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Working from home has worked for people with disability. The back-to-the-office push could wind back gains

By Sue Williamson, Helen Taylor and Vindhya Weeratunga.
Published online July 25, 2023 by The Conversation

% TYWL MW YRHIV[E] XS KIX IQTPS]IIW FEGO MRXS XLI S¾GI 8LI 'SQQS
this conversation recently, with reports the organisation is requiring staff to work at least half the
[IIO SR WMXI

% VERKI SJ SVKERMWEXMSRW EVI H MVIGXMRK IQTPS]IIW XS VIXYVR XS
%QE^SR +IRIVEP 1SXSVW 1IXE ERH (MWRI]

&YX EPXLSYKL '3:-(PSGOHS[RW LEZI IRHIH QER] IQTPS]IIW [ERX XS GS
LSQI)EVP MIV VIWIEVGL F] XLI PIEH EYXLSV SJ XLMW EVXMGPI WLS[W [
FIRI¼XWxJSV IQTPS]IIW [MXL HMWEFMPMX]

So there may be more at stake for workers with disability when it comes to corporate mandates
EFSYX [LIVI XLI] HS XLIMV NSF

A much shorter commute

;I FIKER SYV VIWIEVGL EX XLI LIMKLX SJ XLI TERHIQMG PSGOHS[RW MR



;SVOMRK JVSQ LSQI EPWS VIHGIW XLI XMQI XEOIR XS QEREKI HMWEFMPM
3RI VIWTSRHIRX QIRXMSRIH ^PIWW XMQI WTIRX XV]MRK XS YWI JEGMPM
%RSXLIVxEWWIVXIH WLI [EW ^RS PSRKIV [EWXMRK XMQI EHNYWXMRK Q]

Respondents also said their mental health improved thanks to reduced stress, less anxiety and

JIIIPMRK LETTMIV EX [SVO %PQSWX X[S XLMVHW SJ HMWEFPIH IQTPS]IIW
[IVIxQSVI TVSHYGXMZI [LIR [SVOMRK JVSQ LSQI XLER EX ER S¼GI SV I\X

4VSHYGXMZMX] KEMRW EVI FIMRK VIEPMWIH F] QEREKIVW ERH SVKERMW
IQTPS]IIWxFIPMIZI QEREKIVW ERH SVKERMWEXMSRW WYTTSVX XLIQ [SVO
KEMRWxEVI PMOIP] XS GSRXMRYI

&IRI¼XW XS SVKERMWEXMSRW

-R E XMKLX PEFSYV QEVOIX SVKERMWEXMSRW RIIH XS OIIT XLIMV [SVO

% PEVKI WXYH] SJ EPQSWX TISTPI EGVSWW GSYRXVMIW JSYRH E
[SYPH UYMX MJ JSVGIH FEGO XS XLI S¼GI 1G/MRWI] VIWIEVGLIVW JSYR
more likely to leave than employees without disability if they could not work in a hybrid way from
FSXL LSQI ERH XLI S¼GI

-RGVIEWMRK XLI IQTPS]QIRX SJ HMWEFPIH TISTPI IREFPIW SVKERMWEXI
XEPIRX TSSP

0EFSYV QEVOIX TEVXMGMTXMSR MW GSQTEVEXMZIP] PS[JSV HMWEFPI
HMWEFMPMX] EVI MR XLI PEFSYV JSVGI GSQTEVIH XS SJ XLSWI [MXL
JSYRH XLI IQTPS]QIRX VEXI JSV HMWEFPIH TISTPI MR %YWXVEPME LEW

-R XLI 9RMXIH 7XEXIW PEFSYV WLSVXEKIW TSWX '3:-(LEZI VITSVXIHP]
HMWEFPIH TISTPI FIMRK IQTPS]IH %YWXVEPME LYQER VIWSYVGI TVEG
the exception of the public service, which recently announced it would remove the cap on the
RYQFIV SJ HE]W E [IIO ER IQTPS]II GER [SVO JVSQ LSQI

;LEX IPWI GER IQTPS]IVW HS#

'VIEXMRK MRGPYWMZI [SVOTPEGIW XLEX ZEPYI ERH EGGITX HMWEFPIH]
[SVOMRK JVSQ LSQI 8LMW GER FI JEGMPMXEXIH F]

- XVEMRMRK QEREKIVW MR LS[XS QEREKI L]FVMH XIEQW [LS [SVO JVS
[SVOTPEGI L]FVMH IQTPS]IIW ERH HMWEFPIH IQTPS]IIW [SVOMRK JVS
- assessing the skills and capabilities of disabled employees, rather than focusing on how they
¼XxMRXS E ^XVEHMXMSREP% [SVOTPEGI
- allowing employees with disability to work from home to increase their autonomy, productivity
and health outcomes
- enabling managers to approve requests from disabled employees to work from home above
ER] SVKERMWEXMSREP GET ,MKLIV PIZIPW SJ ETTVSZEP GER FI SRIV
JVSQ VIUYIWXMRK XS [SVO JVSQ LSQI

3VKERMWEXMSRW RIIH XS XEOI E RYERGIH ETTVSEGL XS [SVOMRK JVSQ
FIRI¼X JVSQ WTIRHMRK QSVI XMQI MR XLI S¼GI *SV HMWEFPIH IQTPS]I
ExQERHEXSV] • ERH SJXIR EVFMXVEV] • [SVO JVSQ LSQI GET QE] HIPMZIV
SVKERMWEXMSRW ERH IQTPS]IIW

APS bargaining is more than just improvements to flexible working and WFH

By Sue Williamson.

Published online July 13, 2023 by The Mandarin

;I LEZI [MXRIWWIH E HI¼RMRK QSQIRX MR IRXIVTVMWI FEVKEMRMRK MR
%47 8LI 'SQQYRMX] ERH 4YFPMG 7IGXSV 9RMSR '479 ERH XLI %YWXV

At a time when a former politician has reportedly called for employees who work from home to
LEZI XLIMV TE] GYX ERH E QENSV FERO MW VITSVXIHP] GEPPMRK JSV V
XLMWxQIWWEKI GSYPH RSX FI QSVI XMQIP]



Children of incarcerated parents: the 'invisible victims' of the criminal justice system

By Caroline Doyle, Joanna Cui, and Dr Lukas Carey.
Published online June 16, 2023 by The Power to Persuade

