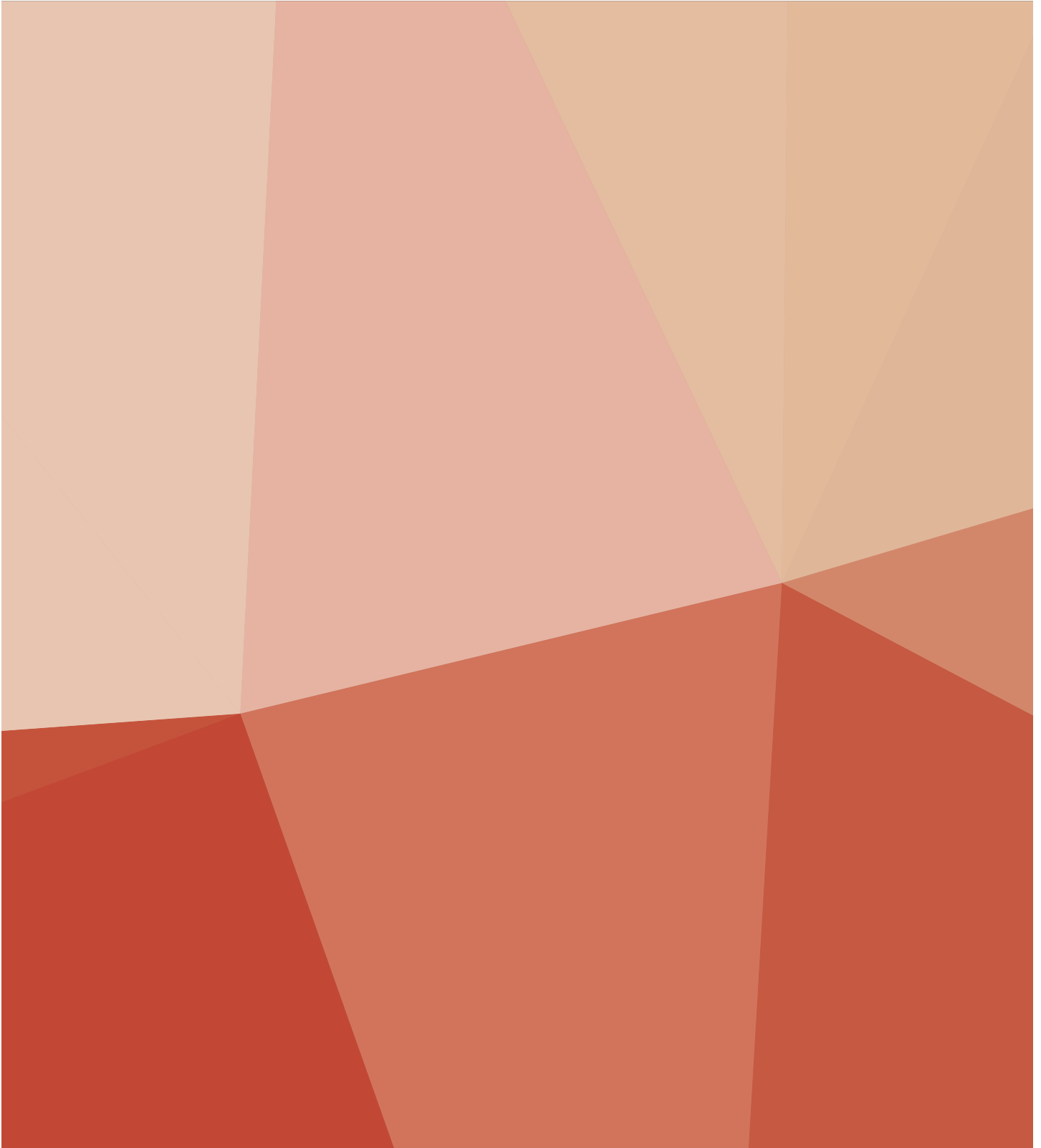


CPBO CHALLENGE REPORT

2023: In-House Pro Bono Holding the Course



Covering the Year 2022

CORPORATE PRO BONO

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

MISSION

CPBO's mission is to explore and identify new approaches to and resources for the provision of legal services to the poor, disadvantaged, and other individuals or groups unable to secure legal assistance to address critical problems. CPBO does so by supporting, enhancing, and transforming the pro bono efforts of in-house legal departments in the U.S. and around the world. Since its inception, CPBO has worked with more than 1200 legal departments and ACC chapters.

THE CORPORATE PRO BONO CHALLENGE® INITIATIVE

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

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

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

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SNAPSHOT OF SIGNATORIES



ADVISORY BOARD

Co-chairs

Dev Stahlkopf
Executive Vice President and Chief Legal Officer
Cisco Systems, Inc.

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Todd Machtmes
Executive Vice President and General Counsel
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ESG
Capital One Financial Corporation

Hossein Nowbar
General Counsel – Corporate Legal Affairs, Corporate Vice
President and Corporate Secretary
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Ivan K. Fong
Executive Vice President, General Counsel & Secretary
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General Counsel
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Senior Vice President, General Counsel & Secretary
General Electric Company

Tonya Robinson
Vice Chair and General Counsel – Legal, Regulatory and
Compliance
KPMG LLP

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

John Schultz
Executive Vice President and Chief Operating Officer
Hewlett Packard Enterprise Company

INTRODUCTION

The 2023 CPBO Challenge® Report: In-House Pro Bono Holding the Course covers the year 2022. This report summarizes the responses of 44 legal departments that responded to the CPBO Challenge® survey in 2023.

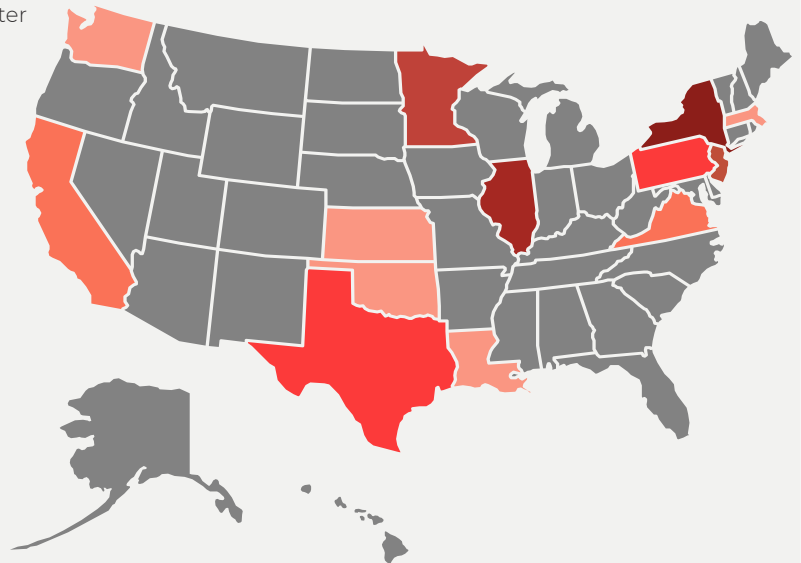
At the time of this survey, there were 188 signatories to the Corporate Pro Bono Challenge statement, headquartered in cities around the U.S. and internationally, and with offices and legal staff around the globe. Access previous CPBO Challenge reports here:

- 2007-2012 CPBO Challenge Report: [The Development of In-House Pro Bono](#)
- 2013 CPBO Challenge Report: [The Growth of In-House Pro Bono](#)
- 2015 CPBO Challenge Report: [The Path of In-House Pro Bono](#)
- 2016 CPBO Challenge Report: [Report on In-House Pro Bono](#)
- 2017 CPBO Challenge Report: [The Endurance of In-House Pro Bono](#)
- 2018 CPBO Challenge Report: [The Expansion of In-House Pro Bono](#)
- 2019 CPBO Challenge Report: [Report on the Growth of In-House Pro Bono](#)
- 2020 CPBO Challenge Report: [In-House Pro Bono Rising to Meet the Challenge](#)
- 2021 CPBO Challenge Report: [In-House Pro Bono in a Challenging Year](#)
- 2022 CPBO Challenge Report: [In-House Pro Bono Report](#)

Company Headquarters of CPBO Challenge Survey Respondents

U.S. Company Headquarters

- | | |
|--|---|
| <p>California (2)
San Diego, Santa Clara</p> | <p>New York (9)
New York City (8), Rochester</p> |
| <p>Illinois (8)
Bloomington, Chicago (3),
Moline, Oak Brook,
Riverwoods, Schaumburg</p> | <p>Oklahoma (1)
Tulsa</p> |
| <p>Kansas (1)
Wichita</p> | <p>Pennsylvania (3)
Philadelphia (2),
Pittsburgh</p> |
| <p>Louisiana (1)
New Orleans</p> | <p>Texas (3)
Austin, Dallas, Irving</p> |
| <p>Massachusetts (1)
Springfield</p> | <p>Virginia (2)
Herndon, McLean</p> |
| <p>Minnesota (6)
Minneapolis (3), Minnetonka
Richfield, Wayzata</p> | <p>Washington (1)
Redmond</p> |
| <p>New Jersey (4)
Basking Ridge, Kenilworth,
Newark, Tinton Falls</p> | |



