

2024\*

# 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**

The PBI 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**

The PBI 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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# EXECUTIVE SUMMARY

The **2024 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 2023 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 Law Firm Pro Bono Project staff each year.

## Overall Performance

This year, 120 firms reported performing an aggregated total of **5,076,659 hours of pro bono work in 2023**, a significant increase in total pro bono hours from 2022 when 124 law firms reported their pro bono hours. Pro bono hours represented approximately 3.76% of total client billable hours in 2023 – an 8.48% improvement over 2022.

## Pro Bono for Those of Limited Means

For 2023, firms reported performing over **3.5 million pro bono hours for those of limited means** and organizations serving them. This comprises 74% of all pro bono time for those firms last year – a slight increase in percentage compared to 2022 (73.3%).

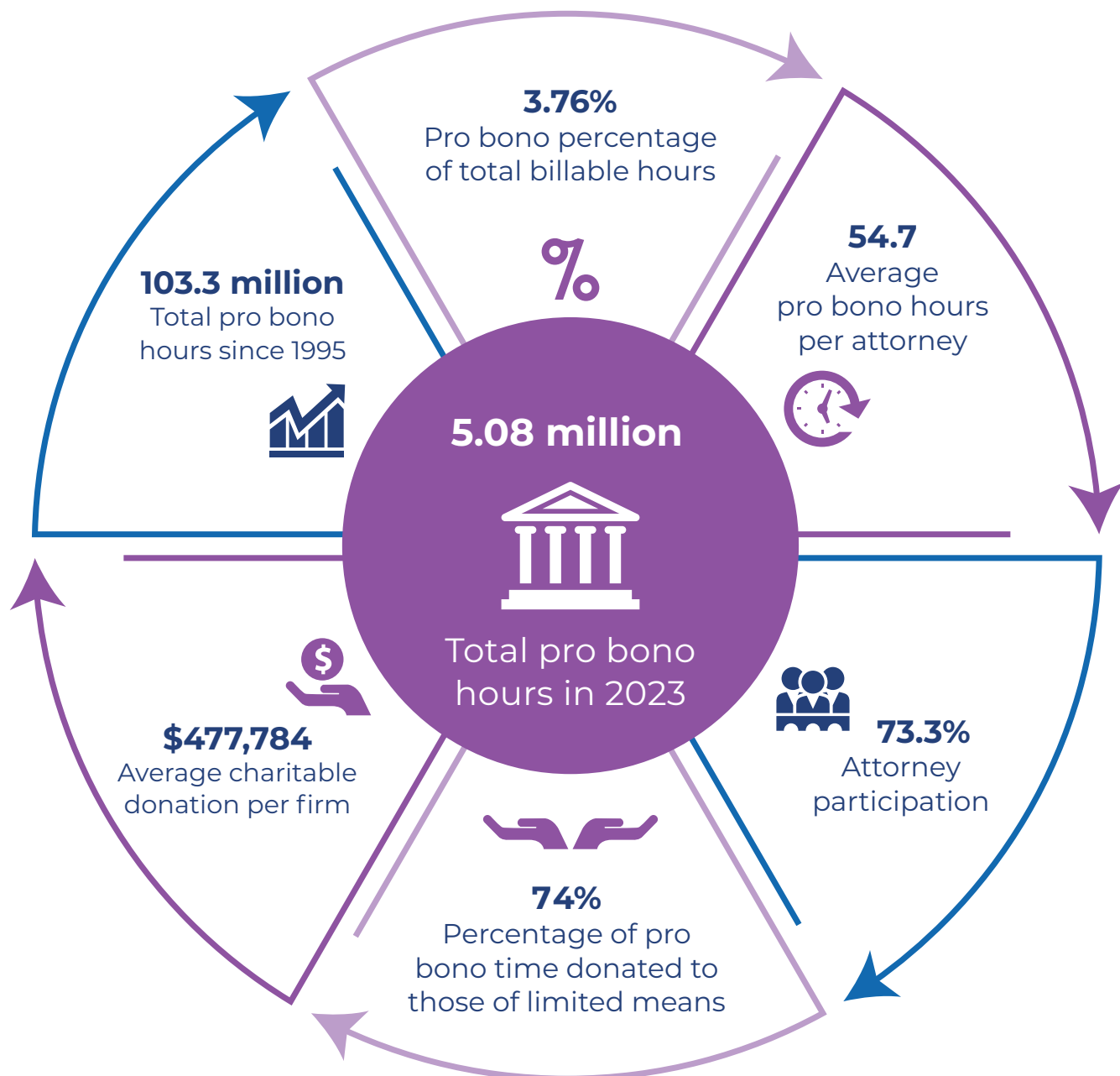
## Participation

The percentage of attorneys engaged in pro bono was up slightly in 2023. The percentage of **partners participating in pro bono was 63.8%** compared to 63.1% in 2022, and the percentage of **associates participating in pro bono was 84%** compared to 83.4% in 2022. The combined participation rate of all attorneys was 73.3% in 2023, compared to 73.1% in 2022.

## Charitable Donations

In 2023, the total amount of **charitable giving to legal services organizations decreased to \$16,722,447** from \$17,345,181 in 2022 (when 1 less firm reported on giving). The average reported firm donation in 2023 was \$477,784, which represents a 3.6% decrease from the average firm donation in 2022 (\$495,577).

# SNAPSHOT



# INTRODUCTION

In 2023, signatories to the Law Firm Pro Bono Challenge initiative contributed about 5.08 million hours of pro bono service, a substantial increase (2.5%) in total pro bono hours from 2022, despite the fact that four additional firms reported for 2022. This is an impressive gain given that the number of overall timekeepers decreased by 1.5%. Challenge signatories' outstanding contribution in 2023 places them at a significant milestone, collectively surpassing 100 million hours of pro bono service over the life of the Challenge.

“ When you get these jobs that you have been so brilliantly trained for, just remember that your real job is that if you are free, you need to free somebody else. If you have some power, then your job is to empower somebody else. ”

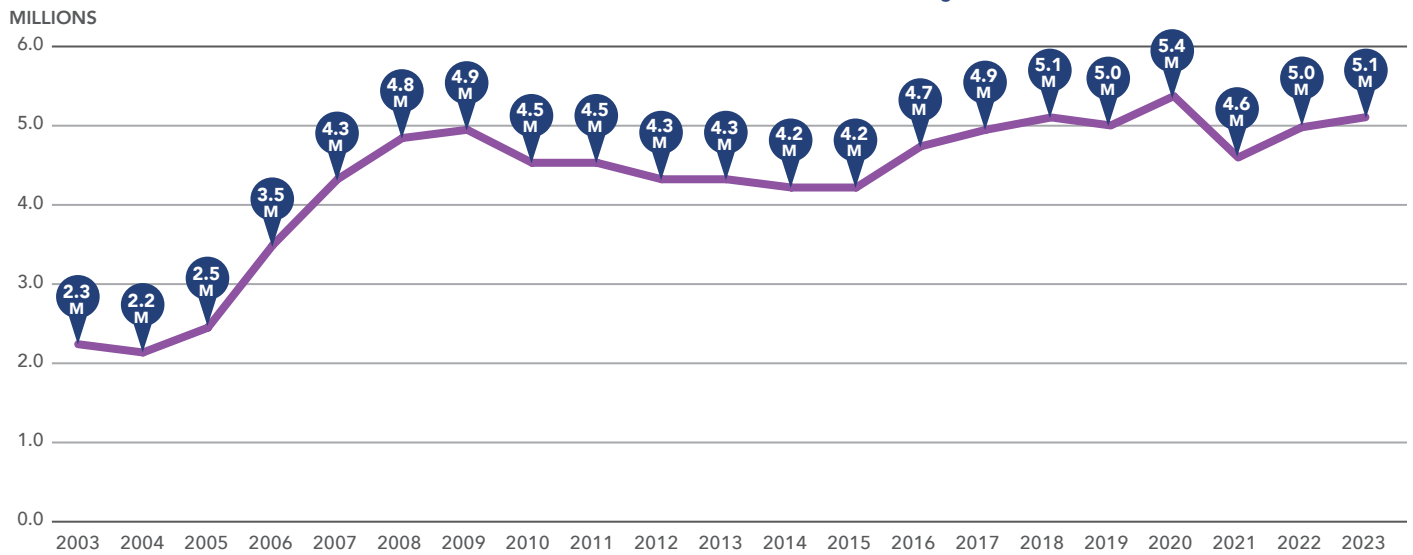
– Toni Morrison

# 2023 CHALLENGE PERFORMANCE DATA

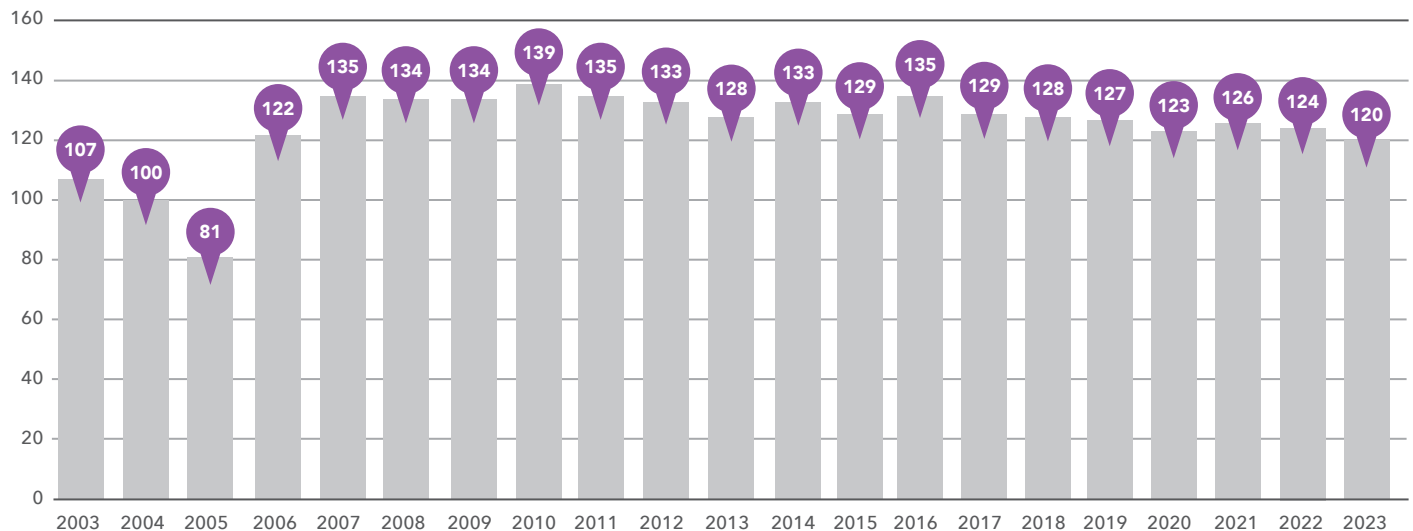
## Highlights of Overall Pro Bono Performance

One hundred twenty firms reported in 2024 for 2023, performing an aggregated total of 5,076,659 hours of pro bono work (126,139 more hours than in 2022, when 124 firms performed an aggregated total of 4,950,520 hours of pro bono work).

