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"#\$%&'()\*+,-./:;<=>?@AB[^\]\_`{|}~!"

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! " # \$ % & ' ( ) \* ' + " , , - %'

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+ , ! + # - ( . ! / # 0 \$ % ! # 1 . ! 2 , 3 4 % 5 5 3 , ! 6 7 % 8 9 % 1 ! / , 3 : 1 !

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2 , % 8 # , % . ! 4 3 , ! 7 9 % ! " # 7 ( 3 1 # ) ! ; 1 ( - % , 5 ( 7 ( % 5 ! < 3 \$ \$ ( 5 5 ( 3 1 !



! "\$% &' ()\$()\*%

!

LI M17,3. 0?7(315!

NI 2,(1?(8#)!#0793,5!#4#?)(7#73,5!#1. !58%#F%,5!

CO! E 3,F5938!3-%,-(%: !#1. !50\$ \$#,=!7(\$%7#G)!%

!

CNI 6%55(31!CI.M. %17(4=(1K!#58(,#7(315!#1. !K3#)5!43,!J +>!! "#!J +>!#8#G)(7(%5!#1. !. %-)%38\$%17!  
1%%. 5!

AL! 6%55(31!AJ +>!83)(?=#1. !8,#?7(?%!(1!79%!" (K%,(#1!; 1(-%,5(7=!6=57%\$!

ANI 6%55(31!PIE 9#7!\$#F%5!#50??%5540)!(157(707(31#)!J +>!57,#7%K=!#1. !8,3K,#\$ \$%Q!

PO! 6%55(31!RIJ +>!43,!,%#)!

RO! 6%55(31!OIS(31!?!317%17!57,#7%K=!#1. !8,#?7(?%!

!

OCI 6%55(31!TI/#5(?5!34!)%#, 1(1K!! "#!50??%5540)!(1!J +>!8,#?7(?%!

OLI 6%55(31!LI+%-)%38(1KIUO#)(7=!?30,5!\$#7%,(#)5!43,!J +>!(1!" (K%,(#!

ONI 6%55(31!DI' 150,(1KIJ +>!(5!4(7!43,!80,835%!VCIUO#)(7=!#1. !XY!

TCI 6%55(31!NI' 150,(1KIJ +>!(5!4(7!43,!80,835%!VAM#?#. %\$=!Z!(1. 057,=!%1K#K%\$%17!

TOI 6%55(31!CBI67#,7(1KI73!. %5(K1!#1!J +>!?30,5%!

!

LPI 6%55(31!CCI !8,3?%55%5!#1. !57#44!. %-)%38\$%17!

LN! 6%55(31!CA![(1%701(1KI79%!.)(-%,=!5=57%\$!73!%150,%!?3\$8#,#G)(7=!(!1!UO#)(7=!34!J +>!#1. !  
?31-%17(31#)!\$3. %5!

DC! 6%55(31!CPI<,%#7(1KI!#8357%,!#G307!=30,!(157(707(31#)!57,#7%K=!43,!J +>!

DP! 6%55(31!CRI2357%,!8,%5%17#7(315!X] Y!#8#1%)!. (5?055(31!+ E





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Y7!79%!9%#,7!34!79%!; 1(-%,5(7=!34!>31. 31!;! 9(?9!. #7%5!G#?F!73!CDPT!5(75!(75!#??%55!\$(55(31!73!8,3-(. %!  
UO#)(7=!9(K9%,!%. 0?#7(31!43,!#1=31%!; 93!#?#1!G%1%4(7\*!!

[3)3: (1K!79%!CDOD!<9#,7%,!#: #,. %. !G=!XO%%1!S(?73,(#!79%!; 1(-%,5(7=!34!>31. 31!: #5!#G)!73!344%,!  
570. =!8,3K,#\$ \$%5!73!7935%!01#G)!73!7,#-)!73!>31. 31!\*!a3. #=!79%!; 1(-%,5(7=!50883,75!\$3,%!79#1!  
OBIBBB!570. %175!(!CDB!73017,(%5!31!\$3,%!79#1!CBB!570. =!8,3K,#\$ \$%5!; (79!#!40,79%,!C\*R!\$0)(31!  
)#,#,1%,5!31!(75!` JJ<5!8,3K,#\$ \$%5\*!!

JO,!; 3,). : (.%!2%),!; 11(#)-14(5)!C89J5#r



!,0(/0E">%'.)=',\*;%@"/0:0)")',\*%'(-%E\$"G\$,\*%  
4,%4"B0-%@". 2\$%7H7: 41;%7HF: 1%  
-"B0-I -"B0-J". 2\$K/' 2%  
+ #-(!9#5!5(1?%!ABBC!G%%1!#1!(1. %8%1. %17!(17%, 1#7(31#)!9(K9%,!%. 0?#7(31!  
,%5%#,?9%,!%-#)0#73,!!?3150)7#17!57#44!#1. !%. 0?#7(31#!. %-)%38%,!#1. !: ,(7%,\*!  
i %!9#5!G%%1!#!<+ ' ![%))3: !5(1?%!ABCB!  
i %!: #5!4301. (1K!<9#(!34!79%!; j !67#44!#1. !' . 0?#7(31#!+%-)%38\$%17!  
Y553?(#7(31!V6' +YWF!73\





" #7(31#)J8%1!; 1(-%,5(7=!34!" (K%, (#!V" J; " W!/=!79%!7(\$%!9%!?3\$8)%7%. !9(5!7%10,%!9%! . %-%)38%. !79%!  
; 1(-%,5(7=!73!79%!835(7(31!34!79%!L<sup>79</sup>!G%57!; 1(-%,5(7=!1!" (K%, (#!#5!

(157(707(315!. %. (?#7%. !73!8357K,#. 0#7%!7,#(1(1K!#1. !,%5%#,#?9!#1. !(17,#!\$ 3G()7=!34!57#44!#1. !570. %175!  
: (79(1!Y4,(?#!(1!ABCC\*!i %!9#(,% !79%!2)#11(1K!<3\$ \$(77%!43,!79%!Y553?(#7(31!43,!+%-)38\$%17!(1!  
' . 0?#7(31!(1!Y4,(?#!VY+ ' YW!` (1(57%,(#)!H%K(31#)!` %7(1K!(1!ABBR\*!Y5!S(?%!<9#1?%)3,!34!" J; " !9%!  
%5



R', G\* = ' E% B\$, B0\$L%' (-%. 22", 6%)02\$)" J>\$%

Y(\$5!

a9%!(1#(\$!34!79(5! : 3,F5938!(5!73!8,3-(!!(143,\$#7(31!!(. %5!%,%530,?%5!#1. !50883,7!43,!  
8#,7(?8#175!73!8)#1!79%1% ^7!57#K%5!34!. %-)%38\$%17!34!J8%1!#1. !+(57#1?%!>%#,1(1K!VJ +>W!(1!79%(!  
(157(707(31! : 9#7%-,%!79%(!,3)%\*!  
Y!40,79%,!(83,7#17!#(\$!5!73!9%)8!8#,7(?8#175!73!43,\$!1%7: 3,F5! : 9(?9! : 0)!?317(10%!73!8,3-(!. %!8%,!  
50883,7!#47%,!79%!: 3,F5938!(5!3-%,\*!

M17%1. %. !307?3\$%!

/=!79%!%1. !34!79%! I!=30! : 0)!9#-%!. %-)%38%. !57,#7%K(%5!83)(?%5!#1. !8)#15!43,! : 3,F(1K! : (79!  
?3))%#K0%5!(1!=30,!; 1(-%,5(7=#1. !1#7(31#))=!73!. %-)%38!#1. !,01!9(K9!U0#)(7=!J +>!8,3K,#\$ \$%5\*!

E 3,F5938!8,3?%55%5!

a9%!E 3,F5938!73\$8,(5%5!C0!5%55(315! : (79!(18075!#1. !G379!43,\$#)!#1. !(143,\$#)! : 3,F(1K\*!  
' #?9!5%55(31!7=8(?#))=!(1-3)-%5!53\$%!(1807!#1. !#??%55!73!,%530,?%5\*!i 3: %-,%!79%!8,(1?(8#)!#?7(-7=!5!  
: 3,FIG=!30!\_!#G3-%!#))!05(1K!79%!(. %5!#1. !(143,\$#7(31!8,%5%17%. !#1. !. (5?055(315! : (79!8%,5!#1. !  
?3))%#K0%5!73!\$#F!8)#15!43,!#?7(31\*!!

W!(5!50KK%57%. !79#7!=30!#,%!#))3?#7%. !73!K,3085!#1. !7#G)%5!43,!5%55(315e!

IY!K,3085!#,%!43,!J +>!8,#?7(7(31%,5!|/!K,3085!43,!5%1(3,!\$#1#K%,5\*!!

Y!#1. !/!K,3085! : 0)!53\$%7(\$%5!9#-%!. (44%,%17!7#5F5\*!

a9%,%! : 0)!G%59#,(1K!34!(. %5!#? ,355!Y!#1. !/!K,3085\*!

[3,!53\$%5!55(315!!=30! : 0)!G%5!#))3?#7%. !73! : 3,F!(1!(157(707(31!G#5%. !K,3085\*!

