

Careers Leaders in Secondary Schools:

/YASB> , ~"~N } > , ~

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>~H~"pL~Z>"%A¥~ p>^s>A L~! , Y~H> , ~

5>~~L~ fI ~/L~B¥~ ^>~H~ ~H~L~E %~ ^ Careers Leaders
in Secondary Schools: The first year. London: The Careers
fI~"L~..:S%o~, } ..>~¥

· By~, E LHhL} L~"‰

5pS‰L%o>Bp~E >%B>^S~H~, Y~"E s~p~C>Y>A L~B~ ~"~S~A~Y~ , ~‰
" , ^> ~‰e~nL%oN~pL~.., ~B~"N, } ^>B~ , %‰pL~%~L~s~n~n~, Y...~
• ^ p~S‰L~B¥~ fI} s¥5>~~L~>~H~&L~%~p>s~
5pL~ >LL~‰ o fI~"L~..:S%o~, } ..>~¥
• / >C\$H~ ~H~L~E %~"~H~L~..L~H~"~B~ ~%~o>~
• 5~‰> } z , , L¥ 7 ~S~L~‰~¥ , N~ L~A~¥
• . L~p~S~ ~L~%~Z>"%A¥~ p>^s>A L~! , Y~H>~S~
5pL~ f~Y~L%o, ~~>S~L~>%~oAL~LT~MLH~N, } L~x..L~"~S~..Y~"N, } ~"pL~
/ L~..>~ } L~"~N~^fI~H~B> , ~"pL~ >LL~^/ L~C~L, ..} L~"~"~‰~Y~L~
} L~ AL~‰~N~5pL~ >LL~‰ o fI~"L~..:S%o~, } ..>~¥z L~>H~L~>BpL~
~ H~C~‰~Y~Z~, Y~..B~ L~>n~Y~L~‰~"5pL~ >LL~‰ o fI~"L~..:S%o~, } ..>~¥
>~H~Z>"%A¥~ p>^s>A L~! , Y~H> , ~>~H~pL~ >LL~%~&L~>H~L~‰~H~
z L~>H~L~>BpL~‰~p, ~ , y~..>~"~S~"pL~..S, " z ~>>p~: S~S~} %~
5pL~ >LL~‰ o fI~"L~..:S%o~, } ..>~¥~.., C~S~H~L~H~pL~..N~"‰~...~"~
, ~"pL~‰~ ...L~..L~..>~ , ~>~H~B~ , ~>B~"‰~>~L~n~¥
: L~>L~n~>~L~N~"~1~2~3) >y~L~"2~L~‰~Bp~N~"~B~s.. ~n~"pL~
‰~C~L~Y~>~H~B~"~Y~s~n~, Y~"~pL~s~"L~C~L~E~‰~s~p~ >LL~%~&L~>H~L~‰~
I~s~>~Y~E~L~"p~>~y~"pL~ ~ >LL~%~&L~>H~L~‰~p, N~Y~H~ } L~s~
"pL~s~"A~Y~"~B~p~L~H~Y~L~‰~ " >y~L~..>~"~S~"p~S~"Y~C~L~Y~>~H~%~p~>~L~"p~L~s~
L~x..L~S~..B~L~N~"~p~L~A~L~L~T~" , N~"p~L~‰~

Contents

• A, Y““pS%o>.L^~

• L, ^LE, ^HAY>Z L>H'L>BpL^~

fLBY CL^3Y} } >^Y~

%LY} L%o nL%N ^~Z L>H'L>BpL^%o

“~“~, HIB S ~

• 5pL...%o, ~, N >LL^%&L>HL^%o
• S~%Bp, , %o

• 2Lj LB , ~%o~H~L¤“%b..%o

• 2LN^L~BL%o

• * , “L, ~} L“p, H , nY

5p‰d%>^Bp^E>%B } } \$‰o~LH>~HB, N~HLH^A^"pL^Z>%A^" p>^S>AL^
t, Y~H>, ~>~H^5pL^ >^LL^%o ^fl~"L^...^S^o, } ..>~Y^S^~ , T~H, Y^"p, E^"pL^
^ >^LL^%&L>HL^, L^‰ALs-n^HL s^L^LH^s^...^>B BL^p, E^S^%o >y^S^>H^OL^L~BL^, ^
B>LL^~n^Y^H>~BL^>~H^E p>"N^"pL^%o..., ^"‰oLLHLH^, 'L} ALH^"pL^, L^S^%o, , %o
· %o^CL^, N^~ >^LL^%&L>HL^%o-%b -H>^Y^%Bp, , %o^fl-n >~H^, , y^...>BL^S^
) >^Bp>~H^ ...^S^ 5pL^%Bp, , %oN^"pL^ >^LL^%&L>HL^%6p, ..>^Bs.^"LH^>L^
A^, >H^Y^L..^L%o-> CL^, N> %o^L N~HLH^%B -H>^Y^%Bp, , %o^fl-n >~H^S-B^YH^s-n^
%oL^s>%Bp, , %o^Y^%o> CL^B>%o^Y^HL^%6L^L^B>^S^L^, Y^"S^\$^Y^L^, ...^, C^SHL^L> S^L^
L^s>} ..L^%oNp, E^%Bp, , %o^L^L} ALH^s-n^pL^, L^

· ~H~pS%oL.., ^..%p, E %%oPL~s-y`AL“f LL~^ } L %oL~^~
, ~^pL%o>B \$s L%o~H, Y~B } L%o~L~} %%oNtY>s¥
, N.., C%o~3Bp, , %%p, Y H} >yL%oL~pLs~>LL~%o
&L>HL~B>~s~\$L%o“pL~ } L~LLHLH“, p>PL~>L>~
§ ..>B~>~H~s %o~B, Y~>n~n~p>~pL~p, Y~%oL~^~
, ~B>LL~%o~s~B~L>%o~n~

5pL~§ ..L} L~^>, ~, N~pL~>LL~%o~>L~N~p>%o
ALL~>E~L~B } L~A, , %oN~B>LL~%oY~H>~BL~, Y~s~
p>%p~L~>~pL~E, ^y, >H, N~pL~>LL~%o~L>HL~>p>%o
HLT~sL~s-B~L>%oH~%o~s>~p>~f~L~>%o~p, , %%o
L>HL~%o~s~L~pL~ } L~^>s~s~n~>~H~>BBL~%o
, ~L~%oY~BL~%o~p>~pL~Y~LLH~, YAL~N~Y~LQLB~CL~
s~pLs~, L~%o

: L~>~y~, f~“p~>~} , %%oY~H~%o~s~, “%o~Y~s~, ~L~
wA~N, } ~pL~} , } L~“~pL~Y~L>CL~%o~p, , ~>H~“p~>~} >~Y~
, N~pL~wA~%o~p~>~pL~Y~E~s~Y~H~“>yL~p>CL~Y~L~“~L~%o~
5pL~LN~L~.., C~s~n~%oY~H~%o~f~s~p~LQLB~CL~>H~s~BL~
>~H~n~Y~H~>~BL~s~B~>~., ~Y~“~pL~} ~>%o~Y~“>%o~
%o~B~L~Y~>%o~E~p, L~

· ~H, Y~H~s~d~C~>~>n~L~H~%oY~H~%o~s~L~Y~%o~>~Y~“p, %o~
“p~>~LLH~“pL~n~L~>~L~%o~%o~...~^~L~%o~B~>~Y~

5pL%a~sTB>~BL~, N"pL~>LL%&L>HL~~, L
5pL~, L~, N"pL~>LL%&L>HL~~, pL~B, ~L~%, ~L~, N
L~%, s~n~p>"L>Bp~>HL~\$~pL~B, ~L~%, ~L~, N
B>LL~n~H>~BL~pL~\$~LLH~5pL~n, \$~L~} L~"~>LL~%
3"~>Ln~\$~L~B, n~H~pL~\$~...~>BL~, N"pS~o, L~>H~
%~>LH>} >W~%~p~s~"pL~...~, } s~L~BL~, NB>LL~
n~H~H>~BL~s~%Bp, , %~H~B, Ln~L~%~B, ~"~>%~o, ~>, ~n~
"~>Hs, ~, NB>LL~%E, ~y~s~%Bp, , %~ALs~n~H~L~\$~L~H~
A~Y~L>Bp~%~B, ~Hs~>, ~%~pL~>LL~%&L>HL~%
L~C~S~n~L~>%~} \$~H~L~, ~%~s~^~L>H~E~s~p~"pL~%~%~
>Y~p, ~s~Y~>~H~B, ~T~H~L~BL~, ~L>H~B, L>n~Y~L~%~>y~L~
H~L~B~%~>~H~L~>B~"pL~LN~} %~L~B~%~Y~, L~} AL~H~
B>LL~%E~s~p~"pL~%~Bp, , ~H~L~\$~L~s~n~...~, C~S~%~s~
s~L~E~s~p~"pL~Z~>%~Y~, L~Bp~} >y~%~N~n, , H~B>LL~
n~H~H>~BL

: p>"E~L~p>C~L~L~>~L~H
3~Y~A~%~>~...~, n~L~%~p~>%~A~L~L~} >H~A~Y~%~Bp, , %~
s~L~} AL~H~s~n~pL~, L~, N"pL~>LL~%&L>HL~
s~%~B~H~Y~%~Bp, , %~pL~L~\$~L~C~H~L~BL~, N
, } L~"Y~} ~>~H~L~>~Y~%~a~%~N~s~...~>B~
• z~L>H~L>Bp~%~p~>C~L~L~} A~>BL~H~pL~>LL~%
3"~>Ln~Y~>~H~>LL~%&L>HL~~, L~s~s~%~%~%~Y~L~>~
, N~s~...~L~} L~"~>s~z~L>H~L>Bp~%~p~>C~L~} >H~L~E~
>...., s~"} L~"~%~o~L~>~Y~p~>N, N~>LL~%&L>HL~%

: L>~L%&^~n~, ~nL>>BL>~..S'Y~L~, N~pL~
B> L~nL%&B>n~pL~L~ >~LL~%&L>H~%&~H~
E p>~LLH%& ALB~%&L~LH~, L~%&L~pS~o~ L~B>~

†, ^~ >LL^%&L>HL^%‰ B ~ ~YL~, AYSH, ~"pLS%VBL%‰E L'E, YHL~B, Y>nL~

3" >"LnY" ~ "Ln" >"LB>LL^%&L>HL^%‰ } \$HL, ^%‰S ~ L>HL^%&L~LCL^%o"p>"
B >A, ^> CL ¥>B, %&pL^%B, ,

&L>HL^%&S..., S"~ >LL^%&L>HL^%‰ } \$HL, ^%‰S ~ L>HL^%&L~LCL^%o"p>"
"pL¥B>~E, ^yQLLB CL ¥E sP%Q>B, %&pL^%B, , ^~HF sP~L^%o"~>..>~L^%o

Z, CL^~>~BL fl~n>nL~pL~n, CL^~s~n~A, H¥E sP~pL^%B, , %E, ^y, ~B>LL^%‰,
L~%‰L~p>~ >LL^%&L>HL^%‰~L~%‰...., ^~LH>~HBp> L~nLH>~>%‰S ~ LCL

5\$ L>~HF L%&YBL ~ , B>L^%Y] BL~" } L>~HF L%&YBL N ~ >LL^%&L>HL^%‰
/ \$%Y%‰S ~ S L%&S p~ >LL^%&L>HL^%‰ L~%‰L~p>~"pL~ } L>C>S>A L~S%Y%H
", ~AL%QLLB"

