The remuneration of company lawyers in Belgium

2026 survey results

IBJ IJE
INSTITUUT VOOR BEDRIJFSJURISTEN
INSTITUT DES JURISTES D'ENTREPRISE

In collaboration with

VLERICK BUSINESS SCHOOL

Vialegis Elevating legal careers, empowering business

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Introduction

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Introduction

Regularly taking the pulse of the profession is essential, particularly when it comes to remuneration and satisfaction at work. This is all the more important as the role of company lawyers and the environment in which they operate continue to evolve rapidly.

Building on the 2023 edition, the Institute of Company Lawyers (IBJ-IJE), Vlerick Business School and Vialegis have once again joined forces to examine how company lawyers in Belgium are rewarded today.

The survey looks beyond fixed and variable pay. It also covers benefits, mobility and flexible rewards, as well as how company lawyers experience and understand their total rewards package. New areas of focus in this edition include financial and reward literacy and the use and impact of AI in the profession. For the first time, the survey also provides insights into legal professionals working in-house on a self-employed basis.

The online survey ran from 29 May to 30 June 2026. No fewer than 663 valid responses were included in the analysis, around 20% more than in 2023. We sincerely thank everyone who took the time to participate.

In addition to this report, an interactive online benchmark tool is available on the IBJ-IJE website, allowing company lawyers to explore the results in greater detail.

This new edition is the result of a rewarding collaboration between IBJ-IJE, Vlerick Business School and Vialegis. We hope that the report and the online tool will provide valuable insights and help company lawyers better understand their remuneration and professional situation.

Julie Dutordoir
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Institute of Company Lawyers (IBJ-IJE)

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Vlerick Business School

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Executive summary

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Key takeaways

Pay and benefits

- **Remuneration varies significantly across roles and organisations.** Seniority, job level and organisational context (rather than factors such as sector) are important factors in salary and variable pay differences
- **Traditional benefits are the baseline, not the differentiator.** Over 90% receive hospitalisation insurance, meal vouchers and a pension plan
- **Flexibility is a key part of total rewards.** 98% can work remotely, the median is 32 days of leave and 48% have flexible pay
- **No gender pay gap.** No statistically significant gender pay gap was identified among company lawyers based on the regression analysis.

Satisfaction and financial literacy:

- Satisfaction with rewards is good, but confidence in future pay is lower
- The package is better known than understood: communication is the weakest link
- Younger employees and solo legal counsels are particularly vulnerable to lower reward satisfaction
- Financial security is far from universal; long-term illness is the largest knowledge gap
- Lawyers want financial protection and clarity, not personal financial coaching

AI in the legal profession

- Company lawyers see AI as an opportunity
- AI is part of everyday work and its productivity benefits are accepted
- Organisations have accepted AI
- Adoption is broad, but legal-specific tools are not yet widespread

Total rewards summary

Function	Experience *Median value*	Fixed monthly gross salary Median value	End of year premium (13th month) *Median value*	Bonus *Median value*	Flat-rate reimbursement *Median value*	Company car/Mobility budget	Supple-mentary pension	Hospitalisation insurance	Outpatient medical insurance	Guaranteed income insurance	Flexible rewards
Legal manager, executive committee member (N = 71)	23	€ 10.400	97% *€ 10.400*	90% *€ 25.000*	73% *€ 240*	94%	94%	97%	46%	52%	45%
Legal manager, not an executive committee member (N = 163)	19	€ 8.600	94% *€ 8.386*	87% *€ 14.225*	69% *€ 200*	88%	89%	96%	44%	57%	47%
Solo legal counsel (N = 70)	13	€ 6.806	93% *€ 6.715*	54% *€ 8.500*	60% *€ 170*	81%	87%	91%	38%	34%	30%
Legal advisor (N = 289)	12	€ 6.767	94% *€ 6.500*	77% *€ 7.250*	55% *€ 150*	71%	87%	95%	40%	45%	54%

Converted to full-time equivalent (FTE) & excluding 13th month and double holiday pay

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Launch event in Brussels

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Results event – 8 October 2026

Sharing knowledge and experience within our profession is an important part of IBJ-IJE's mission. During an inspiring event at Sparks in Brussels, Xavier Baeten, Professor of Reward and Sustainability at Vlerick Business School, and Sanne De Cooman, Senior Researcher at Vlerick Reward Centre, guided our members through the key findings of the survey.

Throughout the presentation, Nicolas Istas, President of IBJ-IJE and company lawyer at Novartis, and Valérie Hofman, CEO of Vialegis, joined Julie Dutordoir, General Manager of IBJ-IJE, in exploring what the findings mean for company lawyers, employers and the further development of the profession. Simon Vander Putten, Secretary-General of IBJ-IJE, then introduced the new interactive online tool.

The evening concluded with a networking cocktail, offering members the opportunity to continue the conversation and exchange views in an informal setting.

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Methodology

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Methodology

Survey and languages
Online, 29 May – 30 June 2026, in French, Dutch and English

Scope and distribution
Belgian company lawyers and self-employed legal professionals. Shared by IBJ-IJE among its members (company lawyers and associated members) and by Vialegis within its network. 95% of the 610 employee respondents are IBJ-IJE (associated) members

Confidentiality and analysis
Responses were collected anonymously and processed confidentially. Only Vlerick Business School received and processed the individual answers

Sample
794 responses received; incomplete surveys removed and response patterns checked
663 responses retained: **610** employees and **53** self-employed

Salary equivalent
All values are on a full-time equivalent basis (FTE). Monthly gross salaries are shown as reported, excluding the end-of-year premium (13th month) and double holiday pay. For 90% of employee respondents, annual base salary = monthly gross salary × 13,92

Outliers
Clearly illogical values (e.g. an annual salary entered instead of a monthly one) were excluded to avoid a distorted picture

Spread of data points
P25: 25% earn less than the amount shown (75% earn more)
Median (P50): 50% earn less, 50% earn more
P75: 75% earn less than the amount shown (25% earn more)

Salary data shown in this report
<5 respondents: no salary data
5–9 respondents: median (P50) only
>9 respondents: P25–P50–P75

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Respondents – employees

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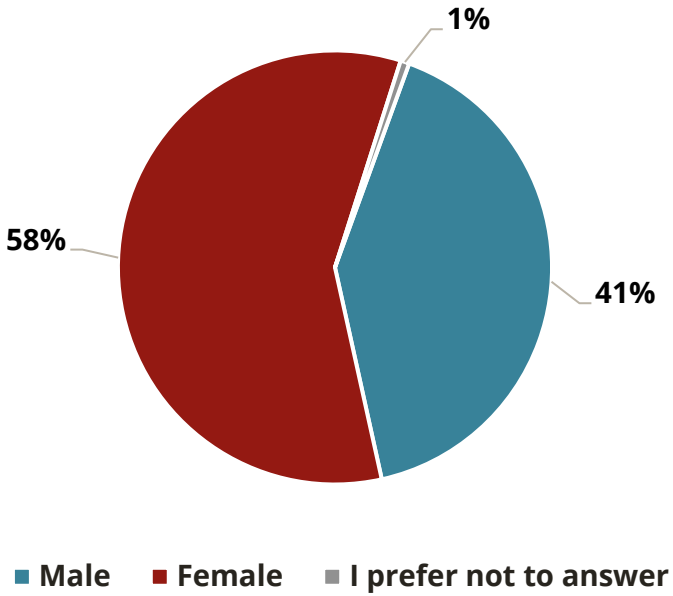
Respondents

- In this section, we provide a description of the respondents who participated in the survey and an overview of their main characteristics (for example functions, sectors, legal domains and company size and total legal experience).
- Understanding the sample and categories is crucial for interpreting the results and drawing meaningful conclusions from the survey data. This will help readers contextualise the findings and understand the relevance of the results to their own interests or objectives.

Gender

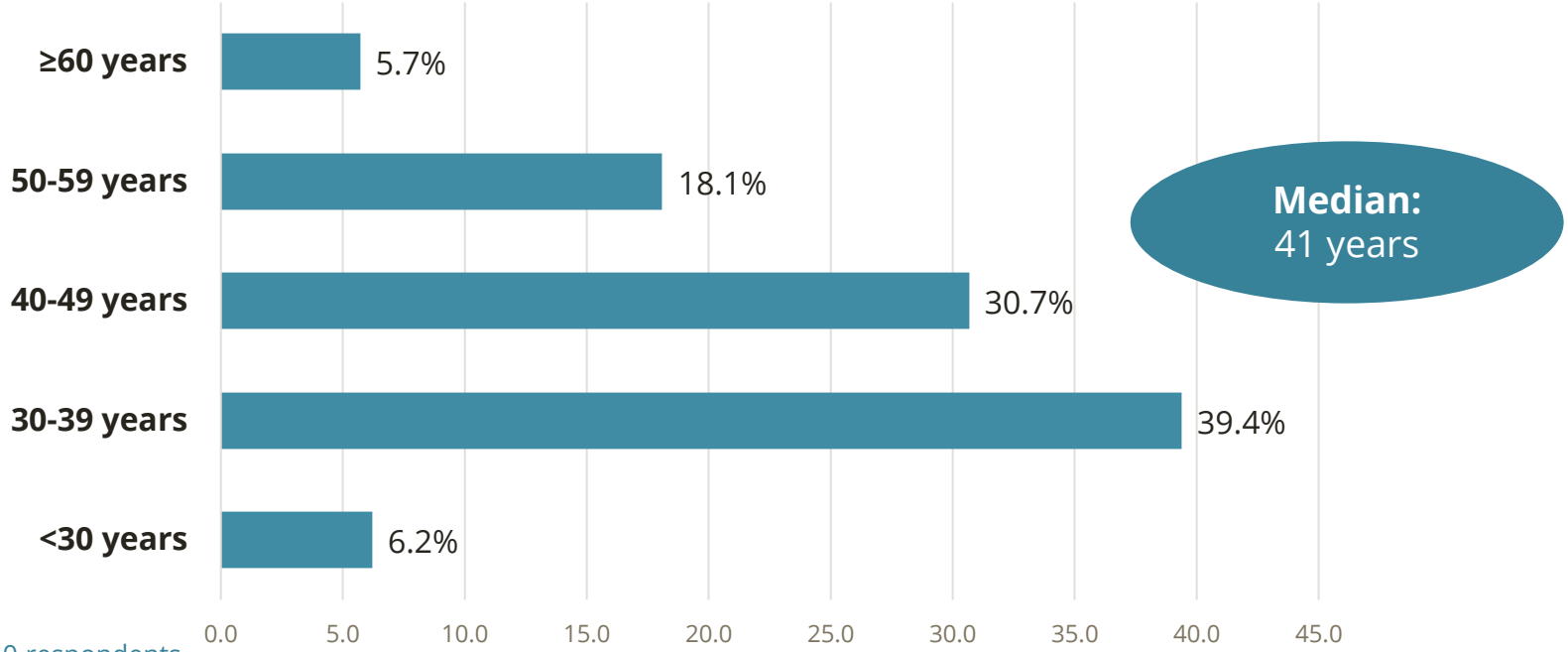
***Survey Question**: How do you see yourself?*



610 respondents

Age

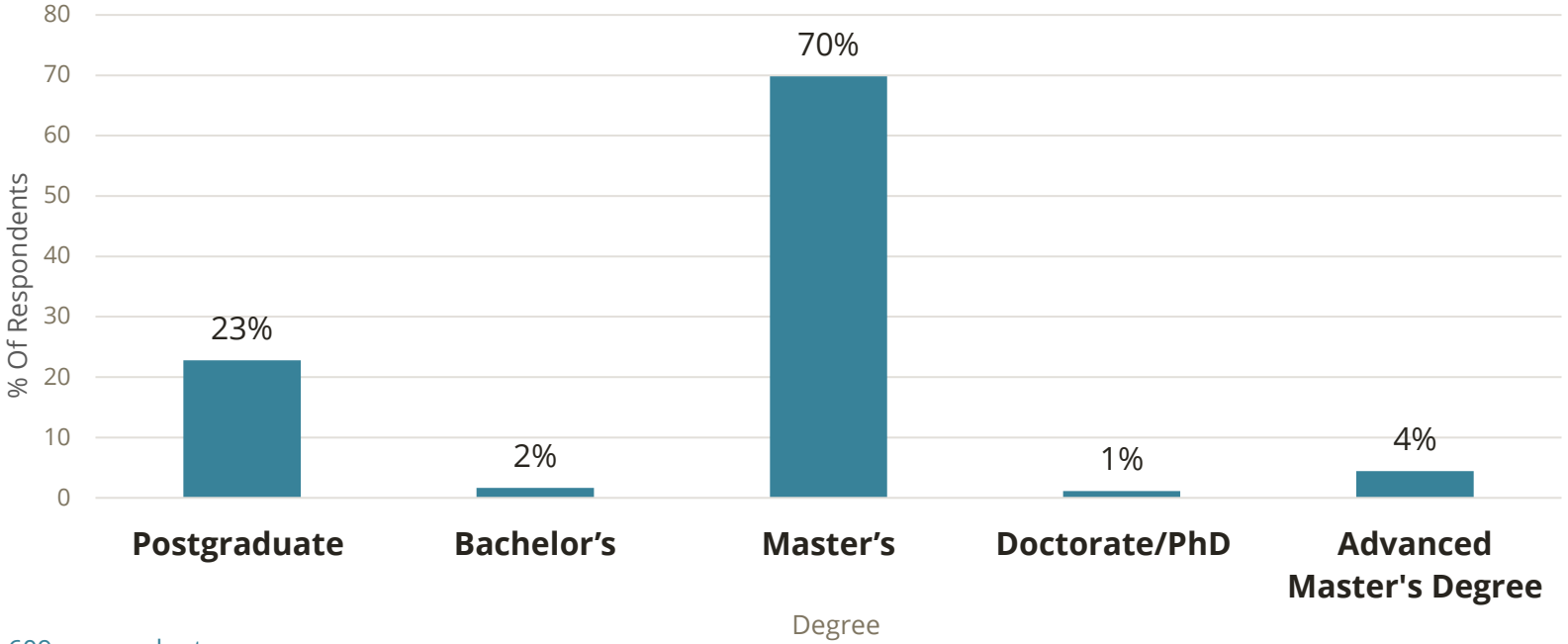
***Survey Question**: What is your year of birth? – converted to age in years*



610 respondents

Highest level of education

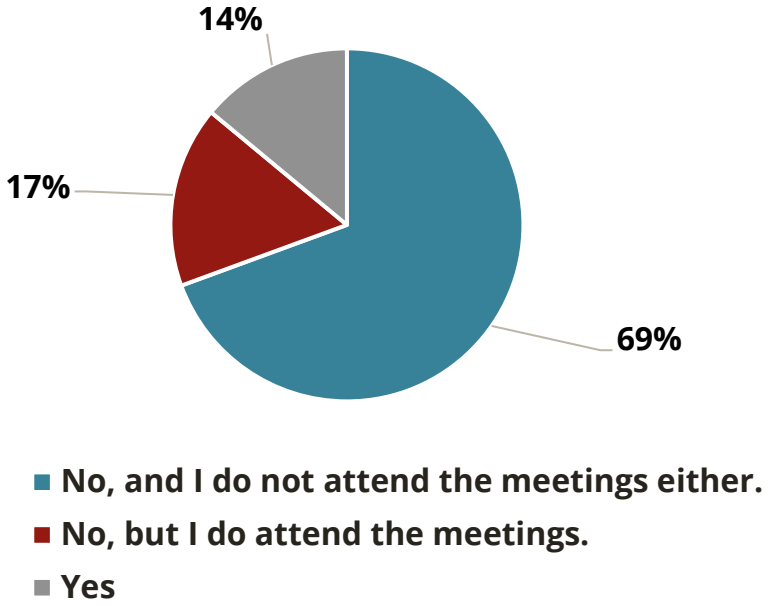
***Survey Question**: What is the highest level of education you have completed or the highest degree you have obtained?*



609 respondents

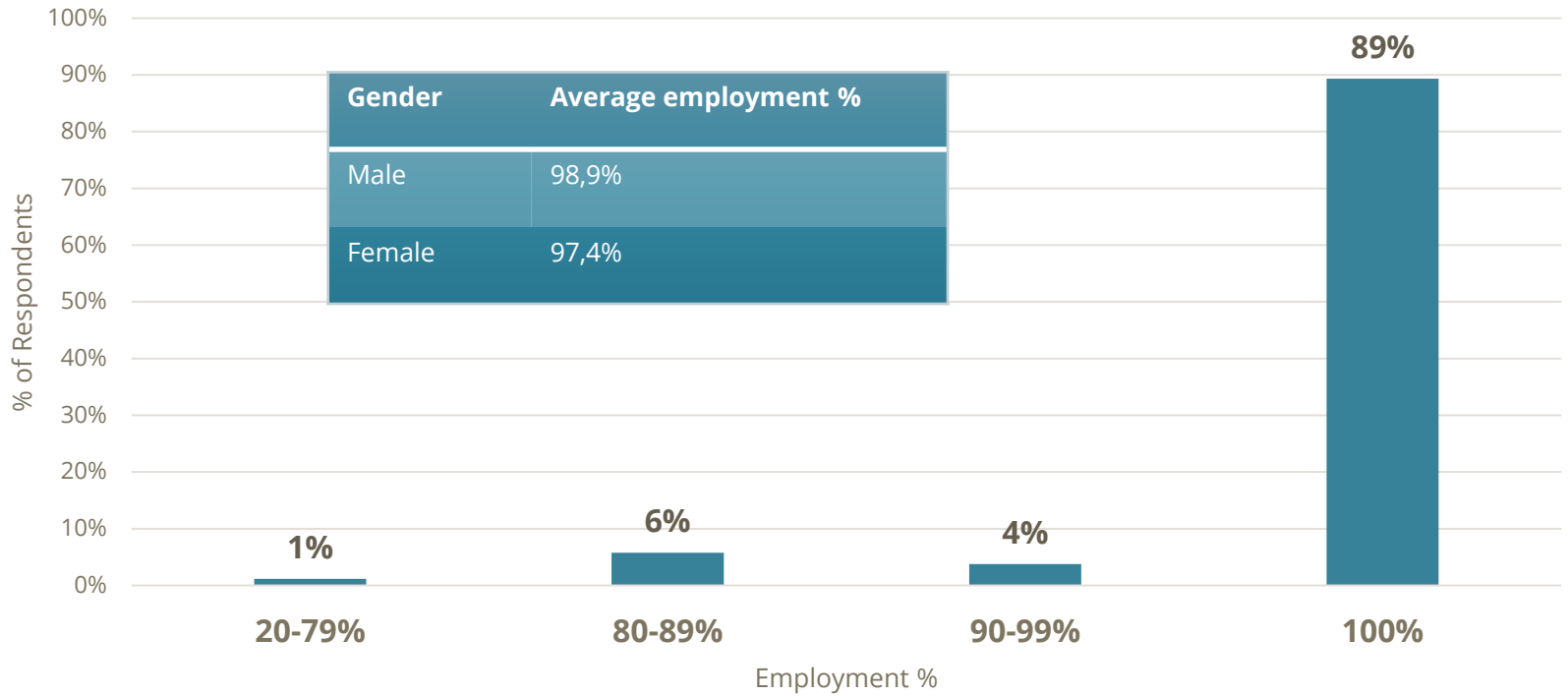
Member of executive committee

***Survey Question**: Are you a member of your organisation's executive committee or equivalent leadership body?*



608 respondents

Employment percentage



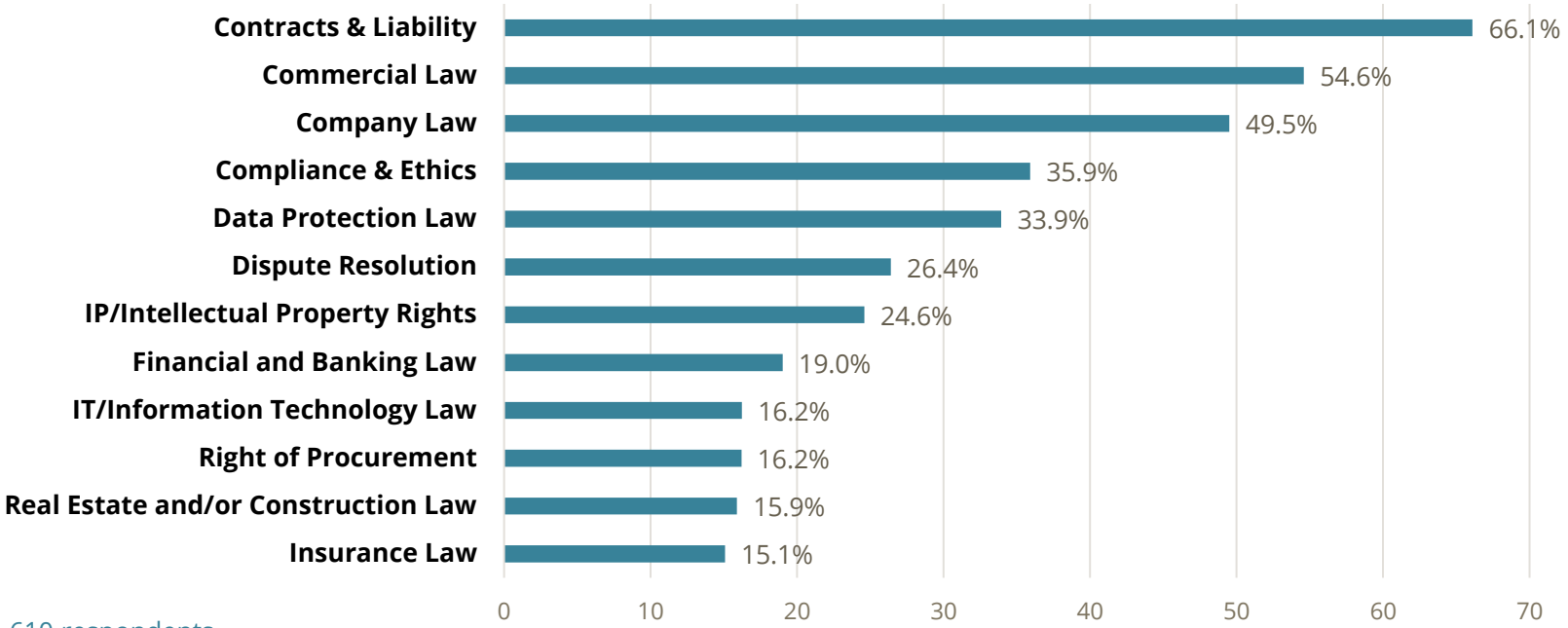
Gender	Average employment %
Male	98,9%
Female	97,4%

