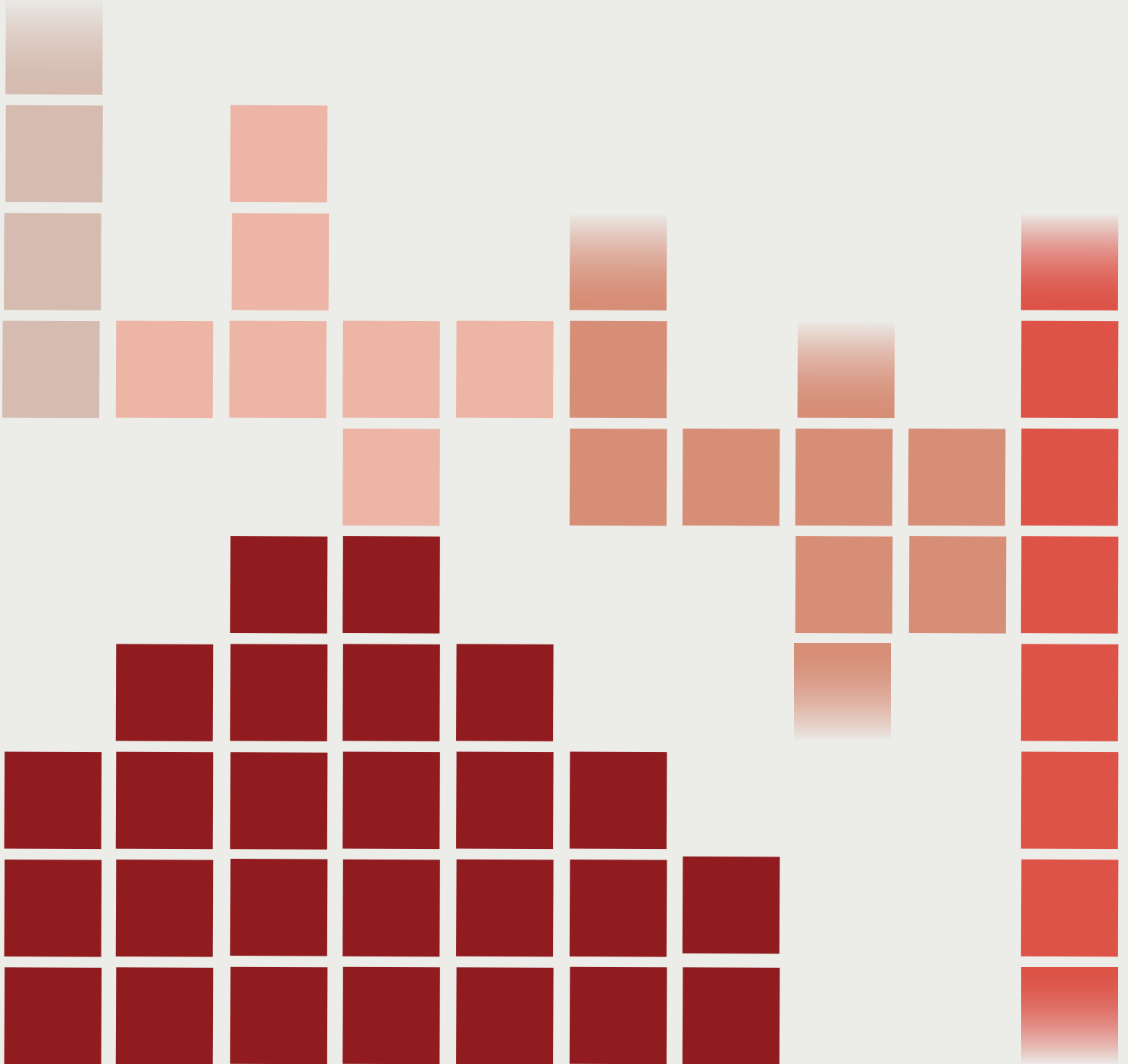


# CPBO CHALLENGE REPORT

2019: Report on Growing In-House Pro Bono



*Covering the Year 2018*

## CORPORATE PRO BONO

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

## MISSION

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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

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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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## SNAPSHOT OF SIGNATORIES

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183

CPBO Challenge® Signatories

49

Fortune 100 Companies

45

2018 Survey Respondents

58%Average U.S. Lawyer Participation  
Rate (2018)

