

engro's code of business conduct

Embracing • Ethical • Excellence



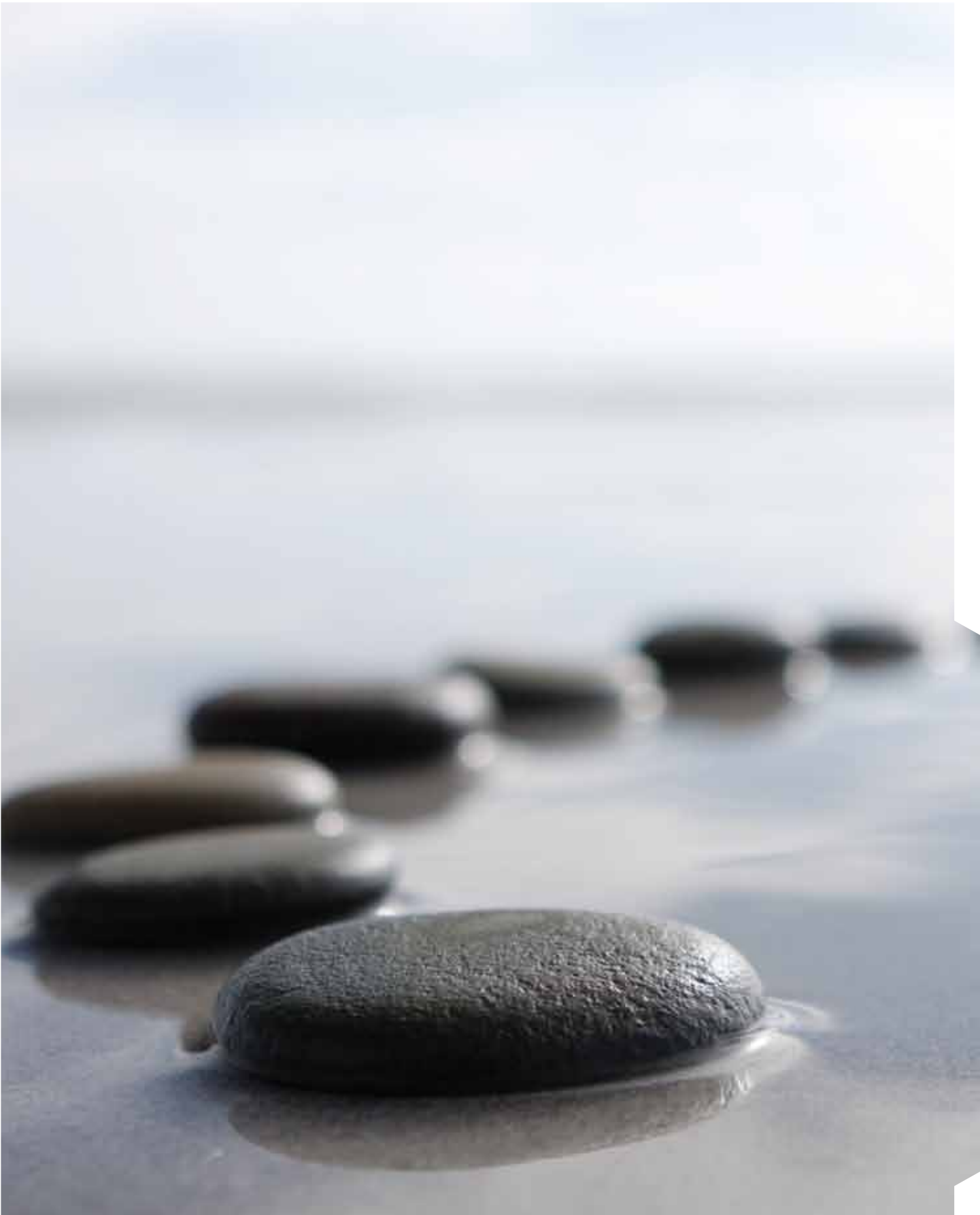




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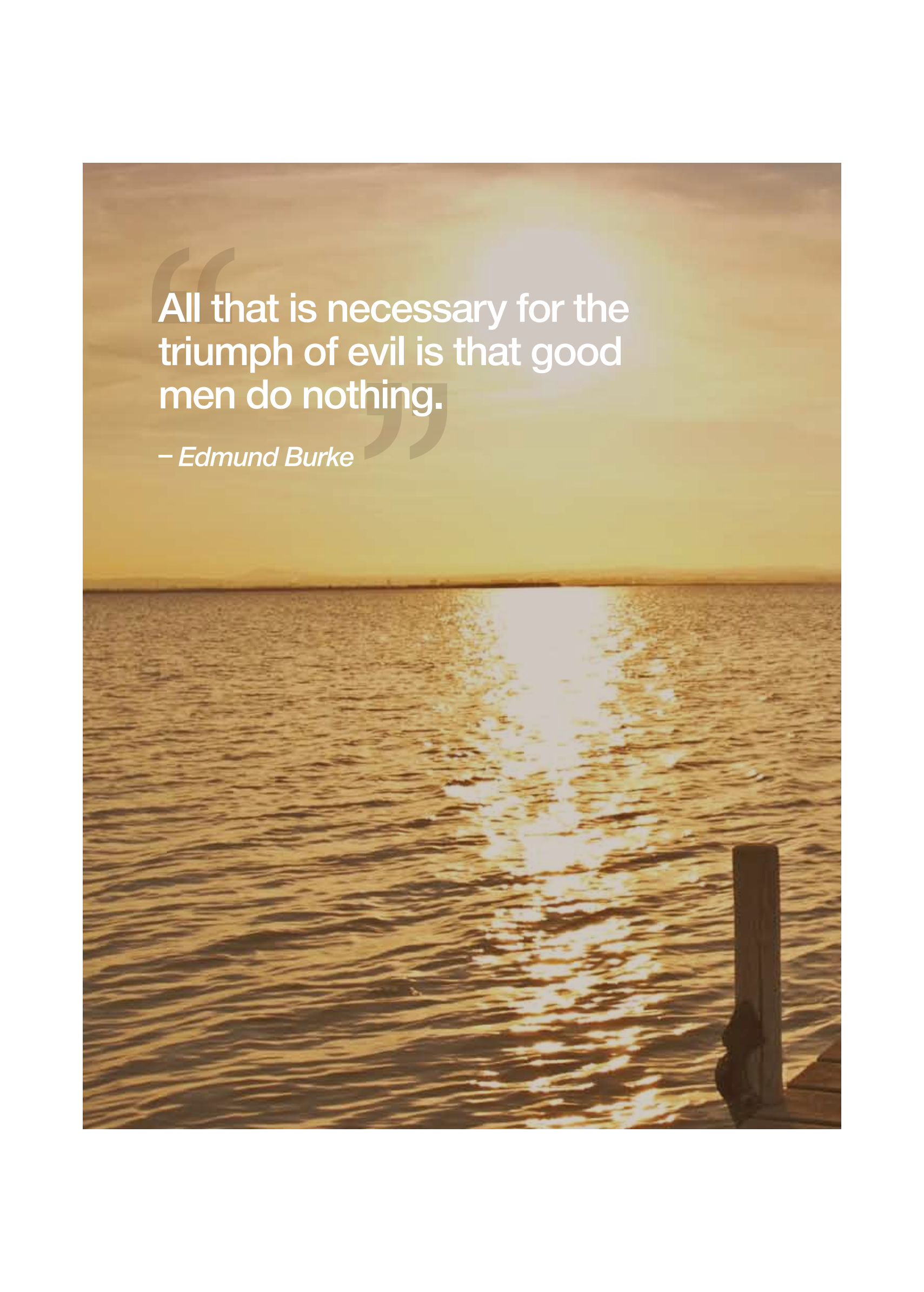
code of conduct





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A photograph of a sunset over a large body of water. The sun is low on the horizon, creating a bright, shimmering path of light across the water's surface. The sky is a mix of soft orange and pale yellow. In the bottom right corner, a wooden post from a pier or dock is visible, extending into the water.

“All that is necessary for the triumph of evil is that good men do nothing.”

– *Edmund Burke*



preface

Ethics and integrity is one of the cardinal values of all Engro companies. It refers to a commitment to moral thought and action in all aspects of how a Company is managed. Not only is it about complying with all laws but also describes the moral choices that often have to be made in areas where the law is not clear.

As employees of Engro Corporation or its subsidiaries, we may encounter situations which give rise to ethical dilemmas or cast doubt upon the integrity of our actions. To guide us in such situations, a host of policies have been adopted by the board of directors of our Company. These are attached in the appendix and are also circulated to all employees annually.

The purpose of this Code of Business Conduct is to further explain the guiding principles embodied in these board policies on business conduct and to answer some of the questions that may arise in your minds. When in doubt please refer to this booklet. However, if you feel that further clarity is required on an issue faced by you please do not hesitate to contact your supervisor or the Head of Internal Audit of your Company.

All employees must also bear in mind that it is important that they report any suspected misconduct, fraud and violation of law or ethical standards. There are a number of avenues available to do so, including a whistleblower complaint system called "Speak Out" at each Engro Company. This system guarantees confidentiality and protection from any form of retribution.

Although this code is primarily designed for use by the employees of all Engro companies, it is worthwhile for all non executive directors to go through it and the attached Board approved policies and demonstrate compliance to set a strong tone at the top.

“We must all recognize that what we do and how we do it affects how our stakeholders view our Company.”





message from the ceo

Engro's culture is based upon fair pursuit of profits while remaining mindful of the impact of our corporate actions on people and place of operations. Our history includes a long-standing commitment to comply with all laws and to conduct our business activities with the highest standards of ethics and integrity. Protecting our corporate reputation is critical in order to survive in the global marketplace.

The board of directors of the Company has adopted a host of policies which set the standards of conduct for our actions. We must all recognize that what we do and how we do it affects how our stakeholders view our Company. It is therefore important to read and understand the business conduct policies and follow this Code which explains them. However, it should be noted that this Code cannot cover every situation where choices and decisions must be made. In doubtful situations clarity must be sought from higher management, Legal or Internal Audit before any action is taken.

