

2023*

Report on the Law Firm Pro Bono Challenge® Initiative

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

Pro Bono Institute (PBI)*, established in 1996, provides research, consultative services, analysis and assessment, publications, and training to a broad range of legal audiences.

Mission

PBI is mandated to explore and identify new approaches to, and resources for, the provision of legal services to the poor, disadvantaged, and other individuals or groups unable to secure legal assistance to address critical problems. We do so by supporting, enhancing, and transforming the pro bono efforts of major law firms, in-house legal departments, and public interest organizations in the U.S. and around the world.

Law Firm Pro Bono Project

PBI's Law Firm Pro Bono Project® program is a global effort designed to support and enhance the pro bono culture and performance of major law firms in the U.S. and around the world. The Project's goal is to fully integrate pro bono into the practice, philosophy, and culture of firms so that large law firms provide the institutional support, infrastructure, and encouragement essential to fostering a climate supportive of pro bono service and promoting attorney participation at all levels.

Law Firm Pro Bono Challenge Initiative

PBI's Law Firm Pro Bono Challenge initiative, launched in 1993 and implemented in 1995, is a unique, aspirational pro bono standard. Developed by law firm leaders and corporate general counsel, the Challenge articulates a voluntary, single standard for one key segment of the legal profession – major law firms. (A copy of the Challenge statement is included in the Appendices.) Challenge signatories publicly acknowledge their institutional, firm-wide commitment to provide pro bono legal services to low-income individuals and non-profit groups that serve them. The Challenge includes a narrow, but thoughtful, definition of pro bono that has become the industry standard for large law firms and others, as well as an accountability mechanism and measurement tool through its performance benchmarks and annual reporting requirement.

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CONTENTS

Executive Summary	1
Snapshot	2
Introduction	3
2022 Challenge Performance Data.....	4
> Highlights of Overall Pro Bono Performance.....	4
> Average Pro Bono Percentage.....	5
> Average Pro Bono Hours Per Attorney.....	6
> Reaching the Challenge Goal	7
> Service to Persons of Limited Means.....	8
> Response to Legal Needs Arising from the COVID-19 Pandemic.....	9
> Addressing Racial Justice	10
> Participation.....	13
> Charitable Donations	15
Reflections.....	17

Appendices

Methodology	A
Data Tables	B
2023 Reporting Challenge Signatories.....	C
2023 Non-Reporting Challenge Signatories	D
About the Law Firm Pro Bono Challenge Initiative	E
Law Firm Pro Bono Challenge Statement	F

EXECUTIVE SUMMARY

The 2023 Report on the Law Firm Pro Bono Challenge Initiative examines the pro bono performance of signatories to the Law Firm Pro Bono Challenge statement during the 2022 calendar year. Challenge signatories have committed to contribute 3 or 5% (or at a few firms, 60 or 100 hours per attorney) of their annual total client billable hours to pro bono activities as defined by the Challenge and report their performance to PBI's Law Firm Pro Bono Project staff each year.

Overall Performance

One hundred twenty-four firms reported performing an aggregated total of **4,950,520 hours of pro bono work in 2022**, a significant increase in total pro bono hours from 2021 when 126 law firms reported their pro bono hours. Pro bono hours represented 3.47% of total client billable hours in 2022 – a 4.6% improvement over 2021.

Pro Bono for Those of Limited Means

For 2022, firms reported performing almost **3.5 million pro bono hours for those of limited means** and organizations serving them. This comprises 73.3% of all pro bono time for those firms last year – a slight drop in percentage compared to 2021 (74.3%).

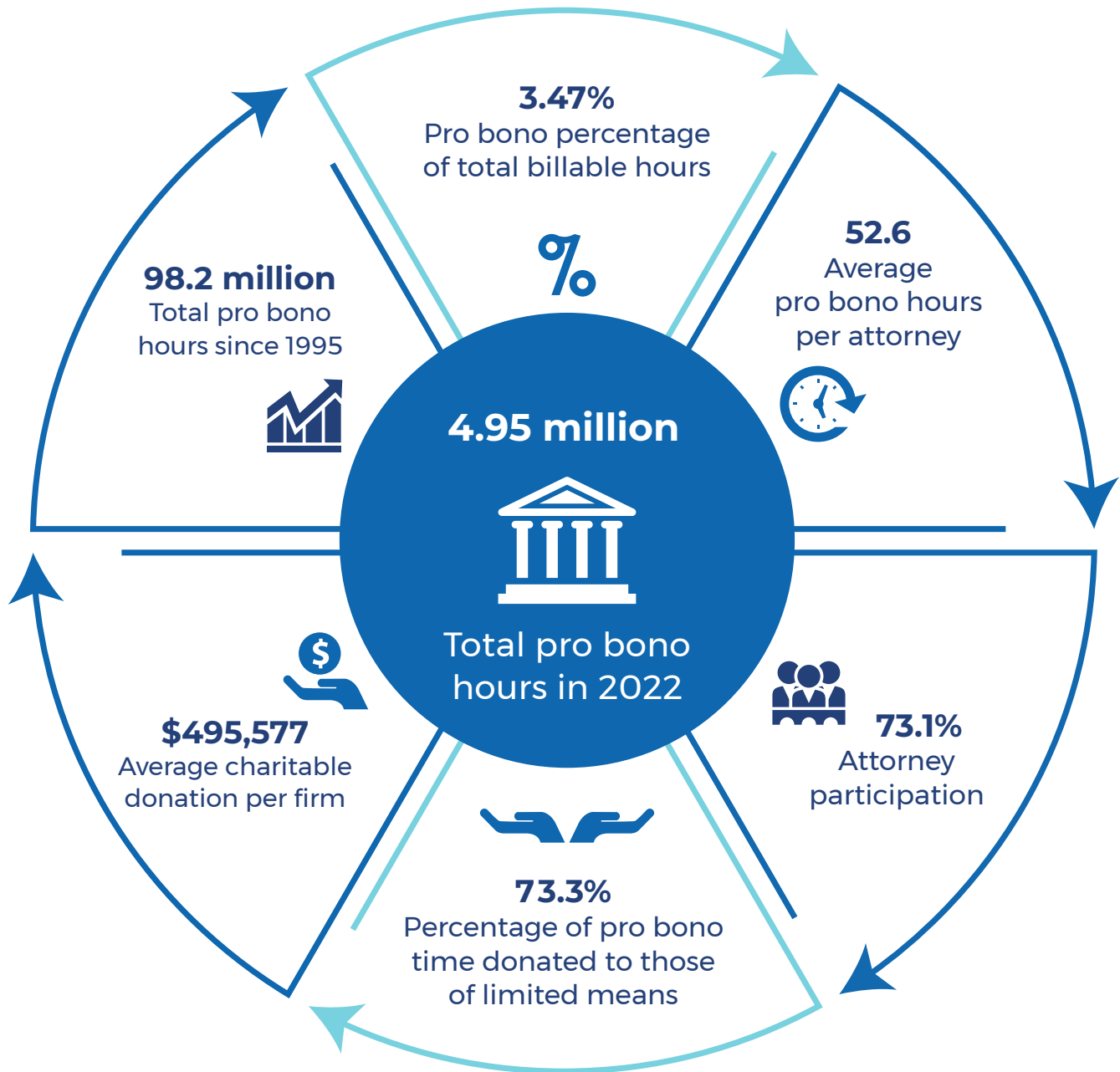
Participation

The percentage of attorneys engaged in pro bono was down slightly in 2022. The percentage of **partners participating in pro bono was 63.1%** compared to 66.7% in 2021, and the percentage of associates participating in pro bono was 83.4% compared to 86.8% in 2021. The combined participation rate of all attorneys was 73.1% in 2022, compared to 75.0% in 2021.

Charitable Donations

In 2022, the total amount of **charitable giving to legal services organizations decreased to \$17,345,181** from \$23,043,603 in 2021 (when 6 more firms reported on giving). The average reported firm donation in 2022 was \$495,577, which represents a 14.0% decrease over the average firm donation in 2021 (\$576,090).

SNAPSHOT



INTRODUCTION

In 2022, signatories to the Law Firm Pro Bono Challenge initiative contributed just over 4.95 million hours of pro bono service, a substantial increase (7.3%) in total pro bono hours from 2021, despite the fact that 2 additional firms reported for 2021. While the increase in total pro bono hours is welcome and important, the increase seems to be largely attributable to a greater number of lawyers at reporting firms; the number of overall timekeepers increased by 13.6%. Had participation rates and hours per participant remained steady compared to 2021, the total reported hours should have increased by about 12.3%, rather than the 7.3% actually achieved.

“[P]ublic service marks the difference between a business and a profession. While a business can afford to focus solely on profits, a profession cannot. It must devote itself first to the community it is responsible to serve. I can imagine no greater duty than fulfilling this obligation. And I can imagine no greater pleasures.”

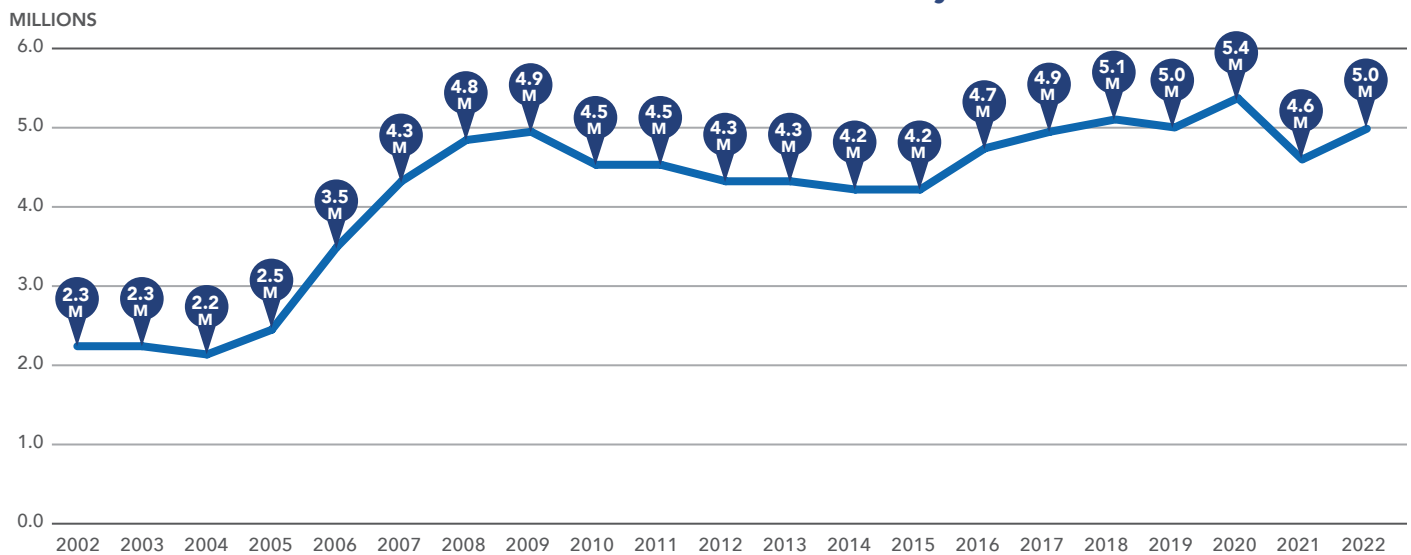
– **Justice Sandra Day O'Connor**
78 Or. L. Rev. 385, 391 (1999)

2022 CHALLENGE PERFORMANCE DATA

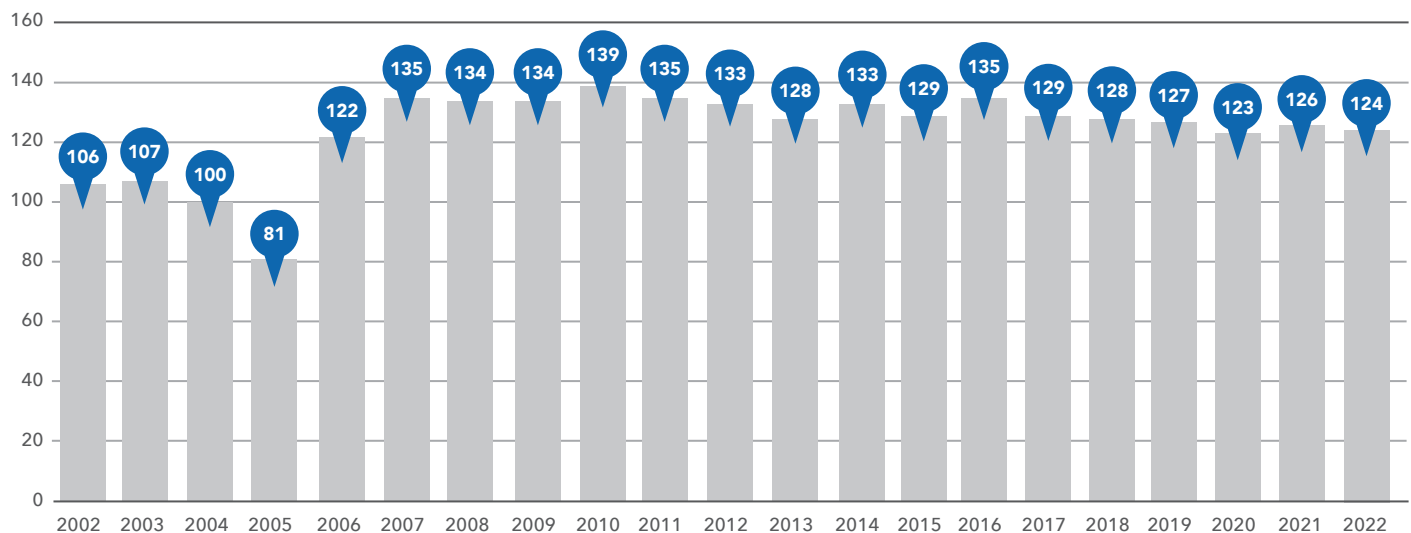
Highlights of Overall Pro Bono Performance

One hundred twenty-four firms reported in 2023 for 2022, performing an aggregated total of 4,950,520 hours of pro bono work (336,338 more hours than in 2021, when 126 firms performed an aggregated total of 4,614,182 hours of pro bono work).

