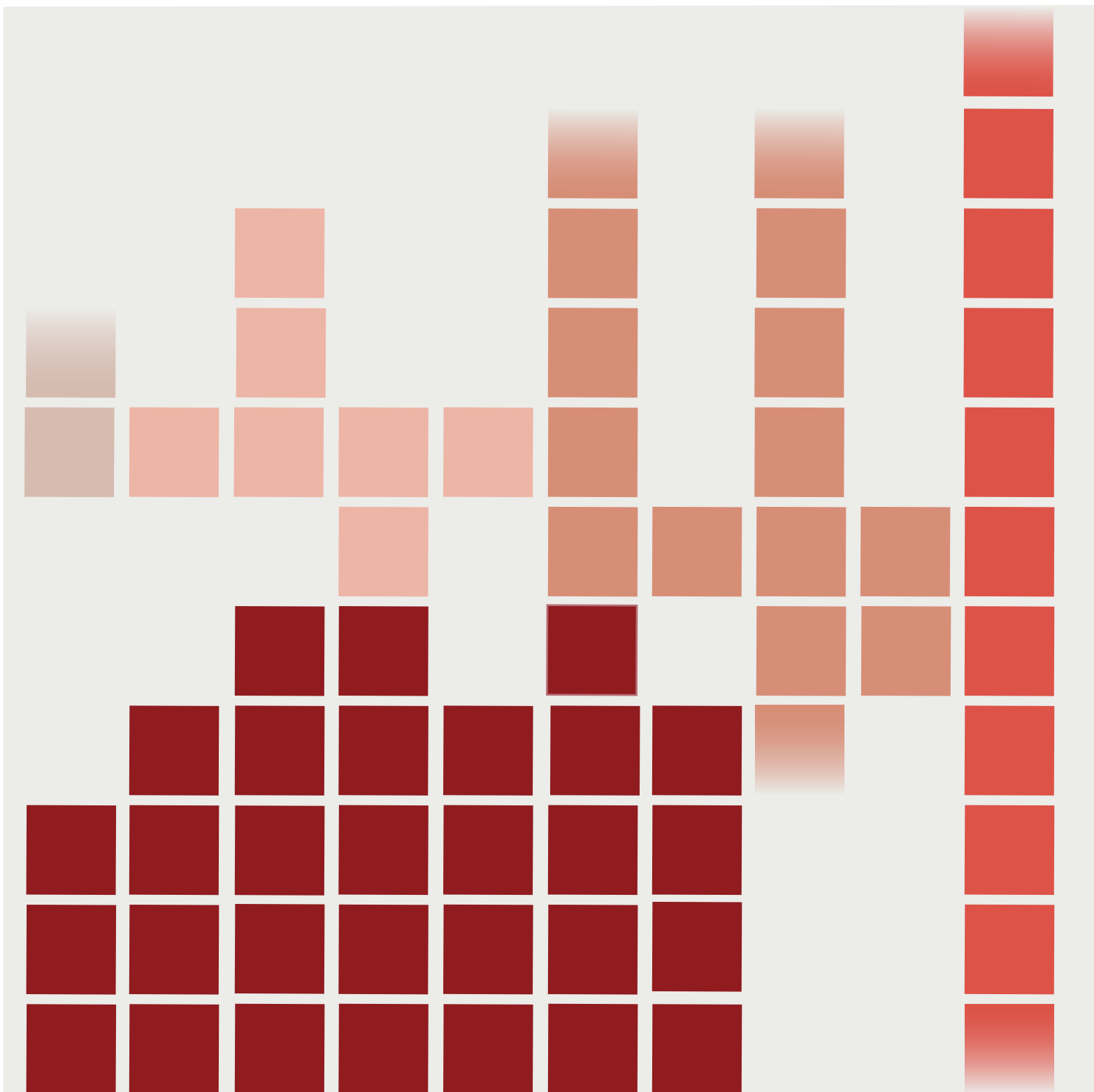


# CPBO CHALLENGE REPORT

2020: In-House Pro Bono Rising to Meet the Challenge



Covering the Year 2019

## 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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184

CPBO Challenge® Signatories

47

Fortune 100 Companies

36

2019 Survey Respondents

59%

Average U.S. Lawyer Participation Rate (2019)

## ADVISORY BOARD

### Co-chairs

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**Dev Stahlkopf**

*Corporate Vice President and General Counsel  
Microsoft Corporation*

**Laura Stein**

*Executive Vice President and General Counsel  
The Clorox Company*

### Members

---

**Marcus V. Brown**

*Executive Vice President and General Counsel  
Entergy Corporation*

**Michael O'Connor**

*General Counsel  
Massachusetts Mutual Life Insurance Company*

**Matthew Cooper**

*General Counsel  
Capital One Financial 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 and Chief Operating Officer  
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**

*Senior Vice President, General Counsel & Secretary  
General Electric Company*

**Amy E. Weaver**

*President and Chief Legal Officer  
Salesforce*

**James R. Jenkins**

*Retired, Senior Vice President and General Counsel  
Deere & Company*

## INTRODUCTION

The 2020 CPBO Challenge® Report: In-House Pro Bono Rising to Meet the Challenge, covers the year 2019. This report summarizes the responses of all 36 legal departments that responded to the CPBO Challenge® survey in 2020.

At the time of this survey, there were 184 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](#)

2013 CPBO Challenge® Report: [The Growth of In-House Pro Bono](#)

2015 CPBO Challenge® Report: [The Path of In-House Pro Bono](#)

2016 CPBO Challenge® Report: [Report on In-House Pro Bono](#)

2017 CPBO Challenge® Report: [The Endurance of In-House Pro Bono](#)

2018 CPBO Challenge® Report: [The Expansion of In-House Pro Bono](#)

2019 CPBO Challenge® Report: [Report on the Growth of In-House Pro Bono](#)

### Company Headquarters of CPBO Challenge® Survey Respondents

*n=30*

#### U.S. Company Headquarters

California (1)

*San Jose*

Illinois (5)

*Chicago (2), Moline, Schaumburg*

Louisiana (1)

*New Orleans*

Minnesota (7)

*Marlborough, Minneapolis (4), Richfield, Rochester*

New Jersey (1)

*Basking Ridge*

New York (5)

*New York City (5)*

Ohio (1)

