

Registered number: 06072193

---

**JCW SEARCH LIMITED**

---

**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**



---

**JCW SEARCH LIMITED**

---

**COMPANY INFORMATION**

---

<b>Director</b>	J C W Woods
<b>Company secretary</b>	C H Woods
<b>Registered number</b>	06072193
<b>Registered office</b>	3rd Floor 55 Old Broad Street London EC2M 1RX
<b>Independent auditor</b>	MHA MacIntyre Hudson Chartered Accountants & Statutory Auditors Building 4 Foundation Park Roxborough Way Maidenhead Berkshire SL6 3UD
<b>Bankers</b>	Lloyds Bank PLC 1 Legg Street Chelmsford Essex CM1 1JS
<b>Solicitors</b>	Morrisons Solicitors Cleary Court 169 Church Street East Woking Surrey GU21 6HJ

---

**JCW SEARCH LIMITED**

---

**CONTENTS**

---

	<b>Page</b>
<b>Strategic Report</b>	<b>1 - 2</b>
<b>Director's Report</b>	<b>3 - 4</b>
<b>Independent Auditor's Report</b>	<b>5 - 8</b>
<b>Statement of Income and Retained Earnings</b>	<b>9</b>
<b>Balance Sheet</b>	<b>10</b>
<b>Statement of Cash Flows</b>	<b>11</b>
<b>Analysis of Net Debt</b>	<b>12</b>
<b>Notes to the Financial Statements</b>	<b>13 - 29</b>

---

## JCW SEARCH LIMITED

---

### STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2021

---

#### Business review

JCW Search is a staffing and recruitment business operating within Financial Services, Technology and Life Science markets with a primary focus on Risk, Compliance, Audit, Change, Data, AI and Cyber Security.

We are pleased to deliver our financial results for the year ended 31 December 2021. During 2021 JCW Search delivered an operating profit of £1,624,296, an 102% increase on the previous year. This was a result of a return to normal trading conditions and the strategic refocus to European markets bearing fruit.

#### Principal risks and uncertainties

##### *Interest rates*

The company uses a single source of working capital funding by invoice discounting via a third party. The existence of this source of funding exposes the company to interest rates risks, however during 2021 the business was able to support its own working capital requirement, therefore mitigating any risk of increased costs. Expectation for 2022 is similar, the company will have minimum use of the facility and will therefore be insulated from movements in current rates.

##### *Fluctuations in currency exchange rates*

Due to trade in Europe and US the company is exposed to foreign currency fluctuations. The company manages its exchange exposure by maintaining foreign currency bank accounts to receive cash and transfers funds into its GBP account at favourable rates to reduce the exposure.

##### *Liquidity risk*

The company actively maintains an appropriate level of liquidity through a suitable amount of cash in hand and an invoice discounting facility. JCW Search Limited also has other liquid companies linked by common ownership providing additional funding should it be required.

##### *Credit Risk*

Principal assets within the business are cash and debtors. Credit risk associated is limited due to the client spread which is largely blue-chip advisory firms and banks. To maintain credit risk all clients are routinely credit checked and aged debt reports are reviewed weekly by the Director.

##### *Inflation*

The company considers itself with a diluted risk in this respect. Due to the nature of the business being based off market rate salaries, the expectation is that these will increase over time to balance personal lives of those suffering the same inflationary risks. Regardless, inflation will be a key consideration during the budgeting process.

#### Financial key performance indicators

Management use the following key performance indicators to assess the performance of the company:

- Contract GP\*
- Permanent placement GP\*
- Sales, GP\* and EBIT\*\* growth versus prior year
- Sales, GP\* and EBIT\*\* growth versus budget
- EBIT\*\* and EBIT\*\* margin.

\*Gross profit

\*\* Earnings Before Interest and Tax

---

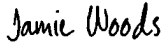
JCW SEARCH LIMITED

---

STRATEGIC REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2021

---

This report was approved by the board and signed on its behalf.

DocuSigned by:  
  
9770FCBC7CB1402...  
**J C W Woods**  
Director

Date: 16 December 2022

---

**JCW SEARCH LIMITED**

---

**DIRECTOR'S REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

The director presents his report and the financial statements for the year ended 31 December 2021.

