

# 2015 ACC GLOBAL CENSUS

A PROFILE OF IN-HOUSE COUNSEL

A PROFILE of in-house counsel around the world, with more than 45 key metrics.

DISCOVER INSIGHT from over 5,000 in-house lawyers in 73 countries.

LEARN MORE about global trends on in-house counsel mobility, changing workloads and department structures, multi-jurisdictional work and more.

 Association of  
Corporate Counsel  
By in-house counsel, for in-house counsel®

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**B**etween March and May 2015, the Association of Corporate Counsel (ACC) conducted a census study to profile the corporate in-house legal profession. In total, 5,012 in-house counsel from 73 countries participated in the survey.

ACC conducted this census to create a demographic portrait of in-house counsel around the world. This study explores key areas of interest among in-house lawyers such as career history and mobility, corporate climate and culture, incidences and impact of mergers and acquisitions, usage of outside law firms and the personal demographic details of individual in-house counsel. Wherever possible, ACC has provided data on trends over time.

The information contained in this Executive Summary of Key Findings and the full report provides useful data for corporate legal departments, law firms and legal industry partners, such as recruiters, knowledge management consultants and litigation support providers as they seek to adjust to environmental changes affecting corporate practice. Legal work continues to shift among law firms, legal service providers and in-house law departments.

Lawyers today need more than legal skills; they also benefit from cultivating emotional intelligence, business acumen and the ability to build solid relationships. With ongoing shifts in global markets, volatility in global security and profits and an increase in merger and acquisition activity, cultural fluency has also become vital for lawyers to succeed. Partnerships between firms and legal departments have a renewed focus on value. And the flow of lawyers making the switch from firms to in-house departments has increased, as firm lawyers seek the balance and the in-depth business involvement that an in-house career offers.

This report provides opportunities for both in-house and outside counsel to better understand the landscape of the corporate legal field on topics including compensation, turnover and trends in outside counsel usage.

For purposes of this report, references to in-house counsel, counsel, lawyers and corporate lawyers refer to in-house counsel who participated in the survey unless otherwise noted. References to salary and total compensation are made in US dollars or in weighted dollars (Purchasing Power Parity or PPP) to account for the different costs associated with working and living in different countries. We include weighted (PPP) base salary and total compensation data because a simple comparison of the respondents' income across countries would be misleading. Using the PPP conversation, income data was in effect "equalized" across countries to enable accurate comparisons via adjustment using purchasing power parity (PPP).<sup>1</sup>

## INTRODUCTION

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The full report is divided into four sections. The Executive Summary of Key Findings highlights some of the most notable findings and industry trends. The Overall Report of Findings provides a question-by-question analysis of data. It includes information on key demographics, diversity and career advancement, perceptions of company health by industry, compensation by gender and additional topics. The third section of the report contains all of the survey questions delineated by industry. You may view industry trends overall or simply track information of interest in your industry using the table of contents. The final appendix of this report provides tables, organized by content/question. You can examine data by key demographics such as annual revenue, gender and more. The full 2015 ACC Global Census Report is available at <http://www.acc.com/acc2015census>.

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*<sup>1</sup>Purchasing power parity conversion factor is the number of units of a country's currency required to buy the same amounts of goods and services in the domestic market as a US dollar would buy in the United States. The PPP exchange rate for 2013 is used for the standardization of currencies (the latest data available from the World Bank).*

*For more information on PPP and weighting the data, please see the methodology section in this report.*



WHAT ATTRACTED YOU TO AN IN-HOUSE POSITION?

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*“Quality of life and focus on business aspects of practice rather than billing.”*

*“Regular hours, income stability, potential for growth in the business sector.”*

*“The ability to merge my business and legal acumen.”*

*“The opportunity to commit my efforts to the interests of one organization/company that I care very much for.”*

*“The ability to work side-by-side with my clients and be a part of the business strategy.”*

*“The hours; the personality of the GC and his associate; the stated mission of the organization; the ability to work with nonlawyers daily.”*

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# EXECUTIVE SUMMARY

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## Growing challenges: privacy, cybersecurity and corruption

Though there are some regional differences, most in-house counsel say the past year (2014) has brought greater challenges in complying with laws inside and outside their jurisdiction when it comes to privacy, cybersecurity and corruption. In Latin America and Asia Pacific, corruption posed greater challenges last year, while in the Middle East and North Africa, competition was more challenging last year. A majority of in-house counsel cited privacy as a growing challenge in complying with laws outside the jurisdiction, followed closely by corruption.

## Globally, women lag men in base salary and total compensation

There is a significant gender gap in annual income. Female in-house counsel report lower base salaries and lower total compensation than male in-house counsel. Sixty-nine percent of women earn less than PPP \$200,000<sup>2</sup>, compared with 56 percent of men earning less than this amount. Women who are members of an underrepresented or minority group in their workplace (71 percent) have the highest percentage making less than PPP \$200,000 in base salary.

## Litigation tops the list of reasons to consult outside counsel

In 2011, in-house counsel reported a general decline in the use of outside counsel across the board. However, the use of outside counsel saw marginal growth this year. The top areas for which in-house departments consult outside counsel include litigation, employment and labor, and privacy.

## Mergers and acquisitions

An astounding 40 percent of in-house lawyers work in a company that experienced a merger or acquisition in the past year. Notably, merger/acquisition activities did not affect expectations for career advancement, elevate interest in moving to a new company, alter job satisfaction or negatively impact perceptions of the company's financial health. In fact, lawyers working in companies that experienced a merger or acquisition last year were more positive about their company's financial health now than they were last year.

## Changing salary and compensation

This year, in-house counsel were more likely to report compensation in the highest and lowest categories instead of the mid-range, as seen in previous years. Base salaries tend to be highest for in-house counsel within the defense and pharmaceutical industries. In-house counsel making the least in base salary tend to be employed in research and development, trade associations and educational services.

## Mobility and the mercenary workforce

Nearly two-thirds of in-house counsel surveyed would consider leaving their position for a career advancement opportunity. Three in 10 would consider leaving for a job with the same title, salary and benefits. And these figures do not only represent the newest members of the in-house community. Division counsel, managing lawyers, deputy general counsel (GC), assistant/associate GCs, and executive board members were among the most likely to admit that they would consider changing companies.

## Multinational work responsibilities becoming the norm

Sixty-two percent of in-house counsel have cross-border or multinational work responsibilities. In-house in Europe (86 percent) and Asia Pacific (82 percent) top the list in reporting global duties. The US is nearer to the bottom, with 58 percent reporting cross-border work responsibilities. In addition, while a large percentage of in-house counsel at larger companies have cross-border work, (71 percent in companies with at least 50,000 employees), half of those in smaller companies (fewer than 500 employees) are also taking on global duties.

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<sup>2</sup>References to salary and total compensation are in weighted dollars (Purchasing Power Parity or PPP) to account for the different costs associated with working and living in different countries. We include weighted (PPP) base salary and total compensation data because a simple comparison of the respondents' income across countries would be misleading. Using the PPP conversion, income data was in effect "equalized" across countries to enable accurate comparisons via adjustment using purchasing power parity (PPP). The PPP exchange rate for 2013 is used for the standardization of currencies (the latest data available from the World Bank); <http://data.worldbank.org/indicator/PA.NUS.PPP>.

To view reported base salary and compensation data in US dollars please see the overall results section of this report. For more information on PPP and weighting the data, please see the methodology section in this report.

# CROSS-BORDER

Work responsibilities among highly regulated industries and other industries

## DO YOU HAVE CROSS-BORDER/MULTINATIONAL WORK RESPONSIBILITIES?

### AVIATION/AEROSPACE



YES 75%

NO 19%

### BIOTECH/LIFE SCIENCES



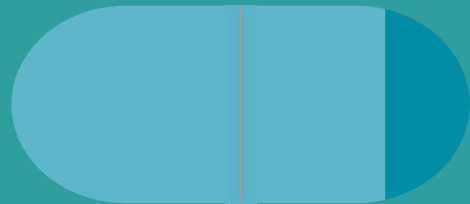
YES 72%

NO 23%

### FINANCE & BANKING



### PHARMA/MEDICAL DEVICES



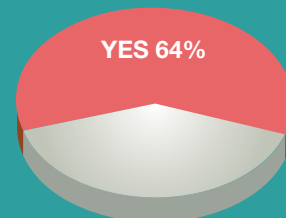
YES 80%

NO 19%

### TELECOMMUNICATIONS



### ALL OTHER INDUSTRIES



NO 33%



# KEY FINDINGS

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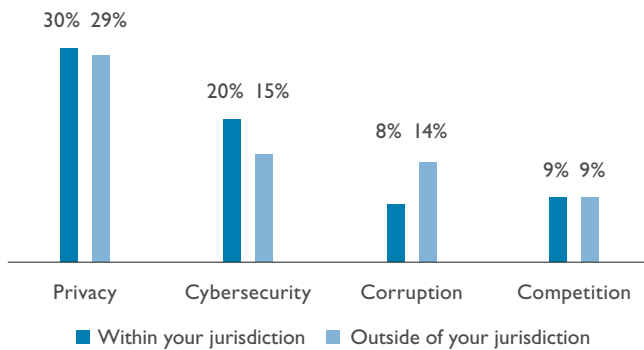
## Greatest challenges faced by in-house counsel

Overall, areas where in-house counsel faced greater challenges in complying with laws inside their jurisdiction are privacy (30 percent) and cybersecurity (20 percent). When looking at the challenges lawyers faced in complying with laws outside their jurisdiction, corruption notably made the “top three” list for all regions reporting issues where they experienced greater external jurisdiction challenges.

Counsel in Latin America and Asia Pacific were significantly more likely to say corruption was a greater challenge last year inside their jurisdiction compared with most other regions, where privacy posed more of a challenge. Competition was the greatest challenge that in-house counsel in the Middle East and North Africa faced within their jurisdictions.

When asked about the greatest challenges they face and how they navigate this challenge, in-house counsel cited balancing daily and time-sensitive objectives with longer-term strategic goals. Several noted the challenges associated with operating in a multinational, multicultural environment with cross-border responsibilities. Many cited the limited time to tend to client communications and needs while managing the legal function. In-house counsel reported that gaining buy-in regarding the value of the legal function and budget constraints are both top challenges. Most mentioned time management, prioritizing and frequent communication as work-arounds for the simultaneous demands of the job; however, many simply accept that only the most critical work gets done. For others, outside counsel help to manage the workload.

### GREATEST CHALLENGES COMPLYING WITH THE LAWS WITHIN AND OUTSIDE YOUR JURISDICTION OVER THE PAST YEAR



### IN THE PAST YEAR, IN WHICH OF THE FOLLOWING AREAS, IF ANY, HAVE YOU ENCOUNTERED GREATER CHALLENGES IN COMPLYING WITH THE LAWS WITHIN YOUR JURISDICTION? (SELECT ALL THAT APPLY)

	Region (office location)							
	United States	Canada	Europe	Middle East/ North Africa	Sub-Saharan Africa	Latin America	Asia Pacific - not Aus/NZ	Australia/ New Zealand
Privacy	29%	34%	45%	20%	41%	12%	23%	47%
Competition	5%	5%	22%	24%	31%	22%	37%	23%
Cybersecurity	22%	18%	16%	11%	24%	6%	13%	15%
Corruption	4%	8%	13%	18%	21%	28%	41%	9%

### IN THE PAST YEAR, IN WHICH OF THE FOLLOWING AREAS, IF ANY, HAVE YOU ENCOUNTERED GREATER CHALLENGES IN COMPLYING WITH THE LAWS OUTSIDE OF YOUR JURISDICTION? (SELECT ALL THAT APPLY)

	Region (office location)							
	United States	Canada	Europe	Middle East/ North Africa	Sub-Saharan Africa	Latin America	Asia Pacific - not Aus/NZ	Australia/ New Zealand
Privacy	31%	19%	37%	20%	28%	17%	30%	24%
Corruption	11%	15%	27%	20%	26%	18%	38%	20%

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**SAMPLE OF COMMENTS IN RESPONSE TO: WHAT IS YOUR GREATEST CHALLENGE IN YOUR CURRENT POSITION AND HOW DO YOU NAVIGATE IT?**

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Conflict between the desires of the foreign parent company and those of the enterprise in the United States. I navigate such challenges by building consensus, acting as liaison and communicating the realities of both sides so that we can achieve agreement and build accurate action plans.

Reconciling local legal requirements, cultural practices and business needs with head office policies and processes that do not always scale down in smaller markets.

Challenge: Balancing the needs of the business with the needs of my department. Navigation Tool: I delegate and empower my team to help manage the needs of the business, and I regularly meet with my department to stay on top of its needs.

Greatest challenge: flat resources (headcount and budget) vs. increasing complexity and increasing scope of tasks. Focus on high-complexity matters, delegate low-complexity matters to other functions, outsourcing of legal tasks to cost-efficient locations.

Helping the business make good decisions. Work to provide continuing education of the business environment, work to be responsive to the business and develop a partnership relationship which makes it more likely that they are going to consult you early in the process.

