



By in-house counsel, for in-house counsel.®

ACC's 2011 **Census Report**

Sponsored by LexisNexis

TABLE OF CONTENTS

Objectives	3
Methodology	3
Market Size of In-house Counsel	3
Data Collection Period and Sample Size.....	4
Data Weighting and Margin of Error	4
Executive Summary	5
Key Findings	8
Research Findings	11
Professional Demographics.....	11
Compensation	29
Company Profile	36
Corporate Legal Department.....	50
Use of Outside Counsel.....	66
Respondent Profile	72

Objectives

To profile the corporate, in-house legal profession and track changes over time.

To achieve this objective, the study explored the following areas:

- Personal career history, current position and compensation
- Company profile, including the corporate legal department
- In-house counsel use of outside law firms
- Personal demographics

Methodology

ACC used three sources to find all known in-house counsel: ACC's database, Aspen Publishers and LexisNexis. The three sources of lists are independent of each other, and the Association of Corporate Counsel does not have access to the information contained within all sources. The three sources of lists contained names and contact information for in-house counsel. Contact information was neither uniform across the three source lists nor uniform within a specific source list. Additionally, the three source lists contained in-house counsel who indicated they should not be contacted, and counsel without email addresses. Only in-house counsel with valid emails, who noted that they wished to be contacted, were surveyed. For this reason, the number of in-house counsel surveyed is different than the number of total in-house counsel.

A portion of the in-house counsel on these lists did not have a country location or company identified; however, the first question of the survey asked if the respondent was an in-house counsel based upon ACC's definition. If the individual responded in the negative, the survey was concluded without collecting any additional information.

The three source lists were evaluated and compared against each other in several ways. The lists were compared using emails. All contacts with duplicate emails were grouped together and then pared down to one exact email address per contact. The lists were then compared by full names. Duplicate names were then analyzed by other contact information such as company name, city, state, country and email. The lists were then compared with similar and or last names. For example, Tim Smith was compared with Timothy Smith and Tim. K. Smith, etc. Three project team members inspected each step of data analysis during this entire process.

Market Size of In-house Counsel

The three sources provided the lists of in-house counsel for the survey. Source number one provided a total of 85,512 possible in-house counsel contacts. Source number two provided a total of 27,493 possible in-house counsel contacts. Source number three provided a total of 178,976 possible in-house counsel contacts. The total possible in-house counsel contacts came to 291,981. From the data analysis applied to the three source lists, 166,293 in-house counsel have been identified worldwide, of which 134,186 in-house counsel have been identified in the United States.

Data Collection Period and Sample Size

5844 responses representing 4161 companies were collected between April and May, 2011. Of the 4161 distinct companies, 3652 were in the United States and 267 were in Canada.

Data Weighting and Margin of Error

No weighting was implemented. While the percent of ACC members that answered the survey was much higher than the actual percent of ACC members in the population, save for one question, there were no significant differences in how ACC members responded to the survey from non-members, thus weighting was not necessary. The one question that did have a difference in response between ACC members and non-members was the total number of employers during their legal career (both in-house and outside law firms). Those with the greatest number of employers are most likely to be ACC members. Sixty-four percent (64%) of those with five or more employers are ACC members, as are 59% of those with three or four employers, and 57% of those with one or two employers.

None of the responses were forced; therefore not all respondents answered all questions. Each chart in the report provides the number of respondents to each question. The margin of error ranges from ± 1.3 pp to ± 1.5 pp.

Executive Summary

In April and May of 2011, the Association of Corporate Counsel conducted a census study to profile the corporate, in-house legal profession and track/analyze changes over time. The study explored key areas, such as the respondents' personal career history; current position and compensation; profiles of the companies they work for and their corporate legal departments; their use of outside law firms; and the personal demographic details of individual in-house counsel.

Invitations were sent to all corporate counsel in the United States and abroad for whom we could locate an email address. The census received 5,844 responses in total, and each question received approximately 5,600 responses. (Not all respondents answered all questions.) This was a significantly larger pool of responses than in a similar study conducted in 2006.

The information contained in this Executive Summary and the Key Findings, along with the census' full report, provides useful data for corporate legal departments, law firms and legal industry partners, such as recruiters, knowledge management consultants and litigation support providers.

While many of the findings in the census are similar to findings in the 2006 study, several striking results did emerge from the current study. The period between 2006 and 2011 included important economic and business events, such as the 2008 financial crisis and the ensuing recession that affected the legal profession in dramatic and unexpected ways. Among those effects on the legal profession, as many observers have noted, were the beginnings of a power shift from large law firms to in-house law departments. The ACC's Value Challenge stands as one good example of the increasing sophistication and assertiveness of in-house counsel and their desire to partner with outside counsel to achieve the best and fairest result for corporations.

It is not surprising, therefore, that some of the trends from the 2011 census reflect a change in the role of in-house counsel that is underway and continuing. The census can be viewed as a "snapshot" of an ongoing set of trends that, if economic conditions continue in the same path, will become more significant over time.

Among the notable findings of the census:

1. **OUTSIDE COUNSEL REPRESENTATION:** In-house counsel are turning less frequently to outside counsel to handle their legal issues and they are handling more of them in-house. There are some striking examples: In 2011, only 20% of the surveyed counsel turned to outside counsel for tax issues, compared with 30% in 2006 and 31% in an earlier, smaller survey in 2004. The number who went outside for mergers and acquisitions declined from 35% in 2006 to 28% in 2011. In intellectual property, the decline was from 45% to 40%. Even in litigation, where there has always been a heavy reliance on outside law firms, the number declined from 69% to 65%.

It is possible that a significant number of companies are hiring in-house attorneys who specialize in areas such as tax, mergers and acquisitions, and intellectual property, so they can turn to in-house expertise when these issues come up, rather than incur the costs of outside counsel.

2. **COMPENSATION:** Many top in-house counsel are now better compensated. In the 2011 census, reflecting compensation for the year 2010, 22% of in-house lawyers surveyed were making more than \$300,000 in total annual compensation, including salary, bonus and other compensation. That was an increase from 2006, when only 19% were earning at that level, and from 2004, when only 14% were at that level.

While inflation must be considered a factor here, it is quite possible that the increase in top salaries reflects the more significant role that general counsel are assuming at major corporations. Top in-house counsel have recently proved their value to many corporations, both in their traditional roles as legal advisors, and as monitors and supervisors of outside counsel. Now, more than ever, they are also taking on a new role in which they proactively reduce their companies' total legal spending by implementing alternative fee arrangements, reverse auctions and other innovations. The result may be a higher level of recognition within the company and an accompanying higher level of compensation. It should not be forgotten that the 2011 increase came after a severe recession when many salaries stayed the same or declined across the economy.

3. **HIRING PATTERNS:** In-house lawyers seem most often to be selected for their existing positions from law firms or other corporations, rather than rising through the ranks of their current company. For example, 58% of those responding to the census have held only one legal position with their current employer — their present job. And of the chief legal officers or general counsel surveyed, a full 69% have only held that one position in their current company. Interestingly, 29% of general counsel have had five or more different employers during their careers.

This may imply that in-house counsel, especially at the higher levels, are being singled out by employers because of their proven expertise and placed in highly responsible positions. Again, as in-house positions gain power and prestige, the job market may be changing.

4. **DEPARTMENT STRUCTURES:** A significant change in how legal departments are structured has taken place since 2006. Now, nearly three in four departments are centrally organized: Attorneys are housed in the corporate center rather than in far-flung business units. A full 73% of corporate law departments are now organized this way, up from 55% in 2006. In general, a centralized law department is viewed as carrying more prestige and as being closer to the center of power in a corporation. Again, this change may reflect a boost in the perceived importance of in-house counsel.
5. **PRIMARY FOCUS/SPECIALTIES:** As economic and business trends change in the 21st century, new types of assignments for in-house counsel and new specialties have emerged. For example, in the 2011 census, 11% of in-house counsel noted that privacy was their primary discipline. The skyrocketing growth of social media and the online world in general, and the increased collection of data about individuals, are no doubt fueling the increased corporate attention — including companies not identified by the public as having an online presence — to privacy issues.

Another new area for in-house counsel is government regulation, which 18% of those surveyed indicate as their primary discipline, compared with only 2% in 2006. And government lobbying is the primary discipline of 5% in 2011, while no lawyers specified that area in 2006.

Two forces could be driving these changes. First, federal and state regulation of business continued to expand, requiring more corporate time and effort to be spent on these matters. Second, some companies may have recognized the importance of regulation and lobbying, and may have brought in highly qualified in-house counsel to lead their efforts and supervise outside counsel.

6. **WOMEN IN-HOUSE COUNSEL TRENDS:** The number of women in in-house positions has shown a small but steady increase — from 37% of the total in 2004 to 41% in the 2011 census. This reflects lawyers at all levels of in-house work, from entry level to chief legal officer. This finding is consistent with other studies. For example, in 2010, it was reported that women constituted 20% of the chief legal officers of the Fortune 500 and 45% of associates in major law firms, but only 19% of equity partners in those firms. In general, women have made steady progress in the in-house counsel world.
7. **MINORITY IN-HOUSE COUNSEL TRENDS:** The number of minority attorneys in in-house positions has also increased since 2004 but remains relatively low, roughly at the levels of minority attorneys in the general population.

According to the census, 5% of in-house corporate lawyers are Asian/Pacific Islander, 4% are African American/black, and 3% are Latino. The Asian/Pacific Islander percentage increased from 3% in 2004 and the black percentage from 2% in that year, while the Latino percentage remained the same as in 2004. Studies show that black lawyers make up 4.6% of the lawyer population in the United States, that Asian/Pacific Islander lawyers make up 4.1%, and that Latinos make up about 3%. Therefore, in-house corporate counsel racial demographics mirror those of the legal profession.

ACC's 2011 Census Report and *ACC's 2011 CLO Survey* provide evidence that the in-house counsel profession is growing, strengthening and having a greater impact within their companies. Companies are relying more heavily on their in-house counsel to steer them through regulatory compliance and privacy issues, and other traditional substantive areas like litigation and intellectual property, which in-house counsel formerly approached by consulting outside counsel. General counsel have responded in the past year to these demands by increasing their law department staffs (37% plan to hire more staff in 2012), and increasing their internal legal department budget (52% increased their internal budgets on average by 18% in 2011), while decreasing their outside counsel expenditures (33% of general counsel will decrease their external budgets in 2011 by an average of 35%). Furthermore, more than half (57%) of the general counsel responding to *ACC's 2011 CLO Survey* have implemented alternative fee arrangements as a means to control costs and increase value in their law departments, and 66% see reducing outside legal costs as one of the five pressing issues facing them in 2012.

Regardless of the myriad of challenges facing in-house counsel, who undergo ever-increasing scrutiny, job satisfaction rates remain high (92% among general counsel). As one general counsel said, "I find being in-house much more rewarding in terms of seeing the value that I bring to the organization and being able to lead positive change in the organization, which goes beyond purely providing legal advice."

Key Findings

Professional Demographics

- Nearly one-third of the respondents (31%) are the chief legal officers/general counsel. An additional third (32%) hold the title of deputy general counsel (6%), assistant/associate general counsel-supervisory (15%) or assistant/associate general counsel-non supervisory (11%). Changes in how the various titles are described accounts for some of the slight variations shown from 2006.
- Approximately half (53%) of these respondents have served as in-house counsel for less than 10 years, while slightly less than half (47%) have served as in-house counsel for more than 10 years. Nearly one-quarter (23%) have served for six to 10 years. Slight variations are shown from the 2006 census. Not surprisingly, the longer attorneys work as in-house counsel, the more likely they are to hold more senior level positions within their legal departments.
- Just 15% of the respondents have not worked in other legal positions prior to becoming in-house counsel, while 45% worked for six years or more prior to becoming in-house counsel. Forty percent (40%) worked for five years or less prior to becoming in-house counsel.
- Ninety-three percent (93%) of these respondents have had more than one employer during their legal career, with 47% having had three or four, and 24% having had five or more. These figures closely mirror those from the 2006 census.
- Fifty-eight percent (58%) of these respondents have had just one legal position with their current employer, and just 7% have held four or more positions. An overwhelming 85% have not held a non-legal position with their current employer. These figures closely mirror those from the 2006 census.
- While slight variations exist in the primary disciplines tested in both 2006 and 2011, in the 2011 data we begin to see an emergence of new disciplines such as privacy, government lobbying, media/publishing and ESI/ediscovery.

Compensation

- One-third (37%) of these departments do not offer any type of alternative work arrangement. Among those that do, flexible hours (47%) and telecommuting (41%) are the most often offered. Just 2% offer job sharing. Among those who have alternative work arrangements, 61% take advantage of flexible hours and 57% take advantage of telecommuting.
- Forty-seven percent (47%) of these respondents indicate their base salary is between \$125,000 and \$200,000. Twenty-two percent (22%) earn less than \$125,000 and 29% earn more than \$200,000. While there has been a decline in the \$100,000 to \$150,000 range (34% in 2006 vs. 26% in 2011), we see an increase in those earning more than \$200,000 since 2006 (23% in 2006 vs. 29% in 2011).

- Total compensation among those earning under \$200,000 declines slightly, while total compensation increases among those earning over \$200,000. Among those with total compensation over \$300,000 we see an increase of 3% from 2006 and 8% from 2004. Cash bonuses are the most common type of extra compensation followed by a retirement program and stock options. A marked decline in stock options is evident from 2004 to 2011.

Company Profile

- Eighty-eight percent (88%) of these respondents indicate their primary office is located in the United States. Canada is second at 6%, followed by Switzerland (1%) and the United Kingdom (1%). The remaining responses are spread around the globe. Of those with their chief legal officer or general counsel in a different location than their primary location, 79% indicate this person is in the United States, followed by 8% who indicated Europe and 6% who indicated Canada. Among those who indicated their primary office was located in the United States, 32% are in Southern states, 24% in Midwestern states, 23% in Eastern states and 21% are in Western states. California ranked on top at 12%, followed by Texas (9%), New York (7%) and Illinois (6%).
- Among the Canadian provinces, Ontario is the primary office location of 59% of the respondents. Quebec is second at 15% followed by Alberta at 13% and British Columbia at 9%. In Europe, 55 of the respondents claimed the United Kingdom as their primary location followed Switzerland with 33 respondents.
- Despite an increase in the number of types of organizations, the percentage of respondents from public organizations remains constant, 47% in 2006 vs. 44% in 2011. The percentage of those from private organizations has declined from 41% to 32%, but private still ranks as the second most common type of organization.
- As industry types are expanding such as insurance, energy/oil and gas, aviation/aerospace, and biotechnology/life sciences, we are seeing a shift away from traditional old-line industries such as manufacturing, and finance and banking. However, manufacturing is still the predominate industry of our respondents.
- The number of employees of the respondents' companies in 2011 is almost identical to those that responded to the 2006 survey, with a slight decline among those with 10,000 to 50,000 employees and a slight increase among those with more than 50,000 employees.
- Total revenues remained consistent with revenues from 2006, with a slight increase noted among those companies with gross revenues of \$4 billion or more. Given the large number of respondents from the United States (88%), no conclusions can be drawn when total revenue is compared to location.

Corporate Legal Department

- A significant change in how legal departments are structured has taken place since 2006, with now nearly three in four departments centrally organized. The number of departments that are identified as “mostly centralized” has declined, as have the number of departments that are identified as “mostly decentralized.”
- One-third (37%) report that their organizations’ compliance departments report to the general counsel, as do 36% of the companies’ corporate secretary departments and 21% of their government relations/regulatory affairs departments.
- Fifty percent (50%) of these respondents spend less than \$500,000 on outside counsel for litigation matters. An additional 28% indicate they spend between \$500,000 and \$2.5 million. Additionally, there seems to be balance between external litigation expenses and internal litigation expenses. For example, 82% of those who spend less than \$500,000 externally indicate they also spend less than \$500,000 internally, and 66% of those who spend \$50 million or more externally indicate they also spend \$50 million or more internally.
- Fifty-three percent (53%) of these respondents spend less than \$500,000 internally for litigation matters. An additional 27% indicate they spend between \$500,000 and \$2.5 million.
- Forty-two percent (42%) of these respondents spend less than \$500,000 externally for non-litigation matters. An additional 27% indicate they spend between \$500,000 and \$2.5 million. Similar to the litigation expenses, there seems to be a balance between external non-litigation expenses and internal non-litigation expenses, with 83% of those who spend less than \$500,000 externally indicating they spend less than \$500,000 internally, and 59% of those who spend \$50 million or more externally indicating they spend \$50 million or more internally.
- Fifty-three percent (53%) of these respondents spend less than \$500,000 internally for non-litigation matters. An additional 23% indicate they spend between \$500,000 and \$2.5 million. There is a strong correlation between internal non-litigation expenses and external non-litigation expenses with 67% of those who spend less than \$500,000 internally indicating they spend less than \$500,000 externally.

Use of Outside Counsel

- Litigation remains the top outside counsel usage, followed by employment/labor issues and intellectual property issues. But, we are beginning to see a number of new issues that require the use of outside counsel including government regulatory, government lobbying, privacy, marketing/advertising, technology/ecommerce, ESI/ediscovery and media/publishing. Many of these “new” issues are the same as we saw under practice areas. We also see a declining use of outside counsel across all issues.
- Almost all (90%) of these respondents personally manage outside counsel retained by their law departments.
- Half of these respondents use outside counsel for almost all of their litigation matters, while two-thirds (63%) use outside counsel less than 30% of the time for transaction matters, and three-quarters (77%) use outside counsel less than 30% of the time for their other matters.

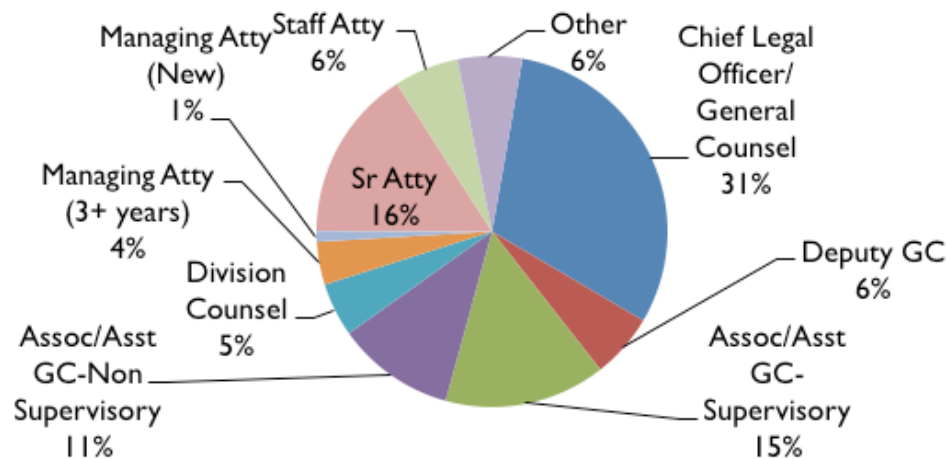
Research Findings

Professional Demographics: Current Position

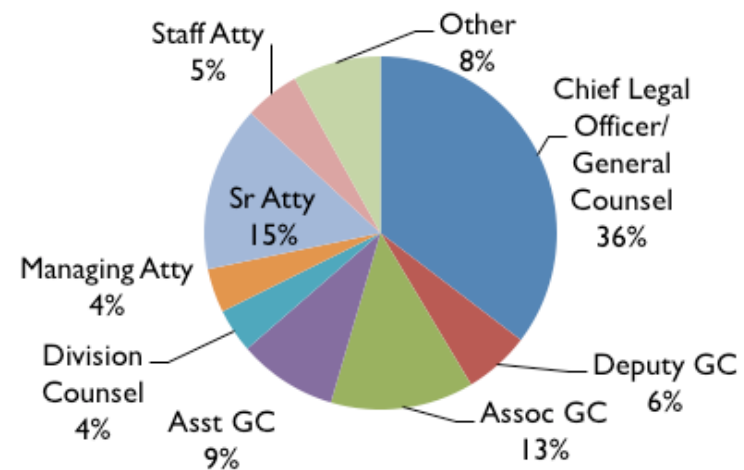
Nearly one-third of the respondents (31%) have a Chief Legal Officer or General Counsel title. An additional third (32%) hold the title of Deputy General Counsel (6%), Assistant/Associate General Counsel (supervisory) (15%) or Assistant/Associate General Counsel (non-supervisory) (11%). Changes in how the titles are described accounts for some of the slight variations shown from 2006.

Note: The titles of chief legal officer and general counsel are used interchangeably for the purposes of this report.

Which of the following titles best describes your current position?



2011 (n=5682)



2006 (n=3397)

Chief Legal Officers/General Counsel responding to ACC's 2011 Census Survey

Over three-quarters (77%) of the general counsel who responded to the census have worked as in-house counsel for six or more years, with 34% having worked as in-house counsel for 16+ years. Twenty-two percent (22%) worked between 11 and 15 years prior to becoming general counsel while an additional 21% worked for six to 10 years before becoming general counsel. Twenty-three percent (23%) worked five years or less.

Twenty-nine percent (29%) of these general counsel have had five or more employers during their legal career, while 47% have had three or four. Just 23% had one or two. Sixty-nine percent (69%) have had just one legal position with their current employer and 79% have held no non-legal positions with their current employer, meaning a large percentage of current general counsel began their current employment in their present position.

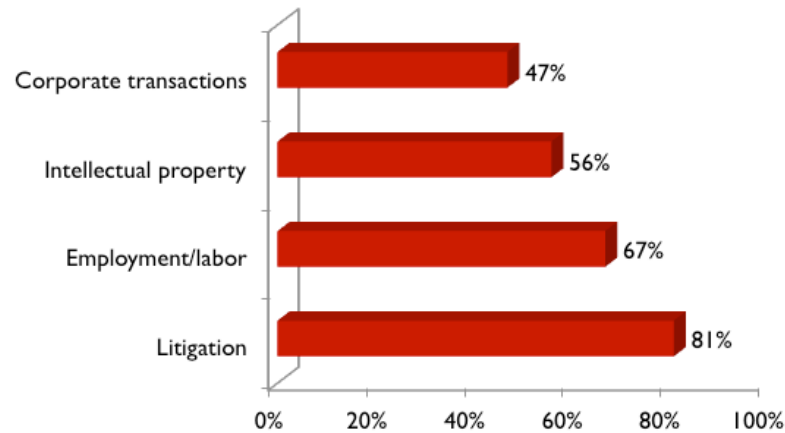
Among these general counsel, 54% earn more than \$200,000 in total compensation, with 31% indicating they earn more than \$300,000. Just 11% earn less than \$125,000. Sixty-six (66%) earn cash bonuses, 33% have a retirement program and 25% have stock options.

