

**Excel Resourcing  
(Recruitment Consultants) Limited**

Annual report and financial statements

Registered number 03014770

31 December 2016



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## Strategic report

### Principal activities

Excel Resourcing (Recruitment Consultants) Limited's ("the company") principal activity is that of an employment agency.

### Business model

The company provides services to its clients through two principal delivery channels:

1. A nationwide network of (predominantly) high street based branches supplying temporary and permanent staff to a combination of local businesses and larger corporate clients.
2. Its SMS (Site Managed Services) division within which large numbers of temporary workers are supplied and managed through teams of Gi Group people situated permanently on the client's own premises. This model mainly serves the needs of larger, corporate clients with significant year round requirements for temporary labour.

Value is added to the basic recruitment services provided in a range of ways, dependent on the requirements of the client. Typically these might include: provision of management information, HR consultancy services, shift planning, skills training and provision of apprenticeships.

### Business review and results

The company has had another profitable year delivering an operating profit of £20,106 (2015 £23,407). The net assets of the company at year end were £411,646 (2015 £391,541)

Our business continues to benefit from strong long-term relationships with major blue chip clients and these once again provided the foundation for the company's performance during the year, with new clients being added to our already strong portfolio. Now part of a large multi-national group, we have the opportunity moving forward to develop more relationships of this kind, including with companies operating on an international footing. The groundwork for such approaches was laid during the course of 2016.

Our reputation as an established, legally compliant, ethical and reliable supplier is important in reassuring major companies that we are a qualified, suitable partner for the supply of temporary labour – particularly in our increasingly regulated environment.

With a robust sales pipeline, the directors remain optimistic about the future performance of the Gi Group ("the Group").

### *Operating Systems*

Progress was made during the year in the development of plans for improving our front and back office operating systems and the supply of higher quality management information to our clients. The Board sees this as a key area of importance going forward.

### Key Performance Indicators

The directors manage the company's operations on a group basis. For this reason, the company's directors believe that the analysis using key performance indicators of the company is not necessary or appropriate for an understanding of the development, performance or position of the business of the company. The development, performance and position of Gi Recruitment Limited, which include those of the company, are disclosed in the annual report and consolidated financial statements of Gi Recruitment Limited.

## Strategic report *(continued)*

### Principal risks and uncertainties

Our business continues to benefit from strong long-term relationships with major clients and these continue to underpin the company's strong trading results. Now part of a large international group, the company is well-placed to add to its portfolio of such clients, though this of course is accompanied by the risks attendant in any competitive, tender based business, subject to increasing attention by professional procurement departments.

Compliance with all relevant regulations continues to be a high priority for the Board, and the company's reputation as an ethical, reliable and substantial entity continue to make it an attractive partner for major – often international – clients.

### Future developments

The Board anticipates a period ahead in which the economic situation will continue to improve and in which, with its robust pipeline of prospective business, the company should continue to enjoy solid growth.

Investment will continue to be made in the IT infrastructure of the company to ensure its systems meet the increasing demands of the market in this important area.

The company continues to operate a fully-fledged Corporate Social Responsibility programme. This is seen by the Board as an increasingly important focus as clients place more emphasis on this in choosing suppliers.

From April 2017, the government will introduce the 'Apprentice Levy'. The company sees this as a positive opportunity to assist other companies through the Group accredited training centre.

On behalf of the Board



J. Watts  
Director

11 April 2017

## **Directors' report**

The directors present their annual report and the audited financial statements for the year ended 31 December 2016.

### **Principal activities**

The principal activity of Excel Resourcing (Recruitment Consultants) Limited ("the company") is that of an employment agency, dealing with permanent and temporary staff.

### **Results and dividends**

The audited financial statements for the year ended 31 December 2016 are set out on pages 8 to 15. The result for the year after taxation was a profit of £20,106 (2015: £23,407).

The directors do not recommend the payment of a dividend (2015: £nil).

### **Research and development**

The company performed no research and development in the year.

