

# CPBO CHALLENGE<sup>®</sup> REPORT

2007-2012

*The Development of In-House Pro Bono*



CORPORATE<sup>®</sup>  
PRO BONO

## CORPORATE PRO BONO

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Founded in 2000, Corporate Pro Bono (CPBO) is the global partnership project of the Pro Bono Institute (PBI) and the Association of Corporate Counsel (ACC).

## MISSION

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

## THE CORPORATE PRO BONO CHALLENGE® INITIATIVE

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

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

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

Download additional copies of this report at [www.cpbo.org/challenge](http://www.cpbo.org/challenge).

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**EIGHT YEARS AGO,** at the urging of chief legal officers, CPBO launched an initiative enabling legal departments to identify, benchmark, and communicate their support for pro bono service.

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## SNAPSHOT OF SIGNATORIES

- 131 CPBO Challenge® Companies
- 42 Fortune 100 Companies
- 52 2012 Survey Respondents
- 50% Average Lawyer Participation Rate (2012)

## LETTER FROM CO-CHAIRS

We are honored to serve as Co-Chairs of the Corporate Pro Bono (CPBO) Advisory Board and to represent two of the 50 charter signatories to the Corporate Pro Bono Challenge® statement. Our legal departments joined the CPBO Challenge® initiative when it was launched in 2006. Since then, the number of signatories has grown to 131, and pro bono participation among in-house legal departments has flourished. As this report on the performance of CPBO Challenge® signatories demonstrates, all major indicators of pro bono performance by legal departments are trending upwards, reflecting real progress and momentum.

One of the key benchmarks of the CPBO Challenge® initiative is a commitment on the part of legal departments to involve at least 50 percent of their legal staff in providing pro bono legal services annually. While this is an aspirational and ambitious goal, the experience of CPBO Challenge® signatories is that it is feasible and achievable. In 2012, 54 percent of signatories responding to the most recent CPBO Challenge® survey engaged more than half of their U.S. lawyers in legal pro bono work – meeting or exceeding the goal. Several departments reported 100% pro bono participation.

This is an important achievement. It underscores the seriousness with which departments have taken their role in signing the CPBO Challenge® statement and demonstrates that no matter the obstacles to pro bono service faced by in-house staff (real or perceived), interest in and opportunities for in-house counsel to provide legal services to underserved communities abound.

We applaud the signatories to the CPBO Challenge® statement and commend all of the departments for their dedication to improving the lives of the most vulnerable in our communities. We also applaud the personal commitment of the chief legal officers who encouraged their departments to meet the goals of the CPBO Challenge® statement. Their leadership and support of pro bono culture within their departments are critical to the success of in-house pro bono.

We also celebrate the role and achievements of CPBO. Since its inception in 2000, CPBO has effectively deployed and leveraged its modest resources to transform in-house pro bono. Through its small, dedicated staff, CPBO has strengthened and broadened the volume, impact, and profile of in-house pro bono.

Of course, the need for pro bono legal services is still great. More than 80% of the legal needs of low-income individuals in the U.S. go unmet. The gap between available resources and the needs of low-income individuals, families, and non-profit groups is wide. As lawyers, we have a professional responsibility to provide pro bono assistance to those who cannot afford it. In-house legal staff (who, for the most part, have been an untapped resource until the advent of CPBO) are now a critical part of the effort to ensure access to justice for all. We are inspired by the efforts of the CPBO Challenge® signatories during the past eight years, and we anticipate more great things to come from the signatories and CPBO in the future.



**Bradford L. Smith**  
Co-Chair, CPBO Advisory Board  
General Counsel and Executive Vice President  
Microsoft Corporation



**Laura Stein**  
Co-Chair, CPBO Advisory Board  
Senior Vice President and General Counsel  
The Clorox Company

## ADVISORY BOARD

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CPBO would like to thank the following former advisory board members who contributed to the development and advancement of the CPBO Challenge® initiative while serving as chief legal officers at the companies noted.

James B. Buda  
*Caterpillar Inc.*

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*Merck & Co., Inc.*

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*Fireman's Fund Insurance Company*

Manik Rath  
*Logistics Management Institute*

Robert Scott  
*Starwood Hotels & Resorts Worldwide, Inc.*

Clifford M. Sloan  
*Washington Post Newsweek Interactive*

Dennis J. Stryker  
*Rick Engineering Company*

Charles Wall  
*Altria Group, Inc.*

## EXECUTIVE SUMMARY

### *Introduction*

This report provides a snapshot of in-house pro bono over a span of six years. It examines the pro bono performance of in-house legal departments that were **Corporate Pro Bono Challenge**® signatories in calendar years 2007 – 2012 and who responded to an annual survey circulated by CPBO.

During that time, the number of **CPBO Challenge**® signatories grew from 67 to 115; currently, there are [131 signatories](#). And with each year of reporting, a different combination of signatories provided data on the pro bono performance of their departments during the calendar year. As a result, CPBO is unable to accurately compare data from year to year. However, the information provided offers a unique glimpse of in-house pro bono engagement over the past several years.

### *Meeting and Exceeding the Challenge Goal*

The CPBO Challenge® statement sets an aspirational goal of 50 percent participation by legal department staff.

Since the inception of the CPBO Challenge® initiative, signatories have reported an average participation rate of lawyers between 42 and 50 percent. In 2012, the average pro bono participation rate of lawyers was 50 percent. In previous years, the average rate was 43 percent in 2007, 42 percent in 2008, 43 percent in 2009, 48 percent in 2010, and 46 percent in 2011.

Participation by other staff within the legal department was slightly lower, ranging from an average of 28 to 30 percent in 2010, 2011, and 2012; 48 percent in 2009; 21 percent in 2008; and 19 percent in 2007.

In 2012, 54 percent of signatories met or exceeded the CPBO Challenge® goal of 50 percent participation with regard to their lawyers, with four departments achieving 100 percent participation.

### *Participation Increases with Maturity*

Participation levels often vary depending on the age of the signatory's pro bono program, and in 2012, participation increased with program maturity. Departments that had formal pro bono programs in place two or less years in 2012 averaged 38 percent lawyer participation in pro bono. Programs three to five years old averaged 45 percent lawyer participation. Programs six to 10 years old averaged 59 percent lawyer participation, and programs 11 or more years averaged 50 percent lawyer participation.

While participation rates in 2012 for departments with programs 11 or more years averaged less than departments with programs that were six to 10 years old, other factors indicated greater participation levels among the most mature group. The median rate of participation was greater for programs 11 or more years old than it was for programs six to 10 years old – 59 percent to 50 percent.

### *A Formal Program Is Not Necessary to Succeed*

In-house pro bono is not limited solely to departments that have adopted formal pro bono programs with processes and systems to manage the departments' pro bono engagement. In 2012, seven CPBO Challenge® signatories indicated that they did not have a formal pro bono program. The majority of these departments were smaller law departments, with fewer than 10 lawyers. The average lawyer participation rate for respondents without a formal pro bono program was 66 percent in 2012.

Whether operating a formal pro bono program or supporting pro bono engagement through more informal means, many but not all legal departments draft a written policy to govern pro bono participation within the department. In 2012, 11 of the responding 52 signatories indicated that they did not have a written pro bono policy. The department size of those signatories ranged between four and 100 plus lawyers. Of the 11, eight signatories reported an average lawyer participation rate of 55 percent.

### *Focus on In-House Global Pro Bono*

In 2010, CPBO began asking CPBO Challenge® signatories to report participation in pro bono by legal staff located outside of the U.S. That first year, an average of 13 percent of responding departments' non-U.S. lawyers engaged in pro bono work. In 2011, an average of 12 percent participated in pro bono, and in 2012, an average of 18 percent of responding departments' non-U.S. lawyers participated in pro bono.

