

2022 Law Department Compensation Survey

EXECUTIVE SUMMARY

Self-Reported Data

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INTRODUCTION

The Association of Corporate Counsel (ACC) is pleased to present the 2022 Law Department Compensation Executive Summary Report, in partnership with Empsight International.

We know that compensation data is sought for a variety of reasons. As a law department professional, you may be seeking to change jobs and need data to assist in compensation package negotiations during interviews. Or you may be seeking a promotion and want to know what kind of salary increase you should expect. You may also simply want to better understand market rates. Alternatively, as a Chief Legal Officer, you may want to benchmarking your entire law department against relevant peer companies.

The existing compensation data available on the market for in-house counsel is notoriously variable, representing either too few legal job titles or is exclusive to a specific demographic segment. Some surveys report data that is not Safe Harbor compliant and many surveys capture data only from professionals looking for new career options (and large salary increases), which can result in inaccurate/inflated data that is not representative of the market as a whole. As a result, there is a high degree of uncertainty in the existing market data.

This report provides a high-level overview of the results of our annual Law Department Compensation Survey representing 2,032 in-house legal professionals in the United States and is intended to give a snapshot of compensation packages across job titles and the changes observed across several demographic segments.

We present annual base salaries, short-term incentive awards, long-term incentive targets, and total cash compensation across key legal job titles. In addition, we present common company benefits, perquisites, remote work norms, employment trends, and key skills needed to succeed in-house. There was wide variation in responses including individuals from small and large public, private, and non-profit companies across dozens of industries, practice area specializations, and across 26 different job titles.

We want to thank those who participated in the survey, and we hope the results are useful to the broader in-house legal community. Detailed benchmarking reports for both individuals and companies can be found at

acc.com/compensation.

This compensation survey represents
2,032 in-house legal professionals
in the United States.

ABOUT THE DATA

ACC and Empsight fielded the compensation survey questionnaire between May 3 and June 3, 2022 through an online survey platform (and via Excel for larger departments). The data effective date is March 1, 2022.

THE DATA IS SELF-REPORTED AND COMPANY-SOURCED

The Survey was structured to enable the collection of compensation data at both the individual level and at the company level. By “company-sourced” we mean that we allow for the data to be reported for all positions in the legal department. For smaller departments, this might be handled by the General Counsel or Legal Operations professional. For larger departments, the company-level version almost always requires the HR or the Compensation department to fill out the survey on behalf of all legal positions. The “individual-level” survey is structured as a conventional online survey and is intended for a single individual to report their own compensation data. **This executive summary report presents an overview of the results for the individual-level self-reported data.**

WE OFFER A RANGE OF COMPENSATION BENCHMARKING REPORTS

Once the data is collected, we produce a suite of reports structured to reflect the varying benchmarking needs of our members and the in-house profession. We produce a self-reported edition of the results that captures only the individual-level survey submissions from companies of all revenue sizes. This data is also offered in the form of single job title reports for those who have limited interest in very specific positions.

The company-sourced data was used to produce three reports reflecting company revenue size: small companies, mid-size companies, and large companies (company revenue is one of the key drivers of compensation). Each company report presents the full spectrum of compensation data for the complete set of job titles submitted (over 90 titles are included in the large company edition). The company reports also come with an interactive excel file that can be uploaded to HRIS/Market Pricing systems for companies to benchmark against other data sources. These reports are available at www.acc.com/compensation.

THE DATA IS SAFE HARBOR COMPLIANT

Our data collection and reporting standards conform with Safe Harbor guidelines to ensure confidentiality. We recognize that compensation data is highly sensitive, and we have instituted several important practices to preserve confidentiality.

Compensation data is not reported where there are fewer than five participants, no single organization's data represents more than 25 percent of any reported statistic, and the data must be three months old prior to reporting. Additional minimum participant thresholds are used when presenting percentiles in a statistical distribution. See our practices on our [data confidentiality webpage](#).

TERMS & DEFINITIONS

ANNUAL BASE SALARY

Annual base salary paid to the incumbent—the fundamental compensation element.

SHORT-TERM INCENTIVE ELIGIBLE %

The average percentage of incumbents who are eligible to participate in a short-term incentive program.

SHORT-TERM INCENTIVE TARGET %

The value of bonus opportunities, at target, expressed as a percentage of annual base salary.

SHORT-TERM INCENTIVE AMOUNT \$

Actual amount of bonus paid to the incumbent in the current year for the prior full year's performance.

TOTAL CASH \$

Annual base salary + any annual variable compensation (bonus or incentive).

LONG-TERM INCENTIVE ELIGIBLE %

The number of incumbents who are eligible to participate in long-term incentive arrangements as a percentage of the total number of incumbents reported.

LONG-TERM INCENTIVE TARGET %

The value of long-term incentive opportunities, at target, expressed as a percentage of annual base salary.

MEDIAN

The middle value of the reported data array.

MEAN (AVERAGE)

The statistical average of the reported data.

TOP 10 %

The 90th percentile of the reported data array.

JOB TITLE CATEGORY GROUPINGS

In order to simplify the presentation of the executive summary results and in some cases, due to data availability, job titles were aggregated into the groupings presented in the table below.

GENERAL COUNSEL - SINGLE LAWYER

General Counsel - Single Lawyer

GENERAL COUNSEL / CHIEF LEGAL OFFICER

General Counsel & Corp Sec / CLO

GENERAL COUNSEL - DIVISION / SUBSIDIARY

SVP General Counsel Division
SVP Subsidiary General Counsel
VP Subsidiary General Counsel

DEPUTY GENERAL COUNSEL

SVP Deputy General Counsel

ASSOCIATE GENERAL COUNSEL

SVP Associate General Counsel
VP Associate General Counsel Division
VP Associate General Counsel

MANAGING ATTORNEY

Director Managing Attorney
Managing Attorney

EXPERT ATTORNEY

Expert Attorney

SENIOR ATTORNEY

Senior Attorney

ATTORNEY

Intermediate Attorney
Associate Attorney
Developing Associate

DIRECTOR, LEGAL OPERATIONS

VP Legal Operations
Sr. Director Legal Operations
Director Legal Operations

MANAGER, LEGAL OPERATIONS

Sr. Manager Legal Operations
Manager Legal Operations

ANALYST, LEGAL OPERATIONS

Sr. Legal Operations Analyst
Intermediate Legal Operations Analyst

CORPORATE SECRETARY (NOT GC)

SVP Corporate Secretary (Not GC)
VP Corporate Secretary (Not GC)
Director Corporate Secretary (Not GC)

PAY DRIVERS & KEY FINDINGS

There are many factors that influence compensation. The results presented in this high-level overview report provide simple descriptive comparisons of data that we chose to capture through the survey instrument. Therefore, it should be noted that although we observe clear relationships between certain explanatory variables and the pay reported, there are many other variables that impact pay that were not captured through the survey. Below are five key drivers of compensation as well as several other key findings revealed by the results of 2,032 in-house legal professionals.

COMPANY REVENUE:

Compensation is higher across all job positions surveyed in larger companies as compared to smaller companies. General counsel in companies with revenue of \$5 billion or more make 66 percent more in base salary and 232 percent more in total cash compensation compared to GC in companies under \$1 billion in revenue.

LEGAL SPECIALTY:

Certain legal specialty areas tend to pay above average salaries but vary across job positions. IP/patent litigation, entertainment, and licensing/royalty practice areas tend to pay base salaries well above the median while insurance, government relations, and risk management tend to pay below the median.

LAW SCHOOL GRADUATION YEAR:

This is an approximation for experience in the legal profession. General counsel who graduated from law school prior to 2000 have 45 percent higher base salaries and make 86 percent more in total cash compensation compared to GC who graduated after 2010.

LAW SCHOOL ATTENDED:

Those who graduated from a top 20 ranked law school earned more on average across all job positions surveyed compared to those who did not. General counsel who graduated from a top 20 law school earn 25 percent more in base salary and 41 percent more in total cash compensation compared to GC who did not.

PREVIOUS WORK EXPERIENCE:

Across all job positions surveyed, those who have previous law firm experience prior to working in-house earn more on average compared to those who do not. General counsel with prior law firm experience earn 20 percent more in base salary and 16 percent more in total cash compensation compared to GC without law firm experience.

17% of respondents reported having gone directly in-house after law school instead of working at a law firm, for the government, or in another setting. This percentage is higher among those who more recently graduated compared to those who graduated earlier.

33% of respondents reported having changed jobs in the last two years. This percentage is highest among those in business services (50 percent) and pharmaceuticals (46 percent) and lowest among those in associations (22 percent) and utilities (21 percent). Eighteen percent of respondents said they are “likely” or “very likely” to change jobs in the next year.

63% of respondents reported that they currently work on a hybrid schedule, combining working remotely and on-site. Among those on a hybrid schedule, 57 percent reported being eligible to work remotely two to three days per week. Just 11 percent of respondents worked full-time in the office.

11% of respondents reported that they do not believe they currently possess the skills that will be needed in five years’ time. General counsel in single lawyer environments are the least confident that they currently possess the needed skills (15 percent) along with early stage attorneys (16 percent). Those with more experience in the profession (as measured by law school graduation year) tend to be more confident than those who graduated more recently and this difference in confidence is significant.