### **Financial risk management**

The Group has established a risk and financial management framework whose primary objective is to ensure sufficient working capital exists and to monitor the management of risk at a business unit level.

The Group aims to mitigate credit and liquidity risk by managing cash generation by its operations and applying cash collection targets. The Group also manages liquidity via a Group Invoice Discounting facility.

### **Directors**

The directors of the company who were in office during the year and up to the date of signing the financial statements were

J Hardy  
P Smith  
J Watts

None of the directors who held office at the year end had any disclosable interest in the shares of the company.

## **Directors' report** *(continued)*

### **Disclosure of information to auditors**

The directors who held office at the date of approval of this Directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the company's auditors are unaware; and each director has taken all the steps that he ought to have taken as a director to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

### **Political contributions**

The company made no political donations or incurred any political expenditure during the year.

### **Other information**

An indication of likely future developments in the business and particulars of significant events which have occurred since the end of the financial year have been included on page 3.


### **Other information**

An indication of likely future developments in the business and particulars of significant events which have occurred since the end of the financial year have been included in the strategic report on pages 1 and 2.

### **Independent Auditors**

The auditors, PricewaterhouseCoopers LLP, have indicated their willingness to continue in office and a resolution concerning the re-appointment will be proposed at the Annual General Meeting.

On behalf of the Board

  
J Watts  
Director  
11 April 2017

## **Statement of directors' responsibilities in respect of the annual report and financial statements**

The directors are responsible for preparing the Annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting standard applicable in the UK and Republic of Ireland", and acceptable law).

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent; and
- state whether applicable United Kingdom Accounting standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **Independent auditors' report to the members of Excel Resourcing (Recruitment Consultants) Limited**

### **Report on the financial statements**

#### **Our opinion**

In our opinion, Excel Resourcing (Recruitment Consultants) Limited's financial statements (the "financial statements"):

- give a true and fair view of the state of the company's affairs as at 31 December 2016 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **What we have audited**

The financial statements, included within the Annual report and financial statements (the "Annual Report"), comprise:

- the Balance sheet as at 31 December 2016;
- the Statement of Comprehensive Income for the year then ended;
- Statement of changes in equity; and
- the notes to the financial statements, which include a summary of significant accounting policies and other explanatory information.

The financial reporting framework that has been applied in the preparation of the financial statements is United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice).

In applying the financial reporting framework, the directors have made a number of subjective judgements, for example in respect of significant accounting estimates. In making such estimates, they have made assumptions and considered future events.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

In addition, in light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we are required to report if we have identified any material misstatements in the Strategic report and the Directors' report. We have nothing to report in this respect.

### **Other matters on which we are required to report by exception**

#### **Adequacy of accounting records and information and explanations received**

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

## **Independent auditors' report to the members of Excel Resourcing (Recruitment Consultants) Limited (continued)**

### **Directors' remuneration**

Under the Companies Act 2006 we are required to report to you if, in our opinion, certain disclosures of directors' remuneration specified by law are not made. We have no exceptions to report arising from this responsibility.

## **Responsibilities for the financial statements and the audit**

### **Our responsibilities and those of the directors**

As explained more fully in the Statement of directors' responsibilities in respect of the Annual report and financial statements set out on page 5, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) ("ISAs (UK & Ireland)"). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

### **What an audit of financial statements involves**

We conducted our audit in accordance with ISAs (UK & Ireland). An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the directors; and
- the overall presentation of the financial statements.

We primarily focus our work in these areas by assessing the directors' judgements against available evidence, forming our own judgements, and evaluating the disclosures in the financial statements.

We test and examine information, using sampling and other auditing techniques, to the extent we consider necessary to provide a reasonable basis for us to draw conclusions. We obtain audit evidence through testing the effectiveness of controls, substantive procedures or a combination of both.

In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report. With respect to the Strategic report and Directors' report, we consider whether those reports include the disclosures required by applicable legal requirements.