These general counsel have a number of departments reporting to them, including 35% who indicated the corporate secretary reported to them, 34% – compliance, 19% – risk management/insurance, 16% – government relations/regulatory affairs, 16% – human resources and 10% – privacy. More than one-third (38%) indicated that no other departments report to them.

Fifty-seven percent (57%) of these general counsel works more than 50 hours per week, while 36% work between 40 and 50 hours per week.

Litigation (81%) is the area in which most general counsel consult outside legal help, followed by employment/labor (67%), intellectual property (56%) and corporate transactions (47%).

Issues For Which GC Consult Outside Legal Help



GC Primary Disciplines



A near majority (47%) of these general counsel work in private organizations, while 24% work in public organizations. They work in all areas of industry, including manufacturing (12%), finance & banking (10%) and IT/software (9%). Fifty-nine percent (59%) of the organizations these general counsel work for have less than 1000 employees. Eighty-five percent (85%) of these general counsel work for firms whose primary location is the United States. Forty-one percent (41%) are the only attorney in their legal department while 38% work in law departments of two to five attorneys.

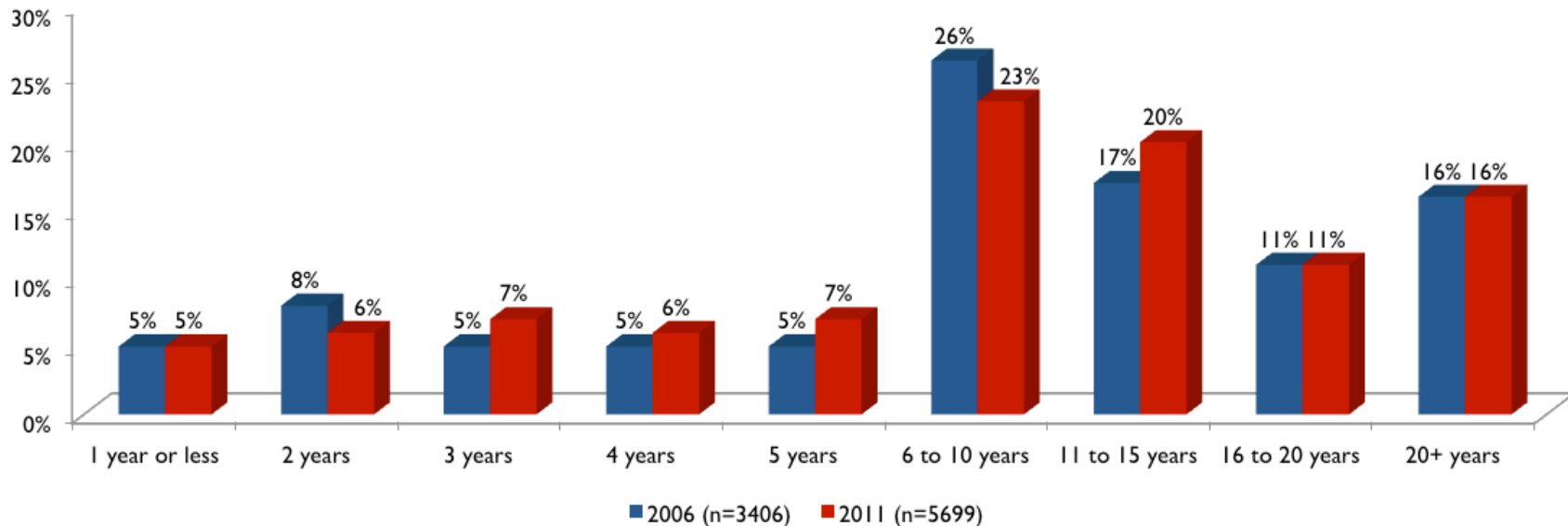
Thirty-two percent (32%) of these general counsel work for organizations with gross revenues of over \$500 million, with another 24% working for organizations with revenues of between \$100 million and \$500 million. Eighteen percent (18%) work for organizations with revenues of less than \$25 million.

General counsel identify their primary disciplines to be corporate transactions (59%) and general commercial/contracts (60%), followed closely by employment/labor (46%), law department management (43%), compliance and ethics (45%), and litigation (42%). Half (50%) of the general counsel identify themselves as generalists.

Professional Demographics: Years Working as In-house Counsel

Approximately half (54%) of these respondents have served as in-house counsel for less than 10 years, while slightly less than half (47%) have served as in-house counsel for more than 10 years. Nearly one-quarter (23%) have served for six to 10 years. Slight variations are shown from the 2006 census. Not surprisingly, the longer attorneys work as in-house counsel, the more likely they are to hold more senior level positions within their legal departments. For example, 34% of chief legal officers or general counsel have worked as in-house counsel for 16 years or more.

How many years have you been working as in-house counsel?



New In-house Counsel Responding to the Census Survey

Among new in-house counsel (practicing in-house for 5 years or less), only one-quarter (24%) hold the position of chief legal officer or general counsel, while 17% hold the position of senior attorney, 14% hold the position of staff attorney, 14% hold the position of assistant/associate general counsel (non-supervisory) and 10% hold the position of assistant/associate general counsel (supervisory).

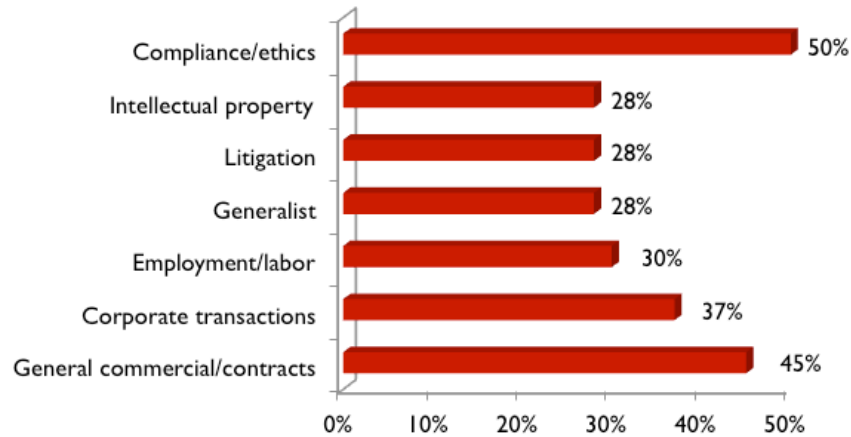
Fifty-four percent (54%) of these new in-house counsel worked for six or more years outside prior to becoming in-house counsel, with 22% working for more than 10 years. Forty-six percent (46%) worked outside for less than six years prior to becoming in-house counsel. Fifteen percent (15%) have not held any outside legal position and presumably went straight to an in-house position from law school.

Forty-two percent (42%) of these new in-house counsel had just one or two different employers during their legal career, while 44% reported they had three or four, and 14% had five or more. Seventy-three percent (73%) had held just one legal position with their current employer (they were hired by their current employers at their current position), and 88% have held no non-legal positions with their current employer.

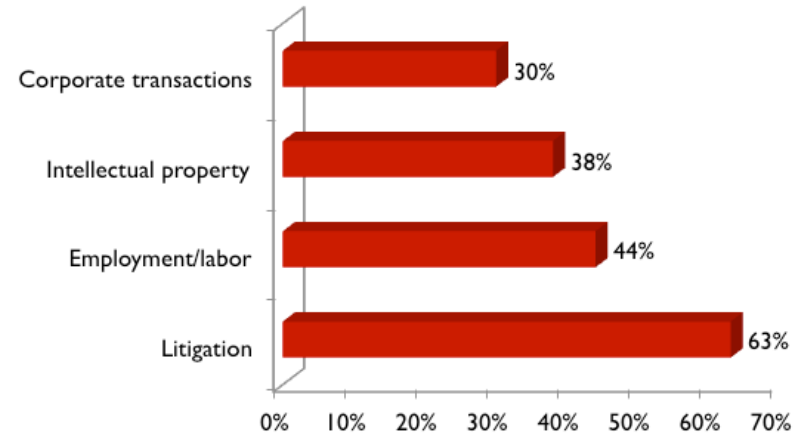
In terms of hours per week worked, 53% of these new in-house counsel work 40 to 50 hours per week, and 40% work more than 50 hours. Just 7% work less than 40 hours per week.

These new in-house counsel work in a number of disciplines, with 45% indicating their primary discipline is general commercial/contracts, 37% indicating their primary discipline is corporate transactions, 30% indicating their primary discipline is employment/labor, 28% indicating their primary discipline is generalist, litigation and/or intellectual property, and 25% indicating their primary discipline is compliance/ethics.

New In-house Counsel Primary Disciplines



Issues For Which New In-house Counsel Consult Outside Legal Help



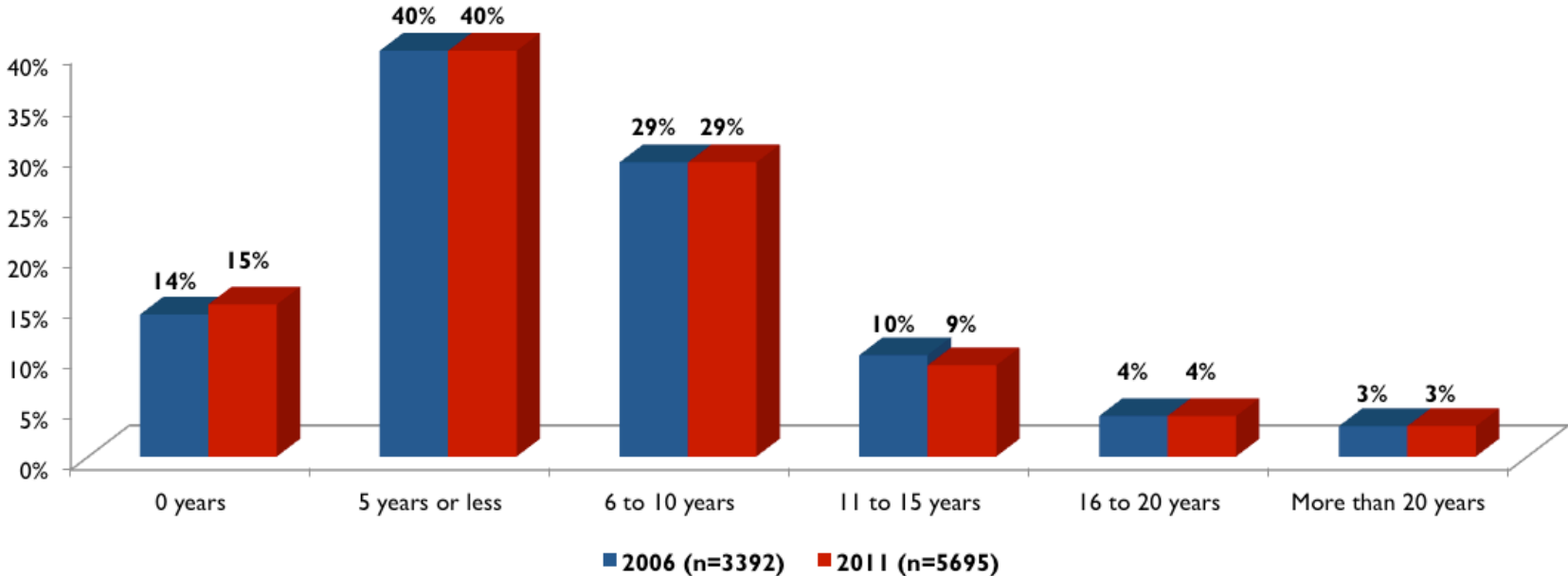
Thirty-two percent (32%) of these new in-house counsel make less than \$125,000 per year in base pay, with 38% making between \$125,000 and \$200,000, and just 12% making more than \$200,000. However, when total compensation is considered, 26% make less than \$125,000, 30% make between \$125,000 and \$200,000, and 25% make more than \$200,000. Sixty-three percent (63%) of these new in-house counsel receive cash bonuses, 33% have a retirement program and 25% receive stock options.

Sixty-three percent (63%) of these new in-house counsel consult outside counsel for litigation, 44% consult outside counsel for employment/labor, 38% consult outside counsel for intellectual property and 30% consult outside counsel for corporate transactions.

Professional Demographics: Years Working in Other Legal Positions

Just 15% of the respondents have not worked in other legal positions prior to becoming in-house counsel, while 45% worked for six years or more prior to becoming in-house counsel. Forty percent (40%) worked for five years or less prior to becoming in-house counsel. As shown, these figures almost exactly mirror those from the 2006 census.

Prior to becoming in-house counsel, how many years, if any, did you work as an attorney in a law firm or in other non-in-house legal positions?



Professional Demographics: Years Working in Other Legal Positions

Only 12% of the chief legal officers or general counsel have not worked in any other legal position prior to becoming in-house. Thirty-five percent (35%) worked in other legal positions for five years or less, and 28% worked in other legal positions for six to 10 years. Twenty-five percent (25%) worked in other legal positions for 10 years or more prior to becoming in-house counsel.

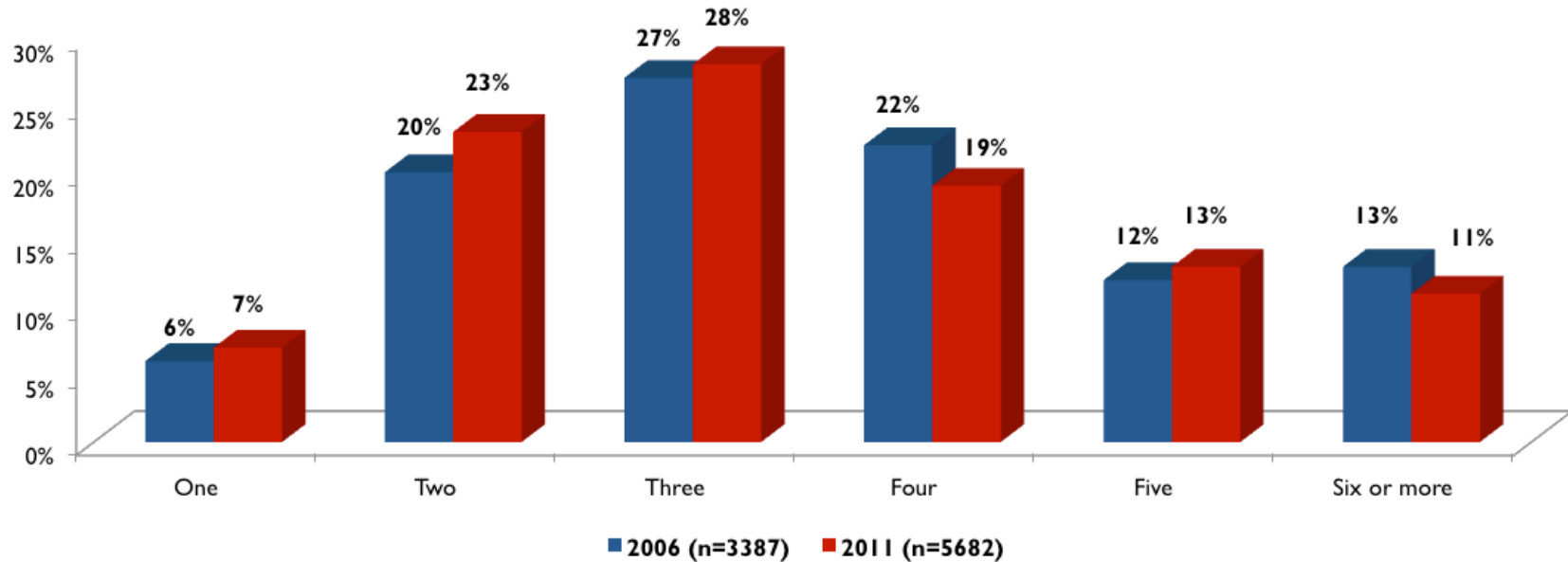
Among those that did not work in any legal positions prior to becoming in-house, 41% have served as in-house counsel for 16 or more years and 36% have served as in-house counsel for six to 15 years. Just 23% have served as in-house counsel for five years or less.

Among those that worked for twenty years or more in other legal positions prior to becoming in-house counsel, 53% have served as in-house counsel for five years or less, and just 10% have served as in-house counsel for 16 or more years.

Professional Demographics: Total Number of Employers/Jobs as Attorneys

Ninety-three percent (93%) of these respondents have had more than one employer during their legal career, with 47% having had three or four, and 24% having had five or more. These figures closely mirror those from the 2006 census.

How many different employers have you had during your legal career (both law firm and in-house)?



Professional Demographics: Total Number of Employers/Jobs as Attorneys

Forty-seven percent (47%) of in-house counsel have had three or four employers during their career. Forty-four percent (44%) of those who have been in-house counsel for less than five years have had three or four employers (42% have had one or two), 52% of those who have been in-house counsel for six to 10 years have had three or four employers, 49% of those who have been in-house counsel for 11 to 15 years have had three or four employers, and 44% of those who have been in-house counsel for more than 16 years have had three or four employers

Forty-seven percent (47%) of those currently serving as chief legal officers or general counsel have had three or four employers, while 23% have had one or two, and 29% have had five or more. This pattern of three or four employers exists among other positions. Forty-eight percent (48%) of deputy general counsel, 49% of assistant/associate general counsel, and 47% of senior attorneys have all had three or four employers.

There is little if any difference when industry is compared to number of employers. For example, 14% of those with one or two employers cited manufacturing as the primary industry as did 13% of those with three or four employers, and 11% of those with five or more employers. The same is true of the other industries cited.

Those with the greatest number of employers are most likely to be ACC members. Sixty-four percent (64%) of those with five or more employers are ACC members, as are 59% of those with three or four employers, and 57% of those with one or two employers.

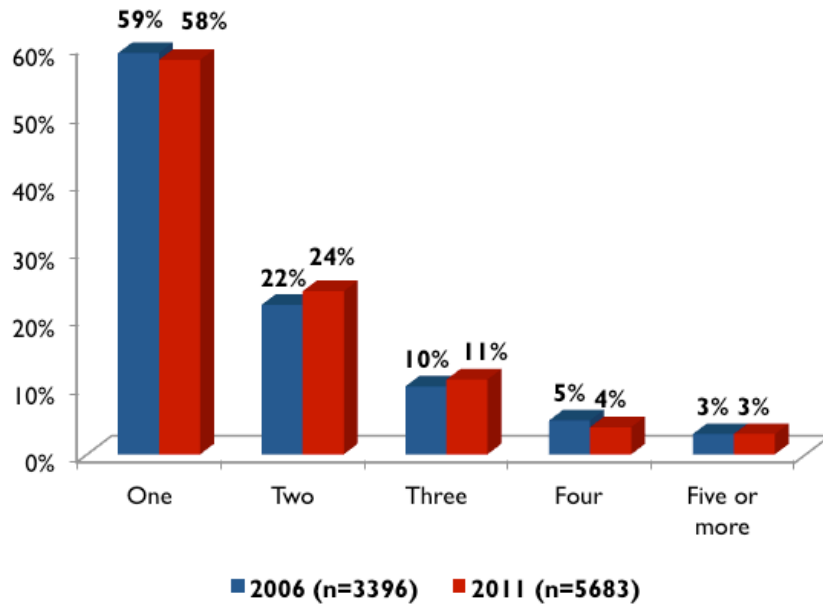
Little difference exists between the size of an organization and the number of employers an attorney has had. One-fourth (25%) of those who work for an organization with less than 100 employees have had one or two employers. About one-third (30%) of those who work for an organization with 5,000 or more employees have had one or two employers. We see this same consistency among those with three or four employers, and those with five or more employers. This same pattern exists when total organization revenue is looked at. Twenty-six percent (26%) of those who work for an organization with annual revenues of less than \$25 million have had one or two employers, while 30% of those who work for an organization with more than \$500 million in revenues have had one or two employers.

Professional Demographics: Current Employer Positions

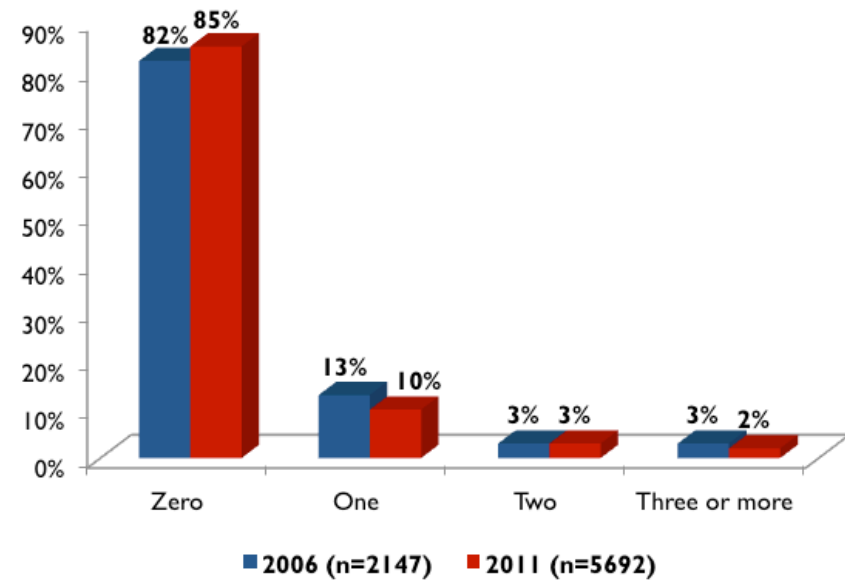
Fifty-eight percent (58%) of these respondents have had just one legal position with their current employer and just 7% have held four or more positions. An overwhelming 85% have not held a non-legal position with their current employer. These figures closely mirror those from the 2006 census.

