

Gender Equi

7YLNUHU[HUK 7HYLU[PUN :[\KLU[([OSL[LZ!

7YLNHUHU[HUK 7HYLU[PUN :[\KLU[([OSL[LZ!
9LZV\YJLZ HUK 4VKLS 7VSPJPLZ

;HISL VM *VU[LU[Z

*OHW[LY !)HJRN\YV\UK

0U[YVK\JPUN [OL 5*((4VKLS 7YLNHUHUJ` HUK 7HYLU[PUN 7VSPJ`
(9L]PL^ VM -LKLYHS 3H^ HUK 5*((9\SLZ 0TWHJ[PUN ;YLH[TLU[VM
7YLNHUHU[HUK 7HYLU[PUN :[\KLU[([OSL[LZ

*OHW[LY !)LZ[7YHJ[PJLZ

;OL 4VKLS 7YLNHUHUJ` HUK 7HYLU[PUN (KTPUPZ[YH[P]L 7VSPJ`
+LJPZPVU HUK 9LZWVUZL -SV^ *OHY[
4VKLS :[\KLU[([OSL[L /HUKIVVR :[H[LTLU[

*OHW[LY ! :WVY[Z 4LKPJPUL 9LZV\YJLZ

([OSL[PJ ;YHPULY)LZ[7YHJ[PJLZ
5*((:WVY[Z 4LKPJPUL /HUKIVVR :LJ[PVU I
(KKP[PVUHS 9LZV\YJLZ

*OHW[LY ! *HZL :[\KPLZ 4LKPH :[VYPLZ



*OHW[LY !)HJRNYV\UK

0U[YVK\JPUN [OL 5*((4VKLS 7YLNHUUJ` HUK 7HYLU[PUN

;OL 5*((4VKLS 7YLNHUUJ` HUK 7HYLU[PUN 7VSPJ` ,4VKLS 7VSPJ`1 PZ K
PUMVYTH[PVU HUK YLZV\YJLZ [V TLTILY PUZ[P[\[PVUZ HUK [OLPY Z[\KLU[H
[OL ULLKZ VM Z[\KLU[H[OSL[LZ KLHSPUN ^P[O H WYLNHUUJ` 0[^PSS PTWY
SH^ HUK 5*((I`SH^Z HUK OLSW PUZ[P[\[PVUZ JYLH[L H ZHML OLHS[O` LU
[OLPY LK\JH[PVUHS TPZZPVUZ ;OL 4VKLS 7VSPJ` PZ PU[LUKLK [V WYV5]P
TLTILYZ VM [OL H[OSL[PJZ KLWHY[TLU[PUJS\KPUN HKTPUPZ[YH[VYZ JVHJ
HZ ^LSS HZ MVY WHYLU[Z HUK TVZ[VM HSS [OL Z[\KLU[H[OSL[LZ

;OL 4VKLS 7VSPJ` PZ H UH[\YHS L_[LUZPVU VM [OL VYPNPUHS W\YWVZL V
WYV[LJ[Z[\KLU[H[OSL[LZ 0U JVSSLNL MVV[IHSS WSH`LYZ ^LYL ILPUN
L]LU RPSSLK H[HU HSHYTPUN YH[L I` [OL ZWVY[»Z TVZ[WYVTPULU[VMMLU
7YLZPKLU[;OLVKVYL 9VVZL]LS[\YNLK SLHKLYZ PU OPNOLY LK\JH[PVU [V ^V
OLHS[O HUK ZHML[` VM [OL WSH`LYZ YLZ\SE[PUN[0U WOLZ[MVYTH[PVU VM [O
`LHYZ [OL 5*((OHZ LUHJ[LK THU` I`SH^Z [V J\YI OHYTM\S WYHJ[PJLZ HU
LK\JH[PVUHS TPZZPVU VM H[OSL[PJZ PUJS\KPUN PUZ[P[\[PUN TPUPT\T L
YLJY\P[Z LUZ\YPUN [OL HJHKLTPJ WYVNYLZZ VM Z[\KLU[H[OSL[LZ HUK PU



^P[O VM [OPZ Z\IZL[YLWVY[PUN QUPHU[ZHTKWSLWWMNUHMLJTHSL JVSSLNL
Z[\KLU[Z HNLK YLWVY[LK ILPUN ZL_\HSS` HJ[P]L ZHPK [OL` ^LY
[OV\NO[[OL` TPNO[OH]L ILLU WYUNVYKUPUN ZWTL <P.T&LWHY[TLU[
VM /LHS[O HUK /\THU :LY]PJLZ YLWVY[VM THSL HUK MLTHSL JVSSLNL
`LHYZ YLWVY[LK L_WLYPLUJPUN WYLNUHUJ` 4VZ[OVM [OLZYZ VY [OLPY W
WYLNUHUJPLZ HYL \UPU[LWTKLK PU [OL <UP[LK :[H[LZ NLULYHSS` \UPU[L
WYLNUHUJ` PZ OPNOLZ[PU [OL HNL NYV\W `LHYZ ^P[O VM [OLZL
TVYL [OHU VUL \UPU[LUKLK WYLNUHUJ` HUK L_WLYPLUJPUN HU \UPU[L
`LHY

;OL NVVK UL^Z PZ [OH[ZWVY[Z WHY[PJPWH[PVU NYLH[S` YLK\JLZ WYLNUH
^VTLU IV[O YLK\JPUN ZL_\HS HJ[P]P[` V]LYHSS HUK PUJYLHZPUN [OL SPR
LMMLJ[P]L JVU[YHJLTH[P]LOVNO ZJOVVS Z[\KLU[H[OSL[LZ HYL SLZZ SPRLS`
WYLNUHU[[OHU [OLPY UVU MPOSKP[UNWZLWVY[LK HJYVZZ YHJPHS HUK L
JH[LNVYPOZ ZHTL WYV[LJ[P]L LMMLJ[VM ZWVY[Z WHY[PJPWH[PVU HWWSP
(JJVYKPUN [V VUL Z[\K` VM ZL_\HSS` HJ[P]L MLTHSL JVSSLNL Z[\KLU[Z VUS
YLWVY[LK L]LY L_WLYPLUJPUN H WYLNUHUJ` JVTWHYLK ^P[O VM UVU H[

4HSL Z[\KLU[H[OSL[LZ HYL HSZV HMMLJ[LK I` WYLNUHUJ` ,_WLY[Z Z\NN
LZ[PTH[L MVY WYLNUHUJ` YH[LZ MVY MLTHSL Z[\KLU[H[OSL[LZ HUK WHY[UL
MVY HU H[OSL[PJZ KLWHY[TLU[PZ IL[^LLU [V

MVY]PVSH[PUN WYVOPIP[PVUZ HNHPUZ[WYLTHYP[HS ZL_ ^OPSL TLU
JVUZLX\LUJLZ

,TV[PVUHS /LHS[O *VUJLYUZ MVY 7YLNHUHU[HUK 7HYLU[PUN(S[OSL[LZ 7YLNHUHU[
;OL Z[\KLU[H[OSL[L TH` ULLK [V TV\YU [OL LUK VM [OL WYLNHUJ`
TPZJHYYPHNL VY HIVY[PVU

;OL JHTW\Z JVTT\UP[` TH` WSHJL HKKP[PVUHS WZ`JOVSVNPJHS Z[YLZZ V
^P[O [OLPY]PL^Z HIV\ [WYLNHUJ` HUK Z[\KLU[H[OSL[LZ 7YLNHUJ` PZ
[OL MLTHSL Z[\KLU[H[OSL[L Z ,MH\ S[` 1 NL[[PUN JH\NO[OH]PUN \UWYV[L
V[OLY MVYTTZ VM TVYHS [\YWP[\KL :VTL TH` JVUZPKLY [OL Z[\KLU[H[C
HK]HU[HNL VM ZJOVSHYZOPW M\UKZ VY UV[ILPUN ,YLZWVUZPISL` VY H
WYLNHUJ` VY MHPSPUN [V [LYTPUH[L [OL WYLNHUJ` >HKPUN [OYV\N
\UZ\WWVY[P]L LU]PYVUTLU[[OL MLTHSL Z[\KLU[H[OSL[L SLNP[PTH[LS`
OLY WYPTHY` Z\WWVY[Z`Z[LT" OLY IV`MYPLUK OLY JVHJO HUK OLY [LHT
VM OLY WYLNHUJ`

14

B. Navigating difficult transitions

-VY [OVZL ^OV KLJPKL [V JHY` [OL WYLNHUJ` [V [LYT PTWLUKPUN YV
ZOPM[MYVT Z[\KLU[H[OSL[L [V WHYLU[MYVT WO`ZPJHSS` MP[PUKP]PK\I
HUK IVK` PTHNL JOHUNLZ MYVT OPNO SL]LS H[OSL[PJ WLYMVYTHUJL [V
WLYMVYTHUJL MYVT ,IVK` HZ ZLSM` [V(SIS\KV MHZODZ\Z]JHW HUUV[OLY `1
L_JLLKPUNS` KPMMPJ\S[[YHUZP[PVUZ WHY[PJ\SHYS` PM [OLYL PZ UV YL
ZOPM[Z HYL JV\WSLK ^P[O ULNH[P]L]PL^Z L_WYLZZLK I` OLY JVHJOLZ HU
MLHY VM HIHUKVUTLU[TH` JVUZJPV\ZS` VY \UJVUZJPV\ZS` TV[P]H[L [OL
H[OSL[L [V LP[OLY JVUJLHS OLY WYLNHUJ` MLLS WYLZZ\YLK [V JOVVZL

(THSL Z[\KLU[H[OSL[L ^OVZL WHY[ULY ILJVT LZ WYLNUHU[ULLKZ Z\WWWVTV[IPZUHSO(SM[VONZ[ILMVYL [OL IPY[O (ZOSL` :OPLSKZ JVU[PU\LK [THSLZ KV UV[L_WLYPLUJL WO`ZPJHS JOHUNLZ HZZVJPH[LK ^P[O WYLNUHU[O^LZ[OLYUTHPZZVWZPWWP *VTT\UP[` *VSSLNL \U[PS OLY LPNO[O TVU[JVUZPKLYHISL WZ`JOVSVNPJHS Z[YLZZ ;OL` TH` OH]L JVUJLYUZ HIV\N[PORUNOLHPS[[O VM H ODPHSZQ` <ZUP]LYZP[` IHZRL[IHSS WSH`LY -HU[HZPH .V WYLNUHU[WHY[ULY [OL` TH` ^VYY` HIV\ [OLPY HIPSP[` [V LTV[PVUHSSYHUKUMRUMUORHISZRIVUHS[SP]U[VY[HM[LY OPKPUN OLY WYLNUHUJ` \U[PS Q [V [OL JOPSK ;OL` TH` KPZHNYLL ^P[O [OLPY WHY[ULY HIV\ [OL WYLNUHU[OHUJLHZVU[ODY [NH]HYFY[O [V H OLHS[O`VWHPNLOSLSWSPH`LK[O [OL WYLNUHUJ` [V [LYT VY [V [LYTPUH[L [OL WYLNUHUJ` ;OL` TH` X\LZ[PSU]L[OLNRYTZHKPULZZIIMWYL ZOL [VSK OLY JVHJOLZ H[[OL <UP]LYZP[` V MH[OLYOVVK PUJS\KPUN [OL WLYZVUHS HUK MPUHUJPHS VISPNH[PVUZNHOTL` ^HIZJELJOTILYH` [OLLKUKV ZOL NH]L IPY[O [V OLY KH\NO[LY VU 1HU\ TV\YU [OL JOPSK [OL` JV\SK UV[OH]L YL[\YULK PU [PTL [V JVTWSL[L [OL >OFSIPUOLZLVZ[VORLZLQBYW OHWW` LUKPUNZ ^P[O OLHS[O` JOPSKYLU HUK H Z[\KLU[H[OSL[L VU [YHJR [V NY

;OL ZJLUHYPV [OH[L]LY` \UP]LYZP[` HUK H[OSL[PJZ KLWHY[TLU[^V\SK SP H[OSL[L»Z JVUJLHSLK WYLNUHUJ` [OH[YLZ\S[Z PU SVZZ VM SPML 0U7[^V MYLZOTLU Z[\KLU[H[OSL[LZ RPSSLK [OLPY M\SS [LYT PUMHU[Z PU HM[LY JVUJLHSPUN [OLPYOLLZ[IPZ[\KLYU[NUH[OSL[LZ VUL VM ^OVT YLWVY[LKS OHK H ZWVY[Z WO`ZPJHS [^V KH`Z ILMVYL OLY KLSP]LY` KPK UV[ZLLF LTV[PVUHS JV\UZLSPUN 0[PZ PTWVZZPISL [V RUV^ ^P[O JLY[HPU[` ^OH[[OL ZJOVVS OHK HKVW[LK HUK W\ISPJPaLK [OL 4VKLS 7VSPJ` H[[OLZL [^V HU PUZ[P[\[PVU [OH[JVTT\UPJH[LZ [OL H[OSL[PJZ KLWHY[TLU[»Z WVSP Z[\KLU[H[OSL[LZ [OH[[OLPY [LHT WHY[PJPWH[PVU HUK H[OSL[PJZ H^HYK JOVPJLZ HIV\ [OLPY WYLNUHUJ` WYV]PKLZ PUMVYTH[PVU HIV\ [OLHS[O J WYV[LJ[PVUZ I` MLKLYHS HUK Z[H[L SH^Z HKVW[PVU YLZV\YJLZ HUK HV SH^ZPZ MHY SLZZ SPRLS` [V OH]L H KLH[O VY PUMHU[OVTPJPKL PU [OLP

