

COMPANIES HOUSE COPY

SKAGEN SERVICES UK LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016



SKAGEN SERVICES UK LIMITED

COMPANY INFORMATION

DIRECTORS	J R A Bond A Fuller
COMPANY SECRETARY	C Holliday
REGISTERED NUMBER	04744897
REGISTERED OFFICE	Farncombe House Broadway Worcestershire WR12 7LJ
INDEPENDENT AUDITORS	BDO LLP Two Snowhill Birmingham B4 6GA

SKAGEN SERVICES UK LIMITED

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SKAGEN SERVICES UK LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2016

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

PRINCIPAL ACTIVITY

The company's principal activity is primarily management consulting services.

RESULTS AND DIVIDENDS PROPOSED

The profit for the financial year after tax amounted to £78,000 (2015 - loss of £18,000).

No dividends have been proposed or paid in respect of the years ended 31 December 2015 and 31 December 2016.

DIRECTORS

The directors who served during the year and up to the date of signing were:

J R A Bond
A Fuller

FUTURE DEVELOPMENTS

No significant change is anticipated in the activities of the company.

DISCLOSURE OF INFORMATION TO AUDITORS

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- so far as that director is aware, there is no relevant audit information of which the company's auditors are unaware, and
- that director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the company's auditors are aware of that information.

POST BALANCE SHEET EVENTS

There have been no significant events affecting the company since the year end.

DIRECTORS' INDEMNITY INSURANCE

The company maintains directors' and officers' liability insurance which gives appropriate cover for any legal action brought against the directors and/or officers. In accordance with section 236 of the Companies Act 2006, qualifying third party indemnity provisions are in place for the directors in respect of liabilities incurred as a result of their office, as far as is permitted by law. Both the insurance and indemnities applied throughout the period and continue through to the date of this Directors' Report.

SKAGEN SERVICES UK LIMITED

**DIRECTORS' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2016**

AUDITORS

The auditors, BDO LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report has been prepared in accordance with the Special Provisions relating to small companies within Part 15 of the Companies Act 2006.

This report was approved by the board on 06/07/2017 and signed on its behalf.



A. Fuller
Director

SKAGEN SERVICES UK LIMITED

**DIRECTORS' RESPONSIBILITIES STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2016**

The directors are responsible for preparing 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 applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). 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 accounting estimates that are reasonable and prudent; and
- 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. They 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.

SKAGEN SERVICES UK LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SKAGEN SERVICES UK LIMITED

We have audited the financial statements of Skagen Services UK Limited for the year ended 31 December 2016 which comprise the Statement of Comprehensive Income, the Balance Sheet, the Statement of Changes in Equity and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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.

RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITORS

As explained more fully in the statement of directors' responsibilities, 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). Those standards require us to comply with the Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/auditscopeukprivate.

OPINION ON FINANCIAL STATEMENTS

In our opinion 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.

OPINION ON OTHER MATTER 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 directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

SKAGEN SERVICES UK LIMITED

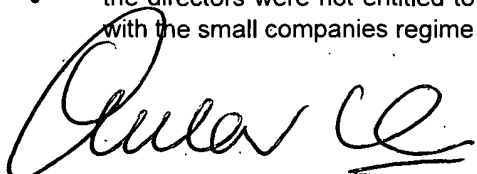
INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SKAGEN SERVICES UK LIMITED

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

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

- 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; 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; or
- the directors were not entitled to prepare the financial statements and the directors' report in accordance with the small companies regime and to the exemption from the requirement to prepare a strategic report.



Andrew Mair (senior statutory auditor)
For and on behalf of BDO LLP, statutory auditor
Birmingham
United Kingdom

Date: 7 July 2017

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

SKAGEN SERVICES UK LIMITED

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2016**

	Note	2016 £000	2015 £000
Turnover	4	5,599	5,775
Cost of sales		(3,962)	(3,846)
Gross profit		1,637	1,929
Administrative expenses		(1,534)	(1,608)
Operating profit	5	103	321
Interest payable and similar charges	8	-	(312)
Profit before tax		103	9
Tax on profit	9	(25)	(27)
Profit/(loss) and total comprehensive profit/(loss) for the year		78	(18)

All amounts relate to continuing activities.