What is the total number of positions you have had with your current employer?

Legal Positions



Non-legal Positions



Professional Demographics: Current Employer Positions

Seventy percent (70%) of those currently serving as chief legal officer or general counsel have held just one legal position with their present employer. Among deputy general counsel, 37% have held just one legal position with their present employer, though 62% have held two or fewer. More than half (56%) of senior attorneys and 51% of assistant/associate general counsel have held just one legal position with their present employer.

Fifty-two percent (52%) of those working for a public organization and 66% of those working for a private organization have held just one legal position with their present employer. An additional 39% of public organization attorneys and 29% of private organization attorneys have held just two or three legal positions.

As company revenue increases, the number of employees with just one legal position with their present employer decreases. However, this decrease ranges from 78% of those in organizations with revenues of less than \$25 million, to 51% of those in organizations with revenues of \$500 million or more. The reverse is true of those with more than one legal position with their current employer. Twenty-two percent (22%) of those working for organizations with revenues of less than \$25 million have held more than one position. This increases to 49% among those working for organizations with more than \$500 million in revenues.

Seventy-nine percent (79%) of those currently serving as chief legal officer or general counsel have not held a non-legal position with their present employer. Among deputy general counsel, 86% have not held a non-legal position with their present employer. Ninety-two percent (92%) of senior attorneys and 89% of assistant/associate general counsel have not held a non-legal position with their present employer.

Eighty-nine percent (89%) of those working for a public organization and 82% of those working for a private organization have not held a non-legal position with their present employer.

As company revenue increases, the number of employees who have not held a non-legal position with their present employer increases.

Among those who cite general commercial/contracts as their primary discipline, 60% have held just one legal position with their current employer and 85% have never held a non-legal position with their current employer. These percentages are fairly consistent across the top 10 disciplines. The one exception to this is law department management: 53% who cite law department management as their primary discipline have held just one legal position with their present employer, while 47% have held more than one.

Among the top 10 primary industries, majorities among eight of the top 10 industries have held just one legal position with their current employer. The exceptions to this are insurance (51% have held two or more) and telecommunications (53% have held two or more). Strong

majorities among all of these top 10 industries have not held a non-legal position with their current employer.

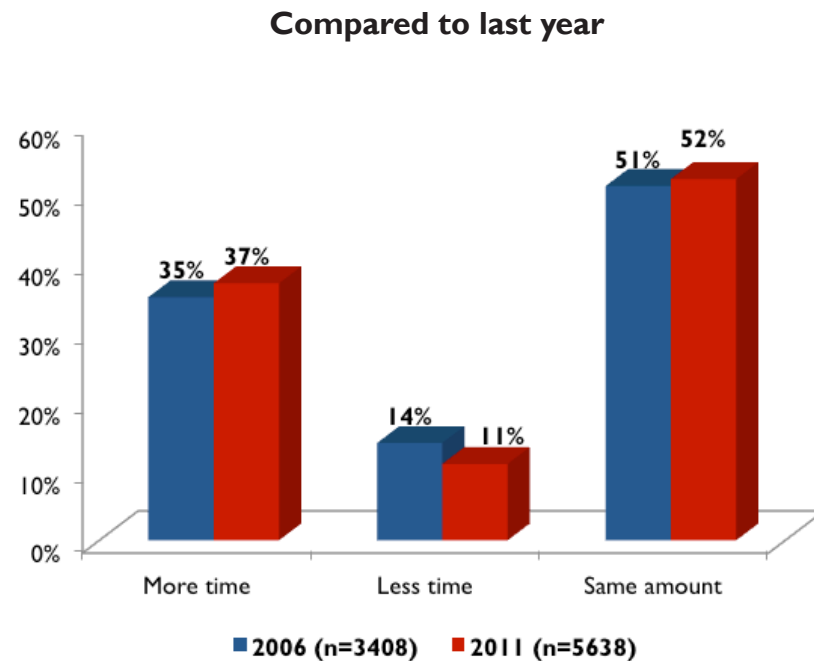
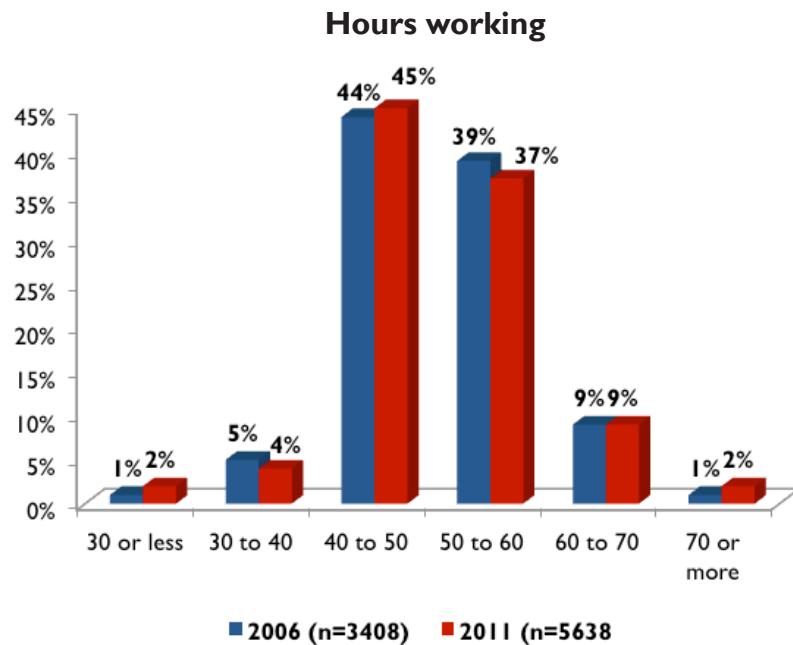
Whether an attorney has held just one position with their current employer or two or more positions, a plurality works in law departments of two to five attorneys. Thirty percent (30%) of those who have held just one position work in departments of two to five attorneys, while 22% work in law departments of just one person. One-fourth (25%) of those who have held two or more positions work in law departments of two to five attorneys, while only 15% work in departments of six to 10, and 13% work in departments of 11 to 20.

Professional Demographics: Weekly Hours

Eighty-two percent (82%) of these attorneys spend between 40 and 60 hours per week at their job. This mirrors the 83% who indicated they spent this amount of time in 2006. A majority (52%) spent the same amount of time at their job each week as they did last year, again mirroring the figure we found in 2006.

Approximately how many hours per week do you work?

Compared with one year ago, are you spending more time, less time or the same amount of time at work?



Professional Demographics: Weekly Hours

Among those attorneys who work more than 50 hours per week, the percentage increases with the number of years spent as in-house counsel. Fifty-seven percent (57%) of those who have served as in-house counsel for 16 or more years work more than 50 hours per week, as do 53% of those who have served 11 to 15 years as in-house counsel, 48% of those who have served six to 10 years as in-house counsel, and 40% of those who have served as in-house counsel for five years or less.

Among those attorneys who work more than 50 hours per week, 36% are chief legal officer or general counsel, 26% are assistant/associate general counsel, 12% are senior attorney and 7% are deputy general counsel.

As gross revenue of the organization increases, the percentage of those working more than 50 hours per week increases from 34% among those who work for organizations with less than \$25 million in gross revenues to 52% among those who work for organizations with \$500 million or more in gross revenues.

Organization size plays little role in the number of hours per week worked among those who work 40 to 50 hours per week. Forty-six percent (46%) of those working for organizations with less than 100 employees work 40 to 50 hours per week, as do 44% of those working for organizations of 5,000 or more. However, as the size of an organization increases, the percentage of attorneys who work more than 50 hours per week increases from 37% among those working for an organization of less than 100 employees to 52% among those working for an organization of 5,000 or more.

Among those who work 50 hours or more each week, 50% identify general commercial/contracts among their primary disciplines currently practiced, 46% cite corporate transactions, 35% cite compliance/ethics, 34% cite either generalist or litigation, 31% cite employment/labor or intellectual property, and 29% cite law department management.

The more hours worked a week, the more likely outside counsel will be consulted when the top 10 issue areas are looked at. For example, 57% of those who work less than 40 hours per week consult outside counsel for litigation. This increases to 63% among those who work 40 to 50 hours, and to 67% among those who work 50 hours or more.

In terms of primary industry, among those who work 50 hours or more each week, 14% cite manufacturing, 9% cite either finance & banking or IT/software, and 8% cite insurance.

More than half (52%) of those who work for a public organization work 50 hours or more per week, as do 46% of those who work for a private organization. The difference here is that 44% of those working for a public organization work 40 to 50 hours per week while 47% of

those working for a private organization work 40 to 50 hours per week. Those working for a private organization split between 40 to 50 and 50 or more.

No real differences exist between hours worked and the size of the law department. Twenty-eight percent (28%) of those attorneys who work less than 40 hours per week work in law departments of just one attorney while 26% work in law departments of two to five. Twenty-seven percent (27%) of attorneys who work 40 to 50 hours per week work in law departments of two to five attorneys, while 15% work in departments of just one attorney. Twenty-nine percent (29%) of those attorneys who work more than 50 hours per week work in departments of two to five attorneys, while 14% work in departments of just one attorney, and 14% work in departments of six to 10.

Professional Demographics: Weekly Hours (More/Less/Same)

As the number of years an attorney has worked as in-house counsel increases, the greater the percentage that indicates they are working the same amount of time as last year. Almost half (49%) of those who have worked as in-house counsel for five years or less indicate they work the same amount of time, increasing to 54% among those who have worked as in-house counsel for 16 years or more.

Majorities in all positions also indicate they are working the same amount of time. The gross revenue of an organization does not make a difference to these attorneys, with pluralities, if not majorities, of all revenue classifications indicating they work the same amount of time.

Across the top 10 primary disciplines of these organizations, majorities indicate they are spending the same amount of time at work compared to last year. The pluralities, if not majorities, across the top 10 primary industries indicate they are spending the same amount of time at work.

Fifty-one percent (51%) of those working for a public organization and 54% of those working for a private organization say they are working the same amount of time compared to a year ago. No difference exists when organization size is looked at, with majorities of all sizes indicating they work the same amount of time as last year.

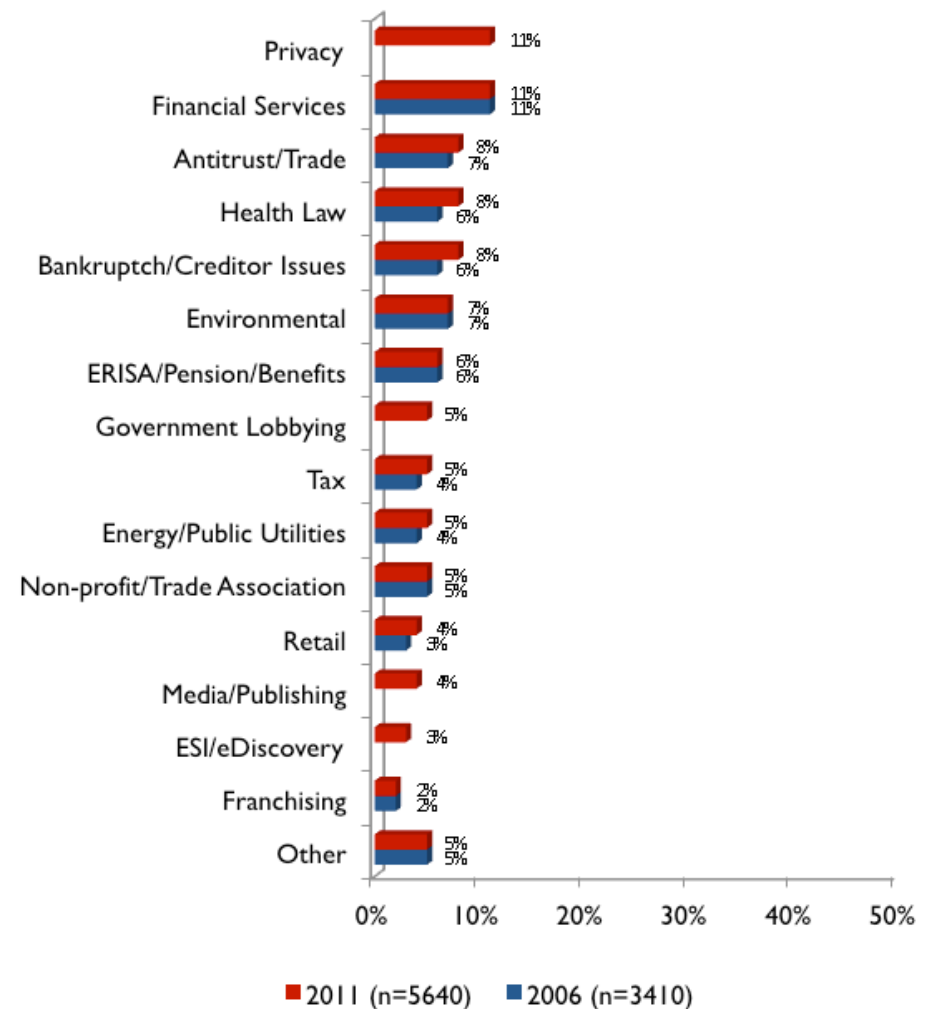
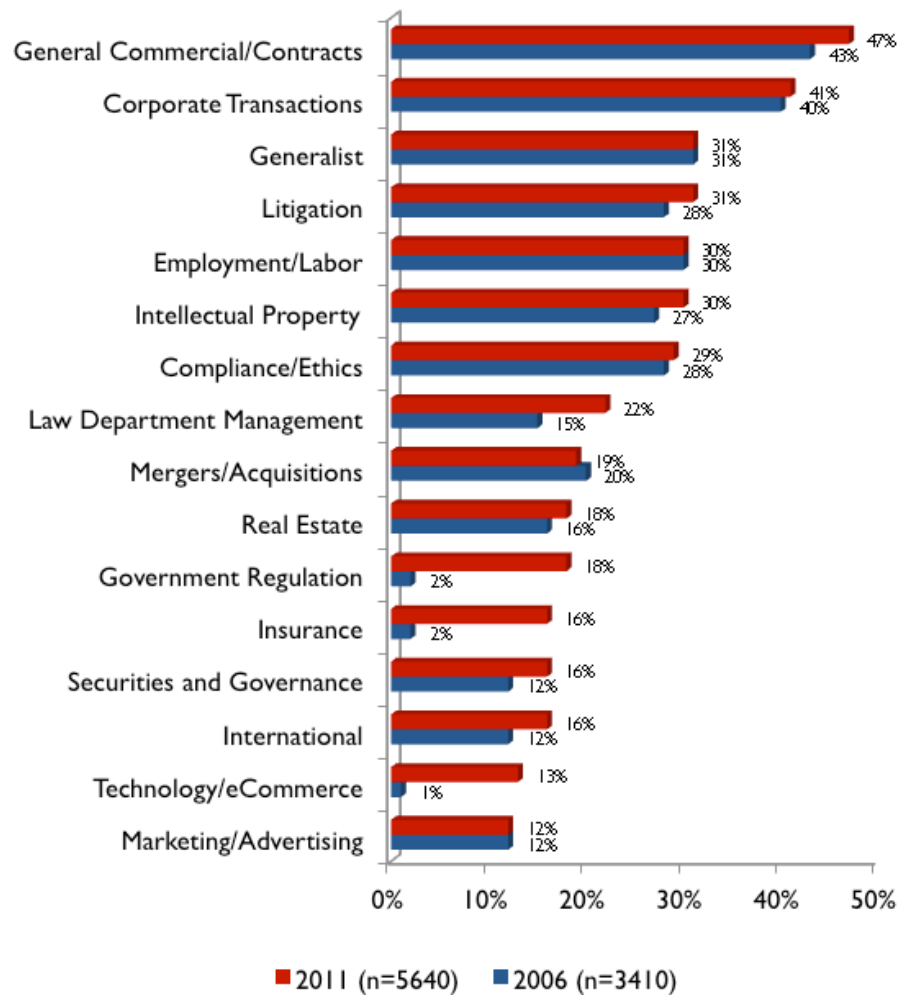
Within each of the top 10 areas in which outside counsel is consulted, a majority of respondents indicate they work about the same amount of time as last year. For example, 52% of those who indicate they consult outside counsel for litigation say they work about the same amount of time as last year.

Almost one-third (28%) of those attorneys who say they are working more time compared to last year work in departments of two to five attorneys as do 26% of those who indicate they are working less time. Additionally, 29% of those who are working the same amount of time also work for departments with two to five attorneys.

Professional Demographics: Primary Discipline

While slight variations exist in the primary disciplines tested in both 2006 and 2011, in the 2011 data we begin to see an emergence of new disciplines such as privacy, government lobbying, media/publishing and ESI/ediscovery.

In your current position, what is your primary discipline?



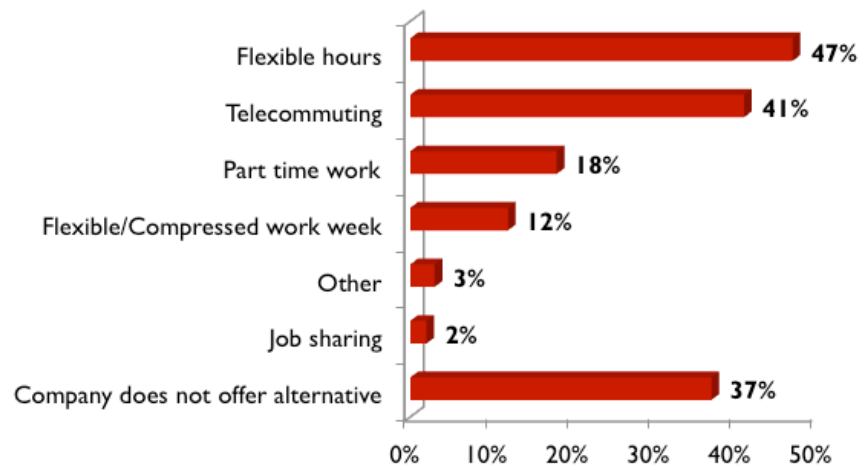
Compensation: Alternative Work Arrangements

One-third (37%) of these departments do not offer any type of alternative work arrangement. Among those that do, flexible hours (47%) and telecommuting (41%) are the most often offered. Just 2% offer job sharing. Among those who have alternative work arrangements, 61% take advantage of flexible hours and 57% take advantage of telecommuting.

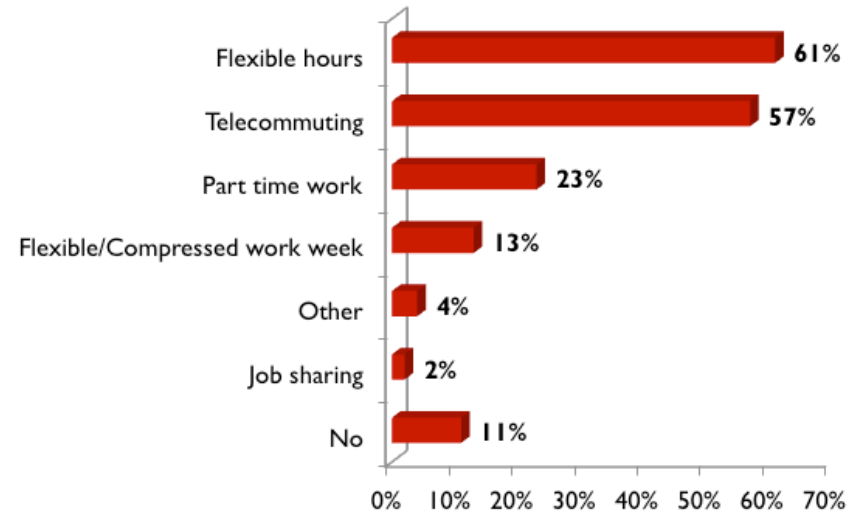
What types, if any, of alternative work arrangements do your department offer? (n=5551)

Do you or any lawyer you know of in your department take advantage of the alternative work arrangements offered? (n=3498)

Alternative Work Arrangements Offered



Used by Attorneys



Compensation: Alternative Work Arrangements

Among those attorneys working for an organization that does not offer any type of alternative work arrangement, 32% have served as in-house counsel for five years or less, while 24% have served for six to 10 years or 16 or more years. Twenty percent (20%) have served 11 to 15 years.

Forty-one percent (41%) of chief legal officers or general counsel work for departments that do not offer any alternative work arrangements, as do 34% of deputy general counsel, 37% of assistant/associate general counsel and 33% of senior attorneys.

In the United States, 43% of the Southern respondents indicate their company does not offer any alternative work arrangements, while lesser numbers emerge in other regions of the United States (35% – Midwest, 34% – East, 34% – West). More than half (52%) of those in the Midwest indicate their department offers flexible work hours, as do 51% of Western respondents. Forty-five percent (45%) of Eastern respondents and 44% of Western respondents are offered telecommuting, while 19% of Eastern respondents and 19% of Midwestern respondents are offered part-time work.

There is no clear pattern that emerges when an organization's gross revenue is matched against the various alternative work arrangements tested. Forty-three percent (43%) of those whose organization makes between \$25 and \$49 million, or between \$100 million and \$499 million, indicate that their company does not offer any alternative work arrangements, as do 38% of those working for organizations with \$50 to \$99 million in gross revenue. Thirty-six percent (36%) of those working for an organization with gross revenue of \$25 million or less are not offered any of these options. More than one-third (35%) of those organizations with gross revenues of \$500 million or more do not offer any of these alternative work arrangements. As the size of the organization increases (in terms of number of employees), the percentage not offering any type of alternative work arrangements decreases.