Lack of personnel and lack of budget to outsource; try to do more with less and hit the big ticket items, instead of crossing every 't' and dotting every 'i.'

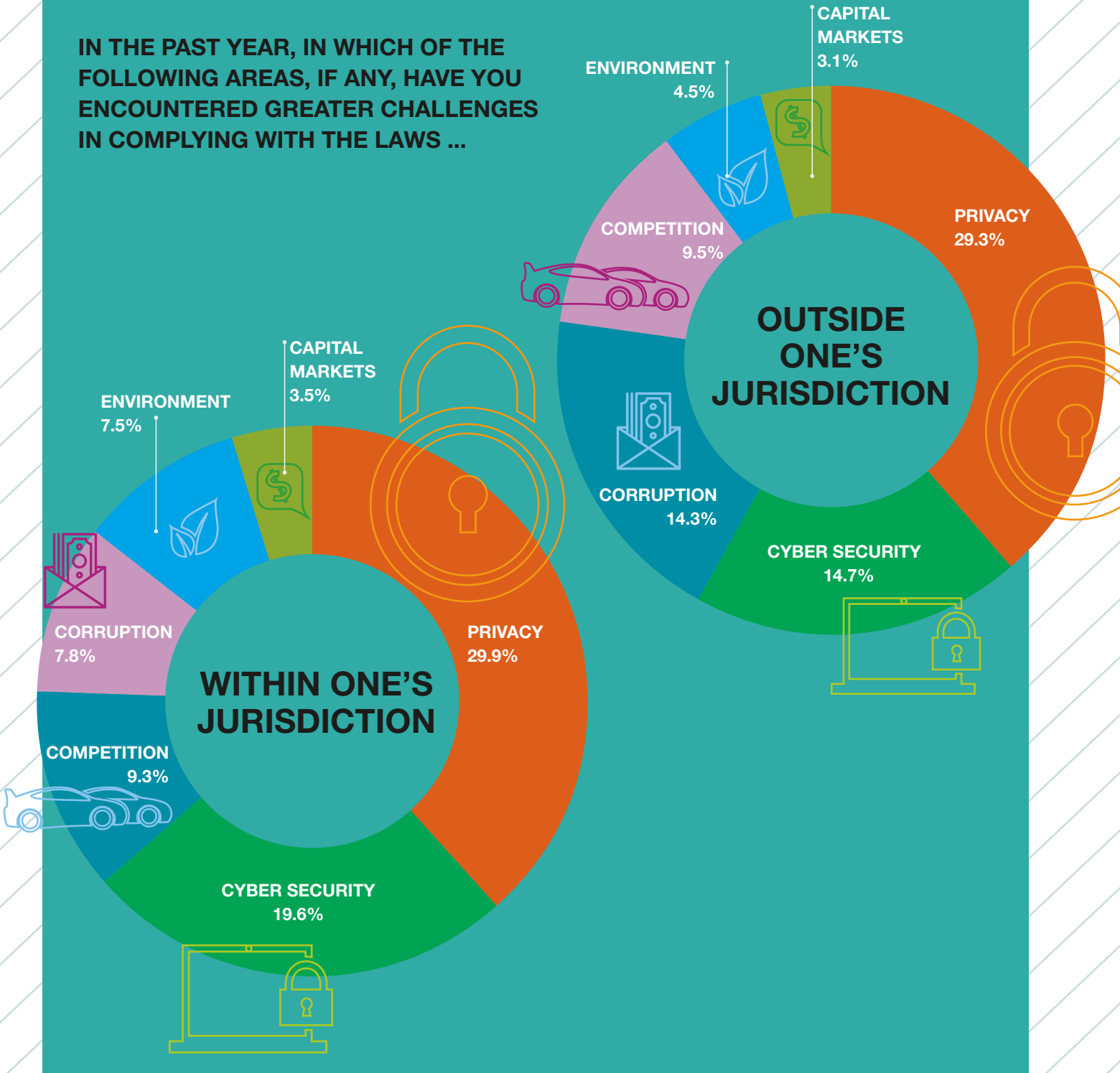
Hard to say. At a law firm, you work on specific issues for a client. As an in-house lawyer, the ability to navigate within the corporation is the critical issue. You have to get out and meet people, attend meetings and otherwise extend yourself to others.

Challenge of anticipating and resolving issues and conflicts ahead of the curve in an uncertain business environment. Navigate this challenge by close coordination and engagement with all business leaders in specialized boundary spanning roles.

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# CHALLENGES IN COMPLIANCE

IN THE PAST YEAR, IN WHICH OF THE FOLLOWING AREAS, IF ANY, HAVE YOU ENCOUNTERED GREATER CHALLENGES IN COMPLYING WITH THE LAWS ...



## Outside counsel

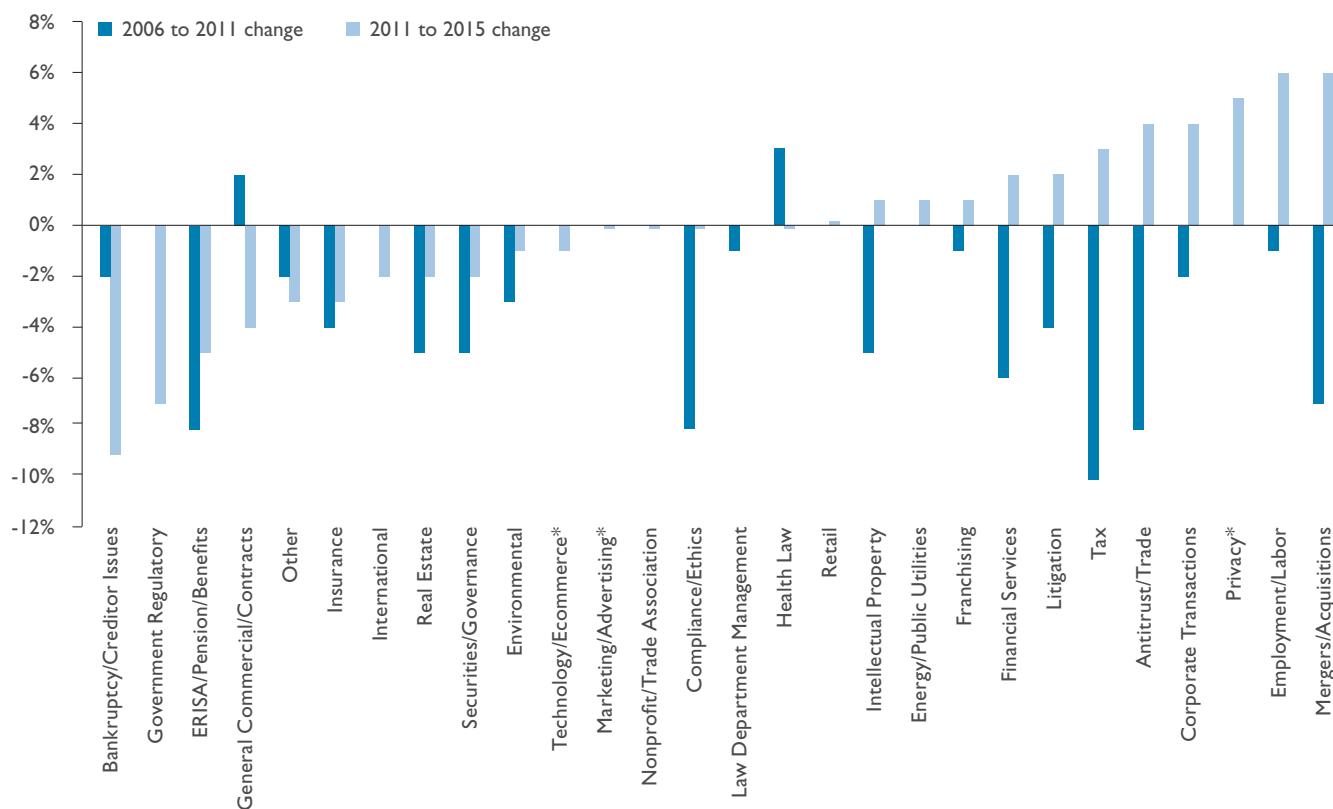
Striving to increase value and maximize both cost-saving efforts and productivity, in-house departments continue to find alternatives to using outside counsel when possible. And the general decline in use of outside counsel that was evident in 2011 was not uniformly present in 2015, where several areas actually saw growth in outside counsel use compared with 2011.

Presently, outside counsel are most often called upon for litigation matters. However, the percentage of respondents who reported using outside counsel for this reason (67 percent) is still less than

the high of 73 percent reported in 2004. Two areas where outside consultation grew significantly in 2015 compared with 2011 are employment and labor and mergers and acquisitions.

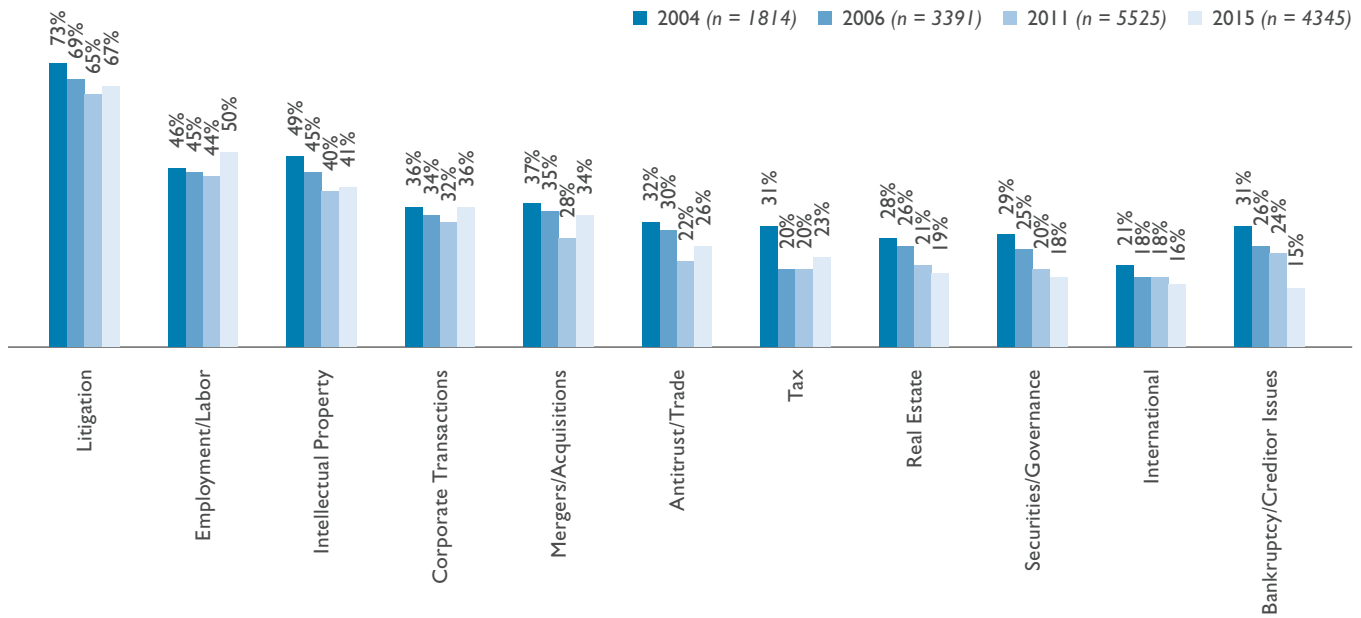
The top three areas where lawyers seek outside counsel are litigation (67 percent), employment/labor (50 percent) and intellectual property (41 percent). There was a decrease in the percentage of respondents seeking outside counsel for bankruptcy, government and regulatory issues and pensions.

**PERCENTAGE CHANGE IN OUTSIDE COUNSEL USAGE 2006 TO 2011 AND 2011 TO 2015 BY FOCUS AREA**



\*Categories added in 2011. No trending data for 2006 to 2011

**2004 TO 2015 TRENDS IN OUTSIDE COUNSEL USAGE BY FOCUS AREA FOR WHICH OF THE FOLLOWING DOES YOUR LAW DEPARTMENT FREQUENTLY CONSULT OUTSIDE COUNSEL? (SELECT ALL THAT APPLY)**



**OUTSIDE COUNSEL USAGE BY REVENUE GROUP**

	Revenue					
	Less than \$100 million	\$100–\$499 million	\$500M–\$2.9 billion	\$3–\$3.9 billion	\$4 billion or more	Overall
Litigation	51%	64%	69%	68%	68%	67%
Employment/Labor	47%	57%	54%	52%	46%	50%
Intellectual Property	40%	43%	43%	43%	40%	41%
Corporate Transactions	32%	34%	37%	45%	40%	36%
Mergers/Acquisitions	18%	31%	41%	51%	43%	34%
Antitrust/Trade	11%	13%	27%	41%	39%	26%
Tax	19%	24%	24%	24%	26%	23%

Revenue category sizes determined by number of respondents in each category. Some categories will be larger or smaller.

