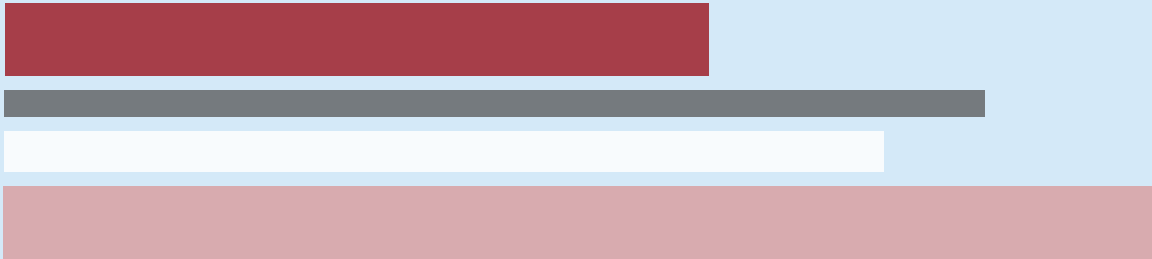


# 2022 BENCHMARKING REPORT

An Overview of In-House Pro Bono | August 2022



# INTRODUCTION

The momentum for in-house legal pro bono has grown tremendously since 2000. During this time, [Corporate Pro Bono \(CPBO\)](#), a project of [Pro Bono Institute](#), has worked with more than 1,000 legal departments and ACC chapters, helping them grow, develop, and expand in-house pro bono programs and offerings for their legal staff and chapter members.

CPBO invited Corporate Pro Bono Challenge® signatories and additional legal departments that participate in CPBO programs and initiatives to participate in our 2022 Benchmarking Survey. The survey, which was open between February and April 2022, collected data from calendar year 2021.

This report includes responses from 58 legal departments. CPBO extends its deep appreciation and thanks to those departments that participated in the survey and commends them for their commitment to pro bono service.

This is the seventh benchmarking report CPBO has published. In 2020, CPBO issued its [2020 Benchmarking Report](#) based on the responses of 55 legal departments. We look forward to the continued participation of our valued stakeholders in the next edition of the biennial Benchmarking survey.

For more information about this report or for general information about in-house pro bono, please contact Corporate Pro Bono at [cpbo@probonoinst.org](mailto:cpbo@probonoinst.org).

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## NOTABLE TRENDS

CPBO's 2022 Benchmarking Report is the first Benchmarking Report to document the changes to corporate pro bono since the start of the COVID-19 global pandemic, and the renewed call for racial justice in American society, in 2020.

### Impact of COVID-19 Pandemic and the Call for Racial Justice

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The pandemic changed the way that we work, and pro bono legal services was no exception. Our Report shows that 44 percent of corporate pro bono programs had no experience with remote pro bono legal services prior to the pandemic, and had to build their virtual programs from scratch. In 2021, an overwhelming majority (89 percent) of pro bono programs operated either only or mostly remotely. While department staff generally appreciated the flexibility of doing pro bono work remotely, and virtual programming made it easier to engage lawyers and staff across multiple jurisdictions, 38 percent found that remote programs reduced access to clients and 23 percent found that doing pro bono to be more challenging. In 2022, we are seeing a return to in-person delivery of pro bono legal services, with a majority (54 percent) of pro bono programs operating both partially in-person and partially remotely. We expect this hybrid model to be the “new normal” going forward.

In 2020-2021, a majority of responding legal departments (66 percent) created or renewed their focus on racial justice as a pillar of their pro bono programs. Of the departments that participated in racial justice pro bono, there was tremendous interest in criminal justice work, with 51 percent working on expungement and expunctions, 3 percent working on bail reform, 6 percent working on policing reform, and 37 percent working on other criminal justice pro bono matters. In-house pro bono programs contributed in other areas as well, such as voting rights (29 percent), economic empowerment (29 percent) and supporting BIPOC-owned businesses (17 percent).

# NOTABLE TRENDS

## Pro Bono Participation

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An unexpected change is an increase in mandatory pro bono. Historically, 100 percent of respondents have reported that participation in the legal department's pro bono program is voluntary. In 2020, for the first time, one respondent reported that participation in the legal department's pro bono program was mandatory. In 2022, four departments (7 percent of respondents) reported that pro bono participation is mandatory. While it may be too soon to call this increase a trend, we are interested to see if more legal departments will require pro bono participation in the future.

Global pro bono participation has also increased, with 48 percent of responding departments participating in pro bono outside of the United States, up from 35 percent of responding departments in the 2020 Report.

We also saw the continuation of several near-universal features of in-house pro bono participation since CPBO began publishing Benchmarking Reports. These trends include:

- Participation in pro bono service is permitted during normal work hours. (100 percent of respondents in 2022)
- Engagement in in-house pro bono is not limited to attorneys but also includes paralegals and other professional staff in the legal department. (95 percent of respondents in 2022)
- There is no annual limit on the number of hours that volunteers may spend on pro bono. (98 percent of respondents in 2022)

## Program Administration

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The professionalization of in-house pro bono programs is a trend we have observed over the past few years. In the 2022 Report, 25 percent of respondents had an attorney or other professional whose job duties include management of the pro bono program, up from only 7 percent in 2020. In 2022, 8 percent of respondents had a full-time paid pro bono coordinator (compared to seven percent in 2020 and 4 percent in 2018), while eleven percent of respondents had a full-time professional whose job description includes pro bono coordination (compared to 0 percent in prior years). Additionally, 6 percent of responding departments reported that a paid professional in Legal Operations or a similar function is managing the legal department's pro bono program. No departments engaged a part-time paid coordinator (the same as in the 2020 Report, compared to 4 percent in 2018). These professional roles ease some of the burden on volunteer pro bono leaders in administering their department's pro bono programs, which can contribute to the strategic growth and success of the program.

# NOTABLE TRENDS

## Internal Partnerships

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In-house pro bono programs continue to partner with many other internal groups at their companies, with a majority of respondents partnering with their community service team (73 percent), affinity/diversity groups (55 percent), and corporate social responsibility (CSR) team (52 percent). For the first time we asked about partnerships with Environmental Social Governance (ESG) staff and racial justice programs; 34 percent of respondents are engaging with ESG and 36 percent with corporate racial justice initiatives.

## Volunteer Engagement

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Unsurprisingly, remote and hybrid work environments have impacted volunteer engagement strategies. Whereas 62 percent of respondents in 2019 incorporated a social element into their pro bono activity to engage new volunteers, only 37 percent of respondents did so in 2021. Despite the pandemic, individual outreach to volunteers remains the most popular engagement strategy (91 percent in 2021, compared to 94 percent in 2019). General Counsel or Chief Legal Officer participation in pro bono rose to become the second most popular engagement tool, with 48 percent of respondents in 2021 engaging their legal department leaders (up from 40 percent two years prior).

## Budgets

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Interestingly, more departments are funding their pro bono programs through the legal department budget, rather than a separate budget for pro bono programs. Seventy-six percent of respondents report that the legal department covers pro bono just as it covers other reasonable expenses, up from 63 percent two years prior. Only 26 percent of respondents report having a separate pro bono program budget, a decline from 41 percent in the 2020 Benchmarking Report. However, expenses such as conference attendance, pro bono court fees, publications, transportation to and refreshments for pro bono events, and sponsorships and charitable contributions are still more likely to be funded by a separate pro bono program budget than the legal department's general budget. Thus, it remains to be seen whether the decrease in separate budgets means that pro bono is becoming more routinely integrated into a department's programming and general budget, or if in-house pro bono programs are less likely to incur expenses without a designated budget.

# COMPANY OVERVIEW

## Departments

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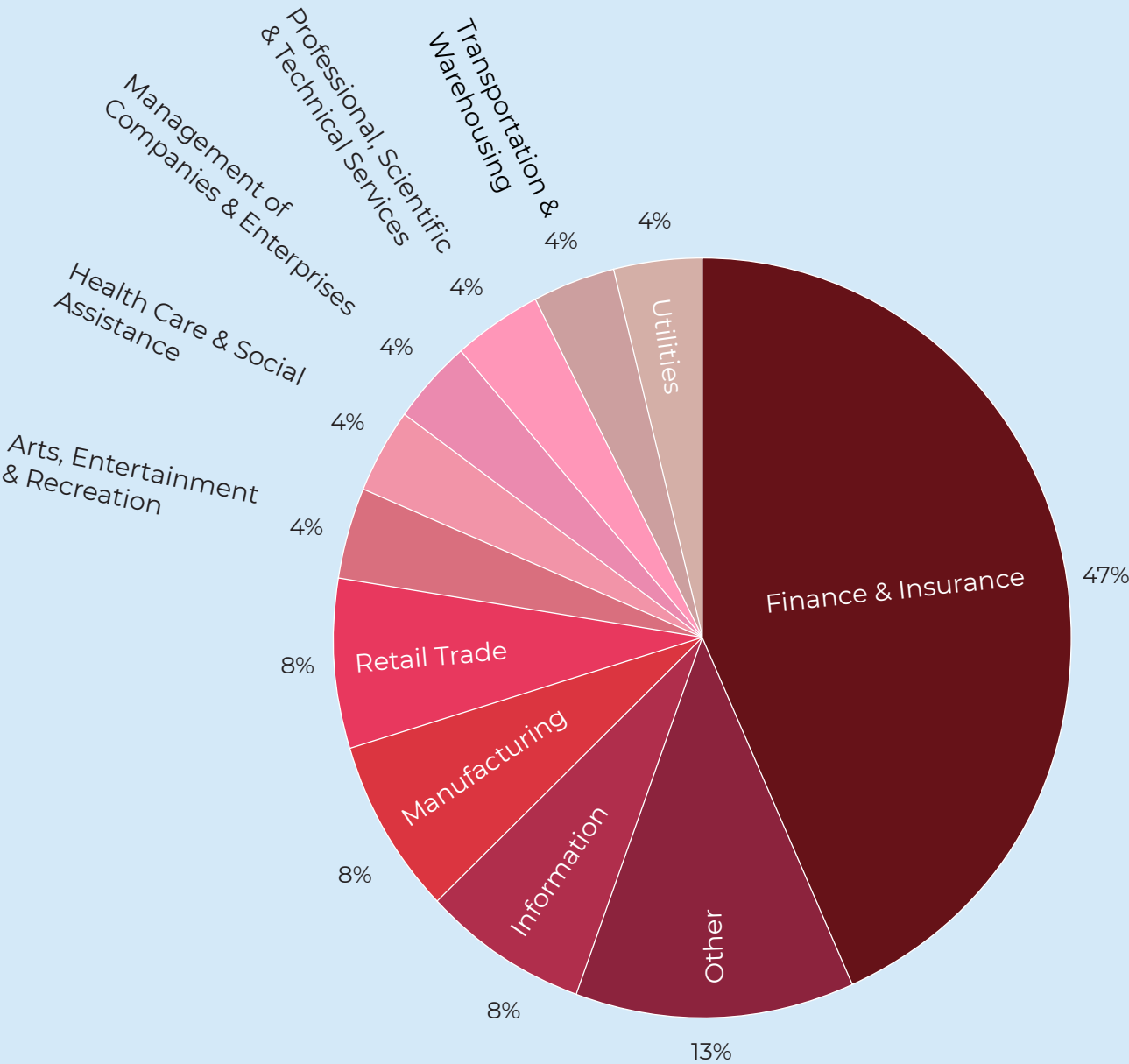
The following legal departments contributed to the results in this report:

