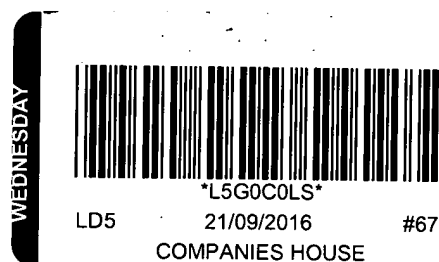


# **Experis Limited**

## **Annual Report and Financial Statements**

**For the year ended 31 December 2015**

**Registered number: 02114287**



# Experis Limited

## Annual report and financial statements for year ended 31 December 2015

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**Annual report and financial statements for year ended 31 December 2015**

**Officers and professional advisers**

**Directors**

M A Cahill  
G Smith  
D P Whitham

**Registered Office**

The Helicon  
One South Place  
London  
England  
EC2M 2RB

**Banker**

Royal Bank of Scotland  
62/63 Threadneedle Street  
London  
England  
EC2H 8LA

**Auditor**

Deloitte LLP  
Chartered Accountants and Statutory Auditor  
London  
United Kingdom

## Strategic report

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

### Review of the business

The Company's principal activity is that of professional recruitment specialists. There have not been any significant changes in the Company's principal activity during the year under review and the directors are not aware at the date of this report of any likely major changes in either the nature or level of the Company's activities in the next year.

During 2015 the Company's annual turnover increased by 9.0% from £497,500,000 to £542,400,000 and the contractor base has also increased by 4.2%. As a result of continuing competitive pressures and a change in the mix of revenue streams there was an increase in the Company's overall gross margin by 5.5%. Also, operating profit margin has risen from 1.7% to 1.9% through royalty income and focus on cost savings.

As shown in the profit and loss account on page 9, the Company's profit after taxation was £8,341,000 (2014 £6,579,000).

The balance sheet on page 11 of the financial statements shows that the Company's financial position at the year end has, in net assets terms, increased by 19.5% (2014 -18.2%).

### Key performance indicators

All data used in key performance indicators is derived from the Company's financial statements.

	2015	2014
Gross margin (1)	7.4%	7.0%
Operating profit margin (2)	1.9%	1.7%

(1) Gross margin = gross profit as a percentage of turnover.

(2) Operating profit margin = operating profit as a percentage of turnover.

### Principal risks and uncertainties

Competitive pressure in the UK is a continuing risk for the Company, which could result in it losing sales to its key competitors. The Company manages this risk by providing added value services to its customers, building and maintaining strong customer relationships and operating efficient supply and account handling procedures.

The Company is exposed to financial risk through its financial assets and liabilities. The key financial risk is that the proceeds from financial assets are not sufficient to fund obligations arising from liabilities as they fall due. The most important components of financial risk are credit risk, liquidity risk, cash flow risk and price risk.

Due to the nature of the Company's business and the assets and liabilities contained within the Company's balance sheet, the only financial risk that the directors consider relevant to this Company is credit risk. The risk is mitigated through a robust credit control function.

**Strategic report (continued)**

**Principal risks and uncertainties (continued)**

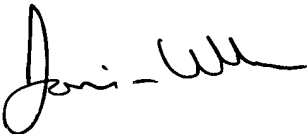
In order to maintain liquidity, to ensure sufficient funds are available for ongoing operations and future developments, the Company uses third party short-term debt finance available to all ManpowerGroup Inc group companies. The interest rate risks are set at market rates by the third party and managed by central treasury functions within ManpowerGroup Inc.

**Future developments**

Whilst the market conditions remain volatile, with improvements in the speed and quality of operational delivery, financial efficiencies and liquidity, the directors believe that the Company is well placed to benefit from any improvement in the economy and the increases in the demand for employment services which will arise therefrom.

The directors expect the general level of activity to remain consistent with 2015 in the forthcoming year.

Approved by the Board of Directors and signed on behalf of the Board.



**D P Whitham**  
Director

20 September 2016

**The Helicon  
One South Place  
London  
England  
EC2M 2RB**

## Directors' report

The directors present their annual report on the affairs of the Company, together with the financial statements and auditor's report for the year ended 31 December 2015.

### Directors and their interests

M A Cahill, G Smith and D P Whitham held office as directors throughout the year.

None of the directors had a material interest in any contract entered into by the Company during the year under review or the prior year.

### Future developments

Details of future developments can be found in the strategic report on page 3.