In general, 2015 data indicate that lawyers in higher revenue organizations seek outside counsel more frequently than those in lower revenue organizations. Some large gaps in use of outside counsel are apparent when examining use by annual revenue quartiles. A higher percentage of in-house counsel in companies with US \$4

billion or more in annual revenue report use of outside counsel in most top-cited areas when compared to those in companies with under US \$100 million in revenue, except IP and employment and labor, where roughly the same percentage use outside counsel regardless of revenue.

### Base salary and total compensation<sup>3</sup>

The majority of in-house counsel survey respondents (70 percent) earn between PPP \$100,000 and PPP \$299,000. Among those respondents, the most common salary range reported was PPP \$150,000 to PPP \$199,000.

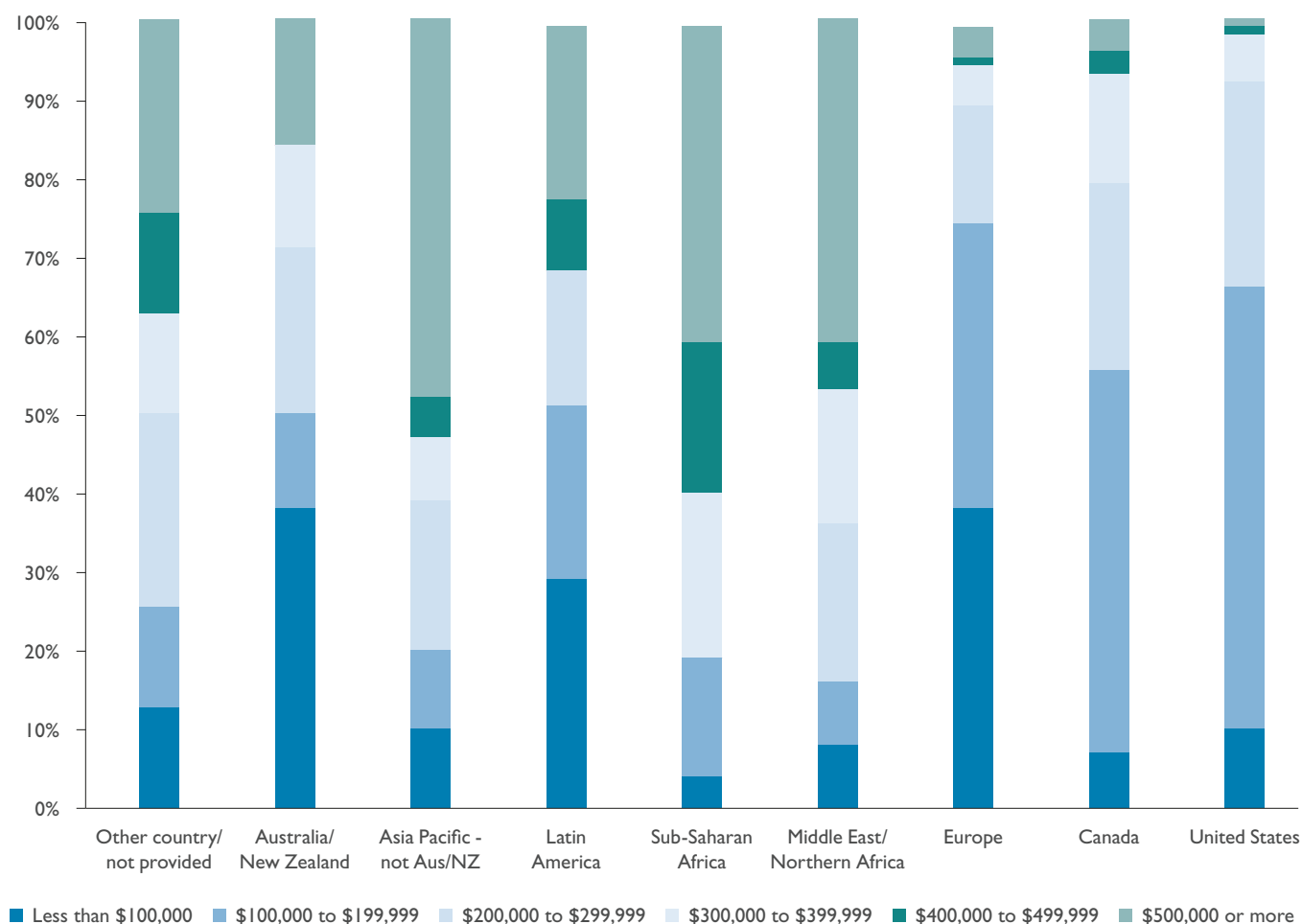
As expected, base salaries tend to increase with age as well as with tenure in an organization. Base salaries also tend to be highest for in-house counsel within the defense and pharmaceutical industries while those in research and development, trade associations and educational services report lower base salaries.

There are large regional disparities in salaries, even when taking into consideration the relative purchasing power of each currency.

Regions with the highest percentages of in-house counsel reporting base salaries greater than PPP \$200,000 include the Middle East/North Africa (84 percent), Asia (80 percent) and Sub-Saharan Africa (80 percent). Regions with the highest percentages of in-house counsel reporting under PPP \$200,000 in base salary include Europe (74 percent), the United States (66 percent) and Canada (56 percent).

A higher percentage of in-house counsel earning lower base salaries report a willingness to leave their current position for a career advancement opportunity, which aligns with conventional expectations. However, those earning base salaries toward the low and high ends of the spectrum both report a willingness to leave their

#### BASE SALARY (PPP DOLLARS) BY GLOBAL REGION/COUNTRY



<sup>3</sup>To view reported base salary and compensation data in US dollars please see the overall results section of this report. For more information on PPP and weighting the data, please see the methodology section in this report.

**KEY FINDINGS**

current position for an equivalent opportunity at a different company, perhaps suggesting that even highly compensated counsel experience dissatisfaction with their current positions.

There is a significant gender gap in annual income. A higher percentage of women in-house counsel report lower base salaries and total compensation compared with men. Sixty-nine percent of women earn less than PPP \$200,000, compared with 56 percent of men earning less than this amount. This gender gap is slightly larger when comparing minority men (57 percent) and minority women (71 percent) making less than PPP \$200,000 in base salary.

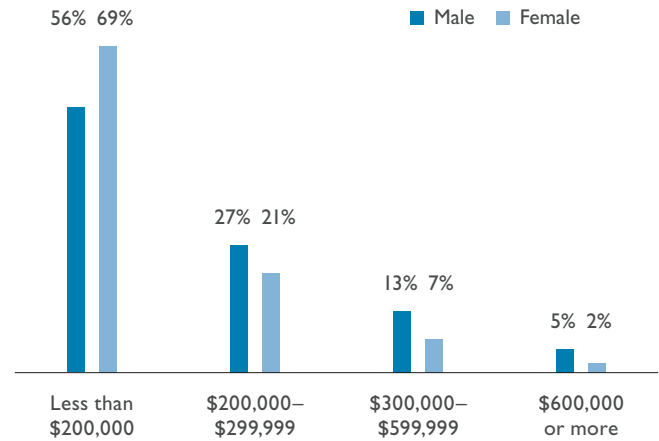
In addition to base salary, the most common benefits in-house counsel receive globally are cash bonuses (70 percent), retirement programs (53 percent) and stock options (35 percent), while the least common benefits reported were deferred compensation (15 percent), profit sharing (15 percent) and vouchers (12 percent).

**Trends in salary and compensation**

In-house counsel were more likely to report total unweighted compensation in the highest and lowest categories versus the mid-range, as seen in previous years. The percentage reporting a total compensation of US \$300,000 or more grew (24 percent) compared with 19 percent in both 2006 and 2011. At the same time, the ranks of in-house counsel occupying the lowest total compensation category swelled from 9 percent in 2011 to 14 percent in 2015.

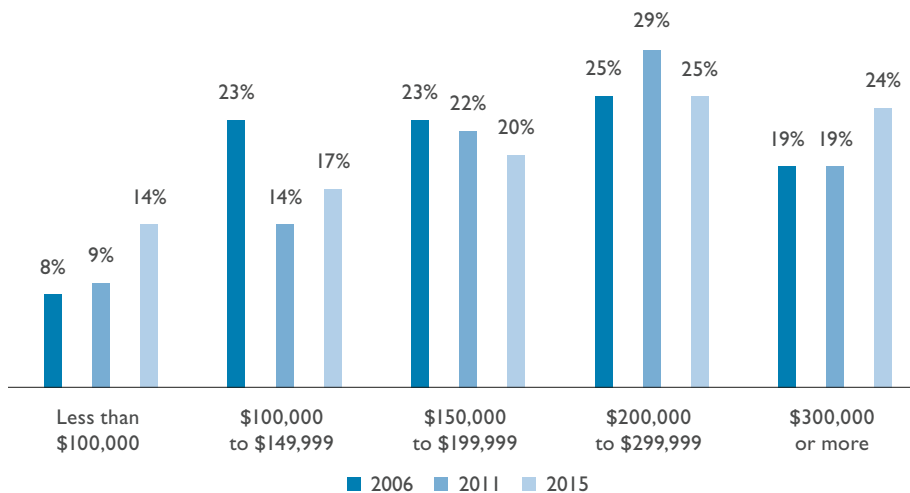
In comparing base salaries across industries, we again weighted dollars by PPP in order to facilitate standardization across currencies. Base salaries do vary considerably across industries. Base salaries tend to be highest for in-house counsel within the defense

**BASE SALARY (PPP DOLLARS) BY GENDER**



industry (61 percent making more than PPP \$200,000 per year) and the pharmaceutical industry (56 percent). In-house counsel making the least amount in base salary tend to be employed in research and development (27 percent making less than PPP \$100,000 per year), trade associations (26 percent) and educational services (25 percent).

**TOTAL COMPENSATION IN USD BY YEAR (UNWEIGHTED TOTAL COMPENSATION IN USD WITHOUT PURCHASING PARITY ADJUSTMENT)**





## Career mobility and aspirations

### CAREER ADVANCEMENT

More than half (64 percent) of all of in-house counsel said they would consider leaving their current company if they had the chance to advance their careers elsewhere. And the trend exists outside of newer in-house counsel, extending to the most senior or highest-ranking corporate lawyers. Across all tenure groups, more than half of all lawyers would consider an offer at a different company for a chance to advance their careers.

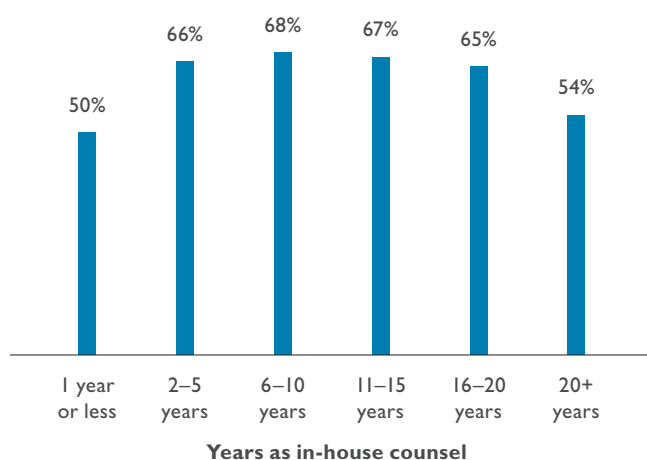
First-year in-house counsel were the most reluctant to leave if offered a chance at career advancement elsewhere (50 percent). At the other end of the spectrum, 20-year or more in-house veterans were similarly disinclined to leave compared with their more junior counterparts, though more than half (54 percent) would con-

sider an offer. In line with tenure, younger in-house counsel were more apt to stay in their current position. Sixty-seven percent of respondents age 50 or younger would consider leaving for a career advancement opportunity, compared with 38 percent of respondents aged 65 or older. It is notable that more than one-third of those closest to retirement age (65+) would entertain a new position at another company should the right opportunity materialize.

By title, in-house counsel most likely to consider an external career advancement opportunity are division counsel, managing lawyers and deputy GC and assistant/associate GC. Associate counsel (31 percent) were the least likely to say that they would consider a career advancement opportunity at another company.