Participants reported that the most important non-legal skills to succeed in in-house counsel roles are communication and listening (87 percent) and business acumen (76 percent). General counsel tend to emphasize leadership as the third most important skill, while earlier career stage attorneys tend to emphasize time management.

COMPENSATION HIGHLIGHTS

GENERAL COUNSEL – SINGLE LAWYER

Base salary: \$205,000
 → Top 10%: \$310,000
 STI Eligible: 72%
 STI Target: 20% of base
 STI Amount: \$29,500
 → Top 10%: \$90,000
 Total Cash: \$230,000
 → Top 10%: \$385,000
 LTI Eligible: 23%
 LTI Target: 25% of base

GENERAL COUNSEL / CHIEF LEGAL OFFICER

Base salary: \$297,000
 → Top 10%: \$420,000
 STI Eligible: 88%
 STI Target: 40% of base
 STI Amount: \$100,000
 → Top 10%: \$460,000
 Total Cash: \$369,500
 → Top 10%: \$827,350
 LTI Eligible: 63%
 LTI Target: 50% of base

GENERAL COUNSEL – DIVISION / SUBSIDIARY

Base salary: \$250,000
 → Top 10%: \$360,000
 STI Eligible: 90%
 STI Target: 30% of base
 STI Amount: \$67,500
 → Top 10%: \$139,000
 Total Cash: \$310,125
 → Top 10%: \$485,500
 LTI Eligible: 55%
 LTI Target: 21% of base

DEPUTY GENERAL COUNSEL

Base salary: \$235,000
 Top 10%: \$350,000
 STI Eligible: 88%
 STI Target: 30% of base
 STI Amount: \$69,000
 Top 10%: \$175,000
 Total Cash: \$298,865
 Top 10%: \$496,200
 LTI Eligible: 53%
 LTI Target: 35% of base

ASSOCIATE GENERAL COUNSEL

Base salary: \$230,000
 → Top 10%: \$313,470
 STI Eligible: 92%
 STI Target: 30% of base
 STI Amount: \$69,000
 → Top 10%: \$140,000
 Total Cash: \$297,000
 → Top 10%: \$440,000
 LTI Eligible: 61%
 LTI Target: 30% of base

MANAGING ATTORNEY

Base salary: \$222,872
 → Top 10%: \$284,000
 STI Eligible: 89%
 STI Target: 25% of base
 STI Amount: \$60,000
 → Top 10%: \$120,000
 Total Cash: \$279,690
 → Top 10%: \$380,000
 LTI Eligible: 59%
 LTI Target: 22% of base

EXPERT ATTORNEY

Base salary: \$205,000
 → Top 10%: \$270,000
 STI Eligible: 92%
 STI Target: 20% of base
 STI Amount: \$50,000
 → Top 10%: \$104,129
 Total Cash: \$251,668
 → Top 10%: \$360,000
 LTI Eligible: 45%
 LTI Target: 21% of base

SENIOR ATTORNEY

Base salary: \$186,050
 → Top 10%: \$241,000
 STI Eligible: 85%
 STI Target: 20% of base
 STI Amount: \$37,000
 → Top 10%: \$84,322
 Total Cash: \$215,000
 → Top 10%: \$316,000
 LTI Eligible: 37%
 LTI Target: 20% of base

ATTORNEY

Base salary: \$140,000
 → Top 10%: \$184,000
 STI Eligible: 74%
 STI Target: 15% of base
 STI Amount: \$18,000
 → Top 10%: \$52,000
 Total Cash: \$150,853
 → Top 10%: \$220,000
 LTI Eligible: 23%
 LTI Target: 15% of base

DIRECTOR, LEGAL OPERATIONS

Base salary: \$200,000
 → Top 10%: \$280,000
 STI Eligible: 86%
 STI Target: 25% of base
 STI Amount: \$33,049
 → Top 10%: \$135,336
 Total Cash: \$217,133
 → Top 10%: \$391,130
 LTI Eligible: 61%
 LTI Target: 15% of base

MANAGER, LEGAL OPERATIONS

Base salary: \$118,500
 → Top 10%: \$175,700
 STI Eligible: 74%
 STI Target: 12% of base
 STI Amount: \$15,500
 → Top 10%: \$59,500
 Total Cash: \$150,000
 → Top 10%: \$224,000
 LTI Eligible: 29%
 LTI Target: 10% of base

CORPORATE SECRETARY (NOT GC)

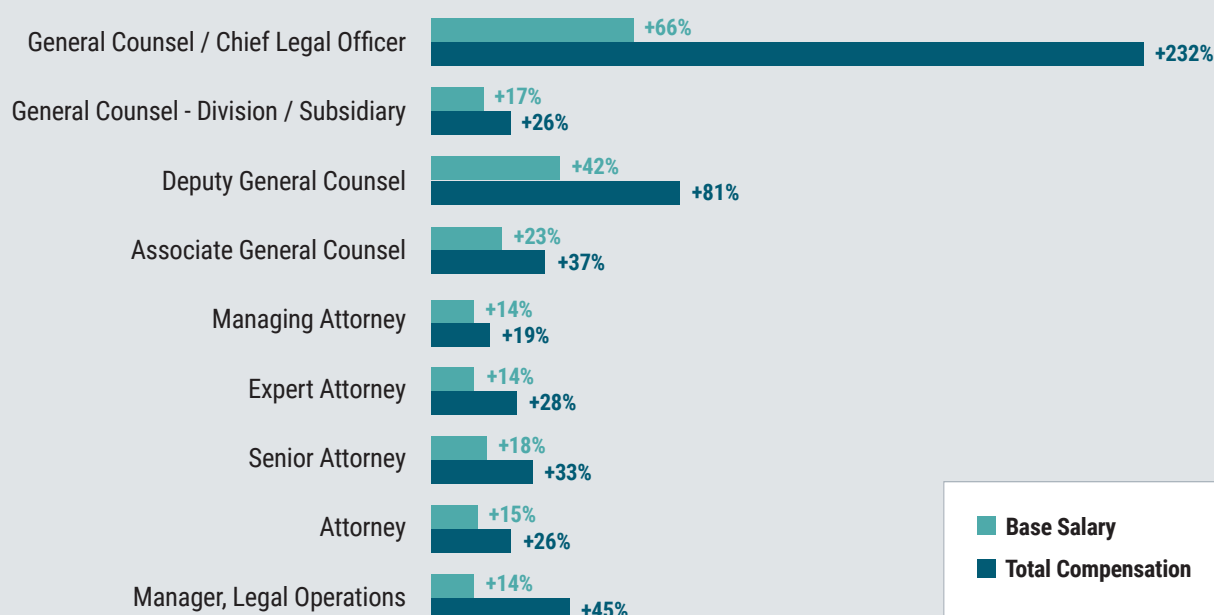
Base salary: \$234,000
 → Top 10%: \$275,000
 STI Eligible: 95%
 STI Target: 25% of base
 STI Amount: \$49,000
 → Top 10%: \$139,000
 Total Cash: \$273,750
 → Top 10%: \$408,444
 LTI Eligible: 75%
 LTI Target: 30% of base

COMPANY REVENUE

The chart reports the difference in median annual base salary and total cash compensation for several in-house positions in companies with a revenue larger than \$5 billion compared to those in companies with revenues under \$1 billion. The differences are shown as percentages in increased compensation for those employed in \$5 billion organizations. For example, general counsel in companies with \$5 billion or more reported a median base salary that is two-thirds higher than the median base salary for participants in the same position in smaller companies with under \$1 billion in revenue. Compensation packages for executives in large public companies tend to have a higher proportion of short and long-term incentives than compensation packages for executives in smaller organizations, which tend to have a higher proportion of base salary.

INCREASE IN MEDIAN ANNUAL BASE SALARY AND TOTAL CASH COMPENSATION

Companies with Under \$1 Billion in Revenue → Companies with \$5 Billion or More



LEGAL SPECIALTY

The following chart reports the top three and bottom three legal specialties in terms of annual base salary for four in-house positions: associate general counsel, managing attorney, senior attorney, and attorney. The percentages represent the difference between the median for those participants that focus on each listed legal specialty area with respect to the overall median annual salary for the position.

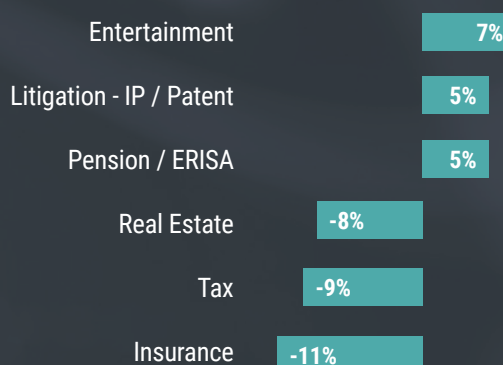
Associate general counsel that specialize in IP and patent-related litigation reported median annual base salaries that are 24 percent higher than the median annual base salaries of all participating associate general counsel. Conversely, associate general counsel that focus on insurance reported a median annual base salary that is five points lower than the median salary for all associate general counsel.