2IIHW SJ GLMPHVIR [MXL TEVIRXEP MRGEVGIVEXMSR
-R TEVPMEQIRXEV] MRUYMVMIW MR 2I[7SYXL ;EPIW ERH :MGXSVME
GLMPHVIR [MXL E TEVIRX MR TVMWSR ERH WIVZMGIW XLEX EVI EZEMPEFP
that parental incarceration has a negative effect on children and that more needs to be done to
WYTTSVX XLIMV RIIHW 4VIZMSYW VIWIEVGL LEW MHIRXM¼IH WSQI SJ XI
[MXLxTEVIRXEP MRGEVGIVEXMSR *SV I\EQTPI %FSVMKMREP ERH 8SVVIW
MRGEVGIVEXMSR EVI QSVI PMOIP] XS FI XEOIR MRXS SYX SJ LSQI GEVI
ERH]SYXL NYWXMGI W]WXIQW

8LI MQTSVXERGI SJ QEMRXEMRMRK GSQQYRMGEXMSR
&] QEMRXEMRMRK GSQQYRMGEXMSR HYVMRK MQTVMWSRQIRX GLMPHVIR
XMIW [LMGL GER LIPT [MXL XLI TSWX VIPIEWI XVERWMXMSR JSV FSXL TI
MRGEVGIVEXIH QSXLIV 8IIKER VIGIRXP] GSQQIRXIH SR XLI MQTSVXERG
MQTVMWSRIH [LIR WLI WEMH „JSV [SQIR XLI TYRMWLQIRX MWR...X FIMF
MW FIMRK XEOIR E[E] JVSQ]SYV JEQMP] ... &YX XLIVI EVI MWWYIW [MXL
*SV I\EQTPI MR WSQI NYVMWHMGXMSRW XLIVI GER FI LMKL GSWXW JSV
-Rx:MGXSVME MX GER GSWX EPQSWX XS QEOI NYWX SZIV E QMRYX
XLER XLI HEMP] [EKI TISTPI GER QEOI JVSQ MR TVMWSR IQTPS]QIRX ☺

%X XLI SRP] EHYPX TVMWSR MR XLI %'8 XLI %PI\ERHIV 1EGSRSGLMI 'IR
[MXL JEQMP] MW E FIRGLQEVO SJ VILEFMPMXEXMSR ERH VIPIEWI TVITEV
JSV %HYPX 'SVVIGXMSREP 7IVZMGIW ,S[IZIV WSQI MHIRXM¼IH MWWYIW
XLEX XLI ZMWMXMRK WGLIHYP [EW SJXIR MRGSQTEXFPI [MXL GLMPHV
KISKVETLMGEPP] MWSPEXIH WS XVERWTSVX GER FI HM¼GYPX *SV I\EQTP
IRXMXPIH XS E QMRMQYQ SJ SRI XIR QMRYXI WSGMEP XIPITLSRI GEPP T
simil57000400450056>8.9 <00490020049000404D0004900580045004D00500other jurisdictionr91004D04>]TJ :[cost of p

International development and gender: A return of the “invisible” woman?

By Adrian Bazbauers.

Publishedj /TT0 1 Tf cm 0 0 m 226.198 0 | S Q BT 0 0.690.69 1iBu 1i13, 2 m 3buers

1EMRWXVIEQMRK KIRHIV ERH „VIXVSPMFIVEPMWQ...

8LI 1(&W WPS[P] GEQI XS EHSTX E RI[ETTVSEGL MR XLI W ERH W
&IMNMRK (IGPEVEXMSR ERH 4PEXJSVQ JSV %GXMSR ERH 1MPPIRRMY
EXXIQTXIH XS ^QEMRWXVIEQ KIRHIV% MR XLIMV SVKERMWEXMSRW ERH
[SQIR XS XLI KIRHIV H]REQMGW FIX[IIR [SQIR ERH QIR 1(& MRZIWXQIRX
integrating women into development to addressing the feminisation of poverty, supporting gender
equality programs, developing community outreach initiatives, and rethinking the role and impact
SJxQIR ERH FS]W MR WSGMIX] %KEMR RSX [MXLSYX GVMXMGMWQ FYX
SZIV [LEX PMXXPI LEH FIIR EGLMIZIH MR XLI W

8LIR XLI +PSFEP *MRERGM EP 'VMWMW GZIEBKH RXLI % IPIH SJ MRXIVRE
global aid regime emerged that prioritised a return to economic growth as the main development
outcome, a revised role for the state in sponsoring and facilitating the business, and the reframing
SJ XLI TVMZEXI WIGXSV EW ER EGXMZI HIZIPSTQIRX TEVXRIV ;I LEH IRX

,S[XLI 1(&W ETTVSEGLIH KIRHIV GSRWIUYIRXP] GLERKIH +SRI [IVI VMK
XLI UYEPMX] SJ PMJI SJ [SQIR ERH KMVPW ERH MRWXIEH XLI 1(&W HIZS
HIZIPSTQIRX FYX REVVS[P] EW TVMZEXI WIGXSV IRXVITVIRIYVW % [SQE
XLVS[FEGO XS XLI W FYX XLMW XMQI PMQMXXIH XS [SQIR...W IGSRSQM
STTSVXYRMXMIW ¼RERGM EP QEVOIXW EGGIWW IRXVITVIRIYVW LMT ER
+IRHIV JSGYWIH TVSNIGXW RS[MRZIWXIH MR IRXVITVIRIYVMEP TVMZEXI V
FYWMRIWWxWOMP PW XVEMRMRK KIRHIV IUYEPMX] ERH IQTS[IVQIRX [IVI
IGSRSQMGxKVS[XL ERH QEVOIX GSQTIXMXMZIRIWW

8LI)YVSTIER &ERO JSV 6IGSRWXVYGXMSR ERH (IZIPSTQIRX MR MXW
4VSQSXMSR SJ +IRHIV)UYEPMX] EHZERGIH XLVII TVMSVMXMIW MRHMGE.

- 8S MRGVIEWI EGGIWW XS ¼RERGI ERH FYWMRIWW WYTTSVX JSV [SQIF
- 8S MRGVIEWI EGGIWW XS IQTPS]QIRX STTSVXYRMXMIW ERH WOMP PW
- 8S MQTVSZI EGGIWW XS IGSRSQMG WIVZMGIW

%W E QSVI GSPSYVJYP • ERH XVSYFPMRK • MPPYWXVEXMSR XLI -RXIV %G
ETTVSZIH E XIGLRMGEP EWMWXERGI TVSNIGX XS 4IVY XLEX TVSTSWIH Q
IGSRSQMG IQTS[IVQIRX [SYPH VIH YGI XLI TVIZEPIRGI SJ MRXMQEXI TEV
XLVII [SQIR [SVPH[MHI I\TIVMIRGMRK TL]WMGEP SV WI\YEP ZMSPIRGI ...
MQTSVXERX XS QMRM QMWMRK XLI ZYPRIVEFMPMX] SJ [SQIR ERH KMVPW
MW QYPXM JEGIXIH ERH IREFPIH F] GYPXYVEP PIKEP IGSRSQMG ERH T
whether making entrepreneurs of individual women will address the systemic causes of
TL]WMGEPxERH WI\YEP ZMSPIRGI

