




In-House Counsel  
Compensation & Career Survey  
2024



THE CANADIAN  
BAR ASSOCIATION  
L'ASSOCIATION DU  
BARREAU CANADIEN



## Message from the Executive

### DEAR COLLEAGUE:

We are pleased to present the results of our In-House Counsel Compensation & Career Survey. This report provides employers and in-house counsel with the most up-to-date and robust analysis of in-house and corporate counsel compensation within Canada.

In partnership with the Canadian Corporate Counsel Association, we started to publish this data in 2009 because of a dearth of information in the market about in-house compensation and wanted to provide employers and in-house counsel with benchmark data that would allow them to make informed and prudent decisions with respect to salary and compensation. As knowledge leaders in the legal recruitment field, we are proud that the survey has become an authority and the most relied upon tool for in-house counsel compensation.

Who uses the results from this survey?

- Organizations that are trying to set competitive pay levels.  
Analyzing salary, bonus and benefit trends on a yearly basis can be quite challenging and knowing the geographic and market benchmarks can help employers make the best decisions and rationales for their organizations.
- Organizations that are trying to attract and retain top talent.  
Knowing the compensation and career issues which will tip the scale in your favour when recruiting can make the difference between a potential candidate saying yes to your offer or accepting a position elsewhere and help you retain your top talent.
- Organizations that require specialized skill sets and specialties.  
Awareness and information into a specialized market and knowing the availability of particular skill sets gives you the insight to know you aren't paying too much or offering too little.
- In-house counsel seeking information that will assist them in evaluating their compensation packages.
- HR professionals who want to be more informed and involved in the hiring of in-house and corporate counsel.

It is our hope that you will find this report useful in helping you to make informed decisions with respect to recruiting and retaining talent for your organization, or when reviewing your compensation as in-house counsel.

Please visit [thecounselnetwork.com](http://thecounselnetwork.com) for more information regarding the current hiring environment.



Dal Bhathal



Sameera Sereda



## Why Choose The Counsel Network?

**The Counsel Network, now part of Caldwell, provides market-leading, comprehensive talent management services for the Canadian legal professionals' market.**

Over the last 30 years, we have earned our reputation and position as Canada's premier legal talent management firm. We have a high performance, results-oriented culture built on the core values of excellence, leadership, integrity, teamwork and empowering relationships. We conduct our business with the highest level of integrity and ethical standards, both internally and externally. On October 3, 2022, The Counsel Network merged with Caldwell, a leading international executive search firm, greatly expanding our geographic and functional capability. Read more about it [here](#)

The Counsel Network is known to distinguish itself in the following ways:

### **WE ARE TRUSTED ADVISORS**

We possess an unparalleled knowledge of the legal market and provide our clients with compelling thought leadership that empowers them to best match their business objectives with their recruitment needs.

### **WE VALUE RELATIONSHIPS**

We seek long-term, strategic relationships with our clients, who value not only the manner and approach to the services we provide but also value the people we help them recruit.

### **WE ARE DISTINGUISHED IN THE LEGAL FIELD**

We are proud of our unique status as Canada's first specialist lawyer recruitment firm.

### **WE ARE KNOWLEDGE LEADERS**

Our success is rooted in systems which create an unparalleled, shared, and detailed knowledge of the Canadian legal market, combined with a deep understanding of the business of law, which we proactively share with our clients. We have created one of the largest, if not the largest, recruiting databases in Canada but we believe it is our job to get to know the person behind the resume and will provide you with the best candidates with the most value for your organization.

### **WE ARE DIVERSE**

We believe diversity is one of our greatest strengths as a company. We are committed to fostering an inclusive environment for our team and by committing our time and expertise to support diverse causes in business and legal communities across the country.

---

**Have a confidential discussion with Canada's leaders in legal career advice today.**

#### **DAL BHATHAL**

Partner 416.364.6654  
dbhathal@caldwell.com

#### **SAMEERA SEREDA**

Partner 403.444.1763  
ssereda@caldwell.com



## **CONTENTS**

---

- 3 Introduction
- 4 Executive Summary
- 7 Respondent Profile
- 12 In-House Counsel at Work
- 28 Comparability and Change in Compensation
- 35 In-Depth Look at Provinces
- 63 National Trends in In-House Counsel Compensation
- 76 Benefits
- 85 Satisfaction with Work and Loyalty to Employer
- 94 Diversity



## Introduction

### Background

Bramm Research was commissioned by The Counsel Network (now part of Caldwell) in partnership with the Canadian Corporate Counsel Association (CCCA) to conduct the 2024 In-House Counsel Compensation & Career Survey.

The purpose of this study is to report and benchmark compensation and career-related topics for Canada's in-house counsel community. Similar studies were conducted in '22, '20, '18, '16, '12, '10, and '09.

The survey asked over 90 questions covering the following topics:

- Demographic data
- Compensation
  - Base salary and bonuses
  - Stock options and benefits
- Satisfaction with various components of the compensation package
- Hours of work and work-life balance
- Satisfaction with career mobility
- Change in size of the organization's legal department over the past two years
- A series of diversity questions including Indigenous background, race/ethnicity, and sexual orientation.

### Methodology

Survey invitations were sent out via email by Bramm Research to 5,785 in-house counsel on January 15, 2024. The fieldwork closed on April 2, 2024. A total of 724 respondents took part in this survey. This represents a response rate of 13%, which is above average for a compensation survey containing this level of detail.

A variety of sectors, job roles and regions took part in the survey. Given the number of respondents and the response rate, we are confident that the results are based on a representative sample of in-house counsel.

With a total sample of 724, the margin of error is plus or minus 3.6 percentage points at the 95% confidence level. If, for example, 50% of the respondents say that they receive a particular benefit, then we can be reasonably sure (19 times out of 20) of an accuracy within +/- 3.6%. This means that a total census of all in-house counsel would reveal an answer of not less than 46.4% and not more than 53.6%.

Note: In the following charts and tables, percentages may not add up exactly to 100%. This is due to rounding.

# Executive Summary

## Introduction

The 2024 In-House Counsel Compensation & Career Survey was commissioned by The Counsel Network, now a part of Caldwell, in partnership with The Canadian Corporate Counsel Association (CCCA). This is the eighth wave of this research. Previous waves took place approximately every two years since 2009. The previous three waves took place in '22, '20, and '18.

The final sample population consisting of 724 respondents provides a good cross section of in-house counsel. Respondents are located in all major cities across Canada and include a variety of sectors and titles. Geographically, a very large portion of respondents come from Ontario (36%), Alberta (23%) and British Columbia (22%). These three provinces comprise 81% of the total sample. Seventy-two percent of respondents live in the major metropolitan cities of Vancouver, Edmonton, Calgary, Toronto, Winnipeg, Ottawa, and Montreal. This percentage is consistent with previous waves of this study.

With regard to organization type, the wave-over-wave proportions are similar to 2022 and 2020, except for a slight rise in participants from privately owned companies (2024: 38%, 2022: 37%, 2020: 35%) as well as some fluctuation in publicly quoted respondents (27%, 25%, and 30%) Other types were the same as or close to previous representation levels: government (13%), Crown corporations (13%), and not-for-profit (9%).

When it comes to organization size, in-house counsel are divided across three tiers of company size: fewer than 1,000, between 1,000 and 5,000, and 5,000 or more employees. Representation in the small category is down (2024: 41%, 2022: 47%, 2020: 44% in 2020) and in the large category is up (32%, 27%, and 30%).

Approximately one third (34%) of respondents have spent over five years in private practice and another third (32%) spent three to five years. The average number of years in private practice is 5.2. There were only slight changes in the distribution compared to 2022 and the average for 2022 was 5.1 years.

## National Average Base Salary

In 2024, the national average base salary stands at \$196,000, an increase over \$180,000 in 2022 and \$167,500 in 2020. Based on organization type, we note that the average base salary for in-house counsel in both publicly quoted and privately owned organizations is higher than those in government, Crown corporations, and not-for-profit.

Ontario respondents report average base salaries that are 8% above the national average. The averages in British Columbia and Alberta are close to the national average, +2% and -1% respectively. In-house counsel from central Canada, Quebec, Atlantic Canada report the lowest national averages.

## Industry Trends

Consistent with the previous survey, the financial service, insurance, and bank sector continues to be the most represented sector, this year comprising 16% of responses. Government is the next most represented sector at 11%.

This year the highest average base salaries are being paid by retail/hospitality/food and beverage/ consumer products (\$230K), real estate (\$220K), and information technology (\$218K).

The largest gains in annual base salaries from 2022 to 2024 are in Information Technology (+15%), Government/ Crown Corporation (+14%), Construction (+14%), Financial Services/ Insurance/ Banks (+13%), and Real Estate (+13%). The increase in Government/ Crown Corporation may be due to hearing from more executive level GC in 2024 (8% of Government/ Crown respondents) than in 2022 (1%).

Among the twelve industries represented at the highest proportions, only those in resources/ mining/ forestry reported a decrease, down 16% from 2022. The decline is most likely due to the reduced representation of General Counsel at director and executive levels in the 2024 sample. Those roles represented 58% of responses from those industries in 2022, but only 31% in 2024.

## Gender

Female participants continue to outnumber males: 53% vs. 45%, respectively. On average, in total, the base salary of female in-house counsel is lower than their male counterparts.

In 2024 males average \$208,000, \$21,500 more than the female base salary of \$186,500. The gap in 2022 was \$24,000 and in 2020 was \$19,000.

There are substantial differences in proportions of males and females in high and low salary brackets. Thirty-four percent of females are in the \$200K+ category, compared to 52% of males. Looking at base salaries of less than \$140K, the proportions are female 21% and male 8%.

In 2024, for the first time, females report higher average salaries than males in two of five in-house counsel roles: Assistant/ Associate GC and GC Executive Level. The gap in GC Director level, while still at \$11,500, is lower than that seen in 2022 (\$22,000) and 2020 (\$20,000).

The lower overall average salary for females could be due to the proportion reporting at lower role levels: 48% of females at Legal Counsel or Senior Counsel levels, and 48% of males at GC Director or Executive levels.

## Satisfaction

This year, 31% of in-house counsel are very satisfied with professional/ private life balance and 40% are somewhat satisfied, for a combined total of 71%. This is up from 2022's low of 65%.

Satisfaction with professional/ private life balance drops continuously with more senior titles, starting at 38% for Legal Counsel and decreasing to 20% for GC Executive Level.

Satisfaction of *within-organization* career mobility remained very close to that of the two previous waves: 35% satisfied or very satisfied in 2024 vs. 34% previously.

Respondents continue the trend in previous years of showing the greatest level of satisfaction with their benefits (70%), followed by their incentive program (58%). A lower percentage (51%) are very/ somewhat satisfied with their base salary.

## Factors for Career Move

Compensation remains by far the number one motivator for moving to a new employer. Forty-seven percent mentioned this factor in 2024, up dramatically from 39% in 2022 and 37% in 2020.

The next two strongest motivators are better work/life balance (10%) and promotions (9%). While work/life balance has remained at a steady 9% or 10% over the past three survey waves, promotions have become less of a motivator (2020: 15%, 2022: 12%, and 2024: 9%).

## Future Outlook

Forty-four percent of in-house counsel report that their legal department has increased since 2022 and another 44% said that theirs had remained the same. Nine percent report a drop.

In 2024, 63% of respondents remain optimistic about the future of their organization's legal department. However, a smaller proportion (56%) are optimistic about their own future within their current organization. This is a consistent proportion as in the three previous waves.

## Diversity

Seventy-six percent of respondents agreed to provide answers to a series of self-identification questions, the same as in 2022.

The proportion of those identifying themselves as racialized increased from 22% in 2022 to 26% in 2024. Racialized in-house counsel report a mean salary that is \$7.5K below those who are not racialized. The gap was \$8K in 2022 and \$12K in 2020.

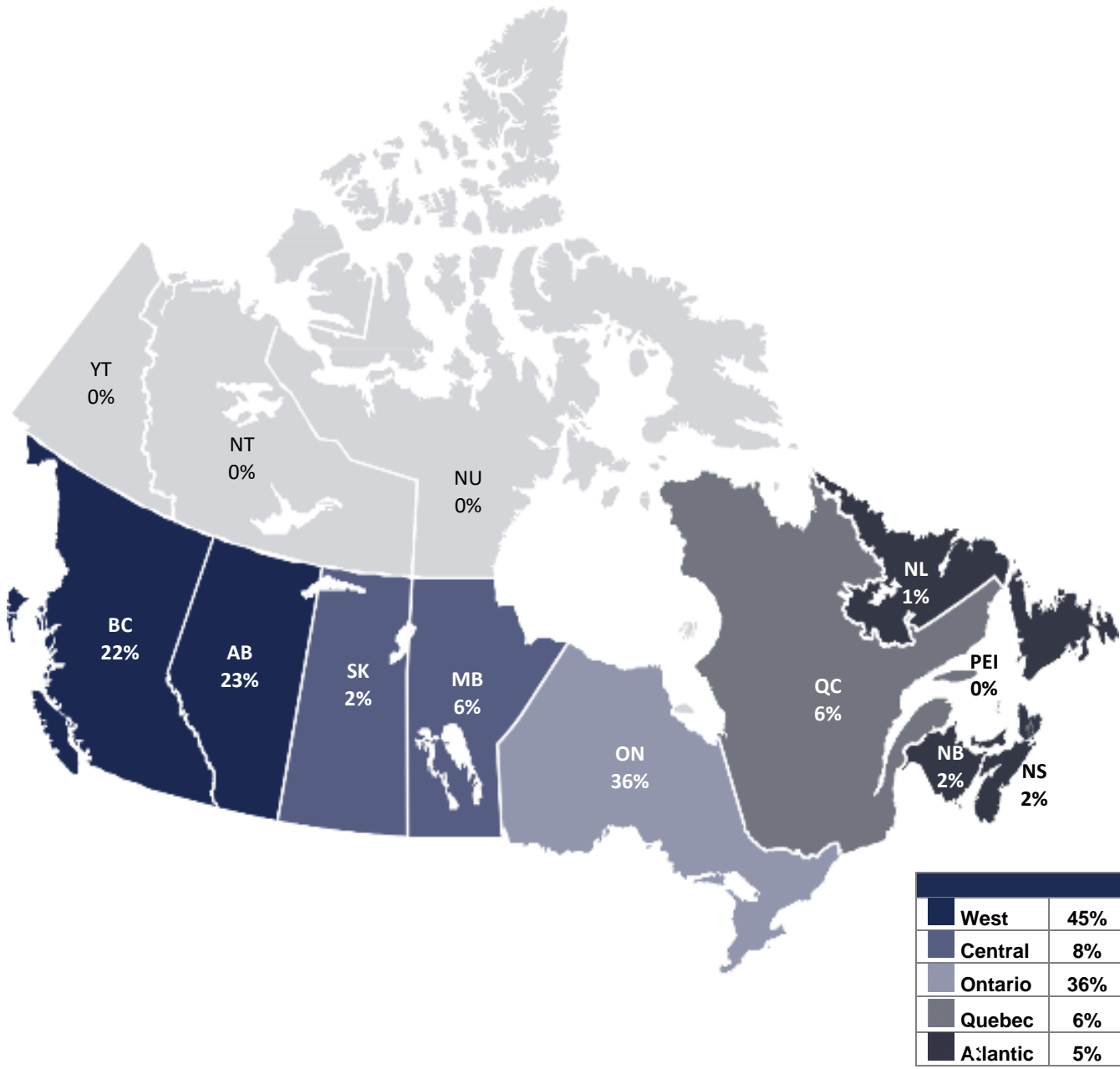
Looking at average salaries within gender and racialized status, the order is as follows: racialized males - \$221K, non-racialized males - \$202.5K, non-racialized females - \$186.5K, and racialized females - \$178.5K. This order is reflected by the proportions of these groupings who are in higher roles (higher titles). The representation at senior roles is 51%, 48%, 37%, and 30% respectively, reflecting the order of the salaries shown above.

Persons with disabilities (10% in 2024 vs. 7% in 2022) report a mean salary that is \$34.5K less than non-disabled persons. This is a large increase from gaps seen in 2022 (\$17K) and 2020 (\$18.5K).

The difference in mean salaries may be a function of the workplace. Persons with disabilities are more highly represented in government and not-for-profit (40% persons with disability, 23% non-disabled), which both have lower reported mean annual base salaries. Additionally, looking at seniority level, persons with disabilities are less represented at the two most senior roles: GC Director and GC Executive levels (42% vs. 26% non-disabled persons).

# Respondent Profile

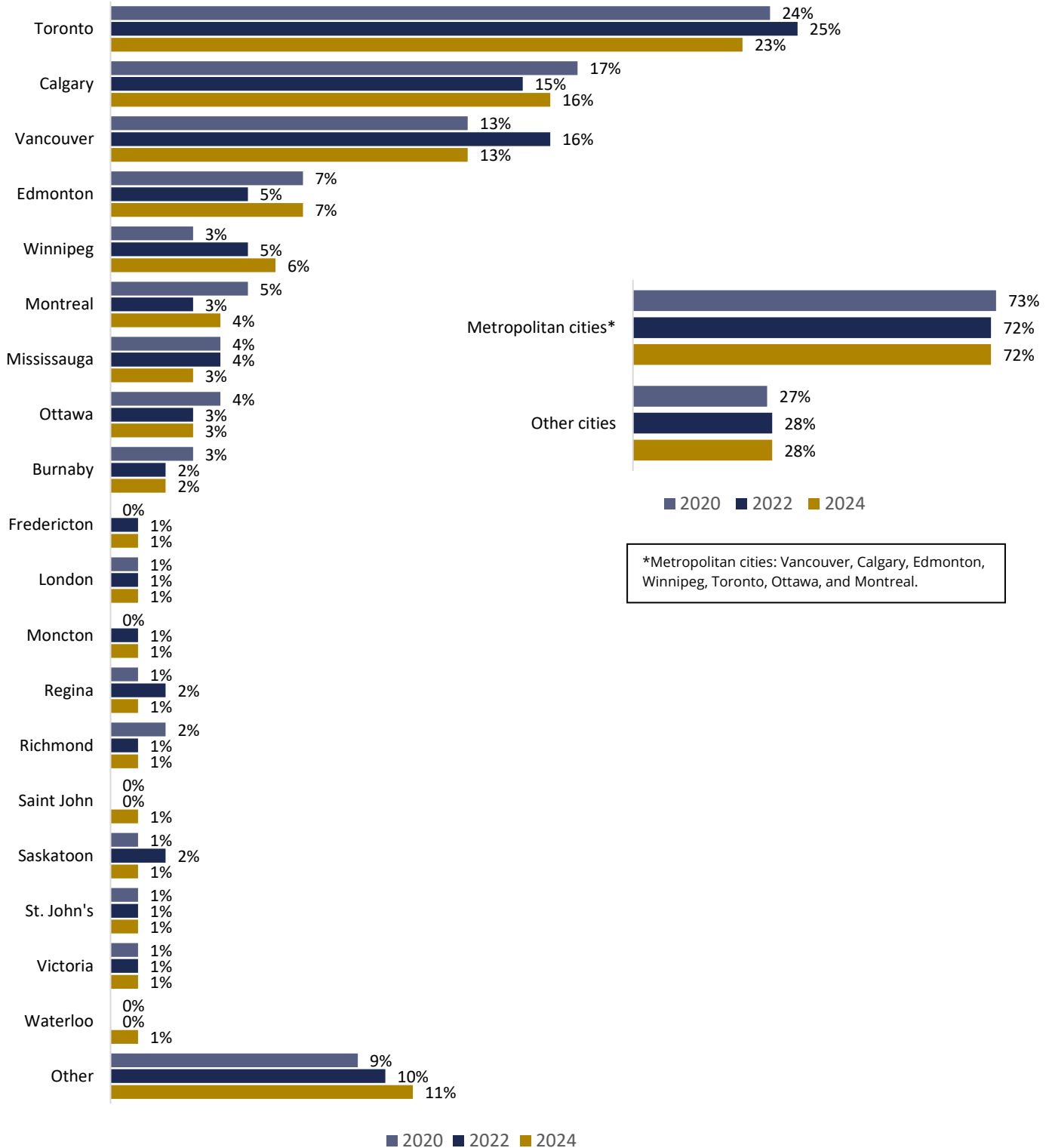
A total of 724 counsel participated in the 2024 In-House Counsel Compensation & Career Survey. The provincial and regional breakdowns are shown below.





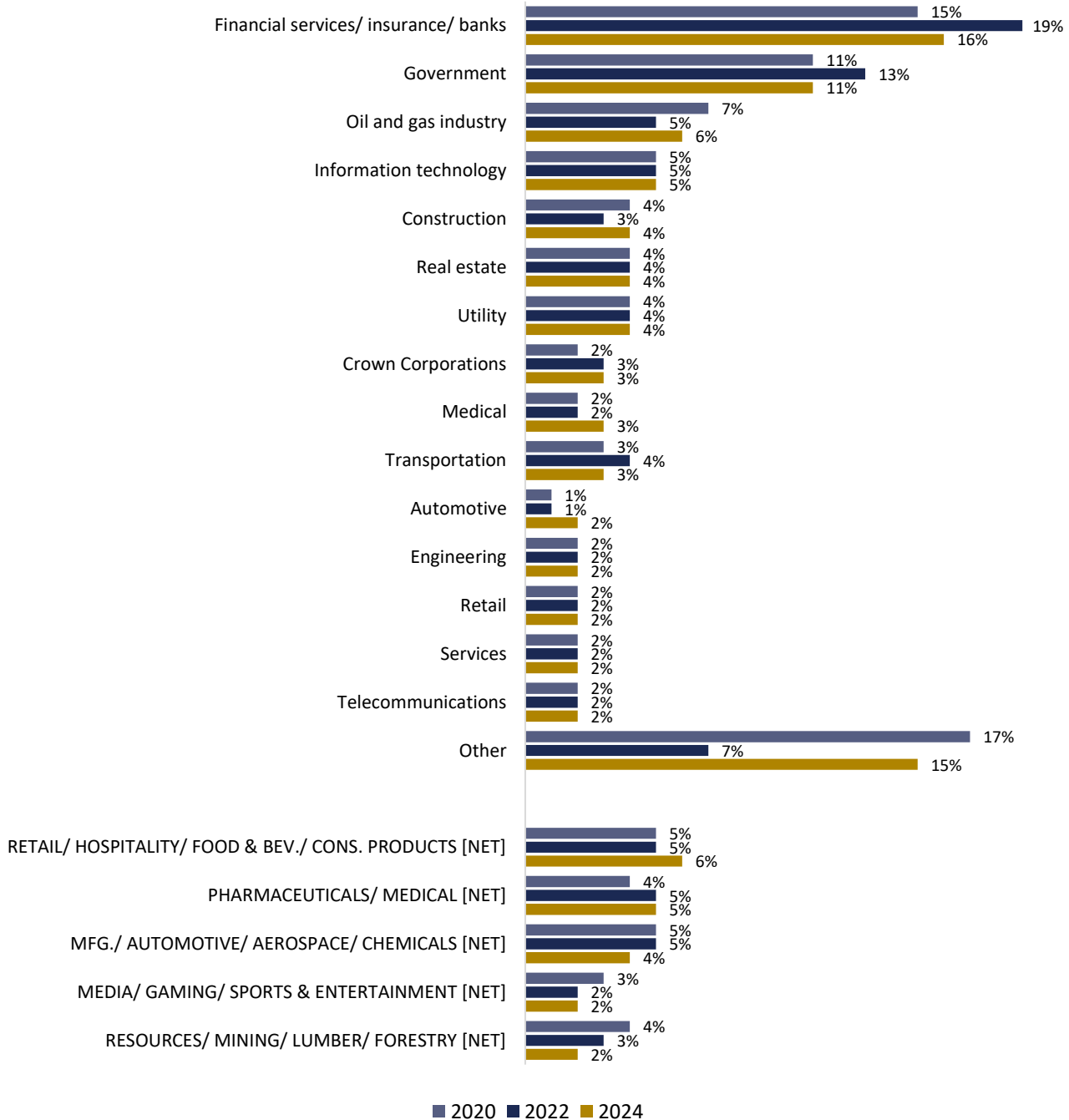
## Cities

Sixty-five percent of respondents live in the top five cities (by proportion of response) of Toronto (23%), Calgary (16%), Vancouver (13%), Edmonton (7%), and Winnipeg (6%). This is not surprising since in-house counsel are most likely to work in the entities' head office, which are most often located in the larger urban centres. Vancouver and Calgary continued to alternate with regard to representation, with Calgary being represented in a higher proportion in 2024 (16% vs. 13%).



# Industry

Both privately owned and publicly quoted organizations are represented in this study. Consistent with the previous surveys, financial services/insurance/banks industry continues to be the sector most represented by in-house counsel. It decreased slightly (3%), from 19% in 2022 to 16% in 2024. Once again in 2024, government and oil & gas are the next two most represented industries. Respondents' representation from governments decreased from 13% to 11% while oil & gas remained at almost the same level as 2022, up slightly from 5% to 6%.



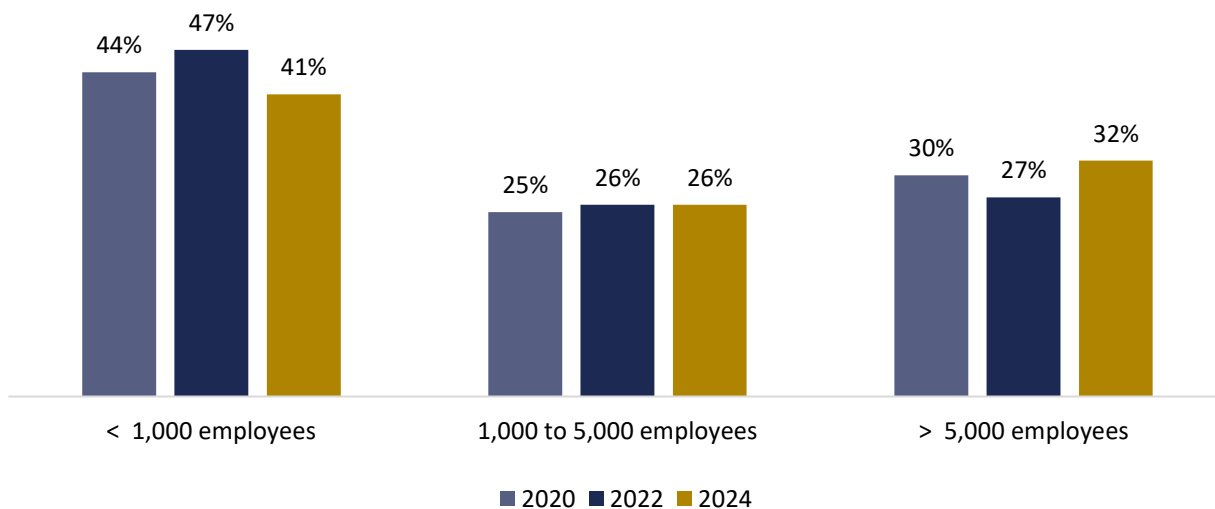
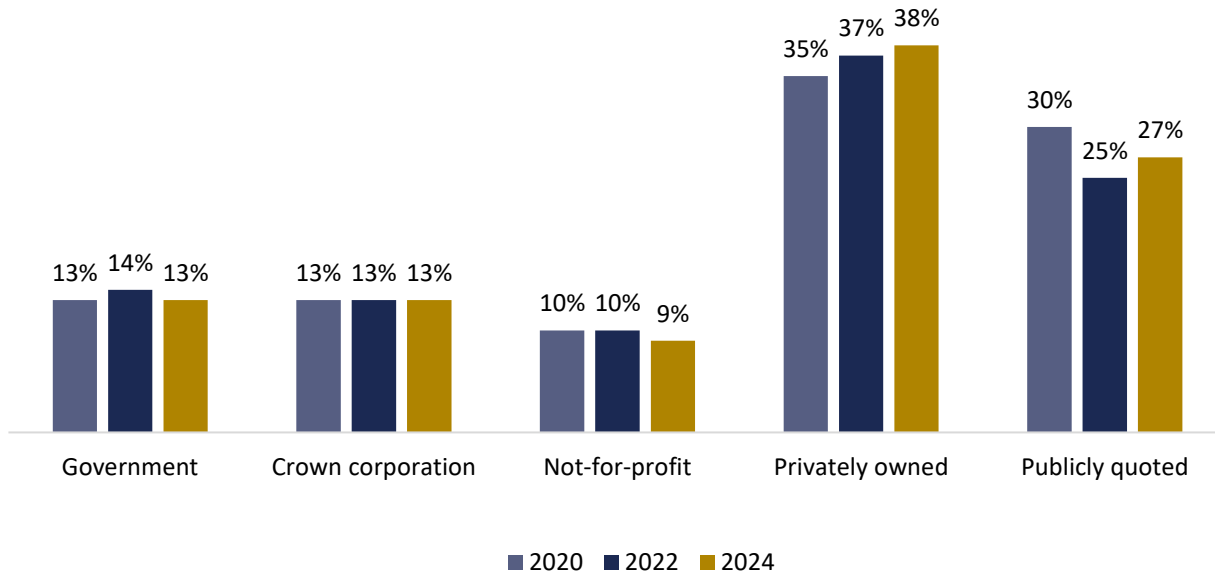
To preserve the readability of the chart, industries represented at less than two percent were not shown. Industries represented by 1% of respondents in 2024 were: Aerospace, Agriculture, Chemicals, Consumer products, Food & Beverage, Gaming, Hospitality, Manufacturing, Mining, Pharmaceuticals, Resources, and Sports & entertainment.

## Organization Type and Size

Thirty-eight percent of in-house counsel work for privately owned companies vs. 27% who work for publicly quoted companies. In-house counsel representation from privately owned companies continues to increase (was 34% in 2018) and although representation from public quoted companies increased slightly in 2024, the trend is still down from the 33% seen in 2018.

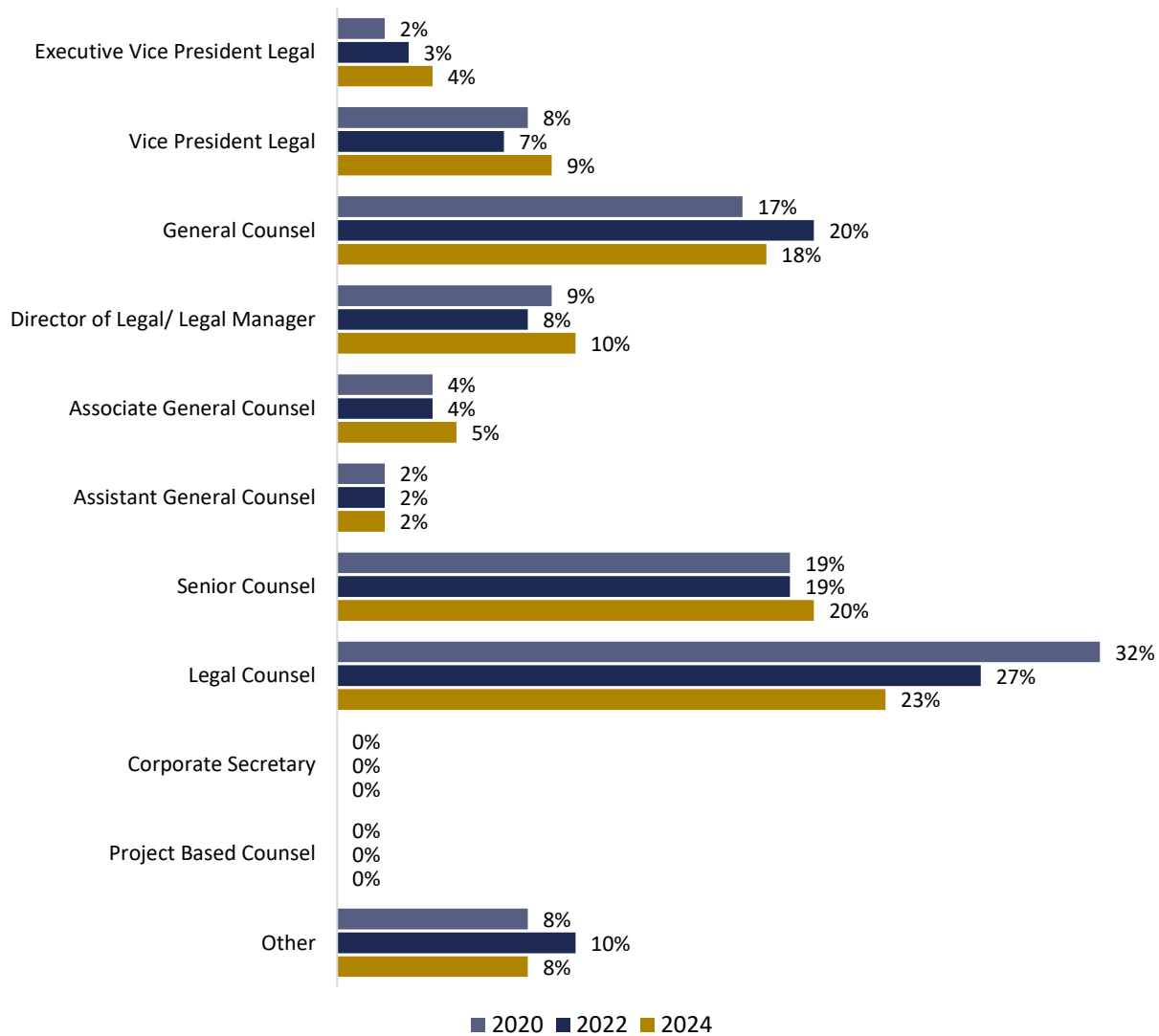
Crown corporations and government each comprise 13% of respondents. Not-for-profits represent 9%.

Looking at organization size, those from the middle grouping (1,000 to 5,000) remains consistent over the most recent three waves of the survey, however, in 2024 the proportion from smaller organizations has decreased to 41% while those from larger organization are represented in higher numbers (32%).



## Title and Position\*

In-house counsel were asked to provide their current title. The range of titles held by in-house counsel is rather expansive. As a result, several titles have been grouped together to simplify analysis. The five grouped titles are detailed in the table below.



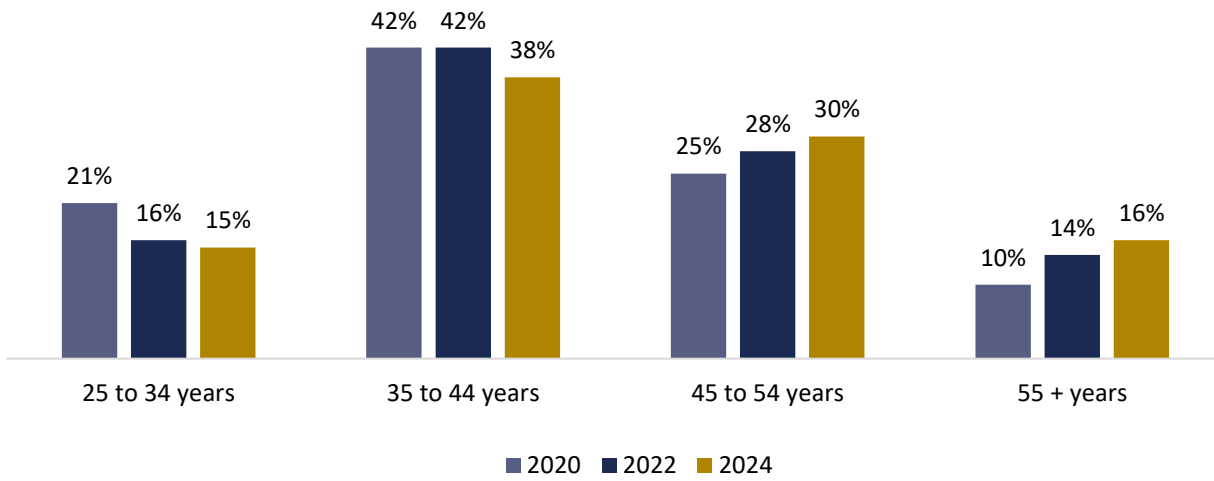
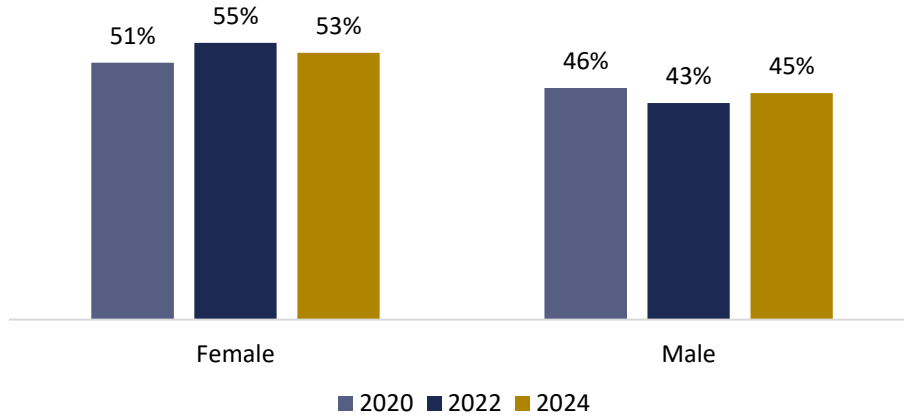
\* Some titles have been combined to create five grouped categories. These combined categories are shown below along with base sizes.

Titles	Base sizes
General Counsel at Executive Level – Combines Executive VP Legal and VP Legal	2020 n=119; 2022 n=105; 2024 n=97
General Counsel at Director Level – Combines General Counsel and Director of Legal/Legal Manager	2020 n=316; 2022 n=281; 2024 n=202
Assistant and Associate General Counsel have been combined into one category	2020 n=63; 2022 n=58; 2024 n=50
Senior Counsel	2020 n=222; 2022 n=190; 2024 n=146
Legal Counsel	2020 n=377; 2022 n=269; 2024 n=165

## Gender and Age

Once again in 2024, females noticeably outnumber males at 53% and 45% respectively. This year, 2% of our respondent base did not wish to identify their gender.

The average age of in-house counsel is 44. The majority (68%) of in-house counsel are aged 35 to 54.



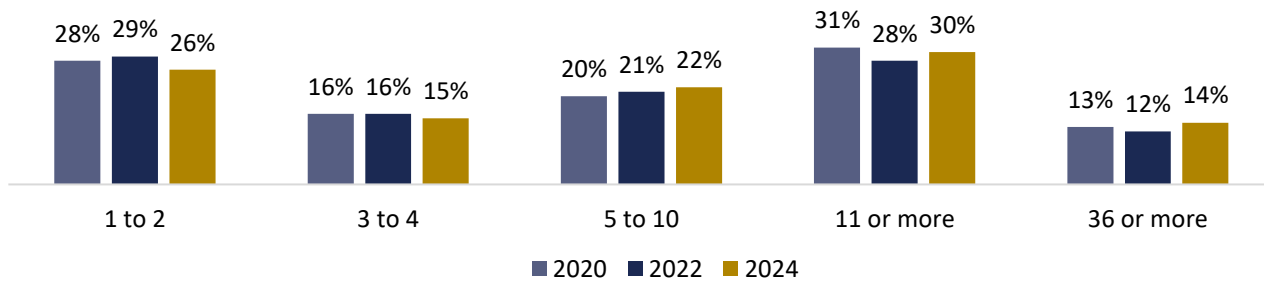
# In-House Counsel at Work

## Size of Legal Department

The median size of the legal department amongst those participating in this survey is five. This is consistent with the previous three waves, from 2018 through 2022.

As one might expect, the size of the legal department is a function of size and type of organization as well as the industry. We are using median as our descriptive statistic on this chart because it is less influenced by some of the very large numbers reported.

