



2017

# IN-HOUSE COMPENSATION REPORT

A compilation of base and  
bonus data from 2015 and 2016

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# METHODOLOGY

This Report includes data on in-house compensation that Major, Lindsey & Africa (MLA) has collected throughout 2015 and 2016. The data is drawn from placements made by MLA in 2015 and 2016 as well as data collected through questionnaires submitted by in-house counsel.

The total number of respondents from which the data was collected is 2,207.

- **2016: 268** General Counsel/Chief Legal Officer  
**990** Non-General Counsel
- **2015: 232** General Counsel/Chief Legal Officer  
**717** Non-General Counsel

The data collected for each position included the following:

- Base salary in 2015 and 2016
- Cash bonus in 2015 and 2016
- Law School graduation year
- Primary practice area
- Position – either General Counsel or Non-General Counsel
- Company revenue in fiscal years 2015 and 2016
- Company industry

Only those positions that contained information for the category analyzed were included in calculations. For example, if company revenue was unavailable, the associated data point was not included in the final reported numbers of average, median, maximum and minimum for company revenue.

A list of terms used in this report can be found on page 36.

The Addendum on page 38 lists the number of data points for each calculation.

Equity is not included in this report though we recognize for some positions it can account for a significant part of total compensation.

*In order to respect confidentiality this report does not disclose any information about individuals or individual companies.*

# GENERAL OBSERVATIONS

## Overall Compensation

General Counsel saw strong gains in total compensation from 2015-2016.

Total compensation for General Counsel increased 9.6% between 2015 and 2016. While base salaries for General Counsel increased by only 1.3%, bonuses increased 38% from 2015 to 2016.

The difference can be attributed to several factors.

- The role of the GC has dramatically changed over the years and the GC is now seen as an important and valuable partner to the C-suite. With this growing influence, we are seeing GC compensation rise to be more in line with other C-suite positions. Previously, a GC's compensation might be evaluated at 60-65% of the CFO's. Today, that compensation gap has shrunk.
- The economy has grown from 2015 to 2016 and therefore companies are able to pay larger bonuses.
- C-level executives have more incentive based compensation—sometimes as much as 40% to 60% of their base salary—and the same is now true of the GC.

Non-General Counsel compensation showed very little variation between 2015 and 2016. Base salaries went from an average of \$210,000 in 2015 to an average of \$208,000 in 2016. The average bonus dipped from \$71,000 in 2015 to \$68,000 in 2016.

## Gender Differences

In 2016, compensation for male in-house counsel outpaced female in-house counsel at all levels.

In 2016, total compensation for male GCs was 17.5% higher than female GCs. While base salaries for male GCs were 6.3% higher than female GCs, male GC bonuses were 31% higher than those of female GCs. The maximum bonus reported for a male GC was \$3 million, while the highest reported female GC bonus was \$675,000.

The reason for the disparity may be due to several factors:

- There was a disproportionate sample size for bonus data in our report: 42 female GCs reported their bonuses vs. 126 male GCs. Female bonuses represented 25% of the total data pool. In the Fortune 500, 134 or 26.8% of the companies have female General Counsel. Given the very close correlation in the male to female ratio between the Fortune 500 and our data, we believe a larger data sample would show similar results.
- In some cases, a GC's bonus is determined by a self-assessment against various performance metrics set out by their company. In our work, we have observed some female GCs assessing themselves more critically than their male counterparts assess themselves.
- In some instances, we have observed that male GCs may be more inclined to take positions at "high-risk" companies such as technology start-ups. Those opportunities also offer the prospect of high rewards for bonuses.
- In some organizations, individuals have the opportunity to make a case for the bonus they think they deserve. Behavioral patterns suggest that males may be more assertive and ask for more money than their female counterparts.

Similarly to female GCs, female non-General Counsel in 2016 made 8.2% less than their male counterparts. There bonuses were 15% less than male non-GCs.

## Regional Differences

In 2016, in-house counsel at companies based in the Northeast had the highest levels of compensation of any other region of the country.

Average total compensation for GCs in the Northeast region was \$520,000, followed by GCs in the Midwest at \$445,000 and the West at \$403,000.

Average total compensation for non-General Counsel in the Northeast region was also the highest at \$267,000, followed by the West at \$258,000 and the South at \$247,000.

*Continued on next page ➤*



While initially one may expect the West, with its high profile and wealthy technology companies, to rank higher in GC total compensation, in reality the West is also home to a number of smaller start-up companies that offer lower compensation packages. Notably, compensation at Silicon Valley companies tends to be stock options and restricted stock – values that are not captured in this report.

It is not surprising the Northeast continues to rank first in total compensation for non-GCs. It's also not surprising that compensation for non-GCs in the West is also high. Non-GCs are not getting the equity upside in areas like Silicon Valley but are still living in a region with a very high cost of living, therefore pushing the non-GC total compensation up.

### Compensation and Industry

From 2015 to 2016, wholesale trade (33%), finance/real estate/insurance (32%) and public utilities and transportation (29%) industries showed the greatest increases in total GC compensation.

For non-General Counsel, total compensation increased over 10% from 2015 to 2016 in the finance/real estate/insurance (16%) and retail trade (12%) industries.

- It is no surprise that highly regulated and specialized industries such as finance and utilities/energy are willing to pay a premium for specialized talent. For both GC and non-GCs, bonus numbers in 2016 for the finance industry were significantly higher than other industries.
- The increase in compensation for lawyers working in transportation and public utilities could also be due in part to consolidation throughout the industry.
- There is some surprise at the compensation level for retail trade, as the industry overall is struggling. This as well could be due to consolidation in the industry.

### Revenue and Compensation

Not surprisingly, the data indicates the larger the company revenue, the greater the total compensation for General Counsel and non-GC positions. There does

appear to be a marked increase between companies with \$2-3 billion in revenue and companies with \$3-4 billion in revenue companies for General Counsel.

A possible reason is the size of the legal department. A larger company will have more lawyers and teams of lawyers within the legal department. In that case, the management experience of the GC becomes an important and valuable factor resulting in increased salary.

Bonuses for GCs by company revenue are significantly higher than non-GCs at the same companies. This is not unexpected as a GC is one of the top 4 or 5 individuals at an organization, so a higher percentage of the compensation will potentially be in bonus form.

### Practice Area

In general, it is difficult to draw conclusions based on practice area for an in-house attorney. In smaller legal departments of 3-10 lawyers, the majority of lawyers are “generalists.” However, not surprisingly, in-house counsel at companies in highly regulated industries such as banking & finance and healthcare receive the highest total compensation.

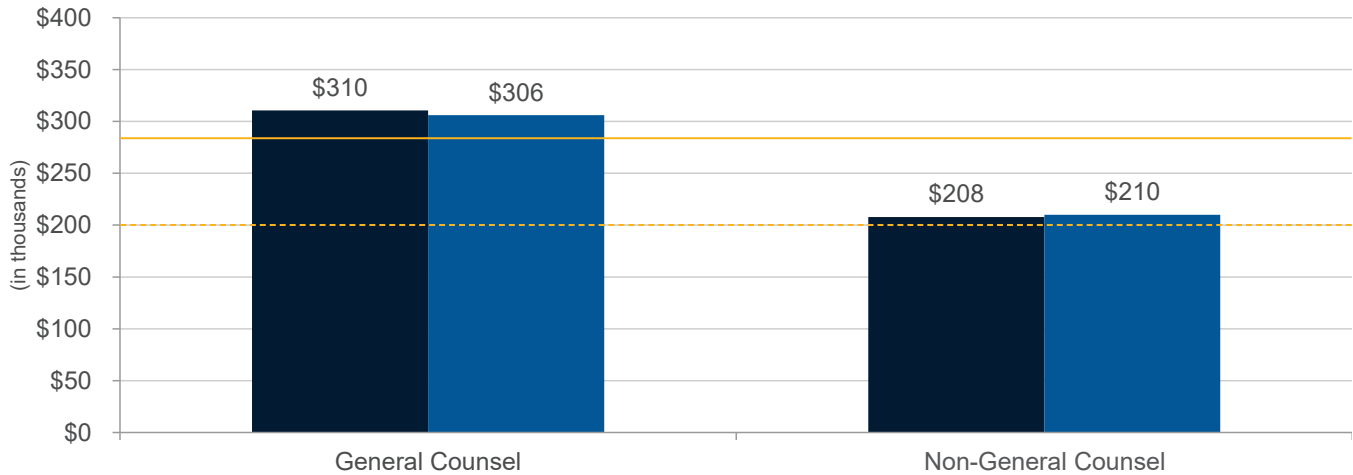
### Compensation and Years of Experience

Total compensation for General Counsel does not seem to follow a strict pattern based on years of experience. Non-GCs' total compensation seems to follow a more linear pattern: as lawyers gain more years of experience, their total compensation tends to increase.

- The reason for the variance in General Counsel total compensation could be that the lawyer who rises to the level of GC is the one identified as “special”, and often that “specialness” is not linked exclusively or even primarily to years of experience.
- Secondly, compensation is based on the value an individual adds to an organization. Once a certain threshold of experience has been achieved, the years of experience beyond that become only one component of that value. The more senior a lawyer becomes, other factors beyond years of legal practice have more of an impact on the value she/he brings. ■

# RESULTS

## BASE SALARY BY JOB TITLE

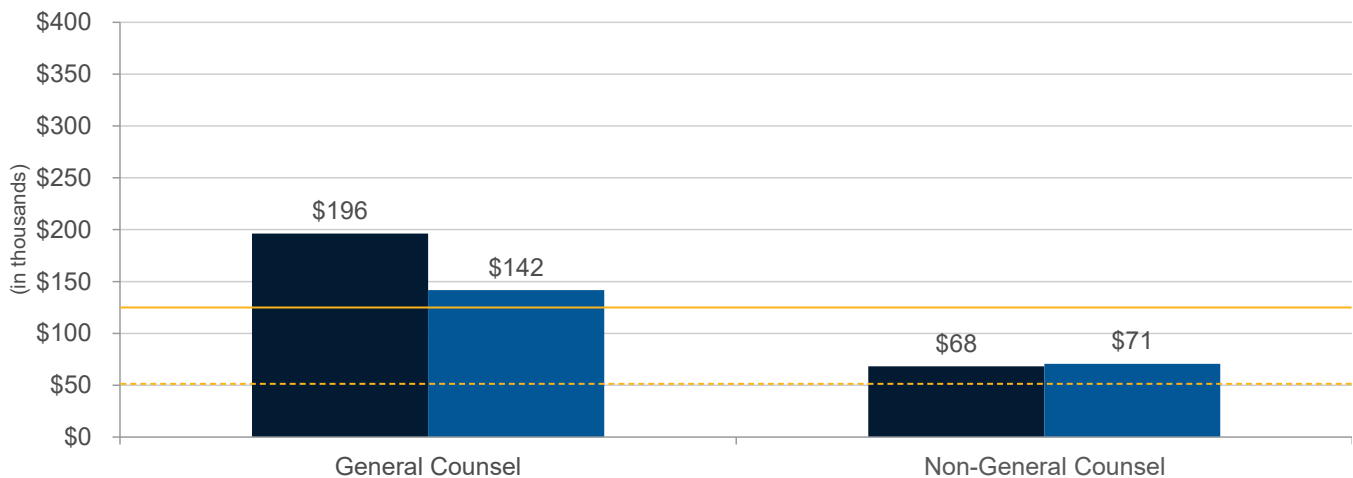


■ 2016 Average
■ 2015 Average
— 2016 Median GC
- - 2016 Median Non-GC

MAX. BASE	2016	2015
General Counsel	\$1,800,000	\$900,000
Non-GC	\$650,000	\$1,150,000

MIN. BASE	2016	2015
General Counsel	\$82,000	\$100,000
Non-GC	\$50,707	\$47,258

## BONUS BY JOB TITLE

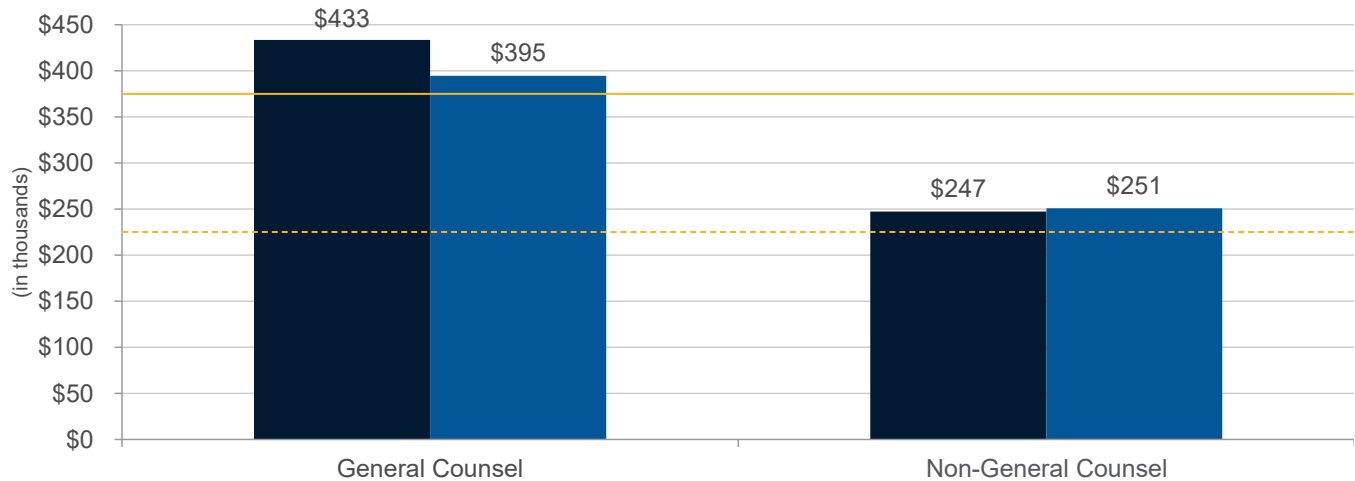


■ 2016 Average
■ 2015 Average
— 2016 Median GC
- - 2016 Median Non-GC

MAX. BONUS	2016	2015
General Counsel	\$3,000,000	\$1,000,000
Non-GC	\$650,000	\$530,000

MIN. BONUS	2016	2015
General Counsel	\$5,000	\$11,800
Non-GC	\$500	\$1,000

## TOTAL COMPENSATION BY JOB TITLE



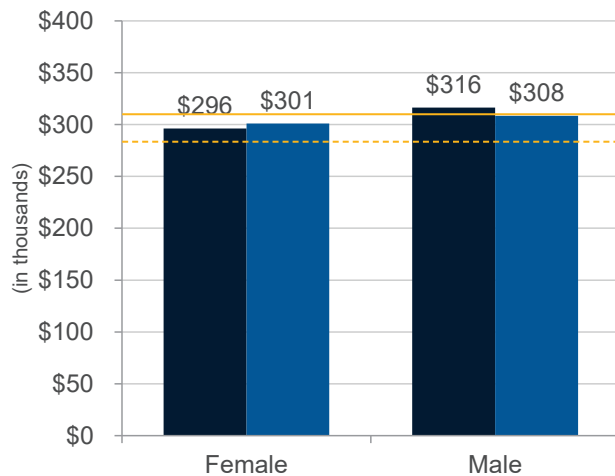
■ 2016 Average
■ 2015 Average
— 2016 Median GC
- - 2016 Median Non-GC

MAX. TOTAL	2016	2015
General Counsel	\$3,200,000	\$1,550,000
Non-GC	\$1,000,000	\$1,150,000