5>s~s~n fl~B, Y>nL~>A L~ >LL^%&L>HL^%‰, ~>yL~ ..>~S~"~>s~s~n

Introduction

5pL¹H¹L¹L¹, ..} L^{~”}, N[”]pL[~] >^LL^{~%}&L>H^{~”}, L^{~”}

5pL ~ >^LL~%3"~>"Ln¥~>-HñÝ\$~>-BL

5pL Ž, CL~} L~"‰o >^LL~%3"~>"Ln¥~..ÝA S~PLH~, E >^H‰o "pL~H, N ..‰o, ~LH~ >^LL~%&L>HL~%‰o\$," >~ ", ~"pL~>Bp\$CL} L~"~, N"pL Ž >%A¥~. L~Bp} >y‰oNn, , H~ B>^LL~nÝ\$~>-BL ~"~LB, n~‰H~"pL~LLHñ ~L>HL~%‰o. ~‰o %~H~%dBS~‰ooy~, E LhñL~, HL sCL~>B, } ...L~‰o ~‰o, ~N>B Cs L~‰oC, Cs-n~>E S~H~>~nL, N‰oyLp, HL~‰o s-BÝHñ-n~L} ..., ¥L~%‰o~H~HñYB~, ~.., CsH~%‰pL~ %‰o>"Ln¥~H~%‰oALH~ >^LL~%&L>HL~%‰o~LLHñ-n~, ~AL~ %‰o BL~" ¥‰o-S ~~, ..L~>^L~%‰o>"LnS~> ¥~"~pL~pL~"~, N"pL~Bp, , ~>"pL~"p~"pL~.L~s.pL~¥~>~H~, ~AL~ L~L~nL B~>-HB, } } S~MLHñE S~p~"pL~>...., ..~"L~‰o %~H~L~.L~BL ~"~E >%‰o~C‰o~LH~"p~"~ >^LL~%&L>HL~%‰o E, ÝHñp>CL~A>ByS~n~N, } ~"pL~n, CL~~, ~‰o~H~‰o-S ~L>HL~%‰o."L~>~H~E, ~y~E S~p~%A~W~"L>BpL~%‰o, ~L} ALHñB~>LL~%~"pL~BY~"sBY~Y} ~

5p~LL~§ } L~Hñ>L~>B, ~‰oL >~n~, ~ >^LL~%&L>HL~%‰o. ~E L~L~>~, ~BLH~"Bp, , %~E L~L~L~.LB~LH~, ..ÝA S~p~ "pL~>} L~>-HB, ~>B~"H~L~>S~‰oN"pL~ >^LL~%&L>HL~~, ~ "pL~E LA~‰oL~N, } ~3L~"L} AL~ ~Ž >%A¥~>-H~5pL~ ~ >^LL~‰o fl~"L~..‰o~, } ..~>~Y~E, ÝH~E, ~y~" nL~pL~"~, ~.., H~YBL~nÝ\$~>-BL~, %Bp, , %~H~B, LnL~‰o~ ~ >^LL~‰o &L>HL~%‰o~H~.., CsH~%‰E L~L~s~CsLH~, %‰A} S~AS~P‰o, ~HL~CL, ... >^LL~%&L>HL~"~>s~s~n~.., n~>} } L~‰oA>ByLH~ A¥~" } ss~~N~H

fl} ALHñL~n~ ~ >^LL~%&L>HL~%‰oB~, %‰oCL~¥~Bp, , ~>-H~ B, LnL~E >%‰o~>} As, Ý‰o, >~nS~L~"pL~%‰o~ ~n~.., S~" ~ >~H~"pL~%‰o>"Ln¥~>By~, E LhñLH~"p~"~ : L~p>CL~‰o} L~ E >~"~E, ~n, ~", ~>Bp\$CL~p‰o ~

5pL %~"Ý", ~"nÝ\$~>-BL~N, } ~Ž, CL~} L~"~>-H~pL~ ..~>B B>~nÝ\$~>-BL~N, } ~5pL~ >^LL~‰o fl~"L~..‰o~, } ..~>~H~Ž >%A¥~>§~LH~, %‰o...~, ~"~Bp, , %‰o ~ >Bp\$CL~pL~n, >~.., CsH~n~>%~L~~, ~E p, %Bp~ ÝH~ " >yL~, ~"pL~, L~>~H~E p~"~S~%Bp~ ÝH~L~B, } ..~>%‰o ~.., Ý~"s~s~n~QLB~CL, } , HL %~N~‰oÝB~Ý~s~n~pL~ Careers Leader role and a detailed list of ~L~‰o ~‰o~ss L~‰o~pL~ ..~>B B>~nÝ\$~L~>§~LH~, ..~, } , "L~ >~L~CL~, NB, ~‰o~B~Y~>~H~B, } } , ~‰o~H~H~‰o, L~>A~L~ Bp, , %‰o ~ >Bp\$CL~>%~L~..Bp~>nL~s~B~>^LL~nÝ\$~>-BL~

5pL~L~‰o~Bp~>§~‰o

5pL Ž >%A¥~ p~"~>A~L~! , Ý~H~ , ~>-H~5pL~ >^LL~‰o fl~"L~..‰o~, } ..~>~Y~B, ~N~H~L~>~H~B, } } S~‰o~LH~ "p~‰o~L~>Bp~, T~H~, Ý~p, E ~"pL~ >^LL~%&L>HL~~, L~‰o~ALs~n~H~L~S~L~LH~s~ ..~>B BL~p, E ~S~%Bp~ >ys~n~>

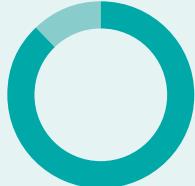
~"pL~Bp~ Ý~f~, CsH~ L~" f~"~L~..‰o~, } ..~>~Y~H..ÝL~" >%A¥~ "I~"~‰o %~Bp, , 1~L~~, ~%#~5~LL~‰o fl~"L~..‰o~, } ..~>~Y~H..ÝL~" >%A¥~

The position of Careers Leaders in schools

/, %o¢s¥>~HB } } s} L~"

^ >LL^%&L>HL^%&L^L^, \$L^F pL } s-n ¥.., %o¢L>A, Y~"pL^.., n^L%&~H§ ..>B^, NB>LL^n¥\$H>~BL^
s~"pLs^%Bp, ,) , %o¢s .., ^>~¥~ ..L^BL~"ps-y~"p>"pL¥>L^p>¢s-n>.., %o¢L§ ..>B^, ~"pL^
B>LL^%&~HlH¥B>, ~, Y~B } L%oN¥, Y~n..L, ..L^ ..%o~"pL } >W^s¥, N>LL^%&L>HL^%o ..>L^
.., %o¢L>A, Y~"pL^N~Y~L^, NB>LL^%o.., ¢s%o~s~"pLs^%Bp, , ^>H^p^LL fY>^L^%o .."ps-yB>LL^%o
.., ¢s%o~s~"pLs^%Bp, , p>%o .., ¢LH%&BL^"pL^ >LL^%3^>Ln¥) , ^L^%&A §pLH^ >LL^%&L>HL^%o
£L^L^%&p"¥) , ^L^.., %o¢Ls~"pLs^> "YHL%&A, Y~§ ..>B^>~H^pL^N~Y~L^, NB>LL^n¥\$H>~BL^s~"pLs^
%Bp, , %o¢nL%o~n~"p>"QLB ¢L~L%&B^L>%o>LL^%&L>HL^%&LB } L^L^%&A §pLH^

I snyL^ .."YHL%o £>H%B>LL^n¥\$H>~BL^s~, £~%Bp, ,
>n^LL^, ^%o, ~n¥>n^LL



) ¥~, L^>%o ..>LL^%&L>HL^p>%o
.., %o¢L§ ..>B^, ~¥, Y~n..L, ..L%o
B>LL^>~HlH¥B>, ~, Y~B } L%o



"NLL^ .., %o¢L>A, Y~"pL^N~Y~L^, N
B>LL^%o.., ¢s%o~s~} ¥%Bp, ,



^ >LL^%o.., ¢s%o~s~} ¥%Bp, , ^
p>%o .., ¢LH%&BL^"pL^ >LL^%o
3^>Ln¥

7~£Lsnp"LA>%o ..

^ >LL^%&L>HL^%o...L>^, ^p>¢L^
L} A^>BLH^"pL^Z >%o¥, L~Bp} >y%o
A, "p>%o¢pL } L>%oL^, Nn, , H^B>LL^
n¥\$H>~BL^>~H^%o~>...., >Bp^, , n¥\$H^
"pLs^..>B BL^ ..>^, ~L^s-Hs\$H^>^> "pL^
Careers Leaders had heard of the Gatsby
.L~Bp} >y%o~H^ ..L^BL~"%"H^p>"
"pL¥p>H^pL ..LH^"pL } .., § .., ¢L^B>LL^
n¥\$H>~BL^s~"pLs^%Bp, , .., >%oH^, ~s-yLH^
%o¢L¥>H^, } ..>%oob>>^ ..L^BL~^, N
the Careers Leaders responding to the
%o¢L¥p>H^B } ..L^LH^"pL^, } ..>%o, ,
5pS%o~s~S^ML^pSnpL^"p>~"pL^> , ~>
Tn¥^L^, N ..L^BL~"..">%o s>^.., s~"s~
} L^E pBp%o, £%o"p>~" >LL^%&L>HL^%o
£L^L^%&p"¥) , ^L^syl¥^, ^>yL^..>^"s~
"pL^%o¢L¥&N^pL¥£L^L^>^L>H^L~n>nLH^
s~B } ..L~n^, } ..>%o

/ ^, NL%₆₀~>`A>Byn^, Y~H>~H, "pL^~", L%

~`L\\$S Ÿ%&L%o>Bp %o F "%>p~`Bp , %>~\$E \$H L ¥S~
p, E ~`pL ¥HL \$CL~`B>LL~`L>HL~`%o.. ~ >LL~`%&L>HL~`%o
B } L~N, } ~>~nL~, N.., NL%o~>A>Byn^, Ÿ~H%o~H~
A~s~n~HOL~L~`#Y>STB> , ~%&L..L~`L~`BL~>H%o%o
ž, E >%>Bp , Bp , %o%o .., %o, ~`pLS~ >LL~`%&L>HL~
E s H L..L~H~, „, ~¥, ~`pLS~ , E ~`A>Byn^, Ÿ~H~A~Y~
>%o~`pL~`Bp , %B~L~`%o%o ~n ..Y..s~Bp>>B~L~`S%oB%o
L%oY~BL%oL>HL~`%o..>H~n, CL~>~BL~`5p%oBp>..L~
~L.., ~%o, E %oBp , %o~L~H L \$CL~`S~n~`pL~ >LL~`%&L>HL~
, L } \$H E >¥~p^, Ynp~`pLT~`%&L>~, N~pL~... \$BY~
Lx.., ^s~n~`pL~`L~`H L~BL~N ~`LQLB \$CL~..>B~BL~>H~E pL~L~
~`pL~L~>L~A~`L~`%o

5pL~%o~`L~`L~`B~`Y~`L~`L~`A~`Y~`%oQ~`E p,
\$H~`TLH~`pL} %oC~L~`%oA~`N~`} s~n~`pL~, L~, N~`>LL~`%
~&L>HL~>~H~, CL~`p>N, N~pL} ~ ~`Y~`%o~`p>`W~`L~
) , %o >LL~`%&L>HL~`%o~`L~`L~`pL~`N, } ~>L~`Bp~n~` ~
>B~`LL~`~>H~C~L~`%o~`A>Byn^, Ÿ~H~`~`S~M~L~, CL~`p>N
p>`F~L~`Y~`B~`L~`H~`L~`Bp~`L~`3~>`Y~`%o~H~`~`L~`BL~`~`p, H~
>#Y>STB> , ~`S~B~`LL~`n~Y~`H~`~`BL~`~`&L~`CL~`~`
, ~`&L~`CL~`~` ; N~p, %oE~`S~p~`B~`LL~`n~Y~`H~`~`BL~`
~`#Y>STB> , ~`~`pL~%o~`L~`} >S~`Y~`~`&L~`CL~`~`
A~Y~`~`%o~`~`&L~`CL~`~` &L~`CL~`~` >~H~`&L~`CL~`~`
~`5pL~`L~`E~`%o~`%o~`~`>`~`} , Ÿ~`~` , N, CL~`~`>..~`} , ~n~