3RGI EKEMR „MRZMWMFPI... #

;L] HSIW XLMW QEXXIV# 'YQYPEXMZI 1(& KIRHIV JSGYWIH MRZIWXQIRX TV
]IEVW WMRGI XLI +PSFEP *MRERGM EP 'VMWMW 7LSYPH [I RSX GIPIF
KIRHIV JSGYWIH TVSNIGXW XLER IZIV FIJSVI# =IW &YX XLI GSRXIRXW S
JSVxYRIEWI

8SHE] XLI 1(&W EVI ¼RERGM RK TVSNIGXW XS QEOI FIXXIV IGSRSQMG YI
REXMSREP HIZIPSTQIRX ;LIVI MW XLI GSRGIVR JSV MQTVSZMRK UYEPMX
TSZIVX] ERH EHHVIWWMRK W]WXIQMG KIRHIVIH MRIUYEPMXMIW# 8LI „QI
HIZIPSTQIRX EVI ¼RERGM RK HIZIPSTQIRX TVSNIGXW • ERH XLYW WMKRE
MRZIWXSVW • XLEX [SQIR...W TVSHYGXMZMX] MW QSVI MQTSVXERX XLER [
woman in development has returned, for if women and girls are not private sector entrepreneurs
XLI]xEVI SRGI EKEMR YRWIIR

7S [LEX GSYPH SV WLSYPH XLI 1(&W FI HSMRK HMJJIVIRXP]# ;I GER GS
IRKEKMRK [MXL KIRHIV MR XLI ¼VWX TPEGI 8S EPPIZMEXI TSZIVX] FYMPI
ZYPRIVEFMPMX] ERH E¾VQ LYQER VMKLXW XLI 1(&W QE] [MWL XS VIQIC
XLEXxTISTPI • EVI QSVI XLER XLIMV TVSHYGXMZI TSXIRXMEP ERH XLEX
GERRSX FI VIWSPZIH XLVSYKL IGSRSQMG KVS[XL EPSRI

&YX WSQI FIPMIZI E GYPXYVI SJ TVIJIVIRGMRK EHZMGI JVSQ GSRWYPXE
XEOIR LSPH %X XMQIW XLMW GER PIEH XS KSZIVRQIRXW VIGIMZMRK X
QSVI VSYRHH ZMI[SJ ER MWWYI

8LI YWI SJ GSRWYPXERXW [MXLMR KSZIVRQIRX HSIWR...X EP[E]W QIER X
XLI %47 3RI MQTSVXERX MWWYI XS GSRWMHIV MW XLI PIZIP SJ %47 WX
XLIxTVIZMSYW KSZIVRQIRX GSRWXVEMRIH XLI WM^I SJ XLI %47 XS EVSY
WXE³/₄RKxPIZIP SJ NYWX SZIV -X MW EVKYIH XLMW GET SR WXE³/₄R
XSxYRHIVXEOI EPP XLI [SVO MX RIIHH XS HS QEOMRK MX VIPMERX SR

Lessons learned from Robodebt

By Jenny Stewart.

Published online May 22, 2023 by Jenny's Column

-X MW RSX EW MJ XLI (ITEVXQIRX SJ ,YQER 7IVZMGIW PEGOIH PIKEP EH

Harnessing the power of the public service: APS survey results

By Russell Ayres, Trish Mercer and Wendy Jarvie.
Published online May 16, 2023 by The Mandarin

4SPMXMGMERW XLI KIRIV EP TYFPMG ERH QER] EGEHIQMGW FPERGL EX
WLSYPH LEZI TS[IV ERH MR½YIRGI PIX EPSRI XLEX XLI] WLSYPH I\IVGM

%W E KVSYT WYVZI] VIWTSRHIRXW [IVI QSWX PMOIP] XS FI

- JIQEPI
- I\IGYXMZI PIZIP SV IUYMZEPIRX
- I\TIVMIRGIH MR XLI %47 LEH QSVI XLER]IEVW MR XLI 7IVZMGI SRI XLMVH LEH QSVI XLER]IEVW MR XLIMV GYVVIRX EKIRG]
- [SVOMRK MR MQTPIQIRXEXMSR TSPMG] HIZIPSTQIRX SV MR GSQFMREXMSR SJ VSPIW
- QSVI TSWMXMZI XLER XLI %47 EW E [LSPI MR VIWTSRWI XS I XLI %47 7XEXI SJ XLI 7IVZMGI 7YVZI] VIKEVHMRK [LIXLIV XLIMV SVKE , E TSMRX XS FIEV MR QMRH [LIR GSRWMHIVMRK XLI XIRSV SJ VIWTSR

;LEX HMH [I ¼RH#

3RP] E UYEVXIV SJ SYV VIWTSRHIRXW GSRWMHIVIH XLI] [IVI EFPI XS
QEOMRK ^SJXIR% SV ^WSQIXMQIW% [MXL [SQIR QSVI TSWMXMZI XLER QIR
[IPP xSZIV LEPJ VIKEVHMRK XLIMV SVKERMWEXMSR...W EFMPMX] XS

•

APS can become exemplar of good practice in flexible work shift

By Sue Williamson and Cameron Roles.

Published online May 1, 2023 by The Canberra Times

8LI %YWXVEPMER 4YFPMG 7IVZMGI LEW ER STTSVXYRMX] XS SRGI EKEM
[SVOMRKxEVVERKIQIRXW

8LI 7IGVIXEVMIW &SEVH.%W PV 6SFR X V PPI MW P IS J4VM RGMXTPIW %4SJ ½I\MFPI [S
QE]xVIMRZMKSVEXI ½I\MFPI [SVOMRK

Revamped arrangements may also be included in enterprise agreements during the current
%47 [MHI FEVKEMRMRK VSYRH

8LI 'SQQYRMX] ERH 4YFPMG 7IGXSV 9RMSR...W FEVKEMRMRK GPEMQW E
FSXLxIRZMWEKI EVVERKIQIRXW [LMGL KS FI]SRH XLI VMKLX XS VIUYIWX
GSRXEMRIH MR XLI *EMV ;SVO %GX