MIN. TOTAL	2016	2015
General Counsel	\$82,000	\$101,000
Non-GC	\$50,707	\$53,874

## BASE SALARY BY GENDER

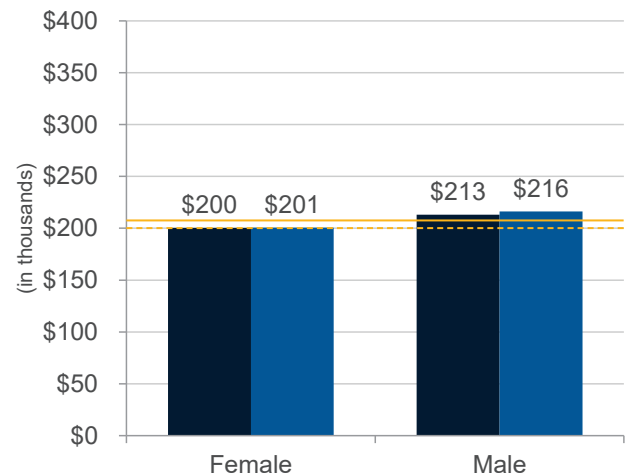
### GENERAL COUNSEL



MAX. BASE	2016	2015
F	\$1,000K	\$610K
M	\$1,800K	\$900K

MIN. BASE	2016	2015
F	\$82K	\$101K
M	\$100K	\$100K

### NON-GC

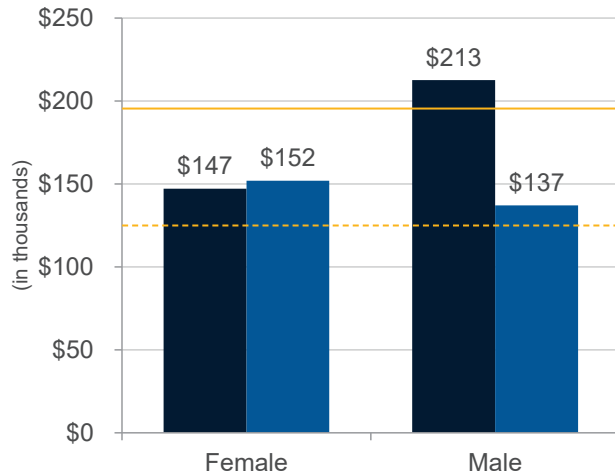


MAX. BASE	2016	2015
F	\$523K	\$635K
M	\$650K	\$1,150K

MIN. BASE	2016	2015
F	\$51K	\$47K
M	\$64K	\$70K

## BONUS BY GENDER

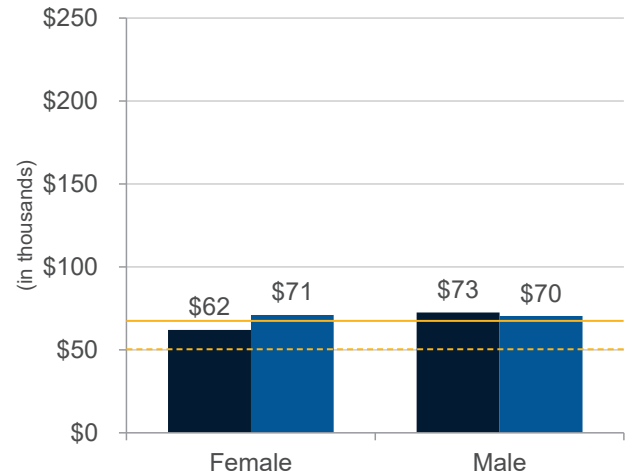
### GENERAL COUNSEL



MAX. BONUS	2016	2015
F	\$675K	\$1,000K
M	\$3,000K	\$575K

MIN. BONUS	2016	2015
F	\$5K	\$12K
M	\$23K	\$16K

### NON-GC

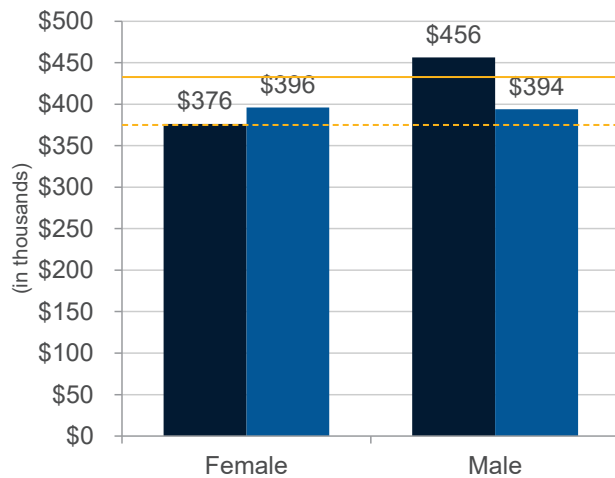


MAX. BONUS	2016	2015
F	\$500K	\$450K
M	\$650K	\$530K

MIN. BONUS	2016	2015
F	\$1K	\$5K
M	\$1K	\$1K

## TOTAL COMPENSATION BY GENDER

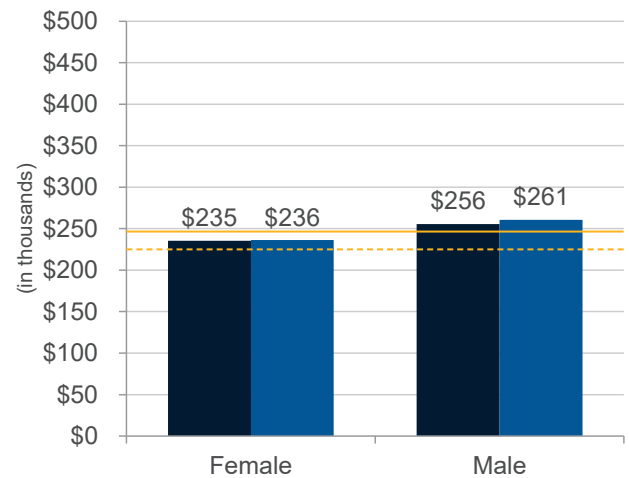
### GENERAL COUNSEL



MAX. TOTAL	2016	2015
F	\$1,000K	\$1,550K
M	\$3,200K	\$1,075K

MIN. TOTAL	2016	2015
F	\$82K	\$101K
M	\$100K	\$110K

### NON-GC



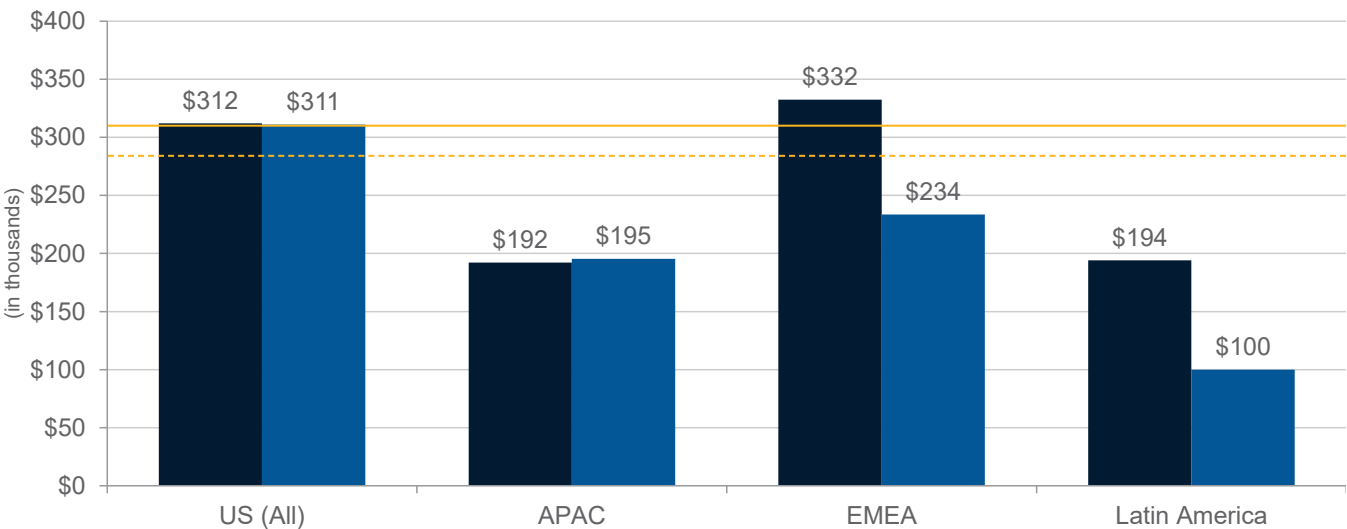
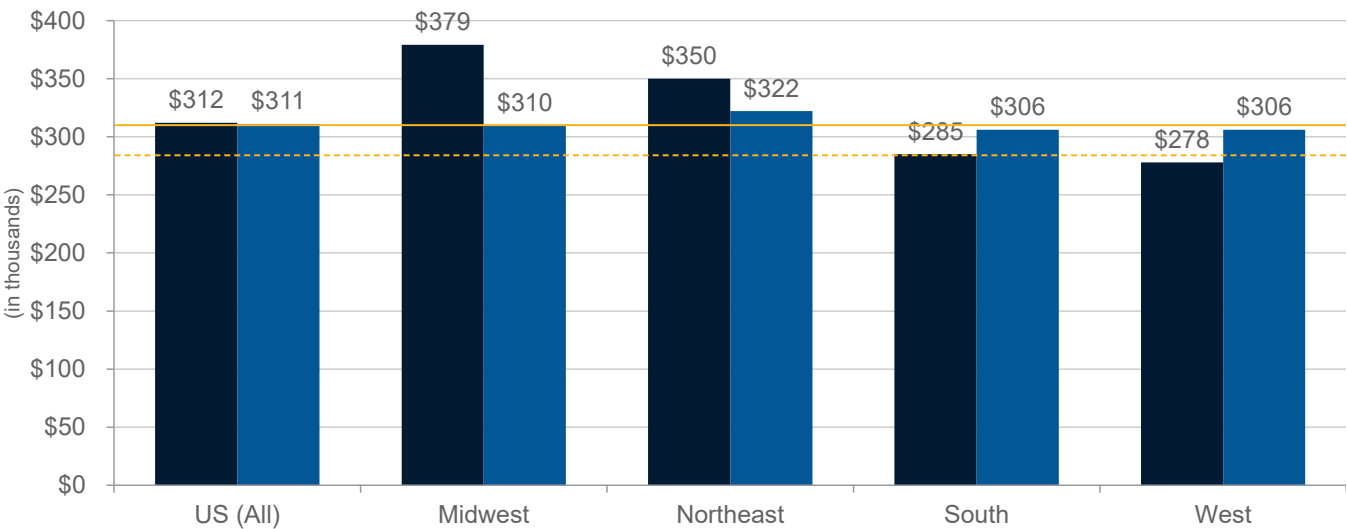
MAX. TOTAL	2016	2015
F	\$1,000K	\$1,050K
M	\$1,000K	\$1,150K

MIN. TOTAL	2016	2015
F	\$51K	\$54K
M	\$64K	\$73K



# BASE SALARY BY REGION

## GENERAL COUNSEL



The data sample for GC positions outside the US is too small to make generalizations.

The data sample numbers are in the Addendum on page 37.

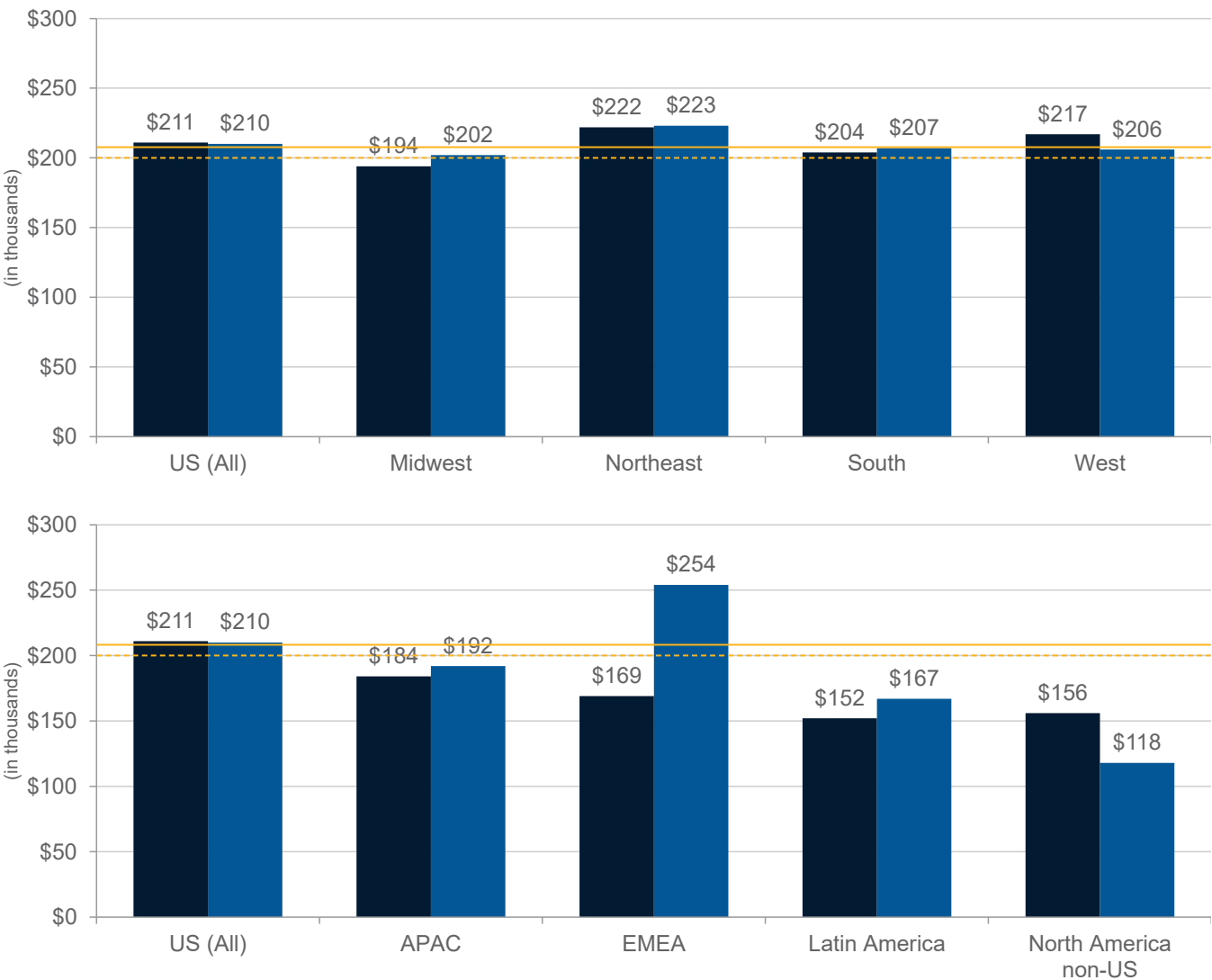
<span style="display:inline-block; width:10px; height:10px; background-color:darkblue;"></span>	2016 Average
<span style="display:inline-block; width:10px; height:10px; background-color:blue;"></span>	2015 Average
<span style="display:inline-block; width:10px; border-bottom:1px solid orange;"></span>	2016 Ave. GC All
<span style="display:inline-block; width:10px; border-bottom:1px dashed orange;"></span>	2016 Median GC All

MAX. BASE	2016	2015
APAC	\$230,000	\$240,000
EMEA	\$447,816	\$289,000
Latin America	\$228,818	\$100,000
Midwest	\$1,500,000	\$540,000
Northeast	\$1,800,000	\$600,000
South	\$500,000	\$698,500
West	\$600,000	\$900,000
US (All)	\$1,800,000	\$900,000

MIN. BASE	2016	2015
APAC	\$154,082	\$150,900
EMEA	\$189,363	\$166,808
Latin America	\$126,652	\$100,000
Midwest	\$120,000	\$136,000
Northeast	\$100,000	\$120,000
South	\$100,000	\$101,000
West	\$82,000	\$135,000
US (All)	\$82,000	\$101,000

# BASE SALARY BY REGION, continued...

## NON-GENERAL COUNSEL



The data sample for Non-GC positions in Latin America and North America outside the US is too small to make generalizations.

The data sample numbers are in the Addendum on page 37.

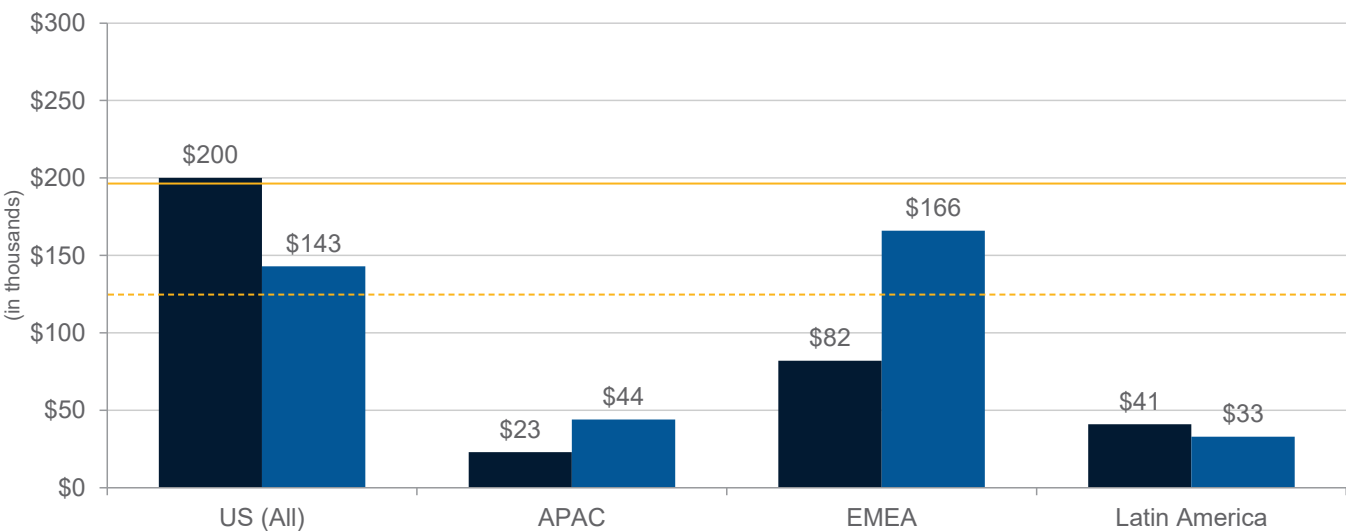
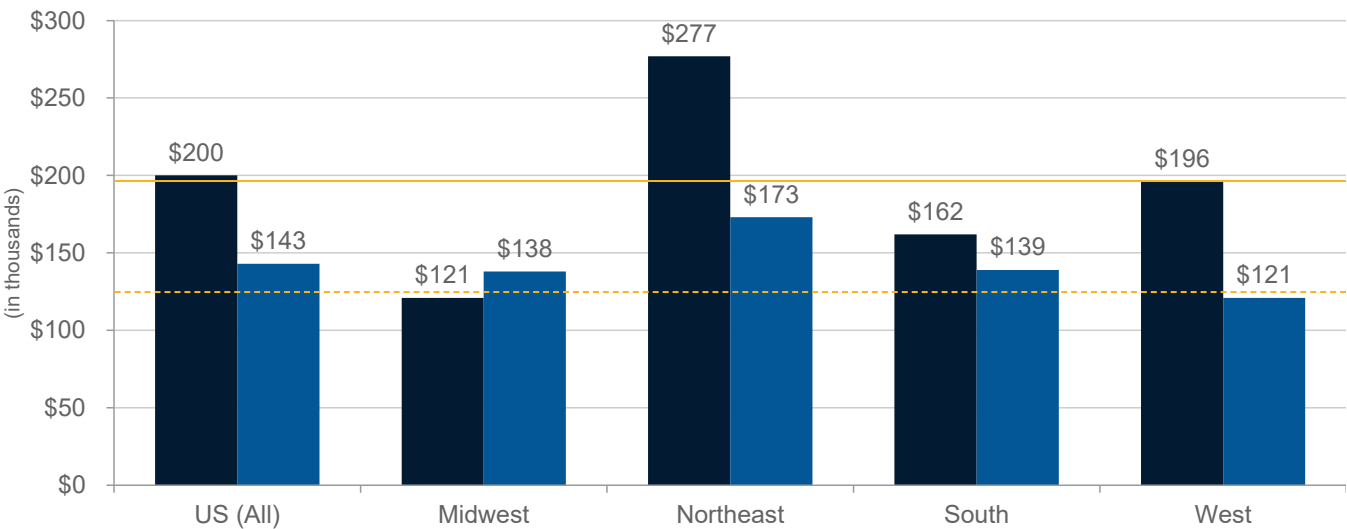
■ 2016 Average
■ 2015 Average
— 2016 Ave. Non-GC All
- - - 2016 Med. Non-GC All

MAX. BASE	2016	2015
APAC	\$402,700	\$387,000
EMEA	\$460,000	\$506,445
Latin America	\$255,000	\$250,000
Midwest	\$358,000	\$634,600
North America non-US	\$400,000	\$265,000
Northeast	\$450,000	\$600,000
South	\$522,500	\$1,150,000
West	\$650,000	\$450,000
US (All)	\$650,000	\$1,150,000

MIN. BASE	2016	2015
APAC	\$63,635	\$71,485
EMEA	\$100,462	\$122,257
Latin America	\$84,747	\$47,258
Midwest	\$72,000	\$82,500
North America non-US	\$50,707	\$70,000
Northeast	\$80,000	\$100,000
South	\$85,000	\$72,500
West	\$70,000	\$70,000
US (All)	\$70,000	\$70,000

# BONUS BY REGION

## GENERAL COUNSEL



The data sample for GC positions outside the US is too small to make generalizations.

The data sample numbers are in the Addendum on page 37.

