



AISL Group Annual Report  
2022/23

CONTINUED COMMITMENT TO EXCEL



Preparing *for* the Future; Prepared *for* Life

# TABLE OF CONTENTS

<b>I. OUR VISION AND MISSION</b>	4
a. AISL Founder's Message	5
<b>II. OVERVIEW OF THE AISL GROUP</b>	8
a. Our Education Offerings	10
b. Our Schools	12
c. Our Students	13
d. Our People	17
e. Group Organisational Chart	20
f. Executive Committee Members of the Group	21
<b>III. CHAIRMEN'S MESSAGES</b>	24
a. AISL Chairman's Message	25
b. HISL Chairman's Message	29
<b>IV. CHIEF EXECUTIVE OFFICER'S MANAGEMENT REVIEW AND DISCUSSIONS</b>	32
<b>V. CHIEF EDUCATION OFFICER'S STATEMENT</b>	56
<b>VI. SCHOOL HEADS' REVIEW REPORTS</b>	64
a. AISL Harrow International School Bangkok	65
b. AISL Harrow International School and LiDe School Beijing	68
c. AISL Harrow International School Hong Kong	72
d. AISL Harrow International School Shanghai	78
e. AISL Harrow International School and LiDe School Haikou	81
f. AISL Harrow LiDe School Chongqing	85
g. AISL Harrow International School Shenzhen Qianhai	89
h. AISL Harrow LiDe School Nanning	93
i. AISL Harrow LiDe School Hengqin	97
j. AISL Harrow International School Appi Japan	101
k. AISL Harrow Hong Kong Children School Shenzhen Qianhai	105
<b>VII. CONCLUSION AND 2023/24 OUTLOOK</b>	108
<b>VIII. GLOSSARY</b>	110





OUR VISION AND MISSION

## AISL FOUNDER'S MESSAGE



Asia International School Limited (AISL) began our journey 25 years ago, when we founded our first school Harrow International School Bangkok in Thailand in 1998. From humble beginnings in the revered land, we have endured hurdle upon hurdle to establish a family of AISL Harrow Schools, of which we currently own 22 school licences in 12 locations, with close to 2,000 members of staff and 7,600 students.

With the removal of travel restrictions in 2023, the world gradually recovered from the pandemic in full swing. Although we saw positive momentum compared to the previous year, yet the global economy remained feeble after the three years of pandemic. AISL and our schools had to make organisational adjustments to maintain the quality provision of educational resources across the Group. In spite of the global challenges we faced, our Group's educational, financial, and operational capabilities remained firm and strong. The Group upholds our integrity by adhering to local regulations and honouring the agreement with Harrow School in the UK. I am grateful for the dedication, diligence, and inventiveness of every member of AISL, the school community, and all of our work partners.

AISL Harrow Schools strive for excellence in education. All schools continue to achieve excellent results both academically and non-academically, highlighting Harrow International Schools in Bangkok, Beijing, Hong Kong and Shanghai, which consistently achieve top results in public examinations and secure admissions to the world's most prestigious Oxbridge and Ivy League universities, including Oxford, Cambridge, Harvard, Princeton, UPenn and Yale.

Harrow International School Appi Japan, opened in August 2022, fully embraced the natural environment in its educational activities and boarding life during its first year of operation; and the four Harrow LiDe Schools in Chongqing, Haikou, Hengqin and Nanning, established since August 2020, have carefully crafted a distinctive Harrow education model that harnesses the strength and rigour of education in China and instills a deep understanding of Chinese heritage, culture and tradition, with an equal emphasis on both English and Chinese languages. I have full confidence in their first iGCSE cohorts of this academic year.

Our AISL Harrow Scholarships, a charitable programme that was established by the Group in 2021, has been receiving hundreds of applications from academically talented children from different parts of the world to enter our AISL Harrow Schools. Sixteen of them have so far been chosen from a competitive pool of over 1,300 applications in the last three years. These students serve as role models for other students and are recognised for their academic excellence. The first cohort of scholars did their A Level examinations in 2022/23 and scored high-flying results and all entered the world's top universities including Harvard and Cambridge.

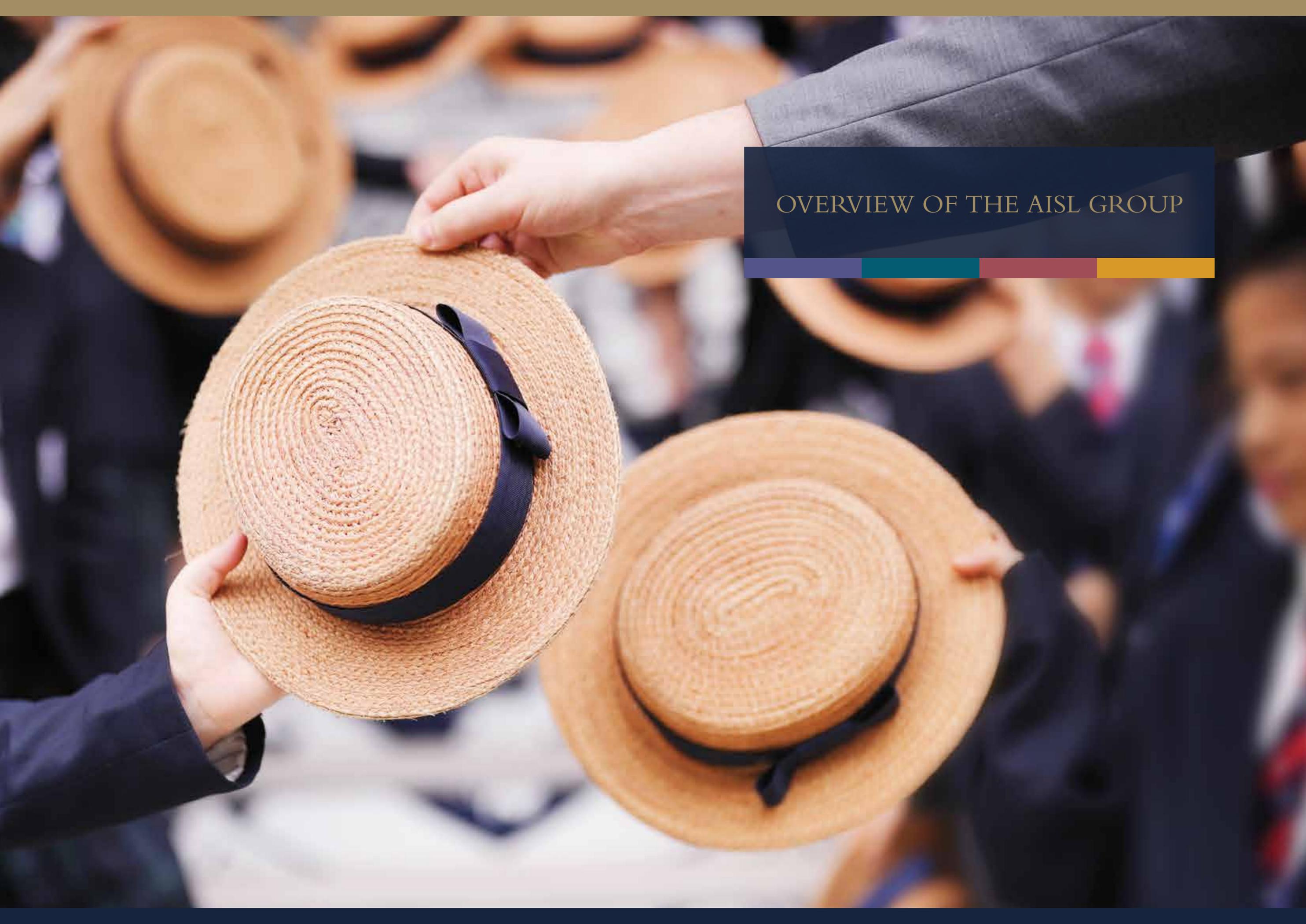
Our aim has always been to ensure that our schools and other educational provisions create a legacy that stands the test of time. We accomplished a majority of the 38 recommendations in the Three-Year Strategy Plan for 2020/23, with a year to spare, despite the challenges we faced. For the next five years, 2023 to 2027, the Group's second Strategy Plan looks to the future and focuses on excellence and revitalising its meaning, investing in digital transformation, and cultivating sustainability. Fifty recommendations in education, our people, governance and finance, and sustainable development are mapped. During this academic year, nine of them were accomplished and most are working in progress or in the planning stages. These are the evidence that AISL is embracing innovation and continuing to invest in a future-proof learning environment for our Group and our AISL Harrow Schools.

AISL's new ventures, AISL Academy, AISL Mall, and AISL Outdoor, exemplified our determination and foresight to enrich education. With the slogan Learn More, Matter More, we are committed to establishing a learning community for teachers, students, parents and anyone who is passionate about excelling education, both at AISL Harrow Schools and internationally.

Our people are the key to excellence in education. On behalf of the AISL Executive Committee and the AISL Harrow School Boards of Governors, I am pleased to welcome the following Heads of Schools who have joined AISL Harrow Schools in 2023: Mr James Murphy O' Connor for Harrow Bangkok, Mr Philip Akerman for Harrow Beijing, Mr Oliver Wells for Harrow Haikou, Mr Daniel Barry for Harrow Qianhai, Mr Alexander Reed for Shanghai, and Dr John Tan for the Group's first HKDSE school in Shenzhen. My congratulations go to the following members of staff who have taken up new roles from September 2023: Mr Michael Farley as Brand Ambassador of AISL and Mr Stephen Tong as Acting Head of Harrow Appi.

I would like to express my sincere gratitude for the leadership of Dr Rosanna Yick-ming Wong, our Chairman, Mr Eric Wing-cheong Leung, our CEO, Ms Louisa Yuk-king Ho, our CFO, Dr Ahmed Hussain, our CEdO, and Ms Clare Hsin-yao Chiu, our COO, for their hard work and dedication to lead the Group, as well as the AISL education, forward for excellence.

**DANIEL CHIU**  
FOUNDER  
15 November 2023

A group of people, likely graduates, are shown from the chest up, wearing dark suits. They are holding up light-colored straw hats with black ribbons. The focus is on the hats in the foreground, which are held up in a celebratory gesture. The background is slightly blurred, showing more people in similar attire.

## OVERVIEW OF THE AISL GROUP



## OUR EDUCATION OFFERINGS



AISL  
**HARROW**  
INTERNATIONAL  
SCHOOLS  
哈罗国际学校

AISL Harrow International Schools ('HIS') are world leading international schools that provide an education structured on the national curriculum for England, Wales and Northern Ireland. Students follow a pathway towards the study of IGCSE and A levels, both world leading qualifications recognised by all universities across the globe. Harrow International Schools in Hong Kong and Shanghai are positioned in the top 1% of all schools for IGCSE and A Level outcomes. A HIS education leads to access to world leading universities including Oxbridge and Ivy League.



AISL  
**HARROW**  
LiDe  
SCHOOLS  
哈罗礼德学校

AISL Harrow LiDe Schools ('LiDe') offer Chinese families an internationalised education rooted in the Chinese National Curriculum. For students between 6 to 15 years of age, LiDe provides access to a compulsory education but adopting an educational philosophy designed to deliver (A) academic excellence in international qualifications, (B) promote fluency in English language acquisition, (C) establish a Chinese identity that serves as a foundation on which to understand other cultures and (D) developing the students as learners, individuals and citizens. In high school, our students study IGCSE and then A Level alongside providing access to compulsory curriculum elements of Chinese, history, geography and politics and ideology. A LiDe education leads to access to world leading universities including Oxbridge and Ivy League.



AISL  
**HARROW**  
HONG KONG CHILDREN  
SCHOOL  
哈罗港人子弟学校

AISL Harrow Hong Kong Children School ('HHKCS') affords an AISL Harrow education to families with a connection to Hong Kong and the Greater Bay Area. The educational offer is founded on the curriculum framework from Hong Kong and leads to a dual pathway of the Hong Kong Diploma in Secondary Education (DSE) or the IB Diploma. The model of delivery is synonymous with all AISL Harrow schools and founded on a holistic approach to developing the child at a personalised level through a broad and deep enrichment programme, structured pastoral care and a commitment to boarding.



AISL  
**HARROW**  
LITTLE LIONS  
EARLY YEARS CENTRES  
哈罗小狮幼儿园

AISL Harrow Little Lions ('HLL') provides an early years education to children between the age of 2 to 6 years. The AISL Harrow Little Lions philosophy and curriculum is specifically designed to prepare students for transition into a HIS, LiDe or HHKCS and lay the foundations for academic success.



1. Bangkok, Thailand est.1998
2. Beijing, China est.2005
3. Hong Kong, China est.2012
4. Shanghai, China est.2016
5. Chongqing, China est.2020
6. Haikou, China est.2020
7. HIS Shenzhen\*, China est.2020
8. Nanning, China est.2021
9. Hengqin Zhuhai, China est.2021
10. Xiangzhou Zhuhai, China est.2021
11. Appi, Japan est.2022
12. HHKCS Shenzhen^, China est.2023

\* Harrow International School Shenzhen Qianhai  
 ^ Harrow Hong Kong Children School Shenzhen Qianhai  
 As of November 2023

## OUR SCHOOLS

	Established in	Lot Size (m <sup>2</sup> )	GFA (m <sup>2</sup> )
AIISL Harrow International School Bangkok	1998	160,000	60,000
AIISL Harrow International School and LiDe School Beijing	2005	66,667	46,583
AIISL Harrow International School Hong Kong	2012	37,984	56,976
AIISL Harrow International School Shanghai	2016	25,030	37,873
AIISL Harrow International School Shenzhen Qianhai	2020	21,182	61,924
AIISL Harrow International School and LiDe School Haikou	2020	96,673	71,365
AIISL Harrow LiDe School Chongqing	2020	95,616	45,117
AIISL Harrow LiDe School Nanning	2021	66,660	87,214
AIISL Harrow LiDe School Hengqin	2021	38,500	47,303
AIISL Harrow Little Lions Kindergarten Zhuhai Xiangzhou	2021	2,963	4,188
AIISL Harrow International School Appi Japan	2022	99,530	22,904
AIISL Harrow Hong Kong Children School Shenzhen Qianhai	2023	25,334	77,316

# OUR STUDENTS

as of September 2022



Total number of EARLY YEARS (Pre-K – K3)  
students of all AISL Harrow Schools

798

Boys: 437

Girls: 361



Total number of LOWER SCHOOL (Year 1 – Year 5)  
students of all AISL Harrow Schools

2,588

Boys: 1,391

Girls: 1,197

Total number of UPPER SCHOOL (Year 6 – Year 11)  
students of all AISL Harrow Schools

3,137

Boys: 1,692

Girls: 1,445

Total number of SIXTH FORM (Year 12 – Year 13)  
students of all AISL Harrow Schools

579

Boys: 279

Girls: 300

Total number of students of all AISL Harrow Schools

7,102

Boys: 3,799

Girls: 3,303

as of September 2022



OUR PEOPLE

Total number of staff within AISL Harrow Schools **\*1,931**

Male: **598** Female: **1,333**

\*Figures as of July 2023

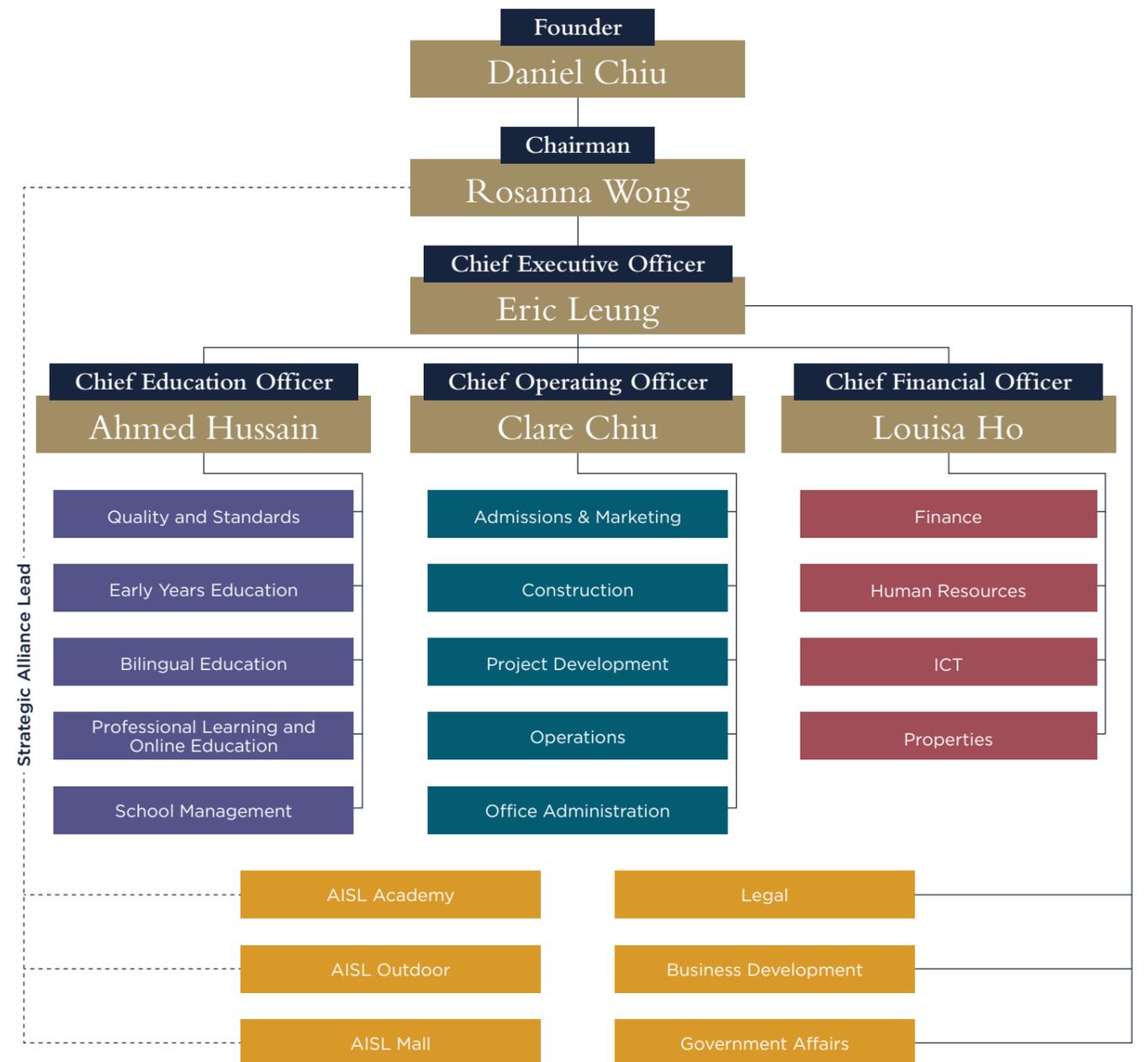


## OUR EXECUTIVE COMMITTEE



From left to right: Clare Chiu, Eric Leung, Rosanna Wong, Daniel Chiu, Louisa Ho and Ahmed Hussain