&SXL EVI HIWMKRIH XS TSWMXMSR XLI %47 EW ER I\IQTPEV SJ KSSH TVE

BL@TRpMRGMTPIW EVI EQFMXMSYW WXEXMRK XLEX ^½I\MFMPMX] ETPMI

8LMW XEOIW XLI FYVHIR SJ VIWTSRWMFMPMX] SJJ MRHMZMHYEP QEREK
SJ XIGLRSPSK] XS MRGVIEWI TYVTSWI ERH GSQQYRMX] EQSRK IQTPS]IIW
½I\MFP] EVVERKIQIRXW XS FI QYXYEPP] FIRI¼GMEP QE] FI YWIH F] EKIRG
½I\MFP] 8LMW [SYPH FI MR EGGSVHERGI [MXL XLI *EMV ;SVO %GX TVSZ
EVVERKIQIRX SR ^VIEWSREFPI FYWMRIWW KVSYRHW%

6IWIEVGL GSRHYGXIH F] XLI ¼VWX EYXLSV HYVMRK XLI TERHIQMG WLS[IH
SJx[SVOMRK JVSQ LSQI LEH HVEQEXMGEP] MRGVIEWIH VIWMWXERGI [E

The NDIS is set for a reboot but

2. 1SZI TEVXMGMTERXW XS PSRKIV TPERW

Three ways to legislate for gender equality in the APS

By Sue Williamson.
Published online April 18, 2023 by

6IJSVQMRK FEVKEMRMK

8LI KSZIVRQIRX LEW GSQQIRGIH RIKSXMEXMRK %47 [MHI RIKSXMEXMSRW
ERHxGSRHMXMSRW 8[S SJ XLIWI GSQQSR GSRHMXMSRW EVI ½I\MFPI [SV
TEVIRXEP PIEZI

7XERHEVHMWMRK XLIWI TVSZMWMSRW EGVSWW XLI %47 GSYPH MRGVIEV
KSZIVRQIRX GSYPH JYP¼P MXW WXEXIH QERHEXI SJ [ERXMRK XS FIGSQI
XLI UYERXYQ SJ TEMH TEVIRXEP PIEZI 440 XS [IIOW 7YGL ER ETTVS
MRGVIEWIW XS 440 ERRSYRGIH F] XLI KSZIVRQIRX JSV EPP IQTPS]IIW

-RGSVTSVEXMRK [IIOW... 440 EW E GSQQSR XIVQ [SYPH XLIVIJSVI QEO
GSQTPIQIRXEV] XS FVSEHIV PIKMWPEXMSR 8S IRWYVI VIKYPEXSV] ¼X
%47x[SYPH VI½IGX XLIWI RI[QMRMQE

7MQMPEVP] GSQQSR GSRHMXMSRW EVSYRH ½I\MFPI [SVOMRK EVVERKIQ
EGGIWW XLVSYKLSYX XLI %47 FYX [SYPH EPWS GSQTPIQIRX TVSZMWMSRW

Part-time work is valuable to people with disability – but full time is more likely to attract government support

By Helen Dickinson, Dennis Petrie and Zoe Aitken.
Published online March 29, 2023 by The Conversation

;SVO MWR...X NYWX EFSYX KIXXMRK TEMH)QTPS]QIRX GER TVSZMHI E R
XIVQW SJ LIEPXL [IPPFIMRK WSGMEP IGSRSQHWGGERVHPM ERBEGMEP MRGF
SRxKSZIVRQIRX MRGSQI WYTTSVXW %VKYEFPI [SVO MW IZIR QSVI MQTSV
[LSxEVI QSVI PMOIP] XS FI MR PS[IV WSGMSIGSRSQMG KVSYTW ERH WSG
3YV RI[VIWIEVGL WLS[W TEVX XMQI [SVO MW ZEPYEFPI XS TISTPI [MXL
[IPPFIMRK -X GER EPWS PIEH XS VIHGYIH GSWXW JSV LIEPXL GEVI
&YX MJ QSVI TISTPI [MXL HMWEFMPMX] EVI XS FI WYTTSVXIH MRXS TEVX
GLERKIW XS I\MWXMRK TVSKVEQW ERH WIVZMGIW
)QTPS]QIRX ERH HMWEFMPMX]
-R %YWXVEPME SJ TISTPI [MXL HMWEFMPMX] EVI IQTPS]IH GSQTEVIH
8LMW KET MW [SVWIRMRK -R XLI PEWX XIR]IEVW IQTPS]QIRX SJ TISTPI
[LMPI XLI VIWX SJ XLI TSTYPEXMSR MW YT
%YWXVEPME...W JIHIVEP ERH WXEXI KSZIVRQIRXW MRZIWX WMKRM¼GERX

EGGSQQSHEXMSRW JSV HMWEFMPMX] • SV MJ XLI NSF SV IRZMVSRQIRX
HIXVMQIRXEP MQTEGX SR XLIMV QIRXEP LIEPXL ERH [IPPFIMRK

The numbers

;I EPWS PSSOIH EX GPMIRX HEXE JVSQ WIZIVEP WSYVGIW MRGPYHMRK
ERH 4IVWSREP ;IPPFIMRK -RHI\ UYIWXMSRREMVIW GSQTPIXIH F] (ITEVXC
TEVXMGMTXW IEGL]IEV JSV PMROW FIX[IIR TEVX XMQI [SVO ERH [IP
GEVI GSWXW

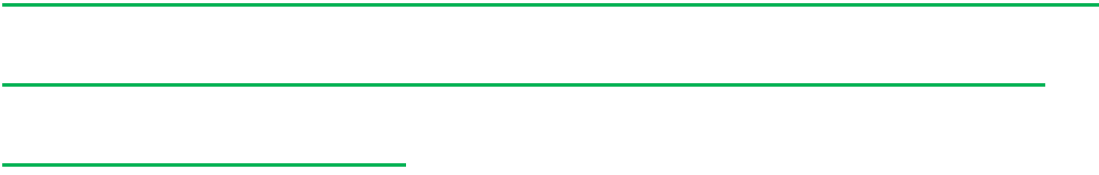
We found wellbeing scores are higher for those who are employed compared to those who are

YRIQTPS]IH 8LIVI [EW RS HMJJIVIRGI MR [IPPFIMRK WGSVIW MJ MRHMZMH
XMQI &YX [I HMH ¼RH IZMHIRGI XLSWI IQTPS]IH MR GEWYEP NSFW LEZI

;I EPWS HVI[SR HEXE JVSQ XLI ,SYWILSPH -RGSQI ERH 0EFSYV (]REQM
which collects information annually on a broad range of topics, including demographic, social,

IGSRSQMG ERH LIEPXL GLEVEGXIVMWXMGW SJ MRHMZMHYEPW 8LMW HEX
MW EWWSGMEXIH [MXL PEVKI QIRXEP LIEPXL KEMRW GSQTEVIH XS FIMRK
QSVI TVSRSYRGIH JSV TISTPI [MXL HMWEFMPMX] GSQTEVIH XS XLSWI [M