A higher proportion of respondents from France (84 percent) and

### WOULD CONSIDER A CAREER ADVANCEMENT OPPORTUNITY AT ANOTHER COMPANY (PERCENT YES) BY IN-HOUSE TENURE



# CAREER MOBILITY AMONG IN-HOUSE COUNSEL

## DO YOU ANTICIPATE A CAREER ADVANCEMENT OPPORTUNITY?

### IN LESS THAN A YEAR

5% Baby Boomers  
7% Gen X  
8% Gen Y



### IN 1-2 YEARS

9% Baby Boomers  
19% Gen X  
34% Gen Y

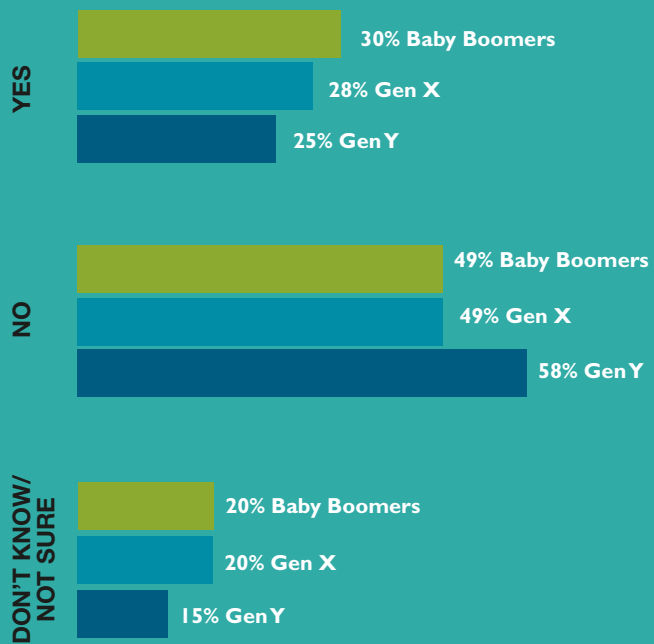


### IN 3-4 YEARS

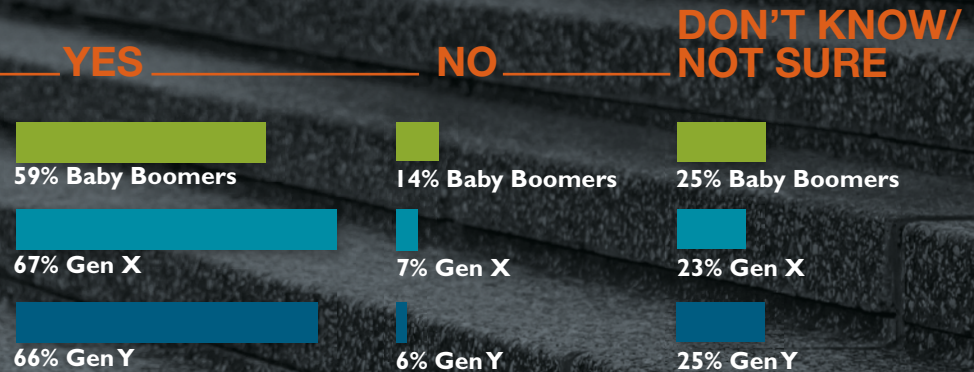
5% Baby Boomers  
15% Gen X  
18% Gen Y



## WOULD YOU CONSIDER A POSITION AT ANOTHER COMPANY AT YOUR CURRENT TITLE, SALARY, AND BENEFIT LEVEL?



## IF OFFERED A CAREER ADVANCEMENT OPPORTUNITY AT ANOTHER COMPANY, WOULD YOU CONSIDER LEAVING?



## WOULD CONSIDER LEAVING CURRENT POSITION FOR CAREER ADVANCEMENT OPPORTUNITY BY JOB TITLE

	n=	Yes	No	Don't know/ not sure
Division Counsel	99	75%	8%	14%
Managing Lawyer	191	74%	5%	19%
Deputy General Counsel	132	72%	7%	19%
Assistant/Associate General Counsel - Supervisory	486	71%	5%	20%
Executive Board Member	37	70%	11%	16%
Head of Legal	248	69%	6%	21%
Legal Director	235	69%	6%	20%
Advocate	73	67%	3%	26%
Compliance Officer	252	66%	9%	23%
Senior Lawyer	679	65%	8%	23%
Chief Counsel	116	64%	11%	22%
Corporate Secretary	285	64%	12%	20%
Staff Lawyer	151	64%	4%	29%
Other	30	63%	13%	17%
Counsel/Counselor	750	62%	9%	25%
Assistant/Associate General Counsel - Nonsupervisory	417	61%	9%	26%
Vice President	307	61%	11%	24%
Vice President, Legal Affairs	66	61%	17%	20%
Executive VP	17	59%	-	41%
Chief Legal Officer/General Counsel	970	58%	12%	25%
Solicitor/Barrister	36	56%	11%	25%
Senior Vice President	105	55%	21%	18%
Associate Counsel	13	31%	23%	38%

*Regional counsel not shown due to small n size.*

South Africa (73 percent) said that they would consider leaving their current position for a career advancement opportunity, whereas respondents in China (49 percent) and Canada (53 percent) were the most loyal to their organization. Six in 10 in-house lawyers in the United States (65 percent) say they would consider moving on from their current company for a new career opportunity.

Industry analysis also sheds light on the mobility trends of in-house counsel. In-house counsel working at trade associations (80 percent), fast-moving consumer goods/consumer services (75 percent) and prepared foodstuffs/beverages (75 percent) were the

most likely to say they would leave their company for a better opportunity, whereas those working in intellectual property (53 percent) and real estate (55 percent) were the most committed to their present employers.

Additionally, a willingness to consider a new position at another company varied with compensation, as better-remunerated in-house counsel were less likely to consider leaving for career advancement. Fifty-four percent of in-house counsel earning PPP \$1 million or more in total compensation answered that they would consider an advancement opportunity compared with 65 percent of their colleagues earning less than PPP \$149,999.

WOULD YOU CONSIDER LEAVING YOUR POSITION FOR A ...

Total compensation (PPP dollars)	Career advancement opportunity?	New position at another company at your current title, salary and benefit level?
	Yes	Yes
Less than \$100,000	68%	26%
\$100,000 to \$199,999	67%	29%
\$200,000 to \$299,999	66%	31%
\$300,000 to \$399,999	58%	34%
\$400,000 to \$499,999	56%	30%
\$500,000 or more	59%	29%
n =	4212	4211

CONSIDER A POSITION AT ANOTHER COMPANY AT YOUR CURRENT TITLE, SALARY AND BENEFIT LEVEL BY COUNTRY?

	Yes	No	Don't know/ Not sure
Singapore	43%	38%	19%
France	42%	47%	11%
Netherlands	38%	50%	13%
Australia	35%	46%	19%
Switzerland	33%	47%	16%
United States	29%	48%	20%
Brazil	29%	50%	15%
South Africa	28%	62%	9%
Spain	27%	47%	23%
Canada	24%	59%	17%
Germany	24%	61%	13%
Israel	23%	57%	20%
Belgium	22%	61%	17%
United Kingdom	19%	58%	20%
United Arab Emirates	19%	65%	15%
China	11%	66%	23%
n =			3794

\*Countries with adequate n size shown

Lateral career moves

Overall, lateral moves are less attractive to respondents than career advancement moves. While 64 percent of those surveyed would consider leaving their position for a career advancement opportunity, only 30 percent would consider leaving for a lateral career move. Half of respondents said that they would not consider a lateral career move.

While most in-house counsel say they have no interest in a lateral career move, in-house counsel based in Singapore and France were more receptive than counsel working in other countries surveyed. In-house counsel in China were the least likely to consider lateral moves, with only 11 percent expressing interest.

Although respondents over 65 years of age were less likely to make a lateral career move (15 percent), the percentage of in-house counsel in other age groups who would consider a job at the same salary, title and benefits was relatively similar. Roughly one in four would consider this move, and one in five are not sure. Of notable interest, in-house lawyers between the ages of 50 and 64 reported considering a lateral move at the highest rates of all age groups.

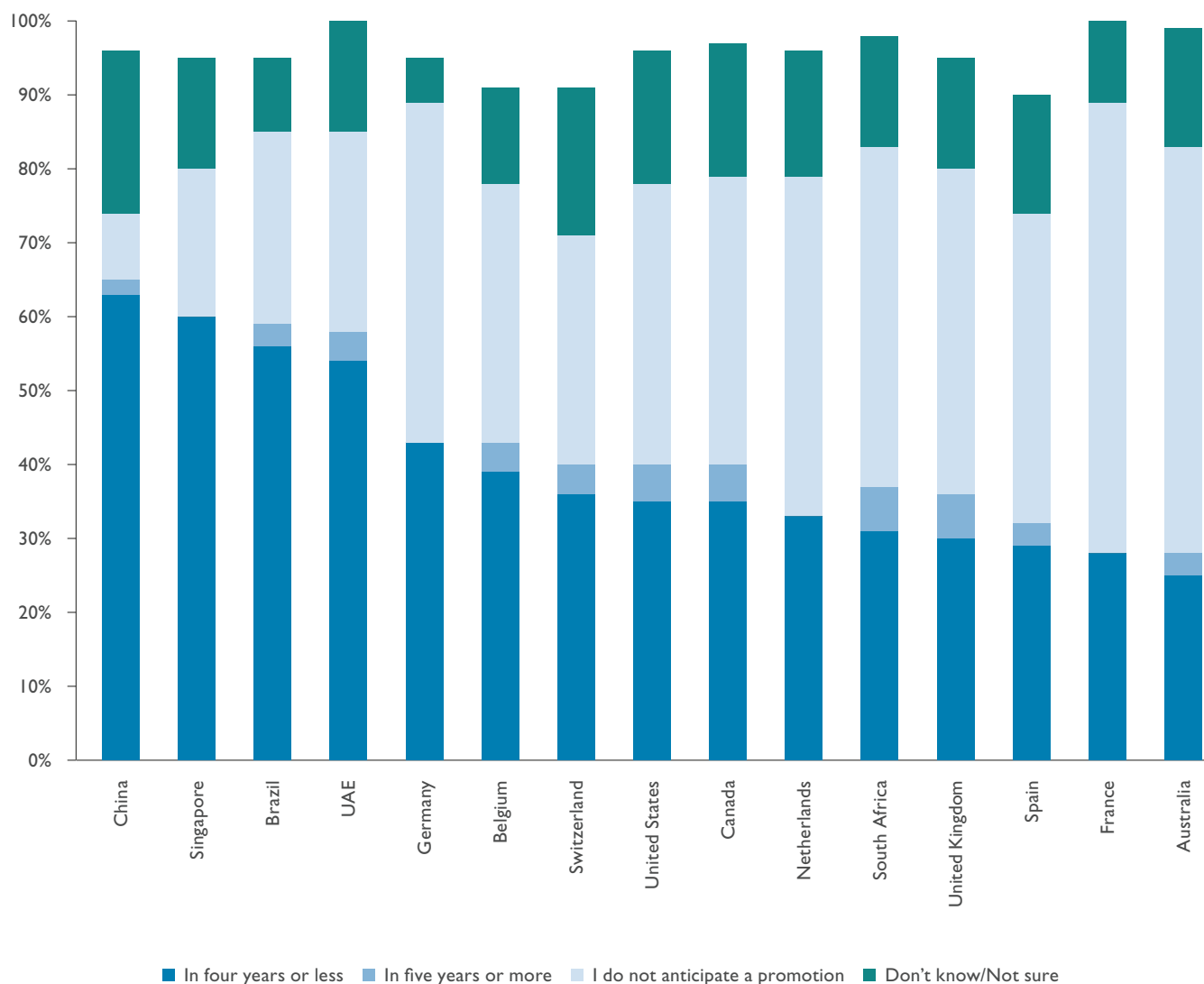
Anticipating promotion

Overall, 42 percent of respondents anticipate a promotion at their current company. Location (region and country), tenure in-house and within position, age, company and department size, industry and job satisfaction were some of the factors influencing whether respondents anticipated a promotion at their current company.

By continent, in-house counsel in Asia (62 percent) and Latin America (58 percent) were the most optimistic in anticipating a promotion at their current company. In Australia, only 29 percent of respondents anticipated a promotion.

In-house lawyers working in China (65 percent), Singapore (60 percent), Brazil (59 percent) and the United Arab Emirates (58 percent) were the most likely to anticipate a promotion.

CAREER ADVANCEMENT EXPECTATIONS BY COUNTRY\*



\*Prefer not to answer responses are not shown though they are included in the distribution; therefore percentages may not sum to 100 percent.

A much greater proportion of respondents under 35 anticipated career advancement (68 percent) compared with those 35 to 49 (48 percent), 50 to 64 (22 percent) and 65 or older (6 percent). Additionally, in-house counsel working for smaller companies—and smaller legal departments—anticipate fewer promotions.

The highest proportion of in-house counsel expecting promotions

were found in agriculture/forestry/fishing/hunting (61 percent), ecommerce/online sales (56 percent), oil and gas (52 percent) and technical/research development (54 percent). Conversely, in-house counsel working in not-for-profit organizations (28 percent), wholesale trade (30 percent) and real estate (30 percent) were the least optimistic about getting a promotion.

CAREER EXPECTATIONS BY COMPANY AND DEPARTMENT SIZE

	Company size				Department size		
	499 or less	500-4,999	5,000-49,999	50,000 or more	Solo	2 to 9	More than 10
Anticipates promotion	18%	27%	34%	20%	6%	32%	62%
Does not anticipate promotion	28%	31%	27%	14%	14%	38%	48%
	n=3888				n=3905		

## Plans to retire

Most respondents (77 percent) reported no immediate plans to retire. Twelve percent plan to retire in six to 10 years, and 8 percent have plans to retire in five years or less. However, there are 10 industries with at least one in 10 in-house counsel retiring in five

years or less. The utilities, defense and wholesale trade industries employ the greatest percentage of counsel planning to retire in the medium term (six to 10 years).

