THE COUNSEL NETWORK

In-House Counsel Compensation & Career Report 2022

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

THE CANADIAN BAR ASSOCIATION
L'ASSOCIATION DU BARREAU CANADIEN



Message from the Executive

DEAR COLLEAGUE:

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

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

Who uses the results from this survey?

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

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

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



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Why Choose The Counsel Network?

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

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

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

WE ARE TRUSTED ADVISORS

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

WE VALUE RELATIONSHIPS

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

WE ARE DISTINGUISHED IN THE LEGAL FIELD

We are proud of our unique status as Canada's first specialist lawyer recruitment firm.

WE ARE KNOWLEDGE LEADERS

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

WE ARE DIVERSE

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

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

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Introduction

Background

Bramm Research was commissioned by The Counsel Network in partnership with the Canadian Corporate Counsel Association (CCCA) to conduct the 2022 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 2020, 2018, 2016, 2012, 2010, and 2009.

The survey asked over 90 questions covering the following topics:

- Demographic data
- Compensation
  - Base salary and bonuses
  - Stock options and benefits
- Satisfaction with various components of the compensation package
- Hours of work and work-life balance
- Satisfaction with career mobility
- Change in size of the organization's legal department over the past two years
- A series of diversity questions including Indigenous background, race/ethnicity, and sexual orientation.
- A series of questions related to the impact of the COVID-19 pandemic

Methodology

Survey invitations were sent out via email by Bramm Research to 6,193 in-house counsel on January 25, 2022. The fieldwork closed on March 3, 2022. A total of 1,009 respondents took part in this survey. This represents a response rate of 16%, which is above average for a compensation survey containing this level of detail.

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

With a total sample of 1,009, the margin of error is plus or minus 3.1 percentage points at the 95% confidence level. If, for example, 50% of the respondents say that they receive a particular benefit, then we can be reasonably sure (19 times out of 20) of an accuracy within +/- 3.1%. This means that a total census of all in-house counsel would reveal an answer of not less than 46.9% and not more than 53.1%.

Note: In the following charts and tables, percentages may not add up exactly to 100%. This is due to rounding.

Executive Summary

Introduction

The 2022 In-House Counsel Compensation & Career Survey was commissioned by The Counsel Network in partnership with The Canadian Corporate Counsel Association (CCCA). This is the seventh wave of this research. Previous waves were in 2020, 2018, 2016, 2012, 2010, and 2009. Please note that the 2020 survey was fielded between January 14 and February 28, prior to the onset of the pandemic.

The final sample population consisting of 1,009 respondents provides a good cross section of in-house counsel. Respondents are located in all major cities across Canada and include a variety of sectors and titles. Geographically, a very large portion of respondents come from Ontario (36%), Alberta (20%) and British Columbia (25%). These three provinces comprise 81% of the total sample. Seventy-two percent of respondents live in the major metropolitan cities of Vancouver, Edmonton, Calgary, Toronto, Winnipeg, Ottawa, and Montreal. This percentage is consistent with previous waves of this study.

With regard to organization type, in comparison to 2020, the only significant change is the decrease in those reporting from publicly-quoted companies: 25% in 2022, down from 30% in 2020. Other types were the same as or close to 2020 levels of representation: privately-owned companies (37%), government (14%), Crown corporations (13%), and not-for-profit (10%).

When it comes to organization size, in-house counsel is divided across three tiers of company size, i.e., those with fewer than 1,000 employees, those between 1,000 and 5,000 employees, and those with 5,000 or more employees. Representation in the small category is slightly up (47% in 2022 vs. 44% in 2020) and in the large category, slightly down (27% in 2022 vs. 30% in 2020).

Approximately one third (34%) of respondents have spent over five years in private practice and another third (33%) spent three to five years. The average number of years in private practice is 5.1. There were only slight changes in the distribution compared to 2020 and the average for 2020 was 5.0 years.

National Average Base Salary

In 2022, the national average base salary stands at $180,000, which is noticeably higher when compared to the $167,500 reported in 2020. Based on organization type, we note that the average base salary for in-house counsel in both publicly-quoted and privately-owned organizations is higher than those in government, Crown corporations, and not-for-profit.

Ontario respondents report average base salaries that are above the national average. British Columbia, Alberta, and Quebec are close to the average, while central and Atlantic Canada report the lowest national averages.

Industry Trends

Consistent with the previous survey, financial services, insurance, and banks continues to be the sector most represented by in-house counsel. This increased slightly (4%), from 15% in 2020 to 19% in 2022. Government is the next most represented sector, growing from 11% to 13%.

This year, we see the highest average base salaries are being paid by resources/mining/forestry ($233K), retail/hospitality/food and beverage/consumer products ($212K), manufacturing/automotive/aerospace/chemical ($206K), oil and gas ($200K), real estate ($196K), information technology ($190K) and pharma/medical ($184K).

The largest gains in annual base salaries from 2020 to 2022 are in retail/hospitality/food and beverage/consumer products (up $38K), information technology (up $20K), and pharma/medical (up $20K). Among the top twelve industries, there were no notable down shifts.

Gender

Female participants continue to outnumber males, with the gap widening this year: 55% female compared to 43% male. On average, the salary of female in-house counsel is lower than their male counterparts.

In 2022, the average male base salary stands at $193,000, which is $24,000 higher than the average female base salary of $169,000. This is a steep rise in the gap of $19,000 that was reported in 2020.

We note substantial gender differences at the higher wage levels. For example, 42% of males have a mean salary $200,000+, compared to 25% of females.

Women are paid less than men at all job role levels. For Legal Counsel, the male-female gap is the smallest: $6,500 to the male's advantage. At the GC Executive Level, the male advantage is $23,500. This difference is close to the 2020 gap.

One factor that partially explains the salary discrepancy between males and females relates to an analysis of gender and sector. When we compare the differences in base salary across the five sectors, we see that base salaries are the lowest for government, Crown corporations, and not-for-profits. In total, these sectors employ 44% of the female respondents vs. only 30% of males.

Legal and Managerial Work

When it comes to managerial work, it is not surprising that those with higher seniority positions at the Executive or Director Level spend more of their time on managerial work, at 37% and 34%, respectively. Legal and Senior Counsel spend 10% and 14 % of their time on managerial work, respectively.

For the five categories of organizations, the percentage of time spent on managerial work ranges between 20% (government) and 27% (not-for-profit).

Satisfaction

This year, 26% of in-house counsel are very satisfied with professional/ private life balance and 39% are somewhat satisfied, for a combined total of 65%. This is a down almost 10% from 2020's score of 74%.

Satisfaction of within-organization career mobility stayed at the same level as 2022: 35% overall satisfaction, with 8% being very satisfied.

Respondents show the greatest level of satisfaction with their benefits (72%), followed by their incentive program (60%). A lower percentage (51%) are very/ somewhat satisfied with their base salary.

Future Outlook

Forty-four percent of in-house counsel report that their legal department has remained the same size since 2020. Forty-five percent increased in size over the past two years and the proportion of those that dropped in size is 8%. In 2022, 65% of respondents remain optimistic about the future of their organization's legal department. However, a smaller proportion (56%) are optimistic about their own future within their current organization. This is a slightly smaller proportion than in 2020 (58%), but the same as 2018. There appears to be a modest trend of those who are very optimistic within their organization, growing from 13% in 2018 to 16% in 2020 and 18% this year.

Diversity

Seventy-six percent of respondents agreed to provide answers to a series of self-identification questions.

Just under one-quarter (22%) of this group are racialized in-house counsel. Persons who are racialized report a mean salary that is $8K below that reported by respondents who self-report as not racialized. The gap is $3K less compared to 2020 results ($12K).

Looking at average salaries within gender and racialized status, the order is as follows: non-racialized males – $193K, racialized males - $191K, non-racialized females – $170.5K, and racialized females - $160K. In part, the salary differences may be explained by looking at a combination of experience and representation in more senior titles (roles). The representation at senior roles is 48%, 39%, 33%, and 25% respectively, reflecting the order of the salaries shown above. The pattern is similar but slightly less clear when looking at years in practice (17.2, 14.6, 16.6, and 11.8 respectively).

Persons with disabilities (7%) report a mean salary that is $17.5K less than non-disabled persons. This is a slightly reduced gap compared to the $18.5K difference in 2020.

The difference in mean salaries may be a function of the workplace. Persons with disabilities are more highly represented in government and not-for-profit, which both have lower reported mean annual base salaries.

The Pandemic

We note the impact of the pandemic on a variety of measures. For example, this year, 26% of in-house counsel are very satisfied with the balance between their private and professional life. This is a decrease compared to both 2020 and 2018.

The majority of respondents (58%) report that they are currently working remotely full time. Moving forward into 2022, 65% predict that they will be using a hybrid work model.

Most respondents (64%) expressed a decline in mental health and wellbeing due to the pandemic. Fifteen percent say that they have experienced a substantial decline. Only 22% of employers provided additional health/ mental health days.

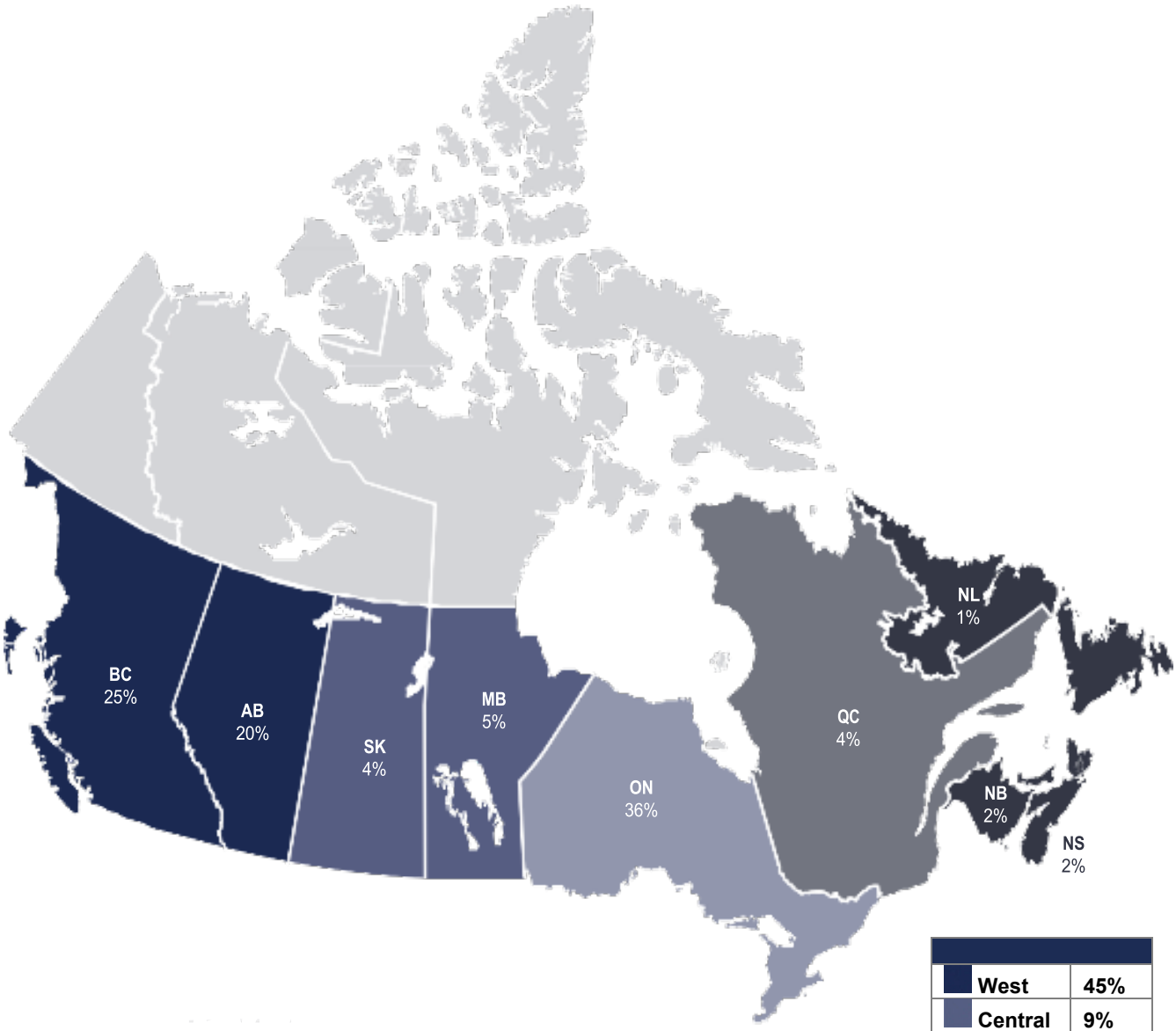
In total, more than half of respondents (55%) have had some sort of additional care responsibilities, with 43% reporting additional childcare and 20% reporting other types of responsibilities (8% reported both).

Of those who have had additional responsibilities, 81% have shared these responsibilities and 19% have handled them alone. Twenty-four percent of females are taking sole responsibility for added responsibilities, vs. 14% of males.

A very high percentage, 68%, reported that additional responsibilities have impacted their work.

Respondent Profile

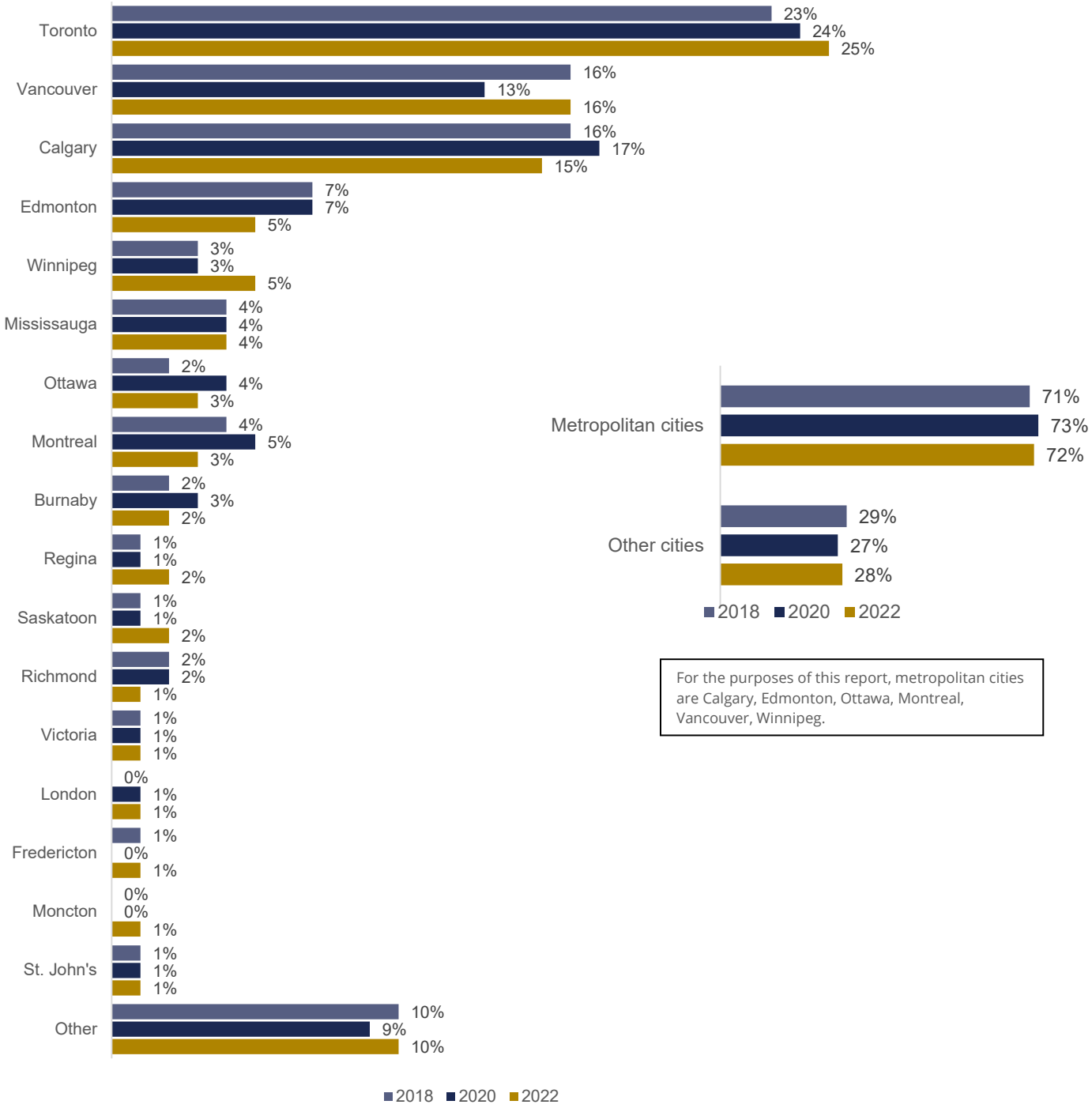
A total of 1,009 counsel participated in the 2022 In-House Counsel Compensation & Career Survey. The provincial and regional breakdowns are shown below.



West	45%
Central	9%
Ontario	36%
Quebec	4%
Atlantic	5%

Cities

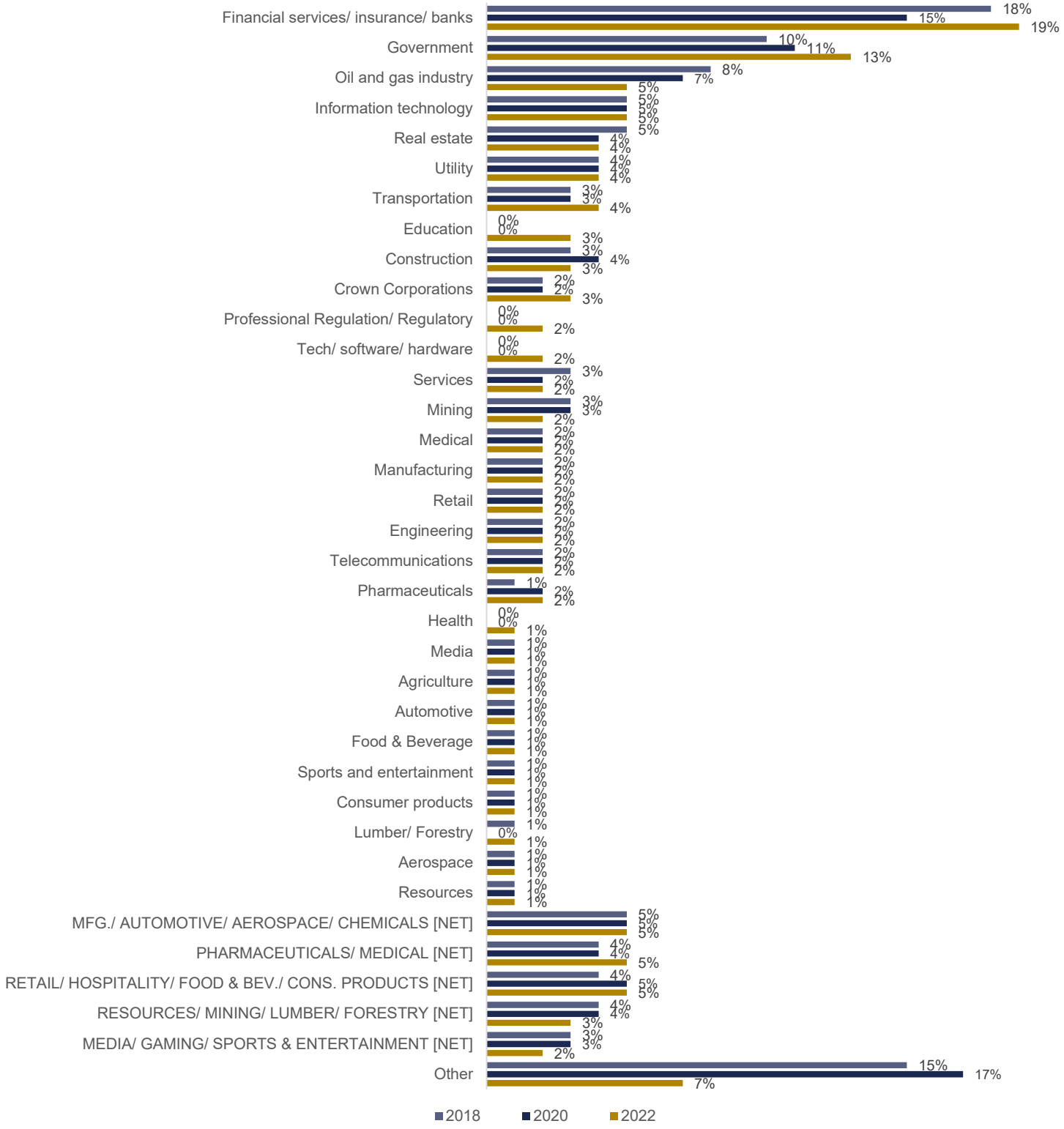
Sixty-six percent of respondents live in the top five cities (by proportion of response) of Toronto (25%), Vancouver (16%), Calgary (15%), Edmonton (5%), and Winnipeg (5%). This is not surprising since in-house counsel are most likely to work in the entities' head office, which are most often located in the larger urban centres. We see the biggest change in Vancouver, which rose from 13% (2020) to 16% (2022), returning to the participation level seen in 2018.



For the purposes of this report, metropolitan cities are Calgary, Edmonton, Ottawa, Montreal, Vancouver, Winnipeg.

Industry

Both privately-owned and publicly-quoted organizations are represented in this study. Consistent with the previous surveys, financial services/insurance/banks industry continues to be the sector most represented by in-house counsel. It increased slightly (4%), from 15% in 2020 to 19% in 2022. Government and the oil & gas industry are the next two most represented industries. Government grew from 11% to 13% while oil & gas declined from 7% to 5%.



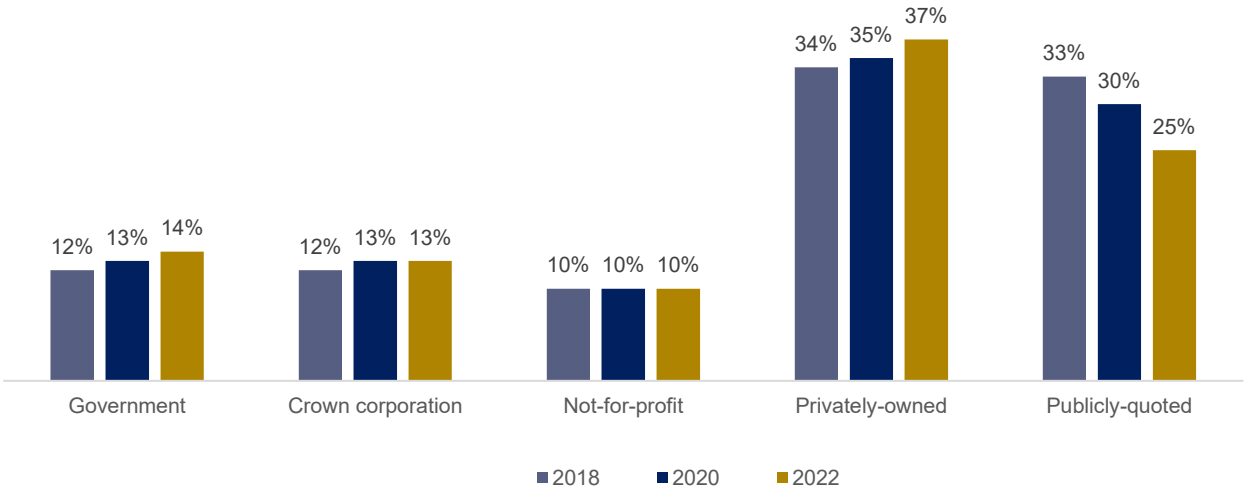
Organization Type and Size

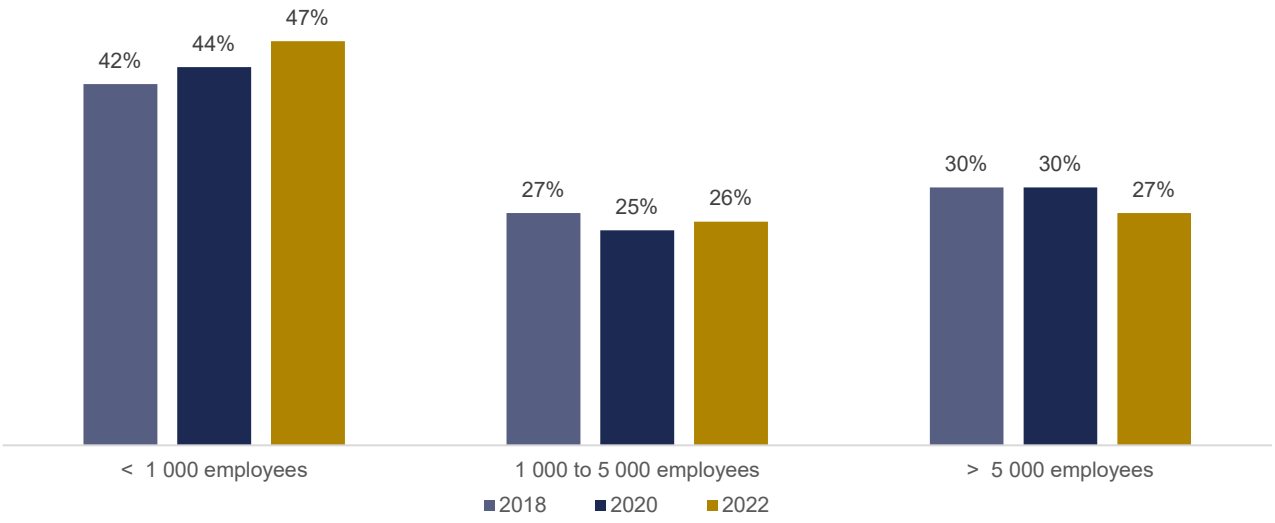
The percentage of in-house counsel working for privately-owned companies stands at 37% vs. 25% working for publicly-quoted companies. The percentage working for publicly-quoted companies has declined somewhat over the past three surveys.

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

When it comes to organization size, in-house counsel is divided across three tiers of company size, i.e., those with fewer than 1,000 employees, those between 1,000 and 5,000 employees, and those with 5,000 or more employees. The percentages working for the three tiers remain relatively consistent when we compare 2020 and 2022. The majority of in-house counsel (47%) work for companies with less than 1,000 employees. The percentage of in-house counsel working for medium-sized companies stands at 26%.

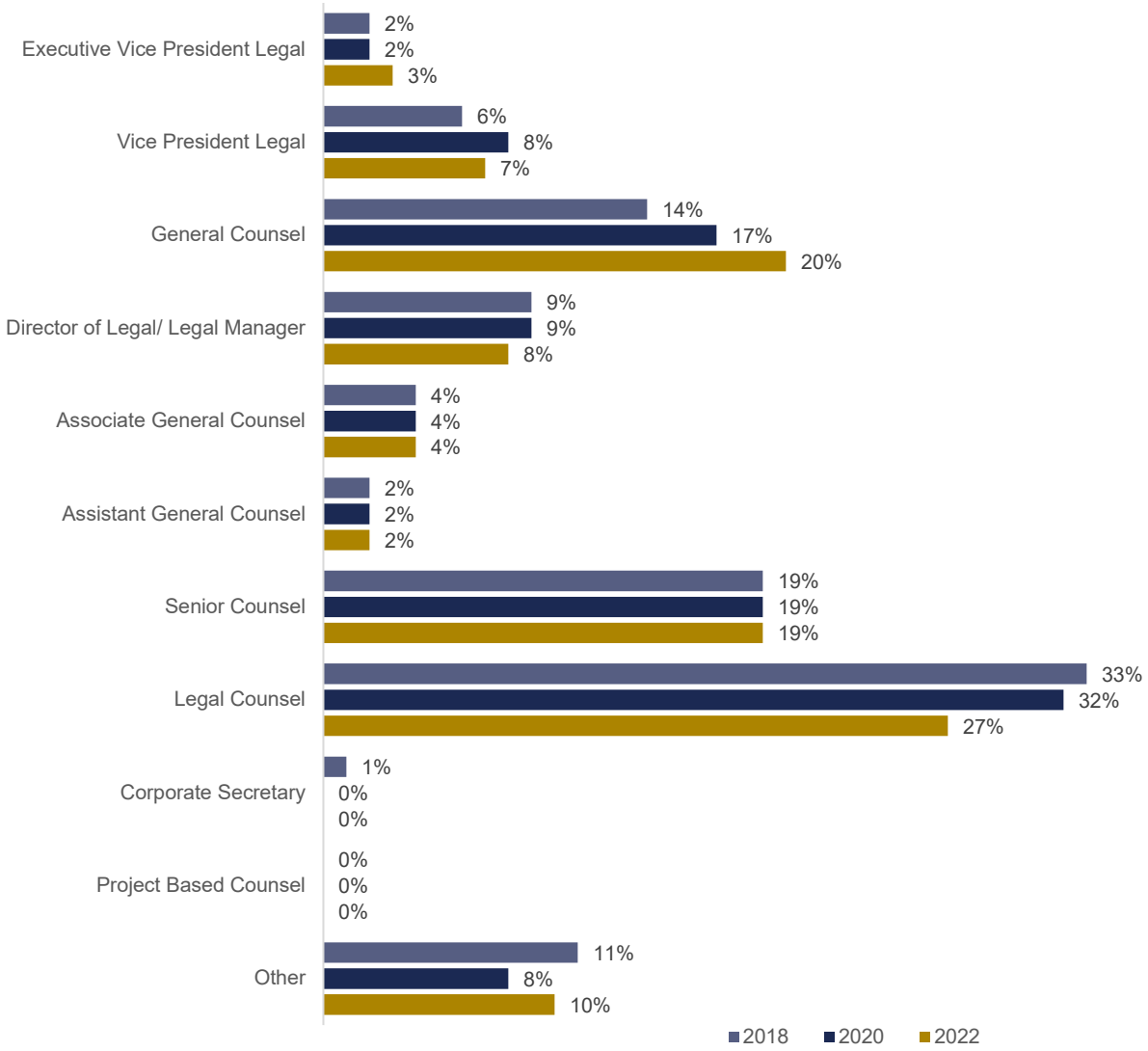
Thirty percent are employed by large-sized companies.





Title and Position*

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



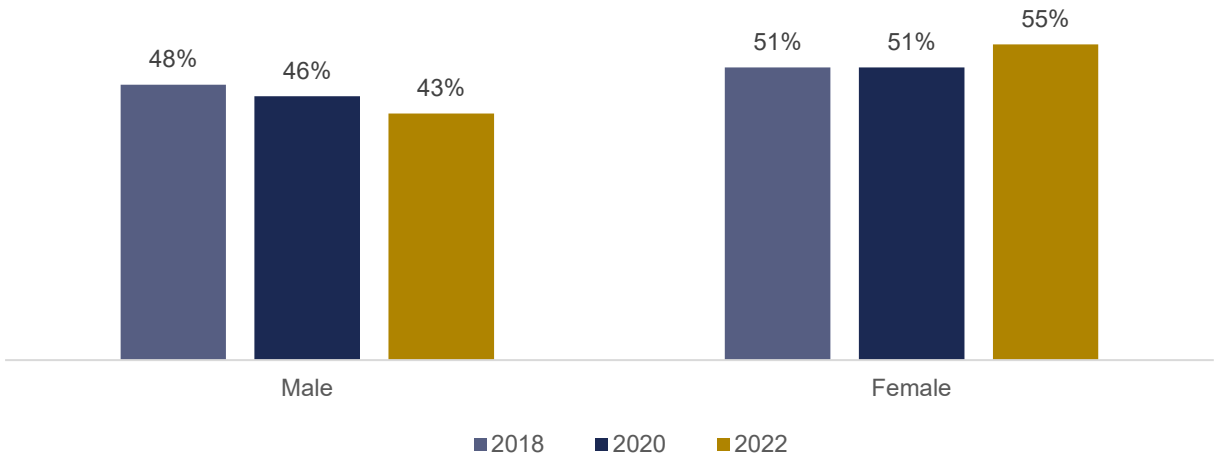
*Some titles have been combined to create five grouped categories. These combined categories are shown below along with base sizes.

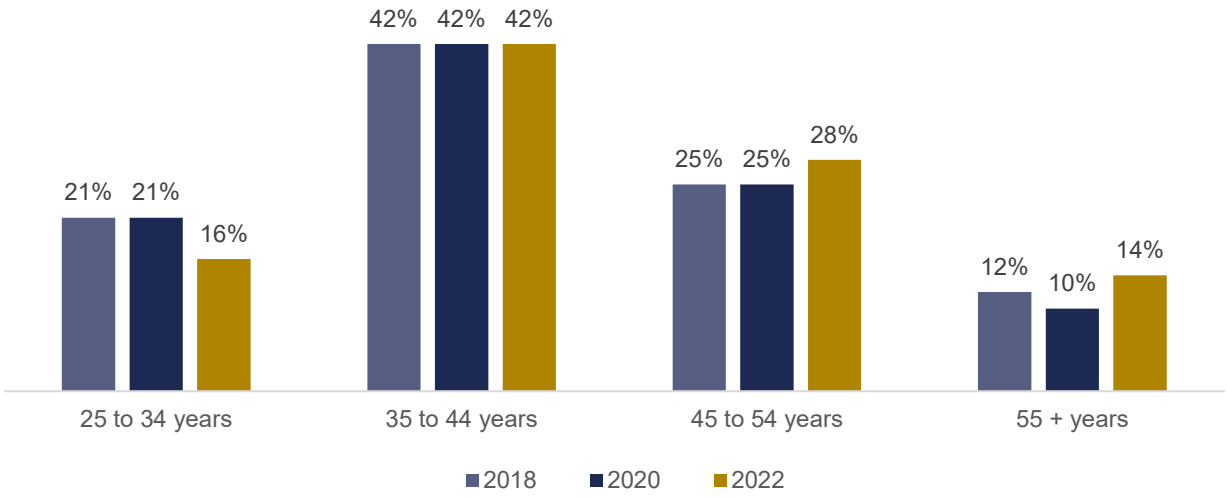
Titles	Base sizes
General Counsel at Executive Level – Combines Executive VP Legal and VP Legal	2018 n=73; 2020 n=119; 2022 n=105
General Counsel at Director Level – Combines General Counsel and Director of Legal/Legal Manager	2020 n=316; 2022 n=316; 2022 n=281
Assistant and Associate General Counsel have been combined into one category	2018 n=50; 2020 n=63; 2022 n=58
Senior Counsel	2018 n=171; 2020 n=222; 2022 n=190
Legal Counsel	2018 n=300; 2020 n=377; 2020 n=269

Gender and Age

In 2022, females noticeably outnumber males at 55% and 43% respectively. This year, 2% of our respondent base did not wish to identify their gender.

The average age of in-house counsel is 43. The majority (70%) of in-house counsel are aged 35 to 54.





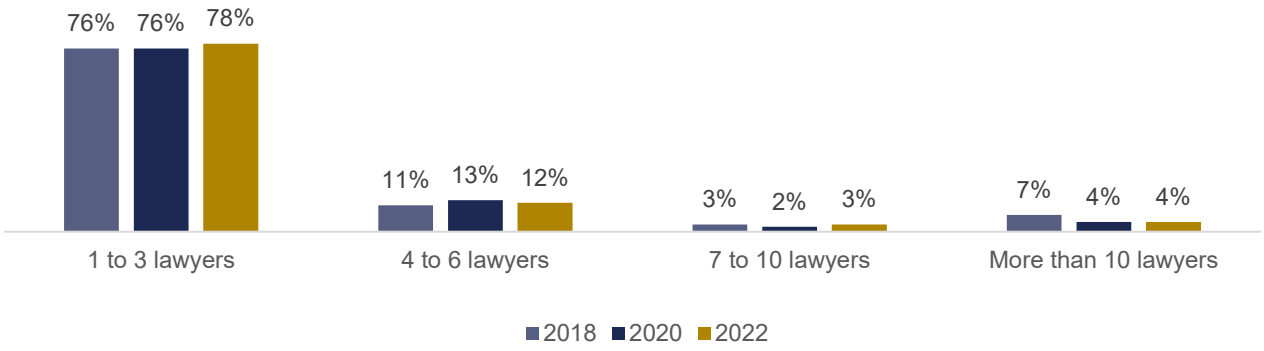
In-House Counsel at Work

Size of Legal Department

The median size of the legal department amongst those participating in this survey is five. This is consistent with 2020.

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

Number of lawyers



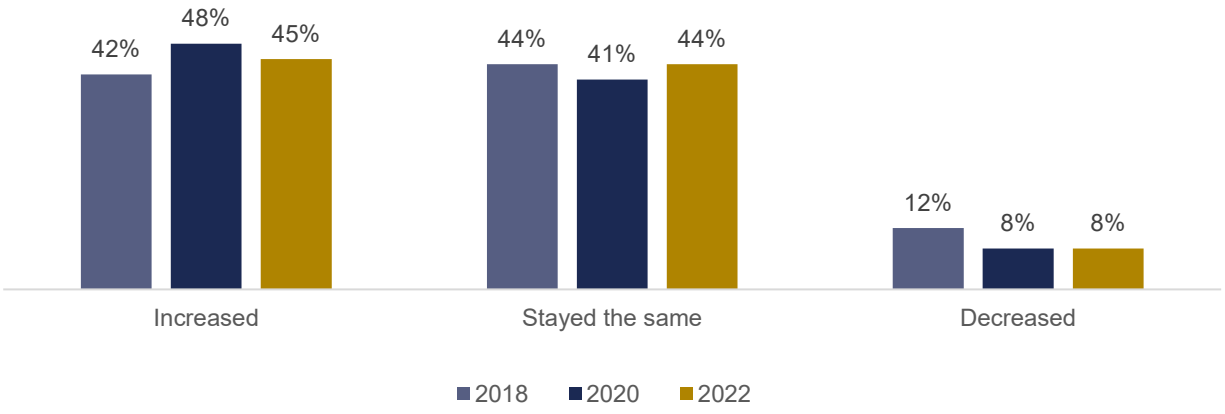
Change in Size of Legal Department

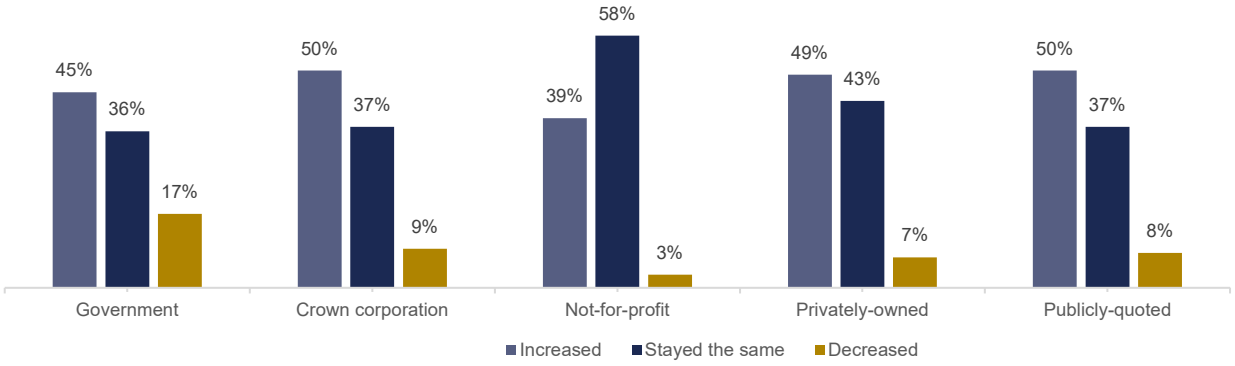
In 2022, 44% of in-house counsel report that their legal department has remained the same size since 2020. Forty-five percent increased in size over the past two years. The percentage of those that dropped in size is 8%. This drop is most frequently mentioned in Alberta (11%).

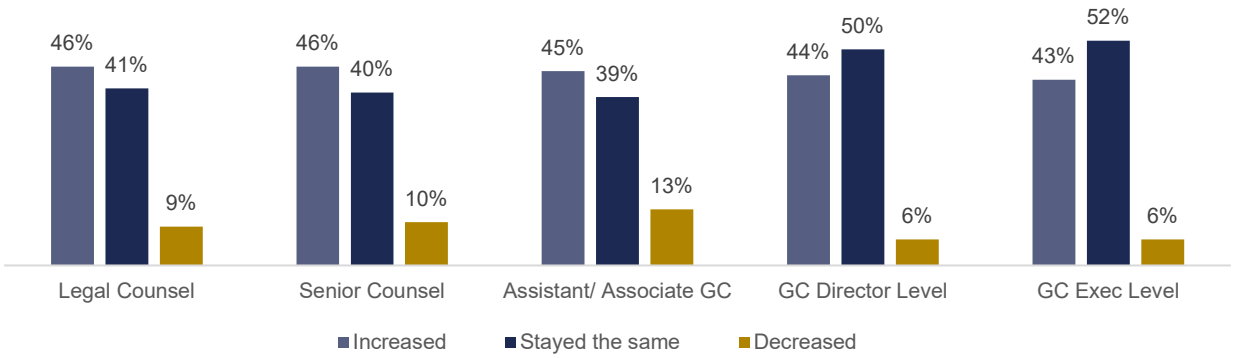
The highest likelihood of reporting increases in size of legal departments is Legal Counsel and Senior Counsel at 45%, followed by Assistant/Associate GS at 45%.