Y?7(31!8)#11(1K!#1. !43))3 : !08!

M1!79%!4(1#)!C0!\$(107%5!3,!53!34!\$357!5%55(315! : %!59#)!#5F!=30!73!137%! : 3 : 1!(1!=30,!E 3,FG33F!  
#15 : %,5!73!79%5!79,%%!U0%57(315e!

C\* E 9#7!#,%!79%!\$#(1!(. %5!79#7!=30!#,%!7#F(1K!# : #=!4,3\$!79(5!5%55(310!

A\* i 3 : !. 3!=30!8)#1!73!05%!79%5%!(. %5!73!# . -#1?%!=30,!3 : 1!#1. !=30,!!(157(707(31!d5!8,#?7(?%!(1!  
J8%1!#1. !+(57#1?%!>%#,1(1K!VJ +>W. 0,(1K!79%!1% ^7!4% : ! : %F5!\$31795!3,!=#,5Q!

p30!\$#=#!4(1. !79%5!5088)%\$%17# ,=#?7(31!8)#11(1K!U0%57(315!05%40)!#?9!7(\$%e!

- E 9#7!#,%!=30!K3(1K!73!. 3! : (79!%#?9!34!79%5%!(. %5Q!!
- i 3 : !#,%!=30!K3(1K!73!(\$8)%\$%17!79%\$Q!!
- E 93!%)5%! : 0)!!=30!1%%. !73!7#)F!73!73!K%7!79%5%!(. %5!(173!8,#?7(?%Q!!
- i 3 : ! : 0)!!=30!8%,50#. %!79%\$!79#7!79%5!#,%!K33. !(. %5Q!!
- E 9#7!3Gh%?7(315!\$#=#!79%=! ,#(5%Q!!
- i 3 : ! : 0)!!=30!1%K37(#7%! : (79!79%\$Q!!
- E 9#7! : 0)!50??%55!)33F!)(F%Q!!

P\* E 9#7! : 0)!!=30!. 3!31!^ 31. #=Q!M1!379%,! : 3, . 5! : 9#7!(5!79%!-% ,=1% ^7!79(1K!=30! : 0)! . 3!(1!=30,!  
93\$%!(157(707(31!73!# . -#1?%!J +>Q!!

p30,!#??30!75!34!79%!=F%=(. %5!#=30!#,%!7#F(1K!# : #=!4,3\$!#?9!5%55(31!#1. !=30,!#?7(31!8)#15!#,%!  
79%!\$357!(\$83,7#17!307?3\$%5!4,3\$!79(5! : 3,F5938\*!p30!\$#=#! : (59!73!59#,%!79%5%! : (79!73))%#K0%5\*!

H%530,?%5!

H%530,?%5!43,!79(5! : 3,F5938!#?1!G%!4301. !#7!97785eZZ7(1=0,)\*?3\$Z<+' " ; <E 3,FG33F\*!Wp30!\$#=#!1%%. !  
73!738=179(5!)(1F!#1. !8#57%!(7!(173!=30,!G,3 : 5%,\*W!

7. 22", 6% 3R', G\*=' E%02\$)"J>\$%

!

%	N. \$* - "6P. >6%\$%	R\$- (\$* - "6P. >6%T%	N=. , * - "6P. >6%U%	
%	! >" (0(#%84C%	4\$B\$>' E0(#%84C%	5 "G0(#%84C%="EE\$ (%	
VWSV% VYZU%	H%K(57, #7(31!(143, \$#! (17%, #?7(31!, %4, %59\$%175!	!	!	
VYSV% [VVV%	E%)?3\$%!Y. . , %55!G=!79%! ' ^%?07(-%!6%?, %7#, =! " #7(31#); 1(-%, 5(7%5! <3\$\$(55(31!2, 34%553, ! YGOG#F#, !H#59%. ! \$1(! ` [H!![" Y>!#1. !! M17, 3. 0?7(315!G=! ; 1(-%, 5(7=!34!>31. 31!_!+, ! +#-(. !/#0\$%!2, 34%553, ! 67%89%1!/, 3: 1!MG, #9(\$! ' )!#1. !+, !YF#1(\$3!J. 31!	VYVV% VYSV%	M143, \$#!(17%, #?7(31! )33F(1K!#7!\$#7%, (#)5! )33F(1K!#5!8357%, 5!4, 3\$! 6%55(31!R!!, %4, %59\$%175!	M143, \$#!(17%, #?7(31! )33F(1K!#7!\$#7%, (#)5! , %4, %59\$%175!

[VVV%  
[[U%  
6%55(31!T!  
+- \$()0360(#%\*E0, ")0' (\*%  
" (-#% " >\*% , %84C% " #+  
84C%/"E" J0)0\$\*% (-%  
-\$B\$>' E2\$()%( \$-\$\*!!  
[#?)(7#7%. !G=!+ #-(. !  
/#0\$%!67%89%1!/, 3: 1!  
MG, #9(\$!')!` #=%7!#1. !  
YF#1(\$3!J. 31\*!  
<3)#G3, #7(-! : 3, F!#1. !  
8)#11(1K\*!  
E3, F59%75!#1. !8)#11(1K!  
#(. 5! : )!G%!8, 3-(. % . !43, !  
%#?9!8#, 7!34!79%!5%55(31\*!

VYSV%  
[VTU%  
6%55(31!T!  
9"\*0/\*% 3%\$", (0(#%' (-%  
\* . // \$\*\*3. >%84C%0(%  
E, "/)0/\$%  
!  
: \*\*\$()0">W' (-)0' (\*% , %  
\* . // \$\*\*3. >%\$", (0(#%0(%  
=0#=\$, %\$- . /")0' (K%  
+#-(. !/#0\$%!!  
H. , )=\$, %0(\*T%0-2(4)-3(C  
[VTU%



	2,%5%17#7(31!: (79!X] Y! +,!J)#\$(. %!' !Y. %5(1#! "; <! ! !		2,%5%17#7(31!: (79!X] Y! 2,34%553,!J)O!@%K%. %! "; <! !	a. ">)6% 3%8E\$(%' (-% 40*)" (/)\$%' (-% &' (B\$( )0' (">%5' -\$*% 2,%5%17#7(31!: (79!X] Y! 2,34%553,!2%7%,! JF%GOF3)#!" ; <! !
[ZTU%% [TVV%	6%55(31!P! R=")2"G\$*%'* . // \$**3. %> 0(*)0). )0' (">%84C% *),")\$#6%' (-% E,' #,"22\$b% YF#1(\$3!J. 31!31!)3?#)!! 1#7(31#)!#1. !Y4,(?#1! ?317%^75!#1. !\$#,F%75!43,! J+>*! 67%89%1!/,3: 1!31!53\$%! (157(707(31#)!#1. ! 8,3K,#\$ \$%(550%5!43,! 50??%5540)!J+>!5)(. %! 8,%5%17#7(31! <3)#G3,#7(-!/: 3,F!#1. ! #?7(31!8)#11(1K!31! 57,#7%K(%5!#1. ! 8,3K,#\$ \$%5*!	CACO!X! CPPB!	6%55(31!D! : (* ,0(#%84C%*%80)%%' ,% E. ,E' *\$%Z@a. ">)6% "(-a1% X0#)(7=!#1. !X0#)(7=! Y550,#1?%!_!67%89%1! /,3: 1!X%5)(. %! 8,%5%17#7(31! X0#)(7=!#1. !(1!79%! " (K%,(#1!#1. !Y4,(?#1! ?317%^75!#!YF#1(\$3! J. 31! g,308!: 3,F!#1. !#?7(31! 8)#11(1K!31!730,5%! #1. !U0#)(7=!#1. !31! 83)(?=#1. !57,#7%K=!43,! U0#)(7=*!!	6%55(31!CP!! &,\$")0(#%'E' *)\$,%'J' . )% 6' . ,%0(*)0). )0' (">% *),")\$#6%' ,%84C% (157(707(31#)!8)#15!43,! J+>!/: 3,F(1K!(1! (157(707(31#)!K,3085*!
[TVV%% [UVV%	>01?9! !	[SSV%% [TSV%	>01?9!!	
[UVV%% [c[U%	6%55(31!R! 84C%' ,% \$">% M17,3. 0?73,=!8,%5%17#7(31! G=!+#+(-. !/#0\$%!31!79%! G#5(?!4%#70,%5!34!J+>! 2#,7(?8#175!: )!/: 3,F!73! 58%?(4=#1!#?70#)!J+>! ?30,5%!34!79%(,!793(?%*! M1807! ,%530,?%5!#1. ! 8,3\$875!: )!G%18,3-(. % . *! 2,%8#,%!8357%,!34!730,5%! 58%?4(?#7(31*!	[TSV%% [UTU%	6%55(31!N! : (* ,0(#%84C%*%80)%%' ,% E. ,E' *\$%Z@a%1/"-\$26% ]%( - . *),6%\$(#""#\$2\$( )% +%-)%38(1K!8,3. 0?7(-%! ,%)#7(315!G7: %%1! 9(K9%,!%. 0?#7(31!#1. ! %\$8)3=\$%17!#1. !79%! ,3)%5!34!J+>!(1!79(5*! YF#1(\$3!J. 31!#1. ! ,%8,%5%17#7(-%5!4,3\$! (1. 057,=*! X] Y!! (5?055(31!#?7(31! 8)#11(1K!	6%55(31!CR! !' *)\$,%E,\$*\$\$( )0' (*;% ad1;E" (\$%-0*/. **0' (K% +#+(-. !/#0\$%!167%89%1! /,3: 1!MG,#9(\$!)! ` #=%7!#1. !YF#1(\$3! J. 31!#1. !?3))#K0%5! 4,3\$!" ; <*! Y?7(31!8)#11(1K*! %
[c[U%% [cTU%	H%4,%59\$%175!	[UTU%% [c[U%	H%4,%59\$%175!	
[cTU%% [WVV%	6%55(31!O! <0*0' (:%' ( )\$%;%),")\$#6% " (-%E,")/0/\$% /#5%. !31!: 3,F!. 31!G=!	[c[U%% [eSV%	6%55(31!CB! 7)" ,0(#%)' %-\$*0#(%' (% 84C%' . ,*\$% /#5%. !31!: 3,F!. 31%!	6%55(31!CO! +(-0B0-. "'>' /)0' (% E>" ((0(#% H%-(%: (1K!137%5!#1. !