In 2012, CPBO Challenge® signatories reported providing pro bono legal services in more than 35 countries, including Argentina, Australia, Brazil, China, England, France, India, Israel, Japan, Mexico, Singapore, Tunisia, United Arab Emirates, and South Africa.

### *Varying Demographics; Increasing Maturity*

While most CPBO Challenge® signatories are large in size and include more than 50 lawyers plus more than 50 non-lawyer staff, the size of the responding departments varied greatly, as did their industries. Signatories included departments with less than five legal staff to departments with more than 500 legal staff, representing different industries from finance to utilities to retail to transportation.

Participation in pro bono by industry also varied. In 2012, the range of pro bono provided by lawyers according to their departments' industry sector ranged from 29 percent to 79 percent with signatories in the technical services industry averaging the highest and signatories in the information industry averaging the lowest.

Across the variability, in-house pro bono continued to grow. While a handful of legal departments had mature pro bono programs, in 2012, the majority of responding departments had formal pro bono programs in existence five or less years. In fact, the median value in 2012 was four years.

On average, between 2007 and 2009, the responding departments' pro bono programs

were no more than two years old. In 2010 and 2011, the average was three years. In 2012, the average responding departments' pro bono program was six years old.

### *The Importance of Law Firm Pro Bono*

Over the past several years, CPBO has worked with a number of legal departments interested in pro bono partnerships with outside law firms. Partnering with law firms is a common practice among CPBO Challenge® signatories; each year between 2007 and 2012, more than 50 percent of responding departments indicated that they partner on pro bono with at least one law firm. During that time, the percentage of signatories that partnered with outside firms ranged from 56 to 87.

Responding legal departments also indicated that they considered law firm pro bono performance when evaluating outside counsel. From 2007 to 2012, the percentage of legal departments that responded favorably to this question ranged from 38 to 55 percent. In 2012, 52 percent answered that they considered law firm pro bono performance. In addition, in 2012, 41 percent of responding signatories indicated that they inquired whether outside law firms are Signatories to the Law Firm Pro Bono Challenge®.

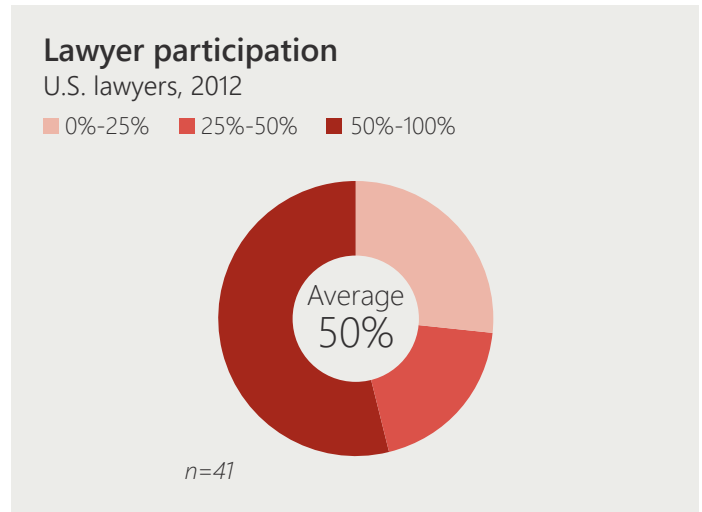
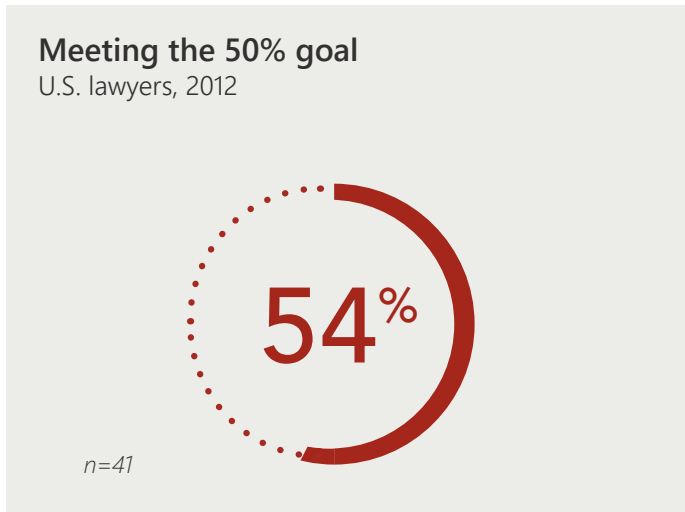


## LEGAL STAFF PARTICIPATION, 2012

When signing the Corporate Pro Bono Challenge® statement, legal departments commit to encourage 50 percent of legal staff to engage in legal pro bono work. This is an aspirational goal that departments seek to achieve.

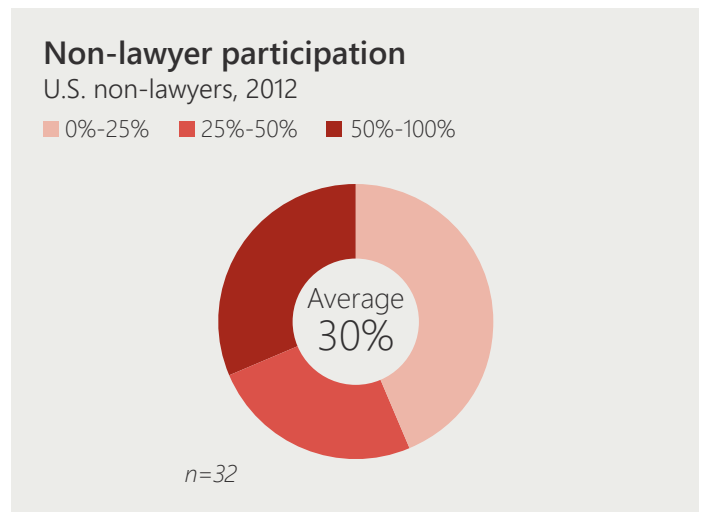
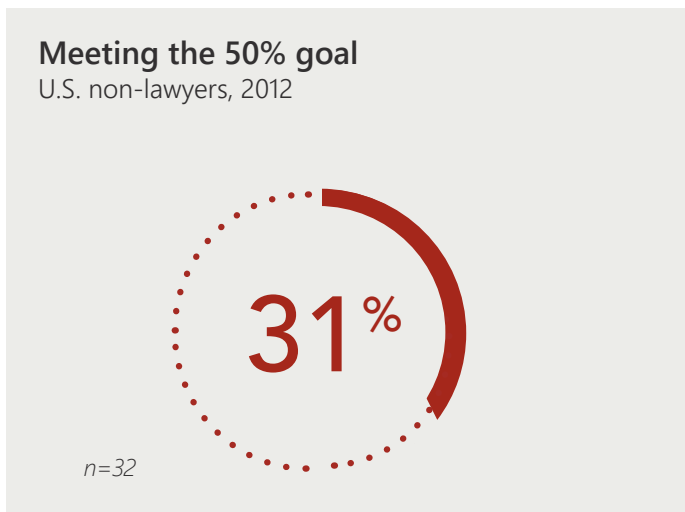
### Lawyer Participation

In 2012, 54 percent of responding CPBO Challenge® signatories met or exceeded the goal with regard to their lawyers. In 2012, the average lawyer participation rate in pro bono work was 50 percent.



### Non-Lawyer Participation

Involvement by other staff within the legal department is an important element of in-house pro bono. The CPBO Challenge® survey measures both lawyer participation and non-lawyer participation. In 2012, 31 percent of responding CPBO Challenge® signatories met or exceeded 50 percent participation by non-lawyers. In 2012, the average non-lawyer participation rate in pro bono was 30 percent.



