CORPORATE PRO BONO

Founded in 2000, Corporate Pro Bono (CPBO) is the global project of Pro Bono Institute (PBI).

MISSION

CPBO’s mission is to explore and identify new approaches to and resources for the provision of legal services to the poor, disadvantaged, and other individuals or groups unable to secure legal assistance to address critical problems. CPBO does so by supporting, enhancing, and transforming the pro bono efforts of in-house legal departments in the U.S. and around the world. Since its inception, CPBO has worked with more than 1200 legal departments and ACC chapters.

THE CORPORATE PRO BONO CHALLENGE® INITIATIVE

In 2006, at the urging of chief legal officers, CPBO launched an initiative enabling legal departments to identify, benchmark, and communicate their support for pro bono service. The Corporate Pro Bono Challenge® initiative is the standard for in-house pro bono. It is a simple, voluntary statement of commitment to pro bono service by legal departments and their lawyers and staff.

Specifically, the CPBO Challenge® statement calls for chief legal officers to:

» encourage and promote pro bono service by their legal department staff;
» use their best efforts to encourage their staff, including at least one-half of their legal staff, to support and participate in pro bono service; and
» encourage the outside law firms with whom they work to acknowledge publicly their support for pro bono by becoming signatories to the Pro Bono Institute's Law Firm Pro Bono Challenge® initiative.

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## Contents

1. Advisory Board  
2. Introduction  
3. Legal Department Participation, 2018  
4. Global Pro Bono, 2018  
5. Demographics, 2018  
6. Pro Bono Programs and Policies, 2018  
7. Partnerships with Law Firms, 2018  
8. Conclusion  
8. About the CPBO Challenge® Initiative  
9. Methodology  
10. Reporting Companies  

### Appendices

A. Corporate Pro Bono Challenge® Form  
B. 2018 CPBO Challenge® Survey

## Snapshot of Signatories

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>183</td>
<td>CPBO Challenge® Signatories</td>
</tr>
<tr>
<td>49</td>
<td>Fortune 100 Companies</td>
</tr>
<tr>
<td>45</td>
<td>2018 Survey Respondents</td>
</tr>
<tr>
<td>58%</td>
<td>Average U.S. Lawyer Participation Rate (2018)</td>
</tr>
</tbody>
</table>
Advisory Board

Co-chairs

Bradford L. Smith  
President and Chief Legal Officer  
Microsoft Corporation

Laura Stein  
Executive Vice President and General Counsel  
The Clorox Company

Members

Marcus Brown  
Executive Vice President and General Counsel  
Entergy Corporation

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Retired, Executive Vice President and General Counsel  
Aetna Inc.

Ivan K. Fong  
Senior Vice President, Legal Affairs and General Counsel  
3M Company

John Schultz  
Executive Vice President, General Counsel and Corporate Secretary  
Hewlett Packard Enterprise Company

Elisa Garcia  
Chief Legal Officer  
Macy’s, Inc.

Craig Silliman  
Executive Vice President – Public Policy and General Counsel  
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Michael J. Holston  
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Executive Vice President & General Counsel  
Salesforce

James R. Jenkins  
Retired, Senior Vice President and General Counsel  
Deere & Company
INTRODUCTION


At the time of this survey, there were 183 signatories to the Corporate Pro Bono Challenge® statement, headquartered in cities around the U.S. and Canada, and with offices and legal staff around the globe. Access previous CPBO Challenge® reports here:


CPBO Challenge® Signatories
Geographic location of company headquarters
**LEGAL DEPARTMENT PARTICIPATION, 2018**

When signing the Corporate Pro Bono Challenge® statement, legal departments commit to encourage 50 percent of their department employees, including attorneys and legal staff, to engage in legal pro bono work. In the 2018 CPBO Challenge® survey, for the first time, companies had the opportunity to report volunteers outside the legal department who provided legal pro bono services. To calculate lawyer participation rates, we added the number of participating lawyers from outside the legal department to both the total number of participating lawyers within the department (the numerator) and the total number of lawyers in the department (the denominator). Similarly, we calculated legal staff participation rates by adding the number of participating staff from outside the legal department to both the total number of participating staff within the department (the numerator) and the total number of staff in the department (the denominator).