Number of lawyers in legal department

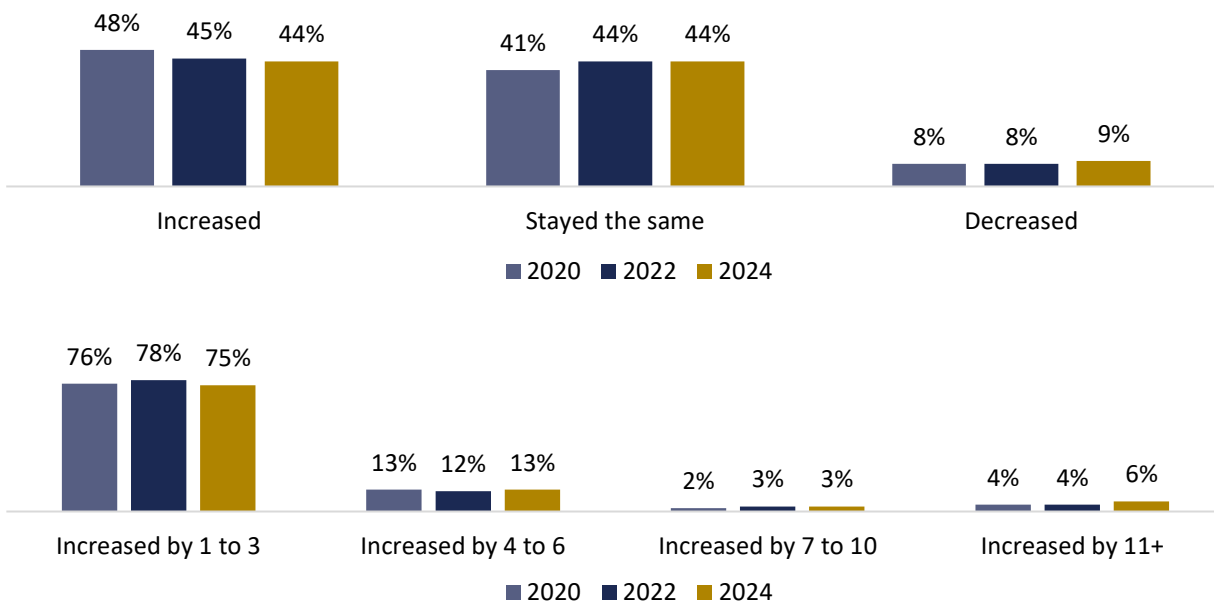


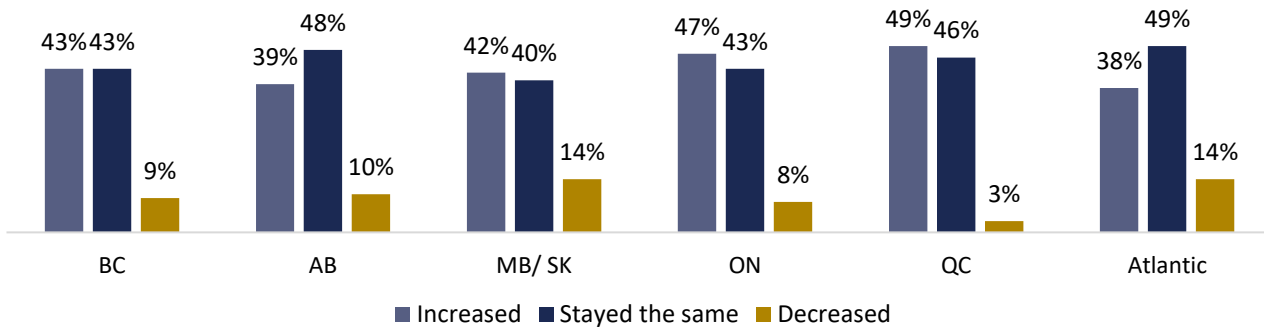
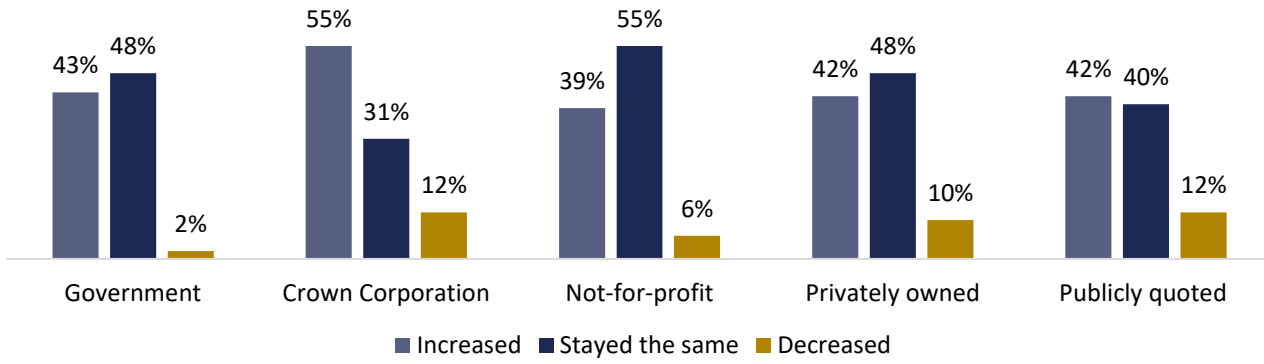
## Change in Size of Legal Department

Forty-four percent of in-house counsel report their legal department has remained the same size since 2022. Another 44% report an increase and 9% decreased in size. Those that have increased usually added one to three lawyers to the department (75%).

An increase in legal department size was reported most frequently by those in Crown corporations (55%). Decreases were reported in the highest proportion (14%) in Manitoba/Saskatchewan and the Atlantic provinces.

Change in number of legal department lawyers



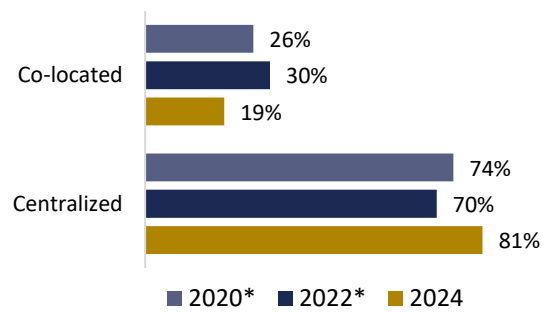
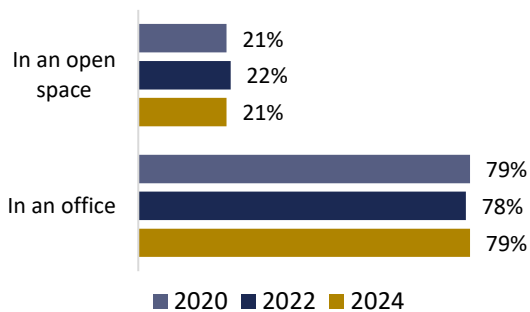
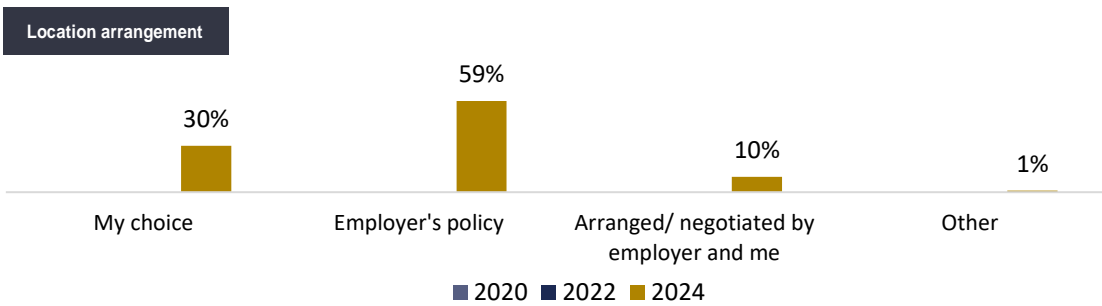
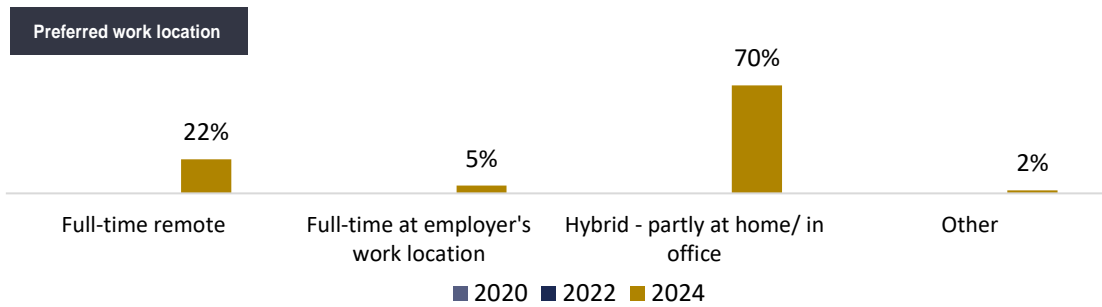
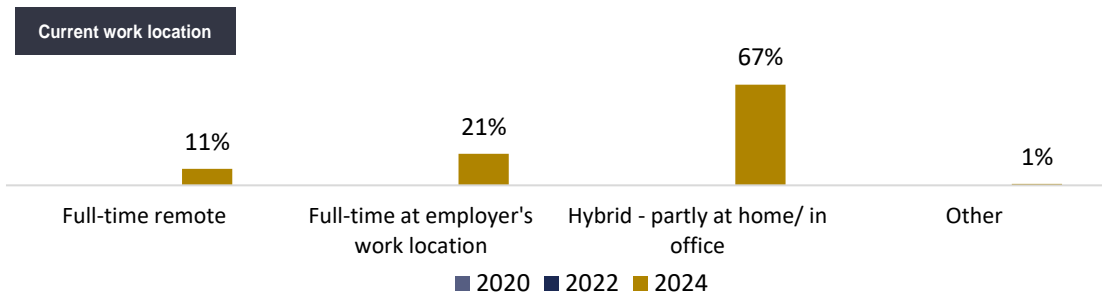


## Office Location

In 2024, the office location questions were expanded to capture working location, location preference, and location policy. Although there is no 2020 or 2022 data for some questions, chart space has been created for future use.

Although 21% work full-time at their employer’s location, only 5% prefer that arrangement. Twice as many in-house counsel reported that they would prefer full-time remote (22%) versus 11% who are currently fully remote.

When at their employer’s location, the majority are located in an office (79%) and are centralized (81%).

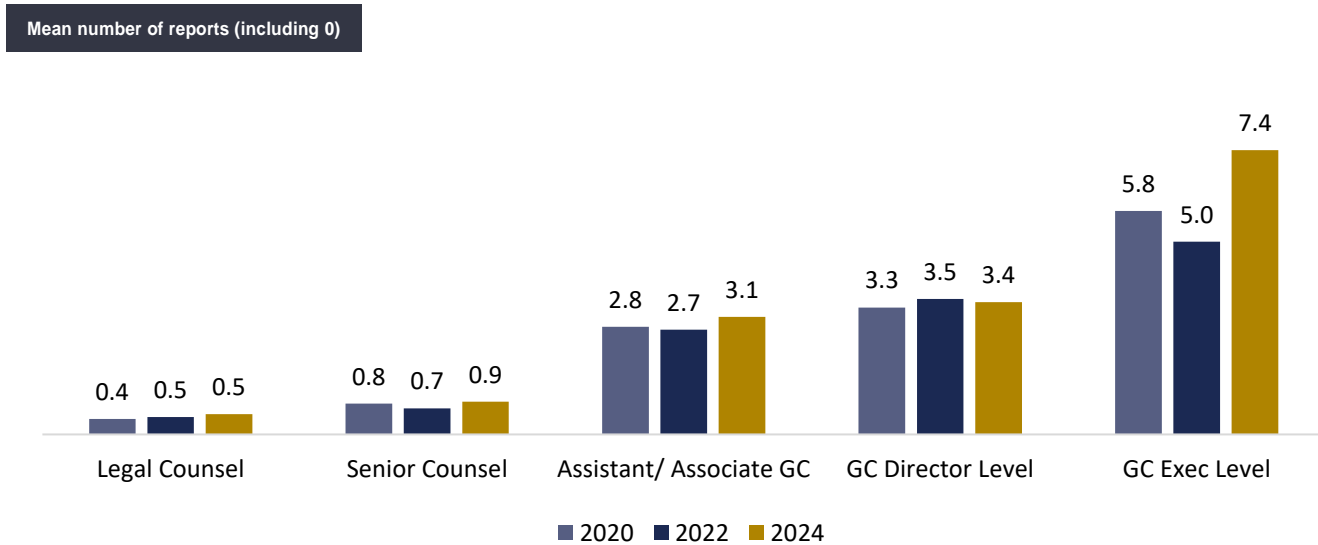
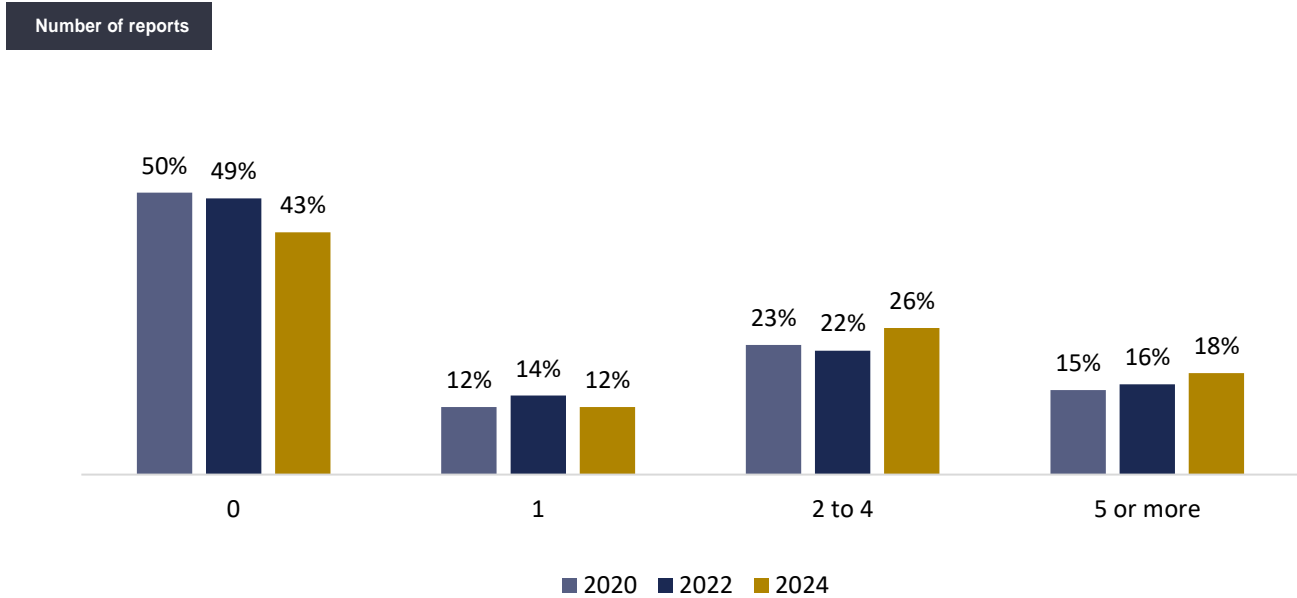


\* wording changed in 2024 to be specifically about employer's work location



## Reporting Structure

On average, our sample of in-house counsel tell us they have 2.7 direct reports. Just less than half of those surveyed (43%) do not have any direct reports. Of the respondents who do have direct reports, the greatest percentage have two to four reports. As in previous years, when split out by primary role, it is clear that the number of direct reports increases for more senior positions.



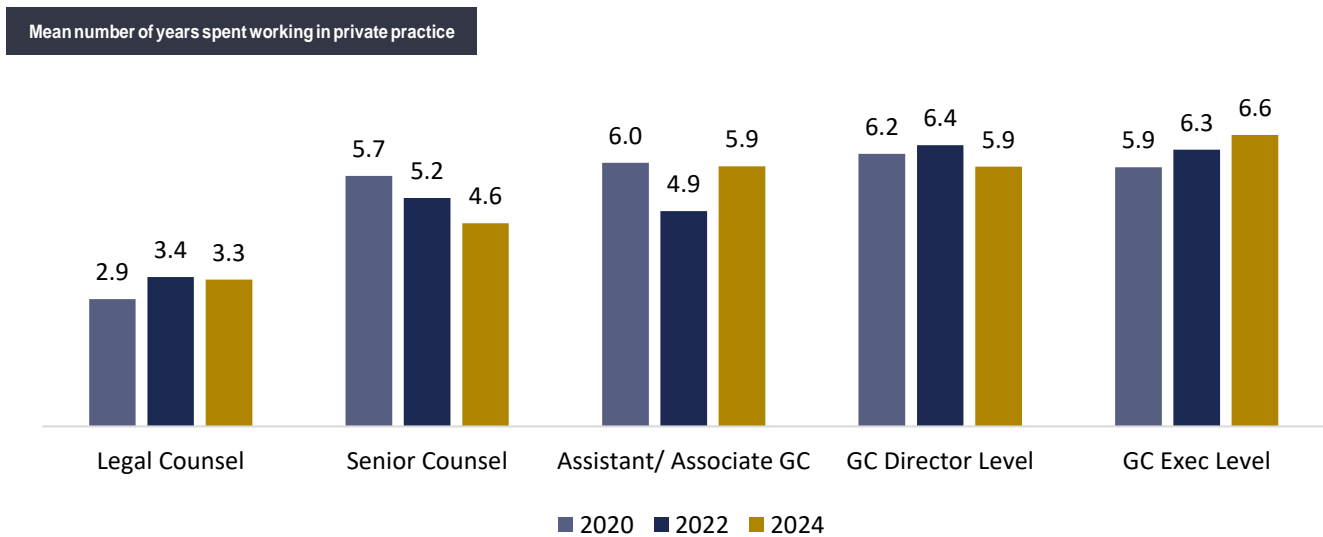
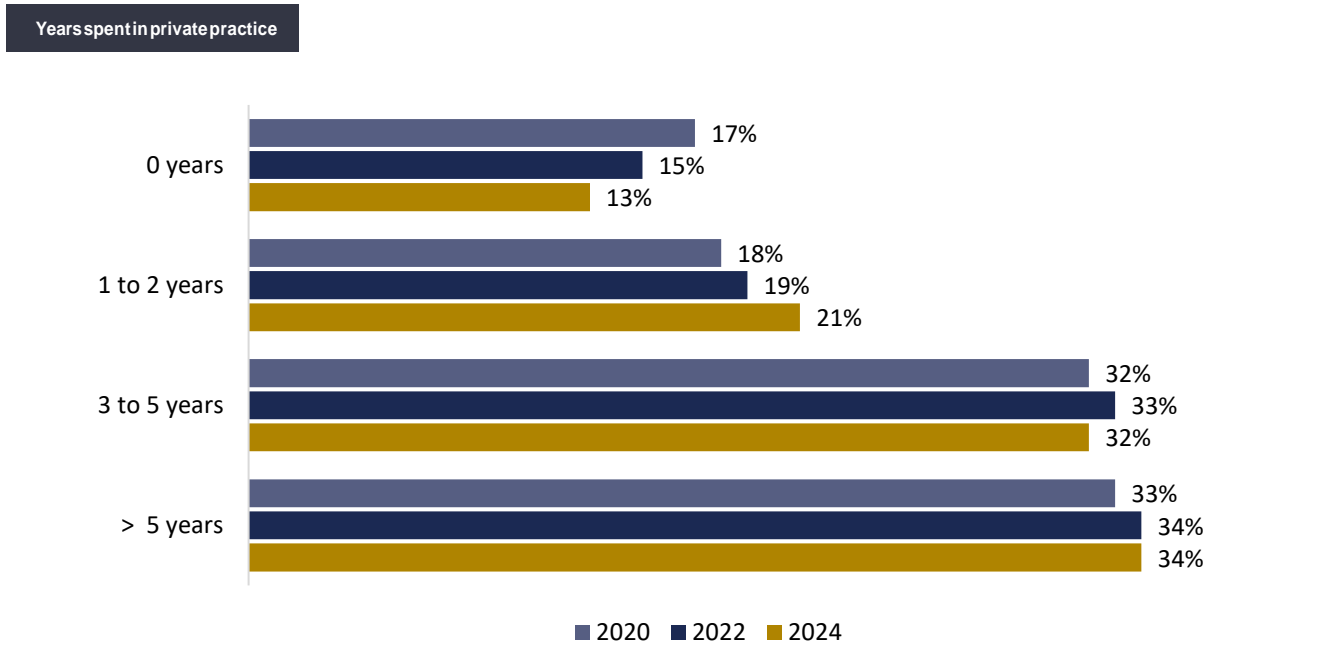
## PAST EMPLOYMENT AND TENURE

### Tenure in Private Practice

This year, 87% of in-house counsel report working in private practice before going in-house.

The average tenure in private practice was 5.2 years. The greatest percentage of respondents had either spent more than five years in private practice (34%) or spent three to five years in private practice (32%).

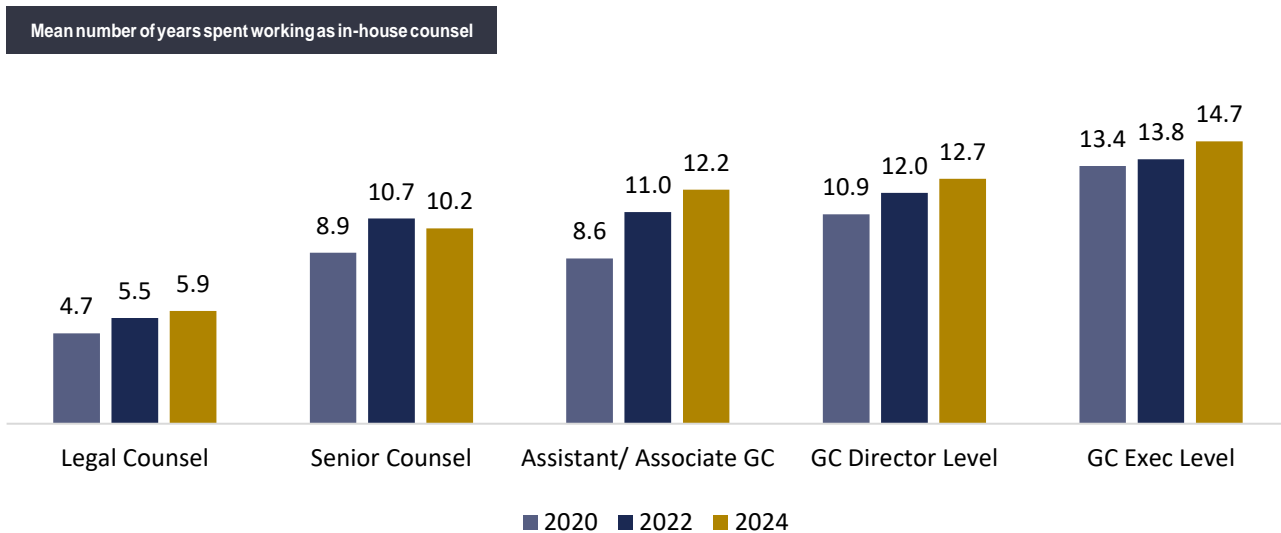
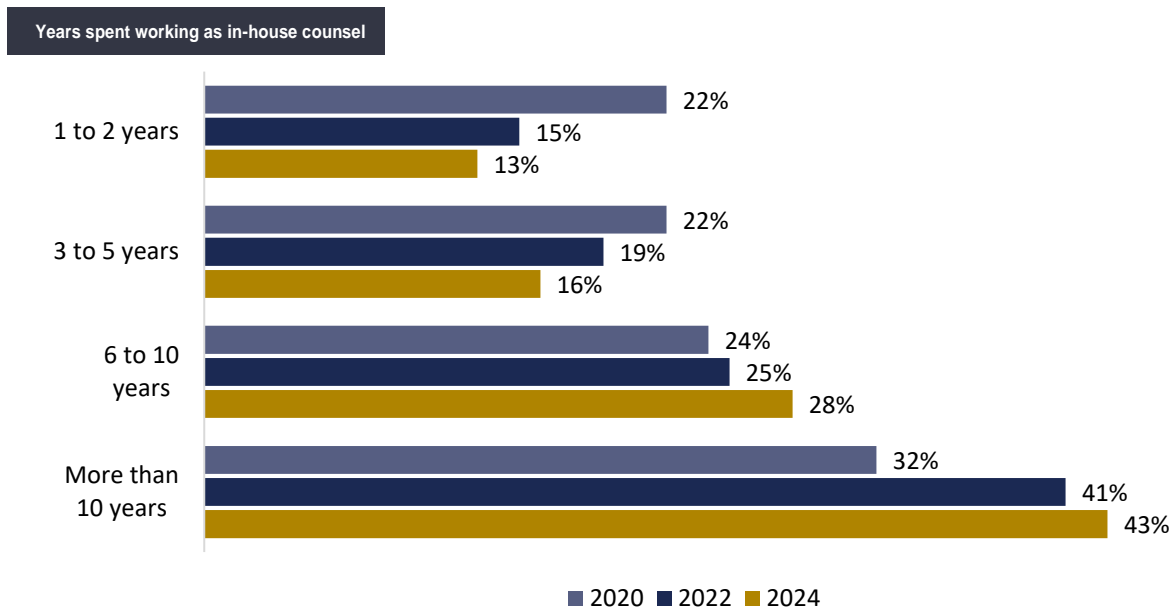
The number of years spent in private practice is highest with Executive Level GC (6.6 years), followed by Director Level GC (5.9 years) and Assistant/ Associate GC (5.9 years).

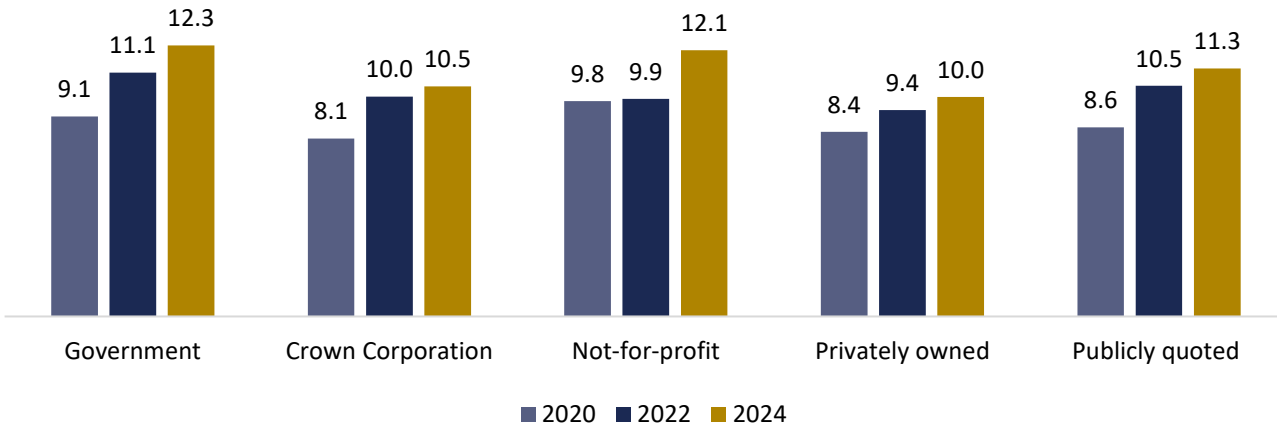


## Tenure as In-House Counsel

Once again in 2024, the largest proportion (43%) have been in-house counsel for more than ten years. The average number of years working as in-house counsel continues to rise. In 2024, the average is 10.9, up from 10.1 in 2022 and 8.6 in 2020. Executive Level GC have an average of 14.7 years of experience, while, at the other end of the spectrum, Legal Counsel have 5.9 years.

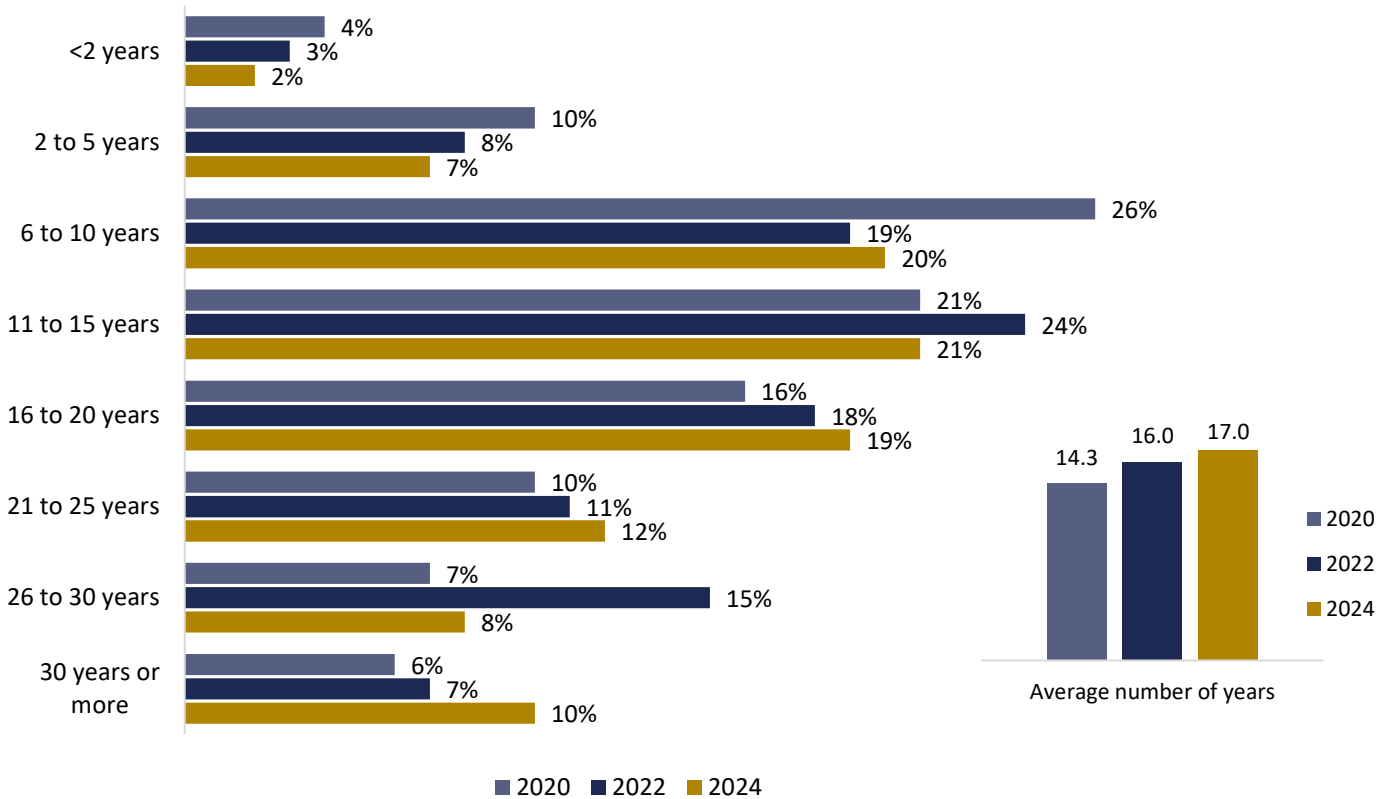
Those working in government sector have the highest average number of years as in-house counsel at 12.3 followed closely by not-for-profit in-house counsel, who average 12.1 years of experience. This is followed by those working in publicly quoted organizations at 11.3 years.





**Years in practice (year called to the bar to present)**

The average number of years in practice continues to rise year over year, reaching 17 in 2024 (the average was 13.3 in 2018). The top category of 30 or more years in practice represents 10% of respondents in 2024.

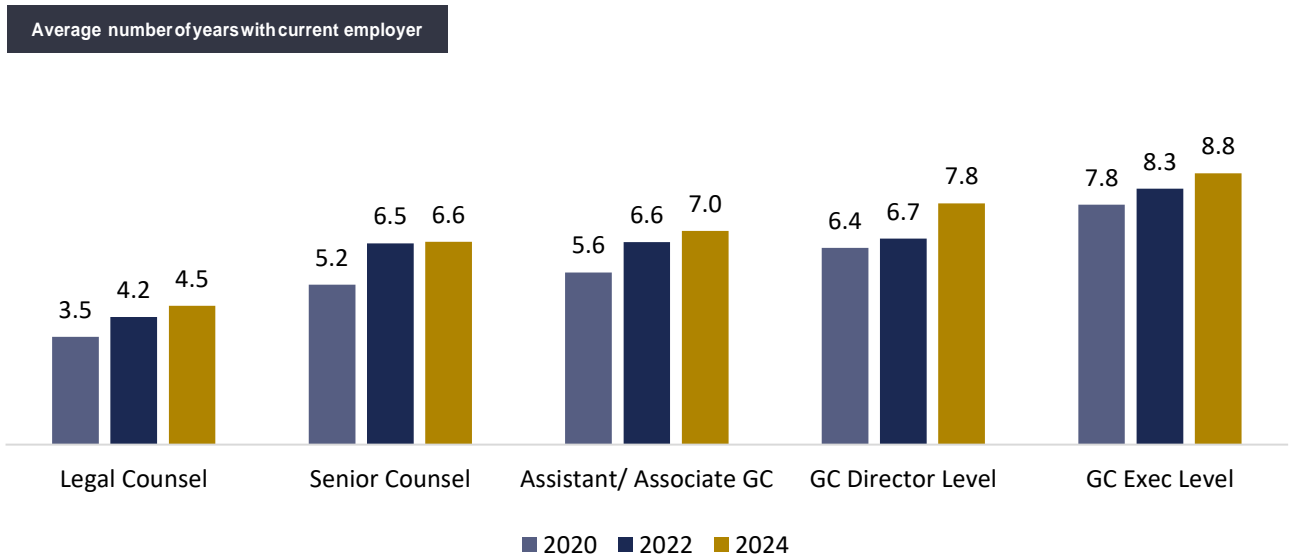
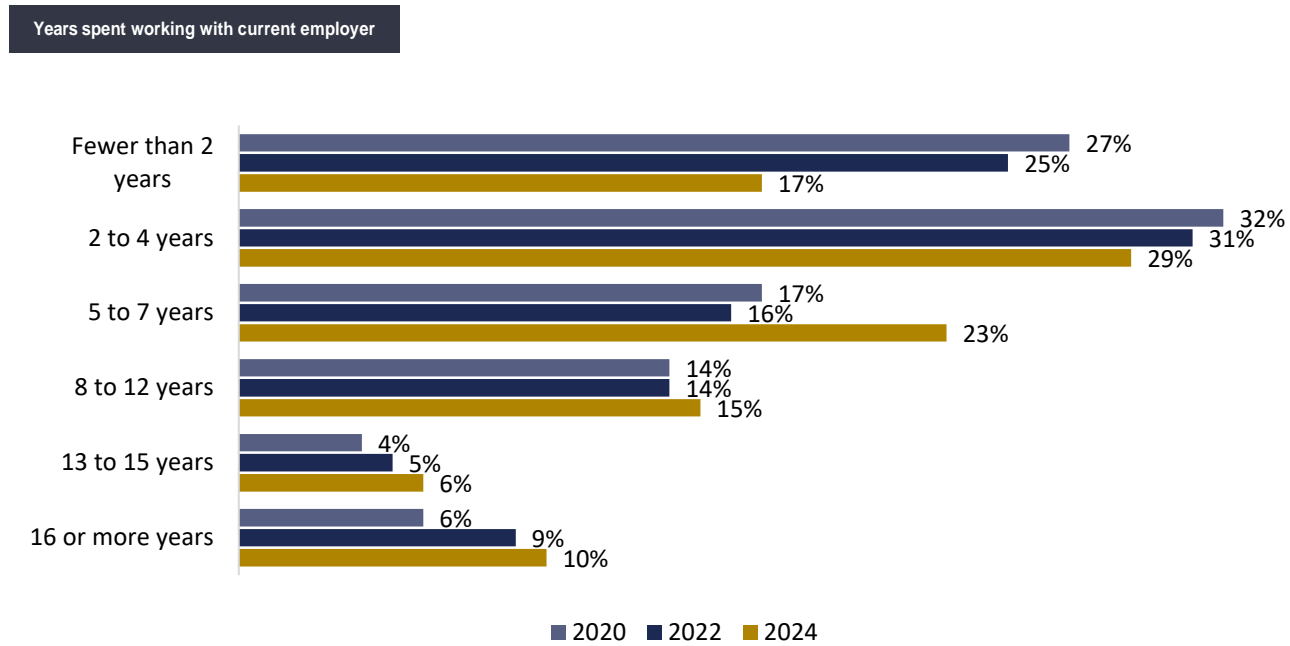


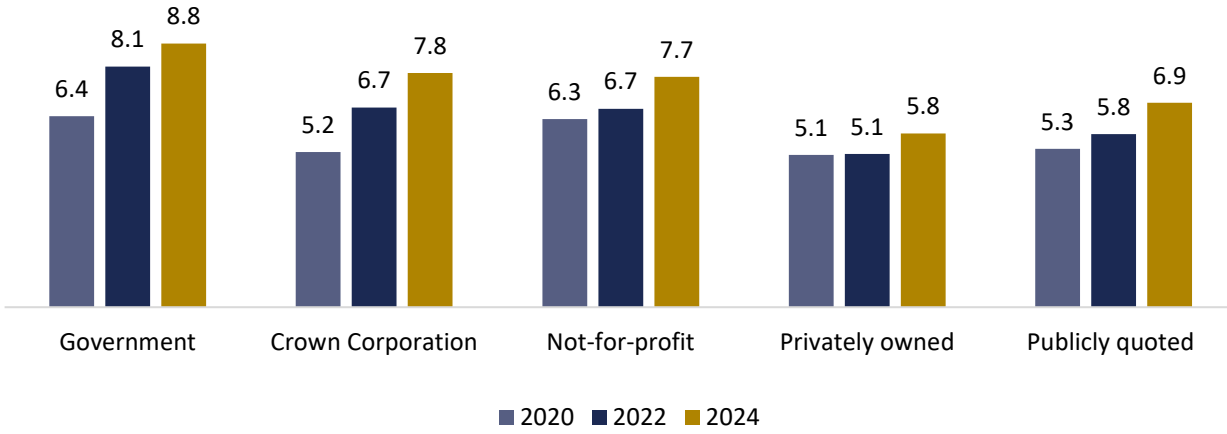
## Tenure with Current Employer

The proportion of those with fewer than two years' experience with their current employer dropped from 25% in 2022 to 17% in 2024. This decrease appears across all levels of seniority.

The more senior the position, the more years of experience with the same employer. At the Executive GC level, individuals average 8.8 years of tenure with their current employer, while Legal Counsel average 4.5 years.

Tenure with current employer also increased across all organization types, with the highest being recorded again by Government workers, at 8.8 years of experience. They are followed by employees of Crown (7.8 years) and Not-for-profit organizations (7.7 years).





# JOB CONTENT

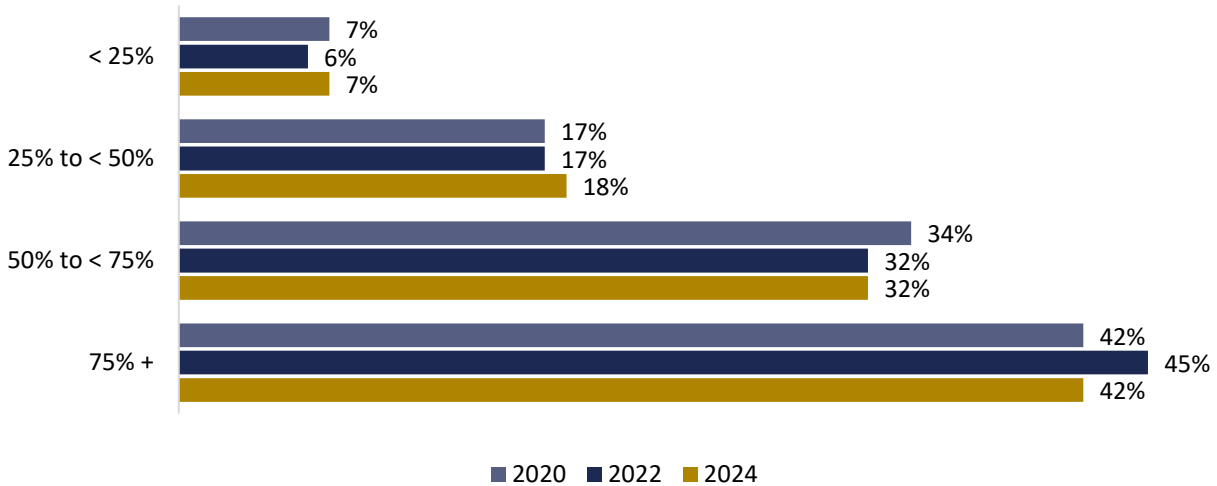
## Proportion of Legal Work

On average, in-house counsel spend approximately two-thirds of their time on purely legal work (2024: 65%, 2022: 67%, 2020: 65%). Forty-two percent of respondents say they spend three quarters or more of their time on purely legal work.

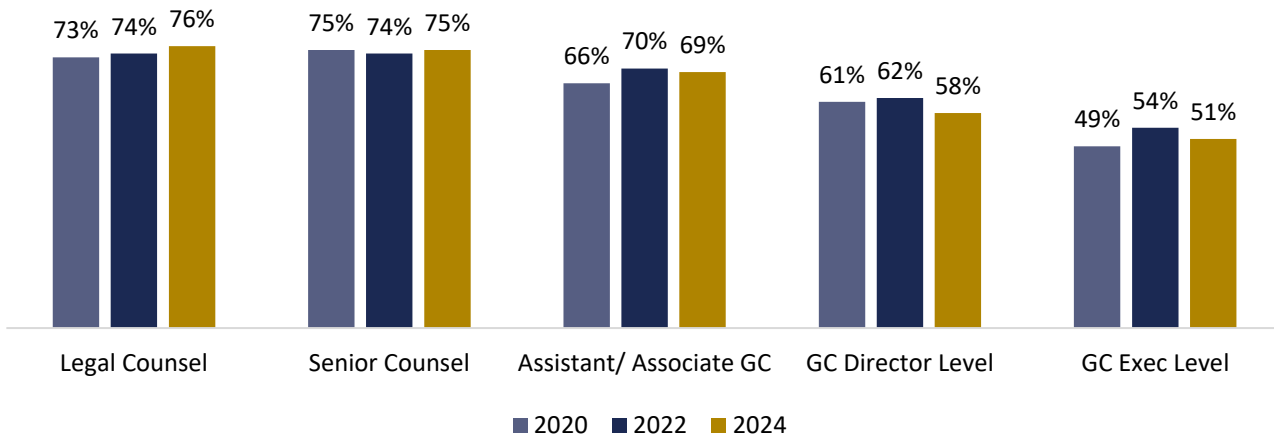
Generally, the more senior the position, the less time spent doing purely legal work. Executive GC spend the least amount of time (51%) on purely legal work.