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



*Participation and Formal Pro Bono Programs*

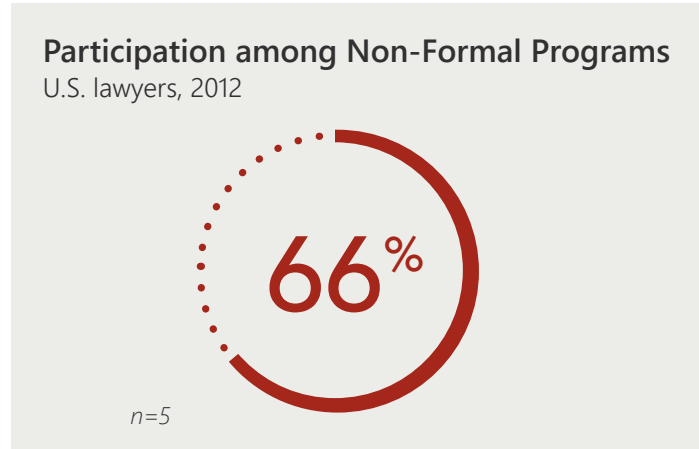
In 2012, CPBO Challenge® signatories with more mature formal programs reported higher pro bono participation rates by lawyers. The majority of responding departments (23 of 36) formalized their pro bono program within zero to five years of the survey date. The remaining 13 departments formalized their programs six or more years before the date of the survey.

As indicated in the graph below, the range of participation rates varied greatly within each segment. This variance explains the difference in the median value between those departments that formalized their pro bono program six to 10 years before the date of the survey and those that formalized their program 11 or more years from the date of the survey. While the lowest rate of participation among these two groups was similar, 20 percent for the six to 10 years group and 18 percent for the 11 years plus group, the highest rate of participation varied greatly, 100 percent for the six to 10 years group and 71 percent for the 11 years or more group.



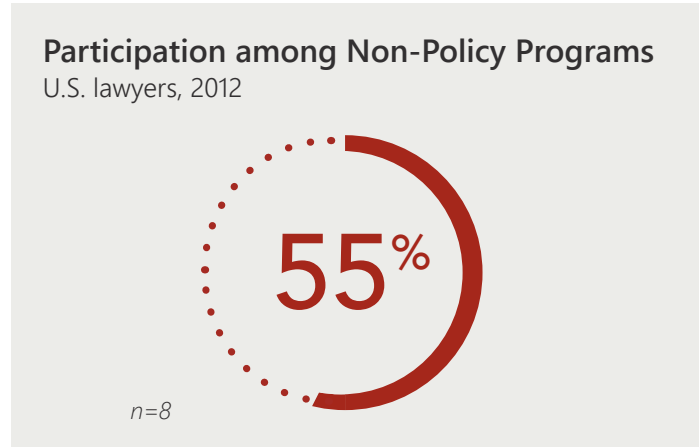
*Participation Rates among Departments without Formal Pro Bono Programs*

Seven CPBO Challenge® signatories indicated that they did not have a formal pro bono program in 2012. Of the seven, five responded to the 2012 survey questions regarding participation. On average, 66 percent of lawyers in departments without a formal pro bono program engaged in pro bono work. The size of these departments ranged from one lawyer to 10 lawyers.



*Participation Rates among Departments without Written Pro Bono Policies Programs*

In 2012, 11 of the responding 52 signatories indicated that they did not have a written pro bono policy. The department size of those signatories ranged between four and 100 plus lawyers. Of the 11, eight signatories reported an average lawyer participation rate of 55 percent.



## GLOBAL PRO BONO

While most signatory departments apply the CPBO Challenge® goals only to pro bono participation by staff within the U.S., some departments have expanded their pro bono efforts to include staff in other countries. CPBO began tracking participation in global pro bono in 2010. In 2012, 32 percent of respondents indicated that their lawyers engaged in pro bono outside of the U.S.