## ADVISORY BOARD

### Co-chairs

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**Bradford L. Smith**  
*President and Chief Legal Officer*  
*Microsoft Corporation*

**Laura Stein**  
*Executive Vice President and General Counsel*  
*The Clorox Company*

### Members

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**Marcus Brown**  
*Executive Vice President and General Counsel*  
*Entergy Corporation*

**Thomas J. Sabatino Jr.**  
*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*  
*Verizon Communications Inc.*

**Michael J. Holston**  
*Executive Vice President and General Counsel*  
*General Electric Company*

**Amy E. Weaver**  
*Executive Vice President & General Counsel*  
*Salesforce*

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

## INTRODUCTION

The 2019 CPBO Challenge® Report: Report on Growing In-House Pro Bono, covers the year 2018. This report summarizes the responses of all 45 legal departments that responded to the CPBO Challenge® survey in 2019.

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:

2007-2012 CPBO Challenge® Report: [The Development of In-House Pro Bono: www.cpbo.org/challengereport2012](http://www.cpbo.org/challengereport2012)

2013 CPBO Challenge® Report: [The Growth of In-House Pro Bono: www.cpbo.org/challengereport2013](http://www.cpbo.org/challengereport2013)

2015 CPBO Challenge® Report: [The Path of In-House Pro Bono: www.cpbo.org/challengereport2015](http://www.cpbo.org/challengereport2015)

2016 CPBO Challenge® Report: [Report on In-House Pro Bono: www.cpbo.org/challengereport2016](http://www.cpbo.org/challengereport2016)

2017 CPBO Challenge® Report: [The Endurance of In-House Pro Bono: www.cpbo.org/challenge2017](http://www.cpbo.org/challenge2017)

2018 CPBO Challenge® Report: [The Expansion of In-House Pro Bono: www.cpbo.org/challenge2018](http://www.cpbo.org/challenge2018)

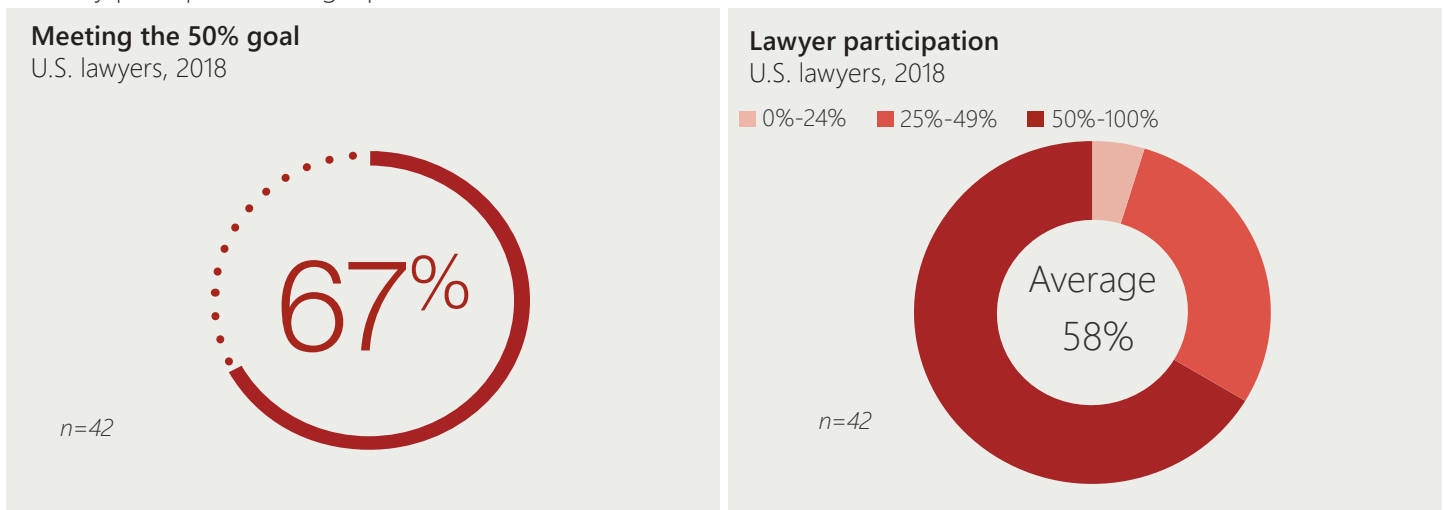


## LEGAL DEPARTMENT PARTICIPATION, 2018

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).

