

2020 Edition

Law Department Compensation Benchmarking Survey 2020

Salary | Incentives | Bonus

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LAW DEPARTMENT COMPENSATION BENCHMARKING SURVEY

2020 Edition

Conducted and Published by

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and
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Law Department Compensation Benchmarking Survey, 2020 Edition

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INTRODUCTION

HOW TO USE THIS SURVEY

Survey information is one of the most important tools of salary administration. It is not, of course, the only tool. Most employers have a formal salary administration plan that relates the pay of a position to the pay of other positions. Corporations typically have separate plans for executive and professional jobs, as compared to clerical workers and blue collar employees. Within each position, performance and length of service determine individual compensation.

A survey is used to determine an employer's position in a labor market. A labor market may cover a small or a large geographic area, depending on the attributes of the job. A labor market can cover one industry only, or it can cut across industry lines, depending upon job content. For example, the tax rules for insurance companies are unlike the tax rules that pertain to almost any other kind of corporation. Consequently, insurance tax lawyers have a specialty that is less portable outside the industry than do corporate tax lawyers in general. Patent lawyers each tend to have a technical specialty. The demand for patent lawyers with an organic chemistry background may differ from the demand for patent lawyers with an electrical engineering background, and compensation, therefore, will naturally vary with demand. In contrast to both insurance tax lawyers and patent lawyers, labor specialists are likely to be able to move from industry to industry.

No survey can measure all of the special requirements and duties that distinguish one specific position from another. However, survey data can enable an employer to position lawyer compensation within an industry and a region. It cannot be the sole factor used to fix individual compensation rates, since each lawyer's day-to-day responsibilities, training, length of employment and performance, as well as the internal equities of a corporate compensation system, will impact each specific salary and bonus decision.

Therefore, you will want to match your own department and position characteristics as closely as possible with the variables listed in the *Methodology* section.

Special Reports

The statistical analyses in this survey are designed to be the most usable to the wide variety of participants. We are often asked, however, to produce a more precisely defined set of statistics that suit a particular company's analytical needs. If you are interested in such a study, or have any questions or comments regarding this survey, please call ALM Legal Intelligence at (888) 770-5647 or email almlegalintel@alm.com.

HOW THE REPORT IS ORGANIZED

In order to facilitate ease of use, we organized the survey into six major sections. The first section labeled *Methodology* defines terminology used throughout this survey, as well as general information about the database and statistical analysis techniques. The second section labeled *Departments* includes demographics and analysis on the law departments included in this survey. The next two sections—*Management Positions* and *Non-Management Positions*, contain salary, bonus and total cash compensation analysis on the individual attorney by type of position. Furthermore, analysis is also provided on target percent for short-term incentive or bonus awards as well as eligibility for--long-term cash incentive plans, stock option, restricted stock, and performance units. All compensation data, grouped by position, is then stratified using the following independent variables that comprise the subsections of this survey:

- Region
- Size of Company
- Annual Sales Revenue
- Size of Law Department
- Type of Ownership
- Type of Departmental Organization
- Type of Salary Administration Plan
- Years in Position
- Maturity
- Area of Specialization
- Type of Industry
- New Hires

The fifth section contains the appendix. Appendix A includes selected pages from the *Survey of Law Firm Economics, 2020 Edition*, published by ALM Legal Intelligence. Income and compensation data is for calendar year 2019. Please read the foreword to this appendix carefully prior to making any comparisons. The last section includes a copy of the questionnaire.

TERMS AND DEFINITIONS

In order to obtain maximum value from this survey, it is important to understand what the information means and how to best use it. Following are definitions of some of the variables used in this survey.

Salary

Salary is the employee's annual salary as of March 1, 2020.

Bonus

Bonus defines the cash bonus that the employee was awarded for 2019 performance, regardless of the time of payment. The values of long term incentives, stock options or retirement plan contributions are **not included**. Those employees with bonus amounts of \$0 are also **not included** in this analysis.

Total Cash Compensation

Total cash compensation is salary plus cash bonus, **including** those employees with bonus amounts of \$0.

Target Percent for Short Term Incentive or Bonus Award

Employee's target percent associated with expected individual, team, and/or corporate performance in 2020, expressed as a percentage of annual base salary.

Long Term Cash Plan/Stock Options/Restricted Stock /Performance Units

Individual eligibility was ascertained for each of the fore mentioned methods of long term compensation awards.

Position Codes

This survey uses a Taft-Hartley type of definition for management. In editing the information received from participating companies, we must constantly guard against the tendency to over-classify lawyer-manager positions, since over-classification will distort compensation. Below are the position classification codes used.

00 CHIEF LEGAL OFFICER/GENERAL COUNSEL

Heads corporate legal function for the parent company, or heads subsidiary of foreign-owned company if there is a separate Board of Directors. Department may be either centralized or decentralized. **Persons with dual responsibilities, such as law and finance, or law and administration, are excluded.**

10 DEPUTY CHIEF LEGAL OFFICER

An individual who shares law department-wide management responsibilities with, and reports to, the Chief Legal Officer, and who acts for him or her during absences. Supervises more than one managing attorney. (Requires at least three levels of management in the department.) This position does not exist in many departments.

20 DIVISION GENERAL COUNSEL

This person may report in a solid line to either the Chief Legal Officer or Deputy Chief Legal Officer of the parent corporation or to the manager or president of a subsidiary or major operating unit organized by product (not by legal specialty). Responsible for law department budget or operating unit legal budget. Generally responsible for departmental human resources/employment matters. Usually supervises subordinate lawyer-managers.

31 MANAGING ATTORNEY

Exercises management supervision over several salaried lawyers, including responsibility to recommend promotion or retention. Usually heads a group of lawyers organized along lines of legal specialization or company components. Usually performs legal work. May act for the Chief Legal Officer, if absent, in departments with two levels of management.

32 HIGH LEVEL SPECIALIST

Generally has 12 or more years of experience. An experienced, high-level legal specialist considered to be on a dual ladder career track comparable to a managing position in an important phase of the company's legal work. This person regularly deals with members of senior management on legal problems in his/her area of expertise. May train less experienced attorneys, but is not a supervisor in the sense that he/she does not recommend continued employment, salary adjustments or promotions. May be assigned other attorneys on a case-by-case basis.

41 SENIOR ATTORNEY

Requires eight or more years of experience. This position includes all lawyers not on a management or high level specialist level. The senior attorney may train and supervise less experienced lawyers on a day-to-day basis. May report to any level of management, depending on departmental organization, but most often reports to a Managing Attorney or Division Group Counsel.

42 ATTORNEY

Requires four or more years of experience. This position may train, but is unlikely to supervise, less experienced lawyers on a day-to-day basis. Work performed requires independent judgment and often involves direct client contact.

43 STAFF ATTORNEY

Entry level attorney with at least one year of experience. This position would not supervise or train other lawyers. Generally performs routine legal work and is closely supervised by more experienced attorneys. Also see Code 50, Recent Law School Graduate.

50 RECENT LAW SCHOOL GRADUATE

An individual who graduated from law school within the past year and who is employed in a professional capacity, irrespective of admission to practice in an appropriate jurisdiction.

Region

Region represents the geographic location of employee's position and is defined as follows:

- **Northeast**
- **Midwest**
- **South**
- **West**

See map at end of section for regional assignments.

Company Size

Company size is combined into the following categories according to the number of U.S. employees:

- **500 Employees or Less**
- **Over 500 to 1,000 Employees**
- **Over 1,000 to 10,000 Employees**
- **Over 10,000 to 20,000 Employees**
- **Over 20,000 Employees**

Annual Sales Revenue

Annual sales revenue from participants' last complete fiscal year is reported in the following categories:

- **\$1 Billion or Less**
- **Over \$1 Billion to \$3 Billion**
- **Over \$3 Billion to \$10 Billion**
- **Over \$10 Billion to \$25 Billion**
- **Over \$25 Billion**

Department Size

Department size is the number of full-time equivalent salaried lawyers employed as such by the company. Department size is grouped as follows:

- **One Lawyer**
- **2 to 10 Lawyers**
- **11 to 20 Lawyers**
- **21 to 50 Lawyers**
- **51 to 100 Lawyers**
- **Over 100 Lawyers**

Department size impacts all positions in some manner, but it particularly impacts the position of Chief Legal Officer/General

Counsel, Deputy Chief Legal Officer and Division General Counsel.