### Global participation

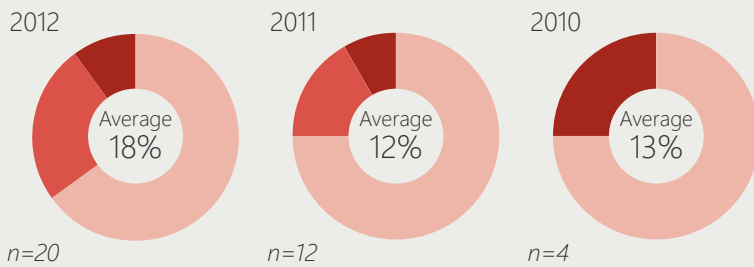
Responding companies in 2012, %



### Global participation

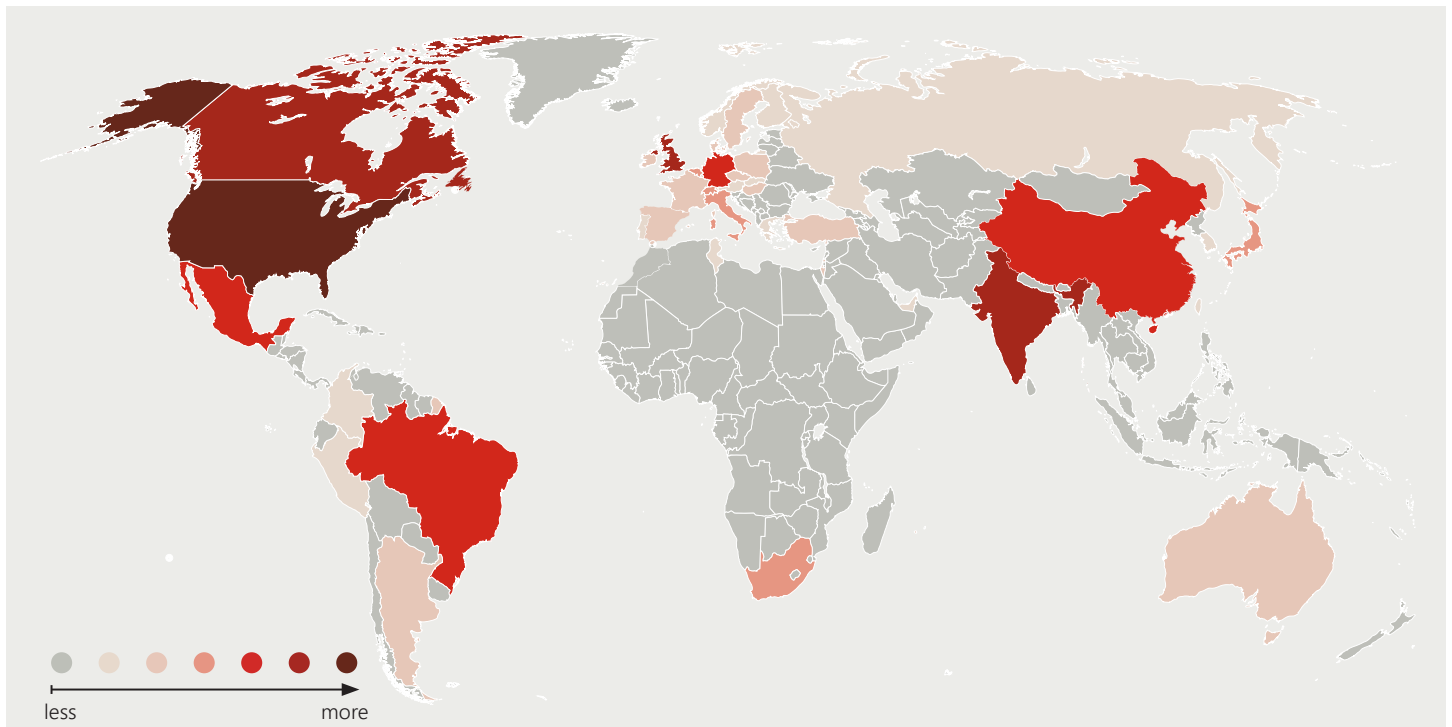
Non-U.S. lawyers

0%-25% 25%-50% 50%-100%



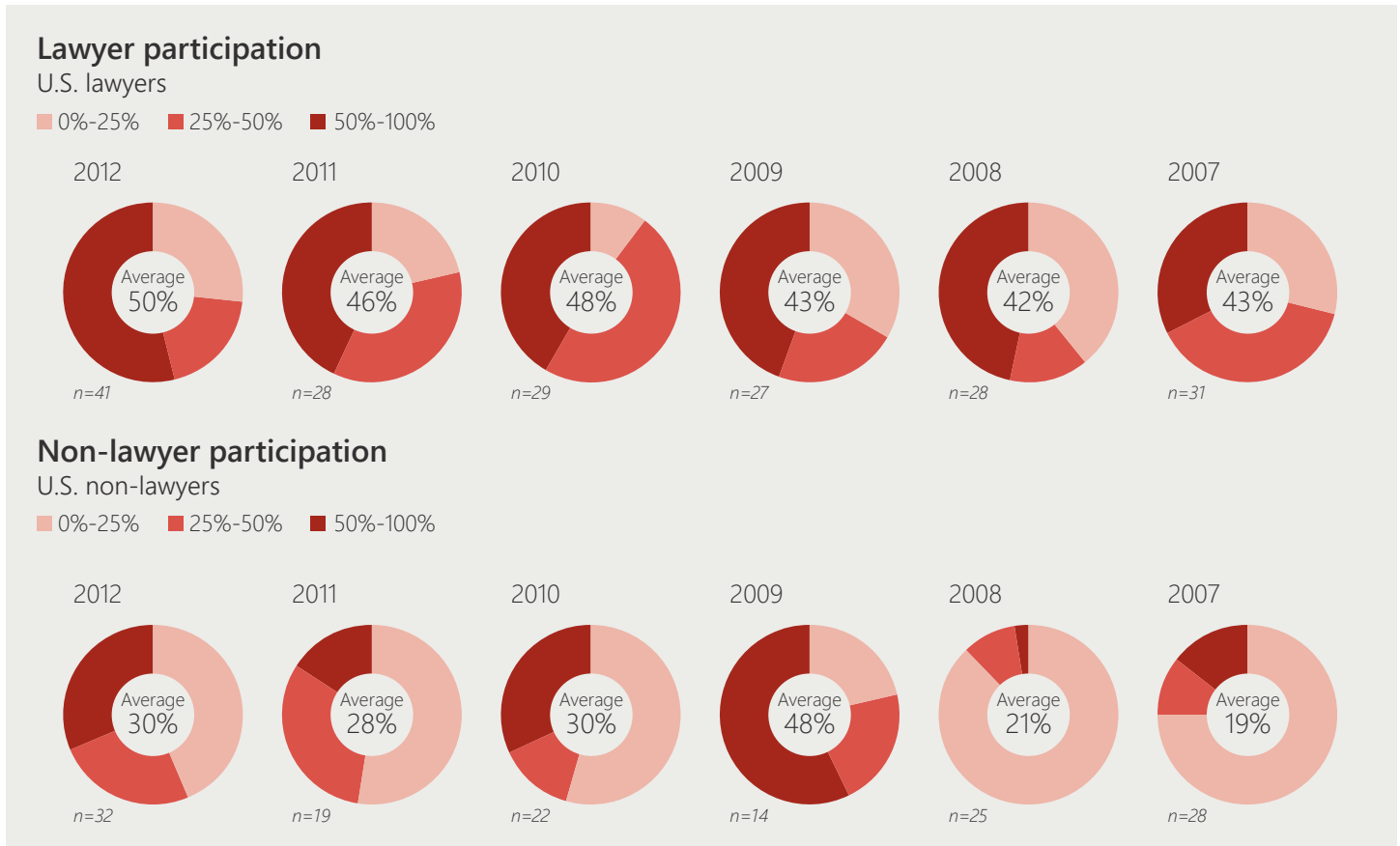
To date, only a small number of CPBO Challenge® signatories have responded to questions about global pro bono. However, the number of responses has grown since 2012. In 2010, only four departments answered CPBO Challenge® survey questions about global pro bono. In 2012, 20 legal departments responded to questions about global pro bono. That year, 18 percent of responding departments indicated that non-U.S. lawyers within their departments engaged in pro bono work.

Responding signatories have engaged legal staff in pro bono in more than 35 countries. As indicated in the map below, in 2012, legal staff were participating in pro bono mostly in the United States, United Kingdom, Canada, India, Mexico, Brazil, China, and most of the European Union.



## LEGAL STAFF PARTICIPATION, 2007 – 2011

Prior to 2012, the majority of signatories did not meet the aspirational goal of 50 percent participation by legal staff in pro bono. However, the average pro bono participation rate for lawyers in the U.S. ranged between 42 and 48 percent. The average pro bono participation rate for non-lawyers in the U.S. ranged between 19 percent and 48 percent.

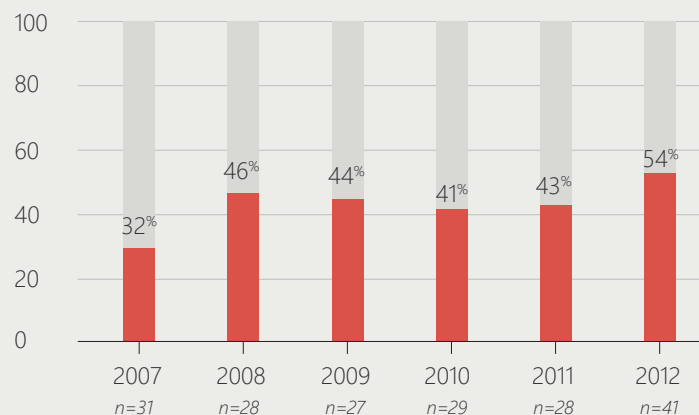


### Meeting the Challenge Goal

Several responding signatories did report that they met or exceeded the CPBO Challenge® goal for lawyer participation. In 2007, 32 percent met the goal of 50 percent participation by lawyers in the department. In 2008, 46 percent met the goal. In 2009, 44 percent met the goal. In 2010, 41 percent met the goal, and in 2011, 43 percent met the goal of 50 percent participation by lawyers.