610 respondents

Multiple domains per respondent possible

Legal domain (1/2)

***Survey Question**: Indicate which legal domains you are mainly active in*

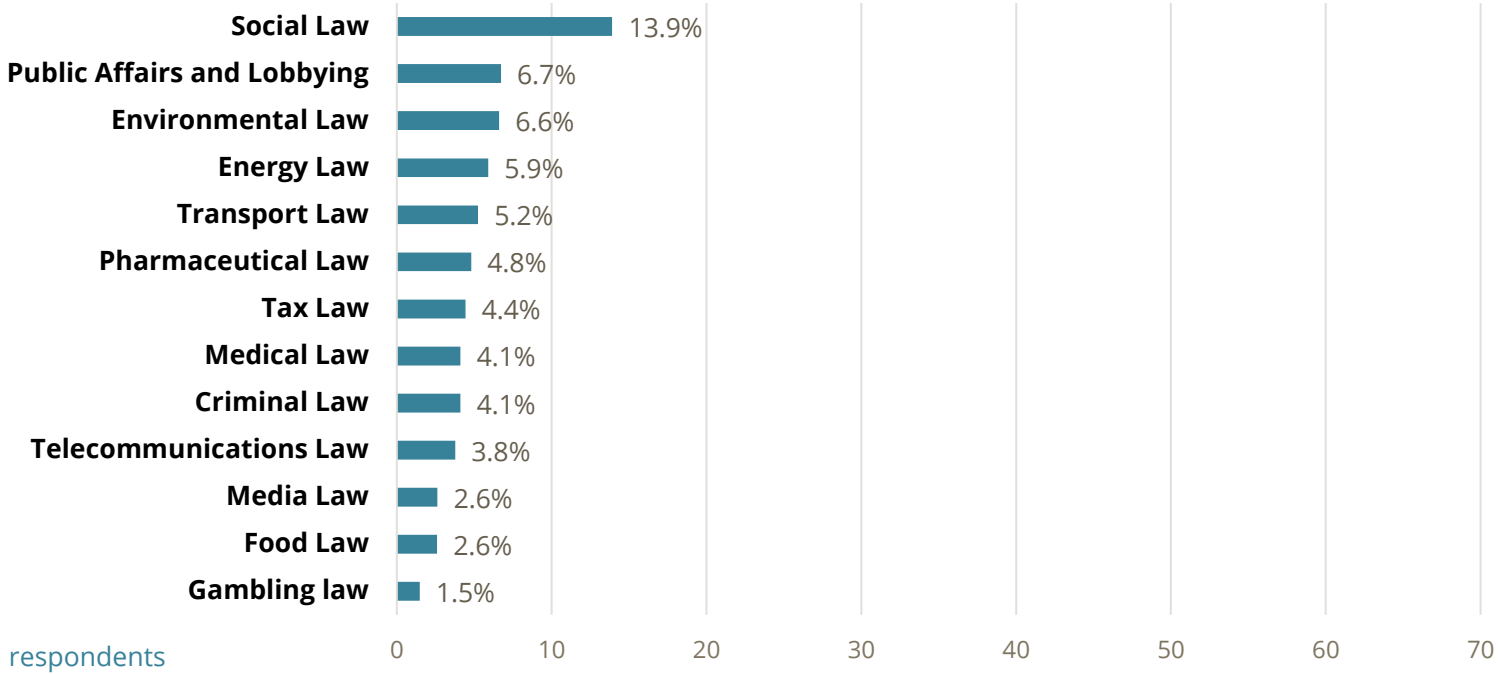


610 respondents

Multiple domains per respondent possible

Legal domain (2/2)

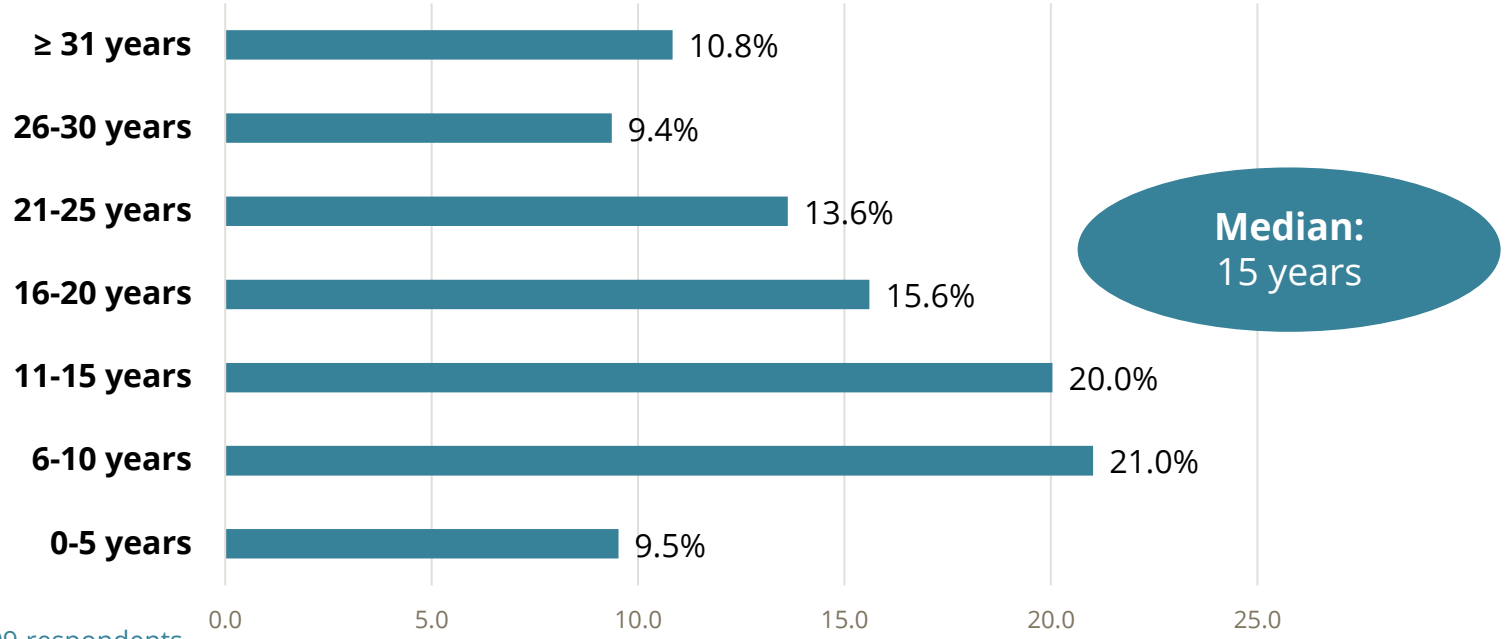
***Survey Question**: Indicate which legal domains you are mainly active in*



610 respondents

Years of legal experience

***Survey Question**: What is your total number of years (across all employers) of legal professional experience?*

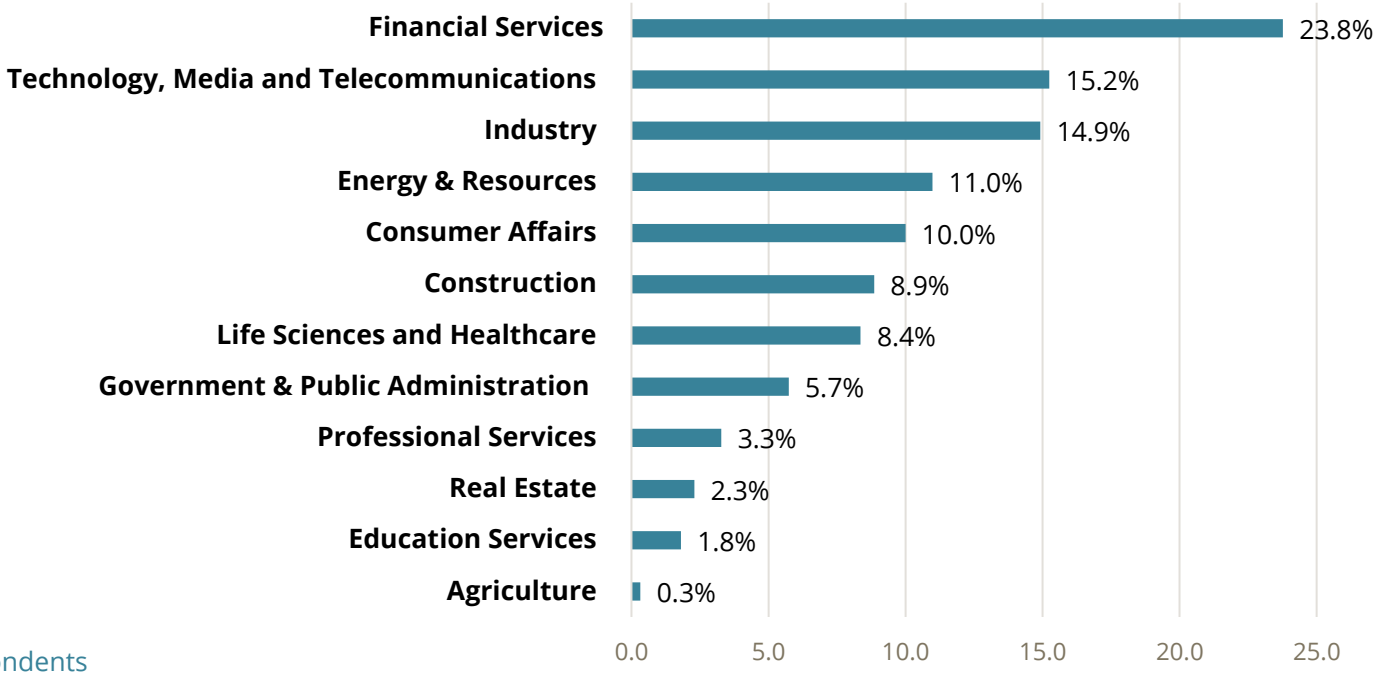


609 respondents

Sector

Multiple domains per respondent possible

***Survey Question**: Indicate the sector in which your organisation operates*



610 respondents

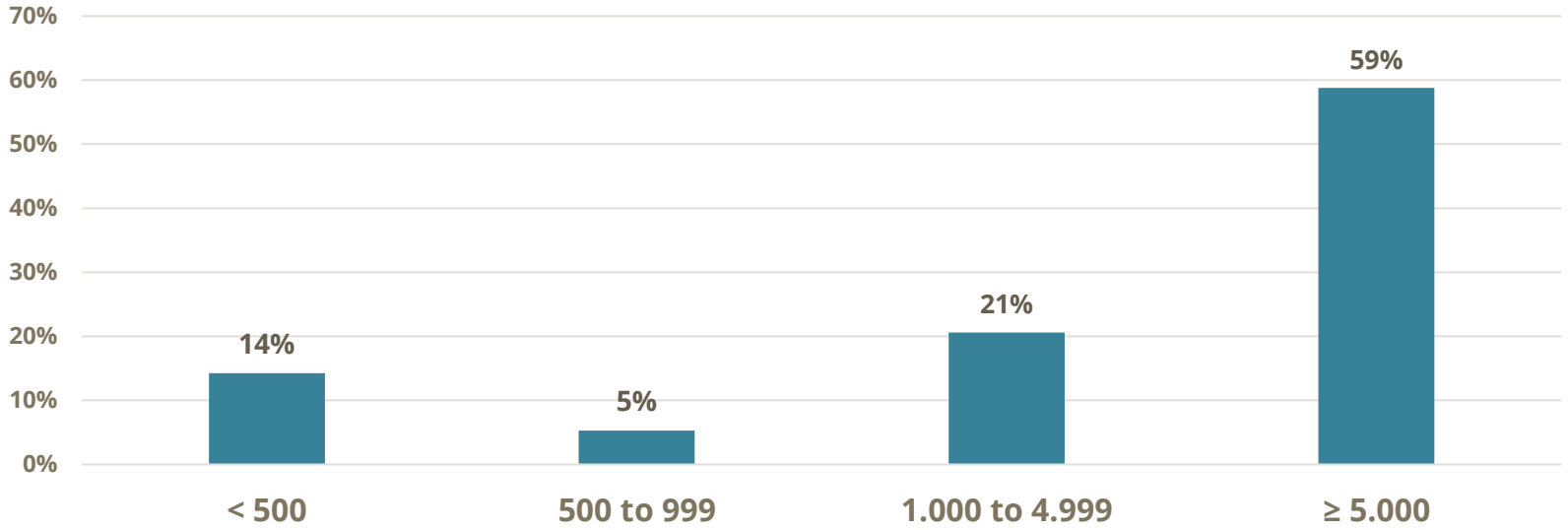
Sector definitions

Sector	Includes
Consumer Affairs	Consumer products, retail & distribution, wholesale, travel, hospitality & leisure
Energy & Resources	Oil & gas, energy & utilities, shipping & ports, water, alternative energy, mining
Financial Services	Banking, insurance, investment management
Life Sciences and Healthcare	Social assistance, healthcare providers, pharmaceutical products, biotechnology, medical devices, biomedical technologies
Industry	Aerospace & defence, automotive, chemistry, forestry, paper & packaging
Technology, Media and Telecommunications	Media, technology, telecommunications, IT, data processing, software
Professional Services	Consultancy, legal services, advertising
Education Services	Education, adult education
Real Estate	Rental, leasing, real estate
Construction	Building, construction
Agriculture	Forestry, fisheries, hunting
Government & Public Administration	–

Respondents could also select “Other”.

Number of employees (FTE)

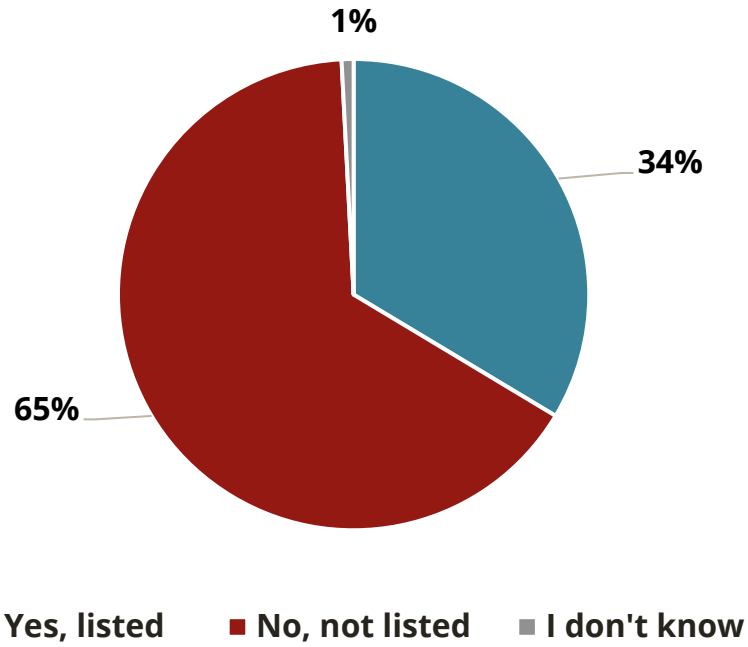
***Survey Question**: How many employees does the organisation where you are employed have in total (counting those in Belgium and internationally)?*



456 respondents

Listed on stock exchange

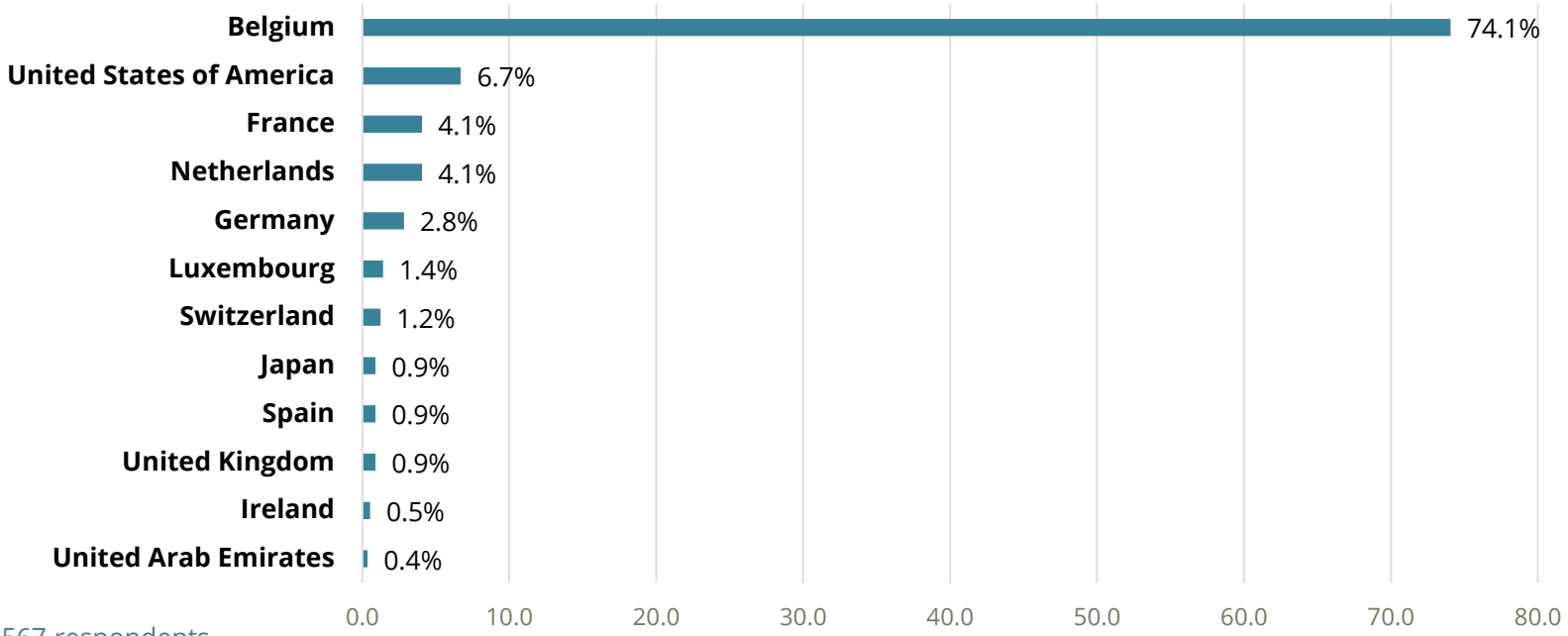
***Survey Question**: Is your organisation listed on the stock exchange?*



610 respondents

Registered office

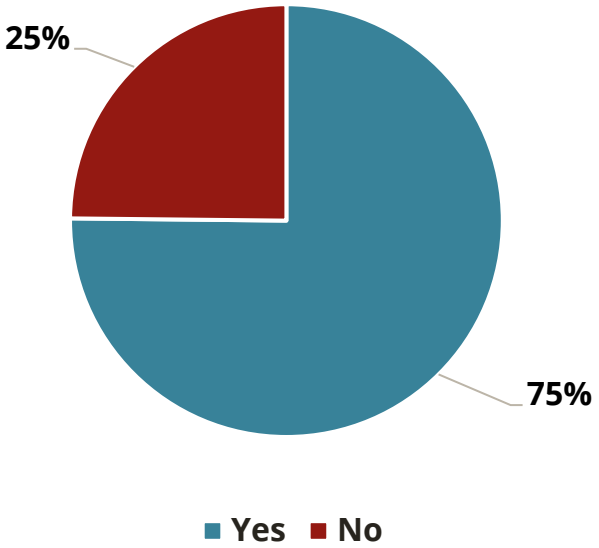
***Survey Question**: In which country is the registered office of your organisation located?*



567 respondents

Activities outside of Belgium

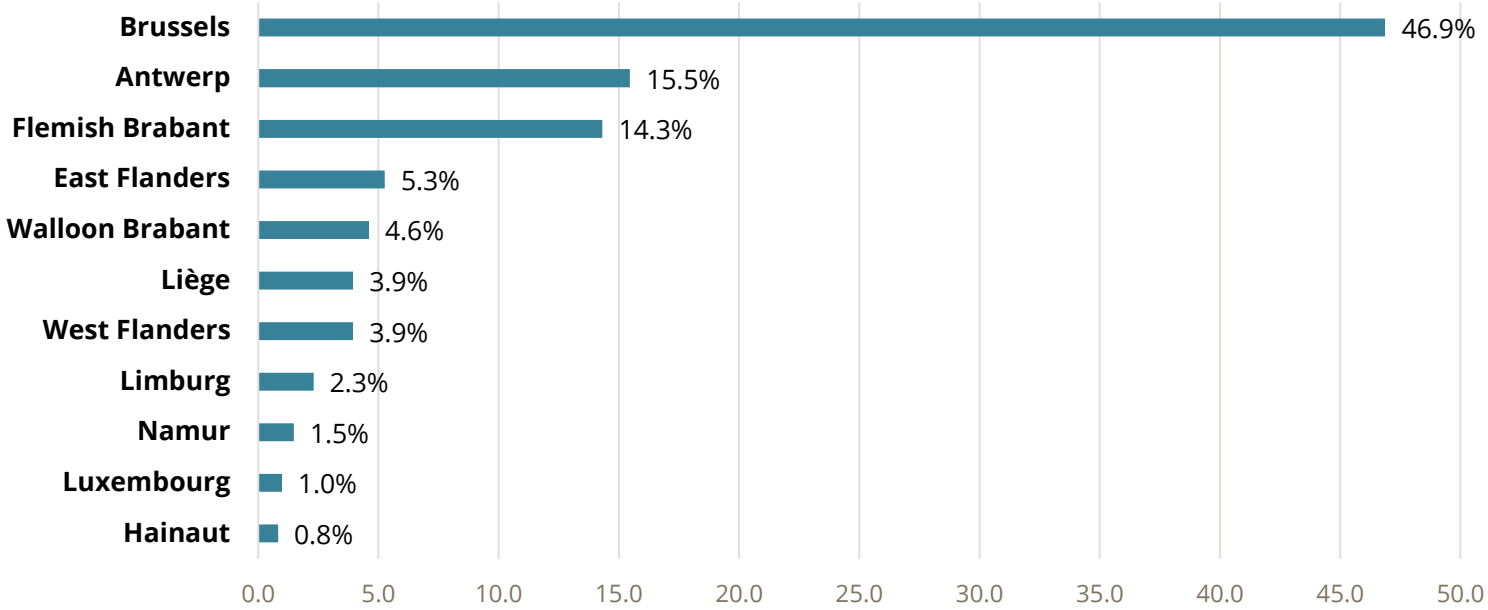
***Survey Question**: Does your organisation have activities outside of Belgium?*



608 respondents

Belgian province

***Survey Question**: In which Belgian province (including Brussels) are you employed?*



608 respondents

Function – definitions

- **Legal manager:** Legal expert who manages a legal department or the entire legal team
  - Executive committee member
  - Not executive committee member
- **Legal advisor:** Legal expert without managerial responsibility
- **Solo legal counsel:** Legal expert who is the only one performing this role in the organisation

Note: Compliance officer (1,5% of sample) and paralegal (1,3% of sample) are not included in the overview of pay and benefits when specifying functions, due to insufficient responses.

