

2022*

Report on the Law Firm Pro Bono Challenge® Initiative

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*In conformity with the practice started in 2020, the name of this Report reflects the year in which the Report is being issued, rather than the year of the most recent statistics contained in the Report. Prior to 2020, the name of the Report reflected the calendar year for which data was collected.

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® program 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 statement is included in the Appendices.) Challenge signatories publicly acknowledge their institutional, firm-wide commitment to provide pro bono legal services to low-income individuals and non-profit 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.

Download additional copies of this Report, [here](#).

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EXECUTIVE SUMMARY

The 2022 Report on the Pro Bono Institute Law Firm Pro Bono Challenge initiative examines the pro bono performance of signatories to the Law Firm Pro Bono Challenge statement during the 2021 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 client billable hours to pro bono activities as defined by the Challenge and report their performance to PBI's Law Firm Pro Bono Project staff each year.

Overall Performance

One hundred twenty-six firms reported performing an aggregated total of **4,614,182 hours of pro bono work in 2021**, a substantial decrease in total pro bono hours from 2020 when 123 law firms reported their pro bono hours. Pro bono hours represented 3.32% of total client billable hours in 2021 – a 20% drop from 2020.

Pro Bono for Those of Limited Means

In 2021, firms reported performing almost **3.3 million pro bono hours for those of limited means** and organizations serving them. This comprises 74.3% of all pro bono time for those firms last year – a higher percentage than in 2020 (70.7%).

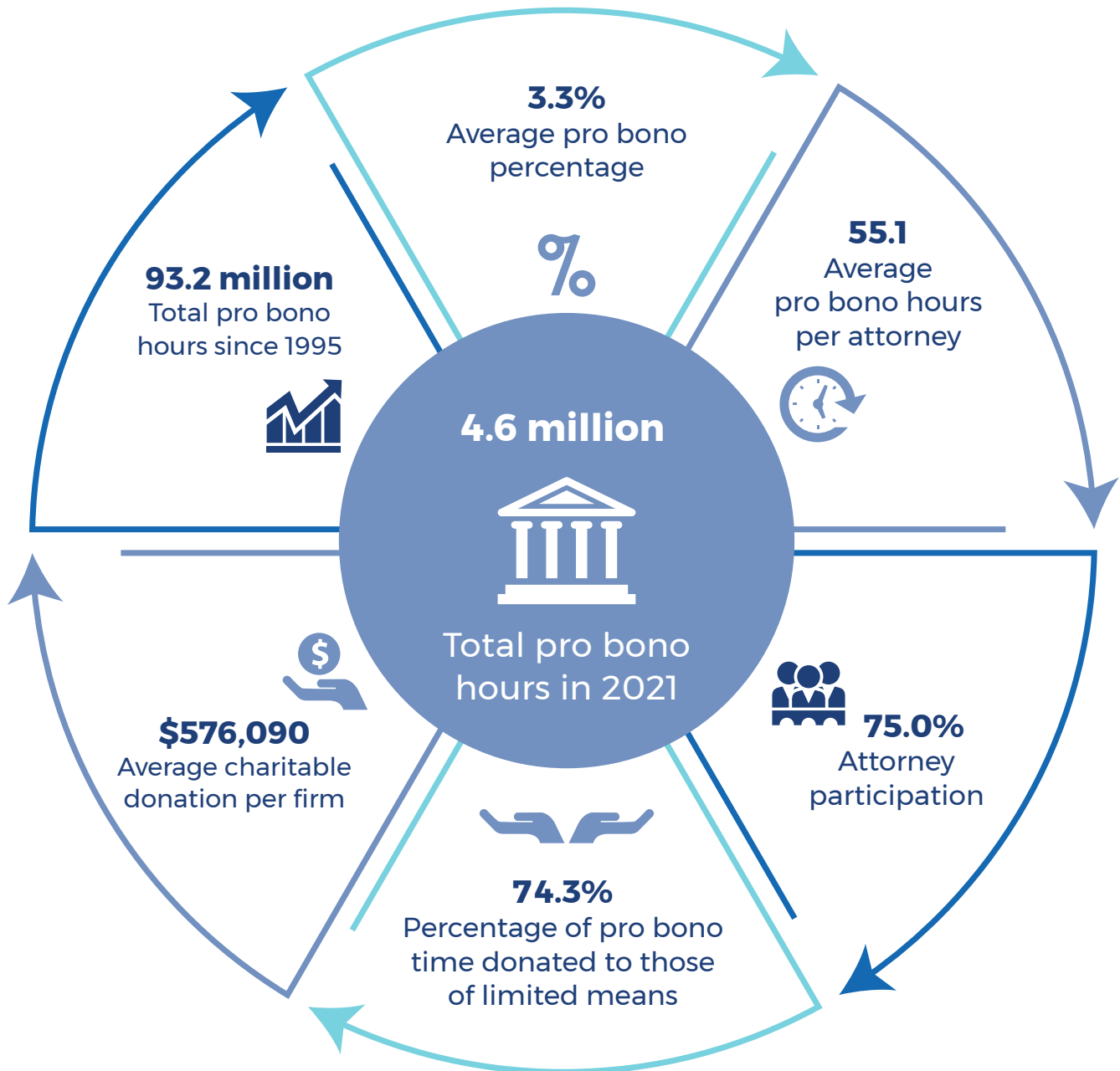
Participation

The percentage of attorneys engaged in pro bono was down slightly in 2021. The percentage of **partners participating in pro bono was 66.7%** compared to 69.5% in 2020, and the percentage of associates participating in pro bono was 86.8% compared to 88.7% in 2020. The combined participation rate was 75.0% of attorneys in 2021, compared to 77.7% in 2020.

Charitable Donations

In 2021, the total amount of **charitable giving to legal services organizations increased to \$23,043,603** from \$18,853,661 in 2020 (when 1 more firm reported on giving). The average reported firm donation in 2021 was \$576,090, which represents a 25.3% increase over the average firm donation in 2020 (\$459,845).

SNAPSHOT



INTRODUCTION

In 2021, signatories to the Law Firm Pro Bono Challenge initiative contributed approximately 4.6 million hours of pro bono service, a substantial decrease (14.9%) in total pro bono hours from 2020, despite the fact that 3 additional firms reported for 2021.¹ While 2021 has been described by some as the year of the “Great Resignation”, the number of lawyers at reporting firms increased by 7.1% and the number of overall timekeepers increased 8.1%. Thus, had participation rates and hours per participant remained steady compared to 2020, reported hours should have increased by about 7 or 8%. It should be noted that a comparison to 2020, which was an extraordinary year both in circumstances (with firms adjusting to the COVID-19 pandemic) and results, may not provide adequate context for assessing 2021 Challenge statistics. In 2018 and 2019, total pro bono hours were approximately 5.1 and 5.0 million, respectively, or 9.5% and 7.7% greater than in 2021.

“The first step in the evolution of ethics is a sense of solidarity with other human beings.”

- Albert Schweitzer

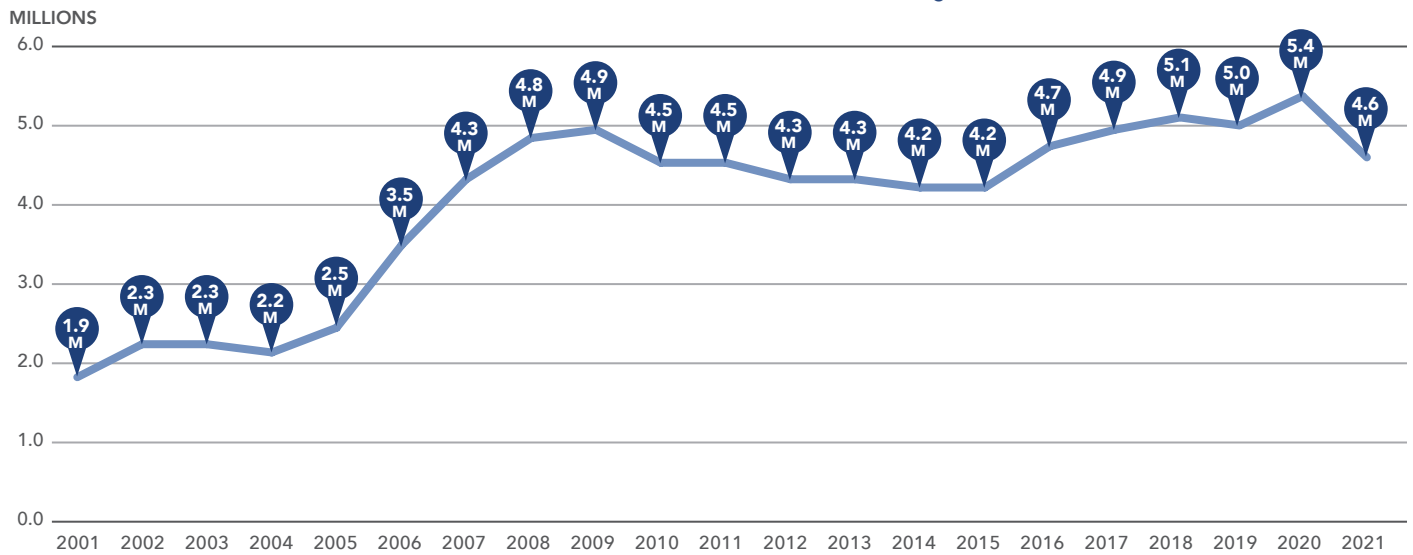
¹PBI appreciates the effort Challenge signatory firms made to report statistics for 2021 – in a chaotic year that made unprecedented demands on firm resources.

2021 CHALLENGE PERFORMANCE DATA

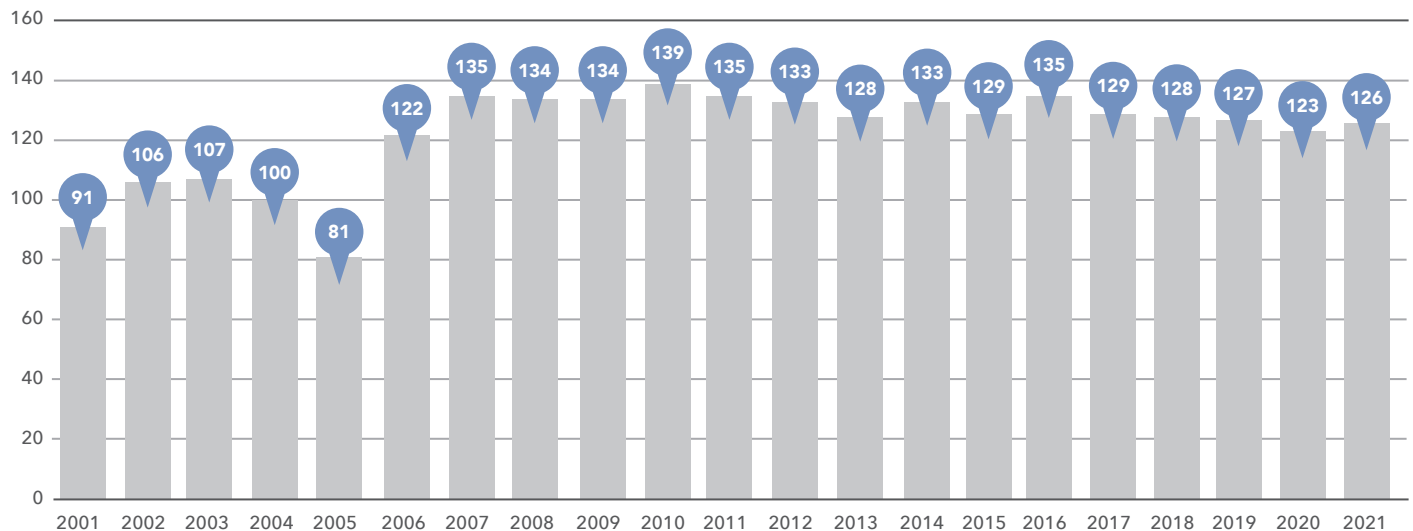
Highlights of Overall Pro Bono Performance

One hundred twenty-six firms reported in 2021, performing an aggregated total of 4,614,182 hours of pro bono work, 796,541 hours fewer than in 2020, when 123 firms reported an aggregated total of 5,410,723 hours of pro bono work.