It is generally accepted that a Chief Legal Officer who directs a large group of lawyers will be paid more than the head of a small law department. Therefore, in comparing senior management positions, consideration of department size is particularly important.

Ownership

Another important measure in examining the compensation of the Chief Legal Officer position is the form of ownership of the enterprise. We categorized ownership as follows:

- **Publicly-held or Mutual Company**
- **Privately-held Company**
- **Subsidiary/Division/Joint Venture**
- **Not-for-Profit/Government**
- **Other**

Organization

The survey categorizes organizations two ways: by reporting relationship and geographic location.

Reporting Relationship

- **Centralized** – Bulk of legal activities and personnel report in a direct line to CLO/GC.
- **Decentralized/Mixed** – Lawyers are assigned to operational units, subsidiaries, or divisions. These lawyers report directly or indirectly to the head of the operational unit and headquarters.
- **Solo** - One lawyer department.

Geographic Location

- **Centralized** – Majority of personnel physically centralized in one location.
- **Decentralized** – Majority of personnel physically dispersed within operational units, subsidiaries, or divisions.
- **Mixed** – Some personnel physically centralized and some dispersed within operational units, subsidiaries, or divisions.

Salary Administration Plan

Analyses of compensation differ between employers who operate under a Hay Salary Administration Plan and other employers. This information is especially useful for the many participating employers operating under such plans.

Number of Years in Position

The length of time spent in a position can have a major impact on compensation. Experience is a factor across all positions. Wherever possible, we analyzed data using the following stratifications:

- **One year or less**
- **2 to 5 years**
- **6 to 10 years**
- **11 to 15 years**
- **16 to 20 years**
- **Over 20 years**

Maturity

Just as length of time in position impacts compensation, length of professional experience is also a major factor in the compensation of the attorney positions. Maturity is defined in this survey as **Year Admitted to Bar**--the actual year in which the employee was first admitted to the bar of any jurisdiction. Maturity has little impact on jobs at the management level. In management positions, the number of positions supervised, degree of budget responsibility, and the overall importance of the professional assignment of the group are the important factors.

We categorized maturity as follows:

- **Before 1983**
- **1983-1987**
- **1988-1992**
- **1993-1997**
- **1998-2002**
- **2003-2007**
- **2008-2012**
- **2013-2019**

Practice Specialty Codes

The following specialty codes were given to all employees, to determine the impact the market supply/demand has on attorney compensations. A practice specialty is where one concentrates the majority of his/her efforts. Legal specialties for lawyers were divided into **Non-Litigation**, **Litigation** and **Generalist** categories.

Non-Litigation

<u>100</u>	Administrative/Legislative/Regulatory
<u>101</u>	Banking
<u>102</u>	Bankruptcy
<u>103</u>	Collections
<u>104</u>	Commercial/Contracts
<u>105</u>	Copyrights/Trademarks
<u>106</u>	Education
<u>107</u>	Employee Benefits (ERISA)
<u>108</u>	Employment
<u>109</u>	Environmental
<u>110</u>	General Business
<u>111</u>	Health Care
<u>112</u>	Insurance
<u>113</u>	Intellectual Property
<u>114</u>	International
<u>115</u>	Labor/Collective Bargaining (Mgmt.)
<u>116</u>	Labor/Collective Bargaining (Union)
<u>117</u>	Maritime
<u>118</u>	Mergers/Acquisitions
<u>119</u>	Municipal Finance
<u>120</u>	Natural Resources
<u>121</u>	Patents
<u>122</u>	Real Estate
<u>123</u>	Securities
<u>124</u>	Taxation
<u>125</u>	Trusts/Estates/Probate
<u>126</u>	Utilities
<u>127</u>	Other Non-Lit. Specialties
<u>128</u>	Multiple Non-Lit. Specialties

300 Generalist**Litigation**

<u>200</u>	Antitrust
<u>201</u>	Bankruptcy
<u>202</u>	Collections
<u>203</u>	Commercial/Contract
<u>204</u>	Copyright/Trademarks
<u>205</u>	Education
<u>206</u>	Insured Defense
<u>207</u>	Self-insured Defense
<u>208</u>	Employee Benefits (ERISA)
<u>209</u>	Employment
<u>210</u>	Environmental
<u>211</u>	Health Care
<u>212</u>	Intellectual Property
<u>213</u>	International
<u>214</u>	Labor/Collective Bargaining (Mgmt.)
<u>215</u>	Labor/Collective Bargaining (Union)
<u>216</u>	Maritime
<u>217</u>	Natural Resources
<u>218</u>	Patents
<u>219</u>	Personal Injury
<u>220</u>	Products Liability
<u>221</u>	Real Estate
<u>222</u>	Securities
<u>223</u>	Taxation
<u>224</u>	Trusts/Estates/Probate
<u>225</u>	Workers' Compensation
<u>226</u>	Other Litigation Specialties
<u>227</u>	Multiple Litigation Specialties

Specialty codes are combined in some analyses as follows:

Non-Litigation Specialties

- **Administrative/Legislative/Regulatory**-Code 100
- **Banking**-Code 101
- **Business**-Codes 102,103,110
- **Commercial/Contracts**-Code 104
- **Copyrights/Trademarks**-Code 105
- **Education**-Code 106
- **Employee Benefits**-Code 107
- **Employment**-Code 108
- **Environmental/Resources**-Codes 109,120
- **Health Care**-Code 111
- **Insurance**-Code 112
- **Intellectual Property**-Code 113
- **International**-Code 114
- **Labor (Mgmt./Union)**-Codes 115,116
- **Mergers/Acquisitions**-Code 118
- **Patents**-Code 121
- **Real Estate**-Code 122
- **Securities**-Code 123
- **Taxation**-Code 124
- **Utilities**-Code 126
- **Multiple Non-Litigation Specialties**-Code 128
- **Other Non-Litigation Specialties-All other codes**

Litigation

- **Commercial/Contracts**-Code 203
- **Employee Benefits (ERISA)**-Code 208
- **Employment**-Code 209
- **Environmental/Resources**-Codes 210,217
- **Health Care**-Code 211
- **IP/Patents/Copyrights**-Codes 204,212,218
- **Labor (Mgmt./Union)**-Codes 214,215
- **Personal Injury/Product Liability**-Codes 219,220
- **Securities**-Code 222
- **Workers' Compensation**-Code 225
- **Multiple Litigation Specialties**-Code 227
- **Other Litigation Specialties-All other codes**

Industry

Industry classifications are based on the North American Industry Classification System (NAICS) codes. We combined categories of classifications as follows and labeled the analysis *Detailed Industry*.

NAICS Codes:

• 2100 thru 2130	Mining
• 2200 thru 2213	Utilities
• 3220	Manufacturing-Paper
• 3250 thru 3259	Manufacturing-Chemical/ Pharmaceutical
• 3310 thru 3330	Manufacturing-Metal/Machinery
• 3340 thru 3350	Manufacturing-Computer/ Electronic/Electrical
• 3360	Manufacturing-Transportation Equipment
• 3100 thru 3210, • 3230 thru 3240, • 3260 thru 3270, • 3370 thru 3399	Manufacturing-Other
• 4200 thru 4240	Trade-Wholesale
• 4400 thru 4540	Trade-Retail
• 4800 thru 4900	Transportation/Warehousing
• 5100 thru 5190	Information/Telecommunications
• 5200 thru 5230, 5250	Finance
• 5240 thru 5242	Insurance
• 5400 thru 5419	Services-Professional/Scientific/ Technical
• 6200	Services-Health Care
• 5500/5600/6100 • 7100/7200/8100	Services-Other
• All others	Other Industry

There are some instances where we combined these codes even further into *General Industry*.

NAICS Codes:

• 2100	Mining
• 2200	Utilities
• 3100 thru 3300	Manufacturing
• 4200, 4400 thru 4500	Wholesale/Retail Trade
• 4800 thru 4900	Transportation/Warehousing
• 5100	Information/Telecommunications
• 5200	Finance/Insurance
• 5400 thru 8100	Services
• All others	Other

INFORMATION ABOUT THE DATABASE

This study is undertaken annually. An invitation to participate was sent to a selected group of organizations during March 2020. These companies are past participants and purchasers of ALM Legal Intelligence surveys and products, as well as companies that have had prior contact with ALM. We also utilized various law department leadership mailing lists.