### INDUSTRIES WITH HIGHEST PERCENTAGE RETIRING IN UNDER FIVE YEARS

	5 years or less	6–10 years	I have no immediate plans to retire at this time	Don't know/not sure
Accommodation/Food Services	13%	13%	72%	2%
Biotechnology/Life Sciences	13%	11%	72%	5%
Construction and Engineering	10%	12%	78%	1%
Insurance	10%	12%	78%	1%
Intellectual Property	11%	11%	69%	9%
Not-for-Profit Organization (i.e., Charity, Environment)	10%	12%	75%	3%
Oil and Gas	13%	5%	82%	0%
Professional, Scientific and/or Technical Services	11%	16%	72%	2%
Telecommunications	11%	17%	70%	2%
Utilities	15%	31%	53%	2%

## Average workweek rounds out at 49 hours per week

In-house counsel keep busy. Many cite greater work-life balance as a key factor in coming in-house from an outside position; however, in-house lawyers are working an extended workweek. While the hours may not rival those expected at an outside law firm, most are working over the traditional US and European workweeks (40 and 35 hours, respectively). Those polled work 49 hours per week on average. Over three-quarters (79 percent) of all respondents work between 40 and 59 hours per week, with 43 percent working between 50 and 59 hours weekly. Notably, when providing comments on what impacts the workload, several in-house counsel note that they made a job change and therefore have reduced their hours from more than 60 per week to 45.

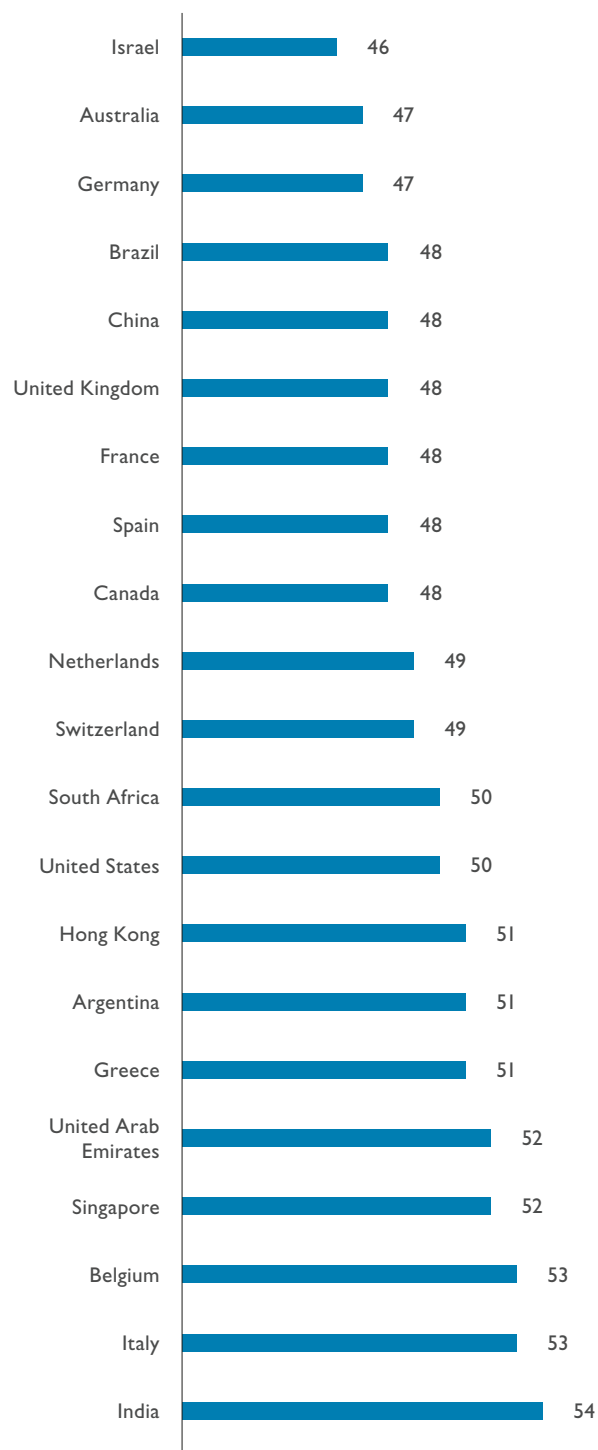
The average number of hours in-house counsel work varies by country. In examining the average hours per week by countries with an adequate response rate, the range of hours is 46 to 54 on average, with India, Italy and Belgium garnering slightly higher averages overall.

## Changes in workload

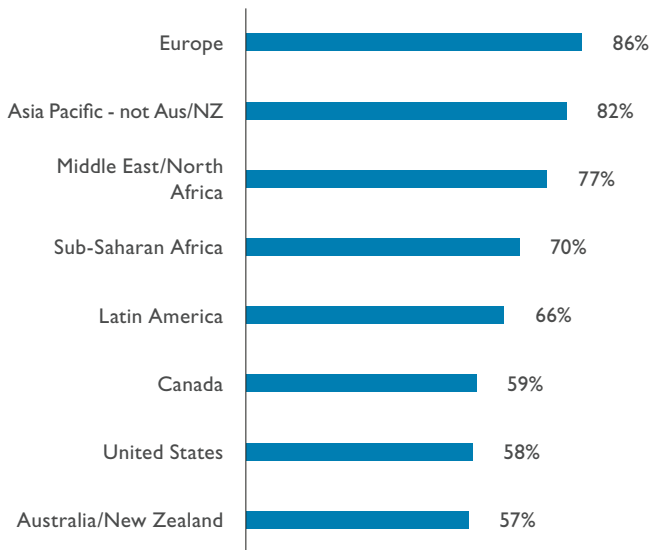
Almost half of in-house lawyers (49 percent) reported an increase in workload over the past 12 months; it has stayed the same for 42 percent of respondents and has decreased for the remaining 9 percent of respondents. Several in-house counsel cited new laws and regulatory changes, M&A activity, staffing changes and business needs as explanations for changing workload.

The standout industry was research and development, where fully two-thirds of in-house counsel reported an increase in their workload over the past year. Other industries where over half of respondents noted an increase in their workload include health-care/social assistance, educational services, finance and banking, fast-moving consumer goods/consumer services, real estate/rental and leasing, telecommunications, aviation, and construction and engineering.

## AVERAGE WEEKLY HOURS BY COUNTRY



**PERCENTAGE WHO HAVE CROSS-BORDER WORK RESPONSIBILITIES BY REGION (OFFICE LOCATION)**



**Cross-border work by region and company**

Overall, 62 percent of all in-house counsel report they have cross-border or multinational job responsibilities. Rates of cross-border work varied widely among countries. In-house counsel in the Middle East/North Africa (MENA) and Asia Pacific (APAC) regions tended to conduct much more cross-border work than their American or Canadian counterparts. Eighty-six percent of in-house counsel based in Europe have cross-border or multinational work responsibilities. This is far higher than found among in-house counsel in other regions. In-house counsel in the United States (58 percent), Canada (59 percent), Australia (59 percent) and Brazil (59 percent) reported comparatively low levels of multinational work. Belgium (100 percent), Hong Kong (100 percent), Germany (95 percent) and Switzerland (96 percent) all had in-house counsel reporting very high percentages of multinational work.

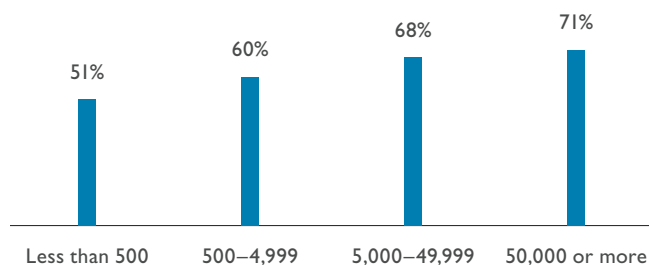
Larger organizations tend to have more global concerns, and the answers from in-house counsel at these companies reflect this reality. Seventy-one percent of in-house counsel at companies with 100,000 or more employees had cross-border responsibilities, compared with 44 percent at companies of 100 or fewer employees.

**PERCENTAGE OF CROSS-BORDER WORK BY REGION (OFFICE LOCATION)**

	United States	Canada	Europe	Middle East/ North Africa	Sub-Saharan Africa	Latin America	Asia Pacific - not Aus/NZ	Australia/ New Zealand
10% or less	34%	27%	6%	12%	32%	23%	11%	43%
11%-25%	29%	25%	11%	12%	24%	25%	16%	18%
26%-50%	25%	25%	20%	21%	22%	32%	21%	19%
>50%	13%	22%	63%	54%	22%	20%	52%	19%



**PERCENTAGE WHO HAVE CROSS-BORDER RESPONSIBILITIES BY COMPANY SIZE (NUMBER OF EMPLOYEES)**

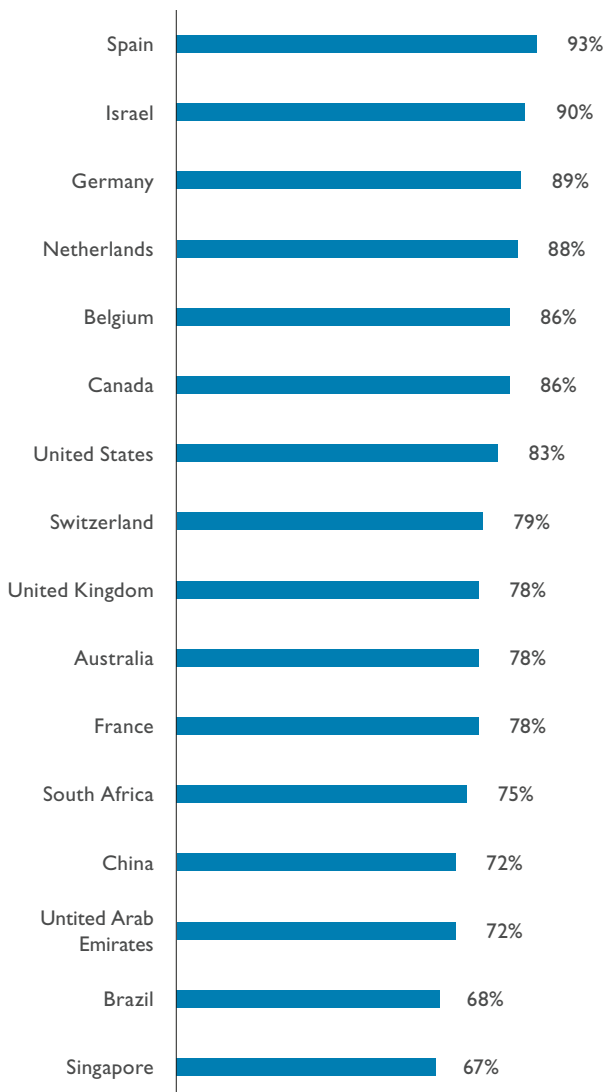


**Job satisfaction**

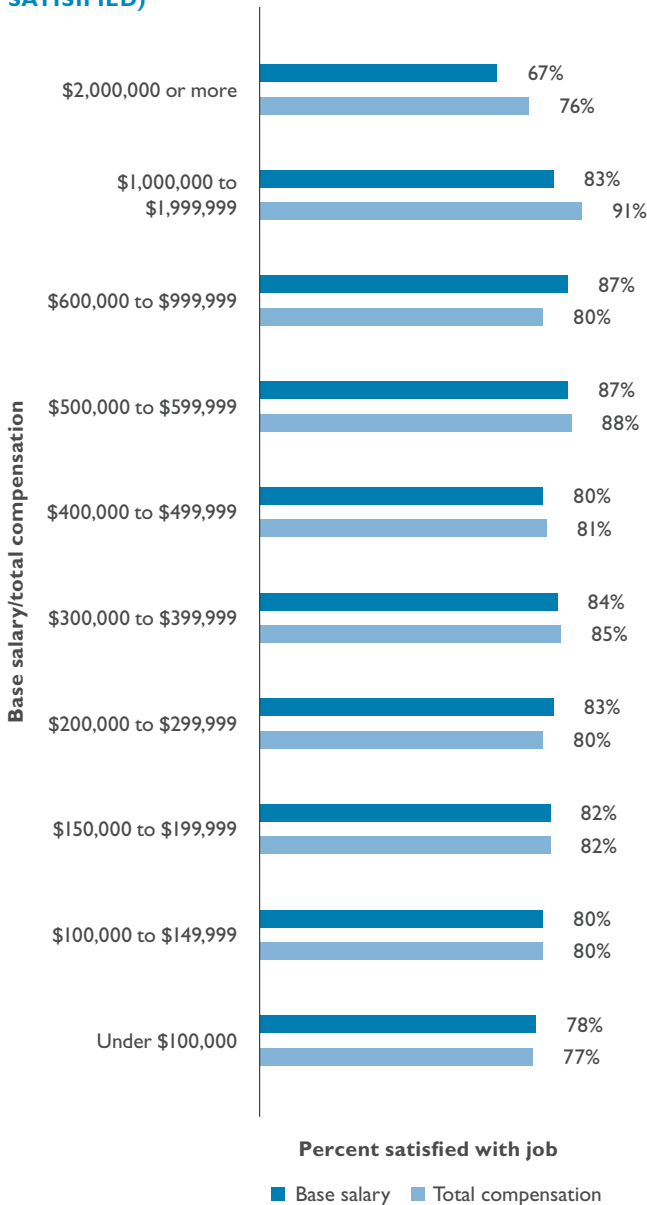
Overall, the vast majority—over four-fifths—of in-house counsel are satisfied with their jobs. In-house counsel in Spain (93 percent), Israel (90 percent) and Germany (89 percent) have the highest percentage of satisfied in-house counsel compared with Singapore (67 percent) and Brazil (68 percent), which had the lowest percentage of satisfied lawyers.