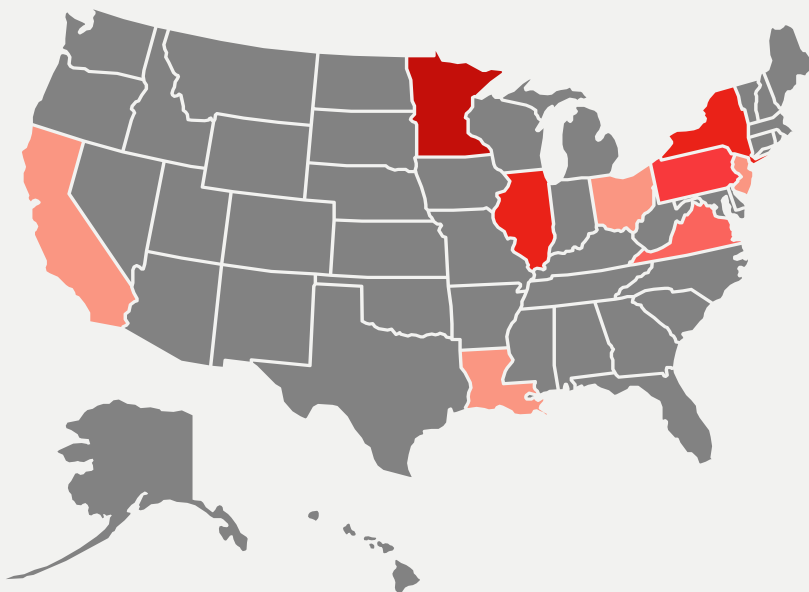
*Columbus*

Pennsylvania (3)

*Philadelphia (3)*

Virginia (2)

*McLean, Richmond*



#### International Company Headquarters

Canada (1)

*Toronto*

England (1)

*London*

Ireland (1)

*Dublin*



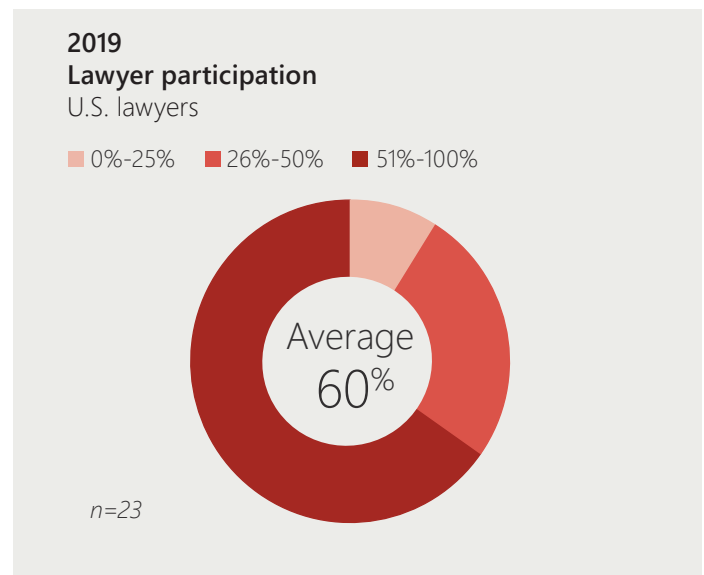
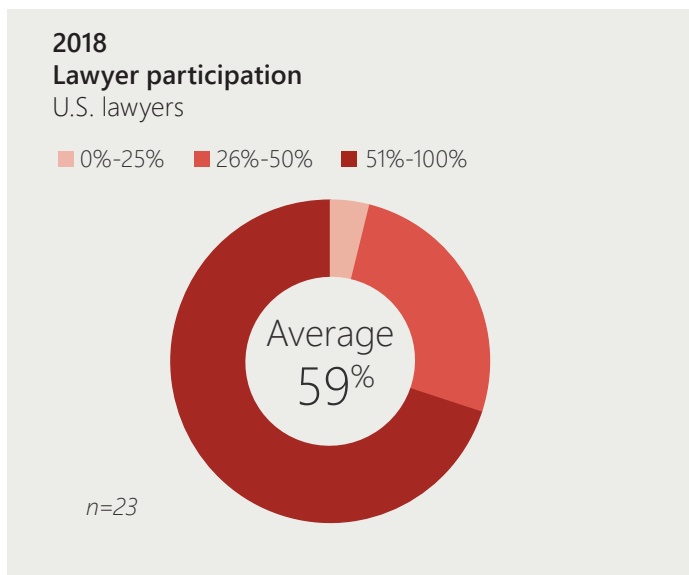
Throughout this publication, "n" is used to denote the total respondents in the relevant sample.

## LEGAL DEPARTMENT PARTICIPATION, 2018 AND 2019

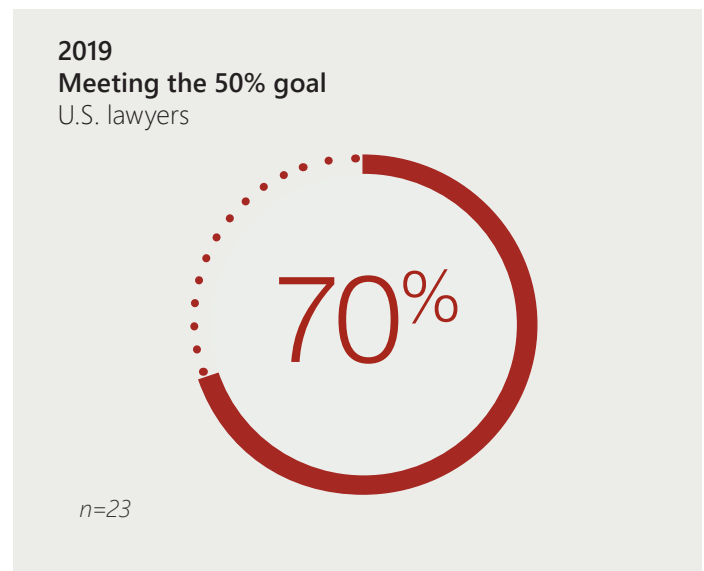
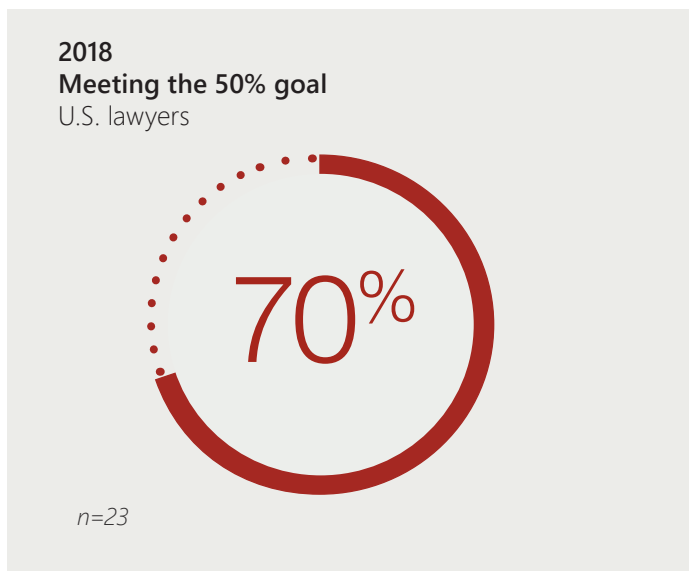
When signing the Corporate Pro Bono Challenge® statement, legal departments commit to encourage 50 percent of department employees, including attorneys and legal staff to engage in legal pro bono work.

