



YEAR

3

THE ACC 5-YEAR STRATEGIC PLAN

Making ACC stronger. A progress report.



Mission Statement

The Association of Corporate Counsel (ACC) is a global legal association that promotes the common professional and business interests of in-house counsel who work for corporations, associations and other private-sector organizations through information, education, networking opportunities and advocacy initiatives.



Introduction

The careful and responsible management by our board of directors and staff leadership over the past 12 months has accelerated ACC's growth and strengthened our services.

ACC begins 2016 with more than 40,000 members and expanded global perspectives and connections. As we enter into the final two years of the Strategic Plan, our board of directors and staff will build upon the accomplishments of the previous three years to ensure that our focus amplifies the voice of the in-house bar and continuously anticipates the future needs of corporate counsel.

During Fiscal Year 2015, the third year of ACC's Five-Year Strategic Plan, our association deepened our commitment to members and the next generation of in-house counsel. We finalized new international alliances, published ground-breaking research, increased internal benchmarking capabilities, launched a membership section for legal operations professionals, offered new educational programs dedicated to multinational leaders and facilitated technology updates catering to shifting demographics and new approaches to engagement.

In the past year, ACC established an office in Australia to serve our growing membership in the Asia Pacific region and forged our alliance with the Australian Corporate Lawyers Association (ACLA), now ACC Australia, including a successful branding effort to underscore that we are one global team. We hosted new educational programs in London and Canada and for new constituencies, like legal operations professionals.

We published a *Census* report with the perspectives of more than 5,000 in-house lawyers from 73 countries and chartered a new committee, ACC Information Governance, dedicated to the growing role of data collection, retention and safety at corporations worldwide.

Vision Statement

ACC aims to be the premier global bar association serving the diversified needs of in-house counsel by:

- anticipating and understanding the needs of the in-house bar
- helping members deliver services to their corporate clients efficiently and promoting the value of in-house services
- influencing the practice of law as it affects the in-house bar
- delivering a mix of relevant, timely services, including information, education, networking and advocacy

Stewardship Report from the ACC President & CEO

Veta T. Richardson President & CEO, Association of Corporate Counsel



This year, we crossed the halfway mark of the ACC Five-Year Strategic Plan. As we reached this milestone, it was especially fitting that we expanded our ability to serve a record number of members — 40,000 — and growing.

As our membership expands, we are working to match growth with an equally expansive increase in services, programming and resources. This year, we launched the Global General Counsel (GC) Summit, drawing 86 top law department leaders from 21 countries. The organizations they represent have operations in more than 170 countries, and attendees learned from the collective wealth of experience. It was exciting and unprecedented to have so much wisdom gathered together in one spot.

One of the highlights of the year was establishing an ACC office in Melbourne, Australia, and welcoming nearly 4,000 ACLA members into the ACC community to form our new ACC Australia chapter. In-house lawyers in the Asia Pacific region can now access ACC customer service during more convenient times and will benefit from working with our team in Melbourne.

The alliance with ACLA provides an exciting glimpse into ACC's plans for the future. We are constantly updating ACC services to respond to law department trends and needs. We know that legal operations professionals have a vital role in the success of law departments to meet the needs of corporate clients. As a result, we added the new ACC Legal Operations membership division, which provides a collaborative community for legal operations professionals to bring greater innovation to their law departments.

In the upcoming year, we will build upon our focus in Asia Pacific by working more closely with members in India and Hong Kong, among other locations. We have added two new educational initiatives, the ACC Mid-Year Meeting, to be held in New York in April, and the Law Department Leadership 2.0, which we'll host in Calgary. We are excited for what 2016 will hold!

As you read this report, we hope that you come away with a sense of our efforts to ensure that your ACC membership is of the utmost value. We are constantly striving to support the in-house community, whether helping corporate counsel grow their leadership and business skills or elevating and defending the in-house position through advocacy initiatives. We look forward to continuing to serve you in the years to come and thank you for your membership.