International Company Headquarters

- Ireland (1)**
Dublin
- Netherlands (1)**
Amstelveen

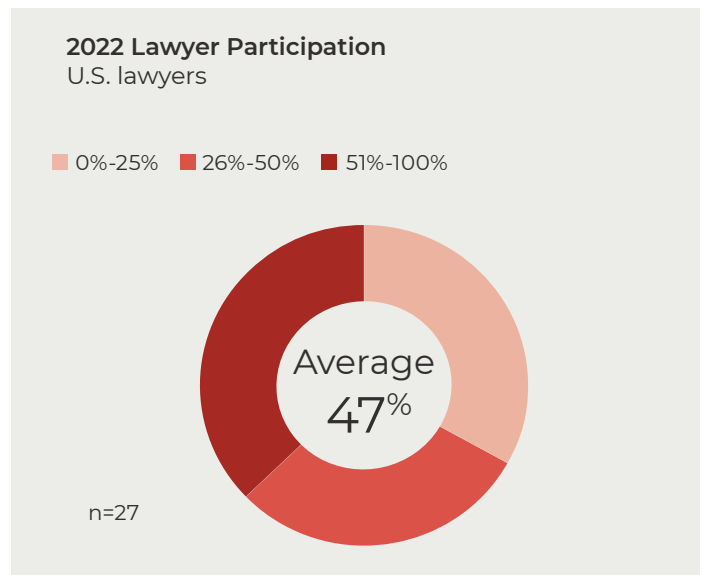
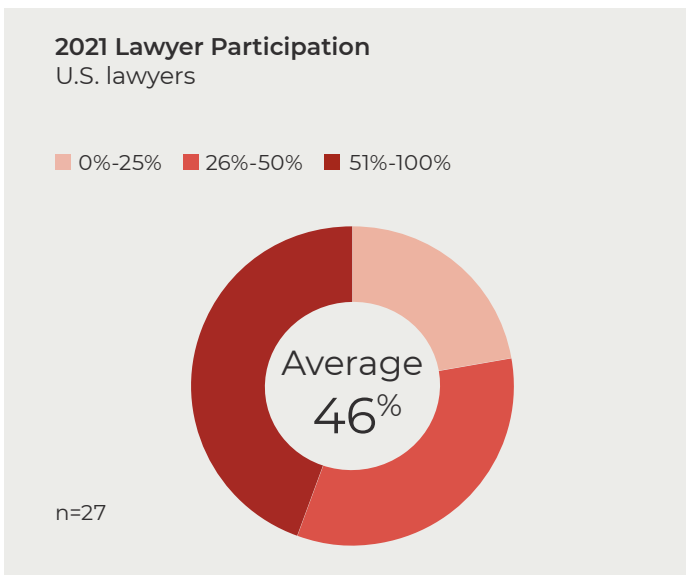


LEGAL DEPARTMENT PARTICIPATION, 2021 AND 2022

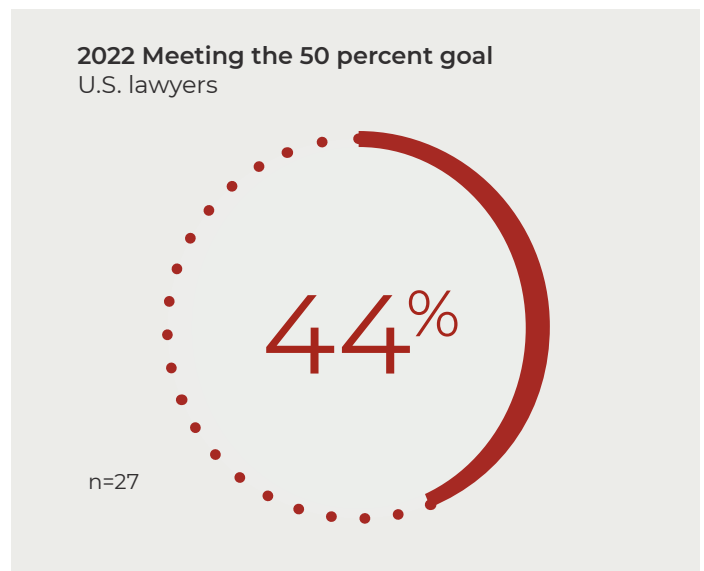
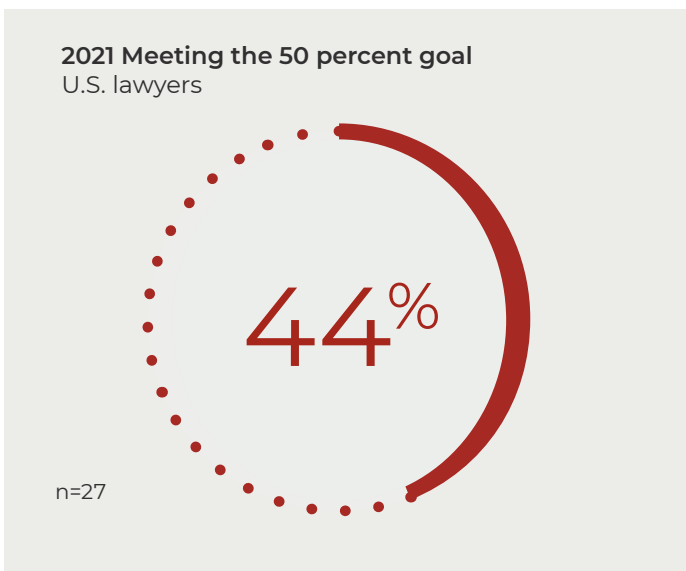
When signing the Corporate Pro Bono Challenge statement, legal departments commit to encourage 50 percent of department employees, including attorneys and legal staff, to engage in legal pro bono work. The 50 percent participation metric is an aspirational goal rather than a requirement. This page addresses data only for the subset of companies that responded to the CPBO Challenge surveys for both 2021 and 2022.

U.S. Lawyer Participation

Participation in pro bono by U.S. lawyers of signatories that responded to the CPBO Challenge surveys for both 2021 and 2022 increased by one percent during this two-year period, from 46 percent in 2021 to 47 percent in 2022.



The percentage of signatories who responded in both 2021 and 2022 that met or exceeded the goal of 50 percent participation in pro bono by attorneys remained consistent at 44 percent.



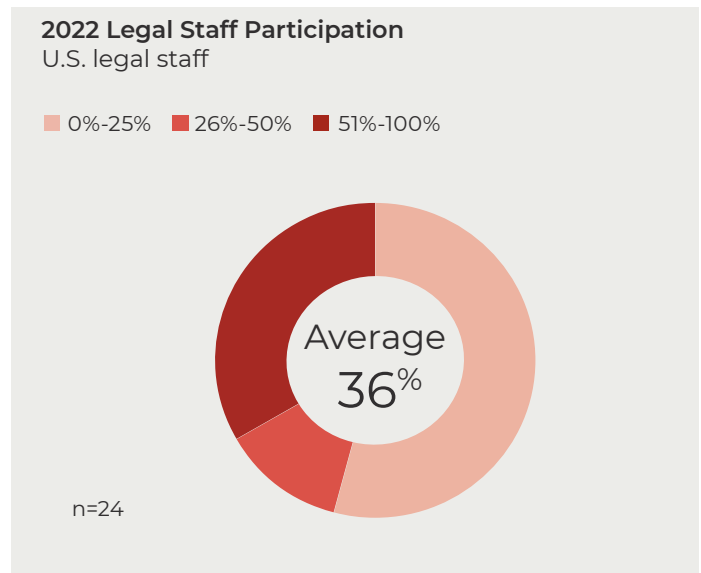
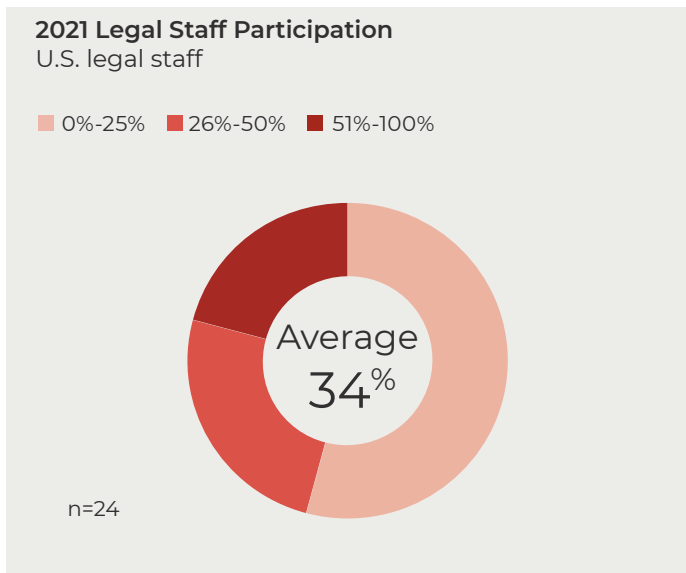
Throughout this publication, “n” is used to denote the total respondents in the relevant sample.