Bonuses and incentives are important to in-house counsel. Our analysis shows that job satisfaction depends less on base salary and more on total compensation, which for 70 percent of in-house counsel who receive perks in addition to base salary includes a cash bonus and other perks. In-house counsel with lower total compensation were less satisfied (81 percent) compared with 91 percent of their peers taking home PPP \$1–2 million in salary, benefits and bonuses. Notably, those who make the equivalent of (PPP) \$2 million per year in either base salary or total compensation are least satisfied (76 percent satisfied). In-house counsel reporting this higher income tended to be in the Asia Pacific region (excluding Australia and New Zealand), Latin America and the United States.

**JOB SATISFACTION BY COUNTRY (OFFICE LOCATION)**



**OVERALL JOB SATISFACTION BY BASE SALARY AND TOTAL COMPENSATION (PPP DOLLARS) (SLIGHTLY, SOMEWHAT AND VERY SATISFIED)**



\*Note this table illustrates weighted base salary and total compensation using PPP dollars to enable global comparison. Please see methodology section for details.

**Mergers and acquisitions**

This year saw the highest number of mergers and acquisitions in history, with the total value of announced merger/acquisition deals worldwide surpassing the previous record set in 1999 at the height of the dot-com boom.<sup>4</sup> In accordance with these record figures, 40 percent of in-house counsel surveyed say they work at a company that has experienced a merger or acquisition in the past year.

A majority of respondents who work in Germany, China or Switzerland report they work for a company where a merger or acquisition has occurred in the past year. Regions where in-house counsel are least likely to report their company experiencing a merger/acquisition over the past year are Sub-Saharan Africa (34 percent), Australia/New Zealand (35 percent) and MENA (36 percent). Notably, a higher percentage of lawyers in companies that were merged or acquired last year say they frequently use outside counsel for mergers and acquisitions. This may explain why there is not a significant jump in workload associated with M&A but there is likely a significant jump in cost.

Despite the high proportion of in-house counsel who work in companies that either merged or were acquired last year, job satisfaction remains similar between those who do and do not work in a company that experienced a merger/acquisition. In fact, among those in the merger or acquisition group, 57 percent said financial health was somewhat to significantly better compared with those who did not experience a merger or acquisition (48 percent). Mergers also did not have a significant impact on whether in-house counsel would consider moving to another company. The more positive perspectives of lawyers whose companies experienced a merger or acquisition can also be seen in expectations for growth with their employer. Those who worked in companies that were merged or acquired last year were less likely to say that they didn't expect a promotion (35 percent) compared with those who did not experience a merger or acquisition last year (40 percent).

**PERCENTAGE WHO HAVE EXPERIENCED M&A IN THE LAST YEAR BY COUNTRY (OFFICE LOCATION)**

(Office location)	Yes	No
Germany	66%	24%
China	62%	32%
Switzerland	55%	43%
Belgium	48%	52%
Canada	42%	56%
United Arab Emirates	42%	58%
Israel	40%	60%
Singapore	40%	35%
Spain	39%	58%
United Kingdom	39%	59%
United States	39%	56%
Netherlands	38%	54%
Australia	35%	61%
Brazil	35%	62%

n=4008

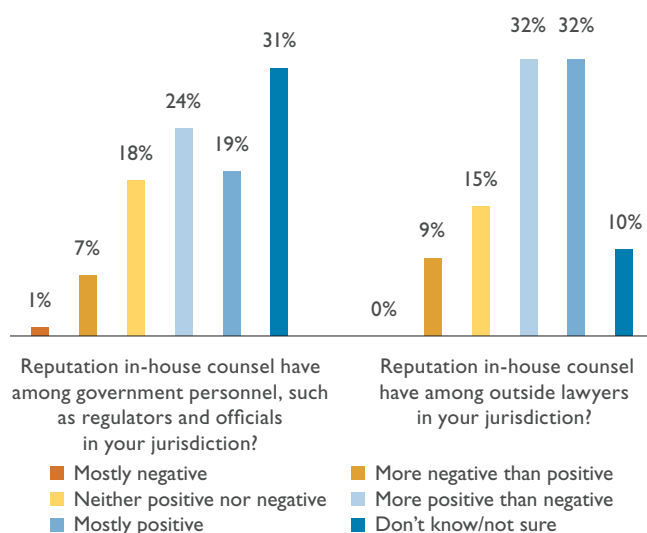
<sup>4</sup>Megadeals for 2015 Hit Record High, The Financial Times, September 18, 2015. <http://www.ft.com/cms/s/0/9ef27ce8-5d65-11e5-9846-de406ccb37f2.html>

## Perception of in-house counsel

In-house counsel generally believe that they have a positive reputation among government personnel and outside lawyers, with 43 percent and 64 percent listing their reputation as more positive than negative or mostly positive, respectively. Corporate lawyers in China are far more likely to say that in-house lawyers have a more negative reputation among government personnel, although they report a mostly positive reputation among outside counsel. Singapore, Australia and Israel have the highest percentage reporting that the reputation of in-house counsel among government personnel is positive.

The reputation of in-house counsel among outside lawyers is reported to be most positive according to in-house counsel working in Spain, with nearly half giving the reputation of in-house lawyers the highest marks. Lawyers in Belgium and Switzerland are generally neutral in their perceptions of how government staff view in-house counsel.

### REPUTATION OF IN-HOUSE COUNSEL, AS REPORTED BY IN-HOUSE RESPONDENTS



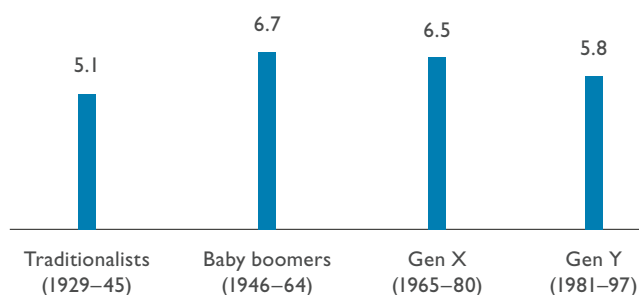
## Organizational value and influence

The 2015 ACC Census included questions on how in-house counsel perceive their value and influence within their company. Most lawyers strongly agreed that they are viewed as a trusted adviser, business partner and strategy participant, and most agreed they are a resource for solutions to business problems, strategy discussion and risk assessment. Eighty-five percent say their colleagues outside of the legal department see them as a business partner.

This is positive news, as analysis shows that participation in business and strategy has a direct impact on overall job satisfaction. There are generational differences that illustrate a similar pattern of value and influence among millennials and traditionalists, as in-house lawyers from those generations garnered lower scores on the overall value and influence index compared with baby boomers or members of Generation X.

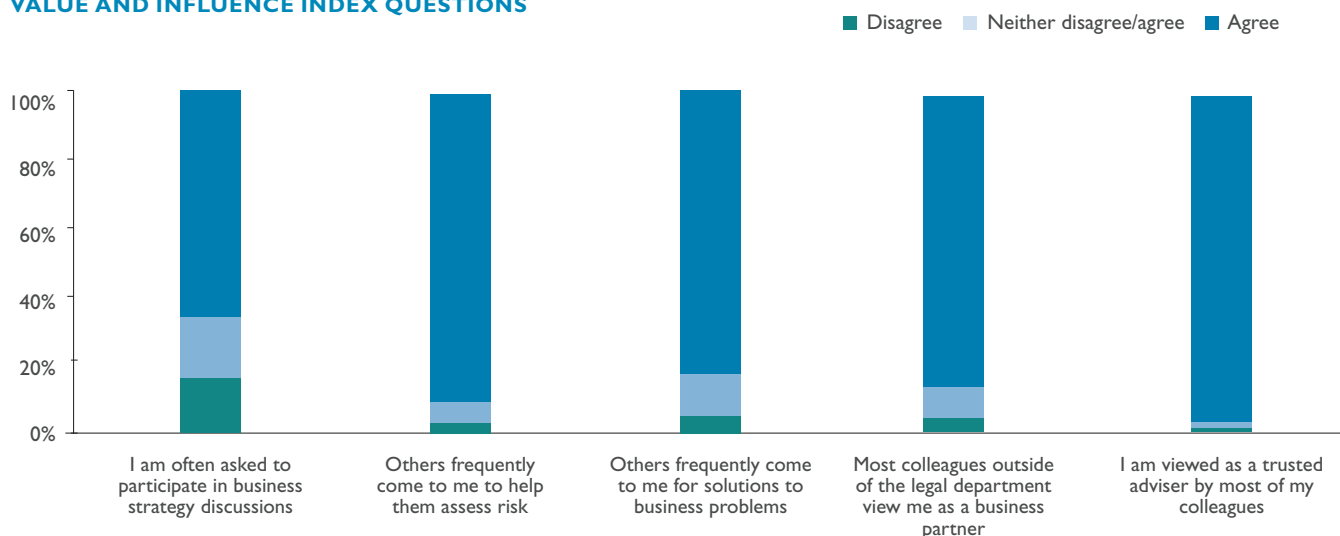
Additionally, in-house lawyers in larger companies and those with more tenure in-house tend to rate their perceived value and influence higher than those in smaller companies and those with less tenure. Executive board members, as expected, scored highest on the index.

### VALUE AND INFLUENCE BY GENERATION\* (AVERAGE INDEX SCORE VALUE RANGE 0 TO 10)



A small sample of responses from in-house counsel in the Traditionalist generation (n=19) eliminates the possibility of statistical testing for significance. This data is shown for informational purposes.

### VALUE AND INFLUENCE INDEX QUESTIONS



## Trends

### GENDER

The percentage of women compared to men holding in-house positions has reached a near 50-50 split with a slight half-percentage-point edge for men in the field. This is a fairly dramatic increase in the percentage of female in-house counsel since the 2011 Census, when women constituted roughly 41 percent of in-house participants. These numbers reflect lawyers at all levels of in-house work, from entry level to chief legal officer. In general, women have made strides in obtaining positions as in-house counsel.

### DIVERSITY

Trend data for race and ethnicity are available for US respondents only. The percentage of minorities who participated in the ACC Global Census rose slightly this year. The percentage of in-house lawyers who identify as Asian/Pacific Islanders rose from 5 percent in 2011 to 7 percent in 2015. Those who identify as Hispanic rose from 3 percent to 5 percent, while the percentage of African-American/black in-house counsel held steady at 4 percent. These numbers for in-house counsel also appear to closely mirror the racial demographics of the legal profession at large.

### YEARS WORKING AS IN-HOUSE COUNSEL

Data from the 2015 Census demonstrate slight variations from 2006 and 2011, but the overall trend remains that the majority of in-house counsel have worked in-house for more than six years. A notable difference is in the growth of new (one year or less) in-house counsel members, which rose from a stable 5 percent in 2006 and 2011 to 9 percent in 2015. This growth may be the result of converging market forces that see new law graduates migrating in-house directly from law school, and more lawyers in outside law firms seeking corporate employment. Results of this study highlight the in-house department being a strong draw for those who want in-depth industry experience, the ability to have a direct and strategic impact on the organization and a desire for a better work-life balance.

### YEARS WORKING AS IN-HOUSE COUNSEL

	2006	2011	2015
1 year or less	5%	5%	9%
2 years	8%	6%	6%
3 years	5%	7%	7%
4 years	5%	6%	6%
5 years	5%	7%	5%
6 to 10 years	26%	23%	22%
11 to 15 years	17%	20%	19%
16 to 20 years	11%	11%	14%
20+ years	16%	16%	13%

### YEARS WORKING IN OTHER LEGAL POSITIONS

Fourteen percent of in-house counsel surveyed have never worked in a firm or outside legal position prior to becoming in-house counsel, and 42 percent have worked five years or less prior to becoming in-house counsel. Close to half (44 percent) have worked six or more years prior to becoming in-house counsel. As shown below, these figures almost mirror data from 2006 and 2011.

Among the 14 percent who never worked in a firm or an outside legal position prior to coming in-house, 10 percent have one year or less experience working in house. Twenty percent of these respondents have been working as in-house counsel for more than 20 years. Five percent have been working in-house for two years; 8 percent have been working in-house for three years. Thirty-one percent of respondents who have never worked in a firm or outside legal position prior to becoming in-house have been working in-house six to 15 years.

