

Gender Equi

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

7YLNHUU[ 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 7YLNHUUJ` HUK 7HYLU[PUN 7VSPJ`  
( 9L]PL^ VM -LKLYHS 3H^ HUK 5\*(( 9\SLZ 0TWHJ[PUN ;YLH[TLU[ VM  
7YLNHUU[ HUK 7HYLU[PUN :[\KLU[ ([OSL[LZ

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

;OL 4VKLS 7YLNHUUJ` 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 ! )HJRN YV\UK

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

;OL 5\*(( 4VKLS 7YLN UHUJ` 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 WYLN UHUJ` 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[LUK LK [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 TPUP 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



IHSHUJL [OL ULLK MVY PUJYLHZLK JHSVYPJ PU[HRL [OL ULLK MVY HKRIBK [OVJRL' WSH`I  
O`WLYTVIPIVSPJPMPJ L\_LYJPZL WYLJH\ [PVUZ HM[LY [OL [O ^LLR PUJS\KIL\_HH[V WSRUNY\NHPRZ UHN CHUNKO JVU[HJ[ ZWVY[ ^OPSL Z^PTTPUN PZ H SV^ JVV  
JVTWL[P[PVU PU [OL Z\WPUL S`PUN VU [OL IHJR WVZP[PVU H]VPKPUNZ CHS Z K SI]H HZ Z HZ Z LKU MI QO V SP]E SN WYL »Z HTWSL PU (\Z[YHSPH [OL =PJ[VYP  
IYLH[O HUK Z[YHPUPUN [V PUJYLHZL HIKVTPUHS WYLZZ\YL HZ PU OH]PSHNZ HP MP\LS ZWJLTY LZ HUK JVVU JVVU[HJ[WVYNSJHTUP[IZK PJVTU[YHJTPZV VY[  
H]VPKPUN HJ[P]P[PLZ ^P[O H OPNO YPZR VM MHSSPUN HISL [V JVTWL[L SH[LY PU OLY WYLNUHUJ` [OHU H WYLNUHU[ OVJRL` WSH`I

:VTL VIQLJ[P]L WO`ZPJHS JOHUNLZ K\YPUN WYLNUHUJ` JHU IL WYLKP Jre-KregMaheYHealthStausYH[H \$ LMS YWHSYS  
WYLNUHUJPLZ Z\JO HZ [OL WYVNYLZZPVU VM H ^VTHU»Z LUSHYNLK H[U\K\ZLHHSKOHUKV KKPUPVU ZKZ\JO HZ HZ[OTH JHYKPHJ JVUKP[PVUZ HUK KPH  
JOHUNLZ PU ISVVK JLSS JV\U[Z HUK OVYTVUL SL]LSZ 6[OLY JOHUNLZ WYJLNUSSILZZZ WKLK P JHOSL[LHUK»OPSL ZWVY[Z WHY[PJPWH[PVU WYVTV[LZ NVV  
^PSS IL ZWLJPMPJ [V [OL PUKP]PK\HS -VY L\_HTWSL ZVTL WYLNUHU[ H[OSL[LZ TH` NLHPWYIVZVZJLVWSPUZZ [V H ,MLTHSL H[OSL[L [YPHK' VM OLHS[O  
^LPNO[ VY OH]L TVYL WYVISLTZ ^P[O SVVZL QVPU[Z [OHU V[OLYZ [OHU UVU H[OSL[LZ! KPZVYKLYLK LH[PUN H PZVYKLYOLK LH[PUN Z[LVWVYVZ

RIKIBK [OVJRL' WSH`I  
WSPUNY\NHPRZ UHN CHUNKO JVU[HJ[ ZWVY[ ^OPSL Z^PTTPUN PZ H SV^ JVV  
CHS Z K SI]H HZ Z HZ Z LKU MI QO V SP]E SN WYL »Z HTWSL PU (\Z[YHSPH [OL =PJ[VYP  
HUK JVVU JVVU[HJ[WVYNSJHTUP[IZK PJVTU[YHJTPZV VY[  
HISL [V JVTWL[L SH[LY PU OLY WYLNUHUJ` [OHU H WYLNUHU[ OVJRL` WSH`I