### *U.S. Lawyer Participation*

Participation in pro bono by U.S. lawyers of signatories that responded to the CPBO Challenge® survey in 2018 and 2019 increased slightly.



The percentage of responding signatories that met or exceeded the goal of 50 percent participation in pro bono by attorneys stayed the same from 2018 to 2019.

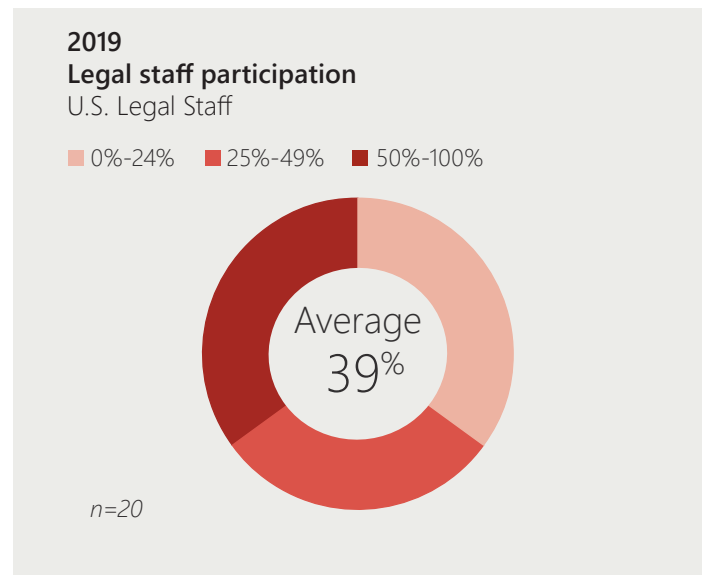
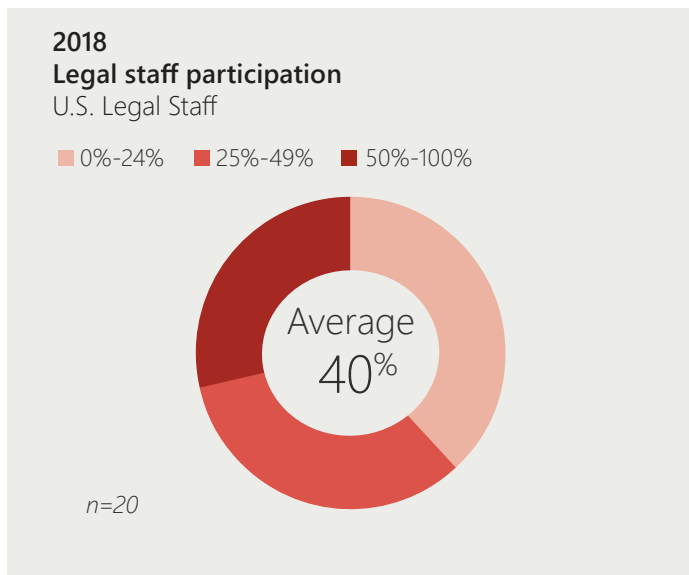


## LEGAL DEPARTMENT PARTICIPATION, 2018 AND 2019

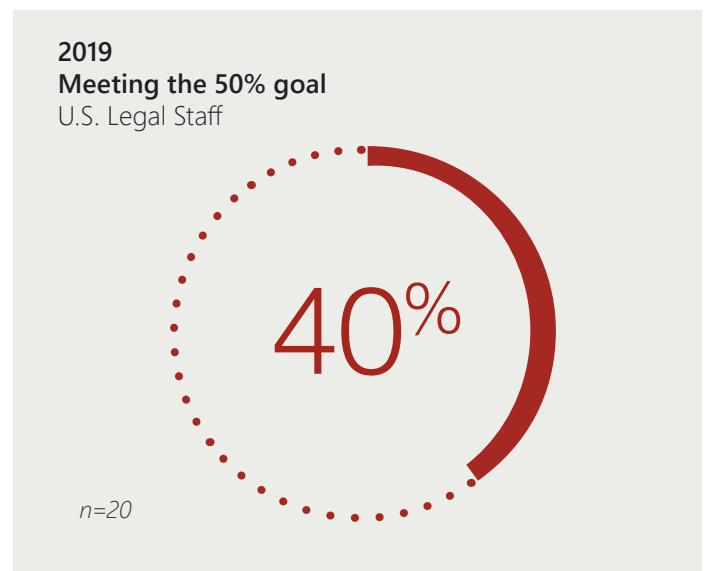
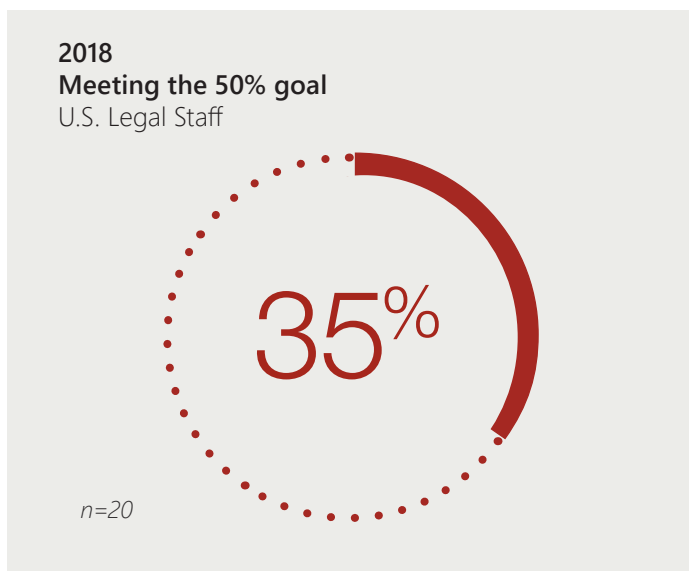
When signing the Corporate Pro Bono Challenge® statement, legal departments commit to encourage 50 percent of their legal staff to engage in legal pro bono work. This includes all staff who sit within the legal department, such as paralegals, legal assistants, and compliance professionals.

### *U.S. Legal Staff Participation*

Participation in pro bono by U.S. legal staff of signatories that responded to the CPBO Challenge® survey in 2018 and 2019 decreased slightly.



The percentage of responding signatories that met or exceeded the goal of 50 percent participation increased from 35 percent in 2018 to 40 percent in 2019.

