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Report on the Law Firm
Pro Bono Challenge[®] Initiative

Pro Bono Institute (PBI), established in 1996, provides research, consultative services, analysis and assessment, publications, and training to a broad range of legal audiences.

Mission

PBI is mandated 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. We do so by supporting, enhancing, and transforming the pro bono efforts of major law firms, in-house legal departments, and public interest organizations in the U.S. and around the world.

Law Firm Pro Bono Project

PBI's Law Firm Pro Bono Project is a global effort designed to support and enhance the pro bono culture and performance of major law firms in the U.S. and around the world. The Project's goal is to fully integrate pro bono into the practice, philosophy, and culture of firms so that large law firms provide the institutional support, infrastructure, and encouragement essential to fostering a climate supportive of pro bono service and promoting attorney participation at all levels.

Law Firm Pro Bono Challenge® Initiative

PBI's Law Firm Pro Bono Challenge® initiative, launched in 1993 and implemented in 1995, is a unique, aspirational pro bono standard. Developed by law firm leaders and corporate general counsel, the Challenge articulates a voluntary, single standard for one key segment of the legal profession – major law firms. (A copy of the Challenge is attached.) Challenge signatories publicly acknowledge their institutional, firm-wide commitment to provide pro bono legal services to low-income individuals and nonprofit groups that serve them. The Challenge includes a narrow, but thoughtful definition of pro bono that has become the industry standard for large law firms and others, as well as an accountability mechanism and measurement tool through its performance benchmarks and annual reporting requirement.

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EXECUTIVE SUMMARY

The Report on the 2018 Pro Bono Institute Law Firm Pro Bono Challenge® statistics examines the pro bono performance of signatories to the Law Firm Pro Bono Challenge® initiative during the 2018 calendar year. Challenge signatories have committed to contribute 3 or 5% (or at a few firms, 60 or 100 hours per attorney) of their annual total paying client billable hours to pro bono activities as defined by the Challenge and report their performance to PBI's Law Firm Pro Bono Project each year.

Overall Performance

One hundred twenty-eight firms reported performing an aggregated total of 5,070,533 hours of pro bono work in 2018, an increase in total pro bono hours over 2017. Pro bono hours represented 3.8% of total paying client billable hours in 2018.

Participation

The percentage of attorneys engaged in pro bono remained steady in 2018. The percentage of partners participating in pro bono was 67.4% compared to 68.1% in 2017, and the percentage of associates participating in pro bono was 85.1% compared to 85.6% in 2017. The combined participation rate was 76.5% of attorneys in 2018, compared to 76.9% in 2017.

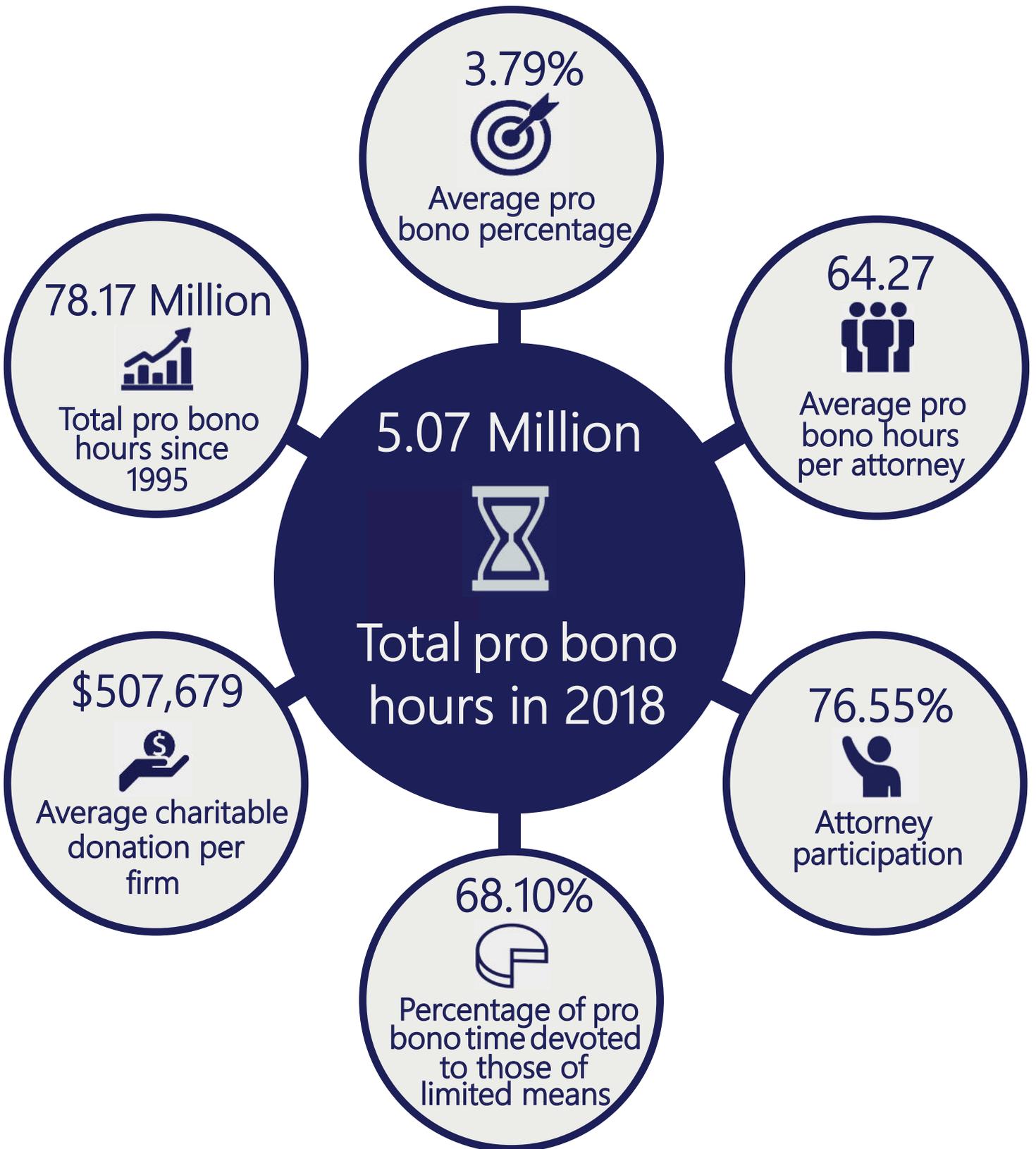
Pro Bono for Those of Limited Means

In 2018, firms once again reported performing more than 3.4 million pro bono hours for those of limited means and organizations serving them. Sixty-eight percent of all pro bono time was devoted to those of limited means and organizations serving them.

Charitable Donations

In 2018, the total amount of charitable giving to legal services organizations increased to \$25,891,604 from \$22,478,850 in 2017. The average firm donation in 2018 was \$507,679, which represents a 15% increase over the average firm donation in 2017, which was \$440,762.