## GROUP ORGANISATIONAL CHART



## EXECUTIVE COMMITTEE MEMBERS OF THE GROUP



DANIEL CHIU *Founder*

- ◆ Committee Member, 14th Guangzhou City Committee of the CPPCC
- ◆ Holds honorary positions including Honorary Citizen of Maoming, Guangdong; Council Member of China Overseas Friendship Association; Executive Committee Member of All-China Federation of Industry & Commerce; and Deputy Director of the Professional Affairs Committee of the 8th Board of Directors of the Friends of Hong Kong Association
- ◆ Chairman of Fortune Oil Limited and Federal Asia Company Limited
- ◆ Over 40 years of experience in corporate governance



DR ROSANNA WONG, DBE, JP *Chairman*

- ◆ Former Member, National Committee of the CPPCC
- ◆ Senior Advisor, The Hong Kong Federation of Youth Groups
- ◆ Honorary Chairman, World Vision Hong Kong
- ◆ Former Member, the Executive and Legislative Councils, and former Chairperson, Education Commission of the Hong Kong SAR Government
- ◆ Earned Doctor of Philosophy degree in Sociology from the University of California, Davis; with further earned degrees from Hong Kong, Canada and the United Kingdom
- ◆ Holder of five Honorary Doctorates and an Honorary Fellowship from the London School of Economics and Political Science



ERIC LEUNG *Chief Executive Officer*

- ◆ Held key management positions in various Hong Kong-listed companies, prior to joining the Group in 2016
- ◆ A veteran investment banker with over 13 years of experience
- ◆ Holds bachelor's degrees from The University of Hong Kong and University of London, and a master's degree from The Chinese University of Hong Kong
- ◆ Nearly 35 years of experience in corporate governance



LOUISA HO *Chief Financial Officer*

- ◆ Former Finance Director and Deputy Chief Executive of Fortune Oil Plc.
- ◆ Certified Public Accountant of HKICPA
- ◆ Holds a bachelor's degree from The University of Hong Kong and a master's degree from the Ulster University
- ◆ Expert in managing financial and accounting operations, fundraising, investor relations and executing corporate strategy



DR AHMED HUSSAIN *Chief Education Officer*

- ◆ Associate professor, School of Education, Durham University
- ◆ A rich experience in leadership of international school groups and education reform
- ◆ Held school leadership and university research positions in England, UAE and China



CLARE CHIU *Chief Operation Officer*

- ◆ Successful experience of leading strategic business development and organisational transformation in the education sector across geographies and cultures
- ◆ Chief Executive Leadership roles in educational organisations providing educational programmes and services for all age groups and for the entire learning cycle
- ◆ Proven experience of working with audience and stakeholders in education environment such as students, parents, educators, strategic partners, and government institutions
- ◆ Holds a MEd. from The University of Manchester



CHAIRMEN'S MESSAGES



## AISL CHAIRMAN'S MESSAGE



DR ROSANNA WONG, DBE, JP  
CHAIRMAN OF AISL

### Our Continuous Commitment to Excellence

Almost every individual school, school foundation or larger family of schools always claim to stand for 'excellence in education'. This is normal and it is what parents, students and even educators expect, as well as other community stakeholders. The question is, what does 'excellence in education' really mean? How does one not only define this statement more precisely, but, more importantly, how is it manifested in practice?

For the last 25 years, AISL Harrow Schools have held firm to this notion of excellence in education, just as Harrow School in the UK has for the past four and a half centuries. Now, facing mid-21st Century challenges and changes, AISL has come to the conclusion that a re-visitation of this tagline is required, along with a revitalisation of how excellence in education can be made tangible, monitored and measurable in all its schools, scattered around Asia and within China.

We are undertaking this process as a means to hold us accountable, to our student body, their parents and teachers, along with everyone else who looks to the Harrow name. Therefore, this exercise will look at areas where we believe excellence can be achieved beyond simply examination results and league tables. Our purpose is ultimately to invigorate a culture of excellence in education that is clearly understood by all our schools in a shared mission and passion, as well as something that genuinely reflects our motto of 'Excellence for Life and Leadership' that can stand the test of time, in our holistic approach to education, as recommended by the Harrow Education Oversight Committee.

We have taken this opportunity, therefore, as a first step, to list out several areas where we believe that excellence might be achieved and which need to be revisited. We think that this has the potential to lead on to solidifying what excellence in education looks like, both in spirit and in application.

### Areas of Excellence in Education:

**Governance:** If the organisation does not adhere to the highest standards of transparent liability and culpability, then the rest of the areas will not function well.

Therefore, to ensure excellence, there must be full compliance to all frameworks of accountability and responsibility.

**Academic Quality:** As an educational body, academic performance and results matter, but how this is attained is equally important.

Therefore, to ensure excellence, every student must be assured of receiving the attention and focus they deserve to be their best, through teacher-student ratios and small class sizes.

**Student Focus:** Beyond just success in the classroom, AISL Harrow has a responsibility to the safeguarding of all our students, with adequate and relevant support to each student in all their endeavours.

Therefore, to ensure excellence, safeguarding must be an unassailable pledge on which there is no compromise; and to provide special attention on those who might need extra help like SEN students or enhancement classes for those who are more talented.

**Bold Curricula:** Added to the educational required curricula, AISL Harrow schools will also offer a super curriculum which includes programmes offered by AISL Outdoor (AO), as well as learning in the latest STEAM subjects.

Therefore, to ensure excellence, students will have the opportunity to avail of extra-curricular activities, and extended education, to ensure that what they learn is bold and future proof.

**Committed Staff:** Student focused excellence in education cannot be achieved without a concomitant staff commitment to that same excellence.

Therefore, to ensure excellence, we must cultivate a staff-centric culture where they are valued, respected and encouraged to do their best.

**Valued Employer:** To have a committed staff, we must strive to become known as a valued employer in the educational sector. AISL has already begun a process to through the establishment of the AISL Academy (AA).

Therefore, to ensure excellence, we must offer continuous professional development and learning and other teacher training enhancement courses that nurture all staff to their fullest potential.

**Parental Satisfaction:** Ultimately, it is to parents that we answer and through AISL Mall (AM), they will be able to find the resources to support their children. In fact, AISL is committed to all of its stakeholders for maximum satisfaction.

Therefore, to ensure excellence, we will fully engage parents in the learning of their children by offering parent-student support as true educational partners.

**Safety:** AISL is committed to safety in every domain and functioning of school life.

Therefore, to ensure excellence, safety will cover food safety, building safety and even the behavioural safety of all employees.

**Government Relations:** We operate in over 11 locations across different territories with their own compliance requirements. AISL believes that establishing a good rapport with governmental educational bureaux and other official agencies, following all established educational requirements.

Therefore, to ensure excellence, we will fully comply with all government and educational requirements, as we build relation- and partnerships wherever we operate, laying a strong foundation in organisational leadership.

**Corporate Social Responsibility:** AISL believes in the importance of volunteering and service to those in the community. We cannot expect this of our students if we, as an organisation, do not do the same. Therefore, we are determined, that where possible, we will share our resources, be that in terms of access to programmes, activities or even facilities. We also pledge to involve our staff in volunteering efforts beyond the school grounds, to set a good example.

Therefore, to ensure excellence we will instil in students (and staff and parents) the importance of volunteering and service to those in the community.

**Modernised Facilities:** Every campus, in every location, will be built or renovated and revitalised to the highest and most modern standards. This will be seen in classrooms, restrooms, playing fields and every other physical domain where students need to be.

Therefore, to ensure excellence, we are committed to the most up-to-date standards of school development, equipped with the latest state-of-the-art technology and infrastructure.

**Data Analytics:** Close attention will be paid to data analytics that will serve as an indicator and benchmark of our actions, behaviour and impact.

Therefore, to ensure excellence, the gathering and analysis of data will be used to measure both how we are doing and where we need to improve.

In conclusion, these 12 points reiterate our commitment to excellence in all facets and our provision of education, through learning and teaching, as well as in our infrastructure. It further extends to how we conduct ourselves in building up partnerships and relationships with all our stakeholders. Only thus will a culture of excellence and excellence be achieved.



## HISL CHAIRMAN'S MESSAGE



M L MROWIEC  
CHAIRMAN OF HISL

2023 marks the 25th anniversary of the opening of the first Harrow-branded international school in Bangkok by HISL's founding partner, Asia International School Limited (AISL). Today, there are 12 schools within the AISL Harrow Schools group across ten cities in Thailand, Hong Kong, mainland China, and Japan, with over 7,600 students being educated and cared for by over 1,900 staff. Through HISL's rigorous programme of oversight, we are delighted to see AISL Harrow Schools continue to flourish and the performance of the schools, together with the support provided for them by the AISL management team, going from strength to strength.

Although HISL has no ownership interest in the schools, it has a responsibility on behalf of the Governors of Harrow School in the UK for educational and operational oversight, to ensure that the schools achieve the quality expected of the Harrow brand and reflect Harrow School's educational purpose, practice, strategy, and philosophy, tailored to the needs of the students and the local cultural and legal environment. With the easing of travel restrictions in the post-Covid period this year, the HISL oversight team has returned to physical visits to every school, while retaining some virtual visits, to undertake this oversight responsibility; each school is visited at least twice a year. While the primary function of HISL's oversight visits is to report to the HISL board and the Harrow Governors on the performance of the schools and their compliance with their licence agreements, the HISL oversight team works closely with the AISL Education team, which is responsible for the day-to-day quality assurance of the schools, to support the schools in their drive to excellence. Together the AISL and HISL teams ensure that the schools' experience of the quality assurance process is seamless, supportive, rigorous and fair.

The framework for all reviews of school performance is the Harrow Standards, which outline HISL's expectations of Harrow-branded schools in their delivery of the core elements of a Harrow education in their local environment. The Harrow Standards help to differentiate Harrow-branded schools from their local competitors and are also designed to support them in external third-party inspection and accreditation through the British Schools Overseas (BSO) inspection regime. The Harrow brand is a kitemark of quality and it is becoming ever stronger in Asia, reflecting the increasing alignment of HISL's and AISL's expectations and objectives. In addition to collaboration in the oversight process, senior representatives from AISL and HISL meet regularly throughout the year to discuss strategic, business development and education oversight matters at a group level, with a focus on delivering excellence in the schools. There is a transparency and supportiveness to those discussions which is as refreshing as it is effective. The Director of Harrow Brands also provides invaluable support in the consistent application of the AISL Harrow School Brand Guidelines to ensure brand protection.

HISL also facilitates the role of Harrow School itself in collaborating with the Harrow-branded schools. There is much to be gained for teachers and pupils in the Harrow Family of Schools through the continued strengthening of relationships in areas such as recruitment, sharing best practice, professional development for teachers and opportunities for interaction between pupils from different schools. There were some excellent online collaborations between pupils during the Covid period, notably publications in creative writing and STEAM, involving contributions from students in different parts of the Harrow Family of Schools, but we are all excited to be returning to in-person interactions. In June this year, for the first time since Covid, the Fifth Form Conference involving students from Harrow School and John Lyon School in the UK and students from AISL Harrow Schools, took place at Harrow School. In July, some of the newly appointed teachers in AISL Harrow Schools attended an induction at Harrow School before flying out to start their new roles this term. We look forward to the return of senior members of staff in the schools and AISL also experiencing inductions to Harrow School in the UK. The increasing size of the group requires a focus on making the most efficient use of time in collaboration and support in the Harrow Family of Schools and much work has been done this year to plan an agreed programme and calendar of events for the whole of the 2023/24 academic year.

This year saw the retirement of John Batting as Chairman of Governors of Harrow School. He has been a deeply committed Director of HISL since 2013 and has played an important high-level role in building strong relationships between Harrow School and AISL and in particular with Daniel Chiu, the Founder of AISL. It was fitting that John's last year as Chairman saw the signing of a new Harrow International School Master Agreement with AISL, our hugely valued founding partner, together with the opening of Harrow International School Appi in Japan and preparations for the opening of Harrow Hong Kong Children School in Shenzhen in September 2023. At HISL, we could not be more delighted with the evident authenticity of our partnership with AISL and we look forward to continuing to play our role in supporting the drive for educational excellence in all AISL Harrow Schools.

A young man with dark hair, wearing a dark blue school blazer, a white shirt, and a yellow and blue striped tie, is smiling and holding a white envelope. The background is a blurred crowd of people in a school setting. A dark blue rectangular box with a horizontal bar below it is overlaid on the right side of the image.

CEO'S MANAGEMENT  
REVIEW AND DISCUSSIONS

## CEO'S MANAGEMENT REVIEW AND DISCUSSIONS



Our financial year 2022/23 which ended on 31 July 2023 (the "Review Year") had been a challenging but rewarding year of the Group and our AISL Harrow Schools. The first half of the year was still a period of repeated disruptions to the normal operations of our schools due to the pandemic: suspension of classes and co-curricular and super-curricular programmes, halt of admissions and parent engagement activities, restrictions on social interactions among students and other members of the school communities etc. The lifting of Covid restrictions in all those cities where we have presence in February/March 2023 allowed our schools there to resume their normalcy, and the resilience of our students and staff quickly put their schools back to their stronghold of academic performance and extra-curricular achievements. The Review Year marked an academic year of very strong iGCSE and A Level examination results, which brought to our students 23 offers from Oxbridge, 17 offers from Ivy League universities, and many more from the Top 50 universities around the world.

The following is a brief summary of how our AISL Harrow Schools emerged from the various impacts of Covid during the Review Year.

### Covid and Thereafter

#### *Teaching & Learning*

The academic year 2022/23 witnessed the emergence of all AISL Harrow Schools from Covid-related restrictions. Implications of this change in operational conditions for teaching and learning across the Group has been profound. Firstly, it has ensured continuity in the education for more than 7,600 students in our AISL Harrow Schools. The certainty of sustained teaching and learning in school deeply impacted on the student development, learning and the nature of teaching of our schools. Student wellbeing and development were maximised in the social context of our schools, and interaction among fellow students, which is fundamental in education, has become possible again. Our school

teams have ensured levels of wellbeing and readiness for learning were maximised and importantly, learning could occur alongside peers. The latter point is important as learning is significantly enhanced with high quality interactions with peers and when learning opportunities are active and personalised. Consequently, schools are reporting significant gains in learning.

Secondly, the emergence from Covid restrictions to travel has resulted in a rapid increase in collaboration, exchange of ideas and professional learning in a physical environment. For the five new schools in the Group which were opened in September 2020 and thereafter, this was the first occasion for peers from across our Group to meet in person. Research into effective professional learning and teacher development identify the necessity for collaboration on practical issues and challenges, and for our new schools this has had a transformational impact on the development of curriculum, pedagogy and assessment. Furthermore, it has enhanced leadership of our schools in a similar fashion.

Finally, the lifting of restrictions on access to school premises has meant that engagement with parents, and the wider community, can be restored to those typical in pre-Covid times. For many parents, it was the first time they were able to visit our schools and see them in action. A thriving school community is dependent on quality interactions between teachers, leaders and parents. Since the lifting of the Covid restrictions, our AISL Harrow Schools have been working hard to provide a plethora of opportunities for parents to be in the school to learn about curriculum, teaching and the progress of the children along with seeing their children perform in sports, art, music and drama events.

We look forward to harnessing the post-Covid conditions for the sustained development and improvement in the teaching and learning of our AISL Harrow Schools in the next academic year.



### *School Operations*

All our AISL Harrow Schools across Asia have in the past three years experienced unprecedented challenges brought upon by the COVID restrictions in those cities where we have schools. These restrictions in force before March 2023 demanded extra stringent and agile operations from our school operation teams, and some of our schools had to practise additional limitations which put them to severe test.

In addition to intensified cleaning, disinfection routines and partial shut-down of our facilities and services, some of our schools were also tasked by local authorities to collect travel history, health codes, daily PCR test results etc from all students, staff, and their family members. Some of our schools were asked to shoulder additional responsibilities such as informing the entire school community including family members of the latest COVID-19 policies, and interpreting and implementing its implications. Almost all of our schools experienced lockdown for varying periods, strict campus visit policy was in place that led to a high degree of manpower shortage because most staff and service providers were not allowed onsite. Another challenge we had to face was the high usage of health devices and consumption of hygiene products. This caused a surge of their costs on the one hand, and delayed delivery and shortage of them on the other, exacerbating the already very challenging operating environment of our schools.

The long-awaited lift of COVID restrictions which essentially concluded in March 2023 immediately relieved constraints since 2020. Travelling between headquarters and our schools became possible, which made support and exchanges much more timely and efficient. Our schools once again were able to welcome students, staff, and parents back on campus, and normal school services such as boarding, catering, repair and maintenance works etc were forthwith resumed. School campus improvement works could also be carried out during summer break as planned.



### *Finances of Schools*

Covid in the past three years had posed significant challenges to both enrolment and fee income of our AISL Harrow Schools. Marketing events had to be cancelled and classes held online, resulting in fewer enrolment and in some cases even registered applicants deferring to join our schools until classes could be held in person. In addition, some of our schools had to offer Covid discounts or even refund of tuition fees to students and parents because of mandatory school closures. Stringent anti-Covid measures required by the health and education authorities had also led to substantial amount of Covid-related costs. Delay and even inability of our parents to pay tuition fees also happened during this period.

Now that almost all Covid restrictions are behind us, we can confidently look forward to a stable and uninterrupted academic year of teaching and learning as well as marketing and admissions. Without the need for fee refunds or discounts to students, or the incurrence of substantial costs on anti-pandemic measures, coupled with better post-Covid admissions results, financial performance of our schools is expected to improve, and more financial and other resources can now be allocated to effectively enhance our schools' educational and operational excellence. This will result in more investments in campus improvements, curriculum enhancement, and resource deployment, which together will further enrich the learning environment for our students.



