

Appointment of

Director of Jobs for Students, University of Bolton

September 2021



AMERICAS ASIA PACIFIC EMEA

Message from the Assistant Vice-Chancellor (Transformation)

I am delighted that you are interested in the role of Director of Jobs for Students and becoming part of the senior management team at the University which makes a positive difference to our diverse community of students and graduates. As a highly ambitious and agile university, we are well positioned to thrive in the current highly competitive Higher Education sector and utilise the strategic market opportunities.

The defining principle of our vision and strategy is to be recognised as the UK's leading, indeed only, truly '*Teaching Intensive, Research Informed*' university. Such intensive teaching is being underpinned and informed by relevant and high-quality research.

We are passionate about developing the capability and capacity of our students to excel in a complex and rapidly changing world. Every one of us at the University strives to ensure that our students have both deep subject knowledge and strong employability skills to empower their careers and life success.

We consistently deliver an outstanding student experience, which is reflected in our Silver award under the Teaching Excellence Framework (TEF), and repeated success in achieving the highest ranking for student satisfaction in the National Student Survey (NSS) across the region. In this next phase of our future, we are seeking to build upon our successes and continue to realise the ambitions and aspirations of our diverse, innovative and engaging community.

As part of this strategy, we want to deliver a step-change for our students in their graduate employment prospects, and the Director of Jobs for Students is core to the success of that mission. The University has invested in the people and resources to enhance its provision in all key areas; to improve the skills, knowledge, behaviours and confidence of our students to enable them to successfully apply for, and ultimately be appointed into, graduate level job opportunities in the increasingly competitive marketplace.

The successful candidate will lead the University's Jobs for Students Directorate and hold the central role in taking the employability of our students to the next level, leading tangible and transformative change in this area – developing and embedding an employability strategy across the University that provides high quality industry work placement opportunities, develops the employability skills of our students, embeds key graduate attributes in the core curriculum, and prepares our students for the rapidly evolving graduate job market. Establishing partnerships with businesses is critical to achieving this exciting change and improving the employment prospects for our students.

As a small Higher Education Institution (HEI) the University has a family and collegiate feel, with a culture of agility and willingness to create and take advantage of new approaches and opportunities for the benefit of our students.

This is an exciting time to join the University of Bolton Group and I hope you will consider this exciting opportunity to have a real impact on the lives of our students.

Caroline Cowburn

Assistant Vice-Chancellor (Transformation)

About the University of Bolton

The University traces its educational roots all the way back to 1824 when it opened as one of the first mechanics' institutes. Granted University status in 2005, Bolton now has a global student body of around 11,000 - including all campuses and affiliates - employing over 750 people and with a turnover of £60m, circa £100m for the Group. The University is based on a modern, compact, town-centre campus. Our strong industry links allow us to provide a large number of professionally accredited courses through partnerships that include several Chartered Institutes, the British Psychological Society and the Nursing and Midwifery Council. More than 30 of our courses are professionally accredited, reflecting the industry focus of course content.

The University of Bolton is committed to helping and supporting students, teachers and advisers at every stage of the journey into higher education. Valuing its strong partnerships with local schools and colleges, the University offers a range of activities supporting progression into higher education.

Our UK campus development

In recent years, the University has had a major redevelopment programme creating new facilities for study and recreation. In early 2012, we opened a moot Law Court and Bolton One, our new, purpose-built, £31 million health, leisure and research centre, in partnership with NHS Bolton and Bolton Council. It is home to premier teaching and research activity, including flagship health and sports courses and services which are open to everyone. These include an Athlete Development Centre, Sports and Spinal Injury Clinic, climbing wall, Centre for Research and Health and Wellbeing, and a Clinical Simulation suite. 2013 saw the launch of the Business School – hosting Business, Law and Accountancy, along with the Centre of Islamic Finance under one roof. In late 2017, the new facility for the re-branded Institute of Management (consisting of Business and Accounting) opened in state-of-the-art facilities adjacent to Bolton's transport inter-change. There is also a recent purpose-built £10m National Centre for Motorsports' Engineering.

