

Careers Leaders in Secondary Schools:

/YA \$> , ~"~N ^} > , ~

This paper is published by The Careers & Enterprise Company
>~H"pL Z >"%A~ p>^s>AL†, Y~H> , ~

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

By~, £ LHL} L~"%

5p%dl%>Bp^E >%B>^dH, Y"£ sp^C>Y>ALB, ~"AY , ~%
, > %>nL%N"pL^...; WB" N, } ~B, %%pL^%L^s-n^, Y...

- p^%L^B~ fl} s¥5>~L^>~H&L%¥5p>s~
5pL~ >LL^% fl~L^...%~ , } ..>~¥
- / >C^H" ~HLE %~HL..L~HL~"B ~%>~"
- 5^%>} ž , , L¥ 7 ~dL^%¥, N^L^A¥
- L"p\$ ~L%Z >"%A~ p>^s>AL†, Y~H>"s ~

5pL^Y%~ ~>S^>%AL~LT^LHN, } L^L^~s..Y" N, } ~pL~
/ L..>" L~"N^flHYB> , ~"pL~ >LL^/ LCL, ..} L~"~%Y"L~
} L} AL^%N5pL~ >LL^% fl~L^...%~ , } ..>~¥ž L>H^L>BpL~
H^%¥ž^, Y...B L>nY%~"5pL~ >LL^% fl~L^...%~ , } ..>~¥~
>~Hž >"%A~ p>^s>AL†, Y~H> , ~>~H"pL~ >LL^%>HL^%~H^
ž L>H^L>BpL^%p, " , , y^..>"s~"pL^s, " ž >~>p: s s} %
5pL~ >LL^% fl~L^...%~ , } ..>~¥...; C^LH^pL..N^%... ~"
, ~"pL^%ž ..L^...L..> , ~>~HB ~"B^%>Ln¥

: L>L^n>LNV" , 1 23) >yL~2L%>Bp^N^%s..~n~pL~
%>CL¥>~HB>^¥s-n, Y"pL^s~L^C^E %£ sp~ >LL^%>HL^%

† s> ¥£L~p>~y~pL~ ~ >LL^%>HL^%p, N^Y~H^ } L^s~
"pL^AY%>BpLHY L%, "yL^..>"s~"pL^s~CL¥>~H^>L^"pL^s~
L^L^d~BL%~ ^"pL^AL~LT" , N, "pL^%

Contents

1 A, Y...ps...L...

1, ^L£, ^HAY>ž L>H'L>BpL...

flLBÿ çL~3ÿ} } >^ÿ...

%Lÿ} L%onL%N ^ž L>H'L>BpL^%o

^...^, HÿB ş ~

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

2Lj LB , ~%ø~H~Lx"°%b..%o

2LN^L~BL%o

* , "L, ~} L"p, H, , nÿ

5ps%l%o^Bp^E>%B } } S%o~LH>~HB, N~HLHAY~pLZ>~"AY~ p>^s>AL~
f, Y~H> , ~>~H5pL~>^LL^%o fl~"L^...S%o~ , } ..>~¥s~ " , T~H, Y~p, E~pL~
~>LL^%&L>HL^~, L^%ALS~nHL sCL^LH^s~...>B BL p, E s^%o >ys~n>HQL^L~BL~, ~
B>^LL^~nYst~BL~>~H^E p>^N^"pL^%o... , ^"S%oLLHLH", L} ALH^pL~, L^s~%o , %
^%&CL¥, N ~ >^LL^%&L>HL^%s~%dB ~H>^¥%o , %s~fl~n>~H", , y~...>BL^s~
) >^Bp^>~H^ ...s^ 5pL^%o , %oN^pL~>^LL^%&L>HL^%p, ~..> Bs.>^LH>L~
A^, >H¥~L...L%o~"> CL, N> %o^L N~HLH%dB ~H>^¥%o , %s~fl~n>~H^s~B^YHs~n~
%dLBS> %o , %o Y%o> CLB>%o%YHL%EL^L^B^~dH, Y~s~\$Y~L~, ~.., C&HL~L> sL~
L^>} ..L%oNp, E %o , %o^L} ALH^s~n^pL~, L



~H~pS%L... ^"~%P, £ %P~s-y~AL"£ LL~ } L~%d~"~
, ~"pL%~>B £s L%~H, Y~B, } L%~"L^ } %N#Y>S~
, N.., £S~ ~3Bp, , %P, Y H } >yL~%L~"pLs~ >LL~%
&L>HL^B>~s-CL%~pL~ } L~LLHLH", p>CL>~L>~
§ ..>B" ~-Hs" %~B, Y^>ns-n~p>"~"pL~p, Y^%~%d~"~
, ~B>LL^%S~B~L>%~n~

5pL~§ ..L} L~"> , ~, N~pL~ >LL~%~^>Ln~p>%
ALL~>£ L B, } L^A, , %~N^B>LL^%~Y~H~BL~ Y~s~
p>%~ L>~"~"pL~£, ^y, >H, N~pL~ >LL~%~&L>HL^p>%
HLT~s~L ~s-B~L>%~H~"~%~s>~"p>"£ L~>%~%P, , %
L>HL^%~s~L~"pL} ~"pL~ } L~"~>s-s-n~>H~BBL%~
, ~L%~Y^BL%~p>"~"pL~L~LH", ~AL~Y~ £LQLB CL~
s~"pLs~", L%~

: L~> y~, £ ~"p>" } , %~%~YHL~"~%£ s ~, ~"~%~s~; ~L~
W^AN, } ~"pL } , } L~"~"pL~L>CL~%P, , ~-H~p>" } >~
, N~pL~W^A%~p>"~"pL~£ s ~Y~HL^">yL~p>CL~%L~"~", L~%~
5pL^LN^L~... £~s-n~%~YHL~"~%£ s~p~LQLB CL~>H~£~L~
>~H~n~Y~H~>~BL~%~B~s B>~", ~, ~"~", ~"pL} ~>%~Y~">%
%~B~"~£>%~£ p, L~

~H~, Y^~H~%~H~>~"~>nLH~%~YHL~"~%~L~Y~%~> ~"p, %~
"p>"~LLH~"pL~n^L>"L%~%~... ^"~ L%~d~B> ~

5pL%a~fB>~BL, N"pL ~ >^LL^%&L>HL^~, L

5pL~, L, N"pL ~ >^LL^%&L>HL^%pL^B, ^~L^%p ~L, N
L~%s~n~p>"L>Bp>~HL^%&L^%Y, Y~n..L~%p~p>%pL
B>^LL^~nY>~BL~"pL~LLH^5pL~n, ^L^~} L~" %o >^LL^%o
3"~>Ln~^LB, n~%dH^"pL^s } .., ^">~BL, N"p%o, L^>~H
%a~> LH>} >w^%d^s~"pL^.., } s~L~BL, NB>^LL^~
nY>~BL^s~%p, , %o~HB, LnL%o~B, ~"~>%o, ^>, ~n
^>Hs, ~, NB>^LL^%&, ^y~s~%p, , %ALS~nHL^%LH
A~"L>BpL^%o^B, ^Hs>, ^%o^pL ~ >^LL^%&L>HL^%o
L~%s~nLH>%o} sHL, ^%o~s ~L>HL^%E s~"pL^%s %o
>Y"p, ^s~>~HB, ~THL~BL, ~L>HB, L>nYL%o} >yL
HLB%o~%o~HL~>B"~"pL^LN^} %oLBL%o~%~", L} ALH
B>^LL^%& s~p~"pL^%p, , HL^%L^s~n.., %o~s~
s~L^%E s~"pL^%Z >^%A~. L~Bp} >^y%oNn, , HB>^LL^~
nY>~BL

: p>"fL^p>^L>^~LH

3YA%a~ >.., n^L%o^%ALL~} >HL^%A~%p, , %o
s~L} ALHs~n~"pL~, L, N"pL ~ >^LL^%&L>HL^~
s~%B, ~H^%p, , %5pL^L^%a^%HL~BL, N
, } L~"Y} ^~HL>^ %a~%oN% ..>B'

- ž L>H^L>BpL^%p>^L^} A^>BLH^"pL ~ >^LL^%o
3"~>Ln~^>~H ~ >^LL^%&L>HL^~, L^s~s~%d%~%HL>~
, N% ..L} L~">~s ~ ž L>H^L>BpL^%p>^L^} >HL~LE
>...., s~" } L~"%o~L>^ %p>N, N^ >^LL^%&L>HL^%o

: L>L%e^ ~n", nL">BL>..B"Y'L, N"pL~
Bp> L~nL%ABs-n"pL~L£ ~ >LL^%&L>HL^%e~H
£p>"~LLH% % ALB ~%&L^LH", L~%L"pS% L'B>~"