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

Number of lawyers in legal department



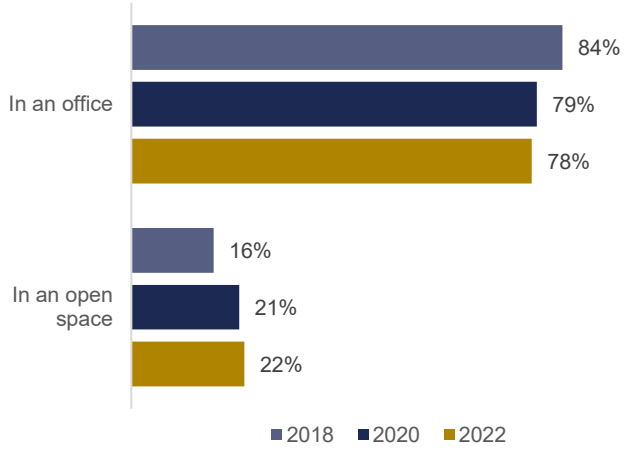


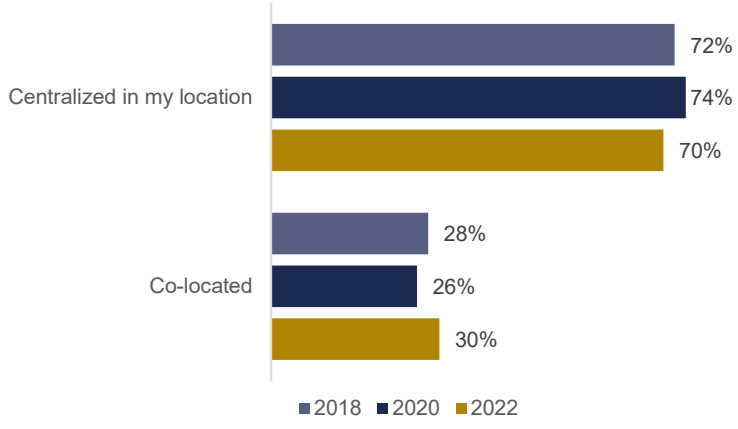


Office Location

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

We see that the majority (78%) are located in an office and centralized at their location (70%). The percentage who are co-located increased from 26% in 2020 to 30% in 2022 – possibly connected to COVID-based remote work arrangements.

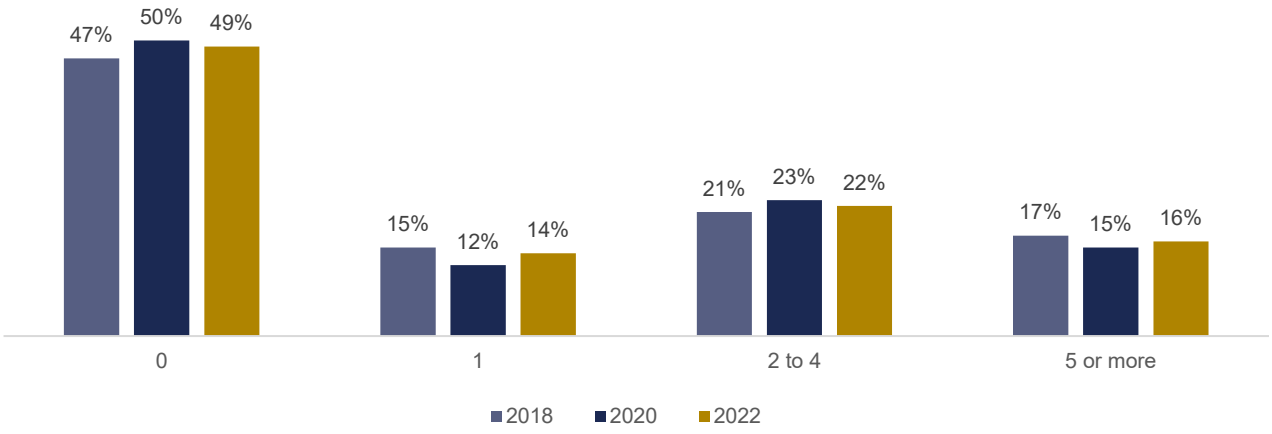




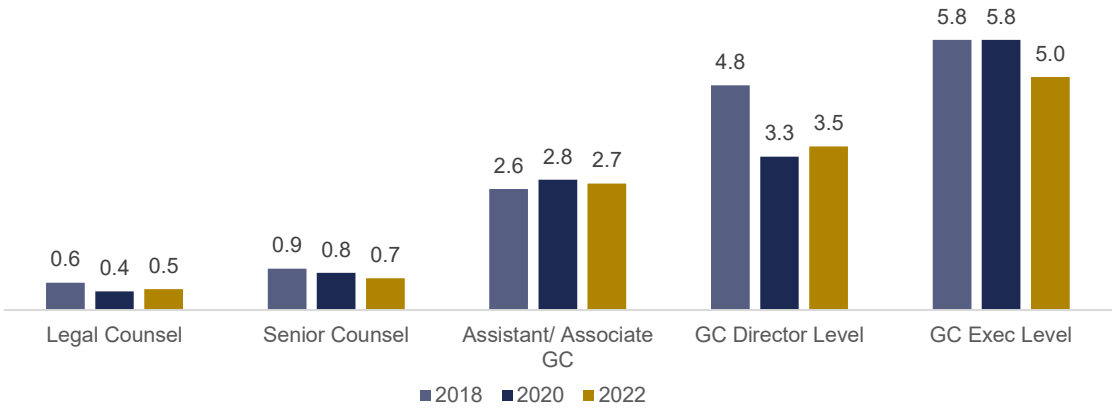
Reporting Structure

On average, our sample of in-house counsel tell us they have 1.9 direct reports. Half of those surveyed (49%) do not have any direct reports. Of the respondents who do have direct reports, the greatest percentage have two to four reports. As in previous years, when split out by primary role, it is clear that the number of direct reports increases for more senior positions.

Number of reports



Mean number of reports (including 0)



PAST EMPLOYMENT AND TENURE

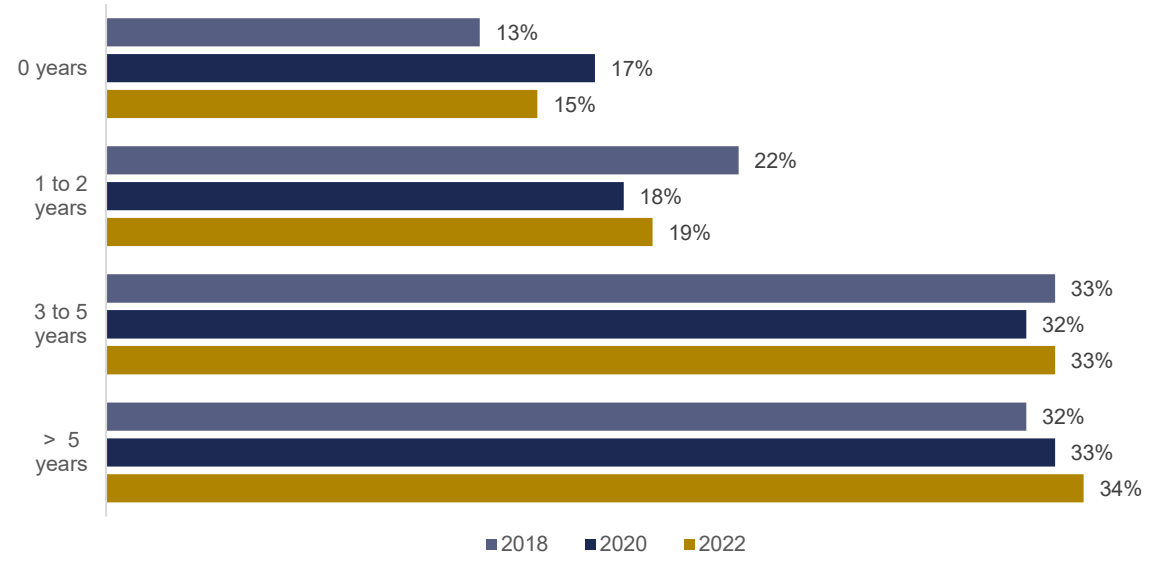
Tenure in Private Practice

This year, 85% of in-house counsel report working in private practice before going in-house.

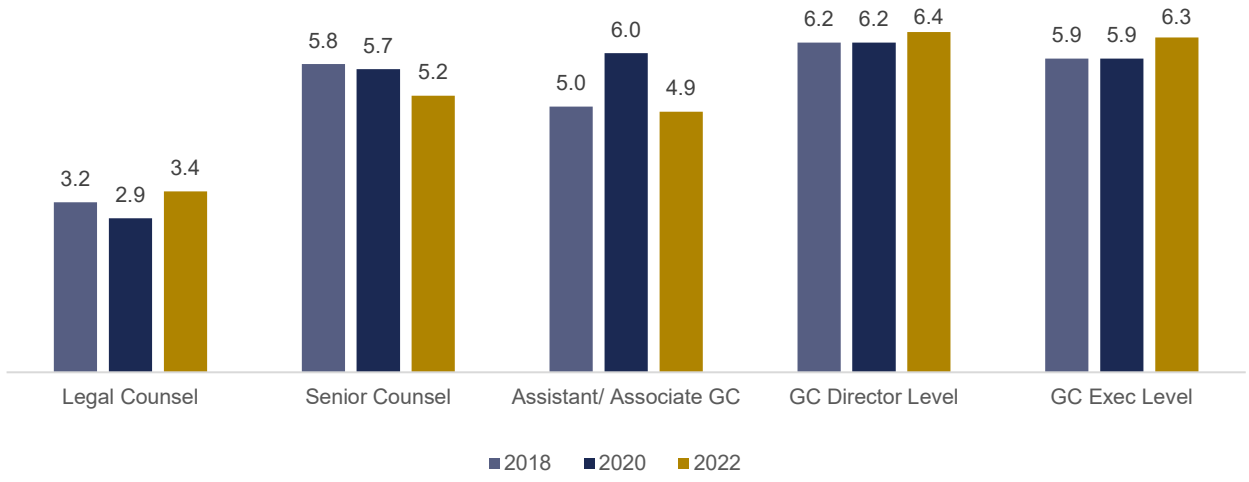
The average tenure in private practice was 5.1 years. The greatest percentage of respondents had either spent more than five years in private practice (34%) or spent three to five years in private practice (33%).

The number of years spent in private practice is highest with the GC Director Level (6.4 years), followed by the GC Executive Level (6.3 years) and Senior Counsel (5.2 years). The lowest number is with Legal Counsel at 3.4 years.

Years spent in private practice



Mean number of years spent working in private practice

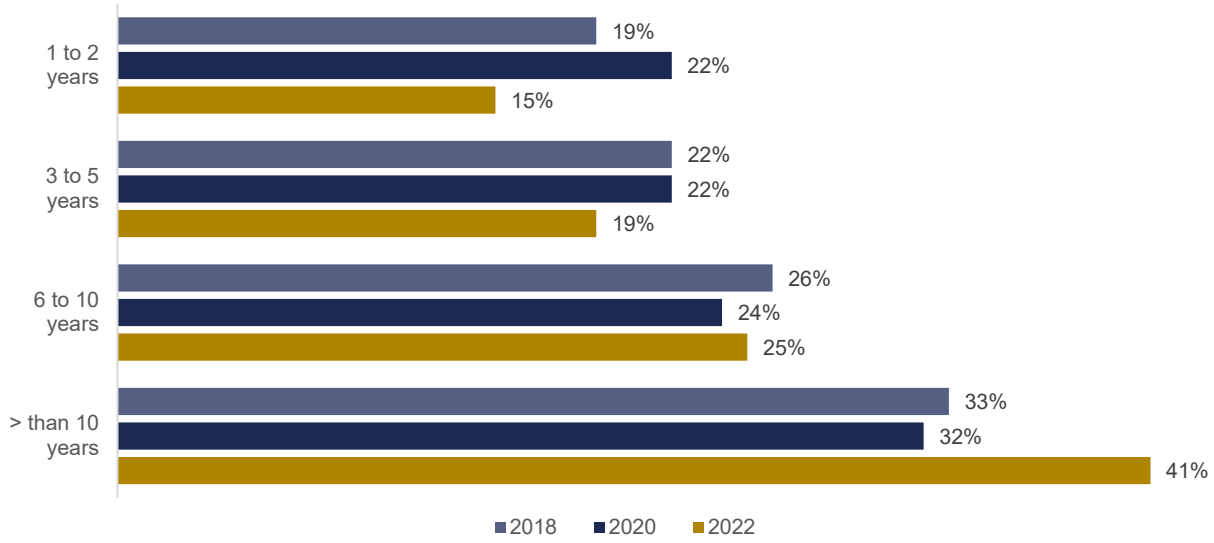


Tenure as In-House Counsel

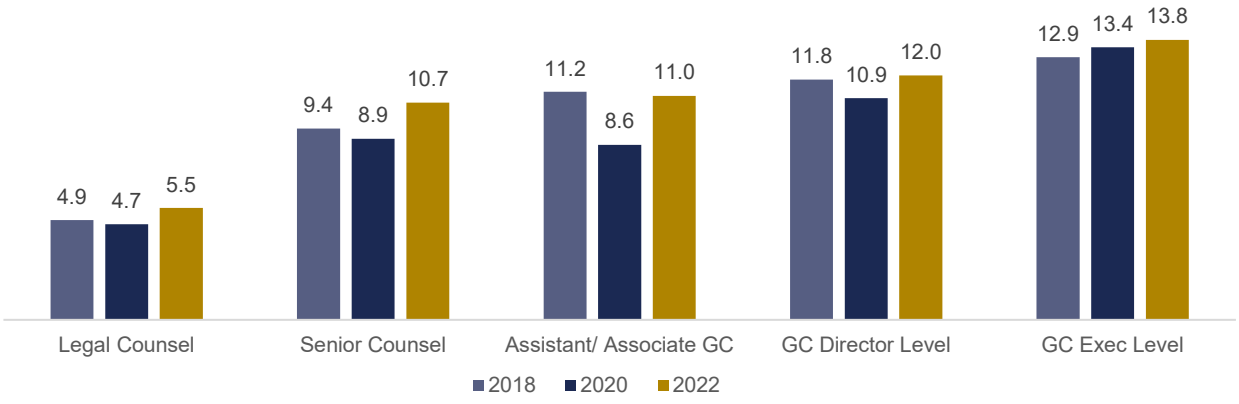
In 2022 there was an increase in participation by those with more than ten years as in-house counsel (32% in 2020 and 41% in 2022). The average number of years working as in-house counsel is 10.1, up from 8.6 in 2020 and 9.0 in 2018. GC Executive Level respondents have an average of 13.8 years of experience, while, at the other end of the spectrum, Legal Counsel have 5.5 years.

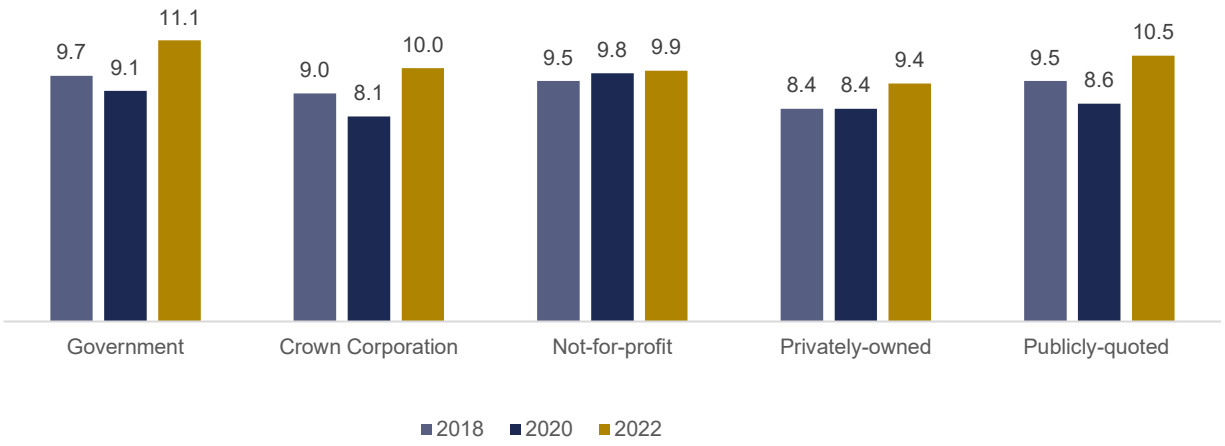
Those working in government sector have the highest average number of years as in-house counsel at 11.1. This is followed by those working in Publicly-quoted organizations at 10.5 years. The lowest is for those working in privately-owned companies at 9.4 years.

Years spent working as in-house counsel



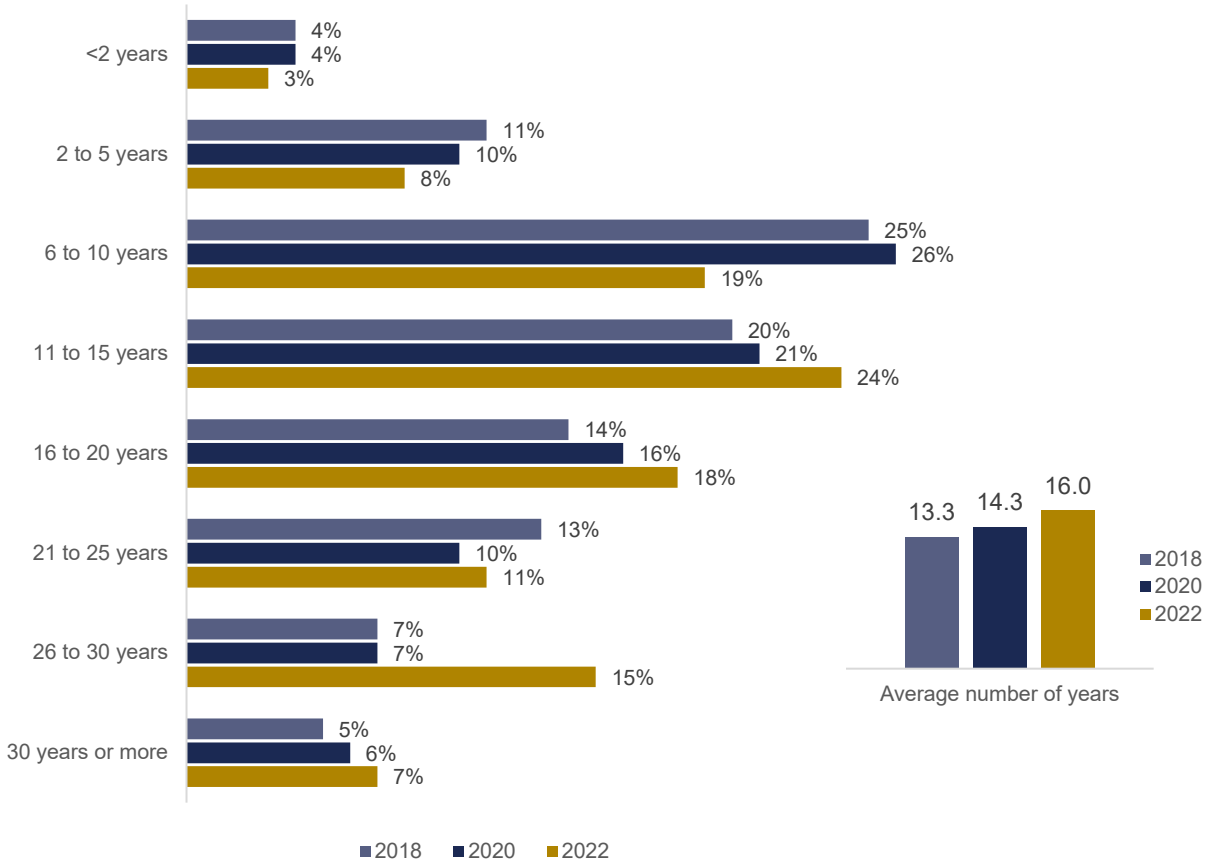
Mean number of years spent working as in-house counsel





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

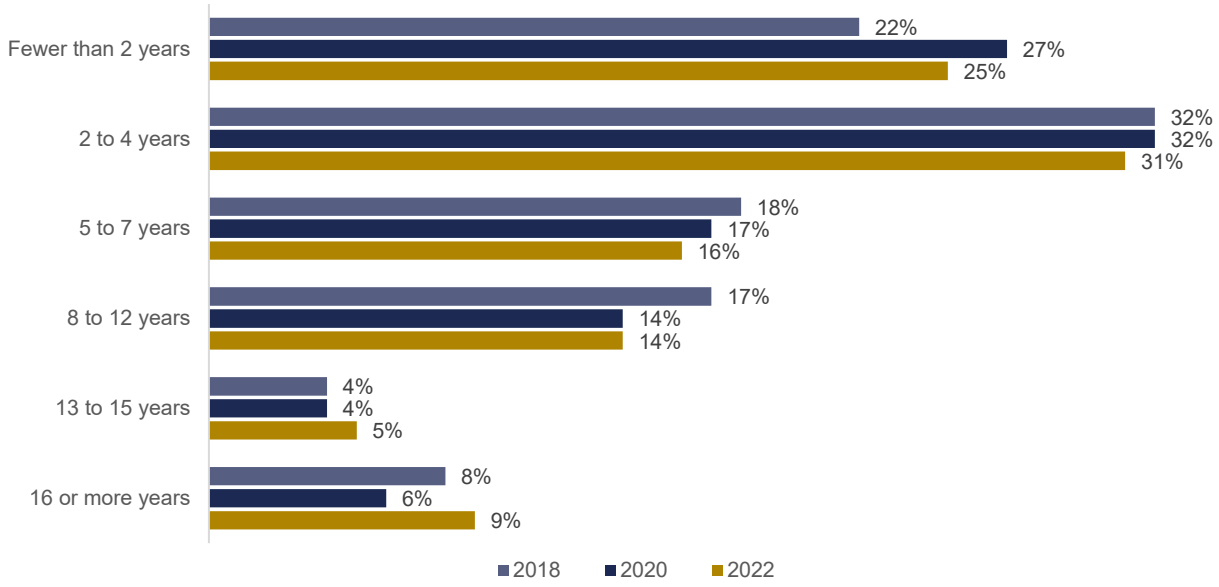
This year's sample had been practicing a bit longer than in previous years, as is shown by the longer 2022 bars in higher experience bracket and shorter 2022 bars in less experienced brackets. The average number of years in practice is 16.0, an increase over the past two survey years.



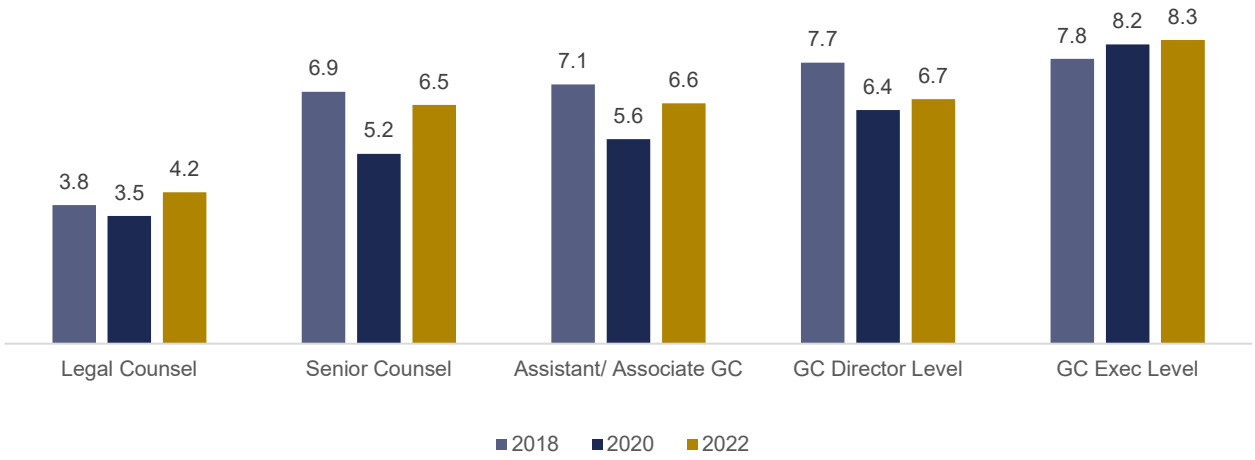
Tenure with Current Employer

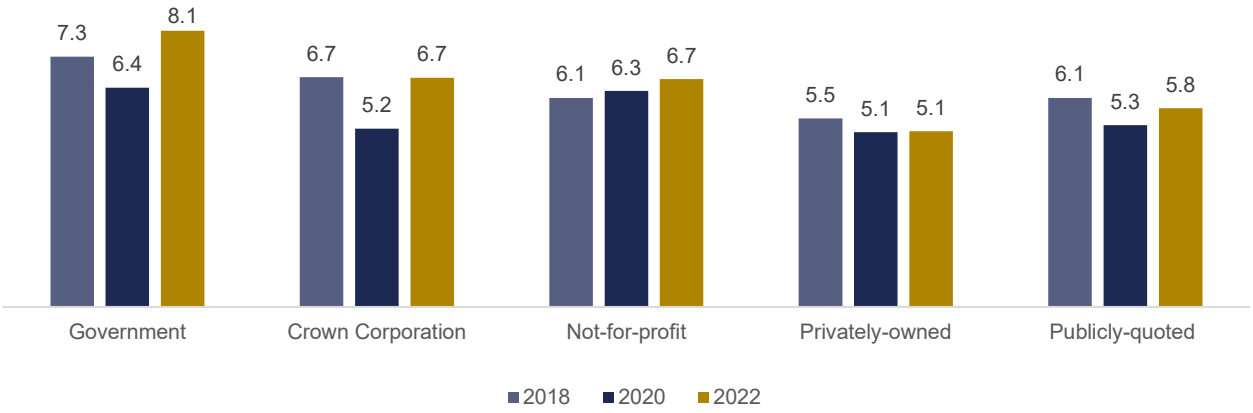
One in four (25%) of in-house counsel have spent fewer than two years with their current employer. In general, the more senior the position, the more years of experience with the same employer. At the highest level of GC Executive, individuals average 8.3 years of tenure with their current employer, while at the lowest level of Legal Counsel the average is 4.2 years. Government workers remain dedicated to the same employer for 8.1 years on average. They are followed by employees of Crown and Not-for-profit organizations with both scoring 6.7 years,

Years spent working with current employer



Mean number of years with current employer




7.3
6.4
8.1
6.7
5.2
6.7
6.1
6.3
6.7
5.5
5.1
5.1
6.1
5.3
5.8
Government
Crown Corporation
Not-for-profit
Privately-owned
Publicly-quoted
2018
2020
2022

JOB CONTENT

Proportion of Legal Work

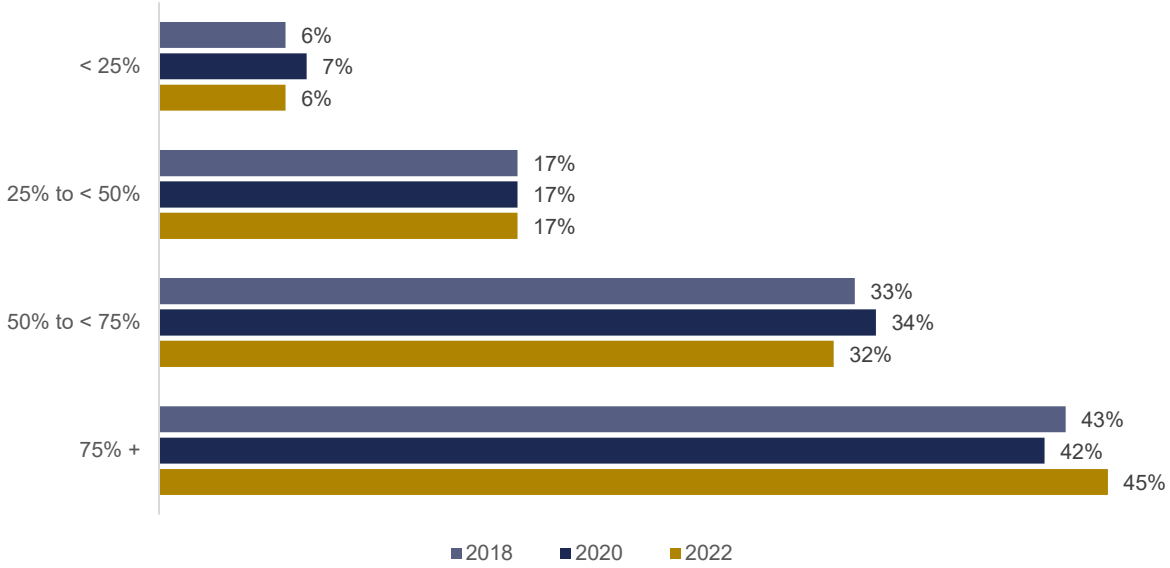
On average, in-house counsel spend approximately 67% of their time on purely legal work. Forty-five percent of respondents say they spend 75% or more of their time on purely legal work.

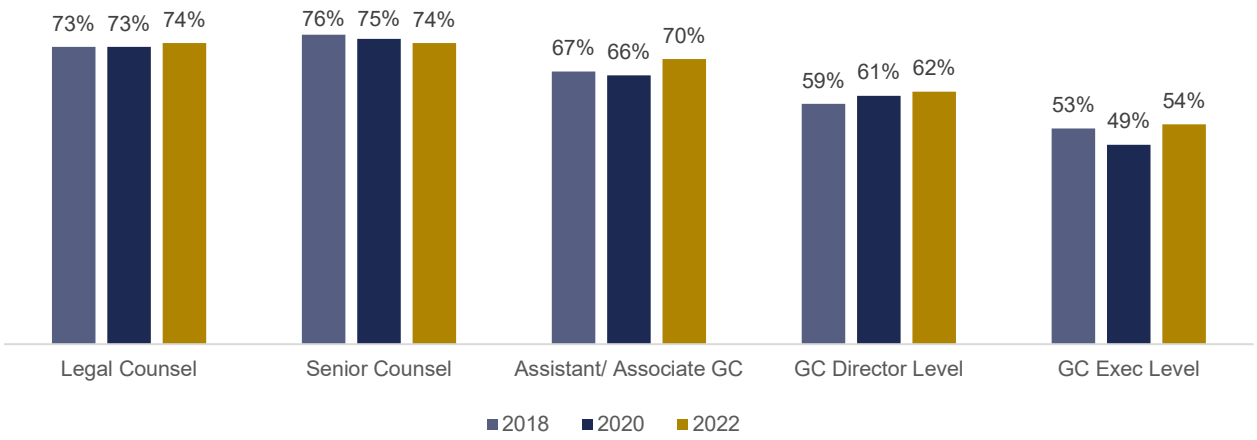
Generally, the more senior the position, the less time spent doing purely legal work. The GC Executive Level spend the least amount of time (54%) on purely legal work.

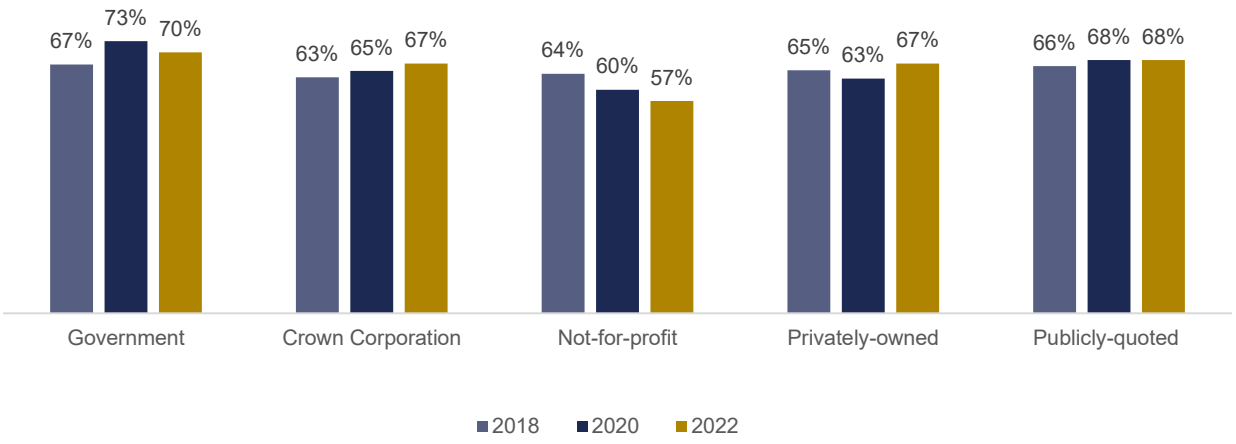
All organizational types other than not-for-profits spend approximately two thirds of their time on purely legal work. In-house counsel at not-for-profit organizations spend less time, approximately 57% of their time, on purely legal work.

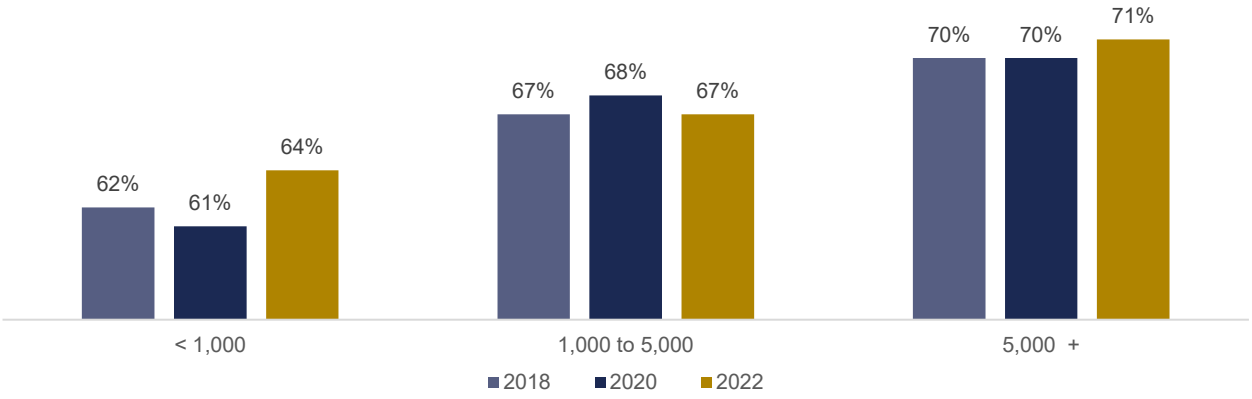
Generally, the proportion of time spent on purely legal work increases with the number of employees.

Proportion of purely legal work





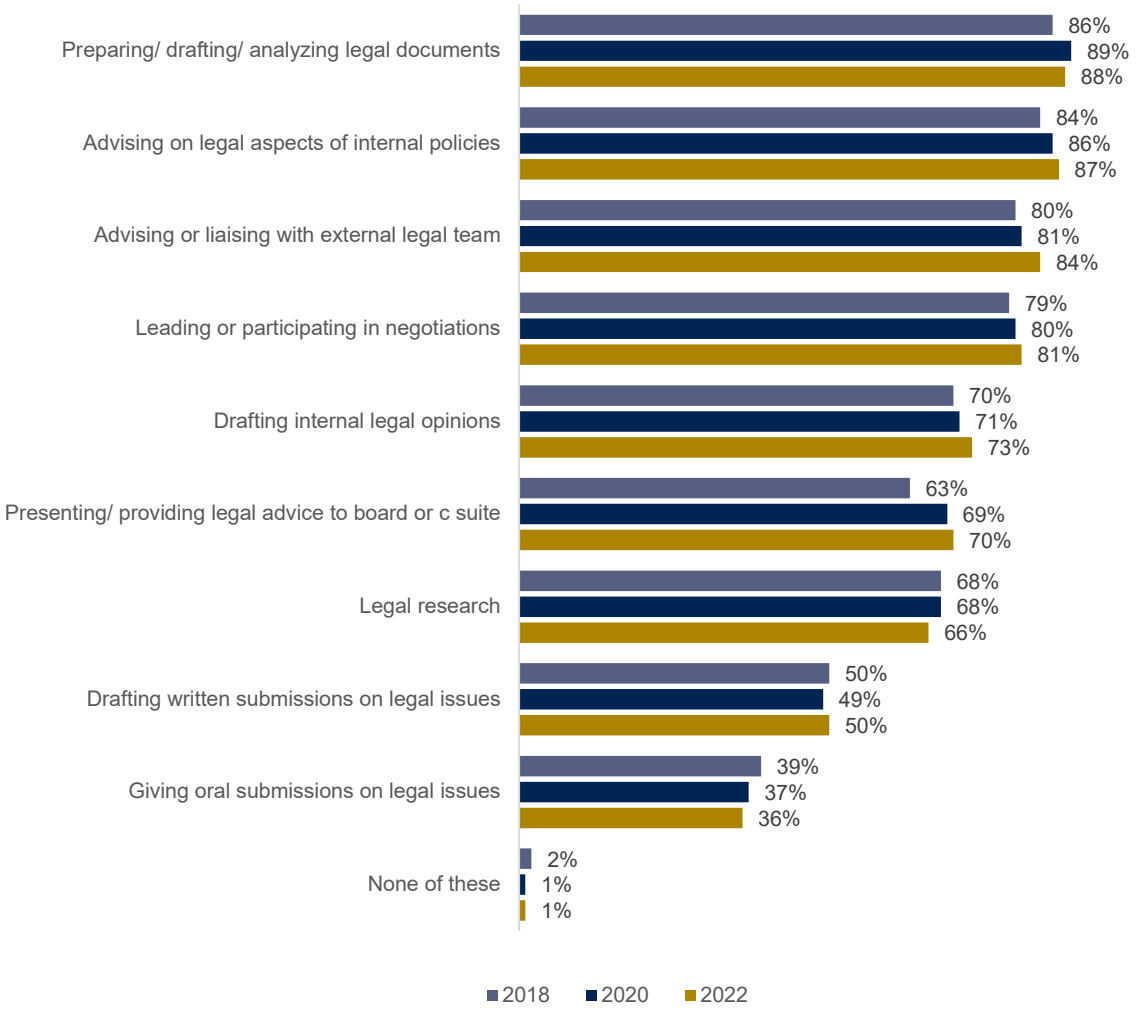

67%
73%
70%
63%
65%
67%
64%
60%
57%
65%
63%
67%
66%
68%
68%
Government
Crown Corporation
Not-for-profit
Privately-owned
Publicly-quoted
2018
2020
2022


62%
61%
64%
67%
68%
67%
70%
70%
71%
< 1,000
1,000 to 5,000
5,000 +
2018
2020
2022

Legal Activities and Tasks

When looking at the tasks that are performed by in-house counsel, the proportions of respondents performing these tasks have remained very consistent over the past three iterations of the survey. The top four tasks were:

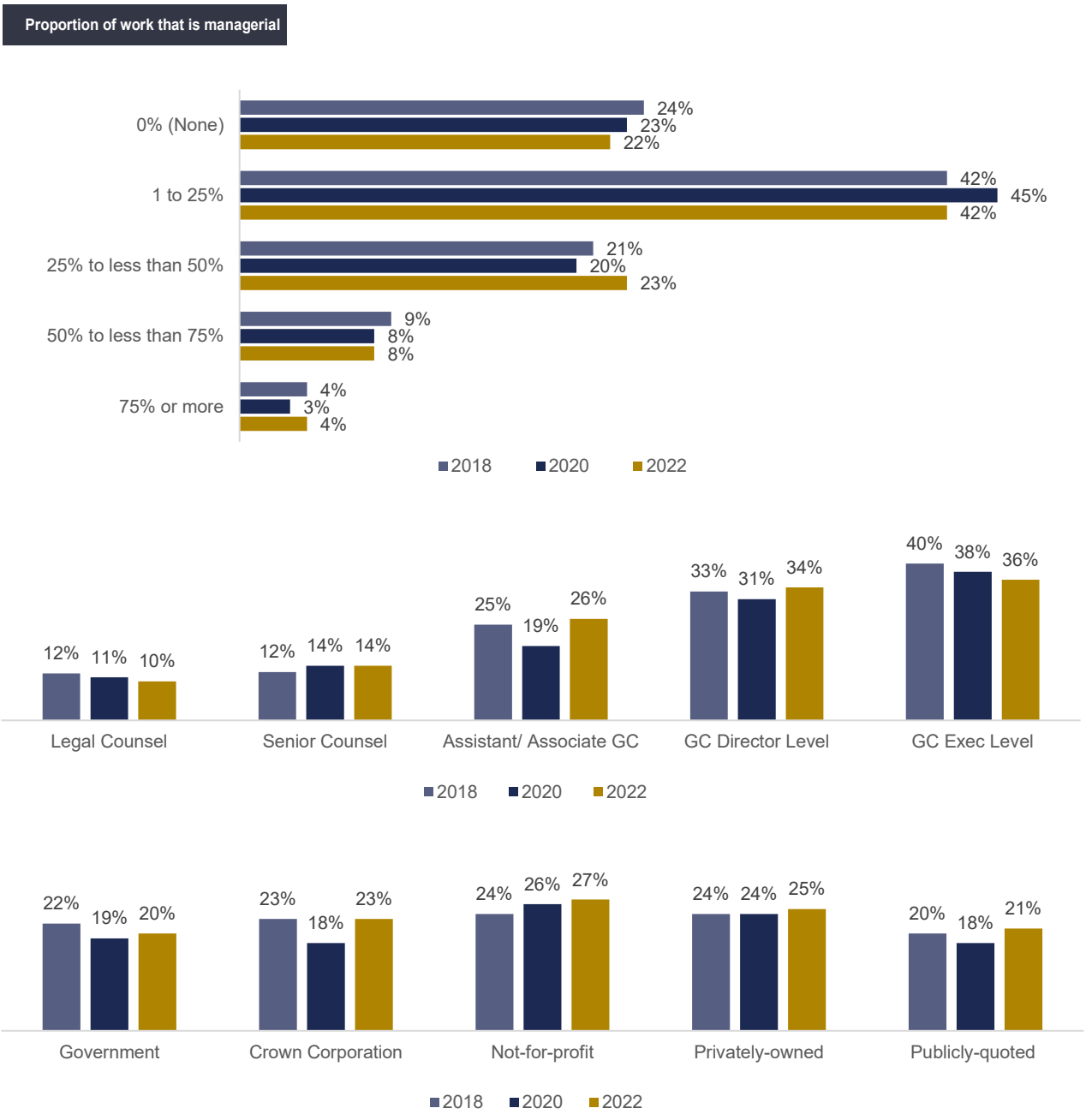
- Preparing/ drafting/ analyzing legal documents (88%),
- Advising on legal aspects of internal policies (87%),
- Advising or liaising with external legal team (84%), and
- Leading or participating in negotiations (81%).



Proportion of Managerial Work

When it comes to managerial work, it is not surprising that those with higher seniority positions at the Executive or Director Level spend more of their time on managerial work, at 36% and 34%, respectively. Legal and Senior Counsel spend 10% and 14 % of their time on managerial work, respectively.

For all five categories of organizations, the percentage of time spent on managerial work is tightly grouped in the 20% to 27% range.