The Teaching Intensive Research Informed (TIRI) agenda

The core purpose of the TIRI agenda is to provide excellent teaching and an unparalleled learning experience to our students. This involves developing “Platinum Courses” in a focused set of academic disciplines in which the University will be a leading provider of Undergraduate and Postgraduate courses. These courses will be market-relevant, attracting a critical mass of high quality students from across the UK and internationally.

The TIRI approach aims to achieve the overall excellence in teaching and student learning through the following key elements: excellent academic staff; state-of-the-art course curriculum and content design; innovative teaching delivery methods and processes, rigorous research underpinning the teaching; high quality facilities and learning environment; robust quality assurance systems and processes; and outstanding student support and experience throughout the student life cycle.

All the academic and support units across the University are aligned towards this overarching approach.

Recent developments and our current situation

In August 2018, the University acquired Bolton College, situated across the road from the University, which provides vocational training to some 10,000 learners. This transaction was the first of its kind in England and, coupled with the acquisition of Alliance Learning, allows for a ‘one-stop-shop’ within the University Group for Apprenticeships all the way from level 2 to level 7. We believe this will be of very significant benefit to students and employers. The University acquired the outdoor activity charity, The Anderton Centre, in March 2019, enabling us to provide a range of enhanced experiences for our students. The University Collegiate School, part of the Quest multiacademy trust, is located adjacent to the campus. The University continues to invest in and further develop its estate and facilities and has ambitious plans for its future, including the potential development of the Bolton College of Medical Sciences in conjunction with Bolton NHS Trust. The development of the Bolton Education Zone as a clearly differentiated quarter of Bolton has resulted in the regeneration and transformation of the town.

The University aims to continue to contribute to the economic development of Bolton and the wider region, as an engine for regional growth through education, training and knowledge exchange. The University is therefore very well placed to embark on the next stage of its evolution, to consolidate and develop its existing areas of strength, and to identify, invest in and grow, new centres of potential excellence aligned with industry needs

Our direction

We will capitalise on our regional strength to build a national and international brand by enhancing the quality, reputation and perception of the organisation. This aim will be achieved through consolidation, focus, differentiation and the creation of value through teaching, learning and knowledge exchange. The University and all its programmes will present a distinctive competence and unique excellence. As an organisation striving for the highest quality in all we do, we will offer our students the very best teaching intensive experience underpinned and informed by high quality research

Key priorities

- The student experience and student satisfaction
- Focusing upon an intensively supportive teaching and learning environment
Investment in staff, developing our existing staff as well as making new appointments
- Investment in IT infrastructure
- Robust and well-developed communications strategy
- A robust planning cycle to design, implement and monitor
- Local plans to deliver the strategic plan
- Strong quality assurance processes and procedures

Key objectives

- Continue to improve the student experience
- Develop the brand and our reputation
- Improve student recruitment, retention and employment
- Develop applied research and knowledge exchange
- Create a network of partner employers and improve the employability of our graduates
- Develop appropriate off campus provision
- Invest in new facilities and continuously improve the estate
- Be financially sustainable
- Be outstanding in all aspects of provision

Our Ethos

- We are a modern and dynamic university with a long history of delivering top-class, industry-relevant courses. We aim for teaching that inspires and motivates our students in a distinctive and distinguished learning environment - so that they have the integrity to contribute to and lead society in the 21st century and help shape the businesses and communities of tomorrow through sharing and the application of knowledge.
- We celebrate excellence in others and willingly bring their good practice back into the University and into our partnerships. We strongly support individual researchers as well as research groups, and create partnerships based on mutual respect and equality.
- We recognise and reward the University's staff as its greatest asset and encourage career development from all our staff. Our Teaching Intensive, Research Informed approach means we offer distinctive, high-quality, student-focused programmes which are inspired by the world-leading research being conducted by our staff, and the strong links to global industry they foster.

