

2026

In-House Counsel Compensation Report

April 2026



Introduction

We are pleased to present BarkerGilmore's 2026 In-House Counsel Compensation Report. This year's analysis was made possible by the thousands of in-house counsel who generously shared their compensation data, helping to create a resource that reflects current market conditions and the realities of today's legal landscape.

As BarkerGilmore marks its 20th anniversary, we remain focused on supporting the in-house legal community with practical, relevant insights. This report is intended to help readers better understand compensation trends across roles and organizations, providing context that can inform career decisions, hiring strategies, and internal planning.

Access to reliable compensation data can play an important role in helping organizations remain competitive and in enabling professionals to evaluate opportunities with greater clarity. At the same time, we recognize that compensation is just one part of a broader picture that includes organizational culture, industry environment, and the scope and impact of the legal function.

We hope this report proves useful as you navigate these considerations, whether you are evaluating your own compensation, building or benchmarking a team, or shaping broader law department strategy.

Thank you to everyone who contributed to making this year's report possible, and to those who continue to rely on these insights as a practical resource.



Bob Barker, Managing Partner



John Gilmore, Managing Partner

BarkerGilmore's services include:

- [In-House Legal and Compliance Executive Search](#)
- [Leadership Development](#)
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- [Succession Planning](#)

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Executive Summary & Key Findings

Base Salary Growth Has Stabilized

Compensation growth for in-house counsel has entered a more disciplined phase following elevated increases in the prior year. Median salary increases have narrowed to an average of 3.2%, including 3.5% for General Counsel and 3.0% for both Managing Counsel and Senior Counsel. That represents a meaningful shift from 4.4% growth in 2024.

Talent Mobility Has Decreased Significantly

In 2025, 40% of survey respondents indicated that they were not considering a job change in the next year. This year, 64% of respondents indicated their job search motivations were low or very low. This reflects heightened competition for top and passive candidates.

Compensation Remains the Primary Driver of Movement

Among respondents considering a transition, compensation leads as the primary motivator at 22%, followed by desire for new challenges (15%) and pursuit of stronger leadership roles (13%). Career growth and cultural alignment also contribute, though at lower levels. The data reinforces that financial opportunity and role scope continue to anchor decision-making.

Gender Gaps Persist and Have Widened

Gender-based compensation differences remain present and have expanded year-over-year. The pay gap between men and women increased from 5.4% in 2025 to 7.4% in 2026. Across all respondents, men report median total compensation of \$503,275 compared to \$467,587 for women. While female General Counsel often report competitive base salaries and long-term incentives, disparities in total compensation persist, increasingly driven by differences in access to top-end compensation outcomes.

Early-Career Pedigree Continues to Shape Outcomes

Professional background remains a strong predictor of long-term compensation. General Counsel with Top 50 law firm experience report total compensation of \$700,000, compared to \$517,500 for mid-tier firms and \$425,000 for those without large firm experience. A similar pattern holds for education, with Top 50 law school graduates earning \$600,000 compared to \$450,000 for lower-ranked institutions. Early-career positioning continues to influence long-term earning potential.

Executive Summary *continued*

General Counsel: Key Findings

Compensation Scales Significantly with Enterprise Size

General Counsel compensation increases materially with company scale, with the most pronounced growth occurring at larger public companies. Median total compensation rises from \$775,000 at organizations under \$500 million in revenue to \$2.5 million at companies exceeding \$5 billion, with top-quartile earnings reaching \$5.4 million.

The progression is not gradual. Compensation accelerates as organizational complexity, stakeholder exposure, and enterprise risk expand.

Long-Term Incentives Drive Top-End Compensation

Across all company types, long-term incentives represent the largest source of differentiation in total compensation. Base salary and bonus increase steadily with scale, while LTI expands disproportionately, particularly in public and portfolio-backed environments.

At the highest revenue tiers, LTI exceeds base salary, reinforcing that the General Counsel role is increasingly tied to enterprise value creation rather than functional leadership alone.

Ownership Structure Shapes Compensation Outcomes

Compensation varies meaningfully across ownership models. Public company General Counsel report the highest total compensation at scale, while portfolio companies present strong upside driven by equity participation. Private companies follow a more moderated trajectory, and Non-Profit organizations remain materially lower across all percentiles.

The structure of ownership, particularly access to equity, continues to influence total compensation more than industry or title alone.

Managing Counsel: Key Findings

Compensation Progression Is More Linear Than at the General Counsel Level

Managing Counsel compensation increases with company size, though at a more measured and consistent rate than seen at the General Counsel level. Median total compensation at public companies ranges from \$460,000 at organizations under \$500 million in revenue to \$550,000 at companies exceeding \$5 billion.

The progression reflects expanded responsibility, though without the same step-change tied to enterprise leadership.

Long-Term Incentives Play a Secondary but Growing Role

Base salary and bonus remain the primary components of compensation for Managing Counsel, with long-term incentives contributing more modestly across most organizations. LTI increases at larger companies and in portfolio-backed environments, though it does not dominate total compensation in the same way observed at the General Counsel level.

The role remains anchored in operational leadership rather than enterprise value participation.

Executive Summary *continued*

Ownership Structure Continues to Influence Upside

Compensation varies across ownership models, though with less dispersion than at the General Counsel level. Public and private companies show relatively similar median ranges, while portfolio companies introduce additional upside through incentive structures. Non-Profit organizations remain lower overall, with limited access to long-term incentives.

Equity exposure continues to differentiate total compensation, though the impact is more contained.

Senior Counsel: Key Findings

Compensation Is More Compressed Across the Market

Senior Counsel compensation remains tightly clustered across company sizes and ownership structures. Median total compensation at public companies ranges from approximately \$298,000 to \$380,000, with similar patterns across private companies.

The data reflects a more standardized market, with less variation in how organizations value the role.

Compensation Progression Is Gradual and Predictable

Unlike more senior roles, compensation growth for Senior Counsel follows a steady and incremental path. Increases tied to company size are present but modest, and do not reflect the step-change seen at higher levels of the legal function.

The role remains defined by functional contribution rather than enterprise-level impact.

Salary and Bonus Drive the Majority of Compensation

Base salary and bonus account for the majority of total compensation for Senior Counsel. Long-term incentives are present in some environments but remain a smaller component overall, even at larger organizations and within portfolio-backed companies.

The compensation structure reflects a role that is less directly tied to enterprise value creation.

Survey Design

BarkerGilmore conducted an online survey in March 2025 to assess in-house counsel compensation trends. The survey was administered to a random sample of in-house counsel at various seniority levels within different-sized public and private organizations across the United States. The following table presents the data categories captured by the survey through multiple-choice and open-ended questions answered by more than 2,879 individuals from various industries and practice areas. The data is self-reported.

Key Survey Terms

| TERM | DESCRIPTION |
|---------------------------|---|
| Position | General Counsel – the lead in-house lawyer in an organization |
| | Managing Counsel – an in-house lawyer with at least one direct report |
| | Senior Counsel – an in-house lawyer who is an individual contributor |
| Base Salary | Current base salary in U.S. Dollars for the 2025 fiscal year |
| Cash Bonus | Target cash bonus in U.S. Dollars for the 2025 fiscal year |
| Long-Term Incentive (LTI) | Estimated value of most recent long-term incentive award in U.S. Dollars for the 2024 fiscal year |
| Total Compensation | The sum of the current 2025 base salary, 2025 target cash bonus, and 2024 estimated long-term incentive value in U.S. Dollars |
| Salary Increase Rate | Percent increase in base salary from 2025 to 2026 |
| Industry | The industry sector that best describes the nature of the organization's business activities |
| Organization Revenue | Annual organization revenue in U.S. Dollars for the 2025 fiscal year |
| Organization Type | Specifies whether the organization is a publicly listed, privately owned, private equity portfolio company, or operates as a non-profit |

Data Methods & Analysis

Measure of Central Tendency

This report uses the median as the primary measure of central tendency to standardize compensation survey data. The median represents the middle value in a dataset, meaning that half of the observations fall above it and half fall below. For datasets with an even number of values, the median is calculated as the average of the two central values. Unless otherwise noted, all numerical data in this report is presented using the median to provide an accurate reflection of typical compensation while minimizing the impact of outliers.

The Use of Quartiles

To offer deeper insights into compensation by role, this report uses quartiles—dividing the data into four equal parts.

- The 1st quartile (25th percentile) marks the point below which 25% of values fall.
- The 2nd quartile (50th percentile) is the median or midpoint.
- The 3rd quartile (75th percentile) indicates where 75% of values fall below.
- The 4th quartile covers the top 25% (75th–100th percentile).

This analysis also highlights the 90th percentile, showing compensation levels exceeded by only the top 10%.

Missing Data

While our survey data is nearly complete, we recognize that some responses were missing or unusable due to non-response or misinterpretation. For instance, some participants skipped questions or provided answers that could not be included in the analysis. Because instances of missing data were minimal, we applied list-wise deletion on a question-by-question basis. This means that only responses with complete and valid data for each specific question were included in its analysis, ensuring data integrity without significantly affecting sample size.

Using Compensation Data Wisely

BarkerGilmore recognizes the value of detailed compensation data for organizations developing pay strategies and for lawyers seeking to expand their roles or pursue new opportunities. While this report offers a comprehensive analysis of legal department compensation structures, it is important to note that compensation is influenced by numerous variables beyond the data presented here. These include an individual's experience, skills, and interpersonal strengths, as well as the organization's financial health and the broader economic environment.

To ensure the accuracy and relevance of this report, BarkerGilmore has leveraged its deep expertise in executive legal search and leadership development, alongside extensive survey data, to present a broad spectrum of in-house counsel compensation. This report is intended to serve as a general guide. While the data are highly detailed, readers are encouraged to interpret the findings within context and focus on overarching trends rather than isolated figures.

Additional Compensation Data for GCs at Public Companies

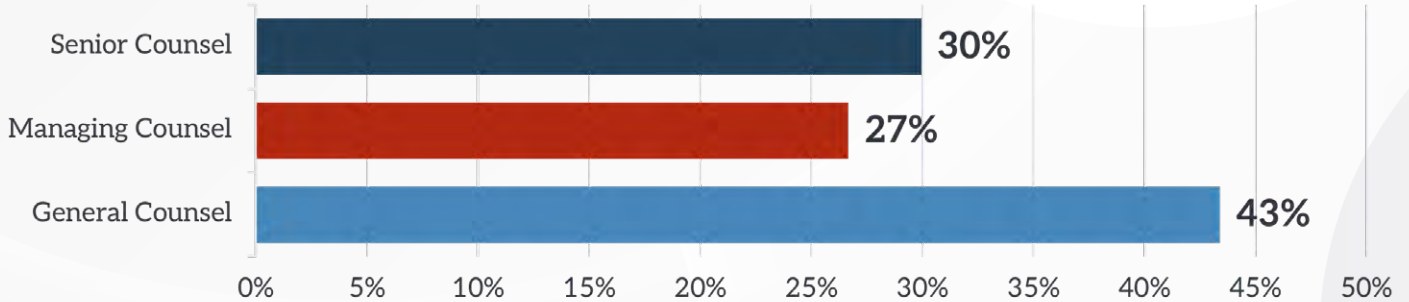
In addition to the compensation data for General Counsel at public companies contained in this report, we encourage you to read our 2025 General Counsel Pay Trends report produced in partnership with Equilar. The source data for this report is derived from SEC filings of the largest U.S.-headquartered companies, ranked by reported revenue, and that trade on one of the two major U.S. stock exchanges.

Confidentiality

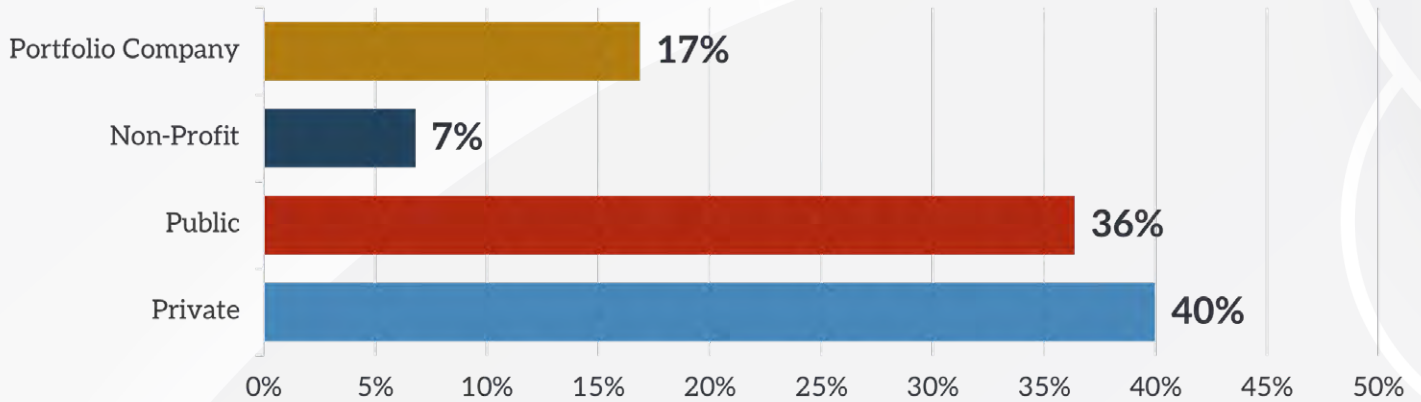
BarkerGilmore is committed to safeguarding the privacy of all compensation survey participants, recognizing that confidentiality is a cornerstone of our firm's integrity. All responses are kept strictly anonymous and will never be shared or disclosed to any third party.