Accenture*	General Mills*	Target Corporation*
Advance	GlaxoSmithKline*	TransUnion
Ally Bank	Hewlett Packard Enterprise Company*	Trustmark Insurance
American Council on Exercise*	Home Depot, The	U.S. Bancorp*
American International Group, Inc.*	Huntington Bancshares Inc.*	Ullico, Inc.*
AT&T Inc.*	Intel Corporation*	United Airlines Holdings, Inc.*
Barclays Bank PLC*	Kimberly-Clark	UnitedHealth Group Inc.*
Best Buy Co., Inc.*	Koch Industries	Vanguard Corporation
Bloomberg L.P.*	KPMG	Verizon Communications Inc.*
BMO Harris Bank N.A.*	Liberty Mutual Holding Company Inc.	Wells Fargo & Company
BNY Mellon*	LyondellBasell Industries, N.V.	Williams Companies, Inc., The
Boston Scientific*	Macy's, Inc.	Willis Towers Watson
Capital One Financial Corporation	Massachusetts Mutual Life Insurance Company	Zurich American Insurance Company*
Chubb Group of Insurance Companies	Mayo Clinic*	
Citigroup Inc.*	MetLife, Inc.*	
Coca-Cola Company, The	Microsoft Corporation*	
Comcast NBCUniversal*	Mondelēz International	
CUNA Mutual Group*	Morgan Stanley*	
Discover Financial Services*	Nationwide Mutual Insurance Company*	
Entergy Corporation*	NHL, Inc.*	
Federal Home Loan Mortgage Corporation, The (Freddie Mac)*	PNC Financial Services Group, Inc., The*	
FedEx Ground*	Prudential Financial, Inc.	
	State Farm Mutual Automobile Insurance*	

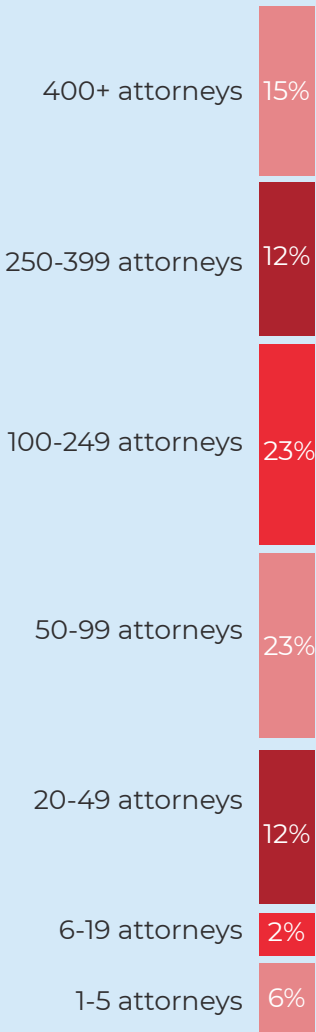
\*We especially thank these legal departments for responding to consecutive Benchmarking surveys in 2020 and 2022.

# COMPANY OVERVIEW

Industry or Service Sector

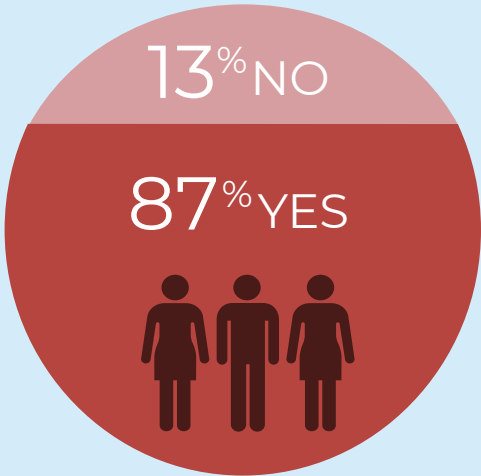


Legal Department Size



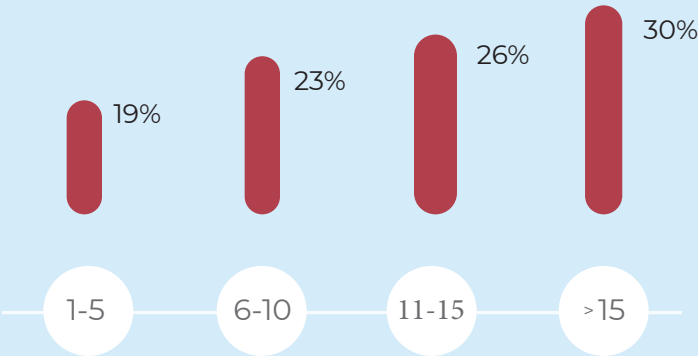
Managed by Pro Bono Committee

Does your legal department have a pro bono committee?



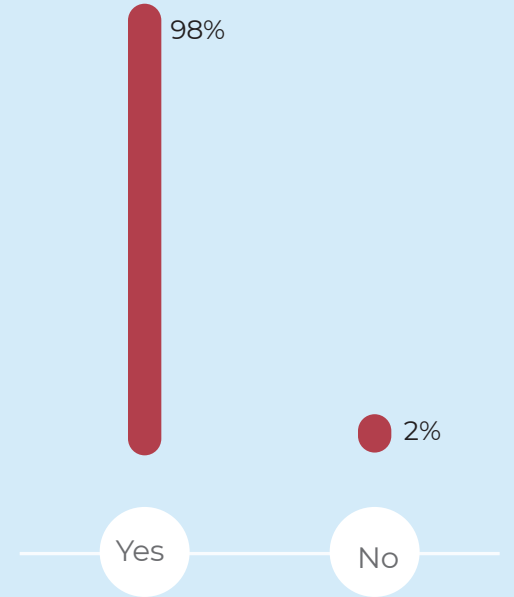
Committee Members

How many members comprise the pro bono committee?



Committee Chair / Co-Chairs

Does your pro bono committee have a committee chair/co-chairs?



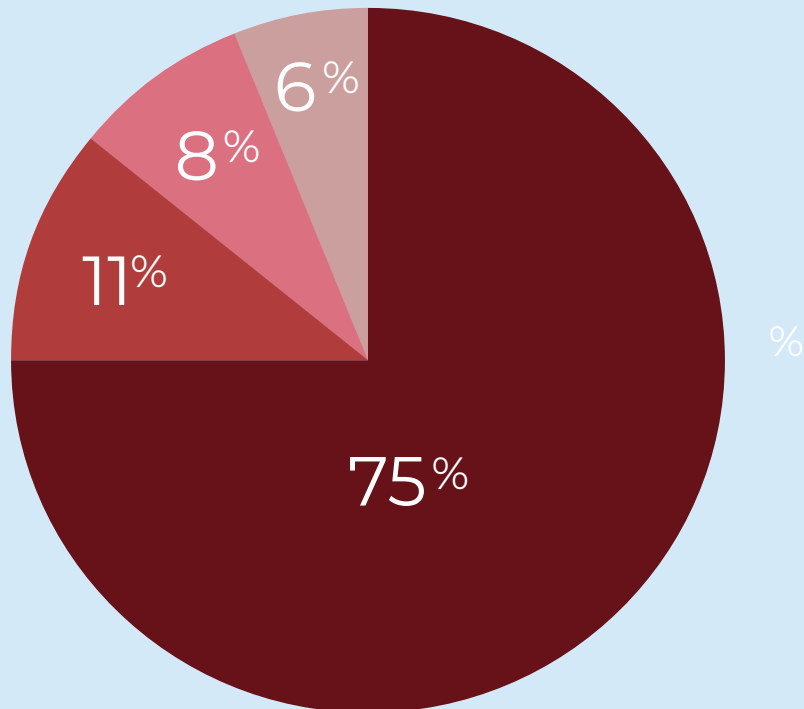


# PROGRAM ADMINISTRATION

## Program Management

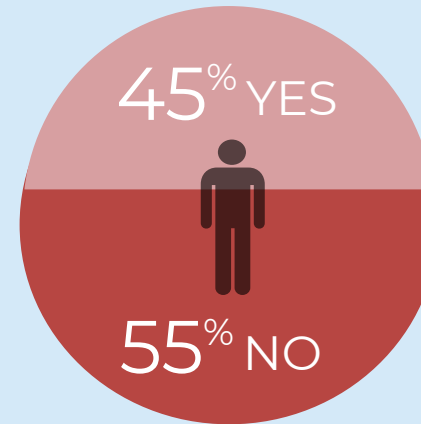
Does your legal department or company pay someone to manage or coordinate your pro bono program?

- No, the program is run by volunteers in the legal department
- Yes, a full time-employee with partial pro bono responsibility
- Yes, a full-time employee
- Yes, a part-time employee
- Other (eg., the program is run by Legal Operations)



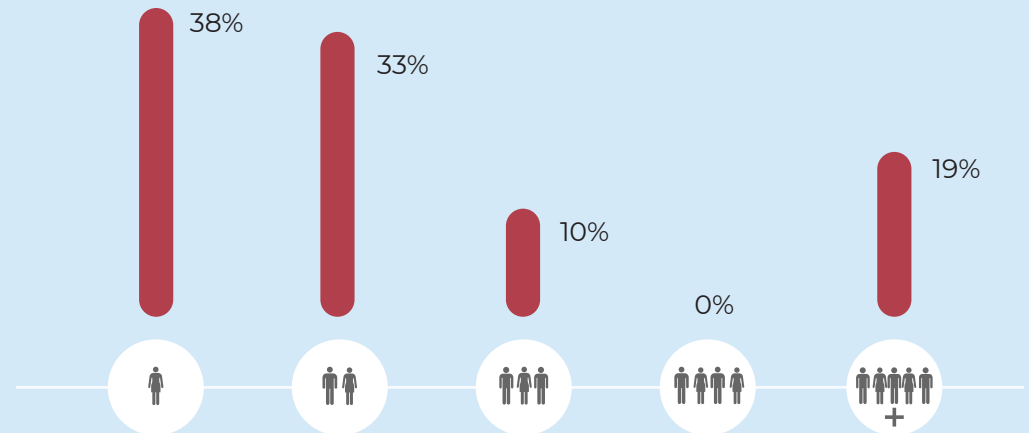
## Pro Bono Coordinator

Does your legal department have a pro bono coordinator(s)?



## Number of Coordinators

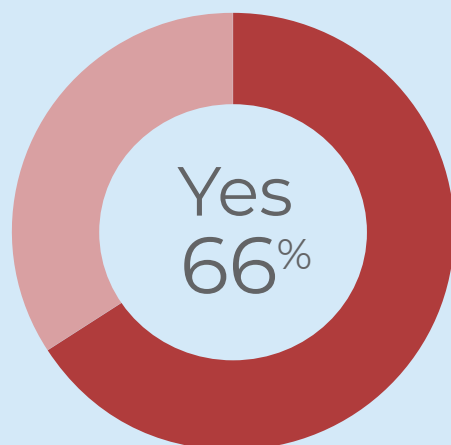
How many coordinators does your legal department have?