YH[H \$ LMS YWHSYS  
H[U\K\ZLHHSKOHUKV KKPUPVU ZKZ\JO HZ HZ[OTH JHYKPHJ JVUKP[PVUZ HUK KPH  
WYJLNUSSILZZZ WKLK P JHOSL[LHUK»OPSL ZWVY[Z WHY[PJPWH[PVU WYVTV[LZ NVV  
H[OSL[LZ TH` NLHPWYIVZVZJLVWSPUZZ [V H ,MLTHSL H[OSL[L [YPHK' VM OLHS[O  
H[OSL[LZ! KPZVYKLYLK LH[PUN H PZVYKLYOLK LH[PUN Z[LVWVYVZ

(Z [OPZ ZLJ[PVU KLTVUZ[YH[LZ \UP]LYZHS Y\SLZ MVY ZWVY[Z WHY[PJPWH  
Z[\KLU[ H[OSL[L WHY[PJPWH[PUN PU L]LY` ZWVY[ HYL UV[ WVZZPISL \*VU[P  
ZOV\SK IL PUKP]PK\HSS` KL[LYTPULK I` [OL Z[\KLU[ H[OSL[L OLY TH[LYUP[  
[LHT WO`ZPJPHU HUK [YHPULY ^P[O [OL V]LYHYJOPUN NVHS VM JVVU[PU\L  
WYVNYLZZ



,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  
WYLNHUHU[ 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`

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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/LZ]HW 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[VQNZ[ 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[PVUHSSYHUKUMRUMUORHISZRILYUHS[SP]U\LY[ 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 0U<sub>17</sub>[^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 [OKZLUVZHNHKKYHUZPPSVZL WU[SPML 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 UYPPN4U 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`SizM4TKHsz1ZPUH\YLZH ZHY\UKPSUN!  
OPNOLY NYHKLZ HUK NYHK\H[PVU YH[LZ KL]LSVWTLU[ VM SLHKLYZOPW HUK [LHT^VYR ZRPSSZ HUK SPML  
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[O  
O\THU PTT\UVKLM PJPLUJ` ]PY\Z YPZR PU JVSSLNPH[L MLTHSL H[OSL[LZ 1 1V\YUHS VM (T  
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( 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 ;P[SL 0? 9LN\SH[PVUZ PU[LYWYL[PU  
MYHTL^VYR MVY JVTWSPHUJL PU [OYLL HYLHZ! WHY[PJPWH[PVU ZJOVSHYZOP  
;OL` HSZV WYVOPIP[ PUZ[P[\[PVUZ MYVT KPZJYPTPUH[PVU [OL ;P[SL 0? 9LN\SH[PVUZ  
[OLYL PZ ]LY` SP[[SL JHZL SH^ PU[LYWYL[PUN [OL ;P[SL 0? 9LN\SH[PVUZ PU[LYWYL[PU  
[OL 6MMPJL MVY \*P]PS 9PNO[Z VM [OL < : +LWHY[TLU[ VM ,K\JH[PVU ,6\*  
\*VSSLHN\L 3L[[LY' [OH[ HMMPYTZ [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 MVYRWSSHTJH[[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 WYLNUHU[  
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\WVY[ [V OLSW WYLNUHU[ 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\Y LK 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 ,Y LK 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 ZWLJPMPJHSS` WLYTP[ TLT pÀ LUYZ \PÀRà]D]Ü%35H11À ° 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[ WYLNHUHJ` 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 [OL 4PMS 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 WYLNUHUJ` 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 [OL 4PMS 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 WYLNUHUJ` 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 WYLNUHUJ` 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 7YLNHUHUJ` ([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 δI " ZLL LZ O +LIVYHH\*0f0P0)YHR ;OL 0U]PZPIWL 7YLNU@6[ L L K [OL 7Y

,/V^ [V 2LLW 7YLNHUHU[ 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 7YLNHUHUJ` -HJ[ :OLL[ WKM \U OL ZHTL WVSPUL L` R]P[ VYHY` WO`ZPJHS KPZHIPSPrv 1 6\*9 3L[[LY H[PUN \* - 9 δ

**-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  
>OPJO\*0... 0IHZLK \WWU€ pàδÀ°δÀ•0H `À°p0` ÁÀ0VY H [SPJHV[ MVY LP[SV`TLV[\*0... 0 OL O Á`P VZZ 63VUN 9VHK ;V^HYK .LUKLY ,X]P[` PU 0U[LYJVSSLNPSL L +<2 °À•a .,5+,9 3  
9LJY\P[PUN Š ,TWSV`TLU[ (KTPZ PVU HWK9PUJPWHS ^HNL L@9ULY PU€ p Á δ0Á°p0` ÁÀà 0WY H [SPJHV[ Z MHTPS` \VP[

