

2020

In-House Counsel Compensation Survey

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Executive Summary

INTRODUCTION

In the fall of 2019 Major, Lindsey & Africa (MLA) launched the 2020 In-House Counsel Compensation Survey in partnership with Western Management Group (WGM), an independent global leader in the design, development and conduct of compensation and benefit surveys. The survey received 3,900 responses from 36 countries. This report reviews the detailed compensation data collected for a variety of legal department positions, from the Chief Legal Officer/General Counsel to the In-House Counsel.

In the survey, we included the position of Chief Compliance Officer in our outreach. This role has grown more prevalent in recent years as the regulatory environment has become increasingly stringent. Organizations across the most regulated industries, such as financial services, healthcare and life sciences, have come to require a dedicated leader to ensure compliance with both internal and external policies and regulations.

METHODOLOGY

Data for this survey was collected using an online questionnaire hosted by WGM. Approximately 26,000 In-House Counsel were invited to participate via email. The responses were anonymous and held in strict confidence by WGM. Only aggregated data, with no identifying information, was shared with MLA.

Compensation Data Collected

- › Annual Base Pay as of September 1, 2019 (*i.e.*, salary)
- › Annual Variable Pay, Current Year Target 2019 (*i.e.*, bonus/commission, etc.)
- › Annual Variable Pay, Actual Paid for Fiscal Year 2018 (*i.e.*, bonus/commission, etc.)

Positions for Which Data Was Collected

Respondents were asked to self-identify their position based on the position to which they report as defined below.

- › **Chief Legal Officer (CLO)/General Counsel (GC):** Chief/senior lawyer of the corporation, reporting to a member of the C-suite or president of the company
- › **Chief Compliance Officer (CCO):** Corporate official in charge of overseeing and managing compliance issues within an organization
- › **Regional General Counsel (RGC)/Country General Counsel (CGC):** Chief/senior lawyer of the corporation in a geographic region, reporting to the company's GC or CLO
- › **Deputy (DGC)/Assistant General Counsel (AGC):** In-house lawyer with some managerial duties, reporting to the CLO or GC
- › **Senior Counsel (SC)/Associate General Counsel (ASTGC):** In-house lawyer in non-entry-level role but with no managerial duties
- › **Counsel:** In-house lawyer at the most junior level within the department

Additional Data Collected

- › Company size by revenue
- › Company size by employee head count
- › Company industry
(self-identified by respondent)
- › Practice area of respondent
- › Respondent demographic details, including:
 - Geographic work location
 - Gender
 - Ethnicity
 - Years of legal experience
 - Years in current position

Calculated Values Used in This Report

- › **Mean/Average:** Total value of all observations divided by the number of observations
- › **Total Annual Actual Cash (TAC):** Calculated by adding the current 2019 base salary to the actual variable cash pay from fiscal 2018
- › **Total Target Cash (TTC):** Calculated by adding the current 2019 base salary to the variable pay target of current year, 2019

Data Is Presented in the Following Divisions

- › **US:** United States of America
- › **Outside the US:** All countries in the survey pool not including the US
- › **Global:** All countries represented in the survey pool
- › **APAC:** China, Hong Kong, India, Singapore
- › **EMEA:** France, Germany, Netherlands, Switzerland, United Kingdom

Data is reported in categories where more than five responses were collected—the minimum number recommended count by the US Department of Commerce when reporting on compensation.

A summary of collected data by job position and country is available in the appendices. Numbers in the appendices and graphs depicted in this report vary slightly due to rounding.

Questions and comments regarding the survey are welcomed by MLA, and may be directed to:

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Key Findings

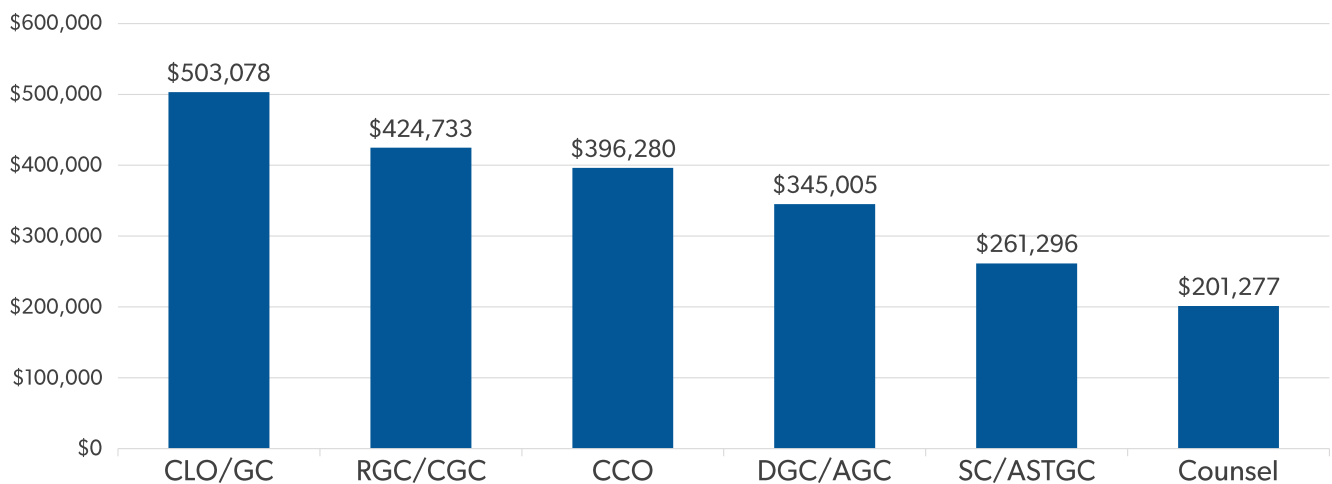
TOTAL ANNUAL ACTUAL CASH

United States

Average TAC for each of the surveyed roles in the United States ranged from \$201,277 for Counsel to \$503,078 for the CLO/GC.

The data shows significant increases in TAC when attorneys are promoted to roles with managerial duties such as DGC, or when they are elevated to GC. Increases in compensation for obtaining other roles is more modest.

US AVERAGE TOTAL ACTUAL CASH BY ROLE



Outside the US

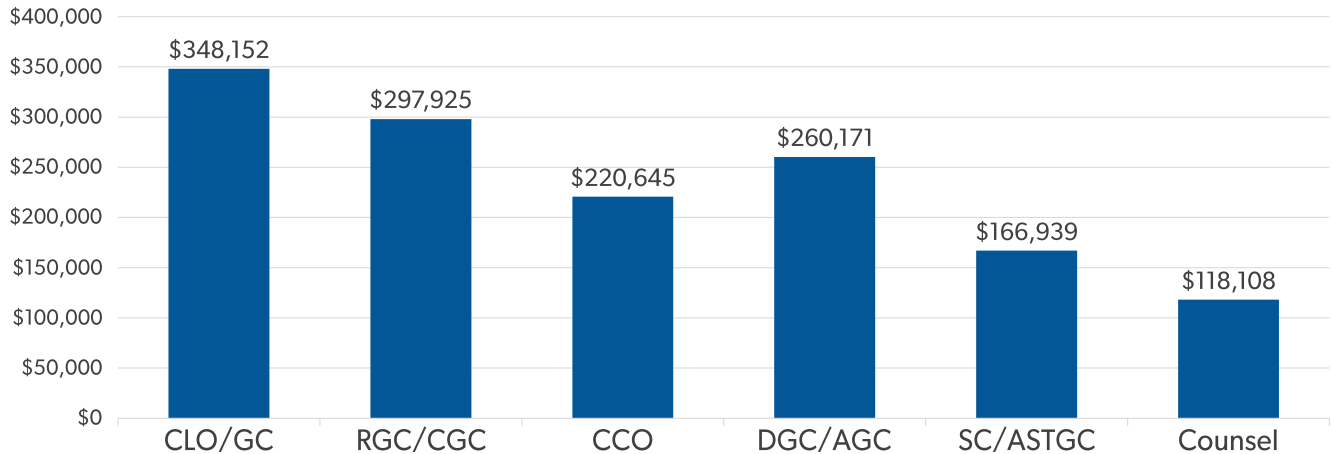
Outside the US, TAC for each of the surveyed jobs ranged from \$348,152 for CLO/GC to \$118,108 for Counsel positions.

TAC for the surveyed jobs including GC is significantly higher in the US than outside the US. For example, TAC for US GC is \$503,078 vs \$348,152 for non-US GC.

We believe that some of the difference in compensation is attributable to an increase in responsibility that the role of GC has assumed in the US, and its prominence in the C-suite. The GC is now viewed as a key member of the CEO's cabinet, and as a viable potential successor to the CEO. In that regard, there were several instances in the US in 2019 when the GC was named as Interim CEO, the most notable of which was at Wells Fargo.

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OUTSIDE THE US AVERAGE TOTAL ACTUAL CASH BY ROLE



BONUS AS PART OF COMPENSATION

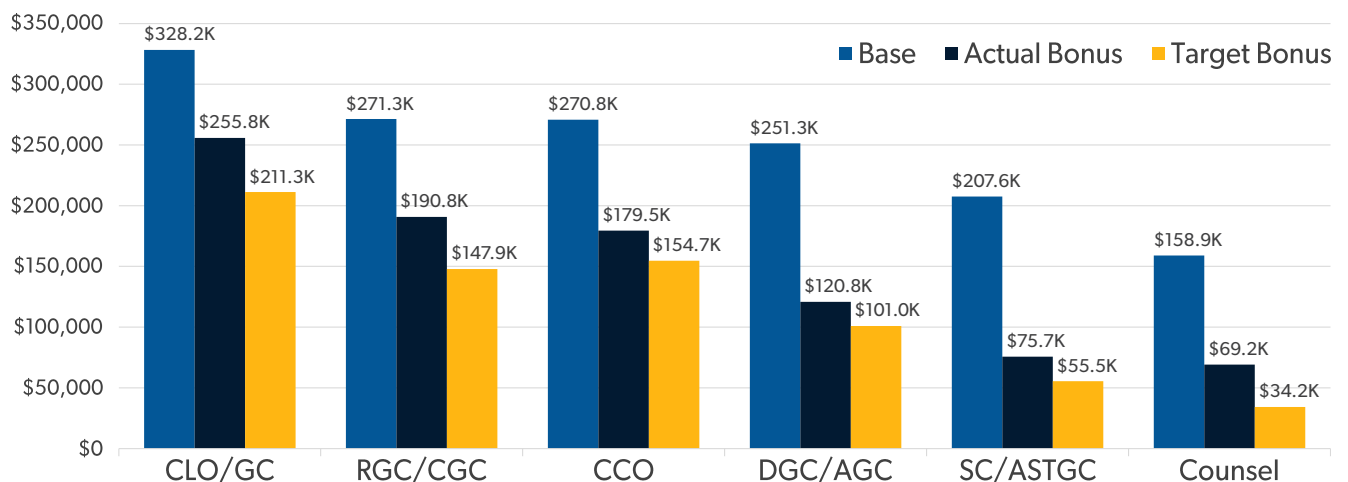
United States

Of the roles covered in the survey, the CLO/GC position received the highest proportion of total target cash compensation in the form of bonus payments. Those in the US received an average of about \$250,000 in fiscal 2018 and were targeted to receive over \$210,000 in 2019.

The position receiving the lowest proportion of bonus pay in 2018 was the SC/ASTGC, at a little over one-quarter of total cash. In the 2019 fiscal year the smallest targeted bonus was for the Counsel, at less than one-fifth of total cash.

Bonus, or variable compensation, is a significant component of pay for GC. In the US, bonus can equate to 40%–50% of GC compensation. Variable compensation for a GC is attributable to roughly one-half of her or his base salary—in line with other members of the C-suite whose variable compensation is tied to company performance. This is further recognition of the GC’s rise in the leadership ranks.

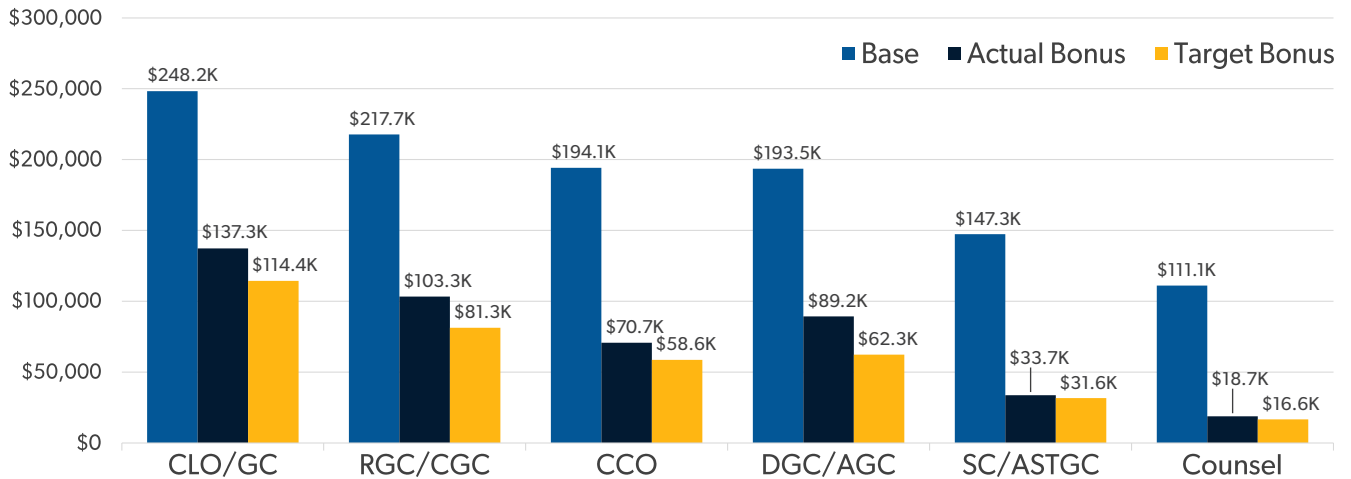
US AVERAGE PAY COMPONENTS BY POSITION



Outside the US

Outside the United States, the pattern of compensation is similar, but the amount of compensation itself—standardized to be expressed in US dollars, using the exchange rates effective on November 1, 2019—is lower across the board.

OUTSIDE THE US AVERAGE PAY COMPONENTS BY POSITION



GENDER

United States

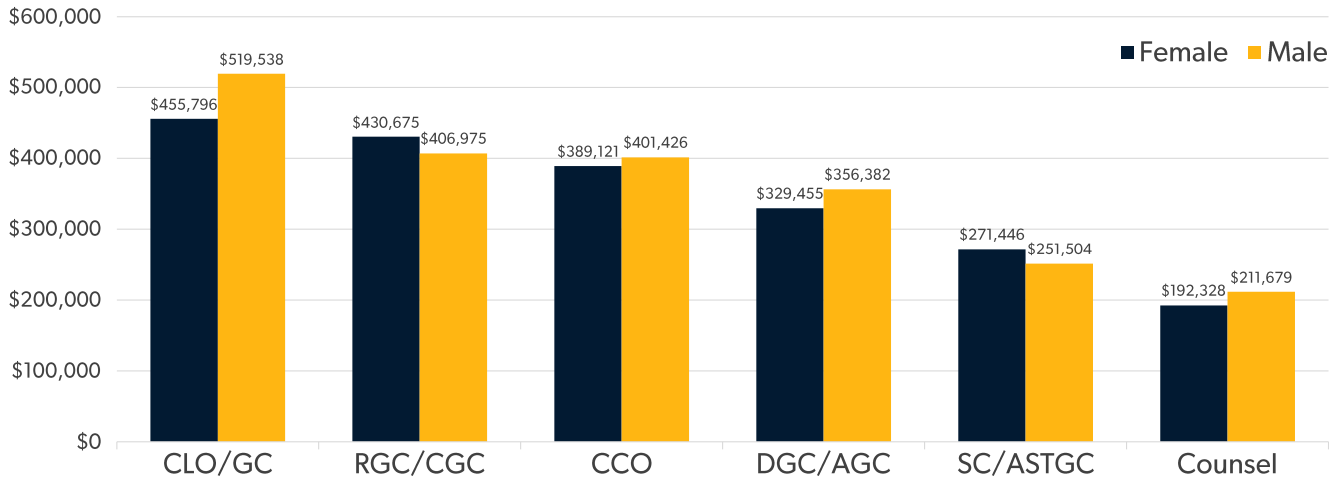
Within the United States, males made more than females in TAC compensation in most positions:

	CLO/GC	CCO	DAGC	Counsel
Male	\$519,528	\$401,426	\$356,382	\$211,679
Female	\$455,796	\$389,121	\$329,455	\$192,328

For RGC/CGC and SC/ASTGC positions, female TAC exceeded male TAC at \$430,675 vs \$406,975 and \$271,446 vs \$251,504, respectively.

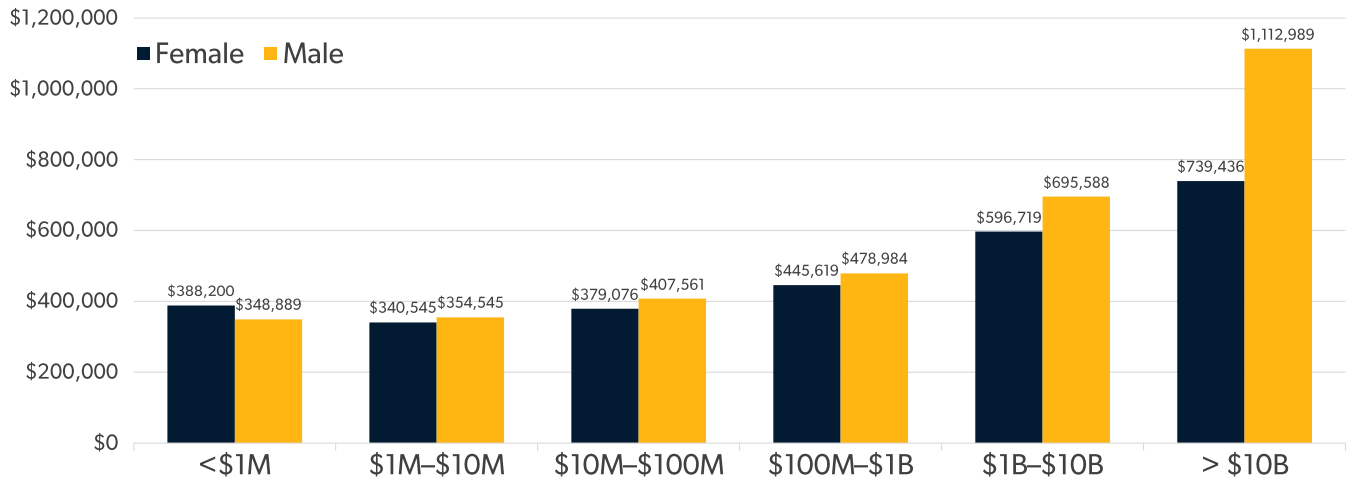
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US AVERAGE TOTAL ACTUAL CASH BY GENDER



We also found that while men and women are proportionately represented in GC and CLO positions at high-revenue companies, women earn less than men in these roles, with the exception of companies with revenue <\$1 million. At the highest revenues, the gap is the greatest. For instance, at companies with revenue over \$10 billion, men’s average total annual cash compensation is \$1.1 million as compared to their female counterparts who earn \$739,436 on average.

US CLO/GC AVERAGE TOTAL ACTUAL CASH BY COMPANY REVENUE

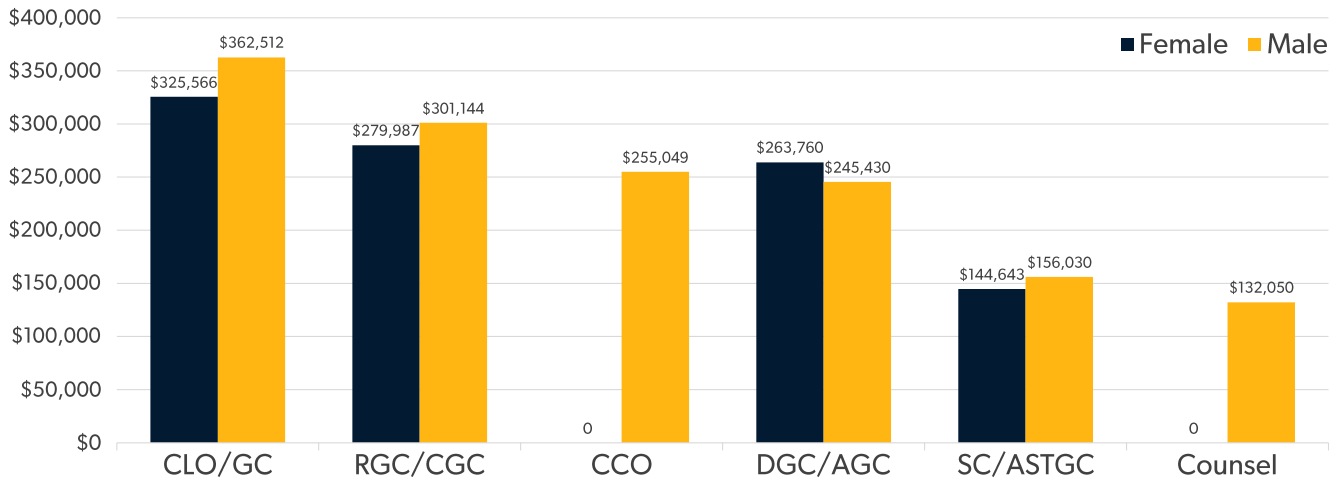


Outside the US

Outside the US, TAC compensation for males exceeded that for females in all positions except for the DGC/AGC, for which female pay exceeded male pay, \$263,760 vs \$245,430. For the positions of CCO and Counsel, only males responded from locations outside the US.

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OUTSIDE THE US AVERAGE TOTAL ACTUAL CASH BY GENDER



Global

On a global basis, almost two-thirds of the 1,419 CLO/GC respondents answering the gender question reported as male. Although the past couple of years have highlighted the pay inequity that exists between men and women in the same role, and steps have been taken to make changes, there nevertheless continues to be pay inequity globally between male and female GC.

When combined and averaged globally, male CLOs/GCs report higher average compensation than their female counterparts. Men report a higher average base salary of \$326,000 (in US dollars), compared with \$307,000 for women.