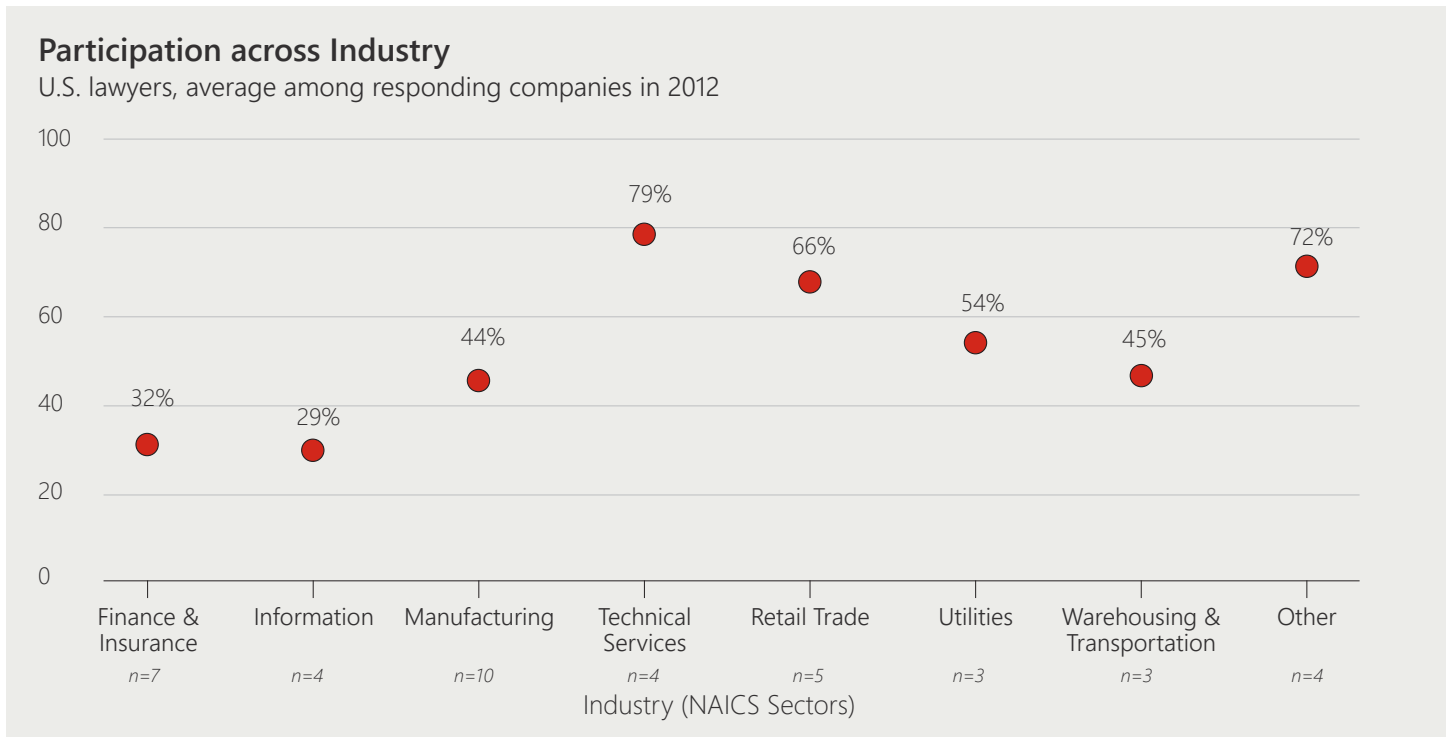
### Challenge Goal

departments meeting the 50% threshold with U.S. lawyers, %

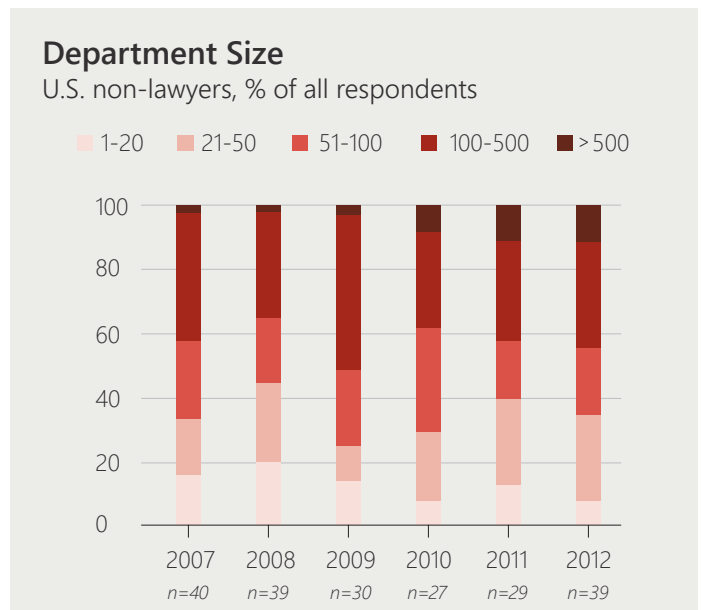


## DEMOGRAPHICS, 2007-2012

CPBO Challenge® signatories can be segmented into more than seven industry sectors. Signatories in the technical services industry reported the highest participation rate by lawyers in 2012: 79 percent. While signatories in the information industry reported the lowest participation rate by lawyers in 2012: 30 percent. The “Other” category indicated below includes accommodation and food service, health care and social assistance, and oil/gas extraction.

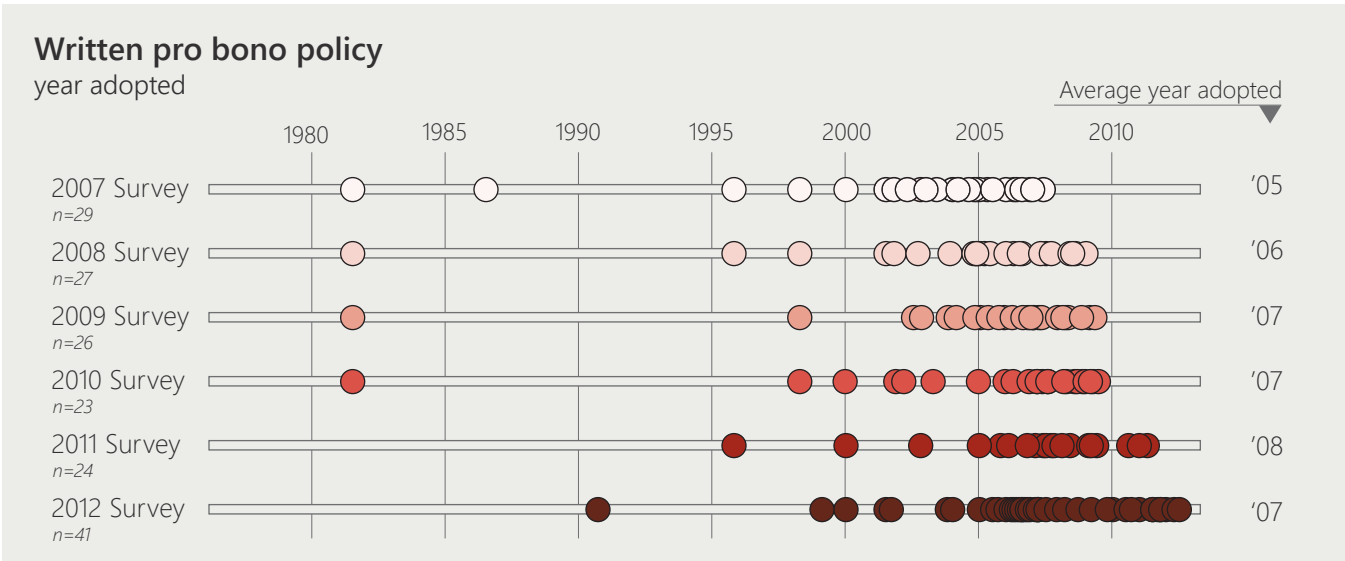


From 2007 to 2012, the majority of responding signatories had more than 50 lawyers and 50 non-lawyers within their departments.