Introduction

5pL^HL\ , ..} L~" , N"pL~ >^LL^%&L>HL^~ , L

5pL ~ >^LL^%3" ^>Ln¥>-HnYstb~BL

5pL Z, CL^~} L~" %o >^LL^%3" ^>Ln¥.YA SpLH", E >^H%o
"pL L~H, N ~., %o, -LH~ >^LL^%&L>HL^%e%o\$," >~
", ~"pL>BpsdCL} L~", N"pL Z >^%A¥ L~Bp} >^y%oNn, , H
B>^LL^~nYstb~BL ~"LB, n~%dH"pL~LLHN ~L>HL^%ps..
%s %e-H%oLBS %öy~, E LHNL~, HL \$CL^>B, } ..L^
%d, N>B Cs L%e-C, Cs-n>E \$HL~>-nL, N%ayLp, HL^%o
s-BYHs-nL} ..., ¥L~%e-HLHYB>, ~.., C\$HL^%öpl~
%ö>Ln¥HL%e\$ALH~ >^LL^%&L>HL^%e%oLLHs-n", AL~
%ö] Bd~" ¥%e-s ~", ~..L^>L^%ö>LnB> ¥>~"pL pL>~"
, N"pL %ö, , ~">pL~"p>~"pL..L.s.pL¥>-H", AL~
L~L~nL B>-HB, } } \$MLHÉ \$p~"pL~>...^, ...s~L^%s %o
>-HL^L^L~BL ~"E >%e-C%e~LH"p>~" >^LL^%&L>HL^%o
E, YHp>CL^A>Bys-nN, } ~"pL n, CL^~, ~%e-H%e-s ~
L>HL^%ps..L>} ~>-HÉ, ^yÉ \$p~%AWB~"L>BpL^%e ~
L} ALHB>^LL^%e~"pL BY^~BY Y}

5pLL \$ } LHs~L>B, ~%d > ~n", ~ >^LL^%&L>HL^%ps..
E L^L^>~, Y~BLH %ö, , %e L^L^L^L.B"HL", ~.YA Sp~
"pL~>} L>-HB, ~">B"HL">s%oN"pL ~ >^LL^%&L>HL^~, ~
"pLsÉ LA%eLN, } ~3L..L} AL~ Z >^%A¥>-H5pL~
~ >^LL^%o fl~"L^..%ö, } ..>~¥É, YHE, ^y", nL"pL^", ~
.., HÝBL nYstb~BL ~, %ö, , %e~HB, LnL%o~ >^LL^%o
&L>HL^%ö>-H^.., C\$HL^%e L^L^s-C\$LH", %A} s^A\$H%e ~
HLCL, ... >^LL^%&L>HL^~>s-s-n^.., n^>} } L%A>ByLH~
A¥> } s s ~N~H

fl} ALHs-n~ >^LL^%&L>HL^%eB, %eCL^¥%ö, , ~>-H~
B LnLÉ >%e~>} As, Y%a, > n\$CL~"pL^%e^ ~n^.., s~
>-H"pL^%ö>Ln¥>By~, E LHNLH"p>~": Lp>CL^%ö} L~
E >¥", n, ~, ~>BpsdCL ~ps%o ~

5pL %e"Y", ^¥nYstb~BL N, } Z, CL^~} L~"~>-H"pL~
..>B B> nYstb~BL N, } 5pL ~ >^LL^%o fl~"L^..%ö
~, } ..>~¥>-HZ >^%A¥> \$ LH", %ö... ~" %ö, , %ö
>BpsdCL ~"pL n, > .., C\$Hs-n>%eL~, ~Ép, %ö YH~
">yL, ~"pL~, L~>-HÉp>~" \$ %ö YHL~B, } ..>%o ~
"~, Y" s-s-nLQLB CL } , HL %oN%öYB"Y~s-n"pL~
Careers Leader role and a detailed list of
^L%o, ~%Ass L%öpL..>B B> nYstb~BL N, } , "L~
>^LCL, NB, ~%eL~B¥>-HB, } } , ~%e~H>H%ö, L~>AL~
%ö, , %ö >BpsdCL >%e..Bp>-nL^s~B>^LL^~nYstb~BL ~

5pL ~L%e^Bp>\$ %o

5pL Z >^%A¥ p>^s>AL1, Y-H>, ~>-H5pL ~ >^LL^%o
fl~"L^..%ö, } ..>~¥B, N~HLH~>-HB, } } \$%e~LH~
"psöL%eBp", T-H, Y"p, E ~"pL ~ >^LL^%&L>HL^
^, L \$%ALS-nHL \$CL^LH^s~..>B BL p, E s~\$ö >y-s-n>

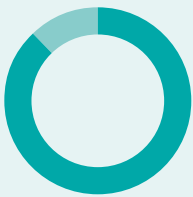
~"pL %ö Y f, C\$HL^ L~ £ p
"l >^%o %ö, 1 L^, ^%# 5 LL^%o fl~"L^..%ö
~, } ..>~¥H..YL ~ >^%A¥

The position of Careers Leaders in schools

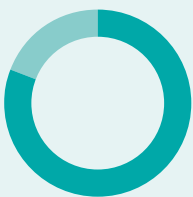
70% of schools have a careers leader

Of the schools that do not have a careers leader, 60% have a designated staff member responsible for careers, and 40% do not have a designated staff member. The majority of schools that do not have a careers leader are primary schools, followed by secondary schools. The majority of schools that do not have a careers leader are in the private sector, followed by the independent sector.

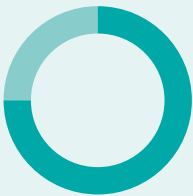
70% of schools have a careers leader
60% of schools that do not have a careers leader have a designated staff member responsible for careers



70% of schools have a careers leader. Of the schools that do not have a careers leader, 60% have a designated staff member responsible for careers, and 40% do not have a designated staff member.



60% of schools that do not have a careers leader have a designated staff member responsible for careers. The majority of schools that do not have a careers leader are primary schools, followed by secondary schools.



40% of schools that do not have a careers leader do not have a designated staff member responsible for careers. The majority of schools that do not have a careers leader are in the private sector, followed by the independent sector.

Of the schools that do not have a careers leader, 60% have a designated staff member responsible for careers, and 40% do not have a designated staff member. The majority of schools that do not have a careers leader are primary schools, followed by secondary schools. The majority of schools that do not have a careers leader are in the private sector, followed by the independent sector.

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

/^Lc\$ Y%dl%>Bp% E%p>"%Bp, , %>¥E sHL ¥s~
p, E "pL¥HL sL^B>LL^%L>HL^%ps.. ~ >LL^%&L>HL^%
B } LN, } >~>~nL, N.., NL%~> A>Byn^, Y~H%~>~H
A's-nHL^L~"†Y> sTB> , ~%L. L^L~BL~>~H%ys %
ž, E >%Bp, , Bp, , %%% .., %o, ~"pLs~ >LL^%&L>HL^~
E s HL..L~H~", ~, ~¥, ~"pLs, E ~A>Byn^, Y~HAY~"
>%o"pL^Bp, , %BY^L~"~%e] ~n. .Y. sBp>^B^L^%oB%
^L%oY^BL%oL>HL^%ps..>~H'n, CL^~>~BL^Sp%Bp>..L~
^L.., ^"%o, E %Bp, , %eL^HL sL^s-n"pL~ >LL^%&L>HL^~
^, L} sHE >¥"p^, Ynp"pLT^%¥L>~, N"pL^.. s¥
L. ., ^s-n"pL^Lc\$HL~BL^N^LQLB CL^..>B BL~>~H^pL^L^
"pL^L^>L^A>^L^%

5pL^%CL¥E >%B } ..L^LHL^B¥%CL ¥A¥%Q^E p, ~
sHL~ TLH^pL} %oCL%o%oL^N^} s-n"pL~, L, N^ >LL^%
&L>HL^~>~H, CL^p>N, N"pL} ~ Y%o"p>"wA^ " L ~
) , %o >LL^%&L>HL^%eL^s^pL^N, } >"L>Bps-n, ~
>B>LL^>Hc\$%o^A>Byn^, Y~H~ ~s^ML, CL^p>N ~
p>CL^1 Y> sLH^L>BpL^3">Y%o~H^ ..L^BL~"p, H^
>†Y> sTB> , ~s~B>LL^~nYst>~BL>"&CL ~ ~
, ^&CL ~ ~ , N"p, %oE sp>B>LL^~nYst>~BL^
†Y> sTB> , ~ "pL%o>L^} >s- ¥>"&CL ~ ~
AY">%o>"&CL ~ ~ &CL ~ ~ >~H&CL ~ ~
5pL^L^E >%o%o> } , Y~", N, CL^ >..>} , ~n~

