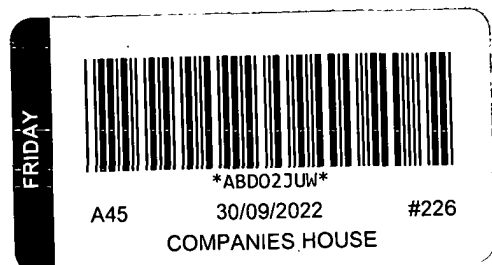


**Company Registration No. 03179657**

**People in Business Limited**

**Annual Report and Consolidated Financial  
Statements**

**for the year ended 31 December 2021**



People in Business Limited

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## **People in Business Limited**

### **Report and financial statements 31 December 2021**

#### **Company information**

##### **Directors**

G Edwards  
M Abbey

##### **Registered office**

200 Aldersgate Street  
London  
EC1A 4HD

##### **Solicitors**

Gordons Partnership 2020 Limited  
22 Great James Street  
London  
WC1N 3ES

##### **Bankers**

NatWest Bank PLC  
135 Bishopsgate  
London  
EC2M 3UR

##### **Auditor**

Grant Thornton UK LLP  
Chartered Accountants & Statutory Auditor  
30 Finsbury Square  
London  
EC2A 1AG

## People in Business Limited

### Strategic report For the year ended 31 December 2021

The directors, in preparing this strategic report, have complied with s414C of the Companies Act 2006.

This strategic report has been prepared for the group as a whole and therefore gives greater emphasis to those matters which are significant to People in Business Limited and its subsidiary undertakings when viewed as a whole.

#### Principal activity

The principal activities of the group are recruitment advertising and employer communication services.

#### Business review

The operating profit for the year was £4,926,000 (2020: £3,596,000) and the profit for the year after taxation amounted to £3,503,000 (2020: £2,667,000).

#### Key Performance Indicators

	2021 £ 000	2020 £ 000	Change %
Turnover	74,100	62,127	19.3%
Gross Profit	24,480	22,709	7.8%
Operating Profit	4,926	3,596	37.0%
Cash inflow	2,015	3,666	(45.0%)
Gross Profit Margin	33.0%	36.6%	(9.8%)
Operating Profit Margin	6.6%	5.8%	13.8%

The group saw gross profit growth driven by solid performance in both new business and existing client growth.

#### Principal risks and uncertainties

The future prospects of the group are influenced by the global demand for hiring talent and staff retention, particularly in the United Kingdom, France, Germany and the Netherlands which in turn, is influenced by the strength of the economies in each of those countries.

The customer base exposes the group to foreign exchange risk in key global currencies, which are naturally hedged wherever possible.

The strong growth in the recruitment advertising market in 2021 has continued into 2022 with significant market developments in advertising technology (ad-tech) and new competitors entering the market. As the volume of ad-tech competitors grows we are prepared to continue to face margin pressure and increased competition but believe this will be offset by increased scale of opportunity and proportion of recurring revenue-based business in a maturing tech-driven market.

The directors continue to focus on balancing the business portfolio across Europe to off-set any potential impact of organisations reducing London presence in favour of European hubs post Brexit.

Whilst the global spread of COVID-19 has eased, the group remains ready to implement measures to minimise any adverse impact on our employees and customers. The group will continue to prioritize the health and safety of its employees, their families and their communities to ensure operations adhere to current local health guidelines. Our businesses have remained operational throughout the period of disruption caused by the COVID-19 pandemic and have continued to provide excellent service to our customers. Employees have returned to the office on hybrid working basis with no issues identified across any of our teams. Processes throughout our business such as billing, cash collection, timesheets, management information and payments to our people and suppliers continue to be completed without issues.

## **People in Business Limited**

### **Strategic report (continued) For the year ended 31 December 2021**

Since the easing of lockdowns, the volume of work has steadily increased and turnover is now in excess of pre-COVID-19 levels. The group's turnover is somewhat protected through its diverse range of clients that operate in a wide variety of sectors and due to a high proportion of turnover being contractual on multi-year contracts. The group has continued to win significant work with existing and new clients with some clients experiencing significant increased requirement for our services because of COVID-19.

The uncertainty as to the future impact on the group of COVID-19 has been considered as part of the group's adoption of the going concern basis. The directors have taken appropriate steps to ensure there are no liquidity constraints during this period.

#### **Section 172 (1)**

Section 172 of the Companies Act 2006 requires directors to act in a way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its shareholders and in doing so have regard (amongst other matters) to:

- a) The likely consequences of any decisions in the long-term;
- b) The interest of the company's employees;
- c) The need to foster the company's business relationships with suppliers, customers and others;
- d) The impact of the company's operations on the community and environments;
- e) The desirability of the company maintaining a reputation for high standards of business conduct; and
- f) The need to act fairly as between shareholders of the company.

The directors confirm that, during the year, they have had regard to the matters set out above. Further details as to how the directors have fulfilled their duties are set out below.

#### **Risk Management**

The company recognises the importance of identification, evaluation, and management of its risks. Details of the principal risks and uncertainties of the group are set out on page 2. The group's statement of going concern is included in the directors' report.

#### **Employees**

The company is committed to being a responsible employer and strives to create a working environment where its employees are actively engaged and part of its success.

#### **Business Relationships**

The company understands the value of maintaining and developing relationships with its customers and suppliers, as it is these strong relationships which underpin its current and future growth.

#### **Community and Environment**

The company acknowledges the significance of maintaining and improving the quality of the environment in which we live and work in. The company also supports a range of charitable and community activities.

