

# 2022 LAW DEPARTMENT COMPENSATION REPORT

LEGAL OPERATIONS PROFESSIONALS

## Overview

The Association of Corporate Counsel and Empsight International, LLC are pleased to publish the **Legal Operations Report** from the **2022 Law Department Compensation Survey – Self Reported Edition**. This report provides a comprehensive summary of **compensation** for the corporate legal function within law departments at organizations of all sizes.

Overall Survey highlights include:

- **1493** Participants
- **2,033** incumbents
- **23** benchmark law department positions

### Participant Revenue Profile

<b>Revenue Category</b>	<b>Percent of Participants</b>
A. \$5 Billion and above	30.7%
B. \$2 Billion to <\$5 Billion	15.3%
C. \$1 Billion to <\$2 Billion	10.6%
D. \$500 Million to <\$1 Billion	10.6%
E. \$100 Million to <\$500 Million	15.7%
F. Less Than \$100 Million	15.3%
G. Not Reported	1.7%

## Data Effective Date

Data in this report is effective as of March 1, 2022. Any questions related to this survey report or any other aspects of the survey should be addressed to either Jeremy Feinstein or Julie Yusupov at:

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## Methodology & Terms

Careful attention was paid to preserving the confidentiality of data reported by participating organizations. The following reporting standards were applied to the compensation data provided:

- No Base Salary, Incentive, Total Cash or other information is reported only where there are **fewer than 5** primary participants, regardless of the number of incumbents reported.
- Where there are **5** primary participants and a minimum of **5** reported incumbents, the **Average (Mean)** is reported.
- **Median** is provided where there are a minimum of **5** primary participants and **5** incumbents reported.
- **25<sup>th</sup>** and **75<sup>th</sup>** **Percentile** values are provided where there are a minimum of **5** primary participants and **5** incumbents reported.
- **10<sup>th</sup>** and **90<sup>th</sup>** **Percentile** values are provided where there are a minimum of **10** primary participants and **10** incumbents reported.
- To preserve confidentiality, we do not report the **Highest** or **Lowest** values.
- Where the minimum values for reporting purposes are not reached, the data are suppressed and are not recorded in the report.
- Both incumbent weighted and company weighted information are presented in the reported and are labeled as such.
- Some Staffing data was based on values reported in the compensation tab of the survey to maximize analytical yield by revenue, industry, and law department size criteria.
- All data is effective March 1, 2022.

In addition, the overall pattern of reported data was analyzed based on the returned questionnaires to validate both the quality of job matching and the accuracy of the numbers provided. In a number of cases, Participants were contacted during the analysis process to clarify elements of their submissions and some submitted information was revised as a result.

## Methodology & Terms: Terms Used In This Report:

Survey Element	Definition
Annual Base	This is the annual Base Salary paid to the incumbent - the fundamental compensation element.
STI Elig %	The average percent of incumbents who are eligible to participate in a short-term incentive program.
Target Short Term Incentive %	The value of bonus opportunities, at Target, expressed as a percentage of Base Salary.
Target STI \$	The planned Short Term incentive opportunity (Target STI %) multiplied by the Annual Base Salary.
Incentive Amount \$	The Actual Amount of Bonus paid to the incumbent in the current year for the prior full year's performance.
Target Total Cash Amount \$	Target Total Cash Amount \$ is the combination of Base Salary and the Target Incentive Amount \$. It includes companies that reported both Annual Base and Target Incentive opportunities.
Total Cash All	Total Cash All is the combination of Base Salary and any annual variable compensation (bonus or incentive). This value includes companies that paid bonuses / incentives and those that did not.
Total Cash Incentive Paid	Total Cash Incentive Paid includes the combination of Base Salary and any annual variable compensation (bonus or incentive) actually paid. It excludes companies that did not pay bonuses / incentives.
LTI Elig %	This value provides the number of incumbents who are eligible to participate in Long Term Incentive arrangements as a % of the total number of incumbents reported.
Target LTI %	The planned Long Term incentive opportunity as a percent of the Annual Base Salary of the reported incumbent.
Target LTI Award \$	The planned Long Term incentive opportunity (LTI Target %) multiplied by the Annual Base Salary.
Target Total Direct Comp.	Target Total Direct Compensation \$ is the combination of Base Salary and the Target STI \$ and Target LTI Award \$.
No. Cos.	The number of Companies reporting data on a particular benchmark position.
No. Incs.	The total number of reported incumbents for the particular benchmark position.
Mean (Average)	The statistical Mean of the data reported. Mean values are influenced by extremes in the data array.
P10	The 10th Percentile of the reported data array such that 10 percent of the values reported are below this value and 90 percent are above it.
P25	The 25th Percentile of the reported data array such that 75 percent of the values reported are above this value and 25 percent are below it.
Median	The middle value of the reported data array. The Median will be close to the Mean when the data are not heavily dispersed and will differ where the data are very spread.
P75	The 75th Percentile of the reported data array such that 25 percent of the values reported are above this value and 75 percent below it.
P90	The 90th Percentile of the reported data array such that 10 percent of the values reported are above this value and 90 percent below it.