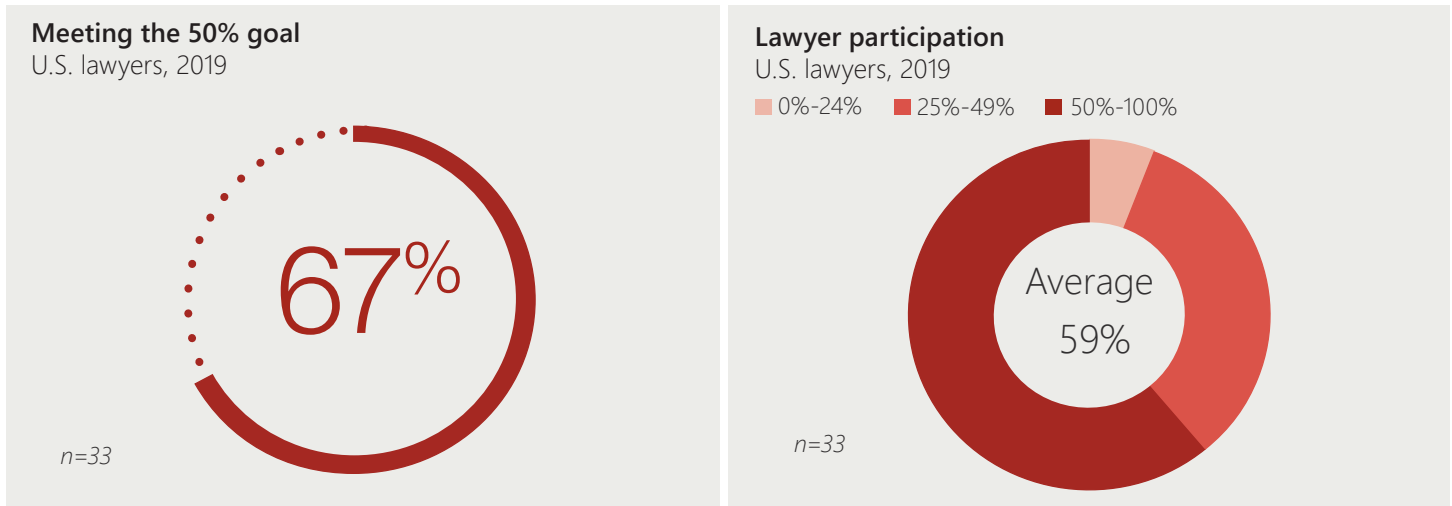


## LEGAL DEPARTMENT PARTICIPATION, 2019

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.

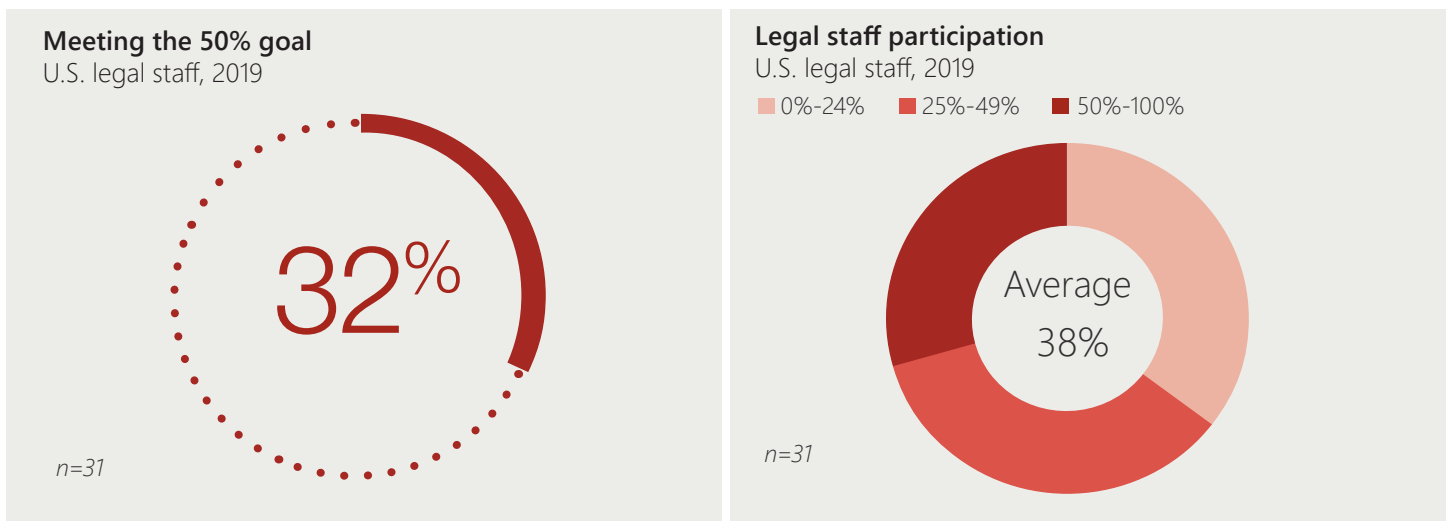
### *U.S. Lawyer Participation*

Sixty-seven percent of signatories responding to the 2019 CPBO Challenge® survey met or exceeded the goal of 50 percent attorney participation in legal pro bono.



### *U.S. Legal Staff Participation*

Legal departments are encouraged to engage all staff members—such as paralegals, legal assistants, compliance experts, and other professionals—in pro bono. Thirty-two percent of signatories responding to the 2019 CPBO Challenge® survey met or exceeded the goal of 50 percent legal staff participation in legal pro bono.







## GLOBAL PRO BONO, 2019

### Percentage of signatories engaged in global pro bono

Legal departments, 2019

 = percent engaged (38%)       = percent not engaged (62%)