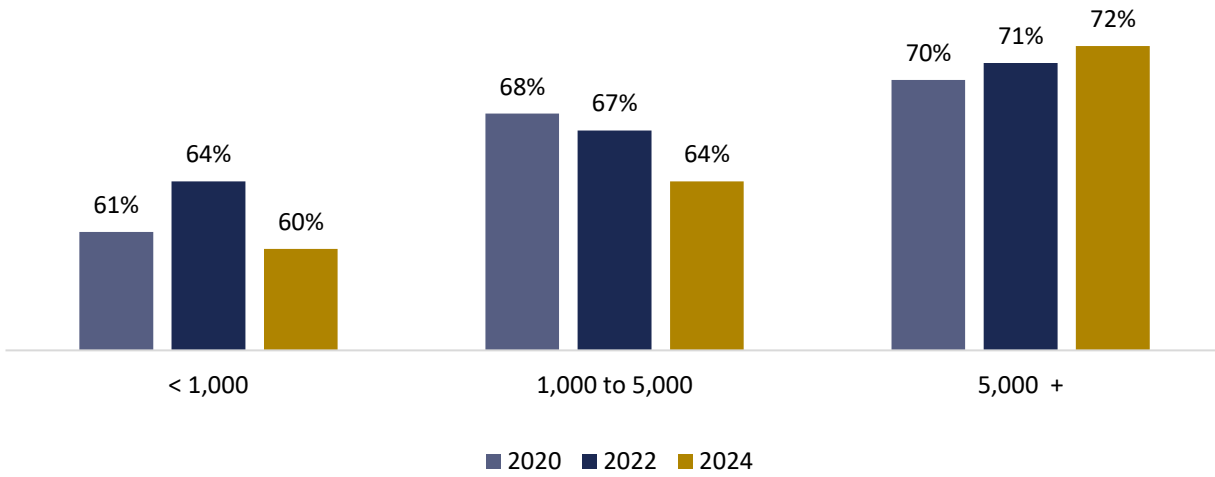
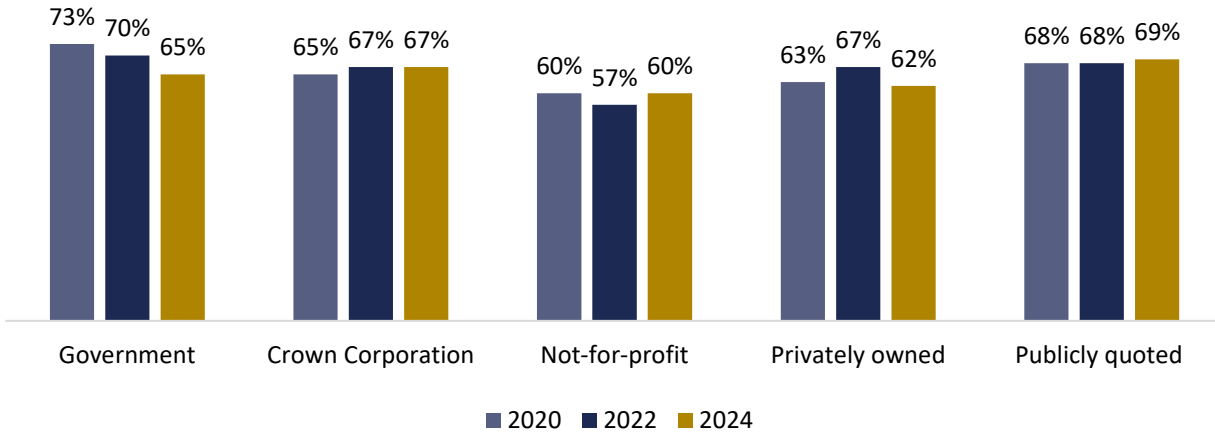
The proportion of time spent on purely legal work increases with the number of employees.

Proportion of purely legal work



Estimated average proportion of purely legal work



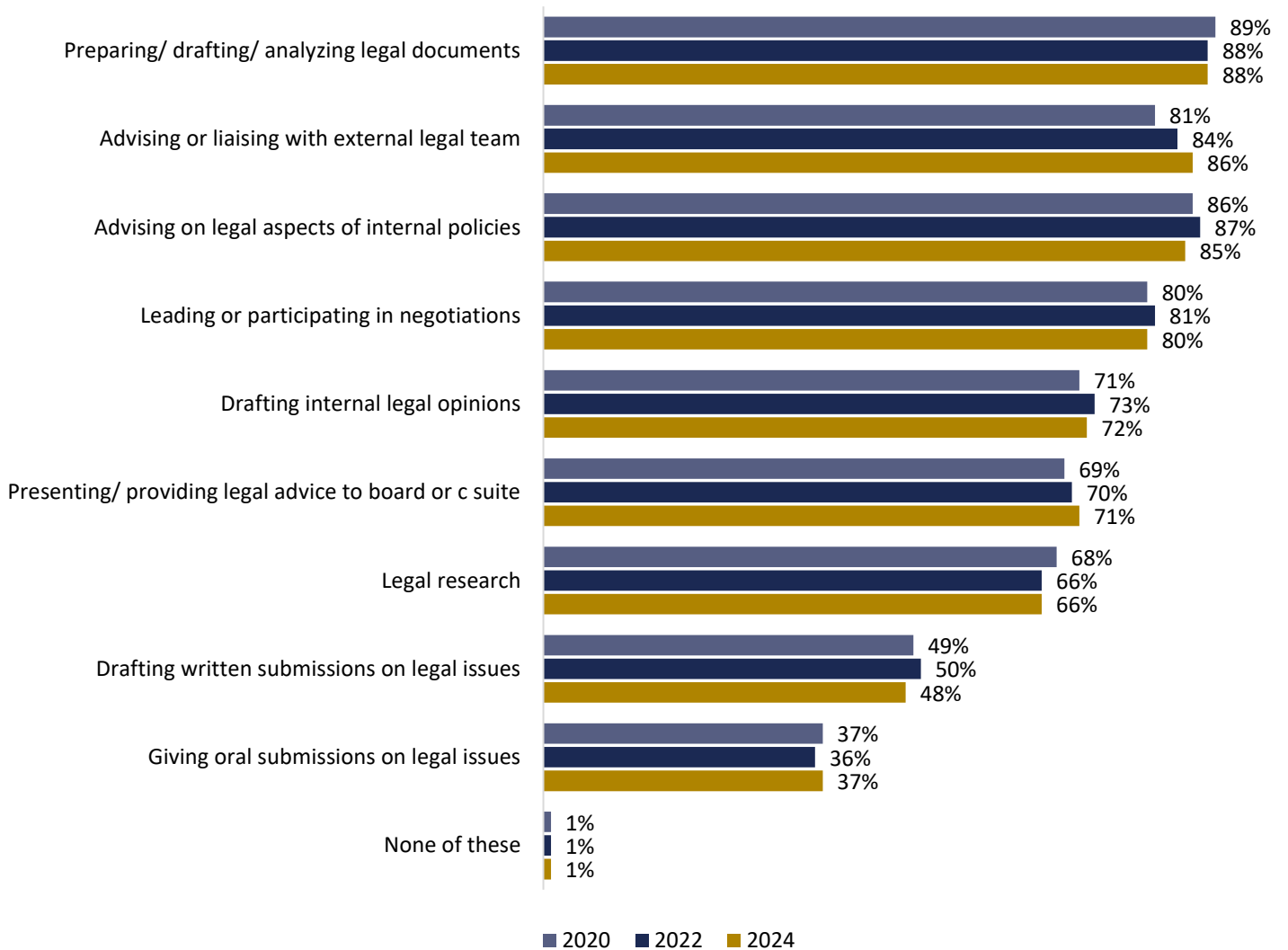




## Legal Activities and Tasks

When looking at the tasks that are performed by in-house counsel, the proportion of respondents performing these tasks have remained very consistent over the past three iterations of the survey. The top four tasks were:

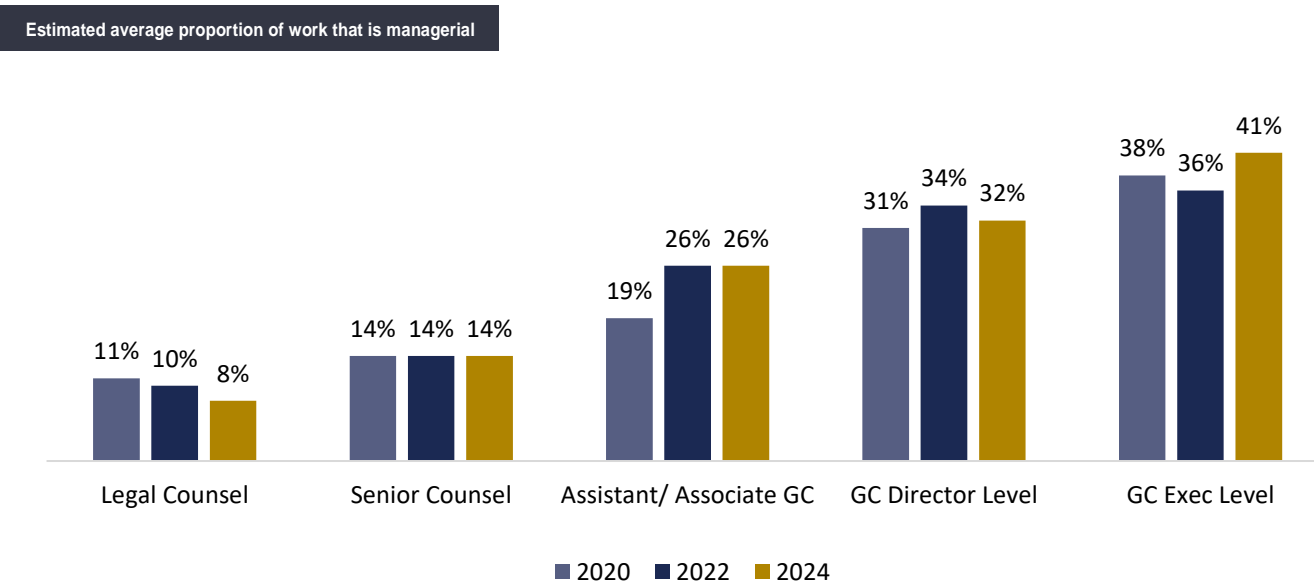
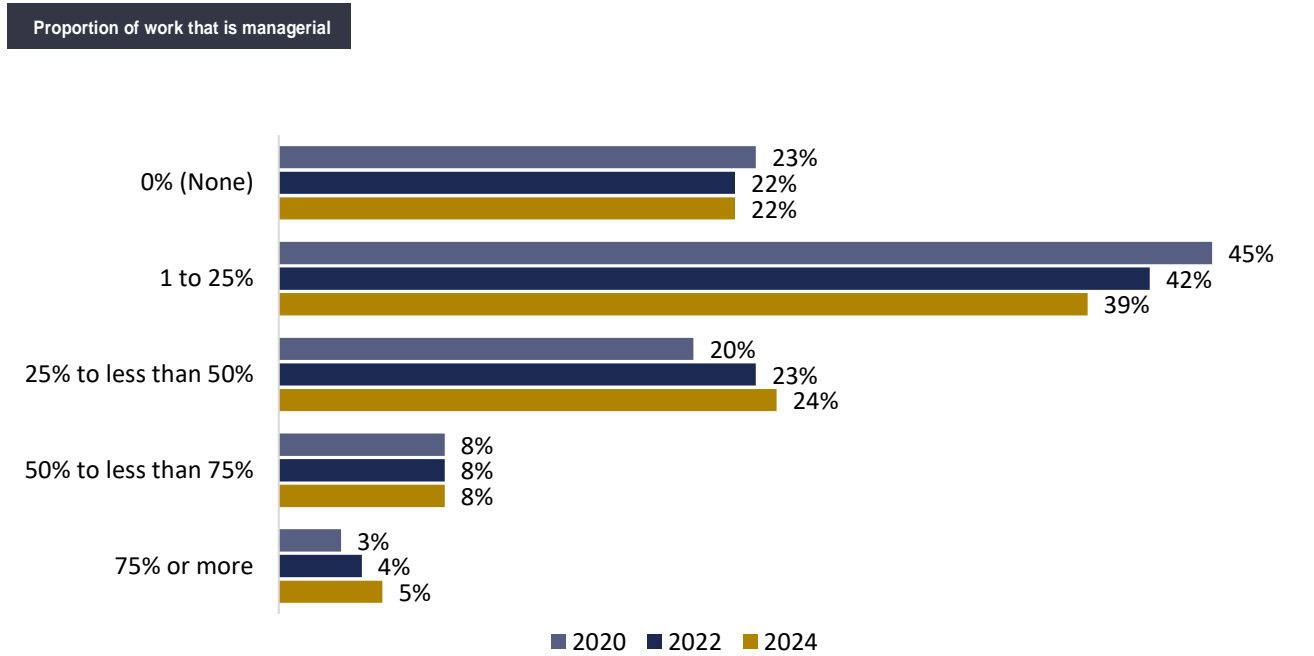
- Preparing/ drafting/ analyzing legal documents (88%),
- Advising on legal aspects of internal policies (86%),
- Advising or liaising with external legal team (85%), and
- Leading or participating in negotiations (80%).

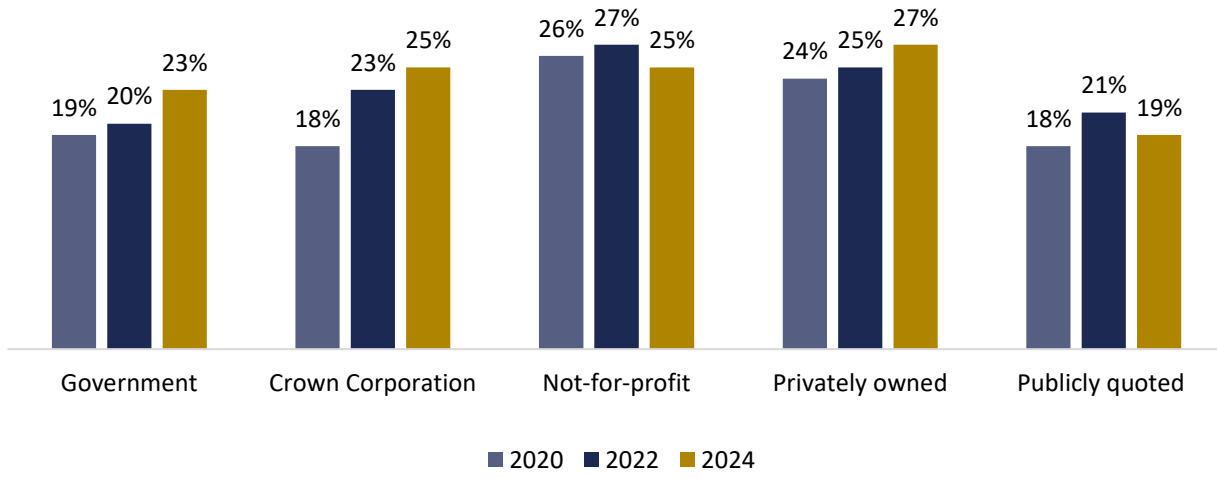


## Proportion of Managerial Work

When it comes to managerial work, it is not surprising that those with higher seniority positions at the Executive or Director Level spend more of their time on managerial work, at 41% and 32%, respectively. Legal and Senior Counsel spend 8% and 14 % of their time on managerial work, respectively.

For all five categories of organizations, the percentage of time spent on managerial work ranges from 19% to 27%.





## Managerial Activities and Tasks

When looking at the managerial tasks that are performed by in-house counsel, the top three tasks were:

- Corporate strategizing (77%),
- Management meetings/ meeting with other leaders or executives (75%), and
- Staff development (75%).

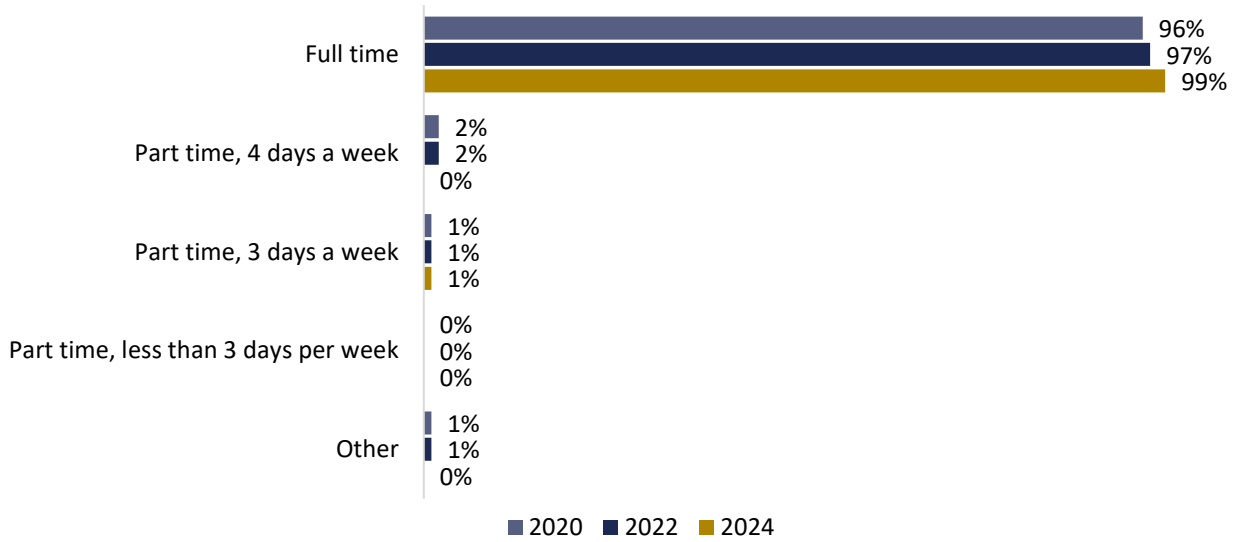
This is the same top three, in the same order, as in both 2022 and 2020.



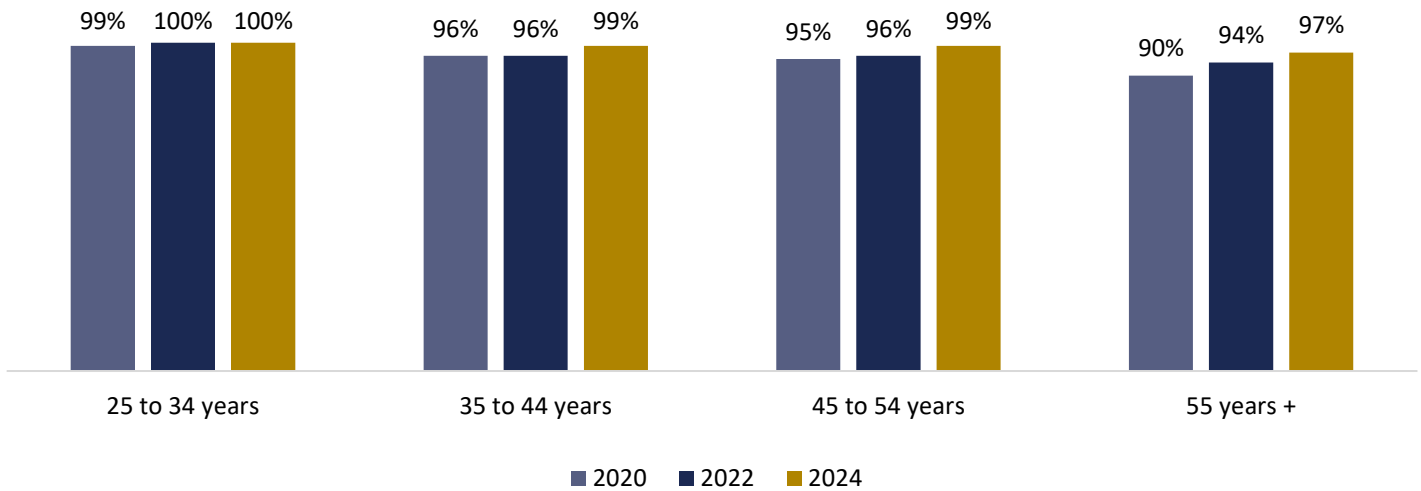
## WORK HOURS

### Full Time/Part Time Work

Almost all (99%) of in-house counsel work full time. The number has remained extremely high since 2012. Even the highest age bracket (55 years +) is now up to 97% full time.



Percentage working full-time – by age

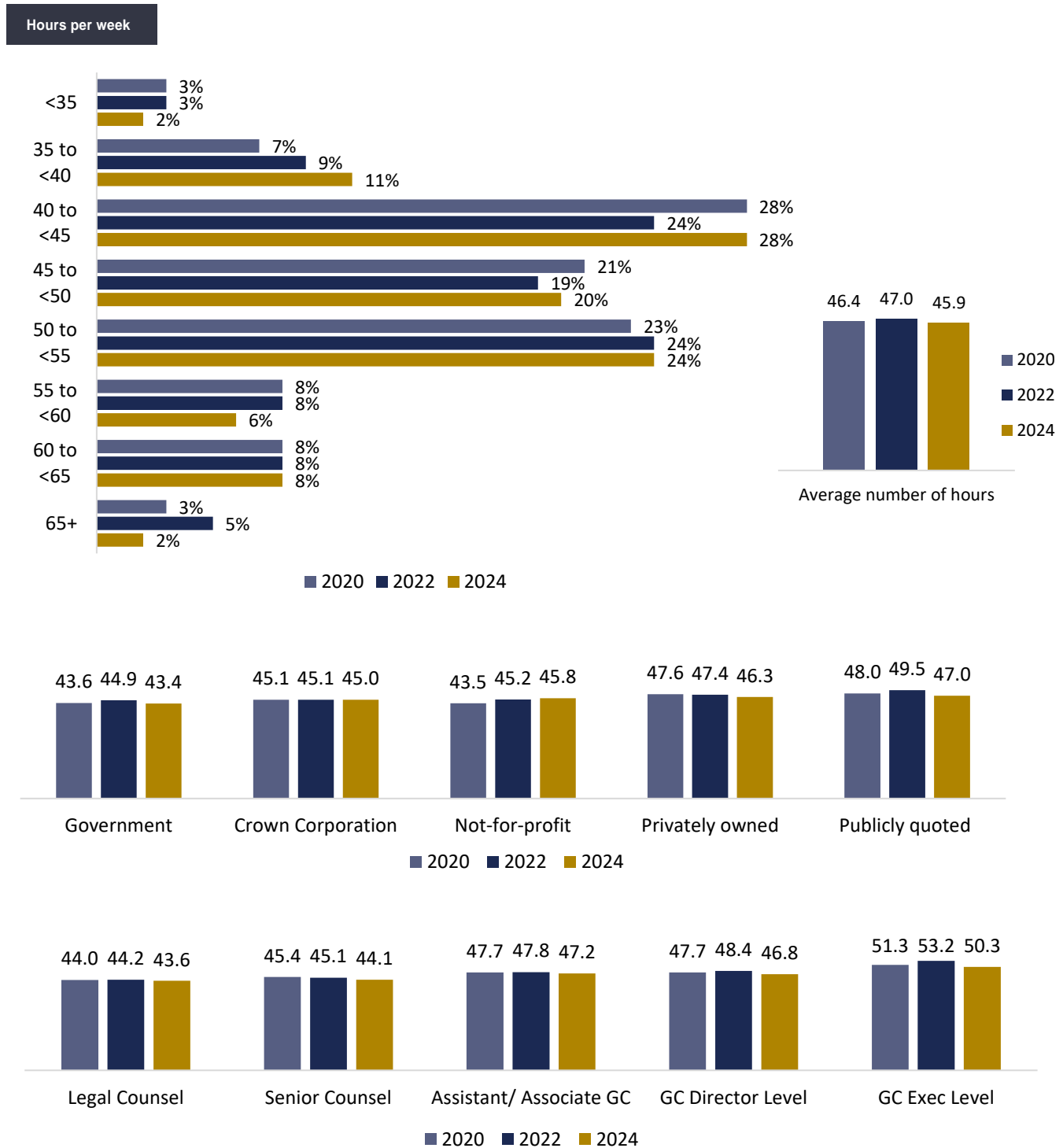


## Hours of Work per Week

The reported number of hours in an average work week is 45.9. This remains fairly constant from the overall average of 47.0 in 2022 and 46.4 in 2020.

There is not a great deal of variance in average work week length per organization type, with publicly quoted reporting the highest average of 47.0 and government reporting the lowest at 43.4.

In 2024, 16% report working 55 hours per week or more, down slightly from previous waves. The more senior the position, the more hours worked, with Executive Level GC working almost approximately 7 hours per week more than Legal Counsel.

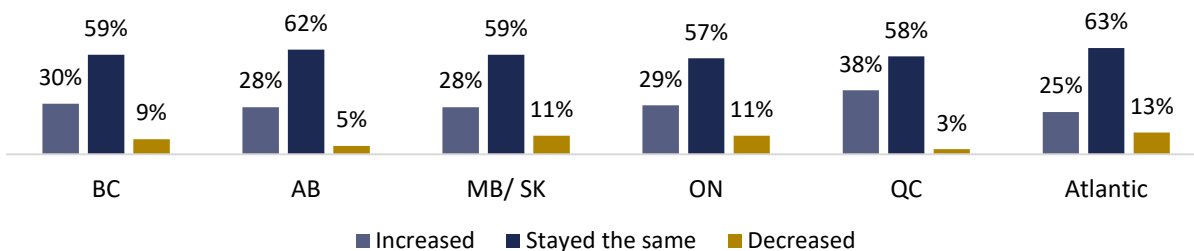
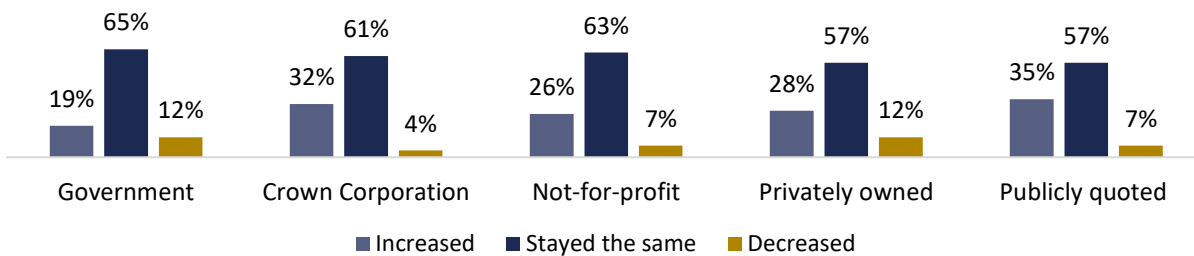
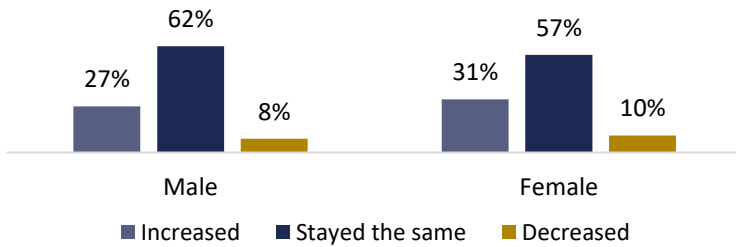
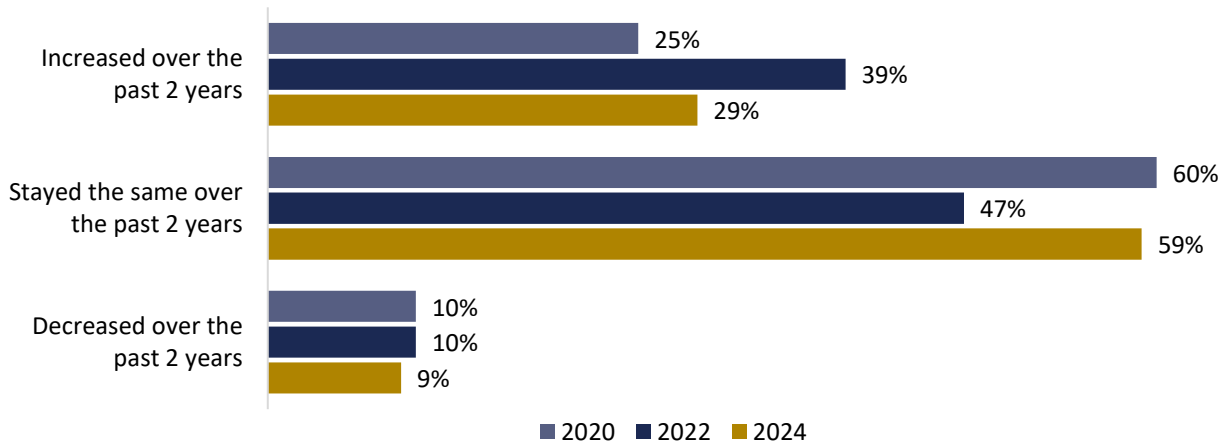


## Changes in Hours of Work per Week

After the large uptick in increased hours seen in 2022 (25% to 39%), the proportion of those reporting an increase in hours per week has decreased, back to 29%. Thirty-one percent of female respondents reported increased hours, vs. 27% of males.

Crown corporations and publicly quoted organizations reported the largest proportions of increased hours: 32% and 35% respectively.

Of those who saw their work week increase, the highest proportion (38%) was reported in Quebec.



# Comparability and Change in Compensation

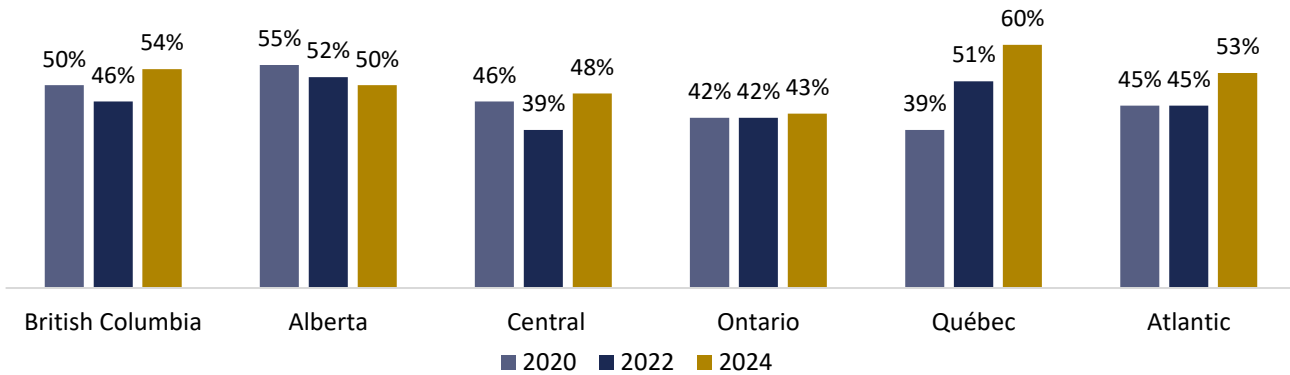
## Comparability of Compensation within Organization

In 2024, 48% strongly agree or tend to agree that their compensation is comparable with others in their organization – comparable to both 2022 (46%) and 2020 (47%).

The percentage of in-house counsel that strongly agree or tend to agree that their compensation is comparable varies from region to region. The highest level of agreement comes from Quebec (60%) while the lowest comes from Ontario, 43%.

	2020	2022	2024
Strongly agree	14%	15%	14%
Tend to agree	33%	31%	34%
Neither agree or disagree	17%	17%	19%
Tend to disagree	11%	11%	9%
Strongly disagree	4%	4%	4%
Don't know	22%	22%	20%

By region – Strongly agree/Tend to agree





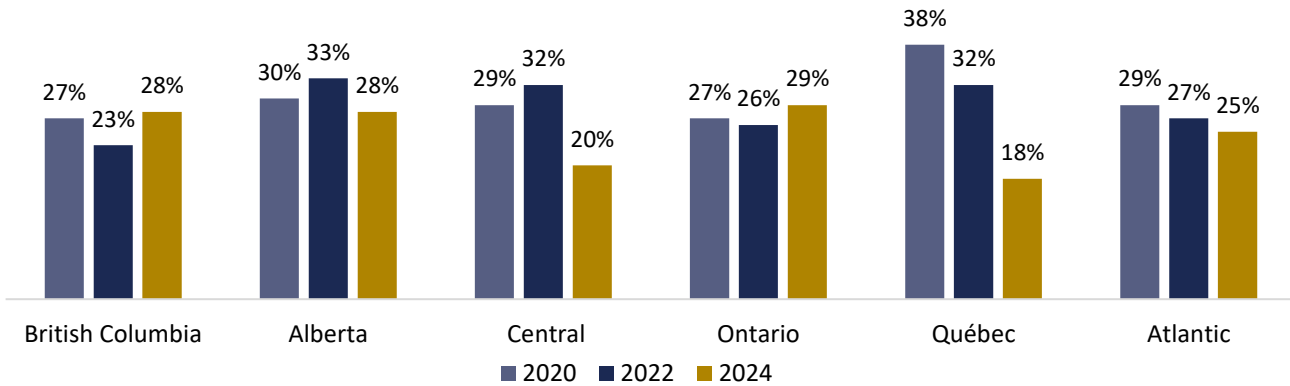
## Comparability of Compensation to External Organizations

In 2024, 27% of in-house counsel strongly agree or tend to agree that their compensation is comparable to others in similar roles in external organizations. This proportion is very similar to 2022 (27%) and 2020 (29%). The remaining respondents are non-committal, disagree, or don't know. We also note that respondents are more likely to disagree (35%) rather than agree (27%) that their salary compares favourably with external organizations. Nearly a quarter (22%) did not know.

There is variation from region to region, with the highest level of agreement coming from Ontario (29%), British Columbia (28%), and Alberta (28%). Those in Quebec have the lowest level of agreement (18%).

	2020	2022	2024
Strongly agree	3%	3%	3%
Tend to agree	26%	24%	24%
Neither agree or disagree	14%	15%	16%
Tend to disagree	24%	24%	24%
Strongly disagree	8%	10%	11%
Don't know	26%	25%	22%

By region—Strongly agree/Tend to agree

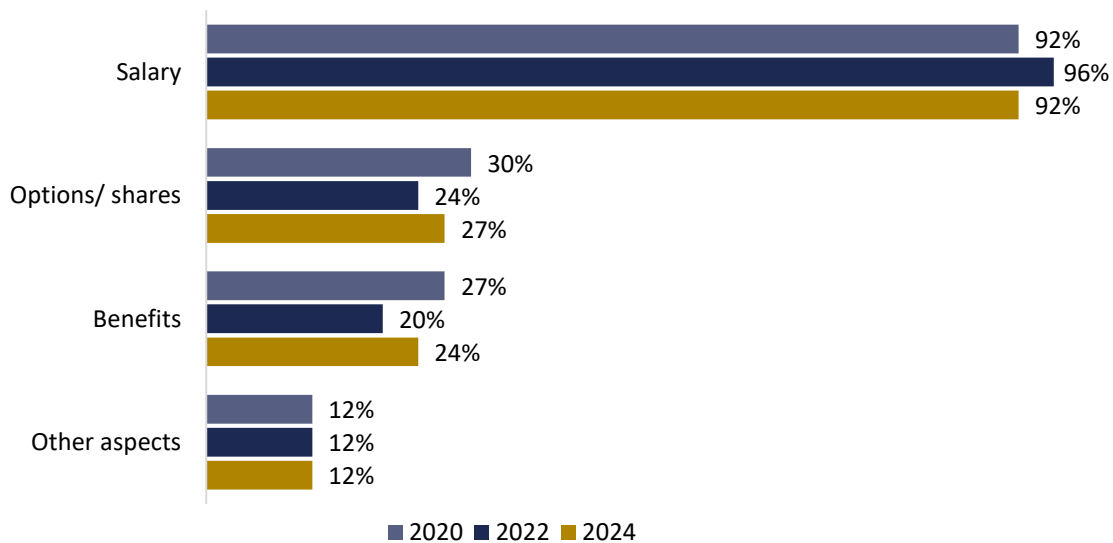


## Areas in which Compensation is not Commensurate with Colleagues

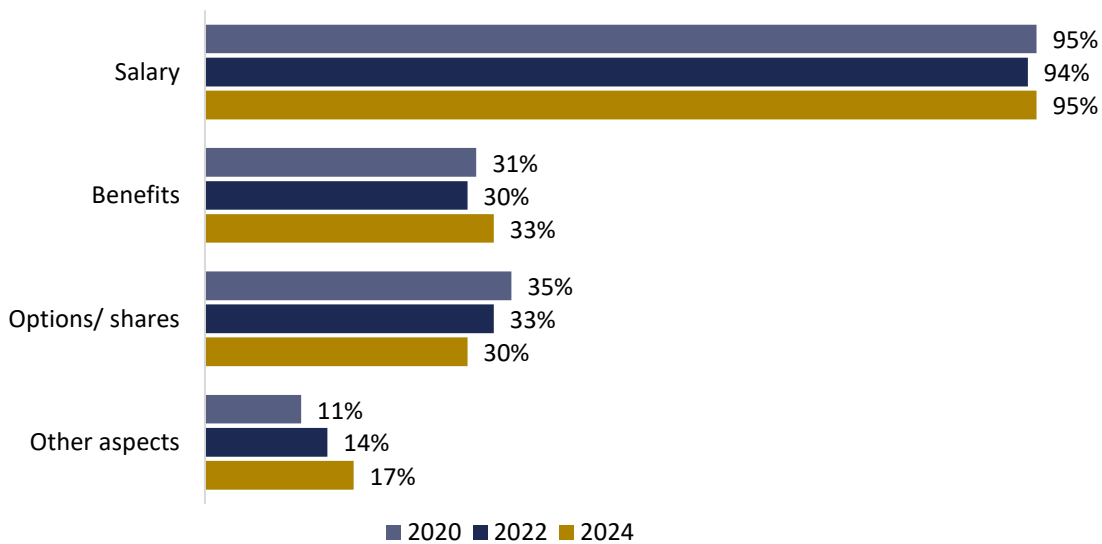
We looked at those areas where compensation is thought not to be commensurate with colleagues. This was asked of those who disagreed that their compensation was commensurate with colleagues either within their organization or in similar organizations. In both cases, salary is the key discrepancy. Mentions of options/shares and benefits came in a distant second or third place.

The importance of salary is highlighted by another question that we asked. It focused on the relative importance of various factors when evaluating a compensation package. In the table below, we note that salary is of primary importance, benefits are judged to be of secondary importance and options/shares are ranked to be of tertiary importance.