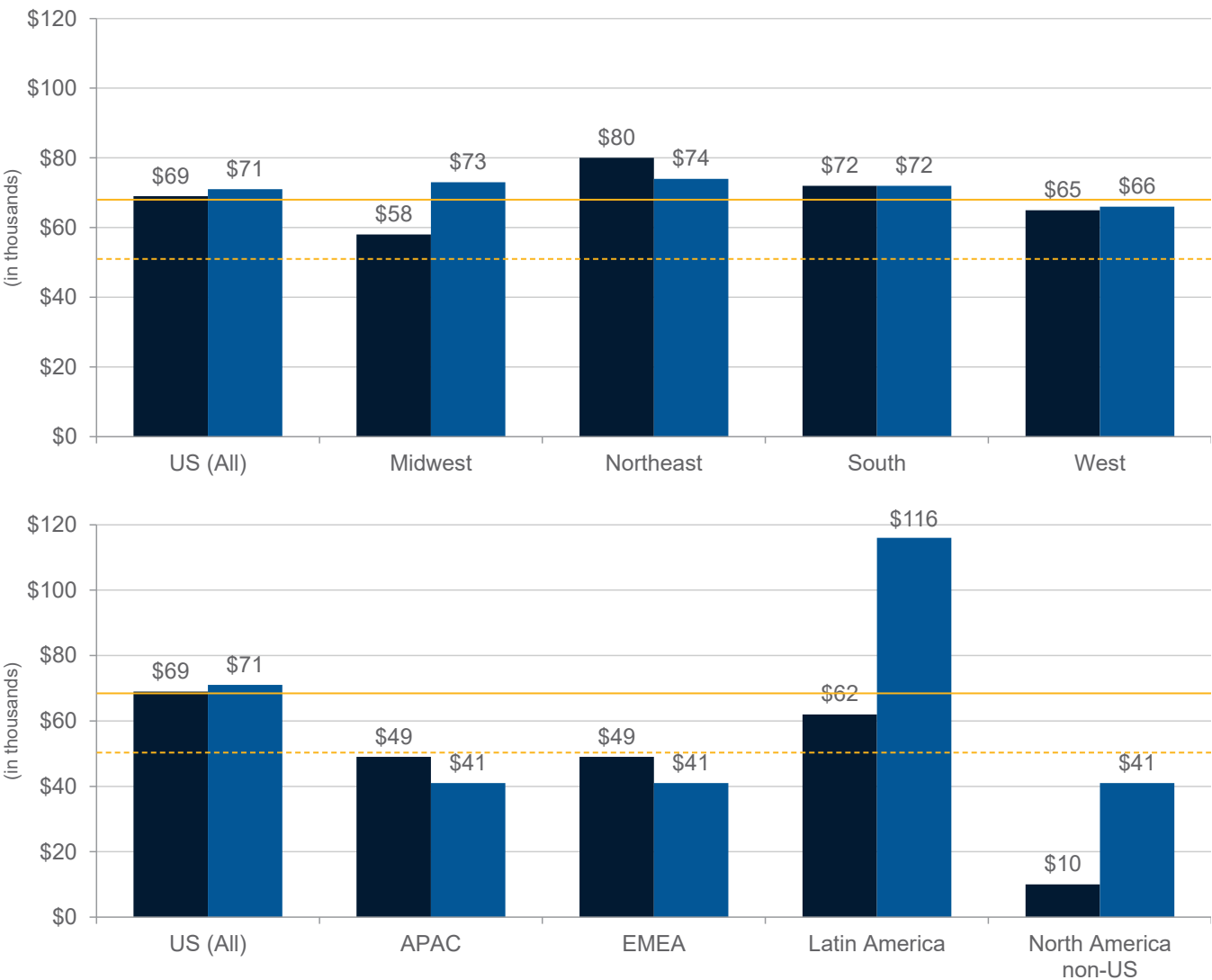
■ 2016 Average
■ 2015 Average
— 2016 Ave. GC All
- - - 2016 Median GC All

MAX. BONUS	2016	2015
APAC	\$23,000	\$44,476
EMEA	\$81,674	\$231,200
Latin America	\$45,363	\$33,000
Midwest	\$345,000	\$352,500
Northeast	\$1,100,000	\$1,000,000
South	\$900,000	\$340,000
West	\$3,000,000	\$382,500
US (All)	\$3,000,000	\$1,000,000

MIN. BONUS	2016	2015
APAC	\$23,000	\$44,476
EMEA	\$81,674	\$101,250
Latin America	\$37,445	\$33,000
Midwest	\$42,000	\$25,000
Northeast	\$25,050	\$11,800
South	\$20,000	\$15,600
West	\$5,000	\$24,000
US (All)	\$5,000	\$11,800

# BONUS BY REGION, continued...

## NON-GENERAL COUNSEL



The data sample for Non-GC positions in Latin America and North America outside the US is too small to make generalizations.

The data sample numbers are in the Addendum on page 37.

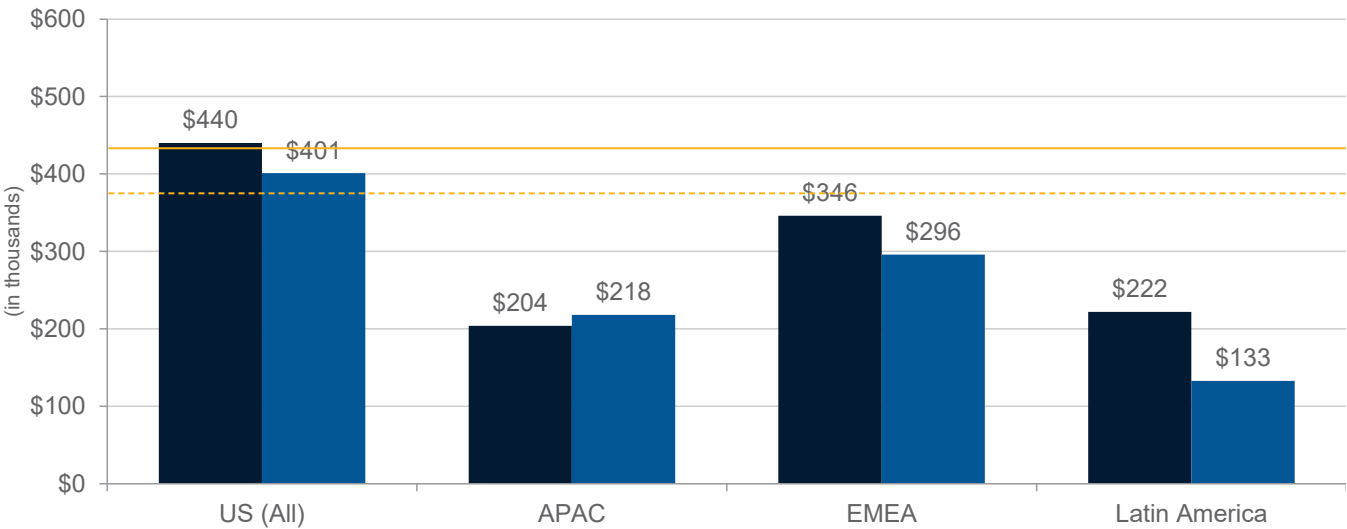
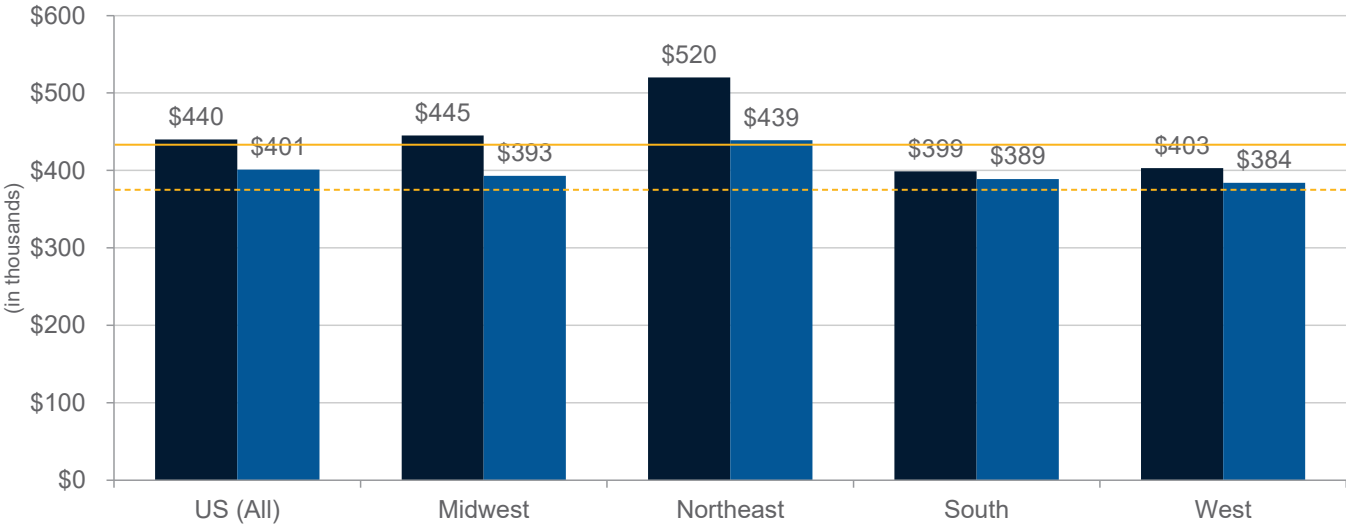
■ 2016 Average
■ 2015 Average
— 2016 Ave. Non-GC All
- - - 2016 Med. Non-GC All

MAX. BASE	2016	2015
APAC	\$95,808	\$63,000
EMEA	\$125,000	\$75,000
Latin America	\$150,500	\$200,000
Midwest	\$265,000	\$340,000
North America non-US	\$10,000	\$132,500
Northeast	\$650,000	\$530,000
South	\$489,000	\$318,750
West	\$525,000	\$300,000
US (All)	\$650,000	\$530,000

MIN. BASE	2016	2015
APAC	\$15,000	\$17,871
EMEA	\$12,514	\$6,000
Latin America	\$24,229	\$6,616
Midwest	\$1,420	\$3,000
North America non-US	\$10,000	\$8,000
Northeast	\$2,500	\$2,500
South	\$1,500	\$1,000
West	\$500	\$5,000
US (All)	\$500	\$1,000

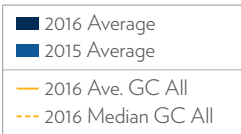
# TOTAL COMPENSATION BY REGION

## GENERAL COUNSEL



The data sample for GC positions outside the US is too small to make generalizations.

The data sample numbers are in the Addendum on page 37.

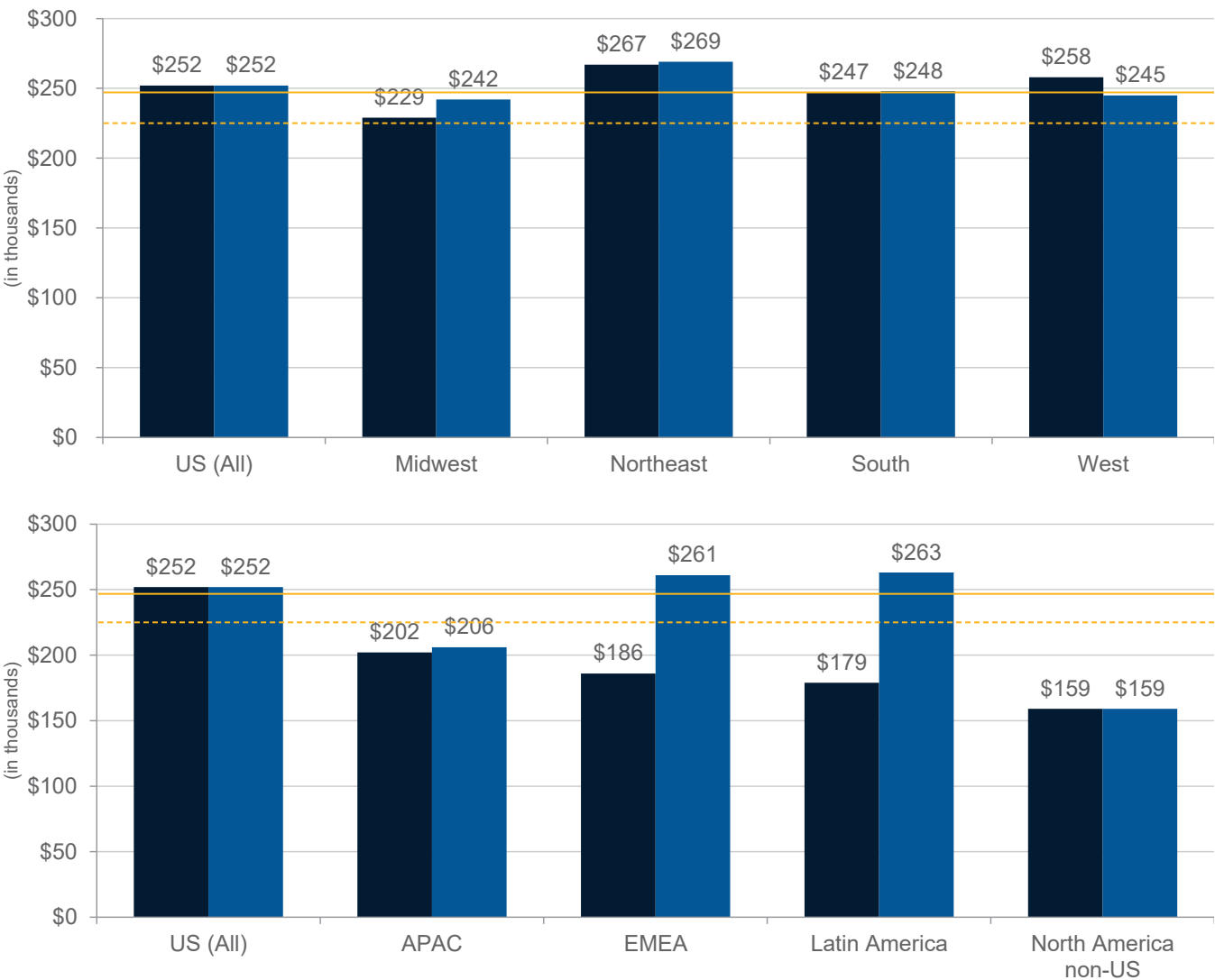


MAX. TOTAL	2016	2015
APAC	\$253,000	\$240,000
EMEA	\$447,816	\$520,200
Latin America	\$272,180	\$133,000
Midwest	\$1,500,000	\$822,500
Northeast	\$1,800,000	\$1,550,000
South	\$1,300,000	\$1,015,500
West	\$3,200,000	\$900,000

MIN. TOTAL	2016	2015
APAC	\$154,082	\$195,376
EMEA	\$189,363	\$166,808
Latin America	\$164,097	\$133,000
Midwest	\$120,000	\$136,000
Northeast	\$100,000	\$120,000
South	\$125,000	\$101,000
West	\$82,000	\$142,000

# TOTAL COMPENSATION BY REGION, continued...

## NON-GENERAL COUNSEL



The data sample for Non-GC positions in Latin America and North America outside the US is too small to make generalizations.

The data sample numbers are in the Addendum on page 37.

■ 2016 Average
■ 2015 Average
— 2016 Ave. Non-GC All
- - - 2016 Med. Non-GC All

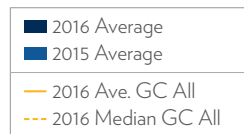
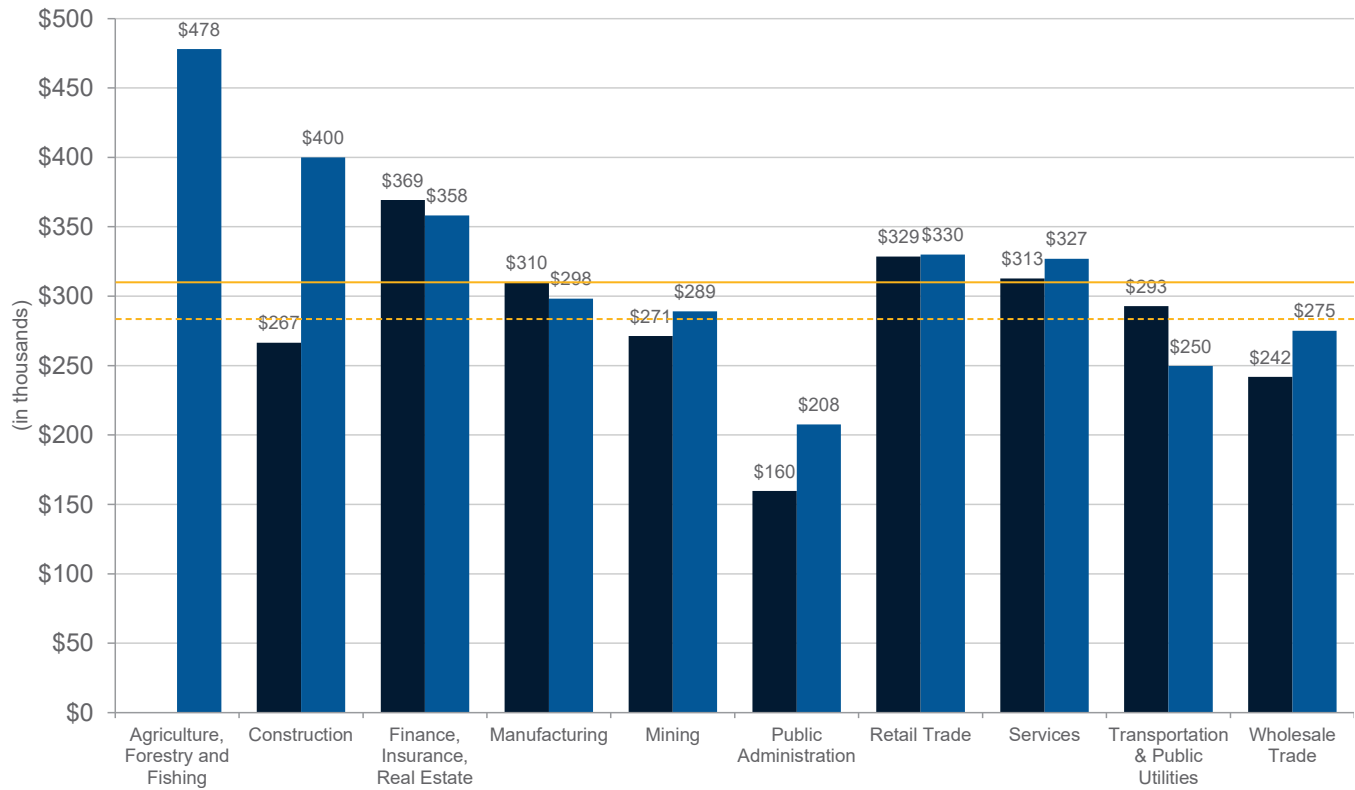
MAX. TOTAL	2016	2015
APAC	\$402,700	\$387,000
EMEA	\$550,000	\$506,445
Latin America	\$365,500	\$450,000
Midwest	\$581,900	\$765,000
North America non-US	\$400,000	\$397,500
Northeast	\$1,000,000	\$1,050,000
South	\$652,000	\$1,150,000
West	\$1,000,000	\$600,000
US (All)	\$1,000,000	\$1,150,000

MIN. TOTAL	2016	2015
APAC	\$63,635	\$89,356
EMEA	\$100,462	\$122,257
Latin America	\$84,747	\$53,874
Midwest	\$72,000	\$82,500
North America non-US	\$50,707	\$78,000
Northeast	\$80,000	\$105,000
South	\$89,000	\$72,500
West	\$80,000	\$80,000
US (All)	\$72,000	\$72,500