#### **Future outlook and events after balance sheet date**

On 28<sup>th</sup> February 2022, the People in Business Limited group acquired 100% of the ordinary share capital of FirstBird GmbH for total consideration of £16.6m.

## **People in Business Limited**

### **Strategic report (continued) For the year ended 31 December 2021**

On 19 July 2022, the company's ultimate holding company and ultimate controlling party became Rally Topco, L.P., a company registered in the United States of America.

The directors continue to look for appropriate business opportunities and are confident of the future prospects for the group.

Brexit and COVID-19 related uncertainty is expected to ease in 2022. The group will continue to focus on balancing the business portfolio across Europe, the directors will ensure profit continues to be maximized through development of existing accounts and new client wins.

The group is also paying attention to the inflation figures and the possibility of a slowdown in business activity throughout 2022.

Approved by the Board and signed on its behalf by:



G Edwards  
Director  
Date: 29 September 2022

## **People in Business Limited**

### **Directors' report For the year ended 31 December 2021**

The directors present their report on the affairs of the group, together with the audited consolidated financial statements and auditor's report, for the year ended 31 December 2021.

#### **Future developments and events after the balance sheet date**

Details of future developments and events that have occurred after the balance sheet date can be found in the Strategic report on page 3 and form part of this report by cross-reference.

#### **Going concern**

The directors have assessed the relevant business risks including the long-term impact of COVID-19, Brexit and other changes to the trading environment and the impact these events have on the financial and liquidity performance of each entity in the group. The directors have considered cash flows, revenues and profits.

The group is operationally strong with past performance showing that it consistently generates profit and cash. The directors have prepared forecasts and projections up until 31 December 2023. Reverse stress test and sensitivity analyses have been performed on these projections. These indicate that the group should maintain an adequate cash position for a period in excess of one year from the date of approval of these financial statements.

After consideration of these projections, and after making due enquiries, the directors have, at the time of approving the financial statements, an expectation that the group has adequate resources to continue in operational existence for the foreseeable future. Consequently, the directors continue to adopt the going concern basis in preparing the annual report and financial statements.

#### **Dividends**

The directors do not recommend the payment of a dividend (2020: £nil).

#### **Directors**

The directors, who served throughout the period except as noted, were as follows:

G Edwards

M Abbey

#### **Financial risk management objectives and policies**

The group's principal financial assets are bank balances and trade debtors.

#### **Credit risk**

The group's credit risk is primarily attributable to its trade debtors. The amounts presented in the balance sheet are net of allowances for doubtful debtors. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows. The group has no significant concentration of credit risk, with exposure spread over a large number of counterparties and customers.

The credit risk on liquid funds is limited because the counterparties are banks with credit ratings assigned by international credit-rating agencies.

#### **Liquidity risk**

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operations and future developments, the group has access to short-term funding through its parent undertaking.

## **People in Business Limited**

### **Directors' report (continued) For the year ended 31 December 2021**

#### **Financial risk management objectives and policies (continued)**

##### ***Foreign exchange risk***

As the group operates in several countries it is also exposed to exchange rate movement. To minimise the risk of exchange rate movements, the group holds bank accounts in the main currencies in which it trades.

##### ***Interest rate risk***

The group's principal financial liabilities are trade creditors and amounts owed to group undertakings. These balances do not incur interest and as such there is deemed to be no interest rate risk attached. The group does not use derivative financial instruments for speculative or any other purposes.

#### **Auditor**

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as the director is aware, there is no relevant audit information of which the company's auditor is unaware; and
- the director has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Grant Thornton UK LLP have expressed their willingness to continue in office as auditor and a resolution to reappoint them will be proposed at the forthcoming Annual General Meeting.

Approved by the Board and signed on its behalf by:

*Garth Edwards*

G Edwards  
Director

Date: 29 September 2022



## People in Business Limited

### Directors' responsibilities statement For the year ended 31 December 2021

The directors are responsible for preparing the strategic report, the directors' 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 elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice, United Kingdom Accounting Standard and applicable law, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". 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 and profit or loss of the company and group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards has been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group 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 group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The directors confirm that:

- So far as each director is aware, there is no relevant audit information of which the company and group's auditor is unaware; and
- The directors have taken all steps that they ought to have taken as directors in order to make themselves aware of any relevant information and to establish that the company and group's auditor is aware of that information.

The directors are responsible for preparing the annual report in accordance with applicable law and regulations. The directors consider the annual report and the financial statements, taken as a whole, provides the information necessary to assess the company's performance, business model and strategy and is fair balanced and understandable.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

To the best of our knowledge:

- The financial statements, prepared in accordance with United Kingdom Generally Accepted Accounting Practice, give a true and fair view of the assets, liabilities, financial position and profit or loss of the company and group; and
- The strategic report and directors' report include a fair review of the development and performance of the business and the position of the company and group, together with a description of the principal risks and uncertainties.

## **People in Business Limited**

### **Independent auditor's report to the members of People in Business Limited (continued)**

#### **Opinion**

We have audited the financial statements of People in Business Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2021, which comprise Consolidated profit and loss account, Consolidated statement of comprehensive income, Consolidated balance sheet, Company balance sheet, Consolidated statement of changes in equity, Company statement of changes in equity, Consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31 December 2021 and of the group's 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.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and the parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

We are responsible for concluding on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or the parent company to cease to continue as a going concern.

In our evaluation of the directors' conclusions, we considered the inherent risks associated with the group's and the parent company's business model including effects arising from macro-economic uncertainties such as Brexit and Covid-19, we assessed and challenged the reasonableness of estimates made by the directors and the related disclosures and analysed how those risks might affect the group's and the parent company's financial resources or ability to continue operations over the going concern period.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

The responsibilities of the directors with respect to going concern are described in the 'Responsibilities of directors for the financial statements' section of this report.

