

IN HOUSE PRO BONO

THE BUSINESS CASE FOR IN-HOUSE PRO BONO

Esther F. Lardent

During the past decade, the number of formal, organized pro bono efforts at in-house legal departments and the participation of in-house lawyers and legal staff in pro bono matters have increased dramatically. Led by a growing number of general counsel strongly committed to pro bono service and potentiated by the work of Corporate Pro Bono (CPBO), a global project of the Pro Bono Institute (PBI) that provides tailored information, guidance, training, and support to in-house legal departments and ACC Chapters, in-house pro bono is becoming an accepted, valued, and well-integrated aspect of in-house practice.

Legal department lawyers, like lawyers in other practice settings, take on pro bono matters despite hectic work schedules for a variety of reasons: the distressing gap between those desperately in need of legal assistance and the available resources (a number of studies have found that 80 percent of low-income persons with a serious legal problem are unable to secure legal help); the ethical obligation to provide service that is at the core of every lawyer's professional identity; the desire to use one's skills and expertise to make the world a better place. In-house legal departments – and their legal staff – do not provide volunteer legal services to enhance their professional stature, skills, or business goals. However, properly structured, implemented, and aligned pro bono programs can, in fact, enhance critical aspects of the operations of companies and their legal departments. The pro bono business case for law firms has been established. Major law firms now realize that pro bono service can and does enhance important firm functions and goals. While the business case for pro bono service at in-house legal departments is different from that at major firms, it is equally clear and compelling.

Recruitment and Retention

There is substantial competition for in-house lawyers who have the requisite skills to add value to legal departments. Most legal departments recruit experienced laterals rather than recent law school graduates, but pro bono is a factor for both groups. In particular, the growing number of talented law firm associates and partners who have been active pro bono participants while at their firms will be attracted to legal departments that afford them the ability to continue to take on pro bono assignments. In addition, many potential hires in the legal department view a commitment to pro bono as an important indicator that the company – and its legal department – value their employees as individuals and evidence a broader commitment to society. One study (Kelly Services, 2009) found that 85 percent of job seekers around the world and across all ages “are more likely to want to work for a company that is considered ethically and socially responsible.”

While some in-house lawyers seek advancement – and aspire to become general counsels – many in-house attorneys have more limited advancement opportunities. To avoid losing able, seasoned lawyers, law departments must create a workplace environment that continues to stimulate and satisfy experienced and knowledgeable staff. Pro bono engagements offer the opportunity to

broaden and vary work, interact with different people inside and outside of the legal department, and work in another environment that makes use of legal skills. The departure of a valued attorney is a major financial loss, with total costs – interruption of service, search and transition expenses, etc. – typically exceeding the annual salary of the employee. Pro bono service, for some lawyers, can be important factor in promoting retention.

Employee Engagement

Many companies and legal departments measure engagement as an expression of an employee's attachment to his or her job that influences the employee's eagerness to succeed in the workplace. Engaged employees are more excited about and involved in their work, and therefore act in ways that further the interests of their company. They care about the future of their company and feel strong emotional bonds to their employer, which can result in higher productivity and performance, increase retention levels, and lower absenteeism.

There are a number of factors that are believed to increase employee engagement, including organizational culture and an employee's perception of company values, recognition and rewards that incentivize staff, and quality relationships with managers and peers. Many in-house departments structure their pro bono programs to support these drivers, which contributes to an employee's overall sense of motivation and loyalty to the company. Engaged employees are brand ambassadors for the company. Pro bono is one way legal departments can support employee engagement, demonstrate the company's value to its employees, recognize employees for their contribution to the community, and promote positive teaming within the department, as well as cross-functionally.

Corporate Social Responsibility/Corporate Citizenship

Corporations are increasingly recognizing the importance and value of corporate social responsibility – actions that ensure that companies are good and responsible citizens of the communities in which their employees live and work. Corporate social responsibility (CSR) has been defined by the World Economic Forum's Global Corporate Citizenship Initiative as:

[T]he contribution that a company makes in society through its core business activities, its social investment and philanthropy programs, and its engagement in public policy. That contribution is determined by the manner in which a company manages its economic, social, and environmental impacts and also manages its relationships with different stakeholders, including shareholders, employees, customers, business partners, governments, communities, and future generations.

The involvement of a company's legal department in pro bono service adds value and breadth to that company's CSR profile and activities. Pro bono service enhances the quality of life and stability of residents and the community at large, making an important contribution and creating a better business climate. It provides a specialized and highly desirable outlet for employee voluntarism and, often, complements the company's charitable giving and other philanthropic activities. It should come as no surprise that the pro bono work undertaken by legal departments

is increasingly cited and applauded in corporations' annual corporate social responsibility reports.

Professional Development

As large law firms have discovered, pro bono engagements provide critically important professional development opportunities not only for younger lawyers but also for more experienced counsel. Pro bono work enables lawyers to maintain their proficiency in areas such as litigation that are no longer a routine part of their daily work. It also provides the opportunity for lawyers and legal staff to hone skills that are immediately applicable to their work for the company, including negotiation, leadership of a team effort, working effectively with partnering organizations, etc.

Integration with the Company, the Community, and the Profession

Pro bono work enables members of the legal department to address a sense of isolation – from other members of their profession, from the company as a whole, from their communities – that may arise in the in-house environment. Work on a pro bono matter or project, particularly one undertaken in conjunction with a local pro bono organization or NGO, promotes interaction with other lawyers. At some corporations, legal departments are taking on pro bono projects that add a legal dimension to already existing corporate volunteer and/or philanthropic efforts. For example, the legal department at a company that focuses its charitable giving and volunteer service on enhancing children's educational opportunities may provide legal assistance to low-income families seeking to improve the education available to their developmentally disabled children. A legal department at a company whose volunteers provide housing and food for the poor and homeless could use their legal skills to help those targeted by the company to become eligible for food stamps and to secure safe and affordable homes. In doing so, the legal department not only improves the outcomes for those whom the company is striving to help, it also demonstrates to its internal clients the value of the department's legal skills.

Similarly, pro bono work helps the legal department, and, through its counsel, the company as a whole to better understand the communities where it is doing business and to help ensure that the company is viewed as a good citizen and a good neighbor in its communities.

Improved Teamwork and Morale

Studies have consistently demonstrated the value of voluntarism in improving morale and productivity by reinforcing a sense of pride, common values and vision, and deepening personal relationships. Pro bono projects enable members of the legal department who may otherwise have little or no contact to work together toward a common goal. Signature pro bono projects, that is those targeted to a particular area of the law or client population, can involve lawyers and non-lawyers at varying levels of seniority and across offices and areas of specialization. A number of companies that have experienced financial, legal, or reputational difficulties have found that a shared pro bono culture can play an important role in maintaining a positive outlook and a shared sense of responsibility and pride in the company.

Enhanced Inside/Outside Counsel Relationships

The growing trend toward the development of joint pro bono ventures between and among legal departments and their outside counsel enables each party to the relationship to leverage their particular strengths and skills. It also provides an opportunity to work together “off the clock” in a manner that strengthens mutual understanding and respect. This enables outside counsel to gain a better understanding of the client legal department so they can better respond to its commercial needs.

Diversity

While in no way a substitute for attracting, retaining, and managing a diverse workforce, pro bono can intersect with and strengthen the department’s commitment to diversity. Some legal departments and law firms, for example, have focused their pro bono activity on matters of particular importance to families and communities of color. This focus affords an opportunity to all employees, regardless of race, ethnicity, gender, etc., to gain a better understanding of the issues and concerns facing these communities and individuals.

Reputation

Consumers, regulators, shareholders, employees – all of these groups view the actions and initiatives of corporations in the larger context of corporate reputation. Studies indicate that charitable giving, both dollars and in-kind, as well as a demonstrated commitment to improving local communities are particularly convincing indicia of a “good” company. On a narrower scale, legal publications that cover in-house counsel news are increasingly aware of and focused on pro bono service. For example, *Corporate Counsel* magazine, in launching its annual awards for best legal department, made pro bono service one important criterion for that award.

Conclusion

There is a growing recognition that a well-designed, institutionally supported legal pro bono program can enhance and strengthen the communities in which corporations operate while, at the same time, addressing key operating issues in a manner that strengthens the performance, reputation, and effectiveness of in-house legal departments.

For more information about how your company can develop an effective in-house pro bono program or enhance its existing program, please contact Corporate Pro Bono at (202) 729-6699 or visit our website at www.cpbo.org.

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Partnering on pro bono efforts can provide unique as well as common benefits to partner organizations and boost the impact for their pro bono clients and the community.

With Whom Are In-House Counsel Partnering?

In-house counsel partner on pro bono matters with a variety of entities. 2018 CPBO Benchmarking Survey respondents report:



CPBO 2018 Pro Bono Partner Awardees

The CPBO Pro Bono Partner Award recognizes innovative team approaches to pro bono work involving in-house legal departments and one or more law firms and/or public interest group partners.



- Large Law: MassMutual Law Department and the Hampden County Bar Association Legal Clinic
- Smaller Law: United Airlines' Legal Department, Seyfarth Shaw LLP, and Cabrini Legal Aid

A Partnership by Any Other Name

Pro bono partnerships take many forms. Some are organized around a single pro bono effort or single community, while others involve many pro bono projects, and still others encompass most or all of one or more partner's pro bono efforts. Models include:

- Clinics
- General Counsel
- Secondment
- Co-Counsel
- Research and Writing
- Training and Advice
- Mega-Challenges

"When it comes to quality pro bono **partnerships**, one plus one can equal three or even more. Partnerships that are carefully **cultivated** and **sustained** can result in even more and better results over time."

Esther Lardent, Founder and First President
Pro Bono Institute

Letter from Esther: Why Partnerships Matter, The Pro Bono Wire

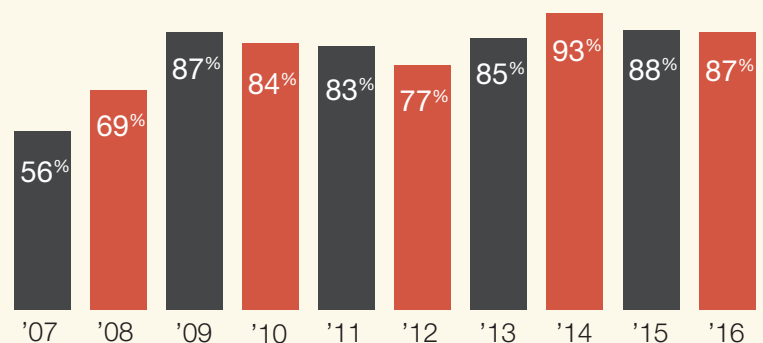
"Partnering with law firms helps **leverage** geography. We can bring different things to the table and leverage the **capabilities** of both. A **diverse team** equals a better team."

