



# 2014 ACC GLOBAL WORK-LIFE BALANCE REPORT

ACC EXECUTIVE SERIES

FIND OUT WHAT benefits in-house lawyers want and what programs best support those looking for work-life equilibrium.

DISCOVER INSIGHT from 2,004 in-house lawyers in 43 countries.

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**A**s any corporate counsel can attest, the demands of work can rapidly infringe on personal responsibilities. Although our individual scenarios may differ, we have all found ourselves caught in the middle between professional and personal commitments: answering an email in the middle of the night, answering a phone call when we should be focused on our children, or trying to prepare dinner while participating in a conference call.

Work-life balance issues transcend where you live and where you work. Indeed, work-life balance is the one universal diversity and inclusion issue. All of us feel like we do not have enough hours in the day to both complete our work and to care for our loved ones and ourselves.

To better understand these universal challenges and their impact on business outcomes, we have published the second installment of the Association of Corporate Counsel Executive Series, the **2014 ACC Global Work-Life Balance Report**.

This report examines the quandary in-house lawyers face when work demands compete with caregiving and parenting responsibilities. All of us talk a great deal about work-life balance – whether we have it, how we try to attain it and what it takes to manage a rewarding career in today’s fast-paced business environment with our desire to have fulfilling personal lives. In this report, we offer the combined perspectives of over 2,000 in-house counsel working in more than 40 countries.

After reading the report, we hope you come away with a better understanding of the complexities of these issues and how they relate to your own life and to the environment of your law department or company. While many organizations worldwide have procedures in place for employees to manage professional and personal responsibilities, many in-house counsel perceived a significant disconnect between policy and practice.

As the largest organization representing the interests of in-house lawyers around the world, the candid feedback from the study’s respondents will help employers to guide their thinking about how work-life balance initiatives can help attract, retain and support in-house counsel. We believe that corporate environments that foster improvements in work-life balance and allow employees to attend to all of their personal responsibilities will ultimately drive positive business outcomes.

Very truly yours,

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

**David R. Allgood**  
Executive Vice President & General Counsel  
Royal Bank of Canada

# INTRODUCTION

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## Organizational support for work-life balance heavily influences employees' intentions to leave or stay with their company. Still, there is a disconnect between benefits offered and employees' comfort in using them.

In every practice and industry, a large workload coupled with constant global connectivity has erased the boundaries between work and personal time. This around-the-clock work environment and our growing appetite for immediate response make it challenging for in-house counsel to separate highly valued personal relationships and commitments from professional responsibilities. Even lawyers who love their work struggle with the demands of a 24/7 career. To better understand the state of work-life balance among in-house lawyers, the Association of Corporate Counsel (ACC), the world's largest organization dedicated to corporate counsel, reached out to more than 30,000 lawyers. This survey report reflects the views of 2,004 individuals in 43 countries who work as in-house counsel.

Results show that for many, work-life balance had a significant impact on the decision to join the in-house counsel community. Worldwide, the movement toward creating a healthy balance between professional ambitions and personal goals is gaining momentum. Benefits like flexible scheduling and telecommuting are highly valued by lawyers everywhere. Successful leaders know that the key to greater commitment and productivity is support for employees to use benefits that both encourage career success and meet personal needs.<sup>1</sup> This may mean a mix of flexible benefits for those who need to be at home but also want to experience in-person teamwork and morale.

**Organizational support for work-life balance heavily influences employees' intentions to leave or stay with their company.<sup>2</sup> Still, there is a disconnect between benefits offered and employees' comfort in using them.** Separating work and personal time has always been a challenge in high-demand professions. However, many lawyers who participated in this study noted that traditional benefit models that support work-life balance have been heavily influenced by technology and around-the-clock service. Taking vacation time or sick leave now often includes checking e-mail or responding to clients. In-house counsel who take advantage of work-life benefits often find they are working longer hours at home than they would in the office to demonstrate they are as productive and committed as those who work onsite. The outcome may be visible when looking at global trends. For example, in Europe, where benefits have traditionally been viewed as favorable to work-life balance, in-house lawyers are more often working unplanned hours and report being less happy with work-life balance compared with their peers in Canada and the United States.

The nonstop workweek occurs in the face of evidence that perceptions of work-life balance play a significant role in the career decisions of in-house counsel across generations and practice areas. Fifty-five percent of lawyers who participated in this study reported that work-life balance was a large factor in their decision to choose an in-house position. Interestingly, 36 percent of all respondents declared that they have considered looking for a different role or another company in anticipation of caregiving or parental responsibilities.

While few would question the growing role work-life balance plays in the recruitment, retention and engagement of lawyers, there are too few examples of successful career development programs aimed at developing those who take advantage of alternate work programs like job sharing or reduced hours. The **2014 ACC Global Work-Life Balance Report** confirms that in the minds of many in-house counsel, the stigma associated with using work-life benefits is incentive enough not to use them. To demonstrate this point, one in four in-house lawyers who participated in the ACC study, and who are caregivers, left

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# 58%

of in-house counsel  
are happy with their  
work-life balance

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### ACC ASKED AND YOU REPLIED:

What are the biggest barriers to successful work-life balance? Are some in-house counsel happier with their work-life balance compared to others and why? Do caregivers have a harder time balancing work and personal responsibilities? What is most useful for lawyers as they strive to be successful in their career while providing care to those who depend on them?





The above word cloud is a visual representation of more than 1,320 open-ended comments from participants who were asked the question: Please share the greatest barrier or challenge you face, if any, in succeeding in your role and balancing parental or caregiver responsibilities/ personal commitments.

their job for one that better supports their caregiving role, and another 4 percent quit work entirely. Though in-house counsel expressed a desire to be able to take advantage of programs such as flexible scheduling, telecommuting or part-time work hours, they often did not do so for fear of losing out on advancement opportunities.

For others, the stigma associated with using benefits does not exist anymore than work-life balance itself does. A recent article in *Business Insider* revealed that “The ‘Real Winners of the World’ Don’t Have Work-Life Balance, They Have Work.”<sup>3</sup> Several respondents to the 2014 ACC Global Work-Life Balance Report shared this author’s perspective and commented that the demands of being a lawyer are well known and should be expected in the profession. A reality facing many lawyers is that as the legal expert, they are often the only one who can perform the work. Several lawyers noted the need to be available “all the time” because they simply do not have a back-up to provide legal counsel. All of these issues result in sacrificing personal and family time. And for many, the hours and sacrifice are the cost of succeeding in the role.

Managers can influence work-life balance by encouraging lawyers to use programs designed to help achieve equilibrium. Lack of support from managers and leaders will manifest itself in costly turnover, greater health costs, gradual absences, and potentially lower productivity and disengagement. Understanding the positive impact of work-life benefits is a step toward improving lawyer retention, recruitment and performance.

A growing number of caregivers and parents in the workforce are willing to do the work and want to develop professionally. Organizations and managers have an opportunity to develop and adopt strategies to support work-life balance as a means to both attract and retain these valuable and talented lawyers. Whether referred to as work-life balance or work-life integration, innovative ways to be successful at work and at home is a pressing issue with growing implications. The 2014 ACC Global Work-Life Balance Report provides valuable insight into where we are today and how we can integrate modern work-life practice with successful legal practice.

# DEFINITIONS

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## Definitions

- **Caregivers** – Individuals who indicated they have primary care responsibilities for someone who needs assistance caring for himself/herself. This includes parents of children age 21 or under and those caring for other adults.
- **Working Parents** – Parents who have primary care responsibilities for a child or children age 21 or under.
- **Multiple Caregivers** – Individuals who indicated they are caring for individuals in more than one “caregiver” category. Fifty-seven percent of those with caregiving responsibilities to another adult are also parents to a child or children age 21 or under.

# EXECUTIVE SUMMARY OF KEY FINDINGS

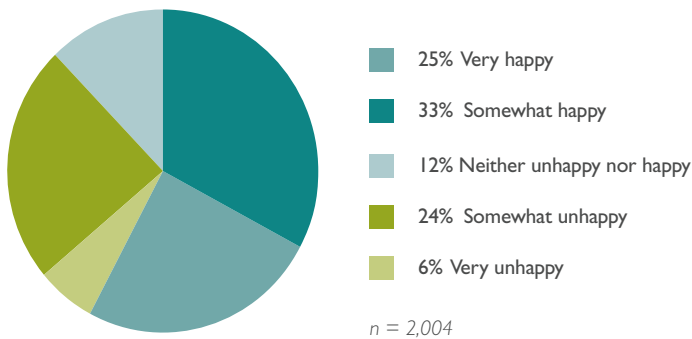
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## In-house lawyers happy with their work-life balance

More than half of in-house lawyers are happy with their work-life balance in their current work setting. Fifty-eight percent reported they were either very (25 percent) or somewhat (33 percent) happy with their work-life balance (Figure 1). Globally, Canada and the United States rate their happiness with work-life balance more positively than those from Europe, the Middle East and Africa (EMEA), Asia Pacific and Latin America (Figure 2).

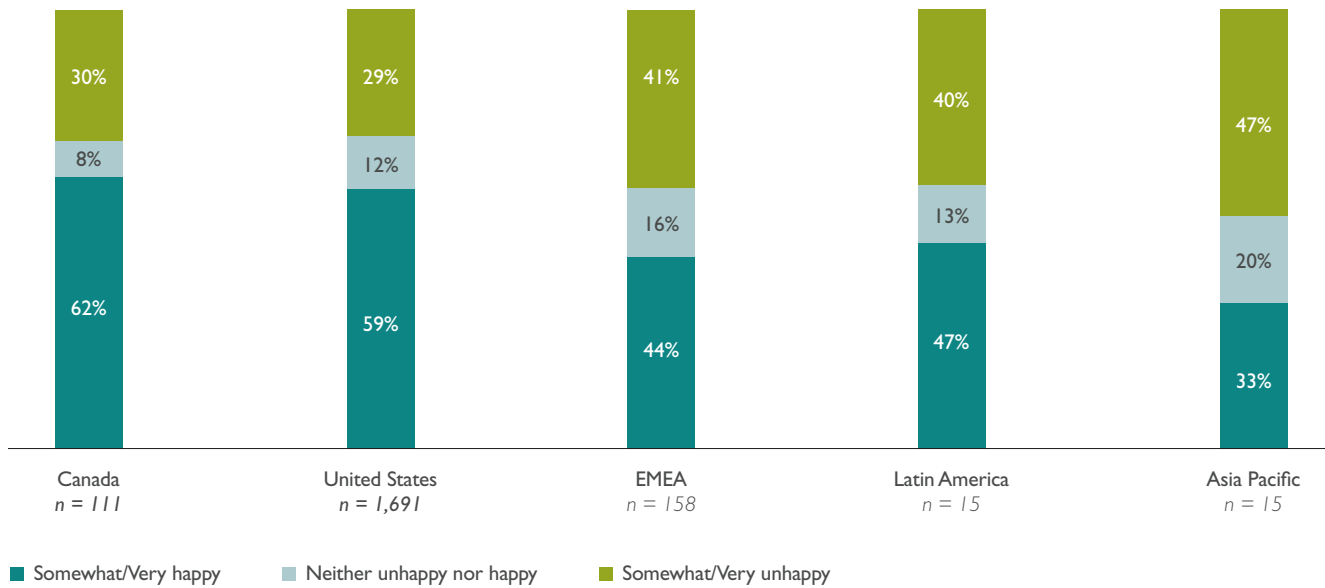
**FIGURE 1**  
Overall happiness with work-life balance

How happy are you overall with your work-life balance based on your current working pattern?



**FIGURE 2**  
Global perceptions of work-life balance

How happy are you with your work-life balance based on your current working pattern?

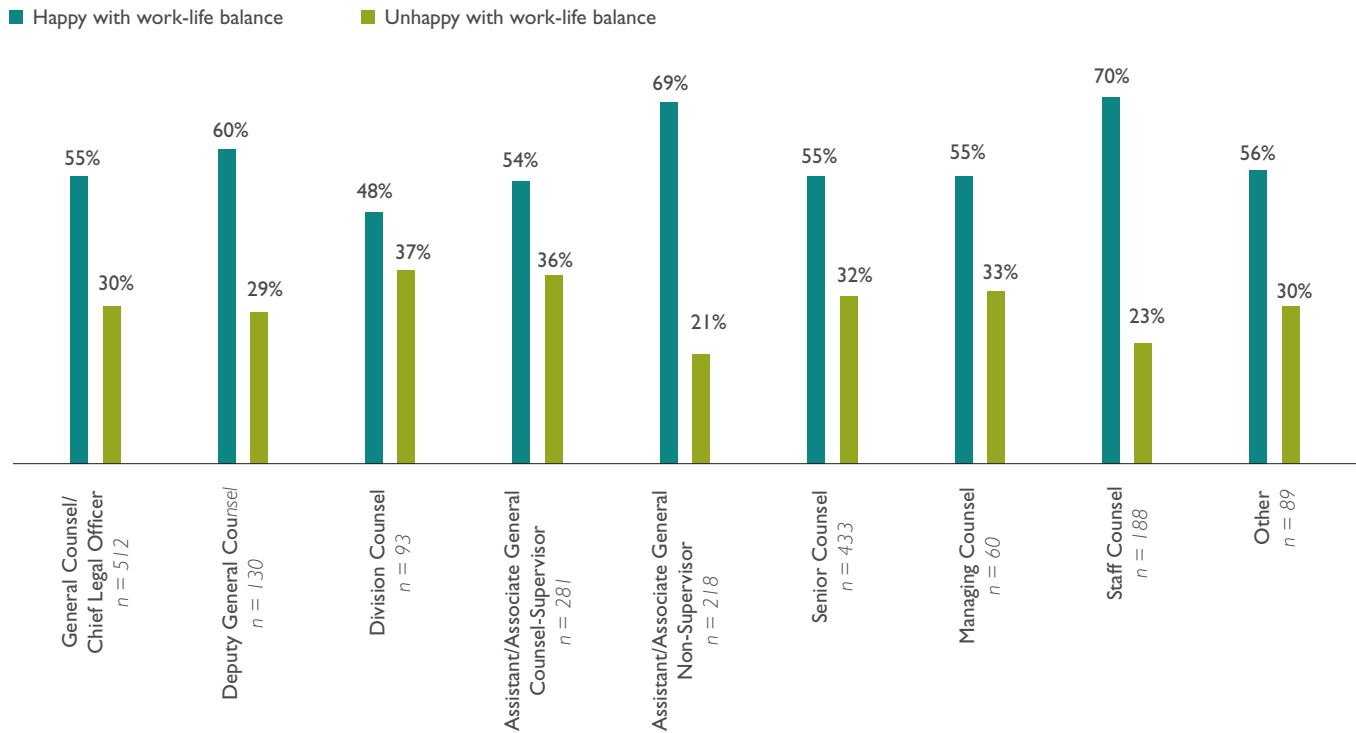


“Legal departments need to learn to value people who want to work less, but will still work extremely well. I would happily take a reduced salary if it meant I could work less and still be respected/valued.”

SENIOR COUNSEL, CANADA

**FIGURE 3**  
Happiness with work-life balance — by role

How happy are you with your work-life balance based on your current working pattern?



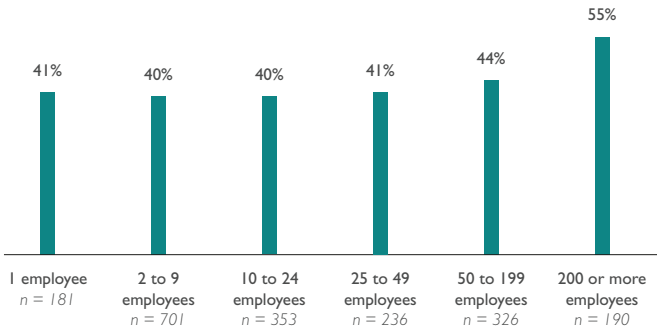
Results revealed variances in happiness among multiple in-house counsel roles. For example, assistant/associate general counsel in non-supervisor roles and staff counsel were significantly more likely to report being happy with their work-life balance compared with lawyers in other roles — 69 percent and 70 percent, respectively (Figure 3).

Survey results revealed different levels of happiness and varying views on how adequately companies support work-life balance by law department size. Fifty-five percent working in large departments reported that organizational policies adequately support caregivers (Figure 4). Lawyers working in large legal departments (200+ employees) expressed more favorable views with the *level* of departmental support offered to caregivers compared with counsel working in small to mid-size legal departments (Figure 5). While the workload is heavy in all legal departments, the autonomy of a solo in-house counsel and the back-up or support that exists in larger organizations appear to have an influence on perceptions of organizational support.

Compliance and ethics, technology, real estate and employment and labor are practice areas where in-house lawyers were most likely to say they have considered searching for another role in anticipation of parenting or caregiving responsibilities (Figure 6). Notably, in 2011, compliance and ethics was the most common in-house counsel discipline among lawyers new to an in-house role.<sup>4</sup> If work-life balance does not meet the expectations of new in-house counsel, they may choose to change roles, positions or companies. Further, with work-life balance playing a major role in lawyers’ decision to take an in-house position, the organizational promotion of work-life balance may be a key attraction for lawyers who might otherwise choose a position with less pay but more balance. Choosing time over money in order to meet caregiving needs or personal goals is becoming more common as seeking work-life balance gains traction as a key factor in career decision making for demanding roles in the legal, medical and other specialty fields.<sup>5</sup>

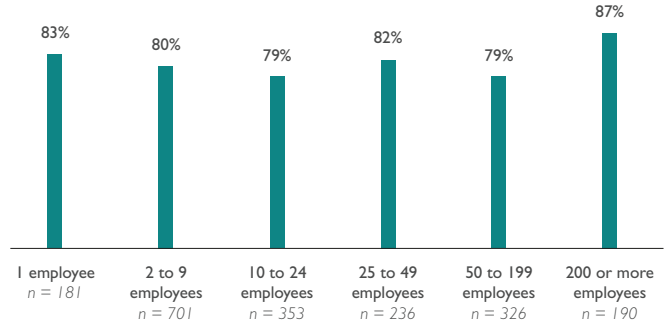
**FIGURE 4**  
Policies support caregivers — by department size

In general, do the policies in your organization adequately support caregivers and parents? % Yes



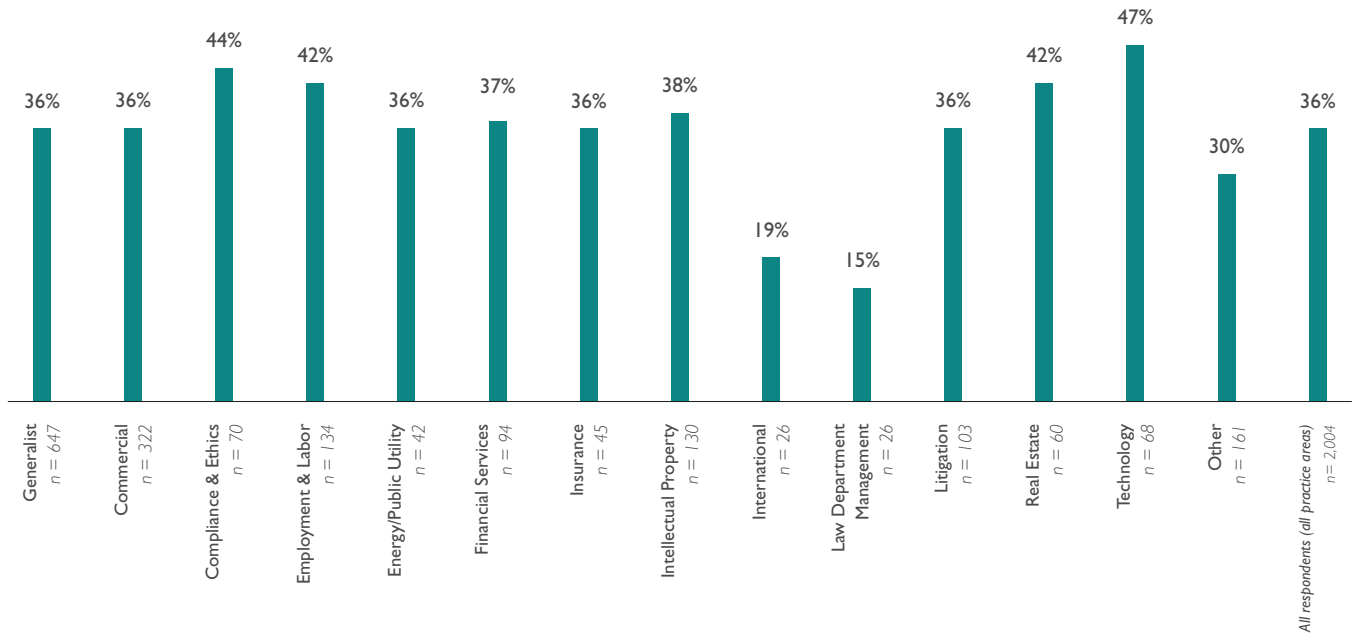
**FIGURE 5**  
Level of organizational support for caregivers — by department size

Would you say your organization is generally supportive or not supportive of employees with parental or caregiving responsibilities? % Very/Somewhat supportive



**FIGURE 6**  
Considered searching for another role — by practice area

Have you considered searching for another role or position at a different company based on anticipation of parenting or caregiving responsibilities? % Yes



## Difficulty managing personal and professional responsibilities

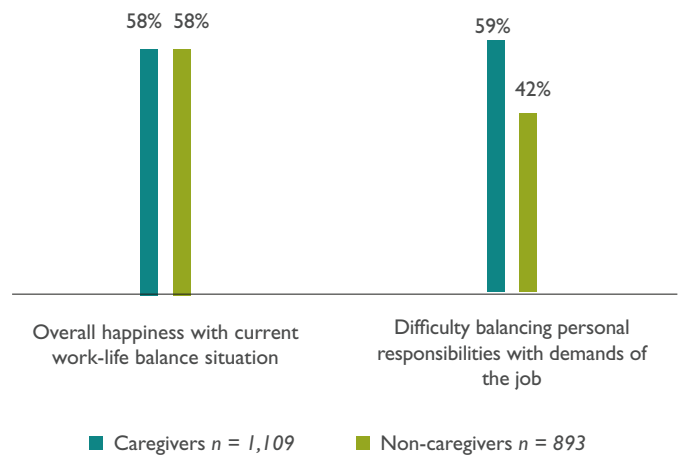
Caregivers make up a significant part of the workforce. Fifty-five percent of in-house counsel surveyed are caregivers, one-third are working parents responsible for children age three and under, and 6 percent are primary caregivers to more than one child or adult. There was no difference in happiness with work-life balance between caregivers (58 percent) and non-caregivers (58 percent); however, there is a difference in how caregivers and non-caregivers rated their experience managing work-life balance (Figure 7). Fifty-nine percent of caregivers claim it is at least somewhat difficult\* to balance personal responsibilities with the demands of their job compared with just 42 percent of non-caregivers.

Caregivers were significantly less likely to say they are considering changing their role or company in the next year when they work at organizations that offer supportive benefits, such as flexible scheduling or telecommuting. Figures 8 and 9 display the relationship between flexible scheduling and telecommuting benefits and demonstrate the correlation between work-life management initiatives and retention. A significantly higher percentage of in-house lawyers with caregiving roles are considering other options for the coming year as a result of their responsibilities at home.

