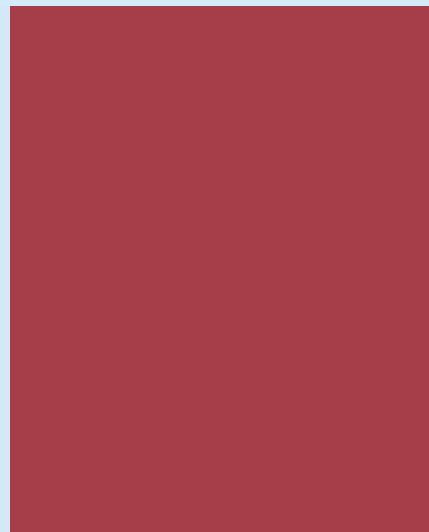




2024 BENCHMARKING REPORT

An Overview of In-House Pro Bono | August 2024



INTRODUCTION

The momentum for in-house legal pro bono has grown tremendously since 2000. During this time, [Corporate Pro Bono \(CPBO\)](#), a project of [Pro Bono Institute](#), has worked with more than 1,200 legal departments and in-house counsel associations, helping them grow, develop, and expand in-house pro bono programs and offerings for their legal staff and chapter members.

CPBO invited Corporate Pro Bono Challenge® signatories and additional legal departments that participate in CPBO programs and initiatives to participate in our 2024 Benchmarking Survey. The survey, which was open between February and May 2024, collected data from calendar year 2023.

This report includes responses from 54 legal departments. CPBO extends our deep appreciation and thanks to those departments that participated in the survey and commends them for their commitment to pro bono service.

This is the eighth benchmarking report CPBO has published. Prior CPBO Benchmarking Reports can be found on [CPBO's website](#). We look forward to the continued participation of our valued stakeholders in the next edition of the biennial Benchmarking survey.

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

Corporate Pro Bono Staff

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NOTABLE TRENDS

CPBO's 2024 Benchmarking Report examines the structure and substance of today's in-house pro bono programs. Legal departments are increasingly formalizing pro bono policies and expanding participation guidelines, solidifying pro bono as a foundational element within their organizational culture. The professionalization of program management through dedicated leadership and widespread adoption of hybrid work models further enhance these programs' adaptability.

This section covers key developments in pro bono policies, participation rates, program administration, hybrid opportunities, shifts in racial justice efforts, metrics tracking, budget allocations, and global engagement among legal departments.

Building a Pro Bono Foundation

In-house legal departments continue to adopt policies and guidelines that encourage pro bono participation. In 2024, a large majority of respondents reported they have a written pro bono policy (72 percent of respondents), an increase from 2022 (66 percent of respondents).

Pro bono participation remains strong due to several factors. One hundred percent of respondents reported that:

- Participation in pro bono service is permitted during normal work hours (the same as results from 2022 and 2020).
- Engagement in in-house pro bono is not limited to attorneys, but also includes paralegals and other professional staff in the legal department (compared to 95 percent of respondents in 2022 and 96 percent of respondents in 2020). This is the first time that 100 percent of departments reported that staff may participate.

Additionally, nearly all respondents reported that:

- There is no annual limit on the number of hours a volunteer can spend on pro bono (98 percent of respondents in 2024, compared to 98 percent in 2022 and 96 percent in 2020).
- Participation in pro bono is voluntary (96 percent of respondents in 2024, compared to 93 percent in 2022 and 98 percent in 2020).

The implementation of written pro bono policies, as well as a permissive approach to pro bono regarding when the service can take place and who can participate, embeds pro bono in the culture of legal departments and supports legal departments in doing this work.

NOTABLE TRENDS

Leading Pro Bono Programs

In-house pro bono programs continue to professionalize through dedicated management and leadership. In 2024, 24 percent of respondents reported having one or more full-time employees managing their program, up from 19 percent in 2022 and 7 percent in 2020. While some legal departments have hired lawyers to lead their pro bono programs, other companies have hired legal program managers, legal operations personnel, or other professional staff. The titles of these professional pro bono leaders illustrate the variety of professional arrangements, including: Pro Bono Counsel, In-House Pro Bono Director, Global Lead of Legal & Compliance Pro Bono Program, Global Corporate Counsel & Pro Bono Program Manager, Strategic Program and Operation Senior Manager, Senior Project Manager, Pro Bono Project Manager, Pro Bono Program Manager, Pro Bono Portfolio Manager, Senior Paralegal, and Legal Support & Pro Bono Program Coordinator. Legal departments continue to recognize the value of having dedicated paid support for managing pro bono programs, which can contribute to the program's strategic growth and long-term success.

The management of in-house pro bono programs by a volunteer pro bono committee has steadily increased. In 2024, 90 percent of respondents reported that they have a pro bono committee, up from 87 percent in 2022 and 77 percent in 2020. The continued growth of pro bono committees suggests that pro bono programs are increasingly part of the infrastructure of legal departments, which enhances the longevity of the program, maintains institutional knowledge, and ensures shared responsibilities among multiple leaders. Pro bono committees comprised of multiple leaders prevents burnout and creates additional opportunities for employees in diverse practice groups, locations, and roles.

In addition, many legal departments continue to rely on volunteer coordinators to administer their pro bono programs. In 2024, 50 percent of respondents reported having a pro bono coordinator, up from 45 percent in 2022 and similar to 51 percent in 2020. Many legal departments reported that they designate coordinators in addition to having a pro bono committee to lead their pro bono efforts. Importantly, departments often rely on a combination of leadership roles to administer their pro bono program. It is common to see paid professionals or volunteer coordinators working in partnership with a pro bono committee to lead the program.

Going Global

Legal departments' engagement in global pro bono has continued to increase at an impressive rate. In 2024, 60 percent of legal departments that responded engage in global pro bono, compared to 48 percent in 2022 and 35 percent in 2020. Over the years, global pro bono has consisted heavily of research, clinics, and educational/training projects, with document drafting becoming more common in 2024.

NOTABLE TRENDS

Embracing Hybrid Opportunities

As CPBO predicted in 2022, hybrid pro bono programs have become the “new normal.” In 2024, in-house pro bono programs have embraced hybrid work for pro bono, with 84 percent of responding legal departments offering a mix of in-person and remote pro bono opportunities. Only 10 percent of responding legal departments are mostly doing pro bono work remotely, and only 6 percent are mostly doing pro bono work in person.

This data reflects a meaningful change over the last few years, as responses to the Covid-19 pandemic have evolved. Forty-four percent of legal departments that responded to the 2022 Benchmarking Survey had no experience with remote pro bono prior to the pandemic. Legal departments worked with their pro bono partners, including legal services organizations, and adapted to the need for virtual operations, implementing remote technology to provide pro bono services virtually, as well as increasing remote pro bono opportunities. In 2021, 85 percent of legal departments moved to exclusively or mostly remote pro bono opportunities. As the pandemic progressed and legal departments became more fluid in 2022, that number dropped to 47 percent, with 54 percent of respondents moving to a hybrid model consisting of a mix of remote and in-person pro bono.

This shift to hybrid pro bono programs offers significant benefits to both clients and legal department employees:

- Hybrid models may accommodate clients' needs for flexibility with regard to in-person or virtual meetings, depending on their access to technology, transportation, childcare, and other factors.
- Volunteers have more flexibility to choose pro bono projects that align with their preferences, whether in-person for social connection or remote based on personal circumstances.
- These programs foster cross-office collaboration, enabling volunteers to work across jurisdictions and globally when supported by local legal expertise.
- By offering remote options, hybrid programs help reduce expenses related to travel, facilities, and event hosting, enhancing cost-efficiency.

Hybrid pro bono programs present ongoing challenges. Legal departments must find ways to engage dispersed workforces, including employees who come into the office and colleagues who work remotely. Programs should consider diverse volunteer needs across multiple locations to foster meaningful engagement, while also considering community needs. Successful programs should strive toward equitable access to technology, while recognizing that some clients will best be served in-person or over the phone. Programs should also consider both volunteer and client proficiency with evolving technology.

Different hybrid models suit varying situations. Legal departments, law firms, and legal aid organizations can creatively tailor pro bono opportunities to match volunteers' preferences and client requirements. This may involve offering in-person sessions for volunteer training and collaboration, remote options for client service, or supporting clients visiting legal aid offices or pro se help centers remotely.

NOTABLE TRENDS

Shifting Tides on Racial Justice Pro Bono and Criminal Justice Reform

Marking a notable shift, in 2022, 62 percent of responding legal departments indicated they had developed a new or renewed focus on racial justice in their pro bono programs in response to the murder of George Floyd and other notable incidences of police brutality. By 2024, however, only 33 percent of responding legal departments said they engaged in racial justice pro bono. Many legal departments have subsumed their racial justice pro bono efforts within their general pro bono program, and legal departments continue to serve communities of color through pro bono. Legal departments served clients in 2023 from Racial/Ethnic Minority communities (44 percent of respondents), the Black community (38 percent), Hispanic/Latino community (28 percent), AAPI community (18 percent), and Indigenous Peoples (6 percent).

Following a similar trend, in 2022, there was a large wave of companies publicly calling for criminal justice reform that has waned in 2024. Participation in pro bono work related to criminal justice reform dropped from 37 percent in 2022 to 23 percent in 2024. Nonetheless, legal departments continue to serve justice-impacted individuals, with 56 percent of respondents reporting that they provided pro bono legal assistance to persons convicted or accused of crimes, and 38 percent serving persons reentering after incarceration.

Measuring Impact

Legal departments have demonstrated a renewed interest in tracking pro bono. In 2024, 92 percent of responding legal departments track metrics, up from 82 percent in 2022 and just shy of 93 percent in 2020. For legal departments that track pro bono in 2024, 96 percent measure their participation rate, up from 88 percent in 2022 and 2020. And 85 percent measure pro bono hours, up from 78 percent in 2022 and 73 percent in 2020.

Tracking pro bono is a crucial step for legal departments to demonstrate the impact of their pro bono programs, and measuring progress toward pro bono goals can help motivate other employees to participate in pro bono programs. In particular, measuring pro bono participation is consistent with the Corporate Pro Bono Challenge® initiative, which sets an aspirational goal that 50 percent of a legal department will participate in pro bono annually.

NOTABLE TRENDS

Investing in Pro Bono

Unlike past years, more legal departments are funding their pro bono programs through a separate pro bono program budget rather than the legal department budget. In 2024, 54 percent of responding legal departments allocated pro bono expenses from their legal department budget, down from 76 percent in 2022 and 63 percent in 2020. Conversely, 46 percent of responding legal departments utilized a separate pro bono program budget in 2024, an increase from 26 percent in 2022 and 41 percent in 2020.