### YEARS WORKING IN OUTSIDE LEGAL POSITION BY YEAR

	2006	2011	2015
Never worked in firm or outside legal position	14%	15%	14%
Less than one year			5%
1 to 3 years			15%
3 to 5 years			22%
5 years or less*	*40%	*40%	41%
6 to 10 years	29%	29%	29%
11 to 15 years	10%	9%	9%
16 to 20 years	4%	4%	3%
More than 20 years	3%	3%	3%
	n=3392	n=5695	n=4998

\*Percentages based on 2006 and 2011 census category "5 years or less." 2015 is the aggregate of categories five years or less, excluding 'never worked in firm/outside legal position.'

## Weekly hours

In-house counsel report working longer hours than they did in 2011.<sup>5</sup> With growing global connectivity and the need to work across time zones, it is feasible that some hours take place outside of the office. From 2011 to 2015, the proportion of in-house counsel working 60 hours or more rose from 11 percent to 17 percent.

## Practice area

In the 2011 Census, there was an emergence of new disciplines such as privacy, government lobbying, media/publishing and ESI/ediscovery. This year, we note a continued increase in privacy as a primary discipline, but this was not so much the case with the other three disciplines. Among the already established disciplines, there was a considerable increase in the following careers since 2006: antitrust/trade (7 percent in 2006 to 13 percent in 2015), compliance/ethics (26 percent in 2006 to 38 percent in 2015), contracts (43 percent in 2006 to 64 percent in 2015), corporate governance (2 percent in 2006 to 34 percent in 2015) and law department management (15 percent in 2006 to 27 percent in 2015).

In other areas, there was an increase from 2006 to 2011 but a leveling off in these areas in 2015. For example, litigation increased from 26 percent in 2006 to 31 percent in 2011 and 32 percent this year.

<sup>5</sup>Though trending across individual categories is not possible due to changes in survey wording, the data shows hours worked, as reported by in-house counsel, between 2006 and 2011.

### AVERAGE WEEKLY HOURS BY YEAR

	Average hours in 2006 and 2011		Average hours in 2015*	
	2006	2011	2015 categories	2015
30 or less	1%	2%	30 or less	3%
30 to 40	5%	4%	31 to 39	2%
40 to 50	44%	45%	40 to 49	37%
50 to 60	39%	37%	50 to 59	43%
60 to 70	9%	9%	60 to 69	14%
70 or more	1%	2%	70 or more	3%
	n=3408	n=5638		n=4273

\*Categories were changed in 2015 and are not an exact match for comparison to 2006 and 2011 data.

KEY  
FINDINGS

PRIMARY DISCIPLINE/PRACTICE AREA

	2006	2011	2015
Antitrust/Trade	7%	8%	13%
Bankruptcy/Creditor Issues	6%	8%	5%
Compliance/Ethics	26%	29%	38%
Construction	-	-	8%
Contracts	43%	47%	64%
Corporate Transactions	40%	41%	40%
Employment/Labor	30%	30%	36%
Energy/Public Utilities	4%	5%	6%
Environmental	7%	7%	8%
Ediscovery/ESI (Electronically Stored Information)	--	3%	4%
Financial Services	11%	11%	11%
Franchising and Licensing	2%	2%	5%
General Commercial/Contracts	-	-	50%
Generalist	31%	31%	35%
Corporate Governance	2%	18%	34%
Government Contracts	-	-	11%
Government Lobbying	-	5%	4%
Health Law	6%	8%	8%
Immigration	-	-	3%
Insurance	2%	16%	15%
Intellectual Property	27%	30%	33%
International	12%	16%	19%
Law Department Management	15%	22%	27%
Litigation	26%	31%	32%
Marketing/Advertising	12%	12%	15%
Media/Publishing	-	4%	4%
Mergers/Acquisitions	20%	19%	20%
Nonprofit/Trade Association	5%	5%	5%
Pension/Benefits/ERISA (Employee Retirement Income Security Act)	6%	6%	4%
Privacy	-	11%	18%
Real Estate	16%	18%	16%
Regulatory	-	-	22%
Retail	3%	4%	4%
Securities and Capital Markets	12%	16%	9%
Tax	4%	5%	6%
Technology/Ecommerce	1%	13%	16%
Telecommunications	-	-	5%
Transportation	-	-	4%
	n=3410	n=5640	n=4278

## Organization Type

Organization type reported in 2015 is almost identical to the 2011 figures, with a slight decline in public organizations, from 44 percent in 2011 to 42 percent in 2015.

### ORGANIZATION TYPE

	2006	2011	2015
Public	47%	44%	42%
Private	41%	32%	33%
Nonprofit	9%	8%	7%
Subsidiary of foreign public corporation	-	7%	8%
Limited liability company (LLC)	-	4%	5%
Publicly held debt, privately held equity	-	2%	1%
Partnership	-	1%	1%
Other	3%	3%	1%
	n=3404	n=5535	n=4029

## Primary industry

There were some limitations in comparing industries over time due to the changes in category structure in the 2015 Census. However, we see the broadening of industries among responding lawyers with a greater variation in industry representation in 2015.

## Company size

Company size and representation remained mainly stable in 2015. A small but continued rise in the number of in-house lawyers working in companies with 100,000 or more employees is evident in 2015.

## Total revenue

There are few differences in reported annual revenue of the respondent's company. However, there is a slight increase in the top category of at least \$4 billion over the past nine years.

## Structure of law department

With the new category "regionally centralized" added as a response option in 2015, 16 percent of respondents reported this to be their law department's structure. In 2015, we see a major decline in respondents working within a centralized law department (51 percent) compared with 2011 (73 percent).

### COMPANY SIZE

	2006	2011	2015
Less than 100	8%	9%	7%
100-499	15%	15%	15%
500-999	9%	8%	9%
1,000-4,999	23%	23%	20%
5,000-9,999	12%	11%	11%
10,000-49,999	21%	19%	19%
50,000-99,999	6%	7%	7%
100,000 or more	6%	8%	9%
			n=4030

### TOTAL REVENUE IN US DOLLARS

	2006	2011	2015
Less than \$25 million	10%	10%	9%
\$25-\$49 million	5%	5%	4%
\$50-\$99 million	5%	5%	4%
\$100-\$299 million	11%	10%	10%
\$300-\$499 million	7%	6%	6%
\$500-\$999 million	10%	10%	9%
\$1-\$1.9 billion	11%	10%	10%
\$2-\$2.9 billion	7%	6%	6%
\$3-\$3.9 billion	5%	5%	5%
\$4 billion or more	30%	33%	36%
			n=3663

(Note: All figures are reported as unweighted US dollars. 32 percent who chose not to answer this question were excluded from the 2015 frequency to remain consistent with previous years.)

### LAW DEPARTMENT STRUCTURE

	2006	2011	2015
Centralized—lawyers housed in corporate center	55%	73%	51%
Mostly centralized—most lawyers in corporate center but some embedded in individual	26%	19%	21%
Mostly decentralized—most lawyers embedded with individual business units	15%	5%	8%
Decentralized	4%	3%	2%
Regionally centralized—lawyers mainly housed in regional centers	-	-	16%

n=4033

**PRIMARY INDUSTRY**

	2006	2011	2015
Accommodation/Food Services	1%	1%	2%
Administrative/Business/Support Services	-	-	1%
Advertising/Marketing/Public Relations	-	-	1%
Agriculture/Forestry/Fishing/Hunting	1%	1%	1%
Arts, Sports, Entertainment/Recreation	2%	2%	2%
Aviation/Aerospace	0%	2%	1%
Biotechnology/Life Sciences	0%	2%	2%
Broadcasting/Media	-	-	1%
Chemicals/Plastics	-	-	2%
Construction/Engineering	2%	2%	3%
Defense	-	-	1%
Ecommerce/Online Sales	-	-	1%
Educational Services	2%	2%	2%
Energy	0%	6%	5%
Fast-Moving Consumer Goods/Consumer Services	-	-	2%
Finance Banking	19%	10%	9%
Healthcare/Social Assistance	5%	4%	4%
IT/Software/Internet-Related Services	5%	9%	9%
Insurance	0%	9%	6%
Intellectual property	-	-	1%
Management of Companies Enterprises (i.e., Holding Companies)	-	-	1%
Manufacturing	21%	13%	12%
Mining/Quarrying	1%	1%	1%
Not-for-Profit Organization	-	-	2%
Oil and Gas	-	-	2%
Pharmaceutical/Medical Devices	4%	4%	3%
Prepared Foodstuffs/Beverages	-	-	1%
Professional, Scientific and/or Technical Services	6%	3%	3%
Public Administration/Government Regulation and Support	-	-	1%
Real Estate/Rental and Leasing	3%	2%	2%
Retail Trade	5%	5%	4%
Service Company and Organization	7%	3%	2%
Technical/Research Development	-	-	1%
Telecommunications	5%	4%	4%
Trade Association	-	-	1%
Transportation Warehousing	3%	2%	2%
Utilities	4%	2%	2%
Waste Management, Remediation Environmental Service	-	-	<1%
Wholesale Trade/Distribution	3%	1%	1%
Other	7%	-	<1%
Prefer not to answer	-	-	4%
<i>n</i>	3303	1764	4000





# PROJECT OVERVIEW & METHODOLOGY

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2015 ACC Global Census opened on March 6, 2015, and closed May 22, 2015. An email invitation to participate in this Web-based survey was delivered to 49,937 individuals in the ACC database for current, previous and prospective members. In addition, ACC partnered with several global and local bar associations and organizations that distributed a general link to complete the survey. The survey link was also hosted on the ACC Lexology Newsstand. ACC purchased an external global sample of 5,000 nonmember in-house lawyers and invited them to participate in the census via email. From this sample, 125 participated in the survey. The survey was available in five languages: Spanish, Portuguese, French, Chinese (simplified and PRC) and English. Most respondents completed the survey in English.

In total, 5,012 in-house counsel participated—3,635 (72.5 percent) indicated they are ACC members, and 748 (15 percent) are nonmembers. Just over 12 percent did not indicate their membership status. Respondents were not required to identify their status as a member of ACC, and survey responses were all voluntary, meaning that no data were prepopulated, and respondents were assured of confidentiality to increase response. Because individuals were provided a general link and the survey was open to all in-house counsel around the world, and because not all respondents indicated their ACC affiliation, it is not possible to calculate an exact response rate. However, based on known responses and excluding the 12.5 percent who did not identify their ACC status, the response rate from among ACC affiliates was a minimum of 7 percent. No weighting was implemented. There were few differences between how ACC members and nonmembers responded.

Respondents working in 73 countries participated in the survey with 59 percent located in the United States. Twenty percent (n=993) did not indicate their office location. Many demographic questions were not asked to respondents in France.

## LANGUAGE

Language			
		Frequency	Valid percentage
Valid	Chinese (PRC)	57	1.1
	Chinese (simplified)	2	.0
	English	4778	95.3
	French	19	.4
	Portuguese	88	1.8
	Spanish	68	1.4
	Total	5012	100.0

Region	Percentage	Percentage among those who identified "office location"
United States	59.1	73.7
Canada	3.4	4.3
Europe	6.8	8.5
Middle East/North Africa	1.5	1.8
Sub-Saharan Africa	1.2	1.4
Latin America	2.8	3.5
Asia Pacific (excluding Aus/NZ)	2.6	3.2
Australia/New Zealand	2.4	3.0
Other	.4	.5
Did not answer	19.8	excluded
Total	100.0	100.0

n= 5012

## Interpreting the data

An introduction, executive summary, key findings, overall summary results and appendices are included in this report. Although most pertinent topics are covered in the key findings, other thought-provoking findings are exhibited in the overall survey results. Overall results touch on individual survey questions and responses from in-house counsel. These responses are then stratified by a number of relevant breaks, such as revenue, age, size of law department and gender of respondent. By breaking survey responses out in this way, we are able to decrease the influence of overrepresentation by audience segments. Cross-tabulations were conducted to assess the influence of these segments of the survey population, and statistical tests were used when appropriate to determine whether differences between groups or between time points were statistically significant at the .05  $\alpha$  level.

## Value and influence index

The value and influence index was created from five questions designed to measure the influence and value of in-house counsel as represented by self-reported agreement on five items that measure how in-house counsel perceive their influence, importance and reputation as a resource in their company. The stress inventory was found to be highly reliable (five items;  $\alpha = .80$ ).

To create the index, “agree” was assigned a score of one. “Strongly agree” was assigned a score of two. The scores for each of these questions were added together, with the lowest score being zero (not answering “agree” or “strongly agree” to any of the five questions) and the highest score being a 10 (answering all five questions as “strongly agree”).

