

CPBO CHALLENGE REPORT

2018: The Expansion of In-House Pro Bono

Covering the Year 2017

CPBO

CORPORATE
PRO BONO

CORPORATE PRO BONO

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

MISSION

CPBO's mission is to explore and identify new approaches to and resources for the provision of legal services to the poor, disadvantaged, and other individuals or groups unable to secure legal assistance to address critical problems. CPBO does so by supporting, enhancing, and transforming the pro bono efforts of in-house legal departments in the U.S. and around the world. Since its inception, CPBO has worked with more than 900 legal departments and ACC chapters.

THE CORPORATE PRO BONO CHALLENGE® INITIATIVE

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

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

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

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SNAPSHOT OF SIGNATORIES

185

CPBO Challenge® Signatories

49

Fortune 100 Companies

43

2017 Survey Respondents

60%Average U.S. Lawyer Participation
Rate (2017)

ADVISORY BOARD

Co-chairs

Bradford L. Smith
President and Chief Legal Officer
Microsoft Corporation

Laura Stein
Executive Vice President – General Counsel and
Corporate Affairs
The Clorox Company

Members

Marcus Brown
Executive Vice President and General Counsel
Entergy Corporation

Thomas J. Sabatino Jr.
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
Merck & Co., Inc.

Amy E. Weaver
Executive Vice President & General Counsel
Salesforce

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

INTRODUCTION

The 2018 CPBO Challenge® Report: The Expansion of In-House Pro Bono, covers the year 2017. This report summarizes the responses of all 43 legal departments that responded to the CPBO Challenge® survey in 2018.

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

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

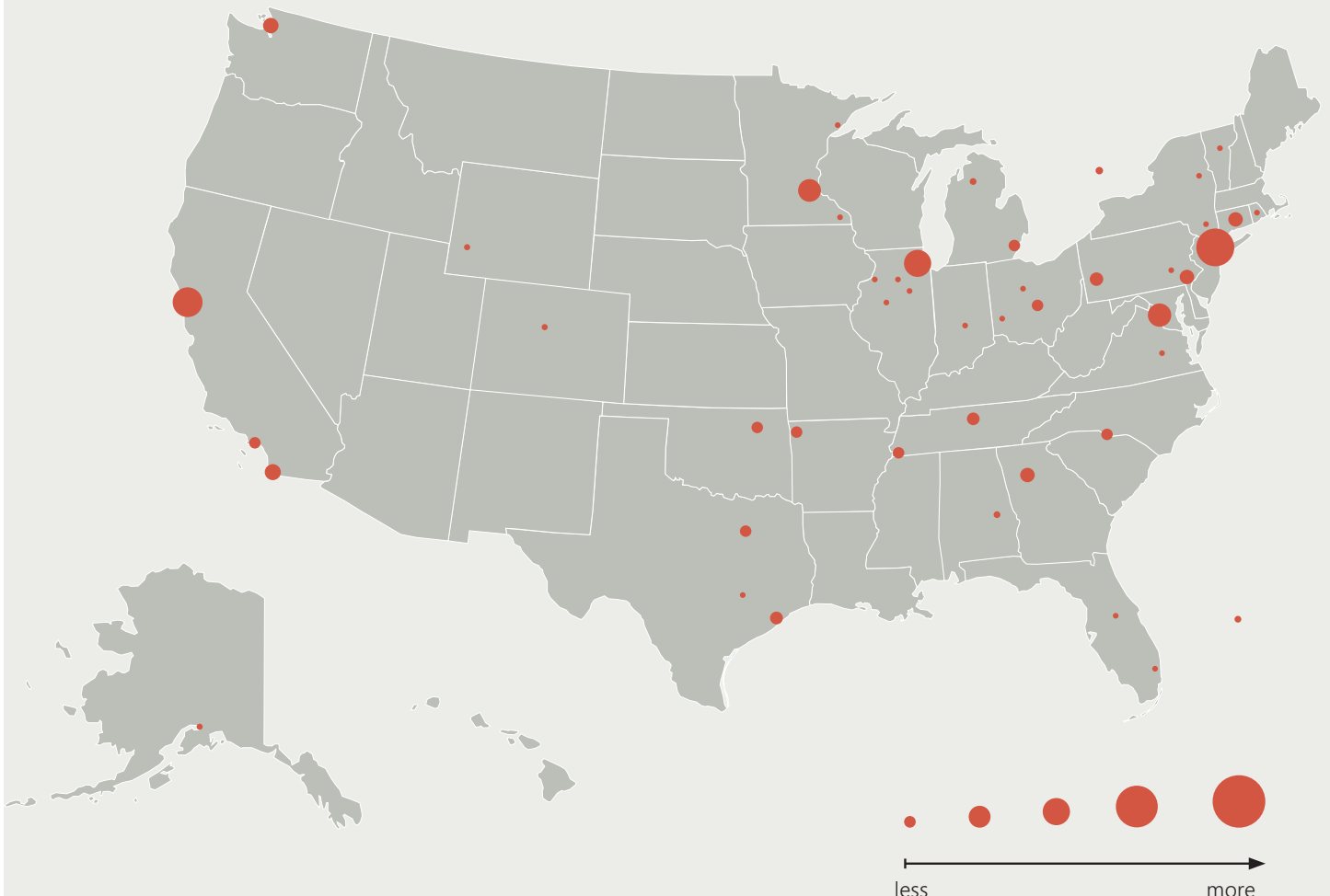
2015 CPBO Challenge® Report: The Path of In-House Pro Bono: www.cpbo.org/challengereport2015