Nicholas Cook (Senior Statutory Auditor)  
for and on behalf of PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
Sheffield  
13 April 2017

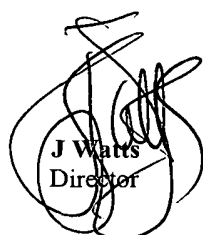
**Statement of Comprehensive Income**  
for the year ended 31 December 2016

		<b>2016</b>	<b>2015</b>
		<b>£</b>	<b>£</b>
Revenue	Note 2	20,106	23,407
<b>Profit before taxation</b>	3	20,106	23,407
Tax on profit	6	-	-
<b>Profit for the financial year</b>		<b>20,106</b>	<b>23,407</b>
<b>Other comprehensive income for the year, net of income tax</b>		-	-
<b>Total comprehensive income for the year</b>		<b>20,106</b>	<b>23,407</b>

**Balance sheet**  
*as at 31 December 2016*

	<i>Note</i>	<b>2016</b>	<b>2015</b>
		<b>£</b>	<b>£</b>
<b>Current assets</b>			
Debtors	7	472,321	416,679
Cash at bank and in hand	8	4,473	1,774
		<hr/>	<hr/>
		476,794	418,453
<b>Creditors: amounts falling due within one year</b>	9	(65,148)	(26,912)
		<hr/>	<hr/>
<b>Net current assets</b>		411,646	391,541
		<hr/>	<hr/>
<b>Net assets</b>		<b>411,646</b>	<b>391,541</b>
		<hr/>	<hr/>
<b>Capital and reserves</b>			
Called up share capital	10	1,530	1,530
Profit and loss account		410,116	390,011
		<hr/>	<hr/>
<b>Total shareholders' funds</b>		<b>411,646</b>	<b>391,541</b>
		<hr/>	<hr/>

The financial statements on pages 8 to 15 were approved by the board of directors on 11 April 2017 and signed on its behalf by:

  
J Watts  
Director

The accompanying notes on pages 11 to 15 are an integral part of these financial statements.

**Statement of changes in equity**  
**For the year ended 31 December 2016**

	<b>Called up share capital £</b>	<b>Share premium account £</b>	<b>Merger reserve £</b>	<b>Profit and loss account £</b>	<b>Total shareholder's funds £</b>
Balance at 1 January 2015	1,530	-	-	366,604	368,134
<b>Total comprehensive income for the year</b>					
Profit for the financial year	-	-	-	23,407	23,407
Other comprehensive income	-	-	-	-	-
Total comprehensive income for the year	-	-	-	23,407	23,407
<b>Balance at 31 December 2015</b>	<b>1,530</b>	<b>-</b>	<b>-</b>	<b>390,011</b>	<b>391,541</b>

	<b>Called up share capital £</b>	<b>Share premium account £</b>	<b>Merger reserve £</b>	<b>Profit and loss account £</b>	<b>Total shareholder's funds £</b>
Balance at 1 January 2016	1,530	-	-	390,011	391,541
<b>Total comprehensive income for the year</b>					
Profit for the financial year	-	-	-	20,106	20,106
Other comprehensive income	-	-	-	-	-
Total comprehensive income for the year	-	-	-	410,116	411,646
<b>Balance at 31 December 2016</b>	<b>1,530</b>	<b>-</b>	<b>-</b>	<b>410,116</b>	<b>411,646</b>

## Notes

(forming part of the financial statements)

### 1 Accounting policies

Excel Resourcing (Recruitment Consultants) Limited (the “company”) is a private company limited by shares and incorporated and domiciled in England.

These financial statements were prepared in accordance with Financial Reporting Standard 102 *The Financial Reporting Standard* applicable in the UK and Republic of Ireland (“FRS 102”) as issued in August 2014. The amendments to FRS 102 issued in July 2015 and effective immediately have been applied. The presentation currency of these financial statements is sterling. All amounts in the financial statements have been rounded to the nearest £1. The financial statements have been prepared in accordance with the Companies Act 2006.