### Total Number of Pro Bono Hours by Year



### Number of Firms Reporting

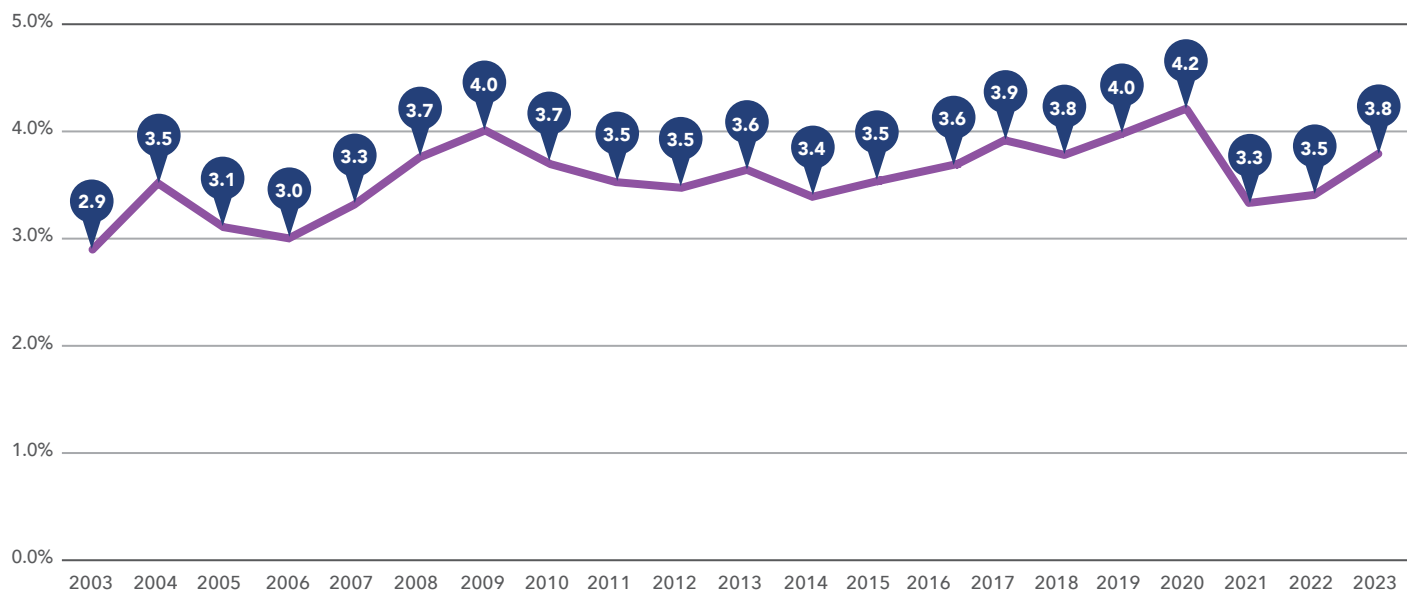


# 2023 CHALLENGE PERFORMANCE DATA

## Average Pro Bono Percentage

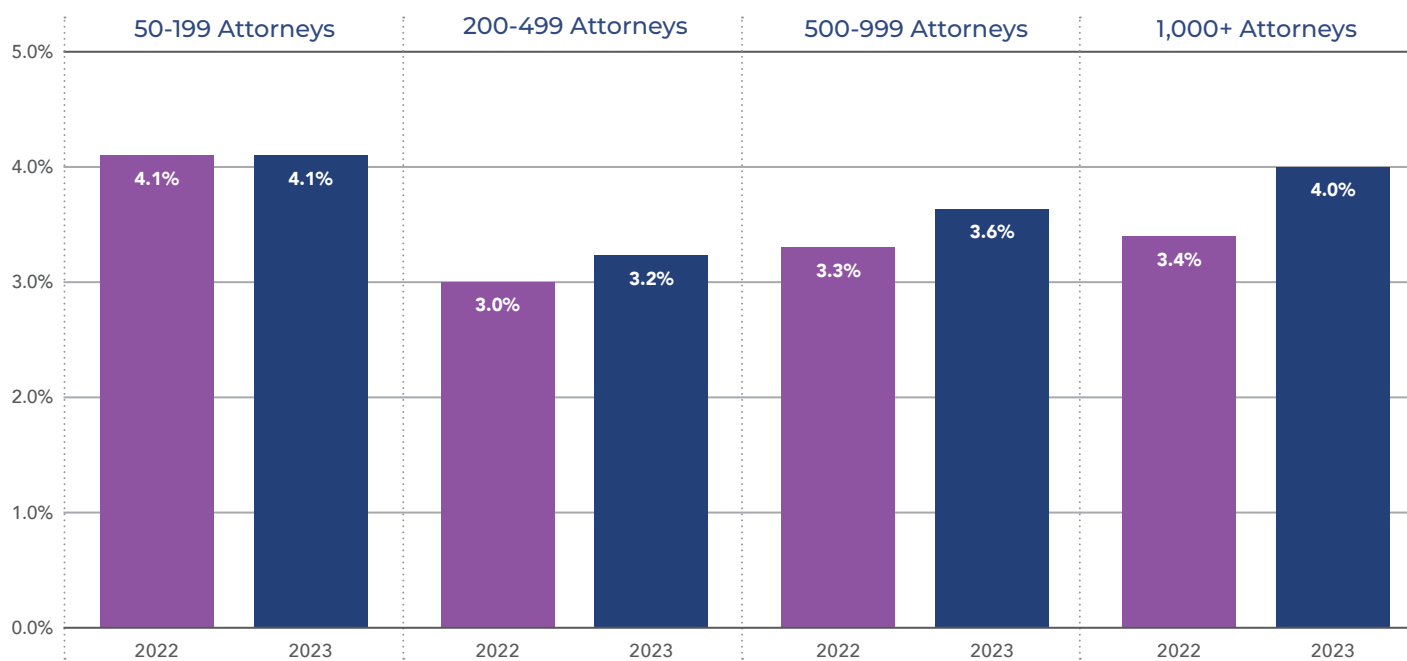
Viewed as a percentage of total client billable hours, pro bono hours increased in 2023 to approximately 3.76% of all reported hours, an 8.48% improvement over 2022.

Average Pro Bono Percentage by Year



As in 2022, firms with headcounts of 50 to 199 attorneys had the highest average pro bono percentage in 2023. This is a departure from the recent past, as firms with 1,000 or more attorneys have led on this metric from 2014 (when we began measuring this metric by firm size) through 2021 (when firms with 500 to 999 attorneys shared the lead). The other three firm-size classes saw moderate growth in their pro bono percentages in 2023.<sup>1</sup>

Average Pro Bono Percentage by Firm Size



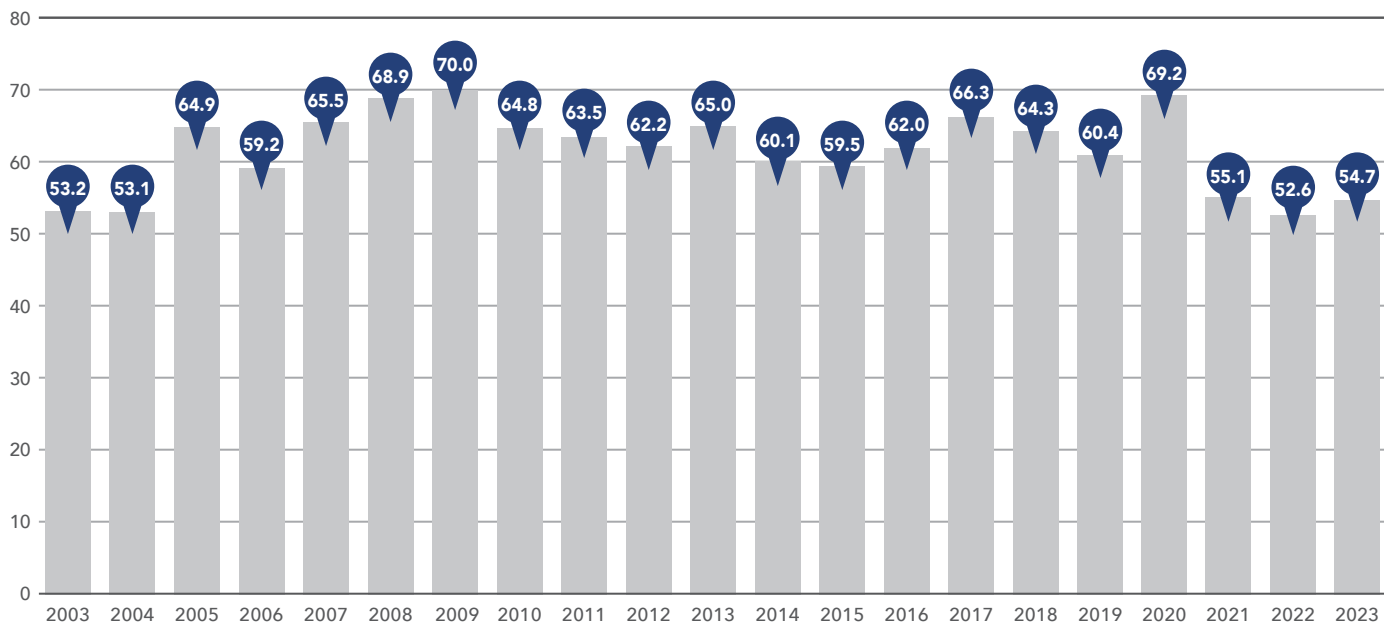
<sup>1</sup> For a detailed breakdown of average pro bono percentage by firm size, see Table 1 in Appendix B.



## Average Pro Bono Hours Per Attorney

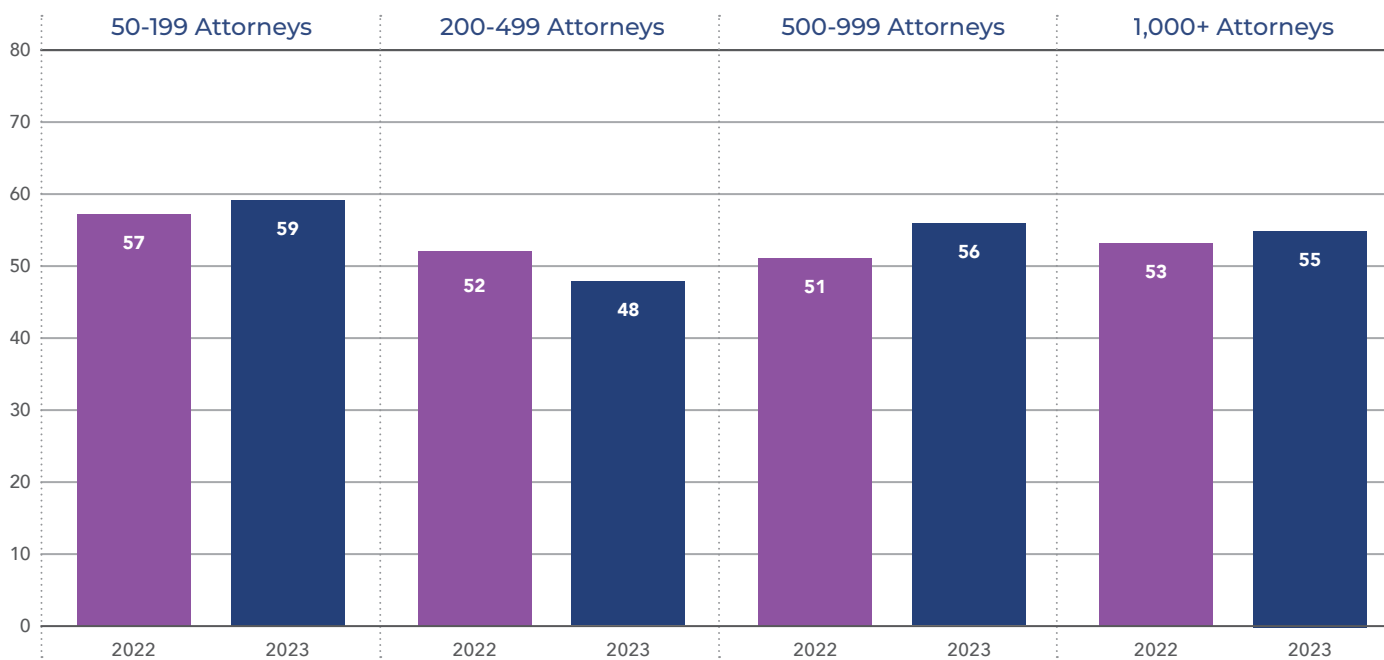
In 2023, the average number of pro bono hours per attorney increased to 54.7 (from 52.6 in 2022). While this represents a 4% increase this year, it constitutes a 0.7% drop from the 55.1 hours reached in 2021. The average hours for these three years (54.1) is down a full 10 hours from the average hours between 2005 and 2020 (64.1).