## **People in Business Limited**

### **Independent auditor's report to the members of People in Business Limited (continued)**

#### **Other information**

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **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.

#### **Matter on which we are required to report under the Companies Act 2006**

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of directors for the financial statements**

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

## People in Business Limited

### Independent auditor's report to the members of People in Business Limited (continued)

#### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

*How we obtained an understanding of the legal and regulatory framework and identified which laws and regulations we identified as being significant*

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Group and parent Company and industry in which it operates through our commercial and sector experience. We determined the most significant which are directly relevant to specific assertions in the financial statements are those related to the reporting frameworks including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the relevant tax legislation, and Companies Act 2006;
- We understood how the group and parent company is complying with those legal and regulatory frameworks by making enquiries of management and those charged with governance. We corroborated our enquiries through our review of other information obtained during the course of the audit;
- We also enquired of management and those charged with governance concerning the group's policies and procedures relating to the identification, evaluation, detection and response to the risks of fraud and the establishment of internal controls to mitigate risks related to fraud. We enquired as to whether they had any knowledge of actual, suspected or alleged fraud.

*How we assessed the susceptibility of the group and parent company's financial statements to material misstatement, including how fraud might occur*

- We assessed the susceptibility of the parent company's and the group's financial statements to material misstatement, including how fraud might occur, by considering management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls.
- We determined that the principal risks were in relation to the estimation and judgemental areas of recognition of revenue arising from creative billing contracts; potential management bias in determining accounting estimates, especially in relation to the valuation and potential impairments of goodwill, investments in subsidiaries and receivables; and through management override of controls.

## People in Business Limited

### Independent auditor's report to the members of People in Business Limited (continued)

- Our audit procedures included:
  - Gaining an understanding of the controls that management has in place to prevent and detect fraud; and the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations;
  - Making enquiries of management and those charged with governance whether they were aware of any instances of non-compliance with laws and regulations, or whether they had any knowledge of actual, suspected, or alleged fraud;
  - Challenging significant accounting assumptions, estimates and judgements made by management, including those relevant to recognition of revenue arising from creative billing contracts; potential management bias in determining potential impairments of goodwill, investments in subsidiaries and receivables; and through management override of controls;
  - Using data interrogation software to identify and test large or unusual journal entries which may carry a higher risk of fraud;
  - Gaining and understanding of and testing significant identified related party transactions;
  - Assessing the extent of compliance with the relevant laws and regulations as part of our procedures on the related financial statement item; and
  - Performing audit procedures to consider the compliance of disclosures in the financial statements with the applicable financial reporting requirements.
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error and detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it.

*How we assessed whether the engagement team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations*

- Our assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:
  - Understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation;
  - Knowledge of the industry in which the parent company and the group operates;
  - Understanding of relevant legal and regulatory frameworks including United Kingdom Accounting Standards, including those related to the reporting frameworks including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the relevant tax legislation, and Companies Act 2006; and the application of the legal and regulatory requirements of these to People in Business Limited.

#### Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Marc Summers BSc (Hons) FCA**

Senior Statutory Auditor

for and on behalf of Grant Thornton UK LLP

Statutory Auditor, Chartered Accountants

London

29 September 2022

## People in Business Limited

### Consolidated profit and loss account For the year ended 31 December 2021

	Notes	2021 £ 000	2020 £ 000
Turnover	3	74,100	62,127
Cost of sales		<u>(49,620)</u>	<u>(39,418)</u>
<b>Gross profit</b>		24,480	22,709
Administrative expenses		<u>(19,554)</u>	<u>(19,113)</u>
<b>Operating profit</b>	4	4,926	3,596
Interest payable and similar charges	5	<u>(106)</u>	<u>(171)</u>
<b>Profit on ordinary activities before taxation</b>	4	4,820	3,425
Tax on profit on ordinary activities	8	<u>(1,317)</u>	<u>(758)</u>
<b>Profit for the financial year</b>		<u>3,503</u>	<u>2,667</u>

The above results were derived from continuing operations.

## People in Business Limited

### Consolidated statement of comprehensive income As at 31 December 2021

	2021 £ 000	2020 £ 000
Profit for the financial year	3,503	2,667
Currency translation difference on foreign currency net investments	(162)	(5)
<b>Total recognised gains and losses relating to the financial year</b>	<b>3,341</b>	<b>2,662</b>

## People in Business Limited

### Consolidated balance sheet As at 31 December 2021

	Notes	2021 £ 000	2020 £ 000
<b>Fixed assets</b>			
Intangible assets	9	10,886	12,291
Tangible assets	10	329	347
		<u>11,215</u>	<u>12,638</u>
<b>Current assets</b>			
Debtors: amounts falling due within one year	12	35,686	24,883
Cash at bank and in hand	19	8,807	6,935
		<u>44,493</u>	<u>31,818</u>
<b>Creditors: amounts falling due within one year</b>	13	<u>(45,796)</u>	<u>(37,844)</u>
<b>Net current liabilities</b>		<u>(1,303)</u>	<u>(6,026)</u>
<b>Total assets less current liabilities</b>		9,912	6,612
Retirement benefit obligations	16	<u>(564)</u>	<u>(605)</u>
<b>Net assets</b>		<u>9,348</u>	<u>6,007</u>
<b>Capital and reserves</b>			
Called up share capital	14	2,400	2,400
Profit and loss account	14	<u>6,948</u>	<u>3,607</u>
<b>Shareholder's funds</b>		<u>9,348</u>	<u>6,007</u>