Survey Demographics

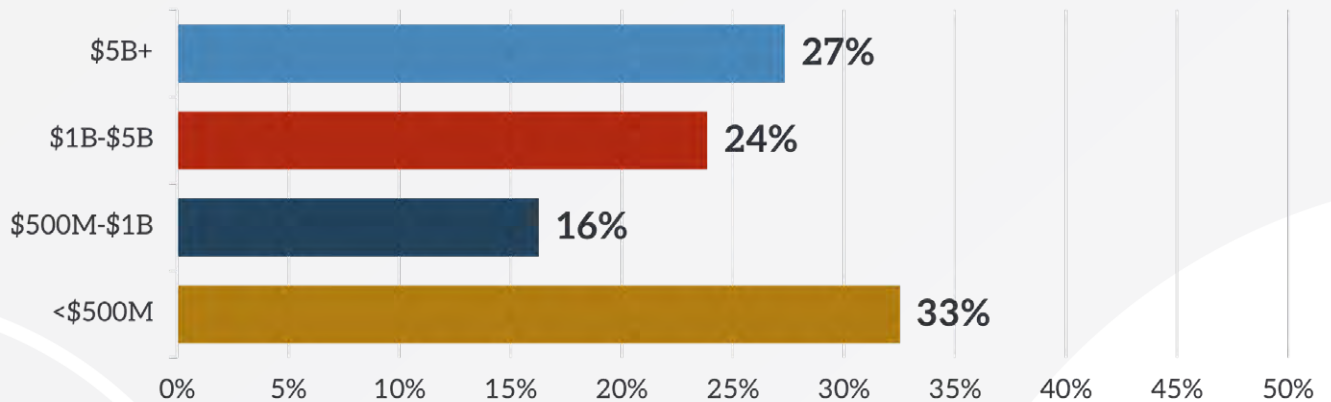
Position



Organization Type

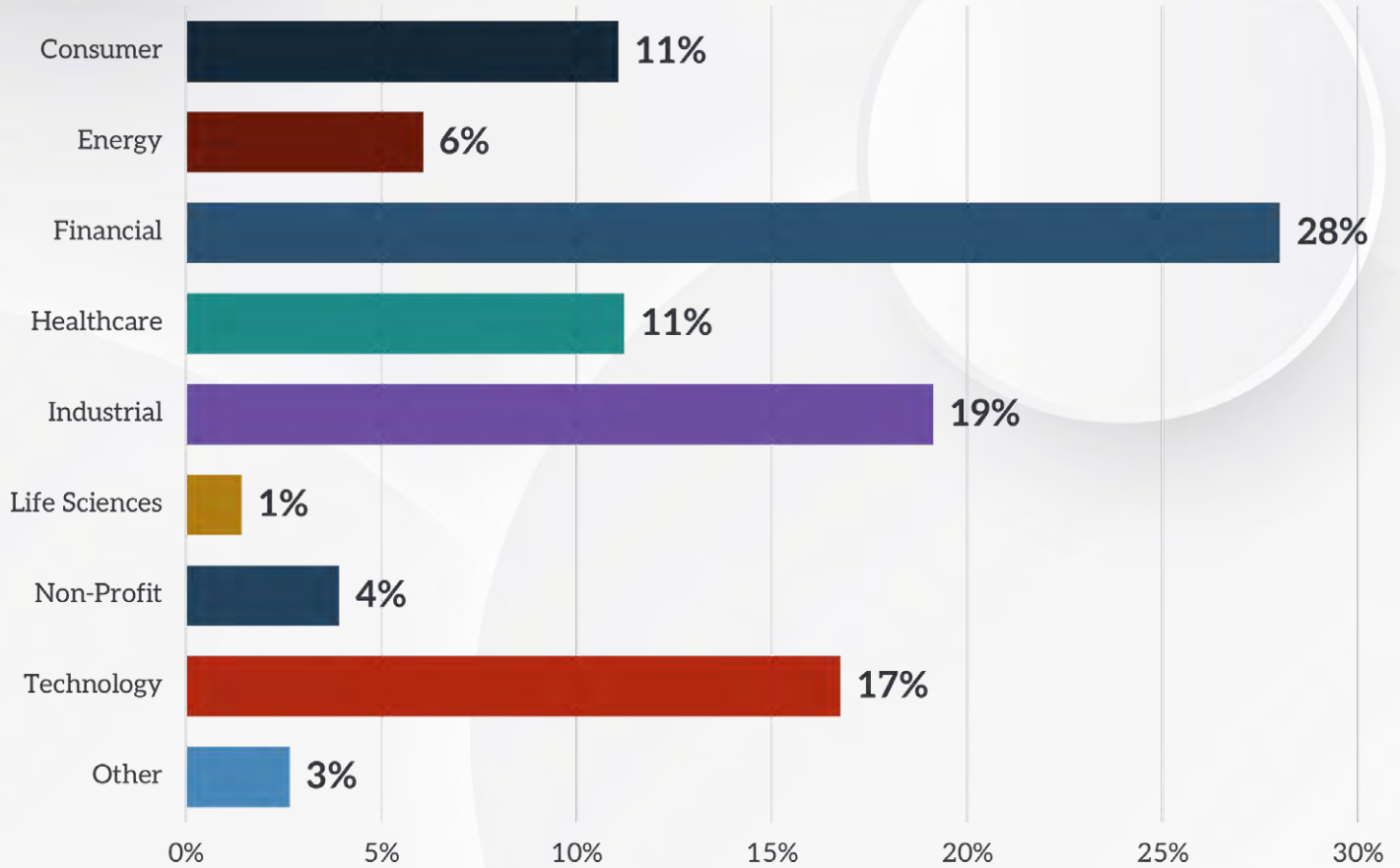


Organization Revenue

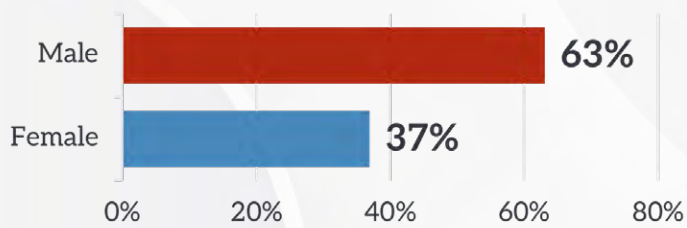


Survey Demographics *continued*

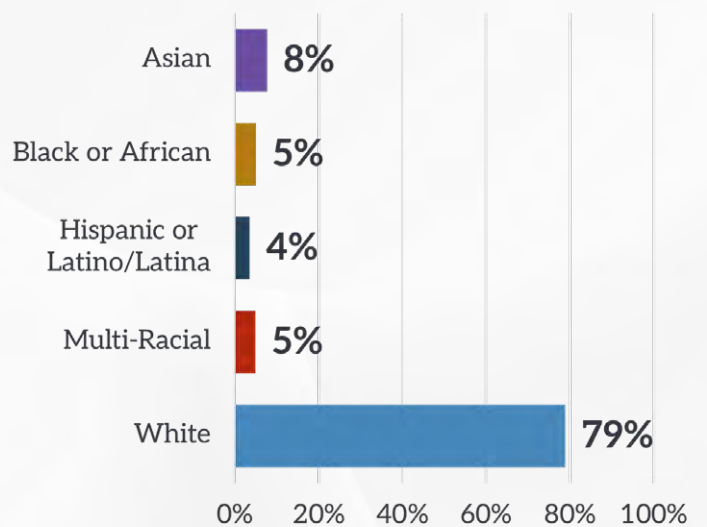
Industry



Gender

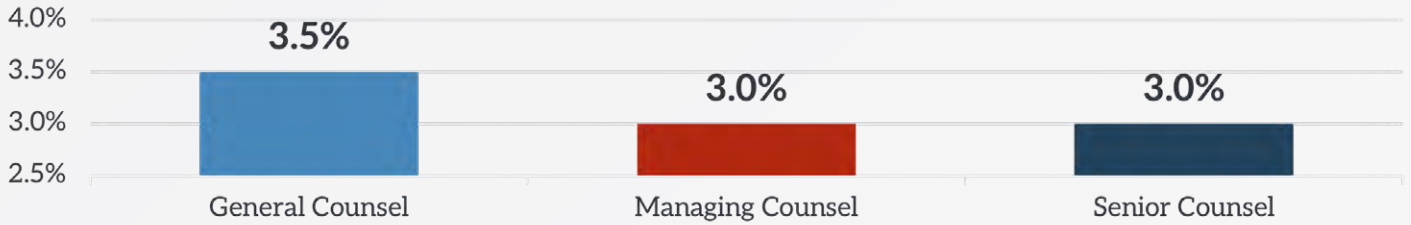


Race

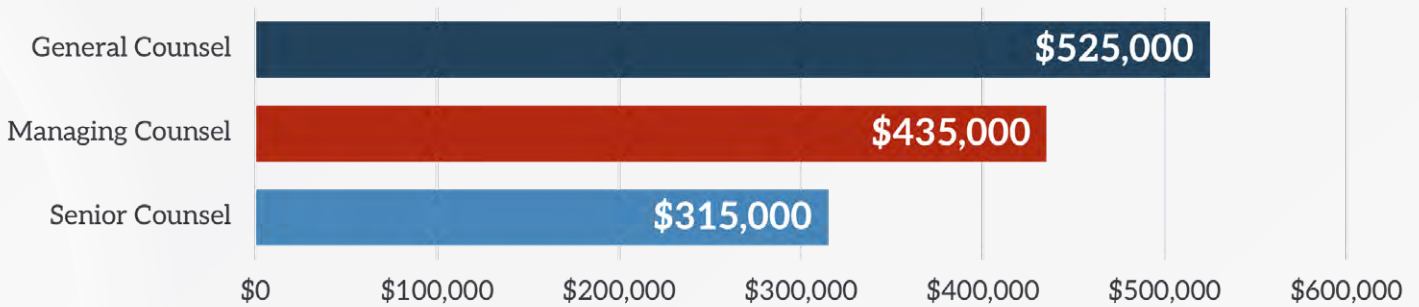


Collective Insights

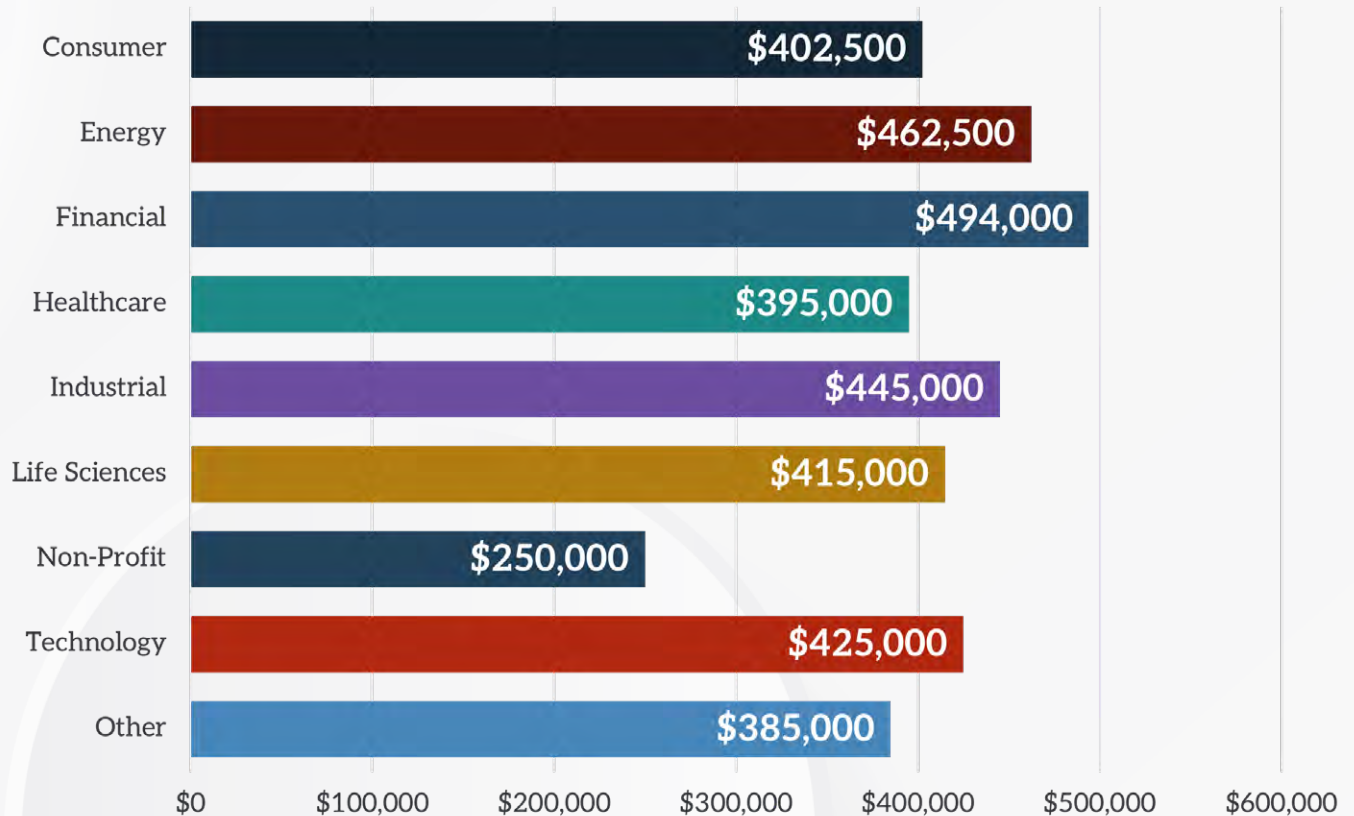
Median Salary Increase by Position



Total Compensation by Position

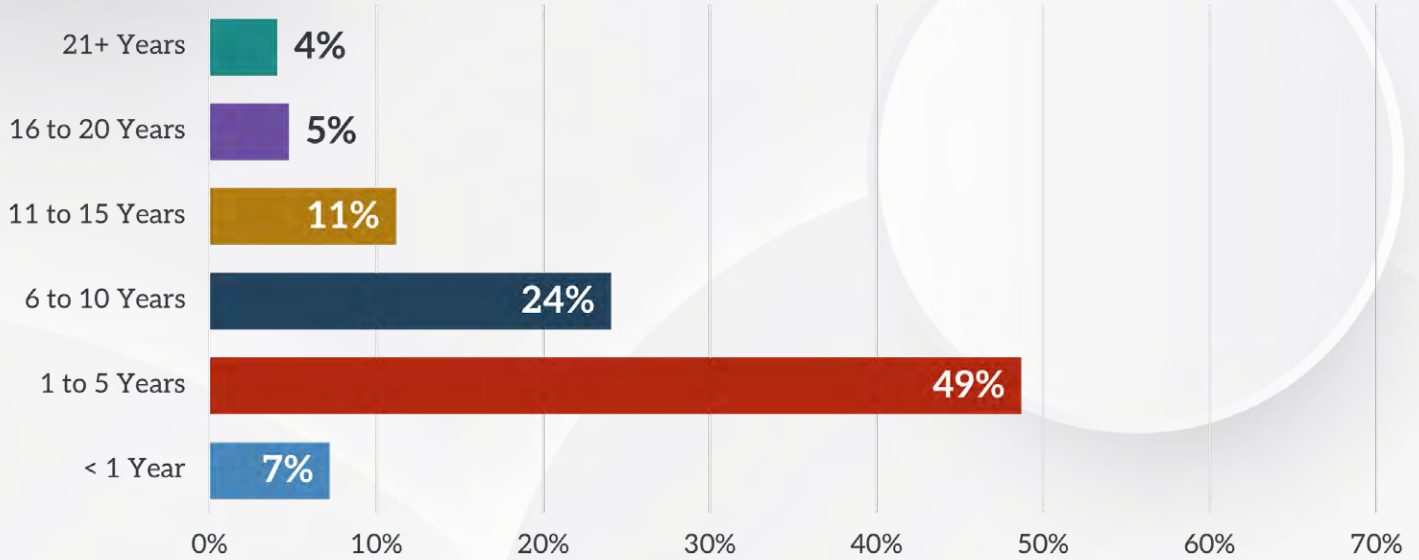


Total Compensation by Industry (All Positions)

