



YEAR

4

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, and advocacy.



Introduction

ACC begins 2017 with more than 42,000 members and expanded global perspectives and connections. As we enter the final year of the Strategic Plan, our board of directors and staff will build upon the accomplishments of the previous four years to ensure that we continue to amplify the voice of the in-house bar and anticipate the future needs of corporate counsel.

During Fiscal Year 2016, the fourth year of ACC's Five-Year Strategic Plan, our organization deepened our commitment to members and the next generation of in-house counsel. We initiated new alliances with international legal associations, published research on the state of the in-house profession, created new educational programs, and facilitated technology updates catering to shifting demographics and new levels of engagement.

Throughout the year, we met with national in-house legal associations in Hong Kong, the United Kingdom, France, and Germany to open the door for future collaboration, especially in the areas of advocacy and research. We published a census report offering the perspectives of more than 5,000 in-house lawyers from 73 countries, as well as the annual *Chief Legal Officers Survey* on the challenges and opportunities affecting law department leaders. We also surpassed one million downloads of legal resources and information from ACC.com – our first time hitting this milestone within the span of one year.

We increased engagement levels at our conferences through a new mobile application and an inaugural Mid-Year Meeting devoted entirely to interactive educational sessions.

It was also a milestone year for the ACC Foundation. In addition to publishing its first-ever research report on cybersecurity, a topic our members identified as increasingly important to their day-to-day work, the ACC Foundation launched a groundbreaking women's initiative at the United Nations.

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



The fourth year of the ACC Five-Year Strategic Plan, Fiscal Year 2016, has come to an end, and I am elated about all of the great strides ACC has made to bring a mix of relevant, timely services to corporate counsel and business leaders worldwide. Over the past five years, our membership base has grown by 44 percent, to more than 42,000 members, in large part due to our growing international presence. In fact, 22 percent of our membership works and resides outside of the United States, compared to about 10 percent in 2012. We are thankful for the continued opportunity to serve our members in 85 countries.

At the beginning of the strategic planning process in 2012, ACC's baseline was 250,000 legal resource downloads annually from our website, ACC.com. By the end of FY2016, the number of times a resource has been downloaded from ACC.com surpassed one million downloads, reinforcing that our content is meeting the needs of members. We also devoted ourselves to ensuring that these resources cover the multi-jurisdictional topics our members turn to most, and we added over 1,000 cross-border resources, more than 25 percent more than the year prior.

Throughout the upcoming year, the final year of the current ACC Five-Year Strategic Plan, we will seek to deepen our perspective on future member priorities, expand the capabilities of our research, and generate unique insights about the in-house legal industry. We are currently in the process of gathering insights from our members and stakeholders for the next strategic planning phase. And going forward, we will leverage this knowledge to build a stronger ACC and provide greater service to our members.

It is an exciting and eventful time for the association, and we could not have been as successful without the guidance and contributions of all of you — our members, committee and chapter leaders, sponsors, global board of directors, and ACC staff. Your input on resources, education program topics, advocacy matters, and more is vital to ensuring ACC remains the global voice of the in-house bar.

Whether striving to enhance the leadership and business abilities of up-and-coming general counsel or advocating on public policy matters affecting corporate lawyers doing business around the world, we are determined to serve you in the highest capacity in the years to come, and we very much appreciate your membership.

Letter from the ACC Board Chair

Iohann Le Frapper General Counsel, ChetWode



As a long-time member of the in-house profession who has worked in Europe, Asia, and the Middle East, I am proud to serve as chair of the Association of Corporate Counsel board of directors at a time when ACC leads so many exciting initiatives globally.

In light of recent membership growth that brings our association to more than 42,000 members worldwide, I look forward to furthering ACC's strategic goal of expansion, especially in Asia, Africa, and Latin America. Our inroads in these regions will yield greater peer-to-peer connection opportunities across the in-house profession, and the deepening of these relationships indicates our ever-more-connected world. For example, the *ACC Global Census Report* of more than 5,000 in-house lawyers in 73 countries indicated that 62 percent of us have cross-border work responsibilities. It has been my personal experience that while adapting to the norms of conducting business in new locations, these global networks prove invaluable in helping us to succeed in our duties.