**U.S. Lawyer Participation**

67 percent of signatories responding to the 2018 CPBO Challenge® survey met or exceeded the goal of 50 percent attorney participation in legal pro bono.

<table>
<thead>
<tr>
<th>Meeting the 50% goal</th>
<th>Lawyer participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. lawyers, 2018</td>
<td>U.S. lawyers, 2018</td>
</tr>
<tr>
<td><strong>67%</strong></td>
<td><strong>Average 58%</strong></td>
</tr>
</tbody>
</table>

*n=42

**U.S. Legal Staff Participation**

42 percent of signatories responding to the 2018 CPBO Challenge® survey met or exceeded the goal of 50 percent legal staff participation in legal pro bono.

<table>
<thead>
<tr>
<th>Meeting the 50% goal</th>
<th>Non-lawyer participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. non-lawyers, 2018</td>
<td>U.S. non-lawyers, 2018</td>
</tr>
<tr>
<td><strong>42%</strong></td>
<td>Average 42%</td>
</tr>
</tbody>
</table>

*n=36

*Throughout this publication, “n” is used to denote the total respondents in the relevant sample.*
Global Pro Bono, 2018

Percentage of signatories engaged in global pro bono
Legal departments, 2018

Global participation
Non-U.S. lawyers, 2018

Locations Where Signatories Engaged In Pro Bono

Legal departments engaged in pro bono, 2018
Demographics, 2018

Participation across department size
U.S. lawyers, average among respondents, 2018

- 1-25 attorneys, n=8
- 26-50 attorneys, n=11
- 51-100 attorneys, n=9
- 101-200 attorneys, n=10
- 201-500 attorneys, n=6
- >500 attorneys, n=1

Department size
Average number of U.S. lawyers, 2018

- 1-20
- 21-50
- 51-100
- 101-500
- >500

Average 103
n=44

Department size
Average number of U.S. legal staff, 2018

- 1-20
- 21-50
- 51-100
- 101-500
- >500

Average 96
n=38
Demographics, 2018

Participation across industry subsector
U.S. lawyers, 2018

- Retail Trade: 57% (n=9)
- Finance & Insurance: 56% (n=13)
- Information: 76% (n=3)
- Healthcare: 72% (n=3)
- Utilities and Mining: 66% (n=6)
- Other: 46% (n=12)

Pro Bono Programs and Policies, 2018

Formal pro bono program
Year adopted

- 1975
- 1980
- 1985
- 1990
- 1995
- 2000
- 2005
- 2010
- 2015
- 2020

Average year adopted: 2010

Written pro bono policy
Year adopted

- 1975
- 1980
- 1985
- 1990
- 1995
- 2000
- 2005
- 2010
- 2015
- 2020

Average year adopted: 2008
The Law Firm Pro Bono Challenge® Initiative

The Law Firm Pro Bono Challenge® initiative is the definitive aspirational pro bono standard for large law firms. By committing to a Statement of Principles, signatories pledge their best efforts to achieve the following goals of the challenge and annually report their progress to PBI:

- an institutional commitment to encourage and support participation by all attorneys in the firm;
- the firm annually contributes to pro bono work (as defined by the Law Firm Pro Bono Challenge® initiative) a minimum of either (i) five percent of total billable hours or 100 hours per attorney or (ii) three percent of total billable hours or 60 hours per attorney;
- a majority of such pro bono work is spent representing persons of limited means or charitable, religious, civic, community, governmental, and educational organizations in matters that primarily address the needs of persons of limited means; and
- a majority of both partners and associates in the firm participate annually in pro bono activities.

Consider law firm pro bono performance when evaluating outside counsel, 2018

- 80% of respondents consider law firm pro bono performance when evaluating outside counsel.

Inquire about law firm pro bono performance in RFPs, 2018

- 45% of respondents inquire about law firm pro bono performance in RFPs.

