

2024 Law Department Compensation Survey

EXECUTIVE SUMMARY

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Introduction

Accurate compensation data is essential for attracting, retaining, and developing top legal talent. The Association of Corporate Counsel (ACC) and Empsight International, LLC present the 2024 Law Department Compensation Survey Executive Summary Report, the definitive resource on law department compensation, offering unparalleled insights into this complex landscape.

In-house legal professionals often grapple with uncertainty when it comes to compensation. Existing compensation data is frequently unreliable, offering either limited job title coverage or exclusive focus on specific demographic segments. Many surveys also suffer from issues like non-compliant data or overrepresentation of job seekers, leading to inflated and inaccurate market rates.

To address this gap, ACC and Empsight conduct a comprehensive annual compensation survey of in-house legal professionals across the United States, with this year's survey receiving 1,887 respondents. Our goal was to provide a comprehensive and accurate snapshot of compensation packages within corporate legal departments. The survey encompasses a diverse range of organizations, including small and large public, private, and non-profit organizations across various industries and practice areas.

This summary report offers detailed insights into base salaries, short-term incentives, long-term incentive targets, and total cash compensation for 25 key legal job titles. Additionally, we explore common company benefits, remote work trends, employment patterns, and essential skills for in-house success.

Key features of this report include:

- **Comprehensive data:** Covering a wide range of job titles, industries, and company sizes.
- **Actionable insights:** Beyond salary, we provide information on benefits, remote work, and in-demand skills.
- **Reliable benchmarks:** Our data is based on a large sample of in-house legal professionals.

We believe this report is a valuable resource for in-house legal professionals seeking to understand market rates, negotiate compensation packages, or plan career advancement. We want to thank those who participated in the survey, and we hope the results are useful to the broader in-house legal community. All survey participants receive the full compensation benchmarking results (in PDF and Excel formats), which includes full statistical distributions for all 25 job positions and demographic segments. Benchmarking reports based on company-sourced data for large and mid-sized companies can be purchased at acc.com/compensation.

About the Data

SELF-REPORTED DATA VERSUS COMPANY-SOURCED DATA

This executive summary presents the findings from our self-reported compensation survey. Participants reported their own compensation data through an online questionnaire. While this method offers valuable insights into individual compensation experiences, it's important to note that it differs from our company-sourced survey.

In our company-sourced survey, organizations submit compensation data on behalf of the legal department for all legal positions. This approach often involves HR or compensation departments for larger companies and legal operations or general counsel for smaller ones. This alternative data collection method provides a broader organizational perspective on compensation. Please note that this executive summary focuses exclusively on the results of the self-reported survey.

WE OFFER A RANGE OF COMPENSATION BENCHMARKING REPORTS

We offer a variety of reports tailored to your specific benchmarking needs. Here's a breakdown:

- **Self-Reported Edition:** The self-reported edition focuses on the individual-level survey data from companies of all sizes. It provides a comprehensive overview with full statistical breakdowns for 25 job titles across relevant demographics, allowing you to compare your compensation with your peers.
- **Company-Sourced Editions (Large & Mid-Sized Companies):** These reports leverage data directly submitted by organizations, offering a broader view of compensation for over 90 legal job titles. Each report caters to a specific company size (large or mid-sized) and includes an interactive Excel file. This file allows seamless upload to HRIS or Market Pricing systems, enabling you to compare your data with other internal and external sources. Learn more at acc.com/compensation.

DATA CONFIDENTIALITY AND SAFE HARBOR COMPLIANCE

Your data privacy is our top priority. We adhere to strict Safe Harbor guidelines to safeguard the confidentiality of compensation information. To maintain data integrity and protect participant anonymity, we employ several robust measures:

- **Data Aggregation:** Compensation data is only reported in aggregate when there are at least five participants, ensuring that individual organizations cannot be identified.
- **Data Weighting:** No single organization's data accounts for more than 25% of any reported statistic, ensuring data representativeness without undue influence from any single entity.
- **Data Aging:** Compensation data is at least three months old before publications to further safeguard confidentiality.
- **Statistical Rigor:** Additional participant thresholds are applied when calculating percentiles to maintain data accuracy and confidentiality.

By implementing these rigorous standards, we provide reliable compensation benchmarks while upholding the highest levels of data protection. Learn more about our [data confidentiality practices](#).

TERMS & DEFINITIONS

TERM	DEFINITION
ANNUAL BASE SALARY	Annual base salary paid to the incumbent – the fundamental compensation element.
SHORT-TERM INCENTIVE (STI) ELIGIBLE %	The average percent of incumbents who are eligible to participate in a short-term incentive program.
SHORT-TERM INCENTIVE (STI) TARGET %	The value of bonus opportunities, at target, expressed as a percentage of base salary.
SHORT-TERM INCENTIVE (STI) AMOUNT \$	Actual amount of bonus paid to the incumbent in the current year for the prior full year's performance.
TOTAL CASH \$	Total cash is the combination of base salary and any annual variable compensation (bonus or incentive). This value includes companies that paid bonuses / incentives and those that did not.
LONG-TERM INCENTIVE (LTI) ELIGIBLE %	This provides the number of incumbents who are eligible to participate in long-term incentive arrangements as a percentage of the total number of incumbents reported.
LONG-TERM INCENTIVE (LTI) TARGET %	The value of long-term incentive opportunities, at target, expressed as a percentage of annual base salary.
LONG-TERM INCENTIVE (LTI) TARGET AMOUNT \$	The planned long-term incentive opportunity (LTI Target %) multiplied by the annual base salary.
TOTAL DIRECT COMPENSATION \$	The combination of base salary and the target STI \$ and target LTI award \$.
MEDIAN	The middle value of the reported data array.
90TH PTILE.	The 90th percentile of the reported data array.
MEAN (AVERAGE)	The statistical average of the reported data.

JOB TITLE CATEGORY GROUPINGS

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

#	SURVEY JOB FAMILY CATEGORY	SURVEY JOB TITLES INCLUDED
1	GENERAL COUNSEL - SINGLE LAWYER	General Counsel - Single Lawyer
2	GENERAL COUNSEL/CHIEF LEGAL OFFICER	General Counsel & Corporate Secretary / CLO
3	GENERAL COUNSEL - DIVISION/SUBSIDIARY	SVP General Counsel - Division SVP Subsidiary General Counsel VP Subsidiary General Counsel
4	DEPUTY GENERAL COUNSEL	SVP Deputy General Counsel
5	ASSOCIATE GENERAL COUNSEL	SVP Associate General Counsel VP Associate General Counsel VP Associate General Counsel - Division
6	MANAGING ATTORNEY	Director Managing Attorney Managing Attorney
7	EXPERT ATTORNEY	Expert Attorney
8	SENIOR ATTORNEY	Senior Attorney
9	ATTORNEY	Intermediate Attorney Associate Attorney Developing Associate
10	VICE PRESIDENT, LEGAL OPERATIONS	VP Legal Operations
11	DIRECTOR, LEGAL OPERATIONS	Sr. Director Legal Operations Director Legal Operations
12	MANAGER, LEGAL OPERATIONS	Sr. Manager Legal Operations Manager Legal Operations
13	ANALYST, LEGAL OPERATIONS	Lead Legal Operations Analyst Senior Legal Operations Analyst Intermediate Legal Operations Analyst Associate Legal Operations Analyst
14	CORPORATE SECRETARY (NOT GC)	SVP Corporate Secretary (Not GC) VP Corp Secretary (Not GC) Director Corporate Secretary (Not GC)

Pay Drivers & Key Findings

Compensation is influenced by numerous factors. This high-level executive summary presents straightforward comparisons of data collected through our survey. While we identify clear correlations between specific variables and reported pay, it is crucial to recognize that the survey captured only a subset of the factors affecting compensation. The following section highlights five key compensation drivers and additional insights gleaned from the responses of 1,887 respondents.



COMPANY REVENUE

Compensation is higher consistently across positions in larger organizations as compared to smaller ones. CLOs in companies with revenue of \$5 billion or more make 66 percent more in base salary and 144 percent more in total compensation compared to CLOs in companies under \$1 billion in revenue.



LEGAL SPECIALTY

Although compensation varies significantly across job positions, practice areas such as antitrust, securities, government relations, IP and patent litigation, and licensing tend to pay more, while IT, credit and collections, insurance, business development, and energy tend to pay less.



LAW SCHOOL ATTENDED

In-house counsel with degrees from top 20 law schools consistently outperform their peers in terms of compensation. These attorneys command base salaries that are six to 24 points higher than those holding the same in-house positions but attended other law schools. Moreover, their total direct compensation surpasses that of their counterparts by seven to 45 percent.



LAW SCHOOL GRADUATION YEAR

Experience plays a significant role in determining in-house counsel compensation, especially for leadership roles like CLO, deputy GC, and associate GC. Earlier graduates consistently command higher base salaries. CLOs who graduated between 2005 and 2009 see a 20 percent salary premium over the 2010-2014 cohort. While the gap is smaller for the 2000-2004 group, those graduating before 2000 enjoy an 18 percent advantage over their immediate successors.



PREVIOUS WORK EXPERIENCE

In-house counsel with prior law firm experience generally command higher base salaries. This advantage is most pronounced for attorneys, who earn 19 percent more than their counterparts without law firm experience. These counterparts include those transitioning directly from law school, government roles, or other in-house departments.



16%

of respondents transitioned directly from law school to in-house roles, bypassing law firms, government, and other sectors. Conversely, 75 percent of respondents gained in-house experience following prior roles at law firms.



16%

of respondents received a promotion this past year, with nearly half receiving a base salary increase exceeding 10 percent. Those who were not promoted received an average merit increase of 3.8 percent.



25%

of respondents changed jobs in the past two years, down from 37% percent in 2023. However, job mobility is expected to increase, with 20 percent of respondents anticipating a job change within the next year, up from 16 percent in 2023.



85%

of participants say their work arrangement supports their work-life balance either very well (35 percent) or somewhat well (53 percent). Those working full-time in the office are least satisfied, while those working fully remote are most satisfied.

Compensation Highlights

BASE SALARY & SHORT-TERM INCENTIVES

JOB TITLE	BASE SALARY		STI ELIGIBLE	STI TARGET	STI AMOUNT		TOTAL CASH	
	Median	90th Ptile.	Average	Median	Median	90th Ptile.	Median	90th Ptile.
General Counsel - Single Lawyer	\$220K	\$306K	77%	25%	\$39K	\$124K	\$265K	\$433K
General Counsel / Chief Legal Officer	\$319K	\$468K	93%	35%	\$90K	\$320K	\$414K	\$736K
General Counsel - Division / Subsidiary	\$245K	\$349K	95%	25%	\$64K	\$168K	\$310K	\$505K
Deputy General Counsel	\$265K	\$400K	91%	30%	\$79K	\$203K	\$363K	\$600K
Associate General Counsel	\$232K	\$320K	93%	25%	\$63K	\$133K	\$305K	\$443K
Managing Attorney	\$230K	\$300K	92%	22%	\$50K	\$103K	\$280K	\$382K
Expert Attorney	\$225K	\$278K	95%	20%	\$38K	\$101K	\$267K	\$361K
Senior Attorney	\$196K	\$250K	87%	20%	\$32K	\$83K	\$230K	\$332K
Attorney	\$150K	\$203K	80%	14%	\$15K	\$47K	\$165K	\$251K
Vice President, Legal Operations	\$302K	<10	88%	30%	\$67K	<10	\$378K	<10
Director, Legal Operations	\$207K	\$271K	87%	20%	\$35K	\$80K	\$240K	\$390K
Manager, Legal Operations	\$123K	\$169K	87%	11%	\$14K	\$30K	\$145K	\$180K
Analyst, Legal Operations	\$110K	\$133K	65%	8%	\$6K	\$32K	\$106K	\$142K
Corporate Secretary (not GC)	\$255K	\$295K	92%	25%	\$52K	\$95K	\$313K	\$383K

Note: Median values reported for positions with five or more respondents. Ninetieth percentiles reported for positions with ten or more respondents.