# POLICY DETAILS

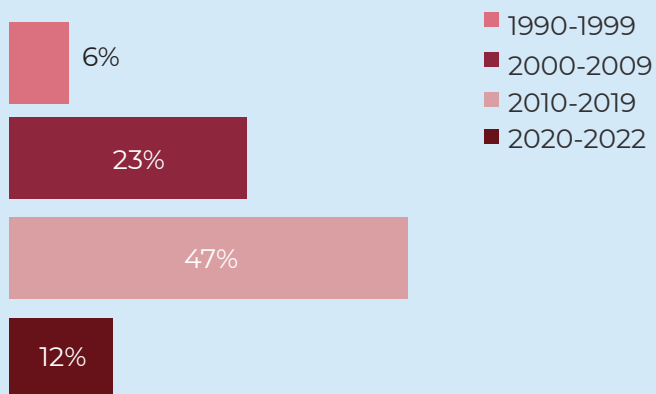
## Pro Bono Policy

Does your legal department have a written pro bono policy?



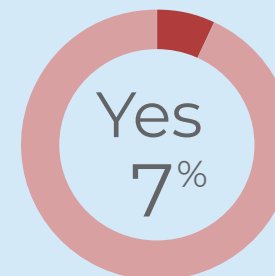
## Pro Bono Policy

In what year did your legal department adopt a written pro bono policy?



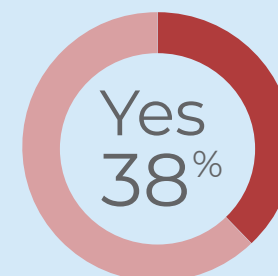
## Mandatory Pro Bono

Is participation in your legal department's pro bono program mandatory?



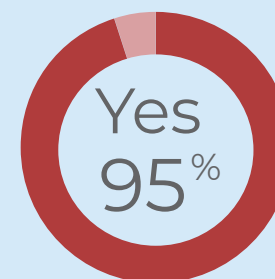
## Factor in Evaluations

Is pro bono work used as a factor in evaluations, advancement, or bonuses?



## Legal Staff Participation

Do paralegals and other legal department staff participate in the pro bono program?



# POLICY DETAILS

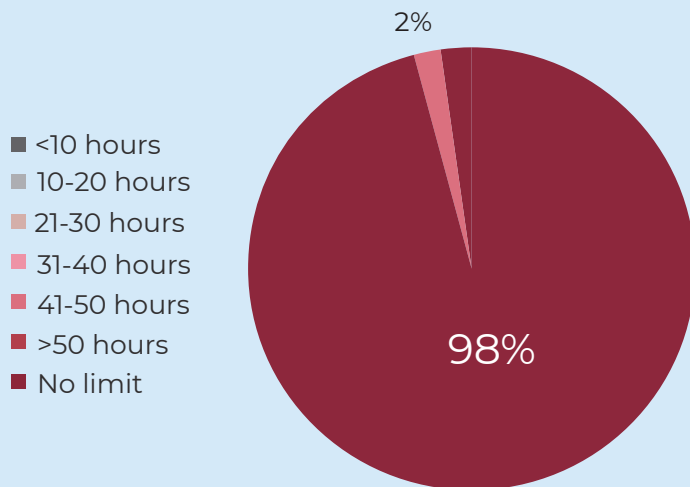
## Pro Bono Hours

Are members of the legal department permitted to do pro bono during normal work hours?



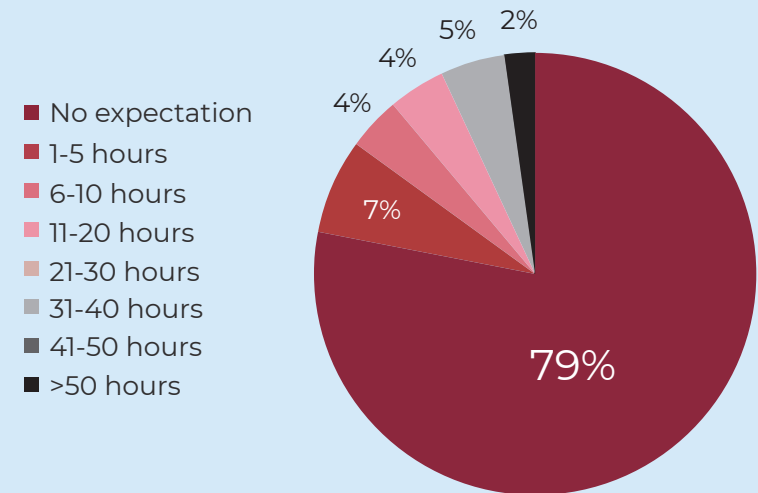
## Annual Limit of Pro Bono Hours

Is there an annual limit on the hours spent on pro bono?



## Expectation of Pro Bono Hours

Is there an expectation for members of the legal department to spend a certain number of hours annually on pro bono?

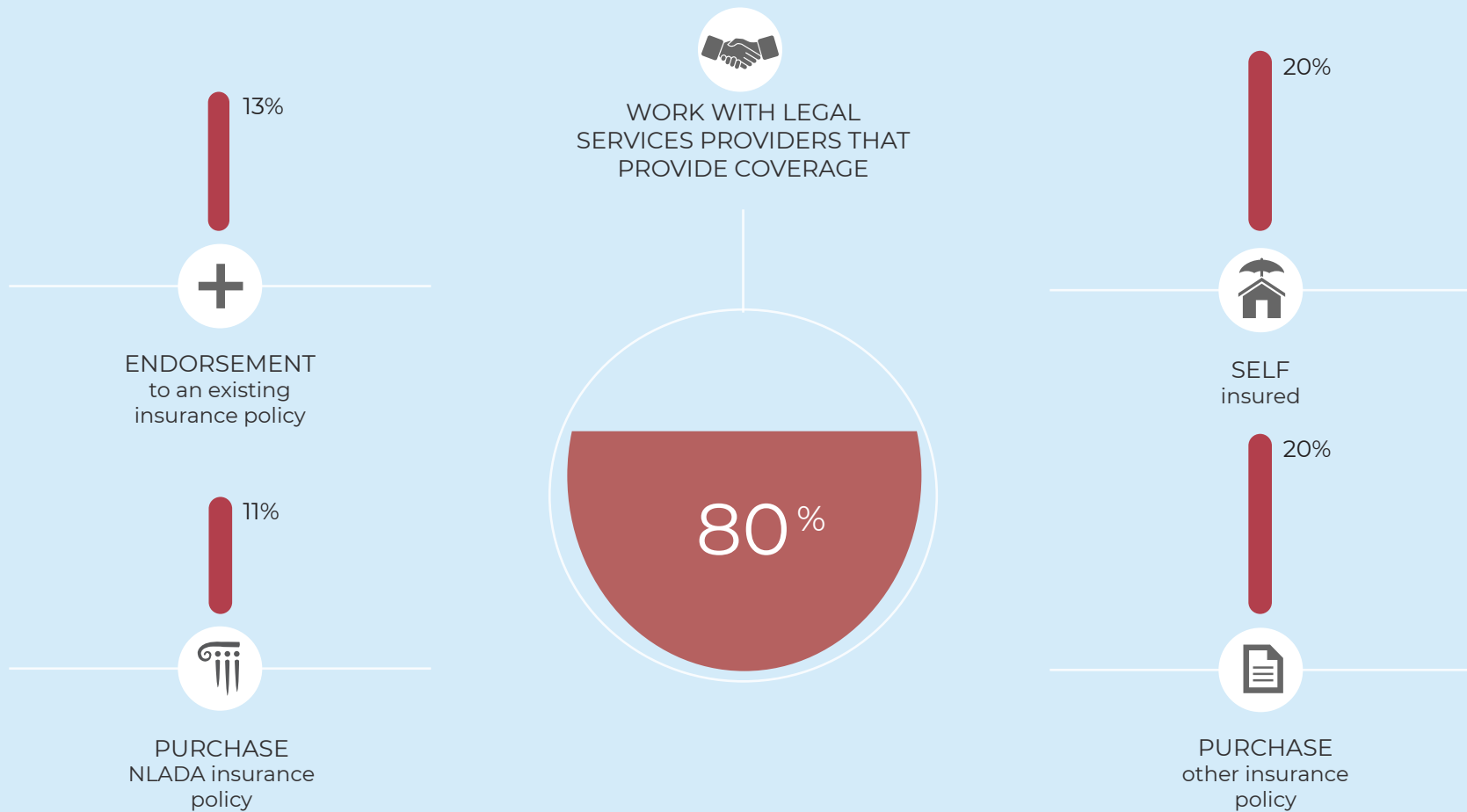


85%

CAN TAKE ON PRO BONO MATTERS OUTSIDE THE OFFICIAL PROGRAM

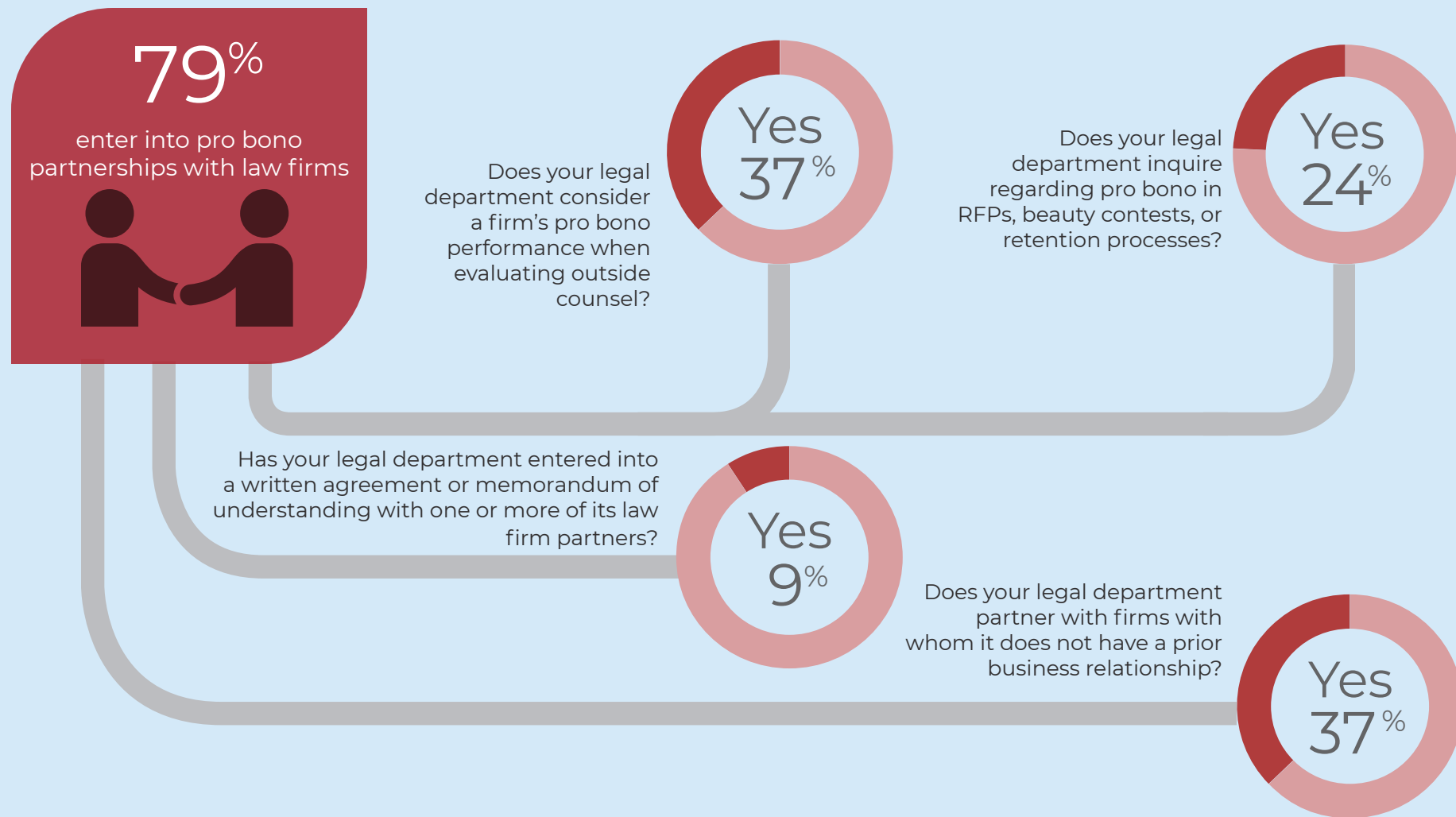
## Professional Liability Insurance

How does your legal department address professional liability coverage?  
(select all that apply)