Characteristics of the Survey

This is a study of the compensation of lawyers employed by business corporations and institutions in the United States.

We utilized 44 employers to tabulate compensation on 1,988 lawyers. Analysis is also shown separately for new hires and officer designated positions. These groupings of individuals are **included** in all other tables.

Effect of Sample Variation on Data

Since the mix of survey participants changes from year to year, care should be taken when comparing general survey information with that of previous years.

STATISTICAL TERMS AND DEFINITIONS

The statistical terms used in the survey are defined below and illustrated in the example.

Quartiles

Quartiles are the percentage points that break down the data set into quarters—first quarter, second quarter, third quarter, and fourth quarter. The first quartile, or lower quartile, is the 25th percentile point. It is the point below which lies one-quarter of the data. The second quartile is the 50th percentile or median. The median is the point below which lies half the data. The third quartile, or upper quartile, is the 75th percentile point. It is that point below which lie three quarters of the data.

Deciles

In some tables the ninth decile or 90th percentile is also shown. It is the point below which lies 90% of the data. Conversely, 10% of the data lies above this point.

Average

The average (or mean) is the total value of all observations divided by the number of observations. It is important to note that in the analysis of compensation data, the average is not a good measure of comparison. The average is very sensitive to outliers and may be seriously distorted by only a very few outliers (see example on next page). Please use caution when applying the average to your individual comparisons; the median is the preferred statistical measure.

Employee Number	Salary
1	450,000
2	85,000
3	80,000 Upper Quartile or 75 th percentile
4	75,000
5	70,000
6	65,000 Median or 50 th percentile
7	60,000
8	55,000
9	50,000 Lower Quartile or 25 th percentile
10	45,000
11	40,000

Average is 97,727

Median is 65,000

Confidentiality

No individual information is shown in order to ensure the confidentiality of participants.

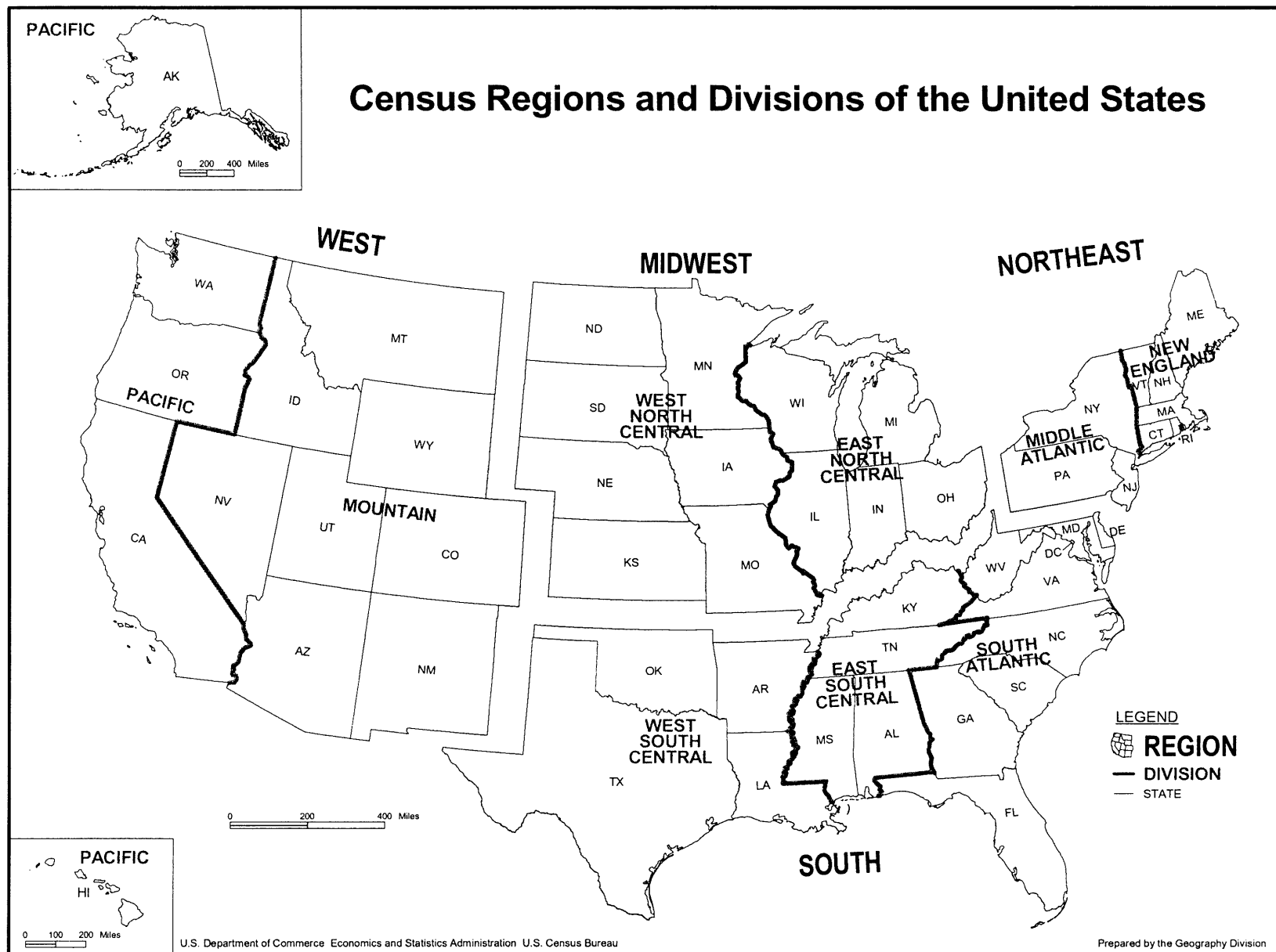


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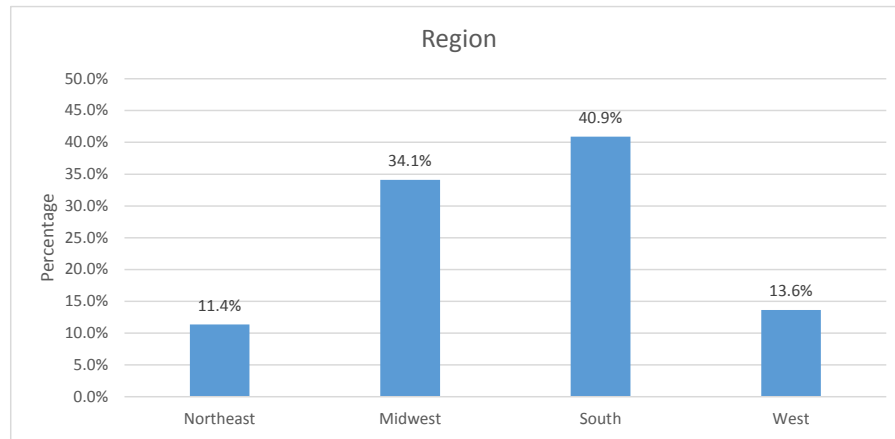
Number of Participating Departments by:

Region
Size of Company
Annual Sales Revenue
Size of Law Department
Type of Ownership
Type of Departmental Organization - Reporting Relationship
Type of Departmental Organization - Geographic Location
Hay Salary Plan
Performance Evaluation Factors
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Region by Size of Law Department
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Hay Salary Plan by Size of Law Department
Performance Evaluation Factors by Size of Law Department
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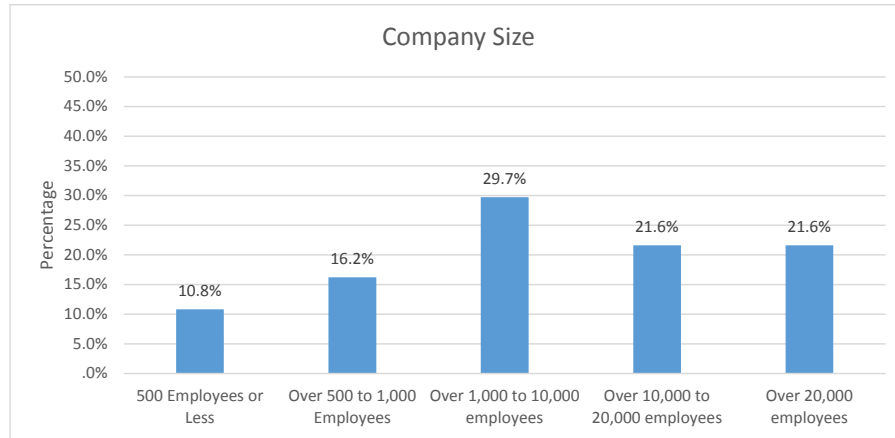
Participating Departments by Region