LONG-TERM INCENTIVES

JOB TITLE	LTI ELIGIBLE	LTI TARGET	LTI TARGET AMOUNT		TOTAL TARGET DIRECT COMP	
	Average	Median	Median	90th Ptile.	Median	90th Ptile.
General Counsel - Single Lawyer	32%	48%	\$115K	\$547K	\$270K	\$546K
General Counsel / Chief Legal Officer	53%	50%	\$164K	\$926K	\$481K	\$1.1M
General Counsel - Division / Subsidiary	56%	20%	\$49K	\$364K	\$323K	\$713K
Deputy General Counsel	55%	40%	\$111K	\$283K	\$389K	\$710K
Associate General Counsel	56%	25%	\$70K	\$190K	\$314K	\$570K
Managing Attorney	67%	24%	\$53K	\$166K	\$300K	\$476K
Expert Attorney	48%	20%	\$44K	\$87K	\$283K	\$389K
Senior Attorney	40%	18%	\$35K	\$97K	\$233K	\$342K
Attorney	14%	10%	\$16K	\$49K	\$163K	\$241K
Vice President, Legal Operations	88%	<5	<5	<10	\$421K	<10
Director, Legal Operations	41%	17%	\$31K	\$85K	\$248K	\$356K
Manager, Legal Operations	13%	<5	<5	<10	\$140K	\$182K
Lead Legal Operations Analyst	25%	<5	<5	<10	\$117K	\$140K
Corporate Secretary (not GC)	62%	28%	\$72K	<10	\$332K	\$454K

Note: Median values reported for positions with five or more respondents. Ninetieth percentiles reported for positions with ten or more respondents.

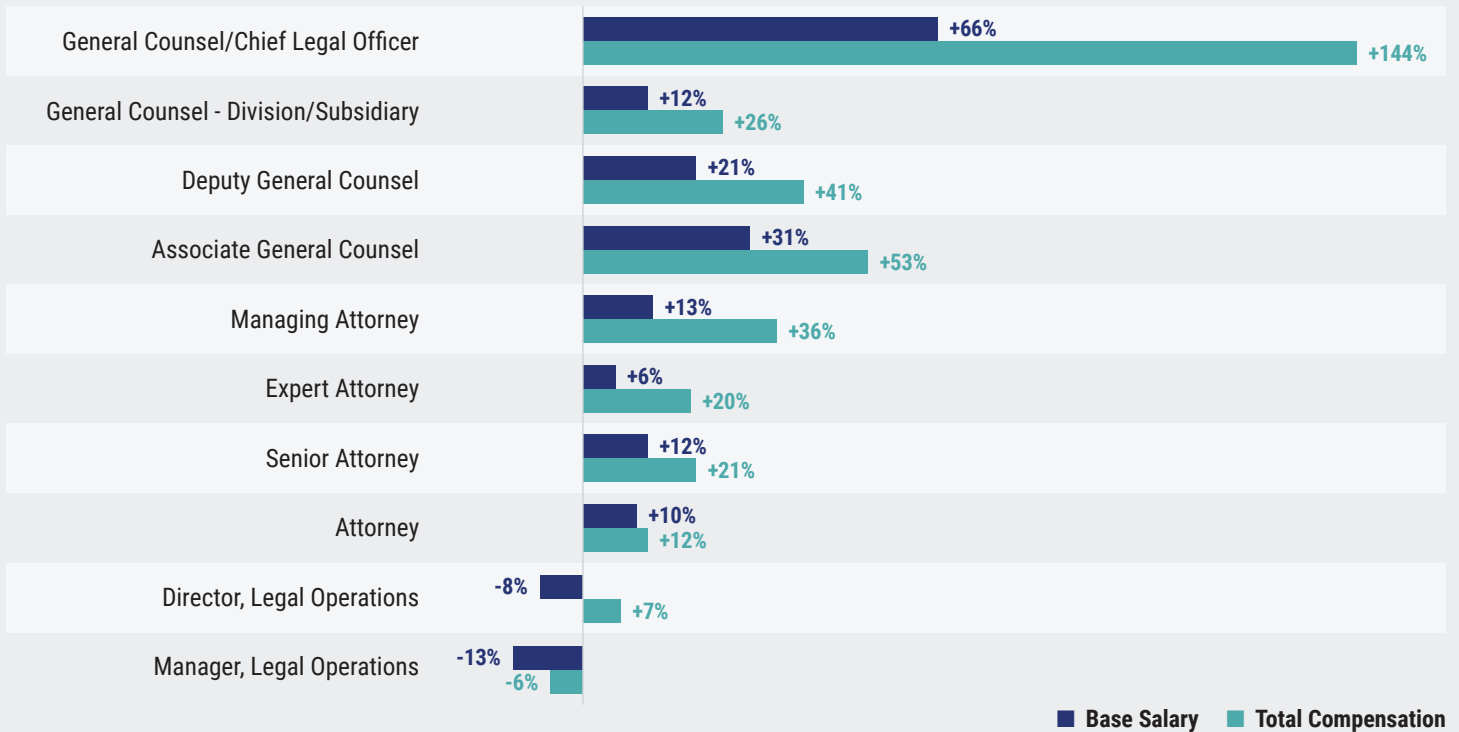
COMPANY REVENUE

The size of the organization markedly impacts in-house counsel compensation. Comparing median base salaries and total direct compensation (the combination of base salary, target STI, and target LTI) for attorneys across positions in large companies with \$5 billion or more in revenue with those in organizations with a revenue below \$1 billion consistently shows higher compensation amounts for those employed in large organizations.

The differences are particularly evident for general counsel and chief legal officers: respondents in large companies earn a median base salary that is 66 percent higher than the median base salary for those in smaller organizations; and in terms of total compensation the difference is more than double, boosted by higher LTI incentive awards offered by large organizations.

Overall, compensation differences between being employed in a large or small organization increase with seniority, with deputy general counsel earning about 21 percent more in large companies and associate general counsel earning 31 percent more in terms of base salary – or 41 percent and 53 percent more, respectively, in terms of total compensation. The differences are more moderate in non-leadership positions, with senior attorneys and attorneys in large companies reporting median base salaries that are 12 percent and 10 percent higher, respectively, than those in these same positions in smaller organizations.

COMPANIES WITH UNDER \$1 BILLION IN REVENUE → COMPANIES WITH \$5 BILLION OR MORE



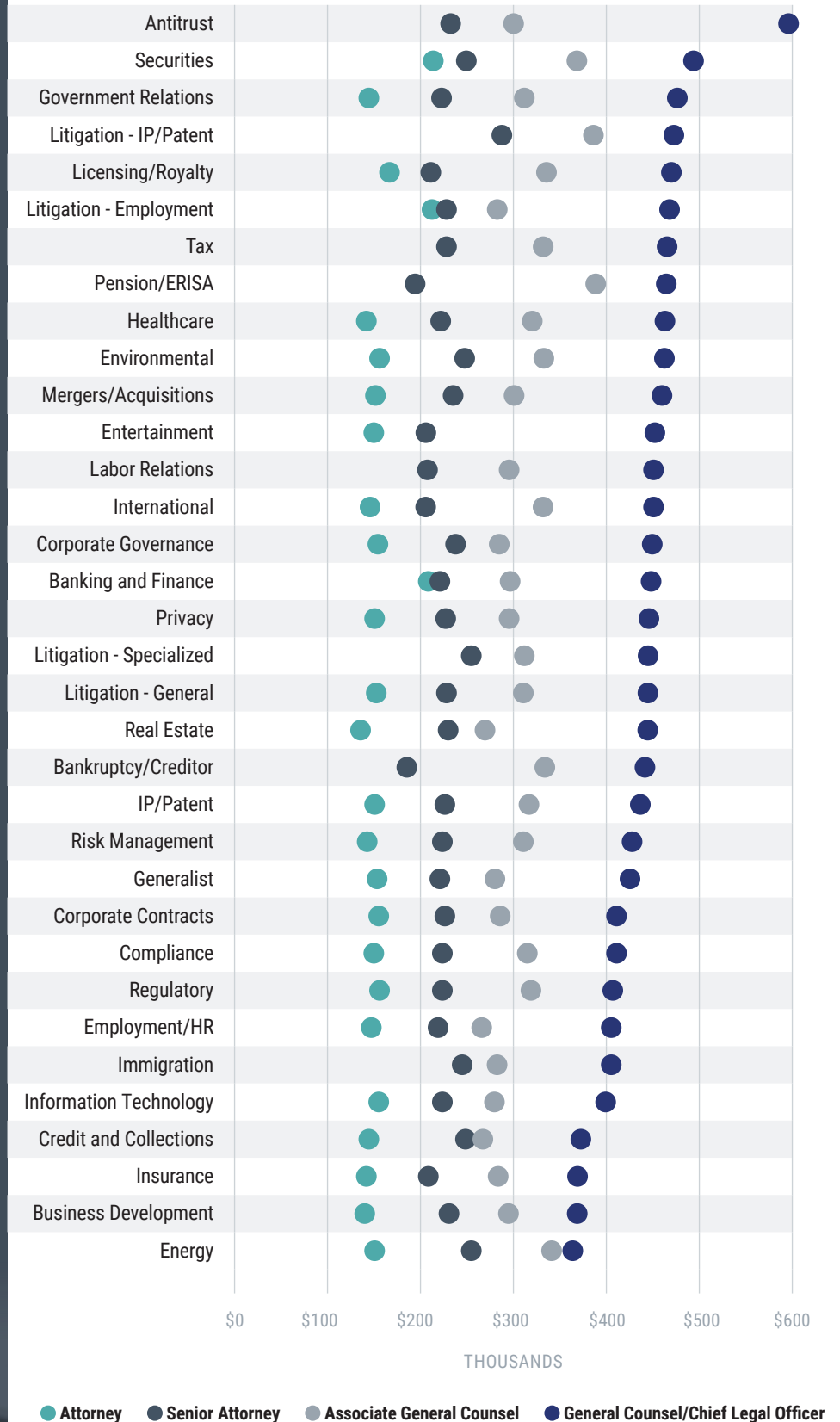
LEGAL SPECIALTY

Antitrust, securities, government relations, IP and patent litigation, and licensing are the five practice areas that result in the highest median total cash compensation (base salary plus STI) for general counsel and CLOs. The chart below lists 34 different practice areas sorted by CLO total cash compensation from highest to lowest, and the results are also provided for three other in-house counsel positions.

The bottom five practice areas for CLO cash compensation are IT, credit and collections, insurance, business development, and energy.

Although the ranking of practice areas does not remain constant across positions, some legal specialties return higher median total cash amounts, notably securities, IP and patent litigation, and licensing – though not for senior attorneys. There is more variability across practice areas for the more senior positions, such as CLO and associate GC, with differences of up to and exceeding \$100,000 in total cash compensation, versus those observed in the non-leadership attorney positions. However, some data points clearly stand out. Senior attorneys doing litigation work – especially IP and specialized litigation – tend to report higher compensation, while attorneys working on securities, litigation (employment) and banking and finance were also noticeably higher.