For in-house lawyers, entwined with the idea of new cross-border demands is the need for the right or practical tools and resources to make the demands of the job lighter. Thinking back over my career, ACC resources so often served as my primer on a legal hot topic — whether I was getting up to speed on FCPA knowledge 10 years ago, learning about best practices to deal with cybersecurity breaches five years ago, or, of late, pondering the intersection of the law and artificial intelligence or blockchain technology.

In today's fast-paced business environment, in-house lawyers need to access and consume resources and other information faster than ever before. When new challenges arise, the in-house community should continue to look to ACC for timely, relevant answers to the legal and business questions plaguing their companies. The quickened pace of business also means that we have observed changes in the job mobility of in-house counsel. As such, I will work during my tenure as chair to ensure that ACC enhances the employability and mobility skills of in-house lawyers across industry sectors and countries, and irrespective of their seniority. We will continue to provide superior legal education and promote resources on leadership, law department management, and the "soft" skills that have become intangible to professional advancement.

As I reflect on the goals ACC met in 2016 and our plans for 2017, I would like to recognize and thank Sabine Chalmers, chief legal & corporate affairs officer, Anheuser-Busch InBev, for her great leadership as 2016 ACC board chair, and express my appreciation for the work of my ACC board of directors peers and the ACC staff in Washington, D.C., and Melbourne.

Our association reached a number of milestones in 2016, and we don't intend to slow down in 2017 — or beyond. I hope you enjoy reading the following pages and find yourself inspired by our plans to continuously improve the value of your ACC membership.