, "pL^~, L%

· <^L^~"¥, N>Hs , ~>~, L%L^~..L^N^} LHA¥
~ >LL^%&L>HL^%B, %Bp, , %A, Y"~>"psH>^L~
%AWB"~L>BpL^% * L^~} , %B } } , ~>^L^E, ^y
L^..L^~BL^B, ^Hs->, ^% ~>HB>LL^%Hs%
^E pBp>^L~, L%q>"HL sL^B>LL^~nYst>~BL^
~ >LL^%&L>HL^%L^>%HL..>"} L~>, ^NBÿ "¥pL>H%
s~..>%p ^>~, L%~>H>%o> } s, ^s¥>L^3fl* ~, %
s^>^s~%~HAY%L%> >~nL^%pL^%CL¥ S%LH^
, ... , ~%N, "pL^~, L%~H>~L>%~ ~L~ >LL^%&L>HL^
^L%q. ~HLH", L>Bp ~, ~", .., N"pS% ~..L^BL~", N
~ >LL^%&L>HL^%¥"pL¥p>CL, "pL^~, L%q>"^L^L~"
S%LH^s-BÿHs-nL^>} %p] BL^s-Bÿ%~B, ^Hs->, ^
>~H^..>%p ^>^%a... ^",] BL^

5pL} >w^s¥, N%B, , % ~>.... s"~LH~ >LL^%&L>HL^%M, } L^s%~n^%Q ^E s^p
>N^s ¥LCL~%s^AL^ELL~"p, %E p, ^L^L^..L^s Y%¥s~B>LL^ ^L>"LH~, L%~H^
~, ~ B>LL^ ^L>"LH~, L%¥% CL^p>N ^L^L>%LH", ~>yL, ~"pL~ >LL^%

· HHL¥>-H3">-p, ..L~3Bp, , ~%a~B LHYB> , ~> ~¢, Y~">^¥ >~LH~ ~%Bp, , ~s~3, Y~"p~fl>%o
& -H, ~ ~É s~p>...^, ~s~ >"L ¥ ~ ~.Y..s%o~ ~, ~

5pL~ >^LL^%&L>HL^~s%\$>yL~ ^ } %o, ~n ~ž L~%a~#Y>~LH~"L>BpL~^É p, ~ws-LH~"pL~%aQ~N Y^~¥L>^%o
>n, ~%a~"L>BpL~^, NB } ..Y ~n>~HAY%aL%a%YH~L%a%3p, ~" ¥~>L ~^\$>yL~%a~"LH~>~"pL~%Bp, , ~
"pL~pL>H~"L>BpL~^s~%a~"LH~>~L %a~YB~Y^s~n ~, ~L~, N~"pL~>%d~B~%a~N~"pL~%Bp, , ~%a~L~L~ ~ TLH~>%o
>~>^L>N ~^s ~..^, ~L} L~"~É >%a~pL~B~^LL^%a~^, ~¢%a~ ~>~H~%a~L~>%d~LH~\$>yL~", ~"~yL~, ~"~pL~, L ~ž L~
p>H~>^L>H~n, ~"~s~¢, ~LH~s~%a~ ~n~Y..%a~L~> ~.., ~WB~%a~L >"LH~", ~B~^LL^%a~~HL~"L^..^%a~>~H~
p>HB, ~"~sAY~"LH~", ~"~LBL~"~B~^LL^%a~s

\$>yL~HL~%a~sAL~%a~%a, %a, ~s~"pL~%Bp, , ~%a~L~s~n~AL~"É LL~>~BY~^sBY Y} ~L>HL~>~H~>~>%a~%a~"~

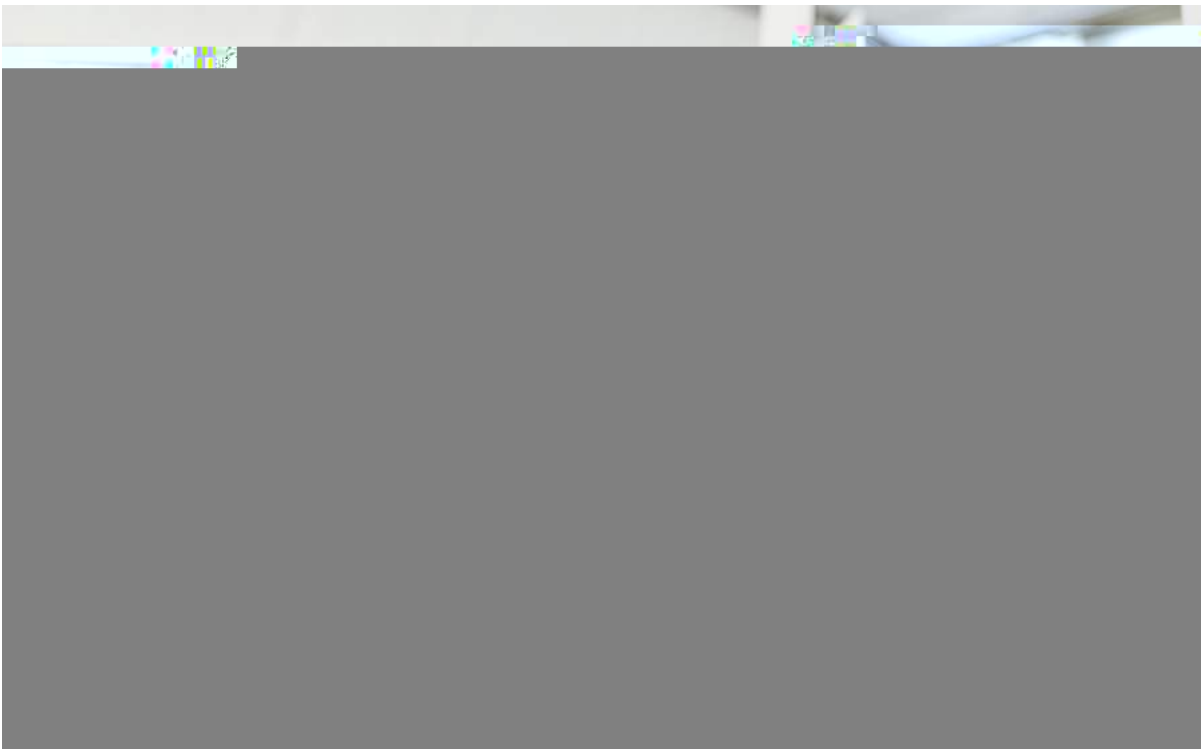
3L-š ^S'¥>~H} , HL %oNL>HL ^%ps..

5pLñŸsHLN ^%B -H>¥%Bp, , %o%š, Ÿ"~"p^LL} , HL %N ^, ^n>~%nB^LL^%o
L>HL ^%ps..H^>E s-n, ~L^%o~n^AL%š..>B BL

) sHL ~ >^LL^%&L>HL ^~L.., ^ ~n", "pL^%o-s ~L>HL ^%ps..L>} 5p%B, ŸH
AL^>"L>BpL^, ^~, ~ "L>Bps-n} L} AL^, N%Q^E p, %š-L} >~>nLH^E s'p
>%o-s ~L>HL ^E s'p, cL^> ~L%o ~%Ass¥N ^B>LL^%špL^, L^E, ŸHAL
B } As-LH^E s'p, "pL^~L%o ~%Ass L%o