SNAPSHOT



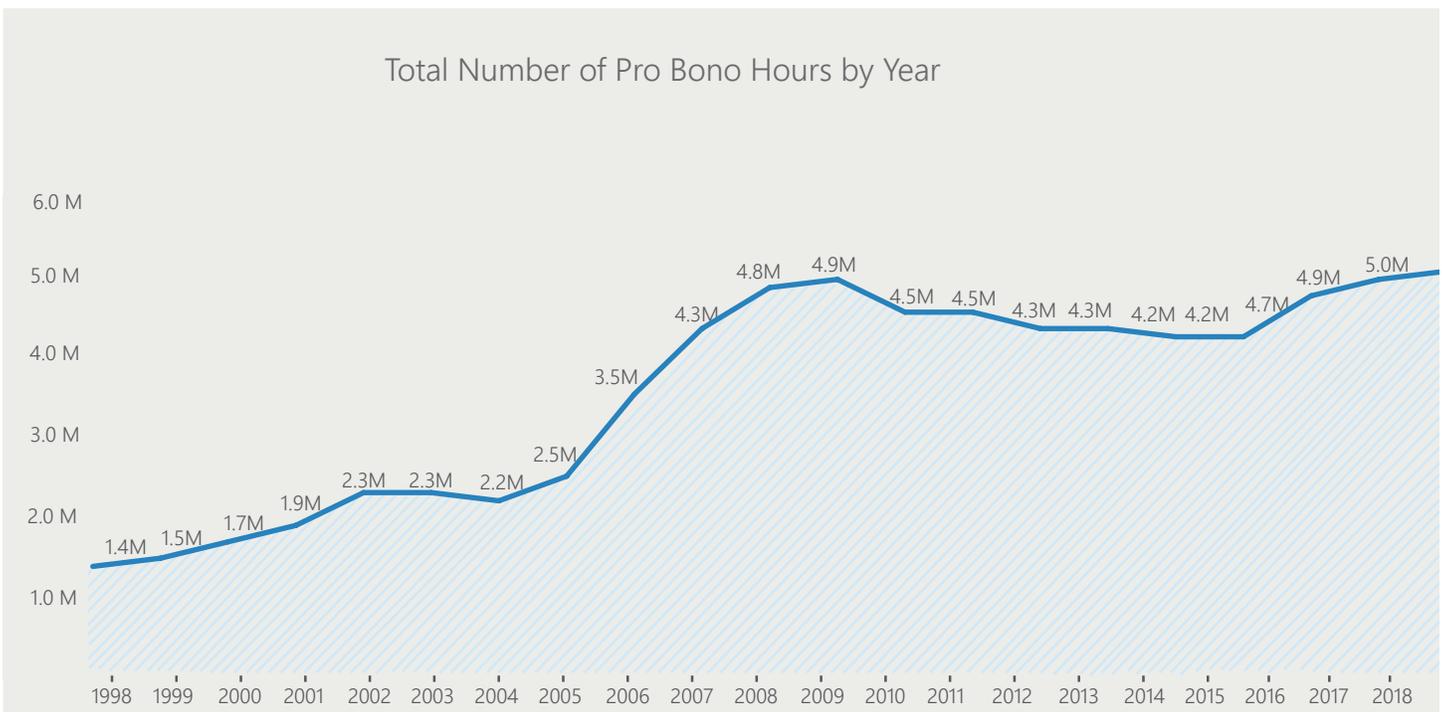
INTRODUCTION

In 2018, signatories to the Law Firm Pro Bono Challenge® initiative contributed approximately 5.07 million hours of pro bono service, an increase (1.64%) in total pro bono hours from 2017.

2018 CHALLENGE PERFORMANCE DATA

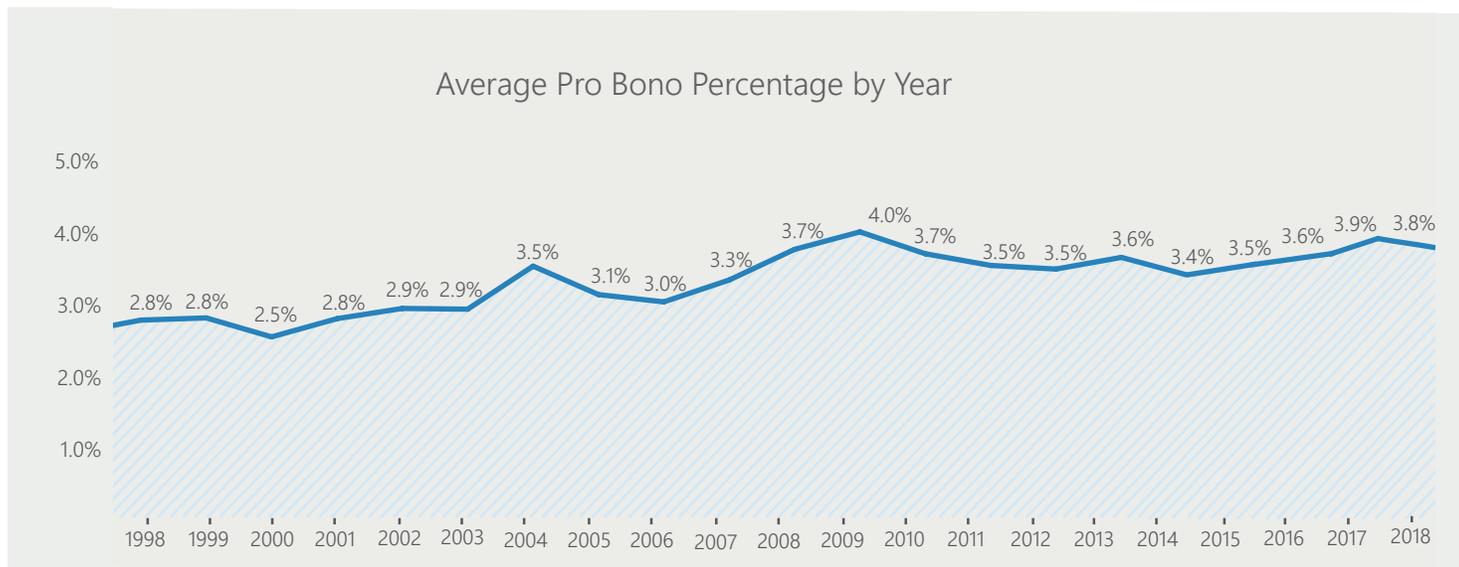
Highlights of Overall Pro Bono Performance

One hundred twenty-eight firms reported in 2018, performing an aggregated total of 5,070,533 hours of pro bono work, approximately 82,000 hours more than in 2017, when 129 firms reported an aggregated total of 4,988,525 hours of pro bono work.

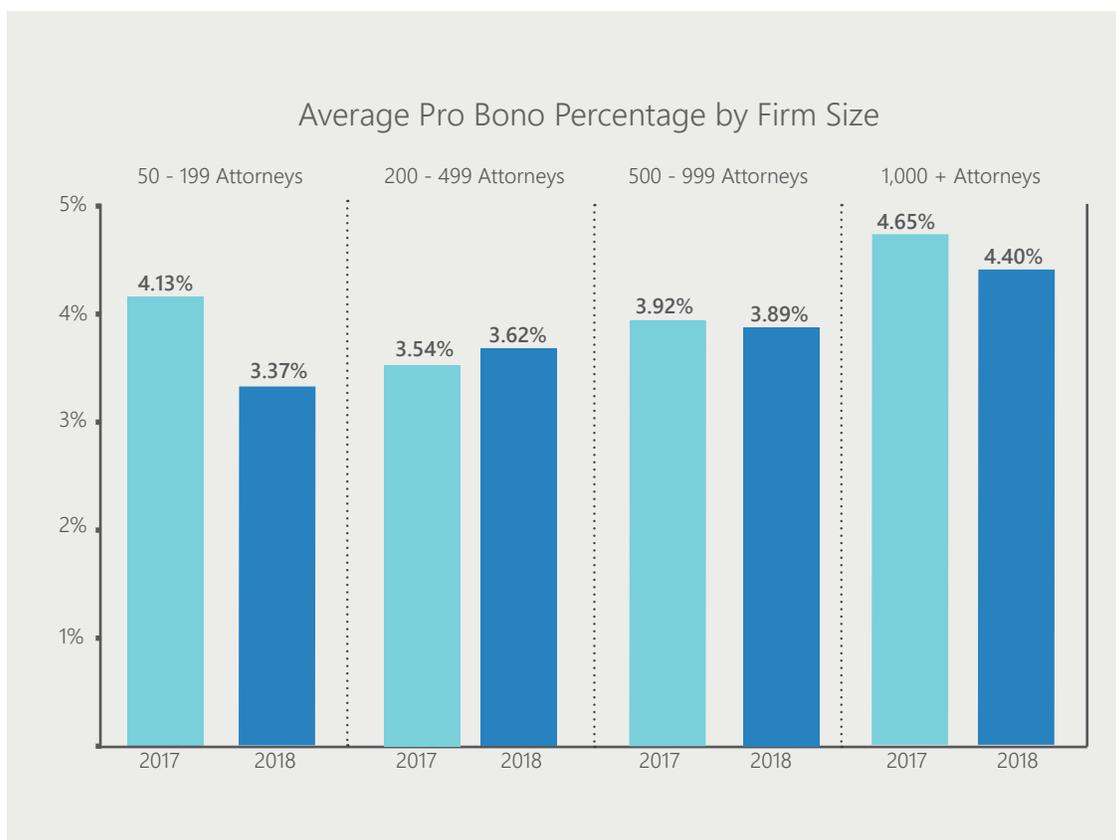


Average Pro Bono Percentage

Viewed as a percentage of total paying client billable hours, pro bono hours were steady in 2018, with an average of 3.79%.



