

Inspiring excellence
in education and life.



Appointment of Head of School

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Mulgrave School would like to acknowledge that the land on which we live, teach, and learn is the unceded traditional lands of the xwməθkwəy̓əm (Musqueam), Səlílwata? (Tsleil-Waututh), and Skwxwú7mesh (Squamish) Nations of the Coast Salish peoples.



An Amazing Opportunity

Welcome to Mulgrave and thank you for considering the opportunity to lead our school.

This document is a brief introduction to our school; we could never fully capture our sense of purpose and the breadth of our offerings, nor the remarkable energy of our community simply on these pages. We invite you to also browse [our website](#) and take a minute to watch [this short video](#) - we hope you feel some of what we call the 'Mulgrave magic'.

Established in 1993, we are a young and agile school with a clear commitment to a broad, holistic approach to education. Since the earliest days, our school has been known for continually seeking new and innovative ways to ensure that our students have the highest possible quality of education. We have enjoyed exceptional leadership since the founding of our school and each Head has built upon the strengths of their predecessors, further progressing us towards our aspiration to be amongst the best in the world.

Mulgrave has many strengths. While our campus wows, we always say it's what happens inside and beyond these walls that defines our school. Our diverse, cohesive community inspires, our shared values unite, and our talented faculty and staff nurture students in the pursuit of their personal best. Through the IB Continuum programmes and our broad range of core enrichments, we challenge students to learn, play, reflect, and grow, all while exploring their place in the world as global citizens.

We also have many opportunities. Our Board,

leadership team, and community envisage our future in bold, aspirational terms. We are committed to diversity, equity, inclusion, and justice and recognise that we all have work to do. And, through social emotional learning, including connections to identity, and an emphasis on outdoor education we are embedding our priority of student wellbeing.

Our next Head of School can harness these strengths and seize the opportunities with a vision befitting a best-in-class international school. With the additional beauty and lifestyle that the Canadian West Coast has to offer, this position is an exciting, once-in-a-career role.

We hope you will join us.

Mulgrave School – The International School of Vancouver – is a gender inclusive, secular IB World School. As an independent day school with a reputation for academic excellence and for providing a broad, holistic education, we offer the International Baccalaureate curriculum to students from Pre-Kindergarten to Grade 12 in a spectacular West Vancouver setting.



Introducing Mulgrave

Our Mission

Inspiring Excellence in Education and Life.

Our Vision

By inspiring excellence – the continuous pursuit of personal best – in education and life, Mulgrave strives to equip lifelong learners to thrive in a culturally diverse and interdependent world and to embrace, with passion and confidence, their responsibility to always do their best to support others and to make a difference by serving their communities, both locally and in the world at large.

Faculty: “There is a strong movement to distinguish this school in the eye of the public, and student interest is at the core of all policy. Senior leadership sets the example of a strong ethos of respect and sensitivity, particularly in light of contemporary dialogue of historical injustices and their current effects.”

Our Values

At Mulgrave we believe:

- Individual values are based on personal integrity and acting with respect towards others.
- Our sense of community and friendship is founded on humility, empathy, commitment, and inclusion.
- Lifelong learning is built upon curiosity, creativity, agility, and innovative thinking.
- A global perspective and environmental and social responsibility are central to becoming true world citizens.
- All members of our community strive for wellbeing and balance and understand that striving for one's personal best should be enjoyable.

Introducing Mulgrave

The Mulgrave Difference

- An IB World School offering broad, holistic education that focusses on the development of the whole child and provides students with the essential skills and personal qualities for happiness and success in life.
- A close-knit community with a shared set of values provides our students with the best possible learning environment.
- Our commitment to innovation and leading educational practices inspires students to reach their personal best.
- Highly skilled, committed teachers provide our students with exceptional individual care.
- The IB Continuum programmes (PYP, MYP, and DP) not only nurture skills and knowledge but ensure that students can acquire conceptual understanding and high-level analytical skills.
- A rich array of enrichment opportunities feeds students' passions and piques their interests.
- Beautiful, well-appointed facilities actively support student achievement.



Our Community

Our community is inclusive, and culturally and racially diverse with about 40 nationalities represented and more than 20 mother-tongue languages spoken. We have just over 1,000 students ages three to eighteen, 149 faculty, 53 support staff, and nearly 1,200 alumni.

