IN-HOUSE PRO BONO IN PRACTICE PROFILE: MERCK & CO., INC.
September 2012

Merck & Co., Inc. (Merck), which celebrates the twentieth anniversary of its formal pro bono program in 2014, is among a small group of legal departments that have had a formal pro bono program for more than 15 years. Since 1994, Merck attorneys and legal staff have devoted thousands of hours of time to providing legal assistance to those in need in communities both in and outside the U.S.

Merck's pro bono program, which began when a group of attorneys and legal staff piloted a project to assist low-income individuals in obtaining free legal services, has endured and expanded throughout the tenure of three general counsel. The program now involves more than 175 lawyers and legal staff across 10 offices. Executive Vice President and General Counsel Bruce Kuhlik provides tremendous leadership when it comes to pro bono, regularly serving as a volunteer alongside other members of the legal department.

General Program Information	
Offices with Legal Staff	HQ: Whitehouse Station, NJ; 4 Others in US; 10 Outside the US
Size of Legal Department	211 Attorneys; 200 Non-Attorneys
Pro Bono Leadership Structure	Because Merck has attorneys and legal staff in multiple offices, the pro bono program is overseen by a central pro bono committee, which is supported by sub-committees at different sites. There are eight site coordinators, who serve as the heads of the sub-committee at their respective site. The central committee meets every quarter. There are no term limits for committee members. The pro bono policy affords sub-committees significant autonomy in administering the pro bono program at their site, and each site determines what projects it will offer. Merck recently appointed a global pro bono coordinator, responsible for the oversight of Merck's global pro bono work. This position also reports to the central committee.
Pro Bono Policy	Merck adopted a pro bono policy in 2008 to provide more structure as the pro bono program matured and expanded outside the U.S.
Mandatory Pro Bono	Participation in the Merck pro bono program is strictly voluntary.
Recognitions/Awards	• A department-wide awards ceremony is held every five years • Each quarter, the committee recognizes one outstanding volunteer through the "Faces of Pro Bono" program, which highlights the

	work of a volunteer in posters throughout the offices. • Upon completion of a pro bono matter, volunteers are eligible for a free lunch at the Merck cafeteria or a gift card.
Tracking Pro Bono	In collaboration with Pro Bono Institute and the Deloitte consulting firm, Merck has pioneered a unique metric tool to improve its understanding of the benefits its program offers its clients, pro bono partners, and volunteers. The tool is a simple one page document that contains information about the volunteer, the type of matter handled, and the outcome of the matter. It also contains an assessment by the volunteer of the impact of the matter on their development, engagement and satisfaction participating in our pro bono program.
Partnerships	Merck partners with legal services providers and law firms on pro bono work in and outside the U.S.
Non-Lawyer Involvement	Non-lawyers are encouraged to participate in Merck's pro bono program.
Signature Pro Bono Projects	
Bankruptcy in a Box	Merck partners with Volunteer Lawyers for Justice (VLJ) and Lowenstein Sandler PC to offer the Bankruptcy in a Box program, which provides Merck lawyers and legal staff the opportunity to help consumer debtors file for bankruptcy. Volunteers prepare voluntary Chapter 7 bankruptcy petitions and represent clients at hearings. Merck and Lowenstein Sandler agreed to collectively handle a majority of VLJ bankruptcy cases.
Bet Tzedek	Merck volunteers work with the Bet Tzedek Holocaust Services Project to provide assistance to low-income Holocaust survivors applying for reparations, pensions, and other benefits from Germany. Volunteers determine eligibility, file paperwork, and assist with the appeals process, if necessary.
Tenancy Project	Merck partners with Legal Services of Northwest Jersey (LSNWJ) to provide representation in tenancy matters. Volunteers provide onsite litigation and advice services to individuals appearing in landlord tenant court.
Community Hope	Merck partners with Legal Services of Northwest Jersey and Lowenstein Sandler PC to provide legal help to veterans in the Hope for Veterans program, which provides life-stabilizing assistance to displaced or transitioning veterans. Volunteers help in bankruptcy and family law matters, and assist veterans in restoring revoked driver's licenses and expunging eligible criminal charges.
Global Pro Bono	Merck volunteers have undertaken a variety of global pro bono projects and the department continues to identify new opportunities

	for is staff. Merck partnered with Accenture plc, Caterpillar Inc., PILnet, and Baker & McKenzie in a unique cross-border effort to empower women in the workplace in Nepal. The project united nearly 70 lawyers in 11 countries, all working to reduce socioeconomic and sexual exploitation of Nepalese women. The project was generated by PILnet's Global Pro Bono Clearinghouse, which disseminates pro bono opportunities for its U.S.-based lawyers to support the work of public interest lawyers around the world. As a result of the efforts of Merck and its partners, the Supreme Court of Nepal has issued a decision decrying the practices and directing the enactment of legislation to address the issue.
Lessons Learned	
Start small.	Growth should be gradual. Merck's program started with a small group of lawyers, which enabled the pro bono program to address any unforeseen obstacles before expanding the program to multiple offices and involving hundreds of members of the department.
Develop infrastructure at the outset.	The pro bono committee created pro bono letterhead, dedicated phone lines specifically for pro bono, and set up a P.O. box. Merck also developed a committee structure that makes sense for the company and department—a committee at each office, with one central committee governing the larger program.
Offer opportunities of interest to members of the department.	Merck regularly surveys the legal department to ensure that projects reflect the interests of the members of the department. Offering meaningful, interesting projects encourages participation. Merck has added new projects to reflect participants' interests.
Thank volunteers for their work.	To inspire people to volunteer and encourage continued participation, it is important that volunteers receive recognition for their work—from both the clients they serve as well as department and company leadership.
Integrate pro bono and corporate social responsibility (CSR) efforts.	Merck's legal department maximizes its impact on the community by integrating its pro bono and CSR efforts. This has led the Merck Foundation to provide funding for legal services organizations with which the legal department partners.

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