**Director's responsibilities statement**

The director is responsible for preparing the Strategic Report, the Director's Report and the financial statements in accordance with applicable law and regulations.

Company law requires the director to prepare financial statements for each financial year. Under that law the director has elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the director must not approve the financial statements unless he is 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 director is required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The director is 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 to enable him to ensure that the financial statements comply with the Companies Act 2006. He is 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.

**Principal activity**

The company principal activity is that of a recruitment company.

**Results and dividends**

The profit for the year, after taxation, amounted to £1,305,050 (2020 - £615,568).

During the year the company made dividend payments of £329,782 (2020 - £320,218).

**Director**

The director who served during the year was:

J C W Woods

**Future developments**

In the coming 12 months we expect the business to increase sales headcount 20% to provide a better balance of profits versus growth. We expect to increase profits and continue to grow our European market share and presence by the end of 2022.

---

**JCW SEARCH LIMITED**

---

**DIRECTOR'S REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**Disclosure of information to auditor**

The director at the time when this Director's Report is approved has confirmed that:

- so far as is aware, there is no relevant audit information of which the Company's auditor is unaware, and
- 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 auditor is aware of that information.

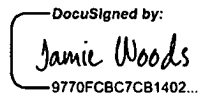
**Post balance sheet events**

The Directors consider it applicable to prepare the Financial Statements on a going concern basis. In reaching this conclusion, the Directors have considered the financial projections of the Company for the foreseeable future, which covers a period of at least 12 months from the date of signing the Financial Statements.

**Auditor**

The auditor, MHA MacIntyre Hudson, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf.

DocuSigned by:  
  
9770FCBC7CB1402...  
**J C W Woods**  
Director

Date: 16 December 2022

---

**JCW SEARCH LIMITED**

---

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JCW SEARCH LIMITED**

---

**Opinion**

We have audited the financial statements of JCW Search Limited (the 'Company') for the year ended 31 December 2021, which comprise the Statement of Income and Retained Earnings, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including 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 Company's affairs as at 31 December 2021 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.

**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 Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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**

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

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 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.

Our responsibilities and the responsibilities of the director with respect to going concern are described in the relevant sections of this report.

---

## JCW SEARCH LIMITED

---

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JCW SEARCH LIMITED (CONTINUED)

---

#### Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's Report thereon. The director is responsible for the other information contained within the Annual Report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

#### Opinion 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 Director's Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Director's Report have been prepared in accordance with applicable legal requirements.

#### 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 Strategic Report or the Director's Report.

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, 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 director's 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

As explained more fully in the Director's Responsibilities Statement set out on page 3, the director is 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 director determines 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 director is responsible for assessing the 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 director either intends to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

---

**JCW SEARCH LIMITED**

---

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JCW SEARCH LIMITED (CONTINUED)**

---

**Auditor 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.

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

- enquiry of management and those charged with governance around actual and potential litigation and claims;
- enquiry of entity staff in finance functions to identify any instances of non-compliance with laws and regulations;
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias; and
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulations. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements as we will less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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.

---

JCW SEARCH LIMITED

---

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JCW SEARCH LIMITED (CONTINUED)

---

**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.



Jason Mitchell MBA BSc FCA (Senior Statutory Auditor)

for and on behalf of  
**MHA MacIntyre Hudson**

Statutory Auditor

Maidenhead, United Kingdom

Date:

20 December 2022

---

**JCW SEARCH LIMITED**

---

**STATEMENT OF INCOME AND RETAINED EARNINGS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

	Note	2021 £	2020 £
Turnover	4	7,263,445	8,255,297
Cost of sales		(4,027,343)	(5,868,376)
<b>Gross profit</b>		<b>3,236,102</b>	<b>2,386,921</b>
Administrative expenses		(3,308,090)	(3,090,518)
Other operating income	5	1,698,026	1,509,553
<b>Operating profit</b>	6	<b>1,626,038</b>	<b>805,956</b>
Interest receivable and similar income	10	8,800	599
Interest payable and similar expenses	11	(7,868)	(30,103)
<b>Profit before tax</b>		<b>1,626,970</b>	<b>776,452</b>
Tax on profit	12	(321,920)	(160,884)
<b>Profit after tax</b>		<b>1,305,050</b>	<b>615,568</b>
Retained earnings at the beginning of the year		1,185,817	890,467
Profit for the year		1,305,050	615,568
Dividends declared and paid		(329,782)	(320,218)
<b>Retained earnings at the end of the year</b>		<b>2,161,085</b>	<b>1,185,817</b>

There were no recognised gains and losses for 2021 or 2020 other than those included in the statement of income and retained earnings.