Average Pro Bono Hours Per Attorney



The following graph presents a breakdown of average pro bono hours per attorney by firm size in 2022 and 2023.

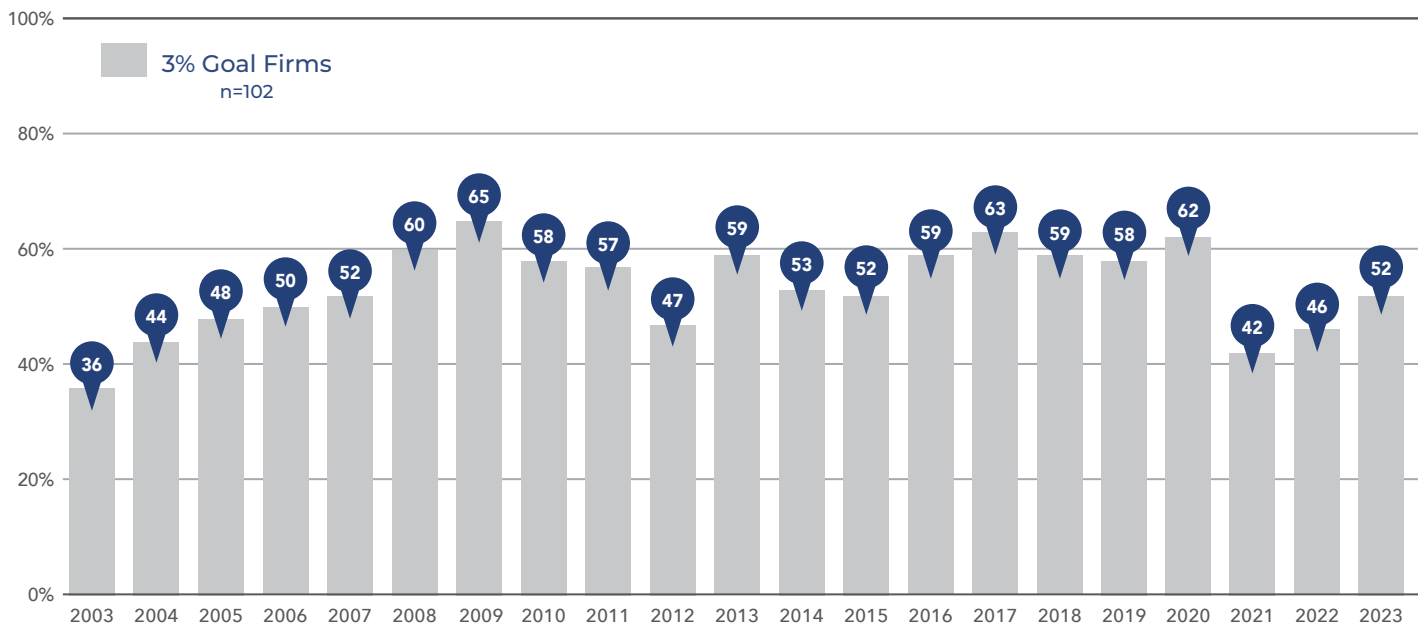
Average Pro Bono Hours Per Attorney by Firm Size



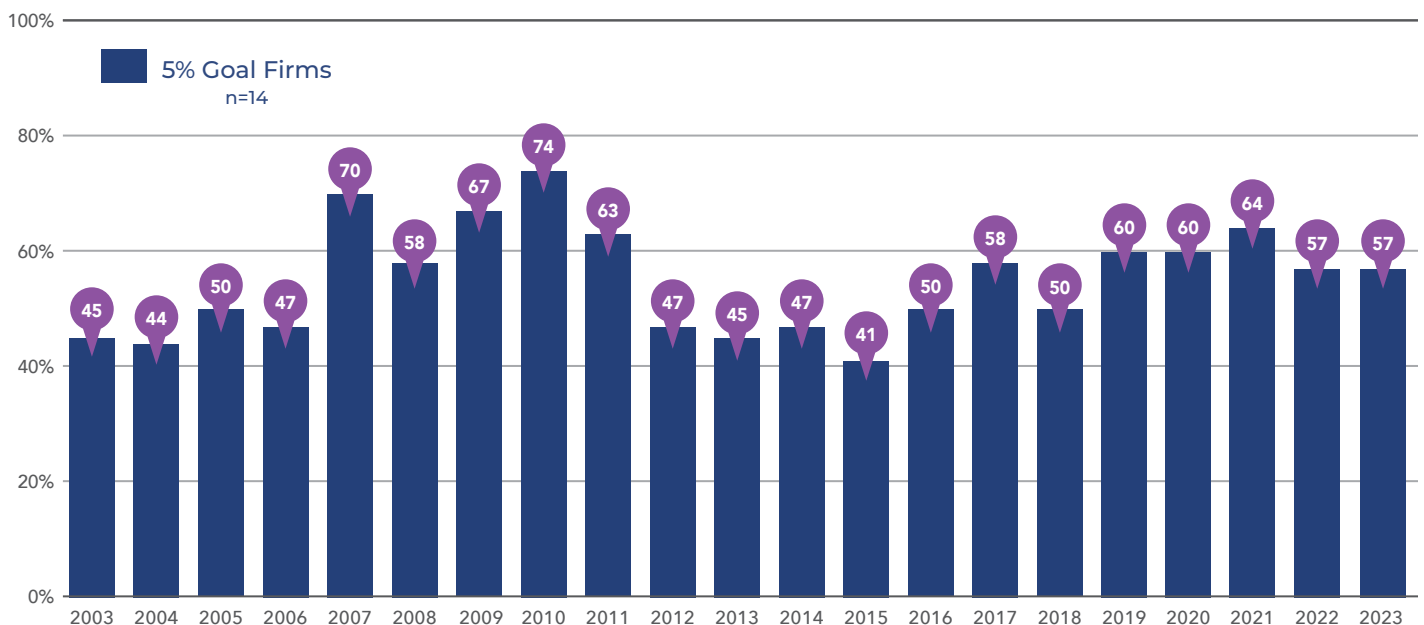
## Reaching the Challenge Goal

The following graphs present the percentage of reporting firms that reached their Challenge goal in 2023.

### Percentage of Firms that Achieved the 3% Goal



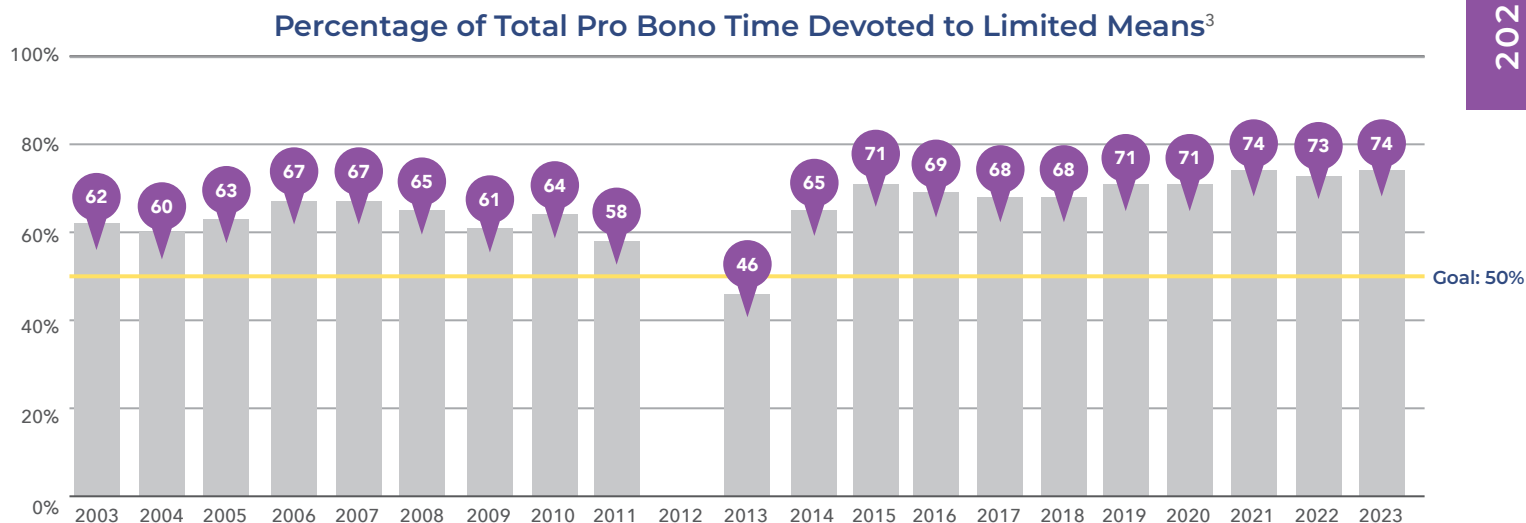
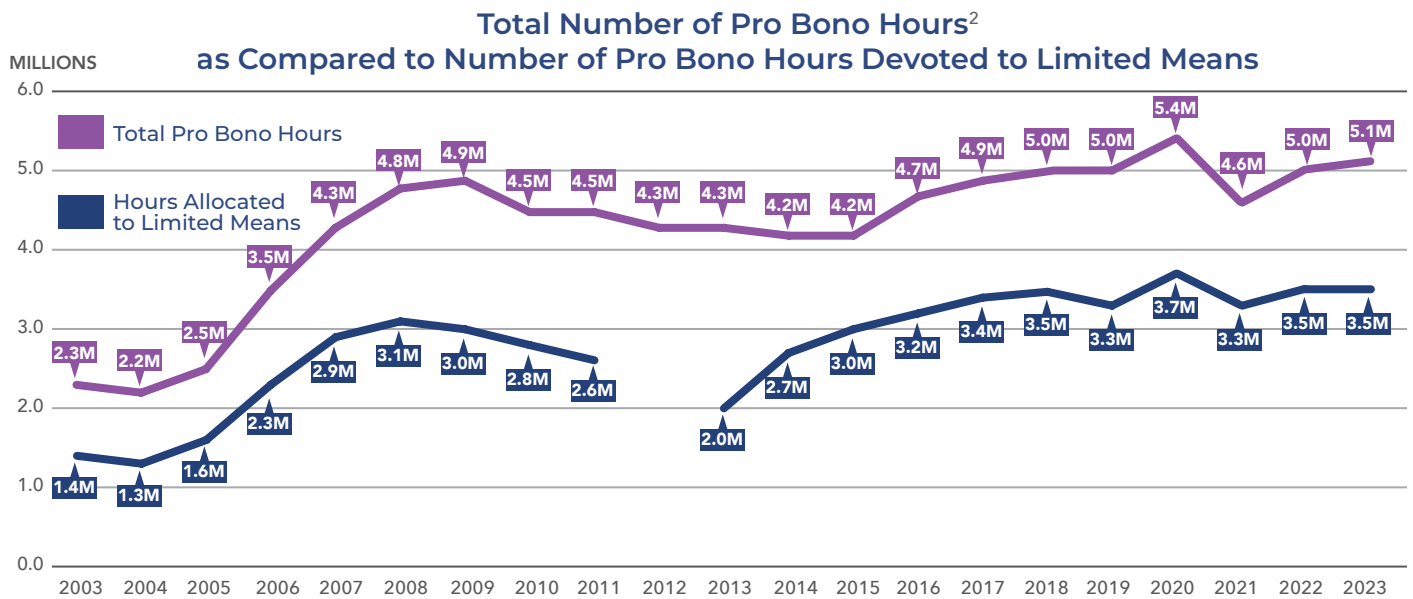
### Percentage of Firms that Achieved the 5% Goal



## 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 2023, 115 Challenge signatories reported 3,544,381 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 (67,179) over 2022 despite five fewer firms reporting for 2022. Pro bono hours for those of limited means represented 74% of all pro bono hours for firms that reported limited means pro bono hours in 2023, a slightly higher percentage compared to 2022 (73.3%). 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.