Letter from the ACC Board Chair

Sabine Chalmers Chief Legal & Corporate Affairs Officer, Anheuser-Busch InBev



When I was elected chair of the ACC board of directors this year, I was thrilled to be entrusted with the responsibility of leading ACC in its continued service of my fellow in-house counsel around the globe. As chief legal & corporate affairs officer at Anheuser-Busch InBev, I appreciate that ACC has always provided me with the information and resources needed to keep up with an evolving global business environment.

The current business arena — as in-house lawyers know most of all — is filled with change, which requires corporate counsel to serve as trusted advisors, gatekeepers and strategic partners. Multinational work responsibilities have become today's norm. For example, nearly two-thirds of in-house counsel report that we have cross-border job duties in the *2015 ACC Global Census Report*. Our work has also expanded into new disciplines. Among my fellow chief legal officers (CLOs), 57 percent reported in the *ACC Foundation: The State of Cybersecurity Report* that they expect that the law department's role in data safety matters will increase in the coming year.

The overall perception of in-house counsel as business strategists is also changing. In-house lawyers agree that we are viewed as trusted advisers, business partners and strategists. In the *ACC 2015 Global Census*, a full 85 percent of us say our colleagues outside of the legal department see us as business partners. This finding is especially welcome given that fact that most of us, myself included, joined the in-house community in order to combine an interest in business with the ability to provide legal counsel.

Before closing, I would like to thank John Page, senior vice president, chief corporate social responsibility officer & chief legal officer at Golden State Foods Corp., for his leadership as 2015 ACC board chair, my fellow members of the ACC board of directors and the ACC staff for their many contributions to ACC's 2015 achievements.

I hope you will join me in reviewing the highlights from 2015 and ACC's innovative plans and ambitious goals for 2016. I am greatly looking forward to carrying ACC into the next phase of our Strategic Plan, as we continue to support in-house counsel into 2016 and the years ahead.



Strategic Overview

Strategic Planning

The ACC Strategic Plan was developed as a guiding light for how ACC will build upon our strong foundation to advance our mission over the five-year period from fiscal years 2013 to 2018. ACC invested almost one year developing the Strategic Plan, and at every step we sought input from ACC members with the goal of increasing the value in-house lawyers derive. The ACC board and executive staff reviewed substantial feedback gleaned from surveys, focus groups and calls with a diverse cross-section of ACC members throughout the world in order to have a high degree of confidence that the Strategic Plan truly reflects ACC members' wants and needs.

FY2015 was the third year spent implementing the Strategic Plan and this year saw ACC:

- Join forces with ACLA, forming ACC Australia, and open an ACC office in Melbourne to expand service to members throughout the Asia Pacific region.
- Hold the inaugural Global GC Summit, at which 86 CLOs/GCs of leading multinational corporations traveled to London from 21 different countries to network and learn from one another.
- Host two sessions of the Executive Leadership Institute (ELI): Master Class for the Next Generation of General Counsel – a second program in Chicago, and the program's first international iteration, in London. Since the ELI's launch in 2014, six alumni have been named general counsel.
- Create a new membership section, ACC Legal Operations, the first-ever centralized group dedicated to law department executive leaders, and host the first-ever ACC Legal Operations Conference.
- Offer a new Canadian program focusing on "soft skills," Law Department Leadership 2.0, in Toronto.
- Launch ACC's 19th practice area committee, Information Governance.