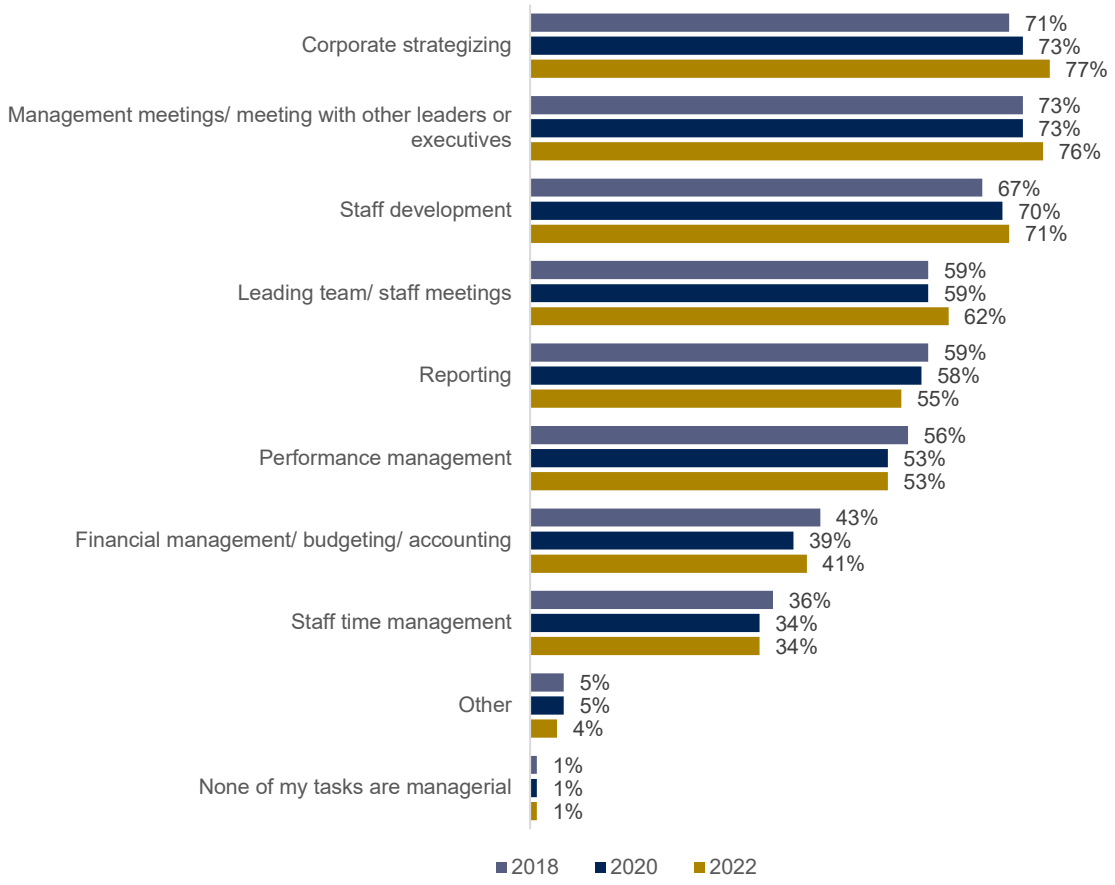


Managerial Activities and Tasks

When looking at the managerial tasks that are performed by in-house counsel, the top three tasks were:

- Corporate strategizing (77%),
- Management meetings/ meeting with other leaders or executives (76%), and
- Staff development (71%).

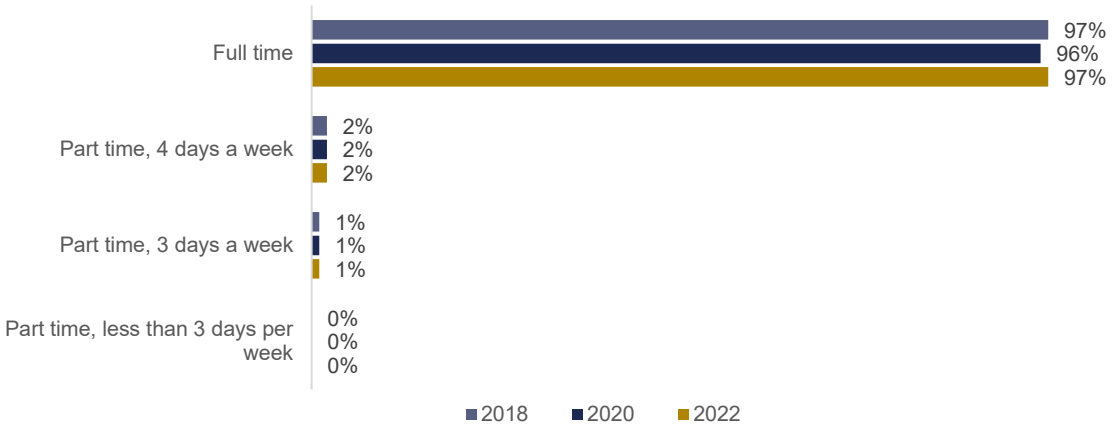
Although the increases are not large, these three tasks have been reported by increasing proportions of respondents over the past three iterations of the survey. This may indicate an increased recognition of these skills.



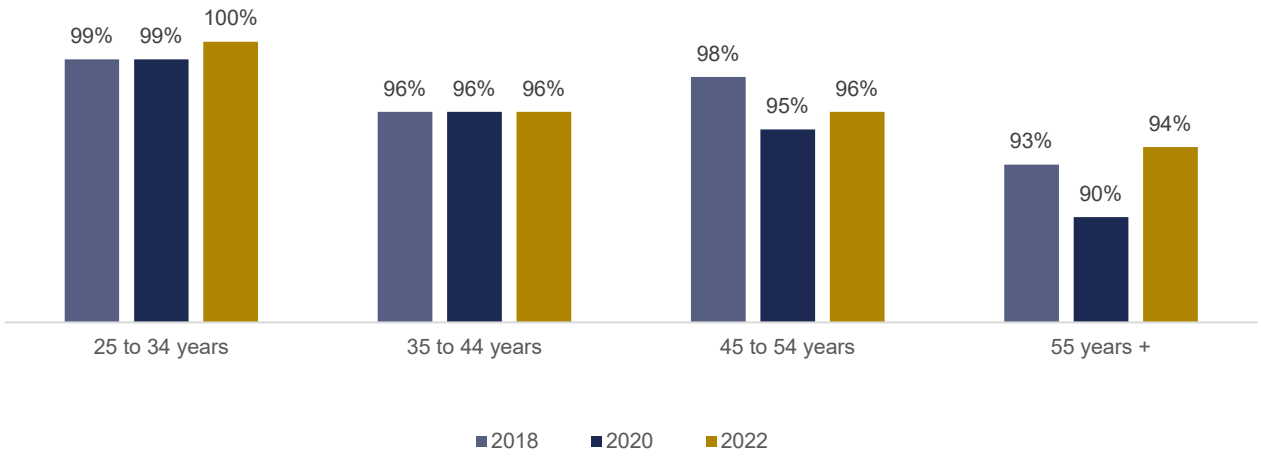
WORK HOURS

Full-Time/Part-Time Work

Almost all (97%) of in-house counsel work full-time. This is essentially unchanged from 2012 to 2022. Of the few part-time employees, the largest percentages were recorded by those working at not-for-profits, those working for privately-owned organizations, female counsel, and those 55 years of age or more.



Percentageworkingfull-time–byage

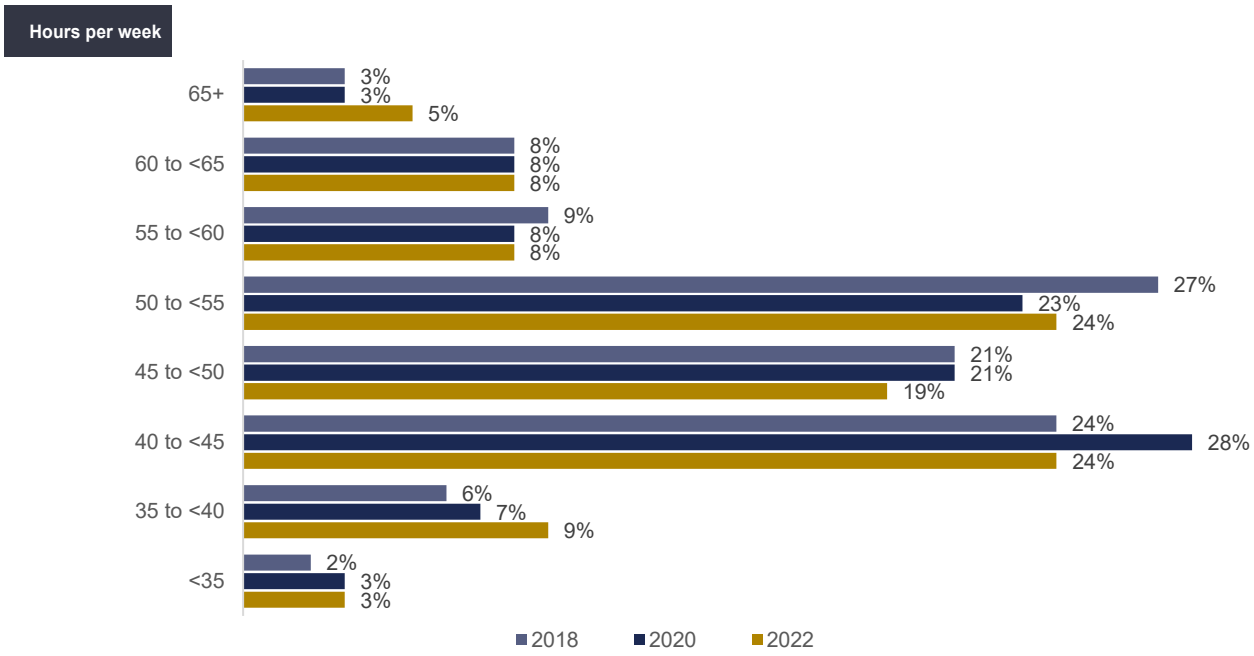


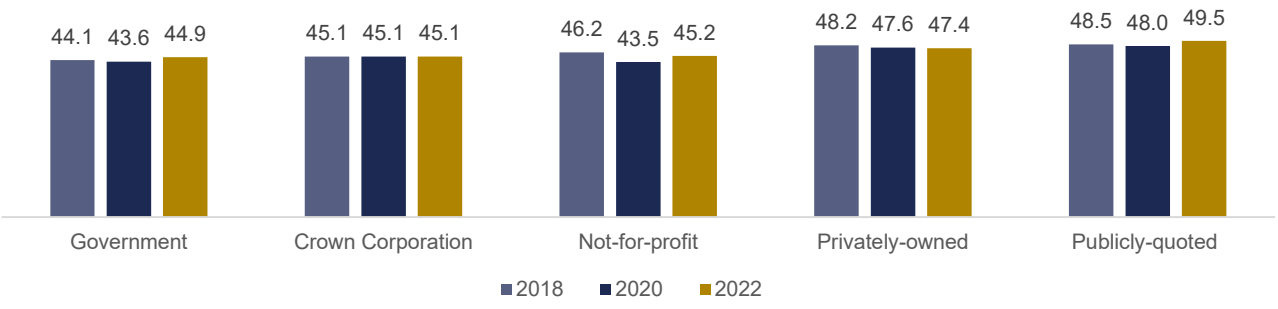
Hours of Work per Week

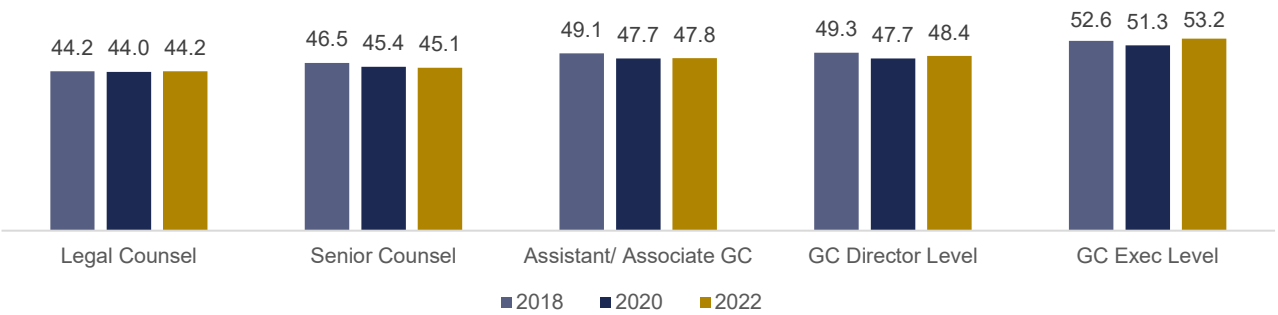
The reported number of hours in an average work week is 47.0. This remains fairly constant from the overall average of 46.4 in 2020 and 47.3 in 2018.

There is not a great deal of variance in average work week length per organization type, with publicly-quoted reporting the highest average of 49.5 and government reporting the lowest at 44.9.

In 2022, once again, approximately 20% report working 55 hours per week or more. The more senior the position, the more hours worked, with Executive Level GCs working almost 10 hours per week more than those at the Legal Counsel position.





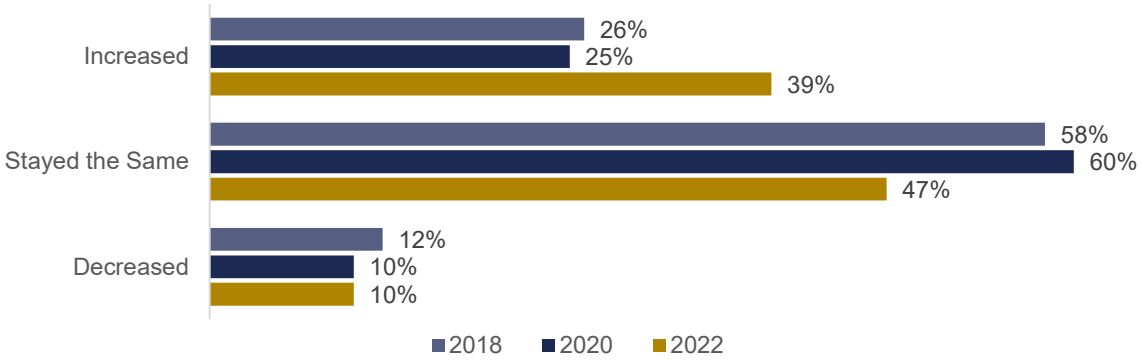


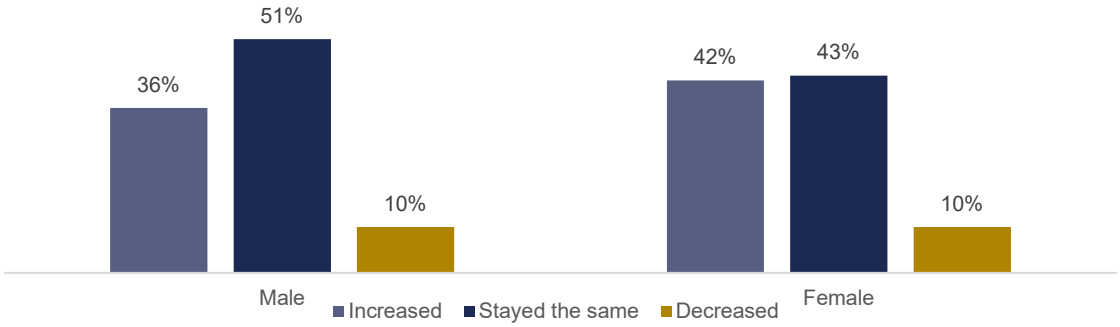
Changes in Hours of Work per Week

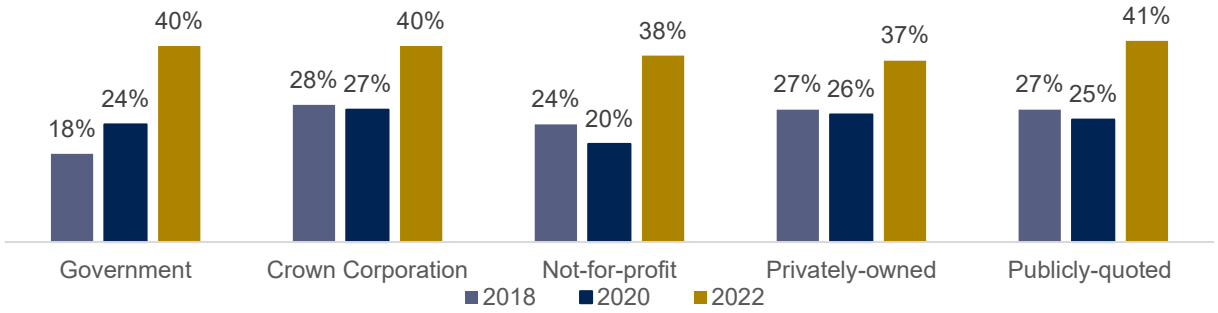
There has been a 50% uptick in those reporting that their work week has increased in hours: 39% in 2022, vs. 25% in 2020 and 26% in 2018. In 2022, 42% of female respondents reported increased hours, vs. 36% of males.

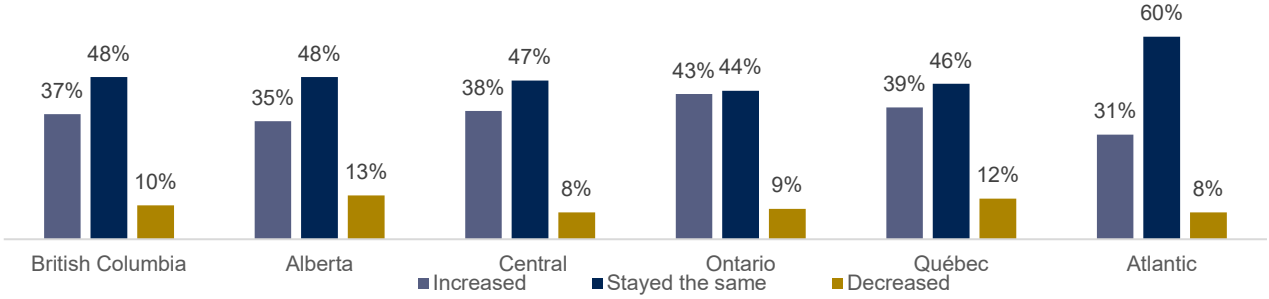
On a percentage basis, all organization types reported a noticeable increase with respect to hours of work per week. The largest jump was in not-for-profits, almost doubling from 20% in 2020 to 38% in 2022.

Of those who saw their work week increase, the highest percentage (43%) was reported in Ontario.









Comparability and Change in Compensation

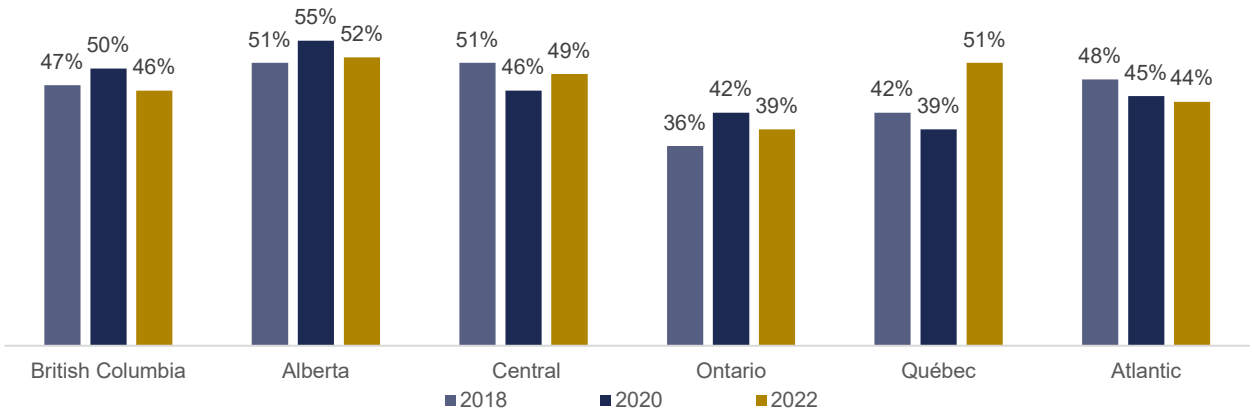
Comparability of Compensation within Organization

In 2022, 46% strongly agree or tend to agree that their compensation is comparable with others in their organization – comparable to the 47% reported in 2020.

The percentage of in-house counsel that strongly agree or tend to agree that their compensation is comparable varies from region to region. The highest level of agreement comes from Alberta (52%) and Quebec (51%) while the lowest comes from Ontario, 39%.

	2018	2020	2022
Strongly agree	14%	14%	15%
Tend to agree	30%	33%	31%
Neither agree or disagree	17%	17%	17%
Tend to disagree	13%	11%	11%
Strongly disagree	4%	4%	4%
Don't know	23%	22%	22%

By region–Strongly agree/Tend to agree



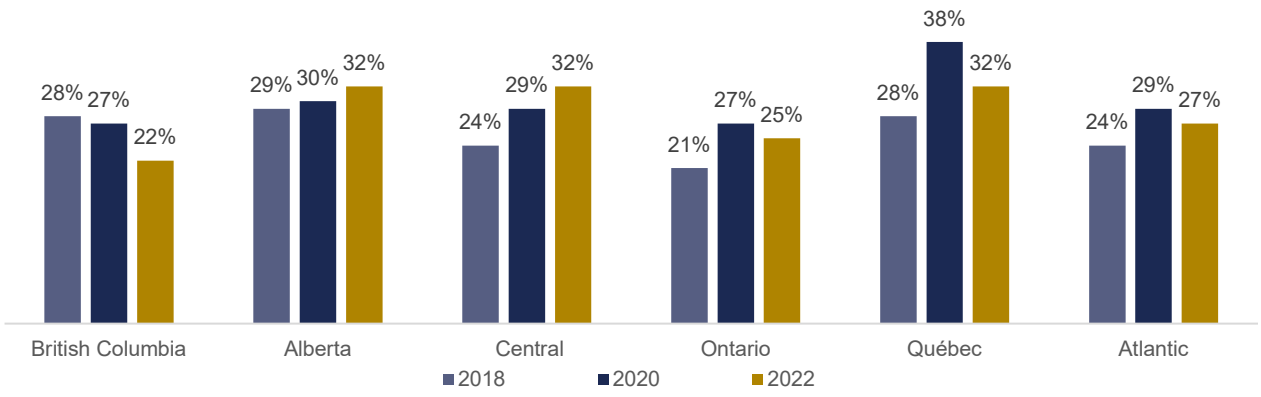
Comparability of Compensation to External Organizations

In 2022, 27% of in-house counsel strongly agree or tend to agree that their compensation is comparable to others in similar roles in external organizations. This proportion is similar to 2020 (29%) and 2018 (26%). The remaining respondents are non-committal, disagree, or don't know. We also note that respondents are more likely to disagree rather than agree about their salary comparing favourably with external organizations.

The percentage of in-house counsel that strongly agree or tend to agree that their compensation is comparable varies from region to region. The highest percentage of agreement (32%) is reported from Alberta, Central Canada, and Quebec. Those in British Columbia have the lowest level of agreement (22%).

	2018	2020	2022
Strongly agree	3%	3%	3%
Tend to agree	23%	26%	24%
Neither agree or disagree	16%	14%	15%
Tend to disagree	24%	24%	24%
Strongly disagree	10%	8%	10%
Don't know	25%	26%	25%

By region–Strongly agree/Tend to agree

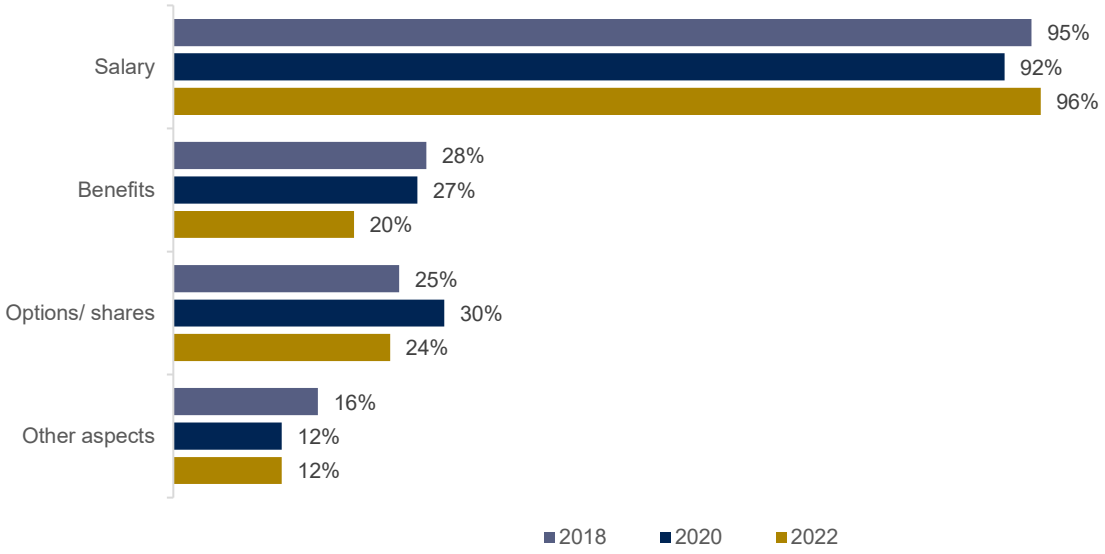


Areas in which Compensation is not Commensurate

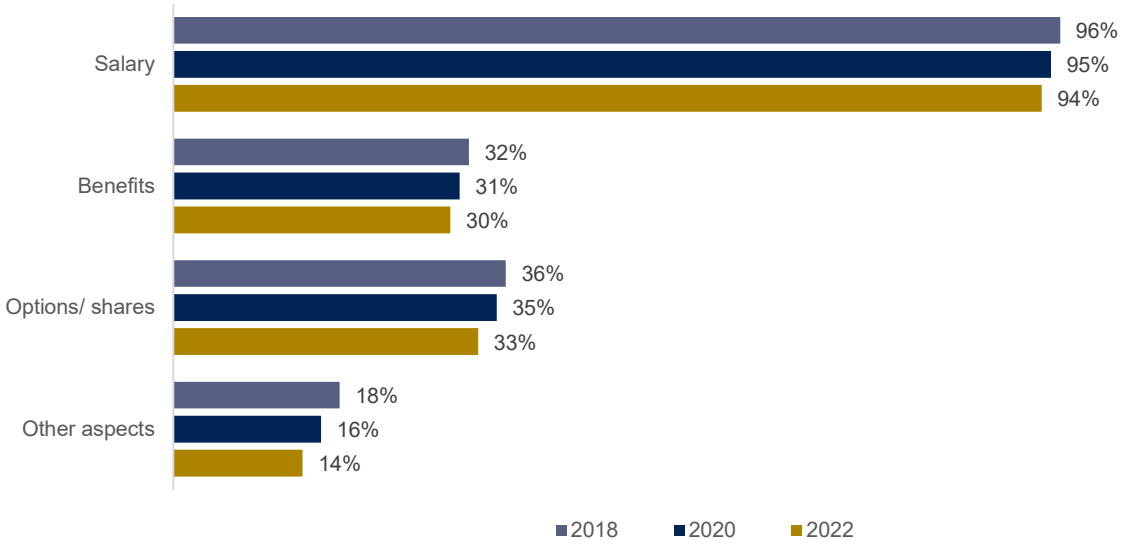
We looked at those areas where compensation is thought not to be commensurate with colleagues. This was asked of those who disagreed that their compensation was commensurate with colleagues either within their organization or in similar organizations. In both cases, salary is the key discrepancy. Mentions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

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

With colleagues within organization



With colleagues in similar organizations

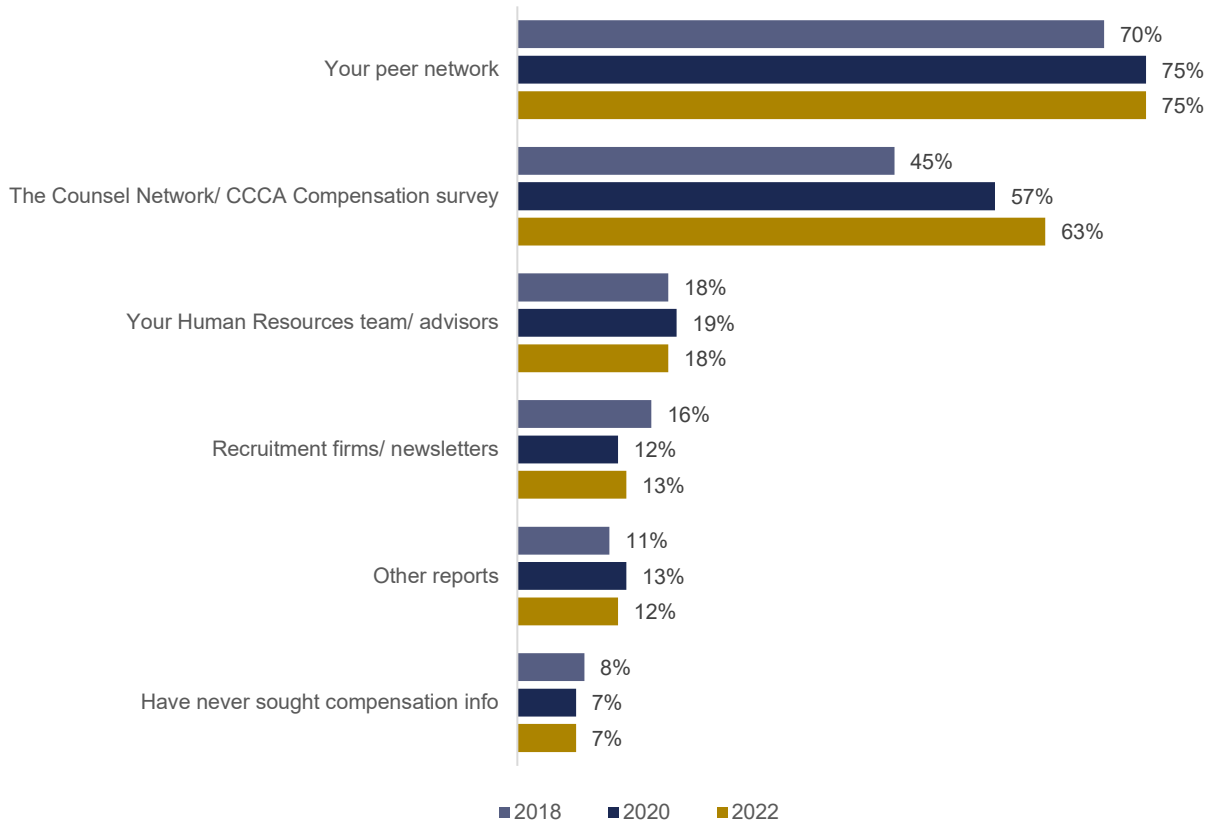


Relative Importance of Factors when Evaluating Compensation Package

	Most important	Secondary importance	Tertiary importance
Salary	87%	6%	1%
Benefits	5%	63%	24%
Options/Shares	3%	19%	46%
Other	4%	9%	15%

Sources of Information about Industry Compensation

When it comes to assessing how their compensation compares to others in their industry, a large majority (75%) of in-house counsel rely on their peer network. This year we again included the survey itself (listed below as TCN/CCCA compensation survey) as a source of information. Sixty-three percent mentioned this source. This is followed by HR teams and advisors at 18%, and recruitment firms and newsletters at 13%.

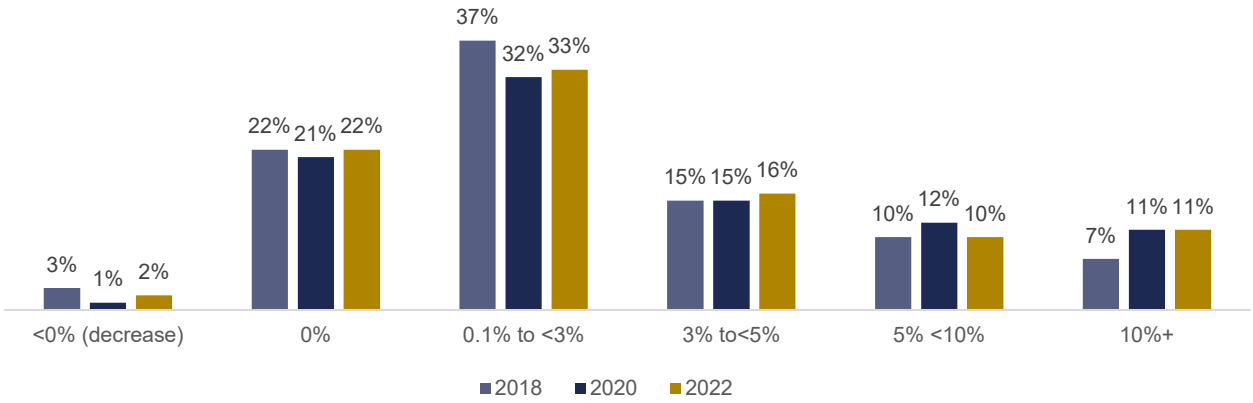


Base Salary Increase in the Past Year

Twenty-two percent of respondents report no increase in their base salary over the past year, comparable to both 2020 and 2018.

The largest percentage (33%) 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.

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



Changes to Benefits During Past 12 Months

Respondents were asked about changes to their benefits package during the past 12-month period.

Twenty-seven percent report an increase in out-of-pocket costs for benefits. This percentage has been relatively stable over the previous two surveys. The largest increases were recorded by in-house counsel within government (+7%) and Crown corporations (+6%).

Those seeing a decrease in benefits coverage declined from 12% in 2020 to 9% in 2022.

Experienced in past 12 months (% yes)	Total			Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Increase in out-of-pocket costs for benefits	30%	25%	27%	25%	19%	26%	22%	23%	29%	29%	23%	25%	26%	24%	25%	38%	29%	32%
Decrease in benefits coverage	16%	12%	9%	11%	9%	8%	9%	11%	10%	13%	9%	9%	12%	12%	9%	24%	13%	10%



In-Depth Look at Provinces

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

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

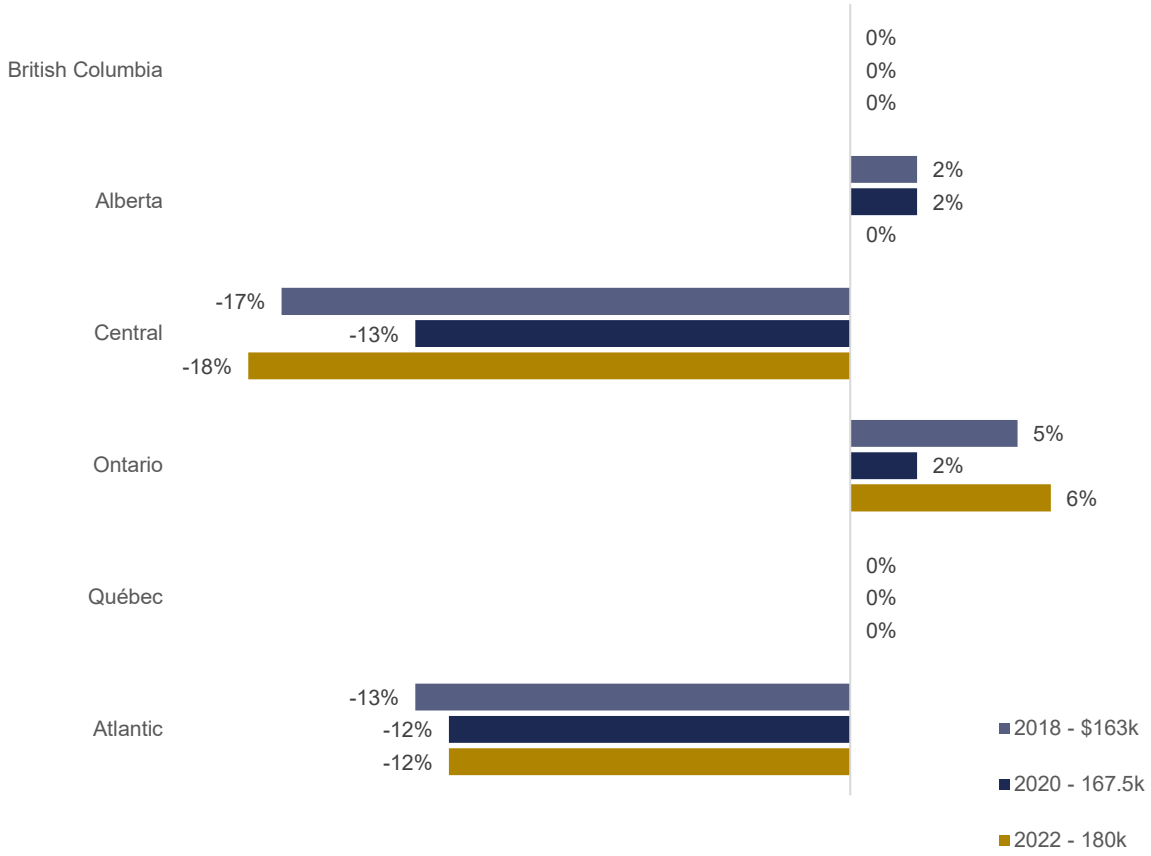
- There may not be an exact match between the positions presented here and one's current job title. However, the profile statistics of each position can determine whether a reasonable comparison can be made.
- Due to some limitations of sample size, not all cross tabulations of province and industry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

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

National Average Base Salary

In 2022, the national average base salary stands at $180,000. This is noticeably higher than the $167,500 recorded in 2020.

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

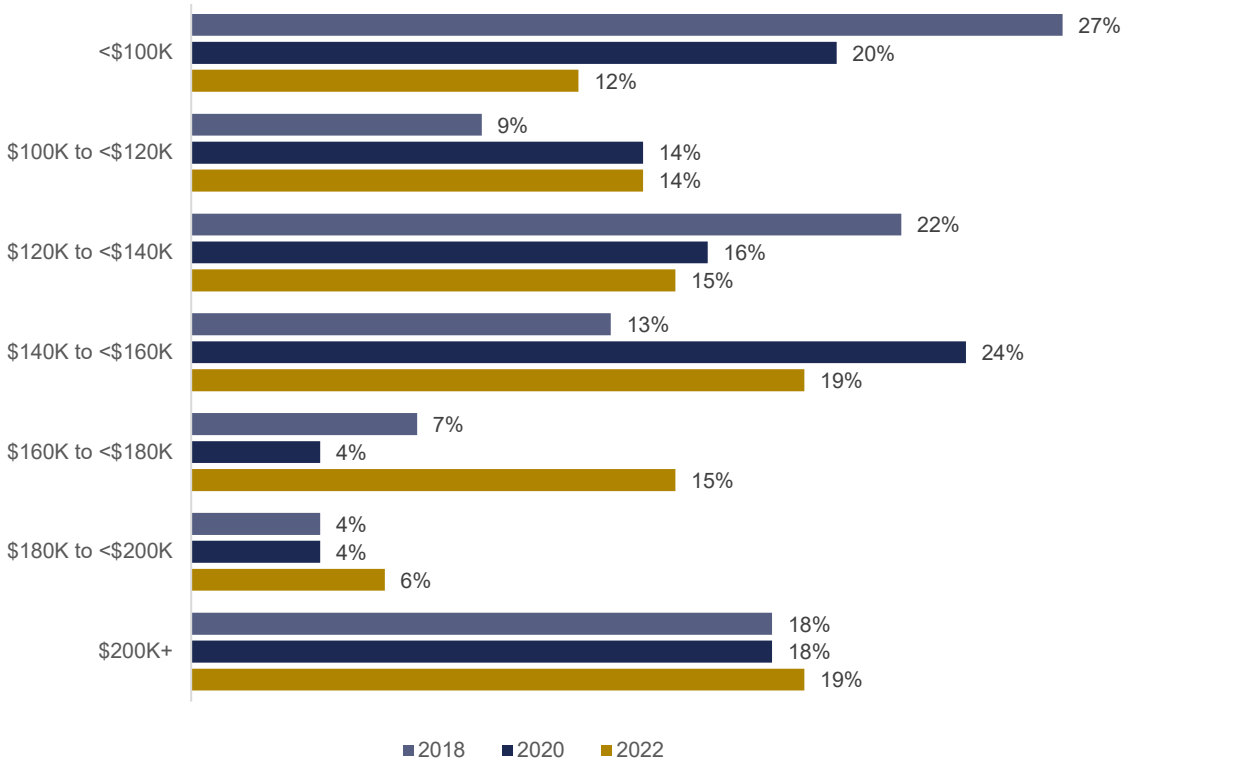


FOCUS ON ATLANTIC CANADA

Distribution of Base Salary in Atlantic Canada

In 2022, the mean base salary for in-house counsel in Atlantic Canada is $158,000. This is relatively high compared to 2020 (for comparison: 2020: $146,500, 2018: $141,000).

Mean
2018: $141,000
2020: $146,500
2022: $158,000



Compensation Package by Position – Atlantic Canada

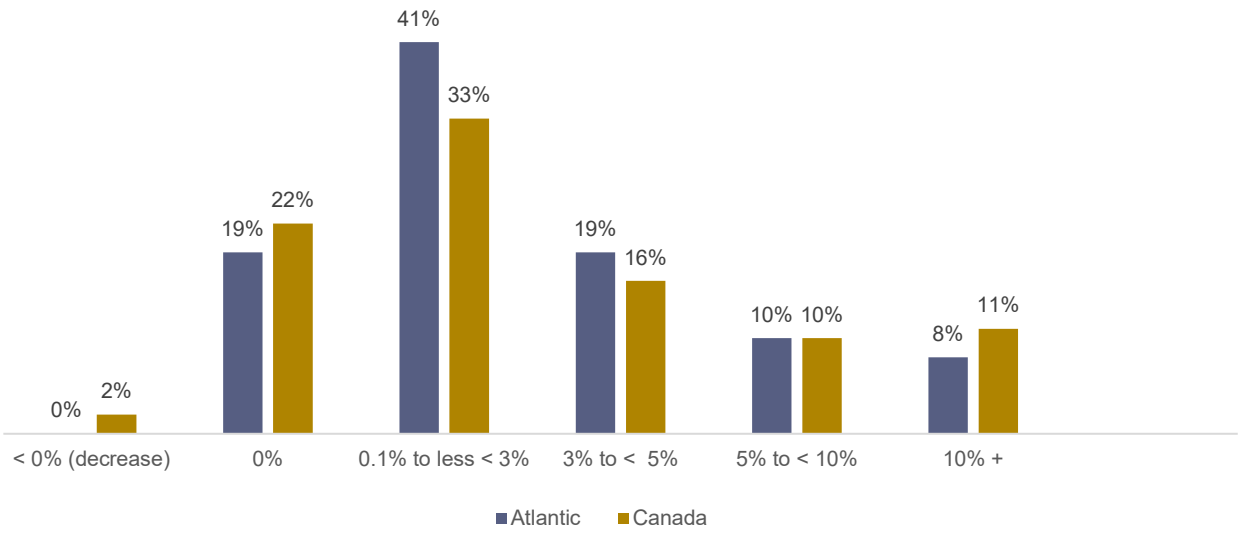
Average base salaries in 2022 range from $135,000 for Legal Counsel and Senior Counsel to $196,000 for General Counsel.