# PRO BONO PARTNERSHIPS

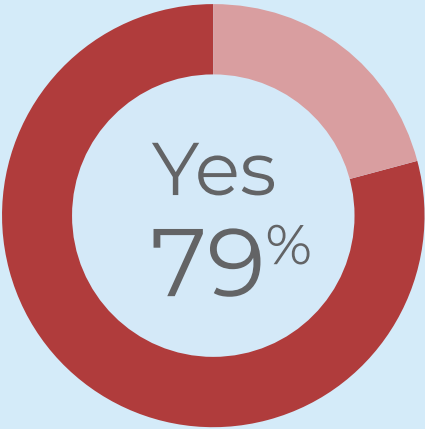
## Partnerships with Law Firms



# PRO BONO PARTNERSHIPS

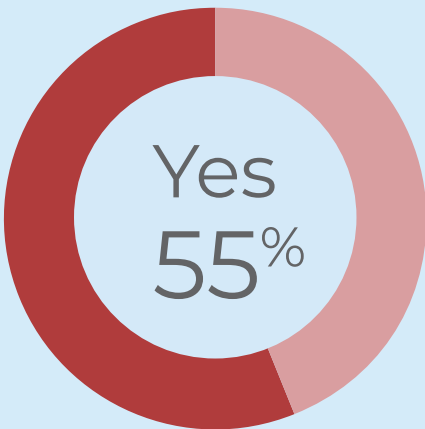
## Partnerships with Legal Services Providers

Does your legal department enter into pro bono partnerships with legal services providers?



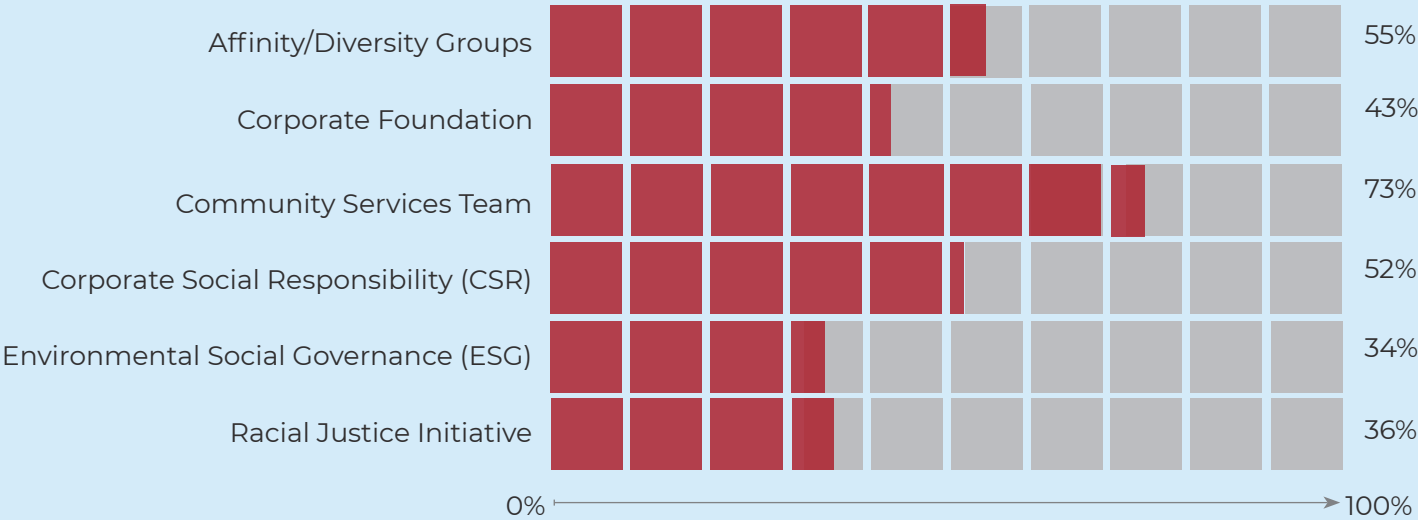
## Partnerships with Legal Departments

Does your legal department enter into pro bono partnerships with other legal departments?



## Internal Partnerships

With regard to pro bono, with whom does your legal department work?  
(select all that apply)



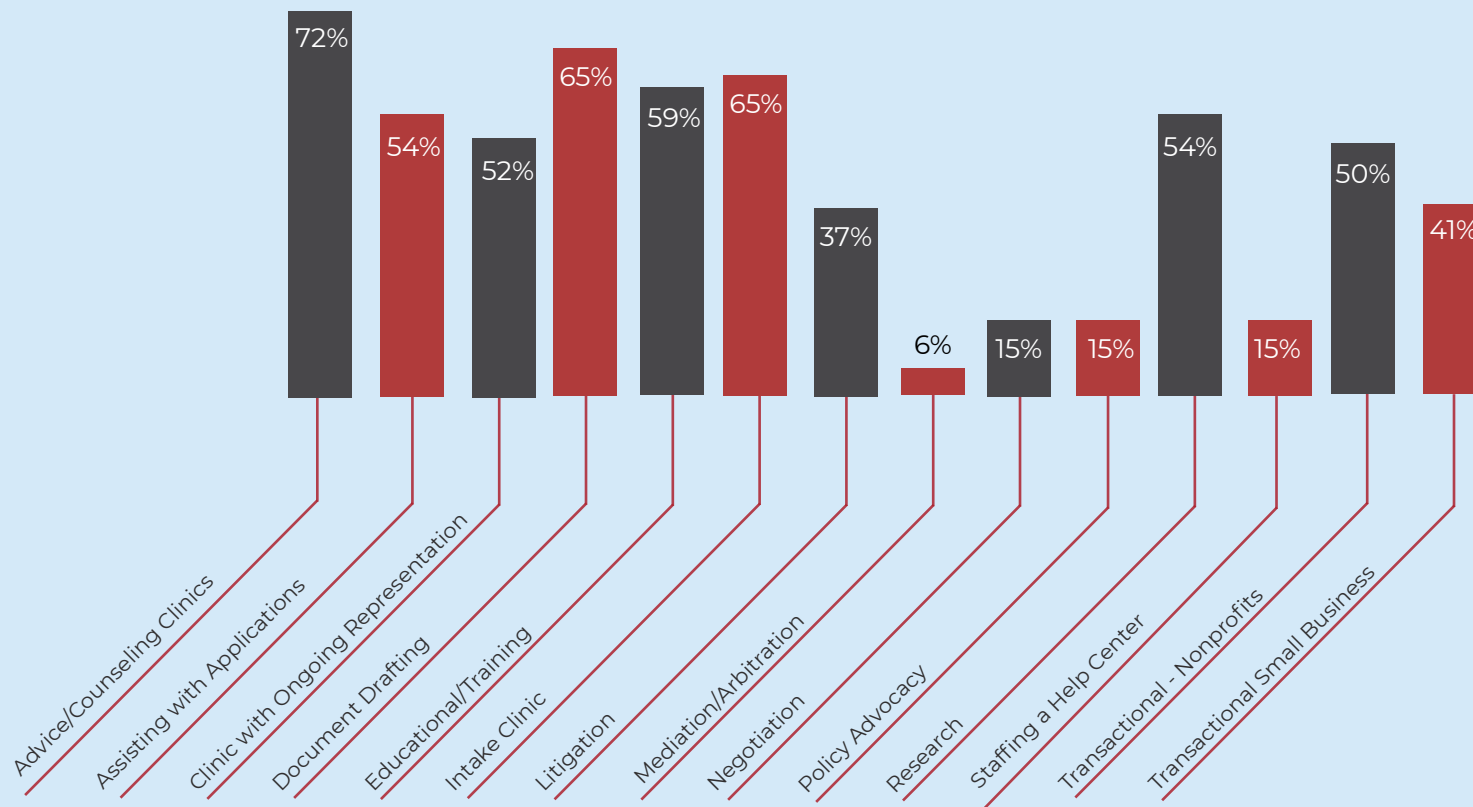
# PRO BONO PROJECTS

## Project Selection

In 2021, what types of projects did members of your legal department undertake?