LEGAL DEPARTMENT PARTICIPATION, 2021 AND 2022

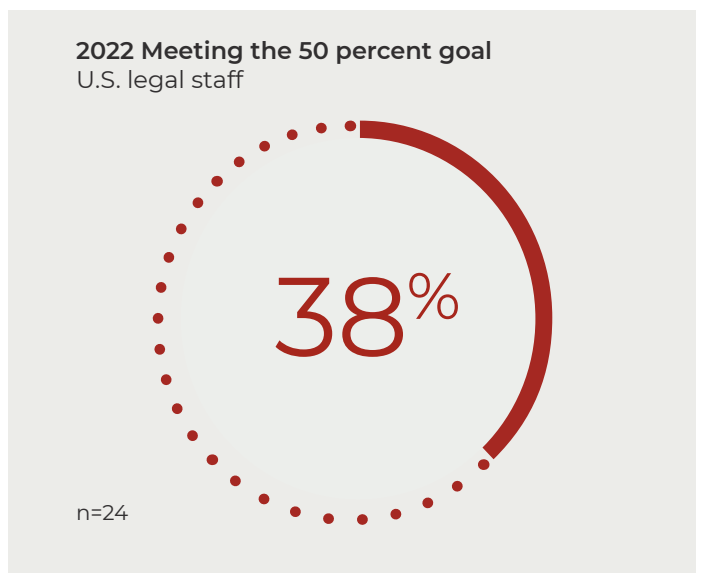
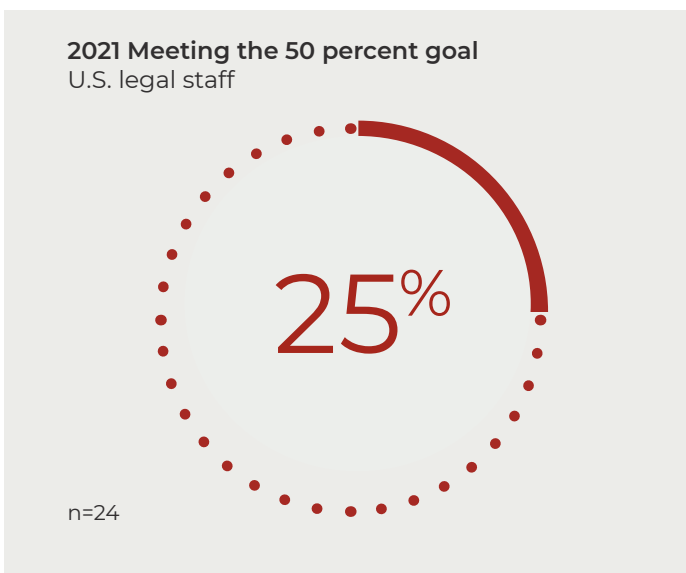
When signing the Corporate Pro Bono Challenge statement, legal departments commit to encourage 50 percent of their legal staff to engage in legal pro bono work. The 50 percent participation metric is an aspirational goal rather than a requirement. This includes all staff who sit within the legal department, such as paralegals, legal assistants, and compliance professionals. This page addresses data only for the subset of companies that responded to the CPBO Challenge surveys for both 2021 and 2022.

U.S. Legal Staff Participation

Participation in pro bono by U.S. legal staff of signatories that responded to the CPBO Challenge surveys for both 2021 and 2022 increased by two percent during this two-year period, from 34 percent in 2021 to 36 percent in 2022.



The percentage of signatories who responded in both 2021 and 2022 that met or exceeded the goal of 50 percent participation by legal staff increased from 25 percent in 2021 to 38 percent in 2022.

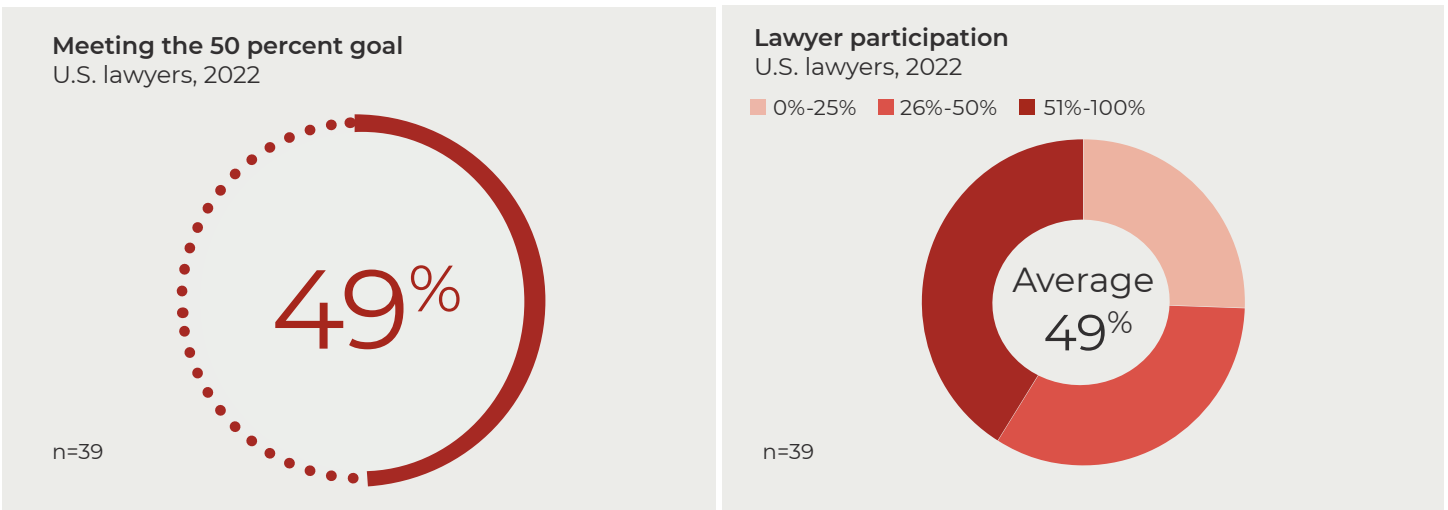


LEGAL DEPARTMENT PARTICIPATION, 2022

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

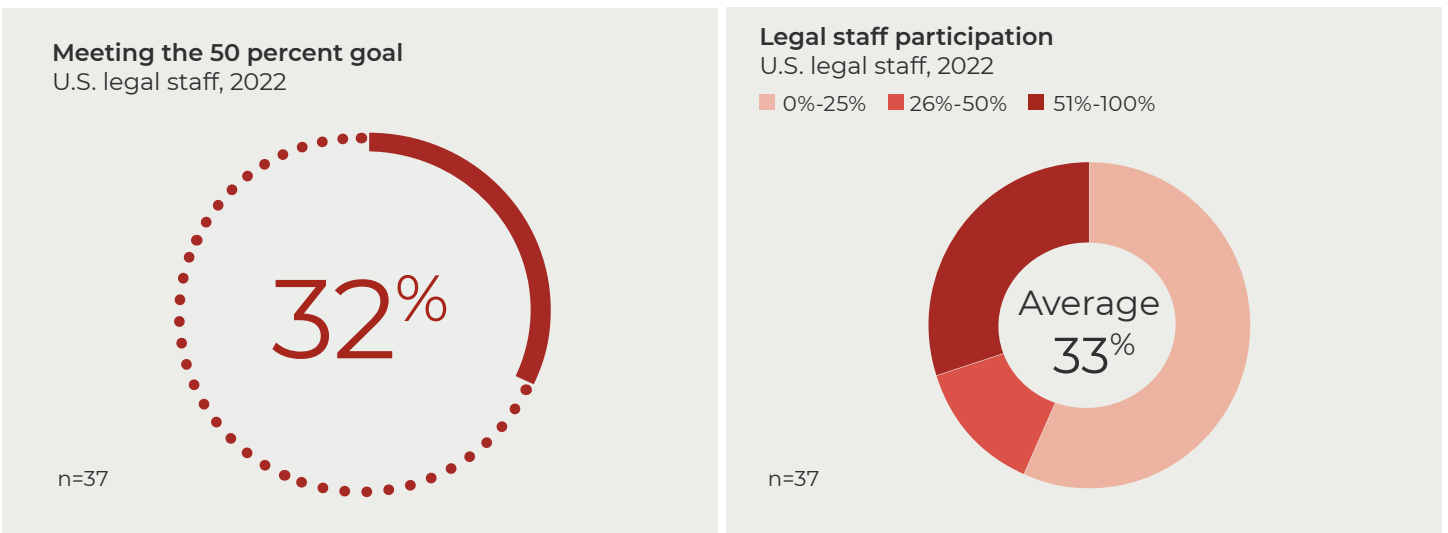
U.S. Lawyer Participation

Forty-nine percent of signatories responding to the CPBO Challenge survey covering 2022 met or exceeded the goal of 50 percent attorney participation in legal pro bono. The average participation rate was also 49 percent.