- › Higher average actual variable pay: \$245,000 vs \$213,000
- › Higher average targeted variable pay: \$213,000 vs \$163,000
- › Higher average TAC: \$501,000 vs \$444,000
- › Higher average TTC: \$511,000 vs \$435,000

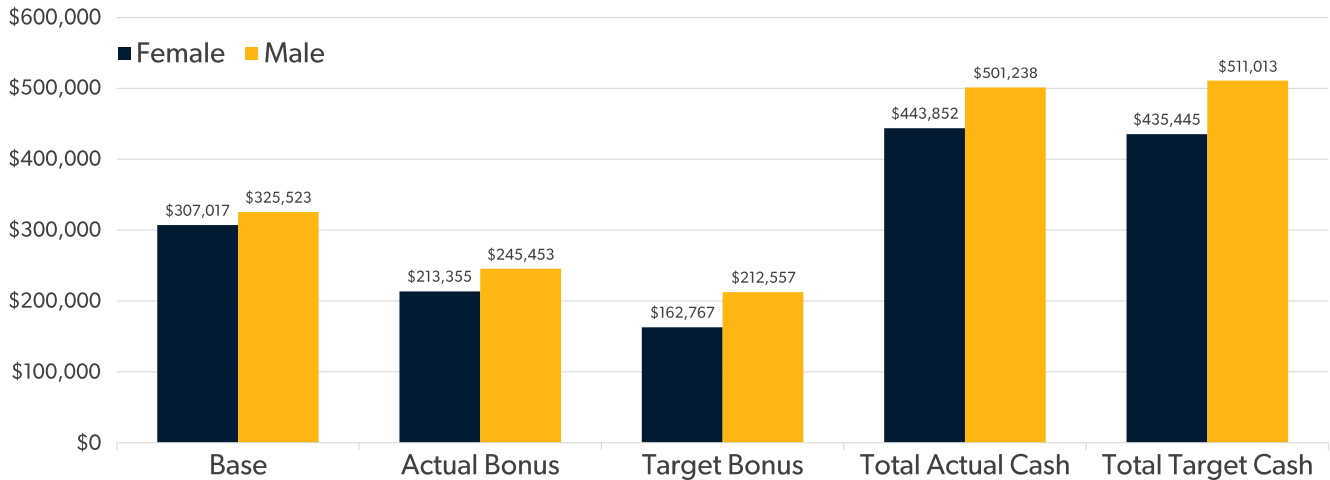
The data shows that the gender disparity in Global CLO/GC average pay comes primarily from actual bonus and target bonus, and not nearly as much from base salary.

- › The pay differential in base salary for males and females is 6%.
- › The pay differential in actual paid bonus for 2018 is 13%.
- › The pay differential in target bonus for 2019 is 23%.

In other words, the greater part of the disparity is bonus-related and not salary-related. The reason for this phenomenon is not known to us, nor are we able to speculate at this time.

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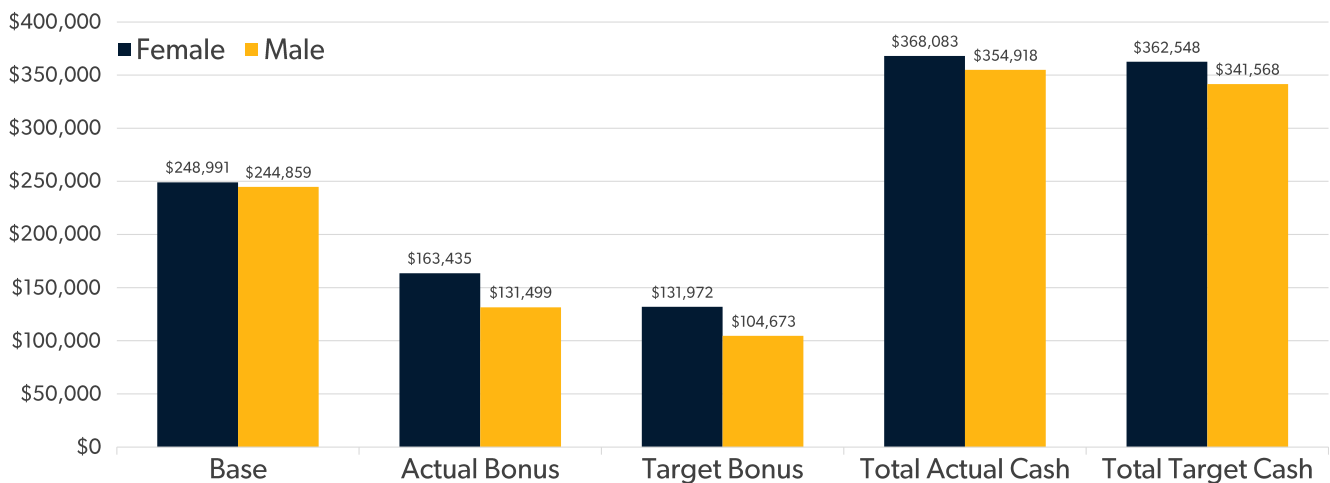
GLOBAL CLO/GC AVERAGE PAY COMPONENTS BY GENDER



The large number of data elements collected in the survey, in addition to compensation, allows for a markedly detailed breakdown of information. When we take a deeper look into compensation by gender some interesting data points show up.

For example, this pattern of greater male compensation when compared to female, does not hold true for all other positions in the survey. On a worldwide basis, female RGCs/CGCs—40% of the responding sample (312)—reported higher average pay than males at every point of measurement.

GLOBAL RGC/CGC AVERAGE PAY COMPONENTS BY GENDER

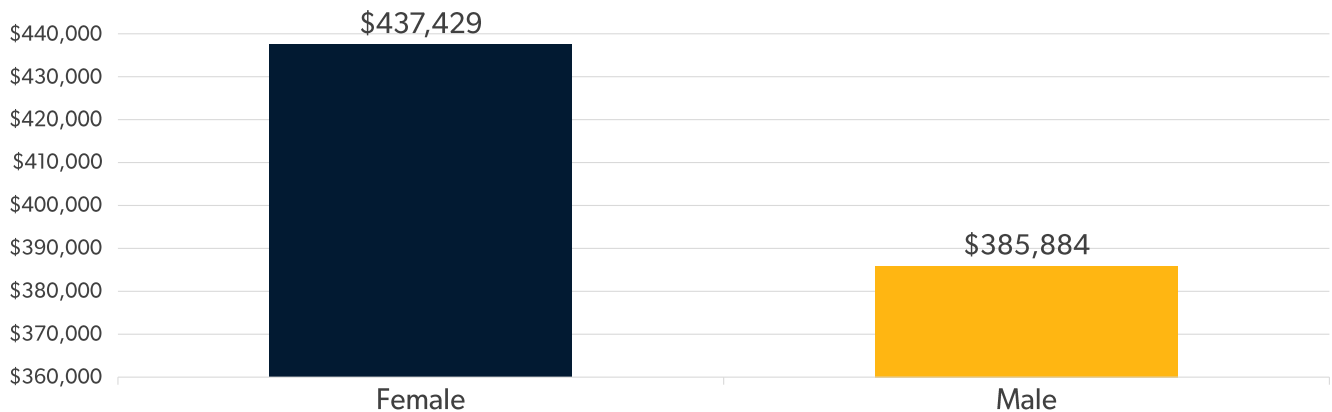


APAC

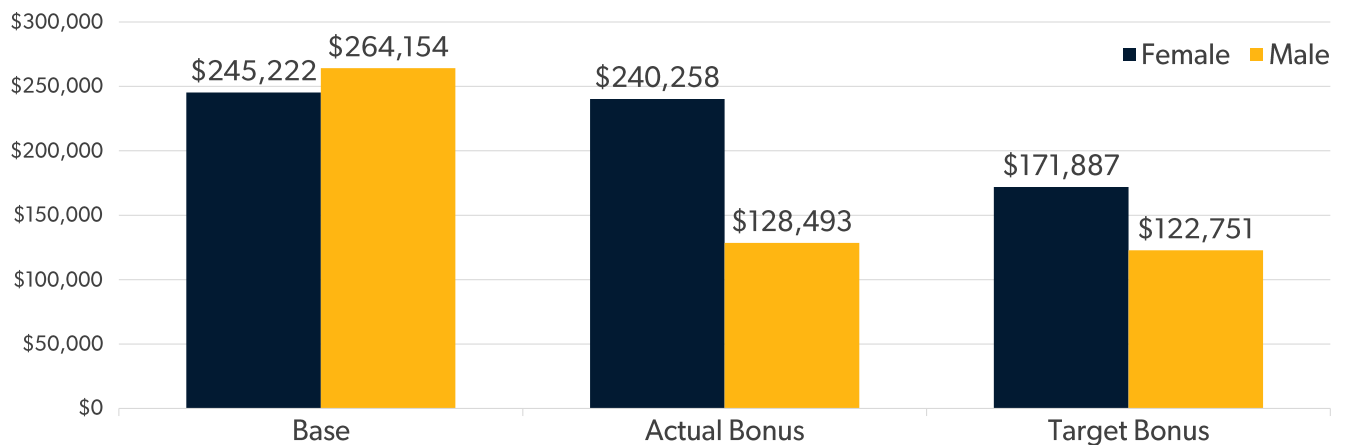
We also found in our APAC data that the average TAC salary for a female GC/CLO outpaces the male average, \$437,428 vs \$385,884. When TAC is broken out, the average variable bonus pay for 2018 is higher for females, \$240,258 vs \$128,493. 2019 target bonuses are also larger for females, \$171,887 vs \$122,751.

From our experience, female GCs getting paid higher than males is an anomaly. Generally, in the market, compensations of genders within APAC are on par for multinational corporations. In Asia, many households have helpers who look after children so women can return to work sooner than they do in other countries. They do not have long interruptions in their professional work and are therefore on a more equal playing field with their male counterparts when compared with women in western countries.

APAC CLO/GC AVERAGE TOTAL ACTUAL CASH BY GENDER



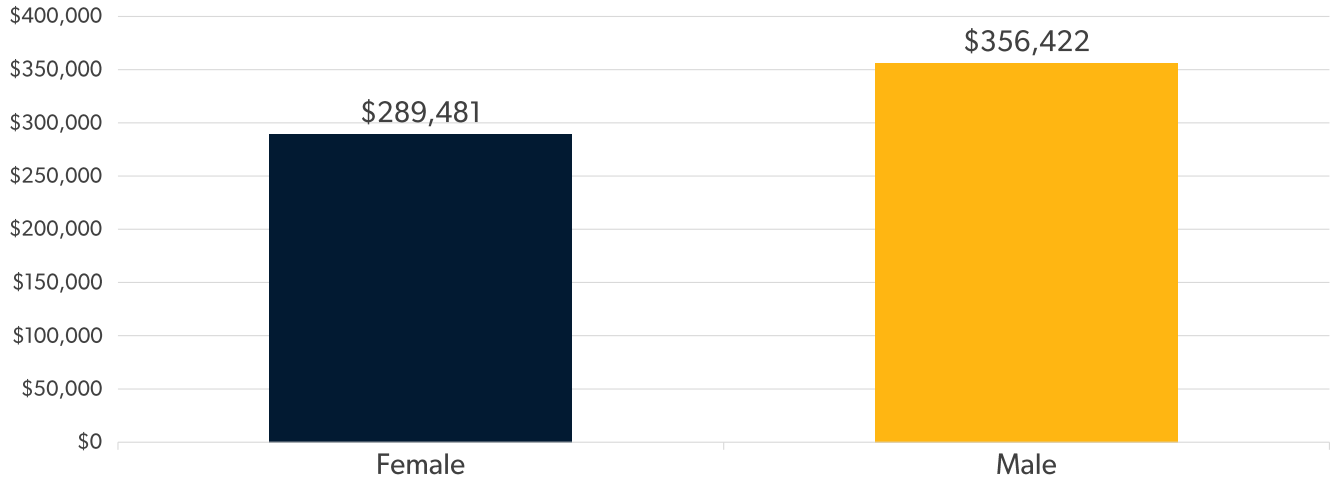
APAC GC/CLO AVERAGE BASE AND BONUS '18 AND BONUS '19 BY GENDER



EMEA

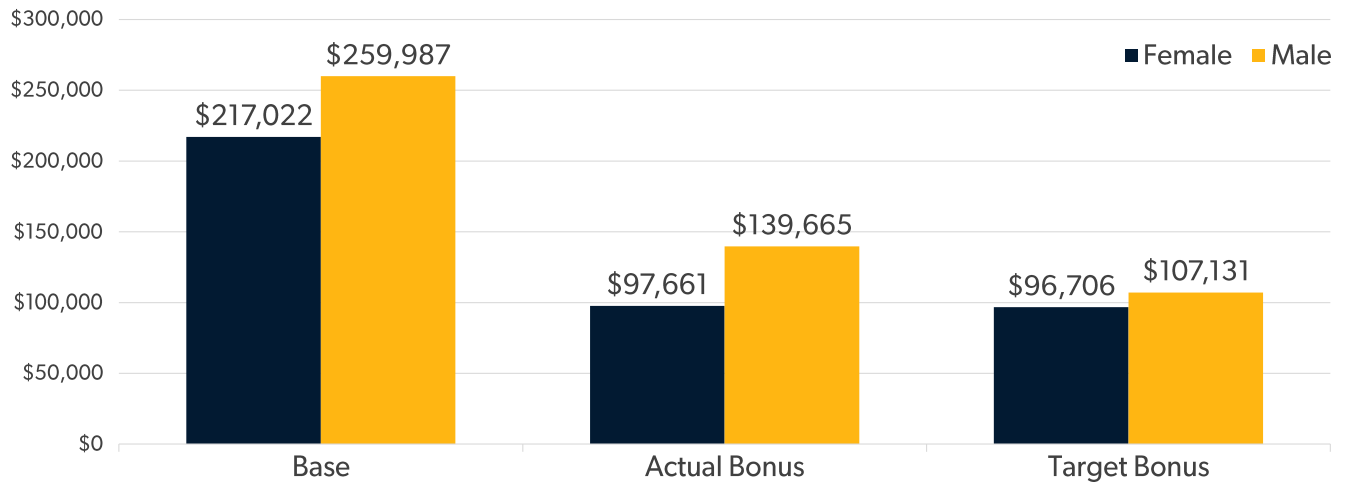
Average total actual cash paid to male GCs in EMEA (in US dollars) is \$356,422 vs \$289,481 for female GCs—a difference of 18%. This difference in pay by gender is again consistent with what we see in the market.

EMEA GC/CLO TAC BY GENDER



When data is broken down by pay elements, average base pay, average bonus pay for 2018, and average bonus projected pay for 2019, males report higher values than females. The differences are 17% for 2019 base pay, 30% for the actual paid bonus in 2018, and 10% for the projected bonus pay of 2019.

EMEA GC/CLO AVERAGE BASE AND AVE BONUS '18 AND AVE BONUS '19 BY GENDER



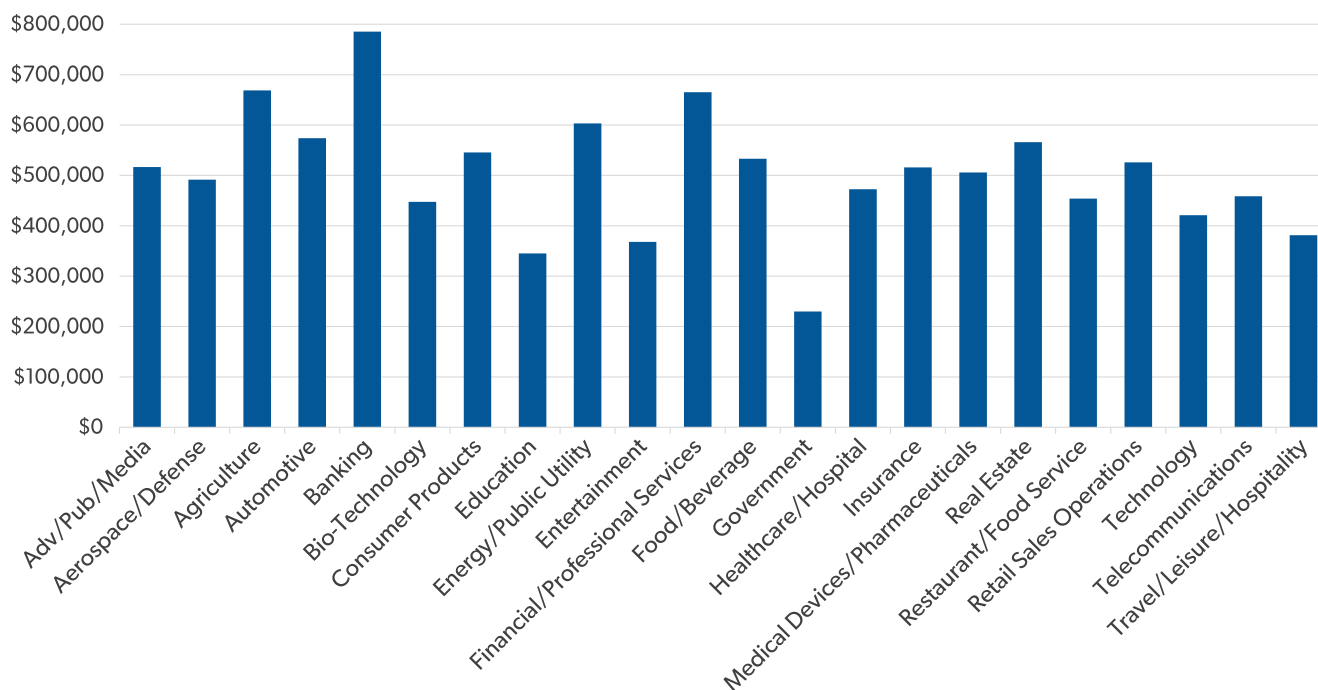
INDUSTRY

United States

CLOs/GCs in the Banking industry, \$785,231, followed by Agriculture, \$668,531, Financial/Professional Services, \$665,121, and Energy/Public Utility, \$603,072, earned the highest TAC. On the other end of the spectrum, Education and Government had the lowest TAC at \$345,199 and \$229,731, respectively.

Agriculture seems an unusual industry to appear in the top tier of CLO/GC compensation. Respondents self-selected industry, so it is possible multinational agrochemical and agricultural biotechnology companies selected agriculture, resulting in the large TAC reported.

US CLO/GC AVERAGE TOTAL ACTUAL CASH BY INDUSTRY



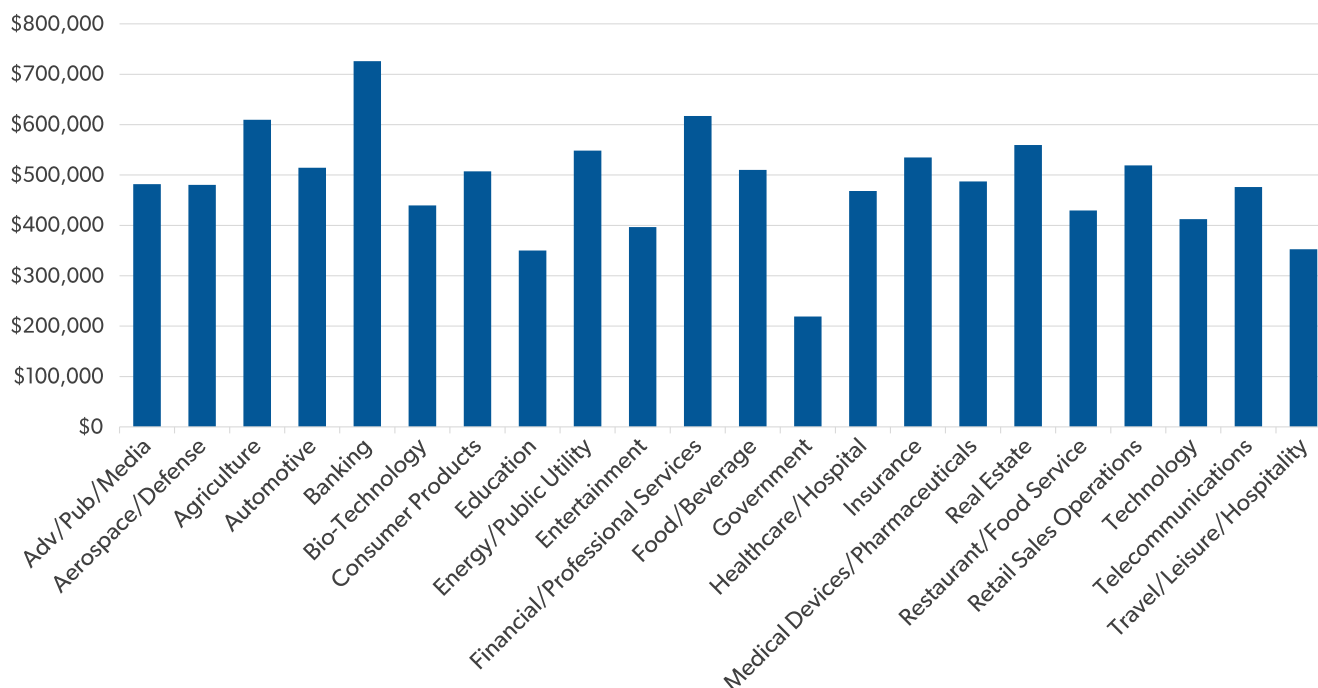
Adv/Pub/Media	\$516,652
Aerospace/Defense	\$491,563
Agriculture	\$668,531
Automotive	\$573,895
Banking	\$785,231
Bio-Technology	\$447,607
Consumer Products	\$545,560
Education	\$345,199
Energy/Public Utility	\$603,072
Entertainment	\$368,114
Financial/Professional Services	\$665,121

Food/Beverage	\$533,091
Government	\$229,731
Healthcare/Hospital	\$472,514
Insurance	\$515,717
Medical Devices/Pharmaceuticals	\$505,927
Real Estate	\$566,131
Restaurant/Food Service	\$454,059
Retail Sales Operations	\$525,707
Technology	\$420,880
Telecommunications	\$458,762
Travel/Leisure/Hospitality	\$381,270

Global

When looking at CLO/GC TAC compensation globally, Banking, \$725,970, Financial/Professional Services \$617,018, and Agriculture, \$609,720, are again in the top three. Education and Government compose the bottom two positions, \$350,018 and \$218,980, respectively.

GLOBAL CLO/GC AVERAGE TOTAL ACTUAL CASH BY INDUSTRY



Adv/Pub/Media	\$481,688
Aerospace/Defense	\$480,260
Agriculture	\$609,720
Automotive	\$514,548
Banking	\$725,970
Bio-Technology	\$439,697
Consumer Products	\$507,184
Education	\$350,018
Energy/Public Utility	\$548,530
Entertainment	\$396,836
Financial/Professional Services	\$617,018

Food/Beverage	\$510,208
Government	\$218,980
Healthcare/Hospital	\$468,314
Insurance	\$534,717
Medical Devices/Pharmaceuticals	\$487,275
Real Estate	\$559,526
Restaurant/Food Service	\$429,430
Retail Sales Operations	\$518,951
Technology	\$412,498
Telecommunications	\$476,309
Travel/Leisure/Hospitality	\$352,729

Not surprisingly, compensation for GC in complex, highly regulated industries is higher than in nonregulated industries. For example, GC compensation in the Banking industry is approximately 18% higher than compensation in the Professional Services industry, which ranked second for industries globally. Surprisingly, TAC for GC in the Technology industry ranked in the bottom quarter of our survey, both in the US and globally, perhaps because equity—as compared to cash—is such a significant component of pay for these growth-oriented companies.