### With colleagues within organization



### With colleagues in similar organizations

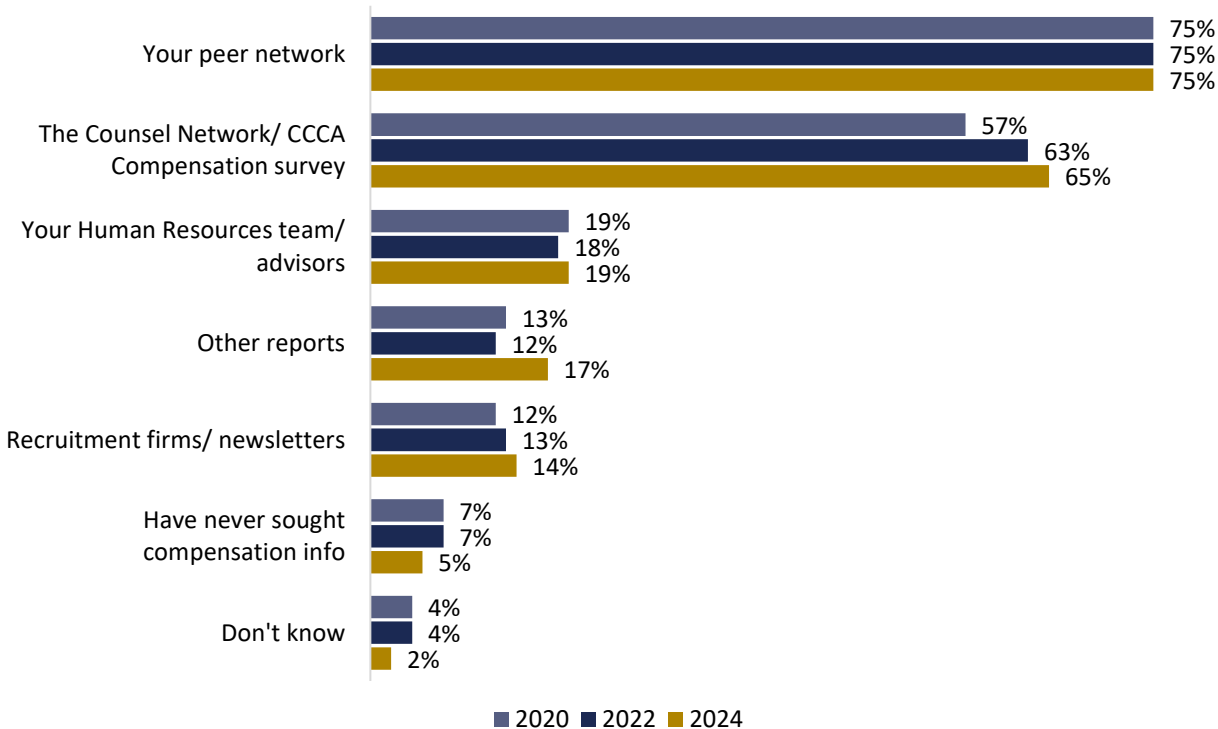


## Relative Importance of Factors when Evaluating Compensation Package

	Most important	Secondary importance	Tertiary importance
Salary	86%	4%	1%
Benefits	6%	63%	24%
Options/Shares	4%	20%	44%
Other	4%	9%	15%

## Sources of Information about Industry Compensation

When it comes to assessing how their compensation compares to others in their industry, a majority (75%) of in-house counsel rely on their peer network. This survey (listed below as TCN/CCCA compensation survey) is mentioned by 65% of respondents, in increase over the previous two waves. The top two sources are followed by HR teams and advisors (19%), other reports (17%), and recruitment firms and newsletters (14%).

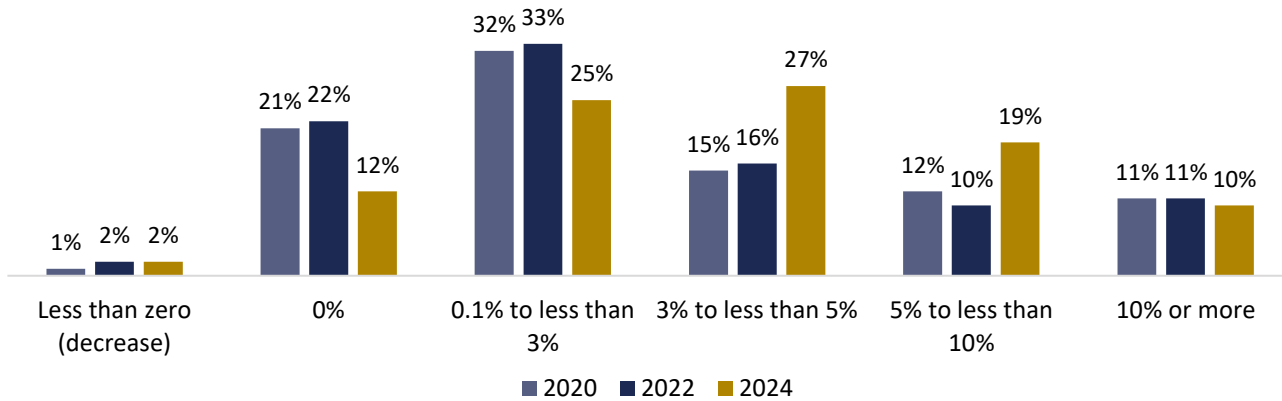


## Base Salary Increase in the Past Year

Only 12% report no increase in their base salary over the past year, down substantially from both 2022 and 2020.

The largest percentage (27%) saw their base salary increase by 3% to less than 5% in the past year. Again, this is an increase from past waves.

Another 29% saw increases of 5% or more, another much higher proportion than in 2022 and 2020.



## Changes to Benefits During Past 12 Months

Respondents were asked about changes to their benefits package during the past 12-month period.

Thirty-two percent report an increase in out-of-pocket costs for benefits, up from both 2020 and 2022. Those reporting increases in out-of-pocket costs seems especially large in publicly quoted organizations (39%).

Twelve percent report seeing a decrease in benefits coverage, again reported in highest proportions in publicly quoted organizations (19%).

Experienced in past 12 months (% yes)	Total			Government			Crown corporation			Not-for-profit			Privately owned			Publicly quoted		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
Increase in out-of-pocket costs for benefits	25%	27%	32%	19%	26%	30%	23%	29%	26%	23%	25%	26%	24%	25%	31%	29%	32%	39%
Decrease in benefits coverage	12%	9%	12%	9%	8%	10%	11%	10%	9%	9%	9%	9%	12%	9%	10%	13%	10%	19%



## In-Depth Look at Provinces

This section provides key compensation statistics by provinces. In some cases, where provincial numbers are small, information has been collapsed into a region.

There are several things to note when benchmarking salaries to the information in this section:

- There may not be an exact match between the positions presented here and one's current job title. However, the profile statistics of each position can determine whether a reasonable comparison can be made.
- Due to some limitations of sample size, not all cross tabulations of province and industry are provided. However, the remainder of the report explores further compensation statistics at the national level.

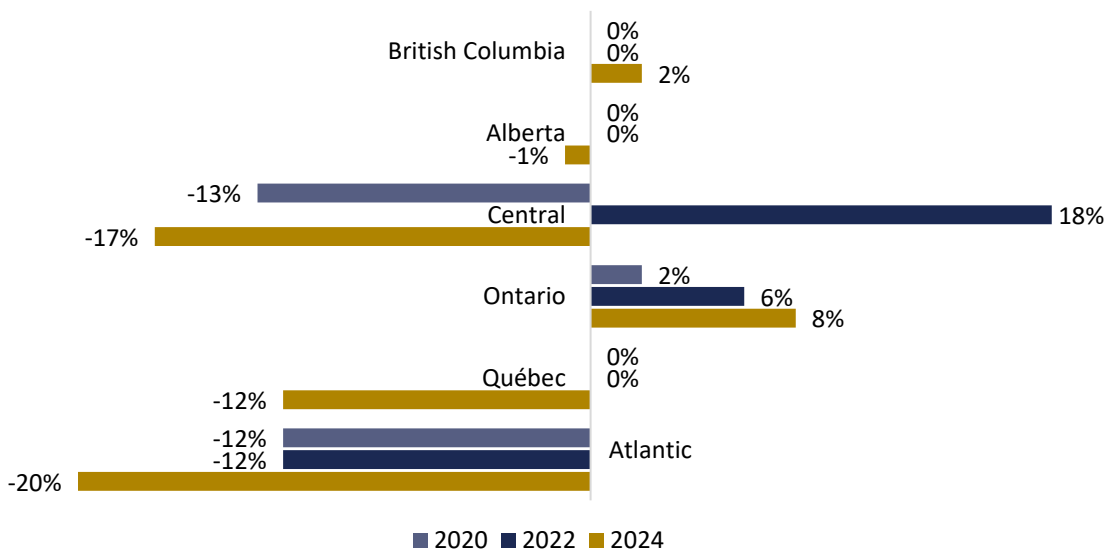
Overall, these statistics are not absolute but should be viewed in conjunction with the rest of the variables presented in this report.

## National Average Base Salary

In 2024, the national average base salary stands at \$196,000, a similar increase to that seen in the previous two survey waves: \$180,000 in 2022 and \$167,500 in 2020.

The chart below indicates the extent to which a province or region varies from the national average. For example, the overall average salary in British Columbia is slightly above the national average and Ontario continues to outpace the national average. Average salaries in the Central region and the Atlantic provinces fall below the national average. Respondents from Quebec, after reporting at par for the past two waves, report salaries that are below average.

Mean
2020: \$167,500
2022: \$180,000
2024: \$196,000

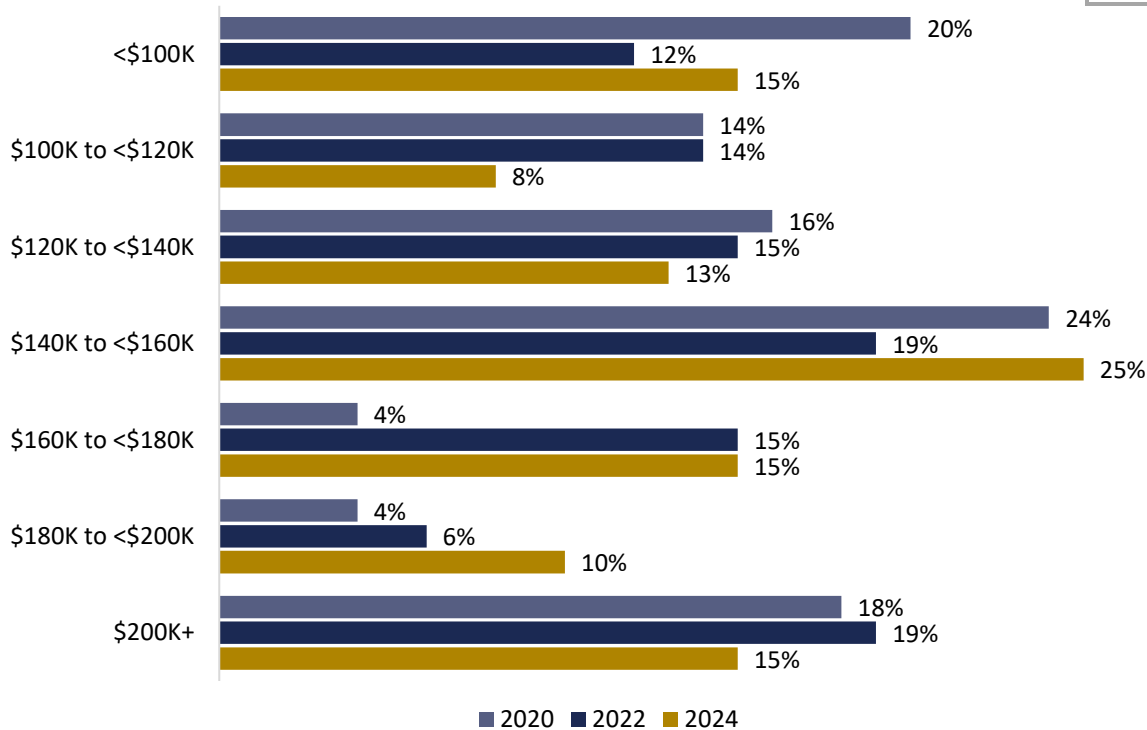


## FOCUS ON ATLANTIC CANADA

### Distribution of Base Salary in Atlantic Canada

In 2024, the mean base salary for in-house counsel in Atlantic Canada is reported as \$156,500, a decrease in average from 2022, but still up from 2020.

Mean
2020: \$146,500
2022: \$158,000
2024: \$156,500



### Compensation Package by Position – Atlantic Canada

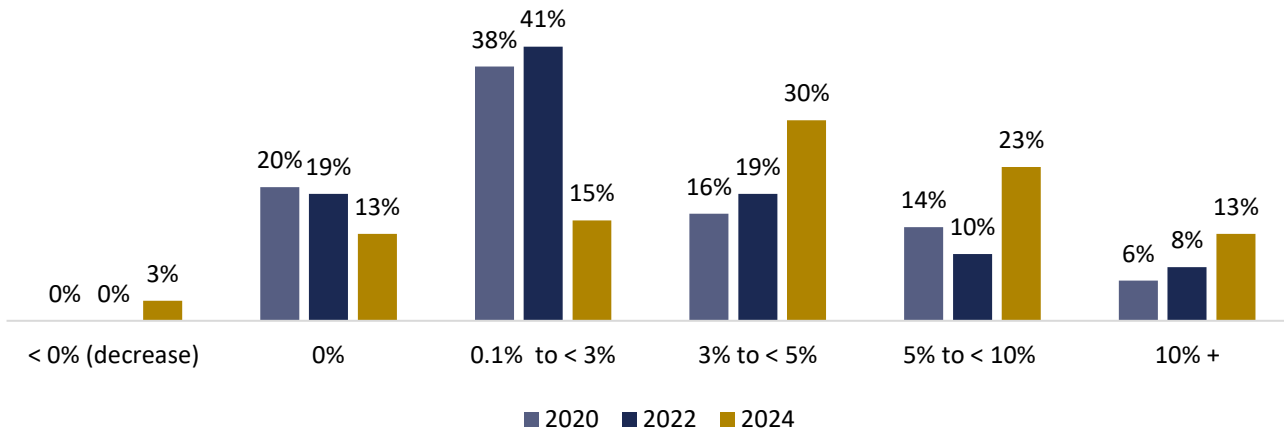
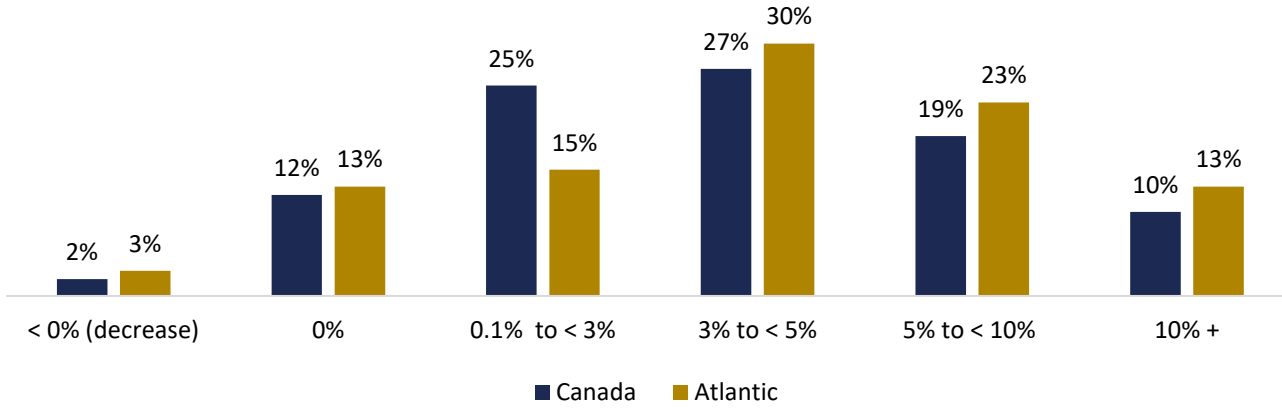
Average base salaries in 2024 range from \$131,500 for Legal Counsel and Senior Counsel to \$184,000 for General Counsel.

	Counsel (Legal + Senior Counsel)			General Counsel*		
	2020	2022	2024	2020	2022	2024
Average base salary (\$)	\$119,000	\$135,500	\$131,500	\$187,500	\$196,000	\$184,000
Target bonus/Incentive	13%	15%	11%	34%	29%	21%
Maximum target amount	18%	21%	16%	37%	43%	30%
Actual bonus/Incentive	12%	17%	10%	18%	38%	20%

\*Includes EVP Legal, VP Legal, General Counsel and Director of Legal/Legal Manager

## Base Salary Increase in Atlantic Canada vs. Canada

The majority of base salary increases were in either the 3% to <5% range (30%) or the 5% to <10% range (23%). In the previous two waves, the majority of raises were under 3% (58% total in 2020 and 60% in 2022).





## Benefits Included in Package – Atlantic Canada

The table below provides historical information on the benefits provided to in-house counsel residing in the Atlantic provinces and compares this information to the national numbers.

Included in benefits package (% yes)	Canada			Atlantic Canada		
	2020	2022	2024	2020	2022	2024
<b>Insurance and retirement benefits</b>						
Dental coverage	95%	97%	97%	90%	100%	93%
Extended medical coverage	77%	82%	79%	64%	62%	60%
Pension/Retirement plan	78%	74%	75%	88%	87%	85%
Provincial health care coverage	71%	72%	69%	60%	65%	50%
Employee assistance program	80%	83%	86%	88%	87%	88%
Additional health spending account	59%	61%	69%	38%	40%	53%
Medical/Dental coverage beyond retirement	20%	20%	22%	28%	29%	20%
Short-term disability	84%	86%	85%	70%	75%	75%
Long-term disability	87%	89%	89%	90%	98%	93%
Life insurance	83%	86%	85%	92%	92%	95%
<b>Fringe benefits</b>						
Educational credits/Tuition reimbursement	45%	44%	44%	44%	44%	33%
Employee referral program	42%	44%	46%	38%	29%	35%
Parking allowance	28%	26%	24%	28%	35%	15%
Moving expenses	13%	13%	12%	20%	25%	20%
Executive health plan	23%	24%	24%	38%	21%	13%
Car allowance	12%	12%	13%	14%	12%	15%
Subsidized meals	11%	8%	10%	8%	10%	8%
Subsidized childcare	3%	3%	3%	0%	4%	0%
<b>Paid time off</b>						
Personal time off days	62%	66%	71%	66%	52%	63%
Flex days	49%	49%	50%	42%	52%	43%
Top up for maternity leave	41%	43%	48%	30%	42%	48%
Extended parental leave	28%	34%	34%	26%	29%	25%
Elder care leave	14%	15%	14%	14%	15%	10%
Sabbatical	10%	11%	9%	10%	4%	10%

## Change in Benefits and Satisfaction with Compensation

This year, both nationally and especially in Atlantic Canada, increases in out-of-pocket costs for benefits were reported at much higher levels than in previous waves (32% and 38% respectively). In Atlantic Canada, decreases in benefits coverage were reported at the same level as in 2022.

Compared to all of Canada, respondents in Atlantic Canada are more satisfied with their base salaries in 2024 (68% vs. 51% nationally). The same is true, but to a lesser degree for their incentive packages (64% Atlantic vs. 58% nationally).

Experienced in past 12 months (% yes)	Canada			Atlantic Canada		
	2020	2022	2024	2020	2022	2024
Increase in out-of-pocket costs for benefits	25%	27%	32%	20%	27%	38%
Decrease in benefits coverage	12%	9%	12%	2%	10%	10%

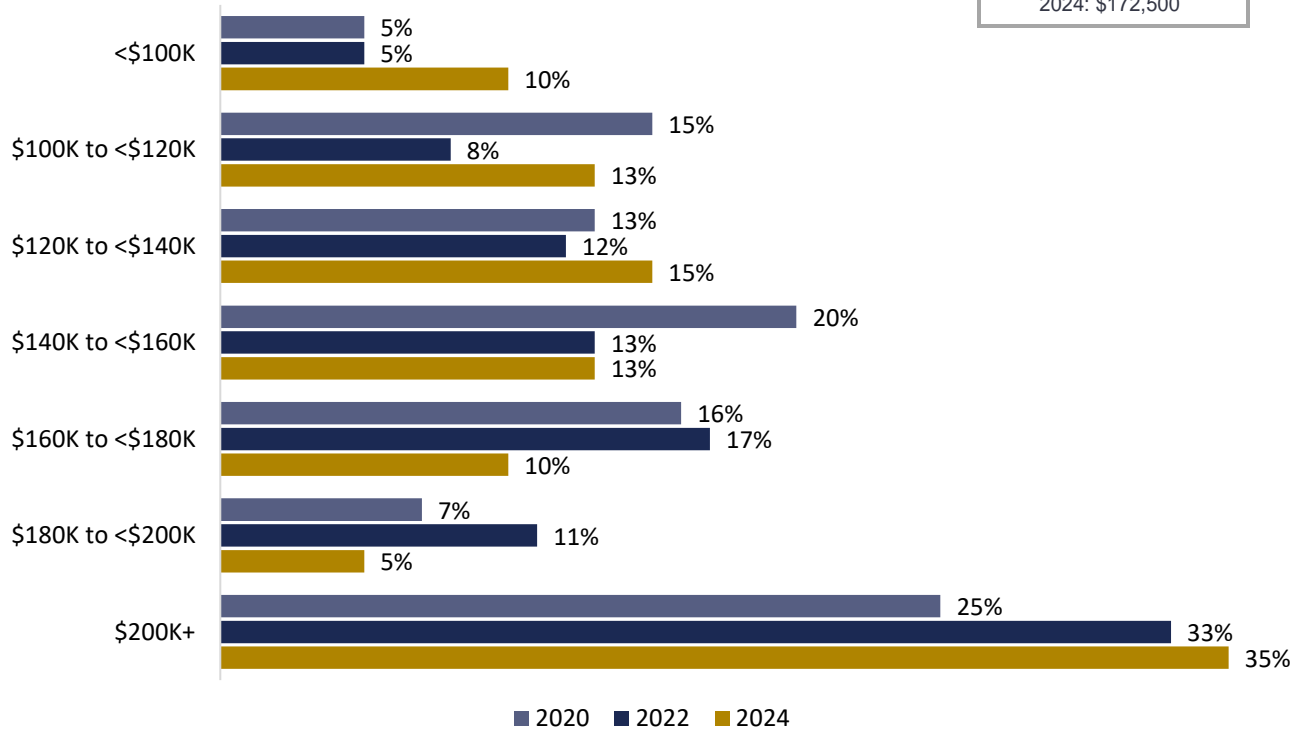
% Very/Somewhat satisfied	Canada			Atlantic Canada		
	2020	2022	2024	2020	2022	2024
Benefits package	70%	72%	70%	60%	73%	70%
Incentive program	59%	60%	58%	66%	68%	64%
Base salary	55%	51%	51%	54%	55%	68%

## FOCUS ON QUEBEC

### Distribution of Base Salary in Quebec

In 2024, the mean base salary reported for in-house counsel in Quebec is \$172,500.

Mean
2020: \$167,000
2022: \$179,500
2024: \$172,500



### Compensation Package by Position – Quebec

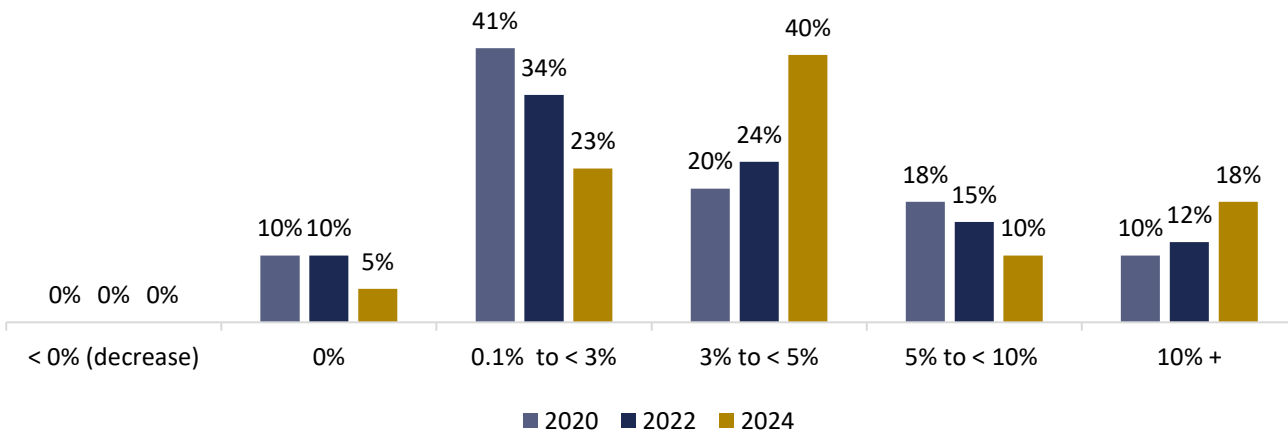
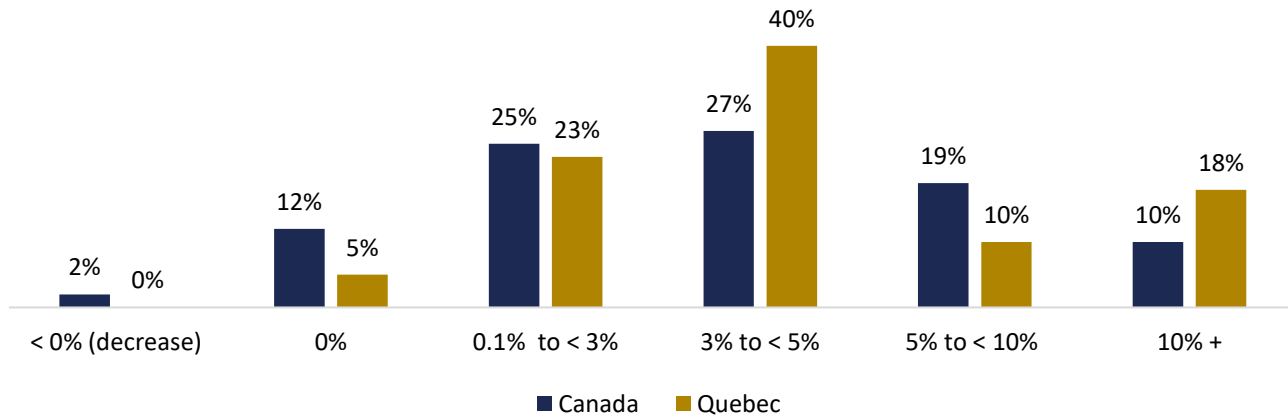
In 2024, average base salaries ranged from \$126,500 for Legal and Senior Counsel to \$212,500 for General Counsel. General Counsel respondents in Quebec reported another increase over both 2022 and 2020, but the Counsel average was down from 2022.

	Counsel (Legal + Senior Counsel)			General Counsel*		
	2020	2022	2024	2020	2022	2024
Average base salary (\$)	\$123,000	\$132,000	\$126,500	\$189,000	\$195,500	\$212,500
Target bonus/Incentive	20%	15%	11%	27%	26%	23%
Maximum target amount	20%	18%	12%	28%	31%	28%
Actual bonus/Incentive	9%	14%	17%	26%	21%	18%

\*Includes EVP Legal, VP Legal, General Counsel and Director of Legal/Legal Manager

## Base Salary Increase in Quebec vs. Canada

Forty percent of Quebec respondents report a base salary increase of 3% to <5%. In the two previous waves, the most commonly reported raise was 0.1% to 3%.



## Benefits Included in Package – Quebec

The table below provides historical information on the benefits provided to in-house counsel residing in Quebec. The table also compares this information to the national numbers.

Included in benefits package (% yes)	Canada			Quebec		
	2020	2022	2024	2020	2022	2024
<b>Insurance and retirement benefits</b>						
Dental coverage	95%	97%	97%	90%	73%	85%
Extended medical coverage	77%	82%	79%	53%	76%	65%
Pension/Retirement plan	78%	74%	75%	82%	71%	70%
Provincial health care coverage	71%	72%	69%	71%	78%	75%
Employee assistance program	80%	83%	86%	85%	85%	88%
Additional health spending account	59%	61%	69%	48%	54%	48%
Medical/Dental coverage beyond retirement	20%	20%	22%	16%	12%	15%
Short-term disability	84%	86%	85%	75%	90%	85%
Long-term disability	87%	89%	89%	82%	88%	78%
Life insurance	83%	86%	85%	85%	85%	95%
<b>Fringe benefits</b>						
Educational credits/Tuition reimbursement	45%	44%	44%	39%	46%	45%
Employee referral program	42%	44%	46%	61%	61%	63%
Parking allowance	28%	26%	24%	25%	24%	25%
Moving expenses	13%	13%	12%	12%	15%	15%
Executive health plan	23%	24%	24%	39%	32%	33%
Car allowance	12%	12%	13%	21%	22%	20%
Subsidized meals	11%	8%	10%	21%	10%	5%
Subsidized childcare	3%	3%	3%	15%	22%	13%
<b>Paid time off</b>						
Personal time off days	62%	66%	71%	57%	73%	68%
Flex days	49%	49%	50%	61%	61%	55%
Top up for maternity leave	41%	43%	48%	28%	37%	43%
Extended parental leave	28%	34%	34%	31%	24%	30%
Elder care leave	14%	15%	14%	7%	15%	15%
Sabbatical	10%	11%	9%	12%	20%	15%

## Change in Benefits and Satisfaction with Compensation

The percentage of those who reported an increase in out-of-pocket costs for benefits in Quebec remained constant (33% in 2024 and 32% in 2022). Those reporting a decrease also remained similar to the previous wave (8% in 2024 and 7% in 2022).

In 2024, Quebec respondents are *much less* satisfied with their base salary than the rest of Canada (40% vs. 51% nationally) and they are less satisfied than in 2022 (51%).

They are, however, *more* satisfied with their benefits and incentives than those reporting nationally, and these satisfaction rates are up from both 2022 and 2020.

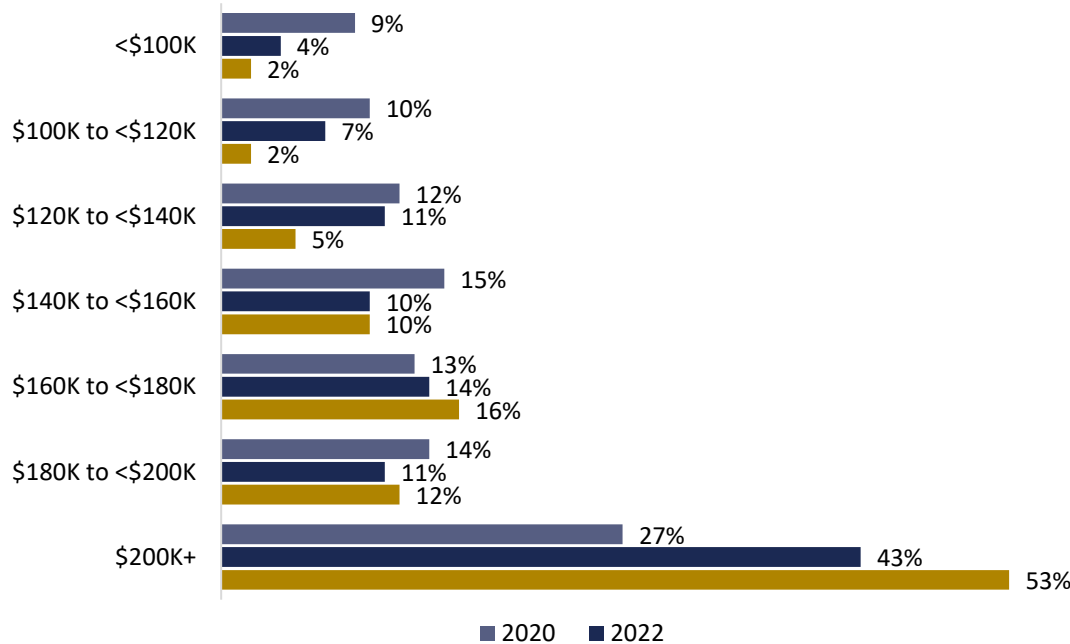
Experienced in past 12 months (% yes)	Canada			Quebec		
	2020	2022	2024	2020	2022	2024
Increase in out-of-pocket costs for benefits	25%	27%	32%	23%	32%	33%
Decrease in benefits coverage	12%	9%	12%	13%	7%	8%

% Very/Somewhat satisfied	Canada			Quebec		
	2020	2022	2024	2020	2022	2024
Benefits package	70%	72%	70%	66%	61%	78%
Incentive program	59%	60%	58%	57%	44%	64%
Base salary	55%	51%	51%	63%	51%	40%

## FOCUS ON ONTARIO

### Distribution of Base Salary in Ontario

The mean base salary for in-house counsel in Ontario is \$211,500, which is \$15,500 more than the national average. This represents a noticeable increase compared to 2020 (\$171,000) and 2022 (\$190,500). The base salary increase in the Toronto sample is also high (from \$196,500 in 2020 to \$221,000). Ottawa numbers increased from \$152,500 in 2022 to \$169,500 in 2024.



Mean Ontario
2020: \$171,000
2022: \$190,500
2024: \$211,500
Mean GTA
2020: \$172,500
2022: \$186,000
2024: \$218,000
Mean Toronto
2020: \$173,000
2022: \$196,500
2024: \$221,000
Mean Ottawa
2020: \$169,500
2022: \$151,500
2024: \$167,000

### Compensation Package by Position – Ontario

Average base salaries range from \$152,500 for Legal Counsel to \$250,000 for GC Executive Level.

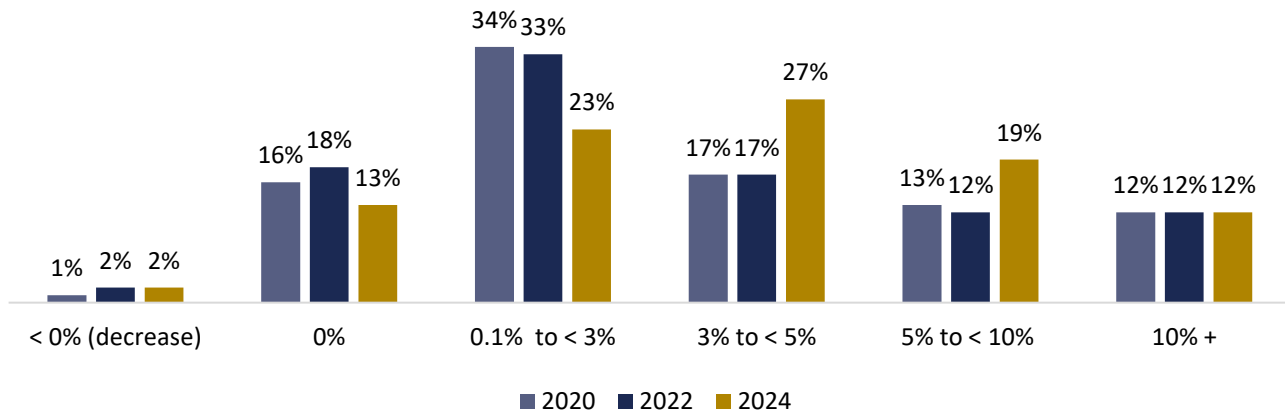
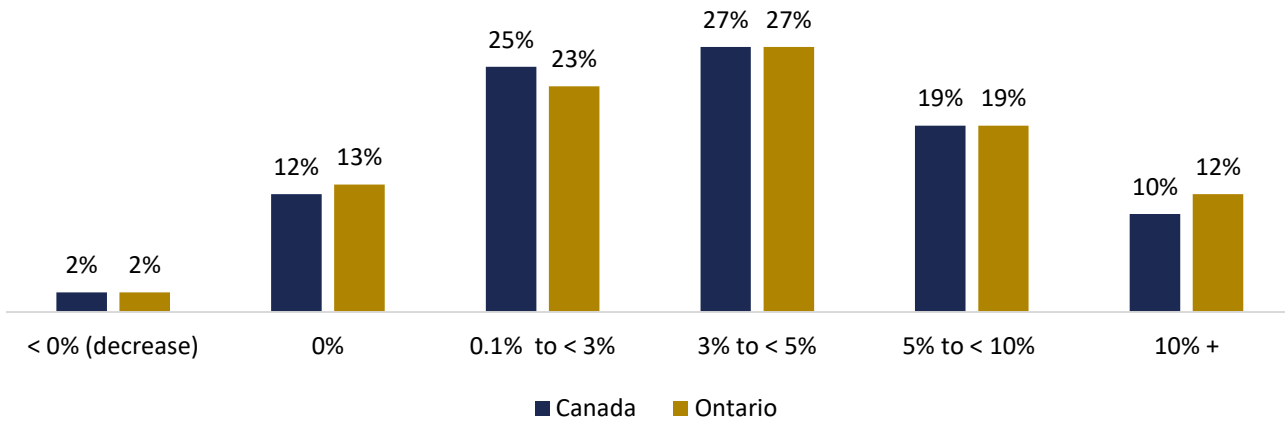
	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
Average base salary (\$)	\$123,500	\$129,500	\$152,500	\$163,500	\$179,000	\$185,000	\$201,500	\$216,000	\$238,500	\$227,000	\$251,500	\$250,000
Target bonus/Incentive	15%	14%	17%	20%	42%	21%	31%	30%	30%	41%	35%	37%
Maximum target amount	26%	22%	25%	27%	59%	65%	45%	37%	57%	64%	60%	52%
Actual bonus/Incentive	17%	14%	25%	21%	23%	23%	33%	38%	29%	44%	42%	39%

\* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager  
 \*\* General Counsel Executive Level – Combines Executive VP Legal and VP Legal

## Base Salary Increase in Ontario vs. Canada

Overall, base salary increases in Ontario reflect the national trends (Ontario composes 36% of the national sample).

With respect to year-over-year changes in Ontario, well over half (58%) of in-house counsel reported raises of 3% or higher, up from 41% in 2022 and 42% in 2020.





## Benefits Included in Package – Ontario

The table below provides historical information on the benefits provided to in-house counsel in Ontario compared to the national numbers.

Included in benefits package (% yes)	Canada			Ontario		
	2020	2022	2024	2020	2022	2024
<b>Insurance and retirement benefits</b>						
Dental coverage	95%	97%	97%	95%	98%	98%
Extended medical coverage	77%	82%	79%	75%	77%	81%
Pension/Retirement plan	78%	74%	75%	76%	74%	76%
Provincial health care coverage	71%	72%	69%	67%	71%	65%
Employee assistance program	80%	83%	86%	81%	84%	90%
Additional health spending account	59%	61%	69%	50%	56%	64%
Medical/Dental coverage beyond retirement	20%	20%	22%	21%	19%	26%
Short-term disability	84%	86%	85%	84%	87%	89%
Long-term disability	87%	89%	89%	88%	86%	90%
Life insurance	83%	86%	85%	82%	87%	83%
<b>Fringe benefits</b>						
Educational credits/Tuition reimbursement	45%	44%	44%	50%	46%	51%
Employee referral program	42%	44%	46%	41%	47%	53%
Parking allowance	28%	26%	24%	19%	16%	15%
Moving expenses	13%	13%	12%	11%	10%	9%
Executive health plan	23%	24%	24%	21%	23%	26%
Car allowance	12%	12%	13%	14%	15%	18%
Subsidized meals	11%	8%	10%	13%	9%	13%
Subsidized childcare	3%	3%	3%	4%	2%	4%
<b>Paid time off</b>						
Personal time off days	62%	66%	71%	69%	75%	82%
Flex days	49%	49%	50%	45%	51%	55%
Top up for maternity leave	41%	43%	48%	44%	48%	53%
Extended parental leave	28%	34%	34%	30%	35%	37%
Elder care leave	14%	15%	14%	14%	12%	15%
Sabbatical	10%	11%	9%	10%	11%	9%

## Change in Benefits and Satisfaction with Compensation

In 2024, there was another increase in the proportion of Ontario respondents reporting increases in out-of-pocket costs for benefits (35% vs. 29% in 2022 and 25% in 2020).

In Ontario, satisfaction levels with respect to base salary and benefits are very close to the national level, but satisfaction with incentive programs is slightly lower.

Experienced in past 12 months (% yes)	Canada			Ontario		
	2020	2022	2024	2020	2022	2024
Increase in out-of-pocket costs for benefits	25%	27%	32%	25%	29%	35%
Decrease in benefits coverage	12%	9%	12%	13%	11%	13%

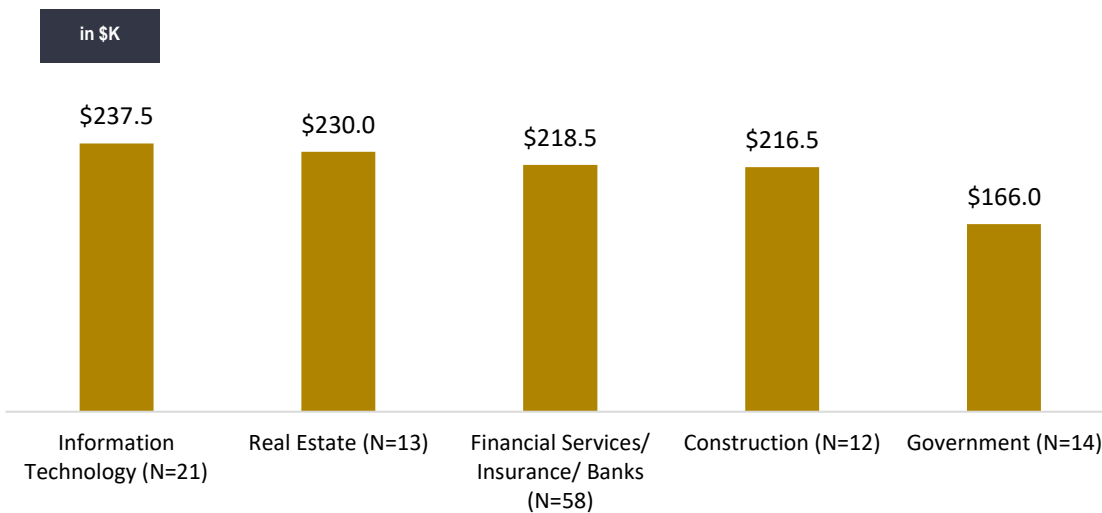
% Very/Somewhat satisfied	Canada			Ontario		
	2020	2022	2024	2020	2022	2024
Benefits package	70%	72%	70%	69%	70%	69%
Incentive program	59%	60%	58%	56%	60%	52%
Base salary	55%	51%	51%	57%	51%	53%

## Trends by Industry in Ontario

The top five sectors employing in-house counsel in Ontario are:

1. Financial Services/ Insurance/ Banks
2. Information Technology
3. Government
4. Real Estate
5. Construction

Of the top five sectors, the Information Technology sector has the highest base salary, followed by Real Estate.