Strategic Overview

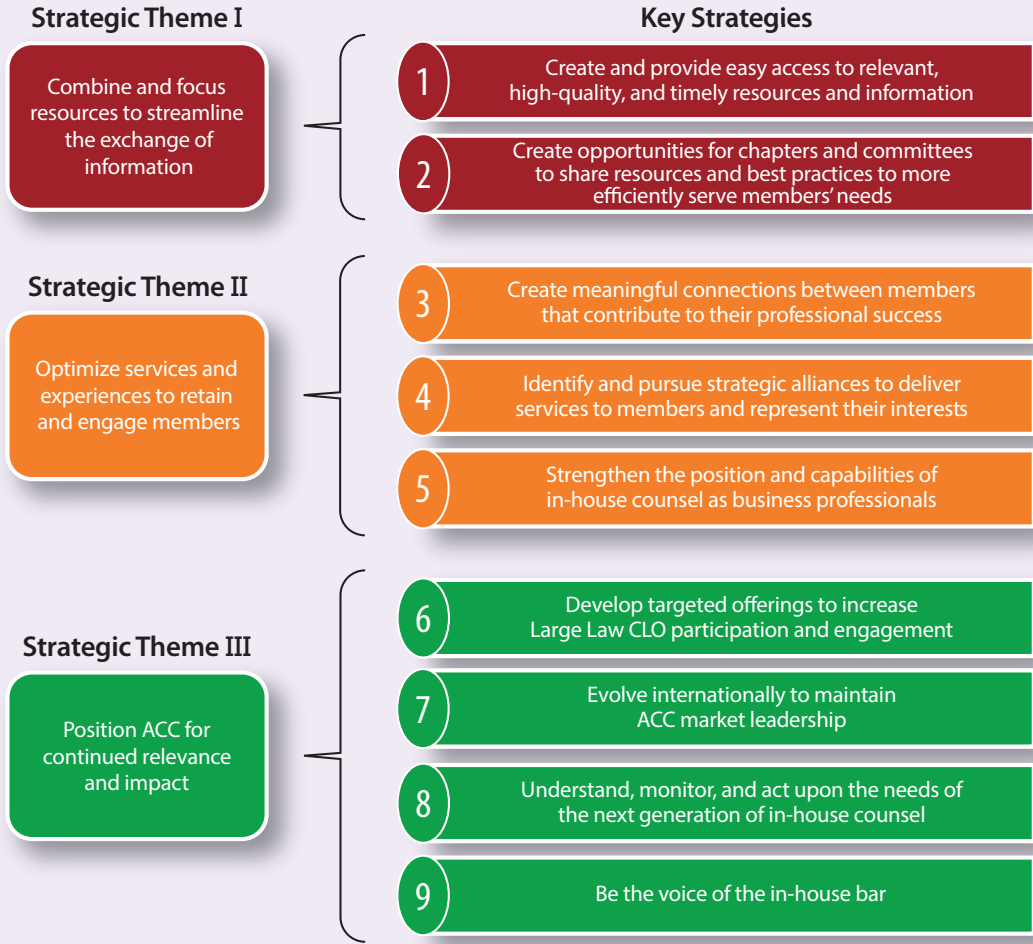
Strategic Planning

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.

FY2016 was the fourth year spent implementing the Strategic Plan, and this year saw ACC:

- Serve members by providing helpful resources of interest and celebrate a milestone of one million downloads during the year — averaging 24 resource downloads per member.
- Launch OnRamp In-House, a program with Diversity Lab to facilitate corporate law department fellowships for women returning to the workforce, and host the Global Women in Law awards at the United Nations in New York.
- Host the inaugural ACC Mid-Year Meeting, a conference geared toward mid-career in-house counsel seeking advanced, interactive programming, and add new advanced business education for in-house counsel classes via our partnership with Boston University.
- Build upon past successful conferences, including the second ACC Legal Operations Conference, two iterations of Law Department Leadership 2.0 in Calgary and Toronto, and the fourth Executive Leadership Institute (ELI): Master Class for the Next Generation of General Counsel.
- Provide special education on cybersecurity, a topic members identified as one of their chief concerns, by way of the *ACC Foundation: The State of Cybersecurity Report*, and a plenary session on the report at the ACC Mid-Year Meeting.
- Present the first-ever ACC Advocacy Award.
- Begin planning for Strategic Plan “2.0” to chart a path forward for the five years immediately following completion of the current Strategic Plan.

STRATEGY OVERVIEW



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.

- Reached more than one million downloads of resources in FY16 (1,011,252), a 29 percent increase over FY15.
 - The top five resources downloaded were executive summaries for the *ACC Global Census Report*, *ACC Foundation: The State of Cybersecurity Report*, and *ACC CLO 2016 Survey*, as well as primers on contract negotiations and document retention policies.
- Enhanced the ACC Virtual Resource Library with the addition of 1,805 new resources, a 16 percent increase over FY15.
 - We also added 1,014 resources with a non-U.S. or multijurisdictional focus.
- Issued four research reports on legal and business trends within the in-house community. These reports included data specific to industry, geographic location, and law department size, among other benchmarks.
 - *2015 ACC Global Census Report*, garnering responses from more than 5,000 in-house lawyers from 73 countries.
 - *ACC Foundation: The State of Cybersecurity Report*, with findings on the practices and experiences of over 1,000 corporate lawyers.
 - *ACC Chief Legal Officers 2016 Survey*, with responses from more than 1,300 chief legal officers and general counsel in 41 countries.
 - *ACC Foundation: Returnship Among Women In-house Counsel Paper*, titled “Cause & Effect: Why Women Leave the Legal Profession.”
- Averaged 18,500 unique visits to *ACCDocket.com* following the launch of each issue of *Digital Docket*, which was enhanced with additional online content.