, “pL^{~~}, L%o

· “\$>~\$“¥, N>Hs , ~>~, L%o~L..L~N ~} LH~A¥
· >~LL~%&L>HL~%oB, %oBp, , %o A, ¥”~>~pS~H>~L~
%oA~B~“L>BpL~%o * L~“} , %oB } } , ~>~L~E, ^y~
L~x..L~\$~BL~B, ^Hs->, ^%o ~>~HB>~LL~%oH~%o~%o
~E pS~Bp~>~L~, L%o~p>~HL~B>~LL~n~Y~\$~B~BL~
~>~LL~%&L>HL~%o~L~>%oHL..>~} L~”>~, ~N~B~¥~¥~pL>H~%o
S~..>%o~>~, L%o~H~>%o~> } S~, ^S~¥~>~L~3f~*~, %o
A~>~S~~%o~H~A~¥~%oL~%oB, >~>nL~%o~pL~%o~C~¥~%o~L~
, ..., ~%o N, “pL^{~~}, L%o~H~>~L~>%o ~L~”>~LL~%&L>HL~
~L~%o ~HLH~, L>Bp~, ~”, ... N~p~%o ..L~BL~”, N
~>~LL~%&L>HL~%o~¥~pL~¥~p>CL~, “pL^{~~}, L%o~p>~E~L~L~”~
%o~L~H~S~B~¥~Hs~n~L~>} %o] BL~S~B~¥~%o~B, ^Hs->, ~
>~H~..>%o~>~%o....~”,] BL~

5pL } >W~S~¥, N~Bp, , %o ~>..., S~“LH~”>~LL~%&L>HL~%oB, } L~%o~n~%oQ~E~S~p~
>N~S~¥~L~C~L~%o~S~AL~E~LL~”p, %oE~p, ~E~L~L~..L~C~S~¥~%o~S~B~>~LL~^~L~>~LH~, L%o~H~
~, ~B~>~LL~^~L~>~LH~, L%o~¥~%o~C~L~^~p~>N ~E~L~L~>~LH~, ~”>y~L~, ~”p~L~”>~LL~%o

' HHL¥>~H`3">-p, ..L`3Bp, , `S%o`B_ LH¥B>, ~> `¢, ¥~" >^¥ >SHLH` %Bp, , `S~3, ¥"p fl>%o
& -H, ~ E sp>...., n§ >"L ¥" ..Y..S%o~ , ~

5pL~ >LL%&L>HL~\$%\$>yL~ ^} %o, ~n z L~\$%o fY>S TLH~L>BpL~E p, ws-LH~pL%oQ~N ¥~YL>%o
>n, ~>%o~L>BpL~, NB } ..Y ~n>-HA¥%oL%o%YH1%o3p, ^" ¥> L~\$>yL%o~"LH>"~pL%oBp, ,
"pL pL>H~L>BpL~S%o>"LH>L~%oYB^Y~S-n~, ~L~, N~pL~>%oLB%oN~pL%oBp, , %pL~SHL~TLH~>%o
>~>L>N~S ... , CL} L~"~E >%oB>LL~%o, \$%o~>~H%oB>%oL~>YL~ , " >yL~, ~"pL~, L~z L~
p>H>L>H¥n, "S-C, CLH~S~%o ~n ¥~%oCL>... , WB%oL>LH~, B>LL~%o~HL~"L~%o~>H~
p>H~B, ~"SAY~LH~, ~>LBL~"B>LL~%o\$

\$>yL~HL%o\$AL%o\$%o, %o, ~S~"pL%oBp, , ~>%ALs-nAL~E LL~>BY~BY~Y} ~L>HL~>~H~>~>%o\$%o~"~

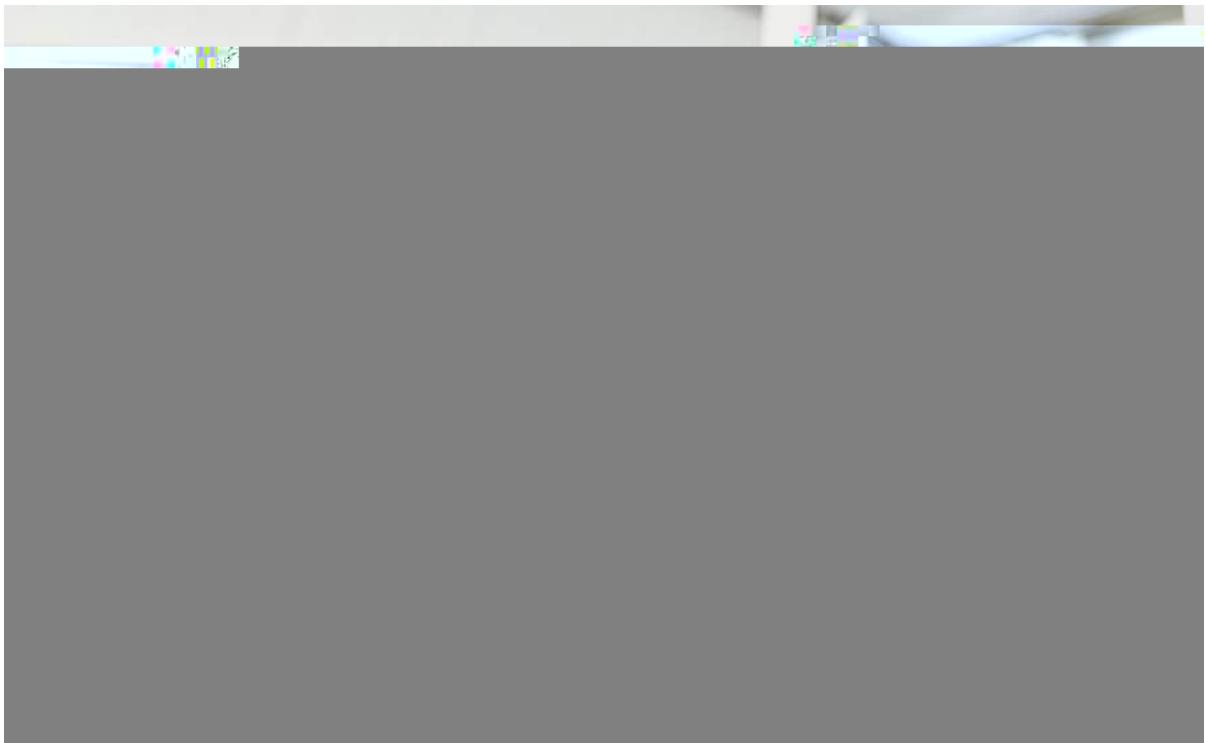
3L~\$ ^S(Y>~H} , HL %oNL>HL %os..

5pL~N~YSHLN~%B ~H>~Y%Bp, %o%o~ , Y~"p~LL} , HL %N ~, ~n>~S~n~B>~LL~%o
L>HL~%os..H>E s-n, ~L~%o~n~AL%o..>B BL

|) \$HL~ >~LL~%&L>HL~"L.., ~n~, "pL~%o~s ~ L>HL~%os..L>} 5p%B, Y H~
AL>~L>BpL~, ~~, ~"L>Bps~n} L} AL~, N%oQ~E p, %o~L} >~nLH~E sp~
>%o~s ~ L>HL~E sp~, CL>~L%o~ %Ass~Y~N ~B>~LL~%pL~, L~E, Y H~AL~
B } As~LH~E sp~, "pL~"L%o~ %Ass~L%o

| 3L~s ~ >~LL~%&L>HL~" } L} AL~, N~pL~%o~s ~ L>HL~%os..L>} E sp~H~LB~
~L%o~ %Ass~Y~N ~B>~LL~%~H~HL~"p~B, HL ~pL~ >~LL~%&L>HL~E, Y H~AL~
L~.LB~LH~, p>CL~>, "pL~%o~Q} L} AL~" , E p, } ~pL~Y~B, Y H~HL~L~>%o~

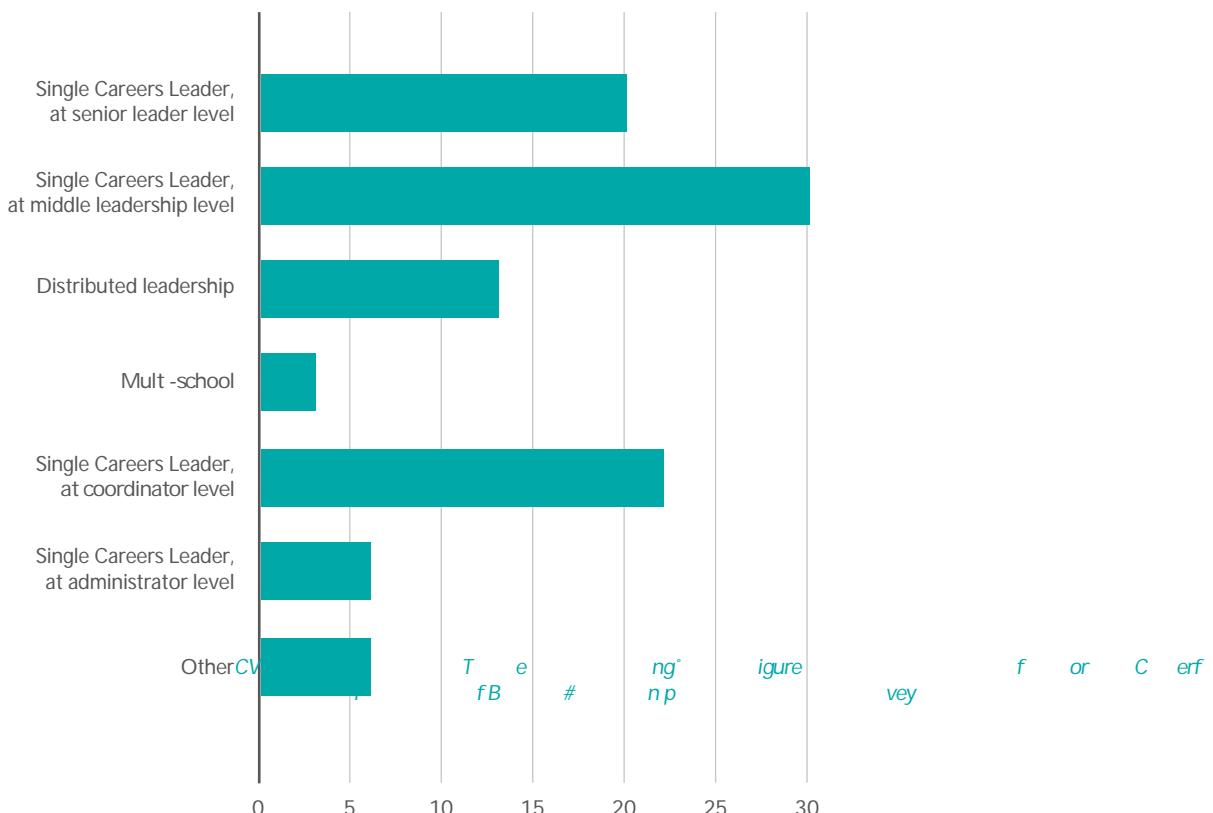
|) Y %Bp, ~L>HL~%os..5pL~s~H~S~H~Y>~%o~ >~LL~%&L>HL~
>%o~s ~, ~} \$HL~L>HL~"L~C~L~N~} , ~L~"p~>, ~L~Bp, ,



... >%o%>H%~L%o>Bp~E sP~ fl-n S%o%uB ~H>Y%oBp, , %o
 \$HL~ TLH>HHS, ~>} , HL %oNB>LL~%L>HL~%os..
 S-BYHs-n~pL~H%oosAY , ~, N L>HL~%os..>B~, %o, ~L~
 "p>~, ~L~%oQ} L} AL~S~>%oBp, , ~>H~pL, Y%oY~Bs-n~
 , NB>LL~%L>HL~%os..

5pL~%oCLY%o, E LH~p>~E, "pS H%oN%oBp, , %o
 >L~>H, ... ~n~, ~L~, N~pL~%o%nnL~LH} , HL %o~`S-L~
 E sP~pL~B>%o%>H%T~Hs-n%o~pL} , %oB} } , ~} , HL~
 ~%o%o~n L~ >LL~%L>HL~>"} \$HHL~L>HL~%os..