- ***Compliance officer:*** *An officer who is appointed to oversee compliance with laws and regulations within the organisation (often at a financial institution)*
- ***Paralegal:*** *Bachelor's degree in legal practice or those who perform similar work through experience*

Function

***Survey Question**: What best describes your responsibility/function (within the legal department)?*

Function	% of sample	Experience Median	N
Legal manager, executive committee member	11,6%	23 years	71
Legal manager, not an executive committee member	26,7%	19 years	163
Solo legal counsel	11,5%	13 years	70
Legal advisor	47,4%	12 years	289

610 respondents

Results – employees

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Total rewards – an overview

PAY	BENEFITS
• Fixed salary	• Teleworking
• End-of-Year Premium / 13th month	• Holidays
• Variable pay (bonus)	• Company Car/ Mobility Budget
• Flat-rate expense reimbursement	• Flexible remuneration
	• Fringe benefits

6.1

Pay

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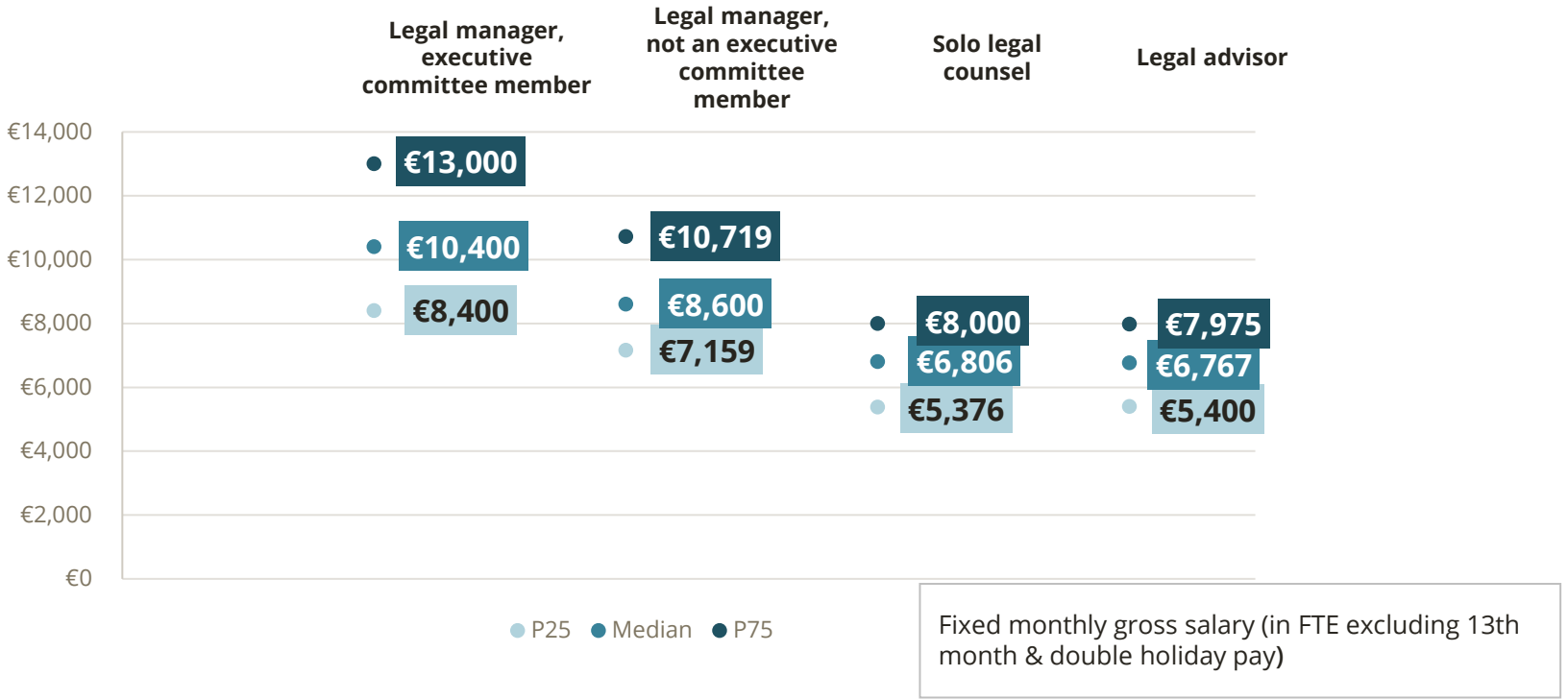
Monthly gross salary in terms of function

Monthly gross salary (in FTE)	P25	Median	P75	Legal experience (median)
Legal manager, executive committee member	€ 8.400	**€ 10.400**	€ 13.000	23 years
Legal manager, not an executive committee member	€ 7.159	**€ 8.600**	€ 10.719	19 years
Solo legal counsel	€ 5.376	**€ 6.806**	€ 8.000	13 years
Legal advisor	€ 5.400	**€ 6.767**	€ 7.950	12 years

Fixed monthly gross salary (in FTE excluding 13th month & double holiday pay)

Monthly gross salary in terms of function



Fixed monthly gross salary (in FTE excluding 13th month & double holiday pay)

What has an impact on pay components?

- A regression analysis was performed to identify the factors associated with **gross monthly salary and bonus amounts**. The results indicate that **legal experience is a significant positive predictor of both outcomes**: higher levels of experience are associated with higher gross monthly salaries and higher bonus amounts.
- **Job level is also significantly associated with both compensation components.** Legal managers, both with and without executive committee membership, have significantly higher gross monthly salaries and bonus amounts compared with the reference group: legal advisors. No statistically significant differences are observed for solo legal counsels.
- **Organisation size shows a significant association mainly for very large organisations.** Professionals working in organisations with 5.000 employees or more have significantly higher gross monthly salaries and bonus amounts. No statistically significant differences are found for organisations with 1.000 to 4.999 employees compared to companies with less than 1.000 employees.
- **Sector has a more limited role.** Differences in gross monthly salary are observed for some sectors only (Energy & Professional Services), whereas no statistically significant sector differences are found for bonus amounts.
- Overall, **experience, job level and employment in a very large organisation (≥5.000 employees) emerge as the most consistent factors associated with higher gross monthly salaries and bonus amounts**, while sector shows a less consistent relationship with compensation.

Monthly gross salary in terms of function & legal experience

Monthly gross salary (in FTE)	0-5 years	6-10 years	11-15 years	16+ years
Legal manager, executive committee member	€ 4.648	€ 5.780	€ 7.211	€ 7.800
Legal manager, not an executive committee member	Not enough responses	€ 6.651	€ 7.375	€ 9.600
Solo legal counsel	Not enough responses	Not enough responses	€ 8.300	€ 11.236
Legal advisor	€ 3.858	€ 6.100	€ 6.900	€ 8.000

Median values

Fixed monthly gross salary (in FTE excluding 13th month & double holiday pay)

Monthly gross salary in terms of function & company size

Monthly gross salary (in FTE)	< 500 FTE	500-999 FTE	1.000-4.999 FTE	≥5.000 FTE
Legal manager, executive committee member	€ 10.400	Not enough responses	€ 11.000	€ 9.877
Legal manager, not an executive committee member	€ 8.687	€ 8.800	€ 7.972	€ 9.700
Solo legal counsel	€ 5.782	Not enough responses	€ 7.075	€ 7.875
Legal advisor	€ 7.350	€ 6.310	€ 6.362	€ 7.300

Median values

Fixed monthly gross salary (in FTE excluding 13th month & double holiday pay)

Monthly gross salary in terms of function & region

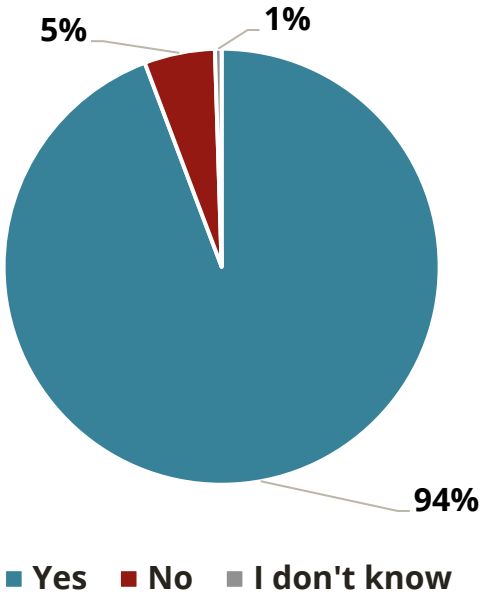
Monthly gross salary (in FTE)	Flanders	Wallonia	Brussels-Capital Region
Legal manager, executive committee member	€ 8.790 (Median experience: 21 years)	€ 11.000 (Median experience: 25 years)	€ 12.000 (Median experience: 25 years)
Legal manager, not an executive committee member	€ 8.450 (Median experience: 18,5 years)	€ 7.518 (Median experience: 16 years)	€ 9.225 (Median experience: 20,5 years)
Solo legal counsel	€ 7.368 (Median experience: 16 years)	€ 5.737 (Median experience: 8 years)	€ 6.150 (Median experience: 10 years)
Legal advisor	€ 6.669 (Median experience: 10 years)	€ 5.759 (Median experience: 12,5 years)	€ 6.999 (Median experience: 13 years)

Median values

Fixed monthly gross salary (in FTE excluding 13th month & double holiday pay)

Year-end bonus

***Survey Question**: Do you receive a year-end bonus (also known as a thirteenth month, so an extra salary at the end of the year)?*



610 respondents

Year-end bonus in terms of function

Survey Question: *Do you receive a year-end bonus (also known as a thirteenth month, so an extra salary at the end of the year)?*

Legal manager, executive committee member	97%
Legal manager, not an executive committee member	94%
Solo legal counsel	93%
Legal advisor	94%

Calculation of annual base salary

Survey Question: *How is your salary calculated on an annual basis?*

	Frequency	Percentage
Gross monthly salary x 12	22	4%
Gross monthly salary x 13	16	3%
Gross monthly salary x 13,92	548	90%
Other:	24	4%

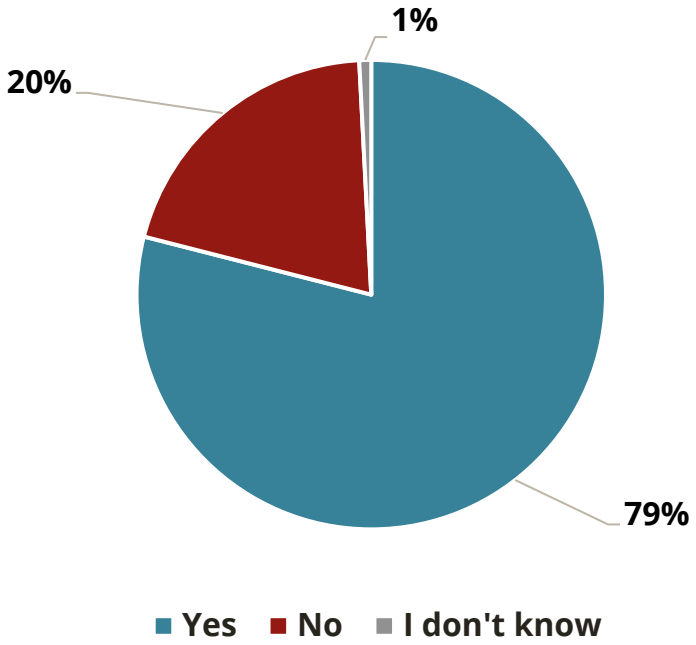
610 respondents

Annual base salary in terms of function

Annual base salary (in FTE)	P25	Median	P75
Legal manager, executive committee member	€ 112.752	**€ 144.768**	€ 180.960
Legal manager, not an executive committee member	€ 99.528	**€ 119.175**	€ 148.944
Solo legal counsel	€ 72.871	**€ 94.744**	€ 111.360
Legal advisor	€ 74.085	**€ 93.486**	€ 109.816

Entitled to a bonus

***Survey Question**: Are you entitled to a bonus (also called variable remuneration)?*



609 respondents

Variable pay – bonus in terms of function

***Survey Question**: Are you entitled to a bonus (also called variable remuneration)?*

Legal manager, executive committee member	90%
Legal manager, not an executive committee member	87%
Solo legal counsel	54%
Legal advisor	77%

Variable pay in terms of function

Bonus value of 2025 (in FTE)	P25	Median	P75	Legal experience (median)
Legal manager, executive committee member	€ 12.500	**€ 25.000**	€ 45.000	23 years
Legal manager, not an executive committee member	€ 8.000	**€ 14.225**	€ 30.000	19 years
Solo legal counsel	€ 4.500	**€ 8.500**	€ 15.000	13 years
Legal advisor	€ 4.000	**€ 7.250**	€ 11.500	12 years

Variable pay in terms of function & legal experience

Bonus Value of 2025 (in FTE)	0-5 years	6-10 years	11-15 years	16+ years
Legal manager, executive committee member	No responses	Not enough responses	€ 25.000	€ 26.242
Legal manager, not an executive committee member	Not enough responses	€ 12.349	€ 12.881	€ 17.630
Solo legal counsel	Not enough responses	€ 8.250	Not enough responses	€ 15.000
Legal advisor	€ 4.600	€ 7.500	€ 6.000	€ 7.800

Median values

Variable pay in terms of function & company size

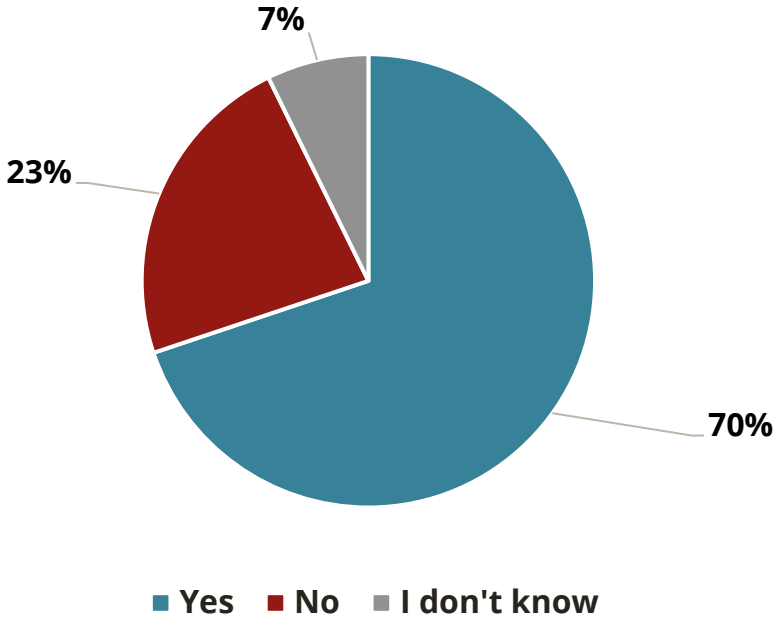
Bonus Value of 2025 (in FTE)	< 500 FTE	500-999 FTE	1.000-4.999 FTE	≥5.000 FTE
Legal manager, executive committee member	Not enough responses	Not enough responses	€ 30.000	€ 28.000
Legal manager, not an executive committee member	€ 7.250	Not enough responses	€ 8.000	€ 23.819
Solo legal counsel	€ 3.249	Not enough responses	€ 7.911	€ 15.000
Legal advisor	€ 5.500	€ 4.627	€ 6.000	€ 9.422

Only respondents that are entitled to a bonus included

Median values

Variable pay – (para)fiscal optimisation

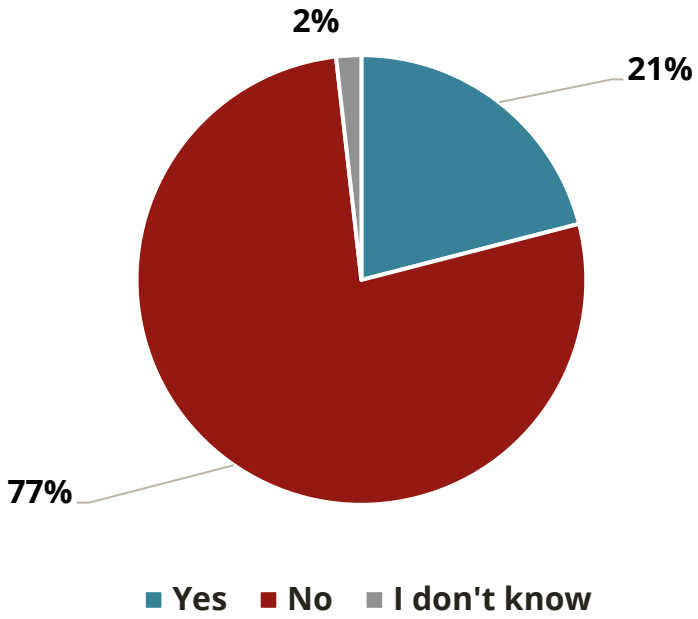
Survey Question: *Is (para)fiscal optimisation used for the payment of the bonus?*



481 respondents

Variable pay – share-based remuneration

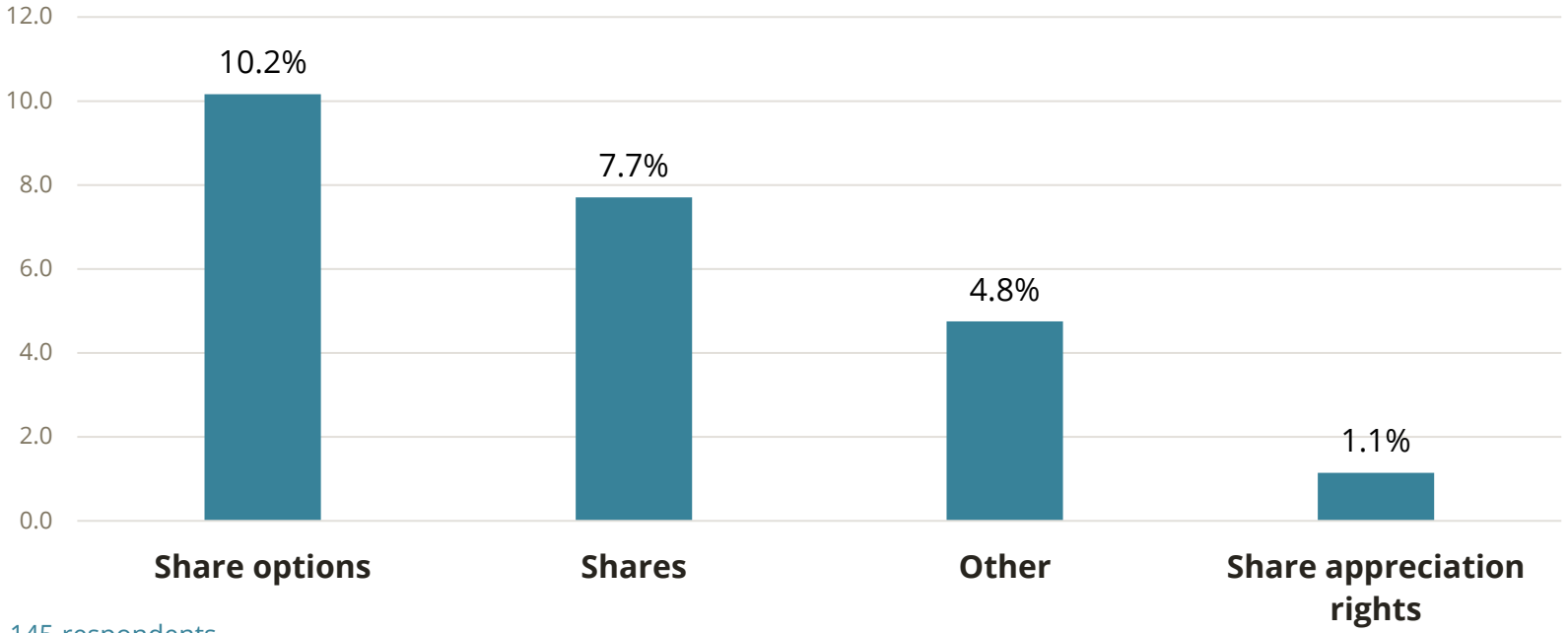
Survey Question: *Do you receive share-based remuneration (such as share options, share appreciation rights, shares …)?*



610 respondents

Variable pay – type of share-based remuneration

***Survey Question**: What type of share-based remuneration do you receive?*



145 respondents

Monthly flat-rate expense reimbursement in terms of function

Legal manager, executive committee member	73%
Legal manager, not an executive committee member	69%
Solo legal counsel	60%
Legal advisor	55%

