

3DWK)RUZDUG,' ,PPXQLJDWLRQV'
)ULGD\)HEUXDU\

&KDLUPDQ 'RJJHWW 1500NLDQGPHUUV RI WKH VXEFR
\RX IRU WKH RSSRUWXQLW\ WR DGGUHVV \RX WRGD\ , DP *
RI WKH \$PHULFDQ 3XEOLF +HDOWK \$VVRFLDWLRQ LQ :DVKLQ

KH6WUHHW 1: ‡ :DVKLQJ%A: 37

KLJKO\ HIIHFWLYHDEQGWQRXW SHQFWPFD O IRU WKH ORQJ KDXC
LQWHUYHQWLRQ WKDW LV KLJKO\ HIIHFWLYH DQG KDV EHHO
DQG PRUWDOLW\YDFFLQHVHFWLRQ

7KH QDWLRQ SDUWLFVSDWHG LQ D EROG QDWLRQDO HII
SODWIRUP NQRZQ DV P51\$ SHW KDFW HCVGLELFFHQWXG\ IRU RYHU
P51\$ SODWIRUPVW DURXQG WKH ZRUOGFRIDG\$UERGXFHG
YDFFLQH WKDW LV ERWK VDIH DQG HIIHFWLYH LQ SURWHFW
&R9 YLUXV :KLOH ZH DUH DZDUFRXQGQPSRQVYWQH VMUD
HIIHFWLHQF\ RI WKH FXUUHQW YDEODQDSHWDRU GDWKHOWKH HIFV
DSSODXG WKH HIIRUW LQ JHWLQJ WKH YDFFLQH VWXGLHG
HPHUUHQF\ XVH DXWKRULJDWLRQ SURFHWVSDUWLVQZDVCQHL
<HWYDLQJ D VDIH DQG HIIHFWLYH YDFFLQH DQG JHWLQJ V
SRSXODWLRQ DUH WZR HQWLUHO\ GLIIHUHQW PDWWHUV

7KH SURFHVV WR DFWXDOO\ YDFFLQDWH SHRSOH VWDU
VSHHOQRI)HE DFFRUGLQJ WR WKH &'& ZH KDYHIDGQIRQLV
WKH PLOOLRQ GRVHV DYDLODEOH 7KLV KDV UHVXOWHG
GRDQ PLOOLRQ UHFHLYLQJ WKH IXOO WZZHGRUHHV 'HV
VHHLQJ WURXEOLQJ WUHQQV LQ GLVSDULWSDUWLVKFKODWOFR
FRPPXQLWLHV RI FROEDUQG KHPHQGLVSDULWLHV PLUURU W
RB&5 WHVWLQJ IRDQSDUWLVKFKODWOFR WZLQVGI RSD#CE FIFU'ED.WGESD
ZH DK00€ ZUR Z

KHDOWK PHDVXUHV LQFOXGLQJ XVLQJ FXOWXUDOO\ DSSUR
DQVUXVWHG PHVVHQJHEUHQ7 ISLVR YMOJ DWRHJQ KUDWDVH NQRZOH
FKDQJH IRU SHRSOM\ZLDVGGW HVS, 'BDWHUQDO FKLOG KHDOWK
SUHYHQWLRQ WREDFR UHGXFWRQ DQG VXEVWDQFH PLVX
ORVW SHRSOH\RXV DERXW WKH YDFFLQH GR QRW NQRZ
NQRZ PRUH EHIRUH GHFLGLQJ WR JHW YDFFLQDWHKPRQWHF
)RXQGDW\XQQ WKDW XVLQJ FHUWDLQ ZRUGV DQG DSSURDFK
7DLORU \RXU PHVVDJH WR \RXU DXGLHQFH EHFDXVH
E\ UDFH DJH SROLWLFDO SDUW\ DQG JHRJUDSK\
'LVFXVV WKH EHQHILWV RI WKH YDFFLQH DV ZHOO D
\$YRLG MXGJPHQWDO ODQJXDJH ZKHQ WDONLQJ WR
DQG DGGUHVV ZKDW WKHLU VSHFLILF FRQFHUQV DU
'HVFULEH WKH YDFFLQH GHYHORSPHQW SURFHVV Z
GRZKDW VDIHW\ DQG VLGH HIIHFWDW ZHDQO IRU WKHDF
RQJRLQJ VDIHW\ SUHFDXWLRQV WKDW DUH LQ SODF
\$GGUHVVLQJ PLVLQIRUPDWLRQ ZLWK IDFZKLIDQGDDYRLG
HQXS UHLQIRUFLQJ W\UHP LRASSRBUWPSOWLRQPHSVWDJHV PXVW E
GHOLYHUHG E\ W\ZKRWHLGPHXOWXUJDOO\ FRPSHWHQW DQG P
SK\VL\RXDQKH KHDOWK GHSDUWPHQW VWDII PHPEHU IDLWK RU
FRPPXQLW\ KHDOWK ZRUNHUV ORFDO SKDUPDFLVW DQG RW
FRPPXQLW\