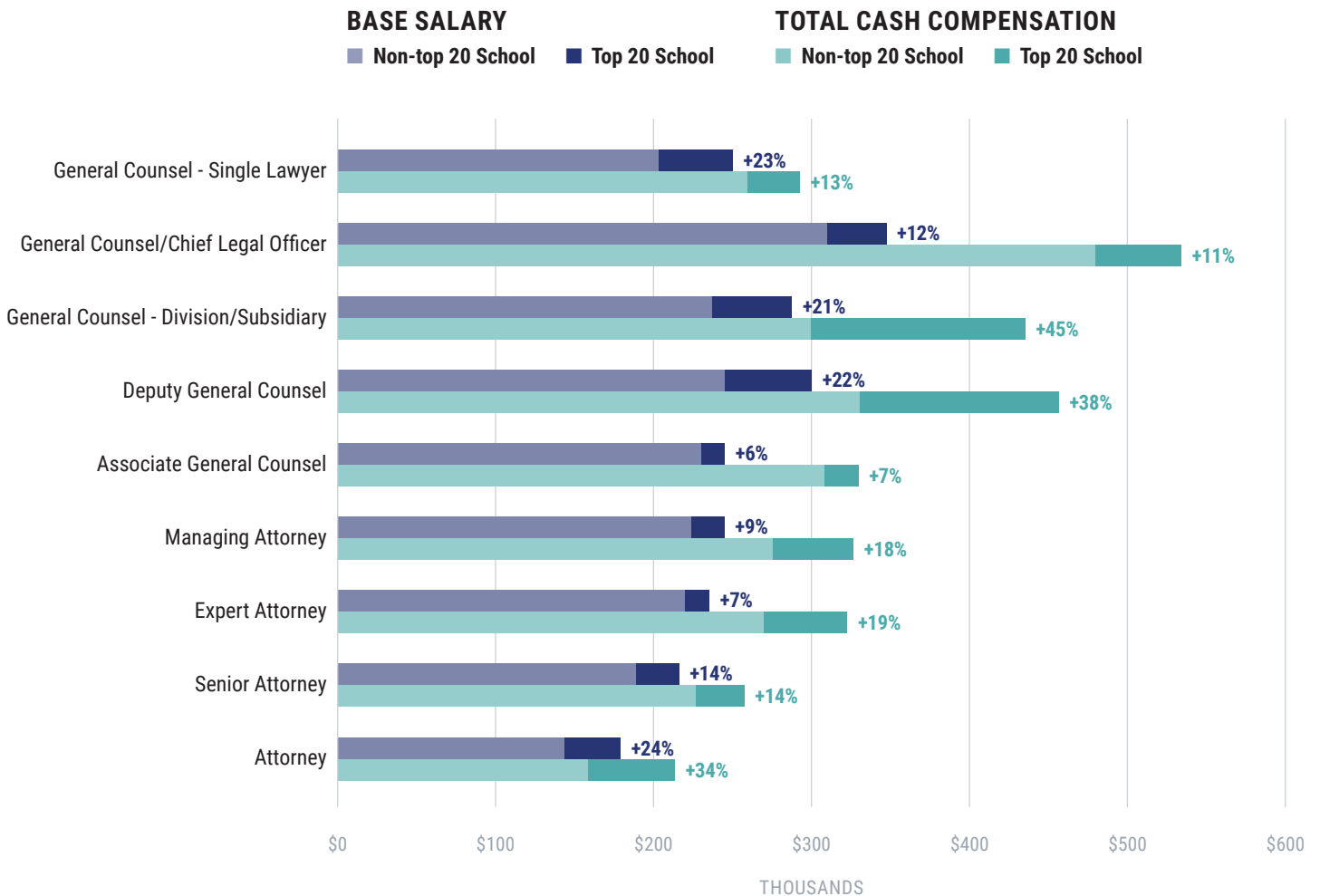
TOTAL CASH COMPENSATION (MEDIAN)



LAW SCHOOL ATTENDED

In-house counsel survey participants who attended a top 20 law school consistently earn higher base salaries and total direct compensation than those who attended other schools. Attorneys that obtained their law degree from a top 20 school earn median base salaries that are between six and 24 points higher than those in the same in-house position that did attend other schools. The percentage increase in total direct compensation is higher across the board, ranging from seven to 45 percent more.

The impact of the law school attended is most notable in the attorney position (24 percent) and for general counsel who are the sole lawyer at the organization (23 percent), followed by deputy general counsel (22 percent). For the remaining positions, the differences observed are more moderate, with CLOs who attended a top 20 law school earning 12 percent more in base salary but just 11 percent more in total direct compensation.



LAW SCHOOL GRADUATION YEAR

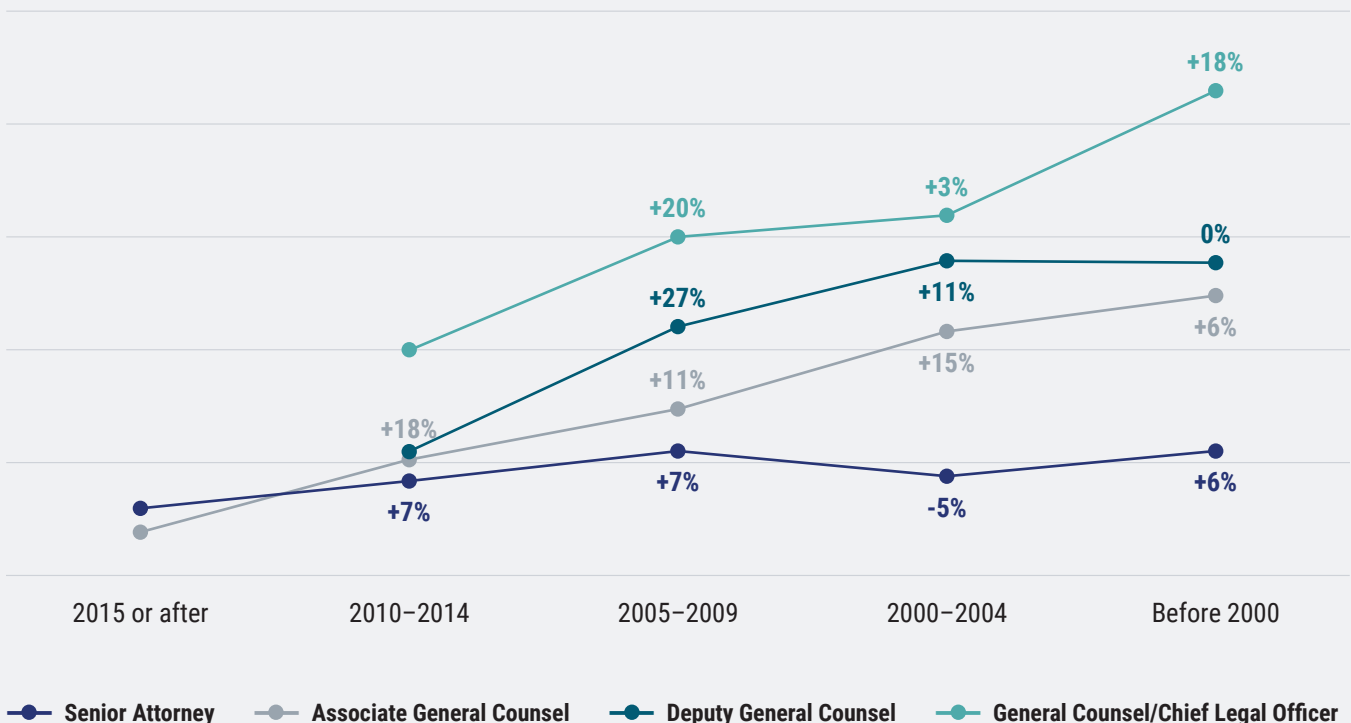
Years of experience also has a positive effect on compensation. Base salaries are markedly higher for those who graduated earlier, a pattern that is clearly visible for in-house leadership positions – CLO, deputy GC, associate GC.

CLOs that graduated between 2005 and 2009 receive a median base compensation that is 20 percent higher than those who graduated later, between 2010 and 2014. Those who graduated between 2000 and 2004 receive a modest three percent positive difference compared to those in the following cohort, and experienced CLOs who graduated law school before 2000 earn a median base salary 18 percent higher than those who did in the 2000 to 2004 period.

The progressive pattern is even steeper for those in the deputy GC and associate GC positions. Deputy GCs that graduated between 2005 and 2009 earn 27 percent more than those who graduated in the following five-year period. Those who graduated in the 2000 to 2004 period earn 11 percent more than those in the previous cohort, while the median compensation remains flat (no increase) compared to those who graduated before 2000. Associate GC, earn 18 percent, 11 percent, and 15 percent more compared to those in the previous law firm graduation cohort, while those who graduated before 2000 only receive a moderate six-point bump compared to those who graduated in the 2000 to 2004 period.

The line is comparatively flatter for those in the senior attorney position, with differences in the single digits, and even in the negative, with those who graduated in the 2000-2004 period earning five percent less in terms of base salary compared to those who graduated in the following cohort.