Interestingly, this shift toward dedicated pro bono budgets is accompanied by an increase in annual pro bono budgets, with more legal departments allocating \$100,000 (24 percent of respondents in 2024, compared to 16 percent of respondents in 2022 and 2020), and fewer legal departments allocating less than \$1,000 (15 percent of respondents in 2024, compared to 27 percent of respondents in 2022 and 29 percent of respondents in 2020). Growth in pro bono budgets is a positive sign for investment in in-house pro bono programs and the sustainability of these programs.

Next Steps

CPBO will continue to monitor trends, developments, and changes in in-house pro bono programs over the coming years.

CPBO provides technical assistance to legal departments on the issues discussed in the Benchmarking Report. For example, CPBO helps legal departments develop and refine their pro bono policies and guidelines, create strategic pro bono program leadership structures, make the business case for professionalizing the management of pro bono programs, implement metrics tools and practices, consider budgetary needs, identify pro bono opportunities around the globe, and share best practices. CPBO encourages legal departments to send their pro bono questions to cpbo@probonoinst.org.

COMPANY OVERVIEW

Departments

The following 54 legal departments contributed to the results in this Report:

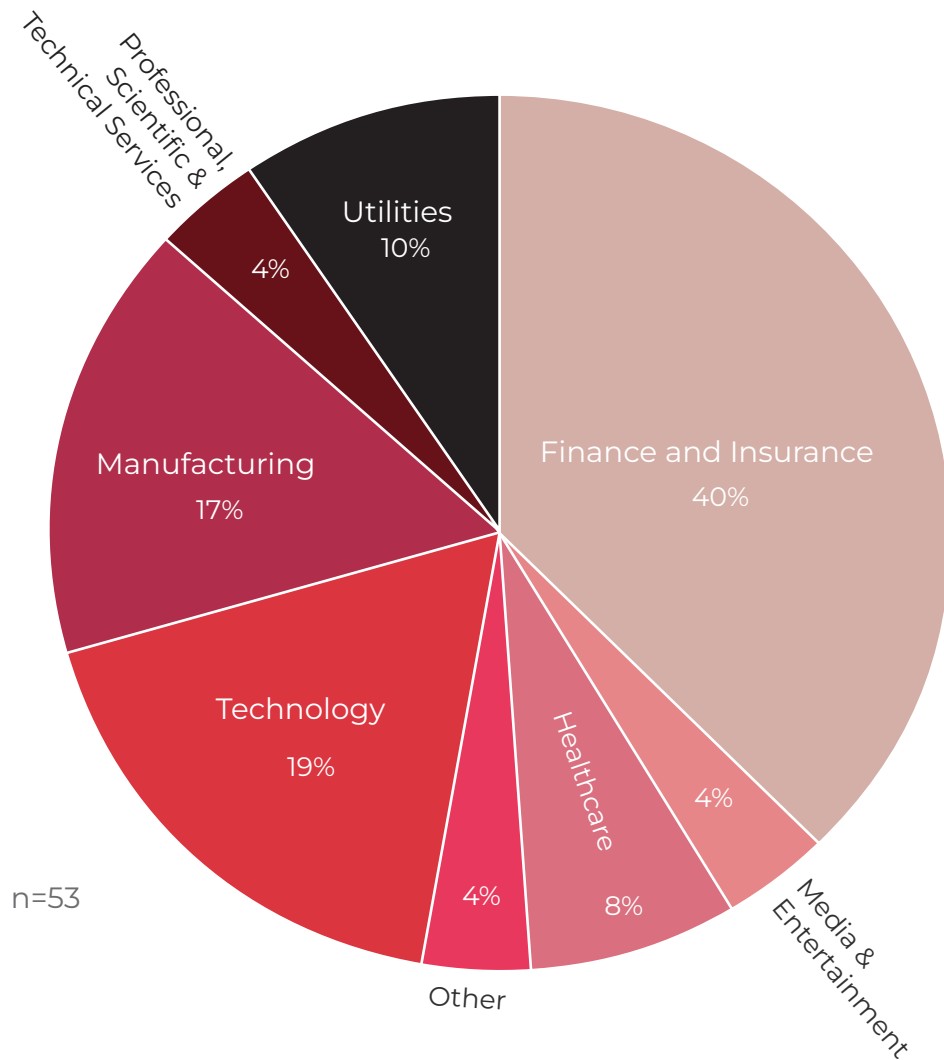
3M Company **	Entergy Corporation †**	Prudential Financial, Inc. †**
Accenture †**	Exelon Corporation **	Target Corporation †**
Advance Publications †**	Federal Home Loan Mortgage Corporation, (Freddie Mac) †**	Uber Technologies, Inc. **
Allianz Life Insurance Company of North America **	Federal Reserve Bank of New York **	UBS
Ally Bank †	FedEx Ground †**	Verizon Communications Inc. †**
American International Group, Inc. †**	General Mills †**	Wells Fargo & Company †
AT&T Inc. †**	Goldman Sachs	Williams Companies, Inc., The †**
Autodesk **	GlaxoSmithKline †**	Willis Towers Watson †**
Avangrid	Intel Corporation †**	Zurich American Insurance Company †**
Best Buy Co., Inc. †**	Kimball Electronics, Inc. **	
Bloomberg L.P. †**	Koch Capabilities, LLC †**	
BNY Mellon †**	KPMG †**	
Boston Scientific †**	Massachusetts Mutual Life Insurance Company †**	
Capital One Financial Corporation †**	Mayo Clinic †**	
Chevron Corporation	Merck & Co., Inc. **	
Cisco Systems, Inc. **	Microsoft Corporation †**	
Citigroup Inc. †**	Mondelēz International †**	
Comcast NBCUniversal †**	Oracle **	
Corebridge Financial **	Pfizer Inc. **	
Deere & Company **	Pinterest **	
Discover Financial Services †**	PNC Financial Services Group, Inc., The †**	
Elastic **	PPG Industries **	
Entain		

† We especially thank these 33 legal departments for responding to consecutive Benchmarking surveys in 2022 and 2024.

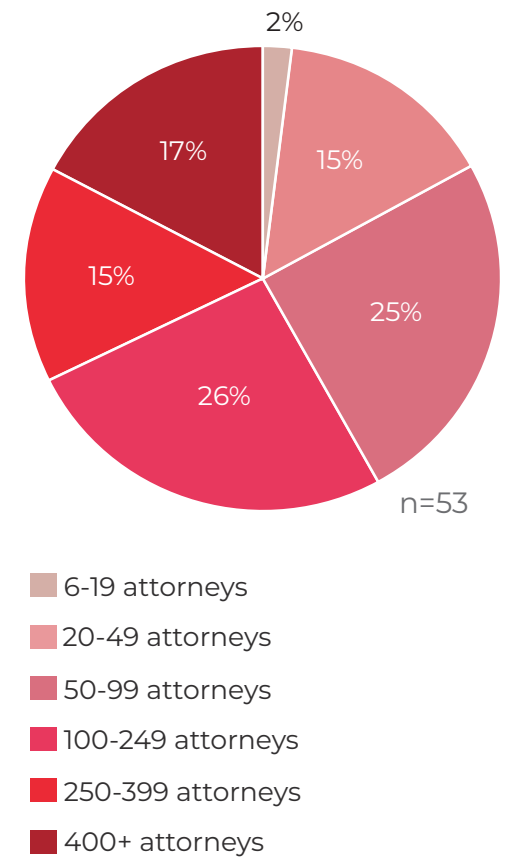
** denotes a Corporate Pro Bono Challenge® signatory

COMPANY OVERVIEW

Industry or Service Sector

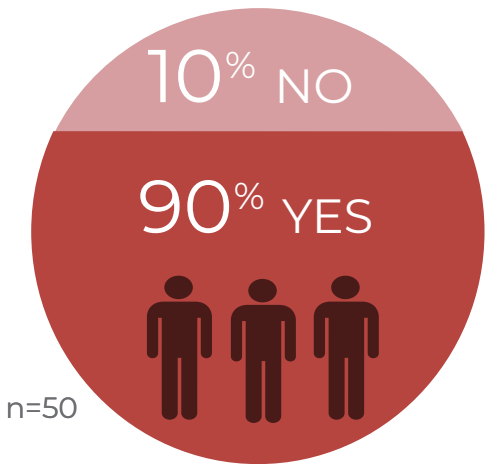


Legal Department Size



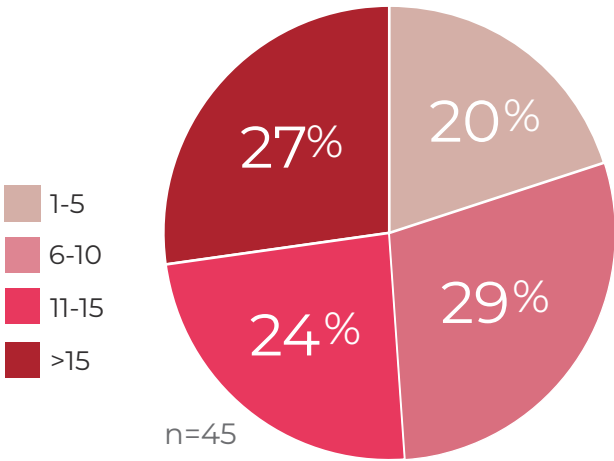
Managed by Pro Bono Committee

Does your legal department have a pro bono committee?



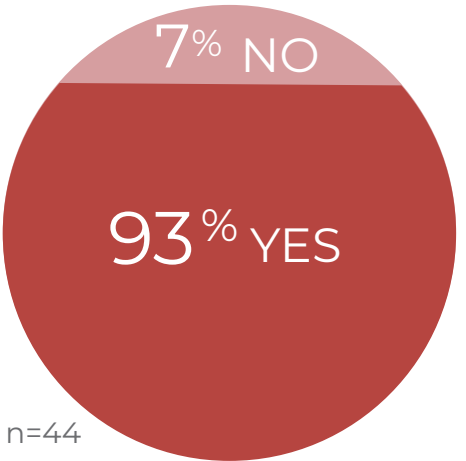
Committee Members

How many members comprise the pro bono committee?