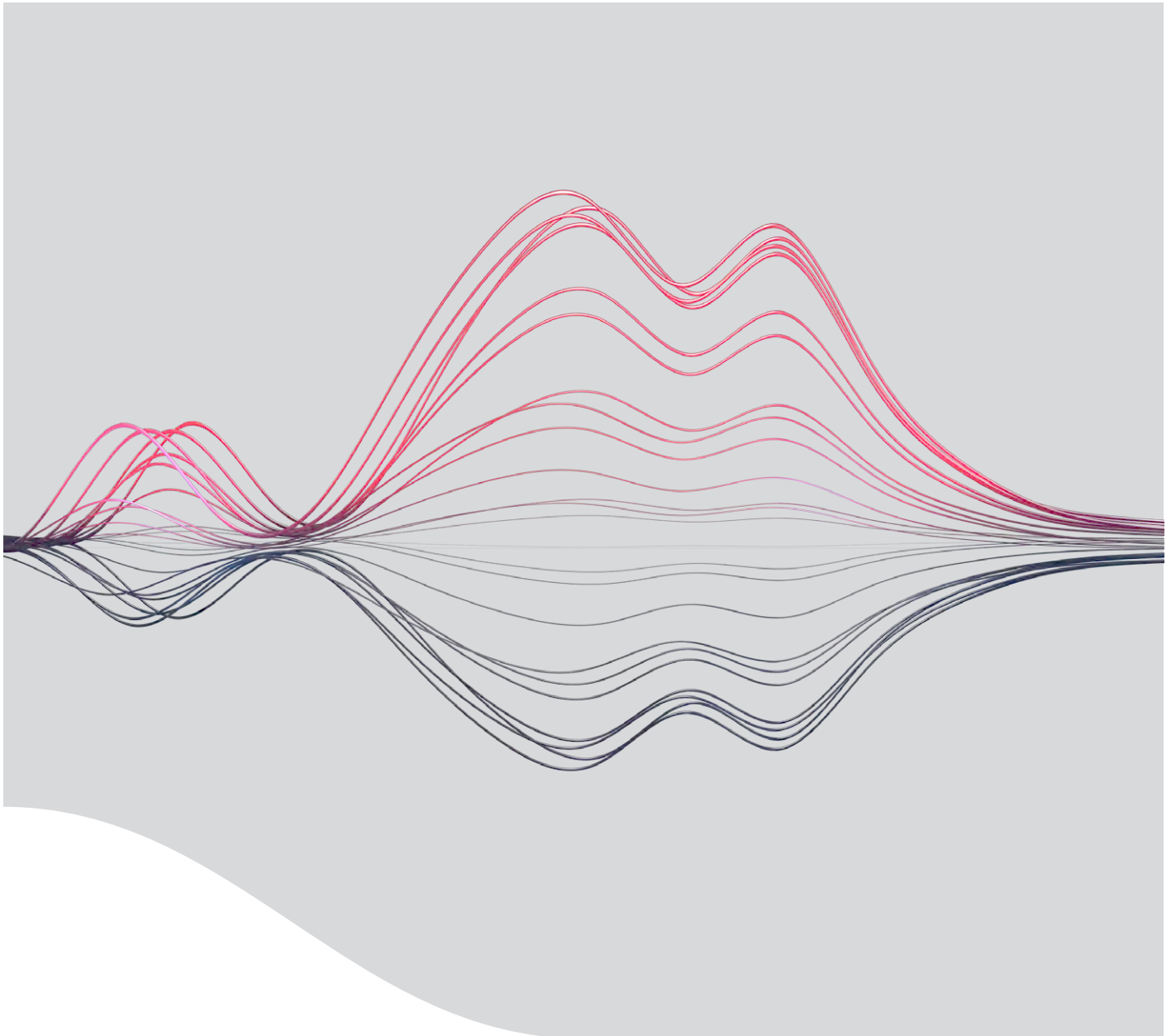
Tom Sabatino, EVP and GC
Aetna Inc.

2013 PBI Annual Conference, Session: In-House View of Law Firm Pro Bono

Partnering with Law Firms on Pro Bono

Respondents to the annual CPBO Challenge® survey report:





PRO BONO

Client Collaboration

Collaborating with corporate clients

DLA Piper has a longstanding and deep commitment to giving back to our communities. This commitment exists at every level in every office within the firm and is part of the firm's culture. We believe that we have a special responsibility to the communities in which we live and work, and we take that responsibility seriously.

We are proud to collaborate with our corporate clients, and with academic institutions, foundations, and nonprofit organizations, to increase the scope of our impact.



DLA Piper collaborates with Atos to support young social entrepreneurs in Belgium, the Netherlands, Spain and the United Kingdom. We have developed a series of "Legal Helpsheets" covering a wide range of subjects, from structures for social enterprises to contracts of employment. The Helpsheets are available through an online platform supported by Atos. We also provide training seminars and pro bono legal advice to social entrepreneurs.



DLA Piper, Cisco Systems, Fenwick and West and the Pro Bono Project of Silicon Valley collaborated to develop and launch the virtual Pro Bono Project, a clinic through which rural community members receive legal services through a virtual connection with pro bono volunteers in urban centers.



DLA Piper teams with Corporate Pro Bono, Pro Bono Institute's partnership project with the Association of Corporate Counsel, to host CPBO Clinics in a Box®, which engage volunteers from legal departments and ACC chapters in pro bono. DLA Piper lawyers provide CLE training on various topics as well as support to in-house counsel and their colleagues as they advise local non-profit organizations.



Around the globe DLA Piper is working with AIG to assist survivors of human trafficking in obtaining monetary redress for the crimes committed against them. To do this, we prepared and published a significant report on the statutory compensation schemes available to trafficking survivors in 20 countries around the world.



In Chicago, we team with Blue Cross and Blue Shield Association and Catholic Charities Legal Assistance to staff a quarterly clinic for families seeking and enforcing child support – the only one of its kind in Chicago and the recipient of CCLA's 2018 Justice for the Poor Award.



Our Chicago office teams with Accenture to teach constitutional law to public school students through Lawyers in the Classroom. Accenture and DLA Piper lawyers also operate a monthly mentoring and leadership opportunity for high school students.



DLA Piper teamed with Aon and the National Immigrant Justice Center to host an asylum clinic in Chicago to train and prepare teams of lawyers to represent pro bono clients in their applications for asylum. DLA Piper and Aon continue to co-counsel on these asylum matters.



DLA Piper and Goldman Sachs collaborate to teach courses on employment law and help to staff legal clinics for Goldman Sachs 10,000 Small Businesses participants in Boston, Chicago and Miami.



Lawyers from Allstate, Discover Financial Services and Illinois Tool Works established and regularly staff a domestic violence pro bono help desk in Suburban Chicago.



In the UK, DLA Piper and HPE collaborated to deliver legal education workshop sessions to charity client Barnardo's on a variety of topics including public procurement, TUPE and commercial contracts. DLA Piper and HPE are also working together to produce an international report that will empower NGOs to expand beyond their borders into overseas locations.

In the US, DLA Piper, HPE and lawyers from other in-house departments team to help individuals with criminal records who have turned their lives around get a fresh start through a monthly Record Sealing Clinic in California.



In Scotland, DLA Piper worked with the Royal Bank of Scotland on a project to tackle homelessness by conducting research on the government consultation on proposed tenancy legislation. This research was used by Homeless Action Scotland in their advocacy efforts.

DLA Piper also collaborates with RBS to run legal education workshops for social enterprises and young entrepreneurs in London and Edinburgh.



In the UK, DLA Piper and Vodafone are increasing the operational efficiency of charities so they can focus their efforts on their core charitable work. We are doing this by delivering workshops on negotiation of commercial contracts to the charities. We are also collaborating on Schools For All, a project designed to promote inclusive education across Europe for children with intellectual or psycho-social disabilities.



Lawyers from DLA Piper, Pfizer and other firms volunteer together at a monthly legal clinic at the NYU Cancer Institute.

Also, as part of New Perimeter, DLA Piper teams with counsel from Pfizer to deliver a course to undergraduate students at the University of Zambia School of Law on the fundamentals of legal writing and analysis.



Our Calgary office partners with Imperial Oil Limited and accounting, tax and business consulting firm MNP LLP to provide pro bono duty counsel services in the Provincial Court of Alberta – Civil Division. Each week, DLA Piper Canada teams with these organizations to spend a half day at court assisting self-represented litigants with their small claims matters. The project is designed to improve access to justice for self-represented litigants before the Alberta Provincial Court.



In the Netherlands, DLA Piper and Verizon have established a legal clinic to assist survivors of human trafficking to register the birth of their children and obtain critical identification papers.

In the US, Verizon and DLA Piper have worked together for many years on pro bono, including immigration projects, legal clinics to serve veterans and projects with Equal Justice Works Fellows.



In Boston, lawyers from DLA Piper team with Sanofi and Kids in Need of Defense (KIND) to represent immigrant children fleeing persecution and other harm in their immigration court deportation proceedings.



DLA Piper and Qualcomm participated in the Justice Bus, sponsored by One Justice, and provided legal services to rural, low-income Californians.



Lawyers from Hyatt and Discover Financial Services volunteer with DLA Piper lawyers at our legal clinic in the Woodlawn community of Chicago.



Hilton and DLA Piper have funded an Equal Justice Works Fellow and worked with the Fellow to assist survivors of domestic violence and human trafficking.



DLA Piper and Prudential team on special education cases in New York, advocating to ensure that students receive the support to which they are entitled, as part of our Advancing Education's Promise signature project.

We always welcome opportunities to increase the impact of our pro bono efforts through collaboration. Please do not hesitate to reach out to a member of our pro bono team to learn more about how we can work together.

About us

DLA Piper is a global law firm with lawyers located in more than 40 countries throughout the Americas, Europe, the Middle East, Africa and Asia Pacific, positioning us to help clients with their legal needs around the world.

For more information

To discuss collaboration opportunities or learn more about DLA Piper's pro bono programs, please contact:

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2016 BENCHMARKING REPORT

An Overview of In-House Pro Bono | April 2017

INTRODUCTION

The momentum for in-house legal pro bono has grown tremendously in the last ten years. During this time, [Corporate Pro Bono](#) (CPBO), a project of [Pro Bono Institute](#), has worked with more than 900 legal departments and ACC chapters, helping them grow, develop, and expand in-house pro bono programs and offerings for their legal staff and chapter members.

This report includes responses from 55 legal departments. This is the fourth benchmarking report CPBO has published. In 2015, CPBO issued its [2014 Benchmarking Report](#), which provided responses from 64 legal departments. As in-house pro bono evolves, CPBO will continue to update these materials. CPBO extends its appreciation and thanks to those departments that participated in the survey and commends them for their commitment to pro bono service.