PTWLYMLJ[PVUZ T\Z[IL HJRUV^SLKNLK" ZVTL Z[\KLU[H[OSL[LZ ^PSS [Y` [V J
PUHWWYVWYPH[LS` VY [Y` [V L_LYJPZL TVYL Z[YLU\V\ZS` [OHU PZ TLKPJHS
WYV]PKLYZ ^PSS NVZZPW VY \ZL [Y\TWLK \W TLKPJHS Q\Z[PMPJH[PVUZ [
WHY[PJPWH[PVU /V^L]LY H WVSPJ` [OH[W\Z [OL Z[\KLU[H[OSL[L PU J
WYLNUHUJ` Z[H[\Z ^PSS LUHISL OLY [V THRL IL[[LY KLJPZPVUZ HIV\ [OLY WY
SPRLS` ZOL ^PSS OPKL P[\UULJLZZHYPS`

-PUKPUN ,_WLY[Z ^P[OPU [OL 0UZ[P[\[PVU
;OL 5*((LUJV\YHNLZ PUZ[P[\[PVUZ [V YLHJO V\ [[V L_WLY[Z PU [OL IYVHKLY
MVY]HS\HISL PU[LYKPZJPWSPUHY` PUMVYTH[PVU Z\WWVY[HUK WLYZWLJ]
PU THRPUN KPMMPJ\S[SPML KLJPZPVUZ HIV\ [WYLNUHUJ` HUK WHYLU[PUN
UV[YLHSPaL [OH[ZOL OHZ [PTL [V KLJPKL ^OH[[V KV ILMVYL HZMWE@ 9 D

H[[OLPY ILZ[K\L [V JVTTVU O\THU THSHKPLZ HUK Z[Y\NNSLZ (WVSEV V P U M W Y Z [LJ[Z [LHT
WHY[PJPWH[PVU HUK MPUHUJPHS HPK L_WYLZZLZ [OL OPNO]HS\L [OH[H[OSL[PJZ HUK [OL PUZEP[PVU WSHJL VU
[OL PUKP]PK\HS WH[OZ VM LHJO Z[\KLU[H[OSL[L UV[Q\Z[[OLPY WV[LU[PHS [V JVU[YPI\ [L [V H ^PU SVZZ
YLJVK 5*((*VYL 7\YWVZL ([HPSHISL H[! O[[WZ! ^^^ UJHH VYN ^WZ UJHH&*VU[LU[0+\$

;OL JVUJLYUZ HUK PZZ\LZ KLZJYPILK HYL UV[UL^ VULZ MVY Z[\KLU[H[OSL[LZ ([OSL[PJ [LHTZ ^OVZL TLTYLZ HYL UV[WYVNYLZZ
WYLNUHUJ` 4HU` WLYZVUZ PU H[OSL[PJZ KLWHY[TLU[Z OH]L [YH]LYZLK [OLZL VZ\HNTLKHUJZP SVZL \WVSPML WLYJLU[VM H]HPSHISL ZJOVSHYZOPW H^HYKZ ([H
Z\JJLZZM\SS` LP[OLY WLYZVUHSS` VY ^OPSL TLU[VYPUN Z[\KLU[H[OSL[LZ (^LSS` KL]LSVWLK WVSPJ` JHU
LTWV^LY [OVZL PU H[OSL[PJZ KLWHY[TLU[Z [V OLSW Z[\KLU[H[OSL[LZ UYPMNHL 9OLZL:OJYPHJHS LY[H ;YH[[ULY \UKH[LK 5*((4HUHNPUN :[\KLU[([OSL[L
KLJPZPVUZ [OYV\NO H WYPTHY` Z\WWVY[Z`Z[LT [OH[TLL[Z [OL Z[HUKHYKZ` L_WLJ]LK VM [OVZL
LU[Y\Z[LK ^P[O [OL Z[\KLU[H[OSL[L]Z OLHS[O HUK ^LSS ILPUN
↑ +P]PZPVU 0 ([OSL[PJZ *LY[PMPJH[PVU /HUKIVVR 5*((([HPSHISL H[!
O[[W! ^^^ UJHH VYN ^WZ UJHH&*VU[LU[0+\$ (U H[OSL[PJZ WYVNYHT JHU IL JVUZP
LX\P[HISL ^OLU [OL WHY[PJPWHU]Z PU IV[O [OL TLU»Z HUK ^VTLU»Z WYVNYHTZ ^V\SA H.
LX\P[HISL [OL V]LYHSS WYVNYHT VM [OL V[OLY NLUKLY` 1

: \TTHY`

;OL ILULMP[Z VM ZWVY[Z WHY[PJPWH[PVU MVY Z[\KLU[H[OSL[LZ WHY[PJ\SHY`S\ZM\TKH\$Z\ZPUH\Y\ZHZHY\U\KPSUN!
OPNOLY NYHKLZ HUK NYHK\H[PVU YH[LZ KL]LSVWTLU[VM SLHKLYZOPW HUK [LHT^VYR ZRPSSZ HUK SPM
SVUN WO`ZPJHS HUK LTV[PVUHS OLHS[O IVVZ[Z
4VVZ`4 <UPU[LUKLUK WYLNUHUJPLZ! (JHSS MVY U\YZPUN HJ[PVU 4*5! ;OL (TLYP
4H[LYUHS *OPSK 5\YZPUN " -PULY 3 /LUZOH^ : +PZWHYP[PLZ PU YH[LZ
WYLNUHUJ` PU [OL <UP[LUK :[H[LZ HUK 7LYZWLJ[P]LZ VU :L_\HS HUK 9LWYVK\J[
,Z[PTH[LZ VM WYLNUHUJ` YH[LZ PU JVSSLNL Z[\KLU[Z YHUNL ^PKLS` IL[^LLU HU
(TLYPJHU *VSSLNL /LHS[O (ZZVJPH[PVU 9LMLYLUJL NYV\W L_LJ\[P]L Z\TTHY` -HS
O[[W! ^^^ HJOH VYN WYVQLJ[ZFWYVNYHTZ 5*/(FKVJZ (*(5*/(F9LMLYLUJLF.YV\WF,_LJ\[P
:\TTHY`F-HSS WKM

)HYULZ . 4 HUK 4LSUPJR 4 1 ;:WVY[Z ZL_\HS HJ[P]P[JVU[YHJLW[P]L \ZL HU
MLTHSL HUK THSL OPNO ZJOVVS Z[\KLU[Z! ;LZ[PUN J\S[\YHS YLZV\YJL [OLVY` 1 :VJPSV
! " 7HNL 9 4 /HTTLYTLPZ[LY 1 :JHUSHU (HUK .PSILY[3 ,0Z ZJOVVS
WHY[PJPWH[PVU H WYV[LJ[P]L MHJ[VY HNHPUZ[HKVSLZJLU[OLHS[O YPZR ILOH]PVYZ&1
! " 9VTL , : 9`IPJRP 3 (HUK +\YHU[9 / ,7YLNUHUJ` HUK V[OLY YPZR
HTVUN HKVSLZJLU[NPYSZ PU 6OPV 1 1V\YUHS VM (KVSLZJLU[/LHS[O ! " :HIV + 4
4 7)HYULZ . 4 HUK 4LSUPJR ;OL >VTLU»Z :WVY[Z -V\UKH[PVU 9LWVY[! :WVY[H
7YLNUHUJ` ,HZ[4LHKV^ 5@! >VTLU»Z :WVY[Z -V\UKH[PVU :LL NLULYHSS` +VU :HIV L[
:WVY[Z -V\UKH[PVU 9LWVY[! /LY 3PML +LWLKZ 6U 0[! :WVY[7O`ZPJHS (J[P]P[` HUK [OL
VM (TLYPJHU .PYSZ`

:HIV + 4PSSLY 2 , -HYYLSS 4 7)HYULZ . 4 HUK 4LSUPJR ;OL >VTLU»Z :WV
9LWVY[! :WVY[HUK ;LLU 7YLNUHUJ` ,HZ[4LHKV^ 5@! >VTLU»Z :WVY[Z -V\UKH[PVU 9LW
YH[LZ MVY H[OSL[LZ ^LYL MV\UK MVY ^OP[L (MYPJHU (TLYPJHU HUK 3H[PUH NPYSZ PU

2VRV[HPSV 7 2 2VZJPR 9 , /LUY`) * -SLTPUN 4 - HUK 3HUKY` . 3 /LHS[C
O\THU PTT\UVKLM PJPLUJ`]PY\Z YPZR PU JVSSLNPH[L MLTHSL H[OSL[LZ 1 1V\YUHS VM (T
!

(9L]PL^ VM -LKLYHS 3H^ HUK 5*((9\SLZ OTWHJ[PUN ;Y
7YLNHUH[HUK 7HYLU[PUN :[\KLU[([OSL[LZ

;OL 5*((4VKLS 7YLNHUHJ` HUK 7HYLU[PUN 7VSPJ` WYV]PKLZ H ZL[VM N\PKL
LK\JH[PVUHS L_WLYPLUJL MVY JVSSLNL Z[\KLU[H[OSL[LZ ^OV ILJVTL WYL
WYLNHUHJ` YLSH[LK JVUKP[PVUZ 0[PKLU[PMPLZ [OL TVZ[JVTTVU PZZ\LZ Y
WHY[PJPWH[PVU PU H[OSL[PJZ HUK [OL HWWYVWYPH[L ^H` [V WYV]PKL LMMML
HU L[OPJ VM JHYL MVY [OLZL Z[\KLU[H[OSL[LZ ;OPZ ZLJ[PVU YL]PL^Z [OL SLN
5*((Y\SLZ ^P[OPU ^OPJO [OL 4VKLS 7VSPJ` ^HZ KL]LSVWLK

;P[SL 0? HUK [OL 5*((4VKLS 7YLNHUHJ` HUK 7HYLU[PUN
;P[SLP[Z YLN\SH[PVUZ HUK [OL WVSPJPLZ VM [OL 6MMPJL MVY *P]PS 9PNO[Z,6
Z\WWVY[MVY [OL 4VKLS 7VSPJ` ;OL <UP[LK :[H[LZ *VUZ[P[\[PVU Z[H[L JVUZ[P[
WYV]PKL HKKP[PVUHS WYV[LJ[PVUZ MVY WYLNHUHJ` HUK 7HYLU[PUN Z[\KLU[
KLWHY[TLU[Z HYL MHTPSPHY ^P[O [OL ;P[SL 0? 9LN\SH[PVUZ PU[LYWYL[PU
HNHPUZ[ZL_ KPZJYPTPUH[PVU PU LK\JH[PVU [OL 6MMPJL MVY *P]PS 9PNO[Z,6
MYHTL^VYR MVY JVTWSPHUJL PU [OYLL HYLHZ! WHY[PJPWH[PVU ZJOVSHYZOP
;OL` HSZV WYVOPIP[PUZ[P[\[PVUZ MYVT KPZJYPTPUH[PVU [OL 6MMPJL MVY *P]PS 9PNO[Z,6
[OLYL PZ]LY` SP[[SL JHZL SH^ PU[LYWYL[PUN [OL 6MMPJL MVY *P]PS 9PNO[Z,6
[OL 6MMPJL MVY *P]PS 9PNO[Z VM [OL < : +LWHY[TLU[VM ,K\JH[PVU ,6*
*VSSLHN\L 3L[[LY' [OH[HMMPY TZ [OL HWWSPJH[PVU VM [OL WYLNHUHJ` YLSH[LK
H[OSL[PJZ KLWHY[TLU[Z HUK Z\TTHYPaLZ H ZJOVVS»Z ,6*SPNH[PVUZ [V WYLNHUH
3L[[LY'

;OL ZLJ[PVUZ VM [OL ;P[SL 0? 9LN\SH[PVUZ YLSH[PUN [V WYLNUHUJ` HYL ZOVY[HUK [OL YLSL]HU[
WYV]PZPVUZ HYL YLWYVK\JLK OLYL!