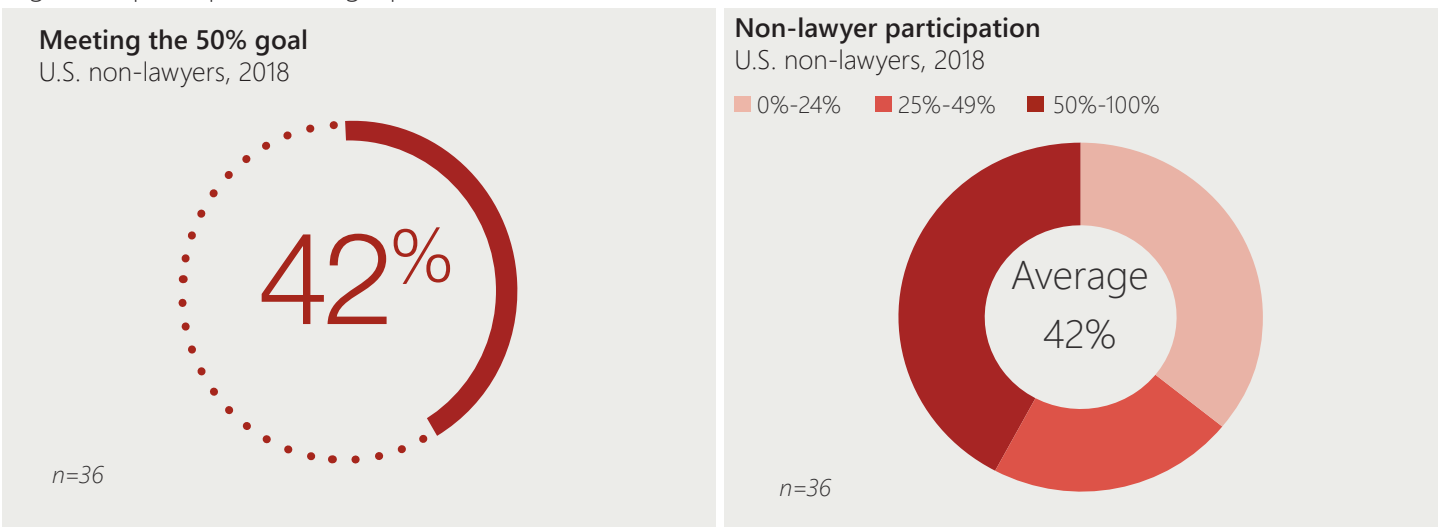
### U.S. Lawyer Participation

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.



### U.S. Legal Staff Participation

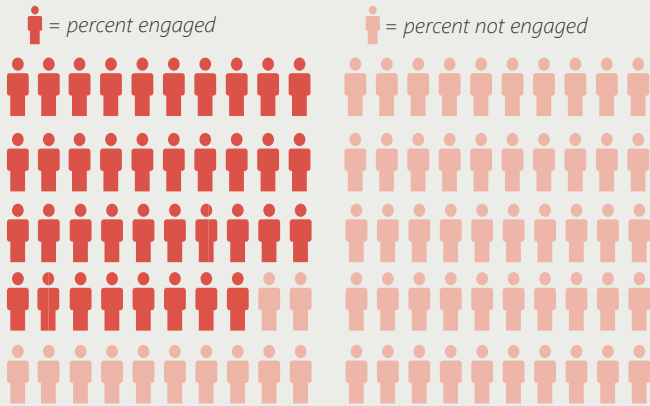
42 percent of signatories responding to the 2018 CPBO Challenge® survey met or exceeded the goal of 50 percent legal staff participation in legal pro bono.



Throughout this publication, "n" is used to denote the total respondents in the relevant sample.

# GLOBAL PRO BONO, 2018

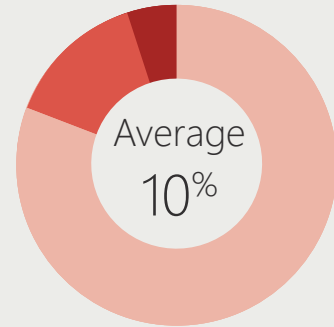
## Percentage of signatories engaged in global pro bono Legal departments, 2018



n=40 respondents with lawyers outside of the U.S.