Committee Chair / Co-Chairs

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

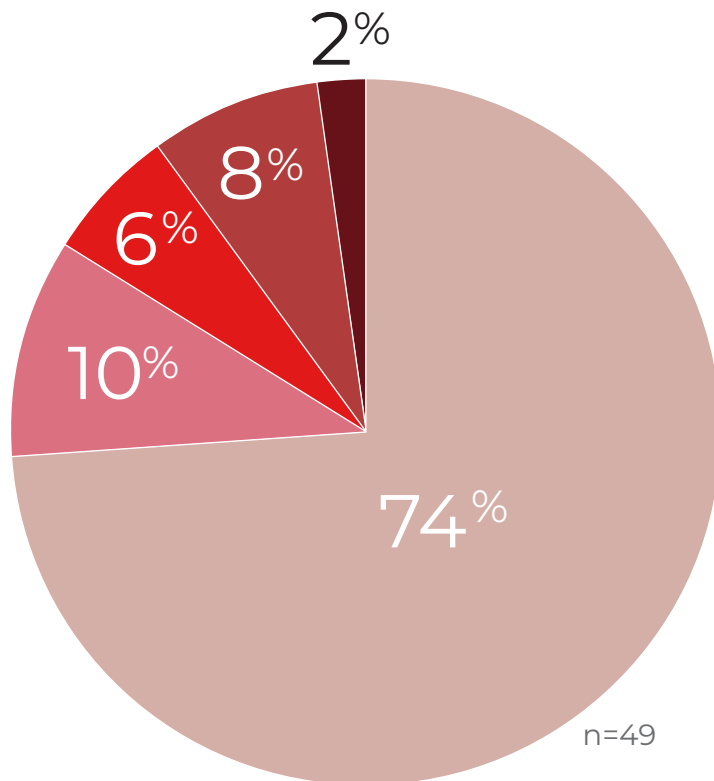


PROGRAM ADMINISTRATION

Program Management

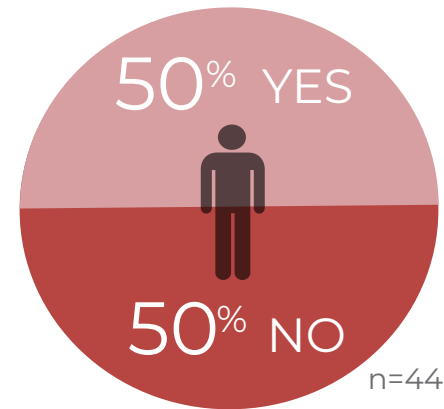
Does your legal department or company pay someone to manage or coordinate your pro bono program?

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



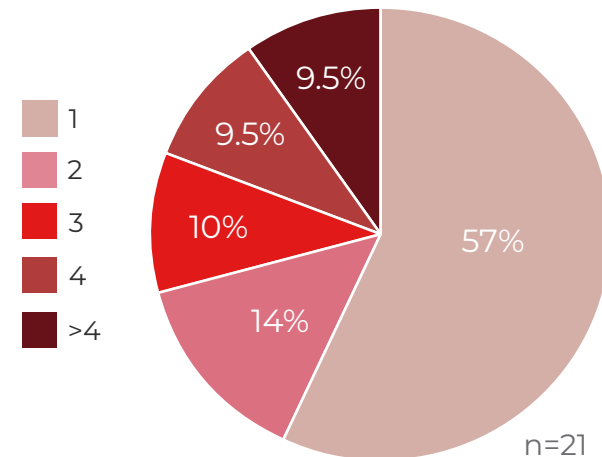
Pro Bono Coordinator

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



Number of Coordinators

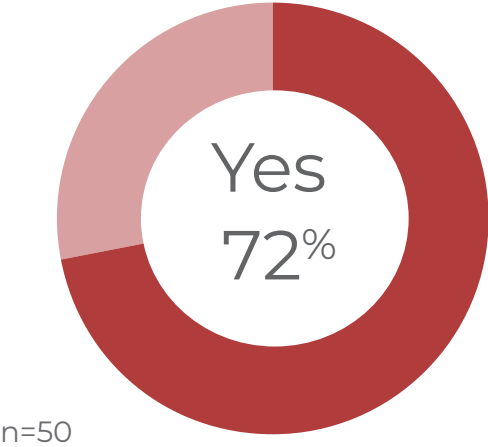
How many coordinators does your legal department have?



POLICY DETAILS

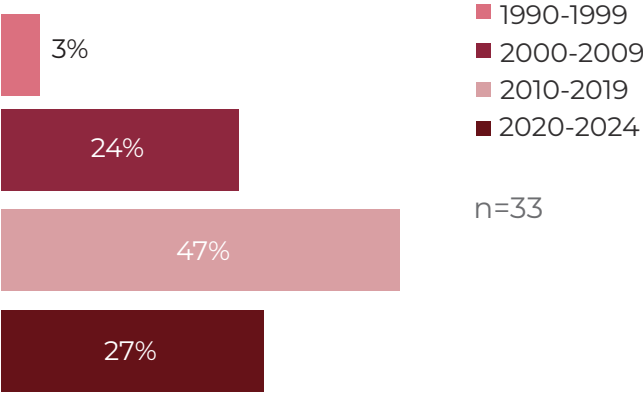
Pro Bono Policy

Does your legal department have a written pro bono policy?

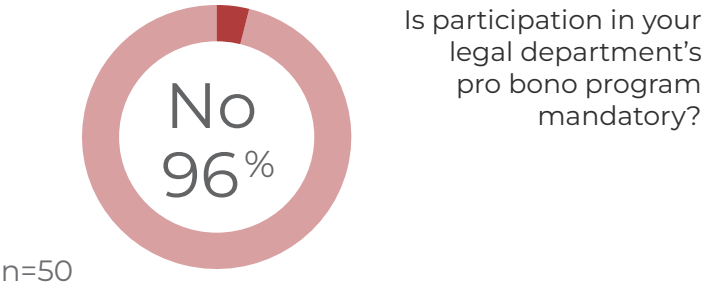


Pro Bono Policy Maturity

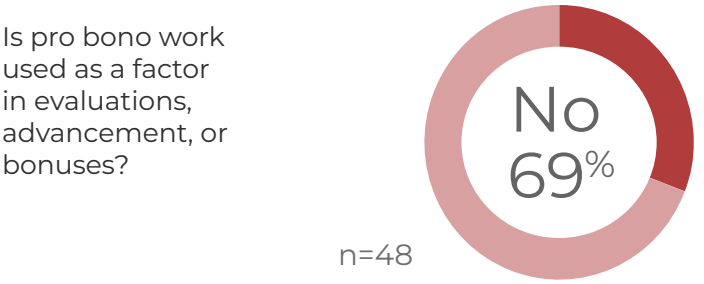
In what year did your legal department adopt a written pro bono policy?