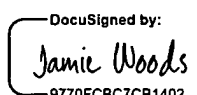
The notes on pages 13 to 29 form part of these financial statements.

**JCW SEARCH LIMITED**  
**REGISTERED NUMBER: 06072193**

**BALANCE SHEET**  
**AS AT 31 DECEMBER 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	14	257,363	215,564
Investments	15	10,000	10,000
		<u>267,363</u>	<u>225,564</u>
<b>Current assets</b>			
Debtors: amounts falling due within one year	16	4,474,487	2,704,341
Cash at bank and in hand	17	827,521	215,193
		<u>5,302,008</u>	<u>2,919,534</u>
Creditors: amounts falling due within one year	18	(3,112,996)	(1,566,532)
<b>Net current assets</b>		<u>2,189,012</u>	<u>1,353,002</u>
<b>Total assets less current liabilities</b>		<u>2,456,375</u>	<u>1,578,566</u>
Creditors: amounts falling due after more than one year	19	(268,519)	(379,630)
<b>Provisions for liabilities</b>			
Deferred tax	22	(26,671)	(13,019)
		<u>(26,671)</u>	<u>(13,019)</u>
<b>Net assets</b>		<u><u>2,161,185</u></u>	<u><u>1,185,917</u></u>
<b>Capital and reserves</b>			
Called up share capital	23	100	100
Profit and loss account	24	2,161,085	1,185,817
		<u><u>2,161,185</u></u>	<u><u>1,185,917</u></u>

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

DocuSigned by:  
  
 9770FCBC7CB1402...  
**J C W Woods**  
 Director

Date: 16 December 2022

The notes on pages 13 to 29 form part of these financial statements.

## JCW SEARCH LIMITED

STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 £	2020 £
<b>Cash flows from operating activities</b>		
Profit for the financial year	1,305,050	615,568
<b>Adjustments for:</b>		
Depreciation of tangible assets	67,509	63,534
Loss on disposal of tangible assets	-	30,466
Interest paid	4,392	30,103
Interest received	(8,800)	(599)
Taxation charge	321,920	160,884
Decrease in debtors	31,764	1,511,696
(Increase) in amounts owed by groups	(1,801,910)	(512,268)
Increase/(decrease) in creditors	1,121,697	(53,055)
Increase in amounts owed to groups	279,914	79,502
Corporation tax (paid)	(163,414)	(186,243)
<b>Net cash generated from operating activities</b>	<b>1,158,122</b>	<b>1,739,588</b>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(109,309)	(106,015)
Interest received	8,800	599
<b>Net cash from investing activities</b>	<b>(100,509)</b>	<b>(105,416)</b>
<b>Cash flows from financing activities</b>		
Other new loans	-	490,741
Repayment of other loans	(111,111)	-
Movements on invoice discounting	-	(1,882,434)
Dividends paid	(329,782)	(320,218)
Interest paid	(4,392)	(30,103)
<b>Net cash used in financing activities</b>	<b>(445,285)</b>	<b>(1,742,014)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>612,328</b>	<b>(107,842)</b>
Cash and cash equivalents at beginning of year	215,193	323,035
<b>Cash and cash equivalents at the end of year</b>	<b>827,521</b>	<b>215,193</b>
<b>Cash and cash equivalents at the end of year comprise:</b>		
Cash at bank and in hand	827,521	215,193

The notes on pages 13 to 29 form part of these financial statements.