I sNY~L~ ~>LL~%L>HL~} , HL



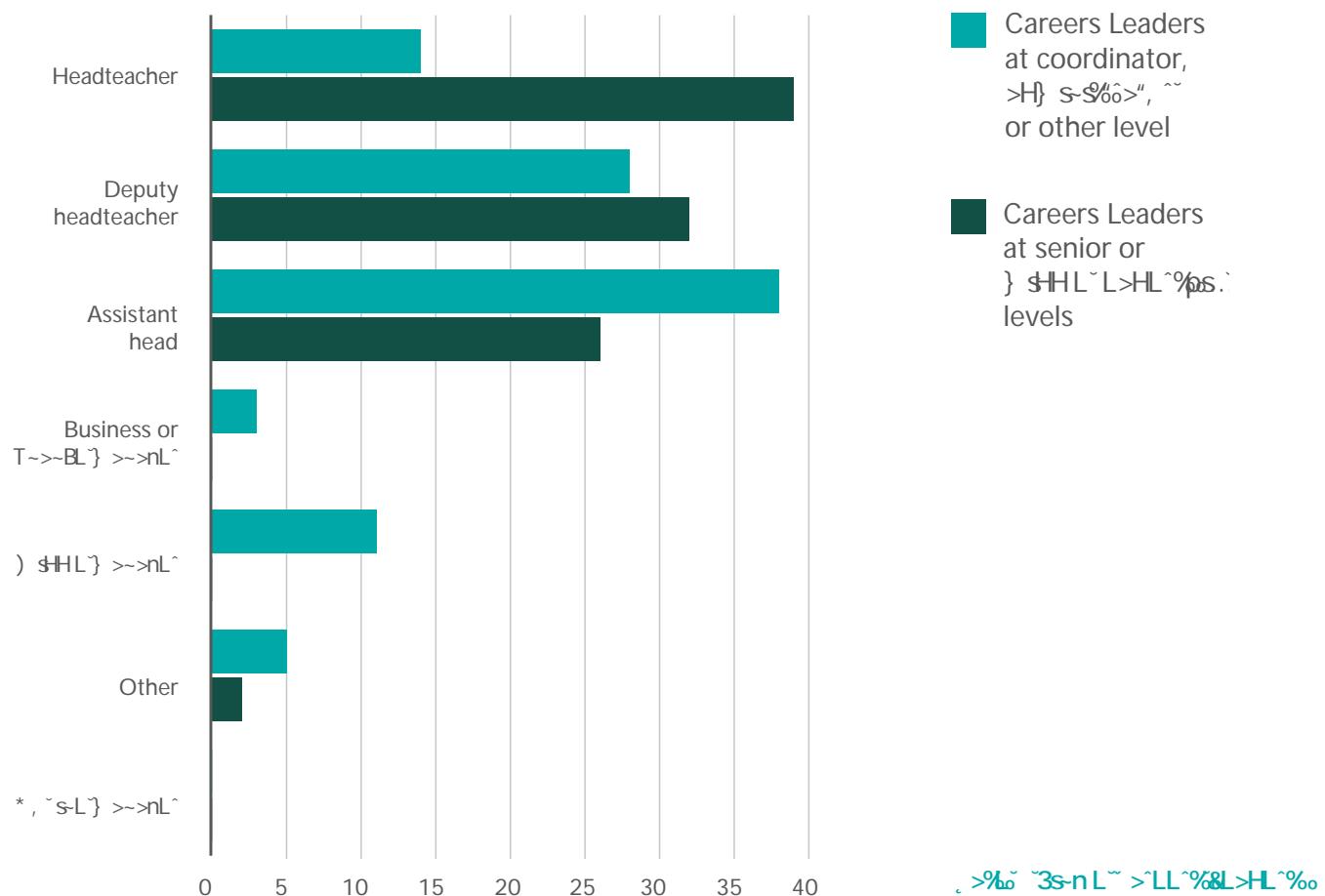
fl-n>nL} L~"~E s"p~"pL%o~s ~ L>HL%o~s..~L>}

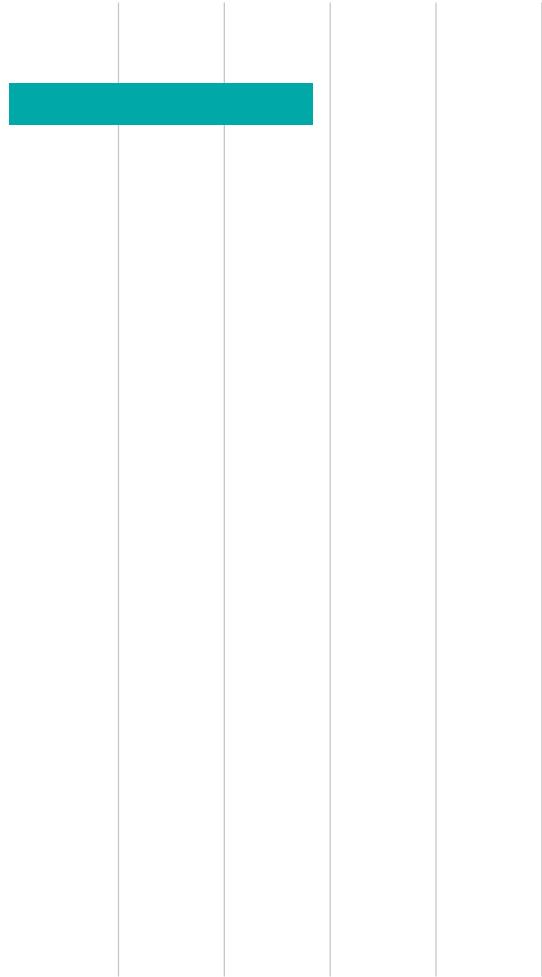
~ yL¥L~>A L~, ~pL~LQLB ~L~L%o~N~pL~ >LL~%o
&L>HL~%o~p>Cs-n~A>By~n~N, } ~pL%o~s ~ L>HL%o~s..~
team ~S~b~B, Y>ns-n~, %d~N, } ~pL%o~C~p>~
"E, ~psH%o~N~ >LL~%o~L>HL~%o ~ "ps-y~p>~B>LL~
n~H>~BL~p>%o~B~L>%o~s~..~s ~S~N ~ "pL%o~s ~
L>HL%o~s..~L>} ~S~BL~pL~ >LL~%o~>"Ln~Y~, ~L "psH~
~p, Ynp~"p>~S~p>H%o~YLH~pL%o~ L>~H~E, ~
.L~BL~"~p, Ynp~"S~p>H~LH~BLH~s~..~s ~S~Y~5pL~ >LL~%o
&L>HL~%o~p, p>H~ALL~s~..~%o~N~ >B, Y..L~, N~L>%o~
, ~L~E~L~L~} , ~L~S~L~Y~, ~L~BL~S~L~pL~..~s ~S~Y~, NB>LL~
n~H>~BL~, p>C~L~%o~YLH~pL%o~ L~%o~n~L~%o~n~p>~
"pL%o~%o~p, , ~S~L~L~>~L>H~N~B~Y~%o~n~, ~S~

: pL~>%o~LH~, ~S~o~..~L~ >~A>~S~%o~HL~S~L~s~n~pL~
~ >LL~%o~L>HL~%o~L~L~s~..~L~H~s~} , ~L~H~L~>S~ >L~S~"pL~
~L~..~r~^~ ~Y~ ..L~BL~"~S~L~ TLH~L~n>nL} L~"~N, }



† snY^L~ ^&LCL~, Ns-L} >->nL^%o





) , £ A^>¥ 3Bp, ,
*, ^"p<, ^y%psL

), EA>¥3Bp, , ~\$%o, B>~Y"p, ^S¥} >S->L-H'L-B-LH'YB>, ~>~>~>nL~ %LB>%Bp, , ~B>L-s-nN~..Y..s%E sp>E SHL>>nL~, N~LLH%o-B-YHs-n} , HL>"L~%oCL~L~>HB } ..L~L>~s-n~Hj~B~L%o~H>Y~%oB%oLB~Y} B~Hs, ~%o~\$%o B>LH's~pL~, E~, N, LH>L~>H~>yL%oY..s%oN, } >E SHL>L>, N*, ~"p<, ^y%oSL~>H'AL¥, ~H~5pL~L~>L~B~Y~L~¥, CL~ ..Y..s%o~^, ~>H~pL~Bp, , E s~L~>HNY~pL~L~¥L>~E pL~S~, ..L~%o~L~E~.S~>¥A>%oS~2s., ~

5pL~Bp, , %o>LL~%&L>HL~%o s~L~: sN~H~%o~"z L>H~E~sp~L%o~%Ass¥N~"/L..>>, ~N~H~"p, , H~N~5pL~o~s~L~>HL~%o~"L>B~%o~NTCL~.L, ..L~z L>H~L>BpL~>Y~L..Y~¥~z L>H~>H~p~LL~%o~"z L>H~o~} ~"pL~%o~"~, N~pL~B~Y~L~%o~Bp, , ¥L~"pL~L~>Bp>nLH~"pL~L%o~%Ass~L%o~"ps%oL, ^n>~\$%o, ~* s~L~E>%o~%o~LH~pL~, L, N~>LL~%&L>HL~>%o~S~T~M~L~>Y~>¥E~sp~p%oL%o~%Ass¥N~"/N~z L~p>H~..L~S~Y~%p>H%o~L~L~%o~%Ass¥~N~B~>LL~%o~o~>~, N~pS~o~pL~~, L~>%o~%o~"z L>H~s~Bp>nL~, N~pL~%oB, ~H~Y~H~..>"} L~"~AY~, "pL~>%oLB~%oN~pL~, L~E~L~L~Y~H~>yL~"AY~pL~L~BpL~L~%o~%A~L~N~"/3z f~>H~pL~z L>H~L>BpL~

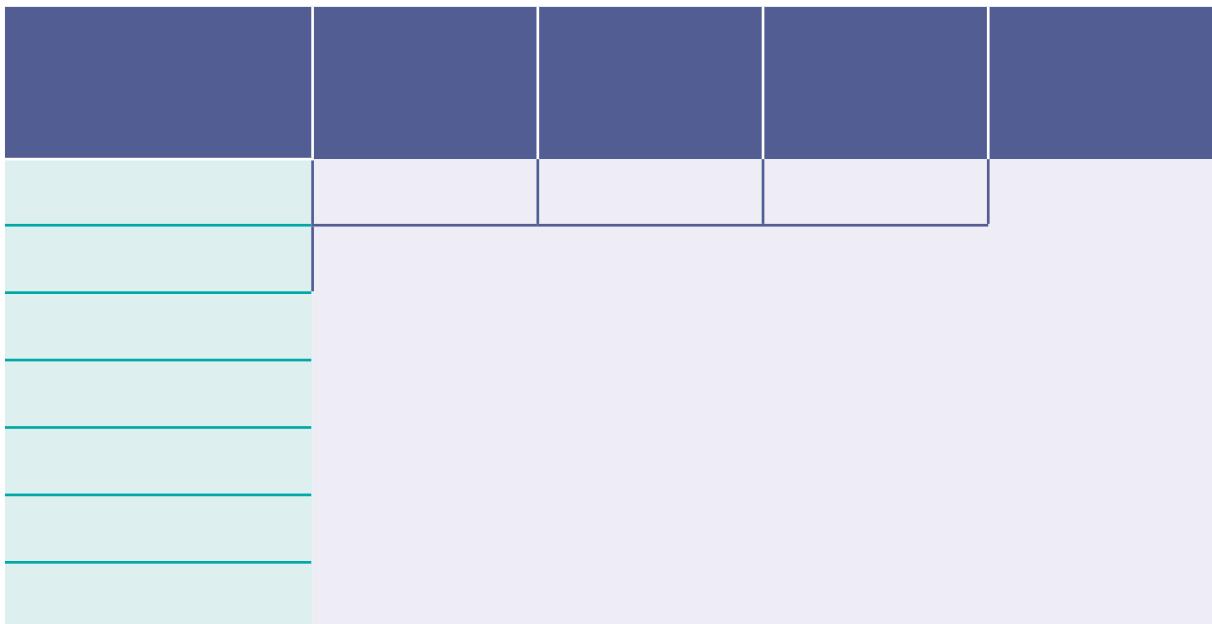
5pL~>Y~Bp, N~pL~B~>LL~%o~>Ln¥B~CL~L~"¥B~s~B~H~L~E~sp~pL~N~B~Y~%o~>N~>-H~E~sp~pL~Bp>nL~S~, N~%L~H~%o~%o~L~B, ~N~>L~E, ^y~, B~BL~"~>L~, ^L~, ~"pL~B~Y~"BY~Y}~5pL~Bp, , ~CL~E~B~>LL~%o~H~N~>%o~pL~} >S~H~S~s~N~B~AL~p~H~E~p~>"S~S~o~Y~s~n~, ~Bp~CL~N~S~o~Y~s~o~>LL~%o~o~, "o~} L~ps~n~, AL~>HH~L~H, ~AY~BL~"~>~, ~"pL~Bp, , ~BY~"BY~Y}~5pL~Bp, , ~p~>E~>Y~B~%o~L~H~pL~LLH~p~N~s~o~Y~s~o~%o~H~s~H~Y~%o~H~n~, Y~%o~pL~} ~, "%o~B~¥~A~>nL~AY~AY~>Ass~¥~>H~...>BL~%o~pL~} ~S~, ..>pE~>Y~%oBB~H~s~n~, ~¥.L~, N~L~>~L~