For more information about this benchmarking report or for general information about in-house pro bono, please contact Corporate Pro Bono at cpbo@probonoinst.org.

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Departments

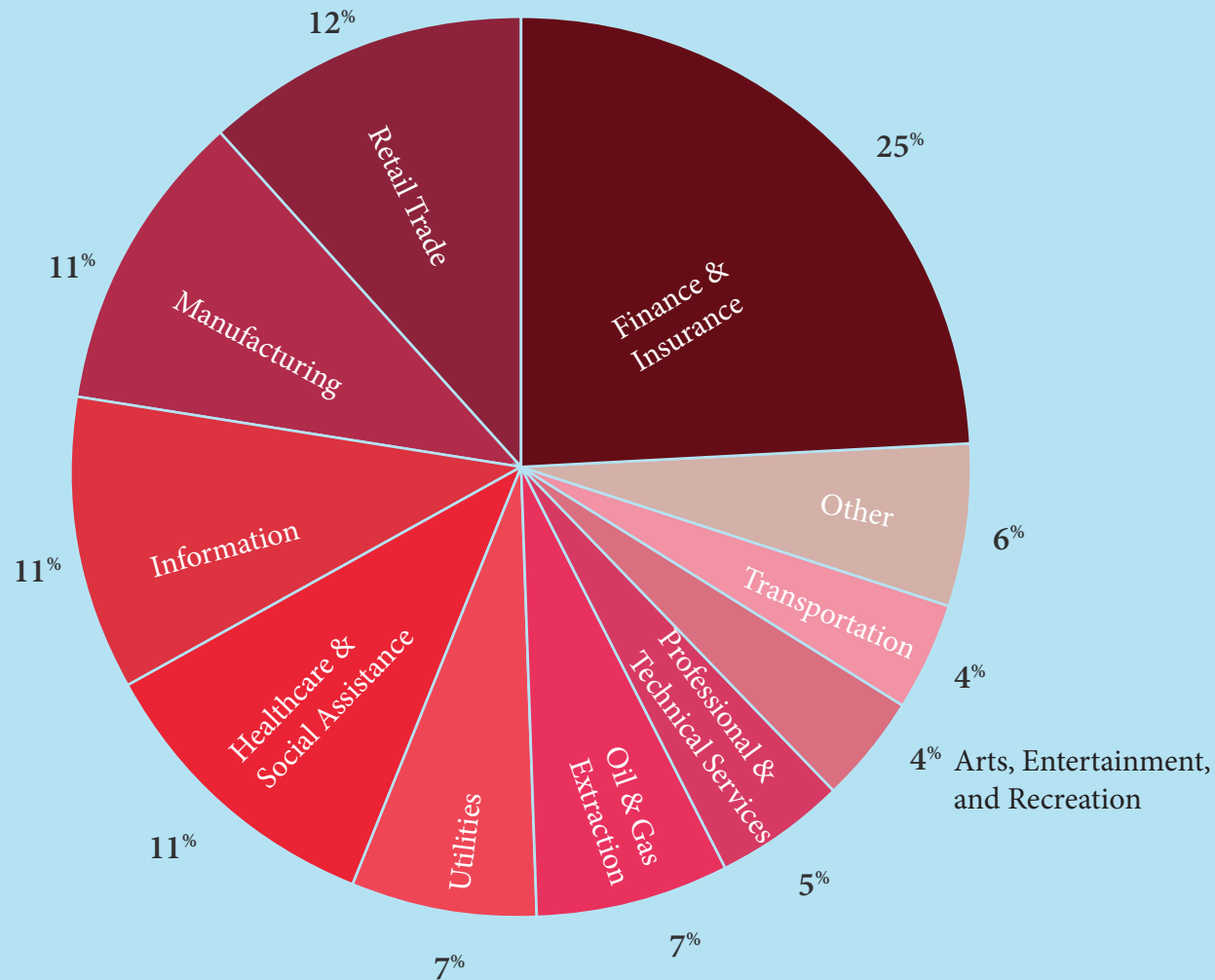
The following legal departments contributed to the results in this report:

3M Company	General Growth Properties, Inc.	State Farm Mutual Automobile
ACE Group Holdings, Inc.	The Gap, Inc.*	Insurance Company
American International Group Inc.*	General Mills, Inc.*	Target Corporation*
AOL Inc.*	GlaxoSmithKline plc*	TE Connectivity, Ltd.
Bank of America Corporation*	Google Inc.*	U.S. Bancorp*
BMO Financial Group	Hewlett-Packard Company*	United Continental Holdings, Inc.*
Boston Scientific Corporation*	The Home Depot Inc.	UnitedHealth Group Incorporated*
Cargill, Incorporated*	International Business Machines	Verizon Communications Inc.*
Caterpillar Inc.*	Corporation*	Viacom Inc.
Centerpoint Energy	Liberty Mutual Holdings Company Inc.	Walmart*
Chevron Corporation*	LinkedIn Corporation	The Walt Disney Company*
CIGNA Corporation*	LyondellBasell Industries, N.V.	Whirlpool Corporation
Comcast Corporation	Marathon Oil Corporation*	Xerox Corporation
Deere & Company*	McDonald's Corporation*	Yahoo! Inc.*
Discover Financial Services*	Merck & Co., Inc.*	
Duke Energy Corporation	Nationwide Mutual Insurance	
Eisai Inc.	Company*	
Entergy Corporation	Navistar International Corporation*	
Exelon Corporation	Office Depot, Inc.*	
Exxon Mobil Corporation*	The Pep Boys - Manny, Moe & Jack*	
FedEx Ground Package System, Inc.	The PNC Financial Services Group, Inc.	
The Federal Home Loan Mortgage	Shell Oil Company*	
Corporation (Freddie Mac)*		

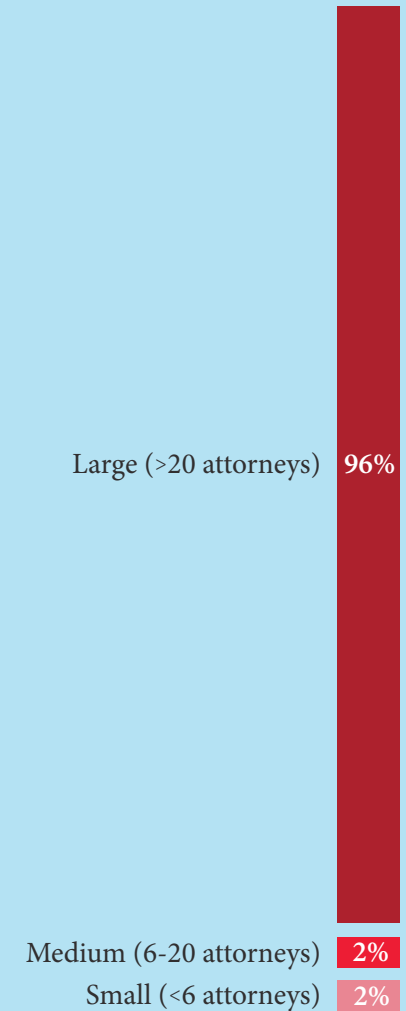
*Responded to 2014 and 2016 surveys

COMPANY OVERVIEW

Industry or Service Sector

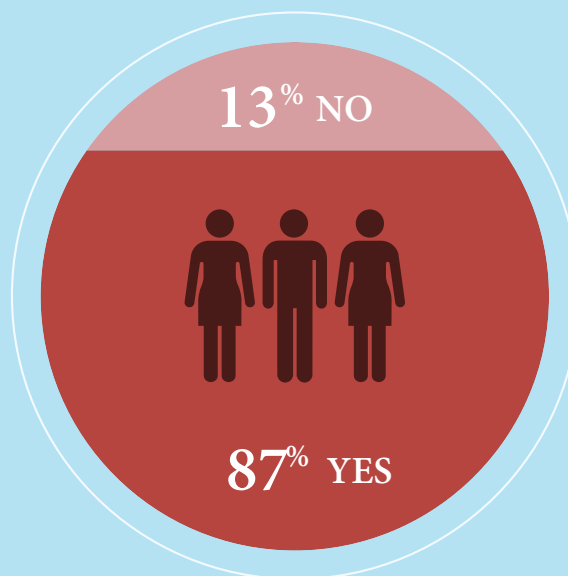


Legal Department Size



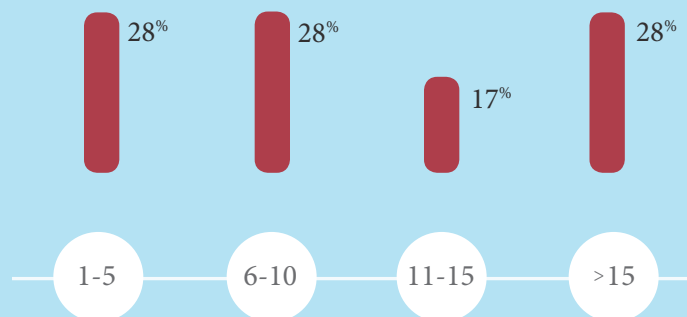
Managed by Pro Bono Committee

Does your legal department have a pro bono committee?



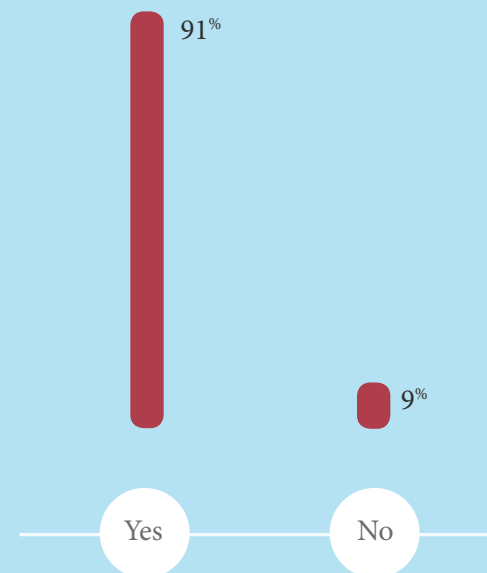
Committee Members

How many members comprise the pro bono committee?