The financial statements of People in Business Limited (registered number 03179657) were approved by the Board of directors and authorised for issue on 29 September 2022 and signed on its behalf by:

*Gareth Edwards*

.....  
G Edwards  
Director



## People in Business Limited

### Company balance sheet As at 31 December 2021

	Notes	2021 £ 000	2020 £ 000
<b>Fixed assets</b>			
Tangible assets	10	-	-
Investments	11	18,980	18,938
		<u>18,980</u>	<u>18,938</u>
<b>Current assets</b>			
Debtors: amounts falling due within one year	12	1,276	1,332
Cash at bank and in hand		-	19
		<u>1,276</u>	<u>1,351</u>
<b>Creditors: amounts falling due within one year</b>	13	<u>(18,624)</u>	<u>(18,494)</u>
<b>Net current liabilities</b>		<u>(17,348)</u>	<u>(17,143)</u>
<b>Net assets</b>		<u>1,632</u>	<u>1,795</u>
<b>Capital and reserves</b>			
Called up share capital	14	2,400	2,400
Profit and loss account	14	<u>(768)</u>	<u>(605)</u>
<b>Shareholder's funds</b>		<u>1,632</u>	<u>1,795</u>

The Company reported a loss of £163,000 for the year ended 31 December 2021 (2020: profit of £108,000).

The financial statements of People in Business Limited (registered number 03179657) were approved by the Board of directors and authorised for issue on 29 September 2022.

They were signed on its behalf by:

*Gareth Edwards*

.....  
G Edwards  
Director

## People in Business Limited

### Consolidated statement of changes in equity For the year ended 31 December 2021

	<b>Called up share capital £ 000</b>	<b>Profit and loss account £ 000</b>	<b>Total £ 000</b>
<b>At 1 January 2020</b>	2,400	945	3,345
Profit for the year	-	2,667	2,667
Other comprehensive loss - foreign currency translation	-	(5)	(5)
<b>Total comprehensive profit</b>	-	2,662	2,662
<b>At 31 December 2020</b>	2,400	3,607	6,007

	<b>Called up share capital £ 000</b>	<b>Profit and loss account £ 000</b>	<b>Total £ 000</b>
<b>At 1 January 2021</b>	2,400	3,607	6,007
Profit for the year	-	3,503	3,503
Other comprehensive profit - foreign currency translation	-	(162)	(162)
<b>Total comprehensive profit</b>	-	3,341	3,341
<b>At 31 December 2021</b>	2,400	6,948	9,348

## People in Business Limited

### Company statement of changes in equity For the year ended 31 December 2021

	<b>Called up share capital £ 000</b>	<b>Profit and loss account £ 000</b>	<b>Total £ 000</b>
<b>At 1 January 2020</b>	2,400	(713)	1,687
Profit for the year	-	108	108
<b>Total comprehensive profit</b>	-	108	108
<b>At 31 December 2020</b>	2,400	(605)	1,795

	<b>Called up share capital £ 000</b>	<b>Profit and loss account £ 000</b>	<b>Total £ 000</b>
<b>At 1 January 2021</b>	2,400	(605)	1,795
Loss for the year	-	(163)	(163)
<b>Total comprehensive loss</b>	-	(163)	(163)
<b>At 31 December 2021</b>	2,400	(768)	1,632

## People in Business Limited

### Consolidated statement of cash flows For the year ended 31 December 2021

	Note	2021 £ 000	2020 £ 000
<b>Cash flows from operating activities</b>	19	3,420	4,487
Taxation paid		(1,088)	(582)
<b>Cash flows generated from operating activities</b>		2,332	3,905
<b>Cash flows from investing activities</b>			
Additions of property, plant and equipment		(211)	(68)
<b>Cash flows from financing activities</b>			
Interest paid	5	(106)	(171)
<b>Net increase in cash and cash equivalents</b>		2,015	3,666
<b>Cash and cash equivalents at beginning of year</b>		6,935	3,269
Foreign exchange movements		(143)	-
<b>Cash and cash equivalents at end of year</b>		8,807	6,935

The notes on pages 19 to 33 form an integral part of these financial statements.

## People in Business Limited

### Notes to the financial statements For the year ended 31 December 2021

#### 1. General information

The company is a private company limited by share capital incorporated in England and Wales and domiciled in the United Kingdom.

The address of its registered office is:  
200 Aldersgate Street  
London  
EC1A 4HD

The nature of the group's operations and its principal activities are set out in the Strategic report on page 2.

#### 2. Accounting policies

##### Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

##### Statement of compliance

These financial statements were prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

##### Basis of Accounting

These financial statements have been prepared under the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

People in Business Limited meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemptions available to it in respect of its separate financial statements, which are presented alongside the consolidated financial statements. Exemptions have been taken in relation to company only profit and loss accounts, cash flow statement, intra-group transactions between wholly owned subsidiaries and remuneration of key management personnel.

The functional currency of People in Business Limited is considered to be pound sterling because that is the currency of the primary economic environment in which the company operates.

##### Basis of consolidation

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements. The Company only loss after tax for the year was £163,000 (2020: profit of £108,000).

The group financial statements consolidate the financial statements of the company and its subsidiary undertakings drawn up to 31 December each year. The results of subsidiaries acquired or sold are consolidated for the periods from or to the date on which control passed.

Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the group. All intra-group transactions, balances, income and expenses are eliminated on consolidation.

## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 2. Accounting policies (continued)

##### Going concern

The directors have assessed the relevant business risks including the long-term impact of COVID-19, Brexit and other changes to the trading environment and the impact these events have on the financial and liquidity performance of each entity in the group. The directors have considered cash flows, revenues and profits.