	Region				
	Northeast	Midwest	South	West	Total
Departments	5	15	18	6	44
Percentage	11.4%	34.1%	40.9%	13.6%	100.0%



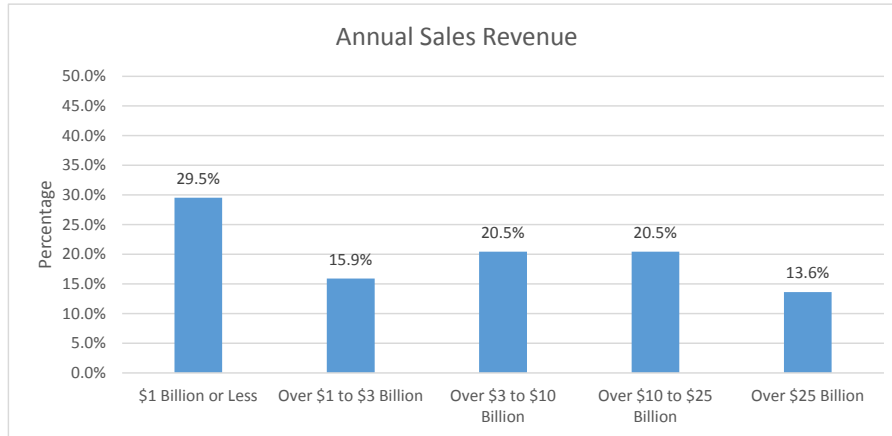
Participating Departments by Company Size

	Company Size					Total
	500 Employees or Less	Over 500 to 1,000 Employees	Over 1,000 to 10,000 employees	Over 10,000 to 20,000 employees	Over 20,000 employees	
Departments	4	6	11	8	8	37
Percent	10.8%	16.2%	29.7%	21.6%	21.6%	100.0%



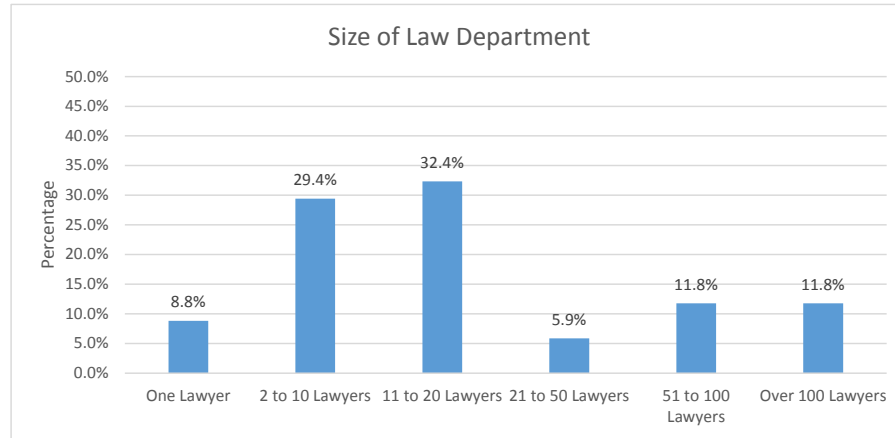
Participating Departments by Annual Sales Revenue

	Annual Sales Revenue					Total
	\$1 Billion or Less	Over \$1 to \$3 Billion	Over \$3 to \$10 Billion	Over \$10 to \$25 Billion	Over \$25 Billion	
Departments	13	7	9	9	6	44
Percent	29.5%	15.9%	20.5%	20.5%	13.6%	100.0%



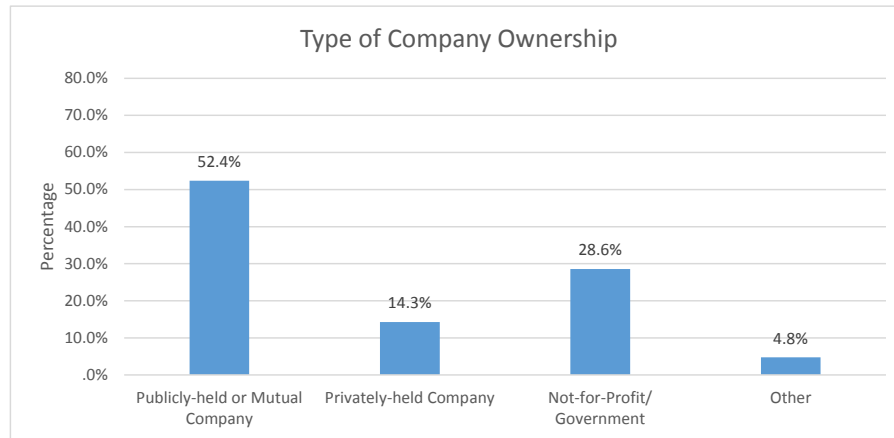
Participating Departments by Size of Law Department

	Size of Law Department						
	One Lawyer	2 to 10 Lawyers	11 to 20 Lawyers	21 to 50 Lawyers	51 to 100 Lawyers	Over 100 Lawyers	Total
Departments	3	10	11	2	4	4	34
Percent	8.8%	29.4%	32.4%	5.9%	11.8%	11.8%	100.0%



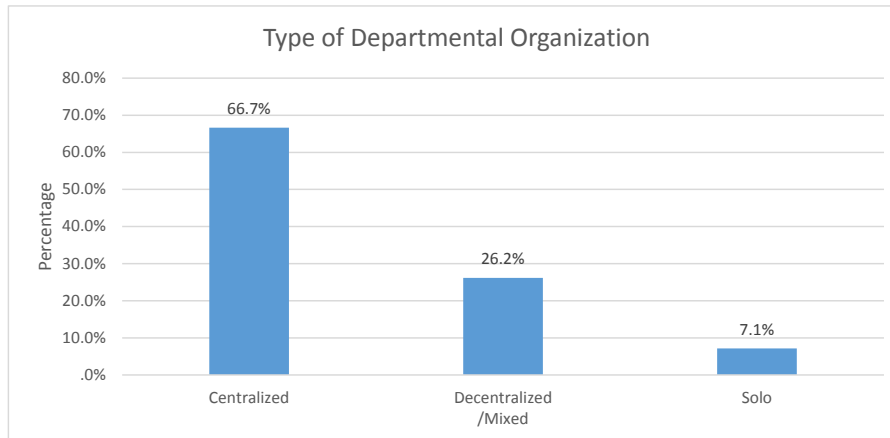
Participating Departments by Type of Company Ownership

	Type of Company Ownership				Total
	Publicly-held or Mutual Company	Privately-held Company	Not-for-Profit/ Government	Other	
Departments	22	6	12	2	42
Percent	52.4%	14.3%	28.6%	4.8%	100.0%



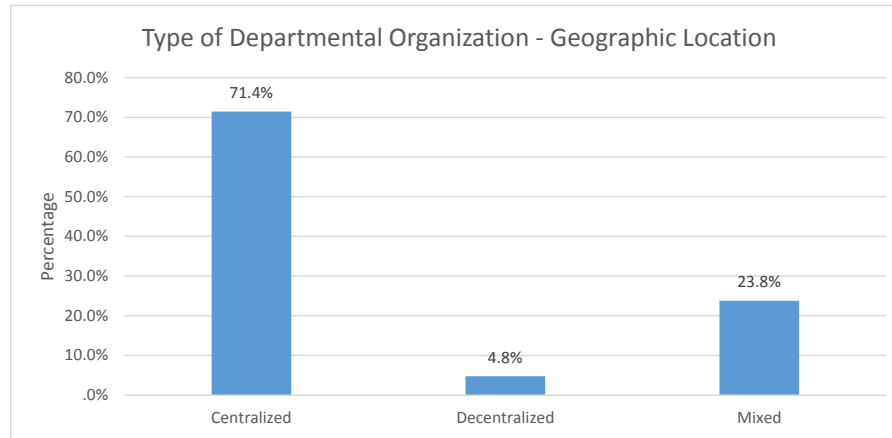
Participating Departments by Type of Departmental Organization