### **Staff Recruitment and Retention**

At AISL Harrow Schools, we believe that our people are key to our success. We are committed to upholding the Harrow values of courage, honour, humility, and fellowship, and we hire talented individuals who share our core values. We strive to provide a value-driven environment that enables our people to do their best work.

During the pandemic, the Group placed significant emphasis on providing seamless onboarding experiences of our new hires while prioritising the well-being of our staff. We specifically focused on addressing their onboarding difficulties, mental health, and safety concerns, and recognising the unique challenges posed by the circumstances. Even after the strict Covid policies were lifted by March 2023, we continued to prioritise the well-being of our staff and fostered trust among expatriate teachers, encouraging their career development in Asia. Hence, the Group continued to provide travel subsidies and retention bonuses to support our expatriate teachers. Due to the adverse effects of Covid, the staff turnover rate for the academic year 2022/23 increased by 2% compared to the previous year, reaching 17%. To gain valuable insights, we conducted a comprehensive staff engagement survey during the Review Year. The survey revealed that staff well-being, career development, pay and benefits, and leadership culture are critical factors influencing staff retention. In addition to our ongoing efforts in these key areas, we have been actively developing global training programs that emphasize cultural diversity and competency. We recognise the significance of these factors in enhancing the overall well-being of our staff, regardless of their location. These programs aim at fostering a greater understanding and appreciation of diverse cultures, creating a more inclusive environment within our AISL Harrow schools. Following the easing of Covid restrictions, our schools have proactively organised a diverse array of staff activities aimed at fostering team bonding and revitalising our school culture. These initiatives serve as valuable opportunities for our staff to actively engage with one another, cultivate strong relationships, and contribute to a positive and supportive work atmosphere.



In terms of talent acquisition, we have consistently focused on managing our employee value proposition to attract and retain top talent. This involves regularly reviewing the competitiveness of our compensation and benefits packages for staff. We have also taken great care to sustain our attractive medical offerings for international teachers, ensuring their well-being and peace of mind. In addition, we are dedicated to promoting continuous learning and professional growth through our bespoke CPD (Continuing Professional Development) programmes at AISL Academy. These programmes provide valuable learning opportunities for our staff, enabling them to enhance their skills and stay abreast of the latest educational practices. During the Review Year, we successfully attracted 250 international teachers to join our schools, including the newly established Harrow Hong Kong Children School, Shenzhen Qianhai. This significant recruitment effort has contributed to the growth of our total workforce, which now stands at 1,930 employees as of August 2023. We remain committed to cultivating a talented and diverse workforce that is dedicated to delivering education excellence.



### ***Students Admissions***

In academic year 2021/22, most of our schools experienced an average of 3.6 months of no admissions activities, school visits or other marketing events due to restrictions imposed on them by the local health authority, and 82% of this period fell within our schools' peak admissions season. The same restrictions continued into the first half of the Review Year until the lift of Covid restrictions in March 2023. This had caused severe impact on our schools' ability to plan, schedule and organise their marketing and admissions events and activities, posing tremendous challenges to reaching the roll targets of our schools for the academic year 2023/24.

Thanks to the dedications, persistence and hard work of all of our staff at both the Group and school level, our schools were able to roll out effective marketing and admissions strategies and plans as soon as Covid restrictions were lifted, achieve successful admissions outcomes in the five months thereafter, and exceed the overall admissions target of the Group for 2023/24. We were very pleased to welcome more than 2,099 new students to our AISL Harrow Schools in September 2023.



### ***Parent and Community Engagement***

Parent Communications and Engagement are particularly critical in challenging times. Our Group and AISL Harrow Schools have adopted platforms and tools to keep parents closely apprised of their children's learning update and school developments.

Many of our traditional events such as Long Duckers were finally able to be held after the lift of Covid restrictions in March this year, they were hugely welcome and well participated by our AISL Harrow Community members. Since March, all of our schools went out of their way to host school specific and community events, from Charity Car Boot Sales in Haikou, inaugural Laurette Poem Citing event in Zhuhai, 10th anniversary celebration in Hong Kong, to Joint Swimming Competition organised by the Hainan Provincial Education Bureau at our Haikou school that was participated by over 800 contestants from different schools from within the province. We also organised intra-group school sports competition, such as the Golf Tournament in Nanning that was supported by all schools within the Group. Our Friends of Harrow (i.e. parent associations of our AISL Harrow Schools) and alumni volunteered their time and were actively involved in many school and Group initiatives such as mentorship and career talks. The Group has successfully created a sense of belonging among different members of our school communities, and has become one closely knedded community of them.



### **Information and Communication Technology**

The educational landscape of the world in the past three years had undergone a significant digital transformation as a result of the pandemic. Mandatory school closures shifted school classes to remote learning, and the ICT systems of schools suddenly became the backbone of teaching and learning. Virtual classrooms, online learning platforms, and video collaboration tools became essential for facilitating remote instruction and maintaining educational continuity. During such period, our AISL Harrow Schools adopted a wide range of digital resources to engage our students and to deliver curriculum content remotely. Our teachers and students adapted very well to this new digital environment, which greatly fostered digital literacy and online collaboration skills of our students, staff and parents alike.

Notwithstanding the return to normal schooling after the pandemic, the Group will continue to leverage on its well-proven digital technology platform to further enhance teaching and learning. Digital transformation strategy is now an integral component of the Group's 3-year and 5-year strategic plan, and we are committed to investing in further digitalisation of our AISL Harrow Schools to ensure their better, more effective and future proof education provision.



### **Our Partnership with Harrow School in the UK**

The Review Year marked another year of strong partnership and close cooperation between the Group and Harrow School in the UK through its corporate representative Harrow International Schools Limited ('HISL'). Not having physical meetings with the HISL board and Harrow School UK Governors since the outbreak of Covid in 2020, AISL board representatives attended strategy meetings with the HISL board in November 2022 and June 2023 and the Governors Meetings of Harrow School in the UK in June 2023. At the November 2022 meeting, the Master Franchise Agreement was signed to further strengthen the working framework between the two parties on how Harrow-branded international schools of the Group are to be designed, constructed, set up and operated in the next thirty years.

During the Review Year, HISL also entered into agreements with AISL Harrow Haikou, AISL Harrow Hengqin Zhuhai, AISL Harrow Nanning, AISL Harrow Chongqing and AISL Harrow Beijing to set up Sino-foreign cooperation senior school programmes for these private-licensed schools to offer iGCSE and A Level courses to senior school students in China. Under these programmes, local Chinese Grade 10-12 students without foreign status will be able to join our Harrow LiDe Schools to receive iGCSE and A Level education in preparation for their further studies at overseas universities.

HISL's oversight team continued to collaborate with the AISL education team in providing educational and operational quality assurance of the AISL Harrow Schools. During the Review Year, a total of 24 oversight visits to our AISL Harrow Schools were made by the education and operation specialists from HISL in conjunction with our education team to ensure that our academic, pastoral and extra-curricular offerings as well as the operation of the schools meet the Harrow Standards in quality and expectations. In addition, a total of 20 governor meetings of our AISL Harrow Schools were attended by them during the year. At the Group level, chair-to-chair meetings were held on a monthly basis, while educational strategy meetings and business strategy meetings were held on bi-monthly basis and quarterly basis respectively throughout the course of the Review Year.

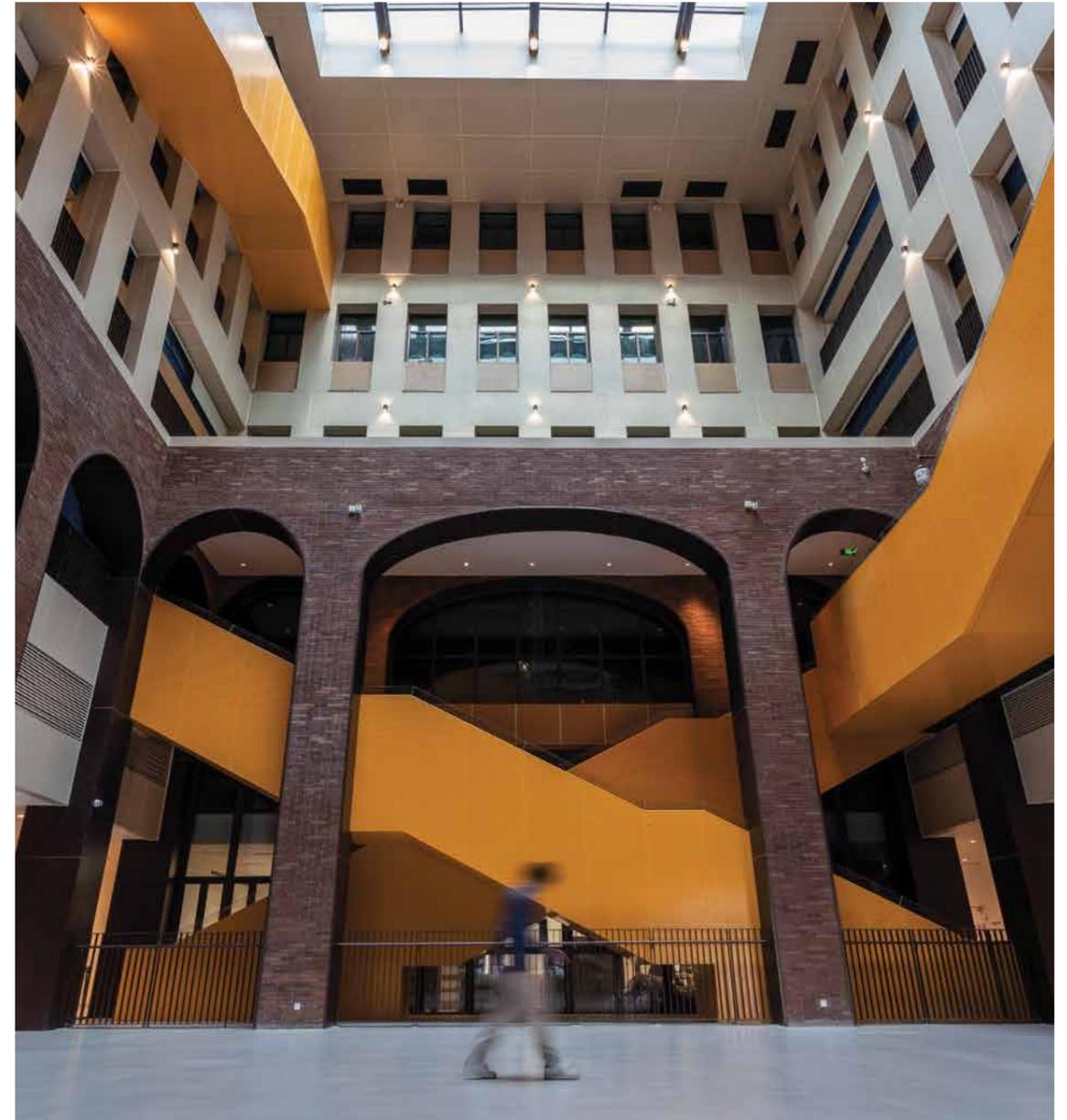


## Harrow Hong Kong Children School Shenzhen Qianhai

After years of preparation, our Harrow Hong Kong Children School, Shenzhen Qianhai was opened in September 2023. The school licence was issued by the Guangdong Provincial Education Department on 14 July 2023, and our 1,400-capacity campus and all academic and non-academic staff welcomed our first K1-Grade 9 cohorts on 4 September 2023.

As far as the Group is concerned, the founding of this K-12 Harrow Hong Kong Children School, Shenzhen Qianhai is not only strategic in terms of extending the Group's prominent educational network in the Greater Bay Area (along with our three existing AISL Harrow Schools in Hong Kong, Shenzhen and Hengqin neighbouring Macau), but also a diversification of education offering from British curriculum into the Hong Kong Diploma Secondary Education ('HKDSE') and International Baccalaureate ('IB') provision embedded within the renowned Harrovian holistic journey forged over the past 450 years. Drawing on the significant resources in the Greater Bay Area, the School will become an educational hub focusing on STEAM, innovation, and nurturing bi-literate, trilingual students (Cantonese, Mandarin, and English).

The School's founding headmaster, Dr John Tan, has a long and strong track record as an expert leader of Band-1 schools in Hong Kong and played a pivotal role in the design of the General Education Curriculum for the Hong Kong Education Bureau. Under Dr Tan's headship, the students from Grade 1 to Grade 9 will follow the Hong Kong curriculum, while within Grades 10 to 12, students can opt for either the DSE or IB pathway. Outside the classroom, students will participate within a vast Co-Curricular Activities Programme in STEAM, music, sports, art, charity work, natural exploration, and many other inspiring pursuits.



On 26 July 2023, the School entered into a Cooperation Memorandum with The University of Hong Kong ('HKU') and St. Paul's Co-educational College ('SPCC'). Under the Cooperation Memorandum, the School will, inter alia, be the internship and training platform for the students of the Faculty of Education of HKU, and will provide them with opportunities for the conduct of researches on education innovation. The cooperation between the School and SPCC under the Cooperation Memorandum will focus on, inter alia, exchanges and cooperation of their respective students in the areas of academics, music, sports, arts, science and technologies and cultures, and enhancement of moral quality and value standards. The School's strategic alliance with these two renowned educational institutes in Hong Kong will no doubt bring new dimensions and perspectives to its provision of international education to its students and community in the Greater Bay Area of China.

## AISL Harrow Scholarships

### The 2021/23 AISL Harrow Scholars

We are very pleased to report on the exceptionally strong A Level examination results of the five 2021/23 AISL Harrow Scholars during the Review Year, and are very proud of the university offers they have received.

In alphabetical order of their respective last names:

**Tiffany Lok Ching CHEUNG** *Harrow International School Hong Kong*

**A Level Results:** Biology A\*, Chemistry A\*, Economics A\*, Mathematics A\*  
**University Offers:** Hong Kong University of Science and Technology, The London School of Economics and Political Science, University of Pennsylvania.

**University Destination:** University of Pennsylvania



**Matthew Han Xian CHIN** *Harrow International School Hong Kong*

**A Level Results:** Chemistry A\*, Mathematics A\*, Further Mathematics A\*, Physics A\*

**University Offer:** Harvard University

**University Destination:** Harvard University



**Finley Tobin JONES** *Harrow International School Shanghai*

**A Level Results:** Music A\*, History A\*, English A

**University Offer:** London Film Academy, MetFilm School

**University Destination:** MetFilm School



**Yi Sum YUE** *Harrow International School Shanghai*

**A Level Results:** Biology A\*, Chemistry A\*, Geography A, Mathematics A

**University Offers:** University of Cambridge, University of London, University of York, Royal Veterinary College.

**University Destination:** University of Cambridge



**Michael ZHANG** *AISL Harrow Beijing*

**A Level Results:** Mathematics A, Economics A\*, Mandarin A, Psychology B

**University Offers:** King's College London, New York University, University College London, University of Bristol, University of Washington.

**University Destination:** New York University



### The 2023/25 AISL Harrow Scholars

In the Review Year, we received a total of 384 applications from 60 countries/regions for our 2-year A Level full scholarships to study at our AISL Harrow Schools starting August 2023. After many rounds of screening, academic assessments, talent and leadership evaluation, and final interviews by our Scholarships Selection Panel experts, we were pleased to award the scholarships to the following five outstanding scholars from different parts of the world:

In alphabetical order of their respective last names:

**Swan Tayza AUNG** *Harrow International School Bangkok*

From the day I wrote my personal statement, I have enthusiastically looked forward to becoming a part of Harrow School's amicable community of new friends and faculty. As a result, I am grateful and honoured to have received the prestigious AISL Harrow Scholarship, as it would open countless opportunities to pursue first-rate education on my areas of interest and build lasting bonds with people of diverse backgrounds and cultures.

**Audrey Yunhan GAO** *AISL Harrow Haikou*

I will keep studying hard, being passionate, and trying my best to make positive contributions to the community. Thanks so much for the generosity and support Harrow has offered me with.

**Sirawat JIRASIRIARIYAKUL** *Harrow International School Hong Kong*

Being admitted to the AISL Harrow scholarship programme is a fantastic opportunity to both explore a new culture and broaden my knowledge. Harrow Hong Kong has a solid and great academic curriculum. I am very much looking forward to joining the community. With this opportunity, I hope to be a great addition to the School.

**KarKar Soe Thway KO** *Harrow International School Bangkok*

When I first applied to this scholarship, I was not confident enough to stand out among all the bright students. As I progressed through the rounds of evaluations, I get more excited at the prospect of getting this scholarship. I will do my utmost to be deserving of this scholarship.

**Bob Pok Ho WONG** *Harrow International School Hong Kong*

I am overjoyed to have the wonderful opportunity to study at Harrow Hong Kong. I am very grateful for this opportunity, and hope to make the most of it by bringing honour and glory to the School.

## Strategic Alliance with AA, AM and AO

During the Review Year, the Group continued to work closely with our strategic partner AISL Academy in strengthening the Group's commitment to the continuing professional development of our staff. Under the leadership and guidance of our Group Chairman, the management and staff of AISL Academy further flourished its platform which now offers a wide variety of professional development content in the form of courses, events and resources, covering three key areas: Core (84 offerings), Professional Development (300+ offerings), Parent Education (200+ offerings) and Student Services (250+ offerings), totalling over 900 offerings.

Partnering with world-leading institutions and experts such as University College London's Institute of Education, robust programs have been implemented by AISL Academy to develop various skills at AISL Harrow Schools. For example, the International Professional Certificate in School Leadership programme which is led by the Group's senior educators in partnership with University College London, is currently enrolling nearly 157 senior leaders from our AISL Harrow family of schools and beyond.

Besides the aforesaid professional development platform, AISL Academy has in the Review Year helped the Group develop an outdoor learning platform called AISL Outdoor to provide a holistic and enriching educational experience for our AISL Harrow students outside of their classrooms, allowing them to discover and explore more about themselves. In July 2023, AISL Outdoor achieved a successful launch of its inaugural AISL Outdoor Summer Camps 2023 across six AISL Harrow Schools, encompassing Appi, Bangkok, Hong Kong, Beijing, Shanghai, and Qianhai. The survey results indicated positive feedback on the summer programmes and a significant interest in a diverse range of programmes within specific student age groups.