Total Number of Pro Bono Hours by Year



Number of Firms Reporting

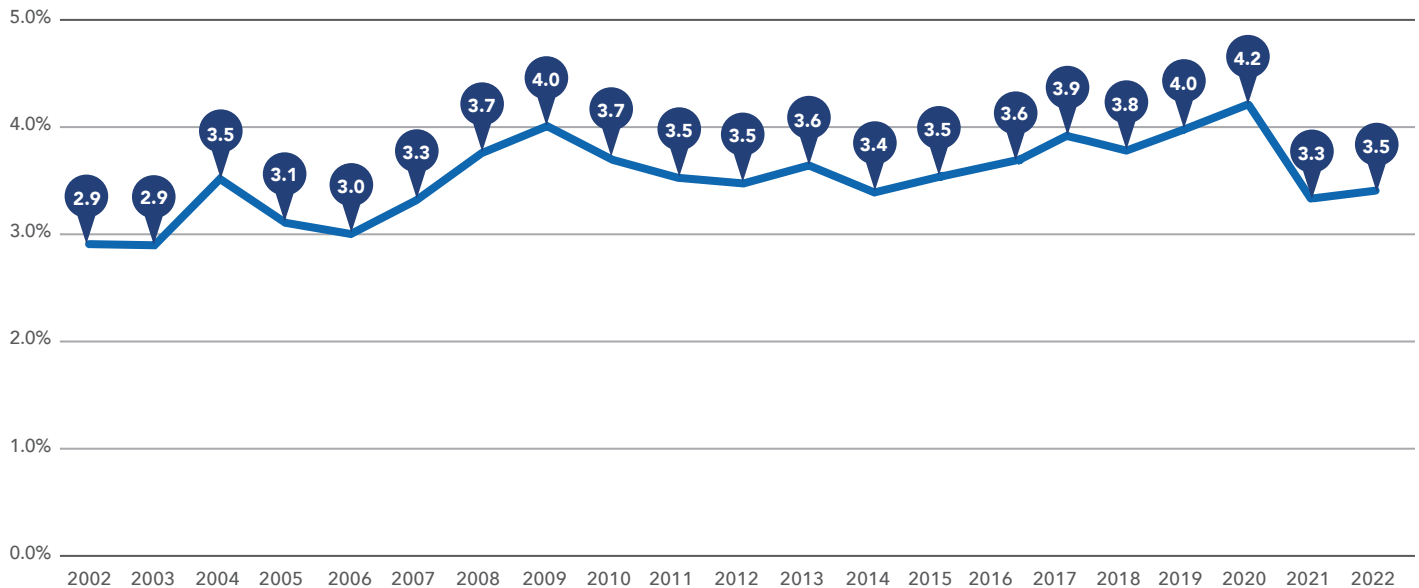


2022 CHALLENGE PERFORMANCE DATA

Average Pro Bono Percentage

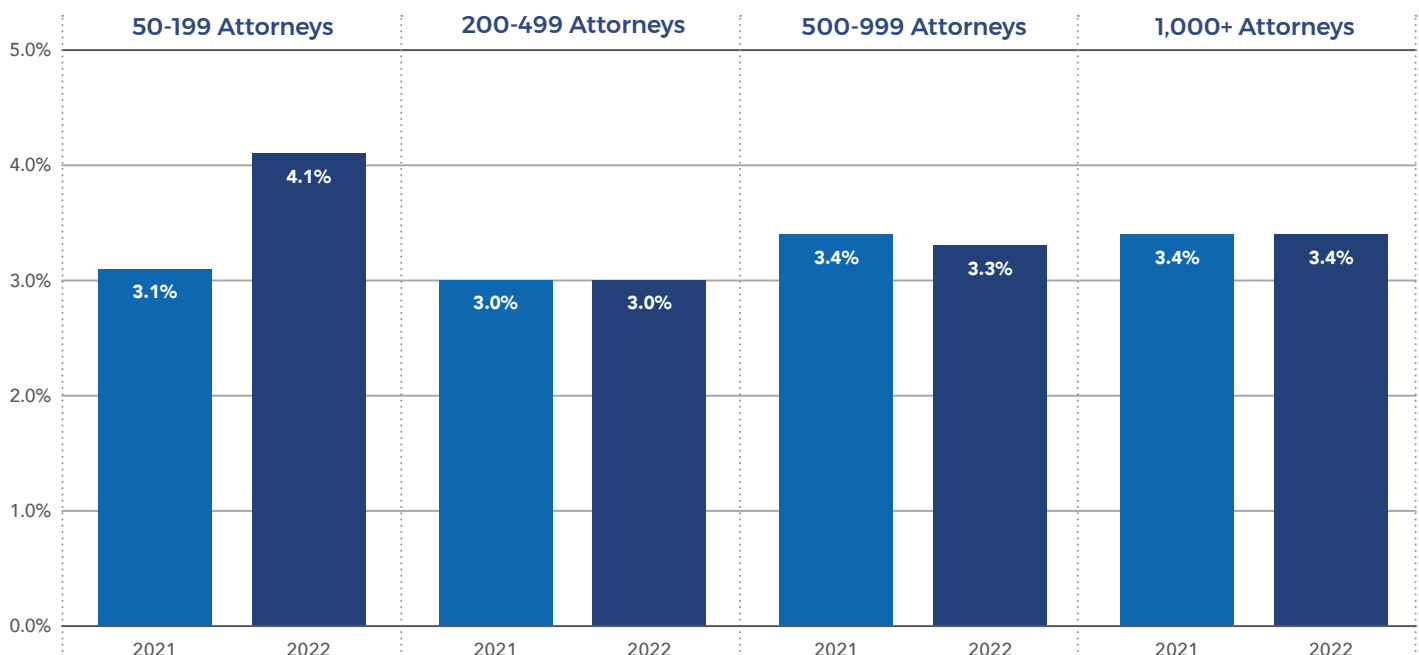
Viewed as a percentage of total client billable hours, pro bono hours increased marginally in 2022 to 3.47% of all reported hours.

Average Pro Bono Percentage by Year



As reflected in the graph below, firms with headcounts of 50 to 199 attorneys had the highest average pro bono percentage in 2022, a departure from the recent past when firms with 500 or more attorneys led this metric. Overall, the other three firm-size classes held their pro bono percentages steady.¹

Average Pro Bono Percentage by Firm Size

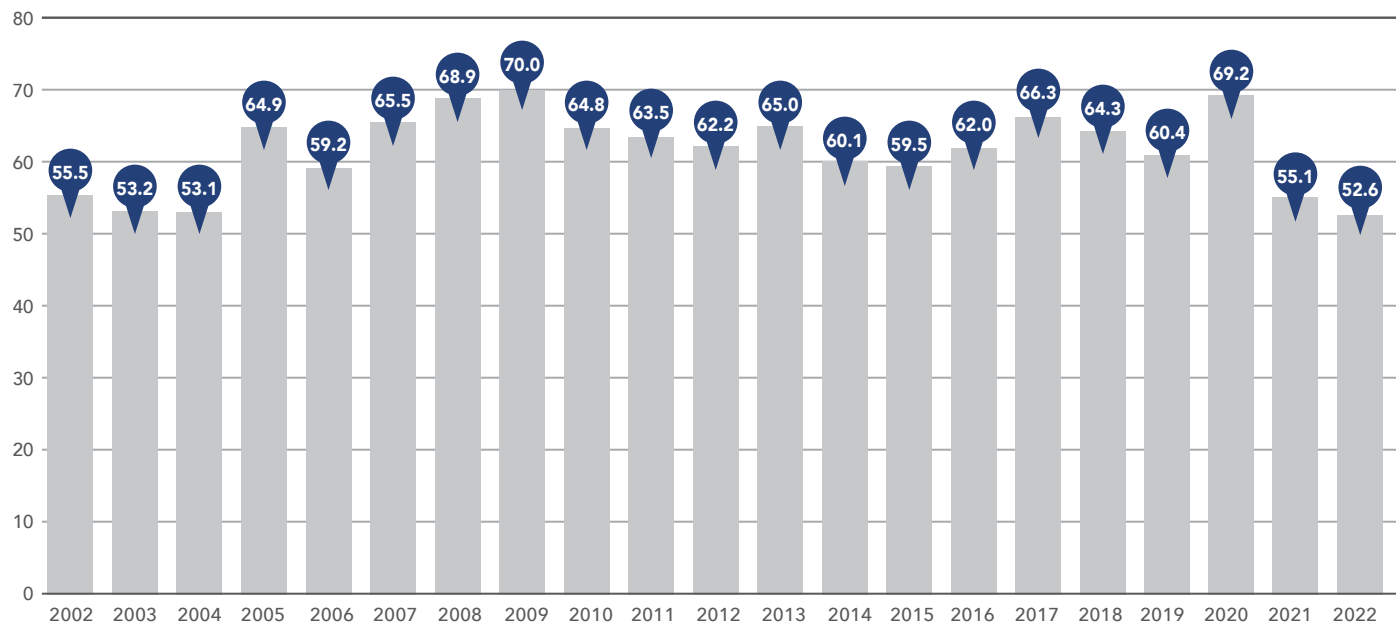


¹ For a detailed breakdown of average pro bono percentage by firm size, see Table 1 in Appendix B.

Average Pro Bono Hours Per Attorney

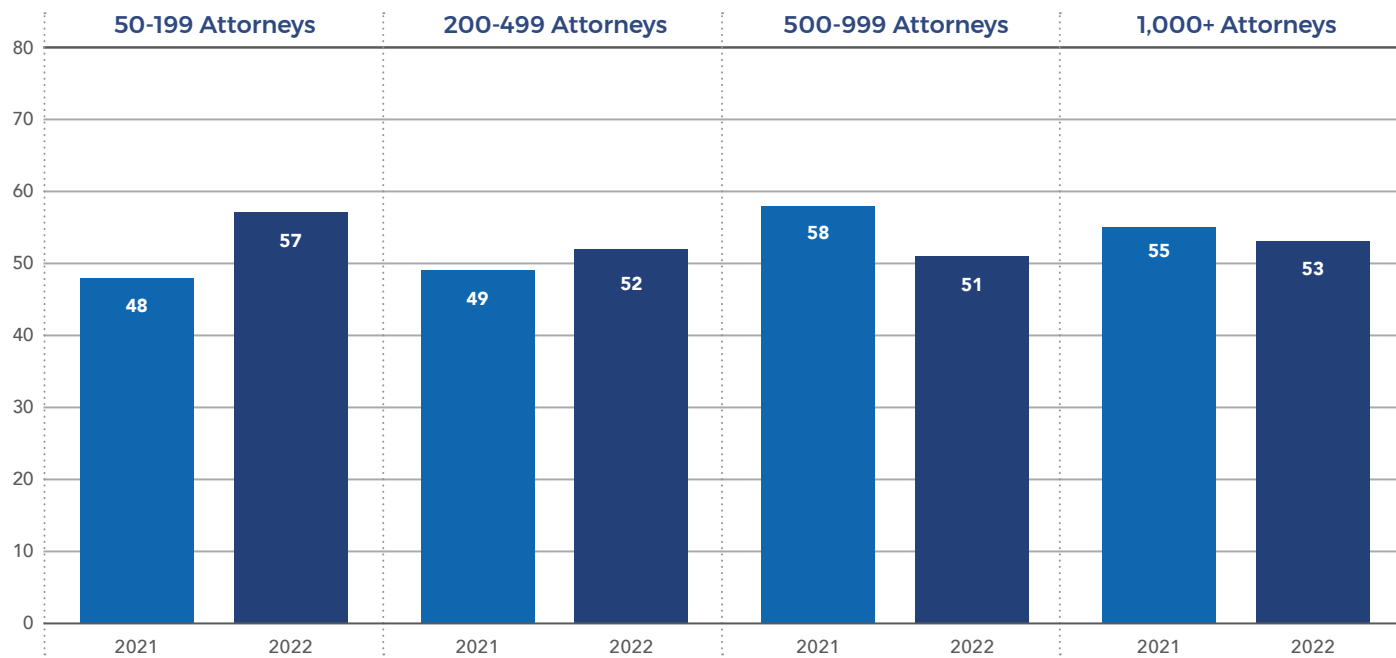
In 2022, the average number of pro bono hours per attorney decreased to 52.6 (from 55.1 in 2021 and 69.2 in 2020) – a 4.5% drop year-over-year and an impactful 23.9% drop over two years.