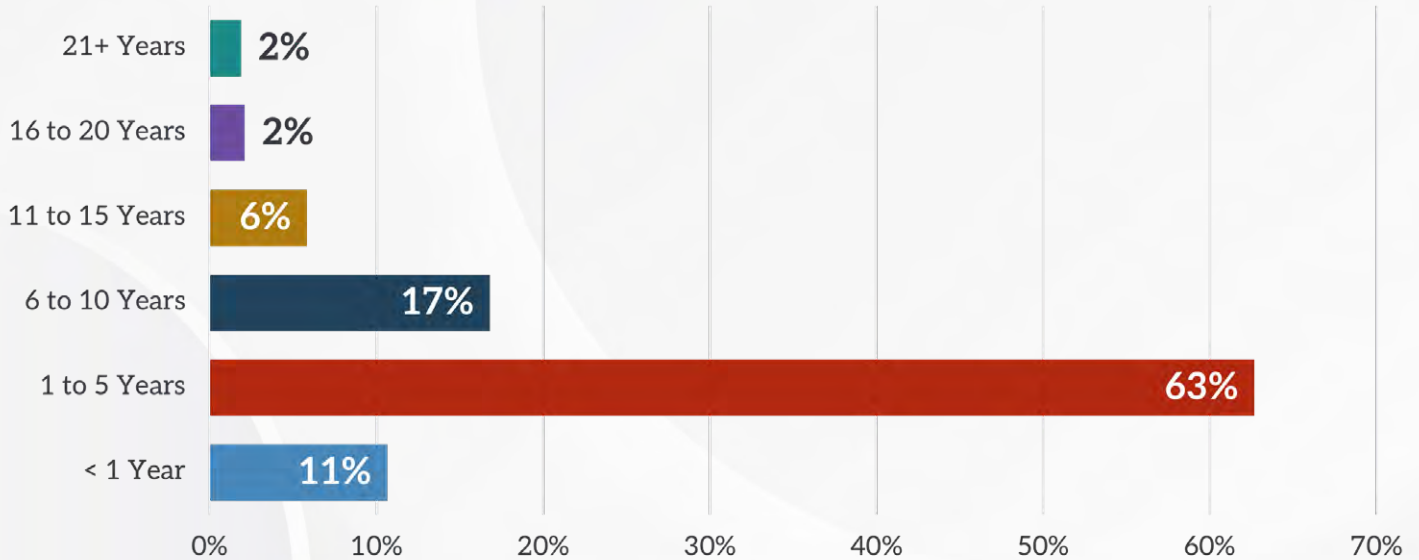


Collective Insights *continued*

Total Years at Current Company (All Positions)

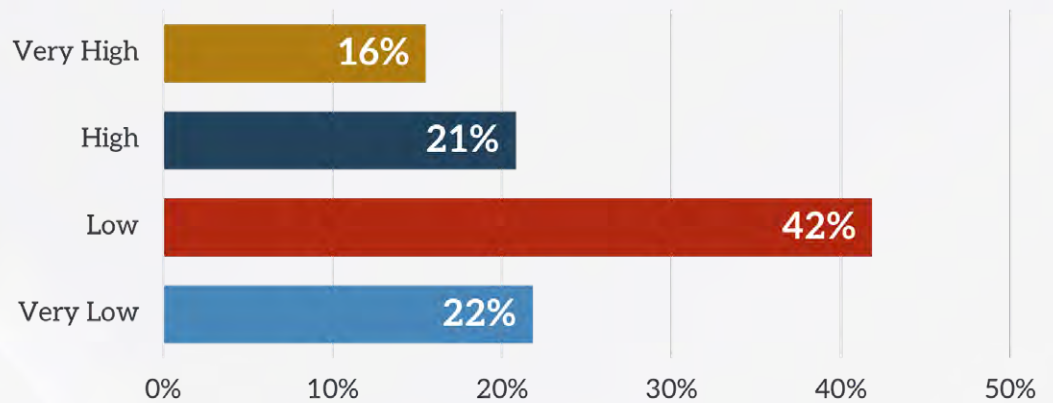


Total Years in Current Position (All Positions)

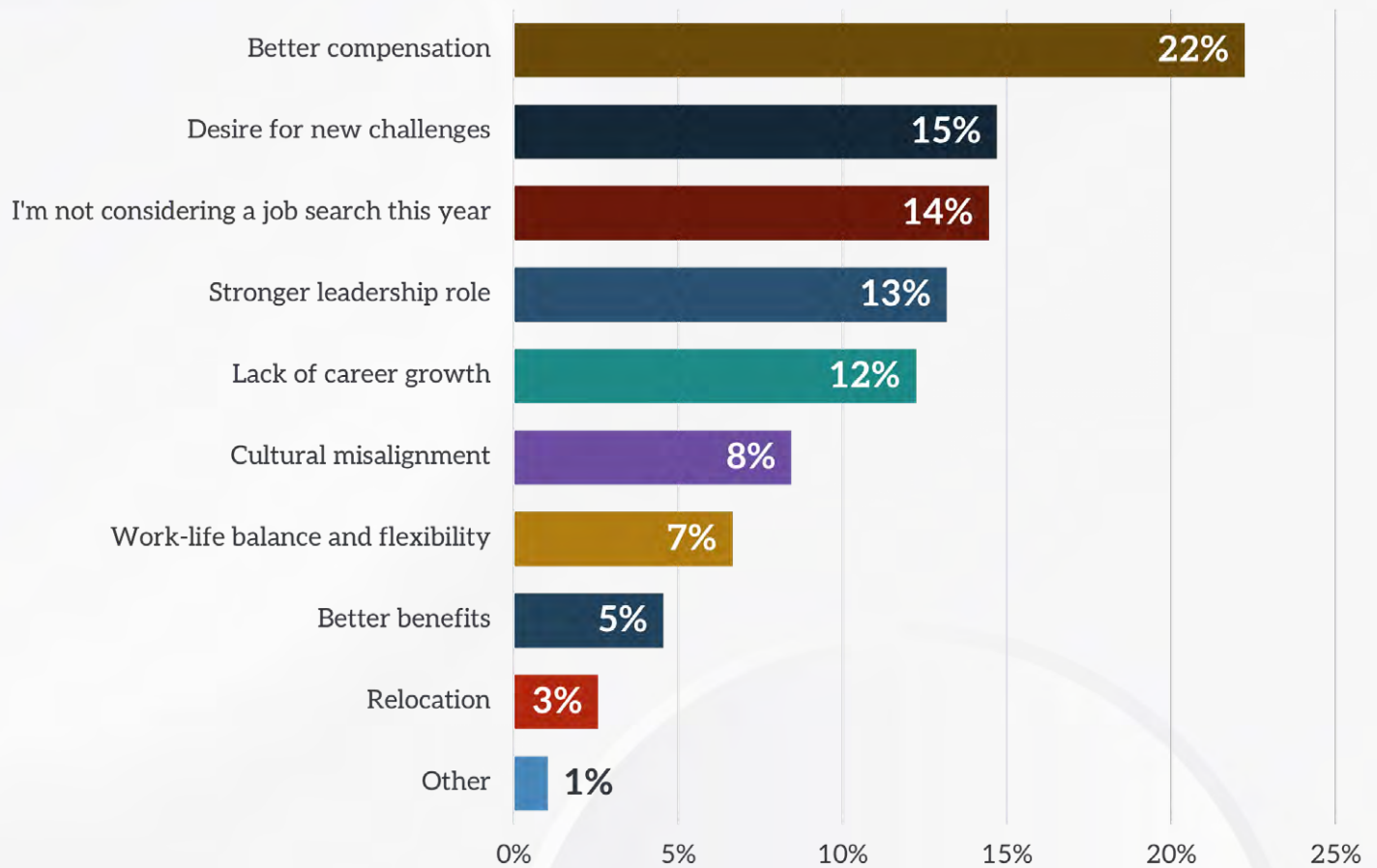


Collective Insights *continued*

Probability of New Job Search (All Positions)

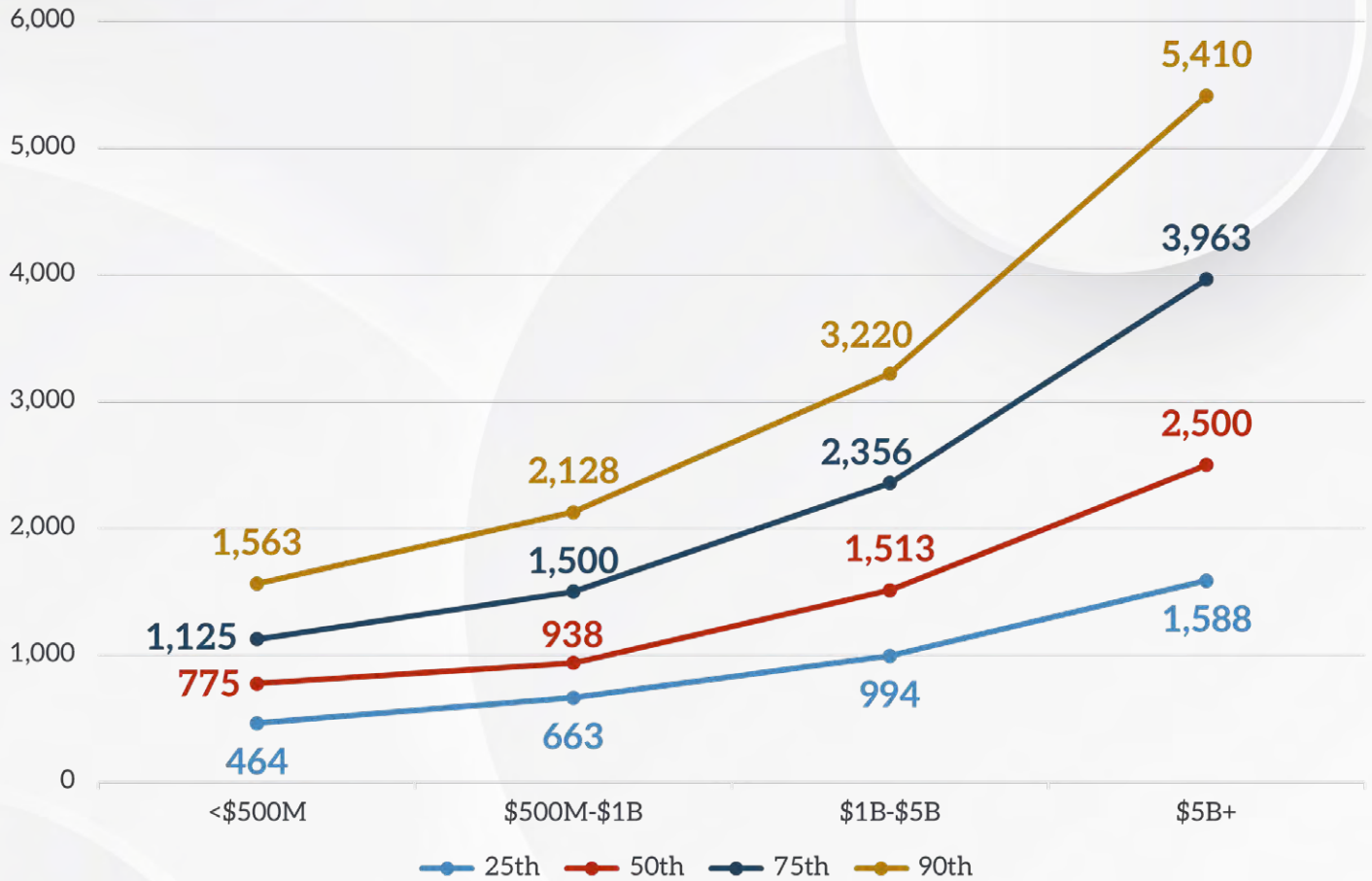


Job Search Motivation (All Positions)



COMPENSATION TRENDS: General Counsel

General Counsel at Public Companies by Revenue, Quartiles Total Compensation (USD, Thousands)