	8#,7(8#175!%#),(%,!(1!79%! .#=I59#,(1K!57,#7%K(%5!43,! 8,3K,#\$ \$%8)#11(1K*! !		%#,(%,!!57#,7(1K!73! .%5(K1!#1!J+>!730,5%*!! Y?7(31!8)#11(1K*! M17,3.0?7(31!73!79%! 8357%,!9#))%1K%*!	8)#15!8#,7(8#175!9#-%! \$#. %!79,30K9307!79%! E 3,F5938*!! E ,(7(1K!. %7#0%. ! 8%,531#)!#?7(31!8)#15! 43,!79%!1%^7!4%: !: %%F5! \$31795!#1. !=%# ,5!73! 50883,7!79%!50??%5540)! (17,3.0?7(31!#1. ! %^8#15(31!34!J+>!(1! 79%(!,(157(707(31*!!
[WVV% Z[VV%	M143, \$#!: 3,F(1K! ,%4,%59\$%175!4,%%!7(\$%! 53?(!)#?7(-7=!!	[eSV% Z[VV%	M143, \$#!: 3,F(1K! ,%4,%59\$%175!4,%%! 7(\$%!53?(!)#?7(-7=!!	
%	!	[eSV% [eTU%	!	<)35(1K!7%,%\$31=!#1. ! . %8#,7*!

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# Tuesday July 3<sup>rd</sup>

## Planning ODL

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a0%5. #=!@)=!P` !CBBB!\!CCCO!

!""#\$%&'()\*+ "&,\$-. \$&/'0#1\$20,\$%&#0&+'/%03#'-%2'456''' (- TQ) TjT Q2. 02(0)-3>(') 5(0) 30705)CCCO!





E 3,F59%%7!CV((W\_!J +>!<#8#G()7(%5!#1. !+%-)38\$%17!" %%. 5!

H011(1K!7%#?9(1K!#1. !#. \$(1(57%,(1K!K33. !J +>!730,5%5!

L! li 3: !. 3!=30!,#7%!=30,!3: 1!#8#G()7(%5!(1!79%5%#!#, %5Q!

V; 1. %),(1%W! >(77)%!3,!131%! 63\$%!G07!(15044(?%17! 6044(?%17! J0757#1. (1K!

D! li 3: !. 3!=30!,#7%!=30,!1(157(707(31d5!#8#G()7(%5!(1!79%5%#!#, %5Q!

V; 1. %),(1%W! >(77)%!3,!131%! 63\$%!G07!(15044(?%17! 6044(?%17! J0757#1. (1K!

!

N!! E 9#7!#,%!=30,!3: 1!\$#(1!70, ,%17!#8#G()7(%5!(1!79%5%#!#, %5Q!

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CB! E 9#7!#,%!=30,!1(157(707(31d5!\$#(1!70, ,%17!#8#G()7(%5!(1!79%5%#!#, %5Q!

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CC! E 9#7!%^7,#!#8#G()7(%5!. 3!=30!1%%. !(1!79%5%#!#, %5Q!

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CA!! E 9#7!%^7,#!#8#G()7(%5!. 3%5!=30,!1(157(707(31!1%%. !(1!79%5%#!#, %5Q!

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E 3 ,F59%%7!CV((\!\_!J +>!<#8#G()7(%5!#1. !+%-)38\$%17!" %% . 5!

/O. K%75! ,%530,?%5!#1. !57, #7%K(%5!43, !K33. !J +>!

!

CP! !i 3: !. 3!=30!, #7%!=30, !3: 1! ?#8#G()7(%5!(1!79%5%#!# ,%#5Q!

V; 1. % ,)(1%W! >(77)%!3, !131%! 63\$%!G07!(15044(?(%17! 6044(?(%17! J0757#1. (1K!

CR! !i 3: !. 3!=30!, #7%!=30, !(157(707(31d5! ?#8#G()7(%5!(1!79%5%#!# ,%#5Q!

V; 1. % ,)(1%W! >(77)%!3, !131%! 63\$%!G07!(15044(?(%17! 6044(?(%17! J0757#1. (1K!

!

CO! E 9#7!# ,%!=30, !3: 1! \$#(1! ?0, , %17! ?#8#G()7(%5!(1!79%5%#!# ,%#5Q!

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CT! E 9#7!# ,%!=30, !(157(707(31d5! \$#(1! ?0, , %17! ?#8#G()7(%5!(1!79%5%#!# ,%#5Q!

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CL! E 9#7!%^7, #! ?#8#G()7(%5!. 3!=30!1%%. !(1!79%5%#!# ,%#5Q!

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CD! E 9#7!%^7, #! ?#8#G()7(%5!. 3%5!=30, !(157(707(31!1%%. !(1!79%5%#!# ,%#5Q!

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a0%5. #=!@0)=!P''!\_!CCRO!



a0%5. #=!@)=!P·!\_!CARO!X%CRBB!

!"##\$%&'<')'= >0,': OF"'#0'#@77"##-@3'\$&#,\$,@,\$%&03'456'#,20,"/.'0&+'12%/20: : "B'

g,308(1K5!

E 3,F(1K!(1!Y!W8,#?7(31%,W!



6%55(31!P!\_!E 3,F59%%7!PY!

/,(%4(1K!137%!G=!g,3085!Y!\_!J +>!8,#?7(7(31%,5!\_!43,!?3))%#K0%5!\_!31!79%!,%U0(%\$%175!43,!#!50??%5540)!  
J +>!8,3K,#\$ \$\$(1!79%(!5%77(1K!!

C! E 93!#,%!79%!#0. (%1?%5!43,!79(5!G,(%4(1K!137%Q!

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A! E 935!?!338%,#7(31!#1. !50883,7!: ()!=30!1%%. !73!8,3. 0?%!#1. !,01!#!50??%5540)!J +>!  
8,3K,#\$ \$\$(1!=30,!5%77(1KQ!

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P! E 9#7!83)(?(%5!#1. !57,#7%K(%5!: 30). !=30!)(F%!79%!; 1(-%,5(7=!73!9#-%(1!8)#?%!73!50883,7!79%!  
8,3. 0?7(31!#1. !38%,#7(31!34!#!50??%5540)!J +>!8,3K,#\$ \$%Q!

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R! E 9#7!. (44(?0)7(%5!. 3!=30!#17(?8#7%Q!

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O! i 3: !: ()!=30!3-%,?3\$%!79%5%Q!

6%55(31!P!\_!E 3,F59%%7!P/!

/,(%4(1K!137%!G=!g,3085!/!\_!6%1(3,!` #1#K%,5\_!43,!?3))%#K0%5!31!79%!,%U0(,%\$%175!43,!(157(707(31#)!  
57,#7%K=!43,!#!50??%5540)!J +>!(1!79%(,!5%77(1K!!

C! E 93!#,%!79%#!#0. (%1?%5!43,!79(5!G,(%4(1K!137%Q!

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A! E 935%!?338%,#7(31!#1. !50883,7!: )!=30!1%%. !73!8,3. 0?%!#1. !,01!#!50??%5540)!J +>!  
8,3K,#\$ \$%(1!=30,!; 1(-%,5(7=0!

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P! E 9#7!83)(?(%5!#1. !57,#7%K(%5!. 3%5!79%!; 1(-%,5(7=!1%!. !





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a0%5. #=!@)=!P''!\_!COBB!\_!CTCO!

!''##\$%&'G')'456'-%2'2''03'

g,308(1K5!

E 3,F(1K!(1!(157(707(31#)K,3085!

M17%1. %. !307?3\$%!

2,3. 0?%!#!8357%,!:(79!307)(1%!58%?(4(?#7(31!43,!31%!J +>!?30,5%!(1!=30,!(157(707(31\*!

g\$6%-\$''\*0(% E\$ (%' (-%-0\*)" (/%%\$"\$ , (0(#%84C@%

1>>)' % \$" - ^%

J-%, -(%: !