In the transition to FRS 102 from old UK GAAP, the Company has made no measurement and recognition adjustments.

The Company’s parent ultimate undertaking, Gi Recruitment Limited includes the company in its consolidated financial statements. The consolidated financial statements of Gi Recruitment Limited are available to the public and may be obtained from Draefern House, Dunston Court, Dunston Road, Chesterfield, Derbyshire, S41 8NL. In these financial statements, the company is considered to be a qualifying entity (for the purposes of this FRS) and has applied the exemptions available under FRS 102 in respect of the following disclosures:

- Reconciliation of the number of shares outstanding from the beginning to end of the period;
- Cash flow statement and related notes; and
- Key management personnel compensation.

As the consolidated financial statements of Gi Recruitment Limited include the equivalent disclosures, the company has also taken the exemptions under FRS 102 available in respect of the following disclosures:

- The disclosures required by FRS 102.11 *Basic Financial Instruments* and FRS 102.12 *Other Financial Instrument Issues* in respect of financial instruments not falling within the fair value accounting rules of Paragraph 36(4) of Schedule 1.

#### 1.1 Foreign Exchange Policy

Foreign currency balances have been restated at the 31<sup>st</sup> December 2016 exchange rate, with any differences being realised in the profit and loss account for the period.

#### 1.2 Measurement convention

The financial statements are prepared on the historical cost basis.

#### 1.3 Going concern

The directors have prepared the financial statements on the basis of a going concern.

#### 1.4 Critical accounting estimates and judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of the accounting policies and the reported amounts of assets and liabilities, revenue and expenses. Actual results may differ from these estimates. There were no areas of judgment or uncertainty deemed significant on these financial statements.

## Notes (continued)

### 1 Accounting policies (continued)

#### 1.5 Basic financial instruments

##### *Trade and other debtors / creditors*

Trade and other debtors are recognised initially at transaction price less attributable transaction costs. Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses in the case of trade debtors. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

##### *Cash and cash equivalents*

Cash and cash equivalents comprise cash balances.

#### 1.6 Turnover

Turnover comprises the amount derived from services falling within the company's activity after deduction of trade discounts and excluding value added tax.

#### 1.7 Taxation

Tax on the profit or loss for the year comprises current and deferred tax. Tax is recognised in the profit and loss account except to the extent that it relates to items recognised directly in equity or other comprehensive income, in which case it is recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided on timing differences which arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements. The following timing differences are not provided for: differences between accumulated depreciation and tax allowances for the cost of a fixed asset if and when all conditions for retaining the tax allowances have been met; and differences relating to investments in subsidiaries, to the extent that it is not probable that they will reverse in the foreseeable future and the reporting entity is able to control the reversal of the timing difference. Deferred tax is not recognised on permanent differences arising because certain types of income or expense are non-taxable or are disallowable for tax or because certain tax charges or allowances are greater or smaller than the corresponding income or expense.

Deferred tax is provided in respect of the additional tax that will be paid or avoided on differences between the amount at which an asset (other than goodwill) or liability is recognised in a business combination and the corresponding amount that can be deducted or assessed for tax. Goodwill is adjusted by the amount of such deferred tax.

Deferred tax is measured at the tax rate that is expected to apply to the reversal of the related difference, using tax rates enacted or substantively enacted at the balance sheet date. Deferred tax balances are not discounted.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

**Notes** *(continued)*

**2 Turnover**

Turnover is attributable to one class of business. All turnover arose within the United Kingdom.

**3 Profit before taxation**

The audit fee of the company is borne by Gi Group Recruitment Limited. The group financial statements of the company's parent give, on a group wide basis, the non-audit fee disclosures required by the Companies Act 2006.

**4 Staff costs**

The average monthly number of permanent employees (including directors) was 3 (2015: 3).

Staff costs were borne by another Group company and recharged to Gi Group Recruitment Limited.