:LJ[PVU 4HYP[HS VY WHYLU[HS Z[H[\Z

H :[H[\Z NLULYHSS` (YLJPWPLU[ZOHSS UV[HWW` HU` Y\SL JVUJLYUPUN H Z[\KLU[Z HJ[\HS VY WV[LU[PHS
WHYLU[HS MHTPS` VY THYP[HS Z[H[\Z ^OPJO [YLH[Z Z[\KLU[Z KPMMLYLU[S` VU [OL IHZPZ VM ZL_

I 7YLNHUHUJ` HUK YLSH[LK JVUKP[PVUZ

(YLJPWPLU[ZOHSS UV[KPZJYPTPUH[L HNHPUZ[HU` Z[\KLU[VY L_JS\KL HU` Z[\KLU[MYVT P[Z
LK\JH[PVU WYVNYHT VY HJ[P]P[` PUJS\KPUN HU` JSHZZ VY L_[YHJ\YYPJ\SHY HJ[P]P[` VU [OL IHZPZ
VM Z\JO Z[\KLU[Z WYLNUHUJ` JOPSKIPY[O MHSZL WYLNUHUJ` [LYTPUH[PVU VM WYLNUHUJ` VY
YLJV]LY` [OLYLMYVT \USLZZ [OL Z[\KLU[YLX\LZ[Z]VS\U[HYPS` [V WHY[PJPWH[L PU H ZLWHYH[L
WVY[PVU VM [OL WYVNYHT VY HJ[P]P[` VM [OL YLJPWPLU[

(YLJPWPLU[TH` YLX\PYL Z\JO H Z[\KLU[[V VI[HPU [OL JLY[PMPJH[PVU VM H WO`ZPJPHU [OH[[OL
Z[\KLU[PZ WO`ZPJ Z[\@ \KL ° Đ`VY Z[€p• YLJ`LJ`H

KPZJYPTPUH[PVU PUZ[OL M VYR WSHJH[[LY LTWSV`LLZ OH]L HU L_WLJ[H[PVU [OH[[OL`
^PSS UV[IL MVYJLK [V Z[VW ^VYRPUN HYIP[YHYPS` [OL` ^PSS UV[SVZL [OLPY QVIZ K\L [V WYLNUHUJ` HUK [OL`
^PSS IL HISL [V YL[\YU [V ^VYR ^OLU P[\RZUTZKZOWSS` ZHML[OL KWTZLV
L_WLJ[H[PVUZ YLNHYKPUN [OLPY LK\JH[PVUHS W\YZ\P[Z PUJS\KPUN H[OSL[PJZ

;HRLU [VNL[OLY [OL ;P[SL 0? 9LN\SH[PVUZ HUK 6*9 3L[[LY WYV[LJ[H Z[\KLU[H[OSL[L ^OV KLJPKLZ [V
JHY` OLY WYLNUHUJ` [V [LYT [V WHYLU[H JOPSK VY [V [LYTPUH[L OLY WYLNUHUJ` (\UP]LYZP[` TH` UV[
HZZ\TL [OH[WYLNUHUJ` THRLZ P[\UZHML MVY H Z[\KLU[H[OSL[L [V JVU[PU\L [V WSH` ;OL WYLNUHUJ`
Z[\KLU[H[OSL[L JHU IV[O JVU[PU\L [V WHY[PJPWH[L PU [OL H[OSL[PJZ WYVNYHT HZ SVUN HZ P[PZ TLKPJHSS`
ZHML HUK ZOL JHU YL[\YU [V [OL [LHT VUJL P[PZ TLKPJHSS` ZHML [V KV ZV HZ KL[LYTPULK I` [OL
Z[\KLU[H[OSL[L HUK OLY OLHS[OJHYL WYV]PKLY ;OL SH^ HSSV^Z [PTL MVY OLY YLOHIPSP[H[PVU HUK MVY OLY
TLKPJHS JHYL PU ZVTL JPYJ\TZ[HUJLZ ;OL ;P[SL 0? 9LN\SH[PVUZ HSZV HWWS` [V H THSL Z[\KLU[H[OSL[L
WYV[LJ[PUN OPT MYVT HK]LYZL [YLH[TLU[VU [OL IHZPZ VM OPZ ,HJ[\HS VY WV[LU[PHS WHYLU[HS MHTPS` VY
THYP[HS Z[H[\Z'

;OL ;P[SL 0? 9LN\SH[PVUZ HUK [OLZL N\PKLSPULZ ZOV\SK IL JVUZPKLYLK H MSVVY HUK UV[H JLPSPUN
TLHUPUN [OH[PUZ[P[\[PVUZ JHU WYV]PKL HKKP[PVUHS Z\WWVY[[V OLSW WYLNUHUJ` HUK WHYLU[PUN Z[\KLU[
H[OSL[LZ HUK [OLPY WHY[ULYZ JVWL ^P[O [OLPY ULLKZ

1. A Pregnant Student-Athlete [P [T0° 0 H Sport430art000pation.)6 YL0V 0

1. 93.60500004C0003>28 <00632134005D H S S V ^ [PTL MVY @WV[À à P !00 [S'00 Z V!00 g` 2 ø P ' 8Ó00àÁÀ D S ì°ÀÀ

TVKPM PJH[PVUZ [V H[OSL[PJ HJ[P]P[PLZ THKL MVY PSS VY PUQ\YLK Z[\KLU[H[OSL[LZ T\Z[HSZV IL THKL MVY
Z[\KLU[H[OSL[LZ ^P[O WYLNUHUJ` YLSH[LK JVUKP[PVUZ

3. Pregnant Student-Athlete Cannot Be Harassed Due to Pregnancy.

;OL HJ[PVUZ HUK H[[P[\KLZ VM H[OSL[PJZ KLWHY[TLU[WLYZVUULS HYL JYP[PJHSS` PTWVY[HU[[V H Z[\KLU[
H[OSL[L»Z JVU[PU\LK LK\JH[PVUHS WYVNYLZZ HUK [V [OL ZJOVVS»Z JVTWSPHUJL ^P[O [OL SH^ 4LK PJHS
JSLHYHUJL HUK H YLK\JLK ^VYRV\ [ZJOLK\SL ILJVTL PYYLSL]HU[PM H JVHJO PZ OVZ[PSL [V^HYK
WYLNUHUJ`" ILSP[[SLZ ZO\UZ VY ZOHTLZ [OL Z[\KLU[H[OSL[L ILJH\ZL ZOL PZ WYLNUHU[" VY HSSV^Z
V[OLYZ [V KV [OL ZHTL : \JO JVUK\J [PZ HSZV \USH^M\S)LJH\ZL WYLNUHUJ` KPZJYPTPUH[PVU PZ ZL_
KPZJYPTPUH[PVU JVTTLU[Z VY ILOH]PVYZ JYLH[PUN H OVZ[PSL LU]PYVUTLU[VU [OL IHZPZ VM WYLNUHUJ`
HYL WYVOPIP[LK \OKL M K; R P \$ P V O? H[OSL[PJZ KLWHY[TLU[WLYZVUULS T\Z[HJ[X\ PJRS` [V
[O^HY[OHYHZZTLU[I` WLLYZ VY V[OLY [OPYK WHY[PLZ

4. A Student-Athlete Whose Athletic Career is Interrupted Due to a Pregnancy-Related Condition Will Typically Be Entitled to a Waiver to Extend Her Athletic Career.

5*((I`SH^Z VMMLY Z[\KLU[H[OSL[LZ L_[LUZPVUZ [OH[TH` HWWS` K\YPUN H Z[\KLU[»Z H[OSL[PJ JHYLLY
[`WPJHSS` YLMLYYLK [V HZ H ,YLK ZOPY[LK' `LHY <UKLY [OLZL Y\SLZ Z[\KLU[H[OSL[LZ TH` IL NYHU[LK
HU HKKP[PVUHS `LHY VM JVTWL[P P P Z U K \ S L Z V H S S W K Z O P K W U [H[OSL[LZ [V
JVTWSL[L MV\Y ZLHZVUZ VM JVTWL[P[PVU K\YPUN MP]L JVUZLJ\[P]L JHSLUKHY `LHYZ HM[LY PUP[PHS M\SS [PTL
JVSSLNPH[L LUYVSSTLU[MVY +P]PZPVU 0 VY MV\Y ZLHZVUZ VM WHY[PJPWH[PVU K\YPUN [OL MPYZ[ZLTLZ[LYZ VY
X\HY[LYZ PU ^OPJO [OL Z[\KLU[PZ LUYVSSLK PU H JVSSLNPH[L PUZ[P[\[PVU PU H[SLHZ[H TPUPT\T M\SS [PTL
WYVNYHT VM Z[\KPLZ MVYU+H R Z P M U Z O G H U K S H O Z Z W L J P M P J H S S ` W L Y T P [T L T p A L U Y Z \ P A R a] D] U % 3 5 H T T A ° P O P U H [K Z O D 0 0 p V M P Y D 0 0 ñ 0 ° @ 0 • 0 J V T D 0 0 ñ 0 1 €
Z[P SPU RS@PVUZ SH@RS@PVPLH 0ð0À°À 0[V U...'
dÀ•ð0PU ^OP WHT < °P LP0 SL[LZ [V

[YLH[TLU[MYVT [OL PUZ[P[\[PVU [OH[H THSL Z[\KLU[H[OSL[L ^OVZL WHY[ULY PZ L_WLJ[PUN H JOPSK VY ^OV
OHZ MH[OLYLK H JOPSK ^V\SK YLJLP]L

6. Athletics Financial Aid Awards Cannot be Conditioned on not Becoming Pregnant.

([OSL[PJZ H^HYKZ JHUUV[PUJS\KL H JSH\ZL [OH[^V\SK THRL WYLNUHUJ` HU PUMYHJ[PVU VM [OL [LYTZ VM
[OL H^HYK HKKP[PVU HU` UVU H[OSL[PJHSS` YLSH[LK JVUKP[PVUZ PUJS\KLK PU [OL H^HYK T\Z[IL
NLUKLY UL\YHS_HTWSL PM WYL THYP[HS ZL_ PZ [V IL WYVOPIP[LK [OL WYVOPIP[PVU T\Z[HWWS` [V
IV[O THSL HUK MLTHSL Z[\KL;V[LUOSY[PLZHUX\ZSSO WYV]PZPVUZ PUZ[P[\[PVUZ T\Z[
\[PSPaL TL[OVKZ V[OLY [OHU WYLNUHUJ` [V KL[LJ[^OL[OLY WYL THYP[HS ZL_ OHZ VJJ\YYLK 6[OLY^PZL
ILJH\ZL VUS` ^VTLU ILJVTL WYLNUHU[VUS` ^VTLU H[OSL[LZ ^V\SK Z\MMLY WLUHS[PLZ MYVT [OLZL
JVUKP[PVUZ VU [OLPY H[OSL[PJZ H^HYKZ 0UZ[P[\[PVUZ ^PZOPUN [V LUMVYJL Y\SLZ HNHPUZ[WYLTHYP[HS ZL_
T\Z[IL ^PSSPUN HUK HISL [V PU]LZ[PNH[L JOHYNLZ VM WYLTHYP[HS ZL_ PU H NLUKLY UL\YHS MHZOPVU

9LNHYKSLZZ VM [OL TLKPJHS JHYL HU PUZ[P[\[PVU PZ WLYTP[[LK [V WYV]PKL I` 5*((I`SH^Z HU`
PUZ[P[\[PVU TH` JOVZL [V SPTP[P[Z TLKPJHS JHYL PU V[OLY ^H`Z /V^L]LY H Y\SL VY WYHJ[PJL [OH[
KPZJYPTPUH[LZ HNHPUZ[WYLNUHUJ` PZ WYVOPIP[LK

b. Medical Care for the Baby.

(M[LY IPY[O [\`WPJHSS` HM[LY [^V ^LLRZ [OL IHI` ^PSS ULLK P[Z V^U JV]LYHNL MVY TLKPJHS JHYL

A. Abortion.

OM HU PUZ[P[\[PVU JVU[YVSSLK I` H YLSPNPV\Z VYNHUPaH[PVU VIQLJ[Z [V HUVY[PVU HUK [OL ZJOVVS
OHZ WYV]PKLK ^YP[[LU UV[PJL [V [OL 6*9 HIV\ [P[Z VIQLJ[PVU PU HK]HUJL VM [OL KLJPZPVU [V
W\UPZO H WHY[PJ\SHY Z[\KLU[[OL YLSPNPV\Z ZJOVVS ^V\SK IL HISL [V [LYTPUH[L H Z[\KLU
H[OSL[L»Z H[OSL[PJZ H^HYK HUK OLY WHY[PJPWH[PVU VU [OL [LHT V:V\KOBZ HHSZILZ PVO [WLSHU[PUN
[OL 9LN\SH[PVUZ

PUZ[P[\[PVUHS JVTT\UP[` ^OV JVTWSHPU HIV\ [KPZJYPTPUH[PVU HYL WYV[LJ[L
JVUKVJL HIV\ ^OPJO [OL JVTWSHPU PZ UV[HJ[\HSS` \USH^M\ S
HUK [OL ZJOVVS
[OL KLJPZPVU [V
HUK *WUJS\ZPVU
YLSH[LK JVUKP[PVUZ HUK [OL JOVPJLZ [OL
WYLNUHUJ` HYL SLNHSS` WYV[LJ[LK PU H U\TILY VM ^H`Z ;OL Z[\KLU[H[OSL
WYLNUHUJ` [V [LYT [OL YPNO[[V [LYTPUH[L OLY WYLNUHUJ` HUK [OL YPNO[
[V JVU[PU\L WHY[PJPWH[PUN PU H[OSL[PJZ MVY HZ SVUN HZ PZ TLKPJHSS` ZH

B. Carrying a Pregnancy to Term.

-L^ YLSPNPV\Z [LUL[Z VIQLJ[[V WYLNUHUJ` WLY ZVYVY JHY`PUN H WYLNUHUJ` PZ H^HYK PZ WYV[LJ[LK HUK P[Z YLUL^HS TH` HSZV IL WYV[LJ[LK
L_HTWSL PM [OL WYLNUHUJ` VJJ\YYLK ^P[OPU H THYYPHNL VY ^HZHUK TLKRS\SMHLY WYV]PKLK HUK ZOL OHZ [OL YPNO[[V IL MYLL VM YL[HSP
WYLNUHUJ` ^V\SK WYVIHIS` UV[]PVSH[L H YLSPNPV\Z [LUHU[;OLYLWYLNUHUJ` KPZJYPTPUH[MUS 0U HKKP[PVU [V TLL[PUN [OL SLNHS VISPNH[F
7VSPJ` ^V\SK IL PU LMMLJ[(U PUZ[P[\[PVU JVU[YVSSLK I` H YLSPNPV\Z VYNHUPaH[PVU SVWSK [Z VY WVSPJPLZ HYV\UK HU L[OPJ VM JHYLTLKæU W
OHYHZZ [OL Z[\KLU[H[OSL[L MVY ILPUN WYLNUHU[WYLJS\KL OLY MYVT WHY[PJPWH[PUN PU ZWVY[Z VY
^P[OKYH^ OLY MPUHUJPHS H^HYK HTVUN V[OLY HK]LYZL [YLH[TLU[