)LU .OL :HJYLK (HY[ < :L[[SLZ 7YLNU@6U I 7YLNHUHVU ( YLEWPLV[ ZOHSS UV[ PZE LNHPUZ[ WY L\_E YVT À°p0` @À`°0H ` À°p0` ÁÀ0VY  
( 2x YL LL UOW\IW €™0KLJPZ VUZ LWS`PUN [OL ;P[SL 0? YLN\SH[PVUZ [O WYLNU@6[ Z[H]OLY LMYVT H [SPJHV[ MVY LP[SV`TLV[\*0...pP0 OL IHZPZ W \*0...p•LNUHVU JOPSKIPY O MHSZL\*0...p•LNUHVU

+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 HUK JH[ PLWU P UH PS WLY < : VM[LU PUHJJ\YH[L HZZ\TW[PVUZ  
VM WYLNHUJ` HUK YLJV]LY` [OLYLMYVT HUK HU` [LTWVYHY` KPZHIPS[` YLZ\S[PUN [OLVIMYVZ SHZTRH[ P[VOLZY 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\ [ KLJYLHSL 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[ HTLUK LK ;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

>OPSL [OL ^HP]LY JYP[LYPH MVY HSS [OYLL 5\*(( +P]PZPVUZ PUJS\KL [OL SHUN\HNL ,MVY YLHZVUZ [OL SHUN\HNL ,MVY YLHZVUZ VM WYLNUHUJ` VY L\_JS\KL HU` WLYZVU VU [OL IHZPZ VM WYLNUH  
VM [OL Z[\KLU[ H[OSL[LZ VY [OL PUZ[P[\[PVU` KLUPHS VM H ^HP]LY MVY YLHZVUZ VM WYLNUHUJ` VY L\_JS\KL HU` WLYZVU VU [OL IHZPZ VM WYLNUH  
SH^ ILJH\ZL VM [OL \ULX\HS LMMLJ[ IL[^LLU TLU HUK ^VTLU 6US` WYLNUHUJ[ ^VTLU ^V\SK ILL KLS\PKLZ ^HP]LYZ  
MVY LUNHNPUN PU ZL\_\HS YLSH[PVUZ UV[ TLU :LL L N +LIVYHO )YHRL =LYUH >PSSPHTZ :OL /LHY[ VM [OL .HTL!  
7\[[PUN 9HJL HUK ,K\JH[PVUHS ,X\P[` H[ [OL \*LU[LY VM ;P[SL 0? =09.050( :769;: ,5; 3 1 :OHSS WYPUN KPZHIPS[PLZ YLSH[LK [V WYLNUHUJ` JOPSKIPY[O [LYTPUH[PVU VM WY  
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J 7YVOPIP[PVUZ YLSH[PUN [V THYP[HS VY WHYLU[HS Z[H[\Z 0U KL[LYTPUPUN ^OL[OLY H WLYZVU ZH[PZMPLZ HU` WVSPJ` VY  
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:OHSS UV[ HWW` HU` Y\SL JVUJLYUPUN [OL HJ[\HS VY WV[LU[PHS WHYLU[HS MHTPS` VY THYP[HS Z[H[\Z VM H Z[\KLU[ VY  
HWWSPJHU[ ^OPJO [YLH[Z WLYZVUZ KPMMLYLU[S` VU [OL IHZPZ VM ZL\_

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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

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-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

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(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  
[V H [LHT Z Z\JJLZZ"

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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°OP!xVU `#-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 6\Y H[OSL[PJZ KLWHY[TLU[ ^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` WYV[OLY JLVU[PU\K WHY[PJPWH[PUN PU H[OSL[PJZ ^OLU Z\JO  
:VTL HJ[PVUZ [OH[ TH` IL WLYTPZZPISL \UKLY 5\*(( Y\SLZ HYL PTWLYTPZZPISL \WKLWY[LYTH[KPZH[PJPWH[PUN PU H[OSL[PJZ ^OLU Z\JO  
V\Y PUZ[P[\[PVU HKOLYLZ [V MLKLYHS SH^ UV[ IL [VSLYH[LK : \JO JVUK\J[ WYL]LU[Z HU PUKP]PK\HS MYVT LMMLJ[P]LS` WH  
H WLYZVU [OL ILULMP[Z VM [OL LK\JH[PVUHS VWWVY[\UP[PLZ WYV]PKLK I` [OF

