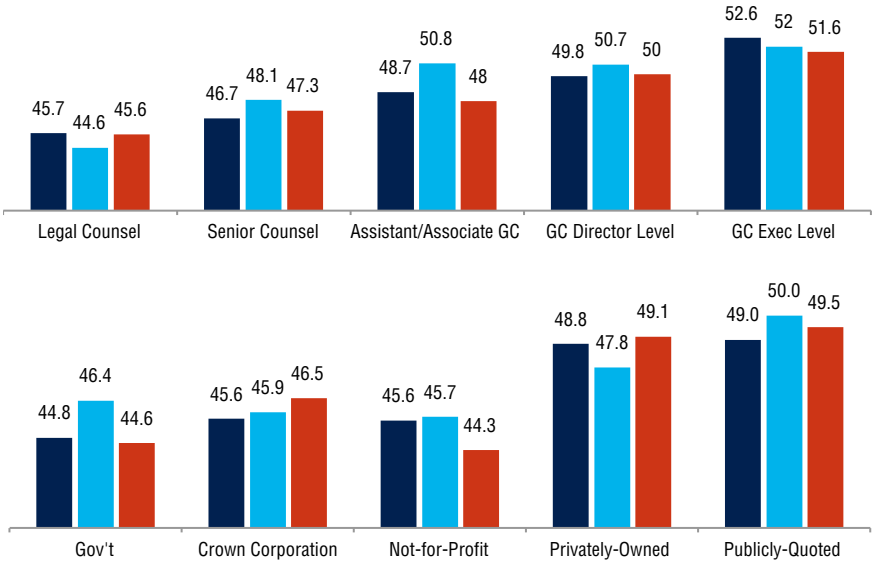
The reported number of hours in an average work week is 47.8 hours. This is down slightly from the 48.2 hours reported in 2012.

More than two-thirds (69%) of the respondents work between 40 to 54 hours a week. The more senior the position, the more hours worked. For GC Executive Level, hours have steadily increased since 2010.

Government, Crown corporation and not-for-profit in-house counsel had the shortest average work week. In-house counsel for privately-owned and publicly-quoted companies report substantially longer hours.

Consistent with the findings in 2012, we see differences by city. Those residing in Ottawa (50.4), Toronto (48.9) and Montreal (48.2) are working somewhat longer hours when compared to those in Calgary (47.2) and Vancouver (46.9).





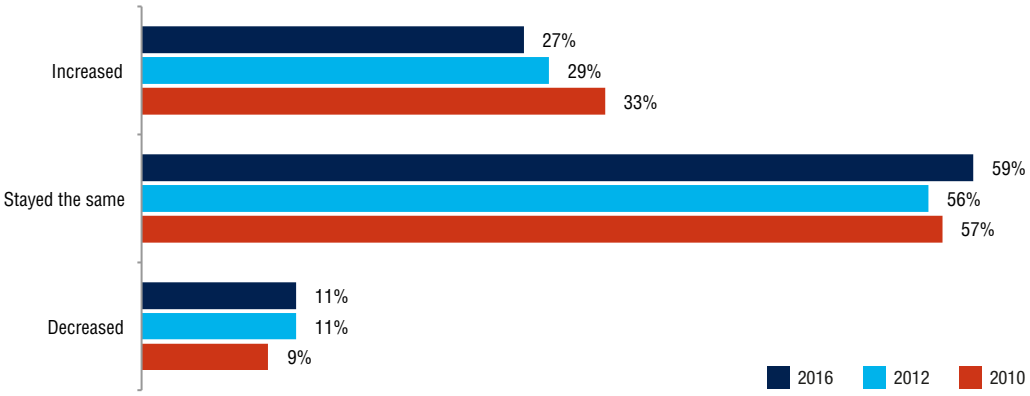
Changes in Hours of Work per Week

For the majority of respondents (59%), the hours of work per week has remained unchanged. Twenty-seven per cent of in-house counsel saw hours per week increasing. This was lower than 2012, which in turn was lower than 2010. Just 11% saw their hours of work decrease.

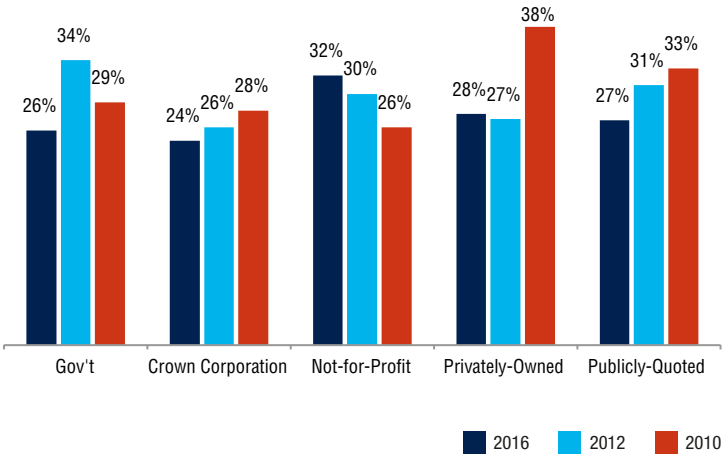
On a percentage basis, fewer in-house counsel in Government and Crown corporations (26% and 24% respectively) saw an increase in their hours of work per week, while 32% of those employed by not-for-profit organizations saw their hours increase.

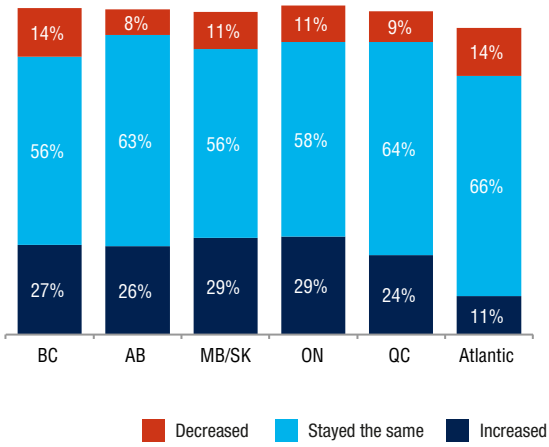
Of those who saw their work week increase, the lowest percentage (11%) is Atlantic Canada compared to the highest percentage (29%) in Manitoba, Saskatchewan and Ontario.

Change in weekly hours of work over the past two years



Hours increased over past two years







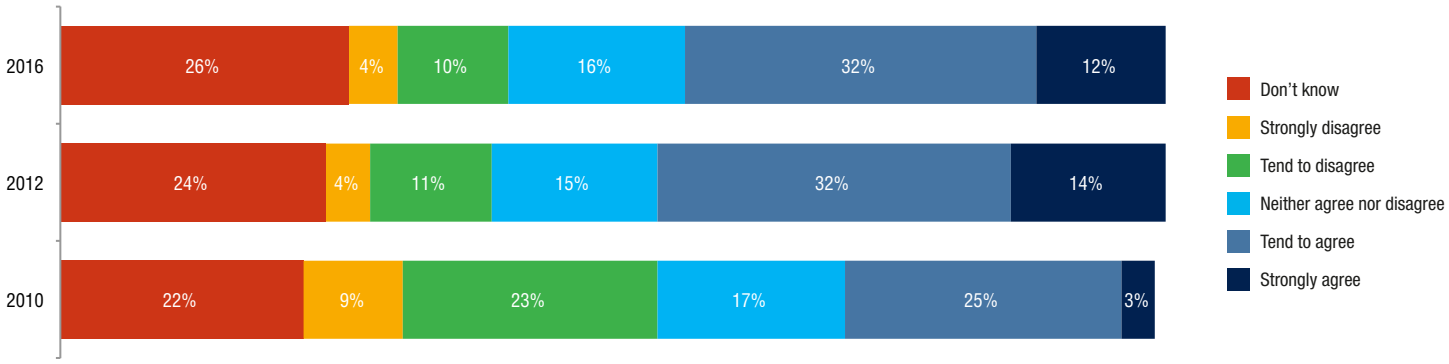
Comparability and Change in Compensation

Comparability of Compensation within an Organization

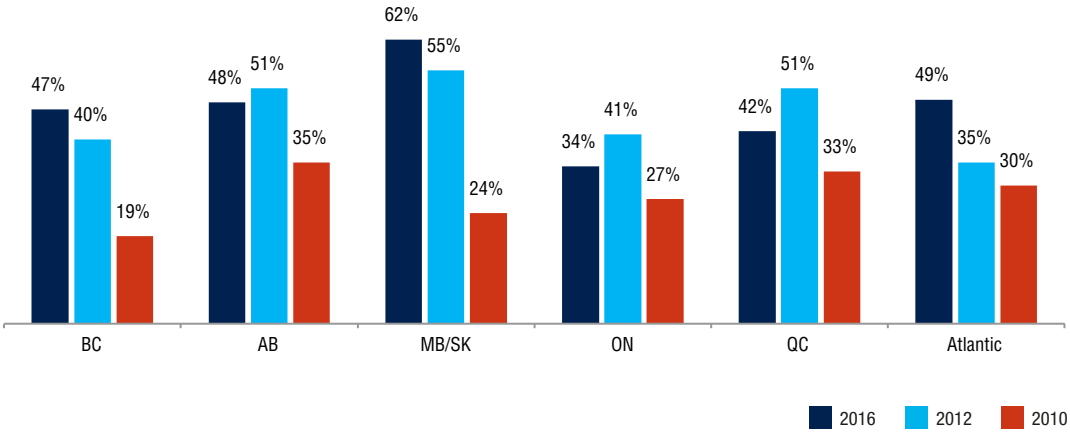
In 2016, 44% agreed or strongly agreed their compensation was comparable with others in the organization. This is a slight decline from 46% in 2012. Those working for Government or Crown corporations were the most likely to agree their compensation was comparable.

From 2010 to 2016, a slightly larger number, 22% to 26%, of in-house counsel said they did not know if their salary was comparable to others doing the same work within the organization.

The percentage of in-house counsel that agreed/strongly agreed that their compensation was comparable varied from region to region. The highest percentage (62%) of agreement was in Manitoba and Saskatchewan. BC, Alberta and Atlantic Canada all fell in the 47% to 49% range. In-house counsel from Ontario had the least faith (34%) that their compensation was comparable followed by Quebec (42%).



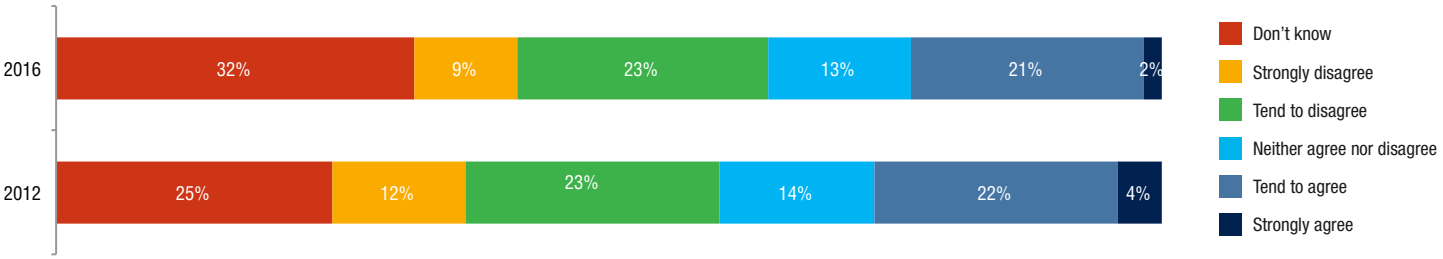
By region – strongly/somewhat agree

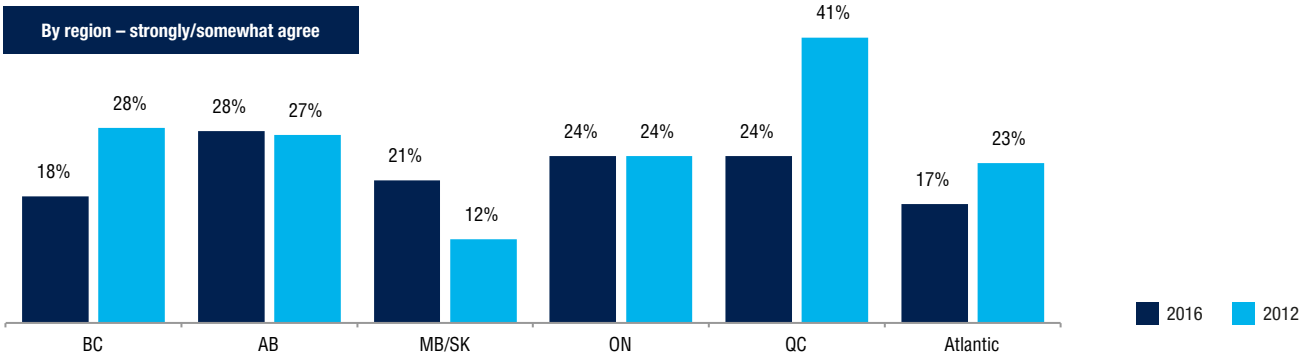


Comparability of Compensation to External Organizations

Overall, we note that a greater percentage of respondents disagree rather than agree that their compensation is comparable with similar roles in similar organizations. Disagreement reaches its highest levels among in-house counsel employed by Government and Crown corporations.

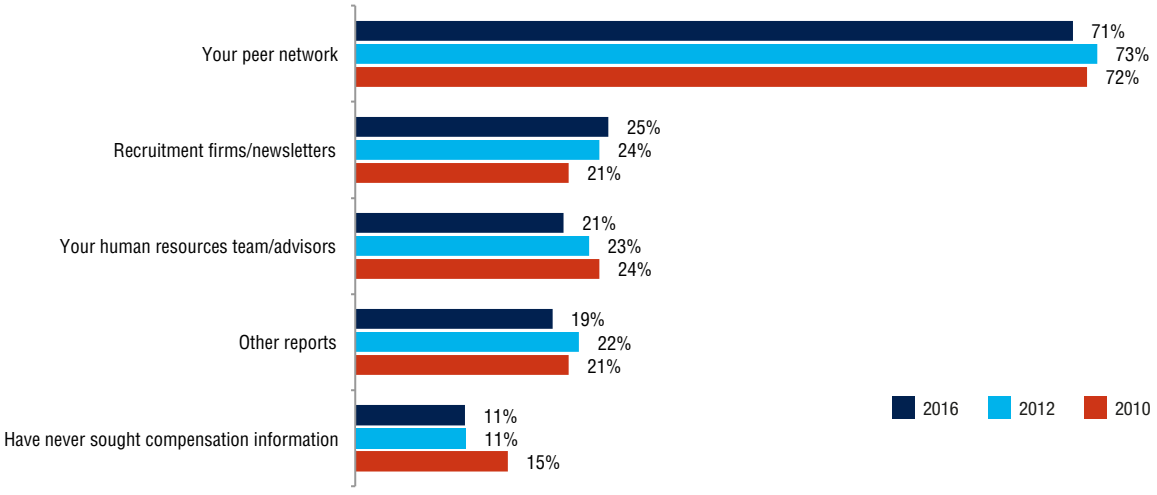
In 2016, 23% agreed or strongly agreed their compensation was comparable. The percentage of in-house counsel that agreed/strongly agreed that their compensation was comparable varied from region to region. The highest percentage (28%) of agreement was in Alberta. This was followed by Ontario and Quebec both at 24%. Manitoba and Saskatchewan were next at 21%, followed by BC at 18% and Atlantic Canada at 17%.





Sources of Information about Industry Compensation

When it comes to assessing how their compensation compares to others in their industry, a large majority (71%) of in-house counsel rely on their peer network. This was followed by recruitment firms and newsletters at 25%.

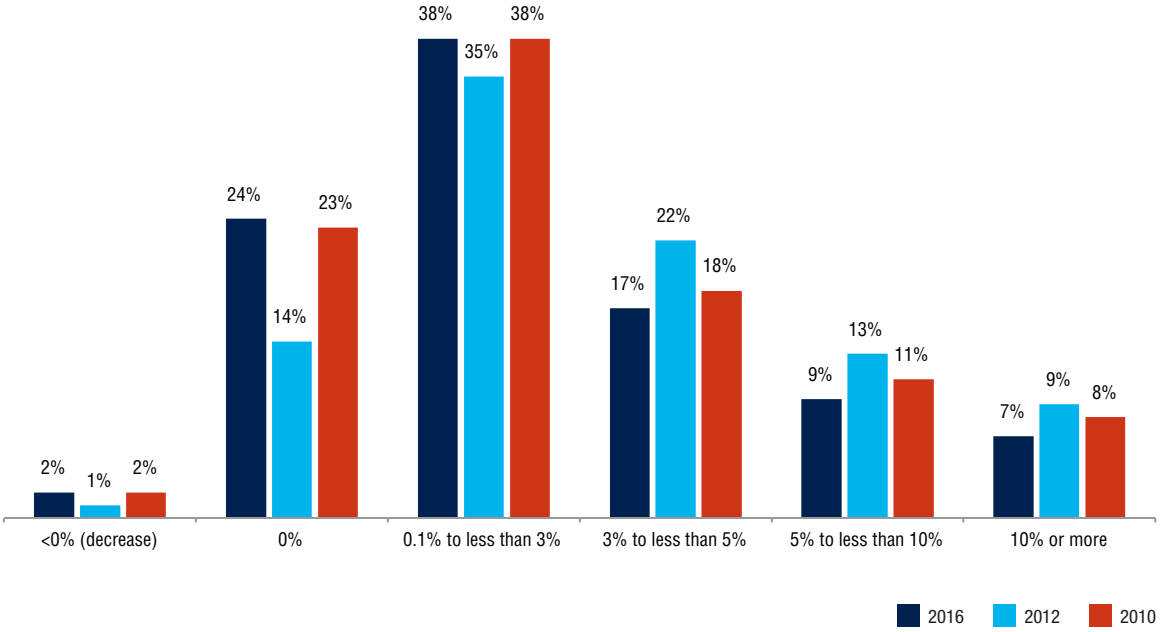


Base Salary Increase in the Past Year

Almost one-quarter (24%) of respondents report no increase in their base salary over the past year. This percentage is substantially greater then what we saw in 2012 (14%) but in keeping with 2010. Those working for the Government and Crown corporations were most likely to report no increase in the past year. We also note that a higher proportion of those reporting no base salary increase are located in BC (29%), Alberta (28%) and Atlantic Canada (31%).

The largest percentage (38%) 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.

Seventeen percent of in-house counsel received an increase of 3 to 5%. Nine percent saw an increase of 5 to 10%, followed by 7% who enjoyed an increase of 10% or greater. In all cases, these percentages are lower than what we saw in 2012 but similar to those reported in 2010.



Benefits – Changes During the Past 12 Months

In-house counsel were asked about changes to their benefits packages during the past 12 months. One-third (33%) report an increase in benefits. This percentage is consistent with 2012 but down from the 40% reported in 2010. Increases ranged from the smallest group (27%) in Crown corporations to the largest (39%) in publicly-quoted companies.

Similarly, 16% of respondents saw a decrease in benefits coverage. The smallest decreases were reported by in-house counsel for Government and Crown corporations (9% and 10% respectively), while in publicly-quoted companies this number rose to 22%.

Experienced in past 12 months (% Yes)	TOTAL			Gov't			Crown Corporation			Not-for-Profit			Privately-Owned			Publicly-Quoted		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Increase in Out-of-Pocket Costs for Benefits	33%	33%	40%	37%	34%	27%	27%	26%	29%	35%	28%	31%	30%	32%	41%	39%	34%	43%
Decrease in Benefits Coverage	16%	16%	22%	9%	21%	20%	10%	7%	11%	15%	15%	19%	14%	15%	22%	22%	19%	26%

In-Depth Look at Provinces

This section provides key compensation statistics by province. 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.

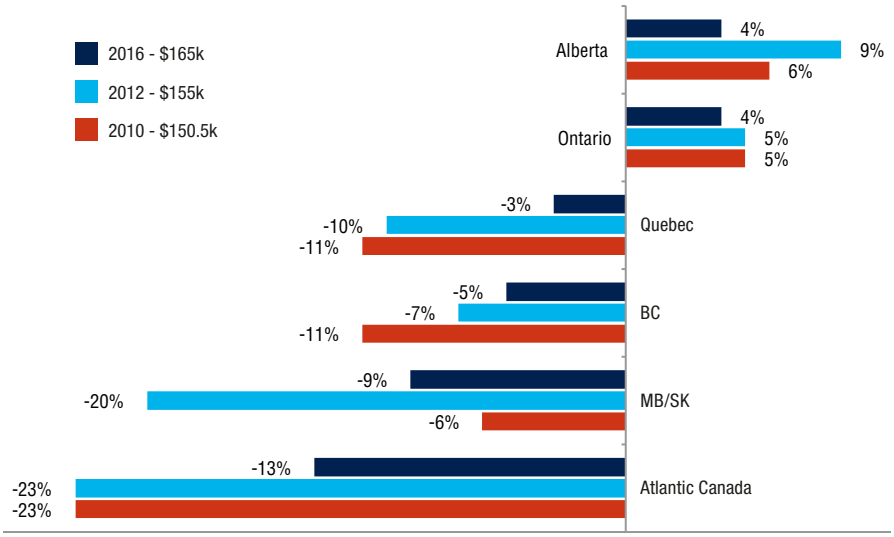
National Average Base Salary

In 2016, the national average base salary stands at $165,000. The chart below provides regional/provincial differences when compared to this national average.

Across the country, we can see that salary variations are being compressed. Alberta and Ontario in-house counsel continue to be paid above the national average but the size of this premium has dropped from 2012.

In contrast, and in this order, Quebec, BC, MB/SK and Atlantic Canada are paid less than the national average. But all four regions have seen the size of their disparity drop from 2012.

In 2012, Alberta and Atlantic Canada were paid 9% above and 23% below the national average respectively. In 2016, Alberta was only 4% above and Atlantic Canada was only 13% below. (Note: Numbers in the chart below have been rounded. Actual average base salaries are as follows: Ontario 4.2% and Alberta 3.6% above national average and Quebec 3.4%, BC 5%, MB/SK 8.7% and Atlantic Canada 13.2% below national average, respectively.)



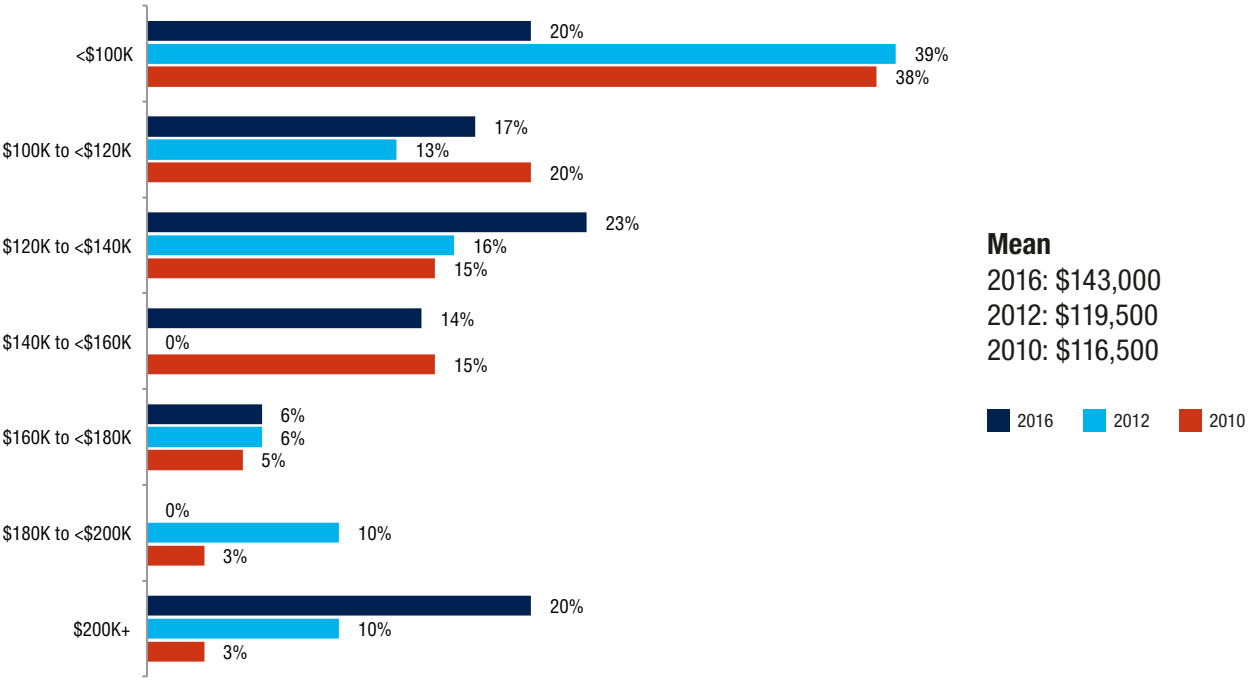
National Base Salary

Region	2016 $165k	2012 $155k	2010 $150.5k
AB	4%	9%	6%
ON	4%	5%	5%
QC	-3%	-10%	-11%
BC	-5%	-7%	-11%
MB/SK	-9%	-20%	-6%
Atlantic	-13%	-23%	-23%

Focus on Atlantic Canada

Distribution of Base Salary in Atlantic Canada

In 2016, the mean base salary for in-house counsel in Atlantic Canada was $143,000, the lowest of all six regions. As noted above, this is 13% below the national average, which is a much smaller disparity than 2012. This is because the percentage of in-house counsel making less than $100,000 shrank dramatically in 2016, while the percentage making more than $200,000 doubled.