WYLNUHUJ` HYL SLNHSS` WYV[LJ[LK PU H U\TILY VM ^H`Z ;OL Z[\KLU[H[OSL
WYLNUHUJ` [V [LYT [OL YPNO[[V [LYTPUH[L OLY WYLNUHUJ` HUK [OL YPNO[
[V JVU[PU\L WHY[PJPWH[PUN PU H[OSL[PJZ MVY HZ SVUN HZ PZ TLKPJHSS` ZH
WYLNUHUJ` PZ H^HYK PZ WYV[LJ[LK HUK P[Z YLUL^HS TH` HSZV IL WYV[LJ[LK
HUK TLKRS\SMHLY WYV]PKLK HUK ZOL OHZ [OL YPNO[[V IL MYLL VM YL[HSP
WYLNUHUJ` KPZJYPTPUH[MUS 0U HKKP[PVU [V TLL[PUN [OL SLNHS VISPNH[F
WVSPJPLZ HYV\UK HU L[OPJ VM JHYLTLKæU W

44

14. A Pregnant Student-Athlete Cannot Be Retaliated Against For Reporting or Complaining About Pregnancy Discrimination.

>OLU Z[\KLU[H[OSL[LZ YLWVY[WYLNUHUJ` KPZJYPTPUH[PVU PUZ[P[\[PVUZ ZOV\SK [HRL HMMPYTH[P]L Z[LWZ
[V WYL]LU[HU` YL[HSPH[PVU 3PRL^PZL TLTILYZ VM [OL PUZ[P[\[PVUHS JVTT\UP[` [OH[HK]VJH[L [OL
YPNO[Z VM WYLNUHU[Z[\KLU[H[OSL[LZ HYL HSZV WYV[LJ[LK MYVT YL[HSPH[PVU -VY L_HTWSL H JVHJO VY
JLY[PMPLK H[OSL[PJ [YHPULY ^OV HK]VJH[LZ VU ILOHSM VM H WYLNUHU[Z[\KLU[H[OSL[L»Z YPNO[[V WHY[PJPWH[L
JHUUV[IL Z\IQLJ[[V HU HK]LYZL LTWSV`TLU[HJ[PVU ILJH\ZL VM [OLPY HK]VJHJ` (SS [OVZL PU [OL

>VTLU»Z :WVY[Z -V\UKH[PVU 0ZZ\LZ 9LSH[LK [V 7YLNHUUJ` ([OSL[PJ 7HY[PJP*W*P[VU!δ:OL 2xYV\N[OPZ*0...@À °ñ00[OL [LYT °L YLNU@6U 6U°L YLNU@6U JOPSKIPY[O
-V\UKH[PVU 7VZP[PVU (]HPSHISL H[! O[[W! ^^^ ^VTLUZZWVY[ZMV\UKH[PVU VYN JNP MHSZL WYLNU@6U [LYTPU@;PVU€ ppá xWYLNU@6U
IPU PV^H PZZ\LZ KPZJ HY[PJSL O[TS&YLJVYK\$ * - 9 Š δ I " ZLL LZ O +LIVYHH*0f0P0)YHR ;OL 0U]PZPIWL 7YLNU@6[L L K [OL 7Y

,/V^ [V 2LLW 7YLNHUU[HUK 7HYLU[PUN :[\KLU[Z PU :JOVVS 1 >OLU .PYSZ +YVW^6@9]H\KHS Z[HPS [Z VYNZ QSN]VS WK *0€0
5H[PVUHS >VTLU Z 3H^ *LU[LY 6J[VILY (]HPSHISL H[! °LOU€ pĐ€ Á00[OL ;P[SL 08*0...•LN\SH[PVU*0... P °•À ° 0YLEWPLV[Z [V [YLH[WYLNU@6U
O[[W! ^^^ U^SJ VYN WKM -PUHS 7YLNHUUJ` -HJ[:OLL[WKM \U OL ZHTL WVSPUL L` R]P[VYHY` WO`ZPJHS KPZHIPSPrv 1 6*9 3L[[LY H PUN * - 9

-VV[UV[LZ!

;P[SL 0? VM [OL ,K\JH[PVU (TLUKTLU[Z VM < : * ¶
:LL L N +H]PK : *VOLU ;P[SL 0?!)L`VUK ,X\HS 7YV[LJ[PVU /(9= 1 3 .,5+,9
* - 9 Š -VY H TVYL [OVYV\NO KPZJ\ZZPVU VM [OL VM [OL OPZ[VY` ILOPUK [OL 4@9P[HS VY WHYL6[HS Z[@;\Z 47
5(5*@ /6.:/,(+ 4(2(9 (5+9,> A04)(30:; ,8<(3 73(@" ;0;3, 0? (5+ :6*0(3 */(5., 9LN\SH[PVUZ ZLL
;LTWSL <UP]LYZP[` 7YLZZ HUK +LIVYHO)YHRL ,SPaHIL[O *H[W δ6U °À•kSL [O K H .L6LYHS (YLEWPLV[ZOHSS UV[L[S` @L` WVSPU
°À`P VZZ 63VUN 9VHK ;V^HYK .LUKLY ,X]P[` PU 0U[LYJVSSLNPSL L +<2 °À•a .,5+,9 3
>OPJO*0... 0IHZLK \WWU€ pàδÀ°δÀ•0H `À`p0` ÁÁ0VY H [SPJHV[MVY LP[SV`TLV[*0... 0 OL O
9LJY\P[PUN Š ,TWSV`TLU[WK9PUJPWHS ^HNL L@9ULY PUE p Á δ0Á`p0` ÁÁà 0WY H [SPJHV[Z MHTPS` \VP[

)LU .OL :HJYLK (HY[< :L[[SLZ 7YLNU@6U I 7YLNHUU (YLEWPLV[ZOHSS UV[PZE LNHPUZ[WY L_E YVT À`p0` @À`°0H ` À`p0` ÁÁ0VY
(2x YL LL UOW\IW €™0KLJPZ VUZ LWS`PUN [OL ;P[SL 0? YLN\SH[PVUZ [O WYLNU@6[Z[HPS [Z VYNZ QSN]VS WK9PUJPWHS ^HNL L@9ULY PUE p Á δ0Á`p0` ÁÁà 0WY H [SPJHV[MVY LP[SV`TLV[*0...pP0 OL IHZPZ W *0...p•LNUHUU JOPSKIPY O MHSZL*0...p•LNUHUU
+LHY *VSSLHN\L 3L[[LY YVT :[LWO@6PL 0[O Y7 MPUE ppá x[OL (ZZPZ 6[:LJYL[HY` 7 MPUE pĐ`•0*P]PS 9PN
+LWHY[TLU[,K\JH[PVU 1\U€ p•Á00 (]HPSHIWL L!
K NO HIV\ [W MPUZ SPZ W Y SL[[LYZ JVSSLHN\L

J 7YLNHUJ` HZ H [LTWVYHY` KPZHIPS[` (YLJPWPLU[ZOHSS [YLH[WYLNHUJ` JOPSKIPY[OS HMKSLH WK LNMU HJH [PLWU P UH PSWY < : VM[LU PUHJJ\YH[L HZZ\TW[PVUZ
VM WYLNHUJ` HUK YLJV]LY` [OLYLMYVT HUK HU` [LTWVYHY` KPZHIPS[` YLZ\S[PUN [OLVIMYVZ SHZTRH[P]OLZY P U TWWSWY TLU[^LYL Z\MMPJPLU[S` HYIP[YHY` [V MHPS JVUZ[P[\[PVU
KPZHIPS[` MVY HSS QVI YLSH[LK W\YWVZLZ PUJS\KPUN JVTTLUJLTLU[K\YH[PVU HUK L_[LUZPVUZ VM SLH]L WH`TLU[
VM KPZHIPS[` PUJVTL HJJY\HS VM ZLUPVYP[` HUK HU` V[OLY ILULMP[VY ZLY]PJL HUK YEPUZ[H[LTLU[HUK \UKLY HU`
MYPUNL ILULMP[VMMLYLK [V LTWSV`LLZ I`]PY[\L VM LTWSV`TLU[

* - 9 Š I

K 7YLNHUJ` SLH]L 0U [OL JHZL VM H YLJPWPLU[^OPJO KVLZ UV[THPU[HPU H SLH]L WVSPJ` MVY P[Z LTWSV`LLZ VY PU [OL
JHZL VM HU LTWSV`LL ^P[O PUZ\MMPJPLU[SLH]L VY HJJY\LK LTWSV`TLU[[PTL [V X\HSPM` MVY SLH]L \UKLY Z\JO H
WVSPJ` H YLJPWPLU[ZOHSS [YLH[WYLNHUJ` JOPSKIPY[O MHSZL WYLNHUJ` [LYTPUH[PVU VM WYLNHUJ` HUK YLJV]LY`
[OLYLMYVT HZ H Q\Z[PMPJH[PVU MVY H SLH]L VM HIZLUJL ^P[OV\ [WH` MVY H YLHZVUHISL WLYPVK VM [PTL H[[OL
JVUJS\ZPVU VM ^OPJO [OL LTWSV`LL ZOHSS IL YLPUZ[H[LK [V [OL Z[H[\Z ^OPJO ZOL OLSK ^OLU [OL SLH]L ILNHU VY
[V H JVTWHYHISL WVZP[PVU ^P[OV\ [KLJYLHZL PU YH[L VM JVTWLUZH[PVU VY SVZZ VM WYVTV[PVUHS VWVYV[\UP[PLZ VY
HU` V[OLY YPNO[VY WYP]PSLNL VM LTWSV`TLU[

;OL 7YLNHUJ` +PZJYPTPUH[PVU (J[VM 7+(1 7 3 :[H[HTLUKLK ;P[SL =00 VM [OL *P]PS
9PNO[Z (J[VM ^OPJO IHYZ LTWSV`TLU[KPZJYPTPUH[PVU [V THRL P[JSLHY [OH[KPZJYPTPUH[PVU VU [OL IHZPZ VM
ZL_ PUJS\KLZ KPZJYPTPUH[PVU VU [OL IHZPZ VM WYLNHUJ` ;OL 7+(^HZ WHZZLK [V YL]LYZL [OL :\WYLT L *V\Y[Z
KLJPZPVU PU .LULYHS ,SLJ[YPJ *VTWHU`] .PSILY[< : ^OPJO OHK YLHJOLK [OL VWVZP[L
JVUJS\ZPVU ;P[SL 0? HJ[\HSS` JYLH[LK Z[YVUNLY WYV[LJ[PVUZ MVY Z[\KLU[Z [OHU ;P[SL =00 KVLZ MVY LTWSV`LLZ ILJH\ZL
VM P[Z HIZVS\L N\HYHU[LL VM H TLKPJHS SLH]L HUK YLPUZ[H[LTLU[YPNO[[V [OL ZHTL Z[H[\Z * - 9 Š I

*SL]LSHUK)VHYK VM ,K\JH[PVU] 3H-SL\Y < : ZJOVVS KPZ[YPJ[WVSPJPLZ [OH[MVYJLK WYLNHUJ
[LHJOLYZ [V SLH]L ^VYR LHYS` PU [OLPY WYLNHUJPLZ YLNHYKSLZZ VM ^OL[OLY VY UV[[OL` ^LYL HISL [V ^VYR HUK
WLYTP[[LK [OLT [V YL[\YU VUS` [OYLL TVU[OZ HM[LY JOPSKIPY[O ^LYL \UJVUZ[P[\[PVUHS B;OL ;P[SL 0? YLN\SH[PVUZ HYL
HJ[\HSS` Z[YVUNLY [OHU [OL 7+(ILJH\ZL VM [OLPY HIZVS\L N\HYHU[LL VM H TLKPJHS SLH]L HUK YPNO[[V YLPUZ[H[LTLU[
[V [OL ZHTL Z[H[\Z * - 9 Š I

* - 9 Š H 0U V[OLY ^VYKZ THSL HUK MLTHSLZ JHUUV[IL KPZJYPTPUH[LK ILJH\ZL [OL` HYL WHYLU[Z
/V^L]LY [OL YLN\SH[PVUZ TH` UV[WYV[LJ[LP[OLY ZL_ MYVT HK]LYZL [YLH[TLU[K\L [V L_[LUK LK SLH]L VY HIZLUJLZ
MVY JOPSK JHYL ULLKZ)\[SLY] 5*((< : +PZ[3,?0: + 2HU (\N 4HSL Z[\KLU[
H[OSL[L»Z JSHPT VM ZL_ KPZJYPTPUH[PVU \UKLY ;P[SL 0? YLQLJ[LK ILJH\ZL 5*((YLN\SH[PVUZ ^LYL IHZLK VU [OL WO`ZPJHS
KPMMLYLUJL VM WYLNHUJ` HUK UV[NLUKLY Z[LYLV[`WLZ HIV\ [WHYLU[PUN