Flat-rate expense reimbursement in terms of function

***Survey Question**: What is the amount of this flat-rate expense reimbursement (amount per month)? (in x euros)*

Flat-rate expense reimbursement (in FTE)	P25	Median	P75
Legal manager, executive committee member	€ 150	**€ 240**	€ 260
Legal manager, not an executive committee member	€ 150	**€ 200**	€ 250
Solo legal counsel	€ 125	**€ 170**	€ 240
Legal advisor	€ 110	**€ 150**	€ 190

Monthly flat-rate expense reimbursement in terms of function & company size

Respondents entitled to a flat-rate expense reimbursement	< 500 FTE	500-999 FTE	1.000-4.999 FTE	≥5.000 FTE
Legal manager, executive committee member	Not enough responses	Not enough responses	11%	42%
Legal manager, not an executive committee member	8%	Not enough responses	14%	32%
Solo legal counsel	13%	Not enough responses	8%	13%
Legal advisor	4%	Not enough responses	8%	28%

Monthly flat-rate expense reimbursement in terms of function & company size

Monthly flat-rate expense reimbursement (in FTE)	< 500 FTE	500-999 FTE	1.000-4.999 FTE	≥5.000 FTE
Legal manager, executive committee member	Not enough responses	Not enough responses	€ 225	€ 250
Legal manager, not an executive committee member	€ 147	Not enough responses	€ 170	€ 238
Solo legal counsel	€ 195	Not enough responses	€ 167	€ 165
Legal advisor	€ 180	Not enough responses	€ 125	€ 150

Median values

6.2

Benefits

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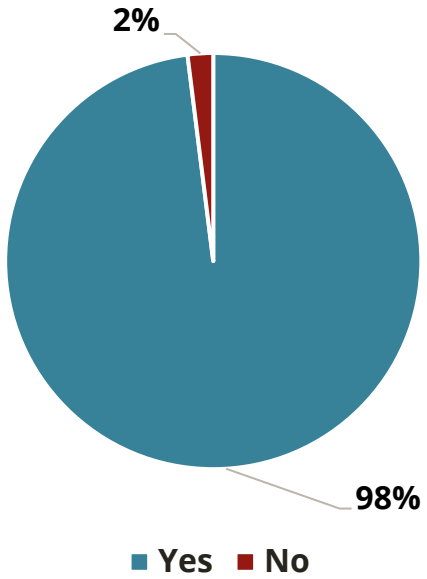
Teleworking opportunity

***Survey Question**: Does your organisation offer the possibility to work from home or work remotely?*



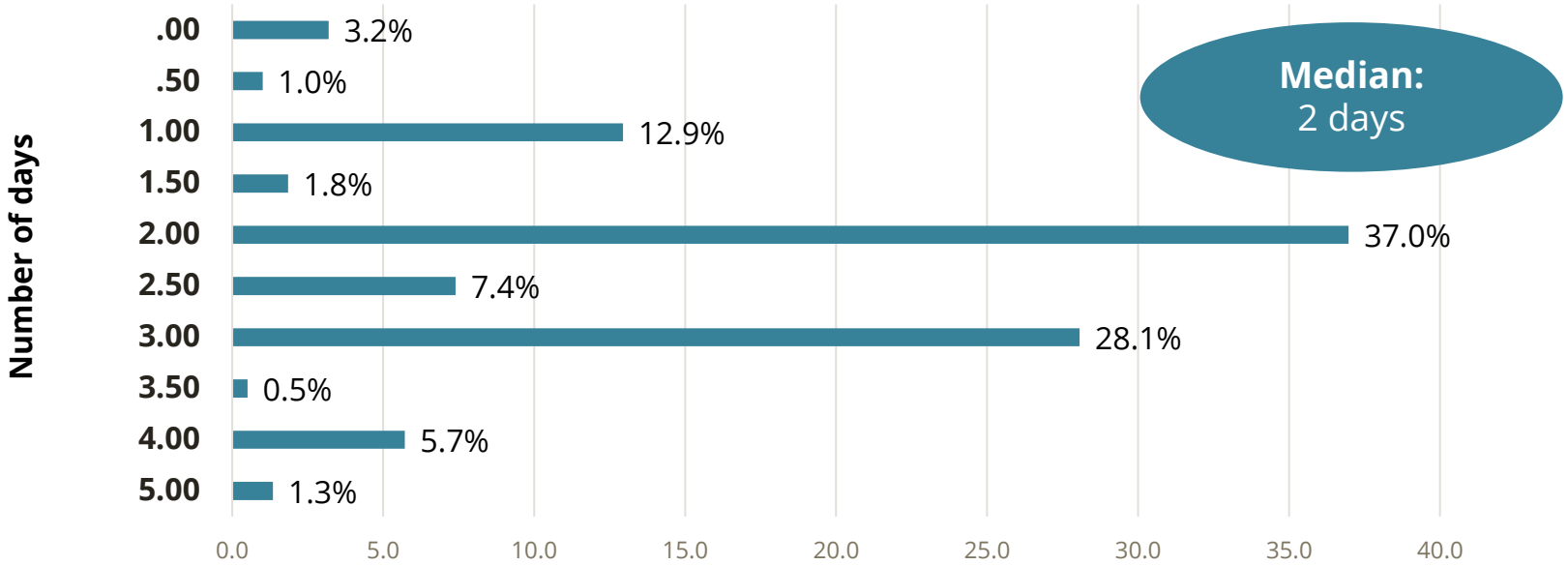
607 respondents

Teleworking opportunity per function

Legal manager, executive committee member	96%
Legal manager, not an executive committee member	98%
Solo legal counsel	96%
Legal advisor	97%

Days working from home

***Survey Question**: On average, in a typical week, how many days do you actually work from home or work remotely?*



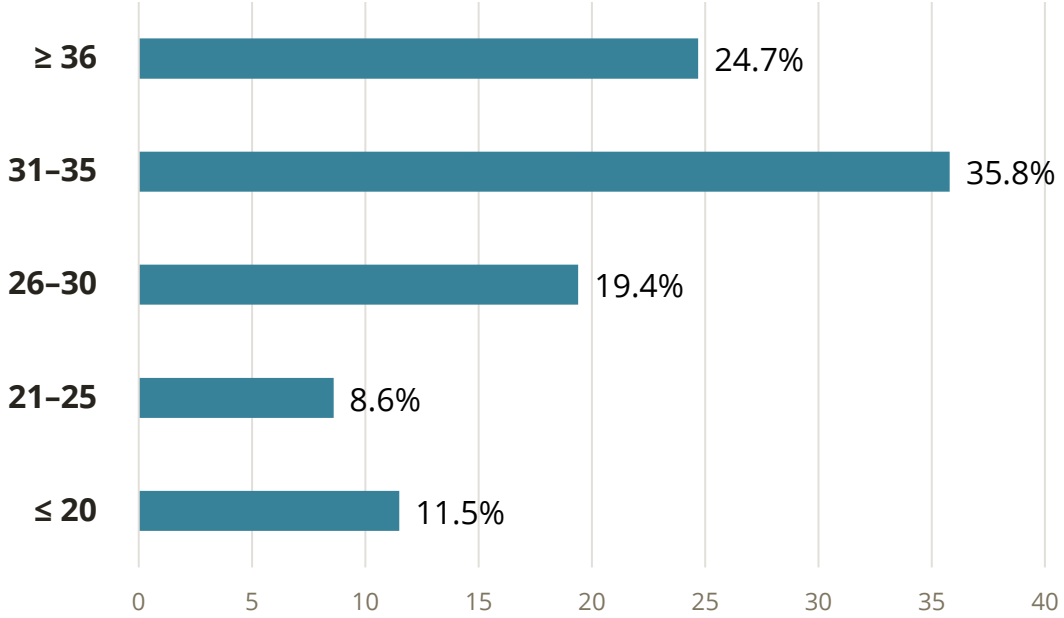
595 respondents

Monthly homeworking allowance in terms of function

Home Working Allowance	P25	Median	P75
Legal manager, executive committee member	€ 50	**€ 100**	€ 150
Legal manager, not an executive committee member	€ 20	**€ 72**	€ 130
Solo legal counsel	€ 66	**€ 110**	€ 150
Legal advisor	€ 30	**€ 70**	€ 110

Holidays

***Survey Question**: How many holiday days do you have?*



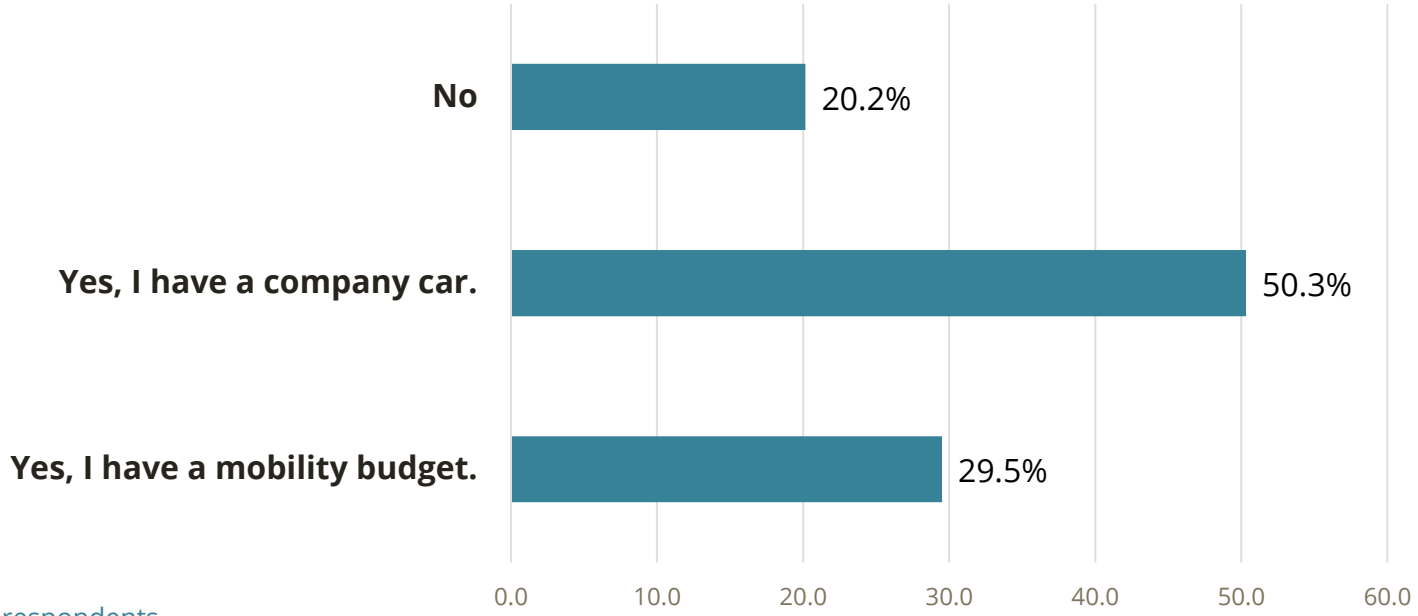
608 respondents

Holidays in terms of function/number of days

Holidays (in number of days)	P25	Median	P75
Legal manager, executive committee member	25	**32**	35
Legal manager, not an executive committee member	28	**32**	36
Solo legal counsel	24	**30**	33
Legal advisor	28	**32**	36

Company car or mobility budget

***Survey Question**: Do you have a company car or a mobility budget?*



610 respondents

Company car or mobility budget in terms of function

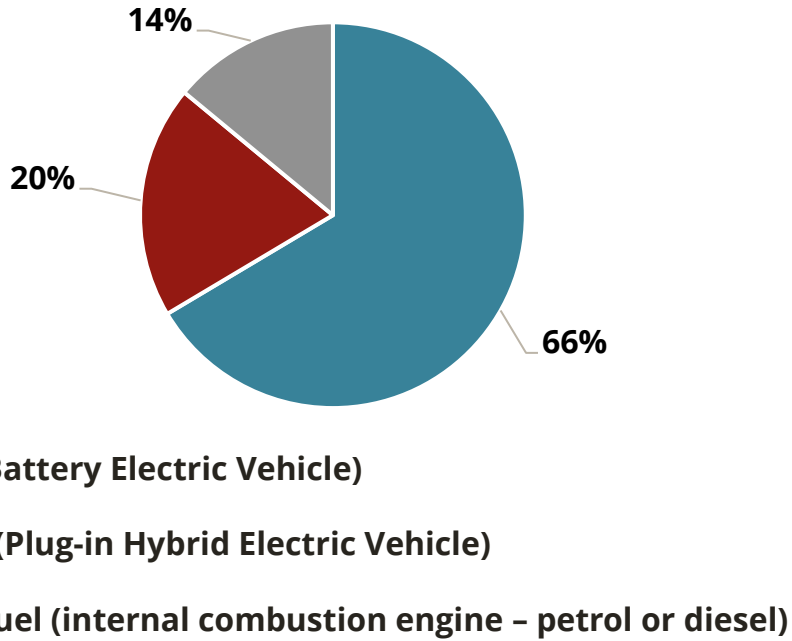
	Mobility Budget	Company Car	No
Legal manager, executive committee member	21%	73%	6%
Legal manager, not an executive committee member	33%	55%	12%
Solo legal counsel	16%	66%	18%
Legal advisor	30%	40%	30%

Company car or mobility budget in terms of function & region

	Flanders		Wallonia		Brussels-Capital Region	
	Mobility Budget	Company Car	Mobility Budget	Company Car	Mobility Budget	Company Car
Legal manager, executive committee member	23%	71%	11%	89%	23%	71%
Legal manager, not an executive committee member	24%	69%	21%	50%	47%	40%
Solo legal counsel	10%	77%	30%	60%	17%	55%
Legal advisor	27%	48%	13%	50%	38%	31%

Company car – type of fuel

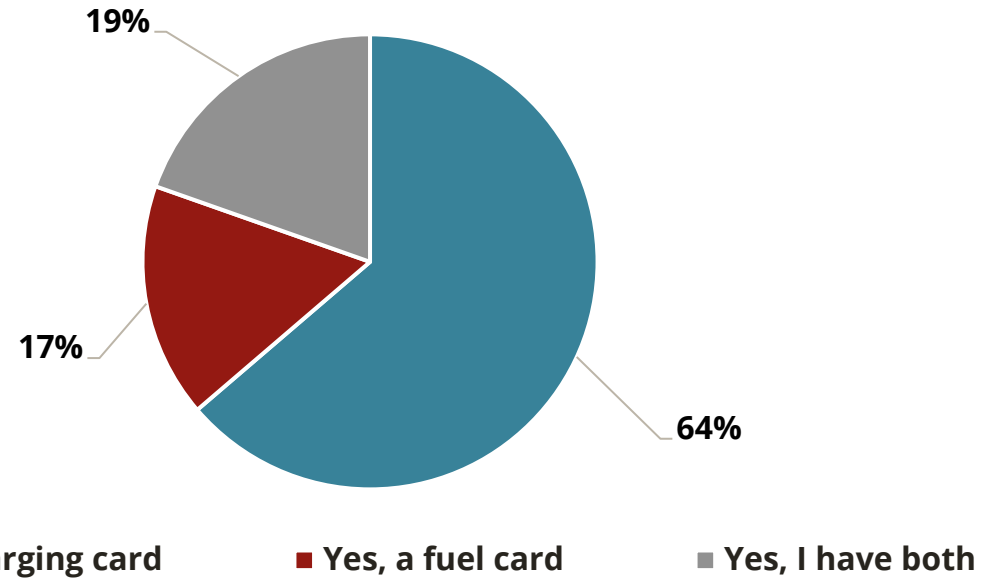
***Survey Question**: What type of drive/fuel does your company car have?*



307 respondents

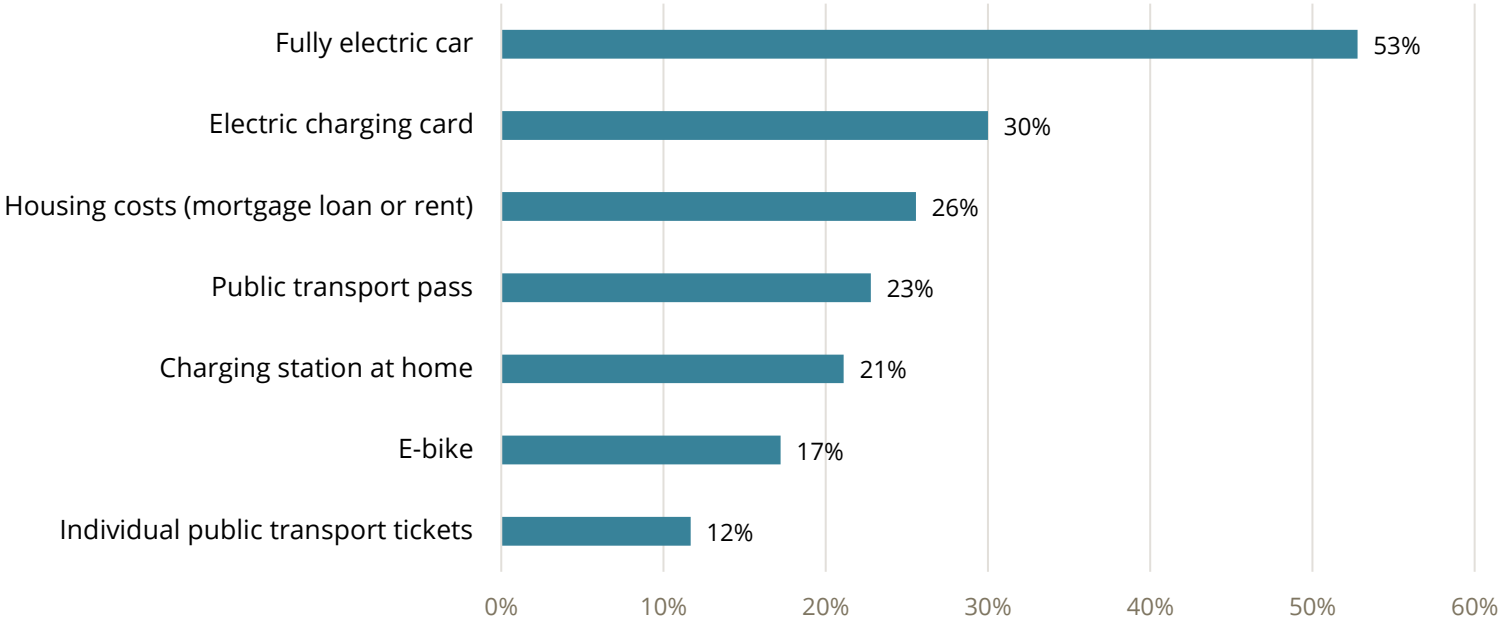
Company car – fuel/charging card

***Survey Question**: Does your employer provide a fuel card or charging card?*



307 respondents

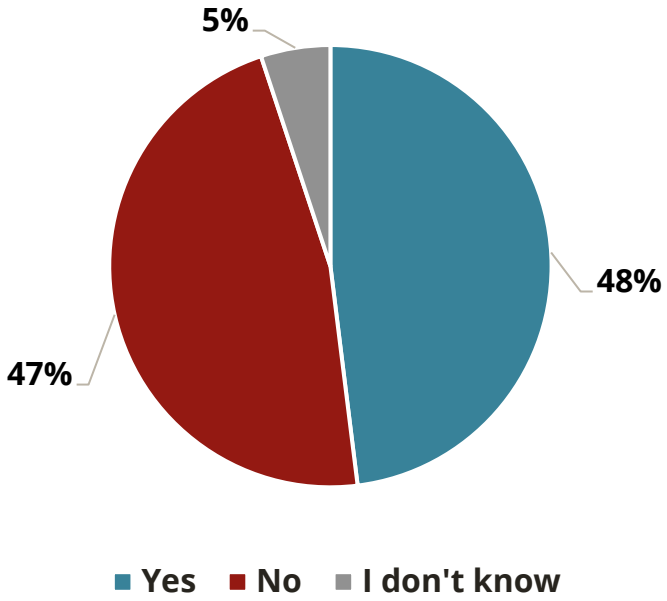
Mobility budget – mobility options



180 respondents

Benefits – flexible reward system

***Survey Question**: Does your organisation have a flexible reward system?*



610 respondents

Benefits – flexible reward system

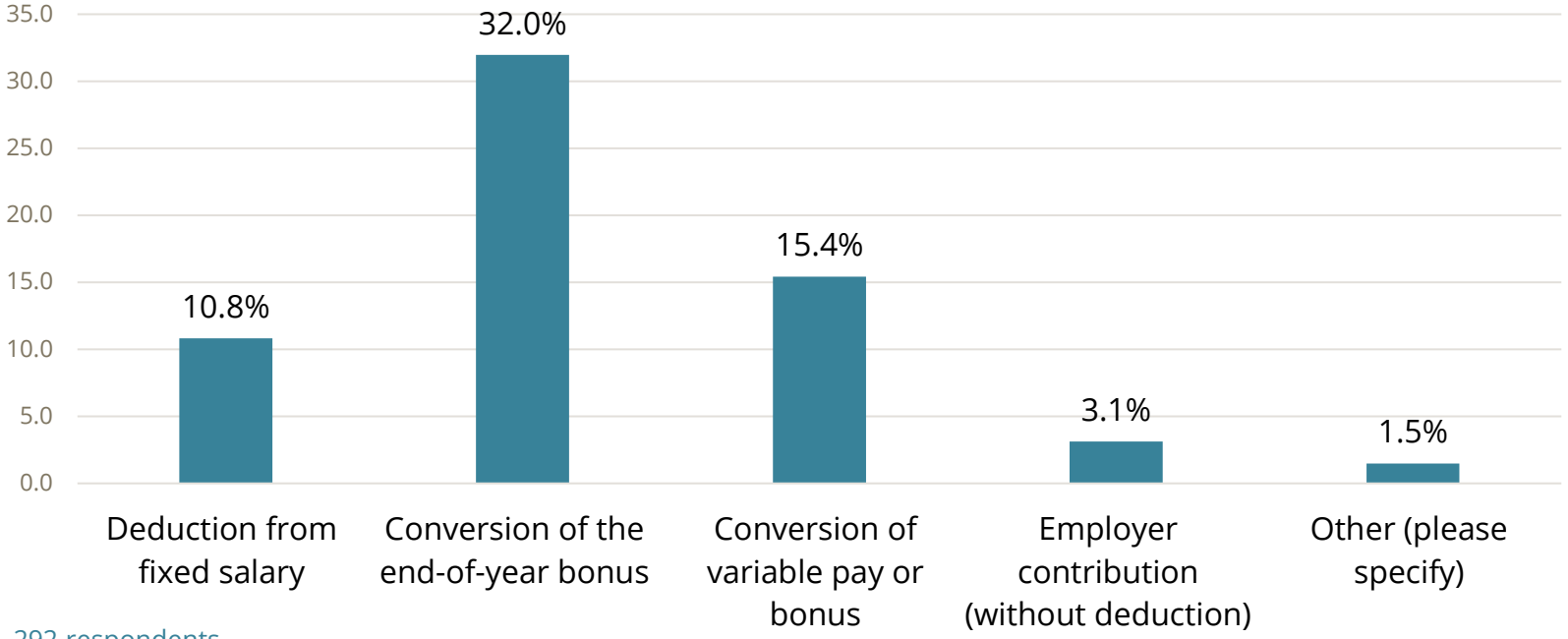
***Survey Question**: Does your organisation have a flexible reward system?*