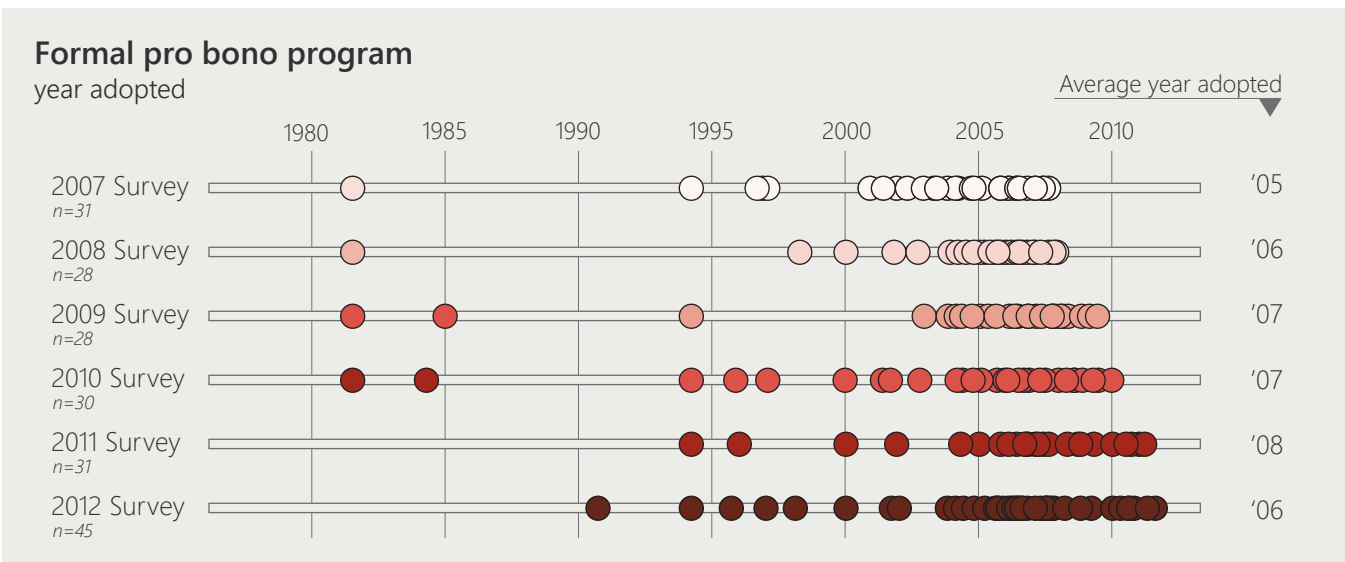


# POLICY

While most legal departments adopt written policies to manage their pro bono program, it is not universal, even among CPBO Challenge® signatories. In 2012, 11 of the responding signatories indicated that they did not have a written pro bono policy. The remaining 41 signatories adopted a policy on average five years before the survey date. In prior years, responding signatories adopted their policies on average between two and three years of the survey date. The oldest written policy was adopted in 1982.



The same is true of formal pro bono programs. Some legal departments support pro bono engagement by their legal staff without a formal structure put in place to manage efforts. In 2012, seven of the responding signatories indicated that they did not have a formal pro bono program in place. The remaining 45 signatories implemented a formal pro bono program, on average, six years before the survey date. For the majority of those departments, they launched their formal pro bono programs less than five years before the survey date; the median age in 2012 was four years. On average, from 2007 to 2011, responding signatories formalized their pro bono programs between two and three years of the survey date.



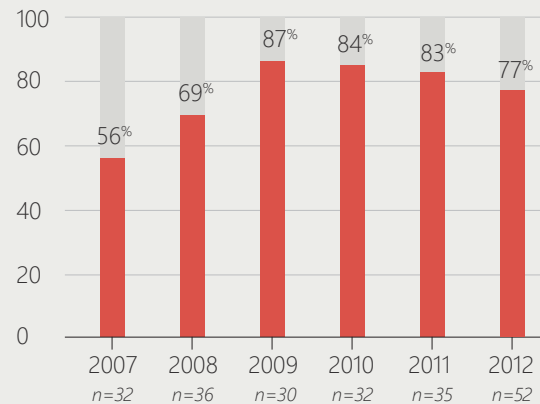
## PARTNERSHIPS WITH LAW FIRMS

Since 2007, more than 50 percent of responding CPBO Challenge® signatories partnered with outside law firms on pro bono. In 2012, 77 percent of respondents partnered with at least one law firm. In 2007, 56 percent partnered; in 2008, 69 percent; in 2009, 87 percent; in 2010, 84 percent; and in 2011, 83 percent of respondents partnered on pro bono with law firms.

In addition to partnering with outside law firms on pro bono, responding signatories considered pro bono performance when evaluating outside counsel. In 2007, 50 percent of responding signatories answered that pro bono was a factor. In 2008, it was 38 percent; 41 percent in 2009; 38 percent in 2010; 55 percent in 2011; and 52 percent in 2012. Moreover, since 2010, 31 to 41 percent of signatories responded that they considered whether outside law firms are Signatories to the [Law Firm Pro Bono Challenge®](#).

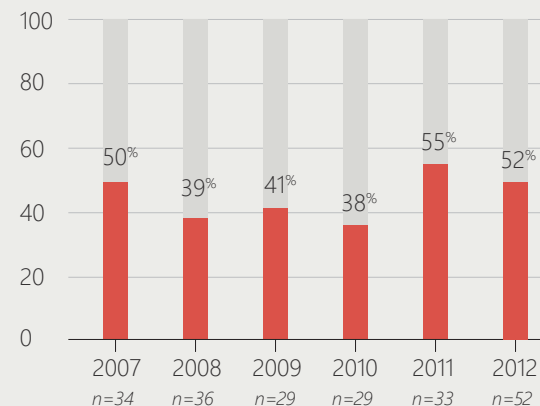
### Partnerships

with outside law firms, %



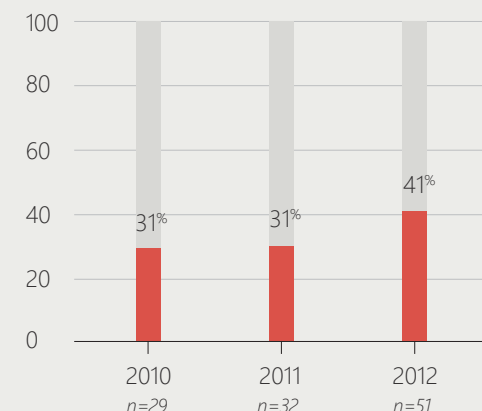
### Law Firm Pro Bono Performance

consider when evaluating outside counsel, %



### Law Firm Pro Bono Challenge®

encouraged outside law firms, %



### The Law Firm Pro Bono Challenge®

The Law Firm Pro Bono Challenge® is the definitive aspirational pro bono standard for large law firms. By committing to a Statement of Principles, Signatories pledge their best efforts to achieve the following goals of the Challenge and annually report their progress to PBI:

- » an institutional commitment to encourage and support participation by all attorneys in the firm;
- » the firm annually contributes to pro bono work (as defined by the Law Firm Pro Bono Challenge®) a minimum of either (i) five percent of total billable hours or 100 hours per attorney or (ii) three percent of total billable hours or 60 hours per attorney;
- » a majority of such pro bono work is spent representing persons of limited means or charitable, religious, civic, community, governmental, and educational organizations in matters that primarily address the needs of persons of limited means; and
- » a majority of both partners and associates in the firm participate annually in pro bono activities.

## CONCLUSION

Since its inception, there has been a steady increase in the number of CPBO Challenge® signatories and in-house pro bono participation. And while CPBO Challenge® signatories are a highly diverse group of companies, they all share a common goal: to utilize the unique skills of their lawyers and non-lawyers to increase access to legal assistance in their communities.

In evaluating in-house pro bono, it is important to consider contextual factors that currently affect pro bono. Pro bono is relatively new at legal departments. While a handful of legal departments formalized their pro bono programs more than 15 years ago, the vast majority of departments launched formal pro bono programs within the past five years. In addition, smaller departments and those without formal pro bono programs identify opportunities, often through bar associations, including ACC, and public interest organizations, that engage their lawyers and non-lawyers in pro bono legal services.

A number of factors account for the recent surge in formal pro bono programs and pro bono participation including a desire on the part of company and legal department leadership to provide opportunities for engagement; legal departments' interest in contributing their unique legal skills to company-wide corporate social responsibility or community affairs efforts; the influence of law firm pro bono as law firm lawyers move in-house and take with them an appreciation for and commitment to pro bono; and the work of CPBO to support in-house pro bono programs.

## LOOKING AHEAD: IN-HOUSE PRO BONO

### *Increased Participation*

In the coming years, we expect to see an increase in the number of CPBO Challenge® signatories and in the participation rate of legal staff at departments with more mature programs. The range of participation rates among signatories will continue to vary greatly with signatories that are new to pro bono registering, on average, lower participation rates.