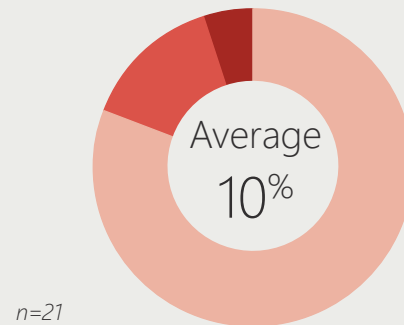


*n=13 respondents with lawyers outside of the U.S.*

### Global participation

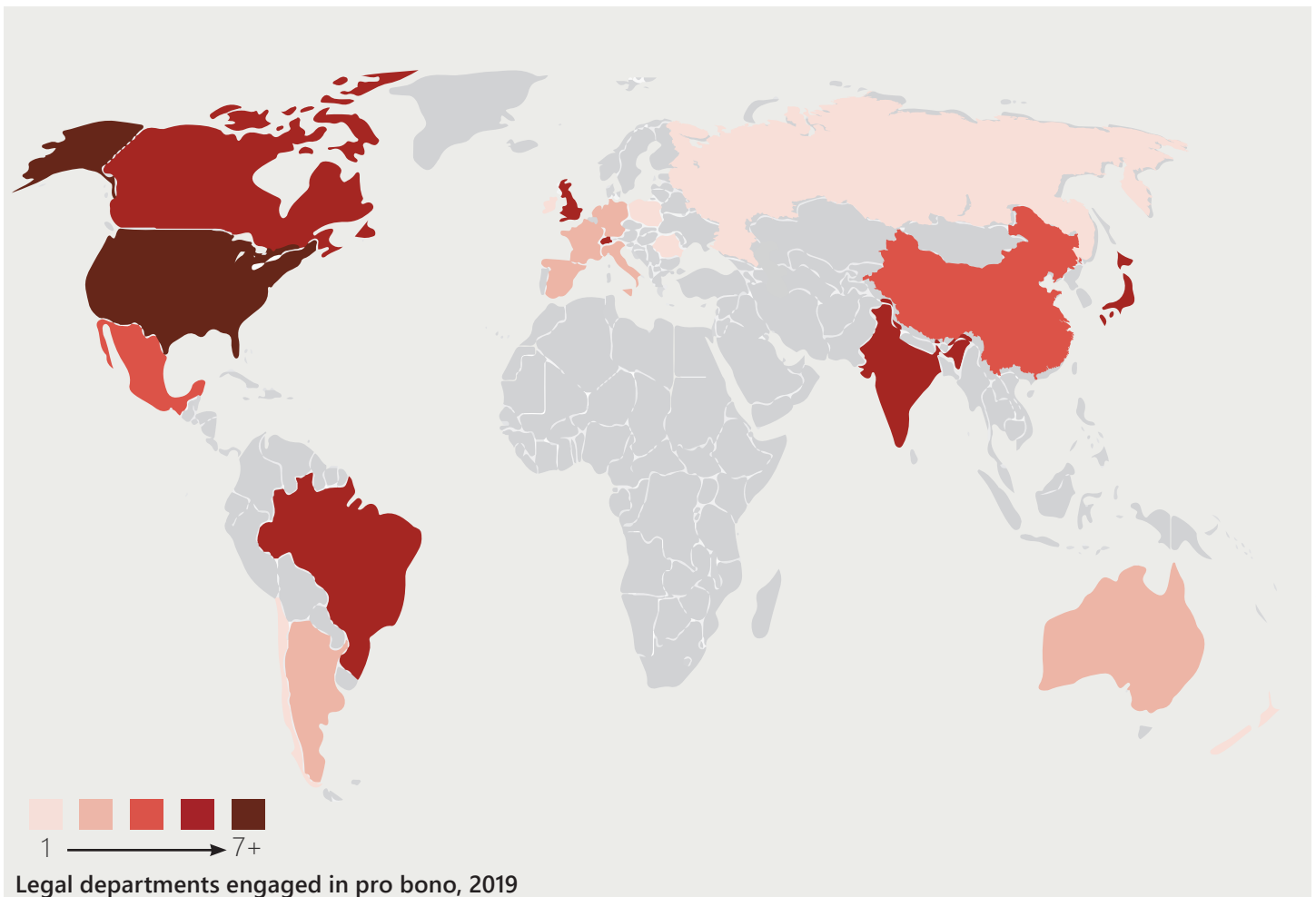
Lawyers Outside the U.S., 2019

0%-24%    25%-49%    50%-100%



*n=21*

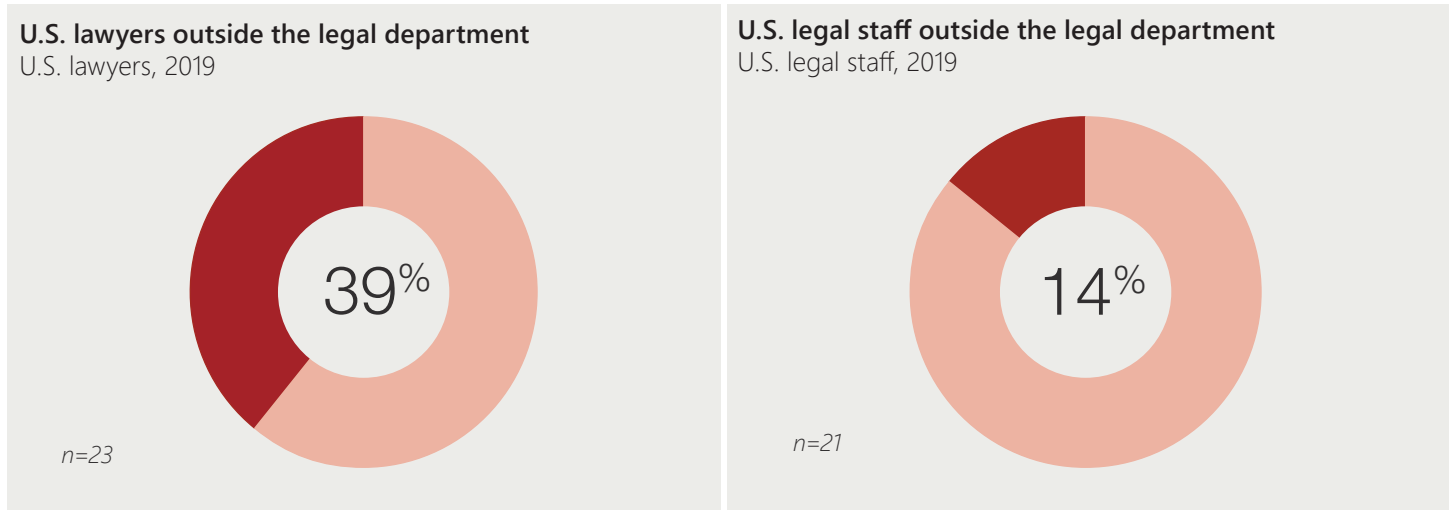
### Locations Where Signatories Engaged In Pro Bono



## PARTICIPATION OUTSIDE THE LEGAL DEPARTMENT, 2019

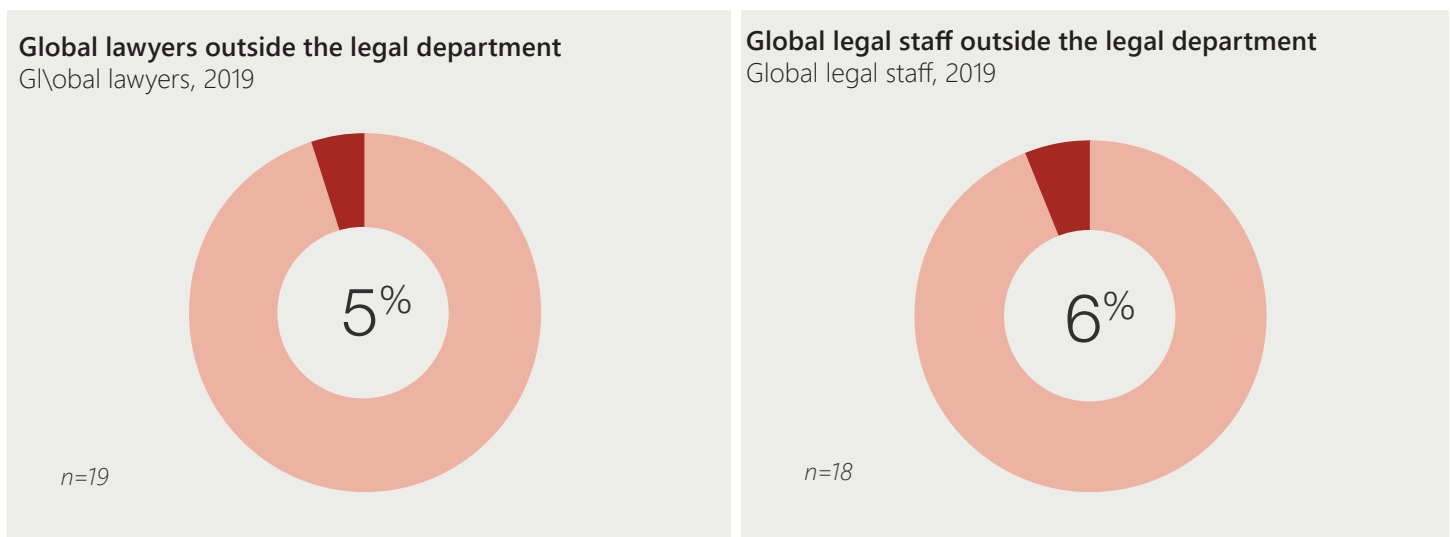
### *U.S. Participation Outside the Legal Department*