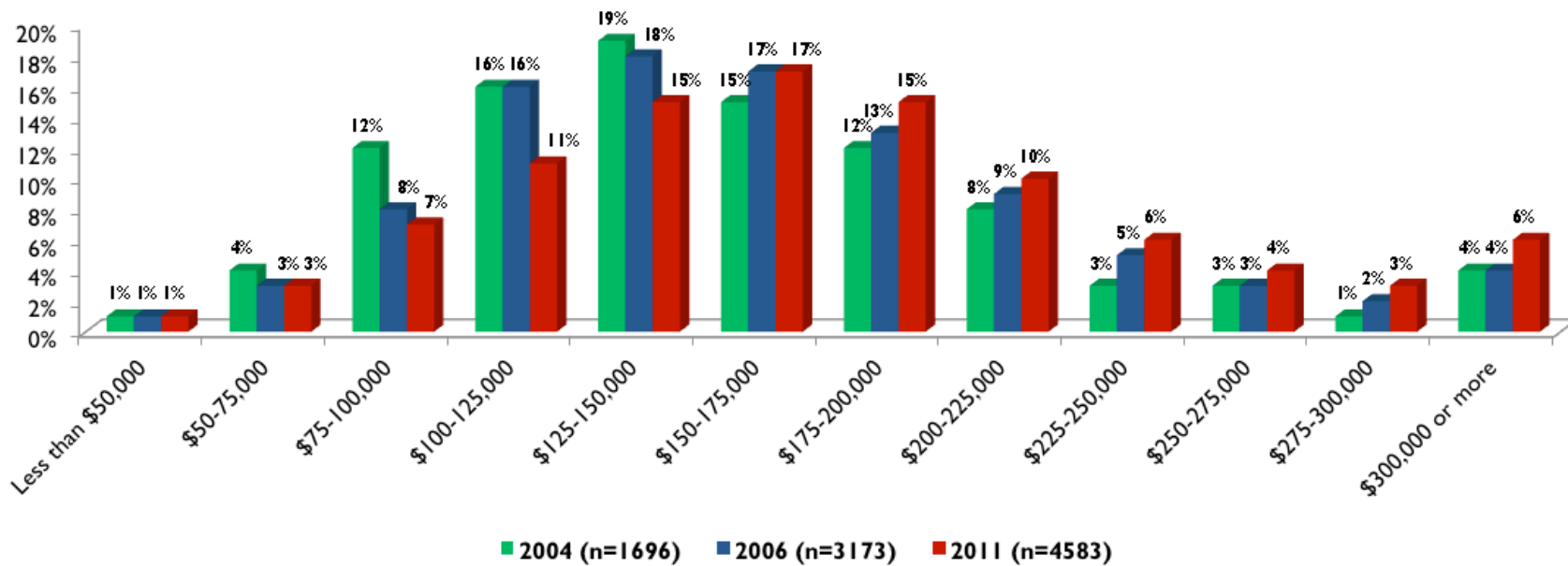
When an employer's primary industry is looked at, little difference exists between the percentages for each industry overall and the percentages of those who indicate their department does not offer alternative work arrangements. For example, 13% of the respondents overall indicated their primary industry was manufacturing, and 15% of those whose department does not offer alternative work arrangements indicated their primary industry was manufacturing.

This same lack of a pattern exists for the various alternative work arrangement types tested. Fifty-one percent (51%) of those organizations with gross revenues of \$50 to \$99 million offer flexible hours, compared to 41% of those organizations with gross revenues of \$100 to \$299 million. Forty-three percent (43%) of those organizations earning more than \$500 million and 41% of those earning less than \$25 million, or between \$50 and \$99 million, offer telecommuting, compared to 35% of those organizations with gross revenues of \$100 million to \$300 million. One fifth (21%) of those organizations earning more than \$500 million, and 18% of those with gross revenues of less than \$25 million, offer part-time work, as do 16% of those with gross revenues of \$300 to \$499 million.

Compensation: Base Salary

Forty-seven percent (47%) of these respondents indicate their base salary is between \$125,000 and \$200,000. Twenty-two percent (22%) earn less than \$125,000 and 29% earn more than \$200,000. While there has been a decline in the \$100,000 to \$150,000 range (34% in 2006 vs. 26% in 2011), we see an increase in those earning more than \$200,000 since 2006 (23% in 2006 vs. 29% in 2011).

Which of the following categories includes your base salary in the year 2010?



Note: The inflation rate from 2006 to 2011 has averaged 2.4% per year.

Compensation: Base Salary

Thirteen percent (13%) of those making less than \$125,000 per year indicate the primary industry of their employer is insurance, followed by 10% who say manufacturing, 9% who say IT/software, and 8% who say finance & banking. Twenty-five percent (25%) of those making less than \$125,000 are chief legal officers or general counsel, while 13% are senior attorneys and 22% are assistant/associate general counsel. Forty-two percent (42%) of those in this income group work for private organizations while 31% work for public organizations. Thirty-seven percent (37%) of the respondents in this income category work for an organization with less than 500 employees, while 30% work for an organization with between 500 and 5,000 employees, and 32% work for an organization with more than 5,000 employees. Fifty-three percent (53%) of these respondents have served as in-house counsel for five years or less, while 34% have served between six and 15 years. Twelve percent (12%) have served for 16 or more years. General commercial/contracts (53%) is the primary discipline among this group, followed by corporate transactions (36%), generalist (32%) and employment/labor (31%).

Among those making between \$125,000 and \$200,000 per year, 11% indicate their employer's primary industry is manufacturing, 9% say finance & banking, 10% say IT/software and 9% say insurance. Twenty-three percent (23%) of those in this income group are chief legal officers or general counsel, while 22% are senior attorneys and 30% are assistant/associate general counsel. Forty-seven percent (47%) of these respondents work for public organizations while 29% work for private organizations. Unlike above, we see fewer respondents in this income category indicating they work for an organization with less than 500 employees (22%), and more indicating they work for an organization with more than 5,000 employees (47%). Forty-eight percent (48%) of these respondents have served as in-house counsel for between six and 15 years, while 22% have served for 16 years or more. Twenty-nine percent (29%) have served for five years or less. General commercial/contracts also ranks on top among this group at 48%, followed by corporate transactions (39%).

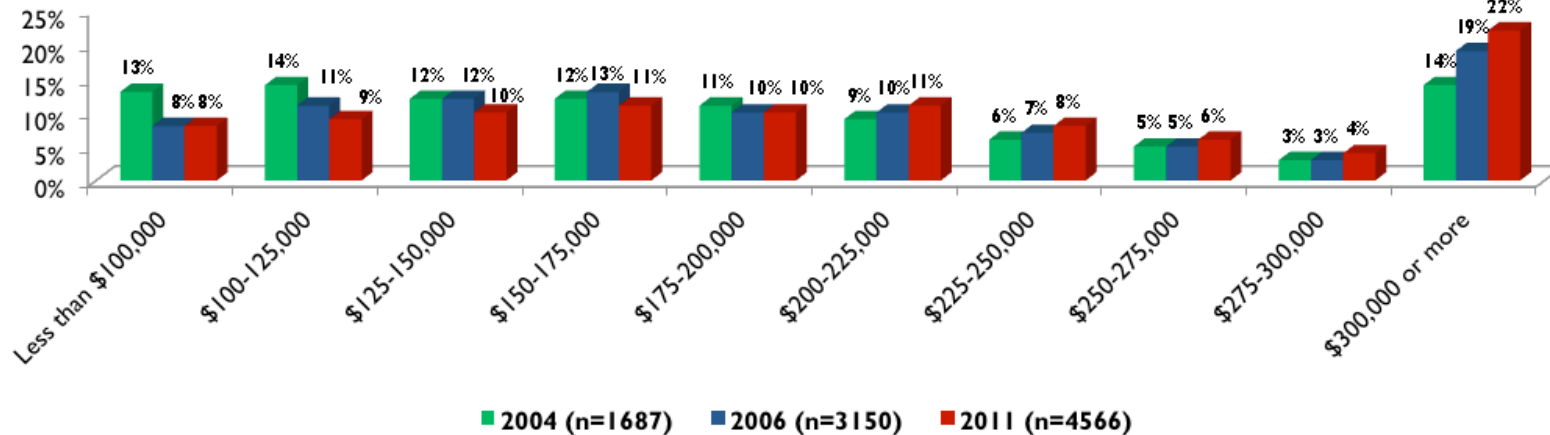
Those making over \$200,000 indicate their employer's primary industry is also manufacturing (15%), followed by finance & banking (9%), IT/software (8%), insurance (7%), and energy/oil & gas (7%). Fifty-five percent (55%) of those in this income group are chief legal officers or general counsel. Forty-six percent (46%) of these respondents work for public organizations, while 31% work for private organizations. As we saw in the income category directly above, fewer respondents are in small organizations (22%) than larger organizations (46%). Just 15% of these respondents have served as in-house counsel for five years or less, while 43% have served between six and 15 years, and 42% have served for 16 years or more. Corporate transactions is on top among this group at 50%, followed by general commercial/contracts at 47% and litigation at 41%.

Sixty-four percent (64%) of the total sample work in organizations with gross revenues of \$500 million or more. Given this, it is not surprising that 41% of those earning less than \$125,000 per year, 73% of those earning between \$125,000 and \$200,000, and 65% of those earning more than \$200,000 per year, work for organizations with gross revenues of \$500 million or more.

Compensation: Total Compensation

Total compensation among those earning under \$200,000 declines slightly, while total compensation increases among those earning over \$200,000. Among those with total compensation over \$300,000, we see an increase of 3% from 2006 and 8% from 2004.

What was your total compensation in the year 2010, including base salary, cash, stock options, etc.?



	Under \$125,000	\$125,000 to \$200,000	\$200,000 to \$300,000	Over \$300,000
Cash bonus	12%	30%	31%	25%
Retirement program	14%	30%	30%	25%
Stock options	5%	24%	35%	34%
Deferred	5%	18%	33%	42%
Automobile	11%	20%	29%	38%
Other	14%	22%	30%	32%

The above table should be read across. For example, 12% of those who received a cash bonus earn under \$125,000, 30% earn between \$125,000 and \$200,000, 31% earn between \$200,000 and \$300,000, and 25% earn over \$300,000. The earning figures are based on total compensation and not base pay.

Compensation: Total Compensation

As we saw with base pay, there is a correlation between years of service as in-house counsel and pay, to a point. The number of respondents who indicate they earn less than \$125,000 declines as the number of years they have served as in-house counsel increases. For example, 57% of those with total compensation of less than \$125,000 have worked as in-house counsel for five years or less, while just 12% of those earning \$125,000 have worked as in-house counsel for 16 years or more. The inverse is true of those earning over \$300,000. Fourteen percent (14%) of those earning more than \$300,000 have served as in-house counsel for five years or less, while 43% have served 16 years or more.

As the rate of compensation increases, the number of chief legal officers or general counsel also increases, from 26% among those earning \$125,000 or less, to 54% among those earning \$300,000 or more. The same pattern does not exist with any other position.

Forty-four percent (44%) of those earning \$125,000 or less work for private organizations, while 28% of those earning \$125,000 or less work for public organizations. This is the only income group in which pluralities work for a private organization. Forty percent (40%) of those earning between \$125,000 and \$200,000 work for public organizations, as do 47% of those earning between \$200,000 and \$300,000, and 55% of those earning \$300,000 or more.

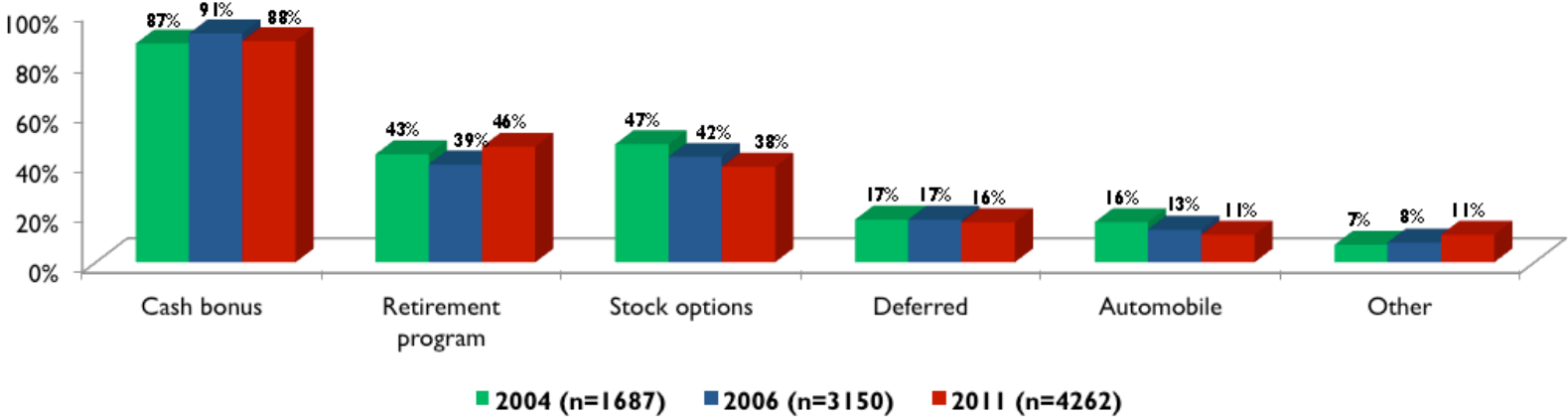
The larger the compensation package, the more likely the respondent is to work for a large organization. One-fourth (25%) of those earning \$125,000 or less work for an organization of less than 500 employees, while 50% of those earning \$300,000 or more work for an organization employing 5,000 or more. This same holds true for revenue. Eighteen percent (18%) of those who earn \$125,000 or less work for companies with less than \$50 million in revenue, while 70% of those who earn \$300,000 or more work for companies with revenues of \$500 million or more.

As total compensation increases, the percentage of those who indicate their primary discipline is general commercial/contracts decreases, while we see an increase among those whose primary discipline is corporate transactions and litigation. Among the other top 10 disciplines we don't see this same consistent pattern. Among primary industries, as income increases so do the percentage of those who indicate their primary industry is manufacturing, and finance & banking. We see the reverse among those whose primary industry is insurance.

Compensation: Total Compensation (Types)

Cash bonus is the most common type of extra compensation followed by a retirement program and stock options. A marked decline in stock options is evident from 2004 to 2011.

What types of compensation were included in your answer to the above question?



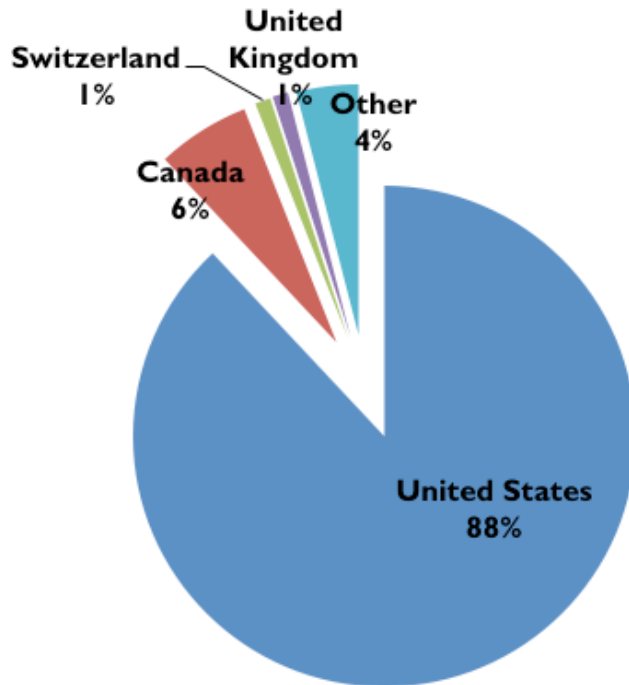
	Cash bonus	Retirement program	Stock options	Other
Cash bonus	100%	45%	40%	31%
Retirement program	85%	100%	42%	37%
Stock options	92%	50%	100%	31%
Deferred	90%	68%	46%	100%
Automobile	84%	50%	36%	100%
Other	74%	38%	25%	100%

The above table should be read across. For example, 45% of those who received a cash bonus also have a retirement program, 40% also have stock options and 31% have other forms of compensation.

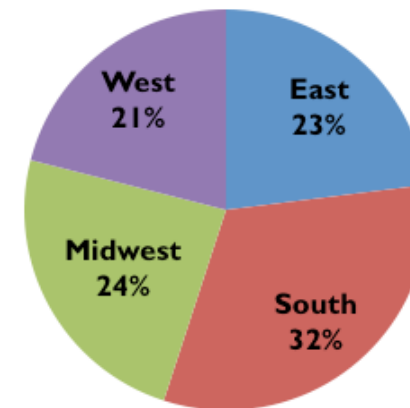
Company Profile: Primary Office Location

This *Census Report* received responses from 54 different countries. Eighty-eight percent (88%) of these respondents indicate their primary office is located in the United States, and Canada is second at 6%. European countries represented 4% of the responses. The four top responding European countries were the United Kingdom (55 respondents), Switzerland (33 respondents), France (25 respondents) and Germany (21 respondents). The remaining responses are spread around the globe. Seventy-nine percent (79%) of those with their chief legal officer or general counsel in a different location than their primary location indicate this person is in the United States, followed by 8% who indicated Europe and 6% who indicated Canada. Among those who indicated their primary office was located in the United States, 32% are in Southern states, 24% in Midwestern states, 23% in Eastern states and 21% are in Western states. California ranked on top at 12%, followed by Texas (9%), New York (7%) and Illinois (6%).

In what jurisdiction is your primary office located? (n=5523)



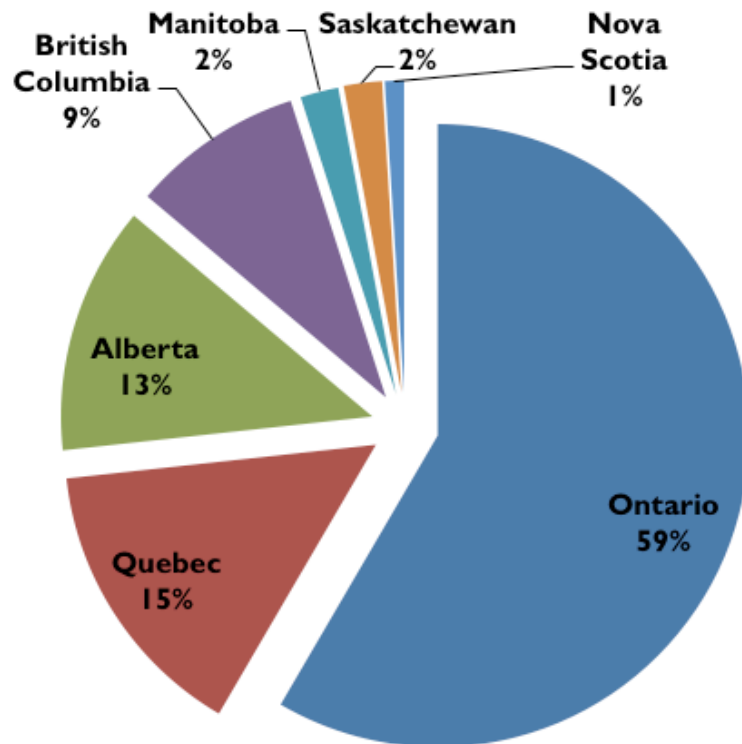
Distribution in the United States



Company Profile: Primary Office Location – Canada (n=342)

Among the Canadian provinces, Ontario is the primary office location of 59% of the respondents. Quebec is second at 15%, followed by Alberta at 13% and British Columbia at 9%.

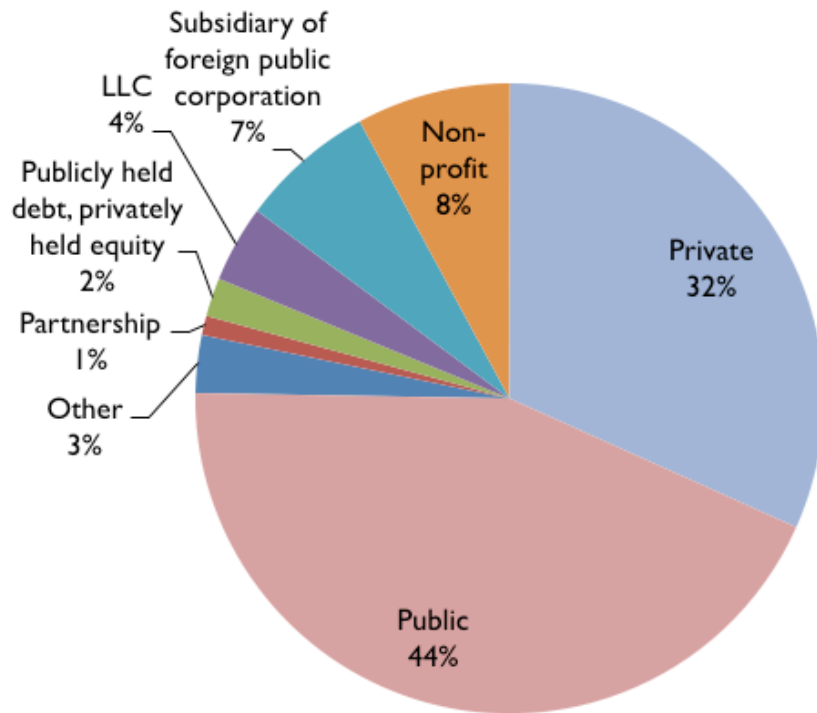
Distribution in Canada



Company Profile: Organizational Structure

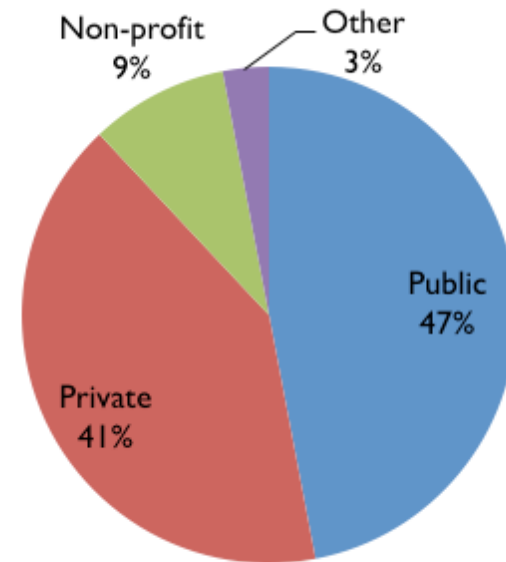
Despite an increase in the number of types of organizations, the percentage of respondents from public organizations remains constant: 47% in 2006 vs. 44% in 2011. The percentage of those from private organizations has declined from 41% to 32%, but private still ranks as the second most common type of organization.