# Compensation Results

## LGOP-V1 VP Legal Operations (Non-Lawyer)

Provides strategic direction and leadership to the legal operations function to standardize legal operations processes and cost effectively meet legal systems and business objectives. Develops an executive portfolio view and communicates progress, risk and enables decision making. Ensures project scope, schedules, and budgets are established and managed throughout all project lifecycles. Works closely with law department clients to coordinate major schedules, project budgets, project milestones, and ultimate project deliverables. Evaluates the resources needed to accomplish the objectives within the agreed timeframe and establishes the staffing plan for each project, using a combination of internal and contract expertise. Advises on project management methodologies, internal methods, formats, procedures, incentives, skills development, coaching, and team structure. Requires the communication skills necessary to build commitment to the projects and negotiates compromises, and resolves conflicts, as needed. Defines performance metrics (KPIs) and builds dashboard/analytics to provide a data-centric view and directs ongoing improvement efforts that will impact outcomes and drive value. Monitors compliance with project management standards, policies, procedures, and templates. This position conducts operational and leadership level meetings throughout the course of the project to provide feedback and get input from key stakeholders. Provides leadership and direction to subordinate legal operations management and analysts. Scope/Impact: Organization-Wide. Requirements: Bachelor's Degree, JD/Masters/MBA Preferred. Incumbent may have a J.D. but this position is not a practicing lawyer. This position requires 15 or more years of progressive delivery and management of legal projects.

All Participants	# Co	# Incs	Average	P 10	P 25	Median	P 75	Incumbent Weighted
								P 90
Annual Base	5	5	\$253,757		\$205,083	\$275,000	\$292,177	
Incentive Eligible %			80.0%					
Target Incentive %								
Target Incentive Amount \$								
Incentive Amount \$								
Target Total Cash Amount \$								
Total Cash All	5	5	\$333,480		\$250,000	\$275,110	\$431,138	
Total Cash Incentive Paid								
LTI Eligible %			80.0%					
Target LTI %								
Target LTI Award \$								
Target Total Direct Amt \$								

## All Participants

Company Weighted

	# Co	# Incs	Average	P 10	P 25	Median	P 75	P 90
Annual Base	5	5	\$253,757		\$195,055	\$275,000	\$301,839	
Incentive Eligible %			80.0%					
Target Incentive %								
Target Incentive Amount \$								
Incentive Amount \$								
Target Total Cash								
Total Cash All	5	5	\$333,480		\$225,000	\$275,110	\$471,146	
Total Cash Incentive Paid								
LTI Eligible %			80.0%					



## LGOP-D2 Sr. Director Legal Operations (Non-Lawyer)

Typically reporting to an Executive, this position is responsible for directing high impact Legal projects utilizing project management techniques, and is accountable for the development of project strategies and plans. The position is recognized as the subject matter expert and is responsible for establishing and managing a project management structure and process for large, cross-functional, legal projects, in order to cost effectively meet operational business objectives. This position project manages multiple such projects focused on areas such as strategic planning, matter management, financial management, legal vendor management, litigation support, and data analytics. In addition to legal peers, this position works closely with business unit clients to coordinate major schedules, project budgets, project milestones, and ultimate project deliverables. This position evaluates the resources needed to accomplish the objectives within the agreed timeframe and establishes the staffing plan for each project, using a combination of internal and contract expertise. This position utilizes complex Project Management methodologies to manage the projects, incorporate and track changes, and optimize on resource deployment. This position requires the communication skills necessary to build commitment to the projects and negotiate compromises, and resolve conflicts, as needed. This position conducts operational and leadership level meetings throughout the course of the project to provide feedback and get input from key stakeholders. This position has the responsibility to deliver on multiple simultaneous projects. This position provides leadership and direction to subordinate Directors, Project Managers, and other Legal professionals. Scope/Impact: Organization-Wide. Requirements: Bachelor's Degree, JD/Masters/MBA Preferred. Incumbent may have a J.D. degree but this position is not a practicing lawyer. This position requires 10+ years of progressive delivery and management of legal projects.