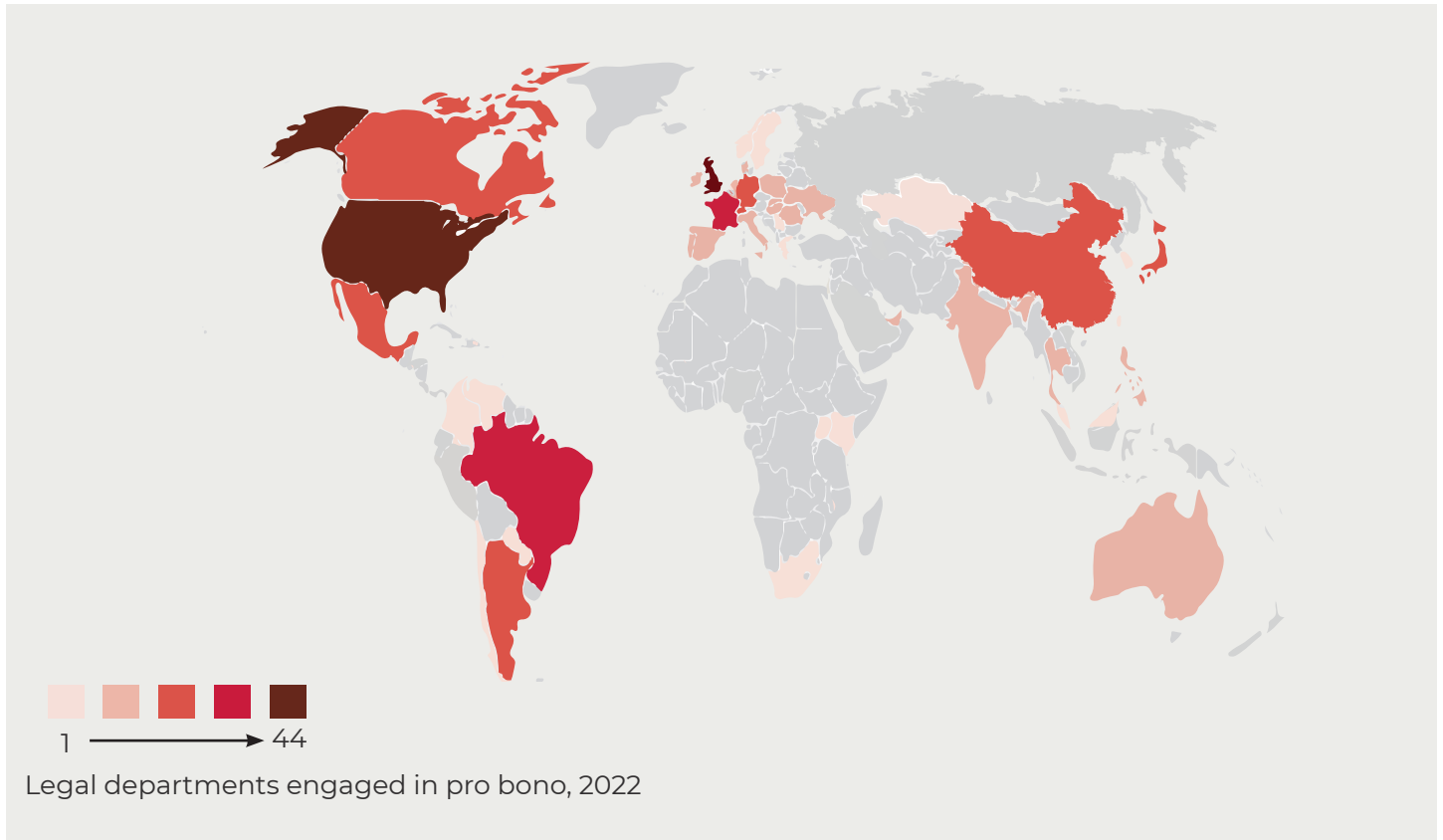


U.S. Legal Staff Participation

Legal departments are encouraged to engage all staff members – such as paralegals, legal assistants, compliance experts, and other professionals – in pro bono. Thirty-two percent of signatories responding to the CPBO Challenge survey covering 2022 met or exceeded the goal of 50 percent legal staff participation in legal pro bono. The average participation rate was 33 percent.



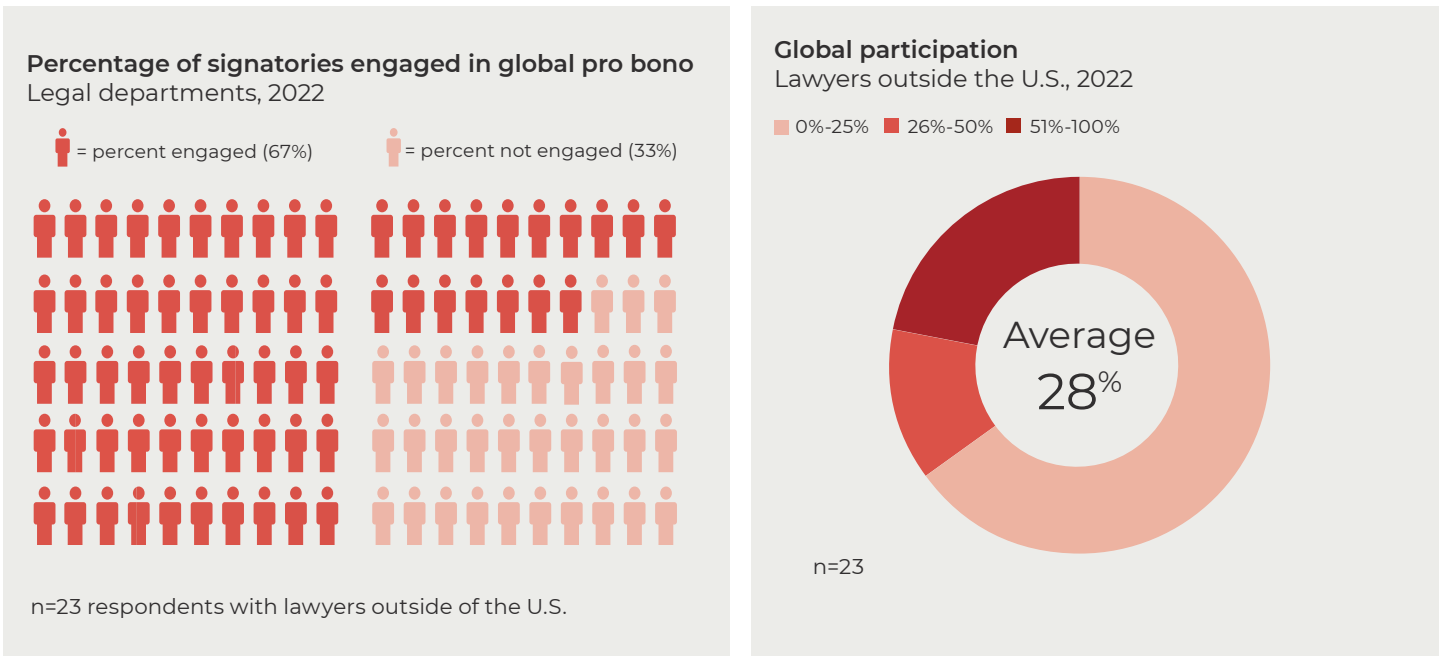
GLOBAL PRO BONO, 2022



Countries where legal departments engaged in global pro bono, 2022

Africa (4)	Asia (35)	Australia (3)	Europe (66)	North America (57)	South America (18)
Kenya	China (7)	Australia (3)	Austria	Bermuda	Argentina (6)
South Africa (2)	India (4)		Czech Republic (3)	Canada (7)	Brazil (8)
Uganda	Japan (5)		Denmark (2)	Mexico (5)	Chile
	Kazakhstan		France (8)	United States (44)	Colombia
	Malaysia		Germany (7)		Paraguay
	Phillipines (3)		Greece		Venezuela
	Singapore (9)		Hungary (2)		
	South Korea		Ireland (3)		
	Thailand (2)		Italy (3)		
	United Arab Emirates		Luxembourg (2)		
			Netherlands (2)		
			Norway		
			Poland (2)		
			Portugal (2)		
			Romania (2)		
			Serbia		
			Spain (2)		
			Sweden		
			Switzerland (5)		
			Ukraine (2)		
			United Kingdom (14)		