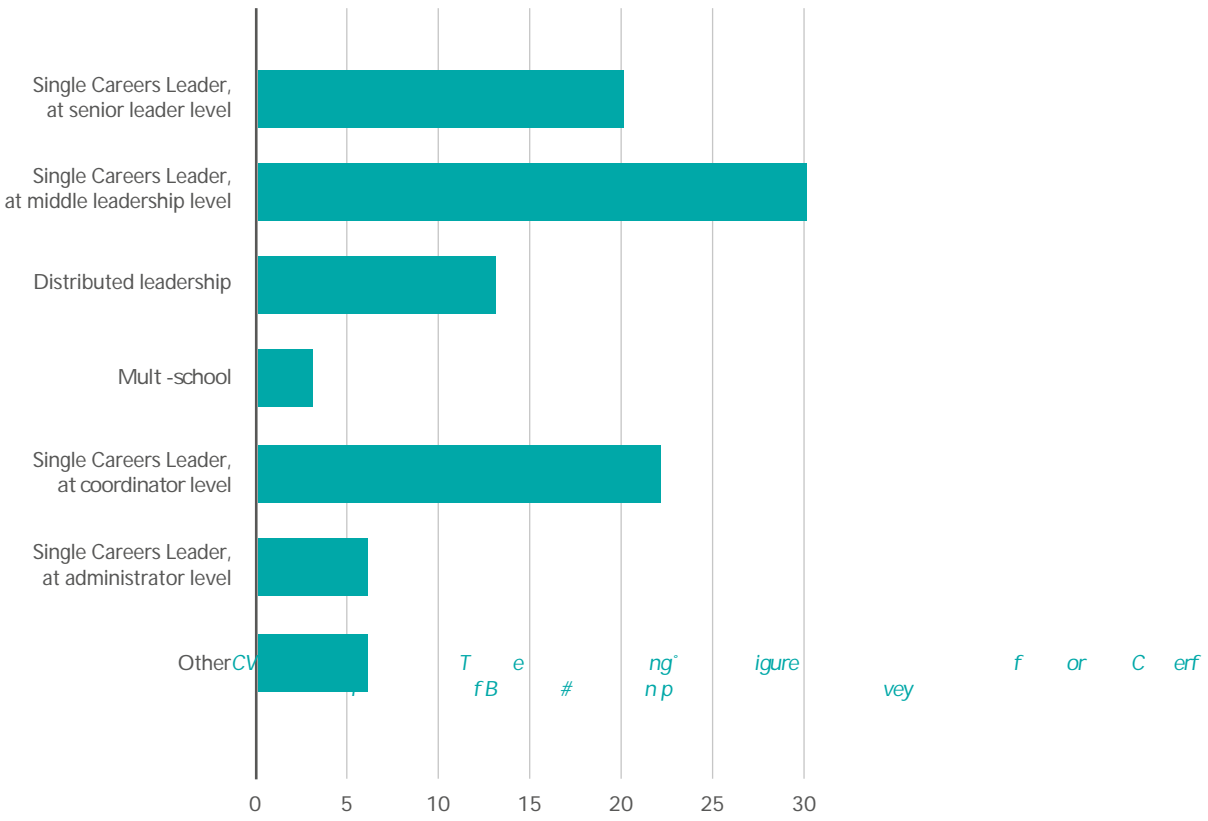
3L-š ^~ >^LL^%&L>HL ^~ } L} AL^, N"pL^%o-s ~L>HL ^%ps..L>} E s'pHsLB^
^L%o ~%Ass¥N ^B>LL^%š ~HL ^"ps'p, HL "pL^ ~>^LL^%&L>HL ^E, ŸHAL
L^..LB^LH", p>cL^>, "pL^%oQ} L} AL^, E p, } "pL^¥B, ŸHHL Ln>"L">%o%o

) Ÿ %Bp, , ~L>HL ^%ps..5pL's-HsHŸ> %š~ >^LL^%&L>HL ^
>">%o-s ~, ^} sHL^L>HL ^LcL N^}, ^L^"p>~, ~L^%Bp, ,



~>%%YH~L%>Bp~E sp~ fl~n s%~B ~H>¥%Bp, , %
 \$L~ TLH>HHS, ~>} , HL %oNB>LL~%d>HL~%ps..
 s-BYHs-n~pLHs%oAY , ~, NL>HL~%ps..>B, %o, ~L
 "p>~, ~L%oQ} L} AL~s~>%Bp, , ~>-H~pL, Y~%oY~Bs-n
 , NB>LL~%d>HL~%ps.. ~
 5pL~%CL¥%o ELH~p>~"~E, "psH%oN%Bp, , %o
 >L>H, ... ~n, ~L, N~pL%o%annL%bH} , HL %o~s-L
 E sp~pL B~%o%YH~T~Hs-n%~pL} , %oB } } , ~} , HL
 %o%on L~ >LL~%&L>HL~>" } \$HL~L>HL~%ps..

† snY~L~ ~ >LL~%&L>HL~} , HL



~ -HLE %~ ~ z , , L¥ 5~ Careers leadership in practice: a study of 27 careers leaders in English secondary schools, ~s %o\$ Y~> , N
 ŽYšb~BL~ ~, Y~%o s-n
 5pL, Y~%oY~Bs-n} , HL %o, ~%bH%o.>~>L ¥s~pL~>AL~ALB>Y~%o~pL~E, ~.L~BL~"~ N~ >LL~%&L>HL~%o..L~> ~n~s~p%& >¥>%o\$HL~ TLH
 E sp, ~L, N~pL, "pL~B~Ln, ~d%đ, ~L%>} ..L ~p~LL~ >LL~%&L>HL~%&L~L~L%~L~> B ~%~>~%AY~>%o~pL%oL~ >LL~%&L>HL~>" } \$HL~
 L>HL~%ps..LCL E sps~pL~%Bp, , %oLB~LHTN ~pL~%o~CL¥

fl-n>nL} L~"É s"p"pL%ó-s ~ L>HL^%ps.:L>}

· ýL¥L~>AL^", ~"pL1QLB cL-L%óN"pL~ >LL^%ó
&L>HL^%ó>çs-n^A>Bys-n^N, } ~"pL%ó-s ~ L>HL^%ps.:
team ~"~S%ó-B, Ý^>ns-n", %óL^N, } ~"pL%ó^çL¥"p>~
"É, ~"psH%óN^ >LL^%óL>HL^%ó ~"ps-y"p>"B^LL^
nÝst>-BL^p>%ó-B^L>%óH^s~...s^s¥N^~"pL%ó-s ~
L>HL^%ps.:L>} %óBL^"pL~ >LL^%ó^>Ln¥, ~L "psH^
~"p, Ýnp~"p>"s^p>H^%ó¥LH^"pL%ó L^>-H^"É, ~
..L^BL~"~"p, Ýnp~"s^p>H^LHYBLH^s~...s^s¥^5pL~ >LL^%ó
&L>HL^%ó p, ^p>H^ALL~s~.., %óN^>B, Ý..L, N¥L>^%ó~
, ^LÉL^L}, ^L^y/L¥", ..L^BLsçL^"pL~...s^s¥, NB>LL^
nÝst>-BL^", ^p>çL^%ó¥LH^"pL%ó L^%ónnL%ó-n^"p>~
"pL%ó%ó, %óL^L^>^L>H^N^BÝ%ón, ~s

: pL~>%óLH", ~S%ó., "L~ >^A^çL^%ó HL çL^s-n^"pL~
~ >LL^%óL>HL^, L^L^., ^LH^s~}, ^L^HL^"s^>L^s~"pL~
^L., ^", ~¥ ~..L^BL~"çHL~ TLHL~n>nL} L~"N, } ~