72%

OF DEPARTMENTS ENGAGE IN  
ADVICE-ONLY COUNSELING  
CLINICS



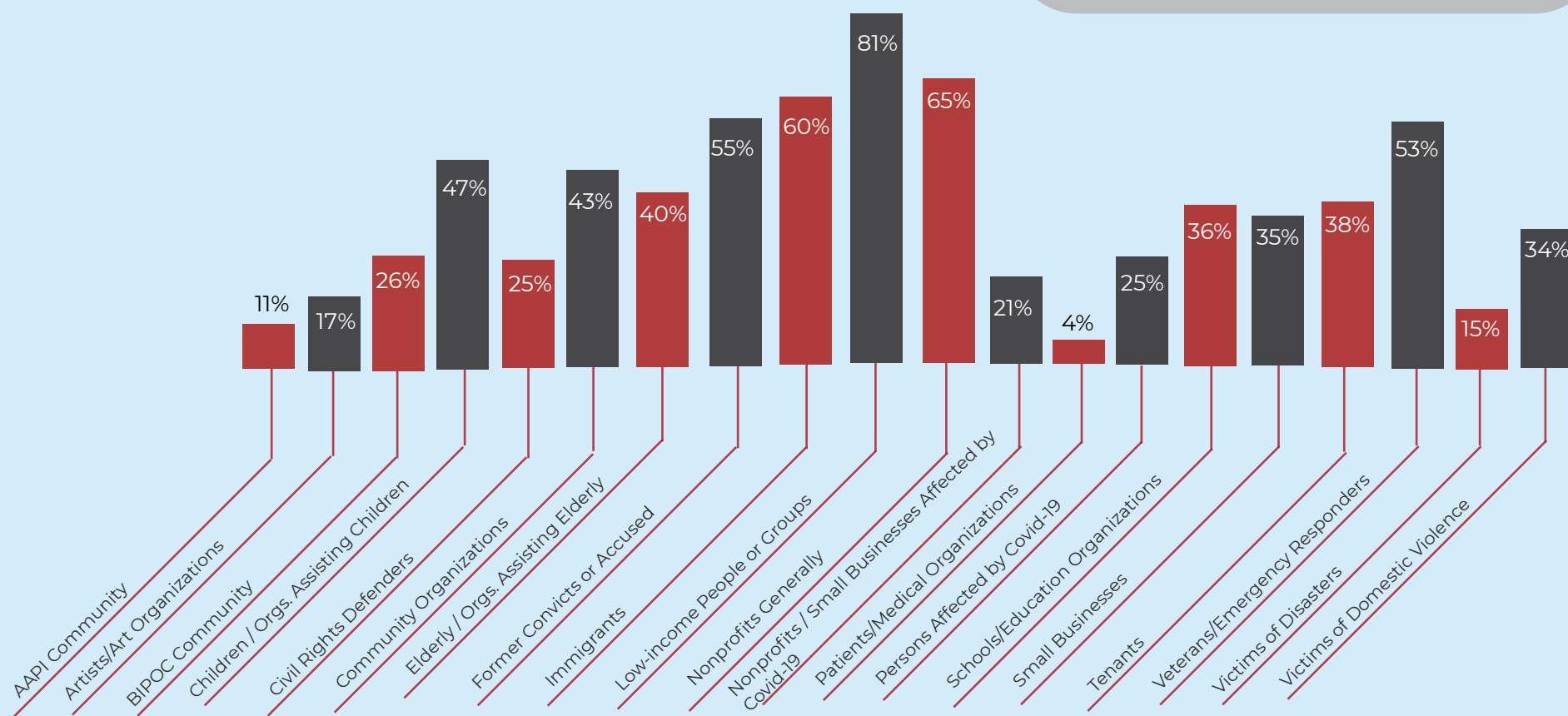
# PRO BONO PROJECTS

## Clients Assisted

In 2021, what categories of clients did members of your legal department work with in particular?

81%

OF DEPARTMENTS PROVIDE PRO BONO SERVICES TO LOW-INCOME PEOPLE OR GROUPS





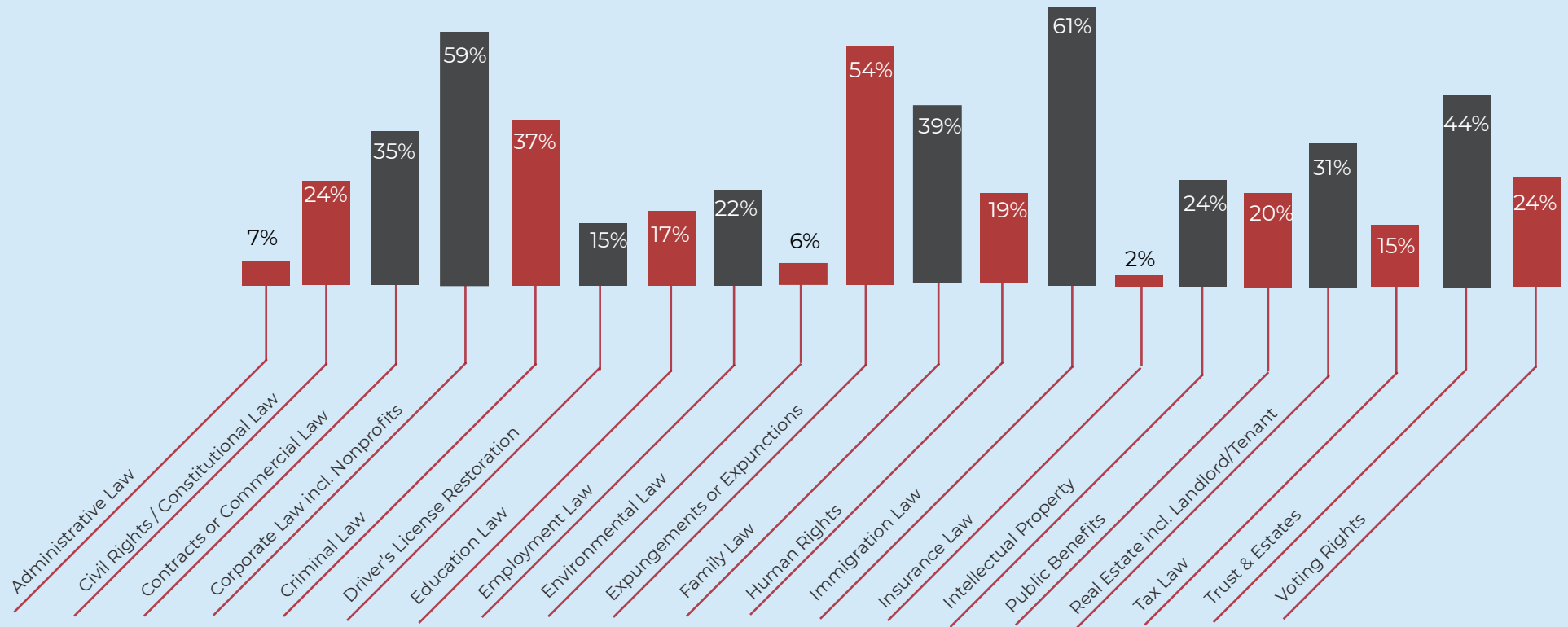
# PRO BONO PROJECTS

## Area of Law Practiced

In 2021, what areas of law were involved in the pro bono provided by your legal department?

61%

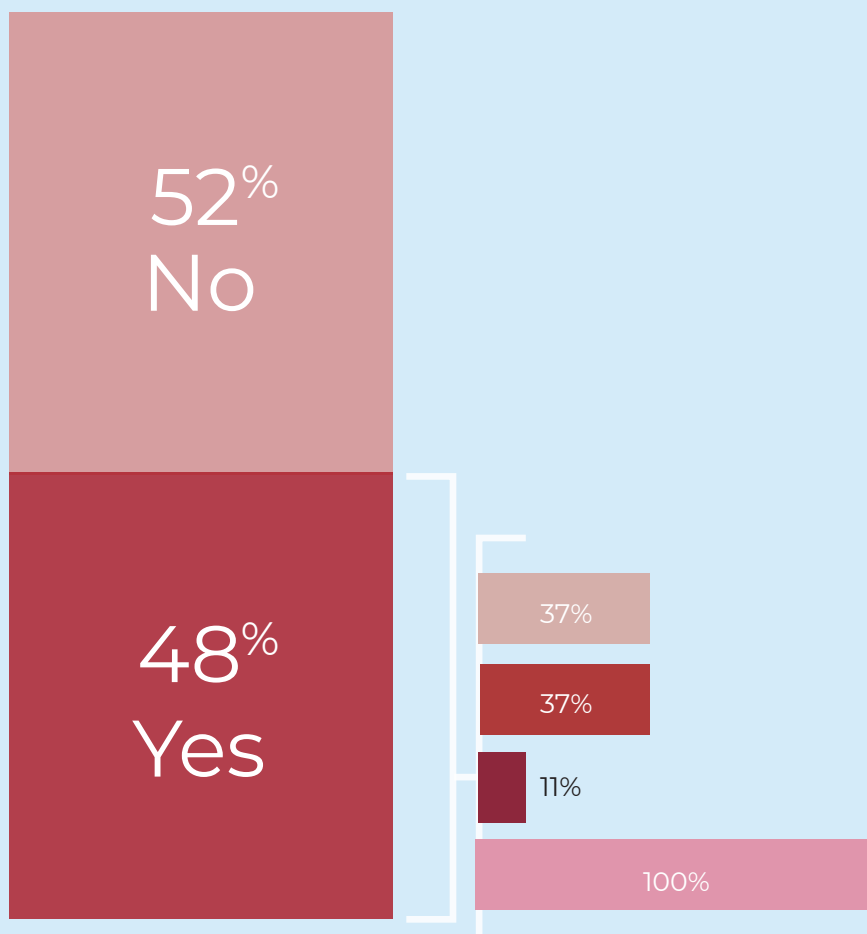
OF DEPARTMENTS UNDERTAKE PRO BONO PROJECTS THAT INVOLVE IMMIGRATION LAW



# GLOBAL PRO BONO

## Global Pro Bono

Do members of your legal department engage in global pro bono?



100%

of all departments engaged in global pro bono have attorneys abroad working on matters local to their jurisdiction



## Type of Global Pro Bono

For companies that engage in global pro bono, which of the following does it involve? (select all that apply)

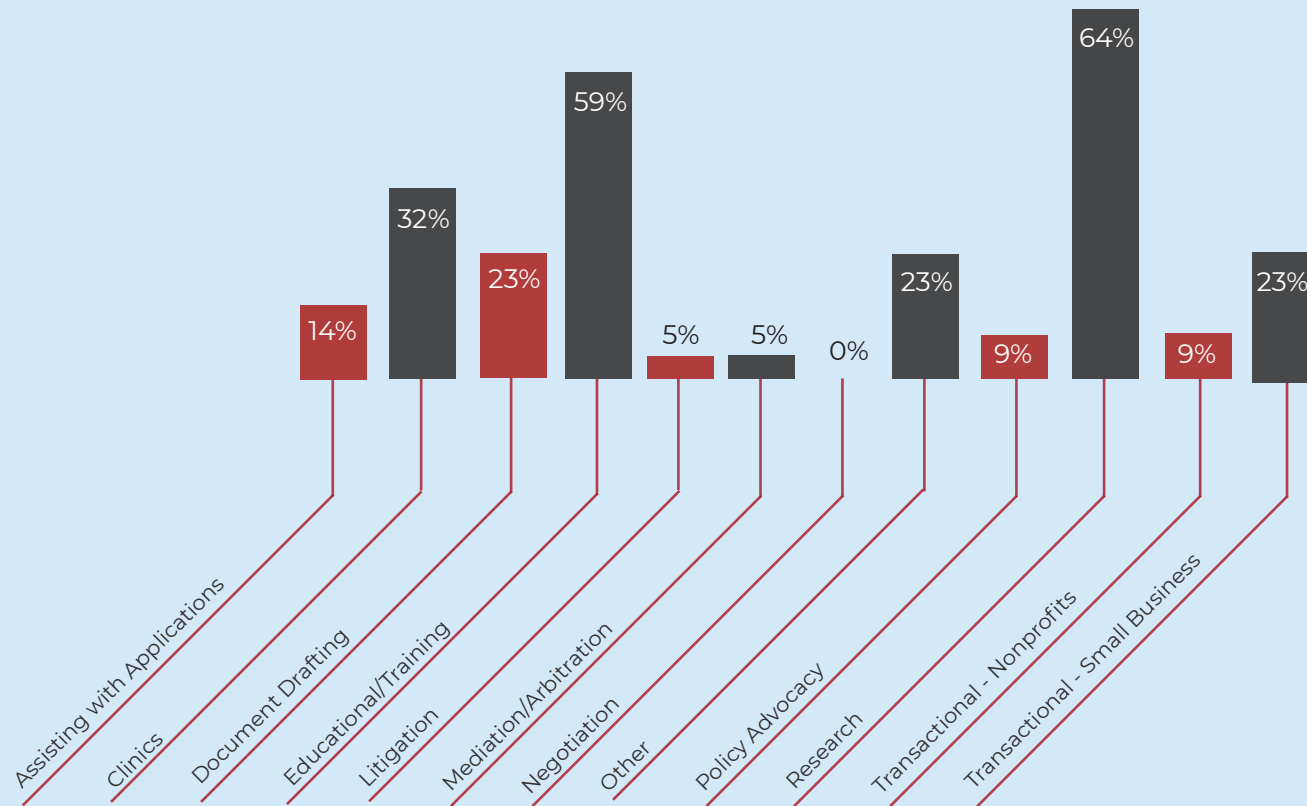
- ☐ Attorneys and legal staff in both the U.S. and abroad working jointly
- ☐ Attorneys and legal staff abroad working on matters that are not local to their jurisdiction
- ☐ Attorneys and legal staff in the U.S. working on matters abroad
- ☐ Attorneys and legal staff abroad working on matters local to their jurisdiction