All Participants	# Co	# Incs	Average	P 10	P 25	Median	P 75	Incumbent Weighted
								P 90
Annual Base	9	9	\$207,111		\$165,000	\$195,000	\$257,500	
Incentive Eligible %			88.9%					
Target Incentive %	8	8	26.6%		25.0%	25.0%	30.0%	
Target Incentive Amount \$	8	8	\$55,938		\$35,625	\$48,125	\$77,100	
Incentive Amount \$	5	5	\$68,104		\$19,255	\$33,500	\$120,000	
Target Total Cash Amount \$	8	8	\$257,688		\$193,750	\$240,625	\$334,100	
Total Cash All	9	9	\$244,947		\$173,750	\$195,000	\$282,500	
Total Cash Incentive Paid	5	5	\$279,904		\$168,375	\$236,020	\$400,000	
LTI Eligible %			55.6%					
Target LTI %								
Target LTI Award \$								
Target Total Direct Amt \$								

All Participants	Company Weighted							
	# Co	# Incs	Average	P 10	P 25	Median	P 75	P 90
Annual Base	9	9	\$207,111		\$160,000	\$195,000	\$265,000	
Incentive Eligible %			88.9%					
Target Incentive %	8	8	26.6%		25.0%	25.0%	30.0%	
Target Incentive Amount \$	8	8	\$55,938		\$35,625	\$48,125	\$77,100	
Incentive Amount \$	5	5	\$68,104		\$13,510	\$33,500	\$140,000	
Target Total Cash	8	8	\$257,688		\$193,750	\$240,625	\$334,100	
Total Cash All	9	9	\$244,947		\$172,500	\$195,000	\$315,000	
Total Cash Incentive Paid	5	5	\$279,904		\$161,750	\$236,020	\$420,000	
LTI Eligible %			55.6%					

Law Department Size (Number of Total Staff)	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
A. 10 or More	5	5	\$219.8	\$152.5	\$234.0	\$280.0	\$282.9	\$169.3	\$236.0	\$420.0				

Law School	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
Non-Top 20	7	7	\$205.0	\$150.0	\$190.0	\$280.0	\$253.4	\$170.0	\$190.0	\$380.0				

Organization Type	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
Private	5	5	\$205.8	\$160.0	\$195.0	\$257.0	\$231.2	\$172.50	\$195.0	\$308.0				

## LGOP-D1 Director Legal Operations (Non-Lawyer)

Under the strategic guidance of legal operations directors and executives, this position is responsible for implementing the project management structure and processes for large, cross-functional, legal projects, in order to cost effectively meet legal systems and business objectives. This position manages multiple important projects focused on areas such as strategic planning, financial management, matter management, legal vendor management, litigation support, and data analytics. In addition, this position works closely with law department clients to coordinate major schedules, project budgets, project milestones, and ultimate project deliverables. This position evaluates the resources needed to accomplish the objectives within the agreed timeframe and establishes the staffing plan for each project, using a combination of internal and contract expertise. This position utilizes complex Project Management methodologies to manage the projects, incorporate and track changes, and optimize on resource deployment. This position requires the communication skills necessary to build commitment to the projects and negotiate compromises, and resolve conflicts, as needed. This position conducts operational meetings throughout the course of the project to provide feedback and get input from key stakeholders. This position may have responsibility to deliver on multiple simultaneous projects. This position provides leadership and direction to subordinate legal operations analysts. Scope/Impact: Organization-Wide. Requirements: Bachelor's Degree. Incumbent may have a J.D. but this position is not a practicing lawyer. This position requires 7 to 10 years of progressive delivery and management of legal projects.

All Participants	# Co	# Incs	Average	P 10	P 25	Median	P 75	Incumbent Weighted
								P 90
Annual Base	11	11	\$204,050	\$156,160	\$180,811	\$205,000	\$213,250	\$261,760
Incentive Eligible %			80.0%					
Target Incentive %	9	9	22.2%		18.8%	20.0%	26.3%	
Target Incentive Amount \$	9	9	\$47,011		\$31,875	\$41,600	\$61,750	
Incentive Amount \$	7	7	\$54,591		\$27,049	\$42,000	\$66,750	
Target Total Cash Amount \$	9	9	\$254,516		\$229,837	\$247,250	\$278,000	
Total Cash All	11	11	\$238,789	\$166,240	\$205,500	\$215,000	\$250,000	\$357,894
Total Cash Incentive Paid	7	7	\$261,383		\$213,259	\$250,000	\$302,500	
LTI Eligible %			60.0%					
Target LTI %	6	6	17.8%		5.0%	17.5%	25.0%	
Target LTI Award \$	6	6	\$34,505		\$10,400	\$29,665	\$62,500	
Target Total Direct Amt \$	11	11	\$261,334		\$214,188	\$260,000	\$281,973	