Which of the following best describes your organization?



2011 (n=5535)

Which of the following best describes your organization?



2006 (n=3404)

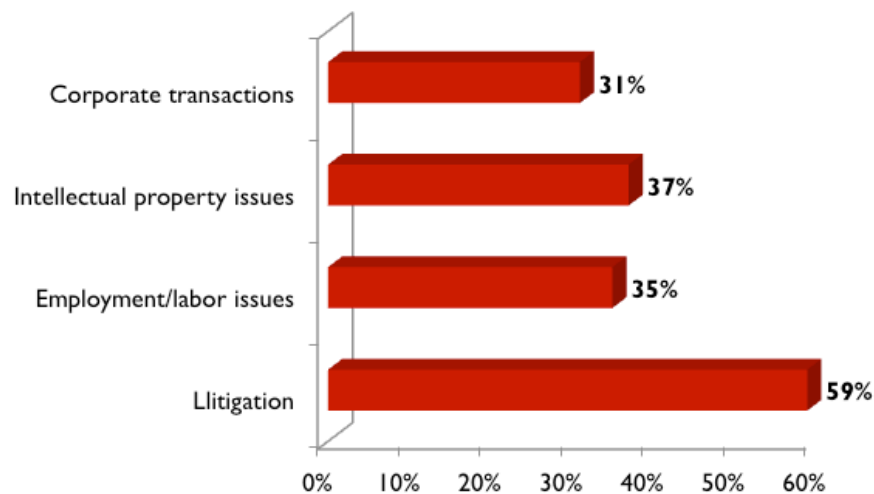
Company Profile: Organizational Structure

Fifty-five percent (55%) of those whose primary industry is manufacturing indicate they work for public organizations, while 28% indicate they work for private organizations. The same is true among those whose primary industry is finance & banking (45% – public vs. 32% – private), IT/software (50% vs. 33%), energy/oil & gas (58% vs. 20%), retail (56% vs. 34%) and telecommunications (56% vs. 30%). The exception to this is insurance (34% – public vs. 40% – private).

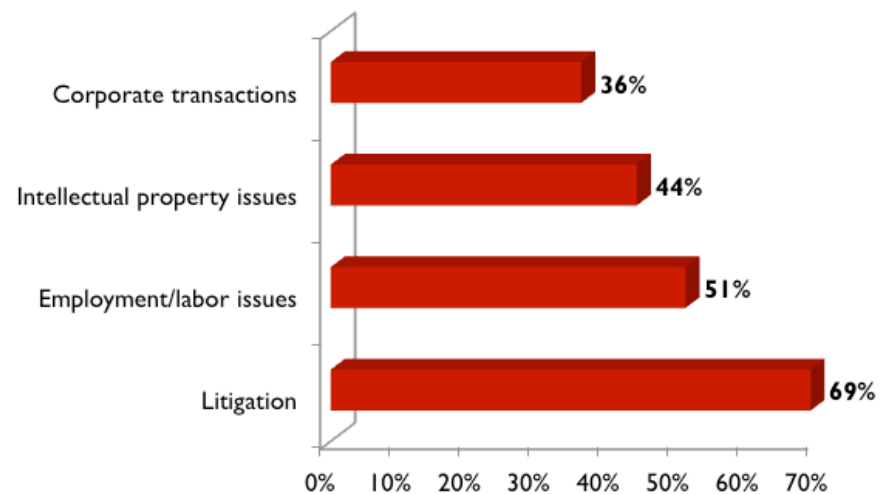
There is a direct relationship between size of the organization and whether it is public or private. Eight percent (8%) of those organizations with less than 100 employees are public, while 58% are private. Among those with 5,000 or more employees, 63% are public and 18% are private. This same relationship is seen when gross revenues are looked at. Thirteen percent (13%) of those with gross revenues of \$25 million or less are public, vs. the 53% that are private. Among those with \$500 million or more in revenues, 58% are public and 21% are private.

Both public and private organizations consult outside counsel assistance for a variety of issues. Fifty-nine percent (59%) of public organizations and 69% of private organizations consult outside counsel assistance for litigation. Thirty-five percent (35%) of public and 51% of private organizations consult outside counsel assistance for employment/labor issues, 37% of public and 44% of private organizations consult outside counsel for intellectual property issues, and 31% of public and 36% of private organizations consult outside counsel for corporate transactions.

Issues For Which Public Organizations Consult Outside Counsel Help



Issues For Which Private Organizations Consult Outside Counsel Help

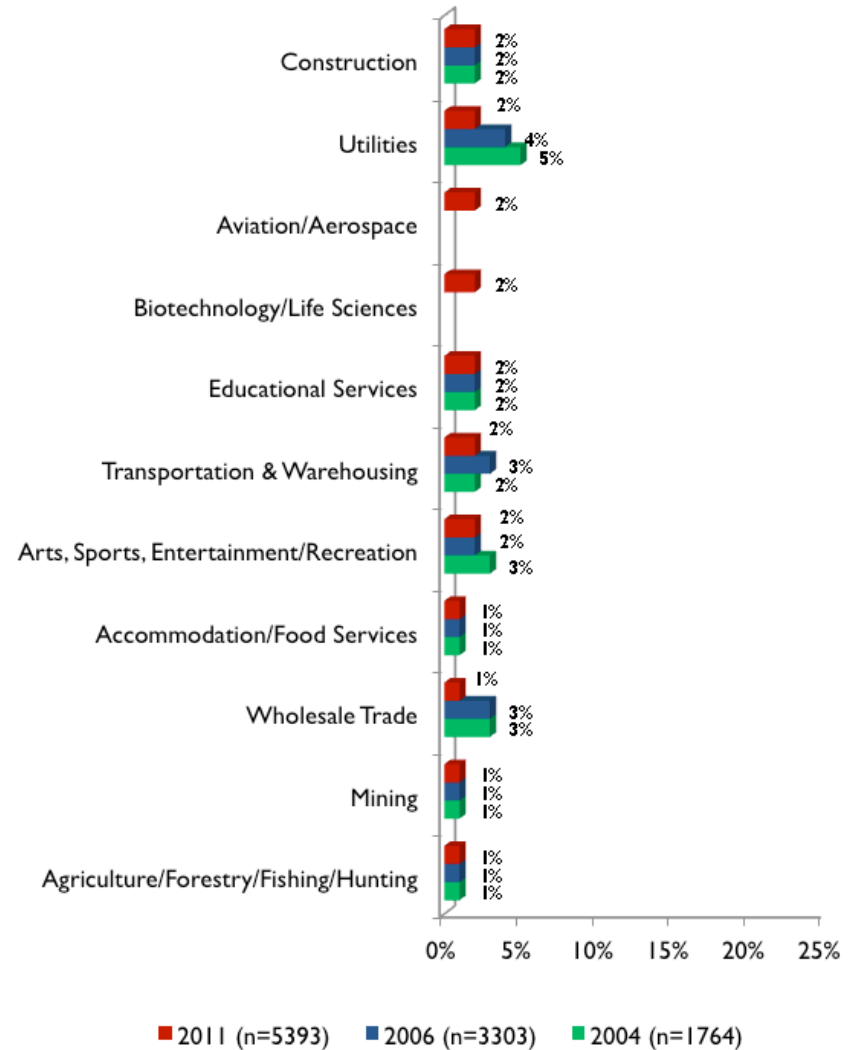
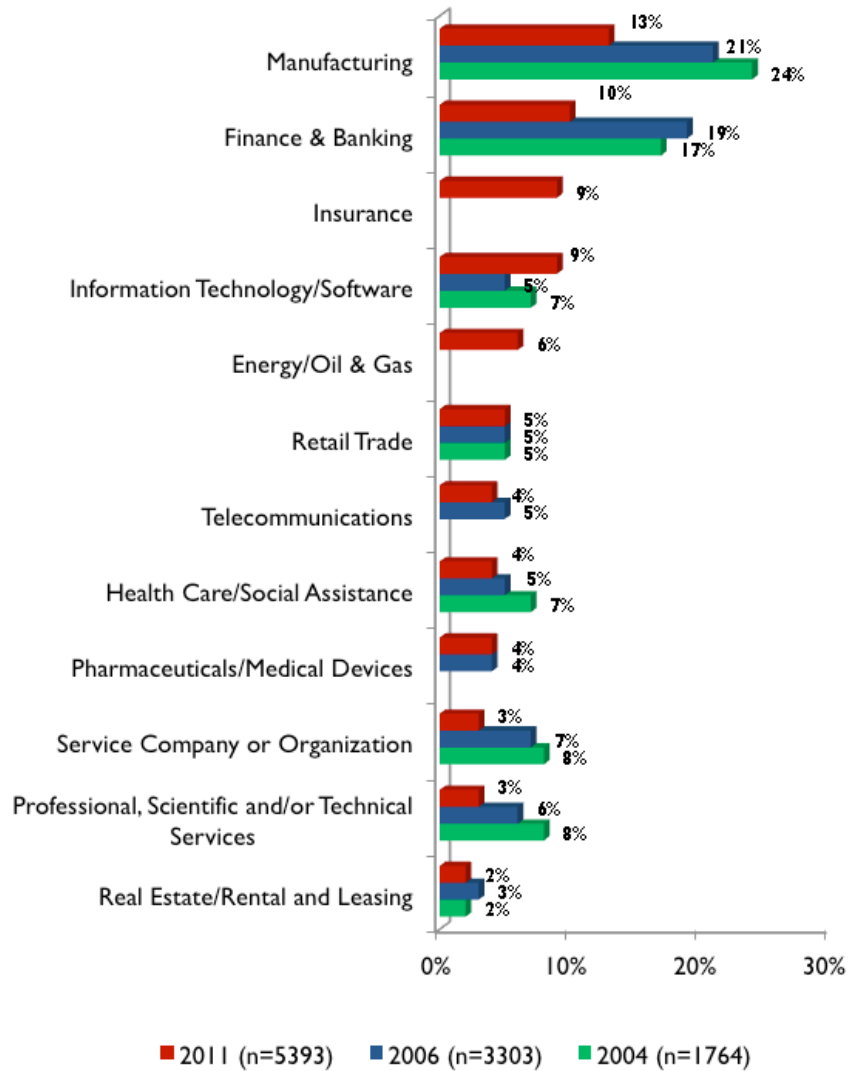


Twenty percent (20%) of those attorneys working in public organizations work in departments of two to five attorneys, as do 36% of those working in private organizations. One-third (32%) of those working in another type of organization work in departments of two to five attorneys.

Company Profile: Primary Industry

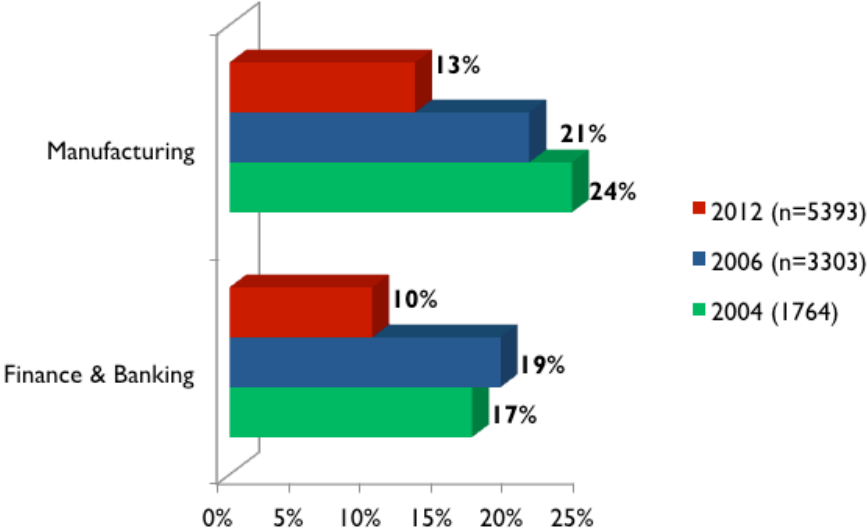
As the industry options continue to expand, with the inclusion of insurance, energy/oil and gas, aviation/aerospace, and biotechnology/life sciences, we are seeing a shift away from traditional old-line industries such as manufacturing, and finance and banking. However, manufacturing is still the predominate industry of our respondents.

What is your employer's primary industry?



Company Profile: Primary Industry

What is your employer’s primary industry? (Closer view of manufacturing and finance & banking)



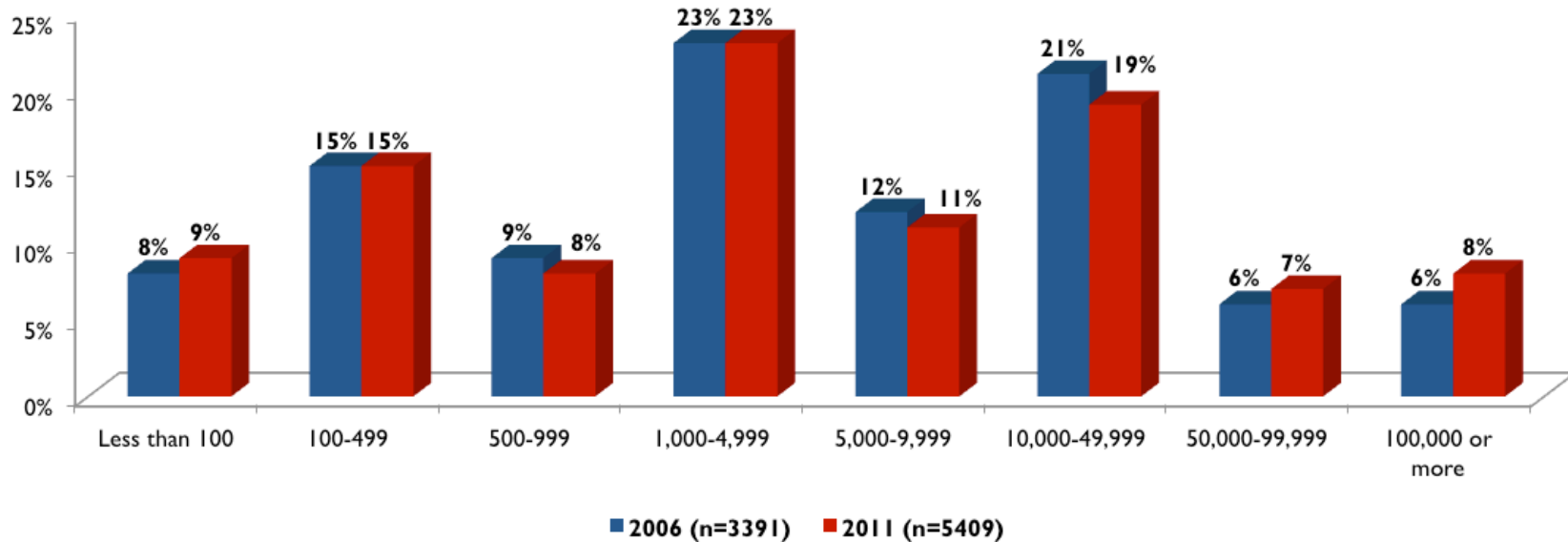
	Chief GC/Deputy GC	Public-Private	Centralized-Decentralized
Manufacturing	30%/6%	55%-28%	92%-7%
Finance & Banking	33%/7%	45%-32%	90%-9%

The above table should be read across. For example, of those who list manufacturing as their employer’s primary industry, 30% are chief legal officers or general counsel, 6% are deputy general counsel. Fifty-five percent (55%) of those who cite manufacturing work for public companies, while 28% work for private organizations. Ninety-two percent (92%) of those who cite manufacturing work in a centralized organization, while 7% work in a decentralized organization.

Company Profile: Company Size

The number of employees at the respondents' companies in 2011 is almost identical to those that responded to the 2006 survey, with a slight decline among those with 10,000 to 50,000 employees, and a slight increase among those with more than 50,000 employees.

What is the total number of employees in your organization?



Company Profile: Company Size

Company size plays a role in determining the primary industry of an organization. Those organizations with less than 500 employees are in finance & banking and IT/software, and those organizations with more than 1,000 employees are in manufacturing.

Given the large number of respondents from the United States (88%), no conclusions can be drawn when company size is compared to location. Additionally, it is not surprising that overwhelming majorities of all organization sizes are located in the United States.

There is no consistent pattern when the number of employees of an organization is compared to the issues for which they consult outside counsel. For example, 64% of those organizations with less than 100 employees consult outside counsel for litigation, as do 58% of those with 5,000 or more employees, and 71% of those with between 1,000 and 5,000 employees. Similarly, 46% of small companies consult outside counsel for employment/labor issues, as do 31% of the largest organizations, and 59% of those with between 100 and 1,000 employees.

Sixty-three percent (63%) of those with 5,000 or more employees are public, while 58% of those with less than 100 employees are private. As size increases, the likelihood of the organization being public increases.

Sixty-one percent (61%) of those organizations with less than 100 employees have revenues of less than \$25 million, while 61% of those with between 1,000 and 5,000 employees have revenues over \$500 million. As to be expected, the percentage of those in this top revenue category increase with number of employees.

More than half (53%) of those working for an organization of less than 100 employees work in law departments of just one attorney, while 46% of those working for organizations of 100 to 500 employees work for departments of two to five attorneys, and 51% of those working for organizations with 500 to 1,000 employees work in departments of two to five attorneys. Thirty-six percent (36%) of those working for organizations of 1,000 to 5,000 employees also work in departments of two to five attorneys. However, the size of the legal department increases in those organizations of 5,000 or more employees, with 17% indicating their law department is made up of 100 or more attorneys, and 16% indicating their law departments are made up of 11 to 20 attorneys.

Internal litigation Spending by Number of Employees					
Number of Employees					
Internal lit Spending	Less than 100	100 to 499	500 to 999	1,000 to 4,999	5,000 or more
Less than \$500,000	21%	27%	11%	24%	16%
\$500,000 to \$4.9 M	3%	13%	9%	29%	47%
\$5 M to \$19.9 M	0%	1%	3%	13%	83%
\$20 M to \$49.9 M	0%	1%	1%	3%	94%
\$50 M or more	0%	2%	0%	3%	95%

External litigation Spending by Number of Employees					
Number of Employees					
External lit Spending	Less than 100	100 to 499	500 to 999	1,000 to 4,999	5,000 or more
Less than \$500,000	22%	28%	12%	24%	14%
\$500,000 to \$4.9 M	4%	12%	8%	30%	46%
\$5 M to \$19.9 M	1%	3%	4%	13%	79%
\$20 M to \$49.9 M	0%	2%	1%	4%	93%
\$50 M or more	2%	1%	0%	2%	94%

The above tables should be read across. For example, among companies with less than \$500,000 internal litigation spending, 21% have less than 100 employees, 27% have between 100 and 500 employees, 11% have between 500 and 1,000 employees, 24% have between 1,000 and 5,000 employees, and 16% have more than 5,000 employees.

Internal Non-litigation Spending by Number of Employees					
Number of Employees					
Internal Non-lit Spending	Less than 100	100 to 499	500 to 999	1,000 to 4,999	5,000 or more
Less than \$500,000	21%	27%	11%	24%	17%
\$500,000 to \$4.9 M	4%	13%	9%	29%	45%
\$5 M to \$19.9 M	1%	2%	2%	18%	77%
\$20 M to \$49.9 M	2%	2%	2%	10%	84%
\$50 M or more	0%	2%	0%	4%	94%

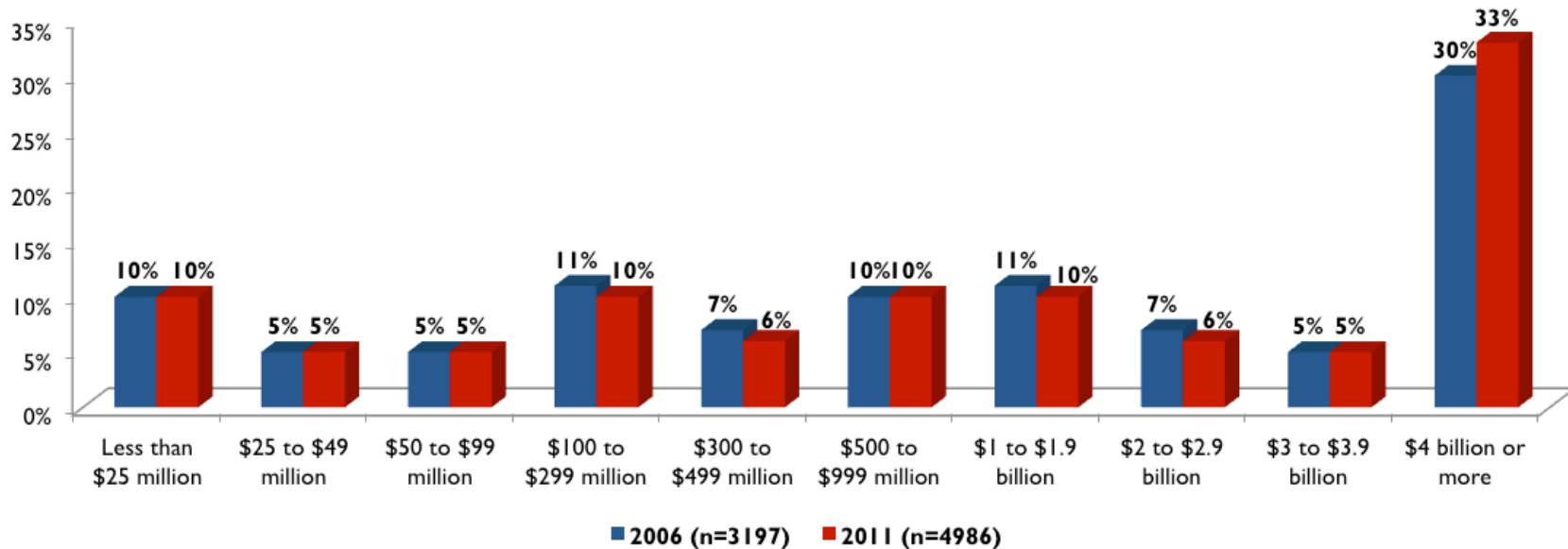
External Non-litigation Spending by Number of Employees					
Number of Employees					
External Non-lit Spending	Less than 100	100 to 499	500 to 999	1,000 to 4,999	5,000 or more
Less than \$500,000	25%	32%	12%	21%	9%
\$500,000 to \$4.9 M	3%	12%	10%	33%	41%
\$5 M to \$19.9 M	2%	3%	4%	18%	74%
\$20 M to \$49.9 M	1%	3%	2%	9%	86%
\$50 M or more	0%	3%	0%	2%	95%

The above tables should be read across. For example, among companies with less than \$500,000 internal non-litigation spending, 21% have less than 100 employees, 27% have between 100 and 500 employees, 11% have between 500 and 1,000 employees, 24% have between 1,000 and 5,000 employees, and 17% have more than 5,000 employees.