---

**JCW SEARCH LIMITED**


---



---

**ANALYSIS OF NET DEBT  
FOR THE YEAR ENDED 31 DECEMBER 2021**


---

	At 1 January 2021 £	Cash flows £	At 31 December 2021 £
Cash at bank and in hand	215,193	612,328	827,521
Loans due after 1 year	(379,630)	111,111	(268,519)
Loans due within 1 year	(145,808)	(20,174)	(165,982)
	<u>(310,245)</u>	<u>703,265</u>	<u>393,020</u>

The notes on pages 13 to 29 form part of these financial statements.

---

**JCW SEARCH LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**1. General information**

JCW Search Limited is a Company incorporated in England and Wales under the Companies Act. The address of the registered office and the Company number are given on the Company information page.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK 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 judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

**2.2 Going concern**

The directors believe that it remains appropriate to prepare the financial statements on a going concern basis as the company is profitable and has net assets of over £2m.

The directors have reviewed the cash flow forecasts of the company, together with resources available to the entity, and have concluded that there is no material uncertainty, therefore they continue to adopt the going concern basis in preparing the annual report and accounts. Further details can be found in the Strategic report and the Directors' report.

**2.3 Foreign currency translation**

**Functional and presentation currency**

The Company's functional and presentational currency is GBP.

**Transactions and balances**

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 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.

---

JCW SEARCH LIMITED

---

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

---

**2. Accounting policies (continued)**

**2.4 Revenue**

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

**Rendering of services**

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

**2.5 Operating leases: the Company as lessee**

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

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

**2.6 Interest income**

Interest income is recognised in profit or loss using the effective interest method.

**2.7 Finance costs**

Finance costs are charged to profit or loss 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.

**2.8 Borrowing costs**

All borrowing costs are recognised in profit or loss in the year in which they are incurred.

---

**JCW SEARCH LIMITED**

---

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**2. Accounting policies (continued)****2.9 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 payment obligations.

The contributions are recognised as an expense in profit or loss 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.

**2.10 Current and deferred taxation**

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss 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 by the balance sheet date in the countries where the Company operates and generates income.

Deferred tax 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 tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

**2.11 Tangible fixed assets**

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. 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.

Depreciation is provided on the following basis:

Short-term leasehold property	-	20% Straight line
Fixtures and fittings	-	25% Reducing balance
Computer equipment	-	25% Reducing balance

---

**JCW SEARCH LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**2. Accounting policies (continued)**

**2.12 Valuation of investments**

Investments in unlisted Company shares, whose market value can be reliably determined, are remeasured to market value at each balance sheet date. Gains and losses on remeasurement are recognised in the Statement of Income and Retained Earnings for the period. Where market value cannot be reliably determined, such investments are stated at historic cost less impairment.

**2.13 Debtors**

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

**2.14 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 from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Company's cash management.

**2.15 Creditors**

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

**2.16 Provisions for liabilities**

Provisions are made where an event has taken place that gives the Company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to profit or loss in the year that the Company becomes aware of the obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet.

---

**JCW SEARCH LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**2. Accounting policies (continued)**

**2.17 Financial instruments**

The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Investments in non-derivative instruments that are equity to the issuer are measured:

- at fair value with changes recognised in the Statement of Income and Retained Earnings if the shares are publicly traded or their fair value can otherwise be measured reliably;
- at cost less impairment for all other investments.

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 Income and Retained Earnings.

**2.18 Dividends**

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders at an annual general meeting.

---

**JCW SEARCH LIMITED**


---



---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**


---

**3. Judgments in applying accounting policies and key sources of estimation uncertainty**

In applying the Company's accounting policies, the directors are required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The directors' judgements, estimates and assumptions are based on the best and most reliable evidence available at the times when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to the inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ.

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

**Critical judgements in applying the Company's accounting policies**

The critical judgements that the directors have made in the process of applying the Company's accounting policies that have the most significant effect on the amounts recognised in the statutory financial statements are discussed below.

*(i) Assessing indicators of impairment*

In assessing whether there have been any indicators of impaired assets, the directors have considered both external and internal sources of information such as market conditions, counterparty credit ratings and experience of recoverability. There have been no indicators of impairments identified during the current financial year.