TOP AND BOTTOM 3 SPECIALTIES BASED ON DIFFERENCE FROM MEDIAN ANNUAL BASE SALARY

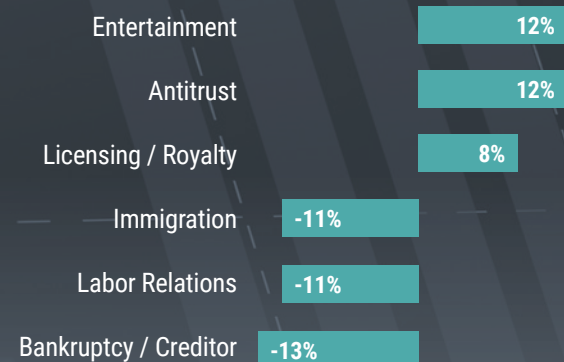
Associate General Counsel



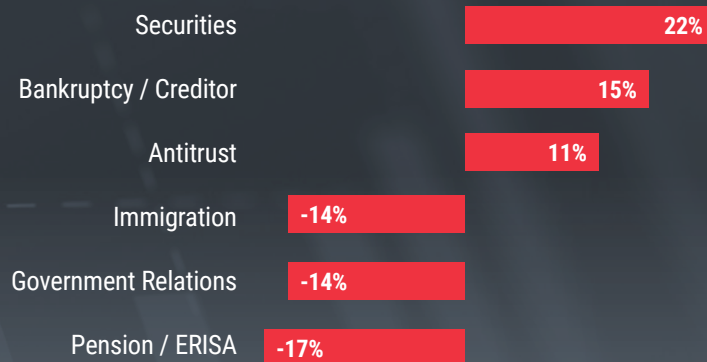
Senior Attorney



Managing Attorney



Attorney

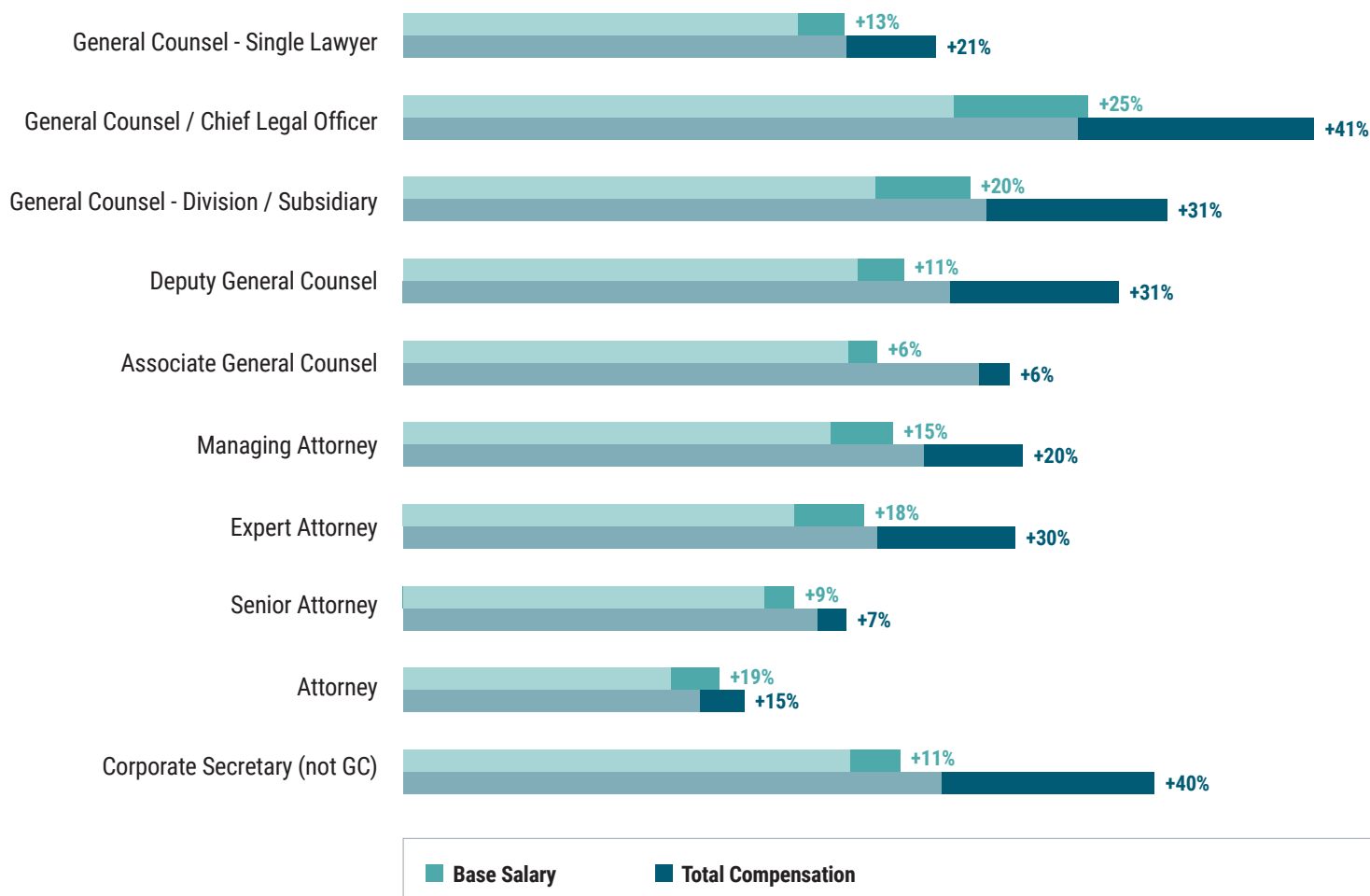


LAW SCHOOL ATTENDED

Across all attorney positions, in-house counsel that attended top 20 law schools report higher median annual base salaries and total cash compensation than those participants who obtained their law degrees from other institutions. The list of schools included in the top 20 is based on the annual ranking provided by U.S. News & World Report. The lighter bars represent the median annual base salaries and total cash compensation for several in-house counsel positions for those who did not attend a top 20 law school, and the darker bars represent the percentage change in compensation for those who attended a top 20 school.

The differences vary significantly across positions. General counsel and chief legal officers who attended top schools reported median annual base salaries that are 25 percent higher than those who attended other institutions, but the difference is only six percent for associate general counsel and nine percent for senior attorneys.

MEDIAN ANNUAL BASE SALARY AND TOTAL CASH COMPENSATION DIFFERENCE AFTER ATTENDING A TOP 20 LAW SCHOOL



LAW SCHOOL GRADUATION YEAR

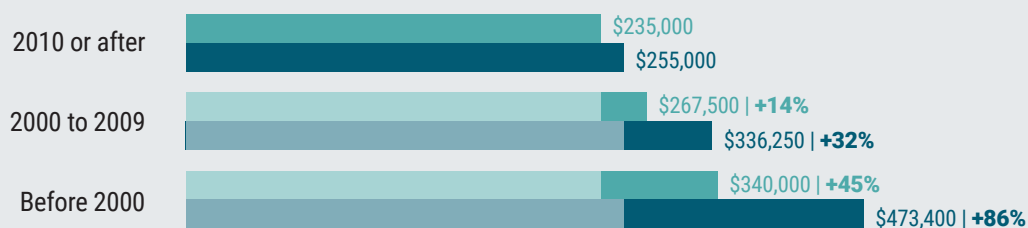
These charts show the differences in median annual base salary and total cash compensation for select in-house counsel positions graduating between 2000 and 2009, and before 2000, compared to the median compensation for attorneys in the same positions that graduated in 2010 or after.

General counsel and chief legal officers, for example, that graduated on or after 2010 reported median annual base salaries of \$235,000 and total compensation of \$255,000. Slightly more experienced attorneys that graduated between 2000 and 2009 could expect an annual base salary 14 percent higher and 32 percent higher for total compensation; and those who graduated before 2000 reported a median annual salary 45 percent higher and close to twice (86 percent) total cash compensation than general counsel and chief legal officers that graduated in the 2010s.

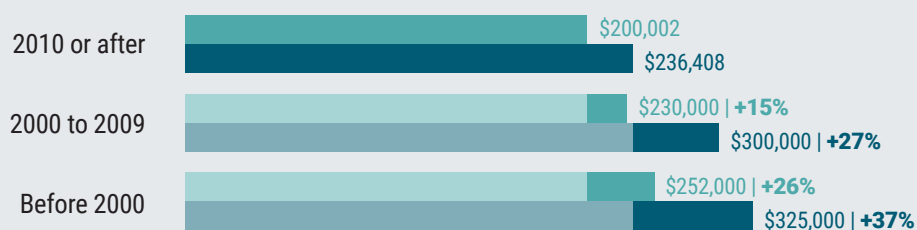
This suggests that attorneys who do not progress to executive levels after a long 20+ year period after their graduation do not command as high of a salary premium in their job as those who do reach the general counsel position.