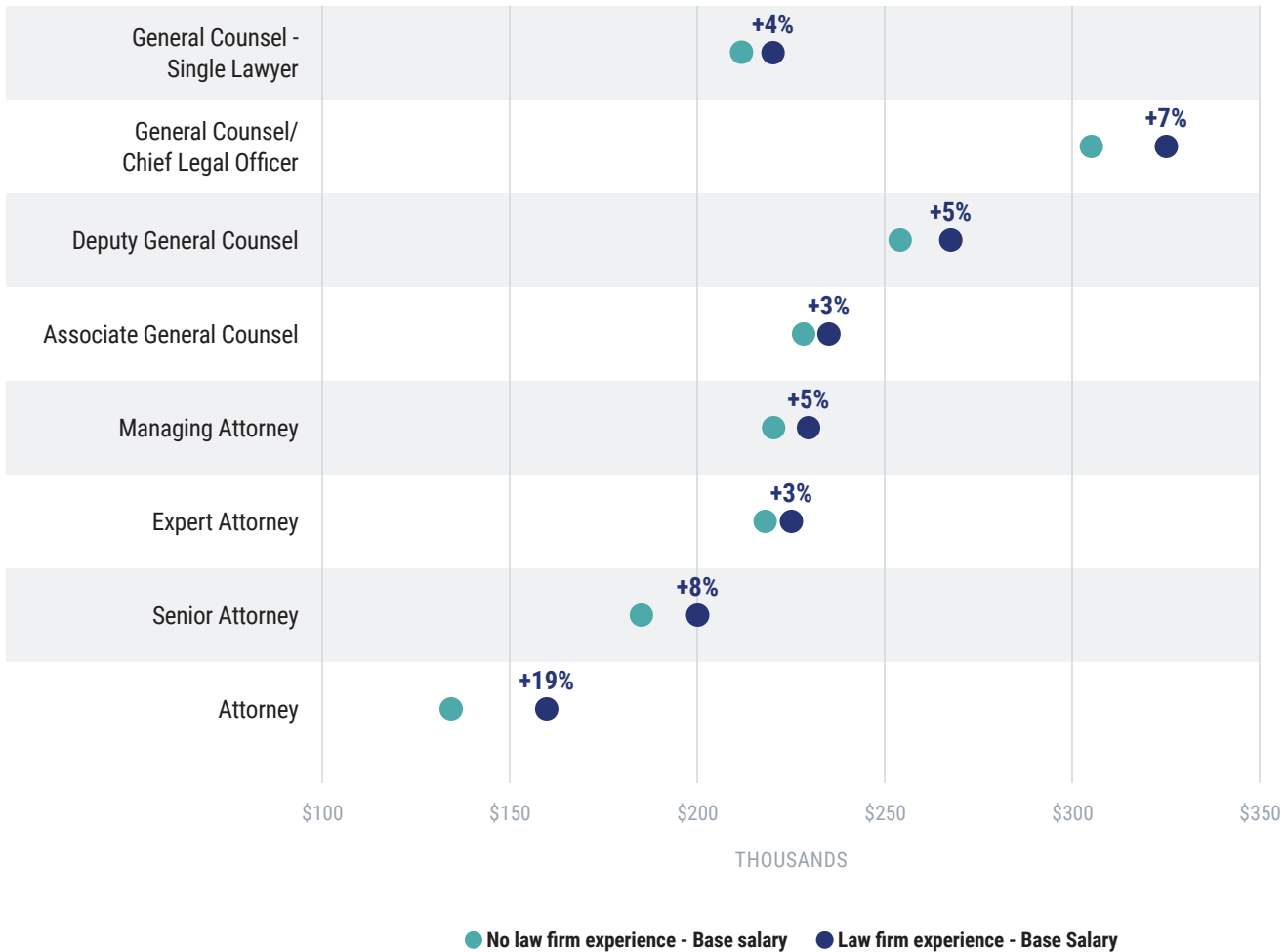
PERCENTAGE CHANGE IN MEDIAN BASE SALARY BETWEEN GRADUATION COHORTS



PREVIOUS LAW FIRM EXPERIENCE

In-house counsel respondents with previous law firm experience earn slightly higher base salaries than those with no previous experience working at a law firm. The differences are greatest for those in the attorney position, with attorneys with previous law firm experience making 19 percent more than those who either went directly in-house after law school or had other work experience, such as government positions or working in-house for departments other than legal. Senior attorneys with law firm experience earn eight percent more.

For more specialized and legal department leadership positions, having previous law firm experience seems to matter less – with base salaries being between three and five points higher. Attorneys in these positions likely have several years of experience in-house and are therefore well equipped to carry out their duties. For CLOs, however, the difference between those who have worked in a law firm in the past and those who have not increases slightly to seven points.



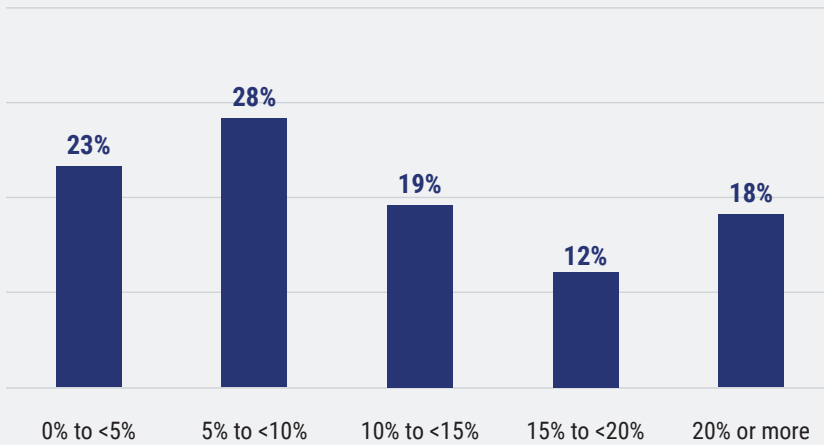
Promotions & Merit Increases

PROMOTIONS

Sixteen percent of participants received a promotion last year, but there is wide variation in terms of the increase in base salary received as a result of those promotions. Almost one in four (23 percent) received a modest increase between zero – a few respondents did not receive any increase at all – and five percent, while 28 percent received a salary bump ranging between five and 10 percent. Therefore, about half (51 percent) of those who received a promotion received a salary increase of up to 10 percent.

Nineteen percent received a salary increase in the 10-to-15 percent range, 12 percent saw a 15-to-20 percent increase, and 18 percent of participants received increases exceeding 20 percent of their base salary. Interestingly, among those who work remotely full-time, 19 percent were promoted last year, compared to 16 percent of those working in a hybrid schedule and 15 percent among those who work full-time in the office.

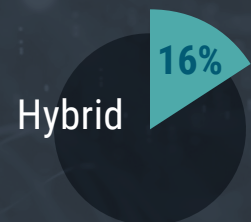
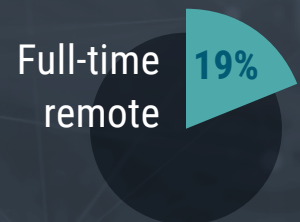
BASE SALARY PERCENTAGE INCREASE RECEIVED



Percentage promoted in the last year



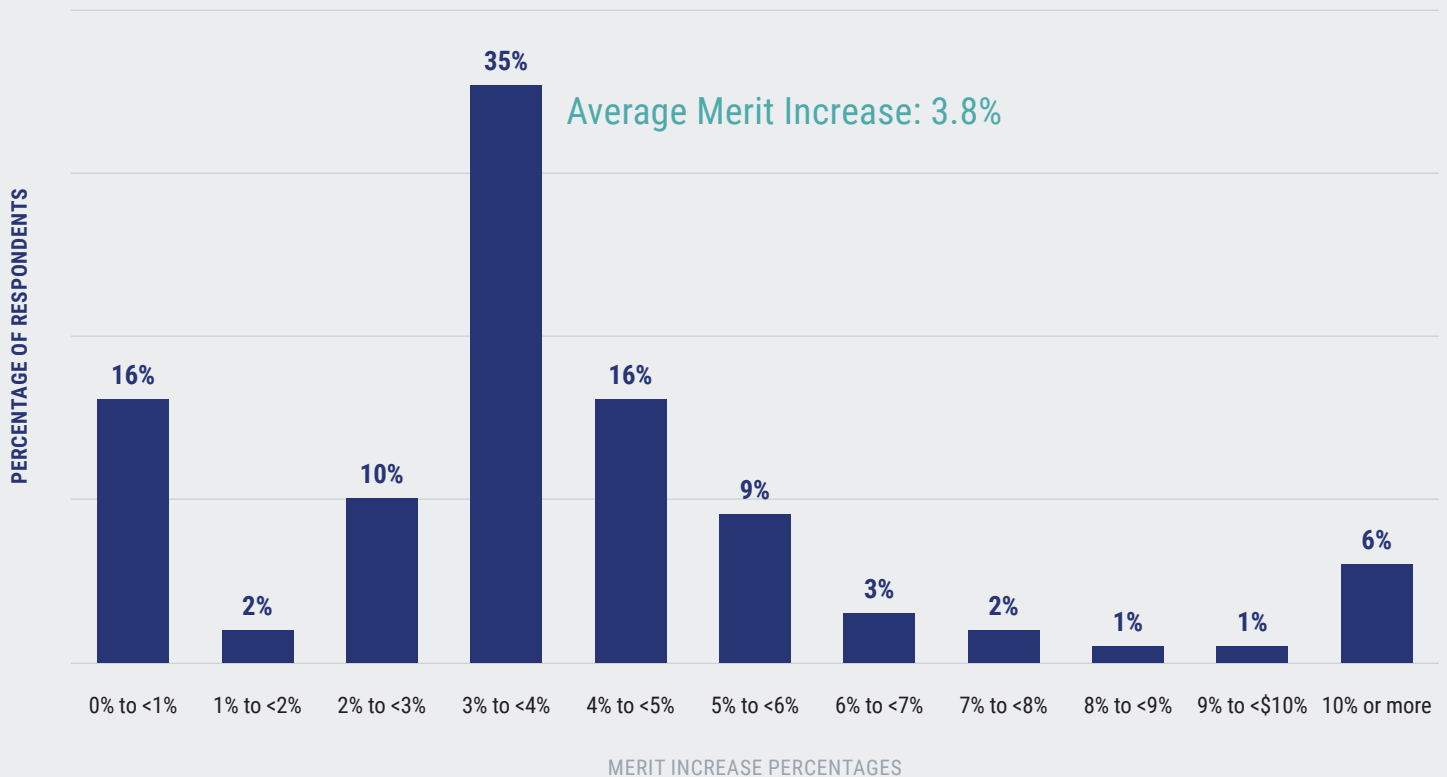
PERCENTAGE PROMOTED BY WORK ARRANGEMENT



MERIT INCREASES

The base salary increases due to merit or annual evaluations are of course more modest, with a plurality of respondents (35 percent) receiving a merit increase between three and four percent this year – the average merit increase is 3.8 percent (includes zero increases). One in six respondents reported a merit increase of zero or up to one percent, while 16 percent received a merit increase slightly higher than the survey’s average: between four and five percent more of their base salary. Six percent of respondents received merit increases of 10 percent or more.

DISTRIBUTION OF MERIT INCREASE PERCENTAGES



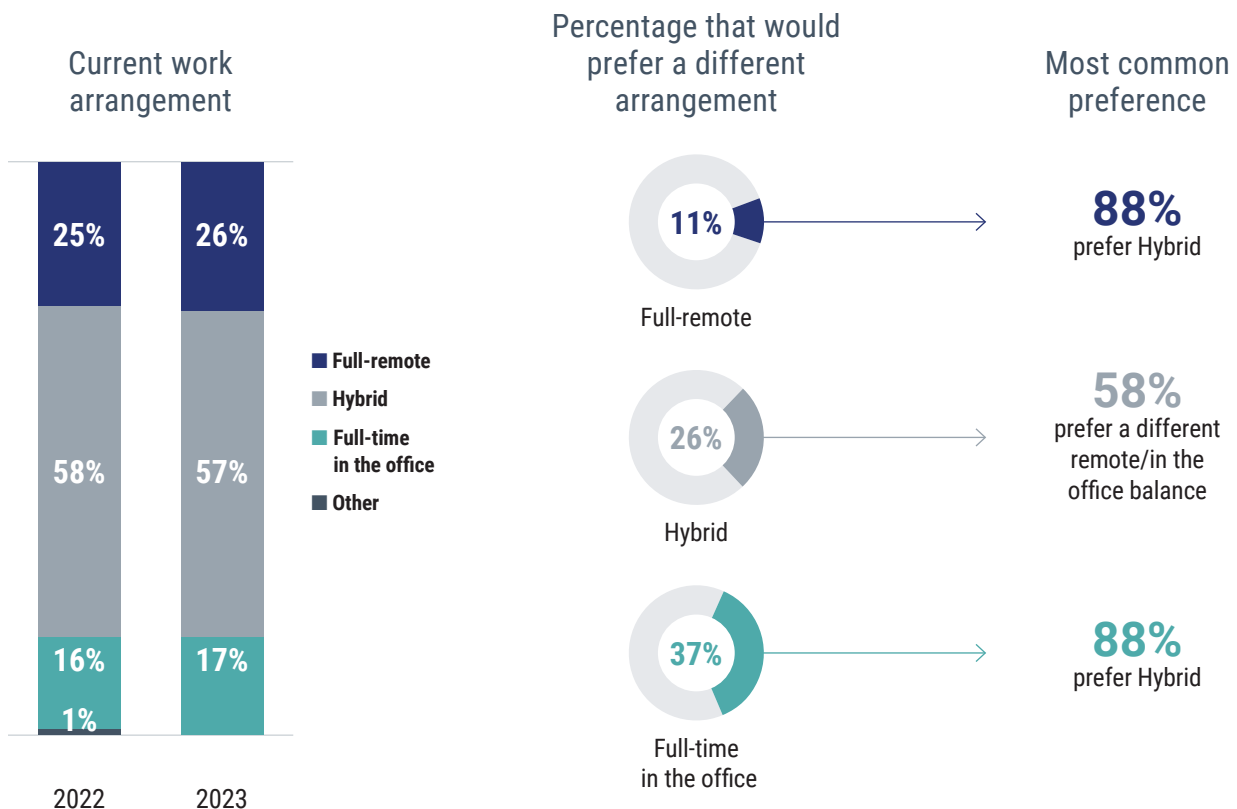
Policies & Practices

WORK POLICIES & ARRANGEMENTS

Post Covid-19, a majority of in-house professionals now follow a hybrid schedule, combining working from home and in the office in a regular week. The most common arrangement is to work three days in the office and two from home. About one quarter of respondents say they work fully remote, and about one in six report the opposite, they work on-site five days a week. The distribution of work arrangements is practically identical to the one observed last year.