### 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 HUK H[ [OL LUK VM [OH[ SLH  
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 ^PSS YLUL^ H WYLNUHU[ MVY TLYS` WYLNUHU[  
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]Z HUK H[ [OL LUK VM [OH[ SLH  
VU [OL [LHT PUJS\KPUN HSS [LHT YLSH[LK HJ[P]P[PLZ \USLZZ [OL Z[\KLU[ H[OSL[L]Z HUK H[ [OL LUK VM [OH[ SLH  
TLKPJHS JHYLNP]LY JLY[PMPLZ [OH[ WHY[PJPWH[PVU PZ UV[ TLKPJHSS` ZHML H[OSL[L]Z HUK H[ [OL LUK VM [OH[ SLH

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

4LKPJHSS` ULJLZZHY` HIZLUJLZ MYVT [LHT HJ[P]P[PLZ K\L [V WYLNUHUJ` 6\Y H[OSL[PJZ KLWHY[TLU[ ^PSS UV[ WLYTP[ [OL \ZL VM HU` ^YP[[LU VY ]LYIHS  
L\_J\ZLK HIZLUJLZ H^HYK H^HYK

5V JVHJO VY V[OLY H[OSL[PJZ KLWHY[TLU[ WLYZVUULS ZOHSS Z\NNLZ[ [V HU 6\Y H[OSL[PJZ KLWHY[TLU[ ^PSS UV[ WLYTP[ [OL \ZL VM HU` ^YP[[LU VY ]LYIHS  
VY OLY JVU[PU\LK WHY[PJPWH[PVU VU H [LHT ^PSS IL HMMLJ[LK PU HU` ^H` L\_WYV[OLY JLVU[PU\K WHY[PJPWH[PUN PU H[OSL[PJZ ^OLU Z\JO  
VY THYP[HS Z[H[\Z L\_WLUZLZ HUK KLU[HS L\_WLUZLZ [V [OL ZHTL KLNYLL [OH[ Z[\KLU[ H[OSL[LZ ^O



## 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

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



HJOPL]LK ILMVYL `V\Y WYLNHUUJ` I\ [ V[OLYZ OH]L Z\JJLZZM\SS` THKL [QW T]Y HZVZL] [PW]UJ [PU]R P] [P]K OLSZ ^OV JHU OLSW `V\ HYL!  
 MVYTLY WSH`PUN ZOHWL @V\ JHU [VV

[\[list locations, names, phone numbers of several resources outside the athletics department\]](#)

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

(Z SVUN HZ `V\ HYL PU NVVK HJHKLTPJ Z[HUKPUN ^P[O [OL \UP]LYZP[` HUK `V\ KV UV[ IVS\UIHYP`  
 ^P[OKYH^ MYVT `V\Y [LHT P[ PZ HNHPUZ[ MLKLYHS SH^ MVY \Z ^P[OKYH^ OM Y V\ KLJPKL IV YLTHPU WYLNHUUJ HUK ^PZO [V JVU[PU\L PU `V\Y ZWVY[ ^L  
 [OL L]LU[ VM `V\Y WYLNHUUJ` JOPSKIPY[O JVUKP[PVUZ YLSH[LK [V WYLNHUUJ MHSZL [WYLNHUUJ] `V\ MLLS JVTMVY[HISL ^P[O 0[ JV\SK PUJS\KL  
 [LYTPUH[PVU VM WYLNHUUJ` YLJV]LY` MYVT WYLNHUUJ` VY WHYLU[HS VY THYP[HHS ZH]Z OLHSTO JHYL WYV]PKLY `V\Y JVHJO H[OSL[PJ [YHPULY ]  
 VM [OL H^HYK -LKLYHS SH^ HSZV YLX\PYLZ \Z [V NYHU[ `V\ HZ T\JO SLH]L HZ PZ TLKPJHSS` ULJLZZHY JV\UZLSVY VY V[OLYZ HZ ULLKLK @V\Y KLJPZPV  
 HUK [V YLUL^ `V\Y ZJOVSHYZOPW \UKLY JLY[HPU JPYJ\TZ[HUJLZ -PUHSS` V\Y OLHSTO HUK HJHKLTPJ WYVNYLZZ HUK ^PSS HZZPZ[ `V\Y YLOHIPSP[H  
 5\*(( I`SH^Z HSSV^ H MLTHSL Z\KLU[ H[OSL[L [V HWWS` MVY HU HKKP[PVUHS` LHY VM LSPNPIPSPI` VM OLY  
 H[OSL[PJ JHYLLY PZ PU[LYY\W[LK I` WYLNHUUJ` HJ[P]P[PLZ HYL JVUZPKLYLK L\_J\ZLK HIZLUJLZ

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>OV JHU OLSW `V\!