	Yes	No	I don't know
Legal manager, executive committee member	45%	51%	4%
Legal manager, not an executive committee member	47%	50%	3%
Solo legal counsel	30%	69%	1%
Legal advisor	54%	39%	7%

610 respondents

Benefits – flexible reward system funded

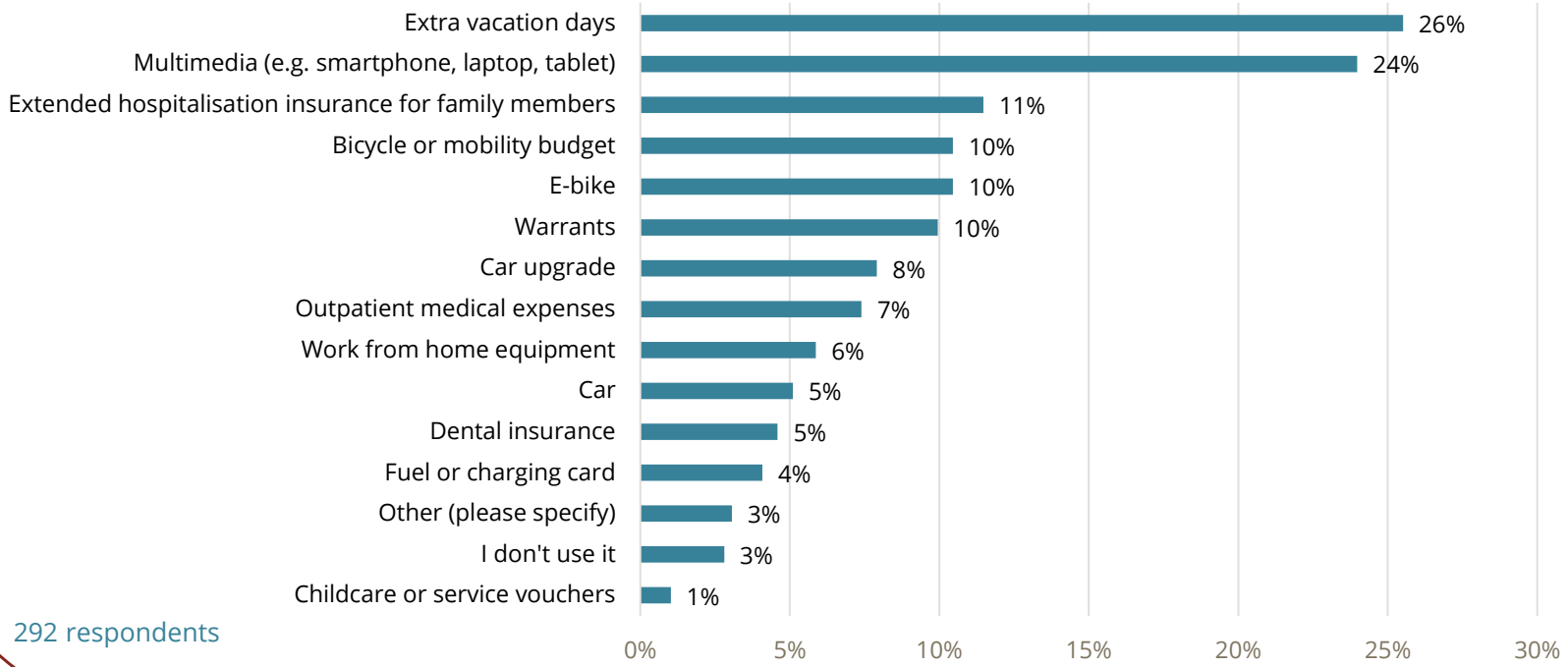
***Survey Question**: How is your flexible reward budget funded?*



292 respondents

Benefits – use of flexible reward budget

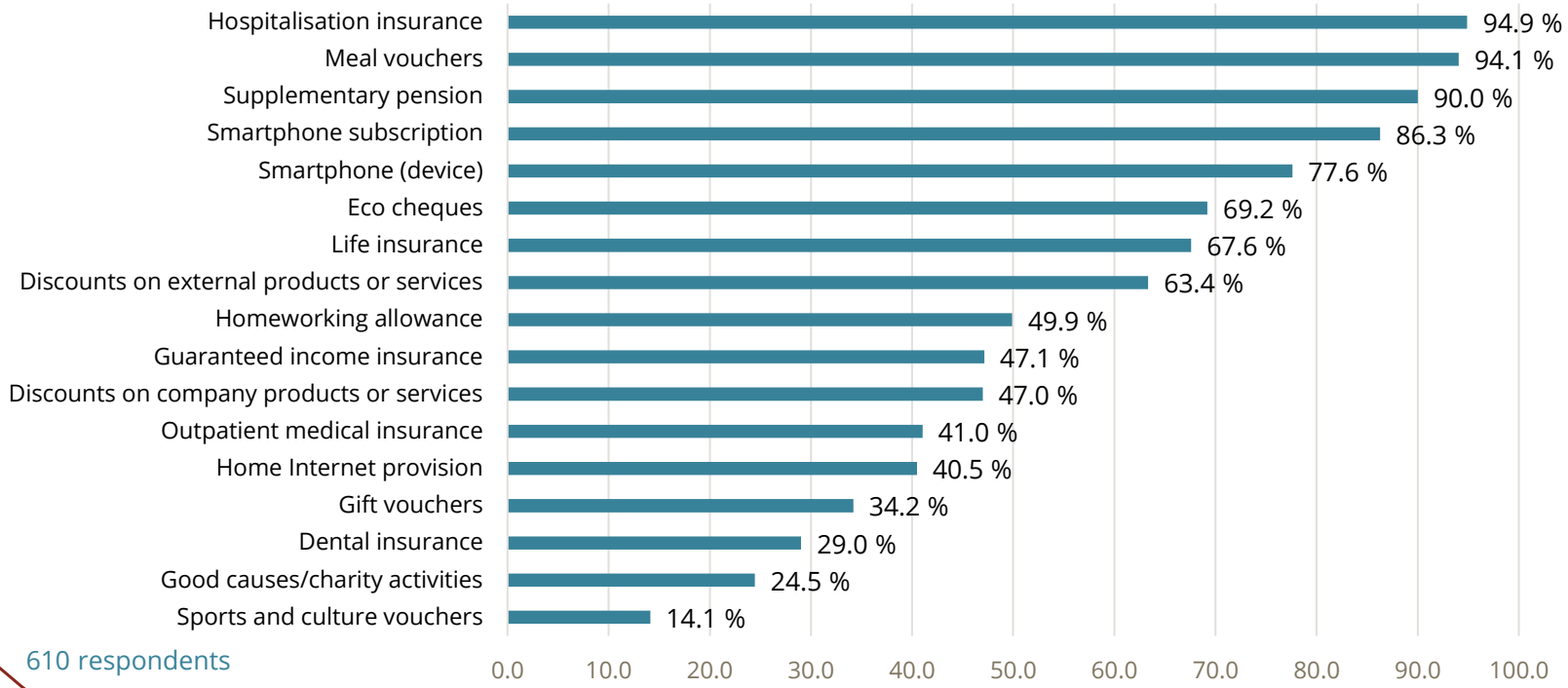
***Survey Question**: What do you typically use your flexible reward budget for?*



292 respondents

Benefits – fringe benefits

***Survey Question**: What fringe benefits do you receive from your employer?*



610 respondents

Benefits – insured employee benefits

***Survey Question**: What fringe benefits do you receive from your employer?*

	Supplementary pension	Hospitalisa-tion insurance	Life insurance	Guaranteed income insurance	Outpatient medical insurance	Dental insurance
Legal manager, executive committee member	94%	97%	72%	52%	46%	33%
Legal manager, not an executive committee member	89%	96%	76%	57%	44%	32%
Solo legal counsel	87%	91%	57%	34%	38%	43%
Legal advisor	87%	95%	65%	45%	40%	24%

610 respondents

Benefits – vouchers & discounts

***Survey Question**: What fringe benefits do you receive from your employer?*

	Meal vouchers	Eco vouchers	Gift vouchers	Sports & culture vouchers	Discounts on external products/ services	Discounts on company products/ services
Legal manager, executive committee member	96%	70%	41%	18%	51%	50%
Legal manager, not an executive committee member	92%	69%	32%	16%	63%	51%
Solo legal counsel	94%	70%	33%	7%	52%	33%
Legal advisor	95%	70%	35%	14%	70%	48%

610 respondents

Benefits – other benefits

***Survey Question**: What fringe benefits do you receive from your employer?*

	Smartphone	Smartphone subscription	Home internet provision	Homeworking allowance	Good causes / charity activities
Legal manager, executive committee member	94%	93%	45%	49%	30%
Legal manager, not an executive committee member	83%	89%	40%	45%	28%
Solo legal counsel	75%	86%	31%	52%	20%
Legal advisor	71%	83%	42%	53%	22%

610 respondents

6.3

Total reward satisfaction & understanding

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Total reward satisfaction: introduction

Why measure reward satisfaction

- The report focuses on the quantum: fixed and variable pay, employee benefits, mobility and flexible rewards
- It is just as important to understand how company lawyers experience their rewards
- The report therefore also examines how satisfied they are with their total rewards and their building blocks

Basis in research

- Academic research has studied **pay satisfaction** in depth, with "pay" understood broadly to include benefits
- Researchers developed a pay satisfaction questionnaire (PSQ)
- To avoid both overgeneralisation and excessive detail, this survey covers the topics most relevant to this total rewards benchmark

Understanding of rewards

- The survey also asks how well company lawyers understand their rewards:
  - their satisfaction with the employer's communication
  - how fixed and variable pay are calculated
  - which benefits are part of their total remuneration
- Understanding is linked to perceived pay fairness. Equity theory distinguishes three types of justice:
  - **Distributive**: "Is my salary fair compared to peers doing similar work?"
  - **Procedural**: "Are pay decisions made in a fair way?"
  - **Informational**: "Do I understand why I am paid this way?"
- These topics matter even more with the upcoming **pay transparency** legislation, which gives employees the right to know the mean salary of colleagues doing comparable work, split by gender.

Total reward satisfaction

Statement	Mean
The number of fringe benefits I receive in addition to my fixed and variable pay (e.g. meal vouchers, pension plan, insurance, ...)	4,06
My overall satisfaction with my total remuneration package	4,03
The value of the fringe benefits I receive	3,95
My fixed salary	3,83
The information my organisation provides me about my fringe benefits	3,68
The information my organisation provides me about my salary	3,61
My variable pay (this may include individual or collective bonuses, or a combination of both)	3,50
The information my organisation provides me about my variable pay	3,32
The clarity regarding possible future developments in my salary	2,73

Mean values *1 = Dissatisfied · 2 = Rather dissatisfied · 3 = Neither satisfied nor dissatisfied · 4 = Rather satisfied · 5 = Satisfied*

Total reward satisfaction

Statement	Legal manager, executive committee	Legal manager, not executive committee	Solo legal counsel	Legal advisor
The number of fringe benefits I receive in addition to my fixed and variable pay (e.g. meal vouchers, pension plan, insurance, ...)	4,2	4,1	3,9	4,0
My overall satisfaction with my total remuneration package	4,2	4,1	3,7	4,0
The value of the fringe benefits I receive	4,1	4,1	3,6	3,9
My fixed salary	4,2	3,9	3,6	3,8
The information my organisation provides me about my fringe benefits	3,9	3,8	3,4	3,6
The information my organisation provides me about my salary	4,0	3,7	3,4	3,5
My variable pay (this may include individual or collective bonuses, or a combination of both)	3,9	3,8	3,1	3,3
The information my organisation provides me about my variable pay	3,8	3,6	2,8	3,2
The clarity regarding possible future developments in my salary	3,1	2,8	2,6	2,6

Mean values

1 = Dissatisfied · 2 = Rather dissatisfied · 3 = Neither satisfied nor dissatisfied · 4 = Rather satisfied · 5 = Satisfied

Understanding of reward package

Statement	Mean
I know which fringe benefits are part of my total remuneration.	4,16
I have a clear understanding of the various components of my total compensation package.	4,00
I understand the information on my payslip.	3,82
I understand how my fixed salary is determined.	3,72
I feel like I fully understand what my total rewards package is worth.	3,67
I understand how any variable compensation (bonus, incentive) is calculated.	3,58
My organisation communicates clearly about how my compensation is structured.	3,43

Mean values

1 = Disagree · 2 = Slightly disagree · 3 = Neither agree nor disagree · 4 = Slightly agree · 5 = Agree

Understanding of reward package

Statement	Legal manager, executive committee	Legal manager, not executive committee	Solo legal counsel	Legal advisor
I know which fringe benefits are part of my total remuneration.	4,5	4,2	4,0	4,1
I have a clear understanding of the various components of my rewards package.	4,3	4,1	3,8	3,9
I understand the information on my payslip.	4,1	3,8	3,8	3,7
I understand how my fixed salary is determined.	4,1	3,8	3,6	3,6
I feel like I fully understand what my total rewards package is worth.	4,1	3,8	3,5	3,5
I understand how any variable compensation (bonus, incentive) is calculated.	4,0	3,9	3,1	3,4
My organisation communicates clearly about how my compensation is structured.	3,8	3,5	3,2	3,3

Mean values

1 = Disagree · 2 = Slightly disagree · 3 = Neither agree nor disagree · 4 = Slightly agree · 5 = Agree

Main findings – total reward satisfaction & understanding

Total reward satisfaction

- **Overall satisfaction is relatively positive**: respondents are on average slightly satisfied, and rewards are not a major source of dissatisfaction.
- **Fringe benefits are the strongest element**: lawyers are most satisfied with both their number and their value, which adds to the package's attractiveness.
- **Fixed salary** is viewed clearly more favourably than variable pay.
- **Communication scores lower**. Career and salary progression clarity is the biggest weakness and main opportunity for improvement; other communication dimensions also need major improvement.
- **By profile:** legal managers on the executive committee are the most satisfied (and best rewarded). Solo legal counsels are the least satisfied, especially with benefits, fixed and variable pay, and communication.

Total reward understanding

- Company lawyers **generally understand which benefits and which components** make up their total remuneration.
- They understand less well the **information on their payslip** and **how fixed salary and variable pay are calculated**.
- They know which reward instruments they receive, but less well **what their total package is worth**, indicating potential for (better) total reward statements or communication about the total value of rewards.
- **Variable pay** remains the least transparent component: how bonuses and incentives are calculated is one of the weakest dimensions of understanding.
- **By profile:** solo legal counsels and legal advisors have the lowest understanding of their package and are also less satisfied with the quality of their organisation's communication.

6.4

Financial / reward literacy & well-being

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Financial well-being as a benefit

***Survey Question**: For each item, please indicate to what extent you would appreciate it if your employer offered this. If your employer offers this, we would like to know how much you appreciate it.*

Statement	Mean
A comprehensive insurance package (in case of illness, death, accident, etc.)	3,76
Insight into the calculation of your salary	3,64
Guidance and tools for your retirement planning	3,30
Insight and guidance regarding your tax situation and taxes	3,28
Support in managing the financial impact of major life events	2,46
Investment advice	2,33
Support with managing your budget	2,20
Support with important financial decisions (e.g. buying a home)	2,14

1 = Not at all · 2 = To a limited extent · 3 = Neither to a great nor to a limited extent · 4 = To a rather great extent · 5 = To a great extent

602 respondents

Financial situation

Statement	Mean
My financial future feels secure.	3,47
I am well informed about the financial implications if I were to become ill for an extended period.	3,00
Financial worries affect my concentration at work.	1,69
I often put off facing my financial situation.	1,67
I have difficulty paying my monthly expenses.	1,58

602 respondents

1 = Disagree · 2 = Slightly disagree · 3 = Neither agree nor disagree · 4 = Slightly agree · 5 = Agree

Main findings – financial literacy & well-being

- **Company lawyers are financially comfortable and experience limited financial stress.** Few respondents report difficulties paying monthly expenses or being distracted at work by financial concerns.
- However, their **financial future** is not generally perceived as secure, and they feel less well informed about the **financial implications if they were to become ill for an extended period**.
- Protection, in the form of a comprehensive insurance package, is valued more than financial coaching like support in managing the financial impact of life events, investment advice, and support with managing the budget and on the occasion of important financial decisions.
- **There is moderate demand for guidance on retirement and taxation.** Support related to retirement financial planning receives substantially higher scores than support related to personal financial management.
- **Employers should prioritise financial literacy over financial assistance.** The opportunity lies less in solving financial problems and more in helping employees make informed decisions regarding income protection, pensions, taxation, and long-term wealth accumulation.

6.5

AI in the legal profession

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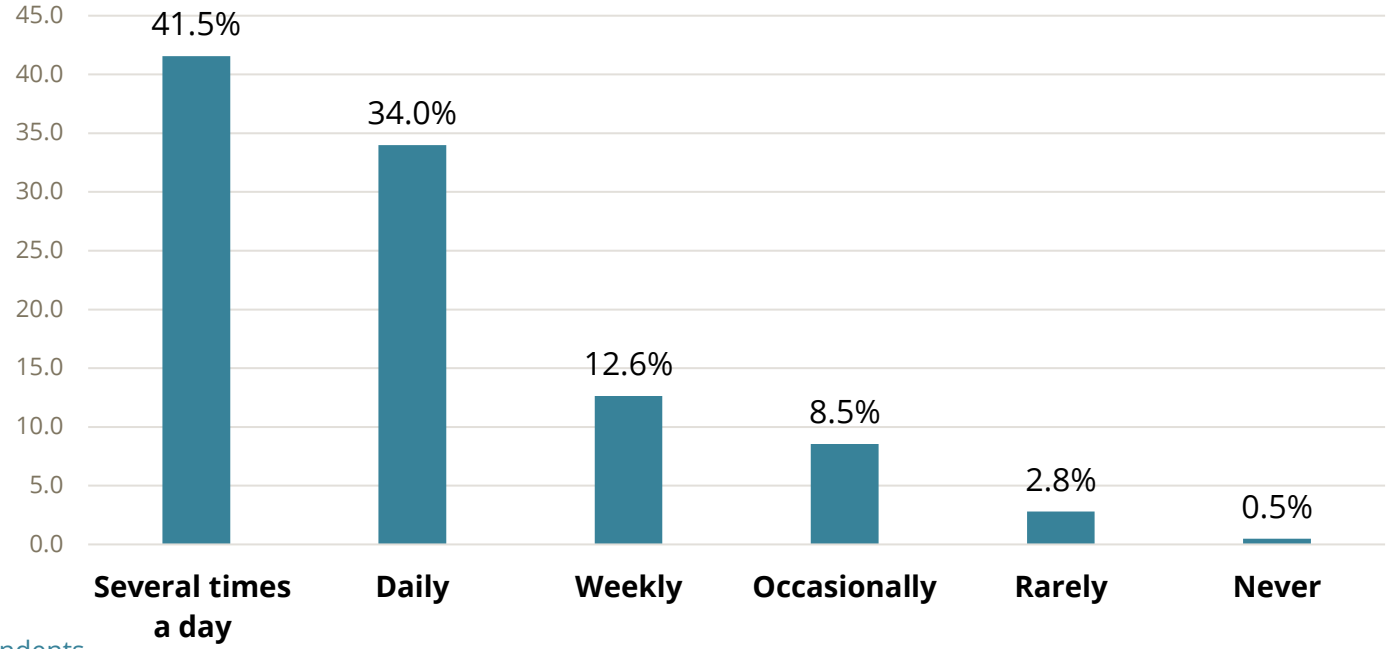
AI – AI tools at work

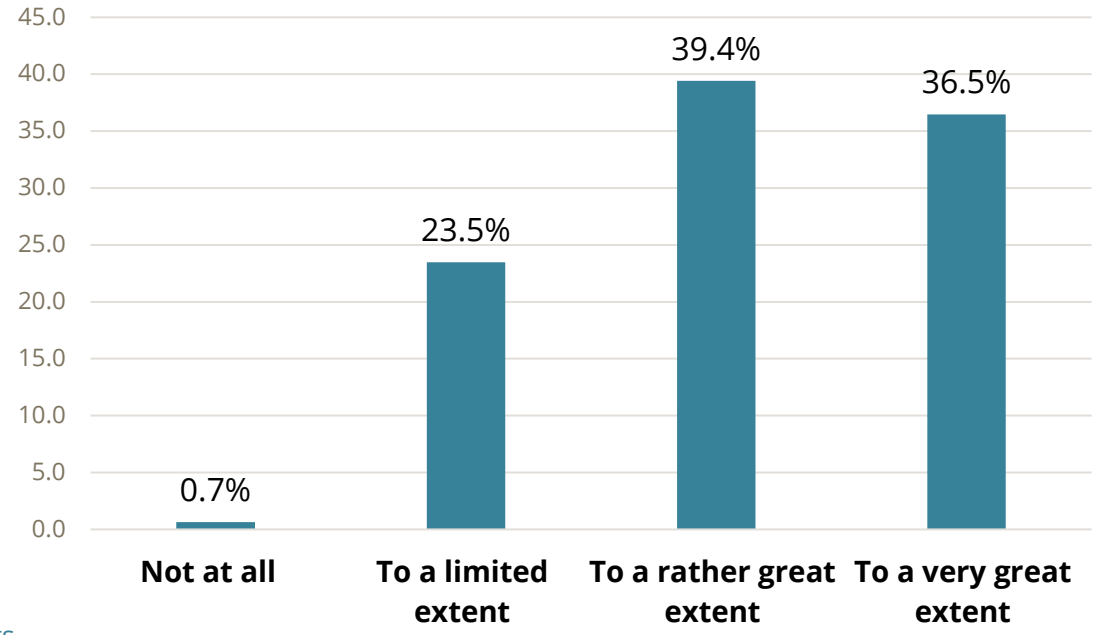
***Survey Question**: To what extent do you currently use AI tools in your work?*