Key Strategy 2

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

- Featured 22 posts in the newest practice area blog series by the ACC Litigation Committee, “Litigation Shorts,” and seven in the career development blog series, both on *In-house Access*.
- Visited 20 chapters to assist with financial processes and ensure operations maximize opportunities to serve members, create new programs, and replicate other chapters’ successes.
- Upgraded broadcast email technology to allow chapter and committee leaders to more easily and effectively communicate with one another.
- Twelve out of 19 ACC committees held stand-alone events or collaborated with chapters, committees, and other organizations to offer 37 jointly-hosted programs.
- ACC committees hosted 22 webcast programs for members in the Europe, Middle East, and Africa (EMEA) and Asia-Pacific regions, serving 863 participants.
- Hosted two Leadership Development Institutes (LDI), offering training and networking opportunities to more than 200 chapter and committee leaders.
 - Welcomed leaders from Argentina, Australia, Brazil, Canada, Dubai, Europe, Israel, Singapore, and the United States to the LDI.



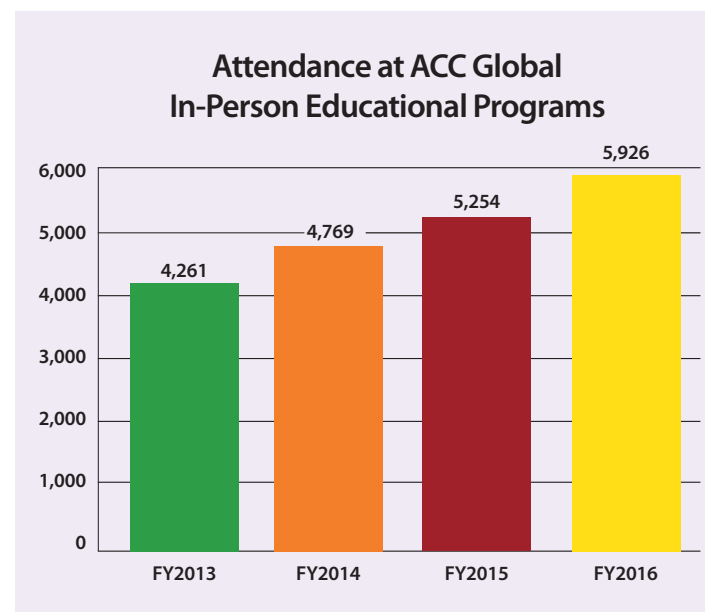


Strategic Theme II: Optimize services and experiences to retain and engage members

Key Strategy 3

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

- Surpassed previous attendance records at ACC-hosted educational programs, reaching 5,926 registrants in FY16, a 13 percent increase over the last fiscal year (5,254).
 - Hosted the largest-ever ACC Annual Meeting, with more than 2,600 in-house counsel attendees.
- Held the inaugural ACC Mid-Year Meeting in New York and welcomed several hundred attendees from 10 countries to participate in advanced, interactive sessions.
- Supported ACC Foundation events — the Global Women in Law Event at the United Nations in New York and the Women in the House (WITH) initiative breakfast at the ACC Annual Meeting in San Francisco.
- Launched OnRamp In-House, a returnship program for women re-entering the workforce, by partnering with Diversity Lab and corporate legal departments at 3M, Accenture, Amazon, BMO, and Microsoft.



Key Strategy 4

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

- Extended support to ACC allies, including Corporate Counsel Women of Color, Corporate Pro Bono, Hispanic National Bar Association, Minority Corporate Counsel Association, National Asian Pacific American Bar Association, National Bar Association, National LGBT Bar Association, Pro Bono Institute, South Asian Bar Association, and Street Law, by way of the ACC Foundation's sponsorship.
- Continued support of the International Law Office awards programs, including Global, European, Latin American, and Asia Pacific Counsel Awards, which recognized over 480 in-house lawyers from 30 countries as well as global law departments.
- Continued ACC Alliance Program relationships with eight legal and business service providers to offer quality, preferred services to ACC members.
- Met with representatives of the Hong Kong Corporate Counsel Association, Association Française des Juristes d'Entreprise (AFJE), Law Society of England and Wales, and Bundesverband der Unternehmensjuristen (German in-house network) and agreed to work more closely together, including on advocacy and research in support of in-house counsel.