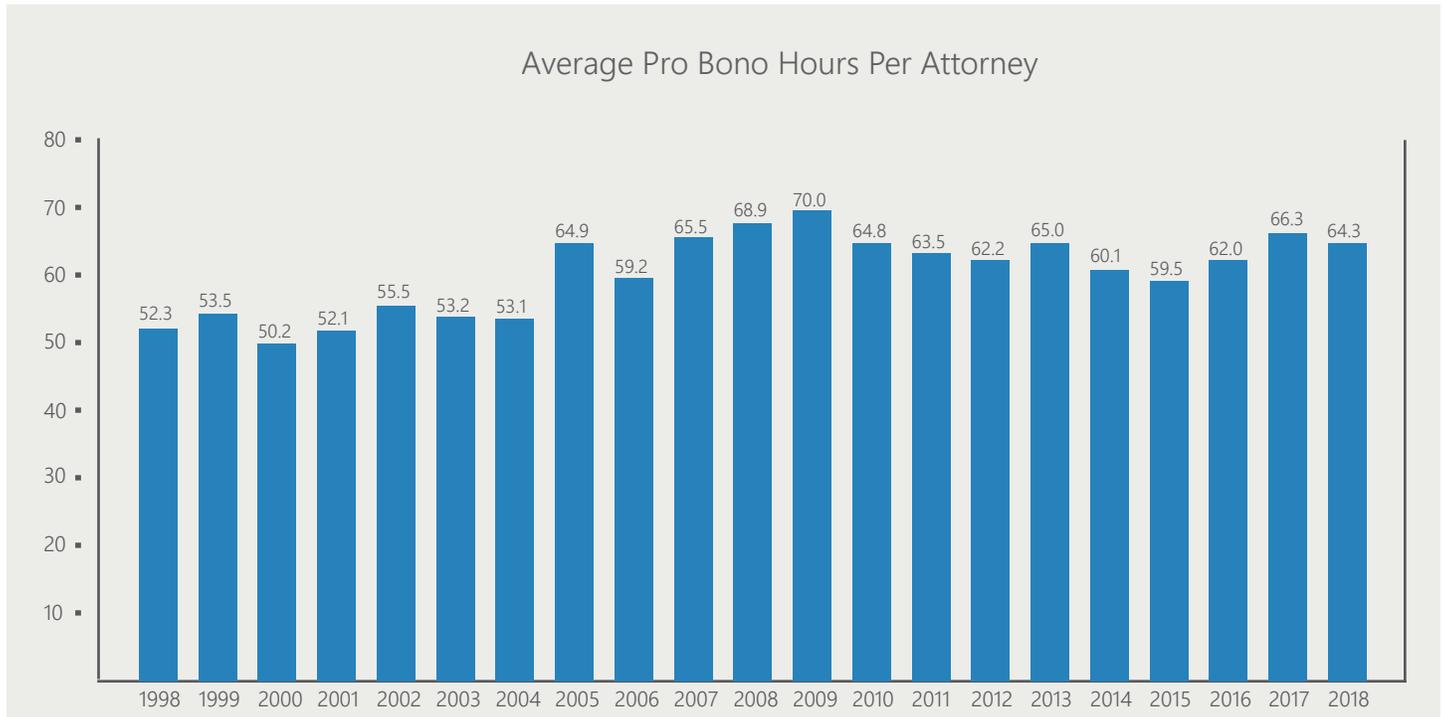
Firms with headcounts of more than 1,000 attorneys had the highest average pro bono percentage again in 2018.¹



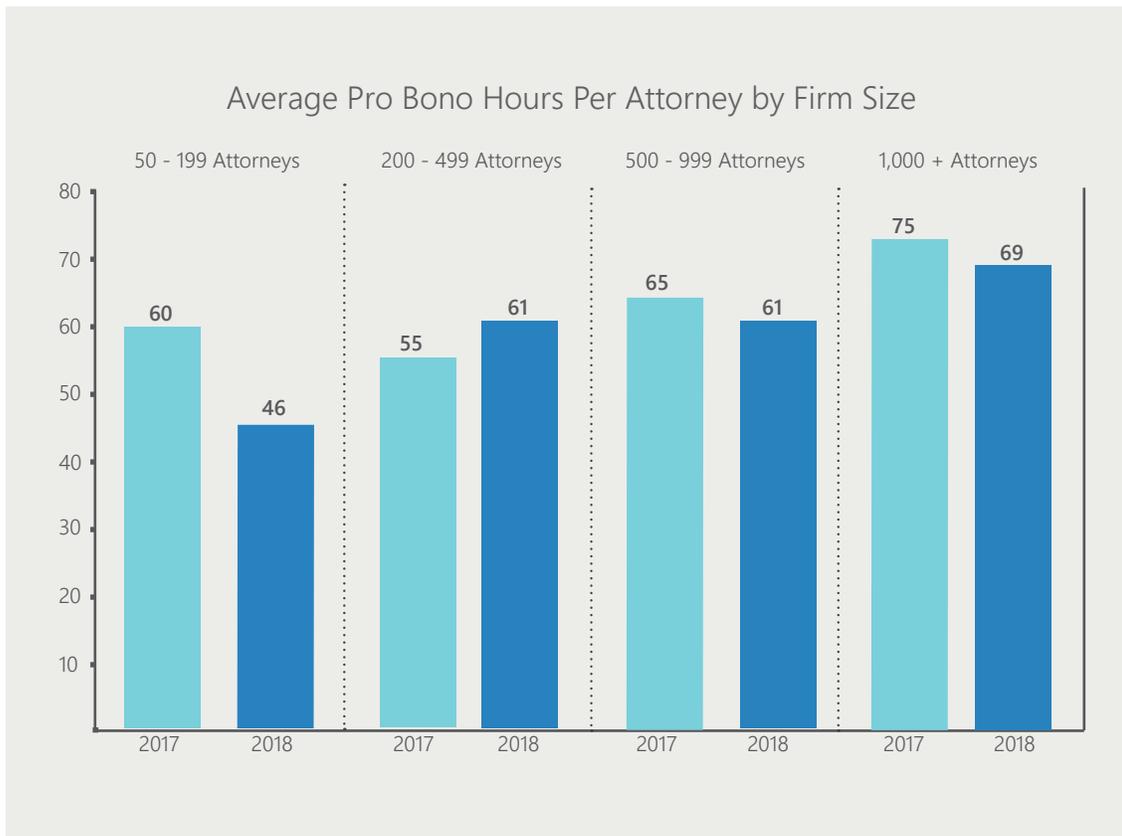
1. For a detailed breakdown of average pro bono percentage by firm size, see Table 1 in Appendix B.

Average Pro Bono Hours Per Attorney

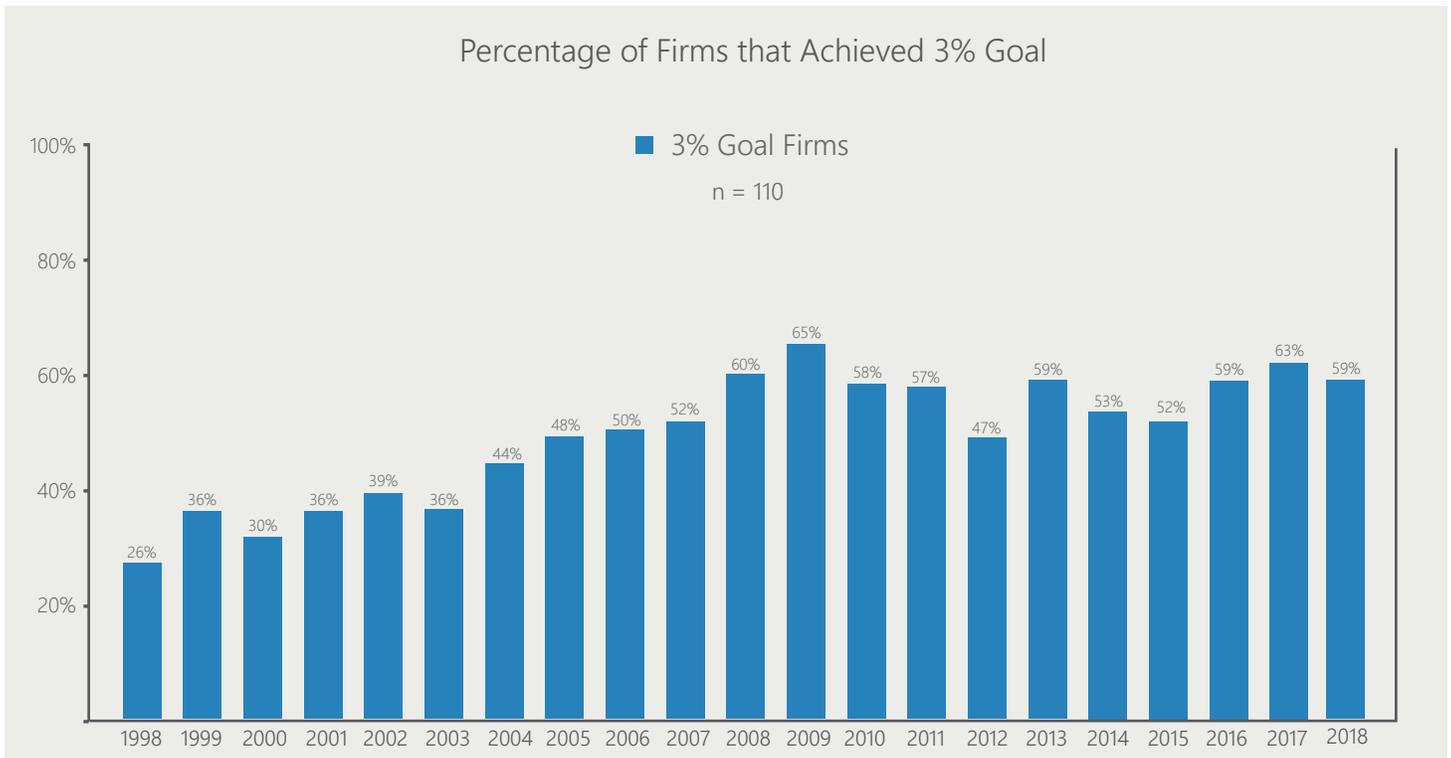
In 2018, the average number of pro bono hours per attorney was steady at 64.27 hours per attorney.