Total Number of Pro Bono Hours by Year



Number of Firms Reporting

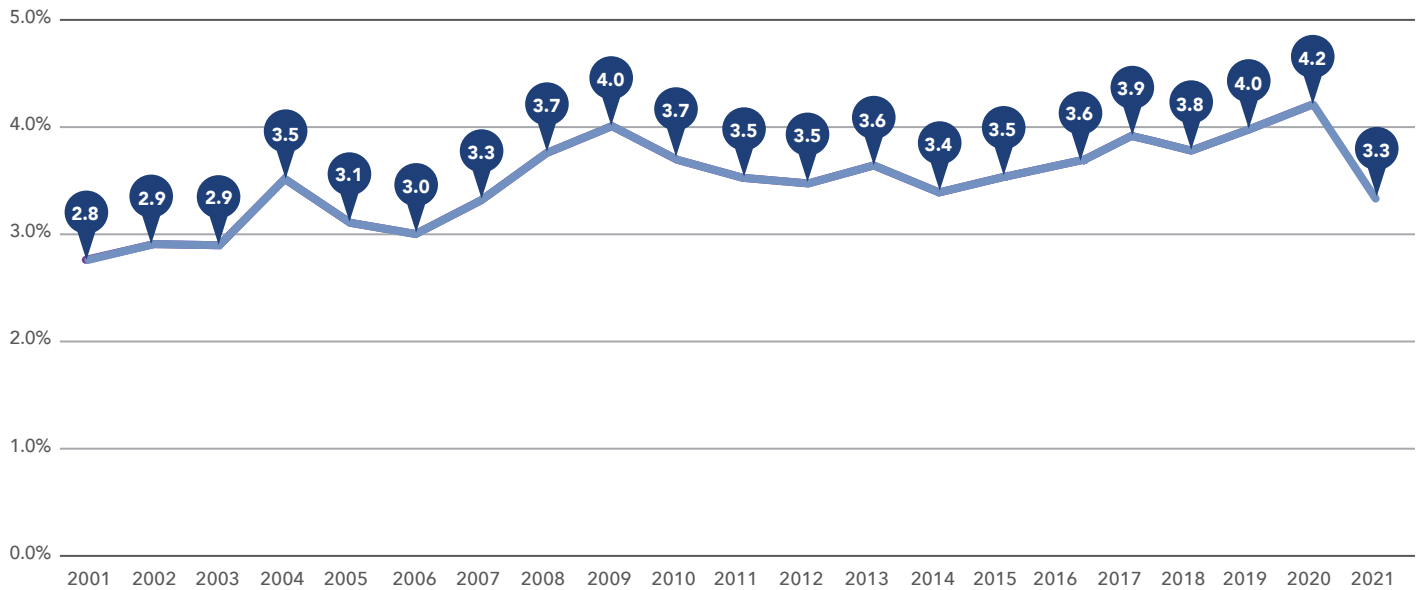


2021 CHALLENGE PERFORMANCE DATA

Average Pro Bono Percentage

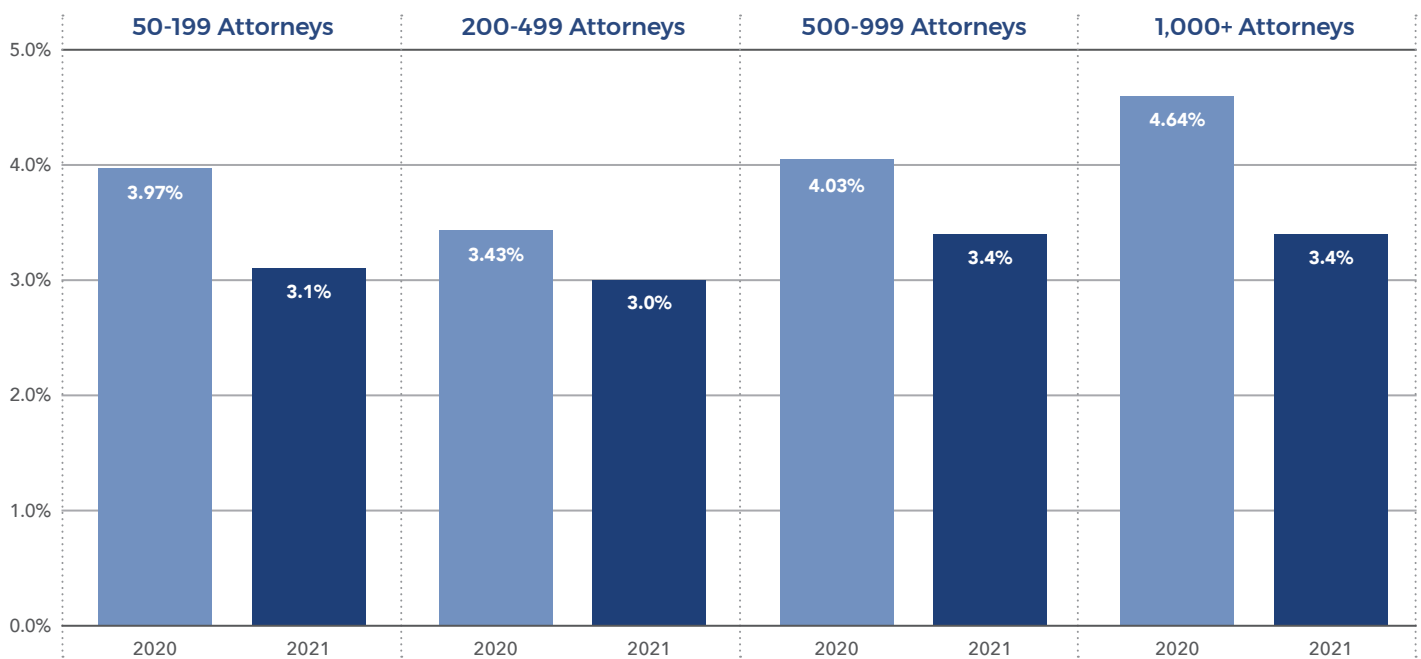
Viewed as a percentage of total client billable hours, pro bono hours decreased significantly in 2021 to 3.32% of all reported hours.

Average Pro Bono Percentage by Year



As reflected in the graph below, firms with headcounts of 500 to 999 and 1,000 or more attorneys had the highest average pro bono percentage again in 2021.² However, all four size classes experienced a reduction in average pro bono percentage, and firms with a head count of 1000 or more had the largest drop in pro bono hours as a percentage of billable hours.

Average Pro Bono Percentage by Firm Size



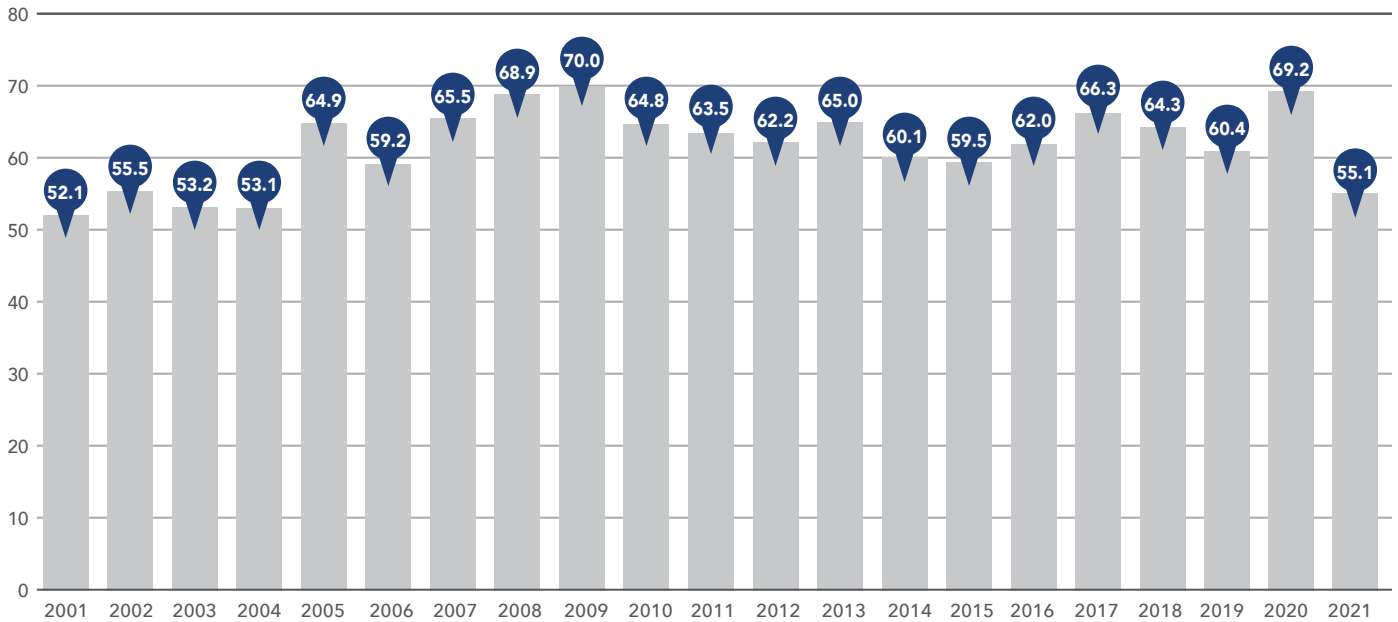
² For a detailed breakdown of average pro bono percentage by firm size, see Table 1 in Appendix B.

2021 CHALLENGE PERFORMANCE DATA

Average Pro Bono Hours Per Attorney

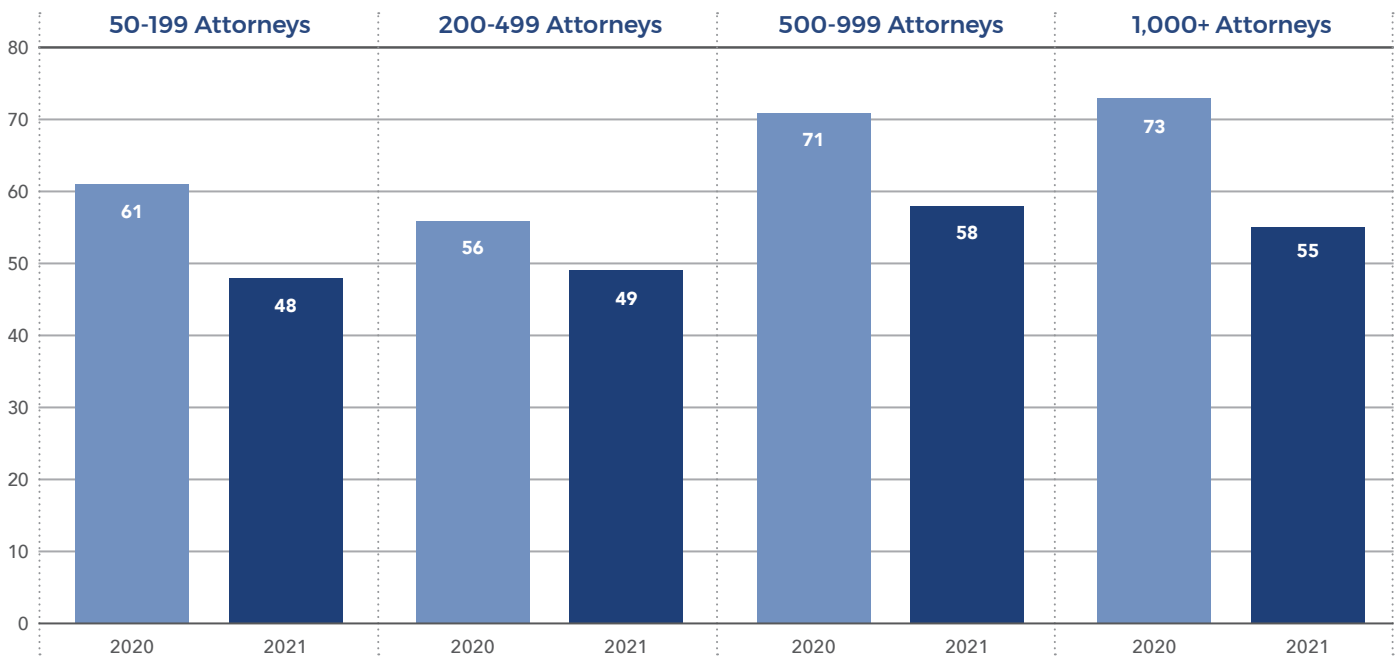
In 2021, the average number of pro bono hours per attorney decreased substantially to 55.1 (from 69.19 hours per attorney in 2020) – a 20.4% drop.