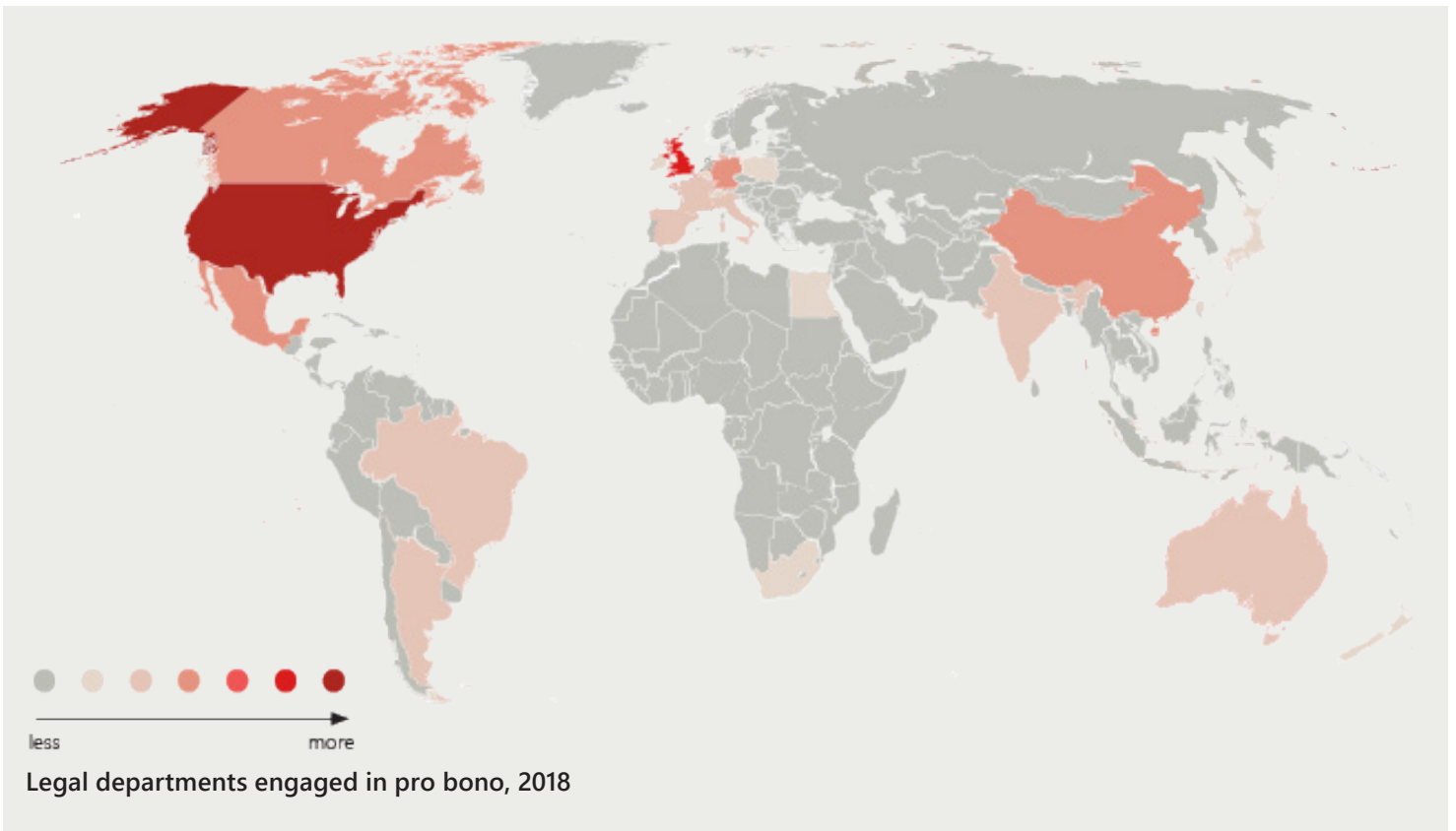
## Global participation Non-U.S. lawyers, 2018