Average Pro Bono Hours Per Attorney

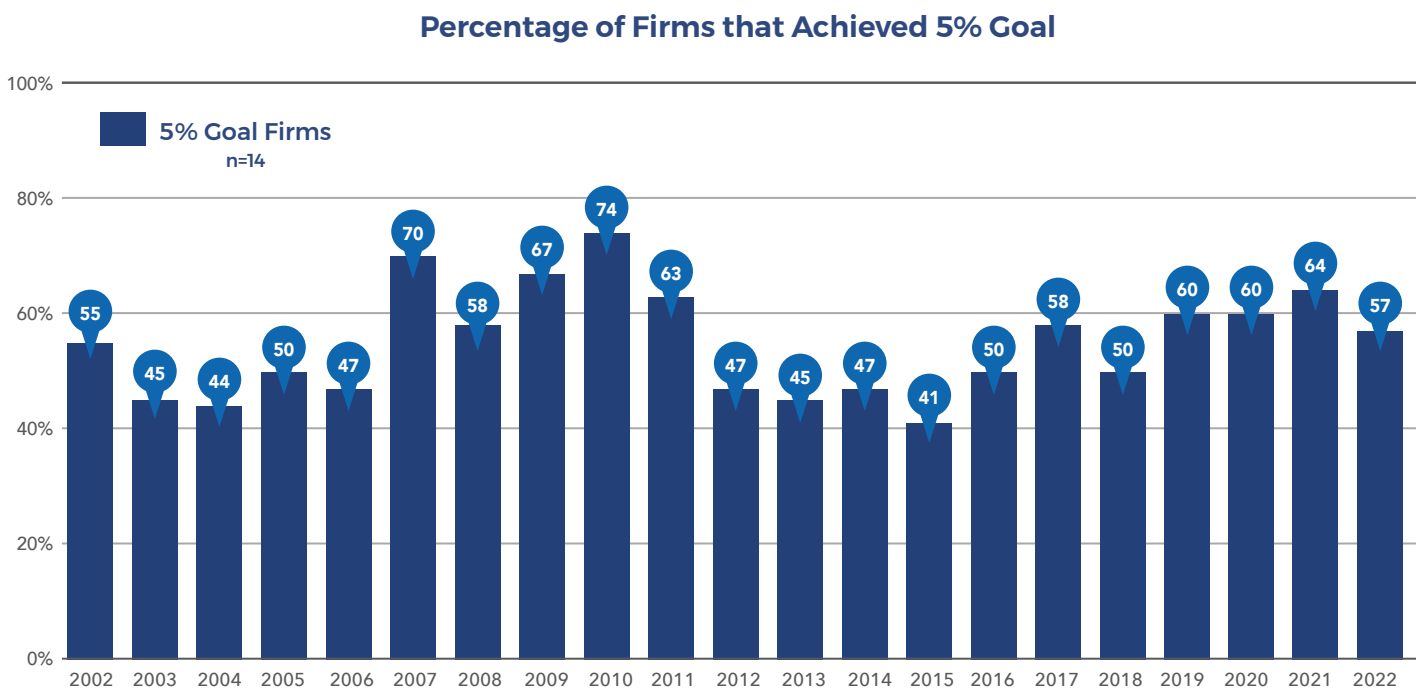
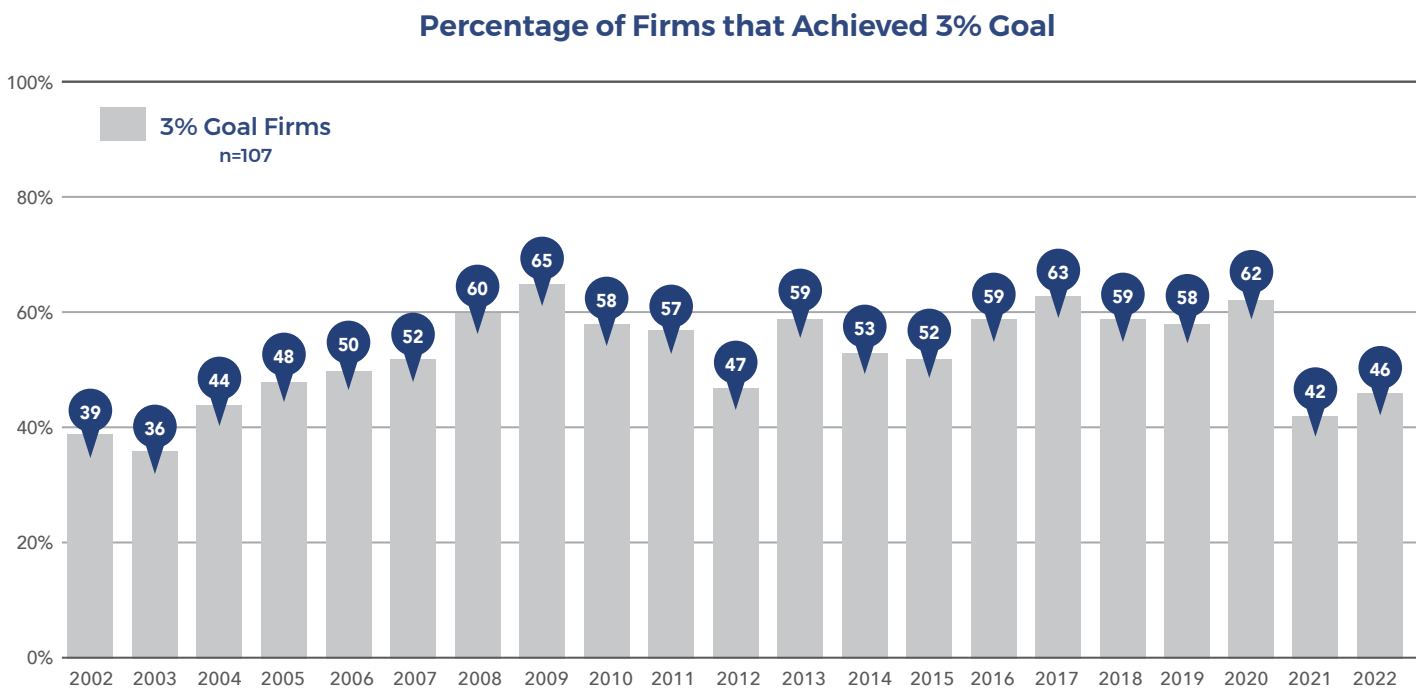


The graph below shows a breakdown of average pro bono hours per attorney by firm size in 2021 and 2022.

Average Pro Bono Hours Per Attorney by Firm Size



Reaching the Challenge Goal

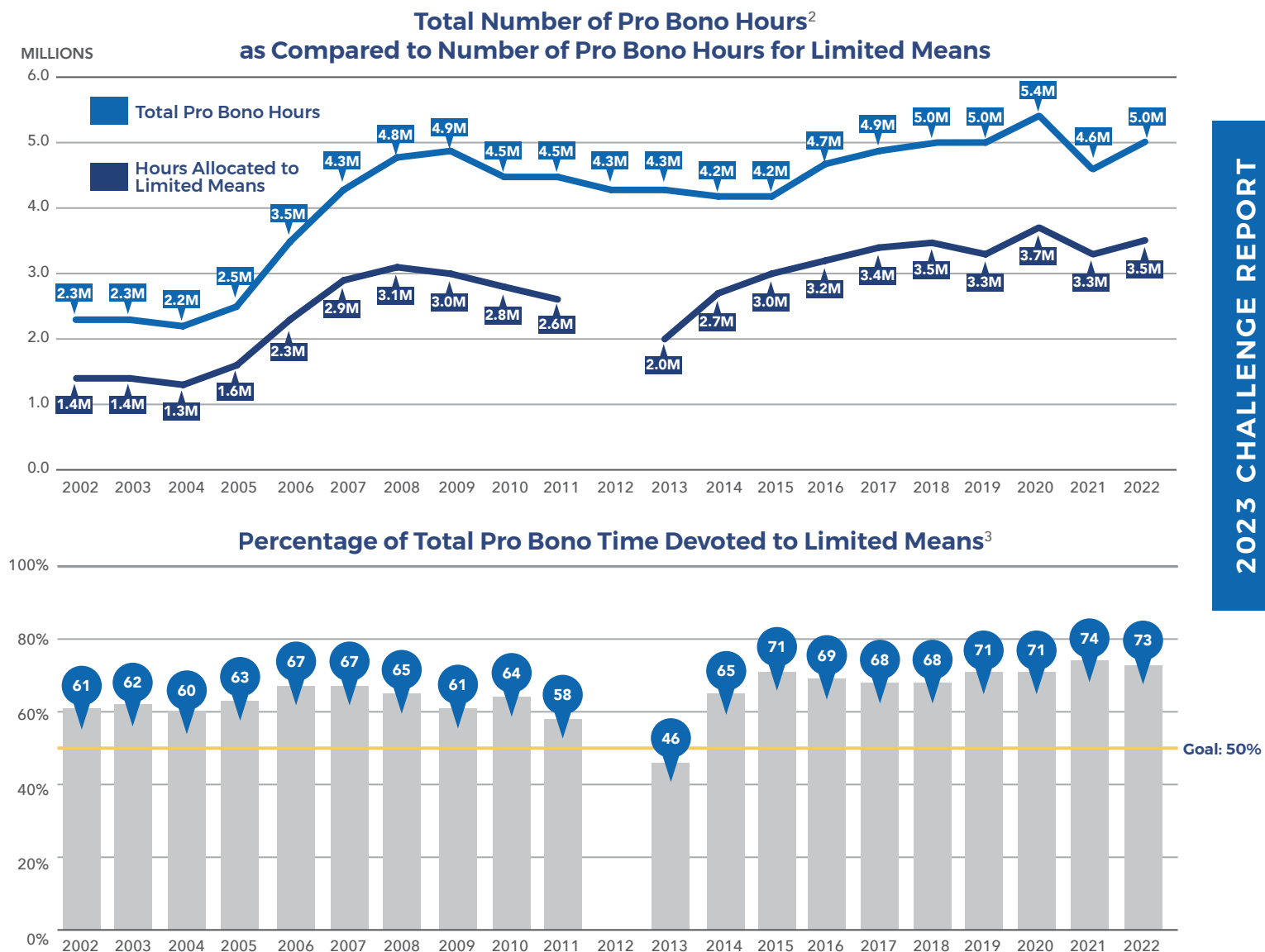


2022 CHALLENGE PERFORMANCE DATA

Service to Persons of Limited Means

The Challenge (Principle 3) asks firms to devote a majority of their pro bono time “to persons of limited means or to charitable, religious, civic, community, governmental, and educational organizations in matters which are designed primarily to address the needs of persons of limited means.” This element of the Challenge remains particularly crucial at this time, when poverty in the U.S. remains high and resources and staffing for legal aid remain inadequate.

For 2022, 120 Challenge signatories reported 3,477,202 actual or estimated hours of service to persons of limited means and the organizations that serve them (collectively, “those of limited means”), a significant increase in hours (195,807) over 2021 (despite two more firms reporting for 2021). However, pro bono hours for those of limited means represented 73.3% of all pro bono hours for firms that reported limited means pro bono hours in 2022, a slightly lower percentage compared to 2021 (74.4%). Despite this small decline, reporting signatories’ focus on those of limited means continues to exceed their Challenge commitment to devote a “majority” of their pro bono time to those of limited means.



² In 2012, the failure of a large number of Challenge signatories to report reliable data on the hours and percentage of total pro bono time committed to persons of limited means and the organizations that serve them meant that PBI, in turn, could not provide reliable aggregated statistics.

³ As explained for the prior graph, there is insufficient data to chart the percentage of total pro bono time devoted to limited means clients for 2012.

