

DLA PIPER AMERICAS

Sustainability Report

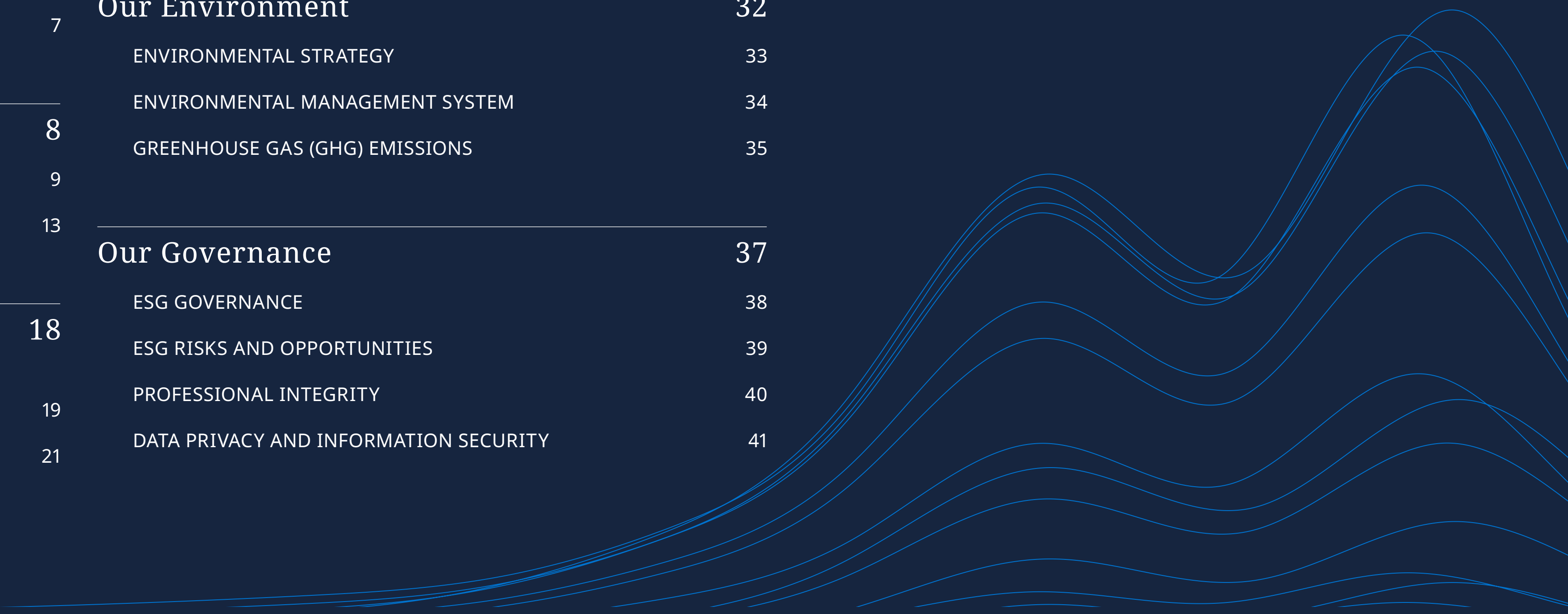
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PROTECTING TOMORROW FOR EVERYONE



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Letter from the Executive Team

DLA Piper Americas is committed to using our resources to tackle significant environmental, social, and governance issues facing our clients, our firm, and our people.

DLA Piper provides an array of services to clients in these critical areas, and we recognize the responsibility we have to drive impact that matters across the entire Environmental, Social, and Governance (ESG) spectrum to further our firm's global mission and that of our clients. We are excited to publish this inaugural edition of our Sustainability Report.

As a trusted firm dedicated to delivering value and quality services, we lead in the areas of pro bono and diversity and inclusion and are focused on expanding our efforts. We strengthen our environmental sustainability commitments with regular assessment and transparent reporting through CDP and other ESG disclosures. In addition, we consistently work to advance our Sustainability and Environmental, Social, and Governance (S&ESG) offerings, sharing insights and best practices through our multinational ESG Task Force, to effectively guide clients through their own ESG transformations.

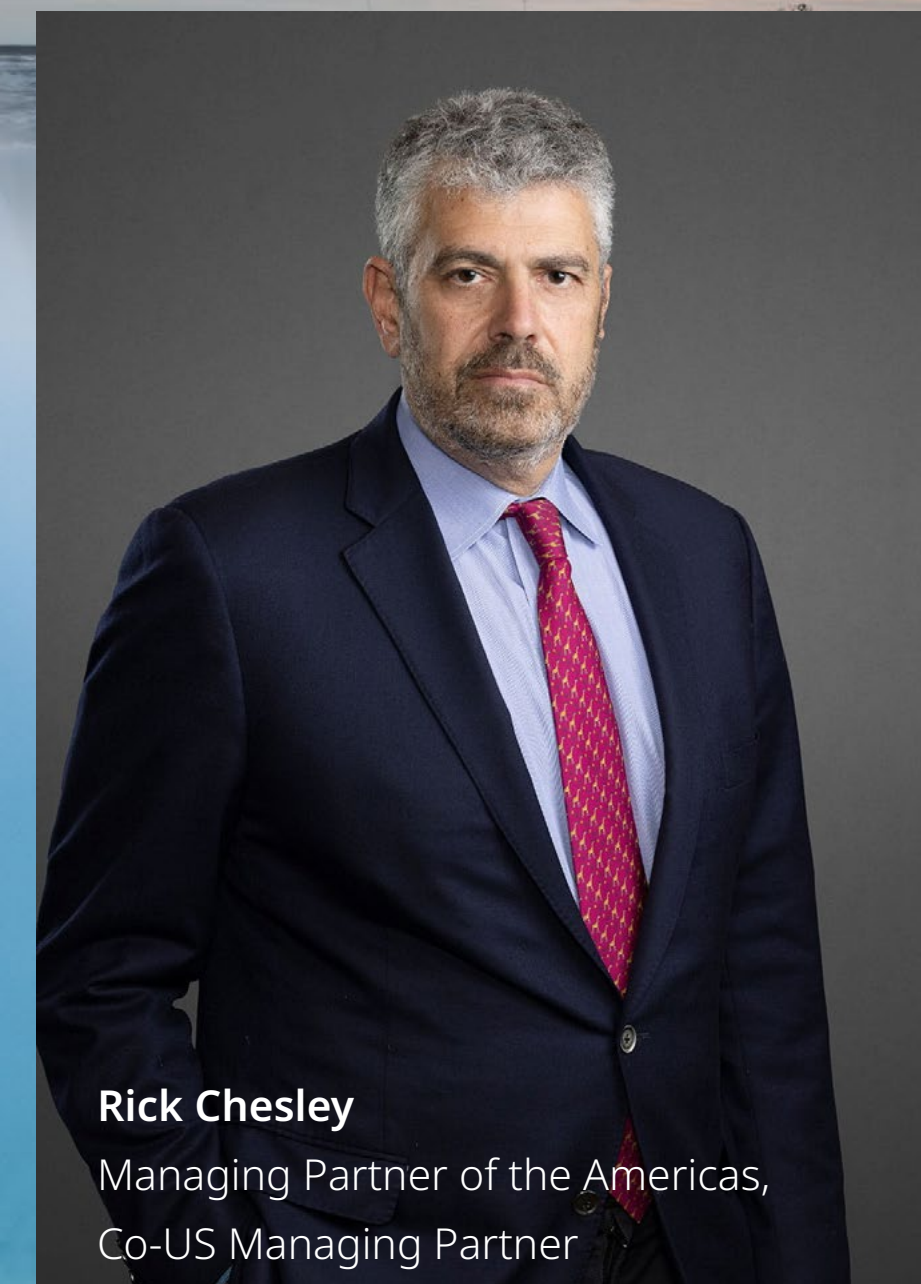
An unwavering commitment is crucial to creating a sustainable future for all, and we are excited by the opportunities to make an even greater impact both inside and outside our organization.



Frank Ryan
Americas Chairman



Jackie Park
Co-US Managing Partner



Rick Chesley
Managing Partner of the Americas,
Co-US Managing Partner

Introduction

Welcome to DLA Piper Americas' inaugural Sustainability Report, covering our Environmental, Social, and Governance (ESG) efforts in 2022 and 2023. From expanding our service offerings to obtaining baseline data on our environmental impact, DLA Piper continues to **embed responsibility in everything we do.**

In this section



About This Report

This report aims to **inform our stakeholders** about DLA Piper's efforts to be a responsible and sustainable business as we embrace the **rapidly changing ESG landscape**. It serves as a high-level overview of our accomplishments across priority topics and will be something we **continue to build on in future years**.

Report Scope

DLA Piper has operations across the globe. This report focuses on DLA Piper firms and relationship firms throughout the Americas, covering Argentina, Brazil, Canada, Chile, Colombia, Mexico, Peru, Puerto Rico, and the United States. In this report we refer to this collection of firms as "DLA Piper Americas" or simply "DLA Piper."

This report excludes the activities of our firms in Africa, Asia Pacific, Europe, and the Middle East, referred to as "DLA Piper International." Any references that apply to our global operations are denoted as "DLA Piper Global."

At times, some metrics or disclosures may be specific to a subset of the firm:

- North America comprises the US (including Puerto Rico), Canada, Mexico
- US-specific metrics exclude Puerto Rico

Data is related to the entirety of DLA Piper Americas unless stated otherwise.