	Type of Departmental Organization - Reporting Relationship			
	Centralized	Decentralized /Mixed	Solo	Total
Departments	28	11	3	42
Percent	66.7%	26.2%	7.1%	100.0%



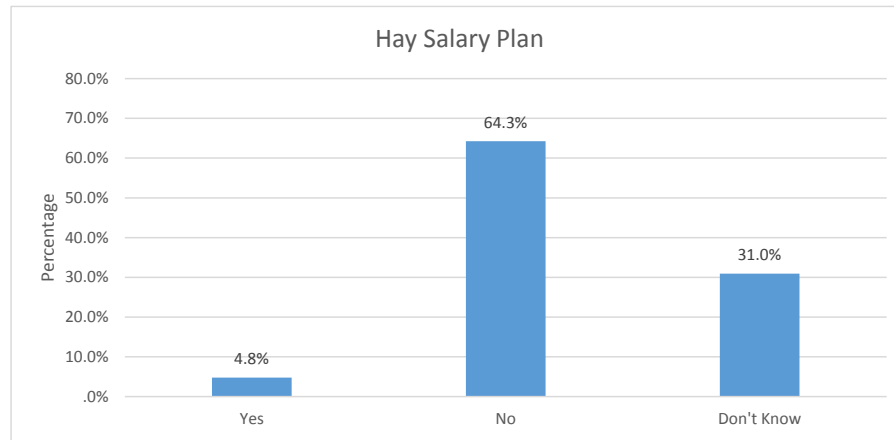
Participating Departments by Type of Departmental Organization - Geographic Location

	Geographic Location			
	Centralized	Decentralized	Mixed	Total
Departments	30	2	10	42
Percent	71.4%	4.8%	23.8%	100.0%



Participating Departments by Hay Salary Plan

	Hay Salary Plan			
	Yes	No	Don't Know	Total
Departments	2	27	13	42
Percent	4.8%	64.3%	31.0%	100.0%



Participating Departments by Performance Evaluation Factors

Factors used in the annual formal performance evaluation process to determine lawyers' salary/bonus compensation components.

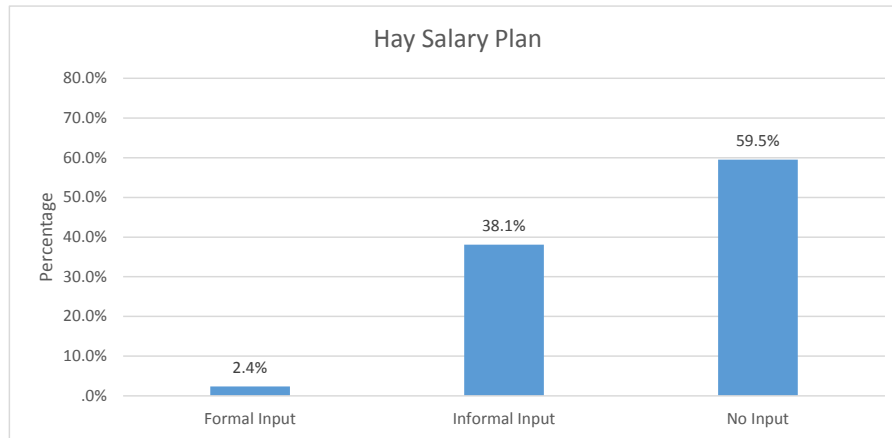
	Performance Evaluation Factors					
	Individual Merit/Results	Budget Responsibility and Performance	Department Performance	Company Performance	Supervision/ Management Responsibilities	Degree of Responsibility for Outside Counsel
Departments	37	8	8	28	12	4
Percent	90.2%	19.5%	19.5%	68.3%	29.3%	9.8%

	Performance Evaluation Factors					
	Practice Area Expertise or Technical Skills/Expertise	Customer Service to Business Units	Teamwork	Professionalism	Other	Total
Departments	11	9	13	15	4	41
Percent	26.8%	22.0%	31.7%	36.6%	9.8%	

Participating Departments by Compensation Performance Evaluation Input

Do the law department's business clients provide any type of input into performance evaluations affecting lawyer compensation?

	Compensation Performance Evaluations			
	Formal Input	Informal Input	No Input	Total
Departments	1	16	25	42
Percent	2.4%	38.1%	59.5%	100.0%



Participating Departments by Industry

	Type of Industry					
	Arts, Entertainment, and Recreation	Finance/Insurance	Information/Telecommunications	Manufacturing	Services	Transportation/Warehousing
Departments	1	11	1	8	7	1
Percent	2.4%	26.2%	2.4%	19.0%	16.7%	2.4%

	Type of Industry			
	Utilities	Wholesale/Retail Trade	Other	Total
Departments	8	2	3	42
Percent	19.0%	4.8%	7.1%	100.0%

Region by Size of Law Department

	Size of Department							
	One Lawyer		2 to 10 Lawyers		11 to 20 Lawyers		21 to 50 Lawyers	
	Count	%	Count	%	Count	%	Count	%
Northeast	1	33.3%	0	0.0%	1	9.1%	0	0.0%
Midwest	1	33.3%	6	60.0%	3	27.3%	0	0.0%
South	1	33.3%	4	40.0%	4	36.4%	2	100.0%
West	0	0.0%	0	0.0%	3	27.3%	0	0.0%
Total	3	100.0%	10	100.0%	11	100.0%	2	100.0%

	51 to 100 Lawyers		Over 100 Lawyers		Total	
	Count	%	Count	%	Count	%
Northeast	1	25.0%	1	25.0%	4	11.8%
Midwest	2	50.0%	0	0.0%	12	35.3%
South	0	0.0%	2	50.0%	13	38.2%
West	1	25.0%	1	25.0%	5	14.7%
Total	4	100.0%	4	100.0%	34	100.0%

Region by Size of Law Department

	Size of Department													
	One Lawyer		2 to 10 Lawyers		11 to 20 Lawyers		21 to 50 Lawyers		51 to 100 Lawyers		Over 100 Lawyers		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Northeast	1	33.3%	0	0.0%	1	9.1%	0	0.0%	1	25.0%	1	25.0%	4	11.8%
Midwest	1	33.3%	6	60.0%	3	27.3%	0	0.0%	2	50.0%	0	0.0%	12	35.3%
South	1	33.3%	4	40.0%	4	36.4%	2	100.0%	0	0.0%	2	50.0%	13	38.2%
West	0	0.0%	0	0.0%	3	27.3%	0	0.0%	1	25.0%	1	25.0%	5	14.7%
Total	3	100.0%	10	100.0%	11	100.0%	2	100.0%	4	100.0%	4	100.0%	34	100.0%

Company Size by Size of Law Department

	Size of Department													
	One Lawyer		2 to 10 Lawyers		11 to 20 Lawyers		21 to 50 Lawyers		51 to 100 Lawyers		Over 100 Lawyers		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
500 Employees or Less	0	0.0%	1	10.0%	1	9.1%	0	0.0%	1	25.0%	1	25.0%	4	11.8%
Over 500 to 1,000 Employees	0	0.0%	3	30.0%	2	18.2%	0	0.0%	0	0.0%	1	25.0%	6	17.6%
Over 1,000 to 10,000 employees	1	33.3%	4	40.0%	3	27.3%	1	50.0%	2	50.0%	0	0.0%	11	32.4%
Over 10,000 to 20,000 employees	1	33.3%	2	20.0%	2	18.2%	1	50.0%	0	0.0%	1	25.0%	7	20.6%
Over 20,000 employees	1	33.3%	0	0.0%	3	27.3%	0	0.0%	1	25.0%	1	25.0%	6	17.6%
Total	3	100.0%	10	100.0%	11	100.0%	2	100.0%	4	100.0%	4	100.0%	34	100.0%