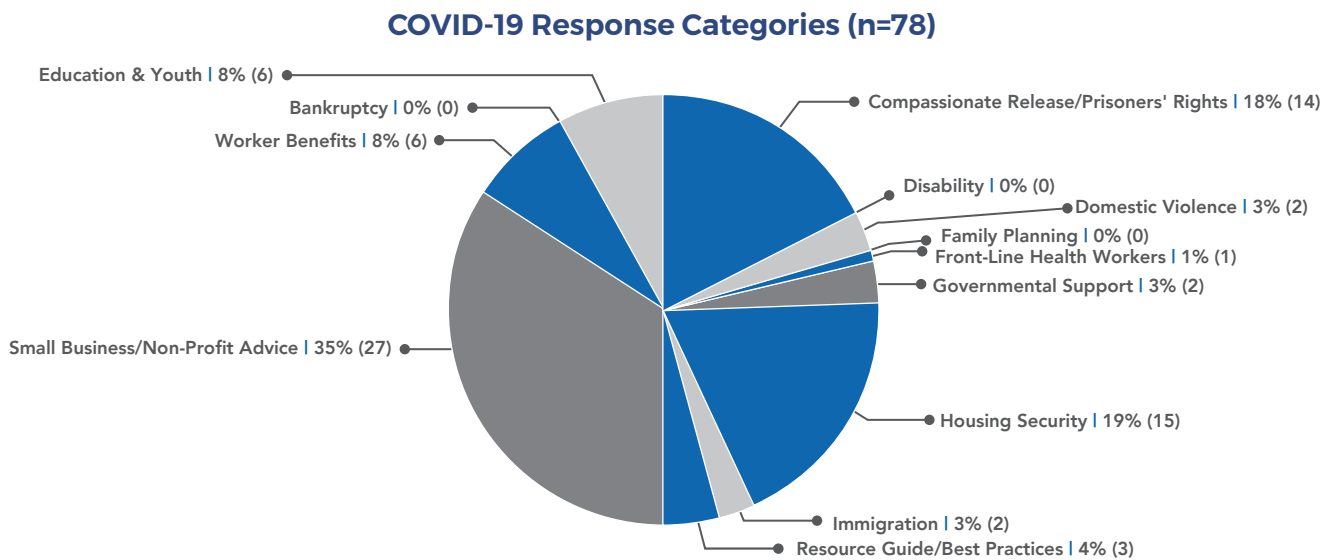
Correlation between Total Pro Bono and Limited Means Work

Again this year, we conducted additional analysis to determine whether there are any correlations associated with firms engaging in more limited means pro bono work and pro bono work generally.⁴ For 2022, the correspondence between doing limited means related pro bono work and overall pro bono work remained steady – a correlation of 0.96. Like 2021, this correlation was not a matter of more limited means related pro bono work simply displacing other pro bono work. There was also a positive correlation (0.61) between firms doing more limited means work and doing more non-limited means related work as well. Thus, firms doing more limited means-related work also did more pro bono hours of non-limited means related work and more total pro bono hours.

Response to Legal Needs Arising from the COVID-19 Pandemic

In our 2023 Law Firm Pro Bono Challenge survey, we included several optional questions regarding how law firms responded to assisting pro bono clients with needs for legal services resulting from the COVID pandemic. Sixty-two point one percent of the firms participating in this year’s Challenge survey responded to these questions. While a large majority (79.2%) of those who responded indicated that they had provided pro bono legal services directly in response to the pandemic in 2022, this was substantially less than the 95.8% reported for 2021 and 97% reported for 2020. Sixty-five point six percent of these firms quantified the hours of COVID-related services provided. Overall, 37,939 hours (or 2.3%) of pro bono hours of firms quantifying their COVID-related pro bono hours were devoted to assisting with COVID driven legal matters. This represents a 55% drop in focus on COVID related pro bono work in 2022.

By far the most commonly addressed legal area was small business/non-profit advice and representation (e.g., obtaining loans, understanding workers rights, and lease issues, as well as helping such entities with their efforts to help individuals with limited resources mitigate the impacts of the pandemic). The two other most frequently mentioned areas were housing security and compassionate release/prisoners’ rights.



Several noted changes from last year’s survey include decreases in firms providing assistance in the following areas: (1) family planning, (2) front-line health workers, (3) governmental support, and (4) immigration matters, in favor of a bigger share of the reporting firms working on: (1) compassionate release/prisoners’ rights (2) housing security, and (3) education and youth matters.

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

Addressing Racial Justice

In light of continuing law firm pro bono program focus on racial justice, we again asked Challenge signatories about their efforts in this area. Sixty-six point nine percent of the Challenge signatories responded to these questions versus 68.5% for 2021. Since almost all responding firms previously indicated that they have racial justice initiatives in place, we again asked firms to assess whether their racial justice efforts had increased, remained the same or decreased compared to the prior year. Thirty-seven point three percent of responding firms indicated that they had devoted more hours to racial justice in 2022, than in 2021. While the percentage of firms ramping up their efforts decreased markedly from 2021 (when 55.8% increased their efforts), this does not indicate that interest in this area is waning, as 56.6% reported maintaining their level of effort and only 6% indicated that their efforts had declined last year.

There continues to be no universal definition of racial justice pro bono work. To better understand efforts being devoted to racial justice, we asked law firms to provide the definition, if any, they used to define racial justice work. The variety of responses reinforced our observation that the scope of racial justice work continues to lack clear boundaries and consensus. However, many of the responding firms indicated that their individual definitions of racial justice include a focus on attacking issues at the systemic level.

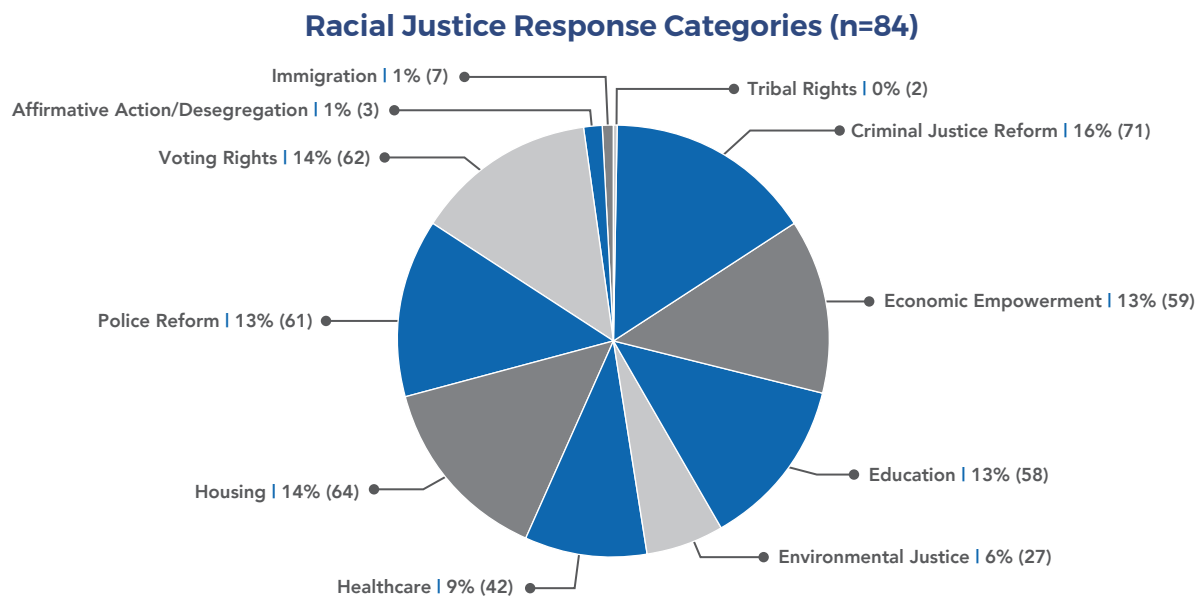
To provide a sense of what firms are doing to address racial justice, we requested that they identify categories of racial justice work that they performed in 2022.

The six most commonly addressed legal areas were:

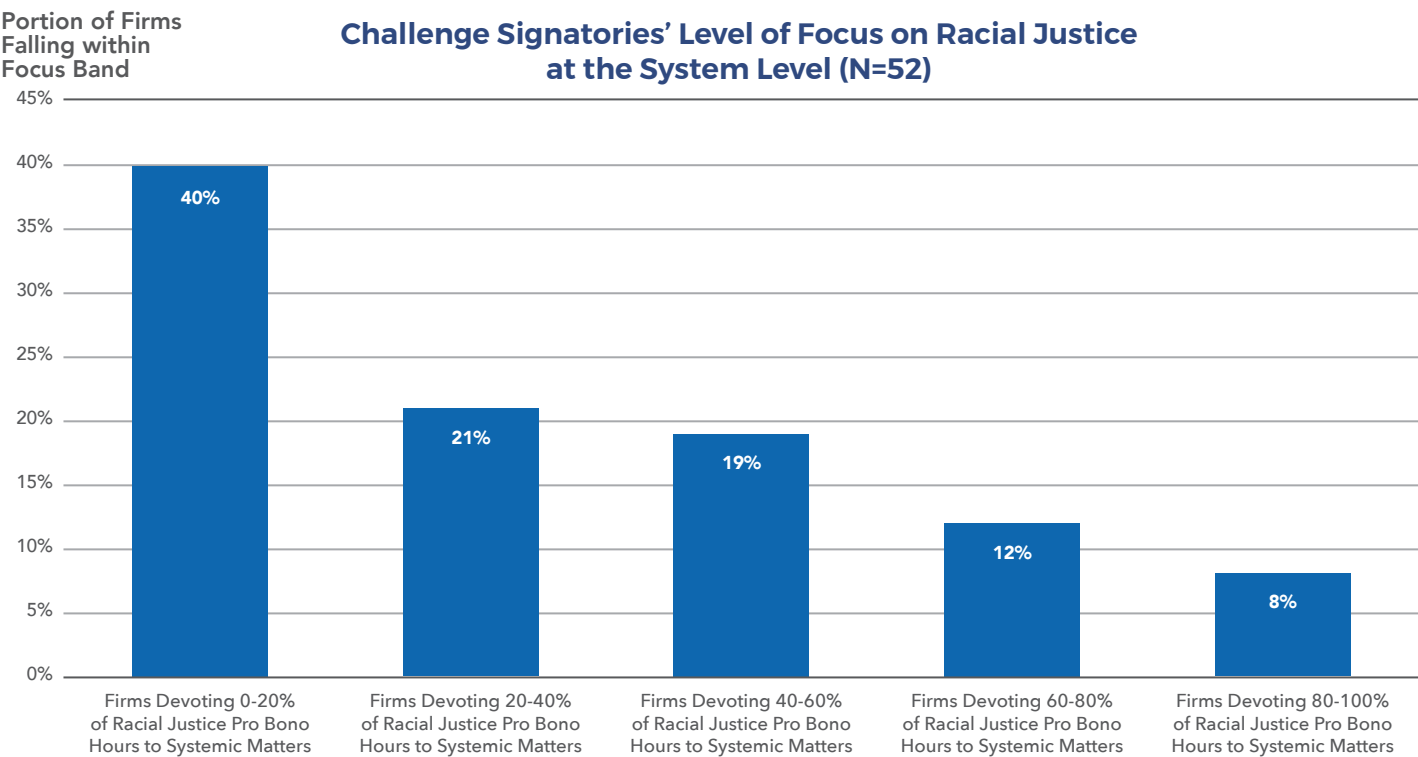
- > Criminal Justice (including court, policing and prison reform);
- > Economic Empowerment;
- > Housing;
- > Education;
- > Police Reform; and
- > Voting Rights.

A resurgence of interest in voting rights kept healthcare off this list, but the latter is still an area of interest for many firms.

As shown in the following graph, criminal justice reform was again the most common type of work cited, with 71 of the 84 firms (16% of responses) mentioning this. Rounding out the top three were housing (64 firms and 14% of responses) and voting rights (62 firms and 14% of responses). The remainder of the top six, all received 13% of the mentions with at least 58 of the 84 responding firms mentioning them. For the first time in response to this question, firms indicated working on affirmative action and desegregation matters.



As was the case last year, not one firm reported that it had worked on legislative reform as a distinct category in 2022. Given that the topic was raised by several firms for 2020 and many firms now define racial justice work to include focusing on systemic change, it is not clear to us why legislative reform is not being selected in responses to the Challenge survey. As shown by the following graph, 60% of firms estimated their systemic work to comprise at least 20% of their pro bono hours devoted to racial justice.