All Participants	Company Weighted							
	# Co	# Incs	Average	P 10	P 25	Median	P 75	P 90
Annual Base	11	11	\$204,050	\$152,700	\$176,748	\$205,000	\$215,000	\$264,700
Incentive Eligible %			80.0%					
Target Incentive %	9	9	22.2%		17.5%	20.0%	27.5%	
Target Incentive Amount \$	9	9	\$47,011		\$31,500	\$41,600	\$62,000	
Incentive Amount \$	7	7	\$54,591		\$25,200	\$42,000	\$70,000	
Target Total Cash	9	9	\$254,516		\$223,924	\$247,250	\$289,500	
Total Cash All	11	11	\$238,789	\$165,300	\$205,000	\$215,000	\$250,000	\$367,368
Total Cash Incentive Paid	7	7	\$261,383		\$209,346	\$250,000	\$320,000	
LTI Eligible %			60.0%					

Revenue \$	Company Weighted (In Thousands)												
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid		
			P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
	0												

Industry	Company Weighted (In Thousands)												
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid		
			P 25	Median	P 75		P 25	Median	P 75	Avg	P 25	Median	P 75
Technology	6	6	\$227.4	\$206.0	\$211.5	\$264.7	\$268.6	\$206.0	\$232.5	\$367.4			

Law Department Size (Number of Total Staff)	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
			P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75	
A. 10 or More	10	10	\$205.2	\$173.4	\$206.0	\$232.5	\$237.7	\$187.5	\$212.2	\$285.0	\$263.3	\$185.0	\$237.5	\$367.4

Law School	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
Not Reported	5	5	\$182.1	\$152.7	\$193.0	\$206.0	\$198.5	\$165.3	\$205.0	\$228.5				
Non-Top 20	6	6	\$222.4	\$190.9	\$211.5	\$264.7	\$272.3	\$212.2	\$237.5	\$367.4	\$283.8	\$217.2	\$250.0	\$367.4

Organization Type	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
Public	8	8	\$209.2	\$190.9	\$206.0	\$232.5	\$244.6	\$206.00	\$212.2	\$272.5	\$265.9	\$185.0	\$225.0	\$367.4

## LGOP-M2 Sr. Manager Legal Operations (Non-Lawyer)

This position is responsible for legal operations function and processes for one or more cross-functional legal projects, in order to cost effectively meet legal systems and business objectives. This position project manages one or more projects focused on areas such as strategic planning, financial management, matter management, legal vendor management, litigation support, and data analytics. In addition, this position works closely with law department clients to coordinate major schedules, project budgets, project milestones, and ultimate project deliverables. This position evaluates the resources needed to accomplish the objectives within the agreed timeframe and establishes the staffing plan for each project, using a combination of internal and contract expertise. This position utilizes complex Project Management methodologies to manage the projects, incorporate and track changes, and optimize on resource deployment. This position requires the communication skills necessary to build commitment to the projects and negotiate compromises, and resolve conflicts, as needed. This position conducts operational meetings throughout the course of the project to provide feedback and get input from key stakeholders. This position provides leadership and direction to subordinate legal operations analysts. Scope/Impact: Organization-Wide. Requirements: Bachelor's Degree. Incumbent may have a J.D. degree but this position is not a practicing lawyer. This position requires 6 to 8 years of progressive delivery and management of legal projects.

All Participants	# Co	# Incs	Average	P 10	P 25	Median	P 75	Incumbent Weighted
								P 90
Annual Base	17	17	\$147,871	\$116,102	\$120,427	\$150,000	\$164,250	\$178,280
Incentive Eligible %			82.4%					
Target Incentive %	16	16	22.4%	8.2%	10.0%	12.5%	20.0%	25.0%
Target Incentive Amount \$	16	16	\$35,947	\$9,583	\$12,028	\$20,000	\$31,296	\$42,265
Incentive Amount \$	16	16	\$26,962	\$7,000	\$8,263	\$19,000	\$41,500	\$62,230
Target Total Cash Amount \$	16	16	\$183,685	\$127,918	\$132,313	\$177,000	\$188,800	\$212,625
Total Cash All	17	17	\$173,247	\$127,088	\$131,274	\$175,000	\$200,200	\$221,480
Total Cash Incentive Paid	16	16	\$174,700	\$127,044	\$130,548	\$176,500	\$201,133	\$222,740
LTI Eligible %			41.2%					
Target LTI %								
Target LTI Award \$								
Target Total Direct Amt \$								