Mandatory Pro Bono



Factor in Evaluations



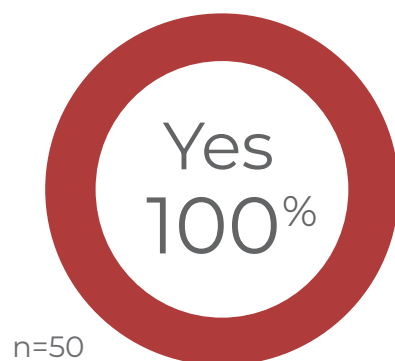
Legal Staff Participation



POLICY DETAILS

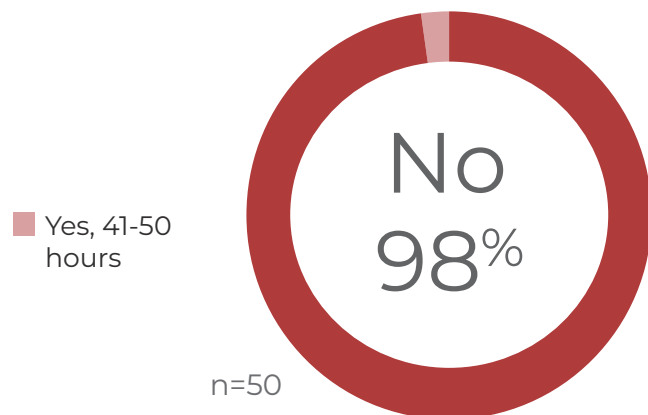
Pro Bono Hours

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



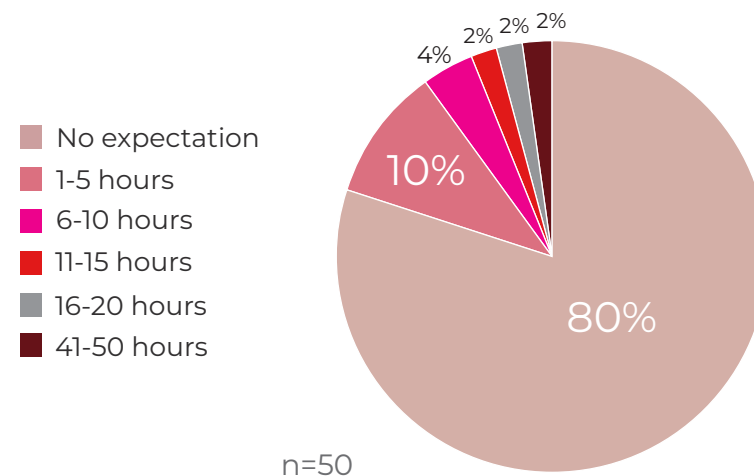
Annual Limit of Pro Bono Hours

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



Expectation of Pro Bono Hours

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



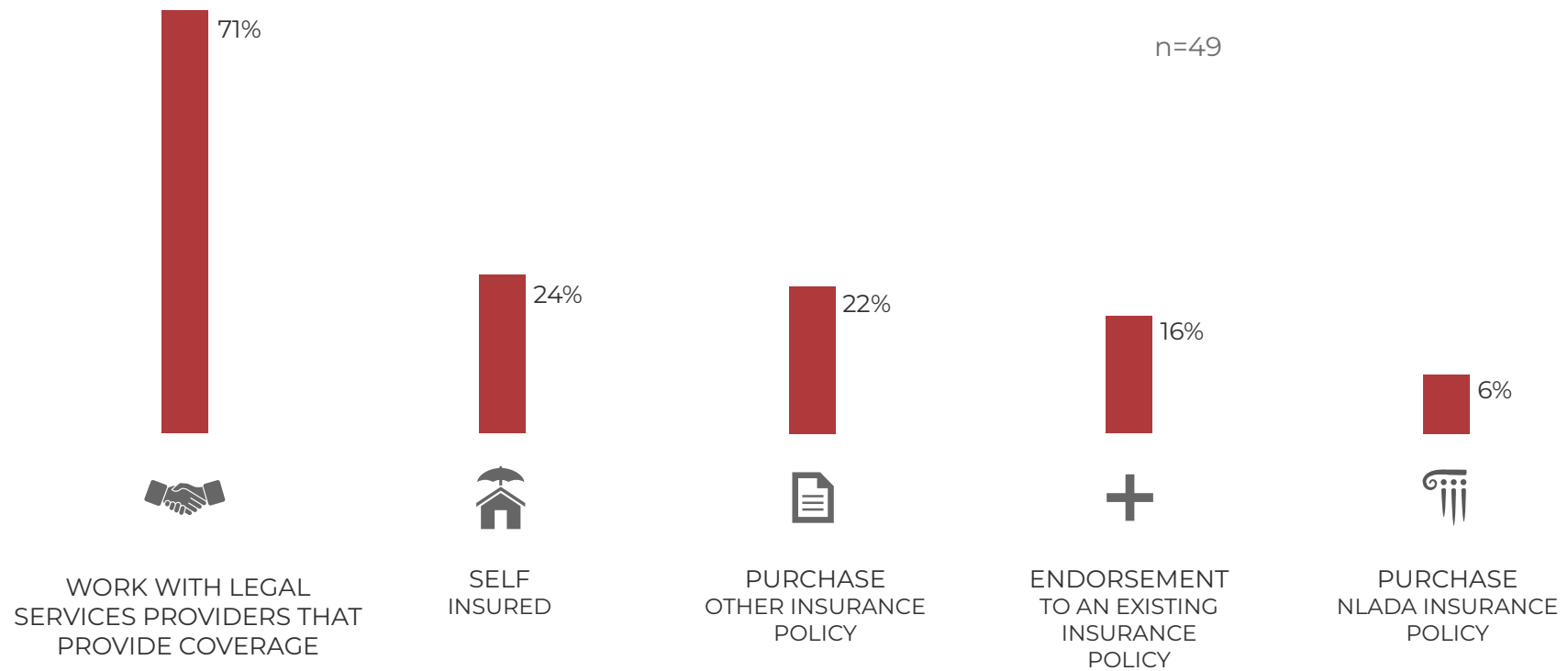
85%

OF DEPARTMENTS PERMIT
VOLUNTEERS TO TAKE ON PRO
BONO MATTERS OUTSIDE THE
OFFICIAL PROGRAM

MALPRACTICE INSURANCE

Professional Liability Insurance

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



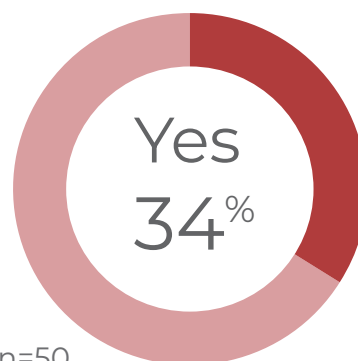
PRO BONO PARTNERSHIPS

Partnerships with Law Firms



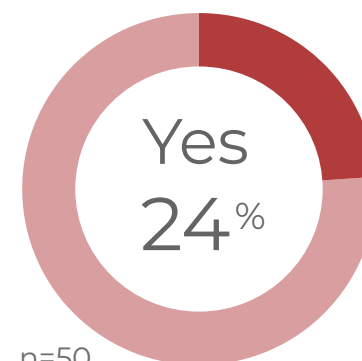
n=50

Does your legal department consider a firm's pro bono performance when evaluating outside counsel?



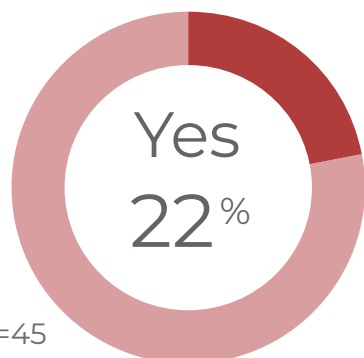
n=50

Does your legal department inquire regarding pro bono in RFPs, beauty contests, or retention processes?



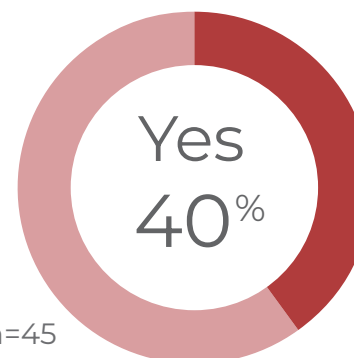
n=50

Has your legal department entered into a written agreement or memorandum of understanding with one or more of its law firm partners?



n=45

Does your legal department partner with firms with whom it does not have a prior business relationship?

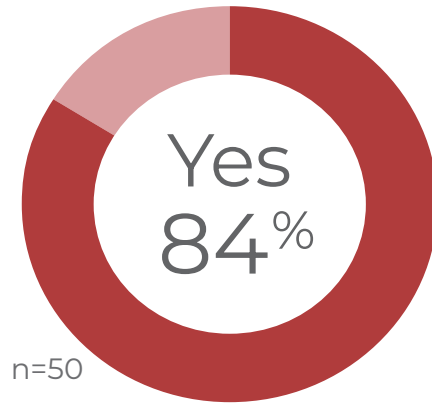


n=45

PRO BONO PARTNERSHIPS

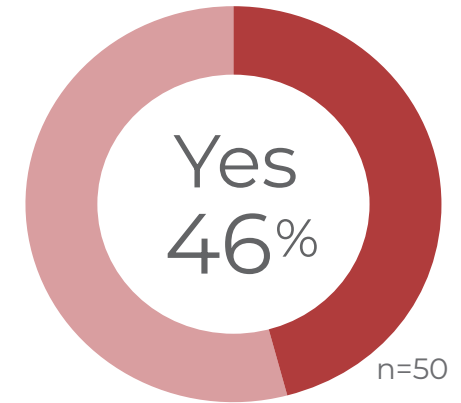
Partnerships with Legal Services Providers

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



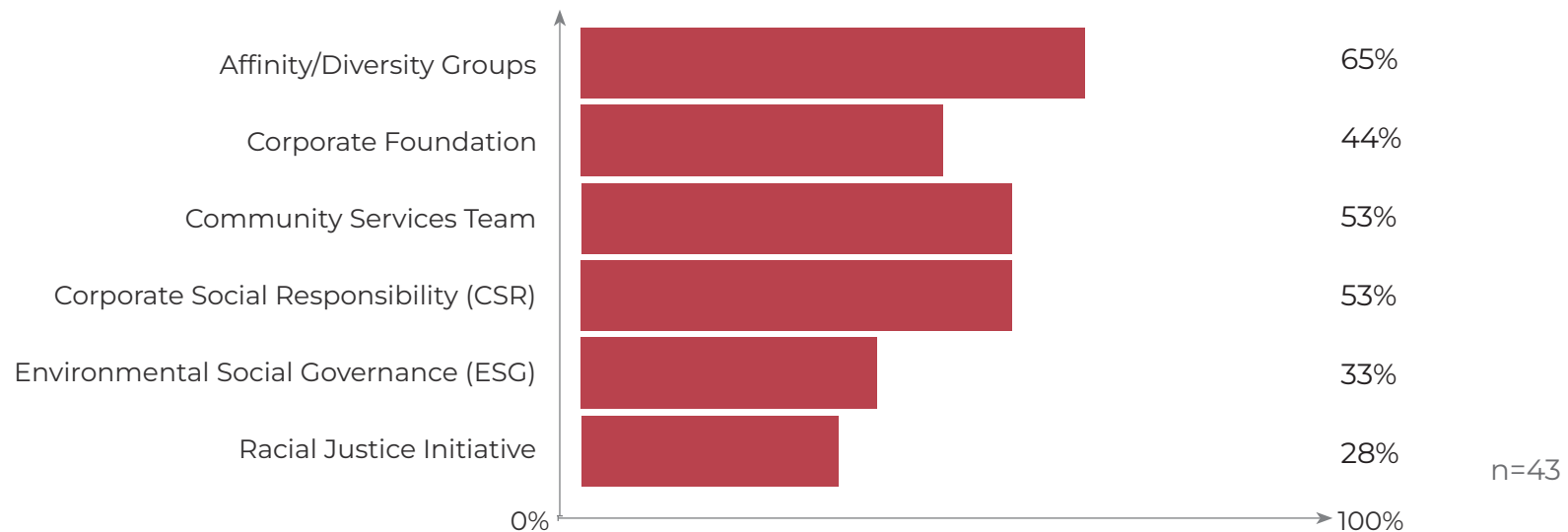
Partnerships with Legal Departments

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



Internal Partnerships

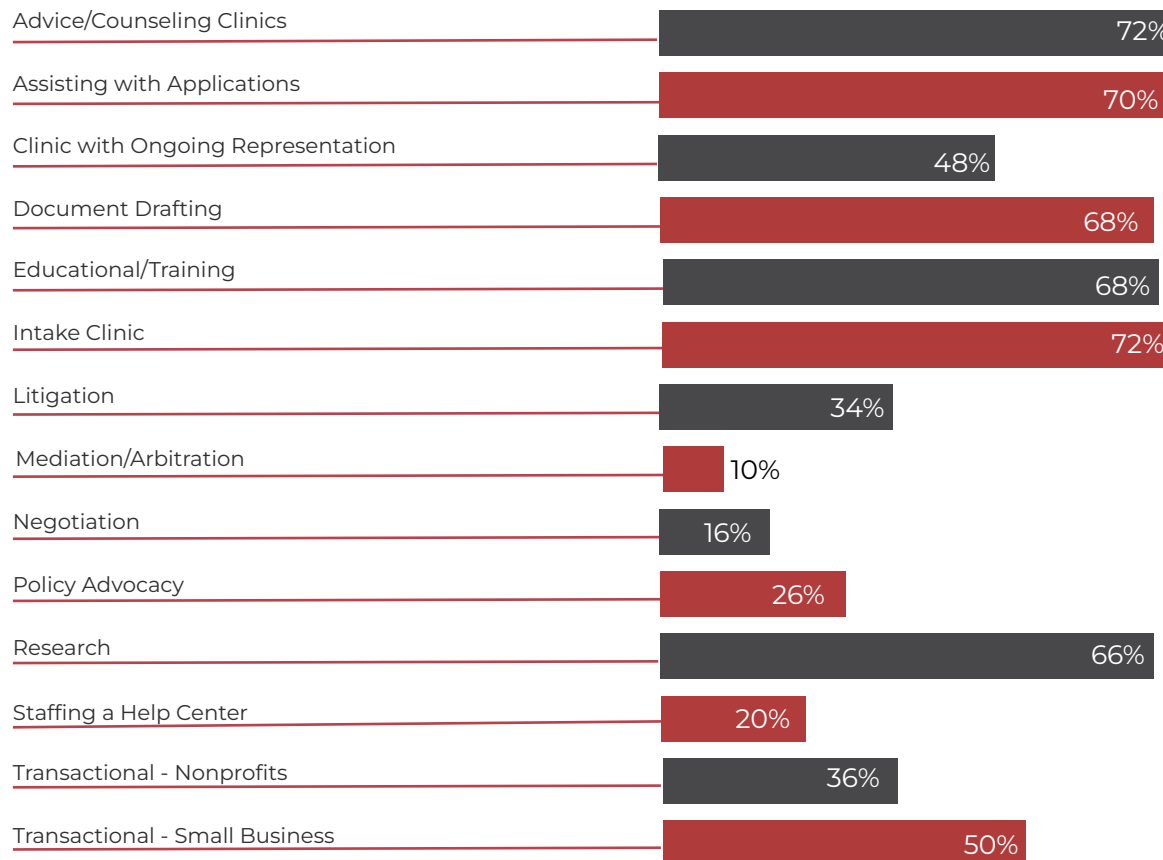
With regard to pro bono, with whom does your legal department work?
(select all that apply)