2016 CPBO Challenge® Report: Report on In-House Pro Bono: www.cpbo.org/challengereport2016

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

CPBO Challenge® Signatories

Geographic location of company headquarters

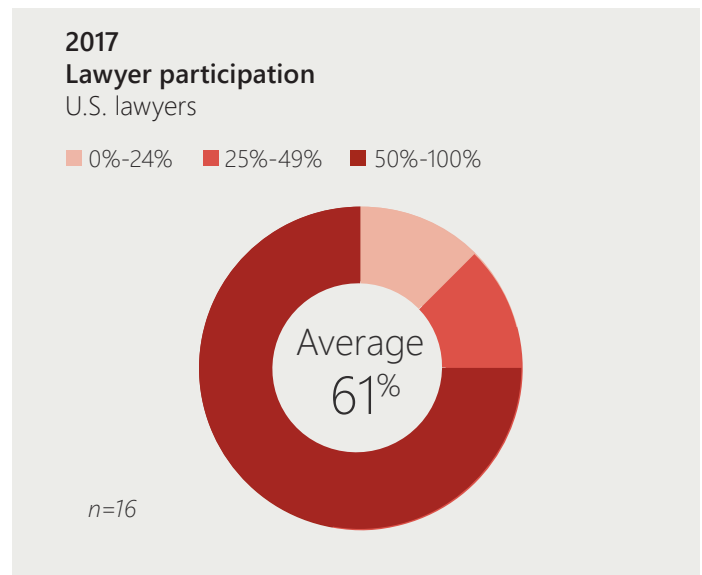
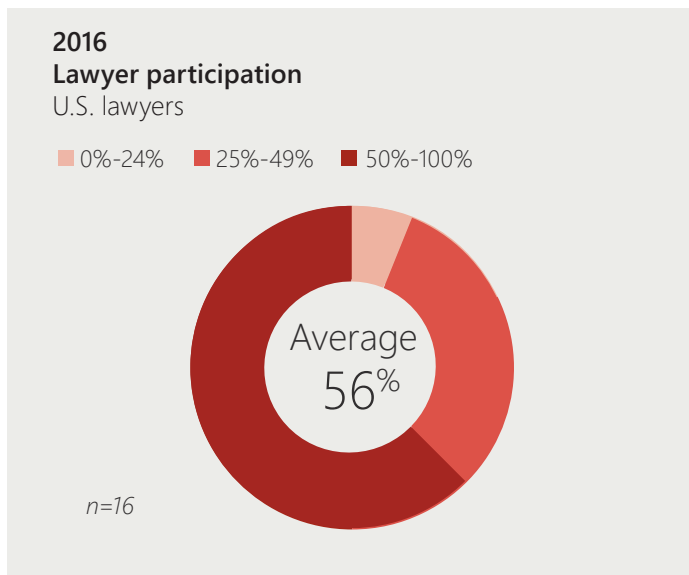