STRATEGY OVERVIEW

Strategic Theme I

Combine and focus resources to streamline the exchange of information

Key Strategies

1

Create and provide easy access to relevant, high-quality, and timely resources and information

2

Create opportunities for chapters and committees to share resources and best practices to more efficiently serve members' needs

Strategic Theme II

Optimize services and experiences to retain and engage members

3

Create meaningful connections between members that contribute to their professional success

4

Identify and pursue strategic alliances to deliver services to members and represent their interests

5

Strengthen the position and capabilities of in-house counsel as business professionals

Strategic Theme III

Position ACC for continued relevance and impact as the voice of the in-house bar

6

Develop targeted offerings to increase Large Law CLO participation and engagement

7

Evolve internationally to maintain ACC market leadership

8

Understand, monitor, and act upon the needs of the next generation of in-house counsel

9

Be the voice of the in-house bar

Strategic Themes

Three strategic themes set forth what ACC must do to further realize our mission and vision. These themes define specific approaches for guiding decision-making, and their implementation has resulted in measurable progress. As the chart above shows, nine key strategies underlie these three strategic themes.

Strategic Theme I:

Combine and focus resources to streamline the exchange of information

Key Strategy 1

Create and provide easy access to relevant, high-quality, and timely resources and information.

- Published six research reports on the state of the in-house community, allowing members access to data specific to their profession, industry, geographic location and other benchmarks. ACC published:

- The *ACC CLO 2015 Survey*, with responses from 1,289 CLOs and GCs in 46 countries.
- The *2015 ACC Global Census Report*, with responses from more than 5,000 in-house counsel from 73 countries.
- Canadian and European versions of the *ACC CLO 2015 Survey*.
- Canadian and European editions of the *2014 ACC Global Work-Life Balance Report*.

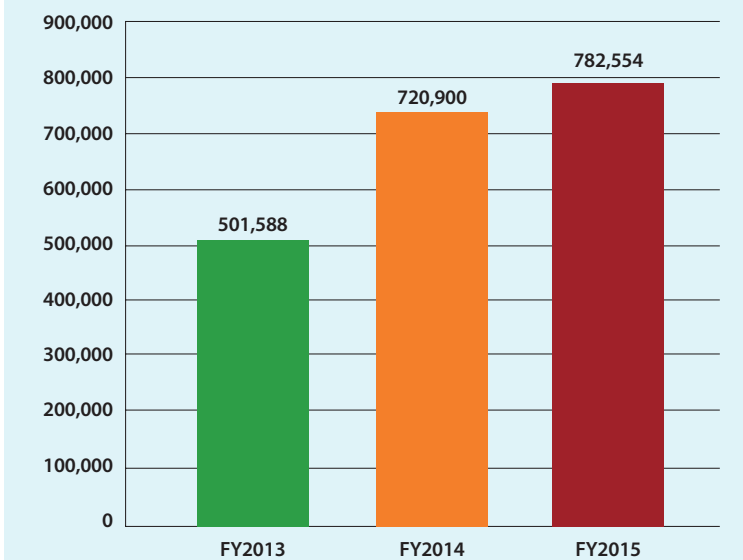


ACC Global Board, 2016 Officers (L-R): Vice Chair Iohann Le Frapper, Board Chair Sabine Chalmers, Secretary Mary Kennard and Treasurer Bill Mordan.

- Created custom benchmarking reports at the request of seven Fortune 500 and Global 1000 companies.
- Built a new companion website to the *ACC Docket*. The new site features widely expanded exclusive online and global content.
 - Since the launch, the site has more than doubled overall page views, resulting in a 248 percent increase in visitors logging in to www.accdocket.com (as compared to the previous *Docket* website).
- Launched the ACC Crisis Portal to support in-house lawyers' growing role in crisis response and management.

- Added 1,562 new resources to the ACC website.
 - Of the 1,562 resources, many were multi-jurisdictional, addressing legal issues in more than 6,600 non-US jurisdictions.
- Members increased their rate of resource downloads by 8.5 percent.
 - Members downloaded documents more than 782,500 times, compared to approximately 720,900 times in FY14.

Downloads of Online Legal Resources by Members



Key Strategy 2

Create opportunities for chapters and committees to share resources and best practices to more efficiently serve members' needs.