PRO BONO PROJECTS

Project Selection

In 2023, what types of projects did members of your legal department undertake?
(select all that apply)



n=50

72% OF DEPARTMENTS
ENGAGE IN ADVICE-ONLY
COUNSELING CLINICS

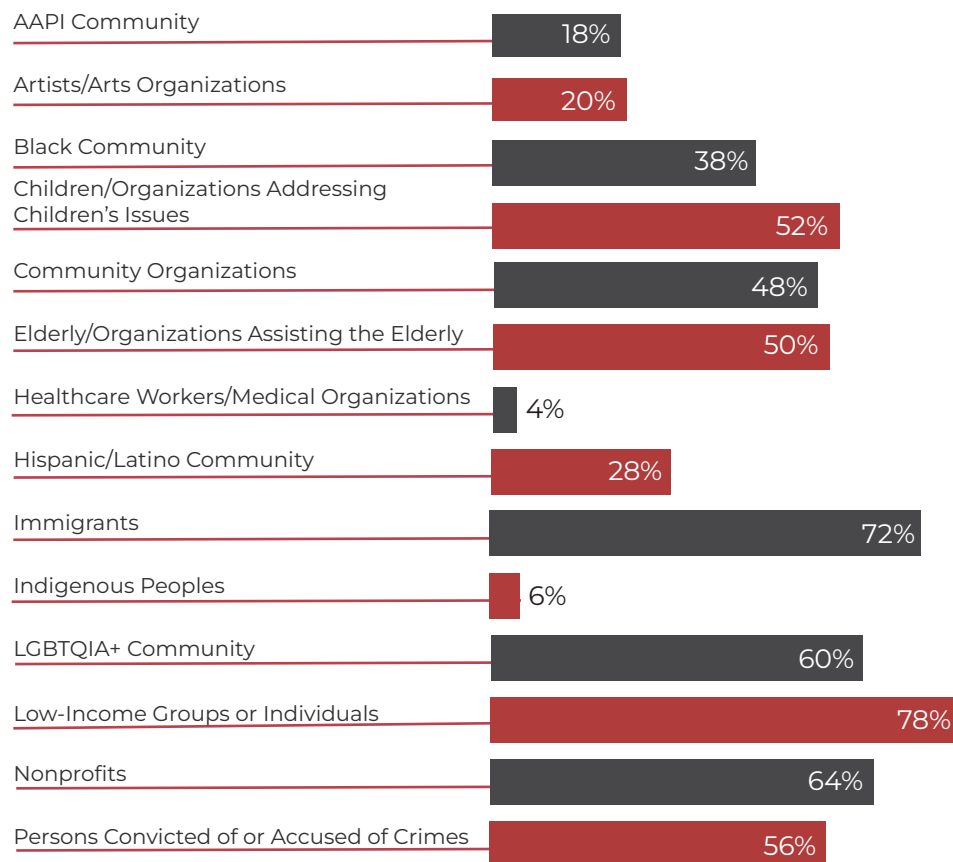
72% OF DEPARTMENTS ENGAGE
IN INTAKE CLINICS

70% OF DEPARTMENTS ENGAGE
IN ASSISTING WITH
APPLICATIONS

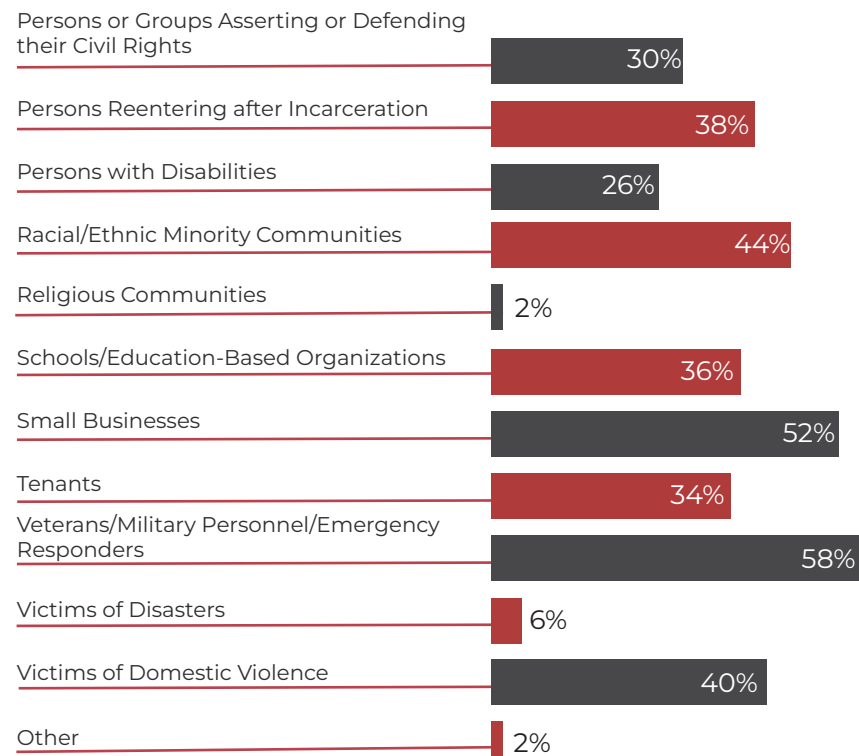
PRO BONO PROJECTS

Clients Assisted

In 2023, what categories of clients did members of your legal department work with in particular?
(select all that apply)



78% OF DEPARTMENTS PROVIDE PRO BONO SERVICES TO LOW-INCOME GROUPS OR INDIVIDUALS



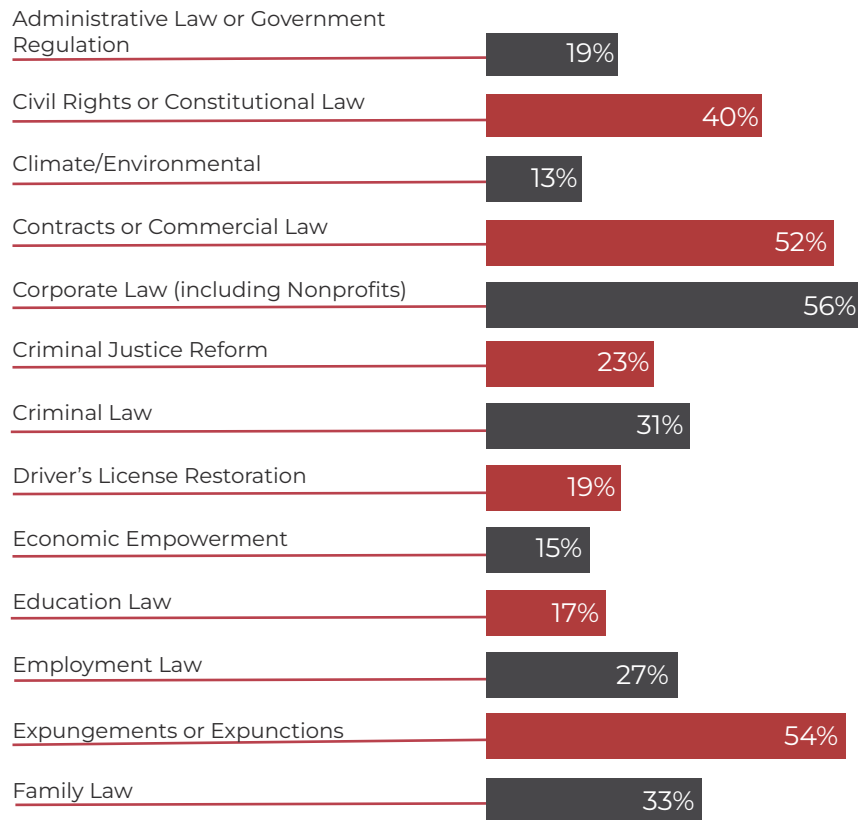
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PRO BONO PROJECTS

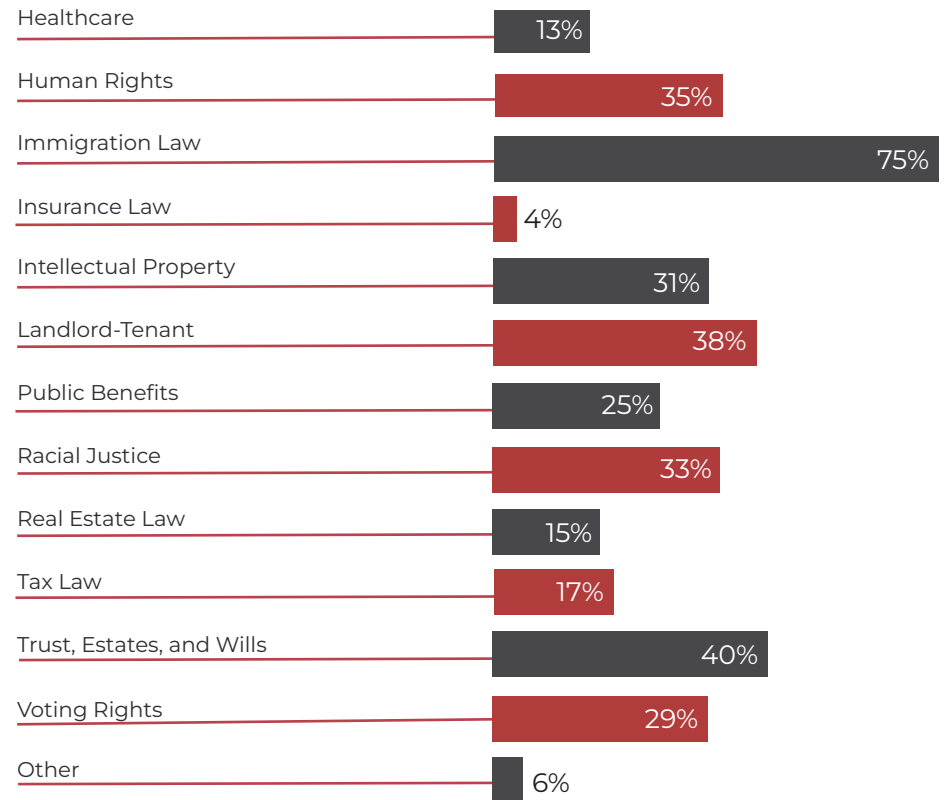
Area of Law Practiced

In 2023, what areas of law were involved in the pro bono provided by your legal department?
(select all that apply)