Thirty-nine percent of signatories responding to the 2019 CPBO Challenge® survey reported that some lawyers in the U.S. who work outside of the legal department participate in the legal department's pro bono program. Fourteen percent of responding signatories reported that some professionals or staff in the U.S. who work for the company outside of the legal department participated in pro bono.



### *Global Staff Participation Outside the Department*

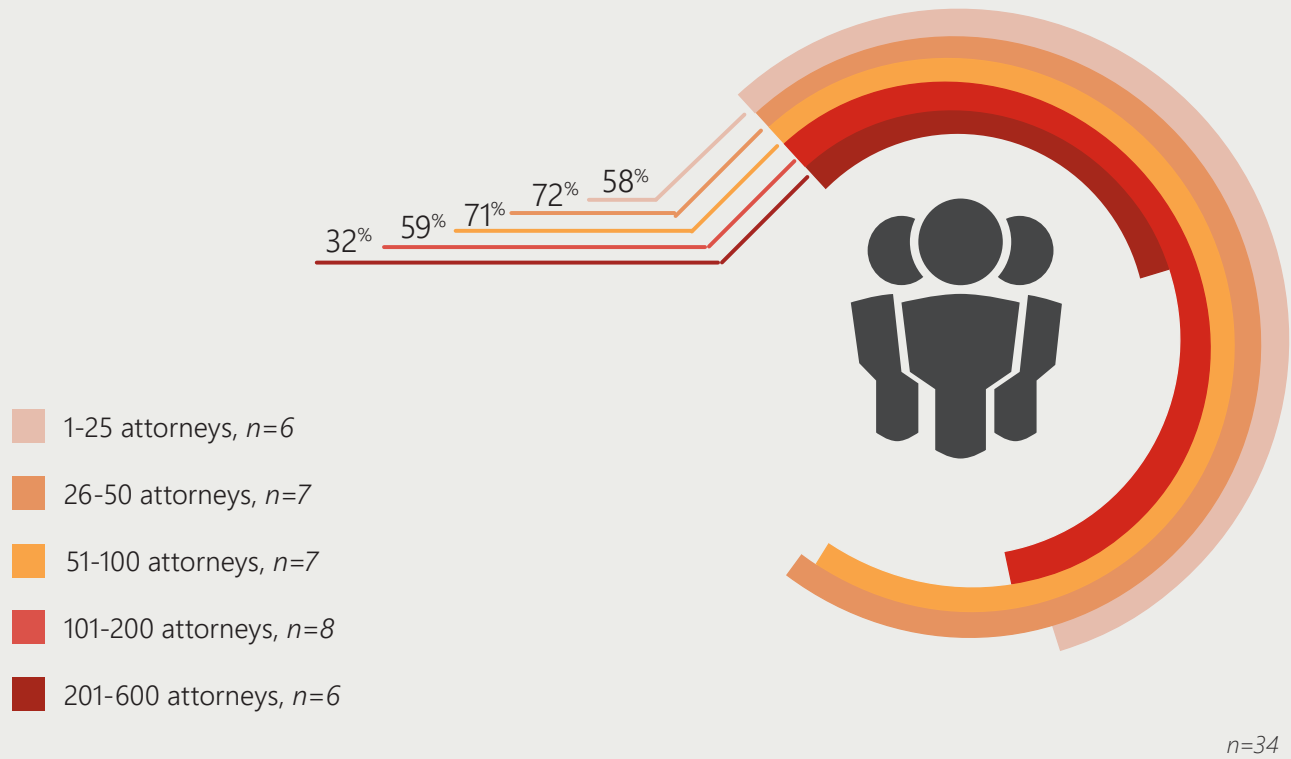
Five percent of signatories responding to the 2019 CPBO Challenge® survey have lawyers working outside of the United States and outside of the department participating in the legal department's pro bono program. Six percent of responding signatories outside of the U.S. have staff working outside of the department participating in pro bono.



## DEMOGRAPHICS, 2019

### Participation across department size

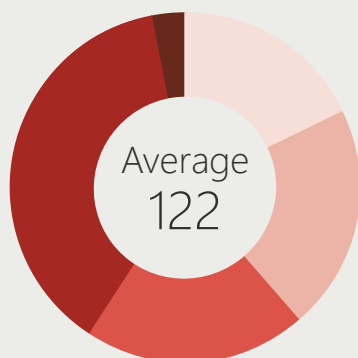
U.S. lawyers, average among respondents, 2019