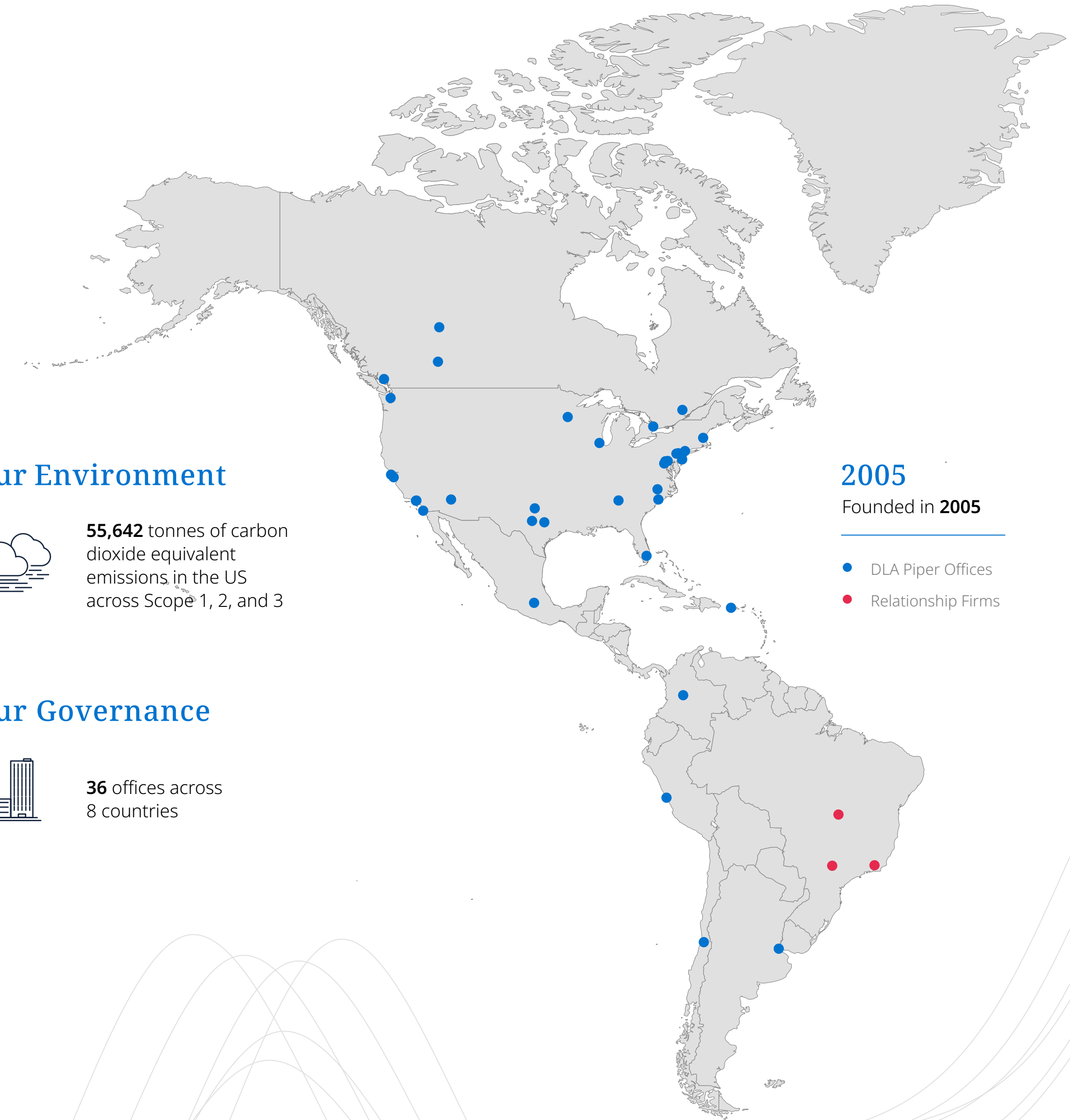
All metrics are from the calendar year 2022, while other stories and case studies are from both 2022 and 2023.



Our Firm at a Glance

DLA Piper Americas works across two continents and eight countries.


We believe great businesses can help make a better world and forward-thinking, innovative organizations can find the answers to today's most difficult questions. That's why, every day, we help them succeed.




2005
Founded in **2005**

- DLA Piper Offices
- Relationship Firms

Our People

 **4,124** lawyers and business professionals

 **6** resource and affinity groups in the US

 **28%** of partners in the US are women

 **46%** of the US Executive Committee is diverse*

* 'Diverse' includes women, individuals who are racially and ethnically diverse, and individuals who identify as LGBTQ.

Our Clients

 **16** practice areas


 **10** industries

 **27%+** of clients engaged with the US firm on ESG issues

Our Community

 **119,000+** pro bono hours across the Americas


 **11,000+** community service hours in North America

 **67.5** average annual pro bono hours per US lawyer

 **7** full-time pro bono lawyers in the US

 **250+** awards in the pro bono space over the last 10 years

Our Environment

 **55,642** tonnes of carbon dioxide equivalent emissions in the US across Scope 1, 2, and 3

Our Governance

 **36** offices across 8 countries

Mission and Values

At DLA Piper, we exist to be our clients' **most trusted legal partner**, delivering exceptional results globally. Together we embrace change, seize opportunities, and make business better.



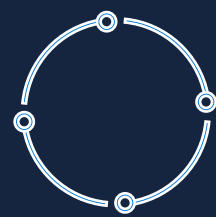
Be supportive

We are compassionate and inclusive, valuing diversity and acting thoughtfully.



Be bold

We are fearless and inquisitive, challenging ourselves to think big and find creative new solutions.



Be collaborative

We are proactive, passionate team players, investing in our relationships.



Be exceptional

We are strategic and driven, exceeding standards and expectations.

Our People

In 2022, our team consisted of **more than 4,000 lawyers and business professionals** across eight countries throughout the Americas. We're **deeply committed to excellence in developing a community where everyone can thrive**, not just as employees, but as individuals.

In this section



Employee Health and Well-Being

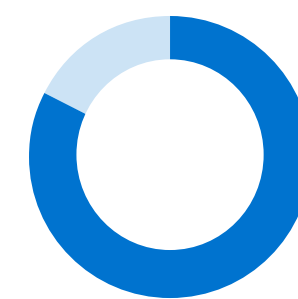
At DLA Piper, we recognize that our employees are more than just their roles at work; they're **individuals with multifaceted lives.**

Our commitment to employee well-being is rooted in our culture of support and respect, extending beyond the workplace to emphasize the importance of balancing personal health and professional resilience.

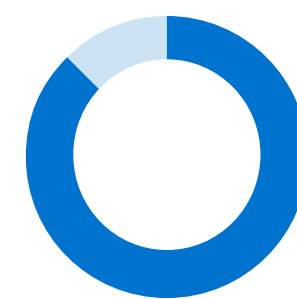
We offer a flexible, comprehensive, and competitive benefits package, as well as a range of programs aimed at supporting personal and professional growth, and at building an environment where employees are encouraged to prioritize self-care, maintain a healthy work-life balance, and seek support when needed.

By cultivating a positive culture, we empower our team to tackle challenges with strength and adaptability, ensuring their success both within and beyond their roles.

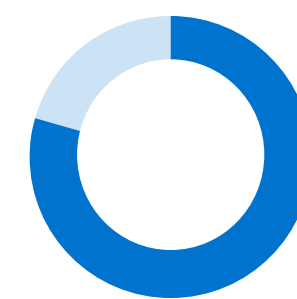
US Employee Engagement Survey 2022



8.25/10
on positive culture



8.77/10 on positive partner/associate relationships



7.96/10 on diversity (including feeling that the firm is inclusive)





Guide+Thrive

We're proud to offer a confidential, 24/7, on-demand Employee Assistance Program (EAP) through Guide+Thrive to our US and Puerto Rico employees. This resource is designed to provide our team with the assistance they need when they need it and help them navigate life's demands with confidence, knowing that we're here to support their personal and professional journeys every step of the way. The benefits include:

- Access to personalized guidance through either Guide Care Concierge or an on-site or virtual Thrive Consultant, based on the specific needs and preferences of an employee and their family
- Specialized support in emotional, career, physical, financial, and social well-being
- Direct access to a dedicated team of Guide Care Concierge Counselors and coaches, all of whom are Master's-level behavioral health clinicians, well versed in DLA Piper's programs, resources, and firm culture
- A dedicated concierge to identify appropriate support resources, connecting employees with their preferred professionals, and providing ongoing monitoring and support
- Massage reimbursement benefit of up to six visits per calendar year

Through the Guide+Thrive program, we've placed six dedicated Thrive Consultants in 11 of our offices in the US to provide in-person and virtual support to employees. Practice group leaders have also engaged their Thrive Consultants to speak to their teams about topics ranging from resiliency, managing stress, to creating work-life balance.

We're proud to say that in 2022, over 300 employees engaged with Guide+Thrive services. This figure represents about 13% of our workforce who have access to Guide+Thrive and is far above the national benchmark of around 6-8%. Further, we're thrilled to know that 99% of the participants who met with a Thrive Consultant had never met with a counselor before, demonstrating that Thrive Consultants are an approachable and trusted resource. We hope to continue expanding this program to provide more dedicated access to Thrive Consultants over the coming years.

RethinkCare

In our commitment to supporting the health of our employees and their families, we introduced RethinkCare, a leading global behavioral and mental health platform that supports neurodiversity in the workplace and at home to our employees and their families.

The platform's flagship program, Parental Success, is focused on providing support and resources for parents who have children with learning differences and unique needs. The program features monthly webinars, 14 hours of consulting services per year, parent discussion groups, and training topics such as how to boost executive function, manage emotions, and improve social skills.

In 2022, we were excited to note:



10% increase in participants compared to 2021



779 parenting engagements throughout the year



53% of services were interactions with a consultant

Moving forward, we're pleased to continue working with RethinkCare to provide their newest offerings focused on Personal Wellbeing and Professional Resilience to our employees and their families, along with hundreds of digital mini-courses, challenges, short webinars, tips, articles, and exercises.



“I was looking for something more and when I heard about this program I cried. This is the help and support I’ve been looking for as a parent. I’m so grateful that my company offers this benefit.”

RethinkCare Program Participant

Highlight from the Americas:**CHILE'S COMITÉ DEL CUIDADO DE LAS PERSONAS**

In our Chile office, we've established the Comité del Cuidado de las Personas, a committee that connects our employees with our staff, associates, and partners who have volunteered their time to actively listen, offer support, and find solutions to challenges they face outside of the workplace.