GLOBAL PRO BONO, 2022

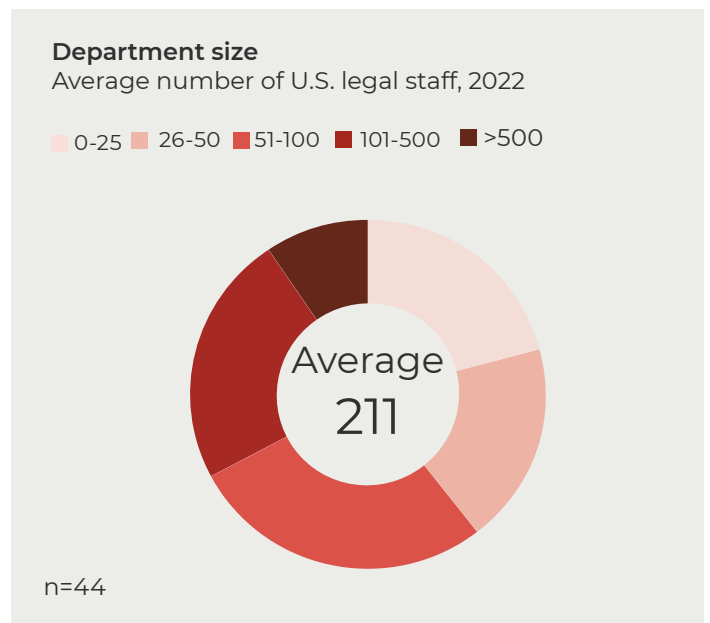
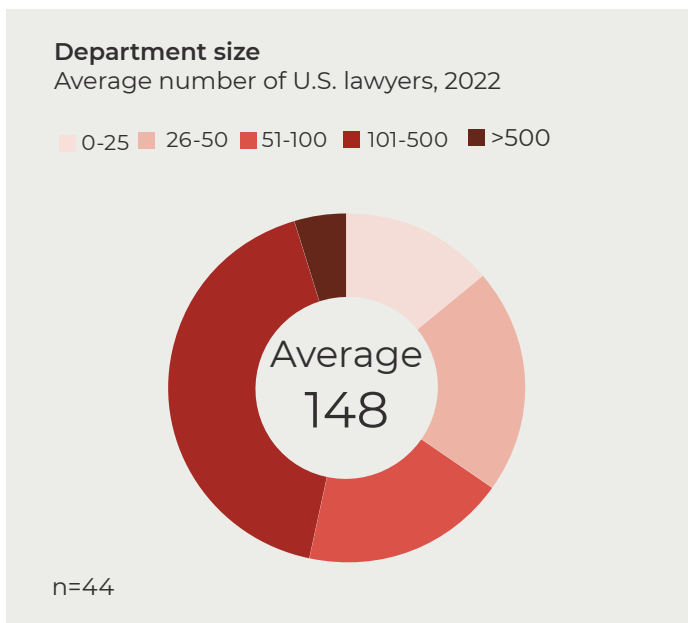
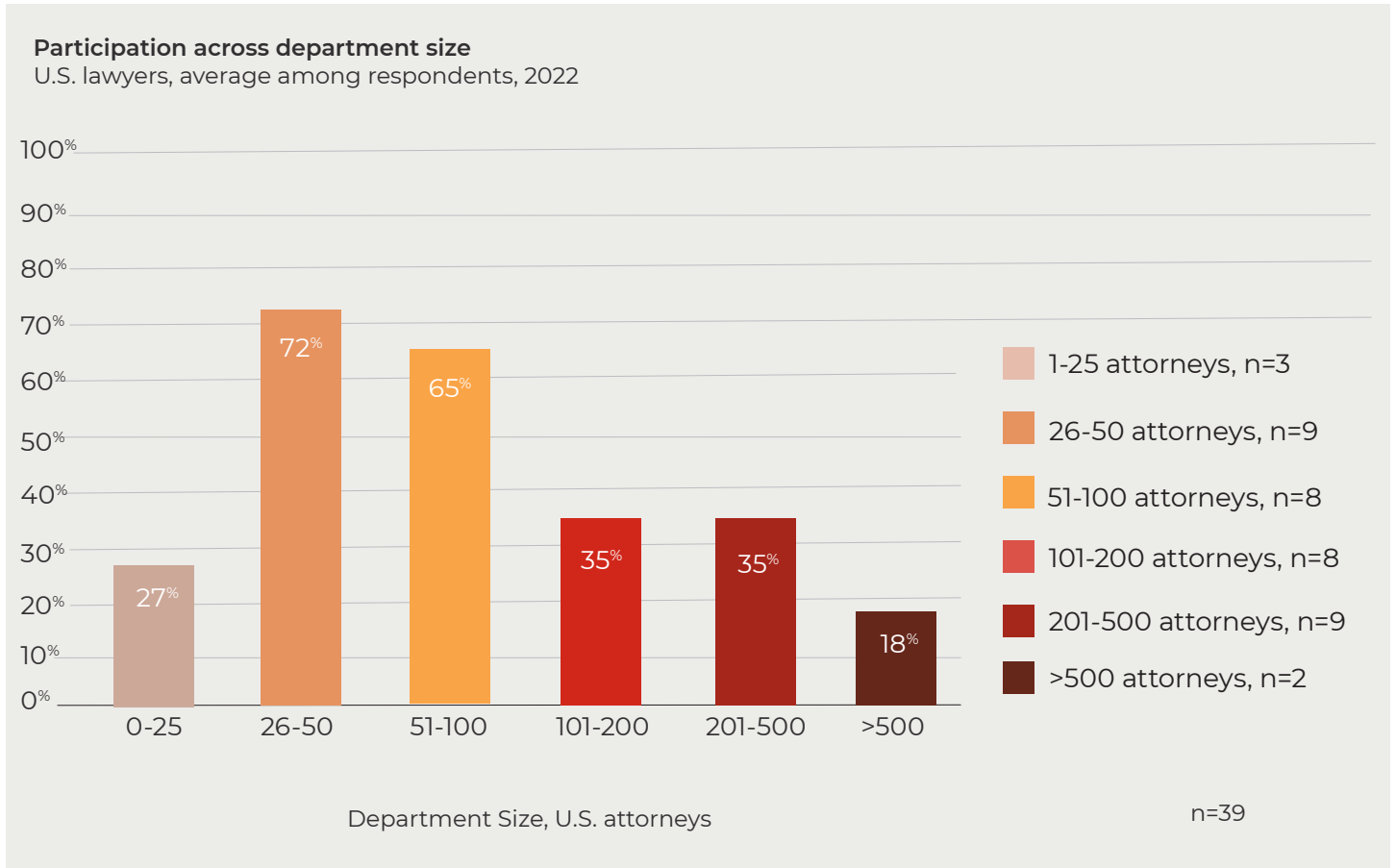