Mulgrave benefits from the support of long-term, committed families and a stable student population with very low attrition rates (typically less than 4 per cent). It is a sought-after school with a competitive (and intentionally robust) admissions process. Parents, extended family, and caregivers are highly engaged in the school as partners in their children's education, volunteers, strategic advisors, ambassadors, and donors. Whether it's lending professional expertise to a Senior School entrepreneurship programme or sharing cultural celebrations in our Early Years, our families add to the depth of our provision and warmth of our environment.

Our students are all unique individuals and we delight in their progress as they find their passions, become lifelong learners, and grow into their roles as stewards of a changing world. Nearly all of our students have Canadian Permanent Residency or Citizenship with most of the remaining having long-term student visas. We have a small number of overseas scholarship students (in family homestay), and all of our students live in the Lower Mainland within easy commute of the school.

Parent: "Mulgrave is a uniquely strong and friendly community founded on common values that emphasise the importance of education, global citizenship, and the love we share for our children."



Introducing Mulgrave

Our approach to Diversity, Equity, Inclusion, and Justice (DEIJ)

As an IB school committed to inspiring excellence and with the goal of creating a better and more peaceful world, Mulgrave values and celebrates individual identities. We strive to be inclusive of all dimensions of diversity and their intersections, and believe that they enrich our community through varied perspectives and experiences.

Under the guidance of our Director of DEIJ, we have an unwavering commitment to cultivate a sense of belonging and to mobilise all community members to have humility, empathy, commitment, and engage in the process of influencing change.

We seek to make sure that the values of DEIJ inform our everyday interactions and our whole community's approach to learning and interpersonal relationships. This is being approached in numerous ways including faculty and staff workshops, School Leadership Team training in anti-racism and anti-bias, data gathering, and student engagement activities to foster allyship such as listening circles.

Indigenous Teaching and Learning

Mulgrave is committed to intercultural understanding and prioritises our Indigenous Education programme which is central to our commitment to Truth and Reconciliation (Canada's official attempts to reckon with the shameful legacy and ongoing intergenerational impacts of residential schools).

A school-wide Indigenous Education Coordinator guides our teaching and learning in this area, working with students, faculty and staff, families, our Board, and school leaders to advance our efforts towards Truth and Reconciliation, promote First People's Principles of Learning, decolonise the curriculum, develop an appreciation for the richness of Canadian Indigenous cultures and worldviews, and cultivate mutually beneficial and authentic connections with local Indigenous communities, particularly the Squamish Nation.

Student: "My school is very inclusive and everyone is respectful of who everyone's identity is individually, and I have a lot of fun at school."



Introducing Mulgrave

Accreditations

Mulgrave is authorised by the International Baccalaureate (IB) and accredited by the Council of International Schools (CIS). In November 2021, our school was evaluated and re-accredited by both organisations. We were recognised for the cohesion of our community and our alignment around a shared mission, vision, and set of values.

Our school is also accredited by Canadian Accredited Independent Schools (CAIS) and the British Columbia Ministry of Education. We are a member of the Independent Schools Association of British Columbia (ISABC).



Strategic plan 2021-2024

In September 2021, our new strategic plan 'Weaving our Future – Common Threads' was launched. It builds on the 2016-2020 strategic plan and sets a framework for our development in the next three years.

The new Head of School will join prior to the completion of our current plan's timeframe. This is intentional and allows our new leader to spend their first year understanding our school and building relationships across the community. There will be time to work with the Board while engaging students, faculty, staff, families, and alumni to map out Mulgrave's next strategic plan for an ambitious future.

Strategic Fundamentals

The 2021-2024 strategy confirms the school's commitment to being an international, independent, gender-inclusive, preschool to Grade 12, secular, IB day school for families living on or near the North Shore of Vancouver. Our objective is for students to be challenged and nurtured in the pursuit of their personal best while building the foundations necessary for entry into their 'best fit' for post-secondary as well as for lifelong learning.

Strategic Priorities

Our current plan identifies three strategic priorities:

- **Personalisation** – engaging student agency (voice) and technology to support increased personalisation of learning, within and beyond the IB programme frameworks, acknowledging that every child learns at a different pace and in different ways.
- **Student health and wellbeing** – increased focus with more emphasis on social and emotional learning and increased use of experiential outdoor education.
- **Skills development** – continued focus on students' skills development with special emphasis on creativity, global citizenship, and social entrepreneurship.