75% OF DEPARTMENTS UNDERTAKE PRO BONO PROJECTS THAT INVOLVE IMMIGRATION LAW



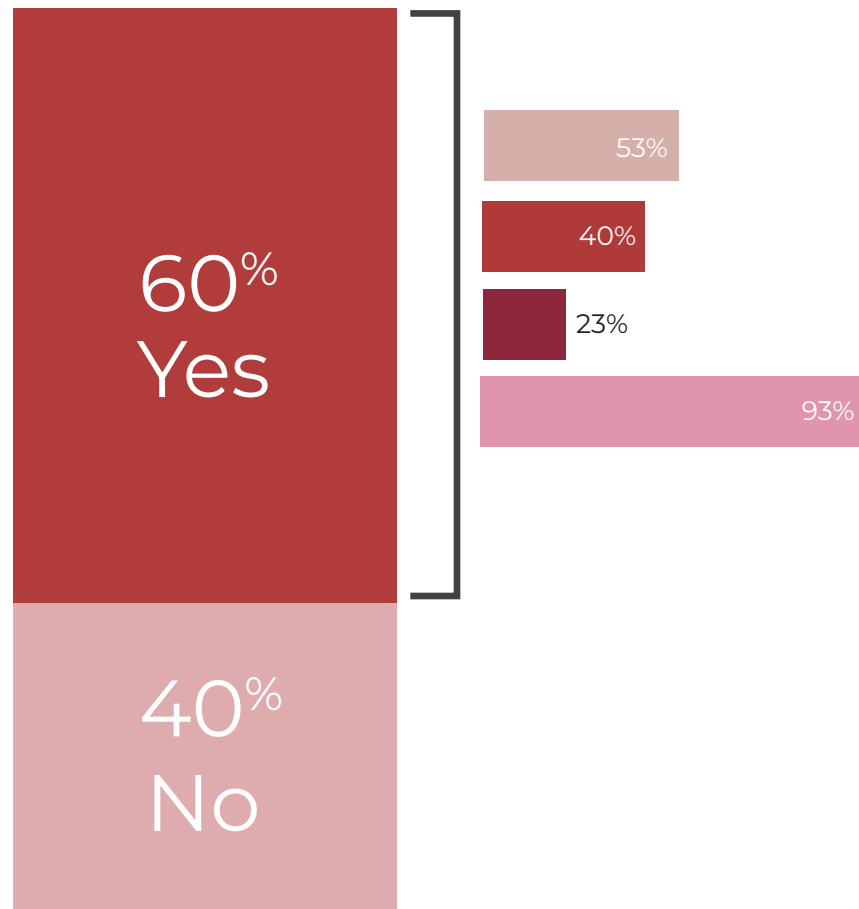
n=48



GLOBAL PRO BONO

Global Pro Bono

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



n=50

Type of Global Pro Bono

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

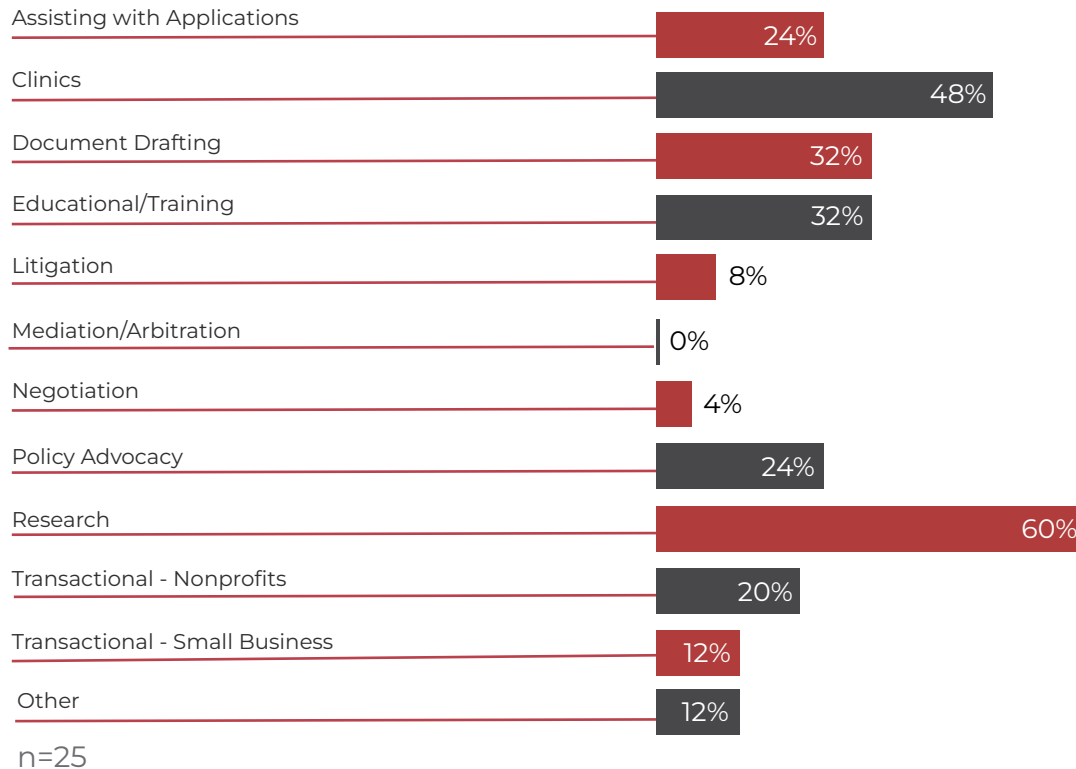
- Attorneys and legal staff in both the U.S. and abroad working jointly
- Attorneys and legal staff abroad working on matters that are not local to their jurisdiction
- Attorneys and legal staff in the U.S. working on matters abroad
- Attorneys and legal staff abroad working on matters local to their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



GLOBAL PRO BONO

Global Project Selection

In 2023, what types of global projects did members of your legal department undertake?
(select all that apply)



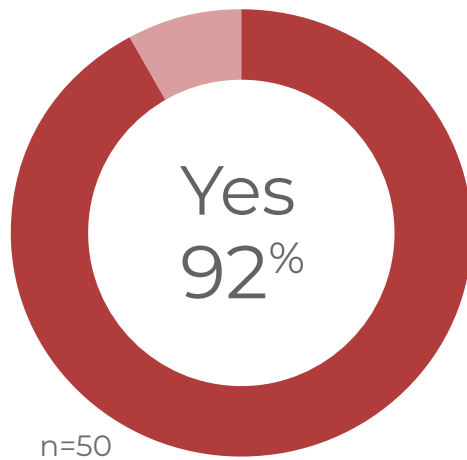
60% OF DEPARTMENTS ENGAGE IN
LEGAL RESEARCH

48% OF DEPARTMENTS ENGAGE IN
LEGAL CLINICS

PRO BONO METRICS

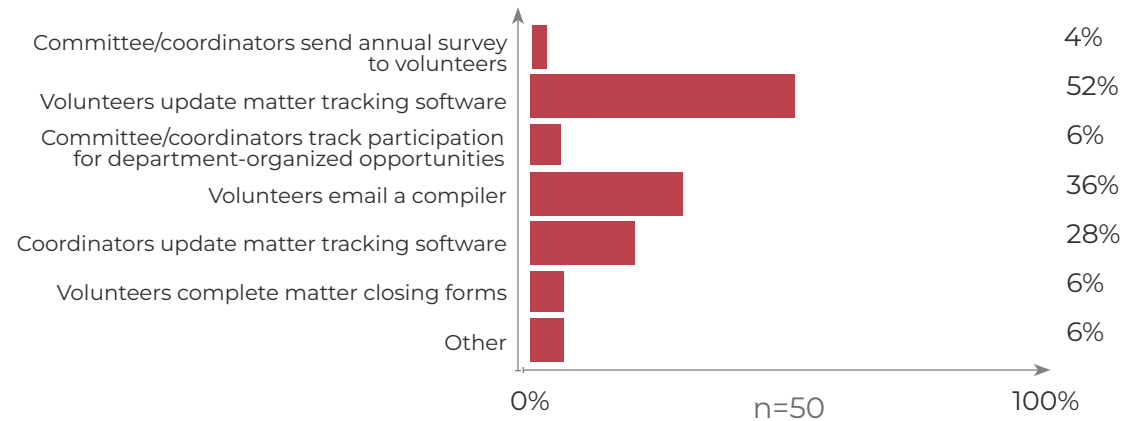
Tracking Pro Bono

Does your legal department track pro bono participation?



Tracking Pro Bono

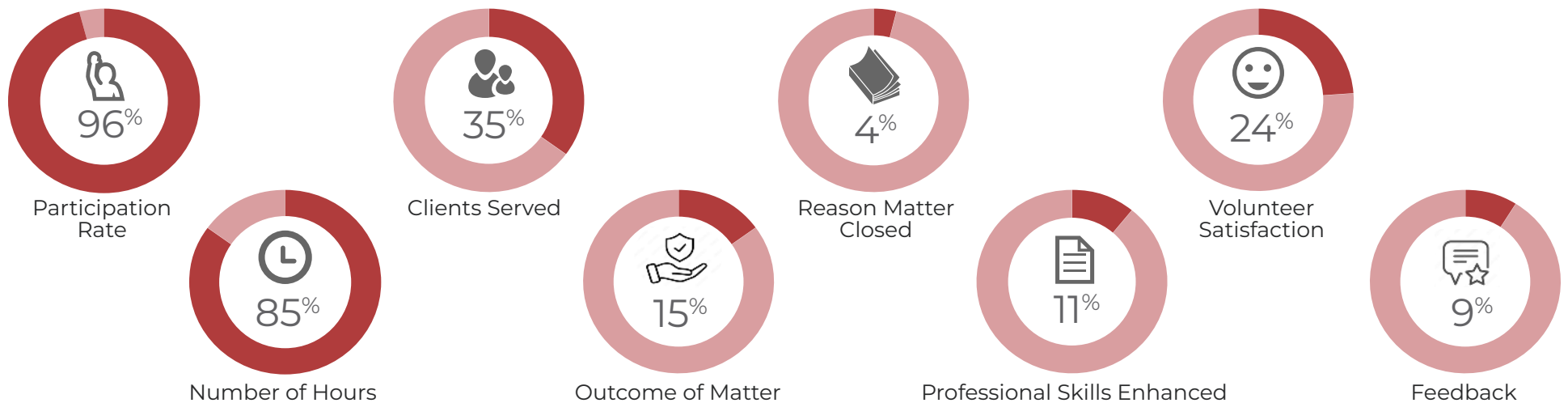
How does your legal department track pro bono participation? (select all that apply)