# BASE SALARY BY INDUSTRY

## GENERAL COUNSEL

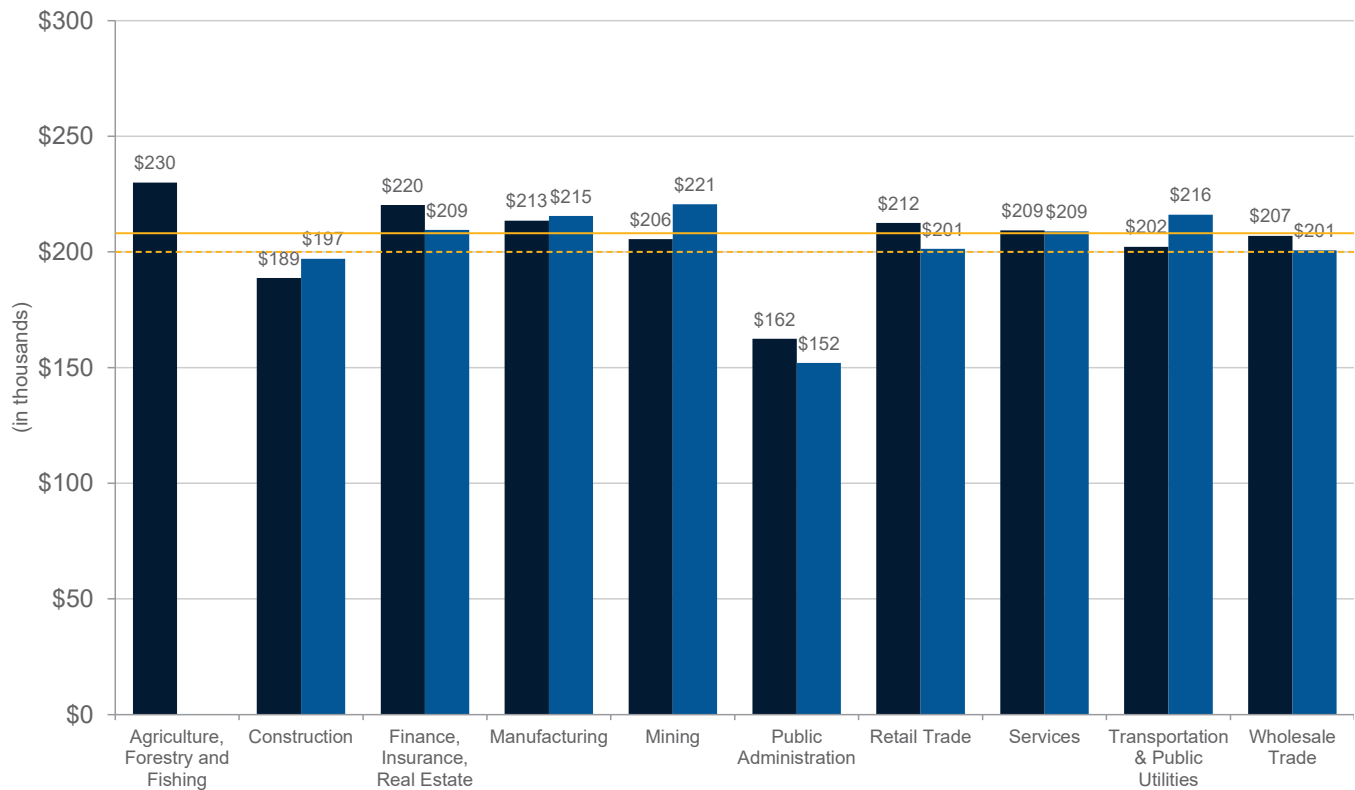


MAX. BASE	2016	2015
Agriculture, Forestry and Fishing	—	\$478,077
Construction	\$293,000	\$400,000
Finance, Insurance, Real Estate	\$1,800,000	\$900,000
Manufacturing	\$900,000	\$510,000
Mining	\$350,000	\$300,000
Public Administration	\$203,839	\$225,000
Retail Trade	\$575,000	\$610,000
Services	\$1,500,000	\$610,000
Transportation & Public Utilities	\$425,000	\$370,000
Wholesale Trade	\$400,000	\$400,000

MIN. BASE	2016	2015
Agriculture, Forestry and Fishing	—	\$478,077
Construction	\$240,000	\$400,000
Finance, Insurance, Real Estate	\$150,000	\$200,000
Manufacturing	\$82,000	\$120,000
Mining	\$157,000	\$278,000
Public Administration	\$120,000	\$190,000
Retail Trade	\$185,000	\$200,000
Services	\$100,000	\$110,000
Transportation & Public Utilities	\$190,000	\$164,000
Wholesale Trade	\$149,050	\$142,000

## BASE SALARY BY INDUSTRY, *continued...*

### NON-GENERAL COUNSEL



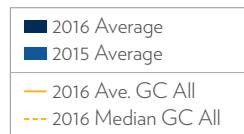
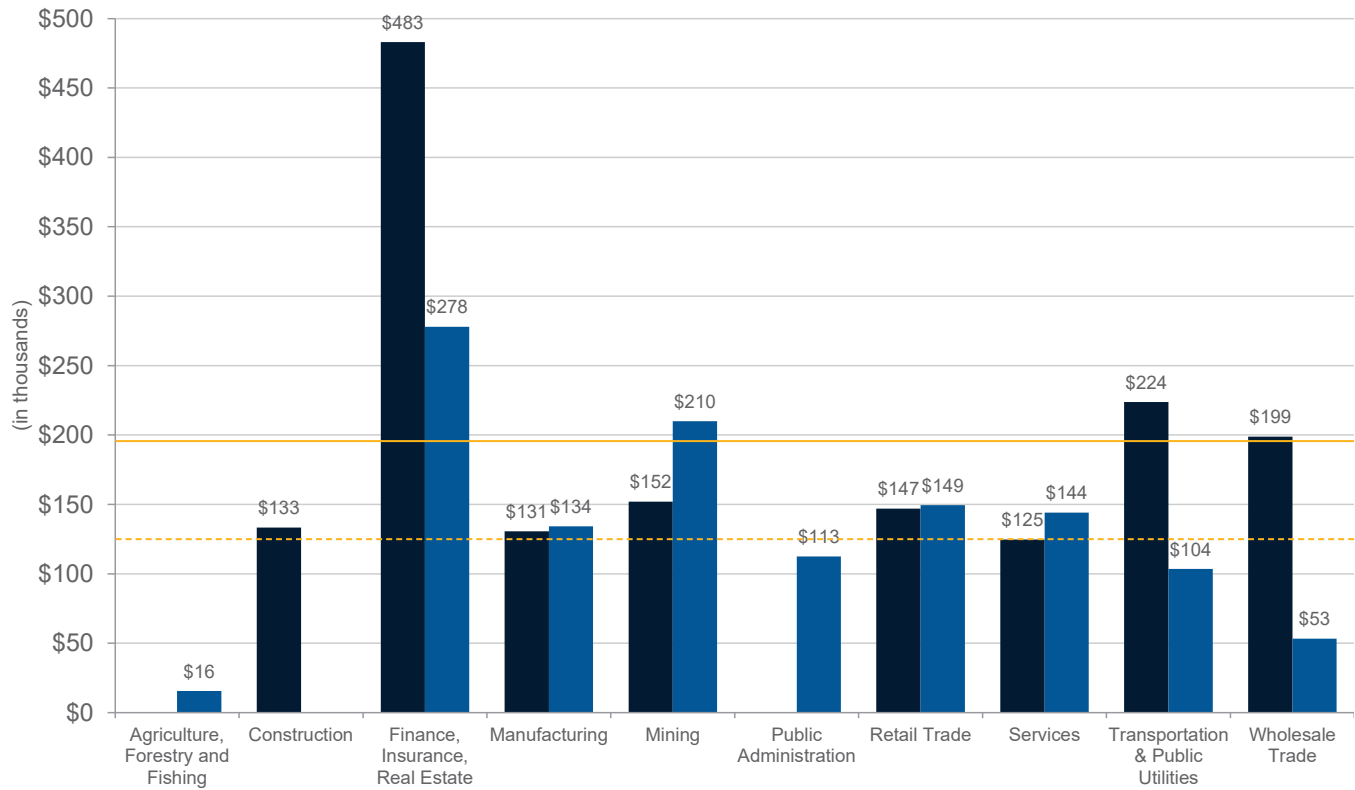
■ 2016 Average
■ 2015 Average
— 2016 Ave. Non-GC All
- - 2016 Med. Non-GC All

MAX. BASE	2016	2015
Agriculture, Forestry and Fishing	\$230,000	—
Construction	\$225,000	\$250,000
Finance, Insurance, Real Estate	\$574,000	\$1,150,000
Manufacturing	\$376,023	\$634,600
Mining	\$295,800	\$425,000
Public Administration	\$286,500	\$197,000
Retail Trade	\$407,000	\$450,000
Services	\$600,000	\$625,000
Transportation & Public Utilities	\$600,000	\$510,000
Wholesale Trade	\$375,000	\$375,000

MIN. BASE	2016	2015
Agriculture, Forestry and Fishing	\$230,000	—
Construction	\$160,000	\$156,000
Finance, Insurance, Real Estate	\$100,000	\$85,000
Manufacturing	\$100,000	\$47,258
Mining	\$142,000	\$142,000
Public Administration	\$94,000	\$110,000
Retail Trade	\$123,700	\$120,000
Services	\$80,000	\$70,000
Transportation & Public Utilities	\$95,000	\$103,881
Wholesale Trade	\$110,000	\$125,000

## BONUS BY INDUSTRY

### GENERAL COUNSEL

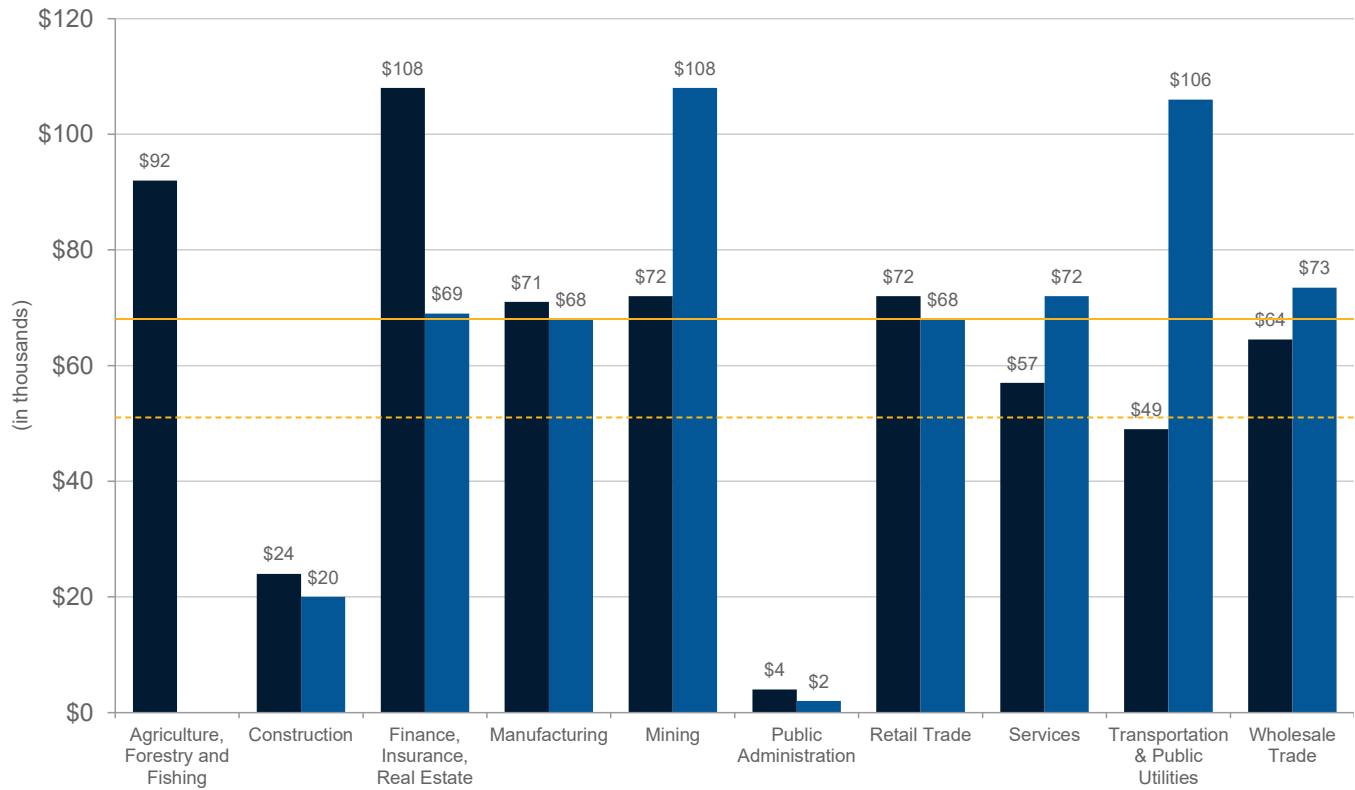


MAX. BONUS	2016	2015
Agriculture, Forestry and Fishing	—	\$15,600
Construction	\$146,500	—
Finance, Insurance, Real Estate	\$3,000,000	\$1,000,000
Manufacturing	\$280,000	\$382,500
Mining	\$280,000	\$210,000
Public Administration	—	\$112,500
Retail Trade	\$345,000	\$250,000
Services	\$890,001	\$600,000
Transportation & Public Utilities	\$517,000	\$156,750
Wholesale Trade	\$900,000	\$98,000

MIN. BONUS	2016	2015
Agriculture, Forestry and Fishing	—	\$15,600
Construction	\$120,000	—
Finance, Insurance, Real Estate	\$76,563	\$50,000
Manufacturing	\$22,500	\$25,000
Mining	\$25,000	\$210,000
Public Administration	—	\$112,500
Retail Trade	\$42,500	\$92,750
Services	\$5,000	\$11,800
Transportation & Public Utilities	\$40,000	\$41,000
Wholesale Trade	\$37,263	\$24,000

## BONUS BY INDUSTRY, *continued...*

### NON-GENERAL COUNSEL



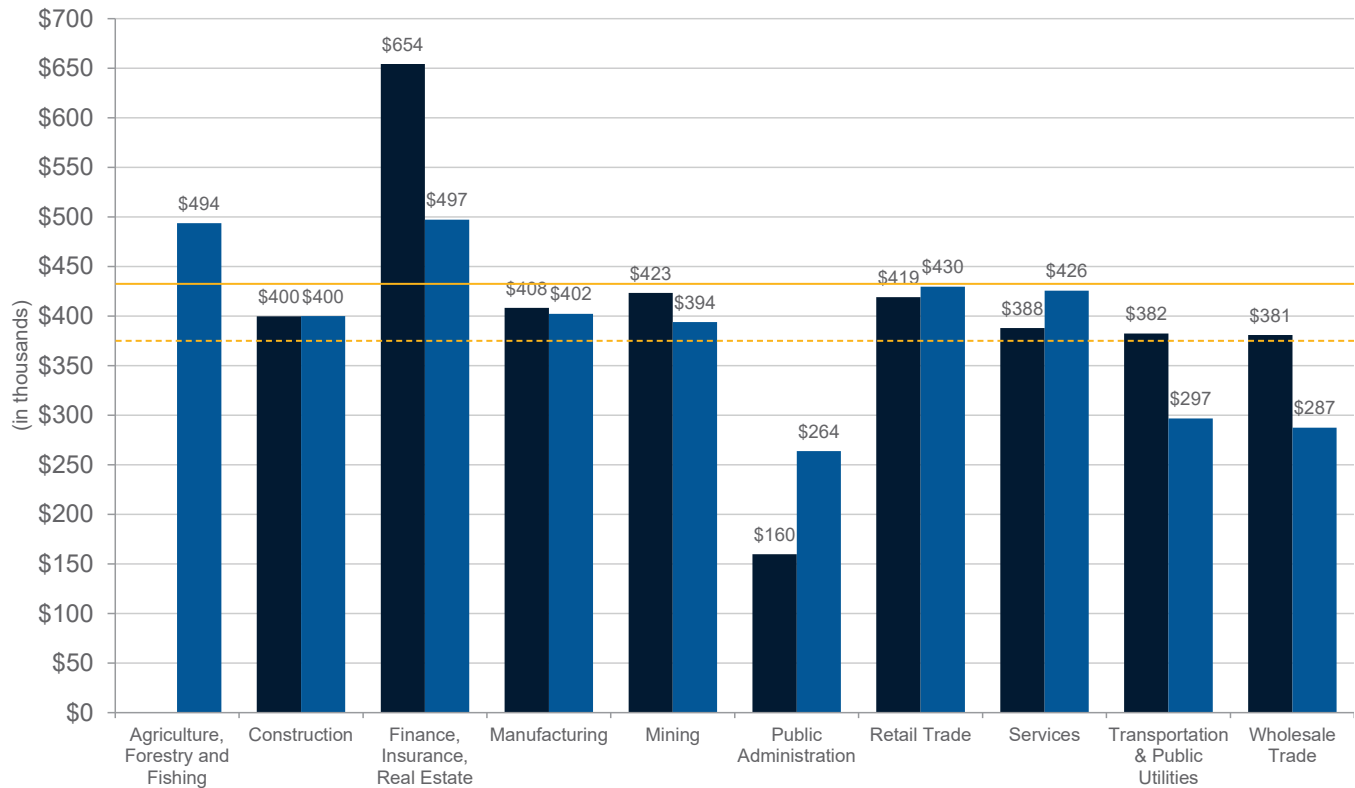
■ 2016 Average
■ 2015 Average
— 2016 Ave. Non-GC All
- - - 2016 Med. Non-GC All

MAX. BONUS	2016	2015
Agriculture, Forestry and Fishing	\$92,000	—
Construction	\$25,000	\$24,000
Finance, Insurance, Real Estate	\$650,000	\$190,000
Manufacturing	\$489,000	\$315,000
Mining	\$103,530	\$340,000
Public Administration	\$8,500	\$2,500
Retail Trade	\$162,800	\$135,000
Services	\$270,000	\$300,000
Transportation & Public Utilities	\$157,500	\$530,000
Wholesale Trade	\$168,750	\$180,000

MIN. BONUS	2016	2015
Agriculture, Forestry and Fishing	\$92,000	—
Construction	\$23,000	\$15,000
Finance, Insurance, Real Estate	\$9,600	\$7,000
Manufacturing	\$5,400	\$3,000
Mining	\$28,400	\$28,400
Public Administration	\$1,500	\$1,000
Retail Trade	\$25,157	\$32,000
Services	\$500	\$5,000
Transportation & Public Utilities	\$5,000	\$8,500
Wholesale Trade	\$11,000	\$30,000

# TOTAL COMPENSATION BY INDUSTRY

## GENERAL COUNSEL



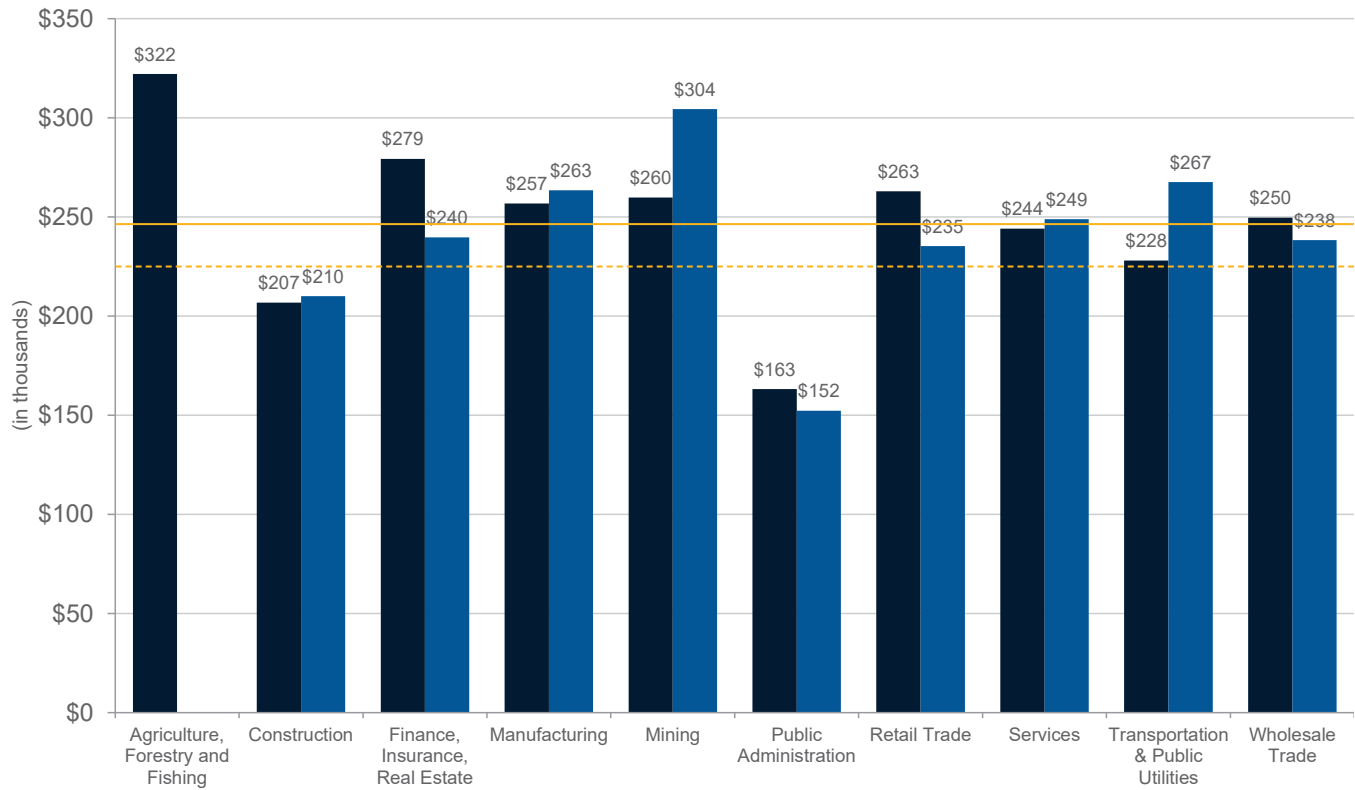
■ 2016 Average
■ 2015 Average
— 2016 Ave. GC All
- - - 2016 Median GC All