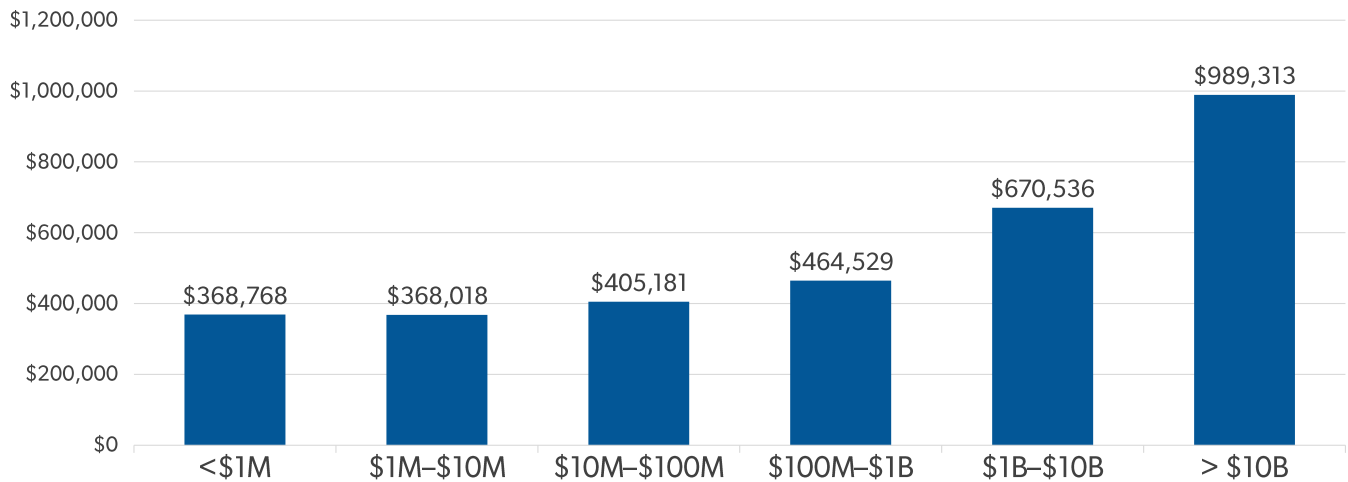
COMPANY REVENUE

United States

Average TAC compensation for CLOs/GCs in the United States ranges from \$368,768 for companies with revenue <\$1M to \$989,313 for companies of revenue >\$10B.

In terms of TAC for GCs/CLOs, there does not seem to be a very significant number if the organization makes less than \$1B in revenue. Once the company reaches the size of \$1B and above, there appears to be a significant financial reward that grows as the company's revenues increase.

US CLO/GC AVERAGE TOTAL ACTUAL CASH BY REVENUE

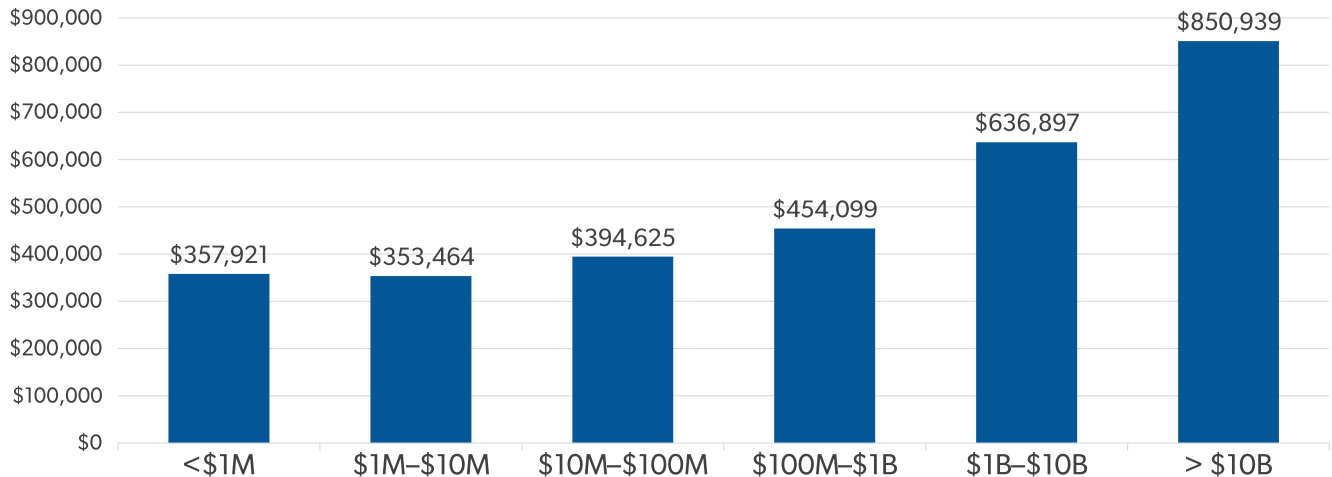


Global

As expected, there is a clear correlation globally between compensation and size of company in terms of revenue. GCs at companies with revenue greater than \$10B earn approximately 25% more than their peers at companies with revenue between \$1B and \$10B. Globally, average total actual cash earned by CLOs/GCs closely follows US compensation trends until the highest revenue companies at >\$10B. Globally, the TAC at >\$10B is \$850,939, while the average TAC for GCs of US companies greater than \$10B is just shy of \$1M, at \$989,313.

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GLOBAL CLO/CG AVERAGE TOTAL ACTUAL CASH BY REVENUE



COMPENSATION BY GEOGRAPHIC AREAS

United States

Global survey data can be broken down by country and, within the United States, by regions, states, and metropolitan areas of the largest cities.

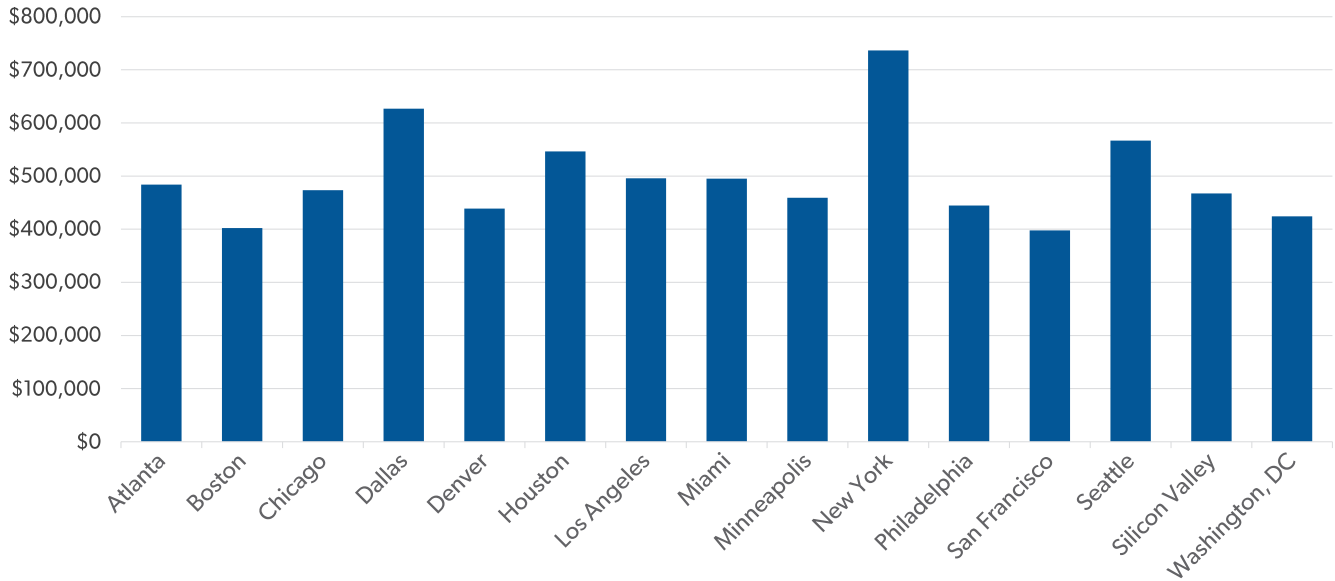
Within the US, 49 distinct metropolitan areas provided CLO/GC information. The national average TAC is \$503,078, but local averages diverge widely, from a low of \$318,429 from the Austin, Texas, metro area to a high of \$736,461 from Manhattan.

The highest TAC in the survey was reported by a CLO/GC in the Los Angeles, California, metro area at \$4.8M, and the lowest figure for this position was \$73,000 in the Rochester/Buffalo metro area of New York.

There is a clear correlation between compensation and geographic area. GC working in metropolitan areas of the largest cities (New York, Los Angeles) earn higher TAC than GC working in metropolitan areas of smaller cities (Denver, Miami). Appearing as somewhat outliers here are San Francisco and Silicon Valley. We think this may be due to the fact that they are home to many technology and start-up companies where equity, not reported here, forms a large part of the compensation package.

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US CLO/GC AVERAGE TOTAL ACTUAL CASH BY METRO



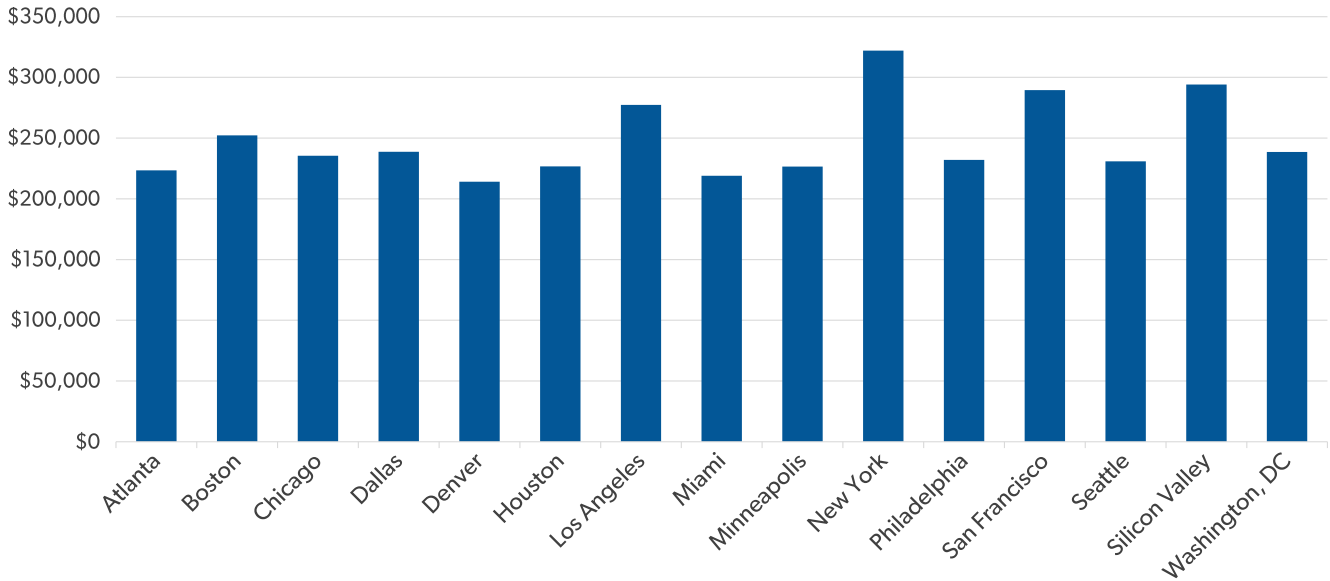
Atlanta	\$483,854
Boston	\$402,180
Chicago	\$473,468
Dallas	\$626,670
Denver	\$438,797
Houston	\$546,310
Los Angeles	\$495,707
Miami	\$495,111

Minneapolis	\$458,959
New York	\$736,461
Philadelphia	\$444,522
San Francisco	\$397,701
Seattle	\$566,858
Silicon Valley	\$467,363
Washington, DC	\$424,289

For the DGC/AGC, the highest average base pay was reported—interestingly, from a sample of just five—from Cincinnati, Ohio, at \$324,600. The lowest average base was \$187,414, calculated from a sample of seven from Salt Lake City, Utah. The metro providing the largest sample on this statistic, at 85, was greater Chicago, reporting an average base pay of \$235,398.

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US DGC/AGC AVERAGE BASE SALARY BY METRO



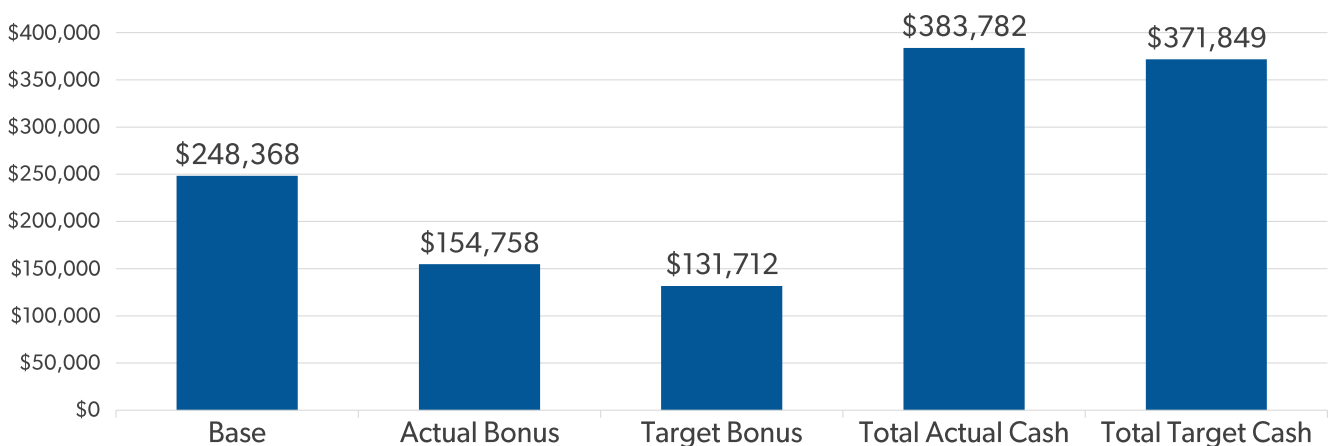
Atlanta	\$223,417
Boston	\$252,285
Chicago	\$235,398
Dallas	\$238,783
Denver	\$214,154
Houston	\$226,718
Los Angeles	\$277,316
Miami	\$219,000

Minneapolis	\$226,528
New York	\$322,083
Philadelphia	\$232,000
San Francisco	\$289,507
Seattle	\$230,857
Silicon Valley	\$294,134
Washington, DC	\$238,579

APAC

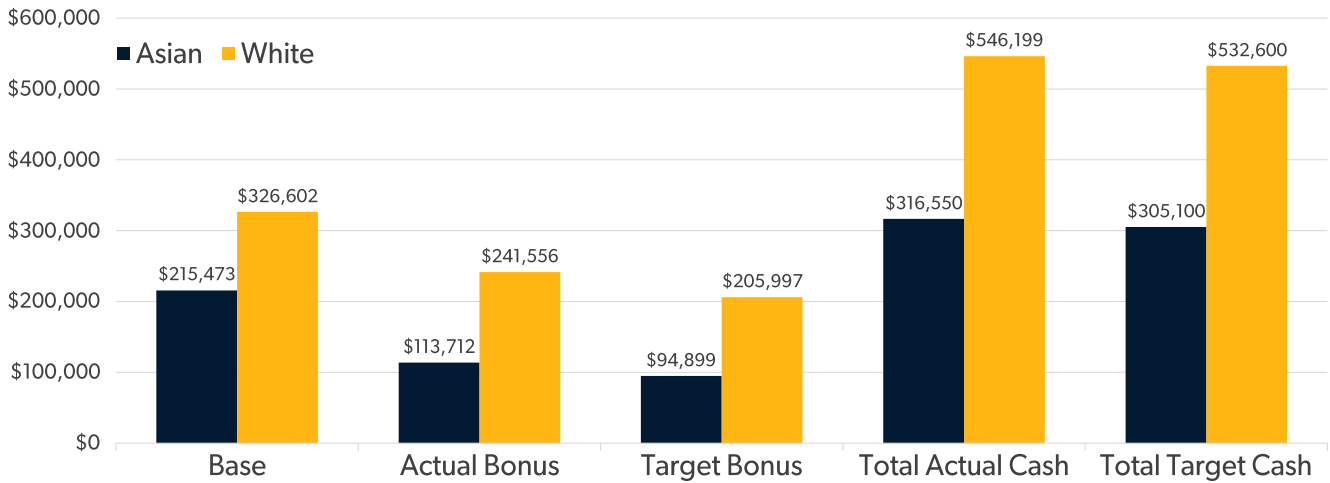
Data collected from China, Hong Kong, India, Singapore

APAC GC/CLO AVERAGE SALARY ELEMENTS



There appears to be a significant difference between compensation for GCs by ethnicity in APAC. We postulate this is the result of difference in pay for expats versus local hires.

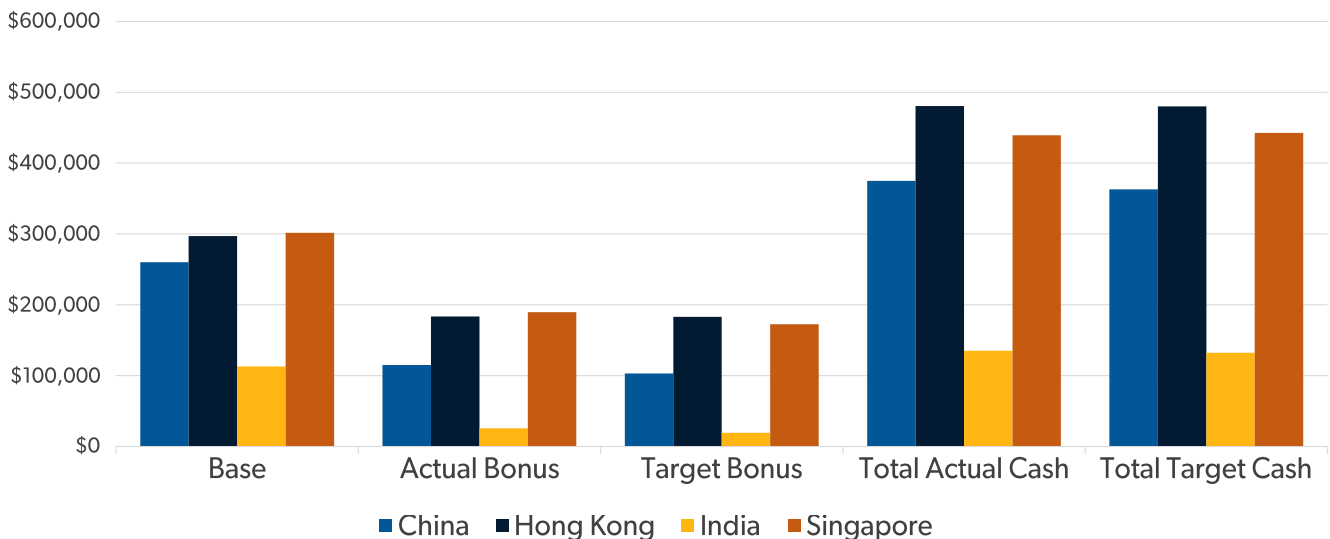
APAC GC/CLO COMPENSATION ELEMENTS BY ETHNICITY



Hong Kong, Singapore, and China, respectively, are the highest-paying countries. As a result of various government and economic development board incentives, Singapore has become a competitive regional hub; there are increasingly more high-level roles available. In addition, many companies are splitting Asia into North and South, for two regional hubs—generally China (Shanghai) for the North and Singapore for the South.

Data shows India falling far behind other APAC countries due to many Indian GCs having limited business and responsibilities outside India itself. In addition, GCs and Indian multinationals are still, more often than not, one step removed from the C-suite. The cost of living is also far less in India than in other parts of Asia, and GC salaries remain in line with those of other senior management roles.

APAC GC/CLO SALARY ELEMENTS BY COUNTRY WITH MORE THAN 5 RESPONDENTS



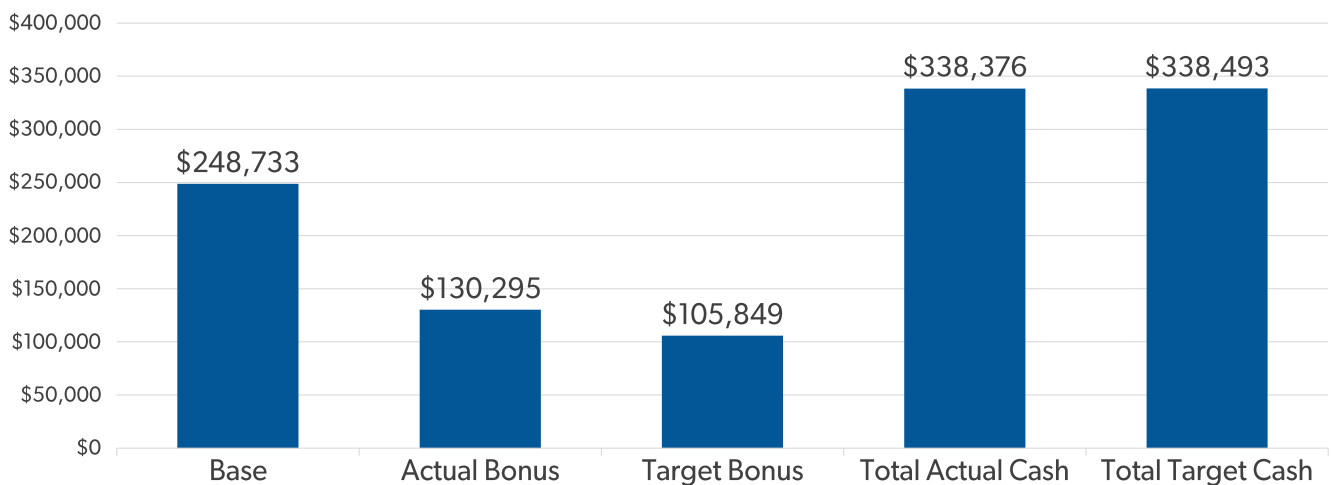
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	Base	Actual Bonus	Target Bonus	TAC	TTC
China	\$259,984	\$114,909	\$102,896	\$374,894	\$362,881
Hong Kong	\$296,890	\$183,520	\$183,012	\$480,411	\$479,902
India	\$113,046	\$25,646	\$19,355	\$135,028	\$132,401
Singapore	\$301,515	\$189,467	\$172,531	\$439,309	\$442,677

EMEA

Data collected from France, Germany, Netherlands, Switzerland, United Kingdom

EMEA GC/CLO AVERAGE SALARY ELEMENTS



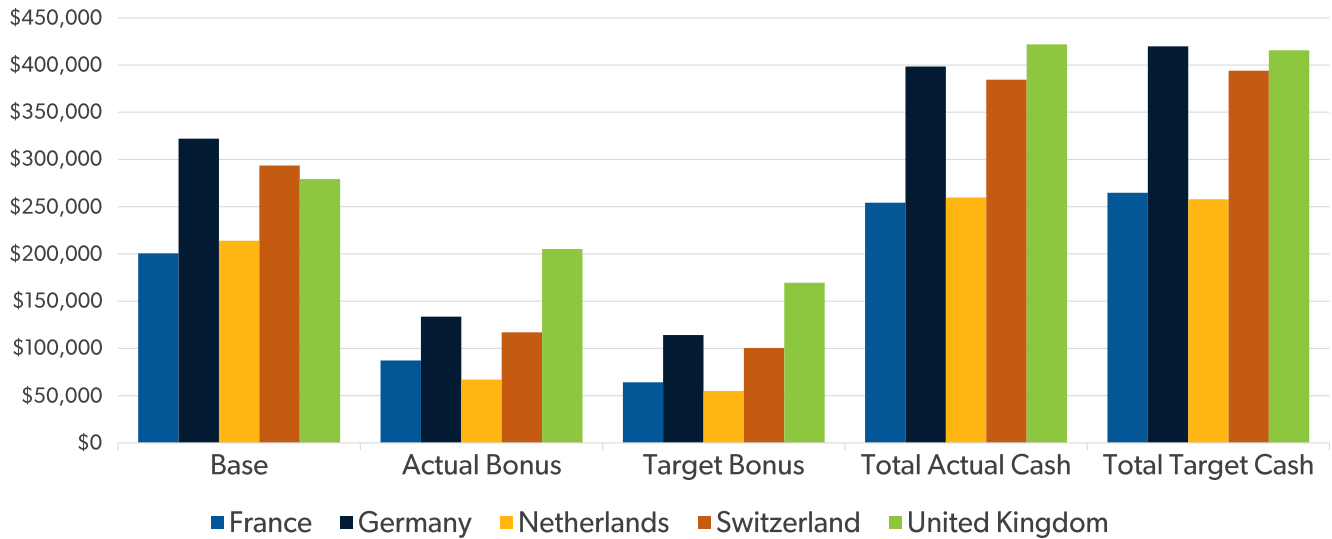
The numbers above are in line with what we see in the market.