### *Global Pro Bono*

Interest in pro bono around the world is growing rapidly and we expect to see this interest swell in coming years. Multi-national companies with offices in countries all over the globe—often with a large presence in developing countries that are most in need of assistance—are especially well-suited to pursue global pro bono projects.

Despite a strong interest in global pro bono, much remains to be done to create the infrastructure necessary for global pro bono to work. As a result, participation levels will remain significantly lower for most signatories. However, signatories will continue to expand their reach and will explore pro bono opportunities in more and more countries.

### *Collaboration and Partnerships*

We anticipate an increase in collaboration among legal departments and between legal departments and pro bono partners, including outside law firms. For departments large and small, partnerships with outside law firms can be a beneficial way to expand or support pro bono activities as many of the leading large law firms have well-organized and thriving pro bono programs. In addition, signatories will continue to consider pro bono a factor in evaluating outside firms.

## ABOUT THE CPBO CHALLENGE® INITIATIVE

Companies are placing increased emphasis on corporate social responsibility as an integral part of their identity and strategic planning. For their legal departments, moving beyond compliance with operational, ethical, and legal standards to focus on improving the economic and social climate of communities and a broad range of stakeholders is not only the right thing to do but also promotes trust and enhances the companies' business goals.

Many legal departments have found that having a concrete quantifiable but voluntary goal has helped to increase visibility, participation, and performance while assuring legal staff that they will not be disadvantaged because of their pro bono participation. The CPBO Challenge® goals are thus an important tool for corporate social responsibility and good citizenship.

### The CPBO Challenge® Statement

As Chief Legal Officers of major corporations, we recognize the critical importance of pro bono service as a cornerstone of our professional identity and accept the unique role that we can play in promoting pro bono in our legal departments. As corporate leaders, we understand that the legal and business interests of our clients are furthered when access to the legal system is readily available to resolve disputes.

In recognition of our commitment and as signatories to this Corporate Pro Bono Challenge® statement, we will encourage and promote pro bono service by our legal department staff and use our best efforts to encourage our staffs, including at least one-half of our legal staff, to support and participate, as appropriate, in pro bono service.

To underscore the importance of promoting pro bono service, we will encourage the outside law firms with whom we work to acknowledge publicly their support for pro bono by becoming Signatories to the Pro Bono Institute's Law Firm Pro Bono Challenge®.

### The CPBO Challenge® 100 Milestone

In November 2010, CPBO announced an exciting milestone – 100 Corporate Pro Bono Challenge® signatories.

The CPBO Challenge® 100 achievement honors the leadership and commitment of the companies that have signed on to the CPBO Challenge® statement and seeks to increase momentum and pro bono culture within the corporate community. It is an important first step toward making pro bono an integral part of the culture at all in-house legal departments.





## METHODOLOGY

All data included in this report is presented in the aggregate to maintain the confidentiality of the Corporate Pro Bono Challenge® survey respondents.

The primary objective of the survey was to determine if CPBO Challenge® signatories met the goal of 50 percent participation in pro bono. In addition, survey questions solicited information about pro bono policies and practices, including partnering with outside law firms. When launched in 2007, the survey consisted of more than 25 questions. Between 2007 and 2012, the survey was edited and shortened. A copy of the 2012 survey is included in the appendix at the end of this report.

The survey response rates varied from year to year with a different combination of departments responding each year. In 2007, 42 of a total of 67 signatories submitted responses to the Challenge surveys. In 2008, 42 of 75 signatories submitted responses. In 2009, 35 of 86 signatories submitted responses. In 2010, 37 of 103 signatories submitted responses. In 2011, 37 of 105 signatories submitted responses, and in 2012, 52 of 115 signatories submitted responses.

It is important to note that the lack of consistency in survey respondents from year to year and small sample sizes for some years prevents CPBO from comparing data and drawing certain conclusions. Nonetheless, CPBO finds the results support a compelling case for the growth and success of in-house pro bono. It is our hope that in publishing this data, CPBO Challenge® signatories will see the value in reporting their pro bono work so that in the future we may publish more extensive analysis of the data.

## REPORTING COMPANIES

## 2012

3M Company  
 Accenture LLP  
 Alaska Airlines, Inc.  
 Allstate Insurance Company  
 American International Group, Inc.  
 AOL Inc.  
 Association of Corporate Counsel  
 Bank of America Corporation  
 Best Buy Co., Inc.  
 Caterpillar Inc.  
 CBS Corporation  
 CIGNA Corporation  
 The Clorox Company  
 Counsel on Call  
 Deere & Company  
 Deloitte LLP  
 Discover Financial Services  
 Duke Energy Corporation  
 DuPont Company  
 Duquesne Light Company  
 Exelon Corporation  
 Federal Home Loan Mortgage Corporation  
 Ford Motor Company  
 The Gap, Inc.  
 General Electric Company  
 Hewlett-Packard Company  
 Intel Corporation  
 Marathon Oil Corporation  
 Massachusetts Mutual Life Insurance Co.  
 Mayo Clinic  
 McDonald's Corporation  
 Medtronic, Inc.  
 Merck & Co., Inc.  
 MetLife, Inc.  
 Microsoft Corporation  
 Nationwide Mutual Insurance Company  
 The Pep Boys-Manny, Moe & Jack  
 Pfizer Inc.  
 Rick Engineering Company  
 Royal Bank of Canada  
 Shell Oil Company  
 SYNEX Corporation  
 Target Corporation  
 U.S. Bancorp  
 United Airlines, Inc.  
 United Parcel Service, Inc.  
 UnitedHealth Group Incorporated  
 Verizon Communications Inc.  
 Wal-Mart Stores, Inc.  
 West Monroe Partners, LLC  
 The Williams Companies, Inc.  
 WPX Energy, Inc.

## 2011

Adventist Health System  
 Alaska Airlines, Inc.  
 Allstate Insurance Company  
 American International Group, Inc.  
 Aon Corporation  
 Bank of America  
 Caterpillar Inc.  
 CBRE Group, Inc.  
 CBS Corporation  
 CIGNA Corporation  
 The Clorox Company  
 Deere & Company  
 Deloitte LLP  
 Duke Energy Corporation  
 DuPont Company  
 Exelon Corporation  
 Ford Motor Company  
 The Gap, Inc.  
 General Electric Company  
 Hewlett-Packard Company  
 Mayo Clinic  
 McDonald's Corporation  
 Medtronic, Inc.  
 Merck & Co., Inc.  
 MetLife, Inc.  
 Microsoft Corporation  
 Nationwide Mutual Insurance Company  
 Office Depot, Inc.  
 The Pep Boys - Manny, Moe & Jack  
 Royal Bank of Canada  
 U.S. Bancorp  
 United Air Lines, Inc.  
 United Parcel Service, Inc.  
 UnitedHealth Group Incorporated  
 Verizon Communications Inc.  
 Wal-Mart Stores, Inc.  
 The Williams Companies, Inc.

## 2010

Adventist Health System  
 Aetna Inc.  
 Allstate Insurance Company  
 American Airlines, Inc.  
 Aon Corporation  
 AT&T Inc.  
 Best Buy Co., Inc.  
 CBS Corporation  
 Counsel On Call  
 Deere & Company  
 Dell Inc.  
 Exelon Corporation  
 Ford Motor Company  
 General Electric Company  
 General Motors Company  
 Hewlett-Packard Company  
 International Paper Company  
 Marsh & McLennan Companies  
 Mayo Clinic  
 McDonald's Corporation  
 Merck & Co., Inc.  
 MetLife, Inc.  
 Microsoft Corporation  
 Nationwide Mutual Insurance Company  
 The Pep Boys - Manny, Moe & Jack  
 Sara Lee Corporation  
 Shell Oil Company  
 Starbucks Coffee Company  
 Symantec Corporation  
 U.S. Bancorp  
 United Parcel Service, Inc.  
 UnitedHealth Group Incorporated  
 Verizon Communications Inc.  
 Wal-Mart Stores, Inc.  
 The Williams Companies, Inc.