609 respondents

AI – encourage use of AI tools

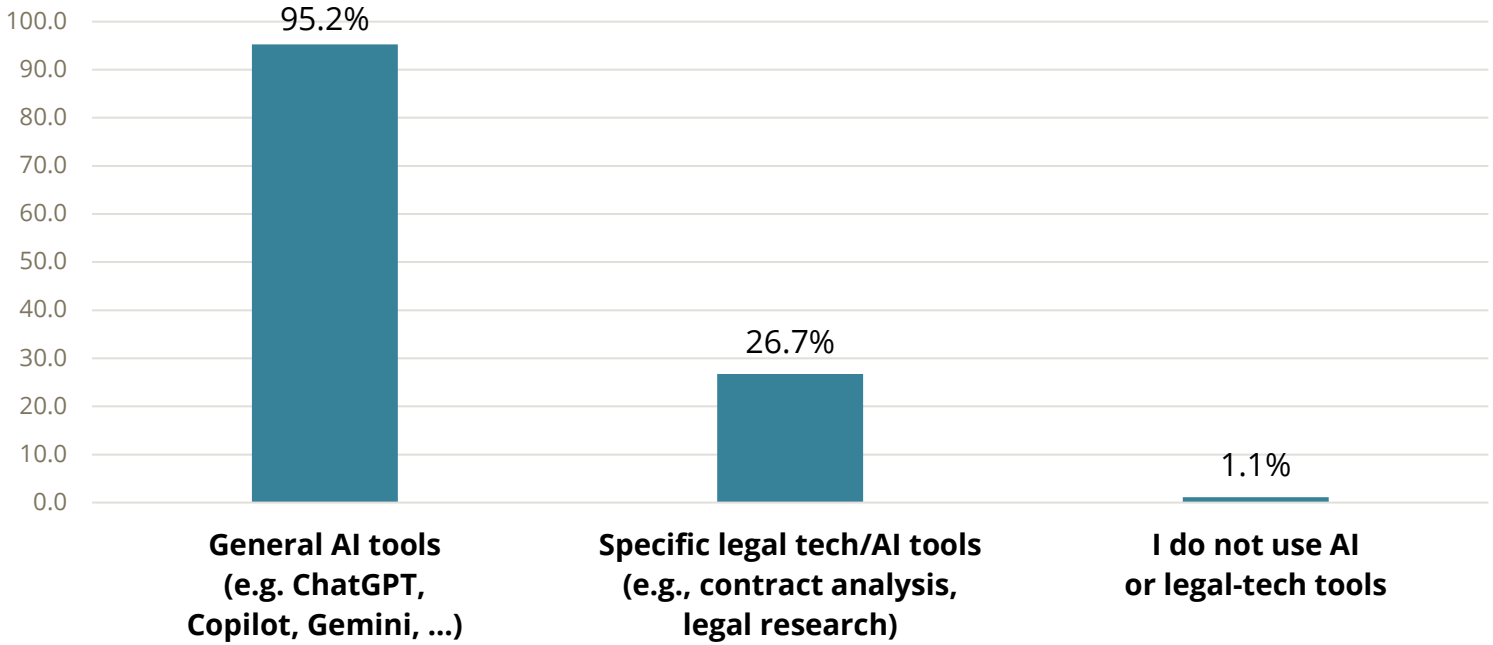
Survey Question: *To what extent does your organisation allow or encourage the use of AI tools?*



609 respondents

AI – types of AI tools

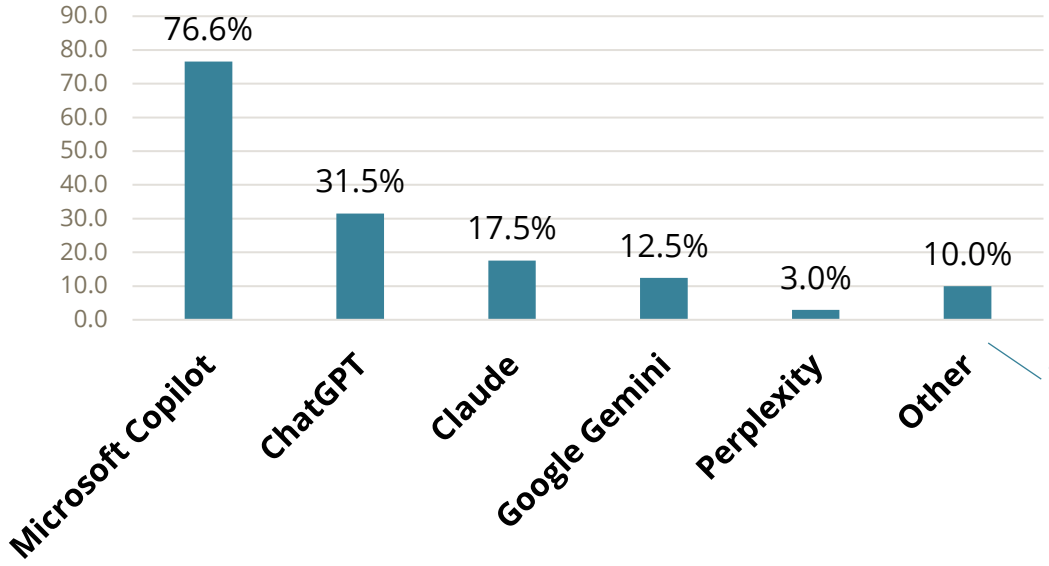
***Survey Question**: What types of AI tools do you currently use for your work?*



610 respondents

AI – types of general AI tools

***Survey Question**: What types of general AI tools do you currently use?*

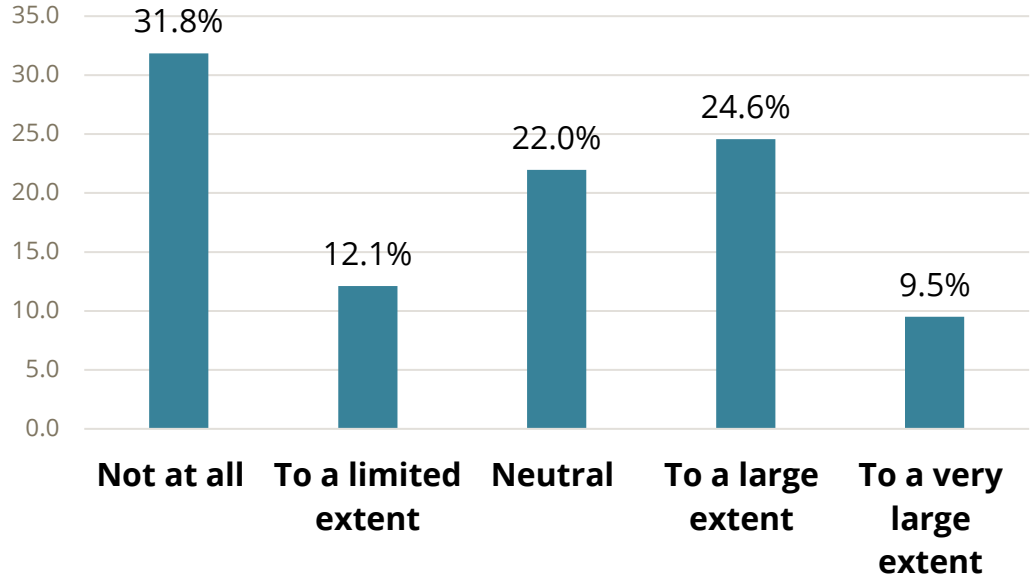


"Other" (10,0%) includes:
Internal / company AI tool: 31

578 respondents

AI – AI tools as valuable part of reward package

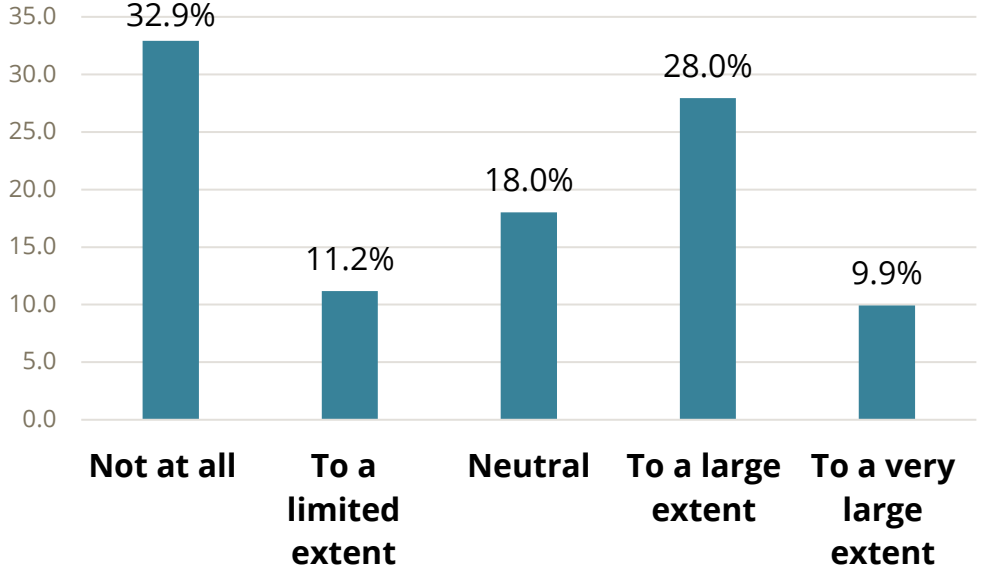
Survey Question: *To what extent do you consider access to general AI tools for your job as a valuable component of your total rewards package?*



578 respondents

AI – legal AI tools as valuable part of package

Survey Question: *To what extent do you consider access to legal tech/AI tools for your job as a valuable part of your total rewards package?*

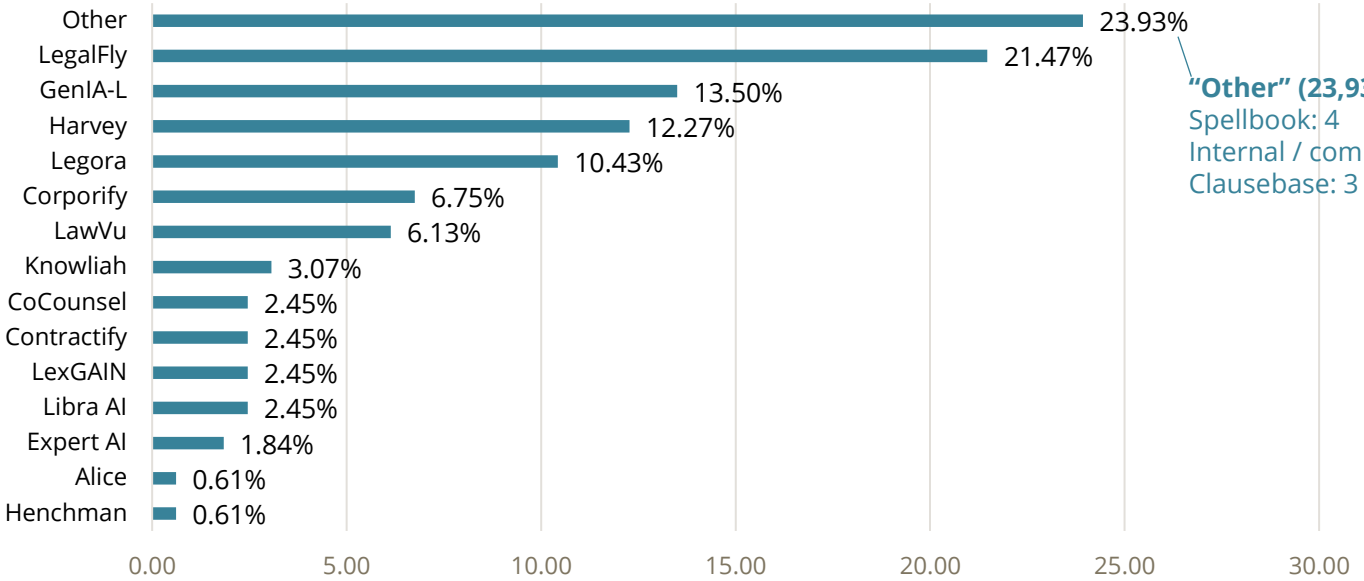


161 respondents

Only shown when legal tech/ AI tools were selected in the previous question.

AI – specific legal AI tools

***Survey Question**: Which specific legal tech/AI tools do you use?*



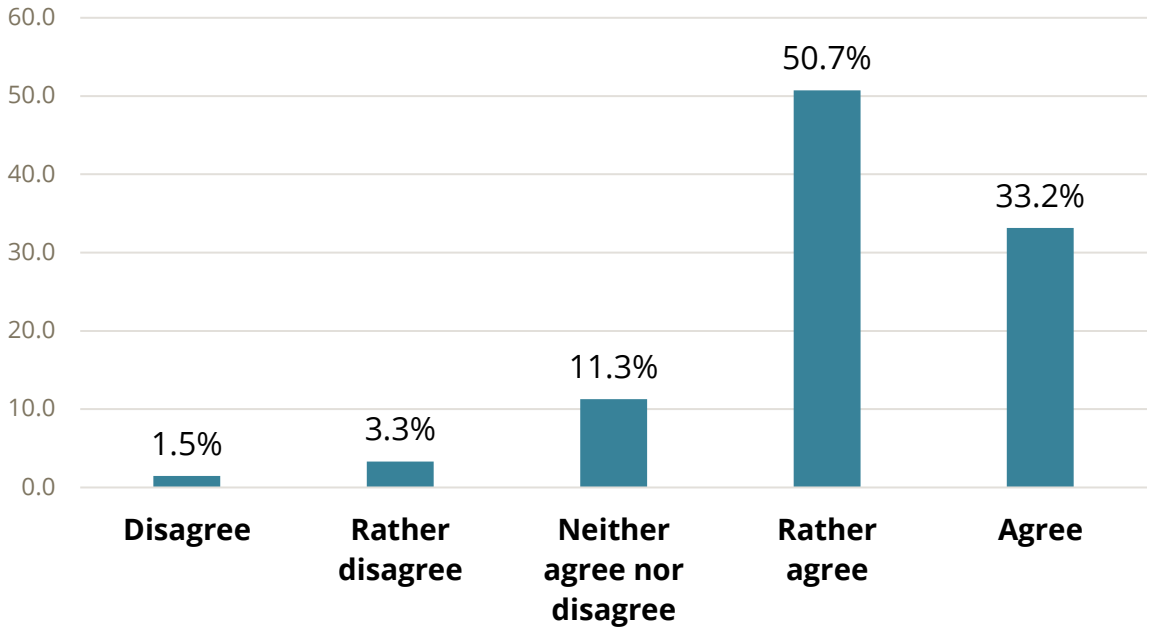
"Other" (23,93%) includes:
Spellbook: 4
Internal / company AI tool: 4
Clausebase: 3

163 respondents

Only shown when legal tech/ AI tools were selected in the previous question.

AI – AI tools & work efficiency

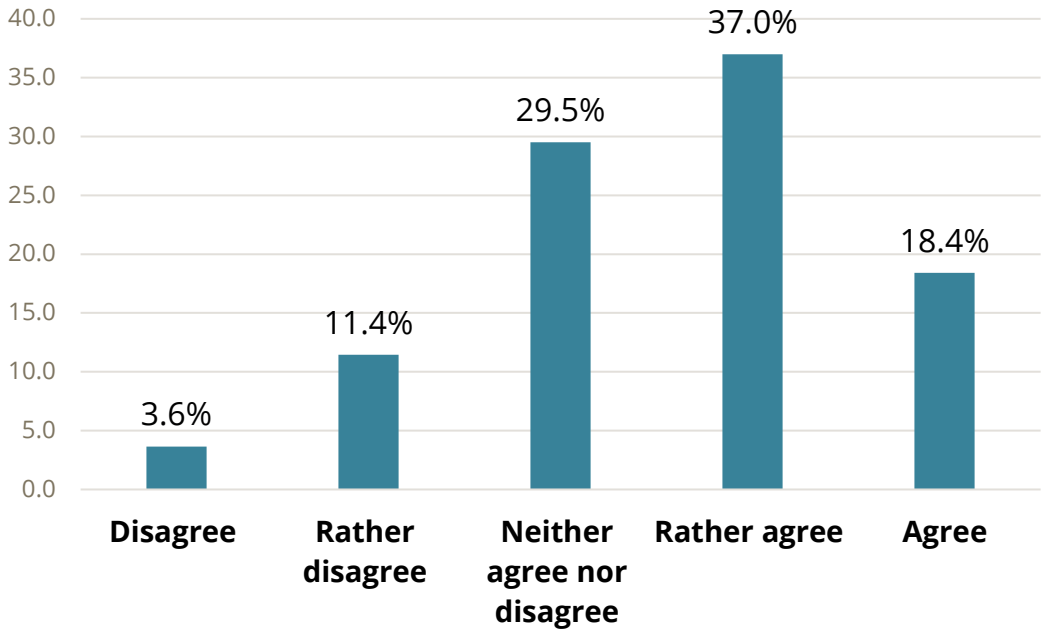
***Survey Question**: To what extent do you agree that AI tools help you work more efficiently?*



603 respondents

AI – AI tools & job satisfaction

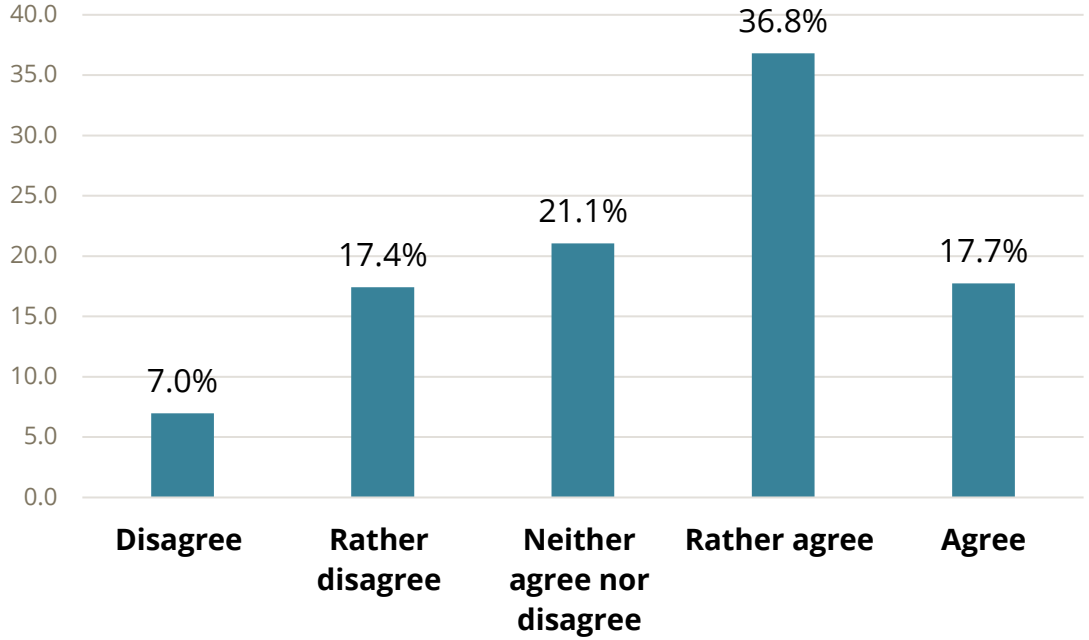
***Survey Question**: To what extent do you agree that AI tools increase your job satisfaction?*



603 respondents

AI – investing in AI tools

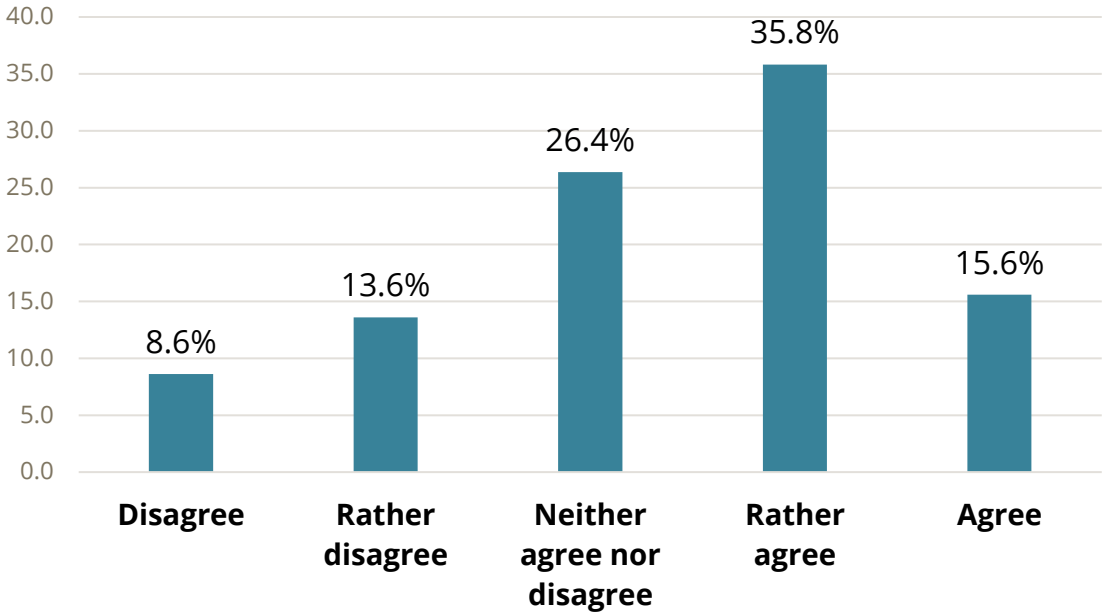
***Survey Question**: To what extent do you agree that your organisation invests sufficiently in AI tools and training relevant to your position?*