- Quality and depth of provision are displayed across all subjects, and we take pride in our top facilities which help to enhance the learning experience of our students.
- We are proud that all elements of society are fully represented and that we are a culturally diverse, inclusive learning community in which staff and students continue to learn from and celebrate individual differences.
- We strive to nurture the qualities that students bring with them, putting heavy emphasis on developing the skills and the interests, as well as stimulating new knowledge and skills. We use assessment data to improve the teaching and learning system, curriculum, instruction, learning resources, counselling and student services and show adaptability, rigour and flexibility in identifying and meeting the needs of individuals.

The Future – An Ever-Changing University

The University of Bolton is not a typical university. We've been developing, learning and evolving ever since the beginning of our journey as an educational institution, almost 200 years ago. With our commitment to our students and our culture of embracing change, we can be sure that we will continue to grow and strive for excellence for many more years. Within the last few years and decades, we have seen significant changes for our institution, and the future is just as exciting.

"Changing The Value Of A University Education"

The higher education system in the UK has changed dramatically over the past few years.

We've not only kept up with changes, but actively anticipated trends, to ensure that our students graduate with the best possible experience and career prospects. We regularly review and change our courses to ensure that they deliver industry-relevant knowledge and skills. We've developed a number of very career-focused courses: from sport rehabilitation to dental technology, special effects to motorsport engineering.

As well as teaching students the knowledge and skills they need to succeed in the workplace, we also provide them with opportunities to develop real experiences of work with placements, live projects and collaborations with businesses.

With our focus on graduate employability, we demonstrate that our role as a university goes beyond merely teaching. We're in the business of transforming lives. Our role is to fully prepare our students so that they have the opportunities and self-belief they need to make a success of their futures.

By working with businesses and employers, we create focused, industry-relevant courses that attract high-achieving students from across the nation. Our students study in surroundings which reflect as closely as possible the working environment which they are likely to enter, with industry standard equipment.

We're also one of the most ethnically diverse universities in the UK, and one of the best universities for social inclusion. Many of our students are the first in their family to benefit from higher education, and we're extremely proud to play our part in raising the aspirations and improving the career prospects of so many young people.

Graduate Attribute Matrix for Employability

At the University of Bolton, we have developed the Graduate Attributes Matrix for Employability (GAME). This matrix aims to evidence the development potential that a student can have within the Bolton learning environment.

We believe every student and graduate is unique; each has their own experiences, learning and way of approaching life. The quality, depth and breadth of experiences while at the University of Bolton enable and encourage the development of characteristic attributes which set our students apart. The Graduate attributes are the personal qualities, skills and academic abilities that the University of Bolton community values, and that a student should acquire during their time at this University, through a programme of study, as well as through the wider student experience.

Graduate Attributes are:

- Expressive of what it means to be a University of Bolton graduate.
- Not simply taught in the classroom but fostered through meaningful experiences and as a result of continuous learning and reflection.
- Unique to every student – in terms of their starting point, experiences, development and comprehension.

We have set out the attributes and skills that we expect all of our graduates to leave our University with. Each attribute enhances one another, and the diverse mixture will be beneficial throughout a student's time both within and outside their chosen profession.