In addition to the above, the Group and AISL Academy also worked together in the Review Year to develop a platform called AISL Mall which will be the go-to-place for our educators, parents, students, or anyone interested in the latest developments in K-12 education. The AISL Mall is expected to be launched in 2023/24, and will feature news and expert opinions sourced from both AISL and external experts, as well as a directory listing the latest high quality educational offerings. From state-of-the-art technological innovations to general tips and resources, the AISL Mall exemplifies our belief that education is never stagnant, but is an ongoing exploration of acquiring knowledge in new and exciting ways.



## Business Development and New Projects

With the pandemic now behind us, our pursuit of good school project opportunities reactivated. We continued with the business development strategies as we set out in the last Annual Report, and focused on developing new school projects with geographical and curriculum diversification in mind.

The Hong Kong Diploma of Secondary Education curriculum project reported in the last report finally materialised into our Harrow Hong Kong Children School, Shenzhen Qianhai which received its school licence on 14 July 2023, and opened in September 2023. Details of this school have been given in an earlier section of this chapter.

During the Review Year, the Group reviewed in detail school project opportunities in two ASEAN countries, both projects are currently in evaluation and due diligence stage.

On 12 June 2023, the Group entered into a Memorandum of Understanding with the Incheon Free Economic Zone Authority regarding the establishment of a Harrow International School in Songdo International City in Incheon, Korea. This project is also in its evaluation and due diligence process.

In the meantime, the Group is reviewing a school project in British Columbia, Canada. Initial project documentation has been signed and we are conducting technical and financial analyses of this project. If successful, this K-12 Harrow International School project will be the Group's first school outside Asia.



## The Group's ESG Initiatives

While the post pandemic era presents the Group with tremendous opportunities to continue or even accelerate its growth in terms of the number of schools and students and its geographical footprint, being a socially responsible education institution, we realise that such growth would only be meaningful if it is sustainable and beneficial to the environment and society. Such sustainability and benefits can only be achieved by running our education business and school operations in a manner that enhances our environmental responsibility, social consciousness and corporate governance. In the Review Year, the Group resolved to start formulating environmental, social and governance ('ESG') strategies and policies for our AISL Harrow Schools to help our students and staff develop a sense of empathy and respect towards others and the environment they live in, establish a sense of responsibility towards ethical practices and social justice, and understand the importance of good governance in performing their duties and making their decisions. These ESG strategies and policies will guide our Group and our schools to:

- Environmental:** reduce carbon footprint, increase energy efficiency, conserve water consumption, mitigate waste generation, and maximise use of environmental-friendly products;
- Social:** promote diversity, equity and inclusion of members of the community including students, staff, parents and other stakeholders, and encourage their engagement and participation in charity and community services; and
- Governance:** ensure transparency, accountability, and professional ethics in the operations and management of the schools and the decision-making processes thereof.

With these strategies and policies in place at the Group level and adopted by our AISL Harrow Schools, we expect our schools to incorporate ESG into their academic and non-academic curriculum and programmes so as to increase the ESG awareness of the students and staff, and in particular, to:

- Environmental:** reduce electricity and water consumption, switch to more energy-saving and eco-friendly devices and products, adopt clean-energy school buses, optimise cooling and heating systems, and reduce and recycle waste.
- Social:** create and foster a safe and welcoming environment for all students and staff, regardless of their background, gender, race or religion, promote volunteering and charitable activities and encourage and support students, parents and staff to participate in them; and
- Governance:** apply school policies and procedures fairly and professionally, make decisions at different levels with due authority, delegate authority with clear guidelines and accountability, and exercise discretions responsibly and ethically.

In addition to formulating ESG strategies and policies at the Group level and implementing them at the school level, the following ESG monitor measures will also be adopted to ensure the sustainability of our ESG commitments:

1. Our Group Chief Operating Officer will be our ESG Champion who will, together with her team, conduct regular ESG audit on headquarter offices as well as our AISL Harrow Schools to ensure their compliance with the Group's ESG strategies and policies. They will also monitor ESG data on energy and water consumption, waste generation and reduction, ESG compliant procurement etc, and review social and governance practices of the schools.
2. ESG metrics will also be developed to track the schools' progress in promoting sustainability and ethical practices. These metrics will include factors such as energy and water consumption and conservation, carbon emissions, waste generation and recycling, diversity and inclusion, and community engagement and charity commitments.
3. Special ESG budgets will be allocated to schools to promote and execute good ESG practices, to educate students and staff about sustainability issues, to develop a culture of sustainability and social responsibility, and to provide incentives and rewards to encourage achieving sustainability goals.



## Charity and Community Services

Besides the pursuit for academic excellence and the development of other skills and talents, our holistic education also prepares our students to be responsible citizens in the society. Part of the AISL Harrow curriculum is to encourage our students to actively participate in different kinds of charity works and community services during and outside of school calendars so as to bring kindness to the underprivileged and at the same time to develop the philanthropic personality of our students.

Following the Harrow tradition, the Long Ducker has always been an annual event of every AISL Harrow School to raise money for good causes through charity sponsored run. With the opening of Harrow Appi in Japan in September 2022, its Long Ducker turned white as “Harrow Appi White Long Ducker” when students, teachers and parents were involved in a challenging 5k circular course completed in snowshoes. Substantial amount of money was raised to support the Make a Wish Foundation of Japan which helps fulfil the wishes of young children in Japan with critical illnesses.

Besides Long Duckers, during the Review Year, students of all our AISL Harrow Schools also organised and led a wide array of charitable events and activities in order to help the world and the environment. They performed community services on beach cleaning and ocean cleaning, raised money for scholarships to support underprivileged children to go to schools in Thailand and China. Money was also raised to support charities such as World Wildlife Fund, The Ocean Cleanup, International Animal Rescue, Friends of the Earth, Branches of Hope, Ocean Recovery Alliance, Pink Alliance, Food Angel and Crossroads Foundation. They also supported CNN’s ‘Call to Earth Day’ highlighting environmental degradation. They hiked for charitable organisations such as A Drop of Life, provided food for those experiencing homelessness with the Cook With Love charity, and raised funds for animal charities such as Tails and Villa Kunterbunt. They donated to village schools, and to support disabled children in orphanages. Along with parents, our students also helped raised donations to adopt and support three flamingos of the Chengmai Wetland Conservation Association.



## International Awards and Recognition

In the Review Year, students of our AISL Harrow Schools had also won numerous outstanding academic and non-academic prizes and awards in international and national contests and competitions. The following is a quick glimpse of what they had achieved:

- Full-ride University of Minnesota Golf Scholarship
- Berklee College of Music Scholarship
- Thai National Athlete of the Year for Extreme Sports
- London Young Musician Gold Award
- SEASAC Varsity Girls Basketball, Girls Badminton, Girls Football and Boys Tennis Champions
- FOBISIA U15 Girls Basketball and U15 Boys Basketball Champions
- Member of winning team in the Imperial College’s Global Space Design Challenge
- Member of Hong Kong Team, winners of the World Schools Debating Championship in August 2022, ranked sixth in the world as individual speaker
- UNITAR Youth Ambassador Asia Pacific Programme
- National finalist in China Thinks Big Competition in Shanghai, invited to attend the CTB Global Youth Research & Innovation Conference at Harvard University
- Hong Kong team member at the International Economics Olympiad in Greece in summer 2023
- Hong Kong Team member in the World Individual Debating and Public Speaking Championship 2023 in South Africa, ranked as 7th speaker overall
- Hong Kong team member for the Chinese Physics Olympiad
- Winner of International Parliamentary Debate Competition
- Hong Kong Men’s U19 Rugby Squad for matches in Malaysia in December 2022 and U20 World Trophy in Kenya in Summer 2023
- Boys’ Captain of Alpine Ski Team of Ski Association of Hong Kong, China
- Second overall in the FEI World Horse Jumping Challenge 2023 Zone 8 Category C; First in Hong Kong, and 20th in the world for the overall competition
- Recipient of Hong Kong U20 Junior Sport Scholarship in Fencing
- 2023 Hancock Prospecting Artistic Swimming Australian National Championship: HK Team Silver Medal

- Winner of HK Open U14 Boys' Doubles Tennis Championship
- First Runner Up in GASCA International Music Competition, Tokyo
- Champion Award in Robo Arts at Robofest 2023
- Gold Prize, National Children's Painting and Calligraphy Competition
- Winner of the 2023 Hong Kong Outstanding Teens Award
- Winner of Hong Kong Outstanding Student Award
- U10 Division Championship of the HK Hockey Typhoon Selects
- First prize in Violin at Concours International de Musique de Versailles, French Competition premiere tour
- First Runner-up at the Concerto Category (age 10-11) in the Chopin Avenue Piano International Competition; performed in Poland at the Solo Winner Concert at the Warsaw Philharmonic and the Pszczyna Castle
- 18th AS Watson Group Hong Kong Student Sports Award 2022-2023; ranked Number 2 in Hong Kong U9 Girls' Singles with the Hong Kong Tennis Association
- Gold, silver and bronze medals in the Hong Kong Short Course Swimming Championships
- Distinction award in Australian Science Olympiad-Biology (ASOB) 2022
- Gold, Silver and Bronze awards in the Annual BIO-USACN-British Olympiad Initiative
- Gold and Silver awards in the 2022 BBO-British Biology Olympiad
- First place in both of the ISAC U14 Boys and Girls volleyball tournaments
- Distinction and Merit rates, London Academy of Music and Dramatic Art (LAMDA)
- Gold and Silver awards in the Cambridge Chemistry Challenge
- Gold, Silver and Bronze Certificates of UKMT Senior and Junior Maths Challenge
- Distinctions of American Maths Challenge 12
- Honorable Mention of High School Mathematical Contest in Modeling (HiMCM)
- Gold, Silver and Bronze prizes of China National Science League 2022-23
- Winners of John Locke Essay Competition, Global Geography Spelling Bee, Forbes Art Competition
- Gold award in the UK Senior Physics Challenge (SPC)
- Students published in the Chinese Journal of Chemical education
- Gold, Silver and Bronze prizes of 2023 Kangaroo Mathematics
- National Gold Awards, the 11th International Hippo English Language Olympiad
- Awards of World Youth Economic Forum - LIBF Financial Ability Assessment and Challenge

- Gold, Silver and Bronze prizes of the 4th National Primary and Secondary School Students 'Synchronous Composition'
- Gold, Silver and Bronze prizes of International Voice Asia-Pacific Finals
- First, Second and Excellence awards in the 10th Hong Kong International Vocal Competition
- Outstanding Gold, Silver and Bronze awards in the 17th China National Talent Competition
- First and Second Places of the 13th KJC Asia International Art Festival
- Operational Excellence Awards, Best Strategist Award, World's Best City Award and Real Estate Innovator Award of the 2023 World Youth Economic Forum
- Gold, Silver and Bronze prizes of the 2023 NSL National Science League (USA)
- Gold and Silver Medals of the World Scholar's Cup
- Gold, Silver and Bronze prizes of 2023 Ivy Cup, Asia-Pacific Finals
- Gold, Silver and Bronze prizes of Paris Music Competition
- Championship, Guangxi Youth Fencing Championship
- First Place, Guangxi Youth Golf Championship
- Critical Thinking Top Teams in Eco Analysis, Presentation and Problem Solving in the National Economics China Final
- Best Debaters, National Zhong Heng Cup Mandarin Debate Tournament





CHIEF EDUCATION OFFICER'S  
REPORT

## CHIEF EDUCATION OFFICER'S REPORT



DR AHMED HUSSAIN  
CHIEF EDUCATION OFFICER

Strengthening collective identity and growing confidence in performance have been the features of the academic year 2022/23. This has been supported by a focus on building a culture of excellence at school and Group level. As AISL Harrow Schools began operating in a post-Covid context, collaboration and exchange of ideas has been enhanced, leading to greater consistency and shared identity, especially for new schools. Pleasingly, stakeholders identify a discernible emerging AISL Harrow culture considered as underpinning a measured improvement in educational performance. Culture, strategy and performance remain priorities for the academic year 2023/24.

Growing confidence and identity are also founded on certainty of onsite learning for students and opportunities for engaging parents and wider community through on-site events. Both have galvanised school communities.

Public examinations for A Level and GCSE qualifications in 2023 adopted a framework consistent with pre-Covid times meaning a change in grade boundaries resulting in a reported 100,000 fewer top grades being awarded. Education systems have evaluated performance relative to outcomes in 2019. Harrow International School Hong Kong and Harrow International School Shanghai in 2023 both performed well above A Level outcomes from 2019 and are positioned top of international schools globally and in line with highest performing independent schools in England. Harrow International School Bangkok and Harrow Beijing displayed A Level outcomes equivalent or slightly above those for 2019 and are positioned strongly across international schools globally. Analysis of the Valued-Added data for AISL Harrow Schools reveals that three of our schools are positioned in the top 1% of all schools taking A Level and one other school in the top 5%. This indicates that students in AISL Harrow Schools achieved higher grades relative to equivalent students in similar schools, in the case of two schools nearly a full grade higher.

Despite an international decline in A Level and GCSE outcomes in 2023, those for AISL Harrow Schools remain strong.

Qualification	School						
	Bangkok	Beijing	Hong Kong	Shanghai	Shenzhen	Haikou	
A Level (%)	A*	30	11	37	29	/	/
	A* - A	59	41	70	71	/	/
	A* - B	80	71	90	88	/	/
	A* - C	92	87	96	100	/	/
IGCSE (%)	A*	40	49	73	20	24	7
	A* - A / 9-7	70	73	87	44	48	43
	A* - B / 9-6	90	89	95	66	71	70
	A* - C / 9-4	98	97	99	85	90	83

Success in A Level examinations were accompanied by the best ever university destination for Year 13 students across the Group for 2023 entry of Year 13 students in the four mature AISL Harrow schools. This includes 23 to Oxbridge and 17 to Ivy League universities which reflect a 44% and 70% respective increase relative to offers received in 2022. This reflects a deliberate focus in recent months in programmes to support student preparation for the world's leading universities.

University Category	Harrow International School (# of students)				
	Shanghai	Hong Kong	Beijing	Bangkok	Group
2023					
Top 10	1	33	8	14	56
Top 50	/	66	20	29	115
Top 100	/	75	24	40	139
Russell	/	55	17	42	114
Oxbridge	1	15	2	5	23
Top London	3	41	7	13	64
Ivy League	/	14	2	1	17

University Category	Harrow International School (% of students)				
	Shanghai	Hong Kong	Beijing	Bangkok	Group
2023					
Top 10	25	36	10	13	11
Top 50	/	73	25	27	22
Top 100	/	82	30	37	26
Russell	25	60	34	39	22
Oxbridge	25	16	4	5	4
Top London	75	45	9	12	12
Ivy League	/	15	4	1	3

Public examination and university destination achievement indicate that AISL Harrow remains the highest performing Group in the region for GCSE and A Level.

Performance in public examinations and best ever university destinations are a product of improving education at all phases of our schools. Standardised assessments for reading, writing and mathematics reveal that our students in Pre-Prep and Prep, in mature AISL Harrow Schools, perform significantly above that of schools in England and beyond international schools across the globe, despite nearly all students in AISL Harrow having English as an additional language. Importantly, most of our students in Pre-Prep in Harrow LiDe Schools are making between two to three expected years of progress in a single academic year indicating that the framework in place for language acquisition is effective.

As Harrow LiDe Schools entered their third year of operation, a deep review of the education offer has been undertaken, drawing on impact evidence of student learning, emerging research and stakeholder perspectives, a redefined curriculum model and pedagogical approaches have been developed. This updated education offer will be launched in September 2023.

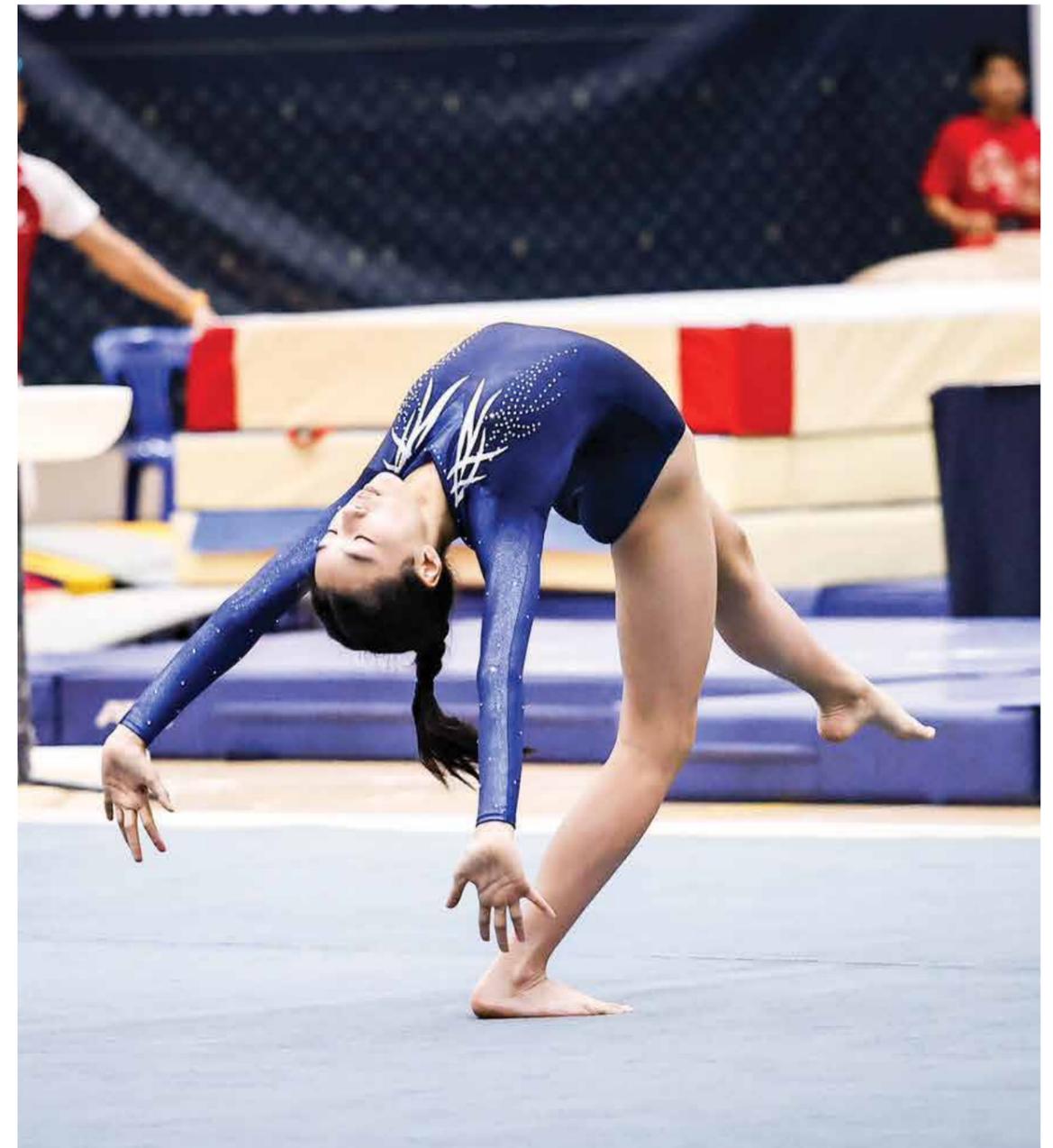
Educational developments in AISL Harrow Schools have been recognised through external inspections and accreditation. British Schools Overseas (BSO) represents the most rigorous inspection system for international schools and is a process akin to that applied to leading independent schools in England, like Harrow School. The BSO report for HIS Bangkok identified that the school is outstanding in all areas inspected and considered to be a leading international school, a feat achieved by very few schools in the world. Similar accolades were raised for HIS Hong Kong during a Council of International Schools (CIS) accreditation visit with the quality of education and pastoral care judged as excellent and an indicator of best practice globally. HIS Shanghai will experience a BSO inspection in April 2024.