J ,UNHNLZ PU ZLYPV\Z TPZJVUK\J[^HYHUPUN Z\IZ[HU[PHS KPZJPWSPUHY` WLUHS[` ZLL)`SH^ " VY

K =VS\U[HYPS` ^P[OKYH^Z MYVT H ZWVY[H[HU` [PTL MVY WLYZVUHS YLHZVUZ" OV^L]LY [OL YLJPWPLU[Z MPUHUJPHS HPK TH`
UV[IL H^HYKLK [V HUV[OLY Z[\KLU[H[OSL[L PU [OL HJHKLTPJ [LYT PU ^OPJO [OL HPK ^HZ YLK\JLK VY JHUJLSLK
(Z[\KLU[H[OSL[L Z YLX\LZ[MVY ^YP[[LU WLYTPZZPVU [V JVU[HJ[HUV[OLY MV\Y `LHY JVSSLNPH[L PUZ[P[\[PVU YLNHYKPUN
H WVZZPISL [YHUZMLY KVLZ UV[JVUZ[P[\[L H]VS\U[HY` ^P[OKYH^HS

+P]PZPVU 0 HUK 00 ¶ 7O`ZPJHS *VUKP[PVU VM :[\KLU[([OSL[L

-PUHUJPHS HPK H^HYKLK [V H WYVZWLJ[P]L Z[\KLU[H[OSL[L TH` UV[IL JVUKP[PVULK VU [OL YLJPWPLU[YLWVY[PUN PU
ZH[PZMHJ[VY` WO`ZPJHS JVUKP[PVU 0M H Z[\KLU[H[OSL[L OHZ ILLU HJJLW[LK MVY HKTPZZPVU HUK H^HYKLK MPUHUJPHS HPK
[OL PUZ[P[\[PVU ZOHSS IL JVTTP[[LK MVY [OL [LYT VM [OL VYPNPUHS H^HYK L]LU PM [OL Z[\KLU[H[OSL[L Z WO`ZPJHS
JVUKP[PVU WYL]LU[Z OPT VY OLY MYVT WHY[PJPWH[PUN PU PU[LYJVSSLNPH[L H[OSL[PJZ

+P]PZPVU 0 HUK 00 ¶ +LJYLHZL 5V[7LYTP[[LK

(U PUZ[P[\[PVU TH` UV[KLJYLHZL H WYVZWLJ[P]L Z[\KLU[H[OSL[L Z VY H Z[\KLU[H[OSL[L Z MPUHUJPHS HPK MYVT [OL [PTL
[OL WYVZWLJ[P]L Z[\KLU[H[OSL[L VY Z[\KLU[H[OSL[L ZPNUZ [OL MPUHUJPHS HPK H^HYK SL[[LY \U[PS [OL JVUJS\ZPVU VM [OL
WLYPVK ZL[MVY[O PU [OL MPUHUJPHS HPK HNYLLTLU[L_JLW[\UKLY [OL JVUKP[PVUZ ZL[MVY[O PU)`SH^

+P]PZPVU 0 HUK 00 ¶ 9LK\J[PVU VY *HUJLSSH[PVU 5V[7LYTP[[LK

OUZ[P[\[PVUHS MPUHUJPHS HPK IHZLK PU HU` KLNILL VU H[OSL[PJZ HIPSP[` TH` UV[IL PUJYLHZLK KLJYLHZLK VY JHUJLSLK
K\YPUN [OL WLYPVK VM P[Z H^HYK! H 6U [OL IHZPZ VM H Z[\KLU[H[OSL[L Z H[OSL[PJZ HIPSP[` WLYMVYTHUJL VY JVU[YPI\[PVU
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LU[P[` [V WYV]PKL VY WH` MVY HU` ILULMP[VY ZLY]PJL PUJS\KPUN [OL \ZL VM MHJPSP[PLZ YLSH[LK [V HU HIVY[PVU`
-LK 9LN " ZLL HSZV ;P[SL 0? 3LNHS 4HU\HS < : +LWHY[TLU[VM 1\Z[PJL *P]PS 9PNO[Z +P]PZPVU
(]HPSHISL H[! O[[W! ^^^ \ZKVQ NV] JY[JVY JVVYK P_SLNHS O[T 0U[YVK\J[PVU
(JJVVYK * - 9 Š I ,TWSV`°@ † \ISP[PJ YLSLKPUN [V WYđ0° € €P 0 P † MHP°OPIxVU `#-ÑÛÀ€P &0< : *&0&0Š &0 _,5V[OPU&0P&0[OP&0Z\J[PV [[O]P &0 00&0,TXY[``° đ`0[OP

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THYP[HS Z[H[\Z WYLNUHUJ` JOPSKIPY[O MHSZL WYLNUHUJ` [LYTPUH[PVU
[OLYLMWTHKKP[PVU H Z[\KLU[»Z TLKPJHS PUMVYTH[PVU TH` IL WYV[LJ[LK I` WY
:VTL HJ[PVUZ [OH[TH` IL WLYTPZZPISL \UKLY 5*((Y\SLZ HYL PTWLYTPZZPISL
V\Y PUZ[P[\[PVU HKOLYLZ [V MLKLYHS SH^

0U VYKLY [V JVTWS` ^P[O MLKLYHS SH^!

6\Y H[OSL[PJZ KLWHY[TLU[^PSS VUS` YLX\PYL H WYLNUHU[VY WHYLU[PUN Z[\KLU[H[OSL[L]Z
JLY[PM` WO`ZPJHS HUK LTV[PVUHS MP[ULZZ HZ H JVUKP[PVU MVY WHY[PJPWH[PUN PU H[OSL[PJZ ^OLU Z\JO
JLY[PMPJH[PVU PZ YLX\PYLK VM Z[\KLU[H[OSL[LZ ^OV L_WLYPLUJL V[OLY [LHT TLTYL [V KL

6\Y H[OSL[PJZ KLWHY[TLU[^PSS HSSV^ H WYLNUHU[VY WHYLU[PUN Z[\KLU[H[OSL[L [V M]SS` WHY[PJPWH[L
VU [OL [LHT PUJS\KPUN HSS [LHT YLSH[LK HJ[P]P[PLZ \USLZZ [OL Z[\KLU[H[OSL[L]Z W^Z
TLKPJHS JHYLNP]LY JLY[PMPLZ [OH[WHY[PJPWH[PVU PZ UV[TLKPJHSS` ZHML

6\Y H[OSL[PJZ KLWHY[TLU[^PSS HSSV^ H WYLNUHU[Z[\KLU[H[OSL[L [V J]VU [P]KLU [Z V
SPTP[LK THUULY VU [OL [LHT PUJS\KPUN HSS [LHT YLSH[LK HJ[P]P[PLZ \USLZZ [OL Z[\KLU[H[OSL[L]Z W^Z
WO`ZPJPHU VY V[OLY TLKPJHS JHYLNP]LY JLY[PMPLZ [OH[WHY[PHS WHY[PJPWH[PVU PZ UV[TLKPJHSS` ZHML

4LKPJHSS` ULJLZZHY` HIZLUJLZ MYVT [LHT HJ[P]P[PLZ K\L [V WYLNUHUJ` Z[HRSU [H]OSL [L]Z
L_J\ZLK HIZLUJLZ

5V JVHJO VY V[OLY H[OSL[PJZ KLWHY[TLU[WLYZVUULS ZOHSS Z\NNLZ[[V HU [Z]AKO [H]OSL [L]Z
VY OLY JVU[PU\LK WHY[PJPWH[PVU VU H [LHT ^PSS IL HMMLJ[LK PU HU` ^H` L_WY
VY THYP[HS Z[H[\Z

6\Y M[OSL [P]KLU [WHY [TLU] [L]Z ^PSS UV[HSSV^ H OVZ[PSL VY PU[PTPKH[PUN LU]
[OLYLMWTHKKP[PVU H Z[\KLU[»Z TLKPJHS PUMVYTH[PVU TH` IL WYV[LJ[LK I` WY
:VTL HJ[PVUZ [OH[TH` IL WLYTPZZPISL \UKLY 5*((Y\SLZ HYL PTWLYTPZZPISL
V\Y PUZ[P[\[PVU HKOLYLZ [V MLKLYHS SH^

6\Y H[OSL[PJZ KLWHY[TLU[^PSS UV[[LYTPUH[L VY YLK\JL H Z[\KLU[H[OSL[L]Z
JLY[PM` WO`ZPJHS HUK LTV[PVUHS MP[ULZZ HZ H JVUKP[PVU MVY WHY[PJPWH[PUN PU H[OSL[PJZ ^OLU Z\JO
JLY[PMPJH[PVU PZ YLX\PYLK VM Z[\KLU[H[OSL[LZ ^OV L_WLYPLUJL V[OLY [LHT TLTYL [V KL
YLPUZ[H[LK [V [OL ZHTL Z[H[\Z [OL` OHK ILMVYL [OL SLH]L

6\Y H[OSL[PJZ KLWHY[TLU[^PSS HSSV^ H WYLNUHU[VY WHYLU[PUN Z[\KLU[H[OSL[L [V M]SS` WHY[PJPWH[L
VU [OL [LHT PUJS\KPUN HSS [LHT YLSH[LK HJ[P]P[PLZ \USLZZ [OL Z[\KLU[H[OSL[L]Z W^Z
TLKPJHS JHYLNP]LY JLY[PMPLZ [OH[WHY[PJPWH[PVU PZ UV[TLKPJHSS` ZHML

6\Y H[OSL[PJZ KLWHY[TLU[^PSS HSSV^ H WYLNUHU[Z[\KLU[H[OSL[L [V J]VU [P]KLU [Z V
SPTP[LK THUULY VU [OL [LHT PUJS\KPUN HSS [LHT YLSH[LK HJ[P]P[PLZ \USLZZ [OL Z[\KLU[H[OSL[L]Z W^Z
WO`ZPJPHU VY V[OLY TLKPJHS JHYLNP]LY JLY[PMPLZ [OH[WHY[PHS WHY[PJPWH[PVU PZ UV[TLKPJHSS` ZHML

6\Y H[OSL[PJZ KLWHY[TLU[^PSS UV[WLYTP[[OL \ZL VM HU` ^YP[[LU VY]LYIHS
Z[HRSU [H]OSL [L]Z
H^HYK

6\Y Z[AKO [H]OSL [L]Z ^PSS WYV]PKL OLHS[O ILULMP[Z MVY WYLNUHUJ` PU
L_WY
L_WLUZLZ HUK KLU[HS L_WLUZLZ [V [OL ZHTL KLNYLL [OH[Z[\KLU[H[OSL[LZ ^C

9LWVY[PUN

6\Y H[OSL[PJZ KLWHY[TLU[^PSS UV[YLX\PYL HU` Z[\KLU[H[OSL[L [V YL]LHS
Z[H[\Z 6\Y KLWHY[TLU[^PSS ^VYR [V JYLH[L HU LU]PYVUTLU[^OPJO LUJV
H[OSL[L [V]VS\U[HYPS` YL]LHS OLY WYLNUHUJ` HUK OPZ VY OLY WHYLU[F

-VV[UV[LZ

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(KTPZZPVU HUK 9LJY\ P[PUN" Š ,TWSV`TLU[
(]HPSHISL H[! O[[W! ^^ ^ LK NV] WVSPJ` YPNO[Z YLN VJY LKSP[L JMY O[TS
;OV\NOV\[[OPZ 7VSPJ` [OL [LYTZ ,WYLNHUHU[1 HUK ,WYLNHUHUJ`1 LUJVTWHZZ WYLNHUHUJ` Y
PU [OL ZLU[LUJL HIV]L

HJOPL]LK ILMVYL `V\Y WYLNUHUJ` I\ [V[OLYZ OH]L Z\JJLZZM\SS` THKL [QMT]Y HZWR]PWR]J]PUR]P]P]K]OLS]Z ^OV JHU OLSW `V\ HYL!
MVYTLY WSH`PUN ZOHWL @V\ JHU [VV

[list locations, names, phone numbers of several resources outside the athletics department]

>OH[OHWWLUZ [V `V\Y ZJOVSHYZOPW!

(Z SVUN HZ `V\ HYL PU NVVK HJHKLTPJ Z[HUKPUN ^P[O [OL \UP]LYZP[
^P[OKYH^ MYVT `V\Y [LHT P[PZ HNHPUZ[MLKLYHS SH^ MVY \Z ^P[OKYH^
[OL L]LU[VM `V\Y WYLNUHUJ` JOPSKIPY[O JVUKP[PVUZ YLSH[LK [V WYLNUHUJ`
[LYTPUH[PVU VM WYLNUHUJ` YLJV]LY` MYVT WYLNUHUJ` VY WHYLU[HS VY
VM [OL H^HYK -LKLYHS SH^ HSZV YLX\PYLZ \Z [V NYHU[`V\ HZ T\JO SLH]
HUK [V YLUL^ `V\Y ZJOVSHYZOPW \UKLY JLY[HPU JPYJ\TZ[HUJLZ -PUHSS
5*((I`SH^Z HSSV^ H MLTHSL Z\KLU[H[OSL[L [V HWWS` MVY HU HKKP[PVUHS
H[OSL[PJ JHYLLY PZ PU[LYY\W[LK I` WYLNUHUJ`

/V^ [V JVU[PU\L [YHPUPUN HUK JVTWL[PUN!