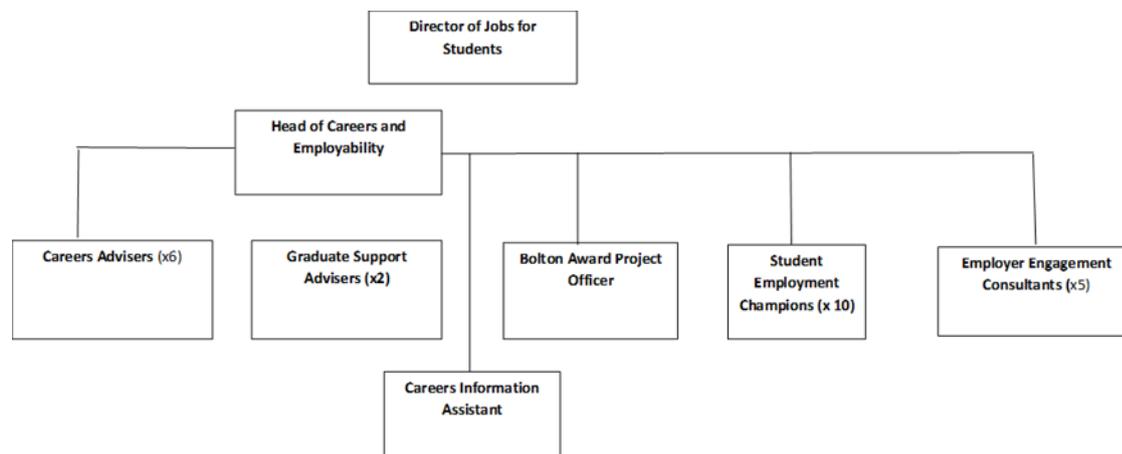
For more information, please see:

<https://www.bolton.ac.uk/student-life/careers-and-employability/develop-my-skills/>



Structure

As part of the University's key strategic agenda to enhance graduate employability and outcomes, in recent years we have invested in people and resources that strengthen the Directorate that the role-holder has responsibility for. The team is currently resourced as follows:



The Role

The University seeks a new Director of Jobs for Students to lead the Jobs for Students Directorate and deliver a step-change in the employment outcomes our graduates achieve.

Reporting to the Assistant Vice-Chancellor (Transformation), the post holder is a key individual within a team of Directors who are seeking to transform and modernise the non-academic student experience and the way that the University interfaces with business. The Director will lead and manage the Jobs for Students Directorate and work collaboratively with academic schools, faculties, and central service areas, to ensure that the University achieves and maintains a high level of performance in all national measures.

An experienced graduate recruitment professional, the successful candidate will bring a deep and current knowledge of the graduate labour market and recruitment trends, exceptional customer relations, communication and negotiation skills, and a proven ability to develop meaningful partnerships. Critically, they will offer a demonstrable track record of success in creating and leading a high-performance team to deliver innovative careers and employability services for students and recent graduates that optimises their confidence and capabilities to win graduate jobs in a highly competitive market. The Director will share in our deeply held commitment to an outstanding student experience that shapes the lives of our graduates.

Principal Duties and Responsibilities:

1. Provide strategic leadership and management of a high-performance Jobs for Students Directorate, that is proactive and innovative to ensure delivery of an outstanding integrated service that results in students securing graduate jobs.
2. Manage and influence internal collaborations - work in collaboration with Academic Schools, Faculties and Service Departments to support the promotion of the University, our students and our alumni to industry, commerce, government and relevant professional bodies.

3. Provide strategic leadership that ensures that the graduate employability strategy is embedded within the curriculum, working collaboratively with academic colleagues to evaluate and enhance the Graduates Attributes Matrix (GAME) to ensure it meets the changing requirements of employers.
4. Ensure that the Directorate provides a breadth of support and approaches that build aspiration, confidence, resilience and know-how for students, supporting them to compete successfully for graduate jobs. Additionally, to ensure that careers support is embedded through the student lifecycle and to work collaboratively with other Directorates to provide students with access to specialist services.
5. Provide strategic leadership in the delivery of graduate job outcomes to meet, and subsequently exceed, the Office for Students' regulatory baseline performance requirements and the University's ambitions, including those for targeted groups of students effectively preparing the University for a successful TEF award in respect of graduate outcomes.
6. Develop and utilise effective links with employers, not just those locally in the Greater Manchester area but also developing links with those in the Times Top 100 and Guardian 300 nationally, to secure placements and graduate employment.
7. As a senior ambassador of the University, engage with external stakeholders (e.g. professional, national or international bodies and high-level advisory groups) to raise the University's reputation for graduate employment.
8. Maintain a strong understanding of the sector and provide the University with timely intelligence that informs planning and shares best practice with academic and professional colleagues.
9. Act as the central point of contact for the University through a team of Employer Engagement Consultants, developing and refining systems and processes to effectively manage relationships and referrals to other employer services, particularly Apprenticeships, both within the University and the wider Group.