**FIGURE 7**  
Happiness with work-life balance and ease/difficulty balancing personal and work demands — by caregiver status

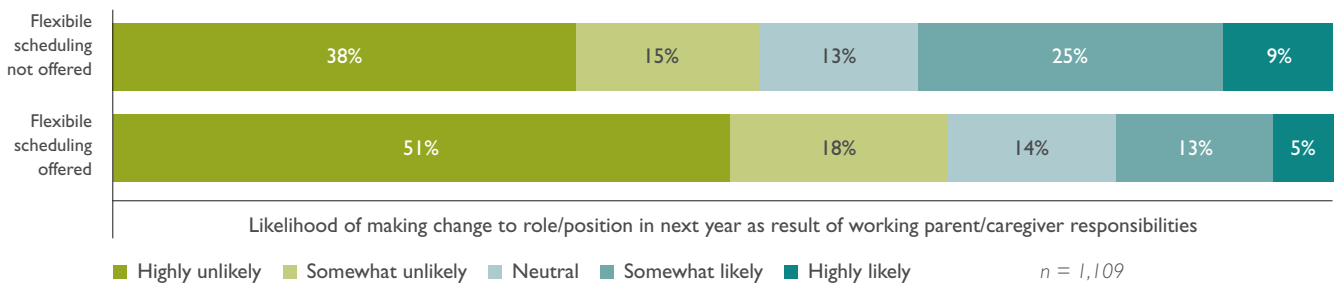
How happy are you with your work-life balance based on your current working pattern? % Very/Somewhat happy

How easy or difficult is it for you to balance your personal responsibilities with the demands of your job? % Very/somewhat difficult



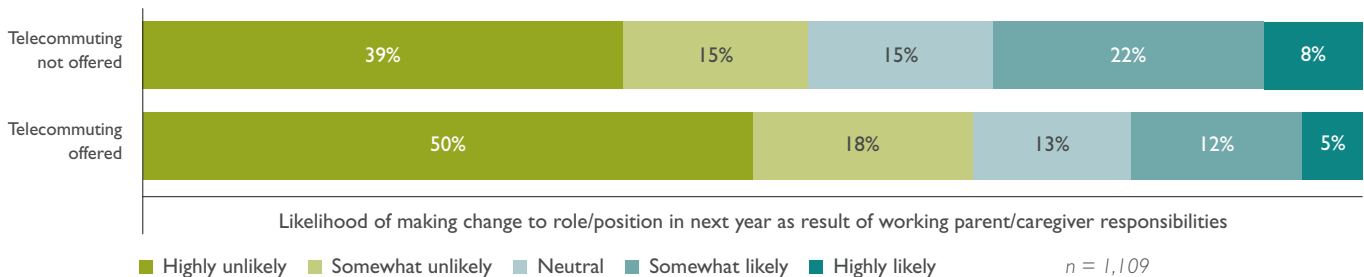
**FIGURE 8**  
Impact of flexible scheduling on job plans among caregivers

In the next year, how likely is it that, as a result of being a caregiver or working parent, you will consider a different role/position? Does your organization offer flexible work scheduling?



**FIGURE 9**  
Impact of telecommuting benefits on job plans among caregivers

In the next year, how likely is it that, as a result of being a caregiver or working parent, you will consider a different role/position? Does your organization offer telecommuting (the ability to work from home) at least some of the time?



\* Percentage who selected very or somewhat difficult

*“It's much easier to push off personal obligations than client obligations — my children are much more understanding than my clients. I feel that my company may be great about work-life balance but if my clients have tight timelines, they aren't going to care if I have to go to my child's school festival... My husband also has a high-demand career so ultimately, I am sure that I will end up quitting my job in an effort to ensure that our children have a parent present for things like sports practices and parent-teacher conferences. I am sure I will be yet another female attorney who leaves the practice of law in an effort to be there for my kids.”*

**ASSISTANT/ASSOCIATE GENERAL COUNSEL, UNITED STATES**





In-house lawyers who are caregivers expressed a desire for support systems for emergency and unplanned work requirements. They are often on two schedules, one for the office and one for home and both require presence. For many, the difficulty of having trusted and reliable childcare is compounded by long and often unplanned hours in the office. These parents would appreciate support in finding emergency or last-minute childcare for real work emergencies. And, because lawyers who have caregiving responsibilities are not always able to stay late or travel on short notice, many noted that the impact on their career has been negative.

For caregivers specifically, a large percentage believe it is difficult to advance their career because of their caregiving responsibilities, and this is especially true for women. Females were highly likely to say that they believe being a caregiver has had a negative impact on their opportunities for advancement, with 70 percent expressing this view (Figure 10). Approximately two-thirds of caregivers (63 percent) felt that being a caregiver has had a “somewhat” or “very negative” impact on their opportunity for career advancement while only 30 percent believe it had “no impact” (Figure 11).

“While I am very lucky (and cannot complain) about working a reduced work schedule that allows me to stay home part time and work part time, this comes at the cost of not being likely to be promoted for the foreseeable future. I consider this a small price to pay for being able to be with my two young kids most of the week and don't expect my employer to promote a non-full time employee. It is simply the price of choosing to be with my kids more than being at work.”

**STAFF COUNSEL, UNITED STATES**

“I have a child with special needs who requires a lot of caregiving with respect to programming, appointments, assessments, therapies etc. I am fortunate to be in a position that allows me flexibility of time only because I am independent in my role and have built up seniority and proven my value to the company. However, it limits my ability to grow further.”

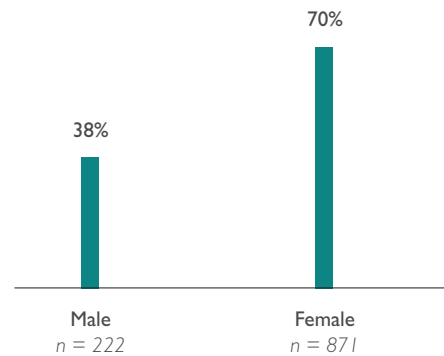
**ASSISTANT/ASSOCIATE COUNSEL, CANADA**

“The company as a whole has fairly progressive work flex programs, however the legal department leadership is extremely conservative. ‘High performance team’ is a euphemism for a culture that is very averse to adopting any form of flexible work arrangements, including telecommuting or flex time. Individual managers may be more progressive, but it's hit or miss.”

**SENIOR COUNSEL, CANADA**

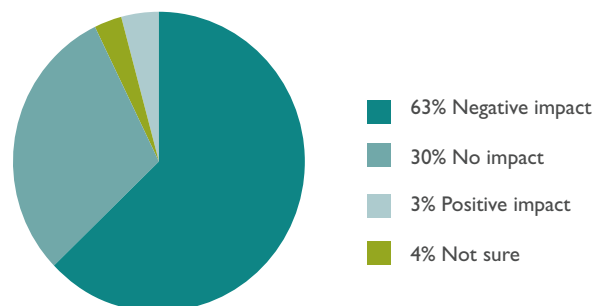
**FIGURE 10**  
Negative impact of caregiving on career advancement by gender

What impact, if any, do you believe being a caregiver or working parent has had on your opportunity for career advancement? % Negative impact



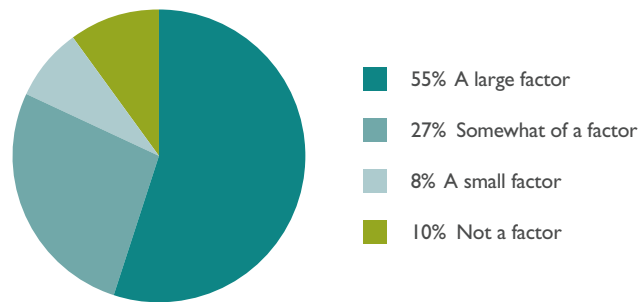
**FIGURE 11**  
Impact of caregiving on career advancement

What impact, if any, do you believe being a caregiver or working parent has had on your opportunity for career advancement?



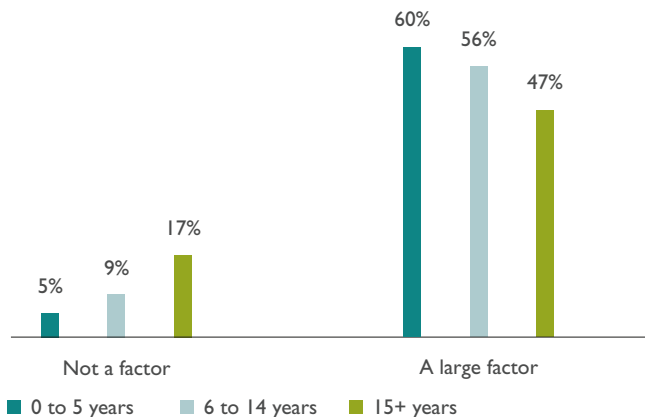
**FIGURE 12**  
Work-life balance a factor for most when choosing an in-house counsel position

To what degree was work-life balance a factor for you in choosing an in-house position?



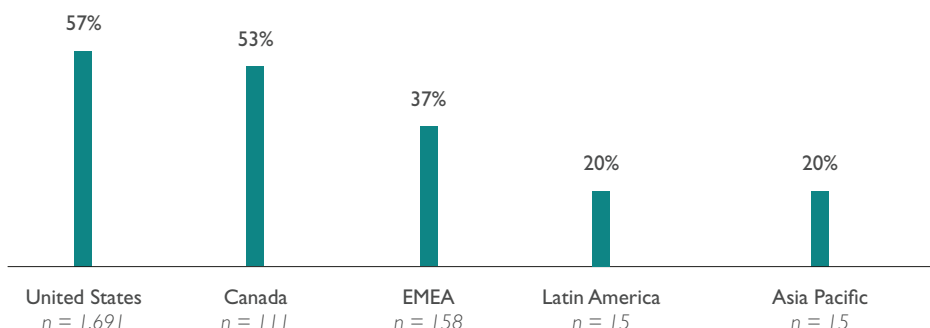
**FIGURE 13**  
Degree to which work-life balance was a factor in choosing an in-house counsel position — by years of experience in-house

To what degree was work-life balance a factor for you in choosing an in-house position?



**FIGURE 14**  
Degree to which work-life balance was a factor in choosing an in-house counsel position — by region

To what degree, if any, was work-life balance a factor for you in choosing an in-house counsel position? % Not a factor



\* Results are shown for all regions with a sample size of 10 or greater.

## Work-life balance a significant factor in choosing to work as in-house counsel

Fifty-five percent said work-life balance was a large factor in their decision to take an in-house position (Figure 12). However, better work-life balance is still elusive for some due to the workload and intensity of the role.

In-house counsel with less experience in the role are likely to consider work-life balance when choosing a position (Figure 13). This may be related to actual or expected caregiving responsibilities, as 60 percent of those with less than five years of experience indicated they are working parents or caring for another adult. Mid-career counsel were most likely to be caregivers (62 percent), and more than (56 percent) reported work-life balance was a large factor in their decision to choose an in-house position. For those with 15 years or more experience in the field, 17 percent said work-life balance was not a factor, compared with 5 percent of those with five years or less working in-house and 9 percent of those with between six and 14 years in the field.

In measuring the degree to which work-life balance was a factor in choosing an in-house position, the United States and Canada were clearly different from the rest of the world in that more than half of respondents from these countries said work-life balance was a “large factor” in choosing to go in-house (Figure 14). Fifty-seven percent of lawyers in the United States and 53 percent of Canadian lawyers reported that work-life balance was a large factor. This is compared with 37 percent of those in EMEA and 20 percent of those working in Latin America and Asia Pacific.\*

For leaders and organizations considering expanding the diversity in their departments, work-life balance may be a key consideration for attracting diverse candidates for in-house positions. Sixteen percent of the in-house counsel who participated in this survey identified as a member of a minority or underrepresented group in their workplace — 58 percent are members of a racial minority group and 45 percent indicated they are members of an

ethnic minority in the workplace. Of those who selected “other” underrepresented group, most indicated that being female in a primarily male environment represented a minority status for them. A small percentage (2 percent) of in-house counsel who participated in this study identified as lesbian, gay, bisexual or transgender (LGBT).

## Benefits offered and found most helpful

Telecommuting, flexible work schedule and paid maternity/paternity leave are the benefits that companies most frequently offer. They are also perceived as the most helpful to in-house counsel managing work-life balance in a fast-paced environment. For caregivers and non-caregivers alike, availability of childcare vouchers was one of the top benefits selected based on comfort of use (Figure 15). Ninety percent of all respondents said they are comfortable using childcare vouchers. Several respondents commented that when benefits are offered in support of emergency childcare, or support services are available onsite, they are better able to balance the demanding nature of the legal field with personal needs and commitments.

“Childcare at the company is the most important item.”

**SENIOR COUNSEL, LATIN AMERICA**

Compared with caregivers, non-caregivers do not perceive the same benefits as particularly helpful in managing their work-life balance. When looking at the difference between what is offered and what is helpful, the two groups are farthest apart on flexible work schedule, paid maternity leave and telecommuting, all of which are more helpful to caregivers than to non-caregivers when offered (Figure 16). Note that globally there is variation in how benefits are distributed. In the United States for example, employers historically offer health benefits to their employees; while in Europe, governments often provide healthcare. However, flexibility remains a critical component of work-life balance, regardless of geography.

## Work-life balance and retention

Perceptions of work-life balance correlate with retention and career decisions. As demonstrated in comparative studies, lawyers in the United States and Canada were significantly less likely than in-house counsel in other regions to report difficulty in managing work-life balance.<sup>6</sup> Those practicing in EMEA were among those most likely to say they find it very difficult to manage the balance between work and personal commitments. Lawyers working in offices outside the United States or Canada were also significantly more likely to say they “always” work more hours than they planned as compared to those working in Canada and the United States (Figure 17). Globally, less than 1 percent report “never” working additional hours.

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“To work from home on occasion would allow for better communication with associates across the world in different time zones — it is challenging to work a full day, then spend hours on the phone at night with colleagues in Asia whose work day has just begun.”

**ASSOCIATE GENERAL COUNSEL, UNITED STATES**

“Expectation that I be responsive to email in evening and night time hours. That time in theory is when you should be attentive to children, but it is hard to be attentive when one feels pressure to respond to email in evening and at night.”

**SENIOR COUNSEL, CANADA**

“Taking reduced work hours/part time/flex time, while sometimes available, drastically reduces (or even eliminates) professional advancement opportunities. This also reduces professional credibility.”

**ASSISTANT/ASSOCIATE GENERAL COUNSEL, ASIA PACIFIC**

“Legal counsel is considered an essential role, and work-life balance options for other employees are not made available to the legal staff.”

**DEPUTY GENERAL COUNSEL, UNITED STATES**

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**FIGURE 15**

**Most commonly offered benefits by percentage who find them very helpful and percentage who are/would be totally comfortable using these benefits**

Does your organization offer any of the following programs, policies or benefits? How helpful or unhelpful are the following programs, policies or benefits? Given your current role and level of responsibility, how comfortable or uncomfortable would you be using the following programs, policies or benefits?

*Respondents who selected "not applicable" removed from analysis	All respondents			Caregivers			Non-caregivers		
	Percent offered benefit	Percent indicate benefit very helpful	Percent totally comfortable using benefit	Percent offered benefit	Percent indicate benefit very helpful	Percent totally comfortable using benefit	Percent offered benefit	Percent indicate benefit very helpful	Percent totally comfortable using benefit
Telecommuting (the ability to work from home) at least some of the time	66%	78%	67%	66%	80%	70%	67%	74%	64%
Flexible work schedule	63%	78%	65%	63%	82%	68%	63%	72%	63%
Paid maternity or paternity leave	60%	75%	83%	60%	78%	88%	61%	72%	77%
Childcare vouchers (pay for care with pre-tax dollars)	33%	59%	90%	39%	63%	92%	25%	50%	85%

**FIGURE 16**

**Gap between benefit availability and helpfulness — by caregiver status**

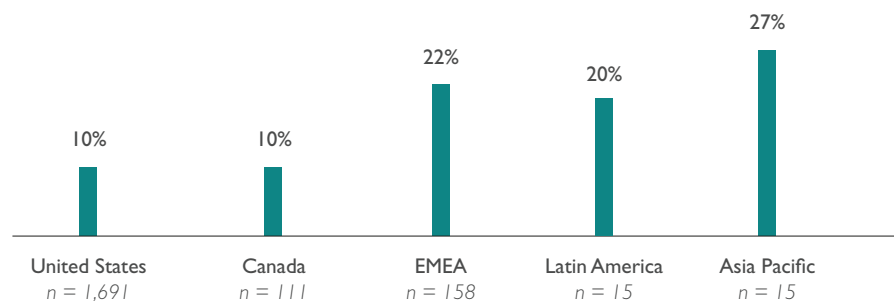
Does your organization offer any of the following programs, policies or benefits? How helpful or unhelpful are the following programs, policies or benefits? Given your current role and level of responsibility, how comfortable or uncomfortable would you be using the following programs, policies or benefits?

Respondents who selected "not applicable" removed from analysis	Caregivers			Non-caregivers			Percentage point differential between caregivers and Non-caregivers
	Percent offered benefit	Percent indicate benefit very helpful	Percentage point difference between offered and helpful	Percent offered benefit	Percent indicate benefit very helpful	Percentage point difference between offered and helpful	
Flexible work schedule	63%	82%	-19	63%	72%	-10	-9
Paid maternity or paternity leave	60%	78%	-18	61%	72%	-10	-8
Telecommuting (the ability to work from home) at least some of the time	66%	80%	-15	67%	74%	-7	-8

**FIGURE 17**

**Working additional hours beyond planned — by region**

How often do you work additional hours beyond what you had expected or planned to work? % Always





*“Legal work can be done 24/7, and if you can't, they will find someone who will. This model causes working mothers stress and to leave the field. Other professions seem to be more family friendly. In-house is no better than law firms for flex and family.”*

IN-HOUSE COUNSEL, UNITED STATES

*“If I wanted to lateral to another company so I could have further advancement (I'm the only lawyer in my subsidiary now), I'd be worried the work-life balance would tilt to the work side of the scale.”*

DIVISION COUNSEL, UNITED STATES

*“I have too many responsibilities and goals with a small team to achieve them.”*

GENERAL COUNSEL/CHIEF LEGAL OFFICER, LATIN AMERICA

*“The workload [is the biggest barrier to work-life balance].”*

ASSISTANT/ASSOCIATE GENERAL COUNSEL, ASIA PACIFIC

Within various professions around the world, the long term impact of strains on work-life balance are likely to manifest in turnover, increased health costs, absence, potentially lower productivity and overall disengagement. Turnover is expensive and does not account for the loss of knowledge and pressure on the team.

Respondents' comments highlighted the struggle for balance and the stress associated with that struggle. A shift in mindset through education may be a first step toward creating better retention of talent, corporate knowledge and understanding of the positive impact of work-life benefits on performance for in-house lawyers. Benchmarks for understanding and tracking perceptions of work-life balance are essential to understanding if progress is being made and if programs are effective.

## Summary and recommendations

Managers and leaders may not encourage flexible work arrangements, such as telecommuting, part time work and alternate work schedules, even though research links these programs to greater productivity, employee engagement and retention. Barriers to support likely stem from the heavy workload and responsibility in-house counsel shoulder as part of their role. However, there is a growing global trend toward legislating work-life balance, which complements a strong desire from the work force to be supported in their pursuit of balance. Metrics demonstrate the positive impact better work-life balance has on key business metrics. Combined, all of the aforementioned highlights the tremendous opportunity for leaders in the in-house community to consider policies that will improve their legal departments' retention, productivity, and engagement.

The following are recommendations for acting on the need and desire for work-life balance based on current best practices and on input from 1,300 in-house counsel who made suggestions as part of this study. These recommendations are particularly important for organizations hoping to retain the next generation of in-house counsel who are increasingly willing to sacrifice money for personal balance and for caregivers who are balancing their career mobility with responsibility for children, aging parents and others.

1. Adopt a policy to value caregiving employees based on job performance rather the amount of time they spend in the office.
2. Offer individualized workplace flexibility that provides alternate work arrangements or combinations of arrangements: flextime, compressed workweeks, alternate work schedules, part time work or working fewer hours for part of the year and telecommuting.
3. Make work-life balance support a performance metric for managers. Provide education and training to supervisors and managers on having caregivers on the job and on retaining great performers. Create metrics for managers to measure their success implementing the organizational goals related to work-life balance, retention and business outcomes/client satisfaction, and make managers accountable for meeting goals.

4. Offer childcare/eldercare support, resources and referral services to employees with caregiving responsibilities. The benefits to employers are worker retention, improved productivity, less stress and improved moral and physical health among workers. Confidential counselors can provide advice about securing and financing long term care assistance.

5. Implement recruitment, retention and succession planning practices for caregivers to manage the workload when needed, for example when caregivers must temporarily reduce their hours or take a leave of absence. Target counsel who are ready to reenter legal practice after caregiving.

### NOTES

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*“I always have to work extra hours to meet my work goals and objectives, which severely affects my personal and family life.”*

LEGAL COUNSEL, EMEA

# FULL REPORT

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With the global shift toward accepting work-life balance as an effective means to improve business outcomes, like productivity and retention, and with so many caregivers working in-house, supportive policies and managers should be of great importance to organizations seeking to retain highly specialized and well-trained lawyers.

## Fifty-five percent of in-house counsel are caregivers, one-third are working parents responsible for children age three and under, and 6 percent are primary caregivers to more than one child or adult.

A significant number of caregivers are considering changing their current role or position in order to better balance caregiving responsibilities (49%). Even those without caregiving responsibilities have considered changing their role or moving to another organization in anticipation of the future (20%).

These findings set the stage for greater understanding of the challenges that in-house lawyers face while providing valuable wisdom for organizations that aim to support lawyers who are increasingly balancing complex workplace responsibilities with their personal lives.

Lawyers working in-house have options for flexible work arrangements, and they want to capitalize on those options to achieve a better work-life balance. However, the existence of flexible work options has not resolved the dilemma many lawyers face in having to choose between alternate work arrangements and professional advancement. Moreover, many lawyers believe that alternate work arrangements do not resolve their desire for a manageable work-life balance.

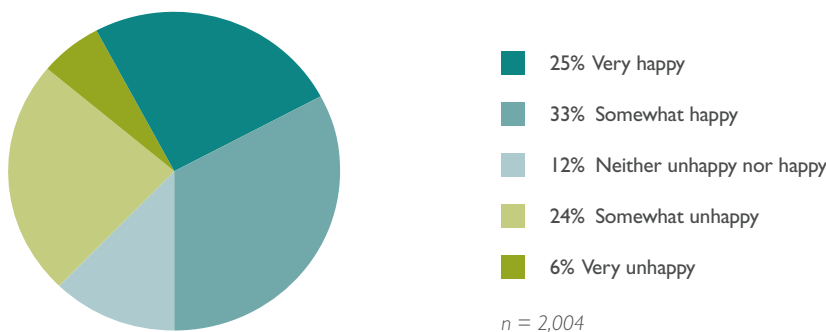
Challenges in managing the implementation of flexible work arrangements can create dissatisfaction among lawyers who wish to care for their families without sacrificing career advancement. An organization's failure to address these issues may hinder its ability to fully tap the talents of an important sector of its workforce. Although some organizations have been quick to prioritize the development of a set of policies and procedures for employees to manage their professional and personal responsibilities, the **2014 ACC Global Work-Life Balance Report** reveals the disconnect between policy and practice.