MAX. TOTAL	2016	2015
Agriculture, Forestry and Fishing	—	\$493,677
Construction	\$439,500	\$400,000
Finance, Insurance, Real Estate	\$3,200,000	\$1,550,000
Manufacturing	\$960,000	\$892,500
Mining	\$630,000	\$510,000
Public Administration	\$203,839	\$337,500
Retail Trade	\$920,000	\$790,000
Services	\$1,500,000	\$1,200,000
Transportation & Public Utilities	\$792,000	\$441,750
Wholesale Trade	\$1,300,000	\$400,000

MIN. TOTAL	2016	2015
Agriculture, Forestry and Fishing	—	\$493,677
Construction	\$360,000	\$400,000
Finance, Insurance, Real Estate	\$167,000	\$200,000
Manufacturing	\$82,000	\$120,000
Mining	\$182,000	\$278,000
Public Administration	\$120,000	\$190,000
Retail Trade	\$185,000	\$230,000
Services	\$100,000	\$110,000
Transportation & Public Utilities	\$190,000	\$165,000
Wholesale Trade	\$169,000	\$142,000

## TOTAL COMPENSATION BY INDUSTRY, *continued...*

### NON-GENERAL COUNSEL



<span style="display:inline-block; width:10px; height:10px; background-color:darkblue;"></span> 2016 Average
<span style="display:inline-block; width:10px; height:10px; background-color:blue;"></span> 2015 Average
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<span style="display:inline-block; width:10px; border-bottom:1px dashed orange;"></span> 2016 Med. Non-GC All

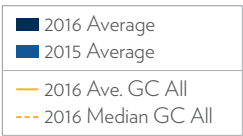
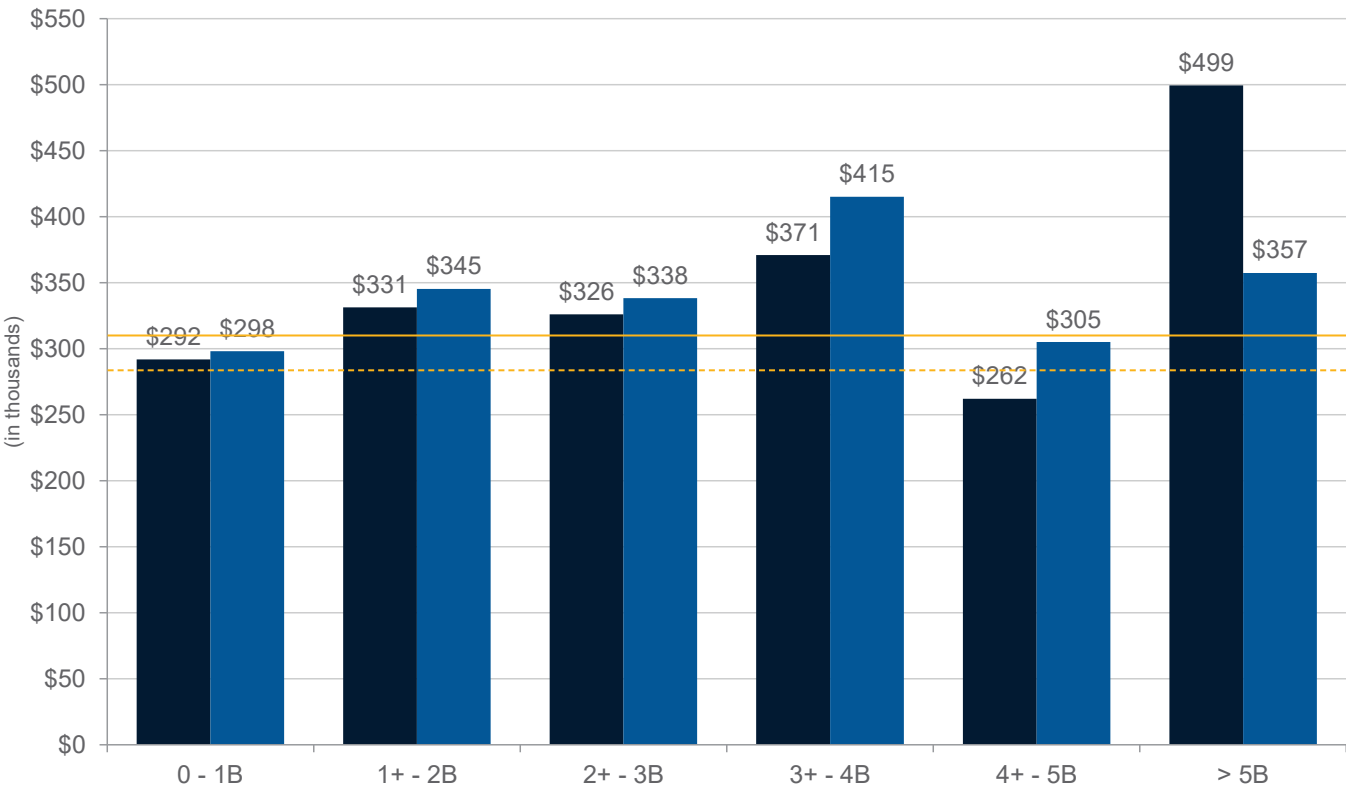
MAX. TOTAL	2016	2015
Agriculture, Forestry and Fishing	\$322,000	—
Construction	\$225,000	\$265,000
Finance, Insurance, Real Estate	\$1,000,000	\$1,150,000
Manufacturing	\$652,000	\$634,600
Mining	\$399,330	\$765,000
Public Administration	\$286,500	\$197,000
Retail Trade	\$569,800	\$450,000
Services	\$600,000	\$708,750
Transportation & Public Utilities	\$600,000	\$1,040,000
Wholesale Trade	\$543,750	\$543,750

MIN. TOTAL	2016	2015
Agriculture, Forestry and Fishing	\$322,000	—
Construction	\$184,000	\$180,000
Finance, Insurance, Real Estate	\$110,000	\$85,000
Manufacturing	\$100,000	\$53,874
Mining	\$170,400	\$170,400
Public Administration	\$94,000	\$110,000
Retail Trade	\$123,700	\$120,000
Services	\$80,000	\$72,500
Transportation & Public Utilities	\$95,000	\$103,881
Wholesale Trade	\$110,000	\$125,000



# BASE SALARY BY COMPANY REVENUE

## GENERAL COUNSEL

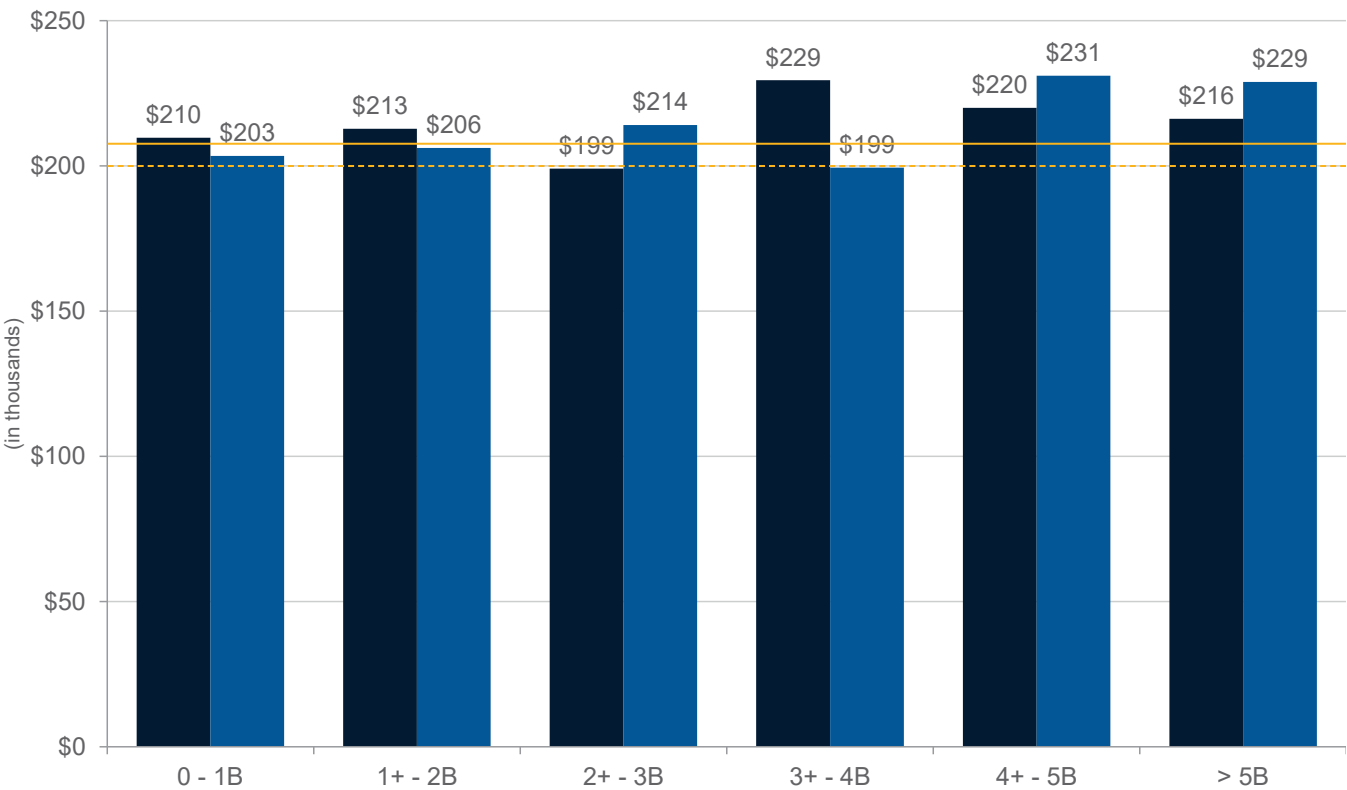


MAX. BASE	2016	2015
0 - 1B	\$900,000	\$900,000
1+ - 2B	\$425,000	\$500,000
2+ - 3B	\$435,000	\$470,000
3+ - 4B	\$575,000	\$610,000
4+ - 5B	\$275,000	\$305,000
> 5B	\$1,800,000	\$610,000

MIN. BASE	2016	2015
0 - 1B	\$82,000	\$110,000
1+ - 2B	\$185,000	\$165,000
2+ - 3B	\$225,000	\$205,000
3+ - 4B	\$225,000	\$220,000
4+ - 5B	\$249,000	\$305,000
> 5B	\$154,082	\$190,000

# BASE SALARY BY COMPANY REVENUE, *continued...*

## NON-GENERAL COUNSEL



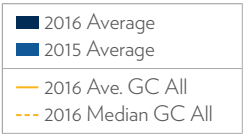
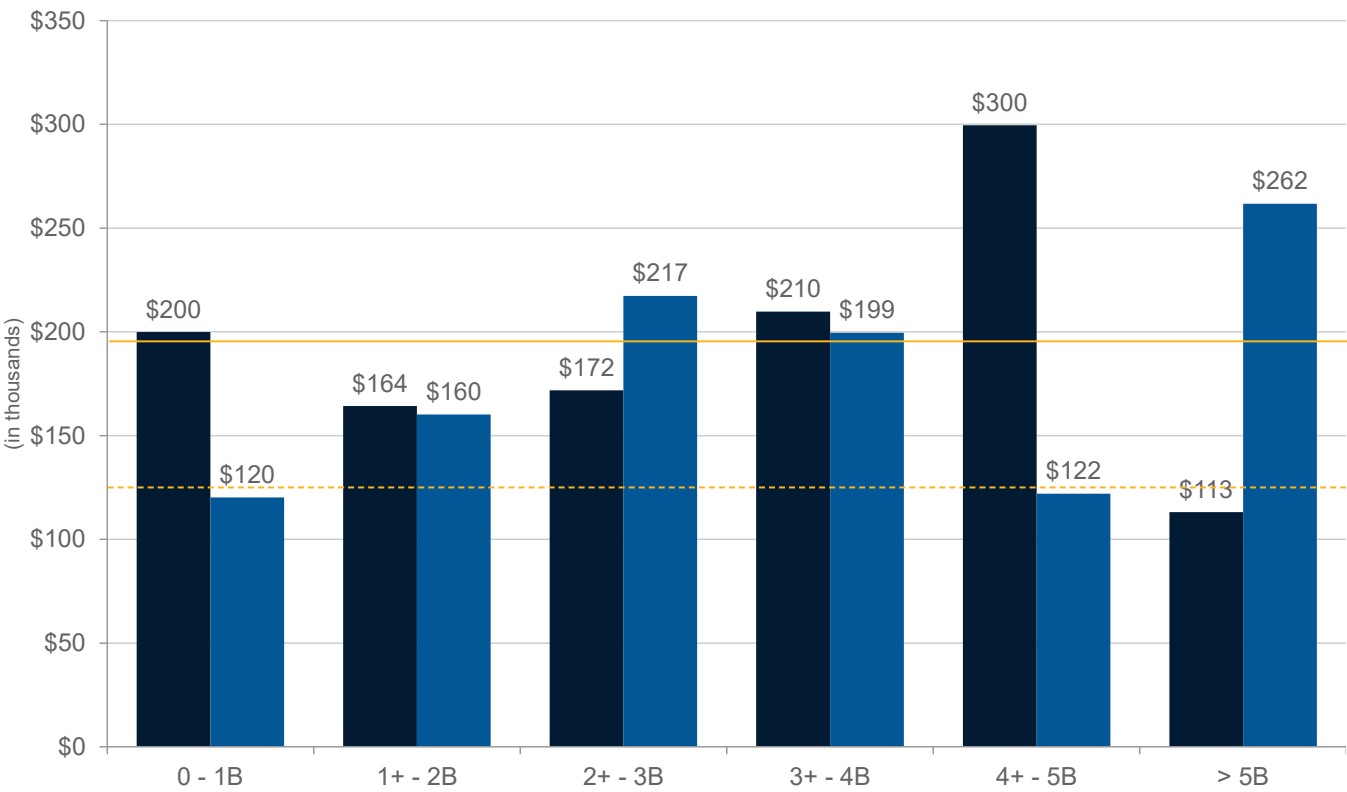
■ 2016 Average
■ 2015 Average
— 2016 Ave. Non-GC All
--- 2016 Med. Non-GC All

MAX. BASE	2016	2015
0 - 1B	\$600,000	\$625,000
1+ - 2B	\$574,000	\$525,000
2+ - 3B	\$407,000	\$414,180
3+ - 4B	\$600,000	\$285,000
4+ - 5B	\$434,000	\$436,000
> 5B	\$450,000	\$1,150,000

MIN. BASE	2016	2015
0 - 1B	\$85,000	\$70,000
1+ - 2B	\$100,000	\$105,300
2+ - 3B	\$100,000	\$100,000
3+ - 4B	\$110,000	\$47,258
4+ - 5B	\$127,961	\$135,000
> 5B	\$80,000	\$85,000

# BONUS BY COMPANY REVENUE

## GENERAL COUNSEL

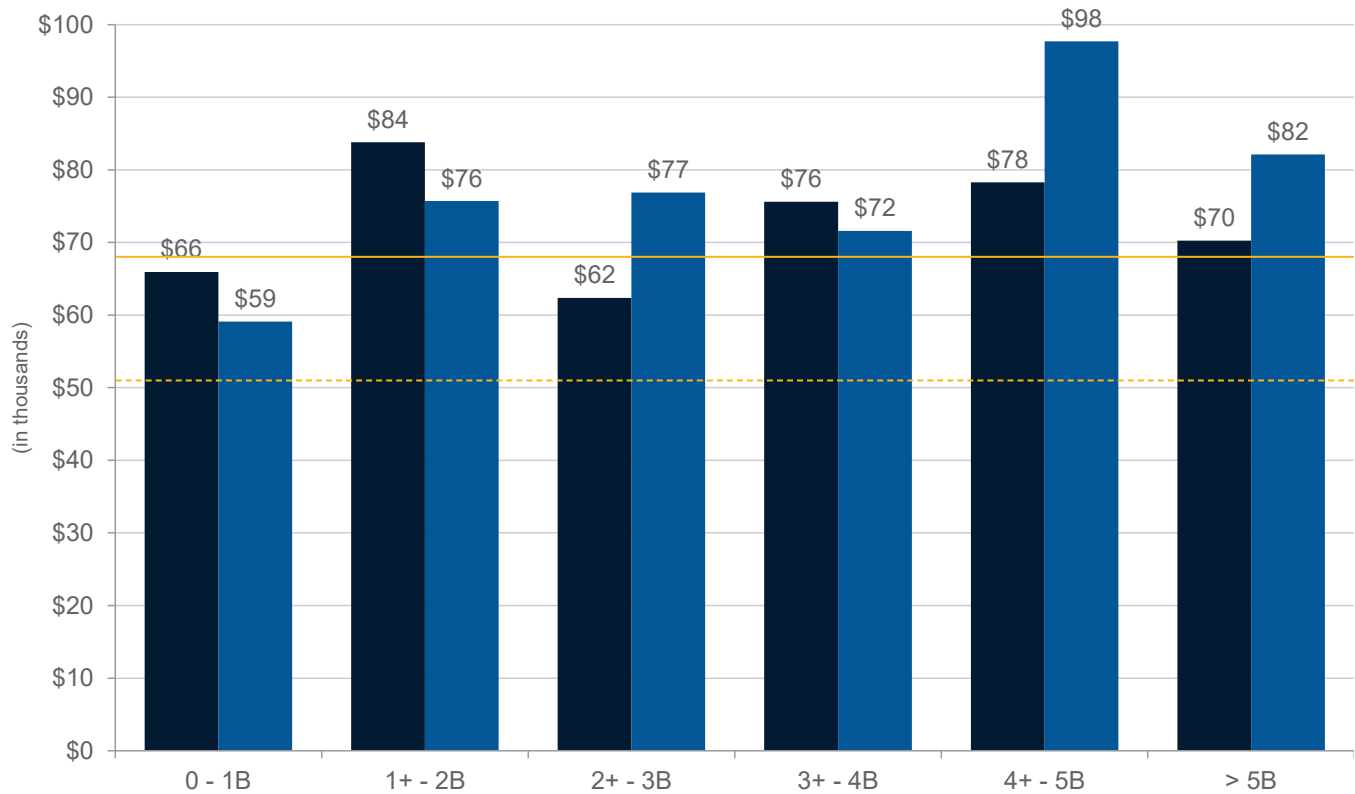


MAX. BONUS	2016	2015
0 - 1B	\$3,000,000	\$575,000
1+ - 2B	\$280,000	\$301,000
2+ - 3B	\$203,500	\$352,500
3+ - 4B	\$345,000	\$382,500
4+ - 5B	\$517,000	\$122,000
> 5B	\$250,000	\$1,000,000