A strategic area of focus in enhancing the quality and standards of education in AISL Harrow Schools has been the establishment of STEAM centres in HIS Hong Kong and HIS Shenzhen resulting in advances in the use of technology to extend student learning and thinking. Furthermore, the AISL digital literacy curriculum is embedded in AISL Harrow Schools and evidence is emerging of improvements in student capabilities and knowledge in the Early Years and Pre-Prep. In the academic year 2023/24, five schools will begin the process of securing Microsoft Showcase School awards which will further enhance the integration of technology into learning and all areas of operation in our schools.

BSO inspections are an important component of the AISL quality assurance (QA) system which also includes education oversight visits to schools. This process has continued to strengthen in 2022/23 including the first post-Covid physical oversight visits to schools, for some the first in their history. QA visits to schools have played an important role in setting standards and improving consistency in practice. A focus on performance will be a feature of the QA framework for 2023/24.

Education quality and standards are not the only metrics used to determine performance. Other key metrics relate to student enrolment along with staff retention and performance. The conditions of student enrolment have been challenging in 2023/23, impacted by Covid and the economic landscape

of East Asia. Nevertheless, it is anticipated that the number of students in AISL Harrow Schools will increase by around 8% in 2023/24 reflecting a performance atypical in the market, when it is reported that student enrolment in premium fee levels schools in mainland China has decreased (ISC, 2023; Venture, 2023). It is anticipated that there will be over 7,600 students in AISL Harrow Schools in the academic year 2023/24.



Our AISL Harrow Schools currently have over 1,800 staff. Retention rates in AISL Harrow Schools in 2022/23 of staff was 83% which exceeded that of similar schools. Furthermore, there has been a significant increase in internal promotions to middle and senior leadership positions, including Acting Head Master. Retention and internal promotion have been supported by a Group-wide strategy for retention, talent development and succession planning. A systemic approach to leadership development has been introduced in the 2022/23 academic year which supports the development of emerging middle leaders all the way through to certifying Head Masters/Mistresses.

Professional learning and staff development are priorities for the Group. The AISL Academy (AA) serves as a platform for supporting staff within the Group with professional learning opportunities. As indicated above, the AA has played an important role supporting leadership development across the Group through a structured and certified, in partnership with University College London, approach for:

- Emerging middle leaders
- Middle leaders
- National Professional Qualifications for Middle Leaders in Teaching, Early Years Education, Behaviour and culture plus Literacy (NPQ)
- Senior Leadership
- Aspiring Head Master/Mistress
- National Professional Qualification for Headmasters (NPQH)



Leadership programmes are accompanied by programmes to certify teachers with professional qualifications from England, recognised as the centre of international best practice. This is supported by professional programmes and courses for bilingual education, digital literacy and education, early years education, safeguarding and innovation in education. These are in partnership with internationally recognised partners including The University of Hong Kong and University of Cambridge. In the academic year 2023/24, The AA will afford opportunities for educators and leaders from international schools in Asia to engage in prestigious programme of NPQH and NPQ Early Years.

The Group moves into the academic year 2023/24 with confidence. To secure sustained improvement in education the following strategic priorities have been identified:

- Strengthening of the AISL Brand and growth of schools
- Enhanced coherence in strategy, policy and systems
- Continue to strengthen leadership at all levels
- Strengthening of attainment and progress through:
  - Bold and purposeful curriculum
  - Greater personalisation in learning
  - Improving the utilisation of assessment data
- Introduction of the AISL Harrow Diploma to enhance student personal and social development
- Deepening the impact of AA professional learning

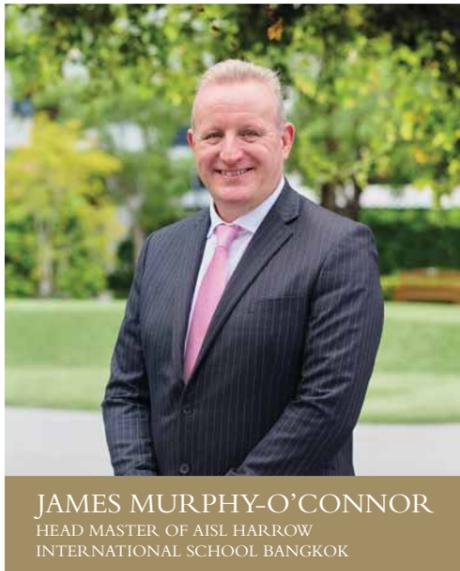


SCHOOL HEADS' REVIEW  
REPORTS



## SCHOOL HEADS' REVIEW REPORTS

### AISL Harrow International School Bangkok



**JAMES MURPHY-O'CONNOR**  
HEAD MASTER OF AISL HARROW  
INTERNATIONAL SCHOOL BANGKOK

James graduated from Oxford University with a degree in Modern History and then completed his PGCE at Cambridge University. He started his career in teaching at Stamford School. After four years there he joined Sherborne School in Dorset, where he went on to become a boarding Housemaster. In 2004 James was approached by GEMS to create Sherfield School, the only new school opened by the group in the United Kingdom. In 2009 James was appointed as Head of Prior Park College in Bath, going on to become the Founding Principal of the Prior Park Schools, during which time he oversaw the opening of Prior Park School, Gibraltar. In 2019 James became the Founding Principal of the Haberdashers' Monmouth Schools and, in 2022, he was appointed to be Director of Educational Development for the Haberdashers group, working across their eighteen schools. He started as Head of Harrow Bangkok this September.

### *Vision*

Our Vision statement is 'Educational excellence ensures Bangkok Harrovians flourish at school and beyond, enabling them to lead purposeful and meaningful lives, able to influence their chosen profession and the world around them.' We base our education on the Harrow Values, which we believe to be as relevant today as they have ever been. Our relationship with Harrow School remains very strong.



### *The Educational Offer*

Harrow Bangkok offers a holistic-focused, all-through educational journey from 18 months to 18 years based on the Early Years Foundation Stage Framework and English National Curriculum. The academic pathway culminates in IGCSE and A Level public examinations and our students go on to study at universities across the globe, primarily in the UK, USA, Australia and Canada. We place a strong emphasis on the study of the Thai language and culture and our students benefit from an extraordinary range of extra-curricular opportunities, gaining confidence in many different ways.

**Staff Overview**

Total staff number	Number of Academic Staff	Number of Non-academic Staff
384	287	97

**Summary of Achievements**

**(i) Public Examination Results**

Qualification		%
A Level	A*	30
	A* - A	59
	A* - B	80
	A* - C	92
IGCSE	A*	40
	A* - A / 9-7	70
	A* - B / 9-6	90
	A* - C / 9-4	98

**(ii) University Destination**

	% of students
Top 10	13
Top 50	27
Top 100	37
Russell	39
Oxbridge	5
Top London	12
Ivy League	1

Highest Mark in the World - 7 students  
 Highest Mark in Thailand - 14 students  
 High Achievement Awards - 11 students

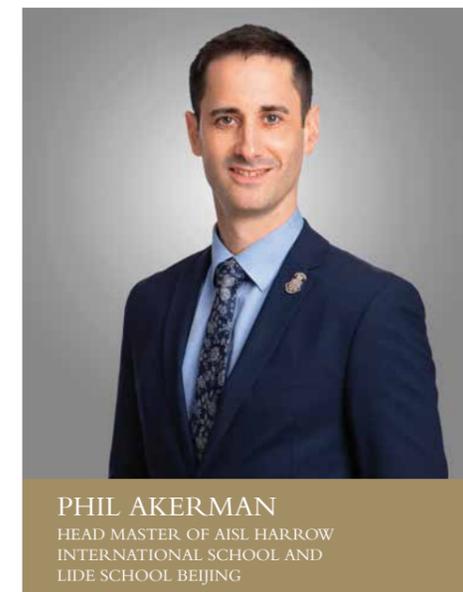
**(iii) Non-academic Performance**

- a. IoH Alumni event attended by over 250 alumnim
- b. SEASAC Varsity Girls Basketball, Badminton and Football Champions
- c. SEASAC Varsity Boys Tennis Champions
- d. FOBISIA U15 Girls and Boys Basketball Champions
- e. Full-ride University of Minnesota Golf Scholarship
- f. Berklee College of Music Scholarship
- g. London Young Musician Gold Award
- h. Thai National Athlete of the Year for Extreme Sports
- i. 64 Bronze, 11 Silver and 5 Gold Duke of Edinburgh International Awards
- j. Mae Sot Community Residential and Harrow Ocean Warriors Charity Projects
- k. National Childline song recording; Danceathon for 50 scholarships for a local school
- l. Outstanding Children and Youth Who Bring Fame to the Country' Award Winner

**Strategic Priorities in 2023/24**

- Develop a new strategic vision for the next chapter in the school's history
- Work with HQ to prioritise our estate development including investment in boarding
- Finalise and embed leading, 21st century curricula, data analysis and digital strategy
- Further refine our impressive pastoral and safeguarding provision, focusing upstream
- Explore new ways of communicating and working with our parents
- Further refine and embed outstanding quality of leadership at all stages in school
- Further enhance our support for EAL and SEND students, including oracy skills

**AISL Harrow International School and LiDe School Beijing**



**PHIL AKERMAN**  
 HEAD MASTER OF AISL HARROW  
 INTERNATIONAL SCHOOL AND  
 LI DE SCHOOL BEIJING

Phil secured a 1st Class degree in Chemistry after studying at the University of Liverpool and Freiburg (Germany). Phil has 20 years of educational experience in London and a track record of raising standards in both middle and senior leadership roles. Following 4 successful years as Deputy headteacher he was promoted to his first Headteacher role in 2016 and served as Executive Headteacher from 2018 to 2023. He drove his school's growth - from approximately 900 students to 1,870 (students aged 3-18) - becoming the most popular school in his district of London. In Sep 2023 Phil's last school was personally recognised by the UK's Minister of State for Education for its strong attainment. Phil has a real passion for delivering the highest quality education which, for him, means seeing students fulfil their academic potential, whilst also developing their character, confidence and skills through a variety of programmes and opportunities.

**Vision**

'Educational Excellence for Life and Leadership' guides all we do at Harrow Beijing which yields a first-class academic and super-curricular experience. Our Harrow students are culturally aligned with Beijing and China whilst instilled with the core Harrow values of fellowship, honour, humility and courage. Our graduates are high-achieving, highly confident and articulate young leaders with exceptional opportunities at their fingertips.



**The Educational Offer**

Harrow students experience the best of a British International Education whilst retaining deep roots in their Chinese context and language. Our students are renowned for their high levels of spoken and written English developed through our progressive curriculum model and 'Leadership in Action programme'. This education culminates with the Gold Standard A level pathway including Extended Project Qualifications meaning our students are well placed to engage on a local and international stage through places at globally high-ranking universities, e.g. Russell Group & Ivy League.

**Staff Overview**

Number of Academic Staff for 22/23	Number of Non-academic Staff for 22/23	Number of Bilingual Teachers hired for 22/23
253	107	16
Number of Expats hired for 23/24	Number of Expats hired within China for 23/24	Number of expats hired outside China for 23/24
27	6	21

**Summary of Achievements**

**(i) Public Examination Results**

Qualification		%
A Level	A*	11
	A* - A	41
	A* - B	71
	A* - C	87
IGCSE	A*	49
	A* - A / 9-7	73
	A* - B / 9-6	89
	A* - C / 9-4	97

**(ii) University Destination**

	% of students
Russell	34
Oxbridge	4
Ivy League	4

**(iii) Student Talent Development**

- a. A number of students took part in science competitions throughout the year, such as the British Physics Olympiad, the Australian Biology Olympiad, the UK Chemistry Olympiad, and the Australian Big Science Competition. Notable mentions include:
  - Y11 success with a Global Gold medal in the British Physics Olympiad – scoring within the top 15% worldwide
  - Y12 success with a Silver Medal in the Australian Biology Olympiad – scoring within the top 10% worldwide
- b. Harrow Beijing continues to be the largest LAMDA Centre in China, now offering a full suite of courses for students in every year group, in Acting, Speaking in Public, Prose and Poetry, Musical Theatre, The Shakespeare Qualification and The LAMDA Pcert Diploma. We are delighted to announce that Harrow Beijing City Campus is now a registered LAMDA Centre offering LAMDA courses to our Early Years to Year 1 students.
- c. In November 2022, 68 of our Upper School students entered LAMDA examinations, with a 100% pass rate and 87% of awards at Distinction level. In June 2023, 102 Lower School and Upper School students entered with 66% at Distinction rate, one student achieved the Shakespeare Qualification Level 3. Overall, there were 301 entries in academic year 22-23 with 79% at Distinction level – a sign of further great things to come.
- d. Harrow Beijing was proud to present an exceptional full-scale production of 'Guys and Dolls' in April 2023. This was a very special performance for our school community as we saw a return to live student shows after 3 interrupted years. A huge cast of over 110 students took part with actors, orchestral members, dancers, set design/lighting/sound technicians and stage crew all making a vital contribution.
- e. In 2023, 'The Duke of Edinburgh' at Harrow Beijing became the largest cohort in China with 74 students participating. We are the first school to offer the Gold Award in Northern China.

**(iv) Awards Received in 2022/23**

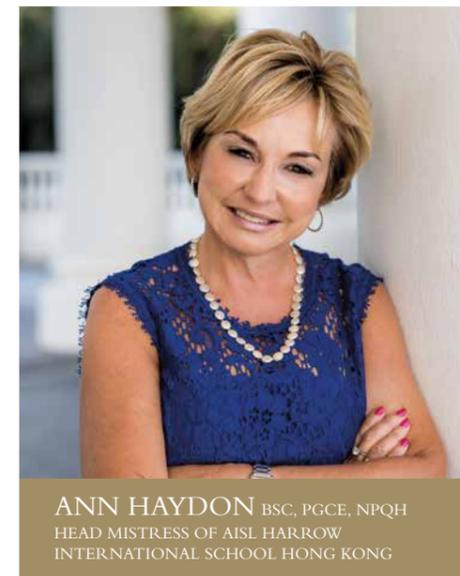
- Kinglead China International School Brand Value Ranking 2023 – Top 13
- Kinglead China International School Innovative Competitiveness Ranking 2023 – Top 4
- Kinglead China International School Research Characteristics Ranking 2023 – Top 100
- Kinglead China International School Leadership Characteristics Ranking 2023 – Top 10
- Kinglead China International School Sports Characteristics Ranking 2023 – Top 10

**Strategic Priorities in 2023/24**

- Establish Harrow as the no. 1 provider of A-level education in Beijing; to include a ‘Y11 Pathway to A level’
- Develop additional Harrow Programmes to include: Sports Academy, HGZ Kindergarten, and our ‘Intensive Language Pathway’
- Create world-class sporting and performance spaces with the renovation of our outdoor sporting space and Main Theatre
- Re-launch an extensive parental engagement programme to further build satisfaction
- Retention & recruitment of high-quality staff



**AISL Harrow International School Hong Kong**



Ann graduated in Geography and Economics from the University of Surrey and completed her PGCE at the University of Nottingham. In 2007 she gained the National Qualification for Headship from the University of London. She is a recipient of a distinction in the Pearson UK Headteacher of the Year Award and received the accolade of Outstanding Governing Board of the Year, Outstanding Senior Leadership Team and School Marketing Awards during her time as Head of Surbiton High School.

Ann has held the position as HMC London Division Secretary and was a member of the HMC Sports Committee. She is currently the International Schools representative on the HMC Communications Committee.

She was a member of the United Learning Heads Reference Group working on strategic developments across a group of Independent Schools and Academies and she has sat on the Governing Body of several Independent Schools. She is currently a Governor at Repton School in Derbyshire, UK and is a regular speaker at Education Conferences across the world.

**VISION**

To be a world-renowned school providing 'Educational Excellence for Life and Leadership' by delivering a high-quality British education in Hong Kong, based on Scholarship, an enviable Super Curriculum, Co-Curricular and Personal Development Programme.



**The Educational Offer**

AISL Harrow International School Hong Kong is a leading school in Hong Kong and Asia and has been recognised as one of the Top 100 Schools in the World for educational excellence. The School aims to provide a world-class education where pupils not only achieve consistently high academic results but develop all-important essential 21st century skills to ensure that they are 'real world' ready and prepared to lead in a complex, global market. We do this through the provision of an extensive Super Curriculum and Co-Curricular Programme and through our character education programme, known as 'Facing Challenges' and through the promotion of the School's values, Honour, Fellowship, Humility and Courage. We aim to provide 'Educational Excellence for Life and Leadership' and to give our pupils from Early Years to the Sixth Form, opportunities to be the best they can be academically and personally, by reviewing and developing our provision via our Strategic Development Plan 'In Pursuit of Excellence'.