**Key sources of estimation uncertainty**

The key assumptions concerning the future, and other key sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

*(ii) Recoverability of receivables*

The company establishes a provision for receivables that are estimated not to be recoverable. When assessing recoverability the directors consider factors such as the ageing of receivables, past experience of recoverability, and the credit profile of individuals or groups of customers.

**4. Turnover**

The whole of the turnover is attributable to the provision of recruitment services and arose within the United Kingdom.

**5. Other operating income**

	2021 £	2020 £
Management charges	<u>1,698,026</u>	<u>1,509,553</u>

---

**JCW SEARCH LIMITED**


---



---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**


---

**6. Operating profit**

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

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Exchange differences	<b>3,761</b>	<b>(69,244)</b>
Other operating lease rentals	<b>22,543</b>	<b>116,139</b>
Depreciation	<b>67,510</b>	<b>63,534</b>
	<b><u>67,510</u></b>	<b><u>63,534</u></b>

**7. Auditor's remuneration**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Fees payable to the Company's auditor and its associates for the audit of the Company's annual financial statements	<b>11,550</b>	<b>10,290</b>
	<b><u>11,550</u></b>	<b><u>10,290</u></b>

**Fees payable to the Company's auditor and its associates in respect of:**

Taxation compliance services	<b>2,850</b>	<b>2,680</b>
All other services	<b>1,650</b>	<b>1,600</b>
	<b><u>4,500</u></b>	<b><u>4,280</u></b>

---

**JCW SEARCH LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**8. Employees**

Staff costs, including director's remuneration, were as follows:

	2021 £	2020 £
Wages and salaries	1,957,519	1,627,192
Social security costs	233,242	213,046
Cost of defined contribution scheme	54,829	44,230
	<u>2,245,590</u>	<u>1,884,468</u>

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

	2021 No.	2020 No.
Directors	1	1
Staff	54	55
	<u>55</u>	<u>56</u>

**9. Director's remuneration**

	2021 £	2020 £
Director's emoluments	<u>9,500</u>	<u>9,875</u>

**10. Interest receivable**

	2021 £	2020 £
Bank interest receivable	<u>8,800</u>	<u>599</u>

---

**JCW SEARCH LIMITED**


---



---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**


---

**11. Interest and similar charges**

	2021 £	2020 £
Factoring service charges	3,476	16,623
Factoring interest	4,392	13,480
	<u>7,868</u>	<u>30,103</u>

**12. Taxation**

	2021 £	2020 £
<b>Corporation tax</b>		
Current tax on profits for the year	304,126	159,273
Adjustments in respect of previous periods	4,142	-
	<u>308,268</u>	<u>159,273</u>
<b>Deferred tax</b>		
Origination and reversal of timing differences	12,095	(1,752)
Changes to tax rates	3,498	1,555
Adjustments in respect of previous periods	(1,941)	1,808
<b>Total deferred tax</b>	<u>13,652</u>	<u>1,611</u>
<b>Taxation on profit on ordinary activities</b>	<u>321,920</u>	<u>160,884</u>

---

**JCW SEARCH LIMITED**


---



---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**


---

**12. Taxation (continued)****Factors affecting tax charge for the year**

The tax assessed for the year is higher than (2020 - *higher than*) the standard rate of corporation tax in the UK of 19% (2020 - 19%). The differences are explained below:

	2021 £	2020 £
Profit on ordinary activities before tax	<u>1,626,970</u>	<u>776,452</u>
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2020 - 19%)	309,124	147,526
<b>Effects of:</b>		
Expenses not deductible for tax purposes	7,097	9,995
Adjustment to current tax in respect of prior periods	4,142	-
Adjustment to deferred tax in respect of prior periods	(1,941)	1,808
Change to tax rates for deferred tax	3,498	1,555
<b>Total tax charge for the year</b>	<u><u>321,920</u></u>	<u><u>160,884</u></u>

**Factors that may affect future tax charges**

An increase to the UK corporation tax main rate from 19% to 25% was announced in March 2021 (to be effective from 1 April 2023) applying to profits over £250,000 and therefore deferred tax has been recognised at 25%.