J8%1!#1. !+(57#1?%!>%#, 1(1K!VJ +>W!(5!G,%#F(1K!. 3: 1!?0,,%17!G#,,(% ,5!?!0,,%17!. (57(1?7(315e!!

- +(57#1?%! . 3%51d7!\$ #77%, \*!670. %175!?!#1!G%!#!: 3,). !#8#,7!G07!: 3,F!73K%79%,!
- a(\$%! . 3%51d7!\$ #77%, \*!670. %175!?!#1!: 3,F!31!#!59#,%. !3,!?!3\$ \$31!#5F!#7!. (44%,%17!7(\$%5!
- +(57#1?%!73!79%!(G,#,#=! . 3%51d7!\$ #77%, \*!a9%!(G,#,#=!3,!#!5%)%?7%. !50G5%7!34!(7!!(5!(1!79%!  
570. %175d!9#1. 5!#3,!31!79%(,! . %5F!
- 670. %175!#1. !7%#?9%,5!?!#1!G%!31)(1%!#1. !4#?%\73\4#?%!#7!5# \$%!7(\$%!!
- 670. %175!?!#1!G%!#)31!#1. !: 3,F(1K!(1!#!K,308!#7!79%!5# \$%!7(\$%!!
- 670. %175!?!#1!G%!31!#!G05!#1. !(1!#!)(G,#,#=!#7!79%!5# \$%!7(\$%!!
- 670. %175!?!#1!: #7?9!#!)%?70,%!#7!93\$%!!
- 670. %175!?!#1!#15: %,!UO(k!UO%57(315!#7!P!Y` !!
- Y1. !X!79%! . (57(1?7(31!G%7: %%1!?!# \$805\G#5%. !)%#, 1(1K!#1. !J +>!(5!G,%#F(1K!. 3: 1\*[3,!  
% ^# \$8)%! \$357!?!# \$805\G#5%. !570. %175!#),%# . =!. 3!53\$ %!34!79%(,!570. =(1K!31)(1%\*!

)#7%,!=# 5!34!79%(,!730,5%!#): #=5!73!%1#G%!570. %175!73!8)#1!79%,(!: 3,F!#1. !\$31(73,!79%,!  
8,3K,%55!#K#(157!79%5%!307?3\$5\*!

Y553?(#7%. !: (79!79%(17%1. %. !307?3\$5!179%=!1%!. !#!5?9%. 0)!34!#?7(-7(%5!73!01. %,7#F!(1!3,. %,!73!  
#?9(%-!79%!307?3\$5\*!YK#(1!79%5%!5930). !8,3G#G)=IG!(1!: %F)=!. %7#()!43,!##,)=!\$3. 0)!%5\*!W!5930). !  
G!\$#. %!?)%#,!93: !)31K!570. %175!#,%!^8%?7%. !73!58%1. !31!%#?9!34!79%5%!#?7(-7(%5!?!7,7#(1)=!: (79(1!  
#!,#1K!#!\_!79(5!: )!9%)8!570. %175!73!\$#1#K%!79%,!7(\$%!\$357!8,3. 0?7(-%)=\*\*!

a9%!,%530,?%5!73!05%(1!73\$8)%7(1K!%#?9!34!79%5%!#?7(-7(%5!5930). !#)53!G!\$#. %!?)%#, \*!Y5!570. %175!  
\$#70,%!#: !: #17!79%\$!73!\$3-#!73: #,. 5!G(1K!#8#G)!%17905(#57?(1. %8%1. %17!)%#,1%,5\*!63!#K#(1!  
79%!7(\$%!(17%, -#)!43,!)%#,1(1K!#?7(-7(%5!?!157,%7?9!#1. !#)53!570. %175!?!#1!8)#=#!G(KK%,!,3)%!(1!  
. -(5(1K!#1. !01. %,7#F(1K!#88,38,(#7%!79%!#?7(-7(%5\*!

/07!570. %175!#): #=5!1%!. !53\$%!?)#,(7=!53\$%!57,0?70,%\*!a9%,%5930). !G!#!5(1K)!%. 3?0\$%17!18,3G#G)=!  
31)(1%\*!E!59#)!9%,%!?)#)!7!79%!<30,5%!g0(. %\*!W!K0(. %5!#1. !)%#. 5!#1. !. (,%?75!79%!570. %175\*!W!,%4%,5!  
79%\$!307!73!379%,!,%530,?%5!#1. !#?7(-7(%5\*!/07!7!(5!#): #=5!79%18)#?%179%!=!3\$%!G#?F!73!73!#15: %,!  
79%18%,%11(#)!#1. !#88,38,(#7%!570. %17!U0%57(31!\_!bE9#7!. 3!M. 3!1%^70c!

[3,!\$3,%!31!730,5%!.%5(K1!5%!/0\$%!VABBNW!@!b<IVABCLW!<313)%!VABCLW!!

JG7#(1(1K!#1. !8,3. 0?(1K!)%#,1(1K!,%530,?%5!

>%#,1(1K!,%530,?%5!#,%!79%!5%, -#175!34!79%)!#%,1(1K!#?7(-7(%5!#: 9(?9!(170,1!#,%!79%!5%, -#175!34!79%!  
)%#,1(1K!307?3\$5\*!

!\$, \* ( %Z^%

<30,5%!g0(. %!

a9%18,(1?(8#)!%#%,1(1K!,%530,?%5!5!#5!. (5?055%. !#G3-#!79%<30,5%!g0(. %\*!a9(5!. %5?,(G%5!(17%1. %. !  
570. %17!)%#,1(1K!307?3\$5!#1. !79%#!553?(#7%. !570. =!#?7(-7(%5\*!W!?!#1!#1. !5930). !)(1F!73!!,%4%,!73!  
83(17!73!#!: (. %!-#,(%7=!34!379%,!530,?%5!#1. !,%530,?%5!18,%4%,#G)=!: (79!#!137%173!(1. (?#7%!: 9#7!  
79%5%530,?%5!#1. !,%530,?%5!#,%!#1. !93: !79%!=!\$(K97!G!05%. \*!>#7%,!(1!79%!730,5%!570. %175!5930). !  
(1?,%#5(1K)=IG%!1730,#K%. !73!4(1. !#1. !59#,%!#1. !?,(7(U0%!1%: !,%530,?%5!G%=31. !79%!730,5%\*!

<30,5%!7317%17!

W!\$#=IG%!1%?%55# ,=!73!: ,(7%!53\$%!730,5%!\$#7%,(#)!53\$%!730,5%!7317%17!#: 9(?9!(5!137!379%, : (5%!  
#-#0#G)!#3,!5(137!#-#0#G)!!(1#!43,\$!79#7!79%!730,5%!7%\$!79(1F5!#88,38,(#7%\*!i 3: %-%,!#: ,(7(1K!  
?30,5%!7317%17!(5!#!5)3: !#1. !79%,%43,%!#1!^8%15(-!G05(1%55\*!Y!79,%%8#,%7!57,#7K=143,!7317%17!(5!  
79%,%43,%!50KK%57%. e!

C\* >(1F!73!%^57(1K!\$#7%,(#)5!#1. !,%530,?%5!: 9%,%-,%!8355(G)\*!a9%,%!#,%!\$#1=!%?%)%17!  
,%530,?%5!1(1)?0. (1K!38%1!%. 0?#7(31#)!,%530,?%5!VJ' H5W!#-#0#G)%f!

A\* W!1%?%55# ,=!#1137#7%179%5%1%^(57(1K!,%530,?%5!: (79!#1=!,%5%, -#7(315!73, ,%7(315!3,!  
#. . (7(315!79#7!#30!1%!. !3,!: (59!73!\$#F%!31!79%\$!f!#1. !

P\* W!#G53)07%)=1%?%55# ,=!3,!4(=30!,%#)=!: #17!73!#1. !9#-%!79%17(\$%!\_!#: ,(7%!1%: !7317%17\*!

670. %17!)%#,1(1K!#?7(-7(%5!

E ,(7(1K!570. %17!)%#,1(1K!#?7(-7(%5!(5!31%134!\$357!. (57(1?7(-%!#1. !(\$83,7#17!%)\$%175!34!: ,(7(1K!#1!  
J+>!730,5%\*!" %: !7=8%5!34!)%#,1(1K!#?7(-7(%5!#,!G(1K!. %- (5%. !#))!79%17(\$%!#5!1%: !8%. #K3K(%5!#1. !  
1%: !)%#,1(1K!7?913)3K(%5!%\$%,K%\*!i 3: %-%,!!#79%,!79#1!. ,3: 1(1K!(1!. %7#()!#: %!59#)!43?05!31!#14%: !  
8,(1?8)%5!#14%: !%#^\$8%5\*!p30!7#1!G0). !31!79%5!(1!=30,!5%77(1K\*!