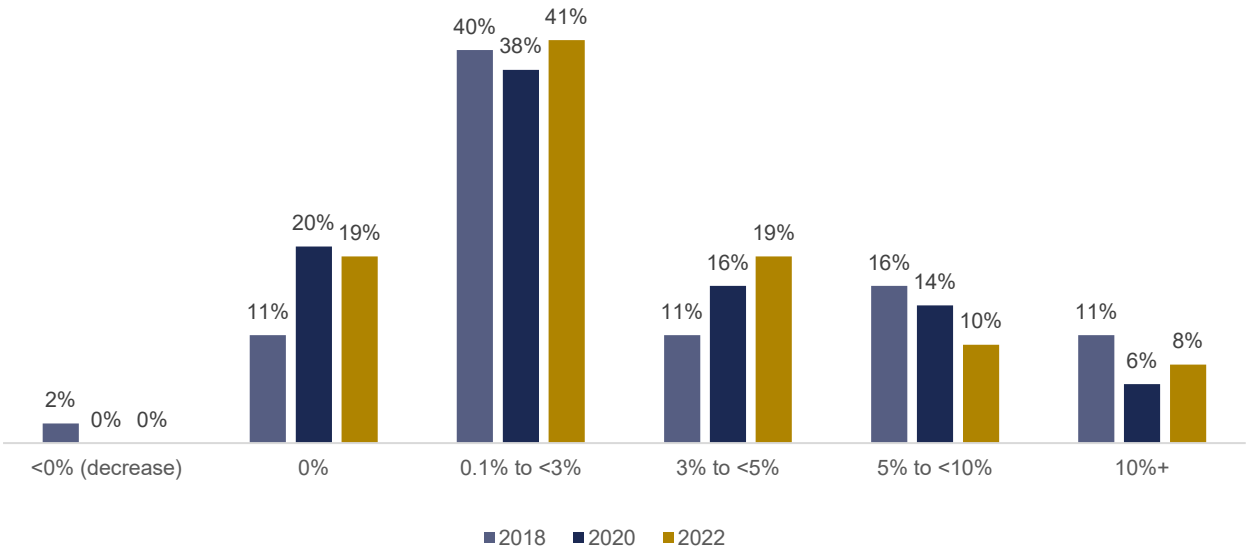
	Counsel (Legal + Senior Counsel)			General Counsel*		
	2018	2020	2022	2018	2020	2022
Average base salary ($)	$116,500	$119,000	$135,500	$181,000	$187,500	$196,000
Target bonus/Incentive	20%	13%	15%	22%	34%	29%
Maximum target amount	15%	18%	21%	23%	37%	43%
Actual bonus/Incentive	21%	12%	17%	13%	18%	38%

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

Base Salary Increase in Atlantic Canada vs. Canada

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





Benefits Included in Package – Atlantic Canada

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

Included in benefits package (% yes)	Canada			Atlantic Canada		
	2018	2020	2022	2018	2020	2022
Insurance and retirement benefits						
Dental coverage	96%	95%	97%	89%	90%	100%
Extended medical coverage	80%	77%	82%	56%	64%	62%
Pension/Retirement plan	79%	78%	74%	80%	88%	87%
Provincial health care coverage	72%	71%	72%	58%	60%	65%
Employee assistance program	81%	80%	83%	78%	88%	87%
Additional health spending account	55%	59%	61%	42%	38%	40%
Medical/Dental coverage beyond retirement	21%	20%	20%	27%	28%	29%
Short-term disability	88%	84%	86%	76%	70%	75%
Long-term disability	92%	87%	89%	82%	90%	98%
Life insurance	87%	83%	86%	82%	92%	92%
Fringe benefits						
Educational credits/Tuition reimbursement	41%	45%	44%	44%	44%	44%
Employee referral program	40%	42%	44%	36%	38%	29%
Parking allowance	31%	28%	26%	31%	28%	35%
Moving expenses	14%	13%	13%	24%	20%	25%
Executive health plan	24%	23%	24%	33%	38%	21%
Car allowance	15%	12%	12%	20%	14%	12%
Subsidized meals	11%	11%	8%	18%	8%	10%
Subsidized childcare	4%	3%	3%	2%	0%	4%
Paid time off						
Personal time off days	57%	62%	66%	58%	66%	52%
Flex days	43%	49%	49%	42%	42%	52%
Top up for maternity leave	36%	41%	43%	38%	30%	42%
Extended parental leave	24%	28%	34%	27%	26%	29%
Elder care leave	12%	14%	15%	4%	14%	15%
Sabbatical	8%	10%	11%	13%	10%	4%

Change in Benefits and Satisfaction with Compensation

This year, Atlantic Canada looked very similar to the national trends with respect to out-of-pocket costs for benefits (both at 27%) and reporting a decrease in benefits coverage (10% vs. 9%).

Compared to all of Canada, respondents in Atlantic Canada are very slightly more satisfied with their benefits package (73% Atlantic vs. 72% nationally). In addition, Atlantic Canadians are more satisfied with their base salaries (55% vs. 51%) and incentive programs (68% vs. 60%).

Experienced in past 12 months (% yes)	Canada			Atlantic Canada		
	2018	2020	2022	2018	2020	2022
Increase in out-of-pocket costs for benefits	30%	25%	27%	31%	20%	27%
Decrease in benefits coverage	16%	12%	9%	9%	2%	10%

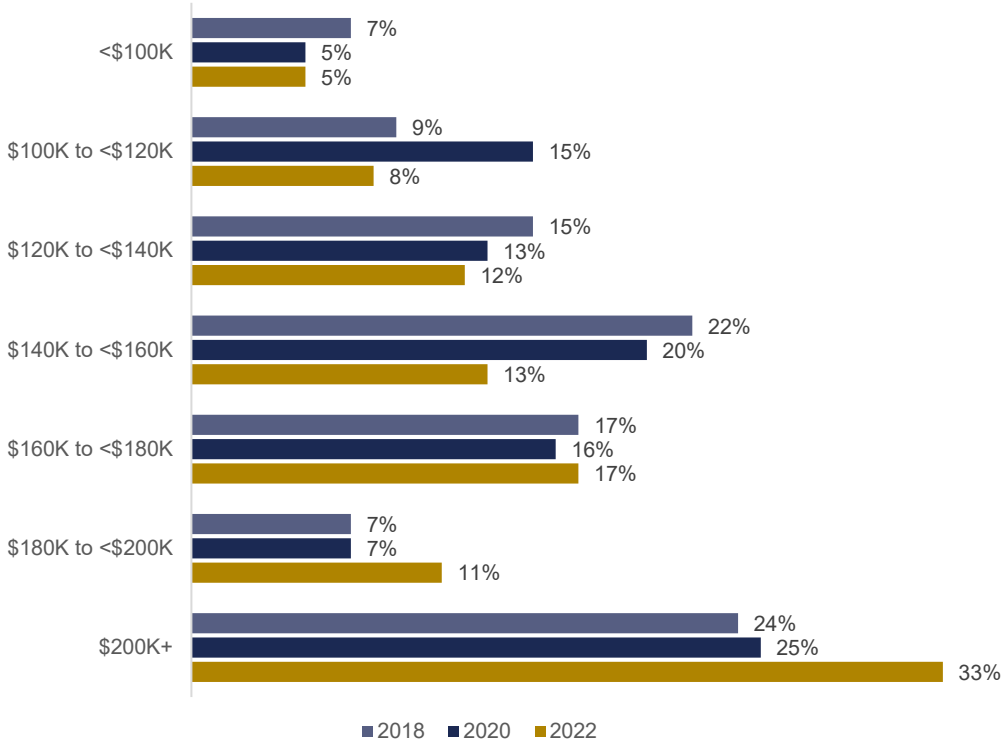
% Very/Somewhat satisfied	Canada			Atlantic Canada		
	2018	2020	2022	2018	2020	2022
Benefits package	70%	70%	72%	66%	60%	73%
Incentive program	56%	59%	60%	68%	66%	68%
Base salary	50%	55%	51%	57%	54%	55%

FOCUS ON QUEBEC

Distribution of Base Salary in Quebec

The mean base salary for in-house counsel in Quebec in 2022 is $179,500, a jump from the average in 2020.

Mean
2018: $162,500
2020: $167,000
2022: $179,500



Compensation Package by Position – Quebec

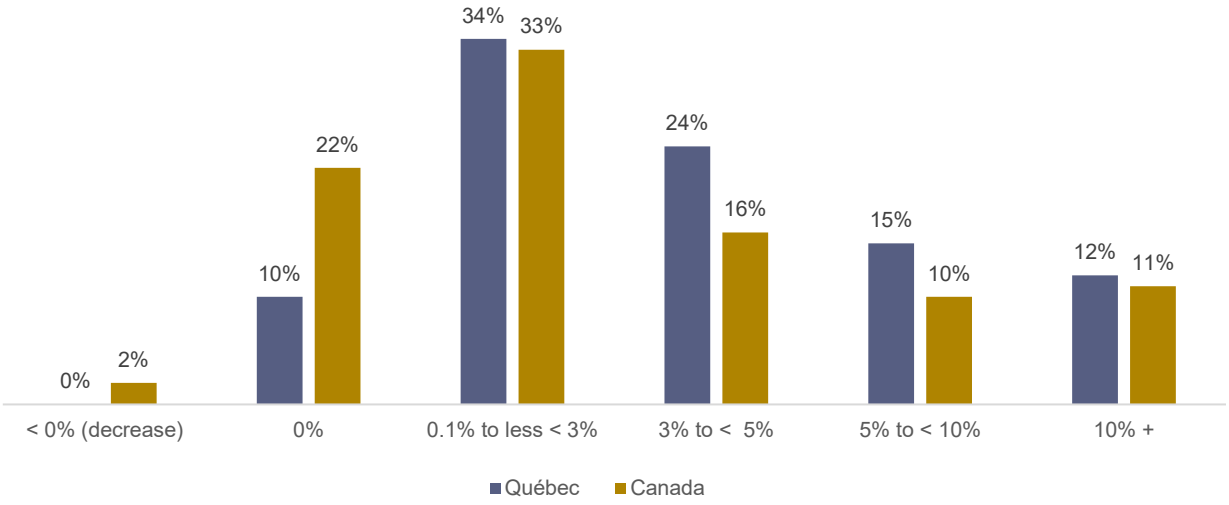
In 2022, average base salaries ranged from $132,000 for Legal and Senior Counsel to $195,500 for General Counsel. General Counsel respondents in Quebec reported another increase similar to that between 2018 and 2020.

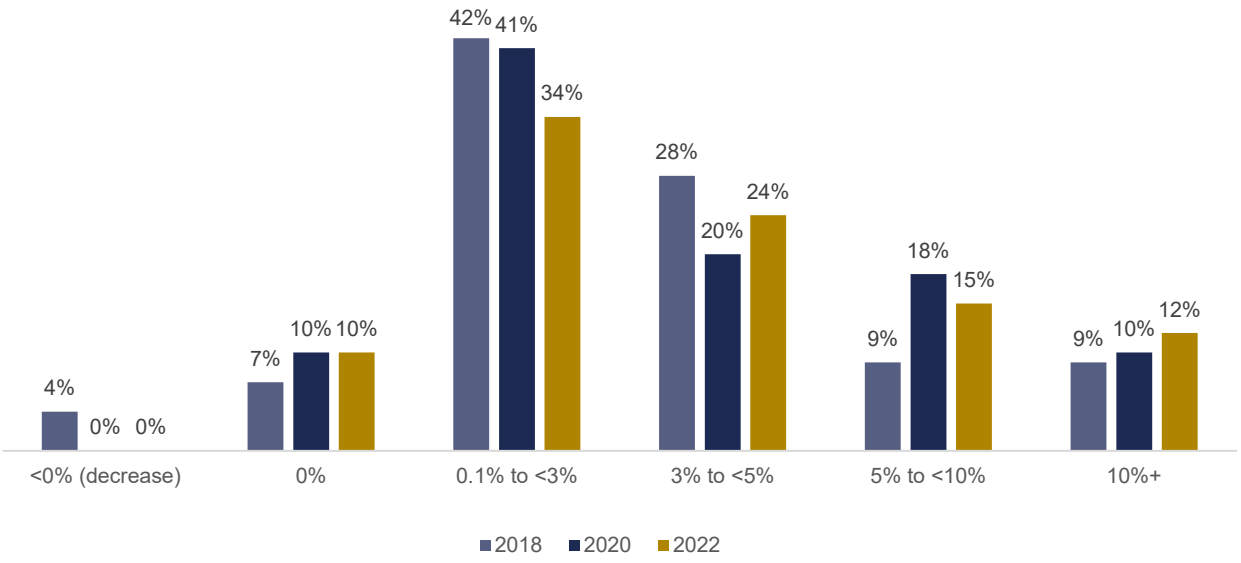
	Counsel (Legal + Senior Counsel)			General Counsel*		
	2018	2020	2022	2018	2020	2022
Average base salary ($)	$133,500	$123,000	$132,000	$184,500	$189,000	$195,500
Target bonus/Incentive	17%	20%	15%	27%	27%	26%
Maximum target amount	17%	20%	18%	42%	28%	31%
Actual bonus/Incentive	15%	9%	14%	22%	26%	21%

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

Base Salary Increase in Quebec vs. Canada

Ten percent of Quebec respondents saw either no increase or an actual decrease, compared to 24% of their colleagues across the country. Quebec in-house counsel most frequently saw an increase from 0.1% to less than 3%, the same as in Canada as a whole.





Benefits Included in Package – Quebec

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

Included in benefits package (% yes)	Total			Quebec		
	2018	2020	2022	2018	2020	2022
Insurance and retirement benefits						
Dental coverage	96%	95%	97%	83%	90%	73%
Extended medical coverage	80%	77%	82%	61%	53%	76%
Pension/Retirement plan	79%	78%	74%	83%	82%	71%
Provincial health care coverage	72%	71%	72%	72%	71%	78%
Employee assistance program	81%	80%	83%	80%	85%	85%
Additional health spending account	55%	59%	61%	48%	48%	54%
Medical/Dental coverage beyond retirement	21%	20%	20%	24%	16%	12%
Short-term disability	88%	84%	86%	89%	75%	90%
Long-term disability	92%	87%	89%	91%	82%	88%
Life insurance	87%	83%	86%	87%	85%	85%
Fringe benefits						
Educational credits/Tuition reimbursement	41%	45%	44%	35%	39%	46%
Employee referral program	40%	42%	44%	44%	61%	61%
Parking allowance	31%	28%	26%	28%	25%	24%
Moving expenses	14%	13%	13%	11%	12%	15%
Executive health plan	24%	23%	24%	39%	39%	32%
Car allowance	15%	12%	12%	26%	21%	22%
Subsidized meals	11%	11%	8%	9%	21%	10%
Subsidized childcare	4%	3%	3%	17%	15%	22%
Paid time off						
Personal time off days	57%	62%	66%	59%	57%	73%
Flex days	43%	49%	49%	33%	61%	61%
Top up for maternity leave	36%	41%	43%	33%	28%	37%
Extended parental leave	24%	28%	34%	28%	31%	24%
Elder care leave	12%	14%	15%	11%	7%	15%
Sabbatical	8%	10%	11%	11%	12%	20%

Change in Benefits and Satisfaction with Compensation

The percentage of those who reported an increase in out-of-pocket costs for benefits in Quebec grew from 23% in 2020 to 32% in 2022, a pace of growth higher than Canada as a whole. Those reporting a decreases in benefits coverage dropped from 13% in 2020 to 7% in 2022.

Quebec respondents continue to be slightly less satisfied with their benefits package and incentives programs than the country as a whole, but equally satisfied with their base salary (51% Quebec and 51% nationally).

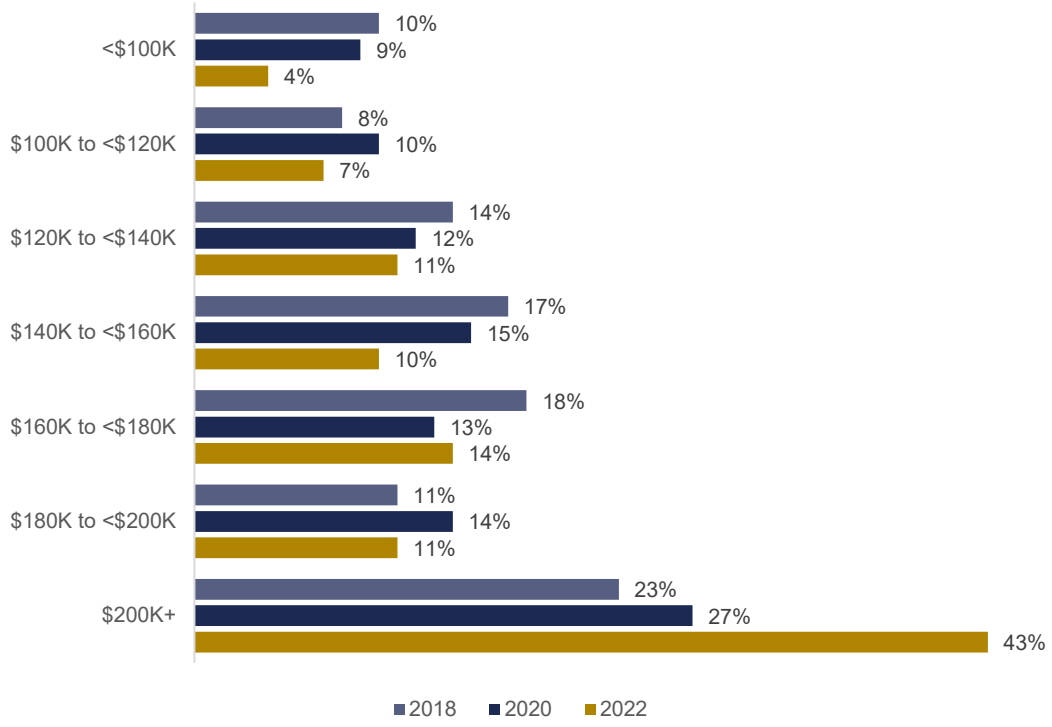
Experienced in past 12 months (% yes)	Canada			Quebec		
	2018	2020	2022	2018	2020	2022
Increase in out-of-pocket costs for benefits	30%	25%	27%	37%	23%	32%
Decrease in benefits coverage	16%	12%	9%	28%	13%	7%

% Very/Somewhat satisfied	Canada			Quebec		
	2018	2020	2022	2018	2020	2022
Benefits package	70%	70%	72%	61%	66%	61%
Incentive program	56%	59%	60%	54%	57%	44%
Base salary	50%	55%	51%	54%	63%	51%

FOCUS ON ONTARIO

Distribution of Base Salary in Ontario

The mean base salary for in-house counsel in Ontario is $190,500, which is $10,500 more than the national average. This represents a noticeable increase compared to 2018 ($171,500) and 2020 ($171,000). Growth in the Toronto sample is also high (from $173,000 in 2020 to $196,500). Ottawa numbers decreased from $169,500 in 2020 to $151,500 in 2022, but their 2022 sample was represented much higher proportionally by lower paying positions (i.e., Legal Counsel and Senior Counsel).



Mean overall
2018: $171,500
2020: $171,000
2022: $190,500
Mean GTA
2018: $172,000
2020: $172,500
2022: $186,000
Mean Toronto
2018: $170,000
2020: $173,000
2022: $196,500
Mean Ottawa
2018: $146,500
2020: $169,500
2022: $151,500

Compensation Package by Position – Ontario

Average base salaries range from $129,500 for Legal Counsel to $251,500 for GC Executive Level.

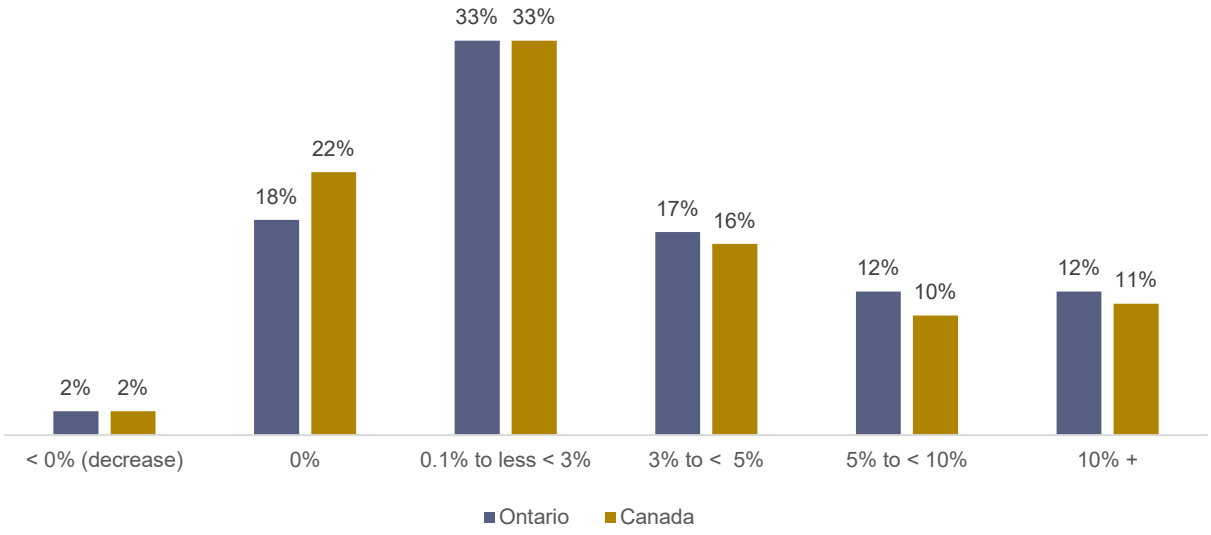
	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Average base salary ($)	$134,500	$123,500	$129,500	$160,000	$163,500	$179,000	$186,000	$201,500	$216,000	$230,000	$227,000	$251,500
Target bonus/Incentive	15%	15%	14%	21%	20%	42%	25%	31%	30%	40%	41%	35%
Maximum target amount	26%	26%	22%	32%	27%	59%	37%	45%	37%	69%	64%	60%
Actual bonus/Incentive	11%	17%	14%	20%	21%	23%	31%	33%	38%	47%	44%	42%

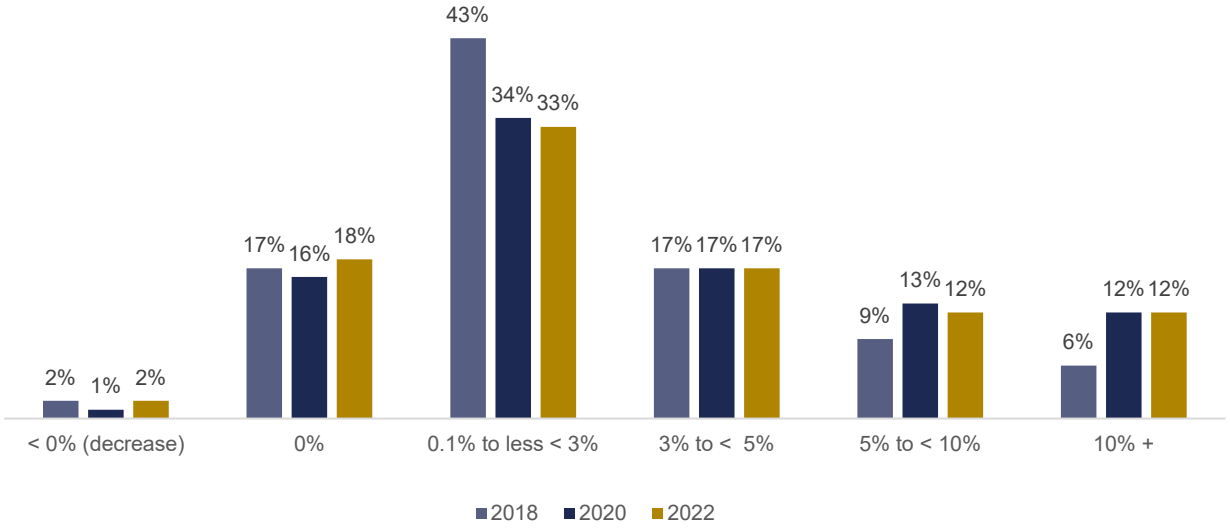
* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager
** General Counsel Executive Level – Combines Executive VP Legal and VP Legal

Base Salary Increase in Ontario vs. Canada

Overall, base salary increases in Ontario reflect the national trends (Ontario composes 36% of the national sample).

With respect to year-over-year changes in Ontario, 2022 looks very similar to 2020 in terms of percentage raises.





Benefits Included in Package – Ontario

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

Included in benefits package (% yes)	Total			Ontario		
	2018	2020	2022	2018	2020	2022
Insurance and retirement benefits						
Dental coverage	96%	95%	97%	99%	95%	98%
Extended medical coverage	80%	77%	82%	81%	75%	77%
Pension/Retirement plan	79%	78%	74%	84%	76%	74%
Provincial health care coverage	72%	71%	72%	67%	67%	71%
Employee assistance program	81%	80%	83%	85%	81%	84%
Additional health spending account	55%	59%	61%	51%	50%	56%
Medical/Dental coverage beyond retirement	21%	20%	20%	21%	21%	19%
Short-term disability	88%	84%	86%	91%	84%	87%
Long-term disability	92%	87%	89%	93%	88%	86%
Life insurance	87%	83%	86%	87%	82%	87%
Fringe benefits						
Educational credits/Tuition reimbursement	41%	45%	44%	49%	50%	46%
Employee referral program	40%	42%	44%	40%	41%	47%
Parking allowance	31%	28%	26%	18%	19%	16%
Moving expenses	14%	13%	13%	12%	11%	10%
Executive health plan	24%	23%	24%	22%	21%	23%
Car allowance	15%	12%	12%	17%	14%	15%
Subsidized meals	11%	11%	8%	13%	13%	9%
Subsidized childcare	4%	3%	3%	3%	4%	2%
Paid time off						
Personal time off days	57%	62%	66%	62%	69%	75%
Flex days	43%	49%	49%	40%	45%	51%
Top up for maternity leave	36%	41%	43%	37%	44%	48%
Extended parental leave	24%	28%	34%	23%	30%	35%
Elder care leave	12%	14%	15%	12%	14%	12%
Sabbatical	8%	10%	11%	4%	10%	11%

Change in Benefits and Satisfaction with Compensation

In 2022, Ontario respondents reported an increase in out-of-pocket costs for benefits vs. previous years (29% in 2022 vs. 25% in 2020).

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

Experienced in past 12 months (% yes)	Canada			Ontario		
	2018	2020	2022	2018	2020	2022
Increase in out-of-pocket costs for benefits	30%	25%	27%	33%	25%	29%
Decrease in benefits coverage	16%	12%	9%	17%	13%	11%

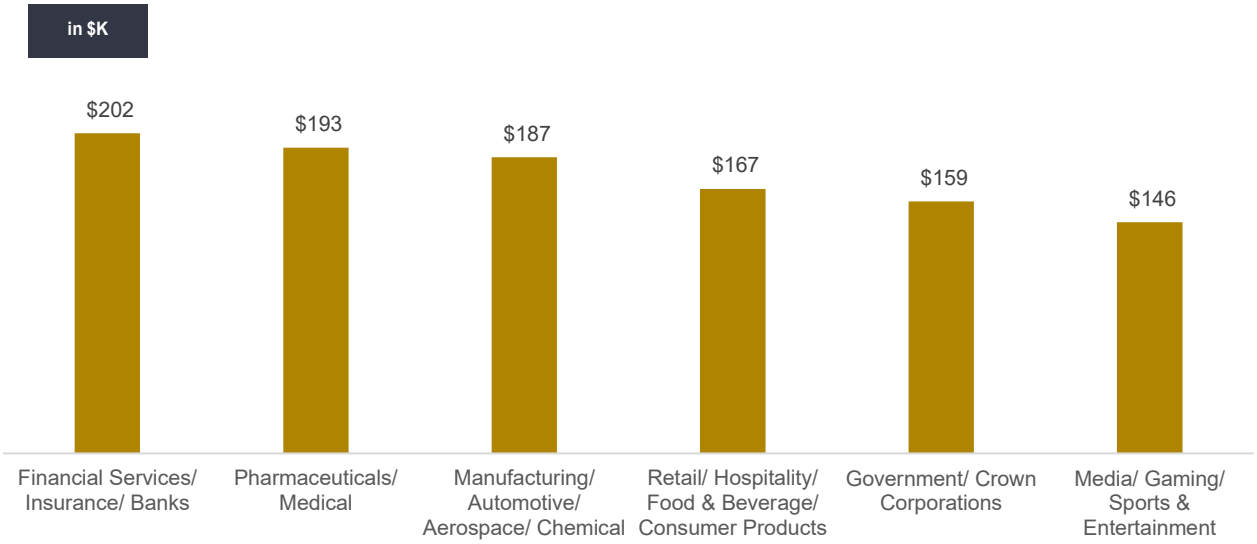
% Very/Somewhat satisfied	Canada			Ontario		
	2018	2020	2022	2018	2020	2022
Benefits package	70%	70%	72%	70%	69%	70%
Incentive program	56%	59%	60%	57%	56%	60%
Base salary	50%	55%	51%	48%	57%	51%

Trends by Industry in Ontario

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

1. Financial Services/ Insurance/ Banks
2. Pharmaceuticals/ Medical
3. Manufacturing/ Automotive/ Aerospace/ Chemical
4. Retail/Hospitality/ Food and Beverage/ Consumer Products
5. Government and Crown corporations
6. Media/ Gaming/ Sports and Entertainment

Of the top six sectors, Financial Services/ Insurance/ Banks have the highest base salary, followed by Pharmaceuticals/ Medical.



Focus on the Financial Sector in Ontario

Within the financial services sector in Ontario, base salaries range from $128,000 for Legal Counsel to $220,500 for GC Executive Level. Salaries at three of the four levels reported increases, with the exception being GC Director Level.

	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Average base salary ($)	$107,500	$118,500	$128,000	$158,000	$156,000	$177,000	$177,000	$216,000	$213,500	$204,500	$214,000	$220,500
Target bonus/Incentive	12%	16%	14%	17%	20%	20%	35%	44%	44%	35%	40%	45%
Maximum target amount	15%	19%	32%	36%	27%	34%	42%	64%	54%	68%	85%	63%
Actual bonus/Incentive	11%	17%	14%	22%	23%	24%	53%	47%	58%	43%	81%	39%

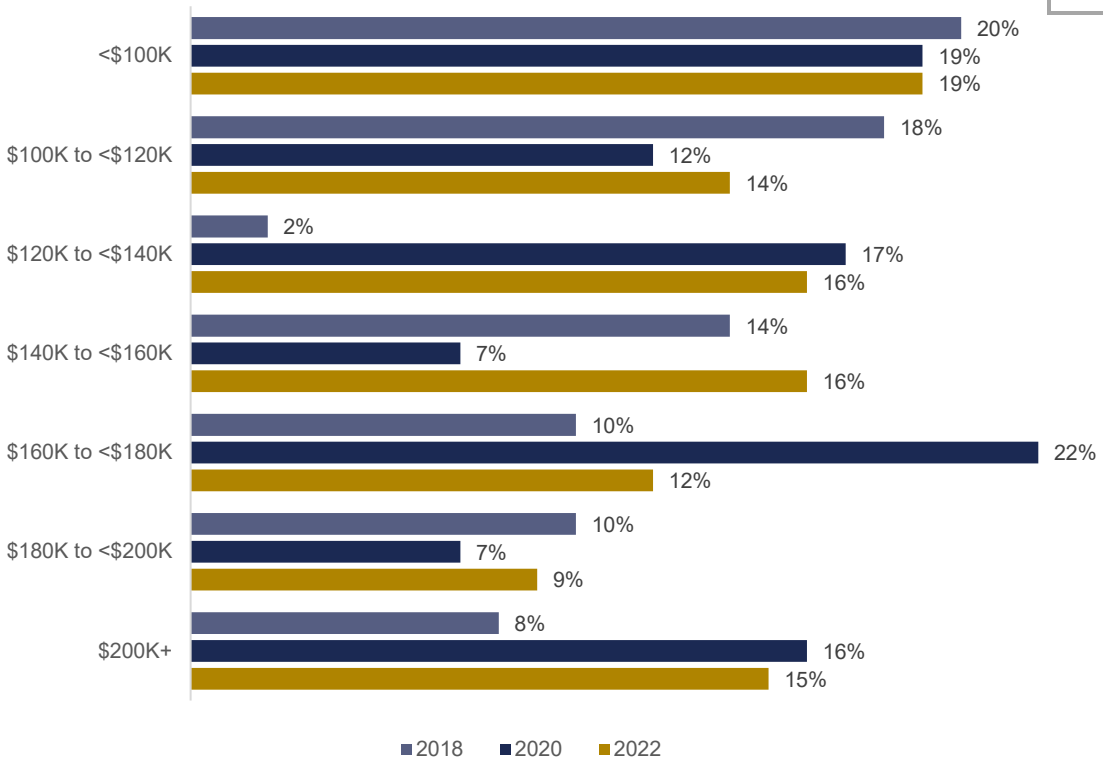
* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager
** General Counsel Executive Level – Combines Executive VP Legal and VP L

FOCUS ON CENTRAL CANADA

Distribution of Base Salary in Central Canada

In 2022, the mean base salary for in-house counsel in Central Canada (Manitoba and Saskatchewan) is $147,000, which is $33,000 below the national average and represents only a $1,000 increase from the base salary reported in 2020.

Mean
2018: $135,000
2020: $146,000
2022: $147,000



Compensation Package by Position – Central Canada

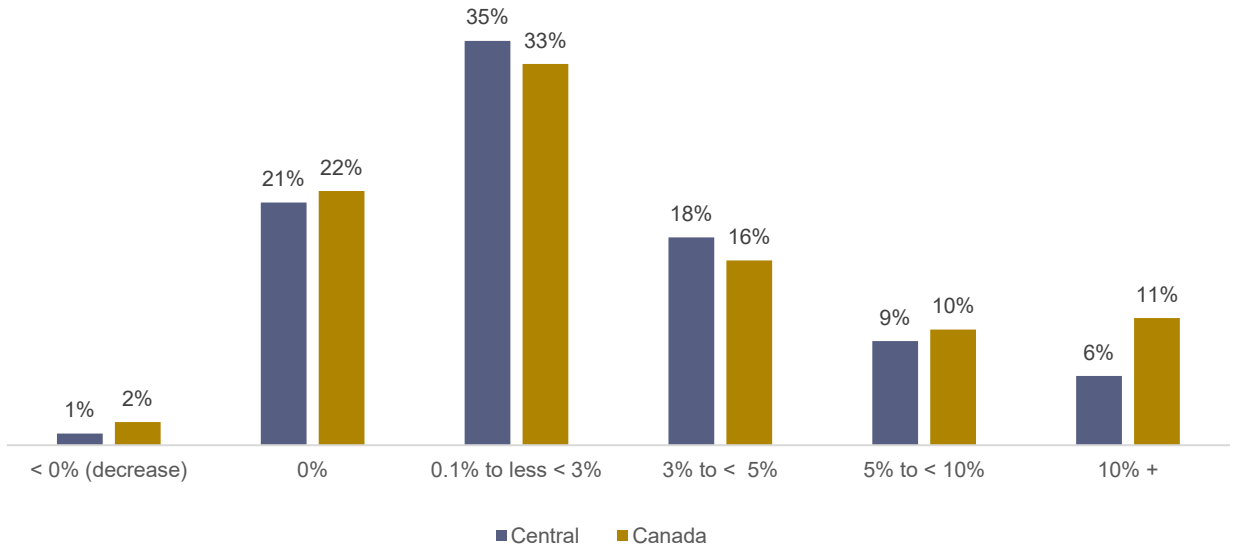
Average base salaries range from $127,500 for combined Legal and Senior Counsel to $194,500 for General Counsel at the Director and Executive Levels.

	Counsel (Legal + Senior Counsel)			General Counsel*		
	2018	2020	2022	2018	2020	2022
Average base salary ($)	$112,000	$122,000	$127,500	$176,000	$178,500	$194,500
Target bonus/Incentive	11%	16%	13%	24%	23%	30%
Maximum target amount	19%	21%	14%	43%	30%	39%
Actual bonus/Incentive	13%	21%	11%	27%	20%	34%

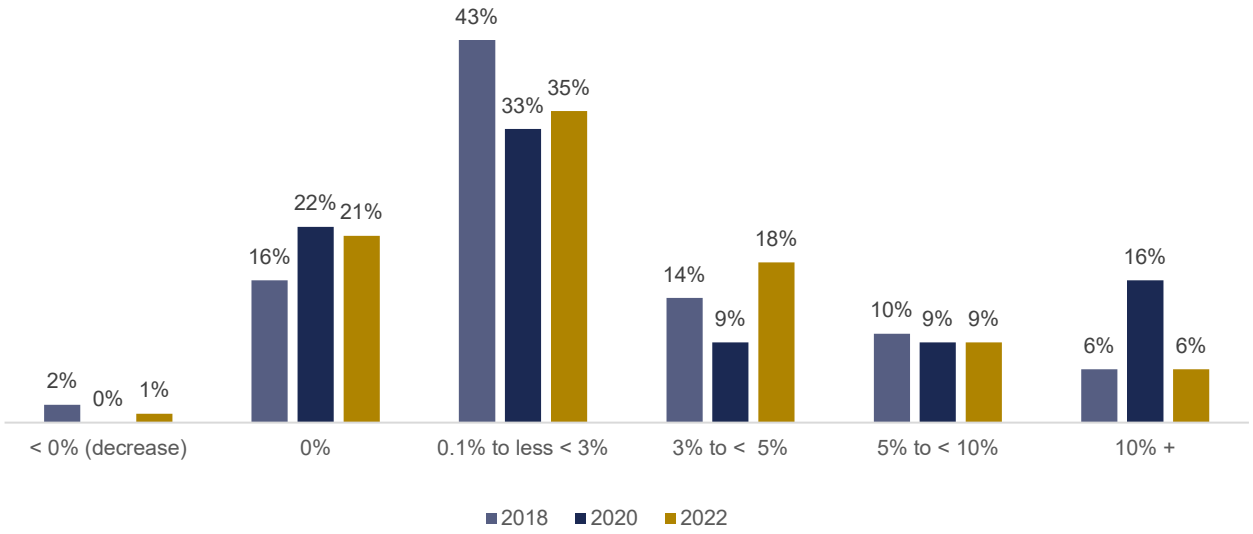
*Includes EVP Legal, VP Legal, General Counsel and Director of Legal/Legal Manager

Base Salary Increase in Central Canada vs. Canada

Compared to the rest of the country, we see a lower percentage in Central Canada receiving an increase in the top pay increase bracket of 10%+ (6% in Central Canada vs. 11% nationally).



Like 2020, the proportion of in-house counsel in Central Canada who did not get a raise is about one in five (22%).



Benefits Included in Package – Central Canada

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

Included in benefits package (% yes)	Total			Central Canada		
	2018	2020	2022	2018	2020	2022
Insurance and retirement benefits						
Dental coverage	96%	95%	97%	96%	99%	99%
Extended medical coverage	80%	77%	82%	80%	81%	81%
Pension/Retirement plan	79%	78%	74%	94%	93%	87%
Provincial health care coverage	72%	71%	72%	65%	64%	64%
Employee assistance program	81%	80%	83%	82%	90%	88%
Additional health spending account	55%	59%	61%	63%	77%	69%
Medical/Dental coverage beyond retirement	21%	20%	20%	22%	13%	14%
Short-term disability	88%	84%	86%	84%	84%	82%
Long-term disability	92%	87%	89%	86%	87%	92%
Life insurance	87%	83%	86%	92%	93%	92%
Fringe benefits						
Educational credits/Tuition reimbursement	41%	45%	44%	53%	52%	56%
Employee referral program	40%	42%	44%	35%	36%	47%
Parking allowance	31%	28%	26%	43%	42%	35%
Moving expenses	14%	13%	13%	16%	25%	15%
Executive health plan	24%	23%	24%	22%	22%	23%
Car allowance	15%	12%	12%	10%	6%	7%
Subsidized meals	11%	11%	8%	12%	13%	11%
Subsidized childcare	4%	3%	3%	6%	1%	0%
Paid time off						
Personal time off days	57%	62%	66%	51%	64%	65%
Flex days	43%	49%	49%	49%	54%	55%
Top up for maternity leave	36%	41%	43%	37%	42%	46%
Extended parental leave	24%	28%	34%	26%	32%	32%
Elder care leave	12%	14%	15%	12%	23%	21%
Sabbatical	8%	10%	11%	4%	10%	14%

Change in Benefits and Satisfaction with Compensation

In Central Canada, the percentage reporting increases in out-of-pocket costs for benefits (24%) and decreases in coverage (9%) are both higher compared to two years prior.

Taking into consideration that the base salary is below the national average, 47% report satisfaction with it, which is below the national rating of 51% and down 8% from 2020. Central Canadians are slightly more satisfied than their national counterparts with respect to their benefits packages but less pleased with their incentive programs.