■ 0%-24%    ■ 25%-49%    ■ 50%-100%



n=21

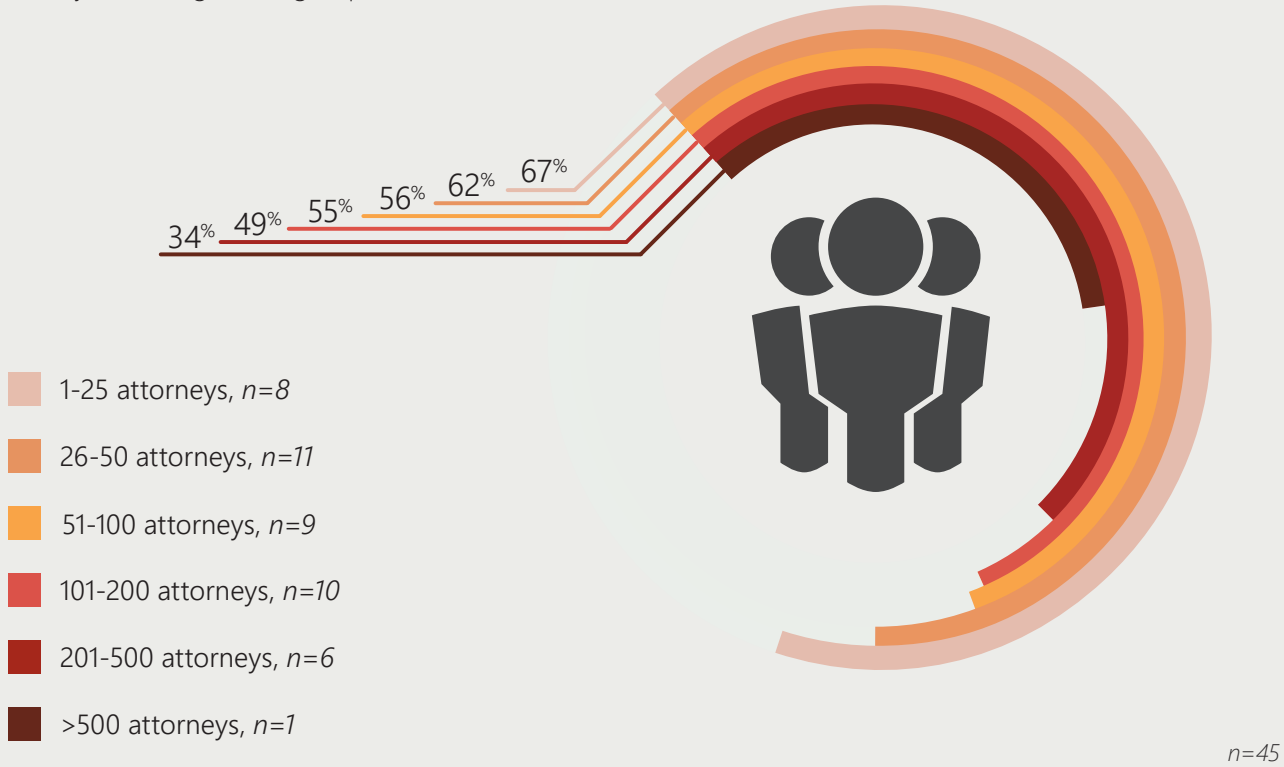
## Locations Where Signatories Engaged In Pro Bono



## DEMOGRAPHICS, 2018

### Participation across department size

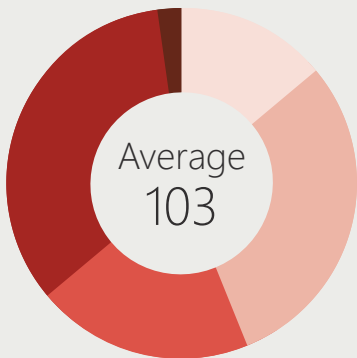
U.S. lawyers, average among respondents, 2018