10. Lead on the review and embedding of graduate outcomes data across the University, informing the development of services and interventions that are most effective in developing employability skills sought by employers, and in preparing a diverse student community for graduate level employment.
11. Ensure that students have the opportunity to experience industry and public sectors through high quality placements, and to promote events, initiatives and opportunities that optimise student participation.
12. Influence and be responsive to changes in the regulatory environment, policy developments and labour market conditions, and lead the University in its understanding of graduate employability and enterprise.
13. Provide timely, high quality and evidence-based reports to the Executive Board and relevant University Committees on progress, developments, and performance against external benchmarked metrics with respect to the employability agenda. Hold lead responsibility for the timely and accurate submission of data returns to external bodies.
14. Lead the development and implementation of the Alumni Strategy to support recent graduates to secure employment and to develop mutually beneficial relationships with alumni.
15. Participate in or lead a range of cross-University and wider University Group committees and working groups, including the Access and Participation Steering Group.

Note:

This is a description of the position requirements as it is presently constituted. It is the University's practice to periodically review job descriptions to ensure that they accurately reflect the position requirements to be performed and, if necessary, update to incorporate changes where appropriate. The review process will be conducted by the relevant manager in consultation with the post holder.

Please note that this appointment is subject to Disclosure and Barring (DBS) Clearance.

Person Specification

Qualifications

Essential

- Degree or equivalent qualification.

Desirable

- A relevant professional or postgraduate qualification.

Skills / Knowledge

Essential

- Strategic level understanding / knowledge of the graduate labour market, its challenges and trends.
- Proven skills, knowledge and ability to establish long-lasting and trusted relationships with employers to achieve tangible graduate outcomes through work experience, industry insight, recruitment advice and job opportunities.
- Political awareness and the ability to promote the employability agenda at a strategic level both within and beyond the University.
- High levels of networking, negotiation and persuasion skills in liaising effectively with key stakeholders.
- Excellent customer relationship skills, and excellent verbal and written communication skills.
- Enthusiasm to work collaboratively with senior colleagues across the University to align business development strategies and solutions with the delivery of an outstanding student experience.
- Able to prioritise a demanding workload and effectively deliver in a fast moving and constantly evolving environment.
- Able to coach and line manage others.

Desirable

- Awareness of the implications of relevant legislation and government priorities related to employability.
- Understanding of project management practices and methodology.

Experience

Essential

- Extensive experience of graduate recruitment or careers guidance and employability in a large, complex organisation.
- Experience in project / programme management.
- Substantial previous experience in higher education, industry or the public sector in a senior leadership role.
- Experience of preparing and presenting reports and management information to inform decision making.
- Significant experience of leading and managing staff at all levels (including recruiting, developing, training, appraising and motivating staff).
- Experience of budget / financial planning.
- Experience of successfully developing, implementing and evaluating strategic plans/initiatives.

Personal Qualities

- A clear student focus and commitment to the University's values and mission.
- Commitment to continuous improvement and creative ways of working, and an ability to trial new approaches that best equip our students to achieve the employment outcomes they deserve as graduates.
- Efficient and well organised; capable of working under pressure to a tight deadline and an ability to prioritise effectively.
- Able to work co-operatively and sensitively with colleagues and develop/co-ordinate effective internal and external networks.

- Able to reflect and listen to feedback to ensure that the University remains abreast of advances in recruitment practices.