- YG3-!#)!79%!%#,1(1K!#?7(-7(%5!5930). !G!%"EE, 'E,0")\$%) %=\$0()\$(-\$-%\$", (0(#% .) /' 2\$\*\*!  
a9%!)%#,1(1K!307?3\$5!5930). !. %5?,(G!#: 9#7!79%!570. %175!#,%!73!G!#G)!73!. 3!>%#,1(1K!  
#?7(-7(%5!5930). !?)%#,)=!9%)8!570. %175!(1!79(5!U0%57!V/#0\$%!ABBNW!!

- Y88,38,(#7%)%#,1(1K!#?7(-7(%5!\$#=#e!
- H%U0(,%!570.%175!73!01.%7#F%!5(\$8)%,!#1.!79%1!\$3,%!73\$8)%^!-5(31!34!79%)!%#,1(1K!307?3\$%\*!J,!
- <3\$8,(5%!57%85!79#7!79%!570.%17!\$057!)%#,1!73!01.%7#F%!73!#?9(%-!79%!(17%1.%!)%#,1(1K!307?3\$%\*!
- /379!=30!#1.!79%!570.%175!5930).!#):#=#5!G%!?)%#,!:9=#570.%175!#,%!01.%7#F(1K!%#?9!)%#,1(1K!#?7(-7=\*
- 670.%175!#,%1d!h057!)%#,1(1K!79%!50Gh%?7!\*a9%=#\$#=#53!G%!>\$", (0(#%)' %\$", (%J6%84C\*!63!57#,7!:(79!5(\$8)!VG07!137!7,(-#)W!#1.!5\$#))!#?7(-7(%5!#1.!57%#. )=!G0). !#?7(-7(%5!(1!5?#)!#1.!73\$8)%^(7=\*
- [,3\$!79%!57#,7!%1?30,#K%!570.%175!73!:3,F!(1!80G)(?!!(1!730,5%43,0\$5!:9%,%79%=?#1!59#,%!79%(!:3,F!#1.!7930K975e!!
  - [3,!%# \$8)%!=30=30=9(1#)#5?#?300#, (. )-3(!)3(77)1?((9)-3(%51(3)-1(0)b-3(1)-4(. )7-1(!)2((-3(1)-4(.

\$ 3, %! ? 3 \$ 43, 7#G)! 73! 79%! 570. % 17! % 58%? (#) =! 79%! 570. % 17! 1%: ! 73! J + > \*! E 3, F(1K!(1! 79%! 40))! 38% 1!: 3, ) . !  
: 30). ! 31) =! 3?? # 5(31#) =! G% ! # 88, 38, (# 7% ! 43, ! 570. % 175\*! a 9%! \$ 357!) % #, 1(1K! 8, 3G#G) =! 9# 88% 15! 79%!  
5%? 31. ! 79(, . ! # 1. ! 430, 79! 5% 77(1K5! 4, 3\$! 79%) (57\*!

A! 6=1?9, 31305! Z! # 5=1?9, 31305!

M! \$ # =! G% ! 1 # 70, #) ! 43, ! 79% ! 7% # ? 9%, ! 4# \$ () (#, !: (79! # 1. ! ? 314( . % 17! (1! 4# ? % \ 73 \

- H%#. (1K!|,%#?7(1K!73!#1. !?3\$ \$%17(1K!31!!307)(1%5!#1. !. ,#475!G=!379%,!8#,7(?8#175!
- ' 1K#K(1K!(1!31)(1%! . %G#7%!
- ; 5(1K!(. %5!#1. !. %G#7%5!(1!79%!43,0\$!73!# . !73!#1. !(\$8,3-%!=30,!: 3,F!
- Y1137#7(1K!#1. !59#, (1K!1%: !, %530, ?%5!43, !79%#55(K1 \$%17\*!

E(79!53!\$ #1=!, (?9!8355(G)0(7(%5!#!?, O?(#)!, 3)%!34!79!?!30,5%! . %5(K1%, !(5!73!\$ #1#K%#!#)!)79%5%#!?7(-7(%5\*! a9%1#?7(-7(%5!1%%. !73!43, \$!#!?39%, %17!?)%#, !#88, 38, (#7%!: 93)%!(1!: 9(?9!570. %175!?!1!8, 3. O?7(-%)= !%1K#K%#!#1. !79, 30K9!: 9(?9!79%#!?#1!)%#, !1: (79!(1?, %5%5. !%44%?7(-%1%55!%44(?%1?=#1. !938%40))=#)53! . %)(K97\*!E 9%1!(7!5! 3, F(1K!: %)!!570. %175!: 0)!!3(1!#1. !G0. !#!)%#, 1(1K!?!3\$ \$%01(7=#5! : %)!!#5! O1. %, 7#F(1K!79%!(, !1. (-. O#)!)%#, 1(1K\*!Y!8380)#, !#1. !%44%?7(-%1#88, 3#?9!73!79(5!5!. %5?, (G%. !(1!6#)\$ 31! VABCPW!j %=!)%\$ %175!34!79(5!#88, 3#?9!# , %e!

- Y!?)%#, !7(7)%(1?)0. (1K!40)!(143, \$#7(31!31!: 9#7!73!. 3!
- Y!5\$ #!)!8(%?%!34!(143, \$#7(31!57(\$0)05!3, !?9#))%1K%!V79%!!58#, FdM!!
- J1)(1%#!#?7(-7=!: 9(?9!(1?)0. %5!(1. (-. O#)!)8#, 7(?8#175!8357(1K!#!?317, (G07(31f!!
- Y1!(17%, #?7(-%13, !8#, 7(?8#7(-%!)%\$ %17!50?9!5!, %5831. (1K!73!79%!8357(1K5!34!379%, 5!
- 60\$ \$#, =!4%%. G#?F!3, !?, (7(U0%!4, 3\$!#1!\\$3. %, #73, !V79%!!8)%1#, =dM\*!

a9(5!5!137!#!43, \$0)#!3, !, %?(8%!!73!G%!43)3: %. !#073 \$ #7(?#)=!31!#)!)3??#5(315\*!i 3: %-%, !!(7!. 3%5! 50KK%57!93: !-#, (305!%)%\$ %175!34!J +>!7#1!G%!\$#. %!73!: 3, F!8, 3. O?7(-%)=!73K%79%, \*!

a%#?9(1K!G=!J +>!

E(79!79%?!30,5%! . %5(K1%. !#1. !(1!8#, 7(?0)#, !: (79!79%!<30,5%!g0(. %!80G)(59%. !#1. !79%!, %530, ?%5! )(1F%. !!79%!\$ #!(1!, 3)%!34!79%!7073, !(5!73!9%)8!79%!570. %175!73!01. %, 7#F%!79%?!30,5%#f!73!K0(. %!#1. ! 50883, 7!79%\$!79, 30K9!79%!5%U0%1?%!34!J +>!#?7(-7(%5\*!

Y!\$ #h3, !, 3)%!(1!7073, (1K!(5!73!\$3. %, #7%!31)(1%! . (5?055(315!#1. !#?7(-7(%5\*!` 3. %, #7(1K!(1?)0. %5e!

- E%)?3\$(1K!8#, 7(?8#175!
- ' 1?30, #K(1K!8#, 7(?8#175!73!(17, 3. O?%!79%\$5%)-%5!73!79%!43,0\$!
- H%(143, ?(1K!79%!K0(. #1?%!(1!79%!<30,5%!g0(. %!31!7#5F5!#1. !7(\$ (1K!
- 6(\$0# ,)=!, %143, ?(1K!K0(. #1?%!31!G%9#-(30, !#1. !%7(U0%77%!\_!%55%17(#))=!?30, 7%5=!\$ 070#)!, %58%?7!#1. !#!?3157, O?7(-%)=!?, (7(?#)!)#88, 3#?9!
- 60883, 7(1K!#1. !%1?30, #K(1K!G07!137!)%#. (1K!!. (5?055(315!
- ` 3. %))(1K!K33. !G%9#-(30, !
- Y7!)%#57!7, =(1K!73!%150, %#!G#)#1?%34!?317, (G07(315!4, 3\$!8#, 7(?8#175!8#, 7(?0)#, )=!4, 3\$!7935%!(1?)(1%. !73!01. %, \!3, !3-%, \?317, (G07%!
- a#F(1K!#?7(31!(1!?!#5!34!(1#88, 38, (#7%!8#, 7(?8#17!G%9#-(30, !!(1!79%!4, 57!(157#1?%#!5F(1K!79%! 8#, 7(?8#17!73!01. 3!79%!(, !1#88, 38, (#7%!G%9#-(30, \*!

! \$, \*' (W^%

[%%. G#?F!73!570. %175!: (79(1!J +>!

[%%. G#?F!5!%55%17(#)!43, !570. %17!)%#, 1(1K\*!i 3: %-%, !!7073, 5!K(-1K!(1. (-. O#)!)4%%. G#?F!73!(1. (-. O#)!) 570. %175!#: 9!057!83: %40)!!5!-%, =!. %\$ #1. (1K!34!7(\$%\*!J +>!)#)3: 5!43, !# . . (7(31#)!)8355(G)0(7(%5! (1?)0. (1Ke!