- Launched the ACC Information Governance Committee.
 - Between the July 1 launch date and the end of FY15, committee membership more than doubled, to 250.
- Increased chapter-sponsored webcast presentations by 33 percent over last year.
- Grew committee member participation on calls by 9 percent, increasing overall engagement.
- Nine ACC committees hosted their own events or collaborated with chapters and other organizations on 31 joint programs, serving more than 600 members.
- Led in-person and virtual social media training for chapter leaders and shared ACC social media best practices and policies. The result has been more engaging social media pages to connect and inform members.
- ACC staff visited 22 chapters to share nonprofit best practices, present benchmarking data on key chapter operations (programs, finances and special initiatives) and present ways in which chapters can help to advance ACC's strategic goals.
- Worked with the Health Law Committee to launch the first practice area blog series on In-house Access, the ACC blog, and published nine posts to date.
- Hosted combined chapter and committee leadership training for 170 current and future leaders from Argentina, Brazil, Canada, China, Israel, Spain, the UK and the US. The training program addressed building and maintaining a thriving chapter/committee, programming and membership outreach.
 - The joint networking opportunities led to nearly 30 successful collaboration events presented in FY15.
- Helped chapters to forge new bonds, such as "sister" chapter relationships between ACC San Diego and ACC Singapore as well as ACC Southern California and ACC Australia.

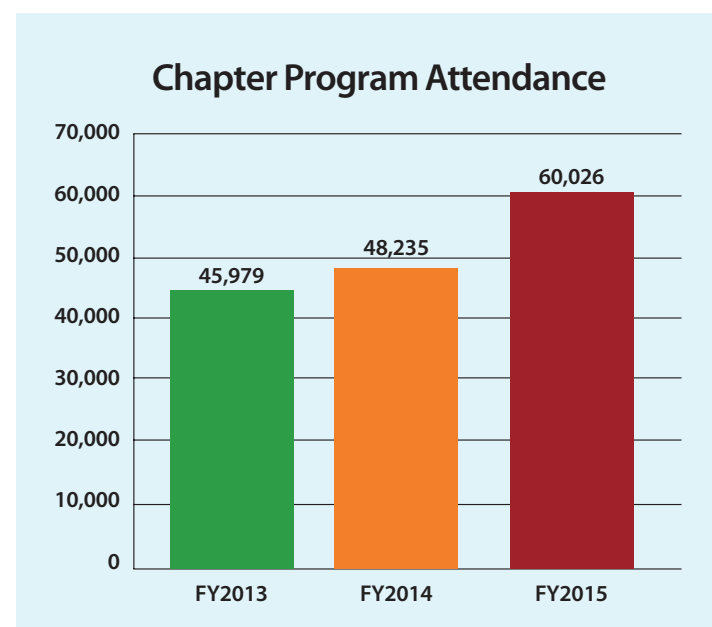


Strategic Theme II: Optimize services and experiences to retain and engage members

Key Strategy 3

Create meaningful connections between members that contribute to their professional success.

- Grew the number of in-house counsel registrants at the 2014 ACC Annual Meeting by 4.9 percent over the 2013 ACC Annual Meeting and the number of in-house counsel registrants for the 2015 ACC Annual Meeting by 10.9 percent over 2014.
- Held GC/CLO roundtables in North America, Singapore and Europe on topics such as value-based fees, managing a successful legal department, talent management and succession planning.
- Built a portal for the ACC Australia GC100 to allow this network of legal officers to reach out and respond to each other, start conversation threads and share files.
- Facilitated new opportunities for current and previous ACC Value Champions to network and share best practices in private roundtables, an awards dinner and educational sessions.
- Launched ACC Legal Operations, a new section dedicated to law department executive leaders, and hosted a conference with 160 attendees, exceeding capacity and the registration goal.
 - Overall, membership in ACC Legal Operations has surpassed 300 members.
 - Formed three new ACC Legal Operations regional groups, bringing the total to eight groups that meet in-person at least quarterly: Chicago, Greater New York, Mid-Atlantic, Minnesota, North Carolina, Northern California, Southern California and Southwest.