### Going concern

After making enquiries, the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

Information in respect of financial risk management and liquidity risks is set out in the strategic report on pages 2 and 3.

Further details regarding the adoption of the going concern basis can be found in the statement of accounting policies in the financial statements (see note 1).

### Financial risk management objectives and policies

Details of financial risk management objectives and policies can be found in the strategic report on pages 2 and 3 "Principal risks and uncertainties".

### Employees

Details of the number of employees and related costs can be found in note 8 to the financial statements.

Applications for employment by disabled persons are always fully considered, bearing in mind the respective aptitudes and abilities of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment with the Company continues and that appropriate training is arranged. It is the policy of the Company that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

### Employee consultation

The directors recognise the importance of communicating effectively with all levels of employees on matters which affect their current occupations and future prospects. Communications with employees is achieved through regular individual meetings at local level and through information briefing sessions and discussions with wider groups of employees.

Special emphasis is placed on training of staff and a full range of internally organised training courses is provided for this purpose.

The Company offers a range of employee benefits to staff who qualify by reason of seniority and length of service including a pension scheme, death-in-service benefits and private medical insurance.

**Directors' report (continued)**

**Information to the 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 he/she ought to have taken as a director in order to make himself/herself 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 the Companies Act 2006.

Approved by the Board of Directors and signed on behalf of the Board



**D P Whitham**  
Director

20 September 2016

**The Helicon  
One South Place  
London  
England  
EC2M 2RB**

## **Directors' responsibilities statement**

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed; 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 which disclose with reasonable accuracy at any time the financial position of the Company and to 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.

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.



### **Independent auditor's report to the members of Experis Limited**

We have audited the financial statements of Experis Limited for the year ended 31 December 2015 which comprise the profit and loss account, the statement of comprehensive income, the balance sheet, the statement of changes in equity and the related notes 1 to 21. 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), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 auditor**

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. 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 Auditing Practices Board's Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **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 2015 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 the information given in the strategic report and directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Independent auditor's report to the members of  
Experis Limited (continued)**

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

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.



**Peter Saunders (Senior Statutory Auditor)  
for and on behalf of Deloitte LLP  
Chartered Accountants and Statutory Auditor  
London, United Kingdom**

**21 September 2016**

**Profit and loss account  
For the year ended 31 December 2015**

	<b>Note</b>	<b>2015 £000</b>	<b>2014 £000</b>
<b>Turnover</b>			
Continuing operations		542,400	497,500
Cost of sales		<u>(502,430)</u>	<u>(462,761)</u>
<b>Gross profit</b>		39,970	34,739
Other operating expenses	3	(33,012)	(28,961)
Other operating income	4	<u>3,417</u>	<u>2,589</u>
<b>Operating profit</b>		10,375	8,367
Finance costs (net)	5	<u>(43)</u>	<u>(4)</u>
<b>Profit on ordinary activities before taxation</b>	6	10,332	8,363
Tax on profit on ordinary activities	10	<u>(1,991)</u>	<u>(1,784)</u>
<b>Profit for the financial year attributable to equity shareholder of the Company</b>		<u><u>8,341</u></u>	<u><u>6,579</u></u>

**Statement of comprehensive income  
For the year ended 31 December 2015**

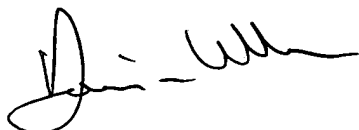
	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
<b>Profit for the financial year</b>	<u>8,341</u>	<u>6,579</u>
<b>Total comprehensive income attributable to equity shareholder of the Company</b>	<u><u>8,341</u></u>	<u><u>6,579</u></u>

# Experis Limited

## Balance sheet As at 31 December 2015

	Note	2015 £000	2014 £000
<b>Fixed assets</b>			
Intangible fixed assets	11	-	1
Tangible fixed assets	12	1,173	1,313
Investments	13	778	778
		<u>1,951</u>	<u>2,092</u>
<b>Current assets</b>			
Debtors			
- amounts falling due within one year	14	124,097	113,884
- amounts falling due after one year	14	889	1,056
Cash at bank and in hand		-	3,242
		<u>124,986</u>	<u>118,182</u>
<b>Creditors: amounts falling due within one year</b>	15	<u>(75,660)</u>	<u>(77,418)</u>
<b>Net current assets</b>		<u>49,326</u>	<u>40,764</u>
<b>Total assets less current liabilities</b>		<u>51,277</u>	<u>42,856</u>
<b>Provisions for liabilities</b>	16	<u>(177)</u>	<u>(97)</u>
<b>Net assets</b>		<u>51,100</u>	<u>42,759</u>
<b>Capital and reserves</b>			
Called up share capital	17	111	111
Share premium account	17	1,728	1,728
Capital contribution	17	16,160	16,160
Profit and loss account	17	33,101	24,760
<b>Shareholder's funds</b>		<u>51,100</u>	<u>42,759</u>