Average Pro Bono Hours Per Attorney



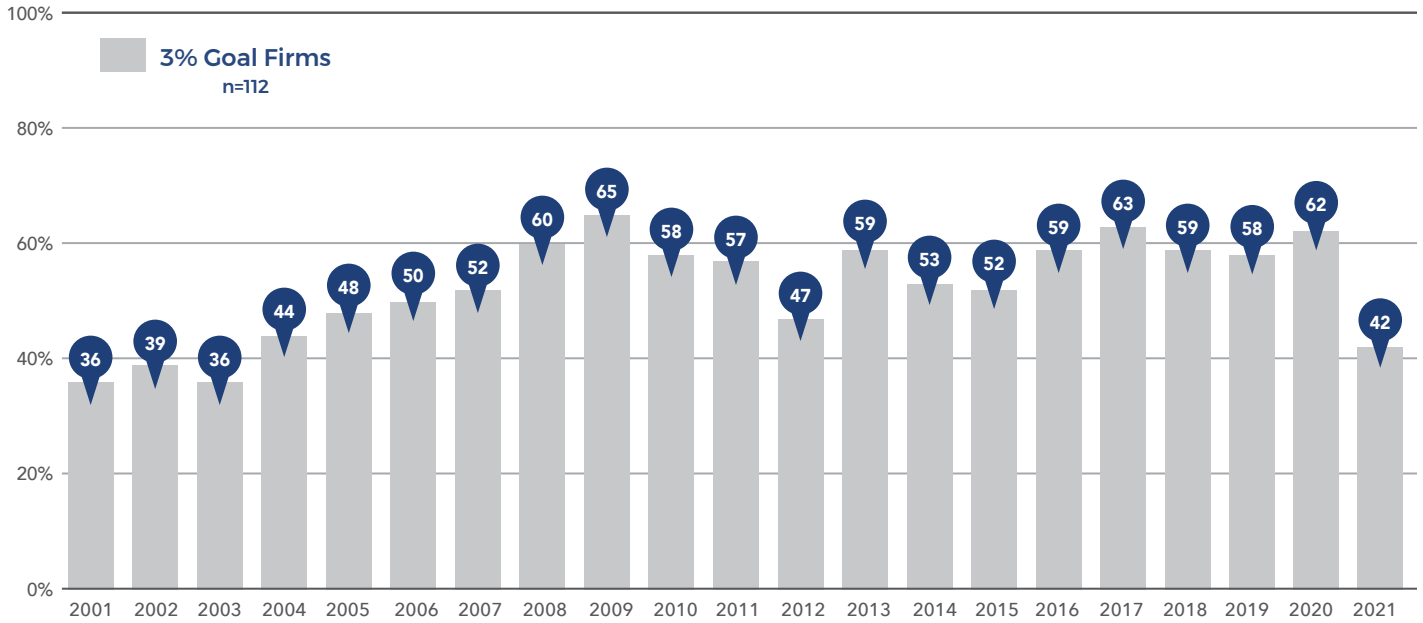
The graph below shows a breakdown of average pro bono hours per attorney by firm size in 2020 and 2021.

Average Pro Bono Hours Per Attorney by Firm Size

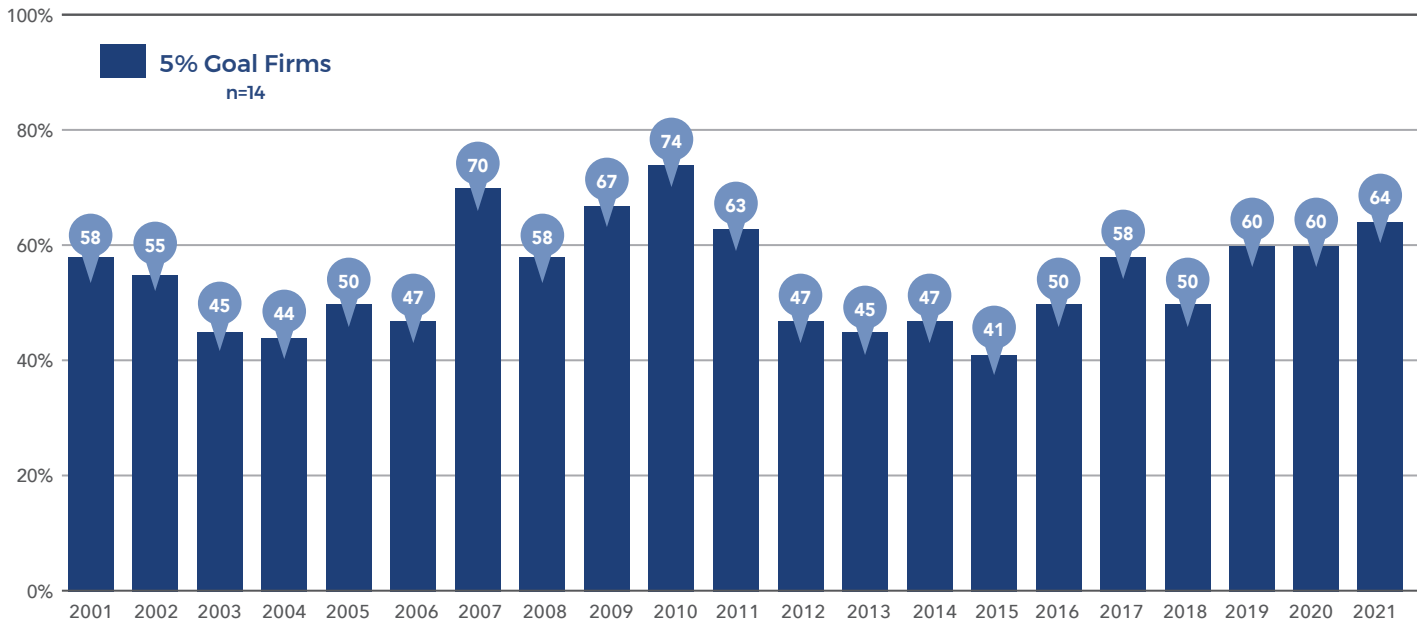


Reaching the Challenge Goal

Percentage of Firms that Achieved 3% Goal



Percentage of Firms that Achieved 5% Goal

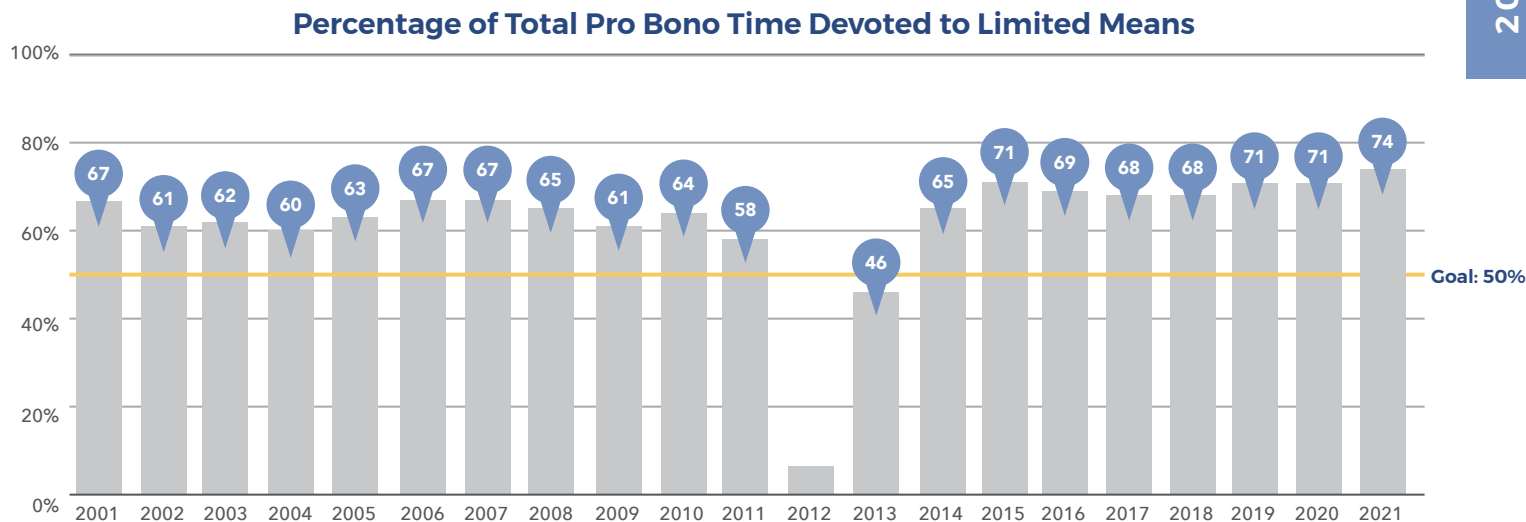
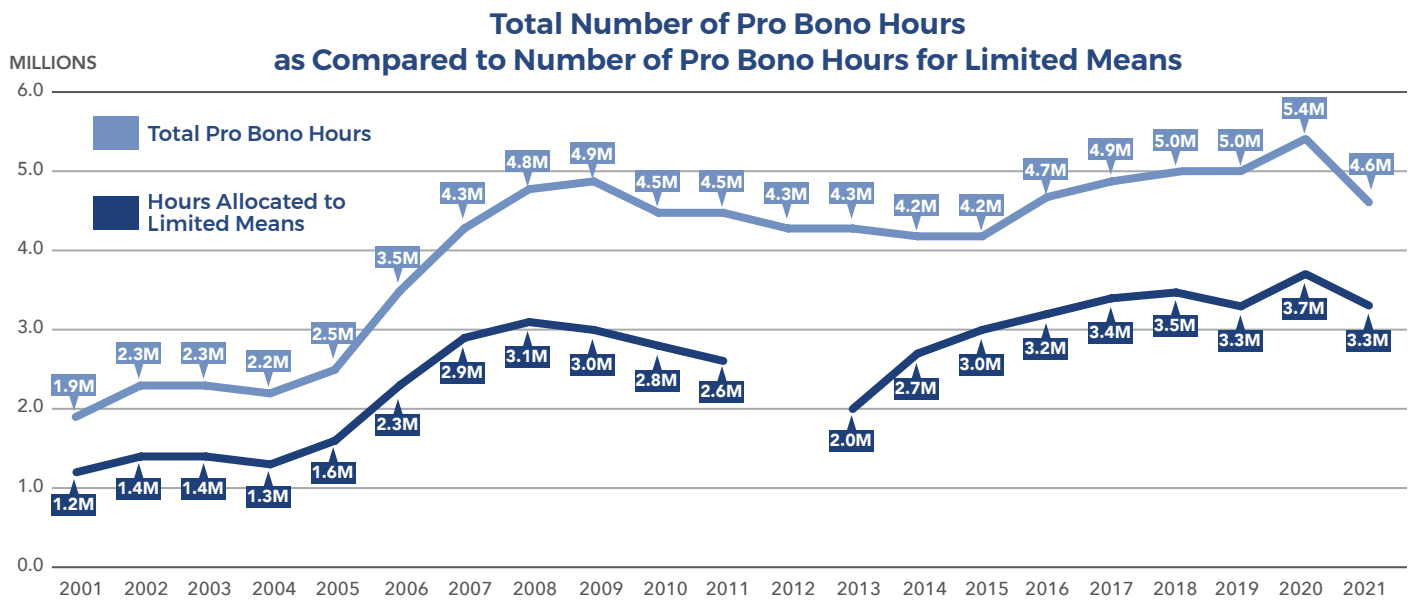


2021 CHALLENGE PERFORMANCE DATA

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 crucial at this time, when poverty in the U.S. remains high and resources and staffing for legal aid remain inadequate.