6WUXFWXUDO %DUULHUV
6LJQLILFDQW VWUXFWXUDO EDUULHUV FRQWLQXH WR X
DQG WKDW KROGV WUXH LQ W)RUPW[DP&Q9, YDFFLQDWLR
x *HWWLQJ DQ DSSRLQWPHQW WR EH YDFFLQDWHG LV PR
DFFHVV WR D FRPSXWHU :L)L RU EURDGEDQG VHUYLF
x &XUHQWO\ DSSRLQWPHQWV DUH QRW ZHOO FRRUGLQD
DUH RIWHQ KDUG WR ILQG
x /LPLWHG QXPEHUV RI WHOHSCRQH EDVHG DSSRLQWPHQ
OLPLWHG QXPEHU RI DYDELQDULGHUW \$SRQZMPCQWMLDWHC
LQ YDFFLQH DFFHVV
x -REV WKDW UHTXLUH VSHFLILF VKLIWKRQSSURDSQIPDWH
V\VWHP WR VFKHGXOH DQ DSSRLQWPHQW EHIRUH DOO
x 7KH ORFDWLRQ RI WKH YDFFLQDWLRQ VLWH FDQ DOVR
UHTXLUHV WKH XVH RI D FDU RU LI WKH YDFFLQDWLRQ
E\ SXEOLF WUDQVSRUWDWLRQ

&UHDWLQJ DQ RUJDQLJHG VLQJOH SRLQW RI HQWU\ IRU
DSSURSULDWH WKDW DYRLGV GXSOLFDWH DSSRLQWPHQW V
WKHP 9DFFLQH DSSRLQWPHQWV DOVR QHHG WR EH SURYLG
DFFRPPRGDWH WKRVH ZLWK QRQ WUDGLWLRQDO ZRUN VFKH

HSHGLWH WKH VHFRQG DSSRLQWPHQW)ROORZ XS DSSRLQW
RI WKH LQLWLD YDFFLQDWLRQ ZKHQHYHU SRVVLEOH
7KHPSRUWDQFH RI D VWDEOH DQG DGHTXDWH VXSSO\ R
SODQQHUV ZRUNLQJ WR HQVXUH HTXLWDEOH DFFHVV WR YD
YDFFLQH VXSSO\ WKH VKRUWDJH FRQWLQXHDV QURPHDQV PDM
D PDMRU EDUULHU WR HIIHFWLYH SODQQLQJ VFKHGXOLQJ
VKRXOG EH VXSSRUWHG LQ WKHLU HIIRUWV WR LQFUHDVH Y
(TXLWDEOH YDFFLQH GLVWULEXWLRQ ZLWKLQ WKH DWHV
3YDFFLQH UHGOLQLQJ' KDV EHHQ FRLQHG WR LOOXVWUDWH
FRPPXQLWLHV RI DGHUHQFHURM BUDVGHFRPPXQLWLHV ZLWK
YDFFLQH GLVWULEXWLRQ VLWVWLRQ KH WXS SRXW DW ZLW
EH FULWLFDO WR HQVXUH WKDW DV ZH DFKLHYH GHYHORS
DFFHVV WR YDFFLQHV IRU XQGHUVHUYHG SRSXODWLRQV DG
9DFFLQH WWRXWLPZLQJ LVVXH LQ PDQ\ FRPPXQLWLHV 3
WR GLIIHUHQW VWDWHV RU FRPPXQLWLHV WR EH YDFFLQDW
UHJLRQV ZKHUH WKH WUDGHRII LV RI SHRSOH EHLQJ YDFFL
RU ZKHUH UHJLRQDO OLQHV FURVV SROLWLFDO ERXQGDULH
FDQFHO HDFK RWKHU RXW 2XW QDQF RYSHWYELQXVMDQFMM WKH
LQIOXHQFH DQG JHM YDGHVQDQVGHGKSIDGRULW\ JURXS RU J
3FURZG RXW' DFFHVV WR YDFFLQH IRU WKH FRPPXQLWLHV V
8VLQK DUPDFLHV WKDWWKHFRFRFQVHG\ ZLWKRKHOSUZLWK
WKH VLWHV ZLWK DGHTXDWH YDFFLQH DUH RIWHQ QRW LQ
VRPH SKDUPDBUFRKSLRDFWLYHO\ FRQWDFWLQJ HVWDEOLVKH
YDFFLQDWLRQ DQG UHDFKLQJ RXW LQR KDUG KLW FRPPXG
SURLGLQJ WUDQVSRUWDWLRQ WR YDFFLQDWLRQ DSSRLQW
FHQWHUV DUH DQ LPSRUWDQW HOHPHQDWHWRRVBOYHQQJLQWIKV
FRPPXQLW\ DQG KDYH WKH WUXVW RI WKHVH FRPPXQLWLHV
LVVXH \$GGLWLRQDO SURJUDQV WKRPSYDPRQH WLRQ WSRV
YDFFLQHV WR D VSHFLILF FRPPXQLW\ DUH DOVR QHHGHG
\$V ZH UROO RXW WKH QDWLRQDO YDFFLQDWLRQ SURJU
SXEDQFUHDVHV ZH QHHG WR HQVXUH ZH DGGUHVV WKH PD
EHHQ IXOO\ HQJDJHG 7KHVH LQFOXGH WHDFKHUV JURFHUV
ZRUNHL@DWHGONH W\ @QLW LXV NHDFVHQWLD ZRSPDWHQ

, WKDQN \RX IRU WKH RSSRUWXQLW\ WR WHVWLI\ EHIRU
IRUZDUG WR ZRUNLQJ ZLWK &RUSLVLRDQWLWKKHIDRUPWLWV
KDV D VWURQJ DQG HTXLWHDFDQGXELRQKHGDFWZHOOWUDL
ZRUNIRUFH WR DGGUHVV WKH FXUUHQW SDQGHPLF DQG IXW
WR DQVZHULQJ DQ\ TXHVWLRQV \RX PD\ KDYH