603 respondents

AI – AI tools when choosing a new job

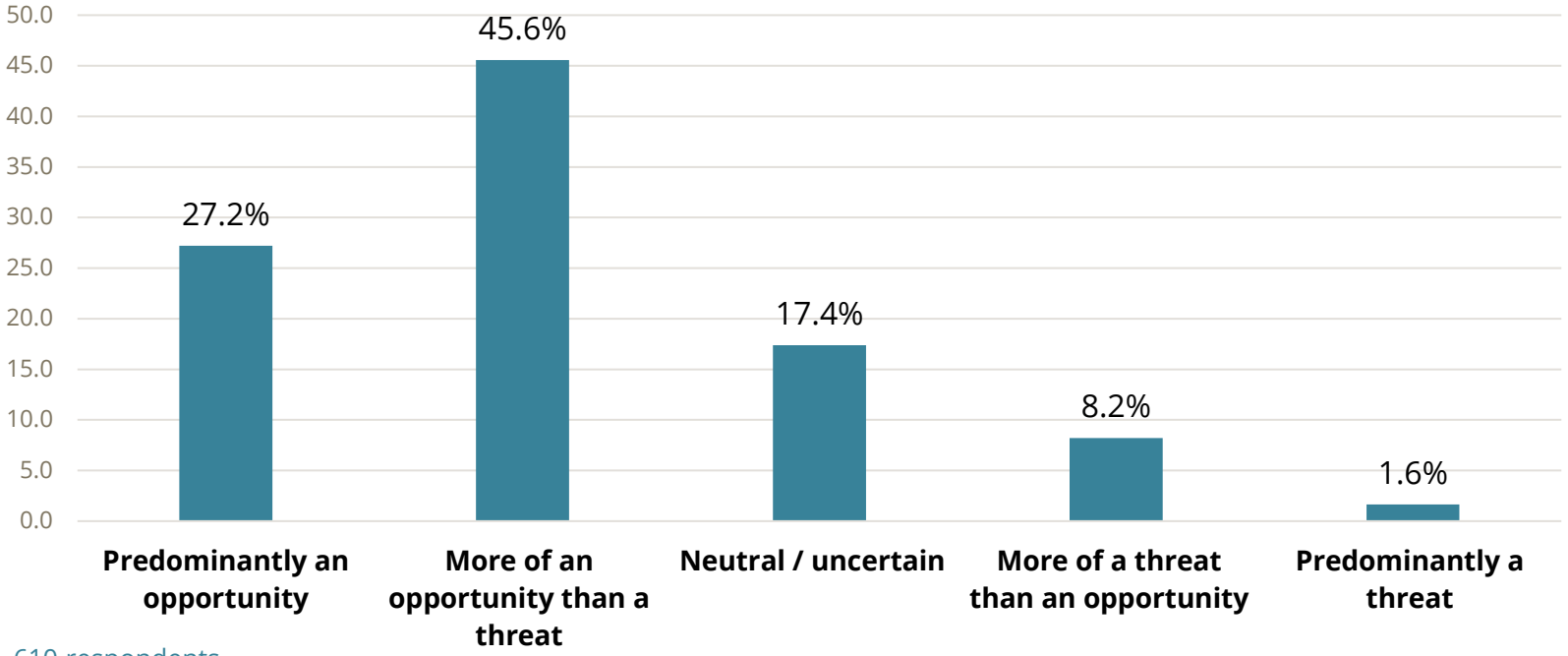
***Survey Question**: To what extent do you agree that the availability of professional AI tools would be an important factor when choosing a new job?*



603 respondents

AI – impact of AI

***Survey Question**: How do you view the impact of AI on your profession?*



610 respondents

AI – impact of AI

***Survey Question**: How do you view the impact of AI on your profession?*

	Threat	Neutral	Opportunity
Legal manager, executive committee member	10%	20%	70%
Legal manager, not an executive committee member	10%	15%	75%
Solo legal counsel	12%	10%	78%
Legal advisor	8%	17%	75%

610 respondents

Main findings – AI use and tools in the legal profession

1. AI has become a mainstream part of daily work

AI adoption is already high:

- 41,5% use AI several times a day and
- 34,0% daily;
- another 12,6% use it weekly.
- Only 0,5% never use AI tools.

AI is no longer experimental but embedded in everyday work.

2. Organisations are generally supportive of AI use

- 76% say their organisation allows or encourages AI use to a rather great (39%) or very great extent (37%).
- Only 0,7% say it is not allowed or encouraged at all.

So organisational resistance is unlikely to be the main barrier to further adoption.

3. AI is used widely but not yet valued as an employee benefit

Access to AI is not widely seen as a valuable part of the total rewards package.

- Among general-AI users, 34% find it valuable to a (very) large extent,
- while 44% do so not at all or only to a limited extent; for legal-tech/AI users the split is 38% versus 44%.

AI is seen mainly as a tool needed to perform work, rather than as a benefit.

4. General-purpose AI tools dominate specialised ones

- 95% use general AI tools,
- compared with 27% for specialised legal-tech/AI tools.

Microsoft Copilot leads (77%), followed by ChatGPT (32%), Claude (18%) and Google Gemini (13%). Internal or company-specific AI solutions are also mentioned (31 mentions).

Main findings – impact of AI in the legal profession

5. The specialised legal AI market is fragmented

No specialised tool dominates the way Copilot does. LegalFly (21%), GenIA-L (14%), Harvey (12%) and Legora (10%) are named most; 24% chose “Other” (e.g. Spellbook, Clausebase, internal tools), pointing to a still-evolving ecosystem.

6. Efficiency is the clearest perceived benefit

- 84% rather agree (51%) or agree (33%) that AI tools help them work more efficiently;
- only 5% disagree to some degree.

7. Efficiency does not translate one-to-one into job satisfaction

- 55% rather agree or agree that AI increases their job satisfaction;
- 30% are neutral
- and 15% disagree to some extent.

AI is linked more consistently to working efficiently than to enjoying the job.

8. AI tools play a role in employer attractiveness

- When choosing a new job, 51% rather agree or agree that available professional AI tools would be an important factor,
- versus 22% who disagree to some degree
- and 26% who are neutral.

9. AI is seen as an opportunity rather than a threat

- 73% see AI predominantly as an opportunity (27%) or more as an opportunity than a threat (46%);
- only 10% see it more or predominantly as a threat,
- and 17% are neutral or uncertain.

This holds across roles: 70% of legal managers on the executive committee, 75% of other legal managers, 78% of solo legal counsel and 75% of legal advisors.

7

Self-employed

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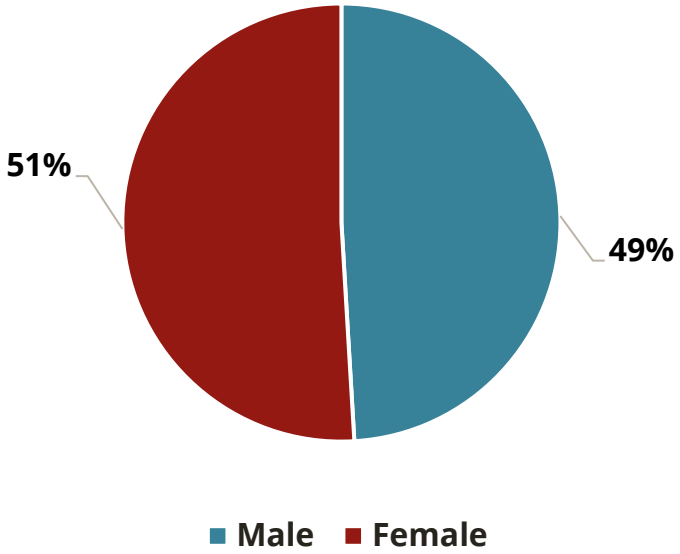
Respondents

- In this section, we provide a description of the respondents who participated in the survey and an overview of their main characteristics (for example functions, sectors, legal domains and company size, total experience).
- Understanding the sample and categories is crucial for interpreting the results and drawing meaningful conclusions from the survey data. This will help readers contextualise the findings and understand the relevance of the results to their own interests or objectives.
- With 53 self-employed respondents, this sample is small and less representative than the employee sample. The results in this section should therefore be read with extra care.

Gender

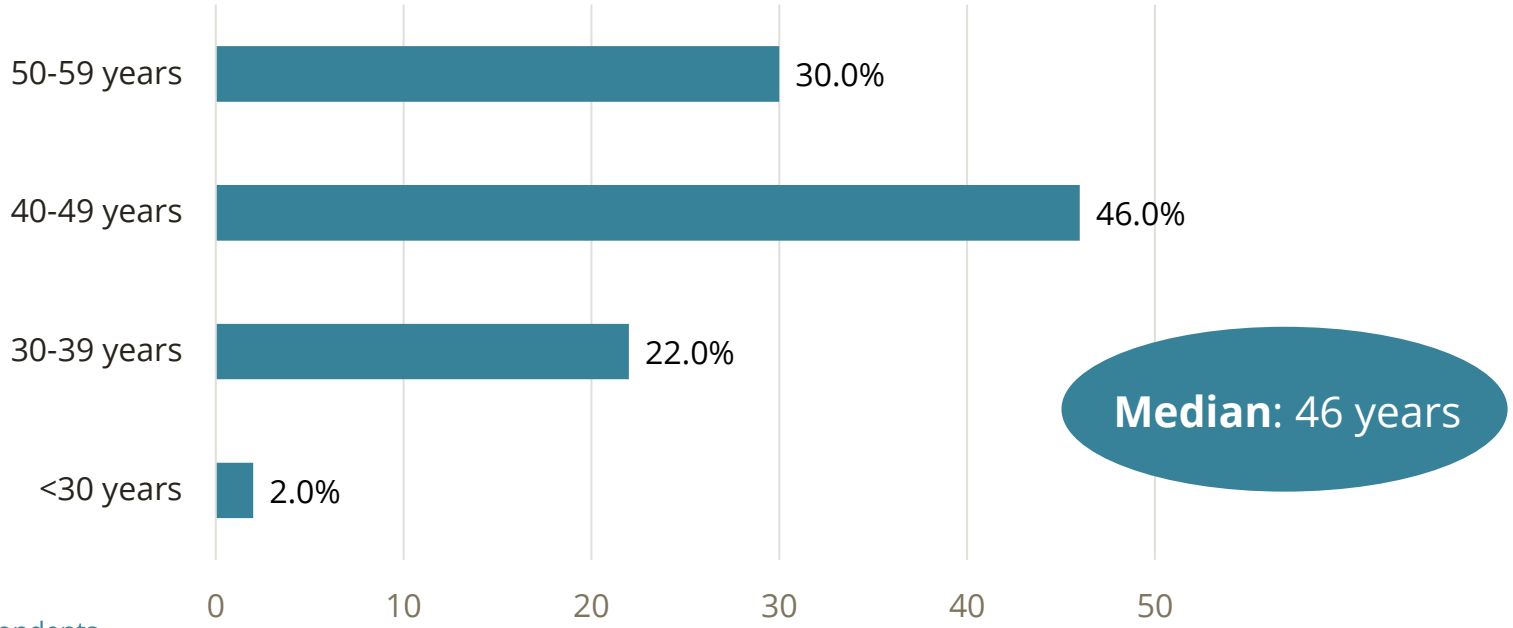
***Survey Question**: How do you see yourself?*



53 respondents

Age

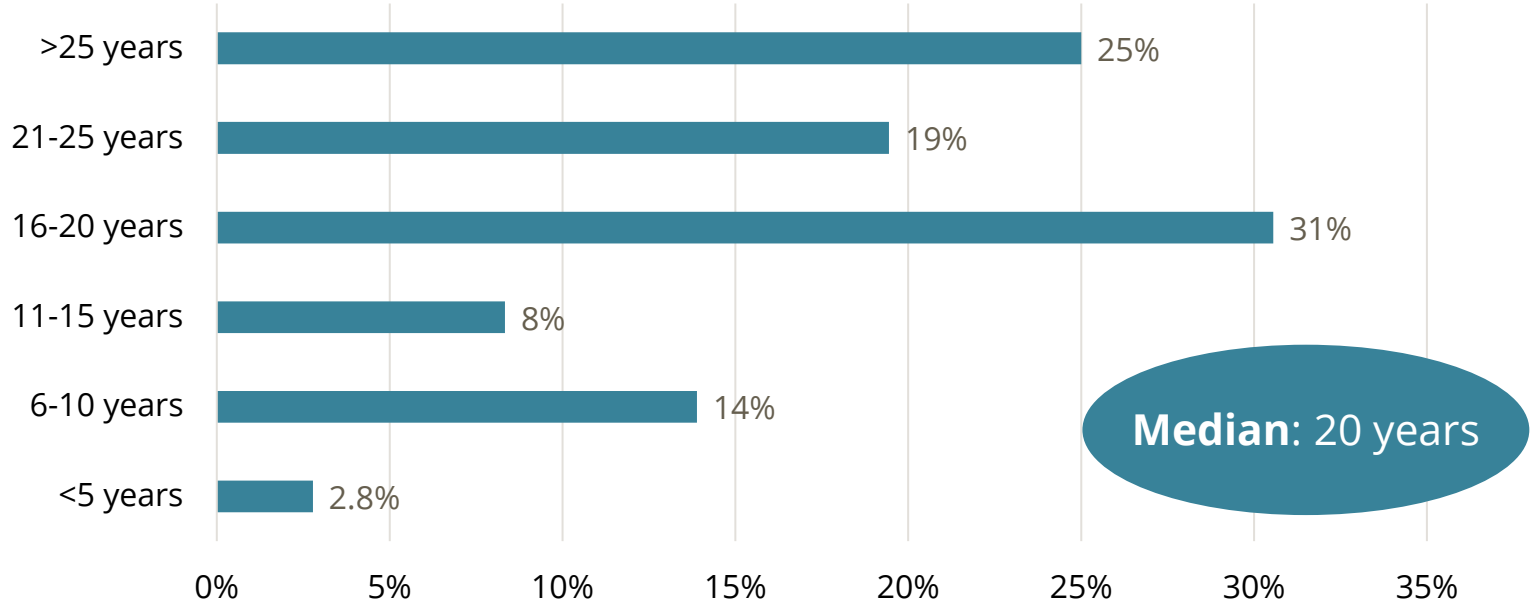
***Survey Question**: What is your year of birth? – converted to age in years*



50 respondents

Legal professional experience

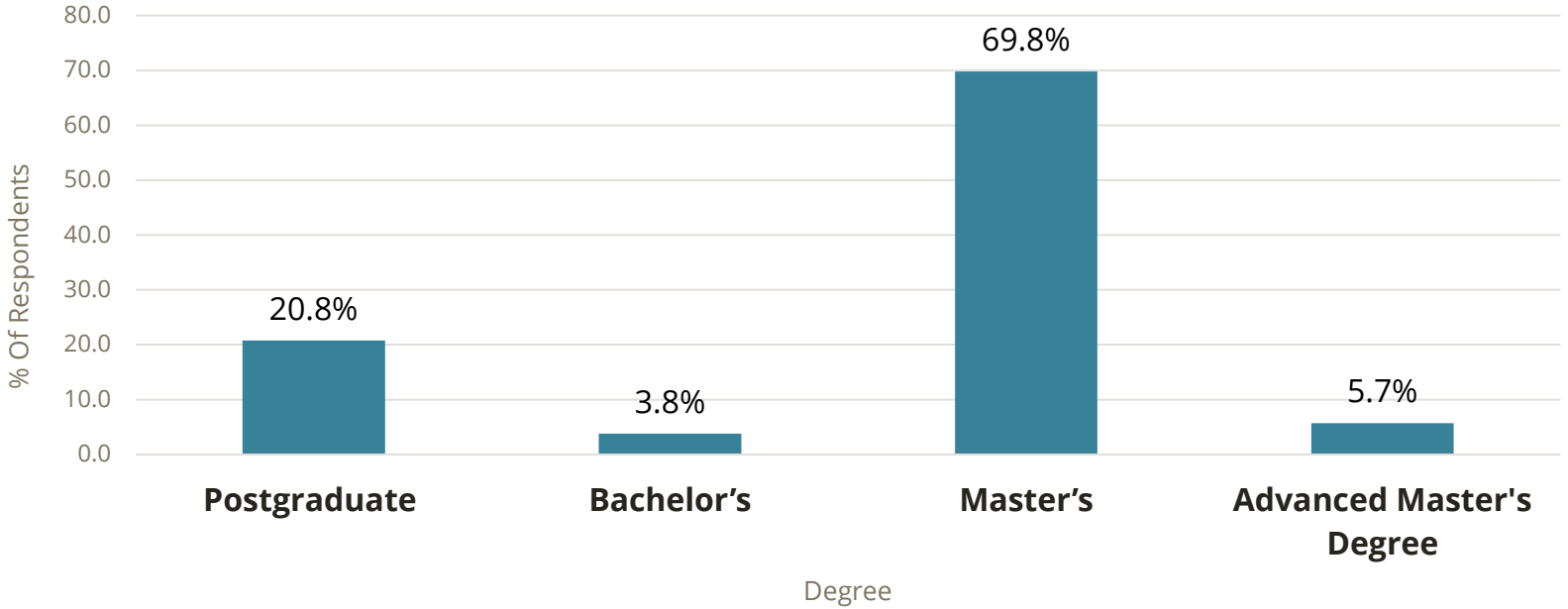
Survey Question: *What is your total number of years (across all employers) of legal professional experience?*



36 respondents

Highest level of education

***Survey Question**: What is the highest level of education you have completed or the highest degree you have obtained?*

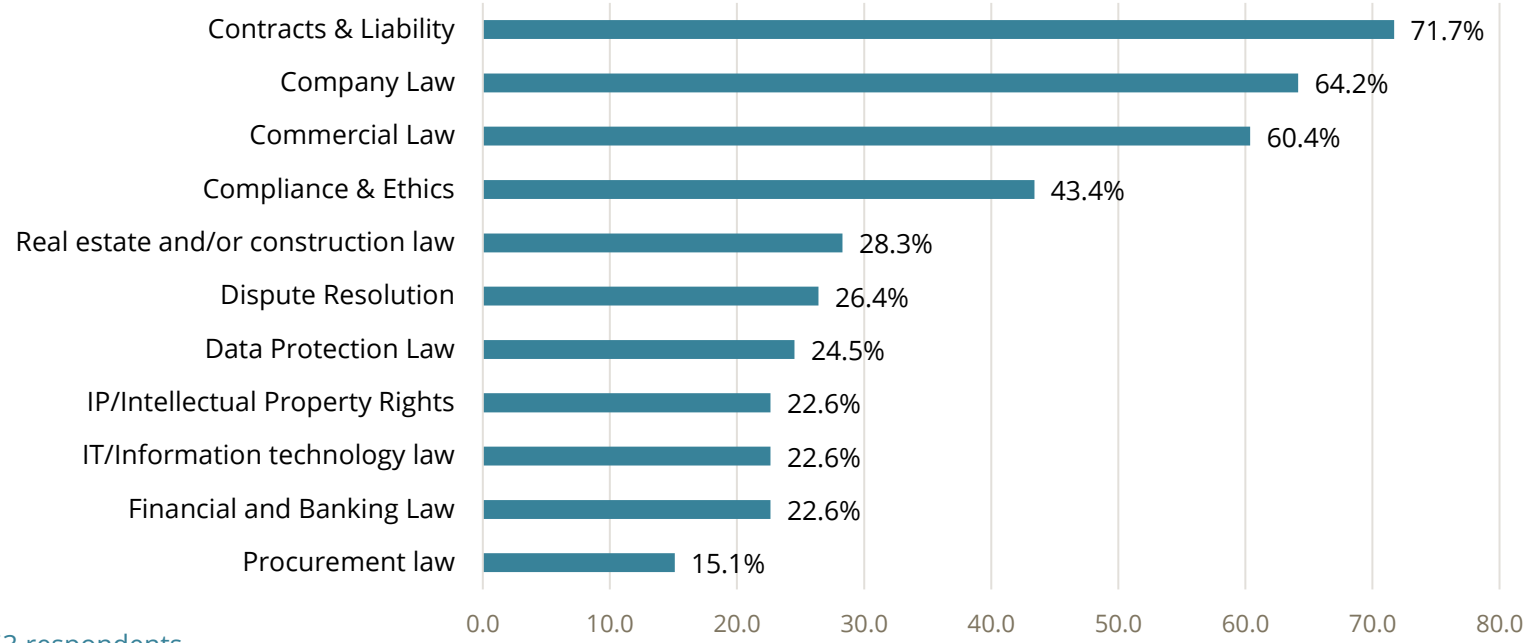


53 respondents

Legal domain (1/2)