Annual Sales Revenue by Size of Law Department

	Size of Department													
	One Lawyer		2 to 10 Lawyers		11 to 20 Lawyers		21 to 50 Lawyers		51 to 100 Lawyers		Over 100 Lawyers		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
\$1 Billion or Less	0	0.0%	3	30.0%	4	36.4%	1	50.0%	0	0.0%	2	50.0%	10	29.4%
Over \$1 to \$3 Billion	1	33.3%	4	40.0%	1	9.1%	0	0.0%	1	25.0%	0	0.0%	7	20.6%
Over \$3 to \$10 Billion	2	66.7%	2	20.0%	3	27.3%	1	50.0%	0	0.0%	0	0.0%	8	23.5%
Over \$10 to \$25 Billion	0	0.0%	1	10.0%	2	18.2%	0	0.0%	2	50.0%	1	25.0%	6	17.6%
Over \$25 Billion	0	0.0%	0	0.0%	1	9.1%	0	0.0%	1	25.0%	1	25.0%	3	8.8%
Total	3	100.0%	10	100.0%	11	100.0%	2	100.0%	4	100.0%	4	100.0%	34	100.0%

Type of Company Ownership by Size of Law Department

	Size of Department													
	One Lawyer		2 to 10 Lawyers		11 to 20 Lawyers		21 to 50 Lawyers		51 to 100 Lawyers		Over 100 Lawyers		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Publicly-held or Mutual Company	1	33.3%	6	60.0%	5	45.5%	1	50.0%	2	50.0%	1	25.0%	16	47.1%
Privately-held Company	1	33.3%	2	20.0%	2	18.2%	0	0.0%	0	0.0%	1	25.0%	6	17.6%
Not-for-Profit/Government	1	33.3%	2	20.0%	4	36.4%	0	0.0%	2	50.0%	1	25.0%	10	29.4%
Other	0	0.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	1	25.0%	2	5.9%
Total	3	100.0%	10	100.0%	11	100.0%	2	100.0%	4	100.0%	4	100.0%	34	100.0%

Type of Departmental Organization by Size of Law Department

	Size of Department													
	One Lawyer		2 to 10 Lawyers		11 to 20 Lawyers		21 to 50 Lawyers		51 to 100 Lawyers		Over 100 Lawyers		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Centralized	0	0.0%	10	100.0%	10	90.9%	0	0.0%	2	50.0%	1	25.0%	23	67.6%
Decentralized/Mixed	0	0.0%	0	0.0%	1	9.1%	2	100.0%	2	50.0%	3	75.0%	8	23.5%
Solo	3	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	8.8%
Total	3	100.0%	10	100.0%	11	100.0%	2	100.0%	4	100.0%	4	100.0%	34	100.0%

Type of Departmental Organization - Geographic Location by Size of Law Department

	Size of Department													
	One Lawyer		2 to 10 Lawyers		11 to 20 Lawyers		21 to 50 Lawyers		51 to 100 Lawyers		Over 100 Lawyers		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Centralized	3	100.0%	10	100.0%	9	81.8%	0	0.0%	3	75.0%	1	25.0%	26	76.5%
Decentralized	0	0.0%	0	0.0%	1	9.1%	1	50.0%	0	0.0%	0	0.0%	2	5.9%
Mixed	0	0.0%	0	0.0%	1	9.1%	1	50.0%	1	25.0%	3	75.0%	6	17.6%
Total	3	100.0%	10	100.0%	11	100.0%	2	100.0%	4	100.0%	4	100.0%	34	100.0%

Hay Salary Plan by Size of Law Department

	Size of Department													
	One Lawyer		2 to 10 Lawyers		11 to 20 Lawyers		21 to 50 Lawyers		51 to 100 Lawyers		Over 100 Lawyers		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Yes	0	0.0%	1	10.0%	1	9.1%	0	0.0%	0	0.0%	0	0.0%	2	5.9%
No	2	66.7%	6	60.0%	8	72.7%	0	0.0%	3	75.0%	3	75.0%	22	64.7%
Don't Know	1	33.3%	3	30.0%	2	18.2%	2	100.0%	1	25.0%	1	25.0%	10	29.4%
Total	3	100.0%	10	100.0%	11	100.0%	2	100.0%	4	100.0%	4	100.0%	34	100.0%

Performance Evaluation Factors by Size of Law Department

	Size of Department													
	One Lawyer		2 to 10 Lawyers		11 to 20 Lawyers		21 to 50 Lawyers		51 to 100 Lawyers		Over 100 Lawyers		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Individual Merit/Results	3	100.0%	10	100.0%	10	90.9%	2	100.0%	3	75.0%	3	75.0%	31	91.2%
Budget Responsibility and Performance	1	33.3%	3	30.0%	2	18.2%	0	0.0%	0	0.0%	1	25.0%	7	20.6%
Department Performance	0	0.0%	1	10.0%	2	18.2%	0	0.0%	2	50.0%	1	25.0%	6	17.6%
Company Performance	2	66.7%	7	70.0%	10	90.9%	2	100.0%	1	25.0%	1	25.0%	23	67.6%
Supervision/Management Responsibilities	0	0.0%	3	30.0%	3	27.3%	1	50.0%	1	25.0%	1	25.0%	9	26.5%
Degree of Responsibility for Outside Counsel	0	0.0%	1	10.0%	1	9.1%	0	0.0%	0	0.0%	1	25.0%	3	8.8%
Practice Area Expertise or Technical Skills/Expertise	0	0.0%	3	30.0%	4	36.4%	0	0.0%	1	25.0%	1	25.0%	9	26.5%
Customer Service to Business Units	0	0.0%	3	30.0%	3	27.3%	0	0.0%	1	25.0%	1	25.0%	8	23.5%
Teamwork	0	0.0%	3	30.0%	5	45.5%	1	50.0%	1	25.0%	1	25.0%	11	32.4%
Professionalism	0	0.0%	4	40.0%	6	54.5%	0	0.0%	1	25.0%	1	25.0%	12	35.3%
Other	0	0.0%	1	10.0%	1	9.1%	0	0.0%	1	25.0%	1	25.0%	4	11.8%
Total	3		10		11		2		4		4		34	

Compensation Performance Evaluation Input by Size of Law Department

	Size of Department													
	One Lawyer		2 to 10 Lawyers		11 to 20 Lawyers		21 to 50 Lawyers		51 to 100 Lawyers		Over 100 Lawyers		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Formal Input	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Informal Input	2	66.7%	2	20.0%	5	45.5%	0	0.0%	2	50.0%	1	25.0%	12	35.3%
No Input	1	33.3%	8	80.0%	6	54.5%	2	100.0%	2	50.0%	3	75.0%	22	64.7%
Total	3	100.0%	10	100.0%	11	100.0%	2	100.0%	4	100.0%	4	100.0%	34	100.0%

Industry by Size of Law Department

	Size of Department													
	One Lawyer		2 to 10 Lawyers		11 to 20 Lawyers		21 to 50 Lawyers		51 to 100 Lawyers		Over 100 Lawyers		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Arts, Entertainment, and Recreation	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	25.0%	1	2.9%
Finance/Insurance	1	33.3%	2	20.0%	2	18.2%	0	0.0%	2	50.0%	2	50.0%	9	26.5%
Information/Telecommunications	0	0.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	1	2.9%
Manufacturing	2	66.7%	4	40.0%	2	18.2%	0	0.0%	0	0.0%	0	0.0%	8	23.5%
Services	0	0.0%	0	0.0%	2	18.2%	0	0.0%	2	50.0%	1	25.0%	5	14.7%
Transportation/Warehousing	0	0.0%	1	10.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.9%
Utilities	0	0.0%	1	10.0%	3	27.3%	1	50.0%	0	0.0%	0	0.0%	5	14.7%
Wholesale/Retail Trade	0	0.0%	1	10.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.9%
Other	0	0.0%	1	10.0%	2	18.2%	0	0.0%	0	0.0%	0	0.0%	3	8.8%
Total	3	100.0%	10	100.0%	11	100.0%	2	100.0%	4	100.0%	4	100.0%	34	100.0%

When are salary increases awarded to the majority of lawyers in the law department?