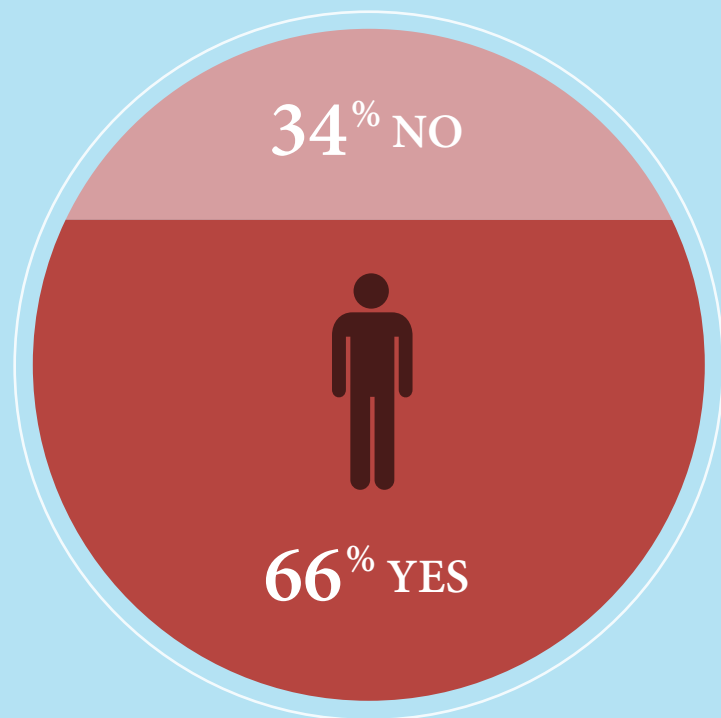
Committee Chair / Co-Chairs

Does your legal department have a committee chair/co-chairs?



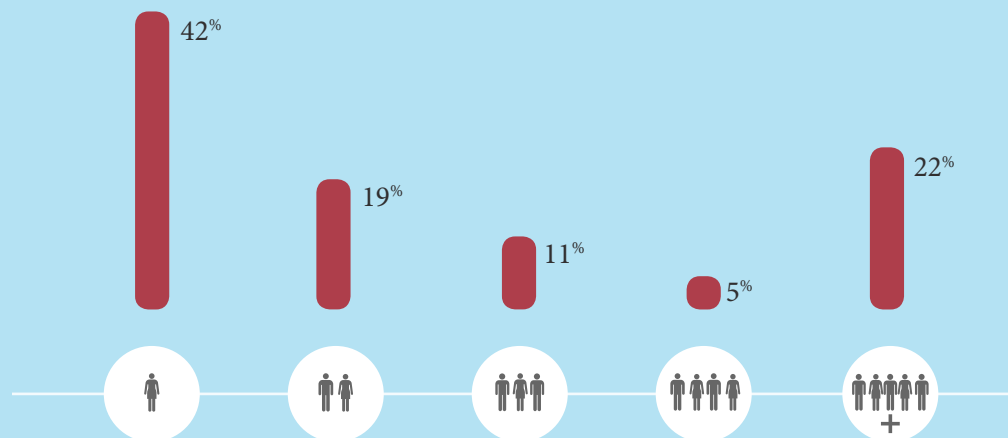
Pro Bono Coordinator

Does your legal department have a pro bono coordinator(s)?



Number of Coordinators

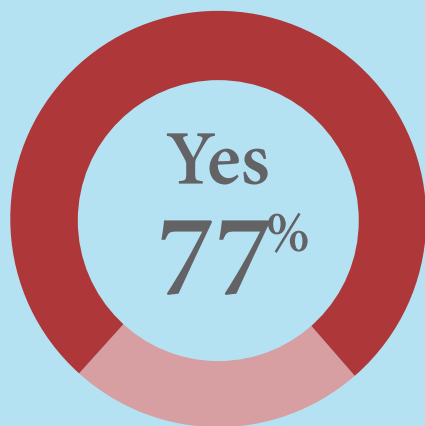
How many coordinators does your legal department have?



POLICY DETAILS

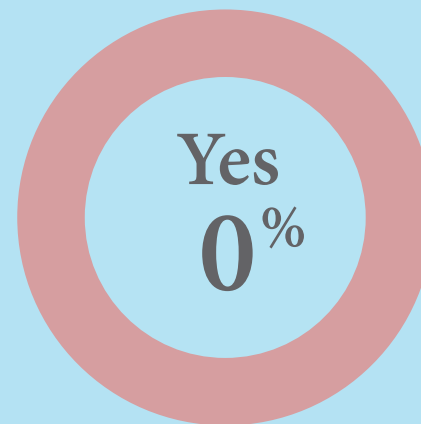
Pro Bono Policy

Does your legal department have a written pro bono policy?



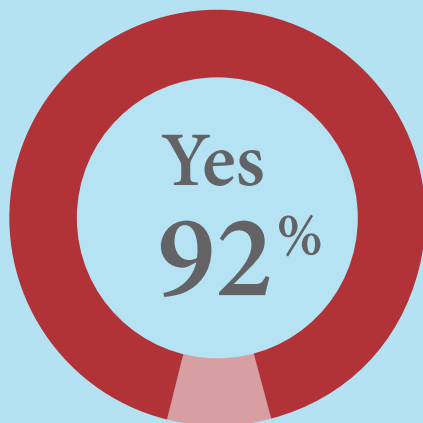
Mandatory Pro Bono

Is participation in your legal department's pro bono program mandatory?



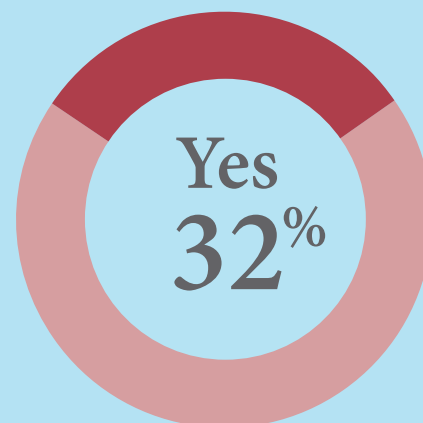
Non-Attorney Participation

Do non-attorneys participate in the pro bono program?



Factor in Evaluations

Is pro bono work used as a factor in evaluations, advancement, or bonuses?



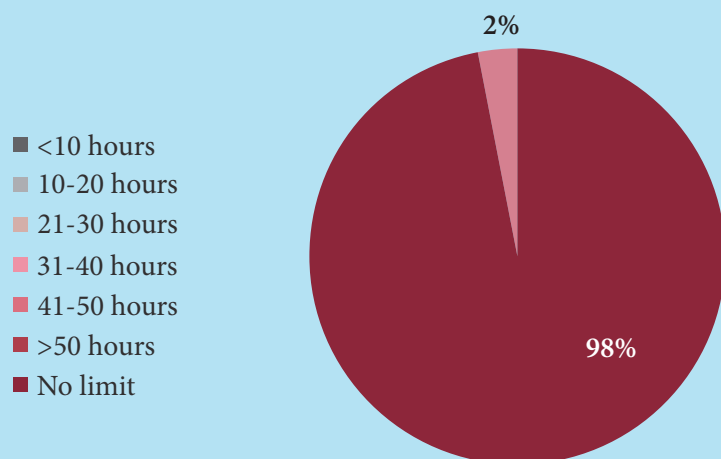
Pro Bono Hours

Are members of the legal department permitted to do pro bono during normal work hours?



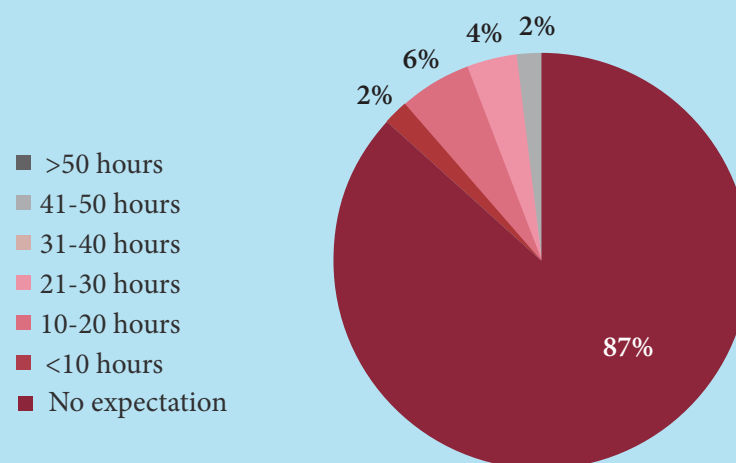
Annual Limit of Pro Bono Hours

Is there an annual limit on the hours spent on pro bono?



Expectation of Pro Bono Hours

Is there an expectation for members of the legal department to spend a certain number of hours annually on pro bono?

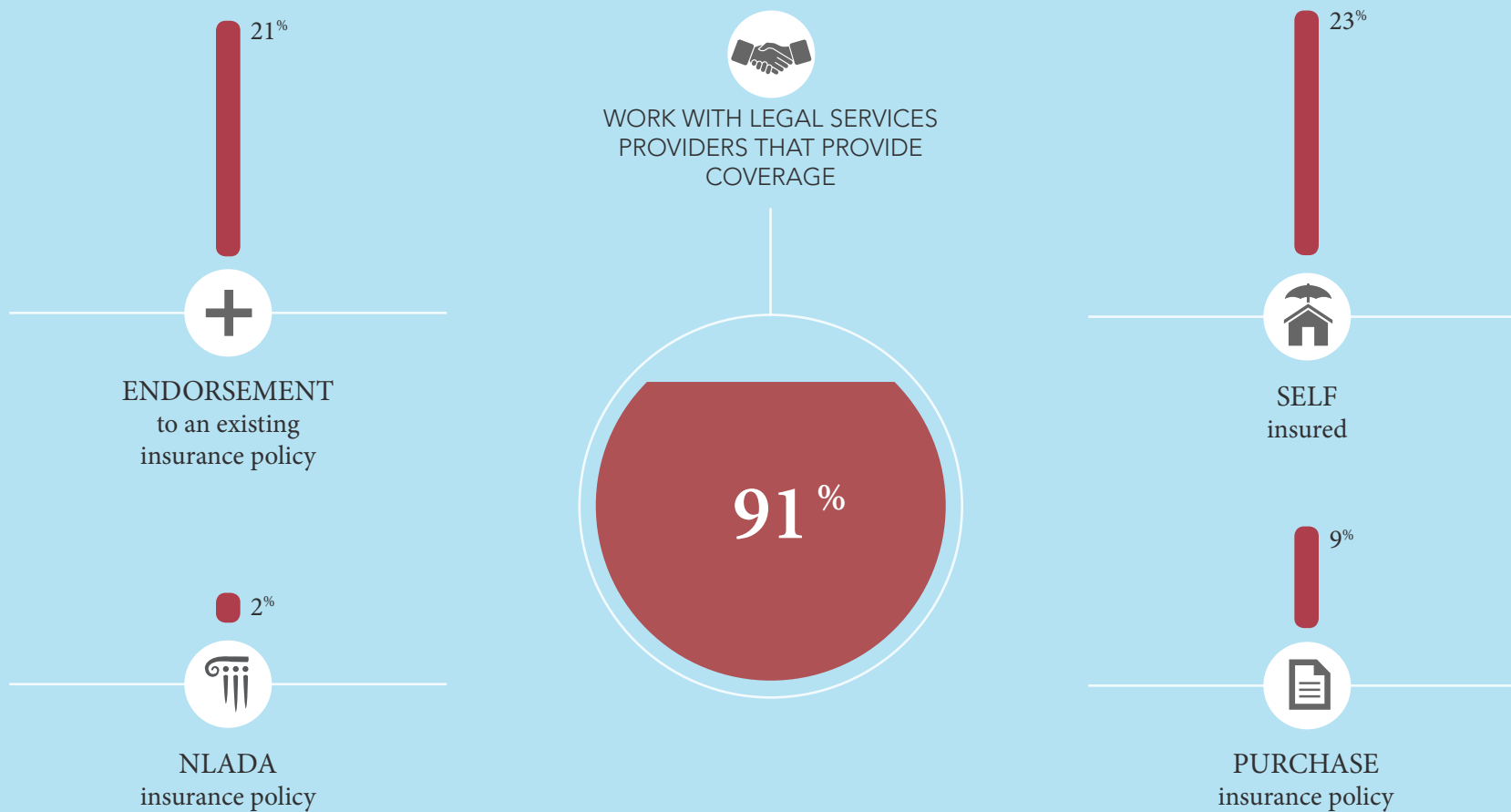


87%

CAN TAKE ON PRO BONO MATTERS OUTSIDE THE OFFICIAL PROGRAM

Professional Liability Insurance

How does your legal department address professional liability coverage?
(select all that apply)