## Focus on the Financial Sector in Ontario

Within the financial services sector in Ontario, base salaries range from \$166,500 for Legal Counsel to \$296,500 for GC Executive Level. Salaries at all four levels reported increases in base salary.

	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
Average base salary (\$)	\$118,500	\$128,000	\$166,500	\$156,000	\$177,000	\$189,500	\$216,000	\$213,500	\$244,000	\$214,000	\$220,500	\$296,500
Target bonus/Incentive	16%	14%	16%	20%	20%	20%	44%	44%	31%	40%	45%	68%
Maximum target amount	19%	32%	23%	27%	34%	43%	64%	54%	43%	85%	63%	102%
Actual bonus/Incentive	17%	14%	22%	23%	24%	23%	47%	58%	34%	81%	39%	64%

\* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager

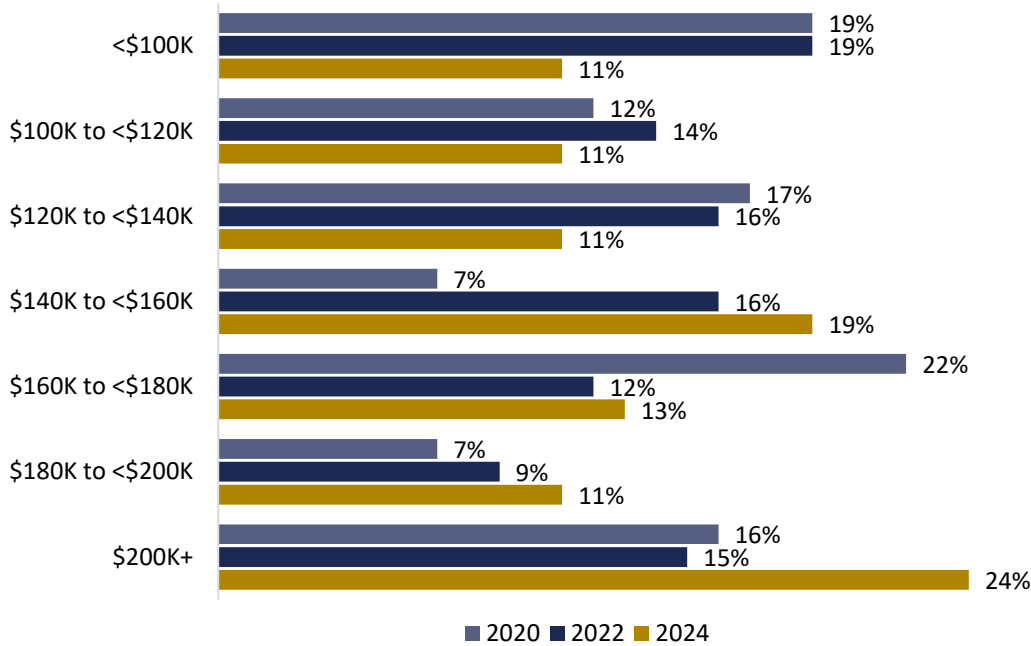
\*\* General Counsel Executive Level – Combines Executive VP Legal and VP L

## FOCUS ON CENTRAL CANADA

### Distribution of Base Salary in Central Canada

In 2024, the mean base salary for in-house counsel in Central Canada (Manitoba and Saskatchewan) is \$162,500, which is \$33,500 below the national average, but is up from 2022.

Mean
2020: \$146,000
2022: \$147,000
2024: \$162,500



### Compensation Package by Position – Central Canada

Average base salaries range from \$136,500 for combined Legal and Senior Counsel to \$186,000 for General Counsel at the Director and Executive Levels.

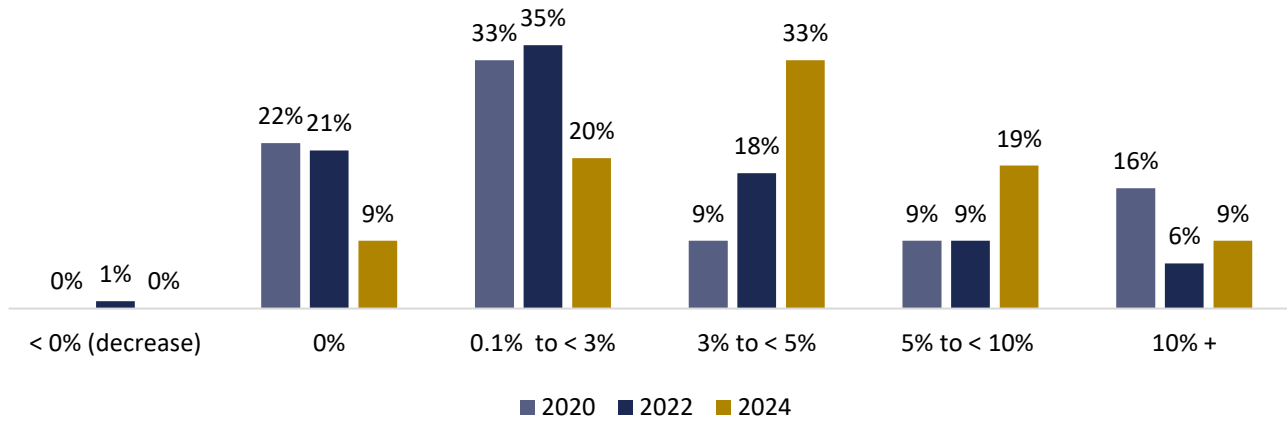
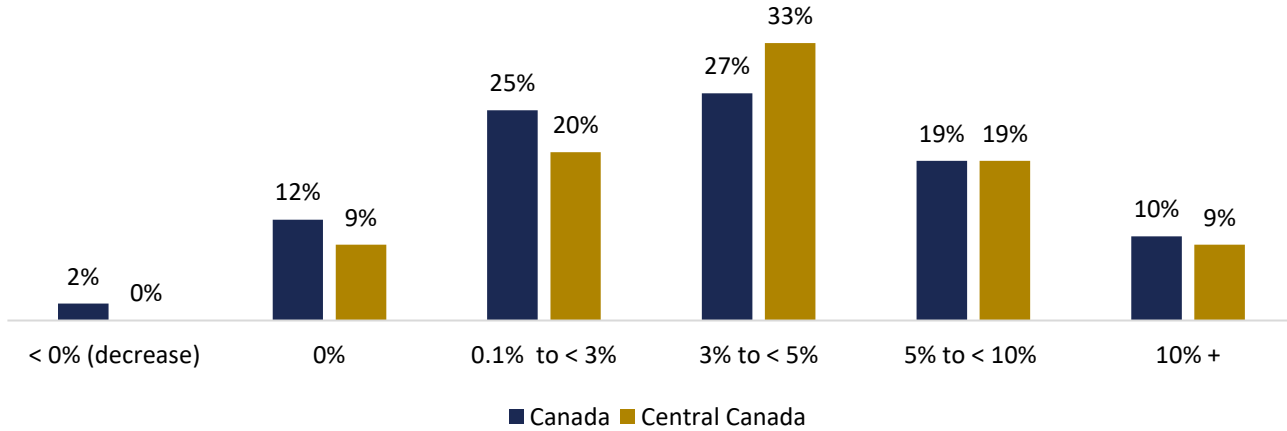
	Counsel (Legal + Senior Counsel)			General Counsel*		
	2020	2022	2024	2020	2022	2024
Average base salary (\$)	\$122,000	\$127,500	\$136,500	\$178,500	\$194,500	\$186,000
Target bonus/Incentive	16%	13%	14%	23%	30%	29%
Maximum target amount	21%	14%	17%	30%	39%	43%
Actual bonus/Incentive	21%	11%	11%	20%	34%	34%

\*Includes EVP Legal, VP Legal, General Counsel and Director of Legal/Legal Manager

## Base Salary Increase in Central Canada vs. Canada

Compared to the rest of the country, a slightly higher proportion in Central Canada received increases in the 3% to <5% range (33% in Central Canada vs. 27% nationally).

The proportion with no raise is down significantly from the previous two waves (9% vs. 22% and 22%).



## Benefits Included in Package – Central Canada

The table below provides historical information on the benefits provided to in-house counsel residing in Central Canada (Manitoba and Saskatchewan). The table compares this information to the national numbers.

Included in benefits package (% yes)	Canada			Central Canada		
	2020	2022	2024	2020	2022	2024
<b>Insurance and retirement benefits</b>						
Dental coverage	95%	97%	97%	99%	99%	98%
Extended medical coverage	77%	82%	79%	81%	81%	76%
Pension/Retirement plan	78%	74%	75%	93%	87%	83%
Provincial health care coverage	71%	72%	69%	64%	64%	80%
Employee assistance program	80%	83%	86%	90%	88%	93%
Additional health spending account	59%	61%	69%	77%	69%	78%
Medical/Dental coverage beyond retirement	20%	20%	22%	13%	14%	19%
Short-term disability	84%	86%	85%	84%	82%	83%
Long-term disability	87%	89%	89%	87%	92%	93%
Life insurance	83%	86%	85%	93%	92%	89%
<b>Fringe benefits</b>						
Educational credits/Tuition reimbursement	45%	44%	44%	52%	56%	50%
Employee referral program	42%	44%	46%	36%	47%	41%
Parking allowance	28%	26%	24%	42%	35%	33%
Moving expenses	13%	13%	12%	25%	15%	13%
Executive health plan	23%	24%	24%	22%	23%	28%
Car allowance	12%	12%	13%	6%	7%	7%
Subsidized meals	11%	8%	10%	13%	11%	9%
Subsidized childcare	3%	3%	3%	1%	0%	2%
<b>Paid time off</b>						
Personal time off days	62%	66%	71%	64%	65%	63%
Flex days	49%	49%	50%	54%	55%	43%
Top up for maternity leave	41%	43%	48%	42%	46%	37%
Extended parental leave	28%	34%	34%	32%	32%	30%
Elder care leave	14%	15%	14%	23%	21%	11%
Sabbatical	10%	11%	9%	10%	14%	6%

## Change in Benefits and Satisfaction with Compensation

In Central Canada, the percentage reporting increases in out-of-pocket costs for benefits (28%) and decreases in coverage (15%) continue to rise.

Satisfaction with base salary, benefits, and incentives are fairly close to national rates.

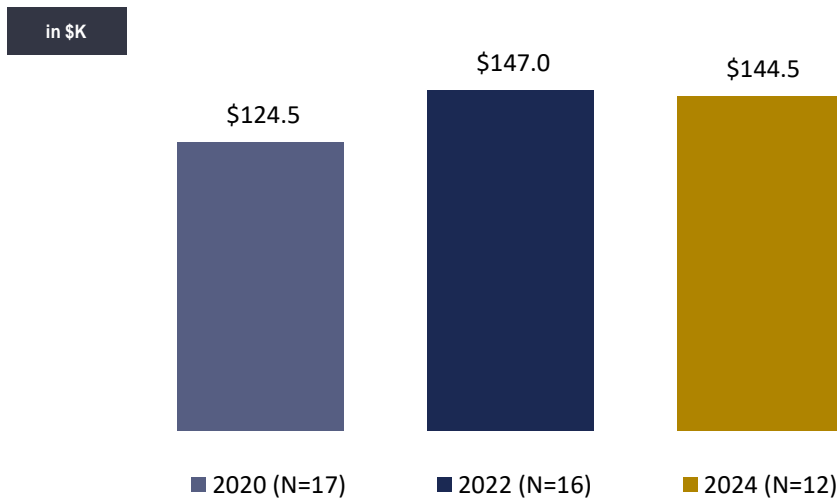
Experienced in past 12 months (% yes)	Canada			Central Canada		
	2020	2022	2024	2020	2022	2024
Increase in out-of-pocket costs for benefits	25%	27%	32%	16%	24%	28%
Decrease in benefits coverage	12%	9%	12%	7%	9%	15%

% Very/Somewhat satisfied	Canada			Central Canada		
	2020	2022	2024	2020	2022	2024
Benefits package	70%	72%	70%	81%	75%	72%
Incentive program	59%	60%	58%	71%	53%	61%
Base salary	55%	51%	51%	55%	47%	50%

## Focus on the Financial Sector in Central Canada

The financial services/ insurance/ banking sector continues to be the number one employer of in-house counsel in Central Canada.

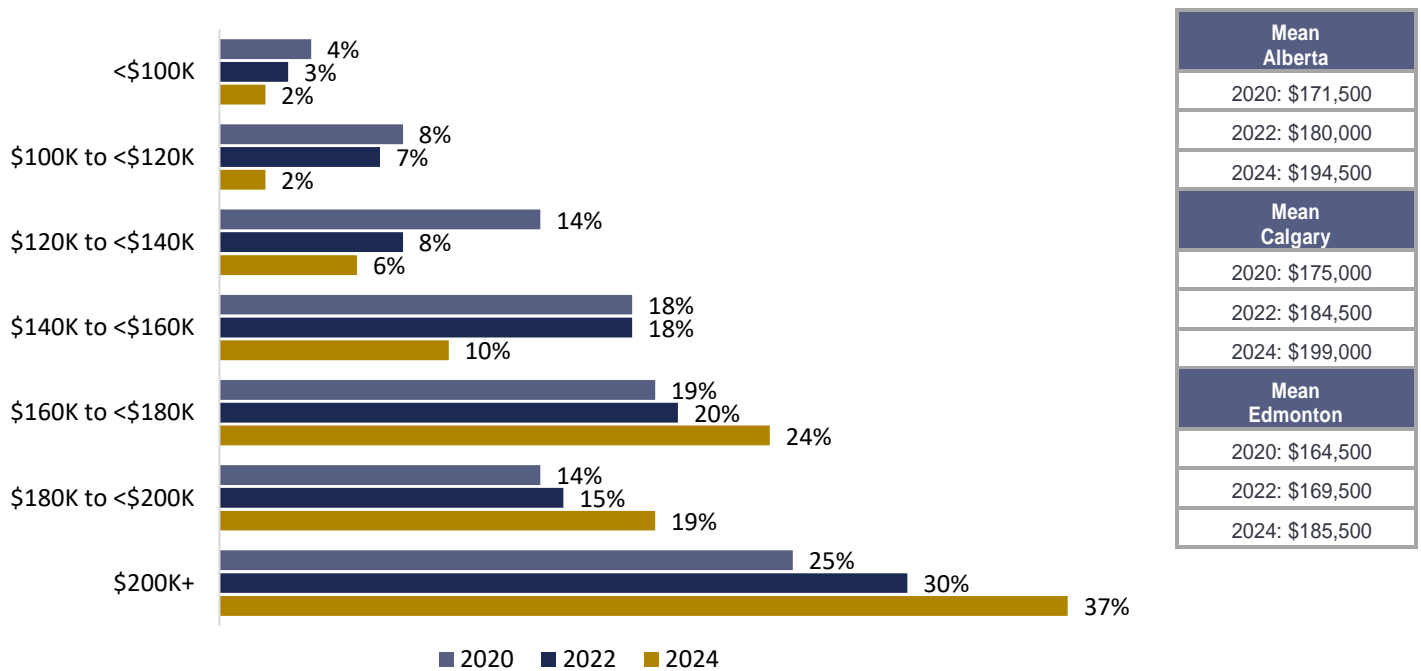
The average base salary within this sector is \$144,500.



## FOCUS ON ALBERTA

### Distribution of Base Salary in Alberta

The mean base salary in 2024 for in-house counsel in Alberta is \$194,500, which is almost at par with the national average (\$196,000) and an increase from \$180,000 reported in 2022. The mean base salary in Calgary has risen from \$184,500 in 2022 to \$199,000. Edmonton in-house counsel also saw an increase from the previous wave: \$169,500 in 2022 to \$185,500 in 2024.



### Compensation Package by Position – Alberta

Average base salaries range from \$158,000 for Legal Counsel to \$274,000 for General Counsel at the Executive Level.

	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
Average base salary (\$)	\$132,500	\$138,500	\$158,000	\$172,500	\$180,000	\$186,500	\$192,000	\$205,000	\$212,000	\$254,000	\$272,000	\$274,000
Target bonus/Incentive	18%	18%	19%	21%	25%	18%	28%	28%	41%	56%	65%	50%
Maximum target amount	25%	22%	33%	27%	41%	37%	37%	44%	75%	94%	105%	78%
Actual bonus/Incentive	16%	20%	20%	19%	23%	23%	27%	36%	42%	66%	78%	55%

\* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager

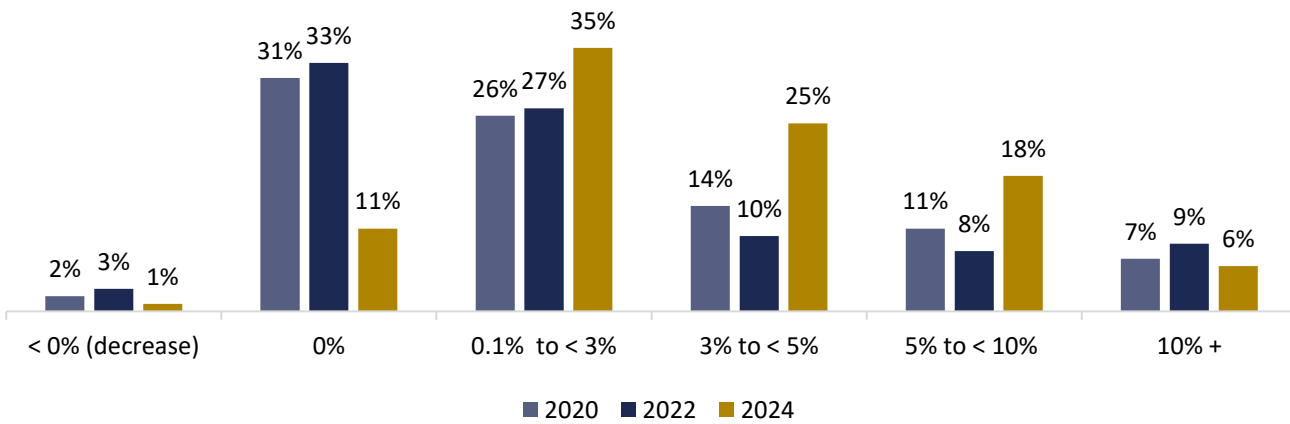
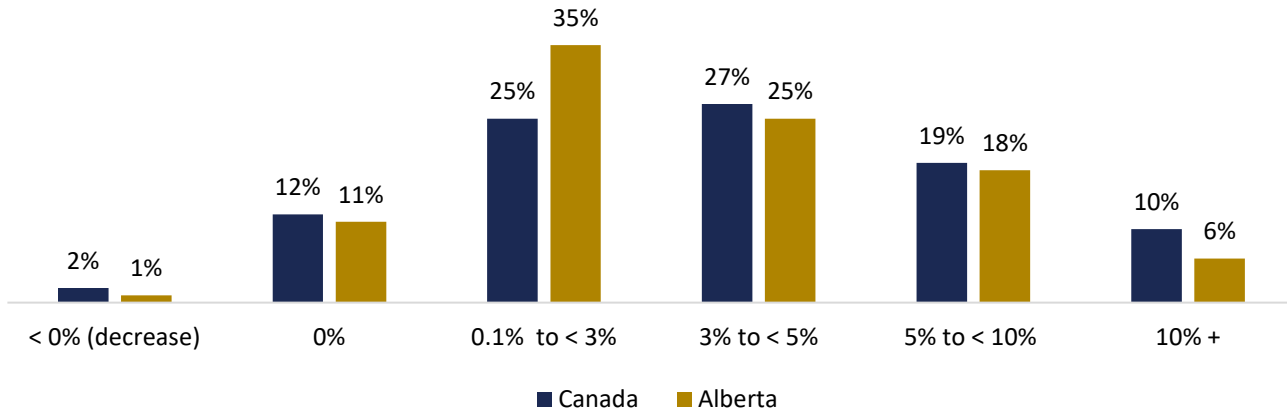
\*\* General Counsel Executive Level – Combines Executive VP Legal and VP Legal



## Base Salary Increase in Alberta vs. Canada

The largest proportion of Albertan in-house counsel saw a less than 3% raise (35%).

Those who saw no increase dropped dramatically to 11% from 33% in 2022 and 31% in 2020.



## Benefits Included in Package – Alberta

The table below provides historical information on the benefits provided to in-house counsel residing in Alberta. The table also compares this information to the national numbers.

Included in benefits package (% yes)	Total			Alberta		
	2020	2022	2024	2020	2022	2024
<b>Insurance and retirement benefits</b>						
Dental coverage	95%	97%	97%	98%	99%	97%
Extended medical coverage	77%	82%	79%	77%	84%	78%
Pension/Retirement plan	78%	74%	75%	79%	76%	78%
Provincial health care coverage	71%	72%	69%	70%	68%	67%
Employee assistance program	80%	83%	86%	85%	88%	87%
Additional health spending account	59%	61%	69%	79%	81%	86%
Medical/Dental coverage beyond retirement	20%	20%	22%	19%	19%	21%
Short-term disability	84%	86%	85%	93%	93%	91%
Long-term disability	87%	89%	89%	91%	95%	92%
Life insurance	83%	86%	85%	85%	87%	87%
<b>Fringe benefits</b>						
Educational credits/Tuition reimbursement	45%	44%	44%	34%	37%	37%
Employee referral program	42%	44%	46%	43%	41%	42%
Parking allowance	28%	26%	24%	40%	38%	37%
Moving expenses	13%	13%	12%	13%	11%	13%
Executive health plan	23%	24%	24%	21%	24%	22%
Car allowance	12%	12%	13%	8%	11%	9%
Subsidized meals	11%	8%	10%	8%	6%	8%
Subsidized childcare	3%	3%	3%	2%	2%	1%
<b>Paid time off</b>						
Personal time off days	62%	66%	71%	61%	63%	66%
Flex days	49%	49%	50%	62%	61%	61%
Top up for maternity leave	41%	43%	48%	37%	28%	39%
Extended parental leave	28%	34%	34%	25%	29%	31%
Elder care leave	14%	15%	14%	13%	13%	12%
Sabbatical	10%	11%	9%	7%	4%	4%

## Change in Benefits and Satisfaction with Compensation

In Alberta, in 2024, those reporting increases in out-of-pocket costs is up slightly from the previous two waves.

Albertan in-house counsel are more satisfied with benefits and incentives than those in other provinces, while base salary satisfaction is on par with the national rate.

Experienced in past 12 months (% yes)	Canada			Alberta		
	2020	2022	2024	2020	2022	2024
Increase in out-of-pocket costs for benefits	25%	27%	32%	31%	31%	35%
Decrease in benefits coverage	12%	9%	12%	16%	9%	12%

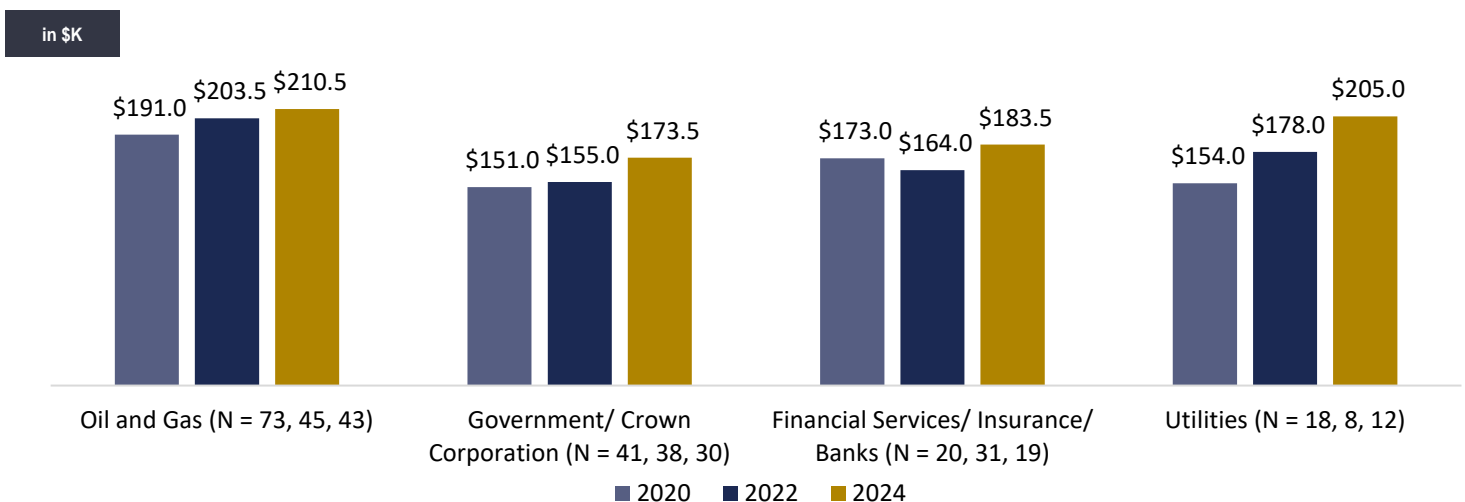
% Very/Somewhat satisfied	Canada			Alberta		
	2020	2022	2024	2020	2022	2024
Benefits package	70%	72%	70%	70%	77%	77%
Incentive program	59%	60%	58%	60%	64%	68%
Base salary	55%	51%	51%	48%	54%	52%

## Trends by Industry in Alberta

The top four sectors employing in-house counsel in Alberta are:

1. Oil & gas
2. Government
3. Financial services/ insurance/ banks
4. Utilities

Corresponding base salaries are indicated in the chart below. Those in the oil and gas reported the highest average base salary, followed by those in utilities. All four sectors saw increases over 2022.



## Focus on Oil & Gas Sector in Alberta

In Alberta's oil & gas sector in 2024, the average base salary for Legal Counsel is \$170,000 while the average base salary for GC Director Level is \$241,500.

	Legal Counsel			Senior Counsel			General Counsel at Director Level*		
	2020	2022	2024	2020	2022	2024	2020	2022	2024
Average base salary (\$)	\$140,000	\$152,500	\$170,000	\$192,500	\$202,000	\$201,000	\$200,500	\$208,000	\$241,500
Target bonus/Incentive	18%	18%	19%	24%	25%	20%	36%	28%	63%
Maximum target amount	25%	22%	40%	34%	41%	32%	44%	44%	115%
Actual bonus/Incentive	14%	20%	21%	19%	23%	17%	34%	36%	67%

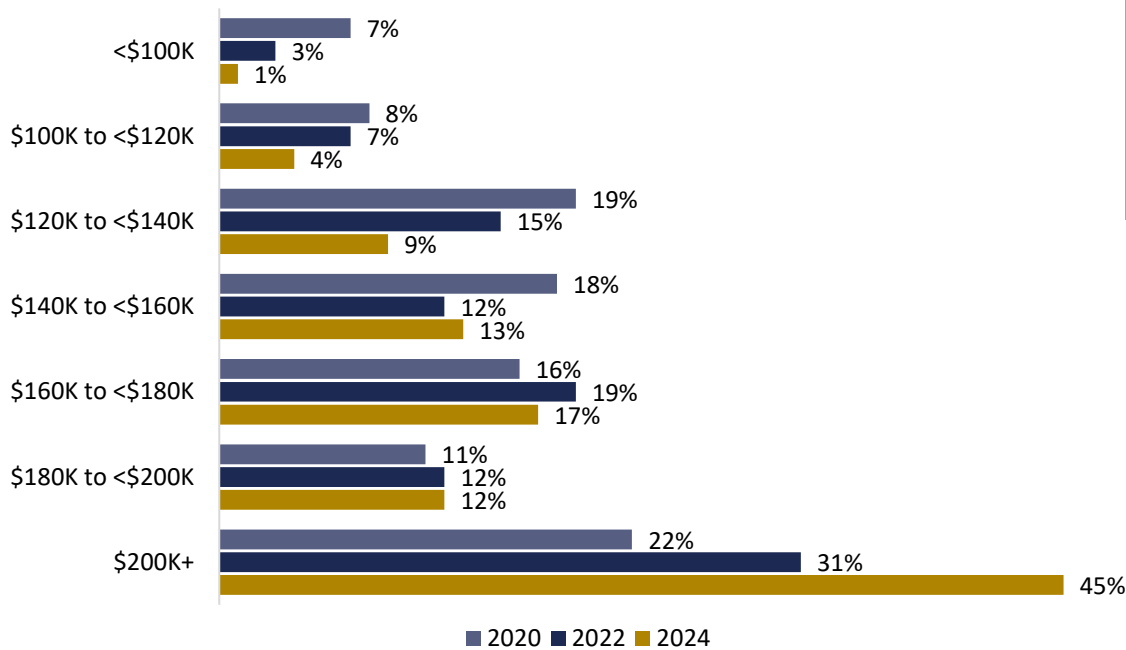
\* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager

## FOCUS ON BRITISH COLUMBIA

### Distribution of Base Salary in British Columbia

The mean base salary for in-house counsel in British Columbia is \$199,000, which is \$3,000 higher than the national average. Mean base salaries in Vancouver remain slightly higher than the province as a whole (+\$3,000 in 2024).

Mean British Columbia
2020: \$167,000
2022: \$181,000
2024: \$199,000
Mean Vancouver
2020: \$169,500
2022: \$182,500
2024: \$202,000



### Compensation Package by Position – British Columbia

In 2024, the average base salary for Legal Counsel in British Columbia is \$149,500 and the base salary for GC Executive Level is \$272,500.

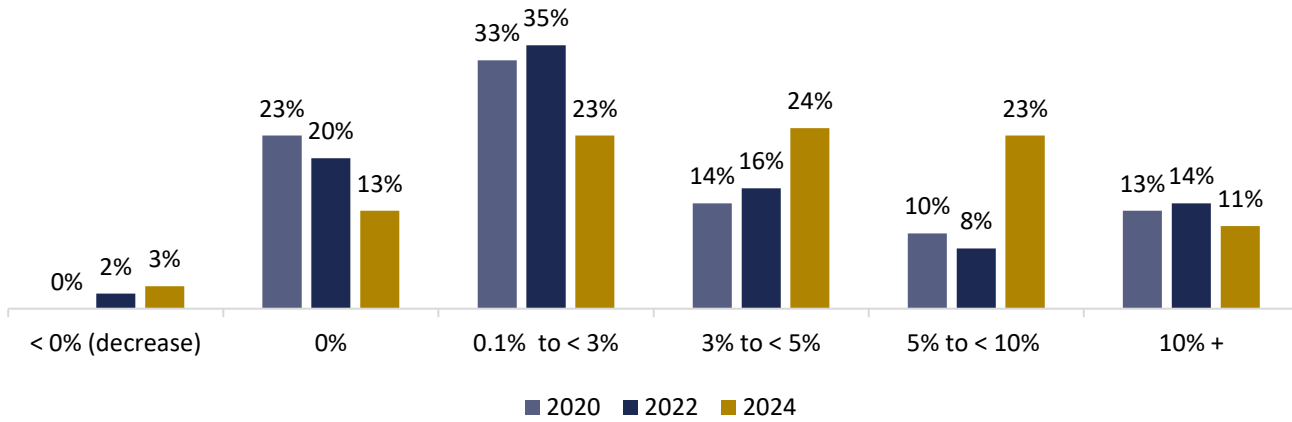
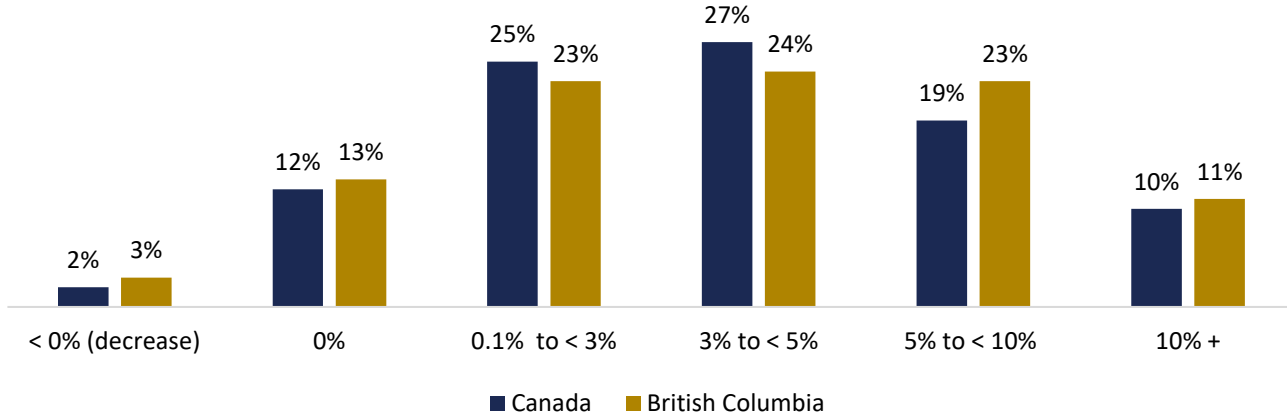
	Legal Counsel			Senior Counsel			General Counsel at Director Level*			General Counsel at Executive Level**		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
Average base salary (\$)	\$126,000	\$136,500	\$149,500	\$153,500	\$166,000	\$175,000	\$189,500	\$204,500	\$218,500	\$287,000	\$249,500	\$272,500
Target bonus/Incentive	20%	15%	16%	19%	21%	19%	25%	29%	32%	58%	38%	42%
Maximum target amount	31%	13%	15%	25%	31%	34%	36%	32%	28%	77%	65%	69%
Actual bonus/Incentive	23%	13%	13%	18%	27%	16%	28%	33%	30%	66%	41%	46%

\* General Counsel Director Level – Combines General Counsel and Director of Legal/Legal Manager

\*\* General Counsel Executive Level – Combines Executive VP Legal and VP Legal

## Base Salary Increase in British Columbia vs. Canada

Base salary increases in British Columbia were very close to being on par with the trends nationally. Increases of 3% or more were up significantly in 2024 (58%, vs. 38% in 2022 and 37% in 2020).



## Benefits Included in Package – British Columbia

The table below provides historical information on the benefits provided to in-house counsel residing in British Columbia. The table also compares this information to the national numbers.

Included in benefits package (% yes)	Total			British Columbia		
	2020	2022	2024	2020	2022	2024
<b>Insurance and retirement benefits</b>						
Dental coverage	95%	97%	97%	96%	98%	97%
Extended medical coverage	77%	82%	79%	90%	93%	87%
Pension/Retirement plan	78%	74%	75%	73%	68%	67%
Provincial health care coverage	71%	72%	69%	85%	81%	75%
Employee assistance program	80%	83%	86%	71%	77%	78%
Additional health spending account	59%	61%	69%	57%	57%	66%
Medical/Dental coverage beyond retirement	20%	20%	22%	18%	20%	21%
Short-term disability	84%	86%	85%	83%	81%	75%
Long-term disability	87%	89%	89%	87%	87%	87%
Life insurance	83%	86%	85%	78%	79%	82%
<b>Fringe benefits</b>						
Educational credits/Tuition reimbursement	45%	44%	44%	47%	40%	39%
Employee referral program	42%	44%	46%	38%	42%	37%
Parking allowance	28%	26%	24%	29%	28%	25%
Moving expenses	13%	13%	12%	14%	16%	13%
Executive health plan	23%	24%	24%	19%	25%	23%
Car allowance	12%	12%	13%	11%	9%	10%
Subsidized meals	11%	8%	10%	9%	6%	8%
Subsidized childcare	3%	3%	3%	1%	2%	2%
<b>Paid time off</b>						
Personal time off days	62%	66%	71%	51%	57%	62%
Flex days	49%	49%	50%	34%	35%	34%
Top up for maternity leave	41%	43%	48%	44%	47%	55%
Extended parental leave	28%	34%	34%	25%	38%	39%
Elder care leave	14%	15%	14%	15%	17%	14%
Sabbatical	10%	11%	9%	12%	13%	11%

## Change in Benefits and Satisfaction with Compensation

The percentage of in-house counsel that saw increases in out-of-pocket costs for benefits is lower in British Columbia than nationally (24% and 32%, respectively). Eleven percent of British Columbian in-house counsel saw a decrease in benefits coverage, close to the 12% experienced nationally.

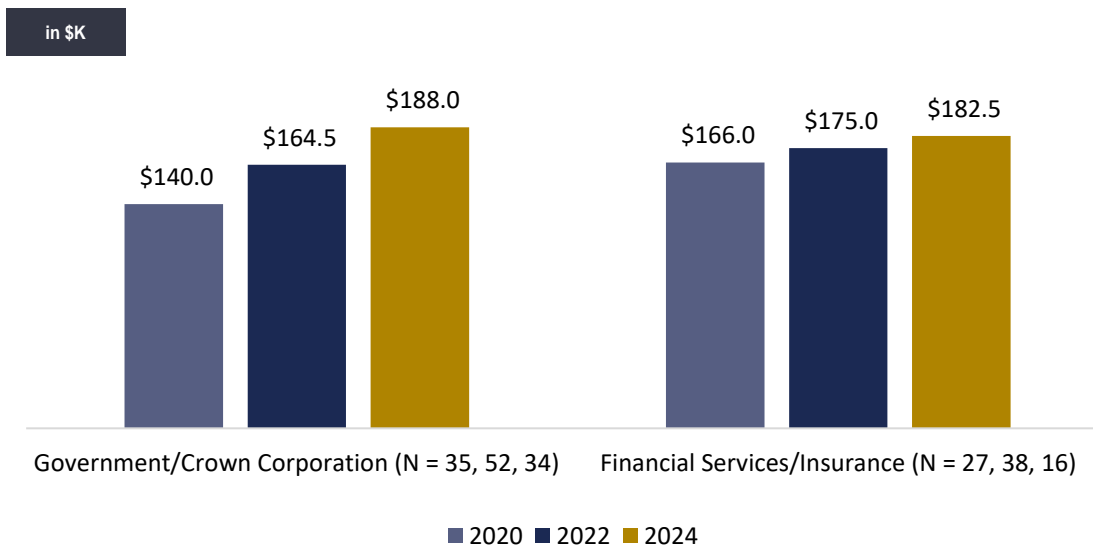
The percentages of British Columbian respondents who are very/somewhat satisfied with base salary, benefits, and incentives are all lower than national rates, although satisfaction across all three measures continues to decrease over time in British Columbia.

Experienced in past 12 months (% yes)	Canada			British Columbia		
	2020	2022	2024	2020	2022	2024
Increase in out-of-pocket costs for benefits	25%	27%	32%	20%	22%	24%
Decrease in benefits coverage	12%	9%	12%	7%	7%	11%

% Very/Somewhat satisfied	Canada			British Columbia		
	2020	2022	2024	2020	2022	2024
Benefits package	70%	72%	70%	70%	69%	63%
Incentive program	59%	60%	58%	61%	60%	55%
Base salary	55%	51%	51%	52%	49%	46%

## Trends by Industry in British Columbia

The top two sectors employing in-house counsel in British Columbia are government/Crown corporations and financial services/insurance. Both sectors show steady gains in base salaries from 2020 to 2024.







## National Trends in In-House Counsel Compensation

This section describes the trends and averages in compensation among all respondents as well as subgroups of respondents. If these figures are being used to compare and benchmark compensation, it is important to consider the appropriate subgroup for comparison, as there are large discrepancies depending on various demographic or background factors. This section details the differences in base salary as well as incentives by gender, industry, employer type, age, tenure, job role, etc.

## BASE SALARY BY TYPE OF EMPLOYER

The average salary for all in-house counsel surveyed is \$196,000, which is notably higher compared to the \$180,000 reported in 2022. Based on organization type, we note that the average base salary for in-house counsel in both publicly quoted and privately owned companies is higher than government, Crown corporations, or not-for-profit in-house counsel.