The group is operationally strong with past performance showing that it consistently generates profit and cash. The directors have prepared forecasts and projections up until 31 December 2023. Reverse stress test and sensitivity analyses have been performed on these projections. These indicate that the group should maintain an adequate cash position for a period in excess of one year from the date of approval of these financial statements.

After consideration of these projections, and after making due enquiries, the directors have, at the time of approving the financial statements, an expectation that the group has adequate resources to continue in operational existence for the foreseeable future. Consequently, the directors continue to adopt the going concern basis in preparing the annual report and financial statements.

##### Intangible assets - goodwill

Goodwill arising on the acquisition of an entity represents the excess of the cost of acquisition over the group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities of the entity recognised at the date of acquisition. Goodwill is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is amortised over a period of 10 years and is reviewed for impairment when indicators suggest it might be necessary. Goodwill is held in the currency of the acquired entity and revalued to the closing rate at each reporting year-end date.

##### Property, plant and equipment

Tangible assets are stated in the statement of financial position at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

The cost of tangible assets includes directly attributable incremental costs incurred in their acquisition and installation.

##### Depreciation

Depreciation is charged so as to write off the cost of assets, other than land and properties under construction over their estimated useful lives, as follows:

Asset class	Depreciation method and rate
Fixtures and fittings	20% per annum
Office equipment	33-50% per annum
Leasehold improvements	over term of lease

##### Investments

Investments in equity shares which are publicly traded or where the fair value can be measured reliably are initially measured at fair value, with changes in fair value recognised in profit or loss. Investments in equity shares which are not publicly traded and where fair value cannot be measured reliably are measured at cost less impairment.

When there are indicators of impairment, an impairment review on investments is carried out and a provision booked where necessary.

Interest income on debt securities, where applicable, is recognised in income using the effective interest method. Dividends on equity securities are recognised in income when receivable.

## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 2. Accounting policies (continued)

##### **Taxation**

Current tax, including UK corporation tax and foreign tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the group's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that, on the basis of all available evidence, it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

When the amount that can be deducted for tax for an asset (other than goodwill) that is recognised in a business combination is less (more) than the value at which it is recognised, a deferred tax liability (asset) is recognised for the additional tax that will be paid (avoided) in respect of that difference. Similarly, a deferred tax asset (liability) is recognised for the additional tax that will be avoided (paid) because of a difference between the value at which a liability is recognised and the amount that will be assessed for tax. The amount attributed to goodwill is adjusted by the amount of deferred tax recognised.

Deferred tax liabilities are recognised for timing differences arising from investments in subsidiaries and associates, except where the group is able to control the reversal of the timing difference and it is probable that it will not reverse in the foreseeable future.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing difference. Deferred tax relating to property, plant and equipment measured using the revaluation model and investment property is measured using the tax rates and allowances that apply to the sale of the asset.

##### **Revenue recognition**

Turnover is stated net of VAT and trade discounts and is recognised when the significant risks and rewards are considered to have been transferred to the buyer. Turnover from the sale of goods is recognised when the goods are physically delivered to the customer. Turnover from the supply of services represents the value of services provided under contracts to the extent that there is a right to consideration and is recorded at the fair value of the consideration received or receivable. Where a contract has only been partially completed at the balance sheet date turnover represents the fair value of the service provided to date based on the stage of completion of the contract activity at the balance sheet date. Where payments are received from customers in advance of services provided, the amounts are recorded as deferred income and included as part of creditors due within one year.

##### **Foreign currency transactions and balances**

Transactions in foreign currencies are initially recorded at the functional currency rate prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated into the respective functional currency of the entity at the rates prevailing on the reporting year-end date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the initial transaction dates.

Non-monetary items measured in terms of historical cost in a foreign currency are not retranslated.

## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 2. Accounting policies (continued)

##### Leases

Assets held under finance leases, hire purchase contracts and other similar arrangements, which confer rights and obligations similar to those attached to owned assets, are capitalised as tangible fixed assets at the fair value of the leased asset (or, if lower, the present value of the minimum lease payments as determined at the inception of the lease) and are depreciated over the shorter of the lease terms and their useful lives. The capital elements of future lease obligations are recorded as liabilities, while the interest elements are charged to the profit and loss account over the period of the leases to produce a constant periodic rate of interest on the remaining balance of the liability.

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

##### Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at the transaction price less any provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the group will not be able to collect all amounts due according to the original terms of the receivables.

##### Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the group does not have an unconditional right, at the reporting year-end, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price.

##### Provisions

Provisions are recognised when the company has an obligation at the reporting date as a result of a past event, it is probable that the company will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation. Provisions are measured based on management's best estimate of the future cash outflows expected as a result of past events.

##### Share capital

Ordinary shares are classified as equity. Equity instruments are measured at the fair value of the cash or other resources received or receivable, net of the direct costs of issuing the equity instruments. If payment is deferred and the time value of money is material, the initial measurement is on a present value basis.

##### Defined contribution pension obligation

A defined contribution plan is a pension plan under which fixed contributions are paid into a pension fund and the group has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior year-ends.

Contributions to defined contribution plans are recognised as employee benefit expense when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.



## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### Defined benefit pension obligation

Schemes where qualifying employees retiring from a company are entitled to a lump sum payment on their retirement are accounted for as defined benefit schemes. The cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at the end of each reporting period. Remeasurement, comprising actuarial gains and losses, is recognised immediately in the consolidated balance sheet with a charge or credit to the consolidated income statement in the period in which they occur.

Defined benefit costs are made up of current service cost, past service cost and gains and losses on curtailments and settlements.