Company Profile: Total Revenue

Total revenues remained consistent with revenues from 2006, with a slight increase noted among those companies with gross revenues of \$4 billion or more. Given the large number of respondents from the United States (88%), no conclusions can be drawn when total revenue is compared to location.

What were your organization's total gross revenues for the last fiscal year, including affiliates and subsidiaries?



Company Profile: Total Revenue

As we saw with company size, the amount of gross revenue plays a role in determining the primary industry of an organization. Those earning less than \$25 million are in finance & banking and IT/software, while those earning \$500 million or more are in manufacturing. Given the large number of respondents from the United States (88%), no conclusions can be drawn when company size is compared to location.

And, as we saw with company size, there is no consistent pattern when the gross revenues of an organization are compared to the issues for which they consult outside counsel. For example, 59% of those organizations with revenues of less than \$25 million consult outside counsel for litigation, as do 62% of those with 5,000 or more employees. Seventy-seven percent (77%) of those with revenues between \$100 and \$300 million consult outside counsel for litigation issues. A similar situation exists when employment/labor is looked at. Forty-seven percent (47%) of those with less than \$25 million in revenue consult outside counsel for this, as do 37% of the organizations with the most revenue. And 63% of those with revenues between \$100 and \$300 million consult outside counsel for employment/labor issues.

Seventy-six percent (76%) of those with revenues of \$500 million or more are public, while 53% of those with revenues of less than \$25 million are private. As revenues increase, the likelihood of the organization being public increases.

Fifty-three percent (53%) of those working for an organization with less than \$25 million in gross revenues work in law departments of just one attorney. Those organizations with revenues between \$25 million and \$50 million are split: 42% indicate their law department consists of one attorney and 44% indicate their law department consists of two to five attorneys. Among those organizations with gross revenues of \$50 million to \$100 million, 43% indicate there is just one attorney in their law department while 36% indicate there are two to five. Forty-nine percent (49%) of those organizations with gross revenues of \$100 million to \$300 million indicate their law department contains two to five attorneys, as do 51% of those working for organizations with gross revenues of \$300 million to \$500 million. Twenty percent (20%) of organizations with gross revenues of \$500 million or more have law departments of two to five attorneys, while 16% have six to 10 attorneys, and 16% have 11 to 20 attorneys.

Internal litigation Spending by Gross Revenues						
Organization Revenue						
Internal lit Spending	Less than \$25 M	\$25 M to \$49 M	\$50 M to \$99 M	\$100 M to \$299 M	\$300 M to \$499 M	\$500 M or more
Less than \$500,000	21%	11%	10%	16%	8%	33%
\$500,000 to \$4.9 M	3%	2%	4%	9%	8%	73%
\$5 M to \$19.9 M	*	*	1%	1%	1%	97%
\$20 M to \$49.9 M	0%	0%	0%	0%	0%	100%
\$50 M or more	0%	0%	2%	0%	1%	97%

External litigation Spending by Gross Revenues						
Organization Revenue						
External lit Spending	Less than \$25 M	\$25 M to \$49 M	\$50 M to \$99 M	\$100 M to \$299 M	\$300 M to \$499 M	\$500 M or more
Less than \$500,000	22%	11%	11%	17%	8%	31%
\$500,000 to \$4.9 M	4%	3%	3%	9%	8%	73%
\$5 M to \$19.9 M	1%	1%	1%	2%	2%	94%
\$20 M to \$49.9 M	0%	0%	1%	0%	1%	98%
\$50 M or more	0%	1%	2%	1%	0%	96%

The above tables should be read across. For example, among companies with less than \$500,000 internal litigation spending, 21% have gross revenues of less than \$25 million, 11% have gross revenues between \$25 and \$49 million, 10% have gross revenues of between \$50 and \$99 million, 16% have gross revenues of between \$100 and \$299 million, 8% have gross revenues of between \$300 and \$499 million, and 33% have gross revenues of \$500 million or more.

Internal Non-litigation Spending by Gross Revenues						
Organization Revenue						
Internal Non-lit Spending	Less than \$25 M	\$25 M to \$49 M	\$50 M to \$99 M	\$100 M to \$299 M	\$300 M to \$499 M	\$500 M or more
Less than \$500,000	21%	10%	9%	16%	9%	35%
\$500,000 to \$4.9 M	4%	3%	5%	10%	8%	70%
\$5 M to \$19.9 M	1%	0%	1%	2%	2%	95%
\$20 M to \$49.9 M	1%	3%	0%	0%	2%	95%
\$50 M or more	0%	0%	2%	0%	1%	97%

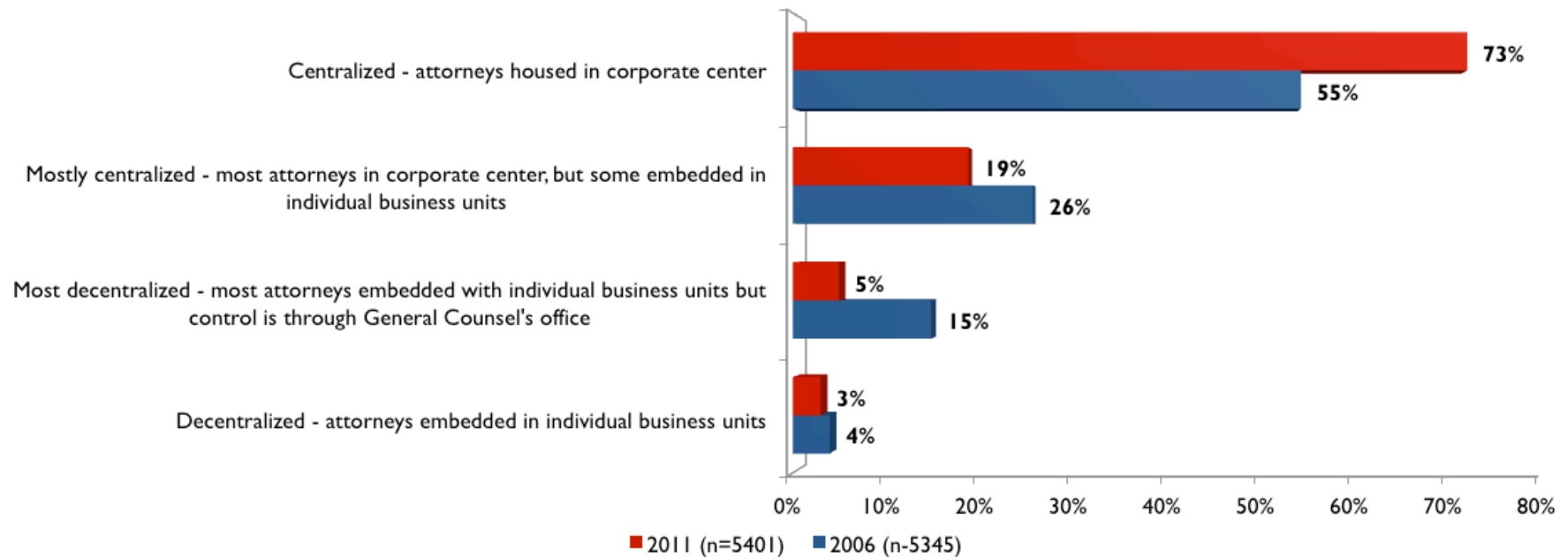
External Non-litigation Spending by Gross Revenues						
Organization Revenue						
External Non-lit Spending	Less than \$25 M	\$25 M to \$49 M	\$50 M to \$99 M	\$100 M to \$299 M	\$300 M to \$499 M	\$500 M or more
Less than \$500,000	25%	13%	12%	18%	8%	23%
\$500,000 to \$4.9 M	4%	3%	4%	10%	8%	70%
\$5 M to \$19.9 M	1%	1%	1%	2%	2%	93%
\$20 M to \$49.9 M	0%	1%	0%	2%	1%	97%
\$50 M or more	0%	0%	2%	0%	1%	97%

The above tables should be read across. For example, among companies with less than \$500,000 internal litigation spending, 21% have gross revenues of less than \$25 million, 10% have gross revenues between \$25 and \$49 million, 9% have gross revenues of between \$50 and \$99 million, 16% have gross revenues of between \$100 and \$299 million, 9% have gross revenues of between \$300 and \$499 million, and 35% have gross revenues of \$500 million or more.

Corporate Legal Department: Structure of Law Department

A significant change in how legal departments are structured has taken place since 2006, with now nearly three in four departments centrally organized. The number of departments that are identified as “mostly centralized” has declined as have the number of departments that are identified as “mostly decentralized.”

Which of the following best describes the structure of legal staff within your organization?



Corporate Legal Department: Structure of Law Department

Given the overwhelming number of legal departments that are centralized, it is not surprising that across industries, centralized legal department predominate. For example, 92% of those who indicate their primary industry is manufacturing say they department is centralized, as do 90% of those whose primary industry is finance & banking, 88% of those whose primary industry is Insurance, and 92% of those who say their primary industry is IT/software. This trend is seen across industries. Given the large number of respondents from the United States (87%), no conclusions can be drawn when law department structure is compared to its geographical location.

As organization size increases, the likelihood of the law department being centralized declines, though 62% of those from organizations of 5,000 or more still indicate their department is centralized. The same is true of revenues. As revenue increases, the likelihood of centralization decreases, though 65% of those with revenues of \$500 million or more are centralized.

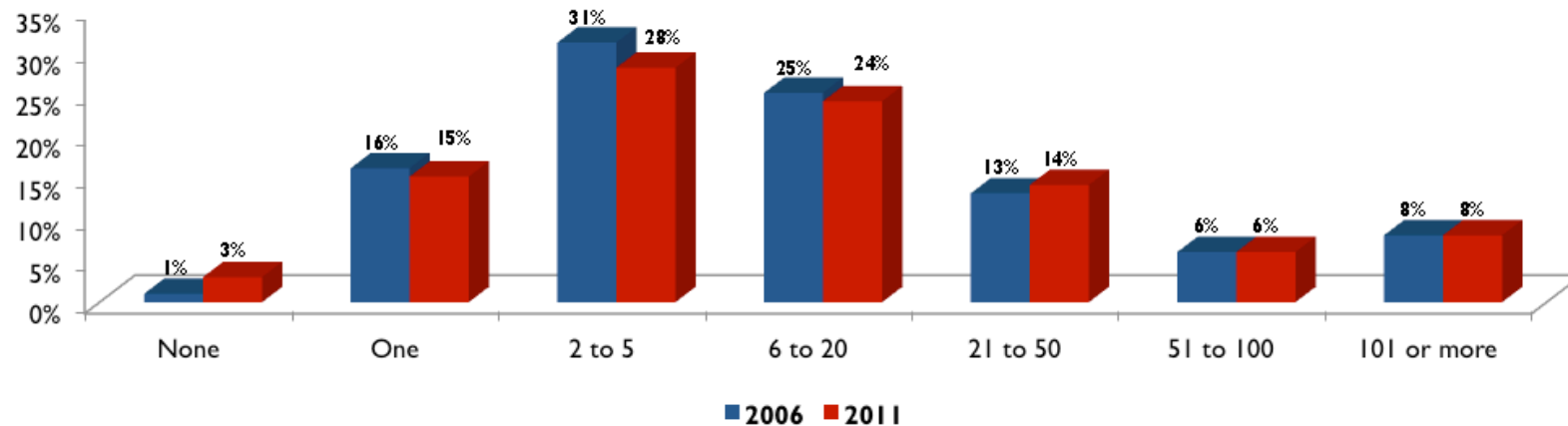
Twenty-eight percent (28%) of those working in a centralized legal structure work in law departments of two to five attorneys, as do 29% of those working in a decentralized legal structure.

Overall, 92% of these organizations have a centralized legal structure, with just 8% indicating they have a decentralized structure. When this centralized-decentralized split is looked at by the various budgets, no clear differences are shown. Almost all (93%) of those with internal litigation budgets of less than \$500,000 are centralized in structure, as are 90% of those with internal litigation budgets of \$50 million or more. This large percentage of centralized structures hold true for all ranges of outside litigation expenses, as well as internal and external non-litigation expenses.

Corporate Legal Department: Law Department Size

The overwhelming majority of respondents (88%) indicated their primary office is in the United States. Only 3% of the respondents indicated they did not have any lawyers located in the United States.

How many attorneys are in these geographical areas? (United States n=5182)



Though most of the US respondents show all the attorneys within the law department are based in the United States, several did indicate they do have some attorneys in other regions of the world, particularly in Western Europe and Asia.

Number of Attorneys in Law Department

	None	Solo	2 - 5	6 - 20	21 - 50	51 - 100	101 or more
Canada	86%	4%	6%	3%	1%	<1%	<1%
Mexico	90%	3%	6%	1%	1%	<1%	<1%
Western Europe	72%	4%	10%	9%	3%	1%	1%
Eastern Europe	89%	2%	5%	3%	1%	<1%	<1%
Asia	76%	5%	10%	5%	2%	<1%	<1%
Africa/Middle East	91%	2%	4%	2%	1%	<1%	<1%
South America	86%	3%	6%	5%	1%	<1%	<1%

Corporate Legal Department: Law Department Size — United States

The chart below indicates the sizes of the law departments from respondents who indicated their primary office is in the United States. As consistent with other studies ACC has conducted, the larger the companies, in terms of number of employees and gross revenues, the larger the law departments. Additionally, public companies have larger departments than private companies.

Number of Attorneys in Law Department

		Solo	2 - 5	6 - 20	21 - 50	51 - 100	More than 100
Number of Employees	Less than 100	54%	39%	5%	2%	1%	0%
	100 - 499	34%	48%	13%	3%	0%	2%
	500 - 999	18%	51%	28%	1%	1%	1%
	1,000 - 4,999	11%	34%	38%	12%	3%	2%
	5,000 - 9,999	4%	19%	39%	25%	6%	7%
	10,000 - 49,999	1%	7%	27%	32%	18%	14%
	50,000 - 99,999	0%	1%	13%	18%	22%	46%
	100,000 or more	0%	0%	7%	15%	20%	57%

Gross Revenues <i>(in \$US millions)</i>	Less than \$25	53%	33%	9%	2%	2%	1%
	\$25 - \$49	42%	47%	7%	2%	1%	1%
	\$50 - \$99	48%	39%	9%	2%	0%	2%
	\$100 - \$299	29%	51%	17%	2%	1%	1%
	\$300 - \$499	17%	46%	29%	5%	1%	1%
	\$500 - \$999	9%	47%	35%	5%	1%	2%
<i>(in \$US billions)</i>	\$1 - \$1.9	3%	33%	44%	15%	2%	3%
	\$2 - \$2.9	2%	16%	48%	21%	8%	6%
	\$3 - \$3.9	1%	8%	40%	31%	11%	10%
	\$4 or more	0%	2%	19%	27%	20%	32%

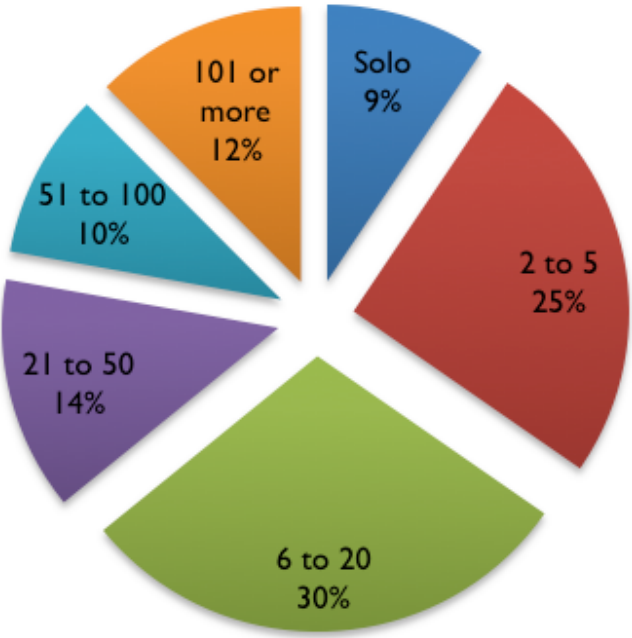
Organization Type	Public	4%	17%	27%	20%	13%	19%
	Private	29%	35%	18%	7%	4%	6%

Primary Industry	Manufacturing	12%	25%	27%	17%	9%	10%
	Finance/Banking	12%	27%	21%	14%	8%	18%

Corporate Legal Department: Law Department Size — Canada

The chart below indicates the sizes of the law departments from respondents who indicated their primary office is in Canada. Because only 6% of the respondents indicated there were in Canada, the sample size is not large enough to make specific determinations; however, the data does show that the trends are similar to those in the United States. The larger the companies, in terms of number of employees and gross revenues, the larger the law departments, and public companies have larger departments than private companies.

How many attorneys are in these geographical areas? (Canada n=329)



Corporate Legal Department: Law Department Size — Canada

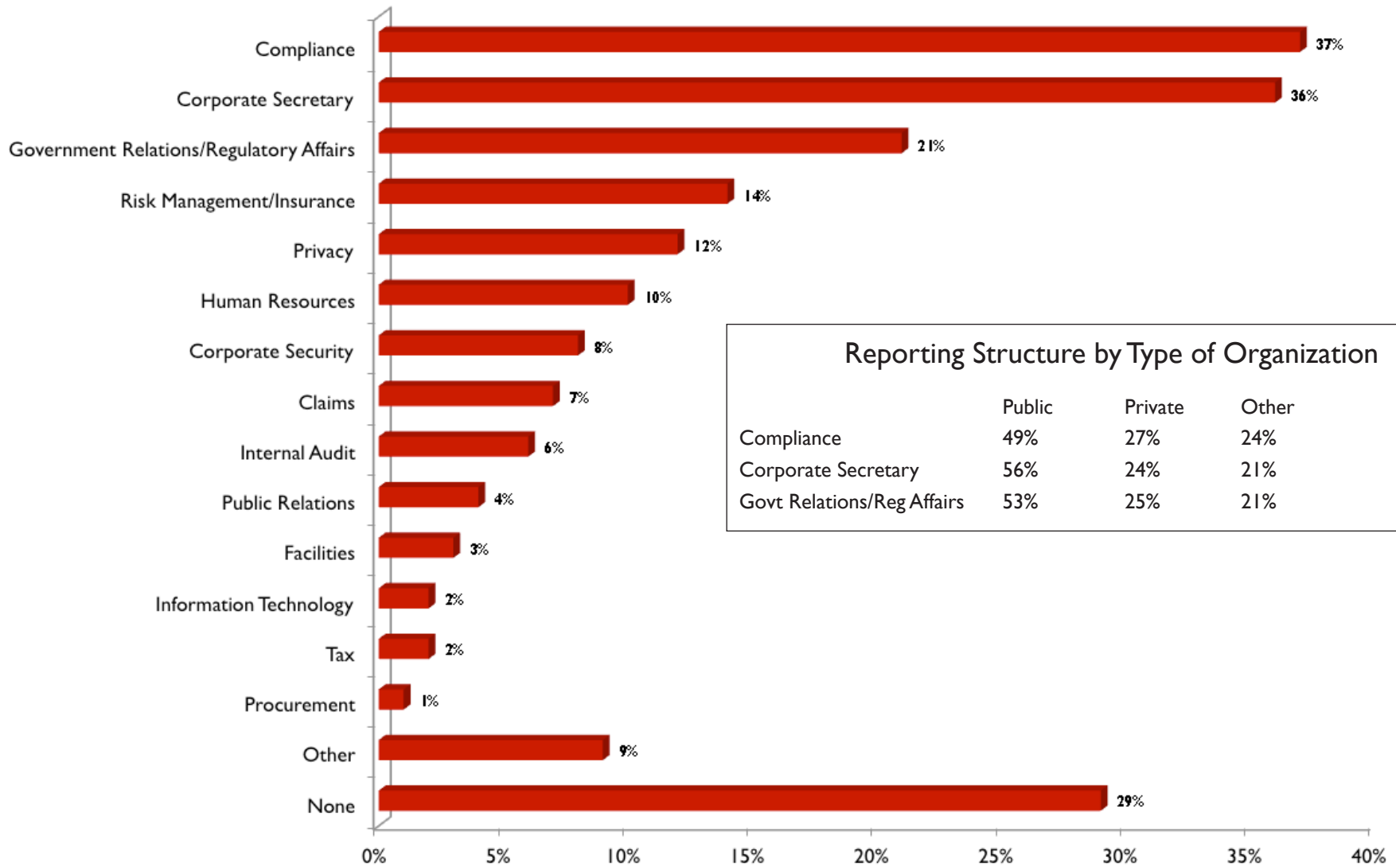
Number of Attorneys in Law Department

		Solo	2 - 5	6 - 20	21 - 50	51 - 100	101 or more
Number of Employees	Less than 100	52%	38%	10%	0%	0%	0%
	100 - 499	17%	50%	23%	4%	2%	4%
	500 - 999	18%	39%	21%	9%	6%	6%
	1,000 - 4,999	1%	32%	43%	13%	7%	4%
	5,000 - 9,999	0%	10%	46%	28%	8%	8%
	10,000 - 49,999	0%	6%	40%	21%	21%	13%
	50,000 - 99,999	0%	0%	3%	14%	28%	55%
	100,000 or more	0%	0%	0%	18%	9%	73%
Gross Revenues <i>(in \$US millions)</i>	Less than \$25	39%	18%	36%	0%	4%	4%
	\$25 - \$49	31%	63%	6%	0%	0%	0%
	\$50 - \$99	29%	53%	0%	6%	0%	12%
	\$100 - \$299	23%	55%	9%	5%	9%	0%
	\$300 - \$499	6%	38%	44%	0%	13%	0%
	\$500 - \$999	0%	44%	31%	9%	6%	9%
<i>(in \$US billions)</i>	\$1 - \$1.9	0%	27%	50%	12%	8%	4%
	\$2 - \$2.9	0%	14%	43%	29%	7%	7%
	\$3 - \$3.9	0%	14%	43%	29%	7%	7%
	\$4 or more	0%	6%	31%	32%	26%	4%
Organization Type	Public	5%	15%	31%	16%	15%	18%
	Private	20%	41%	25%	5%	4%	6%
Primary Industry	Finance/Banking	7%	10%	15%	12%	15%	41%
	Energy/Oil & Gas	8%	21%	31%	31%	5%	5%

Corporate Legal Department: Departments Reporting to General Counsel

One-third (37%) report that their organization's compliance department reports to the general counsel, as do 36% of their corporate secretary departments, and 21% of their government relations/regulatory affairs departments.