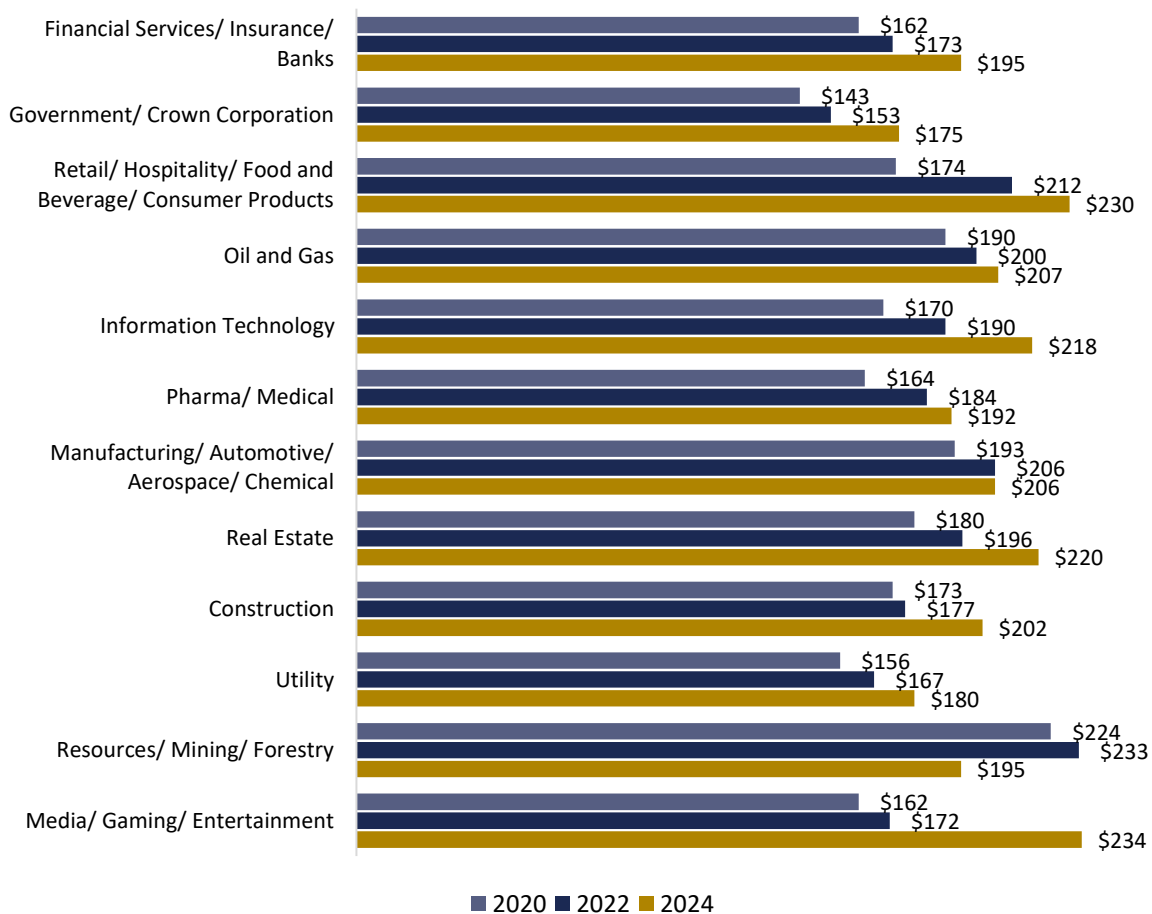
### Trends by Industry

The following chart provides salary information on the top sectors that employ in-house counsel. The chart is sorted in descending order by the number of respondents representing the industry for this wave of the survey. At the top of the chart is Financial Services/ Insurance/ Banks, composing 16% of responses in 2024, down to Media/ Gaming/ Entertainment, composing only 2%. So, the values decline in base size from top (more reliable averages) to bottom (less reliable averages).

This year, we see the highest average base salaries in retail/ hospitality/food and beverage/consumer products (\$230K), real estate (\$220K), and information technology (\$218K). Those reporting from the media/ gaming/ entertainment industry averaged \$234K, but the sample size is fairly small.

Five industries saw 2024 over 2022 increases of 12% to 15%, including Information Technology (+14.7%), Government/ Crown Corporation (+14.4%), Construction (+14.1%), Financial Services/ Insurance/ Banks (+12.7%), and Real Estate (+12.5%). The increase in Government/ Crown Corporation may be due to hearing from more executive level GC in 2024 (8% of Government/ Crown respondents) than in 2022 (1%).

The only industry that recorded a decline is resources/ mining/ forestry, down 16% from 2022. The decline is most likely due to the reduced representation of General Counsel at director and executive levels in the 2024 sample. Those roles represented 58% of responses from those industries in 2022, but only 31% in 2024.



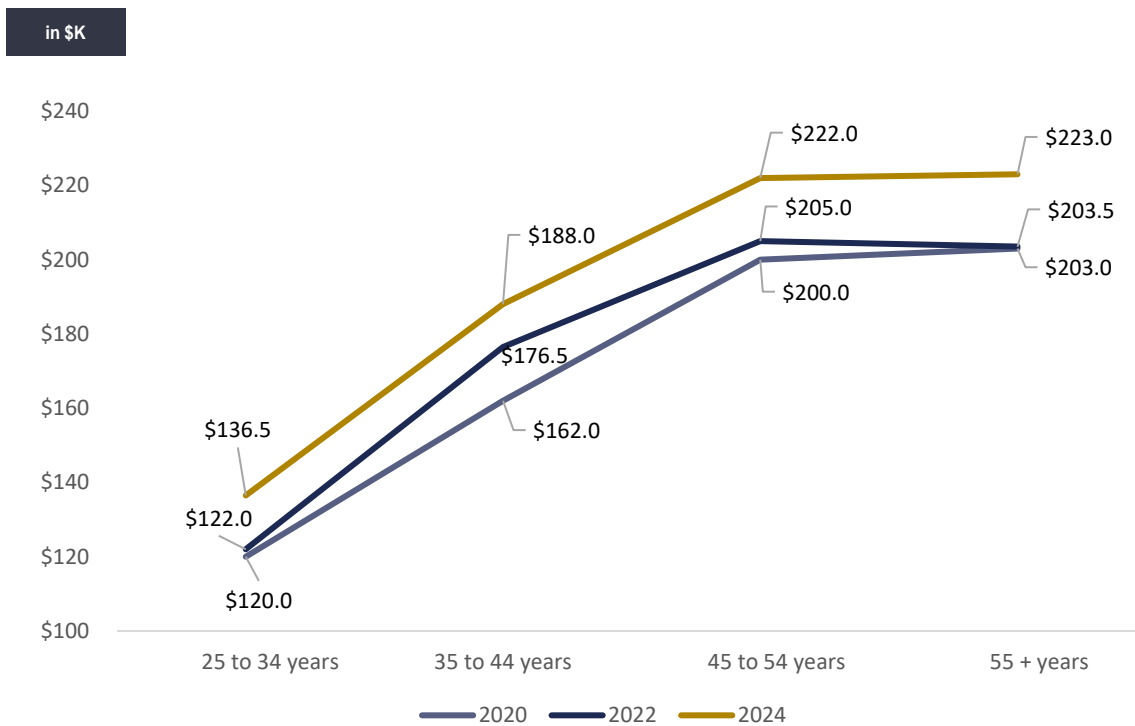
## BASE SALARY BY EMPLOYMENT HISTORY, AGE, AND TENURE

We continue to see an overall relationship between years in private practice and salary in which, generally speaking, the higher the number of years in private practice, the higher the salary as in-house counsel. In 2024, the trend is less clear in the 1-to-5-year range.

Number of years in private practice	Average Base salary		
	2020	2022	2024
None	\$129,500	\$148,000	\$169,500
1 – 2 years	\$156,000	\$167,000	\$188,500
3 – 5 years	\$173,000	\$185,000	\$186,500
> 5 years	\$186,500	\$197,000	\$220,500

### Trends by Age

Generally, the older the person, the higher the salary. Salary increases peak in the 45-54-year-old range and then plateau. This year, those in the 25-34-year-old group received an average annual base salary of \$136.5K, while those 55+ received an annual base salary of \$223K.



	25 to 34 years	35 to 44 years	45 to 54 years	55+ years
2020	\$120,000	\$162,000	\$200,000	\$203,000
2022	\$122,000	\$176,500	\$205,000	\$203,500
2024	\$136,500	\$188,000	\$222,000	\$223,000

## Trends by Tenure with Employer

The trends by tenure with employer show results similar to the previous table of trends by age i.e. the longer an individual works for a given organization, the higher the salary. There was an increase for base salary across all groups from 2022 to 2024.



	< 5 years	5 to 9 years	10 to 14 years	15 + years
2020	\$153,000	\$180,000	\$200,000	\$218,000
2022	\$167,000	\$185,000	\$208,000	\$207,000
2024	\$183,500	\$198,000	\$211,000	\$222,500

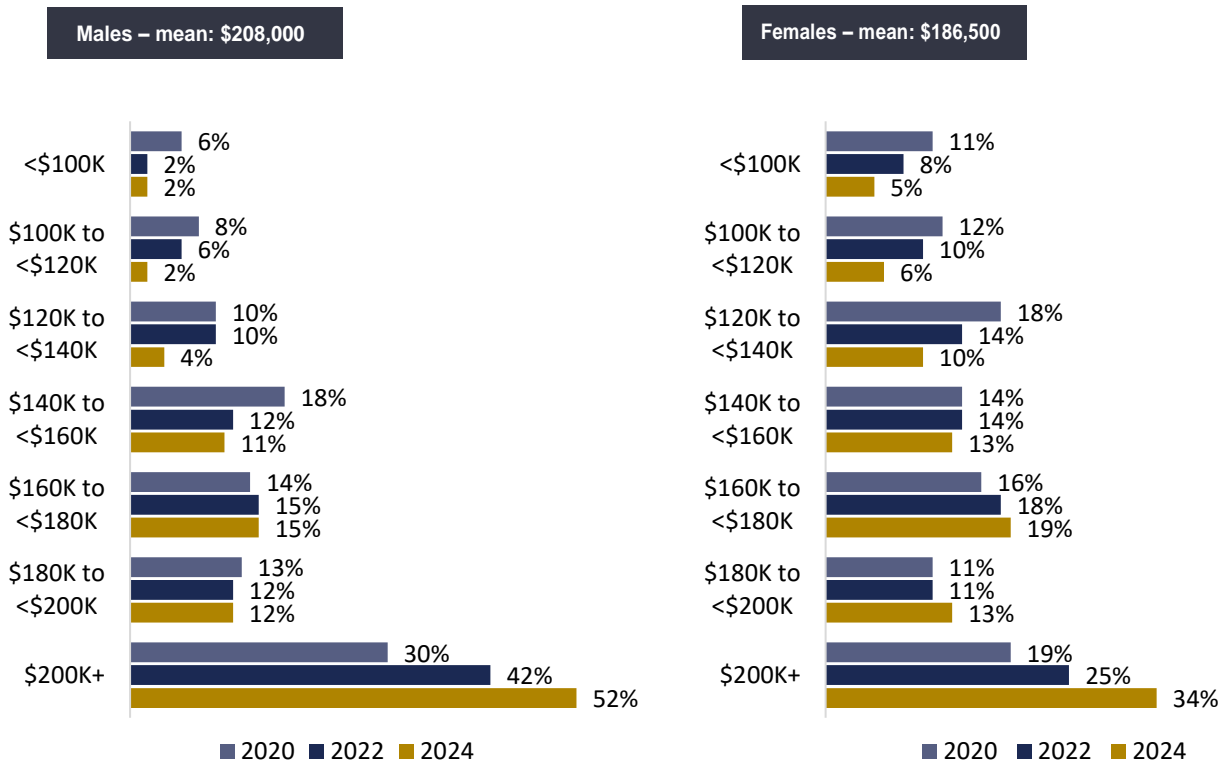
## BASE SALARY BY GENDER

### Trends by Gender

Once again in 2024, female participants outnumber male (53% vs. 45%). On average, the salary of female in-house counsel is lower than their male counterparts.

In 2024, the average male base salary stands at \$208,000, \$21,500 higher than the average female base salary of \$186,500. Compared to 2022, in total, the salary gap fell both absolutely (gap of \$24,000 in 2022) and relatively (males 12.4% higher in 2022 and 10.3% higher in 2024).

Gender differences are particularly apparent at high and low wage levels. Twenty-one percent of females report a wage lower than \$140,000 (vs. 8% of males), and, at the highest wage category, 34% of females are in the \$200,000+ bracket compared with 52% of males.



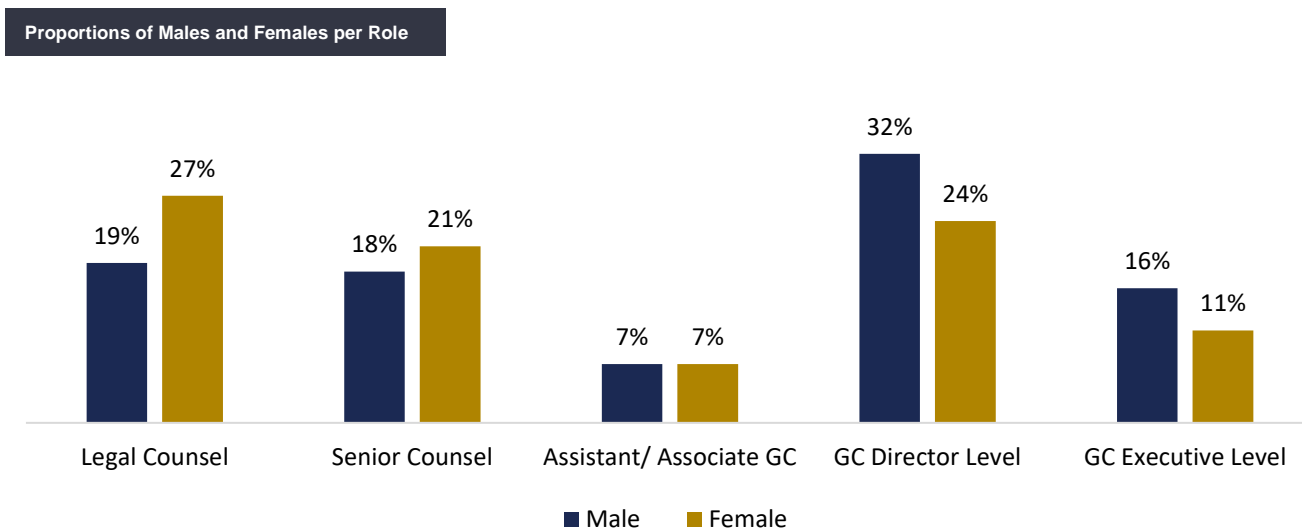
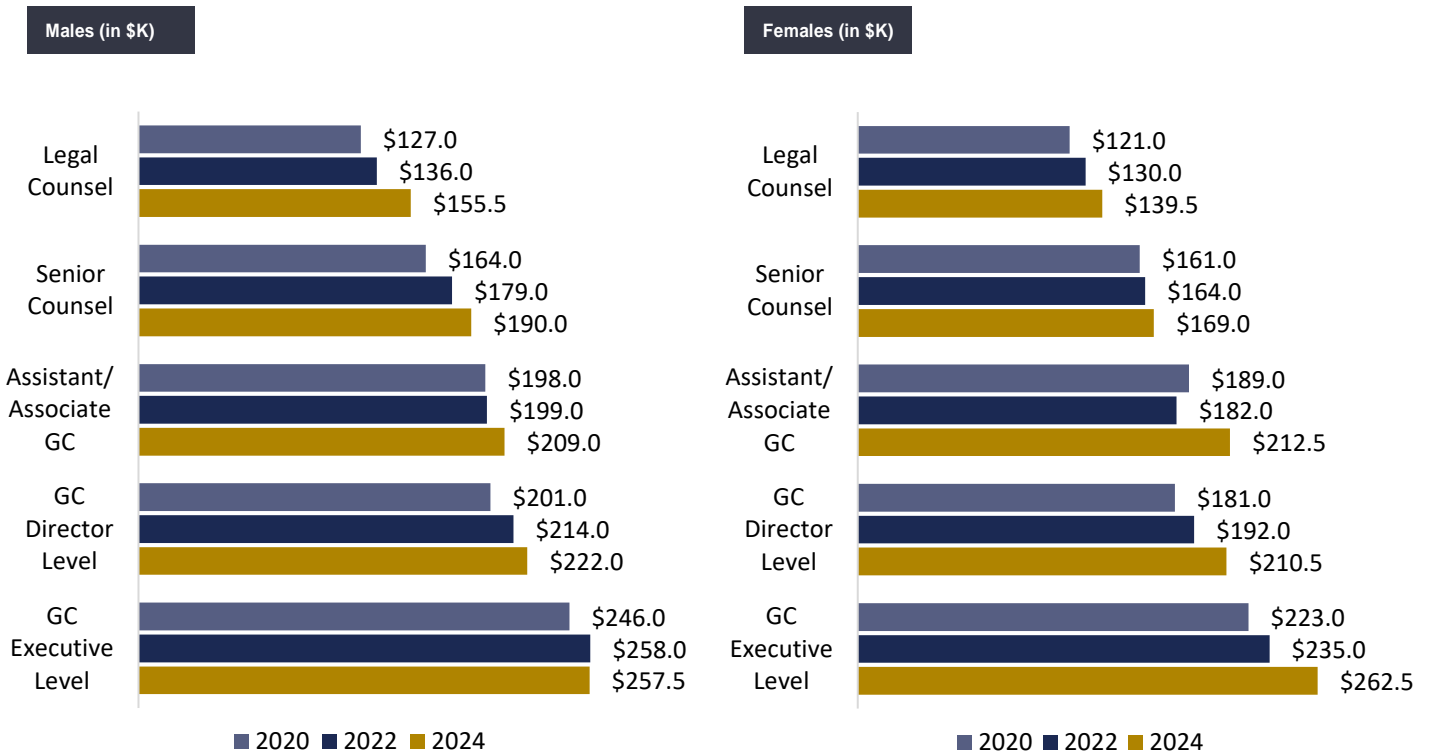
	Total mean salary	Males	Females	Difference (\$)	Difference (%)
2020	\$167,500	\$177,000	\$158,000	-\$19,000	-10.7%
2022	\$180,000	\$193,000	\$169,000	-\$24,000	-12.4%
2024	\$196,000	\$208,000	\$186,500	-\$21,500	-10.3%

## Salary by Job Role and Gender

For the first time, in 2024, females report higher average salaries than males in two of five in-house counsel roles: Assistant/ Associate GC and GC Executive Level.

The gap in GC Director level, while still at \$11,500, is lower than that seen in 2022 (\$22,000) and 2020 (\$20,000).

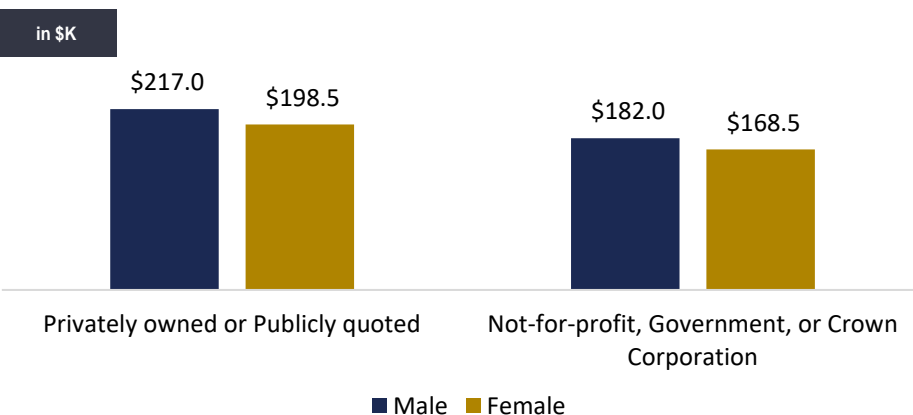
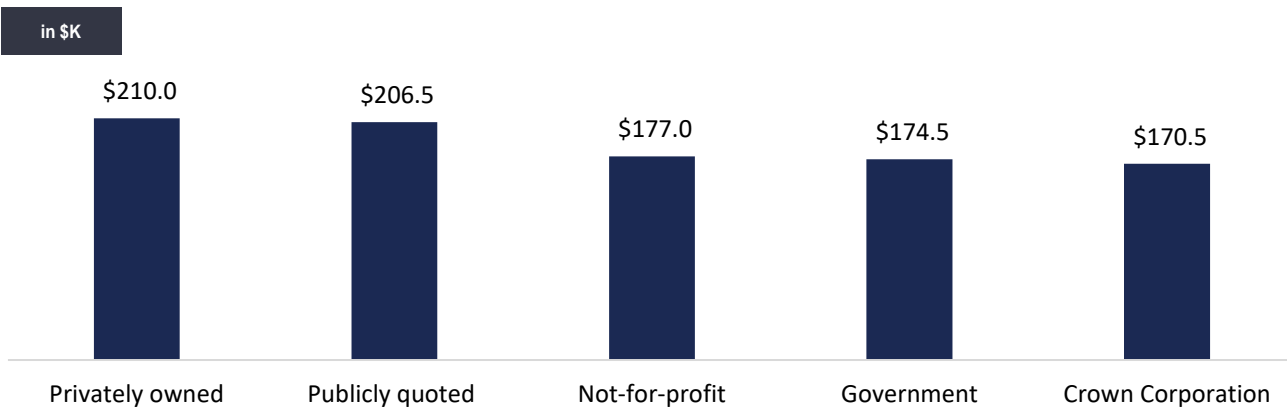
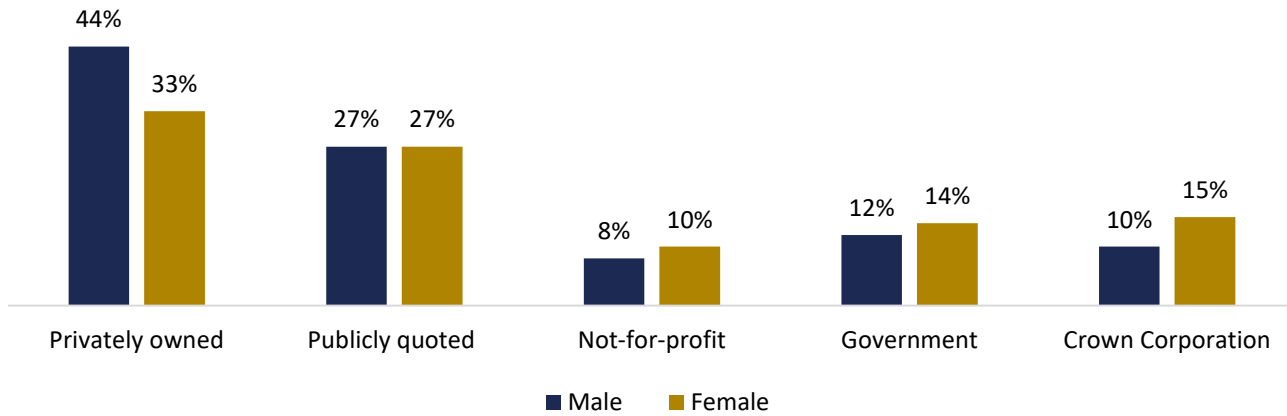
One explanation for the lower overall average salary for females could be the proportion reporting at lower role levels: 48% of females at Legal Counsel or Senior Counsel levels, while 48% of males are at GC Director or Executive levels.



## Gender and Sector

Another factor that partially explains the salary discrepancy between males and females relates to an analysis of gender and sector. When we compare the differences in base salary across the five sectors (second chart), we see that base salaries are the lowest for those in not-for-profits, Crown corporations, and government. The first chart shows that the proportion of females to males is much higher in the lower paying organization types. In total, these three sectors employ 39% of the female respondents vs. only 30% of males.

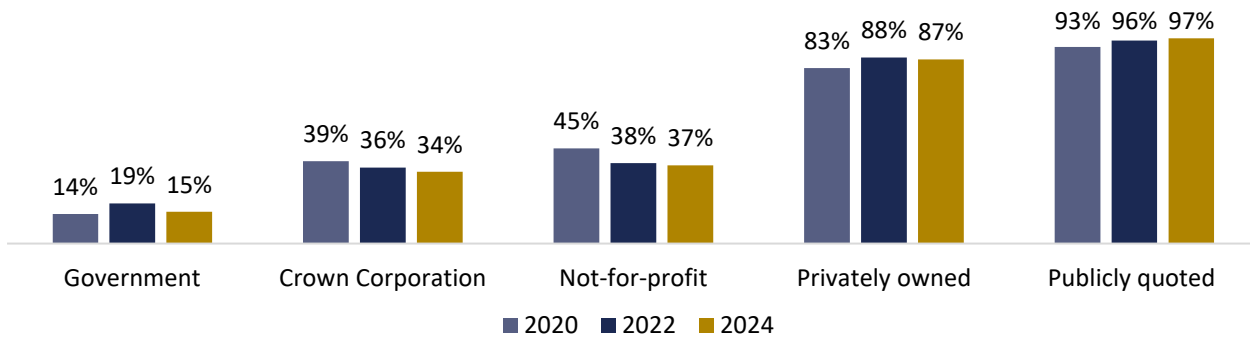
But looking at the third chart below, which groups together the two highest paying sectors vs. the three lowest paying, we see males earn a higher base salary in each of the groupings.



## SHORT-TERM AND LONG-TERM INCENTIVE PROGRAMS

### Short-Term Incentives

Short-term incentive plans are available to 97% of in-house counsel in publicly quoted companies. With respect to privately owned companies, 87% of their employees have access. The not-for-profit sector is next at 37% and Crown corporations follow at 34%. In 2024, government use of short-term incentive programs stands at 15%.



### Bases of Bonus/Incentive Program

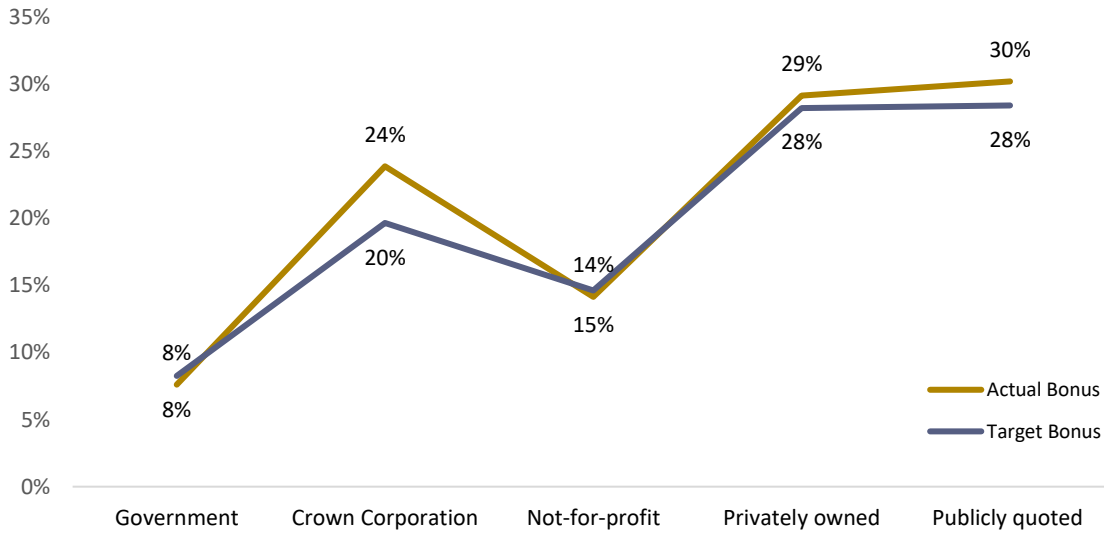
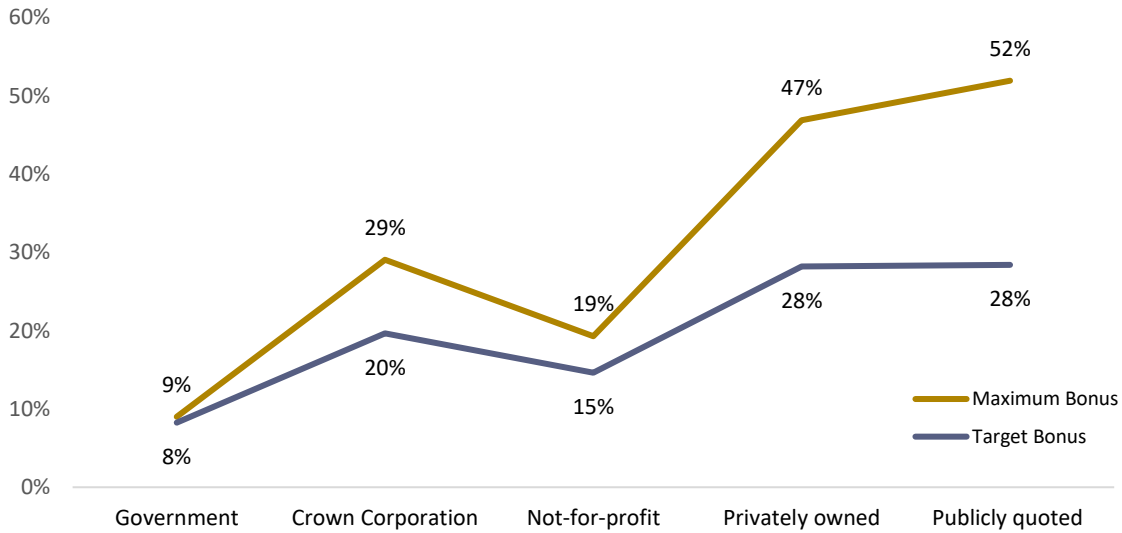
Experienced in past 12 months (% yes)	Total			Government			Crown corporation			Not-for-profit			Privately owned			Publicly quoted		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
Organizational performance	90%	89%	89%	40%	41%	43%	86%	84%	78%	69%	66%	52%	91%	93%	90%	97%	94%	99%
Individual performance	88%	89%	88%	100%	96%	93%	95%	96%	100%	92%	92%	92%	85%	86%	84%	92%	86%	89%
Team performance	48%	48%	48%	50%	37%	43%	54%	45%	56%	45%	50%	40%	47%	51%	51%	49%	45%	46%
Specific project based	22%	18%	18%	5%	19%	14%	27%	8%	25%	33%	24%	24%	22%	18%	20%	18%	19%	14%



## Bonuses by Sector

Bonus targets are higher in privately owned and publicly quoted organizations than in other organizations and their maximum possible bonuses are much higher. Since these two organization types already have higher base salaries to start with, the higher bonus targets make for much higher possible total compensation for those in privately owned and publicly quoted organizations.

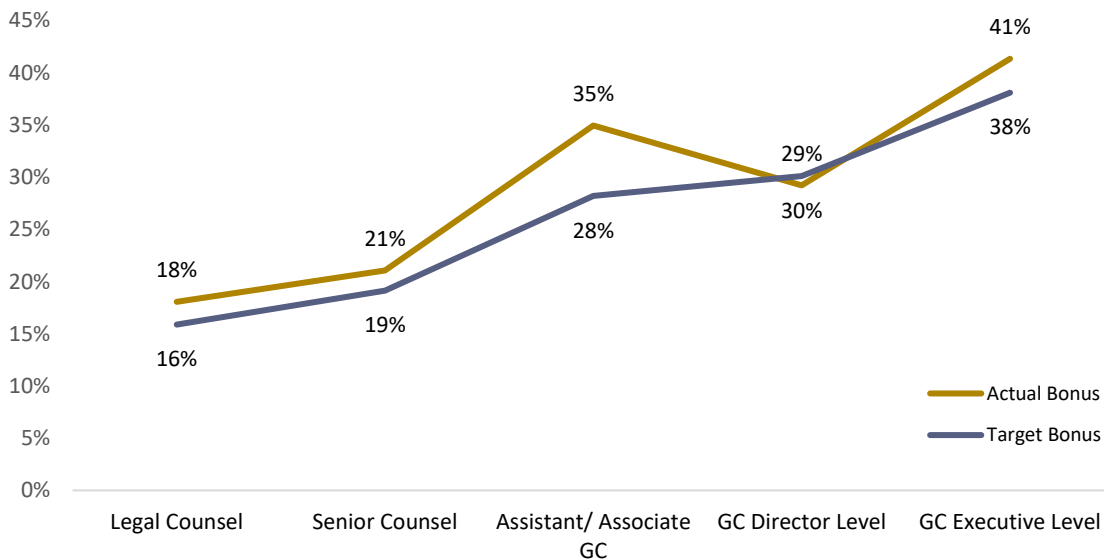
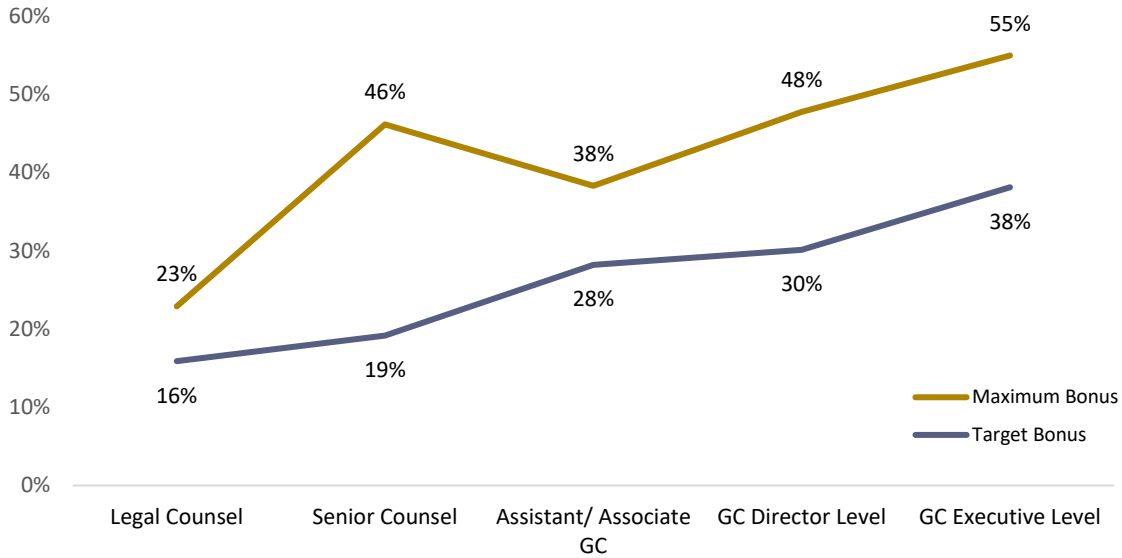
Actual bonuses track very close to targets in 2024.



## Bonuses by Title

Looking at target bonuses by title, the percentages continuously increase from lower to higher levels, with Legal Counsel respondents reporting an average 16% target while Executive Level GC have a target over twice as high (38%). When considering that Legal Counsel have an average base salary of \$145.5K vs. \$257K for Executive Level GC, the increasing targets seem even larger.

With regard to the bonuses actually seen, Assistant/Associate GC receive the highest above target (35%, +7), while the other four in-house counsel titles were close to target (+/-2% or less).

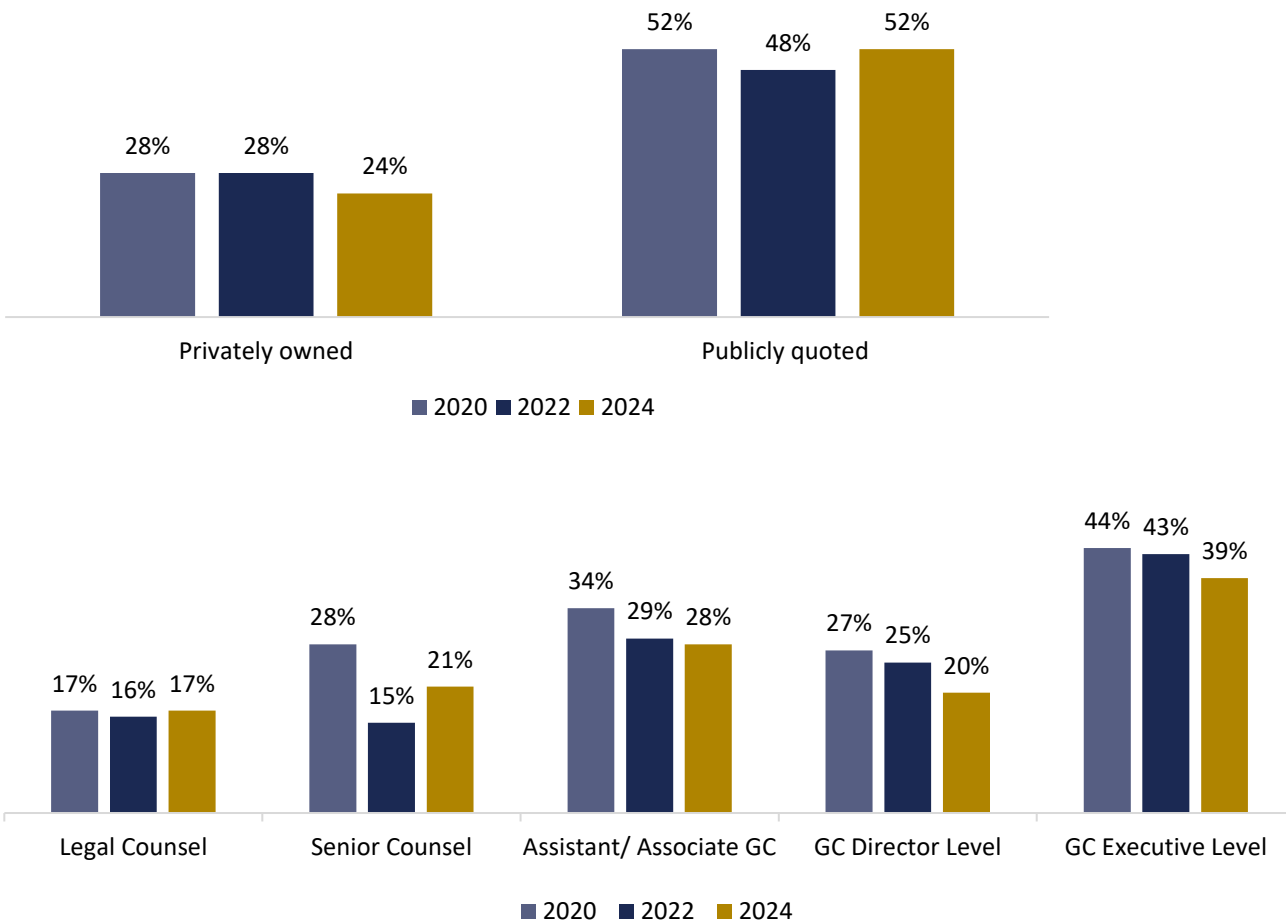


## Stock Options

Twenty-four percent of in-house counsel in privately owned companies have stock options, slightly lower than the proportions previously reported. Those in publicly quoted companies who report having stock options returned to the percentage seen in 2020.

GC Executives report the highest access to stock options (39%) while only between 17% and 28% of other titles have options.

Compared to 2020, the percentage reporting that they have stock options seem to be down across all titles above Legal Counsel.



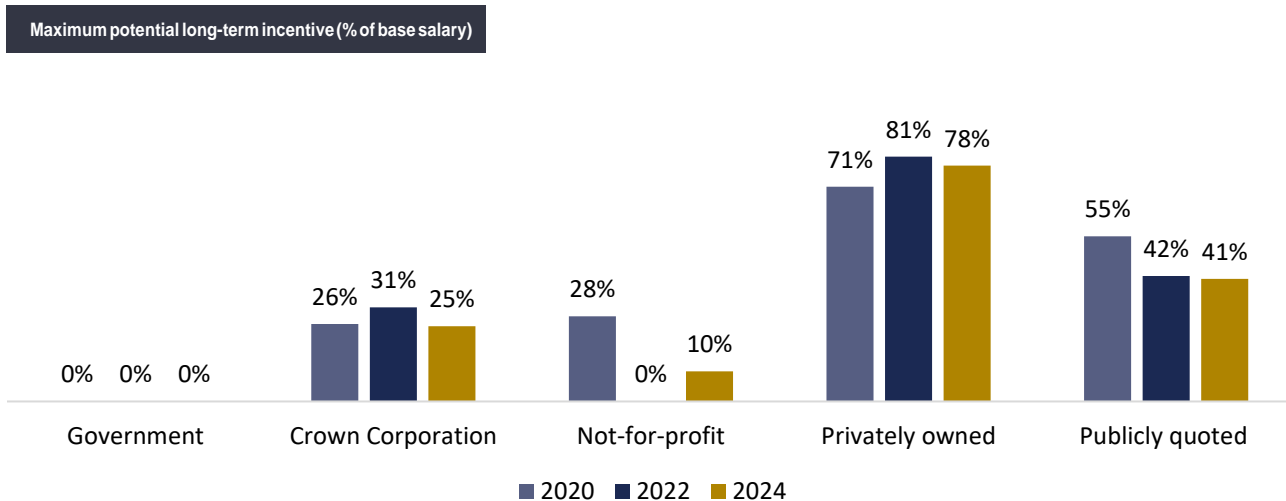
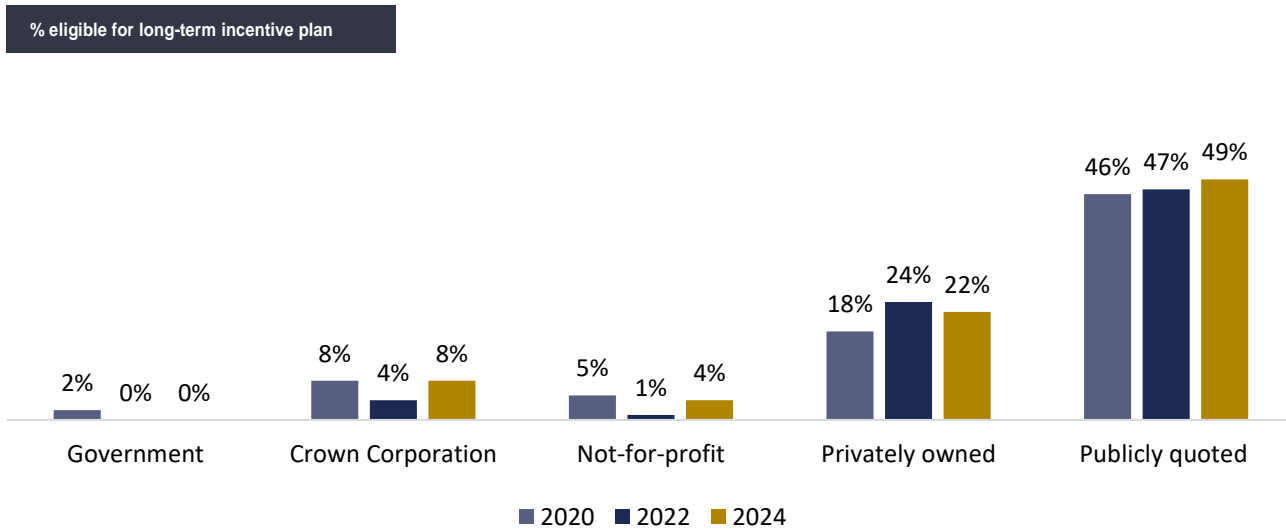
Type of plan	% Yes		
	2020	2022	2024
Restricted stock plan	47%	46%	47%
Performance share plan	32%	33%	29%
Share appreciation rights	9%	9%	8%
Phantom share plan	10%	11%	8%

## Long-Term Incentive Plans

Long-term incentive plans continue to be offered at much higher levels in publicly quoted companies.