All Participants	Company Weighted							
	# Co	# Incs	Average	P 10	P 25	Median	P 75	P 90
Annual Base	17	17	\$147,871	\$112,939	\$120,285	\$150,000	\$164,500	\$180,000
Incentive Eligible %			82.4%					
Target Incentive %	16	16	22.4%	6.5%	10.0%	12.5%	20.0%	84.7%
Target Incentive Amount \$	16	16	\$35,947	\$8,780	\$12,028	\$20,000	\$31,296	\$151,425
Incentive Amount \$	16	16	\$26,962	\$4,500	\$8,263	\$19,000	\$41,500	\$72,000
Target Total Cash	16	16	\$183,685	\$126,912	\$132,313	\$177,000	\$188,800	\$327,125
Total Cash All	17	17	\$173,247	\$123,000	\$130,548	\$175,000	\$201,133	\$242,000
Total Cash Incentive Paid	16	16	\$174,700	\$123,000	\$130,548	\$176,500	\$201,133	\$242,000
LTI Eligible %			41.2%					

Revenue \$	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
A. \$5 Billion and above	7	7	\$147.7	\$117.0	\$153.0	\$160.0	\$188.4	\$127.4	\$199.3	\$224.0	\$188.4	\$127.4	\$199.3	\$224.0

Law Department Size (Number of Total Staff)	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
A. 10 or More	14	14	\$147.3	\$120.3	\$150.0	\$162.5	\$173.9	\$130.5	\$176.5	\$201.1	\$175.7	\$130.5	\$178.0	\$201.1

Law School	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
Not Reported	7	7	\$149.4	\$120.6	\$153.0	\$165.0	\$170.3	\$129.1	\$175.0	\$199.3	\$173.7	\$124.0	\$185.5	\$211.6
Non-Top 20	9	9	\$149.8	\$131.9	\$150.0	\$167.7	\$180.6	\$144.0	\$178.0	\$207.2	\$180.6	\$144.0	\$178.0	\$207.2

Organization Type	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
Public	12	12	\$149.5	\$134.5	\$151.5	\$162.5	\$176.6	\$141.00	\$176.5	\$201.1	\$179.0	\$132.0	\$178.0	\$203.0



## LGOP-M1 Manager Legal Operations (Non-Lawyer)

This position is responsible for legal operations function and processes for one or more cross-functional legal projects, in order to cost effectively meet legal systems and business objectives. This position project manages one or more projects focused on areas such as strategic planning, financial management, legal vendor management, litigation support, and data analytics. In addition, this position works closely with law department clients to coordinate major schedules, project budgets, project milestones, and ultimate project deliverables. This position evaluates the resources needed to accomplish the objectives within the agreed timeframe and establishes the staffing plan for each project, using a combination of internal and contract expertise. This position utilizes complex Project Management methodologies to manage the projects, incorporate and track changes, and optimize on resource deployment. This position requires the communication skills necessary to build commitment to the projects and negotiate compromises, and resolve conflicts, as needed. This position conducts operational meetings throughout the course of the project to provide feedback and get input from key stakeholders. This position provides leadership and direction to subordinate legal operations analysts. Scope/Impact: Organization-Wide. Requirements: Bachelor's Degree. Incumbent may have a J.D. degree but this position is not a practicing lawyer. This position requires 6 to 8 years of progressive delivery and management of legal operations projects.

All Participants	# Co	# Incs	Average	P 10	P 25	Median	P 75	Incumbent Weighted
								P 90
Annual Base	16	16	\$102,612	\$74,529	\$87,000	\$100,000	\$110,500	\$120,000
Incentive Eligible %			75.0%					
Target Incentive %	11	11	12.6%	5.6%	8.1%	12.0%	17.3%	20.0%
Target Incentive Amount \$	11	11	\$14,908	\$5,280	\$7,703	\$12,840	\$21,000	\$27,360
Incentive Amount \$	7	7	\$22,007		\$6,863	\$15,000	\$39,000	
Target Total Cash Amount \$	11	11	\$127,135	\$94,943	\$107,000	\$123,210	\$136,500	\$171,360
Total Cash All	16	16	\$112,240	\$79,431	\$88,000	\$100,000	\$123,000	\$153,000
Total Cash Incentive Paid	7	7	\$134,721		\$93,838	\$126,000	\$151,500	
LTI Eligible %			25.0%					
Target LTI %								
Target LTI Award \$								
Target Total Direct Amt \$								

All Participants	Company Weighted							
	# Co	# Incs	Average	P 10	P 25	Median	P 75	P 90
Annual Base	16	16	\$102,612	\$70,500	\$87,000	\$100,000	\$110,500	\$150,000
Incentive Eligible %			75.0%					
Target Incentive %	11	11	12.6%	5.5%	7.5%	12.0%	18.0%	20.0%
Target Incentive Amount \$	11	11	\$14,908	\$5,100	\$6,938	\$12,840	\$22,000	\$28,200
Incentive Amount \$	7	7	\$22,007		\$6,700	\$15,000	\$44,000	
Target Total Cash	11	11	\$127,135	\$93,819	\$106,000	\$123,210	\$138,000	\$178,200
Total Cash All	16	16	\$112,240	\$73,145	\$88,000	\$100,000	\$123,000	\$194,500
Total Cash Incentive Paid	7	7	\$134,721		\$86,000	\$126,000	\$154,000	
LTI Eligible %			25.0%					