%W TISTPI [SVO QSVI LSYVW [I WII KVIEXIV QIRXEP LIEPXL FIRI¼XW JS



8VEGOMRK XLI RYQFIVW SJ [SQIR MR 78)11 EVIEW MW OI] XS EWWIWWMP
LEW RSX FIIR VIUYMVIH XS TYFPMGP] VITSVX SR TVSKVIWW XS EGLMIZI
TEXGL] VIWYPXW 8LI EQIRHQIRXW XS XLI 7I\ (MWGVMQMREXMSR %GX E
%47xEKIRGMIW XS VITSVX XS XLI ;SVOTPEGI +IRHIV)UYEPMX] %KIRG] ;

8LMW MW E PERHQEVO HIZIPSTQIRX EW Q] TVIZMSYW EREP]WMW WLS[W
IUYEPMX] MR XLI %47 LEW RSX FIIR GSQTVILIRWMZI %KIRGMIW [MPP FI V
TIVMSH 7XEXI ERH XIVVMXSV] KSZIVRQIRXW [MPP EPWS TVSZMHI XLIMV

8LIWI VIKYPEXSV] GLERKIW EVI TEVX SJ E WYMXI SJ VIJSVQW ERH MRMX
KIRHIV IUYEPMX] MRGPYHMRK JSV XLI TYFPMG WIGXSV 8LI] MRGPYHI E
XLIxMRXVSHYGXMSR SJ TEMH HSQIWXMG ERH JEQMP] ZMSPIRGI PIEZI G
TVSZMWMSRW EVSYRH TE] XVERWTEVIRG] ERH WXVIRKXLIRMRK XLI PIKM
[SVOMRK EVVERKIQIRXW

8LIWI GLERKIW EVI MQTSVXERX RSX SRP] MR WYFWXERGI FYX EPWS LIP
KIRHIV IUYEPMX]

8LI EYXLSV [SYPH PMOI XS EGORS[PIHKI XLI EWWWXERGI SJ %PMGME 4IEVGI MR XLI TVI

The importance of diverse perspectives

By Sue Olney.

Published online February 20, 2022 by The Power to Persuade

4S[IV XS 4IVWYEHI LEW FIIR I\EQMRMRK STTSVXYRMIW ERH GLEPIRK
[SVPH WMRGI 8LVSYKL SYV FPSK 8[MXXIV ERH SGGWMSREP W]QT

Losing the natural world comes with major risks for your super fund and bank

By Madeline Combe, Megan C Evans and Nathaniel Pelle.
Published online February 3, 2023 by The Conversation

% W XLI IGSRSQMWX ,IVQER (EP] TMXLMP] WEMH XISJIXISIRSQ] MW E [LSP
IRZMVSQRIRX • RSX XLI VIZIVWI 2EXYVI QEOIW SYV PMZIW TSWWMFPI X

%RH FIGEYWI WS QER] WIGXSVW EVI I\TSWIH GPEWWMG MRZIWXQIRX W
QE] RS PSRKIV TVSXIGX]SYV WYTIV JVSQ PSWWIW

So what are our super funds and banks doing about it?

8S ¼RH SYX [I WYVZ]IH XIR WYTIV JYRHW ERH XIR VIXEMP FEROW EFS
VIPEXIH VMWOW 8LI WYVZ] • GSQQMWWMSRIH F] XLI %YWXVEPME 'SR
¼VWXxXMQI XLMW LEW FIIR HSRI MR %YWXVEPME

8LI ¼RHMRKW# 2SX MHIEP)ZIV] TEVXMGMTXMRK WYTIV JYRH ERH FER
TVIWIRXIH E WIVMSYW VMWO XS MRZIWXQIRX VIXYVRW 8LI] EPP EKVIIH
XSxQIQFIVW ERH GYWXSQIVW XS QIEWYVI ERH QEREKI XLIWI VMWOW &
ERHx SJ FEROW LEH EXXIQTIXH XS EWWIWW LS[I\TSWIH XLI] [IVI

3J XLI XIR WYTIV JYRHW ERH XIR FEROW [I WYVZ]IH NYWX SJ FEROW
VMKLX LEH EWWIWWIH XLIMV REXYVI VIPEXIH VMWOW SV STTSVXYRMXM
JYRHW LEH TPERW XS [LMPI SJ FEROW ERH SJ WYTIV JYRHW LEH
'SRWIVZEXMSR *SYRHEXMSR

%KEMR XLMW MW RSX EFWXVEGX 7YTIV JYRHW SJXIR LEZI PEVKI LSPH
XLIWI FEROW LEZI FMPPMSR MR I\TSWYVI XS EKVMGYPXYVI QMRMR
HMOVIGXP] VIPMERX SR E JYRGXMSRMRK REXYVEP [SVPH

7S [L] MWR...X MX E LMKLIV TVMSVMX]# 3RI MWWYI QE] FI XLEX QER] ¼R
@ @€ ° @P]W WLSW 0°•€À• E JY0 M`JYWö@ĐR@IW ,EGXJ•S @ M-@@ PE

;LEX LETTIRW RI\X#

7MRGI XEOMRK S¼GI XLI 0EFSV KSZIVRQIRX LEW TPIHKIH XS XEOI EGXM
XLIxREXYVEP [SVPH [MXL TPERW WYGL EW FVMRKMRK XLI ZEPYI SJ REX

;LMPI TSWMXMZI XLI VIEP EGXMSR [SR...X LETTIR YRXMP REXYVI VMWO V
PE[Wx[MXL XIIXL EVI MRXVSHYGIH ERH YRXMP FSXL KSZIVRQIRXW ERH
QSRI] MRXS LIPTMRK REXYVI RSX LEVQMRK MX 6MWO] REXYVI GVIHMX
XLIxQYWxEVH

=SY HSR...X LEZI XS WMX FEGO ERH [EMX ;L] RSX EWO]SYV WYTIV JYR
VMWOWxXLI] EVI I\TSWMRK]SYV QSRI] XS#u



VIKMWXVEXMSR SV EGGVIHMXEXMSR [MXL ETTVSTVMEXI TVSJIWWMSR
2(-7 VIKMWXVEXMSR [SYPH RSX TVSZMHI KVIEXIV WEJIX] SV UYEPMX]

4. 7YTTSVX [SVOIVW

9RVIKMWXIVIH WYTTSVX [SVOIVW GER FI IQTPS]IH EW WSPI GSRXVEG
TPEXJSVQW XLVSYKL E TVSZMHIV [LS MW YRVIKMWXIVIH SV XLVSYKL

of supports is arguably the most controversial in discussions about registration given some of