LEGAL STAFF PARTICIPATION, 2016 AND 2017

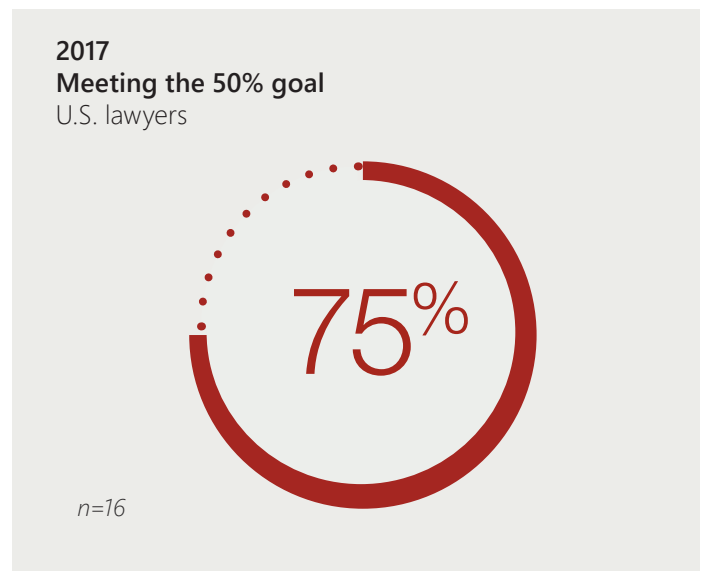
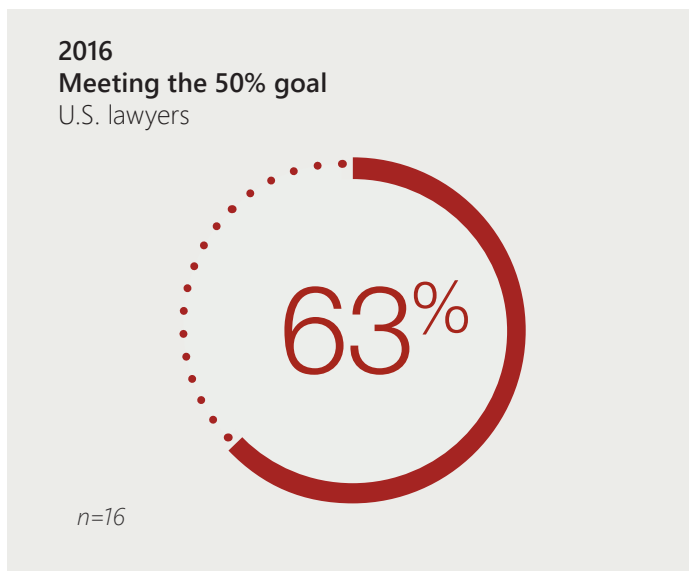
When signing the Corporate Pro Bono Challenge® statement, legal departments commit to encourage 50 percent of their legal staff to engage in legal pro bono work.

U.S. Lawyer Participation

Participation in pro bono by U.S. lawyers of signatories that responded to the CPBO Challenge® survey in 2016 and 2017 slightly increased.



The percentage of responding signatories that met or exceeded the goal of 50 percent participation increased from 63 percent in 2016 to 75 percent in 2017.



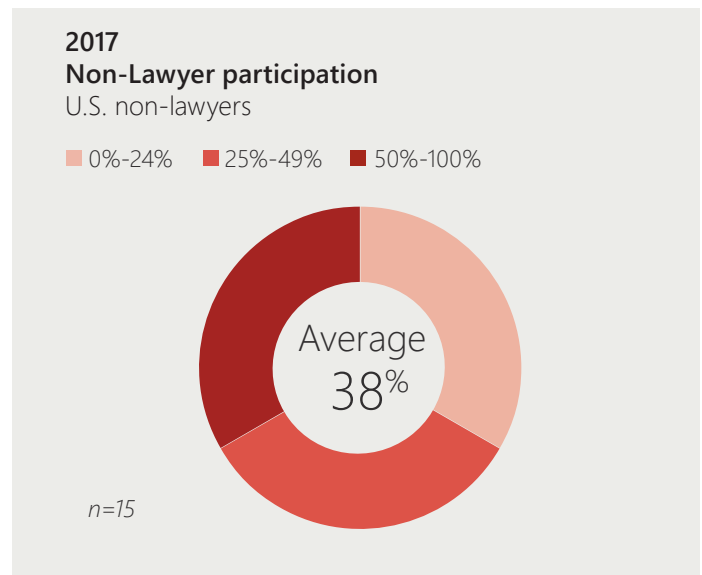
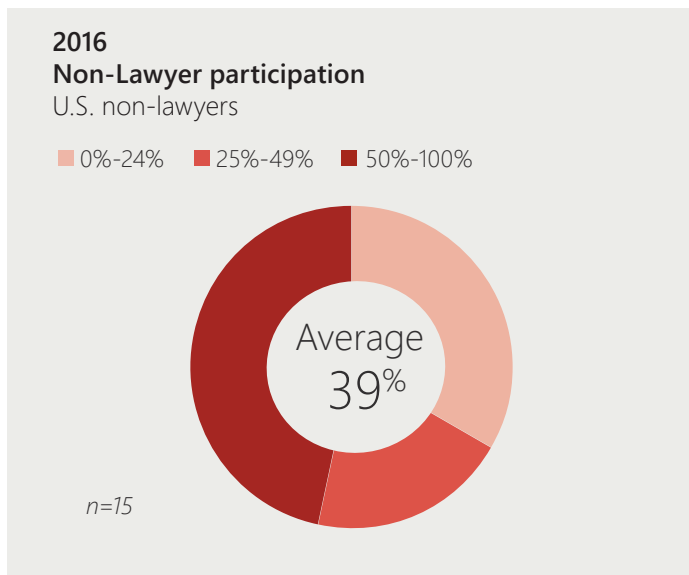
Throughout this publication, “n” is used to denote the total respondents in the relevant sample.