I would like to reiterate that it is important for every employee to adhere to this Code and the board policies on which it relies. We have always demonstrated a zero tolerance for business ethics violations. Even well intended actions that violate the law or our standards of business conduct will result in disciplinary action. Always remember that Engro's reputation as an ethical organization, which has been nurtured over the last four decades, depends upon each of us assuming a personal responsibility for our business conduct.

I look forward to your continued cooperation in this regard.



our core values – the hats we wear

ethics & integrity

We care how results are achieved and will demonstrate honest and ethical behavior in all our activities. Choosing the course of highest integrity is our intent and we will establish and maintain the highest professional and personal standards. A well-founded reputation for scrupulous dealing is itself a priceless asset.

health, safety & environment

We will manage and utilize resources and operations in such a way that the safety and health of our people, neighbors, customers and visitors is ensured. We believe our safety, health and environmental responsibilities extend beyond protection and enhancement of our own facilities.

innovation & risk taking

Success requires us to continually strive to produce breakthrough ideas that result in improved solutions and services. We encourage challenges to the status quo and seek organizational environments in which ideas are generated, nurtured and developed. Engro appreciates employees for well thought out risks taken in all realms of business and for the results achieved due to them, acknowledging the fact that not all risks will result in success.

our people

We strongly believe in the dignity and value of our people. We must consistently treat each other with respect and strive to create an organizational environment in which individuals are fairly treated, encouraged and empowered to contribute, grow and develop themselves and help to develop each other. We do not tolerate any form of harassment or discrimination.

community & society

We believe that a successful business creates much bigger economic impact and value in the community, which dwarfs any philanthropic contribution. Hence, sustainable business development is to be anchored in commitment to engage with key stakeholders in the community and society.





empowerment
with
accountability

“It is not only what we do, but also
what we do not do, for which we
are accountable.”

– Moliere

Engro seeks to empower its employees to facilitate business decision making but holds them accountable for their actions. Each Engro employee is responsible for his or her own behavior and will be held accountable for it. While performing your job you must ensure that you conduct yourself in a manner that reflects positively on the Company.

Every employee is responsible for:

- Complying with all applicable laws, Company policies and procedures.
- Maintaining appropriate ethical behavior in all his internal and external dealings.
- Reporting any suspected misconduct, illegal activity, fraud, abuse of Company assets or other violation of ethical standards.
- Annually submitting an ethics compliance certification.

supporting infrastructure to aid in ethical conduct

Orientation

- Brief to new hires about policies on ethical business conduct.

Reinforcement

- Annual circulation of Business Ethics policies to all employees. Written acknowledgement of compliance obtained.
- Workshops on Ethics carried out periodically.
- All vendors, contractors and customers are sent the Ethics Policy statement, which has been translated into Urdu, periodically with a request to ensure compliance in their dealings with the Company.
- Clauses related to Ethics and Conflicts of Interest are mandatory in all contracts entered into by the Company.

Monitoring of Compliance

- Voluntary disclosure of actual or suspected non-compliance through Irregularity Reporting system.
- Irregularity reports are shared with management and Board Audit Committee on a quarterly basis.
- Whistleblower system being implemented.
- Whistleblower complaints and results of their investigations are also reported to Board Audit Committee every quarter.
- Periodic Business Practices review involving all Engro companies and employees to identify questionable business practices. All identified issues are reported directly to the BoD.

Q What constitutes an Irregularity?

- A Conditions or events that raise the question whether there has been:
- a deviation from the Policy on Business Ethics.
 - occurrence of fraud.
 - unauthorized use or misappropriation of Company assets.
 - use of position or information received in trust in the performance of duties by an employee for personal gain in conflict with the Company's interest.

Q Why should I file an Irregularity report?

- A An Irregularity Report helps in:
- Providing information to management and auditors about the incident.
 - Identifying problem areas which need attention to prevent recurrence.
 - Providing learnings to other departments/ divisions.

Q To whom should I report an Irregularity?

- A Irregularities should immediately be reported on the prescribed format by the concerned employee through his department manager to Corporate Audit Department.





our commitment
to engro's
stakeholders

“The glue that holds all relationships together – including the relationship between the leader and the led is trust, and trust is based on integrity.”

– Brian Tracy

Engro regards its stakeholder engagement as an important element of corporate responsibility. Adherence to the highest ethical standards fosters trust. We want our stakeholders to know that they can depend on us. We are answerable to our shareholders, our customers, our families, our vendors and suppliers, the communities where we operate, and of course to each other.

Employees

We believe in treating people with dignity and providing equal opportunity for employment and development without any form of discrimination or harassment. We are committed to managing our employees' careers solely on the basis of merit and to provide them appropriate opportunities for growth and development. Our compensation and rewards are aligned with the best companies in order to attract and retain top talent. We are committed to providing a safe and healthy working environment and recognize that integrating the unique attributes of a diverse work force enhances innovation and fosters efficient problem solving.