Compensation Package by Position – Atlantic Canada

Base salaries in 2016 range from $126,000 for Legal Counsel and Senior Counsel to $166,000 for General Counsel.

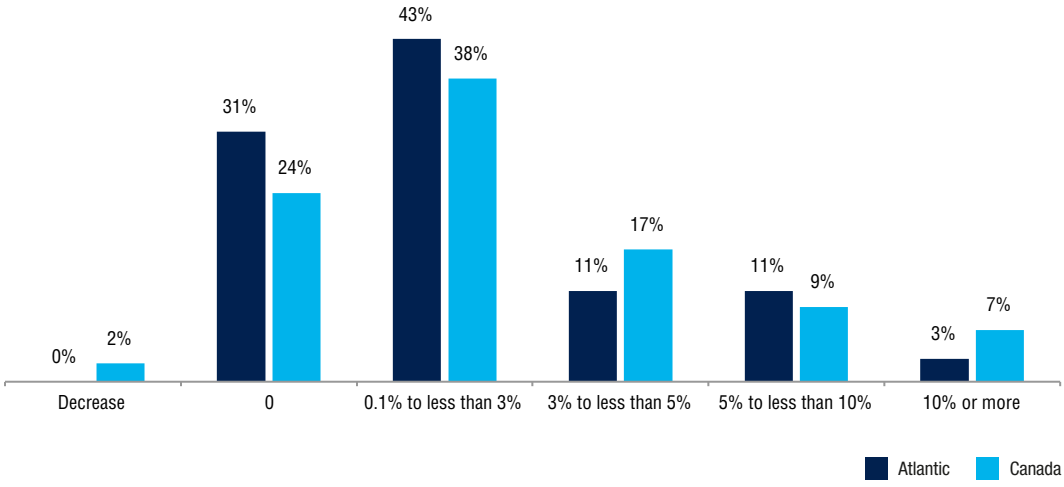
	Counsel (Legal + Senior Counsel)			General Counsel*		
	2016	2012	2010	2016	2012	2010
Average Base Salary ($)	$126,000	$105,500	$106,500	$166,000	$133,500	$130,500
Target Bonus/Incentive	12%	8%	12%	22%	19%	27%
Max. Target Amount	13%	10%	16%	34%	25%	49%
Actual Bonus/Incentive	13%	7%	11%	24%	22%	28%

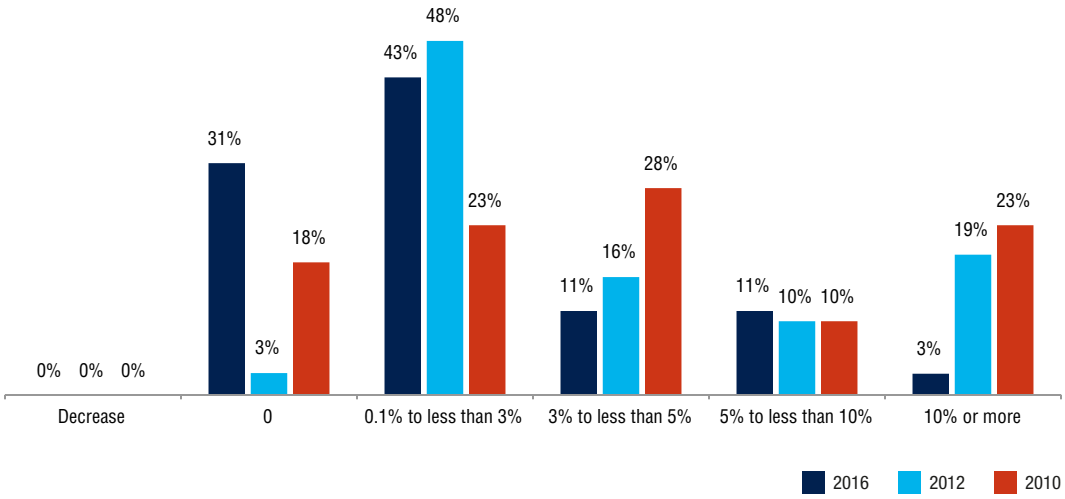
*Includes EVP Legal, VP Legal, General Counsel and Director of Legal/Legal Manager

Base Salary Increase in Atlantic Canada vs Canada

Relative to the rest of Canada, a somewhat larger percentage of in-house counsel in Atlantic Canada had increases of less than 3% or in the 5% to 10% range.

In comparison to the 2012 survey, we note a large percentage that had no salary increase in the previous year.





Benefits Included in Package – Atlantic Canada

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

Included in benefits package (% Yes)	Canada			Atlantic Canada		
	2016	2012	2010	2016	2012	2010
Insurance and Retirement Benefits						
Dental Coverage	97%	96%	95%	97%	100%	98%
Extended Medical Coverage	90%	94%	94%	66%	90%	93%
Disability/Life Insurance*	NA	94%	93%	NA	100%	93%
Pension/Retirement Plan	81%	82%	83%	86%	84%	90%
Provincial Health Care Coverage	77%	81%	83%	86%	90%	85%
Employee Assistance Program	76%	72%	75%	83%	84%	85%
Additional Health Spending Account	62%	59%	56%	49%	48%	48%
Medical/Dental Coverage Beyond Retirement	17%	23%	33%	23%	19%	38%
Short-Term Disability*	89%	NA	NA	77%	NA	NA
Long-Term Disability*	93%	NA	NA	89%	NA	NA
Life Insurance*	90%	NA	NA	86%	NA	NA
Fringe Benefits						
Educational Credits/Tuition Reimbursement	45%	49%	50%	40%	52%	48%
Employee Referral Program	40%	39%	33%	29%	19%	15%
Parking Allowance	32%	34%	31%	31%	19%	30%
Moving Expenses	19%	20%	21%	23%	23%	25%
Executive Health Plan	15%	19%	19%	17%	13%	13%
Car Allowance	16%	18%	20%	14%	23%	20%
Subsidized Meals	10%	9%	10%	11%	6%	8%
Subsidized Childcare	2%	2%	2%	6%	0%	NA
Paid Time Off						
Personal Time Off Days	50%	42%	48%	40%	29%	50%
Flex Days	41%	41%	39%	29%	32%	50%
Top Up for Maternity Leave	35%	34%	39%	29%	32%	40%
Extended Parental Leave	25%	20%	25%	20%	16%	28%
Elder Care Leave**	11%	NA	NA	11%	NA	NA
Sabbatical	7%	8%	10%	9%	6%	15%

*In previous years short-term disability, long-term disability and life insurance were captured in one category: Disability/Life Insurance. This year they have been separated into three categories.

**This is a new category this year.

Change in Benefits and Satisfaction with Compensation

Respondents in Atlantic Canada had a greater increase in out-of-pocket costs for benefits than the national average: 40% vs 33%. In Atlantic Canada compared to all of Canada, respondents were slightly less satisfied with their benefits package: 66% Atlantic vs 74% nationally. In contrast, Atlantic Canadians were more satisfied with their base salaries and incentive programs.

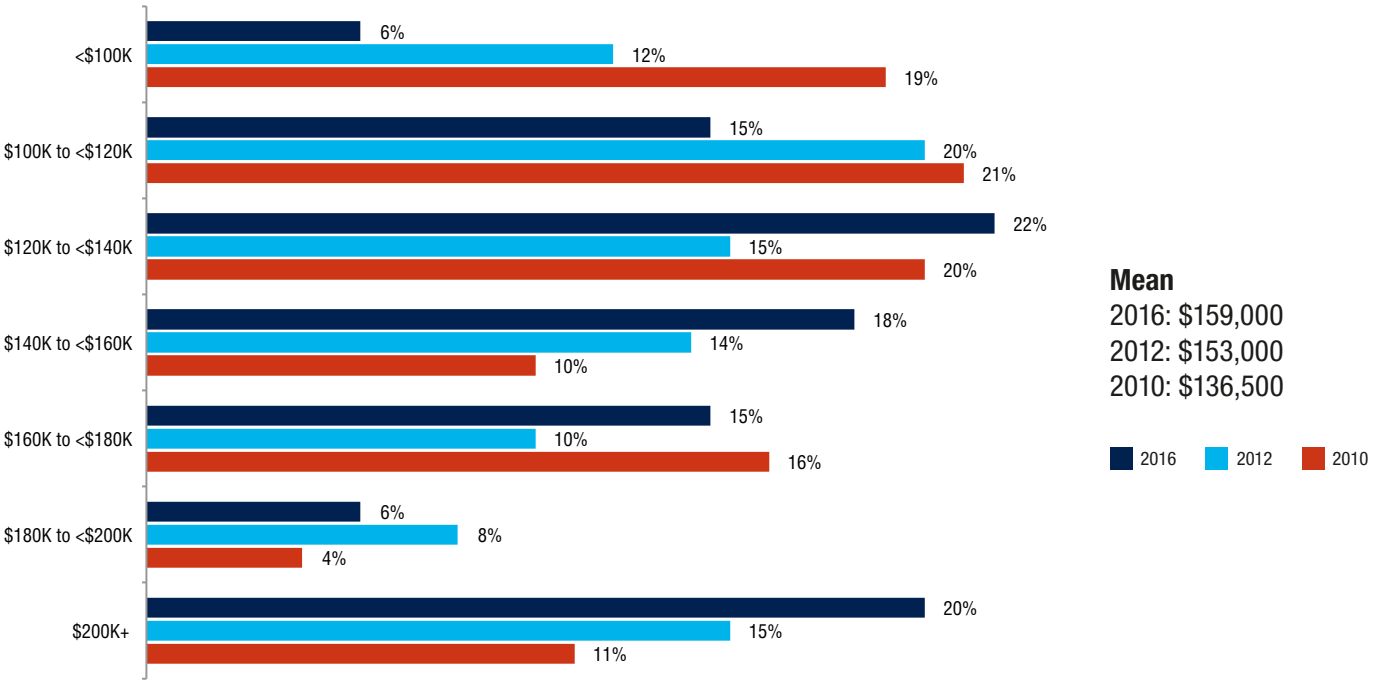
Experienced in past 12 months (% Yes)	Canada			Atlantic Canada		
	2016	2012	2010	2016	2012	2010
Increase in Out-of-Pocket Costs for Benefits	33%	33%	40%	40%	32%	44%
Decrease in Benefits Coverage	16%	16%	22%	11%	26%	27%

% very/somewhat satisfied	Canada			Atlantic Canada		
	2016	2012	2010	2016	2012	2010
Benefits Package	74%	76%	76%	66%	71%	73%
Incentive Program	61%	65%	63%	68%	61%	64%
Base Salary	53%	58%	57%	57%	65%	68%

Focus on Quebec

Distribution of Base Salary in Quebec

The average base salary for in-house counsel in Quebec is $159,000 compared to the Canadian average of $165,000.



Compensation Package by Position – Quebec

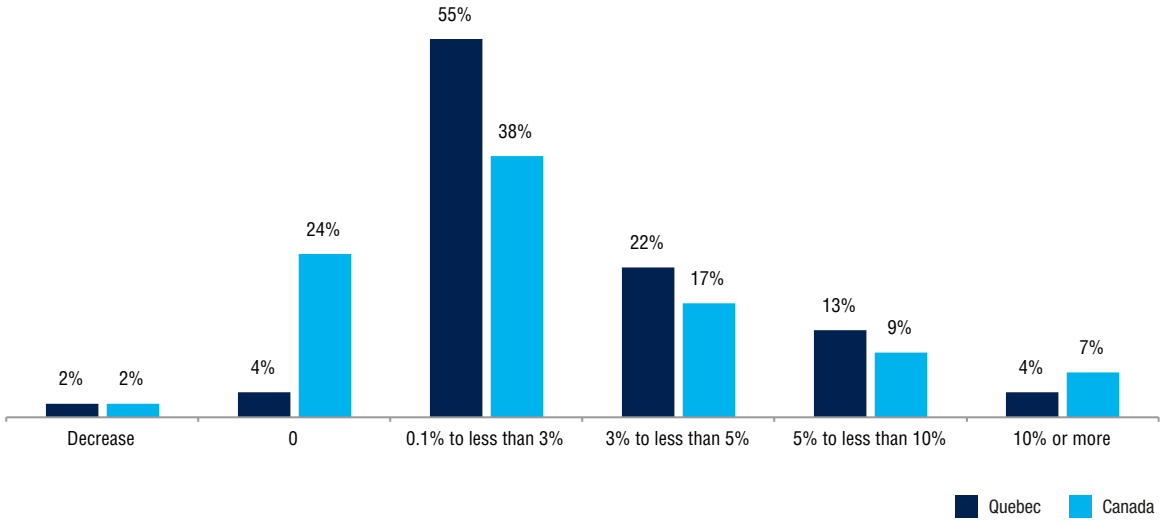
Base salaries range from $126,000 for Legal Counsel to $181,000 for General Counsel at Director and Executive Levels. For Legal Counsel, the average base salary dropped from $129,000 in 2012 to $126,000 four years later.

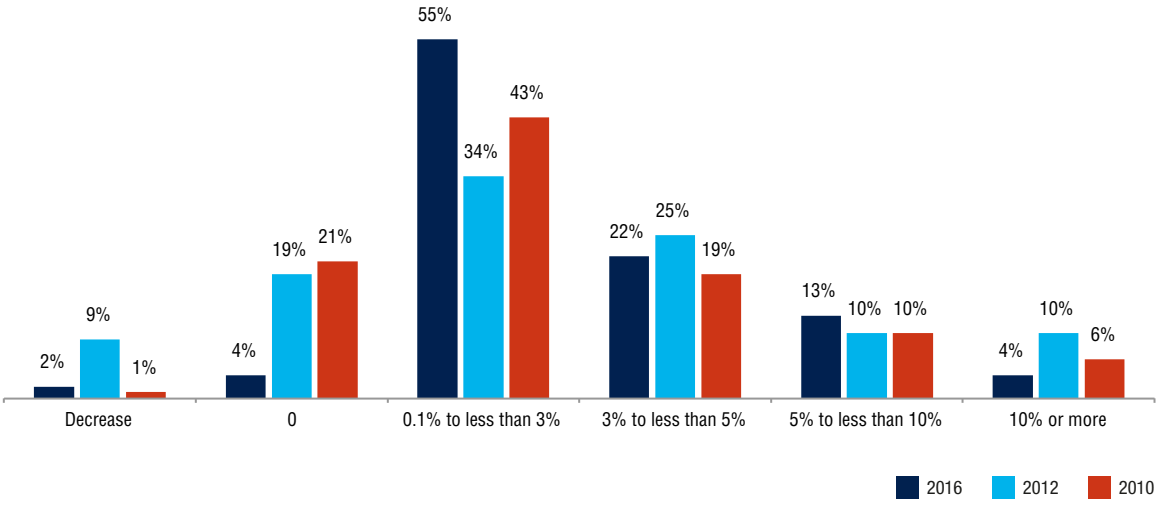
	Counsel (Legal + Senior Counsel)			General Counsel*		
	2016	2012	2010	2016	2012	2010
Average Base Salary ($)	$126,000	$129,000	$112,000	$181,000	$155,000	$162,000
Target Bonus/Incentive	16%	17%	17%	24%	24%	23%
Max. Target Amount	23%	23%	23%	36%	27%	38%
Actual Bonus/Incentive	24%	14%	15%	31%	22%	26%

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

Base Salary Increase in Quebec vs Canada

In-house counsel in Quebec were able to achieve salary gains while many of their national colleagues did not. Only 6% of Quebec respondents saw no increase or an actual decrease. This compared to 26% of their colleagues across the country who saw a decrease.





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)	Canada			Quebec		
	2016	2012	2010	2016	2012	2010
Insurance and Retirement Benefits						
Dental Coverage	97%	96%	95%	93%	90%	91%
Extended Medical Coverage	90%	94%	94%	84%	95%	96%
Disability/Life Insurance*	NA	94%	93%	NA	97%	94%
Pension/Retirement Plan	81%	82%	83%	86%	83%	82%
Provincial Health Care Coverage	77%	81%	83%	75%	90%	84%
Employee Assistance Program	76%	72%	75%	80%	75%	77%
Additional Health Spending Account	62%	59%	56%	67%	46%	52%
Medical/Dental Coverage Beyond Retirement	17%	23%	33%	22%	31%	38%
Short-Term Disability*	89%	NA	NA	91%	NA	NA
Long-Term Disability*	93%	NA	NA	93%	NA	NA
Life Insurance*	90%	NA	NA	96%	NA	NA
Fringe Benefits						
Educational Credits/Tuition Reimbursement	45%	49%	50%	49%	47%	47%
Employee Referral Program	40%	39%	33%	53%	37%	33%
Parking Allowance	32%	34%	31%	31%	31%	26%
Moving Expenses	19%	20%	21%	31%	17%	16%
Executive Health Plan	15%	19%	19%	31%	44%	37%
Car Allowance	16%	18%	20%	29%	32%	28%
Subsidized Meals	10%	9%	10%	15%	14%	15%
Subsidized Childcare	2%	2%	2%	6%	3%	6%
Paid Time Off						
Personal Time Off Days	50%	42%	48%	51%	39%	50%
Flex Days	41%	41%	39%	27%	47%	44%
Top Up for Maternity Leave	35%	34%	39%	38%	37%	36%
Extended Parental Leave	25%	20%	25%	33%	31%	31%
Elder Care Leave**	11%	NA	NA	7%	NA	NA
Sabbatical	7%	8%	10%	7%	10%	15%

*In previous years short-term disability, long-term disability and life insurance were captured in one category: Disability/Life Insurance. This year they have been separated into three categories.
**This is a new category this year.

Change in Benefits and Satisfaction with Compensation

The percentage of Quebec respondents who saw an increase in out-of-pocket costs for benefits was slightly higher when compared with all of Canada. However, while 26% of Quebec in-house respondents saw a decrease in benefits coverage, only 16% of nation-wide respondents saw a decrease.

Quebec respondents were slightly less satisfied with their benefits package and incentives programs than the country as a whole, but more satisfied with their base salary (60% Quebec vs 53% nationally).

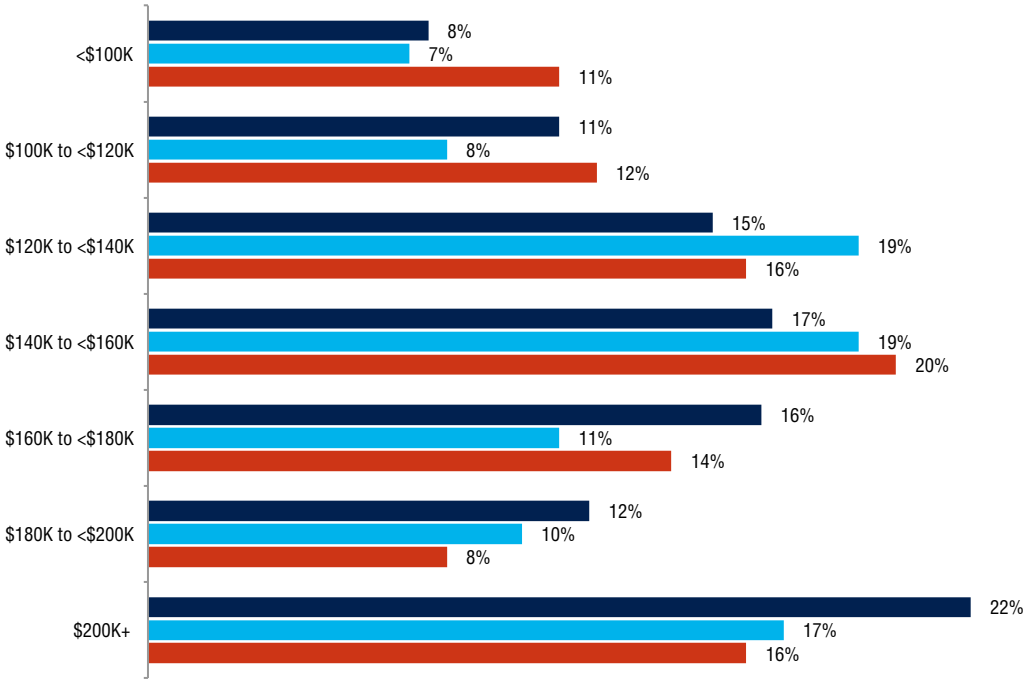
Experienced in past 12 months (% Yes)	Canada			Quebec		
	2016	2012	2010	2016	2012	2010
Increase in Out-of-Pocket Costs for Benefits	33%	33%	40%	36%	47%	49%
Decrease in Benefits Coverage	16%	16%	22%	26%	24%	26%

% Very/Somewhat Satisfied	Canada			Quebec		
	2016	2012	2010	2016	2012	2010
Benefits Package	74%	76%	76%	66%	76%	78%
Incentive Program	61%	65%	63%	55%	76%	64%
Base Salary	53%	58%	57%	60%	63%	53%

Focus on Ontario

Distribution of Base Salary in Ontario

The average base salary for in-house counsel in Ontario is $172,000 which is higher than the national average of $165,000.



Mean Overall
2016: $172,000
2012: $160,000
2010: $156,500

Mean GTA
2016: $173,500
2012: $163,000
2010: $162,500

Mean Toronto
2016: $176,000
2012: $165,500
2010: $163,500

Mean Ottawa
2016: $164,000
2012: $155,000
2010: $135,000

2016 2012 2010

Compensation Package by Position – Ontario

Base salaries range from $118,000 for Legal Counsel to $215,000 for General Counsel Executive Level.

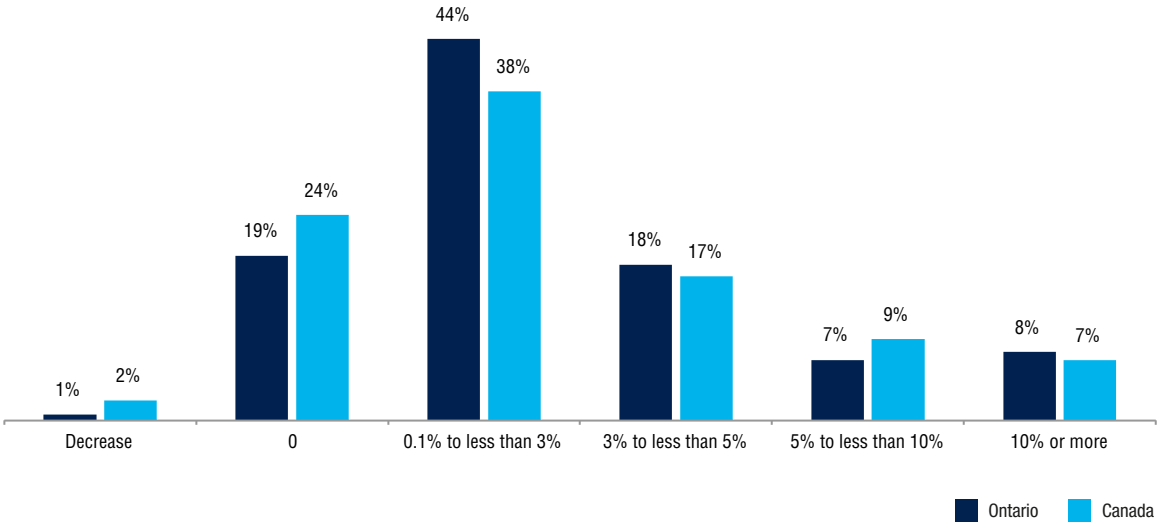
	Legal Counsel			Senior Counsel			General Counsel Director Level *			General Counsel Executive Level **		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Average Base Salary ($)	$118,00	$114,000	$114,000	$160,000	$148,500	$147,000	$209,000	$154,000	$170,500	$215,000	$191,500	$221,500
Target Bonus/Incentive	21%	10%	17%	22%	16%	22%	30%	25%	29%	37%	32%	43%
Max. Target Amount	20%	10%	21%	35%	17%	31%	44%	28%	46%	69%	34%	60%
Actual Bonus/Incentive	19%	8%	15%	28%	15%	20%	30%	22%	24%	43%	29%	35%

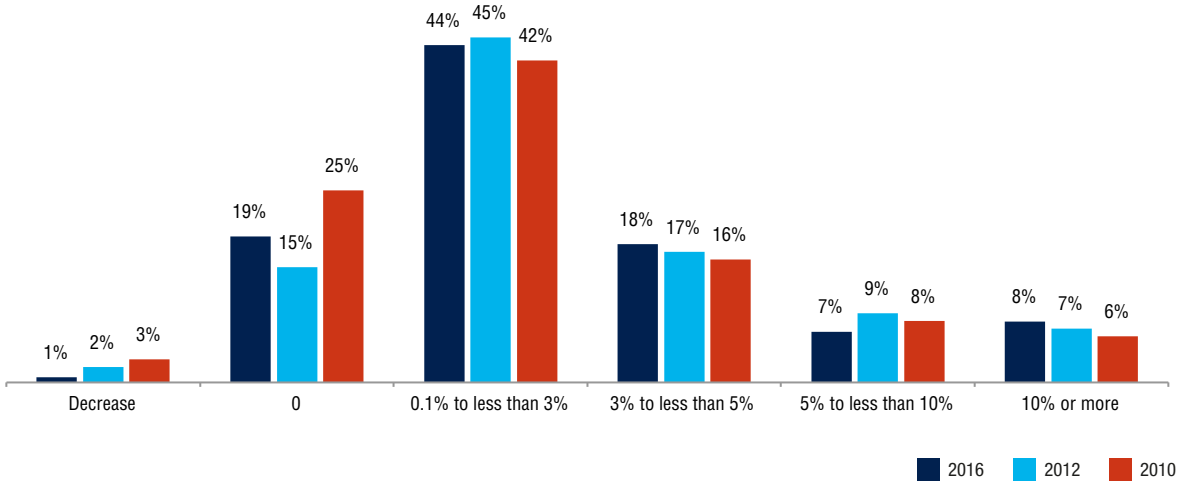
*General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager
**General Counsel Executive Level – Combines Executive VP Legal and VP Legal

Base Salary Increase in Ontario vs Canada

Overall, base salary increases in Ontario reflected the national trends. Slightly fewer respondents in Ontario than Canada received no increase, but there were more Ontario respondents (44%) than country-wide respondents (38%) who reported a base salary increase of 0.1% to 3%.