Our 2021-2024 Strategic Plan can be viewed [here](#).

Our 2016-2020 Strategic Plan can be viewed [here](#).



A Mulgrave Education

Programmes

Mulgrave has a deep commitment to the IB philosophy and programmes; we believe in the benefits of a holistic education that focusses on developing students' personal skills and qualities alongside high-level academic achievements. Our academic provision is inquiry-based and through curricular and co-curricular activities (related to service learning and leadership, the creative and performing arts, athletics, and outdoor education) students make classroom connections, develop the IB Learner Profile attributes, and discover their passions. Mulgrave deeply values mother tongue language development and our robust Mandarin programme is unique and a key differentiator of our school.

Our school is structured into four divisions:

- **Early Years** (Pre-Kindergarten 3, Pre-Kindergarten 4 and Kindergarten)
- **Junior School** (Grades 1 to 5)
- **Middle School** (Grades 6 to 9)
- **Senior School** (Grades 10 to 12)

In each division, our approach is to inspire our students through personalisation and by supporting their unique learning needs. We offer small class sizes and a student-teacher ratio of 7:1.

Students in PK3 to Grade 10 all follow the IB PYP and MYP. Grade 11 and 12 students take IB Diploma Programme courses, and over 80 per cent pursue the full IB Diploma. The remainder follow an 'Enriched Pathway' to graduation, earning the BC provincial Dogwood Diploma. This involves customising their programmes with selected IB and BC Provincial courses, allowing students to focus on commitments in the arts, athletics, or other interests.



A Mulgrave Education

Core Enrichment (Curricular and Co-Curricular Opportunities)

Athletics

The goal of Mulgrave's athletics programme is to support our students' emotional, intellectual, and physical growth. The programme is designed to serve as an extension of the classroom, where students further develop teamwork, sportsmanship, integrity, and grit. Starting in the Early Years and all the way through Senior School, athletics and PHE (Physical Health Education) is built into the IB curriculum. Competitively, Mulgrave is home to the Titans and these teams represent the school in a wide number of sports. At the heart of Mulgrave's competitive programme is the belief in fair play and safe participation in all our activities.

The Arts

The arts offer our students a unique way of knowing and understanding that engages them in effective, imaginative, and productive activity. Mulgrave offers a comprehensive programme in music, dance, theatre, choir, vocal ensembles, band, film, visual arts, and design.

Students explore innovative approaches to communication, problem solving, and creativity whilst refining their sense of themselves and their place in the world. Many pursue their artistic development at the post-secondary level, however we also consider the holistic role of the arts in sustaining mental and social wellbeing for all students. Every child is encouraged to be bold, take risks, explore who they are, and who they are yet to become.

Outdoor Education

Mulgrave offers a vibrant outdoor education programme that engages all preschool to Grade 12 students. We value the opportunity for students to make links between outdoor education and their classroom learning experiences as well as embark on adventures that build skills and connect with personal wellbeing. Students explore our incredible local surroundings through a variety of overnight camps, special programmes such as the Duke of Edinburgh Awards, and elective options.

Leadership & Service

Leadership and service are an integral part of a Mulgrave education. Reflective of our values, teaching and learning in this area engage students in hands-on activities, thoughtful community projects both close to home and far afield, and creative planning to tackle real-world problems. Closely tied to global citizenship, these opportunities challenge students to consider other perspectives, develop humility and empathy, and nurture their sense of environmental and social responsibility. The emphasis is on a leader's role in empowering others and offering a voice to those who are underrepresented. Central to the learning is the development of key skills to enable ethical leadership.



A Mulgrave Education

Academic Outcomes and University Destinations

In 2021, 99 per cent of IB Diploma candidates successfully earned the Diploma, and 68 per cent scored over 35 points. All students earned the BC Dogwood Diploma.

We are proud that Mulgravians consistently continue their educational journey at the world's leading universities with an emphasis on students 'finding their fit'.

In recent years, destinations have included the University of British Columbia, University of Toronto, McGill, UC Berkeley, Cornell University, University of Pennsylvania, Dartmouth College, Northwestern University, University of Oxford, Imperial College London, University of Edinburgh, Hong Kong University of Science and Technology, and NYU Shanghai, among many others.