2022 CHALLENGE PERFORMANCE DATA

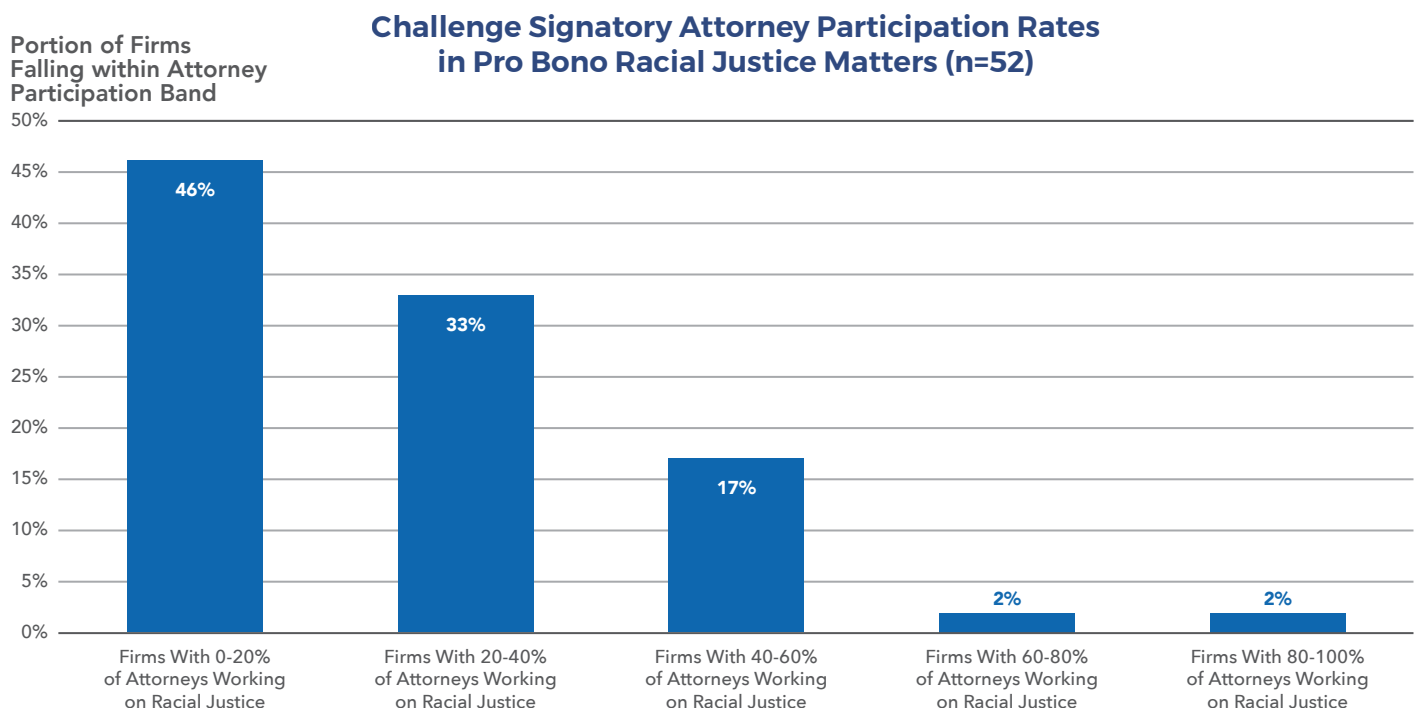
This year, we asked firms to report on the changes they were making to their human/organizational infrastructure to better serve the cause of racial justice. Changes being made paralleled the responses we saw last year:

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

While five firms reported creating new racial justice subcommittees within their existing pro bono or other committee, no firms indicated that they added a new committee aimed at racial justice in 2022. One encouraging sign of racial justice initiatives maturing within law firms was that the number of firms either hiring a pro bono professional or new support staff dedicated to addressing racial justice nearly equaled the number of firms that added a racial justice focus to the responsibilities of existing firm employees. This suggests that racial justice is not just one element in a zero-sum pro bono world (*i.e.*, some firms are adding new resources to reinforce racial justice efforts rather than simply shifting the direction of existing pro bono resources). However, this trend is limited, as only 10 firms reported adding a pro bono professional or support staff to focus on racial justice.

Finally, in order to determine the breadth of involvement in racial justice pro bono work among lawyers within firms, we asked each firm to estimate what percentage of its attorneys worked on racial justice matters in 2022. Responding firms were asked to choose from among five bands covering 20% increments. By a large margin, the most common answer this year was 0-20% (at 46%), followed by 20-40% (at 33%). In 2021, the most common answer was 20-40% (at 38%), followed by 0-20% (at 36%). This suggests that racial justice work is being handled by a smaller number of attorneys than in prior years.

While specialization can lead to more effective representation and a more efficient allocation of resources, there may also be a lost opportunity to broadly educate attorneys on the true depth and breadth of racial disparities and systemic injustice that remains in our society through direct involvement in pro bono racial justice matters.

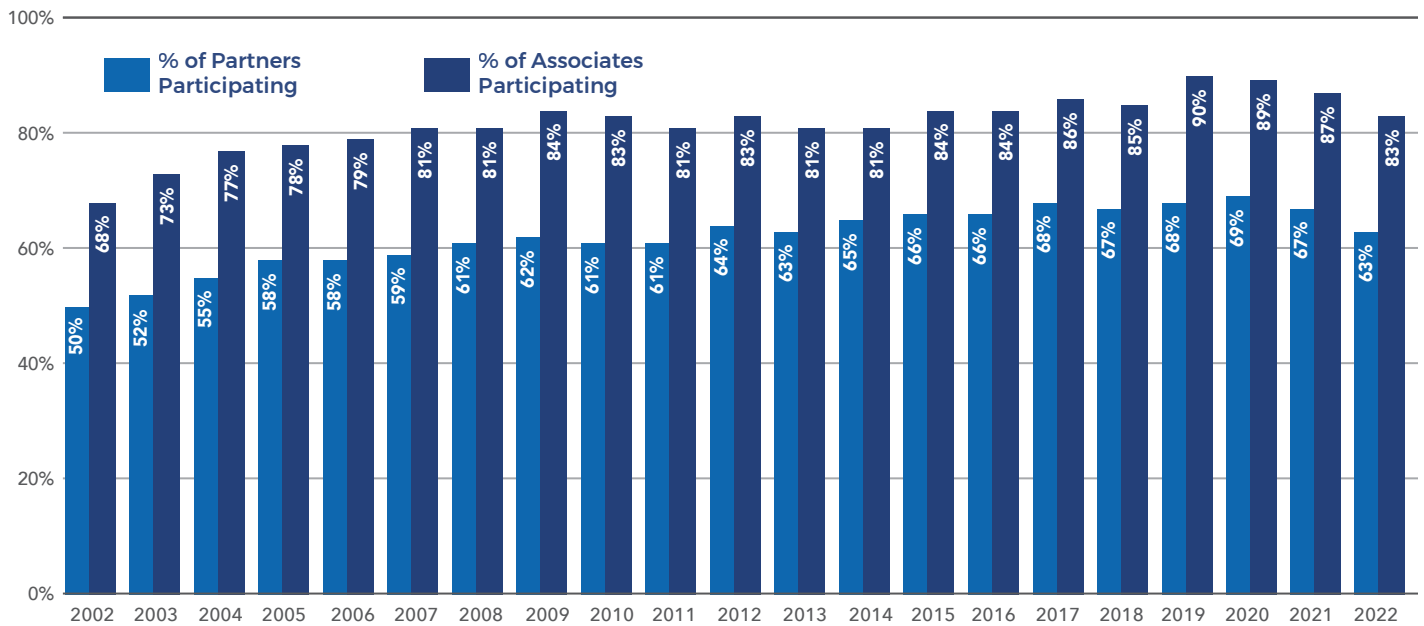


2022 CHALLENGE PERFORMANCE DATA

Participation

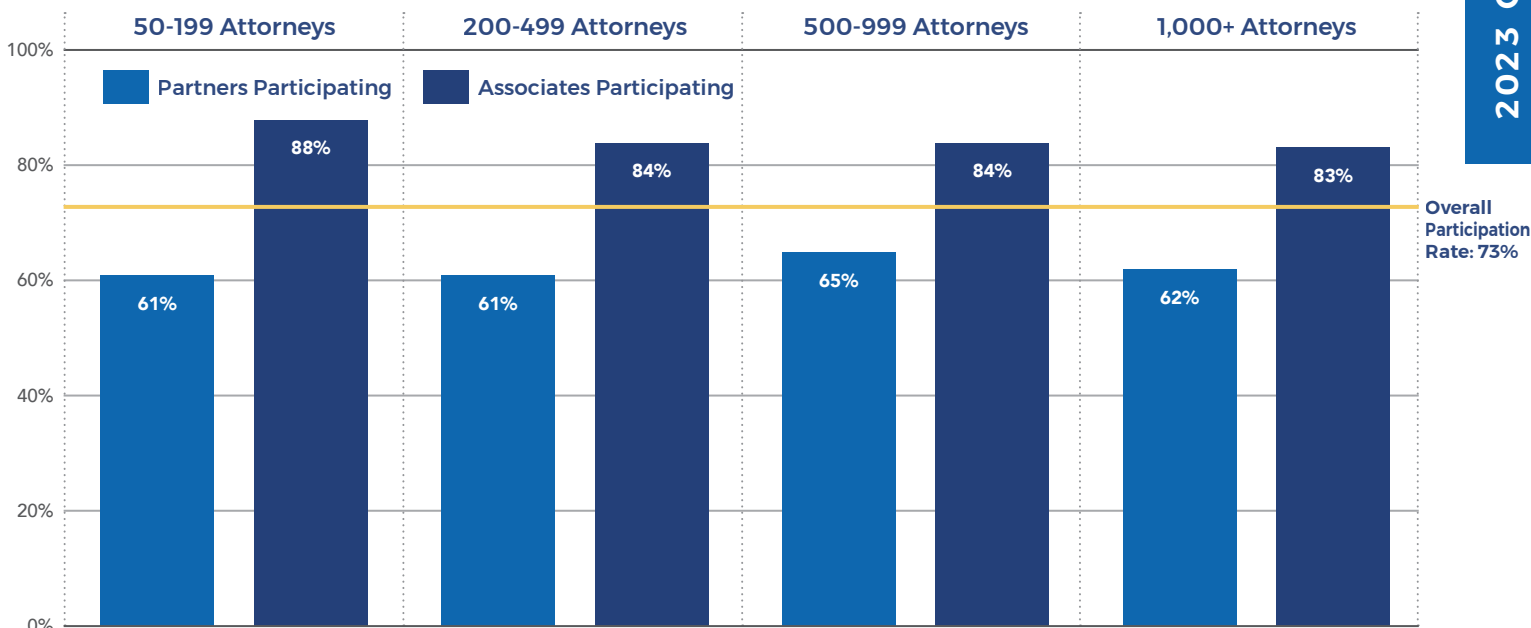
Participation rates in 2022 were down for both partners and associates, marking the second straight year of declines after a string of years with small upticks. As seen below, 63.1% of partners and 83.4% of associates participated in pro bono in 2022, compared to 66.7% and 86.8%, respectively, in 2021. Collectively, 73.1% of attorneys participated in pro bono in 2022, lower than the 75.0% who participated in 2021.

Attorney Participation Rates



The graph below shows a breakdown of partner/associate participation in pro bono by firm size for 2022.⁵

Attorney Participation Rates by Firm Size

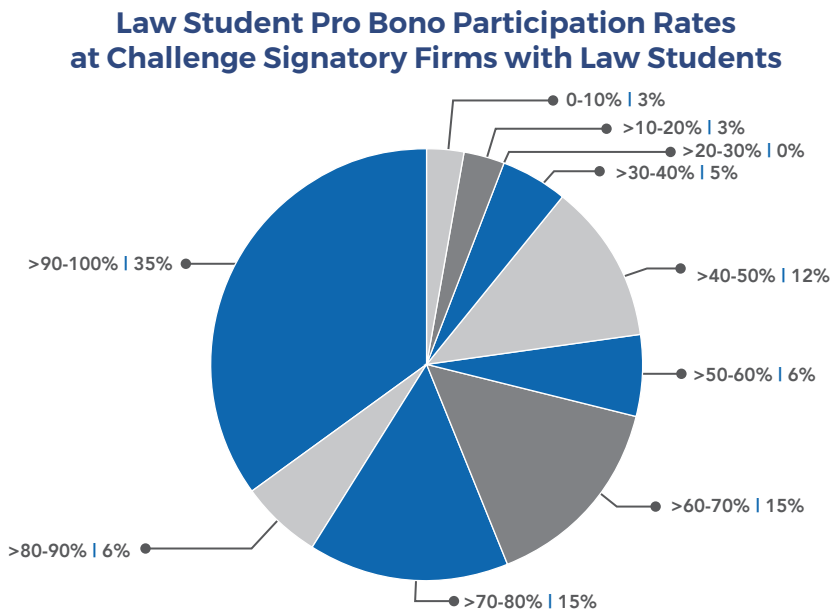


⁵ For a detailed breakdown of attorney participation rates by firm size, see Table 3 in Appendix B.

We also considered the importance of partner participation for maximizing associate participation, increasing pro bono hours per participant, and meeting and exceeding Challenge billable hour goals. At 0.75, 0.48 and 0.58 respectively, associate participation, pro bono hours per participant, and pro bono hours as a percentage of all billable hours all have positive correlations with partner participation, *i.e.* firms with higher partner participation rates also tend to have higher associate participation rates, higher pro bono hours per participant, and higher pro bono percentages.

In addition, we asked law firms to provide more granular data with respect to law students, paralegals, legal assistants and other legal staff in pro bono matters. Sixty-four of the law firms responding to our survey reported employing law students in 2022, versus 51 in 2021.⁶ An overwhelming majority of these law firms (97.0%) involved their law students in pro bono, an increase from 96% for firms that reported last year. Further, a total of 2,469 law students, or 72.4% of all law students working at the responding firms, participated in those firms' pro bono programs (as compared to 72.8% last year). At the firms that included law students in their pro bono efforts, 72.8% of the law students they employed participated in pro bono; in 2021, 73.5% participated in pro bono.