5pL~Bp, , ~p~>%o~A~>BL~H~pL~Z~>%o~Y~L~Bp~} >Y~%o~H~p~>%o~L~>H~Y~%o~"LH~, ~S~...L~} L~"~%o~s~T~B~>~S~...~CL~L~"~%o~"pL~B~>LL~%o~, n~>} L~f~> ..L~o~N~L~B~L~"~S~.., C~>, ~%o~L~>L~, ~L~Bp~} >Y~L~L~L~BL~o~N~pL~E, ~y~...>BL~5pL~Bp, , ~, ~y~%o~s~H~s~H~Y~>..Y~s~o~B~s~B~Y~%o~BL~o~3, } L~.Y~s~o~a, ~Y~"~>L~L~L~H~L~E, ~y~L~L~L~L~BL~>BL~} L~"~Y~%o~Y~"~n~>~S~L~H~%o~o~L~H~Y~>E~LL~y~CL~>L~} 1, ~>N~L~E~.Y~s~o~p~S~o~p~>%o~L~%o~"LH~s~>W~A~, Q~1, ~, "pL~.Y~s~o~...>BL~} L~"~E~sp~>L~} ...~Y~E, ~Y~H~, ~AL~pL~AL~%o~..., ~%o~S~%L~>H~pL~Bp, , ~p~>%o~L~B~"~Y~>yL~"~Y~"~>L~>%o~o~>~pL~, E~>H~.Y~s~o~s~L~o~L~L~BL~>E~SHL~>>nL~, N~w~A~%o~B~s~"LH~E~sp~Y~s~n~pL~%o~...~E~p~B~p~E~s~%o~...~H~Y~%o~>H~s~"pL~Bp, , ~>H~, ~s~%o~N~} ~5pL~Bp, , ~p~>%o~s~"~H~Y~BL~H~B~Y~..>, ~>%o~H~s~%o~"~S~BY~"BY~Y}

"), EA>¥3Bp, , ~L~H~L~%o~.., NB~>LL~%o~B, } As~L~H~E~sp~L%o~%Ass~¥N~"/N~>H~, "pL~%o~s~"~L~>H~%o~.., L~%o~B~p~>%o~} L~>A~s~n~>H~E~sp~>L~B~p~s~n~B, } } S~} L~"~S~o~%o~} >LH~"p~"~.., ~>CL~>nL~N~Y~p, Y~%o~E~LL~Y~S~o~L~"~.., ~B~>LL~%o~H~%o~L~%o~...~S~o~.~S~H~L~H~N, } ~"pL~Bp, , ~,] BL~5pL~Bp~>S~, Nn, CL~.., ~p~>%o~L~E~sp~pL~>LL~%&L~>H~%o~.., ~CL~, N~pL~H~L~L~..} L~"~S~"~pL~Bp, , ~5pL~Bp, , ~p~>%o~L~B~"~Y~H~L~B~H~L~H~, ~E, ~y~ 1, ~

~ >LL^%&L>HL^%o~L..>H^A~, >H^S~S-L^E S^P~L>B^P-S^%oQ^%o>~L^%o~ >LL^%&L>HL^%o
~>%o~S ~L>HL^%o~L^C^L ^E L^L} , %^B } } , ~^..>H^S~p^L~ % ^B>Ln, ^Y } H^L~
L>HL^%o~p^L~ %~>-nL~>~HB , ^H^S->, ^%o~H^>H} S-%o>, ^%o~p^L~ %~
B>Ln, ^Y } , ^B } ..>^S^o~p^L~3B^P, , : , ^yN^BL~ L~%o%o%o E %^p>~L>HL^%o~L~
~Y..B> Y..>H^S~ >~HB>%o~L>B^P-L^%o~ } >S->S-LH^%oB ~H>Y^B^P, , %o

5>AL~ ~ ~~Y> %o>^Y N~ } L^L^Y^S>L~"~>BB ^H^S-n", ^L^C^L~, N%o~S ~S^Y

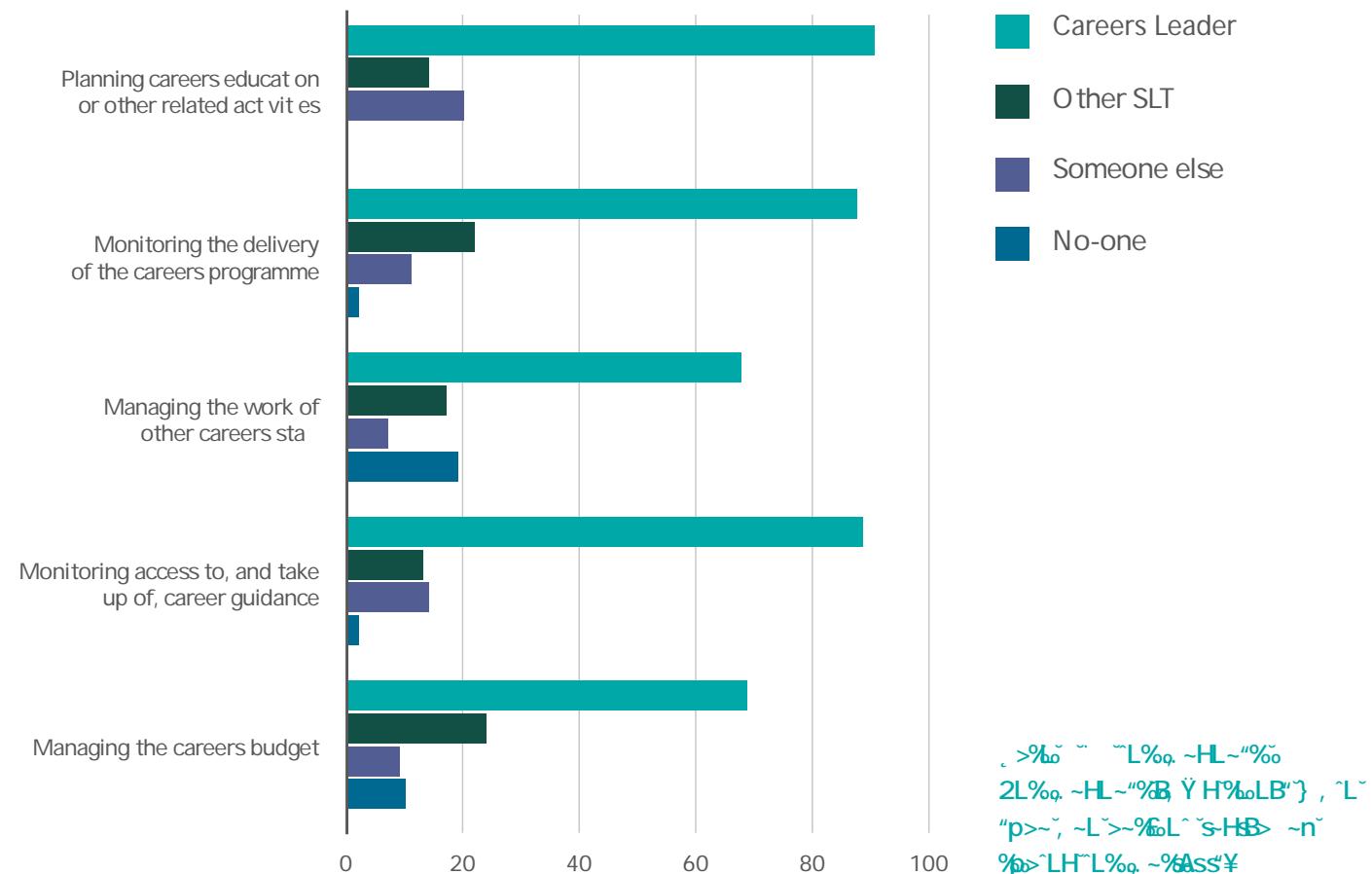


/ L \$CL^¥, N^>LL^%&L>HL^~>%6%

5pL^..>B>nY\$HLN^%&B, ~H>¥%Bp, , %%%, Y" N Y~
>^L>%oN^L%o, ~%Ass¥N ^~ >LL^%&L>HL^%o L>HL^%as..
} >~nL} L~" B, ^Hs->, ~>~H~L"E, ^ys-n` A^, yL~
H, E ~S~, ^ " >%6%o " ~ " pL^%&CL¥ ~ >LL^%&L>HL^%o
E L^L^..L%o~LH^E S^p^, N^pL^%o>%6%o~HN^L>Bp^
>%LH^, ~s-HB>L^E p, ^s~" pL^%Bp, , HL \$CL^%"pL} ^
fl~B, Y^>nS-n¥~"pL} >W^S¥, N%Bp, , %o^L^HL \$CL^S-n>
"pL^ ~ >LL^%&L>HL^~>%6%o~%o} L^B>%6%oHL \$CL^¥^E >%o
%o>^LH^AL"E LL~^ ~ >LL^%&L>HL^%o~H, "pL^%oQ

"~s-L, Ÿ", N"l~%p, , %o >LL^%&L>HL^%o.>~B>LL^%o
 LHÝB>, ~} , ~s, ~B>LL^nÝH>BL~>H~
 , CL^%bL~"pL^HL \$L^¥, N"pL^B>LL^%o, n>} } L~
 "~->Tl p, N%p, , %o "pL^%o-s ~L>HL^%o..L>} ~%o
 s-, CLH's-} >->nL%>pL^B>LL^%AÝHnL"~>H"pL¥>%o
 ...>¥>, L~s-} , ~s, ~s-n"pL^HL \$L^¥, N"pL^B>LL^%o
 ..., n>} } L~ ~"~ ..L^BL~"~, N%p, , %o, , ~L~
 } >->nL%>pL^E, ~y, N, "pL^B>LL^%o..Q .., %o ¥
 ALB>Y%o~"pL^E L~L~, %oQ~s~"p%o, L~ ~ ..L^BL~"
 , N%p, , %o, , ~L} >->nL%>pL^B>LL^%AÝHnL"~

I sñÝL~ : p, HL \$L^%>pL} >->nL} L~"~>%o



5pLN Y~"p%o~, N>%o~L >"L%o, ~L"E, ^ys-n>~H~
^L%o, ~%o\$ssY~N ~"pLs~HL \$CL~Y~S%o~>`LH~>B~, %o~
%o~Q} L} AL~%o >"LL~%&L>HL~%o~L}, %o~\$, CLH~
s~L%o~A %o~s-n>-HHLCL, ..s-n~s-y%o~s~p~L>~s-n~
..~, CSHL~%o~ L} ..., YL~%o~ >~H~"pL~&fI/~
5pLY~>L~L>%o~\$, CLH~s~~Ln, > ~n~E s~p~"pL~, B>~
>Y~p, ^s~Y, CL~%o~..., ^"N ~"C~Y~L~>A~L~Y, Y~n~..L, ...L~
* L~E, ^ys-n~>%o~p>~E~L~L~L~>%o~s~L~Y~, ^AL~
HL \$CL~LH~s~%o~, %o~L~A~Y~s~Hs~n~>~L~E, ^y~, N>Y} ~s

~, "B>~\$H~, Y~"s~ ~, N~Bp, , %o~%o~B~Y~s~n~N~Hs~n~
N ~"B>~LL~%o~L >LH~.., WB~%o~HB } } \$%o~s~n~
.L~%o~>`n~Y~H~>BL~%o~CSBL~%o~, "B>~\$H~, Y~"s~ ~
>~H~ ~, N~Bp, , %o~L~d~B~CL~Y~5E, "p~H~%o~
, N~p~L~%Bp, , %o~, "B } } \$%o~s~n~..L~%o~>`n~Y~H~>BL~
%o~CSBL~%o~L~L~p~L~>B~p~L~C~s~n~, ~~..>^ > Y~>B~p~L~C~s~n~
Z~>%o~Y~L~Bp} >y~, ~..L~%o~>`n~Y~H~>BL~%o~n~L~%o~n~
"p>~"p~L~Y} >Y~.., CSHL~"p~S%o~CSBL~E~s~ps~"p~L~%Bp, ,