The changes to base salaries are similar to the changes recorded in 2012 and 2010. Nineteen percent experienced no increase to base salary in 2016 compared to 15% in 2012.





Benefits Included in Package – Ontario

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

Included in benefits package (% Yes)	Canada			Ontario		
	2016	2012	2010	2016	2012	2010
Insurance and Retirement Benefits						
Dental Coverage	97%	96%	95%	96%	97%	96%
Extended Medical Coverage	90%	94%	94%	86%	94%	93%
Disability/Life Insurance*	NA	94%	93%	NA	93%	92%
Pension/Retirement Plan	81%	82%	83%	82%	83%	81%
Provincial Health Care Coverage	77%	81%	83%	74%	77%	81%
Employee Assistance Program	76%	72%	75%	73%	73%	73%
Additional Health Spending Account	62%	59%	56%	53%	49%	49%
Medical/Dental Coverage Beyond Retirement	17%	23%	33%	19%	26%	34%
Short-Term Disability*	89%	NA	NA	88%	NA	NA
Long-Term Disability*	93%	NA	NA	91%	NA	NA
Life Insurance*	90%	NA	NA	88%	NA	NA
Fringe Benefits						
Educational Credits/Tuition Reimbursement	45%	49%	50%	48%	47%	50%
Employee Referral Program	40%	39%	33%	39%	38%	31%
Parking Allowance	32%	34%	31%	18%	21%	22%
Moving Expenses	19%	20%	21%	12%	15%	14%
Executive Health Plan	15%	19%	19%	17%	18%	18%
Car Allowance	16%	18%	20%	18%	21%	21%
Subsidized Meals	10%	9%	10%	13%	11%	11%
Subsidized Childcare	2%	2%	2%	1%	1%	2%
Paid Time Off						
Personal Time Off Days	50%	42%	48%	59%	51%	51%
Flex Days	41%	41%	39%	33%	32%	29%
Top Up for Maternity Leave	35%	34%	39%	35%	39%	41%
Extended Parental Leave	25%	20%	25%	24%	20%	26%
Elder Care Leave**	11%	NA	NA	12%	NA	NA
Sabbatical	7%	8%	10%	5%	6%	9%

*In previous years short-term disability, long-term disability and life insurance were captured in one category: Disability/Life Insurance. This year they have been separated into three categories.
**This is a new category this year.

Change in Benefits and Satisfaction with Compensation

The percentages of respondents in Ontario that had an increase in out-of-pocket costs for benefits and experienced decreased benefit coverage were the same as the national respondents. In Ontario, the percentage of respondents in 2016 who experienced a decline in benefits coverage has dropped compared to 2012 and 2010.

Only a slightly higher percentage (56%) in Ontario were happier with their base compensation than Canada as a whole (53%).

Experienced in past 12 months (% Yes)	Canada			Ontario		
	2016	2012	2010	2016	2012	2010
Increase in Out-of-Pocket Costs for Benefits	33%	33%	40%	33%	34%	44%
Decrease in Benefits Coverage	16%	16%	22%	15%	21%	27%

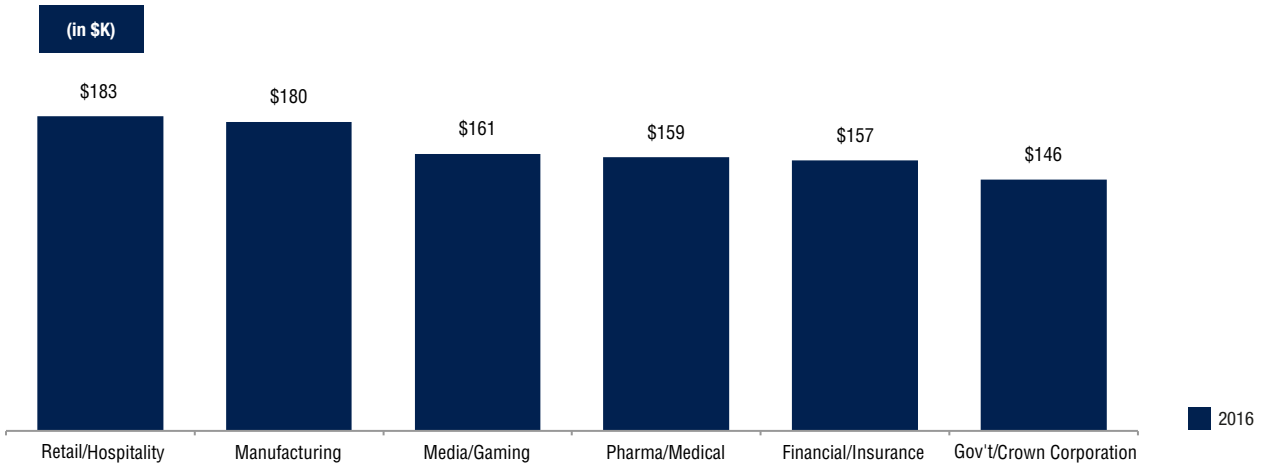
% Very/Somewhat Satisfied	Canada			Ontario		
	2016	2012	2010	2016	2012	2010
Benefits Package	74%	76%	76%	69%	74%	70%
Incentive Program	61%	65%	63%	62%	60%	57%
Base Salary	53%	58%	57%	56%	55%	52%

Trends by Industry in Ontario

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

1. Financial Services/Insurance/Banks
2. Pharmaceuticals/Medical
3. Manufacturing/Auto/Aero
4. Government/Crown Corporations
5. Retail/Hospitality/Food & Beverage/Consumer Products
6. Media/Gaming/Sports & Entertainment

Of the top six sectors, retail/hospitality had the highest base salary, followed by manufacturing and then media/gaming.



Focus on Financial Sector in Ontario

Within the financial services sector in Ontario, base salaries ranged from $115,500 for Legal Counsel to $183,000 for General Counsel Executive Level. Compared to 2012, this was a big increase for Legal Counsel and a substantial drop for General Counsel Executive Level.

	Legal Counsel			Senior Counsel			General Counsel Director Level *			General Counsel Executive Level *		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Average Base Salary ($)	$115,500	$103,500	$109,000	$154,500	$151,500	$135,000	$174,500	$160,500	$176,500	$183,000	$205,500	$241,000
Target Bonus/Incentive	18%	12%	16%	21%	24%	21%	43%	39%	37%	41%	55%	59%
Max. Target Amount	21%	10%	19%	40%	25%	30%	52%	43%	68%	82%	51%	82%
Actual Bonus/Incentive	16%	11%	14%	34%	20%	20%	34%	29%	31%	53%	44%	50%

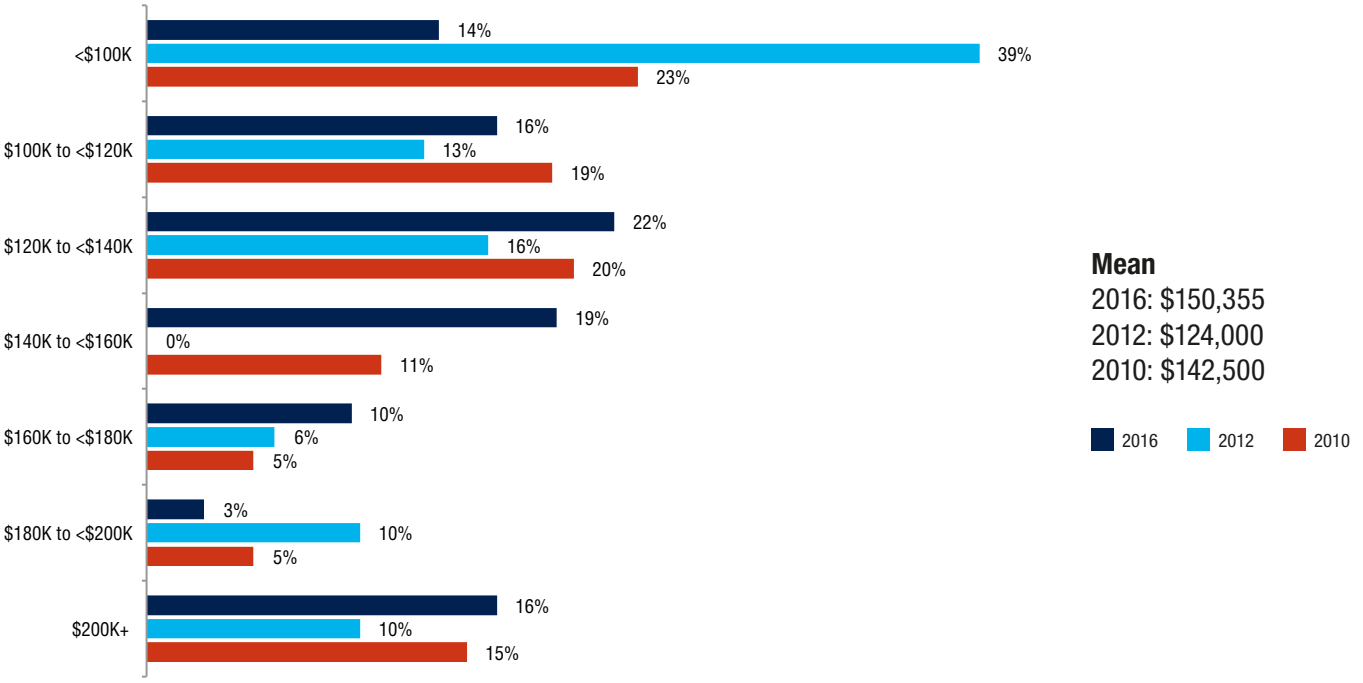
* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager

** General Counsel Executive Level – Combines Executive VP Legal and VP Legal

Focus on Central Canada

Distribution of Base Salary in Central Canada

The average base salary in 2016 for in-house counsel in Central Canada (Manitoba and Saskatchewan) is $150,355, an increase of more than $26,000 annually from 2012 but below the national average that stands at $165,000. The changes in distribution of salary are similar to those that we saw in Atlantic Canada, that is, a sharp decrease in those making $100,000 or less, and a large increase in those making $200,000 or more.



Compensation Package by Position – Central Canada

Base salaries range from $128,000 for Legal Counsel to $176,000 for General Counsel at Director and Executive Levels.

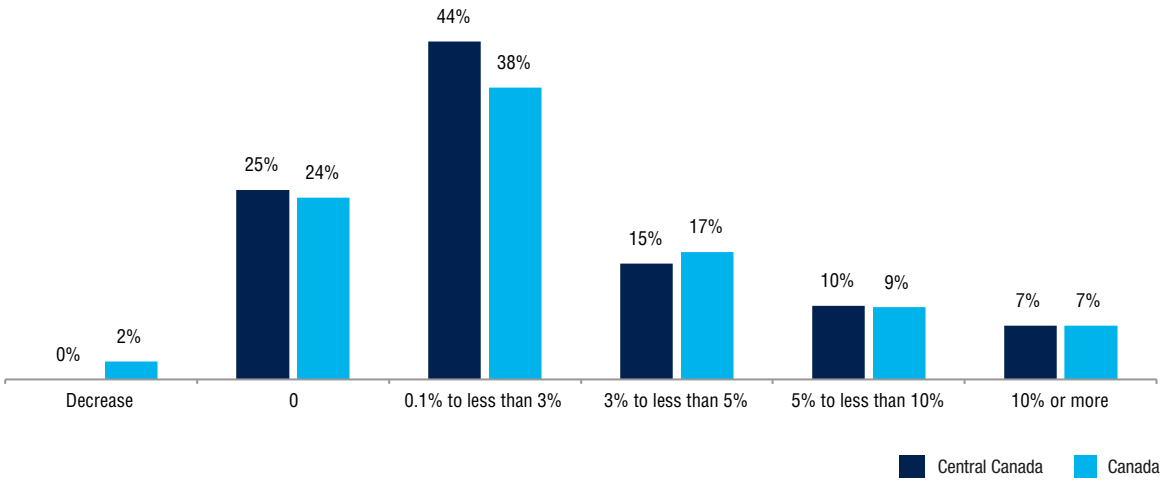
	Counsel (Legal + Senior Counsel)			General Counsel*		
	2016	2012	2010	2016	2012	2010
Average Base Salary ($)	$128,000	$100,500	$117,500	$176,000	$139,500	$170,00
Target Bonus/Incentive	15%	7%	17%	31%	8%	34%
Max. Target Amount	31%	8%	20%	41%	12%	50%
Actual Bonus/Incentive	13%	8%	18%	34%	10%	34%

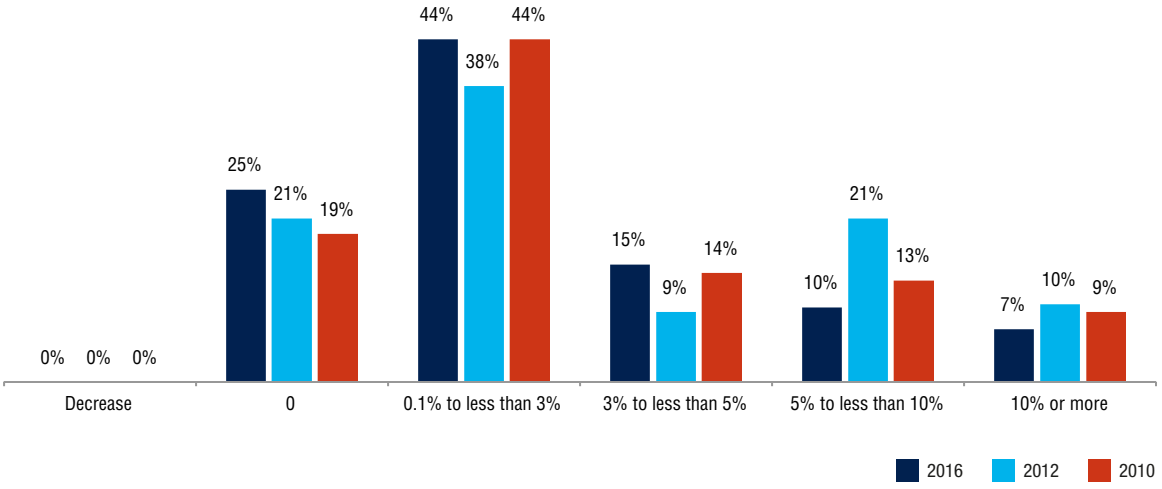
*Includes EVP Legal, VP Legal, General Counsel and Director of Legal/Legal Manager

Base Salary Increase in Central Canada vs Canada

In comparison to the rest of the country, we see a greater percentage in Central Canada receiving an increase of less than 3% (69% in Central Canada versus 62% nationally). Increases above 3% were roughly similar when compared to the national average.

Compared to 2012, more in-house counsel in 2016 received a base salary increase of up to 5% (59% in 2016 vs 47% in 2012).





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)	Canada			Central Canada		
	2016	2012	2010	2016	2012	2010
Insurance and Retirement Benefits						
Dental Coverage	97%	96%	95%	99%	98%	99%
Extended Medical Coverage	90%	94%	94%	93%	95%	97%
Disability/Life Insurance*	NA	94%	93%	NA	98%	96%
Pension/Retirement Plan	81%	82%	83%	95%	90%	94%
Provincial Health Care Coverage	77%	81%	83%	75%	81%	78%
Employee Assistance Program	76%	72%	75%	77%	81%	82%
Additional Health Spending Account	62%	59%	56%	80%	76%	73%
Medical/Dental Coverage Beyond Retirement	17%	23%	33%	19%	22%	37%
Short-Term Disability*	89%	NA	NA	90%	NA	NA
Long-Term Disability*	93%	NA	NA	100%	NA	NA
Life Insurance*	90%	NA	NA	96%	NA	NA
Fringe Benefits						
Educational Credits/Tuition Reimbursement	45%	49%	50%	59%	52%	58%
Employee Referral Program	40%	39%	33%	36%	24%	32%
Parking Allowance	32%	34%	31%	40%	43%	42%
Moving Expenses	19%	20%	21%	27%	22%	34%
Executive Health Plan	15%	19%	19%	10%	9%	22%
Car Allowance	16%	18%	20%	18%	10%	19%
Subsidized Meals	10%	9%	10%	7%	5%	11%
Subsidized Childcare	2%	2%	2%	0%	0%	3%
Paid Time Off						
Personal Time Off Days	50%	42%	48%	59%	52%	39%
Flex Days	41%	41%	39%	49%	40%	24%
Top Up for Maternity Leave	35%	34%	39%	34%	40%	49%
Extended Parental Leave	25%	20%	25%	30%	26%	25%
Elder Care Leave**	11%	NA	NA	18%	NA	NA
Sabbatical	7%	8%	10%	8%	9%	11%

*In previous years short-term disability, long-term disability and life insurance were captured in one category: Disability/Life Insurance. This year they have been separated into three categories.
**This is a new category this year.

Change in Benefits and Satisfaction with Compensation

Slightly more in-house counsel residing in Central Canada had an increase in out-of-pocket costs for benefits when compared to their colleagues across the country (40% Central Canada vs 33% national).

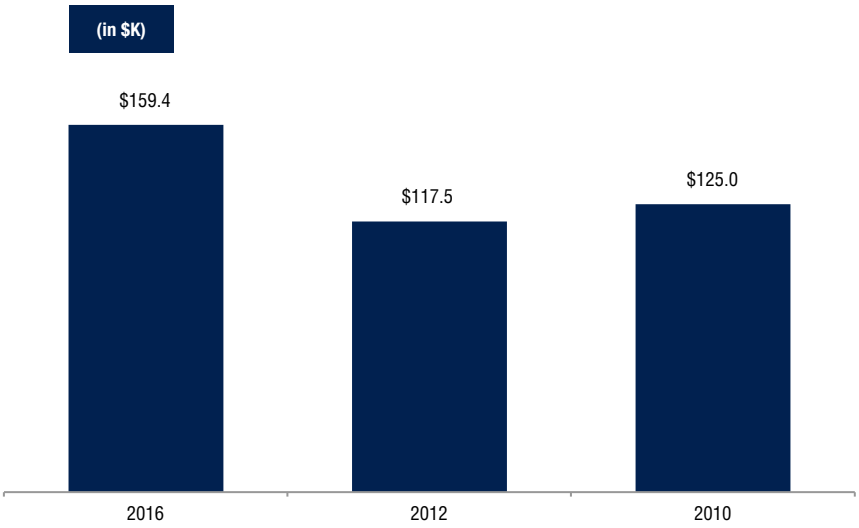
At 43% very/somewhat satisfied with their base salary, Central Canadians were below the national average of 53%.

Experienced in past 12 months (% Yes)	Canada			Central Canada		
	2016	2012	2010	2016	2012	2010
Increase in Out-of-Pocket Costs for Benefits	33%	33%	40%	40%	33%	35%
Decrease in Benefits Coverage	16%	16%	22%	14%	14%	13%

% Very/Somewhat Satisfied	Canada			Central Canada		
	2016	2012	2010	2016	2012	2010
Benefits Package	74%	76%	76%	84%	78%	80%
Incentive Program	61%	65%	63%	52%	68%	72%
Base Salary	53%	58%	57%	43%	59%	65%

Trends by Industry in Central Canada

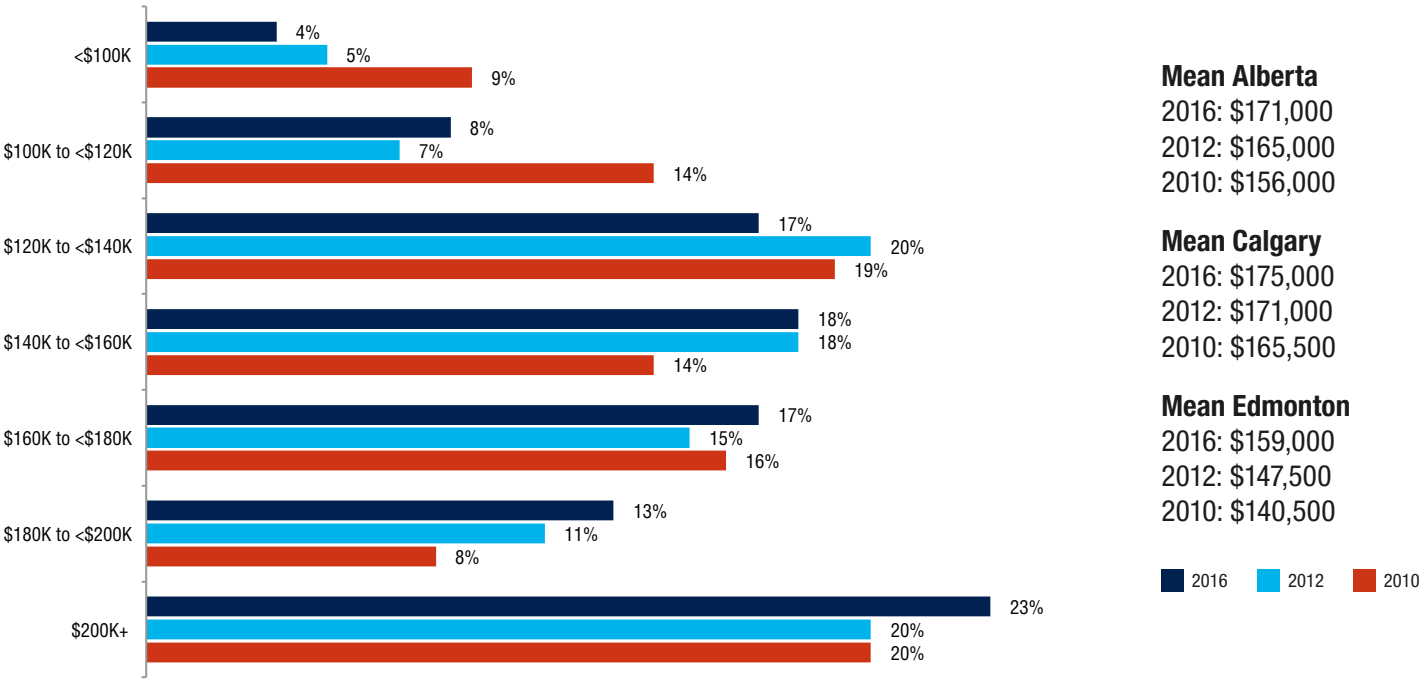
The top sector employing in-house counsel in Central Canada continues to be financial services/insurance. The average annual salary in this sector currently stands at $159,400. This is a substantial increase over 2012.



Focus on Alberta

Distribution of Base Salary in Alberta

The average base salary for in-house counsel in Alberta stands at $171,000. This places Alberta just below Ontario which stands at $172,000.



Compensation Package by Position – Alberta

The average base salary for Legal Counsel in Alberta is $141,000. The base salary for General Counsel Executive Level is $242,000.

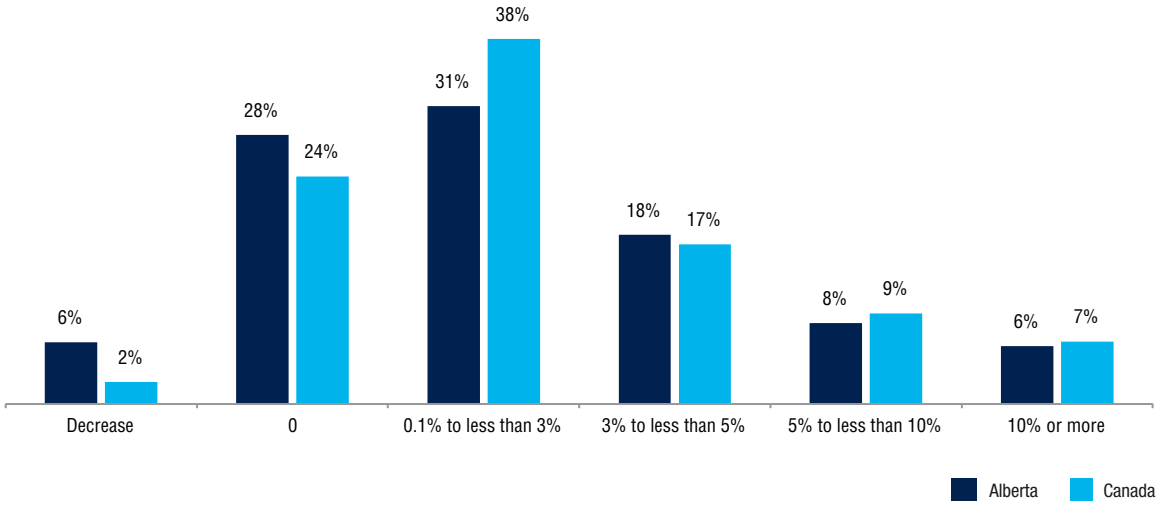
Three times as many in-house counsel in Alberta versus the country as a whole saw their base salary decrease from 2012 to 2016. More Albertans also had a zero percent increase when compared to other in-house counsel across the country (Alberta 28% vs nationally 24%). The percentage of Albertans getting an increase of 3% or more decreased by almost half from 2012 to 2016.