Other

- Commitment to work flexibly in support of the Group, which could involve being based at any of the Group's locations.
- Awareness of the principles of the Data Protection Act, Freedom of Information Act, Bribery Act, UKVI requirements and Health and Safety within the work environment.
- Commitment to the University's policy on equal opportunities and diversity
- Able to work flexibly and travel as appropriate in order to meet the needs of the University.
- Commitment to safeguarding and promoting the welfare of young people and vulnerable adults.
- Have access to suitable IT equipment and broadband internet access at home to work remotely if required by the University.

Terms and conditions of the appointment

The post is open-ended and reports to the Assistant Vice-Chancellor (Transformation).

Salary:

Competitive circa £65-80k (possibly more for exceptional candidate, depending on skills, knowledge and experience).

Pension:

Membership of an excellent contributory career average pension scheme - the Greater Manchester Pension Fund (GMPF) – with employer contributions of 23.2%. If you are already a current member of the Universities Superannuation Scheme (USS) you can remain in that scheme if you wish.

Holidays:

Generous annual leave entitlement – 33 days plus bank holidays

Working hours:

The notional working hours for colleagues employed at the University are 36.5 hours per week. The post holder will be required to work as many hours as are reasonably necessary to fulfil the requirements of the role. Therefore, the successful candidate would be required to agree to waive the 48-hour week limit set out in the Working Time Regulations 1998.

Place of work:

The principal place of work will be based on the University of Bolton's campus. As part of your duties, you will be required to travel within the United Kingdom and may be required to travel overseas. Such travel may include attendance at conferences, seminars or meetings.

Relocation expenses:

As part of your Contract of Employment you should live within reasonable travelling time/distance of the University to fulfil the requirements of the role. Relocation expenses will be made available to the right candidate.

Living in Bolton:

More information on living and working in Bolton can be found at <http://www.bolton.co.uk/>

Health check:

Confirmation of appointment to the post will be subject to a satisfactory health check.

References:

Confirmation of appointment is subject to the receipt of three satisfactory references.

Notice:

3 months from/to the University to expire at the end of a term.

Employee Benefits

Bolton One Stay fit and healthy at our £31 million on-site leisure centre with fitness suite, 25m swimming pool, sports hall, climbing wall and a great range of classes. It also hosts a sports and spinal injury clinic and athlete development centre open to all abilities.

University staff enjoy:

- Free term-time swimming in the morning, lunchtime and late evening
- Discounted memberships
- Discounted lunchtime and evening fitness classes

Cafe culture

The Bistro, the sandwich bar and the Deane deli all serve hot and cold food from breakfast to early evening. There is also an onsite newsagent and cash machine.

Cycle scheme

Save on the cost of a new bicycle and safety equipment. The scheme allows you to save income tax and national insurance contributions, as the value of the vouchers is taken out of your salary before tax.

Season ticket loan

Interest-free loan to buy discounted annual rail season ticket

UoB benefits

UOB Employee Benefits gives employees access to a great range of discounts on: travel bookings, high street vouchers, gift cards, cinema tickets, days out, leisure activities and your day to day spending.

Flexible working

You will find that the University is supportive and flexible in helping you juggle jobs and everyday living, although we do not operate a formal flexitime scheme. You can request flexible working if you have 26 weeks' service or more.

Health and wellbeing

In addition to Bolton One, we also offer:

Free eye tests for all staff using computers

Discounted private medical insurance plans via AXA PPP Healthcare Ltd

A free 24-hour, confidential staff helpline for counselling, advice and support

Discounted assessment and treatment from the Sports and Spinal Injury Clinic

Other leave

Paid adoption leave, maternity leave and paternity leave

Annual shutdown over the Christmas and New Year period

Flexible leave for emergencies and compassionate leave

Library membership

Staff have full access to the Peter Marsh library including our iMacs, touchscreen PCs or laptops in our self-service Tech Zone. There's free wireless network access on campus and around town – just pick up a voucher from the library.