MEDIAN ANNUAL BASE SALARY AND TOTAL CASH COMPENSATION DIFFERENCE BY LAW SCHOOL GRADUATION YEAR

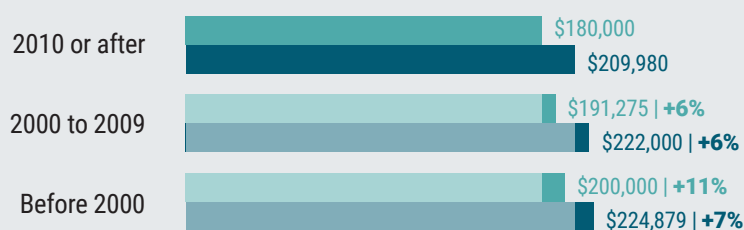
GENERAL COUNSEL / CHIEF LEGAL OFFICER



ASSOCIATE GENERAL COUNSEL



SENIOR ATTORNEY



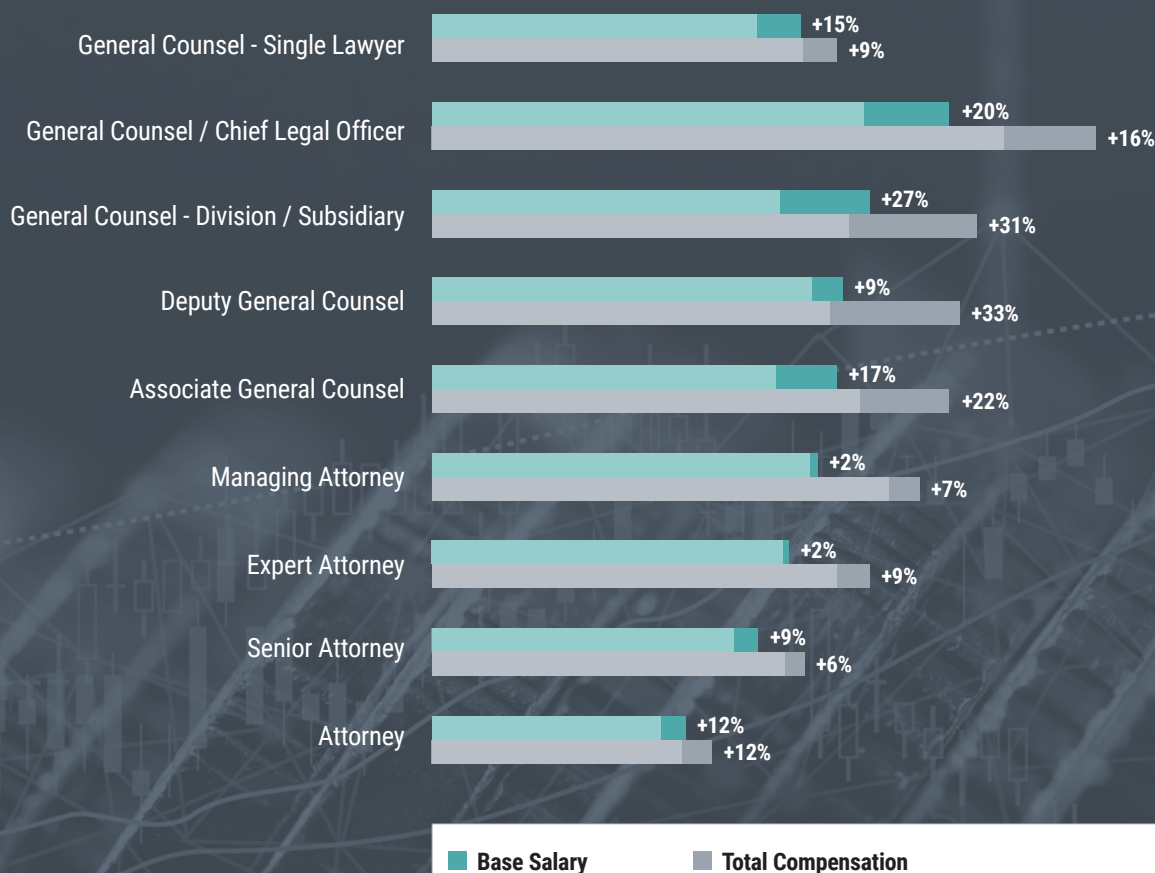
■ Base Salary
■ Total Compensation

PREVIOUS WORK EXPERIENCE

Attorneys that have previous work experience at law firms reported higher annual base salaries and total cash compensation than those who went directly in-house after law school, though considerable variation exists across positions. The lighter bars in the following chart represent the median annual base salaries and total compensation for attorneys that went directly in-house after graduating from law school, while the darker bars report the percentage increments corresponding to the median compensation values for attorneys that have previous work experience at law firms.

General counsel and chief legal officers with law firm experience reported 20 percent higher base salaries than those who went in-house directly after law school, and sixteen percent more in terms of total cash compensation. Differences are not as large for managing and expert attorneys, where median base salaries for those with law firm experience are only two points higher than those reported by participants that went directly in-house — with increases of seven and nine percent in total compensation for those with law firm experience in the cases of managing attorneys and expert attorneys, respectively.

MEDIAN ANNUAL BASE SALARY AND TOTAL CASH COMPENSATION DIFFERENCE BY HAVING EXPERIENCE AT A LAW FIRM COMPARED TO HAVING GONE DIRECTLY IN-HOUSE



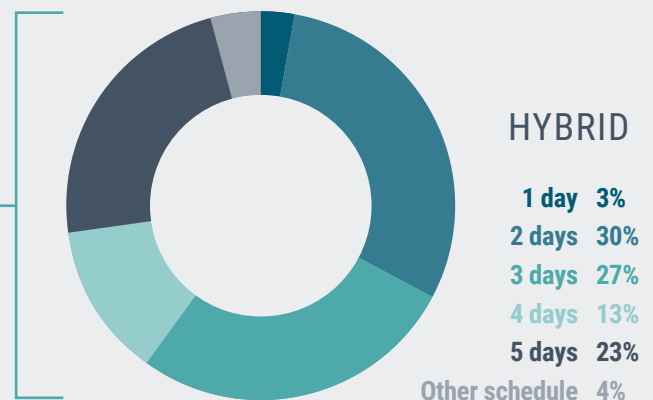
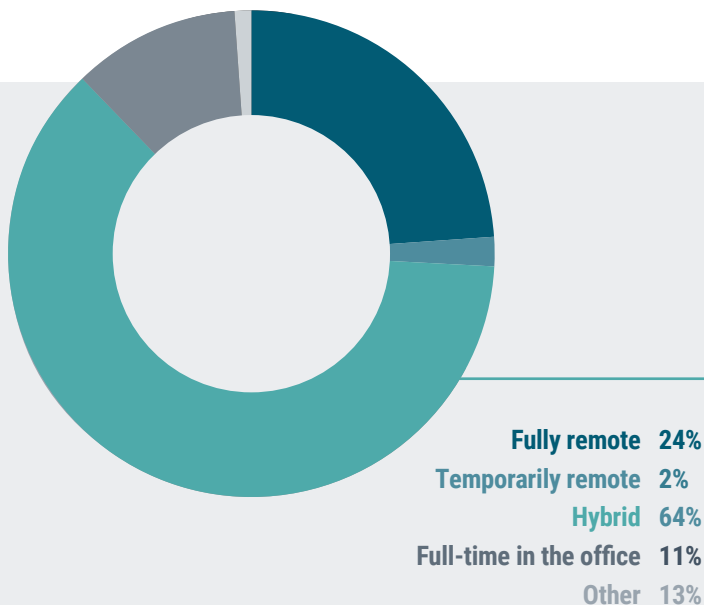
EMPLOYMENT POLICIES AND BENEFITS

REMOTE WORK POLICY

A majority of participants currently work on a hybrid schedule, combining working from home and on-site on a weekly basis — 63 percent reported having this hybrid work arrangement. Twenty-four percent work fully remote, and only two percent reported that they are temporarily working fully remote, where they expect to move toward either a hybrid model or full-time in the office model in the near future. One in ten participants work full-time in the office. This suggests that organizations are moving toward a more permanent hybrid work model as we move out of the pandemic.

NUMBER OF DAYS ELIGIBLE TO WORK REMOTELY

Participants who currently work on a hybrid schedule reported a wide variety of options in terms of the number of days that they can work from home. Thirty percent can work remotely two days per week, and another 27 percent can work from home three days. Thirteen percent work four days from home and one day on-site, and almost one-quarter of respondents reported being eligible to work remotely five days a week but may not choose to do so. Only three percent reported working remotely one day per week and four percent reported another type of hybrid schedule, such as working remotely a set number of days per month or pay period, rather than on a weekly basis.