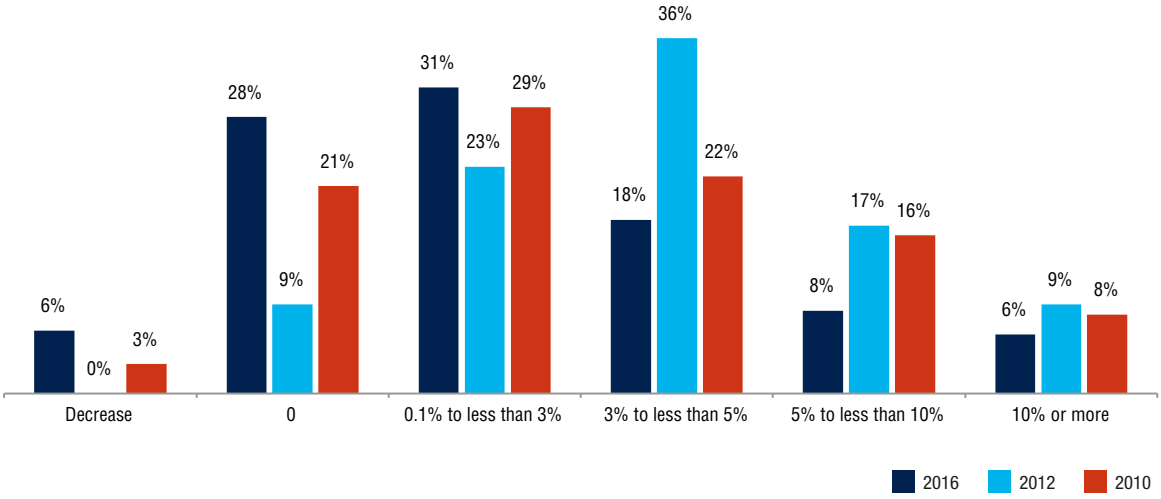
	Legal Counsel			Senior Counsel			General Counsel Director Level*			General Counsel Executive Level**		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Average Base Salary ($)	$141,000	$127,500	$117,500	$167,500	$155,000	$155,500	$204,000	$151,000	$192,000	$242,000	$192,000	$228,500
Target Bonus/Incentive	15%	12%	21%	19%	20%	20%	27%	22%	35%	62%	41%	56%
Max. Target Amount	23%	13%	32%	61%	19%	33%	49%	22%	65%	93%	47%	134%
Actual Bonus/Incentive	16%	10%	15%	22%	23%	20%	24%	22%	39%	60%	38%	69%

*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





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)	Canada			Alberta		
	2016	2012	2010	2016	2012	2010
Insurance and Retirement Benefits						
Dental Coverage	97%	96%	95%	97%	96%	97%
Extended Medical Coverage	90%	94%	94%	93%	95%	96%
Disability/Life Insurance*	NA	94%	93%	NA	94%	95%
Pension/Retirement Plan	81%	82%	83%	79%	82%	86%
Provincial Health Care Coverage	77%	81%	83%	74%	82%	87%
Employee Assistance Program	76%	72%	75%	82%	75%	80%
Additional Health Spending Account	62%	59%	56%	77%	79%	71%
Medical/Dental Coverage Beyond Retirement	17%	23%	33%	13%	21%	32%
Short-Term Disability*	89%	NA	NA	94%	NA	NA
Long-Term Disability*	93%	NA	NA	95%	NA	NA
Life Insurance*	90%	NA	NA	90%	NA	NA
Fringe Benefits						
Educational Credits/Tuition Reimbursement	45%	49%	50%	39%	52%	53%
Employee Referral Program	40%	39%	33%	47%	53%	44%
Parking Allowance	32%	34%	31%	44%	48%	47%
Moving Expenses	19%	20%	21%	21%	21%	28%
Executive Health Plan	15%	19%	19%	12%	20%	14%
Car Allowance	16%	18%	20%	10%	15%	18%
Subsidized Meals	10%	9%	10%	4%	6%	6%
Subsidized Childcare	2%	2%	2%	3%	6%	3%
Paid Time Off						
Personal Time Off Days	50%	42%	48%	42%	38%	41%
Flex Days	41%	41%	39%	59%	60%	61%
Top Up for Maternity Leave	35%	34%	39%	30%	27%	33%
Extended Parental Leave	25%	20%	25%	18%	17%	22%
Elder Care Leave**	11%	NA	NA	10%	NA	NA
Sabbatical	7%	8%	10%	5%	7%	8%

*In previous years short-term disability, long-term disability and life insurance were captured in one category: Disability/Life Insurance. This year they have been separated into three categories.

**This is a new category this year.

Change in Benefits and Satisfaction with Compensation

The percentage of in-house counsel in Alberta that saw an increase in out-of-pocket costs for benefits was similar to Canada as a whole. This was also true of those experiencing a decrease in benefits coverage (18% Alberta vs 16% nationally).

The satisfaction level with base pay in Alberta has been on a steady decline since 2010. In 2010, 63% were satisfied. This dropped to 59% in 2012, and dropped further to 56% in 2016. However, this percentage remains slightly ahead of the national average.

Experienced in past 12 months (% Yes)	Canada			Alberta		
	2016	2012	2010	2016	2012	2010
Increase in Out-of-Pocket Costs for Benefits	33%	33%	40%	30%	32%	36%
Decrease in Benefits Coverage	16%	16%	22%	18%	11%	18%

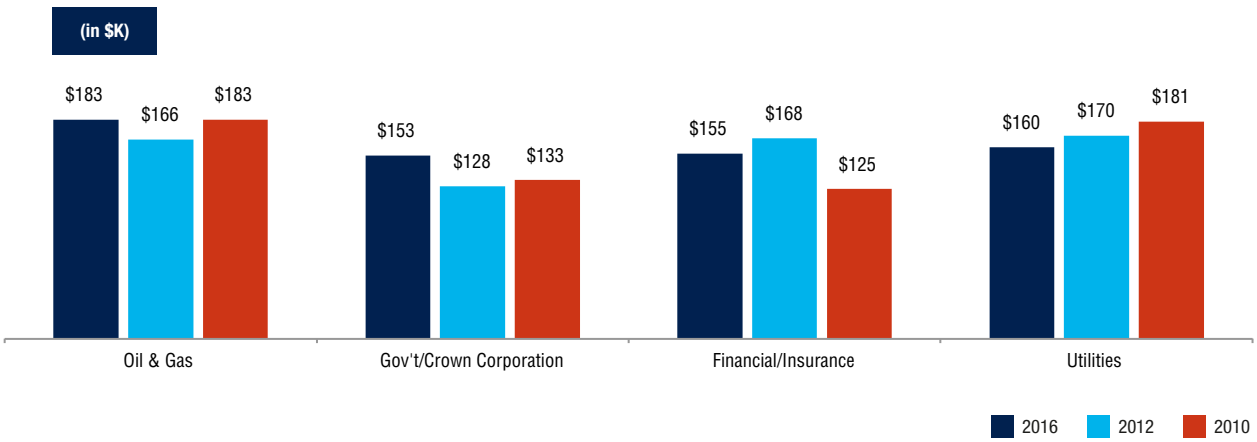
% Very/Somewhat Satisfied	Canada			Alberta		
	2016	2012	2010	2016	2012	2010
Benefits Package	74%	76%	76%	78%	78%	82%
Incentive Program	61%	65%	63%	64%	68%	70%
Base Salary	53%	58%	57%	56%	59%	63%

Trends by Industry in Alberta

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

1. Oil & Gas
2. Government/Crown Corporation
3. Financial Services/Insurance
4. Utilities

Corresponding base salaries are in indicated in the chart below.



Focus on the Oil & Gas Sector in Alberta

In the oil & gas sector in Alberta, the average base pay of Legal Counsel is $150,000. The average base pay for General Counsel Director Level is $227,000. For General Counsel Director Level, the current base salary is above what it was 2012 but below the level of 2010.

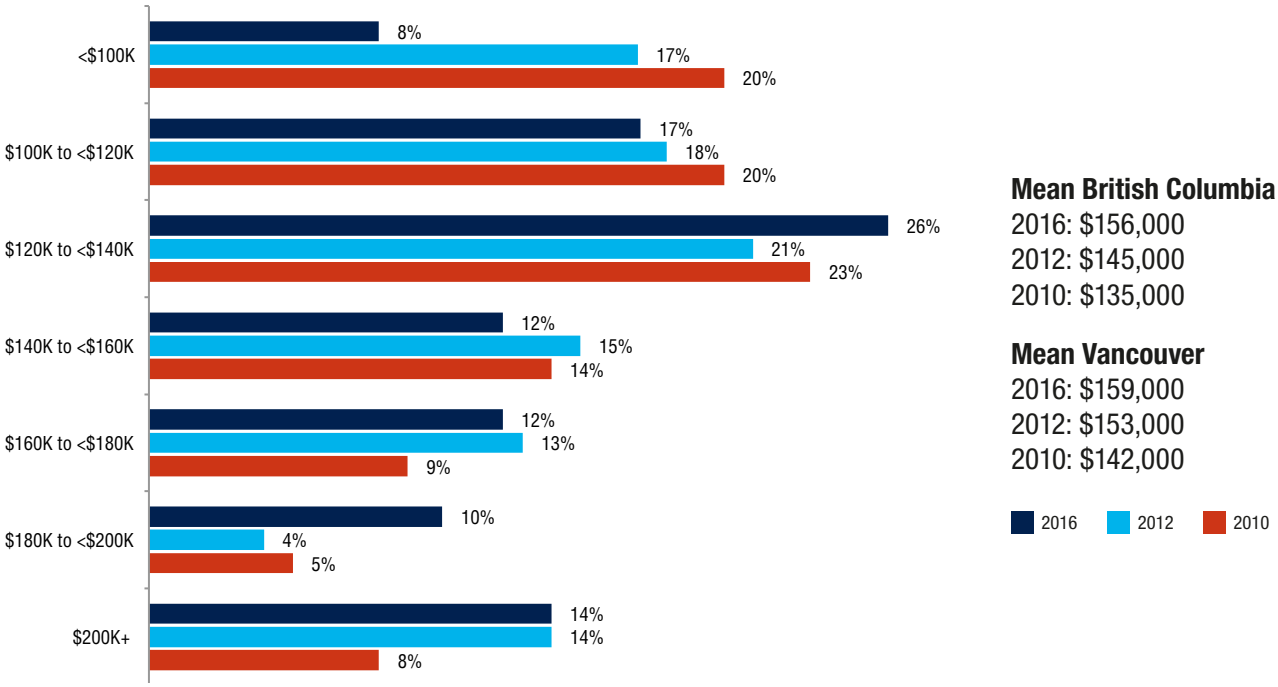
	Legal Counsel			Senior Counsel			General Counsel Director Level *		
	2016	2012	2010	2016	2012	2010	2016	2012	2010
Average Base Salary ($)	$150,000	$135,500	$132,000	$172,500	$167,000	$161,000	$227,000	$194,500	$230,000
Target Bonus/Incentive	17%	17%	18%	23%	24%	18%	26%	46%	55%
Max. Target Amount	29%	18%	27%	94%	24%	36%	94%	47%	142%
Actual Bonus/Incentive	17%	14%	20%	26%	29%	19%	25%	49%	80%

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

Focus on British Columbia

Distribution of Base Salary in BC

The average base salary for in-house counsel in British Columbia is $156,000 which is $9,000 below the national average of $165,000.



Compensation Package by Position – BC

The average base salary for Legal Counsel in BC is $121,000. The base salary for General Counsel Executive Level is $270,000. This represents a substantial increase over salary levels reported in 2012 and 2010.

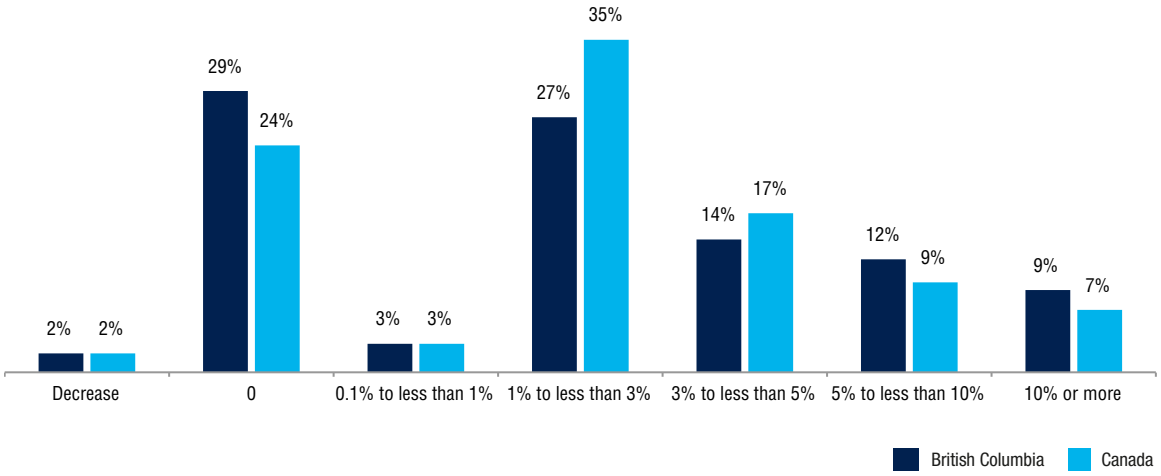
	Legal Counsel			Senior Counsel			General Counsel Director Level*			General Counsel Executive Level**		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Average Base Salary ($)	$121,000	$108,500	$107,000	$140,000	$131,500	$126,000	$179,000	$163,000	$140,500	$270,000	$183,500	$194,000
Target Bonus/Incentive	14%	7%	14%	34%	16%	16%	30%	20%	21%	53%	19%	33%
Max. Target Amount	20%	7%	19%	43%	14%	20%	42%	23%	28%	78%	19%	49%
Actual Bonus/Incentive	13%	5%	11%	38%	9%	14%	31%	19%	19%	49%	12%	45%

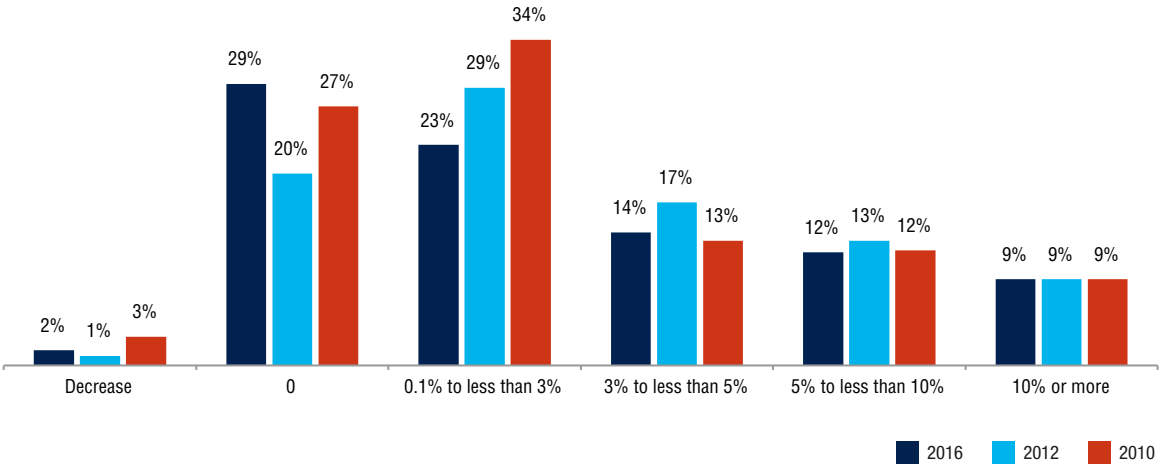
*General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager
**General Counsel Executive Level – Combines Executive VP Legal and VP Legal

Base Salary Increase in BC vs Canada

Compared to the national average, a greater percentage of BC in-house counsel received no increase in base salary. BC in-house counsel also fared more poorly in raises up to 5% of base salary. It is at the higher end of pay increases that BC in-house counsel did well. Twenty-one percent of BC in-house counsel received a boost in pay of more than 5%, compared to 16% nationally.

This year, 29% reported receiving no salary increase. This percentage was 20% in 2012. We also note, a lower percentage reporting an increase in the range of 0.1% to 5%.





Benefits Included in Package – BC

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

Included in benefits package (% Yes)	Canada			BC		
	2016	2012	2010	2016	2012	2010
Insurance and Retirement Benefits						
Dental Coverage	97%	96%	95%	98%	96%	92%
Extended Medical Coverage	90%	94%	94%	97%	95%	92%
Disability/Life Insurance*	NA	94%	93%	NA	91%	90%
Pension/Retirement Plan	81%	82%	83%	74%	76%	79%
Provincial Health Care Coverage	77%	81%	83%	86%	87%	83%
Employee Assistance Program	76%	72%	75%	70%	62%	66%
Additional Health Spending Account	62%	59%	56%	51%	48%	55%
Medical/Dental Coverage Beyond Retirement	17%	23%	33%	17%	21%	27%
Short-Term Disability*	89%	NA	NA	86%	NA	NA
Long-Term Disability*	93%	NA	NA	95%	NA	NA
Life Insurance*	90%	NA	NA	90%	NA	NA
Fringe Benefits						
Educational Credits/Tuition Reimbursement	45%	49%	50%	47%	49%	50%
Employee Referral Program	40%	39%	33%	35%	29%	27%
Parking Allowance	32%	34%	31%	36%	39%	31%
Moving Expenses	19%	20%	21%	19%	21%	24%
Executive Health Plan	15%	19%	19%	14%	14%	17%
Car Allowance	16%	18%	20%	16%	14%	14%
Subsidized Meals	10%	9%	10%	11%	9%	9%
Subsidized Childcare	2%	2%	2%	2%	1%	2%
Paid Time Off						
Personal Time Off Days	50%	42%	48%	40%	34%	49%
Flex Days	41%	41%	39%	31%	30%	31%
Top Up for Maternity Leave	35%	34%	39%	41%	33%	35%
Extended Parental Leave	25%	20%	25%	32%	20%	21%
Elder Care Leave**	11%	NA	NA	9%	NA	NA
Sabbatical	7%	8%	10%	12%	12%	7%

*In previous years short-term disability, long-term disability and life insurance were captured in one category: Disability/Life Insurance. This year they have been separated into three categories.
**This is a new category this year.

Change in Benefits and Satisfaction with Compensation

The percentage of in-house counsel that saw increases in out-of-pocket costs for benefits was slightly higher in BC than nationally. Conversely, the percentage of in-house counsel that saw a decrease in benefits coverage was slightly lower in BC than nationally.

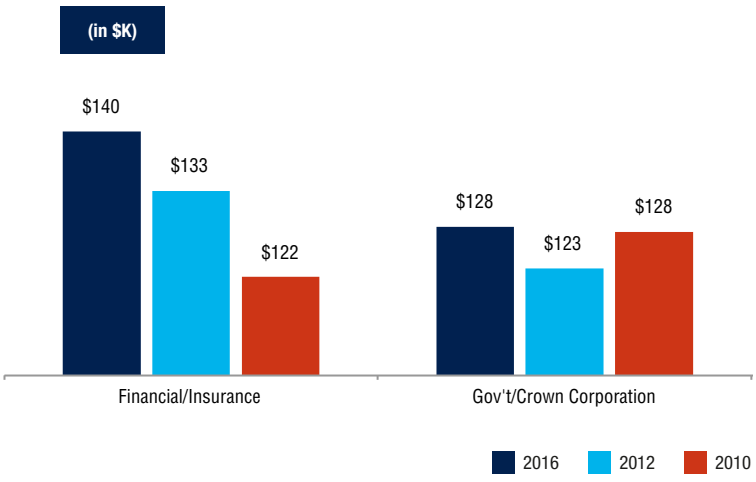
The percentage of BC in-house counsel that were very/somewhat satisfied with their benefits package was 8% higher than in-house counsel nationally. However, the percentage of in-house counsel who were very/somewhat satisfied with their base salary was lower when compared to the national level (48% in BC vs 53% nationally).

Experienced in past 12 months (% Yes)	Canada			BC		
	2016	2012	2010	2016	2012	2010
Increase in Out-of-Pocket Costs for Benefits	33%	33%	40%	35%	34%	27%
Decrease in Benefits Coverage	16%	16%	22%	13%	21%	20%

% Very/Somewhat Satisfied	Canada			BC		
	2016	2012	2010	2016	2012	2010
Benefits Package	74%	76%	76%	82%	77%	82%
Incentive Program	61%	65%	63%	59%	67%	72%
Base Salary	53%	58%	57%	48%	59%	58%

Trends by Industry in BC

The top two sectors employing in-house counsel in the province are Financial Services/Insurance and Government/Crown Corporation. Historical base salaries are shown below.





National Trends in In-House Counsel Compensation

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

Base Salary by Type of Employer

The average salary for all in-house counsel surveyed is $165,000, up from $155,500 in 2012. When observed by organization type, in 2016 the average base salaries for in-house counsel in all publicly-quoted and privately-owned companies are higher than those of Government or Crown corporation in-house counsel.

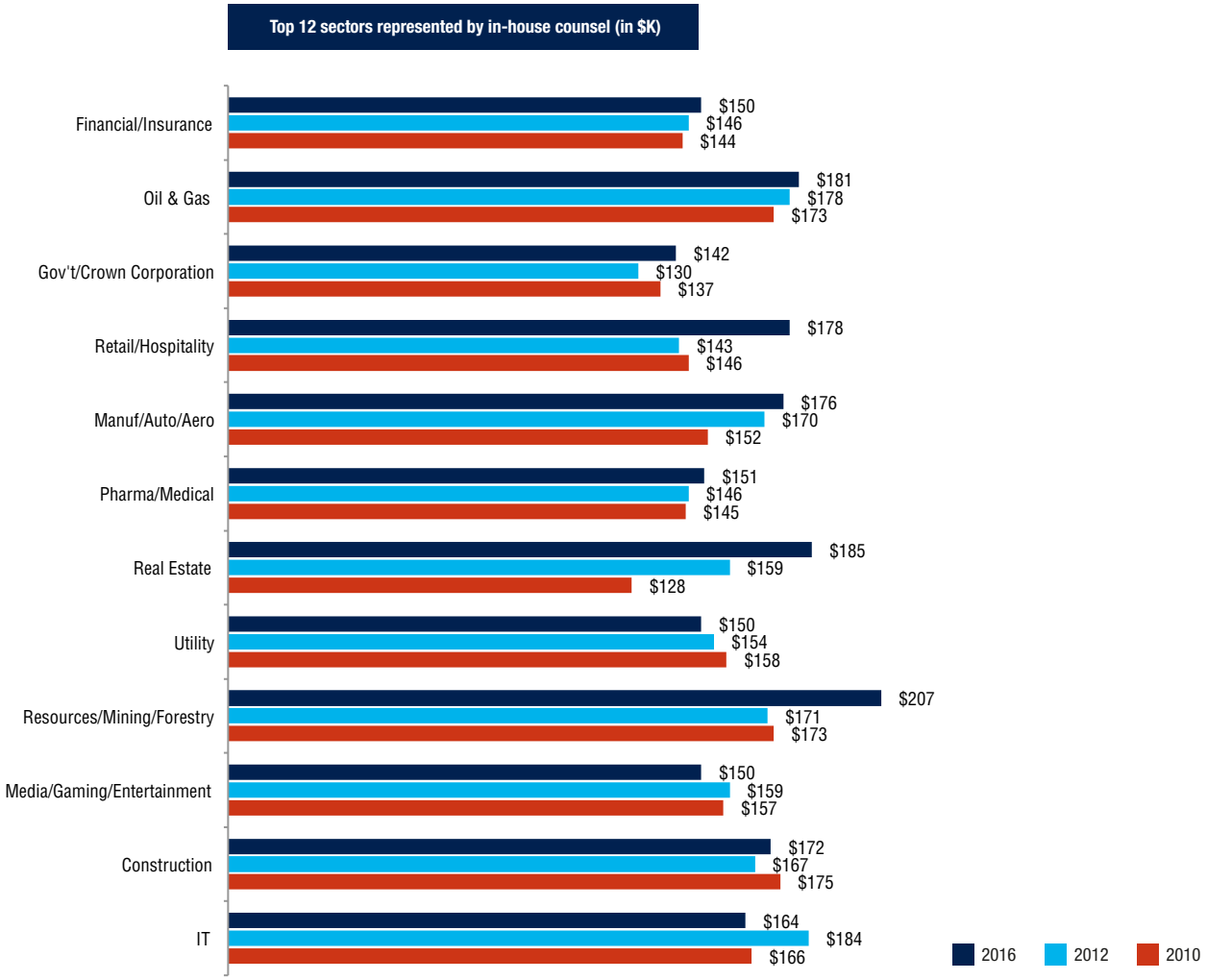
Trends by Industry

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 ($207,000), real estate ($185,000), oil & gas ($181,000), retail/hospitality ($178,000) and manufacturing/auto/aero industries ($176,000).

The most dramatic gains in annual base salaries from 2012 to 2016 were in resources/mining/forestry (up $36,000), retail/hospitality (up $35,000) and real estate (up $26,000).

The most substantial downward shifts in annual base salaries from 2012 to 2016 were in IT (down $20,000), media/gaming/entertainment (down $9,000) and utilities (down $4,000).