Revenue \$	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
A. \$5 Billion and above	9	9	\$112.0	\$93.5	\$107.0	\$120.0	\$125.9	\$93.5	\$107.0	\$149.0				

Law Department Size (Number of Total Staff)	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
A. 10 or More	14	14	\$104.6	\$87.0	\$100.0	\$115.5	\$115.1	\$88.0	\$100.0	\$135.0	\$137.6	\$83.4	\$135.0	\$194.5

Law School	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
Not Reported	9	9	\$100.8	\$91.3	\$100.0	\$115.5	\$110.1	\$91.3	\$100.0	\$135.0				
Non-Top 20	6	6	\$105.7	\$76.6	\$95.5	\$145.0	\$117.6	\$80.0	\$96.5	\$176.2				

Organization Type	Company Weighted (In Thousands)													
	# Co	# Incs	Avg	Annual Base			Avg	Total Cash All			Total Cash Incentive Paid			
				P 25	Median	P 75		P 25	Median	P 75	Average	P 25	Median	P 75
Public	12	12	\$107.8	\$93.5	\$103.5	\$115.5	\$120.0	\$93.50	\$103.5	\$135.0	\$137.6	\$83.4	\$135.0	\$194.5

## LGOP-P3 Senior Legal Operations Analyst (Non-Lawyer)

This position is responsible for supporting the legal operations function by serving in a Senior Individual contributor role on large, cross-functional legal projects. This position applies and adapts project management methodologies to one or more, challenging projects, in order to cost effectively meet legal project objectives in support of the law department. This position may be assigned project management responsibility on important projects focused on areas such as strategic planning, financial management, matter management, legal vendor management, litigation support, and data analytics. Leveraging matter management software, this position supports the law department in accomplishing objectives within the agreed timeframes and with the resources assigned. This position has knowledge of complex Project Management methodologies to manage the projects, incorporate and track changes, and optimize on resource deployment. This position may, periodically, support the Manager position in the preparations for progress meetings throughout the course of the project to identify potential issues impacting the project schedules. This position is likely to have responsibility to deliver on multiple projects. This position provides input and advice to less experienced team members on both technical and operational issues. Scope/Impact: Project Wide Requirements: Bachelor's Degree. Incumbent may have a J.D. degree but this position is not a practicing lawyer. This position requires 5 to 7 years of progressive delivery and management of legal projects, in a Senior Individual Contributor Capacity.

All Participants	# Co	# Incs	Average	P 10	P 25	Median	P 75	Incumbent Weighted
								P 90
Annual Base	5	5	\$111,410		\$94,513	\$110,000	\$128,750	
Incentive Eligible %			100.0%					
Target Incentive %								
Target Incentive Amount \$								
Incentive Amount \$								
Target Total Cash Amount \$								
Total Cash All	5	5	\$128,005		\$104,019	\$125,000	\$142,750	
Total Cash Incentive Paid								
LTI Eligible %			0.0%					
Target LTI %								
Target LTI Award \$								
Target Total Direct Amt \$								

## All Participants

Company Weighted

	# Co	# Incs	Average	P 10	P 25	Median	P 75	P 90
Annual Base	5	5	\$111,410		\$91,025	\$110,000	\$132,500	
Incentive Eligible %			100.0%					
Target Incentive %								
Target Incentive Amount \$								
Incentive Amount \$								
Target Total Cash								
Total Cash All	5	5	\$128,005		\$104,013	\$125,000	\$153,500	
Total Cash Incentive Paid								
LTI Eligible %			0.0%					

# Appendices

## I. Law School Categories

Law School attended was aggregated into 2 groups, Top 20 and Non-Top 20, which are identified below.

Top 20 Law Schools *	Non – Top 20 Law Schools
Yale University Stanford University University of Chicago Columbia University Harvard University University of Pennsylvania (Carey) New York University University of Virginia University of California--Berkeley University of Michigan--Ann Arbor Duke University Cornell University Northwestern University (Pritzker) Georgetown University University of California--Los Angeles Washington University in St. Louis Boston University University of Texas--Austin Vanderbilt University University of Southern California (Gould)	Law Schools reported in Survey that are not in Top 20 List on left