Germany paid the highest base salary to their GCs, at \$322,010. The lowest base pay was in France, at \$200,658. When it comes to total actual cash paid, the UK shows the highest GC pay, at \$421,888, followed by Germany and Switzerland, virtually on par at \$398,358 and \$384,549, respectively.

We feel these numbers are somewhat skewed by the respective response rates in the various countries. What we see in the market is that the UK and Switzerland are almost on par, followed by Germany.

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EMEA GC/CLO SALARY ELEMENTS BY COUNTRY WITH MORE THAN FIVE RESPONSES



	Base	Actual Bonus	Target Bonus	TAC	TTC
France	\$200,658	\$87,166	\$64,025	\$254,299	\$264,684
Germany	\$322,010	\$133,608	\$114,045	\$398,358	\$419,763
Netherlands	\$214,026	\$67,045	\$55,018	\$259,739	\$257,791
Switzerland	\$293,585	\$116,954	\$100,427	\$384,549	\$394,012
UK	\$279,200	\$205,115	\$169,567	\$421,888	\$415,591

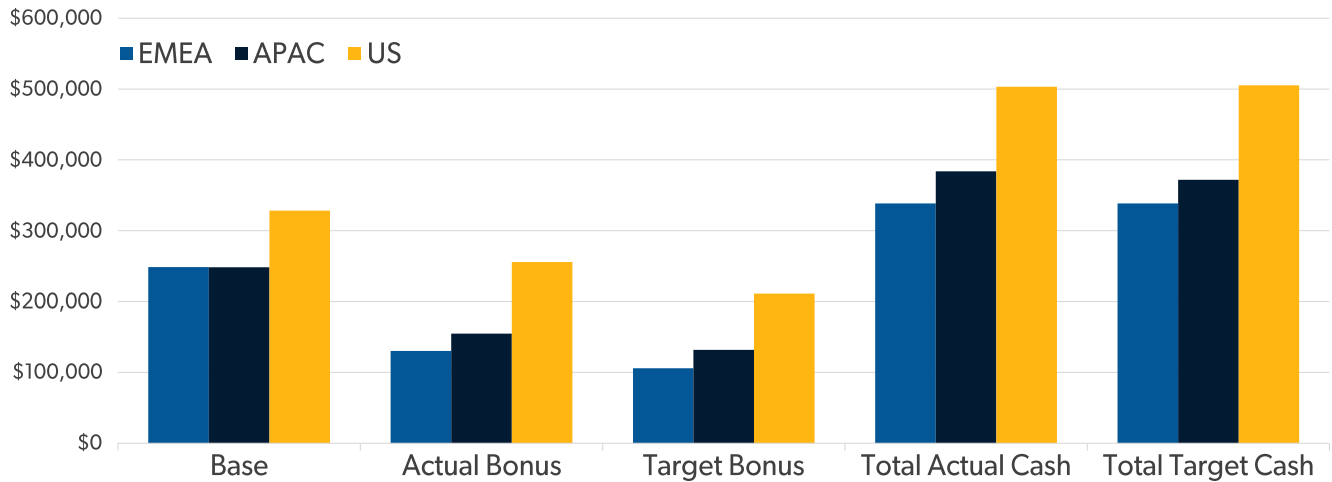
US APAC EMEA Comparison

It is no surprise that the US continues to outpace EMEA and APAC when it comes to base and variable pay for GCs/CLOs. US lawyers are positioned, and perhaps valued, better than their international counterparts and in the vast majority of cases have a seat on the executive team and report directly to the CEO. Far too many companies in EMEA and APAC still have a GC reporting to the CFO, and this directly impacts GCs' compensation in addition to their effectiveness.

Over the past few years, this gap has been closing as the GC role outside the US shifts ever closer to the C-suite and assumes additional responsibilities.

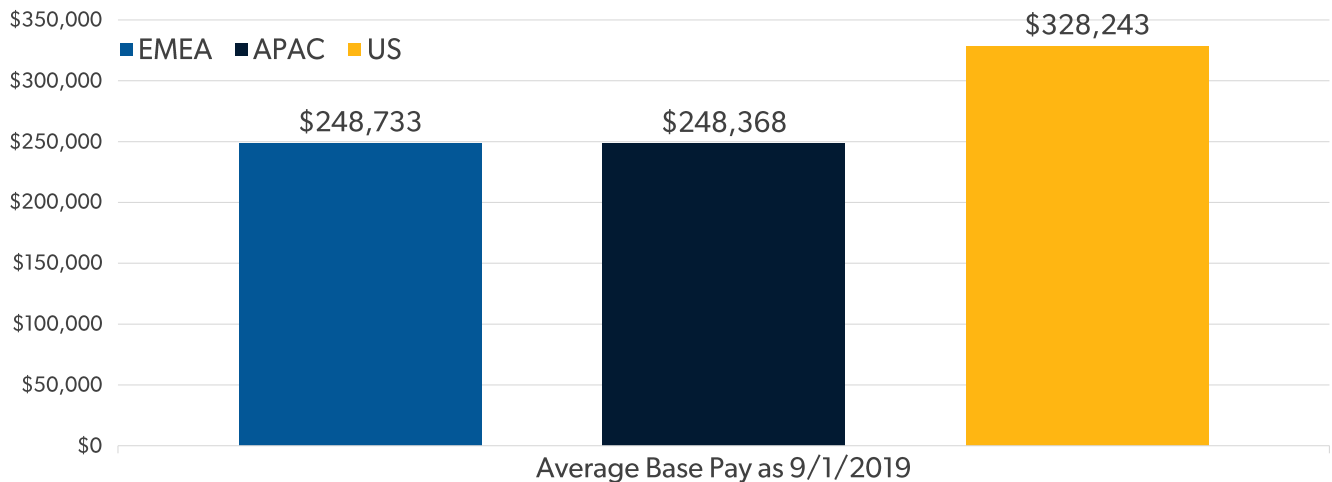
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GC/CLO COMPENSATION ELEMENTS - EMEA, APAC, US



	Base	Actual Bonus	Target Bonus	TAC	TTC
EMEA	\$248,733	\$130,295	\$105,849	\$338,376	\$338,493
APAC	\$248,368	\$154,758	\$131,712	\$383,782	\$371,849
US	\$328,243	\$255,760	\$211,285	\$503,078	\$505,138

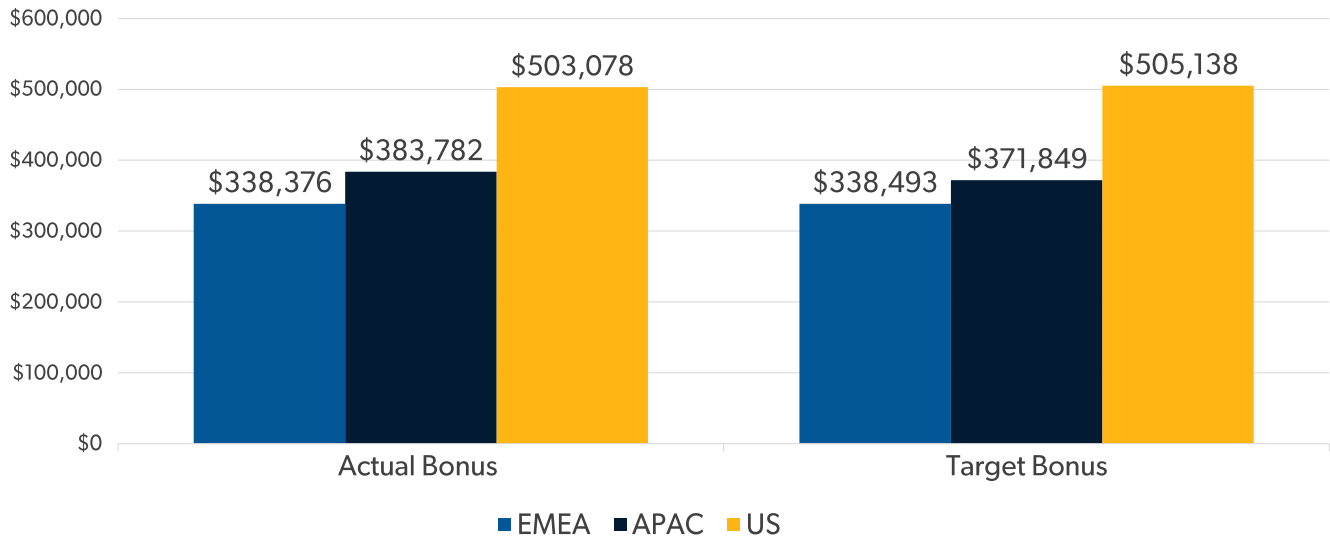
GC/CLO BASE PAY 2019 - EMEA, APAC, US



It is somewhat surprising that APAC GCs are earning more than those in EMEA. Economic growth in APAC—while not at the levels that countries such as China or India would like—is still relatively strong, whereas the European economy is slowing down.

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GC/CLO TOTAL ACTUAL CASH AND TOTAL TARGET CASH - EMEA APAC US

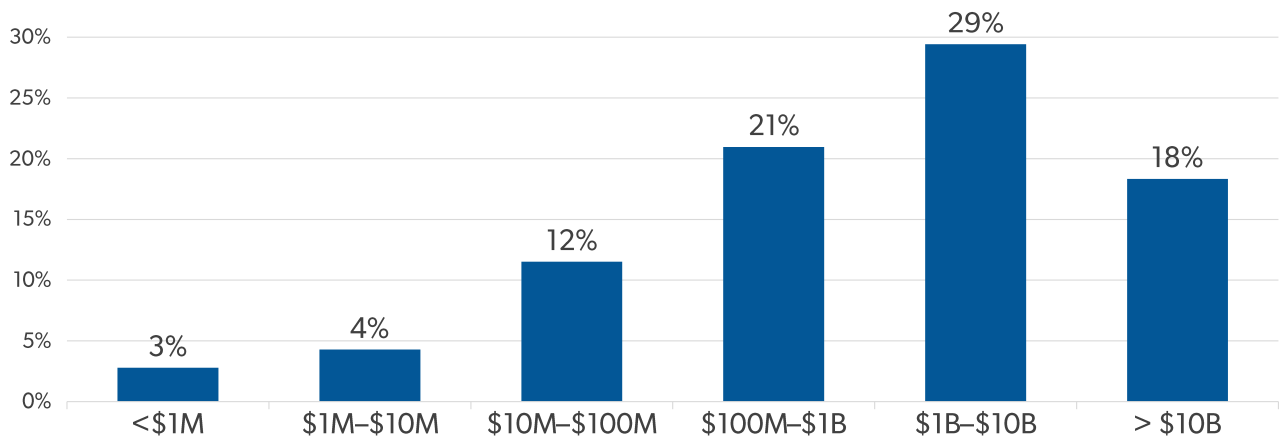


A MEMBER OF THE LEGAL DEPARTMENT IS A MEMBER OF SENIOR LEADERSHIP

This question was asked of US respondents only.

Interestingly, there is a correlation between company size (in terms of revenue) and whether the CLO/GC is a member of the senior leadership team. The data shows that the larger the company (up to approximately \$10B), the more likely the CLO/GC will be a member of the leadership team. For example, for companies <\$1M, less than 5% of the GCs are members of the leadership team. Conversely, for companies between \$1B and \$10B, 30% of the GCs are part of the leadership team. It is noteworthy, however, that this trend falls off for companies >\$10B, where the percentage of GCs on the leadership team is less than 20. This could be attributable to the fact that at large, diversified multinational conglomerates the CEO's inner cabinet is confined to business unit heads who are responsible for running a profit & loss statement. Otherwise, the size of the cabinet would be unwieldy.

MEMBER OF THE LEGAL DEPARTMENT IS A MEMBER OF SENIOR LEADERSHIP

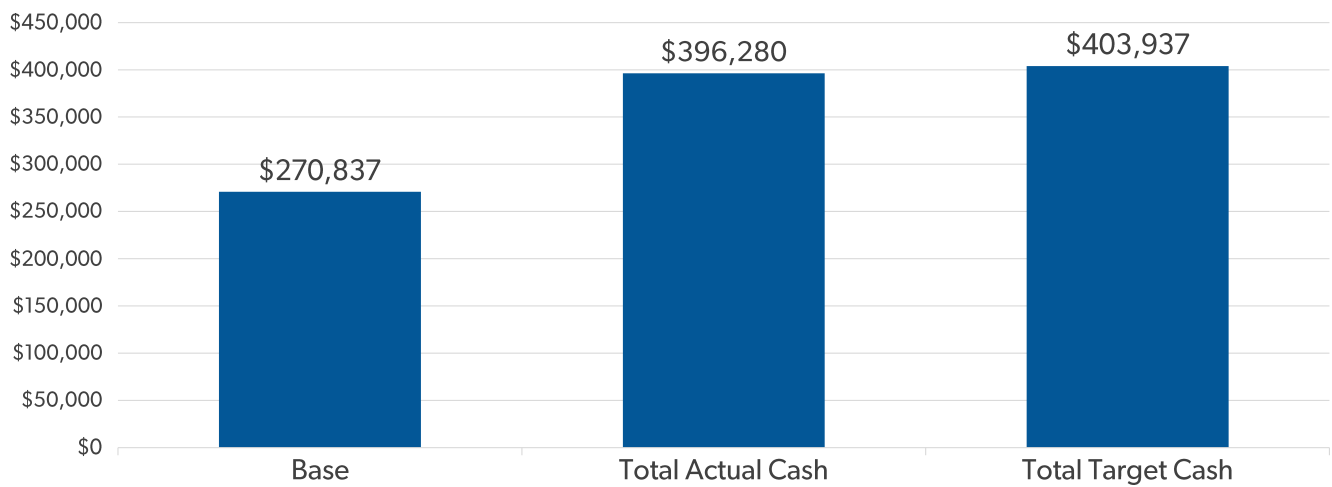


CHIEF COMPLIANCE OFFICER

United States

Especially in the US—where companies are more highly regulated and the prospect of litigation is greater than on other continents—the role of CCO has grown in importance. As a result, CCOs can expect to earn upwards of \$400,000 in TAC, with a median base salary of almost \$275,000. While the CCO is viewed as a functional subject matter expert (SME) whose compensation is in line with that of other SMEs in the legal department (e.g., Chief IP Counsel and Chief Litigation Counsel), we expect an upward trend in compensation for this role given its importance in protecting against significant regulatory fines that have both financial and reputational implications for companies.

US CHIEF COMPLIANCE OFFICER AVERAGE PAY



Appendix

United States

N=Number of respondents.
No data is recorded where less than 5 respondents provided information.

CHIEF LEGAL OFFICER/GENERAL COUNSEL

US CLO/GC	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$314,648	\$224,269	\$168,468	\$455,796	\$446,987	429
Male	\$333,514	\$260,744	\$225,617	\$519,538	\$530,049	822
Prefer not to say	\$377,857	\$376,700	\$290,187	\$646,929	\$571,315	21
Ethnicity						
Asian	\$297,177	\$163,425	\$141,631	\$408,886	\$415,502	79
Black or African American	\$301,444	\$258,664	\$197,416	\$462,641	\$453,083	69
Hispanic or Latino	\$323,769	\$276,068	\$204,063	\$526,595	\$498,681	49
White	\$329,711	\$253,134	\$210,332	\$504,939	\$508,542	992
Prefer not to say	\$334,343	\$293,083	\$263,663	\$527,775	\$537,593	71
Years in Current Position						
5 Years or Less	\$318,294	\$220,639	\$186,569	\$467,075	\$478,182	958
6 to 10 Years	\$356,725	\$340,196	\$274,918	\$615,323	\$575,522	217
11 to 15 Years	\$352,738	\$270,562	\$286,349	\$570,432	\$589,716	87
16 to 20 Years	\$389,778	\$389,965	\$320,850	\$657,879	\$650,469	32
21 to 30 Years	\$305,636	\$444,429	\$301,250	\$588,455	\$524,727	11
Years with Current Company						
5 Years or Less	\$308,383	\$197,345	\$168,262	\$437,321	\$451,469	802
6 to 10 Years	\$338,011	\$304,555	\$248,667	\$569,518	\$548,140	271
11 to 15 Years	\$369,096	\$354,143	\$324,903	\$658,029	\$638,726	136
16 to 20 Years	\$402,953	\$309,603	\$267,451	\$624,835	\$616,914	60
21 to 30 Years	\$403,615	\$361,590	\$363,019	\$683,555	\$684,662	31
31+ Years	\$492,400	\$346,667	\$285,000	\$583,667	\$600,333	6
Years of Relevant Legal Work Experience						
6 to 10 Years	\$218,148	\$104,336	\$99,424	\$276,302	\$293,123	61
11 to 15 Years	\$281,535	\$165,465	\$154,705	\$377,757	\$401,768	184
16 to 20 Years	\$316,556	\$242,082	\$198,245	\$488,240	\$487,152	337
21 to 30 Years	\$347,697	\$265,897	\$225,450	\$538,681	\$543,612	569
31+ Years	\$385,551	\$343,474	\$277,067	\$621,570	\$607,538	173
Industry						
Advertising/Publishing/Media	\$358,571	\$201,193	\$194,948	\$516,652	\$539,594	28
Aerospace/Defense	\$320,179	\$262,116	\$220,371	\$491,563	\$498,171	26
Agriculture	\$344,554	\$503,965	\$279,834	\$668,531	\$584,412	14

US CLO/GC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Industry, continued...						
Automotive	\$357,632	\$273,933	\$224,335	\$573,895	\$581,967	19
Banking	\$422,385	\$471,700	\$335,923	\$785,231	\$758,308	13
Bio-Technology	\$344,499	\$163,729	\$158,150	\$447,607	\$482,732	57
Consumer Products	\$337,494	\$312,099	\$218,786	\$545,560	\$536,391	66
Education	\$314,872	\$107,829	\$63,666	\$345,199	\$328,799	64
Energy/Public Utility	\$350,839	\$307,067	\$272,928	\$603,072	\$618,893	56
Entertainment	\$301,128	\$86,688	\$80,419	\$368,114	\$359,614	22
Financial/ Professional Services	\$336,442	\$430,239	\$399,845	\$665,121	\$675,652	177
Food/Beverage	\$347,379	\$256,460	\$229,198	\$533,091	\$576,578	29
Government	\$199,115	\$79,600	\$64,750	\$229,731	\$219,038	13
Healthcare/Hospital	\$350,597	\$182,190	\$137,485	\$472,514	\$472,576	133
Insurance	\$303,883	\$267,580	\$211,643	\$515,717	\$489,071	24
Medical Devices/ Pharmaceuticals	\$343,345	\$211,938	\$167,278	\$505,927	\$503,748	73
Real Estate	\$310,465	\$339,150	\$252,927	\$566,131	\$524,480	65
Restaurant/ Food Service	\$337,500	\$174,838	\$203,500	\$454,059	\$524,042	12
Retail Sales Operations	\$351,288	\$230,482	\$233,264	\$525,707	\$571,944	37
Technology	\$303,821	\$184,953	\$144,087	\$420,880	\$422,981	237
Telecommunications	\$319,613	\$191,330	\$192,368	\$458,762	\$494,492	22
Travel/Leisure/ Hospitality	\$277,650	\$129,525	\$127,400	\$381,270	\$405,050	10
Area of Practice						
Commercial	\$255,460	\$142,992	\$137,995	\$346,207	\$369,899	87
Contracts	\$307,984	\$171,670	\$84,676	\$428,788	\$378,547	54
Corporate, Securities & Governance	\$364,471	\$323,786	\$274,162	\$616,174	\$623,624	274
Employment & Labor	\$233,000	\$62,500	\$76,250	\$253,833	\$283,833	6
Finance	\$319,222	\$409,253	\$386,321	\$683,002	\$679,789	45
Generalist	\$315,965	\$219,333	\$186,181	\$458,975	\$465,171	569
Government/ Regulatory	\$313,046	\$401,169	\$256,564	\$508,738	\$488,260	41
Insurance	\$279,836	\$190,629	\$180,556	\$418,476	\$427,564	11
Intellectual Property	\$328,417	\$143,250	\$104,806	\$423,917	\$407,021	24
Law Department Management	\$361,769	\$270,902	\$224,949	\$543,301	\$551,932	97
Litigation	\$340,538	\$146,750	\$173,778	\$385,692	\$460,846	13
Real Estate	\$301,647	\$272,853	\$217,145	\$494,249	\$499,632	34
Technology	\$398,400	\$276,132	\$175,765	\$585,775	\$542,779	28

US CLO/GC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Number of Employees Supervised						
Less than 5 Employees	\$284,300	\$187,264	\$166,218	\$404,935	\$422,705	572
5 to 10 Employees	\$368,166	\$293,441	\$259,616	\$593,710	\$598,783	376
11 to 20 Employees	\$443,102	\$345,677	\$283,954	\$708,761	\$679,730	108
Over 20 Employees	\$411,206	\$392,854	\$358,627	\$717,401	\$711,820	68
Company Headcount						
Less than 50 Employees	\$281,629	\$300,676	\$230,444	\$460,023	\$460,680	140
50 to 249 Employees	\$287,561	\$198,089	\$178,125	\$415,038	\$429,723	317
250 to 999 Employees	\$302,386	\$215,259	\$171,283	\$442,052	\$438,782	307
1,000 to 4,999 Employees	\$332,554	\$222,690	\$195,069	\$499,395	\$510,284	315
5,000 to 14,999 Employees	\$393,781	\$326,350	\$265,304	\$633,356	\$622,279	173
15,000 to 49,999 Employees	\$481,819	\$456,893	\$371,958	\$823,112	\$817,926	83
50,000 to 99,999 Employees	\$435,231	\$377,813	\$295,864	\$667,731	\$685,577	13
100,000 or more Employees	\$403,286	\$454,429	\$281,000	\$857,714	\$684,286	7
Company Revenue						
Less than \$1 Million USD	\$300,986	\$132,088	\$120,438	\$368,768	\$394,484	76
\$1 Million to \$9.9 Million USD	\$274,105	\$182,467	\$147,533	\$368,018	\$381,344	102
\$10 Million to \$99.9 Million USD	\$267,394	\$223,269	\$188,465	\$405,181	\$410,663	327
\$100 Million to \$999.9 Million USD	\$315,599	\$202,290	\$172,563	\$464,529	\$468,648	476
\$1 Billion to \$9.9 Billion USD	\$409,857	\$342,209	\$284,016	\$670,536	\$665,382	319
\$10 Billion USD and above	\$498,276	\$641,076	\$519,524	\$989,313	\$951,478	47
Country						
United States	\$328,243	\$255,760	\$211,285	\$503,078	\$505,138	1,368
Region						
MA - Mid-Atlantic: DC, DE, MD, NC, SC, VA, WV	\$312,448	\$203,533	\$176,252	\$440,155	\$452,988	153
MT - Mountain: CO, MT, UT, WY	\$340,052	\$176,920	\$214,297	\$469,340	\$521,380	26
MW - Midwest: IA, IL, IN, KS, KY, MI, MN, MO, ND, NE, OH, SD, WI	\$319,522	\$241,402	\$194,467	\$490,426	\$489,036	226
NE - Northeast: CT, MA, ME, NH, NJ, NY, PA, RI, VT	\$351,219	\$351,235	\$287,992	\$594,463	\$591,551	335
NW - Northwest: ID, OR, WA	\$377,013	\$294,553	\$153,941	\$555,849	\$470,478	28