We believe that exhibiting integrity in dealing with each other fosters trust and teamwork. Moreover, we advocate candid communication

and expect our employees to voluntarily speak out against ethical lapses or questionable business practices which they may observe. Where they fear retaliation for such disclosure they can use the Speak Out whistleblower system which guarantees confidentiality.

Shareholders

We seek to maximize return to our shareholders and always act in their best interest.

Customers

We strive to deliver quality products and superior services at competitive prices to our customers. At the same time we believe in fair trade and recognize their right to make informed choices.

Families

We recognize the support of our families towards the fulfillment of our roles as employees and therefore strive for a healthy balance between our work and our family lives. We want them to be proud of the jobs we do and the Company that we work for.

Communities

We aim to contribute to the overall quality of life in our host communities and to leave a positive environmental footprint. We strive to address the needs of our communities by investing in sustainable initiatives in health, education and livelihood generation.

Vendors and Suppliers

We strive to choose vendors and suppliers objectively and as far as possible through a transparent, competitive process which maximizes value for the Company. We will deal with them fairly and with honesty in order to build an abiding trust and respect for our way of doing business. This will encourage vendors to adopt these principles in their dealings with the Company and ensure quality product, timely deliveries and optimum prices.

Q I overheard my boss fixing bid prices with a Vendor with whom he has a close relationship. I am sure this is unethical but I am afraid that my manager might retaliate if I report it. What should I do?

A Fixing bids is against the principle of competitive bidding and therefore unethical. You can either report the matter to your boss's supervisor or on the Speak Out whistleblower platform which is designed to handle such cases.





promoting a positive work environment

“You need to be aware of what others are doing, applaud their efforts, acknowledge their successes and encourage them in their pursuits. When we all help one another, everybody wins.”

– Jim Stovall

Equal Opportunity

All employees want and deserve a workplace where they feel safe, respected and appreciated. Engro's policies are designed to ensure this.

It is our intent to attract, induct, develop, retain and motivate high caliber talent who are qualified, capable and willing to contribute towards the achievement of Company objectives. This will be done purely on merit and without any form of discrimination or unlawful consideration. Anyone in a supervisory role is expected to abide by this.

Harassment-Free Workplace

Harassment occurs when the words, actions or behavior of colleagues create an intimidating, hostile or offensive work environment. This impacts productivity, trust and teamwork and is unacceptable.

Unwelcome sexual advances or other inappropriate personal conduct, as defined in the Protection Against Harassment at the Workplace Act, 2010 are prohibited. Sexual harassment may take many forms, including but not limited to, overt advances, demeaning comments, jokes, language and gestures.

If you feel that you are the victim of sexual harassment you should immediately report the matter to the Inquiry Committee, formed under the above Act, at your Company. To cater to cultural sensitivities at least one member of the committee is a woman and all investigations are done confidentially.

Engro expects all employees, regardless of their seniority or work relationship, to have mutual respect for one another and will not tolerate harassment of a non sexual nature e.g. public ridicule, abusive language, physical violence or the threat of physical violence. Nor will any discrimination on the basis of religion, caste or gender be allowed.

Employees are expected to cooperate fully in the Company's investigation of harassment related complaints. Retaliation against anyone who lodges a complaint in good faith is unacceptable.

Health, Safety and Environment

Engro strives to be recognized as a world class performer in the field of Health, Safety and Environmental Management. We are committed to conducting our business in a manner that protects the health of all employees, contractors and the community in which we operate. There are laws and standards designed to promote a safe workplace and protect the environment, which are strictly enforced. Continuous training and regular audits are essential to ensure compliance. Employees are expected to comply with all environmental regulations that affect our business activities, as well as internal policies and procedures. We also insist that contractors, suppliers and others who work with us follow the same standards of HSE in order to ensure continuity of business relations with us.

Q My supervisor constantly makes sexually offensive jokes and comments on my appearance which makes me uncomfortable. I asked him to stop, but he laughed and said he's "just kidding around." What should I do?

A You should report the situation to his supervisor or the Inquiry Committee immediately. Engro will protect you from any retaliatory acts. We all have the right to work in a safe and positive workplace and Engro will work to ensure this goal is achieved.

Q I recently injured my back when I tripped on the stairs at home. My doctor has prescribed me medicines that make me drowsy. I find doing some routine tasks, such as operating machinery difficult. What should I do when I return to work at Engro?

A Before being able to return to work, you should obtain appropriate medical clearance from your doctor or Company's medical officer. It sounds as if the medication could impair your ability to safely and effectively perform your job. This could place you, your coworkers and even consumers of our products in danger.





managing business relationships

“The reputation of a thousand
years may be determined by the
conduct of one hour.”