\* Source: 2023 US News and World Report America's Best Graduate Schools

## II. Geography / Metropolitan Statistical Areas (MSA) Reported

Atlanta, GA  
Austin-San Marcos  
Boston-Worcester-Lawrence-Lowell  
Charlotte--Gastonia--Rock Hill  
Chicago-Gary-Kenosha  
Columbus, OH  
Dallas-Fort Worth  
Denver-Boulder-Greeley  
Detroit-Ann Arbor-Flint  
Greenville--Spartanburg--Anderson, SC  
Houston-Galveston-Brazoria  
Jacksonville, FL  
Kansas City, MO--KS  
Los Angeles-Riverside-Orange Co.  
Milwaukee--Racine, WI  
Minneapolis-St. Paul  
Nashville, TN  
New York- Northern NJ-Long Island  
Philadelphia-Wilmington  
Phoenix--Mesa, AZ  
Raleigh--Durham--Chapel Hill, NC  
San Diego, CA  
San Francisco-Oakland-San Jose  
Seattle-Tacoma-Bremerton  
St. Louis, MO--IL  
Tampa--St. Petersburg--Clearwater, FL  
Washington DC - Baltimore



### III. Legal Specialties

Specialty	Specialty Code	Description
Litigation - General / Commercial	LGC	Responsible for case management and litigation related to the enforcement or defense of the company's rights regarding contracts and other general commercial matters.
Litigation - Employment	LEM	Responsible for the preparation of cases and defense of the company's position relative to a wide variety of employment and human resources matters including terminations, regulatory actions, harassment and discrimination claims, hiring and staffing practices, amongst others.
Litigation - Intellectual Property / Patent	LIP	Responsible for case management and litigation related to the protection and enforcement of the organization's intellectual property assets or the defense against claims of patent or copyright infringement and other issues.
Litigation - Specialized	LSP	Responsible for Litigation of a specialized nature (not including litigation employment, IP or general / commercial)
Antitrust/Competition	AN	Responsible for representing the organization on anti-trust and competition matters such as mergers, acquisitions, joint ventures, and strategic alliances. Antitrust positions analyzing relevant market factors for the company, such as whether substitutes are available for their products or services and review data to determine effects on prices and market share.
Banking & Finance - Non Financial Svcs Companies	BF	Represents organization in its effort to obtain capital to finance commercial activities. Advises on the optimal structures for financial transactions covering cash, securities and stock. Also may be involved in securitizations in both private and public securities offerings.
Bankruptcy/ Creditor Issues	BC	Responsible for resolving legal issues surrounding bankruptcy filings and reemergence from bankruptcy, as well as working as a liaison with the court. Filings may include Chapter 11 reorganizations, and Chapter 13 debt adjustments and Chapter 7 liquidations. Positions may also work on negotiations with creditors or debtors to renegotiate payments terms so they can be met.
Business Development	BD	Responsible for supporting business development and other senior executives on a wide variety of complex business development transactions
Compliance	CM	Represents the company on ethics and compliance matters.
Corporate Governance	CG	Represents the company on corporate governance matters such as information disclosure, board process and decisions, and shareholder resolutions.
Corporate Contracts	CC	Responsible for drafting, reviewing, negotiating, and interpreting a broad spectrum of legal contracts, agreements, and documents.
Credit & Collections	CL	Responsible for representing the company on credit & collections matters
Employment/HR	EM	Responsible for ensuring compliance with Federal and State employment regulations. Specific matters may include Equal Employment Opportunity (EEO) compliance, hiring practices, disciplinary issues, terminations, sexual harassment complaints and investigations, OFCCP audits, OSHA, ADA, wage and hour regulations and worker's compensation.
Pension/ERISA - Non Insurance Companies	EP	Responsible for ensuring compliance the provisions of Employee Retirement Income Security Act (ERISA), COBRA AND HIPPA requirements and with general issues related to the structuring, administration and management of pension and benefit programs and related claims and other issues.
Entertainment	ET	Negotiates contracts with artists, producers, and other talent. Protects the company's copyright, trademark and patent assets as appropriate. Secures appropriate rights for distribution, publication, broadcast and other areas as appropriate in line with business objectives.
Environmental	EV	Responsible for ensuring organization's compliance with environmental regulations relating to business processes and transactions. Duties may include obtaining necessary permits and licenses from appropriate regulatory agencies (such as EPA), complying with new or changed regulations, and analyzing new regulations and legislation to assess their impact on the company's activities.
Generalist	GE	Works as an internal advisor to the organization on a number of business and legal matters to minimize commercial risk. These may include multiple areas including employment, intellectual property, contracts, tax, and liability.
Government Relations	GR	Advises management on the company's efforts to maintain open markets and minimize regulation and taxation in their industry. Amongst other things, reviews government relations campaigns to ensure compliance with FEC and other requirements.
Healthcare	HC	Represents the company on healthcare matters