On employee's anniversary date	2.4%	1
Start of organization's fiscal year	16.7%	7
Other	81.0%	34
Total	100.0%	42

Metrics by Month of Salary Increase

		Month of Salary Increase									Total
		January	February	March	April	May	June	July	October	December	
Size of Law Department	One Lawyer	1	-	-	2	-	-	-	-	-	3
	2 to 10 Lawyers	1	-	2	3	1	1	1	-	1	10
	11 to 20 Lawyers	1	2	4	-	1	1	-	1	-	10
	21 to 50 Lawyers	-	-	-	1	-	1	-	-	-	2
	51 to 100 Lawyers	-	-	2	-	-	-	1	1	-	4
	Over 100 Lawyers	1	2	-	-	-	-	-	-	-	3
Total		4	4	8	6	2	3	2	2	1	32
Region	Northeast	2	-	3	-	-	-	-	-	-	5
	Midwest	1	1	5	3	1	1	1	2	-	15
	South	-	4	3	5	1	2	-	-	1	16
	West	1	-	1	-	-	-	1	-	-	3
Total		4	5	12	8	2	3	2	2	1	39
Size of Company	500 Employees or Less	-	1	-	-	-	-	1	1	1	4
	Over 500 to 1,000 Employees	2	-	1	-	-	1	1	-	-	5
	Over 1,000 to 10,000 employees	1	-	6	3	1	-	-	-	-	11
	Over 10,000 to 20,000 employees	1	1	1	2	1	1	-	-	-	7
	Over 20,000 employees	-	3	1	2	-	1	-	1	-	8
Total		4	5	9	7	2	3	2	2	1	35
Annual Sales Revenue	\$1 Billion or Less	1	2	3	2	-	-	1	-	1	10
	Over \$1 to \$3 Billion	1	-	2	1	1	1	1	-	-	7
	Over \$3 to \$10 Billion	1	2	1	3	1	1	-	-	-	9
	Over \$10 to \$25 Billion	1	-	3	2	-	1	-	1	-	8
	Over \$25 Billion	-	1	3	-	-	-	-	1	-	5
Total		4	5	12	8	2	3	2	2	1	39
Type of Ownership	Publicly-held or Mutual Company	2	1	9	6	2	-	-	1	-	21
	Privately-held Company	-	1	2	2	-	1	-	-	-	6
	Not-for-Profit/Government	2	2	1	-	-	1	2	1	1	10
	Other	-	1	-	-	-	1	-	-	-	2
Total		4	5	12	8	2	3	2	2	1	39

Metrics by Month of Salary Increase (continued)

		Month of Salary Increase									Total
		January	February	March	April	May	June	July	October	December	
Type of Departmental Organization	Centralized	1	3	10	5	2	2	1	1	1	26
	Decentralized/Mixed	2	2	2	1	-	1	1	1	-	10
	Solo	1	-	-	2	-	-	-	-	-	3
Total		4	5	12	8	2	3	2	2	1	39
Geographic Location	Centralized	3	3	9	7	2	2	2	-	1	29
	Decentralized	-	1	-	-	-	1	-	-	-	2
	Mixed	1	1	3	1	-	-	-	2	-	8
Total		4	5	12	8	2	3	2	2	1	39
Hay Salary Plan	Yes	-	-	-	-	-	-	-	1	1	2
	No	3	3	8	6	2	2	1	1	-	26
	Don't Know	1	2	4	2	-	1	1	-	-	11
Total		4	5	12	8	2	3	2	2	1	39
Industry	Arts, Entertainment, and Recreation	1	-	-	-	-	-	-	-	-	1
	Finance/Insurance	2	2	5	1	-	-	1	-	-	11
	Information/Telecommunications	-	-	-	-	-	1	-	-	-	1
	Manufacturing	-	-	1	4	1	-	-	1	-	7
	Services	-	2	-	-	-	1	1	1	-	5
	Transportation/Warehousing	-	-	-	1	-	-	-	-	-	1
	Utilities	1	-	6	1	-	-	-	-	-	8
	Wholesale/Retail Trade	-	-	-	1	-	1	-	-	-	2
	Other	-	1	-	-	1	-	-	-	1	3
Total		4	5	12	8	2	3	2	2	1	39

Broad-Based Stock Options Changes by Size of Law Department

Has your organization implemented any changes in the last year regarding the use of broad-based stock options in rewarding employees?

	Size of Department							
	One Lawyer		2 to 10 Lawyers		11 to 20 Lawyers		21 to 50 Lawyers	
	Count	%	Count	%	Count	%	Count	%
Yes	0	0.0%	1	10.0%	0	0.0%	1	50.0%
No	3	100.0%	9	90.0%	11	100.0%	1	50.0%
Total	3	100.0%	10	100.0%	11	100.0%	2	100.0%

	Size of Department					
	51 to 100 Lawyers		Over 100 Lawyers		Total	
	Count	%	Count	%	Count	%
Yes	0	0.0%	0	0.0%	2	5.9%
No	4	100.0%	4	100.0%	32	94.1%
Total	4	100.0%	4	100.0%	34	100.0%

Broad-Based Stock Options Changes

	Broad-Based Stock Options Changes		
	Yes	No	Total
Departments	2	37	39
Percent	5.1%	94.9%	100.0%

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Chief Legal Officer/General Counsel

National

- Region
- Size of Company
- Annual Sales Revenue
- Size of Law Department
- Years in Position
- Maturity
- Type of Company Ownership
- Type of Departmental Organization
- Type of Departmental Organization - Geographic Location
- Type of Salary Administration Plan
- Industry
- Specialty

General Industry

- Region
- Size of Company
- Annual Sales Revenue
- Size of Law Department
- Type of Company Ownership
- Type of Departmental Organization
- Type of Departmental Organization – Geo Location
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- Years in Position
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Deputy Chief Legal Officer

National

- Region
- Size of Company
- Annual Sales Revenue
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- Years in Position
- Maturity
- Type of Company Ownership
- Type of Departmental Organization
- Type of Departmental Organization - Geographic Location
- Type of Salary Administration Plan
- Industry
- Specialty

General Industry

- Region
- Size of Company
- Annual Sales Revenue
- Size of Law Department
- Type of Company Ownership
- Type of Departmental Organization
- Type of Departmental Organization – Geo Location
- Type of Salary Administration Plan
- Years in Position
- Maturity
- Specialty

Division General Counsel

National

Region
Size of Company
Annual Sales Revenue
Size of Law Department
Years in Position
Maturity
Type of Company Ownership
Type of Departmental Organization
Type of Departmental Organization - Geographic Location
Type of Salary Administration Plan
Industry
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General Industry

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Size of Company
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Size of Law Department
Type of Company Ownership
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Type of Departmental Organization – Geo Location
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Years in Position
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Managing Attorney

National

Region
Size of Company
Annual Sales Revenue
Size of Law Department
Years in Position
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General Industry

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Type of Departmental Organization
Type of Departmental Organization – Geo Location
Type of Salary Administration Plan
Years in Position
Maturity
Specialty