The Group presents defined benefit costs (see note 17) within administrative expenses in its consolidated income statement. The retirement benefit obligation is recognised as a provision in the consolidated balance sheet.

#### Critical accounting judgements and key sources of estimation uncertainty

In the application of the group's accounting policies the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which the estimate is revised if the revision affects only that year, or in the year of the revision and future years if the revision affects both current and future years.

#### i. Critical accounting judgements

##### *Revenue recognition – deferred income*

A key accounting judgement is in respect of deferred income and subsequent recognition of revenue over the life of projects undertaken for customers. Management judgement is required to determine the timing and period over which the services are performed and the amount of revenue recognised in light of the contract in place with the customer.

#### ii. Key Sources of estimation uncertainty

##### *Impairment*

Goodwill and investment impairments require accounting estimates when assessing recoverable amounts and carrying values. The key judgements are regarding the assumptions in respect of financial projections, growth rates and discount rates applied.

Apart from this, there were no critical judgements and sources of estimation uncertainty that the directors have needed to make in the process of applying the Company's accounting policies that have had any significant effect on the amounts recognised in the financial statements.

### 3. Turnover

The analysis of the group's turnover by geographical market is set out below:

	2021 £ 000	2020 £ 000
<b>Turnover:</b>		
UK	16,946	13,439
Europe	47,749	39,604
Rest of world	9,405	9,084
	<u>74,100</u>	<u>62,127</u>

## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 4. Operating profit

Profit on ordinary activities before taxation is stated after charging:

	2021 £ 000	2020 £ 000
Depreciation expense	202	221
Amortisation of goodwill	1,405	1,405
Operating lease expense - land and buildings	817	1,062
Operating lease expense - other	42	47
Foreign exchange loss/(gain)	141	241
Retirement benefit obligations	(42)	106

#### 5. Interest payable and similar charges

	2021 £ 000	2020 £ 000
Interest payable and similar charges	106	171

#### 6. Staff costs

The average monthly number of employees (including executive directors) was:

	2021 No.	2020 No.
Management	13	17
Sales and operations	201	190
Administration	20	15
	234	222

Their aggregate remuneration comprised:

	2021 £ 000	2020 £ 000
Wages and salaries	12,607	12,631
Social security costs	2,012	1,855
Pension costs	332	336
	14,951	14,822

The directors' remuneration for the year was as follows:

	2021 £ 000	2020 £ 000
Emoluments	316	439
Contributions paid to money purchase schemes	11	17
	327	456

## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 6. Staff costs (continued)

During the year the number of directors who were receiving benefits and share incentives was as follows:

	2021 No.	2020 No.
Accruing benefits under money purchase pension scheme	1	2

In respect of the highest paid director:

	2021 £ 000	2020 £ 000
Emoluments	316	210
Company contributions to money purchase pension schemes	11	11

#### 7. Auditor's remuneration

	2021 £ 000	2020 £ 000
Fees payable to the company's auditor and its associates for the audit of the company's financial statements	18	15
The audit of the company's subsidiaries	68	64
<b>Total audit fees</b>	<b>86</b>	<b>79</b>
<b>Other fees to auditor</b>		
Taxation compliance services	14	14
All other tax advisory services	-	-
<b>Total non-audit fees</b>	<b>14</b>	<b>14</b>

#### 8. Tax on profit on ordinary activities

The tax charge comprises:

	2021 £ 000	2020 £ 000
<b>Current taxation</b>		
UK corporation tax	672	354
UK corporation tax adjustment to prior years	-	(149)
Overseas tax	641	572
	<b>1,313</b>	<b>777</b>
<b>Deferred tax</b>		
Arising from origination and reversal of timing differences	7	(18)
Arising from changes in tax rates and laws	(7)	(1)
Arising from previously unrecognised tax loss, tax credit or temporary difference of prior years	4	-
<b>Total deferred taxation</b>	<b>4</b>	<b>(19)</b>
<b>Total tax on profit on ordinary activities</b>	<b>1,317</b>	<b>758</b>

The tax on profit before tax in the year is related to the profits in the UK operations.

## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 8. Tax on profit on ordinary activities (continued)

The differences are reconciled below:

	2021 £ 000	2020 £ 000
<b>Profit on ordinary activities before tax</b>	4,820	3,425
Tax on profit on ordinary activities at standard UK corporation tax rate of 19% (2019: 19%).	916	651
Effects of:		
Fixed asset differences	(6)	-
Expenses not deductible for tax purposes	320	297
Non-taxable income	(9)	(34)
Deferred tax not recognised	(30)	(139)
Rate difference	(5)	(17)
Overseas tax rate difference	128	149
Adjustments to tax in respect of previous periods	3	(149)
<b>Tax charge for the year</b>	<u>1,317</u>	<u>758</u>

The group's overseas tax rates are higher than those in the UK, primarily because trading results arising in France and Germany are taxed at a rate of 33.33% and 30.00% respectively.