Key Strategy 5

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

- Held roundtables for the ACC Law Department Executive Leaders group. Topics included knowledge management, leveraging data, and advanced approaches to operational excellence.
- Increased attendance at the 2016 ACC Legal Operations Conference by 31 percent, from 147 to 200 legal operations professionals, and added think tanks and a specialized boot camp to the program agenda.
- Hosted a new 2.5-day business education program, Finance & Accounting for In-house Counsel, with the Boston University (BU) School of Management, and offered training to more than 250 in-house counsel through all ACC/BU business education programs.
- Published the *ACC Foundation: The State of Cybersecurity Report* on corporate challenges related to data safety and privacy. The report educates the in-house community on one of the top challenges for the business sector today.



Strategic Theme III:

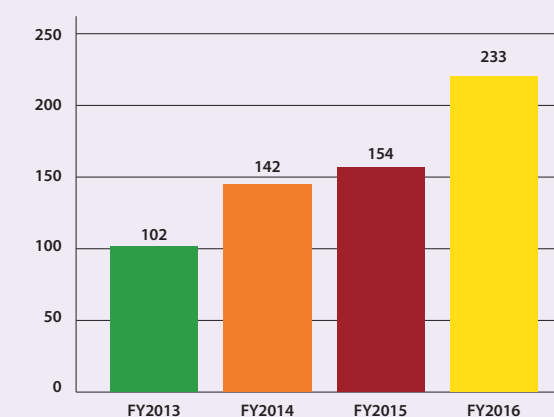
Position ACC for continued relevance and impact as the voice of the in-house bar

Key Strategy 6

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

- Conducted a series of ACC CLO Club “Virtual” Roundtable webinars in North America, EMEA, and the Asia-Pacific regions on the *ACC Foundation: The State of Cybersecurity Report*.
- Organized six GC Roundtables in both Canada and Europe and two in the U.S.
- Sixty-eight new law departments joined the corporate membership (formerly Large Law) enrollment program to allow their in-house counsel to collaborate with peers and access ACC resources. This was a 5 percent increase in the number of departments serving as corporate members in FY15.
- Interviewed general counsel from eight countries for the *ACC Law Department Management Report*, released in November 2016, and offered the advice and insights from nearly 300 CLOs and legal operations professionals on leading and managing a legal department.
- Increased membership in the ACC Australia GC100 (general counsel of top companies on the Australian Stock Exchange) from 38 to 58.

ACC CLO Engagement - Global 1000

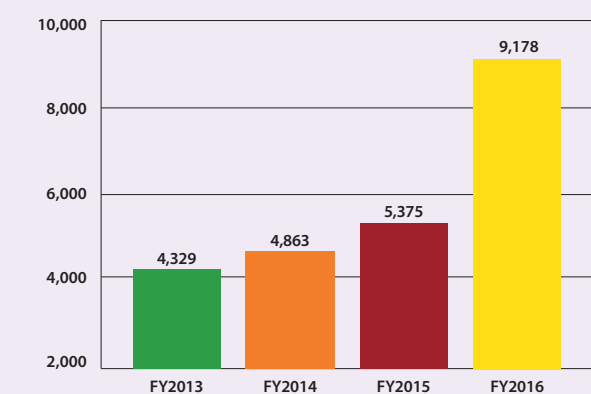


Key Strategy 7

Evolve internationally to maintain ACC market leadership.

- Worldwide, more than 42,000 in-house counsel have chosen ACC membership.
- Added more than 1,000 non-U.S. resources to the online library in FY16, compared to 791 non-U.S. resources added in FY15.
- Held two ACC Law Department Leadership 2.0 (LDL 2.0) programs in Calgary and Toronto, which focused on talent management, in-house market trends, and project management.
- Supported the largest-ever ACC Europe Conference (450 attendees) and 65 chapter programs in Europe throughout FY16.
- Produced 87 percent more webcasts on cross-border issues in FY16 over FY15.
- In response to growing member interest, devoted 53 percent of *ACC Docket* content to international issues and cross-border topics.
- Developed the Australia National Conference, which welcomed over 350 attendees and set new records for registration and sponsorship levels.
- Hosted first-ever ACC networking event in Nairobi, Kenya, welcoming more than 50 attendees.