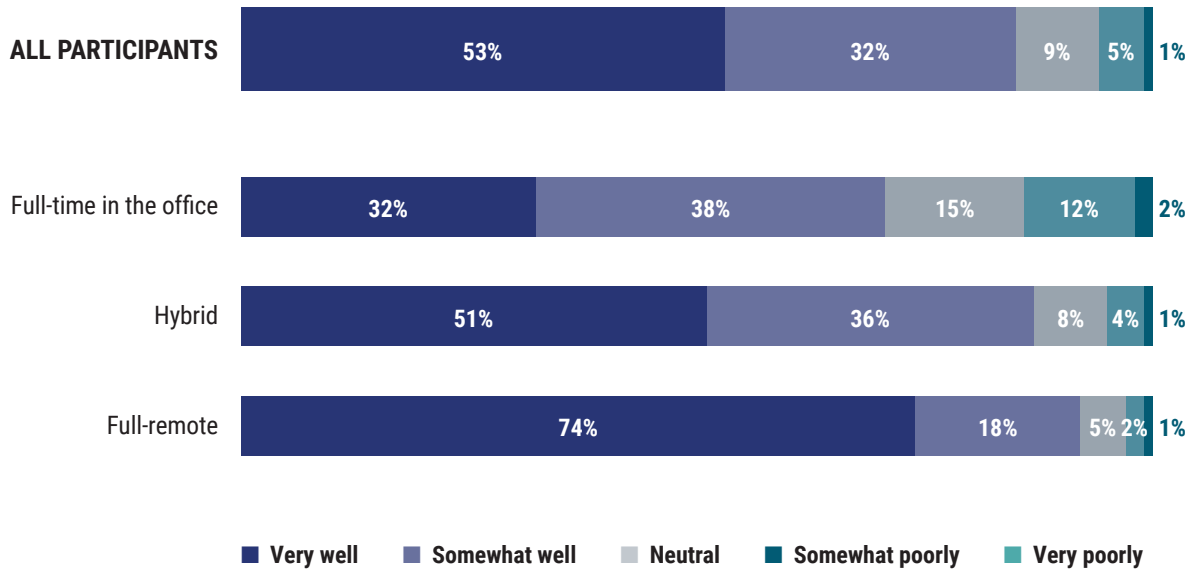
We also asked participants whether they would prefer a different arrangement to the one they currently have. Most participants (76 percent) say they are satisfied with the work arrangement that they have, but those working full-time in the office are more likely to say they want a change than those that work fully remote.

Thirty-seven percent of those who work full-time in the office would like a different arrangement, with a clear majority (88 percent) preferring a hybrid work arrangement. About one quarter (26 percent) of those who currently have a hybrid work arrangement would also like to change, though most (58 percent) would like to keep a hybrid model, but just change the balance of remote and on-site days. Only 11 percent of those who work fully remote would like to change, with most (88 percent) wanting to switch to a hybrid arrangement that would allow them to work some portion of time in the office.



HOW DOES YOUR CURRENT WORK ARRANGEMENT SUPPORT YOUR WORK-LIFE BALANCE?

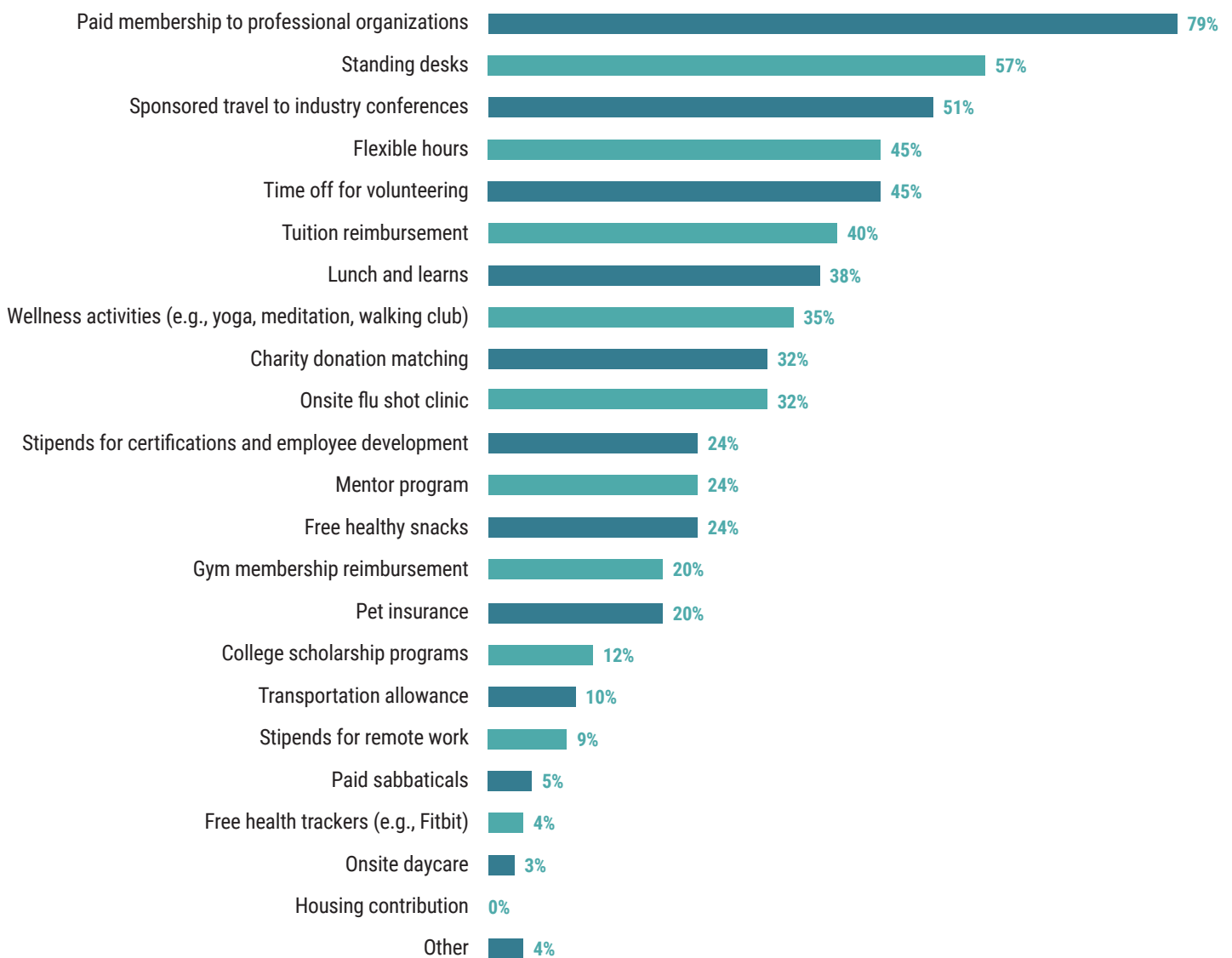
Overall, 85 percent of participants say their work arrangement supports their work-life balance either very well (53 percent) or somewhat well (32 percent). However, clear differences surface when breaking the results down by the participants' current work arrangement. Just 32 percent of those working full-time in the office say the arrangement supports their work-life balance very well, compared to 51 percent of those with a hybrid model, and a clear 74 percent of those working remotely full time. Still, a majority of in-house professionals regardless of their work arrangement say that it is working either very well or somewhat well in relation to supporting their work-life balance.



PERKS

Participants receive a wide range of perquisites provided by their employers, but some are more common than others. A majority receive paid memberships to professional organizations, such as ACC (79 percent), 57 percent have access to standing desks, and 51 percent report receiving sponsored travel to industry conferences. Between 40 percent and 45 percent of respondents also have the option to work flexible hours, receive time off for volunteering, and can get reimbursed for tuition expenses.

The least commonly reported perks, with less than 10 percent of participants receiving them are transportation allowance, stipends for remote work, paid sabbaticals, health tracking equipment, onsite daycare, and housing contribution.



Work Experience

PREVIOUS EXPERIENCE

Most in-house counsel have previous experience working at a law firm (75 percent) before they went in-house, and 16 percent report having experience working in the government at any level. Also, 16 percent say they went directly in-house after law school, and six percent work in a different department outside of the legal department. Five percent report other work experiences, such as work in consulting, education, or as solo practitioners before their current in-house role.



75%
LAW FIRM

16%



Government

16%



Went directly in-house
after law school

6%



Different department or
function in the enterprise
(outside of the legal department)

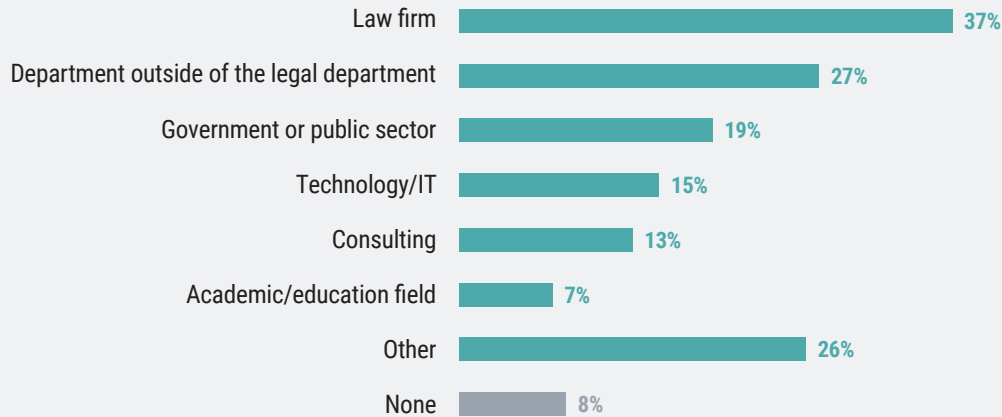
5%



None of the above

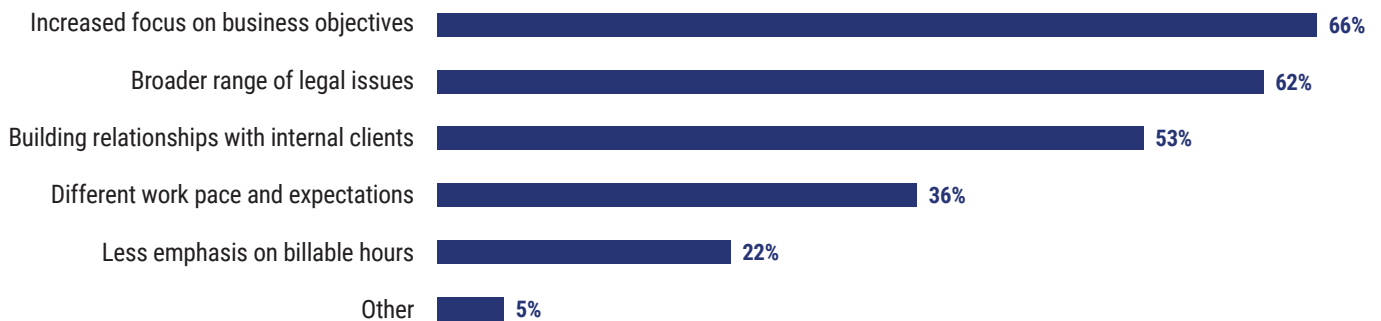
PREVIOUS EXPERIENCE – LEGAL OPS PROFESSIONALS

We asked the same question about previous professional experience to legal operations professionals, resulting in a wide variation of roles. A plurality (37 percent) have worked at a law firm, 27 percent have worked in another corporate department, 19 percent have government experience, 15 percent have worked in the technology sector, 13 percent in consulting, and seven percent in education. About one in four listed other previous experience prior to their legal operations role, such as accounting, human resources, or sales; or work in specific industries like healthcare and insurance.