US CLO/GC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Region, continued...						
PA - California/ Nevada: CA, NV	\$314,480	\$208,160	\$175,839	\$450,486	\$456,338	326
SE - Southeast: AL, AR, FL, GA, LA, MS, TN	\$310,937	\$212,191	\$166,043	\$459,222	\$455,933	141
SW - Southwest: AZ, NM, OK, TX	\$342,158	\$252,977	\$238,410	\$525,899	\$563,001	95
State						
AZ - Arizona	\$309,350	\$98,185	\$142,913	\$391,171	\$416,535	12
CA - California	\$315,660	\$210,279	\$176,492	\$454,071	\$458,083	316
CO - Colorado	\$323,853	\$172,415	\$194,752	\$438,797	\$475,327	18
CT - Connecticut	\$364,341	\$413,029	\$373,409	\$645,201	\$692,941	25
DC - District Of Columbia	\$307,198	\$199,304	\$141,017	\$424,289	\$412,961	80
DE - Delaware	\$373,909	\$267,889	\$370,455	\$593,091	\$744,364	11
FL - Florida	\$321,822	\$193,168	\$166,322	\$466,698	\$475,350	52
GA - Georgia	\$307,266	\$236,803	\$180,533	\$469,156	\$459,086	61
IL - Illinois	\$310,933	\$235,222	\$202,748	\$473,019	\$483,013	119
IN - Indiana	\$269,778	\$253,750	\$117,679	\$382,556	\$361,306	9
KY - Kentucky	\$351,148	\$162,540	\$243,800	\$452,736	\$564,473	8
MA - Massachusetts	\$310,593	\$142,114	\$121,630	\$405,335	\$416,006	75
MD - Maryland	\$282,929	\$205,788	\$156,575	\$429,920	\$394,768	14
MI - Michigan	\$341,550	\$239,675	\$197,211	\$485,355	\$519,040	20
MN - Minnesota	\$306,381	\$231,621	\$181,635	\$458,133	\$469,226	29
MO - Missouri	\$319,834	\$337,232	\$156,269	\$608,890	\$464,941	14
NC - North Carolina	\$288,898	\$118,725	\$133,100	\$356,741	\$398,230	28
NH - New Hampshire	\$315,000	\$120,000	\$99,250	\$387,000	\$394,400	5
NJ - New Jersey	\$337,486	\$318,583	\$229,272	\$588,502	\$533,743	38
NV - Nevada	\$277,200	\$120,000	\$155,000	\$337,200	\$401,200	10
NY - New York	\$378,278	\$476,534	\$397,929	\$717,097	\$709,584	155
OH - Ohio	\$342,885	\$221,097	\$228,958	\$546,975	\$554,231	26
PA - Pennsylvania	\$333,033	\$183,706	\$134,337	\$437,133	\$436,025	30
RI - Rhode Island	\$311,278	\$428,125	\$661,667	\$653,778	\$708,278	5
TN - Tennessee	\$317,097	\$206,173	\$148,107	\$454,546	\$432,292	18
TX - Texas	\$348,580	\$285,554	\$250,451	\$550,998	\$586,350	79
UT - Utah	\$376,500	\$184,643	\$248,500	\$538,063	\$625,000	8
VA - Virginia	\$382,471	\$383,452	\$285,098	\$711,145	\$626,841	7
WA - Washington	\$380,342	\$297,923	\$107,385	\$548,733	\$441,038	23
WI - Wisconsin	\$428,757	\$278,499	\$161,141	\$667,470	\$589,899	7
Metro						
AZ Phoenix Metro	\$317,018	\$106,872	\$157,653	\$404,459	\$431,675	11
CA Central Coast	\$298,333	\$144,500	\$121,700	\$418,750	\$399,750	6
CA East Bay Metro	\$332,477	\$209,231	\$167,366	\$462,000	\$452,023	21

US CLO/GC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Metro, continued...						
CA Los Angeles Metro	\$300,224	\$295,219	\$229,701	\$495,707	\$486,468	74
CA Orange County	\$305,875	\$138,500	\$143,345	\$401,094	\$435,781	32
CA San Diego Metro	\$299,769	\$181,857	\$117,496	\$446,654	\$408,227	26
CA San Francisco Metro	\$310,476	\$174,451	\$165,968	\$397,701	\$407,768	58
CA Silicon Valley	\$335,401	\$189,145	\$167,212	\$467,363	\$483,170	86
CO Denver/Boulder	\$323,853	\$172,415	\$194,752	\$438,797	\$475,327	18
CT Connecticut-Other	\$334,306	\$125,000	\$200,250	\$434,306	\$494,506	5
CT Stamford Metro	\$380,313	\$496,150	\$398,933	\$690,406	\$754,313	16
DC Washington DC Metro	\$307,198	\$199,304	\$141,017	\$424,289	\$412,961	80
DE Wilmington Metro	\$373,909	\$267,889	\$370,455	\$593,091	\$744,364	11
FL Miami/ Ft.Lauderdale	\$321,111	\$223,714	\$187,882	\$495,111	\$498,556	18
FL Northern Florida	\$389,107	\$242,937	\$199,552	\$632,044	\$588,659	7
FL Orlando/Central	\$304,852	\$150,056	\$141,358	\$404,889	\$430,503	27
GA Atlanta Metro	\$313,701	\$236,803	\$183,505	\$483,854	\$472,814	58
IL Chicago Metro	\$309,637	\$236,645	\$203,075	\$473,468	\$483,205	117
IN Indianapolis Metro	\$282,143	\$315,000	\$125,625	\$417,143	\$389,821	7
KY Kentucky	\$351,148	\$162,540	\$243,800	\$452,736	\$564,473	8
MA Boston Metro	\$317,541	\$137,930	\$105,414	\$402,180	\$406,185	44
MA Route 128/495	\$296,881	\$153,671	\$145,025	\$412,134	\$426,368	28
MD Baltimore	\$287,417	\$242,234	\$178,219	\$448,906	\$406,229	12
MI Detroit Metro	\$356,733	\$299,875	\$213,643	\$516,667	\$556,133	15
MI Michigan-Other	\$296,000	\$119,275	\$139,701	\$391,420	\$407,760	5
MN Minneapolis/ St. Paul	\$301,788	\$231,621	\$183,180	\$458,959	\$465,341	28
MO St. Louis Metro	\$326,500	\$249,018	\$146,000	\$525,714	\$472,500	10
NC North Carolina- Other	\$298,625	\$109,889	\$115,511	\$381,042	\$406,917	16
NC Raleigh/ Durham/RTP	\$275,929	\$145,233	\$166,078	\$324,340	\$386,648	12
NH New Hampshire	\$315,000	\$120,000	\$99,250	\$387,000	\$394,400	5
NJ Northern New Jersey	\$370,593	\$384,821	\$302,667	\$659,717	\$616,786	28
NJ Southern New Jersey	\$248,100	\$156,667	\$53,125	\$389,100	\$301,225	10
NV Southern Nevada	\$249,250	\$121,250	\$162,857	\$309,875	\$391,750	8
NY Manhattan Metro	\$383,370	\$497,978	\$414,506	\$736,461	\$730,413	147
NY Rochester/Buffalo	\$274,000	\$112,250	\$45,125	\$363,800	\$310,100	5
OH Cincinnati/Dayton	\$332,714	\$314,620	\$244,160	\$647,334	\$576,874	7
OH Cleveland/Akron	\$350,167	\$145,000	\$263,200	\$446,833	\$569,500	6
OH Columbus	\$345,000	\$204,083	\$212,773	\$549,083	\$540,042	12
PA Philadelphia Metro	\$317,870	\$191,643	\$133,250	\$434,522	\$422,152	23

US CLO/GC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Metro, continued...						
RI Rhode Island	\$311,278	\$428,125	\$661,667	\$653,778	\$708,278	5
TN Central Tennessee	\$308,896	\$208,208	\$143,850	\$482,402	\$428,771	12
TN Tennessee Other	\$333,500	\$196,000	\$158,750	\$398,833	\$439,333	6
TX Austin Metro	\$259,286	\$103,500	\$94,857	\$318,429	\$354,143	7
TX Dallas/ Fort Worth Metro	\$350,586	\$402,623	\$307,982	\$626,670	\$649,768	35
TX Houston Metro	\$371,088	\$224,283	\$236,079	\$546,310	\$599,790	32
UT Salt Lake Metro	\$376,500	\$184,643	\$248,500	\$538,063	\$625,000	8
VA Virginia	\$382,471	\$383,452	\$285,098	\$711,145	\$626,841	7
WA Seattle/ Tacoma Metro	\$390,812	\$297,923	\$107,385	\$566,858	\$454,267	22
WI Milwaukee/ Madison	\$429,260	\$247,748	\$185,198	\$627,458	\$614,458	5
OTHER	\$350,267	\$276,838	\$200,972	\$580,965	\$528,908	36

REGIONAL GENERAL COUNSEL/COUNTRY GENERAL COUNSEL

US RGC/CGC	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$283,453	\$213,889	\$168,566	\$430,675	\$427,938	77
Male	\$262,407	\$163,728	\$124,578	\$406,975	\$383,009	94
Ethnicity						
Asian	\$250,875	\$109,286	\$95,625	\$346,500	\$346,500	8
Black or African American	\$270,228	\$154,113	\$131,290	\$372,969	\$379,636	6
Hispanic or Latino	\$221,800	\$74,000	\$78,500	\$273,600	\$300,300	10
White	\$275,584	\$198,290	\$153,337	\$433,348	\$416,609	137
Prefer not to say	\$278,268	\$190,650	\$186,609	\$468,918	\$427,555	10
Years in Current Position						
5 Years or Less	\$263,500	\$161,060	\$118,905	\$391,616	\$372,496	132
6 to 10 Years	\$280,419	\$254,853	\$222,434	\$507,720	\$484,817	37
Years with Current Company						
5 Years or Less	\$246,490	\$130,698	\$90,351	\$339,396	\$325,956	83
6 to 10 Years	\$276,946	\$231,285	\$154,392	\$488,120	\$424,626	46
11 to 15 Years	\$280,776	\$171,402	\$198,936	\$440,751	\$473,081	30
16 to 20 Years	\$329,000	\$201,778	\$177,600	\$494,091	\$490,455	11
21 to 30 Years	\$379,444	\$387,500	\$289,875	\$723,889	\$637,111	9
Years of Relevant Legal Work Experience						
6 to 10 Years	\$222,300	\$41,107	\$42,500	\$251,075	\$256,300	10
11 to 15 Years	\$235,293	\$153,269	\$97,452	\$332,828	\$320,932	33
16 to 20 Years	\$272,357	\$149,534	\$166,645	\$409,928	\$432,336	50
21 to 30 Years	\$279,385	\$207,545	\$140,432	\$440,159	\$407,949	71
31+ Years	\$318,620	\$270,923	\$197,067	\$570,191	\$501,611	14
Industry						
Aerospace/Defense	\$275,517	\$235,957	\$182,713	\$485,256	\$458,230	9
Automotive	\$239,000	\$79,000	\$88,313	\$298,250	\$327,313	8
Consumer Products	\$274,880	\$217,152	\$98,677	\$432,809	\$373,557	11
Energy/Public Utility	\$275,600	\$108,000	\$111,000	\$340,400	\$342,200	5
Financial/Professional Services	\$293,000	\$303,444	\$405,067	\$580,474	\$612,789	19
Food/Beverage	\$314,241	\$336,554	\$278,868	\$608,725	\$593,109	8
Healthcare/Hospital	\$267,816	\$118,869	\$70,637	\$366,874	\$330,605	18
Insurance	\$283,533	\$270,053	\$195,950	\$508,577	\$479,483	6
Medical Devices/Pharmaceuticals	\$296,479	\$190,887	\$140,667	\$423,737	\$437,146	15
Real Estate	\$218,333	\$207,250	\$85,750	\$356,500	\$304,083	6
Retail Sales Operations	\$300,333	\$231,833	\$171,633	\$532,167	\$471,967	6
Technology	\$268,235	\$166,050	\$115,387	\$408,739	\$370,308	26

US RGC/CGC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Area of Practice						
Commercial	\$300,242	\$227,259	\$168,201	\$510,020	\$455,504	26
Contracts	\$223,611	\$61,000	\$59,175	\$271,056	\$276,211	9
Corporate, Securities & Governance	\$260,154	\$264,836	\$169,318	\$484,246	\$403,423	13
Generalist	\$255,770	\$160,375	\$146,579	\$378,556	\$393,187	64
Government/ Regulatory	\$282,857	\$439,500	\$322,714	\$659,571	\$605,571	7
Intellectual Property	\$265,908	\$103,557	\$104,950	\$359,109	\$370,858	10
International	\$252,501	\$229,290	\$124,744	\$430,838	\$377,246	9
Law Department Management	\$336,320	\$212,201	\$155,409	\$518,206	\$480,629	14
Litigation	\$305,385	\$225,507	\$105,743	\$434,246	\$411,128	7
Real Estate	\$220,833	\$163,500	\$66,900	\$329,833	\$276,583	6
Technology	\$276,167	\$93,132	\$65,875	\$353,777	\$320,083	6
Number of Employees Supervised						
Less than 5 Employees	\$248,042	\$120,748	\$91,255	\$345,890	\$331,430	58
5 to 10 Employees	\$297,956	\$218,348	\$142,302	\$485,112	\$431,546	49
11 to 20 Employees	\$320,683	\$309,769	\$224,643	\$611,091	\$531,286	16
Over 20 Employees	\$329,210	\$285,017	\$324,360	\$557,223	\$653,570	20
Company Headcount						
50 to 249 Employees	\$265,500	\$145,836	\$100,580	\$399,183	\$349,317	12
250 to 999 Employees	\$242,845	\$250,959	\$191,477	\$381,305	\$401,309	29
1,000 to 4,999 Employees	\$264,532	\$171,769	\$147,333	\$426,759	\$403,680	36
5,000 to 14,999 Employees	\$248,963	\$155,983	\$98,442	\$374,756	\$341,054	31
15,000 to 49,999 Employees	\$285,539	\$193,685	\$138,778	\$438,873	\$424,317	48
50,000 to 99,999 Employees	\$288,351	\$226,301	\$161,639	\$498,488	\$438,445	14
100,000 or more Employees	\$321,100	\$222,213	\$224,067	\$506,278	\$507,822	18
Company Revenue						
\$10 Million to \$99.9 Million USD	\$232,656	\$146,992	\$83,778	\$287,778	\$279,781	16
\$100 Million to \$999.9 Million USD	\$251,286	\$201,978	\$119,466	\$423,562	\$363,725	34
\$1 Billion to \$9.9 Billion USD	\$269,099	\$168,802	\$142,364	\$412,581	\$407,904	80
\$10 Billion USD and above	\$300,387	\$227,790	\$190,904	\$490,212	\$477,150	54
Country						
United States	\$271,323	\$190,753	\$147,913	\$424,733	\$406,715	189

US RGC/CGC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Region						
MA - Mid-Atlantic: DC, DE, MD, NC, SC, VA, WV	\$258,700	\$178,473	\$118,800	\$389,580	\$377,500	15
MW - Midwest: IA, IL, IN, KS, KY, MI, MN, MO, ND, NE, OH, SD, WI	\$256,307	\$162,285	\$111,881	\$397,786	\$362,450	39
NE - Northeast: CT, MA, ME, NH, NJ, NY, PA, RI, VT	\$275,857	\$230,451	\$200,507	\$465,641	\$452,775	51
NW - Northwest: ID, OR, WA	\$265,430	\$180,417	\$104,796	\$445,847	\$352,760	6
PA - California/ Nevada: CA, NV	\$300,226	\$233,811	\$162,342	\$464,760	\$444,530	27
SE - Southeast: AL, AR, FL, GA, LA, MS, TN	\$255,556	\$152,075	\$109,933	\$368,205	\$357,346	27
SW - Southwest: AZ, NM, OK, TX	\$254,625	\$99,167	\$96,571	\$329,000	\$339,125	8
State						
CA - California	\$305,235	\$233,811	\$167,183	\$476,097	\$453,127	26
CT - Connecticut	\$257,473	\$79,363	\$67,813	\$320,963	\$311,723	5
DC - District Of Columbia	\$243,917	\$141,250	\$77,717	\$338,083	\$321,633	6
FL - Florida	\$230,500	\$138,000	\$106,457	\$299,500	\$323,650	8
GA - Georgia	\$256,144	\$134,208	\$105,240	\$371,180	\$353,867	14
IL - Illinois	\$265,343	\$205,511	\$139,053	\$441,495	\$391,152	21
MA - Massachusetts	\$279,112	\$223,017	\$127,628	\$481,855	\$406,740	11
MI - Michigan	\$218,600	\$53,333	\$78,140	\$250,600	\$296,740	5
NJ - New Jersey	\$298,100	\$175,125	\$132,000	\$438,200	\$416,900	10
NY - New York	\$273,101	\$330,148	\$344,330	\$516,369	\$544,941	19
PA - Pennsylvania	\$256,866	\$184,711	\$165,783	\$441,577	\$422,649	6
TX - Texas	\$252,429	\$99,167	\$101,500	\$337,429	\$339,429	7
Metro						
CA Los Angeles Metro	\$335,909	\$294,889	\$241,155	\$577,182	\$577,064	11
CA Silicon Valley	\$307,000	\$134,720	\$119,625	\$387,832	\$402,700	5
DC Washington DC Metro	\$243,917	\$141,250	\$77,717	\$338,083	\$321,633	6
GA Atlanta Metro	\$256,144	\$134,208	\$105,240	\$371,180	\$353,867	14
IL Chicago Metro	\$265,343	\$205,511	\$139,053	\$441,495	\$391,152	21
MA Boston Metro	\$313,116	\$248,503	\$207,800	\$561,619	\$520,916	5
MA Route 128/495	\$250,776	\$197,531	\$60,819	\$415,385	\$311,595	6
MI Detroit Metro	\$218,600	\$53,333	\$78,140	\$250,600	\$296,740	5
NJ Northern New Jersey	\$298,100	\$175,125	\$132,000	\$438,200	\$416,900	10
NY Manhattan Metro	\$273,101	\$330,148	\$344,330	\$516,369	\$544,941	19
OTHER	\$301,434	\$221,286	\$226,192	\$504,280	\$508,776	12

DEPUTY/ASSISTANT GENERAL COUNSEL

US DGC/AGC	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$241,351	\$116,646	\$89,336	\$329,455	\$320,707	376
Male	\$258,557	\$123,414	\$111,288	\$356,382	\$360,230	463
Prefer not to say	\$245,980	\$91,725	\$89,990	\$319,360	\$325,171	25
Ethnicity						
Asian	\$253,544	\$130,944	\$129,875	\$343,851	\$368,492	87
Black or African American	\$241,182	\$139,178	\$109,671	\$360,478	\$345,631	63
Hispanic or Latino	\$230,801	\$113,486	\$81,083	\$323,381	\$303,349	38
White	\$250,841	\$115,930	\$97,482	\$340,629	\$338,606	612
Prefer not to say	\$252,746	\$104,043	\$90,396	\$334,885	\$333,626	57
Years in Current Position						
5 Years or Less	\$246,615	\$117,287	\$97,966	\$337,562	\$335,448	708
6 to 10 Years	\$261,328	\$135,761	\$107,971	\$375,463	\$356,877	113
11 to 15 Years	\$247,796	\$129,888	\$152,163	\$353,330	\$376,183	32
16 to 20 Years	\$274,000	\$114,571	\$60,367	\$388,571	\$325,743	7
Years with Current Company						
5 Years or Less	\$244,017	\$105,769	\$89,897	\$319,567	\$324,236	483
6 to 10 Years	\$250,417	\$133,043	\$108,550	\$364,453	\$349,876	203
11 to 15 Years	\$251,588	\$127,382	\$118,042	\$368,443	\$359,874	121
16 to 20 Years	\$271,094	\$159,484	\$110,389	\$409,776	\$371,884	46
21 to 30 Years	\$281,854	\$131,033	\$137,517	\$385,301	\$390,420	19
Years of Relevant Legal Work Experience						
5 Years or Less	\$191,571	\$101,382	\$56,817	\$263,987	\$240,271	7
6 to 10 Years	\$214,902	\$96,013	\$76,741	\$288,148	\$283,732	97
11 to 15 Years	\$241,026	\$104,481	\$85,166	\$318,705	\$316,564	230
16 to 20 Years	\$255,460	\$128,131	\$110,208	\$356,997	\$358,181	265
21 to 30 Years	\$271,233	\$132,928	\$117,658	\$377,064	\$374,411	260
31+ Years	\$265,500	\$132,171	\$91,246	\$372,254	\$349,727	26
Industry						
Advertising/Publishing/Media	\$262,333	\$114,833	\$102,138	\$331,233	\$350,853	15
Aerospace/Defense	\$265,933	\$157,388	\$123,904	\$400,176	\$375,261	34
Agriculture	\$200,545	\$75,357	\$58,036	\$255,350	\$258,582	11
Automotive	\$233,516	\$108,629	\$100,085	\$322,394	\$324,503	22
Banking	\$249,667	\$126,902	\$138,159	\$368,108	\$383,220	30
Bio-Technology	\$289,854	\$99,857	\$92,327	\$361,973	\$382,181	36
Consumer Products	\$235,242	\$119,030	\$88,158	\$323,555	\$313,447	62
Education	\$219,775	\$119,859	\$81,176	\$271,887	\$255,069	23