5§ L

ž , Ÿ~%aL~E LLyN ~>LL~%&L>HL~%

5pL~nÝH>-BL~N~%bB ~H>¥%Bp , %%%a" LH~p>"~ >LL~%o
 &L>HL~%o~L~YSL~>%A%o~ >" , B> , ~ , N } L~SHL> ¥
 A , %b~LH~A¥>H} S-S%o> CL~%a... , ^" , B>~¥ , ¥~"pL~
 , ¥ ~L~>%a%o~ , CLH~s~%o ~n¥...>B Cs L%o~
 5pL~fYL%o~ , Np, E } ¥Bp~ } L~S%o~ , ¥np E s~
 HL..L~H~ , ~>C>~L~¥ , NN~B" , %%¥Bp>%pL~L~"L~"
 , E p~Bp~%a%o~ } %a~L~E L~L%o~A~S~pLH~s~%Bp , %o
 "pL~s~C , CL} L~" , N%oQ>B" , %%pL~Bp , , "pL~%bL~
 , N~pL~Bp , , >~H%o~ , ~5pL~%6CL¥~s~CL%o~>LH~p , E~
 } ¥Bp~ } L~ >LL~%&L>HL~%&Y~L~"¥B } } s~" , "pL~
 , L~>HL~... , L~H~E pL~pL~ } L~S%o~%B>LH~E s~p~
 s~H~B> , %o N%BBL%o~

5pL~"L~} } L~E LLy¥p , ¥~%o~ >LL~%&L>HL~%

B , ~"~>B~%o~>L~%f~SHL~H~N , } , ~L~p , ¥~" , ~p , ¥~%o~
 , ~S~M~L~Y~H~p~N , N~ >LL~%&L>HL~%o~ p>CL~>
 H>¥~ , ~} , ~L~..L~E LLy~B~"~>B~LH~ , B>LH~ , "pL~
 , L~5ps~¥..L~BL~"p>CL~ , ~L~ , ~"E , ~p , ¥~%aL~E LLy~
 >~H~ , .L~BL~"p>CL~AL~E LL~"p~LL~>~H~%o~CL~p , ¥~%o~
 ..L~E LLy~5pL~ } L~>~>CL~>nL~B~ , ~"~>B~LH~ , ~> , B>LH~
 p , ¥~%o~

"~L~L%o~n ¥~"pL~L~S%o~>n~L>~HL~ , NH~QL~L~BL~
 AL~E LL~"pL~~Y} AL~ , Np , ¥~%B~ , ~"~>B~LH~>~H~pL~
 ~Y} AL~ , Np , ¥~%o~p>"~ >LL~%&L>HL~%o~L~ , ~"~>B~Y> ¥
 %L~H~n~ , %o ¥ALB>Y~o~"pL~HL} >~H~o~N~ >LL~%o~
 &L>HL~%o~ "pL~" , L%o~ s~E p>"~pL~YB>~ns~L~
 , ~>CL~>nL~ >LL~%&L>HL~%o~L~H~E , p , ¥~%o~
 >E LLy~ , CL~E p>"~S~"pL~B~ , ~"~>B~
 } L~>~>CL~>nL~ , N~ p , ¥~%o~

, } ..>s~n~"pL~%o~T~H~n~%o~ >~ , ~>%o~CL~¥ , N~
 B>LL~%B~ , H~s~> , ~%o~p>"~ , y~...>BL~"L~¥L~>%o~n~
 "pL~L~p>%A~L~>~S~B~L~%o~s~"pL~ } L~H~L~B~>LH~ , ~
 B>LL~%B~ , H~s~> , ~S~%o~p~ , %o~B~ , ~L~L~>~
 "~ B>LL~%B~ , H~s~> , ~%o~L~" , ~>CL~>nL~
 p , ¥~%aL~E LLy~ , ~B>LL~nÝH>-BL~>~H~s~"~ >LL~
 &L>HL~%o~L~%o~H~n~ } , %o~H~Y~A~L~>~"~ p , ¥~%o~
 ~Lj LB~n~"pL~s~B~L~%o~H~..~S~S~%o~ , ~>~H~L~Q~"~%o~p~ , %o~
 >L~B~ } } s~n~" , B>LL~nÝH>-BL~N~"pL~S~%o~Y~H~"~%o~

I snÝ^L^~z , Ý^%N^~>LL^%8L>H^%6~L^} ~ } L

7 ~E Lsnp“LHA>%o ~

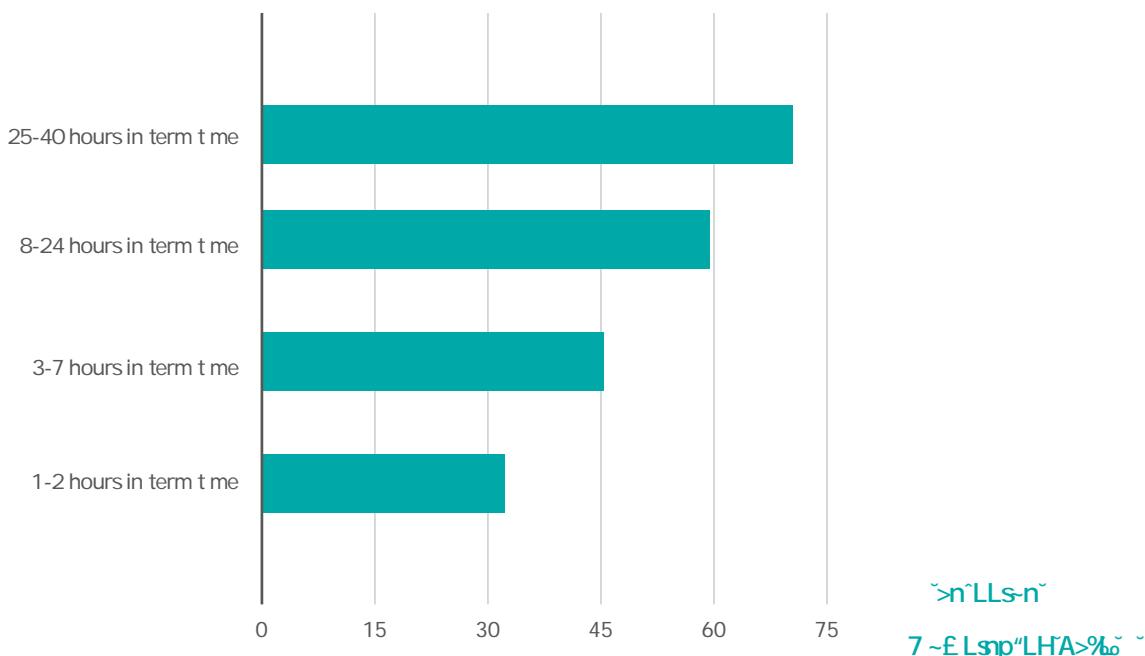
/L^BL\$CLH>By, N } L

/ L%&L~"pL~S-B'L>%oS~"pL~> , Y~"~, N } L~nsCL~" , ~
 B>LL~nYH>~BL~, CL~"pL~..>%o~L~Y~L>%o~E p>"p>%o
 ~, "Bp>-nLH~%o~pL~.., ~"p>"pL~ } L~>C>s>A L~
 S%o~B~L~"~"pL~B~Y~L~"~"pL~Y~"~"L~BL~"~, N
 ~>LL~%&L>HL~%o~pL~"p>" } L~S%o~A>~S~" , HL~SCL~S-n~
 "pL~, L~QLB~CL~Y~>~H~ } L~%o~H~Y~%o~pL~} , %o
 \$...,">~"A>~S~" } , n~ , "pL~%o

5pL~>LL~%&L>HL~%o~p~ , E~L~L~>...., S~LH~ALN~L~
 "pL~>~B>HL~S~Y~L~>~E~L~L~>%o~LH~>A~Y~"~"pL~
 Bp>-nL~S~E~ , y~ , >H~%o~BL~"pL~>~LL~%3~>~L~Y~>~H~
 Y~HL~%o~>H~A~Y~nsCL~"pL~L~L~E~L~H~N~B~Y~%o~B~>~LL~
 nYH>~BL~"~"L~BL~"~>n~LL~"p>"~"pL~S~E~ , y~ , >H~L~>~n~
 " , B~>~LL~%p>H~S~B~L~>%o~ , CL~"p~%o~} L~"/~L~BL\$S~n~>~
 S~B~L~>%o~S~E~ , y~ , >H~E~%o~ , "L~>~LH~" , %o~S~S~Y~ , ~
 " , "pL~B~"~>B~LH~Y~} AL~" , Np~ , Y~%o

"~"L~L~%o~n~Y~"pL~>~LL~%&L>HL~%o~p~ , L~BL\$CLH~
 >~S~B~L~>%o~S~E~ , y~ , >H~%o~BL~"pL~>~LL~%3~>~L~Y~
 E~L~L~>%o~%o~B~>~Y~%o~S~T~B~>~Y~} , L~S~y~L~Y~
 " , >n~LL~"p>"~B~>~LL~%o~ , C~S~%o~>H~S~... , C~LH~
 S~"pL~S~B~p~ , "~"S~%o~%o~A~L~"p>"~"pL~S~B~L~>%o~H~
 E~ , y~ , >H~L~>~L~H~" , B~>~LL~%o~>%o~B~} ..>~S~H~A~Y~
 >~L~x~..>%o~S~>~LL~%&L>HL~B~ , ~"~>B~L~H~p~ , Y~%o~
 , ~>H~} S~S~%o~>~C~L~%o~... , ~"~>~L~H~Y~B~ , ~S~E~ , y~
 >%o~B~>~L~H~E~S~p~ , "pL~L~L~} L~"~%o~N~pL~S~" , L~

I snY~L~"~"B~>H~>n~ , H~wA~S~"pL~ } L~> , B~>LH~" , "pL~" , L



~ >%b3'YH¥

/>^y%o ~L~Z^>} } >^~3Bp, , ~
/, , L~Y, ^%b0"

/>^y%o ~L~Z^>} } >^~3Bp, , ~\$%o~%oLB ~>B>HL} ¥E s'p>....^, s} >"L ¥~ ns %o~^,
\$Y s>: sys-%o~%oLB>H, N~>LL~%o~Hf} ... , ¥>Ass¥`\$Y s>E>%o~s > ¥>...., s~"LH", ~"pL~, L~
, NB>LL~%oB, ~Hs>:, ~s~Y LBL} AL~~ p>Cs-n..:Lcs ¥%o~ALL~>...,\$BL,] BL~N ~~ ¥L>%o
>~H"pL~>} L~, ~s~>HOL~L~"~Bp, , N~~ } , ~"p%o~pL~Z L>H"l>BpL~"B, } } L~"LH"p>~
\$Y s>E>%oLB~LHN ~~pL~wA~ALB>Y%o, NpL~~>%o~B, } } s} L~"~>~Hl~"pY%o~N ~~pL~

2LB n~\$&n~"pL~\$... , ^">-BL~, N~^>s-s-n~ >^LL~%o
&L>HL~%o~H~"pL~%BBBL%o N.., n~>} } L~%o~Bp~>%oL>Bp~
{ s%o fl&/ ~"pL~Z, \$L~} L~"~B } } \$MLHN~Hs-n~N ~
"pL~HL~L, ..} L~"~, N~L~"~>s-s-n~.., n~>} } L~%o~H~
A~"~%o~L~%o~Bp, %o~H~B~ LnL~%, B~ \$L~"~pL~B~ %o~o
, N~ >^LL~%o~L>HL~%o>y~n~..>~"~s~"~pL~"~>s-s-n~ /~ Y~s-n~
"pL~ " ~>B>HL} \$B~Y~L>~5pL~ >^LL~%o~fi~"~L~..~%o
~, } ..>~Y~p>CL~E, ~yL~E~sp~ " ~>s-s-n~.., CSHL~%o~
B~, ~H~s->"~L~>~H~H~L~\$L~>~>~nL~, N>BB~L~H~s~L~H~>~H~~, ~
>BB~L~H~s~L~H~B, Y~%o~o