Fifty-three percent of the firms with law student involvement enjoyed at least 75% law student participation rates, and 28% of the firms reported achieving participation rates of 100%. In contrast, last year 61% of the reporting firms reported at least 75% law student participation rates and 39% reported participation rates of 100%.

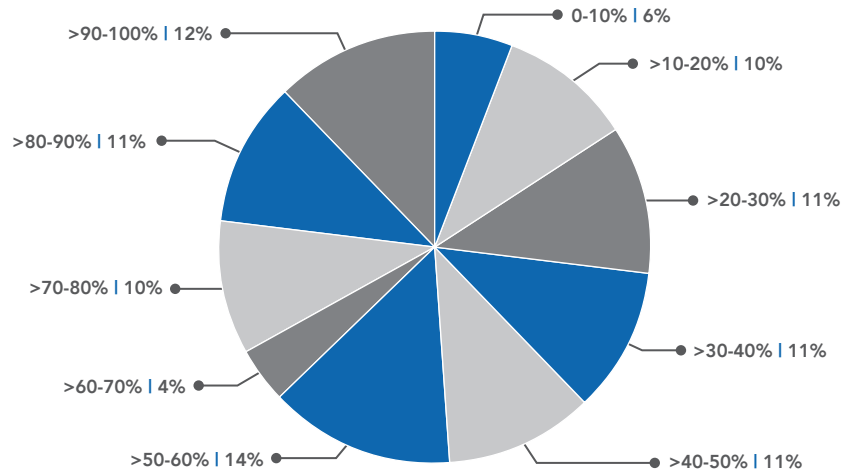


With regard to other legal staff, 58% of responding firms reported employing paralegals, legal assistants, and others ("Legal Staff") that track their time in pro bono (compared to 59% last year). All of these firms reported having at least some of their Legal Staff engaged in pro bono. In all, firms reported a total of 4,468 Legal Staff (32.7%) participated in pro bono, up 21% from 2021. Seven percent of responding law firms reported participation rates of 100%; 26% of firms achieved participation rates of at least 75%; and 51% of firms had participation rates of more than 50%.

⁶We revised the wording of the Challenge Survey distributed in 2023 to further clarify that, unlike attorney head counts used for our analysis which are set based on attorneys employed as of December 31 of the applicable year, law students head counts are based on the total number of distinct law students employed at any time during the course of the year. This is necessary as most law students are employed on a seasonal basis as "summer associates". As such we believe our law student head count is more complete and accurate than in past years and readers should not rely on the jump in reported law student head count between 2021 and 2022 as an accurate reflection of growth in the number of firms employing law students or growth in the total number of law students employed.

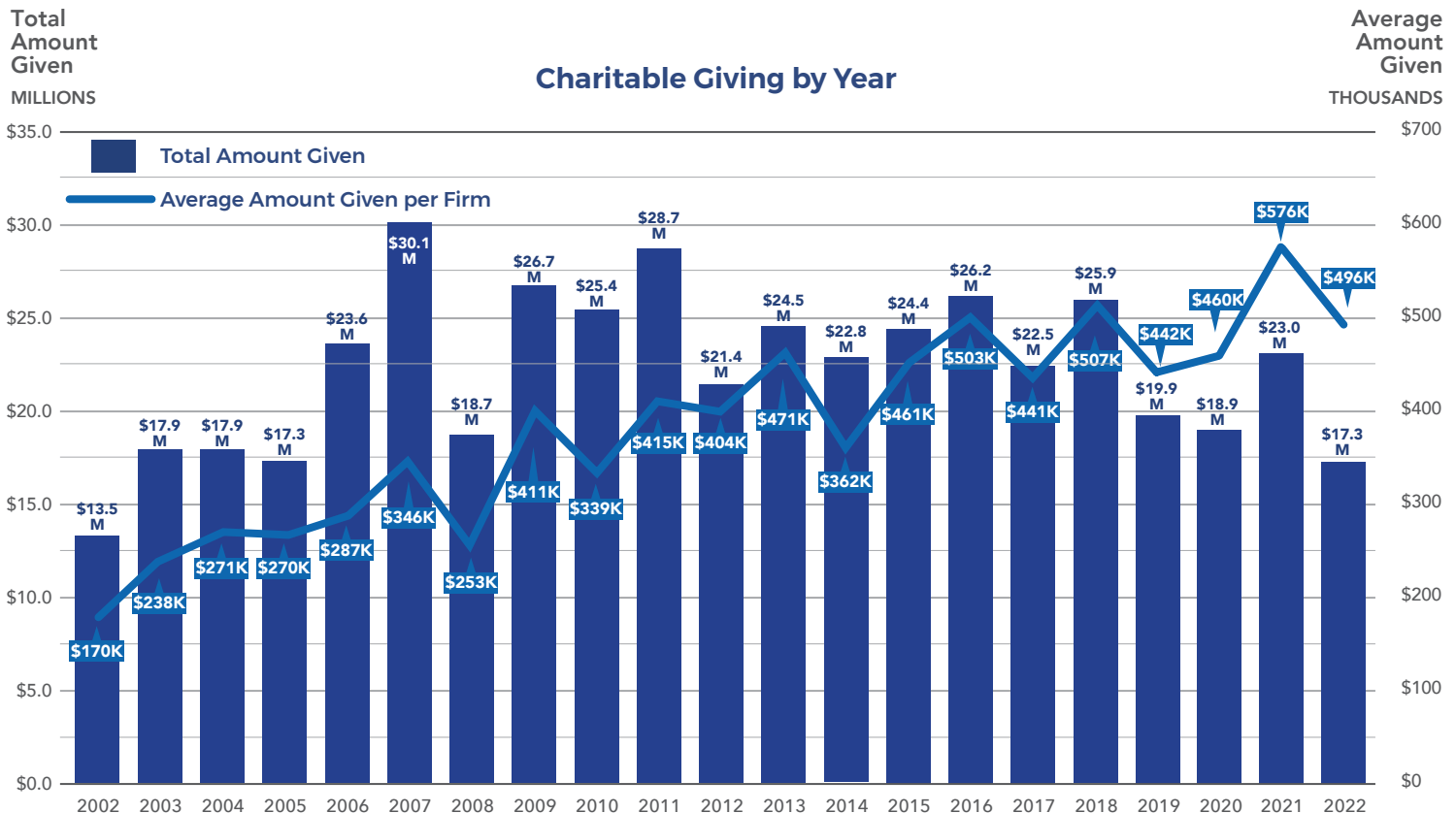
2022 CHALLENGE PERFORMANCE DATA

Other Legal Staff Pro Bono Participation Rates at Challenge Signatory Firms



Charitable Donations

Each year, PBI asks firms to respond to several standard optional questions, including providing supplemental information on charitable donations to legal services organizations ("LSOs"). This year, 34 firms reported that they had donated \$17,345,181 in 2022 to LSOs, compared to last year, when 40 firms reported they had donated \$23,043,603 to LSOs. This is a 14% decrease in the average level of giving per firm.



2022 CHALLENGE PERFORMANCE DATA

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

We found that a correlation between these other metrics and charitable giving persists, though weaker than last year — suggesting other factors had a stronger influence than previously.⁷ The correlation between a firm's total billable hours and giving was 0.33 (versus 0.46 last year). The correlation between the percent of billable hours that a firm devoted to pro bono and giving dropped even more – from 0.54 to 0.20 – meaning that, although charitable support for LSOs still tended to increase with the percentage of billable hours firms devote to pro bono service, devoting billable hours to pro bono is not a key driver of cash contributions to LSOs. Finally, there was little correlation between the number of partners at a firm and the money contributed (0.16, similar to last year's 0.15), but the number of partners participating in pro bono at a firm was more strongly associated with charitable giving last year than in the previous year (0.26 in 2022 compared to 0.13 in 2021).

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

REFLECTIONS

In contrast to 2021, which saw a 14.9% drop in pro bono from the prior year, last year provided a recovery in the total number of pro bono hours by Challenge signatories. In 2022, pro bono hours by responding firms grew by 7.3% to 4.95 million hours. This puts total pro bono hours on par with the levels experienced between 2017 and the all-time peak year of 2020 (5.4 million hours). As such, Challenge signatories are easily on track to surpass 100 million hours of pro bono service over the life of the Challenge next year. More importantly, in growing pro bono hours, participating firms continued to lean into Principle 3 of the Challenge Statement (i.e., “particularly focus[ing] on providing access to the justice system for persons otherwise unable to afford it”). Pro bono directed to those of limited means hit 3.5 million hours in 2022, up from 3.3 million in 2021 and tying the second highest year on record.

Although there are numerous causes that deserve pro bono support, this attention to those of limited means is critical and truly a global issue. Despite the U.S.’s wealth, it is far from immune from the crisis in access to justice for those of limited means. According to the Legal Services Corporation: “Low-income Americans did not receive any or enough legal help for 92% of their civil legal problems [in 2022].”⁸ Moreover, according to the World Justice Project, the U.S. ranked last out of the world’s 43 wealthiest nation in ensuring that people can access and afford civil justice and 115th out of all of the 140 nations ranked.⁹

While we applaud Challenge signatories for all that they have done and are doing to increase access to justice, there are two key areas in which law firm pro bono engagement has declined, presenting opportunities for law firms to do more.

First, attorney pro bono participation rates have dropped and now stand at 73.1%, compared to 75.0% in 2021 and 77.7% in 2020. This is an important metric, as it reflects the breadth of attorneys’ willingness to engage in pro bono. While objectively high, the overall average associate participation rate in 2022 has decreased to 83.4%, the lowest it has been since 2014, and the average partner participation rate has dropped to 63%, the lowest it has been since 2011. Notably, partners play a critical role in setting expectations, policy, tone and the example for the rest of the firm. Strong correlations with partner participation and associate participation, pro bono hours per lawyers and the percentage of billable hours devoted to pro bono by a firm reinforce the need for partners to take their turns at bat. Over 11% of firms that reported in 2023 had partner participation rates in 2022 of at least 90%. So, it can be done.

The second key statistic that has dropped is hours of pro bono per attorney, which is an alarming decline. In 2022, the overall average pro bono hours per attorney was 52.6, lower than any other year in the last 20 years. Since 2007, this metric has fluctuated between 60 hours and 70 hours, peaking at 70.0 hours per lawyer in 2009 and 69.2 hours in 2020. Typically, the largest law firms among Challenge signatories have been the strongest performers in this area, but the recent drops in pro bono hours per lawyer at the largest firms are noteworthy. Just two years prior, firms with between 500 and 999 lawyers averaged 71 pro bono hours per attorney and firms with 1,000 or more lawyers averaged 73. Last year these numbers plummeted to 51 and 53 respectively – an as much as 10% drop from 2021 and down more than 27% from 2020. In contrast, signatory firms with 50-199 attorneys increased pro bono hours by 19% compared to 2021, largely erasing the drop between 2020 and 2021.

⁸ <https://justicegap.lsc.gov/resource/executive-summary/>

⁹ <https://worldjusticeproject.org/rule-of-law-index/factors/2022/United%20States/Civil%20Justice>

Had participation rates and the average pro bono hours per lawyer remained steady, the total number of pro bono hours in 2022 would have increased by approximately 12.3%, resulting in a record-breaking number of annual pro bono hours. PBI encourages Challenge signatory firms that did not meet their Challenge goals (e.g., greater than 50% partner and associate participation, and at least 3% or 5% of billable hours being devoted to pro bono), or that have slipped in the average number of hours of pro bono per lawyer, to assess their pro bono programs for avenues of improvement and consult with PBI and others that can be of value.

As we noted last year, the time is ripe for further progress. By acting now, firms can take advantage of their still relatively high participation rates. High participation encourages additional participation and results in increases in pro bono hours per attorney being leveraged over a broader base.