## General Work-Life Balance

Just over half of in-house lawyers are happy with their work-life balance in their current working situation (Figure 1). Fifty-eighty percent reported they were either very (25 percent) or somewhat (33 percent) happy with their work-life balance. Globally, Canada and the United States rate their happiness with work-life balance more positively than in-house lawyers working in Europe, the Middle East and Africa (EMEA), Asia Pacific and Latin America.

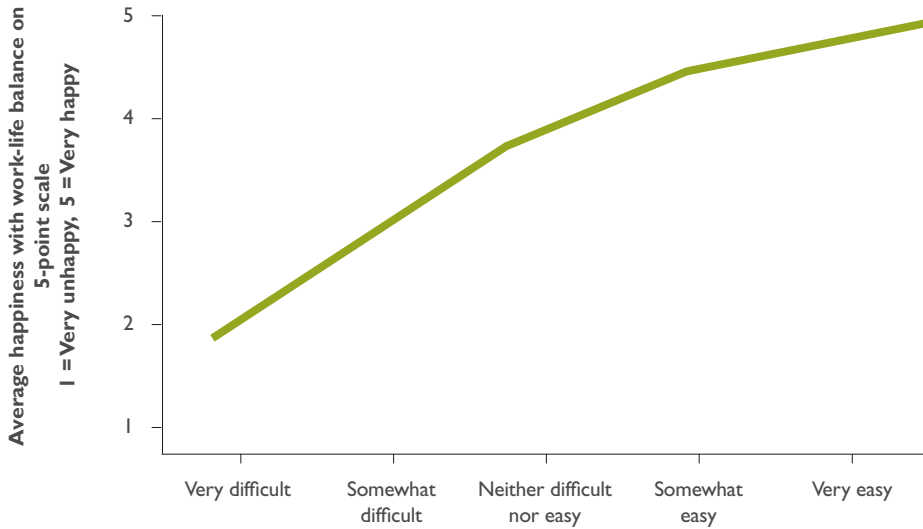
**FIGURE 1**  
Overall happiness with current work-life balance

How happy are you with your work-life balance based on your current working pattern?



**FIGURE 2**  
Difficulty managing work-life balance and unhappiness with work-life balance are correlated

How happy are you with your work-life balance based on your current working pattern?  
How easy or difficult is it for you to balance your personal responsibilities with the demands of your job?



As observed in studies of the general workforce, the 2014 ACC Global Work-Life Balance Report found that work-life balance is correlated with the following organizational metrics: perceptions of organizational support, frequency of working more than planned, flexibility of the work environment and number of hours worked.<sup>1</sup> For instance, there is a strong negative correlation between frequency of working more than planned, the number of hours worked and difficulty managing work-life balance. Respondents who reported they frequently work more than planned were significantly less likely to express happiness with work-life balance. Perceptions of organizational support for working parents and caregivers are strongly correlated with how understanding colleagues are and how flexible the environment is perceived to be. These factors played a significant role in how well in-house counsel rated their ability to manage their work-life balance, which when controlling for other variables had the strongest significant correlation to happiness with work-life balance (Figure 2). The takeaway is that for in-house lawyers, ease or difficulty managing work-life balance is influenced by lawyers' ability to manage time in the office.

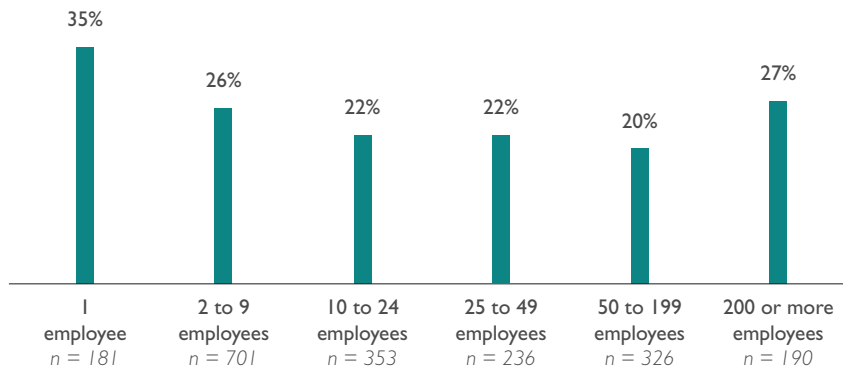
Similar rates of happiness with work-life balance were found across different roles in the in-house legal sphere, indicating that the departmental influence may be greater than the actual position of in-house counsel; however, counsel in certain industries and working in especially small or large organizations do have varying perceptions of work-life balance.

In terms of happiness with work-life balance, solo in-house counsel were significantly more likely to say they are very happy with work-life balance compared to those in larger departments (Figure 3).

Those with under less than five years of experience as in-house counsel were much more likely to say they are very happy with their work-life balance compared with those with more years of experience (Figure 4).

**FIGURE 3**  
Happiness with work-life balance — by size of department

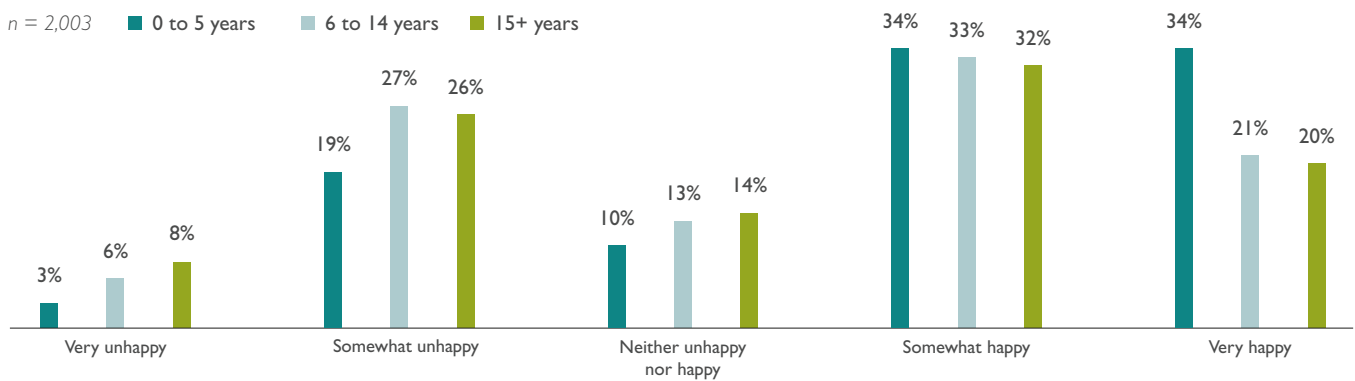
How happy are you with your work-life balance based on your current working pattern? % Very happy



**FIGURE 4**  
Happiness with work-life balance — by years of experience

How happy are you with your work-life balance based on your current working pattern?

n = 2,003    ■ 0 to 5 years    ■ 6 to 14 years    ■ 15+ years



Organizational support appears to be best in the largest organizations. In-house counsel working in very large legal departments (200+ employees) had more favorable views on organizational support of caregivers and working parents compared to counsel working in small to mid-size legal departments (Figure 5). Fifty-five percent working in large departments reported that organizational policies support working parents and caregivers (Figure 6). Interestingly, when asked to rate the level of organizational support, there were some differences between legal departments based on size. The largest legal departments had a higher percentage of lawyers who said organizational policies to support caregivers were very and somewhat supportive compared to small departments.

Compliance and ethics, technology, real estate and employment and labor are industries where lawyers were most likely to say they have considered searching for another role in anticipation of parenting or caregiving responsibilities (Figure 7).

## The Gender Gap

Male and female caregivers hold different views on some areas of work-life balance. Female caregivers tend to report having a tougher time with work-life balance than male caregivers. In an average week, female caregivers spend 41 hours caregiving compared with 30 hours for men (Figure 8). Conversely, female respondents work fewer average hours per week than males. Males work an average of 50 hours per week while females work an av-

erage of 47 hours per week. This means that in an average week women are spending 88 hours on work and caregiving compared with men who are spending roughly 80 hours on work and caregiving.

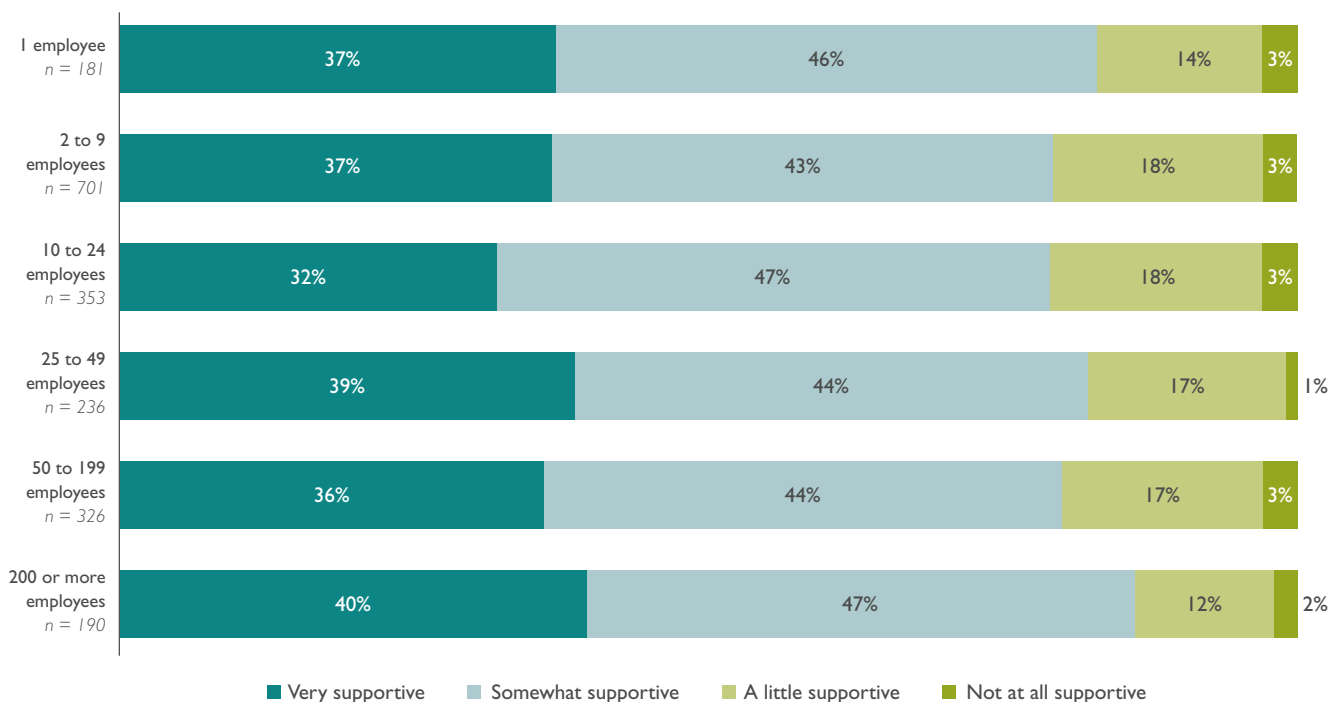
Twenty-four percent of females work 40 hours or less per week while 12 percent of males work 40 hours or less. Notably, more female lawyers completed the survey than male lawyers, and caregivers who responded to this survey were predominantly female — 79 percent to 20 percent. Non-caregivers in this survey were more evenly split, 44 percent female to 53 percent male.

*“I’m a one-man office and also serve as the compliance officer for a start-up company. There are so many things to do and no one with whom to share the responsibilities. Don’t read that as a complaint. I love start-ups and understood the challenges going in, as did my family. The rewarding part of start-ups is meeting and overcoming the barriers and challenges.”*

**GENERAL COUNSEL/CHIEF LEGAL OFFICER, UNITED STATES**

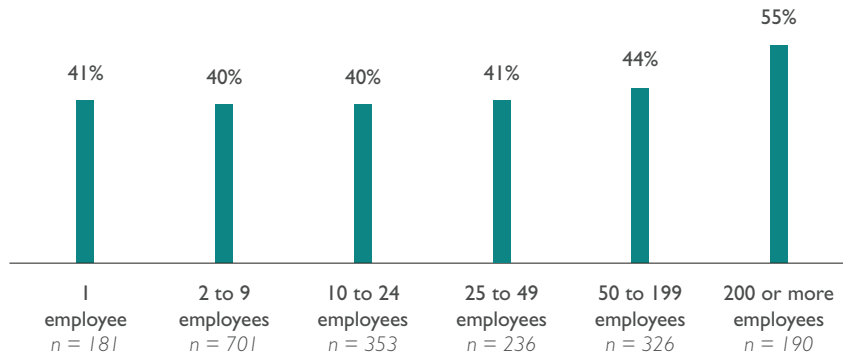
**FIGURE 5**  
Level of organization support for working parents and caregivers

Percentage “prefer not to answer” is not shown



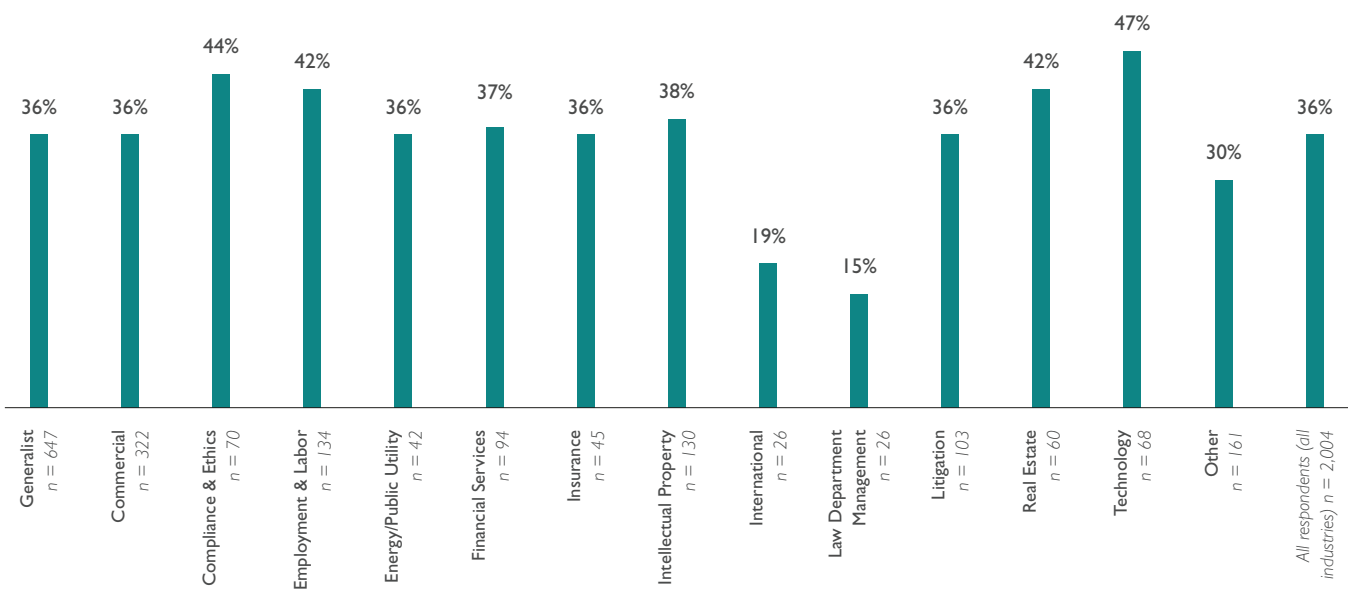
**FIGURE 6**  
Policies adequately support caregivers — by size of department

In general, do the policies in your organization adequately support caregivers and working parents? % Yes



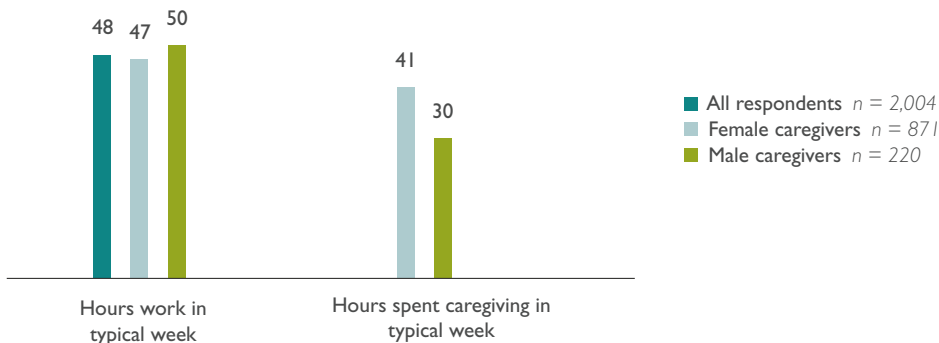
**FIGURE 7**  
Considered searching for another role — by industry

In the next year, how likely is it that, as a result of being a caregiver or working parent, you will consider a different role/position? % Yes



**FIGURE 8**  
Hours spent on work and on caregiving in typical week — by gender

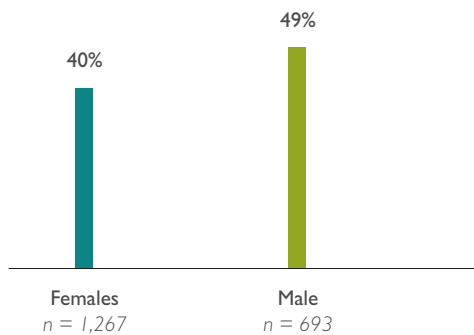
In a typical week, about how many hours do you spend on caregiving or parenting related duties?





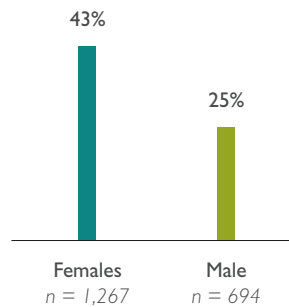
**FIGURE 9**  
Comfort leaving work for several hours if unexpected personal issue arose

If an unexpected personal issue arose, how comfortable or uncomfortable would you feel leaving for work for several hours to handle it? % Yes



**FIGURE 10**  
Considered searching for another role or position at a different company in anticipation of caregiving

Have you ever considered searching for another role or position at a different company based on your anticipation of parenting or caregiving responsibilities? % Yes



Additionally, a higher percentage of males said they were or would be “very comfortable” leaving work for caregiving duties compared to females — 49 percent to 40 percent (Figure 9). Women were also more likely than men to have considered leaving for another role at a different company in anticipation of caregiving responsibilities, 43 percent to 25 percent (Figure 10).

## Regional Differences

When controlling for gender, age and position, geographic location may play an important role in perceptions and use of work-life balance programs. When looking at where respondents work, it is clear that those located in the United States consider their workplaces to be more accepting of those who wish to find a balance compared to respondents from Latin America, Asia Pacific and EMEA. For example, respondents from the United States are significantly more comfortable leaving work if an unexpected personal issue arose compared to those from other regions (Figure 11).

Working additional hours is common for all respondents. However, respondents from EMEA, Latin America and Asia Pacific are twice as likely as respondents from the United States and Canada to always work additional hours beyond what they had expected or planned (Figure 12).

“My company offers a lot of flexibility to both fathers and mothers, but often only mothers take advantage of them. The perception becomes that work-life balance is a woman issue, and taking advantage of anything that provides balance is a weakness.”

**GENERAL COUNSEL/CHIEF LEGAL OFFICER, UNITED STATES**

“There is little acceptance of a working mom who has a true career and not just a part time job to support the family budget.”

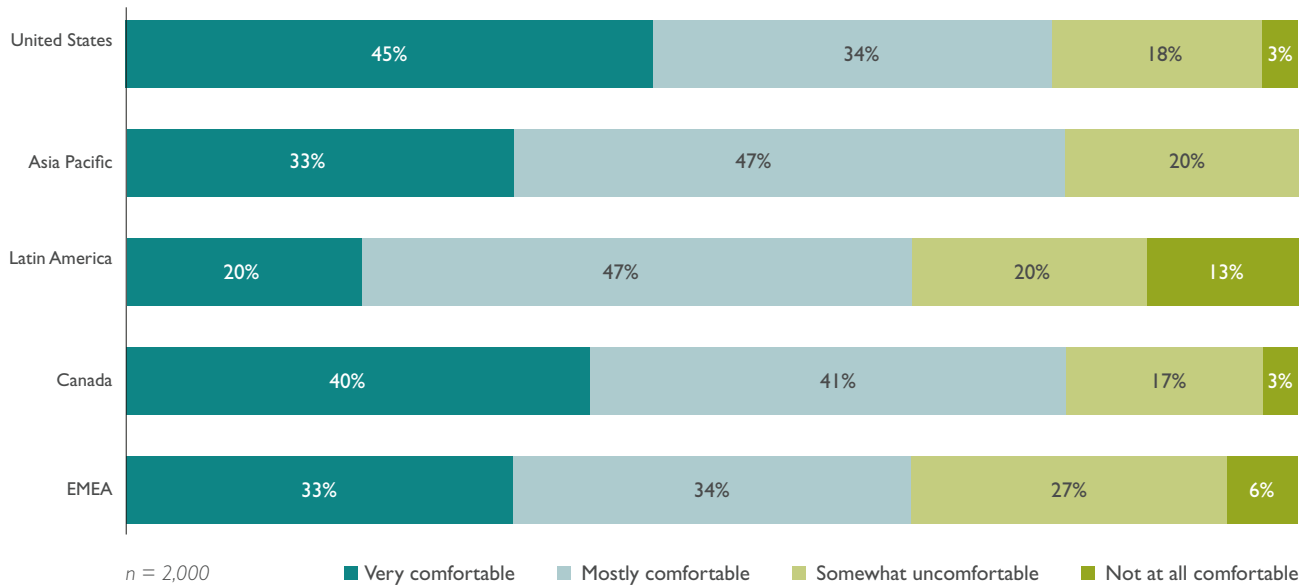
**GENERAL COUNSEL/CHIEF LEGAL OFFICER, EMEA**

“... pressure from customers — demand fast response and service is very high due to local business culture, and, in my legal department, I am the sole lawyer who can write and speak in local language at the level required by customers.”

**SENIOR COUNSEL, ASIA PACIFIC**

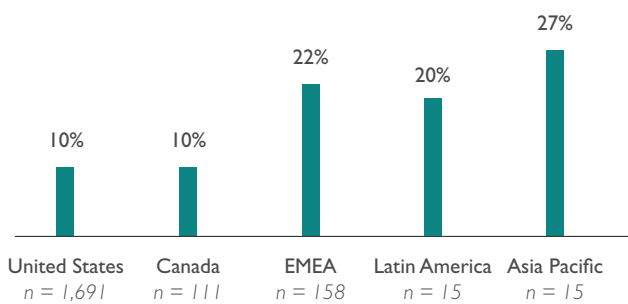
**FIGURE 11**  
Comfortable leaving work if unexpected personal issue arose — by office location

If an unexpected issue arose, how comfortable or uncomfortable would you feel leaving work for several hours to handle it?