### Department size

Average number of U.S. lawyers, 2019

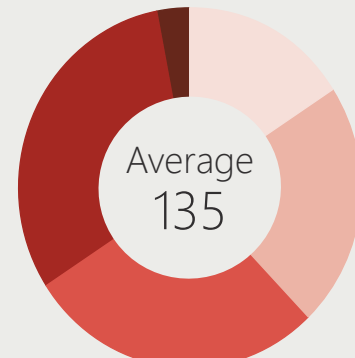
1-20 21-50 51-100 101-500 >500



### Department size

Average number of U.S. legal staff, 2019

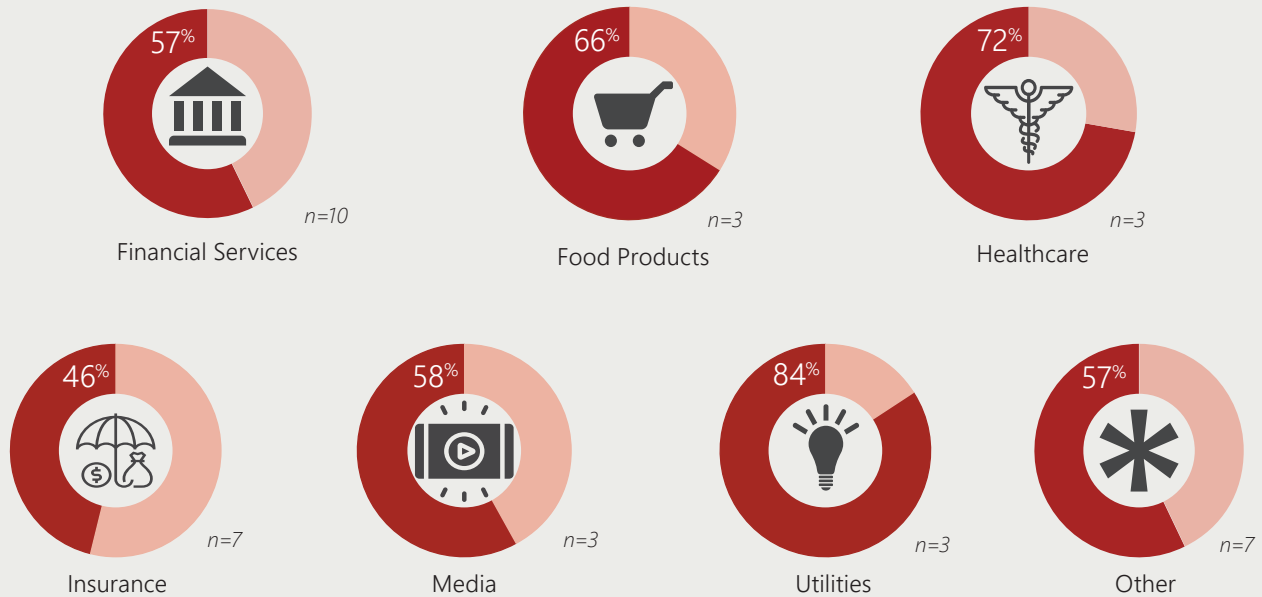
1-20 21-50 51-100 101-500 >500



## DEMOGRAPHICS, 2019

### Participation across industry subsector

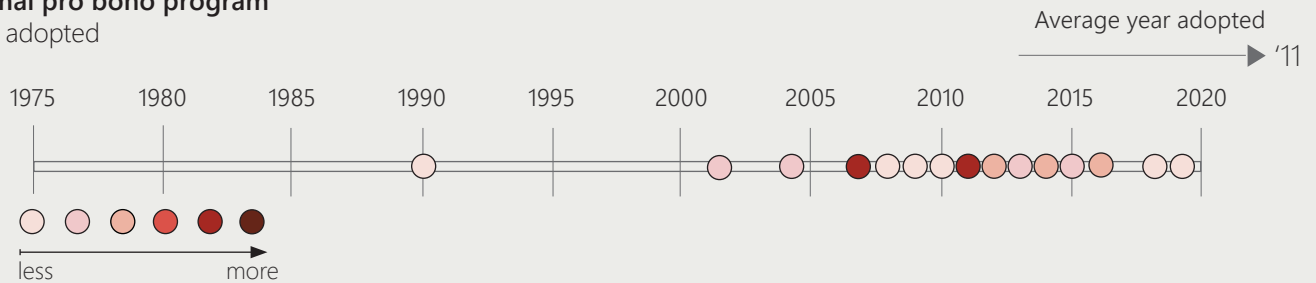
U.S. lawyers, 2019



## PRO BONO PROGRAMS AND POLICIES, 2019

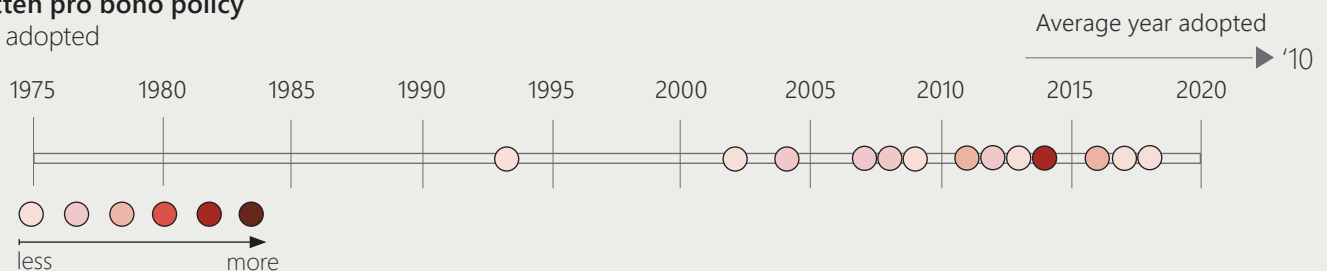
### Formal pro bono program

Year adopted



### Written pro bono policy

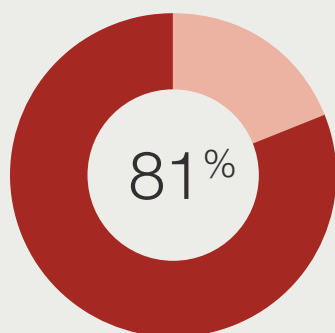
Year adopted



## PARTNERSHIPS WITH LAW FIRMS, 2019

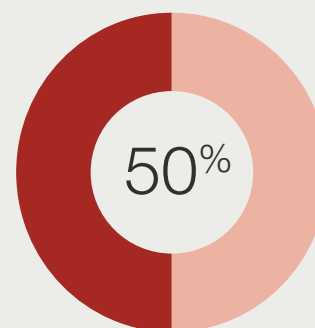
### Partnerships

with outside law firms, 2019



*n*=36

### Consider law firm pro bono performance when evaluating outside counsel, 2019



*n*=32

### 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:

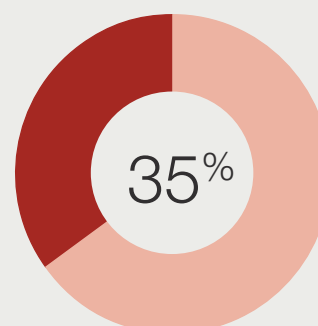
an institutional commitment to encourage and support participation by all attorneys in the firm;

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

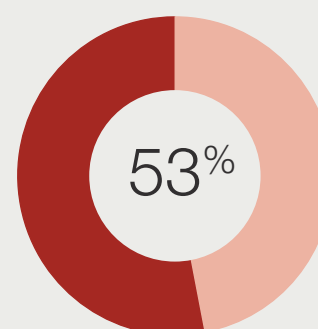
a majority of both partners and associates in the firm participate annually in pro bono activities.