<sup>2</sup> 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.

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

## Correlation between Total Pro Bono and Limited Means Work

Again this year, we conducted further analysis to determine whether there are any correlations associated with firms engaging in more limited means pro bono work and pro bono work generally.<sup>4</sup> For 2023, the correspondence between doing limited means related pro bono work and overall pro bono work remained steady – a correlation of 0.97. Like 2022, 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 (0.65) between firms doing more limited means work and doing more non-limited means 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.

## Addressing Racial Justice

In light of continuing law firm pro bono programs' focus on racial justice, we again asked Challenge signatories about their efforts in this area. For 2023, 63.9% of Challenge signatories responded to these questions versus 66.9% in 2022. 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. This year, 27.6% of responding firms indicated they had devoted more hours to racial justice in 2023 than in 2022. While the percentage of firms ramping up their efforts decreased markedly from 2022 (when 37.3% increased their efforts), this does not indicate that interest in this area is waning, as 67.1% reported maintaining their level of effort, and only 5.3% 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 select from a list of categories of racial justice work that they performed in 2023.

The seven most commonly selected areas were:

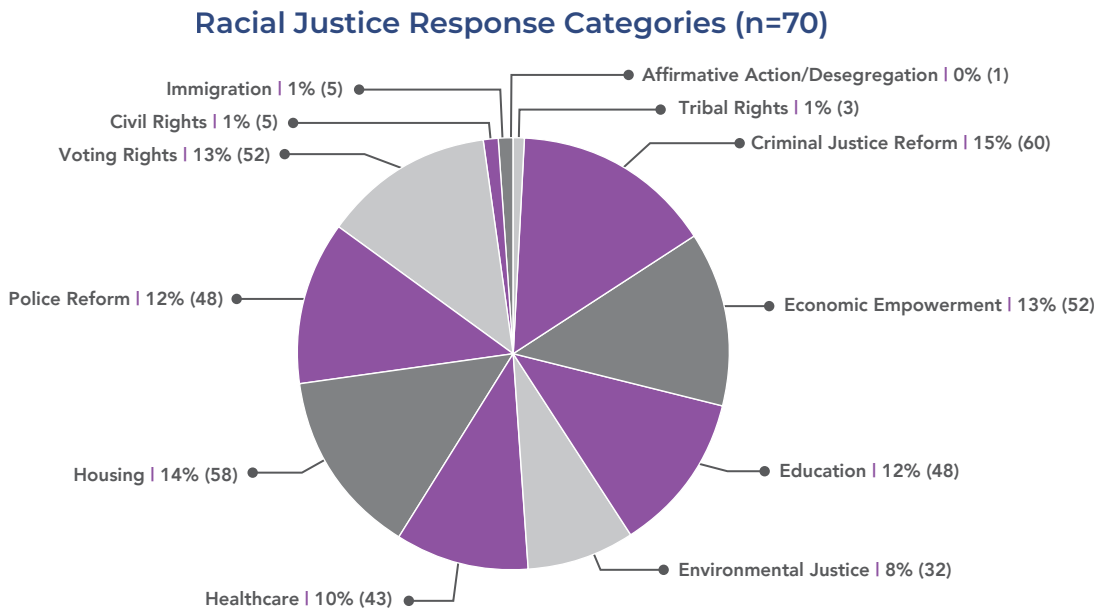
- > Criminal Justice
- > Economic Empowerment
- > Education
- > Healthcare
- > Housing
- > Police Reform
- > Voting Rights

The responding firms made a total of 407 selections from these and other categories, indicating the scope of their racial justice work. Criminal justice reform was again the most common type of work, with 60 of the 70 firms selecting it, and with selections of this category constituting 15% of the total selections. Rounding out the top four were housing (58 firms and 14% of selections), voting rights (52 firms and 13% of selections), and economic empowerment (52 firms and 13% of selections). The remainder of the top seven all received more

<sup>4</sup>While 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.

# 2023 CHALLENGE PERFORMANCE DATA

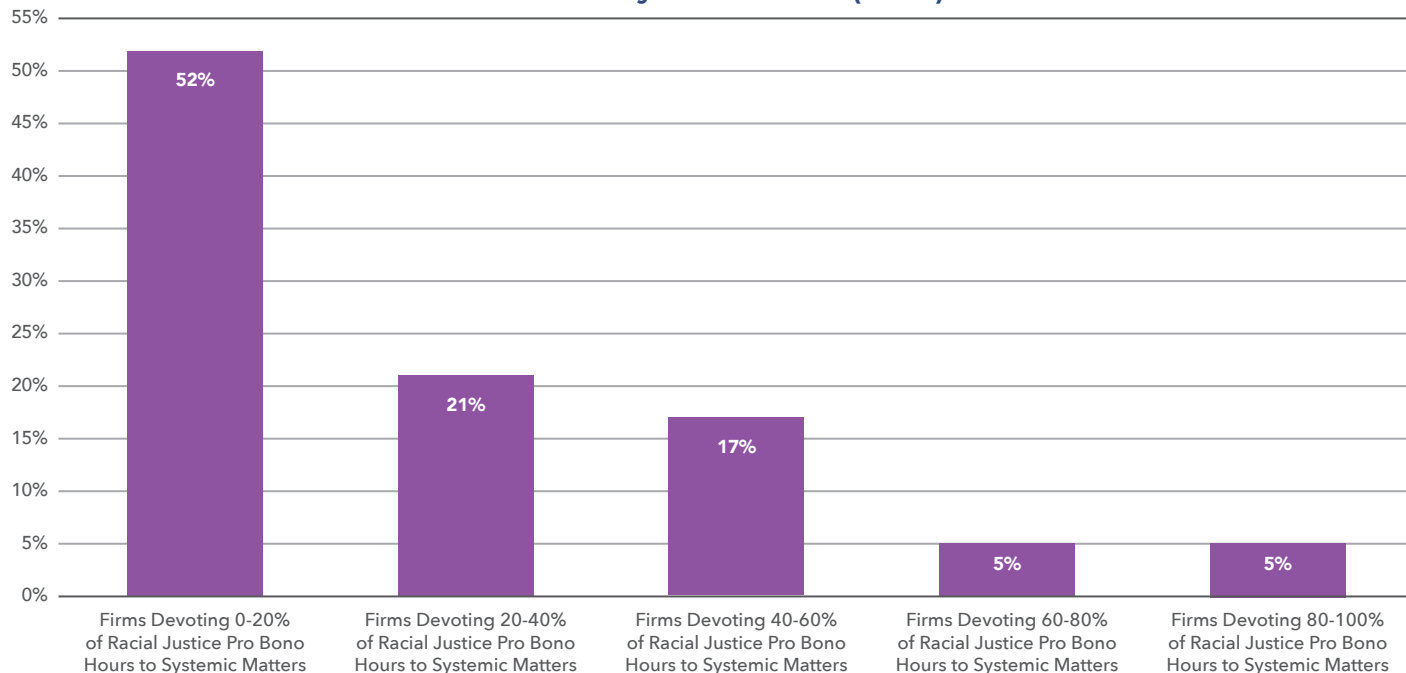
than 10% of the total selections, with at least 43 of the 70 responding firms selecting them, indicating the highest concentration of racial justice work in these categories. The following graph shows the percentage of selections each category received. The number of firms that selected each category is indicated in parentheses.



As was the case last year, not one firm reported that it had worked on legislative reform as a distinct category in 2023. Given that the topic was raised by several firms in 2020 and that many firms now define racial justice work to include focusing on systemic change, it is not clear why legislative reform is not being selected in responses to the Challenge survey. As shown in the following graph, 48% of firms estimated their systemic work to comprise at least 20% of their pro bono hours devoted to racial justice.

Portion of Firms Falling within Focus Band

### Challenge Signatories' Level of Focus on Racial Justice at the Systemic Level (n=42)



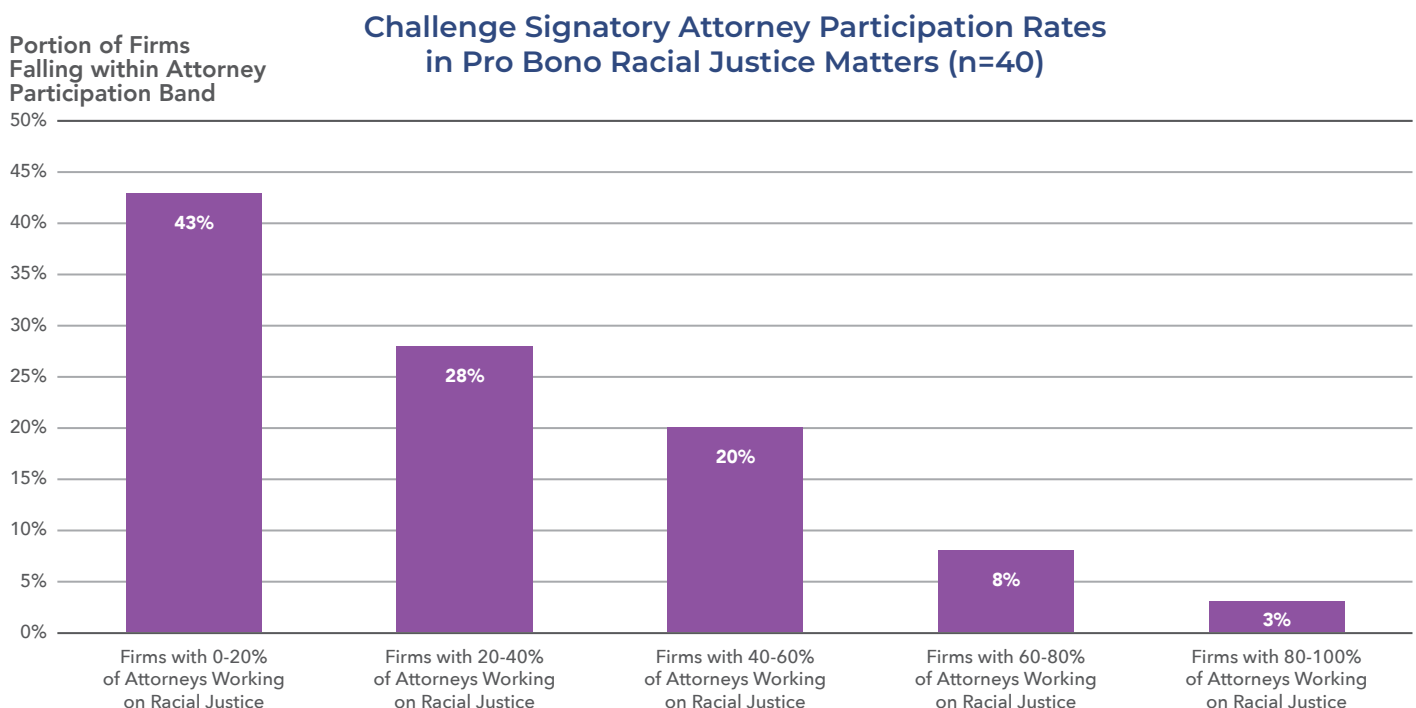
# 2023 CHALLENGE PERFORMANCE DATA

This year, we again 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. Creating internal resources to highlight opportunities to work on racial justice pro bono projects
2. Forming a racial justice subcommittee within the firm's pro bono committee
3. Forming a 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. Forming a racial justice initiative and advisory task force to seek out pro bono opportunities
8. Offering secondments to legal services organizations focused on racial justice
9. Funding racial justice fellows at legal services organizations

One firm reported creating a new racial justice subcommittee within its existing pro bono or other committee framework. However, as in 2022, no firms indicated that they added a new committee aimed at racial justice in 2023. The number of firms hiring a pro bono professional or new support staff dedicated to addressing racial justice in 2023 lagged behind the number of firms that added a racial justice focus to the responsibilities of existing firm employees. This represents a change in hiring trends as compared to 2022, when the number of firms that increased staffing for racial justice pro bono was nearly on par with the number of firms expanding the roles of existing employees to include that work. This change does not necessarily signal a decreased commitment; rather, it may be an indicator of the maturity and resulting stability in staffing of firms' racial justice pro bono work.