In 2024, 49% of in-house counsel at publicly quoted companies are eligible for such plans, a fairly consistent percentage since 2020. Twenty-two percent of in-house counsel at privately owned companies receive long-term incentives while for other types of organizations, eligibility continues to hover in ranges below 10%.

Privately owned and publicly quoted organizations continue to report much higher maximum potentials, this year the average values were 78% and 41%.



# Benefits

As noted in 2022, almost all in-house counsel receive dental coverage and a large majority (>=85%) are offered: long-term disability, an employee assistance program, short-term disability and life insurance.

Included in benefits package (% yes)	Total		
	2020	2022	2024
<b>Insurance and retirement benefits</b>			
Dental coverage	95%	97%	97%
Extended medical coverage	77%	82%	79%
Pension/Retirement plan	78%	74%	75%
Provincial health care coverage	71%	72%	69%
Employee assistance program	80%	83%	86%
Additional health spending account	59%	61%	69%
Medical/Dental coverage beyond retirement	20%	20%	22%
Short-term disability	84%	86%	85%
Long-term disability	87%	89%	89%
Life insurance	83%	86%	85%
<b>Fringe benefits</b>			
Educational credits/Tuition reimbursement	45%	44%	44%
Employee referral program	42%	42%	46%
Parking allowance	28%	26%	24%
Moving expenses	13%	13%	12%
Executive health plan	23%	24%	24%
Car allowance	12%	12%	13%
Subsidized meals	11%	8%	10%
Subsidized childcare	3%	3%	3%
<b>Paid time off</b>			
Personal time off days	62%	66%	71%
Flex days	49%	49%	50%
Top up for maternity leave	41%	43%	48%
Extended parental leave	28%	34%	34%
Elder care leave	14%	15%	14%
Sabbatical	10%	11%	9%

## Benefits Package by Sector

Dental coverage is provided at high levels across all sectors, however, not-for-profit, privately owned, and publicly quoted organizations still lag behind government and Crown corporations in most other insurance and retirement benefits.

Included in benefits package (% yes)	Government			Crown corporation			Not-for-profit			Privately owned			Publicly quoted		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
<b>Insurance and retirement benefits</b>															
Dental coverage	95%	98%	99%	98%	98%	100%	96%	97%	97%	93%	96%	94%	97%	98%	97%
Extended medical coverage	82%	87%	79%	80%	86%	87%	78%	80%	78%	75%	77%	77%	77%	84%	80%
Pension/Retirement plan	97%	98%	100%	97%	96%	91%	86%	77%	71%	65%	58%	60%	75%	72%	78%
Provincial health care coverage	77%	79%	77%	80%	74%	73%	61%	70%	63%	70%	72%	66%	70%	69%	68%
Employee assistance program	88%	95%	89%	87%	88%	91%	89%	86%	85%	72%	76%	80%	74%	75%	92%
Additional health spending account	62%	65%	67%	70%	69%	82%	50%	50%	68%	53%	57%	61%	64%	67%	74%
Medical/Dental coverage beyond retirement	33%	37%	34%	29%	27%	31%	17%	15%	21%	14%	14%	15%	16%	18%	22%
Short-term disability	86%	92%	84%	88%	88%	95%	81%	85%	78%	79%	80%	78%	91%	91%	93%
Long-term disability	88%	95%	94%	92%	96%	92%	90%	89%	90%	84%	84%	84%	91%	91%	93%
Life insurance	87%	90%	85%	88%	93%	90%	81%	85%	88%	76%	81%	81%	89%	87%	88%
<b>Fringe benefits</b>															
Educational credits/Tuition reimbursement	37%	42%	43%	50%	47%	46%	51%	51%	41%	47%	45%	44%	41%	39%	44%
Employee referral program	25%	30%	29%	30%	38%	34%	27%	21%	25%	46%	50%	48%	54%	55%	62%
Parking allowance	28%	22%	19%	35%	35%	29%	24%	30%	21%	29%	22%	24%	26%	28%	26%
Moving expenses	13%	19%	17%	13%	21%	18%	11%	8%	6%	13%	10%	8%	15%	11%	16%
Executive health plan	19%	25%	23%	16%	22%	18%	16%	19%	19%	25%	25%	23%	26%	25%	31%
Car allowance	2%	8%	10%	10%	6%	6%	6%	6%	9%	18%	17%	19%	11%	11%	13%
Subsidized meals	5%	5%	6%	6%	6%	4%	9%	9%	9%	14%	14%	13%	14%	14%	9%
Subsidized childcare	2%	7%	1%	4%	5%	2%	2%	7%	6%	2%	10%	2%	4%	8%	5%
<b>Paid time off</b>															
Personal time off days	63%	69%	68%	68%	69%	77%	75%	72%	79%	59%	62%	64%	58%	67%	75%
Flex days	57%	60%	53%	55%	55%	58%	51%	55%	51%	42%	42%	45%	47%	49%	52%
Top up for maternity leave	44%	51%	48%	62%	60%	59%	43%	46%	49%	29%	33%	40%	43%	43%	55%
Extended parental leave	40%	47%	37%	36%	49%	46%	29%	33%	35%	22%	25%	27%	26%	30%	38%
Elder care leave	21%	25%	21%	18%	24%	22%	28%	25%	16%	9%	9%	9%	10%	9%	12%
Sabbatical	16%	19%	14%	13%	16%	13%	12%	10%	4%	5%	8%	6%	11%	7%	9%

## Benefits Package by Title

Benefits packages change with growing seniority. Car allowance is in the single digits for Legal Counsel and Senior Counsel but becomes more common in higher management levels.

Included in benefits package (% yes)	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
<b>Insurance and retirement benefits</b>															
Dental coverage	94%	99%	97%	96%	96%	96%	98%	100%	100%	95%	95%	98%	98%	98%	94%
Extended medical coverage	74%	82%	81%	80%	84%	77%	82%	85%	86%	80%	79%	81%	74%	85%	77%
Pension/Retirement plan	80%	83%	85%	88%	85%	83%	79%	72%	70%	74%	61%	71%	72%	71%	66%
Provincial health care coverage	69%	70%	64%	73%	69%	65%	73%	79%	66%	74%	71%	69%	71%	85%	76%
Employee assistance program	75%	83%	81%	84%	86%	88%	87%	85%	94%	83%	80%	89%	87%	85%	86%
Additional health spending account	58%	62%	67%	68%	67%	76%	60%	69%	62%	55%	53%	64%	62%	65%	72%
Medical/Dental coverage beyond retirement	21%	20%	21%	22%	16%	21%	16%	26%	16%	21%	18%	19%	16%	31%	34%
Short-term disability	82%	86%	88%	90%	90%	85%	92%	88%	90%	82%	83%	83%	89%	90%	88%
Long-term disability	87%	87%	90%	90%	94%	90%	89%	95%	92%	87%	87%	91%	89%	91%	86%
Life insurance	80%	86%	84%	88%	86%	86%	90%	95%	86%	84%	83%	87%	86%	90%	86%
<b>Fringe benefits</b>															
Educational credits/Tuition reimbursement	41%	39%	39%	38%	43%	39%	36%	41%	46%	51%	44%	48%	56%	52%	47%
Employee referral program	37%	41%	35%	48%	51%	49%	45%	53%	42%	41%	41%	47%	47%	49%	58%
Parking allowance	17%	13%	13%	24%	27%	18%	42%	29%	30%	36%	29%	26%	41%	48%	42%
Moving expenses	12%	13%	11%	14%	12%	7%	18%	14%	16%	14%	14%	10%	18%	16%	20%
Executive health plan	20%	21%	16%	12%	14%	15%	27%	21%	20%	27%	25%	28%	43%	46%	44%
Car allowance	4%	4%	6%	4%	4%	4%	10%	14%	8%	20%	15%	16%	36%	36%	33%
Subsidized meals	10%	5%	10%	11%	4%	4%	11%	14%	14%	12%	10%	12%	15%	12%	14%
Subsidized childcare	4%	2%	2%	4%	3%	3%	3%	3%	0%	2%	3%	1%	2%	4%	9%
<b>Paid time off</b>															
Personal time off days	61%	64%	67%	68%	63%	71%	66%	76%	74%	58%	62%	70%	65%	74%	74%
Flex days	47%	51%	49%	51%	52%	50%	57%	57%	46%	50%	44%	49%	50%	51%	55%
Top up for maternity leave	45%	45%	49%	44%	48%	53%	57%	60%	54%	34%	36%	42%	37%	38%	56%
Extended parental leave	29%	37%	33%	24%	33%	31%	39%	40%	44%	28%	31%	29%	30%	27%	45%
Elder care leave	15%	18%	10%	13%	11%	14%	16%	17%	12%	14%	13%	13%	13%	13%	21%
Sabbatical	11%	13%	8%	10%	10%	10%	8%	16%	4%	11%	9%	9%	5%	9%	8%

## PENSION/RETIREMENT PLANS

Pension and retirement plans are offered to most in-house counsel (75%), but privately owned companies are least likely to offer such plans (60%), and that number has dropped from 68% seen in 2018. The public sector is more generous in this regard, with 100% of government and 91% of Crown corporations offering such plans. Proportions reporting these plans continue to drop across not-for-profit and publicly quoted organizations.

In 2024, 71% of all organizations offered a matching program for RRSP savings. The average percentage of savings being matched is at 19% in 2024.

	Total			Government			Crown corporation			Not-for-profit			Privately owned			Publicly quoted		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
<b>Included in benefits package (% yes)</b>																		
Pension/Retirement plan	78%	74%	75%	97%	98%	100%	97%	96%	91%	86%	77%	71%	65%	58%	60%	75%	72%	68%
<b>Does your retirement plan consist of (% yes) (Respondents with pension/retirement plan in benefits package)</b>																		
Pension	70%	74%	72%	97%	97%	96%	97%	90%	93%	86%	71%	77%	65%	55%	50%	75%	67%	69%
RRSP savings	60%	55%	56%	29%	23%	27%	39%	35%	32%	60%	43%	23%	73%	75%	76%	78%	74%	73%
<b>Pension structure (Respondents with pension in retirement plan)</b>																		
Defined benefit plan	52%	53%	57%	81%	81%	81%	71%	71%	77%	50%	57%	62%	27%	25%	34%	37%	30%	38%
Defined contribution plan	48%	47%	43%	19%	19%	19%	29%	29%	23%	50%	43%	38%	73%	75%	66%	63%	71%	63%

## RRSP Savings Plans

	Total			Government			Crown corporation			Not-for-profit			Privately owned			Publicly quoted		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
<b>Does your retirement plan consist of (% yes)</b>																		
RRSP savings	60%	55%	56%	29%	23%	27%	39%	35%	32%	60%	43%	35%	73%	75%	76%	78%	74%	73%
<b>Organization offers a matching program (Respondents with RRSP savings in retirement plan)</b>																		
% yes	68%	67%	71%	20%	21%	16%	41%	33%	37%	55%	64%	71%	87%	83%	83%	72%	72%	79%

What % of your RRSP savings are being matched by your organization? (Percentages on this table represent the percent of RRSP savings being matched by the respondent's organization)	Mean	
	2020	22%
	2022	22%
	2024	19%



## CAR AND PARKING ALLOWANCE

Whether one receives a car and parking allowance is largely dependent on job role and sector. Thirteen percent of Legal Counsel reported having a parking allowance in 2024 vs. 42% of GC Executive Level respondents. Similarly, 6% of Legal Counsel report having a car allowance vs. 33% of GC Executive Level.

In 2024, Crown corporation in-house counsel reported the highest proportion of parking allowance (29%) while the lowest was reported from within government (19%).

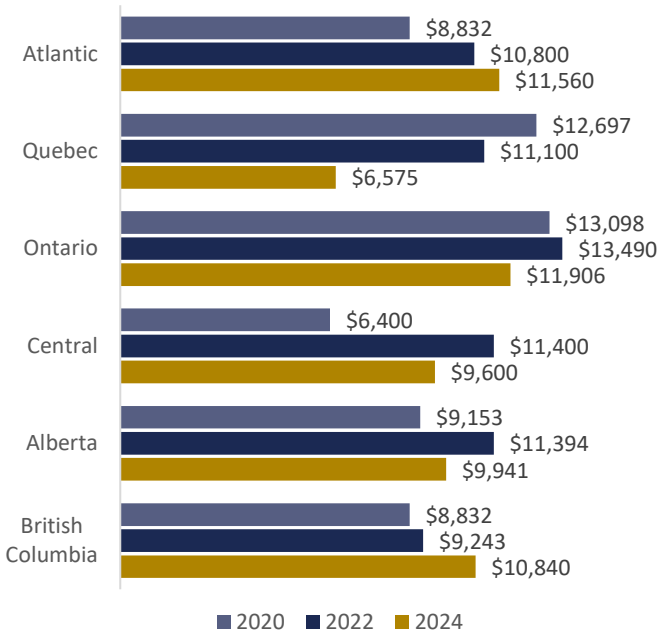
Privately owned (19%) and publicly quoted companies (13%) are more likely to offer car allowance than the other sectors.

Across the country, in 2022, Quebec reported the largest average parking allowance (\$3,867) and Ontario had the highest dollar level for average annual car allowance, offering \$11,906.

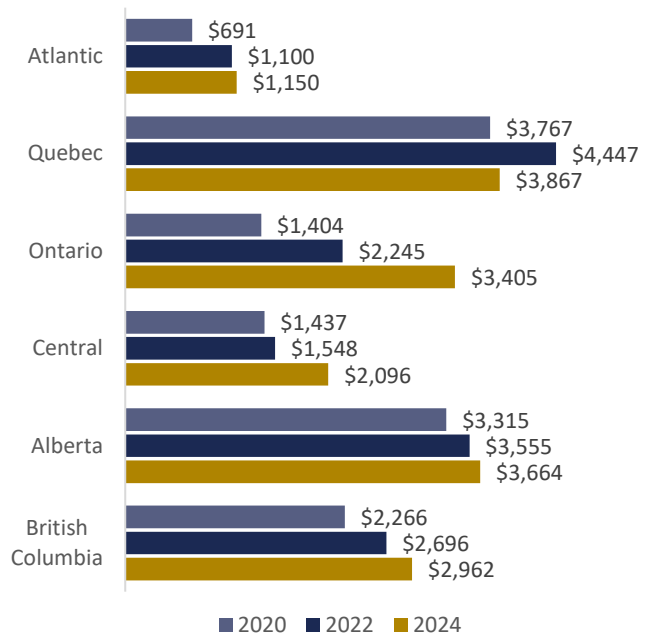
Included in benefits package (% yes)	Legal Counsel			Senior Counsel			Assistant/Associate GC			GC Director Level			GC Executive Level		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
Parking allowance in benefits package (% yes)	17%	13%	13%	24%	27%	18%	42%	29%	30%	36%	29%	26%	41%	48%	42%
Average annual parking allowance (\$)	\$1,903	\$2,166	\$3,386	\$1,886	\$2,793	\$3,023	\$3,892	\$3,063	\$3,473	\$2,647	\$2,771	\$3,010	\$2,003	\$3,008	\$3,149
Car allowance in benefits package (% yes)	4%	4%	6%	4%	4%	4%	10%	14%	8%	20%	15%	16%	36%	36%	33%
Average annual car allowance (\$)	\$15,171	\$5,175	\$6,200	\$8,800	\$14,333	\$5,950	\$8,633	\$9,429	\$7,800	\$10,596	\$12,824	\$12,904	\$14,922	\$12,586	\$11,936

Included in benefits package (% yes)	Government			Crown corporation			Not-for-profit			Privately owned			Publicly quoted		
	2018	2020	2024	2018	2020	2024	2018	2020	2024	2018	2020	2024	2018	2020	2024
Parking allowance in benefits package (% yes)	28%	22%	19%	36%	35%	29%	24%	30%	21%	29%	22%	24%	26%	28%	26%
Average annual parking allowance (\$)	\$ 1,524	\$ 1,995	\$2,347	\$2,911	\$2,520	\$2,280	\$ 2,059	\$ 2,393	\$3,342	\$ 2,276	\$ 3,179	\$3,936	\$2,556	\$2,893	\$3,351
Car allowance in benefits package (% yes)	2%	8%	10%	10%	6%	6%	6%	6%	9%	18%	17%	19%	11%	11%	13%
Average annual car allowance (\$)	NA	\$7,300	\$8,520	\$5,550	\$7,410	\$5,900	\$10,800	\$6,333	\$9,390	\$10,212	\$13,048	\$12,206	\$14,483	\$12,877	\$10,675

Average annual car allowance



Average annual parking allowance



## VACATION, FLEX, AND PERSONAL TIME OFF DAYS

The proportion of respondents reporting personal time off days continues to grow, from 57% in 2018 to 71% in 2024, although the median number of personal days remains in the 4-to-5-day range. The median number of flex days decreased from eight in 2018 and 2020 to five in 2022 and 2024. The provision of maternity leave top-up is up again in 2024, but extended parental leave and sabbaticals seem more static.

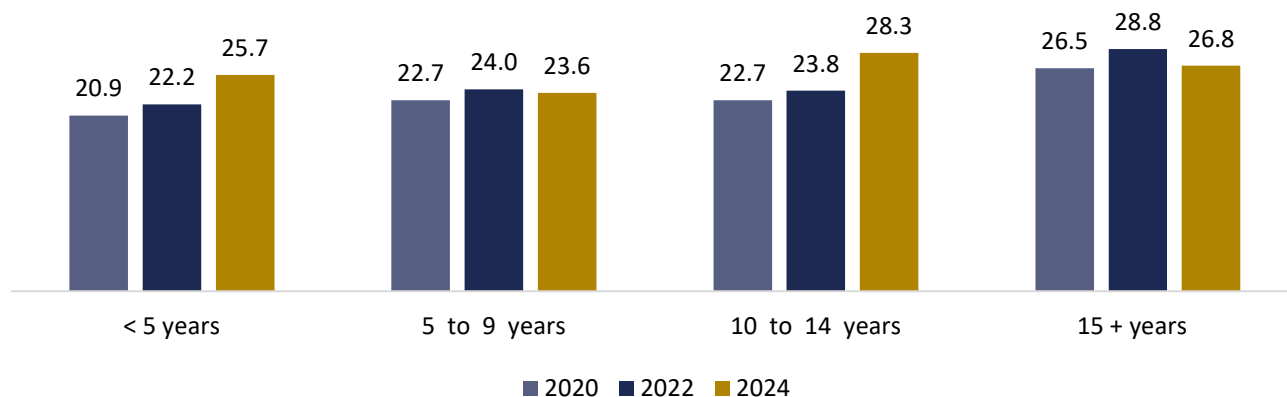
For paid personal time off days, government, crown corporations and not-for-profit companies offer more paid personal time off days when compared to privately owned and publicly quoted companies.

In 2024, the number of paid flex days continues to be highest among government (10.9), while the lowest value was reported by privately owned organizations (4.6).

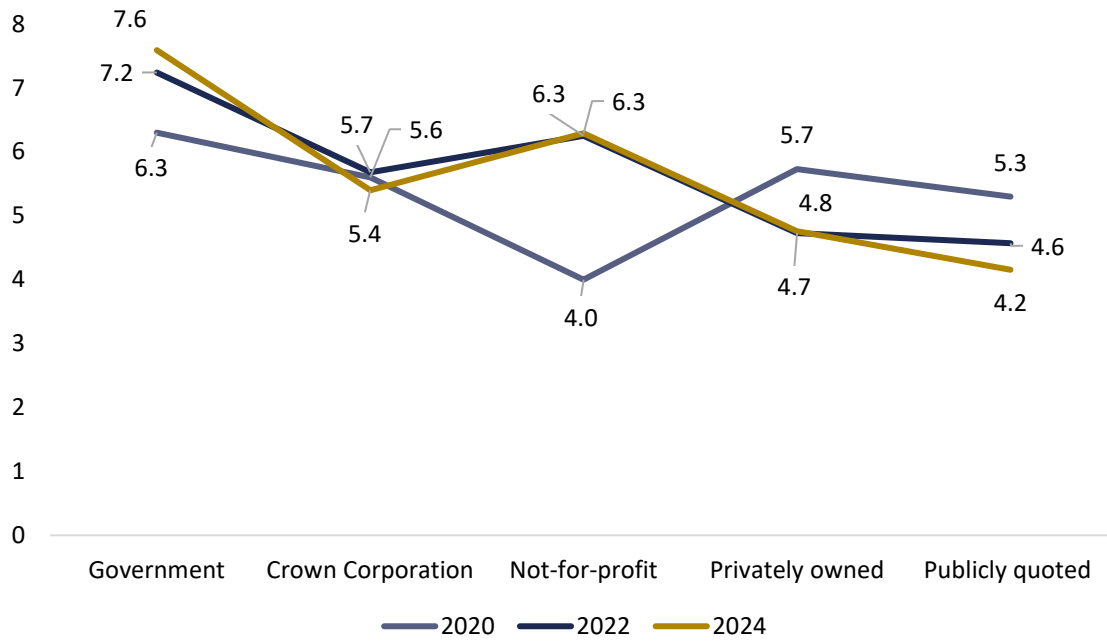
### Paid Time Off and Leave

Included in benefits package (% yes)	2020	2022	2024
Personal time off days	62%	66%	71%
Median number of personal time off days	5	4	4
Flex days	49%	49%	50%
Median number of flex days	8	5	5
Top up for maternity leave	41%	43%	48%
Extended parental leave	28%	34%	34%
Sabbaticals	10%	11%	9%

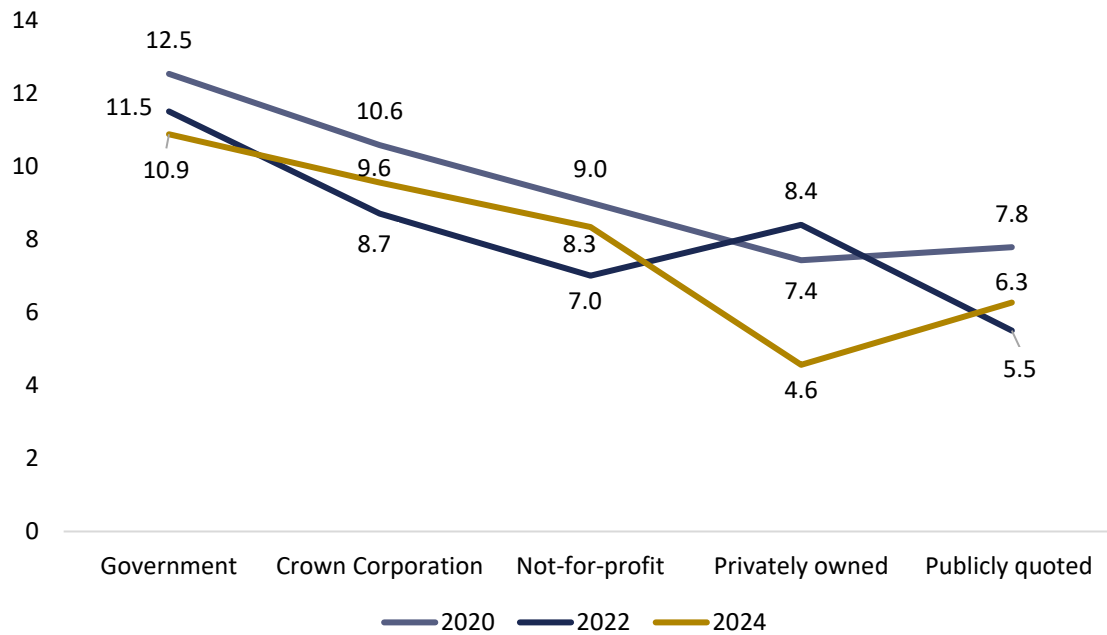
### Vacation Days by Years with Current Employer



### Paid Personal Time Off Days



### Paid Flex Days

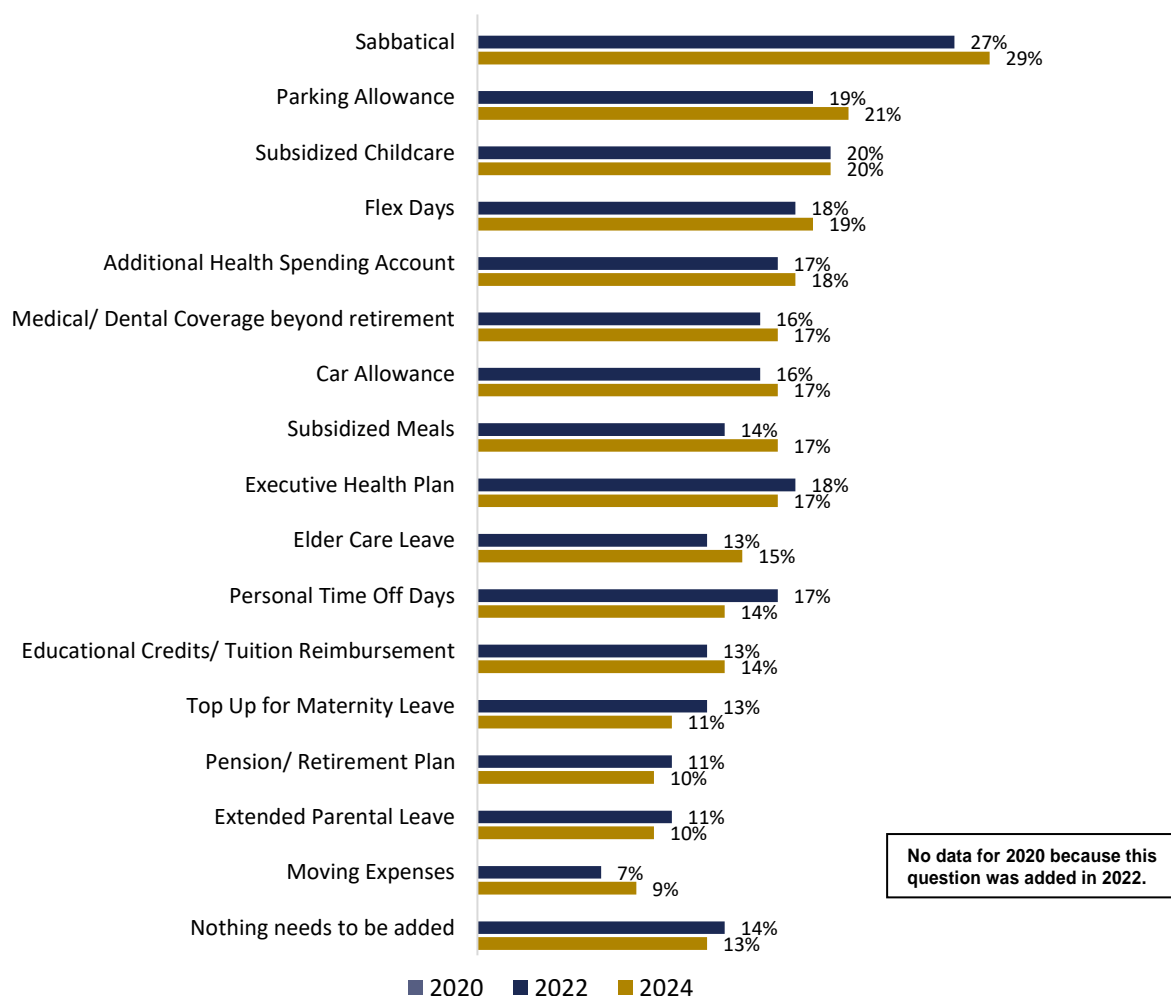


## DESIRED BENEFITS CURRENTLY NOT OFFERED

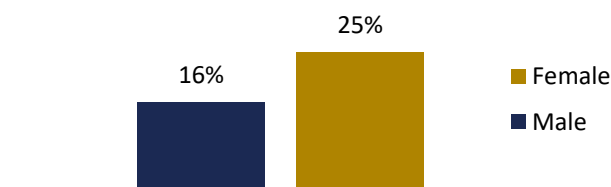
Those responding to the survey were asked to identify benefits that they would like to see offered. The top three benefits were sabbatical (29%), parking allowance (21%), and subsidized childcare (20%). Six other benefits were selected by 17% to 19% of respondents. Thirteen percent stated that nothing needed to be added.

This approach to this question was changed in 2022, so 2020 data is not available. To preserve space, the chart excludes items chosen by fewer than 9% of respondents.

Looking specifically at subsidized childcare, more females (25%) than males (16%) would like this benefit to be offered.



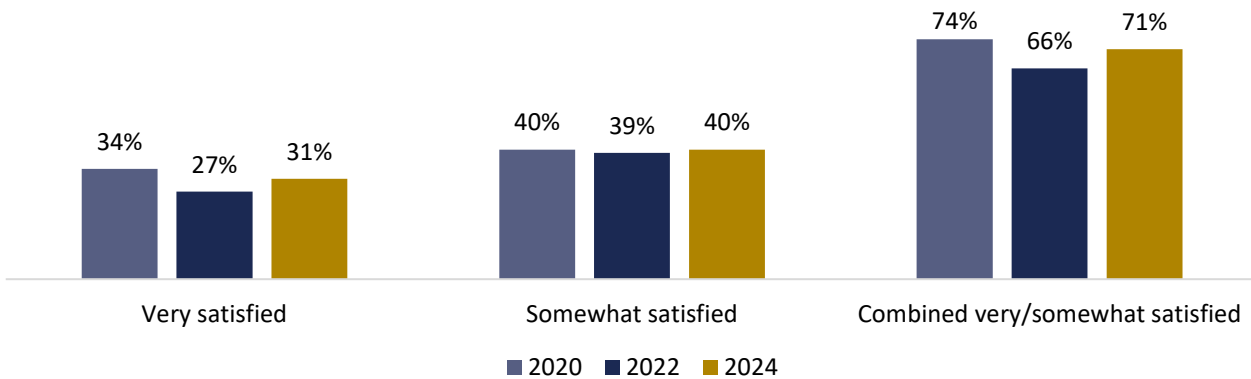
Desired benefit - Subsidized Childcare - by Gender



# Satisfaction with Work and Loyalty to Employer

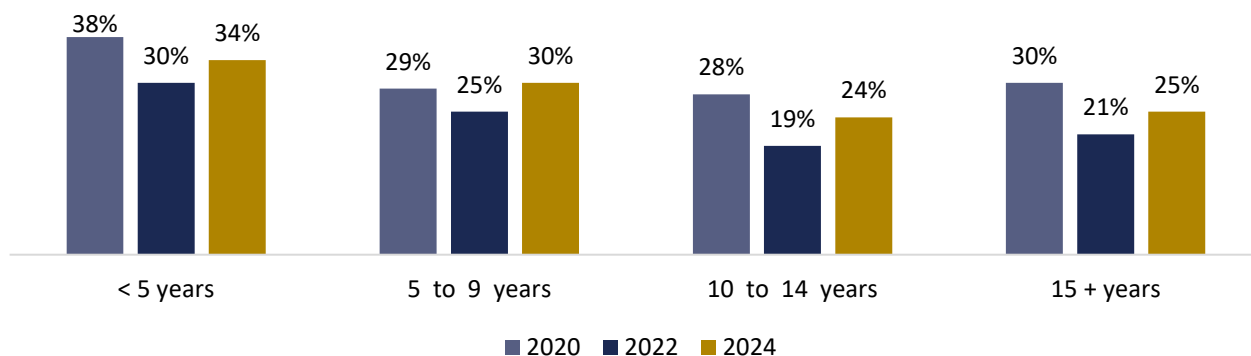
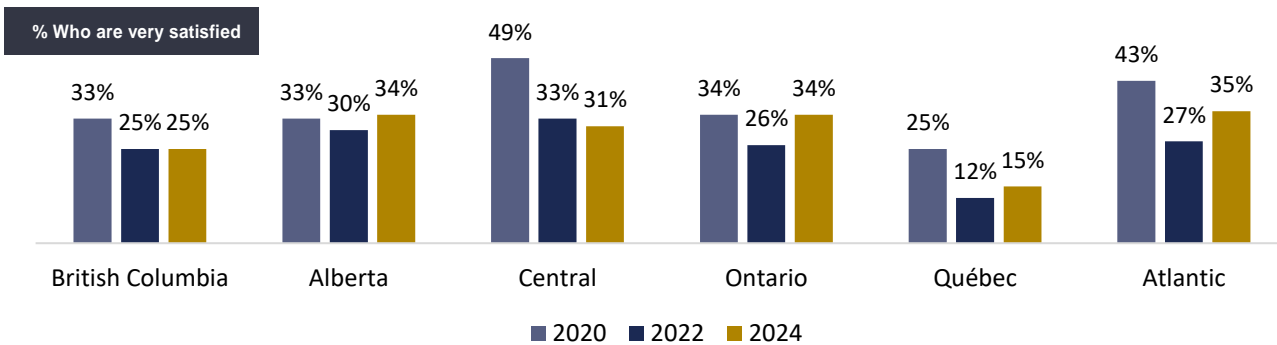
## SATISFACTION WITH BALANCE BETWEEN PRIVATE AND PROFESSIONAL LIFE

This year, 31% of in-house counsel are very satisfied with the balance between their private and professional life and 40% are somewhat satisfied, for a combined total of 71%. This is an increase from 2022 (66%).



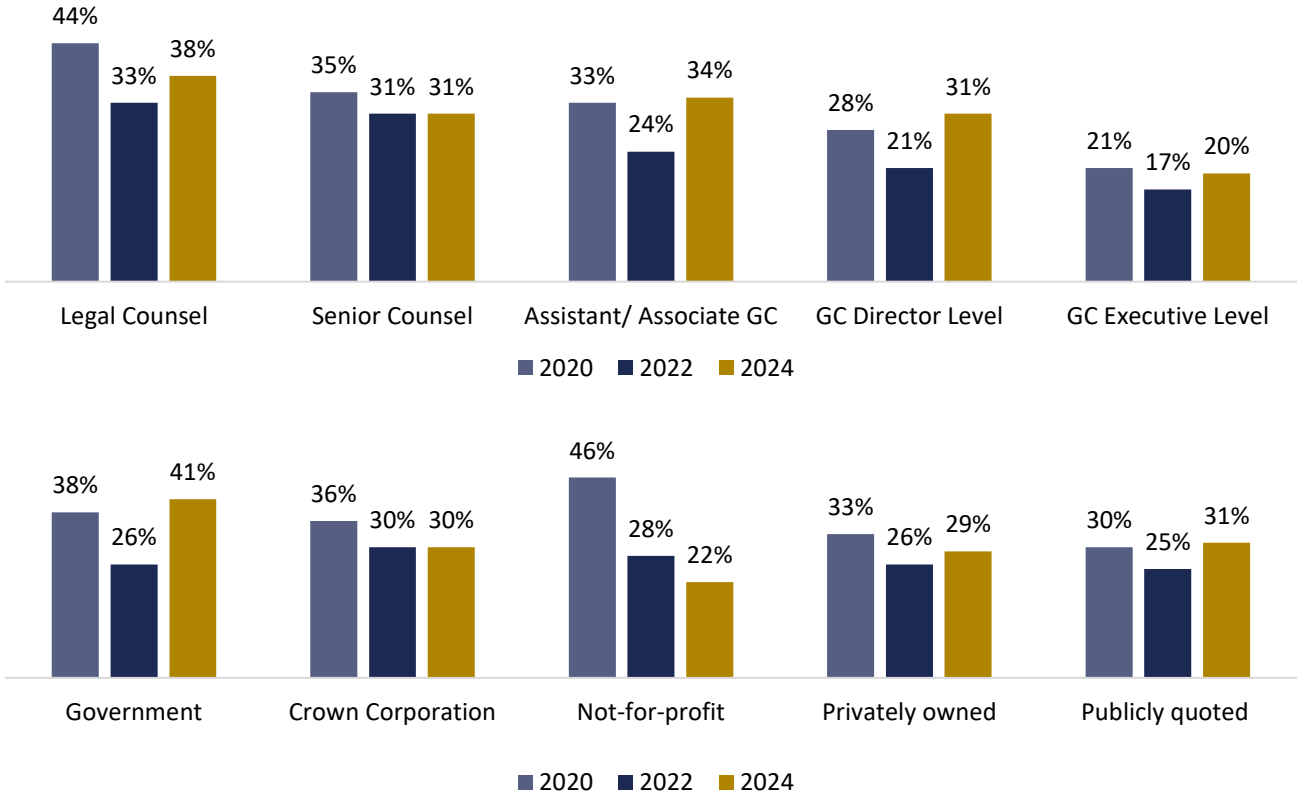
Looking specifically at those who are very satisfied, the numbers increased across some provinces and regions, especially in Atlantic Canada (up to 35% from 27% in 2022). Those in Alberta, Central Canada, Ontario, and Atlantic Canada report the highest proportions of being “very satisfied”, all between 31% and 35%.

Those who have been with their organization for fewer than five years show higher levels of satisfaction than their colleagues with longer tenure.

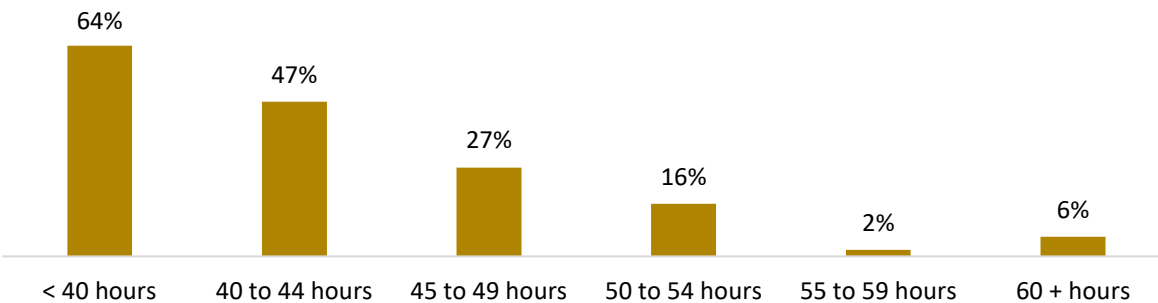


Those with progressively more senior titles show lower levels of satisfaction. Those at the GC Executive Level show the lowest satisfaction score, approximately half the value of those at the Legal Counsel level.

Finally, across organization types, satisfaction is highest in government (41%) and lowest in not-for-profit organizations (22%).

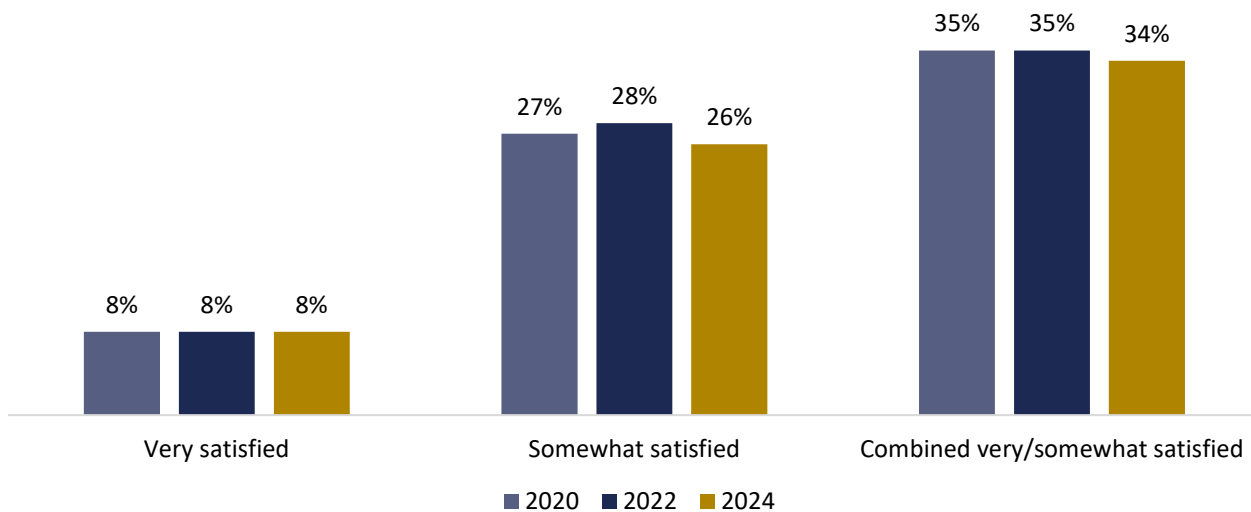


Long working hours continue to be associated with lower satisfaction with the balance between private and professional lives. Sixty-four percent of those working fewer than 40 hours a week are very satisfied on this measure. The percentage drops dramatically for those working 55 or more hours per week.