What other departments report to the Office of the General Counsel? (n=5104)



Corporate Legal Department: Departments Reporting to General Counsel

As the number of employees at an organization increases, so does the likelihood of that organization having both the compliance and corporate secretary departments report to the general counsel. Twenty-two percent (22%) of those from organizations of less than 100 employees have compliance report to their general counsel, compared to 43% of those from organizations of 5,000 or more. Just under one-fifth (19%) of those from organizations of less than 100 have the corporate secretary report to the general counsel, compared to 46% of those from organizations of over 5,000. This same pattern exists when revenue is looked at: The more revenue generated by the organization, the more likely it is that compliance and the corporate secretary will report to the general counsel.

Forty-two percent (42%) of public organizations have compliance reporting to the general counsel, and 46% have the corporate secretary reporting to the general counsel. This compares to 32% among private companies for compliance and 27% for the corporate secretary.

Among those general counsel who have compliance reporting to them, 12% work for a law department of just one attorney, 24% work for a department with two to five attorneys, 28% work for a department with six to 20 attorneys, 17% work for a department with 21 to 50 attorneys, 8% work for a department with 51 to 100 attorneys, and 9% work for a department with 100 or more attorneys. Two-thirds (65%) of these general counsel consult outside counsel for litigation matters, 43% consult outside counsel for employment/labor matters, and 40% consult outside counsel for intellectual property matters.

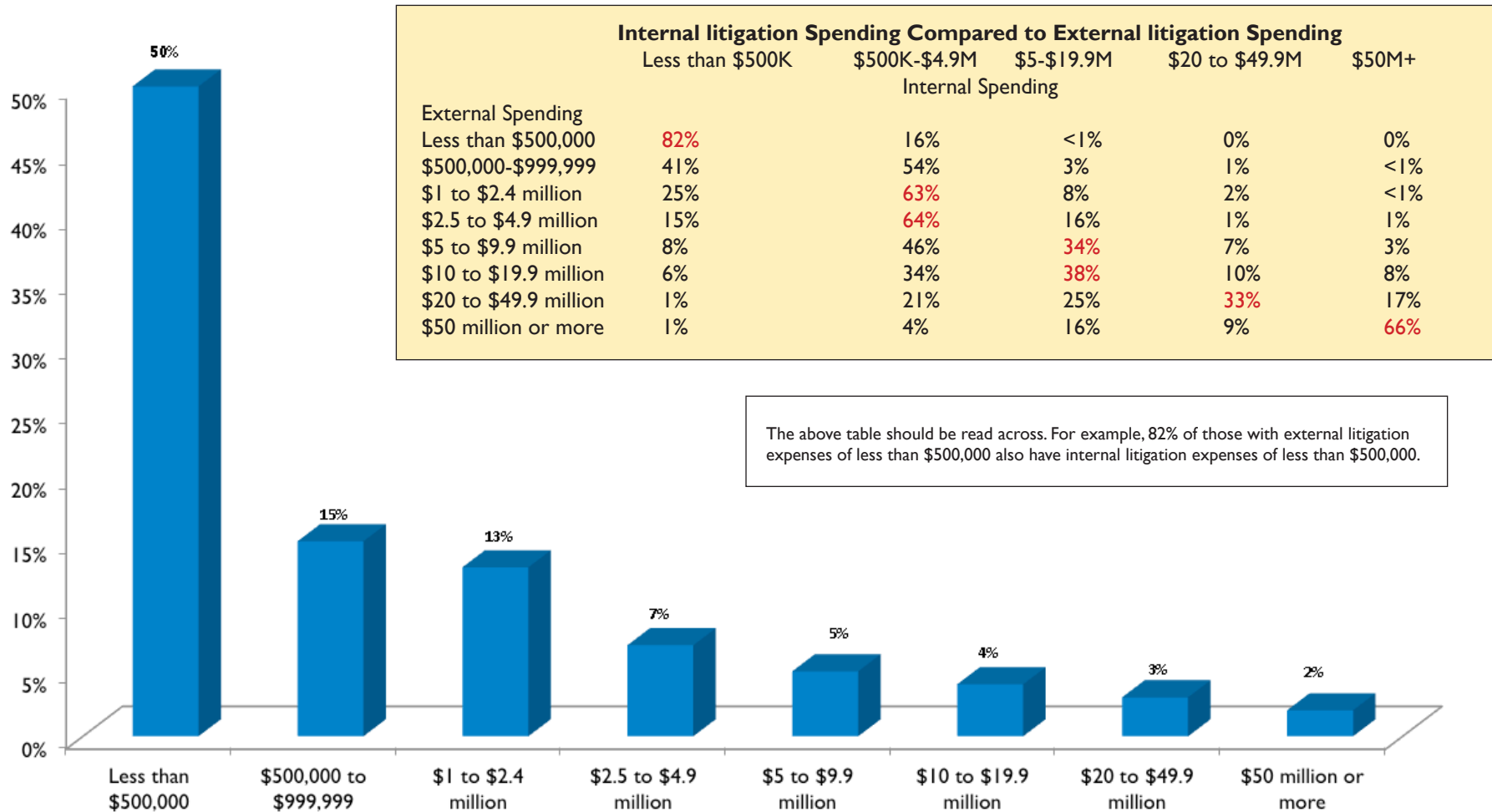
We see similar numbers for those general counsel who have the corporate secretary reporting to them with 12% working for a law department of just one attorney, 24% working for a department with two to five attorneys, 26% working for a department with six to twenty attorneys, 18% working for a department with 21 to 50 attorneys, 8% working for a department with 51 to 100 attorneys, and 9% working for a department with 100 or more attorneys. Sixty-five percent (65%) of these general counsel consult outside counsel for litigation matters, 45% consult outside counsel for employment/labor matters, and 42% consult outside counsel for intellectual property matters.

Corporate Legal Department: Legal Budget — litigation (Outside Counsel)

As shown below in the graph, 50% of these respondents spend less than \$500,000 on outside counsel for litigation matters. An additional 28% indicate they spend between \$500,000 and \$2.5 million. As shown in the table below, there is a strong correlation between external litigation expenses and internal litigation expenses, with 82% of those who spend less than \$500,000 externally indicating they spend less than \$500,000 internally.

In 2010, what did it cost to provide legal services to your client in US Dollars?

Legal costs should include IP, compliance, personnel, operative, administrative and occupancy expenses.

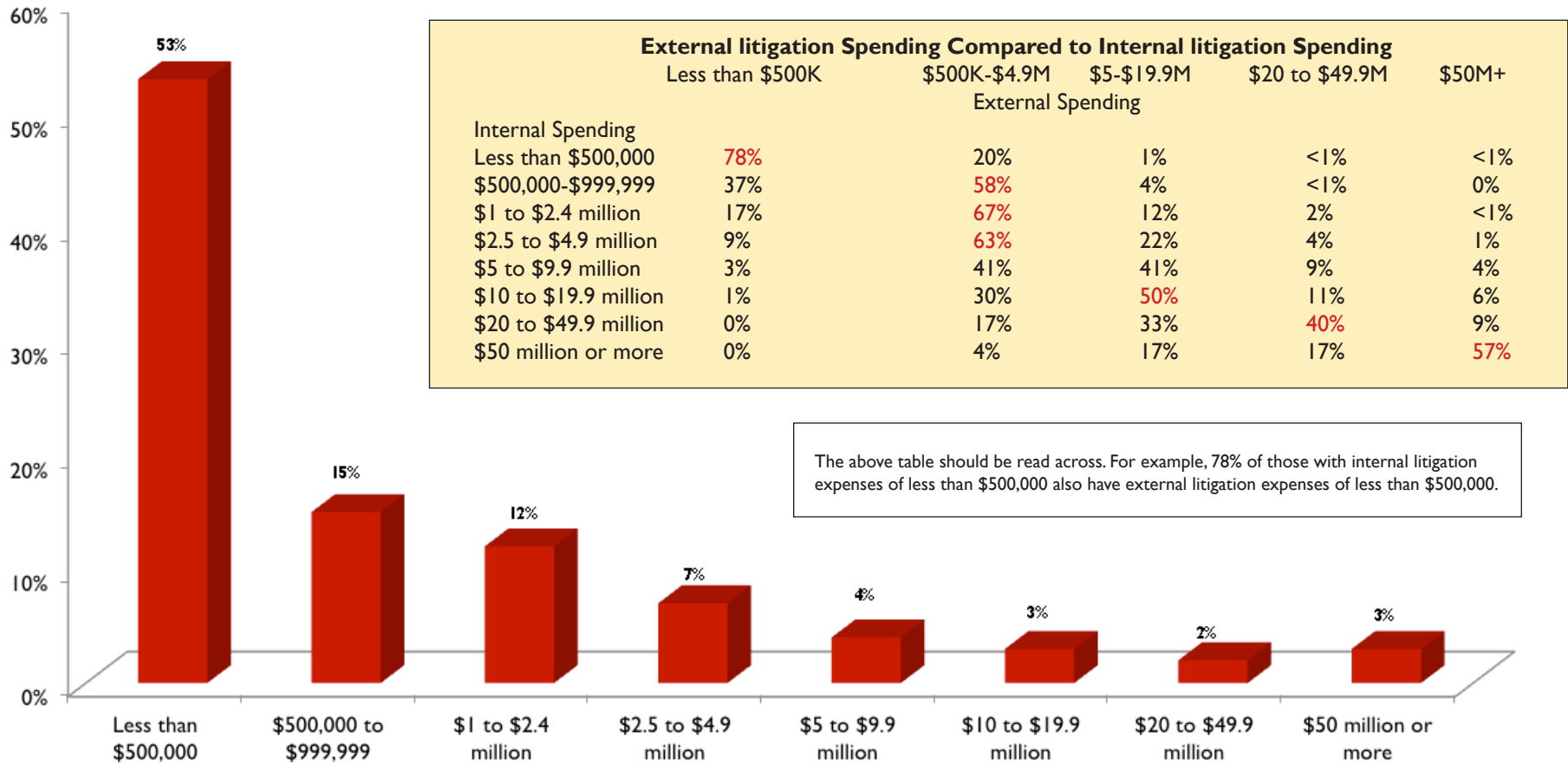


Corporate Legal Department: Legal Budget — litigation (Internal Spend)

As shown below in the graph, 53% of these respondents spend less than \$500,000 internally for litigation matters. An additional 27% indicate they spend between \$500,000 and \$2.5 million. As shown in the table below, there is a strong correlation between internal litigation expenses and external litigation expenses, with 78% of those who spend less than \$500,000 internally indicating they spend less than \$500,000 externally.

In 2010, what did it cost to provide legal services to your client in US Dollars?

Legal costs should include IP, compliance, personnel, operative, administrative and occupancy expenses.

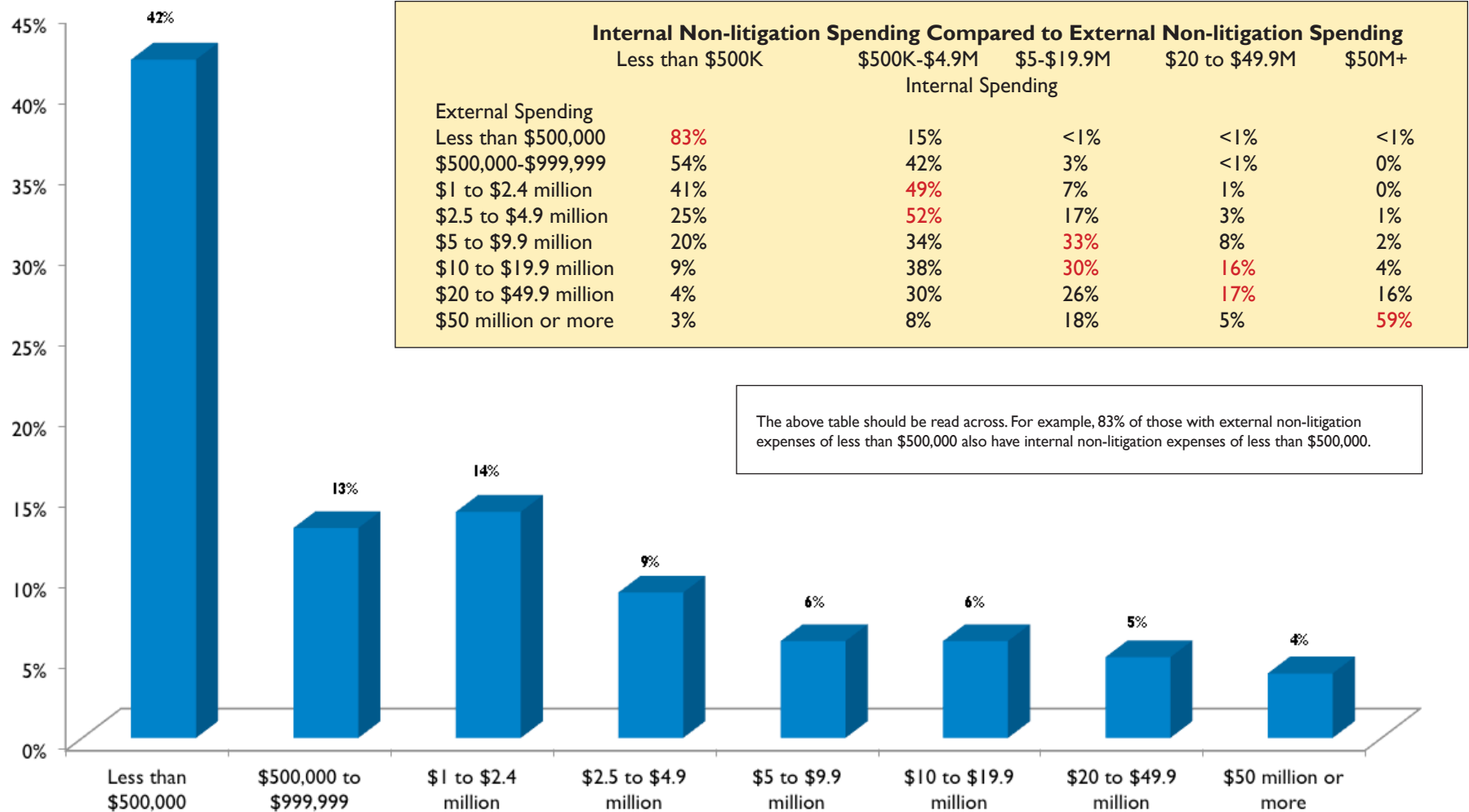


Corporate Legal Department: Legal Budget — Non-litigation (Outside Counsel)

As shown below in the graph, 42% of these respondents spend less than \$500,000 externally for non-litigation matters. An additional 27% indicate they spend between \$500,000 and \$2.5 million. As shown in the table below, there is a strong correlation between external non-litigation expenses and internal non-litigation expenses, with 83% of those who spend less than \$500,000 externally indicating they spend less than \$500,000 internally.

In 2010, what did it cost to provide legal services to your client in US Dollars?

Legal costs should include IP, compliance, personnel, operative, administrative and occupancy expenses.

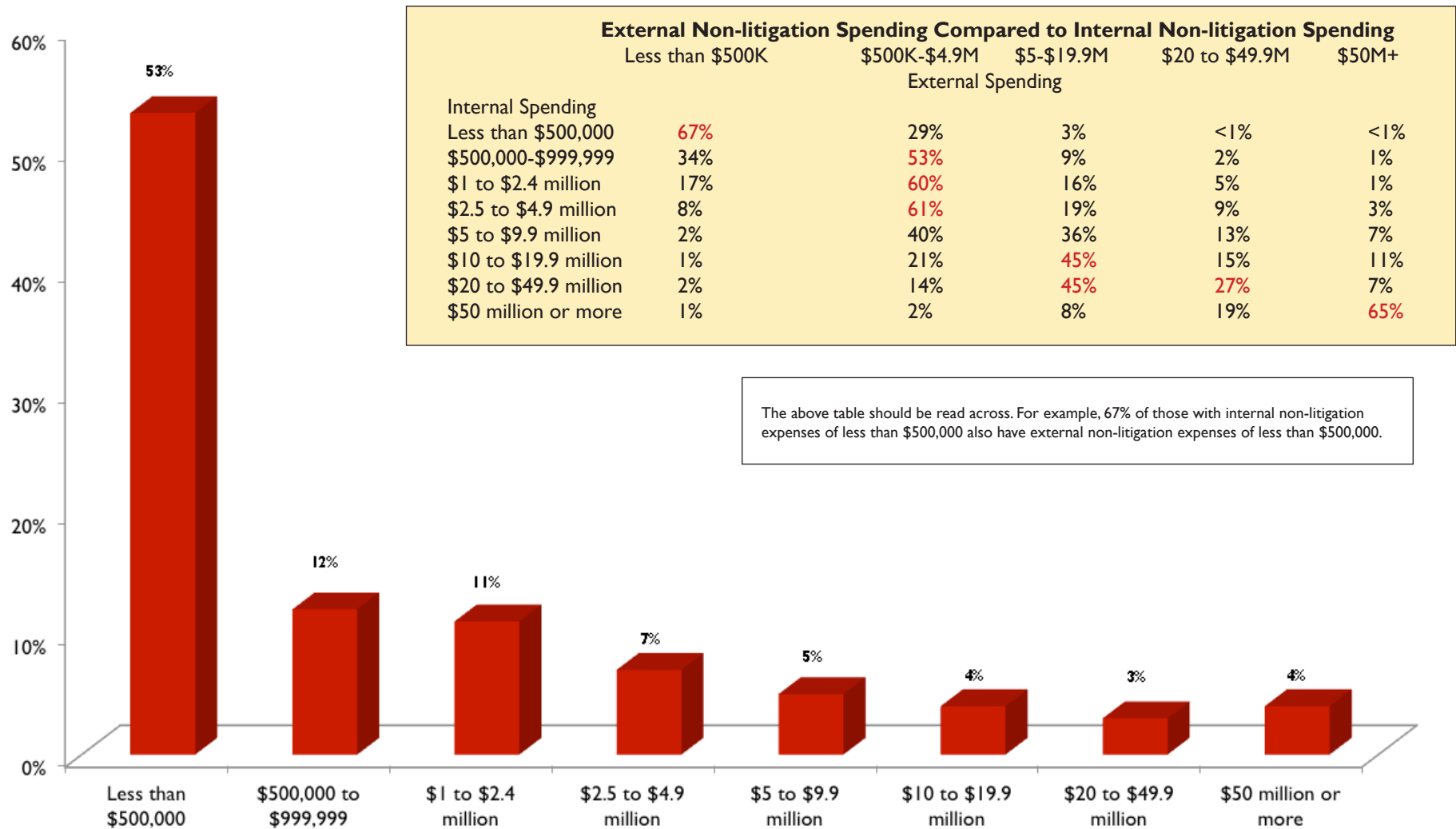


Corporate Legal Department: Legal Budget — Non-litigation (Internal Spend)

As shown below in the graph, 53% of these respondents spend less than \$500,000 internally for non-litigation matters. An additional 23% indicate they spend between \$500,000 and \$2.5 million. As shown in the table below, there is a strong correlation between internal non-litigation expenses and external non-litigation expenses, with 67% of those who spend less than \$500,000 internally indicating they spend less than \$500,000 externally.

In 2010, what did it cost to provide legal services to your client in US Dollars?

Legal costs should include IP, compliance, personnel, operative, administrative and occupancy expenses.



Corporate Legal Department: Legal Budget

When the various industries' internal and external spending for litigation and non-litigation are compared, no clear differences emerge by industry or by amount spent. For example, among those organizations that spend less than \$500,000 per year for internal litigation, 11% indicate their primary industry is manufacturing. This compares to 10% of those organizations that spend less than \$500,000 per year for external litigation. The same is true among non-litigation expenses: 11% of those who spend under \$500,000 in internal spending, compared to 9% who spend under \$500,000 in external spending.

Among larger organizations, some differences exist. Nineteen percent (19%) of those who spend \$50 million or more internally on litigation cite manufacturing as their primary industry, while 24% of those who spend \$50 million or more externally cite finance & banking. We don't see this when we look at the non-litigation expenses of these large organizations. Fourteen percent (14%) of those spending \$50 million or more internally on non-litigation expenses cite manufacturing as their primary industry, while 16% cite finance & banking. Externally, these numbers are 14% and 15%, respectively.