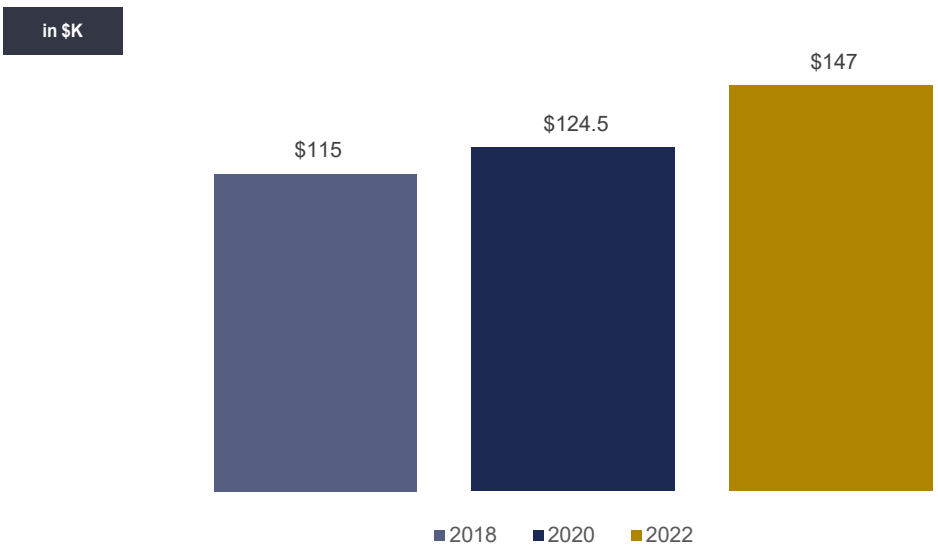
Experienced in past 12 months (% yes)	Canada			Central Canada		
	2018	2020	2022	2018	2020	2022
Increase in out-of-pocket costs for benefits	30%	25%	27%	28%	16%	24%
Decrease in benefits coverage	16%	12%	9%	18%	7%	9%

% Very/Somewhat satisfied	Canada			Central Canada		
	2018	2020	2022	2018	2020	2022
Benefits package	70%	70%	72%	78%	81%	75%
Incentive program	56%	59%	60%	48%	71%	53%
Base salary	50%	55%	51%	57%	55%	47%

Focus on the Financial Sector in Central Canada

The financial services/ insurance/ banking sector continues to be the number one employer of in-house counsel in Central Canada.

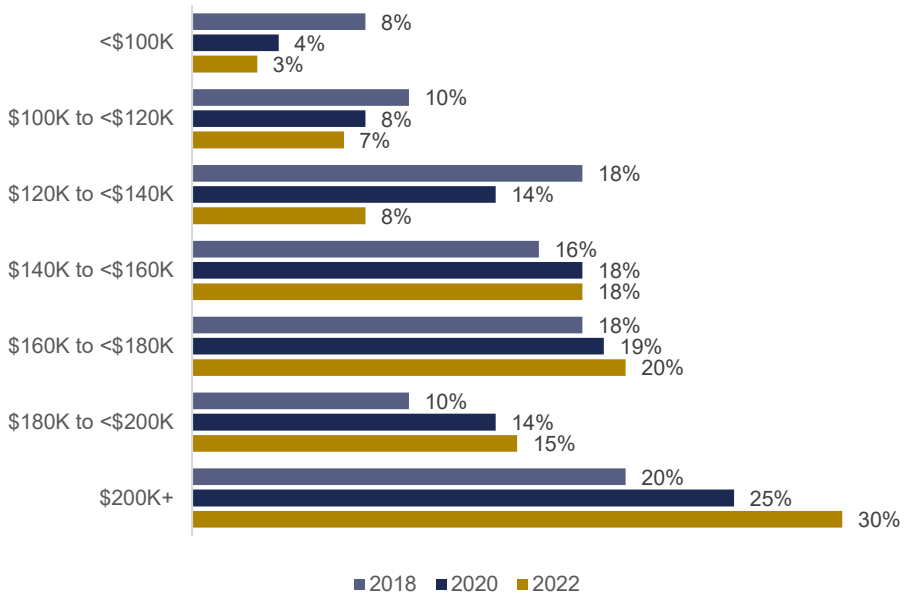
The average base salary within this sector is $147,000. This represents an increase over 2020 and 2018.



FOCUS ON ALBERTA

Distribution of Base Salary in Alberta

The mean base salary in 2022 for in-house counsel in Alberta is $180,000, which is equal to the national average and an increase from $171,500 reported in 2020. The mean base salary in Calgary has risen from $175,000 in 2020 to $184,500. Edmonton experienced the same trend and the mean base salary increased from $164,500 in 2020 to $169,500 in 2022.



Mean Alberta
2018: $166,000
2020: $171,500
2022: $180,000
Mean Calgary
2018: $178,500
2020: $175,000
2022: $184,500
Mean Edmonton
2018: $142,000
2020: $164,500
2020: $169,500

Compensation Package by Position – Alberta

Average base salaries range from $138,500 for Legal Counsel to $272,000 for General Counsel at the Executive Level.

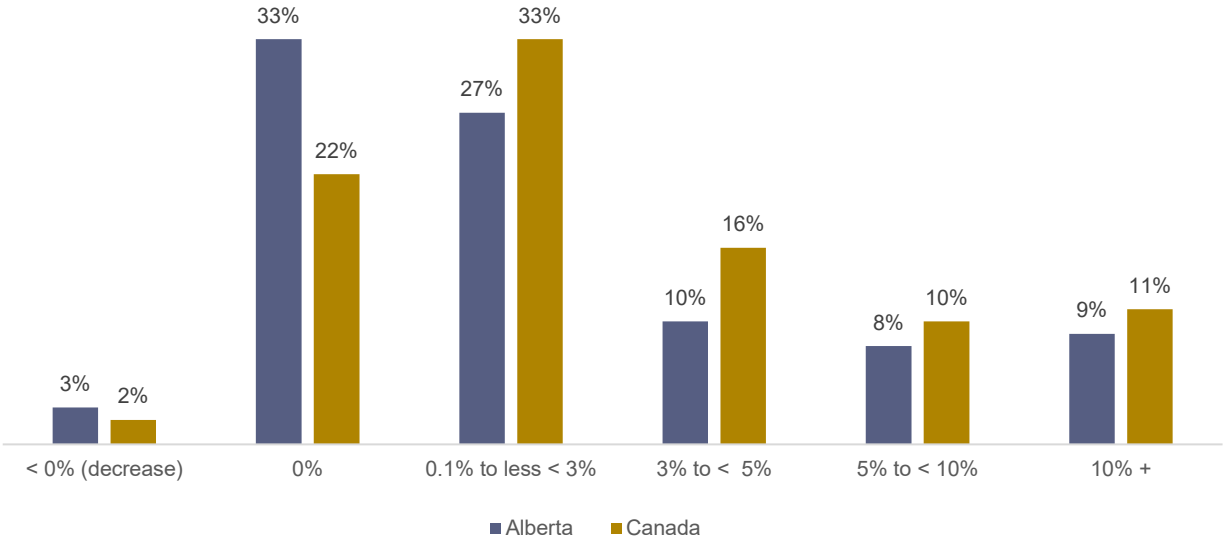
	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Average base salary ($)	$131,000	$132,500	$138,500	$176,000	$172,500	$180,000	$210,500	$192,000	$205,000	$255,000	$254,000	$272,000
Target bonus/Incentive	15%	18%	18%	23%	21%	25%	23%	28%	28%	58%	56%	65%
Maximum target amount	21%	25%	22%	37%	27%	41%	31%	37%	44%	96%	94%	105%
Actual bonus/Incentive	13%	16%	20%	21%	19%	23%	19%	27%	36%	51%	66%	78%

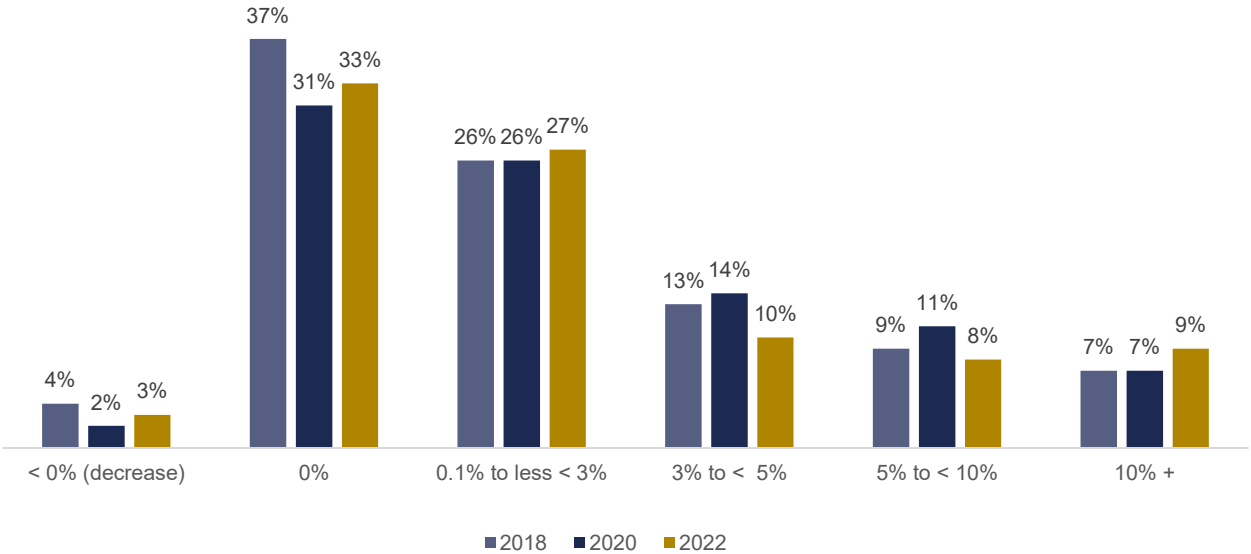
* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager
** General Counsel Executive Level – Combines Executive VP Legal and VP Legal

Base Salary Increase in Alberta vs. Canada

Compared to Canadians as a whole, far more Albertans saw no increase in their base salary: 33% vs. 22%. However, the number experiencing a salary freeze is actually down from 2018, when the number was 37%.

Because of the high percentage in the zero raise category, proportionally fewer Albertans appear across all four base salary raise categories, when compared to national numbers.





Benefits Included in Package – Alberta

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

Included in benefits package (% yes)	Total			Alberta		
	2018	2020	2022	2018	2020	2022
Insurance and retirement benefits						
Dental coverage	96%	95%	97%	98%	98%	99%
Extended medical coverage	80%	77%	82%	76%	77%	84%
Pension/Retirement plan	79%	78%	74%	79%	79%	76%
Provincial health care coverage	72%	71%	72%	71%	70%	68%
Employee assistance program	81%	80%	83%	85%	85%	88%
Additional health spending account	55%	59%	61%	77%	79%	81%
Medical/Dental coverage beyond retirement	21%	20%	20%	18%	19%	19%
Short-term disability	88%	84%	86%	93%	93%	93%
Long-term disability	92%	87%	89%	94%	91%	95%
Life insurance	87%	83%	86%	90%	85%	87%
Fringe benefits						
Educational credits/Tuition reimbursement	41%	45%	44%	26%	34%	37%
Employee referral program	40%	42%	44%	38%	43%	41%
Parking allowance	31%	28%	26%	43%	40%	38%
Moving expenses	14%	13%	13%	14%	13%	11%
Executive health plan	24%	23%	24%	22%	21%	24%
Car allowance	15%	12%	12%	11%	8%	11%
Subsidized meals	11%	11%	8%	5%	8%	6%
Subsidized childcare	4%	3%	3%	2%	2%	2%
Paid time off						
Personal time off days	57%	62%	66%	55%	61%	63%
Flex days	43%	49%	49%	61%	62%	61%
Top up for maternity leave	36%	41%	43%	32%	37%	28%
Extended parental leave	24%	28%	34%	18%	25%	29%
Elder care leave	12%	14%	15%	16%	13%	13%
Sabbatical	8%	10%	11%	6%	7%	4%

Change in Benefits and Satisfaction with Compensation

In Alberta, proportionally fewer respondents report decreases in benefits coverage. The percent reporting an increase in out-of-pocket costs for benefits remained similar to previous years, although slightly higher than the national rate.

Experienced in past 12 months (% yes)	Canada			Alberta		
	2018	2020	2022	2018	2020	2022
Increase in out-of-pocket costs for benefits	30%	25%	27%	33%	31%	31%
Decrease in benefits coverage	16%	12%	9%	17%	16%	9%

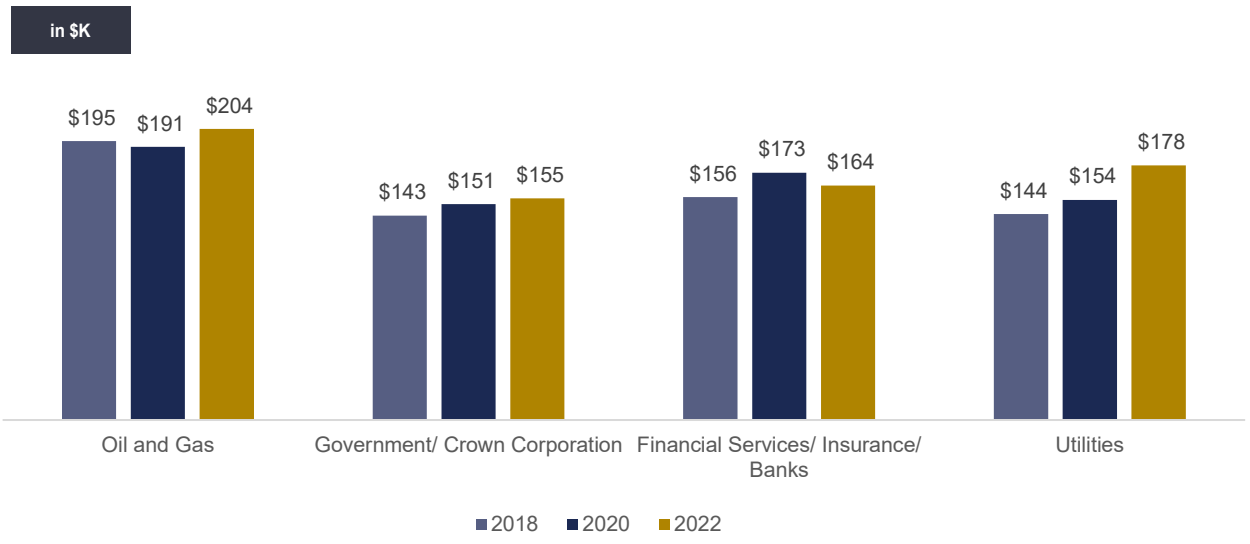
% Very/Somewhat satisfied	Canada			Alberta		
	2018	2020	2022	2018	2020	2022
Benefits package	70%	70%	72%	68%	70%	77%
Incentive program	56%	59%	60%	58%	60%	64%
Base salary	50%	55%	51%	46%	48%	54%

Trends by Industry in Alberta

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

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

Corresponding base salaries are indicated in the chart below. Utilities and government/ Crown corporations saw growth in base salaries within the past couple of survey waves.



Focus on Oil & Gas Sector in Alberta

In Alberta's oil & gas sector in 2022, the average base salary for Legal Counsel is $152,500 while the average base salary for GC Director Level is $208,000.

	Legal Counsel			Senior Counsel			General Counsel at Director Level*		
	2018	2020	2022	2018	2020	2022	2018	2020	2022
Average base salary ($)	$145,500	$140,000	$152,500	$193,000	$192,500	$202,000	$225,500	$200,500	$208,000
Target bonus/Incentive	17%	18%	18%	27%	24%	25%	30%	36%	28%
Maximum target amount	27%	25%	22%	49%	34%	41%	45%	44%	44%
Actual bonus/Incentive	16%	14%	20%	27%	19%	23%	24%	34%	36%

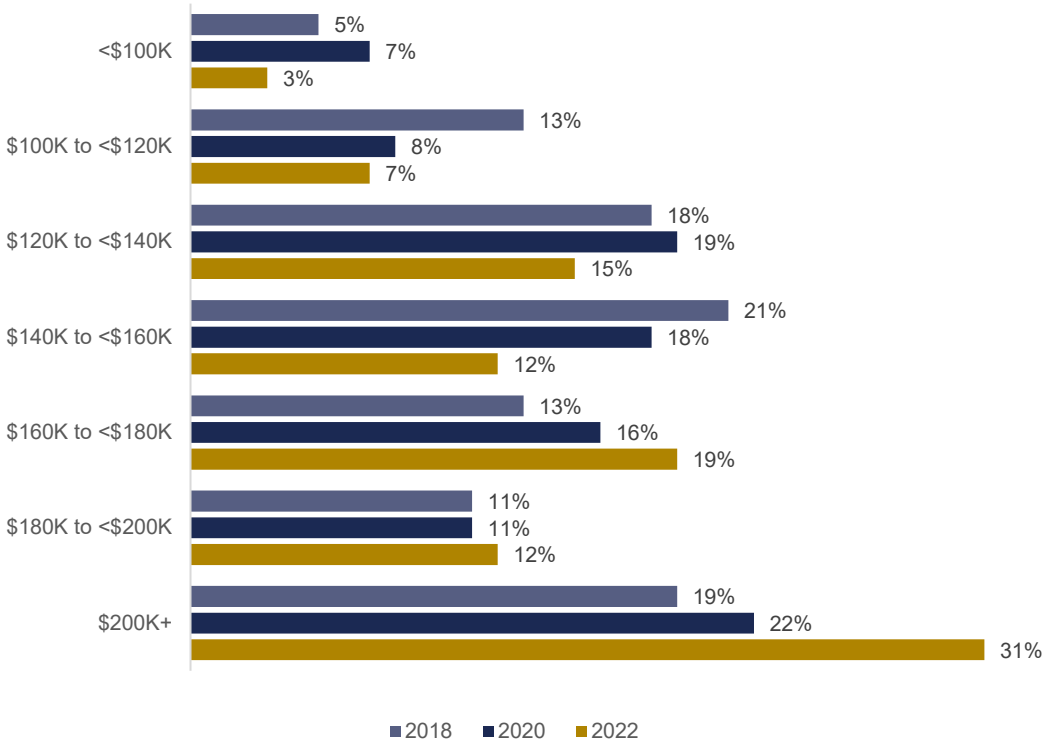
* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager

FOCUS ON BRITISH COLUMBIA

Distribution of Base Salary in British Columbia

The mean base salary for in-house counsel in British Columbia is $181,000, which is $1,000 higher than the national average. Mean base salaries in Vancouver remain slightly higher than the province as a whole (+$1,500 in 2022).

Mean British Columbia
2018: $163,000
2020: $167,000
2022: $181,000
Mean Vancouver
2018: $166,500
2020: $169,500
2022: $182,500



Compensation Package by Position – British Columbia

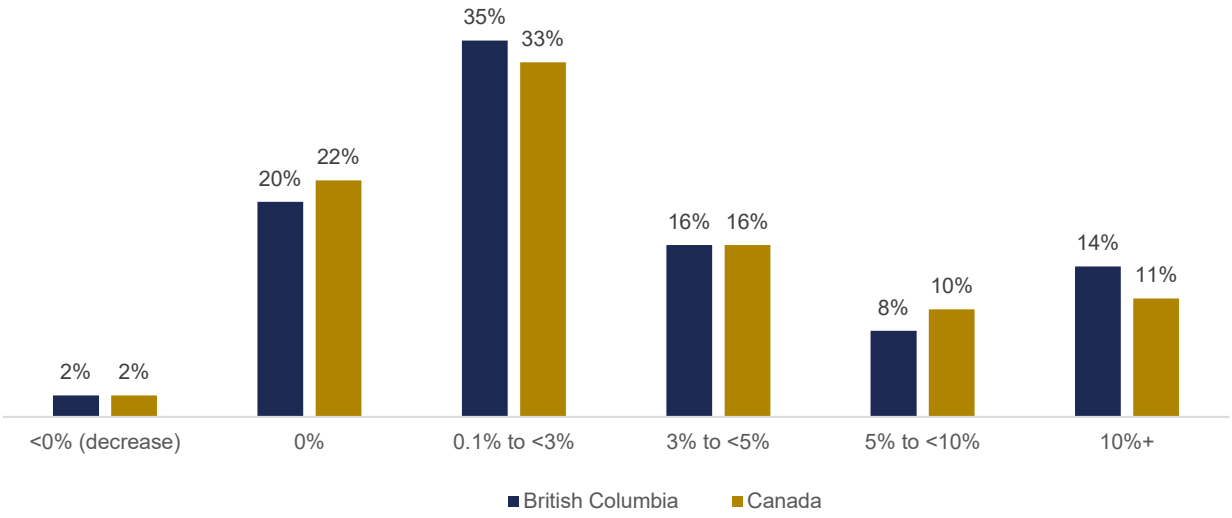
In 2022, the average base salary for Legal Counsel in British Columbia is $136,500 and the base salary for GC Executive Level is $249,500.

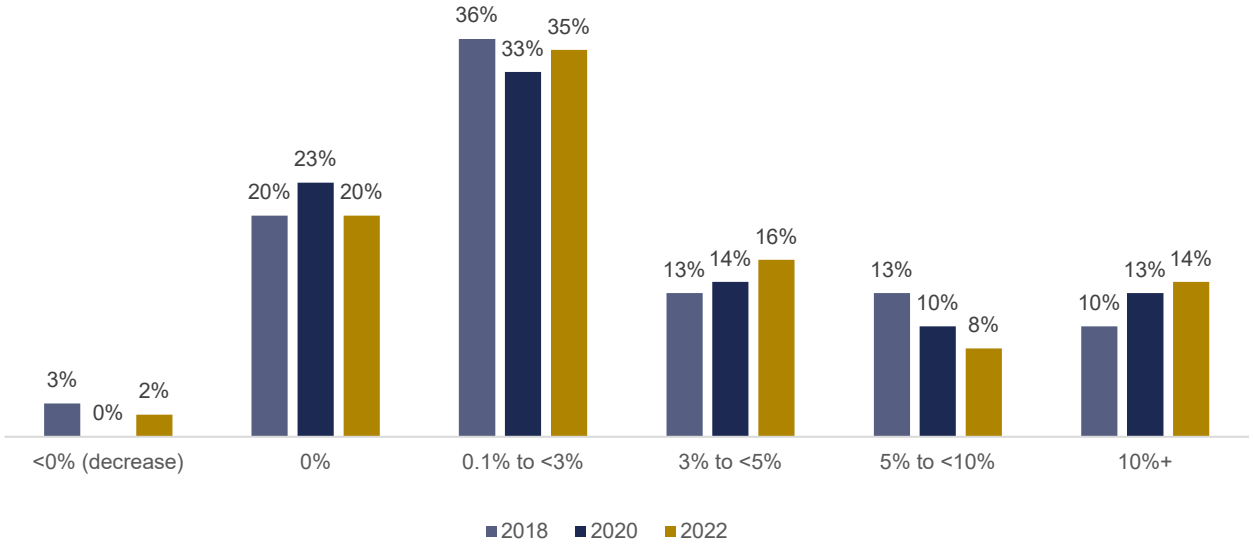
	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Average base salary ($)	$126,000	$126,000	$136,500	$147,000	$153,500	$166,000	$188,000	$189,500	$204,500	$229,500	$287,000	$249,500
Target bonus/Incentive	15%	20%	15%	17%	19%	21%	25%	25%	29%	35%	58%	38%
Maximum target amount	22%	31%	13%	19%	25%	31%	37%	36%	32%	62%	77%	65%
Actual bonus/Incentive	16%	23%	13%	18%	18%	27%	21%	28%	33%	32%	66%	41%

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

Base Salary Increase in British Columbia vs. Canada

Base salary increases in British Columbia were very close to on par with the trends nationally. Increases of 10% or more were up slightly again in 2022, remaining above the 10% seen in 2018.





Benefits Included in Package – British Columbia

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

Included in benefits package (% yes)	Total			British Columbia		
	2018	2020	2022	2018	2020	2022
Insurance and retirement benefits						
Dental coverage	96%	95%	97%	96%	96%	98%
Extended medical coverage	80%	77%	82%	93%	90%	93%
Pension/Retirement plan	79%	78%	74%	69%	73%	68%
Provincial health care coverage	72%	71%	72%	84%	85%	81%
Employee assistance program	81%	80%	83%	71%	71%	77%
Additional health spending account	55%	59%	61%	44%	57%	57%
Medical/Dental coverage beyond retirement	21%	20%	20%	22%	18%	20%
Short-term disability	88%	84%	86%	84%	83%	81%
Long-term disability	92%	87%	89%	93%	87%	87%
Life insurance	87%	83%	86%	82%	78%	79%
Fringe benefits						
Educational credits/Tuition reimbursement	41%	45%	44%	43%	47%	40%
Employee referral program	40%	42%	44%	44%	38%	42%
Parking allowance	31%	28%	26%	37%	29%	28%
Moving expenses	14%	13%	13%	14%	14%	16%
Executive health plan	24%	23%	24%	23%	19%	25%
Car allowance	15%	12%	12%	13%	11%	9%
Subsidized meals	11%	11%	8%	12%	9%	6%
Subsidized childcare	4%	3%	3%	3%	1%	2%
Paid time off						
Personal time off days	57%	62%	66%	48%	51%	57%
Flex days	43%	49%	49%	33%	34%	35%
Top up for maternity leave	36%	41%	43%	41%	44%	47%
Extended parental leave	24%	28%	34%	30%	25%	38%
Elder care leave	12%	14%	15%	13%	15%	17%
Sabbatical	8%	10%	11%	13%	12%	13%

Change in Benefits and Satisfaction with Compensation

The percentage of in-house counsel that saw increases in out-of-pocket costs for benefits is slightly lower in British Columbia than nationally (22% and 27%, respectively). Seven percent of British Columbian in-house counsel saw a decrease in benefits coverage compared to 9% nationally.

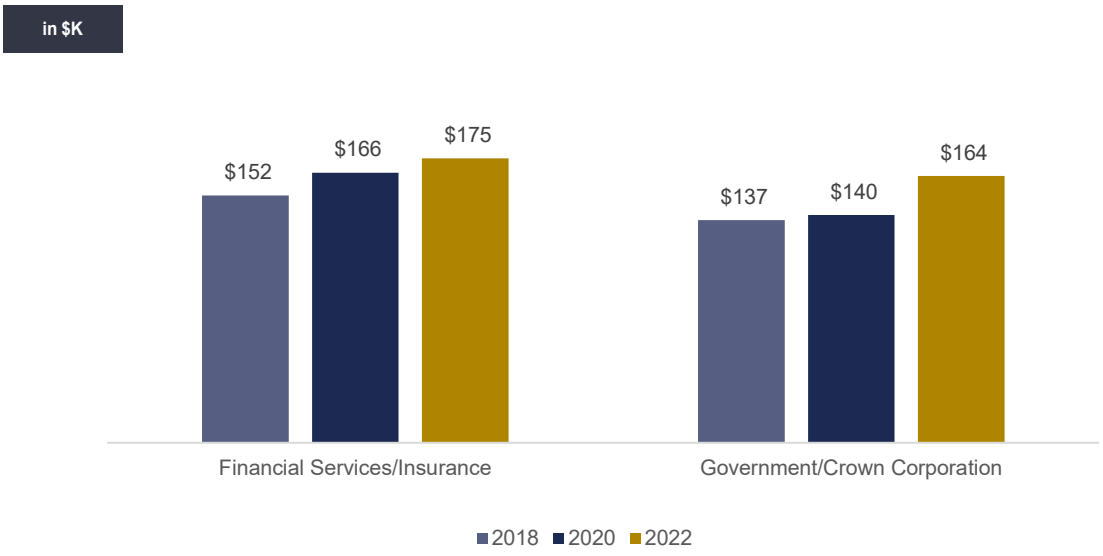
The percentage of British Columbian respondents who are very/somewhat satisfied with both their benefits package and their base salary is slightly lower compared to in-house counsel nationally. Satisfaction with incentive program at the national and provincial level remained equal (60%).

Experienced in past 12 months (% yes)	Canada			British Columbia		
	2018	2020	2022	2018	2020	2022
Increase in out-of-pocket costs for benefits	30%	25%	27%	22%	20%	22%
Decrease in benefits coverage	16%	12%	9%	11%	7%	7%

% Very/Somewhat satisfied	Canada			British Columbia		
	2018	2020	2022	2018	2020	2022
Benefits package	70%	70%	72%	74%	70%	69%
Incentive program	56%	59%	60%	53%	61%	60%
Base salary	50%	55%	51%	53%	52%	49%

Trends by Industry in British Columbia

The top two sectors employing in-house counsel in British Columbia are Financial services/Insurance and Government/Crown corporations. Both sectors show steady gains in base salaries from 2018 to 2022.





National Trends in In-House Counsel Compensation

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

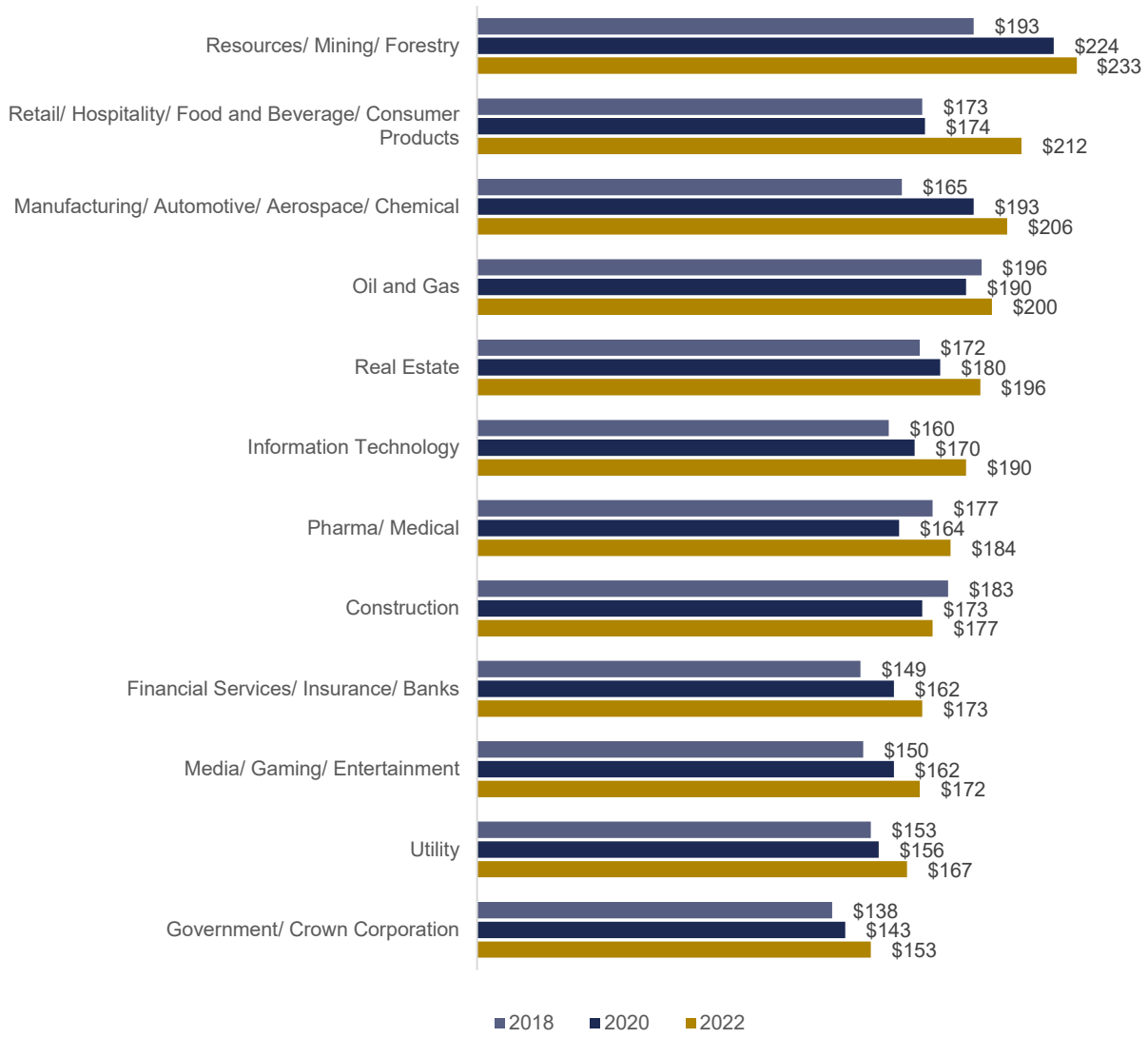
BASE SALARY BY TYPE OF EMPLOYER

The average salary for all in-house counsel surveyed is $180,000, which is notably higher compared to $167,500 reported in 2020. Based on organization type, we note that the average base salary for in-house counsel in both publicly-quoted and privately-owned companies is higher than government, Crown corporation, or not-for-profit 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 ($233K), retail/ hospitality/food and beverage/consumer products ($212K), manufacturing/ automotive/aerospace/ chemical ($206K), oil and gas ($200K), real estate ($196K), information technology ($190K), and pharma/medical ($184K).

The largest gains in annual base salaries from 2020 to 2022 are in retail/ hospitality/ food and beverage/ consumer products (up $38K), information technology (up $20K), and pharma/ medical (up $20K). Among the top twelve industries, there were no notable down shifts.



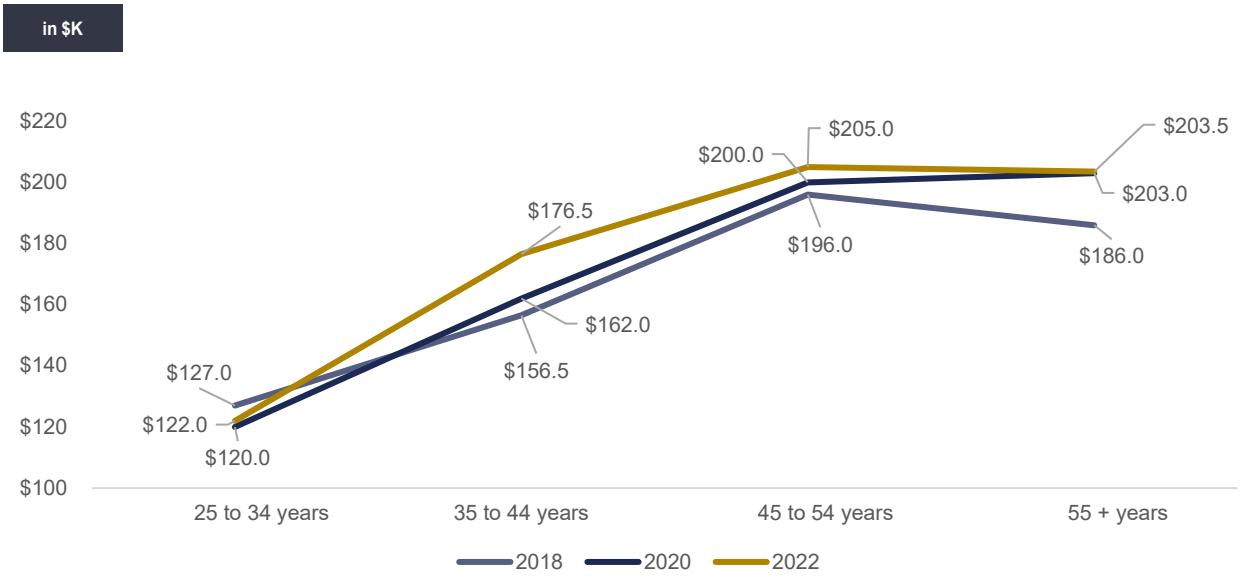
BASE SALARY BY EMPLOYMENT HISTORY, AGE, AND TENURE

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		
	2018	2020	2022
None	$131,000	$129,500	$148,000
1 – 2 years	$150,500	$156,000	$167,000
3 – 5 years	$166,000	$173,000	$185,000
> 5 years	$181,500	$186,500	$197,000

Trends by Age

Generally, the older the person, the higher the salary. Salary increases peak in the 45-54-year-old range and then plateau or drop with age after that. This year, those in the 25-34-year-old group received an average annual base salary of $122K, while those 55+ received an annual base salary of $203.5K.



	25 to 34 years	35 to 44 years	45 to 54 years	55 + years
2018	$127,000	$156,500	$196,000	$186,000
2020	$120,000	$162,000	$200,000	$203,000
2022	$122,000	$176,500	$205,000	$203,500

Trends by Tenure with Employer

The trends by tenure with employer show results similar to the previous table of trends by age. In the 2018 and 2020 surveys, the longer the person worked for a given organization, the higher the salary. There was an increase for base salary across all groups in 2022 compared to 2020, with the exception of those staying with the same employer for 15 years or more.



	< 5 years	5 to 9 years	10 to 14 years	15 + years
2018	$149,000	$169,000	$193,500	$187,500
2020	$153,000	$180,000	$200,000	$218,000
2022	$167,000	$185,000	$208,000	$207,000

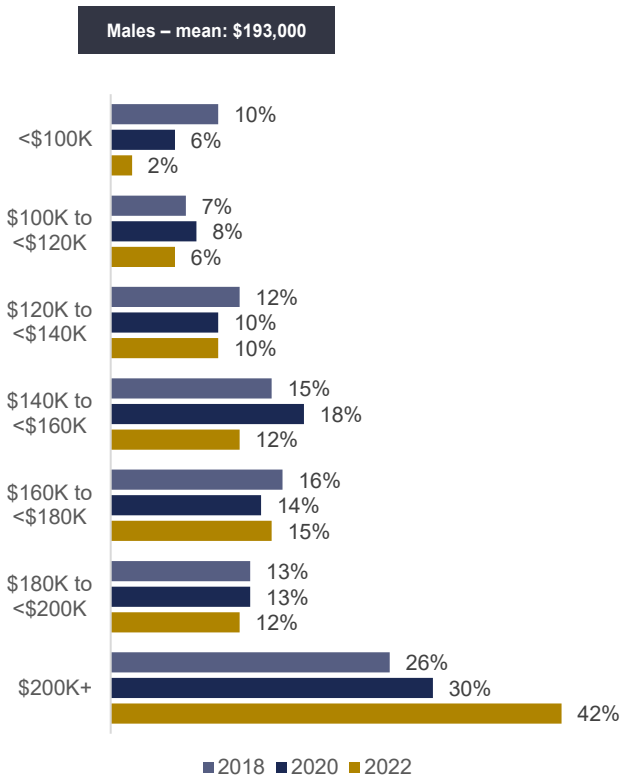
BASE SALARY BY GENDER

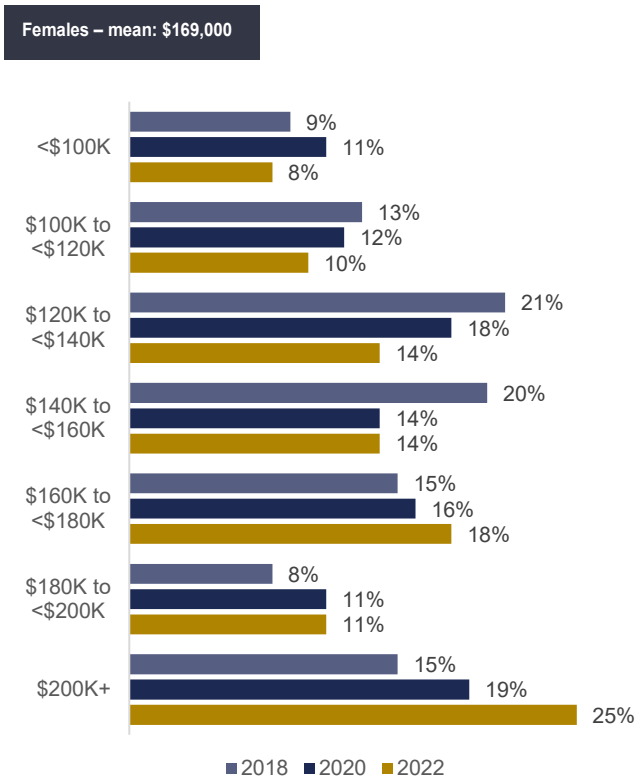
Trends by Gender

This year, female participants outnumber male (55% female compared to 43% male). On average, the salary of female in-house counsel is lower than their male counterparts.

In 2022, the average male base salary stands at $193,000, which is $24,000 higher than the average female base salary of $169,000. This salary gap increased compared to 2020's gap of $19,000 (+36% gap growth).

Gender differences are particularly apparent at the higher wage levels. For example, 42% of males have a mean salary of $200K+, while only 25% of females receive this level of pay.