CHALLENGES WHEN GOING IN-HOUSE FROM A LAW FIRM

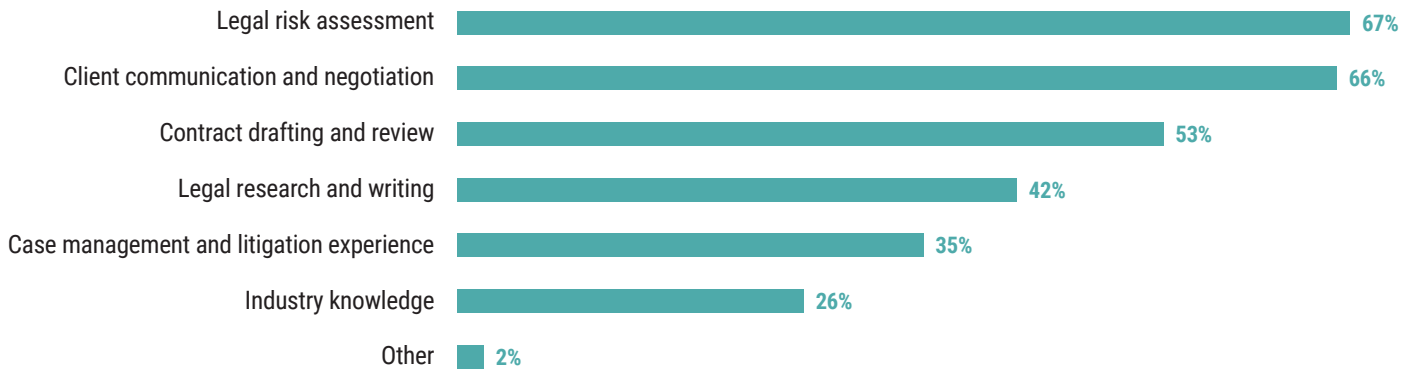
In-house counsel with previous law firm experience say the biggest challenges when going in-house were the increased focus on business objectives (66 percent), working on a broader range of legal issues (62 percent), and the need to build relationships with internal clients (53 percent). About one-third of participants who moved in-house after working at a law firm also say they found the different work pace and expectations challenging, and 22 percent found it a challenge to place less emphasis on billable hours.



MOST VALUABLE SKILLS LEARNED AT LAW FIRMS FOR CURRENT IN-HOUSE ROLE

The most valuable skills learned, according to those with previous law firm experience, are the capacity for sound legal risk assessment (67 percent), excelling at client communication and negotiation (66 percent), and contract drafting and review (53 percent).

Forty-two percent also found legal research and writing skills very valuable in their in-house roles, 35 percent value case management and litigation experience, and 26 percent acquired industry knowledge while working at a law firm that they could readily apply after transitioning to an in-house role.



Job Satisfaction

OVERALL JOB SATISFACTION

Most participants say they are satisfied with their job situation, with 40 percent being very satisfied and 43 percent somewhat satisfied. Just two percent of participants say they are currently very dissatisfied.



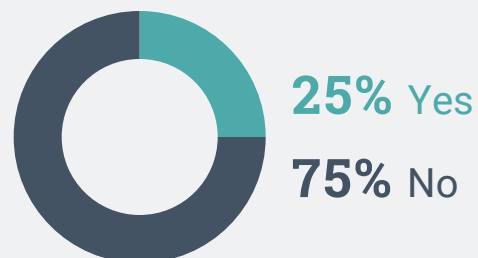
WORKLOAD CHANGE IN THE PAST 12 MONTHS

Job satisfaction does not appear to be significantly impacted by workload. This is despite the fact that a majority of participants (67 percent) reported an increased workload over the past year, with 29 percent experiencing a significant increase and 38 percent a moderate increase. Conversely, 28 percent indicated a relatively stable workload, while only five percent reported a decreased workload.



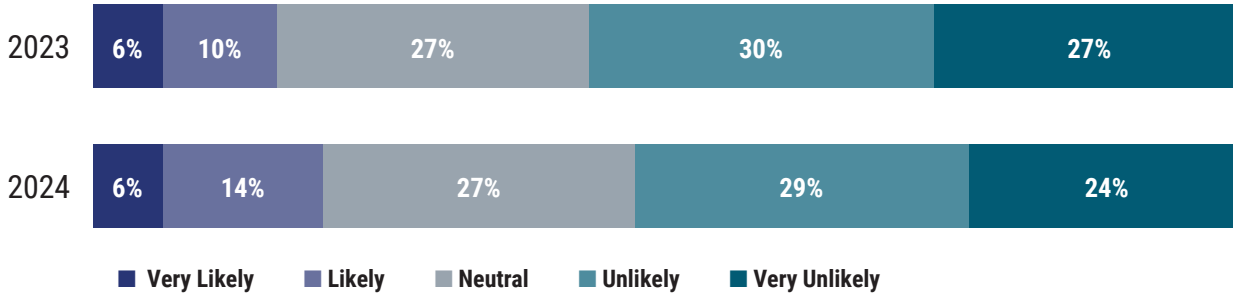
CHANGED JOBS IN THE LAST TWO YEARS

One in four participants say they changed jobs in the last two years, compared to the 37 percent observed in the 2023 survey. The lower turnaround probably echoes the larger employment market dynamics at play with the cooling down of the job market after the pandemic and the implementation of more flexible work arrangements.



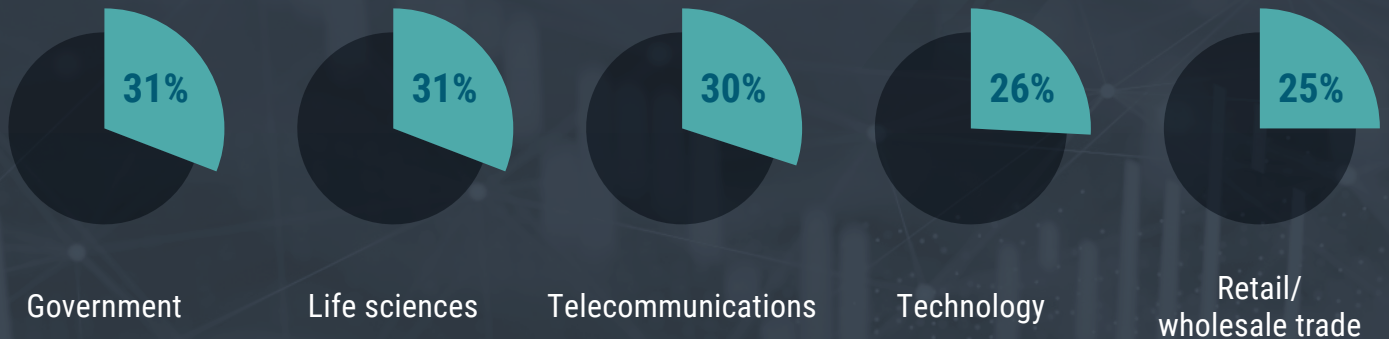
LIKELIHOOD TO CHANGE JOBS IN THE NEXT YEAR

Just 20 percent of participants say they think it is likely or very likely that they will switch jobs in the next 12 months – a relatively small increase from 16 percent in the 2023 survey. Conversely, a majority (53 percent) say it is unlikely that they will be looking for new opportunities this coming year.



MORE LIKELY TO CHANGE JOBS BY INDUSTRY (LIKELY/VERY LIKELY)

TOP 5



IMPORTANCE AND SATISFACTION OF JOB ATTRIBUTES

Compensation is clearly the most important job-related attribute for in-house professionals. However, most important, but they are not quite satisfied with it, based on an importance–satisfaction gap analysis of 13 items. Respondents were asked to rank these attributes on a 1-to-10 scale based on importance (with 0 being not important at all and 10 being extremely important) and on satisfaction (with 0 being not at all satisfied and 10 being extremely satisfied).

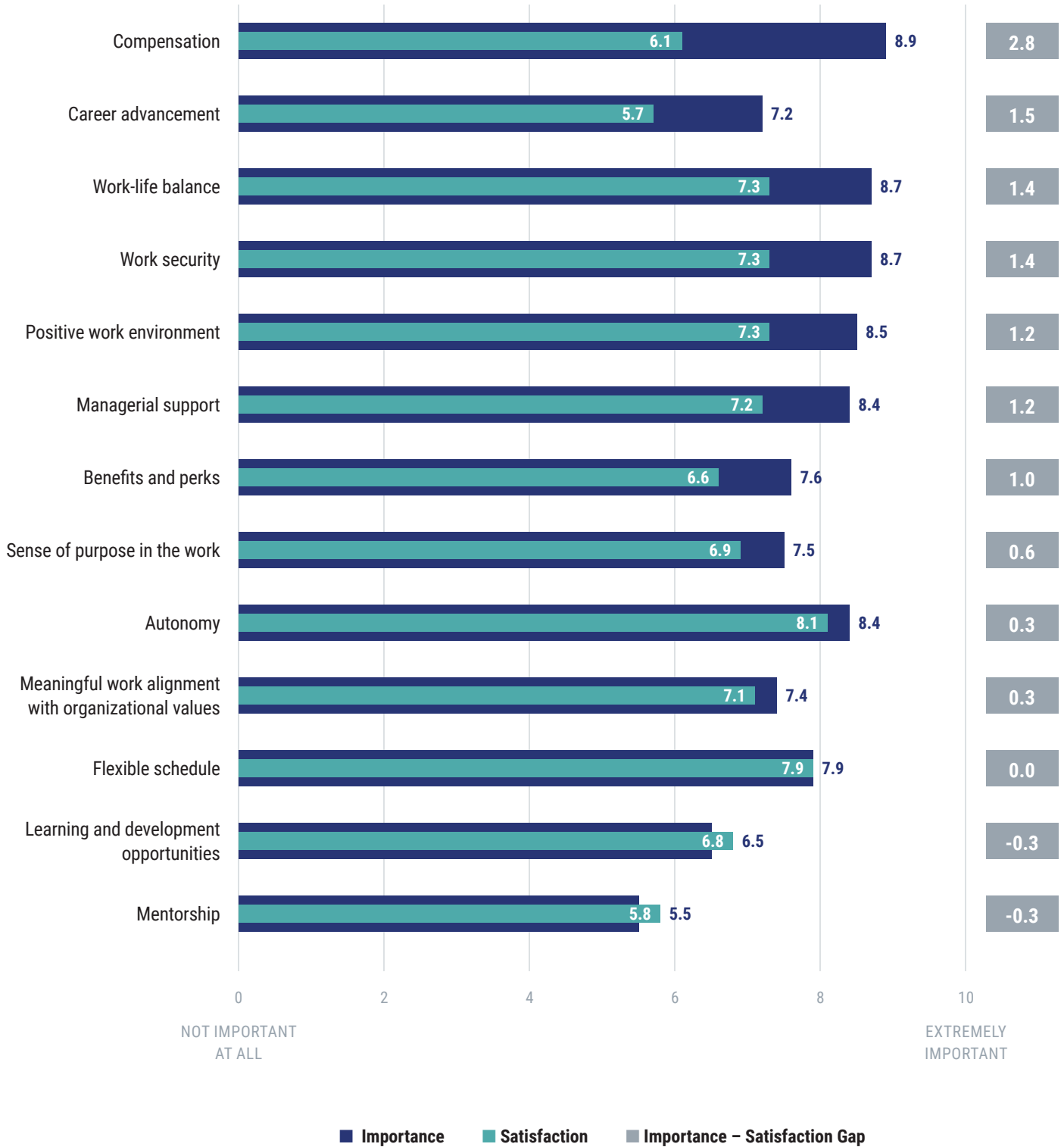
The numbers reported indicate the mean (average) of the scores provided, while the gap between importance and satisfaction, that is, the difference between the importance averages and the satisfaction averages, is also provided. The 13 attributes are ranked by the importance – satisfaction gap, from highest to lowest.