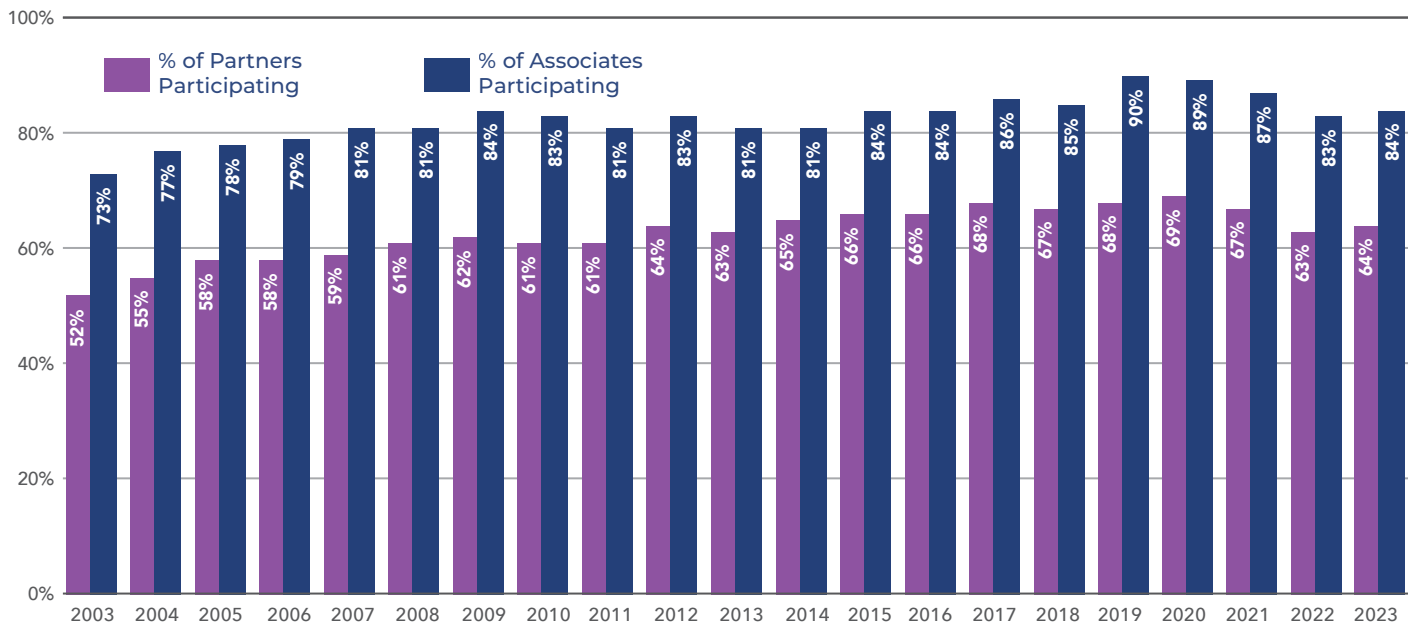
Finally, in order to determine the breadth of involvement in racial justice pro bono work among lawyers within firms, we asked each firm to estimate what percentage of its attorneys worked on racial justice matters in 2023. Responding firms were asked to choose from among five bands covering 20% increments. By a large margin, the most common answer this year was 0-20% (at 43%), followed by 20-40% (at 28%). In 2022, the most common answer was 0-20% (at 46%), followed by 20-40% (at 33%).



## Participation

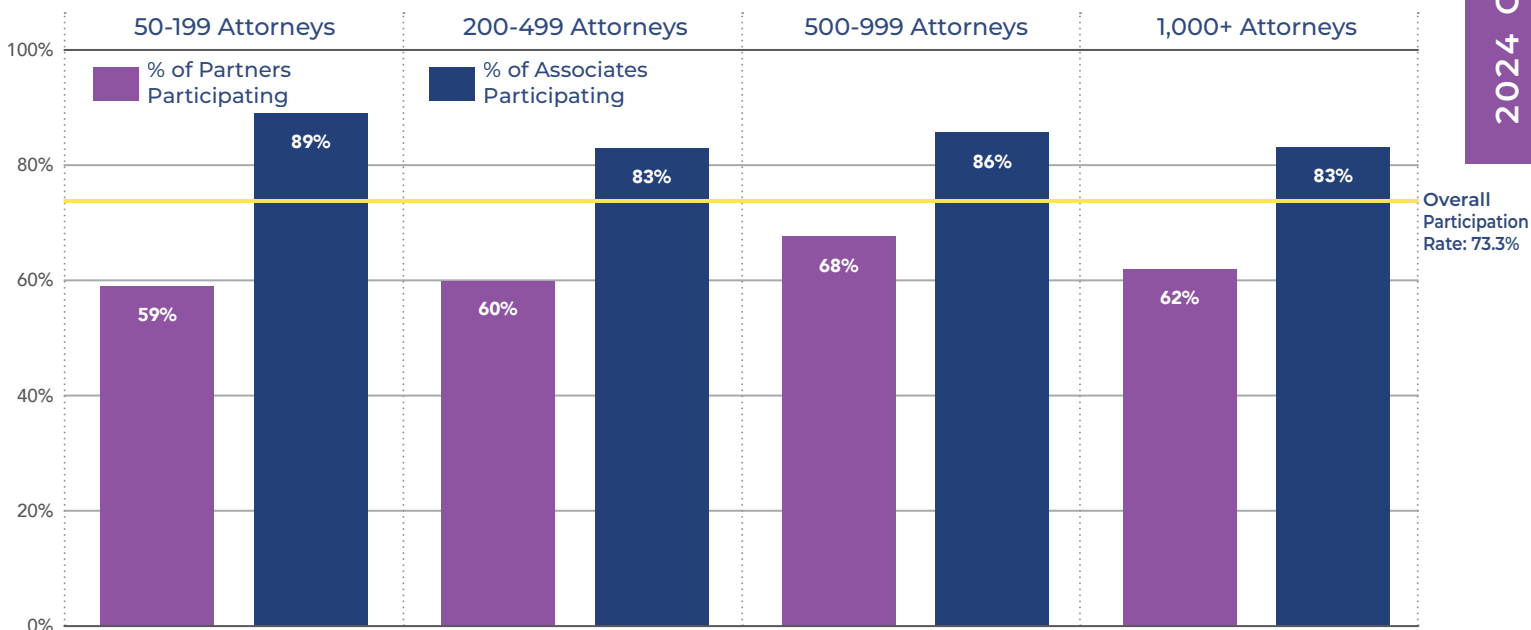
Participation rates in 2023 saw a welcomed, albeit slight, uptick for the first time in several years. As seen below, 63.8% of partners and 84% of associates participated in pro bono in 2023, compared to 63.1% and 83.4%, respectively, in 2022. Collectively, 73.3% of attorneys participated in pro bono in 2023, slightly higher than the 73.1% who participated in 2022.

### Attorney Participation Rates



The graph below shows a breakdown of partner/associate participation in pro bono by firm size for 2023.<sup>5</sup>

### Attorney Participation Rates by Firm Size



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

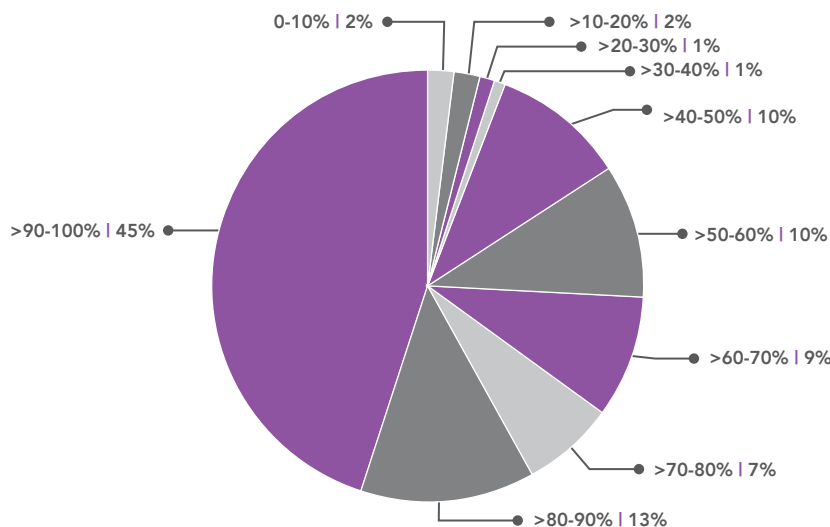
# 2023 CHALLENGE PERFORMANCE DATA

We also considered the importance of partner participation for maximizing associate participation, increasing pro bono hours per participant, and meeting and exceeding Challenge goals. At 0.72, 0.40, and 0.37, 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, although the correlations are not quite as strong as those in 2022, at 0.75, 0.48, and 0.58, respectively. Nevertheless, as in 2022, firms with higher partner participation rates still 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-nine of the law firms responding to our survey reported employing law students in 2023, versus 64 in 2022.<sup>6</sup> One hundred percent of these law firms reported involving their law students in pro bono in 2023, an increase from 97% for firms that reported last year. Further, a total of 3,083 law students, or 77.7% of all law students working at the responding firms, participated in those firms' pro bono programs (as compared to 72.4% last year).

Sixty-four percent of the firms with law student involvement enjoyed at least 75% law student participation rates, and 35% of the firms reported achieving participation rates of 100%. In contrast, last year 53% of the reporting firms reported at least 75% law student participation rates and 28% reported participation rates of 100%.

**Law Student Pro Bono Participation Rates at Challenge Signatory Firms with Law Students (n=69)**

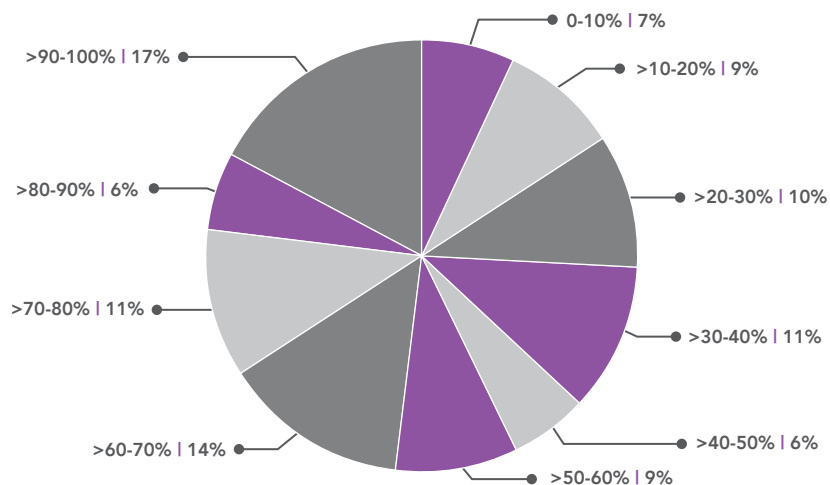


With regard to other legal staff, 56% of responding firms reported employing paralegals, legal assistants, and others ("Legal Staff") who track their time in pro bono (compared to 58% last year). All of these firms reported having at least some of their Legal Staff engaged in pro bono. In all, firms reported that a total of 3,565 Legal Staff (29.1%) participated in pro bono, down 11.1% from 2022. Eleven percent of responding law firms reported participation rates of 100%; 27% of firms achieved participation rates of at least 75%; and 57% of firms had participation rates of over 50%. Of the 11% of firms with 100% participation, several had 100% associate participation as well, and one had 100% participation by partners and associates.