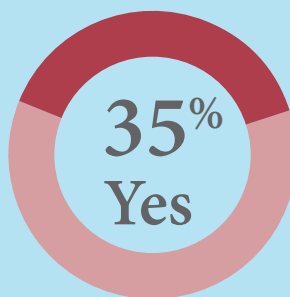


PRO BONO PARTNERSHIPS

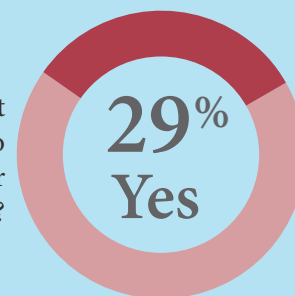
Partnerships with Law Firms



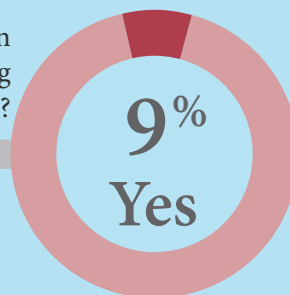
Does your legal department
consider a firm's pro
bono performance when
evaluating outside counsel?



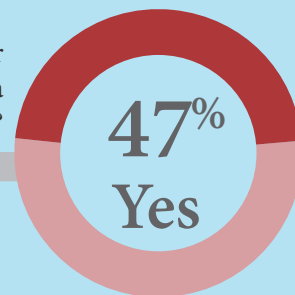
Does your legal department
inquire regarding pro bono
in RFPs, beauty contests, or
retention processes?



Has your legal department entered into a written
agreement or memorandum of understanding
with one or more of its law firm partners?



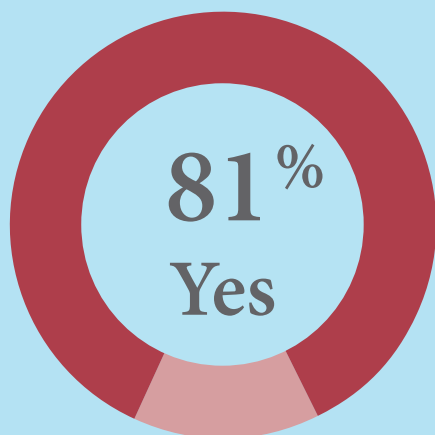
Does your legal department partner
with firms whom it does not have a
prior business relationship?



PRO BONO PARTNERSHIPS

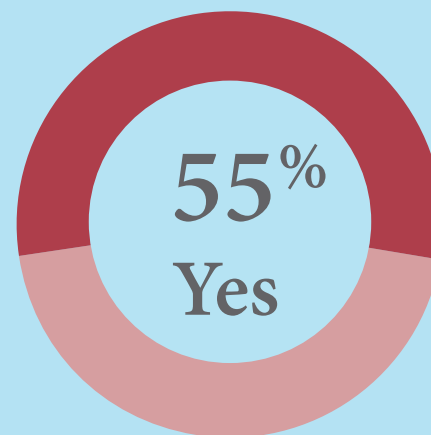
Partnerships with Legal Services Providers

Does your legal department enter into pro bono partnerships with legal services providers?



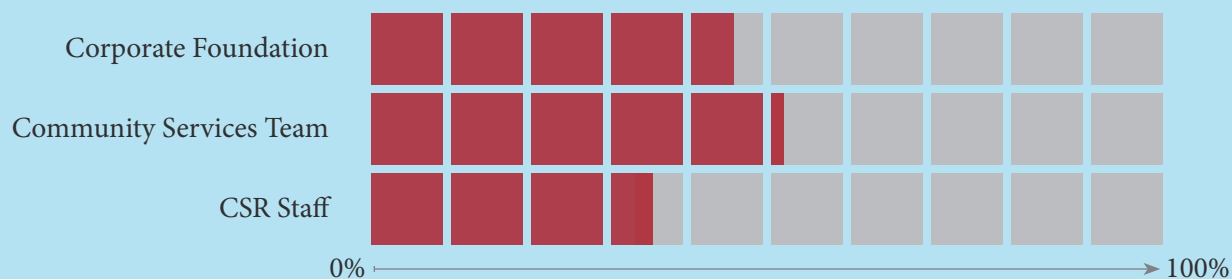
Partnerships with Legal Departments

Does your legal department enter into pro bono partnerships with other legal departments?



Internal Partnerships

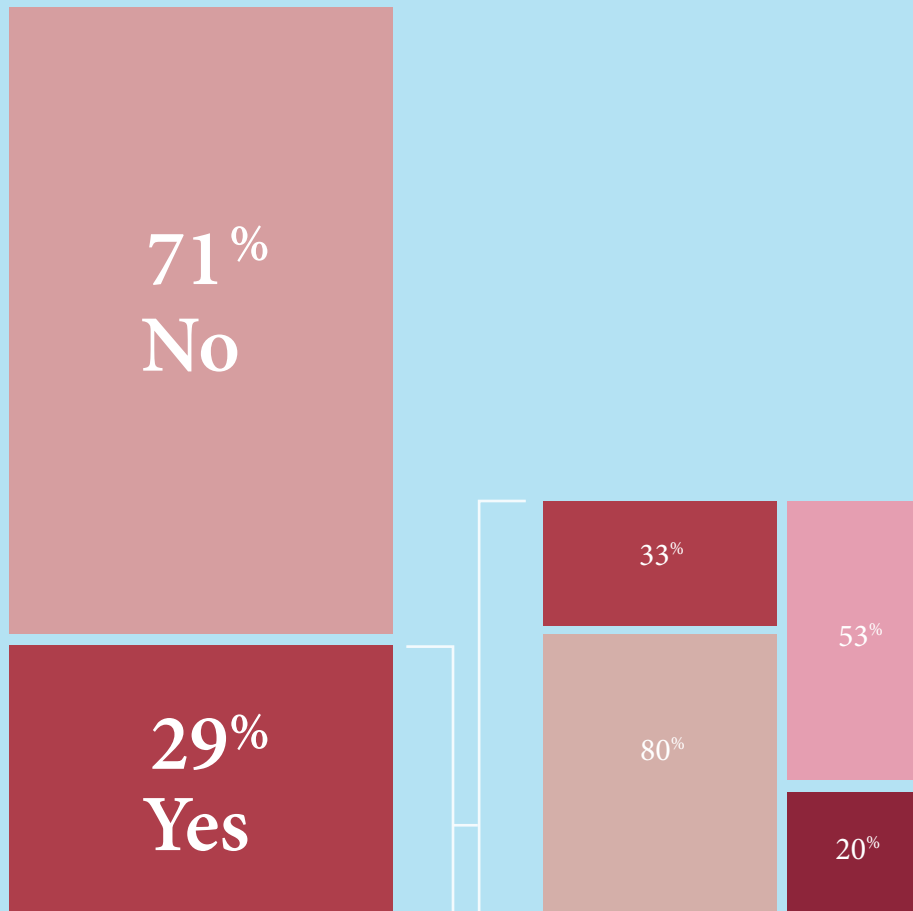
With regard to pro bono, with whom does your legal department work?
(select all that apply)



GLOBAL PRO BONO

Global Pro Bono

Do members of your legal department engage in global pro bono?



22%

of all departments surveyed have attorneys abroad working on matters local to their jurisdiction



Type of Global Pro Bono

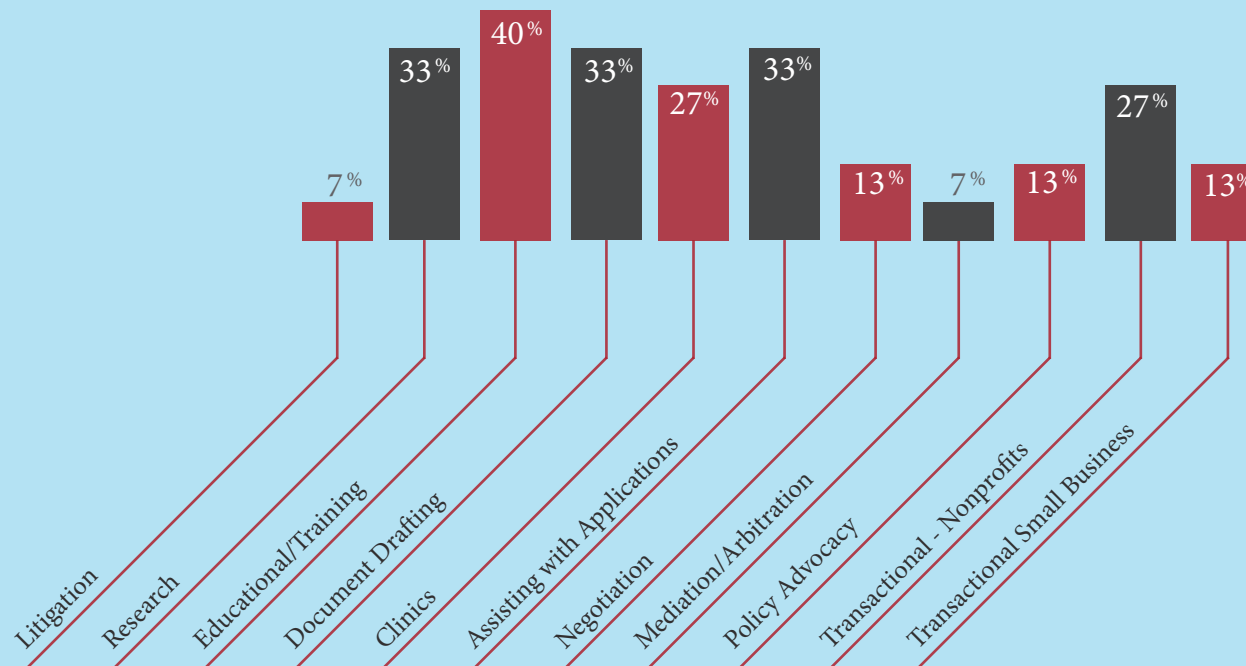
Which of the following does it involve? (select all that apply)