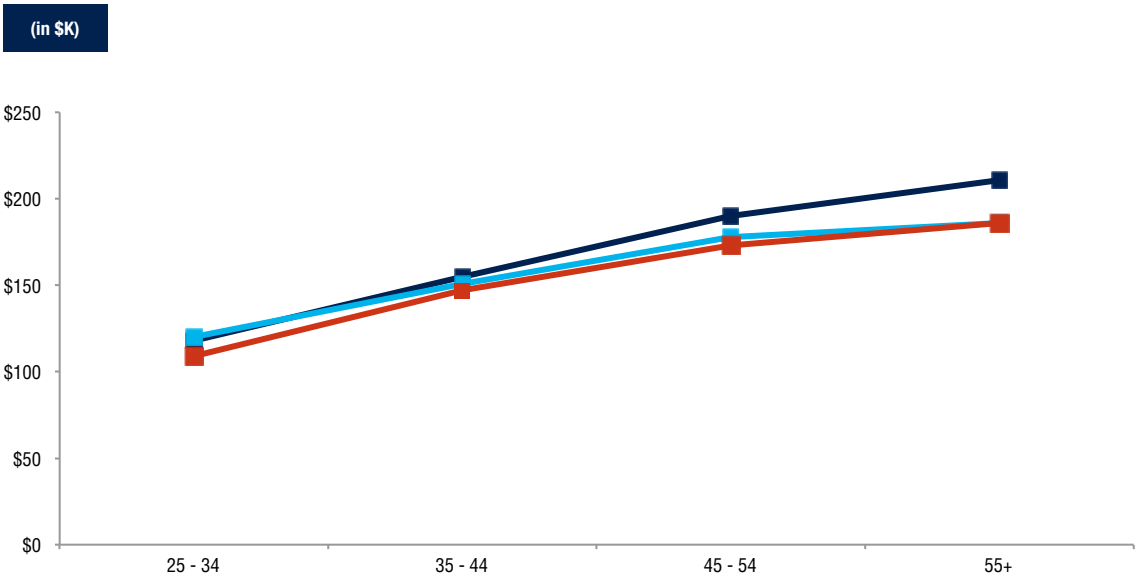
Base Salary by Employment History, Age and Tenure

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	2012	2010
None	$133,300	$134,800	$131,500
1 – 2 Years	$144,500	$141,700	$135,500
3 – 5 Years	$165,400	$153,800	$150,000
> 5 Years	$182,000	$171,100	$169,00

Trends by Age

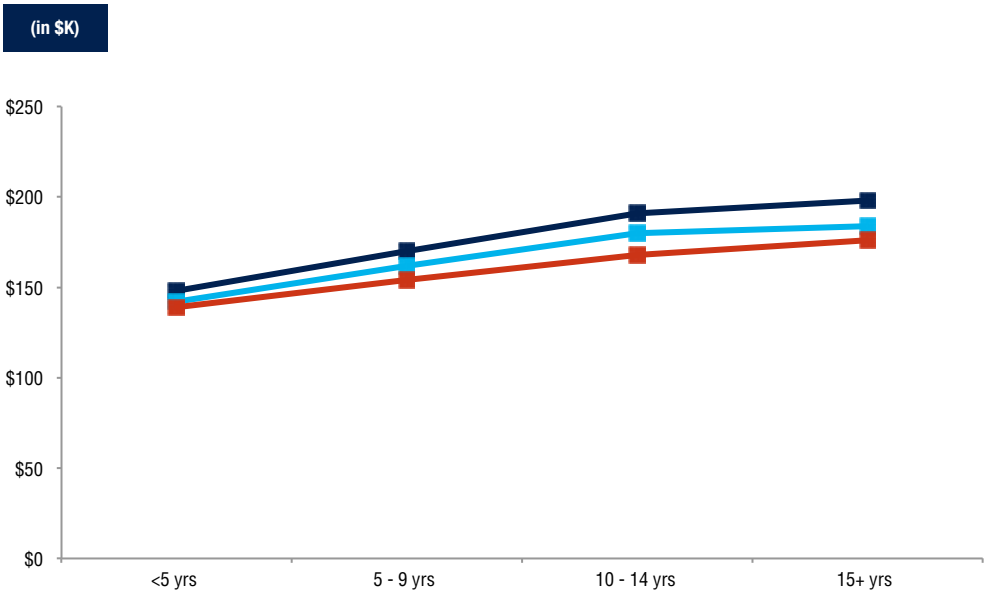
In the 2010, 2012 and 2016 surveys, the older the in-house counsel, the higher the salary. This is to be expected as experience increases with age.



	25 – 34 yrs	35 – 44 yrs	45 – 54 yrs	55+ yrs
2016	$118,000	$155,000	$190,000	$211,000
2012	$120,000	$151,000	$178,000	$186,000
2010	$109,000	$147,000	$173,000	$186,000

Trends by Tenure with Employer

As the chart below indicates, in the 2010, 2012 and 2016 surveys, the more years the in-house counsel spends with their employer, the higher the salary.

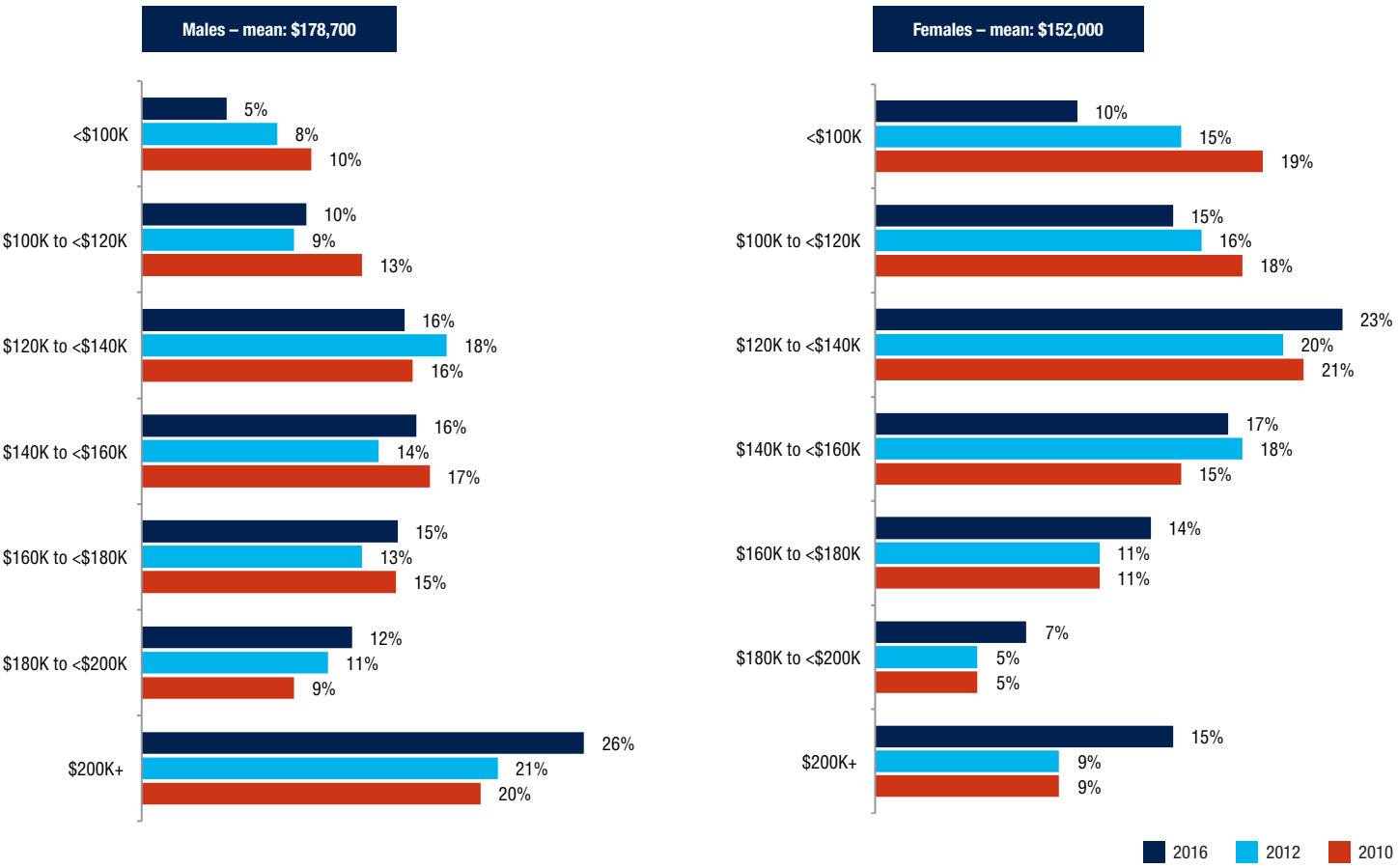


	<5 yrs	5 - 9 yrs	10 - 14 yrs	15+ yrs
2016	$148,000	$170,000	$191,000	$198,000
2012	$142,000	$162,000	$180,000	$184,000
2010	$139,000	$154,000	$168,000	$176,000

Base Salary by Gender

Trends by Gender

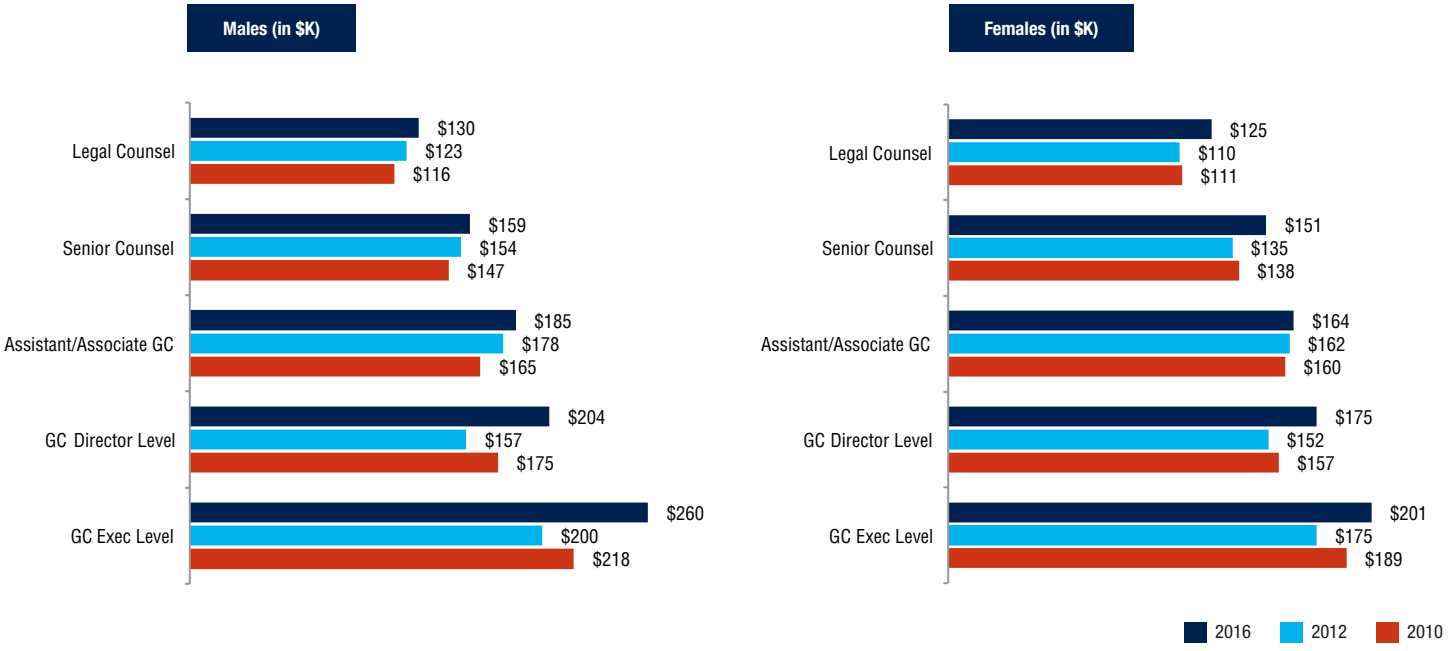
On average, the salary of female in-house counsel is 15% lower than their male counterparts. The average male in-house counsel base salary currently stands at $178,700 which is $26,700 higher than the average female base salary of $152,000. As the charts below demonstrate, female in-house counsel salaries tend to be clumped at the lower end of the pay scale. At the low end, 5% of male in-house counsel earn less than $100,000 compared to 10% of female in-house counsel. At the high end, 26% of male in-house counsel earn more than $200,000 compared to only 15% of female in-house counsel. For in-house counsel, the gender wage gap is real and is not shrinking.



	Total Mean Salary	Males	Females	Difference
2016	$165,000	$178,000	$152,000	-$26,000
2012	$155,000	$167,000	$141,000	-$26,000
2010	$150,000	$162,000	$139,000	-$23,000

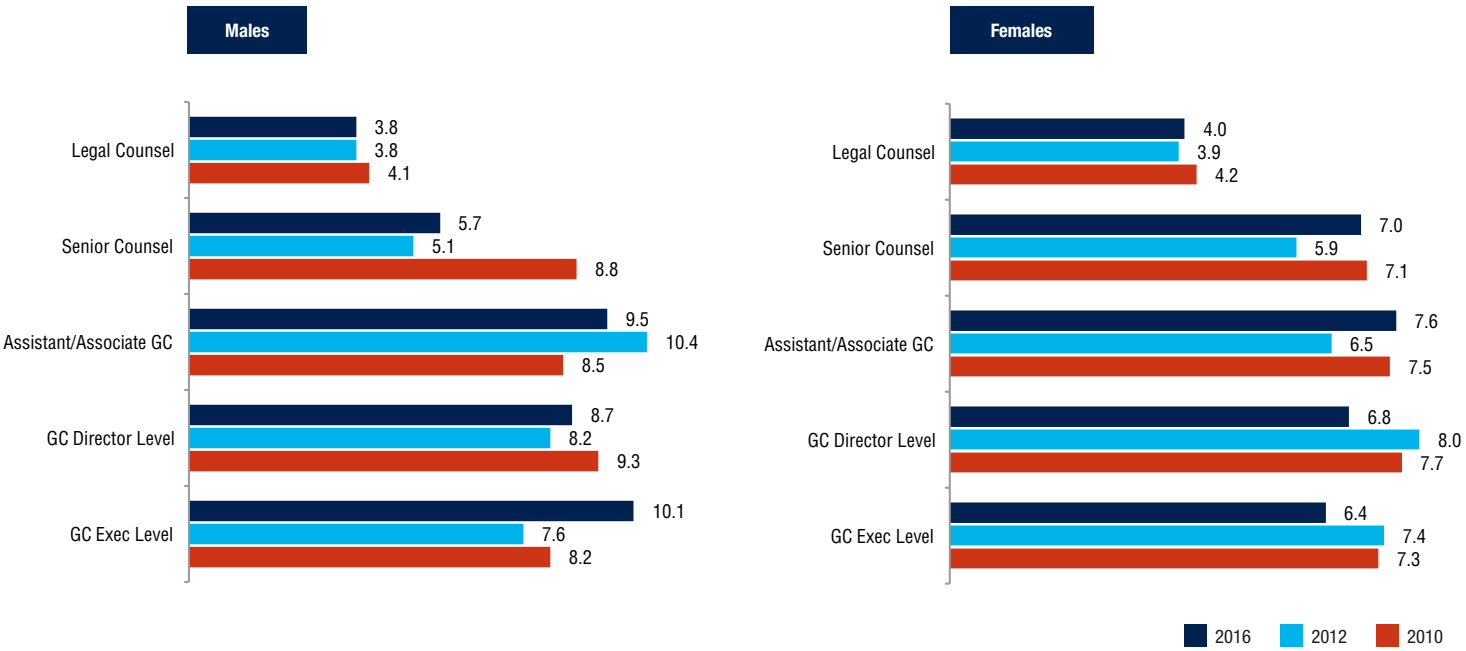
Salary by Job Role and Gender

As we can see from the chart below, women are consistently paid less than men for the same job role. For Legal Counsel the male-female wage gap is $5,000 annually to the male's advantage. At the GC Executive Level, the male advantage is $59,000.



Tenure by Job Role and Gender

We can see from the graphs below that the gender wage gap is not fully justified by the assertion that men have been in the workforce longer. Men have less average years as both Legal Counsel and Senior Counsel, yet earn a higher base salary. This suggests that men move up the ranks more quickly and are paid more while they are doing this. At the GC Executive Level, male in-house counsel have spent an average of 10.1 years compared to female in-house who have spent an average of 6.4 years.

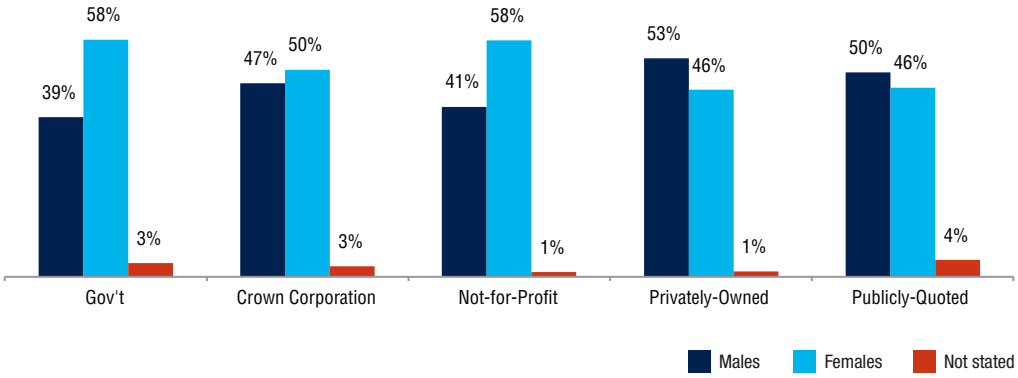


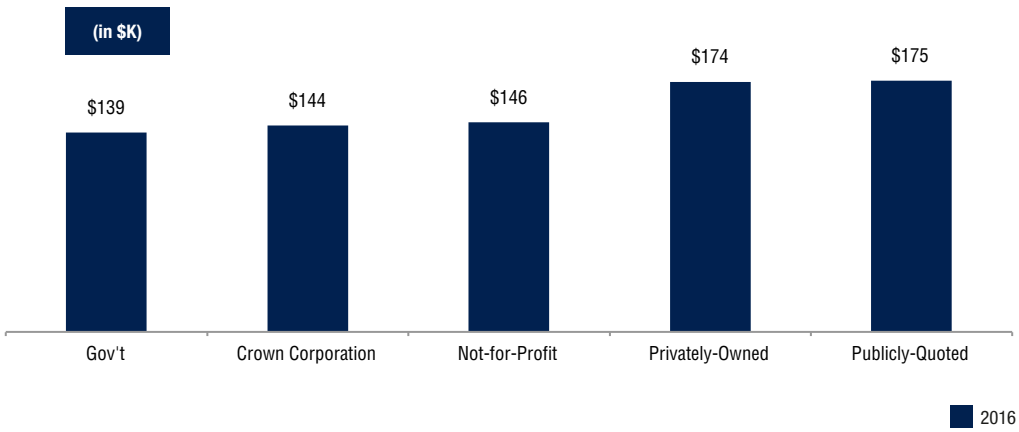
Gender and Sector

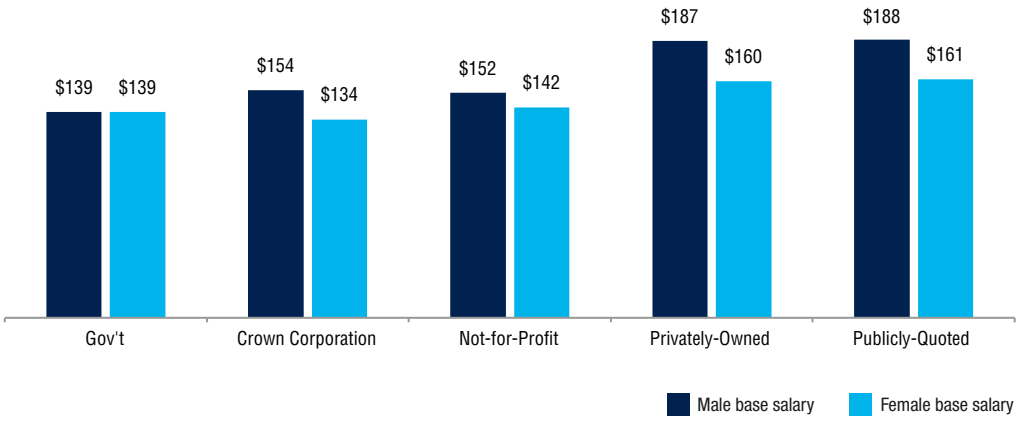
One factor that partially explains the salary discrepancy between male in-house counsel and female in-house counsel relates to an analysis of gender and sector. In the first chart below, we see that a higher percentage of females are in-house counsel for Government, Crown corporations and not-for-profit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

The second chart shows the average base salaries across the five sectors. We note lower salaries in the three sectors where females are over-represented.

Looking at the last chart, we see that females have wage parity with males within Government in-house counsel positions. However, in all other sectors, males earn a higher base salary.







Short-Term and Long-Term Incentive Programs

As expected, short-term incentive plans are available to almost all (97%) in-house counsel in publicly-quoted companies. The number decreases to 83% for privately-owned companies. Crown corporations are next at 60%, followed by not-for-profit at 38% and Government at 20%. For not-for-profit and Government, this was a substantial reduction from 2012. In contrast, Crown corporations increased from 51% in 2012 to 60% in 2016.

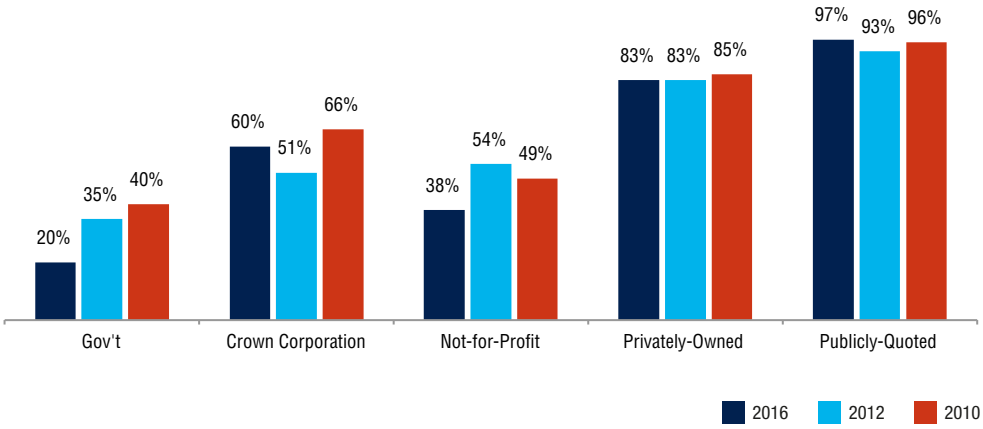
The national average target bonus was 25% of base salary. The average maximum potential target bonus was 40% of base salary. The actual average bonus earned (27%) was slightly above the target. These percentages are close to those recorded in 2012 where the average target bonus was 26% and the actual amount was 24%.

Looking at maximum bonus compared to target bonus, the maximum numbers far exceeded the target by a large margin in privately-owned and publicly-quoted companies. For publicly-quoted companies, the 46% maximum was much higher than the 29% target. Privately-owned companies have a maximum of 44% and a target of 25%. Government and Crown corporation maximums exceeded the target but not by such a wide margin. For not-for-profit, the maximum and target are virtually identical.

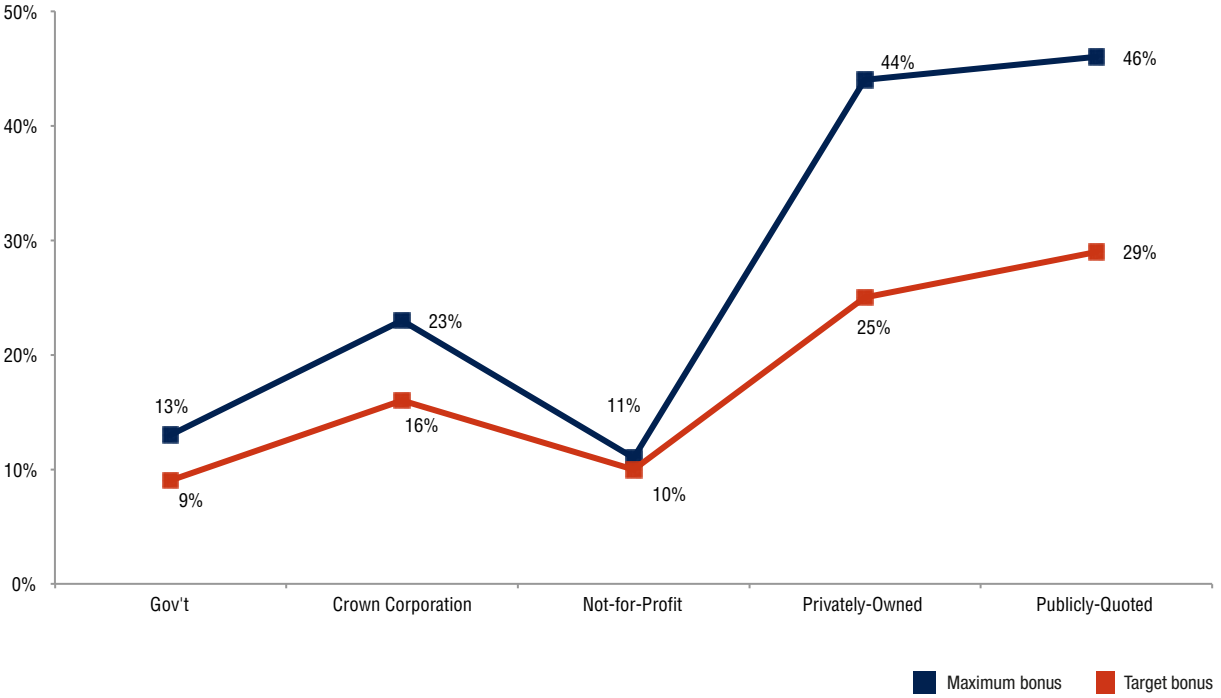
In the case of actual bonus compared to the target bonus, Crown corporation, privately-owned and publicly-quoted companies actual amounts slightly exceeded the target amounts. Government and not-for-profit actual amounts are slightly under the targets.