### Department size

Average number of U.S. lawyers, 2018

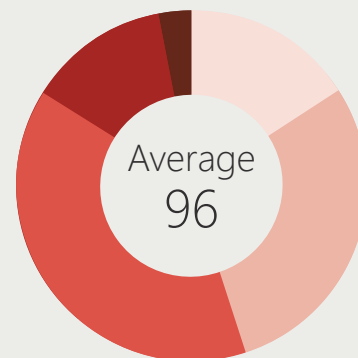
1-20 21-50 51-100 101-500 >500



### Department size

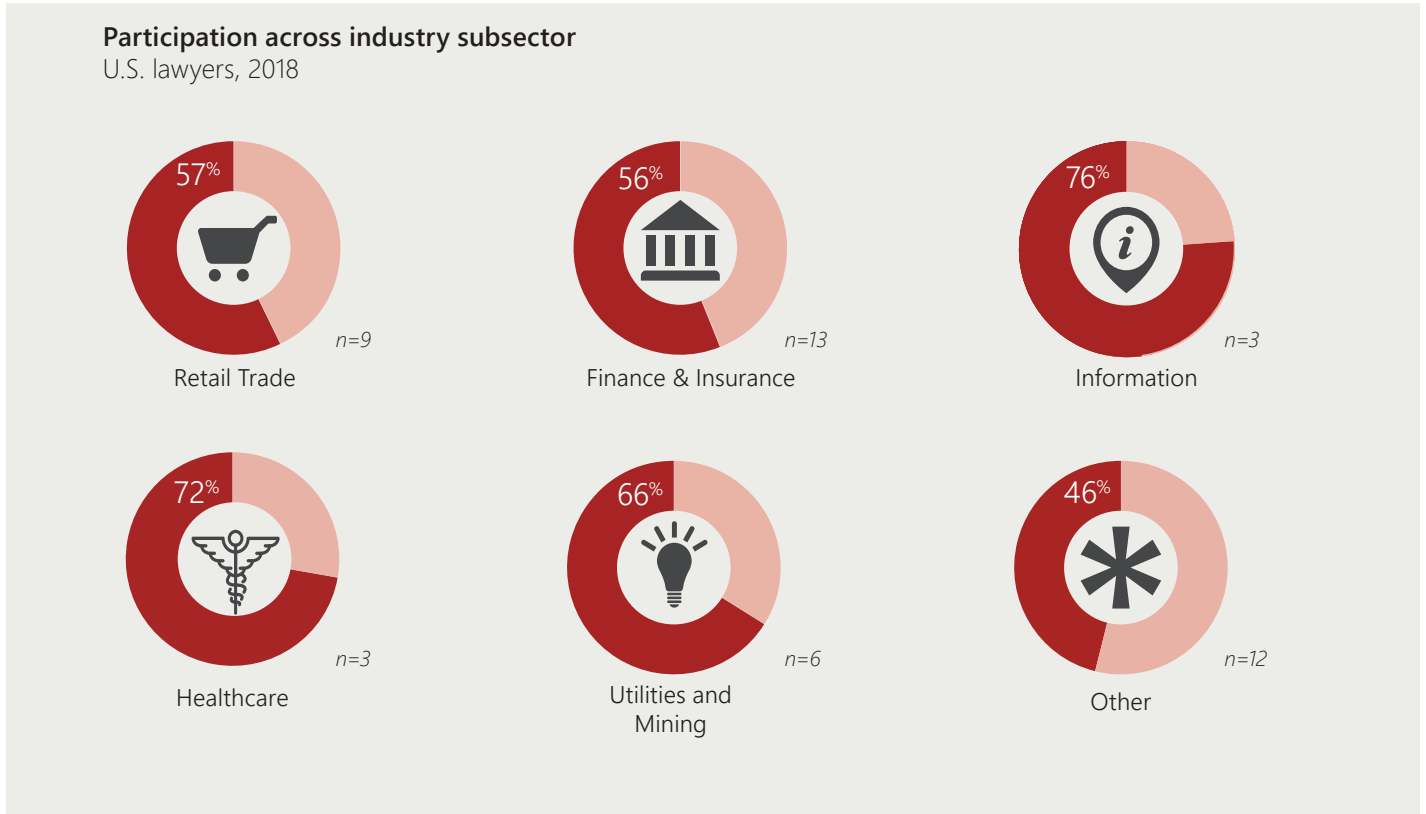
Average number of U.S. legal staff, 2018