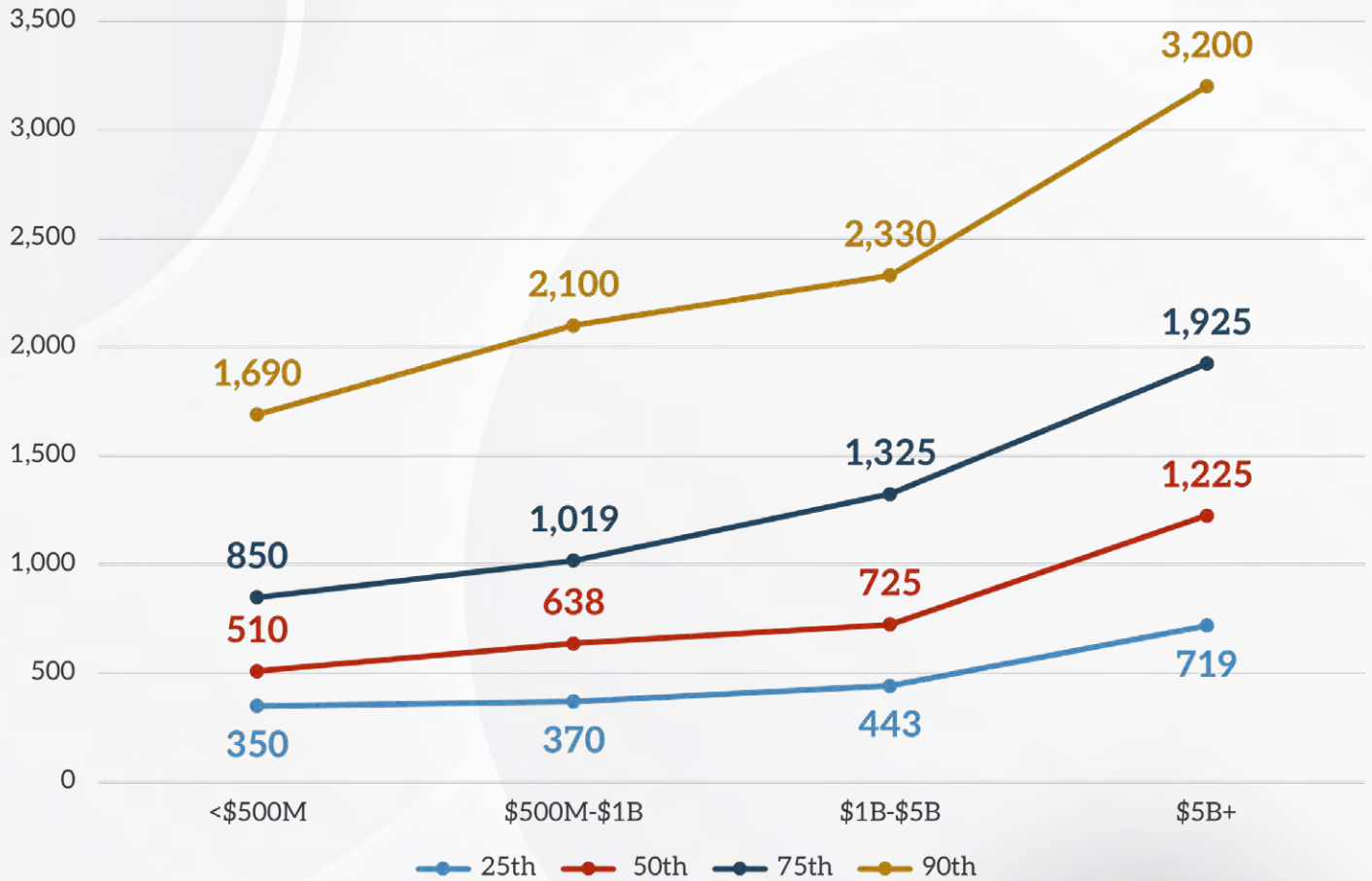


COMPENSATION BREAKDOWN FOR GENERAL COUNSEL AT PUBLIC COMPANIES (USD, THOUSANDS)

| Revenue | Base | | | | Bonus | | | | LTI | | | | Total Compensation | | | |
|-------------|------|------|------|------|-------|------|------|-------|------|-------|-------|-------|--------------------|-------|-------|-------|
| | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th |
| <\$500M | 270 | 350 | 400 | 450 | 75 | 150 | 200 | 278 | 119 | 275 | 525 | 835 | 464 | 775 | 1,125 | 1,563 |
| \$500M-\$1B | 350 | 400 | 450 | 500 | 125 | 188 | 275 | 378 | 188 | 350 | 775 | 1,250 | 663 | 938 | 1,500 | 2,128 |
| \$1B-\$5B | 375 | 450 | 500 | 570 | 219 | 313 | 481 | 650 | 400 | 750 | 1,375 | 2,000 | 994 | 1,513 | 2,356 | 3,220 |
| \$5B+ | 475 | 550 | 700 | 785 | 250 | 450 | 888 | 1,125 | 863 | 1,500 | 2,375 | 3,500 | 1,588 | 2,500 | 3,963 | 5,410 |

Compensation Trends: General Counsel *continued*

General Counsel at Private Companies by Revenue, Quartiles Total Compensation (USD, Thousands)

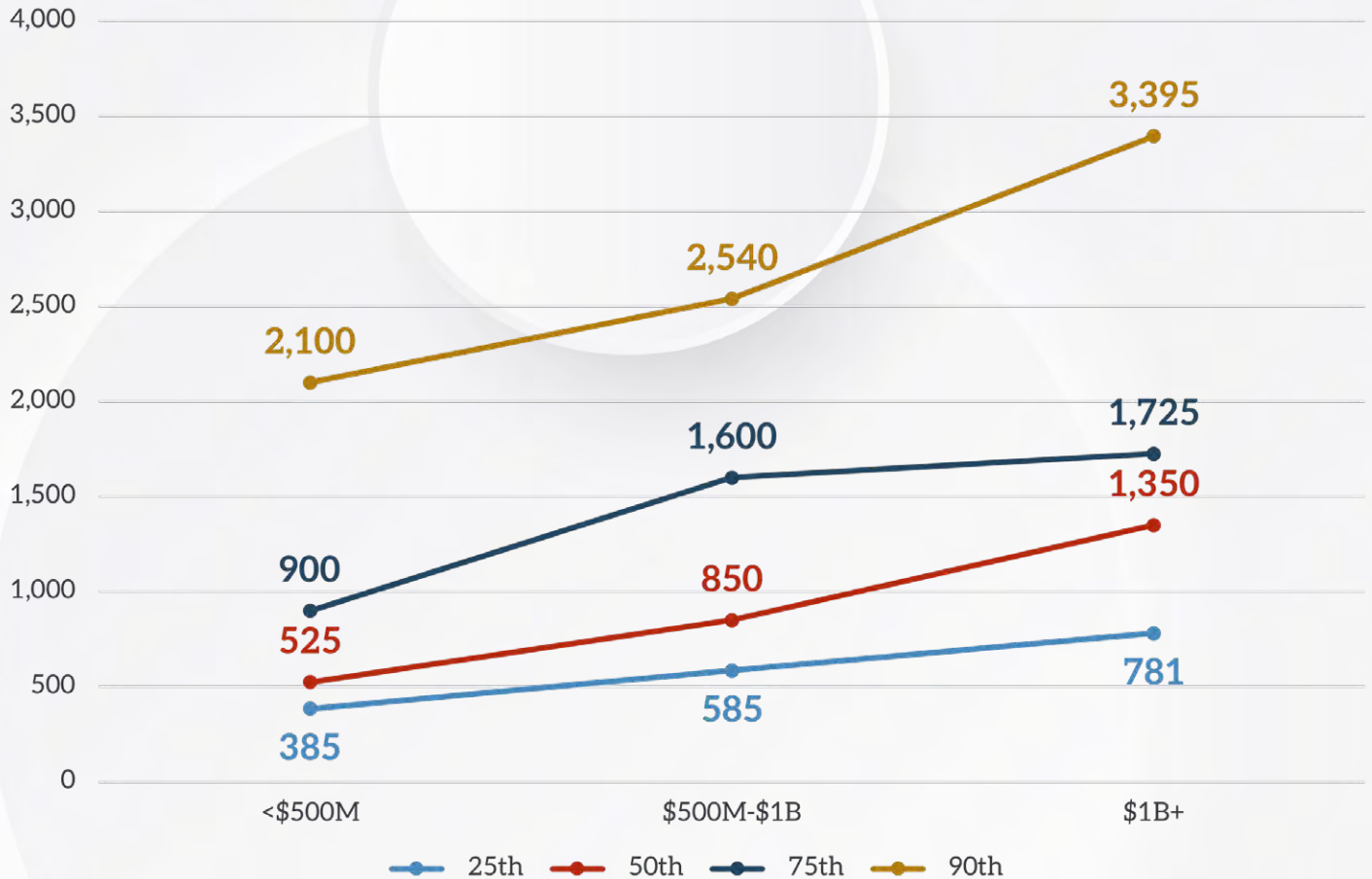


COMPENSATION BREAKDOWN FOR GENERAL COUNSEL AT PRIVATE COMPANIES (USD, THOUSANDS)

| Revenue | Base | | | | Bonus | | | | LTI | | | | Total Compensation | | | |
|-------------|------|------|------|------|-------|------|------|------|------|------|-------|-------|--------------------|-------|-------|-------|
| | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th |
| <\$500M | 250 | 300 | 350 | 450 | 50 | 85 | 175 | 450 | 50 | 125 | 325 | 790 | 350 | 510 | 850 | 1,690 |
| \$500M-\$1B | 270 | 350 | 400 | 475 | 50 | 100 | 200 | 275 | 50 | 188 | 419 | 1,350 | 370 | 638 | 1,019 | 2,100 |
| \$1B-\$5B | 280 | 325 | 425 | 475 | 75 | 150 | 250 | 355 | 88 | 250 | 650 | 1,500 | 443 | 725 | 1,325 | 2,330 |
| \$5B+ | 350 | 425 | 500 | 645 | 150 | 325 | 425 | 730 | 219 | 475 | 1,000 | 1,825 | 719 | 1,225 | 1,925 | 3,200 |

Compensation Trends: General Counsel *continued*

General Counsel at Portfolio Companies by Revenue, Quartiles Total Compensation (USD, Thousands)

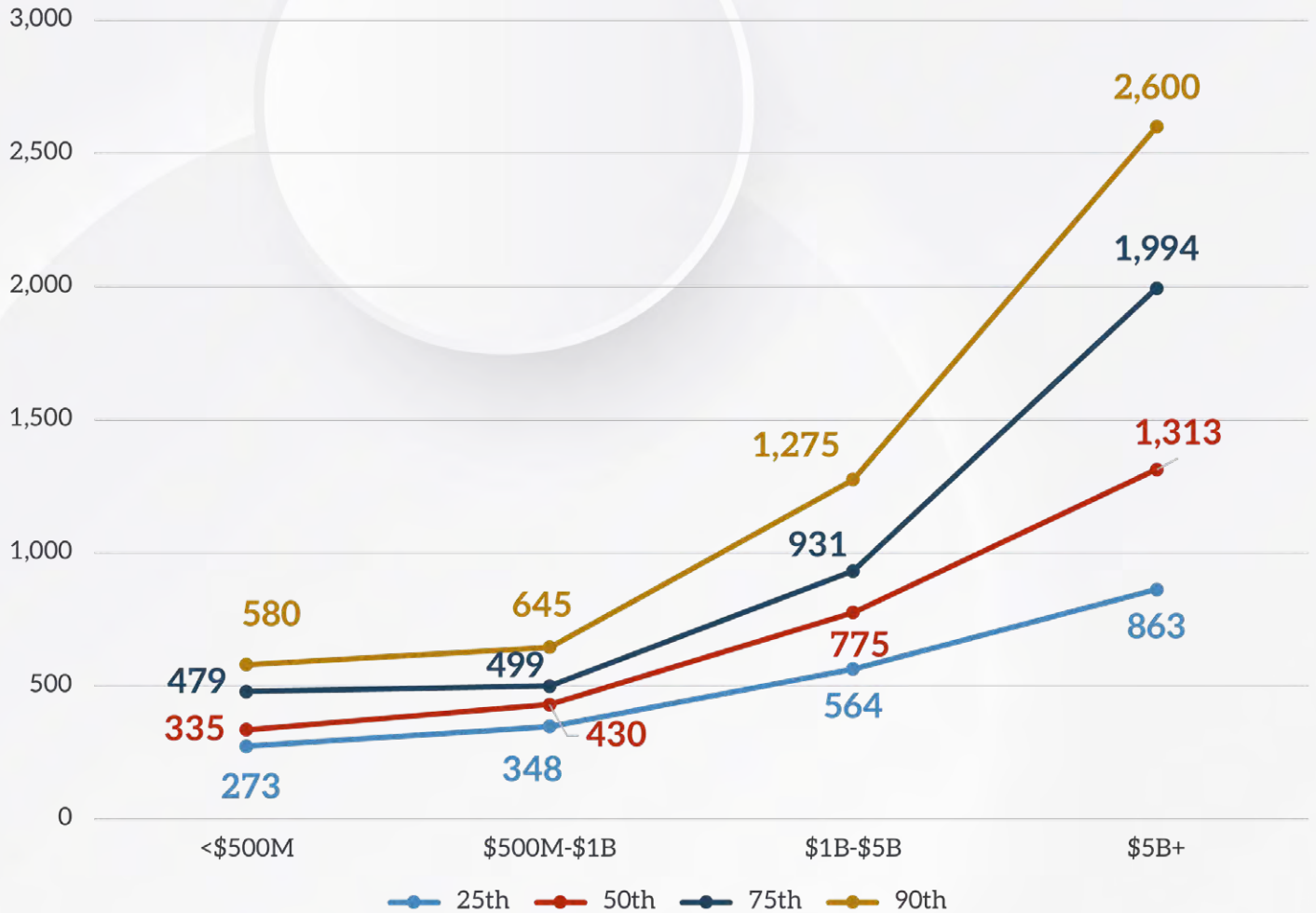


COMPENSATION BREAKDOWN FOR GENERAL COUNSEL AT PORTFOLIO COMPANIES (USD, THOUSANDS)

| Revenue | Base | | | | Bonus | | | | LTI | | | | Total Compensation | | | |
|-------------|------|------|------|------|-------|------|------|------|------|------|-------|-------|--------------------|-------|-------|-------|
| | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th |
| <\$500M | 260 | 300 | 325 | 400 | 50 | 75 | 125 | 200 | 75 | 150 | 450 | 1,500 | 385 | 525 | 900 | 2,100 |
| \$500M-\$1B | 300 | 350 | 400 | 440 | 85 | 150 | 200 | 300 | 200 | 350 | 1,000 | 1,800 | 585 | 850 | 1,600 | 2,540 |
| \$1B-\$5B | 375 | 400 | 450 | 500 | 125 | 200 | 275 | 395 | 281 | 750 | 1,000 | 2,500 | 781 | 1,350 | 1,725 | 3,395 |