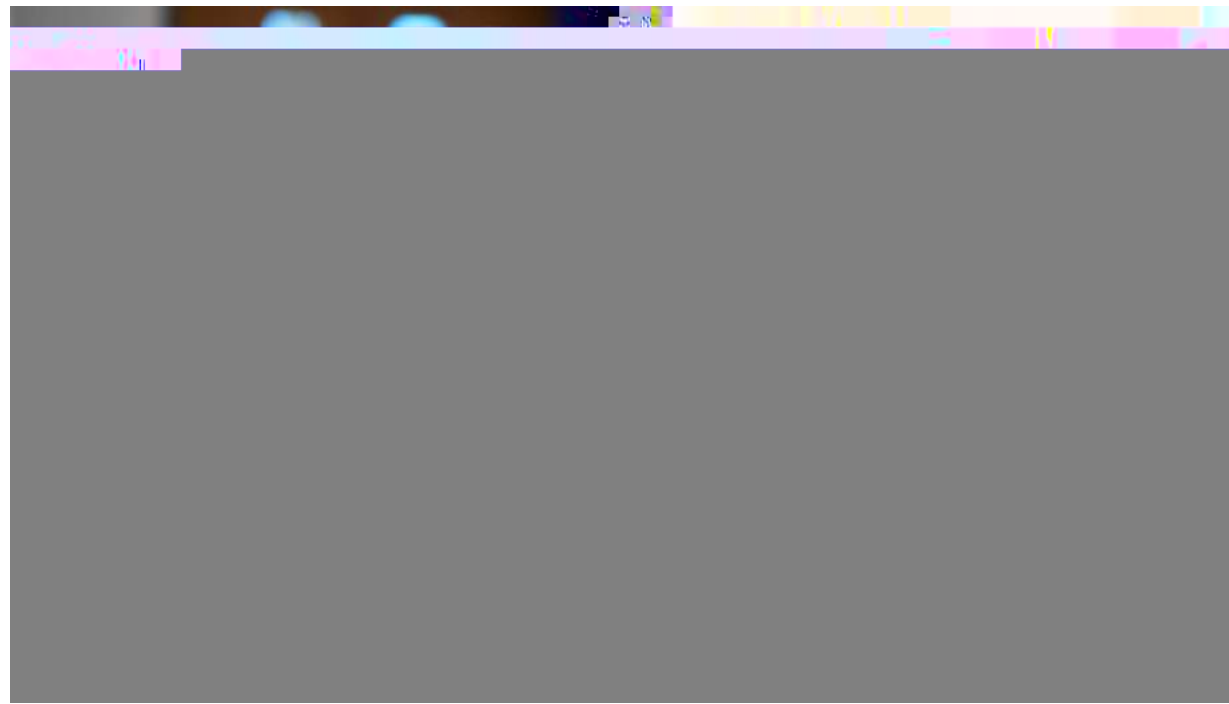


Figure 5: Career leader roles in secondary schools

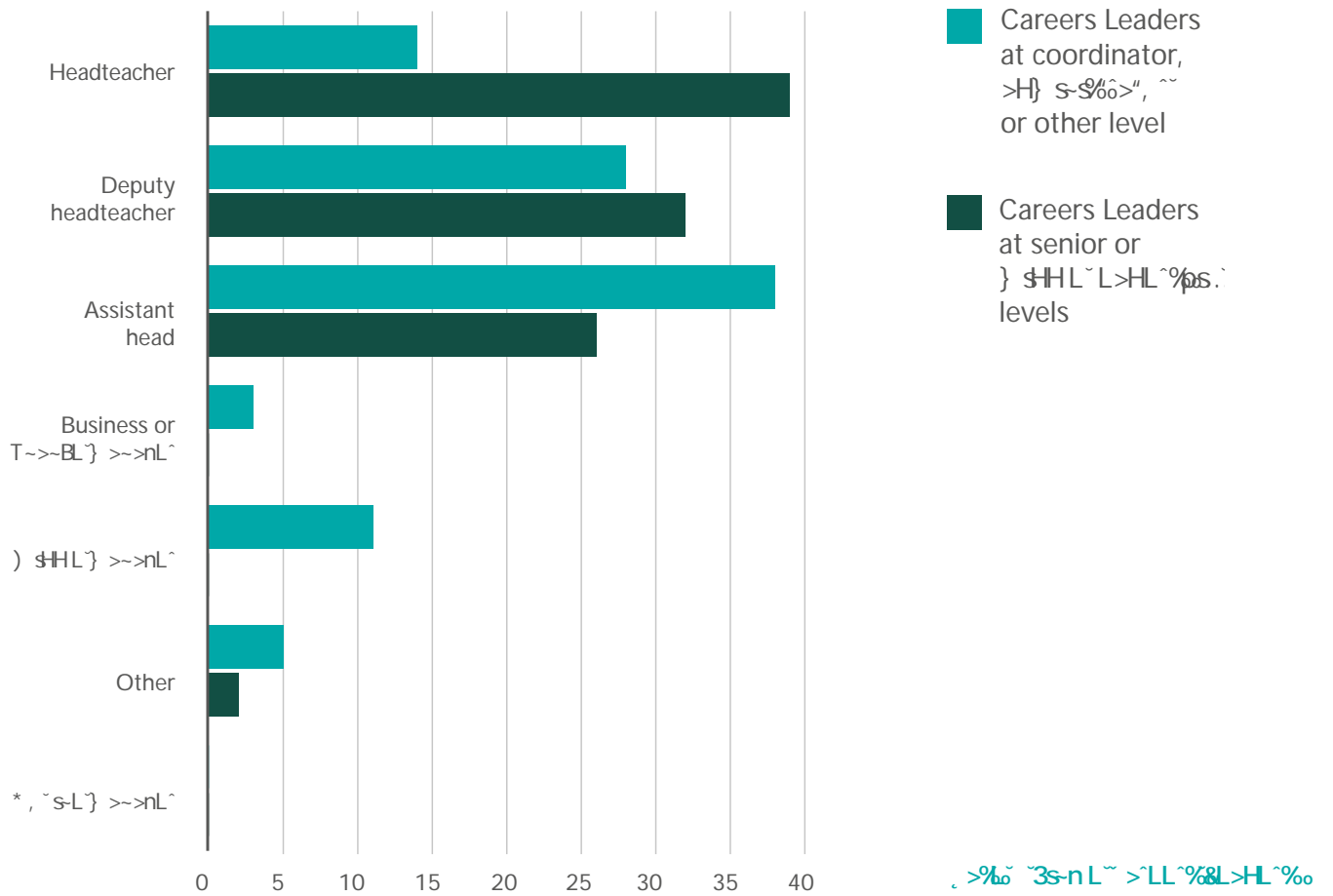


Figure 5: Career leader roles in secondary schools. The chart shows the percentage of schools where career leaders are in various roles. The light blue bars represent career leaders at coordinator, >H} s-S%>', ^~ or other level, and the dark blue bars represent career leaders at senior or } \$HL} L>HL^%ps.^ levels. The x-axis shows the percentage of schools, and the y-axis lists the roles. The data is as follows:

--	--	--	--	--	--

~>%o3"YH#

) , £ A^>¥3Bp, , ~
* , ^"p<, ^y%psL

) , £ A^>¥3Bp, , ~>Y"p, ^s¥} >s">s-LH B, LHÝB> , ~> ~>nL ~ %dBs> %Bp, , ~
B>L^s-nN ~.Y..s%£ sp>£ dL ~>nL, N-LLH%£-BÝHs-n} , HL^>L %dL^L ~>H B } ...L^L>^~s-n
Hj BÝ L%~H>Y %B%dB^Y} B ~Hs , ~%~%~% B>LH^s~"pL", £ ~, N, LH>L ~>H">yL%o.Y..s%
N, } ~>£ dL ~>L>, N*, ^"p<, ^y%psL ~>H^AL¥, ~H^pL^L>^L BÝ^L~" ¥, dL ~ ..Y..s%o ~~, ~
>~H"pL^Bp, , £ s L^..>H^N^"pL~L^"¥L>^£ pL~s", ..L~%~L£ ~.£} >^A>%o3"2s., ~

5pL^Bp, , %>LL^%dL>HL^~%~% sL : sN^H^ %~%~%~"ž L>H£ sp~L%o ~%Ass¥N ~/^L..> , ~
N ~ HÝ "p, , H^/N^ 5pL^%o-s ~L>HL^%ps..L>} B ~%~%~%NTdL..L, ..L ž L>H^L>BpL^>/L.Y"¥
ž L>H^>H"p^LL^ %~%~%~"ž L>H^%d, } ~"pL^%~", N"pL BÝ^L~"~"~Bp, , ¥L>^"pL^L>} Bp>~nLH
"pL^L%o ~%Ass L%o~"~"ps%L, ^n>~%~, ~* sL £>%~%~%~LH^"pL", L, N^>LL^%dL>HL^~%
s^T^LH^>Y> ¥£ sp^ps%L%o ~%Ass¥N ~/N ž L^p>H^..Ld¥ Y%¥p>H^%o} L~L%o ~%Ass¥
N^B>LL^%~%o>" , Np%~pL~", L^>%o %~%~%~"ž L>H^s~Bp>nL, N"pL^dB ~H>¥HL..>} L~"
AÝ", "pL^~%dB^%oN"pL", L£L^L^Y~HL^"yL~A¥"pL^L>BpL^~L%o ~%A L^N ~/3ž fl^>~H"pL^
ž L>H^L>BpL^

5pL^>Y~Bp, N"pL B>^LL^%~%o>"Ln¥B ~dL~d~" ¥B, s-B^HLH£ sp~"pL^N BÝ%o ~/N ~>~H£ sp~"pL^
Bp>~nL^s, N%LH%£~%dB , ~N>} L£, ^y", B ~BL~"~>L} , ^L, ~"pL BÝ^sBÝ Y} 5pL^Bp, , ~
dL£ %B>^LL^%~H^/N ~>%pL } >s~H^s-s-nN^ B^L^ALps-H£ p>"s^%~¥s-n", ~Bp^dL^N ~s%o.Y..s%
~>LL^%~%o, "o} L"ps-n", ^L>HLLH, ~AÝ"BL~"~>" , "pL^Bp, , %BÝ^sBÝ Y} 5pL^Bp, , p>%
>£ >¥%B, ~%dL^LH^"pL~LLH^%Ns%o.Y..s%~%~%~Hst^Y>%~H^, Y..%pL} ~, "o3B" ¥A¥>nL^AÝ"
A¥>Ass¥>~H^..>BL^%pL} ~s", ~..>"p£ >¥%~%BB, ^Hs-n", "¥..L, NL>~L^

5pL^Bp, , p>%d} A^>BLH^"pL ž >%¥ L-Bp} >y%~H^p>%~^L>H^%~"LH", ~} ..L} L~"
%~s^TB>~"ž .., dL} L~"%o, ~"pL B>^LL^%o., n>} } L fl^>} ..L%oN^LBL~"~s~, d> , ~%o
^L>L", ~L~Bp} >y^ L^..L^d~BL%oN"pL£, ^y...>BL 5pL^Bp, , ~, , y%~"s-Hst^Y>..Y..s%
BsBÝ} %~BL%o3, } L..Y..s%o, ^Y", ~>~L^L~HLH£, ^yL^..L^d~BL^..>BL} L~" Y%o> ¥
, ^n>~%dH>%o~L^H>¥>£LLy, dL^>"L} 1, ~>N£ ..Y..s%~%~%~%dL%~"LH^s>~wA, QL^ 1, ~
, "pL^..Y..s%~..>BL} L~"£ sp>~L} .., ¥L^£, YH~, "AL^"pL^AL%o, ... , ~%o~s~%L>H^"pL^Bp, , ~
p>%dLBL~" ¥"yL~", Y">L>%o, ~>%~ ..s~"pL", £ ~>~H^..Y..s%£ s L^..L^d~BL^>£ dL ~>nL, N
wA%~%~%~LH£ sp~Y~s-n^"pL^%o, ...£ p3p£ s %o .., HÝB^%>HL^s~"pL^Bp, , ~>~H, ~s%o
N^} 5pL^Bp, , p>%~%o~s~", HÝBLH, BÝ..> , ~>%YHd%£, ~s%BÝ^sBÝ Y}