LEGAL STAFF PARTICIPATION, 2016 AND 2017

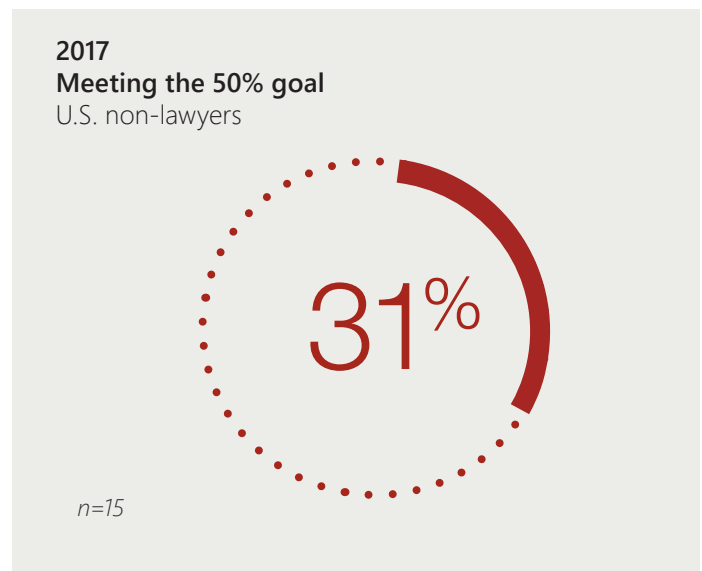
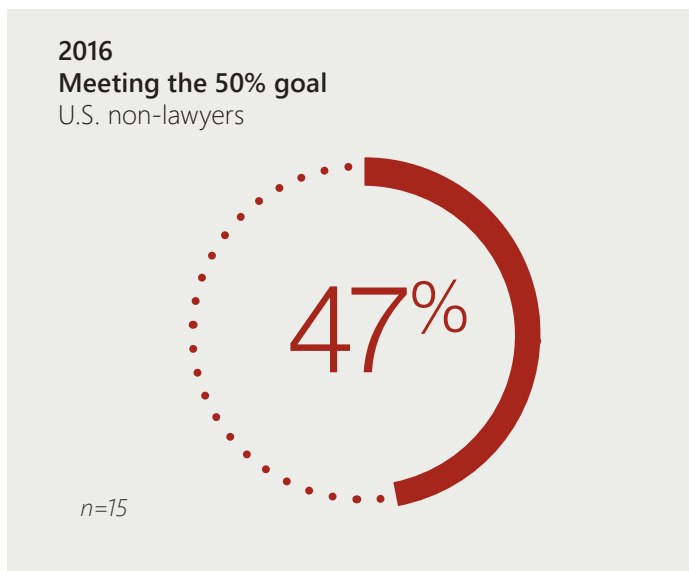
When signing the Corporate Pro Bono Challenge® statement, legal departments commit to encourage 50 percent of their legal staff to engage in legal pro bono work.

U.S. Non-Lawyer Participation

Participation in pro bono by U.S. non-lawyers of signatories that responded to the CPBO Challenge® survey in 2016 and 2017 slightly decreased.



The percentage of responding signatories that met or exceeded the goal of 50 percent participation decreased from 47 percent in 2016 to 31 percent in 2017.



LEGAL STAFF PARTICIPATION, 2017

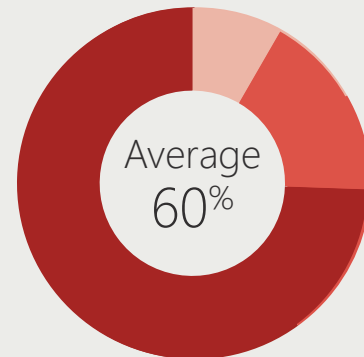
*U.S. Lawyer Participation***Meeting the 50% goal**

U.S. lawyers, 2017

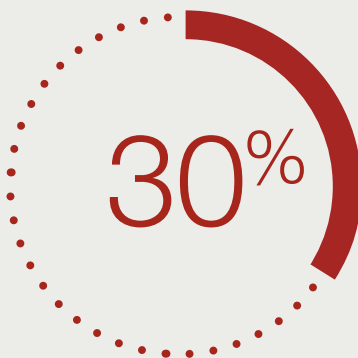
**Lawyer participation**

U.S. lawyers, 2017

0%-24% 25%-49% 50%-100%

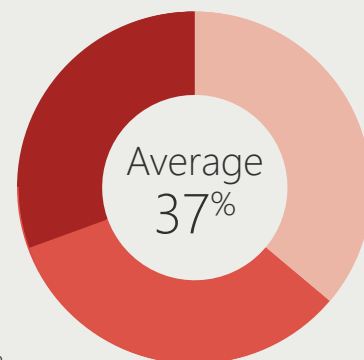
*U.S. Non-Lawyer Participation***Meeting the 50% goal**

U.S. non-lawyers, 2017

**Non-lawyer participation**

U.S. non-lawyers, 2017

0%-24% 25%-49% 50%-100%



GLOBAL PRO BONO, 2017

Percentage of signatories engaged in global pro bono Legal departments, 2017

 = percent engaged

 = percent not engaged

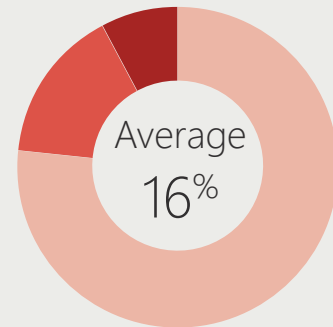


n=20 respondents with lawyers outside of the U.S.