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>L LUJV\YHNL `V\ [V MPUK ZVTLVUL [Y\Z[LK ^P[OPU V\Y PUZ[P[ \PVU [OH] JHU OLSW `V\ UH]PNHIL  
 [OYV\NO [OL U\TLYV\Z KLJPZPVUZ [OH] JVUMYVU[ `V\ 6\Y PUZ[P[ \PVU OHZ H U\TLY VM WYVWSL [OH] HYL  
 LX\PWWLK [V OLSW `V\ Z\JO HZ V\Y H[OSL[PJZ KLWHY[TLU[ JV\UZLSPUN ZL YIPJLZ YLWYTLZLU[H]P]LZ VM [OL  
 B:JOVVS VM 4LKPJPUL [OL \*VSSLNL VM 5\YZPUN [OL \*VSSLNL VM ,K\JH[PVU]HUK ^H]U]LYIPJLZ [OL]PZJHS [OLYHW` L\_WLUZLZ HUK KLU[HS L\_WLUZLZ  
 :[\KLU[ /LHS[O \*LU[LY JSLYN` [OL \*V\UZLSPUN HUK >LSSULZZ :LY]PJLZ \*LUL]Y [OL]PZ >VTLU]Z \*LULLY  
 `V\Y [LHT WO`ZPJPHU VY V[OLYZD OUZ\YHUJL HUK TLKPJHS JHYL MVY [OL IHI` HYL UV[ JV]LYLK I` [OL H[OSL[PJZ  
 HKKP[PVUHS HFZFPZ]HUJL

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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 LUJVV\YHNL `V\ [V [HRL HK]HU[HNL VM V\Y  
WZ`JOVSVNPJHS JV\UZLSPUN ZLY]PJLZ HUK QVPU PU HU` KLJPZPVU Z\WWVY [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[

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;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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,,\_LYJPZL K\YPUN 7YLNHUJ` HUK [OL 7VZ[WHY[\T 7LYPVK 1 (\*6. \*VTTP[[LL 6

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· ,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[U LY 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[  
ZVTLVUL LSZL [OLÀ°€PåPåPågt:00LSZPMhLSPHU ¥@À° @À 0

‹ 9LHZZ\YL OLY [OH[ ZOL WYVIHIS` OHZ ZVTL [PTL VU OLY ZPKL [V KLJPKBLHOL [OLY JMU]JHYZH [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 YLOWHSU` 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;HOSLWOYLH[V\WYHJZL[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[

HUK  
,\_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]V PKLK 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 JHW HJP] 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 HJHU 7YLVHPU 6IZ[L[YPJZ HUK .`ULJVSVN`  
HJ[P]L K\YPUN WYLNUHUJ` I\ [ULLK [V TVKPM` [OLPY HJ[P]P[` HZ TLKPJHSS` PUKPJH]L K HUK YLX\PYL J SVZL  
Z\WLY]PZPVU (TLYPJHU \*VSSLNL VM :WVY[Z 4LKPJPUL ! ,\_LYJPZL +\YPUN 7YLNUHUJ` OU! \*\YYLU[ \*VTT  
\*VSSLNL VM :WVY[Z 4LKPJPUL 0UKPHUHWVSPZ 05 (\N\Z[

OM H Z[\KLU[ H[OSL[L JOVVZLZ [V JVTWL[L ^OPSL WYLNUHU[ ZOL ZOV\SK! \*SHWW 1-! ,\_LYJPZL +\YPUN 7YLNUHUJ` ( \*SPUPJHS <WKH[L \*SPUPJZ PU :WVY[Z 4LKPJPUL

( )L THKL H^HYL VM [OL WV[LU[PHS YPZRZ VM OLY WHY[PJ\SHY ZWVY[ HUK L\_LYJPZL PU NLULYHS ^OPSL  
WYLNUHU["