Law Firm Pro Bono Challenge® Initiative encouraged outside law firms to join, 2018

- 33% of respondents encouraged outside law firms to join the challenge.
**Conclusion**

Since its inception, the number of signatories to the CPBO Challenge® initiative has grown steadily; however, several signatories have departed due to corporate changes, such as mergers and acquisitions, causing the total number of signatories to plateau last year. Over the history of the CPBO Challenge® initiative, pro bono participation by signatories’ legal departments, including both attorneys and the legal staff, has steadily increased.

![CPBO Challenge® signatory total over time](chart)

**About the CPBO Challenge® Initiative**

Companies are placing increased emphasis on corporate social responsibility as an integral part of their identity and strategic planning. For their legal departments, moving beyond compliance with operational, ethical, and legal standards to focus on improving the economic and social climate of communities and a broad range of stakeholders is not only the right thing to do but also promotes trust and enhances the companies’ business goals.

Many legal departments have found that having a concrete and quantifiable, but voluntary, goal has helped to increase visibility, participation, and performance while assuring legal staff that they will not be disadvantaged because of their pro bono participation. The CPBO Challenge® goals are thus an important tool for corporate social responsibility and good citizenship.

### The CPBO Challenge® Statement

As Chief Legal Officers, we recognize the critical importance of pro bono service as a cornerstone of our professional identity and accept the unique role that we can play in promoting pro bono in our legal departments. As leaders, we understand that the legal and business interests of our clients are furthered when access to the legal system is readily available to resolve disputes.

In recognition of our commitment and as signatories to this Corporate Pro Bono Challenge®, statement, we will encourage and promote pro bono service by our legal department staff and use our best efforts to encourage our staffs, including at least one-half of our legal staff, to support and participate, as appropriate, in pro bono service.

To underscore the importance of promoting pro bono service, we will encourage the outside law firms with whom we work to acknowledge publicly their support for pro bono by becoming signatories to the Pro Bono Institute’s Law Firm Pro Bono Challenge® initiative.
Methodology

All data included in this report is presented in the aggregate to maintain the confidentiality of the Corporate Pro Bono Challenge® survey respondents.

The primary objective of the survey was to determine if CPBO Challenge® signatories met the goal of 50 percent participation in pro bono. In addition, survey questions solicited information about pro bono policies and practices, including partnerships with outside law firms. The 2018 survey consists of fifteen questions. A copy of the survey is included in the appendix at the end of this report.


CPBO Challenge® signatories contribute tremendous value by reporting their pro bono work. CPBO continues to encourage signatories to respond to the survey each year. Increasing the number of respondents will allow CPBO to conduct and publish more extensive analysis of the data.
REPORTING COMPANIES

2018

AbbVie Inc.
American International Group, Inc.
Archer Daniels Midland Company
AT&T Inc.
Barclays Bank PLC
Best Buy Co., Inc.
Bloomberg L.P.
BNY Mellon
Cargill, Incorporated
Comcast NBC Universal
CUNA Mutual Group
Deere & Company
Dentsu Aegis Network
Discover Financial Services
Duke Energy Corporation
Duquesne Light Company
Entergy Corporation
Epoch.com LLC
Exelon Corporation
Fannie Mae
Freddie Mac
The Gap, Inc.
General Mills, Inc.
General Motors Company
The Hertz Corporation
Hewlett Packard Enterprise Company
The Home Depot, Inc.
Leidos, Inc.
Macy’s Inc.
Mayo Clinic
MetLife, Inc.
Nationwide Mutual Insurance Company
The New York Times Company
PepsiCo, Inc.
The PNC Financial Services Group, Inc.
State Volunteer Mutual Insurance Company
Target Corporation
U.S. Bancorp
United Airlines, Inc.
United Parcel Service Inc.
UnitedHealth Group Incorporated
Verizon Communications Inc.
Victory Wholesale Group
Walmart Stores, Inc.
Zurich American Insurance Company
JOIN THE CHALLENGE FORM

As Chief Legal Officers, we recognize the critical importance of pro bono service as a cornerstone of our professional identity and accept the unique role that we can play in promoting pro bono in our legal departments. As leaders, we understand that the legal and business interests of our clients are furthered when access to the legal system is readily available to resolve disputes.