#### 9. Intangible fixed assets

	Goodwill £ 000
<b>Cost or valuation</b>	
At 1 January 2021	18,967
Additions	-
At 31 December 2021	<u>18,967</u>
<b>Amortisation</b>	
At 1 January 2021	6,676
Amortisation charge for the year	1,405
At 31 December 2021	<u>8,081</u>
<b>Net book value</b>	
At 31 December 2021	<u>10,886</u>
At 31 December 2020	<u>12,291</u>

## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 10. Tangible fixed assets

##### Group

	Fixtures and fittings £ 000	Office equipment £ 000	Leasehold improvements £ 000	Total £ 000
At 1 January 2021	282	1,578	932	2,792
Currency translations	(4)	(44)	(31)	(79)
Additions	-	211	-	211
Disposals	(213)	(481)	(427)	(1,121)
At 31 December 2021	65	1,264	474	1,803
At 1 January 2021	254	1,359	832	2,445
Currency translations	(4)	(32)	(27)	(63)
Charge for the year	14	142	46	202
Eliminated on disposal	(201)	(481)	(428)	(1,110)
At 31 December 2021	63	988	423	1,474
At 31 December 2021	2	276	51	329
At 31 December 2020	28	219	100	347

##### Company

	Office equipment £ 000	Total £ 000
<b>Cost or valuation</b>		
At 1 January 2021	-	-
Additions	-	-
Disposals	-	-
At 31 December 2021	-	-
<b>Depreciation</b>		
At 1 January 2021	-	-
Charge for the year	-	-
Eliminated on disposal	-	-
At 31 December 2021	-	-
<b>Net book value</b>		
At 31 December 2021	-	-
At 31 December 2020	-	-

## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 11. Investments

	Company
<b>Cost or valuation</b>	<b>£ 000</b>
At 1 January 2021	18,938
Additions	42
At 31 December 2021	<u>18,980</u>

The total investment comprises the cost of shares acquired in subsidiary undertakings.

On 23 November 2021, People in Business Limited, acquired 100% of the ordinary share capital of AE BG BetaPhi Holding GmbH for total consideration of £42,601.

In the opinion of the directors, the aggregate recoverable value of the company's investments in subsidiary undertakings is not less than the amount included in the balance sheet.

#### Group

##### Details of undertakings

The parent company and the group have investments in the following subsidiary undertakings, associates and other investments.

Name	Country of incorporation	Proportion of shares held	Nature of Business
<i>Subsidiary undertakings:</i>			
AE BG BetaPhi Holding GmbH	Austria <sup>1</sup>	100%	Holding Company
AIA Holdings Limited	England and Wales <sup>2</sup>	100%	Holding company
Associates in Advertising Limited (a)	England and Wales <sup>2</sup>	100%	Human resource marketing and communication services
Carve Consulting London Limited	England and Wales <sup>2</sup>	100%	Human resource marketing and communication services
Maximum Alliances B.V.	Netherlands <sup>3</sup>	100%	Human resource marketing and communication services
PJB & Associates SAS	France <sup>4</sup>	100%	Human resource marketing and communication services
TMP Worldwide Germany GmbH	Germany <sup>5</sup>	100%	Human resource marketing and communication services

(a) 60.4% held by AIA Holdings Limited and 39.6% held by People in Business Limited.

<sup>1</sup> The registered address for this company is Gertrude-Fröhlich-Sandner Straße 2-4, 1100 Wien, Austria.

<sup>2</sup> The registered address for this company is 200 Aldersgate Street, London EC1A 4HD, UK.

<sup>3</sup> The registered address for this company is Dorpsstaat 164, Capelle aan den IJssel, 2903 LB, Netherlands.

<sup>4</sup> The registered address for this company is 8, Rue d'Athènes, 75009, Paris, France.

<sup>5</sup> The registered address for this company is Große Bleichen 34, 20354 Hamburg, Germany.

## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 12. Debtors

	Group		Company	
	2021	2020	2021	2020
	£ 000	£ 000	£ 000	£ 000
Trade debtors	29,289	20,429	-	-
Prepayments and other debtors	2,131	1,924	-	-
Receivables from other group companies	-	-	1,276	1,332
Receivables from related parties	4,246	2,506	-	-
	35,666	24,859	1,276	1,332
Deferred tax asset	20	24	-	-
	35,686	24,883	1,276	1,332

Amounts owed by related parties relate to intercompany trading balances and intercompany recharges and may be recalled at any time unless otherwise agreed. The interest rate on amounts due from related parties is 3.75%.

The Directors consider the carrying amounts of the financial assets above to approximate to their recoverable value.

	Group Deferred taxation £ 000	Company Deferred taxation £ 000
At 1 January 2021	24	-
Accelerated capital allowances	(9)	-
Tax losses (non-trade)	(71)	-
Other timing differences	54	-
Deferred tax not recognised	22	-
At 31 December 2021	20	-

#### 13. Creditors: amounts falling due within one year

	Group		Company	
	2021	2020	2021	2020
	£ 000	£ 000	£ 000	£ 000
Trade creditors	20,423	18,119	-	-
Amounts due to other group companies	-	-	16,179	17,593
Amounts due to related parties	2,463	3,623	2,406	-
Social security and other taxes	1,887	1,372	39	165
Other creditors	-	737	-	736
Accrued expenses	8,121	6,335	-	-
Deferred income and cash on account	12,902	7,658	-	-
	45,796	37,844	18,624	18,494

The Directors consider the carrying amounts of the financial liabilities above to approximate to their recoverable value. The interest rate on amounts due to related parties is 3.75%. Amounts owed to related parties are repayable on demand.

## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 14. Authorised, allotted, called up and fully paid shares

##### Group and company

	2021		2020	
	No. 000	£ 000	No. 000	£ 000
Ordinary shares of £1 each	2,400	2,400	2,400	2,400

The group has one class of ordinary shares which carry no right to fixed income.

The other reserves are as follows:

	Group		Company	
	2021 £ 000	2020 £ 000	2021 £ 000	2020 £ 000
Profit and loss account	6,948	3,607	(768)	(605)

The profit and loss account represents cumulative profits or losses, net of dividends paid and other adjustments.