The graph below shows a breakdown of average pro bono hours per attorney by firm size.



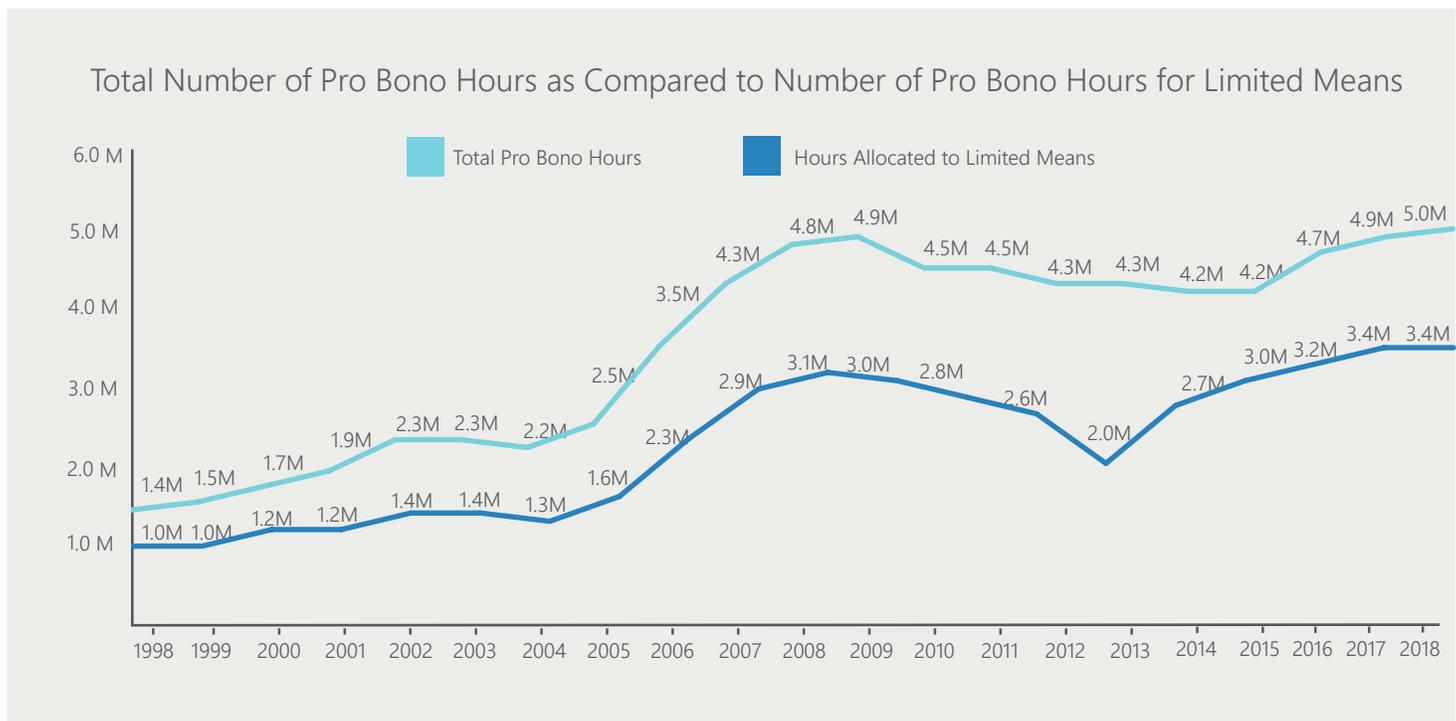
Reaching the Challenge Goal



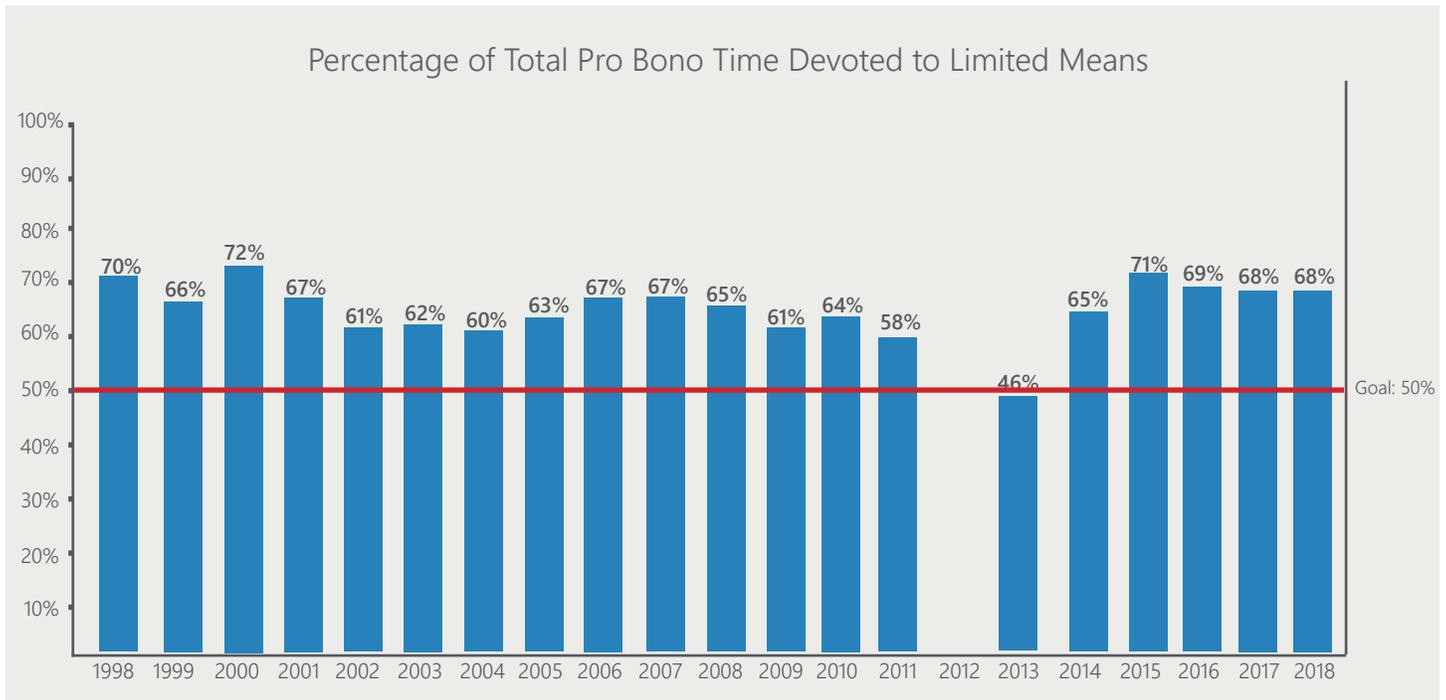
Service to Persons of Limited Means

The Challenge (Principle 3) asks firms to devote a majority of their pro bono time “to persons of limited means or to charitable, religious, civic, community, governmental, and educational organizations in matters which are designed primarily to address the needs of persons of limited means.” This element of the Challenge remains particularly critical at this time, when poverty in the U.S. remains high and resources and staffing for legal aid remain inadequate.