Student Wellbeing

Student wellbeing is an integral part of an outstanding education, and further strengthening our work in this area is a key part of our strategic plan. We are embedding the tenets of Positive Education across the school and our approach is to combine leading proactive wellbeing approaches with exceptional responsive strategies.

We have adapted Martin Seligman's PERMA model and created the Mulgrave IPERMAH framework, a multipronged approach to wellbeing which includes an emphasis on students' emerging identity (theirs and others), reflections of privilege and challenge, and intercultural skills.

We are also further expanding the role of experiential outdoor education, including the development of our own Outdoor Education Centre and the creation of new partnerships with leading organisations in this field.

A Mulgrave Education

Innovation

Innovation is at the heart of everything we do at Mulgrave; we are a school that avoids complacency and we seek continual improvement. It is a key driving force in the development of our school and it infuses our approach to education.

We are increasingly adopting an evidence-based approach to our policy and practice to ensure that the outcomes will meet the desired effect and align with existing school values.

As an educational offering, the Mulgrave Centre for Young Entrepreneurs and Change-makers (MCEC) is a structured programme for students with an interest in starting or further developing businesses and social enterprises that will create positive change in our world. The programme is part of our commitment to developing an entrepreneurial mindset, equipping our students to navigate the unpredictable world into which they will graduate.





Facilities and Fundraising

Our students enjoy an outstanding, purpose-built learning environment. The last decade has been a period of transformational campus development and we have invested over \$60 million in remarkable facilities.

This has included classrooms and specialised spaces for each division as well as a new Athletics and Performing Arts Centre. Our Campus Plan also includes the development of an aquatics and student wellbeing centre.

It is expected that the focus for our new Head of School will shift beyond buildings as our school moves into a new chapter in its evolution.

In recent years we have launched an annual fund, known as *Momentum*. While the fund supports additional teacher professional development and programme enhancements, another crucial aspect is the development of our endowment and needs-based scholarship offerings to improve our socio-economic diversity.



Governance and Finances

Governance

Mulgrave Independent School Society is a not-for-profit registered society incorporated under the Societies Act of British Columbia with its own constitution and bylaws. We are also a registered charity.

The Mulgrave Independent School Society is governed by a fourteen-person Board of Directors, which includes two student members, responsible for setting and overseeing the strategic direction of the school. We benefit from a very stable Board with low turnover, and new members are selected through a rigorous nominations process.

The Board is chaired by Gopi Chande who is Vice-President of Finance at TELUS and has served on the Mulgrave Board since 2013. She has two children at Mulgrave in Grades 9 and 12.

Full details of the Board can be found [here](#).



Governance and Finances

Finances

Mulgrave enjoys a strong financial position and is exceptionally well-resourced. Our financial strength is derived from a healthy combination of strong enrolment and high demand for places, and significant parent support.

Mulgrave Foundation

The Mulgrave Foundation exists to support Mulgrave School in achieving its mission to 'Inspire Excellence in Education and Life'. It achieves this by raising funds to support the school development and activities.

The Foundation is managed by a Board of Directors who are parents and alumni parents of the school. The chair is Charles Chang, an entrepreneur whose children are at Mulgrave in Grade 10 and 12 and Class of 2020.

Full details of the Foundation can be found [here](#).



Leadership, Faculty and Staff

Leadership

Mulgrave has a culture of broad and distributed leadership. The Head of School is supported by a School Leadership Team comprising:

- Lindsey Berns, Deputy Head of School
- Elizabeth Calderon, Assistant Head of School (Development)
- Martin Jones, Assistant Head of School (Enrichment and Innovation)
- Chiara Tabet, Senior School Principal
- Melissa Moore, Middle School Principal and Director of Student Wellbeing
- Karyn Mitchell, Junior School Principal
- Morag Harris, Early Years Principal
- Jin Ling Bai, Deputy Director of Donor Engagement
- Kelly Chow, Business Manager and Chief Financial Officer
- Tracey Dixon, Director of Talent Recruitment and Development
- John Flanagan, IT Manager
- Graham Gilley, Director of Risk and Safety and Privacy Officer
- Michael Lopez, Facilities Manager
- Michael Moore, Director of AtL Skills Development and Data Manager
- Nadine Pettman, Senior Manager Communications, Marketing and Admissions
- Cynthia Roberson, Director of Diversity, Equity and Inclusion

- Mark Steffens, Director of Community Development and Alumni Engagement
- Fareed Teja, Director of Information and Learning Technology

Faculty and Staff

Mulgrave attracts talented faculty from leading schools across Canada and globally. A significant proportion of our faculty have experience of living and working outside of their home countries and many are multilingual. Our faculty culture is professional, supportive, and empowering. Faculty and staff are encouraged to innovate and take appropriate risks in the development of their practice. Our commitment to empowering individuals is also expressed through our distributed leadership structure which is designed to encourage all members of our community to develop their leadership abilities.