Non-U.S. ACC Membership





Key Strategy 8

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

- Held the fourth iteration of the ACC Executive Leadership Institute: A Master Class for the Next Generation of General Counsel (ELI).
 - Graduated 24 new ELI fellows representing large law departments of companies including AB-InBev, Bank of Montréal, Comcast, Dell, eBay, Fannie Mae, McDonald's, Nestlé, Thomson Reuters, and Wells Fargo.
- Honored 10 winners of the Top “30 Somethings” in-house counsel awards and highlighted these outstanding young leaders in the *ACC Docket*.
 - Attracted 13 percent more nominations for members located outside the U.S. than in FY15.
- Built a new ACC event mobile app, including a game feature to increase social and in-person interaction among faculty, members, and sponsors at the inaugural Mid-Year Meeting and 2016 ACC Annual Meeting.
 - Eighty-nine percent of Mid-Year Meeting attendees downloaded and used the app.
- User engagement on ACC social media platforms increased – the number of followers of @ACCDocket more than doubled, and we gained a 23 percent increase in followers of the ACC company page on LinkedIn.

Key Strategy 9

Be the voice of the in-house bar.

- Successfully challenged the New York State Department of Financial Services' (NYSDFS) proposal on chief compliance officer certification. The NYSDFS affirmed the in-house bar position on criminal liability for compliance officers in anti-money laundering regulations.
- Filed a letter to the Hungarian Ministry of Justice supporting a proposal issued by Hungarian attorneys that calls for the establishment of an independent bar for in-house counsel.
- Supported proposals to amend restrictions on in-house counsel's right to practice pro bono in the District of Columbia and to revise the approach on the enforceability of advanced conflict waivers in California.
- Joined by the European Company Lawyers Association, ACC submitted a letter to the Court of Justice of the European Union requesting that the Court consider amending its rules to allow in-house counsel who are able to practice before national courts to also practice before the Union.
- Presented the inaugural ACC Advocacy Award to Randy Milch, former executive vice president and general counsel at Verizon, and to the ACC Australia Legal Profession Uniform Law Sub-committee for their respective leadership advancing advocacy topics important to the in-house bar.
- Spoke out on issues of interest to in-house counsel and promoted news about developments within the in-house community. ACC provided the unique in-house perspective in 25 percent more articles for FY16 over FY15.





FY2017 Areas of Focus

ACC finished the fourth year of our Strategic Plan by surpassing most of our Fiscal Year 2016 goals. We assigned a special emphasis on putting members' needs first, whether increasing the ability to connect with one another, strengthening mobile access to resources, serving new geographic locations, or providing new services and information. To build upon this foundation, ACC will focus on the following areas in Fiscal Year 2017.

Educational and Resource Offerings

- Publish the *ACC Law Department Management Report*, *ACC Trends Survey*, and *ACC Chief Legal Officers 2017 Survey* to offer members the metrics they need to benchmark by industry, company and law department size, and geographic location.
- Repeat past successful programs, including the ACC Mid-Year Meeting, Legal Services Management workshops, Executive Leadership Institute, Corporate Counsel University, ACC Annual Meeting, Mini MBA, and Law Department Leadership 2.0 (to be held in a new location, Montreal).
- Launch a brand new leadership program to cultivate former ACC board, chapter, and committee leaders' skills to serve in leadership positions in the wider legal and business communities and thereby expand the influence and visibility of in-house counsel.
- Emphasize the important role of advocacy in the in-house profession at the 2017 ACC Annual Meeting, to be held in Washington, D.C., by recruiting government speakers and offering another regulatory perspective to the meeting.