HUK `V\ KV UV[]VS\U]HYPS`
OM Y\ KLJPKL V\ YLTHPU WYLNUHUJ` HUK ^PZO [V JVU[PU\L PU `V\Y ZWVY[^L
KLJPPVU Z\WVY[]LHT]OH] `V\ MLLS JVTMVY[HISL ^P[O 0[JV\SK PUJS\KL
WYLNUHUJ`
VIOLY THLS YUHS OLHSIO JHYL WYV]PKLY `V\Y JVHJO H[OSL[PJ [YHPULY]
JVUZLSVY HJHKLTPJ WYVNYLZZ HUK ^PSS HZZPZ[`V\Y YLOHIPSP[H
`V\Y OLHSIO HUK HJHKLTPJ
JVTWL[PVU PM]OH] PZ [VY]KLZRYL 4LKPJHSS` ULJLZZHY` HIZLUJLZ K\L
HJ[P]P[PLZ HYL JVUZPKLYLK L_J\ZLK HIZLUJLZ

>OV JHU OLSW `V\!

>L LUJV\YHNL `V\ [V MPUK ZVTLVUL [Y\Z[LK ^P[OPU V\Y PUZ[P[\]PVU [OH]
[OYV\NO [OL U\TLYV\Z KLJPZPVUZ [OH] JVUMYVU[`V\ 6\Y PUZ[P[\]PVU OHZ
LX\PWWLK [V OLSW `V\ Z\JO HZ V\Y H[OSL[PJZ KLWHY[TLU[JV\UZLSPUN Z
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`V\Y [LHT WO`ZPJPHU VY V[OLYZD

>OH[PZ JV]LYLK I` `V\Y TLKPJHS PUZ\YHUJL!

6\Y H[OSL[PJZ KLWHY[TLU] ^PSS JV]LY `V\Y TLKPJHS L_WLUZLZ HUK WYV]PKL
WYV]PKLK V\ VIOLY Z\KLUZ H[OSL[LZ ^P[O PUQ\YPLZ PSSULZZLZ VY TLK
JV\UZLSPUN ZLYP]LZ YLWY\ZLZLUI[H]P]LZ VM]OL
PYOHIPSP[H]PVU HUK WO`ZPJHS [OLYHW` L_WLUZLZ HUK KLU[HS L_WLUZLZ
H[OSL[PJZ KLWHY[TLU] Z`LULY [OL]LZ >V\TLU]Z`LULY
OUZ\YHUJL HUK TLKPJHS JHYL MVY [OL IHI` HYL UV[JV]LYLK I` [OL H[OSL[PJZ
HKKP[PVUHS HZFPZ]HUJL

>OH[PM `V\»YL H THSL Z[\KLU[H[OSL[L ^OVZL WHY[ULY ILJVT LZ
WYLNUHU[!

6I]PV\ZS` `V\ ^VU»[IL HMMLJ[LK I` WO`ZPJHS JOHUNLZ HZZVJPH[LK ^P[O WYLNUHUJ` /V^L]LY `V\
TH` Z\MMLY WZ`JOVSVNPJHS Z[YLZZ OH]L JVUJLYU HIV\ [OL OLHS[O VM `V\Y WYLNUHU[WHY[ULY HUK OLY
WYLNUHUJ` HUK X\LZ[PVU `V\Y YLHKPULZZ MVY MH[OLYOVVK HUK [OL WLYZVUHS HUK MPUHUJPHS VISPNH[PVUZ
`V\ MHJL @V\ TH` KPZHNYLL ^P[O `V\Y WHY[ULY HIV\ [OL WYLNUHUJ` ^OL[OLY [V JHY` [OL
WYLNUHUJ` [V [LYT VY [V [LYTPUH[L [OL WYLNUHUJ` >L LUJV\YHNL `V\ [V [HRL HK]HU[HNL VM V\Y
WZ`JOVSVNPJHS JV\UZLSPUN ZLY]PJLZ HUK QVPU PU HU` KLJPZPVU Z\WVY [LHT `V\Y WHY[ULY TH` OH]L
MVYTLK @V\ ZOV\SK HSZV RUV^ [OH[;P[SL 0? HSZV WYV[LJ[Z `V\ MYVT ILPUN KPZJYPTPUH[LK HNHPUZ
ILJH\ZL VM `V\Y WHY[ULY»Z WYLNUHUJ` VY `V\Y Z[H[\Z HZ H WHYLU[

*OHW[LY ! :WVY[Z 4LKPJPUL 9LZV\YJLZ

.\PKLSPULZ MVY *LY[PMPLK ([OSL[PJ ;YHPULYZ *VUMYVU
-LTHSL :[\KLU[([OSL[LZ

;OL YVSL VM H JLY[PMPLK H[OSL[PJ [YHPULY PZ HU PTWVY[HU[VUL ;OL JL
WO`ZPJPHU PZ VM[LU [OL MPYZ[[V YLJVNUPaL [OH[H Z[\KLU[H[OSL[L PZ V
HWWYVHJOLK PU JVUMPKLUJL ^P[OPU [OL H[OSL[PJZ KLWHY[TLU[(Z Z\JO [O
ZOV\SK IL ^LSS]LYZLK PU [OL PUZ[P[\[PVU»Z WYLNUHUJ` WVSPJPLZ HUK Z
YLZV\YJLZ LHZPS`

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◁ 9L]PL^ [OL 5*((4VKLS 7YLNHUJ` HUK 7HYLU[PUN 7VSPJ` ,4VKLS 7VSPJ`1
H[OSL[PJZ KLWHY[TLU[

◁ 9L]PL^ [OL (TLYPJHU *VSSLNL VM 6IZ[L[YPJPHUZ HUK .`ULJVSVPZ[Z (*6. *
,,_LYJPZL K\YPUN 7YLNHUJ` HUK [OL 7VZ[WHY[\T 7LYPVK 1 (*6. *VTTP[[LL 6

◁ +PZJ\ZZ WYLNUHUJ` HUK WHYLU[PUN TLKPJHS PZZ\LZ PU HK]HUJL ^P[O `V\



◁ (ZR [OL Z[\KLU[H[OSL[L OV^ ZOL MLLSZ HIV\ [KPZJ\ZZPUN OLY WYLNUHUJ`
· ,0Z *VHJO H^HYL VM [OL ZP[\H[PVU& /V^ KV `V\ MLLS HIV\ [HSRPUN HIV\
· ,0Z `V\Y MHTPS` H^HYL VM [OL ZP[\H[PVU&¹
· ,0Z `V\Y WHY[ULY H^HYL VM [OL ZP[\H[PVU&¹
◁ 0M `V\ OH]L WHZ[L_WLYPLUJL ^P[O WYLNUHU[Z[\KLU[H[OSL[LZ HUK [OPZ W
HIV\ [OL L_WLYPLUJL
· ,0U [OL WHZ[^OLU [OPZ OHZ VJJ\YYLK *VHJO OHZ ILLU]LY` Z\WWVY[P]L
[V OH]L *VHJO H^HYL ILJH\ZL ZOL OL ^PSS OH]L H SP[[SL TVYL PUZPNO[H
IL WLYMVYTPUN [V [OL ZHTL Z[HUKHYKZ)\ [PM `V\»YL UV[YLHK` [V [HSP
OVSK VMM KPZJ\ZZPUN ^P[O *VHJO HUK MPN\YL V\ [OV^ [V UH]PNH[L [OVZ
· ,0U [OL WHZ[^OLU [OPZ OHZ VJJ\YYLK *VHJO OHZ UV[ILLU]LY` Z\WWVY
YPNO[[V ^VYR ^P[O TL HUK [OL [LHT WO`ZPJPHU RLLWPUN `V\Y TLKPJHS
`V\ KLJPKL [V JHY` [OL WYLNUHUJ` [V [LYT ^L TH` ULLK [V TVKPM` `V\
JVTWL[P[PVU ZJOLK\SL HZ `V\Y WYLNUHUJ` WYVNYLZZLZ ^OPJO ^PSS PU
· ,>V\SK `V\ SPRL TL [V NV ^P[O `V\ [V [HSR ^P[O *VHJO& :VTL[PTLZ P[
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9LHZZ\YL OLY [OH[ZOL WYVIHIS` OHZ ZVTL [PTL VU OLY ZPKL [V KLJPKBLHQL [OLY JMUJLHYZH [POU ^P[O H MVSSV^ \W HWWVPU[TLU[
WYLNUHUJ` [V [LYT \Z\HSS` \U[PS ZOL PZ ^LLRZ WYLNUHU[
:_WSHPU [V [OL Z[\KLU[H[OSL[L [OH[`V\ TH` IL JOLJRPUN PU ^P[O OLY TVY
:OHYL ^P[O OLY [OH[THU` V[OLY Z[\KLU[H[OSL[LZ OH]L Z\JJLZZM\SS` LUJW\YU[LYU[KOW YLNUHSU` HUKKZHML` \[[OLU [Y` UV[[V H[[YHJ[V[OLYZ» H[[LU[
[OLYL PZ \Z\HSS` UV YLHZVU [V THRL OHZ[` KLJPZPVUZ

4LKPJHS /LSW HUK *VUMPKLU[PHSP[`

9LHZZ\YL [OL Z[\KLU[H[OSL[L [OH[`V\ JHU THPU[HPU JVUMPKLU[PHSP[` ^P[OPU [OL TLKPJHS [LHT HZ
SVUN HZ P[PZ TLKPJHSS` ZHML [V KV ZV
9LTPUK [OL Z[\KLU[H[OSL[L [OH[HZ H JLY[PMPLK H[OSL[PJ [YHPULY `V\ JHUUV[THRL TLKPJHS
KLJPZPVUZ YLNHYKPUN WYLNUHUJ` \[[OH[`V\ HYL WHY[VM H TLKPJHS [LHT [OH[^PSS ^VYR ^P[O OLY
[V WYV]PKL OLY ^P[O [OL VW[PTHS OLHS[O JHYL
9LHZZ\YL [OL Z[\KLU[H[OSL[L [OH[PM ZOL KLJPKLZ [V JHY` [OL WYLNUHUJ` [V [LYT [OLYL HYL ML^

;OL ZHML[VM WHY[PJPWH[PVU PU PUKP]PK\HS ZWVY[Z I` H WYLNUHU[^V THULZOVYSN LK KP K PZJKU[P[OL L_LYJPZL ^OLU MLLSPUN V]LY L_LY[LK VY ^O
TV]LTLU[Z HUK WO`ZPJHS KLTHUKZ YLX\PYLK [V JVTWL[L PU [OH[ZWVY[HUK;HOSLWYLH[V\WVWZRL[P[SL]LS
VM [OL PUKP]PK\HS ;OL (TLYPJHU *VSSLNL VM :WVY[Z 4LKPJPUL KPZJV\YHNLZ OLH]` ^LPNO[SPM[PUN VY
ZPTPSHY HJ[P]P[PLZ [OH[YLX\PYL Z[YHPUPUN VY]HSZHS]H (-VSSV^ [OL YLJVTTLUKH[PVUZ VM OLY VIZ[L[YPJHS WYV]PKLY PU JVVYKPUH[

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,_LYJPZL PU [OL Z\WPUL WVZP[PVU HM[LY [OL MPYZ[[YPTLZ[LY TH` JH\ZL]LUV\Z VIZ[Y\JIPVU HUK
JVUKP[PVUPUN VY [YHPUPUN L_LYJPZLZ PU [OPZ WVZP[PVU ZOV\SK IL H]VPKLK HRI JHYL [V YLTHPU ^LSS O`KYH[LK HUK [V H]VPK V]LY OLH[PUN

:WVY[Z ^P[O PUJYLHZLK PUJPKLUJLZ VM IVKPS` JVU[HJ] IHZRL[IHSS PJL (MILY KLSPILY` VY WYLNUHUJ` LYTPUH[PVU TLKPJHS JSLHYHUJL PZ YLJVTTL
ZVJJLY Y\NI` VY MHSSPUN N`TUHZ[PJZ LX\LZ[YPHU KV^UOPSS ZRPPUN HIOSL[L]Z ZHML`Y\IYU [V HIOSL[PJZ :LL -VSSV^ \W ,_HTPUH[PVUZ ZLJ[PV
YPZR HM[LY [OL MPYZ[[YPTLZ[LY ILJH\ZL VM [OL WV[LU[PHS YPZR VM HIKVTPUHS [YH\TH` OL ZI\KLU] WO`ZPVSVNPJ JOHUNLZ VM WYLNUHUJ` WLYZPZ[MV\Y [V ZP_ ^LLRZ WVZ[WHY[
H[OSL[L]Z HIPSP[` [V JVTWL[L TH` HSZV IL JVTWYVTPZLK K\L [V JOHUNLZ PU WO`ZPVSVNPJ JHWHP] HUK UY RUVAU THLYUHS JVTWSPJH[PVUZ MYVT YLZ\TW[PVU VM [YHPUPUN *H
T\ZJ\SVZRLSL[HS PZZ\LZ \UPX\L [V WYLNUHUJ` ;OLYL PZ HSZV JVUJLYU [OH] PU [OL ZL[PUN VM PU[LUZL PUKPIPK]HSPAL YLIYU [V WYHJ]P JL HUK JVTWL[P[PVU
JVTWL[P[PVU H WYLNUHU[H[OSL[L ^PSS IL SLZZ SPRLS` [V YLZWVUK [V PU[L]YUHS J\LZ [V TVKLYH[L L_LYJPZL
HUK TH` MLLS WYLZZ\YL UV[[V SL[KV^U [OL [LHT 9LMLYLUJLZ