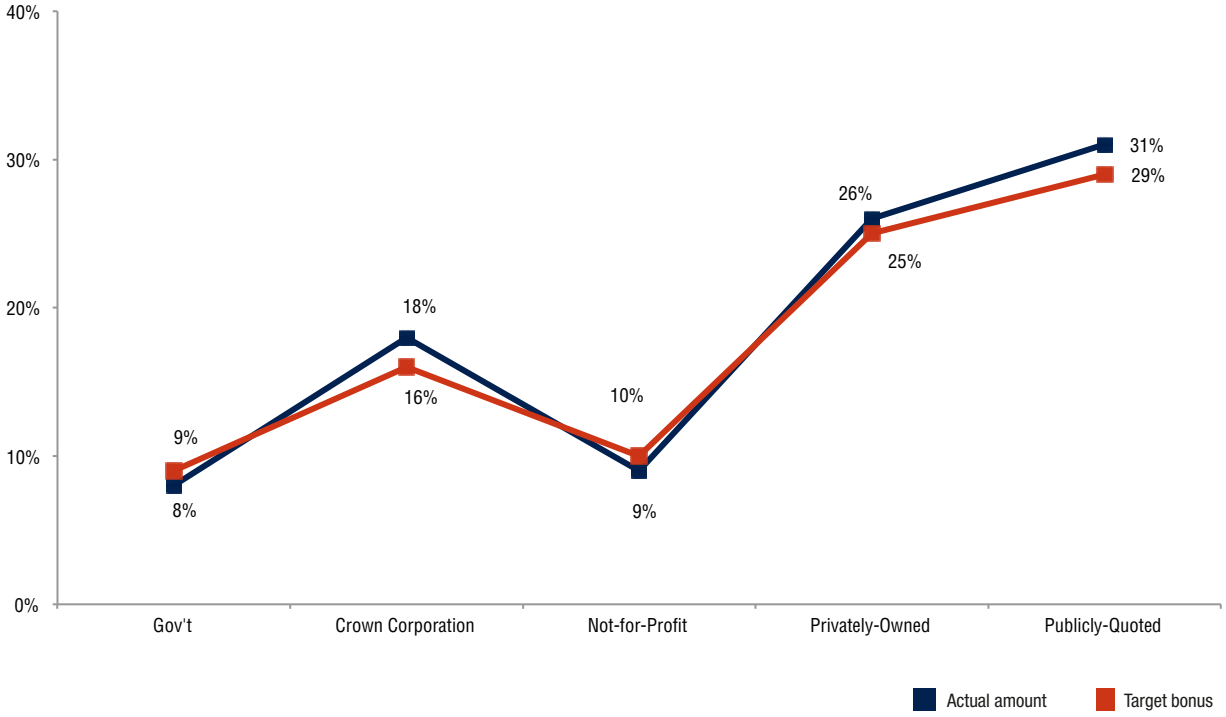
Satisfaction with the bonus/incentive plan rises with seniority. We also note a variance in satisfaction by sector. Forty-four percent of those working in Government are very/somewhat satisfied versus 63% of those working for privately-owned or publicly-traded companies.

Short-Term Incentives/Bonuses by Sector

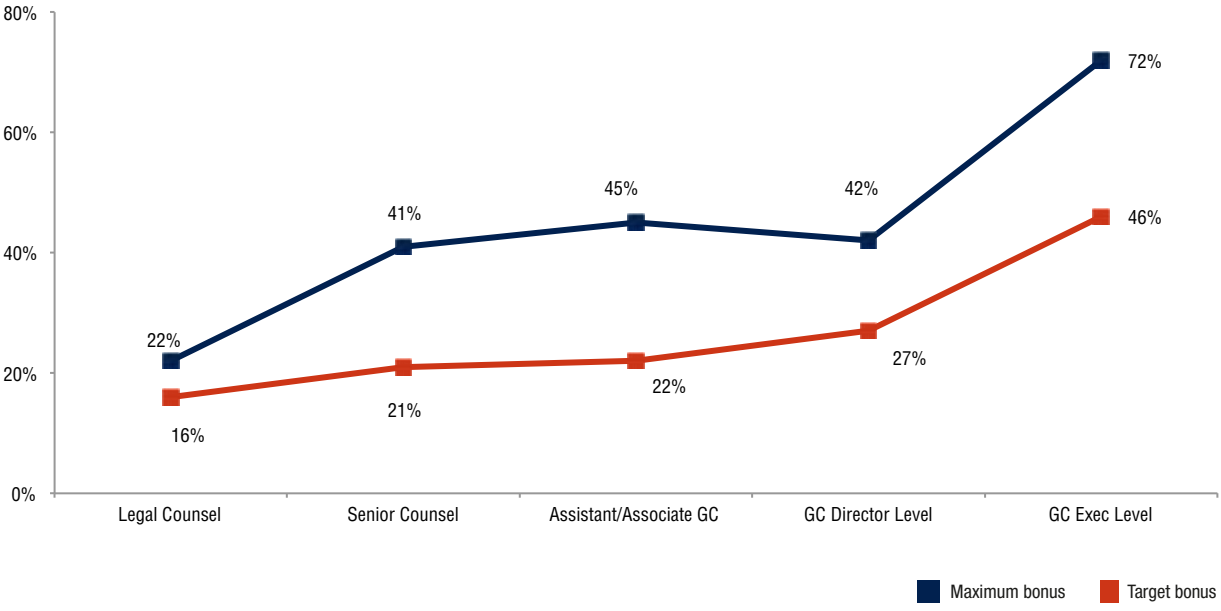


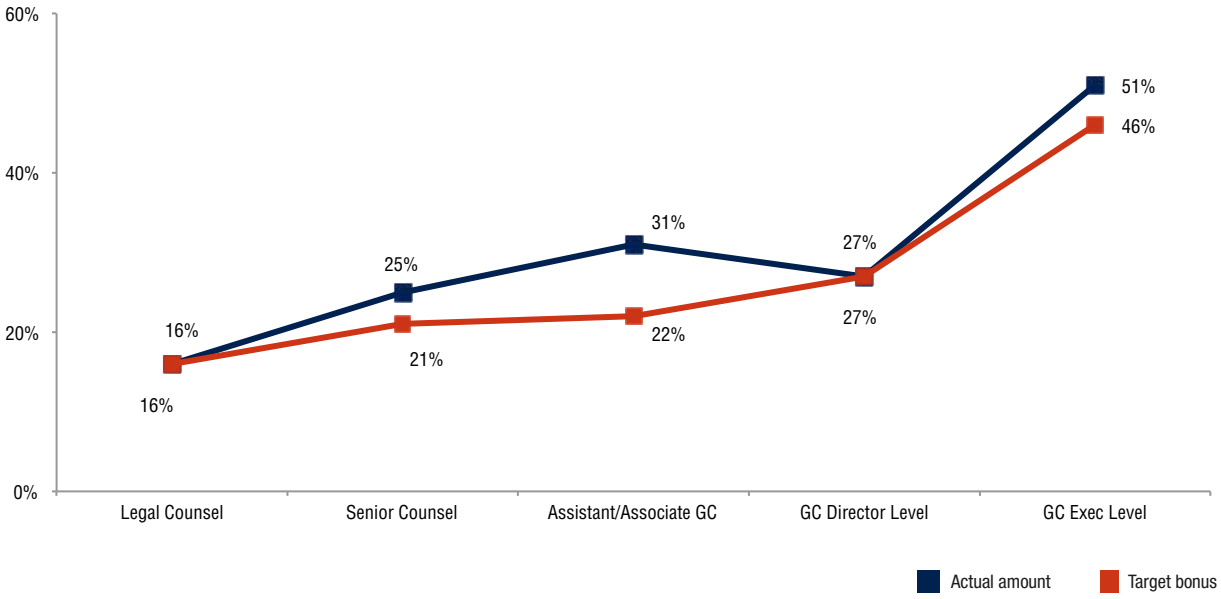
Experienced in past 12 months (% Yes)	Total			Government			Crown Corporation			Not-for-Profit			Privately-Owned			Publicly-Quoted		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Organizational Performance	91%	93%	91%	91%	50%	44%	94%	84%	85%	91%	87%	62%	91%	95%	96%	95%	96%	97%
Individual Performance	88%	91%	92%	94%	96%	100%	94%	81%	98%	79%	87%	97%	79%	92%	88%	94%	92%	92%
Team Performance	49%	49%	51%	49%	50%	33%	62%	67%	63	49%	68%	76%	58%	47%	44%	46%	47%	50%
Specific Project Based	21%	25%	24%	21%	25%	35%	32%	26%	30	33%	47%	NA	33%	22%	NA	17%	24%	22%


50%
40%
30%
20%
10%
0%
13%
23%
11%
44%
46%
9%
16%
10%
25%
29%
Gov't
Crown Corporation
Not-for-Profit
Privately-Owned
Publicly-Quoted
Maximum bonus
Target bonus


40%
30%
20%
10%
0%
8%
18%
9%
26%
31%
9%
16%
10%
25%
29%
Gov't
Crown Corporation
Not-for-Profit
Privately-Owned
Publicly-Quoted
Actual amount
Target bonus

Short-Term Incentives/Bonuses by Title



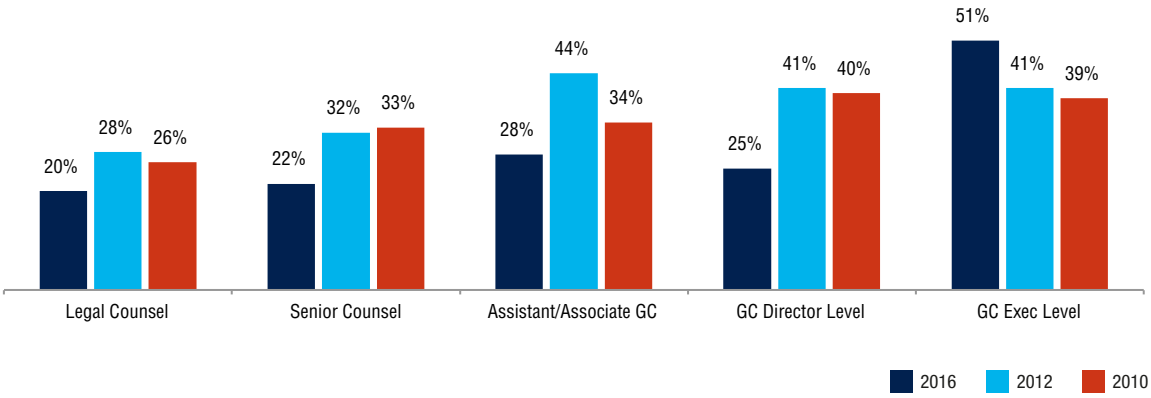


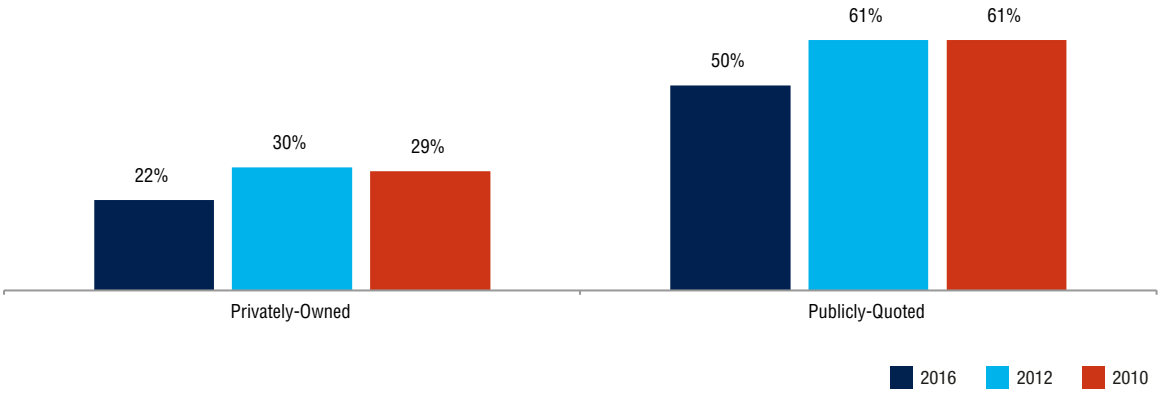
Stock Options

Stock options were harder to come by in 2016 than 2012. On average, 22% of in-house counsel in privately-owned companies had stock options. This was down from 30% in 2012. Stock options in publicly-quoted companies dropped to 50% in 2016 from 61% in 2012.

Stock options for in the GC Executive Level increased to 51% in 2016 from 41% in 2012. This was the only job title in which stock options were up. For all other job titles, stock options dropped substantially in 2016 from the 2012 levels.

The type of stock option plan did not change appreciably from 2012 to 2016. Performance share plans went up 3% and share appreciation rights went down 3%.





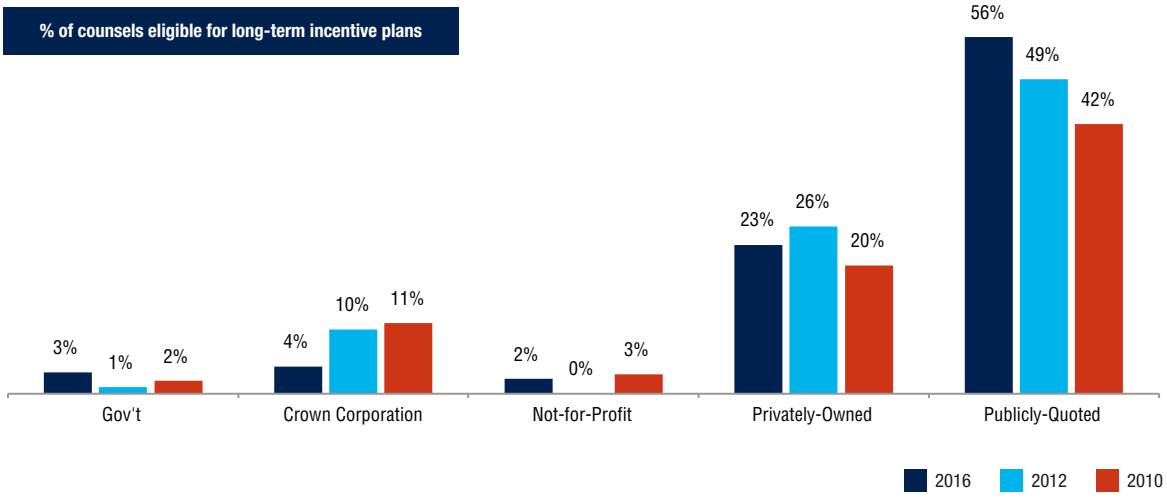
Type of Plan	% Yes		
	2016	2012	2010
Restricted Stock Plan	49%	51%	59%
Performance Share Plan	29%	26%	30%
Share Appreciation Rights	11%	14%	18%
Phantom Share Plan	11%	9%	15%

Long-Term Incentive Plans

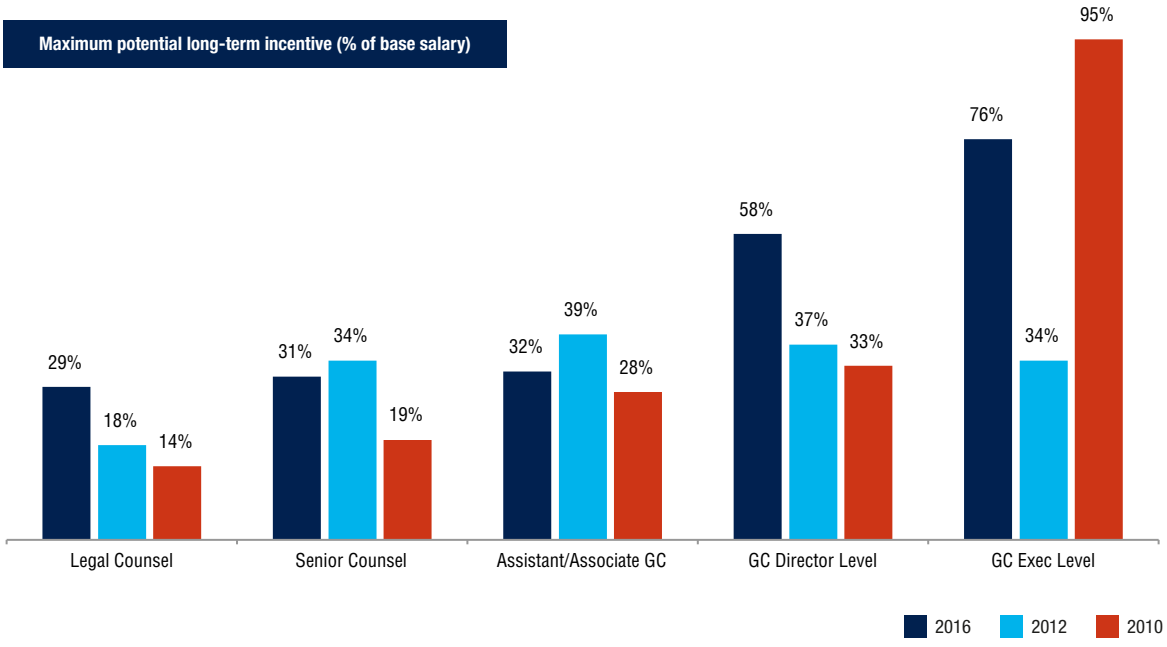
Long-term incentive plans are most popular in publicly-quoted companies. In 2016, 56% of in-house counsel are eligible for such plans, an increase from 49% in 2012 and 42% in 2010. Privately-owned companies offer such plans to 23% of in-house counsel, down slightly from 2012. For Crown corporations, eligibility dropped from 10% to 4%. Government and not-for-profit use of such plans was negligible.

The maximum potential long-term incentive for the GC Executive Level in 2016 more than doubled from 2012, at 76% and 34% respectively. This is still well down from the 95% maximum in 2010. For GC Director Level, the maximum potential is 58%, a large increase from 2012. For Assistant/Associate GC and Senior Counsel, the maximum was lower than 2012. For Legal Counsel, however, the maximum increased from 18% to 29%, bringing it almost equal to Senior Counsel.

% of counsels eligible for long-term incentive plans



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



Benefits

As noted in 2012, nearly all in-house counsel have both medical and dental coverage as well as short-term and long-term disability and life insurance. However, car allowance and executive health plans are more exclusive to more senior in-house counsel. Large organizations (1,000+ employees) are more likely to offer most of the insurance-related benefits listed, but small organizations are more likely to offer flexible work arrangements, subsidized meals and education reimbursement.

Included in benefits package (% Yes)	Total		
	2016	2012	2010
Insurance and Retirement Benefits			
Dental Coverage	97%	96%	95%
Extended Medical Coverage	90%	94%	94%
Disability/Life Insurance*	NA	94%	93%
Pension/Retirement Plan	81%	82%	83%
Provincial Health Care Coverage	77%	81%	83%
Employee Assistance Program	76%	72%	75%
Additional Health Spending Account	62%	59%	56%
Medical/Dental Coverage Beyond Retirement	17%	23%	33%
Short-Term Disability*	89%	NA	NA
Long-Term Disability*	93%	NA	NA
Life Insurance*	90%	NA	NA
Fringe Benefits			
Educational Credits/Tuition Reimbursement	45%	49%	50%
Employee Referral Program	40%	39%	33%
Parking Allowance	32%	34%	31%
Moving Expenses	19%	20%	21%
Executive Health Plan	15%	19%	19%
Car Allowance	16%	18%	20%
Subsidized Meals	10%	9%	10%
Subsidized Childcare	2%	2%	2%
Paid Time Off			
Personal Time Off Days	50%	42%	48%
Flex Days	41%	41%	39%
Top Up for Maternity Leave	35%	34%	39%
Extended Parental Leave	25%	20%	25%
Elder Care Leave**	11%	NA	NA
Sabbatical	7%	8%	10%

*In previous years short-term disability, long-term disability and life insurance were captured in one category: Disability/Life Insurance. This year they have been separated into three categories.
**This is a new category this year.

Benefits Package by Sector

Dental and extended medical coverage is generally provided across all sectors. An additional health spending account is growing in popularity. Elder care leave is a new item that has been added to the list this year. This benefit is most frequently offered for those employed by Government.

Included in benefits package (% Yes)	Government			Crown Corporation			Not-for-Profit			Privately-Owned			Publicly-Quoted		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Insurance and Retirement Benefits															
Dental Coverage	99%	96%	98%	98%	98%	95%	93%	93%	91%	97%	93%	93%	97%	98%	97%
Extended Medical Coverage	91%	94%	96%	87%	96%	95%	87%	95%	97%	92%	90%	90%	92%	96%	96%
Disability/Life Insurance*	NA	99%	96%	NA	96%	94%	NA	91%	93%	NA	91%	90%	NA	95%	95%
Pension/Retirement Plan	99%	97%	96%	85%	100%	94%	68%	82%	89%	81%	74%	74%	81%	78%	82%
Provincial Health Care Coverage	79%	87%	85%	81%	85%	86%	76%	82%	96%	75%	78%	79%	77%	82%	82%
Employee Assistance Program	90%	74%	78%	87%	80%	86%	69%	79%	70%	67%	68%	65%	80%	71%	79%
Additional Health Spending Account	60%	56%	47%	72%	70%	66%	56%	60%	39%	52%	47%	47%	70%	63%	65%
Medical/Dental Coverage Beyond Retirement	28%	32%	47%	27%	36%	40%	21%	16%	23%	13%	17%	27%	13%	23%	34%
Short-Term Disability*	88%	NA	NA	90%	NA	NA	87%	NA	NA	86%	NA	NA	93%	NA	NA
Long-Term Disability*	96%	NA	NA	98%	NA	NA	95%	NA	NA	90%	NA	NA	94%	NA	NA
Life Insurance*	91%	NA	NA	94%	NA	NA	89%	NA	NA	89%	NA	NA	90%	NA	NA
Fringe Benefits															
Educational Credits/Tuition Reimbursement	48%	47%	38%	50%	51%	53%	46%	60%	51%	47%	53%	50%	43%	44%	53%
Employee Referral Program	19%	16%	14%	35%	23%	26%	23%	28%	19%	45%	35%	32%	50%	52%	43%
Parking Allowance	28%	34%	34%	40%	44%	41%	37%	32%	27%	29%	31%	29%	32%	34%	28%
Moving Expenses	27%	26%	28%	19%	23%	23%	17%	5%	9%	19%	17%	17%	19%	22%	23%
Executive Health Plan	10%	9%	9%	27%	19%	20%	21%	12%	17%	13%	16%	23%	17%	24%	20%
Car Allowance	9%	10%	6%	11%	12%	18%	12%	19%	11%	21%	25%	29%	21%	18%	20%
Subsidized Meals	9%	7%	6%	7%	4%	5%	10%	9%	16%	14%	13%	14%	8%	9%	9%
Subsidized Childcare	1%	3%	---	1%	6%	3%	2%	2%	---	3%	1%	3%	3%	2%	3%
Paid Time Off															
Personal Time Off Days	63%	43%	45%	49%	52%	54%	58%	56%	60%	47%	40%	45%	46%	37%	47%
Flex Days	53%	53%	50%	44%	46%	37%	51%	44%	47%	34%	38%	34%	39%	40%	38%
Top Up for Maternity Leave	49%	49%	49%	46%	35%	49%	37%	47%	43%	24%	25%	30%	37%	33%	38%
Extended Parental Leave	43%	41%	40%	37%	26%	34%	35%	25%	34%	17%	17%	19%	20%	15%	22%
Elder Care Leave**	21%	NA	NA	12%	NA	NA	15%	NA	NA	11%	NA	NA	7%	NA	NA
Sabbatical	20%	26%	25%	8%	14%	12%	9%	11%	11%	4%	3%	7%	6%	5%	8%

*In previous years short-term disability, long-term disability and life insurance were captured in one category: Disability/Life Insurance. This year they have been separated into three categories.
**This is a new category this year.

Benefits Package by Title

We note how benefits packages change with growing seniority. Executive health plans and car allowance are in the single digits for Legal Counsel but become more common as one climbs the corporate ladder. Both benefits are reported by 43% of those at the GC Executive Level.