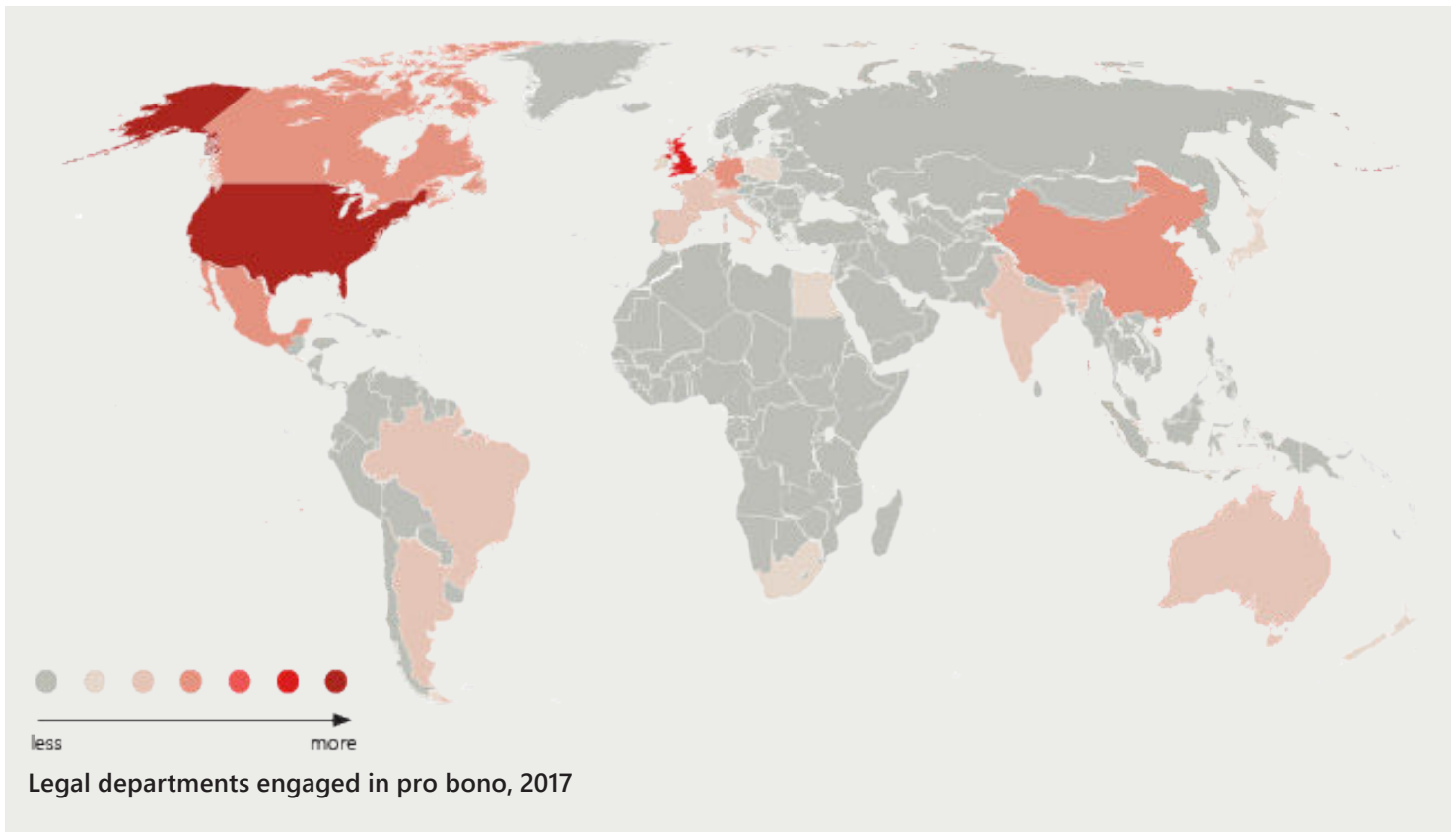
Global participation

Non-U.S. lawyers, 2017

0%-24% 25%-49% 50%-100%



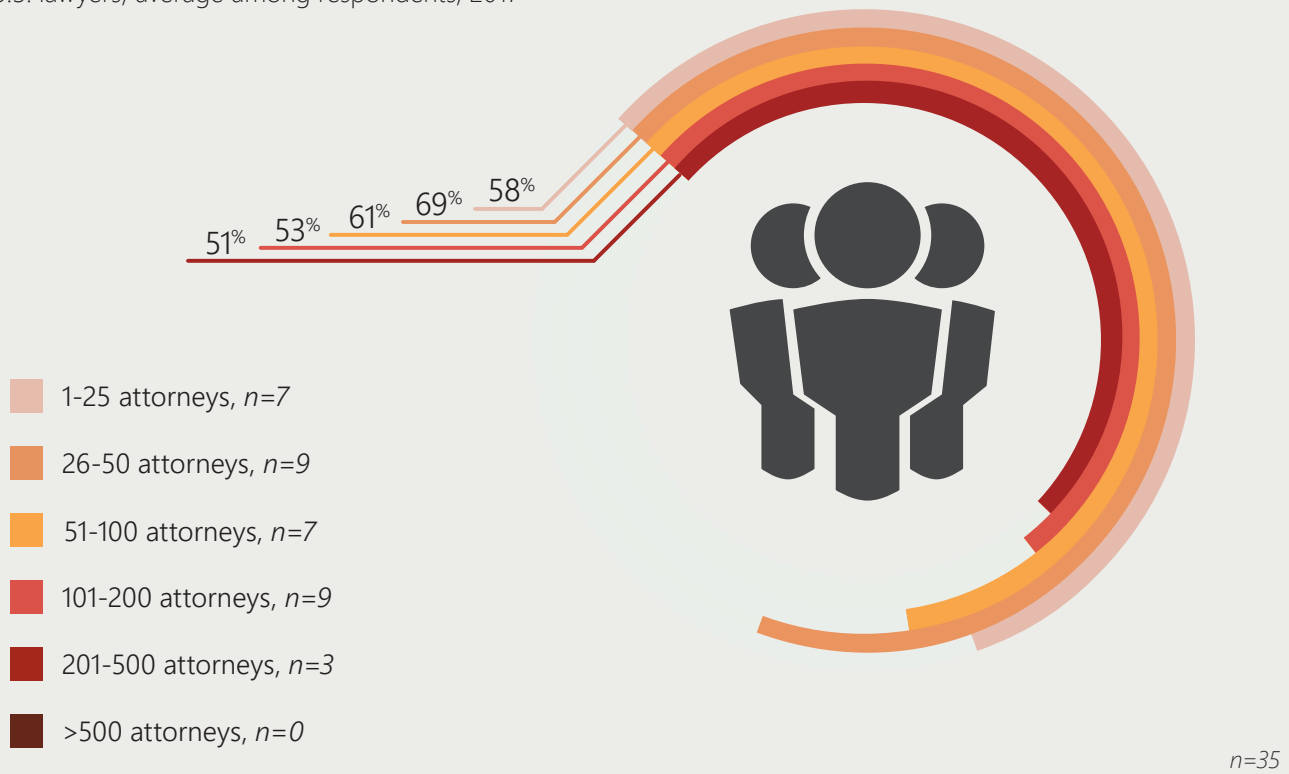
n=12



DEMOGRAPHICS, 2017

Participation across department size

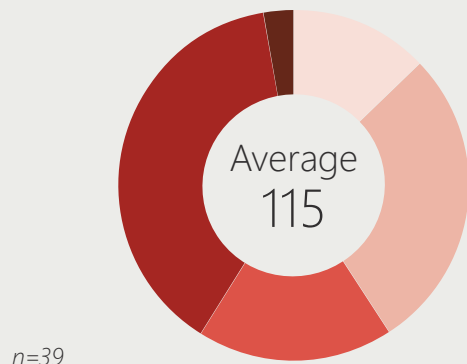
U.S. lawyers, average among respondents, 2017