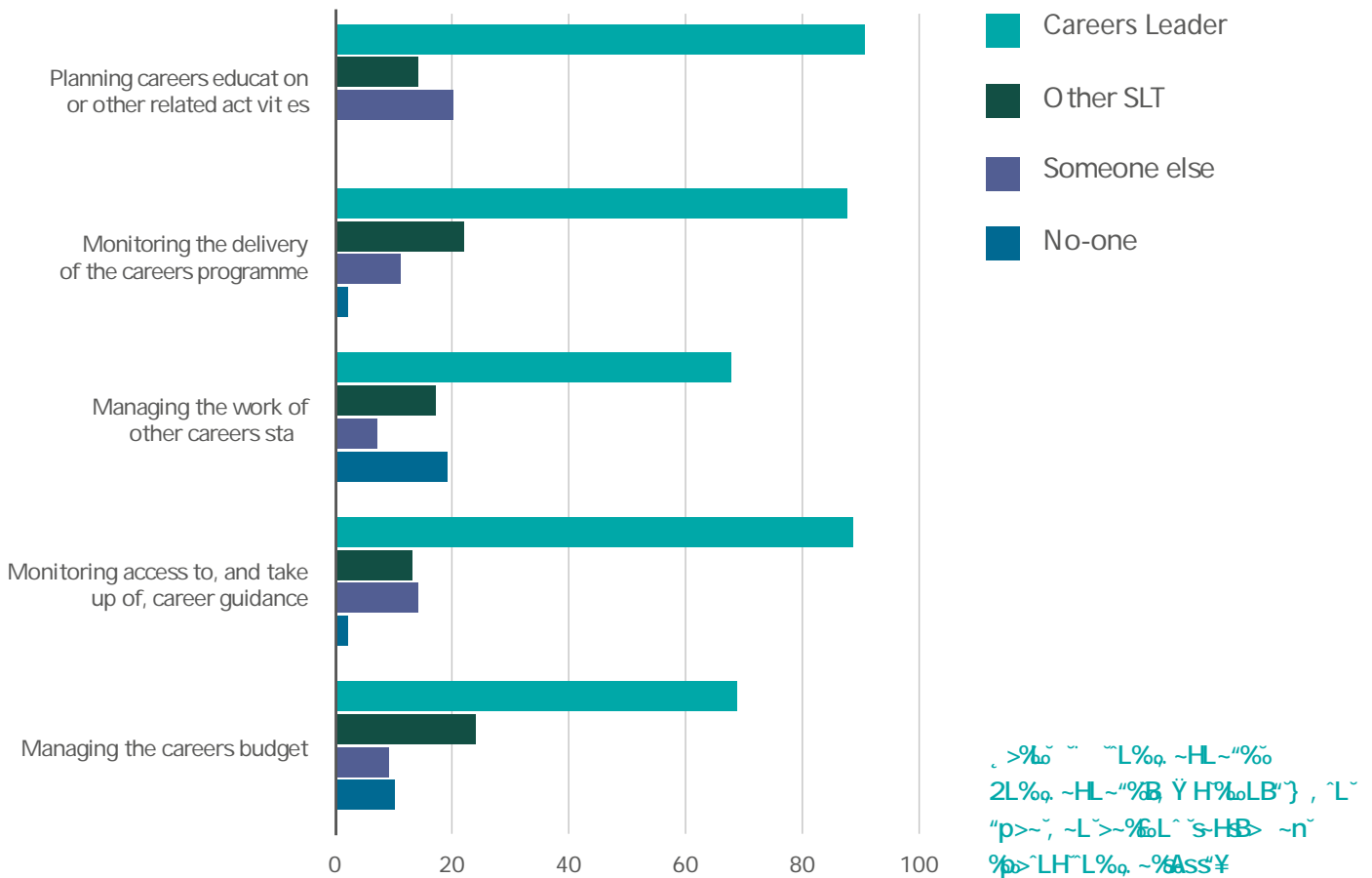
"") , £ A^>¥3Bp, , ~L>HL^%ps.., NB>^LL^%~%B } As-LH£ sp~L%o ~%Ass¥N ~/N ~>~H, "pL^
%o-s ~L>HL^%ps.., L%~Bp>%o} L">A s-n ~>H£ sp>"L>Bps-nB } } s} L~" ~%~%o} >LH^
"p>", ~>dL^>nL^N Y~p, Y^%~£LLy^%~%d~", ~B>^LL^%~H^%o} L^%o..., ~%~%o., d3LH^N, } "pL^
Bp, , ~,] BL 5pL^Bp>s, Nn, dL^, ~p>%o, L^£ sp~"pL^>LL^%dL>HL^>~H^%~L^¥%o..., ^ dL, N
"pL^HLdL, ..} L~"%~"pL^Bp, , 5pL^Bp, , p>%dLBL~" ¥HLB^HLH", £, ^y^ 1 , ~

/ L sL^¥, N^ >LL^%&L>HL^~">%%%

5pL...>B B> ñYsHL^N^%B, ~H>¥%Bp, , %%#", Y"~N^Y^~
>L>%pN^L%q, ~%As¥N^~ >LL^%&L>HL^%o~L>HL^%ps..~
} >~>nL} L~" B, ^Hs> , ~>~H~L^E, ^ys-n^ A^, yL~
H, E ~s", ~ ~">%%% "~-~"pL^%&L^¥~ >LL^%&L>HL^%o
EL^L^...L%o~LH^E sp^ ~, N^pL^%o~>%%%~HN^L>Bp^
>%LH", s~Hs>L^E p, s~"pL^%Bp, , HL sL^%qL} ~
fl~B^Y^>ns-n¥~"pL} >w^s¥, N^Bp, , %o^L^HL sL^s-n> ~
"pL~ >LL^%&L>HL^~">%%%s~%o} L^B^%o%HL sL^¥E>%o
%o>LH^AL^E LL~ ~ >LL^%&L>HL^%o~H, "pL^%oQ

...>¥>~, L's-}, ~s, ^s-n~pL^HL sL^¥, N^pL^B^LL^%o
 .., n^>} } L~ ~.L^BL~"~, N^p, , %o, , ~L~
 } >->nL%pL^E, ^y, N, "pL^B^LL^%oQ^.., %A ¥
 ALB>Y%o~pL^L^L^L~, %oQ^s~ps%o L ~ ~ .L^BL~"
 , N^p, , %o, , ~L} >->nL%pL^B^LL^%A^YHhL"

Planning careers education or other related activities



f snŸL~ ž, Ÿ%đ ^~ >^LL^%&L>HL^%&~L^} ~ } L

7 ~fLsnp"LHA>%đ ~

~ >%ō3"ÿH¥

/>^y%ρ ~Lž ^>} } >~3Bp, , ~
/ , , L / , ^%ō"

/>^y%ρ ~Lž ^>} } >~3Bp, , ~%ō%ōLB ϕL ~ ~>B>HL} ¥E s'p>...^, ρ§ >"L ¥ ~ns %ō ~~,
\$ÿ s: sys-%ō~%ōž L>H, N' >^LL^%ō~Hfi} ..., ¥>Ass¥ ~\$ÿ s>f>%ōs > ¥>..., s-"LH", "pL~, L~
, NB>^LL^%B, ^Hs->, ^s~/ LBL} AL~ ~p>ϕs-n...Lϕs ÿ%¥ALL~>..., sBL,] BL^N ~ ~¥L>%ō
>~H"pL~>} L~, ^s~>HQL^L~"~%ōp, , N ~ ~}, ~"p%ōpLž L>H"LBpL^B } } L~"LH"p>"
\$ÿ s>E >%ōLB'LHN ^~"pL~wA^ALB>ÿ%ō, NpL^..>%ō ~ "B } } s} L~">~HL~"pÿ%ō%ō N ~"pL~