# GLOBAL PRO BONO

## Project Selection

In 2021, what types of global projects did members of your legal department undertake? (please select all that apply)

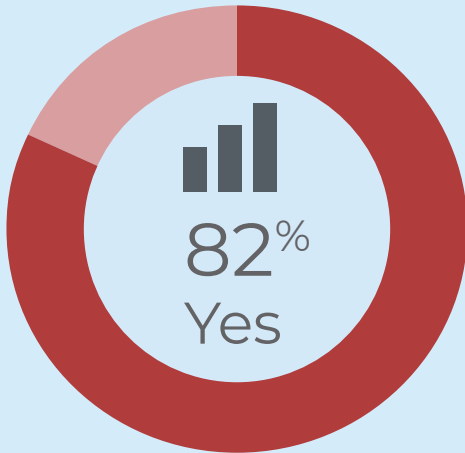
**62%** OF DEPARTMENTS ENGAGE IN LEGAL RESEARCH



# PRO BONO METRICS

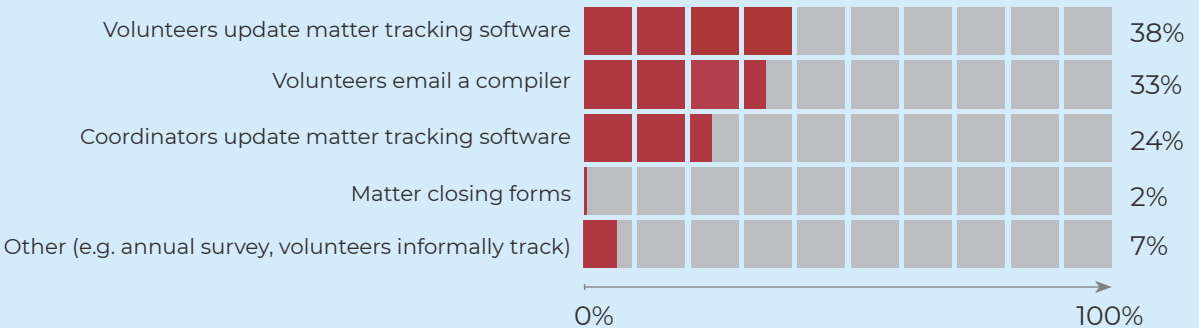
## Tracking Pro Bono

Does your legal department track pro bono participation?



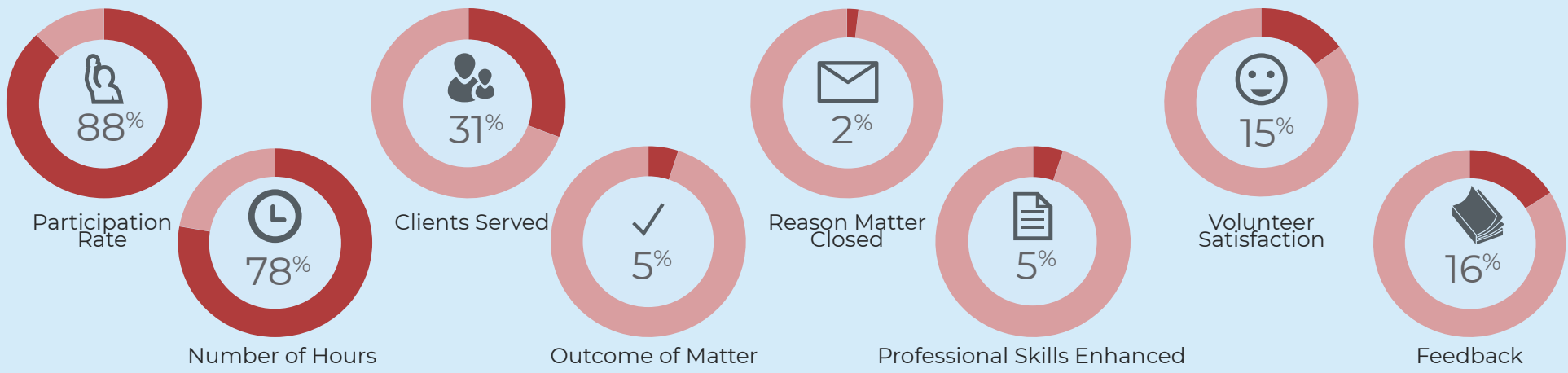
## Tracking Pro Bono

How does your legal department track pro bono participation? (select all that apply)



## Measuring Pro Bono

What information does your legal department track? (select all that apply)



# PRO BONO METRICS

## Metrics Tools

What tool(s) does your department use to measure and/or track pro bono participation? (please include brand if relevant)

21%

OF DEPARTMENTS THAT  
TRACK METRICS USE  
INTERNAL SOFTWARE OR  
PLATFORM



18%

OF DEPARTMENTS  
THAT TRACK METRICS  
USE EXCEL OR OTHER  
SPREADSHEET TOOLS



OTHER TRACKING TOOLS USED BY  
LEGAL DEPARTMENTS

Benevity

Cybergrant

Hours Tracking Software

Legal Management Software

MyGiving Database

MyShare

Paladin

Sharepoint

Smart Simple

Surveys

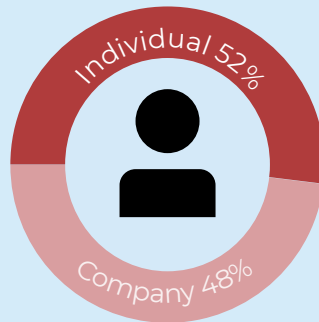
Track It Forward

YourCause

# PRO BONO REPRESENTATION

## Client Representation

When representing a client as part of your legal department's pro bono program, does an attorney undertake the representation as a representative of your company or as an individual?



## Client Contact Alternatives

If volunteers are not permitted to use your company's letterhead, email addresses, or phone numbers, does your legal department provide an alternative?

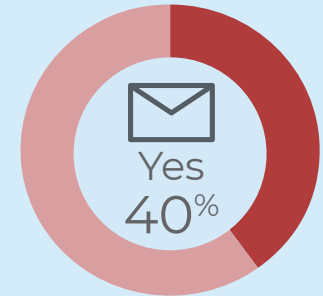
YES 15 %

### Top Alternatives

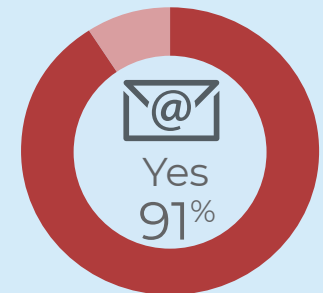
- Use letterhead of partners
- Provide generic letterhead specific to attorney
- Use pro bono letterhead and phone

## Client Correspondence

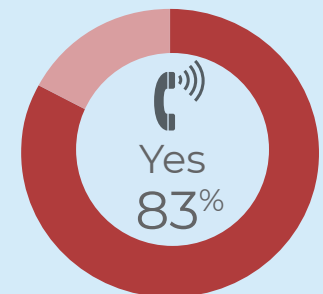
When corresponding about a pro bono matter, do volunteers use your company's letterhead?



When corresponding about a pro bono matter, do volunteers use your company's email account?

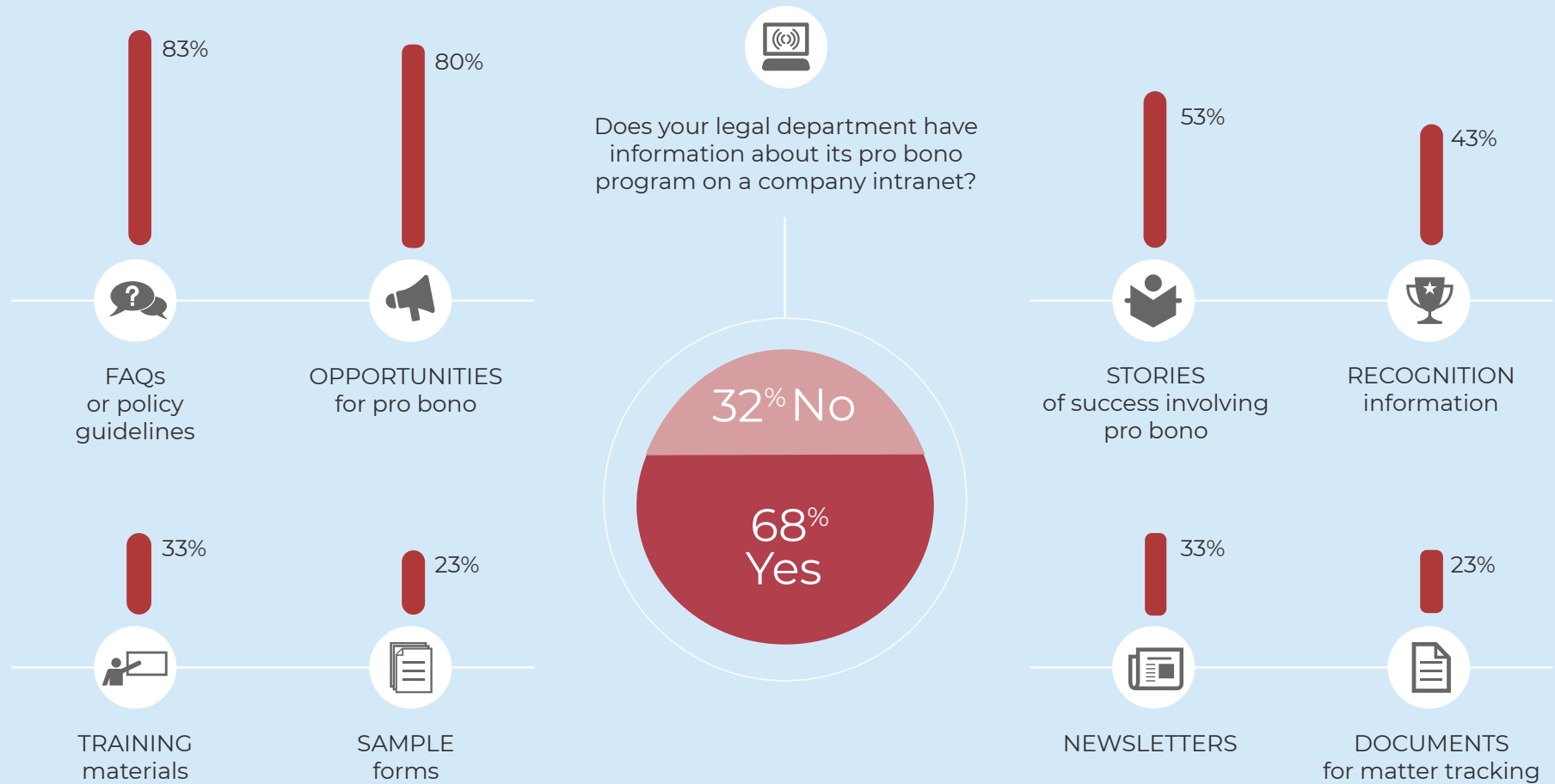


Do volunteers have pro bono clients contact them at your company's phone number?