In 2018, 121 Challenge signatories reported 3,453,234 actual or estimated hours of service to persons of limited means and the organizations that serve them, an increase of 37,588 hours over 2017. Sixty-eight percent of all pro bono time was devoted to those of limited means and the organizations serving them, showing that collectively, signatories are meeting their Challenge commitment to devote a “majority” of their pro bono time to people of limited means.²

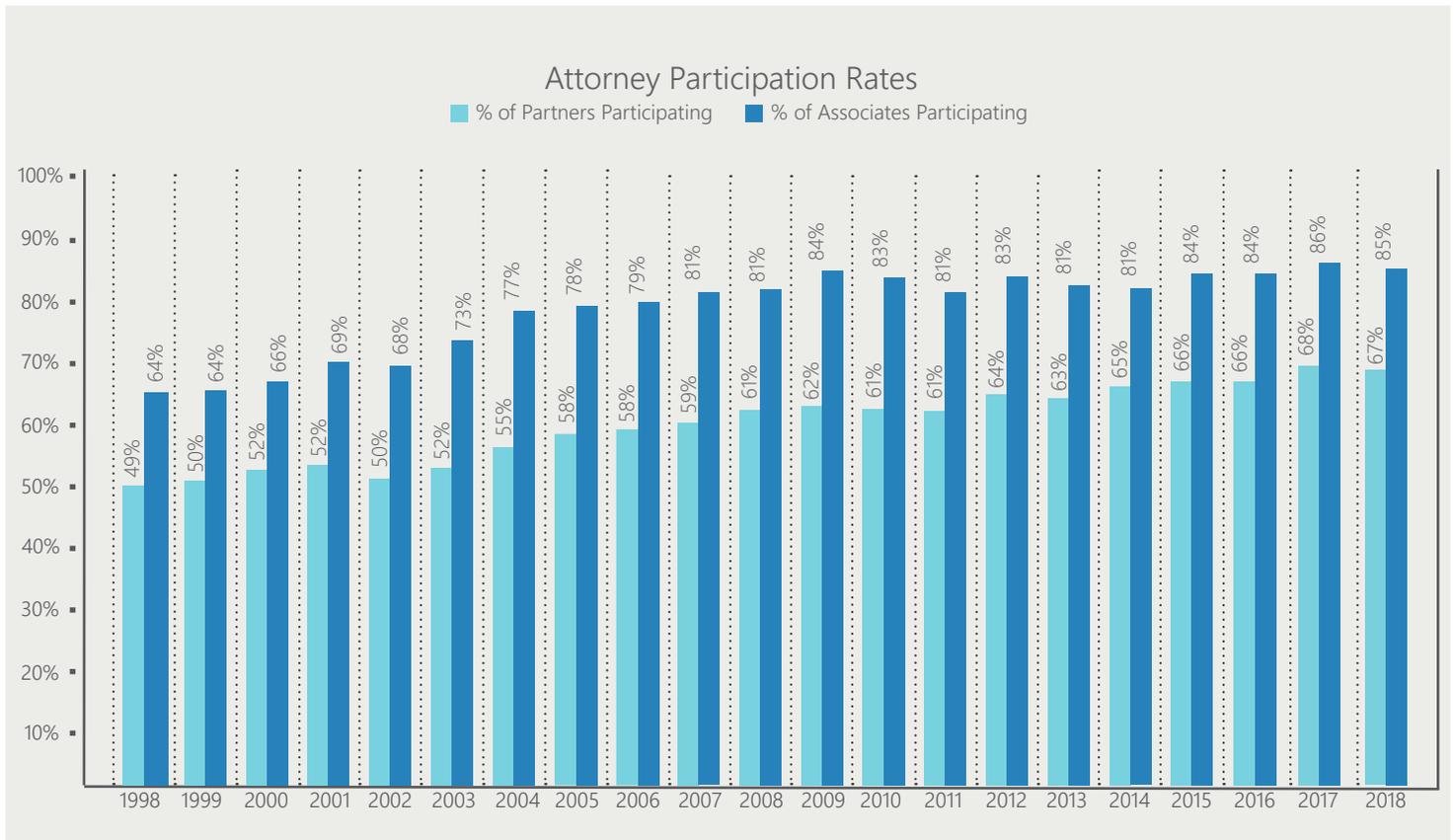


2. In 2012, the failure of a large number of Challenge signatories to report reliable data on the hours and percentage of total pro bono time committed to persons of limited means and the organizations that serve them meant that PBI, in turn, could not provide reliable aggregated statistics.

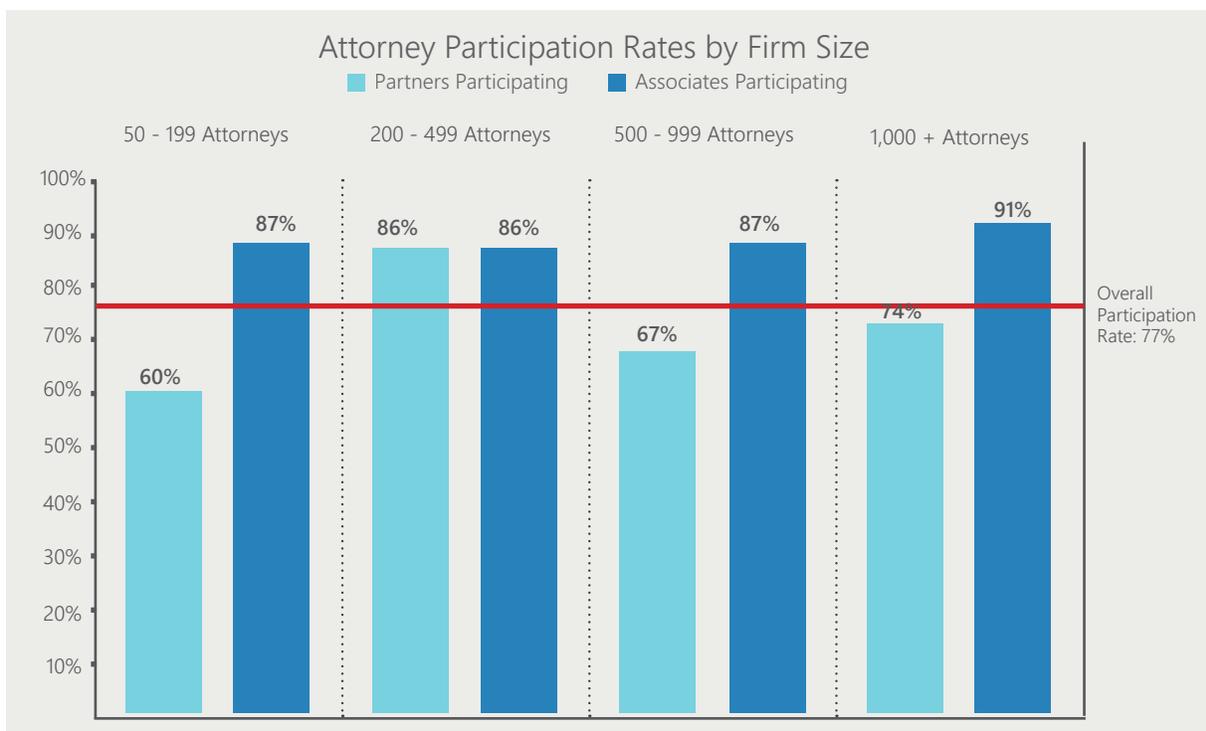


Participation

Participation rates in 2018 were steady for both partners and associates. As seen below, 67.42% of partners and 85.07% of associates participated in pro bono in 2018, compared to 68.13% and 85.56%, respectively, in 2017. Collectively, 76.55% of attorneys participated in pro bono in 2018; 76.95% participated in 2017.