Compensation Trends: General Counsel *continued*

General Counsel at Non-Profit Companies by Revenue, Quartiles Total Compensation (USD, Thousands)

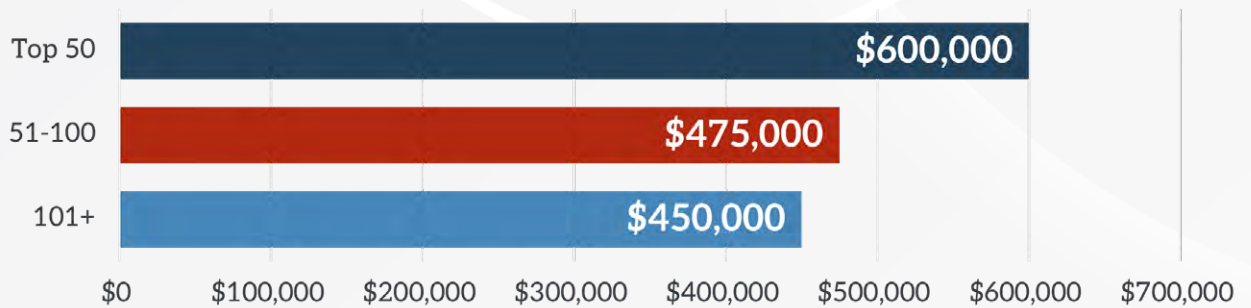


COMPENSATION BREAKDOWN FOR GENERAL COUNSEL AT NON-PROFIT COMPANIES (USD, THOUSANDS)

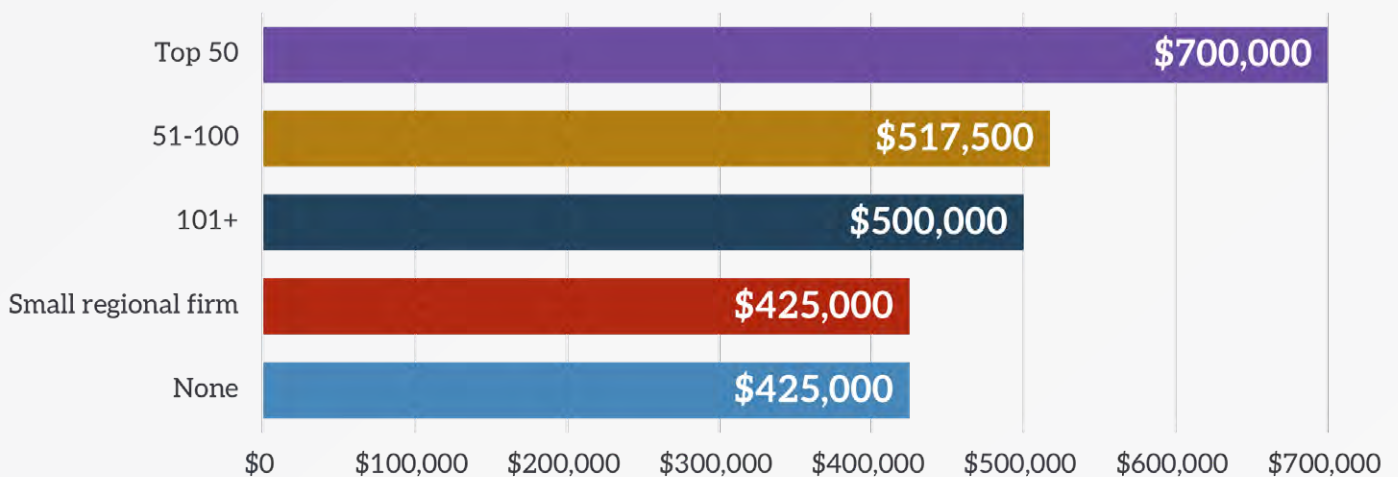
| Revenue | Base | | | | Bonus | | | | LTI | | | | Total Compensation | | | |
|-------------|------|------|------|------|-------|------|------|------|------|------|------|-------|--------------------|-------|-------|-------|
| | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th |
| <\$500M | 220 | 260 | 338 | 400 | 28 | 50 | 91 | 115 | 25 | 25 | 50 | 65 | 273 | 335 | 479 | 580 |
| \$500M-\$1B | 253 | 295 | 344 | 418 | 35 | 75 | 95 | 167 | 60 | 60 | 60 | 60 | 348 | 430 | 499 | 645 |
| \$1B-\$5B | 394 | 488 | 563 | 625 | 95 | 175 | 200 | 275 | 75 | 113 | 169 | 375 | 564 | 775 | 931 | 1,275 |
| \$5B+ | 375 | 538 | 681 | 725 | 100 | 100 | 350 | 740 | 388 | 675 | 963 | 1,135 | 863 | 1,313 | 1,994 | 2,600 |

Compensation Trends: General Counsel *continued*

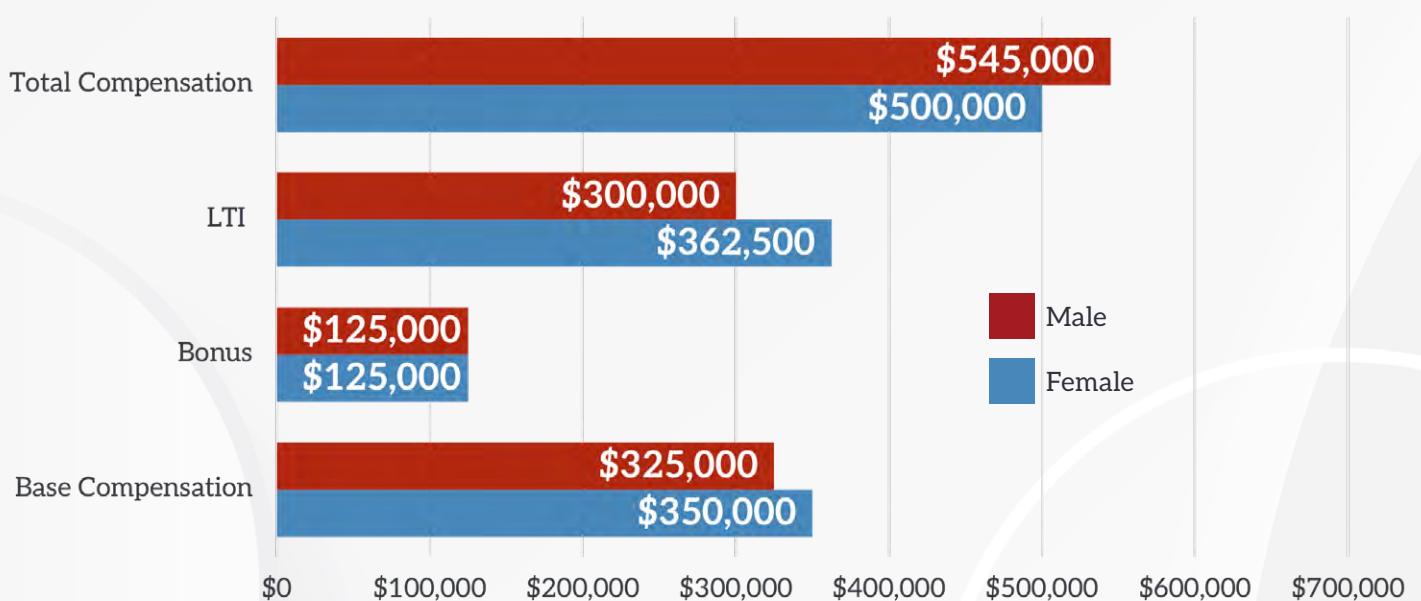
General Counsel Median Compensation by Education



General Counsel Median Compensation by Law Firm Experience

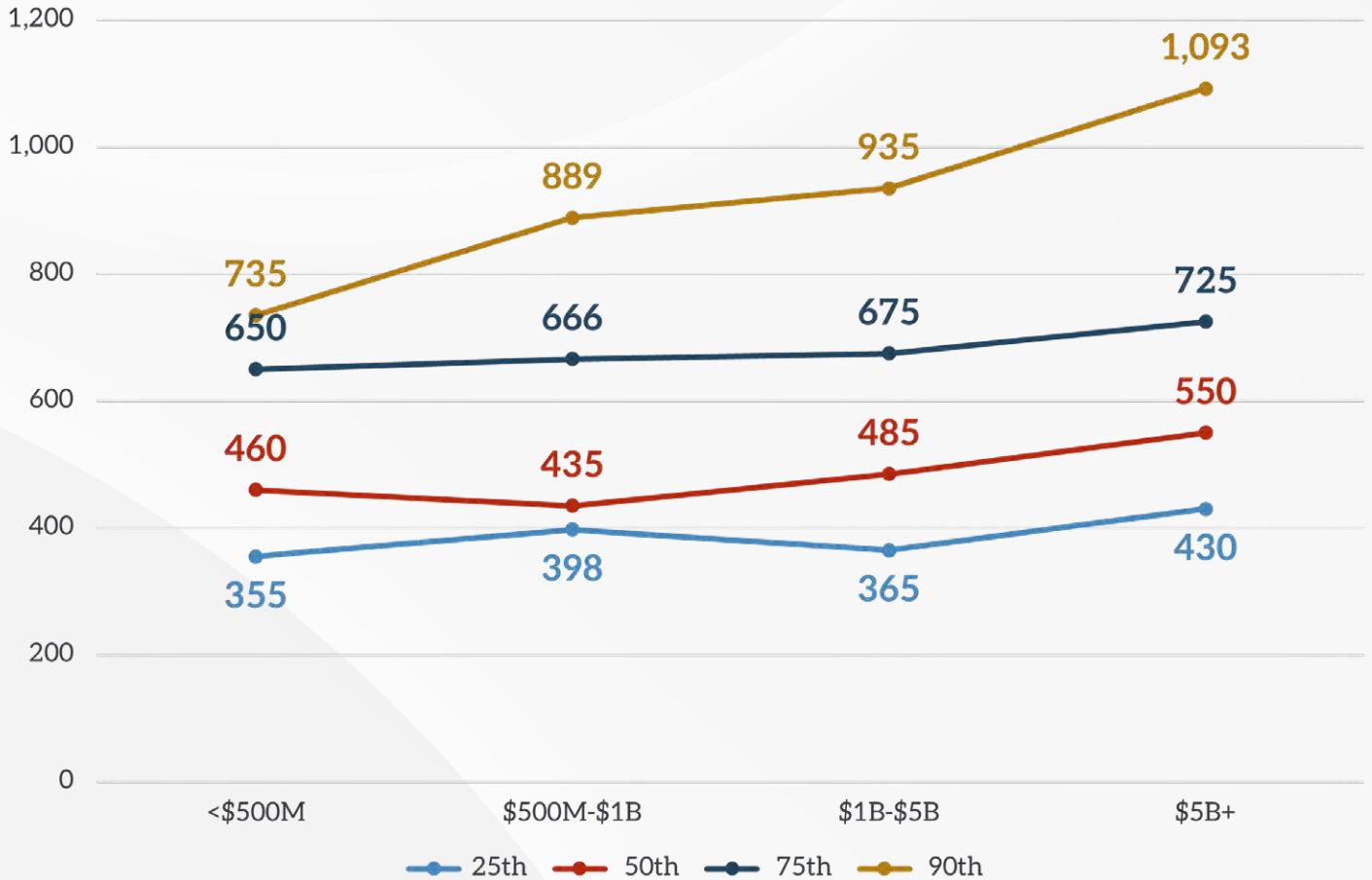


General Counsel Median Compensation Breakdown by Gender



COMPENSATION TRENDS: Managing Counsel

Managing Counsel at Public Companies by Revenue, Quartiles Total Compensation (USD, Thousands)

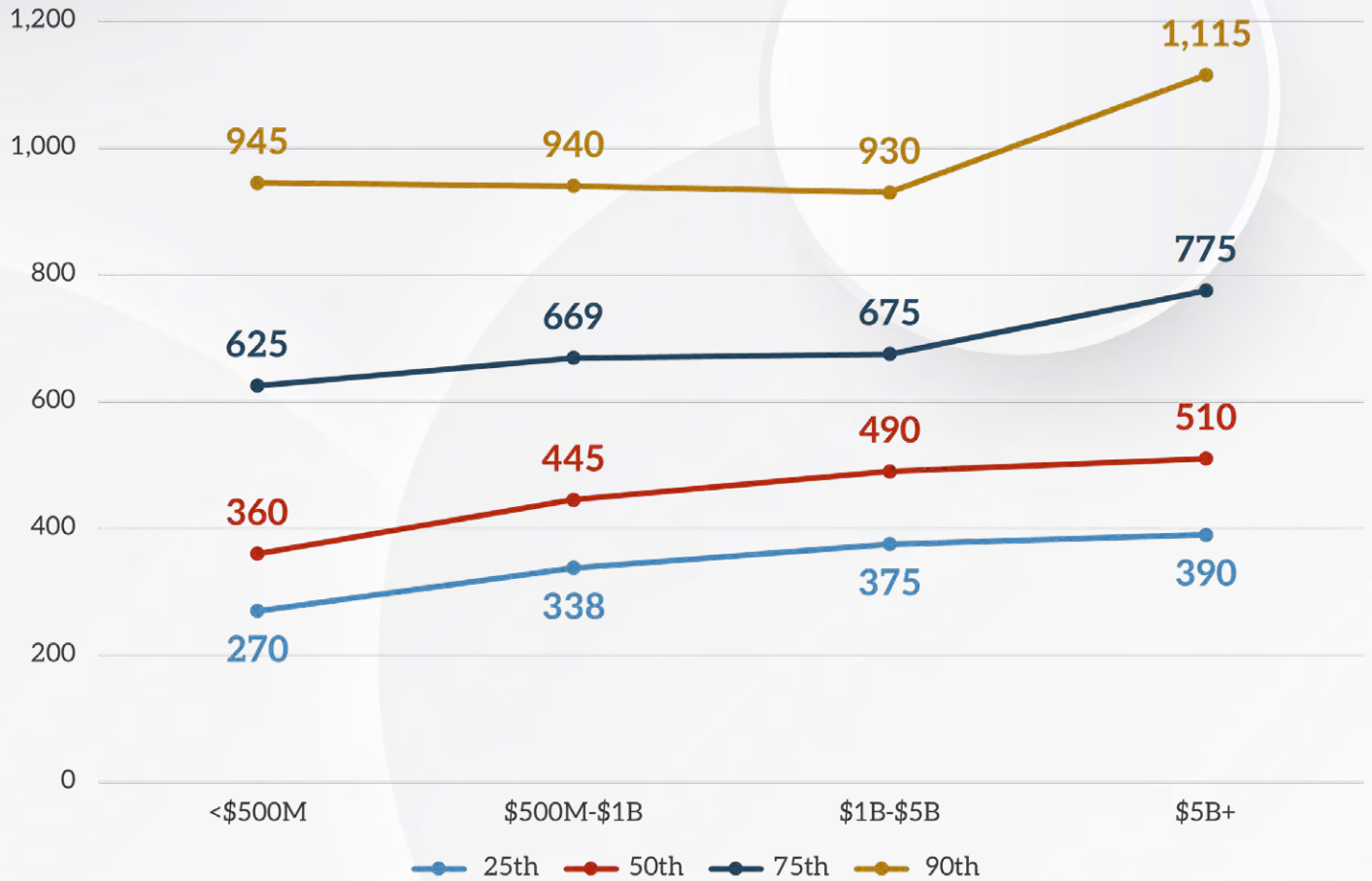


COMPENSATION BREAKDOWN FOR MANAGING COUNSEL AT PUBLIC COMPANIES (USD, THOUSANDS)