## Company Intranet

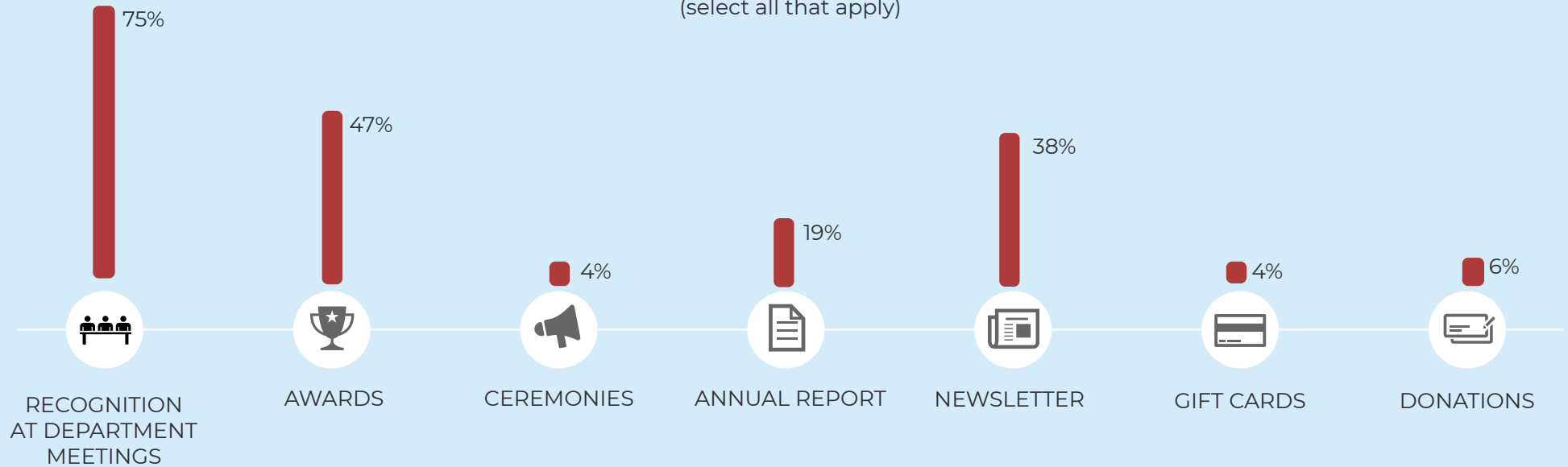
What is housed on your company intranet regarding pro bono?  
(select all that apply)



# COMMUNICATIONS

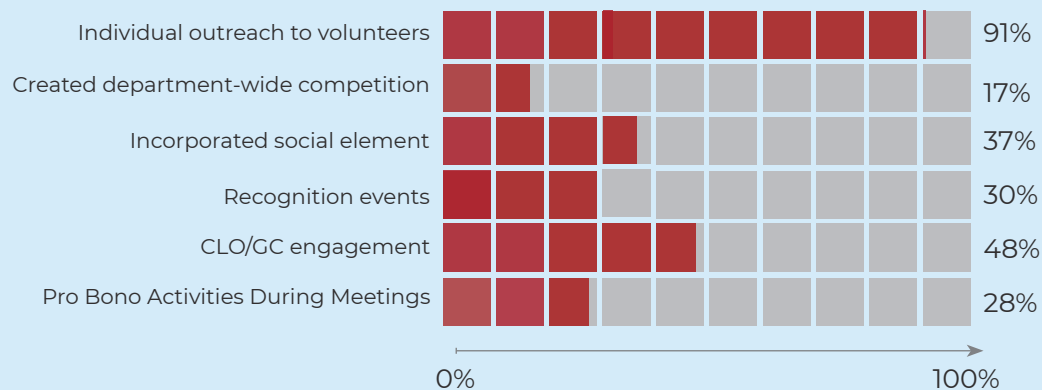
## Pro Bono Recognition

How does your legal department recognize pro bono participation and accomplishments?  
(select all that apply)



## Pro Bono Participation

What strategies do you use to encourage pro bono participation?  
(select all that apply)

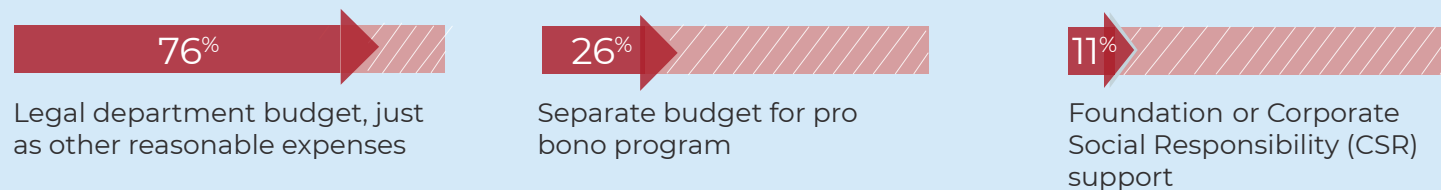




# PRO BONO BUDGETS

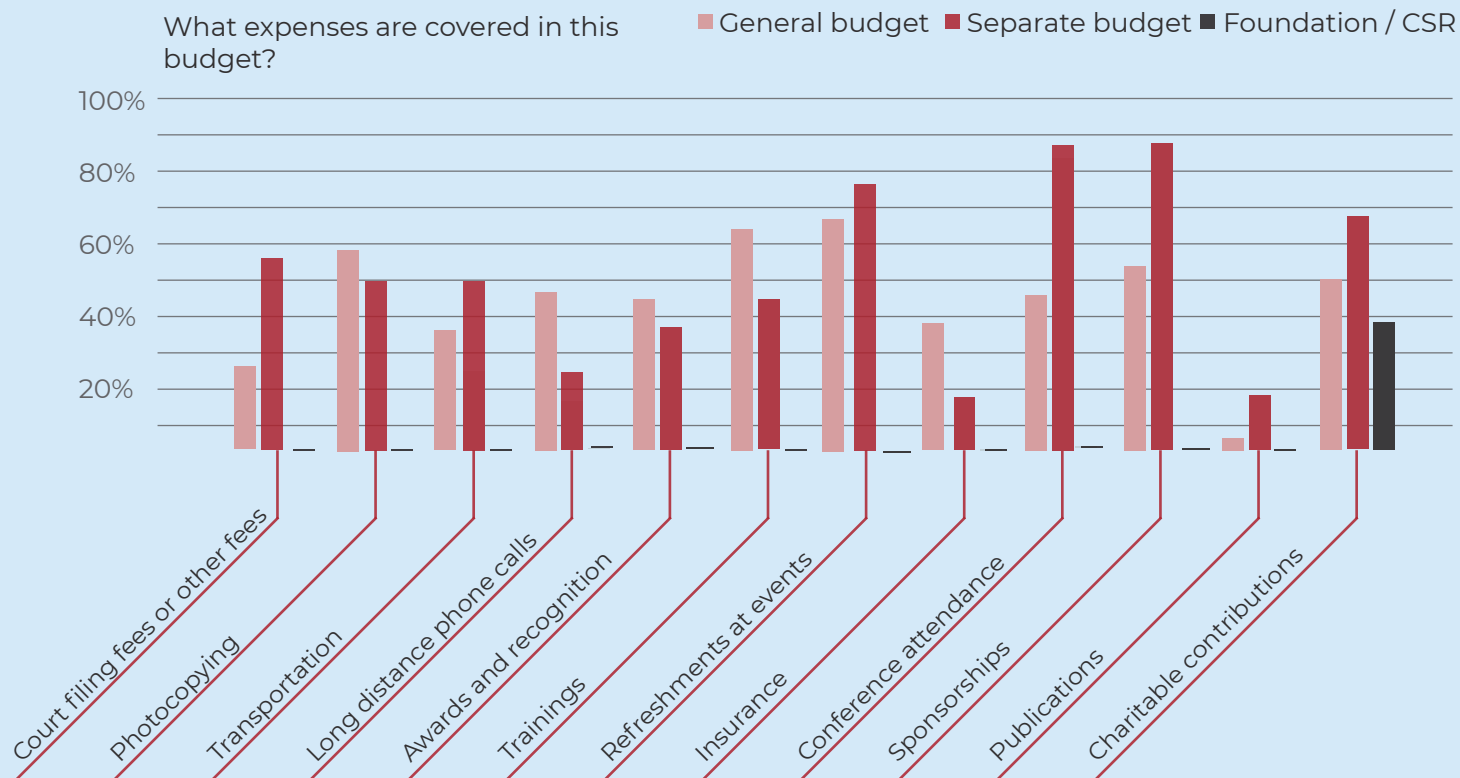
## Pro Bono Budgeting

How does your legal department cover pro bono expenses? (select all that apply)



## Pro Bono Expenses

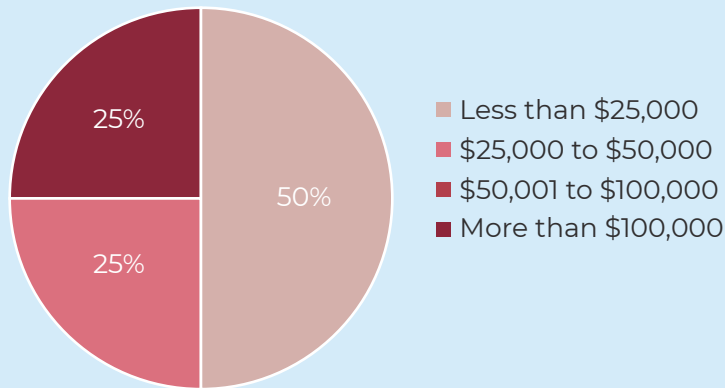
What expenses are covered in this budget?



# PRO BONO BUDGETS

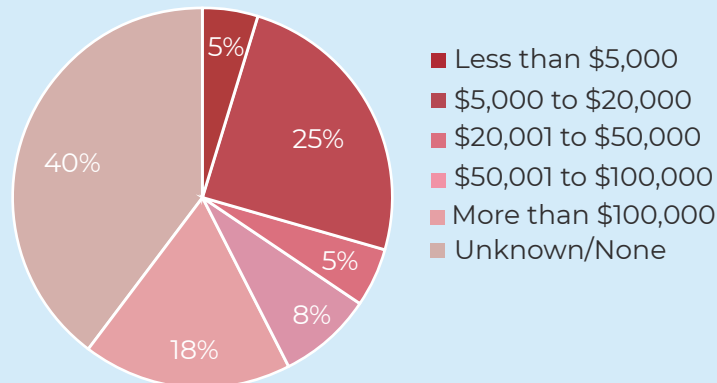
## Foundation Funding

How much support did your pro bono program receive from your company's foundation or CSR department in 2021?