;OL (TLYPJHU *VSSLNL VM 6IZ[L[YPJZ HUK .`ULJVSVN` Z[H[LZ [OH[JVTWL[P[PVU H[OSL[L]Z H[HU 7YLVHP 6IZ[L[YPJZ HUK .`ULJVSVN`
HJ[P]L K\YPUN WYLNUHUJ` I\ [ULLK [V TVKPM` [OLPY HJ[P]P[` HZ TLKPJHSS` (TLYPJHU *VSSLNL VM :WVY[Z 4LKPJPUL! ,_LYJPZL +\YPUN 7YLNUHUJ` OU! *\YYLU[*VTT
Z\WLY]PZPVU *VSSLNL VM :WVY[Z 4LKPJPUL 0UKPHUHWVSPZ 05 (\N\Z[

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()L THKL H^HYL VM [OL WV[LU[PHS YPZRZ VM OLY WHY[PJ\SHY ZWVY[HUK L_LYJPZL PU NLULYHS ^OPSL
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(KKP[PVUHS 9LZV\YJLZ

5*((*VU]LU[PVU :LZ3ZRVU 4]RKLH8!HUK ;YLH[TLU[(ZWLJ[Z VM
:[\KLU[([OSL[L 7YLNHUUJ` (]HPSHISL H[!
O[[W! ^LI UJHH VYN ^LIF]PKLV JVVU]LU[PVU 3LNHSF4LKPJHSF(UK ^]_

:JOVSHYS` 9L]PL^Z VU ,_LYJPZL HUK 7YLNHUUJ`
(YLUH) 4HM\SSP 5 ,_LYJPZL PU WYLNHUUJ` ¶ /V^ ZHML PZ P[& :WV
(Y[OYVZJVV` 9L]PL^ 9L[YPL]LK :LW[LTILY MYVT
O[[W! ^^^ ZWVY[ZTLKHYY[OYV JVT W[YL ZTHY WKMOHUKSLY

/HSL 9 4PSUL 3 ;OL LSP[L H[OSL[L HUK L_LYJPZL PU WYLNUHUJ` :L
9L[YPL]LK 6J[VILY MYVT
O[[W! ^^ ZJPLUJLKPYLJ[JVT ZJPLUJL&FVI\$40TN FPTHNLRL`\$) 2: 2 =)

;OL /PZ[VY` HUK 7YHJ[PJL VM *VSSLNL /LHS[O / : ;\YULY 1 3 /\YSL(TL,KZJHU`U`KLPJHS`>VTLU»Z (ZZVJPH[PVU 7VZP[PVU WHWLY VU ZL_ HUI
7YLZZ VM 2LU[\JR` TLKPJPUL 9L[YPL]LK :LW[LTILY MYVT O[[W! ^^^ HT^H
< : +LWHY[TLU[VM /LHS[O HUK /\THU :LY]PJLZ *LU[LYZ MVY +PZLHZL *VU[YVS HUK KVV VYN MP SLZ .LUKLYF:WLJPM PJF7VZP[PVUF:[H[LTLU[WKM
7YL]LU[PVU 5V]LTILY 4VYIPKP[` HUK 4VY[HSP[` >LLRS` 9LWVY[! @V[FOURZRULOH]KLVY VM :WVY[Z 4LKPJPUL 7VZP[PVU WHWLY! ,_LYJPZL HU
:\Y]LPSSHUJL! 5H[PVUHS *VSSLNL /LHS[O 9PZR)LOH]PVY :\Y]L`.<UP[LK :[H[PZJ\ZZPVU[W]MLK 9L[YPL]LK :LW[LTILY MYVT O[[W! ^^^ JHZT
:LW[LTILY MYVT O[[W! ^^^ JKJ NV] TT^Y WYL]PL^ TT^YO[TS 0J TZ VYN KVV\TLU[Z 7YLN UHUJ`+PZJ\ZZPVU7HWLY WKM
7VZP[PVU :[H[LTLU[Z VU ,_LYJPZL HUK ([OSL[PJ 7HY[PJPWH[PVU K\YPUN 9V`HS *VSSLNL VM 6IZ[L]YPJPHUZ HUK .`ULJVS VNPZ[Z :[H[LTLU[U\TILY
7YLN UHUJ` WYLNUHUJ` 9L[YPL]LK :LW[LTILY MYVT
(TLYPJHU *OPYVWYHJ[PJ)VHYK VM :WVY[Z 7O`ZPJPHUZ \UKH[LK 7VZP[PVU Z[H[LTLU[VU L_ LYJPZL HUK O[[W! ^^^ YJVN VYN \R PUKL_ HZW&7HNL0+\$
H[OSL[PJ WHY[PJPWH[PVU K\YPUN WYLNUHUJ` 9L[YPL]LK :LW[LTILY :VMPVT VM 6IZ[L]YPJPHUZ HUK .`UHLJVS VNPZ[Z VM *HUH KH *HUHKPHU :V89PL
O[[W! ^^^ HJIZW JVT 7VZP[PVU 7HWLY 7YLN UHUJ` O[T 7O`ZPVSVN` 1VPU[*6.* *:7 JSPUPJHS WYHJ[PJL N\PKLSPUL! ,_LYJPZL
(TLYPJHU *VSSLNL /LHS[O (ZZVJPH[PVU :[HUKHYKZ VM WYHJ[PJL MVY[OLHS[O WYU]LK[VU]RZT QVPU[FZVNJFJZLWFN\PKLSPULZ WKM
OPNOLY LK\JH[PVU 9L[YPL]LK :LW[LTILY MYVT O[[W! ^^^ HJOH VYN PUMVFY LZV\YJLZ :7/7/,FZ[H[LTLU[WKM :WVY[Z 4LKPJPUL (\Z[YHSPH 7HY[PJPWH[PVU VM [OL WYLNUHU[H[OSL[I
O[[W! ^^^ HJOH VYN PUMVFY LZV\YJLZ :7/7/,FZ[H[LTLU[WKM :WVY[Z 9L[YPL]LK :LW[LTILY MYVT O[[W! ^^^ ZTH VYN H\ WKM KVV\TLU
(TLYPJHU *VSSLNL VM 6IZ[L]YPJPHUZ HUK .`ULJVS VNPZ[Z *VTTTP[[LL VWPUPVU U\TILY ! WYU]LK[VU]RZT QVPU[FZVNJFJZLWFN\PKLSPULZ WKM
L_ LYJPZL K\YPUN WYLNUHUJ` HUK [OL WVZ[WHY[\T WLYPVK 6IZ[L]YPJZ :WYU]LK[VU]RZT QVPU[FZVNJFJZLWFN\PKLSPULZ WKM :4(Z[H[LTLU[!)LULMP[Z HUK YPZRZ VM L_
9L[YPL]LK :LW[LTILY MYVT O[[W! ^^^ NYLLUQV\YUHS VYN JNP YWYU]LK[VU]RZT QVPU[FZVNJFJZLWFN\PKLSPULZ WKM MYVT
5V[L! ;OL (TLYPJHU *VSSLNL VM :WVY[Z 4LKPJPUL KVLZ UV[OH]L H WVZP[PVU Z[HUKFVZL]GZ FVYPN\$ZLHYJO FJV]LY+H[L\$ - - FZR\$
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a:R>(TK \$ M I J M J K LL J PL\$ ZKHY[PJSL WKM

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: \YM 3PMLZH]PUN (\Z[YHSPH 7VSPJ` Z[H[LTLU[! 7YLNHUUJ` HUK [OL Z\YM SPMLZH]LY"
JVTWL[P[PVU HUK WH[YVSZ 9L[YPL]LK :LW[LTILY MYVT
O[[W! ^^^ ZSZH JVT H\ ZP[L FJVU[LU[YLZV\YJL KVVZV\YJL WKM

>VTLU»Z :WVY[Z -V\UKH[PVU 0ZZ\LZ YLSH[LK [V WYLNHUUJ` HUK H[OSL[PJ WHY[PJPWH[PVU! ;OL
-V\UKH[PVU»Z WVZP[PVU 9L[YPL]LK :LW[LTILY MYVT
O[[W! ^^^ ^VTLUZZWVY[ZMV\UKH[PVU VYN *VU[LU[(Y[PJSLZ 0ZZ\LZ ,X\P[` 0ZZ\LZ 0 0ZZ\LZ
9LSH[LK [V 7YLNHUUJ` ([OSL[PJ 7HY[PJPWH[PVU ;OL -V\UKH[PVU 7VZP
[PVU HZW_

7YLZLU[H[PVUZ

:VYLUZLU , :PUJMMM 4 :PLILULJR , 4H`)LZ[WYHJ[PJLZ! 7YLNHUUJ` WVSPJPLZ
7HWLY WYLZLU[LK H[[OL 5*((.LUKLY ,X\P[` HUK 0ZZ\LZ -VY\T 5L^ 6YSLHUZ 3((]HPSHISL H[!
O[[W! ^^^ UJHH VYN ^WZ ^JT JVVUULJ[YLZV\YJLZ MPST LIK I IH HLJ :VYLUZLU7YLN7VSPJPLZ
WW[&46+\$(17,9,: H[[HJOTLU[\$[Y\L
#O[[W! ^^^ UJHH VYN ^WZ ^JT JVVUULJ[YLZV\YJLZ MPST LIK I IH HLJ :VYLUZLU7YLN7VSPJPLZ
Z WW[&46+\$(17,9,: HTW"H[[HJOTLU[\$[Y\L

:VYLUZLU , (WYPS 7YLNHUUJ` WVSPJPLZ 7HWLY WYLZLU[LK H[[OL 5*((.LUKLY ,X\P[` HUK
0ZZ\LZ -VY\T)VZ[VU 4(7V^LY7VPU[YL[YPL]LK :LW[LTILY MYVT
O[[W! ^^^ UJHH VYN ^WZ ^JT JVVUULJ[YLZV\YJLZ MPST LI I J I :VYLUZLUF7YLNHUUJ`
F7VSPJPLZ WKM&46+\$(17,9,:

*OHW[LY ! *HZL :[\KPLZ 4LKPH :[VYPLZ

7YLNHUUJ` HUK 7HYLU[PUN *HU)L *VTWH[PISL ^P
7HY[PJPWH[PVU H[(SS 3L]LSZ

7H\SH 0UMHU[L PZ H MPLSK OVJRL` WSH`LY :OL OHZ LUK\YLK [OL YPNVYZ V
THYJOLK [V [OL MPLSK LHJO KH` ^P[O [OL NVHS VM ILPUN OLY ILZ[ZLSM ;^P
4HY`SHUK [V 5*((+P]PZPVU 0 [P[SLZ HUK [^PJL ZOL ^HZ YL^HYKLG ^P[O [OL /
[OL UH[PVU»Z [VW JVSSLNPH[L H[OSL[L PU OLY ZWVY[0UMHU[L PZ HSZV 9H T
OPNO ZJOVVS :VTL ^V\SK ZH` [OH[OLY HJOPL]LTLU[PU [OL NHTL PZ TPYHJ
ZP[\H[PVU 6[OLYZ TPNO[ZH` [OH[OLY WYLNHUUJ` HJ[\HSS` LUHISLK OLY H[C

>OLU H ^VTHU ILJVT LZ WYLNHUU[THU` JVHJOLZ HUK H[OSL[LZ HZZ\TL [OH
JVTWL[P[P]L H[OSL[L PZ V]LY 7SHPU HUK ZPTWSL [OPZ PZ H T`[O <USPRL
UVYTHS HUK OLHS[O` MVY [OL MLTHSL IVK` (S[OV\NO WYLNHUUJ` TH`
HJJVTTVKH[PVUZ [OLYL PZ UV L]PKLUJL [OH[WVZ[WHY[\T ^VTLU HYL UV[JH
i„UAS¿[`Đ H OLY i\$€° UJ` PZ bt€° 0 U•



JHU JVU[PU\L [V WYVNYLZZ ^P[O [OLPY H[OSL[PJ JHYLLYZ PZ H JOHUNL PU
;P[SL 0? (Z [OL H]LYHNL HNL VM [OL LSP[L MLTHSL H[OSL[LZ OHZ PUJYLHZL
[OH[H ZPNUPMPJHU[U\TILY VM [OLT OH]L HSZV JVTIPULK [OLPY H[OSL[PJ

Z[PSS PU OPNO ZJOVVS (M[LY [^V `LHYZ H[JVTT\UP[` JVSSLNL ZOL MV\UK H Z\WWVY[P]L [LHT HUK PZ UV^
H Z[\KLU[H[[OL <UP]LYZP[` VM 2HUZH HUK OHZ ILLU H Z[HY[LY MVY [^V HWWLHYHUJLZ PU [OL 5*((
]VSSL`IHSS [V\YUHTLU[;OLZL HYL H ML^ VM THU` ^VTLU ^OV ^P[O Z\WWVY[MYVT JVHJOLZ HUK
MHTTPS` OH]L WYV]LK [OL KV\I[LYZ ^YVUN JVU[PU\PUN VU PU OLY H[OSL[PJ JHYLLY HM[LY OH]PUN H JOPSK

(YRHUZH Z:[H[L IHZRL[IHSS JVHJO :ZPL .HYKULY ZH`Z VM OLY Z[HY JLU[LY +HUPLSSL (SSLU ,,)LY` KH`
0»T TVYL HTHaLK H[^OH[ZOL»Z KVUL HUK OV^ ZOL»Z OHUKSLK [OPZ ^OVSL ZP[\H[PVU :OL PZ Q\Z[HU
PUZWPYH[PVU (THaPUNS` ZOL [VVR H ZLTLZ[LY VMM HUK ZOL»Z Z[PSS NVPUN [V NYHK\H[L VU [PTL 0 KVU»[
OH]L LUV\NO HKQLJ[P]LZ [V KLZJYPIL OV^ WYV\K VM OLY 0 HT 1 ;OL MVYTLY < : ^VTLU Z ZVJJLY
JVHJO ;VU` +P*PJJV OHZ ZHPK [OPZ HIV\ [OL TV[OLYZ VU OPZ [LHT ,/H]PUN H JOPSK W\[Z H IHSHUJL
PUO E € P \[0•\$ P\$ Z\$ KAwO [PL00Y\$ 0Y»D