| Revenue | Base | | | | Bonus | | | | LTI | | | | Total Compensation | | | |
|-------------|------|------|------|------|-------|------|------|------|------|------|------|------|--------------------|------|------|-------|
| | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th |
| <\$500M | 238 | 285 | 325 | 325 | 50 | 75 | 125 | 125 | 60 | 75 | 200 | 250 | 348 | 435 | 650 | 700 |
| \$500M-\$1B | 250 | 260 | 316 | 348 | 60 | 75 | 125 | 154 | 88 | 100 | 225 | 388 | 398 | 435 | 666 | 889 |
| \$1B-\$5B | 250 | 300 | 350 | 375 | 65 | 85 | 125 | 200 | 50 | 100 | 200 | 360 | 365 | 485 | 675 | 935 |
| \$5B+ | 270 | 300 | 350 | 425 | 85 | 125 | 175 | 300 | 75 | 125 | 200 | 368 | 430 | 550 | 725 | 1,093 |

Compensation Trends: Managing Counsel *continued*

Managing Counsel at Private Companies by Revenue, Quartiles Total Compensation (USD, Thousands)

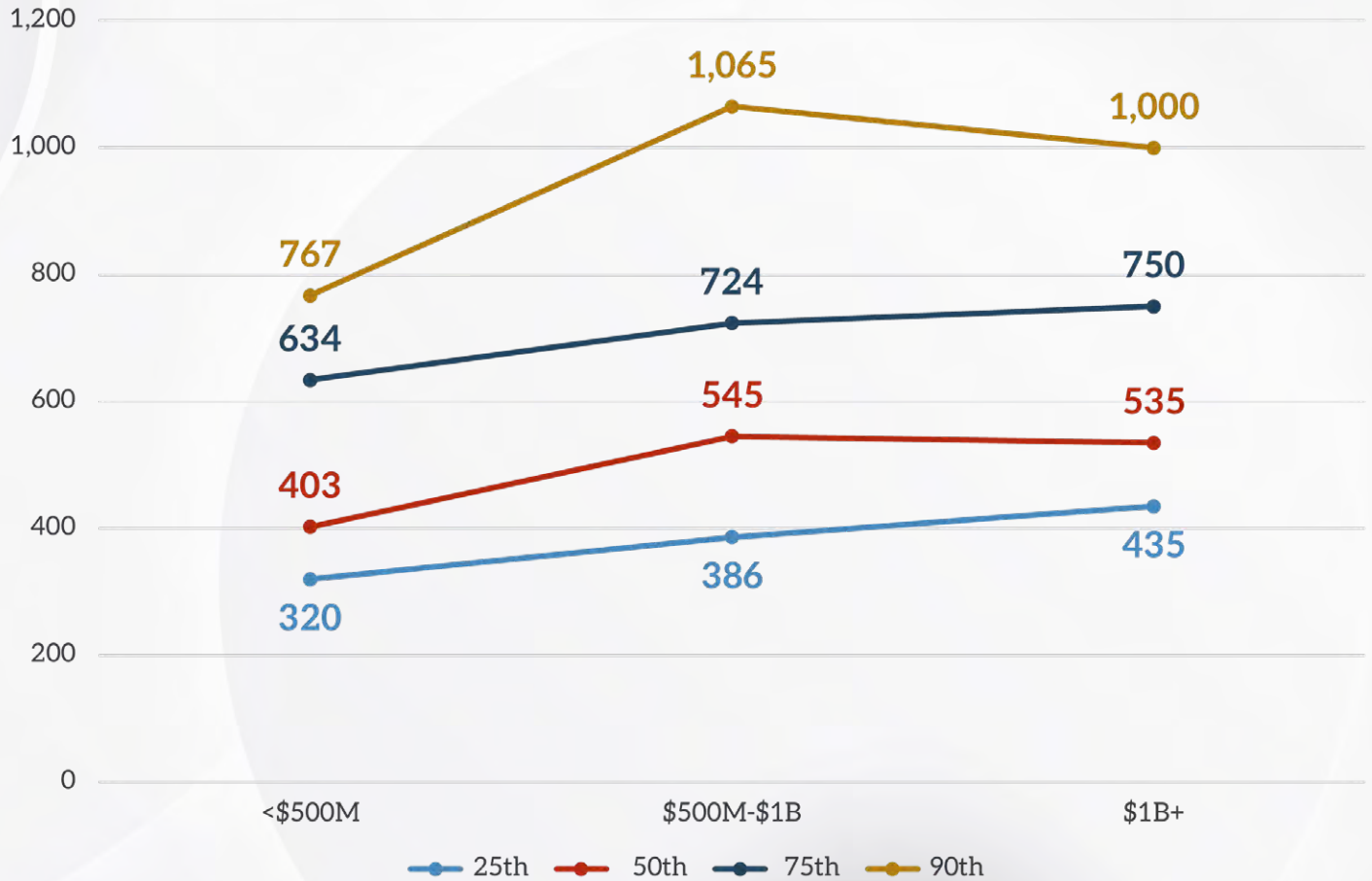


COMPENSATION BREAKDOWN FOR MANAGING COUNSEL AT PRIVATE COMPANIES (USD, THOUSANDS)

| Revenue | Base | | | | Bonus | | | | LTI | | | | Total Compensation | | | |
|-------------|------|------|------|------|-------|------|------|------|------|------|------|------|--------------------|------|------|-------|
| | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th |
| <\$500M | 220 | 260 | 300 | 355 | 25 | 50 | 125 | 220 | 25 | 50 | 200 | 370 | 270 | 360 | 625 | 945 |
| \$500M-\$1B | 225 | 270 | 325 | 380 | 50 | 75 | 131 | 200 | 63 | 100 | 213 | 360 | 338 | 445 | 669 | 940 |
| \$1B-\$5B | 250 | 290 | 325 | 375 | 50 | 100 | 150 | 175 | 75 | 100 | 200 | 380 | 375 | 490 | 675 | 930 |
| \$5B+ | 240 | 285 | 325 | 400 | 75 | 100 | 175 | 300 | 75 | 125 | 275 | 415 | 390 | 510 | 775 | 1,115 |

Compensation Trends: Managing Counsel *continued*

Managing Counsel at Portfolio Companies by Revenue, Quartiles Total Compensation (USD, Thousands)



COMPENSATION BREAKDOWN FOR MANAGING COUNSEL AT PORTFOLIO COMPANIES (USD, THOUSANDS)

| Revenue | Base | | | | Bonus | | | | LTI | | | | Total Compensation | | | |
|-------------|------|------|------|------|-------|------|------|------|------|------|------|------|--------------------|------|------|-------|
| | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th |
| <\$500M | 220 | 260 | 280 | 305 | 25 | 43 | 54 | 72 | 75 | 100 | 300 | 390 | 320 | 403 | 634 | 767 |
| \$500M-\$1B | 230 | 270 | 290 | 300 | 50 | 75 | 96 | 125 | 106 | 200 | 338 | 640 | 386 | 545 | 724 | 1,065 |
| \$1B-\$5B | 260 | 300 | 325 | 375 | 75 | 85 | 125 | 125 | 100 | 150 | 300 | 500 | 435 | 535 | 750 | 1,000 |

Compensation Trends: Managing Counsel *continued*

Managing Counsel at Non-Profit Companies by Revenue, Median Total Compensation (USD, Thousands)

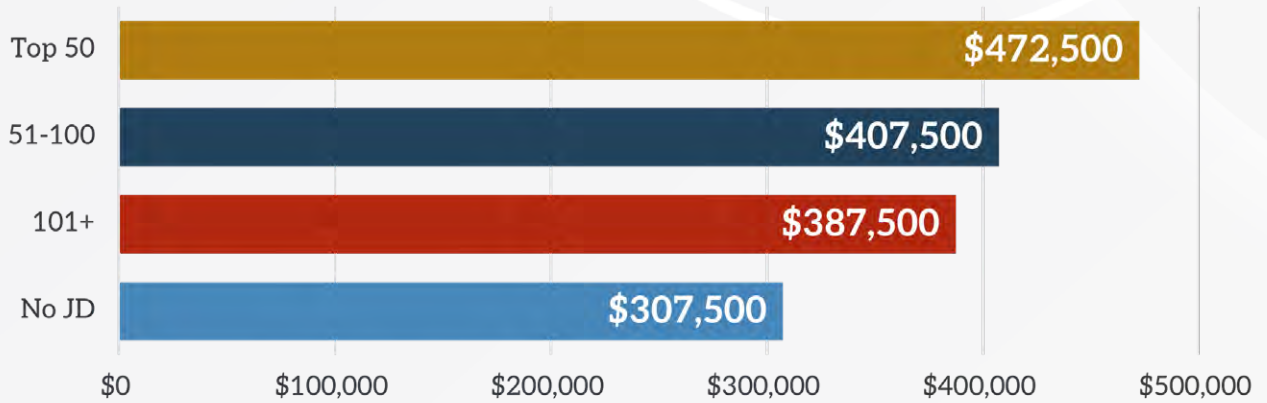


COMPENSATION BREAKDOWN FOR MANAGING COUNSEL AT NON-PROFIT COMPANIES (USD, THOUSANDS)

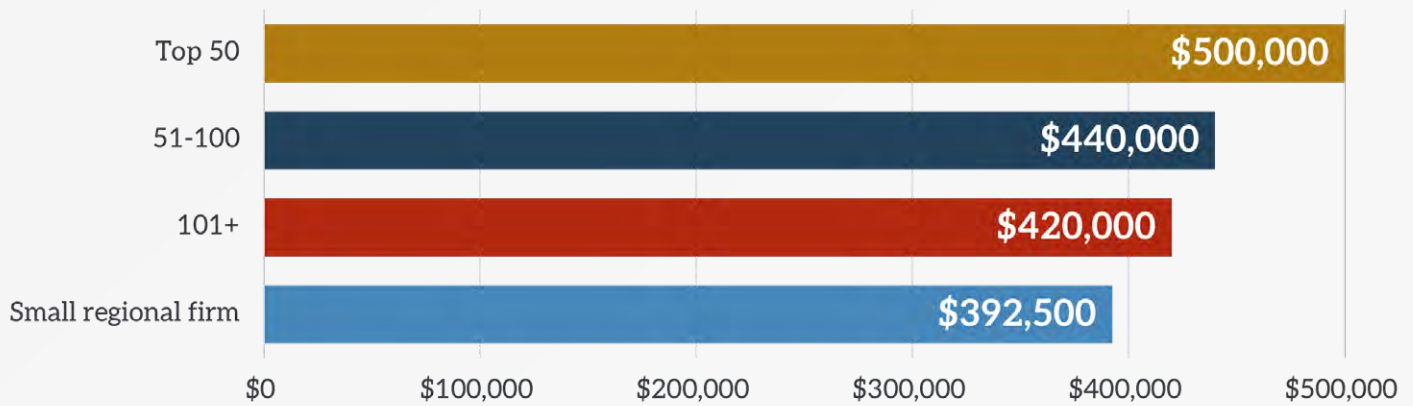
| Revenue | Base | Bonus | LTI | Total Compensation |
|-------------|-----------|----------|-----------|--------------------|
| <\$500M | \$230,000 | \$37,500 | \$- | \$267,500 |
| \$500M-\$1B | \$245,000 | \$62,500 | \$- | \$307,500 |
| \$1B-\$5B | \$300,000 | \$35,000 | \$- | \$335,000 |
| \$5B+ | \$300,000 | \$85,000 | \$100,000 | \$485,000 |