XLIWI WYTTSVXW MRZSPZI TIVWSREP GEVI SJXIR HIPMZIVIH MR HSQIV

Some groups have expressed concern unregistered support workers might increase risk for

TEVXMG MTERXW ERH [SVOIVW EW XLI] EVI PIWW GPSWIP] VIKYPEXIH

9TWIX EX XLI XLSYK LX SJ PSW MRK YRVIKMWXIVIH WIVZMGIW
8LI TEVXMG MTERXW [I MRXIVZMI[IH LEH GSRGIVRW EFSYX [LEX [SYPH L
EPPS[IH XS YWI VIKMWXIVIH TVSZMHIVW

2IEVP] IZIV]SRI QIRXMSRIH MRGSRZIRMIRGI SV LEWWPI FYX XLIVI [IVI J
^-X [SYPH FI EFWSPYXIP] HIZEWXEXMRK % E TEVXMG MTERX [I...PP GEPP

^-...H PSWI IZIV]XLMRK % WEMH ,EVVMIX [LMPI /MQ WEMH WLI [SYPH
TVIHMGXIH ^MX [SYPH FI GLESW% =EWQMR WEMH XLI XLSYK LX QEO
ERH 3[IR KSX ^ER\MSYW NYWX XLMROMRK EFSYX MX%

'LSMGI ERH GSRXVSP

9PXMQEXIP] XLI EFMPMX] XS YWI YRVIKMWXIVIH TVSZMHIVW MW EFSYX
XLVSYKL XLI 2(-7 -R PMKLX SJ XLMW [I...ZI WIX SYX XLI MQTPMGEXMSR
TVIWIVZI X[S OMRHW SJ TVSZMHIVW MR XLI HMWEFMPMX] WIVZMGI QEVC
XLI ^HMKRMX] SJ VMWO% MR GLSSW MRK JVIIP] FIX[IIR VIKMWXIVIH ERH

3YV ¼RHMRKW MRHMGEXI FSXL GPMIRXW ERH TVSZMHIVW QE] RIIH WYT
TVSZMHIV WTEGI ;I WYKKIWX LIPTMRK 2(-7 TEVXMG MTERXW ERH TVSZMH
PIKEP VMKLXW ERH SFPMKEXMSRW

*SV 2(-7 TEVXMG MTERXW XLMW [SYPH QIER XLI] KIX E GPIEV WIRWI SJ [
in terms of quality and safe services and how to speak out if they feel something is
[VSRK 8LMWx[SYPH FI SJ FIRI¼X RSX NYWX MR YW MRK YRVIKMWXIVIH TV
TVSZMHIVW *SVxTVSZMHIVW ERH [SVOIVW FYMPHMRK GETEGMX] [SYPH
their responsibilities and the processes for delivering effective services, and help guard
EKEMRWXxI\TPSMXEXMSR

-RHHH GETEGMX] HIZIPSTQIRX SJ 2(-7 TEVXMG MTERXW MW PMOIP] XS L
FI]SRH XLI YRVIKMWXIVIH TVSZMHIV WTEGI -X [SYPH [SVO XS[EVHW GS
ERHxFIRI¼XW EGVSWW XLI IRXMVI WGLIQI u

6IWSPZMRK MWWYIW SJ TS[IV ERH MRGPYWMSR
8LI +PSFEP &MSHMZIVWMX] *VEQI[SVO MW MQTSVXERX FIGEYWI MJ GSR
[SVPH[MHI XEVKIXW JSV FMSHMZIVWMX]
3RI OI] XEVKIX FIMRK RIKSXMEXIH MW XS TVSXIGX SJ PERH ERH WIE F
EWxXLI \ -RMXMEXMZI
%RSXLIV EHHVIWWIW MRGPYWMSR ERH TEVXMGMTTEXMSR TEVXMGYPEV
ERHxPSGEP GSQQYRMXMIW 8LMW XEVKIX IIMWXW XLEROW XS IJJSVXW SJ
SRx&MSHMZIVWMX]
&YX GSRWMHIVEFPI HMWEKVIIQIRX WXMPP WYVVSYRHW XLI PERKYEKI S
-R RIKSXMEXIH XI\X WUYEVI FVEGOIXW EVI TPEGIH EVSYRH [SVHW SR [LM
1YGL SJ XLI GYVVIRX XI\X SJ XLI JVEQI[SVO VIQEMRW MR FVEGOIXW
%W [I IRXIV XLI ¼REP [IIO SJ RIKSXMEXMSRW XLI I\XIRX SJ VIQEMMRK
GSRGIVRMRK 8LIVI MW E VMWO XLEX IZIR MJ XLI JVEQI[SVO MW GSRGPY
[EXIVIH HS[R XEVKIXW
-RHMKIRSYW VITVIWIRXEXMZIW LEZI VEMWIH WMKRM¼GERX GSRGIVRW E
TIVWTIGXMZIW SJ -RHMKIRSYW TISTPIW ERH PSGEP GSQQYRMXMIW MR X
8LI -RXIVREXMSREP -RHMKIRSYW *SVYQ SR &MSHMZIVWMX] LMKLPMKLXW
EWx[IPP EW XLI XI\X MXWIPJ
*SV I\EQTPI XLI \ -RMXMEXMZI EMQW XS YWI EVIE FEWIH GSRWIVZEX
TVSXIGXIHxEVIEW SV TEVOW 1ER] -RHMKIRSYW TISTPI EVI GSRGIVRIH E
EJJIGXxXLIMV VMKLXW
-RHMKIRSYW TISTPI [SVPH[MHI LEZI I\TIVMIRGIH I\GPYWMSR JVSQ XLIMV E
REQUI SJ ^GSRWIVZEXMSR‰ SV YRHIV XLI KYMWI SJ ^[MPHIVRIWW‰ 8LI V
VIQSZI TISTPI ERH XLIMV TVEGXMGIW XS TVSXIGX PERH ERH WIEWGETIV
*SV I\EQTPI MR 7SYXL)EWX %WME XLI XVEHMXMSREP JEVQMRK QIXLSH

We should be proud of the NDIS, not fearful of costs

By Helen Dickinson.