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

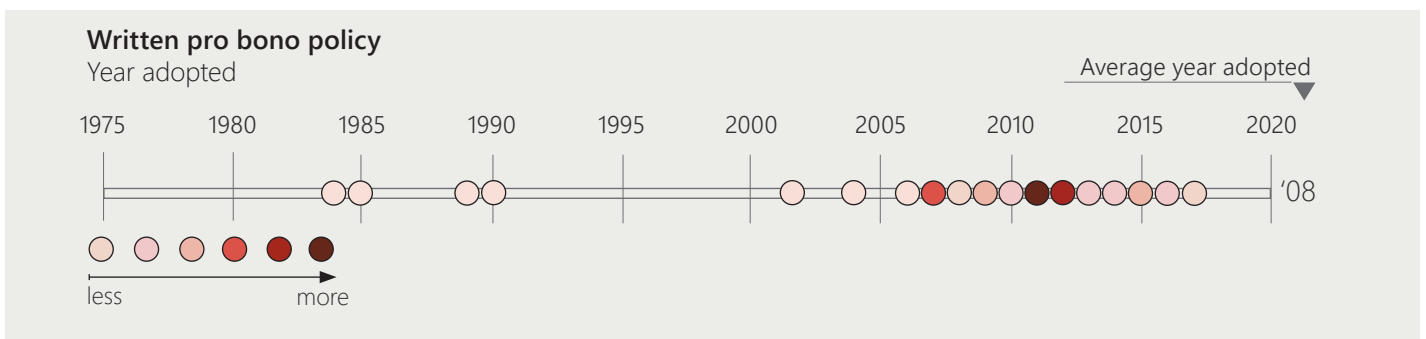
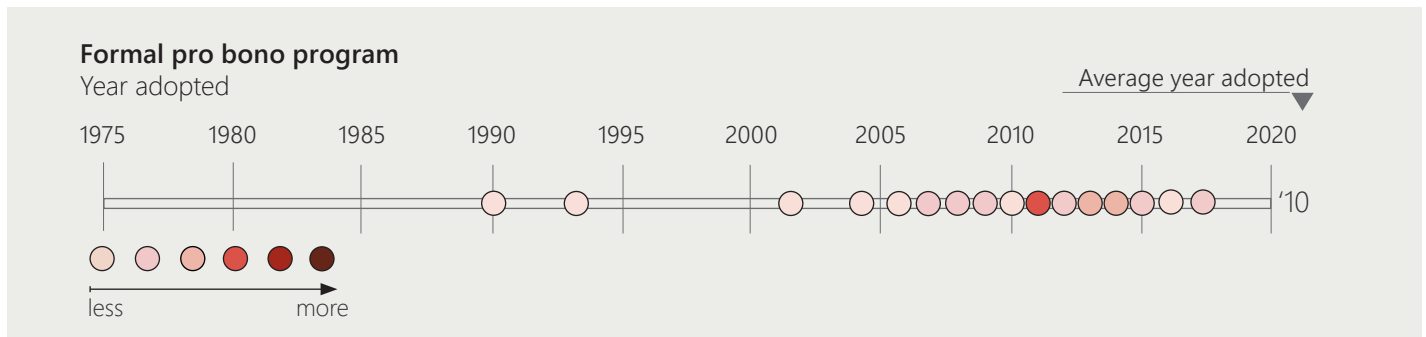




## DEMOGRAPHICS, 2018



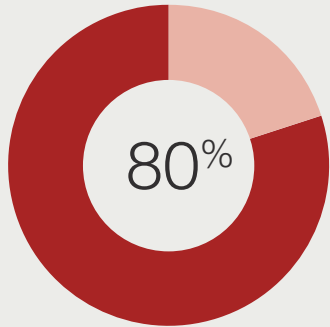
## PRO BONO PROGRAMS AND POLICIES, 2018



## PARTNERSHIPS WITH LAW FIRMS, 2018

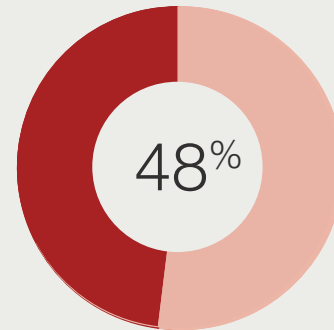
**Partnerships**

with outside law firms, 2018



n=45

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



n=44

**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:

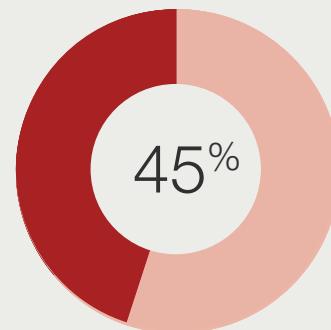
an institutional commitment to encourage and support participation by all attorneys in the firm;