**Staff Overview**

Number of new hires for 2023/24	Number of existing employees retained in school
29	216

**Summary of Achievements**

**(i) Public Examination Results**

Qualification		%
A Level	A*	37
	A* - A	70
	A* - B	90
	A* - C	96
IGCSE	A*	73
	A* - A / 9-7	87
	A* - B / 9-6	95
	A* - C / 9-4	99

**(ii) University Destination**

	% of students
Russell	60
Oxbridge	16
Ivy League	15

**(iii) Student Talent Development**

- a. Upper School pupil leadership: a Prefect team led by a Head Boy, Head Girl, Deputy Head Boy and Deputy Head Girl who are supported by a team of elected Prefects with specific responsibilities for various aspects of school life.
- b. Upper School pupil leadership: leadership opportunities in House, in subject areas and via Sports and Music.
- c. Upper School pupil leadership: Pupil Wellbeing Ambassadors who have undertaken the Teen Mental Health Training and are available to pupils for peer-to-peer support.
- d. Lower School pupil leadership: a Head Girl and Head Boy who are mentored by Sixth Form Prefects and who represent the School at internal and external events and who work with the Senior Leadership Team and Year 5 Leaders to promote pupil voice and suggest improvements to our provisions and environment.

e. Upper School international and national awards for academic competitions include:

1. Winning team in the Imperial College's Global Space Design Challenge
2. Winners of the World Schools Debating Championship
3. Highly commended - John Locke Essay Competition
4. Asian Championship winner for the Varsity History Bowl, competed in the Varsity History Bee on behalf of Harrow HK and placed second, qualified for the Varsity History Bee Olympiad in Rome in summer 2023
5. A member of Hong Kong team for the Iranian Geometry Olympiad, member of Hong Kong team for the Chinese Physics Olympiad
6. Eleven top candidate awards for A level: Highest mark in Hong Kong for A level (Maths - two pupils), Highest mark in Asia for A level (English Literature, Chemistry, Biology, Economics, Psychology), Highest mark in the World for A level (Further Maths, Geography, History, Physics)
7. Eight top candidate awards for GCSE: Highest mark in Hong Kong for GCSE (French, Fine Art, Physics, Biology, Chemistry, Music), Highest mark in Asia for GCSE (Computer Science), Highest mark in the World for GCSE (English Literature)
8. National finalist in China Thinks Big Competition in Shanghai, invited to attend the CTB Global Youth Research & Innovation Conference at Harvard University
9. Selected for the Hong Kong team for:
  - International Economics Olympiad in Greece
  - World Individual Debating and Public Speaking Championship
  - Chinese Physics Olympiad



**(iv) Non-academic performance**

a. 130 CCA offered in the LS and 260 in US

b. In the Upper School:

1. Continuation of compulsory Public Speaking course for Y8 and Y12, where they work towards a LAMDA Public Speaking examination.
2. Continuation of public speaking SCAs, including Debating and MUN, and TEDx Youth Platform SCA, evidenced through success in local and international competitions, conferences, and platforms.
3. STEAM Carousel SCA, where Y8 pupils are introduced to Computer-Aided Design, 3D printing, macro photography, etc.

c. In the Lower School:

1. STEAM SCAs continue to be developed with the use of specialist technology and projects such as Project Harrow Fashion focusing on sustainability.
2. The Leadership and Enterprise offer has increased with pupil-led initiatives such as 8billionIdeas Challenges and Challenge Accepted.
3. The Sports offer has been refined to seasonal sporting activities which will change each term to offer greater variety.

d. In both Schools:

1. Speakers' Forum and Charity programmes
2. Duke of Edinburgh and Mini Duke Awards which has seen many pupils achieve their bronze, silver and some gold awards

**(v) Awards Received in 2022/23**

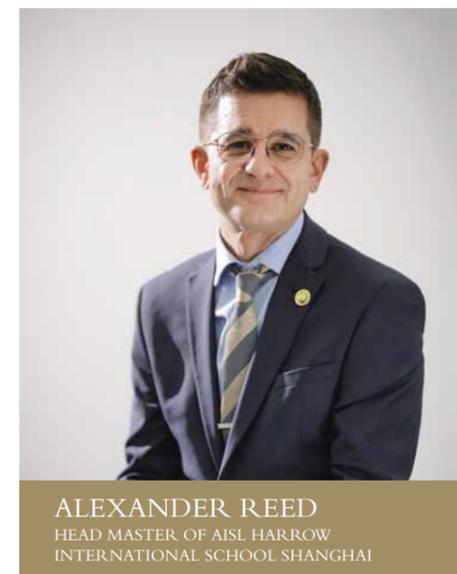
- Awarded Council of International Schools (CIS) accreditation (May 2023)
- The Schools Index by Carfax Education: Top 125 Private Schools in the world & Top 15 Private Schools in China and South East Asia (October 2023)
- Spears Schools Index: Top 100 Private Schools in the world (October 2022)
- Shortlisted by the GESS Awards 2023 for the Best Wellbeing Initiative for Staff or Students (November 2023)

### Strategic Priorities in 2023/24

- Undertake a curriculum review to ensure that the School is providing an innovative, creative, broad balance, rigorous and aspirational academic curriculum which will enable our pupils to enter the 21st century workplace equipped with the knowledge and skills required to lead and succeed.
- To continue to ensure that all our pupils are engaged and inspired and that teaching is based on high expectations encourages curiosity and enables pupils to flourish.
- To develop our Sixth Form provision so that it is a time of self-discovery and development and enables pupils to gain a place at the university of their choice.
- To develop our Early Years provision including the Early Years environment, and fully embed the AISL Early Years curriculum.
- To fully embed STEAM into the curriculum and encourage scholarship, collaboration, curiosity and creativity through Science, Technology, Engineering, Art and Mathematics.
- To enrich our Chinese Language and cultural programme by embedding the one hundred book scheme and newly formed Chinese Cultural Centre and therefore, enhancing the teaching and learning of Chinese and a lifelong interest in Chinese culture.
- To ensure that our business functions remain professional and efficient based on sound practice, stewardship and financial planning.



### AISL Harrow International School Shanghai



Alexander is an enthusiastic, experienced school leader who has enjoyed educating children for nearly 30 years. His career has included working in a range of outstanding schools in both the United Kingdom and New Zealand, most recently as the Head of one of New Zealand's top private schools, leading it to become one of the best academic schools in the country.

He took his first degree in English Literature at Cambridge University, has a National Professional Qualification for Headship (NPQH) from the Institute of Education in London, and completed a master's degree a few years ago on the work of the great Scottish novelist, Muriel Spark. He is passionate about literature, drama and music, and spends much of his free time enjoying cultural pursuits. He also likes to travel, exercise and keep fit - he needs to do this regularly because he loves good food!

Alexander believes that a great education has academic excellence for all students at its core, supported by a broad programme of personal, cultural and social opportunities. A great school works with its parents and families to develop successful young people who are also good young people, and who will use their talents to make the world a better place for everyone.

**Vision**

Educational Excellence for Life and Leadership. To be a warm and wonderful school where children’s progress and attainment are exceptional.



**The Educational Offer**

Harrow Shanghai offers a holistic all-through educational journey from 18 months to 18 years. The academic pathway culminates in IGCSE and A-level public examinations. Students go on to study at universities across the globe, primarily in the UK, USA, Canada, Australia and Hong Kong.

**Staff Overview**

Total staff number	Number of Academic Staff	Number of supporting staff
125	98	27

**Summary of Achievements**

**(i) Public Examination Results**

Qualification		%
A Level	A*	29
	A*- A	71
	A* - B	88
	A* - C	100
IGCSE	A*	20
	A*- A / 9-7	44
	A* - B / 9-6	66
	A* - C / 9-4	85

**(ii) University Destination**

% of students	
Russell Group	25
Oxbridge	25

**(iii) Student Talent Development**

- a. HarrowPlus sports provision
- b. 125 separate extra-curricular activities, clubs and societies on offer throughout the year
- c. The Harrow Music School
- d. Strong emphasis on performing arts provision
- e. Provision of accredited academic awards schemes (e.g. CREST awards)
- f. Various national/international academic challenges and competitions

**(iv) Non-academic performance**

- a. Extensive musical groups/ensembles and choirs, ABRSM entries
- b. Substantial LAMDA programme
- c. The Duke of Edinburgh’s Award (Bronze, Silver and Gold) and the Junior Award Scheme for Schools
- d. Student leadership service projects with numerous community partners

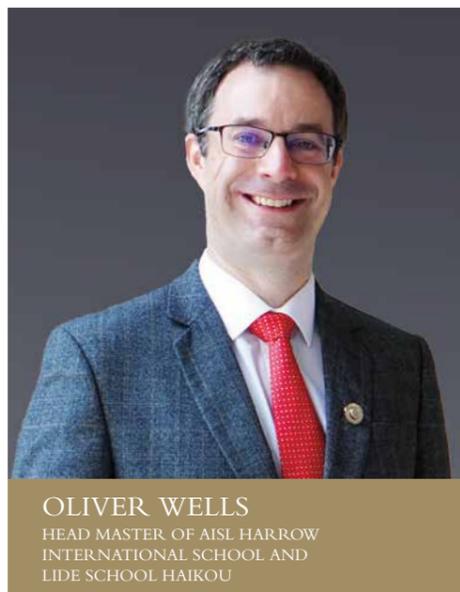
**(v) Awards Received in 2022/23**

- Forbes China International School Top 100 2023 – Top 12
- Kinglead China International School Innovative Competitiveness Ranking 2023 – Top 7
- Kinglead China International School Research Characteristics Ranking 2023 – Top 100
- Kinglead China International School British Characteristics Ranking 2023 – Top 10

**Strategic Priorities in 2023/24**

- Increase of pupil roll through the employment of adapted marketing strategy
- Digital transformation project and digital literacy
- Extension of the Chinese language and culture provision
- Development of pupils’ literacy
- Extension of opportunities for middle leaders to impact upon and influence strategic development
- Staff well-being and retention

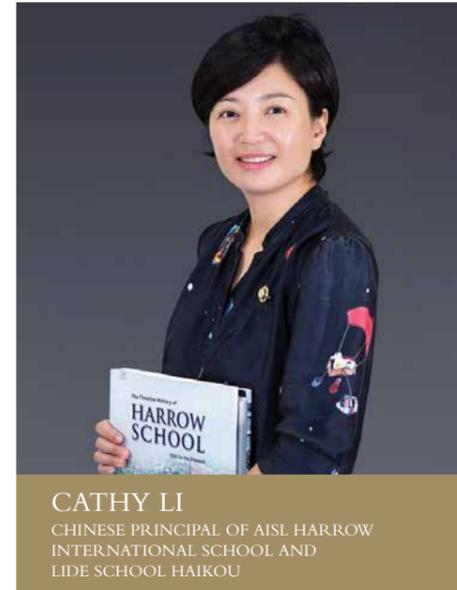
## AISL Harrow International School and LiDe School Haikou



**OLIVER WELLS**  
HEAD MASTER OF AISL HARROW  
INTERNATIONAL SCHOOL AND  
LIDE SCHOOL HAIKOU

Oliver Wells is the former Executive Headteacher at Sedbergh School Fuzhou. He has a wealth of experience leading international bilingual schools in China, having also previously been Headteacher at Wycombe Abbey Changzhou and Deputy Headteacher at Malvern College Qingdao. Prior to moving to China, Olly was Associate Principal at Westminster Academy in London, an enterprise specialist academy offering the IB Diploma and IB Career-Related Programme. As a COBIS Peer Accreditor, Olly has the privilege to visit many schools around the world, bringing the best ideas he sees back to Harrow Haikou.

Olly studied at Sheffield University (BA), King's College (PGCE, MA) and completed his National Professional Qualification for Headship with the National College of School Leadership. He is currently studying for a PhD in education at Lancaster University.



**CATHY LI**  
CHINESE PRINCIPAL OF AISL HARROW  
INTERNATIONAL SCHOOL AND  
LIDE SCHOOL HAIKOU

Cathy has been deeply involved in the education industry for nearly 20 years. She holds an MBA from Hult International Business School and Beijing University of Aeronautics and Astronautics, and has worked in education management positions in well-known international school groups for more than 15 years.

In Harrow Haikou, she leads the team to foster students' passion for Chinese culture via inspiring activities and to cultivate the core values of Harrow for the new generation of Harrow students. This is achieved through teaching and learning, leadership projects and other activities that develop the Harrow Values 'Courage, Honour, Humility and Fellowship'.

### *Vision*

Our vision at Harrow Haikou, which is the guiding principle of our work, is to provide a high-quality education that fuses British and Chinese educational philosophies and curricula whilst developing the next generation of leaders.



### The Educational Offer

The Harrow International School and Harrow Li De Haikou (Harrow Haikou) are key projects for the Hainan government. Harrow Haikou is the first world-renowned educational brand in the province and will transform the understanding of high-quality education across the region. Harrow Haikou provides PK - Y13 international and bilingual education for foreign and local day and boarding students with a maximum capacity of 1,800 students, including 210 boarders. The school's design fully embraces Harrow's requirement to put the students first when considering facilities. The generous space of the campus allows the students to explore their learning in a safe and clean outdoor environment, both within and beyond the taught curriculum. Harrow Haikou represents an extraordinary step forward in bilingual and international education for boarding and day students in south-eastern China. The school sets a new benchmark for innovative, holistic and values-driven education in the region. The product of a LiDe education is to cultivate learners who can utilise and transition between Chinese and English at a social, cultural and technical level to develop a bilingual mind. There are two pathways, Li De and HIS students will at some points be on one pathway (Early Years/Pre-Prep) and split at other points in Upper School. All leading to iGCSEs and A levels.

### Staff Overview

Academic staff	Non-academic staff
128	41

### Summary of Achievements

#### (i) Public Examination Results

Qualification	%	
IGCSE	A*	7
	A*- A / 9-7	43
	A* - B / 9-6	70
	A* - C / 9-4	83

#### (ii) Student Talent Development

- In Upper School, we offer a choice of 85 EAs per week, and for Pre-Prep, there is a choice of 71 EAs per week.
- Our internal EAs encompass a variety of activities, including Academic Support Sessions, Competition Support, Arts, Music, Sports (both recreational and competitive training), Coding, Languages, Cooking, Painting, International Chess and Service.
- We also offer 21 external EAs, which include options such as Baseball, Golf, Taekwondo, Fencing, Karate, Coding, Ballet, Street Dance, K-pop Dance, Cube, Paddle Board, Peri Music Band, Landsurfing, Skateboard, Cooking, Guitar group, Piano Group, Cello Group, Vocal Group, Guzheng Group, Ancient Books Repairation.

- Super Curriculum: Chinese traditional culture, Technology, Art, PE, Nature, Legal and Moral education.
- EY: Pony feeding, Bird Nest making, Drilling wood for fire, Camping tent setup, Kids Yoga, Dumpling making, drawing of 'Double-Nine' diagram (A plum-blossom shape to count days from Winter solstice to Spring).
- Pre-Prep: Visit to appreciate the Yan Art Gallery, Learning in the Tropical Garden Maze, Chinese culture via solar terms, Music, PE and English stories.
- US: Tianyu flight training program for a flight captain's experience, photograph exhibition after visiting Yan Art Gallery, Recitation contest, Agarwood aroma appreciation, Legal education, Making three different art displays on campus (Wings of Dreams, Motivational wall and the House tree).

#### (iii) Non-academic performance

- Competitive coaching in swimming and table tennis
- Peri Music lessons are offered during the school day and after school for boarders
- Day and evening concert performances across the school (i.e., CNY performance, Winter Concert, Moon Festival, Peri concerts)
- House events (Ducker, Music, Spelling Bee, Sports Day, International Week)
- Oral Language competition
- Leadership and Service activities (i.e., beach clean-up, Flamingo Sanctuary, Charity Committee)
- Weekend Boarding activities

#### (iv) Awards Received in 2022/23

- Kinglead China International School Brand Value Ranking 2023 - Top 33
- Kinglead China International School Innovative Competitiveness Ranking 2023 - Top 29
- Kinglead China International School Research Characteristics Ranking 2023 - Top 100
- Kinglead China International School Artistic Characteristics Ranking 2023 - Top 10

#### Strategic Priorities in 2023/24

- Parent school communication
- Extending the school day
- Compliance
- Developing and enhancing boarding provision
- External competitions and event participation
- Good practice in bilingual education

## AISL Harrow LiDe School Chongqing



Aaron is Head Master at Harrow Chongqing, where he is responsible for the leadership and organisation of the whole school, ensuring that levels of academic success are matched by the personal development of each and every student.

Before joining Harrow in 2022, Aaron worked in the UK and China in schools in London, Kent, and also in Guangzhou, PRC. Aaron's education career spans over 25 years, starting in Kent grammar schools, and now in Chongqing. Aaron is a passionate educator and this was recognised in the award of a National Teaching Award and national recognition in STEAM education.

Aaron graduated from UCL with an MBA in Educational Leadership and the University of Nottingham with a bachelor's degree in Geography. Aaron achieved the National Professional Qualification for Headship from the National College of School Leadership and postgraduate teaching certification from Brunel University. Aaron is a keen musician, owning far too many electric guitars and enjoys travel and photography in his spare time.



Judy Kong holds a master degree in TESOL from Teachers College, Columbia University, an MBA from CEIBS and is currently pursuing a DBA at the HELP University in Malaysia. Twenty years' experience in teaching and international education has given Judy in-depth understanding of international curriculum and education. She holds a firm belief that education is for one soul to awaken another. She advocates to nurture children to become lifelong learners with noble values, and prepare them for an ever-changing future world.

### *Vision*

Develop leaders through the union of bilingual and bicultural minds to create a better world.

Educational Excellence for Life and Leadership

AISL Harrow Chongqing takes the best of Chinese and British education, combined with unique Harrow family traditions, to support children to achieve their potential. Through a holistic academic approach, underpinned by an individualised pastoral care system, the school fosters academic excellence in a bilingual and bicultural setting and promotes courage and confidence to lead in an ever-changing world.