For 2021, 122 Challenge signatories reported 3,281,395 actual or estimated hours of service to persons of limited means and the organizations that serve them (collectively, “those of limited means”), a significant decrease of (396,037) hours over 2020 (despite two more firms reporting this year over last). However, pro bono hours for those of limited means represented 74.3% of all pro bono hours for firms that reported limited means pro bono hours in 2021. This is a 5.1% higher share of pro bono hours performed compared to 2020. As such, reporting signatories increased their focus on those of limited means, exceeding their Challenge commitment to devote a “majority” of their pro bono time to those of limited means, even as total pro bono hours decreased relative to recent years.³



³ 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.

Correlation between Total Pro Bono and Limited Means Work

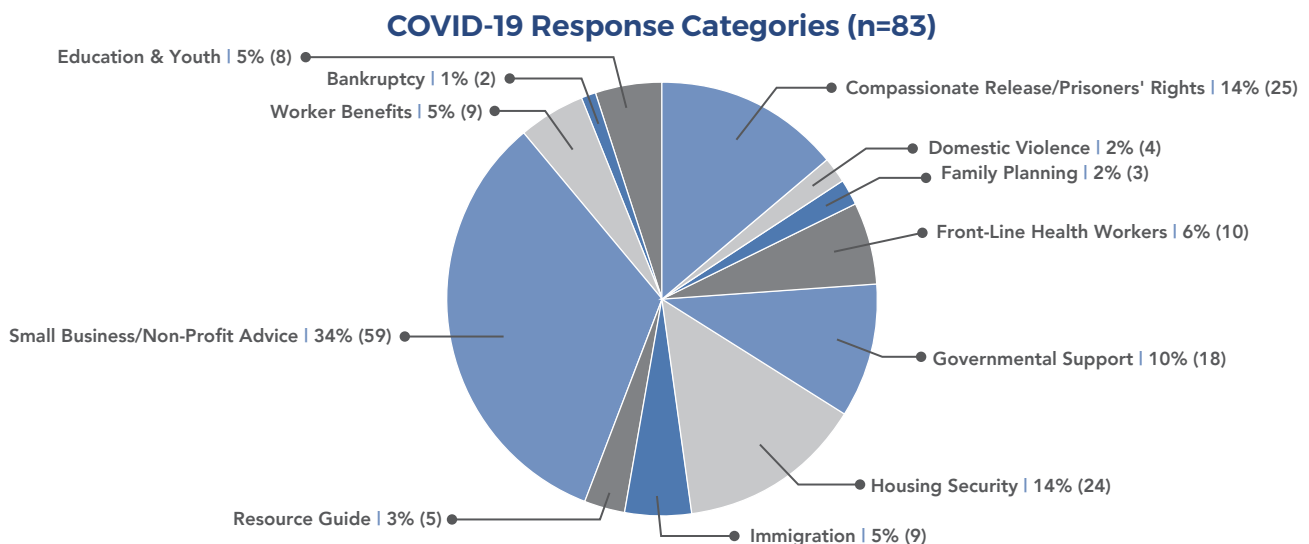
Again this year, we conducted additional analysis to determine whether there are any correlations associated with firms engaging in more limited means pro bono work and pro bono work generally.⁴ For 2021, the correspondence between doing limited means related pro bono work and overall pro bono work was even higher than last year – a correlation of 0.96 (vs. 0.94 in 2020). Like 2020, this correlation was not a matter of more limited means related pro bono work simply overwhelming other pro bono work. There was also a positive correlation (0.55) between firms doing more limited means work and doing more non-limited means related work as well. Thus, firms doing more limited means-related work also did more pro bono hours of non-limited means related work and more total pro bono hours.

Response to Legal Needs Arising from the COVID-19 Pandemic

In our 2022 Law Firm Pro Bono Challenge survey, we included several optional questions regarding how law firms responded to assisting pro bono clients with needs for legal services resulting from the COVID-19 pandemic. Seventy-five point four percent of the firms participating in this year’s Challenge survey responded to these questions. An overwhelming majority (95.8%) of those who responded indicated that they had provided pro bono legal services directly in response to the pandemic in 2021, similar to the 97% reported for 2020. Sixty-two point six percent of these firms quantified the hours of COVID-19 related services provided. Overall, 120,469 hours (or 5%) of pro bono hours of firms quantifying their COVID-related pro bono hours were devoted to assisting with COVID-19 driven legal matters. This represents a 38% drop in focus on COVID-19 related pro bono work in 2021.

The five most commonly addressed legal areas were:

- > Compassionate release or prisoners’ rights
- > Front-line health worker support (e.g., living wills and directives)
- > Housing security
- > Small business/non-profit advice and representation (e.g., obtaining loans, understanding workers rights, and lease issues, as well as helping such entities with their efforts to help individuals with limited resources mitigate the impacts of the pandemic)
- > Government support (assisting a governmental entity, or organizations or individuals applying for governmental aid, other than unemployment and other worker benefits)



⁴While correlation does not demonstrate causation, it does provide a picture of what attributes go hand-in-hand. The higher the correlation, the more a change in one measure corresponds with the change in the other measure. The highest possible correlation is one (perfect correspondence) and the lowest is zero (no relationship between the two facts being measured). A positive correlation means that as one item increases, so does the other item being measured. A negative correlation means as one item increases, the other falls.

Assisting small businesses and non-profits was the area of most focus, with 59 of the 77 firms (and 33.5% of responses) mentioning this. Compassionate relief or prisoners' rights was the second biggest area of focus (25 firms and 14.2% of the responses), followed by housing security (24 firms and 13.6% of responses), governmental support (18 firms and 10.2% of responses), and front-line health worker support (10 firms and 5.7% of responses).

Several noted changes from last year's survey results include: (1) governmental support replacing worker benefits as a top-five focus area, (2) the addition of bankruptcy and education/youth as areas attracting the attention of multiple firms, and (3) disability pro bono work dropping off the list of mentioned topics (though it may be included in governmental support).

Addressing Racial Justice

In light of continuing law firm pro bono program focus on racial justice, we again asked Challenge signatories about their efforts in this area in 2021. Sixty-eight point five percent of the Challenge signatories responded to these questions versus 77% in 2021. Last year, a vast majority (94%) of responding firms indicated that their pro bono programs had adopted a new or renewed focus on racial justice in 2020. Accordingly, this year, we asked firms to assess whether their racial justice efforts had increased, remained the same or decreased. Fifty-five point eight percent of responding firms indicated that they had devoted more hours to racial justice in 2021, than in 2020, and 43 percent reported that they had maintained the same level of work on racial justice matters. Only one firm (1.2%) responded that they had put less hours into racial justice matters in 2021 than 2020.

Currently, there is not a universal definition of racial justice pro bono work. To better understand efforts being devoted to racial justice, we asked law firms to provide the definition, if any, they used to define racial justice work. The diversity of responses reinforced our observation that the scope of racial justice work continues to lack clear boundaries and consensus. To provide some sense of what firms are doing to address racial justice, we requested that they identify categories of racial justice work that they performed in 2021.

The five most commonly addressed legal areas were:

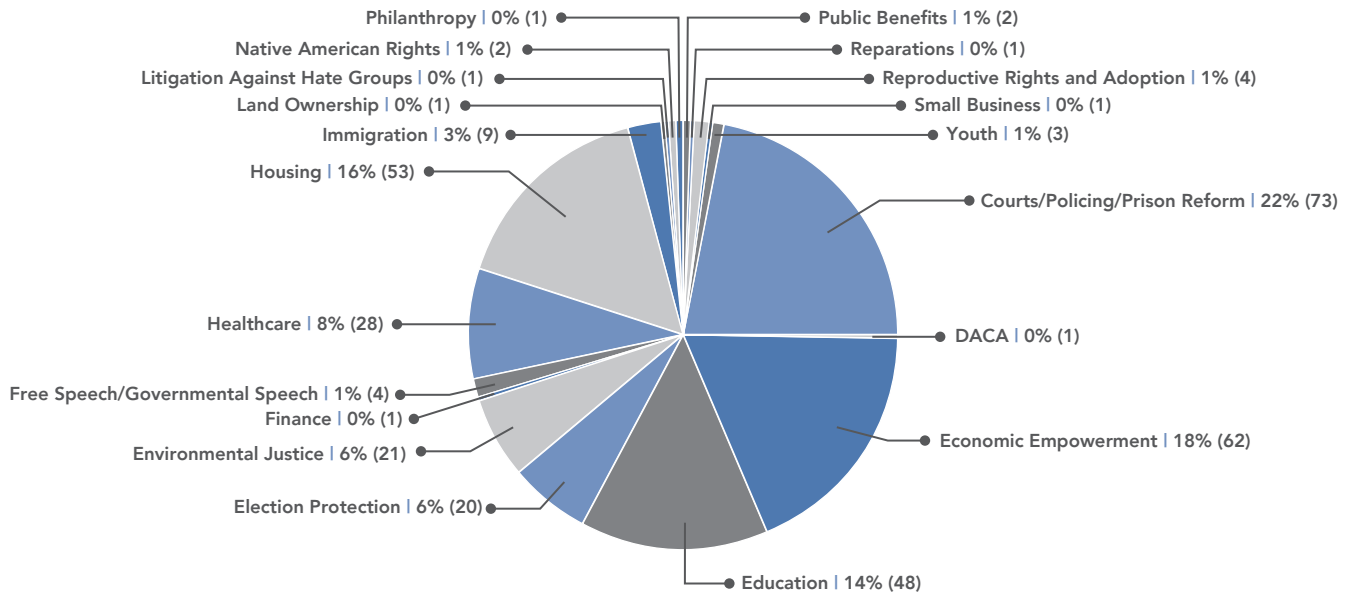
- > Criminal Justice (including court, policing and prison reform);
- > Economic Empowerment;
- > Housing;
- > Education; and
- > Healthcare.

The increase in focus on Economic Empowerment, Education, and Healthcare resulted in Voting Rights, Free Speech and Small Business/Non-Profit Advice and Representation falling off the top-five list from last year.

As shown in the following graph, Courts/Policing/Prison Reform was the most common type of work cited, with 73 of the 80 firms (22% of responses) mentioning this. Rounding out the top three were Economic Empowerment (62 firms and 18% of responses) and Housing (53 firms and 16% of responses). Reporting firms not only upped their racial justice efforts in 2021, they broadened the scope of their involvement, as well. This explains why, even though 33 more firms reported working on Courts/Policing/Prison Reform in 2021 than 2020, that category represents a smaller percentage of the total number of responses in 2021 than 2020.