Their work has had tremendous impact, as demonstrated through the following examples:

- To support an employee's child in their goal of achieving top results on the university selection test, the child was connected with a psychologist to provide vocational guidance, as well as a specialized institute to help them prepare for their test.
- The committee helped an employee identify the best treatment facility for their child who had been diagnosed with autism spectrum disorder (ASD) and coordinated with the facility to cover the child's evaluation.
- Crucial debt relief was provided for an employee diagnosed with Type 2 Diabetes who had stopped taking critical medications due to financial constraints and the rising cost of healthcare. A payment plan was developed, and support was provided to help ensure that the employee was able to maintain their health.

These actions, while only a small look into the efforts of the Comité del Cuidado de las Personas, illustrate our dedication to our employees' well-being and promotion of a workplace culture that truly cares for its people.



Diversity and Inclusion

At DLA Piper, diversity is **about more than metrics**. It's about taking a **strategic and holistic approach** to culture, advancement, transparency, and change that **reflects the modern realities of work and life** for our team and our clients.

We believe that embracing diversity strengthens us and inclusivity enables everyone to thrive. That's why we invest in pipelines of future lawyers and leaders from diverse backgrounds from undergraduate through law school. We are committed to supporting our people and our vibrant alumni community through intentional networking and development opportunities.

DLA Piper US in 2022



28% of partners are women



46% of the Executive Committee is diverse*



54% of newly promoted partners are from diverse* backgrounds



48% of associates are women

* 'Diverse' includes women, individuals who are racially and ethnically diverse, and individuals who identify as LGBTQ.



Awards and Recognition in 2022



Mansfield 5.0 Certified Plus

DIVERSITY LAB



Best Places to Work for LGBT Equality

HUMAN RIGHTS CAMPAIGN'S CORPORATE EQUALITY INDEX



50 Best Law Firms for Women

SERAMOUNT



Top Performer and Compass Award

LEADERSHIP COUNCIL ON LEGAL DIVERSITY



“Nurturing a culture of inclusivity allows us to attract the best talent, build the most effective teams, and deliver exceptional client service.”

Lenora Ausbon-Odom

Chief Talent Development and Inclusion Officer

Embedding Inclusion in Our Culture

Our inclusive and supportive environment allows us to attract the best talent, build the most effective teams, and deliver exceptional client service. We've cultivated a connected culture through community building events like our recent Inclusion Forum in the US and Latin America Women's Leadership Summit in Brazil, comprehensive training in cultural competence, and encouraging all employees to be inclusion champions.

Resource and Affinity Groups

DLA Piper's six resource and affinity groups and more than two dozen local-office-based Diversity and Inclusion (D&I) committees work to provide resources and networking opportunities among our people. Each group is led by a partner, who serves as the chair, and an associate, who serves as the co-chair. The firm also supports a Working Parents Hub.

Our resource groups include:

- **AAPEX** – Asian American Pacific Islander Excellence
- **THE BRIDGE** – The Black Resource Group Invested in Development, Growth, and Excellence
- **HOLA** – Hispanic/Latino Organization for Leadership and Advancement
- **Iris** – Iris, a virtual meeting place for the firm's lesbian, gay, bisexual, and transgender personnel and their allies, open to all lawyers and non-lawyers of the firm
- **LAW** – Leadership Alliance for Women, launched in 2006 to empower women lawyers by developing leadership skills and creating business development opportunities
- **VALOR** – Veterans Advancing Legal Opportunities and Resources



Advancement

By building inclusive recruitment, development, and promotion practices, we empower diverse talent to thrive. We provide important opportunities to hone legal skills, gain client exposure, and build business development acumen so the next generation of trusted legal advisors is ready to meet the evolving needs of our clients.

- **Emerging Leaders Program:** DLA Piper's Emerging Leaders Program is a 15-month inclusive leadership pipeline program, which helps early career firm partners to grow their business development and leadership skills while also providing them access to key firm leaders. Program graduates have earned leadership positions throughout the firm.
- **Raja Gaddipati Fellowship:** The Raja Gaddipati Fellowship is an in-house pipeline initiative that offers undergraduate students insight into a large law firm environment. The six-week, full-time paid summer internship involves a combination of research projects, lectures, and direct mentoring.



“The beneficial experience of being a Raja Gaddipati Fellow has extended far beyond my six-week tenure. On top of the high-quality practical experiences that the fellowship provided, the network of support I enjoyed has carried over as I apply to law school and prepare for a legal career.”

Afi Blackshear

Raja Gaddipati Fellowship Alumnus



Diversity and Inclusion Beyond Our Walls

We're committed to increasing and improving access to opportunities—within our walls and beyond. By engaging with local, regional, and national associations, we create a positive impact within the legal profession and the communities where we live and work. We also collaborate with our pro bono teams to pursue projects aimed at advancing gender and racial equality.

- **Black In-House Counsel (BIHC):** DLA Piper is proud to sponsor BIHC, an organization dedicated to increasing awareness of Black attorneys in Fortune 500 legal departments and AmLaw 100 law firms. BIHC is committed to forging a new path for Black attorneys through events, digital networks, and career development programs. Our lawyers serve as faculty for BIHC continuing legal education (CLE) programming and hosts for in-house counsel receptions across the country.
- **PODER25:** The firm is a sponsor of the Hispanic National Bar's PODER25, the first General Counsel pipeline program that specifically supports Hispanic attorneys. We host bootcamp programs and knowledge sharing sessions that provide participating lawyers with key skill building that helps to prepare them for the next level of their careers. Our lawyers serve as faculty and facilitators for the bootcamp sessions. Fifty in-house counsels participated in the 2023 program.

- **National Asian Pacific American Bar Association (NAPABA):** We support NAPABA and provide pro bono legal assistance to ensure that victims of anti-Asian crimes can access legal services.
- **Legal Mentor Network (LMN):** DLA Piper is a founding sponsor of LMN, a nonprofit organization focused on providing junior lawyers and law students with free mentoring services. In the last two years, LMN has helped facilitate over 1,000 mentorship connections, matching law students and newly admitted attorneys with mentors in their geographic area and preferred field of legal practice. In early 2023, we hosted a four-class transactions bootcamp for aspiring lawyers and those new to the law to expose them to new areas of practice and deepen burgeoning skills. Over 2,200 students attended these courses which sought to make legal knowledge more accessible to all, including those underrepresented in the legal profession.



Highlight from the Americas:

CANADA'S BLACK AND INDIGENOUS LAW CLINIC

We recognize that people of color and Indigenous peoples may encounter significant barriers when entering the corporate world. To make a meaningful contribution to our communities, DLA Piper Canada established the pro bono Black and Indigenous Law Clinic in 2020. This initiative provides qualifying Black and Indigenous founders with access to practical corporate and commercial legal advice. The clinic specializes in addressing common legal challenges that entrepreneurs and small business owners face and offers business law education seminars to empower first-time business owners with the knowledge they need to navigate potential risks and to support the growth of their businesses. Since its inception, the Clinic has worked collaboratively with its clients to identify and better serve their business needs.

The Clinic's services are currently offered in British Columbia from the traditional, ancestral, and unceded territories of the Skwxwú7mesh (Squamish), səlilwətaʔ (Tsleil-Waututh), and xʷməθkʷəy̓əm (Musqueam) Nations. In Ontario, services are offered on land that is the traditional territory of many Nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples, and is now home to many diverse First Nations, Inuit, and Métis peoples.

Through the Clinic, we look to connect with Black and Indigenous-owned business and business organizations supporting Black and Indigenous entrepreneurs. We hope to take tangible strides toward combating systemic racism and promoting long-term, sustainable changes in Canadian business.

Our Clients

DLA Piper represents some of the world's **largest and most influential organizations**, including innovative healthcare companies, technology trailblazers, and governments. **Our clients inspire us** to do better every day and drive the environmental and social impact we make. From expanding our ESG services to working on pioneering global cases, our client work is how we are helping to **lead the way toward a more equitable and sustainable society**.

In this section



Environmental, Social, and Governance (ESG) Practice Group

DLA Piper has **long been a leader** in a variety of practice areas related to ESG, including **regulatory compliance, data protection and cybersecurity, energy and natural resources**, and more.

As ESG issues increasingly touch upon nearly every part of a business, we created a consolidated ESG Practice Group in the US in 2023 to bring together our experts in different practice areas and offer integrated, multidisciplinary solutions. The ESG Practice Group is guided by an ESG Steering Committee, which coordinates the firm's multifaceted ESG capabilities across our US office and liaises with our International firm to provide a seamless ESG advisory service to our clients. Our ESG Practice Group is making purposeful strides to support our clients in transitioning to a more sustainable future.

“ESG is no longer a theoretical concept—it is a reality for companies of all sizes, public and private. Our integrated and proactive approach towards the myriad of ESG issues provides a holistic platform for our clients across an ever-changing global landscape.”

Kristy Balsanek

Partner, Global Co-Chair, Environmental, Social, and Governance (ESG)



Our Services

Our multidisciplinary teams focus on specific ESG services across a variety of industries, helping our diverse client base achieve a wide range of ESG goals. We support our clients at all stages of their sustainability transition, from assessment to action and accountability. Through this work, we help our clients move from developing initial roadmaps to implementing policies, business models, and strategies that are better for both people and the planet.

Our unique approach develops cross-practice teams with deep sector knowledge equipped to tackle challenges from all sides. We provide a nuanced understanding of ESG issues and deliver tailored strategies to address a wide array of topics, including:

- Environmental law compliance, claims, and investigations
- Sustainable finance
- Human rights and environmental justice risk management
- Diversity and inclusion
- Vendor and supply chain due diligence, including compliance, investigations, and audits
- ESG reporting and oversight
- ESG due diligence for mergers and acquisitions
- Cybersecurity and privacy



Client ESG Engagement

As a leading legal provider, DLA Piper regularly **provides education on ESG topics** most critical to our clients.