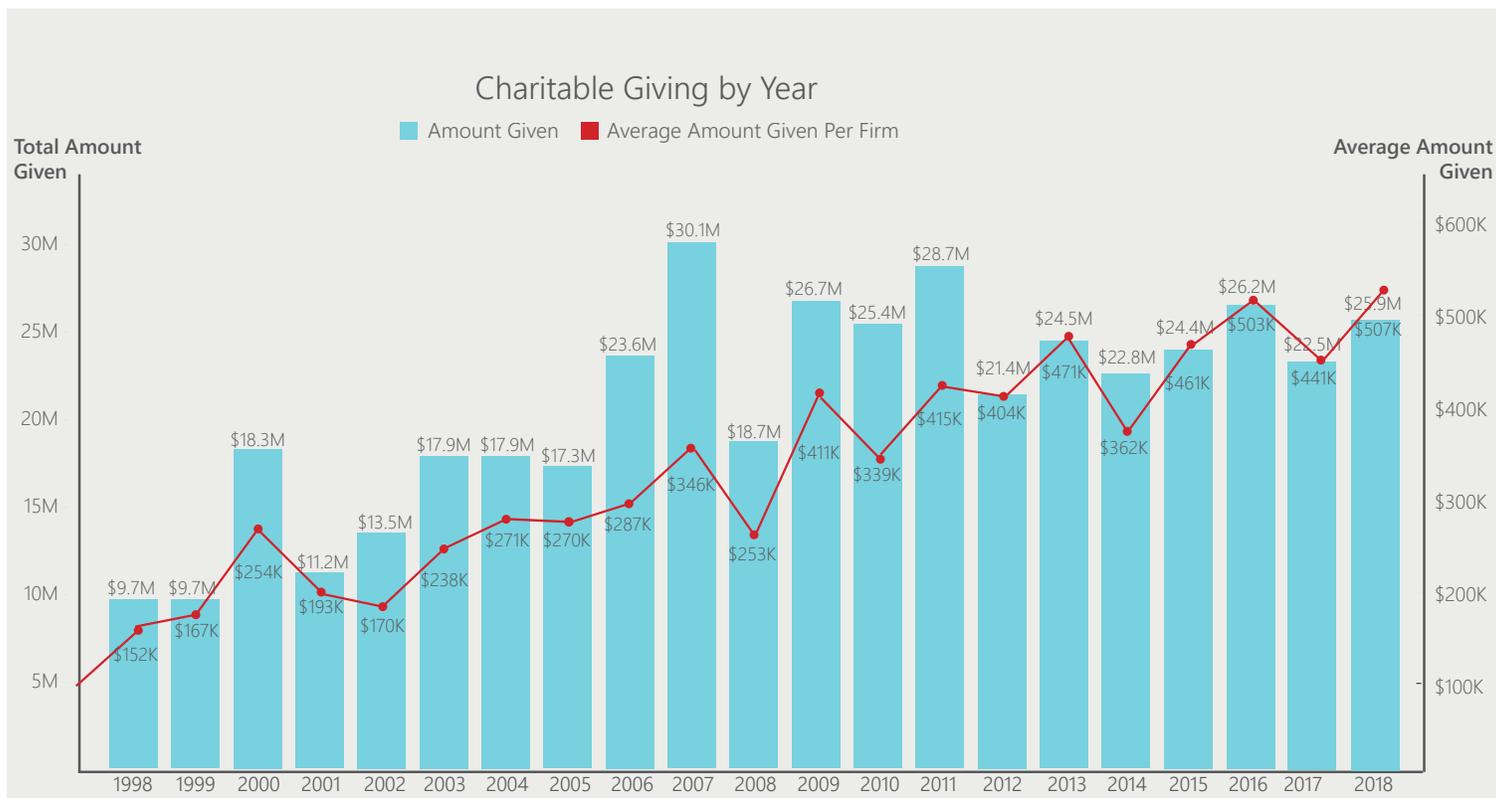
The graph below shows a breakdown of partner/associate participation in pro bono by firm size.³



3. For a detailed breakdown of attorney participation rates by firm size, see Table 3 in Appendix B.

Charitable Donations

In addition to asking Challenge signatories to provide required information, the Challenge asks firms to respond to several optional questions, including providing supplemental information on charitable donations to legal services organizations. In 2018, 51 firms reported that they had donated \$25,891,604 to legal services organizations compared to 2017, when 51 firms reported they had donated \$22,478,850 to legal services organizations. In 2018, the average firm donation was \$507,679, which is an increase of 15% from 2017, when the average firm donation was \$440,762.⁴



4. Analysis of raw total giving requires additional context in order to be accurately interpreted. Real world factors, such as substantial fee recoveries in pro bono matters, prepaying commitments, and making advance or multiple payments in any calendar or fiscal year, account for a portion of the year-to-year fluctuation in charitable donations.

REFLECTIONS

Law firm pro bono can best be described as "stable," which, for the most part, is good news. For the first time in the history of the Law Firm Pro Bono Challenge® initiative signatories contributed more than five million hours of pro bono service in a single year. The key metrics of (1) pro bono hours for those of limited means and organizations serving them; (2) attorney participation rates; and (3) average hours per attorney for 2018 were all in line with those from 2016 and 2017. In-depth analysis of the data offers a basis for cautious optimism and underscores the need for vigilance and long-term, strategic thinking. At a time when uncertainty, disruption, and threats to the rule of law are the prevailing sentiments, meaningful efforts to promote access to justice for all are notable and worthy of recognition.

Pro Bono is a Core Value

- The Law Firm Pro Bono Project's longitudinal data indicate that law firm pro bono does not follow an unswerving, upward trajectory. Total pro bono hours increased by approximately 82,000 hours in 2018, despite one less firm reporting. The average number of pro bono hours was 64.27 hours per attorney, in line with 2016 (62 hours) and 2017 (66 hours).
- In 2018, 59% (the same as in 2016 and 2017) of Challenge signatories that commit at 3% and 50% of signatories that commit at 5% met their stated Challenge goal. In 2016, 50% of firms with a goal of 5% met that goal; in 2017, approximately 58% met the goal. Pro bono hours were 3.79% of total paying client billable hours in 2018, as compared to 3.94% in 2017 and 3.64% in 2016.
- When the Challenge was launched in 1993 and implemented in 1995, one fundamental goal was to encourage more than half of a firm's attorneys to participate in pro bono, an ambitious objective at that time. In 2018, the combined attorney participation rate for partners and associates was 76.55%
- As we prepare to celebrate the twenty-fifth anniversary of the implementation of the Challenge, a look back provides some perspective and context: the first data collection from 1995 yielded information from 135 Challenge signatories, who reported 1.6 million pro bono hours and an average of 53.3 pro bono hours per attorney. In 2018, 128 Challenge signatories reported 5 million pro bono hours and an average of 64.3 pro bono hours per attorney.
- Pro bono performance varies greatly by geographic region, which demonstrates the need to address persistent differences in culture, leadership, infrastructure, and the availability of pro bono opportunities.
- In these times of crisis (be they natural or human-made), law firms have consistently risen to the occasion to secure and protect the rights of those with little or no voice. We continue to experience increased and novel needs for legal assistance and are prepared to help firms craft and implement innovative and meaningful solutions.
- Law firm pro bono efforts are having an impact on local, national, and global scales. Lives are being improved, rights are being protected, and access to justice is being advanced every day. Inspiring and creative innovations are being developed, assessed, and replicated; collaborations and partnerships, with both familiar and unconventional stakeholders, are being formed; and delivery systems are being tested and tweaked. In short, the impact of pro bono goes well beyond the numbers.

Enhancing Access to Justice through Pro Bono Service and Charitable Giving

- In addition to the commitment to devote 3 or 5% of a firm's total paying client billable hours to pro bono, Challenge signatories also agree to devote "**a majority**" of their pro bono time "to persons of limited means or to charitable, religious, civic, community, governmental, and educational organizations in matters which are designed primarily to address the needs of persons of limited means" (Principle 3) (emphasis added). Again this year, 68% of all pro bono time was devoted to those of limited means and organizations serving them – a clear indication that signatories are meeting and surpassing this Challenge goal.
- The financial support provided by Challenge signatories to legal services organizations, whose expertise and assistance make law firm pro bono possible, is critical. In 2018, 51 firms reported that they had donated \$25,891,604 to legal services organizations, an increase of more than 15%. In 2017, 51 firms reported that they had donated \$22,478,850; in 2016, 52 firms donated \$26,201,507. The average firm donation increased from \$440,762 to \$507,679. Reporting of financial contributions is optional for Challenge signatories. Because real world factors and reporting variances account for most of the year-to-year fluctuation, it is difficult to draw definitive conclusions from the data. Nevertheless, these numbers are encouraging.
- Firm contributions are indispensable for maintaining an effective pipeline and support network for legal services programs, which in turn benefit law firm pro bono efforts. Even at a time when all expenses are being carefully scrutinized, we encourage firms to evaluate their financial and in-kind support for legal services organizations; consider creative and stretch increases when possible to maintain the quality and integrity of their own pro bono efforts; and commit to accurately tracking and reporting these amounts to the Law Firm Pro Bono Project.
- These data points expose as myth any perception that large law firms are not adequately supporting legal aid programs and that they should do more before other funding streams, particularly public ones, are tapped.