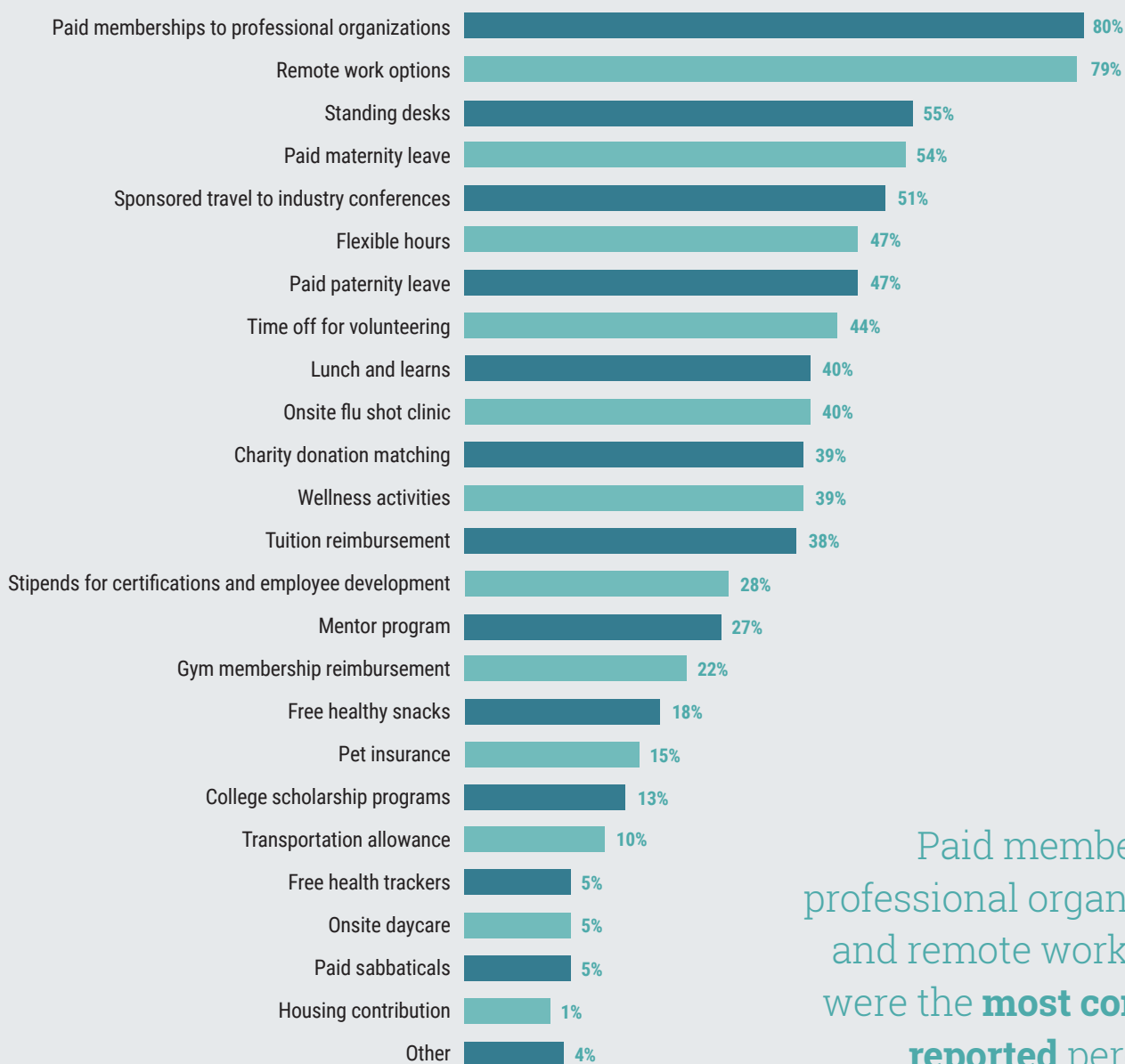


63% of participants reported having a hybrid work arrangement.

Participants who currently work on a hybrid schedule reported a **wide variety of options** in terms of the number of days that they can work from home.

TOTAL REWARDS/PERQUISITES

Participants reported the benefits and perks that were provided by their employer. Paid membership to professional organizations and remote work options were the two most commonly reported perquisites (80 percent). A majority of participants reported having access to standing desks (55 percent), paid maternity leave (54 percent), and sponsored travel to industry conferences (51 percent). On the other hand, health trackers, onsite daycare, paid sabbaticals, and housing contributions were the least common benefits and perks that participants reported receiving.

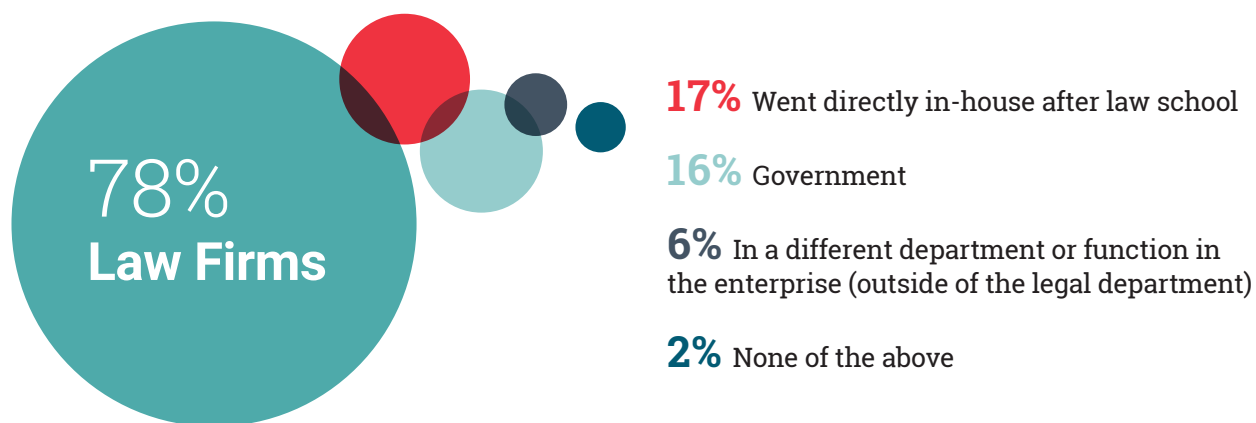


Paid membership to professional organizations and remote work options were the **most commonly reported** perquisites.

EMPLOYMENT TRENDS

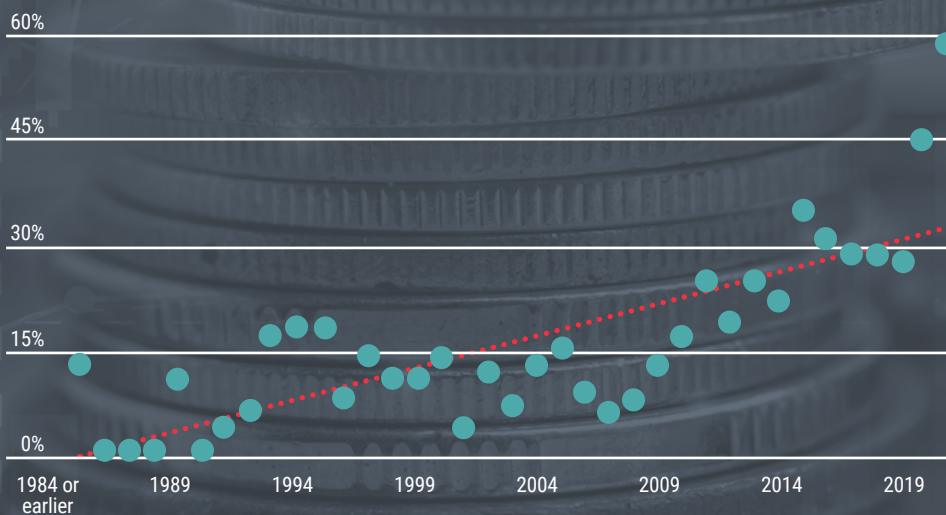
PREVIOUS WORK BEFORE GOING IN-HOUSE

The majority of in-house counsel participants (78 percent) reported having previous outside counsel work experience before working in-house. Seventeen percent report going directly in-house after finishing law school, and 16 percent reported having previous experience in government. A small number of participants (six percent) reported working in a different corporate department before joining legal. The results report previous experience for attorneys only and do not include legal operations professionals.



The percentage of attorneys that reported going directly in-house after law school is higher among those who more recently graduated as compared to those who graduated earlier. The chart to the right shows this percentage across law school graduation year.

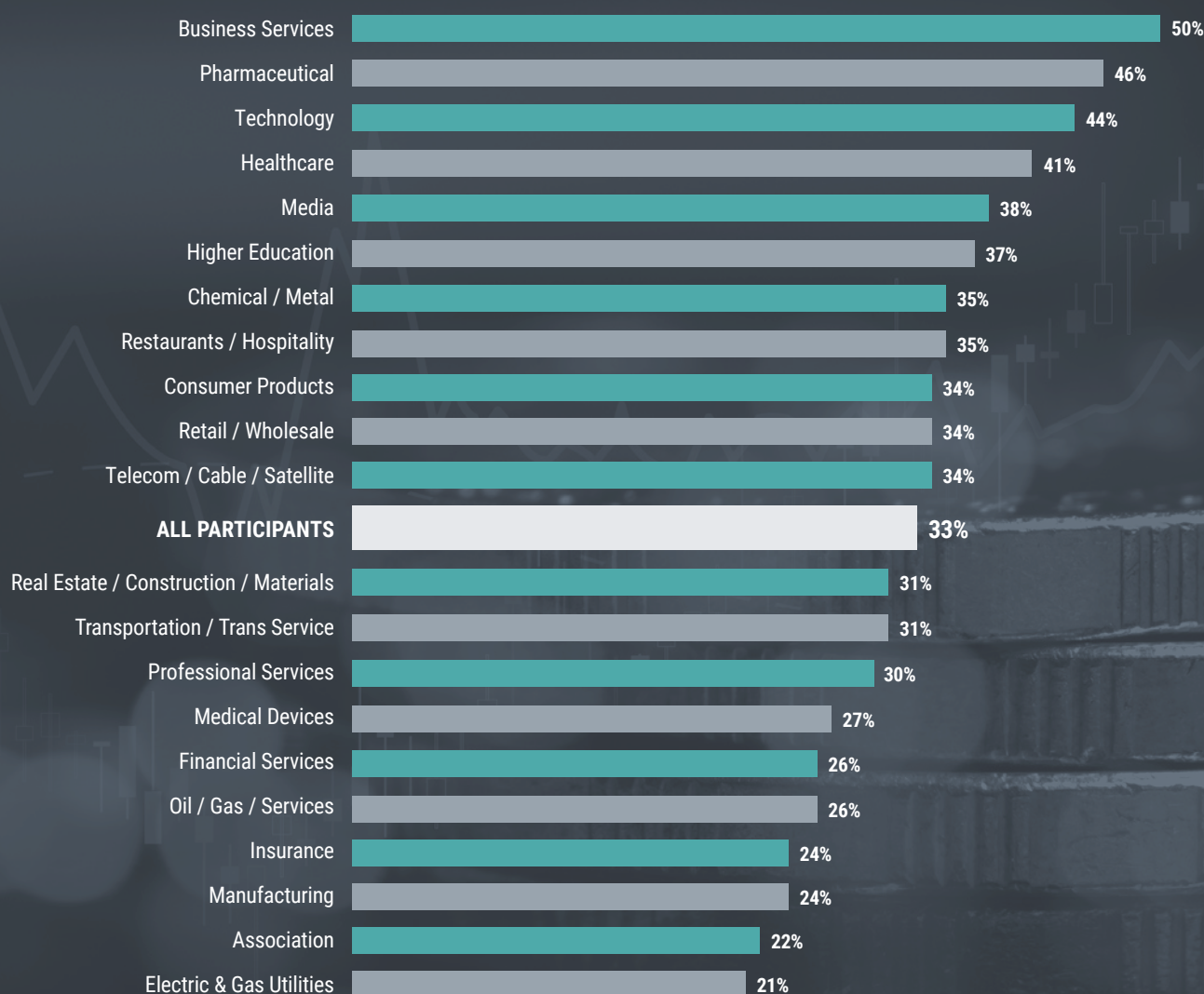
PERCENTAGE OF ATTORNEYS THAT WENT DIRECTLY IN-HOUSE BY GRADUATION YEAR (CONT.)