Multiple domains per respondent possible

Survey Question: *Indicate which legal domains you are mainly active in*

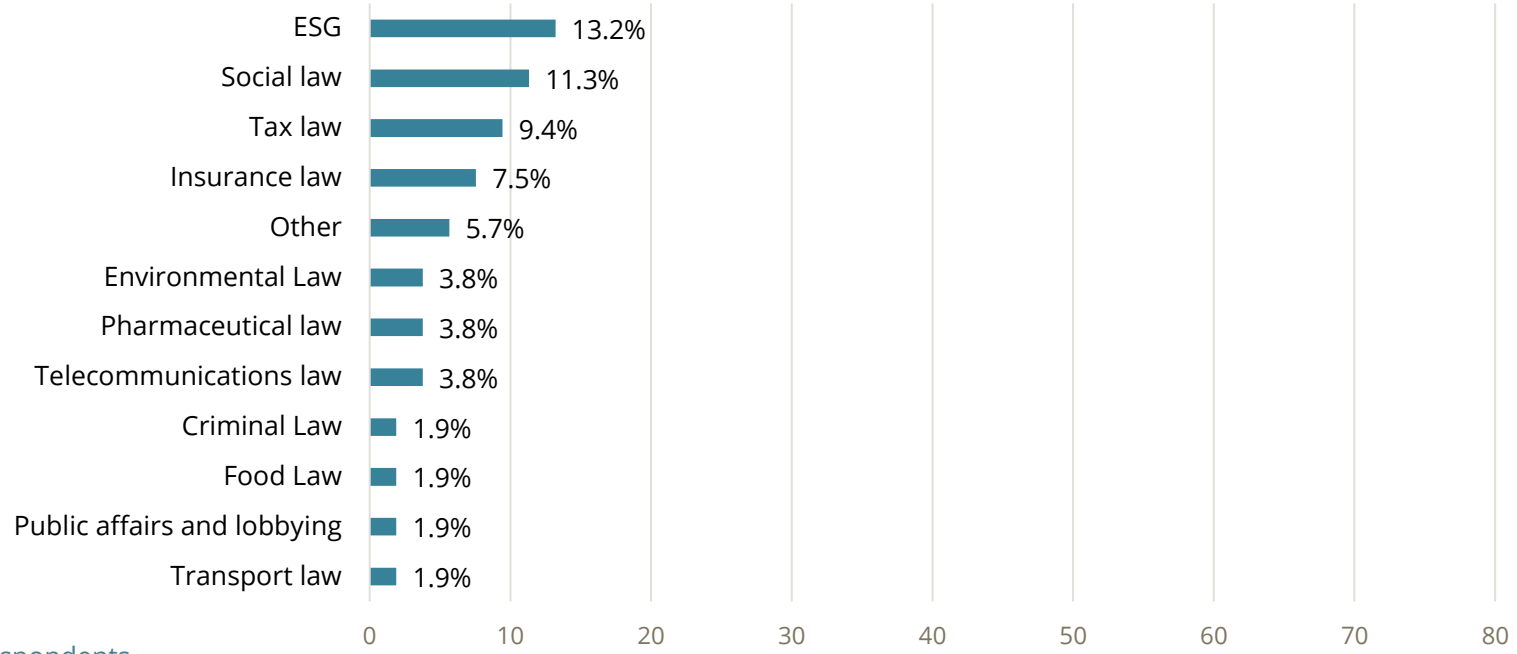


53 respondents

Legal domain (2/2)

Multiple domains per respondent possible

***Survey Question**: Indicate which legal domains you are mainly active in*



53 respondents

Function

***Survey Question**: What best describes your responsibility/function (within the legal department)?*

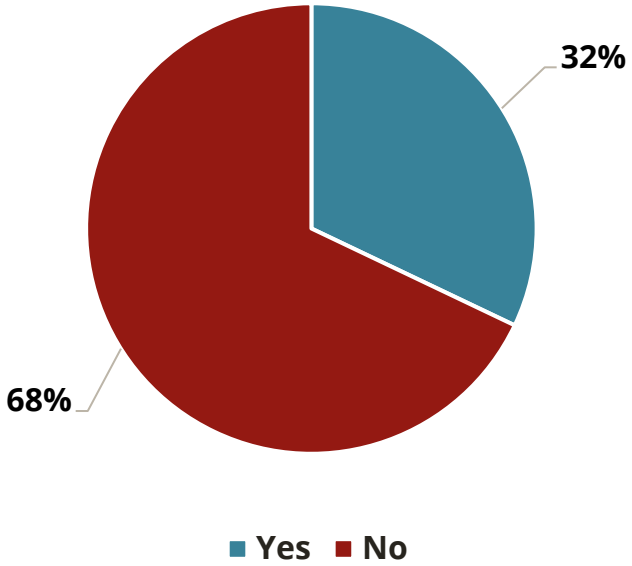
Function	% of sample	Median legal experience	Average seniority
Legal manager, executive committee member	23%	21 years	24 years
Legal manager, not an executive committee member	13%	23 years	23 years
Solo legal counsel	13%	14 years	14 years
Legal advisor	45%	20 years	19 years

53 respondents

** Compliance officer (4% of sample) and paralegal (2% of sample) are not included in the overview of pay and benefits when specifying functions, due to insufficient responses.*

Member of the IBJ-IJE

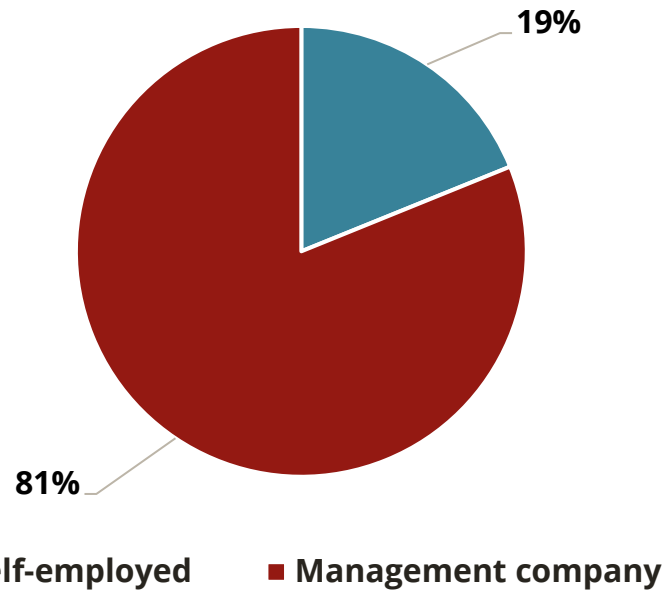
***Survey Question**: Are you a member (or associated member) of the Institute of Company Lawyers (IBJ-IJE)?*



53 respondents

Self-employed or management company

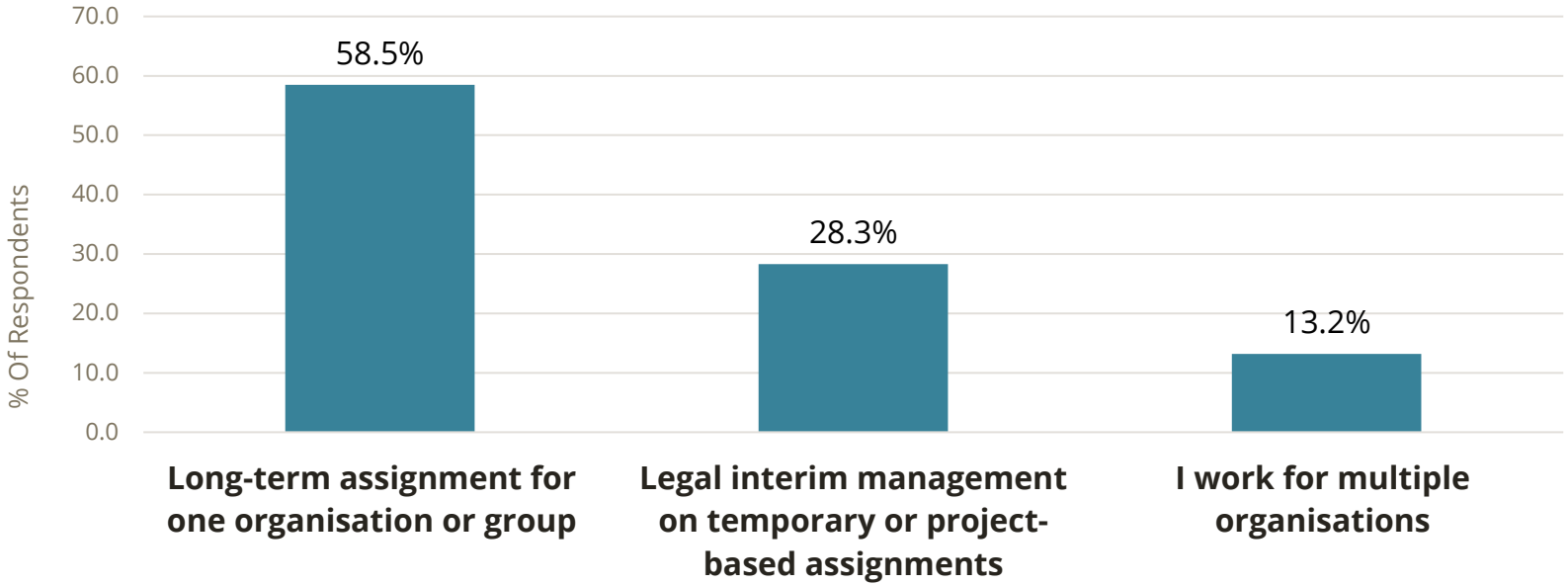
Survey Question: *Do you work as a self-employed person or through a management company?*



53 respondents

In-house legal work

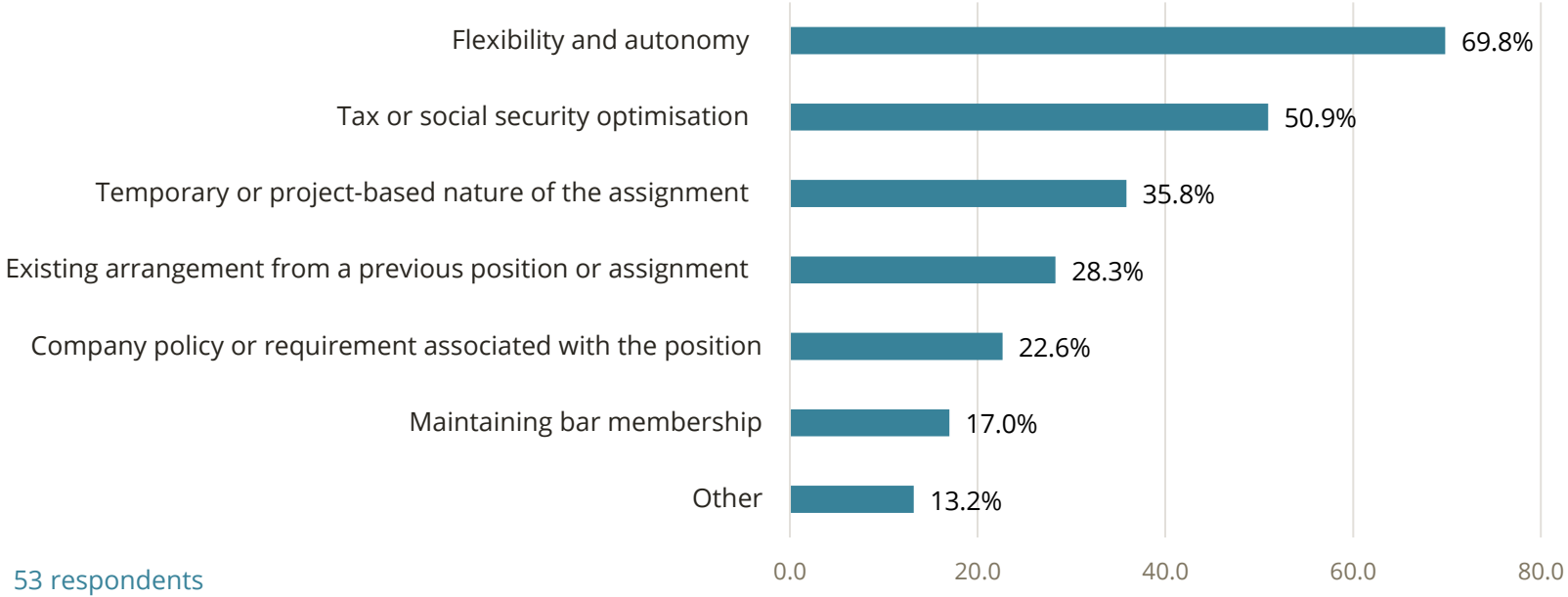
***Survey Question**: Which statement best describes your in-house legal work?*



53 respondents

Main reasons self-employed

***Survey Question**: What are the main reasons for working as a self-employed professional or through a management company?*



53 respondents

Annual amount invoiced in 2025 in terms of function

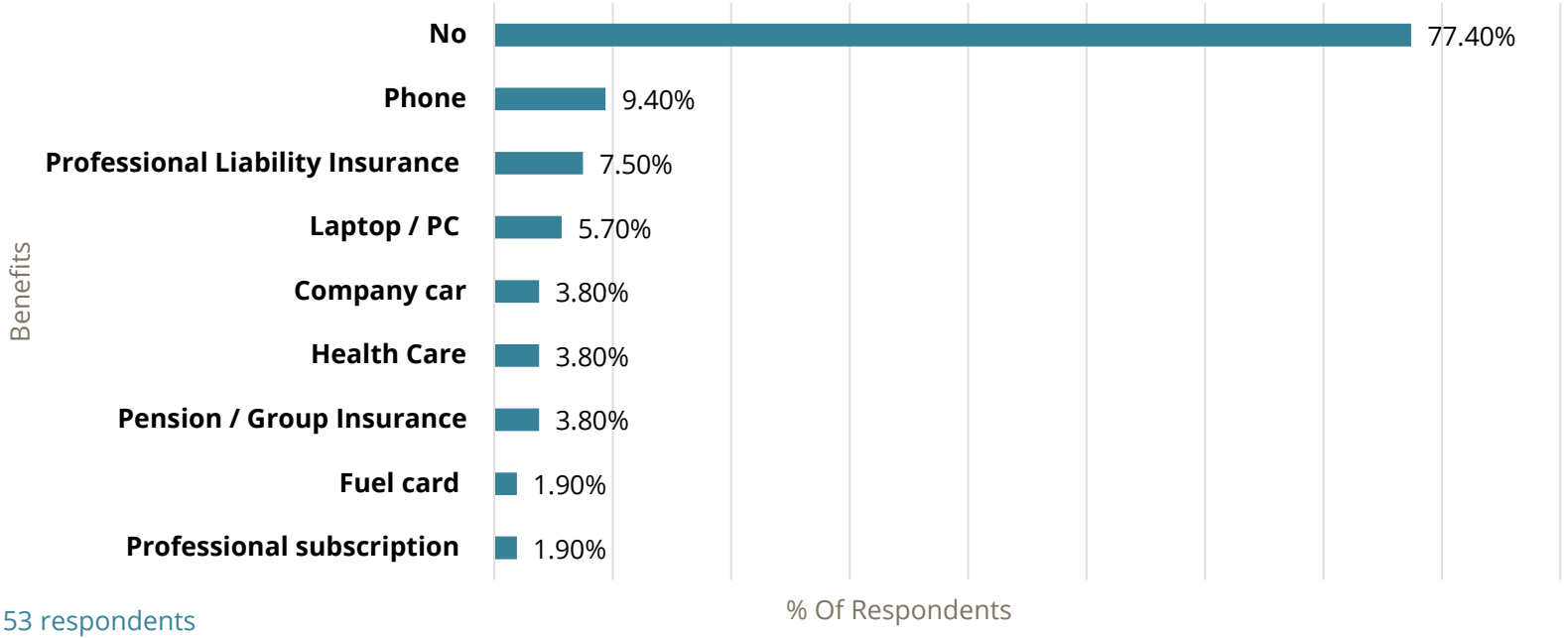
Annual amount (in FTE)	P25	Median	P75
Legal manager, executive committee member (N = 12)	€ 211.385 (Median experience: 20 years)	€ 316.000 (Median experience: 21 years)	€ 392.500 (Median experience: 29 years)
Legal manager, not an executive committee member (N = 7)	Not enough responses	€ 190.000 (Median experience: 23 years)	Not enough responses
Solo legal counsel (N = 7)	Not enough responses	€ 149.600 (Median experience: 14 years)	Not enough responses
Legal advisor (N = 24)	€ 150.000 (Median experience: 12 years)	€ 162.400 (Median experience: 20 years)	€ 190.000 (Median experience: 24 years)

Average daily fee in terms of function

Average daily fee	P25	Median	P75
Legal manager, executive committee member (N = 12)	€ 788 (Median experience: 20 years)	€ 1.050 (Median experience: 21 years)	€ 1.904 (Median experience: 29 years)
Legal manager, not an executive committee member (N = 7)	Not enough responses	€ 850 (Median experience: 23 years)	Not enough responses
Solo legal counsel (N = 7)	Not enough responses	€ 675 (Median experience: 14 years)	Not enough responses
Legal advisor (N = 24)	€ 700 (Median experience: 12 years)	€ 750 (Median experience: 20 years)	€ 900 (Median experience: 24 years)

Additional benefits

***Survey Question**: Do you receive any additional benefits from the organisation(s) for which you work?*



53 respondents

Comparison with 2023

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2023 vs. 2026: key figures by function

Function	Median fixed monthly gross salary			Bonus entitlement		Flat-rate reimbursement		Flexible reward system	
	2023*	2026	Change	2023	2026	2023	2026	2023	2026
Legal manager, exco member	€ 10.648	€ 10.400	−2,3%	89%	90%	79%	73%	38%	45%
Legal manager, not exco member	€ 8.109	€ 8.600	+6,1%	74%	87%	83%	69%	46%	47%
Solo legal counsel	€ 6.917	€ 6.806	−1,6%	73%	54%	70%	60%	30%	30%
Legal advisor	€ 6.203	€ 6.767	+9,1%	72%	77%	63%	55%	43%	54%

Context: shifts in experience explain part of the salary changes. Median legal experience of solo legal counsel fell from 16 years (2023) to 13 years (2026), while for legal advisors it rose from 11 to 12 years. For both legal manager functions, median experience was unchanged. Indexation is the other likely explanation.

** 2023: values indexed until March 2023 (561 respondents). 2026: 610 employee respondents. Medians in FTE, excluding 13th month and double holiday pay. Differences in sample composition and size limit direct comparability – figures are indicative.*

2023 vs. 2026: main findings

- **Salary growth has been selective rather than universal.** The strongest nominal increases since 2023 are among legal advisors and legal managers without executive committee membership. Median salaries for executive committee members and solo legal counsel remain broadly stable. Differences may reflect inflation and wage indexation, function-group composition, labour-market developments, and sample size. Greater overall experience does not explain them, as median legal experience is slightly lower in the 2026 employee sample.
- **Variable pay has become more widespread, but not across all functions.** Bonus eligibility has increased particularly among legal managers without executive committee membership, while falling considerably among solo legal counsel. Organisational context and sample composition may play a role, as large organisations generally have more developed bonus practices. The results do not establish the precise cause of the decline among solo legal counsel.
- **Mobility has undergone the clearest transformation.** The company car remains important, with the mobility budget increasingly complementing it and the fleet becoming substantially more electric. Changes in company-car prevalence therefore suggest a shift towards more flexible, sustainable mobility support rather than a decline in support.
- **Traditional benefits remain stable, while flexibility and communication are becoming more important.** Hospitalisation insurance, meal vouchers and supplementary pensions remain nearly universal and increasingly represent market standards. Differentiation lies more in flexible reward, broader financial protection and employees' ability to understand and choose within their total reward package.
- **Reward transparency remains the most persistent weakness.** Respondents are broadly satisfied with their remuneration and benefits, but have considerably less clarity about pay decisions and future salary growth. As in 2023, this suggests employers have improved reward packages more than procedural fairness, reward communication and future salary visibility.

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About the Institute of Company Lawyers (IBJ-IJE)

The IBJ-IJE is the Belgian Institute of Company Lawyers, known in Dutch as the *Instituut voor bedrijfsjuristen* and in French as the *Institut des juristes d'entreprise*. Established by the Law of 1 March 2000, it has its registered office at Stuiversstraat 8 Rue des Sols, 1000 Brussels, and is registered under VAT number BE 0472.411.576. The IBJ-IJE is the legally recognised professional body for company lawyers in Belgium.

The IBJ-IJE has more than 2.600 members. Through their membership, they are entitled to use the legally protected title of *bedrijfsjurist* or *juriste d'entreprise*. Their legal advice is protected by confidentiality, and they are bound by a dedicated code of ethics that safeguards their intellectual independence, as well as by continuing professional development requirements.

As a dynamic and indispensable professional network, the IBJ-IJE brings its members together, provides a forum for exchanging experiences and keeps them informed about the latest legal trends and developments. In cooperation with its partners and practice groups, the IBJ-IJE organises approximately 100 activities each year.

Website and contact:

www.ije.be or www.ibj.be

info@ibj.be or info@ije.be

About Vialegis

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Since 2003, Vialegis has been the leading specialist in legal recruitment and legal interim management in Belgium. Built on the principle of “for and by lawyers”, we combine deep knowledge of the legal profession with a strong network of legal professionals and employers across Belgium, Luxembourg and the Netherlands.

We support law firms, companies and public organisations in attracting and retaining legal talent, ranging from lawyers and in-house counsel to tax, compliance, governance, legal operations professionals and paralegals.

Our consultants all have a legal background and extensive knowledge of the legal market. Through our daily interactions with candidates, clients and legal departments, we have developed a unique understanding of market trends, talent expectations and remuneration practices within the legal profession.

Over the years, more than 1.000 organisations have trusted Vialegis as their partner for permanent recruitment and legal interim management. Our close connection to the market enables us to provide valuable insights that help legal professionals and employers make informed career and talent decisions.

Vialegis is part of House of HR, a leading international group of specialised HR companies.

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www.vialegis.be

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About Vlerick Business School

About Vlerick Business School

Since the renowned academic, entrepreneur and politician André Vlerick founded the school in 1953, Vlerick has grown into an independent, international and inclusive institution. It has strong roots with its parent universities, Ghent University and KU Leuven, but also its own reputation for excellence, innovation and entrepreneurship.

About the Vlerick Reward Centre

The Vlerick Reward Centre helps organisations design and implement reward policies, allowing companies to attract, retain and motivate key talent while at the same time being contingent upon strategy. With over 25 years of experience, the Centre comprises two research units: the Centre for Excellence in Strategic Rewards and the Executive Remuneration Research Centre. Its core strengths lie in its extensive network of (executive) reward and HR professionals, and its thorough research on a wide range of topics.

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15 October 2026

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