Compensation Trends: Managing Counsel *continued*

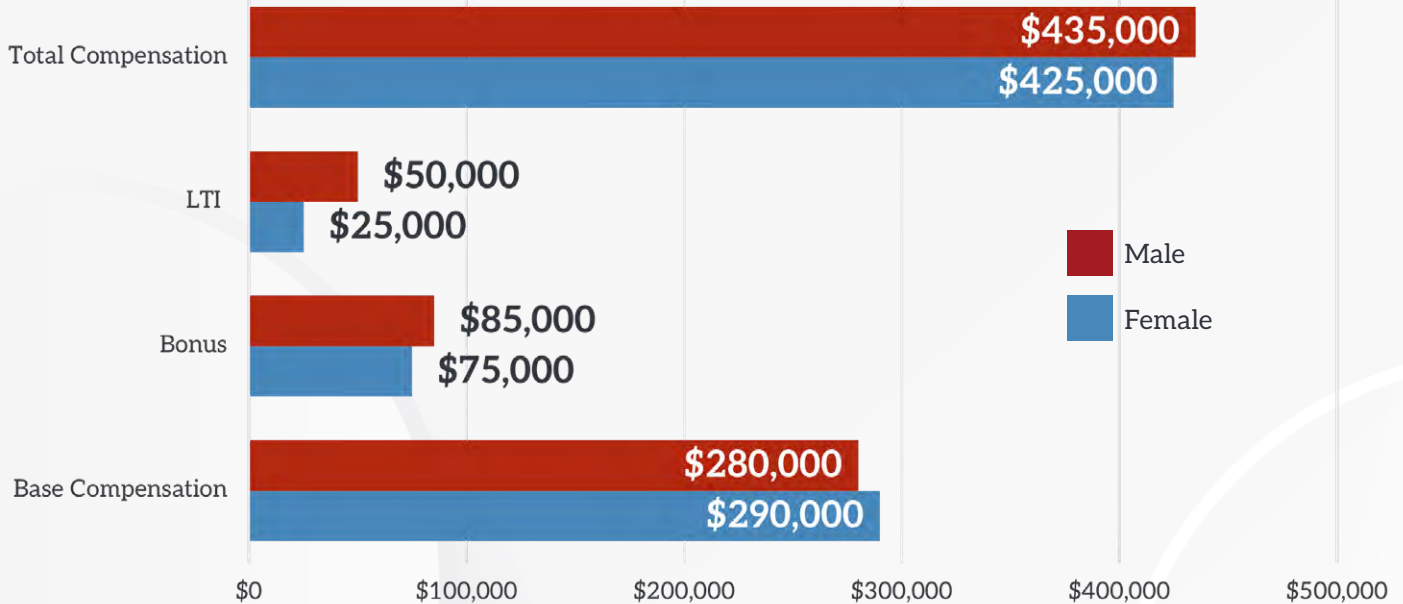
Managing Counsel Median Compensation by Education



Managing Counsel Median Compensation by Law Firm Experience

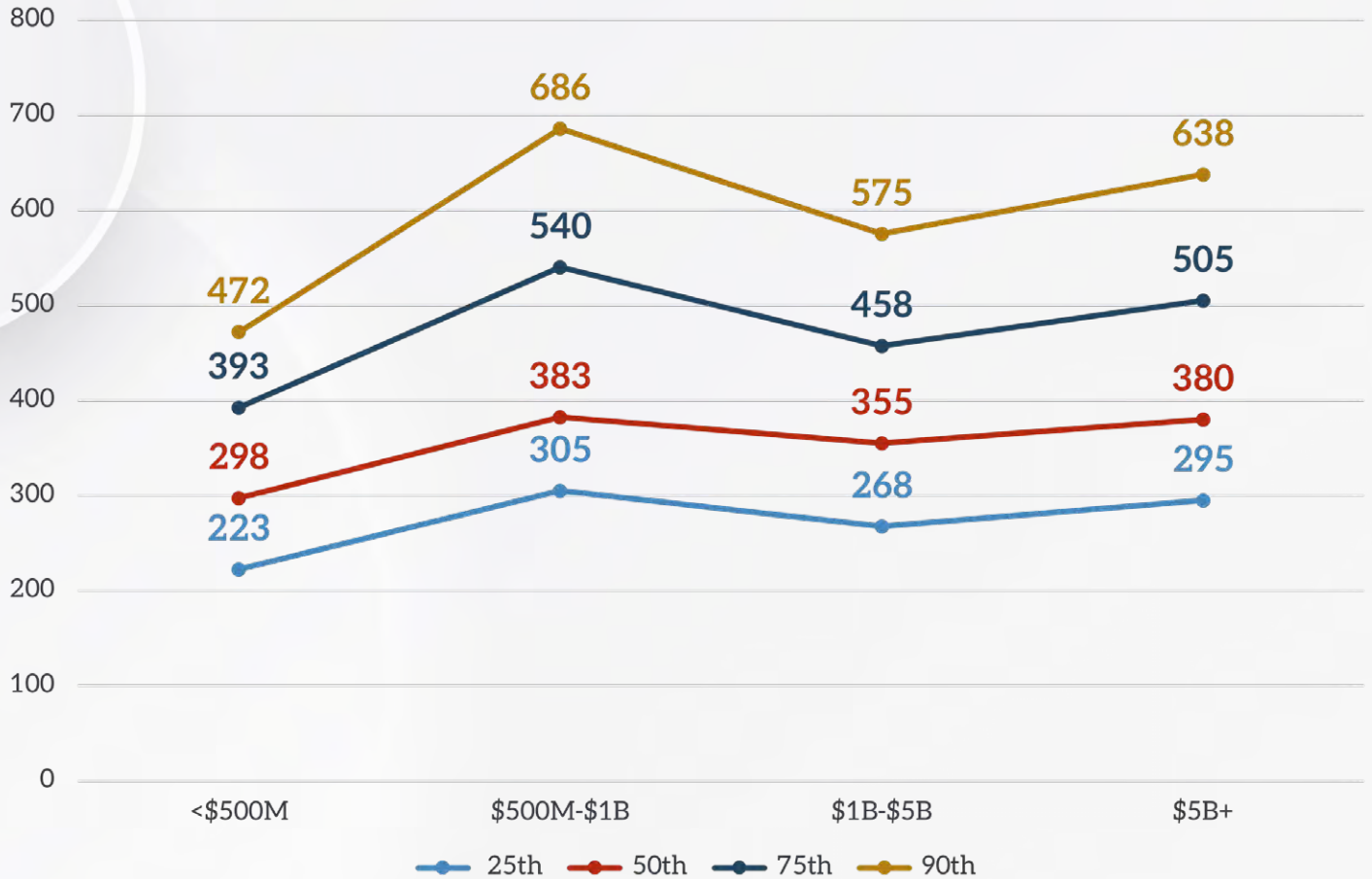


Managing Counsel Median Compensation Breakdown by Gender



COMPENSATION TRENDS: Senior Counsel

Senior Counsel at Public Companies by Revenue, Quartiles Total Compensation (USD, Thousands)

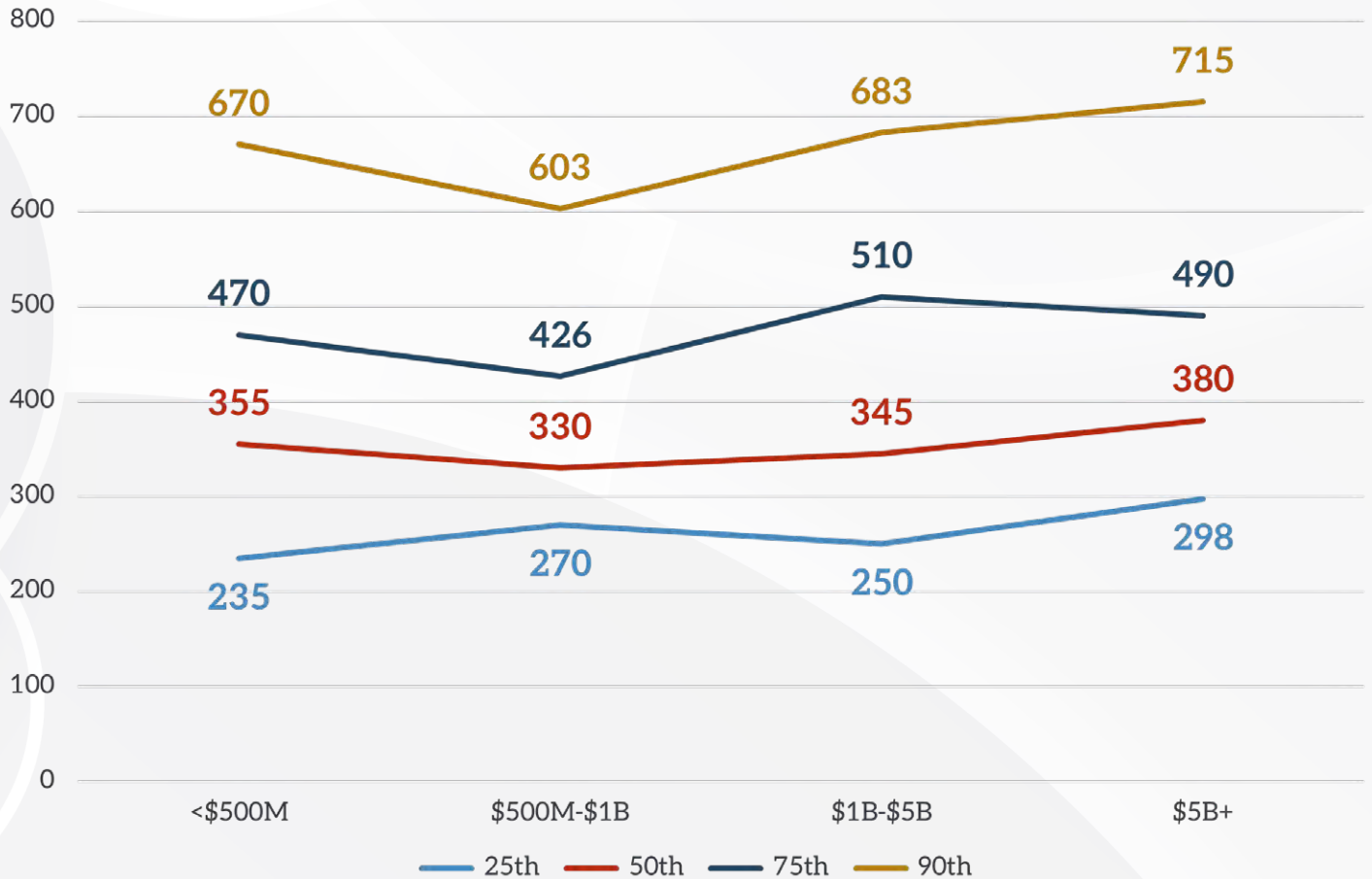


COMPENSATION BREAKDOWN FOR SENIOR COUNSEL AT PUBLIC COMPANIES (USD, THOUSANDS)

| Revenue | Base | | | | Bonus | | | | LTI | | | | Total Compensation | | | |
|-------------|------|------|------|------|-------|------|------|------|------|------|------|------|--------------------|------|------|------|
| | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th |
| <\$500M | 188 | 205 | 243 | 255 | 10 | 43 | 50 | 67 | 25 | 50 | 100 | 150 | 223 | 298 | 393 | 472 |
| \$500M-\$1B | 220 | 250 | 290 | 325 | 35 | 58 | 75 | 99 | 50 | 75 | 175 | 263 | 305 | 383 | 540 | 686 |
| \$1B-\$5B | 208 | 240 | 273 | 300 | 35 | 65 | 85 | 125 | 25 | 50 | 100 | 150 | 268 | 355 | 458 | 575 |
| \$5B+ | 210 | 240 | 280 | 300 | 35 | 65 | 100 | 138 | 50 | 75 | 125 | 200 | 295 | 380 | 505 | 638 |

Compensation Trends: Senior Counsel *continued*

Senior Counsel at Private Companies by Revenue, Quartiles Total Compensation (USD, Thousands)

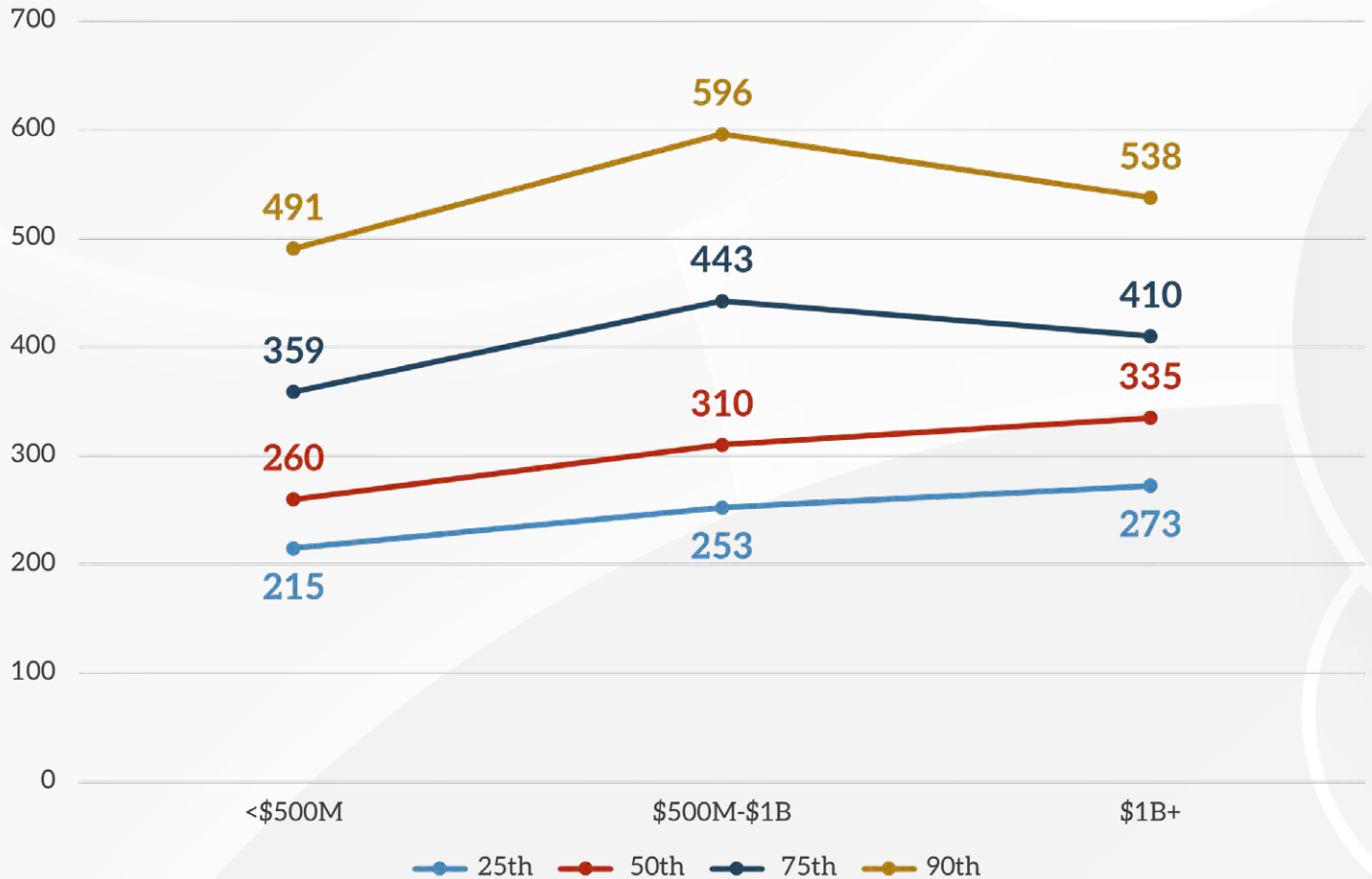


COMPENSATION BREAKDOWN FOR SENIOR COUNSEL AT PRIVATE COMPANIES (USD, THOUSANDS)

| Revenue | Base | | | | Bonus | | | | LTI | | | | Total Compensation | | | |
|-------------|------|------|------|------|-------|------|------|------|------|------|------|------|--------------------|------|------|------|
| | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th |
| <\$500M | 185 | 230 | 270 | 300 | 25 | 50 | 100 | 195 | 25 | 75 | 100 | 175 | 235 | 355 | 470 | 670 |
| \$500M-\$1B | 210 | 230 | 260 | 290 | 35 | 50 | 85 | 210 | 25 | 50 | 81 | 103 | 270 | 330 | 426 | 603 |
| \$1B-\$5B | 190 | 230 | 260 | 300 | 35 | 65 | 100 | 153 | 25 | 50 | 150 | 230 | 250 | 345 | 510 | 683 |
| \$5B+ | 213 | 240 | 290 | 325 | 35 | 65 | 100 | 175 | 50 | 75 | 100 | 215 | 298 | 380 | 490 | 715 |