Pro Bono is a Core Value

- > While the last couple of years have seen declines in some key metrics tracked under the Challenge, there can be no doubt that, for Challenge signatories as a whole, pro bono continues to be a core value. Among other things:
 - ▶ Total pro bono hours per year continue to be on par with historic high levels – around the five million mark.
 - ▶ The percentage that pro bono comprises of all billable hours (3.47%) remains well in excess of the Challenge target of 3%. Indeed, all four of the firm size groups (i.e., 50-199, 200-499, 500-999, and 1,000 or more attorneys) met the 3% standard.
 - ▶ Almost two-thirds of partners and more than four-fifths of associates engaged in pro bono work – well over the commitment to involve a majority of partners and associates in pro bono each year.
 - ▶ The average pro bono hours per attorney – 52.6 – (even when including attorneys not participating in pro bono at all) exceeds the 50 hours standard set by Rule 6.1 of the Model Rules of Professional Conduct. Again, this is true of each of the four firm size groups we analyze.
 - ▶ Almost three-quarters of pro bono is devoted to those of limited means, greatly exceeding the Challenge's goal of dedicating a majority of the time committed to pro bono to those of limited means.
 - ▶ In keeping with the spirit of our recent change to the wording of the Challenge, law firms' efforts to combat racial injustice continue to build as a whole.
 - ▶ Charitable giving per firm at half-a-million dollars per firm is near last year's historic high.
 - ▶ By virtue of continuing to add new firms to the roster of Challenge signatory firms, the number of Challenge signatory firms has remained stable despite mergers of Challenge signatories. Indeed, the number of attorneys at Challenge signatory firms has never been higher.
- > Challenge signatory firms do not all achieve the same level of results on an individual basis. Pro bono performance continues to vary greatly by geographic region, which demonstrates the need to address persistent differences in pro bono culture, leadership, infrastructure, and the availability of pro bono opportunities. PBI stands ready to assist individual firms that are not meeting their Challenge goals enhance their pro bono programs and further bolster the contributions that Challenge signatories are making to access to justice.
- > In these times of crisis (both natural and human-made), it is imperative that law firms rise to the occasion to secure and protect the rights of underserved and marginalized communities. We continue to experience increased and novel needs for legal assistance and are prepared to help firms craft and implement innovative and meaningful solutions. PBI is actively shining a light on the extraordinary efforts of individual firms through its awards, podcasts and regular publications. We hope you will look to them for inspiration and helpful information.

- > Law firm pro bono efforts are having an impact on local, national, and global scales. Lives are being improved, rights are being protected, and access to justice is being advanced every day. Inspiring and creative innovations are being developed, assessed, and replicated; collaborations and partnerships, with both familiar and unconventional stakeholders, are being formed; and delivery systems are being tested and tweaked. In short, the impact of pro bono goes well beyond the numbers.

COVID Response in Transition

- > Just as the nation has transitioned from an emergency response to a pandemic to a long-term endemic disease response, pro bono has also transitioned away from an emergency posture related to COVID.
- > Last year, we reported a 38% drop in pandemic-related pro bono work and a shifting of work toward longer term issues created by the pandemic. These trends continued in 2022. Nearly four-fifths (79.2%) of the reporting firms engaged in pro bono matters directed to mitigating COVID impacts – an impressive number, but nonetheless a dramatic decrease from the 95.8% of firms that engaged in such work in 2021 and the 97% in 2020. Total hours devoted to COVID-related pro bono similarly dropped by 55% to just 2.3% of all pro bono hours of the reporting firms. At the same time, many of the sub-areas of focus within the COVID response shifted. Compassionate release/prisoners' right work, education and youth, housing security, immigration and workers' benefits all took on greater shares of the pro bono pie, while governmental support and front-line health workers assistance dropped. Small business/non-profit assistance was steady.

The law firm community has played a vital role in responding to the many legal needs related to the COVID pandemic. The PBI Law Firm Pro Bono Project initiative continues to stand ready to assist existing and new members with improving the efficiency, focus and impact of their pro bono programs to keep pro bono attorneys engaged and maximize what can be accomplished in the face of continuing need for COVID related legal services. However, recognizing the shift in needs, we anticipate removing our COVID response related questions from next year's annual survey.

Racial Justice Continues to Build Momentum

- > In contrast to Challenge signatory firms' moderating response to COVID, racial justice initiatives continued to build in 2022. Reporting meaningfully continues to be hampered by the lack of a clear and universal definition of the scope of racial justice work. However, we continue to refine our survey questions to provide relevant insights.
- > In the absence of a consensus definition of the scope of racial justice, many firms reported having their own understanding of the scope of work that falls within this area. One theme running through many of these definitions is systemic reform. Sixty percent of the reporting firms indicated that they spent at least 20% their racial justice pro bono time on systemic reform, with 19% and 12% of firms devoting 40-60% and 60—80%, respectively, of their racial justice pro bono hours to systemic matters.
- > In 2022, over one-third of law firms reported increasing the number of hours they devoted to pro bono services related to achieving racial justice, while well over one-half maintained about the same level of effort as in 2021. Only six percent of firms reported a reduction in racial justice work compared to the prior year. Whether the smaller number of firms reporting increased work in the area compared to the prior year (when 55.8% of firms reported increasing the number of hours worked on racial justice matters) indicates that racial justice efforts will plateau in the next couple of years remains to be seen.
- > Limited staffing may prove to be an important constraint in ramping up racial justice efforts further. Only 10 firms reported adding a pro bono professional or new support staff to focus on racial justice in 2022. In addition, racial justice work is largely falling on the shoulders of a relatively small number of attorneys. In 46%

of the reporting firms, no more than 20% of the firms' lawyers worked on racial justice matters last year, compared to just four percent of firms with at least 60% of their lawyers participating in such work.

- > Topics that have captured the media's and the public's attention comprise a large share of the matters being tackled by law firms, including criminal justice, police reform, and voting. Other areas that are essential to achieving racial equity are also being attended to, including economic empowerment, housing and education. With racial justice matters covering such a broad swath of the legal landscape, it should be possible to further democratize racial justice pro bono work even at firms that emphasize allowing pro bono volunteers to follow their personal passions.
- > Both the need and demand for pro bono legal services to achieve racial equity will not slacken any time soon. Consequently, law firms can expect to see future questions in the Challenge survey on this subject, and we encourage all firms to track their efforts in a way that allows for meaningful analysis.

Enhancing Access to Justice through Pro Bono Service and Charitable Giving

- > In addition to the commitment to devote 3 or 5% of a firm's total billable hours to pro bono, Challenge signatories agree to devote "a majority" of their pro bono time "to persons of limited means or to charitable, religious, civic, community, governmental, and educational organizations in matters which are designed primarily to address the needs of persons of limited means" (Principle 3). This year, 73% of all pro bono time was devoted to those of limited means and organizations serving them – largely unchanged from last year, which set the all-time record for the metric. In step with the Challenge goals, signatories are continuing to make service to persons of limited means, both direct and indirect, a priority.
- > In our prior reports, we noted that indirect and direct service to persons of limited means does not come at the cost of other worthy pro bono causes. Indeed, the correlation between firms that do more limited means pro bono work also doing more other types of pro bono work in 2022 (0.61) was even stronger than in 2021, which was higher than in 2020. Accordingly, when a law firm chooses to increase its commitment to pro bono, all causes are better off, and placing emphasis on serving those of limited means does not preclude providing law firm pro bono participants with a wealth of opportunities of all types.
- > With regard to the direct provision of legal services to individuals of limited means, we again asked firms to separately report (on a voluntary basis) the percentage of pro bono provided directly to persons of limited means (as opposed to organizations that assist individuals of limited means). Almost two-fifths (37.9%) of firms provided information responsive to this question (despite the voluntary nature of the question and the fact this category has not historically been separately tracked by most firms). Their responses indicated that 57.2% of the hours devoted to serving individuals of limited means were direct representation of persons of limited means.
- > With regard to charitable donations, it appears that firms that have a strong culture of pro bono also have a strong culture of giving in support of legal aid. There was no single key driver identified with respect to other characteristics that predict which firms will donate more on a dollar-per-attorney basis. In fact, this year, unlike recent prior years, the smaller signatory firms gave more on a per-attorney basis than larger firms.
- > The financial support provided by Challenge signatories to legal services organizations, whose expertise and assistance is critical to pro bono. Thirty-four firms reported that they had donated \$17,345,181 to legal services organizations in 2022. (Forty firms reported they had donated \$23,043,603 in 2021; 41 firms reported giving \$18,853,661 in 2020; 45 firms reported that they had donated \$19,906,087 in 2019;

51 reporting firms donated \$25,891,604 in 2018.) Thus, 2022 is in line with the trends in 2020, 2019, and 2018 of firms reporting decreased donations. However, the amount given per reporting firm is a better measure than aggregate giving of all firms since the number of firms reporting from year-to-year varies, and the dollars per reporting firm contributed in 2022 are actually one of the highest on record, second only to 2021.

- > In recent years, we have refined our analysis in an effort to provide a more representative metric by calculating giving on the basis of dollars per attorney and breaking this metric down by firm size (see Table 4 of Appendix B). However, charitable giving metrics remain volatile, and it is too soon to speak to trends in terms of donations per lawyer. To provide more useful information, this year we also included the median¹⁰ giving per lawyer figure for each size group. However, the best solution to meaningful reporting on giving would be for additional Challenge signatory firms to voluntarily report their giving (on a confidential basis). This would ensure that movements in the metric reflected actual changes in giving and not just changes in the cohort of firms reporting in a given year.
- > Firm contributions are indispensable for maintaining an effective pipeline and support network for legal services programs, which in turn benefit law firm pro bono efforts. Even at a time when all expenses are being carefully scrutinized, we encourage firms to evaluate their financial and in-kind support for legal services organizations; consider creative and stretch increases when possible to maintain the quality and integrity of their own pro bono efforts; and commit to accurately tracking and reporting these amounts to the PBI Law Firm Pro Bono Project staff. Of course, such giving should also be in addition to, rather than in lieu of, pro bono hours contributed by law firm attorneys and staff.

Inspiring Action and Maximizing Impact: The Year Ahead

- > This is the 28th year of the Law Firm Pro Bono Challenge initiative. In just two years, the Challenge will celebrate its 30th anniversary and, by then, Challenge signatory firms will have supplied well over 100 million hours of pro bono legal services. This would be a great time for every PBI Law Firm Pro Bono Challenge signatory firm to take stock of its program and revisit its goal.
- > We remind firms that the Law Firm Pro Bono Project staff are available to provide assistance. All Challenge signatories are entitled to unlimited free “What Counts?” advice, and Project member firms are encouraged to use their 15+ hours of free consulting time to explore their individual performance in more detail with PBI staff, which can be helpful in identifying practicable ways to improve their pro bono programs.
- > For firms that have not yet joined the Challenge because of a concern that they cannot meet the Challenge goals, we encourage them to sign on and use this tool to advance pro bono at their firms. There is no downside to enrolling – there are no dues or other fees associated with Challenge signatory status, we do not publish disaggregated statistics, nor do we in any way publicly identify individual firms as having met or not met their Challenge goals. For those who could benefit from a higher level of hands-on assistance from PBI, membership in the Law Firm Pro Bono Project initiative is recommended. Membership dues are very reasonable and more information can be found here: <https://www.probonoinst.org/projects/law-firm-pro-bono/>.
- > This Report is important because it analyzes key metrics that can create incentives and shape behaviors for the betterment of pro bono and its impact on access to justice. However, thoughtful reflection on such metrics is not intended to obviate the need for pro bono leaders and law firm management to review how they approach pro bono and access to justice from the ground up to make the highest and best use of their pro bono resources and bridge the access to justice gap.

¹⁰The median is the value resting in the middle of donations such that there are as many firms that reported giving more than this amount as there are firms that gave less.

REFLECTIONS

- > The time is ripe for more holistic approaches that take advantage of additional resources beyond barred lawyers and law firm legal staff, that transcend law firm boundaries and unify efforts at a higher level (the Law Firm Antiracism Alliance is a push in this direction), that go beyond supporting the ethical obligations of individual lawyers to engage in pro bono to make access to justice an essential part of every law firm's mission, and that focus on pro bono outcomes as much as pro bono inputs.
- > The Law Firm Pro Bono Project staff will continue to listen to the pro bono community, to serve as counselor, resource, strategic advisor, trainer, and catalyst, and to offer expert guidance on law firm pro bono. Leadership requires being open-minded and resisting the pull of the status quo and the power of the fear of failure to try new ideas to provide improved services. We will also promote experimentation, evaluation, dialogue, and collaboration on how, working together, we can build on the dedication, creativity, and maturation of law firm pro bono to strengthen access to justice.

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June 2023

2023

Report on the Law Firm Pro Bono Challenge Initiative

APPENDICES

METHODOLOGY

In accordance with our standard practice, the survey was distributed exclusively in an electronic format, which allows for greater efficiency in the data-gathering process and improved accuracy of the data, which we carefully vet prior to analysis.

Some firms report attorney participation rates higher than 100%. For example, this occurs if the firm's headcount at the end of the year is smaller than the total number of attorneys who participated in pro bono throughout the year. For the purposes of data analysis in the Report, however, attorney participation was capped at 100% of each firm's respective year-end head count.

Aggregated data collected on pro bono hours devoted to those of limited means includes both tracked and estimated data. The Law Firm Pro Bono Project will continue to work with firms to develop comprehensive and accurate tracking systems.

Firms have historically been asked to report metrics for partners and associates. Since 2011, firms have been asked to separately report counsel and staff/other attorneys as well. Starting in 2020, we also asked firms to separately report on: 1) law students; and 2) paralegals, legal assistants and other (non-lawyer) staff. These additional groups represent an important resource for current law firm pro bono programs and their involvement with pro bono now will lead to future lawyers, members of the judiciary and policy makers with a greater appreciation for access to justice and the challenges that have yet to be overcome.