**5 Directors' remuneration**

None of the named directors of the company that served during the year received remuneration from the company (2015: £nil). All employment costs attributable to the directors are borne by a fellow Group company.

**6 Tax on profit**

**Total tax expense recognised in the profit and loss account, other comprehensive income and equity**

	2016 £	2015 £
<i>Current tax</i>		
Current tax on income for the year	-	-
Adjustments in respect of prior periods	-	-
	<hr/>	<hr/>
Total current tax	-	-
	<hr/>	<hr/>
Total tax	-	-
	<hr/> <hr/>	<hr/> <hr/>

## Notes (continued)

### 6 Tax on profit (continued)

#### Reconciliation of effective tax rate

	2016 £	2015 £
Profit before taxation	20,106	23,407
Tax on profit at standard UK tax rate of 20% (2015: 20.25%)	4,021	4,740
Group relief claimed	-	(4,740)
Transfer pricing adjustments	(2,526)	-
Effects of group relief / other reliefs	(1,495)	-
	<hr/>	<hr/>
Total tax expense included in profit or loss	-	-
	<hr/> <hr/>	<hr/> <hr/>

A change in the UK corporation tax rate from 20 per cent to 19 per cent is effective from 1 April 2017, and to 18 per cent starting from 1 April 2020. A further change to the UK corporation tax rate has also been substantively enacted, which proposes to reduce the rate by a further 1 per cent to 17 per cent from 1 April 2020.

### 7 Debtors

	2016 £	2015 £
Amounts owed by group undertakings	472,321	416,679
	<hr/> <hr/>	<hr/> <hr/>

Amounts owed by Group undertakings are unsecured, interest free and repayable on demand.

### 8 Cash at bank and in hand

	2016 £	2015 £
Cash at bank and in hand	4,473	1,774
	<hr/> <hr/>	<hr/> <hr/>

### 9 Creditors: amounts falling due within one year

	2016 £	2015 £
Trade creditors	35,452	-
Taxation and social security	29,696	26,912
	<hr/>	<hr/>
	65,148	26,912
	<hr/> <hr/>	<hr/> <hr/>

## Notes (continued)

### 10 Capital and reserves

	2016 £	2015 £
<b>Called up share capital</b>		
<i>Authorised</i>		
49,900 'A' shares of £1 each (2015: 49,900)	49,900	49,900
100 'B' shares of £1 each (2015: 100)	100	100
	<hr/> 50,000	<hr/> 50,000
<i>Allotted, called up and fully paid</i>		
1,500 'A' shares of £1 each (2015:1,500)	1,500	1,500
30 'B' shares of £1 each (2015:30)	30	30
	<hr/> 1,530	<hr/> 1,530

The 'B' shares carry the right to dividends by recommendation of the directors. Holders of 'B' shares do not have any voting rights, and on the event of a winding up of the company, are not entitled to a share of the surplus.

### 11 Financial commitments

The company had no capital commitments at 31 December 2016 or at 31 December 2015.

### 12 Ultimate controlling party

The company is a subsidiary undertaking of Gi Group Recruitment Limited incorporated in the UK. The ultimate parent undertaking and controlling party is SCL Holdings S.p.A, a company incorporated in Italy.

The smallest group in which the results of the company are consolidated is Gi Recruitment Limited, a company incorporated in the UK, and whose financial statements are available to the public. Copies can be requested from the Company Secretary at Draefern House, Dunston Court, Dunston Road, Chesterfield, Derbyshire, S41 8NL.

The largest group in which the results of the company are consolidated is SCL Holdings S.p.A, a company incorporated in Italy, which is also the ultimate parent undertaking and controlling party, and whose financial statements are available to the public. Copies can be requested from Via Cosimo del Fante 4, 20122, Milano.

As a subsidiary undertaking of SCL Holdings SpA the company has taken advantage of the exemption in FRS 102 section 33 "Related party disclosures" from disclosing transactions with other members of the group headed by SCL Holdings S.p.A.