US DGC/AGC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Industry, continued...						
Energy/Public Utility	\$236,244	\$128,508	\$92,381	\$335,096	\$323,887	39
Entertainment	\$324,655	\$141,257	\$126,993	\$447,487	\$429,562	23
Financial/ Professional Services	\$289,723	\$158,913	\$146,838	\$426,181	\$423,793	92
Food/Beverage	\$236,210	\$96,291	\$77,998	\$300,404	\$303,065	21
Government	\$171,602	\$35,970	\$20,708	\$192,585	\$181,957	12
Healthcare/Hospital	\$237,509	\$85,507	\$67,795	\$296,609	\$297,328	68
Insurance	\$231,814	\$119,014	\$94,478	\$332,518	\$322,659	26
Medical Devices/ Pharmaceuticals	\$261,506	\$122,702	\$87,354	\$361,898	\$346,591	77
Real Estate	\$249,184	\$207,181	\$148,250	\$404,570	\$389,198	36
Retail Sales Operations	\$243,558	\$102,441	\$95,889	\$335,023	\$336,023	28
Technology	\$252,231	\$106,616	\$98,213	\$331,491	\$340,752	152
Telecommunications	\$238,282	\$99,625	\$88,500	\$323,674	\$314,139	14
Travel/Leisure / Hospitality	\$235,389	\$153,393	\$106,912	\$354,694	\$336,361	18
Area of Practice						
Commercial	\$244,964	\$121,260	\$99,237	\$342,862	\$338,738	109
Contracts	\$219,302	\$85,606	\$65,983	\$286,145	\$275,343	73
Corporate, Securities & Governance	\$289,196	\$133,068	\$134,947	\$396,433	\$418,586	170
Employment & Labor	\$223,325	\$85,441	\$69,480	\$291,033	\$284,939	53
Finance	\$247,943	\$200,836	\$141,600	\$435,390	\$365,943	30
Generalist	\$233,706	\$92,464	\$77,385	\$298,133	\$298,610	155
Government/ Regulatory	\$242,559	\$121,011	\$87,877	\$331,605	\$317,172	53
Insurance	\$219,400	\$148,500	\$90,000	\$338,200	\$309,400	5
Intellectual Property	\$257,787	\$128,046	\$101,916	\$364,192	\$356,832	71
International	\$207,147	\$83,326	\$53,563	\$262,698	\$260,710	6
Law Department Management	\$280,729	\$144,928	\$120,897	\$391,556	\$387,403	17
Litigation	\$266,041	\$116,186	\$108,951	\$359,445	\$366,447	51
Media/Publishing	\$270,500	\$144,892	\$54,327	\$386,413	\$324,827	5
Real Estate	\$243,684	\$190,121	\$146,760	\$392,216	\$381,272	32
Technology	\$276,380	\$121,995	\$89,829	\$364,721	\$356,917	29
Number of Employees Supervised						
Less than 5 Employees	\$237,472	\$102,659	\$94,079	\$319,275	\$323,694	443
5 to 10 Employees	\$273,935	\$151,747	\$128,713	\$396,736	\$392,976	173
11 to 20 Employees	\$320,744	\$150,387	\$128,961	\$453,644	\$440,708	43
Over 20 Employees	\$313,944	\$200,687	\$169,398	\$486,950	\$465,817	29

US DGC/AGC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Company Headcount						
Less than 50 Employees	\$221,909	\$65,143	\$41,750	\$263,364	\$259,864	11
50 to 249 Employees	\$258,038	\$143,078	\$132,461	\$362,281	\$375,360	70
250 to 999 Employees	\$249,919	\$128,500	\$95,831	\$331,692	\$331,494	121
1,000 to 4,999 Employees	\$236,695	\$93,387	\$79,582	\$306,330	\$306,617	173
5,000 to 14,999 Employees	\$256,673	\$101,862	\$91,133	\$339,250	\$340,285	206
15,000 to 49,999 Employees	\$260,166	\$149,211	\$113,386	\$383,962	\$366,076	182
50,000 to 99,999 Employees	\$250,402	\$120,060	\$105,129	\$351,751	\$348,705	77
100,000 or more Employees	\$250,063	\$142,427	\$131,311	\$370,855	\$368,076	79
Company Revenue						
Less than \$1 Million USD	\$277,596	\$104,540	\$84,352	\$356,001	\$357,730	20
\$1 Million to \$9.9 Million USD	\$205,916	\$59,901	\$52,585	\$250,054	\$250,198	19
\$10 Million to \$99.9 Million USD	\$227,955	\$99,224	\$73,737	\$287,804	\$292,328	63
\$100 Million to \$999.9 Million USD	\$229,088	\$106,932	\$87,645	\$297,013	\$301,849	159
\$1 Billion to \$9.9 Billion USD	\$251,079	\$111,310	\$97,546	\$342,325	\$341,641	405
\$10 Billion USD and above	\$265,603	\$152,913	\$121,498	\$397,515	\$378,237	233
Country						
United States	\$251,302	\$120,848	\$100,955	\$345,005	\$342,336	926
Region						
MA - Mid-Atlantic: DC, DE, MD, NC, SC, VA, WV	\$231,153	\$98,309	\$77,640	\$309,648	\$297,358	129
MT - Mountain: CO, MT, UT, WY	\$199,992	\$74,247	\$44,613	\$249,490	\$239,648	18
MW - Midwest: IA, IL, IN, KS, KY, MI, MN, MO, ND, NE, OH, SD, WI	\$234,003	\$116,371	\$94,198	\$330,979	\$321,164	174
NE - Northeast: CT, MA, ME, NH, NJ, NY, PA, RI, VT	\$272,388	\$146,561	\$125,370	\$384,463	\$386,081	204
NW - Northwest: ID, OR, WA	\$218,350	\$113,127	\$85,991	\$308,851	\$291,442	20
PA - California/ Nevada: CA, NV	\$279,059	\$121,998	\$105,220	\$367,952	\$375,290	199
SE - Southeast: AL, AR, FL, GA, LA, MS, TN	\$226,039	\$107,513	\$82,787	\$315,162	\$300,112	76
SW - Southwest: AZ, NM, OK, TX	\$233,495	\$113,271	\$116,218	\$324,112	\$338,092	60

US DGC/AGC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
State						
AZ - Arizona	\$211,800	\$72,500	\$70,000	\$240,800	\$239,800	5
CA - California	\$278,874	\$123,359	\$105,865	\$368,997	\$375,963	193
CO - Colorado	\$207,996	\$55,708	\$45,200	\$243,447	\$249,087	11
CT - Connecticut	\$236,438	\$162,068	\$182,080	\$388,376	\$395,758	16
DC - District Of Columbia	\$238,579	\$121,495	\$85,561	\$327,289	\$305,126	63
DE - Delaware	\$249,020	\$90,281	\$85,226	\$339,301	\$334,246	8
FL - Florida	\$223,400	\$101,390	\$83,289	\$304,512	\$298,360	20
GA - Georgia	\$224,212	\$109,542	\$80,298	\$318,469	\$295,173	43
IL - Illinois	\$234,412	\$113,886	\$95,857	\$328,662	\$322,556	87
IN - Indiana	\$207,038	\$77,961	\$64,624	\$277,202	\$265,199	10
KY - Kentucky	\$214,000	\$73,000	\$77,800	\$272,400	\$291,800	5
MA - Massachusetts	\$252,539	\$170,671	\$116,167	\$368,905	\$360,785	44
MD - Maryland	\$198,308	\$40,100	\$44,417	\$229,154	\$239,308	13
MI - Michigan	\$240,528	\$134,397	\$99,815	\$337,592	\$334,797	18
MN - Minnesota	\$224,259	\$85,463	\$88,612	\$297,512	\$308,651	21
MO - Missouri	\$238,322	\$202,375	\$122,969	\$418,211	\$361,292	9
NC - North Carolina	\$236,440	\$92,124	\$80,290	\$319,649	\$314,140	31
NJ - New Jersey	\$254,364	\$142,708	\$97,053	\$362,476	\$348,476	33
NV - Nevada	\$285,000	\$74,000	\$82,400	\$334,333	\$353,667	6
NY - New York	\$317,364	\$159,355	\$154,348	\$444,031	\$453,903	78
OH - Ohio	\$263,023	\$139,248	\$107,126	\$374,421	\$359,436	20
PA - Pennsylvania	\$226,106	\$79,330	\$77,375	\$291,269	\$297,954	28
TN - Tennessee	\$214,533	\$109,800	\$93,545	\$314,351	\$308,079	11
TX - Texas	\$237,474	\$114,774	\$118,506	\$333,884	\$351,240	50
UT - Utah	\$187,414	\$100,200	\$43,633	\$258,986	\$224,814	7
VA - Virginia	\$201,421	\$66,863	\$53,591	\$257,140	\$246,080	6
WA - Washington	\$230,857	\$154,092	\$107,768	\$340,923	\$315,532	14
WI - Wisconsin	\$198,500	\$52,830	\$54,620	\$251,330	\$253,120	5
Metro						
CA East Bay Metro	\$252,750	\$63,625	\$63,750	\$284,563	\$316,500	8
CA Los Angeles Metro	\$277,316	\$107,360	\$93,322	\$355,396	\$360,458	55
CA Orange County	\$260,700	\$130,742	\$99,874	\$349,604	\$360,574	25
CA San Diego Metro	\$244,800	\$71,670	\$73,611	\$297,358	\$313,503	15
CA San Francisco Metro	\$289,507	\$162,816	\$137,348	\$408,905	\$408,541	30
CA Silicon Valley	\$294,134	\$133,746	\$120,135	\$397,377	\$403,731	57
CO Denver/Boulder	\$214,154	\$41,582	\$45,200	\$239,103	\$259,354	10
CT Stamford Metro	\$248,909	\$209,340	\$244,556	\$439,218	\$449,000	11
DC Washington DC Metro	\$238,579	\$121,495	\$85,561	\$327,289	\$305,126	63

US DGC/AGC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Metro, continued...						
DE Wilmington Metro	\$249,020	\$90,281	\$85,226	\$339,301	\$334,246	8
FLMiami/Ft.Lauderdale	\$219,000	\$53,607	\$59,471	\$264,949	\$278,471	7
FL Orlando/Central	\$233,818	\$118,013	\$97,489	\$319,645	\$313,582	11
GA Atlanta Metro	\$223,417	\$112,973	\$80,968	\$319,858	\$294,511	41
IL Chicago Metro	\$235,398	\$115,419	\$97,853	\$331,807	\$325,193	85
IN Indianapolis Metro	\$207,482	\$67,941	\$41,102	\$265,718	\$242,713	7
KY Kentucky	\$214,000	\$73,000	\$77,800	\$272,400	\$291,800	5
MA Boston Metro	\$252,285	\$163,342	\$133,803	\$367,230	\$376,177	27
MA Route 128/495	\$252,438	\$191,464	\$85,650	\$372,102	\$332,734	16
MD Baltimore	\$199,636	\$43,778	\$46,500	\$235,455	\$241,909	11
MI Detroit Metro	\$233,700	\$115,170	\$91,704	\$318,158	\$319,290	15
MN Minneapolis/ St. Paul	\$226,528	\$87,943	\$91,403	\$301,279	\$313,361	20
MO Kansas City (MO&KS)	\$223,180	\$172,500	\$98,745	\$361,180	\$321,925	5
NC North Carolina- Other	\$232,667	\$102,195	\$84,824	\$329,995	\$317,490	21
NC Raleigh/ Durham/RTP	\$244,363	\$66,948	\$69,710	\$297,922	\$307,103	10
NJ Northern New Jersey	\$255,567	\$139,987	\$101,317	\$362,890	\$353,507	30
NV Southern Nevada	\$285,000	\$74,000	\$82,400	\$334,333	\$353,667	6
NY Manhattan Metro	\$322,083	\$160,902	\$157,712	\$454,719	\$462,746	74
OH Cincinnati/Dayton	\$324,600	\$197,800	\$135,780	\$522,400	\$460,380	5
OH Cleveland/Akron	\$267,606	\$142,567	\$111,421	\$378,492	\$366,647	9
OH Columbus	\$201,800	\$57,000	\$62,000	\$236,000	\$251,400	5
PA Philadelphia Metro	\$232,000	\$68,538	\$76,033	\$287,688	\$303,281	16
PA Pittsburgh Metro	\$216,371	\$101,432	\$82,972	\$307,659	\$291,046	10
TN Central Tennessee	\$217,694	\$66,333	\$71,571	\$274,551	\$289,266	7
TX Austin Metro	\$257,786	\$159,750	\$133,786	\$394,714	\$391,571	7
TX Dallas/ Fort Worth Metro	\$238,783	\$112,630	\$137,345	\$336,722	\$364,185	23
TX Houston Metro	\$226,718	\$102,031	\$95,955	\$304,741	\$322,673	17
UT Salt Lake Metro	\$187,414	\$100,200	\$43,633	\$258,986	\$224,814	7
VA Virginia	\$201,421	\$66,863	\$53,591	\$257,140	\$246,080	6
WA Seattle/ Tacoma Metro	\$230,857	\$154,092	\$107,768	\$340,923	\$315,532	14
OTHER	\$259,017	\$143,499	\$99,211	\$352,603	\$349,601	46

SENIOR COUNSEL/ASSOCIATE GENERAL COUNSEL

US SC/ASTGC	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$216,533	\$78,576	\$53,588	\$271,446	\$259,153	308
Male	\$198,526	\$74,432	\$57,121	\$251,504	\$246,744	340
Prefer not to say	\$218,994	\$97,853	\$51,154	\$298,499	\$266,951	16
Ethnicity						
Asian	\$200,130	\$61,699	\$46,754	\$242,845	\$239,691	78
Black or African American	\$197,951	\$83,817	\$56,871	\$258,486	\$245,344	54
Hispanic or Latino	\$192,154	\$98,184	\$57,533	\$258,573	\$237,842	34
White	\$211,078	\$73,527	\$57,696	\$264,208	\$258,964	447
Prefer not to say	\$204,151	\$77,216	\$49,797	\$258,023	\$245,842	43
Years in Current Position						
5 Years or Less	\$203,174	\$73,283	\$53,013	\$256,058	\$247,431	556
6 to 10 Years	\$205,414	\$77,261	\$59,502	\$265,071	\$253,618	79
11 to 15 Years	\$230,042	\$81,200	\$56,614	\$302,695	\$271,758	19
16 to 20 Years	\$207,591	\$61,105	\$50,183	\$246,476	\$234,964	11
Years with Current Company						
5 Years or Less	\$201,291	\$70,996	\$51,999	\$251,318	\$245,172	474
6 to 10 Years	\$206,118	\$80,299	\$56,246	\$271,920	\$252,165	125
11 to 15 Years	\$222,469	\$77,311	\$61,455	\$284,912	\$269,742	52
16 to 20 Years	\$207,179	\$56,174	\$48,657	\$247,303	\$231,507	14
Years of Relevant Legal Work Experience						
5 Years or Less	\$151,183	\$44,805	\$32,397	\$184,787	\$179,530	16
6 to 10 Years	\$191,608	\$66,126	\$49,357	\$236,011	\$231,904	207
11 to 15 Years	\$214,370	\$75,873	\$53,377	\$270,244	\$259,274	208
16 to 20 Years	\$206,424	\$79,120	\$57,555	\$268,219	\$256,837	137
21 to 30 Years	\$234,981	\$82,913	\$63,288	\$293,415	\$282,598	105
31+ Years	\$228,786	\$115,167	\$62,625	\$302,821	\$264,571	14
Industry						
Advertising/Publishing/Media	\$475,000	\$163,180	\$64,714	\$568,246	\$539,714	7
Aerospace/Defense	\$223,038	\$79,053	\$62,667	\$279,505	\$273,769	21
Automotive	\$185,929	\$51,205	\$58,390	\$230,307	\$232,641	15
Banking	\$193,231	\$90,199	\$58,675	\$268,397	\$240,730	42
Bio-Technology	\$242,821	\$104,099	\$57,597	\$291,809	\$297,031	17
Consumer Products	\$188,343	\$77,892	\$61,009	\$257,580	\$247,092	27
Education	\$187,544	\$122,700	\$24,625	\$223,633	\$193,339	17
Energy/Public Utility	\$253,035	\$69,002	\$58,286	\$314,578	\$309,746	37
Entertainment	\$233,000	\$79,525	\$74,125	\$289,804	\$285,946	14

US SC/ASTGC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Industry, continued...						
Financial/ Professional Services	\$233,483	\$90,547	\$64,295	\$298,375	\$288,135	60
Food/Beverage	\$207,405	\$86,505	\$71,548	\$260,639	\$262,442	13
Government	\$170,214	\$4,000	\$12,133	\$171,929	\$175,414	7
Healthcare/Hospital	\$199,777	\$78,925	\$81,079	\$255,163	\$260,941	57
Insurance	\$183,204	\$66,917	\$43,039	\$233,392	\$220,863	24
Medical Devices/ Pharmaceuticals	\$219,011	\$69,308	\$53,506	\$269,617	\$267,422	63
Real Estate	\$204,327	\$83,227	\$59,706	\$274,750	\$259,440	13
Restaurant/ Food Service	\$172,109	\$27,850	\$30,175	\$189,515	\$202,284	8
Retail Sales Operations	\$189,848	\$50,902	\$46,585	\$219,790	\$228,212	17
Technology	\$199,124	\$75,985	\$47,667	\$250,627	\$237,141	154
Telecommunications	\$196,012	\$81,465	\$54,650	\$259,374	\$244,589	18
Travel/Leisure/ Hospitality	\$177,324	\$59,131	\$45,036	\$211,818	\$211,102	12
Area of Practice						
Commercial	\$201,825	\$63,350	\$50,429	\$247,496	\$245,218	129
Contracts	\$186,361	\$68,519	\$47,707	\$233,882	\$227,912	124
Corporate, Securities & Governance	\$209,896	\$79,326	\$70,857	\$271,594	\$265,007	72
Employment & Labor	\$203,018	\$47,828	\$50,258	\$235,194	\$245,052	55
Finance	\$202,692	\$77,100	\$67,609	\$259,035	\$262,500	26
Generalist	\$229,873	\$86,068	\$55,387	\$284,162	\$272,478	65
Government/ Regulatory	\$199,764	\$100,964	\$49,771	\$272,251	\$246,983	39
Insurance	\$174,479	\$32,631	\$40,648	\$201,176	\$207,736	11
Intellectual Property	\$214,920	\$87,299	\$46,525	\$281,978	\$251,209	71
Litigation	\$243,742	\$116,420	\$65,447	\$323,781	\$290,783	32
Real Estate	\$199,733	\$77,313	\$80,818	\$240,967	\$253,612	15
Technology	\$271,617	\$70,458	\$31,882	\$306,846	\$295,528	24
Number of Employees Supervised						
Less than 5 Employees	\$207,306	\$84,628	\$65,191	\$274,592	\$266,085	122
5 to 10 Employees	\$193,750	\$115,485	\$69,532	\$280,364	\$257,488	12
Company Headcount						
Less than 50 Employees	\$199,000	\$14,500	\$55,000	\$204,800	\$232,000	5
50 to 249 Employees	\$259,768	\$95,251	\$58,407	\$304,748	\$303,574	36
250 to 999 Employees	\$198,640	\$66,525	\$39,978	\$242,990	\$230,903	57
1,000 to 4,999 Employees	\$207,750	\$65,275	\$53,506	\$253,534	\$250,110	144
5,000 to 14,999 Employees	\$198,151	\$69,563	\$52,551	\$243,999	\$242,341	132
15,000 to 49,999 Employees	\$201,850	\$78,317	\$60,357	\$262,692	\$252,231	121

US SC/ASTGC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Company Headcount, continued...						
50,000 to 99,999 Employees	\$217,247	\$79,646	\$52,120	\$285,515	\$265,112	98
100,000 or more Employees	\$206,593	\$87,747	\$65,068	\$270,976	\$259,004	114
Company Revenue						
Less than \$1 Million USD	\$222,429	\$74,667	\$49,200	\$254,429	\$257,571	7
\$1 Million to \$9.9 Million USD	\$195,392	\$70,105	\$59,513	\$242,129	\$244,987	24
\$10 Million to \$99.9 Million USD	\$183,171	\$59,256	\$34,254	\$208,566	\$206,007	42
\$100 Million to \$999.9 Million USD	\$210,180	\$72,332	\$51,483	\$262,518	\$251,199	123
\$1 Billion to \$9.9 Billion USD	\$206,173	\$66,561	\$48,013	\$251,042	\$246,041	224
\$10 Billion USD and above	\$212,496	\$83,926	\$64,755	\$281,001	\$268,944	275
Country						
United States	\$208,832	\$75,738	\$55,538	\$261,296	\$253,174	717
Region						
MA - Mid-Atlantic: DC, DE, MD, NC, SC, VA, WV	\$191,027	\$66,247	\$53,310	\$233,937	\$230,404	88
MT - Mountain: CO, MT, UT, WY	\$180,444	\$68,375	\$39,500	\$241,222	\$215,556	9
MW - Midwest: IA, IL, IN, KS, KY, MI, MN, MO, ND, NE, OH, SD, WI	\$185,898	\$61,810	\$46,234	\$232,947	\$225,576	134
NE - Northeast: CT, MA, ME, NH, NJ, NY, PA, RI, VT	\$232,300	\$80,116	\$61,574	\$291,084	\$284,037	169
NW - Northwest: ID, OR, WA	\$181,954	\$114,289	\$64,290	\$263,589	\$230,937	21
PA - California/ Nevada: CA, NV	\$233,678	\$80,526	\$57,630	\$284,922	\$280,024	143
SE - Southeast: AL, AR, FL, GA, LA, MS, TN	\$175,613	\$61,413	\$57,066	\$221,428	\$225,433	63
SW - Southwest: AZ, NM, OK, TX	\$193,235	\$63,899	\$45,856	\$240,521	\$230,837	50
State						
CA - California	\$234,842	\$81,067	\$58,314	\$285,582	\$281,410	139
CO - Colorado	\$184,143	\$81,000	\$43,500	\$253,571	\$221,429	7
CT - Connecticut	\$237,000	\$73,200	\$55,572	\$303,545	\$292,572	11
DC - District Of Columbia	\$205,358	\$78,328	\$56,033	\$258,144	\$249,210	46
DE - Delaware	\$207,600	\$62,500	\$60,250	\$232,600	\$231,700	5
FL - Florida	\$160,947	\$83,912	\$109,491	\$213,392	\$243,066	16