Our ESG Practice Group publishes articles, distributes newsletters, and hosts webinars related to sector-specific areas, including climate legislation, climate risk mitigation, ESG disclosure rules, ESG impacts on financial markets, diversity and inclusion, human rights, and environmental health and safety issues.

In the US, we recently published articles discussing the Commodity Futures Trading Commission’s (CFTC) new Environmental Fraud Task Force and the effect of recent European Union sustainability reporting directives on US companies. We also wrapped up our Clean Energy Tax Credit and Incentives Continuing Legal Education (CLE) Speaker Series. Additional insights on ESG issues impacting US companies are available on our [ESG Topic Hub](#).

DLA Piper Martínez Beltrán, our Colombia office, regularly publishes a Spanish-language ESG magazine, Green Wise, that includes articles on environmental legal issues and sustainable development. Read more about [the most recent edition](#) on the DLA Piper Martínez Beltrán website.

Respecto de los anteriores parámetros, la Circular indica que los emisores tienen plazo para presentar su información a través del RNVE, a más tardar hasta el año 2024. De manera que, es de esperar que los primeros reportes de información no financiera para el primer trimestre del año 2024 contengan un alto grado de divergencia dentro de los informes de fin de año de las compañías obligadas, debido a la falta de reglamentación de este proceso de revelación.

LA VERIFICACIÓN DE LA INFORMACIÓN SUJETA A REVELACIÓN DENTRO DE LA CIRCULAR EXTERNA 031 DE 2021

En materia de verificación de información, el Anexo 2 de la Circular establece que con el fin de asegurar la transparencia, veracidad, y confiabilidad de la información a revelar, las empresas listadas (de manera facultativa) podrán anexar un concepto de un tercero independiente, que podrá ser el revisor fiscal o un auditor externo. Para ello, se deberá indicar no solo los datos básicos del organismo verificador, sino que además deberán revelar la experiencia, certificaciones o cualquier otro elemento que acredite la idoneidad del tercero independiente para emitir dicho concepto, siendo un proceso similar al que actualmente se utiliza para la emisión de bonos sostenibles y de bonos de carbono.

Dada la relevancia de la fiabilidad de la información para los inversores, éstos preferirán a las compañías que cuenten con mecanismos robustos de verificación externa, tal como lo hace respecto de la revelación de información financiera.

La implementación de los deberes de revelación de información no financiera para emisores de valores significa para Colombia, una adaptación del mercado financiero a las nuevas necesidades de información que presentan los inversores en el contexto de la transición hacia un mundo empresarial sostenible. Este ‘cambio de chip’ supone una serie de ajustes organizacionales y operativos dentro de las compañías obligadas. No obstante, para el caso de las que operen transnacionalmente, resulta necesario el desarrollo de prácticas unificadas que permitan satisfacer las exigencias divergentes de reguladores a lo largo del globo. Por ello, los participantes en los mercados de valores deben contar con una asesoría que les permita navegar el cada vez más complejo panorama de regulaciones y estándares asociados a la revelación de información no financiera ■

57 | NORMA DEL MES

“
Para los inversores es esencial contar con métricas capaces de evaluar el desempeño de una empresa en sus aspectos ambientales, sociales y de gobernanza.”

Highlight from the Americas:
ENERGY TRANSITION WORK IN COLOMBIA

The increasing significance of ESG work in business is global; organizations in every country are influenced by emerging regulations and shifting shareholder priorities.

A core focus of DLA Piper Martínez Beltrán is the energy transition and decarbonization of the economy, in alignment with the Colombian government’s renewable energy goal. We currently advise one of the largest oil and gas providers in Colombia, Norgas, on the environmental aspects of their operations, specifically around responsible land use and environmental permitting for one of their plants. In the future, our scope is to guide Norgas’ transition to new, sustainable strategies and business models that support environmental and social best practices while maintaining profits.

DLA Piper Martínez Beltrán also advises CarbonFree Technology, a recognized leader in the development and financing of solar projects in North America and Chile, having successfully completed over 100 solar developments with over US\$2 billion raised in capital. The office’s work focuses on analysis and review of current and emerging regulations that may impact this client, as well as structuring the terms of their power purchase agreements (PPAs).

Our Community

DLA Piper's **pro bono work** is more than just a professional obligation—it's **a force for change** that enriches our firm; empowers our communities; strengthens our sustainability, diversity, and inclusion efforts; and **offers our lawyers new perspectives.**

In this section

Pro Bono

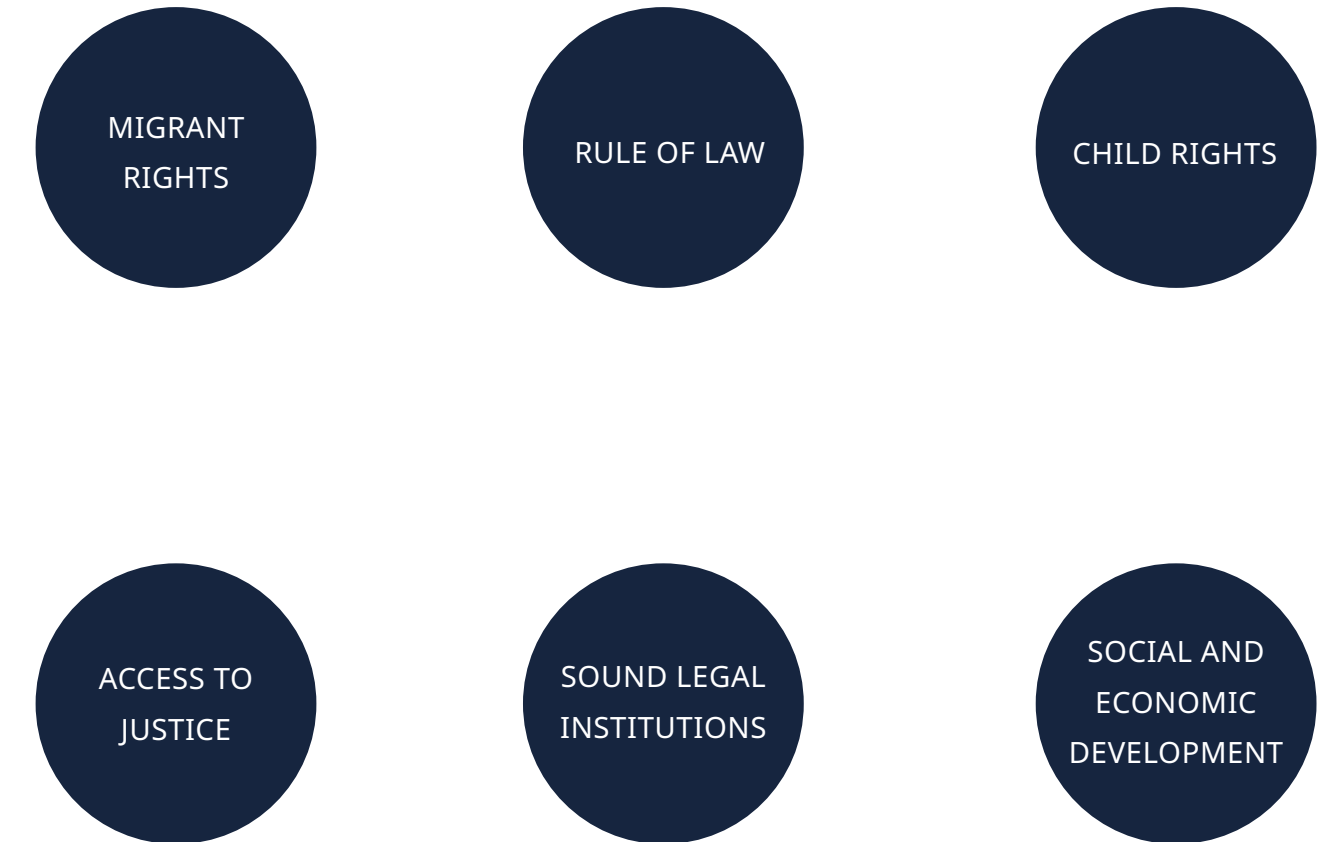
Our pro bono mission is to **promote access to justice** in our communities and around the world by **advancing gender and racial equality, advocating for children, and combating hunger.**

Our work includes helping families seeking asylum, standing up for survivors of domestic violence, reforming the juvenile and adult criminal justice systems, helping US veterans, and supporting nonprofits and minority- and women-owned small businesses.

We define our success by the positive impact that we have on our communities and around the world, as well as the engagement and dedication of our people to pro bono work. In 2022, DLA Piper Global gave over 215,000 hours of free legal advice, with over 119,000 hours of pro bono services provided by DLA Piper Americas. Within the US, we have seven full-time pro bono lawyers who collaborate alongside our global pro bono team, our firm's clients, legal service providers, and others to broaden the impact of our efforts.



Focus Areas



DLA Piper Americas Impacts



119,000+ pro bono and community engagement hours across the Americas in 2022



67.5 average pro bono hours per US lawyer (FTE) in 2022



11,000+ community service hours donated in North America in 2022



250+ pro bono awards over the last 10 years

Awards and Recognition in 2022



John Minor
Wisdom
Award
AMERICAN BAR
ASSOCIATION (ABA)



Beacon
of Justice
Award
NATIONAL LEGAL
AID AND DEFENDER
ASSOCIATION (NLADA)



Most
Innovative
Law Firms
THE FINANCIAL TIMES

“As the child of immigrants, working on pro bono immigration matters has been a truly gratifying experience. It has allowed me to connect on a personal level with clients, impacting and helping to change the course of their lives, while practicing my Spanish skills and working in a field that is completely different from anything I’ve ever done. I recently won an asylum case on behalf of a client I have been working with for over seven years—I’ve watched her grow from a scared teenager to a dedicated mother with aspirations of becoming a chef. Winning asylum for her means she can continue to live in this country with her son and will be so much safer. I cannot think of a better thing to do with pro bono.”