5pL~%o~CL~Y~HL} , ~%o>"L~%o~p~n~p~L~C~L~, NL~n>nL} L~"~
in training ~>} , ~n~ >^LL~%o~L>HL~%o~Y~s-n~"pL~T~%o
%o} , ~"p%o~NHL~\$L~Y~E~sp~, CL~"p>NL~spL~"~B~Y~"~L~"~Y~

">y~n~..>~"~ , ~p>Cs~n~B } ..L~"~L~H~"~>s-s-n~, ~
>B>^LL~%o~L>HL~"~Y~>s~B> , ~"~5p~\$~B~Y~"~L~"~, ~
B } ..L~"~L~H~"~>s-s-n~\$~L~H~ } s~>~"~Y~"p~, Y~np~, ~L~, N
The Careers & Enterprise Company funded training
.., CSHL~%o~BL } , %o~ N~"~ ~p>%o~>y~L~"~>BL~%o~BL~
3L~..~L} AL~"~) , %o~ N~pL~"~>s-s-n~B>~^~L~H~, Y~"~A~Y~
"pL~ >^LL~%o~L>HL~%o~\$~L~Y~L~H~E~>%o~B~B~L~H~s~L~H~

5>s-s-n>-H>BpsL Cs-n"pL Z>%AY

, L~Bp} >y%

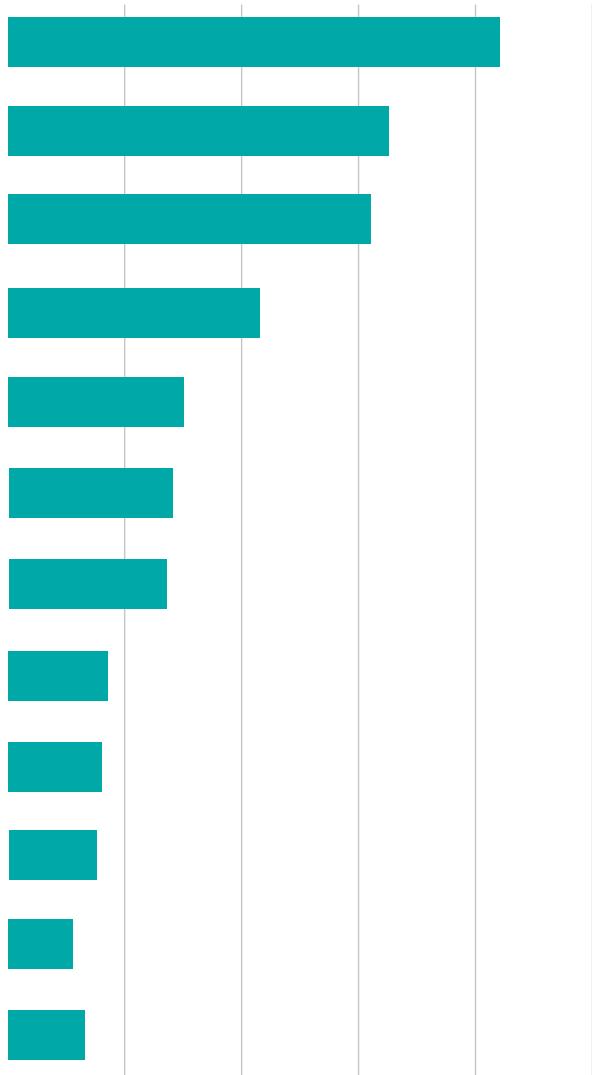
5pL~L~E>%aCshL~BL~N, } ~pL~%&CLY>-H~s-yLH~
Compass data that the training of Careers Leaders is
>%B>"LH~E sp~...~, CLHB>LL~nYH>-BL~s~%Bp, , %o
3Bp, , %f pL~L~pL~>LL~%&L>HL~E>%o>s-LH~s~
B>LL~%d>HL~%ps...~s~^, ^>BpsLCL}, , L~
, N~pL Z>%AY, L~Bp} >y%o~>CL>nL~B, } ..>LH~, ^
Bp, , %f sp, Y~>s-LH~>LL~%&L>HL~3Bp, , %f sp~
>^>s-LH~>LL~%&L>HL~L..., ^LH~>^>CL>nL~, N~
, L~Bp} >y%oB, } ..>LH~, ^, L~Bp} >y%oN ~"p, %o
E sp, Y~

5pL~L~E L~p~LL~..>^ BY>Z>%AY, L~Bp} >y%o
E pL~L~pL~E>%o%o %oB>Y%a~S~B>~"~L>, ~%o..
AL~E LL~^>s-s-n>-H~, } ..>%oB~L~o~H~s~"pL~o
B>%o%oBp, , %f sp~>s-LH~>LL~%&L>HL~%oB~LH~
, ^L~p~p~p~Y, ~, } ..>%oB~Bp, , %f sp, Y~

- L~Bp} >y~&L>~s-nN, } B>LL~>-H~>A, Y~
} >yL~s-N, } >s~^~..L~BL~^, N~Bp, , %o~H~
B, LnL%f sp>Y>NLH~>LL~%&L>HL~>BpsLCLH~
"pL~, L~Bp} >y~B, } ..>LH~, ^~..L~BL~^, N, "pL~%o
- L~Bp} >y~&L~%f sp~L} .., Y~L~%o~H~
L} .., Y~L~%o~..L~BL~^>BpsLCLH~"pL~, L~Bp} >y~
B, } ..>LH~, ^~..L~BL~^
- L~Bp} >y~&L~%o~>nYH>-BL~^~..L~BL~^
>BpsLCLH~"pL~, L~Bp} >y~B, } ..>LH~, ^~..L~BL~^

5pL%oT~Hs-n%o, s~^, "pL~C>YL~, N~>s-s-n>-H~"pL~

† snyL ~ . >^s^%q HL \$L^s-n^pL~, LQLB CL ¥



7 ~E Lsp"LA>%o ~

. >%o ~ >LL^%&L>HL%&p, %&H"pL^L^E L^L^A>^s^%q HL \$L^s-n^pL~, LQLB CL ¥ / L^BL~" >nL%dd, ~, "%d~ ", ~ >%p, ^L^p>~, ~L~, ..., ~B Y HAL%oLB'LH

Reflections and next steps

: p>"`E L`p>CL`L>"`~LH

3YAY%o~ >...,, n`L%o>%oALL~} >HL`AY%oBp, , %o`L} ALHHs-n`pL~, L~, N`pL~
~>LL%o&L>HL~s~%oB ~H~%oBp, , %o5pL`L~S%oC\$HL~BL~, N}, } L~"Y} ~>HL>"`~
%o~%oN} ..>B'

- ž L>H`L>BpL~%p>CL`L} A>BLH~pL~ >LL~%o
3~>LnY>~H~ >LL~%o&L>HL~^, L~s~s~%o%o%oY>~
, N} ..L} L~"s ~ ž L>H`L>BpL~%p>CL`} >HL~L~F~
>..., s~} L~"%o-L>"`~p>N, N~ >LL~%o&L>HL~%o
E L~L~>..., s~"LH~s~ >~H~p>CL~%o...,"`~LH~
~>LL~%o&L>HL~%o...,"`~p>CL`B} ..L~LH~, ~
>L~"ys~n~>~" ~>LL~%o&L>HL~%o~L~>~SHL~"`~S%oA L~
E, ~yN~BL
- ~>LL~nY~H>~BL~%oALB} s~n`L} ALHHHLH~E~s~ps~"pL~
%o>LnY, N~Bp, , %o ..L~BL~^, N~ >LL~%o&L>HL~%o
~L~, ~s~B~L>%oH~..s~s~%o~s ~N~B~L~nY~H>~BL~
E~s~ps~%o~s ~L>HL~%o~L~} %o~H~ ..L~BL~"~>L~
~L~, ~s~n~, ~B~L~nY~H>~BL~, %o~s ~L>HL~%o~
"L~} %o~L>%o~BL~>L~}
- 5pL~L~F~E, ~yN~BL~S%oBp~Y~L~n>nLH~>~H~ >LL~%o
&L>HL~%oALL~"pL~Y>L~} >y~s~n>T~B~N~L~BL~ ..L~BL~"~
>n~LL~"p~"pL~Y>L~p>C~s~n~>.., %o5pL~S~ ..>B~, ~"pL~
LH~Y~B>s~>~HB~L~^, Y~B~} L~%oNY, Y~n~.L, ..L~
~.L~BL~"~ps~y~p>~B~L~nY~H>~BL~p>%o~.., CLH~
%oBL~"pL~ >LL~%o~"~>LnY>~H~ ..L~BL~"~>L~.., %o5pL~
>A, Y~"~pL~N~Y~L~, NB~L~nY~H>~BL~s~"pL~%oBp,

- The time spent by Careers Leaders is double the
"§ L~L~.., "LH~A~Y~B~"LL~%oB, , H~s~>, ~%oL~Y~L~"~%o~n, ~
~>LL~%o&L>HL~%o~L~%o~L~H~s~n~>~>CL~>nL~, N~
p, Y~%o~E~LLy~B} ..>LH~, ~`~p, Y~%o~
• 5pL~Z~"A~Y~L~Bp} >y~%o~L~>n~} L~Bp>~nL~"~>~H~
p~n~p~Y~C~>Y~L~ ..L~BL~^, N~ >LL~%o&L>HL~%o~p~y~
"p>~"pL~, L~Bp} >y~p>CL~pL~..LH~, ~§~.., CL~
B~L~nY~H>~BL~ ..L~BL~^, N~pL~ >LL~%o&L>HL~%o
%o~CL~Y~L~p>H~Y~H~pL~, } ..>%o~, E~p~B~p>%o~%o~%o
..L~N~} >BL~>n>s~%o~pL~, L~Bp} >y~%o~H~N>n%o~L~>%o
N~H~CL~, ..} L~"
- : pL~L~"~>LL~%o&L>HL~%o~L~, ..L~"s~n~>%o~L~H~L~
"pL~Bp, , ~B~p~CL~%o~B, , L~, L~Bp} >y~%o~Bp, , %o~s~p~
N~"§~L~L~Y~C~>L~"~p, Y~%o~N~"~>LL~%o&L>HL~%o~H~
>H} s~S~%o~>, ~%oB} As~LH~>%o...., %oH~, } S~§~>
B~..>B~Y~N~N~L~F~p, Y~%o~E~LLy~>B~p~CL~>, Y~H~, ~L~
L~o~"~>AL~Bp} >y~, ~>CL~>nL~5pL~%oBp, , %o~N~"~>s~LH~
>H~Y~>S~LH~ >LL~%o&L>HL~%o~B~LH~, , L~p~n~p~Y~, ~
"p~L~, N~pL~, L~Bp} >y~%o

: L>`L%o~n~, `nL>`BL>^..\$B`Y`L, N`pL`Bp> L~nL%o`B`pL~`L`E ~ >`LL%o
&L>HL%o~H`E p>``LLH%o`AL`B ~%`B`L`H`, L~%`C`L`pS%o`L`B>`Y~`S`L%o`Y`L~>A`L`
L`B`L`L~`B`B`LL~`n`Y`H`B`~`B`L

- 5§ L>-H%oNN`L%o`Y`BL>`L`pL`y`L`Y`A>`^`L`%o`
HL`S`L`S`n`pL~, L`L`N`L`B`S`L`Y` , ^`L`§`L`S`AL`S`n`
HL`H`B>`L`H` , `B>`LL%o`C`L`>`A`Y`p>`N, N`>`LL%o
&L>HL%o`B`L`S`L`pL~, L~, ~`L%o`p>`~`H`Y`>`E`LL`y`
E`p`B`S`S`§`S`L`H`>` , Y~` , N`§`L`N`~`L`H`S`n`pL`
>B`S`S`L%o`L`L`H` , }`LL`pL`Z`>`%`Y`L`B`p`>`y%o
>`H`>`pL`..>`~`L%o`E` , `y`S`n`B` }`S`S`o`S`n`