## Donations

How much did your company donate to organizations that provide legal services free of charge to persons of limited means in 2021?



76%

OF DEPARTMENTS ALLOW EXPENDITURES ON PRO BONO TO EXCEED THE BUDGETED AMOUNT IF NECESSARY

58%

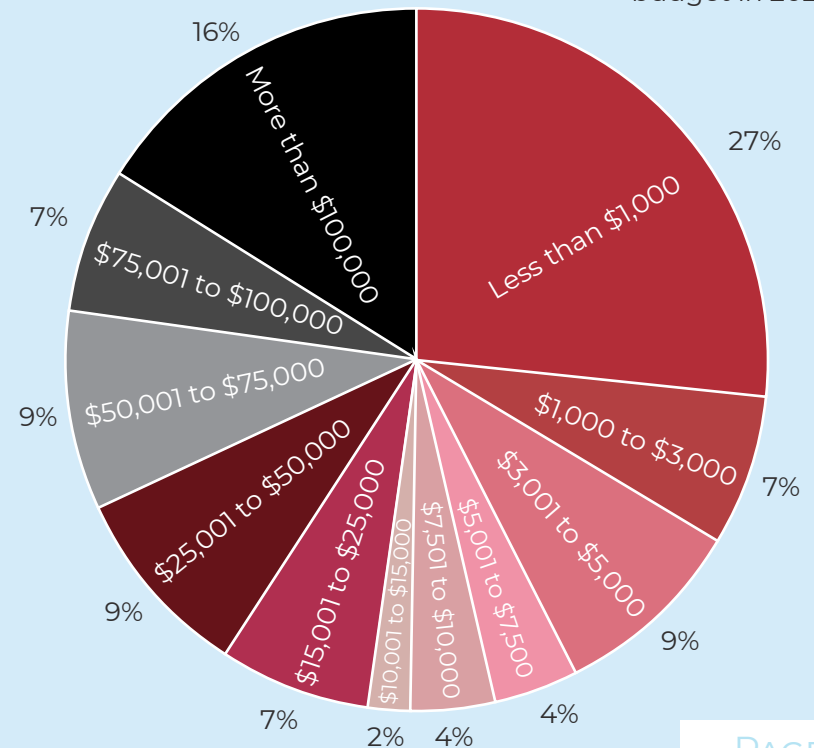
OF DEPARTMENTS WHO HAVE AN ANNUAL PRO BONO BUDGET OF LESS THAN \$1,000 ARE MADE UP OF LESS THAN 50 EMPLOYEES

71%

OF DEPARTMENTS WHO HAVE AN ANNUAL PRO BONO BUDGET OF MORE THAN \$100,000 ARE MADE UP OF 250 EMPLOYEES OR MORE

## Budget Allocation Amount

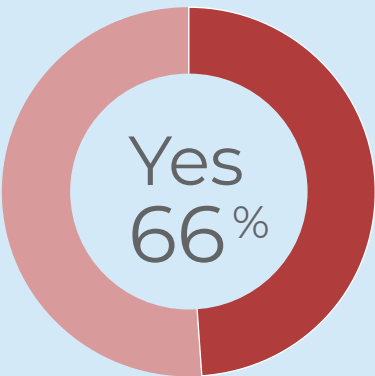
How much was your department's pro bono program annual budget in 2021?



# REMOTE LEGAL SERVICES

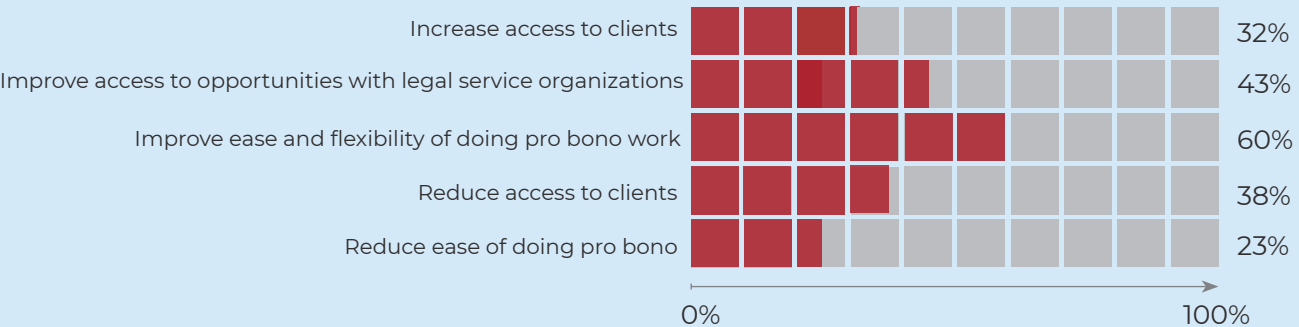
## Pre-Panedmic Remote Legal Services

Prior ro the covid-19 pandemic, did your department deliver any pro bono legal services remotely/virtually?

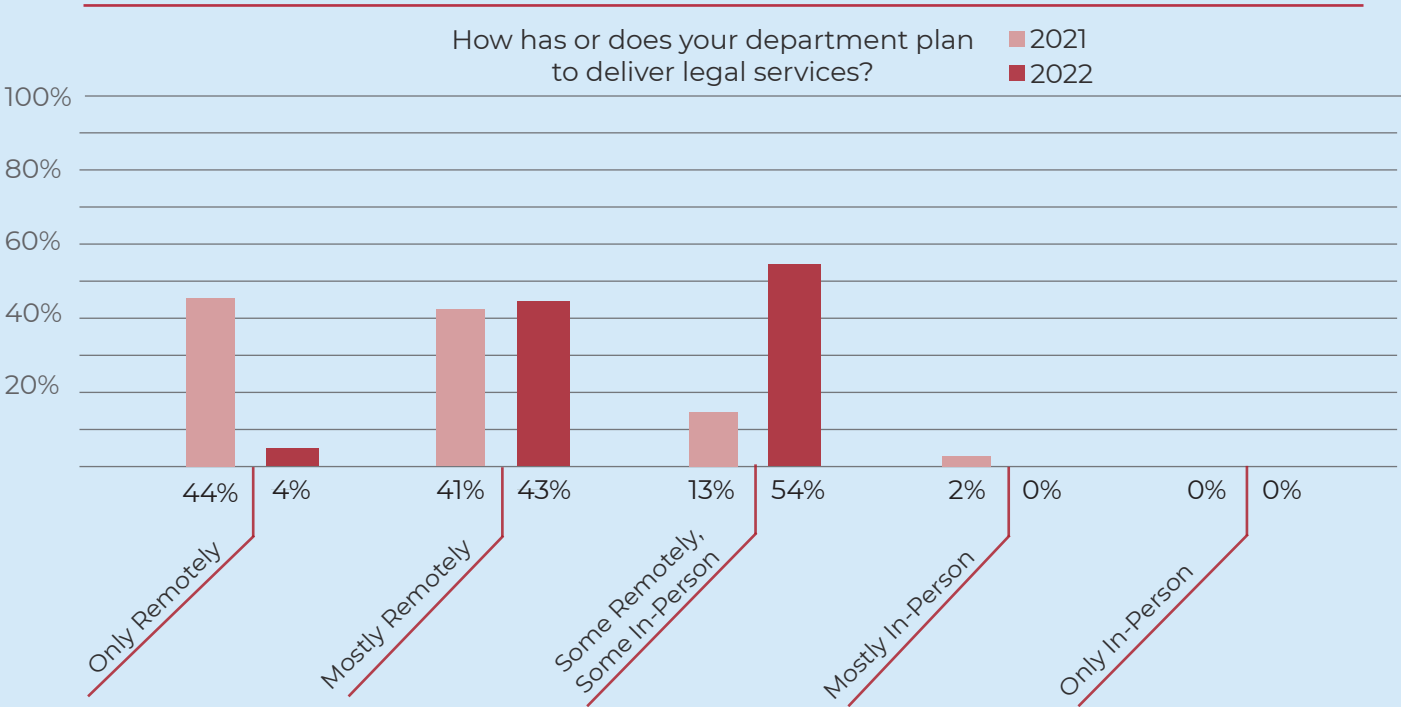


## Impact of Remote Work

How did the shift to remote/virtual work during the pandemic impact your pro bono program? (select all that apply)



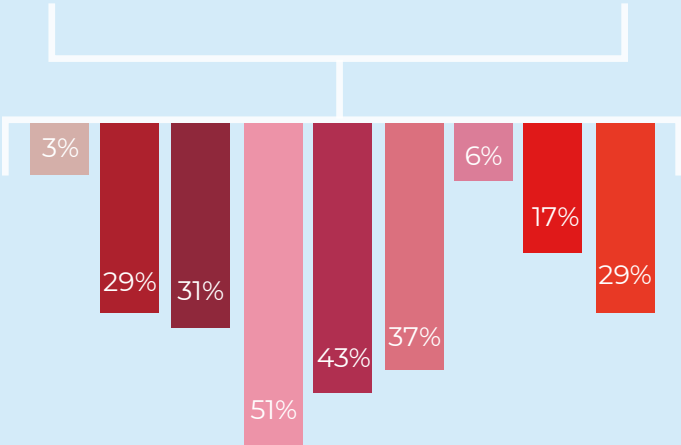
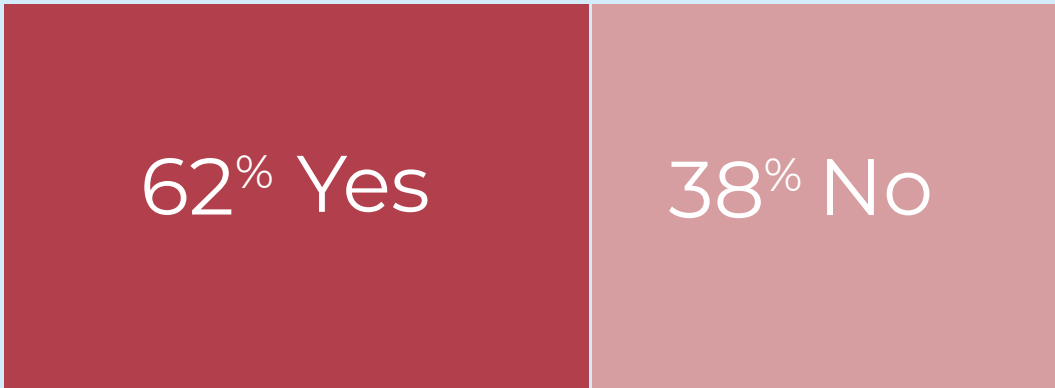
## Delivery of Pro Bono Legal Services



# RACIAL JUSTICE PRO BONO

## Racial Justice Pro Bono

In 2020 or 2021, did your department develop a new or renewed focus on racial justice in its pro bono program?



## Type of Racial Justice Pro Bono

For companies that engage in racial justice pro bono, did you engage in opportunities regarding any of the following racial justice issues? (select all that apply)

- Bail Reform
- Economic Empowerment
- Education
- Expungements and Expunctions
- Immigration
- Other Criminal Justice
- Policing Reform
- Supporting BIPOC - Owned Businesses
- Voting Rights



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