### Inquire about law firm pro bono performance in RFPs, 2019



*n*=34

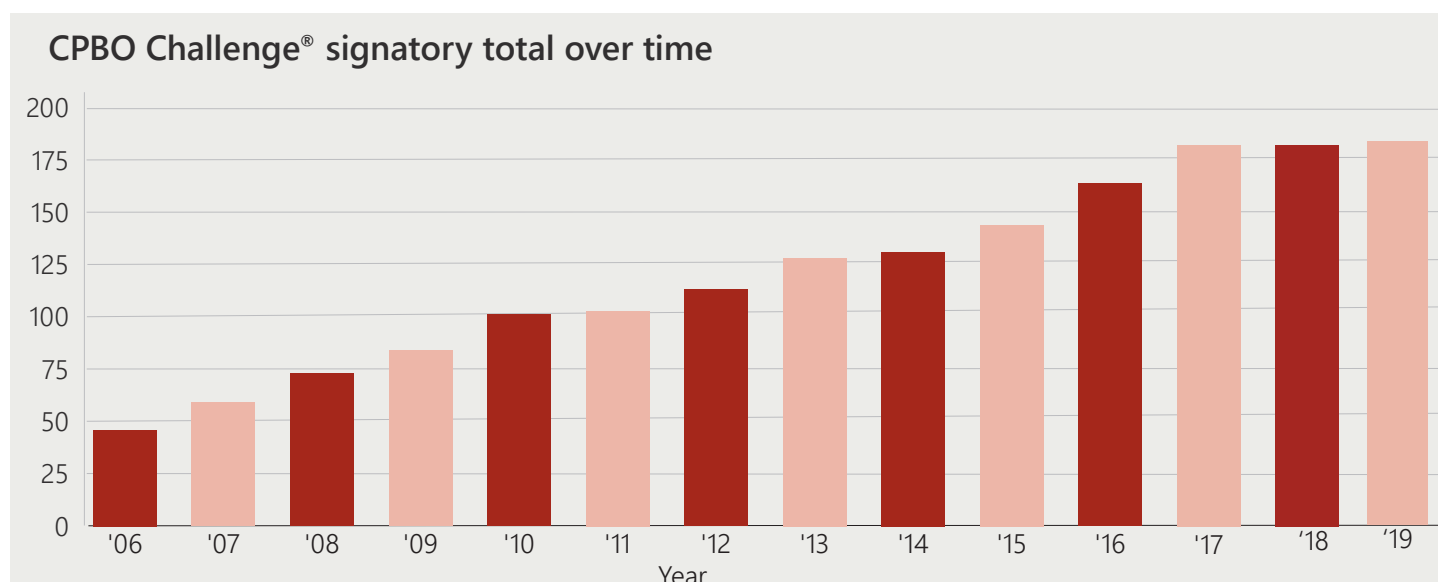
### Law Firm Pro Bono Challenge® Initiative encouraged outside law firms to join, 2019



*n*=32

## 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 in recent years. Over the history of the CPBO Challenge® initiative, pro bono participation by signatories' legal departments, including both attorneys and the legal staff, has generally increased, although this year the average staff participation rate in the U.S. dipped slightly (from 42% in 2018 to 38% in 2019). The average lawyer participation rate in the U.S. was 59% in 2019 compared to 58% in 2018.



## 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. 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 2019 45 out of 183 signatories submitted responses, whereas in 2020, only 36 of 183 signatories eligible to participate submitted responses. CPBO sent out its survey in March 2020 and extended the response deadline through June 2020. CPBO recognizes that the transition to remote work and the demands on legal departments during the coronavirus pandemic may have resulted in unusually low response rates this year.

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 & 2019

American International Group, Inc.  
 Archer-Daniels-Midland Company  
 Barclays Bank PLC  
 Best Buy Co., Inc.  
 Bloomberg L.P.  
 Cargill, Incorporated  
 Comcast NBCUniversal  
 CUNA Mutual Group  
 Deere & Company  
 Discover Financial Services  
 Duquesne Light Company  
 Entergy Corporation  
 Exelon Corporation  
 Federal Home Loan Mortgage Corporation ("Freddie Mac")  
 General Mills, Inc.  
 Hewlett Packard Enterprises  
 MetLife, Inc.  
 Nationwide Mutual Insurance Company  
 Mayo Clinic  
 Target Corporation  
 The PNC Financial Services Group, Inc.  
 U.S. Bancorp  
 United Airlines Holdings, Inc.  
 UnitedHealth Group Incorporated  
 Verizon Communications Inc.  
 Zurich American Insurance Company

### 2019

Accenture plc  
 American International Group, Inc.  
 Apple Bank  
 Archer-Daniels-Midland Company  
 Barclays Bank PLC  
 Best Buy Co., Inc.  
 Bloomberg L.P.  
 BMO Financial Group  
 Boston Scientific Corporation  
 Capital One Financial Corporation  
 Cargill, Incorporated  
 Citigroup Inc.  
 Comcast NBCUniversal  
 CSAA Insurance Group  
 CUNA Mutual Group  
 Deere & Company  
 Delta Dental of California  
 Discover Financial Services  
 Duquesne Light Company  
 Entergy Corporation  
 Exelon Corporation  
 Federal Home Loan Mortgage Corporation ("Freddie Mac")  
 FedEx Ground Package System, Inc.  
 General Mills, Inc.  
 Hewlett Packard Enterprises  
 Mayo Clinic  
 MetLife, Inc.  
 Nationwide Mutual Insurance Company  
 Target Corporation  
 TCF Financial Corporation  
 The PNC Financial Services Group, Inc.  
 U.S. Bancorp  
 United Airlines Holdings, Inc.  
 UnitedHealth Group Incorporated  
 Verizon Communications 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.

## 2019 CPBO CHALLENGE<sup>®</sup> SURVEY, JANUARY 1, 2019 - DECEMBER 31, 2019

Welcome to the 2019 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	<hr/>
Address (Headquarters)	<hr/>
Address 2	<hr/>
City	<hr/>
State/Province	<hr/>
Zip Code	<hr/>
Pro Bono Contact Name	<hr/>
Pro Bono Contact Title	<hr/>
Pro Bono Contact Email	<hr/>
Pro Bono Contact Phone	<hr/>

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

Name	<hr/>
Title	<hr/>
Email	<hr/>
Phone	<hr/>

#### 3. Company Information

Annual Revenue	<hr/>
Number of Employees	<hr/>

#### 4. Number of Offices with Legal Department Professionals

Inside the U.S.	<hr/>
Outside the U.S.	<hr/>

## Participation in Pro Bono

1. Please record the number of legal department professionals in the U.S. as of 12/31/19 and how many of those provided pro bono legal services (not including community service) during the reporting period. If you do not have any participants, please indicate 0.

	Total in Legal Department	Participating in Pro Bono	Percentage
U.S. Lawyers			
U.S. Legal Staff			

2. If there are lawyers or staff in the U.S. and who are outside the legal department providing pro bono legal services as part of the legal department's pro bono program (not including community service) as of 12/31/19, please state the number below. If you do not have any participants, please indicate 0.

	Participating in Pro Bono
U.S. Lawyers	
U.S. Legal Staff	

3. Please record the number of legal department professionals outside of the U.S. as of 12/31/19 and how many of those provided pro bono legal services (not including community service) during the reporting period. If you do not have any participants, please indicate 0.

	Total in Legal Department	Participating in Pro Bono	Percentage
Global Lawyers			
Global Legal Staff			

4. If there are lawyers or staff outside of the U.S. who are outside of the legal department providing pro bono legal services as part of the legal department's pro bono program (not including community service) as of 12/31/19, please state

	Participating in Pro Bono
Global Lawyers	
Global Legal Staff	

## 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

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

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CORPORATE PRO BONO