## Satisfaction with Career Mobility within Organization

Satisfaction with career mobility within the organization is very close to being at par with the previous two waves.



## Reasons for Dissatisfaction with Career Mobility

Reasons for dissatisfaction with career mobility are summarized in the table below. The top four reasons all centre around the lack of career space to move into within their current organization. Additionally, the number of in-house counsel reporting few/limited openings at a higher level is up to 40% from 32% in 2022.

	2020	2022	2024
Few/ limited openings/ positions at a higher level	n/a	32%	40%
Higher positions are filled/ someone would have to leave	n/a	33%	36%
Little/ no room for advancement/ upward mobility	n/a	38%	35%
No career path/ nowhere to go/ flat structure	n/a	30%	27%
Would require changing departments/ job role/ becoming management	n/a	17%	19%
Few/ no opportunities	n/a	12%	16%
Already have reached the highest level/ position available	n/a	14%	13%
Too much favouritism/ sexism/ political correctness/ age discrimination	n/a	10%	13%
Company's culture/ management and hiring policies are not supportive of career progression	n/a	14%	12%
Lack of recognition	n/a	12%	12%
Not enough information/ transparency on how to advance	n/a	12%	11%
Poor management/ managers	n/a	13%	11%
Small company/ business/ department	n/a	12%	10%
Would require moving/ relocating	n/a	8%	8%



## SATISFACTION WITH COMPENSATION

Again in 2024, in total, respondents show the greatest level of satisfaction with their benefits (70%), followed by their incentive program (58%), and then their base salary (51%). These proportions remain fairly consistent from wave to wave.

% Very/Somewhat satisfied	2020	2022	2024
Benefits package	70%	72%	70%
Incentive program	59%	60%	58%
Base salary	55%	51%	51%

### Satisfaction with Compensation by Position Type

The highest satisfaction concerning benefits is among GC Executives (74%) while the highest satisfaction with incentives is among Assistant/ Associate GC (66%) and Legal Counsel (65%), and with regard to base salary, it is highest among Assistant/ Associate GC (64%).

% Very/Somewhat satisfied	Legal Counsel			Senior Counsel			Assistant/ Associate GC			GC Director Level			GC Executive Level		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
Benefits package	71%	72%	72%	68%	74%	66%	77%	71%	72%	69%	70%	69%	75%	71%	74%
Incentive program	54%	59%	65%	63%	64%	54%	61%	56%	66%	59%	60%	54%	64%	56%	58%
Base salary	48%	43%	44%	50%	54%	48%	62%	48%	64%	61%	55%	52%	65%	51%	56%

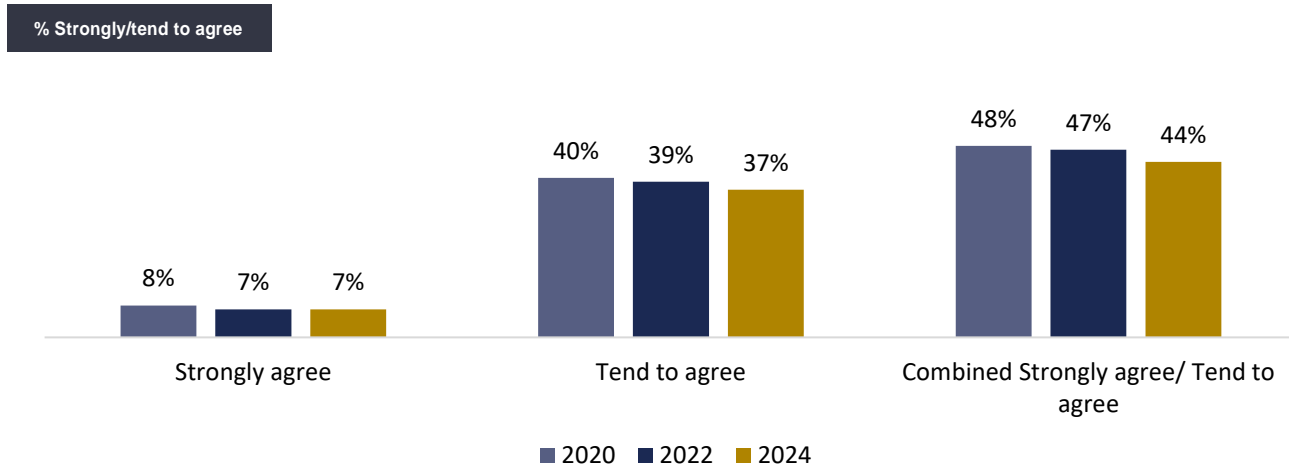
### Satisfaction with Compensation by Sector

In-house counsel in government (56%) and privately owned organizations (55%) are most satisfied with their base salary. Respondents from publicly quoted are most satisfied with incentives (66%) and government in-house counsel are most satisfied with benefits (82%).

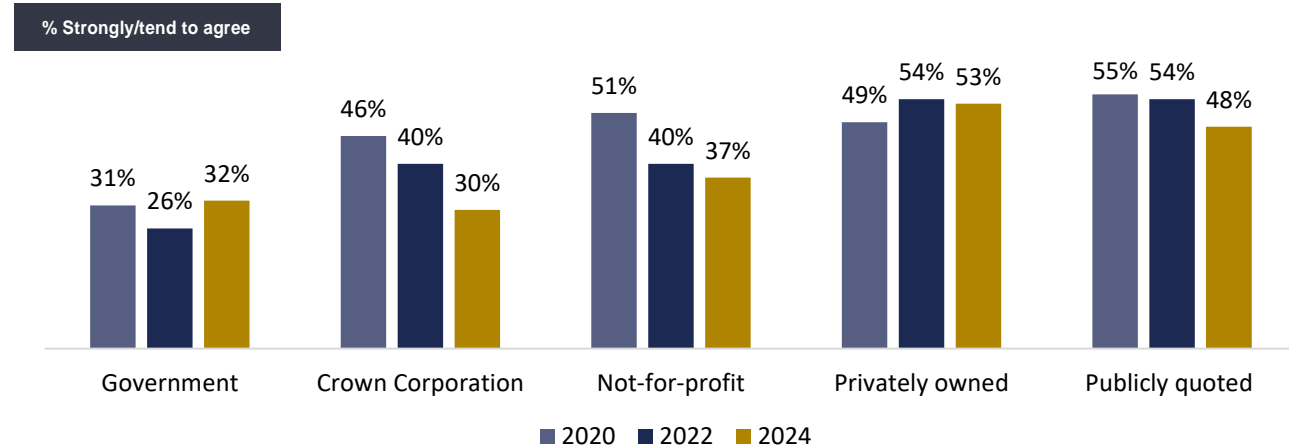
% Very/Somewhat satisfied	Government			Crown corporation			Not-for-profit			Privately owned			Publicly quoted		
	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024	2020	2022	2024
Benefits package	79%	79%	82%	81%	82%	75%	80%	79%	68%	62%	63%	65%	68%	71%	70%
Incentive program	45%	41%	43%	54%	49%	50%	67%	47%	28%	57%	58%	57%	63%	68%	66%
Base salary	52%	47%	56%	53%	46%	41%	64%	53%	47%	54%	52%	55%	54%	53%	49%

## Perceptions of Compensation Package Reflecting Performance

Forty-four percent of all in-house counsel responding to this survey strongly agree/ tend to agree that their compensation package reflects their performance, although, as in previous years, there are very few in the strongly agree category.



Those in privately owned and publicly quoted organizations are more likely to agree that compensation reflects performance. Agreement levels continue to fall in Crown corporations and among not-for-profit in-house counsel.



## CAREER PLANS

Fewer than half (45%) of respondents see themselves in the same role over the next two-year period. This is most often the case with government in-house counsel (62%) and least likely (39%) of in-Crown corporations.

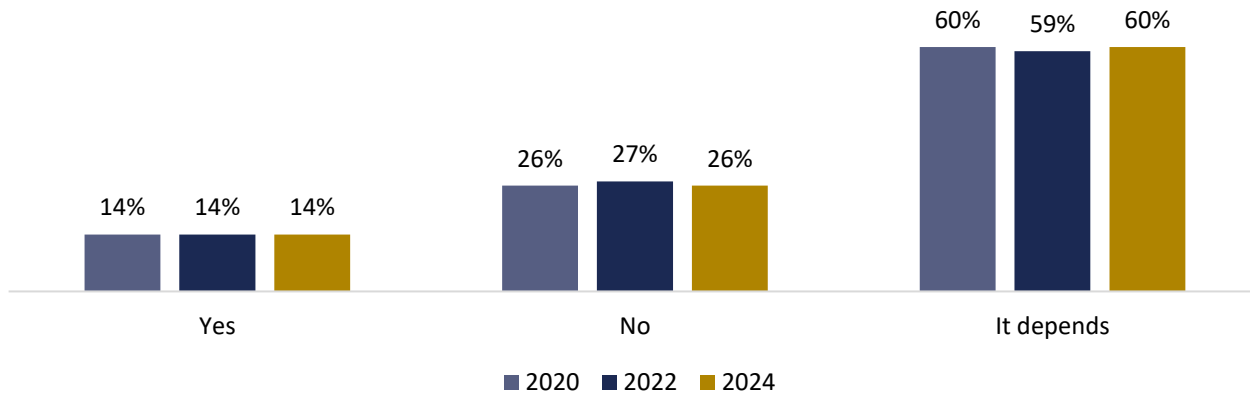
Respondents working for publicly quoted companies are most inclined to say that they see themselves having another role within the same organization (22%).

Those in Crown corporations are most likely to say that they plan on working for another organization within two years (25%).

	Total 2024	Government	Crown corporation	Not-for-profit	Privately owned	Publicly quoted
Remaining in the same role	45%	62%	39%	44%	45%	41%
Having another role within the same organization	16%	10%	12%	10%	16%	22%
Working in a different organization	20%	14%	25%	22%	19%	20%
Other (retirement, sabbatical, private practice...)	6%	9%	9%	9%	5%	6%
Don't know	13%	6%	16%	15%	15%	10%

## LOYALTY TO EMPLOYER

When asked if they would stay with their current employer if they were offered a comparable role with higher pay elsewhere, 14% said they would remain, while 26% said they would not. The majority (60%) said that it depends. These proportions have been very stable over the past three iterations of the survey.



## CAREER MOVES

### Expected Salary Increase for Career Move

Approximately two-thirds report that they would require a salary increase of 15% or higher to make a move to another position. This proportion does not differ greatly from year to year.

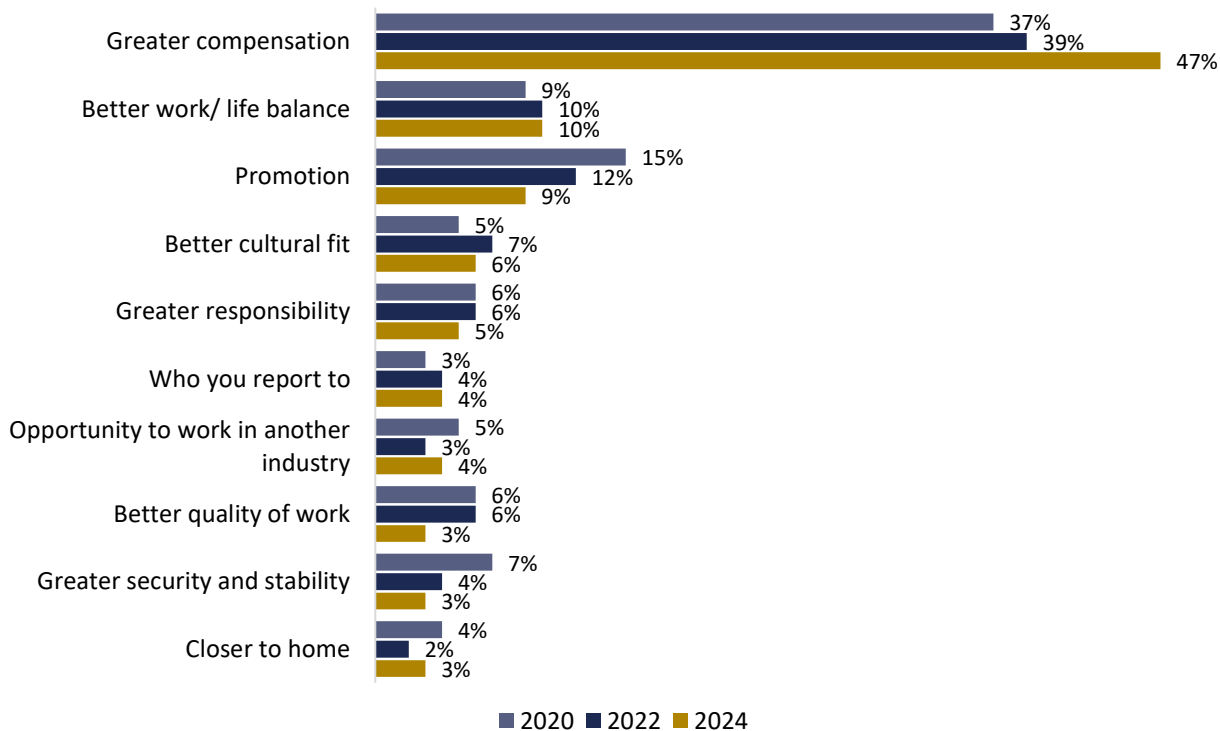
Expected salary increase	2020	2022	2024
1% to < 5%	3%	2%	2%
5% to < 10%	8%	6%	8%
10% to < 15%	20%	17%	15%
15% to < 20%	20%	23%	22%
20% to < 25%	20%	21%	22%
25% +	21%	22%	24%
Don't know	9%	9%	8%

### Factors for Career Move

A bigger compensation package remains by far the number one motivator for in-house counsel to consider leaving their current employer. This response, at 47%, is up dramatically from 39% in 2022 and 37% in 2020.

The next two strongest motivators are better work/life balance (10%) and a promotion (9%).

Getting a promotion has become less of a motivator when compared to the previous waves of the survey.



## VIEWS TOWARD THE FUTURE

In 2024, 63% of respondents are very/somewhat optimistic about the future of their organization's legal department, a very consistent number across the most recent three surveys.

A lower percentage (56%) are very/somewhat optimistic about their professional future within the organization.

The future of your organization's legal department	2020	2022	2024
Very optimistic	25%	26%	26%
Somewhat optimistic	41%	39%	37%
Neither optimistic or pessimistic	20%	20%	22%
Somewhat pessimistic	11%	11%	9%
Very pessimistic	3%	3%	5%
Don't know	1%	1%	0%

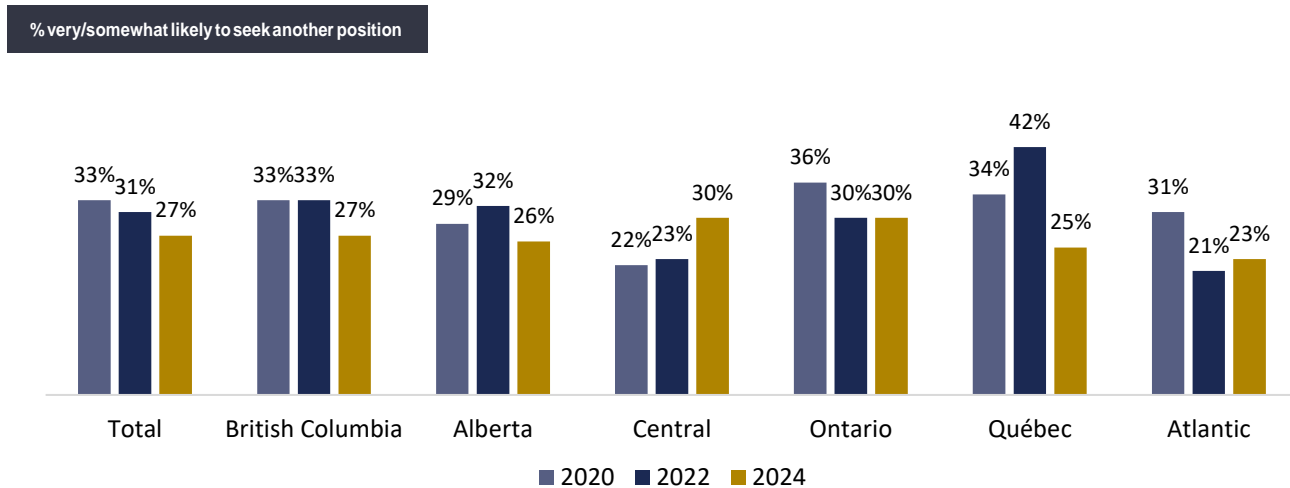
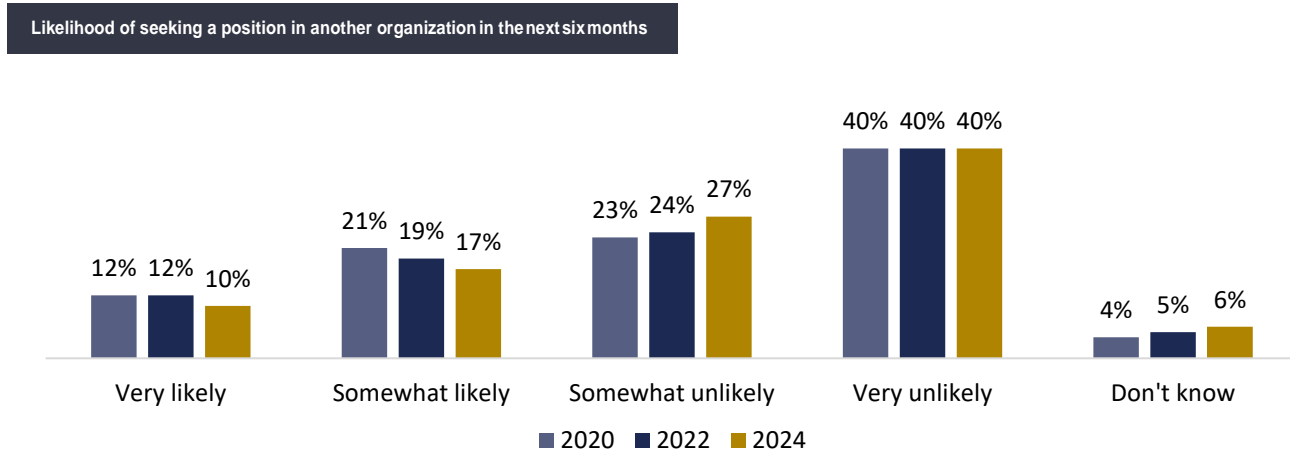
Your professional future within your organization	2020	2022	2024
Very optimistic	16%	18%	17%
Somewhat optimistic	42%	38%	39%
Neither optimistic or pessimistic	22%	23%	25%
Somewhat pessimistic	14%	15%	12%
Very pessimistic	6%	6%	6%
Don't know	1%	1%	0%

## Seeking a Position in Another Organization in Next Six Months

Twenty-seven percent of in-house counsel say they are very likely/somewhat likely to seek position in another organization, down from 33% in 2020 and 31% in 2022.

Ten percent say it is very likely they will move in the next six months. Many more respondents, 40%, say it is very unlikely they will move.

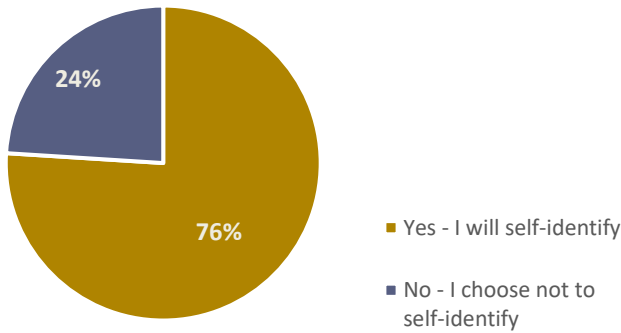
In 2024, with respect to those who are very or somewhat likely, there is not very much variation between provinces.



# DIVERSITY

In this section of the survey, respondents were asked to complete a series of self-identification questions. The completion of these questions was voluntary. Seventy-six percent of respondents agreed to provide answers.

## Self-identification

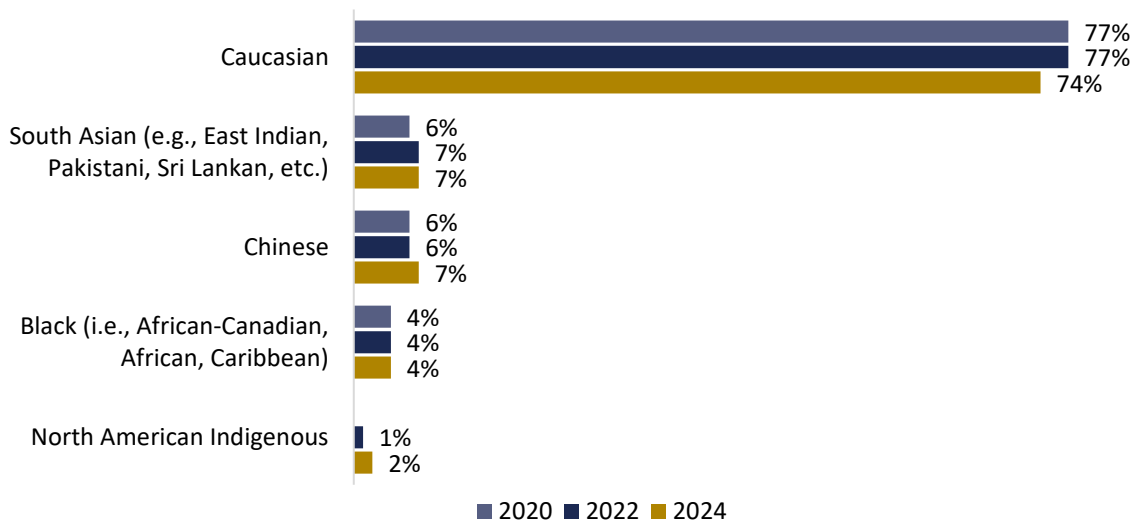


## DIVERSITY OF RESPONDENT BASE

### Race/Ethnicity

Nearly three-quarters (74%) of this voluntary group described their race/ethnicity as Caucasian. Twenty-four percent self-reported as being racialized\*, with the remaining 1% preferring not to answer.

\*The term 'racialized' is used in this document to express race as a way that groups are socially identified or in which people self-identify. It refers to persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.

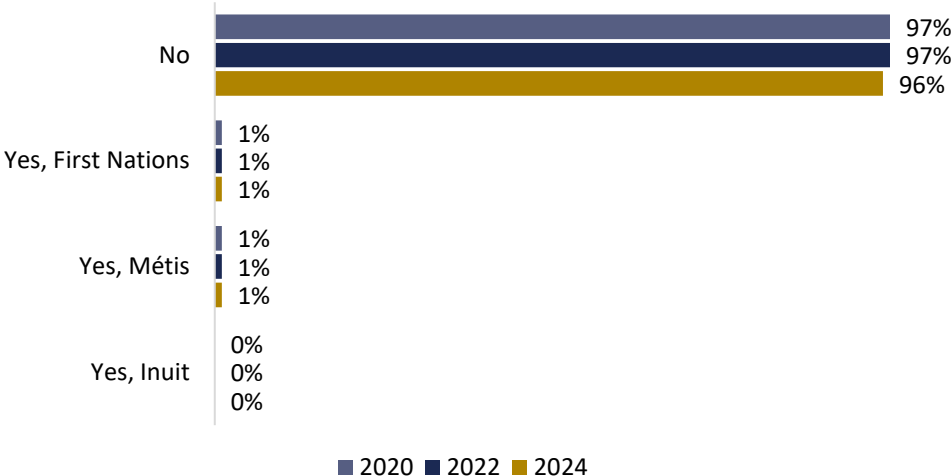


Respondents from the following groups each identified at the 1% level:

Arab, Filipino, West Asian (e.g., Iranian, Afghan, etc.), Latin American, Hispanic, South-East Asian (i.e., Vietnamese, Cambodian, Malaysian, Laotian, etc.), Japanese, and Korean.

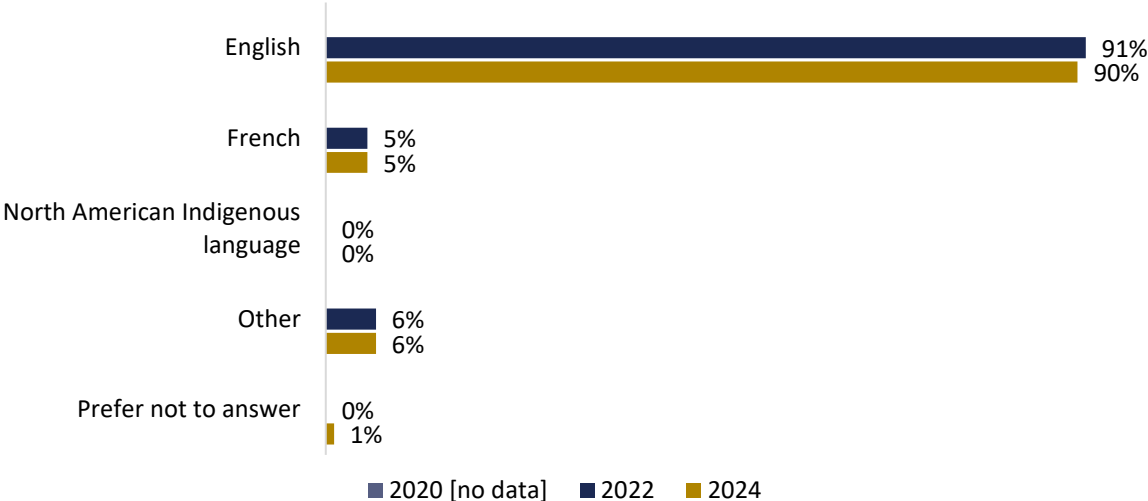
### Indigenous Persons

One percent identified as First Nations and another 1% as Métis.



### First Language/ Primary Language

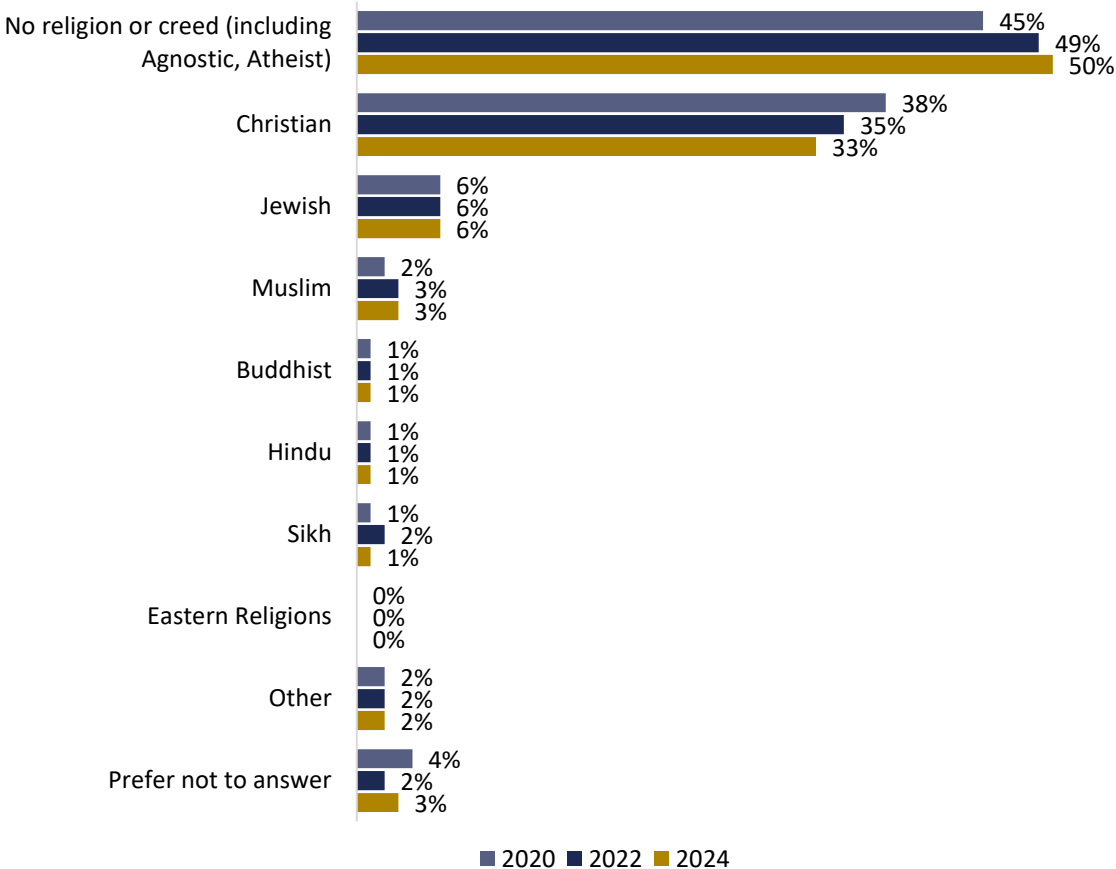
A large majority (90%) indicated that English is their first language or primary language.





### Religion

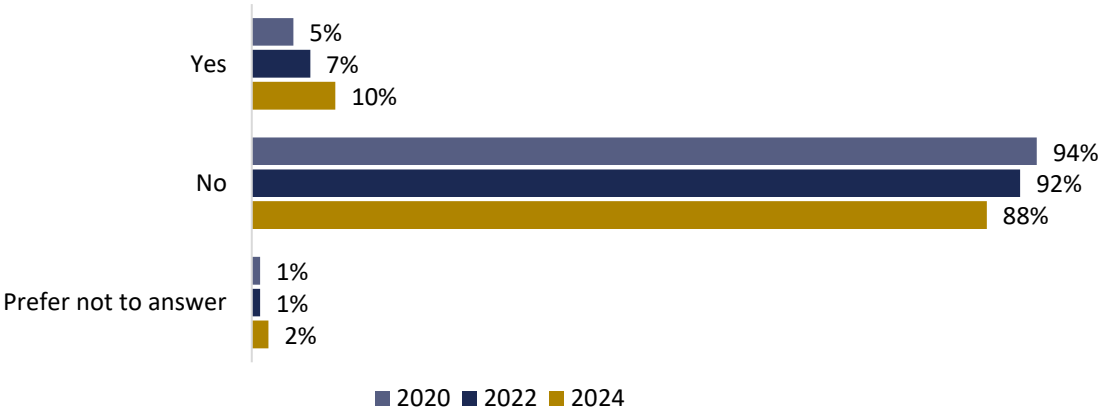
Half of respondents indicated that they had no religion or creed. The proportion who identify as Christian has decreased in two straight waves of the survey.



### Persons with a disability

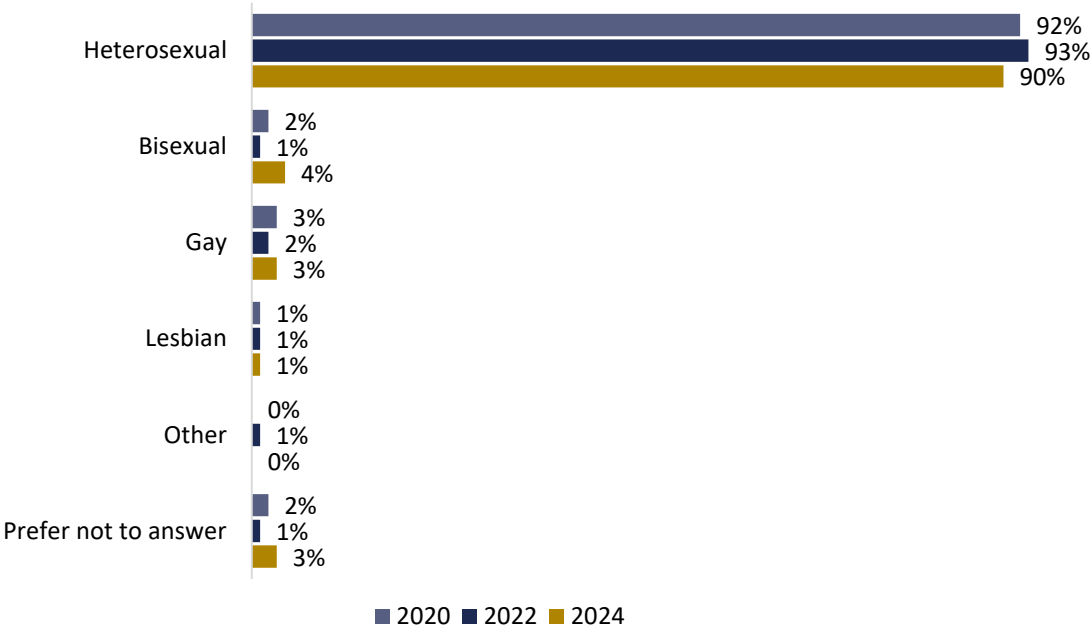
Ten percent of those who volunteered to answer identified as being a person with a disability\*. The percentage who identified as living with a disability has increased over the past two waves of the survey.

\*A person with a disability is someone who has a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment.



### Sexual Orientation

Ninety percent of those who volunteered to answer identified as heterosexual and 4% as bisexual. Three percent identified as gay and one percent as lesbian.



## DIVERSITY AND COMPENSATION

### Racialized vs. Non-Racialized Salary

Persons who are racialized report a mean salary that is \$7.5K below respondents who self-report as *not* racialized. The gap in 2022 was \$8K and in 2020 it was \$12K. Racialized females report an average salary of \$178.5K (\$14K below the 2024 average salary\* - was \$18.5K below in 2022) while racialized males report \$221K (\$28.5K above the 2024 average salary\* - was \$18.5K above in 2022). Non-racialized females reported an average of \$186.5K and males \$202.5K.

	Total	Racialized			Not Racialized		
		Total	Female	Male	Total	Female	Male
MEAN Salary	\$192,500*	\$188,000	\$178,500	\$221,000	\$193,500	\$186,500	\$202,500

\*Although the average salary for the entire survey cohort is \$196,000, the average salary for those answering the diversity section is \$192,500, meaning that the average of those who did not answer the diversity section is higher than for those who did.

The differences in salaries may be at least partially explained by looking at representation in higher titles (roles). The table below outlines the percentage of in-house counsel holding one of the four most senior titles, including a total line at the bottom of the table.

Looking at the total line, the representation in higher positions is as follows:

- Racialized male: 51%,
- Non-racialized male: 48%,
- Non-racialized female: 37%,
- Racialized female: 30%.

The order of the above list reflects the order of the average base salaries.

	Total	Racialized			Not Racialized		
		Total	Female	Male	Total	Female	Male
Executive Vice President Legal	4%	5%	5%	6%	3%	4%	2%
Vice President Legal	9%	5%	5%	6%	9%	7%	13%
General Counsel	18%	14%	10%	26%	20%	18%	22%
Director of Legal/ Legal Manager	10%	11%	10%	14%	9%	8%	11%
TOTAL (Director and above)	41%	35%	30%	51%	41%	37%	48%

## Salary of Non-disabled Persons vs. Persons with a Disability

Persons with disabilities report a mean salary that is \$34.5K less than non-disabled persons. This is a much larger gap than recorded in either 2022 (\$17K) or 2020 (\$18.5K). Even the median salaries were polarized (persons with disabilities: \$160K vs. non-disabled: \$185K).

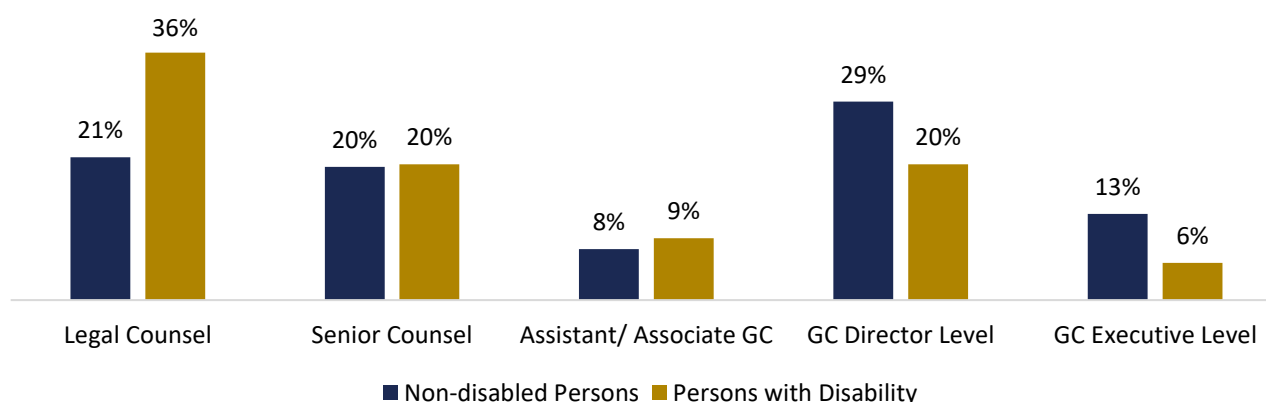
One factor that continues to partially account for this difference (similar story in previous waves) is seniority level, as persons with disabilities are less represented at the two most senior roles: GC Director and GC Executive levels (26% vs 42% non-disabled persons).

Additionally, looking at organization types, persons with disabilities are represented in higher proportions in the organizations that have average lower salaries: total of 49% in not-for-profit, government, and Crown corporations. The proportion of non-disabled persons in those organizations is 36%. This trend was also seen in previous waves.

	Total	Non-disabled Persons	Person with Disability
MEAN	\$192,500*	\$196,500	\$162,000

\*although the average salary for the entire survey cohort is \$196,000, the average salary for those answering the diversity section is \$192,500, meaning that the average of those who did not answer the diversity section is higher than for those who did.

	Average Salary	Non-disabled Persons	Person with Disability
Privately owned	\$210,000	38%	26%
Publicly quoted	\$206,500	28%	24%
Not-for-profit	\$177,000	10%	18%
Government	\$174,500	13%	22%
Crown corporation	\$170,500	13%	9%



## THE COUNSEL NETWORK

The Counsel Network (now part of Caldwell), is the most respected, connected and powerful lawyer recruitment firm in Canada. We specialize in providing the Canadian legal market with comprehensive, long-term talent management solutions.

After 30 years in the business, we remain passionate about achieving the best results for our clients. Our desire to deliver the best experience to our clients and candidates is what drives us to be experts in our field and is demonstrated by our efforts to continually develop our knowledge of the legal market, build strong relationships within the profession and our communities, and uphold our exceptional track record of successful, long-term placements. Our robust knowledge of our clients and their strategic, business and financial goals allows us to provide advisory and talent management services, including retention, succession planning, compensation models, business development, and coaching, all of which complement our traditional recruitment services.

The Counsel Network, now a part of Caldwell is committed to promoting diversity both within our own team and the greater legal community. We are proud to be a co-founder of the Women in Law Leadership (WILL) Awards and have ongoing relationships with minority-based bar organizations, including the South Asian Bar Association (SABA) of Toronto and the Federation of Asian Canadian Lawyers (FACL). We also regularly attend, support and speak at events for various diversity-based organizations within the legal community.

The Counsel Network, now a part of Caldwell is honoured to be chosen Preferred Legal Recruiter by the Canadian Lawyer Readers' Choice Awards. Visit us at: [thecounselnetwork.com](http://thecounselnetwork.com)



THE CANADIAN  
BAR ASSOCIATION  
L'ASSOCIATION DU  
BARREAU CANADIEN

## CANADIAN CORPORATE COUNSEL ASSOCIATION

The Canadian Corporate Counsel Association (CCCA) is the home for in-house counsel in Canada.

Our members are lawyers working for public and private companies, non-profits, associations, government and regulatory boards, Crown corporations, municipalities, hospitals, post-secondary institutions and school boards.

We also welcome associate members from law firms whose support and expertise enrich our educational programs and events.

The Association represents over 5,000 in-house counsel from across Canada. We are dedicated to developing the professional skills and enabling the career growth of our diverse membership.



## BRAMM RESEARCH

Bramm Research has more than thirty years of experience providing research services for member-based organizations. Within this sector we undertake market research, from large quantitative surveys to small one-on-one qualitative research projects. Our area of specialization consists in conducting member satisfaction/engagement and compensation and benefit surveys.