CHANGED JOBS IN THE LAST TWO YEARS

The great resignation/re-shuffling has significantly impacted in-house professionals. One-third of participants reported changing employers in the last two years. Half of participants in the business services industry changed jobs, while at least four in ten in pharmaceuticals, technology, and healthcare did the same. The lowest employment turnover was reported by participants in insurance (24 percent), manufacturing (24 percent), associations (22 percent), and utilities (21 percent).

CHANGED JOBS IN THE LAST TWO YEARS BY INDUSTRY



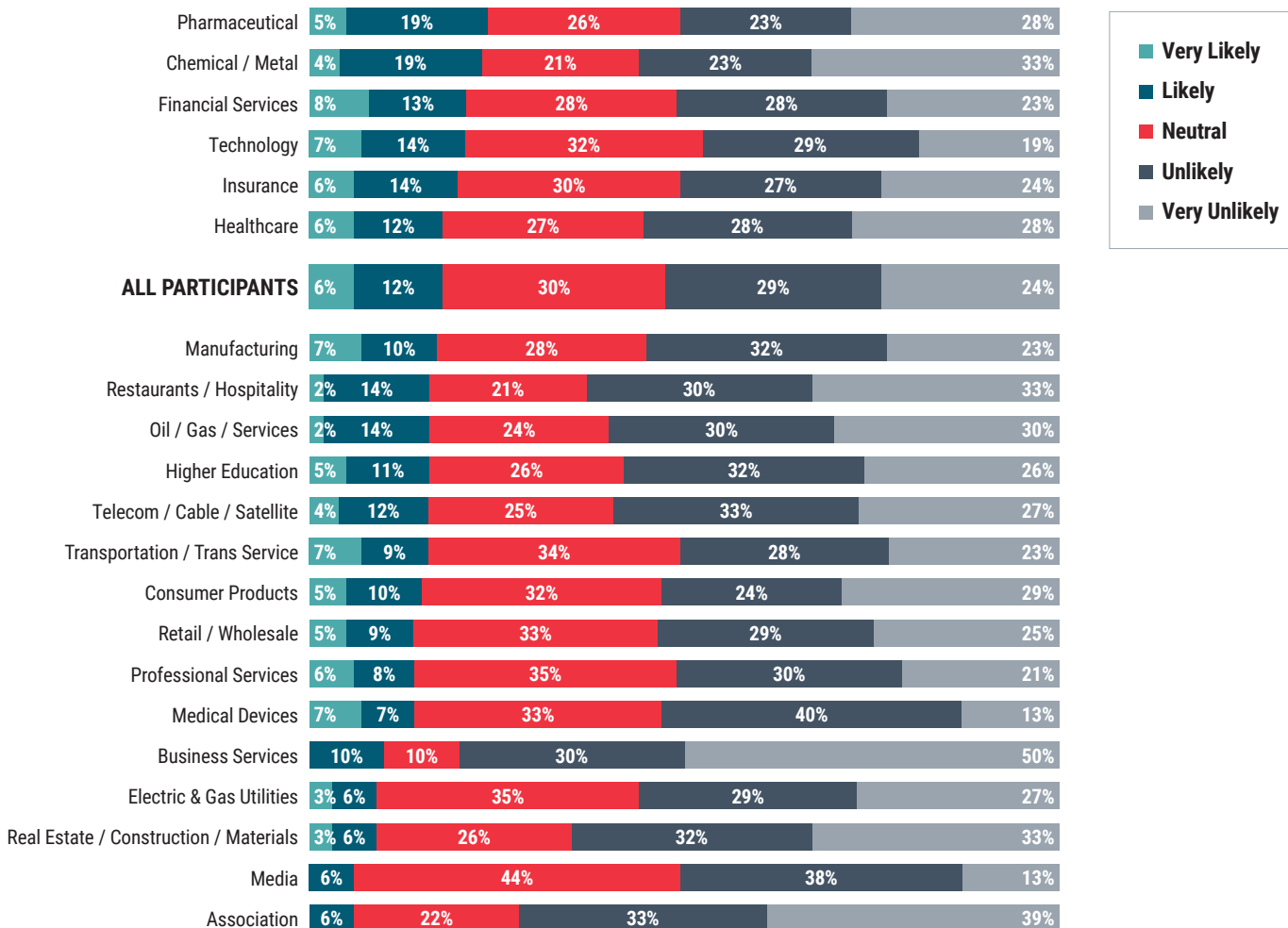
33% of participants changed employers in the last two years.

LIKELIHOOD OF CHANGING JOBS NEXT YEAR

A majority of participants (53 percent) think it will be unlikely or very unlikely they will move to a different job in the coming year, 18 percent reported this prospect is likely or very likely (six percent), and the remaining 30 percent had no defined position on whether they will change jobs in the next few months. A majority of participants across all industries reported it is unlikely or very unlikely that they will be changing jobs this year, with the exception of participants in the technology sector – 48 percent do not expect to move on to a new job in the near future.

A majority of participants believe it is **unlikely** that they will be changing jobs this year.

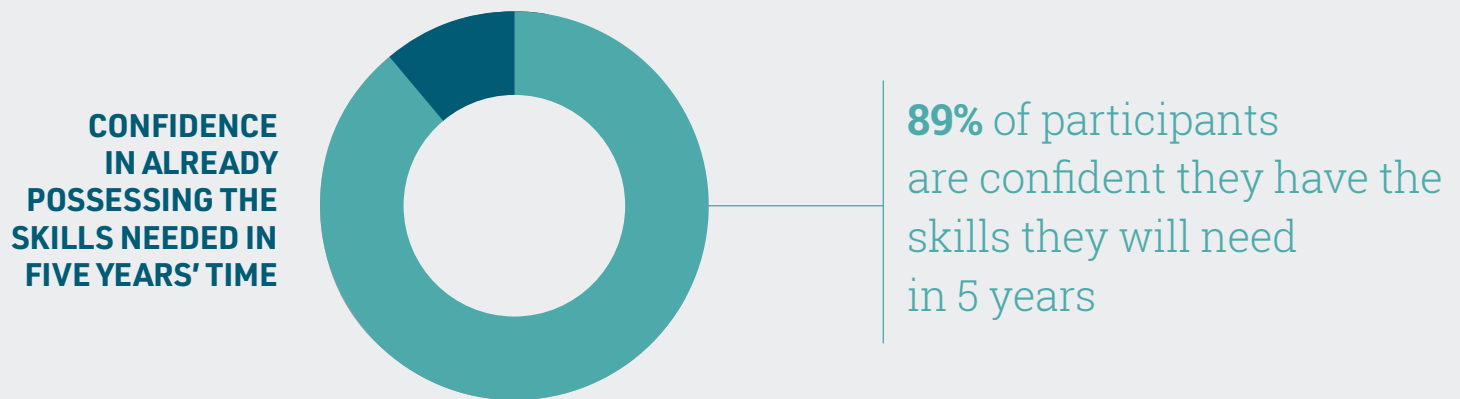
LIKELIHOOD OF CHANGING JOBS IN THE NEXT YEAR BY INDUSTRY



SKILLS

Almost nine in ten respondents reported they are confident that they already possess the necessary skills needed to perform their jobs five years from now. While confidence is strong across in-house positions — with at least five in six participants showing confidence in their current skillset — some minor differences appear.