Our progressive leadership positions are a further key differentiator of our school. We have appointed a Director of DEI, Director of Wellbeing, and an Indigenous Education Coordinator among others to provide dedicated and focussed leadership to our efforts in these areas of strategic importance.

We are committed to ensuring a strong sense of wellbeing and community connection among our faculty. Our approach is to ensure consistency across our approach to student and faculty wellbeing. We prioritise efforts to ensure we work efficiently and make connections with one another, approach practices with a focus on family, and offer opportunities to recharge and foster good health.



Role Profile

The Head of School is accountable to the Board for the delivery of outstanding education. This is a complex, multi-faceted, and exceptionally rewarding opportunity.

The key responsibilities and expectations are to:

Vision and Strategic Leadership

- Invest the first year in position listening, learning, and understanding our culture, values, and community.
- Use this understanding to articulate a vision for Mulgrave which builds on our existing strengths and sets a bold, ambitious direction for our future development as a world-class school.
- Translate this vision into an inspirational strategy, engaging all stakeholders across our broad community in the development of a new strategic plan from 2024.

Educational Development and Innovation

- Be imaginative about the future of education, nurturing Mulgrave's culture of innovation to ensure our school continually enhances our ability to provide an outstanding, future-focussed education.
- Maintain strong, current knowledge of the latest pedagogical trends and developments and lead by example in encouraging faculty to contextualise and expand their teaching and learning.

Role Profile

Community Engagement

- Harness the power of the community and embrace partnership with families.
- Engage with students in a way in which they are seen and feel a sense of belonging.

External Engagement

- Lead Mulgrave with a genuinely global perspective, creating opportunities for our community to benefit from and contribute to the global education debate.
- Partner with schools, universities, and other educational organisations locally, nationally, and globally to continue expand our offerings of world-class programmes.
- Be a compelling ambassador for our school on a local, provincial, national, and international stage.
- Build strong relationships with municipal government stakeholders, as well as leading independent school associations in Canada and internationally.

People and Financial Management

- Lead and inspire our School Leadership Team, delegating effectively and supporting each individual in the pursuit of personal best.

- Further enrich our culture of distributed leadership and position Mulgrave as a destination school for aspiring leaders and talented faculty and staff.
- Work in partnership with the Board and the Chief Financial Officer to ensure effective financial and resource management.

Educational and Organisational Culture

- Keep the wellbeing of our students at the heart of all decision-making.
- Value the broad, holistic, personalised education our school provides, furthering our mission to inspire excellence – the continuous pursuit of personal best – in education and in life.
- Celebrate the diversity of our community, championing Mulgrave as an inclusive school which is proudly reflective of Canada's pluralism.

Philanthropy

- Further enrich the culture of giving on which our school is built, developing strong relationships with donors across our community.
- Lead our community in building our endowment with the objective of improving our socio-economic diversity and making an outstanding Mulgrave education accessible to mission-aligned families regardless of means.





Person Profile

We seek an outstanding leader to inspire our community as we embark on an exciting new chapter for Mulgrave. We aspire to become a world leader in international education and, as such, we seek a Head of School with vision, strategic abilities, energy, and ambition.

Our new Head of School will demonstrate most or all of the following personal attributes, experience, skills, and knowledge:

Values, Leadership Style, and Personal Attributes

- Humility, integrity, and an authentic resonance with the mission, vision, and values that unite our diverse community.
- A deep conviction in the value of holistic, personalised education in enabling our students to achieve their personal best.
- Passion for a broad, liberal arts approach to education and enthusiastic support for the philosophy and programmes of the IB.
- A highly visible and strongly relational leadership style with the personal warmth to build connections across our community.
- A genuine respect for our existing culture, cognisant of the fact that all high-performing organisations change and adapt over time in the pursuit of excellence.
- The inner confidence to follow a highly successful Head, enriching our existing strengths whilst encouraging change and innovation in the pursuit of even greater success.
- A well-rounded leader who models breadth through the pursuit of a variety of different interests.
- A commitment to advancing diversity, equity, inclusion, and justice.