Melanie Garcia

Partner



Krantz Fellowship

2022 marked the 12th anniversary of the [Krantz Fellowship](#), a unique opportunity for two first-year associates to focus their first year of practice entirely on pro bono work. The Krantz Fellowship is named after retired partner Sheldon Krantz, who dedicated much of his career to pro bono and public service as well as the mentorship of junior lawyers.

“I can describe the Krantz Fellowship in a few words: personal and professional fulfillment. I was able to develop so many relationships through the Krantz Fellowship, as well as learn substantive law in different areas while helping communities I was passionate about helping.”

Eugene Chung

Corporate Associate,
Krantz Fellow 2022



New Perimeter

In 2005, DLA Piper established our groundbreaking global pro bono initiative, New Perimeter, a nonprofit affiliate of the firm. **New Perimeter provides long-term pro bono legal assistance in underserved regions globally to support access to justice, social and economic development, sound legal institutions, and women’s advancement.** New Perimeter has been working on creative solutions around the globe to the many problems aggravated by the pandemic, such as food insecurity, domestic violence, and delivering legal services remotely to rural areas.

New Perimeter Impacts



245 global projects



1,300+ DLA Piper Global lawyers involved



80+ DLA Piper Global offices involved



50+ countries on-the-ground work



18,000+ lawyers and students trained

Peru Debt-for-Nature Swap

A team of New Perimeter lawyers, including lawyers from DLA Piper Peru, supported a historic “debt-for-nature” swap between the US and Peru that will redirect more than US\$20 million to protect three priority areas in the Peruvian Amazon. New Perimeter assisted four major conservation organizations—Conservation International, The Nature Conservancy, Wildlife Conservation Society, and World Wildlife Fund (WWF)—to draft agreements and help negotiate the deal.

Support for Small Businesses and Pro Bono in Ukraine

New Perimeter is supporting Uzhorod National University Faculty of Law, a law school in Western Ukraine, to help it start a legal clinic to assist Ukrainian small businesses impacted by war. New Perimeter is also providing training for law students on pro bono and public interest law to increase understanding about pro bono in the region.

Building Trial Advocacy Skills in The Gambia

New Perimeter collaborates with the National Agency for Legal Aid, The Gambia (NALA), to develop and deliver trial advocacy skills trainings for NALA’s lawyers and other NALA stakeholders. NALA, established in 2010 by the Government of The Gambia, provides legal aid to indigent persons through legal representation and advice. In February 2023, we delivered a four-day interactive training on conducting direct and cross examination of medical experts.

Building Capacity to Negotiate Government Contracts in East Africa

In collaboration with East African Development Bank (EADB), we delivered a series of regional trainings on international business transactions to more than 300 East African public sector lawyers and law professors. Over the past decade, more than 50 DLA Piper lawyers have delivered intensive, week-long workshops in Kenya, Rwanda, Tanzania, and Uganda. The workshops are designed to build the capacity of public sector lawyers who are involved in negotiating transactions and drafting agreements on behalf of their governments. As part of the collaboration, we also provided training for judges from the region on understanding commercial disputes, projects, and contracts.

Supporting the Growth of Pro Bono in Mexico

New Perimeter works with Mexico Appleseed, an organization that offers free legal advice to civil society organizations and conducts legal research to achieve systemic change, by helping them to create a sustainable pro bono culture and network within the legal profession in Mexico. Each year, DLA Piper lawyers teach several classes about pro bono and public interest law to law students in Mexico. We have reached over 600 students since the inception of the project.



US Pro Bono Projects

In the US, our pro bono projects are diverse and wide-ranging, including critical areas of focus such as migrant rights, the rule of law, child rights, access to justice, sound legal institutions, and social and economic development.

Working with Afghan Women Judges

When the Taliban began to take over Kabul after the US withdrawal from Afghanistan in August 2021, women judges were in grave danger. The International Association of Women Judges (IAWJ) swiftly established the Afghan Support Committee and asked DLA Piper Global to assist in aiding more than 250 of their members.

Working with the IAWJ Afghan Support Committee, DLA Piper organized the effort to help Afghan women judges seek legal status in the US and elsewhere by assembling a network of firms to take on cases for direct representation. In the US, more than 130 DLA Piper lawyers and staff spent thousands of hours coordinating screening, intake, advice, and referrals for judges and their families, all designed toward immigration relief. We filed asylum applications for those who made it to the US, interviewed and drafted risk statements, prepared judges for immigration interviews, and conducted “Know Your Rights” presentations. At our firm’s Global Women’s Leadership Summit in September 2022, we proudly honored the IAWJ with our inaugural DLA Piper Pro Bono LeadHer Award, in recognition of the IAWJ’s critical and extraordinary work on behalf of women judges who were forced to flee Afghanistan.



7,200 hours dedicated to this effort in the US

Combating Hunger

For more than 30 years, DLA Piper has been actively working on hunger relief at the local, national, and international levels. According to the US Department of Agriculture, more than 44 million people, including 13 million children, struggled with food insecurity in the US in 2022. This issue is especially prevalent in African American, Latin, and Native American communities.

At DLA Piper US, we represent food banks across the country as well as Feeding America, the largest domestic hunger relief organization in the US, and The Global Foodbanking Network, a nonprofit we helped to establish 15 years ago aimed at nourishing the world’s hungry through uniting and advancing food banks.

Our attorneys provide pro bono services acting as outside counsel, serving on nonprofit boards, and supporting fundraising efforts. Additionally, teams of DLA Piper US attorneys and staff volunteer at local food banks to sort and pack food for families in need. Some highlights from 2022 include:

- In Washington, DC, our team packed hundreds of boxes of food, serving hundreds of families in need.
- In Northern California, our team volunteered with Rise Against Hunger to pack meals earmarked for developing countries to combat malnutrition.

Since our Puerto Rico office opened in 2016, we've provided support to El Banco de Alimentos de PR, playing a critical role in supporting their organizational governance, ensuring compliance with the stringent eligibility requirements of alliance with Feeding America, and successfully assisting in preserving their certification. Additionally, our work helped El Banco de Alimentos de PR become the only organization in Puerto Rico that is approved to receive relief funds from the Federal Emergency Management Agency (FEMA). We also provided El Banco de Alimentos de PR with a US\$5,000 grant in 2021 to defray costs for their "Happy Backpacks," which are filled with food and given to children from low-income homes to ensure they have access to food outside of school hours.



“I am most passionate about my work for the Greater Chicago Food Depository, Chicago’s food bank and a national leader in combating the root causes of hunger. I have been proud to guide the Food Depository as it provides capital grants and technical support to the community partners rebuilding and recovering from the pandemic and decades of disinvestment and social inequity.”

Mariah DiGrino

Partner

Serving Those Who Serve Our Country

In 2022, DLA Piper US lawyers and attorneys dedicated 9,000 pro bono hours to representing veterans and active-duty military seeking:

- Discharge upgrades
- Combat-related special compensation benefits (CRSC)
- Veterans' disability benefits
- Appeals to the US Court of Appeals for Veterans Claims

Additionally, our volunteers help run legal clinics at Veterans Affairs facilities, staff Stand Downs in various cities, provide legal assistance to veteran-owned businesses, support veterans with civil legal problems such as expunging criminal records and restoring driver's license privileges, and support the Legal Services Corporation in implementing strategies to better serve veterans.

In one case, we helped a veteran who had been fighting to increase his Combat-Related Special Compensation (CRSC) benefits, which were being paid at only 10% the total potential benefit because of an initial determination that his disability was not considered combat-related.

Our team appealed the determination, arguing that our client was on a team that helped retrieve and return soldiers home who had been killed in action, and this vital role led to him developing post-traumatic stress disorder (PTSD).

While successful in dramatically increasing the benefit amount, our fight continues as we help our client seek 100% of the benefits to which he is eligible.

Increasing Access to Justice in Washington, DC

The DC Affordable Law Firm (DCALF) is a ground-breaking model for access to justice for the hardworking low-income residents of Washington, DC. Founded in 2015 through a partnership with DLA Piper, Georgetown University, and ArentFox Schiff, DCALF was created as a charitable nonprofit aimed at providing affordable, high-quality legal services to low-income DC residents who earn too much to qualify for free legal aid but cannot afford to hire a lawyer at the going rates. In 2020, DCALF launched a partnership with the University of the District of Columbia (UDC) David A. Clarke School of Law, which houses DC's only public law firm.

Each year, DCALF selects Georgetown Law and UDC Law graduates for 15-month fellowships, where they gain invaluable work experience and mentorship from practiced attorneys at DLA Piper and ArentFox Schiff while working mainly in the areas of family, landlord/tenant, and immigration law. At the end of their fellowship, they also receive a Master of Laws (LLM) from Georgetown.

Supporting The Nature Conservancy

We work closely with The Nature Conservancy, one of the most effective and wide-reaching environmental nonprofit organizations in the world, in their mission to conserve the lands and waters that we all depend on. Our work with The Nature Conservancy has included:

- In California, our team contributed to the settlement of a dispute over ownership and management of an island that will allow The Nature Conservancy to ensure wildlife-friendly farming and to manage and preserve the island for the use of wildlife.

- In Delaware, our team provided corporate transactional assistance as part of The Nature Conservancy's recent Blue Bond deal with the government of Belize, a deal that reduced Belize's debt and created long-term sustainable financing for conservation.
- In Idaho, we assisted The Nature Conservancy in working with a canal company to influence the return of water flow into existing streams to support a fish spawning habitat.
- In Arizona, our team helped with river water conservation by assisting in the formation of a malting facility. This created a market to encourage farmers to switch from thirst crops, like wheat, to barley, which requires significantly less water and can be used in the growing craft beer industry.

DLA Piper also supports The Nature Conservancy outside the US, through local office pro bono projects. In Mexico, our team is advising The Nature Conservancy on the design of a Finance for Landscape Facility that allows communities to invest in environmentally and commercially regenerative processes, and financial institutions to serve smallholder agribusinesses with better financial products that promote sustainable development.

Community Engagement

DLA Piper engages in various forms of community engagement, including **community service hours** and other in-kind and monetary donations.