– *Japanese Proverb*

Conflicts of Interest

A conflict of interest occurs when a personal or family interest interferes with our ability to make sound, objective business decisions on behalf of our Company. Engro respects the right of employees to manage their personal affairs and investments but expects them to avoid any situation that may involve a conflict between their personal interests and the interests of the Company. As in all other facets of their duties, employees dealing with customers, suppliers, contractors, competitors or any person or organization doing or seeking to do business with the Company (our business interfaces) must be in the best interest of the Company and must exclude any consideration of personal preference or advantage. It is equally important to avoid apparent conflicts of interest where an observer might assume there is a conflict of interest and therefore a loss of objectivity in their dealings on behalf of Engro.

Actions that might involve a conflict of interest, or the appearance of one, should be fully disclosed in writing to the employee's senior management for review and approval. Any deliberate attempt to conceal a conflict will expose the employee to disciplinary action.

Some of the situations that may lead to conflicts of interest are where an employee or his/her dependent family members

- have a significant financial interest in a business interface where there is an opportunity for preferential treatment to be given or received.
- serve as directors or to be employed in any capacity by a business interface.
- receive from a business interface gifts beyond nominal value, commissions, share in profits, loans or advances, unusual discounts for goods and services, excessive entertainment and travel facilitation.
- buy, sell or lease any property, facilities or equipment from or to the Company or a business interface.
- release any confidential information not known to the public to a business interface or use it for personal advantage e.g. trading in shares.

Directorships in Companies other than Engro Corp. and its subsidiaries / JVs

To avoid any conflicts of interest employees are generally restricted from serving as directors of non Engro companies. However exceptions are approved on a case by case basis:

- where it is considered best in the Company's interest and/or that of the public.
- where an employee may desire to serve as a director of a family owned business.
- where an employee has firm plans to retire within three years.

All expenses incurred in this regard and their reimbursement as well as directors fees/ remuneration will be to the employees account.

Q My brother's Company is seeking to become a supplier to Engro. Does this create a conflict of interest?

A If you have decision-making authority in the supplier selection process or with respect to your brother's Company, a conflict of interest exists. Even if you do not have such authority, this relationship may create the appearance of a conflict of interest. You should report the situation and remove yourself from the decision-making process if you are in any way involved.

Q I am a full-time employee working at an Engro Company. My friend has a creative agency and I am his business partner. I sometimes work on our business proposals during lunch hour. Is that allowed?

A A secondary job or gainful employment in any form is discouraged and should be disclosed. If your agency carries out work for an Engro Company, you must report it under the Conflict of Interest policy. If you have reported your involvement and carry out the activity in your own time and with your own resources, there is no harm.





soliciting
customers,
suppliers,
vendors and
contractors

“
Though the bribe be small,
yet the fault is great.
”

– Edward Coke

We want all our vendors and suppliers to understand that their business relationship with Engro is based totally on their ability to competitively meet our business needs with quality products and services. Therefore employees should not solicit them or avail offers for anything of value which could be perceived to create obligations in order to keep, increase or obtain Engro business. These include:

- donations / raffle tickets to charities and events organized by employees.
- conventions / conferences arranged by suppliers with free passage, boarding / lodging and entertainment.

If there is a business need to attend such events all expenses should be borne by the Company.

Gifts and Entertainment

Business gifts and entertainment are customary courtesies designed to build goodwill among business partners. However these should be reasonable and infrequent and should not influence business decisions. A problem arises when such courtesies compromise – or appear to compromise – our ability to make objective and fair business decision.

Gifts

Giving and receiving of gifts in cash is strictly prohibited. Exchange of non cash gifts should be infrequent and limited to the nominal value defined by the Company in the enclosed Policy on Gifts & Entertainment. The current limit is Rs.20,000 within Pakistan and abroad. In case a number of small gifts are received / given the deciding factor is the total value of gifts in the hands of the receiver.

In certain situations, refusal of gifts with a value, which may be in excess of this nominal value, may result in awkward business situations. All gifts that are received by employees should therefore be turned over to the Corporate Audit Department to independently assess their value and disposal. If the value is below the threshold defined by the Company the gift is returned to the employee. However if it is more than the threshold the gift is retained by Audit and auctioned to raise funds for a Company charity.

Entertainment

Entertainment should generally be on an infrequent basis and appropriate to the level of the individual. However the Company expects its employees to keep cultural sensitivities in mind while discouraging those seeking to do business from lavishly entertaining its representatives.