(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<4EKLPUZHS`>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[FOURZRULOHKLTY 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[WPM]LK 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 7YLNHUJ`+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 .`ULJVSVPZ[Z :[H[LTLU[ U\TILY  
7YLNHUJ` 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 .`UHLJVSVPZ[Z VM \*HUHKK \*HUHKPHU :V89PL  
O[[W! ^^^ HJIZW JVT 7VZP[PVU 7HWLY 7YLNHUJ` 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 PUMVFYLZV\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 PUMVFYLZV\YJLZ :7/7/,FZ[H[LTLU[ WKM :WVY[Z 9L[YPL]LK :LW[LTILY MYVT O[[W! ^^^ ZTH VYN H\ WKMKVJ\TLU  
(TLYPJHU \*VSSLNL VM 6IZ[L]YPJPHUZ HUK .`ULJVSVPZ[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\_L  
9L[YPL]LK :LW[LTILY MYVT O[[W! ^^^ NYLLUQV\YUHS VYN JNP YWYU]LK[VU]RZT QVPU[FZVNJFJZLWFN\PKLSPULZ WKM  
5V[L! ;OL (TLYPJHU \*VSSLNL VM :WVY[Z 4LKPJPUL KVLZ UV[ OH]L H WVZP[PVU]K[VU]RZT QVPU[FZVNJFJZLWFN\PKLSPULZ WKM O[[W! ^^^ ZJPLUJLKPYLJ[ JVT ZJPLUJL&FVI\$40TN FPTHNLRL`\$) ? /;4-  
]PL^\$J ^JOW\$K.3I=S> FVYPN\$ZLHYJO FJV]LY+H[L\$ - - FZR\$  
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[ ! 7YLNHUHJ` HUK [OZLZP[ELZ VM OUMVYTH[PVU MVY 7YLNHUHJ` \*VSSLNL :[\KL  
JVTWL[P[PVU HUK WH[YVSZ 9L[YPL]LK :LW[LTILY MYVT >YPNO[ :[H[L <UP]LYZP[` /LSW MVY WYLNHUHJ` Z[\KLU[Z 9L[YPL]LK :LW[  
O[[W! ^^^ ZSZH JVT H\ ZP[L FJVU[LU[ YLZV\YJL KVVJZV\YJL WKM O[[W! ^^^ ^YPNO[ LK\ Z[\KLU[Z WYLNHUHJ`

>VTLU»Z :WVY[Z -V\UKH[PVU OZZ\LZ YLSH[LK [V WYLNHUHJ` HUK H[OSL[PJ WHY[PJPWH[PVU! ;OL (K]HUJPNUN ZL\\_HS HUK YLWYVK\J[P]L OLHS[O ^VYS  
-V\UKH[PVU»Z WVZP[PVU 9L[YPL]LK :LW[LTILY MYVT .\[[THJOLY OUZ[P[\L  
O[[W! ^^^ ^VTLUZZWVY[ZMV\UKH[PVU VYN \*VU[LU[ (Y[PJSLZ OZZ\LZ ,X\PI` YLZLHYJO WVSPJ` HUHS`ZPZ HUK W\ISPJ LK\JH[PVU 9L[YPL]LK :LW[LTILY  
9LSH[LK [V 7YLNHUHJ` ([OSL[PJ 7HY[PJPWH[PVU ;OL -V\UKH[PVU O[[W! ^^^ N\[[THJOLY VYN  
[PVU HZW\_

-LTHSL ([OSL[L ;YPHK

7YLZLU[H[PVUZ

(TLYPJHU \*VSSLNL VM :WVY[Z 4LKPJPUL 7VZP[PVU Z[HUK! ;OL MLTHSL

:VYLUZLU , :PUJMMM 4 :PLILULJR , 4H` )LZ[ WYHJ[PJLZ! 7YLNHUHJ` WVSPJPLZ HUK :JPLUJL PU :WVY[Z HUK ,\_LYJPZL  
7HWLY WYLZLU[LK H[ [OL 5\*(( .LUKLY ,X\PI` HUK OZZ\LZ -VY\T 5L^ 6YSLH0ZL3HUKHP4SHIS[ H[! :WLJPHS JVUJLYUZ VM [OL MLTHSL H[OSL[L \*SPUP  
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 H[OSL[LZ! ,\_LYJPZL PUK\JLK HTLU  
Z WW[&46+\$(17,9,: HTW"H[[HJOTLU[\$[Y\L \*SPUPJHS ,UKVJYPUVSVN` 4L[HIVSPZT