Department size

U.S. lawyers, average number of all respondents, 2017

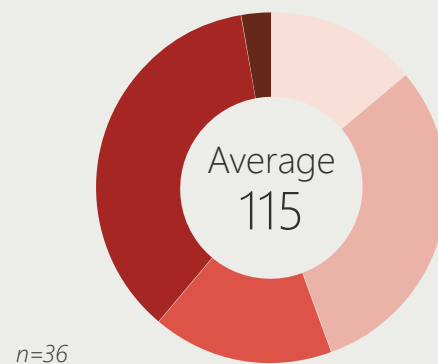
1-20 21-50 51-100 101-500 >500



Department size

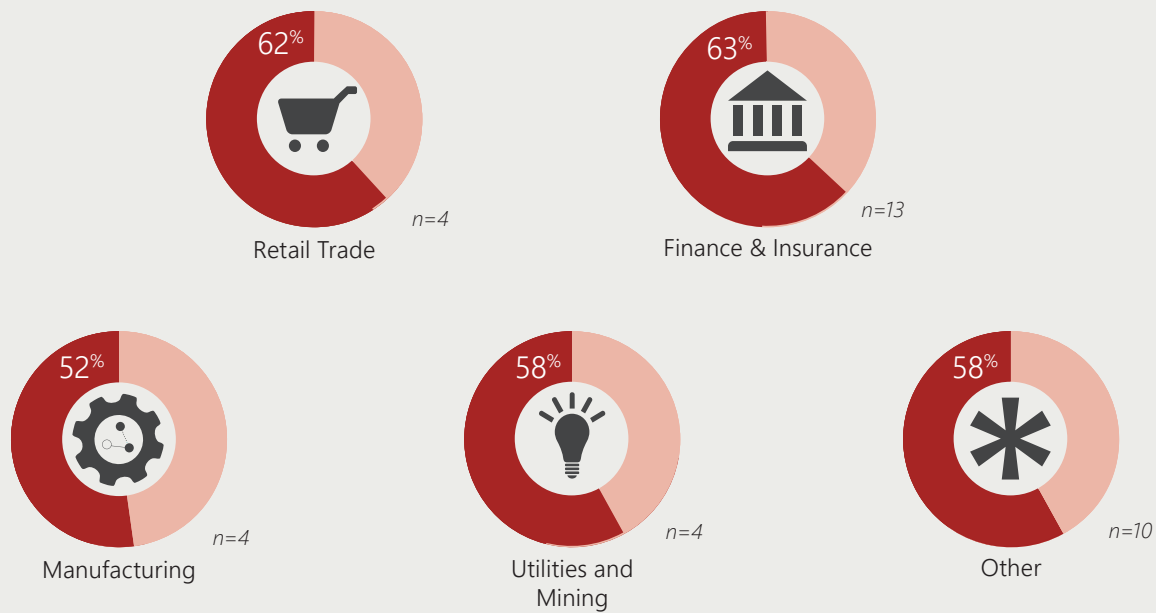
U.S. non-lawyers, average number of all respondents, 2017

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



DEMOGRAPHICS, 2017

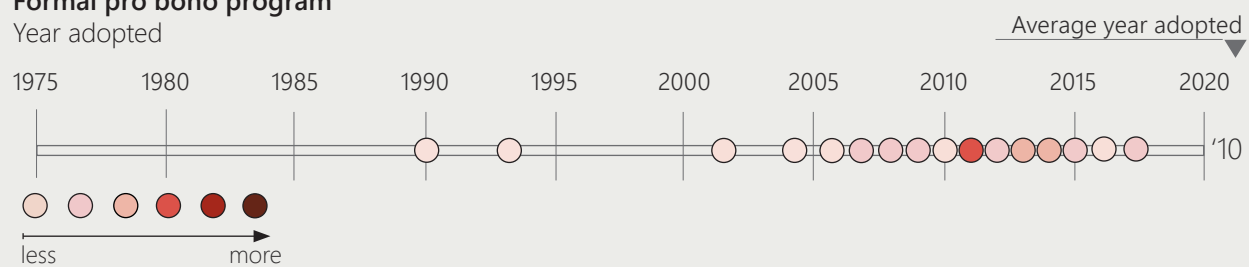
Participation across industry subsector U.S. lawyers, 2017



PRO BONO PROGRAMS AND POLICIES, 2017

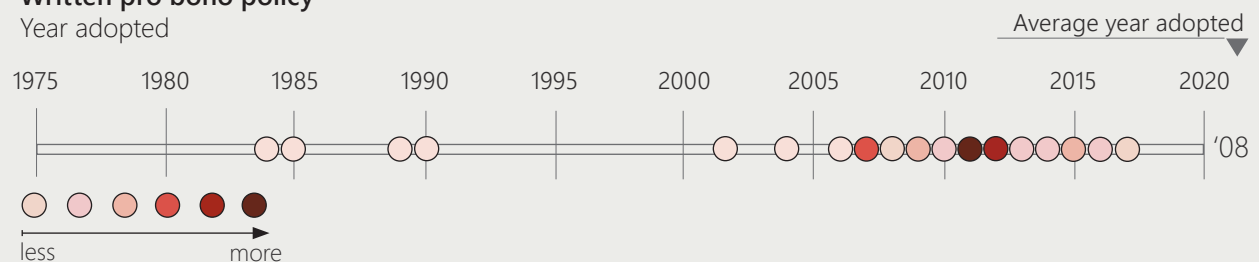
Formal pro bono program

Year adopted



Written pro bono policy

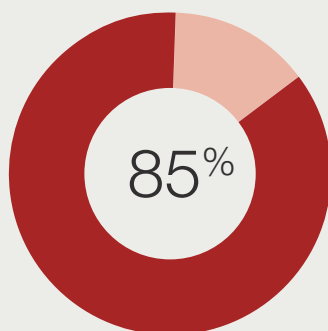
Year adopted



PARTNERSHIPS WITH LAW FIRMS, 2017

Partnerships

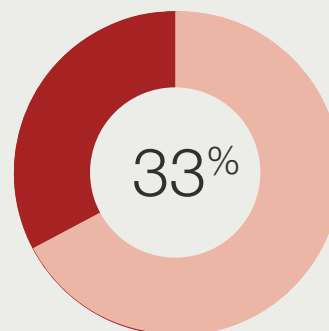
with outside law firms, 2017



n=42

Law firm pro bono performance

consider when evaluating outside counsel, 2017



n=42

The Law Firm Pro Bono Challenge®

The Law Firm Pro Bono Challenge® 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;