2021 CHALLENGE PERFORMANCE DATA

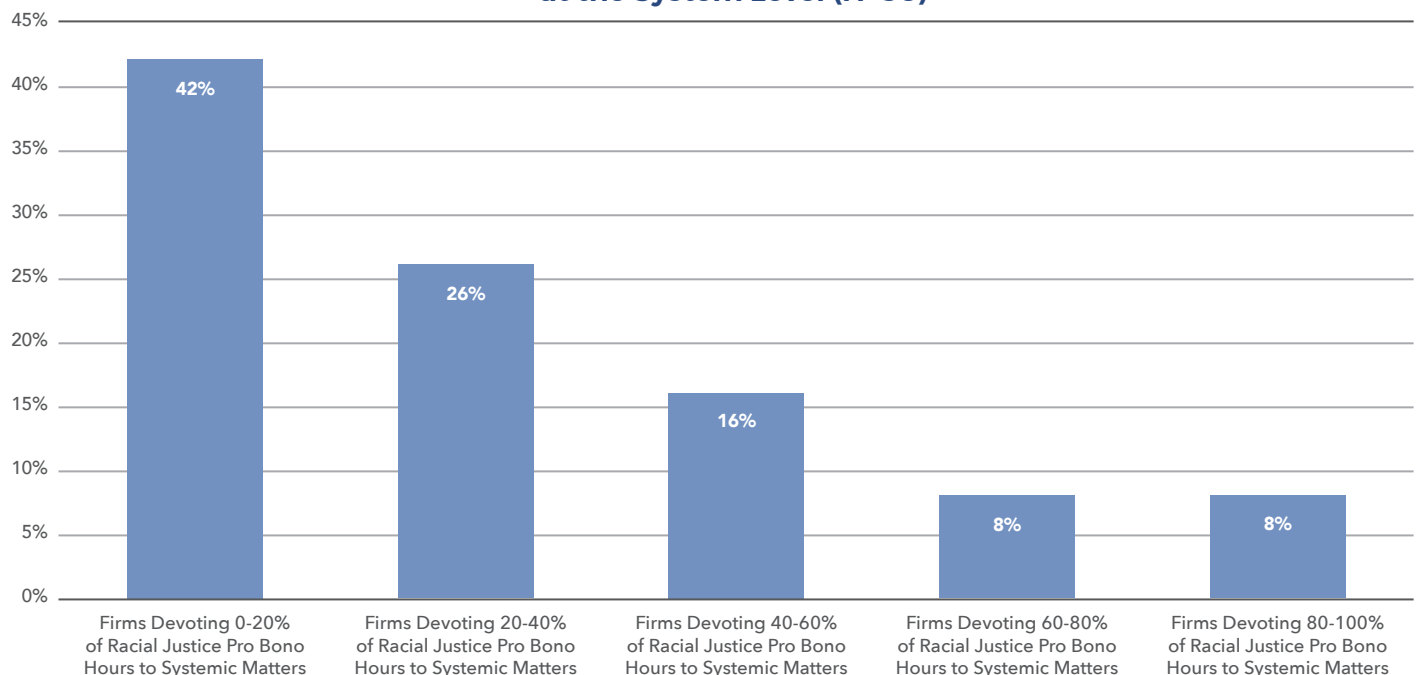
Racial Justice Response Categories (n=80)



Notably, while five firms indicated that they had worked on legislative reform in 2020, not one firm reported that it had worked on legislative reform as a distinct category in 2021. This may suggest that there is opportunity for greater racial justice pro bono at the system level. As shown by the following graph, 42% of firms estimated their systemic work to comprise no more than 20% of their pro bono hours devoted to racial justice and substantially lower numbers of firms devoted higher percentages of their time to systemic level work.

Portion of Firms Falling within Focus Band

Challenge Signatories Level of Focus on Racial Justice at the System Level (N=50)



2021 CHALLENGE PERFORMANCE DATA

In addition to areas of focus, it is important to consider whether racial justice work represents: (1) a shift in existing resources, (2) additional resources being applied, or (3) some combination of both. In 2020, nearly twice as many firms indicated that they had reallocated resources to racial justice work compared to firms reporting adding capacity to account for greater efforts around racial justice. This trend appears to have continued in 2021, a year in which firms reported 15% fewer pro bono hours in the aggregate, even as 98.8% of reporting firms indicated that they had either maintained or increased the number of pro bono hours devoted to racial justice compared to 2020.

This year, we asked firms to report on the changes they were making to their human/organizational infrastructure to better serve the cause of racial justice. Changes being made chiefly fell into the following areas:

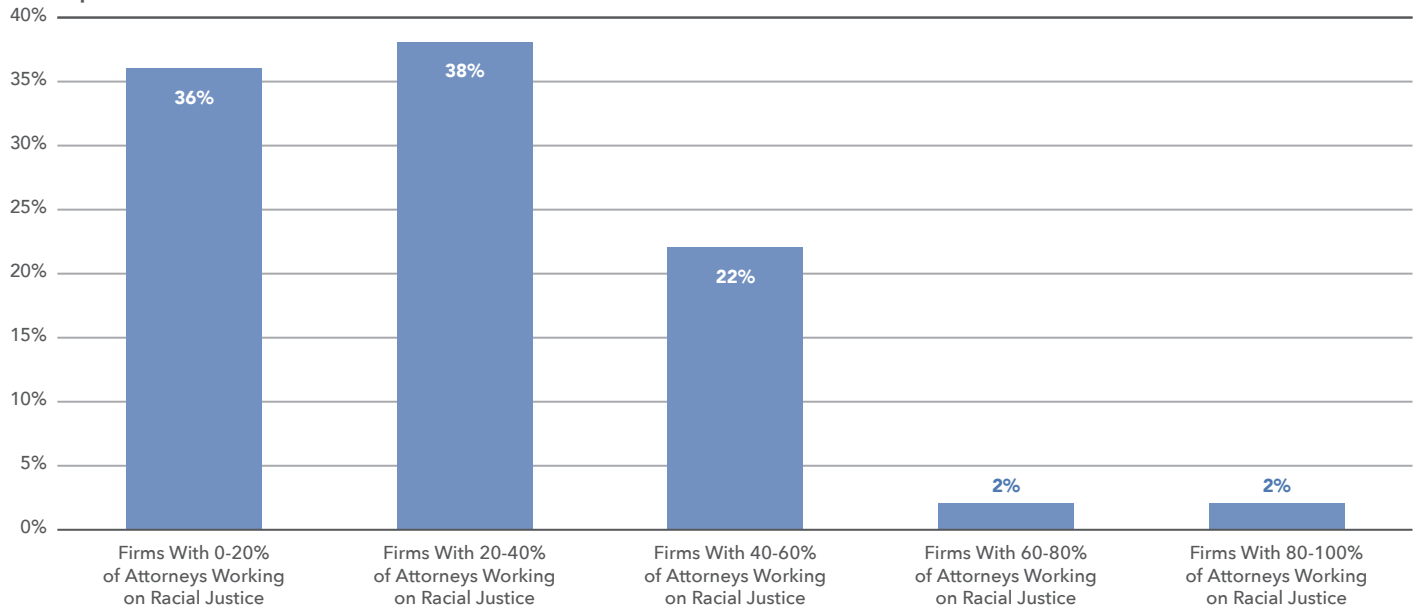
1. Creation of internal resources to highlight opportunities to work on racial justice pro bono projects
2. Formation of a racial justice subcommittee within the firm's pro bono committee
3. Formation of racial justice committee outside of the firm's pro bono committee
4. Adding racial justice responsibilities to existing firm pro bono professionals' roles
5. Hiring additional pro bono professional(s) focused on racial justice pro bono
6. Strengthening collaboration between pro bono and diversity, equity & inclusion committees
7. Formation of a racial justice initiative and advisory task force to seek out pro bono opportunities
8. Secondments to legal services organizations focused on racial justice
9. Funding racial justice fellows at legal services organizations

Responses indicating firms were forming racial justice subcommittees within existing pro bono committees and adding racial justice focus/responsibilities to existing pro bono professionals' roles greatly outnumbered those indicating that firms were creating entirely new racial justice committees or hiring additional professionals to focus exclusively on racial justice pro bono matters. This strengthens the appearance of firms shifting pro bono resources, rather than adding new resources to reinforce racial justice efforts and expand pro bono efforts overall.

Finally, in order to determine the breadth of involvement in racial justice pro bono work among lawyers within firms, we asked firms to estimate what percentage of its attorneys worked on racial justice matters in 2021. Responding firms were asked to choose from among five bands covering 20% increments, ranging from 0-20% of lawyers to 80-100% of lawyers. By a small margin, the most common answer was between 20 and 40%, followed closely by 0-20%.

Portion of Firms Falling within Attorney Participation Band

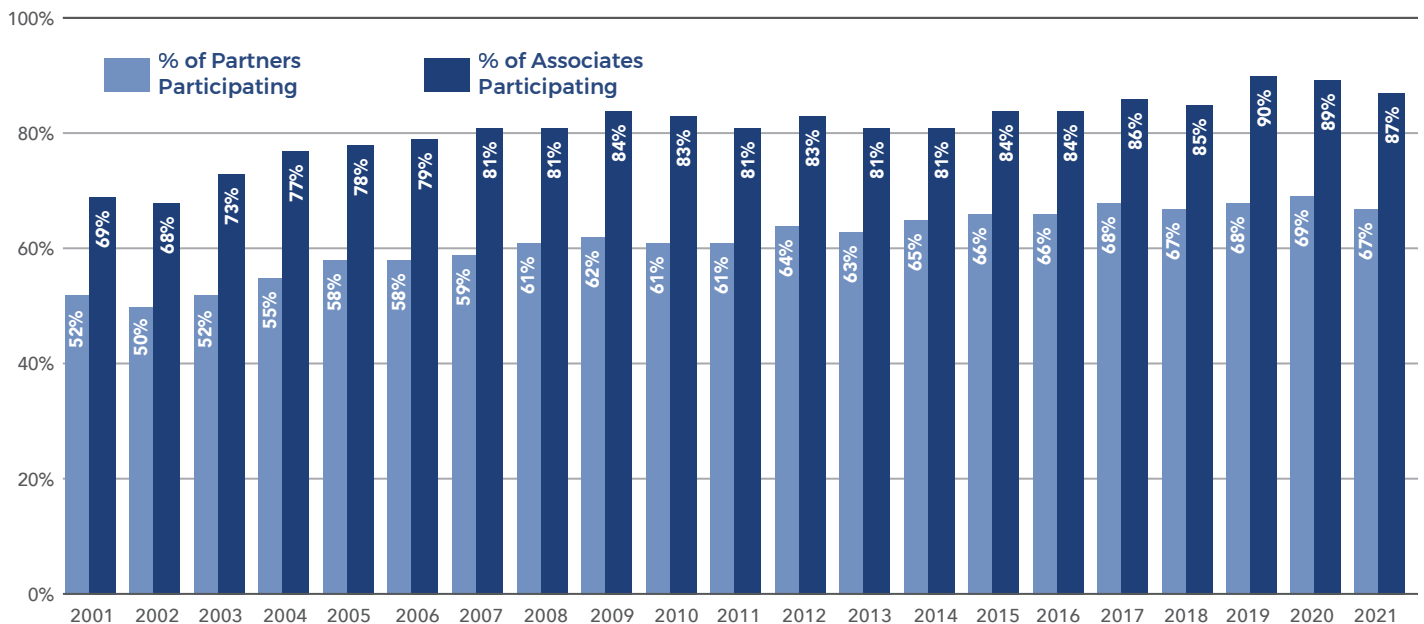
Challenge Signatory Attorney Participation Rates in Pro Bono Racial Justice Matters (n=50)