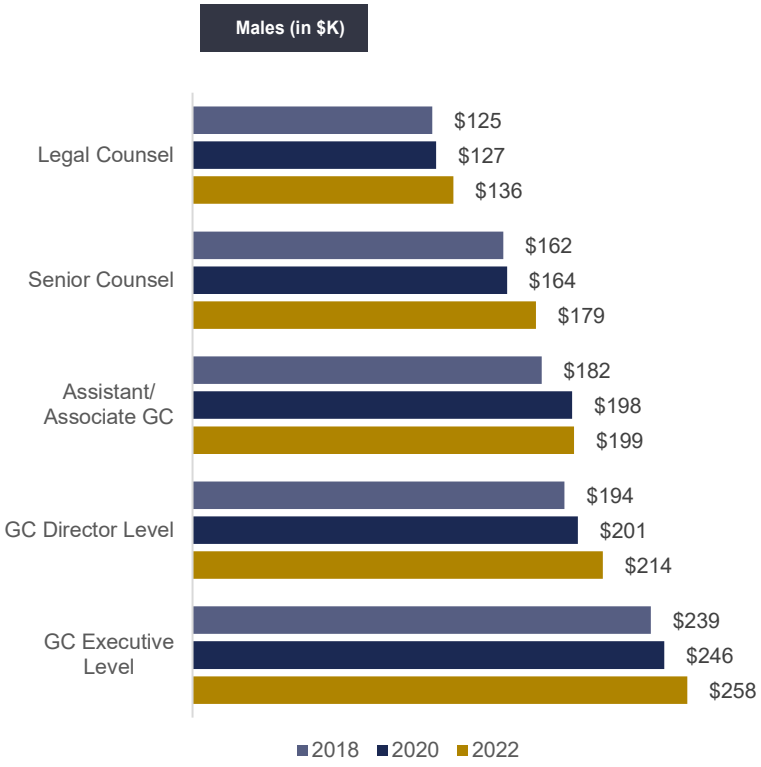


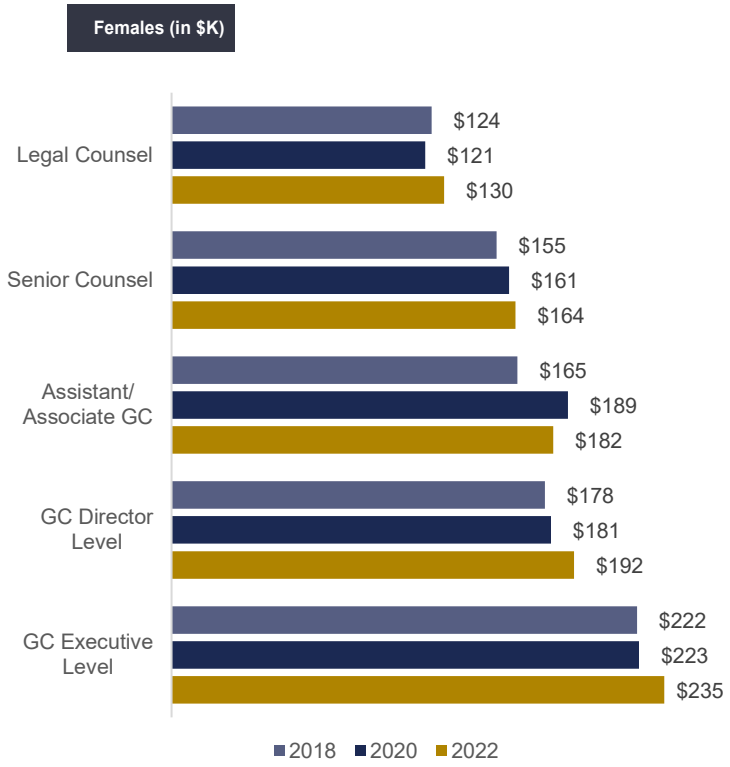
	Total mean salary	Males	Females	Difference
2018	$163,000	$173,000	$154,000	-$19,000
2020	$167,500	$177,000	$158,000	-$19,000
2022	$180,000	$193,000	$169,000	-$24,000

Salary by Job Role and Gender

As we can see from the charts below, females are paid less than males at all job role levels. The smallest gap in salaries exists for Legal Counsel and for Senior Counsel ($6,000 and $15,000 respectively). The largest salary gaps exist for GC Director Level and GC Executive Level ($22,000 and $23,000 respectively). In both cases, the salary gap has increased since 2018.

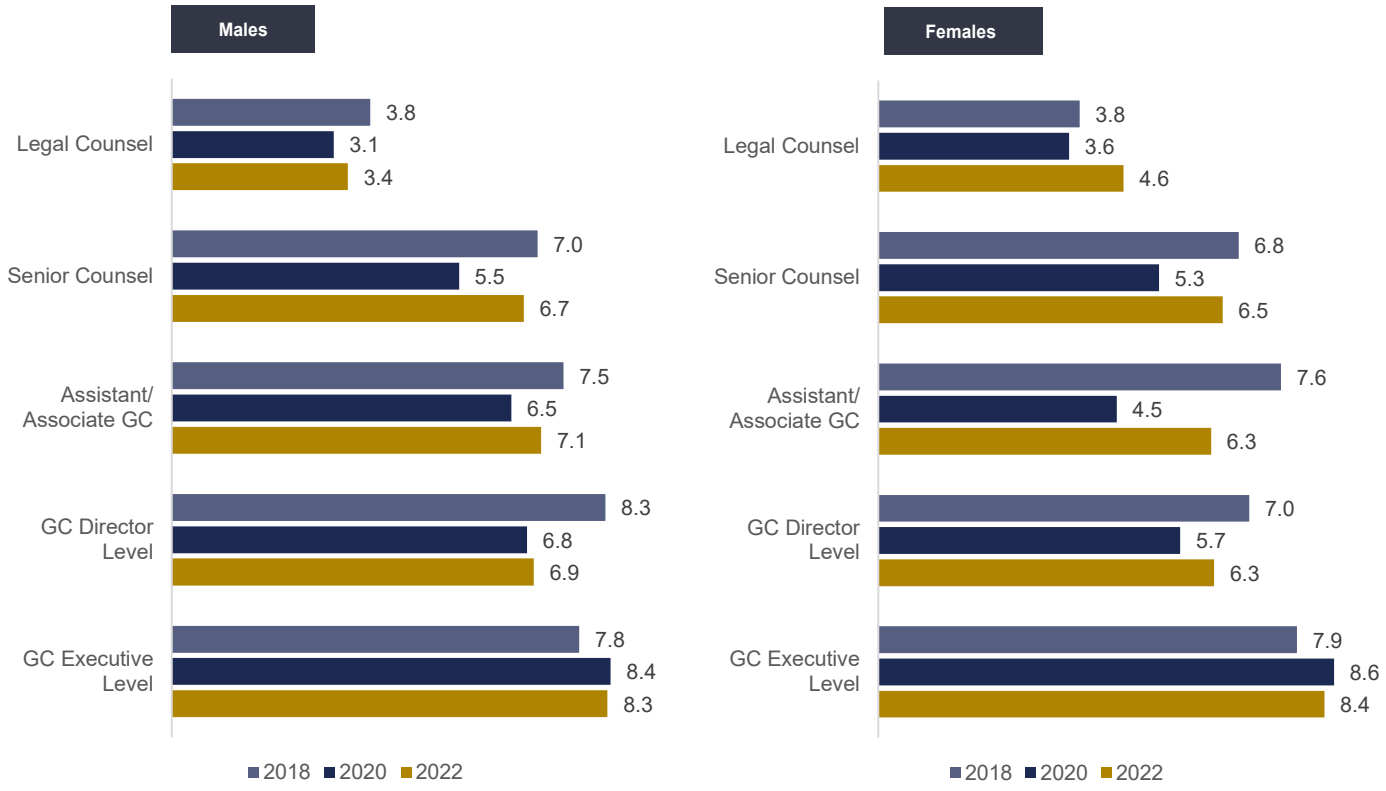
In comparison to 2018, the gap in salaries has increased for all job categories with the exception of Assistant/Associate GC where the gap remains at $17,000.





Tenure by Job Role and Gender

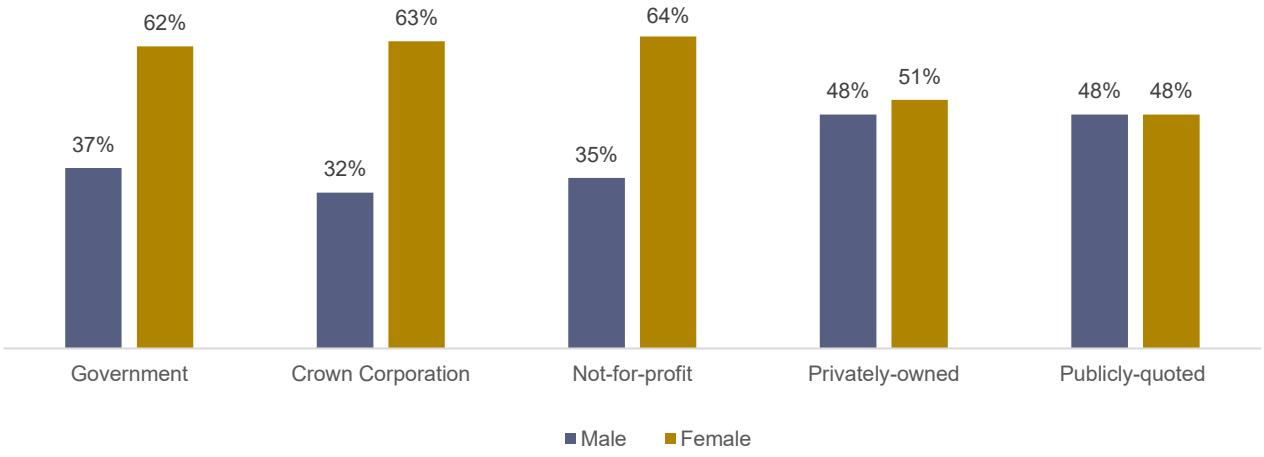
When looking at tenure with current company, males and females have spent an equivalent amount of time getting to the GC Executive Level. On average, females have longer tenure at the Legal Counsel role. Males, on average, have had longer tenures by the time they reach the Assistant/ Associate GC role was well as GC Director Level.



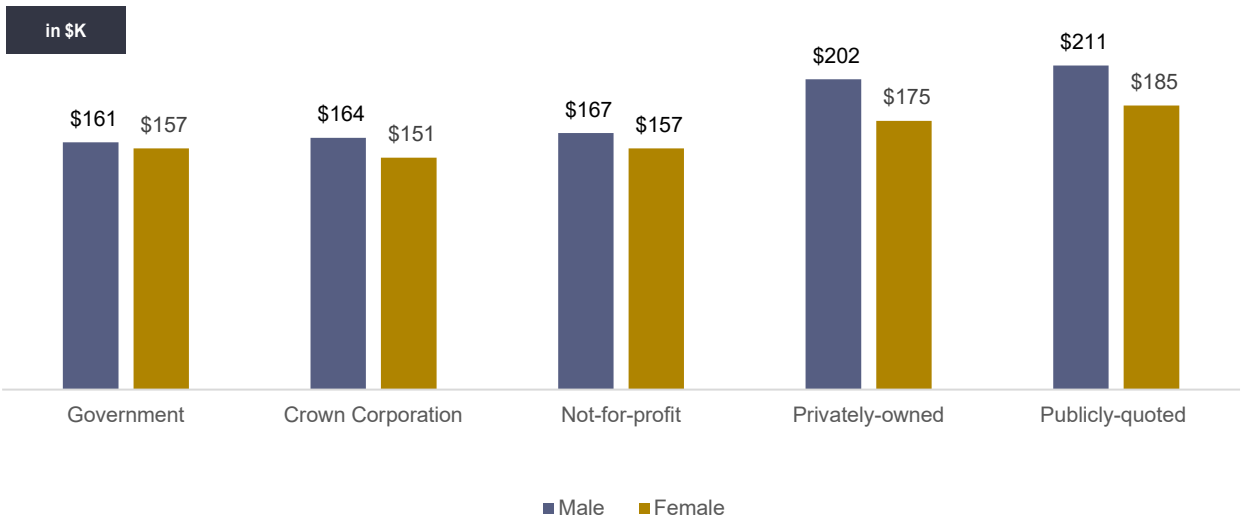
Gender and Sector

One factor that partially explains the salary discrepancy between males and females relates to an analysis of gender and sector. When we compare the differences in base salary across the five sectors (second chart), we see that base salaries are the lowest for government, Crown corporations, and not-for-profits. The first chart shows that the proportion of females to males is much higher in the lower paying organization types. In total, these three sectors employ 44% of the female respondents vs. only 30% of males.

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



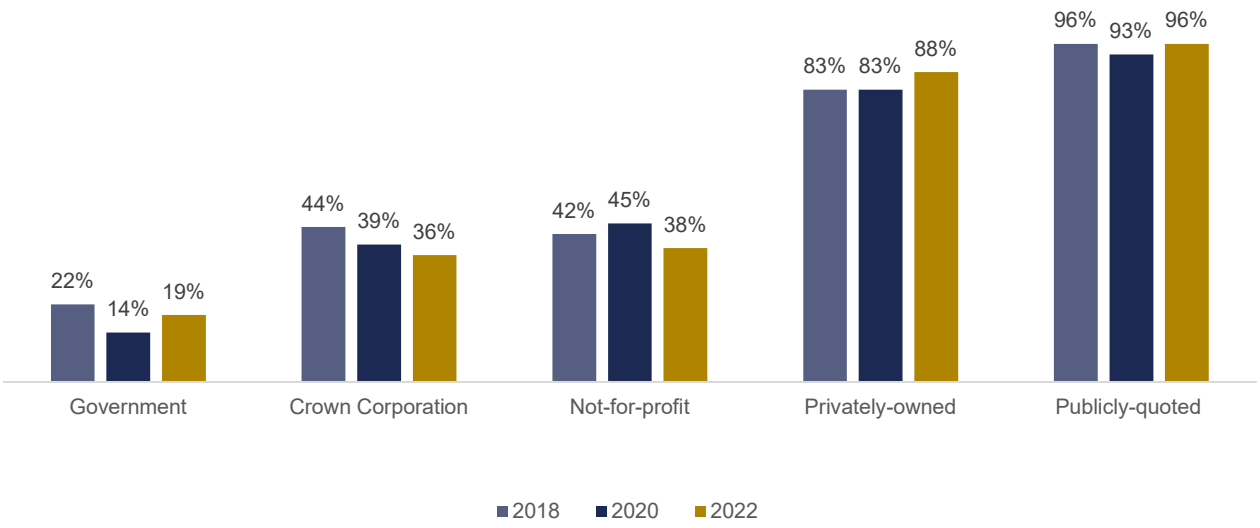




SHORT-TERM AND LONG-TERM INCENTIVE PROGRAMS

Short-Term Incentives

Short-term incentive plans are available to 96% of in-house counsel in publicly-quoted companies. With respect to privately-owned companies, 88% of their employees have access to this program (in comparison to 83% in 2020). The not-for-profit sector is next at 38% and Crown corporations follow at 36%. In 2022, government use of short-term incentive programs stands at 19%.



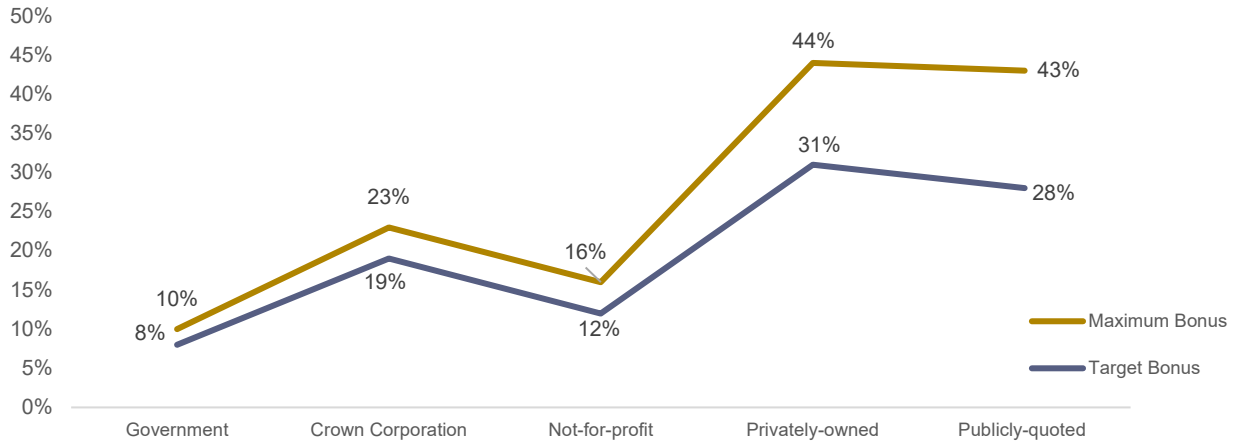
Bases of Bonus/Incentive Program

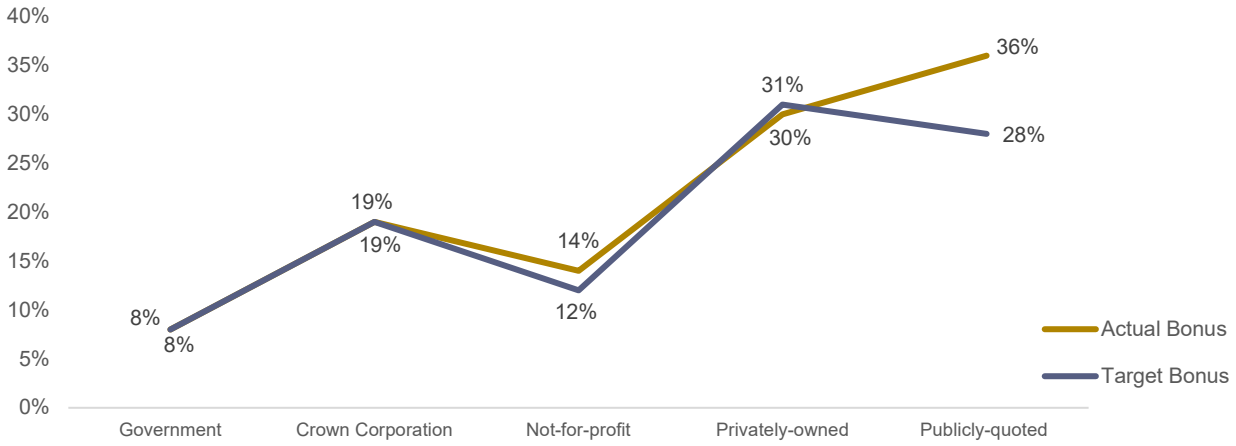
Experienced in past 12 months (% yes)	Total			Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Organizational performance	90%	90%	89%	50%	40%	41%	81%	86%	84%	69%	69%	66%	93%	91%	93%	95%	97%	94%
Individual performance	89%	88%	89%	96%	100%	96%	91%	95%	96%	86%	92%	92%	84%	85%	86%	94%	92%	86%
Team performance	48%	48%	48%	36%	50%	37%	54%	54%	45%	58%	45%	50%	46%	47%	51%	50%	49%	45%
Specific project based	22%	22%	18%	23%	5%	19%	19%	27%	8%	25%	33%	24%	22%	22%	18%	22%	18%	19%

Bonuses by Sector

Looking at maximum bonus compared to target bonus in the graph below, we see that for publicly-quoted companies, the 43% maximum is much higher than the 28% target. Privately-owned companies have a maximum of 44% and a target of 31%. The difference between maximum and target amount for Crown corporation and the not-for-profit sector is 4%. As for the government sector, this gap is even narrower, at 2%.

In the case of actual bonus compared to target bonus, we see a close alignment for government, Crown corporations, not-for-profit, and privately-owned organizations. Actual bonus amount for publicly-quoted companies was noticeably higher in comparison to the target amount (36% and 28% respectively).

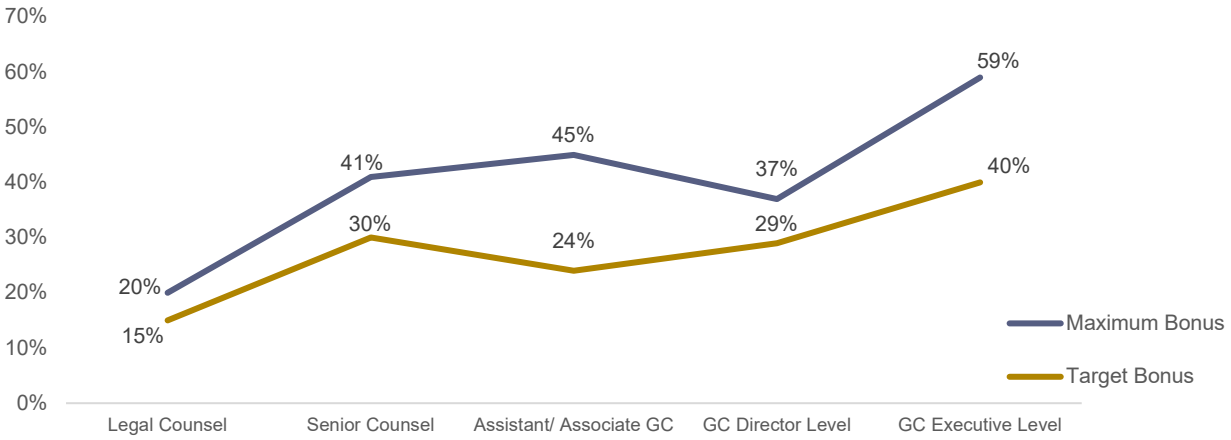


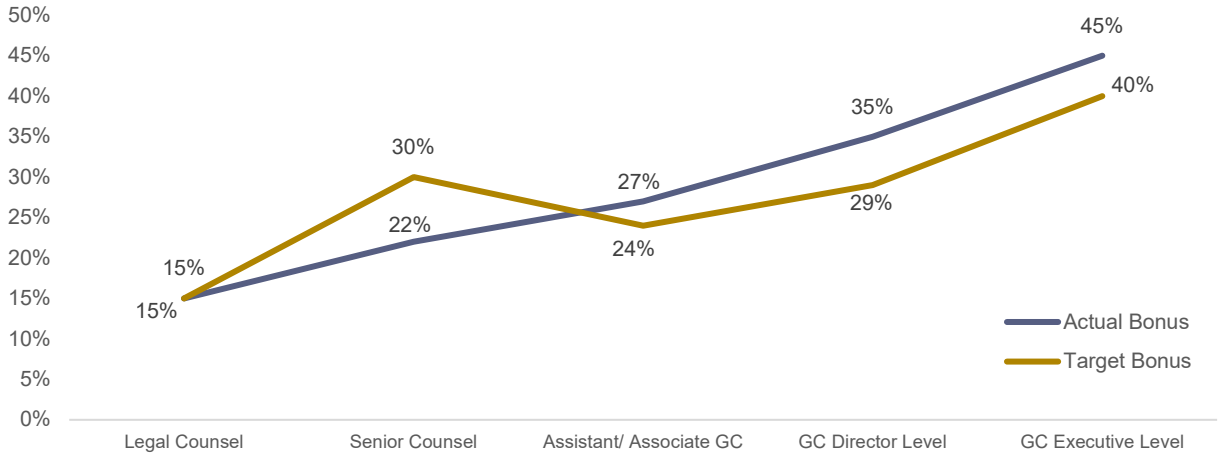


Bonuses by Title

Looking at bonuses by job title, we note that the biggest gap (21%) between the target bonus and maximum bonus was among those working as Assistant/Associate GC. They are followed by GC Executive level employees experiencing a difference of 19% (with 40% set as a target and 59% as a maximum).

For the Legal Counsel, actual and target bonuses are virtually identical. Actual bonuses for senior counsel were lagging behind by 8%, by reaching only 22% out of 30% target. As for the GC Director Level and GC Executive Level, actual bonus amounts exceeded target expectations by 6% and 5% respectively.

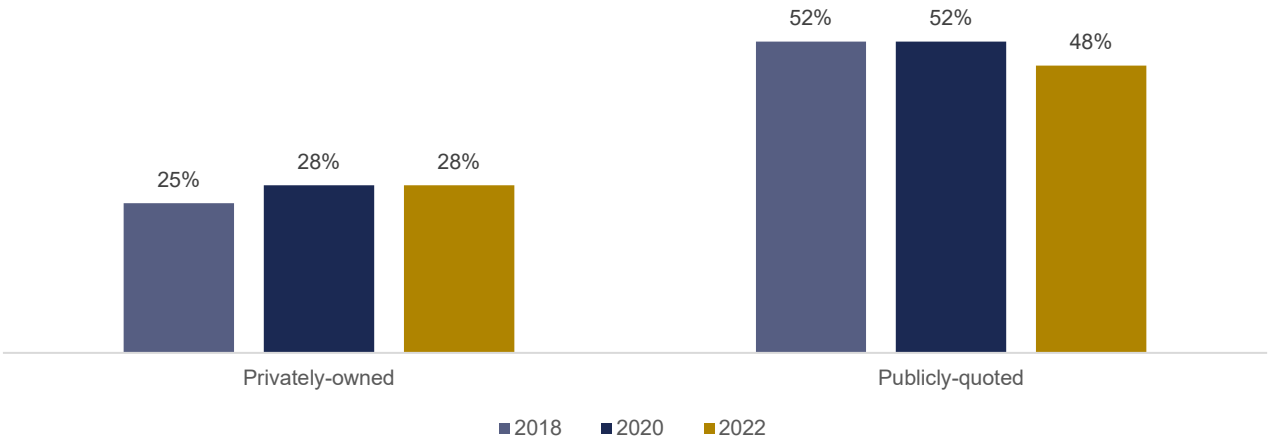


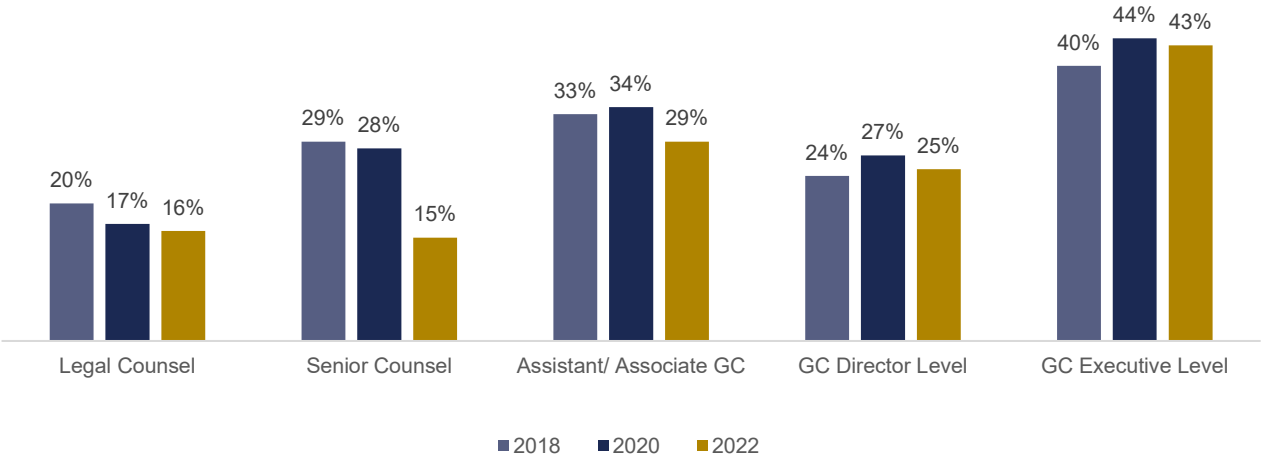


Stock Options

Twenty-eight percent of in-house counsel in privately-owned companies have stock options, unchanged from 2020. Those in publicly-quoted companies who report having stock options dropped slightly from 52% in 2020 to 48% in 2022.

The percentage of GC Executives, Directors, and Legal Counsel reporting stock options stayed almost unchanged from 2020. Senior Counsel reporting stock options seemed to fall greatly in 2022, while Assistant/ Associate GCs reporting stock options dropped from 34% in 2020 to 29% in 2022.





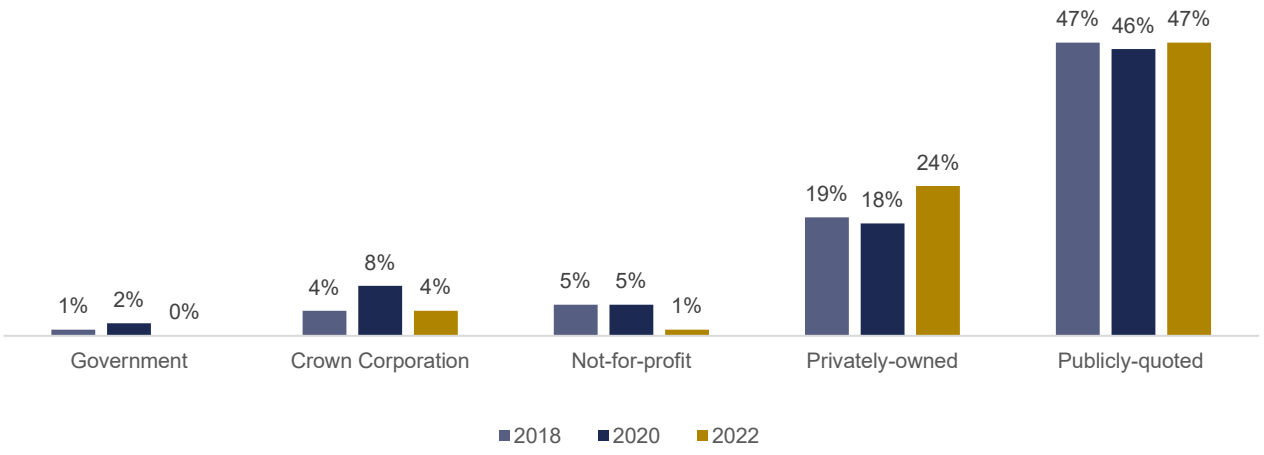
Type of plan	% yes		
	2018	2020	2022
Restricted stock plan	48%	47%	46%
Performance share plan	28%	32%	33%
Share appreciation rights	11%	9%	9%
Phantom share plan	8%	10%	11%

Long-Term Incentive Plans

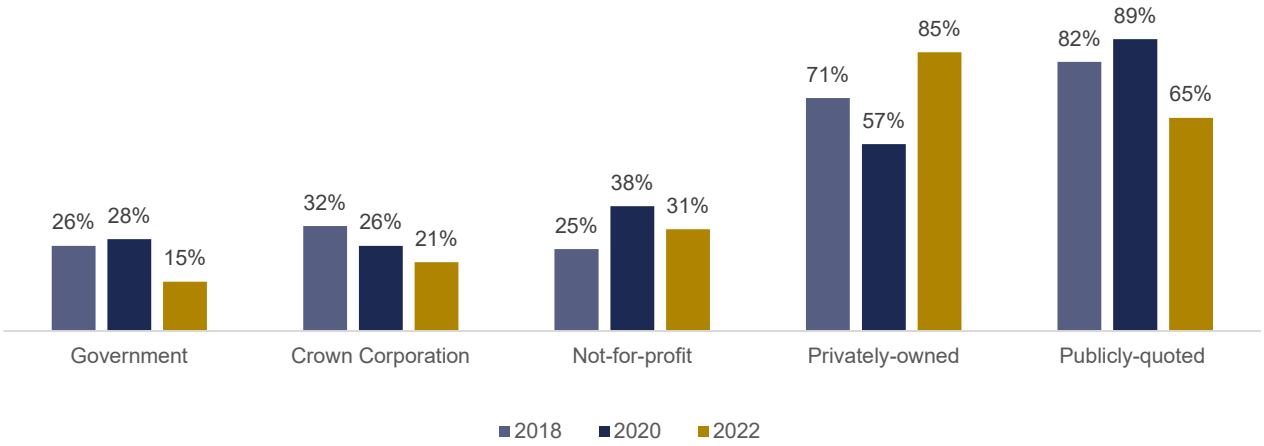
Long-term incentive plans continue to be most popular in publicly-quoted companies.

In 2022, 47% of in-house counsel at publicly-quoted companies are eligible for such plans, a consistent percentage since 2018. Twenty-four percent of in-house counsel at privately-owned companies receive long-term incentives, which is up from 18% in 2020. For Crown corporations, eligibility decreased from 8% to 4%, which is the same level as in 2018. The not-for-profit percentage dropped to 1% after keeping up at the 5% level in 2018 and 2020.

% eligible for long-term incentive plan



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



Benefits

As noted in 2020, a large majority of all in-house counsel receive both medical and dental coverage as well as short and long-term disability and life insurance.

Included in benefits package (% yes)	Total		
	2018	2020	2022
Insurance and retirement benefits			
Dental coverage	96%	95%	97%
Extended medical coverage	80%	77%	82%
Pension/Retirement plan	79%	78%	74%
Provincial health care coverage	72%	71%	72%
Employee assistance program	81%	80%	83%
Additional health spending account	55%	59%	61%
Medical/Dental coverage beyond retirement	21%	20%	20%
Short-term disability	88%	84%	86%
Long-term disability	92%	87%	89%
Life insurance	87%	83%	86%
Fringe benefits			
Educational credits/Tuition reimbursement	41%	45%	44%
Employee referral program	40%	42%	42%
Parking allowance	31%	28%	26%
Moving expenses	14%	13%	13%
Executive health plan	24%	23%	24%
Car allowance	15%	12%	12%
Subsidized meals	11%	11%	8%
Subsidized childcare	4%	3%	3%
Paid time off			
Personal time off days	57%	62%	66%
Flex days	43%	49%	49%
Top up for maternity leave	36%	41%	43%
Extended parental leave	24%	28%	34%
Elder care leave	12%	14%	15%
Sabbatical	8%	10%	11%

Benefits Package by Sector

Dental and extended medical coverage is generally provided across all sectors and demonstrated positive coverage dynamics across all categories.

Included in benefits package (% yes)	Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Insurance and retirement benefits															
Dental coverage	97%	95%	98%	95%	98%	98%	97%	96%	97%	95%	93%	96%	98%	97%	98%
Extended medical coverage	85%	82%	87%	78%	80%	86%	86%	78%	80%	77%	75%	77%	80%	77%	84%
Pension/Retirement plan	95%	97%	98%	93%	97%	96%	92%	86%	77%	68%	65%	58%	79%	75%	72%
Provincial health care coverage	77%	77%	79%	77%	80%	74%	70%	61%	70%	72%	70%	72%	68%	70%	69%
Employee assistance program	90%	88%	95%	88%	87%	88%	87%	89%	86%	71%	72%	76%	84%	74%	75%
Additional health spending account	63%	62%	65%	64%	70%	69%	43%	50%	50%	49%	53%	57%	60%	64%	67%
Medical/Dental coverage beyond retirement	36%	33%	37%	39%	29%	27%	22%	17%	15%	14%	14%	14%	17%	16%	18%
Short-term disability	90%	86%	92%	89%	88%	88%	93%	81%	85%	83%	79%	80%	93%	91%	91%
Long-term disability	94%	88%	95%	93%	92%	96%	93%	90%	89%	88%	84%	84%	96%	91%	91%
Life insurance	92%	87%	90%	84%	88%	93%	88%	81%	85%	81%	76%	81%	91%	89%	87%
Fringe benefits															
Educational credits/Tuition reimbursement	38%	37%	42%	41%	50%	47%	47%	51%	51%	48%	47%	45%	35%	41%	39%
Employee referral program	31%	25%	30%	38%	30%	38%	24%	27%	21%	43%	46%	50%	46%	54%	55%
Parking allowance	31%	28%	22%	33%	35%	35%	22%	24%	30%	33%	29%	22%	31%	26%	28%
Moving expenses	13%	13%	19%	13%	13%	21%	13%	11%	8%	14%	13%	10%	15%	15%	11%
Executive health plan	29%	19%	25%	17%	16%	22%	16%	16%	19%	25%	25%	25%	25%	26%	25%
Car allowance	7%	2%	8%	9%	10%	6%	13%	6%	6%	18%	18%	17%	16%	11%	11%
Subsidized meals	10%	5%	5%	8%	6%	6%	13%	9%	9%	13%	14%	14%	10%	14%	14%
Subsidized childcare	2%	2%	7%	3%	4%	5%	1%	2%	7%	4%	2%	10%	5%	4%	8%
Paid time off															
Personal time off days	62%	63%	69%	64%	68%	69%	62%	75%	72%	57%	59%	62%	49%	58%	67%
Flex days	63%	57%	60%	53%	55%	55%	45%	51%	55%	38%	42%	42%	38%	47%	49%
Top up for maternity leave	40%	44%	51%	54%	62%	60%	45%	43%	46%	26%	29%	33%	36%	43%	43%
Extended parental leave	38%	40%	47%	37%	36%	49%	26%	29%	33%	21%	22%	25%	17%	26%	30%
Elder care leave	21%	21%	25%	16%	18%	24%	15%	28%	25%	10%	9%	9%	10%	10%	9%
Sabbatical	12%	16%	19%	16%	13%	16%	6%	12%	10%	5%	5%	8%	6%	11%	7%

Benefits Package by Title

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

Included in benefits package (% yes)	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Insurance and retirement benefits															
Dental coverage	97%	94%	99%	98%	96%	96%	96%	98%	100%	95%	95%	95%	96%	98%	98%
Extended medical coverage	76%	74%	82%	85%	80%	84%	69%	82%	85%	80%	80%	79%	86%	74%	85%
Disability/Life insurance	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Pension/Retirement plan	80%	80%	83%	86%	88%	85%	79%	79%	72%	76%	74%	61%	75%	72%	71%
Provincial health care coverage	72%	69%	70%	66%	73%	69%	69%	73%	79%	72%	74%	71%	86%	71%	85%
Employee assistance program	76%	75%	83%	87%	84%	86%	83%	87%	85%	81%	83%	80%	83%	87%	85%
Additional health spending account	59%	58%	62%	60%	68%	67%	52%	60%	69%	46%	55%	53%	54%	62%	65%
Medical/Dental coverage beyond retirement	18%	21%	20%	29%	22%	16%	17%	16%	26%	19%	21%	18%	28%	16%	31%
Short-term disability	86%	82%	86%	92%	90%	90%	92%	92%	88%	87%	82%	83%	93%	89%	90%
Long-term disability	92%	87%	87%	95%	90%	94%	90%	89%	95%	90%	87%	87%	94%	89%	91%
Life insurance	87%	80%	86%	86%	88%	86%	88%	90%	95%	85%	84%	83%	85%	86%	90%
Fringe benefits															
Educational credits/Tuition reimbursement	39%	41%	39%	31%	38%	43%	35%	36%	41%	48%	51%	44%	50%	56%	52%
Employee referral program	37%	37%	41%	47%	48%	51%	38%	45%	53%	41%	41%	41%	42%	47%	49%
Parking allowance	21%	17%	13%	33%	24%	27%	21%	42%	29%	40%	36%	29%	46%	41%	48%
Moving expenses	11%	12%	13%	13%	14%	12%	15%	18%	14%	19%	14%	14%	15%	18%	16%
Executive health plan	15%	20%	21%	16%	12%	14%	25%	27%	21%	29%	27%	25%	60%	43%	46%
Car allowance	6%	4%	4%	13%	4%	4%	23%	10%	14%	16%	20%	15%	40%	36%	36%
Subsidized meals	9%	10%	5%	13%	11%	4%	8%	11%	14%	12%	12%	10%	11%	15%	12%
Subsidized childcare	4%	4%	2%	4%	4%	3%	0%	3%	3%	3%	2%	3%	7%	2%	4%
Paid time off															
Personal time off days	62%	61%	64%	56%	68%	63%	38%	66%	76%	54%	58%	62%	63%	65%	74%
Flex days	48%	47%	51%	44%	51%	52%	27%	57%	57%	41%	50%	44%	49%	50%	51%
Top up for maternity leave	37%	45%	45%	41%	44%	48%	31%	57%	60%	32%	34%	36%	39%	37%	38%
Extended parental leave	23%	29%	37%	24%	24%	33%	21%	39%	40%	25%	28%	31%	22%	30%	27%
Elder care leave	15%	15%	18%	12%	13%	11%	2%	16%	17%	13%	14%	13%	11%	13%	13%
Sabbatical	8%	11%	13%	9%	10%	10%	4%	8%	16%	8%	11%	9%	4%	5%	9%

PENSION/RETIREMENT PLANS

Pension and retirement plans are offered to most in-house counsel (74%), but privately-owned companies are least likely at 58% to offer such plans, and that number has dropped from 68% seen in 2018. The public sector is more generous in this regard, with 98% of government and 96% of Crown corporations offering such plans. Proportions reporting these plans continue to drop across not-for-profit, privately owned, and publicly quoted organizations.

In 2022, 67% of all organizations offered a matching program for RRSP savings. The average percentage of savings being matched is at 22% in 2022.

	Total			Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Included in benefits package (% yes)																		
Pension/Retirement plan	79%	78%	74%	95%	97%	98%	93%	97%	96%	92%	86%	77%	68%	65%	58%	79%	75%	72%
Does your retirement plan consist of (% yes) (Respondents with pension/retirement plan in benefits package)																		
Pension	73%	70%	74%	98%	97%	97%	93%	97%	90%	67%	86%	71%	57%	65%	55%	69%	75%	67%
RRSP savings	58%	60%	55%	35%	29%	23%	39%	39%	35%	57%	60%	43%	68%	73%	75%	68%	78%	74%
Pension structure (Respondents with pension in retirement plan)																		
Defined benefit plan	56%	52%	53%	83%	81%	81%	71%	71%	71%	69%	50%	57%	38%	27%	25%	41%	37%	30%
Defined contribution plan	44%	48%	47%	17%	19%	19%	29%	29%	29%	31%	50%	43%	63%	73%	75%	59%	63%	71%

RRSP Savings Plans

	Total			Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Does your retirement plan consist of (% yes)																		
RRSP savings	58%	60%	55%	35%	29%	23%	39%	39%	35%	57%	60%	43%	68%	73%	75%	68%	78%	74%
Organization offers a matching program (Respondents with RRSP savings in retirement plan)																		
% yes	66%	68%	67%	13%	20%	21%	42%	41%	33%	41%	55%	64%	85%	87%	83%	73%	72%	72%

What % of your RRSP savings are being matched by your organization? (Percentages on this table represent the percent of RRSP savings being matched by the respondent's organization)	Mean
2018	29%
2020	22%
2022	22%

CAR AND PARKING ALLOWANCE

Whether one receives a car and parking allowance is largely dependent on job role and sector. Thirteen percent of Legal Counsel reported having a parking allowance in 2022 vs. 48% of GC Executive Level respondents. Similarly, 4% of Legal Counsel reported having a car allowance in 2022 vs. 36% of GC Executive Level respondents.

In 2022, Crown corporation in-house counsel reported the highest proportion of parking allowance (35%) while the lowest was reported from within privately-owned firms (22%).

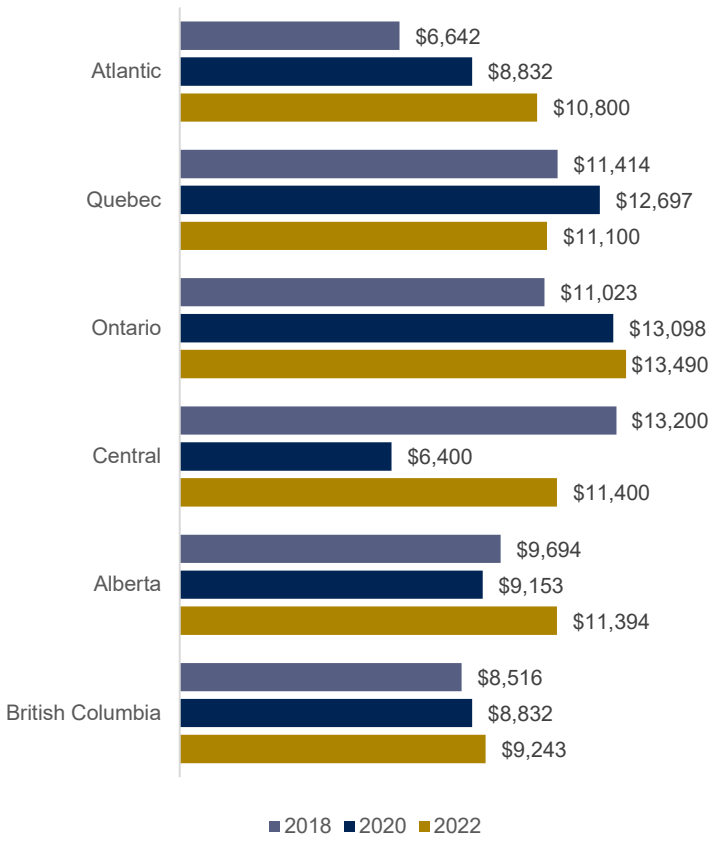
Privately-owned (17%) and publicly-quoted companies (11%) are more likely to offer car allowance than the other sectors. Publicly-quoted provision of car allowance declined from 16% in 2018 to 11% in 2020 and 2022.