General counsel and chief legal officers appear to be a little less confident — 88 percent are confident, 85 percent of general counsel in single-lawyer departments — than deputy general counsel (94 percent) and associate general counsel (91 percent). Managing attorneys also fall slightly below the 90 percent mark (87 percent), while experienced attorneys holding jobs as expert attorneys and senior attorneys (95 percent and 91 percent, respectively) are more confident in having the necessary skills than in-house counsel in attorney positions (84 percent). Among legal operations professionals, directors of legal operations match the survey's average (89 percent), and legal operations managers reported being the most confident of all positions in already possessing the skills they will need to do their jobs in five years (96 percent).



CONFIDENCE IN ALREADY POSSESSING THE SKILLS NEEDED IN FIVE YEARS BY JOB TITLE



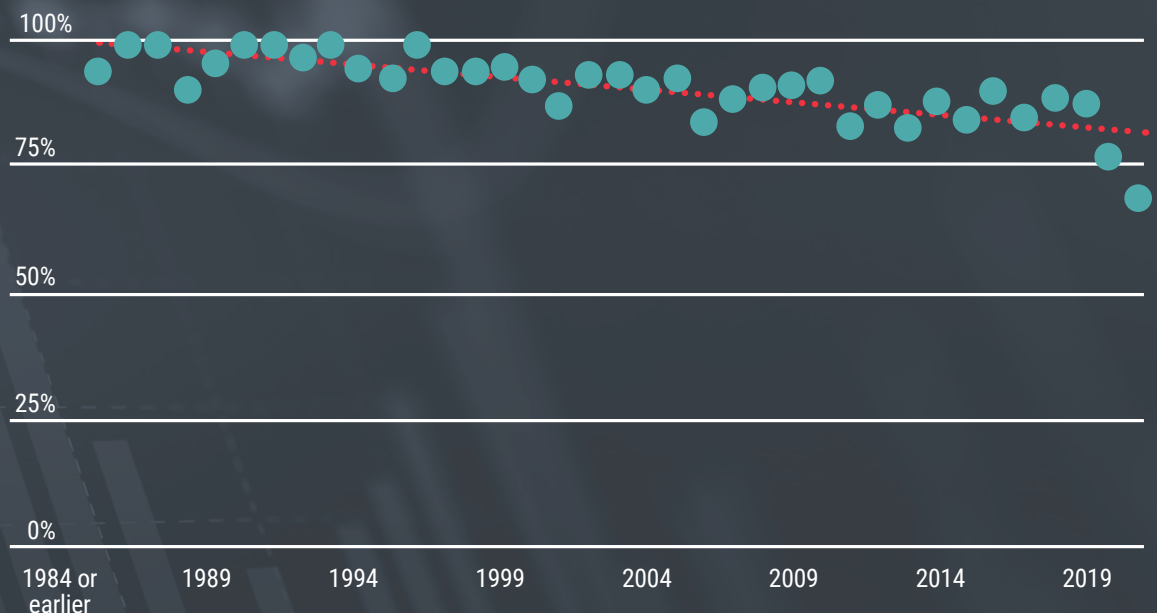
SKILLS, CONTINUED

Experience matters. When looking at the percentage of participants who are confident in already having the skills to perform their duties five years from now based on the year they graduated, we observe that attorneys who are recent graduates tend to be less confident in having those skills on average. While there are certainly variations year-over-year, the trendline is clearly downward. Selecting data points a decade apart illustrates this tendency: 100 percent of those who graduated in 1990 are confident about having the needed skills to get the job done, 87 percent of those who graduated in 2000 feel the same way, the percentage that are confident among those who graduated in 2010 is 83 percent, and only 67 percent of recent law school graduates – in 2020 or later – are confident about already possessing the skills they will need in five years. In a tight labor market, overall confidence rates may be reflective of confidence in job security.

Only **67%** of recent law school graduates are confident about already possessing the skills they will need in five years

Attorneys who are recent graduates tend to be **less confident** on average.

CONFIDENCE IN ALREADY POSSESSING THE SKILLS NEEDED IN FIVE YEARS BY EXPERIENCE



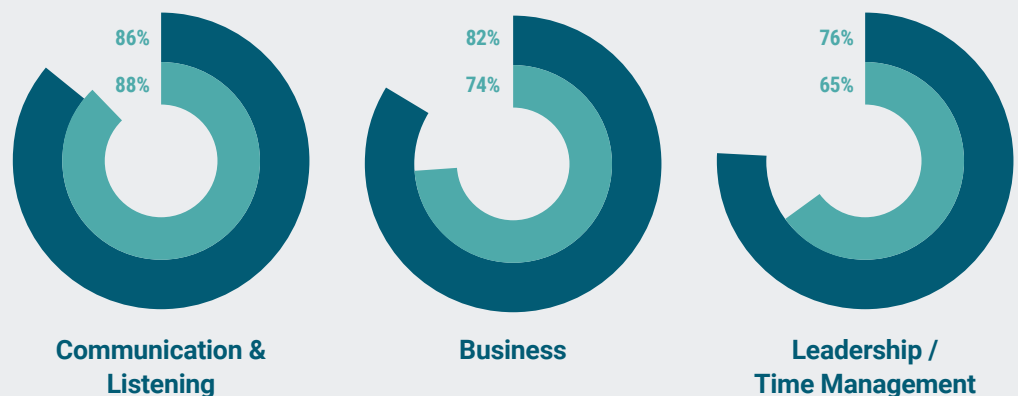
SKILLS, CONTINUED

Besides hard legal skills, participants believe that soft communication and listening skills are critical for in-house counsel (87 percent), while three-quarters also point at the crucial impact of business skills to achieve a successful performance as a corporate lawyer. Around two-thirds of participants also stress the need to demonstrate leadership, emotional intelligence, and time management skills to excel at your job.

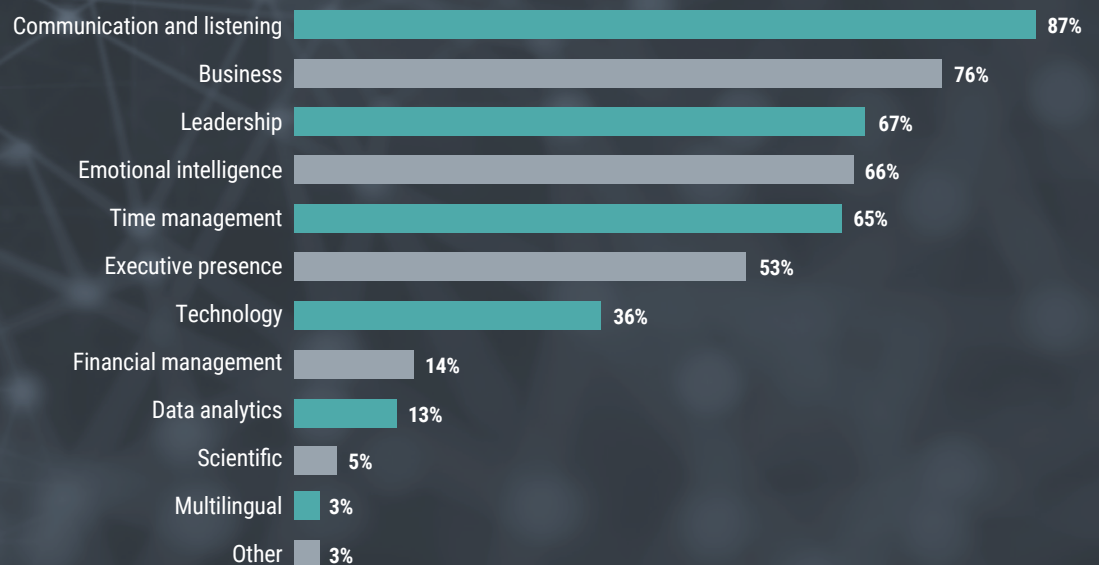
Softer communication and listening skills and business knowledge are critical for in-house professionals across all levels, but general counsel and chief legal officers reported a greater emphasis on leadership skills while staff attorneys more frequently reported a focus on having time management skills. Less critical skills required were financial management (14 percent), data analytics (13 percent), scientific skills (five percent), and multilingual skills (three percent).

MOST IMPORTANT NON-LEGAL SKILLS TO SUCCEED IN AN IN-HOUSE COUNSEL ROLE BY POSITION TYPE

- General Counsel / Chief Legal Officer
- Attorney



MOST IMPORTANT NON-LEGAL SKILLS TO SUCCEED IN AN IN-HOUSE COUNSEL ROLE



PARTICIPANT PROFILE

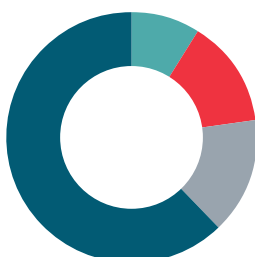
COMPANY REVENUE

Less than \$100M	12%
\$100M to <\$500M	13%
\$500M to <\$1B	9%
\$1B to <\$2B	9%
\$2B to <\$5B	15%
\$5B and above	42%