The aim of a Harrow education is to develop:

- A Harrovian who takes pride in Harrow traditions, presentation, and behaviour, who can lead and be part of a team, who takes opportunities, shows compassion and strives to be part of a global community.
- Staff who are role models for leadership and teamwork, exemplify presentation and empathy, demonstrate reflection and self-development and are integrated members of a bi-cultural community.
- Families who are partners in promoting school pride and traditions, show interest in their child's development and are active members of the school community.



**The Educational Offer**

Harrow LiDe Chongqing now extends to G10 for the start of the 23/24 academic year

**Staff Overview**

Number of Academic and Non-academic staff	Harrow LiDe	Harrow Little Lions
66	16 expats, 42 local staff	2 expats, 6 local staff

**Summary of Achievements**

**(i) Student Talent Development**

- a. UKMT Junior and Intermediate Maths Challenge numerous Gold, Silver and Bronze awards
- b. In the International Mathematics Kangaroo, our students achieved 1 Gold, 2 Silver, 5 Bronze and 8 Proficiency Awards
- c. National Economics China Final - Critical Thinking Top Team in Eco Analysis Award; Critical Thinking top Team in Presentation; Qualifying Test Individual Distinction Award; Top Scoring Team City Award; National overall Team bronze Award; Critical Thinking Top Team in Problem-solving Award
- d. National Zhong Heng Cup Mandarin Debate Tournament
- e. Inaugural AISL Harrow Cup Golf League - 1st runner-up team competition; Champion in women's Division Group B and five other individual awards
- f. Success in ASDAN Business Simulation Competition, Chongqing: Top Trading Team, UK enterprise; Operational Excellence Award; Prototype award; Silver Award (overall)
- g. Three silver and one bronze medal in the Asia-Pacific finals of the International Ivy Cup English-speaking competition
- h. PBL was introduced in Boarding as well as guided reading programmes in English

**(ii) Non-academic performance**

- a. Student Ambassador programme
- b. Chinese Culture Week Spring Fair engaged the whole community
- c. Active House system huge range of ECAs and CCAs
- d. Charity and service: He He Jia Primary School - charity book donation/ participation in Literature Character Parade; Temple Fair - Charity Fundraiser; Long Ducker - raising funds for Chongqing Charity Foundation for charitable projects; Boarding - reading project with local Primary school; Environmental Art Exhibition; Charity Book/toy sale

**(iii) Awards Received in 2022/23**

- Kinglead China International School Brand Value Ranking 2023 - Top 37
- Kinglead China International School Research Characteristics Ranking 2023 - Top 100

**Strategic Priorities in 2023/24**

- Focused marketing and admissions plan to drive brand awareness, enquiries, event management and ultimately student enrolment in Chongqing; connect our school with our city.
- 'Quality' and 'excellence' are the keywords in every function of the school; improve student retention
- A-Level will be launched in September 2024; planning and staffing courses of study
- One year pre-A-Level/ one year IGCSE programme planning
- University Guidance Programme providing individualized support for parents and students
- Boarding: developing extended English reading and fluency programmes (for Day houses also); student voice and House prefect system for G10 students
- English extended day programme introduced; appointment of an EAL teacher to deliver English intervention programme in G5-7
- Develop and build on the Action Research model of CPD with differentiated pathways for AY23-24
- Upper School (US): successful introduction and marketing of the Grade 11/12 A-Level programme
- Lower School: Successful implementation of intervention programs to close the gap between low achievers and high achievers. All expat teachers are trained in Talk 4 Writing. (two in 2022-2023 and two in Sept 2023). Two expat teachers are trained in Read Write Inc. With the two new members of staff due to be trained this year
- LiDE curriculum development
- Establishment of the Pastoral Committee in Upper School and House and Lower School Pastoral coordinators
- Talent development - AISL academic; IPGCE pathways; leadership training for middle leaders; participation and promotion of competitions and awards for students; career pathway for BCPs; recruitment and retention of high calibre staff
- Continue to develop the Parent Engagement programme, improve parent participation and relaunch Friends of Harrow; parent communication systems

## AISL Harrow International School Shenzhen Qianhai



**DANIEL BERRY**  
HEAD MASTER OF AISL HARROW  
INTERNATIONAL SCHOOL  
SHENZHEN QIANHAI

Daniel joined Harrow International School Qianhai Shenzhen in 2023 after many successful years leading schools in the United Kingdom.

Before joining Harrow, Daniel was Head Master of Kirkham Grammar School, an independent day and boarding school and a member of the Headmasters' and Headmistresses' Conference (HMC), the professional association of the world's leading Independent schools. At the same time, he was also a member of the HMC panel on inspection.



**KEVIN QIAN**  
CHINESE PRINCIPAL OF AISL HARROW  
INTERNATIONAL SCHOOL  
SHENZHEN QIANHAI

Kevin Qian is the founding Chinese Principal and Chair of the Board of Directors of Harrow International School Shenzhen Qianhai. He graduated from Harvard University and boasts more than a decade of progressive leadership experience in education. This includes his roles in establishing two international schools and three bilingual programmes in China, where he actively manages operations and administrations, committing himself to helping every student unlock their full potential through the delivery of quality education.

Prior to joining AISL Harrow, he held leadership positions at a renowned public high school and a top private K-12 school in Massachusetts, USA. His contributions to the fields of international and bilingual

education have earned him several prestigious accolades, such as the 'Outstanding Educator' award from Reed College, '2021 Forbes China Top 10 Up-and-Coming International School Heads,' '2022 Forbes China Top 10 Outstanding International School Heads,' and the '2023 Forbes China International Education Outstanding Contribution Award.'

### *Vision*

Educational Excellence for Life and Leadership

A 'World Class' International Education



### The Educational Offer

Harrow Shenzhen promotes academic excellence by finding the very best in every student. We encourage students to have high expectations of themselves, be ambitious and work hard to realise their potential in a nurturing environment. Our curriculum provides a full and comprehensive range of subjects delivered by high-calibre teachers and in first-class facilities for learning.

### Staff Overview

Number of staff	Academic staff	Non-academic staff
176	118	58

### Summary of Achievements

#### (i) Public Examination Results

We are delighted to announce our first-ever set of iGCSE results against a challenging backdrop. Students and teachers have secured strong foundations for future generations of Harrow Shenzhen students. This is a great achievement for a new school and for students who have faced so many setbacks but have met all of them with humility, fellowship, courage, and a sense of fellowship.

Headline figures:

- Nearly 50% of pupils achieved A\*/A (compared with 26% A\*- A UK Average in 2022)
- Nearly three-quarters of pupils achieved A\*/A/B grades.
- More than 90% of the Year 11 cohort will be continuing into 6th Form and will go on to enter prestigious Universities across the globe including Oxford, Cambridge, Harvard, and Yale.

We are committed to providing our students with the best education and look forward to another successful year and beyond. It is a very exciting time to be at Harrow Shenzhen as we can look forward to a full operational year and a grand opening event in October to celebrate this success.

#### (ii) Student Talent Development

- UKMT Intermediate and Junior Maths Challenge – Gold, Silver and Bronze Awards
- Inter-Harrow Maths Competition – First Place
- 2023 AMC 8 Mathematics Competition – Top 5% Honour Roll in
- Gauss Maths Contest – Top 25% of contestants
- World Scholar's Cup - Global round – qualified for the Final Round in Yale
- John Locke Junior Essay Competition – Distinction Award (Top 10% of Shortlisted candidates)
- National Science League 2023 – Gold, Silver, Bronze Awards and Honorable Mentions
- European Economics Olympiad – Top 2% regionally
- Chemistry Olympiad – Gold, Silver, and Bronze Awards
- British Physics Olympiad – Gold Award
- CREST Awards – Bronze Award
- International Geography Spelling Bee – Gold and Silver awards, and Second Place overall
- Harrow 451 Schools Sustainability Competition – Pathway 2 Winners
- Junior Scholars' Programme launched

- 2023 Forbes China Young Artists 100 Competition – Gold and Silver Awards
- Summer LAMDA examinations - 49 Distinctions and 57 Merits
- South China final of the 10th Steinway National Youth Piano Competition and the 85th Steinway International Youth Piano Competition China Regional Competition – 1st place in the amateur optional group
- 2022 Warsaw's 3rd International Music Competition (Piano) – Gold Award with Distinction
- U19 Girls SISAC Basketball League – 2nd place
- U19 Boys SISAC Basketball League – 1st place
- Shanghai Swim League (SSL) Competition U14 – 2nd place
- SISAC swimming competition overall 3rd place
- Guangdong Equestrian Association 2023 Open Tournament – Second Place

#### (iii) Non-academic performance

- Duke of Edinburgh Scheme – Silver International Award
- TedX Event launched and held successfully
- House Charity Days for all houses – busking, silent auction, bake sale, selling House ties, re-sell sale
- Fellowship Ambassadors developed the School Fellowship Week and Valentine's Flower Market
- Over 100,000 RMB donation to ONE Foundation through personal art auction

#### (iv) Awards Received in 2022/23

- Forbes China International School Top 100 2023 – Top 10
- Forbes China 2023 China International Education Outstanding Contribution Award – Kevin Qian, Chinese Principal
- Forbes China 2023 Art Education Outstanding Teacher Award – Lidia Burton, Upper School Drama Teacher; Gavin Martin, Computer Science Teacher; Andrea Dramičanin, Upper School Art Teacher
- Kinglead China International School Innovative Competitiveness Ranking 2023 – Top 9
- Kinglead China International School Research Characteristics Ranking 2023 – Top 100
- Kinglead China International School Mathematical Characteristics Ranking 2023 – Top 10
- China Schools Awards 2023 – New School Award Finalist

### Strategic Priorities in 2023/24

- To continue to support teaching and learning strategies in developing a centre of educational excellence.
- To secure the best academic and co-curricular outcome.
- To propose and become a centre of excellence for Elite Sports Programmes and English language proficiencies.
- To develop facilities to support systems in becoming a centre of national excellence.

## AISL Harrow LiDe School Nanning

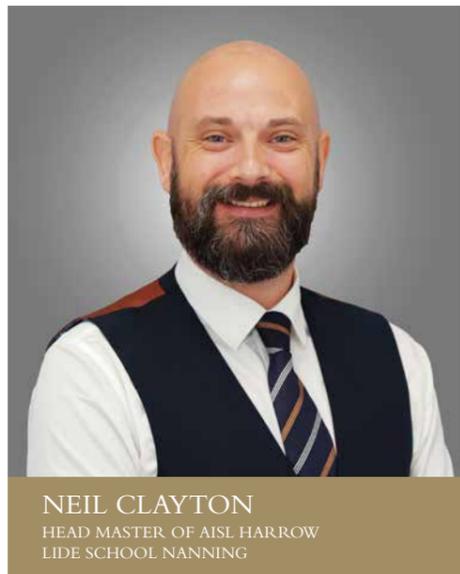


As an experienced internationalised bilingual school leader, she has also participated in a wide variety of professional learning and achieved IB certificates, PTC International Principal Qualification Training Certificate from Beijing Normal University and University Counselling certification accredited by Education USA office of American Embassy. In 2022, she was awarded the 'Forbes China Top 10 Up-and-coming International School Headmasters'. In 2023, she was selected as 'Principal of the year' by New School Insight Media.

Luna has more than 10 years of leadership experience in education. She holds an MBA from Hong Kong Polytechnic University and Ed.D in Innovative Educational Leadership from Concordia University.

### *Vision*

Educational Excellence for Life and Leadership



Neil possesses 20 years' experience in the education sector and 10 years of leadership experience in Asia. He has achieved the following qualifications MA in Education (Distinction), PGCE Secondary Science, BSc in Biology.

Neil is a motivated and ambitious professional who achieves his goals by drawing upon more than 20 years of experience in middle and senior leadership roles in the UK and Asia. Committed to raising standards of excellence, endeavours to provide each student with the opportunity to be the best version of themselves.

NEIL CLAYTON  
HEAD MASTER OF AISL HARROW  
LIDE SCHOOL NANNING

### The Educational Offer

To prepare students for a life of learning, leadership, service, and personal fulfilment, and who rely on their strength of character, formed in large measure by their forward-looking Harrow education, to adapt to and excel in a rapidly changing world.

### Staff Overview

Number of staff in total	Number of Academic staff	Number of Non-academic staff
129	92	37

### Summary of Achievements

#### (i) Student Talent Development

- 2023 World Scholars' Cup – 1 gold medal and 13 silver medals
- 2023 Ivy Cup – 5 gold medals, 4 silver, 2 bronze and 5 excellence awards
- 2023 Zongheng International School Mandarin Debate Tournament – competition finalists
- 2023 Paris Music Competition 4 Special Prizes, 2 First Prizes, 18 Second Prizes, 25 Third Prizes, 1 Excellence award
- 2023 NSL (National Science League) 1 gold medal, 1 silver, 2 bronze, 7 honourable mentions
- 2023 CML (Continental Math League) 2 silver, 2 bronze
- 2023 BPHO-JPC 1 silver, 5 bronze
- 2023 Math Kangaroo 3 bronze, 5 proficiency
- 2023 UKMT-IMC 1 gold medal, 2 silver, 1 proficiency
- 2nd TEDx Youth event and the first whole school musical performance, 'Jungle Book'

#### (ii) Non-academic performance

- Inter Harrow-schools golf and swimming competition took place in May
- 2023 Forbes China Youth Artists 100 Competition – 2 students (G2 and G5) were selected in the top 100
- UN75 International Art Creation Exhibition – 29 Harrow Nanning submissions
- 2023 Ultra Gobi Youth Challenge (72 km) – 6 Harrow Nanning students won 3 gold medals and 1 silver medal
- Guangxi Youth Equestrian Tournament – 3 gold medals, 6 silver, 3 bronze
- Guangxi Youth Fencing Tournament – 1 gold medal, 1 silver, 1 bronze
- Successful High School Launch Ceremony and Opening
- Hosted Bilingual Forum in cooperation with Newschool Insight

#### (iii) Awards Received in 2022/23

- Forbes China International School Top 100 2023 – Top 26
- Forbes China International Education Outstanding Contribution Award 2023 – Mr Neil Clayton
- Forbes China Top 10 Outstanding International School Head 2023 – Ms Luna Cao
- Kinglead China International School Brand Value Ranking 2023 – Top 27
- Kinglead China International School Humanities Characteristics Ranking 2023 – Top 10

- Newschool Insight The Most Influential Internationalised School Principal 2023 – Ms Luna Cao
- International Teacher Skills Competition 2022 – Professional Learning Group Award
- China Schools Awards 2023 – Staff Development and Wellbeing Award Finalist
- Nominated for China School's Award for Staff Wellbeing and Development
- Considered a model unit for caring and assisting people with disabilities in 2022

### Strategic Priorities in 2023/24

1. Financial Resilience
  - a. Operate the school according to sound and sustainable economic practices.
  - b. Identify risks throughout the school and ensure that plans are in place to mitigate those risks.
  - c. Environmental awareness and action.
2. Recruitment and Retention
  - a. Develop parent and community relationships that provide engagement and drive school growth.
  - b. Brand building.
  - c. Staff Wellbeing.
3. Education and Scholarship
  - a. Achieving excellence in teaching and learning.
  - b. Promote whole school curriculum links with Chinese culture and society.
4. Harrow Identity and Strength
  - a. Prioritise the very essence of the Harrow of schools in developing values and leadership within our communities.
  - b. Develop strong links with the wider Harrow Family of Schools.
  - c. Nurture students' competitive spirit through exploratory and competitive activities, locally and internationally, against other schools.
  - d. Initiate premium boarding services, which effectively support the school's vision and serve the well-being of all boarding students and staff.

## AISL Harrow LiDe School Hengqin



**DR. MAX CARUSO**  
HEAD MASTER OF AISL HARROW  
LIDE SCHOOL HENGQIN

Dr. Max Caruso holds a Doctor of Education degree with a focus on leadership development and agency. As a senior executive with over 30 years of experience in education, Max has held senior positions in various schools across Austral-Asia. His diverse journeys through Australia, Dubai and China have strengthened his understanding of educational dynamics in Asian countries and, in particular, for Chinese families. His experience has embedded an educational values system that is underpinned by integrity, excellence, unconditional respect, equity and service—values which closely match those of Harrow.

In 2013, Max was awarded the Leadership for Learning Award by the Australian Council of Educational Leaders in recognition of his leadership in

schools, and in 2020, he was recognised as one of the most influential educators in the UAE. He aims to make a difference for all students in his care, through servant and authentic leadership and to create a learning community that places students at the heart of all thinking, recognising and nurturing their unique geniuses, gifts, and talents.



**ELISE LI**  
CHINESE PRINCIPAL OF AISL HARROW  
LIDE SCHOOL HENGQIN

Elise took up her role as Chinese Principal of AISL Harrow LiDe School Hengqin in February 2022, having previously worked in an education organisation in Shanghai. She holds a Master's Degree in International Education and teaching qualifications from both China and the UK. She has nearly 15 years of experience in bilingual and international education and was once a founding Head of School of a bilingual school and a Sixth Form center.

### *Vision*

Harrow Li De School, Hengqin is a young and emerging school, as such, we strive to enact our vision of Educational Excellence for Life and Leadership, as we embed and develop the concepts that underpin a Professional Learning Community.

As a boarding school, we deliver world-class and innovative bilingual education to Hengqin, Zhuhai as well as to the cities and environs of the Greater Bay Area. Increasingly, this education also draws families to Hengqin from other cities in China as well as abroad.



### *The Educational Offer*

Harrow Hengqin is a Boarding Bilingual school, offering a student-centred, holistic education underpinned by our Harrow Curriculum which is informed by both the Chinese and British National Curricula.

We are a through school, Harrow Little Lions (Xiangzhou), and Harrow Li De School, Hengqin, Kindergarten to Grade 10, with Grades 11 and 12 to follow.

Our High School is a Cambridge Assessment International Education, (CAIE), accredited school. Post compulsory G1 – G9 Education, students study the IGCSE and A – Level Programme.