MIN. BONUS	2016	2015
0 - 1B	\$5,000	\$11,800
1+ - 2B	\$42,500	\$25,000
2+ - 3B	\$129,250	\$82,000
3+ - 4B	\$33,750	\$15,600
4+ - 5B	\$82,170	\$122,000
> 5B	\$45,000	\$38,000

## BONUS BY COMPANY REVENUE, *continued...*

### NON-GENERAL COUNSEL



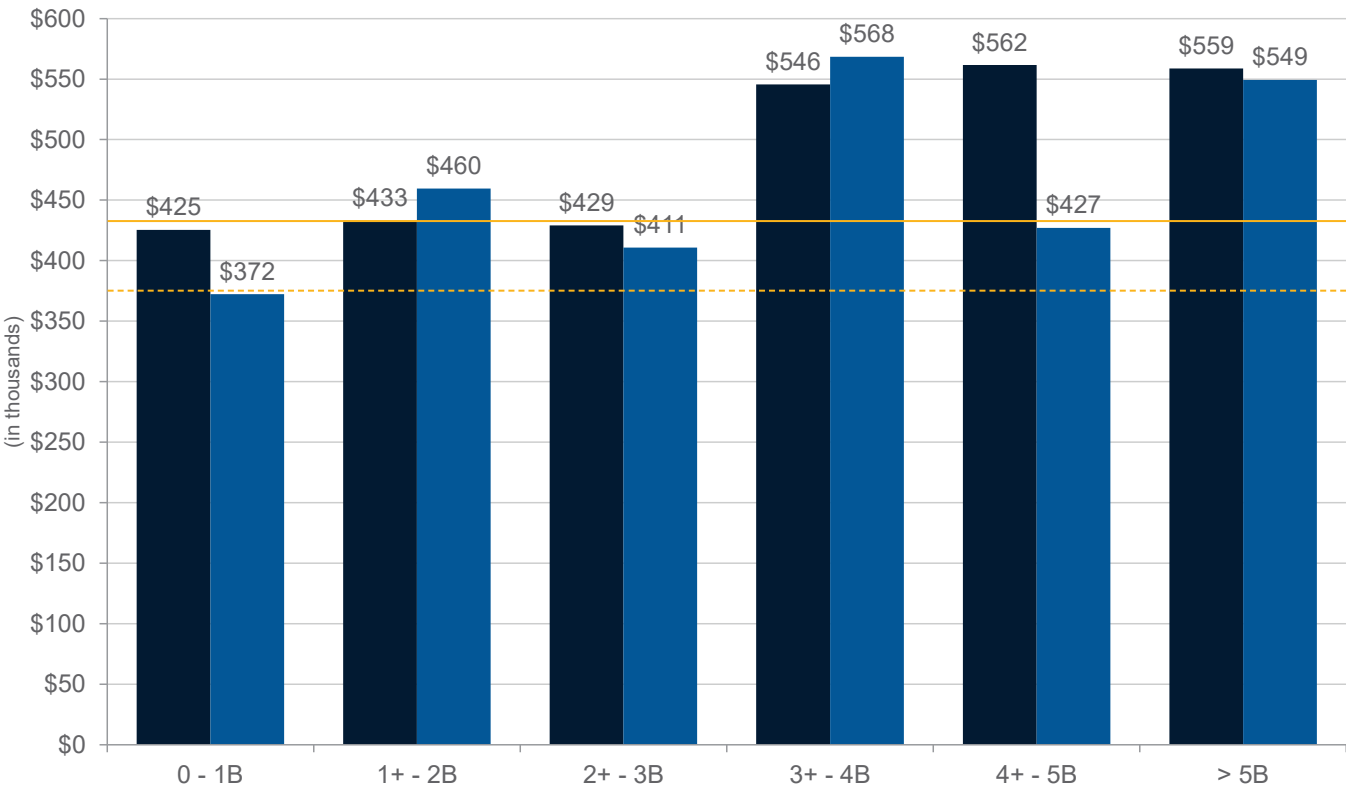
■ 2016 Average
■ 2015 Average
— 2016 Ave. Non-GC All
- - - 2016 Med. Non-GC All

MAX. BONUS	2016	2015
0 - 1B	\$650,000	\$318,750
1+ - 2B	\$489,000	\$210,000
2+ - 3B	\$162,800	\$315,000
3+ - 4B	\$192,500	\$166,000
4+ - 5B	\$208,500	\$340,000
> 5B	\$350,000	\$530,000

MIN. BONUS	2016	2015
0 - 1B	\$1,420	\$5,000
1+ - 2B	\$5,400	\$5,000
2+ - 3B	\$10,000	\$6,000
3+ - 4B	\$10,000	\$3,000
4+ - 5B	\$23,000	\$36,292
> 5B	\$500	\$12,675

# TOTAL COMPENSATION BY COMPANY REVENUE

## GENERAL COUNSEL



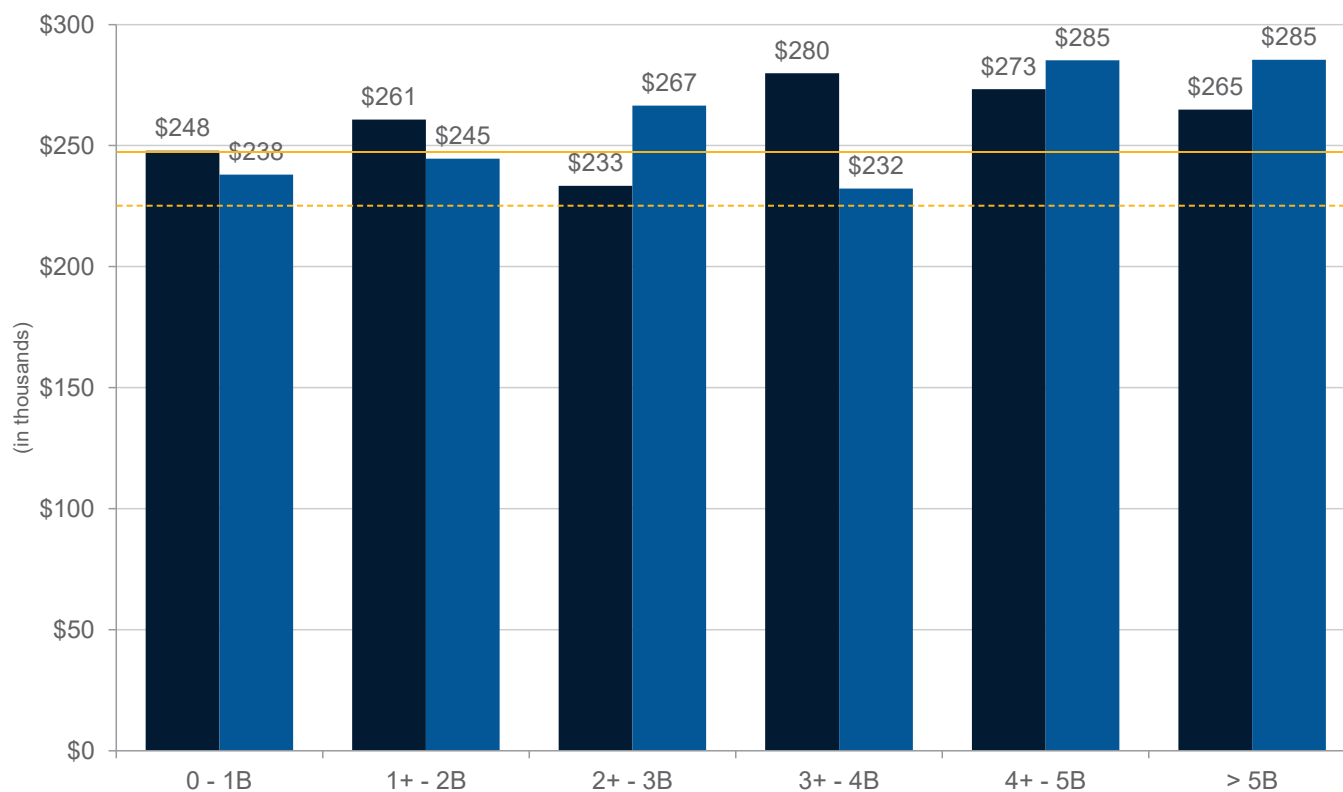
■ 2016 Average
■ 2015 Average
— 2016 Ave. GC All
- - - 2016 Median GC All

MAX. TOTAL	2016	2015
0 - 1B	\$3,200,000	\$1,075,000
1+ - 2B	\$680,000	\$731,000
2+ - 3B	\$573,500	\$822,500
3+ - 4B	\$920,000	\$892,500
4+ - 5B	\$792,000	\$427,000
> 5B	\$1,800,000	\$1,550,000

MIN. TOTAL	2016	2015
0 - 1B	\$82,000	\$110,000
1+ - 2B	\$185,000	\$165,000
2+ - 3B	\$225,000	\$235,000
3+ - 4B	\$240,000	\$292,600
4+ - 5B	\$331,170	\$427,000
> 5B	\$154,082	\$228,000

## TOTAL COMPENSATION BY COMPANY REVENUE, *continued...*

### NON-GENERAL COUNSEL



■ 2016 Average
■ 2015 Average
— 2016 Ave. Non-GC All
- - 2016 Med. Non-GC All

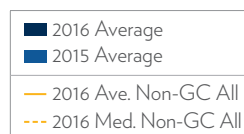
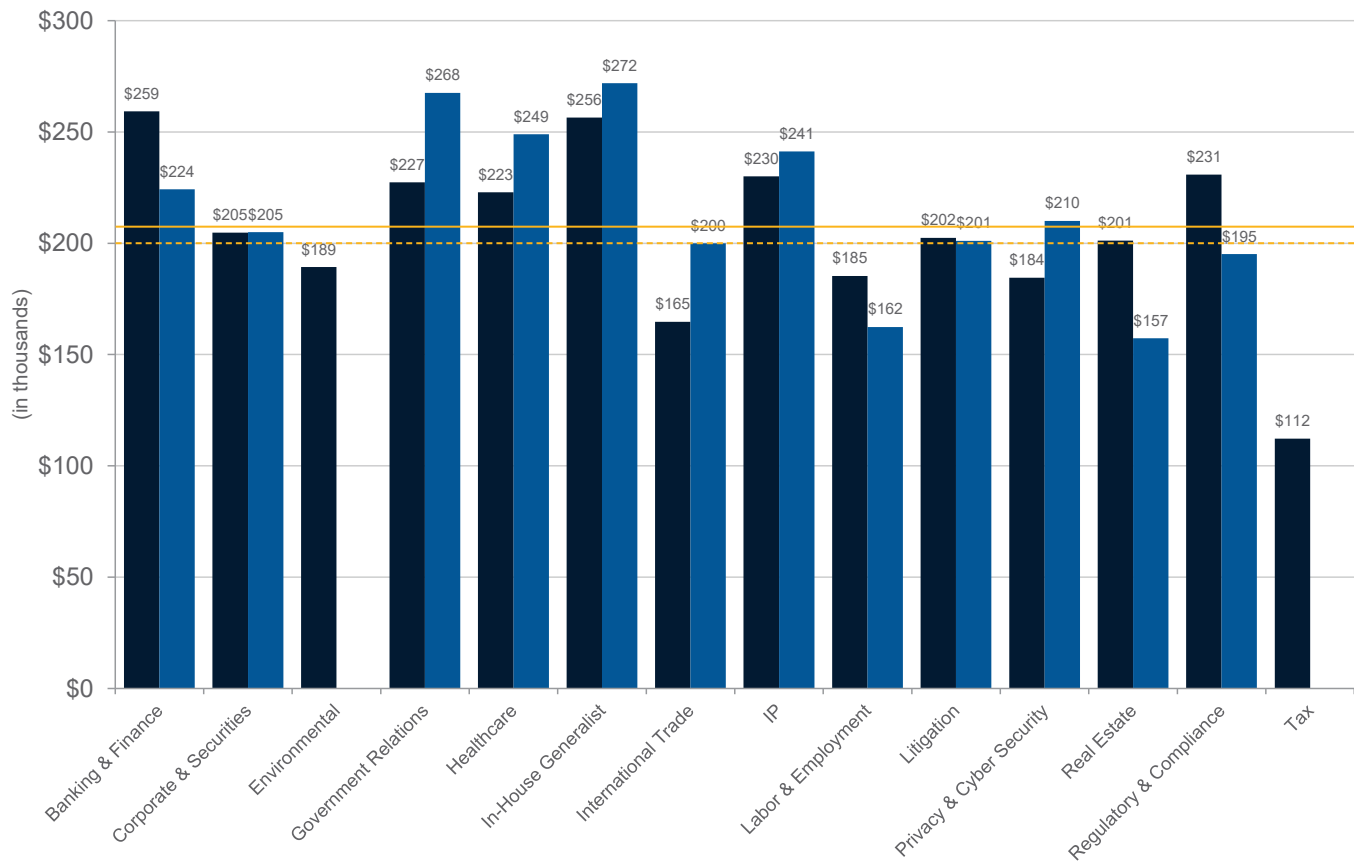
MAX. TOTAL	2016	2015
0 - 1B	\$1,000,000	\$743,750
1+ - 2B	\$918,400	\$708,750
2+ - 3B	\$569,800	\$585,000
3+ - 4B	\$600,000	\$427,500
4+ - 5B	\$607,600	\$765,000
> 5B	\$581,900	\$1,150,000

MIN. TOTAL	2016	2015
0 - 1B	\$85,000	\$80,000
1+ - 2B	\$100,000	\$105,300
2+ - 3B	\$100,006	\$106,000
3+ - 4B	\$110,000	\$53,874
4+ - 5B	\$130,000	\$135,000
> 5B	\$80,000	\$85,000



## BASE SALARY BY PRACTICE AREA

### NON-GENERAL COUNSEL

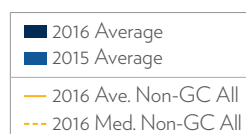
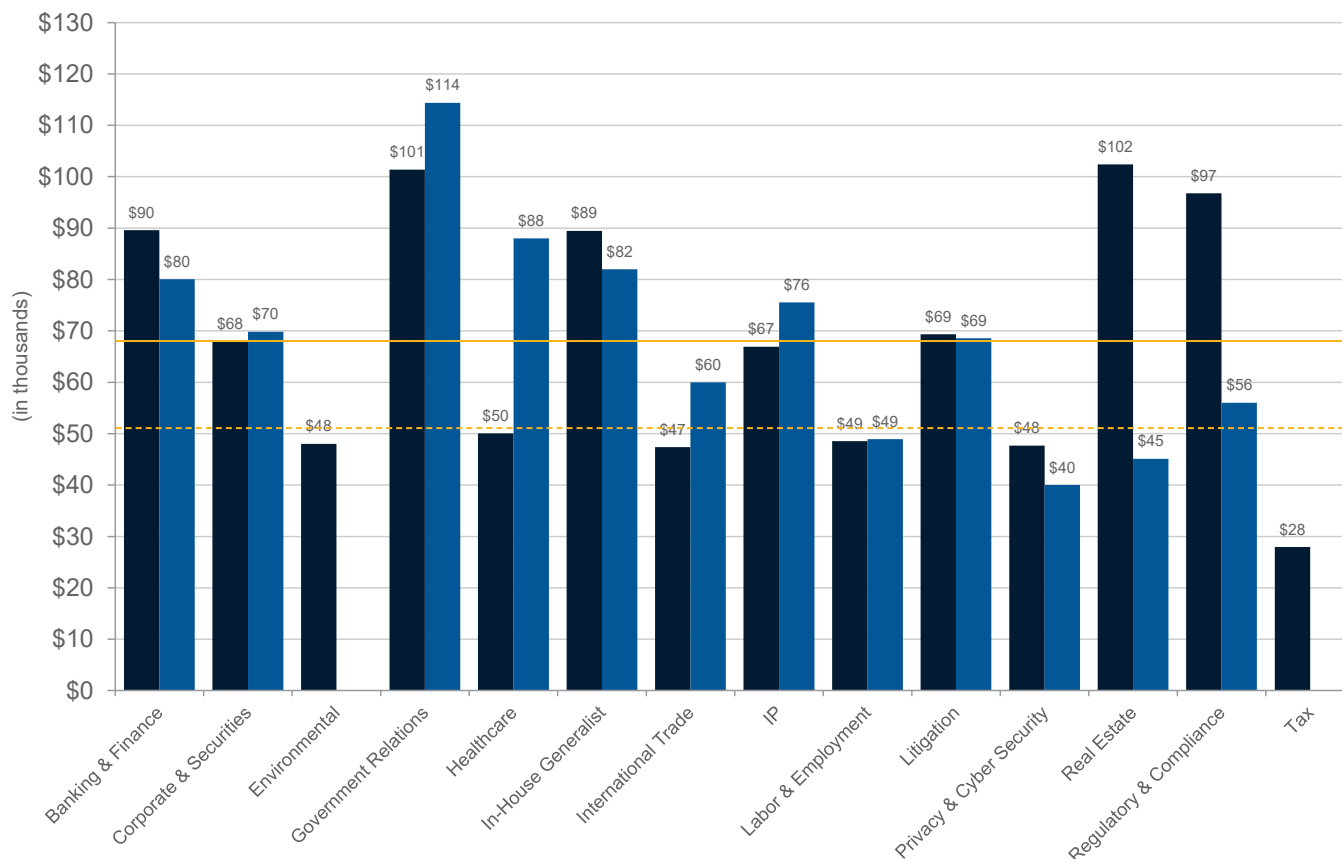


MAX. BASE	2016	2015
Banking & Finance	\$650,000	\$300,000
Corporate & Securities	\$600,000	\$625,000
Environmental	\$220,000	—
Government Relations	\$334,374	\$355,000
Healthcare	\$522,500	\$525,000
In-House Generalist	\$385,000	\$1,150,000
International Trade	\$255,500	\$210,000
IP	\$375,000	\$375,000
Labor & Employment	\$270,000	\$220,000
Litigation	\$350,000	\$328,000
Privacy & Cyber Security	\$300,000	\$210,000
Real Estate	\$402,700	\$250,000
Regulatory & Compliance	\$500,000	\$290,000
Tax	\$115,087	—

MIN. BASE	2016	2015
Banking & Finance	\$125,000	\$150,000
Corporate & Securities	\$50,707	\$47,258
Environmental	\$168,000	—
Government Relations	\$142,000	\$194,250
Healthcare	\$80,000	\$130,000
In-House Generalist	\$155,000	\$135,000
International Trade	\$100,006	\$190,000
IP	\$70,000	\$90,000
Labor & Employment	\$100,000	\$82,500
Litigation	\$83,000	\$110,000
Privacy & Cyber Security	\$95,000	\$210,000
Real Estate	\$100,000	\$85,000
Regulatory & Compliance	\$80,000	\$90,000
Tax	\$109,500	—