At Campos Mello Advogados, our offices in Brazil, most of the firm's old furniture was donated to Instituto Reação, an organization created by the Olympic medalist Flavio Canto in 2003. The institute promotes human development and social integration through sport and education. There are currently 12 centers in Rio de Janeiro, Minas Gerais, Rio Grande do Norte and Cuiabá serving more than 3,500 children and youth.

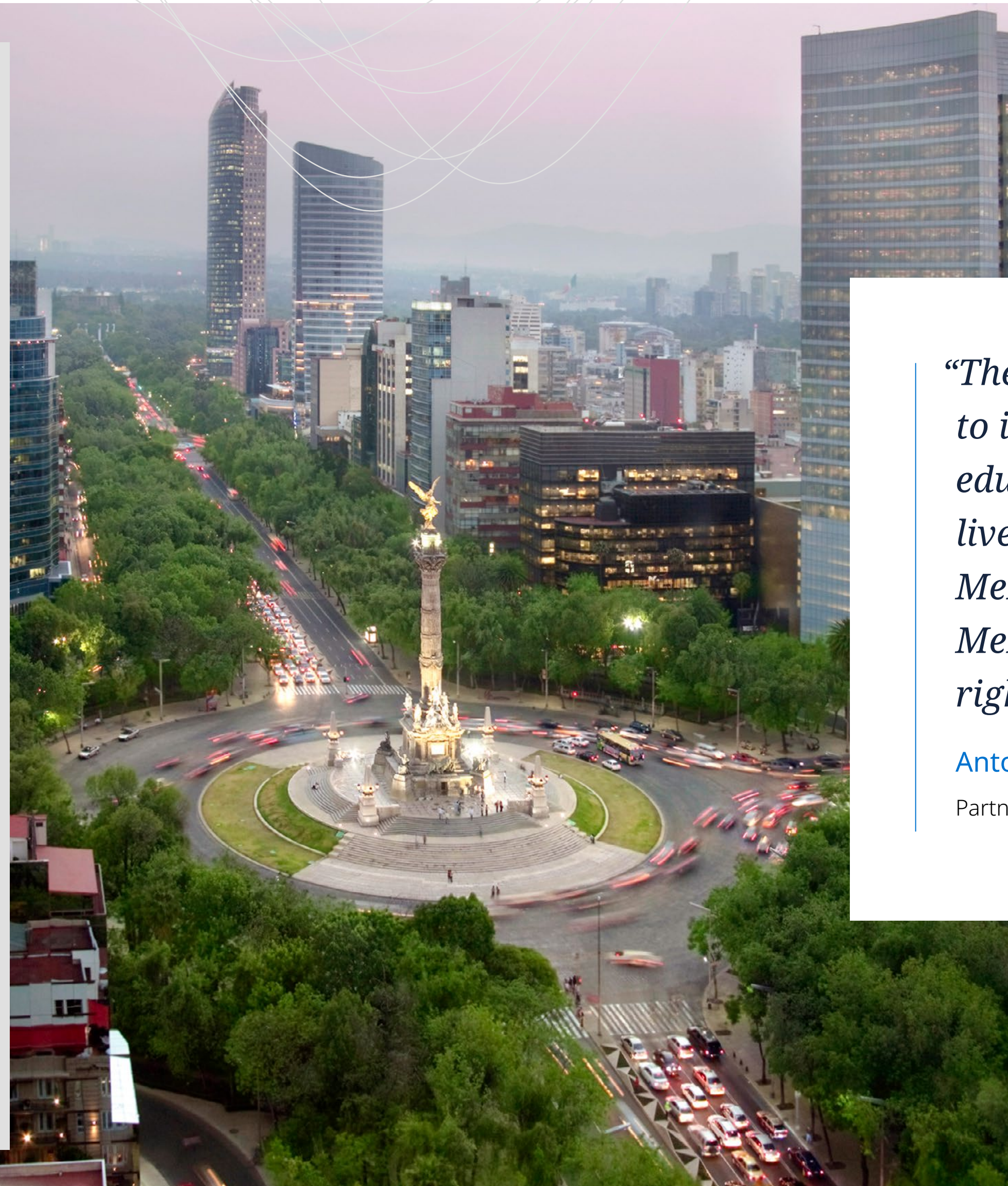


Highlight from the Americas:**MEXICO'S FIGHT FOR AFTER-SCHOOL SERVICES**

Our Mexico City office successfully represented the nongovernmental organization, Mexicanos Primero, Mexico's most prolific education rights organization, in a lawsuit to prevent cuts to The School is Ours budget allocation, an after-school services program that extends school hours for students at more than 25,000 schools. This important program provides supervision, food, and education for children for up to eight hours per day, giving working parents more time to work and support their families.

The lawsuit claimed that the Ministry of Public Education made an illegal and erroneous interpretation of the provisions of the Federal Expenditure Budget of 2023 issued by the Legislative Branch, with the Ministry of Public Education issuing administrative regulations that set forth that beneficiary schools could only use a restricted portion of the resources available to extend their working day from six to eight hours, limiting pay for teachers and principals. Both Mexicanos Primero and DLA Piper deemed that this measure represented a clear violation of the children's right to education, among other human rights. Our team submitted an amparo lawsuit against the authority and requested an injunction to allow use of the resources without the limitation that had been interpreted by the Ministry of Public Education.

The Seventh District Judge in Administrative Matters of Mexico City ordered not to limit the resources and issued a definitive injunction effectively immediately. This win means **that more than 30 million children in Mexico will be able to benefit from use of the funds by remaining on school grounds for up to eight hours and receiving free meals**, although the trial is pending and yet to be finally resolved.



“These monetary resources are intended to improve the living conditions and educational experience of children who live in the outskirts and rural parts of Mexico. We will continue our work with Mexicanos Primero to ensure these rights are preserved.”

Antonio Cárdenas

Partner

Our Environment

Over the last several years, **sustainability has had a stronger presence** on business agendas across the Americas. DLA Piper has expanded our environmental sustainability strategy as we **advance carbon reduction efforts** throughout our offices and report on our environmental commitments.

In this section

Environmental Strategy

DLA Piper has experienced a **groundbreaking year** of firsts for our firm. From the inaugural submittal of DLA Piper US' response to CDP's Climate Change questionnaire to the completion of a US-wide greenhouse gas inventory, our firm has made **significant progress on our environmental and sustainability actions.**

In 2022, the Americas Energy and Climate Committee (AECC) was created to serve as the governance structure to advocate for and support actions, processes, and policy changes required to improve efficiency and reduce our carbon footprint. The AECC is comprised of stakeholders from across the organization, including leadership, ESG Steering Committee leads, the Office of General Counsel, and the firm's administrative departments. In early 2023, the US firm also hired its first dedicated Director of Sustainability, an important step in growing and strengthening the firm's sustainability program. We will continue to capitalize on the current and forward-looking momentum of our environmental actions.

Environmental Education

At the DLA Piper Americas Conference in June 2022, attended by approximately 1500 lawyers, our people learned how we operationalize ESG as a firm and how our own ESG performance matters to our clients. In 2023, a module on sustainability was added to the New Associate Academy in the US to ensure that new associates understand DLA Piper's environmental strategy and become active participants in our sustainability journey.

Sustainable Events Initiative

During our 2023 Inclusion Forum, we piloted our newly created Sustainable Events Initiative, with the goal of reducing the carbon footprint of our events and promoting social progress through the implementation of sustainability initiatives. At the forum, the firm was able to raise awareness of DLA Piper green events by showcasing sustainability initiatives and documenting measurable results.

In the next phase of the rollout in 2024, the Sustainable Events Initiative will focus on travel-related impacts and emissions. We will continue to measure and communicate progress on this initiative in future years.



Environmental Management System

DLA Piper is **certified to the ISO 14001** standard globally, an international standard for designing and implementing an environmental management system (EMS).

We know that environmental compliance is an ongoing process which involves keeping abreast of regulatory changes that may have an impact on our business. We work to exceed standards set by ISO 14001, as continuous improvement remains a priority for the firm. In 2022, offices in Brazil, Canada, and Chile successfully completed ISO 14001 audits.



“Completing the ISO 14001 process each year since 2007 demonstrates the firm’s ongoing commitment to environmental responsibility and has established our sustainability foundation for efficient resource management and continuous improvement.”