Included in benefits package (% Yes)	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Insurance and Retirement Benefits															
Dental Coverage	97%	97%	95%	96%	96%	96%	98%	97%	97%	97%	96%	95%	97%	98%	96%
Extended Medical Coverage	88%	93%	92%	89%	95%	98%	92%	95%	93%	93%	96%	94%	89%	97%	92%
Disability/Life Insurance*	NA	93%	91%	NA	94%	95%	NA	97%	99%	NA	96%	96%	NA	94%	91%
Pension/Retirement Plan	85%	85%	85%	90%	93%	90%	89%	95%	92%	75%	75%	82%	68%	69%	70%
Provincial Health Care Coverage	77%	83%	84%	77%	78%	79%	69%	87%	82%	78%	85%	84%	76%	79%	85%
Employee Assistance Program	74%	68%	67%	78%	74%	81%	79%	85%	82%	72%	78%	80%	88%	69%	74%
Additional Health Spending Account	64%	58%	54%	70%	70%	64%	71%	77%	66%	54%	54%	56%	65%	50%	47%
Medical/Dental Coverage Beyond Retirement	14%	21%	31%	21%	27%	40%	19%	44%	45%	21%	21%	34%	20%	23%	25%
Short-Term Disability*	86%	NA	NA	92%	NA	NA	94%	NA	NA	90%	NA	NA	92%	NA	NA
Long-Term Disability*	93%	NA	NA	92%	NA	NA	94%	NA	NA	93%	NA	NA	99%	NA	NA
Life Insurance*	89%	NA	NA	90%	NA	NA	90%	NA	NA	92%	NA	NA	93%	NA	NA
Fringe Benefits															
Educational Credits/Tuition Reimbursement	44%	45%	45%	40%	46%	51%	46%	54%	50%	50%	50%	57%	56%	58%	52%
Employee Referral Program	41%	44%	29%	46%	46%	41%	42%	41%	28%	34%	38%	36%	45%	28%	27%
Parking Allowance	26%	23%	19%	28%	29%	27%	39%	59%	36%	38%	43%	42%	49%	48%	40%
Moving Expenses	18%	16%	19%	15%	20%	20%	17%	23%	19%	22%	23%	25%	31%	21%	19%
Executive Health Plan	6%	7%	9%	8%	14%	10%	15%	18%	18%	23%	30%	31%	43%	36%	35%
Car Allowance	6%	5%	6%	9%	7%	8%	23%	28%	19%	24%	31%	37%	43%	40%	38%
Subsidized Meals	9%	8%	8%	5%	7%	8%	8%	13%	9%	13%	11%	13%	16%	12%	11%
Subsidized Childcare	2%	2%	2%	1%	4%	1%	2%	---	4%	3%	4%	5%	3%	1%	2%
Paid Time Off															
Personal Time Off Days	48%	48%	43%	52%	44%	45%	52%	41%	50%	50%	41%	51%	52%	30%	54%
Flex Days	42%	43%	38%	49%	40%	44%	44%	44%	39%	35%	42%	36%	39%	33%	36%
Top Up for Maternity Leave	42%	39%	38%	40%	36%	43%	31%	41%	35%	31%	32%	39%	24%	24%	34%
Extended Parental Leave	29%	20%	22%	23%	24%	27%	25%	15%	22%	23%	19%	28%	31%	21%	26%
Elder Care Leave**	13%	NA	NA	9%	NA	NA	10%	NA	NA	7%	NA	NA	15%	NA	NA
Sabbatical	10%	10%	12%	8%	20%	13%	4%	---	7%	5%	8%	8%	8%	6%	8%

*In previous years short-term disability, long-term disability and life insurance were captured in one category: Disability/Life Insurance. This year they have been separated into three categories.
**This is a new category this year.

Pension/Retirement Plans

Pension and retirement plans are offered to most in-house counsel (81%) but privately-owned companies are least likely to offer such plans. The public sector is more generous in this regard with 99% of Government and 96% of Crown corporations offering such plans. In-house counsel in privately-owned and publicly-quoted companies were much more likely to be involved in a matching RRSP program, compared to Government and Crown corporations.

Sixty-one percent of organizations offer a matching program for RRSP savings. Among these organizations, the average percentage of savings being matched is 29%. This is a slight decrease from the 34% of savings matched in 2012.

Pension and Retirement Plans

	Total			Government			Crown Corporation			Not-for-Profit			Privately-Owned			Publicly-Quoted		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Included in benefits package (% Yes)																		
Pension/Retirement Plan	81%	82%	83%	99%	97%	96%	96%	100	94%	85%	82%	89%	68%	74%	74%	81%	78%	82%
Does your retirement plan consist of (% Yes) (respondents with pension and retirement plan in benefits package)																		
Pension	74%	76%	81%	94%	97%	97%	90%	93%	91%	68%	77%	68%	62%	59%	73%	71%	72%	80%
RRSP Savings	64%	68%	67%	47%	47%	51%	40%	56%	50%	64%	55%	60%	74%	74%	70%	73%	78%	76%
Pension structure (respondents with pension in retirement plan)																		
Defined Benefit Plan	59%	54%	56%	83%	83%	73%	74%	62%	73%	58%	64%	55%	36%	30%	42%	44%	47%	49%
Defined Contribution Plan	45%	46%	43%	17%	17%	23%	26%	38%	25%	42%	36%	45%	64%	70%	56%	56%	53%	49%

Pension and Retirement Plans – RRSP Savings

	Total			Government			Crown Corporation			Not-for-Profit			Privately-Owned			Publicly-Quoted		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Does your retirement plan consist of (% Yes)																		
RRSP Savings	64%	68%	67%	47%	47%	51%	40%	56%	50%	64%	55%	60%	74%	74%	70%	73%	78%	76%
Organization offers a matching program (respondents with RRSP savings in retirement plan)																		
% Yes	61%	59%	48%	10%	13%	5%	24%	28%	21%	51%	58%	51%	74%	75%	61%	73%	70%	54%

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	**29.0%**
	2012	**34.2%**
	2010	**27.9%**

Car and Parking Allowance

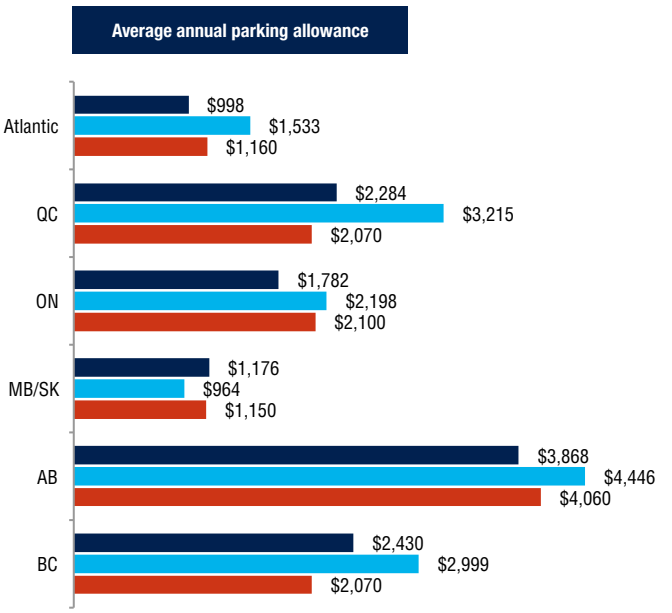
The inclusion of car and parking allowance is largely dependent on job role and sector. Parking allowance is offered mostly to Associate General Counsel and more senior roles. The same is true of car allowance. In dollar terms, for average annual car allowance, GC Executive Level received the highest at $14,000, followed by GC Director Level at $12,400.

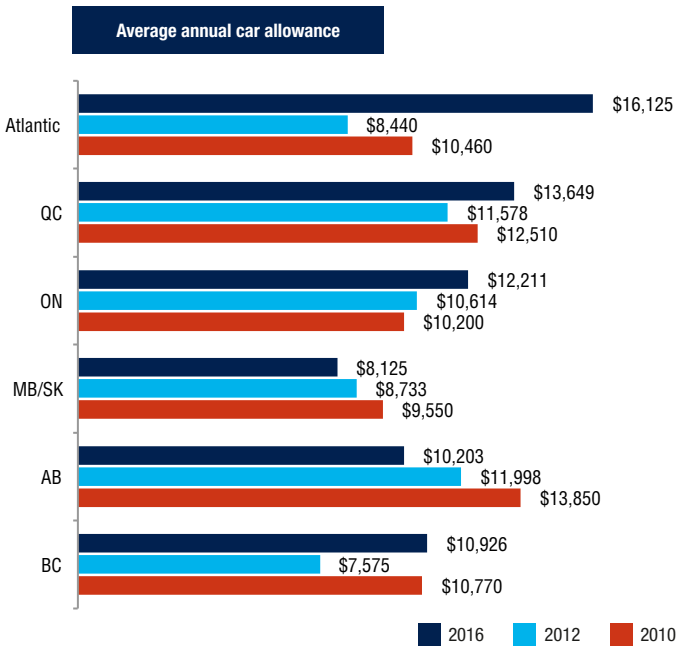
Between the different sectors, Crown corporations are most likely to offer parking allowance but privately-owned and publicly-quoted companies are more likely to offer car allowance. In both cases, publicly-quoted companies are the most generous with their annual allowance amounts, averaging $13,900. While in-house counsel in publicly-quoted companies experienced a major boost in average annual car allowance in 2016, Government and Crown corporations cut back substantially.

Across the country, Atlantic Canada saw the biggest increase in average annual car allowance, almost doubling from $8,400 in 2012 to $16,100 in 2016. This is the highest dollar level in the country. Only Central Canada and Alberta saw a drop from 2012 to 2016. For both regions, this continued a downward trend that started in 2010.

Included in benefits package (% Yes)	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Parking Allowance in Benefits Package (% Yes)	26%	23%	19%	28%	29%	27%	39%	59%	36%	38%	43%	42%	49%	49%	40%
Average Annual Parking Allowance ($)	2,400	2,287	1,970	2,810	4,007	2,600	5,313	3,719	2,750	2,680	2,593	2,990	3,088	4,395	2,830
Car Allowance in Benefits Package (% Yes)	6%	5%	6%	9%	7%	8%	23%	28%	19%	24%	32%	37%	43%	41%	38%
Average Annual Car Allowance ($)	8,874	9,257	9,870	9,683	11,450	8,250	8,489	11,625	10,330	12,457	11,607	11,570	14,066	10,432	12,290

Included in benefits package (% Yes)	Government			Crown Corporation			Not-for-Profit			Privately-Owned			Publicly-Quoted		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Parking Allowance in Benefits Package (% Yes)	28%	23%	19%	40%	29%	27%	37%	59%	36%	29%	43%	42%	32%	49%	40%
Average Annual Parking Allowance ($)	4,000	2,287	1,970	1,536	4,007	2,600	2,292	3,719	2,750	2,157	2,593	2,990	3,997	4,395	2,830
Car Allowance in Benefits Package (% Yes)	9%	5%	6%	11%	7%	8%	12%	28%	19%	21%	32%	37%	17%	41%	38%
Average Annual Car Allowance ($)	5,433	9,257	9,870	5,339	11,450	8,250	8714	11,625	10,330	11,582	11,607	11,570	13,911	10,432	12,290





Vacation, Flex and Personal Time Off Days

Though a larger percentage of in-house counsel had access to personal time off days in 2016 compared to 2012, the median number of days actually dropped from 2012 to 2016.

Entitlement to vacation days was relatively static when compared to 2012 in terms of vacation per years of service. As expected, those with the most years with an organization enjoyed greater vacation time. Those with more than 10 years in their position enjoyed a slight increase in 2016 compared to 2012.

For paid personal time off days, the number of days remained mostly constant for 2010 and 2012. In 2016, however the number of days increased substantially for in-house counsel of privately-owned companies.

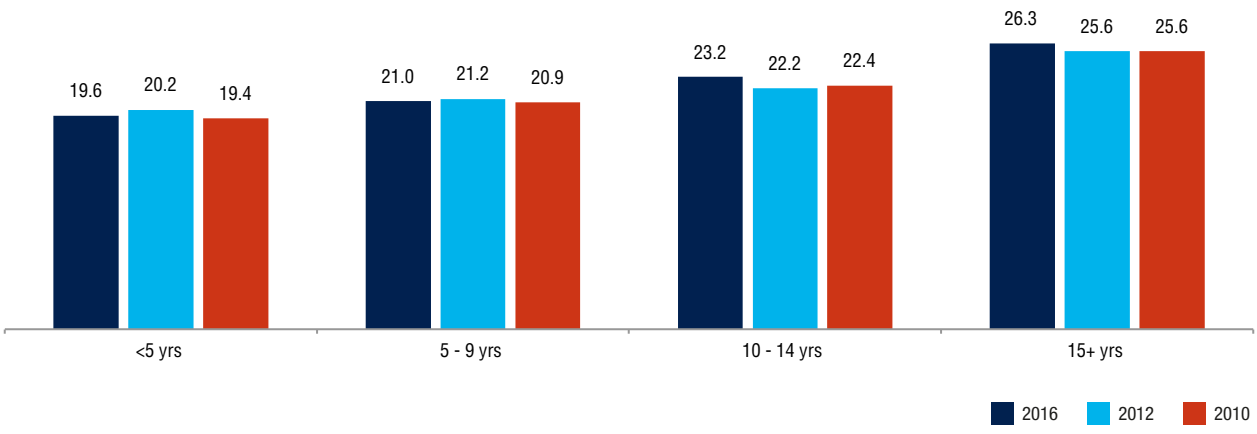
Similarly, the number of paid flex days remained relatively consistent for 2010 and 2012 for all sectors, but in 2016 the number of days increased substantially for not-for-profit organizations.

Paid Time Off and Leave

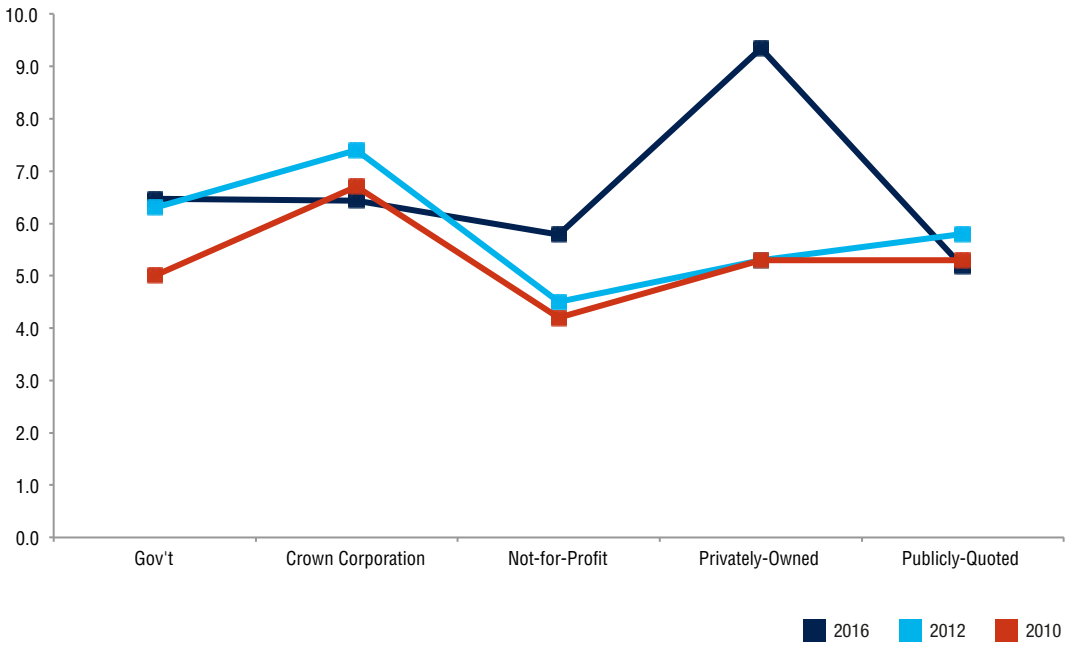
Included in benefits package	% Yes		
	2016	2012	2010
Personal Time Off Days	50%	42%	48%
Median Number of Personal Time Off Days	4.0	4.6	4.1
Flex Days	41%	41%	39%
Median Number of Flex Days	8.0	8.5	9.3
Top Up for Maternity Leave	35%	34%	39%
Extended Parental Leave	25%	20%	25%
Sabbaticals	7%	8%	10%

Vacation Days

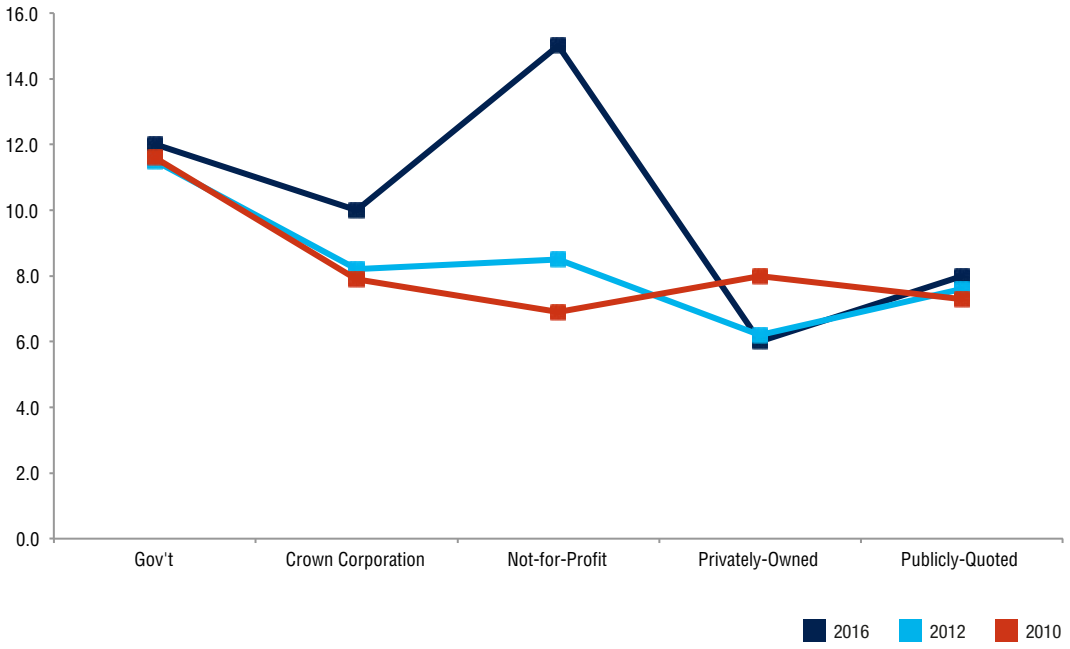
Average 21.1



Paid Personal Time Off Days



Paid Flex Days



Additional Benefits

Keeping the entire benefits package in mind, in-house counsel were asked for what additional items in their benefits or incentives package are currently not included that they would like to see offered. The top benefits identified are insurance and work arrangement/time-off related benefits.

Work Arrangements/Time off NET	**35%**
Flex days/time	10%
Maternity leave salary (top up)	10%
Personal/sick days	5%
Child care	4%
Sabbatical/leave of absence	4%
Parental leave salary, inc. adoptive (top up)	3%
Vacation	3%
Paternity leave salary (top up)	2%
Other work arrangements/time off	3%
Insurance NET	**28%**
(Full) Vision/eye care	6%
Better (full) dental coverage	5%
Extended medical coverage	4%
Better coverage (unspecified)	4%
Extended health care plan (EHC)/better health care benefits	4%
Executive health plan/benefits	3%
Orthodontics	2%
Other insurance	6%

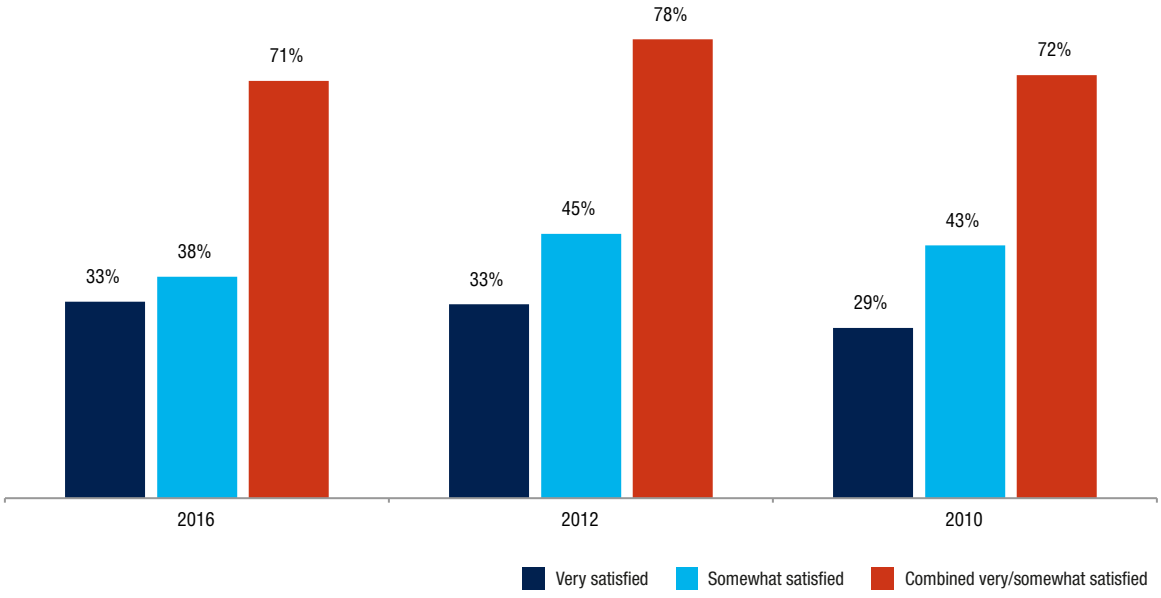
Pension/Retirement NET	**19%**
Better pension/retirement plan (inc. defined pension)	16%
Better post retirement benefits plan	3%
Health/Fitness NET	**17%**
Health spending account	10%
Fitness/gym program/club membership/improved gym	8%
Transportation/Travel NET	**16%**
Car allowance	8%
Parking allowance/reimbursement	7%
Transit allowance	3%
Other transportation/travel	1%
Bonus/Incentive NET	**6%**
Bonus/(performance) incentive plan	5%
Other bonus/incentive	1%
Educational/Development NET	**4%**
Educational/tuition support/reimbursement	3%
Professional development assistance/support	1%



Satisfaction with Work and Loyalty to Employer

Satisfaction with Work-Life Balance

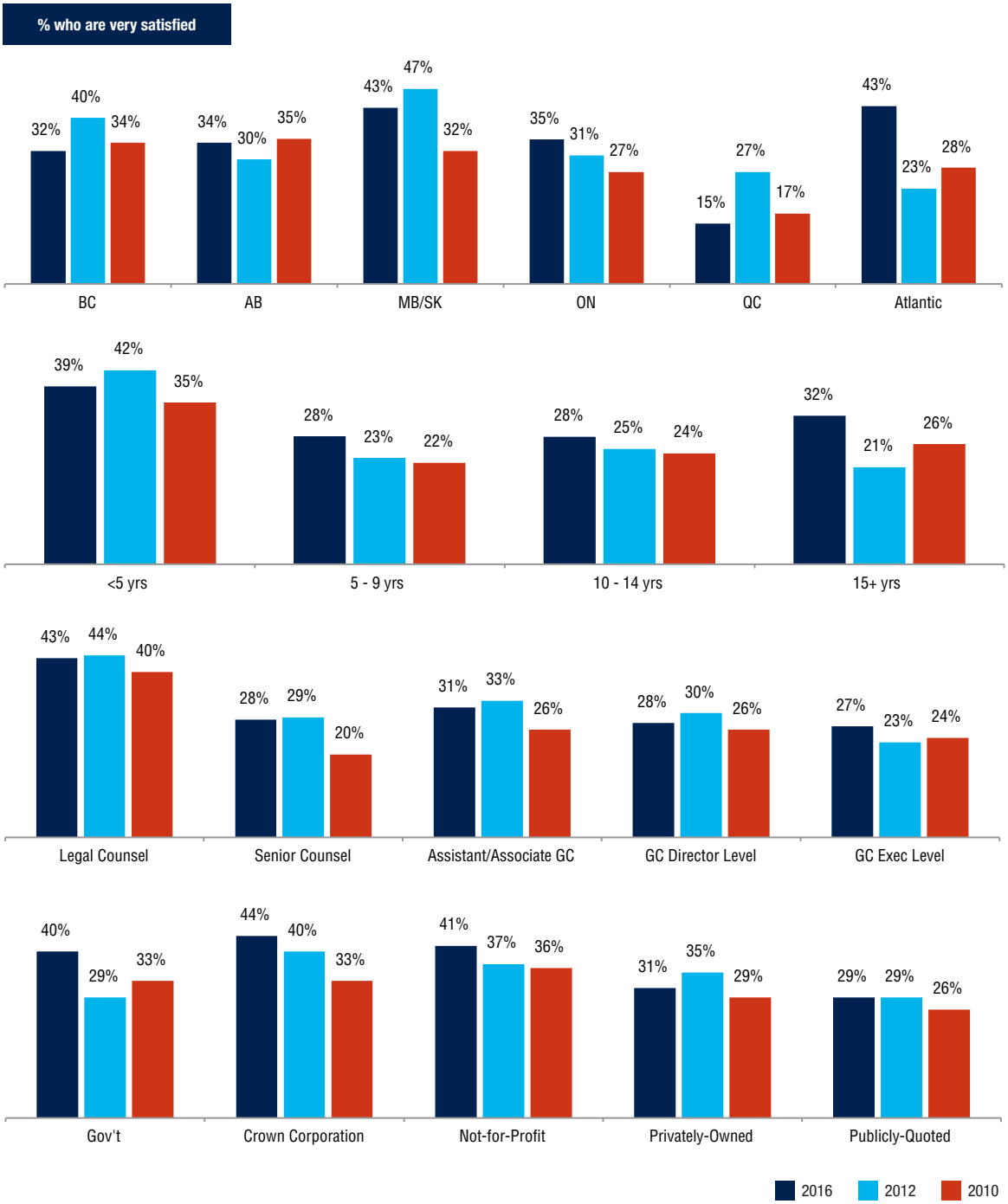
Overall, one-third (33%) of in-house counsel say that they are very satisfied with their work-life balance. This percentage has not changed since 2012. There has, however, been a slight decline in the percentage who claim to be somewhat satisfied. Seventy-one percent are either very or somewhat satisfied. This is a slight decline from the 78% recorded in 2012.