**FIGURE 12**  
Working additional hours beyond planned — by region

How often do you work additional hours beyond what you had expected or planned to work? % Always



## Diversity and Views of Work-Life Balance

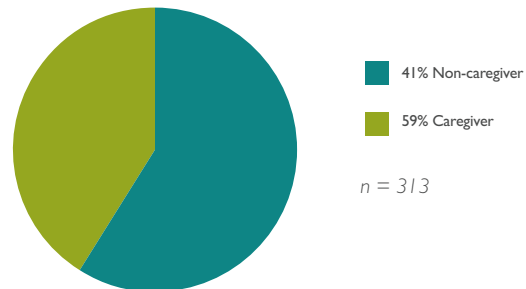
For leaders and organizations looking to expand the diversity in their departments, work-life balance may be a key consideration for attracting diverse candidates. Sixteen percent of the in-house counsel who participated in this study identified as a member of a minority or underrepresented group in their workplace — 58 percent are members of a racial minority group and 45 percent indicated they are a member of an ethnic minority in the workplace. Of those who selected “other” underrepresented group, most indicated that being female in a primarily male environment represented a minority status for them. A small percentage (2 percent) of in-house counsel who participated in this study identified as lesbian, gay, bisexual or transgender (LGBT).

Fifty-nine percent of those who identified as a member of a minority group are caregivers (Figure 13). This is roughly the same proportion found in the general survey population where 55 percent are caregivers. Thirty-three percent of those who identified as LGBT are caregivers. Similar to the population overall, about one in four in-house counsel who is a member of a minority group and/or identifies as LGBT is raising children two years old or younger.

Figure 14 illustrates the degree to which work-life balance influenced the decision to work in-house. Overall, a significantly higher percentage (62 percent) of in-house counsel who are minorities reported that work-life balance was a large factor in their decision to choose an in-house position compared with those who did not identify as a member of a minority group (53 percent). In-house counsel who are members of a minority group and are caregivers were significantly more likely to say work-life balance was a large factor in choosing an in-house position compared with caregivers who are not members of a minority group — 69 percent to 60 percent (Figure 14).

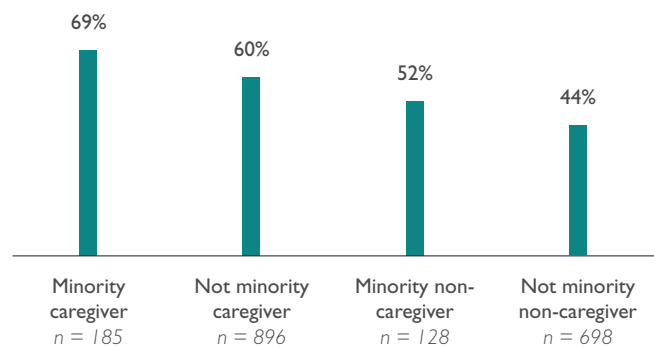
Notably, for lawyers who are members of an underrepresented group, the significant gap between caregivers and non-caregivers who reported great difficulty managing work-life balance disappears (11 percent to 13 percent). In the general population of in-house counsel, there was a significant difference in how caregivers and non-caregivers rated difficulty balancing work and life. Non-caregivers were less likely to indicate it is “very difficult” managing work-life balance than caregivers (8 percent to 12 percent). For lawyers who are members of an underrepresented group, caregivers and non-caregivers were statistically the same in the percentage who rated ease/difficulty managing work-life balance.

**FIGURE 13**  
Caregiver status of minority or underrepresented group(s) in workplace



**FIGURE 14**  
Degree work-life balance was a factor in choosing an in-house position — by minority and caregiver status

To what degree was work-life balance a factor for you in choosing an in-house position? % Large factor









## Work-Life Among Caregivers

In-house counsel who are caregivers struggle to find equilibrium between work and personal responsibilities. Fifty-nine percent of caregivers report at least some difficulty in harmonizing between work and life responsibilities (Figure 15). Caregivers were significantly more likely to report this than those who are not caregivers (59 percent to 42 percent).

Work-life balance was a significant consideration in choosing an in-house position among in-house lawyers who are caregivers. Sixty-two percent cite work-life balance as a large factor in choosing an in-house counsel position compared with 45 percent of those *not* providing primary care for others. This does not mean that non-caregivers do not find work-life balance important. The need for support still exists. Some respondents commented that as non-caregivers, they feel discouraged when it comes to using work-life benefits.

“A barrier is fostering understanding that even as a single person, I still have family commitments that are as equally important to those who may have families. Further, work-life balance is not only about balancing it with family obligations but also the ‘obligation’ to yourself to have personal time and to take care of your own health.”

### SENIOR COUNSEL, UNITED STATES

Unhappiness with work-life balance is associated with less positive outcomes in workforce metrics, such as retention and advancement. Caregivers who are unhappy with their current work-life balance are almost twice as likely as caregivers who report being happy to have considered searching for another position at a different company in anticipation of caregiving responsibilities, 73 percent to 38 percent. Regardless of happiness, almost half (49 percent) of all caregivers say they have considered searching for another role at a different company in anticipation of caregiving compared with just 20 percent of non-caregivers.

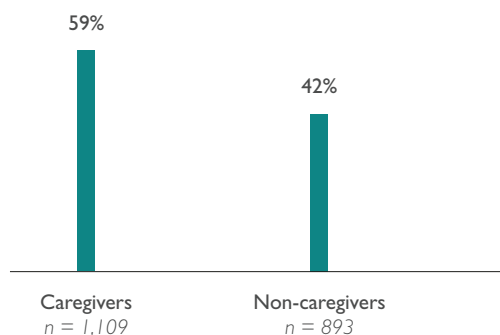
Nearly two-thirds of lawyers (63 percent) feel that being a caregiver has had a somewhat or very negative impact on their opportunity for career advancement, while only 30 percent believe it had no impact (Figure 16). This was often articulated as a choice between wanting to be a good caregiver or parent and wanting to grow professionally.

“Biggest benefit is the ability to work flexible hours and telecommute when needed to attend to childcare issues. Without that, I would not have progressed as far as I have in my career.”

### CHIEF PRIVACY COUNSEL/OFFICER, UNITED STATES

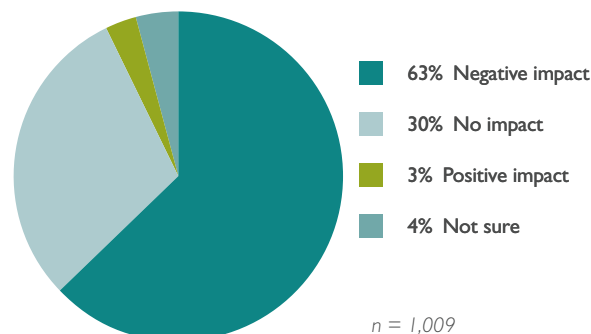
**FIGURE 15**  
Difficulty balancing work and life — by caregiver status

How easy or difficult is it for you to balance your personal responsibilities with the demands of your job? % Very or somewhat difficult



**FIGURE 16**  
Impact of caregiving on career advancement

What impact, if any, do you believe being a caregiver or working parent has had on your opportunity for career advancement?



“I am not a caregiver at the moment, but I am planning to start a family and be a caregiver in the next couple of years. Based upon considerations that go with being a caregiver, I am actively looking for a new job. The greatest barrier/challenge that I see is that my work place does not actually give me the kind of flexibility I need. Maternity leave is only three weeks, and while my company supposedly has flex/part time/telecommute options, my manager highly discourages use of the programs and effectively prohibits them.”

### SENIOR COUNSEL, UNITED STATES

“[A barrier to work-life balance is] being able to devote blocks of uninterrupted time to my children when working from home.”

### SENIOR COUNSEL, UNITED STATES

*“General Counsel need to step into the 21st century, start trusting their staff and stop acting like they are still working at law firms. I feel the entire industry forces working moms to get out. Some of us are even considering non-legal admin jobs to get out of our situations. The gender biases are horrible, and women execs are sometimes the biggest culprits here.”*

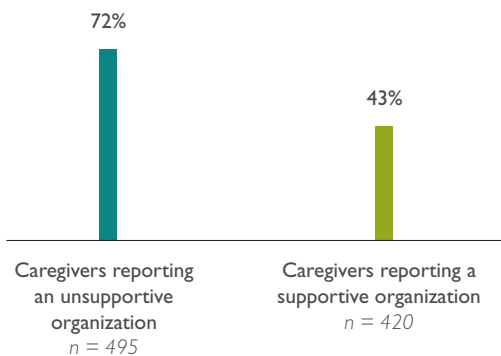
SENIOR COUNSEL, UNITED STATES

*“There is lip service within my function regarding flexibility. I work flexibly but ‘under the radar,’ even though my clients don’t care where I am as they judge me on service not presenteeism.”*

DEPUTY GENERAL COUNSEL, EMEA

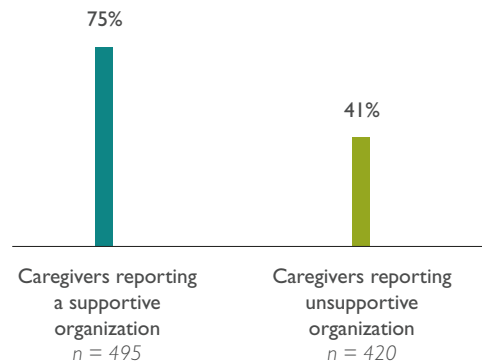
**FIGURE 17**  
Difficulty balancing work-life in supportive and unsupportive organizations among caregivers

How easy or difficult is it for you to balance your personal responsibilities with the demands of your job? % Very or Somewhat difficult



**FIGURE 18**  
Happiness with work-life balance in supportive and unsupportive organizations among caregivers

How happy are you with your work-life balance based on your current working pattern? % Very or Somewhat happy



Studies have found that employees working in inflexible environments are more likely to leave. According to a Monster.com study of nearly 7,000 workers based in the United States, 35 percent contemplated leaving a “stressful” work environment; a more significant number (42 percent) had purposely left a position because of such a workplace.<sup>2</sup>

Among in-house counsel, caregivers who have considered looking for a different position (51 percent) were more likely to say the policies in their organization do not adequately support working parents and caregivers compared with caregivers who have not considered looking for another job (25 percent).

Although most respondents said their organization is somewhat to very supportive of caregivers, there was a gap between the level of ease or difficulty in managing work-life balance among caregivers working in supportive organizations versus those working in unsupportive organizations. Caregivers who reported their company as not at all or only a little supportive of caregivers reported greater difficulty in balancing work and personal responsibilities compared with caregivers who do feel their company is somewhat to very supportive — 72 percent to 43 percent (Figure 17).

Similarly, caregivers who feel their company is supportive are more likely to report being happy with their work-life balance compared with caregivers who do not feel their company is supportive — 75 percent to 41 percent (Figure 18).

This also holds true when it comes to colleagues. Ninety-seven percent of caregivers who report their company is somewhat to very supportive said their colleagues are understanding of their personal situation in contrast with 79 percent of caregivers who say their company is not supportive. But overall, a third of caregivers do report their co-workers as only somewhat understanding of their caregiving situation. And 54 percent say they are very understanding.

Whether or not an organization is supportive affects how caregivers feel about the impact of work-life balance programs on the quality of work. Just 29 percent of caregivers who do not feel their organization is supportive think the work-life balance programs at their company have a positive impact on the quality of work. About the same amount (33 percent) were unsure of the impact. Caregivers who do feel their company is supportive are twice as likely (63 percent) to feel work-life balance programs have a positive impact on the quality of work.

For caregivers, the difficulty of having trusted and reliable child-care is compounded by unplanned hours in the office and business travel. These parents would appreciate support in finding emergency or last minute childcare for real work emergencies. For some, this is further amplified by feeling unable to react to unforeseen personal caregiving situations that might arise. Twenty-five percent of caregivers say they would not feel comfortable leaving work for several hours for an unexpected personal issue compared with 19 percent of non-caregivers. For working parents, this can save countless hours out of the office for minor issues.

**“When an employee has an urgent situation, the employer should understand and permit leaving work earlier or during sickness of his/her parent or caregiving.”**

**GENERAL COUNSEL/CHIEF LEGAL OFFICER, EMEA**

In fact, a strong majority of caregivers say they have had to sacrifice some work or to alter their normal work schedule to handle their caregiving responsibilities. Eighty-four percent of caregivers reported having to juggle work hours to provide care, and 71 percent say they have had to take time off from work because of their caregiving situation. Another 41 percent report forgoing vacation time due to caregiving.





## Multiple Caregivers

Some in-house counsel report they are primary caregivers in more than one capacity. Some working parents are also caring for a parent, while others are caring for perhaps a friend and partner. These in-house counsel are often managing the challenges associated with being onsite at work needing to address caregiving in multiple locations. According to the Bureau of Labor Statistics Time Use Survey conducted in 2012, 78 percent of eldercare providers in the United States had children under age 18 living at home. Also, 62 percent of eldercare providers who were parents were employed full time.<sup>3</sup> A full 6 percent of in-house counsel who responded to the 2014 ACC Global Work-Life Balance Report are multiple caregivers.

The unique challenges faced by caregivers of multiple adults may have greater influence on potential turnover. Forty-eight percent of multiple caregivers say they have considered searching for a different position due to the anticipation of caregiving or parenting responsibilities compared with 36 percent of other respondents.

A strong majority of lawyers with multiple caregiving responsibilities said work-life balance was a factor in choosing an in-house counsel position (85 percent). And more than half (56 percent) work an average of at least 50 hours per week. Forty-eight percent report often or always working hours beyond what they had planned on working. To keep experts with great corporate knowledge in the workforce alongside the next generation of in-house counsel may require more flexible policies regarding on-site work as these lawyers increasingly balance aging parents and kids with a successful career.

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“We need more flexibility in work times and more work-from-home options.”

**SENIOR COUNSEL, INDIA**

“I am the only one responsible in Germany for some areas of practice. I have no one who can take my place during vacation, travel or free time. I have to be available all the time.”

**GENERAL COUNSEL/CHIEF LEGAL OFFICER, EMEA**

“There is a lack of empowerment to make sound decisions. Too many decisions that are in the personal realm are made or managed by the company. What I need is time and flexibility, not a monitored program.”

**ASSISTANT/ASSOCIATE GENERAL COUNSEL, ASIA PACIFIC**

“I am stretched thin as both an employee with a significant work load and the primary caregiver. I always have to wear at least two hats.”

**SENIOR COUNSEL, UNITED STATES**

“I work part time (30 hours per week). As long as I maintain this schedule, I will not advance. I also gave up many, many items (title, job position, bonus etc.) to take this role. I think it will be extremely difficult to get back to where I was, even if I returned full time.”

**SENIOR COUNSEL, UNITED STATES**

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## Benefits Ranked Most Helpful

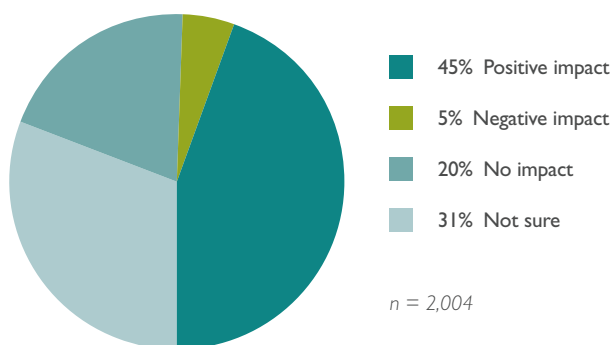
Very few in-house counsel think work-life balance programs have a negative impact. When study respondents were asked to rate the impact of work-life balance programs on the quality of work in their organization, 45 percent replied that these programs have a positive impact, 20 percent stated they have no impact and 31 percent were unsure (Figure 19).

Telecommuting at least some of the time, a flexible work schedule and paid maternity leave are the top three benefits/programs offered by organizations that would be most helpful to caregivers and non-caregivers alike.

## Benefits Identified as Somewhat/Very Helpful:

- Telecommuting (91%, n = 1,816)
- Flexible work schedule (90%, n = 1,783)
- Paid maternity or paternity leave (59%, n = 1,174)
- A service that helps connect you to information and resources available in your community (54%, n = 1,074)
- Reduced hours or a part time schedule (53%, n = 1,056)
- Childcare vouchers (pay for childcare with pre-tax dollars) (51%, n = 1,009)

**FIGURE 19**  
Impact of work-life balance programs on quality of work



When benefits are offered to employees, some gaps exist between caregivers and non-caregivers and how helpful they rate individual programs or services. Generally, caregivers and non-caregivers say their organizations offer similar benefits. However, when looking at the difference between what is offered and what is very helpful, the two groups are farthest apart in their views on the helpfulness of a flexible work schedule, paid maternity/paternity leave and telecommuting (Figure 20).

Even when benefits are offered to employees and they find them helpful, many in-house counsel are not completely comfortable using them. The benefits/programs with the largest gap between the percentage who are totally comfortable using them and the percentage who rated them as very helpful were consistent for caregivers and non-caregivers (Figure 21).

Though many non-caregivers indicated they would be comfortable using childcare-related services and programs, as expected, caregivers were much more likely to find childcare vouchers, paid maternity/paternity leave and onsite daycare services very helpful compared with non-caregivers.

**“My company has negotiated a discounted rate at two nearby daycare and summer camp centers. This is very helpful and appreciated.”**

**ASSISTANT/ASSOCIATE GENERAL COUNSEL, UNITED STATES**

A majority of in-house counsel described their environment at work as somewhat to very flexible — 78 percent (Figure 22). Sixty-three percent of in-house counsel said their organization offers a flexible work schedule, and 70 percent view this benefit as very helpful. There were few differences between caregivers and non-caregivers; however, non-caregivers were slightly less likely to be comfortable using a formal flextime benefit compared with caregivers.

Though 78 percent said their workplaces offer either somewhat or very flexible work arrangements, the problem for some is not a lack of flexibility but rather the need for greater support for existing programs and the perception that being in the office is necessary to do good work. Several commented that the requirements of a demanding job in a culture that values face-time in the office often results in the sacrifice of personal obligations in favor of work responsibilities. When asked if the policies of the respondent’s current organization adequately support caregivers and working parents, only 42 percent replied “yes,” 32 percent replied “no” and 26 percent selected “don’t know” (Figure 23).

**“On some programs, such as telecommuting or flex schedule, it is up to the leaders to promote or support them. Some groups do so regularly, but if you happen to have a leader who doesn’t think it is necessary, having the policy or program is useless to that department. The encouragement and support behind the program is what is needed.”**

**ASSISTANT/ASSOCIATE GENERAL COUNSEL, UNITED STATES**

**FIGURE 20**  
Helpfulness of benefits offered

“Non-applicable” responses included

	Caregivers			Non-caregivers			Percentage point differential between caregivers and non-caregivers
	Percent offered benefit	Percent indicate benefit very helpful	Percentage point difference between offered and helpful	Percent offered benefit	Percent indicate benefit very helpful	Percentage point difference between offered and helpful	
Flexible work schedule	63%	82%	-19	63%	72%	-10	-9
Paid maternity or paternity leave	60%	78%	-18	61%	72%	-11	-8
Telecommuting (the ability to work from home) at least some of the time	66%	80%	-15	67%	74%	-7	-8

**FIGURE 21**  
Gap between helpfulness and comfort using benefits

Benefits are ranked by largest gap between benefits offered and benefits found helpful

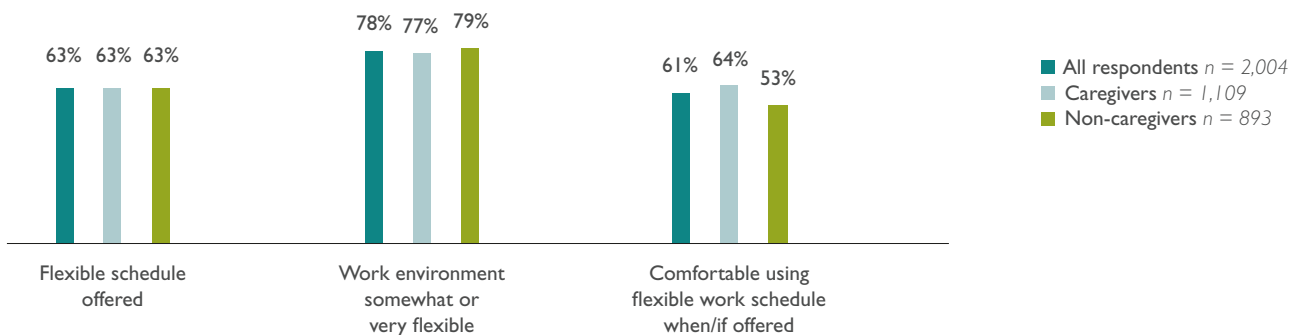
“Non-applicable” responses included

	Caregivers		Non-caregivers	
	Very helpful	Totally comfortable	Very helpful	Totally comfortable
Telecommuting (the ability to work from home) at least some of the time	77%	66%	67%	57%
Flexible work schedule	77%	64%	61%	53%
Paid maternity or paternity leave	58%	68%	42%	50%
Reduced hours or parttime schedule	39%	30%	29%	23%
Childcare vouchers (pay for care with pre-tax dollars)	46%	65%	23%	42%
A service that helps connect you to information and resources available in your community	23%	49%	16%	48%
Access to support groups	12%	28%	11%	30%
Seminars on how to deal with the financial and legal aspects of caregiving	17%	42%	14%	43%
A caregiver support telephone service that helps you by answering your questions about caregiving	14%	38%	12%	36%
A program that allows employees to use sick or vacation days donated by colleagues to those in need	25%	35%	20%	33%
On-site daycare services	40%	52%	24%	35%
Job-sharing with another employee	16%	11%	10%	8%
A care manager who assesses the situation, designs a plan for care and helps you arrange services that are needed	22%	30%	15%	30%
Pay for services related to the care of an adult (such as adult daycare or homecare)	27%	39%	20%	37%
A caregiver “coach” who guides you step by step as you move through disability and aging systems	18%	28%	13%	29%
A service that transports your care recipient to and from medical appointments	22%	26%	16%	31%



**FIGURE 22**  
Flexibility — by caregivers, non-caregivers and in-house population overall

Are you a caregiver or working parent? Does your organization offer flexible scheduling?



The practical effect of inflexible work arrangements among in-house counsel is dissatisfaction. Companies and managers should take the opportunity to reassess their internal policies, promotions and benefits to ensure they can attract and retain talent. A large percentage of respondents believe it is difficult to advance their career while taking advantage of flexible work arrangements. It would appear that the presence of flexible work options has not generated a belief among employees that their need for flexibility and career mobility are mutually attainable.

Although 63 percent of in-house counsel report that their employers offer flexibility, nearly 40 percent said they have considered searching for another role or position based on anticipation of parenting or caregiving responsibilities. Approximately two-thirds of respondents feel that being a caregiver or a working parent has had a somewhat or very negative impact on their opportunity for career advancement, while only 30 percent believe it had no impact (see Figure 16).