## REPORTING COMPANIES

## 2009

Accenture LLP  
 Adventist Health System  
 Aetna Inc.  
 American Airlines, Inc.  
 AT&T Inc.  
 Best Buy Co., Inc.  
 BlueCross BlueShield of Tennessee  
 Boehringer Ingelheim Pharmaceuticals  
 Caterpillar Inc.  
 CBS Corporation  
 CIGNA Corporation  
 Computer Sciences Corporation  
 Counsel On Call  
 Deere & Company  
 Dell Inc.  
 Duke Energy Corporation  
 General Motors Company  
 Hewlett-Packard Company  
 Intel Corporation  
 International Paper  
 Logistics Management Institute  
 Mayo Clinic  
 Merck & Co., Inc.  
 MetLife, Inc.  
 Nationwide Mutual Insurance Company  
 Office Depot, Inc.  
 The Pep Boys - Manny, Moe & Jack  
 Royal Bank of Canada  
 Sara Lee Corporation  
 Shell Oil Company  
 Symantec Corporation  
 U.S. Bancorp  
 United Parcel Service, Inc.  
 Verizon Communications Inc.  
 The Williams Companies, Inc.

## 2008

Abbott Laboratories  
 Accenture LLP  
 Aetna Inc.  
 Allstate Insurance Company  
 AOL Inc.  
 Arena Pharmaceuticals  
 ARS National Services, Inc.  
 Bank of America Corporation  
 Best Buy Co., Inc.  
 Caterpillar Inc.  
 CIGNA Corporation  
 The Clorox Company  
 Computer Sciences Corporation  
 Counsel On Call  
 Deere & Company  
 Exelon Corporation  
 Federal Reserve Bank of New York  
 General Motors Corporation  
 Hasbro, Inc.  
 Hewlett-Packard Company  
 IKON Office Solutions, Inc.  
 Intel Corporation  
 J.C. Penney Corporation, Inc.  
 LexisNexis Group  
 Logistics Management Institute  
 Mayo Clinic  
 MetLife, Inc.  
 Microsoft Corporation  
 Nationwide Mutual Insurance Company  
 The Pep Boys - Manny, Moe & Jack  
 PepsiCo, Inc.  
 Pfizer Inc.  
 PPG Industries  
 Qwest Communications Inc.  
 Starbucks Coffee Company  
 SYNnex Corporation  
 TIAA-CREF  
 United Parcel Service, Inc.  
 UnitedHealth Group Incorporated  
 Vulcan Inc.  
 The Williams Companies, Inc.  
 Wyeth

## 2007

3M Company  
 Accenture LLP  
 Aetna Inc.  
 Agilent Technologies, Inc.  
 American International Group, Inc.  
 Armstrong World Industries, Inc.  
 Bank of America Corporation  
 Boehringer Ingelheim Pharmaceuticals  
 Cardinal Health, Inc.  
 Caterpillar Inc.  
 Citigroup Inc.  
 The Clorox Company  
 The Coca-Cola Company  
 Coors Brewing Company  
 Counsel On Call  
 Deere & Company  
 Dell Inc.  
 Exelon Corporation  
 General Electric Company  
 General Motors Corporation  
 Hasbro, Inc.  
 Hewlett-Packard Company  
 IKON Office Solutions, Inc.  
 Intel Corporation  
 J.C. Penney Corporation, Inc.  
 LexisNexis Group  
 Logistics Management Institute  
 Mayo Clinic  
 Merck & Co., Inc.  
 MetLife, Inc.  
 Microsoft Corporation  
 Nationwide Mutual Insurance Company  
 The Pep Boys - Manny, Moe & Jack  
 Pfizer Inc.  
 PPG Industries  
 Rick Engineering Company  
 Shell Oil Company  
 Starbucks Coffee Company  
 Tyson Foods, Inc.  
 United Parcel Service, Inc.  
 United Technologies Corporation  
 Wyeth

## JOIN THE CHALLENGE FORM

As Chief Legal Officers, we recognize the critical importance of pro bono service as a cornerstone of our professional identity and accept the unique role that we can play in promoting pro bono in our legal departments. As leaders, we understand that the legal and business interests of our clients are furthered when access to the legal system is readily available to resolve disputes.

In recognition of our commitment and as signatories to this Corporate Pro Bono Challenge® statement, we will encourage and promote pro bono service by our legal department staff and use our best efforts to encourage our staffs, including at least one-half of our legal staff, to support and participate, as appropriate, in pro bono service.

To underscore the importance of promoting pro bono service, we will encourage the outside law firms with whom we work to acknowledge publicly their support for pro bono by becoming signatories to the Pro Bono Institute's Law Firm Pro Bono Challenge®.

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On behalf of my legal department, I hereby sign the Corporate Pro Bono (CPBO) Challenge® statement:

Signature (Chief Legal Officer): \_\_\_\_\_ Date: \_\_\_\_\_

Name and Title: \_\_\_\_\_

Company: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Contact Person Name and Title: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Please send completed forms to CPBO at [erunyon@probonoinst.org](mailto:erunyon@probonoinst.org). For more information about the CPBO Challenge®, please contact Eve Runyon, CPBO director, at 202.729.6694 or at [cpbo@probonoinst.org](mailto:cpbo@probonoinst.org). Thank you for your interest and support.

## 2012 CPBO CHALLENGE® SURVEY, JANUARY 1, 2012 - DECEMBER 31, 2012

Welcome to the Corporate Pro Bono Challenge® 2012 Status Update. Your answers to this survey will be treated in the strictest confidence, and any information published will be only in the aggregate.

### Background Information

#### 1. Company Information

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

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

|       |       |
|-------|-------|
| Name  | _____ |
| Title | _____ |
| Email | _____ |
| Phone | _____ |

#### 3. Company Information

|                     |       |
|---------------------|-------|
| Annual Revenue      | _____ |
| Number of Employees | _____ |

#### 4. Number of Offices with Legal Staff Onsite

|                  |       |
|------------------|-------|
| Inside the U.S.  | _____ |
| Outside the U.S. | _____ |

## Participation in Pro Bono

1. Please record the number of legal professionals in the U.S. as of 12/31/12 and how many of those provided pro bono legal services (not including community service) during the reporting period.

|                  | Total in<br>Legal Department | Participating<br>in Pro Bono | Percentage |
|------------------|------------------------------|------------------------------|------------|
| U.S. Lawyers     | _____                        | _____                        | _____      |
| U.S. Non-Lawyers | _____                        | _____                        | _____      |

2. Please record the number of legal professionals in the U.S. as of 12/31/12 and how many of those provided pro bono legal services (not including community service) during the reporting period.

|                      | Total in<br>Legal Department | Participating<br>in Pro Bono | Percentage |
|----------------------|------------------------------|------------------------------|------------|
| Non-U.S. Lawyers     | _____                        | _____                        | _____      |
| Non-U.S. Non-Lawyers | _____                        | _____                        | _____      |

## Active Pro Bono Policies and Programs

1. Does your legal department have a written pro bono policy?
2. Does your legal department have a formal pro bono program?

## Pro Bono Partnerships

1. Does your legal department partner with outside law firms to provide legal pro bono work?

If yes, with which firms does your legal department partner? \_\_\_\_\_

2. Does your legal department inquire as to whether its outside firms perform legal pro bono work in RFPs, beauty contests, and/or retention processes?
3. Does your legal department consider a firm's pro bono performance when evaluating outside counsel?
4. Does your legal department encourage its outside firms to join the Pro Bono Institute's Law Firm Pro Bono Challenge®?



[www.cpbo.org](http://www.cpbo.org)

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