Key Strategy 4

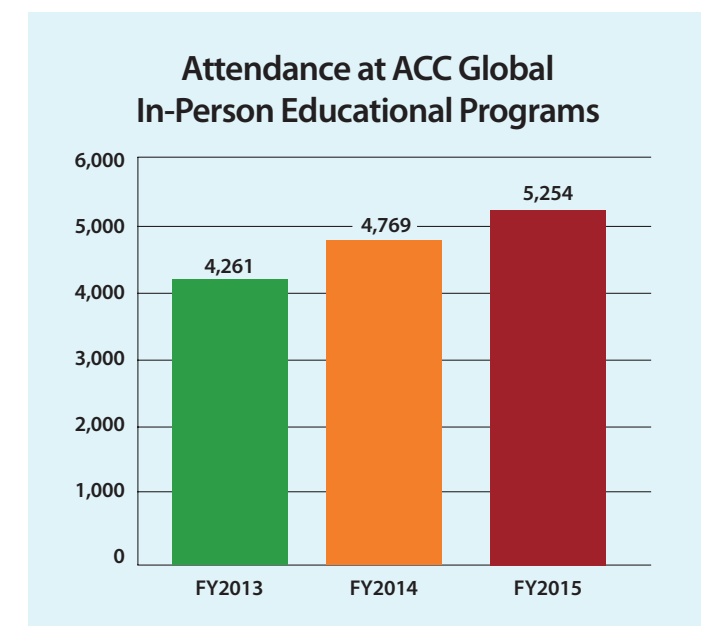
Identify and pursue strategic alliances to deliver services to members and represent their interests.

- Developed and executed a sponsorship survey to request feedback and assess ACC sponsors' engagement and needs. More than 70 sponsors participated.
- Partnered with more than 20 international bar associations and minority bar groups, as well as publications *Faren* (China) and *Lexology* (UK) in order to promote and gain participation in the *Census*, resulting in ACC's largest report to date.
- The ACC Foundation secured its first underwriter for a research report – Ballard Spahr. The firm offered financial support and subject matter expertise for the *ACC Foundation: The State of Cybersecurity Report*, released in December 2015.
- Hosted four Care & Feeding of In-House Counsel Dinners, which feature candid discussions between CLOs and outside counsel on how to build better relationships that achieve business goals for their respective organizations.
- Added a dozen resources on non-US legal topics through partnerships with the University of Montpellier in France, Pontifical Catholic University in Brazil and the Tax Institute in Brazil.

Key Strategy 5

Strengthen the position and capabilities of in-house counsel as business professionals.

- Hosted a new conference in Toronto, Law Department Leadership 2.0, with 112 registrants, surpassing the registration goal. The one-day program included sessions on business leadership skills for in-house lawyers, such as emotional intelligence, relationship building and strategic planning.
- Launched a new document category, Loan Agreements, on the ACC Contract Advisor.
 - Overall, the Contract Advisor now contains 17 different categories of contracts and policies, up from 13 at the end of FY14.
- Launched *In Brief: Executive Business News* as a daily, global business news service curated exclusively for CLOs and GCs. *In Brief* also serves as a daily news feed for the ACC Australia GC100 and the ACC CLO landing pages.





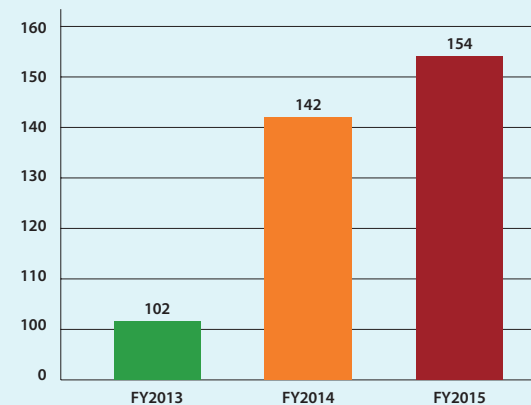
Strategic Theme III: Position ACC for continued relevance and impact as the voice of the in-house bar

Key Strategy 6

Develop targeted offerings to increase Large Law CLO participation and engagement.