Compensation Trends: Senior Counsel *continued*

Senior Counsel at Portfolio Companies by Revenue, Quartiles Total Compensation (USD, Thousands)

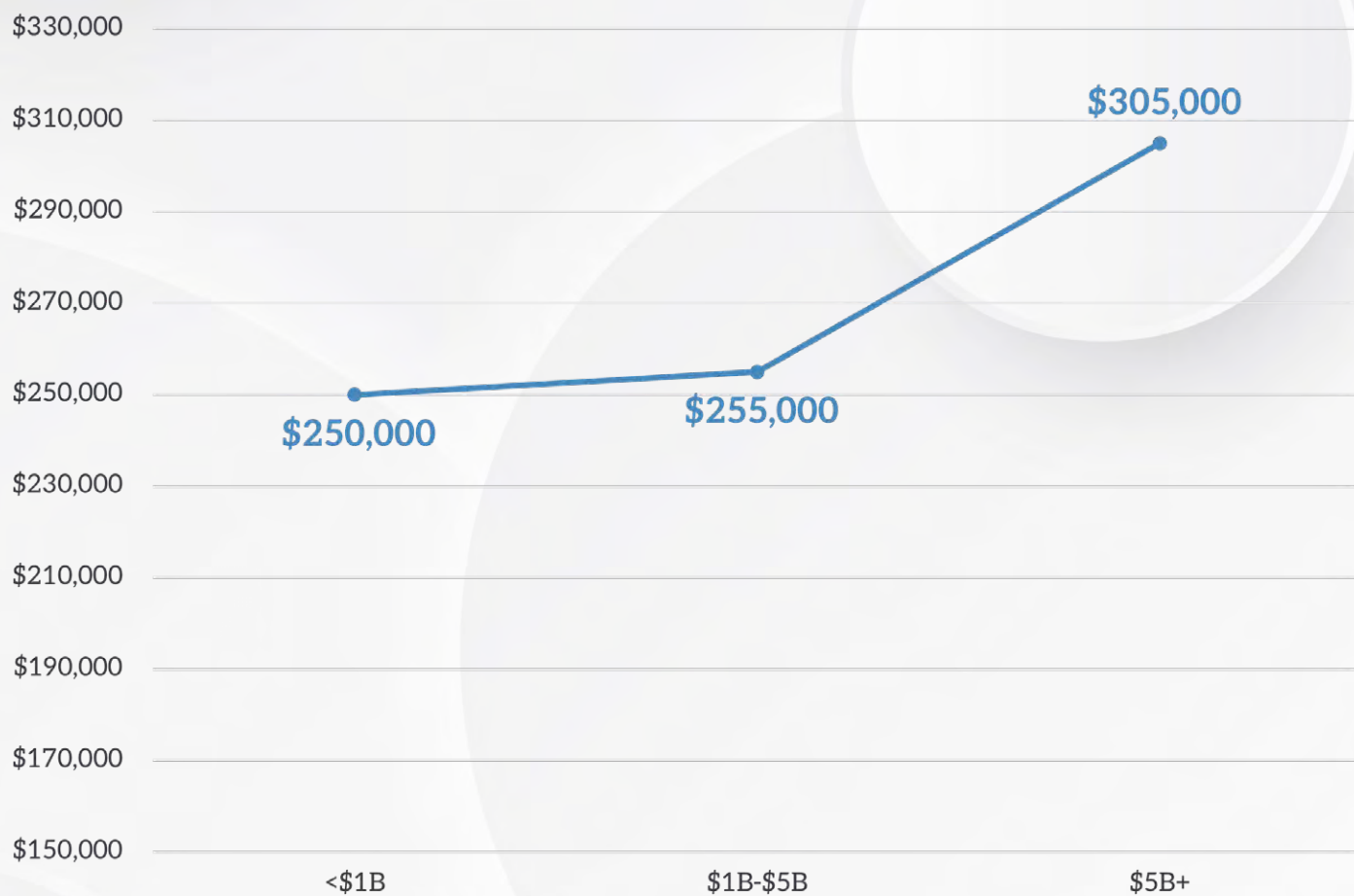


COMPENSATION BREAKDOWN FOR SENIOR COUNSEL AT PORTFOLIO COMPANIES (USD, THOUSANDS)

| Revenue | Base | | | | Bonus | | | | LTI | | | | Total Compensation | | | |
|-------------|------|------|------|------|-------|------|------|------|------|------|------|------|--------------------|------|------|------|
| | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th | 25th | 50th | 75th | 90th |
| <\$500M | 180 | 200 | 240 | 250 | 10 | 35 | 50 | 73 | 25 | 25 | 69 | 168 | 215 | 260 | 359 | 491 |
| \$500M-\$1B | 200 | 235 | 268 | 286 | 28 | 50 | 50 | 50 | 25 | 25 | 125 | 260 | 253 | 310 | 443 | 596 |
| \$1B-\$5B | 213 | 235 | 258 | 290 | 35 | 50 | 65 | 85 | 25 | 50 | 88 | 163 | 273 | 335 | 410 | 538 |

Compensation Trends: Senior Counsel *continued*

Senior Counsel at Non-Profit Companies by Revenue, Median Total Compensation (USD, Thousands)

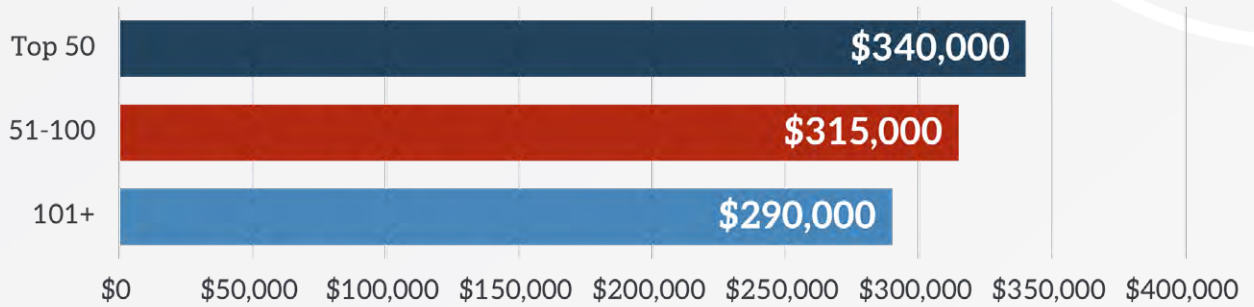


COMPENSATION BREAKDOWN FOR SENIOR COUNSEL AT NON-PROFIT COMPANIES (USD, THOUSANDS)

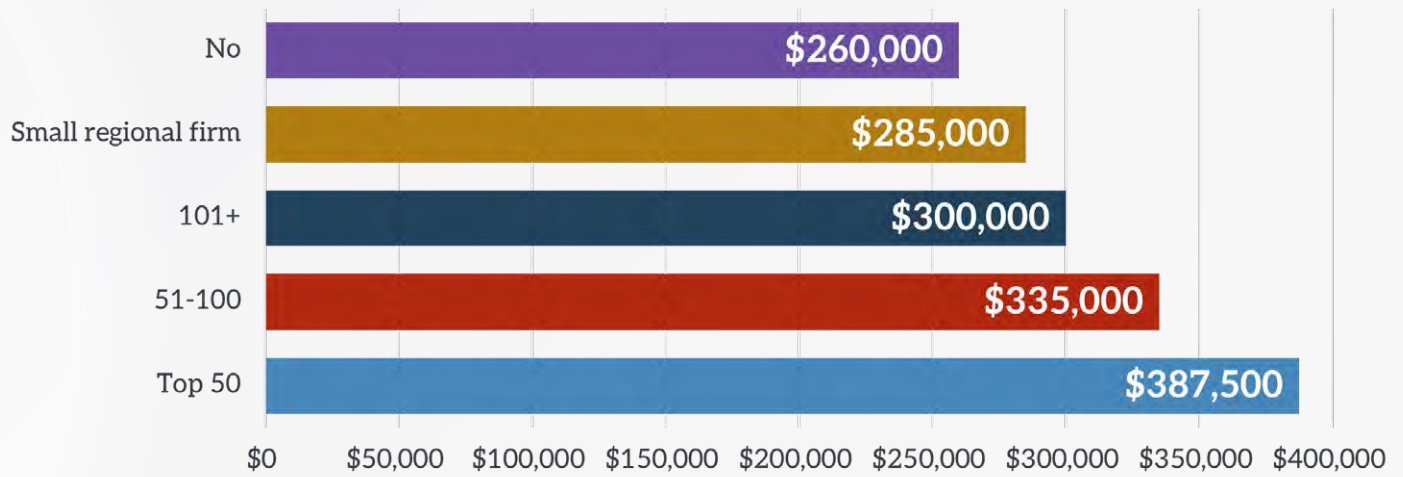
| Revenue | Base | Bonus | LTI | Total Compensation |
|-----------|-----------|----------|----------|--------------------|
| <\$1B | \$220,000 | \$30,000 | \$- | \$250,000 |
| \$1B-\$5B | \$230,000 | \$25,000 | \$13,000 | \$255,000 |
| \$5B+ | \$230,000 | \$50,000 | \$25,000 | \$305,000 |

Compensation Trends: Senior Counsel *continued*

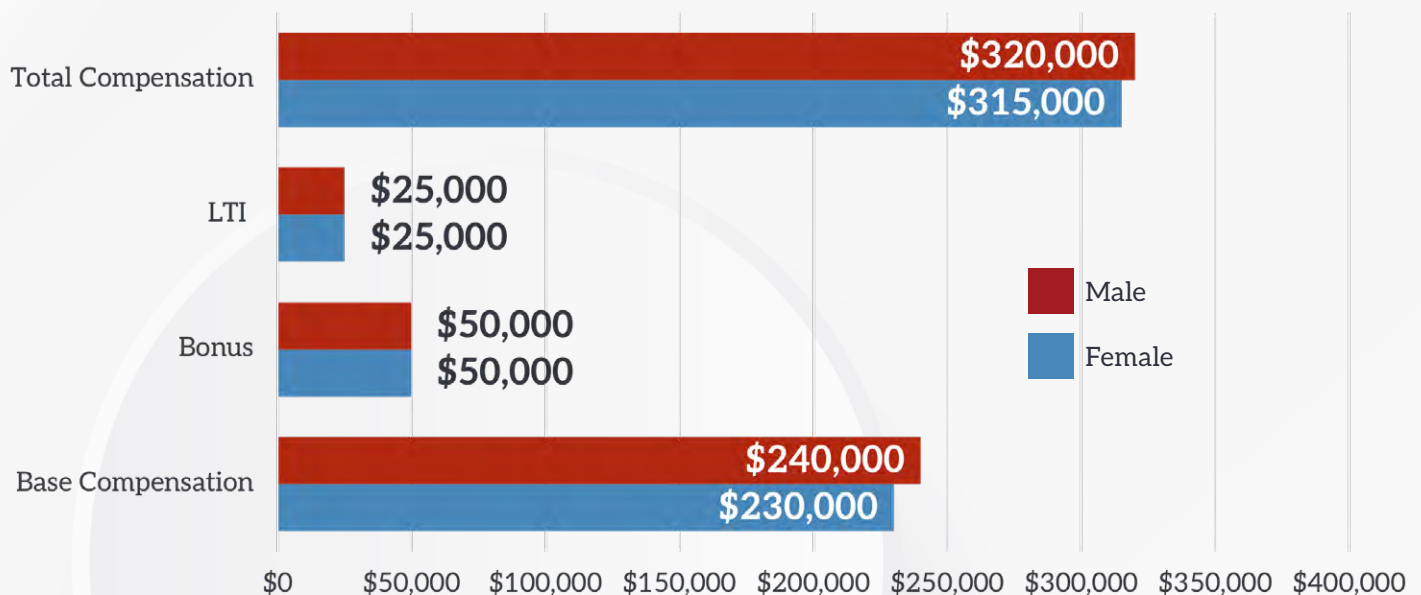
Senior Counsel Median Compensation by Education



Senior Counsel Median Compensation by Law Firm Experience



Senior Counsel Median Compensation Breakdown by Gender



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