Published online November 23, 2022 by The Sydney Morning Herald

-J]SY LEZI LIEVH SRI XLMRK EFSYX XLI 2(-7 VIGIRXP] MX MW TVSFEP] EF
Ex^GSWX FPS[SYX%o &YX [LEX]SY PMOIP] LEZIR...X LIEVH HMWGYWWIH EY
SRI WMHIH GSRZIVWEXMSR QMWWIW XLI FMKKIV TMGXYVI EVSYRH [L] XLI
ERH [L] MX MW MQTSVXERX [I KIX XLI WGLIQI VMKLX

8LI 2(-7 [EW EP[E]W HIWMKRIH YRHIV XLI EWWYQTXMSR XLEX XLI FIRI¼X
WMKRM¼GERXP] SYX[IMKL XLI GSWXW 8LI WGLIQI [SYPH WYTTSVX XLI M
IGSRSQMG TEVXMGMTXMSR SJ TISTPI [MXL WMKRM¼GERX ERH TIVQERIR
ERH RIGIWWEV] WYTTSVXW

8LI 2(-7 [EW RIZIV HIWMKRIH XS FI E [IPJEVI WGLIQI FYX ER MRZIWQIR
[MXL HMWEFMPMX] XS LEZI GLSMGI ERH GSRXVSP SZIV XLIMV PMZIW ER
GSRXVMFYXMSR XS XLI IGSRSQ]

8LI 2(-7 RS[GSZIVW EVSYRH TEVXMGMTXMSR ERH MW I\TIGXIH XS
8LIxWGLIQI LEW FIIR TVIHMGXIH XS LEZI ER EZIVEE€@Đ DĐ LEZI ER ESL HM

8LI KSZIVRQIRX VIGSKRMWIW XLEX XLIVI MW QSVI XS HS XS WYTTSVX 2(
%GGSVHMRK XS GYVVIRX ¼KYVIW TIVGIRX SJ [SVOMRK EKI 2(-7 TEVX
NSF_xJSV X[S]IEVW SV QSVI &YX SRI SJ XLI GLEPPIRKIW JSV XLI 2(-7 MW
EPSRI 2(-7 JYRHMRK GER LIPT XS WYTTSVX TISTPI [MXL HMWEFMPMX] MR
IQTPS]IVW [LS QMKLX HMWGVMMQREXI EKEMRWX HMWEFPIH TISTPI

8LI 2(-7 GER EPWS LIPT WYWXEMRMRK IQTPS]QIRX SJ GEVIVW ERH JEQM
IWXEFPMWLQIRX SJ XLI 2(-7 E WMKRM¼GERX RYQFIV SJ YRTEMH GEVIVW
XLI [SVOJSVGI *SV I\EQTPI FIX[IIR ERH [I WE[RIEVP] E TIV G
IQTPS]QIRX JSV GEVIVW SJ]IEV SPH 2(-7 TEVXMGMT_{ERXW} 'EVMRK VS
[SQIR QEOMRK YT RIEVP] XLVII UYEVXIVW SJ GEVIVW 4VSZMHMRK WYTTTS

2r ••u

7TSRWSVWLM T ERH QSFMPMX] TVSKVEQW VIP] SR XEVKIXMRK MRHMZMHYE
ETTVSEGL 6IWIEVGLIVW MRGPYHMRK QI LEZI MHIRXM¼IH XLEX JSV KIRH
MRGVIEWMRK XLI RYQFIV SJ [SQIR MR PIEHIVWLM T SVKERMWEXMSRW RII

-R SXLIV [SVHW LYQER VIWSYVGI TVEGXMGIW ERH W]WXIQW [E]W SJ [S
VIPEXMRKxMR XLI [SVOTPEGI RIIH XS FI VIGSR¼KYVIH RSX XS FI FEWIH
QSHIP EWWYQIW XLI MHIEP [SVOIV MW QEPI [MXLSYX GEVMRK VIWTSRWM

*PI\MFPPI [SVOMRK EVVERKIQIRXW NSF VIHWMKR XS MRGVIEWI ½I\MFMPM
WIKVIKEXMSR GER EPP LIPT XS HMWQERXPI XLI MHIEP [SVOIV QSHIP

&EVVMIV -QTSWXIV W]RHVSQI

-RXIVREXMSREP VIWIEVGL WLS[W SJ [SQIR I\IGYXMZIW MR 2SVXL %Q
MQTSWXIV W]RHVSQI ;LEX -...ZI JSYRH LS[IZIV MW XLEX MQTSWXIV W]RH
SJxXLI [SQIR MRXIVZMI[IIV FIPMIZIH XLI] [IVI „PYGO]... XS LEZI WIGYVIH

3XLIVW LEZI EPWS RSXIH XLEX [SQIR EVI QSVI PMOIP] XLER QIR XS EXXVM
SVxFIMRK „MR XLI VMKLX TPEGI EX XLI VMKLX XMQI... 8LMW YRHIVQMRI
MRHMGEXIW XLEX [SQIR LEZI HSYFXW EFSYX XLIMV [SVXL ERH QE] RSX
-X...WxEPWS ER MRXIVREPMWIH JSVQ SJ WI\MWQ , [SQIR GSRWMHIV XLI]
ERHxEVI XLIVIJSVI „PYGO]... [LIR XLI] WIGYVI E GSZIXIH WIRMSV TSWM

8VEHMXMSREP QIXLSHW XS EPIZMEXI MQTSWXIV W]RHVSQI XEVKIX MRH
[SQIR...WxGSR¼HIRGI XLVSYKL WIRHMRK XLIQ SR GSYVWIW %TTVSTVME
TIVJSVQERGI [SYPH KS WSQI [E] XS[EVHW SZIVGSQMRK MQTSWXIV W]RH
LS[IZIV xLEZI EPWS JSYRH XLEX IZIR [LIR [SQIR TIVJSVQ FIXXIV XLER Q
ERHxTSXIRXMEP EVI YRHIVVEXIH

A systemic approach would see imposter syndrome overcome through inclusive workplace

GYPXYVIWxXLEX IQFVEGI E VERKI SJ PIEHIVWLM T WX]PIW , RSX XLSWI X
„QEWGYPMRI... PIEHIVWLM T -RGPYWMZI PIEHIVWLM T XVEMRMRK EX E P

8LIWI WSPYXMSRW EHSTX E „FSXXSQ YT... ETTVSEGL F] JSGYWMRK SR M
XLIQ XS QSZI YT[EVHW % „XST HS[R... ETTVSEGL MW EPWS RIIHIH 8LMW
ETTSMRXMRK QSVI [SQIR XS WIRMSV VSPIW LEW E „XVMGOPI HS[R... IJJI
SJx[SQIR EX XLI JIIHIV PIZIP XS WIRMSV PIZIPW

6IWIEVGL LEW JSYRH XLEX XLI XVMGOPI HS[R IJJIGX [SVOW MR XLI TYFI
[MXLMRxXLI ¼VWX X[S]IEVW SJ ETTSMRXMRK [SQIR XS WIRMSV VSPIW 6I
MRGVIEWI MR [SQIR TYFPMG WIGXSV I\IGYXMZIW PIH XS E MRGVIEWI MF
KVSYT 8LMW MQTEGX LIPH YRXMP [SQIR QEHI YT SJ I\IGYXMZIW