<sup>6</sup> As stated in the 2023 Challenge Report, we revised the wording of the Challenge Survey 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 student 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 since 2021 as an accurate reflection of growth in the number of firms employing law students or growth in the total number of law students employed.

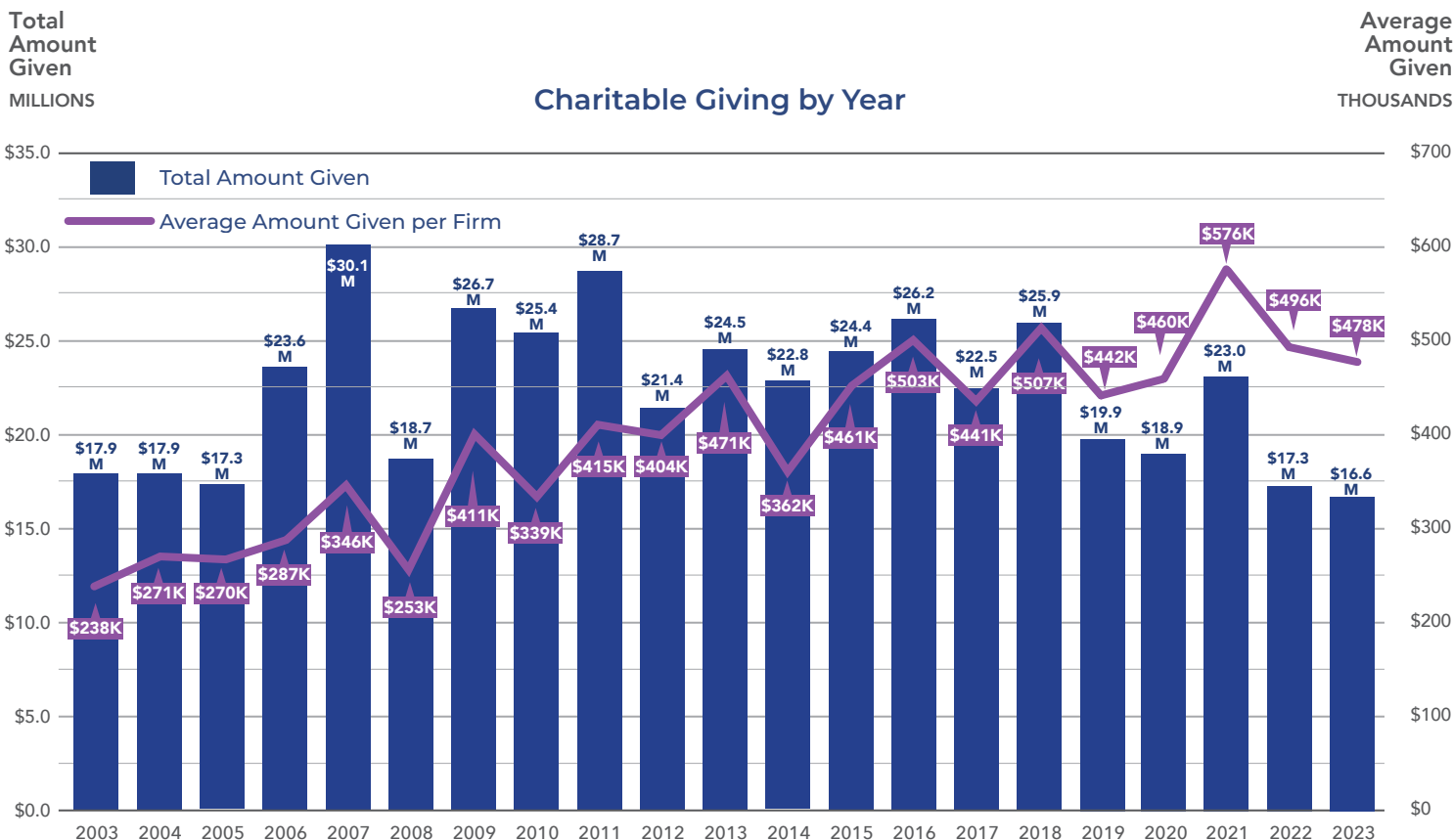


## Other Legal Staff Pro Bono Participation Rates at Challenge Signatory Firms (n=66)



## Charitable Donations

Each year, we ask firms to respond to several standard optional questions, including providing supplemental information on charitable donations to legal services organizations (“LSOs”). This year, 35 firms reported that they donated \$16,722,447 to LSOs in 2023, compared to last year when 34 firms reported \$17,345,181 in donations to LSOs. The average donation amount of \$477,784 in 2023 represents a 3.6% decrease from the \$495,577 average amount in 2022.



# 2023 CHALLENGE PERFORMANCE DATA

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

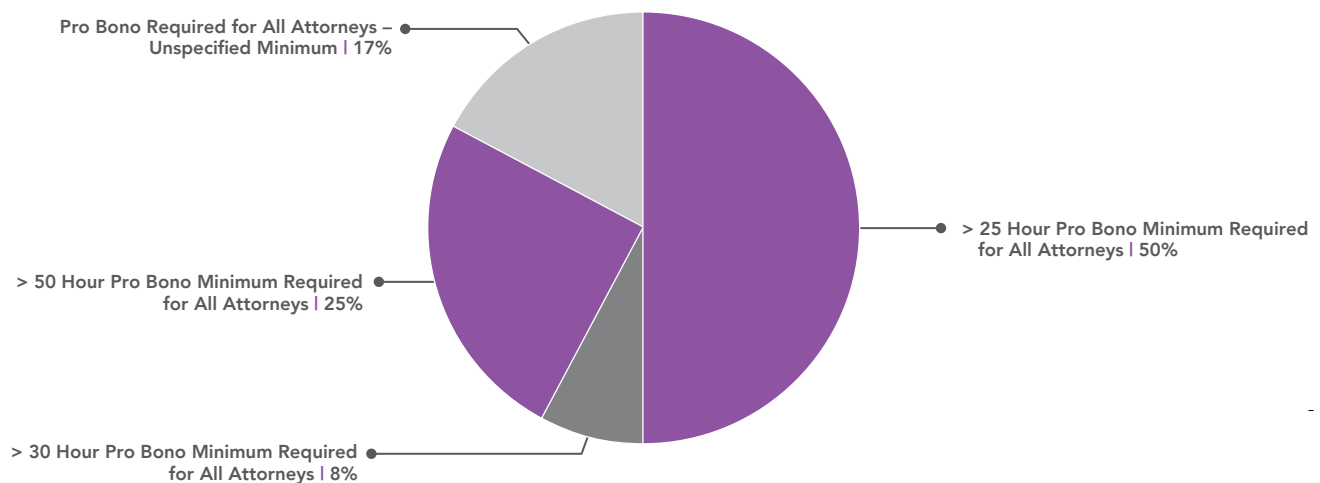
We found that a correlation between these other metrics and charitable giving persists and was indeed stronger than in 2022.<sup>7</sup> The correlation between a firm's total billable hours and giving was 0.46 (versus 0.33 in 2022). The correlation between the percent of billable hours that a firm devoted to pro bono and giving remained steady at 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 (0.21, only slightly higher than the 0.16 correlation in 2022), but the number of partners participating in pro bono at a firm was more strongly associated with charitable giving (0.38 in 2023 compared to 0.26 in 2022).

## Mandatory Pro Bono

This year, we added a series of questions to the Challenge Survey regarding firms' policies and performance related to mandatory pro bono. Eighty-three firms (69% of total firms responding) responded to these questions. Of those 83 firms, 13 (15.7%) had some form of mandatory pro bono requirement. Twelve of those firms made pro bono mandatory for all attorneys, while only one of the firms made pro bono mandatory for all attorneys except partners.

For firms that have a mandatory pro bono requirement, the following graph reflects the requirement in terms of pro bono hours, with 25 hours being the most common requirement. Seventeen percent of firms with a mandatory policy require participation without specifying a minimum number of hours.

**Minimum Pro Bono Hour Requirements of Firms with Some Form of Mandatory Pro Bono for All Attorneys (n=13)**

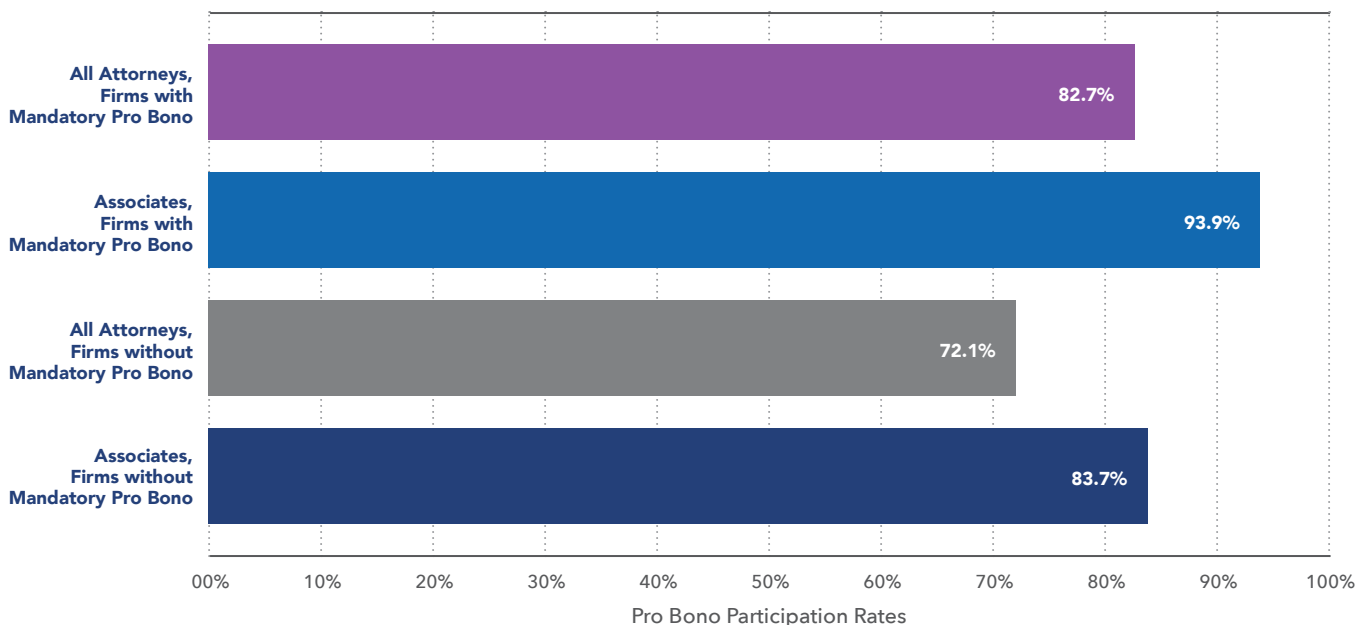


<sup>7</sup>In many fields, relationships are considered to be strong only if the correlation coefficient is at least 0.75. However, when it comes to human behavior, which is influenced by so many variables, correlation coefficients tend to be less than 0.6.