ACC Foundation

- Put greater emphasis on developing opportunities to serve members' needs in the areas of career mobility and professional development.
- Continue to foster the professional development of women in-house counsel by cultivating the women's initiative and securing fellows for OnRamp In-House, the ACC Foundation returnship program for women in-house lawyers.
- Host a cybersecurity summit to discuss topics addressed in the *ACC Foundation: The State of Cybersecurity Report*, including what in-house lawyers should know when preventing, preparing for, and responding to data breaches.
- Launch the first-ever ACC Foundation Good Lawyers to Great Lawyers Strategic Professional Development Retreat. The focus will be coaching, career guidance, and strategic decision making.
- Continue our relationship with the United Nations to advance solutions to issues of concern for women and girls around the world.

Global Agenda

- Offer new programming and networking opportunities in India, as well as forge new strategic alliances across the subcontinent. The goal will be to charter ACC India as the latest ACC chapter network.
- Continue to work with the Hong Kong Corporate Counsel Association (HKCCA) with an eye towards building an alliance that benefits both HKCCA and ACC members working in the region.
- With the ACC Europe board of directors, work to fully delineate ACC's position on legal professional privilege at the EU level, including scheduling meetings with general counsel of large European-based corporations to assist with the efforts.
- Expand relationships and opportunities to collaborate with the European General Counsel Association, Bundesverband der Unternehmensjuristen, Associations Française de Juristes d'Enterprise, Cercle Montesquieu, and UK Law Society.
- Hold the second ACC General Counsel Summit, in Paris, in spring 2017. Leading general counsel from multinational companies will convene to address "Leadership in Times of Disruptive Change."
- Continue to strengthen our relationship with ACC Middle East, representing nearly 250 ACC members, and convert our presence there from an affiliated network to an ACC chapter.
- Continue outreach to in-house counsel based on the African content through meetings and networking targeted for South Africa.



ACC Timeline

Membership reaches 42,000 in 85 countries. Surpasses one million online resources downloads. Launches women's initiative (WITH).	2016	
	2015	Membership grows to 40,000. Welcomes 4,000 ACLA members to ACC Australia and opens a staff office in Melbourne to serve members throughout Asia Pacific.
Finalizes an alliance with ACLA to establish ACC Australia and charters ACC Alberta (the fourth Canadian chapter) and ACC Middle East. Reaches 36,000 members in 90 countries.	2014	
	2013	Forms ACC Singapore, the organization's first chapter in Asia and generates more than half a million downloads of online resources.
Announces its Five-Year Strategic Plan, charters ACC British Columbia and tops 30,000 members in 75 countries.	2012	
	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.
Charts its first Latin American chapter, ACC Argentina, and announces the Compliance Training Portal.	2010	
	2008	Establishes ACC Quebec.
Forms its first Canadian chapter, ACC Ontario.	2007	
	2003	Changes its name to the Association of Corporate Counsel, in recognition of ACC's global membership and focus.
Releases the results of the first-ever census of the in-house bar and hosts its first Corporate Counsel University®.	2002	
	2001	Adopts the Global Corporate Counsel Association (GCCA) brand to reflect a growing international presence.
Charts its second chapter outside of the U.S., Israel.	2000	
	1998	Develops Jobline, the CLO Club and a globalization task force.
Launches its Legal Resources department, intended to develop online resources and respond to members' inquiries.	1997	
	1994	Forms its first chapter outside of the U.S., ACC Europe.
Creates its Member Service program, the predecessor to the ACC Alliance Partner program.	1992	
	1985	Holds its first Annual Meeting and launches "Operation Treasure Trove," a predecessor to the now completely-online resource library.
Files its first amicus brief and publishes the first edition of the <i>Docket</i> .	1983	
	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 fourth 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



1025 Connecticut Avenue, NW, Suite 200 • Washington, DC 20036 • +1-202-293-4103

Level 5, 84 William Street • Melbourne VIC 3000 • +61 3 9248 5500

<http://www.acc.com>

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