PARTICIPATION OUTSIDE THE LEGAL DEPARTMENT, 2022

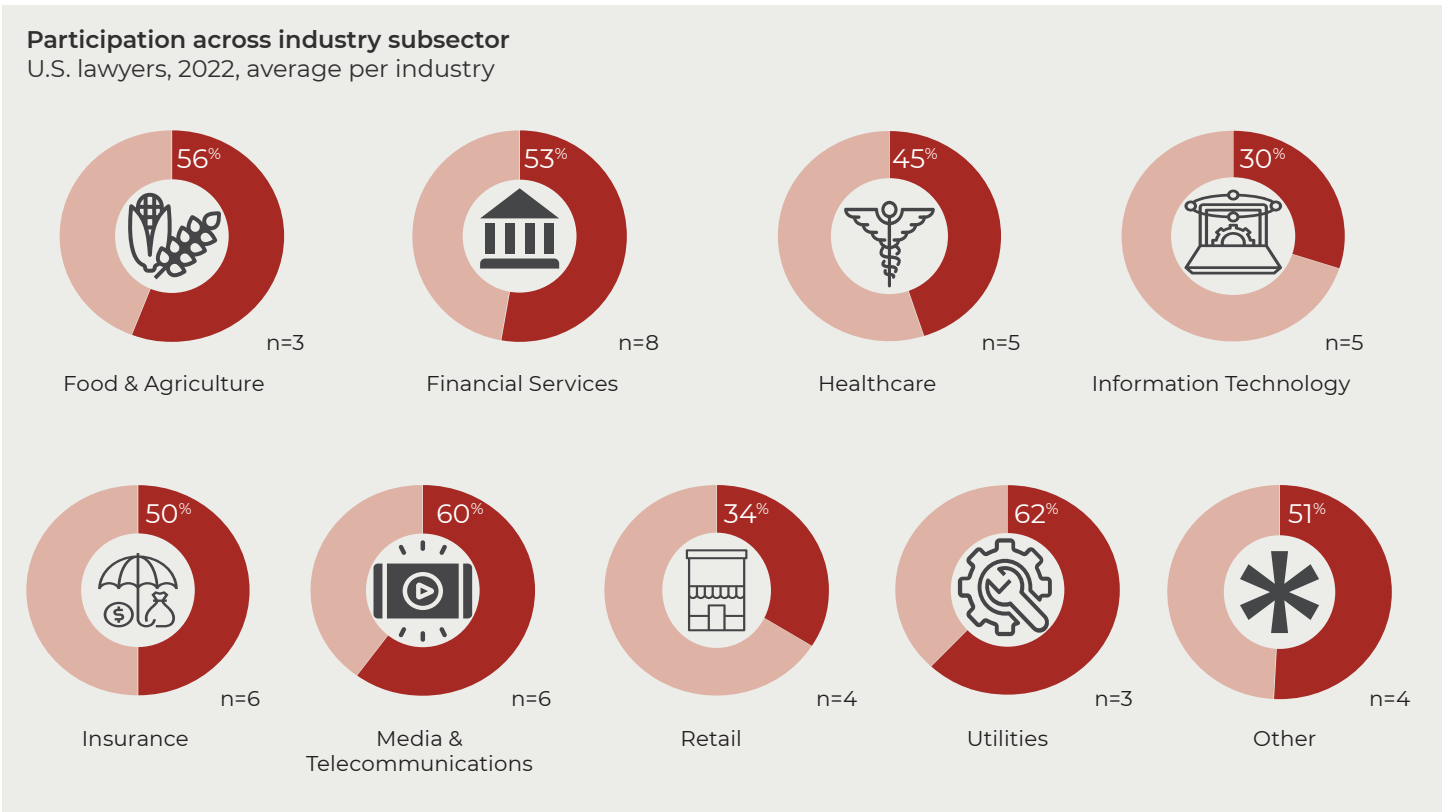
Thirty-three percent of signatories responding to the CPBO Challenge survey covering 2022 reported that some lawyers in the U.S. who work outside of the legal department participate in the legal department’s pro bono program. Thirty-two percent of responding signatories reported that some professionals or staff in the U.S. who work for the company outside of the legal department participated in pro bono. No respondents reported that lawyers or staff outside of the legal department participated in global pro bono efforts.



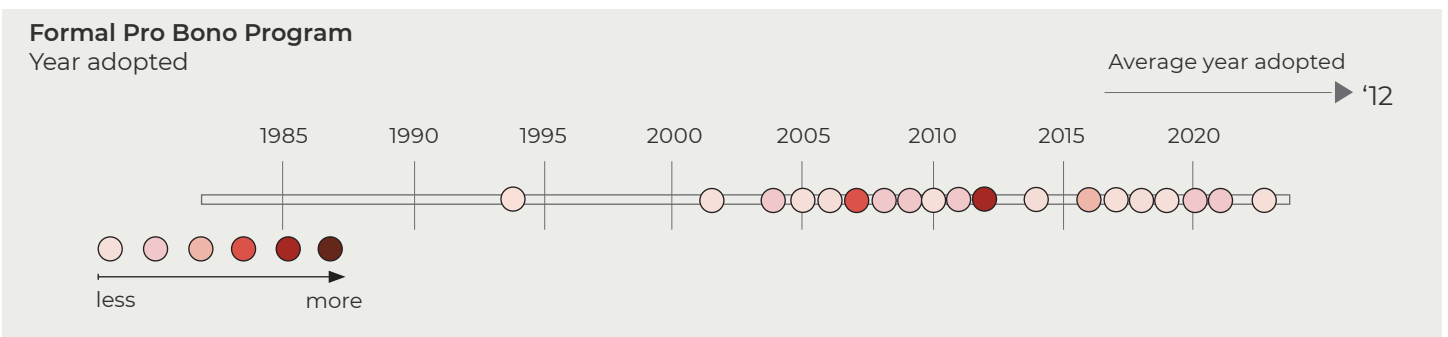
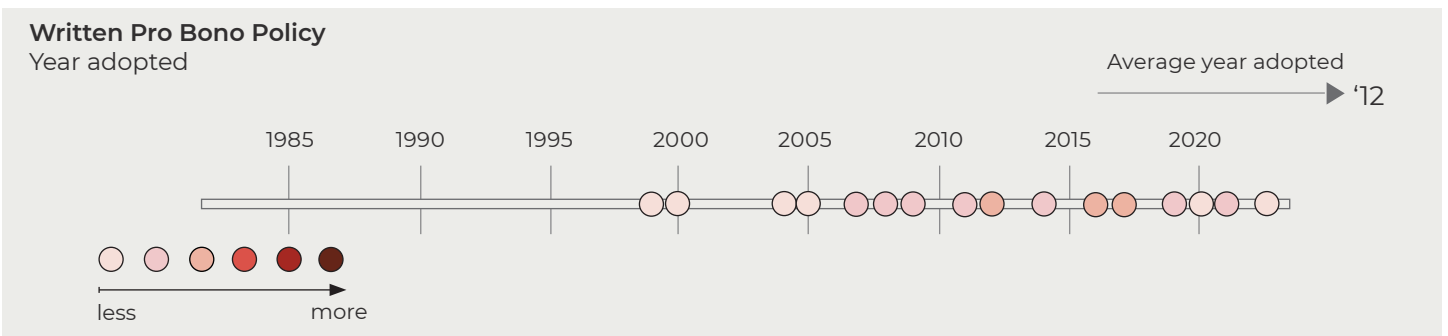
DEMOGRAPHICS, 2022



DEMOGRAPHICS, 2022

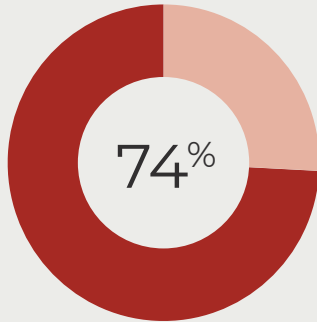


PRO BONO PROGRAMS AND POLICIES, 2022



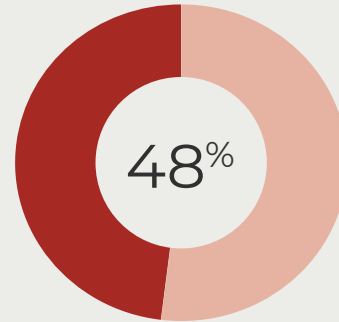
PARTNERSHIPS WITH LAW FIRMS, 2022

Partnerships
with outside law firms, 2022



n=43

Consider law firm pro bono performance when evaluating outside counsel, 2022



n=42

The Law Firm Pro Bono Challenge® Initiative

The Law Firm Pro Bono Challenge initiative 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:

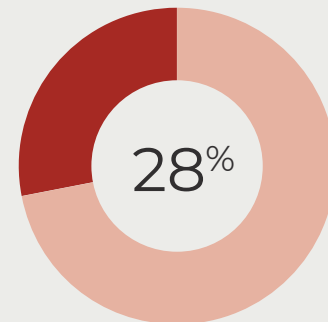
- an institutional commitment to encourage and support participation by all attorneys in the firm;

- the firm annually contributes to pro bono work (as defined by the Law Firm Pro Bono Challenge initiative) 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

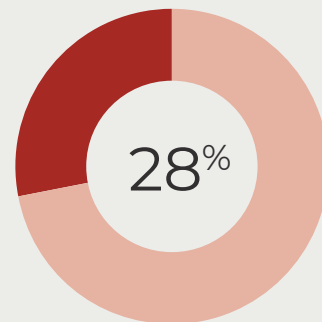
- a majority of both partners and associates in the firm participate annually in pro bono activities.