Location The University is just 10 minutes' walk from Bolton town centre and the famous Bolton Market, three supermarkets and a retail park. We're also 10 minutes

walk from the railway station with direct links to Manchester and Manchester Airport and 10 minutes from Bolton bus station with local links.

Personal development

We offer a comprehensive induction to welcome you to the University and a range of staff development courses and access to the Mentoring Academy. Paid study leave may be available.

Religious worship

Our multi-faith Chaplaincy supports the spiritual life of the whole University community, celebrating festivals and notable dates. We have a multi-faith prayer room and prayer preparation facilities.

Equality, diversity and inclusion

The University is committed to promoting equality and diversity in all of its endeavours and aims to provide a work, learning and teaching environment free for discrimination and unfair treatment. This commitment is set out in the University Equality & Diversity Policy.

Working in Bolton

Bolton is one of the UK's most vibrant, friendly towns and the University of Bolton campus is right at the heart of it.

Bolton has lots to offer, from history and heritage to countryside and culture. Home to art galleries, cinemas, music and sports venues, the nationally acclaimed Octagon Theatre (renowned as one of the best provincial theatres in England) and museums including Bolton Museum, which has the finest collection of Egyptian artefacts on this side of London. There is also an award-winning local produce market and the North West's biggest food and drink festival, as well as one of the oldest pubs in Britain. The Marketplace and The Vaults, and Bolton's out-of-town shopping experience Middlebrook Retail and Leisure Park, provide further opportunities to explore.

Behind the town hall is the famous Le Mans Crescent which was named after Bolton's twinned town of Le Mans in France, the home of endurance motor-racing. Bolton is also home to the University of Bolton Stadium (home of Bolton Wanderers Football Club) along with numerous sporting facilities. The Ironman contest is also held from the town and surrounding area every July. The Bolton Arena, one of the many sports centres in the area, hosted badminton and mountain biking events in 2002's Commonwealth Games displaying the town's ability to rise to the occasion and host world class sport. We have produced some of the brightest athletics talent in the country; Stuart Stokes the Steeplechaser, Amy Spencer the sprinter, Jason Kenny the top cyclist and Tom Lancashire the middle-distance runner have all represented England. The world champion boxer, Amir Khan is also from Bolton and is one of the University's Honorary Doctors.

Furthermore, just 17 minutes by train from Bolton is Manchester; one of the UK's most multicultural and lively cities. Here you can find even more culture, attractions and vibrant nightlife.

We also have the advantage of being surrounded by stunning scenery. The West Pennine moors area is only 2.5 miles from campus and offers some of the North of England's most beautiful countryside with lakes and reservoirs, historic ruins and ancient sites.



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International travel could not be simpler. Bolton enjoys a direct train link to Manchester Airport – the busiest UK airport outside of London. So, whether it's returning home or onward travel, being at Bolton will mean you always feel connected.

Appointment Process and How to Apply

The Director of Jobs for Students will be appointed by a University Selection Committee. The University of Bolton will be advised and assisted by the University's executive search partners Perrett Laver.

Applications should consist of a full curriculum vitae detailing career and achievements, as well as a covering letter of no more than three pages addressing your motivation for the role and person specification.

Candidates should also complete and submit the equal opportunities monitoring form provided when applying. The information on the form will be treated as confidential and used for statistical purposes only.

Informal enquiries regarding the post should be directed Omar Begg at omar.begg@perrettlaver.com or via 0207 340 6200.

The deadline for applications for this post is midnight BST on Monday 11th October 2021 and applications should be uploaded at <https://candidates.perrettlaver.com/vacancies/> quoting reference 5271.

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, and 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.

Should you require access to these documents in alternative formats, please contact Clare Fickling Clare.Fickling@perrettlaver.com If you have comments that would support us to improve access to documentation, or our application processes more generally, please do not hesitate to contact us via accessibility@perrettlaver.com



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