Compensation is the item that in-house professionals consider most important, with an average of 8.9, but the satisfaction average score is just 6.1, a 2.8-point gap. Career advancement comes second, although this being a topic with a relative low importance score (7.2) and the lowest satisfaction average score of all 13 items (5.7). Work-life balance and work security are only slightly less important than compensation to in-house professionals (8.7), but the respondents' average satisfaction scores (7.3) yields a gap value of 1.4.

A positive work environment (8.5) and managerial support (8.4) are also considered widely important with satisfaction levels for both falling more than one-point short, while having autonomy to do the work (8.4) is also on the top-half of most important job attributes and participants are comparatively quite satisfied on their autonomy levels (8.1).

There are two attributes that have a negative gap score, meaning that respondents are on average more satisfied with those than their relative importance for the job: learning and development opportunities, and mentorship. These two items are, however, the two job-related attributes that participants consider the least important as part of their in-house jobs.

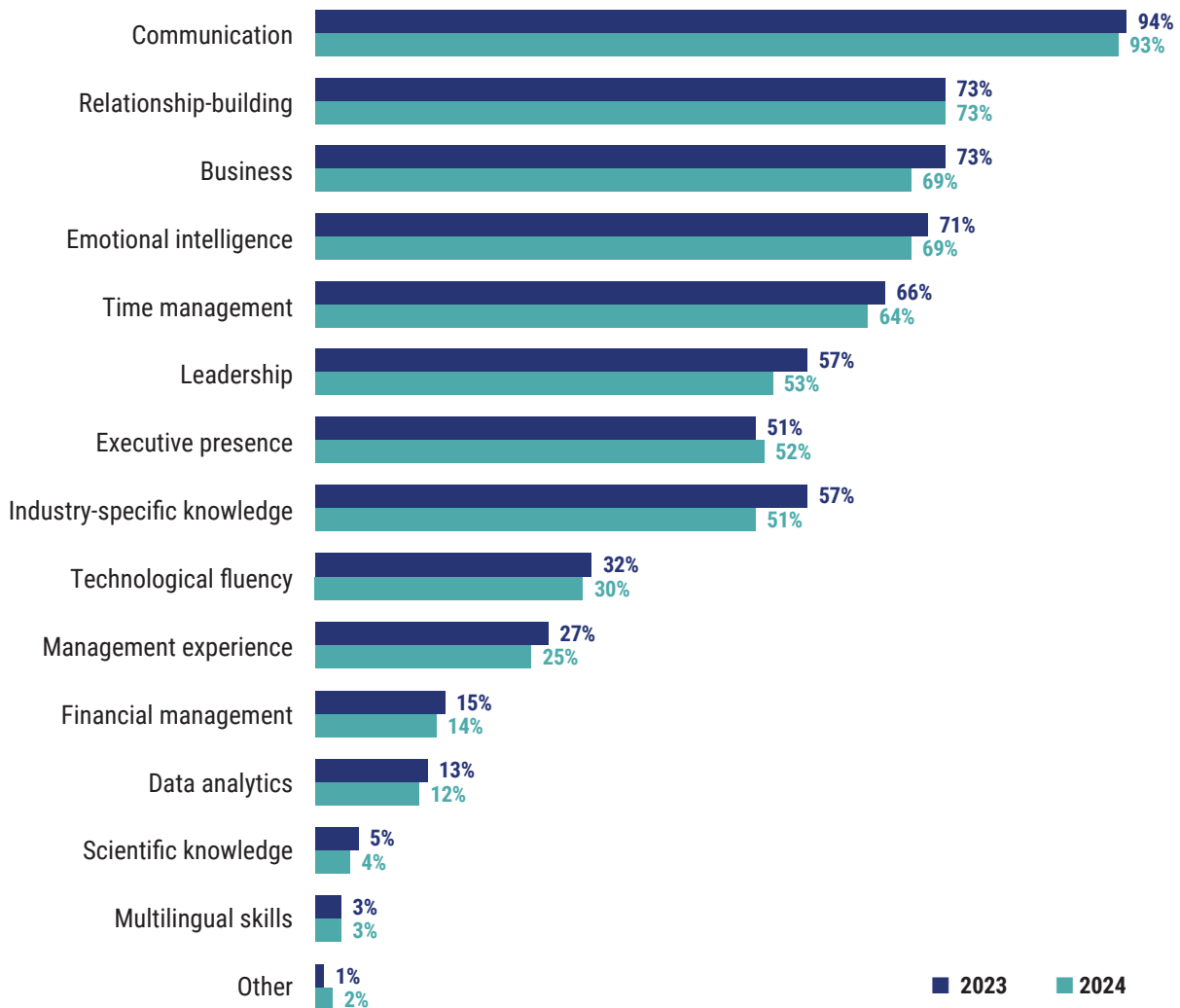
JOB SATISFACTION



MOST IMPORTANT NON-LEGAL SKILLS TO SUCCEED IN YOUR ROLE

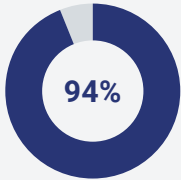
Practically all in-house professionals consider communication as one of the most important non-legal skills to succeed in a legal department role. Seventy-three percent say relationship-building is critical, 69 percent point at business skills, also 69 percent focus on emotional intelligence, and 64 percent believe time-management is also important to succeed in an in-house role.

These five non-legal skills considered the most important are the same compared to last year’s survey, with a swing of up to a couple of percentage points. Communication and relationship building skills are the most important for in-house attorneys and legal operations professionals, with 77 percent of CLOs specifically noting that relationship-building skills are key. CLOs did value emotional intelligence, leadership skills, and business skills a bit higher. The results do not show large differences overall between in-house counsel and legal operations professionals, although 67 percent among the latter group consider data analytics skills to be important for a legal operations job – only 12 percent of participants overall deemed these skills useful to succeed.

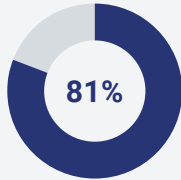


TOP 5 MOST IMPORTANT NON-LEGAL SKILLS BY JOB TITLE

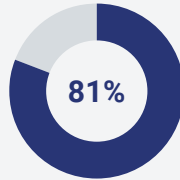
GENERAL COUNSEL/CHIEF LEGAL OFFICER



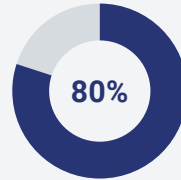
Communication



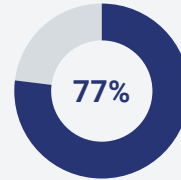
Emotional intelligence



Leadership

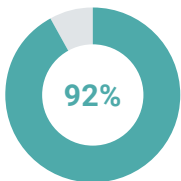


Business

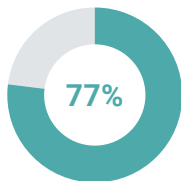


Relationship-building

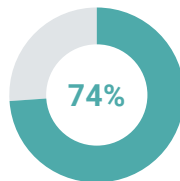
ASSOCIATE GENERAL COUNSEL



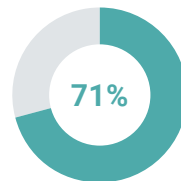
Communication



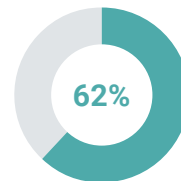
Relationship-building



Emotional intelligence

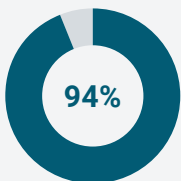


Business

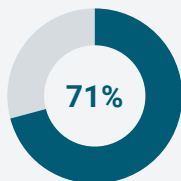


Executive presence

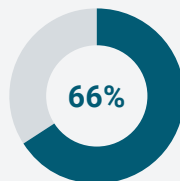
SENIOR ATTORNEY



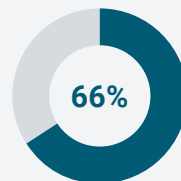
Communication



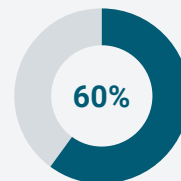
Relationship-building



Business

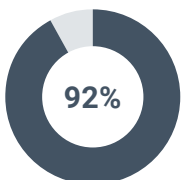


Time management

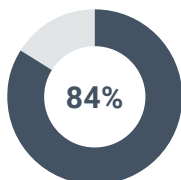


Emotional intelligence

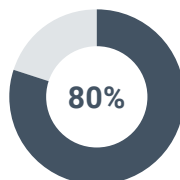
LEGAL OPERATIONS PROFESSIONALS (ALL)



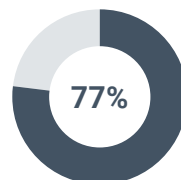
Communication



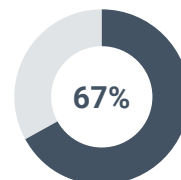
Relationship-building



Time management



Emotional intelligence



Data analytics

Participant Profile

COMPANY REVENUE

■ Less than \$100M	13%
■ \$100M to <\$500M	18%
■ \$500M to <\$1B	11%
■ \$1B to <\$2B	9%
■ \$2B to <\$5B	14%
■ \$5B or more	35%