#### 15. Obligations under leases

##### Group

##### Operating leases

The total of future minimum lease payments under non-cancellable operating leases fall due as follows:

	2021		2020	
	Land and buildings £ 000	Other £'000	Land and buildings £ 000	Other £ 000
Not later than one year	481	67	846	85
Later than one year and not later than five years	1,551	93	367	92
Later than five years	-	-	-	-
	2,032	160	1,213	177



## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 16. Defined benefit schemes

The Group operates defined retirement benefit schemes for qualifying employees of its subsidiary in France. Under the scheme the employees are entitled to a lump sum payment on their retirement which is calculated as a multiple of a percentage of monthly salary, based on seniority and longevity of service. No other post-retirement benefits are provided. The scheme is a funded scheme. The scheme has no assets. There is no obligation for retirement benefits for past employees of the company.

The scheme typically exposes the company to actuarial risks such as interest rate risk, longevity risk and salary risk.

The scheme was in existence in previous periods but was not recognised since in the opinion of the Directors the impact was not material to the group financial statements. As such this is the first year of recognition and the full value of the obligation has been recognised through the profit and loss account within administrative expenses.

The most recent actuarial valuations of the present value of the defined benefit obligation were carried out at 31 December 2021. The present value of the defined benefit obligation was measured using the projected unit credit method.

The principal assumptions used for the purposes of the actuarial valuations were as follows:

#### Main Actuarial Assumptions

	31 December 2021
Key assumptions used:	
Salary growth	2.00%
Retirement age	65
Mortality rate	TG 05
Turnover rate	30% for ages 25 or less, 20% for 26-35, 10% for 36-45, 5% for 46-55, 0% for 55+

The amount included in the balance sheet arising from the Group's obligations in respect of its retirement benefit schemes is as follows:

	2021 £ 000
Present value of defined benefit obligations	564
Net liability recognised in the balance sheet	<u>564</u>

## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 17. Related party transactions

Transactions with related parties are listed below.

##### Group

	Sales to related party £ 000	Purchases from related party £ 000	Amounts owed by related party £ 000	Amounts owed to related party £ 000
<b>2021</b>				
TMP Worldwide Advertising & Communications Co. (Canada)	-	-	2	-
TMP Worldwide Advertising and Communications LLC	3,013	962	3,876	2,413
TMP Worldwide India Pvt. Ltd	17	22	-	50
TMP Worldwide Publicidade Brasil Limitada	11	-	-	-
TMP Worldwide (Singapore) Advertising Pte Ltd	207	291	368	-
	<u>3,248</u>	<u>1,275</u>	<u>4,246</u>	<u>2,463</u>

##### 2020

TMP Worldwide Advertising & Communications Co. (Canada)	-	-	2	-
TMP Worldwide Advertising and Communications LLC	2,689	719	2,161	3,584
TMP Worldwide India Pvt. Ltd	16	35	-	39
TMP Worldwide Publicidade Brasil Limitada	-	11	-	-
TMP Worldwide (Singapore) Advertising Pte Ltd	71	97	343	-
	<u>2,776</u>	<u>862</u>	<u>2,506</u>	<u>3,623</u>

##### Company

	Sales to related party £ 000	Purchases from related party £ 000	Amounts owed by related party £ 000	Amounts owed to related party £ 000
<b>2021</b>				
TMP Worldwide Advertising and Communications LLC	-	-	-	2,406
	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,406</u>
<b>2020</b>				
TMP Worldwide Advertising and Communications LLC	-	-	-	3,584
	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,584</u>

The company has taken advantage of the exemption available under Financial Report Standard 102 "Related Party Transactions" and has not disclosed details of transactions with group companies on the grounds that the company is a wholly owned subsidiary.

## People in Business Limited

### Notes to the financial statements (continued) For the year ended 31 December 2021

#### 18. Consolidated cash flow statement

Reconciliation of operating profit to cash generated by operations:

	Notes	2021 £ 000	2020 £ 000
<b>Operating profit</b>		<b>4,926</b>	<b>3,596</b>
Adjustment to cash flow from non-cash items:			
Depreciation and amortisation	4	1,607	1,626
Loss on disposal of fixed assets	10	11	104
Increase in debtors - due within one year	12	(10,803)	(3,284)
Increase in trade and other payables	13	7,720	2,339
Increase/(decrease) in provisions	16	(41)	106
<b>Cash generated from operations</b>		<b>3,420</b>	<b>4,487</b>

#### 19. Analysis of changes in net debt

	At 1 January 2021 £ 000	Cash flows £ 000	Non-cash movements £ 000	At 31 December 2021 £ 000
Bank and cash	6,935	2,015	(143)	8,807
Total	6,935	2,015	(143)	8,807

The non-cash movements relate to retranslation of foreign currency accounts as at the balance sheet date.

#### 21. Events after balance sheet date

On 28 February 2022, the People in Business Limited group acquired 100% of the ordinary share capital of FirstBird GmbH for total consideration of £16.6m.

From 19 July 2022, the company's ultimate holding company and ultimate controlling party became Rally Topco, L.P., a company registered in the United States of America.

#### 22. Parent and ultimate parent undertaking

The company is a wholly owned subsidiary of TMP Worldwide Advertising & Communications, LLC, a company registered in the United States of America.

During the year ended 31 December 2021 and up until 18 July 2022, the company's ultimate holding company and ultimate controlling party was TMP Super HoldCo, LLC, a company registered in the United States of America. That company heads the largest group in which the financial statements are consolidated.

From 19 July 2022, the company's ultimate holding company and ultimate controlling party is Rally Topco, L.P., a company registered in the United States of America.

The smallest group in which the financial statements are consolidated is TMP Worldwide Advertising & Communications, LLC.