State, continued...						
GA - Georgia	\$184,498	\$55,299	\$40,139	\$228,454	\$222,579	39
IL - Illinois	\$187,776	\$60,989	\$44,473	\$230,548	\$226,473	77
MA - Massachusetts	\$203,338	\$66,292	\$51,613	\$249,884	\$249,460	47
MD - Maryland	\$169,400	\$64,271	\$43,000	\$207,963	\$199,500	10
MI - Michigan	\$194,492	\$45,656	\$54,944	\$236,343	\$244,857	12
MN - Minnesota	\$189,750	\$64,583	\$47,200	\$254,333	\$229,083	6
MO - Missouri	\$182,550	\$85,456	\$56,919	\$233,824	\$228,085	10
NC - North Carolina	\$173,200	\$45,102	\$50,383	\$203,952	\$212,133	22
NJ - New Jersey	\$212,812	\$88,741	\$57,667	\$276,199	\$260,181	28
NY - New York	\$280,916	\$104,034	\$80,105	\$357,084	\$343,856	56
OH - Ohio	\$179,994	\$91,267	\$44,908	\$271,261	\$224,901	9
PA - Pennsylvania	\$195,701	\$47,813	\$50,136	\$228,301	\$234,442	22
TN - Tennessee	\$172,700	\$57,500	\$59,156	\$218,700	\$220,025	5
TX - Texas	\$193,948	\$59,917	\$45,769	\$239,931	\$232,266	43
WA - Washington	\$178,579	\$119,065	\$69,867	\$260,045	\$230,060	19
WI - Wisconsin	\$181,644	\$75,560	\$55,333	\$240,413	\$218,533	9
Metro						
CA East Bay Metro	\$217,697	\$49,545	\$49,605	\$256,626	\$263,759	14
CA Los Angeles Metro	\$273,303	\$96,835	\$67,355	\$331,404	\$323,338	35
CA Orange County	\$215,069	\$64,429	\$44,511	\$271,444	\$254,016	8
CA San Diego Metro	\$187,300	\$36,600	\$35,313	\$207,633	\$218,689	9
CA San Francisco Metro	\$223,919	\$71,173	\$62,937	\$258,081	\$271,751	25
CA Silicon Valley	\$231,214	\$96,375	\$55,701	\$291,122	\$276,377	37
CO Denver/Boulder	\$184,143	\$81,000	\$43,500	\$253,571	\$221,429	7
CT Stamford Metro	\$254,000	\$97,667	\$70,375	\$351,667	\$324,375	6
DC Washington DC Metro	\$205,358	\$78,328	\$56,033	\$258,144	\$249,210	46
DE Wilmington Metro	\$207,600	\$62,500	\$60,250	\$232,600	\$231,700	5
FL Miami/ Ft.Lauderdale	\$154,940	\$111,000	\$58,600	\$243,740	\$190,100	5
FL Orlando/Central	\$160,046	\$65,853	\$126,455	\$199,557	\$273,855	10
GA Atlanta Metro	\$184,748	\$55,809	\$40,038	\$228,808	\$222,680	38
IL Chicago Metro	\$188,010	\$61,933	\$44,237	\$231,200	\$226,427	76
MA Boston Metro	\$206,603	\$82,593	\$48,066	\$258,224	\$250,664	24
MA Route 128/495	\$199,931	\$52,709	\$55,514	\$241,181	\$248,204	23
MD Baltimore	\$169,400	\$64,271	\$43,000	\$207,963	\$199,500	10
MI Detroit Metro	\$201,490	\$49,691	\$59,320	\$246,212	\$254,878	10
MN Minneapolis/ St. Paul	\$189,750	\$64,583	\$47,200	\$254,333	\$229,083	6
MO St. Louis Metro	\$189,389	\$85,456	\$56,919	\$246,360	\$239,983	9
NC North Carolina- Other	\$162,029	\$49,504	\$59,702	\$193,853	\$204,673	14
NC Raleigh/ Durham/RTP	\$192,750	\$38,500	\$37,071	\$221,625	\$225,188	8
NJ Northern New Jersey	\$213,221	\$88,741	\$57,667	\$281,483	\$264,233	26

Metro, continued...						
NY Manhattan Metro	\$283,921	\$105,945	\$81,270	\$362,399	\$348,636	54
PA Philadelphia Metro	\$194,193	\$32,667	\$42,409	\$213,793	\$225,293	15
PA Pittsburgh Metro	\$186,795	\$31,639	\$66,234	\$218,434	\$253,029	5
TX Austin Metro	\$167,400	\$81,500	\$29,000	\$216,300	\$184,800	5
TX Dallas/ Fort Worth Metro	\$198,479	\$42,199	\$46,426	\$233,231	\$239,444	17
TX Houston Metro	\$196,600	\$71,375	\$48,016	\$250,981	\$237,757	21
WA Seattle/ Tacoma Metro	\$179,611	\$127,738	\$73,965	\$264,769	\$233,030	18
WI Milwaukee/ Madison	\$181,225	\$80,653	\$57,400	\$241,715	\$217,100	8
OTHER	\$229,164	\$95,250	\$67,494	\$298,220	\$267,787	40

COUNSEL

US Counsel	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$150,640	\$72,152	\$35,315	\$192,328	\$175,753	45
Male	\$162,445	\$71,662	\$33,932	\$211,679	\$189,037	36
Ethnicity						
Asian	\$166,290	\$49,859	\$33,795	\$197,780	\$189,413	19
Black or African American	\$145,747	\$64,956	\$29,172	\$191,216	\$169,084	10
Hispanic or Latino	\$132,800	\$97,435	\$52,967	\$191,261	\$164,580	5
White	\$158,103	\$77,304	\$34,763	\$203,703	\$183,742	44
Years in Current Position						
5 Years or Less	\$158,742	\$72,067	\$35,427	\$205,716	\$186,086	81
Years with Current Company						
5 Years or Less	\$157,840	\$72,290	\$35,194	\$204,662	\$184,462	80
Years of Relevant Legal Work Experience						
5 Years or Less	\$127,878	\$25,519	\$24,205	\$142,301	\$148,926	23
6 to 10 Years	\$171,004	\$83,318	\$39,739	\$236,307	\$207,521	37
11 to 15 Years	\$170,605	\$83,351	\$41,068	\$202,802	\$188,505	18
Industry						
Advertising/Publishing/Media	\$192,185	\$166,850	\$43,521	\$325,665	\$235,706	5
Banking	\$148,389	\$57,351	\$31,722	\$199,367	\$180,111	9
Consumer Products	\$157,100	\$171,000	\$119,375	\$191,300	\$204,850	5
Energy/Public Utility	\$174,500	\$30,125	\$30,800	\$198,600	\$205,300	5
Financial/Professional Services	\$145,500	\$34,333	\$55,167	\$154,143	\$172,000	7
Healthcare/Hospital	\$143,080	\$12,968	\$9,417	\$149,564	\$147,789	8
Medical Devices/Pharmaceuticals	\$164,920	\$113,678	\$36,294	\$255,862	\$201,214	5
Technology	\$153,962	\$54,700	\$26,814	\$186,138	\$176,044	17
Area of Practice						
Commercial	\$156,412	\$64,070	\$30,875	\$202,177	\$178,466	7
Contracts	\$155,535	\$83,969	\$32,928	\$201,862	\$177,108	29
Corporate, Securities & Governance	\$155,417	\$63,278	\$30,021	\$218,695	\$185,438	12
Generalist	\$170,265	\$85,812	\$48,067	\$213,171	\$208,719	10
Intellectual Property	\$171,263	\$89,267	\$35,257	\$185,054	\$182,054	7
Technology	\$150,333	\$93,500	\$20,950	\$228,250	\$167,792	6
Number of Employees Supervised						
Less than 5 Employees	\$165,786	\$99,953	\$28,580	\$249,080	\$189,602	12

US Counsel, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Company Headcount						
50 to 249 Employees	\$152,000	\$25,333	\$24,700	\$164,667	\$172,583	6
250 to 999 Employees	\$153,030	\$16,167	\$20,566	\$157,880	\$167,426	10
1,000 to 4,999 Employees	\$151,932	\$37,816	\$22,625	\$169,940	\$167,016	21
5,000 to 14,999 Employees	\$162,216	\$107,649	\$22,061	\$240,506	\$178,261	11
15,000 to 49,999 Employees	\$163,577	\$91,635	\$50,697	\$229,030	\$203,410	14
50,000 to 99,999 Employees	\$174,549	\$64,802	\$28,293	\$224,950	\$202,842	9
100,000 or more Employees	\$159,673	\$77,701	\$48,299	\$224,424	\$202,605	18
Company Revenue						
\$1 Million to \$9.9 Million USD	\$140,696	\$48,500	\$39,667	\$133,413	\$137,080	6
\$10 Million to \$99.9 Million USD	\$154,438	\$76,333	\$23,000	\$183,063	\$171,688	8
\$100 Million to \$999.9 Million USD	\$148,877	\$34,173	\$22,635	\$172,535	\$168,030	13
\$1 Billion to \$9.9 Billion USD	\$163,858	\$105,387	\$39,830	\$222,002	\$191,326	29
\$10 Billion USD and above	\$162,472	\$63,783	\$37,507	\$213,910	\$196,350	31
Country						
United States	\$158,943	\$69,161	\$34,219	\$201,277	\$184,271	91
Region						
MA - Mid-Atlantic: DC, DE, MD, NC, SC, VA, WV	\$168,008	\$53,882	\$34,688	\$217,400	\$196,914	12
MW - Midwest: IA, IL, IN, KS, KY, MI, MN, MO, ND, NE, OH, SD, WI	\$144,003	\$34,888	\$48,978	\$169,588	\$179,920	15
NE - Northeast: CT, MA, ME, NH, NJ, NY, PA, RI, VT	\$170,447	\$114,050	\$33,332	\$246,480	\$198,224	24
PA - California/ Nevada: CA, NV	\$175,217	\$53,506	\$29,342	\$197,249	\$194,203	17
SE - Southeast: AL, AR, FL, GA, LA, MS, TN	\$127,011	\$8,750	\$17,750	\$129,511	\$137,154	7
SW - Southwest: AZ, NM, OK, TX	\$151,875	\$74,625	\$39,464	\$172,821	\$169,643	7
State						
CA - California	\$173,356	\$53,506	\$29,342	\$196,765	\$193,528	16
DC - District Of Columbia	\$176,177	\$54,967	\$30,625	\$231,144	\$199,996	9
IL - Illinois	\$158,375	\$57,390	\$73,933	\$194,244	\$213,824	8
MA - Massachusetts	\$156,148	\$133,076	\$20,005	\$204,539	\$170,697	11

US Counsel, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
State, continued...						
NY - New York	\$188,250	\$99,389	\$45,844	\$277,700	\$229,510	10
TX - Texas	\$151,875	\$74,625	\$39,464	\$172,821	\$169,643	7
Metro						
CA Los Angeles Metro	\$163,647	\$70,257	\$35,825	\$203,794	\$184,118	7
DC Washington DC Metro	\$176,177	\$54,967	\$30,625	\$231,144	\$199,996	9
IL Chicago Metro	\$158,375	\$57,390	\$73,933	\$194,244	\$213,824	8
MA Boston Metro	\$134,178	\$59,153	\$18,054	\$148,966	\$149,976	8
NY Manhattan Metro	\$194,722	\$99,389	\$49,625	\$294,111	\$238,833	9
OTHER	\$155,900	\$121,667	\$39,350	\$228,900	\$195,250	5

CHIEF COMPLIANCE OFFICER

US CCO	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$261,210	\$233,250	\$162,820	\$389,121	\$382,011	31
Male	\$271,506	\$151,070	\$152,627	\$401,426	\$414,976	50
Ethnicity						
Asian	\$270,000	\$94,200	\$119,500	\$337,286	\$372,429	7
Black or African American	\$310,833	\$552,800	\$465,625	\$771,500	\$621,250	6
White	\$271,763	\$139,933	\$138,697	\$373,327	\$399,275	62
Years in Current Position						
5 Years or Less	\$264,877	\$133,165	\$121,646	\$358,656	\$374,530	71
6 to 10 Years	\$297,567	\$336,286	\$318,846	\$611,433	\$573,900	15
Years with Current Company						
5 Years or Less	\$268,164	\$129,201	\$125,521	\$359,496	\$382,864	58
6 to 10 Years	\$246,192	\$230,545	\$221,518	\$441,269	\$433,631	13
11 to 15 Years	\$312,057	\$291,636	\$246,682	\$541,200	\$505,879	14
Years of Relevant Legal Work Experience						
6 to 10 Years	\$243,400	\$60,500	\$61,250	\$291,800	\$304,650	5
11 to 15 Years	\$253,719	\$133,646	\$111,273	\$353,953	\$358,038	16
16 to 20 Years	\$260,339	\$153,786	\$142,475	\$364,516	\$384,430	31
21 to 30 Years	\$267,741	\$168,947	\$148,615	\$386,630	\$394,339	27
31+ Years	\$383,143	\$450,200	\$405,600	\$704,714	\$672,857	7
Industry						
Education	\$247,500	\$38,000	\$45,000	\$253,833	\$255,000	6
Energy/Public Utility	\$314,667	\$142,417	\$151,500	\$457,083	\$466,167	6
Financial/Professional Services	\$271,643	\$231,063	\$212,335	\$432,383	\$474,747	23
Medical Devices/Pharmaceuticals	\$311,688	\$254,950	\$173,606	\$471,031	\$485,294	16
Technology	\$244,417	\$111,600	\$74,500	\$337,417	\$318,917	6
Area of Practice						
Corporate, Securities & Governance	\$303,667	\$177,033	\$184,806	\$451,194	\$488,472	18
Generalist	\$272,444	\$71,875	\$90,594	\$304,389	\$352,972	9
Government/Regulatory	\$253,095	\$145,173	\$118,923	\$352,424	\$346,982	19
Number of Employees Supervised						
Less than 5 Employees	\$264,929	\$144,100	\$124,301	\$347,271	\$371,472	35
5 to 10 Employees	\$275,723	\$226,825	\$178,207	\$450,204	\$433,367	26
11 to 20 Employees	\$272,500	\$150,778	\$153,689	\$408,200	\$410,820	10
Over 20 Employees	\$346,400	\$185,200	\$175,200	\$531,600	\$521,600	5

US CCO, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Company Headcount						
Less than 50 Employees	\$282,917	\$160,000	\$147,500	\$362,917	\$381,250	6
50 to 249 Employees	\$268,786	\$230,818	\$177,982	\$450,143	\$446,768	14
250 to 999 Employees	\$279,857	\$116,389	\$116,304	\$354,679	\$396,161	14
1,000 to 4,999 Employees	\$242,429	\$90,464	\$88,697	\$302,738	\$310,007	21
5,000 to 14,999 Employees	\$253,031	\$122,000	\$133,000	\$314,031	\$352,781	16
15,000 to 49,999 Employees	\$278,567	\$250,659	\$209,368	\$508,338	\$453,040	12
100,000 or more Employees	\$303,333	\$281,400	\$279,583	\$537,833	\$582,917	6
Company Revenue						
Less than \$1 Million USD	\$276,750	\$122,000	\$80,250	\$337,750	\$330,250	6
\$1 Million to \$9.9 Million USD	\$207,400	\$72,500	\$64,500	\$236,400	\$259,000	5
\$10 Million to \$99.9 Million USD	\$275,167	\$169,063	\$128,659	\$387,875	\$393,104	12
\$100 Million to \$999.9 Million USD	\$260,125	\$171,941	\$155,424	\$381,917	\$396,121	24
\$1 Billion to \$9.9 Billion USD	\$269,404	\$95,775	\$106,732	\$343,077	\$367,926	26
\$10 Billion USD and above	\$308,459	\$342,804	\$299,543	\$590,768	\$555,141	17
Country						
United States	\$270,837	\$179,481	\$154,729	\$396,280	\$403,937	93
Region						
MA - Mid-Atlantic: DC, DE, MD, NC, SC, VA, WV	\$228,182	\$83,083	\$42,775	\$273,500	\$251,514	11
MW - Midwest: IA, IL, IN, KS, KY, MI, MN, MO, ND, NE, OH, SD, WI	\$224,409	\$166,583	\$136,950	\$360,705	\$324,009	11
NE - Northeast: CT, MA, ME, NH, NJ, NY, PA, RI, VT	\$289,524	\$199,692	\$189,766	\$442,229	\$462,546	34
PA - California/ Nevada: CA, NV	\$287,139	\$235,045	\$183,353	\$430,778	\$460,306	18
SW - Southwest: AZ, NM, OK, TX	\$292,000	\$118,400	\$116,940	\$410,400	\$408,940	5
State						
CA - California	\$287,139	\$235,045	\$183,353	\$430,778	\$460,306	18
DC - District Of Columbia	\$232,222	\$89,700	\$42,080	\$282,056	\$255,600	9
IL - Illinois	\$238,071	\$160,708	\$144,520	\$375,821	\$341,300	7
MA - Massachusetts	\$282,000	\$199,600	\$222,200	\$481,600	\$504,200	5
NY - New York	\$287,222	\$219,385	\$222,609	\$445,667	\$485,097	18
PA - Pennsylvania	\$267,360	\$175,250	\$119,500	\$407,560	\$362,960	5

US CCO, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Metro						
CA Silicon Valley	\$257,000	\$75,667	\$68,250	\$302,400	\$311,600	5
DC Washington DC Metro	\$232,222	\$89,700	\$42,080	\$282,056	\$255,600	9
IL Chicago Metro	\$238,071	\$160,708	\$144,520	\$375,821	\$341,300	7
NY Manhattan Metro	\$292,647	\$235,167	\$234,200	\$458,647	\$499,294	17
OTHER	\$306,667	\$291,333	\$124,583	\$452,333	\$431,250	6

CHIEF LEGAL OFFICER/GENERAL COUNSEL

APAC CLO/GC	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$245,222	\$240,258	\$171,887	\$437,429	\$399,920	10
Male	\$264,154	\$128,493	\$122,751	\$385,884	\$386,905	19
Ethnicity						
Asian	\$215,473	\$113,712	\$94,899	\$316,550	\$305,100	18
White	\$326,602	\$241,556	\$205,997	\$546,199	\$532,600	11
Years in Current Position						
5 Years or Less	\$247,647	\$191,128	\$160,065	\$410,106	\$391,706	20
6 to 10 Years	\$290,071	\$129,262	\$121,193	\$419,333	\$411,264	6
Years with Current Company						
5 Years or Less	\$227,212	\$186,374	\$150,383	\$384,158	\$361,765	19
6 to 10 Years	\$325,358	\$109,660	\$111,341	\$435,018	\$436,699	5
Years of Relevant Legal Work Experience						
16 to 20 Years	\$172,834	\$93,644	\$81,922	\$247,749	\$246,564	10
21 to 30 Years	\$296,957	\$153,577	\$141,314	\$450,534	\$438,271	14
Area of Practice						
Commercial	\$193,712	\$115,903	\$79,393	\$270,981	\$273,105	6
Generalist	\$311,412	\$192,139	\$192,165	\$482,202	\$482,225	9
Law Department Management	\$229,605	\$228,753	\$170,373	\$458,358	\$399,978	5
Number of Employees Supervised						
Less than 5 Employees	\$186,777	\$84,211	\$82,798	\$260,462	\$259,225	8
5 to 10 Employees	\$276,004	\$129,134	\$118,918	\$392,225	\$394,922	10
Company Headcount						
50 to 249 Employees	\$261,756	\$133,309	\$124,179	\$356,976	\$350,455	7
1,000 to 4,999 Employees	\$179,769	\$64,164	\$61,695	\$243,933	\$241,464	9
Company Revenue						
\$10 Million to \$99.9 Million USD	\$241,153	\$161,160	\$140,835	\$375,454	\$358,516	6
\$100 Million to \$999.9 Million USD	\$258,040	\$90,770	\$80,099	\$330,656	\$330,129	10
\$1 Billion to \$9.9 Billion USD	\$289,160	\$157,583	\$154,414	\$446,743	\$443,575	8
\$10 Billion USD and above	\$202,801	\$253,528	\$160,913	\$414,074	\$363,714	6

APAC CLO/GC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Country						
China	\$259,984	\$114,909	\$102,896	\$374,894	\$362,881	7
Hong Kong	\$296,890	\$183,520	\$183,012	\$480,411	\$479,902	5
India	\$113,046	\$25,646	\$19,355	\$135,028	\$132,401	7
Singapore	\$301,515	\$189,467	\$172,531	\$439,309	\$442,677	11

REGIONAL GENERAL COUNSEL/COUNTRY GENERAL COUNSEL

APAC RGC/CGC	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$212,663	\$140,364	\$62,999	\$326,709	\$275,662	16
Male	\$250,152	\$96,001	\$82,448	\$326,954	\$323,440	45
Ethnicity						
Asian	\$220,465	\$96,970	\$67,065	\$296,655	\$282,740	42
White	\$293,390	\$138,658	\$110,337	\$413,560	\$389,015	15
Prefer not to say	\$195,144	\$81,579	\$56,536	\$249,530	\$242,257	6
Years in Current Position						
5 Years or Less	\$223,039	\$103,086	\$63,735	\$306,385	\$282,705	47
6 to 10 Years	\$307,003	\$109,109	\$126,417	\$416,112	\$433,420	13
Years with Current Company						
5 Years or Less	\$219,729	\$86,297	\$58,545	\$280,456	\$271,769	27
6 to 10 Years	\$258,888	\$122,965	\$90,943	\$376,730	\$349,831	24
11 to 15 Years	\$249,755	\$118,960	\$83,265	\$368,714	\$333,020	10
Years of Relevant Legal Work Experience						
6 to 10 Years	\$195,676	\$92,943	\$47,825	\$270,030	\$243,501	5
11 to 15 Years	\$194,000	\$90,126	\$47,616	\$266,101	\$238,442	15
16 to 20 Years	\$233,170	\$120,155	\$74,018	\$333,299	\$304,103	24
21 to 30 Years	\$313,934	\$93,309	\$115,857	\$401,754	\$422,976	17
Industry						
Consumer Products	\$247,479	\$97,485	\$95,047	\$344,964	\$342,527	7
Energy/Public Utility	\$298,607	\$194,691	\$79,157	\$493,298	\$377,764	5
Medical Devices/Pharmaceuticals	\$223,312	\$56,533	\$59,225	\$261,001	\$282,538	6
Technology	\$202,654	\$80,726	\$48,102	\$254,549	\$243,884	14
Area of Practice						
Commercial	\$222,694	\$128,678	\$60,476	\$322,127	\$277,672	22
Generalist	\$231,215	\$97,892	\$78,486	\$317,360	\$303,421	25
Law Department Management	\$243,110	\$90,760	\$92,210	\$323,786	\$325,074	9
Number of Employees Supervised						
Less than 5 Employees	\$229,862	\$95,182	\$64,160	\$310,401	\$291,555	26
5 to 10 Employees	\$281,186	\$142,568	\$107,274	\$404,745	\$381,309	15
11 to 20 Employees	\$270,144	\$128,359	\$88,620	\$377,109	\$343,994	6
Over 20 Employees	\$333,986	\$129,111	\$125,022	\$463,098	\$459,009	6
Company Headcount						
1,000 to 4,999 Employees	\$241,795	\$119,569	\$85,673	\$342,969	\$320,877	13
5,000 to 14,999 Employees	\$187,022	\$63,903	\$45,637	\$233,497	\$228,510	11

APAC RGC/CGC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Company Headcount, continued...						
15,000 to 49,999 Employees	\$235,027	\$89,632	\$72,246	\$286,246	\$291,792	14
50,000 to 99,999 Employees	\$266,764	\$108,052	\$90,741	\$367,613	\$351,456	15
100,000 or more Employees	\$264,029	\$162,342	\$86,742	\$411,612	\$350,770	11
Company Revenue						
\$100 Million to \$999.9 Million USD	\$229,498	\$132,738	\$39,995	\$309,141	\$261,494	5
\$1 Billion to \$9.9 Billion USD	\$243,543	\$101,885	\$78,937	\$324,348	\$314,314	29
\$10 Billion USD and above	\$244,749	\$120,812	\$82,570	\$345,425	\$321,814	30
Country						
China	\$261,537	\$121,894	\$80,520	\$350,926	\$336,689	15
Hong Kong	\$308,064	\$218,703	\$135,311	\$490,317	\$420,824	6
India	\$139,111	\$88,675	\$39,107	\$210,051	\$178,218	10
Singapore	\$244,973	\$84,417	\$75,765	\$319,742	\$314,244	35