Measuring Pro Bono

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

n=46



PRO BONO METRICS

Metrics Tools

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

32%

OF DEPARTMENTS THAT TRACK METRICS USE EXCEL OR OTHER SPREADSHEET TOOLS



n=37

27%

OF DEPARTMENTS THAT TRACK METRICS USE INTERNAL SOFTWARE OR PLATFORMS



n=37

TRACKING TOOLS USED BY LEGAL DEPARTMENTS

Ascent

Benevity

Community Connectors

Cybergrant

Google Forms

Microsoft Office (including Microsoft Power Automate, Microsoft Forms, Microsoft Teams)

Paladin

Power BI Dashboard

Sharepoint

Smart Simple

Tableau

Volunteer Connection

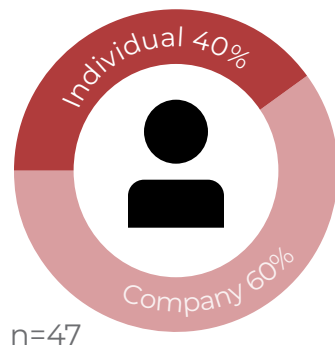
Workday

YourCause

PRO BONO REPRESENTATION

Client Representation

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



Client Contact Alternatives

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

YES 19%

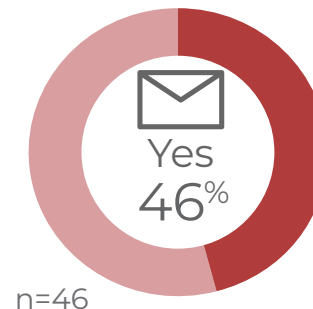
n=21

Top Alternatives:

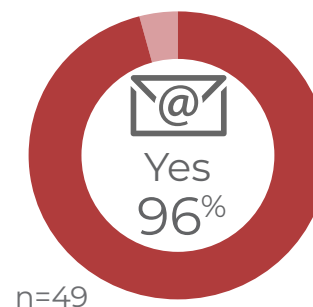
- use partner letterhead without company logo
- use external partner organization(s) for communications

Client Correspondence

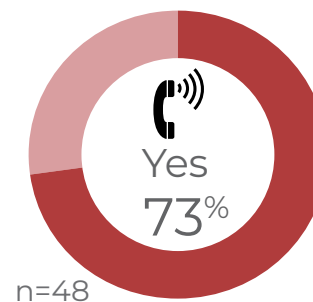
Do volunteers have permission to use your company's letterhead?



Do volunteers have permission to use your company's email account?



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



Company Intranet

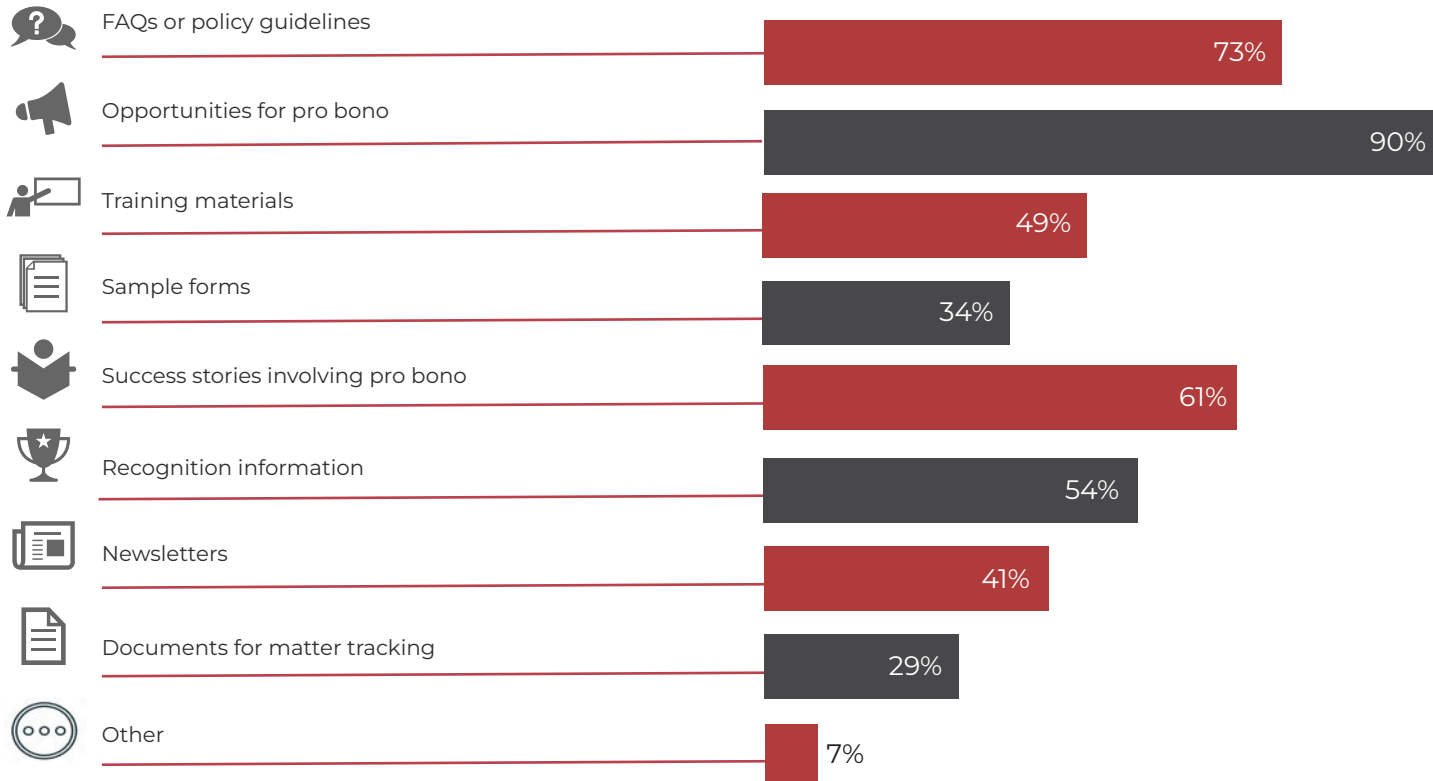
What is housed on your company intranet regarding pro bono?
(select all that apply)