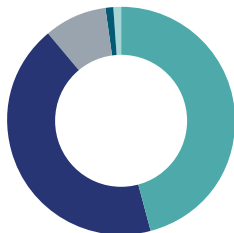
LEGAL DEPARTMENT STAFF

■ 1 staff	9%
■ 2 to 4 staff	19%
■ 5 to 9 staff	17%
■ 10 or more staff	55%



COMPANY TYPE

■ Private	46%
■ Public	43%
■ Non-profit	9%
■ Government	1%
■ Other	1%

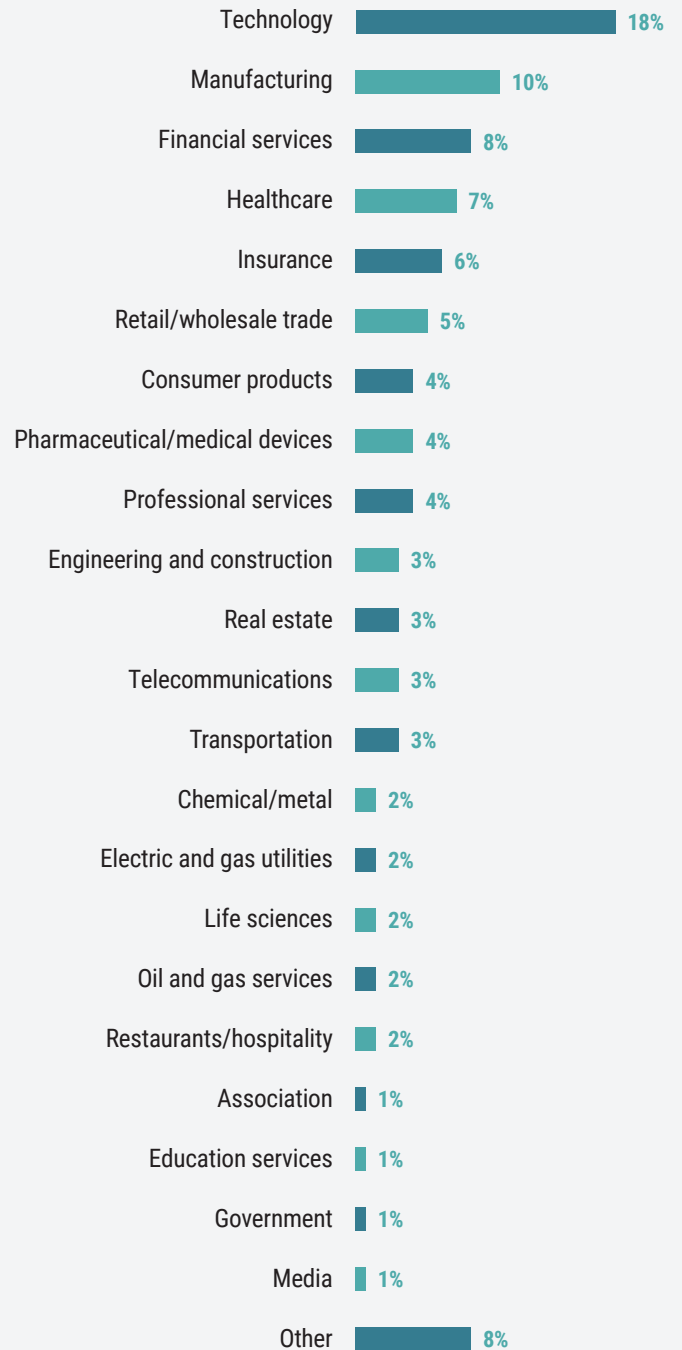


GENDER

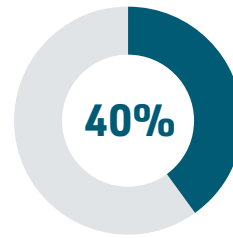
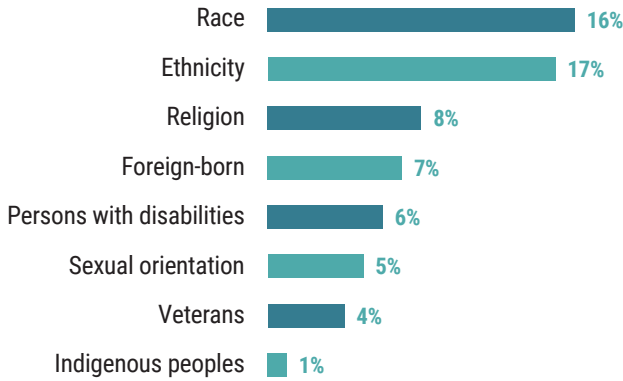
■ Female	50.1%
■ Male	49.8%
■ Non-binary and transgender	0.2%



INDUSTRY

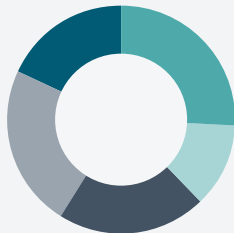


MINORITIES AND UNDERREPRESENTED GROUPS

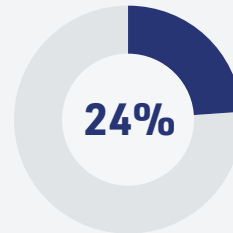


Member of an underrepresented group

LAW SCHOOL GRADUATION YEAR

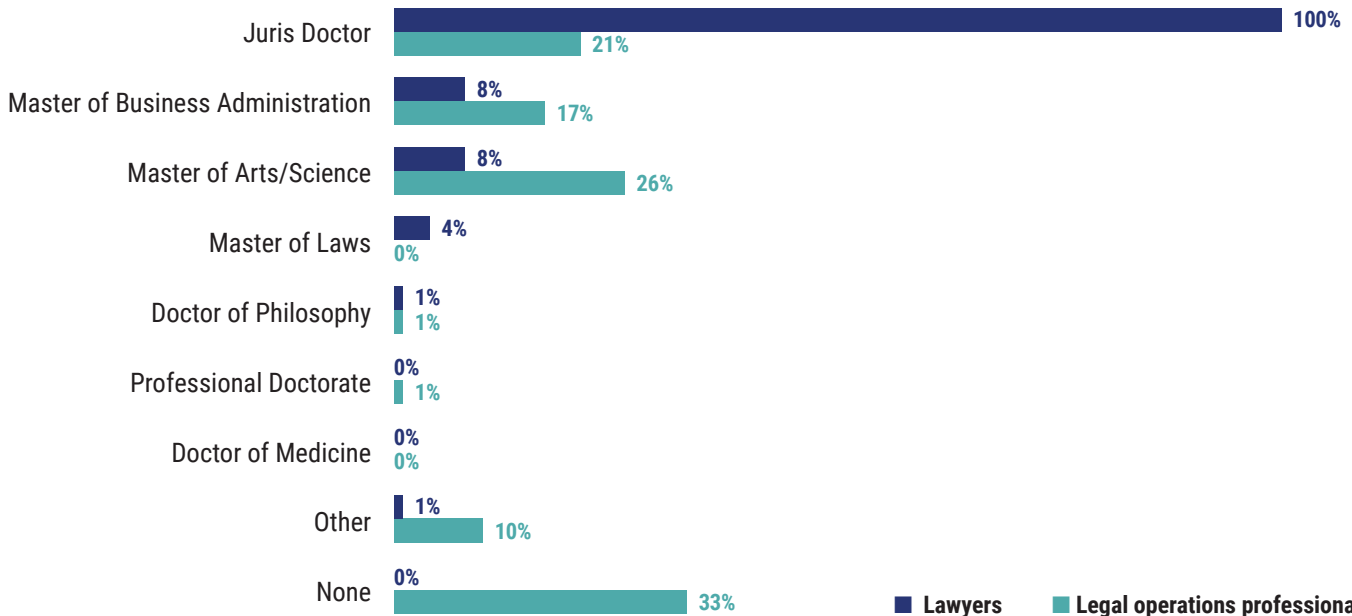


LAW SCHOOL ATTENDED

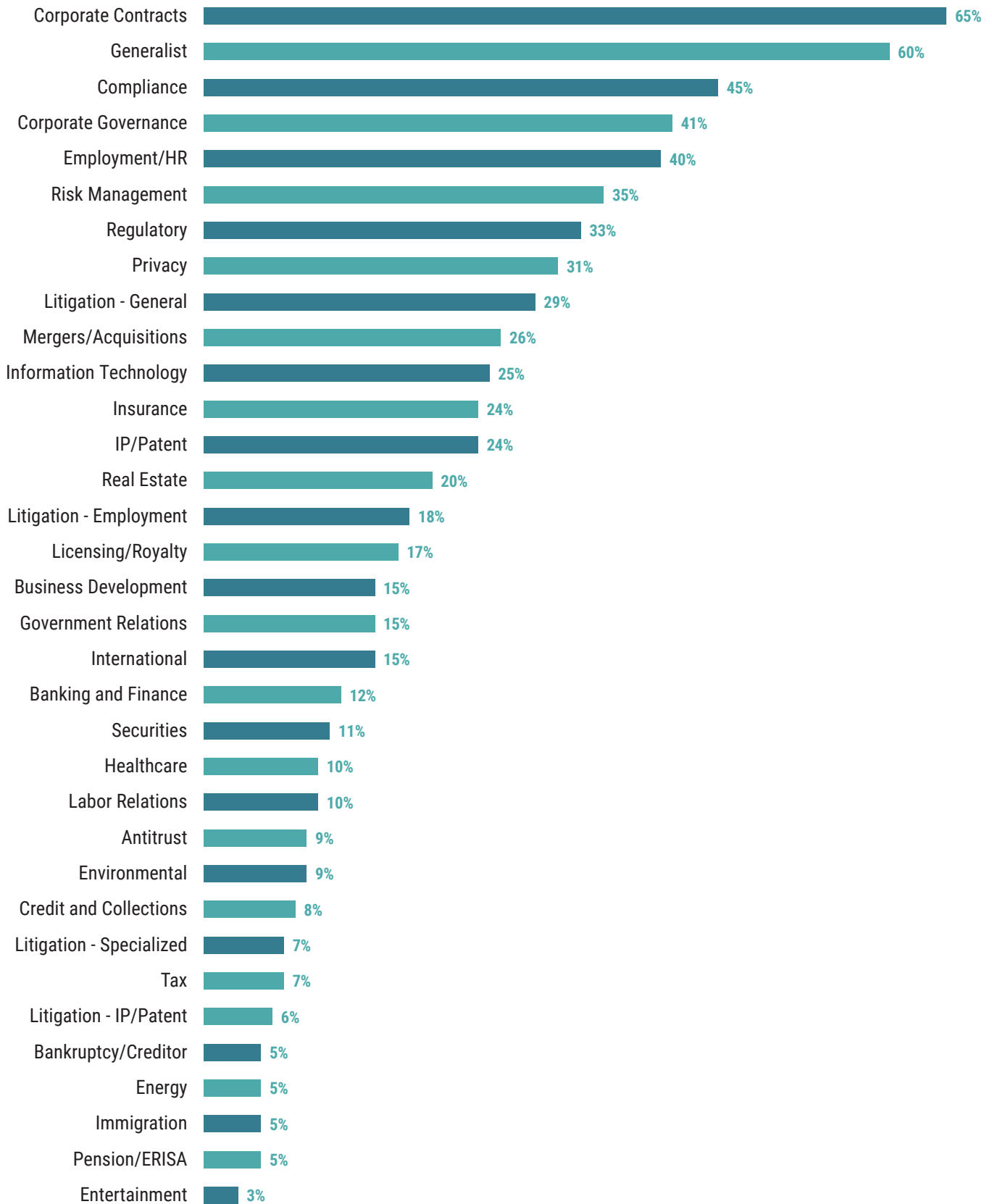


Attended a top 20 law school

ADVANCED DEGREES EARNED



LEGAL PRACTICE AREA



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