In recognition of our commitment and as signatories to this Corporate Pro Bono Challenge® statement, we will encourage and promote pro bono service by our legal department staff and use our best efforts to encourage our staffs, including at least one-half of our legal staff, to support and participate, as appropriate, in pro bono service.

To underscore the importance of promoting pro bono service, we will encourage the outside law firms with whom we work to acknowledge publicly their support for pro bono by becoming signatories to the Pro Bono Institute’s Law Firm Pro Bono Challenge®.

On behalf of my legal department, I hereby sign the Corporate Pro Bono (CPBO) Challenge® statement:

Signature (Chief Legal Officer): ____________________________ Date: ____________________________

Name and Title: __________________________________________

Company: _______________________________________________

Street Address: __________________________________________

City: _________________ State: __________  Zip: _____________

Phone: ______________________________

Email: __________________________________________

Contact Person Name and Title: __________________________________________

Street Address: __________________________________________

City: _________________ State: __________  Zip: _____________

Phone: ______________________________

Email: __________________________________________

Please send completed forms to CPBO at asaunders@probonoinst.org. For more information about the CPBO Challenge® statement, please contact Alyssa Saunders, CPBO director, at 202.729.6695 or asaunders@probonoinst.org. Thank you for your interest and support.

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Welcome to the 2018 Corporate Pro Bono Challenge® Survey. Your answers to this survey will be treated in the strictest confidence and any information published will be only in the aggregate.

**Background Information**

1. Company Information

   Company Name
   Address (Headquarters)
   Address 2
   City
   State/Province
   Zip Code
   Pro Bono Contact Name
   Pro Bono Contact Title
   Pro Bono Contact Email
   Pro Bono Contact Phone

2. Person Completing this Survey (if different than pro bono contact)

   Name
   Title
   Email
   Phone

3. Company Information

   Annual Revenue
   Number of Employees

4. Number of Offices with Legal Staff Onsite

   Inside the U.S.
   Outside the U.S.
**Participation in Pro Bono**

1. Please record the number of legal professionals in the U.S. as of 12/31/18 and how many of those provided pro bono legal services (not including community service) during the reporting period.

<table>
<thead>
<tr>
<th>Total in Legal Department</th>
<th>Participating in Pro Bono</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Lawyers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Non-Lawyers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. If there are lawyers or staff outside of the legal department providing pro bono legal services in the U.S. as part of the legal department’s pro bono program (not including community service) as of 12/31/18, please state the number below:

<table>
<thead>
<tr>
<th>Participating in Pro Bono</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Lawyers</td>
</tr>
<tr>
<td>U.S. Non-Lawyers</td>
</tr>
</tbody>
</table>

3. Please record the number of legal professionals not in the U.S. as of 12/31/18 and how many of those provided pro bono legal services (not including community service) during the reporting period.

<table>
<thead>
<tr>
<th>Total in Legal Department</th>
<th>Participating in Pro Bono</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Lawyers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Non-Lawyers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. If there are lawyers or staff outside of the legal department providing pro bono legal services outside the U.S. as part of the legal department’s pro bono program (not including community service) as of 12/31/18, please state the number below:

<table>
<thead>
<tr>
<th>Participating in Pro Bono</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Lawyers</td>
</tr>
<tr>
<td>Global Non-Lawyers</td>
</tr>
</tbody>
</table>
Active Pro Bono Policies and Programs

1. Does your legal department have a written pro bono policy?
   (a). If yes, what year did your legal department adopt a written pro bono policy?

2. Does your legal department have a formal pro bono program?
   (a). If yes, what year did your legal department implement a formal pro bono program?

Global Pro Bono

1. Please list the continents where members of your legal department (lawyers and non-lawyers) are engaged in pro bono.

Pro Bono Partnerships

1. Does your legal department partner with outside law firms to provide legal pro bono work?
   (a). If yes, with which firms does your legal department partner?

2. Does your legal department inquire in RFPs, beauty contests, and/or retention processes whether its outside firms perform legal pro bono work?

3. Does your legal department consider a firm’s pro bono performance when evaluating outside counsel?

4. Does your legal department encourage its outside firms to join the Pro Bono Institute’s Law Firm Pro Bono Challenge®?