Participation

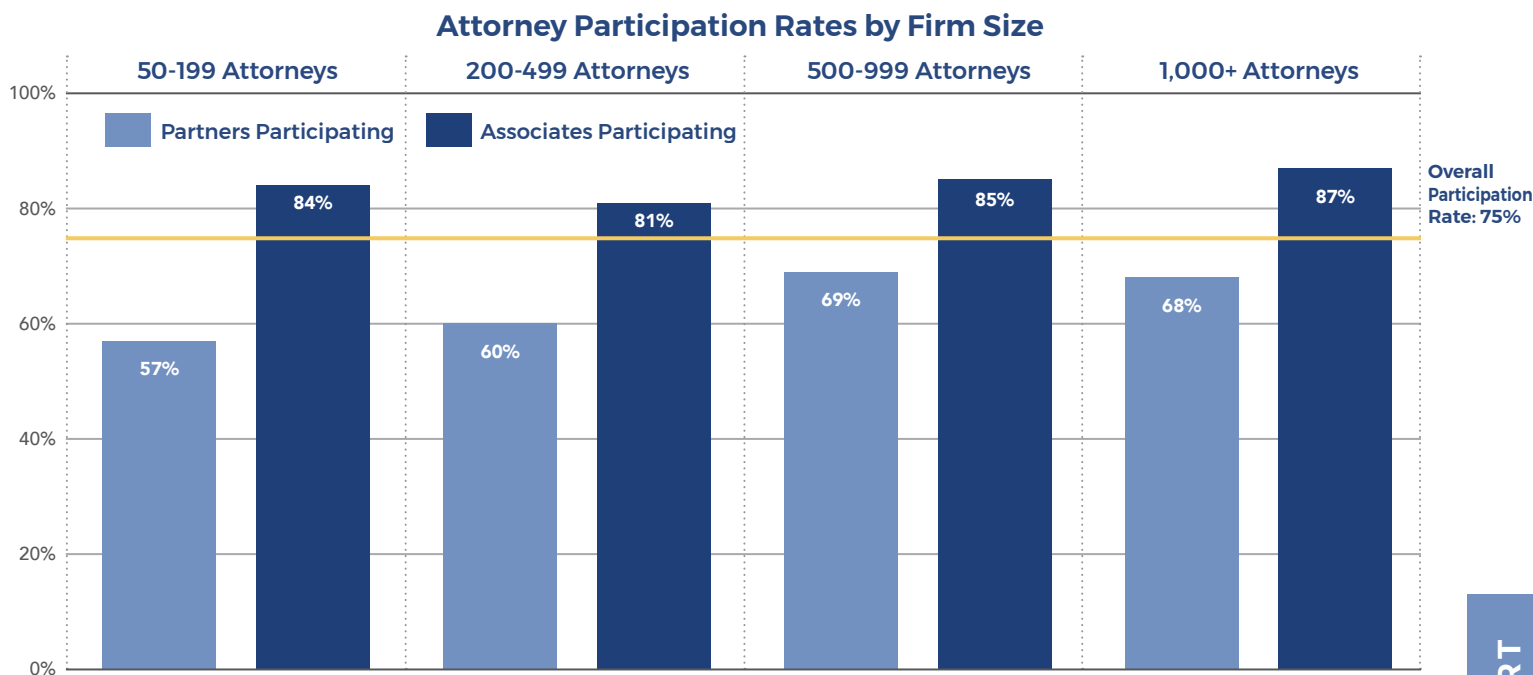
Participation rates in 2021 were down slightly for both partners and associates. As seen below, 66.7% of partners and 86.8% of associates participated in pro bono in 2021, compared to 69.47% and 88.7%, respectively, in 2020. Collectively, 75.0% of attorneys participated in pro bono in 2021, lower than the 77.7% who participated in 2020.

Attorney Participation Rates



2021 CHALLENGE PERFORMANCE DATA

The graph below shows a breakdown of partner/associate participation in pro bono by firm size for 2021.⁵



We also considered the importance of partner participation for maximizing associate participation, increasing pro bono hours per participant, and meeting and exceeding Challenge billable hour goals. At 0.60, 0.56 and 0.40 respectively, associate participation, pro bono hours per participant, and pro bono hours as a percentage of all billable hours all have positive correlations with partner participation, *i.e.* firms with higher partner participation rates also tend to have higher associate participation rates, higher pro bono hours per participant, and higher pro bono percentages.

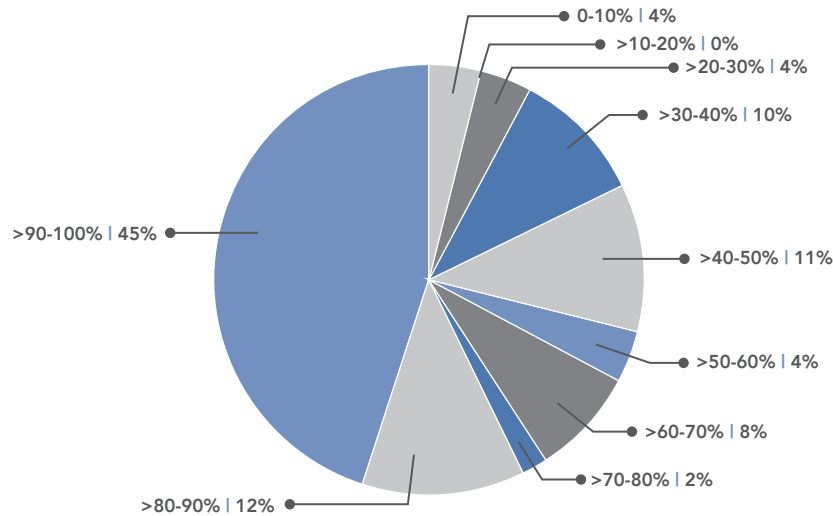
In addition, we asked law firms to provide more granular data with respect to law students, paralegals, legal assistants and other legal staff in pro bono matters. Fifty-one of the law firms responding to our survey reported employing law students in 2021.⁶ An overwhelming majority of these law firms (96%) involved their law students in pro bono, an increase from 93% for firms that reported last year. Further, a total of 1,476 law students, or 72.8% of all law students working at the responding firms, participated in those firms' pro bono programs (as compared to 71% last year). At the firms that included law students in their pro bono efforts, 73.5% of the law students they employed participated in pro bono; in 2021, 72% participated in pro bono.

Sixty-one percent of the firms with law student involvement enjoyed at least 75% law student participation rates, and 39% of the firms reported achieving participation rates of 100%. In contrast, last year 56% of the reporting firms reported at least 75% law student participation rates and 33% reported participation rates of 100%.

⁵ For a detailed breakdown of attorney participation rates by firm size, see Table 3 in Appendix B.

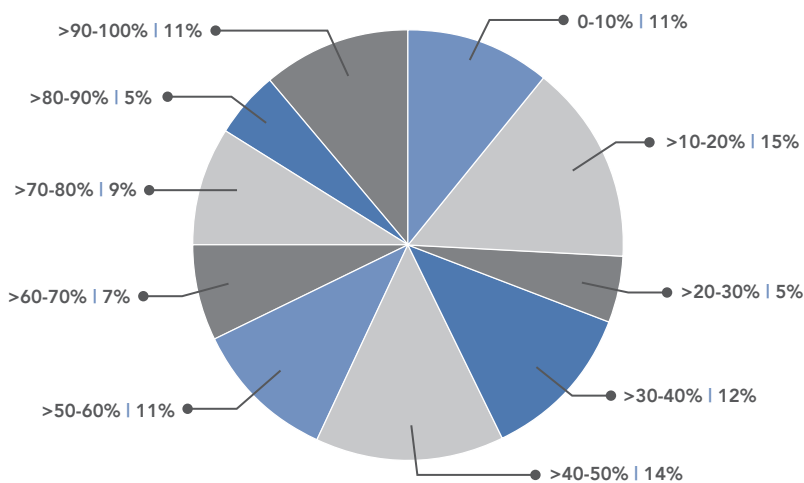
⁶ There appeared to be some confusion about the intent of our survey this year that may have led to the under-reporting of law students involved in pro bono. For the most part, the survey seeks statistics about "permanent" employees and asks law firms to report headcounts based on numbers of lawyers and staff associated with the firm as of the last day of the applicable year. However, with regard to law students, we recognize that most law firms hire students on a seasonal basis corresponding to summer recess at law school. To avoid missing this important segment of the legal community, the survey seeks information on law students employed any time over the course of the relevant calendar year. We intend to reword the 2023 Challenge Survey to make this clear.

Law Student Pro Bono Participation Rates at Challenge Signatory Firms with Law Students



With regard to other legal staff, 59% of responding firms reported employing paralegals, legal assistants, and others ("Legal Staff") that track their time in pro bono (compared to 97% last year). All of these firms reported having at least some of their Legal Staff engaged in pro bono. In all, firms reported a total of 3,264 Legal Staff (27%) participated in pro bono, down 12% from 2020. Seven percent of responding law firms reported participation rates of 100%; 22% of firms achieved participation rates of at least 75%; and 43% of firms had participation rates of more than 50%.

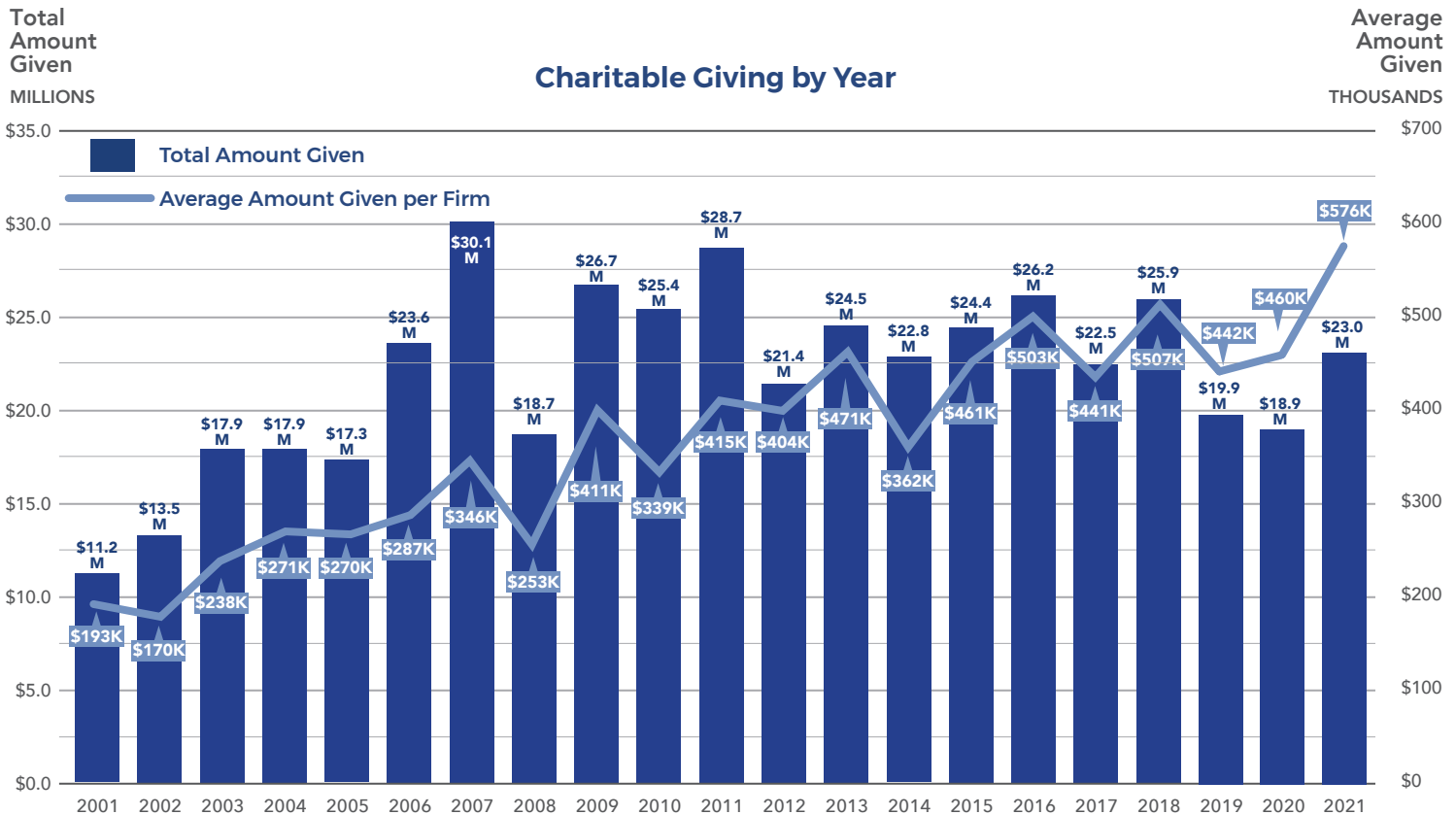
Other Legal Staff Pro Bono Participation Rates at Challenge Signatory Firms



2021 CHALLENGE PERFORMANCE DATA

Charitable Donations

Each year, the Challenge survey asks firms to respond to several standard optional questions, including providing supplemental information on charitable donations to legal services organizations ("LSOs"). This year, 40 firms reported that they had donated \$23,043,603 in 2021 to LSOs, compared to last year, when 41 firms reported they had donated \$18,853,661 to LSOs in 2020. This represents an increase of more than 25% in the average level of giving per firm.



This year we also examined the relationship between (a) charitable giving to entities providing free legal services, and (b) other firm attributes, including: (i) total billable hours, (ii) number of partners, (iii) number of partners participating in pro bono, and (iv) percentage of billable hours devoted to pro bono.