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- ~H'L'E %& ~ "Careers education in schools." >Q, ~H ~z snpj YL ^%& YA S^p^s-n
- ~H'L'E %& ~ z , , L^Y^T ~ >~H~, E ^S %& C^L^~" , Y, Y ^LB n~S^s-n>~H%&... , ^ ~n^"pL^" , L^ NB>LL^%&L>HL^%& %& , %& fl-n >~H "British Journal of Guidance & Counselling, p""... pH p>~HL ~L"
- ~H'L'E %& ~ z , , L^Y^T ~ >~LL^%&L>HL^%& .s~..>B BL >%&H^Y, N B>LL^%& L>HL^%& fl-n S^p^s-nB, ~H>Y%&B, , %& British Journal of Guidance & Counselling, / , "
- ~BpL^& ~) , , "L \$ %& ~ "ASPIRES 2 project spotlight: Year 11 students' views of careers education and work experience. & ~H ~ %& n %& , LnL^& ~H, ~ p""..%o yB..Y^L yB >B Yy ..^> N&L%o 3/"2f13 /^, wB" 3... " snp" ..HN
- ~ >LL^& L^C^L , ..} L~"~%o"Y^L ~ "Careers Leaders in Schools: A CDI Briefing p""..%o E E E ^pLBHs ~L" E ^S^L ~ >LL^%&L>HL^%& 3Bp, , %o ~ / " \$>~Y>~Y ..HN
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- / L..>"} L~"~N ^fIH^YB> , ~ "School workforce in England: November 2017. p""..%o >%& %& ..YA S^p^s-n %& C^S^L n, C^Y n, C^L^~} L~" Y... , >H%& %&L} Y... , >H%& >>Bp} L~" H>> N&L 3: t ~) >S-5L^& ..HN
- / L..>"} L~"~N ^fIH^YB> , ~ "Careers guidance and access for training and education providers: Statutory guidance for governing bodies, school leaders and school staff. / t fl p""..%o >%& YA S^p^s-n %& C^S^L n, C^Y n, C^L^~} L~" Y... , >H%& %&L} Y... , >H%& >>Bp} L~" H>> N&L %Bp, , %& %& Y", ^ n^Y^S^L>~BL N> ..HN
- Z >H%&Y , ~ >~H& I Y%& ~ "Impossible? Improving careers provision in schools." >Bp 1 S^p^s-n p""..%o E E E "L>Bp N& %o , n Yy %&L%&H^L^N^Y" N&L%o ~ >~LL^%o.. S^Y ^L... , ^ ..HN
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ž >~%o~ \$ 9snY~%&%) , , ^L ~* ffl^S^M\$ ~ ~ >y ~& ~ Gatsby careers benchmark north east implementation pilot: interim evaluation / L^A¥ ~"L~> , ~> ~ L~"^L^N ~Z Y\$H>~BL~ 3"YH~%& ~\$L~%&¥, NV L^A¥ p""... pH p>~HL ~L"

ž , L¥ 5 : >TM%o Z ~ ~ HLE %& ~ Teachers and careers: the role of school teachers in delivering career and employability learning / L^A¥ ~"L~> , ~> ~ L~"^L^N ~Z Y\$H>~BL~ 3"YH~%& ~\$L~%&¥, NV L^A¥ p""... pH p>~HL ~L"

ž , L¥ 5 / , HH~9 ~ 3pL..pL~H ~ ~ Developing a new generation of Careers Leaders: an evaluation of the Teach First Careers and Employability Initiative / L^A¥ ~"L~> , ~> ~ L~"^L^N ~Z Y\$H>~BL~ 3"YH~%& ~\$L~%&¥, NV L^A¥ p""... pH p>~HL ~L"

) >~ ~ %>%pLN.>yHL ffl ~2Lps \$ ~ Z YHH~%o ~ / ~ Contemporary transitions: young Britons reflection life after secondary school and college. & ~H, ~ fflH~B> , ~>~H~ ffl} ... , ¥L~%&p""%o E E E L~H~B>~S ~>~HL} ... , ¥L~%o ^n E ...B, ~"L~" Y..., >H%o ~, ~"L} ... , >~Y5>~%&S ~%o .HN

) B~ , ~L~5) >%> Z : psL % ~2LLH~!) , ~%& ~ HLE %& ~ ~ >~L%o ~ Careers co-ordinators in schools. & ~H, ~ / ~ 3! 22 ~p""... HL~>~S L>B~Yy \$H L..~s~"

* >~ L~3, B>~2L%o>Bp~ 31 : ~ Work experience and related activities in schools and colleges: research report / ffl 22 ~p""%o >%&%o YAS~%o~C~BL n, C~Y~n, C~L~~} L~" Y..., >H%o~%&{ } ~ Y..., >H%o~"~>Bp} L~" H>> N~L : , ^y L~.L~BL >~H~L>LH>B~\$~S~L~%&~%o, , %o~H~ B, L~L%oHN

5pL~ >~LL~%o ffl~"L~..~S~o~, } ..>~Y~ Z >%&Y~ p>~S>A~L~1, Y~H> , ~ Understanding the role of the careers leader: a guide for secondary schools. London: 5pL~ >~LL~%o ffl~"L~..~S~o~, } ..>~Y~ p""%o E E E B>~LL~%o~HL~"L~..~S~oB, Y~ %&L~%H~L~N~Y~ N~L~%Y..., >HLH Y~HL~%&~H~n B>~LL~%o>HL~ ~, L~B>~LL~%o~"L~..~S~o..HN

| Note on methodology

3>} ..L1H%a~

1. YL%o ~>SLHLCL , ..} L~"

.. } S-YL~YL%o ~>SL~E >%BL%o~LH~, L~.., ~L~
 "pL~HQL~L~"~>%dB%oN~pL~ >LL~%&L>HL~, L~ } L~
 ">%BL~N~ } LH~"pL~.., %o, ~E~S~p~"pL~Bp, , ~
 %o~S~S~Y~, "pL~.., L~%o~H} S-S~o~C~L~%o..., ~" "pL~
 ... , NL~%o~>A>Byn~, Y~H~>H~..L~BL..., ~%oN~%BBL~%o~
 >H~Bp>L~nL~%pL~YL%o ~>SL~E >%BL~L~..LH~
 B~A, ~>C~L~A~Y~"pL~%BL~S~n~n~, Y~..>H~E~S~p~N~L~H~A~B~Y~
 N, } B~L~n~YL~%o~5pL~ >LL~%o~f~L~..S~h~o~, } ..>~
 >H~"pL~Z~>%A~Y~ p~S~A~L~I~, Y~H~> , ~"pL~Y~L~..>"} L~"
 N~f~I~H~Y~B~> , ~"pL~Z~L~H~L~B~pL~ H~C~S~o~Y~Z~, Y~..>H~
 , "pL~%B~B~, ~A, H~L~%pL~YL%o ~>SL~E >%pL~
 ..S, "L~H~E~S~p~>%o~>~Y~} AL~, N~ >LL~%&L>HL~%o~H~
 Z~L~H~L~B~p~L~%o~

I~S~HE, ^y

5pL~..S, ~>H~%o~C~L~Y~T~L~H~E, ~y~E~>%B~^~S~H~, Y~"A~Y~
 1~2~3~) >y~L~"2L~%o~Bp~>%d~B~S~%H~>B~, L~B~, ~
 >n~L~B~Y~^~S~^~, B~L~, N~pL~%o~C~L~Y~E~>%o~"A~Y~L~} >S~
 H~S~L~B~Y~, "pL~ >LL~%&L>HL~E~pL~L~"pL~S~B~, ~>B~
 H~L~>S~%E~L~L~>C~S~A~L~>~H~S~, "pL~B~%o~o~, "pL~Bp, , ~
 >H~} S~%o~> , ~L~} >S~H~H~L~%o~S~p~>L~YL~%o~, N~E~>H~
 5pL~L~} >S~.., C~H~L~%o~Bp, , %o~H~>LL~%&L>HL~%o~S~p~
 "pL~,, ~Y~S~Y~, .., Y~, N~pL~L~%o~Bp, , ~, .., C~H~L~
 "pL~S~B~, ~>B~H~L~>S~%o~

5pL~T~L~H~E, ~y~, , y~..>B~L~, C~L~>T~C~L~E~L~L~Y~.L~S~H~
 A~L~E~L~L~"p~} >Bp~>H~"p~..S~ .., ~"pL~
 T~%o~N~"~S~p~"pL~%o~C~L~Y~E~>%o~C~S~A~L~, ~Y~>%o~
 E~L~A~%o~C~L~Y~>H~"pL~%o~...L~} L~"L~H~E~S~p~"pL~,, ~
 ", B~} ..L~L~A~Y~L~L~..p, ~L~5pL~} >W~S~Y~, N~ >LL~%o~
 &L>HL~%o~ B~} ..L~L~H~"pL~%o~C~L~Y~, ~S~L~
 ..L~BL~"B~} ..L~L~H~A~Y~"L~L~..p, ~L~>H~ ..L~BL~"~
 Y~H~>B~} As~> , ~, NA, "p~} , H~L~%o~

2L~%o~.~%o~>H~E~L~S~p~ ~n

5pL~%o~C~L~Y~>B~p~S~C~L~H~>~L~%o~.~%o~>L~, N~ ..L~BL~"~
 >H~"~Bp, , %o~2L~%o~.~%o~%e~L~L~E~L~S~p~"L~H~A~Y~, ~
 ~L~%o~.~%o~S~L~Bp, N~pL~"~%o~An~, Y~..%o~H~S~"pL~
 %o~>T~L~H~%o~..S~n~, "A~L~..L~%o~>C~L~, N~pL~, C~L~>~
 %o~..S~n~N~} L~A~Y~L~N~S~ ~"Y~.L~, N~Bp, , ~>H~p~L~, N~
 Bp, , ~
 ..L~BL~"~N~pL~, ~S~n~N~} L~B~, Y~H~, ~
 A~L~..L~%o~"L~H~Y~%o~n~"pL~%o~C~L~Y~L~%o~"~%o~%o~, N~pL~
 %o~>L~%o~%o~An~, Y~..%o~H~F~, ~"p~C~L~>~Y~L~%o~.~H~L~"~%o~
 "pL~%o~E~L~L~} , %o~Y~%o~An~, Y~..%o~S~p~>~7~y~, E~ ~%o~
 B~>L~n~, ~Y~, ~>~, "pL~"~Y~.L~%o~Y~.L~, N~Bp, , ~B~>L~n~, ~Y~
 , ..S~%o~C~L~Y~Bp~"A~L~L~.L~B~L~H~, ~L~B~L~S~C~L~>p~S~p~L~
 ~L~%o~.~%o~>L~N~, } ..L~} AL~%o~N~pL~" >~n~L~"~..Y~> , ~
 } , L~S~"L~L~%o~H~S~"pL~, ..B~E~p~Bp~} S~p~"C~>S~Y~Y~
 A~L~T~M~"~L~..L~%o~"~p, %o~E~p, ~>L~L~n~n~L~H~>H~.., %o~C~L~
 >A, Y~"pL~S~E~, ~Y~, ~"p~"~..B~, ~"A~L~T~M~"~L~..L~%o~"~
 "p, %o~>L~B~S~B~>~H~L~n~>C~L~>A, Y~"pL~, ..B~
 5p, %o~E~S~p~>~Y~"~>H~S~%o~"L~L~%o~"~>~, ..B~} >Y~
 A~L~p~>H~L~%o~, L~n~n~L~S~"~>%o~C~L~Y~
 : L~B~>~>%o~%o~, %o~A~L~Y~L~C~L~"~L~%o~.~%o~>L~
 A~Y~B~} ..>~S~n~L~%o~.~H~L~"~%o~H~~, ~L~%o~.~H~L~"~%o~
 Y~E~L~S~p~"L~H~H~>~E~S~p~L~%o~B~"~.~L~N~} >~B~A~>%o~H~
 , ~"pL~Bp, , %o~>%A~Y~, L~Bp~} >Y~Bp~L~C~S~"pL~S~} , %o~
 ~L~B~L~"~.~} ..>%o~Bp~} ..L~, ~>%o~N~L~H~) >Bp~
 >H~L~C~L~, N~L~n~n~L~} L~"~E~S~p~5pL~ >LL~%o~f~L~..S~h~o~
 , } ..>~A~>%o~H~, ~B~} ..L~, ~N~pL~, } ..>%o~C~L~Y~
 >H~..>~B~p~.~>~S~"pL~f~L~..S~h~o~H~C~S~o~"~L~E~, ~Y~>%o~
 , N~ >Bp~ ..5pL~L~%o~"~L~B~..Y~L~H~S~"pL~"~>A~L~, ~
 "pL~L~S~"~..>n~L~

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