Other Business Inducements

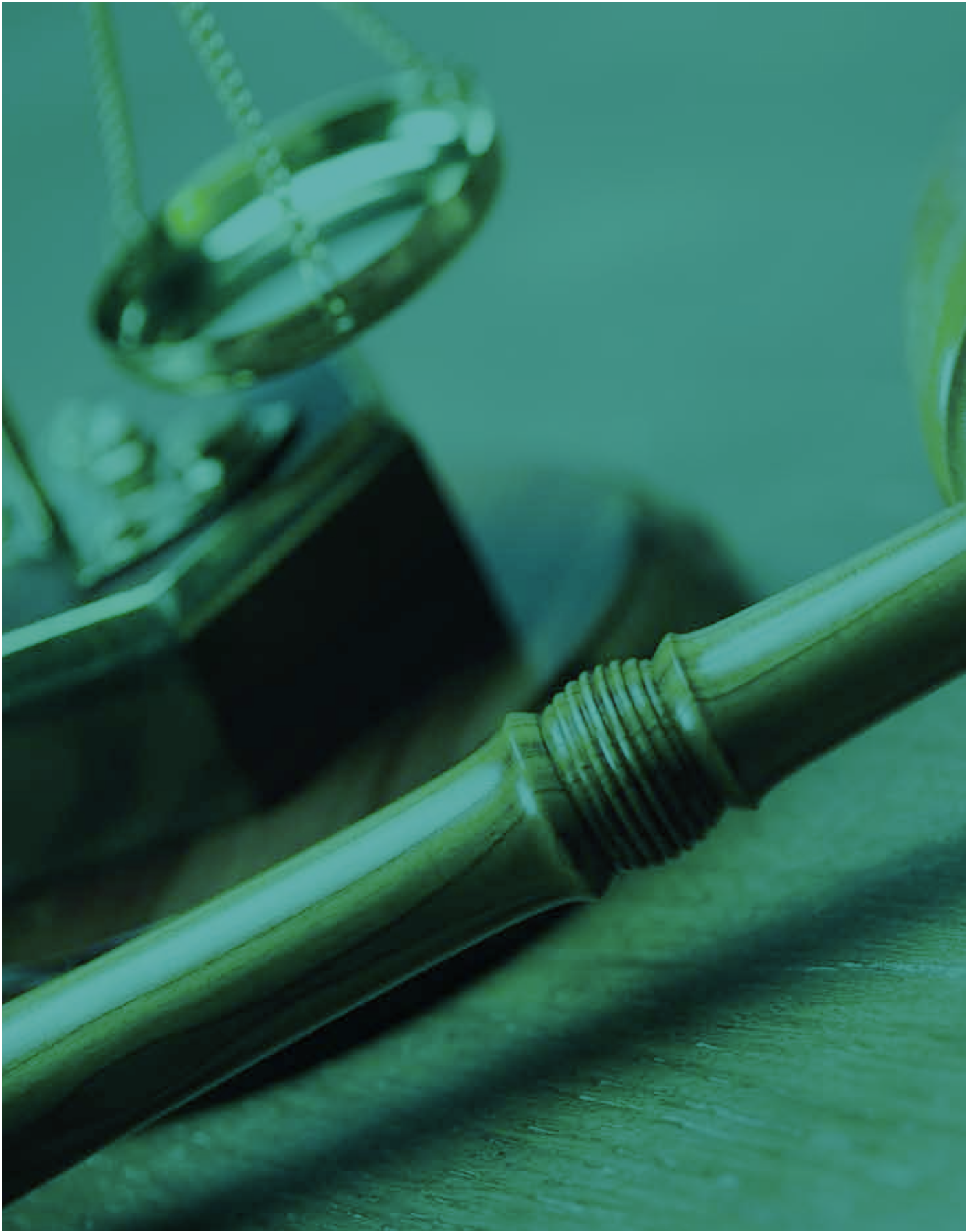
Employees on business trips abroad are often provided local inducements like car / travel facilities for shopping and sight seeing. While airport pick and drop and transport to / from business meetings arranged by the foreign business partners may be accepted, all such courtesies for personal use, including tickets to local events are strictly prohibited.

Q I manage the Company's relationship with a travel agency. The travel agency gives me agency discounted rates for personal travel that are not available to other employees. Should I accept them?

A No. Receiving any personal benefit from an Engro suppliers or even a prospective supplier is not acceptable.

Q A global supplier of packaging material is holding a convention in USA for its customers to introduce an innovative packing technology, which is of interest, to my Company. All expenses of travel/ lodging will be borne by the supplier. Is it right to accept this invitation?

A No, accepting free travel and accommodation from suppliers or those seeking to do business with your Company is a form of inducement and should be politely turned down. If knowledge of value to the Company will be gained at the convention then the invitation to attend should be accepted but all expenses related to the trip must be borne by the Company.





legal compliance

“ Legal compliance describes the necessary and minimum conditions for following the law and avoiding punishment. It focuses on what one has the right to do.

Ethics and Integrity describe the moral choices that individuals and organizations may make. A focus on Ethics and Integrity supports an organization and its employees when operating in an area where the law is not clear.

– Alan Richter / Joan Dubinsky ”

Engro's Ethics and Integrity philosophy involves strict compliance with all laws and regulations. Our employees may encounter a variety of legal issues while taking decisions to conduct business. They must ensure that they are aware of the legal implications of their actions and choose not to violate the law. All Engro companies hold information and training sessions to promote legal compliance and have systems in place to monitor and report violations. If you are in any doubt about the legality of your actions in the conduct of business you must seek clarification from your supervisors or your Company's legal advisors.

Fair Competition

Pakistan's Competition Act 2010 is designed to ensure a fair and competitive free-market system. All employees and directors are expected to comply by this legislation while carrying out their duties to the Company. This necessitates that they familiarize themselves with the provisions of this law.