**13. Dividends**

	2021 £	2020 £
Dividends paid on ordinary shares	<u><u>329,782</u></u>	<u><u>320,218</u></u>

---

**JCW SEARCH LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**14. Tangible fixed assets**

	Short-term leasehold property £	Fixtures and fittings £	Computer equipment £	Total £
<b>Cost or valuation</b>				
At 1 January 2021	170,731	55,436	53,120	279,287
Additions	-	54,232	55,077	109,309
At 31 December 2021	<u>170,731</u>	<u>109,668</u>	<u>108,197</u>	<u>388,596</u>
<b>Depreciation</b>				
At 1 January 2021	32,823	12,949	17,951	63,723
Charge for the year	35,211	19,002	13,297	67,510
At 31 December 2021	<u>68,034</u>	<u>31,951</u>	<u>31,248</u>	<u>131,233</u>
<b>Net book value</b>				
At 31 December 2021	<u>102,697</u>	<u>77,717</u>	<u>76,949</u>	<u>257,363</u>
At 31 December 2020	<u>137,908</u>	<u>42,487</u>	<u>35,169</u>	<u>215,564</u>

---

**JCW SEARCH LIMITED**


---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**


---

**15. Fixed asset investments**

	<b>Unlisted investments £</b>
<b>Cost or valuation</b>	
At 1 January 2021	<b>10,000</b>
At 31 December 2021	<b>10,000</b>

Unlisted investments represent a minority shareholding in Core Consultants Group Ltd.

**16. Debtors**

	<b>2021 £</b>	<b>2020 £</b>
Trade debtors	<b>852,555</b>	<b>975,320</b>
Amounts owed by group undertakings	<b>2,697,925</b>	<b>896,015</b>
Other debtors	<b>465,208</b>	<b>475,671</b>
Prepayments and accrued income	<b>458,799</b>	<b>357,335</b>
	<b>4,474,487</b>	<b>2,704,341</b>

Trade debtors are subject to a sales finance agreement with the company's bank.

**17. Cash and cash equivalents**

	<b>2021 £</b>	<b>2020 £</b>
Cash at bank and in hand	<b>827,521</b>	<b>215,193</b>

---

**JCW SEARCH LIMITED**


---



---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**


---

**18. Creditors: Amounts falling due within one year**

	2021 £	2020 £
Other loans	111,111	111,111
Trade creditors	126,933	74,733
Amounts owed to group undertakings	377,749	97,835
Corporation tax	304,126	159,273
Other taxation and social security	85,045	130,663
Other creditors	782,692	353,277
Accruals and deferred income	1,325,340	639,640
	<u>3,112,996</u>	<u>1,566,532</u>

The sales ledger finance liability is secured by an all assets debenture dated 24 March 2011 giving fixed and floating charges over the company and its property and assets, both present and future.

**19. Creditors: Amounts falling due after more than one year**

	2021 £	2020 £
Other loans	<u>268,519</u>	<u>379,630</u>

**20. Loans**

Analysis of the maturity of loans is given below:

	2021 £	2020 £
Amounts falling due within one year	111,111	111,111
Amounts falling due 1-2 years	111,111	111,111
Amounts falling due 2-5 years	157,408	268,519
	<u>379,630</u>	<u>490,741</u>

---

**JCW SEARCH LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**21. Financial instruments**

	2021 £	2020 £
<b>Financial assets</b>		
Financial assets measured at fair value through profit or loss	827,521	215,193
Financial assets measured at amortised cost	4,327,017	2,448,731
	<u>5,154,538</u>	<u>2,663,924</u>
<b>Financial liabilities</b>		
Financial liabilities measured at amortised cost	<u>(2,665,035)</u>	<u>(1,488,212)</u>

Financial assets measured at face value through profit or loss comprise cash and bank balances.

Financial assets measured at amortised cost comprise trade and other debtors.

Financial liabilities measured at amortised cost comprise trade and other creditors.