For ease of reference, we now present the data over a 20-year period, *i.e.* in this Report from 2002 to 2022.

DATA TABLES

Table 1: Average Pro Bono Reporting by Firm Size

Firm Size	2022 # of Firms Reporting	2022 Average Pro Bono Percentage	2022 Average Pro Bono Hours Per Attorney	2021 # of Firms Reporting	2021 Average Pro Bono Percentage	2021 Average Pro Bono Hours Per Attorney	Average Pro Bono Percentage Change
50 - 199 Attorneys	18	4.10%	56.99	21	3.11%	47.79	0.99%
200 - 499 Attorneys	29	2.98%	51.91	33	2.95%	49.22	0.03%
500 - 999 Attorneys	46	3.29%	51.39	52	3.38%	57.55	-0.09%
1,000 + Attorneys	31	3.38%	53.46	20	3.38%	54.69	0.00%

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

Category	2022 # of Attorneys	2022 # of Attorneys Participating	2022 Participation Rate	2021 # of Attorneys	2021 # of Attorneys Participating	2021 Participation Rate
Partners	36,258	22,871	63.1%	32,671	21,782	66.7%
Associates	46,242	38,568	83.4%	39,829	34,160	86.8%
Counsel	8,772	5,695	64.9%	7,914	5,160	65.2%
Staff/Other Attorneys	2,765	1,566	56.6%	3,335	1,729	51.8%
Totals¹¹	94,037	68,700	73.1%	83,749	62,831	75.0%

¹¹Totals may exceed sum of individual attorney types because of (a) rounding of full-time attorney equivalent head counts and (b) a very small number of firms reporting only total attorneys and total attorneys participating, without a by-type breakdown.

Table 3: Average Participation by Firm Size

Firm Size	2022 # of Firms Reporting	2022 Partner Participation Rate	2022 Associate Participation Rate	2022 Attorney Participation Rate	2021 # of Firms Reporting	2021 Partner Participation Rate	2021 Associate Participation Rate	2021 Attorney Participation Rate
50 - 199 Attorneys	18	61%	88%	70%	21	57%	84%	66%
200 - 499 Attorneys	29	61%	84%	69%	33	60%	81%	67%
500 - 999 Attorneys	46	65%	84%	73%	52	69%	85%	76%
1,000 + Attorneys	31	62%	83%	74%	20	68%	87%	78%

Table 4: Donations per Attorney by Firm Size¹²

Firm Size	Average and Median Amounts per Attorney Donated to Legal Services Organizations in 2022	Average Amount per Attorney Donated to Legal Services Organizations in 2021
50 - 199 Attorneys	\$981 \$1,021	\$398
200 - 499 Attorneys	\$865 \$433	\$477
500 - 999 Attorneys	\$429 \$441	\$749
1,000 + Attorneys	\$408 \$575	\$628

¹²This year we checked whether the Donations per Attorney by Firm Size metric needed to be adjusted for law firms that only report headcounts (and pro bono participation) for a portion of their offices, but report total giving. If this was the case, then, absent this adjustment, the giving per attorney would tend to be overstated. However, there were no issues with overstated giving per attorney due to limited reporting of lawyers' statistics this year. In addition, in determining average giving per attorney, we removed the firms with the lowest and highest giving per attorney in each firm size group (i.e., outlier firms) that would have distorted the reported typical giving level of the other members of the group. These adjustments should provide a more representative and stable metric with the limitations of the data we collect. Further, this year we have included the median for each group. The median represents a midpoint of giving in the sense that one half of the firms gave more per attorney than the median amount and one half gave less.

2023 REPORTING CHALLENGE SIGNATORIES

We thank and congratulate the Challenge signatories whose commitment to pro bono is positively reflected in this Report, and we look forward to an increasing level of commitment this year, as the legal world adapts to changing business conditions, COVID-19 responses shift from emergency efforts to long-term management, and the access-to-justice crisis becomes ever clearer.

* Akin Gump Strauss Hauer & Feld	* Cleary Gottlieb Steen & Hamilton	* Gibbons
Alston & Bird	Cooley	† Gibson, Dunn & Crutcher
* Arent Fox Schiff	* Covington & Burling	Goodwin Procter
Armstrong Teasdale	† Cozen O'Connor	Goulston & Storrs
Arnall Golden Gregory	† Cravath, Swaine & Moore	Greenberg Traurig
* Arnold & Porter	Crowell & Moring	* Hogan Lovells
† Baker Botts	Davis Wright Tremaine	* Holland & Hart
Baker, Donelson, Bearman, Caldwell & Berkowitz	Day Pitney	* Holland & Knight
Baker McKenzie	* Debevoise & Plimpton	Hughes Hubbard & Reed
Ballard Spahr	† Dechert	* Hunton Andrews Kurth
Barnes & Thornburg	* DLA Piper (US)	Husch Blackwell
Beveridge & Diamond	* Dorsey & Whitney	Irell & Manella
† Blank Rome	* † Duane Morris	* † Jenner & Block
Bradley Arant Boult Cummings	Epstein Becker & Green	† K&L Gates
† Brown Rudnick	WASHINGTON, DC, OFFICE ONLY	Kilpatrick Townsend & Stockton
Brownstein Hyatt Farber Schreck	Eversheds Sutherland	King & Spalding
* Bryan Cave Leighton Paisner	† Faegre Drinker	Kirkland & Ellis
Buchanan Ingersoll & Rooney	Fenwick & West	Kramer Levin Naftalis & Frankel
† Butler Snow	† Foley & Lardner	Latham & Watkins
Carlton Fields	† Foley Hoag	Linklaters
* Carrington, Coleman, Sloan & Blumenthal	* Foster Garvey	Loeb & Loeb
DALLAS, TX OFFICE ONLY	* Fredrikson & Byron	Lowenstein Sandler
Clark Hill	Freshfields Bruckhaus Deringer (US)	Manatt, Phelps & Phillips
	Fried, Frank, Harris, Shriver & Jacobson	Maslon
		Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

* Denotes Charter signatories to the Challenge

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

2023 REPORTING CHALLENGE SIGNATORIES

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

* Denotes Charter signatories to the Challenge

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

2023 NON-REPORTING CHALLENGE SIGNATORIES

These firms did not report in 2023 for the 2022 calendar year:

Coblentz Patch Duffy & Bass

Dentons

Finnegan, Henderson, Farabow, Garret & Dunner

Foley & Mansfield

Graves, Dougherty, Hearon & Moody
DALLAS, TX OFFICE ONLY

Hollingsworth

Miller Nash

Vinson & Elkins

Weil, Gotshal & Manges

Wiley Rein

ABOUT THE LAW FIRM PRO BONO CHALLENGE INITIATIVE

The Law Firm Pro Bono Challenge initiative, developed by law firm leaders and corporate general counsel, articulates a single standard for one critical segment of the legal profession – firms with 50 or more lawyers. The Challenge has become the definitive aspirational pro bono standard for large law firms throughout the world. It is unique for several reasons:

- > It uses a progressive standard – *i.e.*, a target of either 3 or 5% of a firm’s total paying client billable hours (equivalent to 60 or 100 hours per attorney) which ties pro bono performance to firm productivity and profitability.
- > It calls for an institutional commitment, rather than an individual lawyer goal, in recognition of the reality that the policies and practices of law firms are keys to the ability and willingness of firm lawyers to undertake pro bono work.
- > It creates goals not only with respect to the amount of pro bono work to be undertaken, but also with regard to the policy elements that are essential for the creation and maintenance of a pro bono-friendly firm culture.
- > It links Challenge signatories to the extensive consultative services and resources available from PBI’s Law Firm Pro Bono Project staff.
- > It includes an accountability mechanism and an outcome measurement through its annual reporting process.

While statistics are an important measurement tool, the Challenge is not limited to quantifiable goals. Rather, it provides a framework, a set of expectations, and operational and policy elements that are the keys to major law firms’ ability to institutionalize and strengthen the culture and operations of their pro bono programs. Since the inception of the Challenge, PBI has worked with law firms to: promulgate pro bono policies; enhance their relationships with public interest, legal services, pro bono programs and other groups, including the courts; improve the oversight and staffing of firms’ pro bono work; design and implement pro bono partnerships with corporate legal departments; improve processes for planning and evaluating pro bono efforts; create more meaningful time-keeping mechanisms; incorporate a number of innovative pro bono models – including signature projects, rotation/externship programs, global efforts, integration with other firm goals including professional development, talent management, diversity, associate satisfaction, and more; and successfully encourage many firms to expand the breadth and depth of their pro bono docket.

In keeping with its status as the industry standard by which firms define, measure, and assess their pro bono achievements, PBI has endeavored to minimize any changes in the Challenge language over time. However, PBI also recognizes that the Challenge must be kept current, so as to continue to promote pro bono service that meets the needs of an evolving world. To that end, in 2022, we added a new clause (d) to Principle 5 calling for attention to systemic justice system inequities, including racial injustice. We also recently reviewed the definition of “pro bono” embodied in Challenge Principle 7 and issued revised supporting documents to ensure that our guidance is clear in areas that many Challenge signatories find the most difficult to put boundaries around, including: 1) global, 2) public rights; 3) racial justice; and 4) social enterprise and impact finance pro bono matters. The materials can be found at <http://www.probonoinst.org/projects/law-firm-pro-bono/law-firm-pro-bono-challenge/>. With these refinements, we hope the Challenge will continue to constitute a rallying point and a catalyst that enables firms, despite economic cycles and other pressures, to contribute materially to their local communities, to the national justice system, and to communities around the world.

LAW FIRM PRO BONO CHALLENGE STATEMENT

Recognizing the growing severity of the unmet legal needs of the poor and disadvantaged in the communities we serve, and mindful that major law firms must – in the finest traditions of our profession – play a leading role in addressing these unmet needs, our firm is pleased to join with other firms across the country in subscribing to the following statement of principles and in pledging our best efforts to achieve the voluntary goals described below.

1. Our firm recognizes its institutional obligation to encourage and support the participation by all of its attorneys in pro bono publico activities. We agree to promulgate and maintain a clearly articulated and commonly understood firm policy which unequivocally states the firm's commitment to pro bono work.
2. To underscore our institutional commitment to pro bono activities, we agree to use our best efforts to ensure that, by no later than the close of the calendar year, our firm will either:
 - (1) annually contribute, at a minimum, an amount of time equal to 5% of the firm's total billable hours or 100 hours per attorney to pro bono work; or
 - (2) annually contribute, at a minimum, an amount of time equal to 3% of the firm's total billable hours or 60 hours per attorney to pro bono work.
3. In recognition of the special needs of the poor for legal services, we believe that our firm's pro bono activities should be particularly focused on providing access to the justice system for persons otherwise unable to afford it. Accordingly, in meeting the voluntary goals described above, we agree that a majority of the minimum pro bono time contributed by our firm should consist of the delivery of legal services on a pro bono basis to persons of limited means or to charitable, religious, civic, community, governmental, and educational organizations in matters which are designed primarily to address the needs of persons of limited means.
4. Recognizing that broad-based participation in pro bono activities is desirable, our firm agrees that, in meeting the minimum goals described above, we will use our best efforts to ensure that a majority of both partners and associates in the firm participate annually in pro bono activities.
5. In furtherance of these principles, our firm also agrees:
 - a. To provide a broad range of pro bono opportunities, training, and supervision to attorneys in the firm, to ensure that all of our attorneys can avail themselves of the opportunity to do pro bono work;
 - b. To ensure that the firm's policies with respect to evaluation, advancement, productivity, and compensation of its attorneys are compatible with the firm's strong commitment to encourage and support substantial pro bono participation by all attorneys; and
 - c. To monitor the firm's progress toward the goals established in this statement and to report its progress annually to the members of the firm and to the Law Firm Pro Bono Project; and
 - d. To support the proactive reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts and outcomes for all by identifying and volunteering for pro bono opportunities that target racial injustice and other systemic inequities in the legal system.

LAW FIRM PRO BONO CHALLENGE STATEMENT

6. This firm also recognizes the obligation of major law firms to contribute financial support to organizations that provide legal services free of charge to persons of limited means.
7. As used in this statement, the term “pro bono” refers to activities of the firm undertaken normally without expectation of fee and not in the course of ordinary commercial practice and consisting of (i) the delivery of legal services to persons of limited means or to charitable, religious, civic, community, governmental, and educational organizations in matters which are designed primarily to address the needs of persons of limited means; (ii) the provision of legal assistance to individuals, groups, or organizations seeking to secure or protect human rights, civil rights, civil liberties, public rights or environmental rights; and (iii) the provision of legal assistance to charitable, religious, civic, community, governmental, or educational organizations in matters in furtherance of their organizational purposes, where the payment of standard legal fees would significantly deplete the organization’s economic resources or would be otherwise inappropriate.

FIRM
PARTNER EXECUTING ON BEHALF OF FIRM
ADDRESS
ADDRESS (CONT.)
CITY / STATE / ZIP
PHONE / EMAIL
DATE