# 2023 CHALLENGE PERFORMANCE DATA

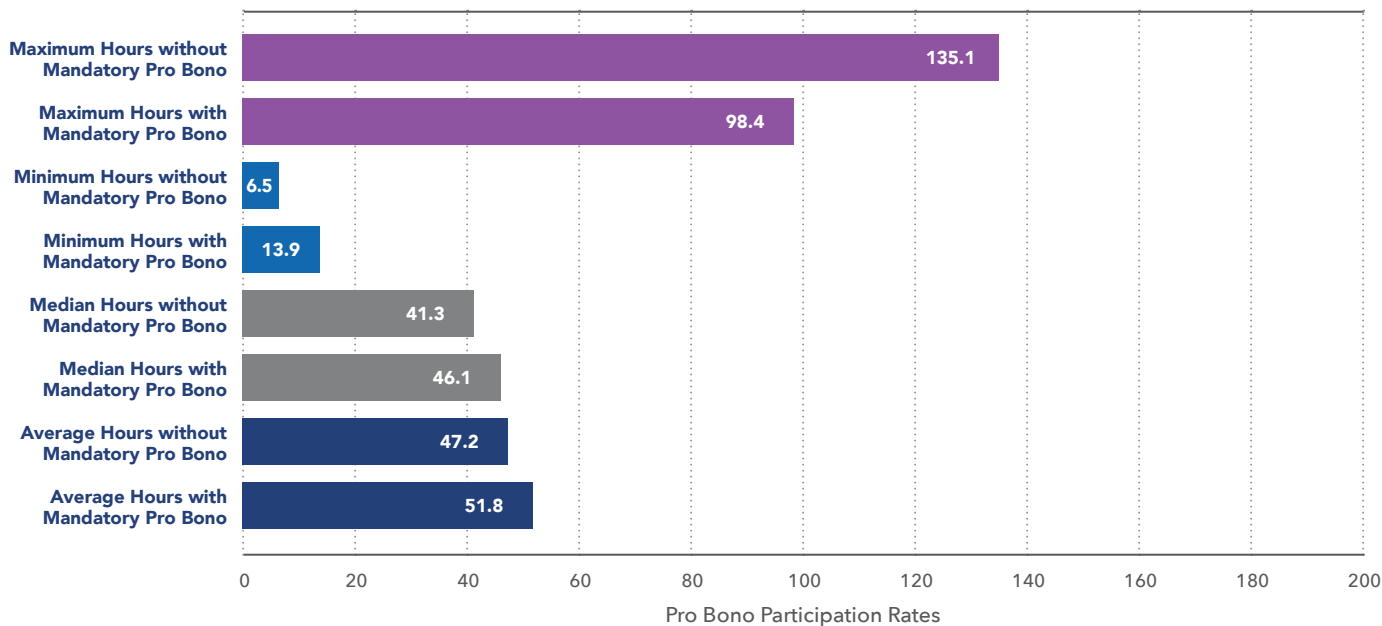
While mandatory requirements do appear to be associated with increased participation rates, none of the firms with a mandatory pro bono policy achieved a 100% participation rate for all attorneys, as compared to 2 firms without a mandatory policy that did achieve 100% participation. Four firms with a mandatory pro bono requirement for associates achieved 100% associate participation, representing 30.8% of such firms, while 14 firms without a requirement reached 100% associate participation, representing 20% of such firms. As shown below, average participation rates for all attorneys and for associates specifically are a little over 10% higher at firms with a mandatory pro bono policy than at those without such a policy – 82.7% as compared to 72.1% for all attorneys, and 93.9% as compared to 83.7% for all associates.

### Comparison of Actual Participation Rates between Firms with and without Mandatory Pro Bono Policies



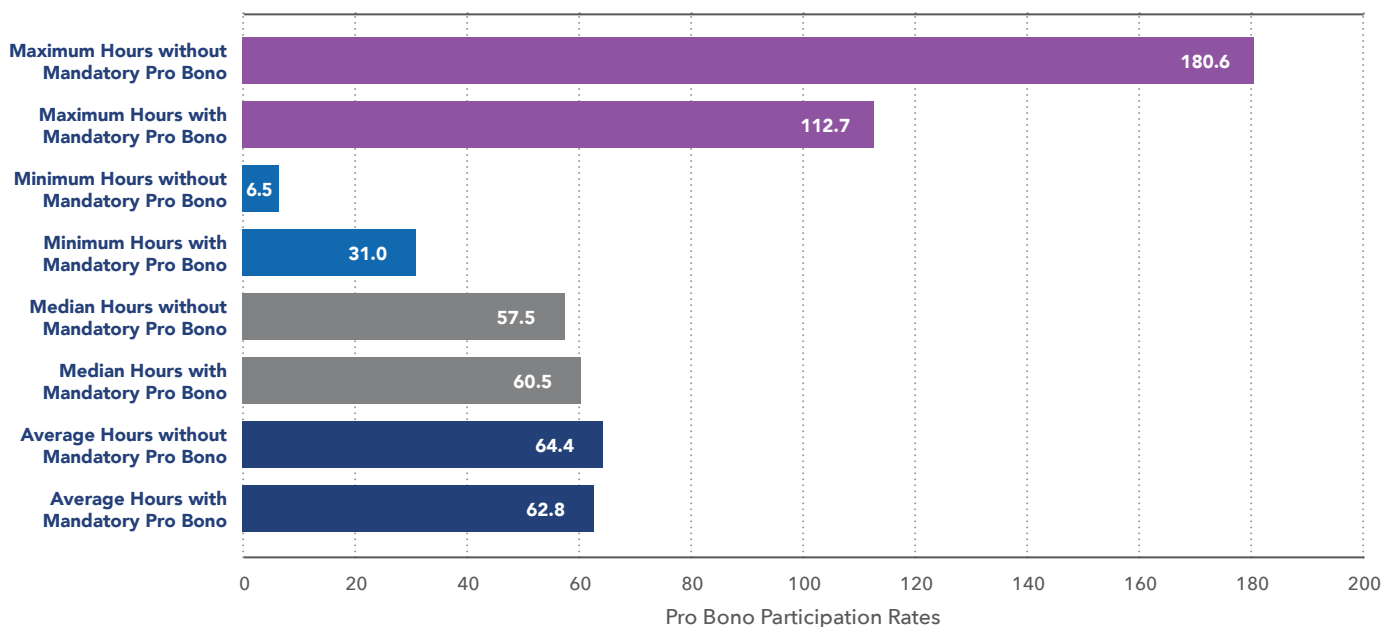
On a per timekeeper basis, the average and median pro bono hours are notably higher at firms with some form of mandatory pro bono: 51.8 and 46.1 hours, respectively, as compared to 47.2 and 41.3 hours, respectively, for firms without some form of mandatory pro bono. When it comes to minimum and maximum hours per timekeeper, however, the analysis is more nuanced. While firms with some form of mandatory pro bono tend to see higher minimum pro bono hours per timekeeper (13.9 hours on average) than firms without such a requirement (6.5 hours on average), the opposite is true for maximum pro bono hours. While the average maximum pro bono hours per timekeeper at firms with some form of mandatory pro bono requirement was 98.4, the average maximum hours per timekeeper for firms without such a requirement reached 135.1.

## Comparison of Pro Bono Hours for All Firm Timekeepers between Firms with and without Mandatory Pro Bono Policies



Similar patterns emerge on a per-participant basis with one notable exception – average pro bono hours per participant were slightly higher at firms without any form of mandatory pro bono (64.4 hours as compared to 62.8 hours for firms with a mandatory policy). Firms with a mandatory policy had slightly higher median pro bono hours per participant – 60.5 hours as compared to 57.5 hours for firms without some form of mandatory pro bono. Average minimum and maximum pro bono hours naturally see greater disparities on a per-participant basis than when they are calculated across all attorneys on a per-timekeeper basis. Firms with some form of mandatory pro bono averaged 31 minimum and 112.7 maximum pro bono hours, while their non-mandatory counterparts averaged 6.5 minimum hours and 180.6 maximum pro bono hours.

## Comparison of Pro Bono Hours for All Participating Firm Timekeepers between Firms with and without Mandatory Pro Bono Policies



## 2023 CHALLENGE PERFORMANCE DATA

The foregoing statistics appear to suggest some positive relationships between mandatory policies and certain law firm pro bono metrics. However, the significant disparities in maximum pro bono hours, along with the slight decrease in average pro bono hours per participant at firms with mandatory policies, could indicate that setting a mandatory pro bono requirement may send a weak signal to potential participants to meet the minimum requirement but not to exceed the minimum by more than a modest amount. We will continue to research the impact and efficacy of mandatory pro bono requirements and the attributes that make them effective in certain respects while analyzing those that may hinder the exceptional performance to which many firms aspire.

# REFLECTIONS

Building on the momentum of 2022, 2023 was a positive year for pro bono, with a 2.5% increase in pro bono hours from 2022, notwithstanding four fewer firms reporting. The 5.1 million hours performed in 2023 places Challenge signatories at a significant milestone, surpassing 100 million hours of pro bono service over the life of the Challenge. 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 3.54 million hours in 2023, up from 3.48 million in 2022, making 2023 the second highest year on record for limited means pro bono.

Although there are numerous causes that deserve pro bono support, this attention to those of limited means continues to be crucial. Post-pandemic, legal aid programs remain chronically underfunded and unable to meet the compelling needs of those who lack the means to pay for representation in cases affecting their lives and those of their family members, neighbors, and communities at large. Pro bono service remains an integral component of bridging the justice gap, both in the U.S. and globally.

Challenge signatories have much to be proud of for their performance in 2023, but opportunities for growth remain. One aspect of pro bono engagement that continues to lag is participation rates. The overall attorney participation rate now stands at 73.3%, compared to 73.1% in 2022, still substantially down from 75% in 2021. This is an important metric, as it broadly reflects attorneys’ willingness to engage in pro bono. Average associate participation rates likewise saw only a slight uptick from 83.4% in 2022 to 84% in 2023. Rates this low have not been seen since 2016. Partner participation is also up slightly, at 63.8%. While this reflects a modest improvement from the 63.1% partner participation rate of 2022, it has been a decade since these rates have otherwise dipped below 65%.

Continued positive correlations for partner participation with associate participation, pro bono hours per attorney, and the percentage of billable hours devoted to pro bono by a firm reinforce the increasing need for partners to engage in their firms’ pro bono programs. Partners greatly impact law firm pro bono programs by leading the charge on impact litigation and pushes for systemic change, leveraging relationships that support legal aid and important access to justice initiatives, fostering associate interest in pro bono, and contributing to an overall culture of service. Over 10% of firms that reported in 2024 had partner participation rates in 2023 of 90% or more. This metric decreased slightly from 11% in 2022, but it demonstrates that a significant band of law firms have successfully engaged their partners and that high partner engagement is indeed possible.

Another important metric that saw a mild improvement but still has a long way to go to return to pre-pandemic ranges is pro bono hours per attorney. In 2023, the overall average pro bono hours per attorney was 54.7, which, along with the 2022 average of 52.6, are two of the lowest averages since 2004. From that time until 2020, average hours per attorney ranged from around 60 to 70, peaking at 70 in 2009 and 69.2 in 2020.

Typically, the largest law firms among Challenge signatories have been the strongest performers on this metric, but the recent drops in pro bono hours per lawyer at the largest firms are noteworthy and concerning. In 2020, firms with between 500 and 999 lawyers averaged 71 pro bono hours per attorney, and firms with 1,000 or more lawyers averaged 73. These numbers dropped steadily to 51 and 53, respectively, in 2022.