- ☐ Attorneys and legal staff in both the U.S. and abroad working jointly
- ☐ Attorneys and legal staff abroad working on matters that are not local to their jurisdiction
- ☐ Attorneys and legal staff in the U.S. working on matters abroad
- ☐ Attorneys and legal staff abroad working on matters local to their jurisdiction

Project Selection

In 2015, what types of global projects did members of your legal department undertake? (please select all that apply)

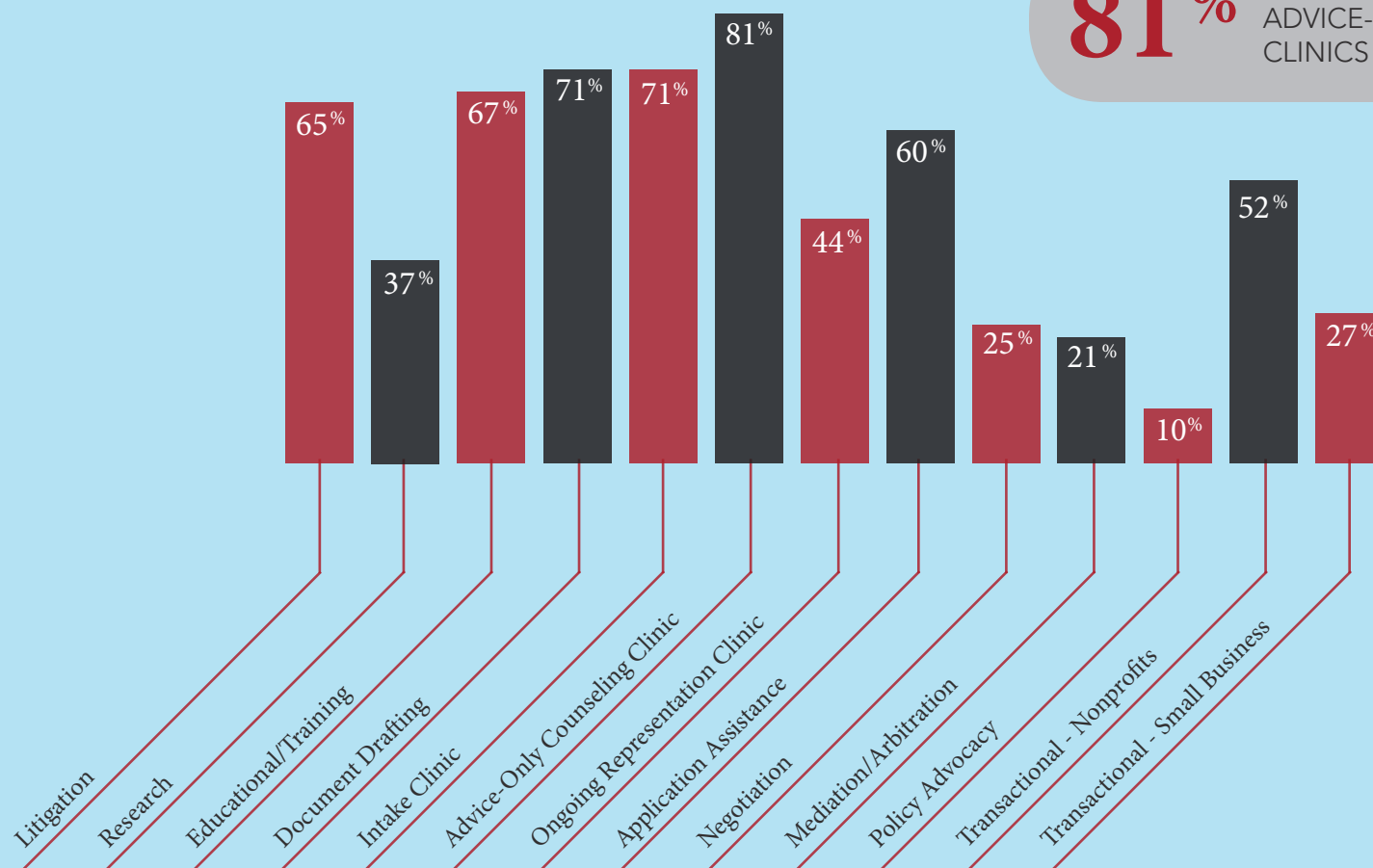
40% OF DEPARTMENTS ENGAGE IN EDUCATIONAL/TRAINING PROGRAMS



PRO BONO PROJECTS

Project Selection

In 2015, what types of projects did members of your legal department undertake?
(select all that apply)



81%

OF DEPARTMENTS ENGAGE IN
ADVICE-ONLY COUNSELING
CLINICS

PRO BONO PROJECTS

Clients Assisted

In 2015, what categories of clients did members of your legal department work with in particular?
(select all that apply)

85%

OF DEPARTMENTS PROVIDE
PRO BONO SERVICES TO LOW-
INCOME PEOPLE OR GROUPS

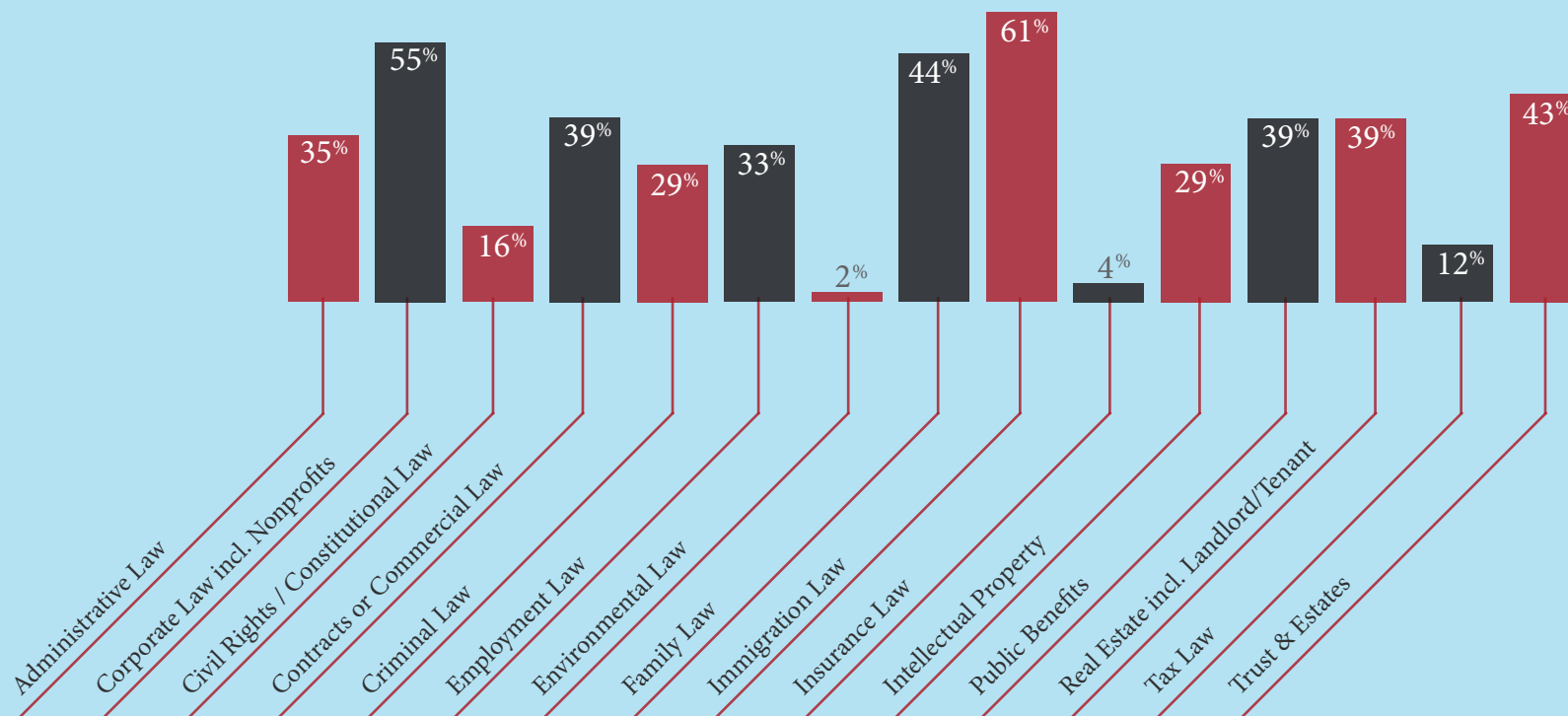


PRO BONO PROJECTS

Area of Law Practiced

In 2015, what areas of law were involved in the pro bono provided by your legal department?
(select all that apply)