- Held the inaugural Global GC Summit in London, a two-day program open exclusively to CLOs from leading multinational companies. Participants traveled from 21 countries and listened to top speakers, including executives, directors and human rights lawyers.
 - Participating GCs responded that they were “extremely likely” (9.4 out of 10) to recommend the program to a friend or colleague.
- Launched the ACC Australia GC100, an independent, invitation-only forum for the most senior legal executives of Australia’s largest companies to share knowledge and experience and serve as a strong in-house voice on national policy debate.
- Conducted 129 visits to large law departments, reaching 1,800 in-house counsel, including 40 CLOs.

ACC CLO Engagement - Global 1000



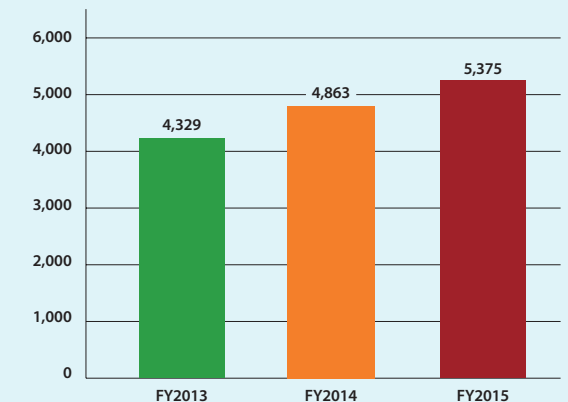
Key Strategy 7

Evolve internationally to maintain ACC market leadership.

- Officially integrated ACLA into the ACC global network and established a new ACC office in Melbourne.
 - Welcomed four new employees as ACC staff in Australia.

- Published four international region-specific survey reports, including Canadian and European versions of the *Work-Life Balance Survey* and 2015 *CLO Survey*.
- Increased the number of webcasts on global and cross-border topics by 21 percent over FY14.
- The Small Law Department Committee developed a special program targeted to Australia-based members, a model that other committees may look to replicate in FY16.

Non-U.S. ACC Membership
Not Including ACC Australia



- Featured increasingly global content in the *ACC Docket*. In FY15, 43 percent of content was international, compared to 31 percent in FY14.
- Grew membership to 41,250, including adding 3,540 new members as a result of the combination with ACLA.
- Added 6,500 new members, compared to 6,415 new members in FY14, and welcomed 682 new members in Australia, compared to 630 in FY14.

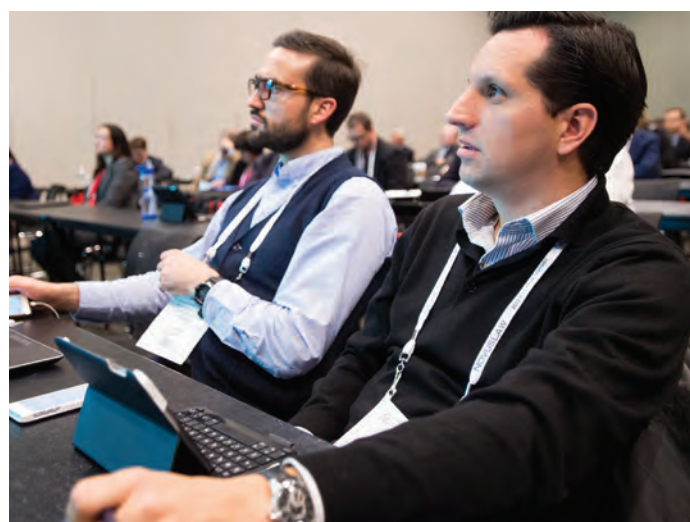




Key Strategy 8

Understand, monitor and act upon the needs of the next generation of in-house counsel.