Across the country, in 2022, Quebec reported the largest average parking allowance ($4,447) and Ontario had the highest dollar level for average annual car allowance, offering $13,490.

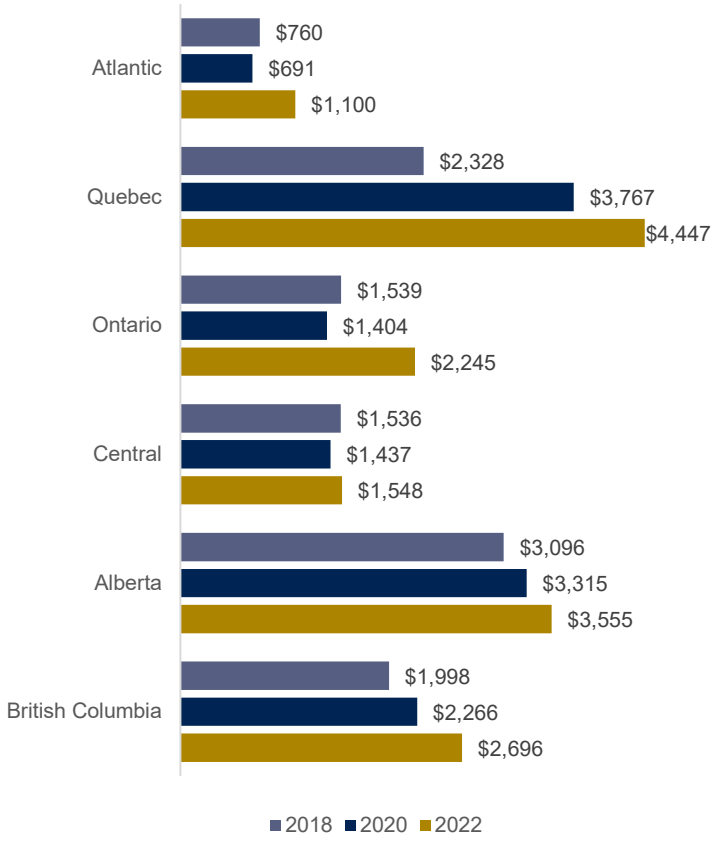
Included in benefits package (% yes)	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Parking allowance in benefits package (% yes)	21%	17%	13%	33%	24%	27%	21%	42%	29%	40%	36%	29%	46%	41%	48%
Average annual parking allowance ($)	$2,091	$1,903	$2,166	$2,115	$1,886	$2,793	$1,765	$3,892	$3,063	$2,143	$2,647	$2,771	$3,120	$2,003	$3,008
Car allowance in benefits package (% yes)	6%	4%	4%	13%	4%	4%	23%	10%	14%	16%	20%	15%	40%	36%	36%
Average annual car allowance ($)	$6,364	$15,171	$5,175	$8,832	$8,800	$14,333	$9,511	$8,633	$9,429	$10,252	$10,596	$12,824	$10,929	$14,922	$12,586

Included in benefits package (% yes)	Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Parking allowance in benefits package (% yes)	31%	28%	22%	33%	36%	35%	22%	24%	30%	33%	29%	22%	31%	26%	28%
Average annual parking allowance ($)	$1,643	$ 1,524	$ 1,995	$1,396	$2,911	$2,520	$2,138	$ 2,059	$ 2,393	$1,939	$ 2,276	$ 3,179	$2,945	$2,556	$2,893
Car allowance in benefits package (% yes)	7%	2%	8%	9%	10%	6%	13%	6%	6%	18%	18%	17%	16%	11%	11%
Average annual car allowance ($)	$2,650	NA	$7,300	$10,083	$5,550	$7,410	$7,620	$10,800	$6,333	$8,258	$10,212	$13,048	$13,150	$14,483	$12,877

Average annual car allowance



Average annual parking allowance



VACATION, FLEX, AND PERSONAL TIME OFF DAYS

The proportion of respondents reporting personal time off days grew from 57% in 2018 to 66% in 2022, although the median number of personal days backed off from five in 2020 to four in 2022. The median number of flex days also decreased from eight in 2018 and 2020 to five in 2022. The provision of maternity leave top-up, extended parental leave, and sabbaticals are all up again in 2022.

Entitlement to vacation days is continuing a slow increase from 2018 through 2022. As expected, those who spend more years with an organization enjoy greater vacation time.

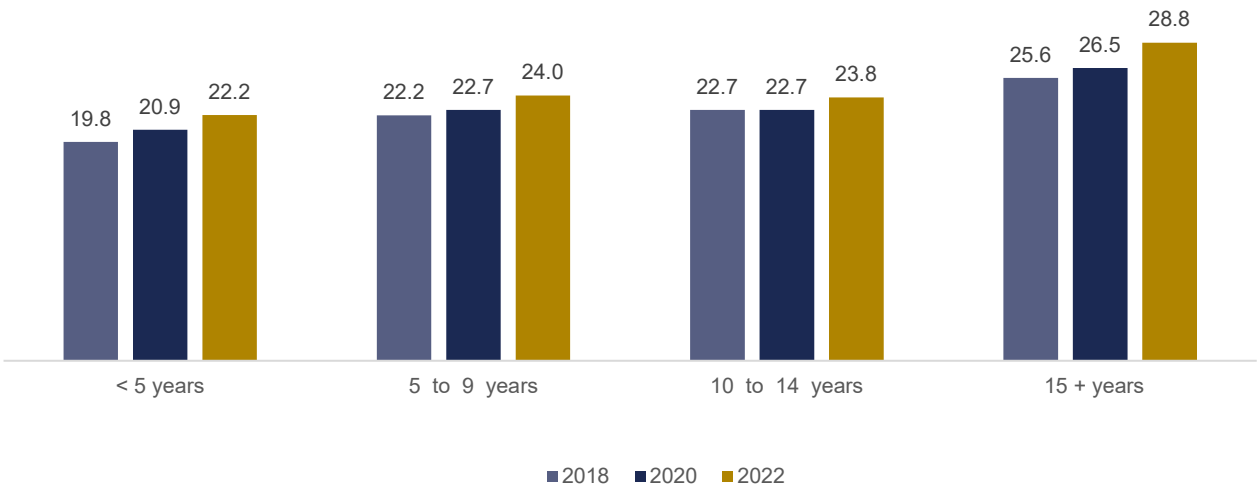
For paid personal time off days, government, crown corporations and not-for-profit companies offer more paid personal time off days when compared to privately-owned and publicly-quoted companies.

In 2022, the number of paid flex days is highest among government (11.5) and lowest among publicly-quoted organizations (5.5).

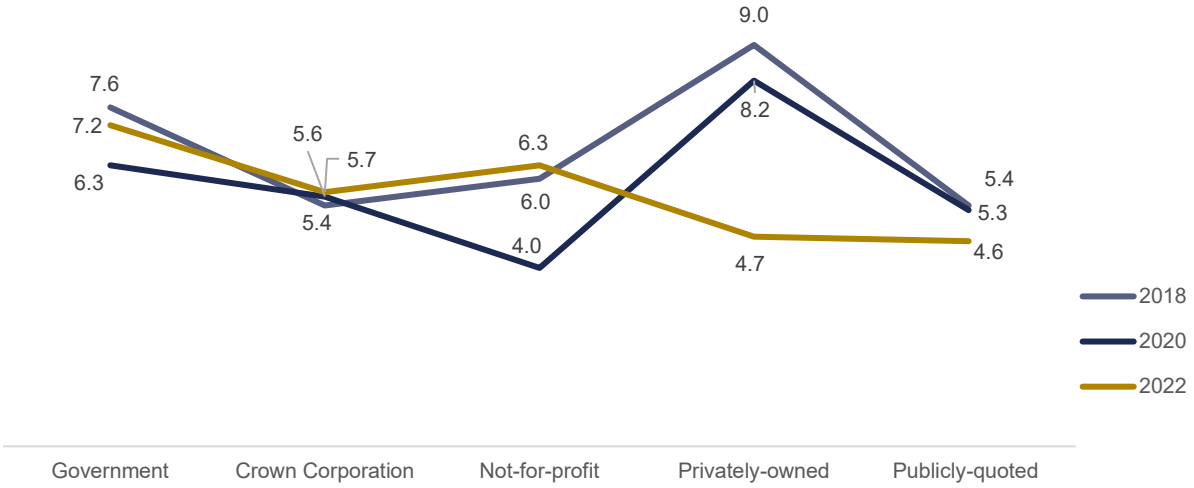
Paid Time Off and Leave

Included in benefits package (% yes)	2018	2020	2022
Personal time off days	57%	62%	66%
Median number of personal time off days	4.0	5.0	4.0
Flex days	43%	49%	49%
Median number of flex days	8.0	8.0	5.0
Top up for maternity leave	36%	41%	43%
Extended parental leave	24%	28%	34%
Sabbaticals	8%	10%	11%

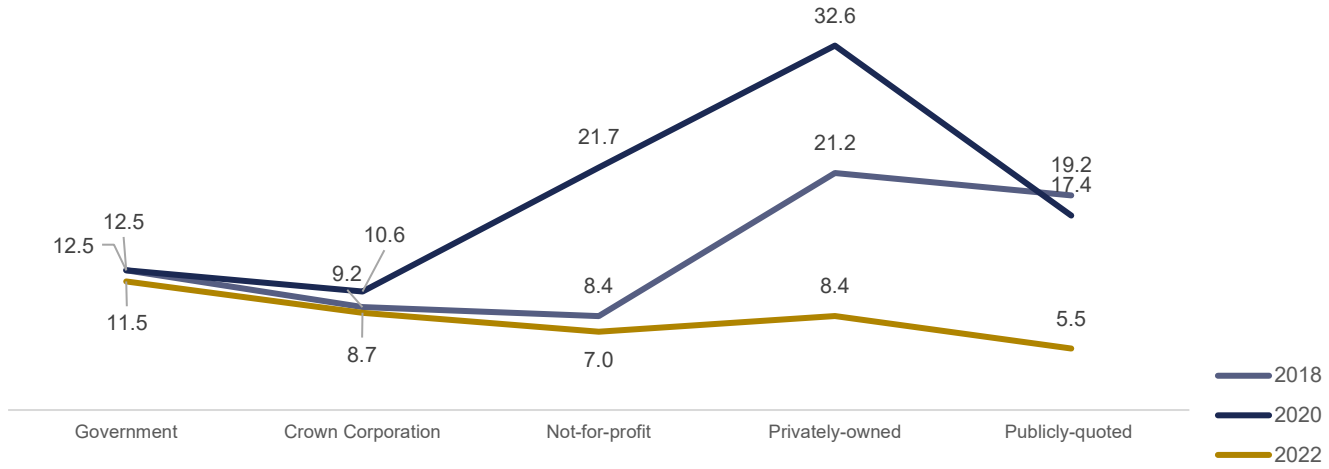
Vacation Days by Years with Current Employer



Paid Personal Time Off Days



Paid Flex Days

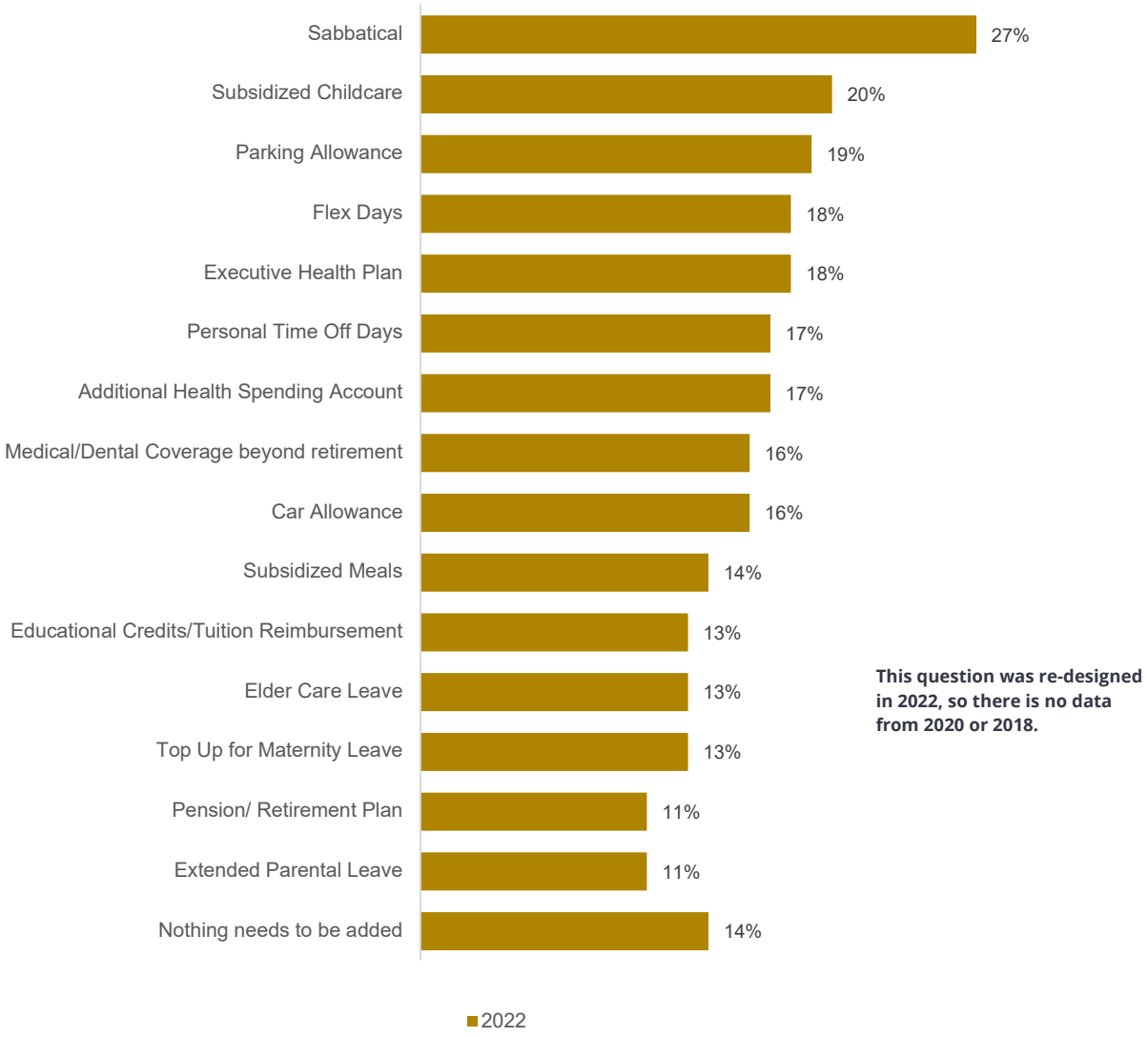


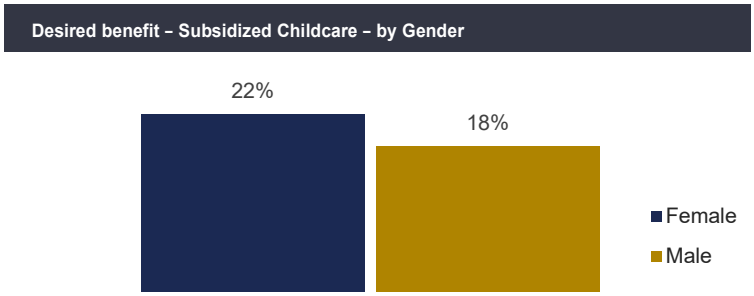
DESIRED BENEFITS CURRENTLY NOT OFFERED

Those responding to the survey were asked to identify benefits that they would like to see offered. The top three benefits were sabbatical (27%), subsidized childcare (20%), and parking allowance (19%). Six other benefits were selected by 16% to 18% of respondents. Fourteen percent stated that nothing needed to be added.

This approach to this question was changed in 2022, so historical comparisons are not possible. To preserve space, the chart excludes items chosen by fewer than 10% of respondents.

Looking specifically at subsidized childcare, slightly more females (22%) than males (18%) would like this benefit to be offered.

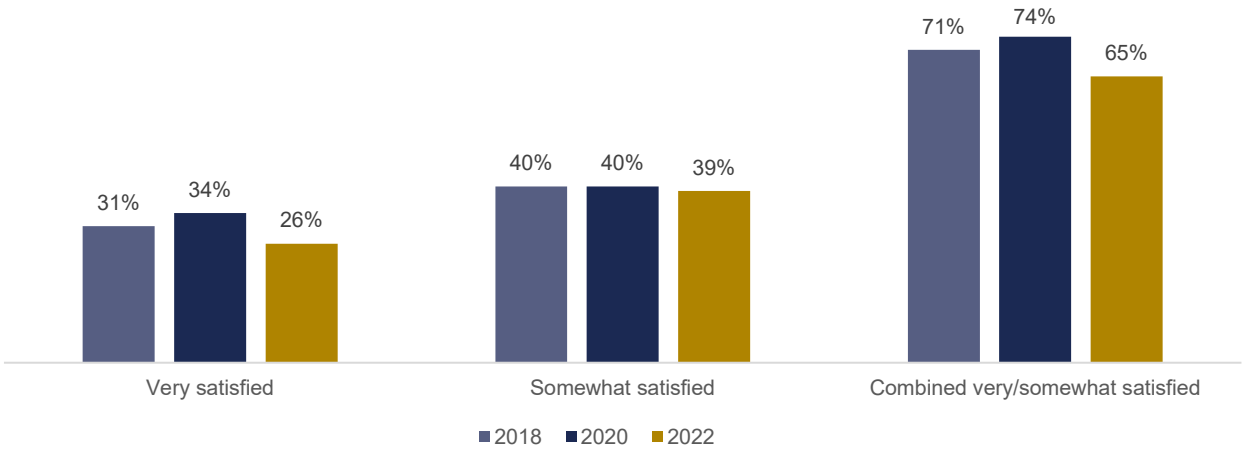




Satisfaction with Work and Loyalty to Employer

SATISFACTION WITH BALANCE BETWEEN PRIVATE AND PROFESSIONAL LIFE

This year, 26% of in-house counsel are very satisfied with the balance between their private and professional life and 39% are somewhat satisfied, for a combined total of 65%. This is a decrease compared to both 2020 and 2018, especially with respect to those who are very satisfied.

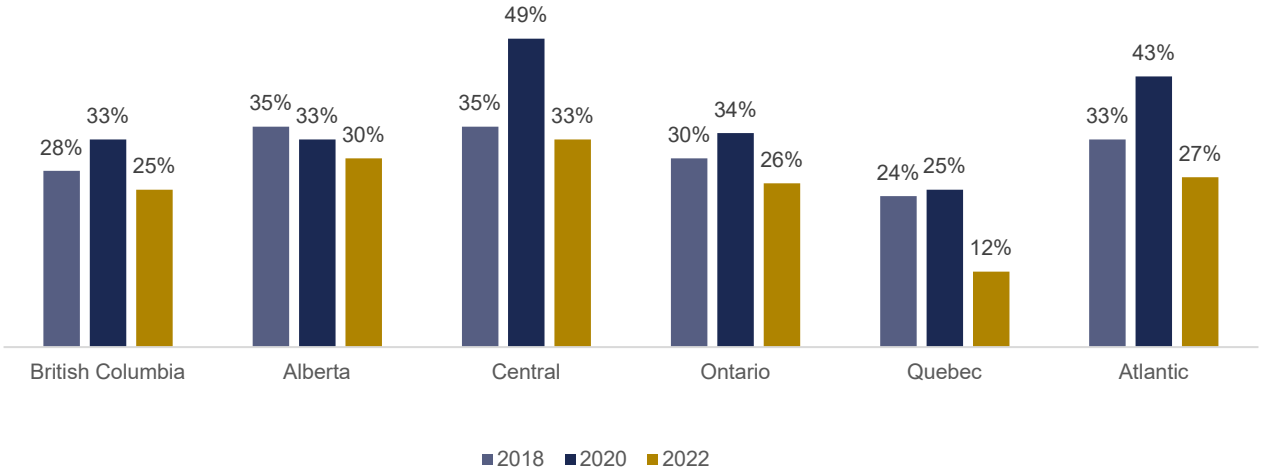


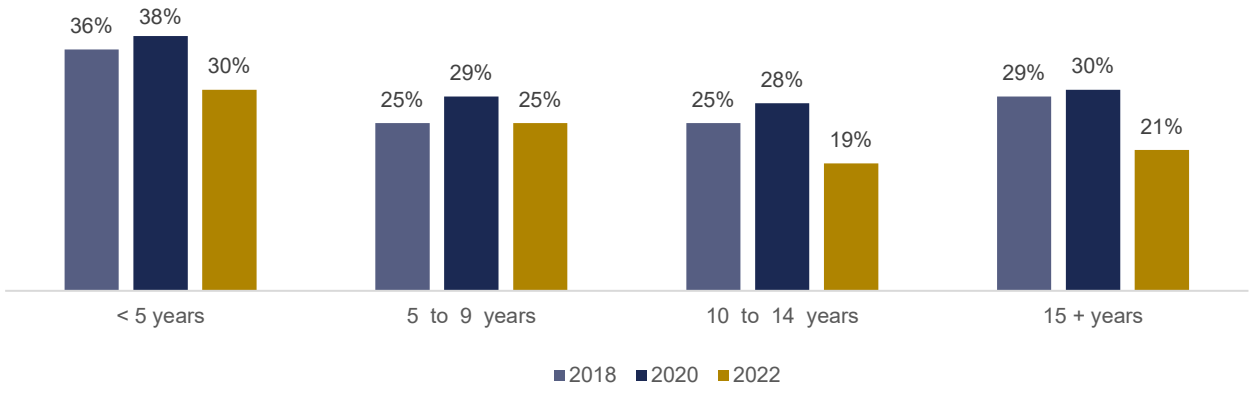
Looking specifically at those who are very satisfied, the numbers dropped across every region of Canada, and most dramatically in Quebec, where the proportion dropped by 50% relatively, from 25% to 12%. Those in Central Canada and Alberta report the highest proportion of very satisfied, at 33% and 30% respectively.

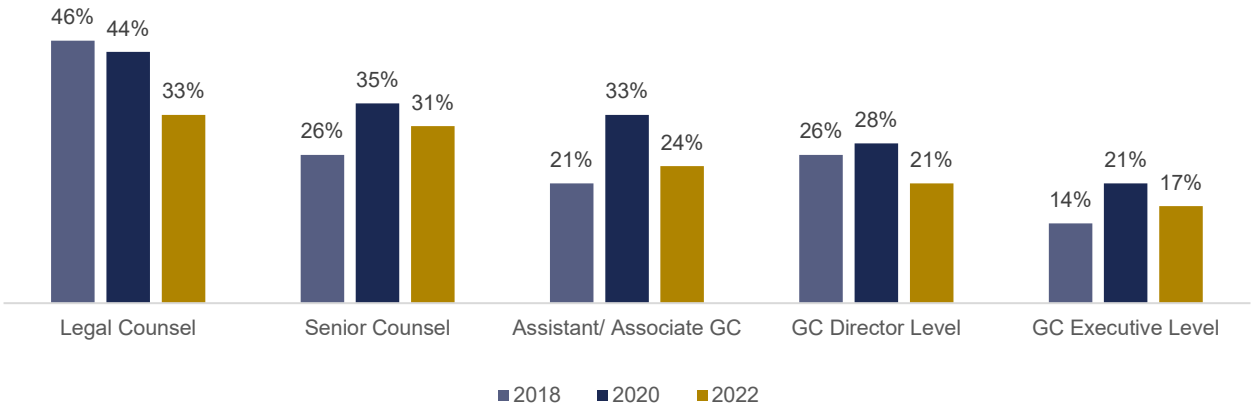
Those who have been with their organization for fewer than five years show higher levels of satisfaction than their colleagues with longer tenure. As well, those with progressively more senior titles show lower levels of satisfaction. Those at the GC Executive Level show the lowest satisfaction score,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

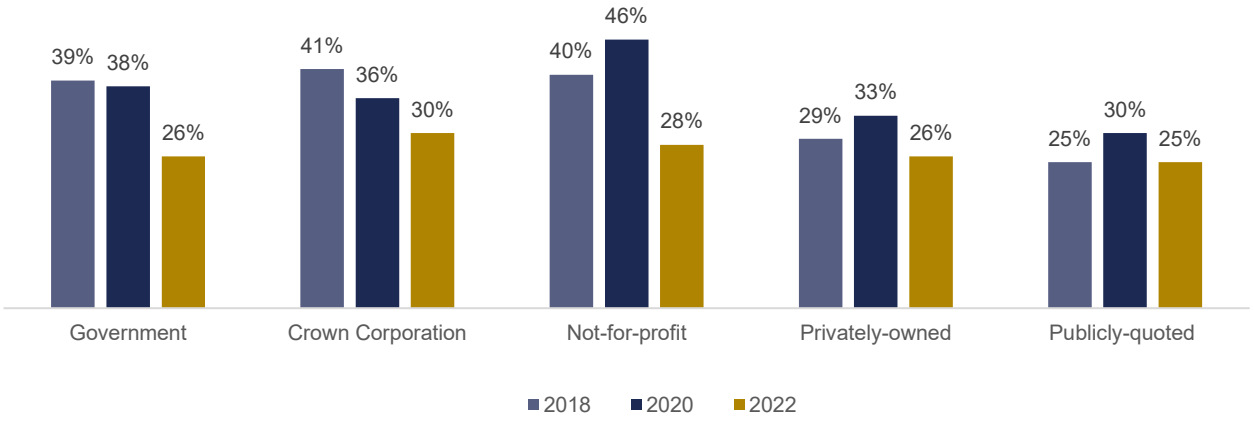
Finally, across organization types, the variance in 2022 is very low, ranging from a low of 25% in publicly-quoted to a high of 30% in Crown corporations.

% Who are very satisfied

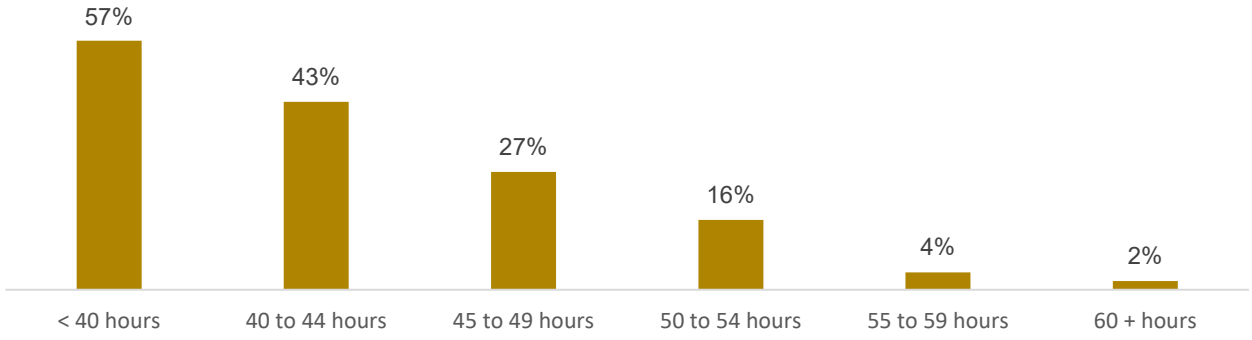






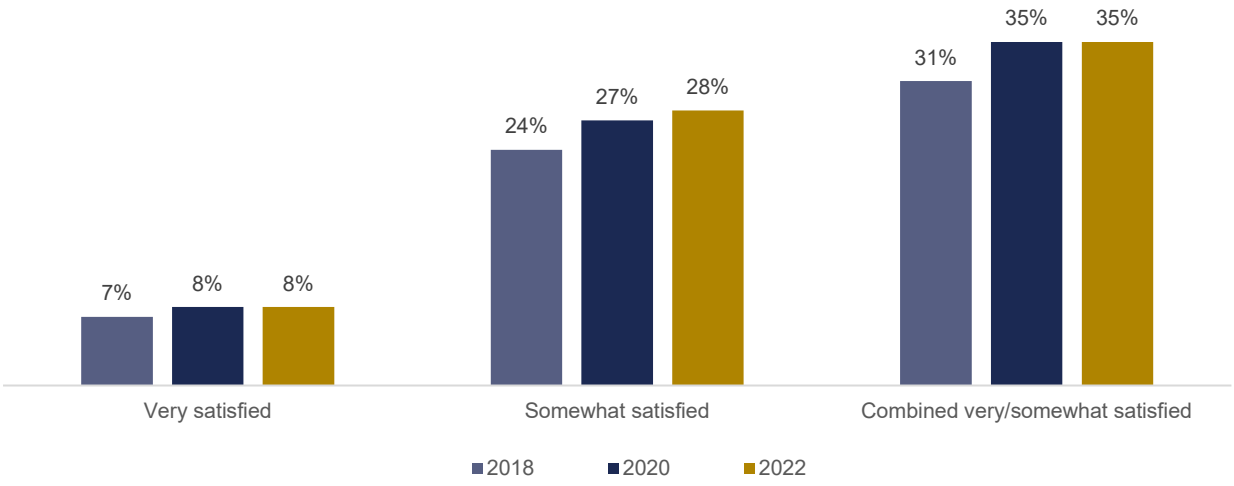


Long working hours continue to be associated with lower satisfaction with the balance between private and professional lives. Fifty-seven percent of those working fewer than 40 hours a week are very satisfied on this measure. The percentage drops dramatically for those working 55 or more hours per week.



Satisfaction with Career Mobility within Organization

Satisfaction with career mobility within the organization demonstrated a slight improvement. In 2022, there were 35% of those who were very or somewhat satisfied, which is in line with 2020.



Reasons for Dissatisfaction with Career Mobility

Reasons for dissatisfaction with career mobility are summarized in the table below. The top four reasons all centre around the lack of career space to move into within their current organization.

Reasons for dissatisfaction with career mobility (% yes)	
Little/ no room for advancement/ upward mobility	38%
Higher positions are filled/ someone would have to leave	33%
Few/ limited openings/ positions at a higher level	32%
No career path/ nowhere to go/ flat structure	30%
Would require changing departments/ job role/ becoming management	17%
Already have reached the highest level/ position available	14%
Company's culture/ management and hiring policies are not supportive of career progression	14%
Poor management/ managers	13%
Lack of recognition	12%
Not enough information/ transparency on how to advance	12%
Small company/ business/ department	12%
Few/ no opportunities	12%
Too much favouritism/ sexism/ political correctness/ age discrimination	10%
Would require moving/ relocating	8%

SATISFACTION WITH COMPENSATION

Again in 2022, in total, respondents show the greatest level of satisfaction with their benefits (72%), followed by their incentive program (60%), and then their base salary (51%).

% Very/Somewhat satisfied	2018	2020	2022
Benefits package	70%	70%	72%
Incentive program	56%	59%	60%
Base salary	50%	55%	51%

Satisfaction with Compensation by Position Type

In 2022, there is not a great deal of variation per position with regard to satisfaction with benefits (range 70% to 74%). Senior Counsel reported the highest satisfaction with incentives (64%).

With respect to base salary, Legal Counsel reported the lowest satisfaction (43%) and GC Directors the highest (55%). However, compared with 2020, the trend in 2022 was for base salary satisfaction to be down across almost all positions and substantially lower at the more senior positions.

% Very/Somewhat satisfied	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Benefits package	72%	71%	72%	71%	68%	74%	67%	77%	71%	68%	69%	70%	77%	75%	71%
Incentive program	50%	54%	59%	58%	63%	64%	56%	61%	56%	59%	59%	60%	61%	64%	56%
Base salary	47%	48%	43%	49%	50%	54%	52%	62%	48%	48%	61%	55%	66%	65%	51%

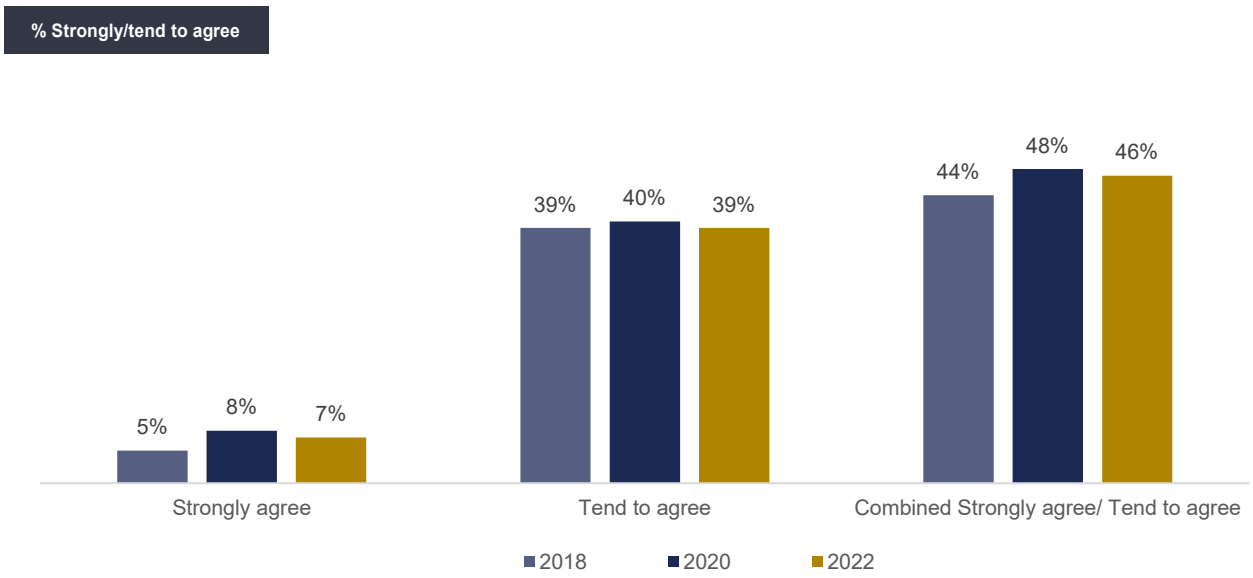
Satisfaction with Compensation by Sector

In-house counsel in government (47%) and Crown corporations (46%) are the least satisfied with their base salary. Respondents from publicly quoted and privately-owned are least likely to be satisfied with benefits and most likely to be satisfied with incentives.

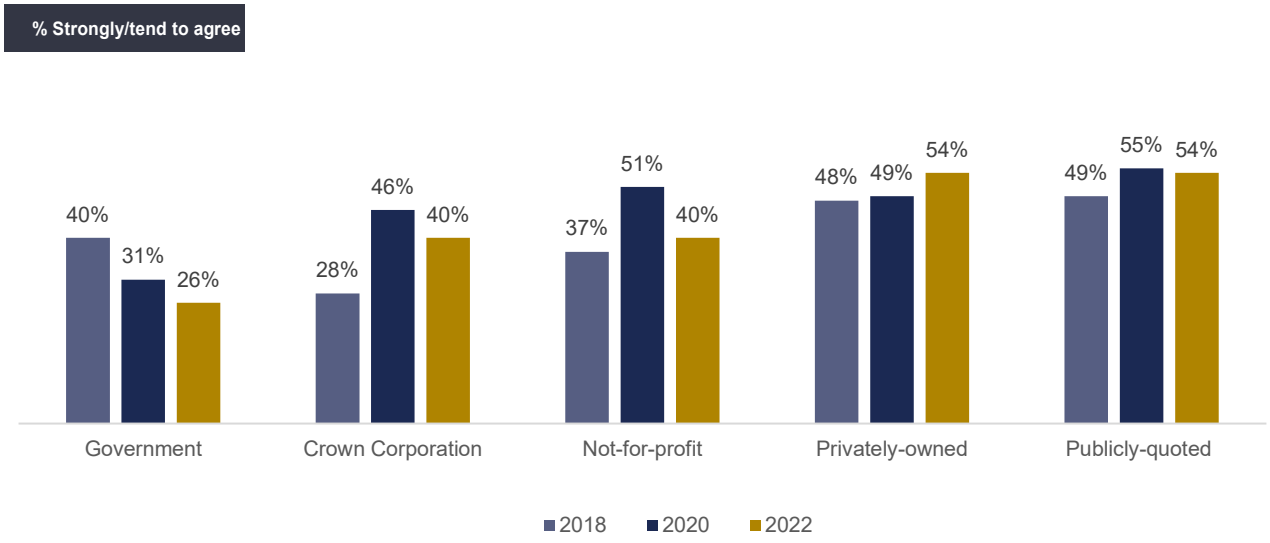
% Very/Somewhat satisfied	Government			Crown corporation			Not-for-profit			Privately-owned			Publicly-quoted		
	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022	2018	2020	2022
Benefits package	75%	79%	79%	75%	81%	82%	78%	80%	79%	66%	62%	63%	67%	68%	71%
Incentive program	50%	45%	41%	40%	54%	49%	53%	67%	47%	54%	57%	58%	62%	63%	68%
Base salary	56%	52%	47%	35%	53%	46%	54%	64%	53%	54%	54%	52%	48%	54%	53%

Perceptions of Compensation Package Reflecting Performance

Forty-seven percent of all in-house counsel responding to this survey strongly agree/ tend to agree that their compensation package reflects their performance, although, as in previous years, there are very few in the strongly agree category.



With the exception of privately-owned organizations, the belief that compensation reflects performance has decreased since 2020 in all sectors. Those in publicly-quoted and privately-owned organizations (each at 54%) have the strongest belief that compensation reflects performance. Those in Government corporations are the least likely to agree (26%).



CAREER PLANS

Fewer than half (46%) of respondents see themselves in the same role over the next two-year period. This is most often the case with government in-house counsel (56%) and least likely (37%) of in-house counsel in publicly-quoted companies.

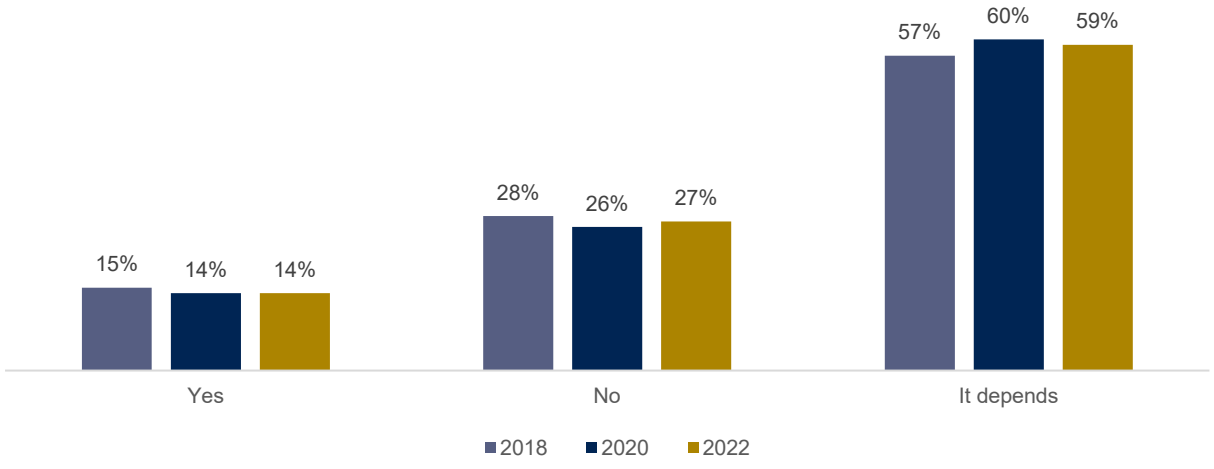
Respondents working for publicly-quoted companies are most inclined to say that they see themselves having another role within the same organization.

Those in not-for-profit organizations are most likely to say that they plan on working for another organization within two years (33%).

	Total 2022	Government	Crown corporation	Not-for-profit	Privately-owned	Publicly-quoted
Remaining in the same role	46%	56%	49%	48%	46%	37%
Having another role within the same organization	16%	13%	16%	8%	17%	19%
Working in a different organization	21%	9%	18%	33%	24%	26%
Other (retirement, sabbatical, private practice…)	5%	9%	6%	8%	3%	5%
Don't know	12%	13%	11%	14%	10%	13%

LOYALTY TO EMPLOYER

When asked if they would stay with their current employer if they were offered a comparable role with higher pay elsewhere, 14% said they would remain, while 27% said they would not. The majority (59%) said that it depends. These proportions have been very stable over the past three iterations of the survey.