82%

OF DEPARTMENTS HAVE
INFORMATION ABOUT THEIR
PRO BONO PROGRAM ON
THEIR COMPANY'S INTRANET



n=50

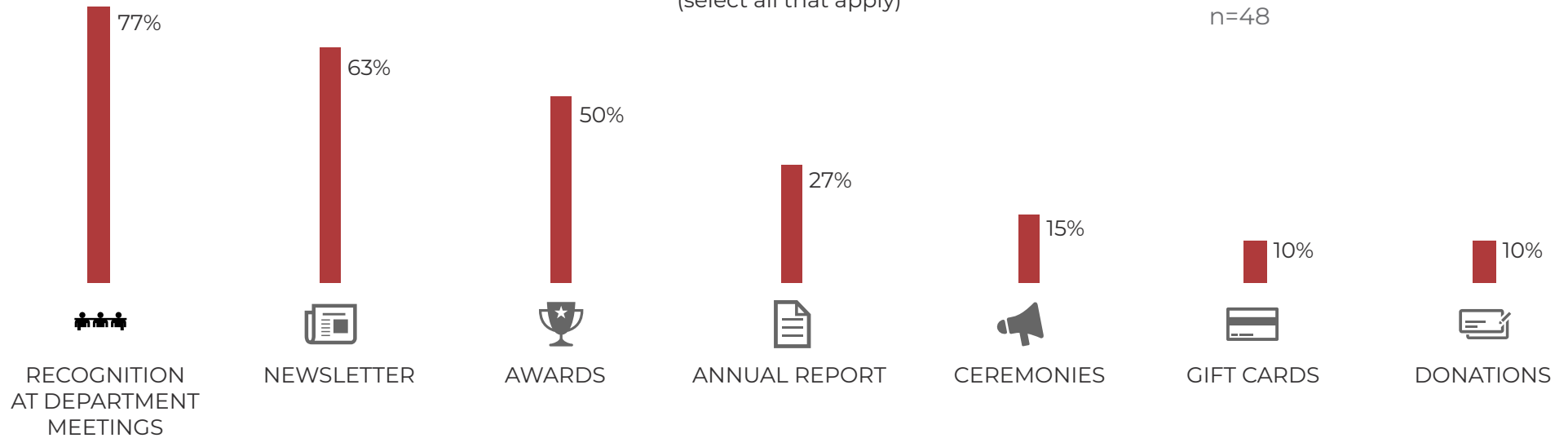


COMMUNICATIONS

Pro Bono Recognition

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

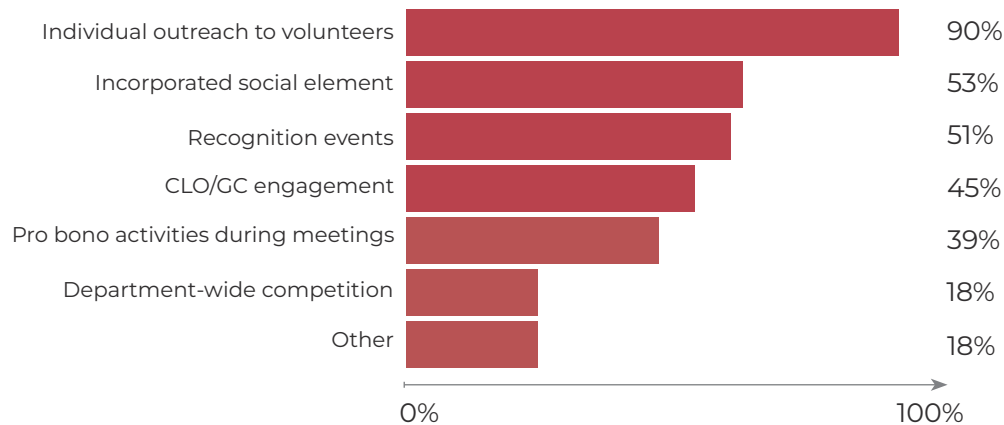
n=48



Pro Bono Participation

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

n=49

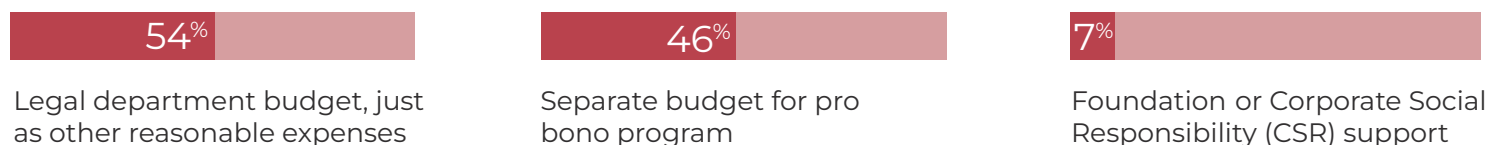


PRO BONO BUDGETS

Pro Bono Budgeting

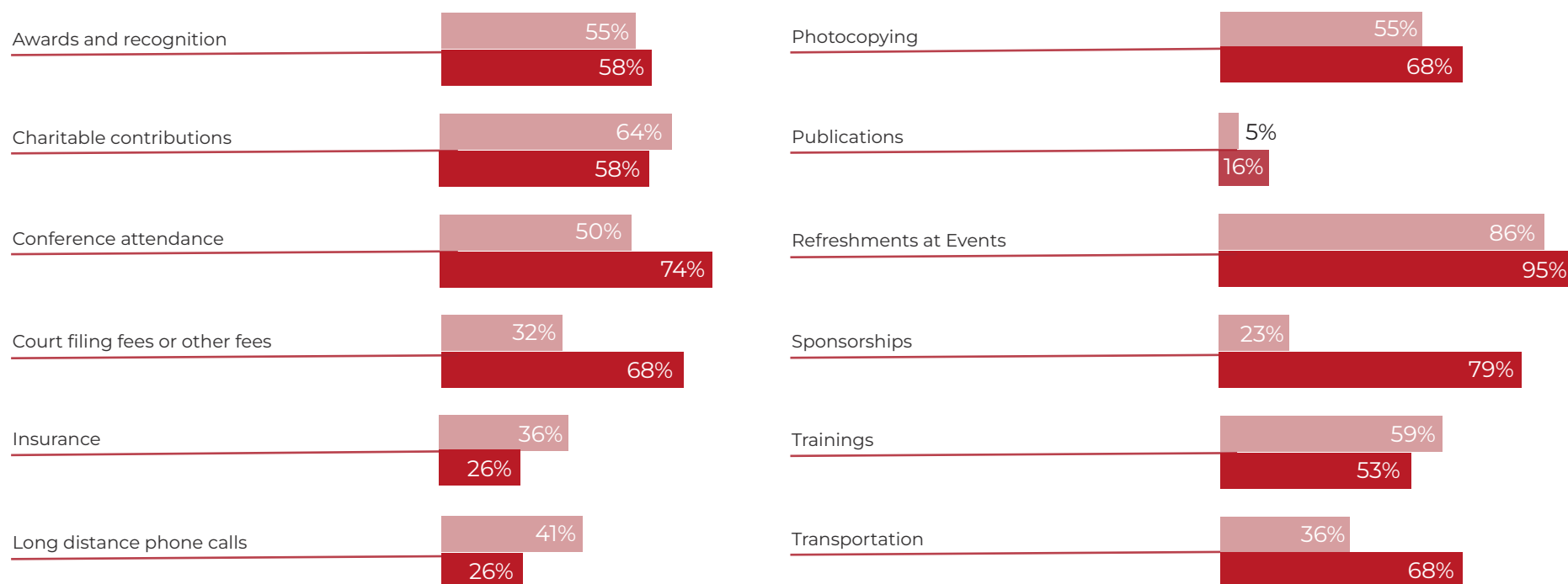
How does your legal department cover pro bono expenses? (select all that apply)

n=46



Pro Bono Expenses

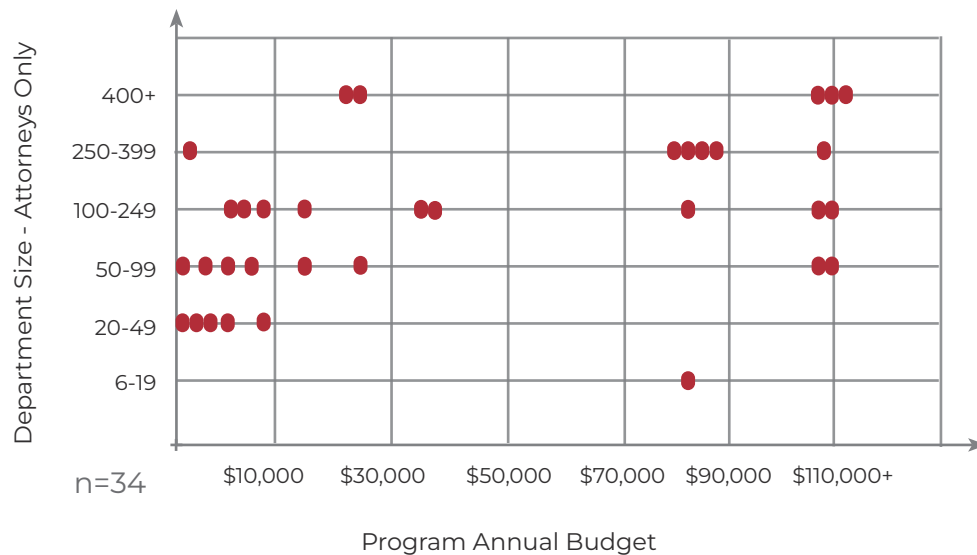
What expenses are covered in this budget? ■ General budget ■ Separate budget



*Foundation/CSR covered only charitable contributions (100%)(n=3).
No companies used Foundation/CSR funding for other pro bono program expenses.

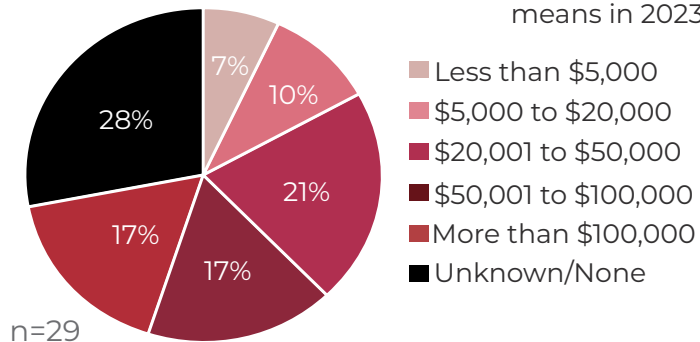
PRO BONO BUDGETS

Budget Allocation by Department Size



Donations

How much did your company donate to organizations that provide legal services free of charge to persons of limited means in 2023?



73%

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

n=41

60%

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

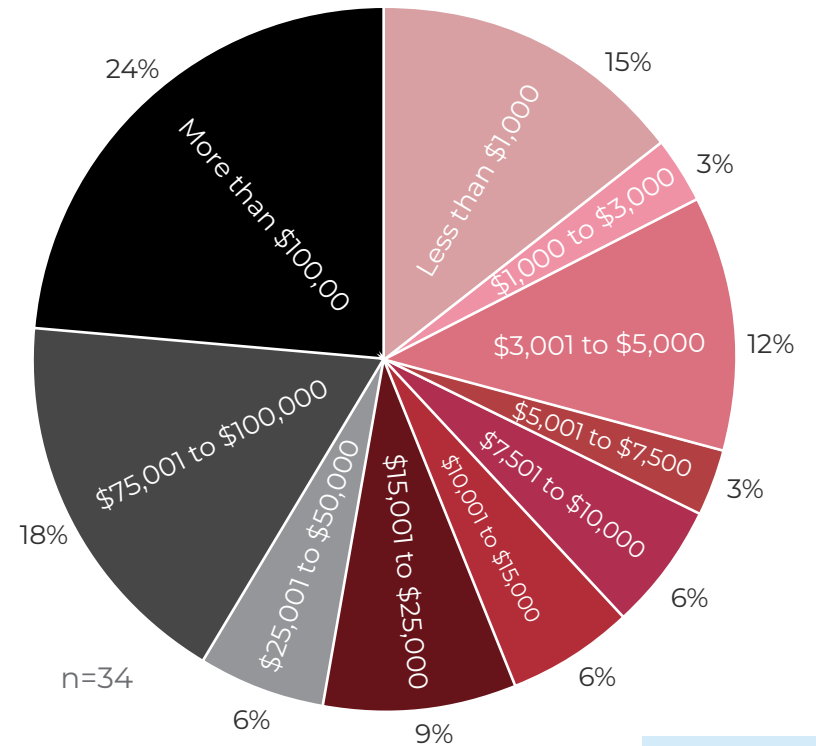
n=5

50%

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

n=8

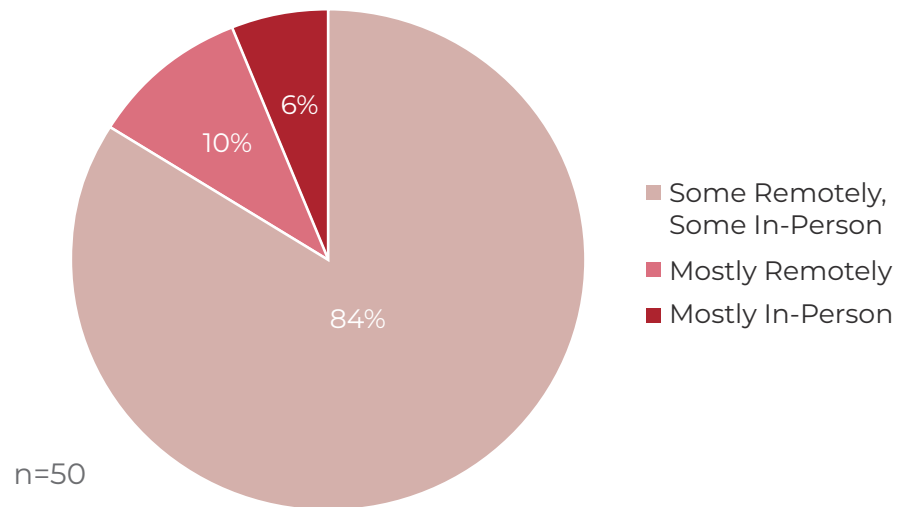
How much was your department's pro bono program annual budget in 2023?



REMOTE LEGAL SERVICES

Delivery of Pro Bono Legal Services

Does your department deliver pro bono legal services in-person, remotely, or both?



ZERO COMPANIES RESPONDED THAT THEY DELIVER PRO BONO LEGAL SERVICES ONLY REMOTELY OR ONLY IN-PERSON.



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Corporate Pro Bono (**CPBO**) is a project of Pro Bono Institute. Through online services, consulting to the in-house community, and educational outreach, CPBO seeks to encourage and support the participation of in-house counsel in pro bono legal services.