## BONUS BY PRACTICE AREA

### NON-GENERAL COUNSEL

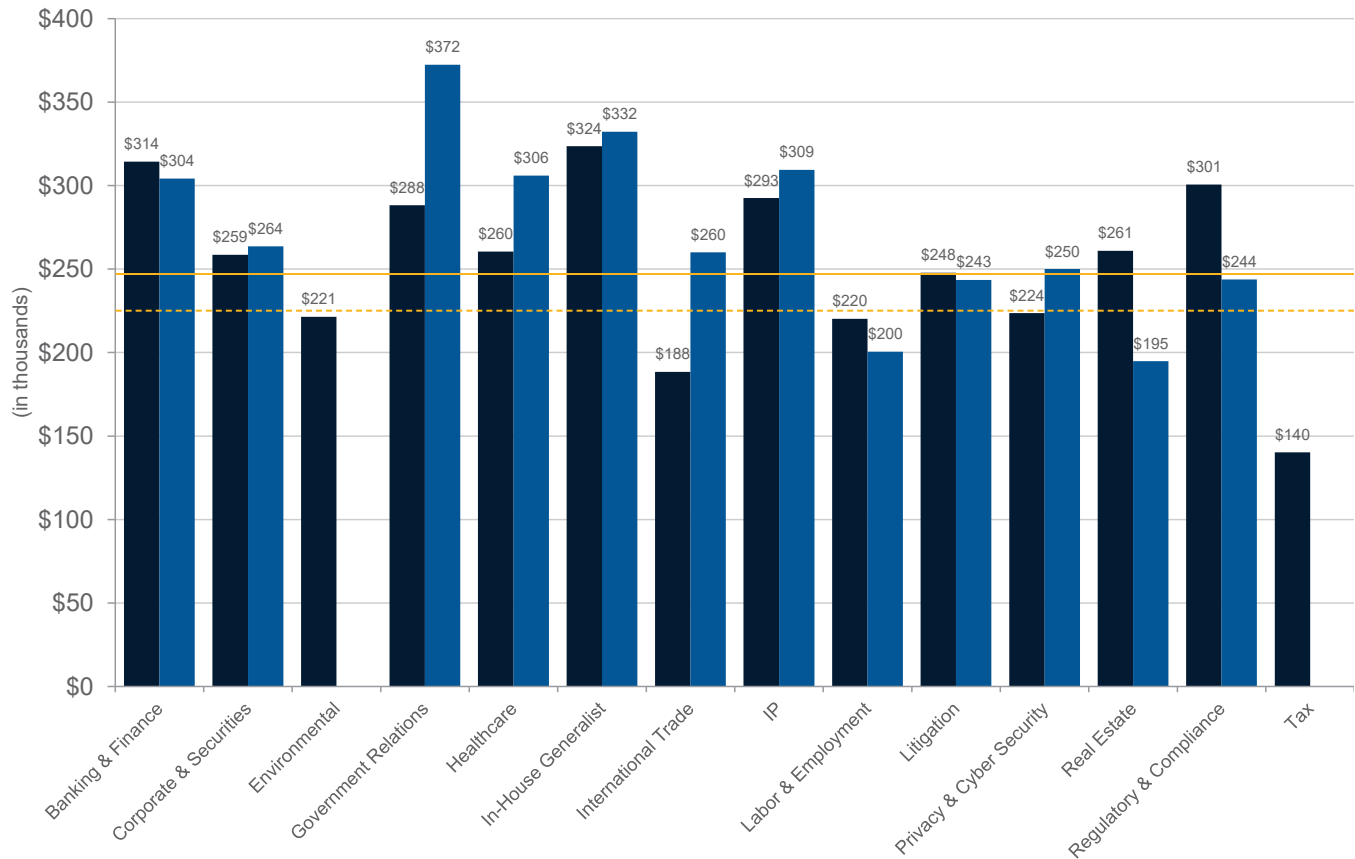


MAX. BONUS	2016	2015
Banking & Finance	\$216,000	\$101,000
Corporate & Securities	\$650,000	\$530,000
Environmental	\$54,000	—
Government Relations	\$160,000	\$226,000
Healthcare	\$106,000	\$208,500
In-House Generalist	\$197,400	\$318,750
International Trade	\$110,000	\$63,000
IP	\$168,750	\$189,600
Labor & Employment	\$108,000	\$110,000
Litigation	\$243,900	\$243,200
Privacy & Cyber Security	\$135,000	\$40,000
Real Estate	\$525,000	\$100,000
Regulatory & Compliance	\$600,000	\$190,000
Tax	\$32,850	—

MIN. BONUS	2016	2015
Banking & Finance	\$8,000	\$50,250
Corporate & Securities	\$1,420	\$2,500
Environmental	\$42,000	—
Government Relations	\$5,000	\$30,000
Healthcare	\$500	\$23,000
In-House Generalist	\$15,500	\$3,000
International Trade	\$15,000	\$57,000
IP	\$12,000	\$12,675
Labor & Employment	\$4,000	\$10,500
Litigation	\$1,500	\$1,000
Privacy & Cyber Security	\$11,000	\$40,000
Real Estate	\$18,000	\$16,400
Regulatory & Compliance	\$2,500	\$5,000
Tax	\$23,017	—

# TOTAL COMPENSATION BY PRACTICE AREA

## NON-GENERAL COUNSEL



<span style="display:inline-block; width:10px; height:10px; background-color:darkblue;"></span> 2016 Average
<span style="display:inline-block; width:10px; height:10px; background-color:blue;"></span> 2015 Average
<span style="display:inline-block; width:10px; border-bottom:1px solid orange;"></span> 2016 Ave. Non-GC All
<span style="display:inline-block; width:10px; border-bottom:1px dashed orange;"></span> 2016 Med. Non-GC All

MAX. TOTAL	2016	2015
Banking & Finance	\$650,000	\$400,000
Corporate & Securities	\$1,000,000	\$1,050,000
Environmental	\$234,000	—
Government Relations	\$480,000	\$546,000
Healthcare	\$522,500	\$708,750
In-House Generalist	\$577,500	\$1,150,000
International Trade	\$330,000	\$273,000
IP	\$543,750	\$543,750
Labor & Employment	\$378,000	\$330,000
Litigation	\$581,900	\$571,200
Privacy & Cyber Security	\$360,000	\$250,000
Real Estate	\$750,000	\$350,000
Regulatory & Compliance	\$1,000,000	\$470,000
Tax	\$142,350	—

MIN. TOTAL	2016	2015
Banking & Finance	\$133,000	\$210,000
Corporate & Securities	\$50,707	\$53,874
Environmental	\$210,000	—
Government Relations	\$144,000	\$242,000
Healthcare	\$80,000	\$134,000
In-House Generalist	\$170,500	\$135,000
International Trade	\$100,006	\$247,000
IP	\$85,000	\$108,000
Labor & Employment	\$109,456	\$82,500
Litigation	\$83,000	\$111,000
Privacy & Cyber Security	\$110,000	\$250,000
Real Estate	\$125,000	\$110,000
Regulatory & Compliance	\$80,000	\$102,000
Tax	\$138,104	—

## BASE SALARY BY JD YEAR

### GENERAL COUNSEL 2016

	Count	Average	Max. Salary	Min. Salary
1978	3	\$528,701	\$900,000	\$337,000
1979	1	\$385,000	\$385,000	\$385,000
1980	1	\$575,000	\$575,000	\$575,000
1981	7	\$365,500	\$566,000	\$240,000
1982	1	\$150,000	\$150,000	\$150,000
1983	3	\$355,000	\$440,000	\$250,000
1984	7	\$289,834	\$400,000	\$203,839
1985	8	\$313,375	\$400,000	\$200,000
1986	6	\$398,333	\$600,000	\$165,000
1987	5	\$203,200	\$300,000	\$120,000
1988	11	\$353,269	\$410,000	\$300,000
1989	14	\$335,758	\$500,000	\$211,000
1990	14	\$284,364	\$400,000	\$82,000
1991	13	\$372,802	\$1,000,000	\$230,000
1992	8	\$235,000	\$370,000	\$150,000
1993	11	\$258,483	\$447,816	\$150,000
1994	17	\$296,706	\$500,000	\$167,000
1995	11	\$399,091	\$1,500,000	\$200,000
1996	25	\$305,863	\$500,000	\$150,500
1997	13	\$288,263	\$425,000	\$197,600
1998	11	\$322,787	\$500,000	\$126,652
1999	18	\$395,694	\$1,800,000	\$180,000
2000	12	\$247,150	\$425,000	\$157,000
2001	14	\$307,077	\$768,000	\$100,000
2002	7	\$299,571	\$700,000	\$132,000
2003	9	\$227,611	\$375,000	\$150,000
2004	7	\$232,766	\$330,000	\$120,000
2005	4	\$275,938	\$343,750	\$225,000
2006	3	\$174,683	\$225,000	\$149,050
2007	1	\$228,818	\$228,818	\$228,818
2008	3	\$133,333	\$190,000	\$100,000

### GENERAL COUNSEL 2015

	Count	Average	Max. Salary	Min. Salary
1966	1	\$550,000	\$550,000	\$550,000
1976	1	\$370,000	\$370,000	\$370,000
1977	1	\$430,000	\$430,000	\$430,000
1978	3	\$343,034	\$450,000	\$230,000
1979	2	\$385,000	\$385,000	\$385,000
1980	2	\$510,000	\$540,000	\$480,000
1981	4	\$501,250	\$575,000	\$330,000
1982	3	\$347,083	\$468,000	\$200,000
1983	2	\$290,000	\$330,000	\$250,000
1984	10	\$298,577	\$441,636	\$194,133
1985	6	\$363,833	\$400,000	\$300,000
1986	5	\$436,615	\$610,000	\$155,000
1987	5	\$254,200	\$333,000	\$188,000
1988	10	\$310,840	\$390,000	\$120,000
1989	7	\$329,682	\$500,000	\$205,000
1990	17	\$297,476	\$420,000	\$215,000
1991	11	\$322,049	\$600,000	\$200,000
1992	9	\$268,211	\$510,000	\$150,900
1993	6	\$271,264	\$305,586	\$218,000
1994	14	\$302,332	\$698,500	\$150,000
1995	13	\$333,815	\$610,000	\$182,000
1996	20	\$286,802	\$535,276	\$150,500
1997	9	\$317,867	\$900,000	\$100,000
1998	14	\$287,021	\$500,000	\$200,000
1999	13	\$276,423	\$387,500	\$170,000
2000	8	\$298,125	\$500,000	\$135,000
2001	8	\$317,125	\$550,000	\$221,000
2002	5	\$327,198	\$525,000	\$169,500
2003	5	\$272,186	\$375,000	\$196,488
2004	3	\$170,667	\$275,000	\$101,000
2005	4	\$271,250	\$315,000	\$225,000
2006	1	\$142,000	\$142,000	\$142,000
2007	1	\$162,000	\$162,000	\$162,000
2008	1	\$110,000	\$110,000	\$110,000
2009	2	\$185,000	\$205,000	\$165,000

## BASE SALARY BY JD YEAR, *continued...*

### NON-GENERAL COUNSEL 2016

	Count	Average	Max. Salary	Min. Salary
1976	1	\$359,000	\$359,000	\$359,000
1978	2	\$284,000	\$288,000	\$280,000
1979	3	\$336,000	\$385,000	\$263,000
1980	2	\$205,000	\$235,000	\$175,000
1981	4	\$221,988	\$272,950	\$180,000
1982	6	\$259,350	\$373,000	\$152,500
1983	2	\$232,500	\$250,000	\$215,000
1984	4	\$304,224	\$574,000	\$89,000
1985	8	\$261,875	\$400,000	\$100,000
1986	7	\$287,898	\$400,000	\$190,000
1987	9	\$285,003	\$522,500	\$180,000
1988	13	\$242,766	\$407,000	\$130,000
1989	20	\$240,693	\$360,000	\$130,000
1990	17	\$226,539	\$338,000	\$84,747
1991	17	\$271,640	\$376,000	\$150,000
1992	32	\$243,604	\$345,000	\$140,000
1993	26	\$254,791	\$600,000	\$126,000
1994	37	\$215,421	\$375,000	\$114,000
1995	32	\$229,769	\$320,000	\$142,000
1996	38	\$246,997	\$425,000	\$132,000
1997	53	\$252,073	\$650,000	\$107,146
1998	53	\$210,657	\$390,000	\$114,537
1999	56	\$205,622	\$380,000	\$107,000
2000	44	\$238,509	\$402,700	\$115,000
2001	42	\$214,211	\$500,000	\$90,789
2002	40	\$206,378	\$362,225	\$94,000
2003	36	\$187,165	\$270,000	\$109,500
2004	36	\$191,472	\$330,000	\$100,006
2005	78	\$194,220	\$325,000	\$75,000
2006	48	\$181,071	\$460,000	\$80,000
2007	48	\$168,656	\$340,000	\$83,000
2008	45	\$163,526	\$249,750	\$65,923
2009	51	\$166,348	\$420,000	\$63,635
2010	24	\$151,134	\$300,000	\$50,707
2011	29	\$147,569	\$210,000	\$85,000
2012	15	\$146,369	\$235,000	\$80,000
2013	3	\$167,667	\$283,000	\$100,000
2014	4	\$118,625	\$168,000	\$70,000
2015	1	\$95,000	\$95,000	\$95,000

### NON-GENERAL COUNSEL 2015

	Count	Average	Max. Salary	Min. Salary
1977	1	\$459,008	\$459,008	\$459,008
1978	1	\$375,000	\$375,000	\$375,000
1979	3	\$284,333	\$425,000	\$175,000
1980	1	\$170,000	\$170,000	\$170,000
1981	3	\$223,650	\$272,950	\$175,000
1982	4	\$354,000	\$450,000	\$275,000
1983	2	\$361,500	\$525,000	\$198,000
1984	4	\$345,982	\$625,000	\$210,000
1985	6	\$248,356	\$285,000	\$211,256
1986	5	\$271,663	\$300,000	\$185,000
1987	6	\$189,167	\$225,000	\$100,000
1988	12	\$219,420	\$275,000	\$155,000
1989	11	\$265,345	\$450,000	\$175,000
1990	11	\$263,205	\$387,000	\$175,000
1991	11	\$289,934	\$510,000	\$190,000
1992	26	\$237,538	\$414,180	\$165,000
1993	22	\$227,616	\$432,000	\$125,000
1994	32	\$226,552	\$506,445	\$94,517
1995	30	\$235,817	\$386,400	\$145,000
1996	28	\$263,975	\$600,000	\$135,000
1997	33	\$222,627	\$350,000	\$160,000
1998	27	\$215,344	\$302,000	\$104,000
1999	46	\$213,210	\$355,000	\$80,279
2000	34	\$234,374	\$375,000	\$130,000
2001	31	\$215,235	\$290,000	\$150,000
2002	32	\$231,651	\$1,150,000	\$135,000
2003	26	\$181,606	\$266,000	\$110,000
2004	26	\$194,942	\$634,600	\$103,881
2005	36	\$184,648	\$337,800	\$70,000
2006	43	\$189,277	\$370,000	\$134,276
2007	43	\$158,668	\$300,000	\$71,485
2008	33	\$170,915	\$450,376	\$90,000
2009	38	\$166,838	\$350,000	\$81,583
2010	16	\$155,293	\$235,000	\$47,258
2011	15	\$146,367	\$210,000	\$72,500
2012	8	\$139,713	\$175,000	\$90,000
2013	3	\$101,667	\$110,000	\$95,000
2014	2	\$81,000	\$92,000	\$70,000

## BONUS BY JD YEAR

### GENERAL COUNSEL 2016

	Count	Average	Max. Salary	Min. Salary
1978	3	\$111,884	\$174,551	\$60,000
1979	1	\$192,500	\$192,500	\$192,500
1980	1	\$345,000	\$345,000	\$345,000
1981	3	\$171,417	\$250,000	\$66,250
1982	1	\$60,000	\$60,000	\$60,000
1983	1	\$93,750	\$93,750	\$93,750
1984	6	\$213,208	\$490,000	\$63,000
1985	5	\$731,800	\$3,000,000	\$95,500
1986	2	\$313,500	\$517,000	\$110,000
1987	2	\$499,000	\$900,000	\$98,000
1988	7	\$209,083	\$525,000	\$78,250
1989	12	\$206,872	\$900,000	\$23,000
1990	8	\$136,156	\$225,000	\$75,250
1991	6	\$136,342	\$199,800	\$70,000
1992	6	\$86,250	\$159,000	\$22,500
1993	7	\$118,548	\$225,000	\$60,000
1994	12	\$131,754	\$341,250	\$25,050
1995	3	\$111,667	\$135,000	\$100,000
1996	17	\$139,333	\$280,000	\$33,750
1997	10	\$200,226	\$1,095,000	\$42,500
1998	8	\$256,275	\$890,001	\$37,445
1999	10	\$121,880	\$350,000	\$40,000
2000	9	\$106,528	\$212,500	\$25,000
2001	8	\$263,669	\$750,000	\$75,000
2002	5	\$294,000	\$800,000	\$60,000
2003	7	\$412,804	\$1,100,000	\$53,375
2004	2	\$72,500	\$125,000	\$20,000
2005	2	\$205,000	\$300,000	\$110,000
2006	3	\$30,754	\$50,000	\$5,000
2007	°	—	—	—
2008	1	\$25,000	\$25,000	\$25,000

### GENERAL COUNSEL 2015

	Count	Average	Max. Salary	Min. Salary
1966	°	—	—	—
1976	1	\$166,500	\$166,500	\$166,500
1977	1	\$301,000	\$301,000	\$301,000
1978	2	\$237,276	\$300,000	\$174,551
1979	2	\$275,000	\$340,000	\$210,000
1980	2	\$209,000	\$250,000	\$168,000
1981	3	\$453,297	\$1,000,000	\$109,890
1982	3	\$132,584	\$154,440	\$93,313
1983	2	\$129,375	\$165,000	\$93,750
1984	7	\$120,426	\$264,981	\$63,000
1985	3	\$71,250	\$88,750	\$50,000
1986	3	\$61,867	\$110,000	\$15,600
1987	3	\$136,833	\$166,500	\$94,000
1988	4	\$132,645	\$240,000	\$30,000
1989	5	\$98,507	\$158,000	\$51,000
1990	14	\$117,766	\$265,720	\$25,000
1991	10	\$191,292	\$600,000	\$52,500
1992	5	\$145,475	\$382,500	\$44,476
1993	5	\$117,522	\$150,000	\$81,000
1994	9	\$134,509	\$317,000	\$11,800
1995	8	\$130,481	\$352,500	\$54,000
1996	14	\$126,082	\$268,000	\$38,000
1997	5	\$91,330	\$219,000	\$33,000
1998	9	\$154,898	\$575,000	\$53,750
1999	8	\$109,541	\$210,000	\$40,000
2000	5	\$213,000	\$500,000	\$85,000
2001	4	\$98,313	\$150,000	\$46,950
2002	2	\$191,750	\$262,500	\$121,000
2003	2	\$108,750	\$165,000	\$52,500
2004	1	\$60,000	\$60,000	\$60,000
2005	1	\$90,000	\$90,000	\$90,000
2006	°	—	—	—
2007	1	\$32,400	\$32,400	\$32,400
2008	°	—	—	—
2009	1	\$82,000	\$82,000	\$82,000