### *Staff Overview*

Number of staff	Academic staff	Non-academic staff
81	54	27

### *Summary of Achievements*

#### **(i) Student Talent Development**

- First-ever commissioning of Youth Poet Laureates. Their duty is to deliver original poems to commemorate major assemblies and events
- Students have successfully participated in National and International Academic Challenges
- Inauguration of ground-breaking Violin Programme in Grades 1 and 2

#### **(ii) Non-academic performance**

- Successful launch of Harrow Hengqin High School
- CAIE Accreditation
- Strategic relationship: Harrow Hengqin and University of Cambridge Alumni
- Outstanding Moot Court simulation where our students executed the justice of Law with flair and perfection, in partnership with the Hengqin Procuratorate
- Artist in Residence: David Bramston (Master Classes)
- Badminton: Ms Ma Jin, World and Olympic Champion (Master Classes)
- Anna Karenina, Director and Crew. Led by Musical Theatre renowned, Mr Qian Zhao
- Hosting major events in partnership with Guangdong – Hengqin – Macao Deep Cooperation Zone
- Successful Lion King Review adaptation
- Memorandum of Understanding with Harrow Hengqin and Tinmuk Rowing Club
- First ever Long Ducker event was held at the Tinmuk Rowing Park, along the Tinmuk River track with over 500 Harrow and community participants

#### **(iii) Awards Received in 2022/23**

- Kinglead China International School Innovative Competitiveness Ranking 2023 – Top 27
- Kinglead China International School Research Characteristics Ranking 2023 – Top 100

### *Strategic Priorities in 2023/24*

#### Lower School

1. Closing the reading gap so that students progress towards their age-related expectations of native English learners.
2. Enhance the teaching quality of the Li De Mathematics curriculum to raise attainment.
3. Optimising assessment and data utilisation for student progress.

#### Upper School

1. English and EAL provision.
2. Flexible Strategic Track for non-Chinese residents.
3. Effective academic tracking systems and use of student performance data for support and challenge.

#### Boarding and Pastoral Care

1. Embed EAL extended the programme into boarding to include day students.
2. Focus on English emersion in the Boarding House with the development of the G4-6 study room and senior study rooms in the Boarding House.
3. Raise the profile of Holistic Education, Maths and English skills through a thorough tutor time programme.
4. Raise the profile of middle leaders in pastoral care along with the new Pastoral Care Framework for US.

## AISL Harrow International School Appi Japan



**STEPHEN TONG**  
ACTING HEAD MASTER OF AISL HARROW  
INTERNATIONAL SCHOOL APPI JAPAN

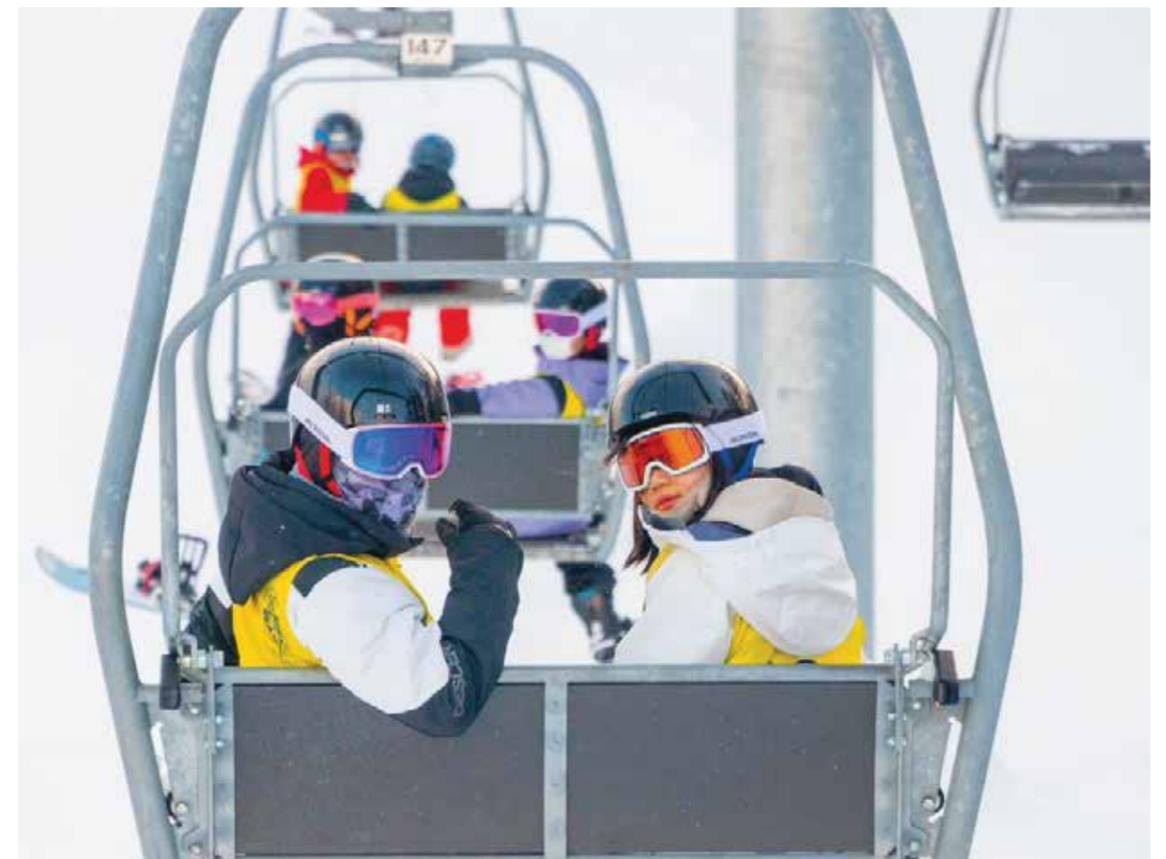
Stephen joined Harrow International School Appi Japan in August 2023 after three years helping to establish and grow Harrow Shenzhen as one of the new Harrow schools in China. Prior to joining Harrow AISL, Stephen spent thirty-two years working in six different schools in the United Kingdom, twelve of these as a Headmaster of a large secondary school in the Southwest of England. Stephen is a graduate of the University of Durham where he read History.

Throughout his career, Stephen has held on to some heartfelt principles to guide his work and service as an educator. His philosophy has always been that to prepare young people to be the citizens of the future; they need to be firstly known, cared for and guided and then to be championed and to have all of their successes celebrated.

### *Vision*

Harrow Appi prepares girls and boys from diverse backgrounds and abilities for a life of service, learning, leadership and personal fulfilment. We place particular emphasis on five key areas:

- Scholarship** – encouraging intellectual curiosity, independent thought and effective learning habits
- Opportunity** – ensuring students perform to their potential, thereby increasing their educational and career opportunities
- Character** – developing and maturing the individual, enabling girls and boys to uncover their talents, skills and values to be a good influence beyond Harrow Appi.
- People** – admitting girls and boys who will thrive and contribute at Harrow Appi, and recruiting and nurturing staff who facilitate excellence.
- Operations** – providing environments, infrastructure and functions that are outstanding



### The Educational Offer

Harrow Appi promotes academic excellence by finding the very best in every student. We encourage students to have high expectations of themselves, be ambitious and work hard to realise their potential in a nurturing environment. Our curriculum provides a full and comprehensive range of subjects delivered by high caliber teachers in a truly breathtaking setting.

#### PREP SCHOOL (AGES 11-13)

Students in the Prep Phase follow a curriculum designed to manage a transition into a specialist subject approach. The is to develop the skills, knowledge and understanding that will prove the foundations for genuine academic success in the senior school. Students are encouraged to learn about themselves and the world around them. Student timetables blend their academic lessons with a comprehensive Enrichment programme.

#### SENIOR SCHOOL (AGES 13-16)

Designed to build on the knowledge and skills developed in the Prep Phase, our Senior School curriculum is increasingly academically demanding, focusing students on national and international public examinations, starting with IGCSEs in the Fifth Form. Subjects taught include Art, Biology, Chemistry and Physics, Drama, English Language and English Literature, Mathematics, Mandarin, Japanese, Geography, History, Business Studies, Economics, Design Technology and Physical Education.

#### Staff Overview

Number of staff	Academic staff	Non-academic staff
80	55	25

#### Summary of Achievements

##### (i) Student Talent Development

Strong progress is being made by students in all year groups, with Fifth Form students now poised to achieve IGCSE results in line with upper quartile expectations.

##### (ii) Non-academic performance

Harrow's first full boarding school, outside of the United Kingdom has been established with over 200 happy, secondary age students living and studying in a Japanese mountain environment.

All students participated in School Academies as part of our Enrichment Programme in the Golden, White and Green seasons.

71 separate CCAs and SCAs are on offer for students as part of the Extra-Curricular offer.

### Strategic Priorities in 2023/24

An education led by Harrow values that secures Harrow Appi as the leading provider of Full Boarding educational provision delivered in a unique mountain environment where students genuinely learn in nature. In doing so, we will drive for the following standards.

- Excellence in Growth and Development
- Excellence in Student Achievement
- Excellence in Parent and Community Engagement
- Excellence in People
- Excellence in Leadership



## Harrow Hong Kong Children School Shenzhen Qianhai



**DR JOHN TAN**  
FOUNDING SCHOOL HEAD OF AISL HARROW  
HONG KONG CHILDREN SCHOOL  
SHENZHEN QIANHAI

Dr John Tan has over 30 years of experience in leading quality education in Hong Kong. He has held headmaster positions in several schools in Hong Kong including traditional elite schools such as Wah Yan College Kowloon and Pun U Association Wah Yan Primary School. John joined the Hong Kong Education Bureau (HKEDB) in the late 2000s as Chief Curriculum Development Officer responsible for the launching of the compulsory HKDSE subject of Liberal Studies. He has been the Chairman of the CDC Committee on Liberal Studies, Honorary Associate Professor of the Faculty of Education in the University of Hong Kong and has sat in the Hong Kong Examination and Assessment Authority's Advisory Committee on Public Examinations (including HKDSE) and HKEDB's Advisory Committee on Gifted Education. John is now Chairman of the Hong Kong Principals' Institute.

### *Vision*

Harrow Hong Kong Children School Shenzhen Qianhai, as an AISL Harrow School offer K-12 education, is to prepare students along the motto of Educational Excellence for Life and Leadership and the Harrow Values of courage, humility, honour and fellowship, for a life of learning, leadership, service and personal fulfilment. Through the Hong Kong DSE curriculum and eventually an IB DP optional route, HHKCS aims at developing students with Hong Kong, Chinese and global wisdom, while being biliterate and trilingual.

### *Summary of Developments in 2022/23*

The Senior Leadership Team (SLT) members arrived at the new campus between March and May 2023, formulated the frameworks and approaches in the early years (Harrow Little Lions), primary and junior secondary curricula, and with the Admissions and Marketing Department recruited the targeted 270 students for school opening in September 2023. With a high proportion of applicants requesting boarding, boarding offers started to be given out in early July 2023. The school licence was granted by the Government in mid-July 2023.

The SLT together with the Human Resources Department successfully recruited the whole K1-G9 academic team to professional satisfaction by 31 July 2023, The School celebrates its cultural and professional diversity among the newly recruited academic staff: with their origins from China Mainland, Hong Kong (China), Ireland, New Zealand, South Africa, Taiwan (China), and the UK, and their teaching experiences in 11 countries outside China Mainland and Hong Kong. Academic and non-academic staff underwent a month-long induction in August 2023, including a 2-day School-developed dialogue-mode workshop on the four Harrow Core Values and Six Leadership Attributes. Their understanding of these values and attributes was deepened through reflecting over their manifestations in the Harrow tradition, the lived experiences throughout their own professional and personal lives, and consolidated into relevant behavioural expectations among students and home-school collaboration expectations from parents. The latter was materialised in the form of Harrow Values parent education activities launched on the Founding Parents and Students Orientation Day, held just before the opening of the new school year.



CONCLUSION AND  
2023/24 OUTLOOK



## CONCLUSION AND 2023/24 OUTLOOK

The academic year of 2022/23 was a year of challenges and aspirations. It marked the end of the three-year pandemic, and put us on new ground to explore what we can now do better for the benefit of our students and staff. This new ground urges us to make further commitment to the value of excellence that we should pursue in order to bring the best to all members of our community in terms of quality of our education provision, academic performance and talents development of our students, various aspects of school operations, working environment for and career development of our staff, home-school cooperation, and contribution to the environment and society etc. The academic year of 2023/24 will see AISL and its Schools introducing and implementing new measures to target at achieving all these goals within our 2022-2027 Five Year Strategic Plan, of which we are now in the second year. This new academic year will also see us piloting new endeavours such as providing A Level studies at our Harrow LiDe Schools through our collaboration with Harrow School in the UK, diversifying our curriculum offering to DSE and IBDP, establishing a Harrow sports academy to offer elite physical and sport training to our students, launching bespoke winter camps to our students and their families at some of our AISL Harrow school campuses, and many other more. By the time these new initiatives are proven, they will also be introduced to other AISL Harrow Schools of the Group. We are confident that these new initiatives will help us achieve what we are committed to doing, and that is to accomplish a new and higher level of excellence of educating our students, developing their character and leadership, and preparing them for their future. We are, however, prudent. As a responsible corporate and employer, we don't undertake these new initiatives of our own will. We listen to the voices and views of different stakeholders involved as we believe that only by doing so, we will be able to appreciate the different aspects of our students' interest that we need to protect and enhance.

Putting 2022/23 behind us and forging towards 2023/24 with courage, honour, humility and fellowship with our parent, staff and partners, we are certain that our AISL Harrow Schools and their children will reach a level of success and excellence they will be very pleased with and proud of.

15 November 2023

## GLOSSARY

AISL	Asia International School Limited.
AA	AISL Academy.
AISL Group or the Group	AISL and its subsidiaries and associated companies.
AISL Harrow Schools or the Schools	The schools and kindergartens under the brand of Harrow Bangkok, Harrow Beijing, Harrow Hong Kong, Harrow Shanghai, Harrow Shenzhen (HIS and HHKCS), Harrow Haikou, Harrow Chongqing, Harrow Nanning, Harrow Hengqin Zhuhai and Xiangzhou Harrow Little Lions and Harrow Appi.
AM	AISL Mall.
AO	AISL Outdoor.
CCA	Co-curricular activities.
DSE	Hong Kong Diploma in Secondary Education Curriculum.
HHKCS	Harrow Hong Kong Children School Shenzhen Qianhai.
HIS	Harrow International School.
HISL	Harrow International Schools Limited.
HLL	Harrow Little Lions.
IBDP	International Baccalaureate Diploma Programme.
LiDe	Harrow LiDE Schools.
SCA	Super-curricular activities.

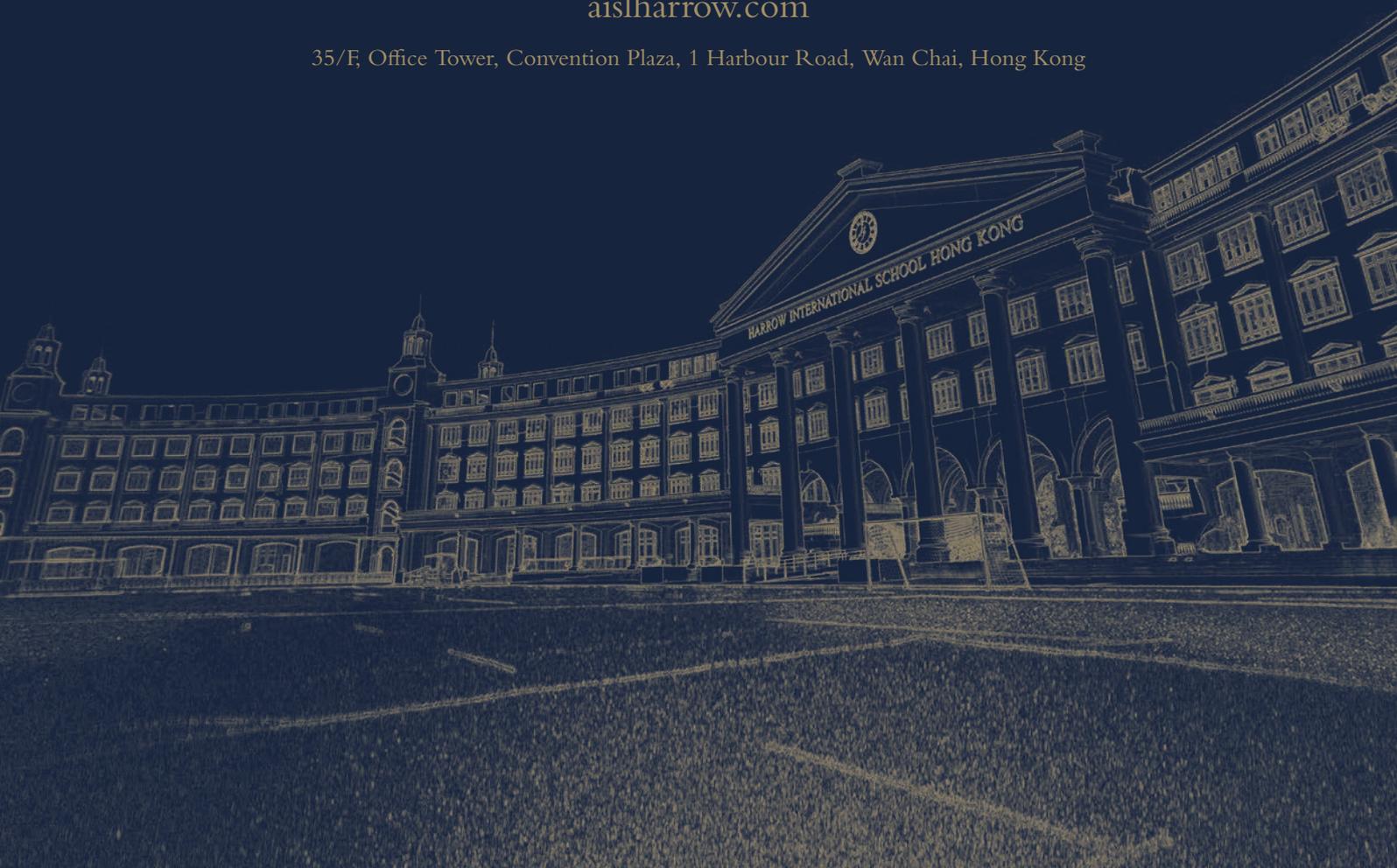


Preparing *for* the Future; Prepared *for* Life

ASIA INTERNATIONAL SCHOOL LIMITED

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