## Barriers to Work-Life Balance

A significant barrier to work-life balance for working parents and other caregivers is guilt. When asked what benefit they wished for but did not have access to, many caregivers commented on the desire for support services that could help them connect with local, reliable and affordable care options for those they are responsible for. Still, most note that when the workload is heavy, it is difficult to navigate the career and personal choices they make on a regular basis without feeling some level of guilt for not fully succeeding in both roles.

**“Guilt - I have been a working parent for 25 years. During this time I have juggled childcare and career and always felt that I was not able to carry out either role as well as I would like, and if I did it was at the expense of the other.”**

**SENIOR COUNSEL, EMEA**

Navigating barriers to work-life balance is particularly challenging for working parents and caregivers who often encounter unexpected events, such as illness or school closures. These occurrences make meeting the demands of work and home difficult. As a result of the challenges associated with caregiving/being a working parent, 84 percent of respondents find themselves juggling work hours to provide care, 71 percent take time off of work, and 41 percent forgo using their vacation time (Figure 24). Benefits like flextime, emergency childcare or eldercare could have a measureable and significant impact not only on the work-life balance of caregivers but also on productivity in the workplace.

“My husband’s work has an emergency backup care service, which sends a screened nanny to our house when our child is too sick for daycare but not extremely sick. It has saved us both from eight or so sick days this year!”

**ASSISTANT/ASSOCIATE GENERAL COUNSEL, UNITED STATES**

Overall, the most significant barrier to work-life balance cited by in-house counsel is a lack of time to adequately address everything that requires attention. According to respondents, it is not enough for organizations to offer benefits that will enable working parents and caregivers to create a better work-life balance. Organizations should encourage participation and educate supervisors and staff about the long term benefits of such programs and eliminate barriers to creative solutions for work-life balance.

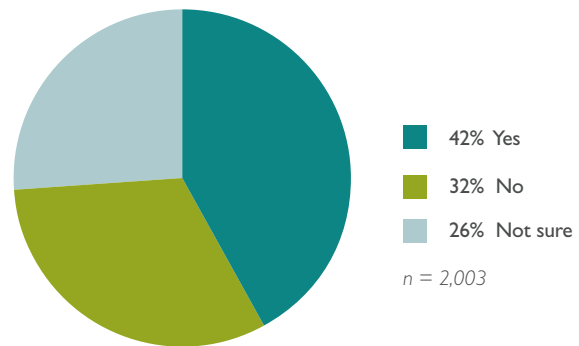
Influencing perceptions of work-life among the workforce should be a top priority. Work-life management, and the ability to balance career and personal goals, is related to retention and influences career decisions among lawyers.

**NOTES**

1. Williams, J., Blair-Loy M., & Berdahl, J. “The Flexibility Stigma: Work Devotion vs. Family Devotion.” *Rotman Magazine*, Winter (2013), 35-39. <http://worklifelaw.org/pubs/TheFlexibilityStigma.pdf>
2. “Dangerously Stressful Work Environments Force Workers to Seek New Employment.” (2014). Monster.com. [www.about-monster.com/content/dangerously-stressful-work-environments-force-workers-seek-new-employment](http://www.about-monster.com/content/dangerously-stressful-work-environments-force-workers-seek-new-employment)
3. *American Time Use Survey*. (2013). Bureau of Labor Statistics. [www.bls.gov/news.release/atus.nr0.htm](http://www.bls.gov/news.release/atus.nr0.htm)

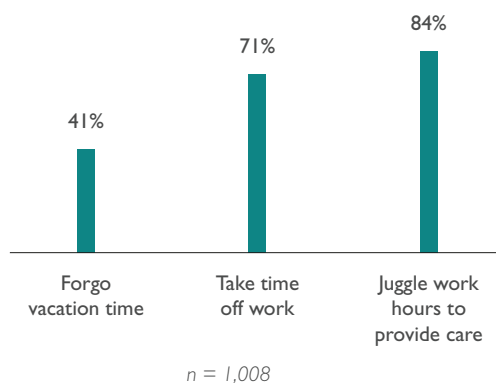
**FIGURE 23**  
Policy support for caregivers

In general, do the policies in your organization adequately support caregivers?



**FIGURE 24**  
Making sacrifices as a caregiver

As a result of the challenges associated with caregiving/being a working parent, have you ever had to ...? % Yes



# INTERPRETING THE DATA

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## Interpreting the Data

This report contains a key findings section and an overall survey results section. The Executive Summary highlights key findings from the survey. Additional statistically significant points and findings can be found throughout the overall survey results section. The overall survey results contain all of the questions from the survey and their respective answers. Each question will have a chart, graph and/or table representing the percentage of respondents that chose each answer. A brief explanation of the data may be located under each table.

Every study has some bias due to an overrepresentation by a certain segment of its membership. It is important to understand that the total number of respondents per segment may vary and therefore influence analysis. Numbers may not add to 100 percent due to rounding.

The number of respondents from some demographic groups, such as Latin America and Asia Pacific, fall below industry standards for a statistically representative sample. As such, while the following analysis draws attention to the differences based on geographic location, further research will be necessary to fully support the findings. Demographic groups with small populations are identified in the demographics section of this report where both the number per group and percentage in relation to overall population are noted.

To identify differences within a group when compared to the overall findings, data were cross-tabulated by the attributes below.

- Gender (female, male)
- Region (United States, Canada, EMEA, Latin America, Asia Pacific)
- Size of Company (1 employee, 2 to 9 employees, 10 to 24 employees, 25 or more employees)
- Company Type (public, private, LLC)
- Age (35 or younger, 36 to 45, 46 to 55, 56 or older)
- Industry (manufacturing, IT/software, finance and banking)
- Caregiver Status (child/children, family member, other adult)

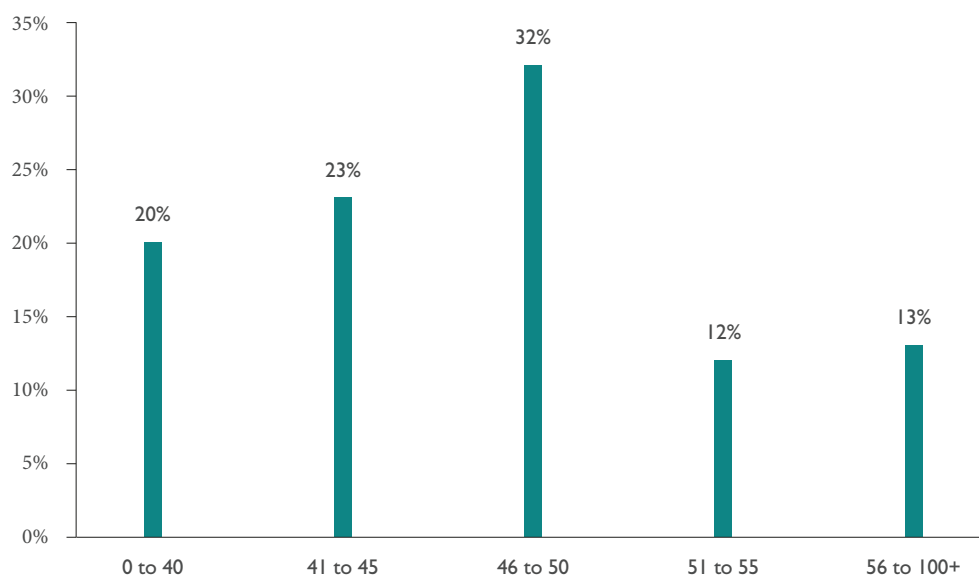
# OVERALL SURVEY RESULTS

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## I. On average, how many hours per week do you work for your employer?

More than three-quarters of respondents work 41 to 60 hours per week. The average number of hours worked per week is 48. In this study, females work fewer hours per week than males. Twenty-four percent of females work 40 hours or less per week, while 12 percent of males work 40 hours or less. Thirty-two percent of males work more than 50 hours per week, while 21 percent of females work more than 50 hours per week. Males work on average 50 hours per week. Females work on average 47 hours per week. Employees at larger firms and public companies work more hours on average than those at smaller companies and private firms. Older respondents work longer hours than younger respondents. Caregivers worked on average two fewer hours per week than non-caregivers.



*n = 2,004 Average = 48 hours per week*

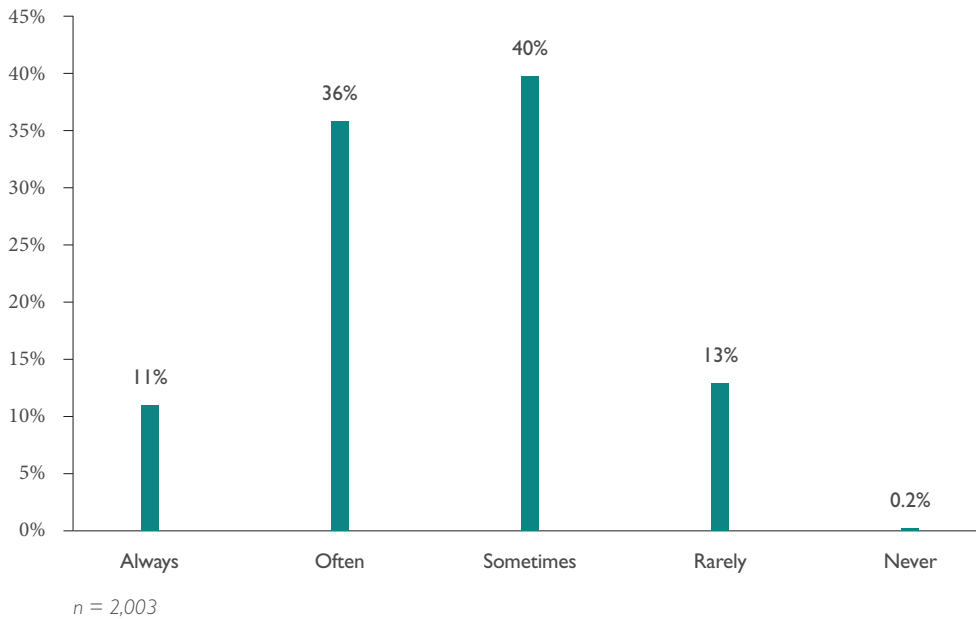
	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Average hours	47	48	47	50	48	47	49	46	50

	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Average hours	46	48	49	49	49	47	48

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Average hours	47	48	49	50	49	48	47

## 2. How often do you work additional hours beyond what you had expected or planned to work?

Working additional hours is a common theme in the respondent sample. Nineteen percent of respondents age 35 or younger rarely work additional hours; forty-two percent ages 46 to 55 often work additional hours. Twenty-two percent of respondents in EMEA “always” work additional hours compared with 10 percent of those in the United States.



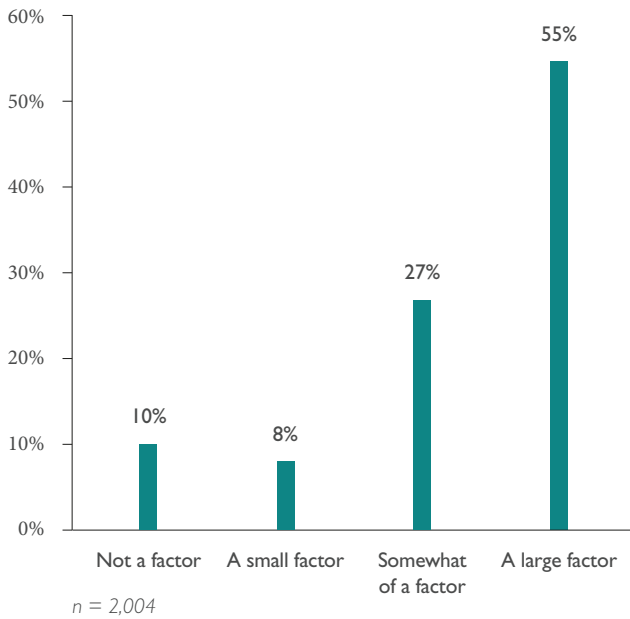
	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Always	10%	12%	11%	11%	10%	10%	22%	20%	27%

	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Always	7%	11%	12%	11%	11%	9%	12%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Always	7%	10%	11%	16%	14%	10%	9%

### 3. To what degree, if any, was work-life balance a factor for you in choosing an in-house counsel position?

When choosing a position as an in-house counsel, work-life balance was a large factor for more than one-half of respondents. Ninety percent of respondents at least considered it when looking for a position. Sixty percent of females found it to be a large factor, compared with 45 percent of males. Respondents who work in the United States find this a large factor more than those in other regions. More respondents age 45 or younger find work-life balance to be a large factor when choosing a position than older respondents. More caregivers (62 percent) found this to be a large factor than did non-caregivers (45 percent).



	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Large factor	62%	45%	60%	45%	57%	53%	37%	20%	20%

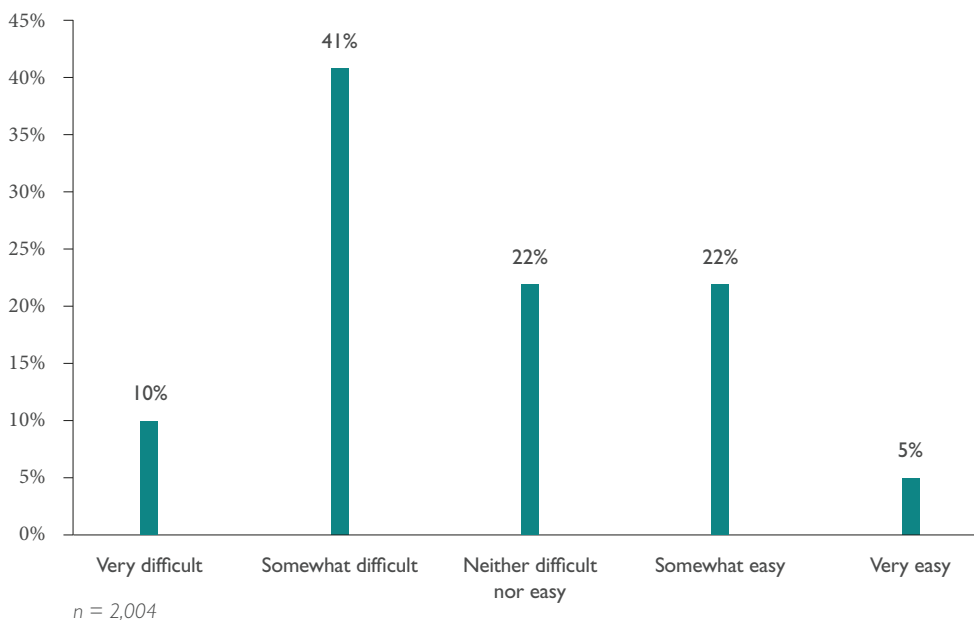
	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Large factor	51%	54%	53%	57%	58%	56%	50%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Large factor	61%	60%	50%	38%	55%	58%	67%



## 4. How easy or difficult is it for you to balance your personal responsibilities with the demands of your job?

More than one-half of respondents find it difficult to balance their personal responsibilities with the demands of their job. Males (8 percent) more than females (4 percent) find it very easy to balance their job with their personal responsibilities. Females (45 percent) more than males (34 percent) find it somewhat difficult to balance their job with their personal responsibilities. Seventeen percent of respondents who work in EMEA find it very difficult to find this balance. Respondents ages 36 to 45 (55 percent) find it somewhat or very difficult compared to 39 percent of respondents age 35 or younger. Fifty-nine percent of caregivers find this balance somewhat or very difficult compared with 42 percent of non-caregivers.



	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Very easy	4%	7%	4%	8%	6%	9%	1%	N/A	7%

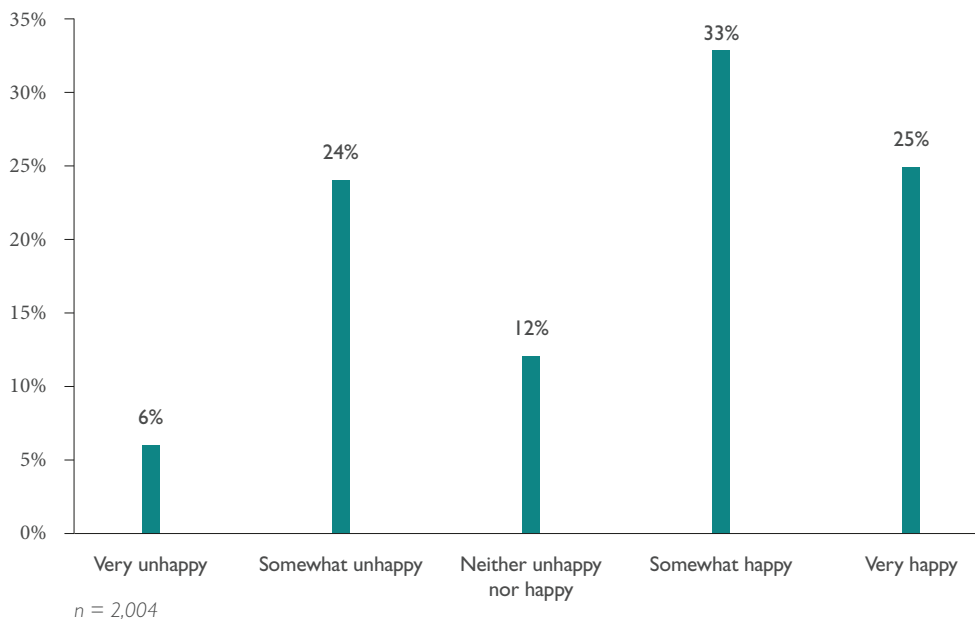
	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Very easy	16%	6%	3%	3%	3%	8%	8%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Very easy	10%	4%	5%	7%	6%	5%	5%

N/A fields indicate that the number of respondents does not meet minimum standards for reporting.

## 5. How happy are you with your work-life balance based on your current working pattern?

One-quarter of respondents are very happy with their current work-life balance, while one-third are somewhat happy with their current work-life balance. Twenty-seven percent of females are somewhat unhappy with their work-life balance compared with 20 percent of males. More respondents from EMEA (34 percent) are somewhat unhappy compared with those from the United States (23 percent.) Three segments having more respondents who are “very happy” with their work-life balance are males, those in companies with one employee, and respondents age 35 or younger. Caregivers were less likely than non-caregivers to say they are very happy with their current work-life balance (23 percent to 27 percent).



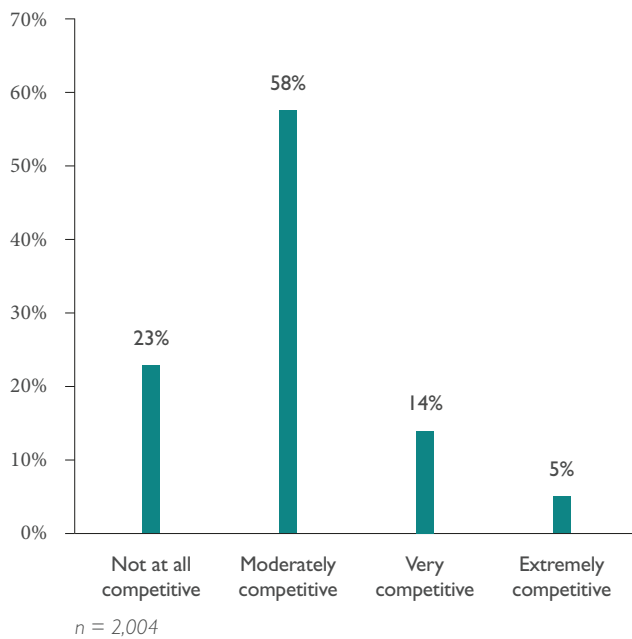
	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Very happy	23%	27%	23%	28%	26%	32%	12%	20%	7%

	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Very happy	35%	26%	22%	22%	23%	27%	27%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Very happy	34%	24%	21%	24%	26%	27%	27%

## 6. How competitive is your work place?

In this sample, 77 percent of work places have competition. The majority of workplaces are moderately competitive, but there are some that are more competitive. There is a slight positive correlation with law department size and the amount of competition in a work place. Forty percent of work places with one employee and 28 percent with two to nine employees have no competition in their work place, compared with 17 percent with 10 to 24 employees and 16 percent with 25 or more employees. Just under one-quarter of respondents who work in the United States have no competition at all in their work place compared with 9 percent in EMEA. Thirty-two percent of private companies have no competition at all in their work place compared with 17 percent of public companies. Fewer caregivers (20 percent) view their work place as “not at all competitive” than non-caregivers (27 percent).



	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Extremely or very competitive	21%	17%	17%	22%	17%	24%	34%	53%	27%

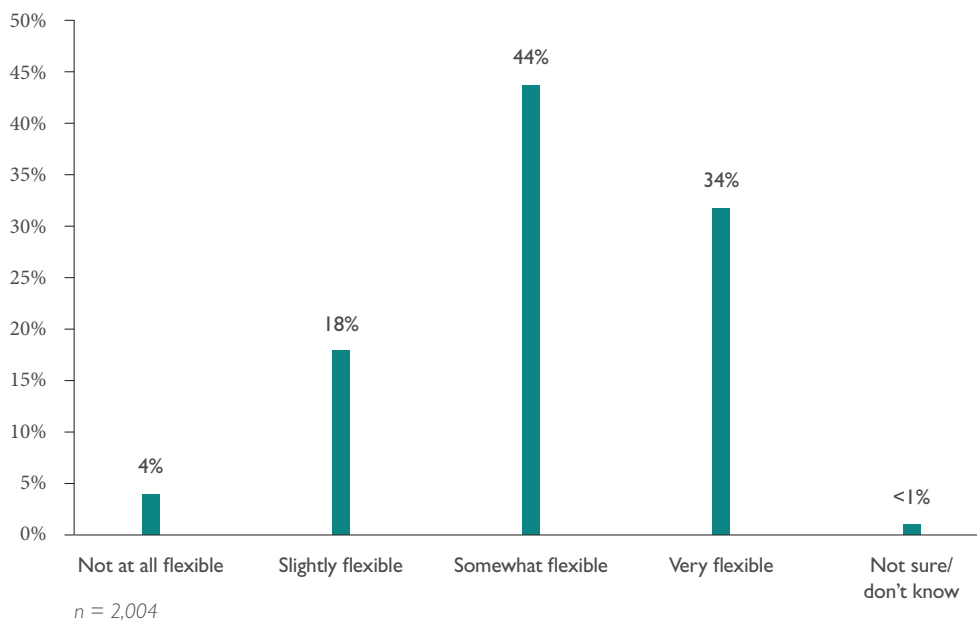
	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Extremely or very competitive	12%	15%	20%	23%	23%	15%	18%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Extremely or very competitive	16%	18%	20%	17%	16%	28%	25%



## 7. How would you characterize the flexibility of your work environment? Would you say your work environment is generally...?

Ninety-five percent of respondents have some sort of flexibility in their current work environment. Seventy-eight percent of work places are somewhat or very flexible. Private companies and those working in IT are more flexible in general.



	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Very flexible	24%	35%	32%	38%	34%	34%	37%	40%	33%

	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Very flexible	43%	36%	29%	33%	30%	40%	41%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Very flexible	39%	36%	31%	33%	29%	45%	30%

## 8. Caregiver status: Please select any of the following that apply to you. You may select more than one. (Select all that apply.)