Inquire about law firm pro bono performance in RFPs, 2022



n=43

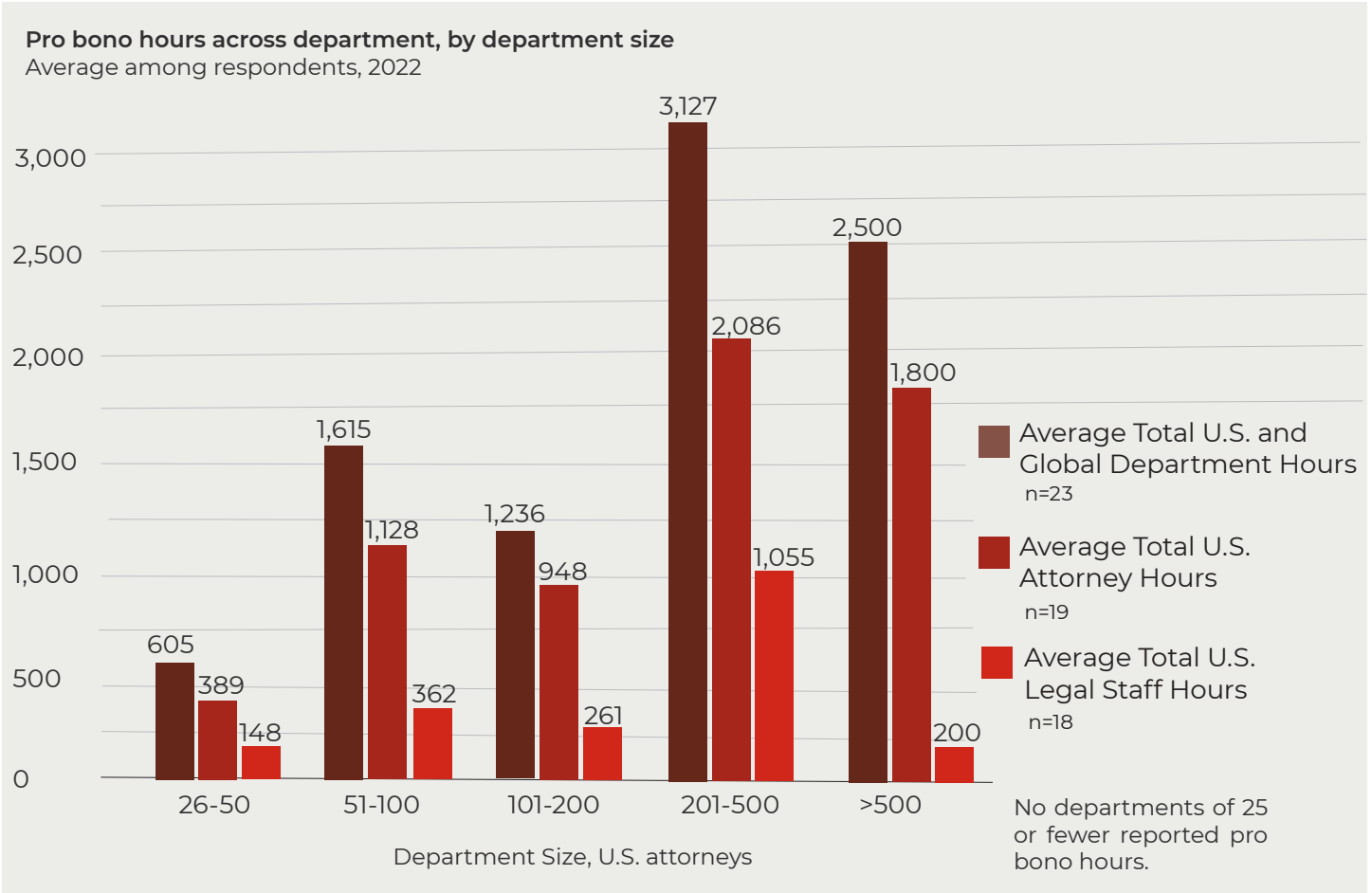
Law Firm Pro Bono Challenge Initiative encouraged outside law firms to join, 2022



n=43

PRO BONO HOURS

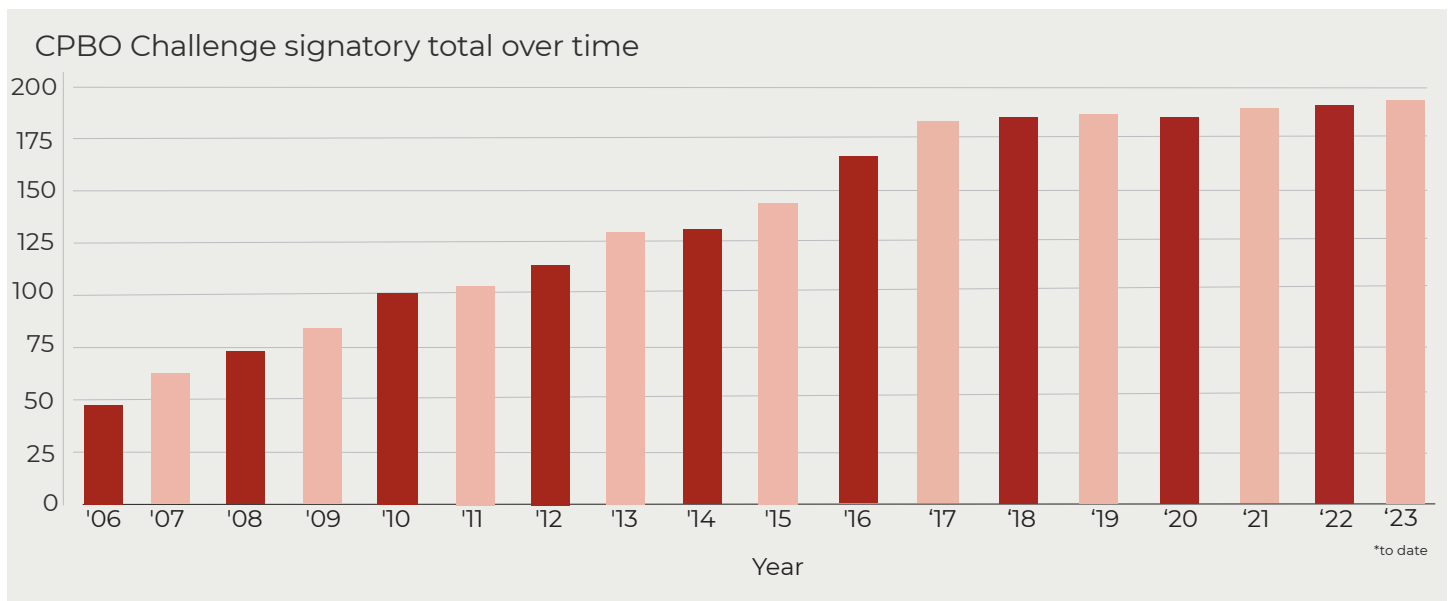
At the request of several of our stakeholders, we asked signatories that track pro bono hours data to share that information with us. We did this so that companies can benchmark against hours data as well as participation data if they so choose. This is the first time we have collected such information. About half of this year’s survey respondents reported pro bono hours for their departments.



ABOUT THE CPBO CHALLENGE INITIATIVE

For years, companies have emphasized corporate social responsibility (CSR) as an integral part of their identity and strategic planning. Recently, more companies have focused on social impact or corporate purpose, often in connection with Environmental, Social, and Governance (ESG) standards. For their legal departments, moving beyond compliance with operational, ethical, and legal standards to focus on improving the economic and social climate of communities and a broad range of stakeholders is not only the right thing to do but also promotes trust and enhances the companies' business goals.

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



The CPBO Challenge Statement

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

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

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

CONCLUSION

From the inception of the CPBO Challenge initiative in 2006, the number of new signatories grew steadily; the total number of signatories plateaued in recent years, as some signatories departed due to mergers, acquisitions, and other corporate changes as a result of the COVID-19 pandemic and its ramifications. However, as the pandemic has receded, CPBO has seen renewed interest from department leaders in publicly committing to or renewing their support of pro bono and access to justice.

Over the history of the CPBO Challenge initiative, pro bono participation by signatories' legal departments, including both attorneys and the legal staff, has generally increased. In the years surrounding the COVID-19 pandemic, CPBO saw a dip in pro bono participation. Last year, the data reflected renewed interest in pro bono and this year remains steady. For companies that responded to our survey in consecutive years, the average lawyer participation rate in the U.S. was 47 percent in 2022 compared to 46 percent in 2021. The percentage of signatories who responded in both 2021 and 2022 that met or exceeded the goal of 50 percent participation in pro bono by attorneys remained consistent at 44 percent.

Among this group of legal departments responding in 2021 and 2022, participation in pro bono by U.S. legal staff rose from 34 percent in 2021 to 36 percent in 2022. A more significant increase is seen through the percentage of signatories who responded in both 2021 and 2022 that met or exceeded the goal of 50 percent participation for legal staff – increasing from 25 percent in 2021 to 38 percent in 2022.

Looking at the data for 2022 survey respondents alone, 49 percent of companies met the aspirational goal of 50 percent pro bono participation by U.S. attorneys, and 32 percent met the goal for U.S. staff. On average, 49 percent of U.S. in-house attorneys and 33 percent of U.S. in-house legal staff participated in at least one pro bono opportunity in 2022. Globally, 67 percent of legal departments with a presence outside the U.S. engaged in pro bono outside of the U.S., with an average of 28 percent of global in-house attorneys participating in at least one pro bono opportunity in 2022.

We continue to see legal departments engaging their colleagues outside of the department in pro bono. In 2022, 33 percent of respondents reported pro bono participation by attorneys who work outside of the legal department, while 32 percent reported pro bono participation by other company staff.