The notes on pages 9 to 19 form part of these financial statements.

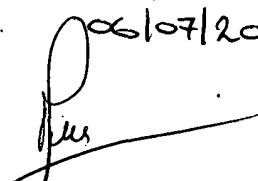
SKAGEN SERVICES UK LIMITED
REGISTERED NUMBER:04744897

BALANCE SHEET
AS AT 31 DECEMBER 2016

	Note	2016 £000	2015 £000
Fixed assets			
Tangible assets	10	105	219
		<u>105</u>	<u>219</u>
Current assets			
Debtors: amounts falling due within one year	11	2,237	8,267
Cash at bank and in hand	12	573	1,156
		<u>2,810</u>	<u>9,423</u>
Creditors: amounts falling due within one year	13	(2,713)	(9,518)
Net current assets/(liabilities)		<u>97</u>	<u>(95)</u>
Total assets less current liabilities		<u>202</u>	<u>124</u>
Net assets		<u>202</u>	<u>124</u>
Capital and reserves			
Called up share capital	17	-	-
Profit and loss account	16	202	124
		<u>202</u>	<u>124</u>

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on

06/07/2017

A Fuller
 Director

The notes on pages 9 to 19 form part of these financial statements.

SKAGEN SERVICES UK LIMITED

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2016

	Profit and loss account	Total equity
	£000	£000
At 1 January 2016	124	124
Comprehensive profit for the year		
Profit for the year	78	78
Total comprehensive profit for the year	78	78
At 31 December 2016	202	202

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2015

	Profit and loss account	Total equity
	£000	£000
At 1 January 2015	142	142
Comprehensive loss for the year		
Loss for the year	(18)	(18)
Total comprehensive loss for the year	(18)	(18)
At 31 December 2015	124	124

The notes on pages 9 to 19 form part of these financial statements.

SKAGEN SERVICES UK LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

1. COMPANY INFORMATION

Skagen Services UK Limited is incorporated and domiciled in the UK. The address of its registered office is Farncombe House, Broadway, Worcestershire, WR12 7LJ.

2. ACCOUNTING POLICIES

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention and in accordance with FRS 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies (see note 3).

The financial statements are presented in Sterling as that is the primary economic environment in which the company operates.

The following principal accounting policies have been consistently applied:

2.2 Financial reporting standard 102 - reduced disclosure exemptions

The company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by the FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows;
- the requirements of Section 3 Financial Statement Presentation, paragraph 3.17(d);
- the requirements of Section 11 Basic Financial Instruments, paragraph 11.39 - 11.48A;
- the requirements of Section 12 Other Financial Instruments issues, paragraph 12.26 - 12.29;
- the requirements of Section 33 Related Party Disclosures, paragraph 33.7.

This information is included in the consolidated financial statements of Skagen Conscience Capital Limited as at 31 December 2016 and these financial statements may be obtained from Skagen Conscience Capital Limited, Farncombe House, Broadway, Worcestershire, WR12 7LJ.

2.3 Going concern

The directors have received confirmation of continuing financial support which covers a period of at least a year from the date of signing these financial statements from Skagen Conscience Capital Limited, the owner of the company's ordinary shares. Therefore the financial statements have been drawn up on the basis that the company is a going concern.

2.4 Turnover

Turnover represents the value of services provided, excluding VAT. Turnover is recognised in the period that the service is provided.

SKAGEN SERVICES UK LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016

2. ACCOUNTING POLICIES (continued)

2.5 Tangible fixed assets

Tangible fixed assets are stated at historical cost less accumulated depreciation. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

The estimated useful lives range as follows:

Furniture, equipment and motor vehicles	-	3 - 10 years
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The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within the Statement of Comprehensive Income.

2.6 Operating leases: Lessee

Rentals paid under operating leases are charged to the profit or loss on a straight line basis over the period of the lease.

2.7 Debtors

Short term debtors are measured at transaction price, less any impairment.

2.8 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months or less.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016

2. ACCOUNTING POLICIES (continued)

2.9 Financial instruments

The company only enters into basic financial instruments that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties and loans to related parties.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at cost and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payables or receivables, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration, expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the statement of comprehensive income. For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate, which is an approximation of the amount that the company would receive for the asset if it were to be sold at the balance sheet date.