Fifty-five percent of respondents are caregivers. One-half of respondents are the primary caregiver for a child or children under the age of 18. Sixty-two percent of females are the primary caregiver for a child/children under age 18. Two-thirds of respondents ages 36 to 45 are the primary caregiver for a child/children ages 18 to 21. Respondents age 45 or older are the largest age segment who are the primary caregivers for their or their spouse's parents or grandparents. Three percent of respondents age 45 or older serve as the primary caregiver for a friend, other adult or family member.

	Percent
<b>I serve as the primary caregiver for a child/children under the age of 18</b>	<b>49%</b>
I serve as the primary caregiver for a young adult(s) age 18 to 21	6%
I serve as the primary caregiver for my or my spouse's parent(s) or grandparent(s)	5%
I serve as the primary caregiver for my spouse/partner	2%
I serve as the primary caregiver for a friend, other adult or family member not listed above	2%
None of the above	45%

n = 2,004

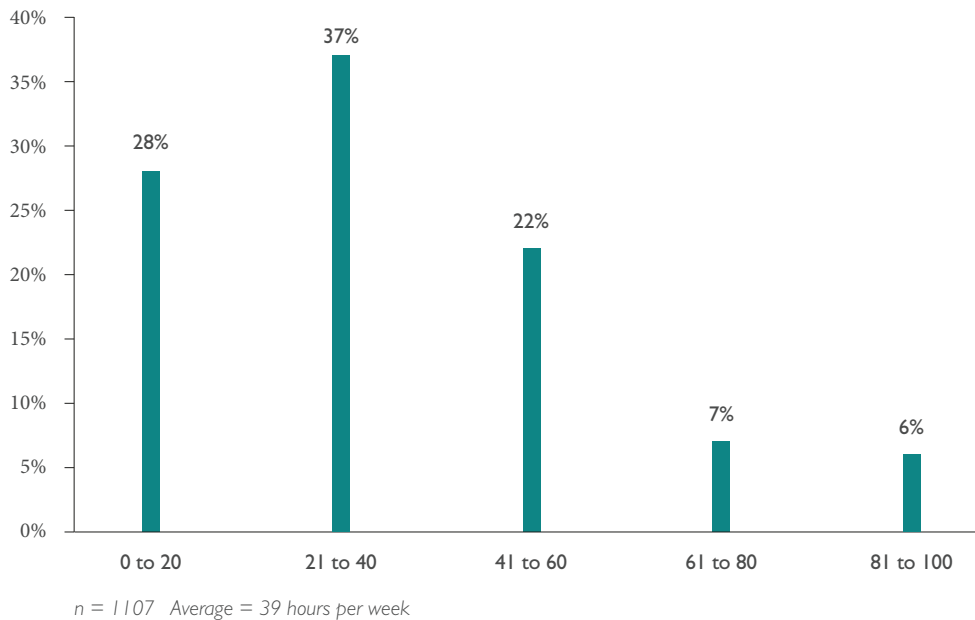
	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Caregiver	100%	0%	69%	32%	55%	63%	58%	53%	40%

	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Caregiver	51%	54%	59%	57%	56%	52%	58%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Caregiver	41%	68%	58%	27%	56%	55%	58%

## 9. In a typical week, about how many hours do you spend on caregiving or parenting related duties?

On average, caregivers spend 39 hours per week on their caregiving duties. Respondents who work in the United States and Canada spend on average 11 more hours per week on caregiving duties than those who work in EMEA. The nature of caregiving changes as age increases. The younger respondents spend more time caregiving because their duties are for their children, who require more time.



	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Average hours	39	0	41	30	40	40	29	N/A	N/A

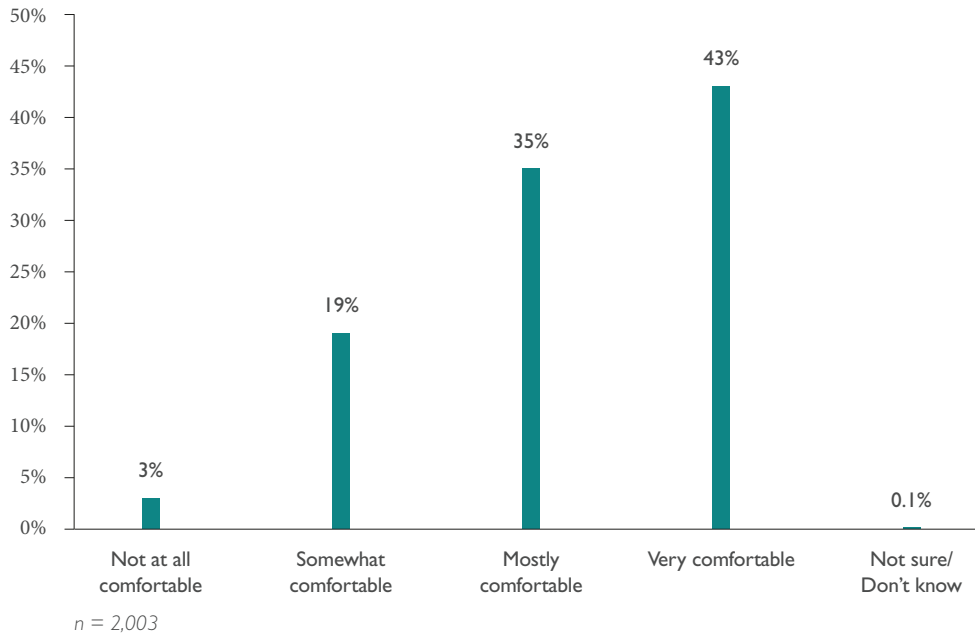
	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Average hours	37	37	40	39	40	39	38

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Average hours	46	45	31	16	39	39	38

N/A fields indicate that the number of respondents does not meet minimum standards for reporting.

## 10. If an unexpected personal issue arose, how comfortable or uncomfortable would you feel leaving work for several hours to handle it?

More males (49 percent) are very comfortable leaving work for caregiving duties than females (40 percent). More respondents who work in the United States are very comfortable leaving work for caregiving duties than respondents who work in EMEA. Fewer caregivers (37 percent) would be very comfortable leaving work to handle a personal issue than non-caregivers (51 percent).



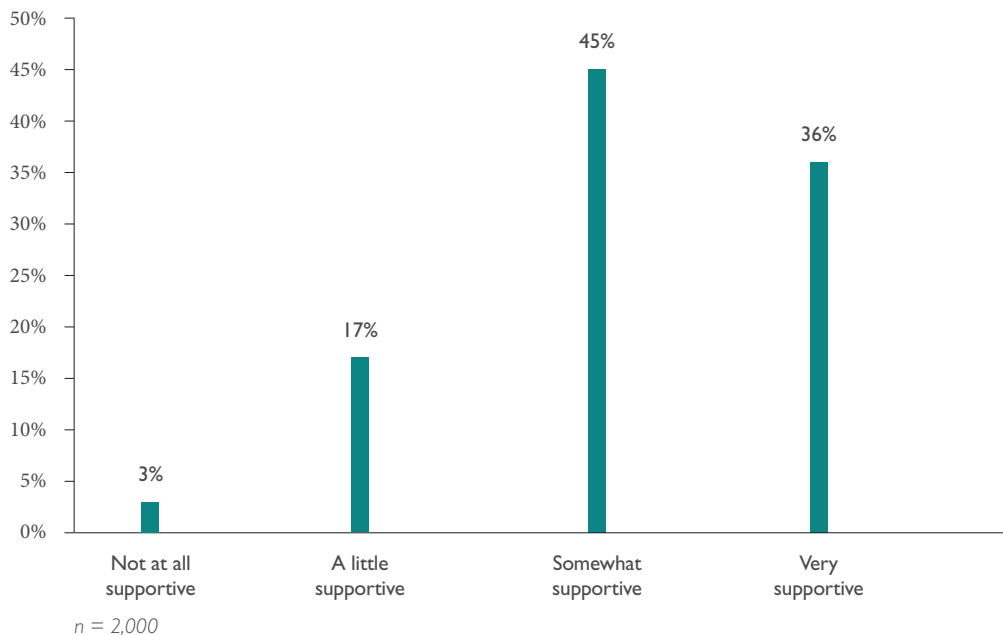
	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Very comfortable	37%	51%	40%	49%	45%	40%	33%	20%	33%

	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Very comfortable	50%	43%	42%	42%	43%	49%	44%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Very comfortable	41%	40%	46%	50%	47%	46%	39%

## II. Would you say your organization is generally supportive or not supportive of employees with parental or caregiving responsibilities?

Overall, respondents feel at least some support from their organization about their caregiving responsibilities.



	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Very supportive	36%	27%	35%	37%	37%	39%	27%	N/A	N/A

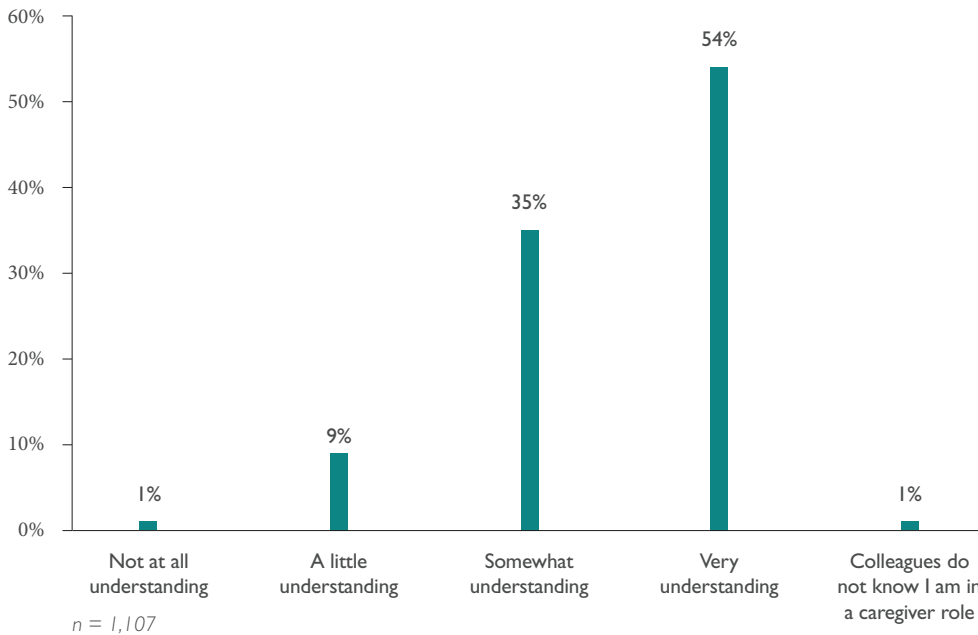
	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Very supportive	37%	36%	32%	38%	34%	37%	39%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Very supportive	40%	36%	33%	36%	29%	39%	37%

N/A fields indicate that the number of respondents does not meet minimum standards for reporting.

## 12. Regarding your role as a caregiver or parent, would you say your colleagues are generally understanding or not understanding of your personal situation?

Six percent of caregivers age 56 or older reported that their colleagues do not know that they are in a caregiver role. Just over half of all caregivers reported their colleagues are very understanding of their personal situation.



	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Very understanding	54%	0%	53%	60%	56%	53%	44%	N/A	N/A

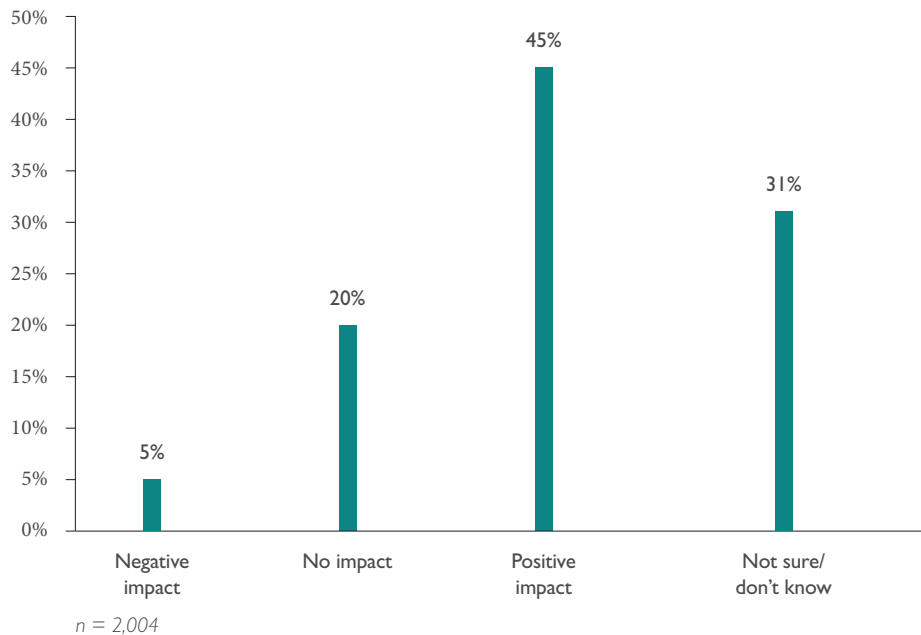
	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Very understanding	52%	55%	51%	56%	54%	54%	55%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Very understanding	53%	56%	54%	44%	54%	56%	50%

N/A fields indicate that the number of respondents does not meet minimum standards for reporting.

### 13. How do you think work-life balance programs impact the quality of work in your organization?

Work-life balance programs have an overall positive effect on the quality of work in organizations. This positive effect increases with company size.



	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Positive impact	45%	45%	44%	47%	44%	52%	45%	40%	67%

	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Positive impact	40%	42%	44%	49%	43%	46%	47%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Positive impact	51%	46%	44%	39%	36%	44%	42%



## 14. As a result of the challenges associated with caregiving/being a working parent, have you ever had to...? (Select all that apply.)

The majority of caregivers have had to juggle work hours and even take time off work to continue their caregiving or working parent responsibilities. Ninety-six percent of caregivers have had to make at least one of the sacrifices listed below.

	Percent
Juggle work hours to provide care	84%
Take time off work	71%
Forgo using your vacation time	41%
Cut back hours in regular weekly job schedule	29%
Turn down work training or education	28%
Leave job and take a different one that is better for caregiving	26%
Take temporary leave of absence from job	12%
Turn down a promotion	10%
Stop working temporarily, then go back to a different job	9%
Quit working entirely	4%
Take retirement earlier than you would have	N/A
None of the above	4%

n = 1,108

	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Most frequently cited:	Juggle work hours	--	Juggle work hours	Juggle work hours	Juggle work hours	Juggle work hours	Juggle work hours	N/A	N/A
Most frequently cited:	Take time off work	--	Take time off work	Take time off work	Take time off work	Take time off work	Take time off work	N/A	N/A
Most frequently cited:	Forgo vacation time	--	Forgo vacation time	Forgo vacation time	Forgo vacation time	Leave job	Forgo vacation time	N/A	N/A
Most frequently cited:	Cut back hours	--	Cut back hours	Turn down training	Cut back hours	Forgo vacation time	Turn down training	N/A	N/A

N/A fields indicate that the number of respondents does not meet minimum standards for reporting.

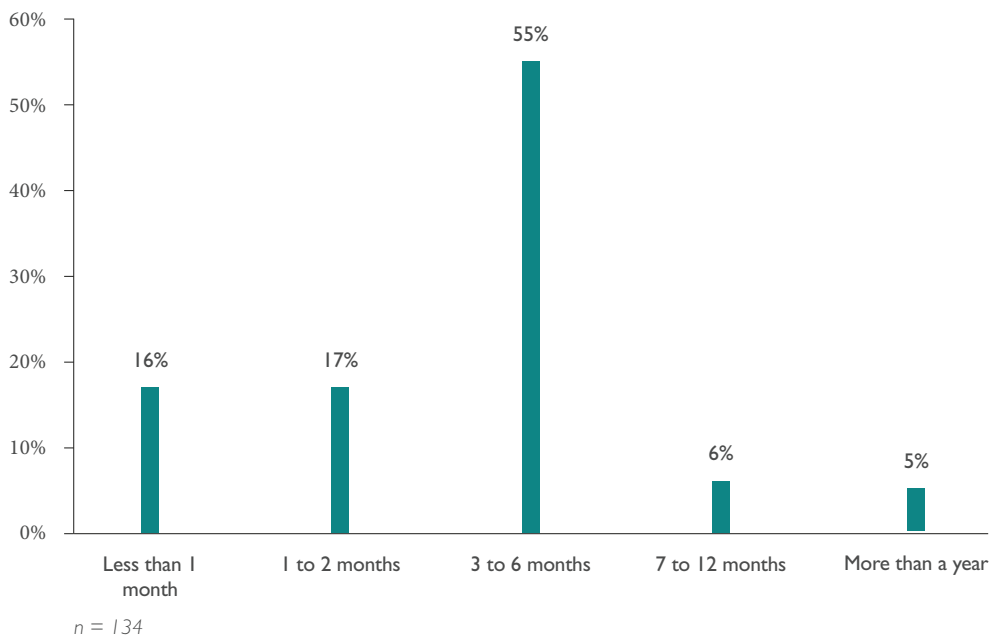


	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
First	Juggle work hours	Juggle work hours	Juggle work hours	Juggle work hours	Juggle work hours	Juggle work hours	Juggle work hours
Second	Take time off work	Take time off work	Take time off work	Take time off work	Take time off work	Take time off work	Take time off work
Third	Forgo vacation time	Forgo vacation time	Forgo vacation time	Forgo vacation time	Forgo vacation time	Forgo vacation time	Forgo vacation time
Fourth	Cut back hours	Cut back hours	Cut back hours	Turn down training	Turn down training	Cut back hours	Cut back hours

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
First	Juggle work hours	Juggle work hours	Juggle work hours	Take time off from work	Juggle work hours	Juggle work hours	Juggle work hours
Second	Take time off work	Take time off work	Take time off work	Juggle work hours	Take time off work	Take time off work	Take time off work
Third	Forgo vacation time	Forgo vacation time	Forgo vacation time	Forgo vacation time	Forgo vacation time	Forgo vacation time	Forgo vacation time
Fourth	Leave job	Turn down training	Cut back hours	Leave job	Cut back hours	Turn down training	Turn down training

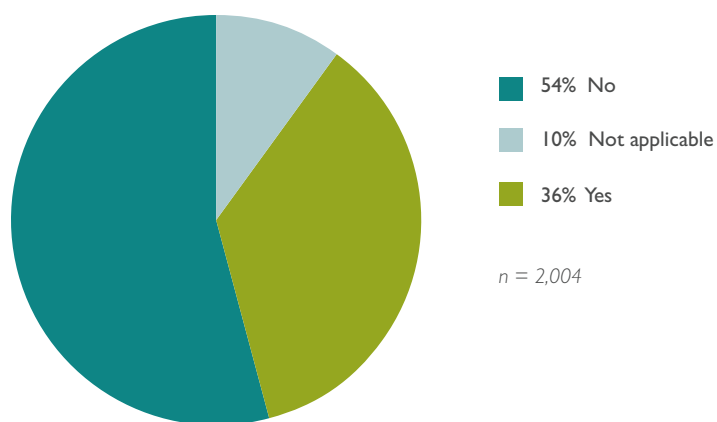
## 15. How long is/was the leave of absence you took from work?

For respondents who took a leave of absence, the length was typically three to six months, with an average of four months. Females generally have longer leaves than males, due to maternity leave.



## 16. Have you ever considered searching for another role or position at a different company based on your anticipation of parenting or caregiving responsibilities?

About the same number of caregivers say they have ever considered searching for another role based on the anticipation of caregiving or working parent responsibilities as have not done so (49 percent for each). However, caregivers were more likely than non-caregivers to report searching for a different role in anticipation of caregiving responsibilities at some point, 49 percent to 20 percent. Females (43 percent) were much more likely than males (25 percent) to search for a new position in anticipation of these responsibilities. The same is true for respondents ages 36 to 45 (45 percent) compared with respondents age 56 or older (18 percent). Given that in-house counsel between the ages of 35 and 45 represent the future executive leadership base for their companies, the wise employer should focus more on their retention.



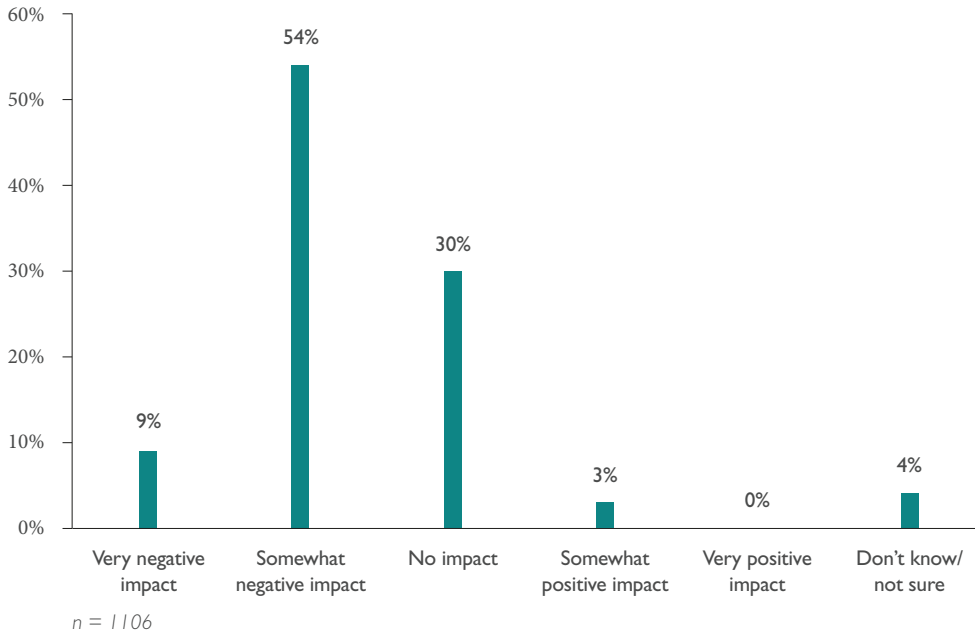
	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Yes	49%	20%	43%	25%	37%	32%	35%	27%	20%

	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Yes	34%	37%	37%	37%	36%	36%	42%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Yes	32%	45%	35%	18%	31%	40%	38%

## 17. What impact, if any, do you believe being a caregiver or working parent has had on your opportunity for career advancement?

Ten percent of females believe being a caregiver or working parent has a very negative impact on their opportunity for career advancement, and 59 percent believe it has had a somewhat negative impact, compared with 4 percent and 34 percent of males, respectively.



	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Somewhat or very positive impact	3%	0%	2%	6%	2%	3%	6%	N/A	N/A

	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Somewhat or very positive impact	6%	3%	3%	2%	3%	4%	4%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Somewhat or very positive impact	3%	3%	3%	0%	4%	2%	2%

N/A fields indicate that the number of respondents does not meet minimum standards for reporting.

## 18. In the next year, how likely is it that, as a result of being a caregiver or working parent, you will consider...?

More respondents in EMEA have considered cutting back hours, and not as many respondents in the United States have considered these alternatives.