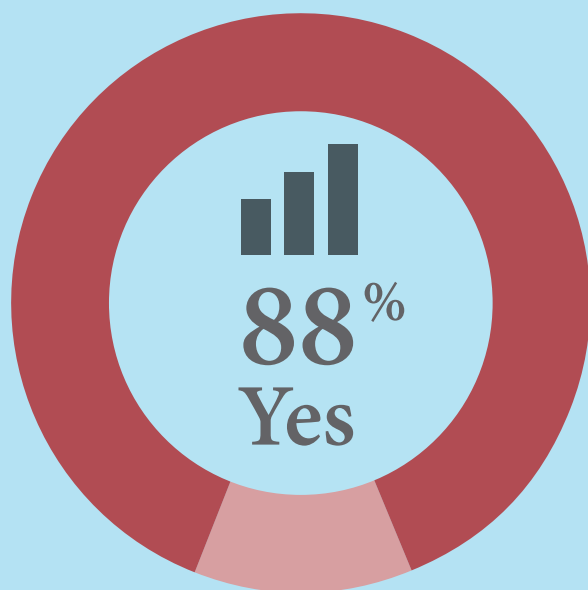
61% OF DEPARTMENTS UNDERTAKE
PRO BONO PROJECTS THAT
INVOLVE IMMIGRATION LAW



PRO BONO METRICS

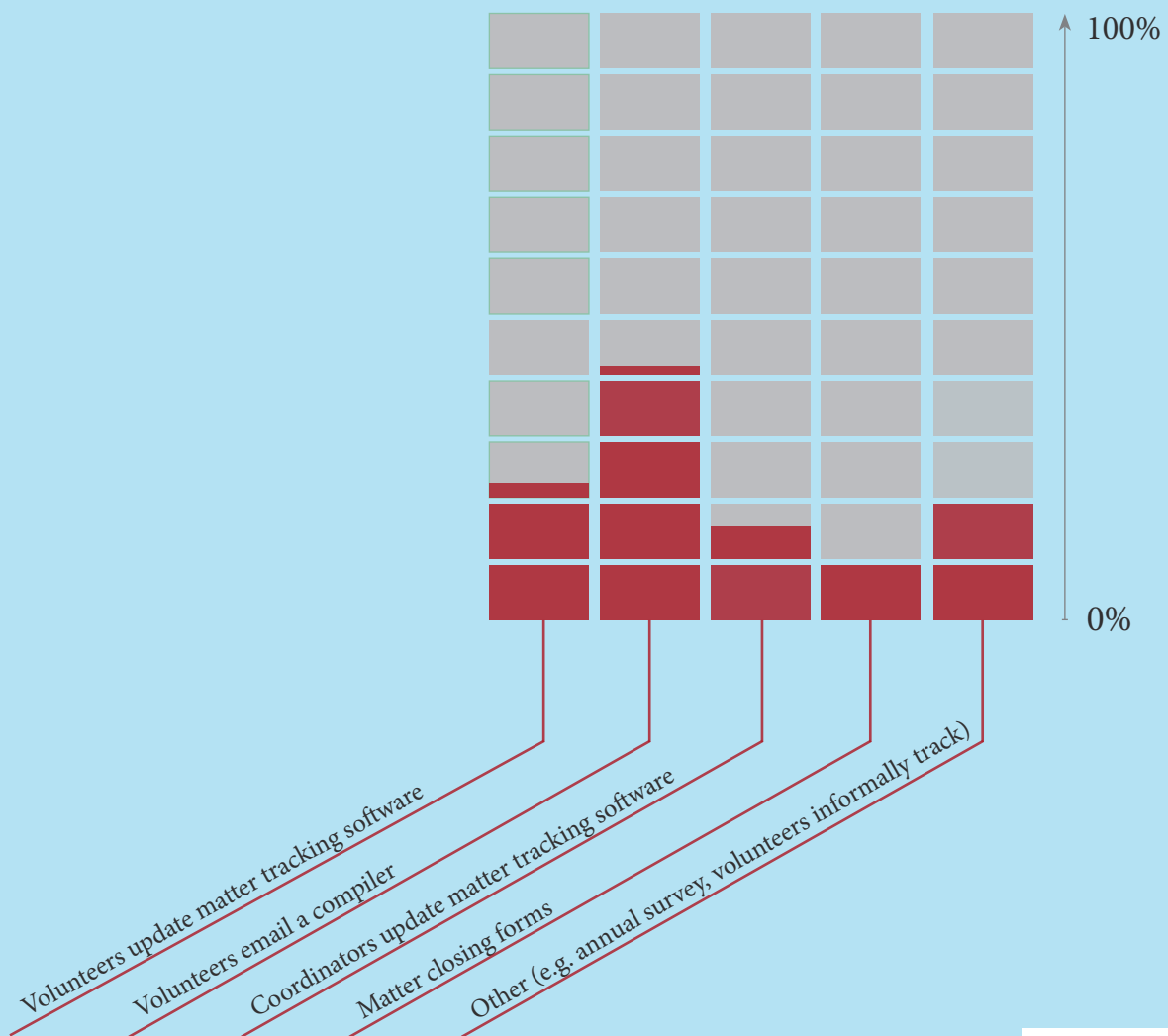
Tracking Pro Bono

Does your legal department track pro bono participation?



Tracking Pro Bono

How does your legal department track pro bono participation?
(select all that apply)



PRO BONO REPRESENTATION

Client Representation

When representing a client as part of your legal department's pro bono program, does an attorney undertake the representation as a representative of your company or as an individual?



Client Contact Alternatives

If volunteers are not permitted to use your company's letterhead, email addresses, or phone numbers, is there an alternative?

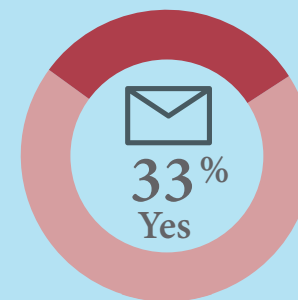
YES 38%

Top Alternatives

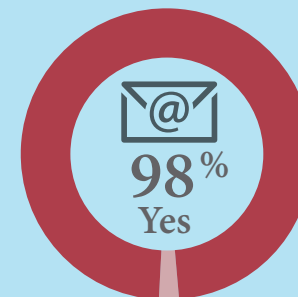
- Use letterhead of partners
- Provide generic letterhead specific to attorney
- Use pro bono letterhead and phone

Client Correspondence

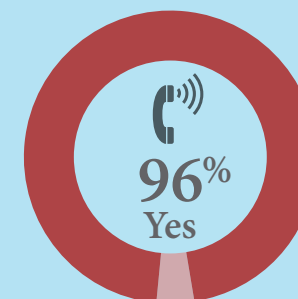
When corresponding about a pro bono matter, do volunteers use your company's letterhead?



When corresponding about a pro bono matter, do volunteers use your company's email account?

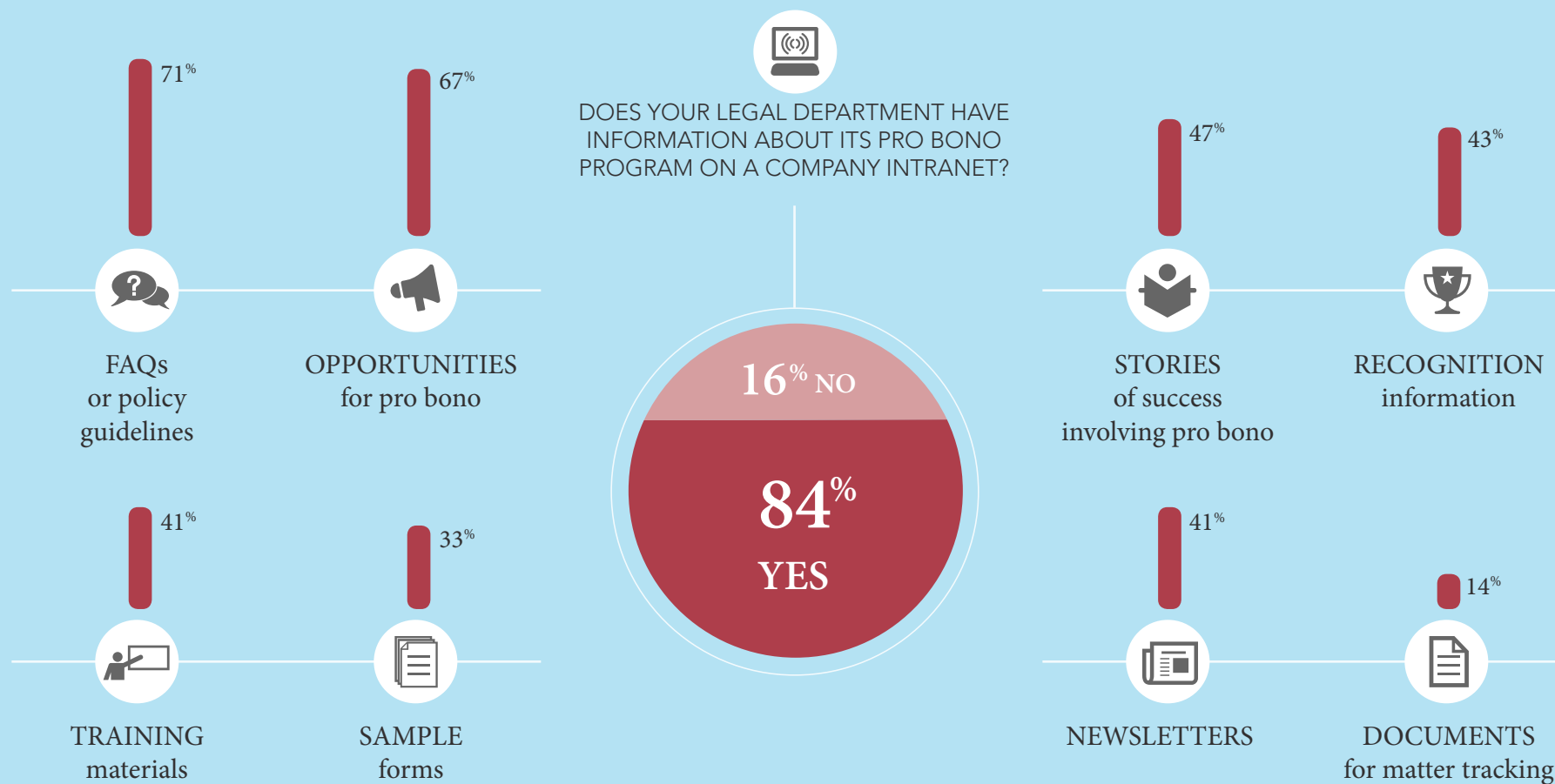


Do volunteers have pro bono clients contact them at your company's phone number?