Brian Ng

Senior Director
Office Administration and Operations

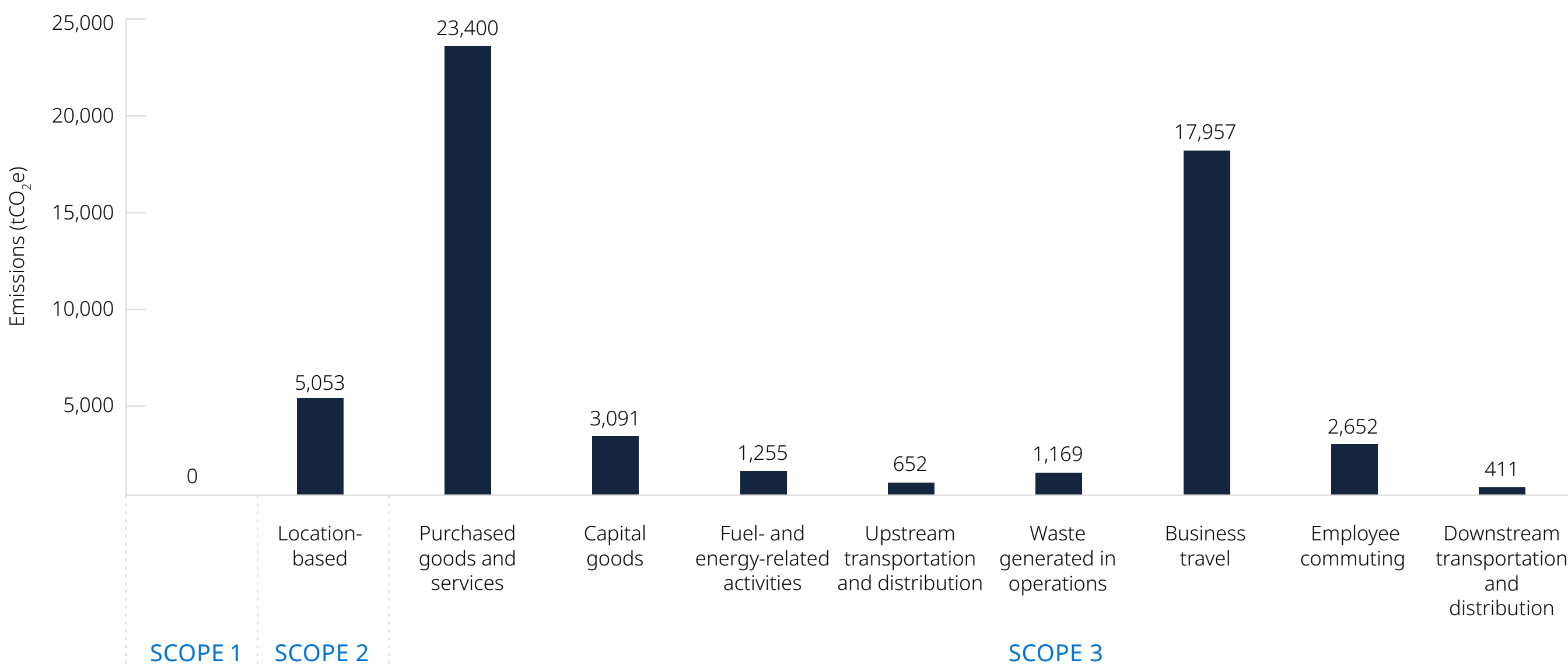
Greenhouse Gas (GHG) Emissions

Following DLA Piper International’s Science Based Targets initiative (SBTi) commitment and target validation, DLA Piper Americas also started to **align our greenhouse gas emission reduction initiatives with a science-based target approach.**

This past year, DLA Piper US completed a full greenhouse gas inventory of our Scope 1, 2, and 3 emissions for 2022. The operational areas with the greatest amount of carbon emissions were identified in travel, real estate operations, and procurement. As a result, the firm has identified potential emission reduction opportunities and is actively engaged in initiatives to begin to address these sources of emissions, while continuing to develop our decarbonization program throughout the Americas.

For example, as part of a multi-year process to improve sustainability in our operations across Canada, our Vancouver office recently moved to The Stack. The Stack is the first commercial tower to be awarded the Canada Green Building Council’s Zero Carbon Building – Design Standard and it is currently pursuing LEED v4 Core and Shell Platinum certification. Other initiatives that have been implemented across the Americas include building retrofits and relocations, moving from data centers to carbon-neutral cloud services, and switching to more energy-efficient equipment.

DLA Piper US Greenhouse Gas Emissions 2022



In the US, we have also taken steps to better understand and categorize our supply chain. This work will help us to assess the feasibility of setting targets in the future and developing our climate transition plan.



Highlight from the Americas:

CLIMATE CHANGE NEGOTIATIONS WITH THE GOVERNMENT OF GEORGIA

Through New Perimeter, DLA Piper aids the Government of Georgia’s Ministry of Environment and Natural Resources Protection, supporting the country’s participation in international climate change negotiations, including the Conference of the Parties (COP) under the United Nations Framework Convention on Climate Change (UNFCCC). With advocacy, legal advice and research, and on-the-ground negotiations assistance, we support Georgia’s participation at the COP and in the Cartagena Dialogue, an informal forum for countries committed to progressive international action on climate change.

Teams of between 12 and 20 DLA Piper lawyers from the firm’s offices around the world support Georgia on an annual basis with research and advice. Two to three lawyers attend the COP on behalf of Georgia, effectively doubling the size of its negotiation delegation. In November 2022, DLA Piper represented Georgia at the 27th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP27).

Since 2012, over 40 attorneys from 15 global DLA Piper offices have participated in these efforts, advising Georgia on international action against climate change. As a result, we have unique access to and understanding of the dynamics that shape global climate policy. This long-term collaboration has allowed us to develop a thorough understanding of Georgia’s context and needs, and thus develop a more effective advocacy strategy.

“We could not have been prouder to represent Georgia once again in negotiations under the UNFCCC. COP27 posed unique challenges. But it was a momentous victory for developing countries around the world—including Georgia—to finally achieve consensus on a much-needed fund to finance international action on loss and damage from climate change. It was an honor to support those efforts.”

Jesse Medlong

Senior Associate

Our Governance

As a leading global law firm and a trusted partner to our clients, **strong governance is foundational** to all that we do. We hold ourselves to the highest standards, and continuously strive to **innovate and improve our practices** over time.

In this section

ESG Governance

DLA Piper has established **robust governance structures for sustainability and ESG** across the Americas.

Most ESG programs are managed at the country level by partners or senior executives under the oversight of the Office Managing Partner. There are also several country-level committees with responsibility and oversight into various ESG topics, such as the Comité de Género y Diversidad in Peru, the Comité del Cuidado de las Personas in Chile, the ESG Committee in Colombia, and the Comitê de Empatia in Brazil.

In the US, there are multiple committees that oversee ESG, including: the Executive Committee, which is responsible for overall decision making on firm-wide economic, environmental, and social practices; the Americas Energy and Climate Change Committee (AECC), which is the Steering Committee on the firm's Environmental Sustainability Policy; the newly formed ESG Steering Committee, which guides the ESG Practice Group; and the Information Security Management Forum (ISMF), which oversees data privacy and information security.

DLA Piper's Office of General Counsel (OGC) is ultimately responsible for reviewing the firm's legal obligations, including on matters related to sustainability and ESG. The OGC works together with the Executive Committee and management teams to guide the direction of the firm's ESG policies and practices.

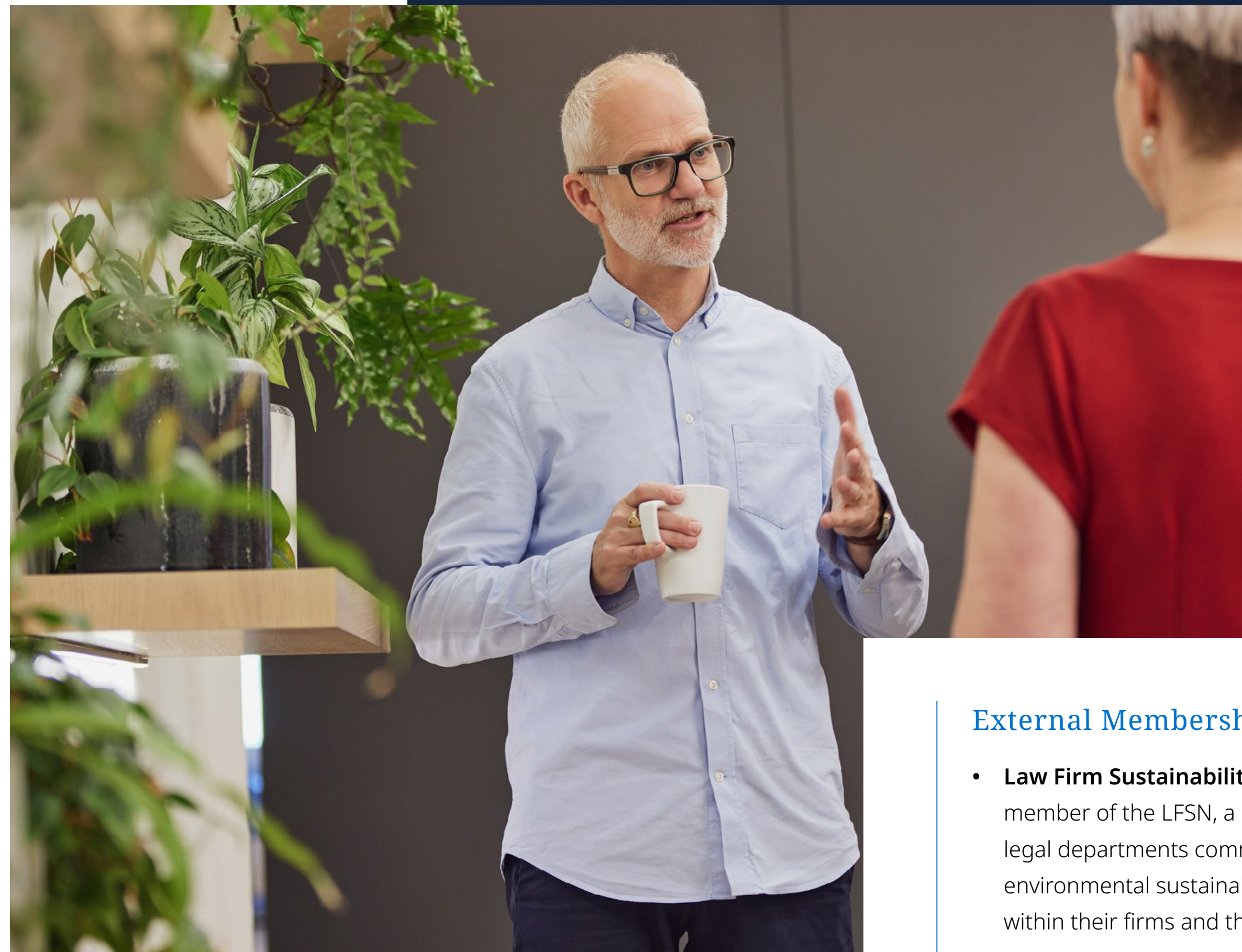


ESG Risks and Opportunities

Firm-wide leadership awareness, monitoring, and management of potential ESG impacts is regarded as essential, and as such, the **leadership is fully engaged in the development of the sustainability and ESG program.**

DLA Piper's Executive Committee considers risks and opportunities that have the potential to impact strategy, goals, targets, objectives, and priorities for the firm—whether an adverse local weather event near one of our offices, or an innovative new service area for our clients.