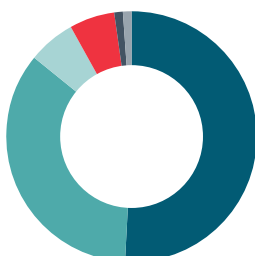
NUMBER OF LEGAL STAFF

1	12%
2 to 4	13%
5 to 9	9%
10 or more	9%

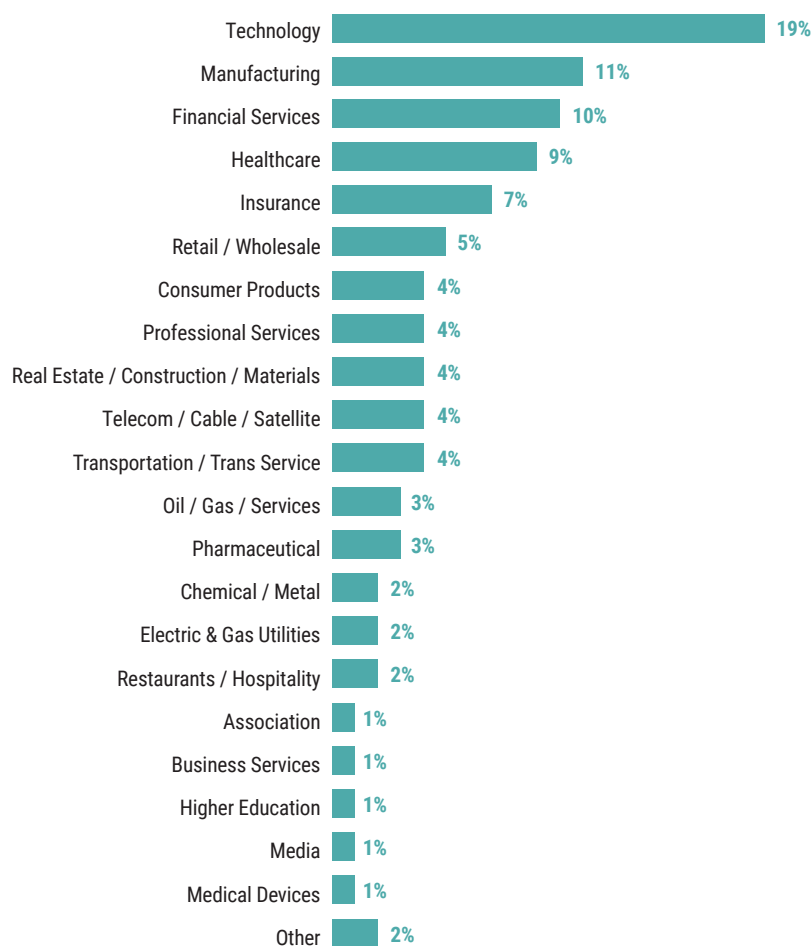


COMPANY TYPE

Public	52%
Private	35%
Not for profit	6%
Wholly owned subsidiary	6%
Government	1%
Other	1%



INDUSTRY

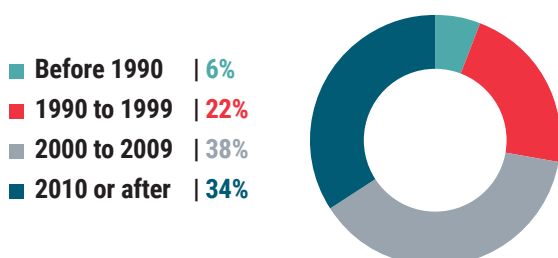


Agriculture, Distribution, Education Services, Engineering & Construction, Foundation, Life Sciences, Museum and Historic Sites, Not for Profit, Publishing and Research & Development each made up less than 1% of participants.

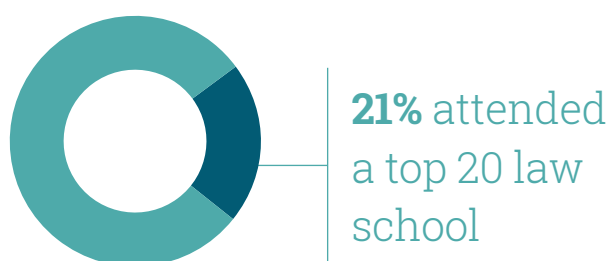
23%
of participants
identified as minorities.

50% male
50% female

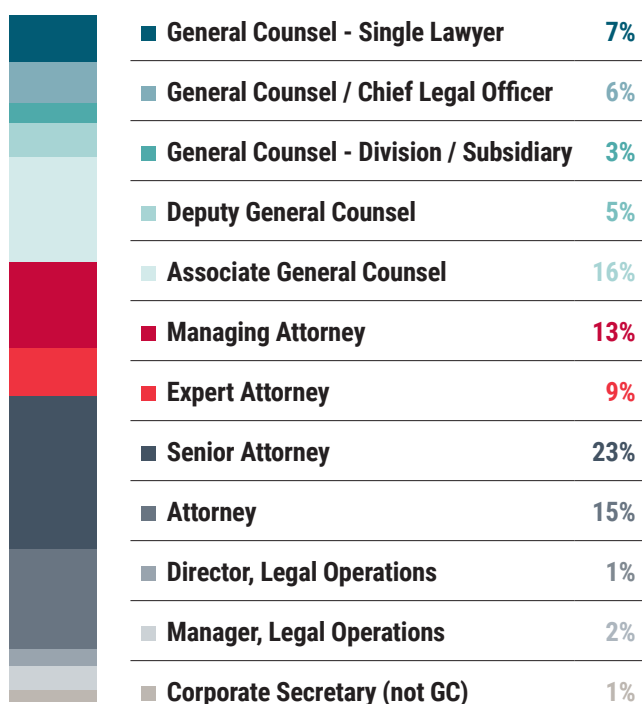
LAW SCHOOL GRADUATION YEAR



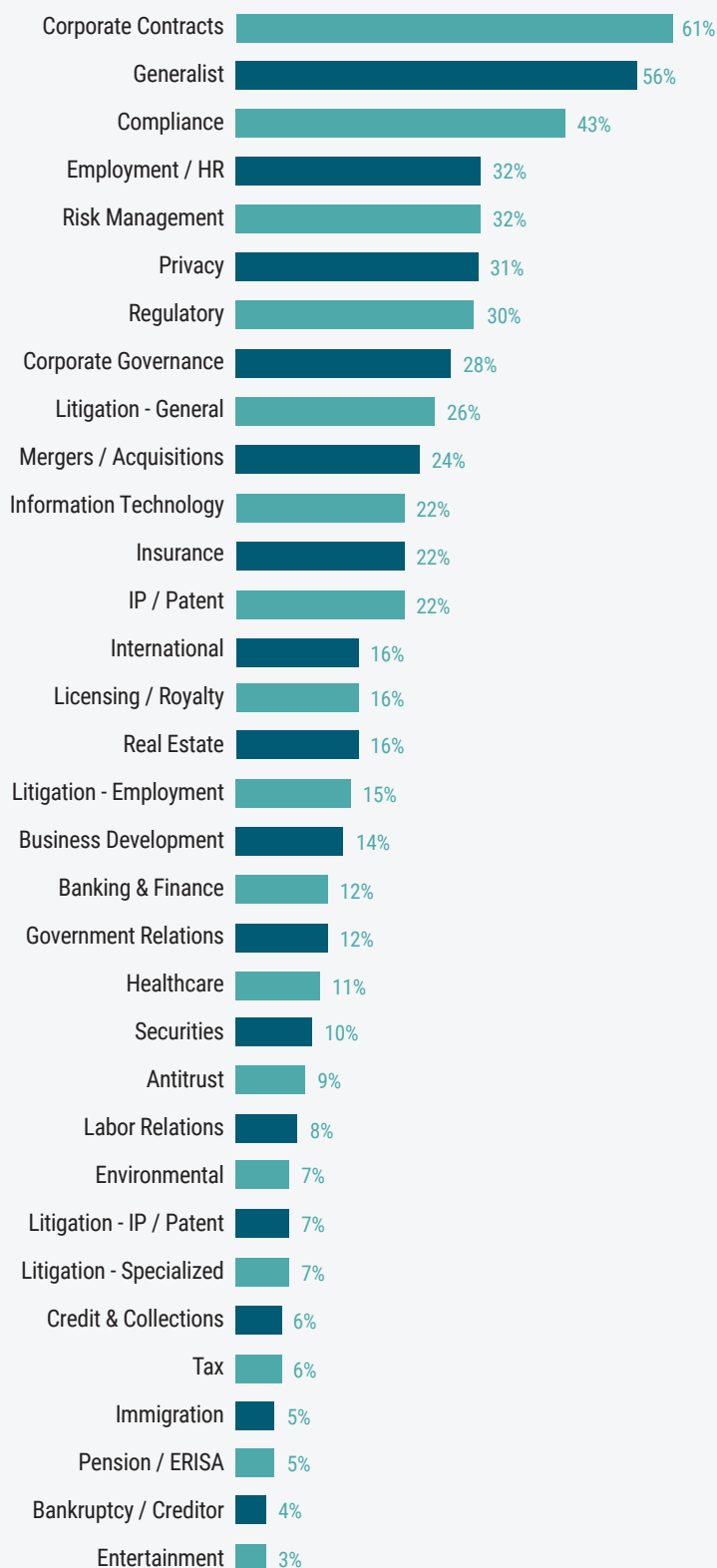
LAW SCHOOL ATTENDED



JOB TITLE



LEGAL SPECIALTIES



ABOUT ACC

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 organizations through information, education, networking opportunities and advocacy initiatives. With more than 45,000 members employed by over 10,000 organizations in 85 countries, ACC connects its members to the people and resources necessary for both personal and professional growth.

To learn more about ACC's Research & Insights please contact ACC Research at +1.202.293.4103 or visit acc.com/surveys.

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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 organizations 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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