- Hosted a global edition of the Executive Leadership Institute (ELI), an intensive three-day master class for the next generation of global GCs, in London, while also hosting a second year of the ELI in Chicago.
 - In the past year, six ELI alumni have been able to put what they learned to work after being newly appointed to the general counsel role.
- Invested in upgrades to the user experience for the Member-to-Member (M2M) community platform, also known as eGroups. M2M now offers a more robust search tool and new community homepages.
- Supported ACC members who also serve as law professors by providing eGroups and programs through which they can share information and teaching approaches.
 - Since its launch in 2013 with 11 participants, this group has grown to 68 members.
- Grew followers of ACC pages on Twitter, Facebook and LinkedIn by 32 percent, 25 percent and 21 percent, respectively, and launched a Twitter account for the ACC Docket, @ACCDocket, in conjunction with the new Docket website launch.
- Held the fourth annual Corporate Counsel University®, which is designed to offer training to lawyers who are new to in-house practice and support their successful ability to add value to the law department.



Key Strategy 9

Be the voice of the in-house bar.

- Obtained a key victory in the fight to preserve privilege protection when the D.C. Circuit confirmed that the participation of in-house counsel in an internal investigation does not undermine privilege.
- Persuaded the Illinois Supreme Court to permit non-US in-house counsel to practice in Illinois, allowing GCs of Illinois-based companies with multinational operations to rotate key foreign employees to the home office, as appropriate.
- Successfully challenged the Florida Bar's effort to characterize non-Florida in-house counsel's management of Florida outside counsel as unauthorized practice of law.
- Organized productive members-only roundtables in the United States with key officials at the Equal Employment Opportunity Commission, Patent and Trademark Office, Securities and Exchange Commission, National Labor Relations Board, Department of Health and Human Services, Consumer Financial Protection Bureau, House Financial Services Committee and the Senate Banking Committee.
 - The 2014 roundtable with the Wage/Hour Division of the US Department of Labor continues to bear fruit, as we are collaborating with the Division on enhanced guidance regarding the Fair Labor Standards Act.
- Grew media placements by 13 percent for FY15 over FY14, including a 25 percent increase in advocacy placements, amplifying ACC's voice on issues of key importance to in-house lawyers.
 - Grew business placements by 17 percent and non-US placements by 13 percent during FY15, ensuring that ACC is visible within the greater business and international communities.





FY2016 Areas of Focus

ACC finished the third year of our Strategic Plan by surpassing our Fiscal Year 2015 goals. We assigned special focus to growing in new markets – whether geographically, within the broader business community or with innovative educational offerings to reach targeted in-house audiences. To build upon this foundation in the year ahead, ACC plans to highlight the following areas of focus in Fiscal Year 2016.

Educational Offerings

- Responding to our members' interest in advanced-level, interactive programming, we will hold the inaugural 2016 ACC Mid-Year Meeting April 10-12 in New York. As part of a new programming format, members will attend sessions within three tracks:
 - Contracting Skills and Strategies
 - Corporate Governance and Board Service Best Practices
 - Financial Industry Compliance and Data Management
- At the ACC Mid-Year Meeting, we will feature a plenary session on the *ACC Foundation: The State of Cybersecurity Report*, including information on industry and regional trends, common preventative tactics, data breach lessons learned, insurance decision making and managing vendor risk — all designed to position in-house counsel to take on greater responsibility for cybersecurity.”
- Develop plans and concepts for an ACC Leadership Excellence Counsel to cultivate former ACC board, chapter and committee heads to serve in leadership positions both within and outside of ACC in the wider legal and business communities.
- Build on the success of past programs by offering highly popular in-person education, including the Legal Service Management Workshop, ELI, CCU, ACC Europe Annual Conference, ACC Australia National Conference and Mini MBA.