Specialty	Specialty Code	Description
Immigration	IM	Responsible for assisting the transfer of non-citizen employees from foreign offices to the United States and hiring non-citizens as employees for U.S. corporate offices. Specific functions may include visa application processing, work authorization applications, and remediation of out of status conditions.
Insurance - Non Insurance Companies	IN	Responsible for protecting the assets of an organization by negotiating matters relating to insurance contracts. To offset risk exposure, may counsel on appropriateness and types of insurance to purchase for an organization and its employees, including liability, health, and property insurance.
Intellectual Property / Patent	IP	Responsible for protecting the intellectual assets of the organization. Specific challenges include obtaining, transferring, licensing and enforcement of patents, trademarks, copyrights, industrial designs, trade secrets and other such rights. Typical duties involve reviewing the validity of patents and the likelihood of patent infringement.
International	IX	Responsible for representing companies on a range international legal issues. Issues may include international intellectual property, international banking and investment transactions, movement of goods across national borders, interpreting trade agreements, foreign investments, international tax liabilities, international law case preparation, and resolution of international legal disputes.
Information Technology	IT	Responsible for providing advice on protection of rights and service arrangements. Specific matters can include hardware and software license agreements, alliance partner and channel agreements, consulting agreements, warranty provisions, service level agreements, software piracy protection, and Internet commerce.
Labor Relations	LR	Responsible for representing the organization on labor relations issues. Matters may include negotiation of collective bargaining agreements, union organizing campaigns, NLRB cases, workforce planning including reductions in force, arbitration proceedings, workers' compensation and occupational health and safety; pension and employee benefit matters related to unionized workforce, and wrongful termination cases.
Licensing / Royalty	LC	Represents the company on licensing issues such as licensing intellectual properties, brands, portfolios and/or franchises.
Mergers/Acquisitions	MA	Responsible for representing the organization in merger, acquisition, and divestiture transactions. Specific items may include the purchase and sale stock of publicly or privately held companies, coordination with investment bankers, allocation of assets and liabilities, securing regulatory consent and ensuring overall compliance.
Multiple Specialties	MS	Represents the company on multiple legal specialties
Privacy	PV	Represents the company on privacy and data protection issues
Real Estate	RE	Represents organization on multiple types of real estate transactions. Covers matters such as sale of property, financing and developing, construction contracts, environmental compliance, securitized real estate investments, property management, and leasing. May represent organization before state and county commissions, city councils, or in state or federal court.
Regulatory	RG	Represents the company in its relationship with regulatory agencies, inquiries from various regulatory and governmental entities at the Federal, State, and Local levels.
Research & Development	RD	Responsible for representing the company on Research & Development matters
Risk Management	RM	Responsible for providing advice and counsel on multiples types of risk exposure including financial, operational, reputational, amongst others.
Securities	SE	Responsible for matters concerning the finance of business operations, public and private offerings, regulatory compliance, and reporting requirements. Coordinates transactions and relationships with investment bankers.
Supply Chain / Manufacturing	SC	Responsible for matters concerning warehousing, third party logistics, supply chains, fulfilment operations, freight, and other issues relating to supply chain, logistics or manufacturing.
Tax	TX	Represents organization on matters of taxation at federal, state, and local levels. Specific taxation issues may include corporate tax, sales tax, property tax and employment taxes. Provides advice on tax planning and the tax implications of significant transactions including mergers acquisitions, divestitures, employee pensions plans, and employee benefit plans.

#### IV. Revenue Categories

Category	Description
A	\$5 Billion and above
B	\$2 Billion to <\$5 Billion
C	\$1 Billion to <\$2 Billion
D	\$500 Million to <\$1 Billion
E	\$100 Million to <\$500 Million
F	Less Than \$100 Million
G	Not Reported

#### V. Law Department Size Categories

Category	Description
A. 10+	10 or more Lawyers
B. 5 - 9	5 - 9 Lawyers
C. 2 - 4	2 – 4 Lawyers
D. 1	1 Lawyer

#### VI. Law School Class Year Categories Reported

Category
1950-1969
1970-1979
1980-1989
1990-1994
1995-1999
2000-2004
2005-2009
2010-2014
2015-2019
2020-2022

## ABOUT ACC

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## ABOUT EMPSIGHT

**Empsight International, LLC** is a human resource consulting firm which helps employers make better decisions about their investment in people. Empsight's compensation surveys enable Fortune 500 and large multinational corporations to benchmark their critical functional areas against other relevant peers. Our surveys are seen as definitive data reference sources in markets where such information is critical to maintaining competitiveness. The surveys cover key corporate functional areas, with an emphasis on new and emerging roles. Our survey participation tools are streamlined and designed for ease of use. We rely on input and feedback from our Survey Advisory Group comprised of industry leaders to keep our surveys competitive and on-point. Our Principals and staff have significant experience in consulting on compensation, organizational and human resource issues across multiple industry sectors.

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