While Engro companies compete vigorously in the marketplace, they must ensure compliance with this antitrust legislation and ensure that they compete on the merits of their products and services, the prices that they charge and the customer loyalty that they create. Agreements with competitors to fix prices, allow special discounts or divide marketing territory are some examples of violation of the above law. It is therefore important to avoid any discussion on such issues and future business

plans with competitors. Moreover employees must be accurate in describing the attributes of their Company's products to customers and must also refrain from criticizing a competitor or his product.

Insider Trading

Some employees as well as directors may have access to confidential financial data and future business plans of Engro companies. This group of people and members of their immediate families are referred to as "Insiders". Using such material inside information, which is not in the public domain, for trading or tipping others to trade in the Company's securities, is both unethical as well as against the law and can expose them to prosecution and disciplinary action. Such trading will include exercise of any share options granted by the Company to its employees.

Some examples of material non public information include:

- Undisclosed financial results or projections of future earnings for Engro Corporation Limited or its subsidiaries.
- Major changes in Company's management.
- New product development / launch plans.
- Proposed acquisitions, mergers or divestments and any other corporate restructuring plans.
- New equity or debt offerings.
- Significant litigation exposures.

The law specifies that during closed periods announced by an Engro Company prior to the declaration of its financial results, no trading in its securities may be undertaken by the directors or employees of all Engro companies (or their immediate family members) who have an annual basic salary above a threshold to be determined by the Board. Currently this threshold is Rupees one million. Furthermore all trades in Engro shares must be reported to the Legal Department within four days.

Intellectual Property / Copyrights

Engro recognizes intellectual property rights and expects all employees to refrain from any infringement of patent, copyright and licensing requirements. All materials, processes and computer solutions used by the Company must be legally acquired and used with the permission of their lawful owners.

- Q During an informal meeting, while discussing market conditions, a competitor's representative suggested that if I could make my Company charge more for a certain product, she'd make sure her Company charges the same price for a similar product. How should I respond?
- A You should inform her that it wasn't proper business discussion and abstain from the topic. Price fixing violates antitrust and competition laws and can carry severe consequences for both the individuals involved and the Company.
-

- Q I have just hired an employee who worked previously for one of our competitors. May I ask the employee for information about our competitor?
- A Never ask a former employee of a competitor about any information which is not in the public domain and the person is under a legal obligation not to reveal it.





protecting company's assets

“
To think is easy. To act is difficult.
To act as one thinks is the
most difficult.
”

– *Johann Wolfgang Von Goeth*

Physical Assets / Equipment

To facilitate the conduct of its business in an efficient manner the Company entrusts us with various assets like vehicles, computers, communication devices and other equipment. We must use these assets carefully and diligently and protect them from loss, damage, theft or misuse. Moreover, we may only use these assets for legitimate business purposes, unless limited personal use is permitted by Company policy.

Proprietary / Confidential Information and Records Retention Programs

Information is a Company's most valuable assets. We must each take steps to protect our Company's proprietary and confidential information from unauthorized disclosure. Such information may include trade secrets, pricing plans, cost information, sales figures, financial results and product information as well as intellectual property. Your obligation to protect this information continues even after your employment with the Company ends.

Engro companies also have retention programs for records, some of which may be driven out of statutory requirements. You should get clarity on which records that relate to your area of business to retain for how long and in what form (hard copies, micro films, photocopies and emails).

Using Computers, Network Systems and Communication Equipment

The Company's IT equipment and network systems must be used in accordance with the guidelines laid down in the IS Acceptable Use Policy and the IT Code of Conduct. This means we must take care to compose all emails, text messages and other electronic communications in the same professional manner as our other written correspondence. We should not use our Company provided computers, cell phones or network systems to access, download or send any information that could be insulting or offensive to another person or can be construed as harassment e.g. sexually explicit messages or content, unwelcome propositions, ethnic or racial slurs etc.

While limited personal use of our computer and network systems is allowed we must make sure that such usage does not detract us from our official work. However, please note that when using Company provided technologies you should not expect that the information you send or receive is private. Your Company reserves the right to monitor the use and access all content on its IS networks to make sure these resources are used appropriately. The Company also has the right to block access to inappropriate Internet websites, as well as the transmission of inappropriate material.

Financial Reporting Integrity

All of us need to ensure that that every business and transactions record is accurate, complete and reliable. This standard does not apply only to financial data but also to other operating reports or records as well which may be critical to the management of our business. Make sure all your records are truthful and accurate for false or incomplete information undermines our ability to make sound business decisions.

Every Engro Company has established accounting standards and standard operating procedures to ensure that assets are properly accounted for and all financial transactions are accurately recorded. All employees are individually responsible for ensuring compliance with all such internal controls.