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

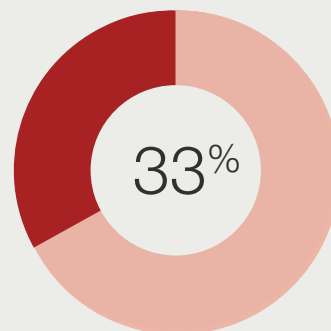
a majority of both partners and associates in the firm participate annually in pro bono activities.

**Inquire about law firm pro bono performance in RFPs, 2018**



n=42

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

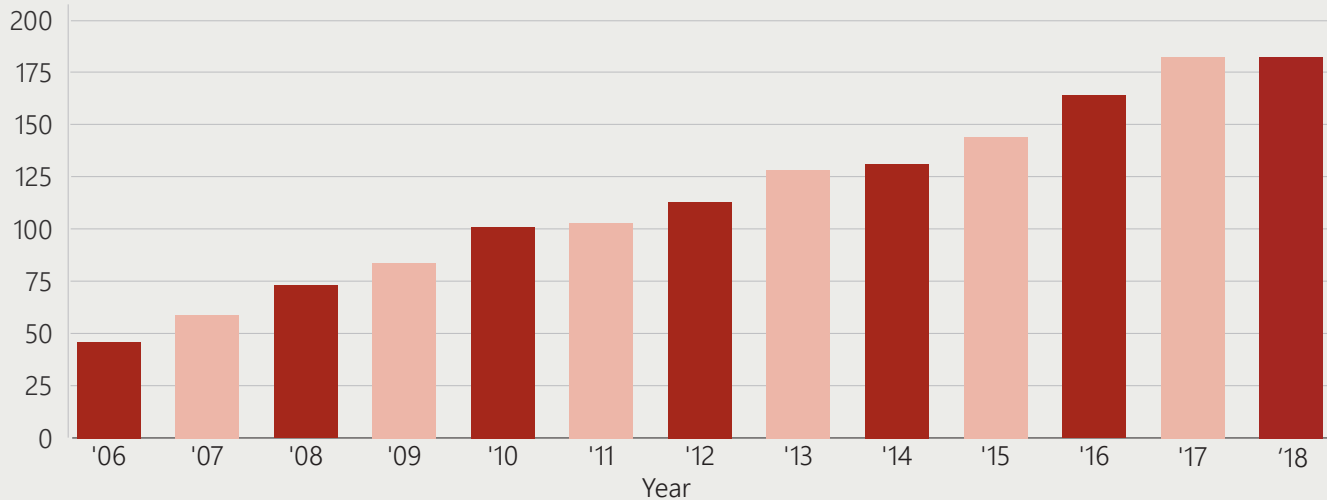


n=43

## 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



## 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 began surveying CPBO Challenge® signatories in 2007. Each year, the survey response rate has varied with a different combination of departments responding. In 2018, 43 of 183 signatories submitted responses. In 2019, 45 of 183 signatories submitted responses.

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](mailto: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](mailto:asaunders@probonoinst.org). Thank you for your interest and support.

## 2018 CPBO CHALLENGE<sup>®</sup> SURVEY, JANUARY 1, 2018 - DECEMBER 31, 2018

Welcome to the 2018 Corporate Pro Bono Challenge<sup>®</sup> 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.

	Total in Legal Department	Participating in Pro Bono	Percentage
U.S. Lawyers	_____	_____	_____
U.S. Non-Lawyers	_____	_____	_____

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:

	Participating in Pro Bono
U.S. Lawyers	_____
U.S. Non-Lawyers	_____

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.

	Total in Legal Department	Participating in Pro Bono	Percentage
Global Lawyers	_____	_____	_____
Global Non-Lawyers	_____	_____	_____

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:

	Participating in Pro Bono
Global Lawyers	_____
Global Non-Lawyers	_____



## 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®?



[www.cpbo.org](http://www.cpbo.org)

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Developed by Corporate Pro Bono  
A global project of Pro Bono Institute

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