	Highly Unlikely	Somewhat Unlikely	Neutral	Somewhat Likely	Highly Likely
Cutting back the number of hours in your regular weekly job schedule	52%	18%	11%	15%	4%
Taking retirement earlier than you would have otherwise	86%	5%	5%	2%	1%
Quitting work entirely	84%	7%	4%	3%	2%
Making a change to your role or position	47%	17%	14%	16%	6%

n = 1,110

Somewhat or highly likely	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Cutting back hours	19%	0%	21%	15%	18%	23%	31%	N/A	N/A
Early retirement	4%	0%	3%	4%	3%	4%	6%	N/A	N/A
Quitting work	5%	0%	5%	4%	5%	6%	6%	N/A	N/A
Changing positions	22%	0%	23%	17%	20%	26%	32%	N/A	N/A

Somewhat or highly likely	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Cutting back hours	18%	22%	21%	17%	18%	20%	24%
Early retirement	2%	4%	5%	3%	3%	4%	4%
Quitting work	8%	2%	5%	7%	6%	4%	5%
Changing positions	28%	20%	24%	22%	21%	23%	23%

Somewhat or highly likely	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Cutting back hours	24%	21%	17%	10%	16%	21%	29%
Early retirement	3%	3%	4%	8%	2%	6%	4%
Quitting work	5%	5%	5%	2%	4%	5%	6%
Changing positions	24%	22%	23%	9%	22%	26%	32%

N/A fields indicate that the number of respondents does not meet minimum standards for reporting.





19. Please tell us the following: A) whether the following work-life balance programs, policies or benefits are offered at your organization; and B) how helpful each is or would be to you in managing work-life balance. Both Parts A and B require an answer.

	A) Does your organization offer any of the following programs, policies or benefits?			B) How helpful is or would each of these be to you in managing work-life balance?				
	Yes	No	Not sure/ don't know	Not very helpful	Somewhat helpful	Very helpful	Not sure/ don't know	Not applicable
Reduced hours or part time schedule	39%	43%	18%	22%	19%	34%	7%	18%
Flexible work schedule	63%	28%	9%	5%	20%	70%	2%	4%
Job-sharing with another employee	9%	68%	23%	33%	12%	13%	17%	26%
Telecommuting (the ability to work from home) at least some of the time	66%	29%	5%	4%	18%	73%	1%	3%
Childcare vouchers (pay for care with pre-tax dollars)	33%	48%	19%	13%	15%	36%	7%	29%
Onsite daycare services	7%	90%	3%	15%	14%	33%	5%	33%
Pay for services related to the care of an adult (such as adult daycare or homecare)	4%	68%	28%	13%	13%	24%	11%	40%
Paid maternity or paternity leave	60%	28%	11%	9%	8%	51%	3%	30%
A program that allows employees to use sick or vacation days donated by colleagues to those in need	12%	66%	22%	16%	25%	23%	17%	19%
A service that transports your care recipient to and from medical appointments	1%	80%	19%	19%	19%	20%	14%	29%
A care manager who assesses the situation, designs a plan for care and helps you arrange services that are needed	5%	69%	26%	16%	23%	19%	18%	25%
A service that helps connect you to information and resources available in your community	34%	41%	25%	16%	34%	20%	15%	16%
A caregiver "coach" who guides you step by step as you move through disability and aging systems	3%	66%	30%	16%	24%	16%	19%	26%
Seminars on how to deal with the financial and legal aspects of caregiving	13%	61%	26%	16%	31%	16%	17%	20%
A caregiver support telephone service that helps you by answering your questions about caregiving	13%	56%	31%	18%	27%	13%	20%	22%
Access to support groups	23%	47%	30%	20%	28%	11%	20%	21%

n = 2,004

Yes	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Flexible work schedule	63%	63%	62%	64%	63%	57%	69%	60%	67%
Reduced hours	39%	39%	40%	37%	38%	47%	52%	N/A	33%
Telecommuting at least some of the time	66%	67%	67%	66%	66%	65%	72%	53%	67%
Job-sharing	7%	11%	7%	11%	8%	13%	11%	N/A	20%
Onsite daycare	7%	6%	7%	6%	7%	11%	8%	N/A	N/A
Childcare vouchers	39%	25%	35%	28%	36%	2%	22%	7%	27%
Pay for services related to the care of an adult	5%	3%	5%	4%	5%	1%	3%	N/A	7%
Paid maternity or paternity leave	60%	61%	63%	57%	57%	70%	81%	80%	93%
Transports your care recipient to and from medical appointments	1%	1%	1%	1%	1%	3%	N/A	7%	N/A
Donated sick or vacation days	11%	13%	12%	11%	14%	N/A	4%	N/A	N/A
Gets you connected to resources in the community	33%	36%	35%	33%	36%	46%	13%	7%	20%
A care manager	5%	5%	5%	6%	6%	5%	1%	7%	7%
A caregiver “coach”	3%	4%	4%	3%	3%	6%	2%	N/A	7%
Seminars on the financial and legal aspects of caregiving	13%	13%	13%	14%	14%	13%	2%	7%	7%
A caregiver support telephone service	12%	14%	12%	14%	13%	15%	8%	N/A	13%
Access to support groups	21%	27%	21%	28%	24%	35%	13%	7%	27%

N/A fields indicate that the number of respondents does not meet minimum standards for reporting.

OVERALL  
SURVEY RESULTS

Very Helpful	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Flexible work schedule	77%	61%	75%	61%	70%	68%	72%	67%	60%
Reduced hours	39%	29%	42%	21%	33%	40%	42%	7%	27%
Telecommuting at least some of the time	77%	67%	77%	64%	72%	76%	79%	87%	60%
Job-sharing	16%	10%	16%	8%	12%	16%	19%	7%	13%
Onsite daycare	40%	24%	38%	24%	32%	28%	41%	33%	33%
Childcare vouchers	46%	23%	40%	28%	36%	30%	41%	27%	33%
Pay for services related to the care of an adult	27%	20%	28%	16%	23%	22%	32%	33%	40%
Paid maternity or paternity leave	58%	42%	54%	46%	49%	56%	63%	73%	60%
Transports your care recipient to and from medical appointments	22%	16%	23%	13%	19%	20%	27%	40%	33%
Donated sick or vacation days	25%	20%	25%	18%	23%	17%	23%	40%	33%
Gets you connected to resources in the community	23%	16%	23%	14%	20%	16%	23%	40%	27%
A care manager	22%	15%	23%	12%	18%	16%	25%	47%	33%
A caregiver “coach”	18%	13%	19%	11%	15%	14%	20%	27%	13%
Seminars on the financial and legal aspects of caregiving	17%	14%	19%	11%	15%	15%	19%	40%	20%
A caregiver support telephone service	14%	12%	15%	9%	12%	12%	18%	33%	20%
Access to support groups	12%	11%	13%	8%	10%	16%	16%	27%	20%



Yes	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Flexible work schedule	68%	61%	57%	67%	62%	62%	62%
Reduced hours	41%	38%	33%	42%	37%	41%	35%
Telecommuting at least some of the time	64%	62%	62%	73%	67%	64%	65%
Job-sharing	4%	6%	7%	13%	11%	6%	6%
Onsite daycare	2%	2%	9%	12%	10%	4%	1%
Childcare vouchers	21%	29%	35%	37%	35%	29%	25%
Pay for services related to the care of an adult	1%	3%	5%	6%	5%	4%	4%
Paid maternity or paternity leave	46%	55%	61%	69%	65%	47%	65%
Transports your care recipient to and from medical appointments	1%	<1%	1%	1%	1%	<1%	<1%
Donated sick or vacation days	15%	11%	13%	11%	10%	13%	8%
Gets you connected to resources in the community	22%	27%	37%	43%	38%	27%	25%
A care manager	5%	4%	7%	7%	6%	4%	4%
A caregiver "coach"	3%	2%	3%	5%	4%	3%	3%
Seminars on the financial and legal aspects of caregiving	4%	8%	13%	19%	15%	11%	7%
A caregiver support telephone service	8%	8%	16%	17%	14%	11%	11%
Access to support groups	14%	19%	22%	30%	26%	21%	16%

*“I am very fortunate to work from home. While not the primary caregiver, my elderly father is in the same small town, and I try to give him time and assistance when he needs it. This may increase more in the future. While I understand that my work is valued, I don’t think that I’m a likely candidate for promotions since I am off-site. The challenge is furthering one’s career while working off-site.”*

ASSISTANT/ASSOCIATE COUNSEL, UNITED STATES



20. Are there other benefits or programs not listed above that you wish you had access to that would help you to balance caregiving with your work? Please tell us about those.

#### Top Responses

Employer flexibility/understanding/empathy/acceptance/encouragement, no discrimination when one uses these programs

Emergency/back-up childcare

Ability to work from home/telecommuting

Improved paid maternity/paternity leave



## 21. Given your current role and level of responsibility, how comfortable or uncomfortable would you be using the following programs, policies or benefits?

	Totally uncomfortable	Moderately/mostly uncomfortable	Moderately/mostly comfortable	Totally comfortable	Not sure/ don't know	Not applicable
Flexible work schedule	3%	11%	23%	59%	1%	3%
Reduced hours	18%	23%	20%	27%	3%	10%
Telecommuting at least some of the time	2%	9%	24%	62%	1%	3%
Job-sharing	32%	26%	11%	9%	7%	14%
Onsite daycare	2%	4%	13%	45%	3%	33%
Childcare vouchers	2%	2%	10%	55%	4%	28%
Pay for services related to the care of an adult	3%	5%	17%	38%	7%	31%
Paid maternity or paternity leave	1%	3%	9%	60%	1%	26%
Transports your care recipient to and from medical appointments	7%	9%	22%	28%	9%	25%
Donated sick or vacation days	9%	16%	22%	34%	7%	11%
Gets you connected to resources in the community	2%	4%	25%	48%	8%	13%
A care manager	4%	9%	26%	29%	11%	20%
A caregiver "coach"	4%	9%	24%	28%	11%	24%
Seminars on the financial and legal aspects of caregiving	3%	6%	25%	43%	8%	16%
A caregiver support telephone service	3%	8%	24%	37%	9%	19%
Access to support groups	6%	15%	27%	29%	9%	15%

n = 1997

Totally comfortable	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Flexible work schedule	64%	53%	62%	54%	58%	63%	66%	73%	60%
Reduced hours	29%	23%	30%	20%	25%	35%	34%	40%	27%
Telecommuting at least some of the time	66%	57%	64%	59%	61%	69%	71%	60%	53%
Job-sharing	11%	8%	11%	7%	9%	14%	15%	13%	7%
Onsite daycare	52%	35%	47%	42%	44%	52%	44%	40%	40%
Childcare vouchers	65%	42%	57%	50%	56%	43%	50%	33%	47%
Pay for services related to the care of an adult	39%	37%	40%	34%	38%	40%	35%	20%	27%
Paid maternity or paternity leave	68%	49%	64%	52%	59%	68%	63%	67%	60%
Transports your care recipient to and from medical appointments	27%	31%	28%	27%	28%	32%	29%	33%	47%
Donated sick or vacation days	35%	33%	34%	35%	36%	24%	30%	7%	27%
Gets you connected to resources in the community	49%	48%	49%	47%	50%	43%	42%	40%	27%
A care manager	29%	29%	31%	28%	30%	28%	23%	20%	33%
A caregiver “coach”	28%	29%	29%	27%	29%	29%	20%	33%	20%
Seminars on the financial and legal aspects of caregiving	43%	43%	43%	43%	44%	45%	30%	40%	40%
A caregiver support telephone service	38%	36%	38%	35%	38%	39%	25%	20%	27%
Access to support groups	28%	30%	27%	31%	29%	29%	23%	20%	30%

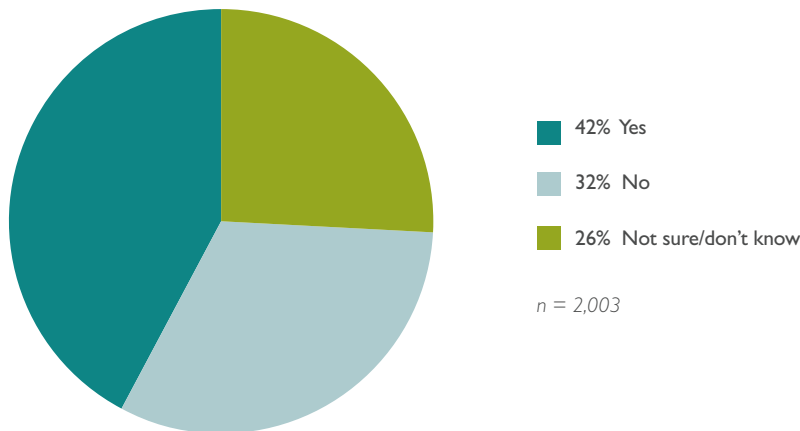
OVERALL  
SURVEY RESULTS

Totally comfortable	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Flexible work schedule	66%	57%	54%	61%	58%	57%	61%
Reduced hours	33%	25%	25%	26%	25%	28%	29%
Telecommuting at least some of the time	65%	59%	61%	64%	62%	61%	66%
Job-sharing	7%	8%	9%	11%	10%	11%	8%
Onsite daycare	34%	41%	48%	49%	48%	41%	45%
Childcare vouchers	46%	51%	53%	60%	58%	51%	53%
Pay for services related to the care of an adult	29%	37%	36%	42%	39%	37%	36%
Paid maternity or paternity leave	52%	56%	63%	64%	63%	56%	60%
Transports your care recipient to and from medical appointments	26%	26%	27%	31%	28%	26%	28%
Donated sick or vacation days	33%	34%	32%	36%	36%	35%	30%
Gets you connected to resources in the community	40%	44%	43%	57%	51%	46%	42%
A care manager	24%	27%	27%	34%	32%	26%	29%
A caregiver "coach"	28%	25%	26%	33%	31%	28%	25%
Seminars on the financial and legal aspects of caregiving	41%	38%	40%	50%	45%	42%	39%
A caregiver support telephone service	30%	33%	35%	44%	40%	37%	30%
Access to support groups	25%	26%	27%	33%	31%	29%	22%

Totally comfortable	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Flexible work schedule	54%	62%	59%	52%	56%	65%	60%
Reduced hours	24%	29%	24%	25%	28%	28%	28%
Telecommuting at least some of the time	58%	66%	62%	55%	60%	70%	60%
Job-sharing	8%	12%	8%	5%	9%	12%	10%
Onsite daycare	59%	56%	33%	19%	42%	55%	39%
Childcare vouchers	65%	65%	44%	29%	53%	62%	55%
Pay for services related to the care of an adult	28%	39%	41%	38%	33%	38%	39%
Paid maternity or paternity leave	76%	71%	49%	32%	53%	69%	57%
Transports your care recipient to and from medical appointments	20%	27%	34%	28%	28%	36%	24%
Donated sick or vacation days	30%	36%	36%	33%	30%	33%	34%
Gets you connected to resources in the community	39%	48%	53%	55%	46%	52%	51%
A care manager	18%	29%	34%	31%	33%	34%	31%
A caregiver "coach"	17%	28%	33%	34%	30%	31%	28%
Seminars on the financial and legal aspects of caregiving	31%	41%	50%	46%	39%	45%	42%
A caregiver support telephone service	25%	37%	43%	40%	38%	40%	34%
Access to support groups	21%	30%	31%	30%	31%	28%	30%

## 22. In general, do the policies in your organization adequately support caregivers and working parents?

More females (37 percent) than males (23 percent) do not believe the policies in their organization adequately support caregivers or working parents. The vast majority of respondents who work in the South or Latin American (87 percent) do not believe their policies support caregivers or working parents. More non-caregivers (37 percent) than caregivers (17 percent) are unaware of their organization's policies regarding caregivers and working parents.



	Caregiver Status		Gender		Region				
	Caregiver	Non-caregiver	Female	Male	United States	Canada	EMEA	Latin America	Asia Pacific
Yes	45%	39%	40%	48%	43%	41%	36%	7%	27%

	Size of Company				Company Type		
	1 employee	2 to 9 employees	10 to 24 employees	25 or more employees	Public	Private	LLC
Yes	41%	40%	40%	46%	42%	38%	45%

	Age				Industry		
	35 or younger	36 to 45	46 to 55	56 or older	Manufacturing	IT	Finance & Banking
Yes	38%	44%	44%	39%	35%	46%	44%

## 23. What best describes your current position?

	Percent
General Counsel/Chief Legal Officer	26%
Senior Counsel	22%
Assistant/Associate General Counsel-Supervisor	14%
Assistant/Associate General Counsel-Non Supervisor	11%
Staff Counsel	9%
Deputy General Counsel	7%
Division Counsel	5%
Managing Counsel	3%
Other	4%

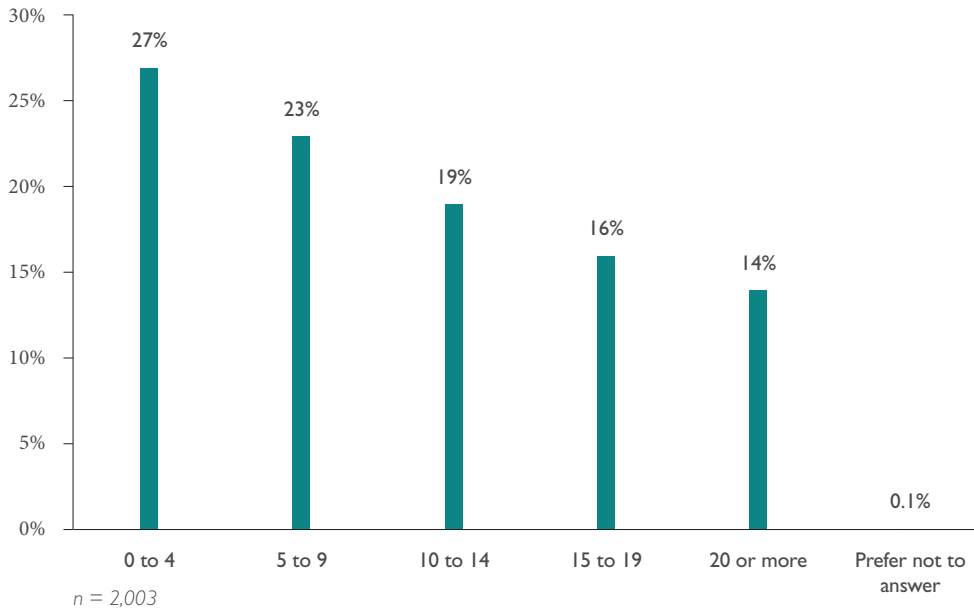
n = 2,003

## 24. What best describes the size of your law department?

	Percent
1 employee	9%
2 to 9 employees	35%
10 to 24 employees	18%
25 to 49 employees	12%
50 to 74 employees	5%
75 to 99 employees	4%
100 to 149 employees	4%
150 to 199 employees	2%
200 to 249 employees	2%
250 to 299 employees	1%
300 or more employees	7%
Prefer not to answer	1%

n = 2,003

## 25. How many total years of experience do you have working as in-house counsel?



## 26. What is your primary practice area? (Please select only one.)

	Percent
Generalist	32%
Commercial	16%
Employment and Labor	7%
Intellectual Property	7%
Financial Services	5%
Litigation	5%
Compliance and Ethics	4%
Real Estate	3%
Technology	3%
Energy/Public Utility	2%
Insurance	2%
Environmental	1%
Government	1%
International	1%
Law Department Management	1%
Media/Publishing	<1%
Other	8%
Prefer not to answer	2%

n = 2,004



## 27. What is your company/organization's primary industry?

	Percent
Manufacturing	13%
Information Technology/Software/Internet Related Services	10%
Finance and Banking	9%
Insurance	7%
Energy	4%
Healthcare/Social Assistance	4%
Pharmaceutical/Medical Devices	4%
Retail Trade	4%
Telecommunications	4%
Not for Profit Organization (i.e., Charity, Environment)	3%
Accommodation/Food Services	1%
Aviation/Aerospace	2%
Chemicals and Plastics	2%
Construction and Engineering	2%
Fast Moving Consumer Goods	2%
Oil and Gas	2%
Professional, Scientific, and/or Technical Services	2%
Real Estate/Rental and Leasing	2%
Service Company and Organization	2%
Utilities	2%
Administrative/Business/Support Services	1%
Advertising/Marketing/Public Relations	1%
Agriculture/Forestry/Fishing/Hunting	1%
Arts, Sports and Entertainment/Recreation	1%
Biotechnology/Life Sciences	1%
Broadcasting and Media	1%
eCommerce/Online Sales	1%
Educational Services/Academia	1%
Prepared Food Stuff and Beverages	<1%
Technical/Research and Development	1%
Transportation and Warehousing	1%
Wholesale Trade/Distribution	1%
Legal services	<1%
Management of Companies and Enterprises (i.e., Holding Companies)	<1%
Mining and Quarrying	<1%
Public Administration/Government Regulation and Support	<1%
Trade Association	<1%
Waste Management, Remediation and Environmental Services	<1%
Other	7%

n = 2,001

## 28. Which of the following best describes your company/organization?

	Percent
Public	45%
Private	22%
Limited liability company (LLC)	11%
Subsidiary of foreign corporation	9%
Non-profit/non-governmental organization (NGO)	7%
Publicly held debt, privately held equity	1%
Limited liability partnership (LLP)	1%
Partnership	1%
Other	3%

*n* = 2,003

## 29. In which country is your company headquartered?

Country	Percent	Country	Percent
United States	78.2%	Brazil	0.1%
Canada	4.9%	China	0.1%
United Kingdom	3.0%	Colombia	0.1%
Germany	2.4%	Hong Kong	0.1%
Switzerland	2.1%	South Africa	0.1%
France	1.4%	Sweden	0.1%
Japan	1.1%	Angola	0.1%
Netherlands	1.0%	Austria	0.1%
Ireland	0.6%	Cyprus	0.1%
Australia	0.5%	Ghana	0.1%
Israel	0.5%	Kuwait	0.1%
Finland	0.4%	Malaysia	0.1%
United Arab Emirates	0.4%	Mexico	0.1%
Belgium	0.4%	New Zealand	0.1%
Luxembourg	0.3%	Philippines	0.1%
Italy	0.3%	Romania	0.1%
South Korea	0.3%	Saudi Arabia	0.1%
Argentina	0.2%	Singapore	0.1%
Denmark	0.2%	Trinidad & Tobago	0.1%
Greece	0.2%	Turkey	0.1%
India	0.2%	U.S. Virgin Islands	0.1%
Norway	0.2%	Venezuela	0.1%
Spain	0.2%	Curacao	0.1%
Bermuda	0.1%		<i>n</i> = 2,000