:VYLUZLU , (WYPS 7YLNHUHJ` WVSPJPLZ 7HWLY WYLZLU[LK H[ [OL 5\*(( .LUKLY ,X\PI` HUK ;OL MLTHSL H[OSL[L )HSSPLYL»Z \*SPUPJHS ,U  
OZZ\LZ -VY\T )VZ[VU 4( 7V^LY7VPU[ YL[YPL]LK :LW[LTILY MYVT 4L[HIVSPZT  
O[[W! ^^^ UJHH VYN ^WZ ^JT JVVUULJ[ YLZV\YJLZ MPST LI I J I :VYLUZLU7YLNHUHJ` ^VTLU H[OSL[ Sp€••LU Z \*SPUP0\*S °°@€ ðÄ• VY[Y1LYÄ• P0M ÄZ  
F7VSPJPLZ WKM&46+\$(17,9,: 5=0[ aLZ MVY

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\*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 ILJVTLZ 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\PIR JVTLIHJRZ TH` UV[ IL [ `WPJHS MVY ^VTLU NLULYHSS` HUK 4HSLZ HUK 7HYL  
HMMLJ[LK I` KPMMLYLU[ ]HYPHISLZ PUJS\KPUN KLSP]LY` TL[OVK Z\JO HZ H IHNPUHS JPYIO VY VUL I` ZI- THRPU  
\*LZHYLHU ZLJ[ PVU /V^L]LY JSLHYS` H[OSL[LZ I` ]PY[\L VM [OLPY WO` ZP]HS YLZPS]LUJ HUK [OLPY]TLUHS  
KL[LYTPUH[PVU WVZZLZZ [OL WV[LU[PHS [V YL[\YU HUK L\_JLS H[ ZWVY] HMILY JOPSK IPYIO HUK I^OPST JLY[HPUS  
WHYLU[PUN WYLNHUJ 4HSL Z[\KLU] H[OSL[LZ HYL HSZ  
^OPSL WHY[PJPWH[PUN PU JVSSLNPH[L H[OSL  
:VUPH 6»: \SSP]HU H TPKKSL KPZ[HUJL Y\UULY ^VU HU 6S`TWPJ ZPS]LY^THKH[S]MPY S^L SMVYK [OLPY]OPSK ^P[O WYF  
KH\NO[LY ^HZ Q\Z[ H `LHY VSK ,6I]PV\ZS` PU MP[ULZZ [LYTZ ILPUN WYLNHUJ QHN]SL^H[LOSL]PWZ` MVNKLTPJZ HUK  
TL 0 ^HU[LK [V IL HZ MP[ HZ WVZZPISL ^P[OV\ [HRPUN HU` YPZRZ 0 JLY[H]HS` KFK OHZ OHU]Z[V LZ QVW OL JV\SK MP  
[YHPUPUN JVTWSL[LS` HZ [OL YPZR VM PUQ\Y` PZ T\JO OPNOLY ^OLU `V\ Z]QK\SNHMH M]PV TSHV SO PZ PU J^ \OPZ ^PML ^V  
[OL WYLNHUJ` 0 OHK WVZZPIS` L]LU NHPULK PU [LYTZ VM LUK\YHUJL HZOL]Y ZWYLNHUJ N]S]PRL ZSVUPK N]OLPY HZ[V]PKLS SPML  
>OLU \*PHYH ^HZ IVYU 0 ^HU[LK [V WYV]L 0 JV\SK JVTL IHJR [V [OL ZHTL S]W]SY GUK OL TVNKP]U]P]UR V]LY ^OLU [OLPY Z  
^HZ [OL NYLH[ \URUV^U ¶ 0 OHK H KPMMLYLU[ IVK` HUK JV\SKU»[ JVTWHYLHT]R]M]H]M]H]U]N]M]P[Z]Q]P]U]Z]V]L]V]L]O]L]K]H` SPML (  
WYL]PV\Z L\_WLYPLUJLZ I\ [ \*PHYH»Z ULLKZ [VVR T` TPUK VMM HU` ULNH[P]S]H]U]L]K]H]R]Z]S]V]Y]Z]O]P]Z]N]Z]L]K]S]L ZV [OH[ OL 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 TLHU]Z]R]L]Y]L]O]Y]P]W]U]H]U]M]H]Y]O]S]Y [P]B]R]Z]V]J]J]LY WSH`LY  
^VTLU H[OSL[LZ YLWVY[ PUJYLHZLK KLKPJH[PVU [V YL[\YU [V ZWVY[ HZ ^L]S]S]L]N]P]N]W]M]K]H]T]R]V]U]Z]V]W]H]L]U]P]Z]Z]V]U 4HZ  
HUK V]LYHSS Z[YLUN[O +HYH ;VYYLZ Z^HT OLY ILZ[ [PTL PU [OL T MYLQZY` SLN]L]L]O]LUK JVSSLNPH]L ]VSSL`IHSS JHYL  
.HTLZ Q\Z[ [^V `LHYZ HM[LY NP]PUN IPY[O HUK `LHYZ HM[LY OLY MPY]Z[ ]S]L]N]W]U]J]L]H]L]T]Y]H]U]R]L]K [O]Y]U]H[ ]P]V]U]H]S]S` PU C  
MHTV\Z HIZ HYL H [LZ[HTLU[ [V [OL WV^LY VM H ^VTLU»Z IVK` [V YL]J]V]P]U]Y]W]M]Y]V]U]P]U]N]O]P]Z]U] )LUQHTPU ,:VTL[PTL  
4HYH[OVULY 7H\SH 9HKJSPMML OHZ ZHPK [OH[ ZOL MLS[ OH]PUN NP]LU IPY]H]G]O]H]Z]P]Z]V]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[Y]X]P]N]L]Y]M]M]L]H]S]S]L]S]S]H]U]Y]P]J]H]U] JVYULYIHJR  
<UP]LYZP[ ` VM 2HUZH Z OHZ HKQ\Z[LK [V SPML