Inspiring Action and Maximizing Impact: The Year Ahead

- 2020 marks the 25th year since the implementation of the Law Firm Pro Bono Challenge initiative. We look forward to exploring this milestone through both historic, longitudinal scholarship and forward-looking, agenda-setting advocacy, and welcoming more firms as Challenge signatories.
- We are heartened that Challenge signatories are generally more successful than their peers who have not yet enrolled in the Challenge. While we do not claim causality, the correlation is notable. As signatories often confirm, making a public commitment to the Challenge heightens awareness of pro bono internally, increases attorney participation, engages firm leadership, and sets a clear and shared goal for success. All of these elements combine to make it more likely that a firm's pro bono program will grow and succeed. For firms that have not yet joined because of a concern that you cannot meet the Challenge goals, we encourage you to sign on and use this tool to advance pro bono at your firm. There is no downside to enrolling, as we do not publish disaggregated statistics, nor do we in any way identify individual firms as having met or not met their Challenge goals.

- Metrics create incentives and shape behaviors. To the extent they capture and measure incomplete inputs, they can lock in inefficient ways of working and thinking and produce resistance to change. Should we regard a firm as providing higher value because its lawyers clock more pro bono hours? Should a year be looked at more favorably simply because Challenge signatories reported more aggregated total pro bono hours? The Challenge looks at several nuanced metrics to evaluate pro bono performance, but it is (past) time to assess the metrics themselves. Let's carefully evaluate not only the amount of pro bono work being undertaken, but also the outcomes and impact of that work to ensure that we are making the highest and best use of our pro bono resources. How can we more fully appreciate and implement a broad range of additional metrics that might help us better evaluate and improve overall pro bono performance and service to clients: Quality and consistency of work? Timeliness and helpfulness of services provided? Efficiency with which services are performed? The skill with which projects are managed? The worth to the client or results obtained? The "social good"? The quality of the experience, engagement, and impact on the firm? We will renew our ongoing effort to address these complicated and compelling questions.
- The Law Firm Pro Bono Project will continue to listen to the pro bono community and to serve as counselor, resource, strategic advisor, trainer, and catalyst and offer expert guidance on law firm pro bono. Leadership requires being open-minded and resisting the pull of the status quo and the power of the fear of failure to try new ideas to provide improved services. We will also promote experimentation, evaluation, dialogue, and collaboration on how, working together, we can build on the dedication, creativity, and maturation of law firm pro bono to strengthen access to justice.

"[L]awyers cannot claim membership in a learned profession if they work simply as fee-charging artisans. One can claim that membership, and gain the large satisfaction it brings, only by regularly contributing to the public good. . . . As Talmudic sage Rabbi Tarfon said: 'the day is short, and the task is much, but the reward is great.'" - Justice Ruth Bader Ginsburg

METHODOLOGY

Once again, the survey was distributed exclusively in an electronic format, which allows for greater efficiency in the data-gathering process and improved accuracy of the data, which we carefully vet prior to analysis.

Some firms report attorney participation rates higher than 100%. For example, this occurs if the firm's headcount at the end of the year is smaller than the total number of attorneys who participated in pro bono throughout the year. For the purposes of data analysis in the Report, however, attorney participation was capped at 100%.

Aggregated data collected on pro bono hours devoted to those of limited means includes both tracked and estimated data. The Law Firm Pro Bono Project will continue to work with firms to develop comprehensive and accurate tracking systems.

Firms have historically been asked to report metrics for Partners and Associates. Since 2011, firms have been asked to separately report Counsel and Staff/Other Attorneys as well. For purposes of analysis in the Report, attorneys designated as Counsel have been included with Partners and Staff/Other Attorneys with Associates.

For ease of reference, we now present the data over a twenty-year period, i.e. in this Report from 1998 to present.

DATA TABLES⁵

Table 1: Average Pro Bono Reporting by Firm Size

Firm Size	2018 # of Firms Reporting	2018 Average Pro Bono Percentage	2018 Average Pro Bono Hours Per Attorney	2017 # of Firms Reporting	2017 Average Pro Bono Percentage	2017 Average Pro Bono Hours Per Attorneys	% Increase of Average Pro Bono Percentage
50 - 199 Attorneys	21	3.37%	45.71	21	4.13%	59.90	-0.76%
200 - 499 Attorneys	34	3.62%	60.62	40	3.54%	55.20	0.08%
500 - 999 Attorneys	50	3.81%	60.94	51	3.92%	64.86	-0.11%
1,000 + Attorneys	22	4.40%	68.59	17	4.65%	75.28	-0.25%

Table 2: Participation by Partners, Associates, Counsel, and Staff/Other Attorneys

Category	2018 # of Attorneys	2018 # of Attorneys Participating	2018 Participation Rate	2017 # of Attorneys	2017 # of Attorneys Participating	2017 Participation Rate
Partners	30,806	20,878	67.77%	30,099	20,567	68.33%
Associates	36,359	32,599	89.66%	34,434	30,651	89.01%
Counsel	7,282	4,802	65.94%	7,180	4,833	67.31%
Staff/Other Attorneys	4,441	2,110	47.51%	3,576	1,881	52.60%
Totals	78,888	60,389	76.55%	75,289	57,932	76.95%

Table 3: Average Participation by Firm Size

Firm Size	2018 # of Firms Reporting	2018 Partner Participation Rate	2018 Associate Participation Rate	2018 Firm Participation Rate	2017 # of Firms Reporting	2017 Partner Participation Rate	2017 Associate Participation Rate	2017 Firm Participation Rate
50 - 199 Attorneys	21	59.82%	87.30%	65.65%	21	61.29%	86.41%	71.25%
200 - 499 Attorneys	34	65.07%	86.24%	72.32%	40	62.73%	79.72%	69.87%
500 - 999 Attorneys	51	67.20%	87.19%	75.58%	50	67.18%	83.54%	75.45%
1,000 + Attorneys	22	73.63%	91.34%	80.35%	17	74.82%	90.81%	83.83%

5. For Table 1, not all 128 firms have reported this data.

2018 REPORTING CHALLENGE SIGNATORIES

We thank and congratulate the Challenge signatories whose commitment to pro bono is positively reflected in this Report, and we look forward to a renewed and expanded level of commitment in 2019.