Person Profile

Experience

- An accomplished educator with the experience and perspective on what constitutes a world-leading school to guide Mulgrave in its aspiration to be 'best in class'.
- Substantial, senior strategic leadership experience with a track record of advancing positive change.
- Experience in leading, inspiring, and developing strong teams with a clear commitment to the continued professional development of our leaders, faculty, and staff.
- An international outlook with a track record of leading culturally diverse communities and/or in working globally in different contexts.

Skills and Knowledge

- Strong strategic skills to chart the course for an already high-performing organisation, leading our community in balancing continuity with continued change.
- An inclusive, collaborative approach to strategic planning and decision-making such that the broad Mulgrave community is meaningfully engaged in the development of our school in this next period.

- A global educational vision with a clear perspective on the opportunities and challenges for Mulgrave and the courage to lead in a rapidly changing sector.
- An approach to student wellbeing as an integral part of an outstanding school.
- Outstanding relationship-building skills with the warmth, compassion, and empathy to lead from the heart of our community.
- An appreciation of the place of advancement in modern headship with the skills to engage meaningfully with donors in the collective pursuit of our vision.
- An understanding of the business dimensions of successful 21st century school leadership.
- An understanding of the value and challenges of new educational technology and the skills to lead by example.
- An ability to work effectively with different boards, committees, and working styles.
- A well-developed professional network.





Terms of Appointment

An excellent remuneration package commensurate with the importance of the post and the experience of the post holder will be offered.

The appointee will be expected to take up post in July 2023.

There is no designated Head of School's residence, but housing allowance will be provided as part of the package.



Appointment Process and How To Apply

A global executive search exercise is being undertaken by Perrett Laver in parallel with the public advertisement of the post. Perrett Laver will support the Search Committee in the discharge of its duties both assisting in the assessment of candidates against the requirements of the role and identifying a wide field of candidates.

Applications should consist of a full CV and covering letter addressing the criteria set out in the role description and person specification.

Completed applications should be uploaded at: <https://candidates.perrettlaver.com/vacancies/> quoting reference number **5470**. The deadline for applications is **08:30 PST on Friday 18 February 2022**.

The longlist of candidates will be selected in the week commencing 28 February 2022 and longlisted candidates will be invited to interview with Perrett Laver in the weeks commencing 14, 21 and 28 March and 4 April 2022.

The shortlist of candidates will be determined in the week commencing 18 April 2022 and shortlisted candidates will be invited to a first round interview with the Selection Committee in the week commencing 25 April 2022, either via video conference or in person (depending on the location). Finalist candidates will be invited to visit Mulgrave School and take part in a final interview in the week commencing 9 May 2022.

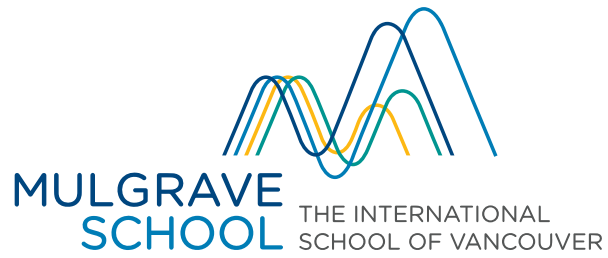
Mulgrave School, The International School of Vancouver, is proud to be an inclusive equal opportunity employer. We employ and welcome all applicants regardless of race, religion, colour, nationality, gender identity, sexual orientation, disability, or other applicable legally protected characteristics. Mulgrave actively looks to increase its staff diversity in all appointments to enrich our teaching and learning environment.

Privacy

Protecting your personal data is of the utmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

As defined under the General Data Protection Regulation (GDPR), Perrett Laver is a Data Controller and a Data Processor. Our legal basis for processing your personal data is 'Legitimate Interests'. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please visit our website <http://www.perrettlaver.com/information/privacy/>





One Embassy Gardens,
8 Viaduct Gardens, London,
SW11 7BW. UK

T: +44 (0)20 7340 6200

F: +44 (0)20 7340 6201



AMERICAS ASIA PACIFIC EMEA