The likelihood of an organization being public increases with the amount spent either externally or internally on both litigation and non-litigation.

Small to medium organizations spend the same internally as they do externally for non-litigation expenses. For example, 90% of organizations with less than 100 employees spend less than \$500,000 per year on internal non-litigation expenses. Eighty-seven percent (87%) of organizations in this same category spend less than \$500,000 on external non-litigation expenses. This is not, however, true of large organizations: 24% of organizations of 5,000 people or more spend less than \$500,000 per year on internal non-litigation, while just 11% of this same category of organization spends less than \$500,000 on external non-litigation expenses.

With litigation expenses, smaller companies are similar both internally and externally. For example, 92% of organizations of less than 100 employees spend less than \$500,000 internally on litigation, while 88% of this size organization spends less than \$500,000 externally. We see a similar pattern among large companies, unlike what we saw above. Twenty-four percent (24%) of large companies spend less than \$500,000 internally, compared to 20% who spend less than \$500,000 externally.

Seventy-three percent (73%) of those spending less than \$500,000 on internal non-litigation consult outside counsel for litigation, and 59% consult outside counsel for employment/labor. Similar numbers are shown for external non-litigation (69% – litigation and 57% – employment/labor). Similar comparisons can be made among those who spend \$50 million or more. Fifty-five percent (55%) internally spend on non-litigation, and 55% externally spend on non-litigation. Nineteen percent (19%) internally spend on employment/labor, compared to 21% who externally spend on this issue.

Similar numbers are seen in the litigation area (72% of those spending less than \$500,000, internally compared to 71% externally), and employment/labor (56% internally vs. 54% externally). Among those organizations, which spend \$50 million or more per year internally, 53% consult for litigation, as do 52% who spend this amount externally.

Internal litigation Spending by Number of Attorneys

Internal litigation Spending by Number of Attorneys						
	Number of Attorneys					
Internal lit Spending	1	2 to 5	6 to 20	21 to 50	51 to 100	100+
Less than \$500,000	39%	40%	13%	5%	1%	2%
\$500,000 to \$4.9 M	8%	34%	36%	13%	5%	3%
\$5 M to \$19.9 M	4%	5%	27%	33%	13%	18%
\$20 M to \$49.9 M	1%	5%	9%	20%	31%	34%
\$50 M or more	0%	1%	4%	16%	16%	63%

External litigation Spending by Number of Attorneys

External litigation Spending by Number of Attorneys						
	Number of Attorneys					
External lit Spending	1	2 to 5	6 to 20	21 to 50	51 to 100	100+
Less than \$500,000	38%	41%	14%	4%	2%	2%
\$500,000 to \$4.9 M	13%	34%	32%	13%	4%	3%
\$5 M to \$19.9 M	4%	9%	32%	26%	14%	15%
\$20 M to \$49.9 M	1%	5%	14%	25%	23%	32%
\$50 M or more	0%	4%	7%	11%	11%	66%

The above tables should be read across. For example, among companies with less than \$500,000 internal litigation spending, 39% have just one attorney in their legal department, 40% have two to five attorneys, 13% have six to twenty attorneys, 5% have 21 to 50 attorneys, 1% have 51 to 100 attorneys, and 2% have 100 or more attorneys.

The above tables include only those attorneys with their primary office in the United States.

Internal Non-litigation Spending by Number of Attorneys						
Number of Attorneys						
Internal Non-lit Spending	1	2 to 5	6 to 20	21 to 50	51 to 100	100+
Less than \$500,000	38%	41%	15%	3%	1%	1%
\$500,000 to \$4.9 M	10%	34%	33%	16%	4%	4%
\$5 M to \$19.9 M	3%	10%	34%	25%	15%	14%
\$20 M to \$49.9 M	3%	7%	24%	30%	16%	21%
\$50 M or more	0%	3%	6%	18%	20%	54%

External Non-litigation Spending						
Number of Attorneys						
External Non-lit Spending	1	2 to 5	6 to 20	21 to 50	51 to 100	100+
Less than \$500,000	45%	40%	10%	2%	1%	1%
\$500,000 to \$4.9 M	12%	40%	32%	10%	3%	2%
\$5 M to \$19.9 M	3%	12%	37%	27%	12%	10%
\$20 M to \$49.9 M	2%	5%	20%	34%	19%	21%
\$50 M or more	1%	1%	4%	16%	19%	60%

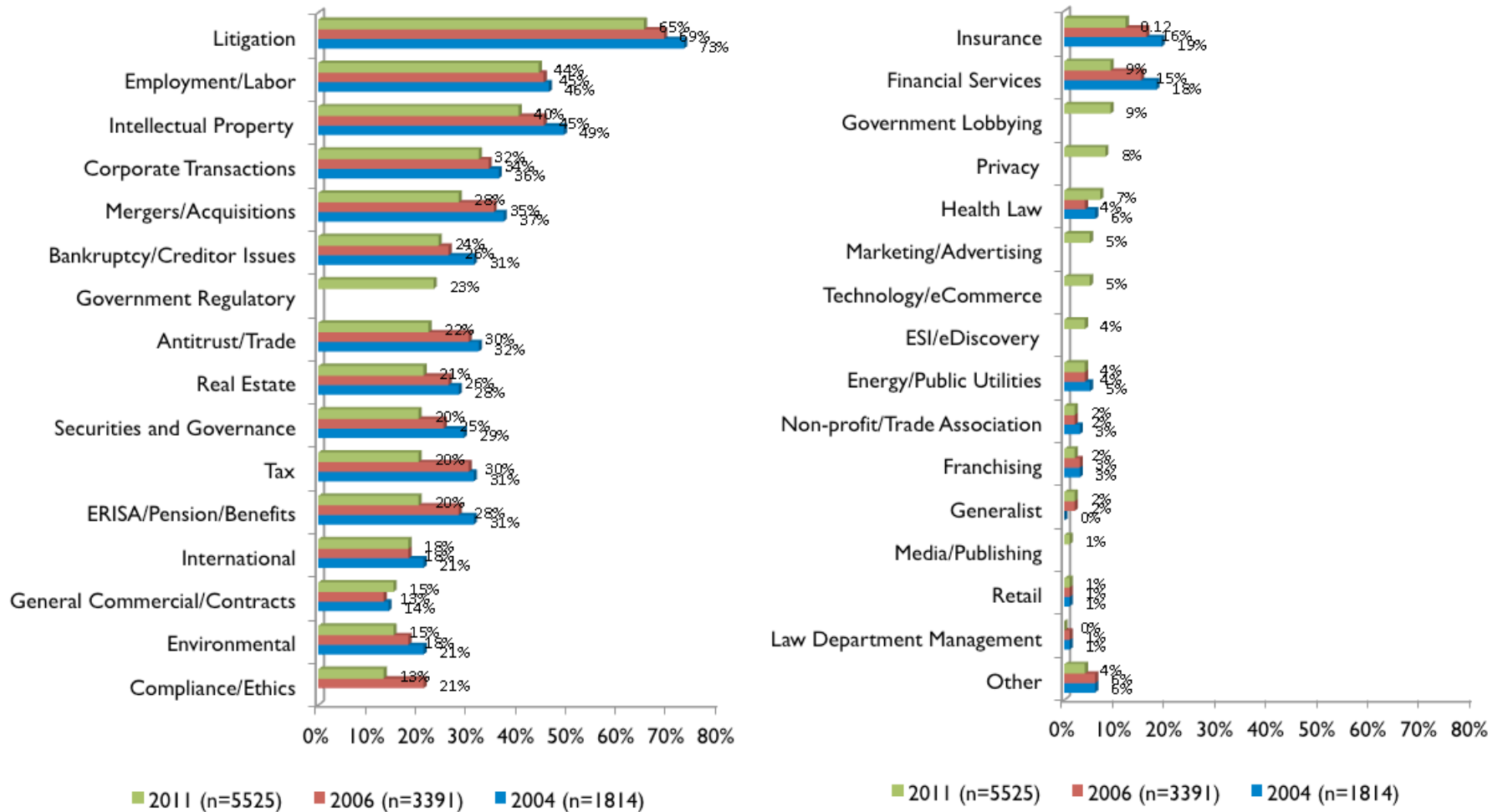
The above tables should be read across. For example, among companies with less than \$500,000 internal litigation spending, 38% have just one attorney in their legal department, 41% have two to five attorneys, 15% have six to twenty attorneys, 3% have 21 to 50 attorneys, 1% have 51 to 100 attorneys, and 1% have 100 or more attorneys.

The above tables include only those attorneys with their primary office in the United States.

Use of Outside Counsel: Issues Consulting Outside Counsel

Litigation remains the top outside counsel usage issue, followed by employment/labor and intellectual property. But, we are beginning to see a number of new issues that require the use of outside counsel including government regulatory, government lobbying, privacy, marketing/advertising, technology/eCommerce, ESI/ediscovery and media/publishing. Many of these “new” issues reflect what we saw under practice areas. We also see a declining use of outside counsel across all issues.

For what issues, if any, do you consult outside counsel?



Use of Outside Counsel: Issues Consulting Outside Counsel

Thirty-nine percent (39%) of those who consult outside counsel for litigation issues are chief legal officers or general counsel. Twenty-five percent (25%) are assistant/associate general counsel. Forty percent (40%) of them work for public organizations, while 34% work for private organizations. Thirty-nine percent (39%) work for an organization of more than 5,000 employees, and 24% work for an organization of between 1,000 and 5,000 employees.

Forty-eight percent (48%) of those who consult outside counsel for employment/labor are chief legal officers or general counsel. Twenty-three percent (23%) are assistant/associate general counsel. Thirty-five percent (35%) of these attorneys work for a public organization while 38% work for a private organization. Thirty-one percent (31%) work for an organization of more than 5,000 employees, while 27% work for an organization of between 1,000 and 5,000 employees.

Forty-three percent (43%) of those who consult outside counsel for intellectual property are chief legal officers or general counsel. Twenty-three percent (23%) are assistant/associate general counsel. Forty percent (40%) of these attorneys work for a public organization, while 35% work for a private organization. More than a third (36%) work for an organization of 5,000 employees or greater, while 26% work for an organization of between 1,000 and 5,000 employees.

Among those attorneys who use outside counsel for litigation issues, 19% work for law departments with just one attorney, 31% work for departments with two to five attorneys, 22% work for departments with six to 20 attorneys, 11% work for departments with 21 to 50 attorneys, 5% work for departments with 51 to 100 attorneys, and 6% work for departments with more than 100 attorneys.

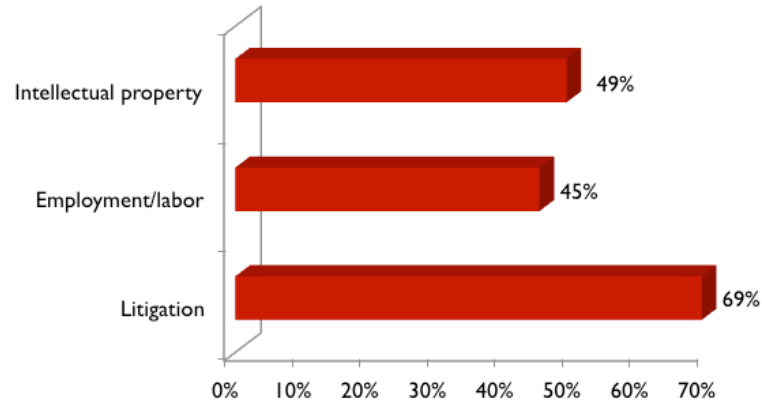
Among those attorneys who use outside counsel for employment/labor issues, 24% work for law departments with just one attorney, 37% work for departments with two to five attorneys, 21% work for departments with six to 20 attorneys, 8% work for departments with 21 to 50 attorneys, 3% work for departments with 51 to 100 attorneys, and 3% work for departments with more than 100 attorneys.

Among those attorneys who use outside counsel for intellectual property issues, 22% work for law departments with just one attorney, 33% work for departments with two to five attorneys, 21% work for departments with six to 20 attorneys, 9% work for departments with 21 to 50 attorneys, 4% work for departments with 51 to 100 attorneys, and 4% work for departments with more than 100 attorneys.

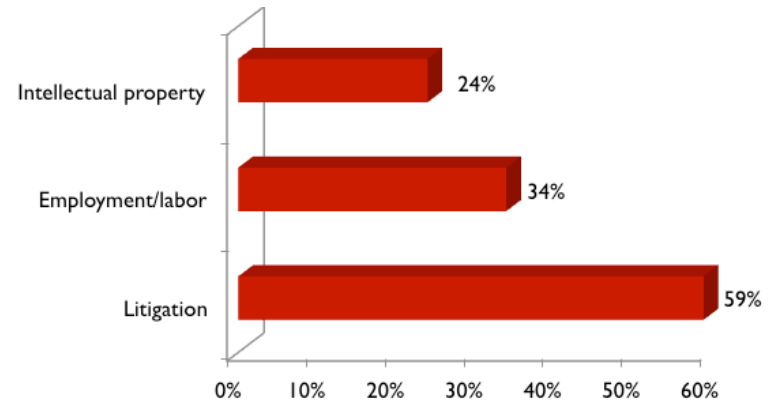
When practice area is compared to primary industry we find that among those whose primary industry is manufacturing, 69% indicate they consult outside counsel for litigation matters, 45% consult outside counsel for employment/labor matters and 49% consult outside counsel for intellectual property matters. Among those whose primary industry is finance & banking, 59% indicate they consult outside counsel for litigation matters, 34% consult outside counsel for employment/labor matters and 24% consult outside counsel for intellectual

property matters. Among those whose primary industry is insurance, 63% indicate they consult outside counsel for litigation matters, 28% consult outside counsel for employment/labor matters and 23% consult outside counsel for intellectual property matters. Among those whose primary industry is IT/software, 57% indicate they consult outside counsel for litigation matters, 45% consult outside counsel for employment/labor matters and 49% consult outside counsel for intellectual property matters.

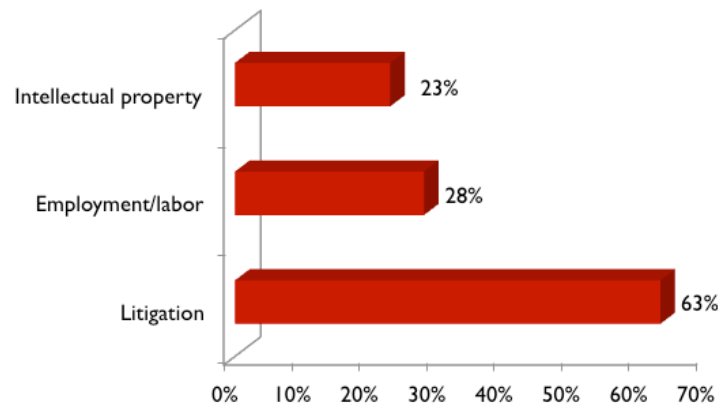
Manufacturing Issues by Practice Area



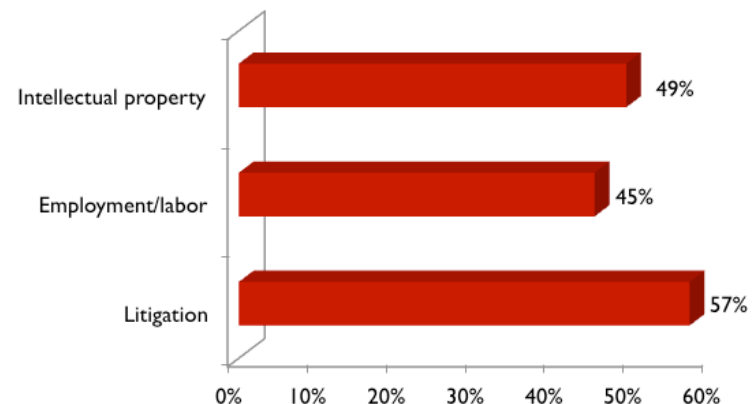
Finance and Banking Issues by Practice Area



Insurance Issues by Practice Area



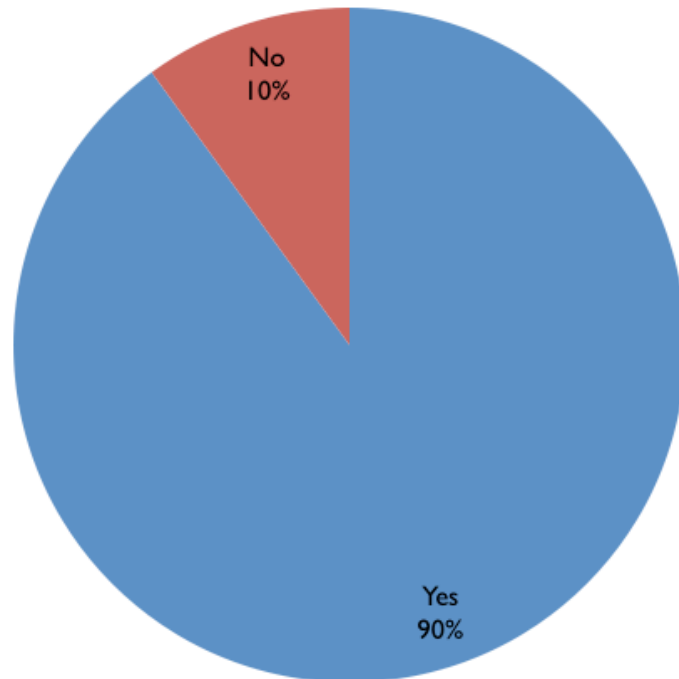
IT/Software Issues by Practice Area



Use of Outside Counsel: Managing Outside Counsel

Ninety percent (90%) of these respondents personally manage outside counsel retained by their law departments.

Do you personally manage outside counsel retained by your law department?



Among the 10% who indicated they did not manage outside counsel retained by their law department...

Current position

- 11% Chief Legal Officer/General Counsel
- 5% Deputy General Counsel
- 25% Asst/Assoc General Counsel
- 17% Senior Attorney
- 42% Other

Years working as in-house counsel

- 38% Five years or less
- 21% Six to ten years
- 16% 11 to 15 years
- 24% 16 or more years

Use of Outside Counsel: Percentage of Matters Using Outside Counsel

Half of these respondents use outside counsel for almost all of their litigation matters, while two-thirds (63%) use outside counsel less than 30% of the time for transaction matters, and three-quarters (77%) use outside counsel less than 30% of the time for their other matters.

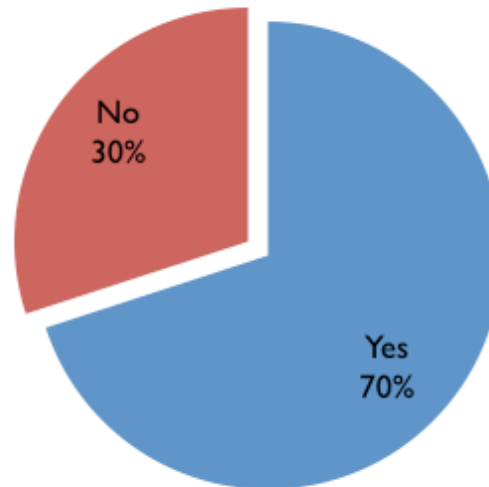
In 2010, what percentage of transactions, litigation and other matters your department handles for your organization with the use of outside counsel?

% of Matters Using Outside Counsel	Transactions	Litigation	Other Matters
Less than 10%	34%	11%	42%
10 to 29%	29%	6%	35%
30 to 49%	14%	5%	13%
50 to 69%	11%	9%	6%
70 to 89%	6%	18%	2%
90% or more	5%	51%	2%

ACC Membership

Seven in 10 respondents to this survey are ACC members.

Are you an ACC (Association of Corporate Counsel) member?



Few differences exist between ACC members and non-ACC members. Overwhelming percentages of both have their primary office in the United States, equal numbers are men and women, equal numbers are in the various age breaks and equal numbers are chief legal officers or general counsel. They have worked a similar number of years as in-house counsel, have worked a similar number of years before becoming in-house counsel, and have had a similar number of employers and a similar number of positions both legally and non-legally with their present employers.

They work the same number of hours each week, have similar alternative work arrangements offered and take advantage of these alternative work arrangements in similar numbers. Their base pay and total compensation is similar and they are offered the same types of benefits. The types of organizations they work for are similar, as are the size of the organizations they work for, the gross revenues of those organizations, and the structure of their legal staffs.

The only difference between ACC members and non-members responding to this survey was that ACC members tended to have more employers in their legal careers (both in-house and outside) than non-members. Sixty-four percent (64%) of those with five or more employers are ACC members, as are 59% of those with three or four employers, and 57% of those with one or two employers.

Respondent Profile

		2004	2006	2011
Age (n=4787)	Less than 30	1%	1%	2%
	30 to 34	11%	8%	9%
	35 to 39	21%	19%	17%
	40 to 44	20%	19%	21%
	45 to 49	19%	19%	17%
	50 to 54	14%	17%	15%
	55 to 59	9%	11%	11%
	60 to 64	4%	5%	6%
	65 to 69	1%	1%	1%
	69+	0%	0%	<1%
Ethnicity (n=4701)	Caucasian/European/white	90%	89%	85%
	Asian/Pacific Islander	3%	3%	5%
	African American/black	2%	3%	4%
	Hispanic or Latino	3%	3%	3%
	Mixed heritage	1%	1%	2%
	Native American	0%	0%	<1%
	Other	1%	1%	1%
Gender (n=4761)	Male	63%	61%	59%
	Female	37%	39%	41%



By in-house counsel, for in-house counsel.®

For more information about ACC's 2011 Census Report,
please visit www.acc.com/census.

ACC: The world's largest global community of in-house counsel, with more than 29,000 members in over 75 countries.

CHAPTERS LOCATED IN ARGENTINA, CANADA, EUROPE, ISRAEL AND THE UNITED STATES

ASSOCIATION OF CORPORATE COUNSEL
BY IN-HOUSE COUNSEL, FOR IN-HOUSE COUNSEL®

1025 Connecticut Ave., NW, Suite 200, Washington DC 20036
tel +1 202.293.4103 • www.acc.com