CPBO notes that the Challenge survey looked different this year. It did not capture some substantive questions that will be surveyed in the upcoming Benchmarking Survey and analyzed in the Benchmarking Report; namely, CPBO removed questions regarding pro bono work on racial justice efforts and in response to the COVID-19 pandemic. For the first time, at the request of several legal departments, CPBO included a voluntary section of the survey in which there were a number of questions on metrics, including recorded pro bono hours.

This year, CPBO also asked signatories to tell us about their most impactful pro bono experiences in 2022. Signatories shared with us projects that their departments found to be meaningful and engaging, including pro bono work to free the wrongfully convicted and prevent future wrongful convictions; criminal expungement work; eviction record expunction and sealing; eviction diversion; serving small business; drafting end-of-life planning document; transgender name change clinics; helping refugees to obtain asylum or lawful permanent residency; securing birth certificates for homeless clients; participating in a pardons clinic; and conducting research to help NGOs that serve vulnerable populations. Signatories also shared achievements such as increasing their department's pro bono engagement over prior years, encouraging their outside counsel to increase their pro bono commitment, and receiving external awards for their pro bono work. We were inspired by these responses and look forward to highlighting the substantive work of our signatories in more detail in the Pro Bono Institute Signatory Showcase.

After holding steady for two years, we are hopeful that 2023 will be a year of growth for in-house pro bono. CPBO thanks the Chief Legal Officers and General Counsel who have committed to encourage their departments to participate in pro bono, the dedicated pro bono leaders who run these programs, and the volunteers whose provision of pro bono legal services furthers access to justice.

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 aspirational goal of 50 percent participation in pro bono. In addition, survey questions solicited information about pro bono policies and practices, including partnerships with outside law firms. For the 2021 survey, we asked questions about how the Covid-19 pandemic and corporate commitments to racial justice impacted in-house pro bono programs. In lieu of these questions for the 2022 survey, we asked departments who track pro bono hours to report them. The survey is included in the appendix to this report.

CPBO began surveying CPBO Challenge signatories in 2007. Each year, the survey response rate has varied with a different combination of departments responding. In 2022, 44 out of 188 signatories submitted responses, whereas in 2021, 47 of 189 signatories eligible to participate submitted responses. Responses include only 23 percent of the signatories eligible to participate in the survey. Moreover, 27 signatories (14 percent) responded in consecutive years (2021 and 2022), further limiting the apples-to-apples comparison. CPBO sent out its survey in February 2023 and extended the response deadline to mid-April 2023.

CPBO Challenge signatories contribute tremendous value by doing and reporting their pro bono work. CPBO continues to encourage signatories to respond to the survey each year. Increasing the number of respondents, and the number of repeat respondents in consecutive years, will allow CPBO to conduct and publish more extensive analysis of the data.

REPORTING COMPANIES

2021 & 2022

Accenture plc
 Advance
 American Council on Exercise
 American International Group, Inc.
 AT&T Inc.
 Best Buy Co., Inc.
 Bloomberg L.P.
 Capital One Financial Corporation
 Comcast NBCUniversal
 Entergy Corporation
 General Mills
 Intel Corporation
 Koch Capabilities, LLC
 KPMG
 Macy's Inc.
 Massachusetts Mutual Life Insurance Company
 Mayo Clinic
 MetLife, Inc.
 Microsoft Corporation
 Prudential Financial, Inc.
 Target Corporation
 The Williams Companies, Inc.
 U.S. Bancorp
 United Airlines
 UnitedHealth Group Incorporated
 Verizon Communications Inc.
 Zurich American Insurance Company

2022

Accenture plc
 Advance
 American Council on Exercise
 American International Group, Inc.
 Archer Daniels-Midland Company
 AT&T Inc.
 Best Buy Co., Inc.
 Bloomberg L.P.
 BNY Mellon
 Capital One Financial Corporation
 Cargill, Inc.
 Comcast NBCUniversal
 CommVault Systems, Inc.
 Deere & Company
 Delta Dental of California
 Dentsu International
 Discover Financial Services
 Entergy Corporation
 Exelon Corporation
 General Mills
 GSK
 Intel Corporation
 Koch Capabilities, LLC
 KPMG
 Macy's Inc.
 Massachusetts Mutual Life Insurance Company
 Mayo Clinic
 Merck & Co., Inc.
 MetLife, Inc.
 Microsoft Corporation
 National Student Clearinghouse
 Nexstar
 Oracle
 Pfizer Inc.
 PNC Financial Services Group, Inc.
 Prudential Financial, Inc.
 State Farm Mutual Automobile Insurance
 Target Corporation
 The Williams Companies, Inc.
 U.S. Bancorp
 United Airlines
 UnitedHealth Group Incorporated
 Verizon Communications Inc.
 Zurich American Insurance Company

JOIN THE CHALLENGE FORM

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

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

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

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

Signature (Chief Legal Officer): _____ Date: _____

Name and Title: _____

Company: _____

Street Address: _____

City: _____ State: _____ Zip: _____

Phone: _____

Email: _____

Contact Person Name and Title: _____

Street Address: _____

City: _____ State: _____ Zip: _____

Phone: _____

Email: _____

Please send completed forms to CPBO at asaunders@probonoinst.org. For more information about the CPBO Challenge statement, please contact Alyssa Saunders, CPBO director, at 202.729.6695 or asaunders@probonoinst.org. Thank you for your interest and support.

2022 CPBO CHALLENGE SURVEY, JANUARY 1, 2022 - DECEMBER 31, 2022

Welcome to the 2022 Corporate Pro Bono Challenge Survey. Your answers to this survey will be treated in the strictest confidence and any information published will be only in the aggregate.

Background Information

1. Company Information

Company Name _____

Address (Headquarters) _____

Address 2 _____

City _____

State/Province _____

Zip Code _____

Pro Bono Contact Name _____

Pro Bono Contact Title _____

Pro Bono Contact Email _____

Pro Bono Contact Phone _____

Additional Pro Bono Contact Name(s) _____

Additional Pro Bono Contact Title(s) _____

Additional Pro Bono Contact Email(s) _____

2. Company Information

Annual Revenue _____

Number of Employees _____

3. Number of Offices with Legal Department Professionals

Inside the U.S. _____

Outside the U.S. _____

Participation in Pro Bono

1. Please record the number of legal department professionals in the U.S. as of 12/31/22 and how many of those provided pro bono legal services (not including community service) during the reporting period. If you do not have any participants, please indicate 0.

	Total in Legal Department	Participating in Pro Bono	Percentage
U.S. Lawyers	_____	_____	_____
U.S. Legal Staff	_____	_____	_____

2. If there are lawyers or staff in the U.S. and who are outside the legal department providing pro bono legal services as part of the legal department's pro bono program (not including community service) as of 12/31/22, please state the number below. If you do not have any participants, please indicate 0.

	Participating in Pro Bono
U.S. Lawyers	_____
U.S. Legal Staff	_____

3. Please record the number of legal department professionals outside of the U.S. as of 12/31/22 and how many of those provided pro bono legal services (not including community service) during the reporting period. If you do not have any participants, please indicate 0.

	Total in Legal Department	Participating in Pro Bono	Percentage
Global Lawyers	_____	_____	_____
Global Legal Staff	_____	_____	_____

4. If there are lawyers or staff outside of the U.S. who are outside of the legal department providing pro bono legal services as part of the legal department's pro bono program (not including community service) as of 12/31/22, please state the number below. If you do not have any participants, please indicate 0.

	Participating in Pro Bono
Global Lawyers	_____
Global Legal Staff	_____

Global Pro Bono

1. Please list the countries here members of your legal department (lawyers and non-lawyers) are engaged in pro bono.

Active Pro Bono Policies and Programs

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

(a). If yes, what year did your legal department adopt a written pro bono policy?

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

(a). If yes, what year did your legal department implement a formal pro bono program?

Pro Bono Partnerships

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

(a). If yes, with which firms does your legal department partner?

2. Does your legal department inquire in RFPs, beauty contests, and/or retention processes whether its outside firms perform legal pro bono work?

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

4. Does your legal department encourage its outside firms to join the Pro Bono Institute's Law Firm Pro Bono Challenge?

Pro Bono Hours

While the CPBO Challenge initiative does not ask signatories to track pro bono hours, we recognize that some departments do track that information and seek to benchmark themselves against other departments. If your department does track this information, we encourage you to answer this next set of questions below.

1. What is the total number of pro bono hours performed by your legal department in 2022?

2. What was the total number of hours performed by attorneys in the U.S. in your legal department in 2022?

3. What was the total number of hours performed by legal professionals (not attorneys) in the U.S. in your legal department in 2022?

4. If your department is global, what was the total number of hours performed by attorneys outside of the U.S. in your legal department in 2022?

5. If your department is global, what was the total number of hours performed by legal professionals (not attorneys) outside of the U.S. in your legal department in 2022?



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