DEPUTY/ASSISTANT GENERAL COUNSEL

APAC DGC/AGC	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$163,028	\$60,968	\$58,877	\$223,996	\$212,092	6
Male	\$198,963	\$83,186	\$73,785	\$265,511	\$257,991	15
Ethnicity						
Asian	\$172,228	\$67,268	\$61,683	\$235,758	\$223,630	18
Years in Current Position						
5 Years or Less	\$213,045	\$60,045	\$72,280	\$265,084	\$275,688	15
Years with Current Company						
5 Years or Less	\$210,856	\$62,494	\$75,085	\$262,934	\$273,426	12
6 to 10 Years	\$192,820	\$90,086	\$60,485	\$282,907	\$253,306	6
Years of Relevant Legal Work Experience						
11 to 15 Years	\$176,810	\$31,874	\$51,989	\$199,122	\$213,203	10
21 to 30 Years	\$273,974	\$141,040	\$107,580	\$415,014	\$381,554	6
Area of Practice						
Commercial	\$206,955	\$106,959	\$75,998	\$292,522	\$275,353	10
Generalist	\$149,164	\$38,188	\$51,822	\$187,352	\$190,622	5
Number of Employees Supervised						
Less than 5 Employees	\$164,409	\$36,271	\$48,263	\$194,635	\$196,585	12
5 to 10 Employees	\$171,713	\$91,565	\$57,934	\$248,017	\$229,647	6
Company Headcount						
5,000 to 14,999 Employees	\$125,006	\$111,285	\$47,626	\$191,778	\$153,582	5
100,000 or more Employees	\$259,116	\$70,207	\$82,351	\$315,282	\$341,467	5
Company Revenue						
\$1 Billion to \$9.9 Billion USD	\$151,640	\$89,689	\$54,964	\$211,433	\$188,282	6
\$10 Billion USD and above	\$209,025	\$66,017	\$70,171	\$269,964	\$273,798	13
Country						
China	\$175,839	\$66,841	\$68,409	\$242,680	\$230,566	5
Hong Kong	\$272,629	\$75,428	\$89,548	\$335,486	\$362,177	6
India	\$97,893	\$82,332	\$41,308	\$180,225	\$139,201	5
Singapore	\$224,145	\$94,318	\$93,583	\$280,736	\$280,295	5

SENIOR COUNSEL/ASSOCIATE GENERAL COUNSEL

APAC SC/ASTGC	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Male	\$188,272	\$60,269	\$73,911	\$236,488	\$247,401	5
Ethnicity						
Asian	\$192,265	\$61,010	\$78,015	\$241,072	\$239,074	5
Years in Current Position						
5 Years or Less	\$227,421	\$57,134	\$60,951	\$274,168	\$271,750	11
Years with Current Company						
5 Years or Less	\$195,449	\$72,143	\$67,054	\$249,556	\$245,739	8
Years of Relevant Legal Work Experience						
11 to 15 Years	\$259,299	\$33,294	\$36,250	\$292,593	\$288,299	5
Industry						
Technology	\$272,713	\$74,478	\$46,872	\$347,191	\$310,211	5
Area of Practice						
Generalist	\$205,456	\$83,769	\$59,143	\$261,302	\$254,742	6
Company Headcount						
15,000 to 49,999 Employees	\$155,227	\$48,927	\$37,849	\$187,845	\$180,460	6
Company Revenue						
\$10 Billion USD and above	\$175,172	\$55,141	\$43,418	\$230,313	\$212,388	7
Country						
Singapore	\$191,777	\$55,480	\$56,355	\$236,161	\$236,861	5

CHIEF LEGAL OFFICER/GENERAL COUNSEL

EMEA CLO/GC	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$217,022	\$97,661	\$96,706	\$289,481	\$295,011	31
Male	\$259,987	\$139,665	\$107,131	\$356,422	\$351,813	84
Ethnicity						
Asian	\$269,120	\$316,252	\$172,987	\$427,246	\$413,275	6
White	\$238,201	\$115,589	\$96,132	\$323,998	\$321,449	97
Prefer not to say	\$339,797	\$116,929	\$108,090	\$414,206	\$428,235	11
Years in Current Position						
5 Years or Less	\$229,262	\$123,414	\$100,956	\$307,372	\$313,605	79
6 to 10 Years	\$247,362	\$145,358	\$105,157	\$364,766	\$340,385	26
11 to 15 Years	\$477,007	\$202,109	\$252,280	\$645,431	\$729,287	6
Years with Current Company						
5 Years or Less	\$232,676	\$122,798	\$95,851	\$307,046	\$312,326	71
6 to 10 Years	\$222,741	\$152,159	\$106,307	\$345,639	\$316,783	26
11 to 15 Years	\$404,380	\$199,010	\$204,911	\$578,514	\$583,677	8
16 to 20 Years	\$244,333	\$122,285	\$112,277	\$366,618	\$344,135	9
Years of Relevant Legal Work Experience						
11 to 15 Years	\$163,501	\$54,494	\$54,672	\$200,786	\$209,541	19
16 to 20 Years	\$203,992	\$130,069	\$85,354	\$292,103	\$275,579	31
21 to 30 Years	\$309,386	\$148,293	\$125,670	\$408,248	\$420,272	51
31+ Years	\$274,013	\$177,100	\$124,860	\$438,463	\$381,036	14
Industry						
Advertising/Publishing/Media	\$202,311	\$139,299	\$232,236	\$285,890	\$295,206	5
Energy/Public Utility	\$209,573	\$154,369	\$60,428	\$261,029	\$256,573	9
Financial/Professional Services	\$228,416	\$170,556	\$144,344	\$346,493	\$350,553	26
Food/Beverage	\$284,390	\$156,080	\$139,701	\$440,470	\$424,091	8
Insurance	\$507,704	\$147,764	\$148,285	\$625,915	\$626,332	5
Technology	\$214,699	\$149,741	\$93,854	\$311,590	\$291,991	17
Area of Practice						
Commercial	\$245,111	\$155,583	\$124,413	\$315,830	\$346,903	11
Contracts	\$188,977	\$21,939	\$40,024	\$202,141	\$229,002	5
Corporate, Securities & Governance	\$270,072	\$103,390	\$98,052	\$343,922	\$354,117	21
Finance	\$255,357	\$279,836	\$227,492	\$500,213	\$425,976	8

EMEA CLO/GC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Area of Practice, continued...						
Generalist	\$256,215	\$126,073	\$102,862	\$346,606	\$343,550	53
International	\$236,620	\$104,860	\$97,943	\$324,003	\$318,239	6
Law Department Management	\$232,710	\$64,286	\$66,798	\$277,710	\$299,507	10
Number of Employees Supervised						
Less than 5 Employees	\$242,568	\$136,191	\$74,144	\$343,612	\$304,753	31
5 to 10 Employees	\$238,614	\$148,976	\$136,690	\$329,921	\$344,438	31
11 to 20 Employees	\$242,952	\$173,594	\$143,961	\$375,700	\$378,445	17
Over 20 Employees	\$338,939	\$181,925	\$184,436	\$484,480	\$523,375	10
Company Headcount						
Less than 50 Employees	\$204,478	\$108,655	\$99,219	\$255,183	\$277,239	15
50 to 249 Employees	\$204,089	\$110,002	\$72,147	\$270,091	\$252,188	15
250 to 999 Employees	\$279,603	\$195,570	\$134,104	\$413,414	\$392,533	19
1,000 to 4,999 Employees	\$220,636	\$113,876	\$94,556	\$308,233	\$310,343	39
5,000 to 14,999 Employees	\$260,794	\$99,106	\$111,481	\$332,871	\$362,141	11
15,000 to 49,999 Employees	\$365,355	\$152,428	\$125,638	\$490,069	\$468,150	11
50,000 to 99,999 Employees	\$313,564	\$171,828	\$107,549	\$411,751	\$421,113	7
Company Revenue						
Less than \$1 Million USD	\$176,485	\$25,104	\$44,099	\$186,526	\$202,944	5
\$1 Million to \$9.9 Million USD	\$170,678	\$24,055	\$30,530	\$182,705	\$188,996	10
\$10 Million to \$99.9 Million USD	\$186,873	\$105,704	\$57,644	\$252,938	\$230,106	24
\$100 Million to \$999.9 Million USD	\$246,826	\$168,197	\$122,202	\$374,248	\$354,215	33
\$1 Billion to \$9.9 Billion USD	\$309,106	\$132,998	\$116,109	\$398,970	\$418,939	37
\$10 Billion USD and above	\$316,236	\$171,559	\$164,783	\$487,795	\$481,018	10
Country						
France	\$200,658	\$87,166	\$64,025	\$254,299	\$264,684	13
Germany	\$322,010	\$133,608	\$114,045	\$398,358	\$419,763	7
Netherlands	\$214,026	\$67,045	\$55,018	\$259,739	\$257,791	44
Switzerland	\$293,585	\$116,954	\$100,427	\$384,549	\$394,012	9
United Kingdom	\$279,200	\$205,115	\$169,567	\$421,888	\$415,591	46

REGIONAL GENERAL COUNSEL/COUNTRY GENERAL COUNSEL

EMEA RGC/CGC	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$193,926	\$87,171	\$93,055	\$257,851	\$268,369	30
Male	\$207,613	\$94,252	\$77,901	\$277,698	\$277,524	39
Ethnicity						
Asian	\$277,243	\$220,776	\$165,535	\$424,427	\$415,188	6
White	\$186,935	\$81,340	\$81,549	\$248,324	\$257,714	53
Years in Current Position						
5 Years or Less	\$205,046	\$96,997	\$77,859	\$271,412	\$274,709	57
6 to 10 Years	\$199,252	\$108,344	\$112,900	\$307,596	\$296,023	14
Years with Current Company						
5 Years or Less	\$207,691	\$117,067	\$74,573	\$287,639	\$276,807	41
6 to 10 Years	\$175,848	\$66,250	\$109,443	\$235,124	\$273,771	19
11 to 15 Years	\$239,200	\$151,068	\$125,381	\$368,687	\$346,669	7
Years of Relevant Legal Work Experience						
6 to 10 Years	\$149,622	\$115,487	\$64,912	\$200,950	\$200,110	9
11 to 15 Years	\$187,846	\$60,008	\$56,248	\$234,519	\$237,844	18
16 to 20 Years	\$204,378	\$93,106	\$80,924	\$285,846	\$278,558	24
21 to 30 Years	\$240,700	\$156,041	\$126,080	\$349,251	\$355,817	23
Industry						
Consumer Products	\$194,720	\$59,113	\$63,883	\$242,010	\$258,603	5
Energy/Public Utility	\$241,077	\$199,214	\$86,677	\$373,887	\$298,862	6
Financial/Professional Services	\$216,960	\$190,190	\$178,400	\$388,132	\$359,680	10
Food/Beverage	\$152,520	\$34,079	\$37,515	\$172,967	\$182,533	5
Medical Devices/Pharmaceuticals	\$232,309	\$97,617	\$59,745	\$297,387	\$292,054	9
Technology	\$207,483	\$101,908	\$61,417	\$282,216	\$260,711	15
Area of Practice						
Commercial	\$208,726	\$110,012	\$75,341	\$284,359	\$274,650	16
Corporate, Securities & Governance	\$319,519	\$331,166	\$279,916	\$540,296	\$506,129	6
Generalist	\$179,749	\$78,407	\$103,326	\$241,111	\$269,598	23
International	\$200,830	\$36,286	\$39,413	\$231,933	\$240,244	7
Law Department Management	\$182,525	\$94,435	\$57,918	\$253,351	\$240,443	12
Number of Employees Supervised						
Less than 5 Employees	\$183,154	\$88,858	\$96,383	\$250,564	\$272,890	29
5 to 10 Employees	\$220,362	\$120,860	\$121,073	\$311,007	\$311,167	12
11 to 20 Employees	\$210,613	\$45,970	\$59,628	\$245,090	\$270,241	12
Over 20 Employees	\$306,187	\$301,644	\$119,542	\$607,831	\$425,729	5

EMEA RGC/CGC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Company Headcount						
250 to 999 Employees	\$201,401	\$74,686	\$84,247	\$257,415	\$254,055	8
1,000 to 4,999 Employees	\$200,871	\$78,026	\$66,283	\$264,267	\$258,868	16
5,000 to 14,999 Employees	\$185,178	\$72,409	\$67,436	\$240,877	\$252,615	13
15,000 to 49,999 Employees	\$193,798	\$136,779	\$62,852	\$271,958	\$243,182	14
50,000 to 99,999 Employees	\$273,224	\$123,046	\$77,432	\$378,692	\$339,594	7
100,000 or more Employees	\$208,005	\$128,430	\$141,417	\$312,354	\$349,422	16
Company Revenue						
\$10 Million to \$99.9 Million USD	\$177,365	\$107,326	\$67,143	\$223,361	\$234,916	7
\$100 Million to \$999.9 Million USD	\$158,061	\$24,811	\$32,615	\$174,602	\$181,979	15
\$1 Billion to \$9.9 Billion USD	\$206,784	\$107,335	\$70,659	\$295,613	\$270,134	29
\$10 Billion USD and above	\$238,985	\$133,376	\$133,726	\$345,686	\$367,362	25
Country						
France	\$194,136	\$86,469	\$45,968	\$263,311	\$240,104	5
Germany	\$191,656	\$66,014	\$59,257	\$235,665	\$250,914	9
Italy	\$204,581	\$45,567	\$85,875	\$250,148	\$256,106	5
Netherlands	\$181,470	\$39,962	\$51,010	\$203,671	\$218,310	18
Switzerland	\$290,418	\$120,004	\$81,229	\$398,421	\$371,647	10
United Kingdom	\$210,239	\$171,612	\$146,706	\$342,249	\$340,018	26

DEPUTY/ASSISTANT GENERAL COUNSEL

EMEA DGC/AGC	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$212,291	\$122,317	\$82,552	\$283,642	\$274,205	12
Male	\$187,249	\$81,029	\$47,975	\$244,754	\$224,392	31
Ethnicity						
White	\$198,908	\$98,487	\$58,443	\$264,566	\$242,740	36
Prefer not to say	\$189,794	\$25,280	\$30,083	\$215,073	\$213,860	5
Years in Current Position						
5 Years or Less	\$201,231	\$102,715	\$58,398	\$276,915	\$247,335	38
6 to 10 Years	\$198,145	\$104,581	\$88,322	\$267,866	\$271,747	6
Years with Current Company						
5 Years or Less	\$158,854	\$103,129	\$34,523	\$223,787	\$185,705	27
6 to 10 Years	\$271,110	\$124,279	\$115,493	\$372,792	\$365,604	11
11 to 15 Years	\$185,776	\$75,110	\$64,066	\$260,886	\$228,487	6
Years of Relevant Legal Work Experience						
6 to 10 Years	\$136,100	\$131,250	\$23,819	\$188,600	\$150,392	5
11 to 15 Years	\$145,575	\$16,252	\$26,490	\$152,962	\$164,840	11
16 to 20 Years	\$230,905	\$119,216	\$82,867	\$342,173	\$297,198	15
21 to 30 Years	\$223,305	\$99,005	\$80,921	\$301,094	\$286,886	14
Industry						
Energy/Public Utility	\$231,582	\$58,315	\$62,519	\$289,897	\$294,101	5
Medical Devices/Pharmaceuticals	\$166,982	\$103,829	\$25,745	\$218,896	\$192,727	8
Technology	\$227,865	\$96,279	\$85,915	\$308,097	\$285,141	6
Area of Practice						
Commercial	\$211,085	\$115,997	\$54,971	\$298,082	\$259,184	8
Contracts	\$105,340	\$39,096	\$10,700	\$136,617	\$113,900	5
Finance	\$228,096	\$223,503	\$146,630	\$406,899	\$316,074	5
Generalist	\$174,315	\$78,541	\$41,491	\$223,404	\$205,434	16
Number of Employees Supervised						
Less than 5 Employees	\$205,454	\$108,897	\$76,065	\$285,312	\$261,235	15
5 to 10 Employees	\$242,404	\$175,946	\$85,371	\$398,801	\$318,290	9
11 to 20 Employees	\$315,708	\$108,474	\$98,423	\$402,487	\$414,131	5
Company Headcount						
250 to 999 Employees	\$135,352	\$64,694	\$44,296	\$185,670	\$174,726	9
1,000 to 4,999 Employees	\$116,793	\$30,964	\$15,313	\$140,016	\$126,363	8
5,000 to 14,999 Employees	\$219,118	\$167,516	\$59,410	\$358,715	\$278,528	6
15,000 to 49,999 Employees	\$168,318	\$36,977	\$40,324	\$179,411	\$192,512	10

EMEA DGC/AGC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Company Headcount, continued...						
50,000 to 99,999 Employees	\$285,948	\$148,383	\$104,408	\$434,331	\$375,441	7
100,000 or more Employees	\$337,458	\$121,576	\$148,178	\$438,771	\$436,243	6
Company Revenue						
\$10 Million to \$99.9 Million USD	\$109,615	\$46,864	\$23,864	\$137,733	\$128,706	5
\$100 Million to \$999.9 Million USD	\$132,265	\$41,253	\$19,700	\$162,267	\$146,592	11
\$1 Billion to \$9.9 Billion USD	\$198,379	\$106,716	\$61,361	\$276,637	\$247,468	15
\$10 Billion USD and above	\$270,152	\$129,420	\$108,451	\$359,128	\$351,490	16
Country						
Netherlands	\$144,566	\$37,205	\$30,356	\$168,640	\$167,780	17
United Kingdom	\$248,168	\$128,490	\$96,790	\$346,066	\$321,913	21

SENIOR COUNSEL/ASSOCIATE GENERAL COUNSEL

EMEA SC/ASTGC	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Gender						
Female	\$124,091	\$21,212	\$20,979	\$133,518	\$138,077	18
Male	\$133,899	\$22,838	\$26,376	\$146,587	\$151,482	27
Ethnicity						
White	\$126,980	\$22,809	\$23,939	\$138,385	\$142,099	38
Prefer not to say	\$148,880	\$24,140	\$28,776	\$160,949	\$168,064	6
Years in Current Position						
5 Years or Less	\$130,521	\$21,911	\$23,282	\$141,998	\$146,043	42
Years with Current Company						
5 Years or Less	\$131,165	\$20,946	\$24,003	\$141,370	\$147,783	39
6 to 10 Years	\$113,357	\$20,455	\$17,480	\$125,630	\$123,845	5
Years of Relevant Legal Work Experience						
6 to 10 Years	\$117,369	\$24,232	\$24,918	\$131,216	\$135,168	14
11 to 15 Years	\$113,226	\$16,665	\$14,340	\$122,947	\$122,786	12
16 to 20 Years	\$144,571	\$31,664	\$19,861	\$154,070	\$152,516	10
21 to 30 Years	\$145,158	\$13,053	\$26,319	\$150,380	\$163,582	10
Industry						
Financial/ Professional Services	\$129,251	\$38,387	\$31,637	\$151,187	\$156,368	7
Medical Devices/ Pharmaceuticals	\$156,966	\$12,237	\$17,479	\$164,615	\$170,076	8
Technology	\$143,523	\$23,592	\$31,004	\$156,391	\$160,434	11
Area of Practice						
Commercial	\$142,262	\$13,625	\$13,684	\$151,994	\$152,036	7
Contracts	\$114,266	\$16,825	\$14,400	\$119,874	\$119,066	9
Generalist	\$140,232	\$33,720	\$33,667	\$162,712	\$169,410	15
Number of Employees Supervised						
Less than 5 Employees	\$155,084	\$35,139	\$40,284	\$185,202	\$189,612	7
Company Headcount						
250 to 999 Employees	\$149,031	\$17,037	\$20,887	\$153,899	\$157,983	7
1,000 to 4,999 Employees	\$120,177	\$19,348	\$19,842	\$126,626	\$135,610	9
5,000 to 14,999 Employees	\$145,695	\$15,942	\$21,688	\$153,666	\$156,539	8
15,000 to 49,999 Employees	\$129,249	\$25,294	\$30,280	\$144,003	\$151,958	12
100,000 or more Employees	\$122,536	\$17,320	\$16,067	\$139,856	\$135,926	6

EMEA SC/ASTGC, continued...	Average Annual Base Pay as of 9/1/2019 (i.e., salary)	Annual Variable Pay, Actual Paid for Fiscal Year 2018 (i.e., bonus/ commission, etc.)	Annual Variable Pay, Current Year Target 2019 (i.e., bonus/ commission, etc.)	Total Annual Actual Cash (Base + Annual Variable Pay for Fiscal Year 2018)	Total Target Cash (Base + Annual Variable Pay Target 2019)	N
Company Revenue						
\$10 Million to \$99.9 Million USD	\$105,895	\$69,491	\$74,957	\$133,691	\$135,877	5
\$100 Million to \$999.9 Million USD	\$154,900	\$20,264	\$21,999	\$157,433	\$163,150	8
\$1 Billion to \$9.9 Billion USD	\$141,240	\$25,256	\$28,456	\$153,026	\$160,211	15
\$10 Billion USD and above	\$133,534	\$19,238	\$20,883	\$149,376	\$150,732	17
Country						
Germany	\$116,705	\$17,628	\$17,182	\$134,333	\$133,887	5
Netherlands	\$118,737	\$22,043	\$21,249	\$126,452	\$130,424	20
Switzerland	\$187,242	\$19,656	\$26,850	\$206,898	\$214,092	5
United Kingdom	\$158,259	\$35,579	\$44,151	\$176,049	\$180,334	14

COUNSEL

EMEA Counsel	Average Annual Base Pay as of 9/1/2019 <i>(i.e., salary)</i>	Annual Variable Pay, Actual Paid for Fiscal Year 2018 <i>(i.e., bonus/commission, etc.)</i>	Annual Variable Pay, Current Year Target 2019 <i>(i.e., bonus/commission, etc.)</i>	Total Annual Actual Cash <i>(Base + Annual Variable Pay for Fiscal Year 2018)</i>	Total Target Cash <i>(Base + Annual Variable Pay Target 2019)</i>	N
Years in Current Position						
5 Years or Less	110,916	8,700	4,462	112,657	112,701	5
Years with Current Company						
5 Years or Less	110,916	8,700	4,462	112,657	112,701	5

Is Member of Legal Department Member of Senior Management?

Company Headcount	Yes	Percent
Less than 50 Employees	170	4.4%
50 to 249 Employees	432	11.1%
250 to 999 Employees	518	13.3%
1,000 to 4,999 Employees	734	18.8%
5,000 to 14,999 Employees	597	15.3%
15,000 to 49,999 Employees	494	12.7%
50,000 to 99,999 Employees	238	6.1%
100,000 or more Employees	267	6.9%
Company Revenue	Yes	Percent
Less than \$1 Million USD	109	2.8%
\$1 Million to \$9.9 Million USD	167	4.3%
\$10 Million to \$99.9 Million USD	449	11.5%
\$100 Million to \$999.9 Million USD	817	21.0%
\$1 Billion to \$9.9 Billion USD	1,147	29.4%
\$10 Billion USD and above	715	18.3%



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