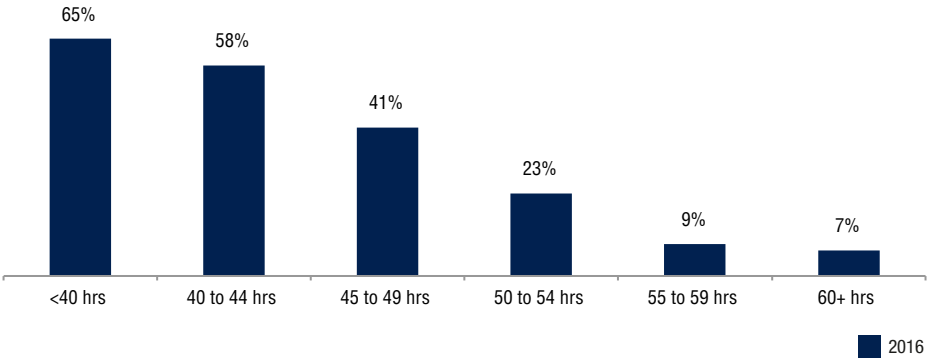
Satisfaction with Work-Life Balance

We note some interesting demographic and workplace factors when it comes to satisfaction with work-life balance. Regionally, those in Central Canada and Atlantic Canada exhibit a higher likelihood of saying they are "very satisfied". Atlantic Canada shows a large increase in satisfaction in 2016.

Those who have been with their organization for less than five years and those with the title Legal Counsel show higher levels of satisfaction. This year there is an increase in satisfaction among those with 15+ years of tenure. 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. This satisfaction level has shown an increase in this most recent survey.

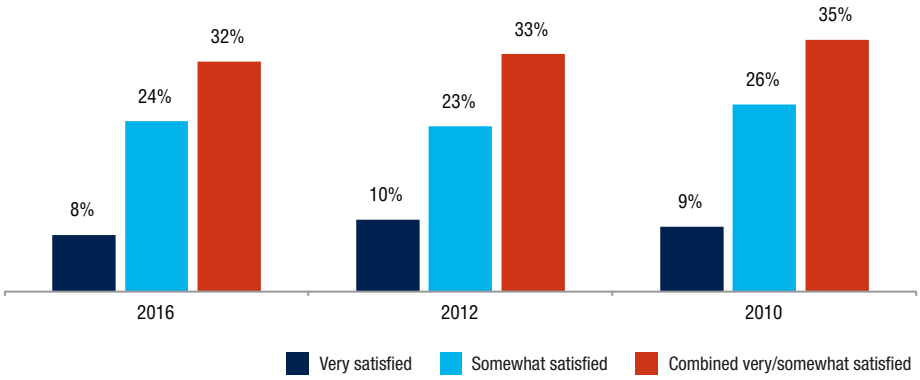


As we've seen in previous studies, long working hours are associated with a lower satisfaction with work-life balance. Almost two-thirds (65%) of those working less than 40 hours a week are very satisfied on this measure. The percentage drops to 7% of you're working more than 60 hours a week.



Satisfaction with Career Mobility within Organization

Satisfaction with career mobility within the organization has remained relatively static. Those employed by Government and Crown corporations show lower levels of satisfaction on this measure. Reasons for dissatisfaction are summarized in the table below.



Reasons for Dissatisfaction with Career Mobility

Small company/business/department	16%
Few/limited openings/positions at a higher level	14%
Little/no room for advancement/growth	9%
Few/no opportunities	9%
No career path/nowhere to go/flat structure	8%
Already have reached the highest level/position available	7%
Higher positions are filled/someone would have to leave	7%
Too much favouritism/sexism/political correctness/age discrimination	6%
Would require changing departments/job role/becoming management	6%
Not based at the head office/in parent company	6%

Poor management/managers	4%
Slow growth/poor economic performance	3%
Not enough information/transparency on how to advance	3%
Would require moving/relocating	3%
Education/experience requirements	2%
Lack of support	1%
Budget cuts/downsizing/hiring freeze/uncertain outlook	1%
Outside hiring/don't promote internally	1%
No opportunities for changing departments/job role	1%

Satisfaction with Compensation

In-house counsel demonstrate the greatest level of satisfaction with their benefits (74%), followed by their incentive program (61%). Slightly less (54%) say that they are very/somewhat satisfied with their base salary.

Satisfaction levels with all three components of compensation have dropped slightly since 2010.

Satisfaction with Compensation

% Very/somewhat satisfied	Total		
	2016	2012	2010
Benefits Package	74%	76%	76%
Incentive Program	61%	64%	63%
Base Salary	54%	58%	56%

Satisfaction with Compensation by Position Type

The GC Executive Level demonstrates the highest levels of satisfaction with all three components of their compensation. We also note that their level of satisfaction has increased compared to 2012 numbers.

% very/somewhat satisfied	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Benefits Package	76%	75%	78%	72%	78%	72%	69%	74%	76%	75%	75%	77%	82%	77%	75%
Incentive Program	57%	63%	63%	55%	61%	58%	72%	71%	62%	64%	66%	70%	78%	70%	62%
Base Salary	50%	50%	52%	49%	60%	45%	63%	67%	54%	58%	54%	63%	73%	65%	70%

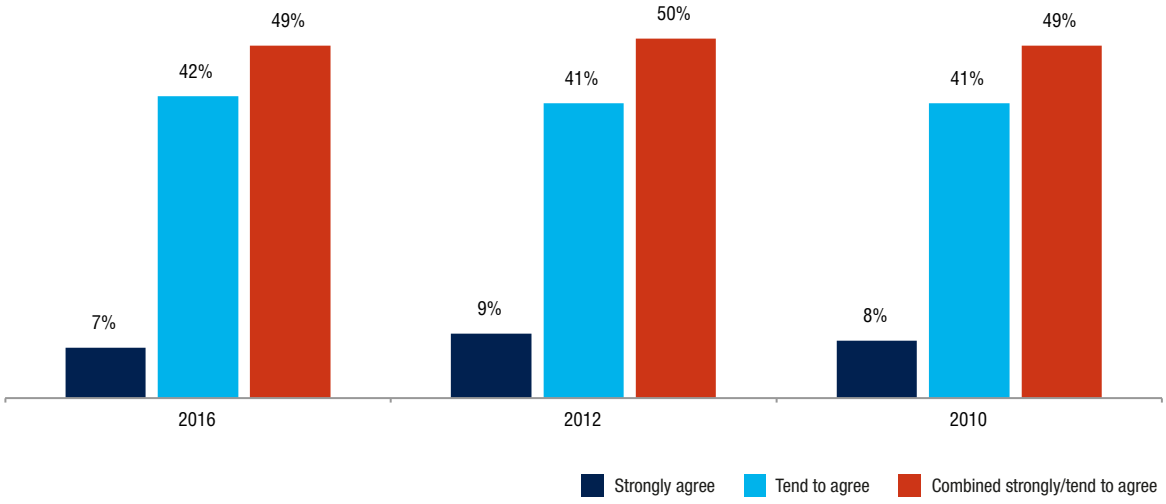
Satisfaction with Compensation by Sector

In-house counsel in Government and Crown corporations are the least satisfied with their base salary. This is consistent with previous years.

% very/somewhat satisfied	Government			Crown Corporation			Not-for-Profit			Privately-Owned			Publicly-Quoted		
	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010	2016	2012	2010
Benefits Package	82%	78%	84%	89%	83%	84%	76%	79%	80%	71%	72%	72%	70%	76%	73%
Incentive Program	57%	46%	46%	55%	58%	65%	72%	58%	71%	64%	73%	66%	78%	63%	63%
Base Salary	47%	56%	65%	42%	44%	54%	51%	65%	56%	57%	59%	61%	56%	60%	52%

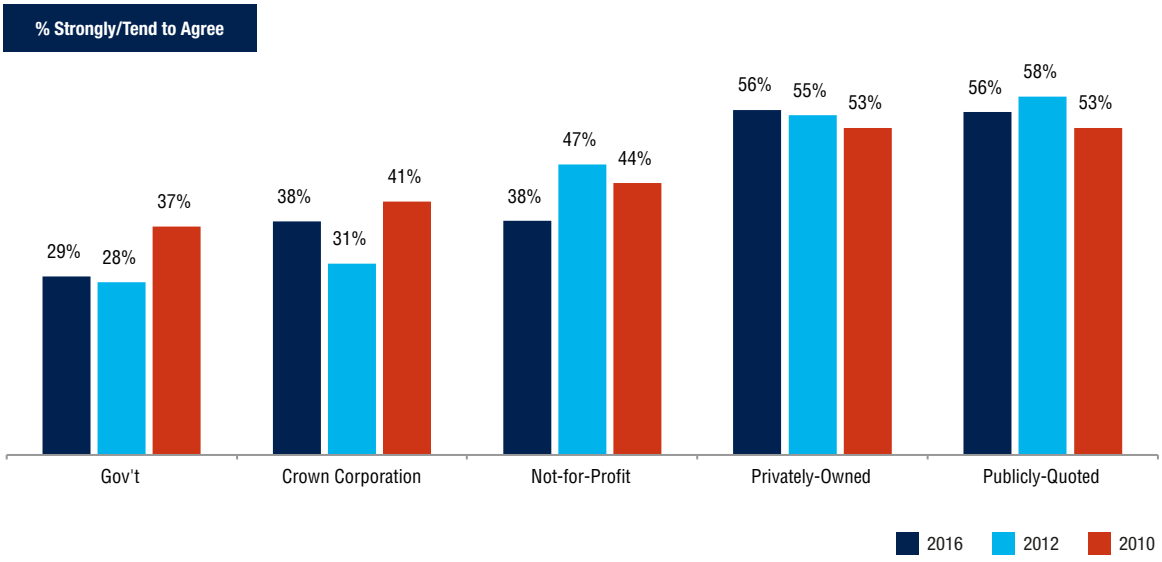
Perceptions of Compensation Package Reflecting Performance

When asked to evaluate whether their compensation package (salary and bonuses) reflects their performance, 49% of in-house counsel agree/strongly agree that what they receive is fair. This number is essentially identical to 2012 and 2010.



Does Compensation Reflect Performance

We see some interesting variation by type of organization. Those employed by Government, Crown corporations and not-for-profits are less likely to agree that their compensation reflects their performance.



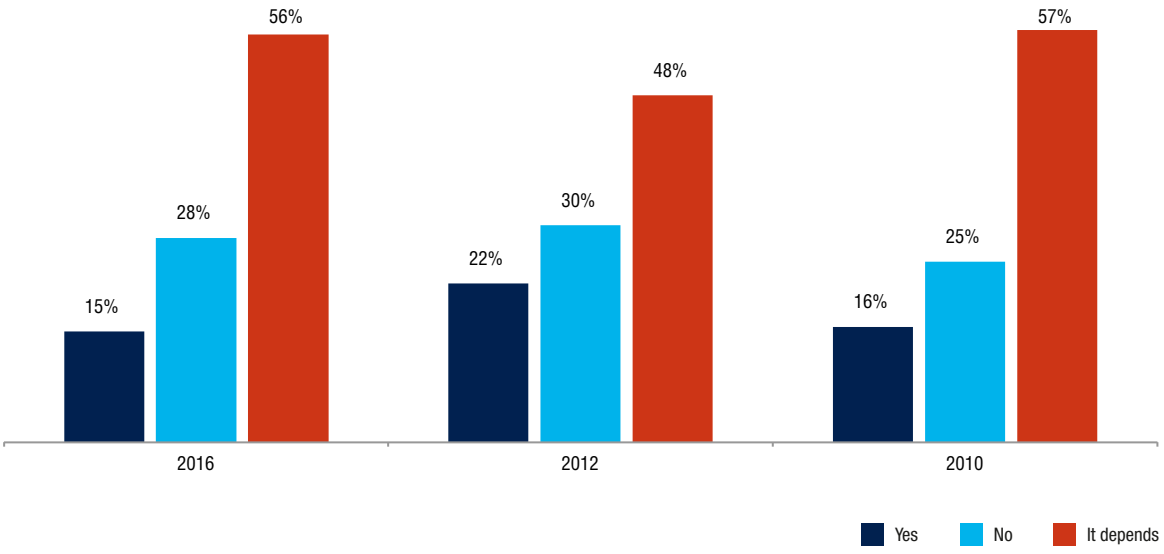
Career Plans

Nearly half (46%) of respondents see themselves remaining in the same role over the next two year period. This was most true of Government in-house counsel (53%), and least true (39%) of in-house counsel in publicly-quoted companies. Those in the latter category are most inclined to say that they see themselves having another role within the same organization.

	Total	Government	Crown Corporation	Not-for-Profit	Privately-Owned	Publicly-Quoted
Remaining in the same role	46%	53%	52%	47%	48%	39%
Having another role within the same organization	16%	13%	12%	7%	17%	21%
Working in a different organization	19%	18%	19%	21%	20%	18%
Other (retirement, sabbatical, private practice…)	4%	9%	3%	9%	3%	4%
Don't know	14%	7%	13%	16%	13%	18%

Loyalty to Employer

When asked if they would stay with their current employer if they were offered a comparable role with higher pay elsewhere, 56% of in-house counsel answer it depends, which is an increase from 2012. The percentage of respondents who say they would stay with their current employer decreased to 15% in 2016 from 22% in 2012.



Career Moves

Expected Increase for Career Move

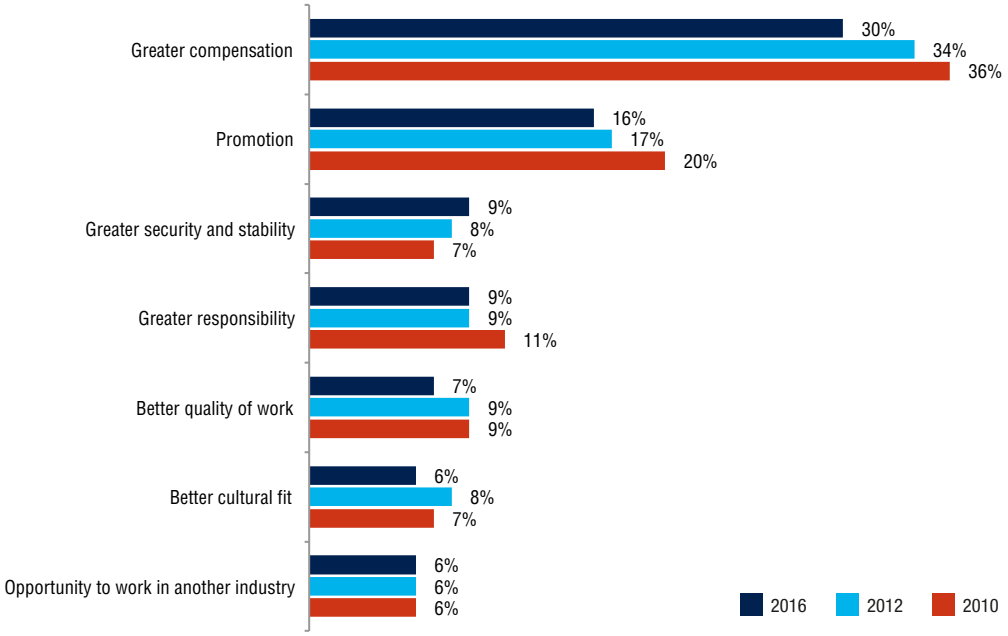
For the 56% of in-house counsel who would potentially leave their current employer, these individuals felt the following salary increases would be necessary for them to make a move.

Expected Salary Increase	2016	2012	2010
1% to less than 5%	1%	1%	2%
5% to less than 10%	6%	4%	8%
10% to less than 15%	17%	18%	18%
15% to less than 20%	22%	28%	26%
20% to less than 25%	22%	20%	21%
25% or more	21%	16%	24%

Factors for Career Move

A larger compensation package remains the number one motivator for in-house counsel to consider leaving their current employer. This response, which remains at 30% is down from 2012 (34%) and 2010 (36%). The second strongest motivator is a promotion, though at 16% this again is down from previous years. Those residing in Quebec and Atlantic Canada are more likely than those in other areas of the country to mention a promotion as a motivating factor.

The only motivator that has grown in strength from previous years is greater security and stability.



Views Toward the Future

This year, we see an erosion of optimism of those saying that they are "very optimistic" about the future of their organization's legal department and their professional future with the organization. Those working for Government show the least optimism when it comes to their professional future. We also note that Senior Counsel and Assistant/Associate General Counsel are the least optimistic on both measures.

Provincially, those residing in Alberta and Quebec are less likely to say that they are "very optimistic" when compared to the national average.

The future of your organization's legal department	2016	2012	2010
Very optimistic	23%	33%	29%
Somewhat optimistic	39%	36%	35%
Neither optimistic or pessimistic	22%	17%	23%
Somewhat pessimistic	12%	9%	9%
Very pessimistic	3%	3%	2%
Don't know	1%	3%	1%

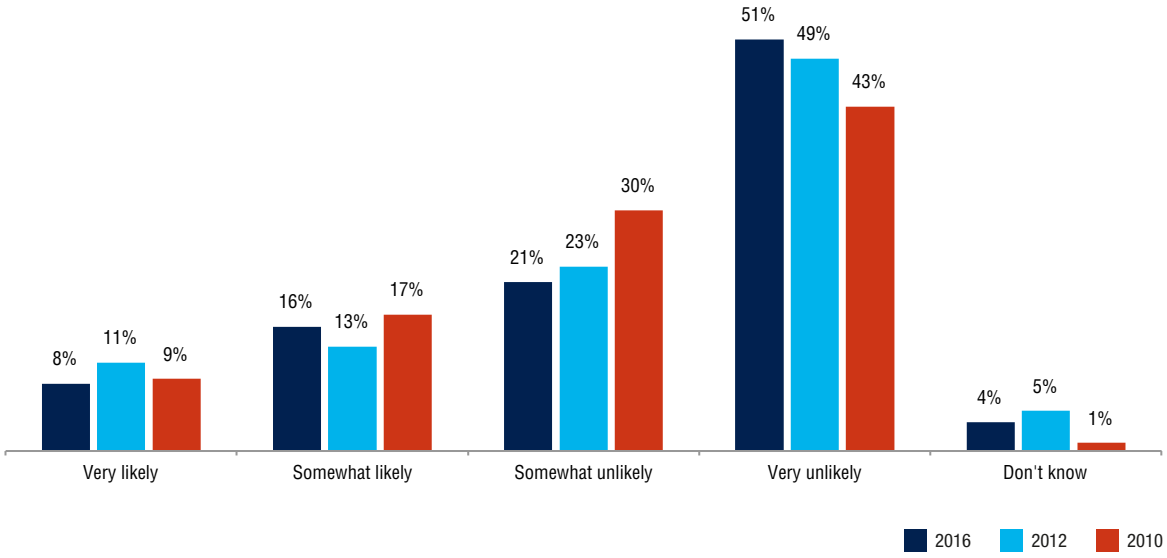
Your professional future within your organization	2016	2012	2010
Very optimistic	16%	20%	19%
Somewhat optimistic	38%	39%	39%
Neither optimistic or pessimistic	26%	19%	23%
Somewhat pessimistic	13%	14%	13%
Very pessimistic	6%	5%	5%
Don't know	1%	3%	1%

Effects of Economic Climate on the Future

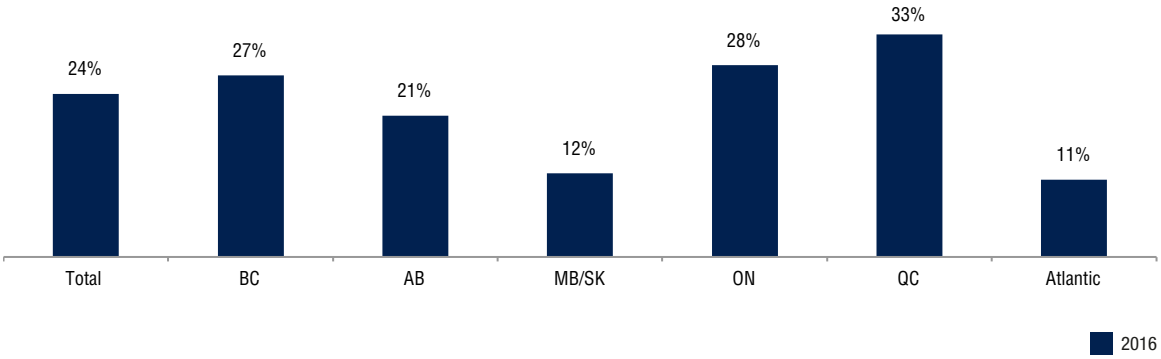
The same percentage of respondents in 2016 (24%) as in 2012 say they are very/somewhat likely to seek a position in another organization in the next six months. The percentage saying this is unlikely is up slightly in 2016.

Across regions, those in Quebec are more likely to leave their current position. In-house counsel in Atlantic Canada were the least likely.

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



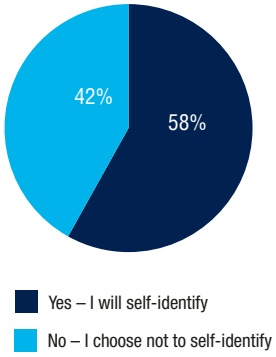
% very/somewhat likely to seek another position



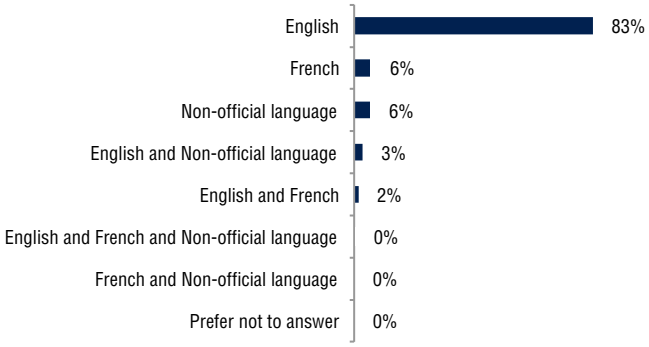
Appendix

Diversity Questions

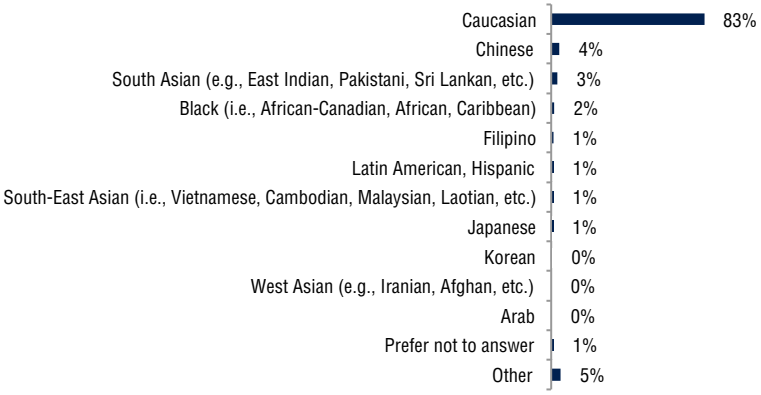
Self-identification



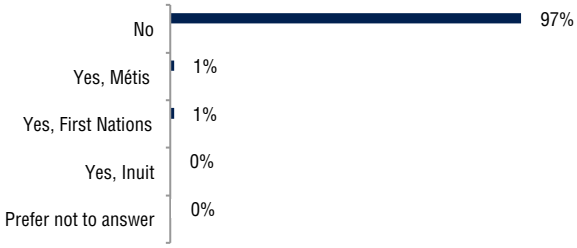
Mother tongue



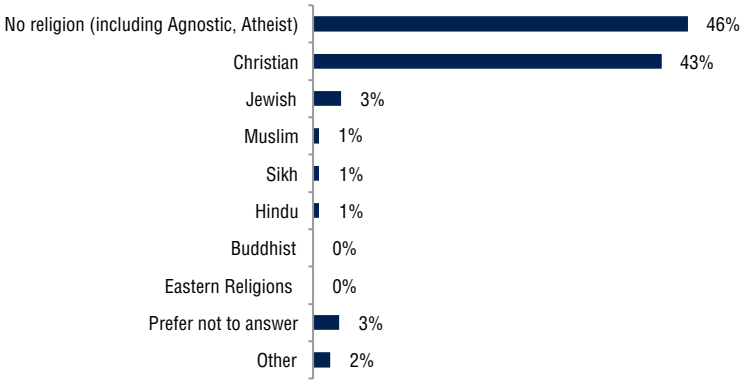
Race/ethnicity



First Nations



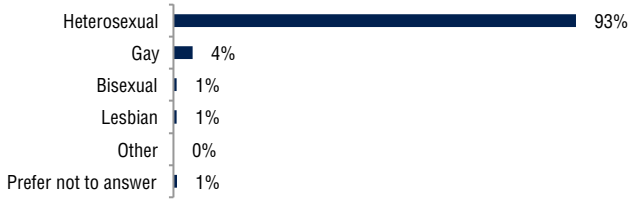
Religion



Have a disability



Sexual orientation



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