CAREER MOVES

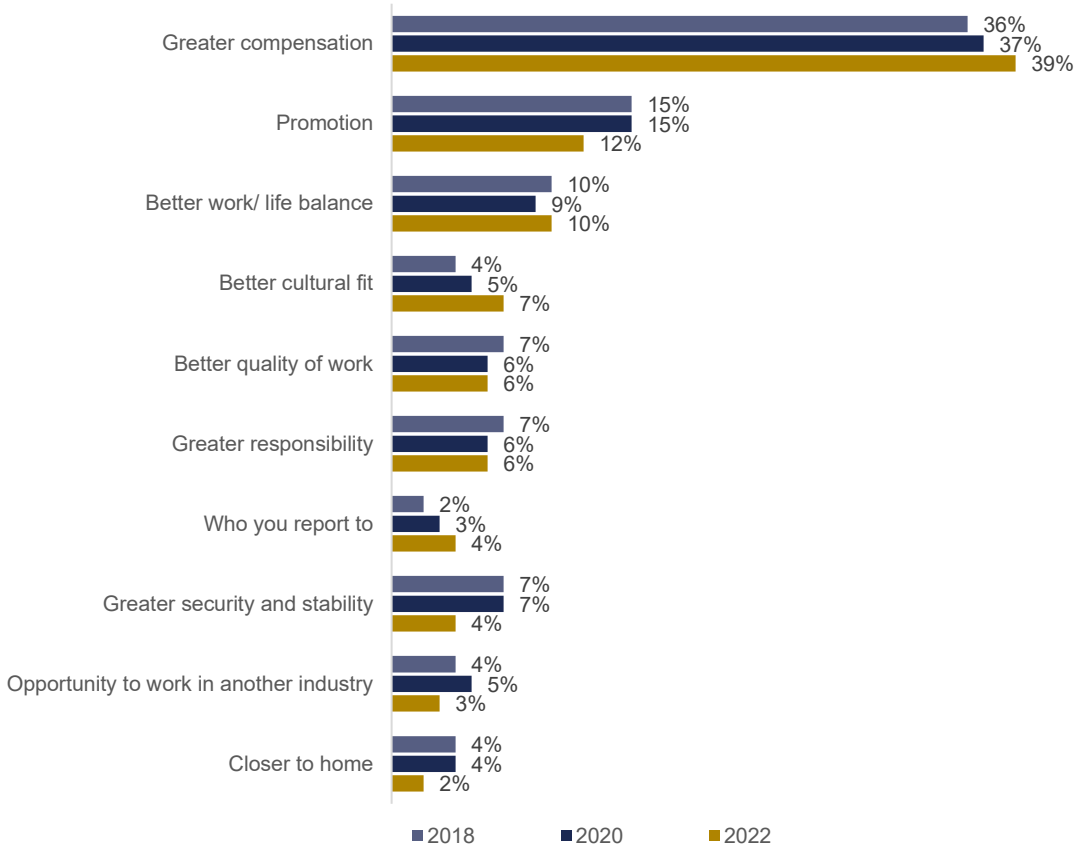
Expected Salary Increase for Career Move

Approximately 2 in 3 would require a salary increase of 15% or higher to make a move to another position. This proportion does not differ greatly from year to year.

Expected salary increase	2018	2020	2022
1% to < 5%	3%	3%	2%
5% to < 10%	7%	8%	6%
10% to < 15%	20%	20%	17%
15% to < 20%	23%	20%	23%
20% to < 25%	16%	20%	21%
25% +	21%	21%	22%
Don't know	10%	9%	9%

Factors for Career Move

A bigger compensation package remains the number one motivator for in-house counsel to consider leaving their current employer. This response, at 39%, is up from 37% in 2020. The second strongest motivator is a promotion.



VIEWS TOWARD THE FUTURE

In 2022, 65% of respondents are very/somewhat optimistic about the future of their organization's legal department, a very consistent number across the most recent three surveys.

A lower percentage (56%) are very/somewhat optimistic about their professional future within the organization. This is a slightly smaller proportion than in 2020 (58%), but the same as 2018. There appears to be a modest trend of those who are *very* optimistic within their organization, growing from 13% in 2018 to 16% in 2020 and 18% this year.

The future of your organization's legal department	2018	2020	2022
Very optimistic	24%	25%	26%
Somewhat optimistic	41%	41%	39%
Neither optimistic or pessimistic	20%	20%	20%
Somewhat pessimistic	12%	11%	11%
Very pessimistic	3%	3%	3%
Don't know	1%	1%	1%

Your professional future within your organization	2018	2020	2022
Very optimistic	13%	16%	18%
Somewhat optimistic	43%	42%	38%
Neither optimistic or pessimistic	23%	22%	23%
Somewhat pessimistic	15%	14%	15%
Very pessimistic	6%	6%	6%
Don't know	0%	1%	1%

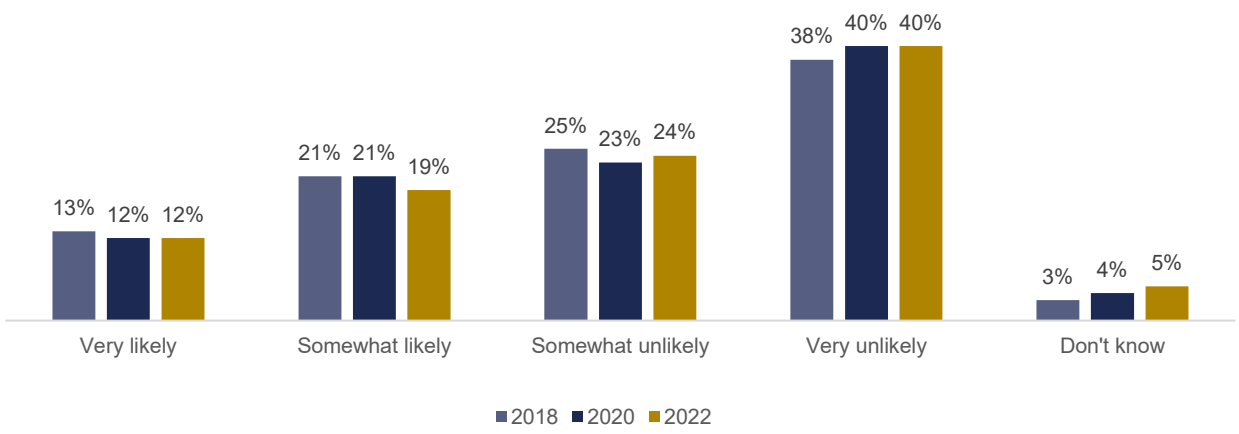
Seeking a Position in Another Organization in Next Six Months

Just under a third (31%) of in-house counsel say they are very likely/somewhat likely to seek position in another organization, which is close to 2020 proportions.

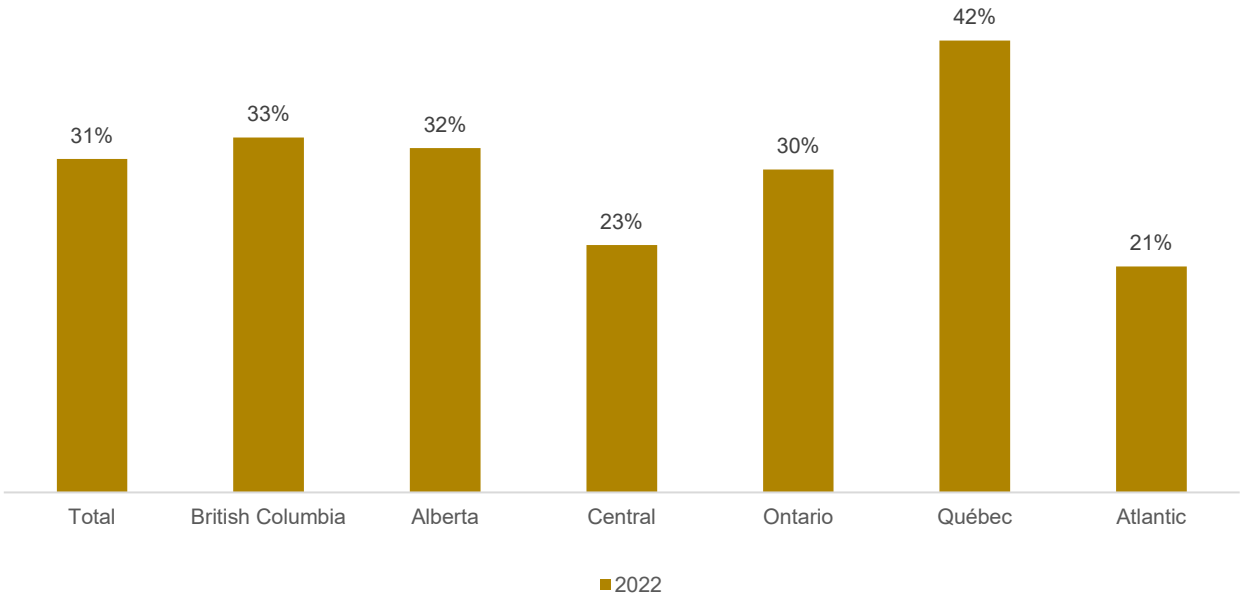
Twelve percent say it is very likely they will move in the next six months. Many more respondents, 40%, say it is very unlikely they will move.

In 2022, respondents from Quebec (42%) are more likely to seek another position compared to the other regions. Respondents from the Atlantic are most likely to stay put in the immediate future.

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

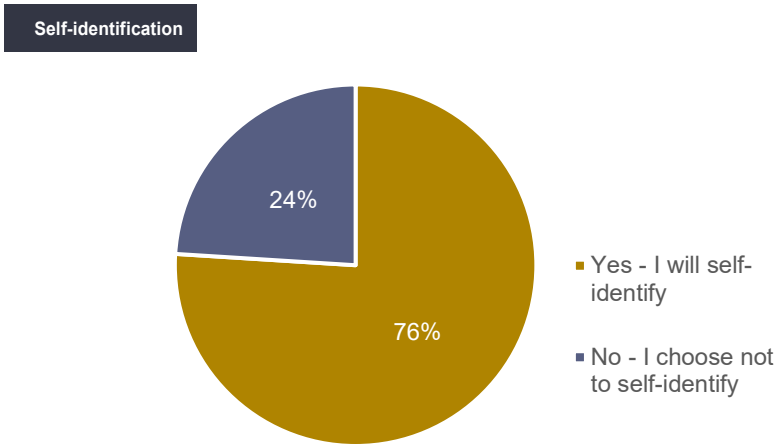


% very/somewhat likely to seek another position



DIVERSITY

In this section of the survey, respondents were asked to complete a series of self-identification questions. The completion of these questions was voluntary. Seventy-six percent of respondents agreed to provide answers, up from 70% in 2020 and 68% in 2018.

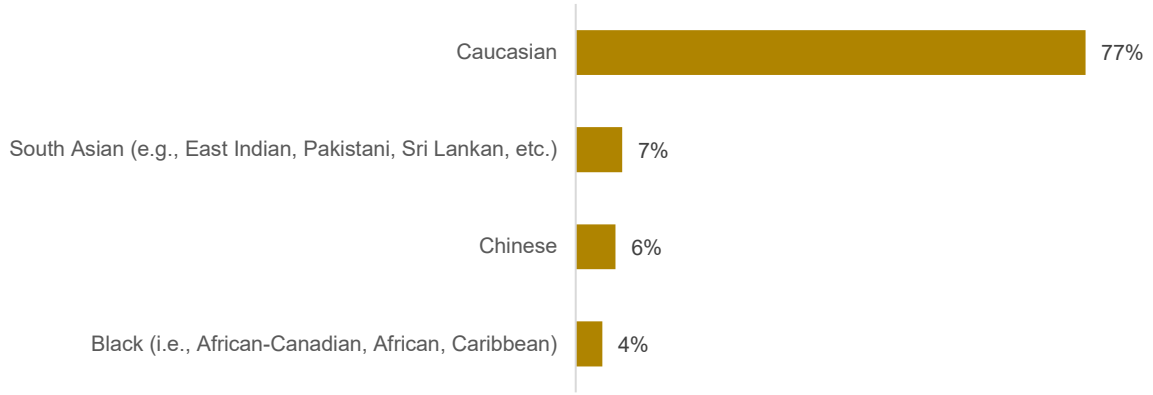


DIVERSITY OF RESPONDENT BASE

Race/Ethnicity

Just over three-quarters (77%) of this voluntary group described their race/ethnicity as Caucasian. Twenty-two percent self-reported as being racialized*, with the remaining 1% preferring not to answer.

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

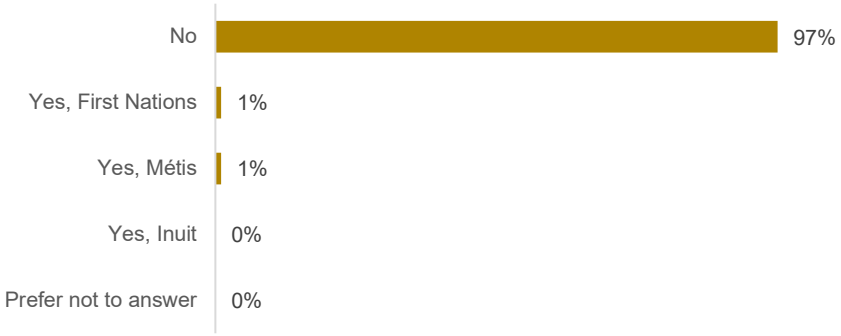


Respondents from the following groups each identified at the 1% level:

North American Indigenous, Filipino, Japanese, South-East Asian (i.e., Vietnamese, Cambodian, Malaysian, Laotian, etc.), Korean, Arab, and West Asian (e.g., Iranian, Afghan, etc.).

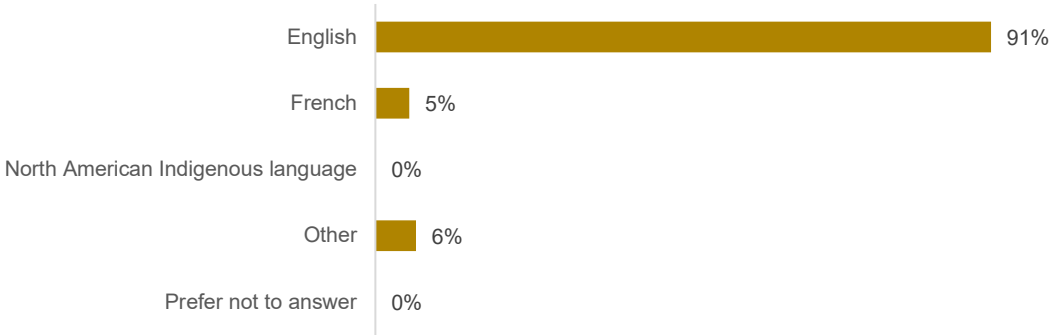
Indigenous Person

One percent identified as First Nations and another 1% as Métis.



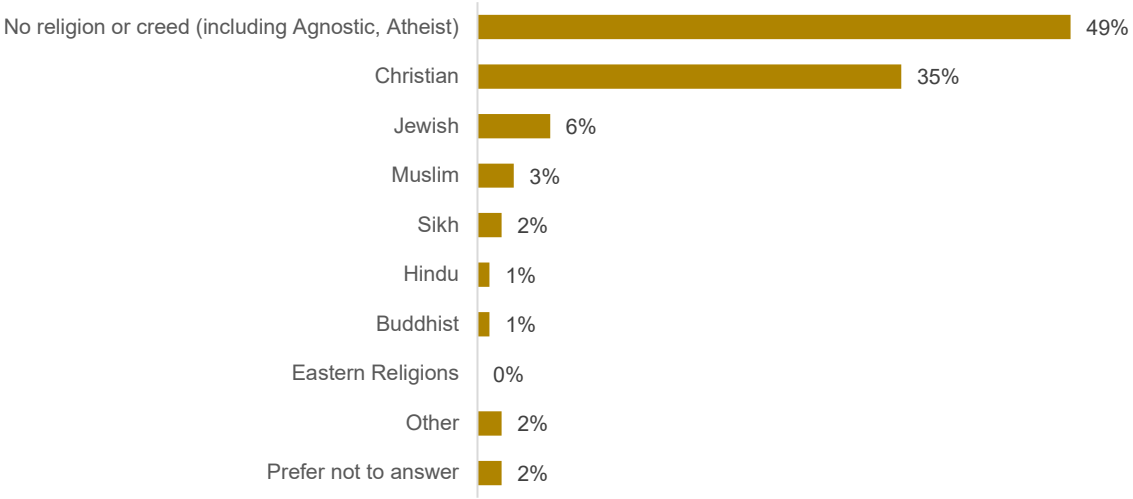
First language/ primary language

A large majority (91%) indicated that English is their first language or primary language.



Religion

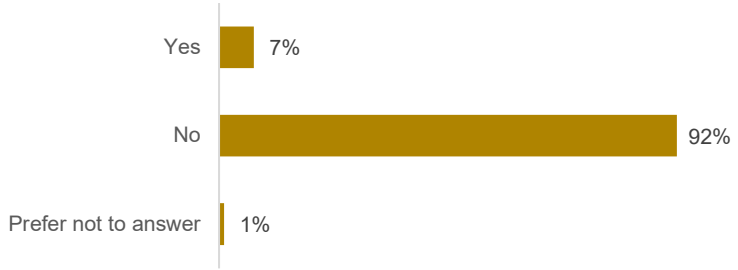
Almost one-half (49%) of respondents indicated that they had no religion or creed.



Living with a disability

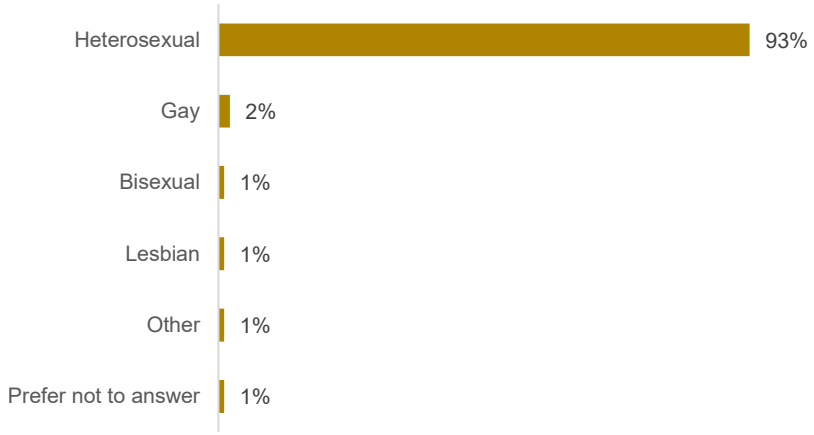
Seven percent of those who volunteered to answer identified as being a person with a disability*.

*A *person with a disability* is someone who has a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment.



Sexual orientation

Ninety-three percent of those who volunteered to answer identified as heterosexual and 2% as gay. One percent identified each as bisexual, lesbian, or other.



DIVERSITY AND COMPENSATION

Racialized vs. Non-Racialized Salary

Persons who are racialized report a mean salary that is $8K below that reported by respondents who self-report as not racialized. The gap is $3K less compared to 2020 results ($12K). Racialized females report an average salary of $160K ($18.5K below the average salary*) while racialized males report $191K ($12.5K above the average salary*). Non-racialized females reported an average of $170.5K and males $193K.

In part, the differences in salaries may be explained by looking at a combination of experience and representation in higher titles (roles). The sorted order of average salaries ($non-racialized male > $racialized male > $non-racialized female > $racialized female) is reflected in the representation at higher roles (48%, 39%, 33%, and 25% respectively). The pattern is similar but slightly less clear when looking at years in practice (17.2, 14.6, 16.6, and 11.8 respectively). The average years in practice for racialized males is lower than that of non-racialized females.

	Total	Racialized			Not-Racialized		
		Total	Female	Male	Total	Female	Male
MEAN Salary	**$178,500***	**$171,500**	**$160,000**	**$191,000**	**$179,500**	**$170,500**	**$193,000**

*Although the average salary for the entire survey cohort is $180,000, the average salary for those answering the diversity section is $178,500, meaning that the average of those who did not answer the diversity section is higher than for those who did.

	Total	Racialized			Not-Racialized		
		Total	Female	Male	Total	Female	Male
MEAN (years in practice)	**16.0**	**12.7**	**11.8**	**14.6**	**17.0**	**16.6**	**17.2**

	Total	Racialized			Not-Racialized		
		Total	Female	Male	Total	Female	Male
Executive Vice President Legal	3%	2%	2%	2%	4%	4%	3%
Vice President Legal	7%	5%	5%	2%	6%	6%	6%
General Counsel	20%	16%	11%	27%	21%	15%	28%
Director of Legal/ Legal Manager	8%	7%	6%	9%	9%	7%	11%
TOTAL (Director and above)	**38%**	**30%**	**25%**	**39%**	**40%**	**33%**	**48%**

Salary of Non-disabled Persons vs. Those with a Disability

Persons with disabilities report a mean salary that is $17K less than non-disabled persons, which is a slightly reduced gap compared to the $18.5K difference in 2020.

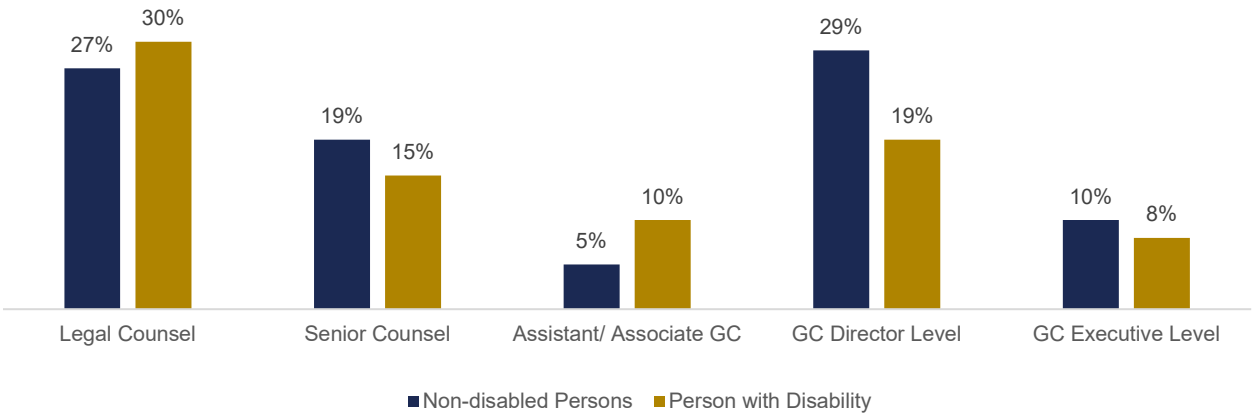
One factor that may account for this difference in part is seniority level, as persons with disabilities are less represented at the most senior roles: (27% vs. 39% non-disabled persons).

Additionally, looking at organization types, persons with disabilities are represented in higher proportions in the organizations that have average lower salaries: total of 43% in not-for-profit, government, and Crown corporations. The proportion of non-disabled persons in those organizations is 38%.

	Total	Non-disabled Persons	Person with Disability
MEAN	$178,500*	$180,000	$152,500

*although the average salary for the entire survey cohort is $180,000, the average salary for those answering the diversity section is $178,500, meaning that the average of those who did not answer the diversity section is higher than for those who did.

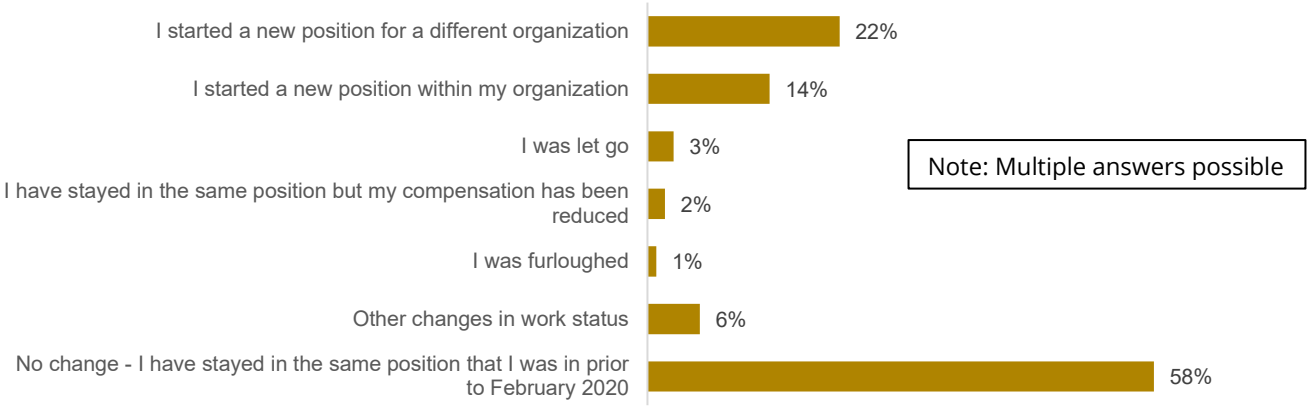
	Average Salary	Non-disabled Persons	Person with Disability
Publicly-quoted	$198,000	25%	26%
Privately-owned	$190,000	37%	30%
Not-for-profit	$161,000	10%	15%
Government	$158,000	15%	19%
Crown corporation	$156,000	13%	9%

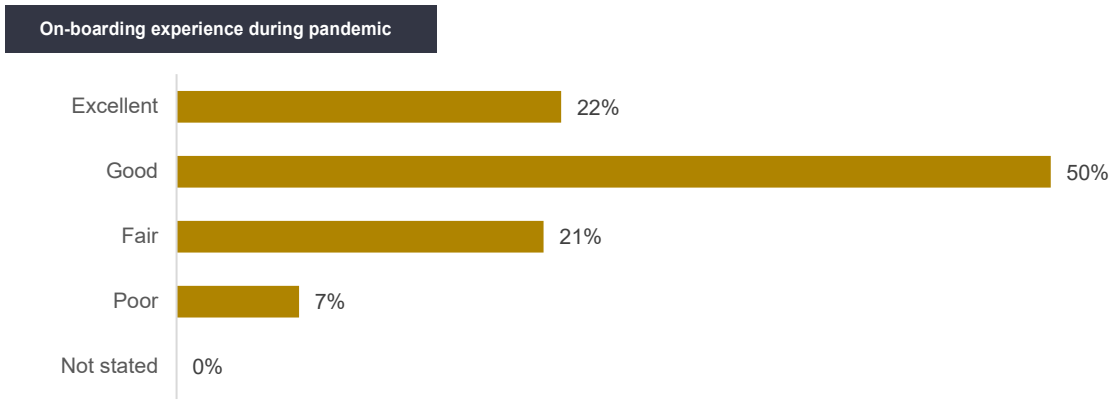


THE PANDEMIC

Changes in Role since Pandemic Onset

Since the onset of the pandemic in February 2020, only 58% of respondents stayed in the same position. Twenty-two percent of respondents started a new position with a different organization and 14% started new positions within their organization. Of the respondents who were onboarded to new roles since February 2020, most of them (72%) rated the experience as either excellent or good. Of the five respondents who were furloughed, three came back to the same position and two did not.





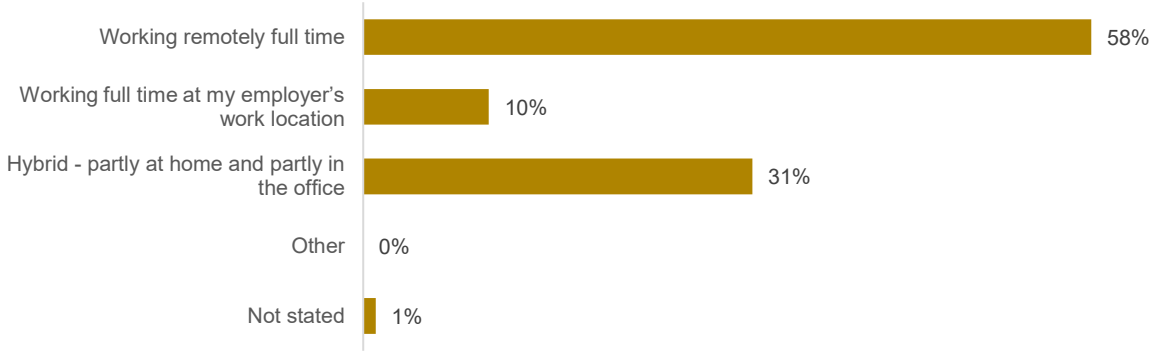
Received a COVID Bonus

A very small proportion of respondents (7%) received a COVID bonus.

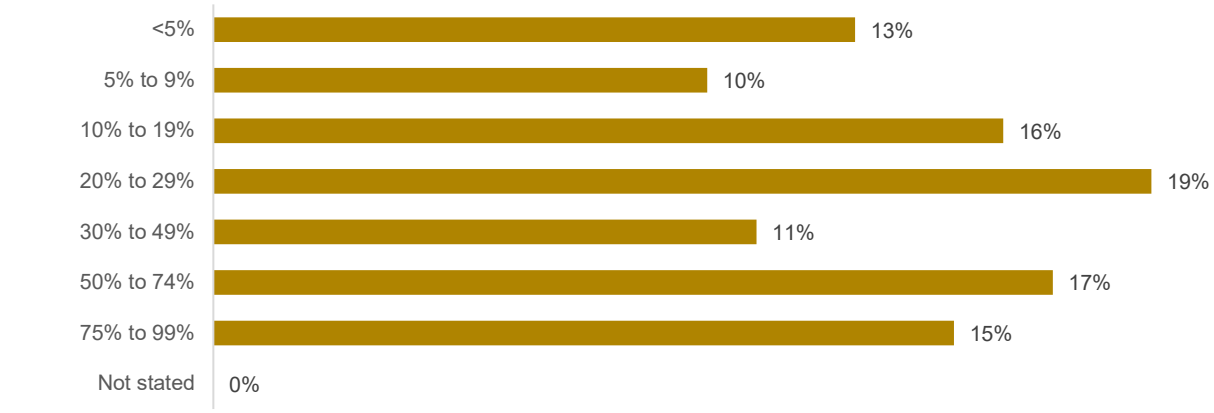


Current Work Location

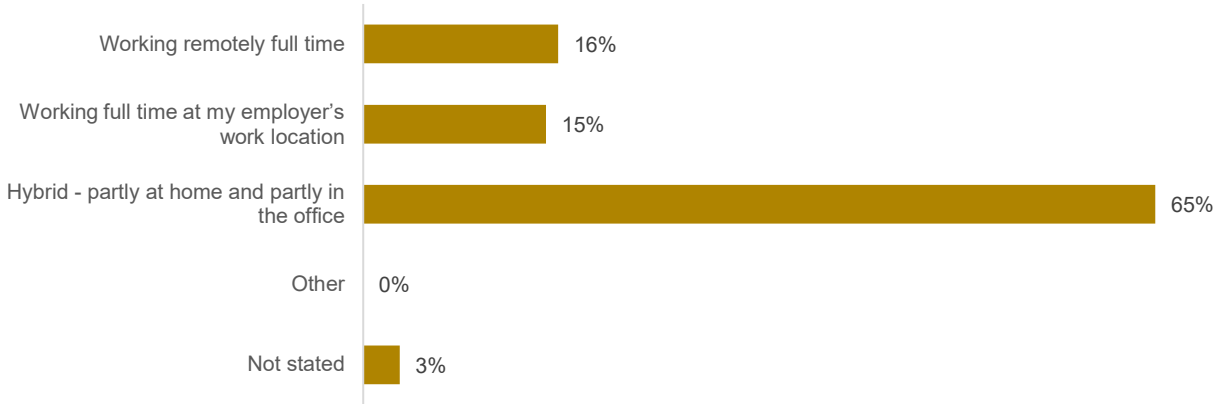
A very small proportion of respondents (10%) are working full-time at their employer's work location. Most (58%) are working remotely full time. Of those who are working in a hybrid model, there is wide variation in the percentage at the office and at home. Moving forward into 2022, 65% predict that they will be using a hybrid model with regard to work location.



Percentage of working days in office over past 30 days

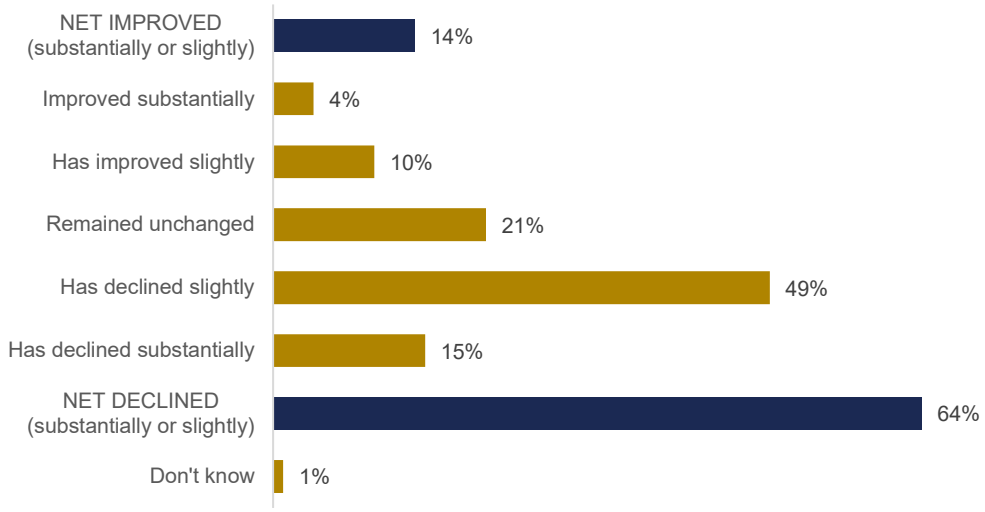


Plans for working at home versus the office



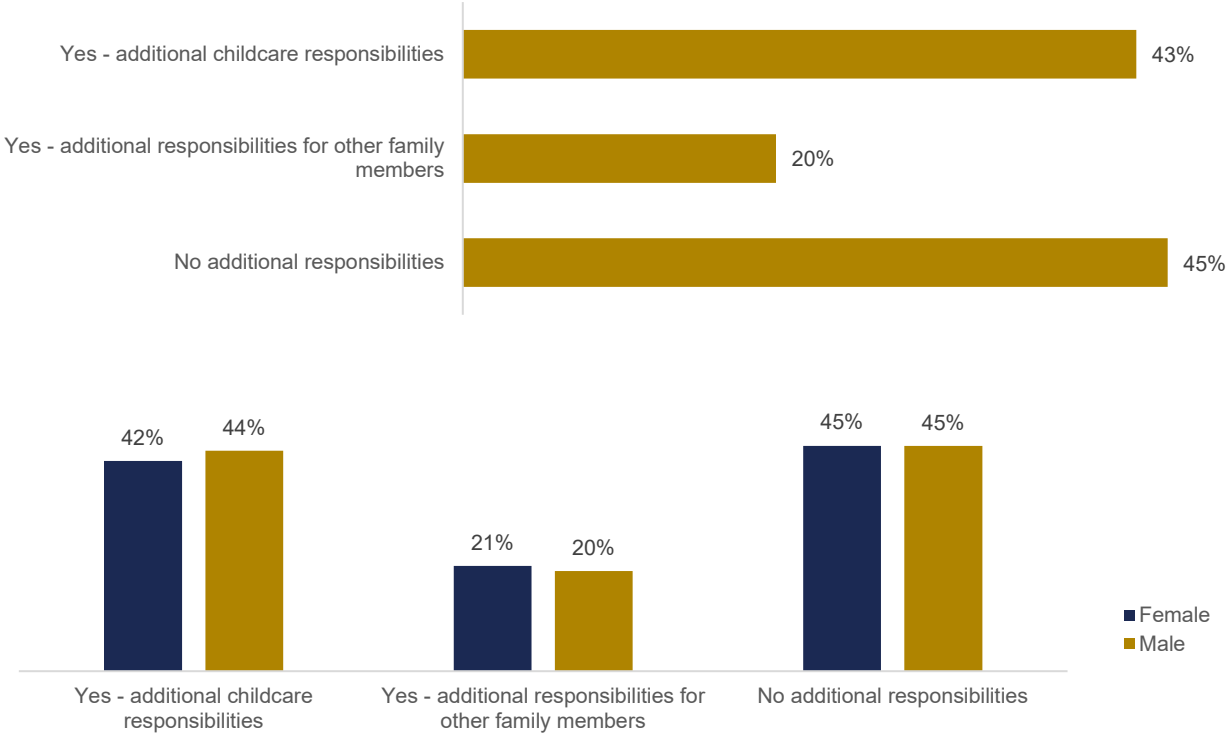
Effect of Pandemic on Mental Health and Wellbeing

Most respondents (64%) expressed a decline in mental health and wellbeing due to the pandemic. Fifteen percent say that they have experienced a substantial decline.



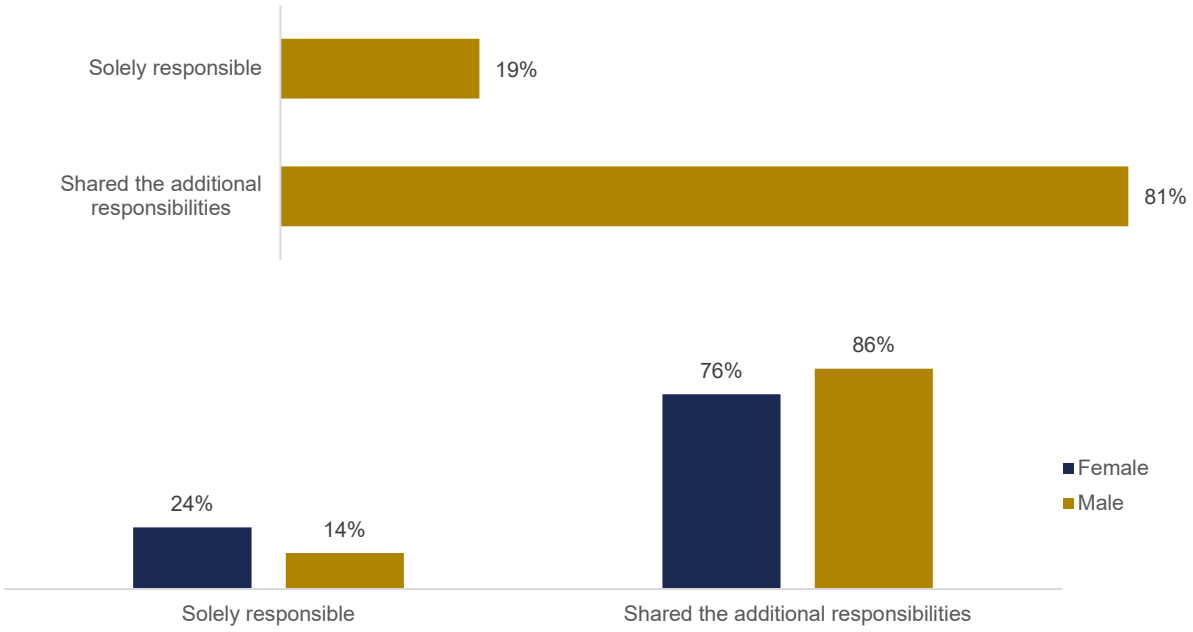
Additional Responsibilities due to the Pandemic

In total, more than half of respondents (55%) have had some sort of additional care responsibilities, with 43% reporting additional childcare and 20% reporting other types of responsibilities (8% reported both). Looking at the results by gender, the percentages of those taking on extra responsibilities is at parity.



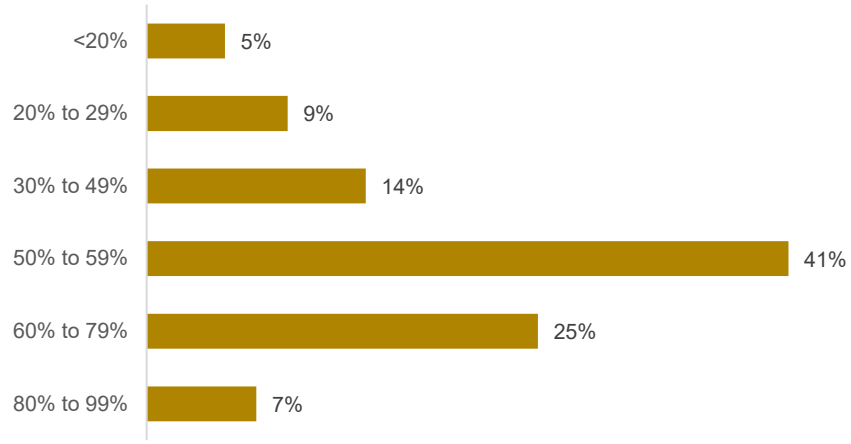
Sole or shared responsibility

In total, of those who have had additional responsibilities, 81% have shared these responsibilities and 19% have handled them alone. Digging into gender-based differences suggests that the parity outlined on the previous page is not quite as it appears because 24% of females are taking sole responsibility for added responsibilities, vs. only 14% of males.



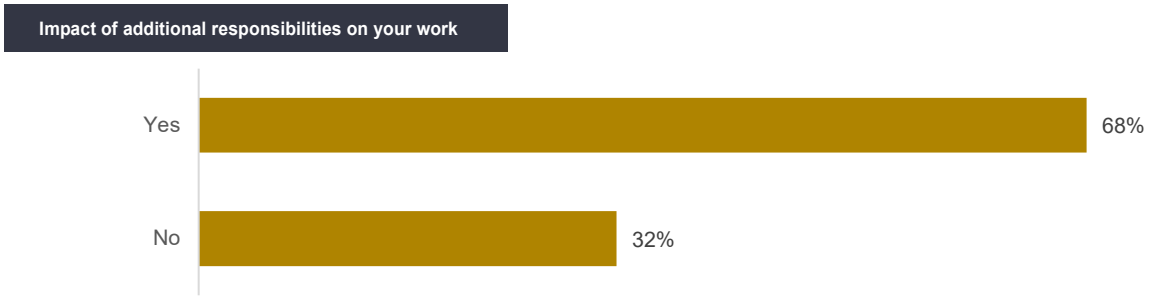
Percentage of shared responsibility

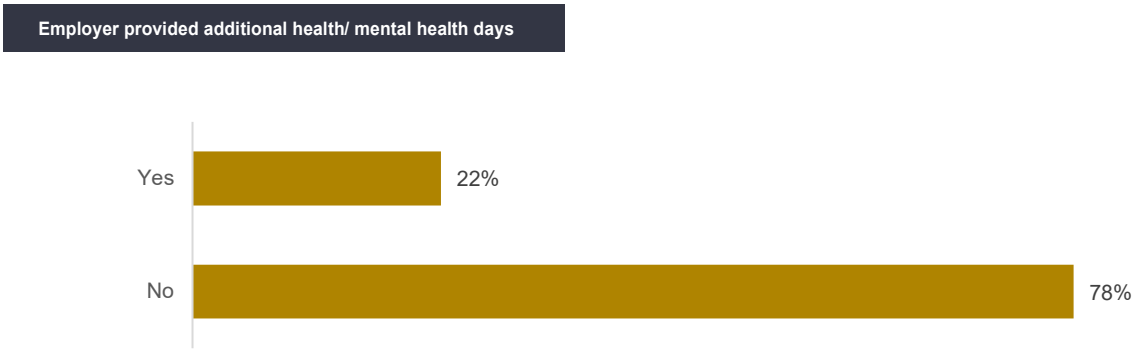
Of those who have shared responsibility, 41% report that the split of responsibility is in the 50/50 area. However, another quarter are taking on somewhere in the range of 60% to 79% of the work.



A very high percentage, 68%, advised that additional responsibilities impacted their work.

Only 22% of employers provided additional health/ mental health days.





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