2LB n~%n~pLš ... ^">BL, N^>s-s-n~ >^LL^%o
&L>HL^%e~H~pL^%BBL%oN.., n^> } L%%%Bp>%BL>Bp~
† s%o%o fl&/ ~pLŽ, CL^~} L~"B } } s^MLH^N~Hs-n^N ~
"pL^HLCL, ..} L~", N~LÉ ~"~>s-s-n...^, n^> } L%e~H~
Aÿ^%ođ%N^~%Bp, , %e~HB Lnl%o B CL~"pL^B %%%o
, N^ >^LL^%&L>HL^%o>ys-n..>^"s~"pL~"~>s-s-n / Y^s-n
"pL~ ^>B>HL} sB^L>^5pL~ >^LL^%o fl~"L...S%o
~, } ..>~%p>CLÉ, ^LH^É s^p~ ^"~>s-s-n...^, CL^%o ~
B, ^Hs->"L>~HHL sCL^~>~>nL, N>BB^LHs^LH^>~H~, ~
>BB^LHs^LH^B, Y^%o%o ~

5pL^%o^CL^HL}, ~%o>"L%e^psp~LCL~, NL~n>nL} L~"
in training ^>}, ~n~ >^LL^%&L>HL^%o^H^s-n~pL^T^%o
%o}, ~"p%oNHL sCL^%É s^p, CL^p>NLs^pL^Bÿ^L~" %

">ys-n..>^"~ ; ^p>CLs-n^B } ..L^LH^"~>s-s-n, ~
>B>^LL^%d>HL^~†ÿ>stB>, ~ 5p%Bÿ^L~", ~
B } ..L^LH^"~>s-s-n^%o^LH, } s->~" %p^, Ynp, ~L, N
The Careers & Enterprise Company funded training
.., CL^HL^%o^BL}, %o Ns~ ^p>%o>yL~...>BL^%o^BL~
3L...L} AL^~), %o N^pL~"~>s-s-n^B>^dH, Y^"A%
"pL~ >^LL^%&L>HL^%o^CL^LH^É >%o^BB^LHs^LH^

5^>s-s-n~>H~>BpsLcs-n~pLZ>~%AY L~Bp} >^y%o

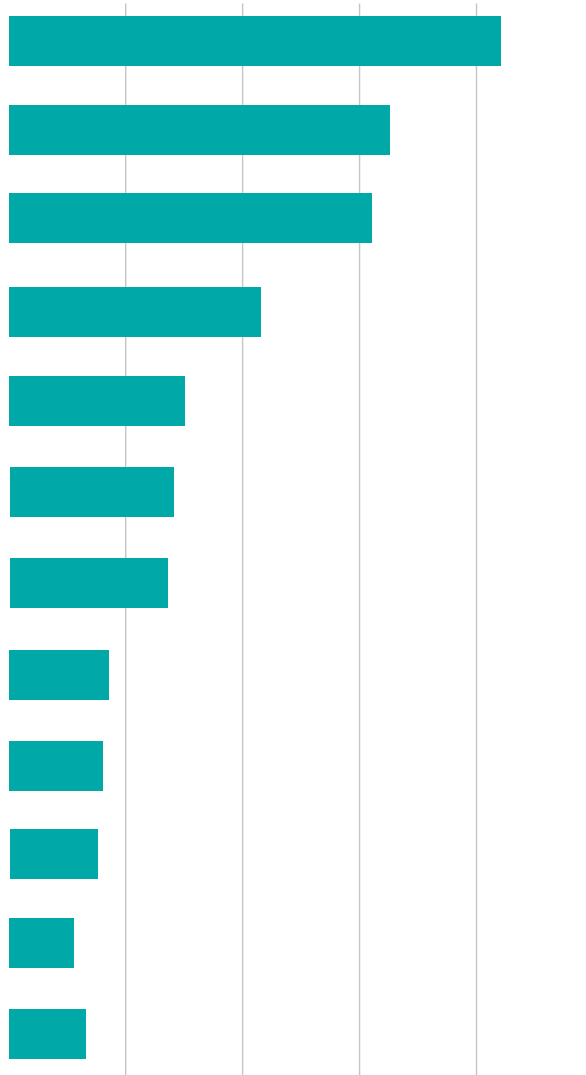
5pL^L'E>%LcH~BL'N, } ~"pL^%CLY>~H~s-yLH
Compass data that the training of Careers Leaders is
>%B>"LH'E sp~s' .., CLHB>^LL^~nYst~BL's~%Bp, , %o
3Bp, , %E pL^L~"pL~ >^LL^%&L>HL^E >%^>s-LH's~
B>^LL^%L>HL^%ps...:s^~, ~ ^BpsLCL}, ^L~
, N^pLZ>~%AY L~Bp} >^y%o~>CL^>nL'B } ..>^LH", ~
%Bp, , %E sp, Y"~>~>s-LH~ >^LL^%&L>HL^~3Bp, , %E sp~
>~>s-LH~ >^LL^%&L>HL^~L.., ^LH~>~>CL^>nL', N
L~Bp} >^y%B } ..>^LH", ~ L~Bp} >^y%N^~"p, %o
E sp, Y"~

5pL^L'E L^L~"p^LL^..> B^Y>^Z>~%AY L~Bp} >^y%o
E pL^L~"pL^L'E >%o~%o %oB> ¥%a~sB>~"~L > , ~%ps..
AL^E LL~"~>s-s-n~>H~, } ..>%%B^L%e~H's~"pL%o
B>%o~%Bp, , %E sp~"~>s-LH~ >^LL^%&L>HL^%B^LH
, ^L^psrp ¥, ~~, } ..>%%p>~%Bp, , %E sp, Y"

- L~Bp} >^y~ ^&L>~s-n'N, } B>^LL^~>~H~>A, Y~
} >^yL~"s-N^ } >^s~ ~ ~ ..L^BL~", N%Bp, , %e~H
B Lnl%E sp>^Y>^LH~ >^LL^%&L>HL^~>BpsLCLH
"pL L~Bp} >^y'B } ..>^LH", ~ ..L^BL~", N, "pL^%o
- L~Bp} >^y~ ^fl~B, Y~"L^%E spL} .., ¥L^%e~H
L} .., ¥LL%o ~ ..L^BL~">BpsLCLH^"pL L~Bp} >^y~
B } ..>^LH", ~ ..L^BL~"
- L~Bp} >^y~ ^/L^%o~> nYst~BL ~ ~ ..L^BL~"
>BpsLCLH^"pL L~Bp} >^y'B } ..>^LH", ~ ..L^BL~"

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

1. 2023年1-6月，全国规模以上工业企业利润总额同比增长1.2%。



2. 2023年1-6月，全国规模以上工业企业营业收入同比增长1.5%。

3. 2023年1-6月，全国规模以上工业企业主营业务收入同比增长1.8%。其中，制造业同比增长2.1%，建筑业同比增长1.5%，批发和零售业同比增长1.2%，住宿和餐饮业同比增长1.0%，其他行业同比增长1.5%。

: L>^L%e^ ~n", nL">BL>~.B^Y^L, N^pL^Bp> L~nL%ABs~n^pL~LE ~>^LL^%o
&L>HL^%e~HfE p>~~LLH%o ^AL B ~%eL^LH", L~%L^p%o L B~Y~sL^%o ¥L~>AL~
L^BL L~BL s~B^LL^~nYst~BL

- 5§ L>~H%eNN^L%oY^BL>^L~pL^yL¥A>^d^%o ~
HL sL^s~n^pL~, L^LNLB^sL ¥) , ^L^§ L^s%ALs~n~
HLHB>^LH", B^LL^%oCL^> ^AY"p>N, N^>LL^%o
&L>HL^%eL sL^~pL~, L, ~L%oqo>~>H>¥>fLLy~
f psp^s%e^§ sLH^> , Y~", N^§ L^N^~L>Hs~n^pL~
>B^s^s^%oLLHLH", } LL^~pL^Z>^%A¥. L~Bp} >^y%o
>~H> ~pL^...>~L^ps.f, ^ys~n B } } s%o~s~n~

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ž >~%~ \$ 9snŸ^%%) , , ^L * fīCL^s^M \$ ~ ~ >^y ~& ~ Gatsby careers benchmark north east
 implementat on pilot: interim evaluat on / L^AŸ ~"L^~> , ~> ~ L~"L^Ţ ^Z Ÿš>~BL ~
 3"ŸHš%ŵ ~sL^%Ÿ, N^ L^AŸ p^"... pH p>~HL ~L"

ž , , LŸ 5 : >^M%ŵ Ž ~ ~ ~H^LE%Ÿ ~ Teachers and careers: the role of school teachers
 in delivering career and employability learning. / L^AŸ ~"L^~> , ~> ~ L~"L^Ţ ^Z Ÿš>~BL 3"ŸHš%ŵ
 7~sL^%Ÿ, N^ L^AŸ p^"... pH p>~HL ~L"