### 30. In which country is your office located?

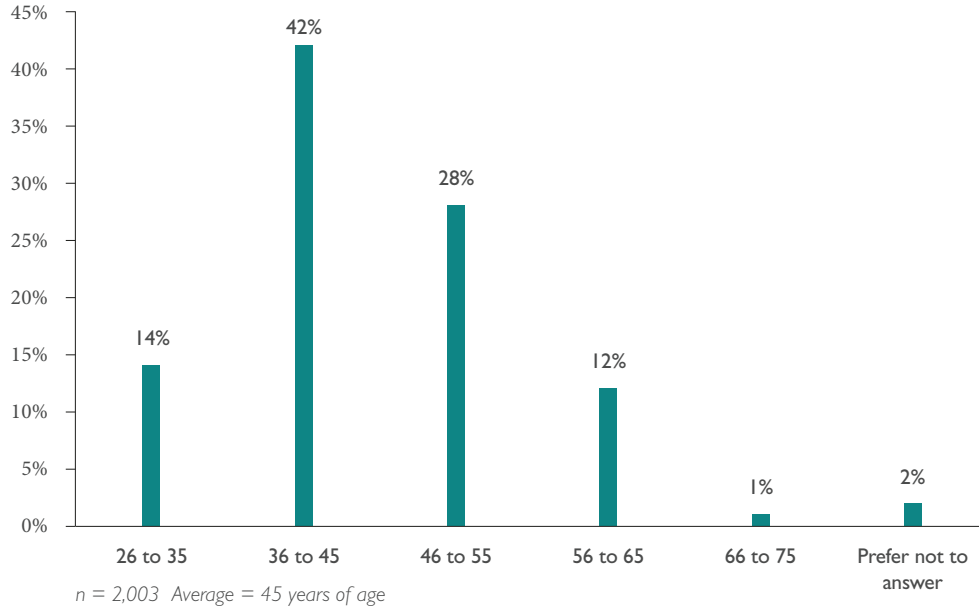
Country	Percent	Country	Percent
United States	84.5%	India	0.1%
Canada	5.6%	Ireland	0.1%
United Kingdom	1.7%	Turkey	0.1%
Switzerland	1.1%	US Virgin Islands	0.1%
Germany	1.0%	Bermuda	0.1%
United Arab Emirates	0.8%	Chile	0.1%
Belgium	0.7%	El Salvador	0.1%
France	0.5%	Finland	0.1%
Spain	0.5%	Hong Kong	0.1%
Israel	0.4%	Kuwait	0.1%
Netherlands	0.3%	Mexico	0.1%
Singapore	0.3%	New Zealand	0.1%
Argentina	0.3%	Nigeria	0.1%
Australia	0.3%	Philippines	0.1%
Brazil	0.2%	Poland	0.1%
Japan	0.2%	Romania	0.1%
China	0.2%	Russia	0.1%
Greece	0.2%	Saudi Arabia	0.1%
Italy	0.2%	South Africa	0.1%
Colombia	0.1%	Sweden	0.1%
Czech Republic	0.1%	Curacao	0.1%
Denmark	0.1%		<i>n = 2,001</i>

### 31. For statistical purposes only, please indicate your marital status.

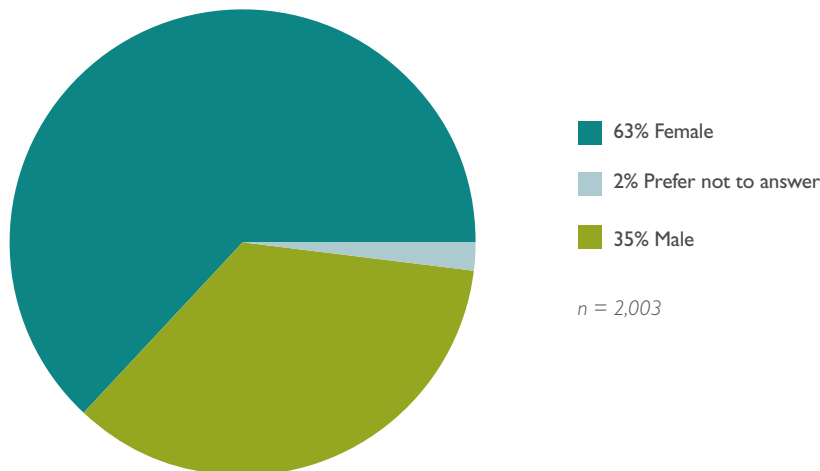
	Percent
Married	79%
Single/never married	9%
Divorced	6%
Domestic partnership/living with partner (not legally married)	4%
Separated	1%
Widowed	1%
Prefer not to answer	2%

*n = 2,003*

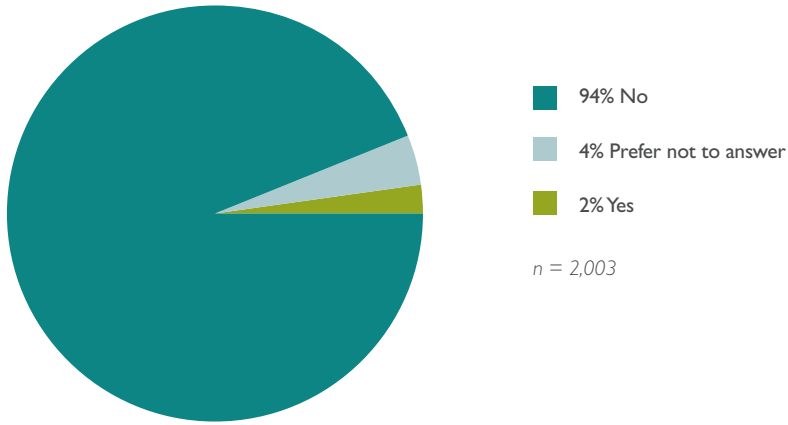
### 32. For statistical purposes only regarding generational diversity, what year were you born? (Reported years converted to age ranges)



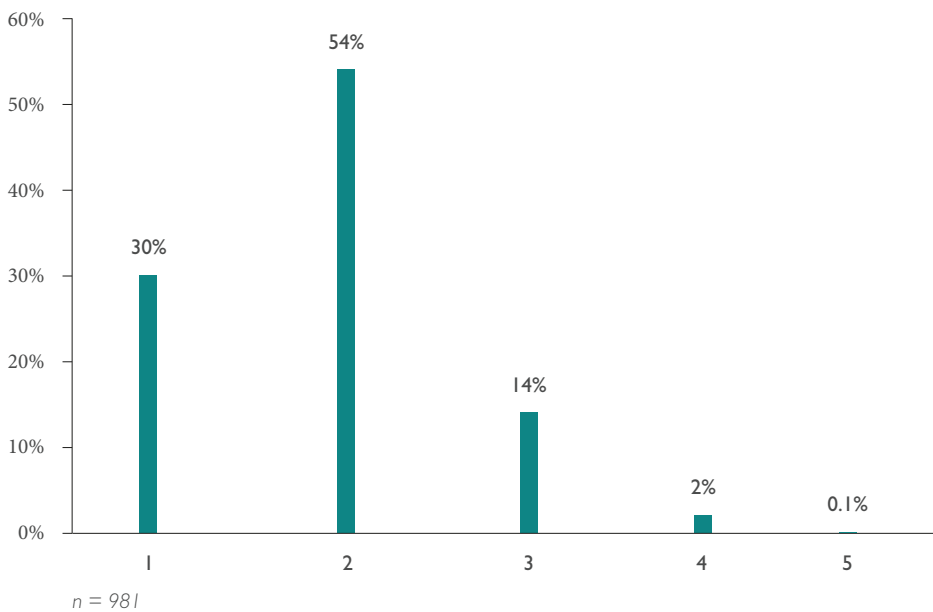
### 33. What is your gender?



### 34. For statistical purposes only, do you personally identify as lesbian, gay, bisexual or transgender?



### 35. How many children under the age of 18 are under your care?



### 36. While at work, what type of childcare do you currently use? (Select all that apply)

	Percent
Nanny/au pair	34%
Before/after school program	30%
Daycare center	23%
Preschool	18%
Relative care	16%
Stay-at-home parent	13%
Home daycare	5%
Friend care	3%
Other	5%
None, not applicable	10%

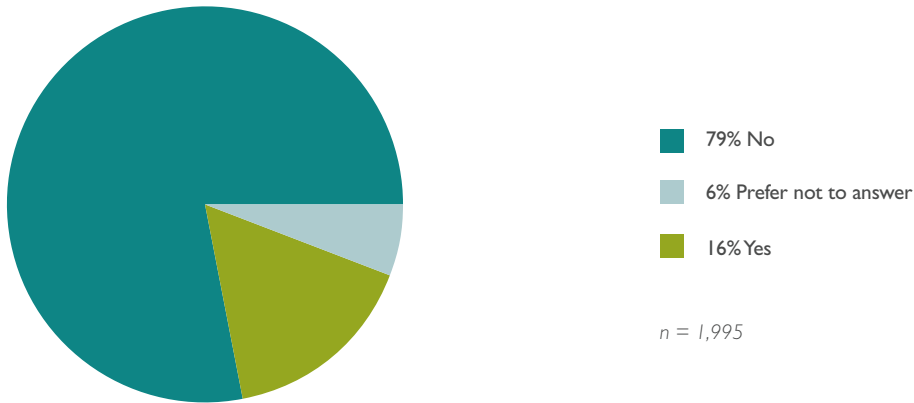
n = 980

### 37. What is the age of the youngest child in your care?

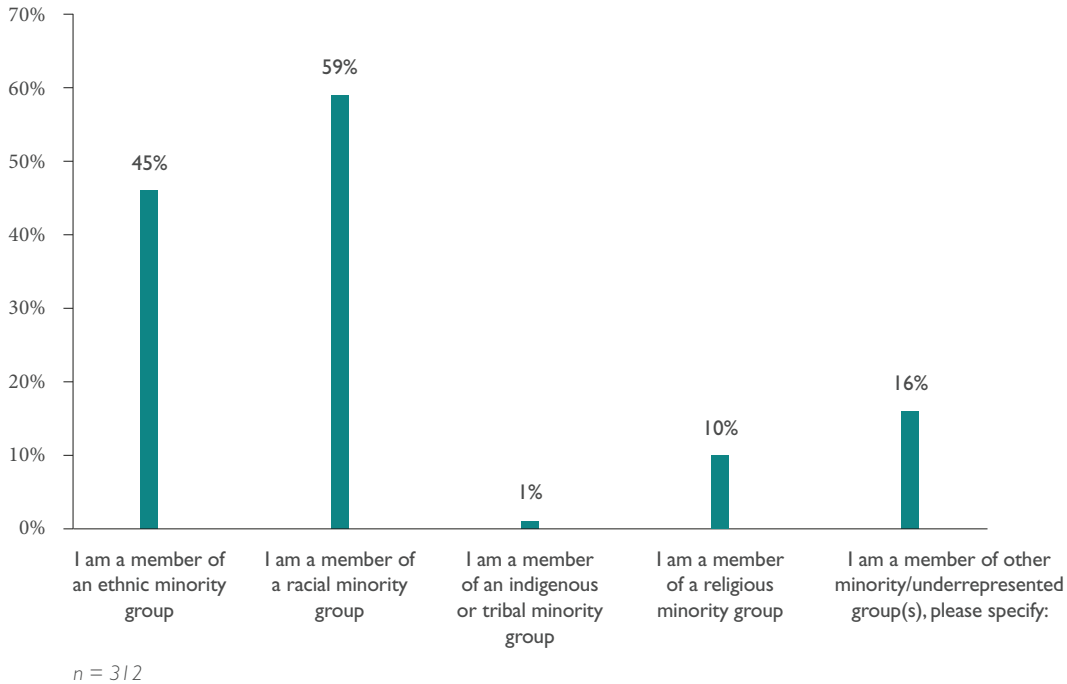
Age	Percent	Age	Percent
Newborn	6%	9	5%
1	10%	10	5%
2	10%	11	4%
3	10%	12	4%
4	9%	13	3%
5	6%	14	2%
6	6%	15	2%
7	7%	16	2%
8	5%	17	2%

n = 982

### 38A. Are you a member of a “minority” or “underrepresented” group(s) in your workplace?

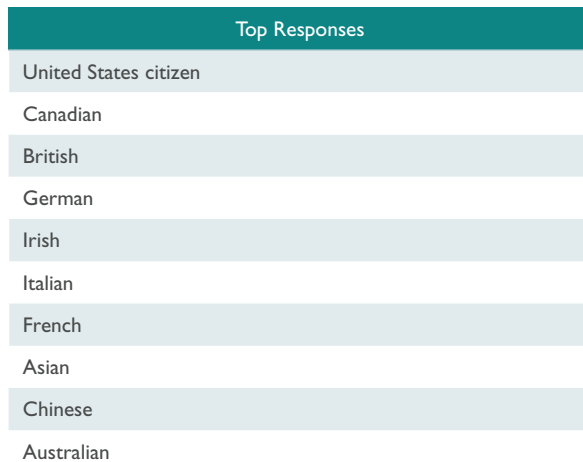


### 38B. Please check all that apply to you.

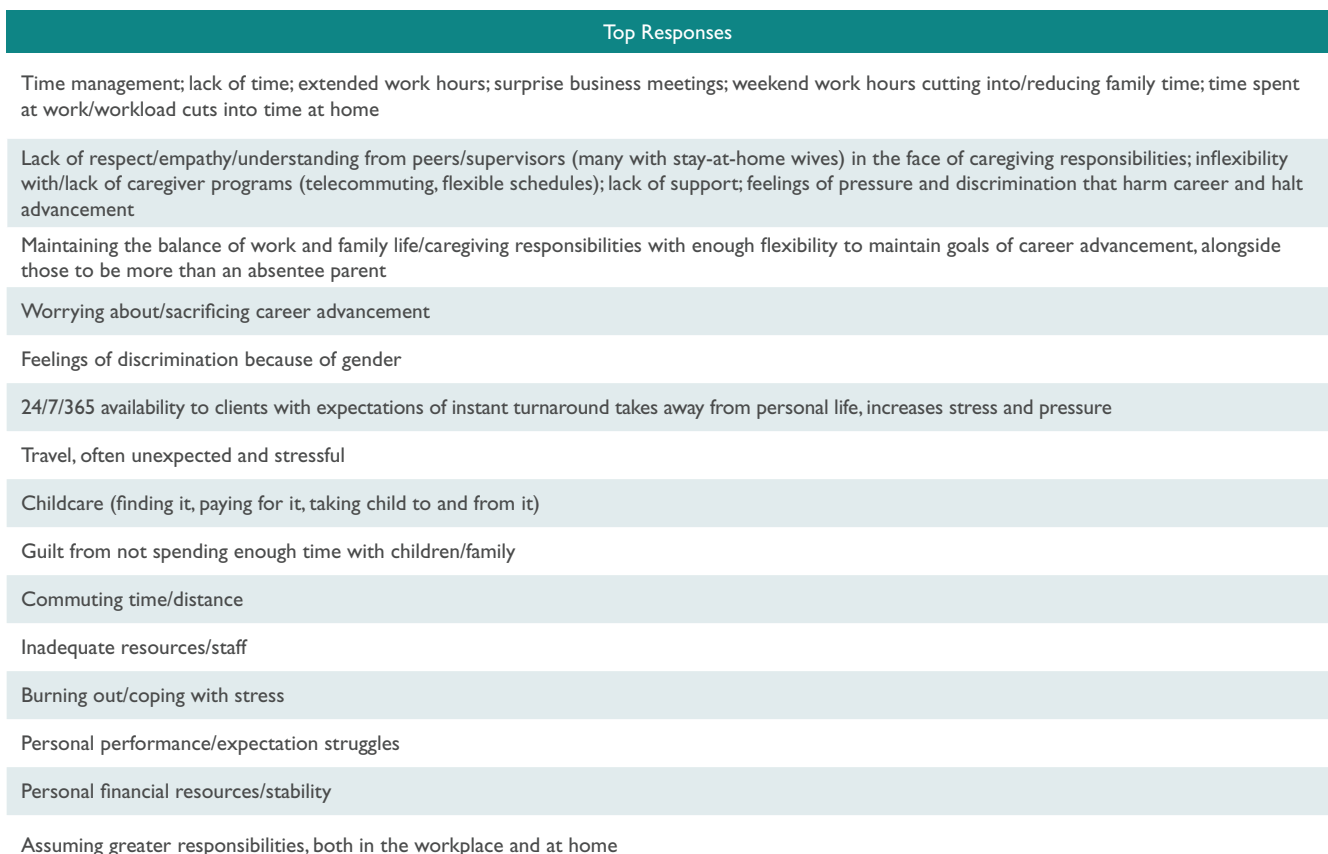




### 39. What is your nationality?



### 40. Please share the greatest barrier or challenge you face, if any, in succeeding in your role and balancing parental or caregiver responsibilities.



## 4I. Please share the greatest barrier or challenge you face in succeeding in your role and balancing personal commitments.

### Top Responses

Volume of work/workload and turnaround demands/tight deadlines

Time, time management, competing time demands, not enough hours in a day

Lack of respect/empathy/understanding from peers/supervisors in the face of personal responsibilities. Inflexibility with/lack of flexible work programs (telecommuting, flex time). Lack of support, feelings of pressure and discrimination that harm career and halt advancement

Inadequate resources/staff

24/7/365 availability expected without regard to personal life

Commuting time/distance

Maintaining the balance of work and personal life with enough flexibility to maintain goals of career advancement, alongside those of fulfilling personal commitments

Personal tendencies towards over-commitment/overworking

Feelings of discrimination because of gender

Worries of how career advancement will be negatively affected with responsibilities of family/personal life

# DEMOGRAPHIC OVERVIEW

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The following demographic overview provides the context needed to better understand the key findings and overall results that emerged from this study. Below each table are cross-tabulations by three demographics: gender, region of office location, and age. This presents a clearer overview of the respondent sample and improves the interpretation of data.

Percentages in the demographic overview and overall survey results have been rounded to the nearest whole number; therefore, they may not always total 100%.

Current Position	Percent	n=
General Counsel/Chief Legal Officer	26%	512
Senior Counsel	22%	433
Assistant/Associate General Counsel-Supervisor	14%	281

**GENDER**

- 31% of male respondents are GC/CLO.
- 23% of female respondents are GC/CLO.
- 23% of female respondents are Senior Counsel.
- 18% of male respondents are Senior Counsel.

**REGION**

- 32% respondents who work in Canada are Senior Counsel.
- 20% of respondents who work in the United States are Senior Counsel.
- 15% respondents who work in the United States are Assistant/Associate General Counsel-Supervisors.
- 6% of respondents who work in EMEA are Assistant/Associate General Counsel-Supervisors.

**AGE**

- 38% of respondents ages 56 or older are GC/CLO.
- 31% of respondents ages 46 to 55 are GC/CLO.
- 23% of respondents ages 36 to 45 are GC/CLO.
- 13% of respondents ages 35 or younger are GC/CLO.
- 26% of respondents ages 36 to 45 are Senior Counsel.
- 14% of respondents ages 35 or younger are Senior Counsel.

- 7% of respondents ages 35 or younger are Assistant/Associate General Counsel-Supervisors.
- 16% of respondents ages 36 to 45 are Assistant/Associate General Counsel-Supervisors.

Size of Company	Percent	n=
1 employee	9%	181
2 to 9 employees	35%	701
10 to 24 employees	18%	353
25 or more employees	38%	752

There are no significant differences by gender, region, or age with respect to size of company.

Years of Experience	Percent	n=
0 to 4 years	28%	555
5 to 9 years	23%	469
10 to 14 years	19%	381
15 to 19 years	16%	316
20 or more years	14%	285

There are no significant differences by region with respect to years of experience.

**GENDER**

- 21% of female respondents have 10 to 14 years of experience.
- 16% of male respondents have 10 to 14 years of experience.
- 18% of male respondents have 20 or more years of experience.
- 12% of female respondents have 20 or more years of experience.

DEMOGRAPHIC  
OVERVIEW

**AGE**

- Age is positively correlated with years of experience, meaning that as years of experience increase, age increases.

There are no significant differences by age with respect to primary practice area.

Primary Practice Area	Percent	n=
Generalist	32%	647
Commercial	16%	322
Employment and Labor	7%	134

**GENDER**

- 37% of male respondents are Generalists.
- 30% of female respondents are Generalists.
- 9% of female respondents are in Employment and Labor.
- 3% of male respondents are in Employment and Labor.

**REGION**

- 31% of respondents who work in EMEA are in Commercial.
- 27% of respondents who work in Canada are in Commercial.
- 14% of respondents who work in the United States are in Commercial.
- 8% of respondents who work in the United States are in Employment and Labor.

There are no significant differences by gender with respect to primary industry.

**REGION**

- 21% of respondents who work in Canada are in the Finance and Banking industry.

Primary Industry	Percent	n=
Manufacturing	13%	251
IT/Software/Internet Related Services	10%	204
Finance and Banking	9%	170

- 1% of respondents who work in EMEA are in the Finance and Banking industry.

**AGE**

- 16% of respondents age 35 or younger are in the IT/Software industry.

There are no significant differences by gender with respect to company type.

**REGION**

- 31% of respondents who work in EMEA work in a public company.

Company Type	Percent	n=
Public	45%	904
Private	22%	435
Limited Liability Company (LLC)	11%	222

- 26% of respondents who work in EMEA work in an LLC.
- 10% of respondents who work in the United States work in an LLC.

**AGE**

- 29% of respondents age 35 or younger work in a private company.

There are no significant differences by gender with respect to region.

**AGE**

- 91% of respondents age 56 or older work in the United States.

Region (office location)	Percent	n=
United States	84%	1684
EMEA	8%	158
Canada	6%	111
Asia Pacific	1%	23
South/Latin America	1%	15

Gender	Percent	n=
Female	63%	1267
Male	35%	693

#### GENDER

- 47% of female respondents are ages 36 to 45.
- 38% of male respondents are ages 36 to 45.
- 17% of male respondents are ages 56 or older.
- 11% of female respondents are ages 56 or older.

Age	Percent	n=
35 or younger	15%	280
36 to 45	44%	838
46 to 55	29%	555
56 or older	13%	252

#### REGION

- 14% of respondents who work in the United States are age 56 or older.

#### AGE

- 69% of respondents ages 36 to 45 are female.
- 53% of respondents ages 56 or older are female.
- 31% of respondents ages 36 to 45 are male.
- 46% of respondents ages 56 or older are male.

# METHODOLOGY

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This confidential web-based survey was conducted by Avenue M for the Association of Corporate Counsel (ACC) from July 10 to July 28, 2014.

An invitation to participate in the survey was successfully delivered to 32,663 individual email addresses. A total of 2,596 members participated in the survey with 2,004 completed surveys included in this analysis. The final response rate for the **2014 ACC Global Work-Life Balance Report** was 6 percent.

The margin of error from the completed surveys calculates to plus or minus 2.1 percentage points at the 95 percent confidence level. That is, we can be 95 percent certain the overall results are representative of the targeted population within plus or minus 2.1 percentage points.\*

Analyses were conducted using SPSS. Bivariate differences between subgroups are reported as significant findings when a statistically significant difference occurred at the  $p < .05$  level.

Subgroups were not reported when the number of respondents did not meet minimum standards for confidentiality (minimum for aggregate reporting is five). The number of respondents from some demographic subgroups was below industry standards for a statistically representative sample. While percentages for groups with a minimum of 10 respondents were presented in this report, the population size was not adequate for statistical analysis.

\*The industry standard for member research studies is to achieve a confidence interval of  $\pm 5$  percentage points at the 95 percent confidence level.



2014 ACC GLOBAL WORK-LIFE  
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1025 CONNECTICUT AVENUE, NW  
SUITE 200, WASHINGTON, DC 20036 USA  
TEL +1 202.293.4103

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