ACC Foundation

- Endeavoring to publish surveys that serve both the needs of in-house counsel and the broader business community, we published the *ACC Foundation: The State of Cybersecurity Report* with underwriter Ballard Spahr at the start of the fiscal year. ACC and Ballard Spahr will also collaborate on a webinar on cybersecurity.
- As part of our efforts to deepen ACC's commitment to diversity, we plan to issue a report on diversity in the in-house profession. We also will strengthen our partnerships with diverse bar associations while increasing the diversity of our education faculty.

- Fostering the professional development of women in-house counsel, we launched the Women In The House (WITH) initiative at start of FY16 at the 2015 ACC Annual Meeting. Building on its success, we will plan for a “Global Woman in the Law Summit.”
- Launch a new relationship with the Council on Legal Education Opportunity (CLEO) to work with their base of diverse law students to encourage their interest in working in-house, and create a new eGroup specifically geared towards diverse in-house counsel.

Global Agenda

- Building upon the success of ACC Australia, we will strengthen our membership base on the continent while also seeking further growth and strategic alliances in the Asia Pacific region. Our plans include growing additional member interest in India and China, where we will hold three programs in each location.
- We will seek to develop a number of new initiatives for our European members, including holding CLO/GC roundtables in London, Munich, Zurich, Geneva and Amsterdam and launching portable “programs in a box” to assist ACC Europe to deliver local in-country programming.
- Create new programs for North and South America, including hosting two conferences in Canada – one in Toronto and an iteration of Law Department Leadership 2.0 in Calgary, as well as four programs in Brazil and six in Argentina.
- Expand career and professional development opportunities for members outside the United States, including increasing the number of non-US postings to ACC Jobline.



ACC Timeline

2014

Finalizes an alliance with ACLA to create ACC Australia and establishes ACC Alberta (the fourth Canadian chapter) and ACC Middle East. Reaches 36,000 members in 90 countries.

2012

Announces its Five-Year Strategic Plan, charters ACC British Columbia and tops 30,000 members in 75 countries.

2010

Charters its first Latin American chapter, in Argentina, and announces the Compliance Training Portal.

2007

Forms its first Canadian chapter in Ontario.

2002

Releases the results of the first-ever census of the in-house bar and hosts its first Corporate Counsel University®

2000

Charters its second non-US chapter, Israel.

1997

Launches its Legal Resources department, intended to develop online resources and respond to members' inquiries.

1992

Creates its Member Service program, the predecessor to the ACC Alliance Partner program.

1983

Files its first amicus brief and publishes the first edition of the *Docket*.

2015

Membership grows to 40,000. Welcomes 4,000 ACLA members to ACC Australia and opens an office in Melbourne to serve members throughout Asia Pacific.

2013

Forms ACC Singapore, the organization's first chapter in Asia and generates more than half a million downloads of online resources.

2011

Names Veta T. Richardson as the new ACC President & CEO following Frederick J. Krebs' retirement. Begins the ACC Value Champions recognition program, part of the ACC Value Challenge.

2008

Establishes ACC Quebec.

2003

Changes its name to the Association of Corporate Counsel, in recognition of ACC's global membership and focus.

2001

Adopts the Global Corporate Counsel Association ("GCCA") brand to reflect a growing international presence.

1998

Develops Jobline, the CLO Club and a globalization task force.

1994

Forms its first non-US chapter - ACC Europe.

1985

Holds its first Annual Meeting and launches "Operation Treasure Trove," a predecessor to the now completely-online resource library.

1982

Fifty-three general counsel meet to discuss ACC's formation. Later that year, the group forms the American Corporate Counsel Association and forms its first two chapters (Colorado and Alabama).



ACC's commitment to its members has never been stronger. The ACC board of directors and staff are dedicated to delivering value by providing practical resources, substantive educational programs, global networking opportunities, timely legal and regulatory updates and advocacy on critical issues for in-house counsel.

That ongoing commitment to members has been furthered in the second year of the Strategic Plan. It remains ACC's ongoing commitment for the future.



For more information on the ACC Strategic Plan, visit www.acc.com/mission



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