8LI HEXE WLS[W XLEX [SQIR EVI TVSKVIWWMRK XLVSYKL XLI PIEHIVWLM
7XYFFSVR FEVVMIVW VIQEMR LS[IZIV LMKLPMKLXMRK XLI WLMJXMRK G

A systemic approach to progressing women in leadership offers the best way forward, with a

JSGYWxSR FSXL FSXXSQ YT ERH XST HS[R WXVEXIKMIW u

The budget sounded warnings of an NDIS 'blow out' – but also set aside funds to curb costs and boost productivity

By Helen Dickinson and Dennis Petrie.
Published online October 28, 2022 by The Conversation

-R XLMW [IIO...W JIHIVEP FYHKIX XLI GSWXW SJ XLI 2EXMSREP (MWEFMP
FIIR VIZMWIH YT[EVHW [MXL EZIVEKI JSVIGEWX KVS[XL SJ E]IEV SZI

-X PSSOW PMOI XLI 2(-7 GSYPH GSWX QSVI XLER % FMPPMSR TIV]IEV
QSVI I\TIRWMZI XLER QER] SXLIV JIHIVEP KSZIVRQIRX WSGMEP TVSKVEG

&YX TVSZMWMSRW LEZI FIIR QEHI MR XLI FYHKIX XS MHIRXMJ] ERH VIH
XLIxZEPYI JSV QSRI] [I EVI KIXXMRK JVSQ XLI WGLIQI

;LEX [MPP XLI 2(-7 GSWX#

8LI SFNIGXMZI SJ XLI WGLIQI [EW XS WYTTSVX XLI MRHITIRHIRGI ERH W
TEVXMGMTXMSR SJ TISTPI [MXL HMWEFMPMX] F] TVSZMHMRK ^VIEWSREF
reasonable and necessary not only depends on the individual, but also on what barriers our society
TPEGIW MR JVSRX SJ XLIQ

8LI SVMKMREP IWXMQEXIW JSV XLI WGLIQI [IVI XLEX XLI 2(-7 [SYPH G
ERHxGSWX FMPPMSR TIV]IEV 8LI XSXEP GSWX SJ XLI WGLIQI JSV XL
FMPPMSR XS GSZIV TEVXMGMTXW

;LMPI WSQI SJ XLMW MRGVIEWI MW HYI XS VMWMRK GSWXW MRGPYHMR
ERH GSQQYRMX] WIVZMGIW IQTPS]IHW MX MW GPIEV XLIVI EVI QER] QS
SVMKMREPP]xIRZMWEKIH

7TIRHMRK XS WEZI

8LI FYHKIX LEW QEHI TVSZMWMSR JSV MRMXMEXMZIW XLEX WLSYPH LIP

;MXLMR XLI FYHKIX QMPPMSR LEW FIIR EHHI XS JYRHMRK JSV XLI
8NSpXFMZIHENÀ X-APPCÀESK•RÒ%ZSXP 0J•Du@ÀE D€AD pP@`R@€ @P@bZMUp 8

45

*MREPP] XLI FYHKIX GSQQMXW QMPPMSR XS XLI 2(-7 VIZMI[[LMGL
Ex]IEV XS I\EQMRI XLI HIWMKR STIVEXMSRW ERH WYWXEMREFMPMX] S
8EOIR XSKIXLIV XLIWI JYRHMRK GSQQMXQIRXW WLSYPH LIPT XS EHHVIV
JYRHMRK MW RSX FIMRK YWIH XS ETTVSTVMEXIP] WYTTSVX TEVXMGMT
,S[HS WXEXI ERH XIVVMXSV] KSZIVRQIRXW ¼KYVI#
8LI 2(-7 MW NSMRXP] JYRHIH F] XLI JIHIVEP KSZIVRQIRX ERH %YWXVEPM
R XLI 2(IW P` @€À 0[@”P

0EWX]IEV E VITSVX IWXMQEXIH XLEX IZIV] HSPPEV WTIRX SR XLI 2(-7 C
IGSRSQ] 8LMW QIERW XLEX [LIR 2(-7 GSWXW MRGVIEWI XLI FIRI¼XW XS
MRGVIEWIxWMKRM¼GERXP]

9PXMQEXIP] XLIVI MW RS WMPZIV FYPPIX MR VIJSVQMRK XLI 2(-7 ERH G
&YXx[I HS ORS[[LIVI WSQI SJ XLI MWWYIW EVI ERH XLI FYHKIX LEW EPI
XEGOPI XLIWI

,S[XLI WGLIQI GSRXMRYIW XS KVS[HITIRHW RSX NYWX SR LS[MX STIVE
EZEMPEFPI SYXWMHI XLI 2(-7 ;I RIIH XS IRWYVI TISTPI MR XLI WGLIQI E
XLI]xGER SYX SJ XLI JYRHW TVSZMHIH



The government hopes private investors will help save nature. Here's how its scheme could fail

By Megan C Evans and Martine Maron.
Published online October 27, 2022 by The Conversation

8LMW [IIO...W JIHIVEP FYHKIX VIMXIVEXIH XLI KSZIVRQIRX...W TPER XS I

%RH MX...W EFSYX E XL SJ XLI ERRYEP GSWX SJ XLI WXEKI XLVII XE\ G
JIHIVEPxFYHKIX

-X MW GSQTPIXIP] YRORS[R LS[IZIV [LIXLIV FYWMRIWWIW [MPP [ERX XS J
FMSHMZIVWMX] GIVXM¼GEXIW TYVIP] JSV GSVTSVEXI WSGMEP VIWTSRW

3R XLI SXLIV LERH EPPS[MRK FYWMRIWWIW XS YWI XLI GIVXM¼GEXIW J
• SVxWSQIXMQI MR XLI JYXYVI • [MPP GIVXEMRP] KIRIVEXI QSVI MQQIHM

;I EVKYI XLEX MRWXIEH XLI FMSHMZIVWMX] QEVOIX WLSYPH FI EHQMRRM
WYGL EW XLI TVSTSWIH RI[)RZMVSQRIRXEP 4VSXIGXMSR %KIRG]

8LMW QEVOIX MW RSX E WMPZIV FYPPIX -X MW EPWS RS WYFWXMYXI
VIJSVQW RIIHIH XS WXST REXYVI HIGPMRMRK MR XLI ¼VWX TPEGI

&YX MJ MX...W GEVIJYPP] HIWMKRIH [MXL ER MRMXMEP MRZIWXRIRX JVS
ExFMSHMZIVWMX] QEVOIX JSV KIRYMRI EHHMXMSREP FIRI¼XW XS REXYV