°No bonus data reported for this year



## BONUS BY JD YEAR, *continued...*

### NON-GENERAL COUNSEL 2016

	Count	Average	Max. Salary	Min. Salary
1976	1	\$179,500	\$179,500	\$179,500
1978	2	\$98,350	\$126,000	\$70,700
1979	2	\$161,750	\$192,500	\$131,000
1980	1	\$35,000	\$35,000	\$35,000
1981	3	\$104,094	\$179,533	\$65,250
1982	4	\$75,823	\$93,840	\$51,000
1983	1	\$180,000	\$180,000	\$180,000
1984	3	\$153,967	\$344,400	\$42,500
1985	6	\$89,617	\$145,000	\$10,000
1986	4	\$141,450	\$272,800	\$500
1987	6	\$61,251	\$131,608	\$2,500
1988	6	\$81,584	\$162,800	\$26,000
1989	11	\$91,230	\$216,000	\$20,000
1990	9	\$95,472	\$243,900	\$34,280
1991	10	\$84,859	\$197,400	\$20,000
1992	21	\$88,475	\$258,000	\$24,000
1993	17	\$86,163	\$208,500	\$4,000
1994	24	\$76,161	\$270,000	\$10,000
1995	23	\$67,472	\$165,000	\$5,000
1996	26	\$68,941	\$187,500	\$19,800
1997	33	\$100,144	\$600,000	\$23,000
1998	30	\$70,009	\$251,250	\$15,300
1999	36	\$82,997	\$525,000	\$2,500
2000	21	\$81,437	\$325,000	\$10,000
2001	27	\$105,646	\$650,000	\$8,500
2002	26	\$63,745	\$150,500	\$15,000
2003	23	\$57,082	\$165,000	\$23,017
2004	19	\$56,053	\$135,000	\$2,000
2005	43	\$49,362	\$150,000	\$1,420
2006	34	\$46,392	\$187,500	\$5,000
2007	28	\$30,799	\$70,000	\$6,000
2008	22	\$37,080	\$87,200	\$1,500
2009	18	\$31,896	\$85,000	\$6,500
2010	7	\$26,682	\$42,553	\$14,800
2011	12	\$23,517	\$42,000	\$5,000
2012	7	\$32,903	\$65,000	\$11,000
2013	2	\$61,600	\$113,200	\$10,000
2014	3	\$20,667	\$42,000	\$5,000
2015	1	\$17,500	\$17,500	\$17,500

°No bonus data reported for this year

### NON-GENERAL COUNSEL 2015

	Count	Average	Max. Salary	Min. Salary
1977	1	\$160,653	\$160,653	\$160,653
1978	°	—	—	—
1979	3	\$160,292	\$340,000	\$21,875
1980	1	\$34,000	\$34,000	\$34,000
1981	3	\$102,109	\$179,576	\$55,750
1982	2	\$121,875	\$141,750	\$102,000
1983	2	\$103,688	\$183,750	\$23,625
1984	2	\$55,353	\$75,705	\$35,000
1985	5	\$78,655	\$135,000	\$12,675
1986	4	\$93,582	\$120,000	\$45,000
1987	1	\$87,500	\$87,500	\$87,500
1988	5	\$90,879	\$137,000	\$62,643
1989	6	\$90,768	\$166,000	\$44,560
1990	7	\$95,825	\$243,200	\$3,000
1991	9	\$123,488	\$530,000	\$28,000
1992	19	\$77,999	\$192,000	\$36,000
1993	14	\$94,764	\$208,500	\$15,000
1994	24	\$100,598	\$300,000	\$25,245
1995	23	\$73,718	\$150,000	\$7,000
1996	21	\$99,963	\$450,000	\$23,000
1997	23	\$79,579	\$210,000	\$20,000
1998	16	\$68,347	\$116,000	\$22,523
1999	28	\$86,286	\$315,000	\$2,500
2000	19	\$68,085	\$116,800	\$26,000
2001	22	\$67,989	\$185,000	\$9,000
2002	21	\$56,826	\$150,500	\$6,000
2003	17	\$46,222	\$69,000	\$30,000
2004	17	\$52,142	\$134,000	\$5,000
2005	20	\$51,671	\$200,000	\$5,000
2006	24	\$51,996	\$142,500	\$5,000
2007	17	\$27,257	\$75,500	\$6,000
2008	13	\$34,801	\$83,300	\$1,000
2009	14	\$46,200	\$100,000	\$7,250
2010	4	\$24,571	\$42,668	\$6,616
2011	3	\$30,333	\$60,000	\$6,000
2012	3	\$16,635	\$22,905	\$12,000
2013	1	\$9,000	\$9,000	\$9,000
2014	1	\$10,000	\$10,000	\$10,000

# TOTAL COMPENSATION BY JD YEAR

## GENERAL COUNSEL 2016

	Count	Average	Max. Salary	Min. Salary
1978	3	\$640,585	\$960,000	\$438,100
1979	1	\$577,500	\$577,500	\$577,500
1980	1	\$920,000	\$920,000	\$920,000
1981	7	\$438,964	\$816,000	\$240,000
1982	1	\$210,000	\$210,000	\$210,000
1983	3	\$386,250	\$440,000	\$343,750
1984	7	\$472,584	\$740,000	\$203,839
1985	8	\$770,750	\$3,200,000	\$205,000
1986	6	\$502,833	\$792,000	\$165,000
1987	5	\$402,800	\$1,200,000	\$120,000
1988	11	\$486,322	\$825,000	\$313,000
1989	14	\$513,077	\$1,300,000	\$253,000
1990	14	\$362,168	\$510,000	\$82,000
1991	13	\$435,729	\$1,000,000	\$230,000
1992	8	\$299,688	\$455,000	\$150,000
1993	11	\$333,923	\$525,000	\$150,000
1994	17	\$389,709	\$666,250	\$192,050
1995	11	\$429,545	\$1,500,000	\$200,000
1996	25	\$400,610	\$700,000	\$150,500
1997	13	\$442,283	\$1,445,000	\$245,000
1998	11	\$509,168	\$1,390,001	\$164,097
1999	18	\$463,406	\$1,800,000	\$180,000
2000	12	\$327,046	\$637,500	\$169,000
2001	14	\$457,745	\$1,300,000	\$100,000
2002	7	\$509,571	\$1,100,000	\$132,000
2003	9	\$548,681	\$1,300,000	\$185,000
2004	7	\$253,480	\$375,000	\$140,000
2005	4	\$378,438	\$560,000	\$225,000
2006	3	\$205,438	\$275,000	\$155,000
2007	1	\$228,818	\$228,818	\$228,818
2008	3	\$141,667	\$190,000	\$110,000

## GENERAL COUNSEL 2015

	Count	Average	Max. Salary	Min. Salary
1966	1	\$550,000	\$550,000	\$550,000
1976	1	\$536,500	\$536,500	\$536,500
1977	1	\$731,000	\$731,000	\$731,000
1978	3	\$501,218	\$750,000	\$230,000
1979	2	\$660,000	\$725,000	\$595,000
1980	2	\$719,000	\$790,000	\$648,000
1981	4	\$841,223	\$1,550,000	\$439,890
1982	3	\$479,668	\$622,440	\$350,000
1983	2	\$419,375	\$495,000	\$343,750
1984	10	\$382,875	\$706,617	\$194,133
1985	6	\$399,458	\$443,750	\$350,000
1986	5	\$473,735	\$610,000	\$215,000
1987	5	\$336,300	\$499,500	\$225,000
1988	10	\$363,898	\$630,000	\$120,000
1989	7	\$400,044	\$553,000	\$292,600
1990	17	\$394,460	\$645,320	\$250,000
1991	11	\$495,950	\$1,200,000	\$230,000
1992	9	\$349,031	\$892,500	\$195,376
1993	6	\$369,199	\$450,000	\$270,000
1994	14	\$388,802	\$1,015,500	\$161,800
1995	13	\$414,112	\$822,500	\$182,000
1996	20	\$375,059	\$803,276	\$150,500
1997	9	\$368,606	\$900,000	\$133,000
1998	14	\$386,599	\$1,075,000	\$200,000
1999	13	\$343,833	\$510,000	\$170,000
2000	8	\$431,250	\$1,000,000	\$150,000
2001	8	\$366,281	\$550,000	\$250,000
2002	5	\$403,898	\$787,500	\$169,500
2003	5	\$315,686	\$540,000	\$196,488
2004	3	\$190,667	\$335,000	\$101,000
2005	4	\$293,750	\$315,000	\$250,000
2006	1	\$142,000	\$142,000	\$142,000
2007	1	\$194,400	\$194,400	\$194,400
2008	1	\$110,000	\$110,000	\$110,000
2009	2	\$226,000	\$287,000	\$165,000

## TOTAL COMPENSATION BY JD YEAR, *continued...*

### NON-GENERAL COUNSEL 2016

	Count	Average	Max. Salary	Min. Salary
1976	1	\$538,500	\$538,500	\$538,500
1978	2	\$382,350	\$406,000	\$358,700
1979	3	\$443,833	\$577,500	\$360,000
1980	2	\$222,500	\$235,000	\$210,000
1981	4	\$300,058	\$452,483	\$217,500
1982	6	\$309,898	\$466,250	\$155,000
1983	2	\$322,500	\$430,000	\$215,000
1984	4	\$419,699	\$918,400	\$89,000
1985	8	\$329,088	\$500,000	\$110,000
1986	7	\$368,726	\$613,800	\$190,500
1987	9	\$325,837	\$522,500	\$185,400
1988	13	\$280,420	\$569,800	\$155,000
1989	20	\$290,870	\$576,000	\$130,000
1990	17	\$277,083	\$581,900	\$84,747
1991	17	\$321,558	\$573,400	\$150,000
1992	32	\$301,666	\$602,000	\$140,000
1993	26	\$311,128	\$607,600	\$130,000
1994	37	\$264,823	\$570,000	\$114,000
1995	32	\$278,265	\$425,250	\$147,000
1996	38	\$294,167	\$562,500	\$150,000
1997	53	\$314,427	\$900,000	\$107,146
1998	53	\$250,285	\$586,250	\$124,149
1999	56	\$258,977	\$750,000	\$111,000
2000	44	\$277,376	\$625,000	\$115,000
2001	42	\$282,126	\$1,000,000	\$90,789
2002	40	\$247,812	\$429,800	\$94,000
2003	36	\$223,634	\$395,000	\$125,000
2004	36	\$221,056	\$375,000	\$100,006
2005	78	\$221,433	\$425,000	\$85,000
2006	48	\$213,932	\$550,000	\$80,000
2007	48	\$186,622	\$390,000	\$83,000
2008	45	\$181,654	\$260,000	\$65,923
2009	51	\$177,605	\$420,000	\$63,635
2010	24	\$158,916	\$300,000	\$50,707
2011	29	\$157,300	\$231,000	\$95,000
2012	15	\$161,723	\$300,000	\$80,000
2013	3	\$208,733	\$396,200	\$110,000
2014	4	\$134,125	\$210,000	\$85,000
2015	1	\$112,500	\$112,500	\$112,500

### NON-GENERAL COUNSEL 2015

	Count	Average	Max. Salary	Min. Salary
1977	1	\$619,661	\$619,661	\$619,661
1978	1	\$375,000	\$375,000	\$375,000
1979	3	\$444,625	\$765,000	\$196,875
1980	1	\$204,000	\$204,000	\$204,000
1981	3	\$325,759	\$452,526	\$246,000
1982	4	\$414,938	\$546,750	\$275,000
1983	2	\$465,188	\$708,750	\$221,625
1984	4	\$373,658	\$625,000	\$210,000
1985	6	\$313,901	\$420,000	\$223,932
1986	5	\$346,528	\$420,000	\$230,000
1987	6	\$203,750	\$312,500	\$100,000
1988	12	\$257,286	\$399,000	\$155,000
1989	11	\$314,855	\$450,000	\$175,000
1990	11	\$324,184	\$571,200	\$180,000
1991	11	\$390,970	\$1,040,000	\$218,000
1992	26	\$294,537	\$538,434	\$175,000
1993	22	\$287,921	\$604,800	\$165,000
1994	32	\$302,001	\$600,000	\$100,000
1995	30	\$292,334	\$450,000	\$145,000
1996	28	\$338,947	\$1,050,000	\$135,000
1997	33	\$278,092	\$560,000	\$160,000
1998	27	\$255,846	\$418,000	\$104,000
1999	46	\$265,731	\$585,000	\$100,349
2000	34	\$272,422	\$426,163	\$156,000
2001	31	\$263,485	\$443,600	\$160,200
2002	32	\$268,943	\$1,150,000	\$135,000
2003	26	\$211,829	\$299,000	\$110,000
2004	26	\$229,035	\$634,600	\$103,881
2005	36	\$213,354	\$450,000	\$78,000
2006	43	\$218,298	\$445,000	\$134,276
2007	43	\$169,444	\$325,000	\$82,500
2008	33	\$184,625	\$450,376	\$101,000
2009	38	\$183,860	\$350,000	\$85,000
2010	16	\$161,435	\$235,000	\$53,874
2011	15	\$152,433	\$210,000	\$72,500
2012	8	\$145,951	\$175,605	\$102,000
2013	3	\$104,667	\$110,000	\$95,000
2014	2	\$86,000	\$92,000	\$80,000

# DEFINITION OF TERMS

## GENERAL COUNSEL (GC)

Positions identified as General Counsel or Chief Legal Officer

## NON-GENERAL COUNSEL (NON-GC)

In-house attorney positions not identified as General Counsel or Chief Legal Officer including Deputy General Counsel, Managing Counsel and other Non-GC roles.

## BASE SALARY\*

The fixed amount of money paid yearly by the employer for work performed reported in US dollars. Base salary does not include benefits, bonuses or any other potential compensation from an employer.

## BONUS

For the purposes of this report, only performance related cash awards were included. If the bonus was stated as a target value the maximum target value was used in the calculation.

## TOTAL COMPENSATION

Total compensation is the sum of base salary plus bonus. In instances where no bonus was provided, base salary was used as total compensation.

## REVENUE

Revenues for companies are sourced from Data.com which receives monthly updated company information from Dun & Bradstreet.

## AVERAGE

The sum of all data points divided by the number of data points

## MEDIAN

The middle value in a list of numbers in numerical order from smallest to highest. While an average can be distorted by “outliers” — data that is abnormally high or low — a median is not.

## MAXIMUM

The highest numeric value in each category

## MINIMUM

The lowest numeric value in each category

*Continued on next page >*

*\*For salaries reported in local currency, conversion to US dollars was calculated using the yearly average currency exchange rate provided by the IRS for 2015 and 2016.*

## INDUSTRY

Industry categorizations are based on Standard Industrial Classification (SIC) codes. SIC codes are four-digit numerical codes assigned by the US government to business establishments to identify the primary business of the establishment.

The SIC codes can be grouped into progressively broader industry classifications. To create a meaningful data sample, all industries represented in this report are identified by their SIC division designation.

SIC	Industry
01-09	Agriculture, Forestry, Fishing
10-14	Mining
15-17	Construction
20-39	Manufacturing
40-49	Transportation & Public Utilities
50-51	Wholesale Trade
52-59	Retail Trade
60-67	Finance, Insurance, Real Estate
70-89	Services
91-99	Public Administration
083	Forest Nurseries and Gathering of Forest Products

## REGIONS

› **Within the US:** Based on the four statistical regions defined by the United States Census Bureau

› **Outside the US:** Identified by the business areas defined by Major, Lindsey & Africa

Region	States/Countries
Northeast	Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont, Delaware, New Jersey, New York, Pennsylvania
Midwest	Illinois, Indiana, Michigan, Ohio, Wisconsin, Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota
South	Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, District of Columbia, West Virginia, Alabama, Kentucky, Mississippi, Tennessee, Arkansas, Louisiana, Oklahoma, Texas
West	Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming, Alaska, California, Hawaii, Oregon, Washington
EMEA	All European nations, all African nations, the Middle East, Iran, Russia
APAC	Southeast Asia, East Asia, Polynesia, Australia, New Zealand, Melanesia, Micronesia, South Asia, Central Asia
Latin America	Central America, South America, Caribbean
North America Outside the US	Mexico, Canada

# ADDENDUM

## BY JOB TITLE

COUNT	GC		NON-GC	
	2016	2015	2016	2015
Base Salary	268	232	990	717
Bonus	168	145	572	415
Total Comp	268	232	990	717

## BY GENDER

GC COUNT	Female		Male	
	2016	2015	2016	2015
Base Salary	77	72	191	160
Bonus	42	45	126	100
Total Comp	77	72	191	160

NON-GC COUNT	Female		Male	
	2016	2015	2016	2015
Base Salary	414	290	575	427
Bonus	235	145	337	270
Total Comp	414	290	575	427

GC COUNT	US (All)	
	2016	2015
Base Salary	257	219
Bonus	164	138
Total Comp	257	219

NON-GC COUNT	US (All)	
	2016	2015
Base Salary	920	673
Bonus	547	397
Total Comp	920	673

## BY REGION

GC COUNT	APAC		EMEA		Latin America		N. America Outside US		Midwest		Northeast		South		West	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Base Salary	2	2	6	8	3	1	—	—	31	40	72	55	71	62	83	62
Bonus	1	1	1	3	2	1	—	—	17	24	44	38	50	37	53	40
Total Comp	2	2	6	8	3	1	—	—	31	40	72	55	71	62	83	62

NON-GC COUNT	APAC		EMEA		Latin America		N. America Outside US		Midwest		Northeast		South		West	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Base Salary	19	14	39	19	9	6	4	5	192	132	248	187	218	167	261	187
Bonus	7	5	14	3	4	5	1	5	114	74	140	118	131	97	161	109
Total Comp	19	14	39	19	9	6	4	5	192	132	248	189	218	167	261	187

## BY INDUSTRY

GC COUNT	Agriculture, Forestry Fishing		Construct.		Finance, Insurance, Real Estate		Manufact.		Mining		Public Admin.		Retail Trade		Services		Transport. & Public Utilities		Wholesale Trade	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Base Salary	—	1	2	1	39	20	56	58	4	2	3	2	13	15	88	73	10	11	10	13
Bonus	—	1	2	—	23	10	42	45	4	1	—	1	8	10	53	50	4	5	7	3
Total Comp	—	1	2	1	39	20	56	58	4	2	3	2	13	15	88	73	10	11	10	13

NON-GC COUNT	Agriculture, Forestry Fishing		Construct.		Finance, Insurance, Real Estate		Manufact.		Mining		Public Admin.		Retail Trade		Services		Transport. & Public Utilities		Wholesale Trade	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Base Salary	1	—	4	3	117	73	302	246	4	9	17	12	46	24	259	189	57	39	53	47
Bonus	1	—	3	2	64	32	184	174	3	7	3	2	32	12	158	105	30	19	35	24
Total Comp	1	—	4	3	117	73	302	246	4	9	17	12	46	24	259	189	57	39	53	47

## BY COMPANY REVENUE

GC COUNT	0 - 1B		1+ - 2B		2+ - 3B		3+ - 4B		4+ - 5B		› 5B	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Base Salary	163	136	21	14	5	6	6	13	2	1	19	15
Bonus	109	84	13	10	3	2	5	10	2	1	10	11
Total Comp	163	136	21	14	5	6	6	13	2	1	19	15

NON-GC COUNT	0 - 1B		1+ - 2B		2+ - 3B		3+ - 4B		4+ - 5B		› 5B	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Base Salary	341	266	82	61	40	41	39	24	47	18	260	177
Bonus	198	156	47	31	22	28	26	11	32	10	180	122
Total Comp	341	266	82	61	40	41	39	24	47	18	260	177

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## BY PRACTICE AREA

NON-GC COUNT	Banking & Finance		Corporate & Securities		Environmental		Government Relations		Healthcare		In-House Generalist		International Trade	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Base Salary	13	5	379	257	3	—	15	12	36	37	16	27	8	2
Bonus	8	5	300	216	2	—	9	11	27	24	12	20	4	2
Total Comp	13	5	379	257	3	—	15	12	36	37	16	27	8	2
NON-GC COUNT	IP		Labor & Employment		Litigation		Privacy & Cyber Security		Real Estate		Regulatory & Compliance		Tax	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Base Salary	61	61	71	18	29	21	28	1	12	6	68	53	2	—
Bonus	57	55	51	14	19	13	23	1	7	5	49	46	2	—
Total Comp	61	61	71	18	29	21	28	1	12	6	68	53	2	—





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