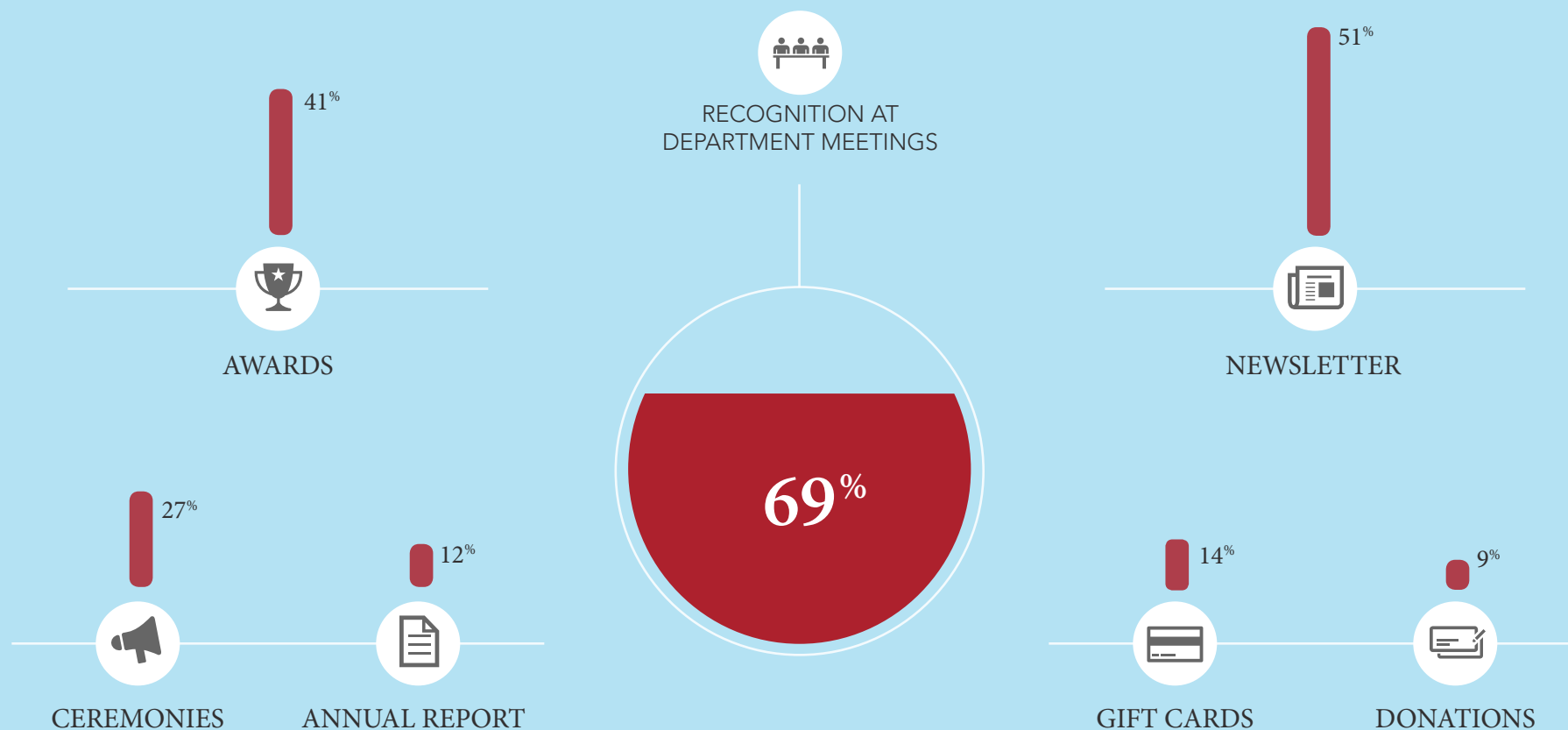
Company Intranet

What is housed on your company intranet regarding pro bono?
(select all that apply)



Pro Bono Recognition

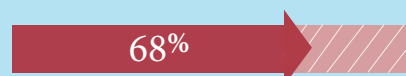
How does your legal department recognize pro bono participation and accomplishments?
(select all that apply)



PRO BONO BUDGETS

Pro Bono Budgeting

How does your legal department cover pro bono expenses? (select all that apply)



Legal department budget, just as other reasonable expenses



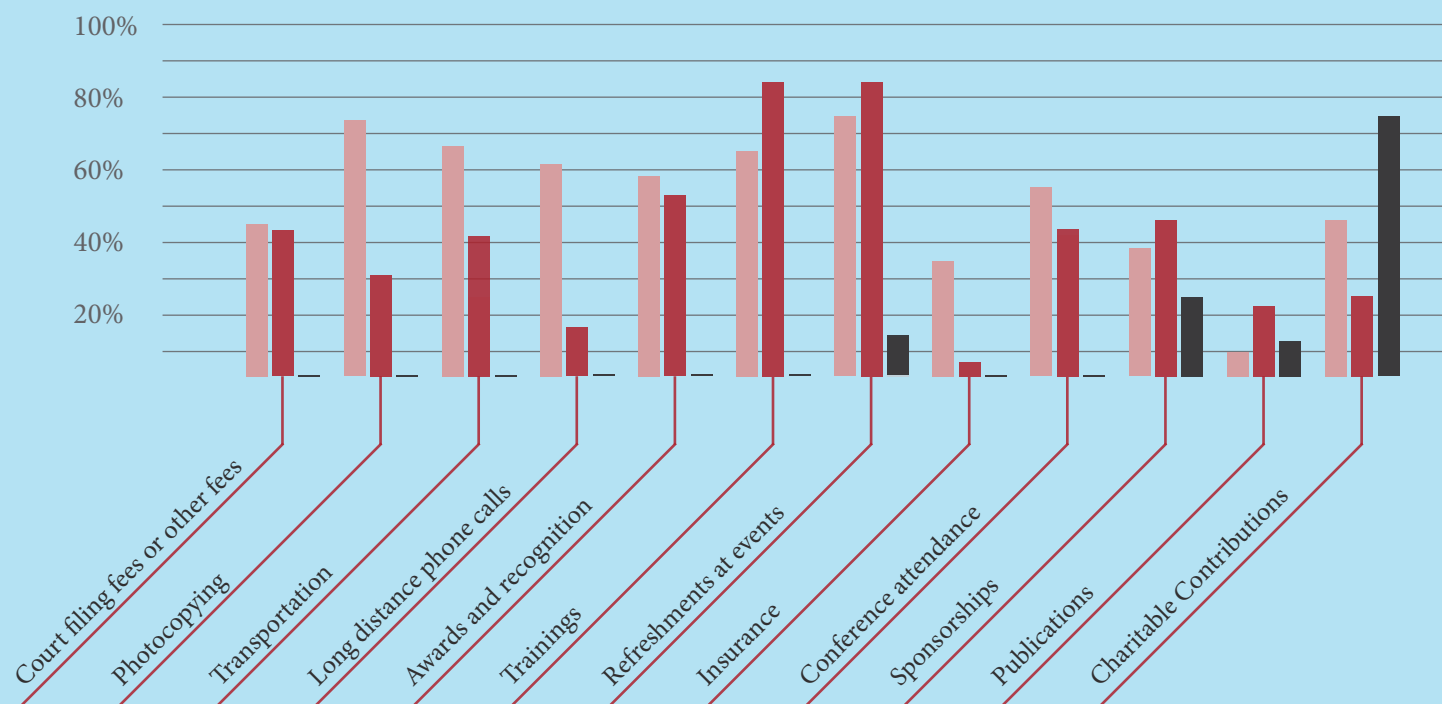
Separate budget for pro bono program



Foundation or CSR support

Pro Bono Expenses

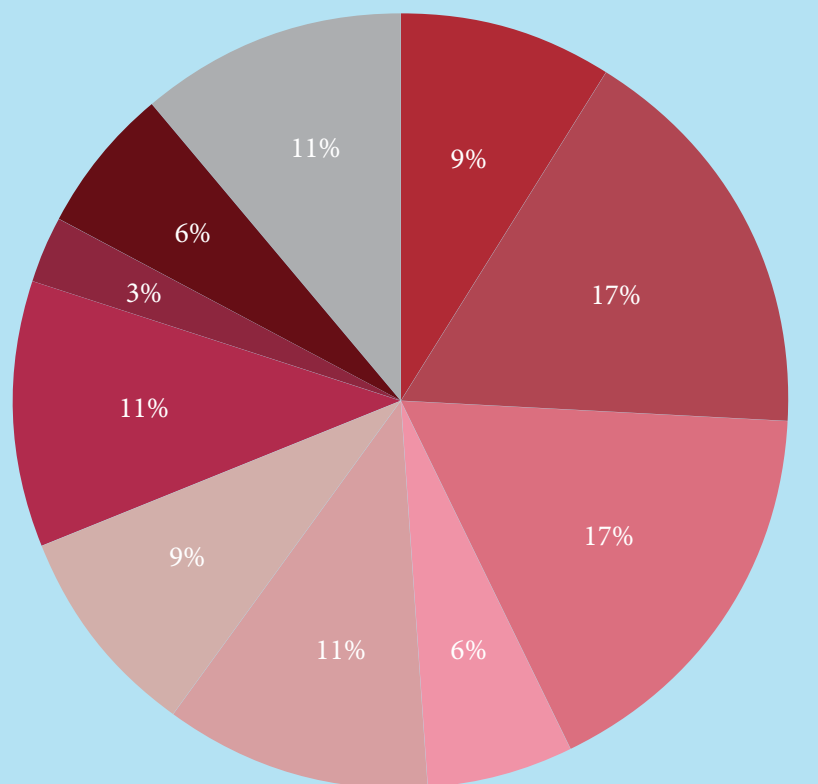
What expenses are covered in this budget? ■ General budget ■ Separate budget ■ Foundation / CSR



PRO BONO BUDGETS

Budget Allocation Amount

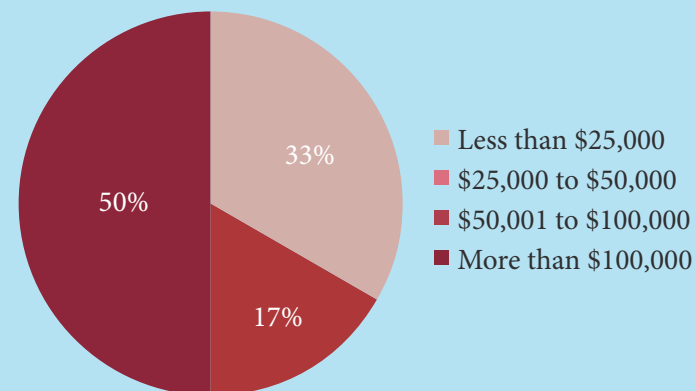
If your pro bono program has a separate budget or a line item within the legal department's budget, how much was the annual budget in 2015?



- Less than \$1,000
- \$1,000 to \$3,000
- \$3,001 to \$5,000
- \$5,001 to \$7,500
- \$7,501 to \$10,000
- \$10,001 to \$15,000
- \$15,001 to \$25,000
- \$25,001 to \$50,000
- \$50,001 to \$75,000
- \$75,001 to \$100,000
- More than \$100,000

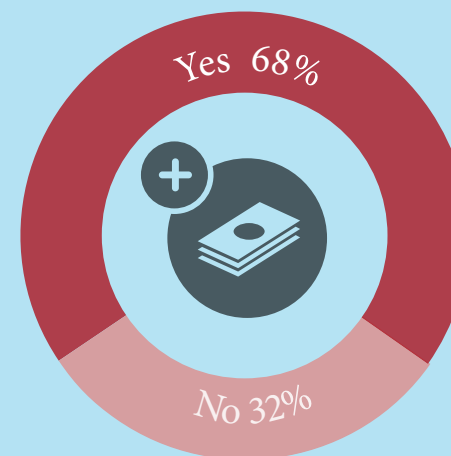
Foundation Funding

If your pro bono program receives support from your company's foundation or CSR department, how much was received in 2015?



Under-Budgeting

Can expenditures on pro bono exceed the budgeted amount if it is deemed necessary?



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