Notwithstanding their slight improvement in 2023 to 56 and 55, respectively, this still constitutes a 21% and 25% drop, respectively, from 2020. In contrast, signatory firms with 50-199 attorneys increased their average pro bono hours to 59, representing a 3.5% increase from 2022, although still reflecting a 3.3% decrease from average hours for firms this size in 2020 (61 hours).

PBI does not emphasize annual total pro bono hours reported as a basis for comparing yearly performance given that the number of reporting firms fluctuates from year to year. However, we note that total pro bono hours would be close to record levels in 2023 if the firm reporting rate had not dropped to 120 this year. This illustrates the importance of signatory firms consistently responding to the Challenge survey in keeping with their Challenge commitments. Nevertheless, it is apparent that historically high levels in the five million-hour range are gaining stability, with the 5.1 million level in 2023 representing an upward trend returning from a relative low of 4.6 million hours in 2021, signaling an industry-wide commitment that has not diminished on this tangible metric.

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, demonstrating the need to address persistent differences in pro bono culture, leadership, infrastructure, and the availability of pro bono opportunities. 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 how their pro bono programs may be improved. PBI stands ready to assist individual firms as they build upon their existing programs and consider new ways to generate momentum among their ranks.

## Pro Bono Remains a Core Value

- ▶ While the last couple of years have seen declines in certain key metrics tracked under the Challenge, it is clear 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-hour mark, this year surpassing the 100 million-hour mark over the life of the Challenge.
  - ▶ The percentage that pro bono comprises of all billable hours (3.76%) 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) average more than 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, a metric that includes even those attorneys not participating in pro bono, was 54.7 in 2023. This exceeds the 50-hour standard set by Rule 6.1 of the Model Rules of Professional Conduct, which applies to all attorneys.
  - ▶ 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 appear to have become a stable component of their pro bono programs.
  - ▶ By virtue of continuing to add new firms to the roster of Challenge signatory firms, the number of Challenge signatory firms has remained relatively stable despite mergers of Challenge signatories. Indeed, the number of attorneys at Challenge signatory firms remains at an all-time high.

- > As the need for pro bono assistance grows in a world that is still reeling from unprecedented impacts and ripple effects from a global pandemic, and as funding for legal aid programs continues to fall woefully short of the levels needed to meet community needs, law firms' steadfast commitment to pro bono continues to play a critical role in bridging the justice gap. Law firms make this important contribution through their unique and specialized skill sets and their talent for innovation, including their expanding use of technological advances such as generative AI. As the legal industry leverages these powerful tools to promote business, law firms can help ensure that clients with limited means likewise benefit from these tools that can scale access to justice like never before.

## Racial Justice Continues to Build Momentum

- > Challenge signatory firms' racial justice initiatives continued to build in 2023, albeit slightly. While this may signal a maturation of some firms' racial justice programming and an increased stability and steady stream of racial justice work, caution is warranted to ensure that these efforts do not become complacent. Racial justice pro bono work requires a dynamic approach, particularly when it comes to systemic issues that pro bono work frequently aspires to address. In 2023, 48% of reporting firms indicated that they spent at least 20% of their racial justice pro bono time on systemic reform, with 17% and 5% of firms devoting 40-60% and 60-80%, respectively, of their racial justice pro bono hours to systemic matters.
- > In 2023, a little over a quarter of law firms reported increasing the number of hours that they devoted to pro bono services related to achieving racial justice, while about two-thirds maintained around the same level of effort as in 2022. Only 5.3% of firms reported a reduction in racial justice work compared to the prior year. Whether the smaller number of firms reporting an increase (down from 37.3% in 2022 and 55.8% in 2021) indicates that racial justice efforts will plateau in the next couple of years remains to be seen.
- > Sufficient staffing and infrastructure remain important elements in maintaining and expanding racial justice efforts. Six firms reported adding a pro bono professional or new support staff to focus on racial justice in 2023. Ten firms added a pro bono professional or new support staff in 2022. In the coming years, it will be important to track whether law firms that have hired new staff or have bolstered their infrastructure maintain those roles and positions.
- > In 43% of the reporting firms, no more than 20% of the firms' lawyers worked on racial justice matters last year, while 10% of firms had at least 60% of their lawyers participating in this work. The slight decrease in the first metric (compared to 46% in 2022) combined with an increase in the second metric (compared to 4% in 2022) indicate somewhat broader engagement in racial justice matters at signatory firms. This is a positive development and perhaps reflects an understanding that racial justice issues are pervasive, interdisciplinary, and deeply intertwined with the vast majority of legal issues.
- > The need and demand for pro bono legal services to further racial equity remain crucial. As such, 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.

## Bridging the Justice Gap Requires a Multifaceted Approach

- > 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, 74% of all pro bono time was devoted to those of limited means and organizations serving them – slightly up from last year's record high, setting another all-time record for this metric.



- > In step with Challenge goals, it is clear that signatories are continuing to make service to persons of limited means a priority. Providing this service, directly or indirectly, to those who need it most helps bridge the justice gap and builds much-needed trust in communities from which solutions to systemic issues can emerge. Law firms that are engaged in their communities when these opportunities come about will be uniquely positioned to increase access to justice in new, meaningful, and impactful ways.
- > In our prior reports, we noted that direct and indirect 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 and other types of pro bono work in 2023 (0.65) was even stronger than in 2022, which was higher than in 2021. Accordingly, when a law firm chooses to increase its commitment to pro bono, all causes are better off, and placing an emphasis on serving those of limited means does not stand in the way of providing law firm pro bono participants with a wealth of opportunities of all types.
- > Regarding the 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). About 38% of firms provided information responsive to this question (despite the voluntary nature of the question and the fact this category historically has not been separately tracked by most firms). Their responses indicated that 72.9% of the hours devoted to serving individuals of limited means involved direct representation of persons of limited means.
- > Challenge signatories also provide important financial support to legal services organizations, whose expertise and assistance are critical to pro bono. In 2023, 35 firms reported that they had donated \$16,722,447 to legal services organizations, as compared to 34 firms reporting having given \$17,345,181 in 2022, and 40 firms reporting having given \$23,043,603 in 2021. Fluctuations in these numbers occur based on the number and cohort of reporting firms and variety in firms' giving cycles. As such, the average amount given per reporting firm and per attorney provide more objective measures of giving from year to year, with the latter metric being a relatively new one that, like other metrics around giving, appears to have some cyclical qualities. In 2023, the average donation per firm dipped to \$477,784 from \$495,577 in 2022, both down from a relative high in 2021 of \$576,090, and up from the \$459,845 average donation amount in 2020. The average donation amounts per lawyer decreased at firms with 50-499 lawyers (although the mean giving amount increased for firms with 200-499 lawyers). Firms with 500 or more lawyers saw an increase in both their average and mean donation amounts.
- > Firm contributions are indispensable for maintaining healthy and effective 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 in connection with the Challenge survey. 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 29th year of the Law Firm Pro Bono Challenge initiative. We enter the Challenge's 30th anniversary year at a time when the legal market is in a great state of flux, as changes in staffing, client needs, and technology are driving rapid change. We encourage firms to use this opportunity to take stock and determine how the advances they are implementing across teams can be leveraged in their pro bono practices. These advances may allow for unprecedented scaling of pro bono efforts. To the extent engagement in pro bono has waned as suggested by decreased participation rates, now is the time for firms to re-energize their programs. The opportunity to develop advanced solutions to problems that have plagued our communities for far too long is sure to generate the excitement needed to motivate new and existing teams of pro bono lawyers into action.
- > We remind firms that 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. This can be helpful for identifying innovative and practical ways to improve 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. Additional information can be found at <https://www.probonoinst.org/projects/law-firm-pro-bono/>.
- > 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 for providing improved services. We will continue to 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.
- > This Report 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 to further bridge the justice gap.

2024

# 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 (from 2003 to 2023 in this Report).

# DATA TABLES

**Table 1: Average Pro Bono Reporting by Firm Size**

Firm Size	2023 # of Firms Reporting	2023 Average Pro Bono Percentage	2023 Average Pro Bono Hours Per Attorney	2022 # of Firms Reporting	2022 Average Pro Bono Percentage	2022 Average Pro Bono Hours Per Attorney	Average Pro Bono Percentage Change
50 - 199 Attorneys	18	4.07%	59.12	18	4.10%	56.99	-0.03%
200 - 499 Attorneys	24	3.20%	48.38	29	2.98%	51.91	0.22%
500 - 999 Attorneys	47	3.56%	55.90	46	3.29%	51.39	0.27%
1,000 + Attorneys	30	4.02%	54.77	31	3.38%	53.46	0.64%

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

Category	2023 # of Attorneys	2023 # of Attorneys Participating	2023 Participation Rate	2022 # of Attorneys	2022 # of Attorneys Participating	2022 Participation Rate
Partners	34,886	22,241	63.8%	36,258	22,871	63.1%
Associates	44,133	37,058	84.0%	46,242	38,568	83.4%
Counsel	8,736	5,662	65.0%	8,772	5,695	64.9%
Staff/Other Attorneys	4,919	2,951	60.0%	2,765	1,566	56.6%
<b>Totals<sup>8</sup></b>	<b>92,673</b>	<b>67,912</b>	<b>73.3%</b>	<b>94,037</b>	<b>68,700</b>	<b>73.1%</b>

<sup>8</sup> Totals 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	2023 # of Firms Reporting	2023 Partner Participation Rate	2023 Associate Participation Rate	2023 Attorney Participation Rate	2022 # of Firms Reporting	2022 Partner Participation Rate	2022 Associate Participation Rate	2022 Attorney Participation Rate
50 - 199 Attorneys	18	59%	89%	69%	18	61%	88%	70%
200 - 499 Attorneys	24	60%	83%	68%	29	61%	84%	69%
500 - 999 Attorneys	47	68%	86%	76%	46	65%	84%	73%
1,000 + Attorneys	30	62%	83%	72%	31	62%	83%	74%

**Table 4: Donations per Attorney by Firm Size<sup>9</sup>**

Firm Size	Average and Median Amounts per Attorney Donated to Legal Services Organizations in 2023	Average and Median Amounts per Attorney Donated to Legal Services Organizations in 2022
50 - 199 Attorneys	\$670   \$499	\$981   \$1,021
200 - 499 Attorneys	\$833   \$678	\$865   \$433
500 - 999 Attorneys	\$754   \$689	\$429   \$441
1,000 + Attorneys	\$486   \$623	\$408   \$575

<sup>9</sup> Ambiguities in reporting by certain firms resulted in some uncertainty with respect to these metrics this year. In particular, global firms that reported head counts for U.S. offices only and that both (1) have a large percentage of their lawyers based outside the U.S. and (2) have contributions per attorney that are substantially higher than the group’s average may have resulted in overstated group averages and means. To mitigate this and to account for outliers without introducing bias in order to better reflect giving norms, we eliminated the firms with the highest and lowest giving amounts per attorney from these calculations. This leaves median figures unchanged but reduces the impact of outliers on calculated averages.

# 2024 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 and the access-to-justice crisis becomes ever clearer.

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

\* Denotes Charter signatories to the Challenge

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

# 2024 REPORTING CHALLENGE SIGNATORIES

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

\* Denotes Charter signatories to the Challenge

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



# 2024 NON-REPORTING CHALLENGE SIGNATORIES

These firms did not report in 2024 for the 2023 calendar year:

Beveridge & Diamond

Clark Hill

Coblentz Patch Duffy & Bass

Dentons

Finnegan, Henderson, Farabow, Garret & Dunner

Foley & Mansfield

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

Hollingsworth

Miller, Canfield, Paddock & Stone

Morgan, Lewis & Bockius

Norton Rose Fulbright U.S.

Schnader Harrison Segal & Lewis

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 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