### ABOUT IN-HOUSE CULTURE

	Strongly disagree	Disagree	Neither disagree/agree	Agree	Strongly agree	Don't know/ Not sure
I am viewed as a trusted adviser by most of my colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most colleagues outside of the legal department view me as a business partner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others frequently come to me for solutions to business problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others frequently come to me to help them assess risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am often asked to participate in business strategy discussions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Weighting global base salary and total compensation data

Respondents to the 2015 ACC Census were able to select from five currencies when answering survey questions requiring income or revenue figures. Their options were United States dollar, euro, British pound, Chinese yuan, Japanese yen, Australian dollar and ‘other.’ Among those who answered ‘other,’ the following additional currencies were reported: Brazilian real, Canadian dollar, Chilean peso, United Arab Emirates dirham, Israeli new sheqel, Indian rupee, Argentinian peso, Mexican peso, South African rand, New Zealand dollar, Norwegian krone, Swiss franc, Romanian lei, Singapore dollar, Vietnamese dong and Indonesian rupiah. Weighting was required to enable valid global appraisal and meaningful comparative analysis.

Economists at Avar Consulting Inc. (<http://www.avarconsulting.com/>) completed the conversion and weighting of global income and revenue data collected on the ACC 2015 Census. These weighted variables are used only when comparing global base salary and total compensation. In the overall findings, you will find both the simple USD conversion and the weighted data.

To assist in analysis by country, by region and overall, foreign currencies were converted to USD using the average exchange rate for the year 2014 and coded into their respective categories for the above three variables. “Same as base salary” was an option for those entering their total compensation including benefits received in addition to base salary. These responses were converted into their respective compensation categories.

A global exchange rate was calculated using data from Oanda.com. All reported foreign currencies were converted to USD using the average exchange rate for the year 2014. These converted currencies were then coded into their respective categories for base salary, total compensation and gross revenue.

### AVERAGE EXCHANGE RATE OF FOREIGN CURRENCIES TO THE USD FOR THE YEAR 2014. USD CONVERSION FACTOR FOR INDIVIDUAL COUNTRIES

Country	1USD = foreign country exchange rate
Argentina	8.12
Australia	1.10
Brazil	2.35
British	0.60
Canada	1.10
Chile	570.70
China	6.14
Europe (euro)	0.75
India	61.02
Indonesia	11863.93
Israel	3.57
Japan	105.86
Mexico	13.30
Norway	6.30
New Zealand	1.20
Romania	3.35
Saudi Arabia	3.75
Singapore	1.26
South Africa	10.85
Switzerland	0.91
United Arab Emirates	3.67
Vietnam	12399.58

Source: data for 2014 exchange rate — [www.oanda.com](http://www.oanda.com)

**BASE SALARY, TOTAL COMPENSATION AND TOTAL REVENUE VARIABLES IN USD (AFTER CONVERTING ALL FOREIGN CURRENCIES TO USD). ANNUAL BASE SALARY IN 2014 EXCLUDING OPTIONS, INCENTIVES, REWARDS AND BONUSES (ALL CURRENCIES IN USD)**

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
	Less than \$25,000	107	2.1	2.5	2.5
	\$25,000 to \$49,999	64	1.2	1.5	4.0
	\$50,000 to \$74,999	177	3.4	4.1	8.1
	\$75,000 to \$99,999	306	5.9	7.1	15.1
	\$100,000 to \$149,999	955	18.4	22.1	37.3
	\$150,000 to \$199,999	1112	21.4	25.7	63.0
	\$200,000 to \$299,999	939	18.1	21.7	84.7
	\$300,000 to \$399,999	212	4.1	4.9	89.7
	\$400,000 to \$499,999	44	.8	1.0	90.7
	\$500,000 to \$599,999	27	.5	.6	91.3
	\$600,000 to \$699,999	5	.1	.1	91.4
	\$700,000 to \$799,999	3	.1	.1	91.5
	\$800,000 to \$899,999	1	.0	.0	91.5
	\$900,000 to \$999,999	1	.0	.0	91.5
	\$1,000,000 to \$1,999,999	5	.1	.1	91.6
	\$2,000,000 to \$2,999,999	1	.0	.0	91.7
	Prefer not to say	360	6.9	8.3	100.0
	Total	4319	83.2	100.0	
<b>Missing</b>	No response	873	16.8		
<b>Total</b>		5192	100.0		

Note: All foreign currencies are converted into USD and coded into their respective categories.

**TOTAL COMPENSATION IN 2014 INCLUDING OPTIONS, INCENTIVES, REWARDS AND BONUSES (ALL CURRENCIES IN USD)**

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
	Less than \$25,000	120	2.3	2.8	2.8
	\$25,000 to \$49,999	58	1.1	1.3	4.1
	\$50,000 to \$74,999	138	2.7	3.2	7.3
	\$75,000 to \$99,999	241	4.6	5.6	12.9
	\$100,000 to \$149,999	680	13.1	15.7	28.6
	\$150,000 to \$199,999	788	15.2	18.2	46.7
	\$200,000 to \$299,999	998	19.2	23.0	69.8
	\$300,000 to \$399,999	429	8.3	9.9	79.7
	\$400,000 to \$499,999	190	3.7	4.4	84.1
	\$500,000 to \$599,999	100	1.9	2.3	86.4
	\$600,000 to \$699,999	43	.8	1.0	87.4
	\$700,000 to \$799,999	29	.6	.7	88.0
	\$800,000 to \$899,999	34	.7	.8	88.8
	\$900,000 to \$999,999	19	.4	.4	89.3
	\$1,000,000 to \$1,999,999	70	1.3	1.6	90.9
	\$2,000,000 to \$2,999,999	11	.2	.3	91.1
	\$3,000,000 to \$3,999,999	6	.1	.1	91.3
	Prefer not to say	378	7.3	8.7	100.0
	Total	4332	83.4	100.0	
<b>Missing</b>	No response	860	16.6		
<b>Total</b>		5192	100.0		

Note: All foreign currencies are converted into USD and coded into their respective categories. "Same as base salary" category is recoded into their respective categories in total compensation.

**TOTAL GROSS REVENUE FOR THE LAST FISCAL YEAR, INCLUDING  
AFFILIATES AND SUBSIDIARIES (ALL CURRENCIES IN USD)**

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
	Less than \$25 million	228	4.4	5.8	5.8
	\$25-\$49 million	112	2.2	2.9	8.7
	\$50-\$99 million	119	2.3	3.0	11.7
	\$100-\$299 million	276	5.3	7.0	18.8
	\$300-\$499 million	153	2.9	3.9	22.7
	\$500-\$999 million	241	4.6	6.2	28.8
	\$1-\$1.9 billion	278	5.4	7.1	35.9
	\$2-\$2.9 billion	169	3.3	4.3	40.2
	\$3-\$3.9 billion	124	2.4	3.2	43.4
	\$4-\$4.9 billion	86	1.7	2.2	45.6
	\$5-\$5.9 billion	82	1.6	2.1	47.7
	\$6-\$6.9 billion	53	1.0	1.4	49.0
	\$7-\$7.9 billion	29	.6	.7	49.8
	\$8-\$8.9 billion	39	.8	1.0	50.8
	\$9-\$9.9 billion	26	.5	.7	51.4
	\$10 billion or more	650	12.5	16.6	68.0
	Don't know/not sure	485	9.3	12.4	80.4
	Prefer not to answer	768	14.8	19.6	100.0
	Total	3918	75.5	100.0	
<b>Missing</b>	No response	1274	24.5		
<b>Total</b>		5192	100.0		

Note: All foreign currencies are converted into US dollars and coded into their respective categories.

## Weighting base salary and total compensation data: Purchasing Power Parity (PPP)

An analysis was conducted to enable appropriate comparisons among the levels of compensation of respondents working and residing in different countries to account for the different costs associated with working and living in different countries. A simple comparison of respondents' compensation between countries would be misleading. Compensation data was in effect "equalized" across countries to enable accurate comparisons via adjustment using purchasing power parity (PPP). Simple conversion of local currencies to a standard global reserve currency such as United States dollars, the euro or the yuan is insufficient. Currency exchange rates fluctuate daily, and this measure does not show the differences in living standards as captured by the prices of local commodities based on a common basket of consumption goods.

A solution for this problem is found in purchasing power parity (PPP). The PPP exchange rate is the exchange rate that would equalize the value of comparable market baskets of goods and services between two countries. The unit produced is a PPP dollar specific to each country, and this in turn enables true comparisons between countries. This approach enables the best possible comparison of compensation as it captures the differences in cost of living between different countries. The World Bank notes the following: "PPPs are based on prices of consumption items for all countries in the comparison. Consequently, the PPP estimates for developing countries are unduly influenced by the consumption baskets and spending habits of their developed counterparts. Second, the PPPs are derived using national average expenditure weights. Therefore, goods that are important to the poor and comprise a large part of their expenditure carry proportionally less weight." <http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/ICPEXT/0,,contentMDK:20975195~pagePK:60002244~piPK:62002388~theSitePK:270065,00.html>

As interval data are needed for the conversion, the midpoint of each income category was used as its point estimate.

The following tables list the equivalent PPP dollar conversion factor for a US dollar. For example, one PPP dollar in Argentina is equivalent to 2.66 US dollars. Therefore a \$100,000 salary in Argentina is equal to a \$266,000 salary in the United States. This purchasing power parity conversion factor is the number of units of a country's currency required to buy the same amounts of goods and services in the domestic market as a US dollar would buy in the United States.

The equivalent PPP dollar conversion factor for a US dollar was determined using conversion factors determined by the World Bank (<http://data.worldbank.org/indicator/PA.NUS.PPP>). Note that the PPP exchange rate for 2013 is used for the standardization of currencies (the latest data available from World Bank).



**BASE SALARY IN PPP DOLLARS (AFTER ALL COUNTRY CURRENCIES STANDARDIZED TO PPP DOLLARS).**

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
	Less than \$25,000	76	1.5	2.1	2.1
	\$25,000 to \$49,999	44	.8	1.2	3.3
	\$50,000 to \$74,999	134	2.6	3.7	7.1
	\$75,000 to \$99,999	240	4.6	6.7	13.7
	\$100,000 to \$149,999	762	14.7	21.2	34.9
	\$150,000 to \$199,999	987	19.0	27.4	62.3
	\$200,000 to \$299,999	871	16.8	24.2	86.5
	\$300,000 to \$399,999	232	4.5	6.4	93.0
	\$400,000 to \$499,999	64	1.2	1.8	94.8
	\$500,000 to \$599,999	55	1.1	1.5	96.3
	\$600,000 to \$699,999	31	.6	.9	97.2
	\$700,000 to \$799,999	6	.1	.2	97.3
	\$800,000 to \$899,999	15	.3	.4	97.7
	\$900,000 to \$999,999	9	.2	.3	98.0
	\$1,000,000 to \$1,999,999	24	.5	.7	98.7
	\$2,000,000 to \$2,999,999	14	.3	.4	99.1
	\$3,000,000 to \$3,999,999	1	.0	.0	99.1
	\$4,000,000 to \$4,999,999	3	.1	.1	99.2
	\$5,000,000 or more	30	.6	.8	100.0
	Total	3598	69.3	100.0	
<b>Missing</b>	System	1594	30.7		
<b>Total</b>		5192	100.0		

\*Vietnam was excluded from overall PPP regional and country-level salary and compensation analysis.

Note: All currencies are converted into PPP dollars and coded into their respective categories.

**TOTAL COMPENSATION IN PPP DOLLARS (AFTER ALL COUNTRY CURRENCIES STANDARDIZED TO PPP DOLLARS).**

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
	Less than \$25,000	83	1.6	2.3	2.3
	\$25,000 to \$49,999	44	.8	1.2	3.5
	\$50,000 to \$74,999	88	1.7	2.4	6.0
	\$75,000 to \$99,999	199	3.8	5.5	11.5
	\$100,000 to \$149,999	555	10.7	15.4	26.9
	\$150,000 to \$199,999	684	13.2	19.0	45.9
	\$200,000 to \$299,999	877	16.9	24.4	70.3
	\$300,000 to \$399,999	429	8.3	11.9	82.2
	\$400,000 to \$499,999	186	3.6	5.2	87.4
	\$500,000 to \$599,999	118	2.3	3.3	90.7
	\$600,000 to \$699,999	78	1.5	2.2	92.8
	\$700,000 to \$799,999	28	.5	.8	93.6
	\$800,000 to \$899,999	31	.6	.9	94.5
	\$900,000 to \$999,999	31	.6	.9	95.3
	\$1,000,000 to \$1,999,999	98	1.9	2.7	98.1
	\$2,000,000 to \$2,999,999	22	.4	.6	98.7
	\$3,000,000 to \$3,999,999	12	.2	.3	99.0
	\$4,000,000 to \$4,999,999	2	.0	.1	99.1
	\$5,000,000 or more	34	.7	.9	100.0
	Total	3599	69.3	100.0	
<b>Missing</b>	System	1593	30.7		
<b>Total</b>		5192	100.0		

\*Vietnam was excluded from overall PPP regional and country level salary and compensation analysis.

Note: All currencies are converted into PPP dollars and coded into their respective categories.

"Same as base salary" category is recoded into their respective categories in total compensation.

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A GLOBAL PROFILE OF IN-HOUSE COUNSEL

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