



## Hunter Carter

Hunter is co-leader of AFS International and specialises in international arbitration and US commercial law, with a focus on Latin America. He advises multinationals on compliance and anti-corruption and leads

corporate investigations. A dedicated pro bono advocate, he has addressed human rights issues before the Colombian Senate and Inter-American Commission. He also advises on cultural heritage, teaches internationally and serves on key legal and policy boards related to Latin America and international justice.

### **How do you measure the impact of the pro bono work done by your firm?**

We measure the impact of pro bono work in a variety of ways. Attorneys receive billable hour credit for approved pro bono work, which is evaluated during performance reviews and contributes to career advancement.

We also celebrate outstanding contributions through a prestigious internal pro bono award, combined with an annual firm-wide report that highlights case outcomes and hours contributed. Beyond metrics, we value real-world impact, like asylum victories or systemic legal challenges, and promote a strong pro bono culture from leadership down. Our work spans individual representation, policy advocacy and global human rights projects, in partnership with both non-governmental organisations and corporate clients.

### **How do you measure the impact of the pro bono work that you do?**

I measure our impact by assessing the intersection of duty, opportunity and meaningful contribution I can bring, so it is less about objective metrics and more through a subjective lens, analysing our impact on a case-by-case basis. As lawyers, we hold a unique monopoly on legal practice and thus a responsibility to act in the face of injustice.

*“Most importantly, the way that I measure pro bono impact is one client at a time. What happened with this client? Were we able to win some money for these children so that they could make a new life in the US away from the gang violence in Central America? Were we able to find a way to ensure the healthcare access for this individual and his spouse so that they can deal with a life-threatening disease? I look at the housing situation of an unhoused client: Were we able to find them housing? I look at someone who’s stateless, who’s escaping a violent regime: is there asylum?”*

Impact is felt when we use our expertise where it’s most needed, whether through strategic litigation, international human rights advocacy or amplifying marginalised voices. For me, the true measure lies in whether I’ve brought something distinct and necessary to a case, especially when justice has long been denied and systemic change is possible.





### **Who is your audience for the results of these measurements?**

I would say the primary audience is the firm's pro bono committee, which coordinates opportunities, tracks participation and assesses hours worked. This information also feeds into the partner compensation process, where pro bono engagement directly influences evaluations.

On a more personal level, I really value recognition from my colleagues at the Vance Center, whose own commitment to justice provides constant inspiration and motivation. Ultimately, however, the most important audience is the individual client, whether it's helping a family gain asylum, securing healthcare access or finding housing for someone unhoused, nothing is as important or meaningful as receiving the appreciation of a client.

Are there methodologies of impact measurement that you would like to use (especially those that are qualitative) but do not, because they are burdensome or raise issues of confidentiality, etc?

Yes, I'd love to use more qualitative methods, especially pro bono satisfaction surveys, but we don't do that systematically, and I think we should. It would help us understand trends over time and what really drives satisfaction in this work.

We also need to factor in emotional toll and burnout, which are very real in pro bono. I've seen and felt that weight myself. That's why I think support systems, like employee assistance programmes, could be both a resource and a metric. Measuring satisfaction and wellbeing more thoughtfully might help keep people engaged and motivated, and we definitely need more lawyers doing this work.

This is an abridged version of a n interview with Hunter Carter.