- ; 5(1K!57#1. #, . !, %58315%5\*!+0, (1K!79%!4, 57!8, %5%17#7(31!34!#!?30,5%!!7073, 5! : 0)!!4(1. ! 79%\$5%)-%5!4, %U0%17)=!\$ #F(1K!\$ 0?9!79%!5\$ %!?!3\$ \$%175!#1. !50KK%57(315!31!\$ #1=!8(%?%5!34!



570. %17!: 3,F\*a073,5!#1!#?3\$8()!79%5%!57#1. #,. !?3\$ \$%175!(173!#!)(57!#!. . !73!79(5!)(57!#1=!  
 ?3\$ \$%175!79%=!#1!#17(?8#7%!9#-(1K!73!\$#F%!31!79(5!#55(K1 \$%17!#!1. !K(-%570. %17!  
 4%%. G#?F!(1!79%!43, \$!34!7(?F5!31!#!)(57!3, !57#1. #, . !?3\$ \$%175!8#57%. !(1\*a9(5!(\$0?9!4#57%,!  
 73!. 3!79#1!K(-(1K!(1. (-. 0#)!4%%. G#?F!#!1. !#)\$357!#5!8, 3. 0?7(-%\*!M!53\$%!: #-5!(7!(5!%-1!  
 G%77%, !G%?#05%!570. %175!5%!: 9#7!, %\$#, F5!79%=!9#-%!137!#!5!: %)!#5!9#-%!#!77, #?7%. \*!

- 2%%, !4%%. G#?F\*!

rY??%55%. !0!Y8,\*!ABCLs\*





a0%5. #=!@0)=!P''!\_!CTRO!X!CDBB!

! "##\$%&'H') 'I \$#\$%&J'7%&, "&,J'#,20, "/. 'O&+'1207,\$7'''

g,308(1K5!

E 3,F(1K!(1!(157(707(31#!K,3085!











!

E %. 1%5. #=!@0)=!R<sup>79</sup>!!BNPB!\!CBRO!

! "##\$%&'K')'LO#\$7#'%-'3"02&\$&/'0&+'#@77"##-@3'456'\$&'1207,\$7'''

g,308(1K5!

E 3,F(1K!(1!Y!V8,#?7(7(31%,W!#1. !/!V5%1(3,!\$#1#K%,W!K,3085!

M17%1. %. !307?3\$%5!

T#! 2#,7(?8#175!: )e!

C\* H%-(%: !79%(,!3: 1!8,#?7(?%#!K#(157!: 9#7!(5!F13: 1!#G307!?31. (7(315!43,!)%#,1(1K!

A\* 2)

E 3,F59%%7!T\*C!

<31. (7(315!43,!50??%5540)!)%# ,1(1K!(1!i (K9%,!' . 0?#7(31!

G#! D/\$#?)" =!/#0\$%!+\*!#1. !6?#1)31!" \*!VABCDW!E 9#7!79%!,%5%# ,?9!5#=#G307!93: !#1. !: 9=!

)%# ,1(1K!9#88%15\*!M1e!H!>0?F(1!% . \*!17"3! "0,"4+; \$!)" , "4+! "#+2\$! 03, "4+C,/3+2\$03"" \*\* 45+%83! /+3\$+ J\$. \$! )03+! 5. !!C57!% . \*!>31. 31e!; <>!M3' !2,%55!88\*A\CP\*!

!	!&' (-0)' (%)	F' L%- '\$*%6' . ,%/ . . , \$ ()% E, "/)0/\$%- ' %)=0*b%	F' L%L 0>>%6' . %- ' %)=0*%2' , \$%J% J\$))\$, %0(%6' . , %8. ) . , %\$84Cb%
C!	1%>\$" ,%) ,. /). , \$;%8, "2\$ L' ,G% " (-%* /"33' >-0(#%* . . , ' . (-*;% * . EE' , ) *% ' (-%0(3' , 2 *%\$ " , (0(#K% 1/(\$\$ "/. +! *C! 5. +E"" C+C3! /+ /3\$5+. 3' (*+K\$#+' , "4L+! "#+C3\$ "L+ ! "#+C3! /+3\$5+! )\$+!)5, "4+' + ! 03, \$6\$F+ + ,	! ! ! !	!
A!	F0#=#%) " (- , - *% , \$%\$0E\$ /) \$-% 3% >\$" , (\$ , *; %' (-% , \$%2" - \$%\$0E>0/0)K% 1/(\$\$ "/. +! )\$+! 0/, 6\$*5+! "#+ \$??\$0/, 6\$*5+3\$*D\$#+' +E"" C+C3! /+ /3\$+M(!* , /, \$ . + ?+4' ' #+C' )E+ , " + /3\$ , )0' ( ) . \$+! )\$F+ + ,	! ! ! !	!
P!	C\$ " , (\$ , *% ' /G ( ' L>\$-#-\$% ' (-% *\$% )=\$0, %E, 0' , %\$ " , (0(#% ' (-%)=\$0, % E" , )0/ . >" , %' EE, ' " /=\$ *% )' % >\$" , (0(#K% 1/(\$\$ "/. +E"" C+3\$+\$N/\$ " /+! "#+ /3\$+ , = , / . + ?+3\$+D) , ' )+E"" C*\$#4\$+ /3\$5+K) , "4+' +/3\$ , ) . / ( # , \$ . F+23\$5+ ! * . ' +E"" C+3\$ = . \$*6\$ . L+3\$ , )+ 0! D! K , * , / , \$ . +! "#+D) \$? \$ ) \$ " 0\$ . +! "#+ 4! D . + , " +3\$+C! 5+3\$5+4' +! K' ( /+ *\$! )" , "4F+ + ,	! ! ! ! ! !	!
R!	C\$ " , (0(#%0*% ' (%' /)0B\$E , ' /\$ * *K% 1/(\$\$ "/. +! )\$+0' " . , /\$ "/ *5L+ ! DD)' D) , ! /\$*5L+ , " /\$** , 4\$ " / *5L+ )\$?*\$0/, 6\$*5L+! 0/, 6\$F+ + + + + + + + ,	! ! ! ! !	!



E 3, F59%7!T\*A!

60??%5540)!J +>!(1!8, #?7(?%!

!

%	h' . ,%E,0(/0E''>% . // \$**%''/)' , *%'' , % 84C%(%' . ,%(*')0) . )0' (%	R=6%*%)=0*% . // \$**%''/)' , % 02E' ,)' ( )b%	R="")%L0>%6' . %- ' %)' %2 "G\$% )=0*% . // \$**%''/)' , %="EE\$(b%
C!	! ! ! ! !	!	!
A!	! ! ! ! !	!	!
P!	! ! ! ! !	!	!
R!	! ! ! ! !	!	!
O!	! ! ! ! !	!	!
T!	! ! ! ! !	!	!

6%55(31!T!X%/#5(?5!34!)%#, 1(1K!#1. !60??%5540)!J +>!(1!8, #??(?%!

!















E %. 1%5. #=!@0)=!R<sup>79</sup>!!CTC0!\_!CLPB!

!""##\$%&'(X')!,02,\$&/' ,%'+"#\$/&'0&'456'7%@2#""

g,308(1K5!

E 3,F(2)#\$%'!,0. 0161Tc-4. 252-- ,F!,%,8Y. 48. 36(%)7(5)8!(=)8(!-- )6(Tc6. 528 ,e7)2(%)-840Td6T\$C-. 0540Td\*OTd(')Tj /0

8.)/' 2\$\*%J""\*\$-\$", (0(#%- \$\*0#(K%

!

+J" da!57#, 7!: (79!?317%17!

+J!57#, 7!: (79!(17%1. %. !)%#, 1(1K!307?3\$%5\*!

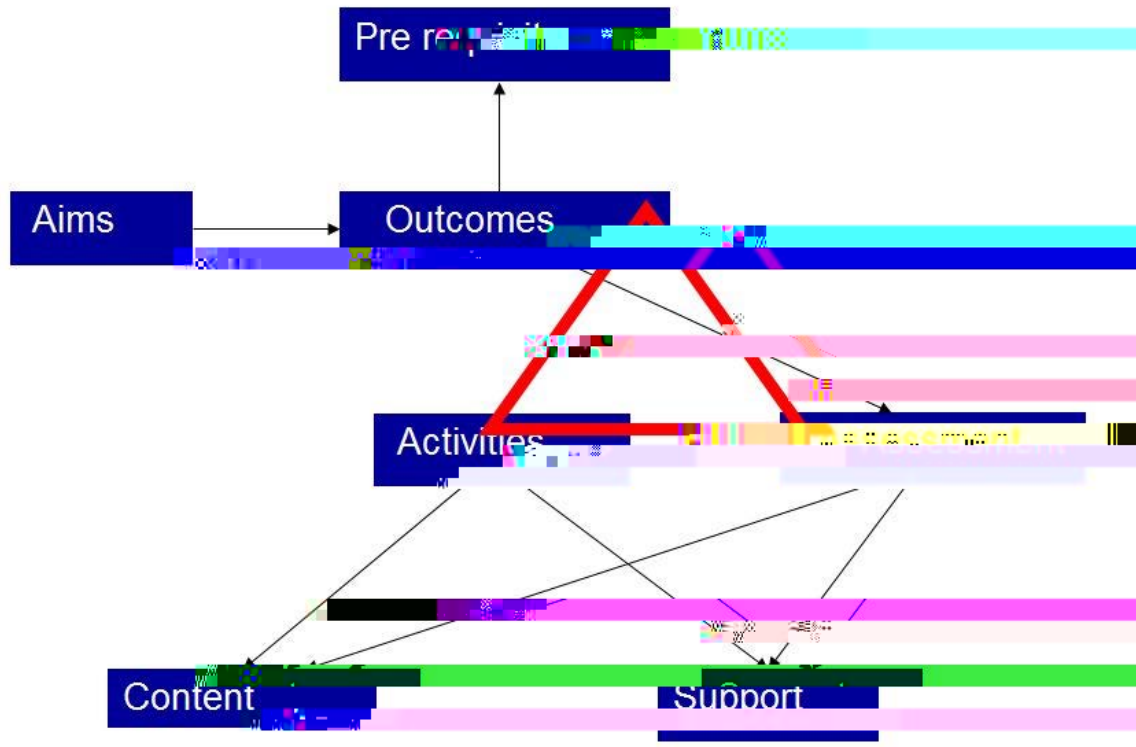
!