We discovered that there was a moderate⁷ correlation between total billable hours of a firm's lawyers and giving at 0.46. The highest correlation was between the percent of billable hours that a firm devoted to pro bono and giving – correlation coefficient of 0.54 – meaning those firms that engage in the most pro bono service also commonly provide more substantial financial support to LSOs. There was little correlation between the number of partners, and even the number of participating partners at a firm, and monetary contributions to LSOs made by that firm.

⁷In many fields, relationships are considered to be strong only if the correlation coefficient is at least 0.75. However, when it comes to human behavior, which is influenced by so many variables, correlation coefficients tend to be less than 0.6.

REFLECTIONS

While 2021 was an important year for law firm pro bono, by no means was it a banner year, with total pro bono hours dropping 14.9%. 2020 was the best year ever, producing record numbers for pro bono engagement. This increase in work occurred amidst the turmoil of the COVID-19 pandemic, which altered legal services for law firms, their billable clients, and the pro bono community.

A variety of key statistics in 2021 have fallen below the Challenge metrics of a decade or more ago: 1) total annual pro bono hours are back to levels experienced from 2010 to 2016; 2) pro bono as a percentage of total billable hours has not been this low since 2007; 3) average pro bono hours per attorney are now back to levels not seen since shortly after the turn of the century; and 4) the percentage of firms achieving their goal of devoting three percent of billable hours to pro bono reflects numbers last seen in 2003 and 2004.

On the bright side, the percentage of pro bono time devoted to directly serving those of limited means or organizations serving individuals of limited means set a new record high of 74% in 2021. The percentage of law firms that achieved their goals of dedicating at least five percent of their billable hours to pro bono work rose in 2021 to levels last seen in 2011. Challenge signatories were almost universally able to up or maintain their racial justice pro bono hours in 2021, despite downturns in other areas, helping to keep momentum behind a movement that is long overdue. Finally, monetary donations to legal services organizations set a new record on a giving-per-firm basis in 2021, up more than 25% from 2020.

Perhaps most importantly for prospects of resuming an upward climb in law firm pro bono service is the relatively stable percentage of attorneys involved in pro bono at Challenge signatory firms. Total pro bono hours declined 15% between 2020 and 2021, despite a 7% increase in the number of lawyers at reporting signatory firms over the same period, and pro bono hours per attorney fell about 20% year-to-year. Yet, the overall participation rate only dropped roughly 3% and the number of attorneys participating in pro bono at Challenge signatory firms that reported in both 2020 and 2021 increased by 3%. **In short, the drop in key metrics in 2021 can be largely attributed to fewer hours spent by each lawyer on pro bono, not fewer lawyers engaged in pro bono.**

In gearing up for future progress, it should be easier for firms to establish incentives and other conditions that encourage more pro bono by lawyers already actively engaged in pro bono, than it would be to recruit higher numbers of lawyers. This is particularly true because the percentage of signatory lawyers engaged in pro bono is already quite high at 75%, while the percentage of billable hours spent on pro bono is quite low at 3.3% and numerous firms have already demonstrated the feasibility of pro bono hour percentages greater than 5%. At a time of continuing widespread economic challenge, increased need, social upheaval and concern for the future, a strong base of attorneys who believe and participate in achieving access to justice for all is essential for law firms to play a meaningful role in helping society.

Pro Bono is a Core Value

- > The Law Firm Pro Bono Project initiative's longitudinal data confirms that law firm pro bono does not follow a steady upward spiral. Towards the end of the Great Recession, from 2009 to 2010, Challenge signatories' collective annual pro bono hours dropped more than 8%, despite 4 more firms reporting. Pro bono hours continued to decline another 7% through 2015, before climbing to new records in 2018 and peaking, to date, in 2020. Pro bono hours as a percentage of billable hours, average pro bono hours per attorneys, and the proportion of firms meeting their 3% Challenge goals all suffered similar stumbles and recoveries. Then and now, attorney participation rates suffered a much smaller drop. We are hopeful that this continuing attorney interest, as reflected in participation rates over the years, will again fuel improvements in other key metrics once a new normal for the legal community is fully established.

- > Unlike previous times of stress for the law firm pro bono community, pro bono hours devoted to serving those of limited means have, thus far, not suffered a disproportionate drop. (Between 2009 and 2013, pro bono hours for those of limited means decreased by 33% versus a 12% decrease in overall pro bono hours, while the decline in 2021 for those of limited means was 11% compared to 15% in overall pro bono.) While no final conclusions can be drawn until pro bono metrics begin to improve again, this may be a sign that the maturing state of pro bono at law firms is allowing pro bono programs to partially mitigate conditions that temporarily restrict the availability of pro bono resources.
- > In 2021, 42% of Challenge signatories that committed to at least 3% of total billable hours to pro bono services met their Challenge goals. This is about 2/3 as many firms as in 2020 and less than 3/4 of the firms in 2019. Because participation rates remain high, firms that did not meet their goals should consider how to create conditions that encourage their lawyers to spend more time on pro bono. While disruptive conditions were present during 2021, the fact that a larger percentage of firms with 5% Challenge goals achieved those goals (64%) in 2021 than at any time since 2010 demonstrates that the Challenge goals are reasonable and can be met even during difficult times.
- > 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 2021, the combined attorney participation rate for partners and associates was 75%. Although this was slightly shy of the all-time record of 77.7% set in 2020, it is still well in excess of the Challenge's founding goals and a testament to attorney interest and support for pro bono at the grass roots level. Firms should recognize the efforts of attorneys and staff to meet their professional obligations to contribute through pro bono, especially during a time of high lateral movement throughout the legal industry.
- > The modest drop in average overall attorney participation from 77.7% to 75% is only that – an average. On the individual firm level, firms saw swings from between a 24% drop in participation rates to an increase of 35%. While many firms, to increase pro bono to levels seen in previous years, can focus on increasing engagement by those already participating in pro bono, some firms should seek to grow both the pool of lawyers and the number of hours volunteers are engaging in pro bono.
- > As we progress through the second 25 years of the Challenge, we can take heart that despite the setbacks experienced in 2021 and little growth in the annual average pro bono hours per attorney over the decades (the 2021 average pro bono hours per attorney was only 1.8 hours greater than in 1995), the number of lawyers participating in the pro bono movement is truly staggering and continues to grow. In 1995, the Challenge survey identified 17,779 attorneys participating in pro bono. In the banner year of 2020, Challenge signatories reported 60,757 attorneys participating in pro bono, and, in the difficult year of 2021, that number grew to 62,832.⁸
- > Pro bono performance continues to vary greatly by geographic region, which demonstrates the need to address persistent differences in pro bono culture, leadership, infrastructure, and the availability of pro bono opportunities.
- > In these times of crisis (both natural and human-made), it is imperative that law firms rise to the occasion to secure and protect the rights of underserved and marginalized communities. 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.

⁸In 1995, PBI attorney participation tracking was limited to partners and associates. In recent years, PBI has tracked all attorneys at reporting firms. For comparison purposes, the number of partners and associates reported to have participated in pro bono in 2021 was 56,355.

Responding to New and Chronic Challenges

- > In 2021, we observed that demand for COVID-19 related pro bono services may well peak only after the spread of the virus ebbs. As important as the government COVID-19 relief initiatives have been and continue to be, many of those measures have served to delay, rather than mitigate the harm. For example, moratoriums on housing evictions and mortgage foreclosures have forestalled many from becoming homeless; helping to keep people out of shelters and thereby reducing the spread of COVID-19. However, when such moratoriums fall, many renters and homeowners are not be able to cover past due amounts, creating increased need for legal assistance.
- > Based on our survey results this year, it is clear that the vast majority firms continue to devote a portion of their pro bono resources to combatting ills associated with COVID-19, and firms are adapting their focus to where it is needed most as the crisis continues to unfold. However, 2021 saw a 38% drop in pandemic-related pro bono work, well over twice the overall drop in pro bono hours for the year. While the legal needs related to the pandemic may have subsided or shifted in some areas, it continues to impact many underserved communities. The PBI Law Firm Pro Bono Project initiative stands ready to assist existing and new members with improving the efficiency, focus and impact of their pro bono programs to keep pro bono attorneys engaged and maximize what can be accomplished in the face of continuing need as well as increased commercial demands or other obstacles. To track law firm success in meeting needs related to the COVID-19 crisis, Challenge signatories should anticipate another round of COVID-19 related survey questions in January 2023.
- > Racial justice can hardly be considered a new issue. Indeed, it is a chronic issue that has historically attracted attention in waves. In recent years, this issue has once again risen to the forefront and is getting increasing national and global attention that needs to be sustained on many fronts if we are finally to achieve equity in our system of justice and in society, more broadly.
- > In 2020, 94% of responding firms adopted a new or renewed focus on racial justice. The results from this year's survey show that 99% of responding Challenge signatories have sustained or upped that focus. The lack of a common definition of racial justice work among Challenge signatories makes it impossible to quantify the level of resources being devoted to racial justice. However, responding firms reported engaging in a broad range of racial justice work; many firms focused their efforts in 2021 on specific areas where communities of color have been disproportionately impacted and where there exists a persistent equity gap, including criminal justice, economic empowerment, housing, education and healthcare.
- > Despite the increased focus on racial justice, it is undeniable that much remains to be done to fully implement racial justice initiatives within law firms. For these initiatives to be effective, in addition to being sustained over time, they must utilize multifaceted and collaborative approaches. As we noted last year, there is no silver bullet. Fortunately, given the increasing attention the large majority of law firms have been giving to racial justice in recent years, PBI hopes that 2022 will produce further engagement in this area.

Staffing Racial Justice

- > Many firms are restructuring their pro bono infrastructure to ensure racial justice work is pursued in a coordinated and meaningful way. This includes adding racial justice responsibilities to existing committees and pro bono professionals; forming new committees or subcommittees focused on racial justice; and hiring new pro bono professionals, some fully dedicated to racial justice work. These are welcome developments that will help sustain racial justice efforts in the years to come. However, in choosing between restructuring existing resources and bringing additional resources to bear, firms should be mindful that many committees and pro bono professionals are already stretched thin. To make more than incremental progress in pursuing access to justice for all, more than a shifting of existing resources may be required.
- > The demand for pro bono legal services to achieve racial equity will not slacken any time soon. Consequently, law firms can expect to see future questions in the Challenge survey on this subject, and we encourage all firms to track their efforts in a way that allows for meaningful analysis.

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*). This year, 74% of all pro bono time was devoted to those of limited means and organizations serving them. This establishes an all-time record for the more than 25 years that PBI has been tracking this metric. In step with the Challenge goals, signatories are continuing to make service to persons of limited means, both direct and indirect, a priority.
- > In our 2021 Report, we noted that indirect and direct service to persons of limited means does not come at the cost of other worthy pro bono causes. In a down year for pro bono, as was the case in 2021, an increased focus on serving those of limited means, necessarily resulted in fewer hours being devoted to other causes. However, the correlation between firms that do more limited means pro bono work also doing more other types of pro bono work grew even stronger in 2021 than in 2020. Accordingly, when a law firm chooses to increase its commitment to pro bono, all causes are better off, and placing emphasis on serving those of limited means does not preclude providing law firm pro bono participants with a wealth of opportunities of all types.
- > With regard to the direct provision of legal services to individuals of limited means, this year we also asked firms to separately report (on a voluntary basis) the percentage of pro bono provided directly to persons of limited means (as opposed to organizations that assist individuals of limited means). About two-fifths (38.1%) of firms provided information responsive to this question (despite the voluntary nature of the question and the fact this category has not historically been separately tracked by most firms). Their responses indicated that nearly three-quarters (72.6%) of pro bono time devoted to serving individuals of limited means took the form of direct representation of persons of limited means.
- > With regard to charitable donations, it appears that firms that have a strong culture of pro bono also have a strong culture of giving in support of legal aid. It remains true that there was a strong correlation between firms with high pro bono hour percentages by partners and associates and giving. There was only a weak correlation between the number of partners at a firm and giving (indeed, even between the number of partners participating in pro bono at a firm and giving) and a modest correlation between total billable

hours of a firm and giving. Thus, firms that give generously do not do so merely because they have the fiscal resources to support such giving, but rather because culturally they are willing to dig deeper and contribute a greater percentage of both (a) their earning potential (in the form of legal services hours) and (b) their earnings (in the form of cash contributions) than other firms.