100



VUZ MVY  
Z HMMLJ  
L PU WHY  
KLU[ H[O  
PUN OV^  
HTZ H S  
K` WHJR  
Z H U\YZ  
SL]PZPV  
^ HU 101  
LUJLY 3H  
ZZ V]LY  
  
N H QVI H  
N JVTWSL  
U H ^YLZ  
HU HJ[P]U  
OPZ PZ W  
UNZ ` ;HS  
[ [OL  
IVYU 1\U



(KKP[PVUHS :V\YJLZ

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

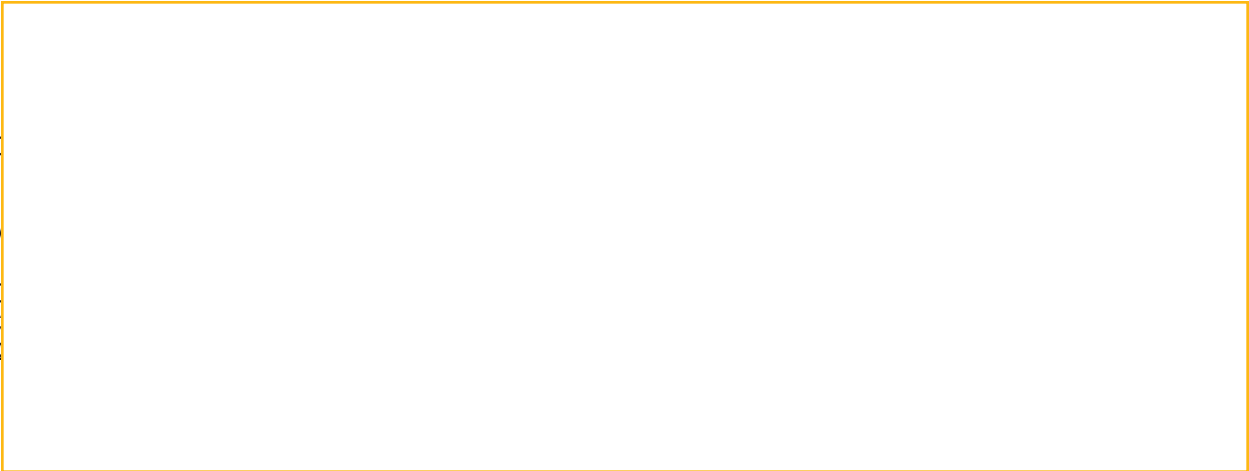
4HYR +LU[ ,( [OSL[LZ ^P[O JOPSKYLU! ;OLZL 2< H[OSL[LZ T\Z[ MPUK [PTL [V L\_JLS PU IV[O ZWVY[Z HUK  
JOPSK JHYL 1 <UP]LYZP[` +HPS` 2HUZHU 1HU\HY` (]HPSHISL H[!  
O[[W! ^^^ RHUZHU JVT Z[VYPLZ QHU H[OSL[LZFJOPSKYLU

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 ZOVV[PUN .HV 1  
(]HPSHISL H[!  
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 65Z[PS [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