˘ #1=!7%#?9%, 5! : 9%1!79(1F(1K!#G307!. %-%)38(1K!#11%: !?30, 5%!57#, 7!79(1F(1K!#G307!79%!?317%17!79%=! : #17!73!K%7!#?, 355e!E 9#7!. 3!M: #17!73!7%#?9Q!E 9#7!(5!79%!?3, %!F13: )%. K%(1!\$=!4(%). Q!E 9#7! %^%, ?(5%5!Z!8, %5%17#7(315!Z!9#1. 3075!Z!, %#. (1K5!Z!-(. %35!Z!E %G!5(7%5!Z!379%, !, %530, ?%5!. 3!M#), %#. =! 9#-%!79#7!M?30). !, %\05%Q!>#7%, !31! : 9%1!79%=!57#, 7!73!79(1F!#G307!93: !79%=!#, %!K3(1K!73!#55%55! 570. %17!)%#, 1(1K!79%=!347%1!, %#)(5%!79#7!79%, %!(5!733!\$0?9!?317%17!73!#55%55!3, !53\$%!34!79%!?317%17! (5!, %#))=!. (44(?0)7!73!#55%55!3, !#?70#))=!\$3, %!?317%17!(5!1%%. %. !G%?#05%!79%!#55%55\$%17!U0%57(315! ?3-%, !\$#7%, (#)!137!=%7!#. . , %55%. !G=!79!?30, 5%\*!63!79%1!79%=!58%1. !#!)37!34!7(\$%!7, =(1K!73!, %59#8%! 79%!?317%17!#1. Z3, !79%=!5%77)!43, !#55%55\$%175!79#7!73-%, !31)=!53\$%!34!79%!?317%17!3, !: 3, 5%!57()!!



N=\$%'02 \*% 3%)=0\*%0, \*)%L \$G% , \$^%

- a3!. (5?055!: 9#7!: %!\$%#1!G=!b. (K(7#)!90\$#1(7(%5c!#1. !b. (K(7#)!5?93)#,59(8c!#1. !?315(. %,!: 9=!79%5%!\$(K97!G%!( \$83,7#17!73!8,3-(. %!#!?317%^7!#1. !#!,#7(31#)%!43,!79%!: 93)%!\$3. 0)%\*!
- a3!%^8)#(1!93: !)(G,#,=#1. !#,?9(-?!?#7#)3K0%5!#,?!?3157,0?7%. !!73!%1#G)%!=30!73!G0(). !#!?#7#)3K0%!79#7!. %7#05!=30,!%530,?%f!#1. !73!(17,3. 0?%!=30!79%!+%!^ 31743,7!; 1(-%,5(7=!





CB\*O! i 3: !: ())!79%!?30,5#!#55%55!: 9%79%,!79%!570. %175!9#-#!#?9(%-%. !79(5!3-%,#))!307?3\$%Q!Wi (17e!  
79%!4(1#)!#55%55\$%17!7#5F!5930). !G!-%,=!5(\$Q#,!73!79%!3-%,#))!%#,1(1K!307?3\$%W\*!

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CB\*T! E 9#7!)%#,1(1K!#?7(-7(%5!: ())!9%)8!570. %175!#?9(%-%!79%!3-%,#))!%#,1(1K!307?3\$%!34!79!  
?30,5%Q!

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CB\*L! a3!: 9#7!)%#,1(1K!,%530,%?%5!: ())!570. %175!9#-#!#??%55!73!#(. !#1. !50883,7!79%\$Q!

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CB\*D! E 9#7!43,\$5!34!31)(1%!50883,7!(1?)0. (1K!4,3\$!7073,5!#1. !379%,!570. %175!#: ())!570. %175!G!  
#G)!73!#??%55Q!











a90,5. #=!@0)=!0<sup>79</sup>!!BNPB!\!CBRO!

!"##\$%&'(')Y>O&/'"12%7"##"#"O&+'#,O--'+""9"3%1: "&,'

g,308(1K5!

E 3,F(1K!(1!Y!V8,#?7(31%,W!#1. !/!V5%1(3,!\$#1#K%,W!K,3085!

M17%1. %. !307?3\$%5!

2#,7?(8#175!: )!9#-%e!

C\* M. %17(4(% . !4#?73,5!#1. !8,3?%55%5!,%UO(,% !43,!50??%5540))=!9#1K(1K!79%(!,(157(707(31!

A\* /%K01!73!8)#1!9#1K%!#1. !57#44!. %-)%38\$%17!8,3?%55%5!43,!79%!50??%5540)!(17,3. 0?7(31!34!

J +>!(1!79%(!,(157(707(31\*!

Y?7(-7(%5!

7=' ,)% ,\*\$\$( )"0' (\*^%

7)\$E=\$ (%9, ' L (% (%- ,0B\$, \*;%J" , ,0\$, \*;%\$ ("J>\$, \*;%' (-\*)"G\$=' >-\$,%\$ (#"#\$2\$( )K%

4"B0-%9". 2\$% (%=" (%(%)4 (-)-4 (-)5-K(/)4 ((!)88- )4 ((!G)B)3(0)(2)-4 (\$)#(!00. 012Tc(( )2 ((!)2 (" )3(. ) \*!



!

<9#))%1K%5!

M17%,?311%?7%. 1%55!!

[01?7(31#)I5=57%\$5!50?9!#5!7(\$%7#G)(1K!!. (K(7#)!,%835(73,(%5!43,!?30,5%!(143,\$#7(31!?!30,5%!!#88,3-#)!5=57%\$5!570.%17!,%?3,. 5!?!30,5%!.)(-,%=#1. !#55%55\$%17!5=57%\$5!7%1. !73!G%!9(K9)=!(17%,?311%?7%. \*!M1!3,. %,!73!(\$8)%\$%17!1%: !5=57%\$5!#1. !#88)(?#7(315!IG%!8,%8#,% !73!01. %,K3!7,#1543,\$#7(31!(1!#!K,%#7%,!-#,(%7=!34!#,%#5!#?,355!79%!3,K#1(k#7(31!79#1!3,(K(1#))=%1-(5#K%. \*!V/O?9#1!ABCC!j %88%)!\$/+! \*F!ABCW#1. !73!. %#!): (79!#!: (. %!,#1K%!34!57#F%93). %,5\*!67#F%93). %,5!#,%!7935%!8%38)!#44%?7%. !G=!79%!307?3\$%5!34!=30,!!(17%1. %. !?9#1K%5\*!VY,K=,(5!CNNNF![O])#1!CNPf!S(. K%1!CNNLW!a9%!)57!34!837%17(#)!57#F%93). %,5!79#7!?!30). !G%!#44%?7%. !G=!#159(47!73!)#,K%!5?#)%)!J +>!5!%^7%15(-%\*!

2,3h%?7!?,%8!

' 1K#K(1K!\$3,#!: (. %)=!: (79!837%17(#)!57#F%93). %,5!?!#1K%1%,#7%!b8,3h%?7!?,%8c\*!Y5!?!3))%#K0%5!G%?3\$%!\$3,#!#: #,%!34!=30,!8,3h%?7!34!79%!8,3G)%\$5!=30!#,%!7,=(1K!73!#.. ,%55!#1. !79%!,%530,?%5!#7! =30,!.(5835#)!79%!=!\$#=#!%1?30,#K%!=30!73!: (. %1!=30,!G,(%4!73!7#F%!(1!\$3,%!#1. !\$3,%!#58%?75!34!79%!01(-,%5(7=\*!a9(5!43))3: 5!3!1!4,3\$!79%!%55%17(#))=!(17%,?311%?7%. 1%55!34!79%!3,K#1(5#7(31!#1. !!(75!5=57%\$5\*a3!\$#(17#(1!?,%. (G)(7=#1. !K33. : 0))!8,3h%?75! =30!\$#=#!4%!)!3G)(K%. !73!%1)#,K%!=30,!,\$%(7!#1. !5%7!#5(. %!8,%5?,(8(-!%8)#15!(1!3,. %,!73!\$#(17#(1!=30,!?,%. (G)(7=!:(79!57#F%93). %,5!#1. !#5!#! ?315%U0%1?#! =30,!#G)(7=!73!(14)0%1?%!(157(707(31#)!#K%1. #5\*!