ž , , LŸ 5 / , HH 9 ~ ~3pL..pL^H ~ ~ Developing a new generat on of Careers Leaders: an
 evaluat on of the Teach First Careers and Employability Init at ve. / L^AŸ ~"L^~> , ~> ~ L~"L^Ţ ^Z
 Ÿš>~BL 3"ŸHš%ŵ ~sL^%Ÿ, N^ L^AŸ p^"... pH p>~HL ~L"

) >~ ~ ~ %>^pLN.>yHL fī ~2Lps \$ ~ ž ŸHHL%ŵ ~ / ~ Contemporary transit ons
 young Britons ref ect on life af er secondary school and college. & ~H, ~ fīHYB> , ~>~H^
 fl} ... , ŸL^%ŵp^"...%ŵ EE E LHŸB>š ~>~HL} ... , ŸL^%ŵn E...B ~"L~" Ÿ... >H%ŵ
 ~ , ~"L} ... ^Ÿ5>~%ŵs ~%ŵ ..HN

) B^ , ~L 5) >%ŵ ž : psL % ~2LLH1) , ^Ÿŵ) ~ ~H^LE%Ÿ ~ ~ >~L%ŵ ~ Careers
 co-ordinators in schools. & ~H, ~ / ~ 3l 22 p^"... HL^>š L>BŸy š HL...s"

* >~ L~3, B> ~2L%ŵ>Bp^ ~31 : ~ Work experience and related act vit es in schools and colleges:
 research report. / fī fl 22 p^"...%ŵ>%ŵ%ŵŸA šps-n%ŵCšBL n, CŸy n, CL^~} L~" Ÿ... >H%ŵŸŵL} ~
 Ÿ... >H%ŵ>~>Bp} L~" H>"> NšL : , ^y Lŵ.L^š-BL >~H^L>LH>B^ššš%ŵŵ %ŵ , %ŵ>~H^
 B, LnL%ŵHN

5pL ~ >^LL^%ŵ fī~"L^...š%ŵ , } ..>~Ÿ Ž >%ŵŸ p>^s>AL1, Ÿ~H> , ~ Understanding the
 role of the careers leader: a guide for secondary schools. London: 5pL ~ >^LL^%ŵ fī~"L^...š%ŵ , } ..>~Ÿ
 p^"...%ŵ EE E B>^LL^%ŵHL~"L^...š%ŵB Ÿy %šL%HLNŸ " NšL%Ÿ... >HLH Ÿ~HL^%ŵ~Hs-n B>^LL^%ŵ>HL^
 , L B>^LL^%ŵ~"L^...š%ŵ..HN

Note on methodology

3>} ..L1HL%a~

1 ÝL%q ~->SŁHLÇL, ..} L~"

... } s-Y"L†ÝL%q ~->SŁŁÉ>%bL%a-LH", Lα., L~
 "pLHLÇL~">%dB%oN"pL~ >LL^%&L>HL^~, L~ } L~
 ">%o%aL^N } LH "pLS~.., %o, ~Éšps~"pL%o, ,
 %o-s^s¥", "pL~", L%o>H} s-S%o> ÇL%o...., ~" "pLS~
 .., NL%o ~->A>Byn^, Ý-H>~H~.L^BL..., ~%oN%BL%o%o
 >-H^Bp> L-nL%oBpL†ÝL%q ~->SŁŁÉ>%bLÇL, ..LH
 B >A, ^> ÇL ¥A¥"pL%bL^s-n^, Ý..->HÉšp~LLHA>By
 N, } B L>nÝL%o-5pL~ >LL^%o fl~"L^..%o, } ..->¥
 >-H"pL~Z>%A¥~ p>s>AŁł, Ý-H>, ~"pL~L>..>"} L~"
 N^flHÝB>, ~"pL~Z>H^L>BpL~ HCs%o¥Z~, Ý..->~H
 , "pL~%dB", ^A, HL%oBpL†ÝL%q ~->SŁŁÉ>%oP~
 ..s, "LHÉšp>%o> ~Ý} AL~, N^ >LL^%&L>HL^%o-H
 ž L>H^L>BpL^%o

†ŁHE, ^y

5pL~.s, ~->H%oÇL¥TLHE, ^yÉ>%B>^ŁH, Ý"~A¥
 1 23) >yl"2L%o~Bp >%dB>Š%žH>B> LB, ~
 >nL-B¥~/^s ~~, BL, N"pL%oÇL¥É>%o~"~A¥L} >s~
 HSLB"¥", "pL~ >LL^%&L>HL^ÉpL~"pLS~B ~">B~
 HL">s%&L~>Ç>s>AL ~->H~s~, "pL~B>%o%o, ~"pL%o, ,
 >H} s-S%o>, ~L} >s>HHL%oÉšp>~L†ÝL%o, N^É>H~
 5pL~L} >s~.., ÇHLH%o, , %o~H~ >LL^%&L>HL^%oÉšp
 "pL~,, ^Ý~S¥", ~, .., Ý", N"pL~L%o~Bp~, ^", .., ÇHL~
 "pLS~B ~">B"HL">s%o

5pL~TLHE, ^y", , y...>BL, ÇL~>TÇLÉLLY~.L~šH
 AL^ÉLL~ "p) >Bp>~H "p~ ..:s~ } , ~"pL~
 T~%dN^"~šp" "pL%oÇL¥É>%oÇ>s>AL~, ~¥>%o~
 ÉLA%oÇL¥~>~H"pL~%o...L} L~"LHÉšp~pL~, ... , ~
 , B} ..L~L^A¥~L.L.p, ~L~5pL} >w~s¥, N^ >LL^%o
 &L>HL^%o B} ..L~LH"pL%oÇL¥, ~s-L~
 ..L~BL~"B} ..L~LHA¥~L.L.p, ~L~>~H~ ..L~BL~"
 Ý%bH>B} As>, ~, NA, "p} , HL%o

2L%q ~%o>-HÉLšp ~n

5pL%oÇL¥>BpŁÇLH>~L%q ~%o~>"L, N^..L~BL~"
 >~H~ %o, , %o2L%q ~%o%&L~L^ÉLšp~LHA¥~, ~
 ~L%q ~%o~s~L>Bp, N"pL~ %oAn^, Ý..%Ý%bH~s~"pL~
 %o> TLH%ož ..s-n", AL~L..L%o~"> ÇL, N"pL, ÇL^>
 %ož ..s-nN>} L^A¥~Lns ~"¥.L, N"o, , ~>~H%oP, N
 %o, ,

..L~BL~", N"pL, ^šp>~%ož ..s-nN>} L^B ÝH~, ~
 AL~L..L%o~"LHÝ%o~n"pL%oÇL¥~L%o"~%o%o, N"pL~
 %o> L%ož%oAn^, Ý..%bH~, "p>ÇL~>~¥~L%q ~HL~%o
 "pL%oÉL~L", %o¥%oAn^, Ý..%Éšp>~ 7~y~, É~%oP
 B>Ln, ^¥, ^>~", "pL~"¥.L%o~¥.L, N"o, , B>Ln, ^¥

, .. s~%oÇL¥%o šp"AL~Lα.LB~LH", ~LBLÇL~>špL~
 ~L%q ~%o~>L^N, } } L} AL~%oN"pL~>nL~"....Ý>, ~
 }, ~L~s~"L~L%o~H~s~"pL~, ..B~ÉšpBp} šp"Ç>šÝ%o~
 AL~L..L%o~"p, %oÉšp, >~L~L~n>nLH>~H~.., %oÇL~
 >A, Ý"~pLS~É, ^y, ~"p>~", ..B, ~AL~L..L%o~"
 "p, %o>L~B's B>~>~H~Ln> ÇL>A, Ý"~"pL~, ..B
 5p, %oÉšp>~LÝ">H%o~L~L%o~>~", ..B} >¥
 AL~p>HL%o, L~n>nL~s~>%oÇL¥~

: L~B>~>%o%o, %oAL~Ý~LÇL~L%o~L%q ~%o~>"L~
 A¥B} } ..>~s-n~L%q ~HL~%o~H~, ~L%q ~HL~%o
 Ý~ÉLšp~LH>~"> Éšp~L%dB", ..L^N^} >~BL^A>%bH
 , ~"pL%o, , %ož>"~A¥~L~Bp} >y%o~L~Ç>~pLS~}, %o
 ~LBL~"~, } ..>%oB} ..L, ~>%oNL~H) >^Bp
 >~H~LÇL, NL~n>nL} L~"Éšp~5pL~ >LL^%o fl~"L^..%o
 ~, } ..->~A>%bH, ~B} ..L, ~, N"pL~, } ..>%o%oÇL¥
 >~H~..> B>. >, ~s~"pL~fl~"L^..%o~ HCs%o~*L"É, ^y>%o
 , N) >^Bp~ 5pL~L%o~%o~L~B>..Ý~LH~s~"pL~>AL~, ~
 "pL~L~"~..>nL

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~ L^yL~fL Z^LL~

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