- > The financial support provided by Challenge signatories to legal services organizations, whose expertise and assistance make law firm pro bono possible, is critical. In 2022, 40 firms reported that they had donated \$23,043,603 to legal services organizations in 2021. (In 2021, 41 firms reported they had donated \$18,853,661 in 2020; in 2020, 45 firms reported that they had donated \$19,906,087 in 2019; and in 2019, 51 reporting firms donated \$25,891,604 in 2018.) Thus, 2021 marks a welcome departure from the recent trend of decreased donations over the prior three years. Indeed, the average reported firm donation in 2021 increased by more than 25% (from 2020) and stands at an all-time high.
- > 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 PBI Law Firm Pro Bono Project staff. Of course, such giving should also be in addition to, rather than in lieu of, pro bono hours contributed by law firm attorneys and staff.

Inspiring Action and Maximizing Impact: The Year Ahead

- > 2022 is the 27th year of the Law Firm Pro Bono Challenge initiative. This is a critical time in law firm pro bono, and PBI looks forward to further expansion of the Challenge initiative, and improving the value of this Report as a benchmarking tool and vehicle for refinement and change. Challenge signatory firms that are also PBI Law Firm Pro Bono Project member firms are encouraged to use their 15+ hours of free consulting time to explore their individual performance in more detail with PBI staff, which can be helpful in identifying practicable ways to improve their pro bono programs.
- > We are encouraged 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 they cannot meet the Challenge goals, we encourage them to sign on and use this tool to advance pro bono at their firms. There is no downside to enrolling, as we do not publish disaggregated statistics, nor do we in any way publicly 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. In 2022, the Law Firm Pro Bono Project initiative, with the help of its members and others, continues to search for practicable ways for law firms to evaluate the effectiveness of their pro bono programs. While that effort proceeds, we urge each law firm to 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?

- > 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.

Law Firm Pro Bono Project
Pro Bono Institute
1032 15th Street, NW
#407
Washington, DC 20005-1502
202.729.6699
lawfirm@probonoinst.org
www.probonoinst.org

June 2022

2022

Report on the Law Firm Pro Bono Challenge Initiative

APPENDICES

METHODOLOGY

In accordance with our standard practice, 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% of each firm's respective year-end head count.

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. Starting in 2020, we also asked firms to separately report on: 1) law students; and 2) paralegals, legal assistants and other (non-lawyer) staff. These additional groups represent an important resource for current law firm pro bono programs and their involvement with pro bono now will lead to future lawyers, members of the judiciary and policy makers with a greater appreciation for access to justice and the challenges that have yet to be overcome.

For ease of reference, we now present the data over a 20-year period, *i.e.* in this Report from 2001 to 2021.

DATA TABLES

Table 1: Average Pro Bono Reporting by Firm Size

Firm Size	2021 # of Firms Reporting	2021 Average Pro Bono Percentage	2021 Average Pro Bono Hours Per Attorney	2020 # of Firms Reporting	2020 Average Pro Bono Percentage	2020 Average Pro Bono Hours Per Attorney	Average Pro Bono Percentage Change
50 - 199 Attorneys	21	3.11%	47.79	22	3.97%	60.73	-0.86%
200 - 499 Attorneys	33	2.95%	49.22	34	3.43%	56.08	-0.48%
500 - 999 Attorneys	52	3.38%	57.55	45	4.03%	70.68	-0.65%
1,000 + Attorneys	20	3.38%	54.69	22	4.64%	73.33	-1.25%

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

Category	2021 # of Attorneys	2021 # of Attorneys Participating	2021 Participation Rate	2020 # of Attorneys	2020 # of Attorneys Participating	2020 Participation Rate
Partners	32,671	21,782	66.7%	31,797	22,088	69.5%
Associates	39,829	34,160	86.8%	35,742	31,691	88.7%
Counsel	7,914	5,160	65.2%	7,656	5,221	68.2%
Staff/Other Attorneys	3,335	1,729	51.8%	3,008	1,757	58.4%
Totals⁹	83,749	62,831	75.0%	78,204	60,757	77.7%

⁹ Totals exceed sum of individual attorney types because of (a) rounding of full-time attorney equivalent head counts and (b) a very small number of firms reporting only total attorneys and total attorneys participating, without a by-type breakdown.

Table 3: Average Participation by Firm Size

Firm Size	2021 # of Firms Reporting	2021 Partner Participation Rate	2021 Associate Participation Rate	2021 Attorney Participation Rate	2020 # of Firms Reporting	2020 Partner Participation Rate	2020 Associate Participation Rate	2020 Attorney Participation Rate
50 - 199 Attorneys	21	57%	84%	66%	22	60%	83%	68%
200 - 499 Attorneys	33	60%	81%	67%	34	64%	84%	70%
500 - 999 Attorneys	52	69%	85%	76%	45	72%	89%	79%
1,000 + Attorneys	20	68%	87%	78%	22	70%	89%	79%

Table 4: Donations per Attorney by Firm Size¹⁰

Firm Size	Average Amount per Attorney Donated to Legal Services Organizations in 2021	Average Amount per Attorney Donated to Legal Services Organizations in 2020
50 - 199 Attorneys ¹¹	\$398	\$1,496
200 - 499 Attorneys ¹²	\$477	\$635
500 - 999 Attorneys	\$749	\$492
1,000 + Attorneys ¹³	\$628	\$1,739

¹⁰This year we improved the Donations per Attorney by Firm Size metric by accounting for law firms that only report headcounts (and pro bono participation) for a portion of their offices, but report total giving. Absent this adjustment, the giving per attorney for all but the largest class of firms would tend to be overstated. In addition, where noted, we removed any outlier firm within each firm size group that would have distorted the typical giving level of the other members of the group. These adjustments should provide a more representative and stable metric with the limitations of the data we collect, but does mean that the amounts shown for 2021 in Table 4 are not directly comparable to those shown for 2020. For this year, the figures are best used to compare differences in giving between the firm size groups in 2021.

¹¹Statistics for one outlier firm removed.

¹²Statistics for one outlier firm removed.

¹³Statistics for one outlier firm removed.

2022 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 2022, particularly in light of the pandemic and its aftermath, which has greatly increased the need for pro bono.

- * 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
- Barnes & Thornburg
- Ballard Spahr
- Beveridge & Diamond
- † Blank Rome
- Bradley Arant Boult Cummings
- † Brown Rudnick
- Brownstein Hyatt Farber Schreck
- * Bryan Cave Leighton Paisner
- Buchanan Ingersoll & Rooney
- Buckley
- † Butler Snow
- Carlton Fields
- * Carrington, Coleman, Sloman & Blumenthal
DALLAS, TX OFFICE ONLY
- Clark Hill
- * Cleary Gottlieb Steen & Hamilton
- Cooley
- * Covington & Burling
- † Cozen O'Connor
- † Cravath, Swaine & Moore
- Crowell & Moring
- Davis Wright Tremaine
- Day Pitney
- * Debevoise & Plimpton
- † Dechert
- * DLA Piper (US)
- * Dorsey & Whitney
- * † Duane Morris
- Epstein Becker & Green
WASHINGTON, DC, OFFICE ONLY
- Eversheds Sutherland
- † Faegre Drinker
- Fenwick & West
- † Foley & Lardner
- Foley & Mansfield
- † Foley Hoag
- * Foster Garvey
- * Fredrikson & Byron
- Freshfields Bruckhaus Deringer (US)
- Fried, Frank, Harris, Shriver & Jacobson
- * Gibbons
- † Gibson, Dunn & Crutcher
- Goodwin Procter
- Goulston & Storrs
- Graves, Dougherty, Hearon & Moody
DALLAS, TX OFFICE ONLY
- 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, DC OFFICE ONLY
- Kirkland & Ellis
- Kramer Levin Naftalis & Frankel
- Latham & Watkins
- Linklaters
- Loeb & Loeb

* Denotes Charter signatories to the Challenge

† Denotes reporting on global offices, including U.S.

2022 REPORTING CHALLENGE SIGNATORIES

Lowenstein Sandler	* Orrick, Herrington & Sutcliffe	Shook, Hardy & Bacon
Manatt, Phelps & Phillips	Patterson Belknap Webb & Tyler NEW YORK, NY OFFICE ONLY	† Sidley Austin
Maslon	Paul Hastings	Simpson Thacher & Bartlett
Mayer Brown	* Paul, Weiss, Rifkind, Wharton & Garrison	* Skadden, Arps, Slate, Meagher & Flom
McCarter & English	Perkins Coie	* Steptoe & Johnson LLP
† McDermott Will & Emery	† Pillsbury Winthrop Shaw Pittman	Stinson
† McGuireWoods	* † Proskauer Rose	Thompson Coburn
Michael Best & Friedrich	Pullman & Comley	Troutman Pepper Hamilton Sanders
Milbank	Quarles & Brady	* Venable
Miller & Chevalier WASHINGTON, DC OFFICE ONLY	* Reed Smith	White & Case
Mintz, Levin, Cohn, Ferris, Glovsky and Popeo	Robins Kaplan	Wiley Rein
Mitchell Silberberg & Knupp	Robinson & Cole	Williams & Connolly WASHINGTON, DC OFFICE ONLY
† Morgan, Lewis & Bockius	Ropes & Gray	Willkie Farr & Gallagher
* Morrison & Foerster	Saul Ewing Arnstein & Lehr	* Wilmer Cutler Pickering Hale and Dorr
Munger Tolles	Schiff Hardin	Wilson Sonsini Goodrich & Rosati
* Nelson Mullins Riley & Scarborough	Schnader Harrison Segal & Lewis	* Winston & Strawn
† Nixon Peabody	Seyfarth Shaw	Womble Bond Dickinson
Norton Rose Fulbright	* Shearman & Sterling	Zuckerman Spaeder WASHINGTON, DC OFFICE ONLY
Nutter McClennen & Fish	Shipman & Goodwin	
O'Melveny & Myers		

* Denotes Charter signatories to the Challenge

† Denotes reporting on global offices, including U.S.

2022 NON-REPORTING CHALLENGE SIGNATORIES

These firms did not report in 2022 for the 2021 calendar year:

Coblentz Patch Duffy & Bass

Cohen Milstein Sellers & Toll

Dentons

Dykema Gossett

Finnegan, Henderson, Farabow, Garret & Dunner

Hollingsworth

Miller, Canfield, Paddock and Stone

Miller Nash

Snell & Wilmer

Vinson & Elkins

Weil, Gotshal & Manges

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 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 process.

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 meaningful 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, associate satisfaction, and more; and successfully encourage many firms to expand the breadth and depth of their pro bono docket.

In keeping with its status as the industry standard by which firms define, measure, and assess their pro bono achievements, PBI has endeavored to minimize any changes in the Challenge language over time. However, PBI also recognizes that the Challenge must be kept current, so as to continue to promote pro bono service that meets the needs of an evolving world. To that end, in 2022, we added a new clause (d) to Principle 5 calling for attention to systemic justice system inequities, including racial injustice. We also have convened a working group to review the definition of “pro bono” embodied in Challenge Principle 7 and our related supporting documents to ensure that our guidance is clear in areas that many Challenge signatories find the most difficult to put boundaries around, including: 1) global, 2) public rights; 3) racial justice; and 4) social enterprise and impact finance pro bono matters. With these refinements, we hope the Challenge will continue to constitute a rallying point and a catalyst that enables firms, despite economic cycles and other pressures, to contribute materially 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; and
 - d. To support the proactive reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts and outcomes for all by identifying and volunteering for pro bono opportunities that target racial injustice and other systemic inequities in the legal system.

LAW FIRM PRO BONO CHALLENGE STATEMENT

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