[%,#)I5=57%\$5!

Y))!# ,K%!3,K#1(5#7(315!%^9(G(7!b4%,#)c!5=57%\$5\*a9%5%#,%!: 3,F#,301. 5!3,!!(143,\$#)8,3?%. 0,%5!73! \$%F%!344(?#)I5=57%\$5!#1. !8,3?%55%5!: 3,F!3,!73!G%!1. !79%\$!73!3?#)!1%!. 5!#1. !8,%4%,%1?%5\*!M!?!#1137! G%!01. %,57(\$%7%. !93: !8%38)!): !r#Gs05%#!I5=57%\$5!3,!\$#1(80)#7%#!#8,3?%55!73!4(7!(1!:(79!79%(! ?0,%,!7!:#=5!34!: 3,F(1K\*!M!!(5!1%?%55#=#,79%,%43,%!73!79(1F!#G307!93: !1%: !5=57%\$5!#1. !#88)(?#7(315! : 30). !G%!,%?%(-.% !G=!79%(!!(17%1. %. !05%,5!#1. !73!%1K#K%!05%,5!(1!79%!43,\$0)#7(31!34!79%!8,3G)%\$5!#5! : %)!#5!. %-)%38\$%17!34!79%!53)07(315\*!+%5(K!1G#5%. !(17%,-%17(315!930). !7#F%!(173!#??3017!93: !1%: ! . %5(K!15!#,%!,%5(57%. !#88,38,(#7%. !3,!%-!%1,%80,835%. !G=!50?9!K,3085c!V/%))!ABBBre!ARNW!!

J8835(7(31!

63\$%7(\$%5!38835(7(31!73!9#1K%?!#1!G%!53!57,31K!79#7!(7!(5!1%?%55#=#,73!# . 387!#!b50G\$#,(1#c! #88,3#?9!(1!3,. %,!73!. (4405%!7%15(315\*a9#7!(5!73!5#=#!73!,%1. %,! =30,5%)4!#5!(1-(5(G)%!#5!8355(G)!G=# : 3,F(1K!4,3\$!G%9(1. !79%!5?%1%5!79,30K9!379%,!#K%1?(%5\*!Y??3\$ \$3. #7(1K!. (44%,%17!57#F%93). %,! 8%,58%?7(-%5!#1. !53\$%7(\$%5!?!314)(?7(1K!8%,58%?7(-%5!5!?,(7(?#)!(1!# ,K%!5?#)#!?9#1K%!\$#1#K%\$%17! 8,3h%?75!Vg011!ABCW!!

2,%550,%!73!. %)(-%,!

60??%5540)!?9#1K%!\$#1#K%\$%17!7#F%5!#1)37!34!7(\$%!I8#,7)=!G%?#05%!5=57%\$5!#1. !8,3?%55%5!#,%!53! (17%,?311%?7%. !#1. !#)53!G%?#05%!34!79%!1%%. !73!%1K#K%!)# ,K%!10\$G%,5!34!57#F%93). %,5!(1!#1! (1?)05(-%!#1. !8#,7(?8#73,=#!\$#11%,\*!; 1. %,!50?9!?(,?0\$57#1?%5!(7!?!#1!G%#!\$#3,!?9#))%1K%!73! ?31-(1?%!GO. K%7!93). %,5!34!79%!1%%. !73!93). !344!4,3\$!. %)(-%,=#!34!7%?91(?#)!53)07(315!(1!3,. %,!73! . %-)%38!79%!?0)70,#!),%#. (1%55!,%U0(% !. !73!(\$8)%\$%17!79%\$\*!!

2%,5311%)!?!9#1K%5! !

Y!7(\$%4,#\$%!34!)%55!79#1!79,%#!=#,5!#88%#,%5!73!G%!733!593,7!43,!#!?!3\$8)%7%7!,#1543,\$#7(31!73!7#F%! 8)#?%!VH3?9%IABBCe!CACW!E (79(1!50?9!#!7(\$%4,#\$%!79%,%!(5!)(F%)=73!G%!355!34!F%!=8%,5311%)!43,! -#,(305!,%#5315e!8,3\$37(31!!\$#7%,1(7=!#%#-%!!,%5(K!1#7(315\*!6(\$0#,) =79%,%!\$#=#!G%!?9#1K%5!(1!5%1(3,! \$#1#K%\$%17\*!67,#7%K(?)#%. %,5!?!#1!31)=!#?9(-%#!7,#1543,\$#7(-?!?9#1K%!: 9%1!79%!=!9#-%!#83)(7(?#)!



j %88%)! !` \*!Jd+: =%,!!<\*!>=31!!/\*!#1. !<9). 5! !` \*!VABCW\*!ba,#1543,\$(1K!. (57#17%!%. 0?#7(31! ?0,, (?0)#!  
79,30K9!. (57,(G07(-!)%#.% ,59(8c\*!G; 2%&L+J\$. \$!)03+,"+; \$!)","4+2\$03"" \* 45!CDVPW!CTO\CLD\*!

` #,59#)!!6\*!VABCW\*!b<9#1K%!7?913)3K=#1. !9(K9%,!%. 0?#7(31e!Y,%!01(-%,5(7(%5! ?#8#G)%!34!  
3,K#1(5#7(31#)!?9#1K%Qc!G; 2%&L+J\$. \$!)03+,"+; \$!)","4+2\$03"" \* 45!CDVPW!CLN\CNA\*!

` ?` 0,,#=!+\*E\*!VABCW\*!ba9%!( \$83,7#17%!34!K33. 1%55!34!4(7d!G%7: %%1!3,K#1(5#7(31#!?0)70,%!#1. !  
?)( \$#7%!(1!79%! \$#1#K% \$%17!34! ?9#1K%e!#!?#5%!570. =(1!79%! . %-%)38\$%17!34!31)(1%)# ,1(1Kc\*!G; 2%&L+  
G.. ' 0,! /,' "+?' )+; \$!)","4+2\$03"" \* 45+&' ( )"! \*!NVCW!LP\DP\*!

H3?9%!S\*!VABCW\*!b2,34%55(31#)!. %-%)38\$%17! \$3. %)5!#1. !7,#1543,\$#7(-%! ?9#1K%e!Y!?#5%!570. =!34!  
(1. (?#73,5!34!%44%?7(-%!8,#?7(?%!(1!9(K9%,!%. 0?#7(31c\*!-\$)"/,' ' '! \*&' ( )"! \*?') +G0! # \$ = ,0+A\$6\$\* D=\$"/+  
TVAW!CAC\CAN\*!

H3K%,5! ' \*!` \*!VABCW\*!a9%!. (4405(31!34!(113-#7(315\*!R<sup>79</sup>!%. 1\*! " %: !p3,Fel@391!E ()%=!#1. !6315\*!

S(. K%1!!H\*!VCNNLW\*!b













a90,5. #=!@0)=!0<sup>79</sup>!!CRPB!\!CORO!

!"##\$%&'(G')\%#, "2'12"#"&,0,\$%&#J'T] UJ'10&"'3'+\$#7@##\$%&'

g,308(1K5!

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	Not	Inform	Consult	Involve	Collaborate
<b>Level of engagement</b>	Stakeholders may be untargeted and project publicity is not targeted	Stakeholders are made aware of their rights and interests	Stakeholders are consulted and their views are taken into account	Stakeholders are involved in decision-making	Stakeholders collaborate with project staff
<b>Level of availability</b>	Information is not available	Stakeholders are informed	Stakeholders are consulted	Stakeholders are involved	Stakeholders are fully engaged
<b>Stakeholder roles</b>	Stakeholders are passive recipients of uncontextualised information	Stakeholders are passive recipients of broadly contextualised information	Stakeholders are designated consultation space/time in meetings	Stakeholders are active participants in decision-making	Stakeholders are team members
<b>Stakeholder roles</b>	Dialogue with project staff is not encouraged	Dialogue with project staff is implicitly welcomed but not explicitly invited	Some dialogue with project staff is encouraged	Stakeholders are encouraged to contribute to project decisions	Stakeholders are encouraged to shape project decisions
<b>Engagement tools</b>	Untargeted publicity	Briefings, targeted letters, regular blogs	Focus groups, project staff led consultation workshops, questionnaires, interviews	Voting, active focus groups, joint-led consultations, interviews (open-staff directed)	Interviews (open/closed), stakeholder directed, open forums, away days with stakeholders and teams
<b>Anticipated effect</b>	Potential for peripheral general awareness	Potential for informed, contextualised awareness	Confirmed widespread contextualised awareness, emergence of reaction data	Emergent reaction data is not framed exclusively by project staff, stakeholder agendas are collected	Stakeholder agendas are collected and integrated

Adapted by Bartholomew, P., Freeman R (2009, 2010) as part of the T-SPARC at Birmingham City University from Naik, R. (2006) "Learner Voice: a handbook from Futurelab". Bristol, Futurelab.

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