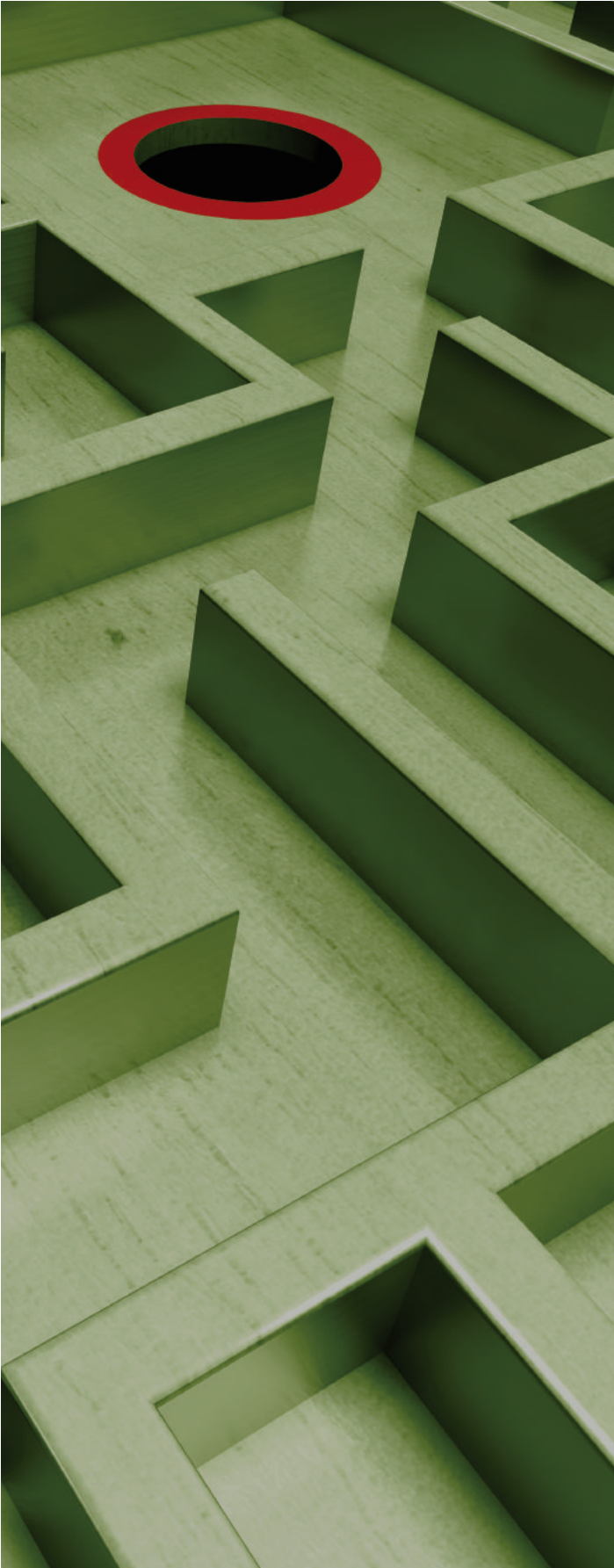
Q One of my colleagues often works in the office after hours. Sometimes, when he's alone in the office late at night, he visits websites containing inappropriate content. He figures that he's not disturbing anyone, and he doesn't think he's harming the Company since he's doing this after operating hours. Is he right?

A No. It's never okay to use Company computers or network systems to view or forward inappropriate content, even if you're alone in the office, at home or on a business trip. Also, he shouldn't expect any privacy when using the Internet or sending emails using Company equipment and systems.

Q We have budgeted for a departmental outing in the fourth quarter of the year. It has not been scheduled to the first quarter of the next year. Since the budgeted amount will lapse, can I accrue it and use it in the next year to offset the actual expense of the outing?

A No, a mere intention to undertake an activity is not an actual expenditure and cannot be accrued. Treating a mere commitment as a liability would be in contravention of corporate reporting laws.





ensuring compliance – the ethics test

“ Ethics is knowing the difference
between what you have a right to
do and what is right to do.

– *Potter Stewart* ”

In order to prevent ourselves from indulging in business practices which may appear ethically questionable it is important that this Code is always complied with. However you may face a situation where it seems difficult to distinguish between what is right and what is wrong.

To assist you in making the right decision we suggest you seek answers to the following questions and use them to determine your course of action.

The Ethics Test

- **Do you understand the situation?**

To make the right decision you must have all the related facts and understand the potential exposures. Ask for them if you don't know.

- **Does your action or what you are asked to do appear legal and ethical?**

Test the situation using your judgement and common sense as well as research. If necessary seek help from your Legal and Internal Audit departments.

- **Will doing it make you feel bad?**

Your conscience can be your greatest guide. If something seems unethical or improper to you, it most probably is.

- **How will your action look if reported in the media?**

Remember that our Company's reputation and integrity depend upon each of us assuming responsibility for our business conduct.

- **If you know that its wrong then why do it?**

No one has the right to force you to do something that is unethical. In most cases you can resolve the matter through candid discussion. Where this does not happen you have every right to escalate the matter to higher management directly or through the use of the Speak Out whistleblower system which guarantees anonymity and confidentiality.

- **If you are not sure then why not ask?**

Seeking help or guidance from knowledgeable others is NOT a sign of weakness; making an uninformed decision which may result in an unethical business conducts IS!

“There may be times when we are powerless to prevent injustice, but there must never be a time when we fail to protest.”

– Elie Wiesel