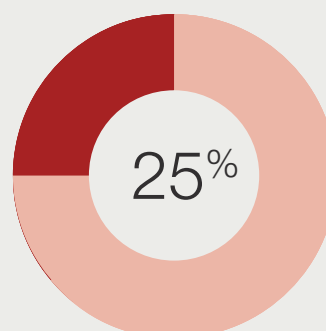
the firm annually contributes to pro bono work (as defined by the Law Firm Pro Bono Challenge®) a minimum of either (i) five percent of total billable hours or 100 hours per attorney or (ii) three percent of total billable hours or 60 hours per attorney;

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.

Law firm pro bono performance

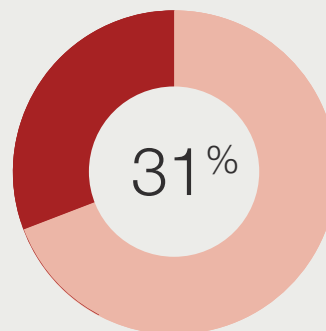
inquire about law firm pro bono in RFPs, 2017



n=40

Law Firm Pro Bono Challenge®

encouraged outside law firms, 2017



n=39

CONCLUSION

Since its inception, the number of signatories to the CPBO Challenge® initiative has grown steadily and in-house pro bono participation has remained strong.

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®.

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 2017 survey consists of twelve 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 2017, 50 of 169 signatories submitted responses. In 2018, 43 of 183 signatories submitted responses.

CPBO hopes that in publishing this data, CPBO Challenge® signatories will continue to see the value in reporting their pro bono work and that, in the future, increased reporting will allow CPBO to publish even more extensive analysis of the data.

REPORTING COMPANIES

2016 and 2017

American International Group, Inc.
 Bank of America Corporation
 Caterpillar Inc.
 Deere & Company
 Deloitte LLP
 Discover Financial Services
 Duquesne Light Company
 Entergy Corporation
 FedEx Ground Package System, Inc.
 Freddie Mac
 General Mills, Inc.
 LyondellBasell
 McDonald's Corporation
 Oath, Inc.
 Target Corporation
 U.S. Bancorp
 United Airlines, Inc.
 Verizon Communications Inc.
 Walmart Stores, Inc.
 Xerox Corporation

2017

Allstate Insurance Company
 Amazon.com, Inc.
 American International Group, Inc.
 AT&T Inc.
 Bank of America Corporation
 Barclays Bank PLC
 Best Buy Co., Inc.
 BNY Mellon
 Capital One Financial Corporation
 Cargill, Incorporated
 Caterpillar Inc.
 Chubb Group of Insurance Companies
 CSAA Insurance Group
 CUNA Mutual Group
 Deere & Company
 Deloitte LLP
 Dentsu Aegis Network
 Discover Financial Services
 Duke Energy Corporation
 Duquesne Light Company
 Entergy Corporation
 Epoch Payment Solutions
 FedEx Ground Package System, Inc.
 Ford Motor Company
 Freddie Mac
 General Mills, Inc.
 Hewlett Packard Enterprise Company
 The Home Depot, Inc.
 Leidos, Inc.
 LyondellBasell
 Mayo Clinic
 McDonald's Corporation
 MetLife, Inc.
 Microsoft Corporation
 Oath, Inc.
 Target Corporation
 Thrivent Financial
 U.S. Bancorp
 United Airlines, Inc.
 Verizon Communications Inc.
 Walmart Stores, Inc.
 Xerox Corporation
 Zurich American Insurance

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 tsun@probonoinst.org. For more information about the CPBO Challenge® statement, please contact Tammy Sun, CPBO director, at 202.729.6680 or at tsun@probonoinst.org. Thank you for your interest and support.

2017 CPBO CHALLENGE[®] SURVEY, JANUARY 1, 2017 - DECEMBER 31, 2017

Welcome to the 2017 Corporate Pro Bono Challenge[®] Survey. Your answers to this survey will be treated in the strictest confidence and any information published will be only in the aggregate.

Background Information

1. Company Information

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

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

Name	
Title	
Email	
Phone	

3. Company Information

Annual Revenue	
Number of Employees	

4. Number of Offices with Legal Staff Onsite

Inside the U.S.	
Outside the U.S.	

Participation in Pro Bono

1. Please record the number of legal professionals in the U.S. as of 12/31/17 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. Please record the number of legal professionals not in the U.S. as of 12/31/17 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
Non-U.S. Lawyers	_____	_____	_____
Non-U.S. 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

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

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