Our ESG-related risk and opportunity management operations are integrated into multidisciplinary processes. As such, short-, medium-, and long-term ESG-related risks and opportunities that may impact the firm are managed consistently with other business risks and opportunities on an ongoing basis. Any decisions to mitigate potential ESG-related risks or to capitalize on ESG-related opportunities are approved by firm leadership after having been identified and assessed by the respective teams.



External Memberships

- **Law Firm Sustainability Network (LFSN):** DLA Piper US is a member of the LFSN, a nonprofit organization of law firms and legal departments committed to promoting the benefits of environmental sustainability and corporate social responsibility within their firms and throughout the legal industry.
- **World Benchmarking Alliance (WBA):** DLA Piper was the first law firm to join the WBA. The WBA supports businesses in their commitment to the United Nations' Sustainable Development Goals (SDGs) by developing free and publicly available benchmarks by which to measure progress.



Professional Integrity

In order to be our clients' **most trusted legal partner**, we know that the professional integrity of the firm is of the utmost importance.

We expect the highest degree of integrity and ethical conduct from our lawyers and business professionals, as well as our other stakeholders and business partners. This includes topics such as anti-bribery and corruption, conflicts of interests, and legal or regulatory compliance. Through our skills, values, and commitment to these practices, we make a positive impact on our people, our clients, and our communities.

Data Privacy and Information Security

As part of its duty to safeguard data and resources throughout the organization, DLA Piper consistently seeks avenues for **enhancing the security of firm and client data.**

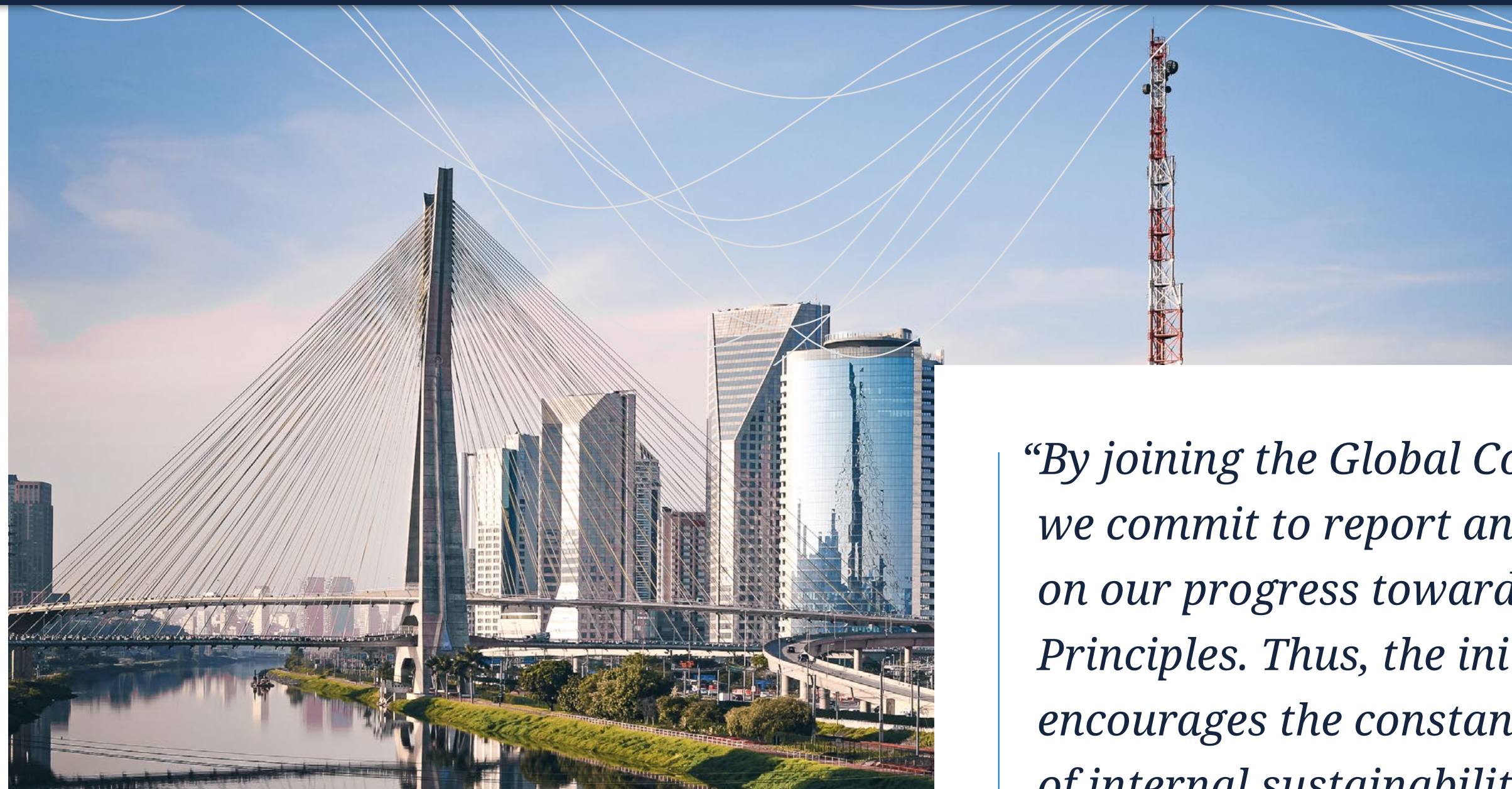
Data privacy and information security standards are achieved through ongoing advancements in technical, administrative, and physical controls to ensure data confidentiality, integrity, and availability. The firm has several dedicated offices and departments that work to ensure these practices are in place, such as the Information Security Office, the Information Technology department, the Information Governance department, and the Knowledge Management department. We also work to ensure that any third-party providers handling or storing our data adhere to our standards.

Highlight from the Americas:

BRAZIL COMMITS TO THE UNITED NATIONS GLOBAL COMPACT

In 2022, DLA Piper's relationship firm in Brazil, Campos Mello Advogado, officially committed to the United Nations Global Compact (UNGC). The UNGC, developed by the United Nations in 2000, is the world's largest voluntary corporate sustainability initiative, and calls on members to align their strategies and operations with Ten Universal Principles on human rights, labor, environment, and anti-corruption.

Since joining UNGC, our Brazil offices have already made significant progress on programs and activities related to the Ten Principles, including completing the ISO 14001 audit for environmental management systems and working with a third-party consultancy on a Diversity and Inclusion action plan. Campos Mello Advogado will continue to bolster its commitment to UNGC through both these ongoing programs as well as new initiatives, such as internships and events to support women and young people in the legal industry.



“By joining the Global Compact, we commit to report annually on our progress towards the Ten Principles. Thus, the initiative encourages the constant evolution of internal sustainability practices. This is an important milestone for our office because we have always aimed to promote and multiply values that are aligned with those of the Global Compact. Now, we will further deepen and spread this practice of corporate citizenship and sustainability.”

Fabio P. Campos Mello

Managing Partner,
Campos Mello Advogado

Appendix



Sustainable Development Goals (SDGs)

DLA Piper strives to **contribute globally** to the United Nations Sustainable Development Goals (SDGs), both within the firm and through our work **supporting clients and communities.**



Goal 1: No Poverty

End poverty in all its forms everywhere.

We work to end poverty around the world through providing pro bono legal assistance, community service hours, and other in-kind and monetary donations, particularly to underserved beneficiaries and regions.



Goal 2: Zero Hunger

End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.

A core focus of our pro bono mission is combating hunger, and several of our pro bono projects support food security. We represent food banks across the US as well as Feeding America and The Global Foodbanking Network.



Goal 3: Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all ages.

We offer a wide variety of health and well-being services to our people, such as Guide+Thrive and RethinkCare, which are available to employees across the US and Puerto Rico.



Goal 4: Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

We promote access to quality education for all, representing Mexico’s most prolific education rights organization, Mexicanos Primero, and providing pro bono legal training and capacity building to lawyers and students around the world.



Goal 5: Gender Equality

Achieve gender equality and empower all women and girls.

We are proud to be recognized as one of the 50 Best Law Firms for Women. We celebrate and support women at DLA Piper in a multitude of ways, including the Leadership Alliance for Women (LAW) and our Global Women’s Leadership Summit.



Goal 7: Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable, and modern energy for all.

Through our office in Colombia, DLA Piper Martínez Beltrán, we are leading legal providers of the energy transition and decarbonization of the Colombian economy in alignment with the Colombian government’s renewable energy goals.



Goal 8: Decent Work and Economic Growth

Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

Our offices throughout the Americas work with entrepreneurs and minority business owners to provide legal support and promote economic growth, including the Black and Indigenous Law Clinic in Canada.



Goal 10: Reduced Inequalities

Reduce inequality within and among countries.

Many of our pro bono projects focus on reducing inequalities within and among countries. We also help enhance representation for countries on the international stage, such as our support for the Government of Georgia in climate change negotiations under the United Nations Framework Convention on Climate Change.



Goal 12: Responsible Consumption and Production

Ensure sustainable consumption and production patterns.

DLA Piper is certified to ISO 14001 globally, and as such, our practices are built on the principles of responsible stewardship and environmental management, including waste, water, and energy.



Goal 13: Climate Action

Take urgent action to combat climate change and its impacts.

Our ESG services include advising organizations on strengthening resilience and adaptive capacity to climate-related risks and impacts. Internally, our US office is taking action to combat climate change through assessing our carbon footprint and engaging in significant emission reduction efforts.



Goal 16: Peace, Justice, and Strong Institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.

We lead a variety of initiatives promoting peace, providing access to justice, and building strong institutions, such as our work with the DC Affordable Law Firm providing affordable, high-quality legal services to low-income residents of Washington, DC.



Goal 17: Partnerships for the Goals

Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

We support multistakeholder partnerships and collaborations that enable organizations around the world to contribute to the SDGs, such as our collaboration with East African Development Bank building legal capacity to negotiate government contracts in East Africa.



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