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.10 Creditors

Short term creditors are measured at the transaction price.

Other financial liabilities, including loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

SKAGEN SERVICES UK LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

2. ACCOUNTING POLICIES (continued)

2.11 Foreign currency translation

The company's functional currency is Pounds Sterling.

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated into sterling using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income except when deferred in other comprehensive income as qualifying cash flow hedges.

2.12 Finance costs

Finance costs are charged to the statement of comprehensive income over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.13 Pensions

Defined contribution pension plan

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payments obligations.

The contributions are recognised as an expense in the statement of comprehensive income when they fall due. Amounts not paid are shown in accruals as a liability in the balance sheet. The assets of the plan are held separately from the company in independently administered funds.

SKAGEN SERVICES UK LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

2. ACCOUNTING POLICIES (continued)

2.14 Current and deferred taxation

Tax is recognised in the statement of comprehensive income, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted.

Deferred balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

3. JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The items in the financial statements where these estimates and judgements have been made include:

3.1 USEFUL ECONOMIC LIVES OF TANGIBLE ASSETS

The annual depreciation charge for the tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect the current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 10 for the carrying amount of furniture, equipment & motor vehicles and note 2.5 for the useful lives for each class of assets.

4. TURNOVER

Turnover is wholly attributable to the principal activity of the company originating in the United Kingdom.

SKAGEN SERVICES UK LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016

5. OPERATING PROFIT

The operating profit is stated after charging/(crediting):

	2016 £000	2015 £000
Depreciation of tangible fixed assets	110	124
Operating lease rentals: Land and buildings	249	249
Fees payable to the company's auditors and its associates for the audit of the company	3	3
Exchange differences	(23)	-

6. EMPLOYEES

Staff costs were as follows:

	2016 £000	2015 £000
Wages and salaries	2,608	2,753
Social security costs	328	418
Other pension costs	350	248
	3,286	3,419

The average monthly number of employees, including the directors, during the year was as follows:

	2016 No.	2015 No.
Administration	22	22

7. 'DIRECTORS' REMUNERATION

The directors' aggregate emoluments amounted to £1,020,000 (2015: £1,421,000) and the value of the company's contribution to defined contribution pension schemes in respect of the directors amounted to £40,000 (2015: £103,000). 1 director (2015: 3) is accruing benefits under a defined contribution pension scheme.

The highest paid director received remuneration of £754,000 (2015: £733,000).

The value of the company's contribution to a defined contribution pension scheme in respect of the highest paid director amounted to £nil (2015: £nil).

The total accrued pension provision of the highest paid director at 31 December 2016 amounted to £nil (2015: £nil).

Key management personnel include all directors of the company. The directors do not consider any other personnel to be classed as key management. The directors have authority and responsibility for planning, directing and controlling the activities of the company.

SKAGEN SERVICES UK LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016**

8. INTEREST PAYABLE AND SIMILAR CHARGES

	2016 £000	2015 £000
Interest payable on related party loans	-	312

9. TAX ON PROFIT ON ORDINARY ACTIVITIES

	2016 £000	2015 £000
UK corporation tax		
Group relief current year	32	28
Group relief adjustment in respect of prior periods	16	-
Total current tax	48	28
Deferred tax		
Origination and reversal of timing differences	(23)	(1)
Total deferred tax	(23)	(1)
Taxation on profit on ordinary activities	25	27

FACTORS AFFECTING TAX CHARGE FOR THE YEAR

The tax assessed for the year is higher than (2015 - *higher than*) the standard rate of corporation tax in the UK of 20% (2015 - 20.25%). The differences are explained below:

The differences are explained below:

	2016 £000	2015 £000
Profit on ordinary activities before tax	103	9
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 20% (2015 - 20.25%)	21	2
Effects of:		
Expenses not deductible for tax	4	25
Total tax charge for the year	25	27

FACTORS THAT MAY AFFECT FUTURE TAX CHARGES

The 2017 budget confirmed that the UK corporation tax rate will reduce to 19% from 1 April 2018 and to 17% from 1 April 2020.