- *Akin Gump Strauss Hauer & Feld
Alston & Bird
- *Arent Fox
Armstrong Teasdale
Arnall Golden Gregory
- *Arnold & Porter
Baker Botts
Baker, Donelson, Bearman, Caldwell
& Berkowitz
Baker McKenzie
Ballard Spahr
Beveridge & Diamond
Blank Rome
Bradley Arant Boult Cummings
Briggs and Morgan
Brown Rudnick
Brownstein Hyatt Farber Schreck
- *Bryan Cave Leighton Paisner
Buchanan Ingersoll & Rooney
Buckley
- *Carlton Fields
Carrington, Coleman, Sloman
& Blumenthal
- *Cleary Gottlieb Steen & Hamilton
Coblentz Patch Duffy & Bass
Cohen Milstein Sellers & Toll
Cooley
- *Covington & Burling
Cozen O'Connor
Cravath, Swaine & Moore
Crowell & Moring
Davis Wright Tremaine
Day Pitney
- *Debevoise & Plimpton
Dechert
- *Dentons US
- *DLA Piper (US)
- *Dorsey & Whitney
- *Drinker Biddle & Reath
Duane Morris
Epstein Becker & Green
Washington, D.C. Office Only
Eversheds Sutherland
Faegre Baker Daniels
Fenwick & West
Foley & Lardner
Foley & Mansfield
Foley Hoag
- *Fredrikson & Byron
- Freshfields Bruckhaus Deringer (US)
Fried, Frank, Harris, Shriver
& Jacobson
- *Garvey Schubert Barer
- *Gibbons
Gibson, Dunn & Crutcher
Goodwin Procter
Goulston & Storrs
Graves Dougherty Hearon
& Moody
Greenberg Traurig
- *Hogan Lovells
- *Holland & Hart
- *Holland & Knight
Hughes Hubbard & Reed
- *Hunton Andrews Kurth
Husch Blackwell
Irell & Manella
- *Jenner & Block
K&L Gates
Kilpatrick Townsend & Stockton
King & Spalding
Washington, D.C. Office Only
Kirkland & Ellis
Kramer Levin Naftalis & Frankel
Latham & Watkins
Linklaters
New York Office Only
Lowenstein Sandler
Manatt, Phelps & Phillips
Maslon
Mayer Brown
McCarter & English
McDermott Will & Emery
McGuireWoods
Michael Best & Friedrich
Milbank
Miller & Chevalier
- *Miller, Canfield, Paddock and Stone
Miller Nash Graham & Dunn
Mintz, Levin, Cohn, Ferris, Glovsky
and Popeo
- Mitchell Silberberg & Knupp
Morgan, Lewis & Bockius
- *Morrison & Foerster
- *Munger, Tolles & Olson
- *Nelson Mullins Riley & Scarborough
Nixon Peabody
Nutter McClennen & Fish
- O'Melveny & Myers
- *Orrick, Herrington & Sutcliffe
Patterson Belknap Webb & Tyler
Paul Hastings
- *Paul, Weiss, Rifkind, Wharton
& Garrison
Pepper Hamilton
Perkins Coie
Pillsbury Winthrop Shaw Pittman
- *Proskauer Rose
Pullman & Comley
Quarles & Brady
- *Reed Smith
Robins Kaplan
Robinson & Cole
Ropes & Gray
Saul Ewing Arnstein & Lehr
Schiff Hardin
Schnader Harrison Segal & Lewis
Seyfarth Shaw
- *Shearman & Sterling
- *Shipman & Goodwin
Sidley Austin
Simpson Thacher & Bartlett
- *Skadden, Arps, Slate, Meagher
& Flom
- *Steptoe & Johnson LLP
Stinson
Thompson Coburn
Troutman Sanders
- *Venable
Vinson & Elkins
Weil, Gotshal & Manges
White & Case
Wiley Rein
Williams & Connolly
Willkie Farr & Gallagher
- *Wilmer Cutler Pickering Hale
and Dorr
Wilson Sonsini Goodrich & Rosati
- *Winston & Strawn
Womble Bond Dickinson
Zuckerman Spaeder

* denotes Charter signatories to the Challenge

■ Firm is not included in the 128 reporting firms. As a new signatory, the firm is not required to report for 2018.

2018 NON-REPORTING CHALLENGE SIGNATORIES

These firms did not report in 2018:

Barnes & Thornburg
Clark Hill Strasburger
Dykema Gossett
Finnegan, Henderson, Farabow, Garrett & Dunner
Foster Pepper
Hollingsworth
Loeb & Loeb
Norton Rose Fulbright
Snell & Wilmer

ABOUT THE LAW FIRM PRO BONO CHALLENGE® INITIATIVE

The Law Firm Pro Bono Challenge® initiative, developed by law firm leaders and corporate general counsel, articulates a single standard for one critical segment of the legal profession – firms with 50 or more lawyers. The Challenge has become the definitive aspirational pro bono standard for large law firms throughout the world. It is unique for several reasons:

- It uses a progressive standard – i.e., a target of either 3 or 5% of a firm’s total paying client billable hours (equivalent to 60 or 100 hours per attorney) which ties pro bono performance to firm productivity and profitability.
- It calls for an institutional commitment, rather than an individual lawyer goal, in recognition of the reality that the policies and practices of law firms are keys to the ability and willingness of firm lawyers to undertake pro bono work.
- It creates goals not only with respect to the amount of pro bono work to be undertaken, but also with regard to the structural and policy elements that are essential for the creation and maintenance of a pro bono-friendly firm culture.
- It links Challenge signatories to the extensive consultative services and resources available from PBI’s Law Firm Pro Bono Project.
- It includes an accountability mechanism and an outcome measurement through its annual reporting requirement.

While statistics are an important measurement tool, the Challenge is not limited to quantifiable goals. Rather, it provides a framework, a set of expectations, and operational and policy elements that are the keys to major law firms’ ability to institutionalize and strengthen the culture and operations of their pro bono programs. Since the inception of the Challenge, PBI has worked with law firms to promulgate pro bono policies; enhance their relationships with public interest, legal services, pro bono programs and other groups, including the courts; improve the oversight and staffing of firms’ pro bono work; design and implement pro bono partnerships with corporate legal departments; improve processes for planning and evaluating pro bono efforts; create more accurate time-keeping mechanisms; incorporate a number of innovative pro bono models – including signature projects, rotation/externship programs, global efforts, integration with other firm goals including professional development, talent management, diversity, and associate satisfaction, and more; and successfully encourage many firms to expand the breadth and depth of their pro bono docket.

With only minimal changes made in the language and principles of the Challenge since its creation, it has become the industry standard by which firms define, measure, and assess their pro bono achievements. It has also become a rallying point and a catalyst that enables firms, despite economic cycles and other pressures, to contribute meaningfully to their local communities, to the national justice system, and to communities around the world.

Law Firm Pro Bono Challenge[®] Statement

Recognizing the growing severity of the unmet legal needs of the poor and disadvantaged in the communities we serve, and mindful that major law firms must – in the finest traditions of our profession – play a leading role in addressing these unmet needs, our firm is pleased to join with other firms across the country in subscribing to the following statement of principles and in pledging our best efforts to achieve the voluntary goals described below.

1. Our firm recognizes its institutional obligation to encourage and support the participation by all of its attorneys in pro bono publico activities. We agree to promulgate and maintain a clearly articulated and commonly understood firm policy which unequivocally states the firm's commitment to pro bono work.
2. To underscore our institutional commitment to pro bono activities, we agree to use our best efforts to ensure that, by no later than the close of the calendar year, our firm will either:
 - (1) annually contribute, at a minimum, an amount of time equal to 5% of the firm's total billable hours or 100 hours per attorney to pro bono work; or
 - (2) annually contribute, at a minimum, an amount of time equal to 3% of the firm's total billable hours or 60 hours per attorney to pro bono work.
3. In recognition of the special needs of the poor for legal services, we believe that our firm's pro bono activities should be particularly focused on providing access to the justice system for persons otherwise unable to afford it. Accordingly, in meeting the voluntary goals described above, we agree that a majority of the minimum pro bono time contributed by our firm should consist of the delivery of legal services on a pro bono basis to persons of limited means or to charitable, religious, civic, community, governmental, and educational organizations in matters which are designed primarily to address the needs of persons of limited means.
4. Recognizing that broad-based participation in pro bono activities is desirable, our firm agrees that, in meeting the minimum goals described above, we will use our best efforts to ensure that a majority of both partners and associates in the firm participate annually in pro bono activities.
5. In furtherance of these principles, our firm also agrees:
 - a. To provide a broad range of pro bono opportunities, training, and supervision to attorneys in the firm, to ensure that all of our attorneys can avail themselves of the opportunity to do pro bono work;
 - b. To ensure that the firm's policies with respect to evaluation, advancement, productivity, and compensation of its attorneys are compatible with the firm's strong commitment to encourage and support substantial pro bono participation by all attorneys; and
 - c. To monitor the firm's progress toward the goals established in this statement and to report its progress annually to the members of the firm and to the Law Firm Pro Bono Project.

6. This firm also recognizes the obligation of major law firms to contribute financial support to organizations that provide legal services free of charge to persons of limited means.
7. As used in this statement, the term “pro bono” refers to activities of the firm undertaken normally without expectation of fee and not in the course of ordinary commercial practice and consisting of (i) the delivery of legal services to persons of limited means or to charitable, religious, civic, community, governmental, and educational organizations in matters which are designed primarily to address the needs of persons of limited means; (ii) the provision of legal assistance to individuals, groups, or organizations seeking to secure or protect civil rights, civil liberties, or public rights; and (iii) the provision of legal assistance to charitable, religious, civic, community, governmental, or educational organizations in matters in furtherance of their organizational purposes, where the payment of standard legal fees would significantly deplete the organization’s economic resources or would be otherwise inappropriate.

FIRM

PARTNER EXECUTING ON BEHALF OF FIRM

ADDRESS

ADDRESS (CONT.)

CITY / STATE / ZIP

PHONE / EMAIL

DATE