---

**JCW SEARCH LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**22. Deferred taxation**

	2021 £
At beginning of year	(13,019)
Charged to profit or loss	(13,652)
<b>At end of year</b>	<b>(26,671)</b>

The provision for deferred taxation is made up as follows:

	2021 £	2020 £
Accelerated capital allowances	(30,188)	(13,817)
Short term timing differences	3,517	798
	<b>(26,671)</b>	<b>(13,019)</b>

**23. Share capital**

	2021 £	2020 £
<b>Allotted, called up and fully paid</b>		
100,000 (2020 - 100,000) Ordinary shares of £0.001 each	<b>100</b>	<b>100</b>

---

**JCW SEARCH LIMITED**


---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**


---

**23. Share capital (continued)**

The Company has a share option scheme which is open to eligible employees at the discretion of the board. Options are exercisable at a price equal to the higher of the nominal value or market price of the Company's shares at the date of the grant.

In the scheme, the options vest on the shares of the Company being listed, sold or undergoing a reorganisation or at any time at the discretion of the board.

There were no options granted in 2021 (2020: none) under the Enterprise Management Incentive Scheme. All previous options were outstanding at the year end.

The fair values of the options were calculated using a Black-Scholes model. The inputs for the model were as follows:

Weighted average share price £1.04  
 Weighted average exercise price £8.65  
 Expected volatility 50%  
 Risk free rate 2%  
 Expected dividend yield Nil

The Company recognised no charges relating to equity-settled share-based payment transactions during the year as the results are considered immaterial in the context of these financial statements.

**24. Reserves****Profit and loss account**

This represents cumulative profits less any dividends paid.

**25. Pension commitments**

At the year end there was a pension liability of £26,310 (2020: £9,829) included in creditors.

**26. Commitments**

At 31 December 2021 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2021 £	2020 £
Not later than 1 year	745,189	423,195
Later than 1 year and not later than 5 years	748,148	1,173,720
	<u>1,493,337</u>	<u>1,596,915</u>

---

**JCW SEARCH LIMITED**


---



---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**


---

**27. Related party transactions**

During the year the company paid dividends of £329,782 (2020: £320,218) to J C W Woods, the director of the company. During the year the company made advances of £782,427 (2020: £1,046,109) to J C W Woods and received repayments of £1,275,946 (2020: £1,306,257). Included in other creditors at the year-end is an amount of £397,643 (2020: debit of £95,876) owed by the director.

During the year the company received management recharges of £1,266,824 (2020: £1,229,809) from JCW Inc, a company controlled by J C W Woods, for services provided. During the year the company recharged JCW Inc £901,058, (2020: £945,136) for costs incurred by the company on its behalf. At the year end the company owed JCW Inc. £377,749 (2020: £97,835). This balance is included in amounts due to related parties.

During the year the company received management recharges of £212,369 (2020: £182,091) from JCW GmbH, a company controlled by J C W Woods, for services provided. During the year the company recharged JCW GmbH £173,555 (2020: £415,312) for costs incurred by the company on its behalf. At the year-end JCW GmbH owed the company £465,396 (2020: £164,229), this balance is included in amounts due from related parties.

During the year the company received management recharges of £149,876 (2020: £59,293) by Cybernetic Inc, a company controlled by J C W Woods, for services provided. During the year the company recharged Cybernetic Inc £173,013 (2020: £104,098) for support costs incurred by the company on its behalf. At the year-end Cybernetic Inc owed the company £330,903 (2020: £342,604). This balance is included in amounts due from related parties.

During the year the company received management recharges of £59,201 (2020: £36,972) by OutScout Inc, a company controlled by J C W Woods, for services provided. During the year the company recharged OutScout Inc £82,211 (2020: £85,638) for support costs incurred by the company on its behalf. At the year-end OutScout Inc owed the company £113,625 (2020: £273,798). This balance is included in amounts due from related parties

During the year the company recharged Xander Talent Limited £30,000 (2020: £83,341) for costs incurred by the company on its behalf. At the year-end Xander Talent Limited owed the company £1,388,407 (2020: £113,341). This balance is included in amounts due from related parties

During the year the company recharged Guideline Group Inc £1,304 (2020: £2,043) for support costs incurred by the company on its behalf. At the year-end Guideline Group Inc owed the company £1,304 (2020: £2,043). This balance is included in amounts due from related parties

**28. Controlling party**

The ultimate controlling party is Mr J C W Woods by virtue of his directorship and majority shareholding.