;OLZL X\PJR JVTLIHJRZ TH` UV[IL [`WPJHS MVY ^VTLU NLULYHSS` HUK 4HSL [M KWVY] (POS L LZ HUK 7HYL
HMMLJ[LK I` KPMMLYLU[]HYPHISLZ PUJS\KPUN KLSP]LY` TL[OVK Z\JO HZ H JHNPUHS JPYIO VY VUL I` ZI- THRPV
*LZHYLHU ZLJ[PVU /V^L]LY JSLHYS` H[OSL[LZ I`]PY[\L VM [OLPY WO`ZP JHS YLZPS PLUJ HUK [OLPY TLUHS
KL[LYTPUH[PVU WVZZLZZ [OL WV[LU[PHS [V YL[\YU HUK L_JLS H[ZWVY] HMILY JOPSK JOPSKIPYIO HUK [OPSL JLY[HPUS
WHYLU[PUN WYLNHUJ 4HSL Z[\KLU] H[OSL[LZ HYL HSZ
^OPSL WHY[PJPWH[PUN PU JVSSLNPH[L H[OS
:VUPH 6»: \SSP]HU H TPKKSL KPZ[HUJL Y\UULY ^VU HU 6S`TWPJ ZPS]LY^T H KH[S] LMPY S W L S M V K [OLPY ODP SK ^P[O WYF
KH\NO[LY ^HZ Q\Z[H `LHY VSK ,6I]PV\ZS` PU MP[ULZZ [LYTZ ILPUN WYLNHUJ QHN NSL^H[LOS L[PVZ` M V N KLTPJZ HUK
TL 0 ^HU[LK [V IL HZ MP[HZ WVZZPISL ^P[OV\ [HRPUN HU` YPZRZ 0 JLY [H L H S ;K F K U H Z U H U Z Y L Z Q V W O L J V \ S K M P
[YHPUPUN JVTWSL[LS` HZ [OL YPZR VM PUQ\Y` PZ T\JO OPNOLY ^OLU `V\ Z J Q K \ S N H M H M P V T S H V S O P Z P U J L \ O P Z N ^ P M L ^ V
[OL WYLNHUJ` 0 OHK WVZZPIS` L]LU NHPULK PU [LYTZ VM LUK\YHUJL HZ O L Y Z W Y L N U S P R L Z S V U P K N O L P Y H S V P J P K L S S P M L
>OLU *PHYH ^HZ IVYU 0 ^HU[LK [V WYV]L 0 JV\SK JVTL IHJR [V [OL ZHTL S\W L S Y G U K O L T V N K P U U P U R V H Y ^ O L U [O L P Y Z
^HZ [OL NYLH[\URUV^U ¶ 0 OHK H KPMMLYLU[IVK` HUK JV\SKU»[JVTWHYLHT [R] M H M U H U N M P [Z Q P M U Z V L V L O L K H` SPML (C
WYL]PV\Z L_WLYPLUJLZ I\ [*PHYH»Z ULLKZ [VVR T` TPUK VMM HU` ULNH[PV S] H U L K H U P Z H S S \ Y Z O P Z J Q Z L K S Y L Z V [O H [O L J
THKL LHZPLY I` [OL MHJ[[OH[0 NV[Z[YVUNLY H[L]LY` ZLZZPVU 1 Z\TTLY [V ZWLUK [PTL ^P[O OPZ ^PML (UU H
>OPSL THU` ^VTLU HYL JVU]PUJLK [OH[WYLNHUJ` HUK JOPSKIPY[O TLHUZ R L Y L I O Y P P W U H U M H Y O S Y [P * B R Z I V J J L Y W S H ` L Y
^VTLU H[OSL[LZ YLWVY[PUJYLHZLK KLKPJH[PVU [V YL[\YU [V ZWVY[HZ ^J S S L N P N W M K] H T R V U Z [V W H M L U P O P Z Z V U 4 H Z
HUK V]LYHSS Z[YLUN[O +HYH ;VYYLZ Z^HT OLY ILZ[[PTL PU [OL T MYL Q Z Y ` S L N H L L O L U K J V S S L N P H L] V S S L ` I H S S J H Y L
.HTLZ Q\Z[[^V `LHYZ HM[LY NP]PUN IPY[O HUK `LHYZ HM[LY OLY MPY Z [S Y L N W P J : [H L H T Y F U R L K [O Y U H [P V U H S S ` P U C
MHTV\Z HIZ HYL H [LZ[HTLU[[V [OL WV^LY VM H ^VTLU»Z IVK` [V YLJVP U Y W M Y V U [P U N O P Z U V U) L U Q H T P U , : V T L [P T L
4HYH[OVULY 7H\SH 9HKJSPMML OHZ ZHPK [OH[ZOL MLS[OH]PUN NP]LU I P Y H G ` O H Z P V Z Y W M L [O L [P T L U K Z Y H U W Y L [[` I \ Z `
HUK OLY YLJV]LY` :OL ZHPK ,0 [OPUR `V\Y IVK` PZ Q\Z[H SP[[SL IP[Z[YX P I N L Y M M V [H S S L (S S H U U Y P J H U J V Y U L Y I H J R
<UP]LYZP[` VM 2HUZH Z OHZ HKQ\Z[LK [V SPML

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VUZ MVY
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4HYR >PSSPZ ,.V MVY [OL .SVY` 1 >YPNO[:[H[L <UP]LYZP[` ^LIZP[L -HSS (]HPSHISL H[!
O[[W! ^^^ ^YPNO[LK\ UL^ZFL]LU[Z JVT\UP[` MHSS H[OSL[LZ O[TS

*OYPZ ;HSIV[[,*VSSLNL ([OSL[LZ ^P[O 2PKZ 4HQVY PU 3PML 1 (ZZVJPH[LK 7YLZZ 4HYJO
(]HPSHISL H[!
O[[W! ^^^ ^HZOPUN[VUWVZ[JVT ^W K`U JVU[LU[HY[PJSL (9 O[TS

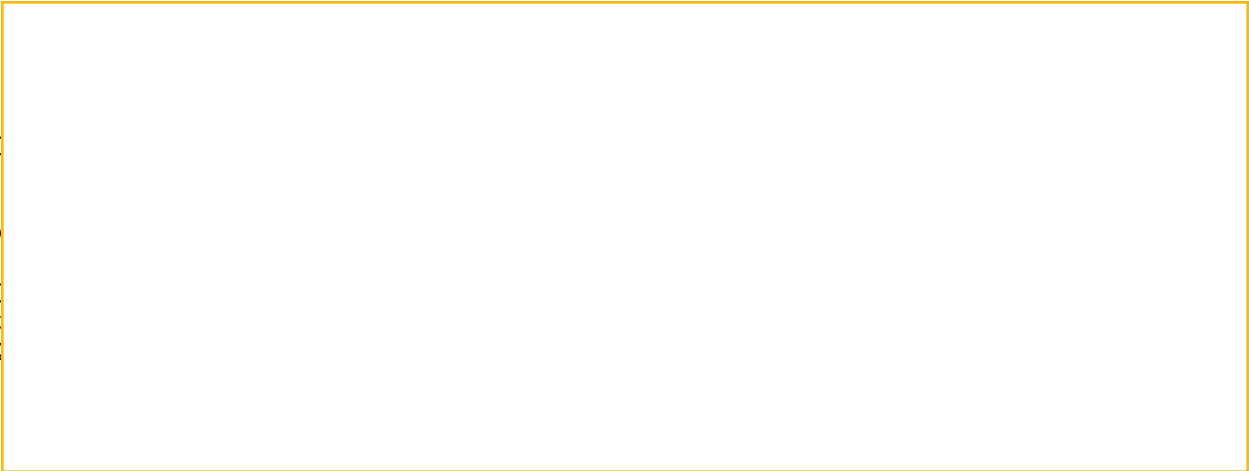
4HYR +LU[,([OSL[LZ ^P[O JOPSKYLU! ;OLZL 2< H[OSL[LZ T\Z[MPUK [PTL [V L_JLS PU IV[O ZWVY[Z HUK
JOPSK JHYL 1 <UP]LYZP[` +HPS` 2HUZHU 1HU\HY` (]HPSHISL H[!
O[[W! ^^^ RHUZHU JVT Z[VYPLZ QHU H[OSL[LZFJOPSKYLU

7L[LY >VY[O ,)HSHUJPUN)VVRZ)HZRL[IHSS HUK H)HI` 1 0@€• 0K LUO L •0LSHIS'P0(]HPSHISL H[!

.YLN (\THU , -VY WYLNUHU[H[OSL[LZ H \UPX\L JPYJ\TZ[HUJL 1 :[7L[LYZI\YNK:(PYKZ` -6]LY\HY`2YPZ[PU (YTZ[YVUN J`JSPUN 3PII` *HSSHOHU ZO[V[PUN .HV 1
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O[[W! ^^^ ZW[PTLZ JVT :WVY[Z -VYFWYLNUHU[FH[OSL[LZ ZO[TS)Y`ZUPTHTUNYVU
ZVU»Z MH[OLY PZ <:* X\HY[LYIHJR HUK /LPZTHU [YVWO` ^PUULY 4H[[3LPUHY[^OV PZ UV^ WSH`PUN MVY
[OL 5H[PVUHS -VV[IHSS 3LHN\L»Z (YPaVUH *HYKPUHSZ +P]PZPVU 0 † 7YLNHUJ` ,_JLW[PVU
(TLTILY PUZ[P[\[PVU TH` HWWYV]L H VUL `LHY L_[LUZPVU VM [OL MP]L `LHY WLYPVK VM L
,;PUH -YPTWVUN" (:VJJLY 4VT VM H +PMMLYLU[2PUK 1 <:(:VJJLY 4HNHaPULZ[\KLU[H[OSL[L MVY YLHZVUZ VM WYLNUHUJ`
O[[W! \ZZVJJLY JVT HY[PJSLZ]PL^(Y[PJSL QZWF O[TS +P]PZPVU 00 HUK +P]PZPVU 000 † 7YLNHUJ` ,_JLW[PVU
,:[\KLU[H[OSL[L O\ZIHUK MH[OLY! <> Z 4HYJ\Z 3HUKY` PU H U\ZOLSS 1)`(\THUHY 65]PSP[PVU TH` HWWYV]L H [^V ZLTLZ[LY VY [OYLL X\HY[LY L_[LUZPVU VM [OPZ
,:75 JVT :LW[LTILY (]HPSHISL H[!
O[[W! ZWVY[Z LZWU NV JVT UJI UL^Z Z[VY`&PK\$ WLYPVK VM LSPNPIPSP[` MVY H MLTHSL Z[\KLU[H[OSL[L MVY YLHZVUZ VM WYLNUHUJ`

-VV[UV[LZ

:YWYPZPUNS` H[VUL [PTL [OLYL ^HZ H ZOVY[SP]LK T`[O [OH[WYLNUHUJ` HJ[\HSS`
SPRL IHUULK WLYMVYTHUJL LUOHUJPUN KY\NZ 0U 0UNYPK 2YPZ[PHUZLU ^VU [C
TVU[OZ HM[LY ZOL NH]L IPY[O [V OLY MPYZ[JOPSK ;^V `LHYZ SH[LY ZOL IYVRL [OL
3VUKVU ;OH[SLK [V [OL MHSZL O`WV[OLZLZ [OH[WYLNUHUJ` PZ NVVK MVY LSP[L
JOHUNLZ PUJS\KPUN LUOHUJLK ISVVK]VS\TL PUJYLHZLK JHYKPHJ V\W\ Z[YVRL]V
]VS\TL JOHUNLZ [OH[TPTPJ ISVVK KVWPUN :LL L N 2HYLU :WYPUNLU ,/V^ +HYH
1\S` (]HPSHISL H[! O[[W! ^^^ UL^Z^LLR JVT PK WHNL +PZJ\ZZPVU ^P[C
WYVMLZZVY VM L_LYJPZL HUK ZWVY[Z ZJPLUJL H[[OL <UP]LYZP[` VM >PZJVUZPU H[:
(TLYPJHU *VSSLNL VM :WVY[Z 4LKPJPUL HIV\ HNPUN H[OSL[LZ SPRL ;VYYLZ " .PUH :
7YLNHUJ` [V)L 4HYH[OVU»Z -HZ[LZ[4VT 1 5L^ @VYR ;PTLZ 5V] YK
O[[W! ^^^ U`PTLZ JVT ZWVY[Z V[OLYZWVY[Z Y\UULY O[TS



Gender Equi

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;OL 5*((7YLNHUH[U HUK 7HYLU[PUN :[\KLU[([OS
4VKLS 7VSPJPLZ ^LI ZP[L PZ SVJH[LK H[!
O[[W! ^^UJHH VYN ^WZ WVY[HS OVTL&>*4F.36)(3F*65;,?;\$ ^WZ ^
(IV\[;OL 5*((+P]LYZP[` HUK 0UJS\ZPVU .LUKLY ,X\P[` HUK ;P[SL 0

The NCAA salutes the more than

400,000 student-athletes

participating in **23 sports** at

more than **1,000** member institutions