SKAGEN SERVICES UK LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016**

10. TANGIBLE FIXED ASSETS

	Furniture, equipment and motor vehicles £000
Cost	
At 1 January 2016	444
Additions	8
Disposals	(41)
At 31 December 2016	411
Depreciation	
At 1 January 2016	225
Charge for the year	110
Disposals	(29)
At 31 December 2016	306
Net book value	
At 31 December 2016	105
<i>At 31 December 2015</i>	<i>219</i>

11. DEBTORS

	2016 £000	2015 £000
Trade debtors	-	149
Amounts owed by group undertakings	2,113	8,052
Other debtors	48	42
Prepayments and accrued income	52	23
Deferred taxation (see note 15)	24	1
	2,237	8,267

Amounts owed by group undertakings are unsecured, interest free and have no fixed repayment terms.

The impairment loss recognised within the statement of comprehensive income for the year in respect of bad and doubtful debtors was £nil (2015 - £nil) and there were no provisions at 31 December 2016 (2015 - £nil).

SKAGEN SERVICES UK LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016**

12. CASH AT BANK AND IN HAND

	2016 £000	2015 £000
Cash at bank and in hand	<u>573</u>	<u>1,156</u>

13. CREDITORS: Amounts falling due within one year

	2016 £000	2015 £000
Trade creditors	46	95
Amounts owed to group undertakings	1,377	8,674
Other taxation and social security	136	109
Accruals and deferred income	1,154	640
	<u>2,713</u>	<u>9,518</u>

£nil (2015 - £8,121,000) of the amounts owed to group undertakings relate to a loan from fellow subsidiary, Skagen Finance Limited. Interest was charged at the LIBOR rate for 1 month plus a margin of 300 basis points and the loan was unsecured and repayable on demand.

All other amounts owed to group undertakings are unsecured, interest free and have no fixed repayment terms.

14. FINANCIAL INSTRUMENTS

	2016 £000	2015 £000
FINANCIAL ASSETS		
Financial assets measured at amortised cost	<u>2,734</u>	<u>9,399</u>
	<u>2,734</u>	<u>9,399</u>
FINANCIAL LIABILITIES		
Financial liabilities measured at amortised cost	<u>(2,577)</u>	<u>(9,409)</u>
	<u>(2,577)</u>	<u>(9,409)</u>

Financial assets measured at amortised cost comprise cash at bank and in hand, trade debtors, amounts owed by group undertakings and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors, amounts owed to group undertakings and accruals.

SKAGEN SERVICES UK LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016**

15. DEFERRED TAXATION

	2016 £000	2015 £000
At beginning of year	1	-
Charged to the profit or loss	23	1
AT END OF YEAR	24	1

The deferred tax asset is made up as follows:

	2016 £000	2015 £000
Accelerated capital allowances	24	1

16. RESERVES

Called up share capital - represents the nominal value of shares that have been issued.

Profit and loss account - includes all current and prior year retained profits and losses, net of dividends paid.

17. SHARE CAPITAL

	2016 £	2015 £
Allotted, called up and fully paid		
3 Ordinary shares of £1 each	3	3

18. PENSION COMMITMENTS

Pension arrangements are provided through a stakeholder scheme, with benefits to pensioners based upon contributions made. The total pension cost for the year was £350,000 (2015: £248,000). As at 31 December 2016 there were £10,000 of pension contributions unpaid (2015: £11,000).

SKAGEN SERVICES UK LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

19. COMMITMENTS UNDER OPERATING LEASES

At 31 December 2016 the company had total minimum lease payments under non-cancellable operating leases as follows:

	2016 £000	2015 £000
Not later than 1 year	264	227
Later than 1 year and not later than 5 years	299	285
	<u>563</u>	<u>512</u>

20. ULTIMATE PARENT UNDERTAKING AND CONTROLLING PARTY

The company is a wholly owned subsidiary of Skagen Conscience Capital Limited, a company registered in the United Kingdom.

The financial statements of Skagen Conscience Capital Limited which is the largest and smallest group into which these financial statements are consolidated are available from Skagen Conscience Capital Limited, Farncombe House, Broadway, Worcestershire, WR12 7LJ.

Skagen Conscience Capital Limited is a wholly owned subsidiary of Skagen Holdings Limited, a company incorporated in Guernsey. The controlling parties of Skagen Holdings Limited are the trustees of the Skagen Business Trust.