New Hires

Region

Size of Company

Annual Sales Revenue

Size of Law Department

Type of Company Ownership

Type of Departmental Organization

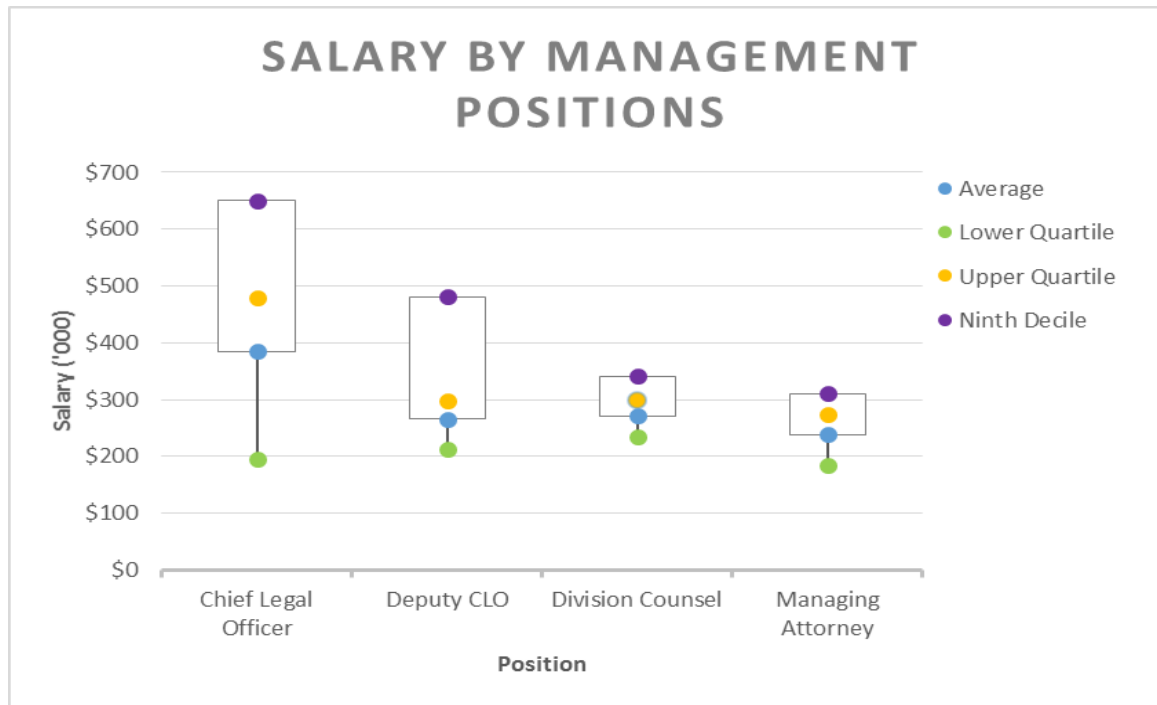
Type of Departmental Organization – Geo Location

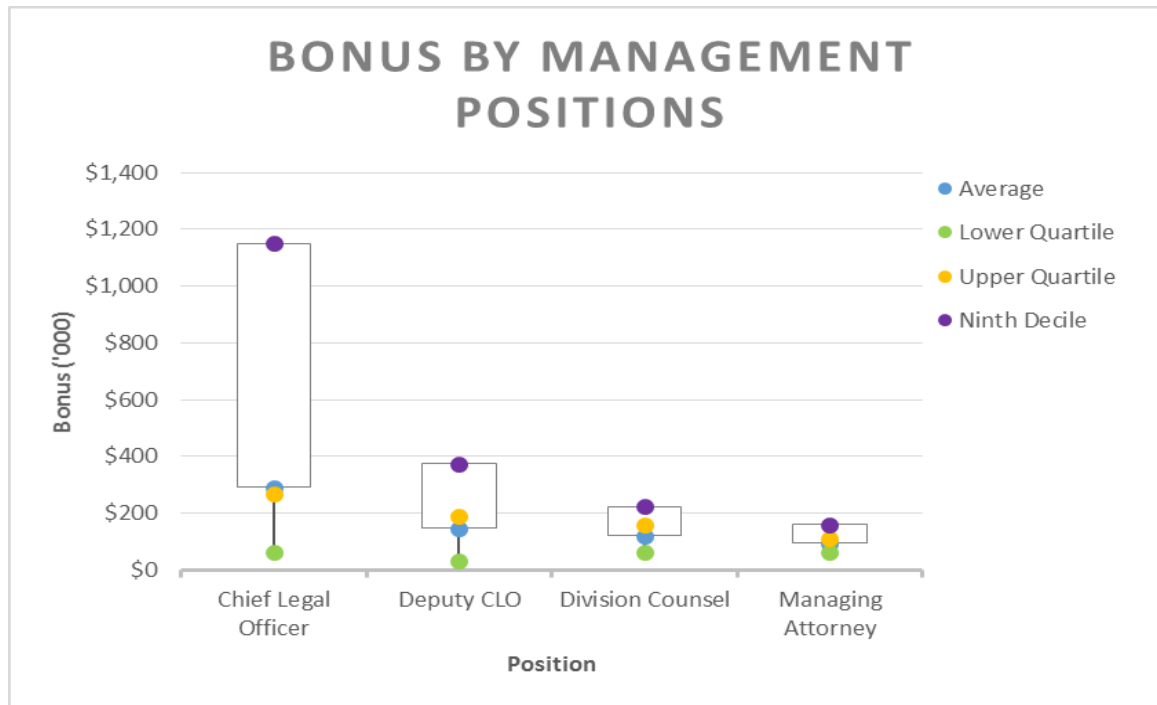
Type of Salary Administration Plan

Years in Position

Maturity

Specialty





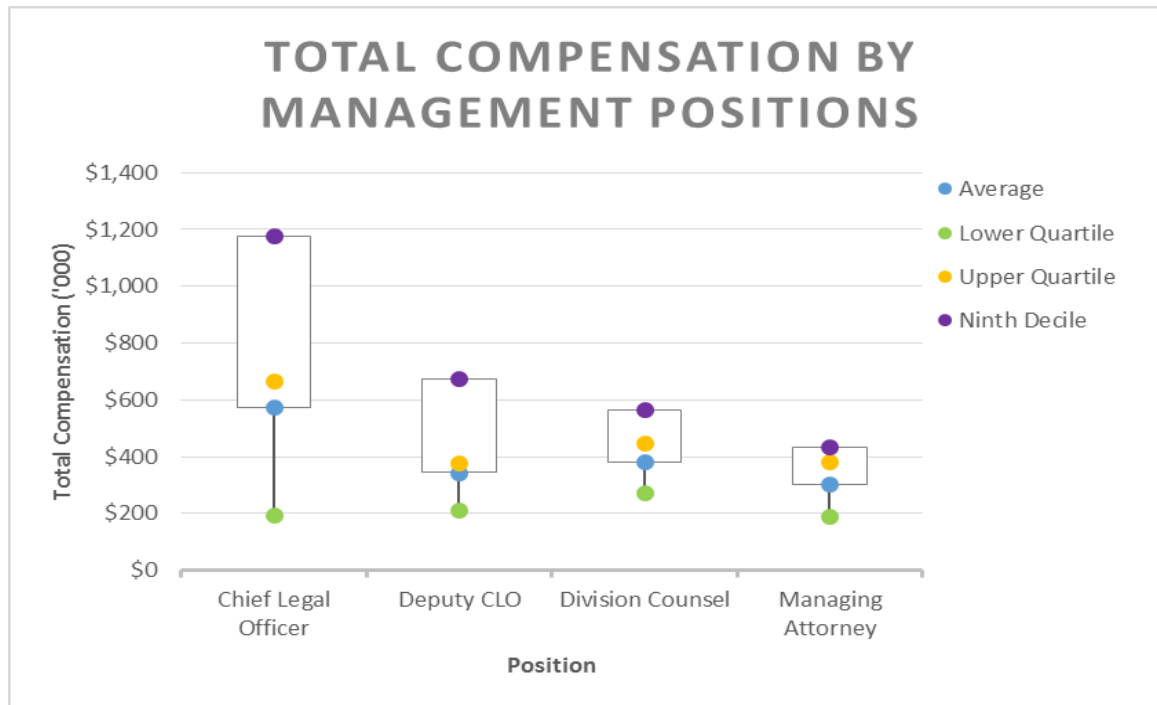


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High Level Specialist

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General Industry

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New Hires

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Senior Attorney

National

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New Hires

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Attorney

National

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General Industry

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Years in Position
Maturity
Specialty

New Hires

Region
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Type of Departmental Organization
Type of Departmental Organization – Geo Location
Type of Salary Administration Plan
Years in Position
Maturity
Industry
Specialty

Staff Attorney

National

Region
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General Industry

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New Hires

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Size of Company
Annual Sales Revenue
Size of Law Department
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Type of Departmental Organization – Geo Location
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Years in Position
Industry
Specialty

Recent Law School Graduate

National
Region
Size of Company
Annual Sales Revenue
Size of Law Department
Years in Position
Maturity
Type of Company Ownership
Type of Departmental Organization
Type of Departmental Organization - Geographic Location
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Specialty
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General Industry

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Years in Position
Maturity
Specialty

New Hires

Region
Size of Company
Annual Sales Revenue
Size of Law Department
Type of Company Ownership
Type of Departmental Organization
Type of Departmental Organization – Geo Location
Type of Salary Administration Plan
Years in Position
Maturity
Industry
Specialty