The financial statements of Experis Limited, registered number 02114287, were approved by the Board of Directors and authorised for issue on 20 September 2016. They were signed on its behalf of by:



D P Whitham  
Director

**Statement of changes in equity  
As at 31 December 2015**

	Called up share capital £000	Share premium account £000	Capital contribution £000	Profit and loss account £000	Total £000
<b>At 31 December 2013</b>	111	1,728	16,160	18,180	36,179
Changes on transition to FRS 102 (see note 21)	-	-	-	-	-
<b>At 1 January 2014</b>	111	1,728	16,160	18,180	36,179
Profit for the financial year	-	-	-	6,579	6,579
<b>Total comprehensive income</b>	-	-	-	6,579	6,579
Other distributions	-	-	-	1	1
<b>At 31 December 2014</b>	111	1,728	16,160	24,760	42,759
Profit for the financial year	-	-	-	8,341	8,341
<b>Total comprehensive income</b>	-	-	-	8,341	8,341
<b>At 31 December 2015</b>	111	1,728	16,160	33,101	51,100

Other distributions comprise amounts paid to ManpowerGroup Inc., calculated by reference to the difference between the fair value of stock options at the date of exercise and the estimated fair value attributed to such options under the Black-Scholes option pricing model.

**Notes to the financial statements  
For the year ended 31 December 2015**

**1. Accounting policies**

The principal accounting policies are summarised below. These have all been applied consistently throughout the year and to the preceding year.

**General information and basis of accounting**

Experis Limited is a Company incorporated in the United Kingdom under the Companies Act. The address of the registered office is given on page 1. The nature of the Company's operation and its principal activities are set out in the strategic report on pages 2 and 3.

The financial statements are prepared under the historical cost convention and in accordance with Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council.

The prior year financial statements were restated for material adjustments on adoption of FRS 102 in the current year. For more information, see note 21.

The functional currency of Experis Limited is considered to be pounds sterling because that is the currency of the primary economic environment in which the Company operates.

Experis 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. Experis Limited is consolidated in the financial statements of its ultimate parent, ManpowerGroup Inc., which may be obtained at 100 Manpower Place, Milwaukee, Wisconsin 53212, USA. Exemptions have been taken in these separate company financial statements in relation to share-based payments, financial instruments, presentation of a cash flow statement, intra group transactions and remuneration of key management personnel.

**Going concern**

The Company's business activities, together with the factors likely to affect its future development, performance and position are set out in the strategic report on pages 2 and 3. The financial position of the Company is described in the strategic report.

The Company has net assets and is trading profitably. As a consequence, the directors believe that the Company is well placed to manage its business risks successfully, despite the current uncertain economic outlook.

ManpowerGroup Inc., the company's ultimate parent company, has given written assurance that they will continue to support the Company for at least 12 months subsequent to the sign off date of this report.

The directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and financial statements.

## Notes to the financial statements For the year ended 31 December 2015

### 1. Accounting policies (continued)

#### Tangible fixed assets

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset on a straight line basis over their estimated useful lives as follows:

Leasehold properties	-	over the term of the lease
Furniture and equipment	-	3-10 years
Computer equipment	-	3 years

Residual value represents the estimated amount which would currently be obtained from disposal of an asset, after deducting estimated costs of disposal, if the asset were already of an age and in the condition expected at the end of its useful life.

#### Intangible fixed assets

Goodwill arising from the acquisition of businesses, representing any excess of the fair value of the consideration given over the fair value of the identifiable assets and liabilities acquired is capitalised and written off on a straight line basis over its useful economic life, which is 10 years. Provision is made for any impairment.

Software licences are included at cost less any provision for impairment and are written off on a straight line basis over their useful economic life, which is between three and five years.

#### Financial instruments

Financial assets and liabilities are recognised when the Company becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities.

#### - Investments

Investments in subsidiaries and associates are measured at cost less impairment. For investments in subsidiaries acquired for consideration including the issue of shares qualifying for merger relief, cost is measured by reference to the nominal value of the shares issued plus fair value of other consideration. Any premium is ignored.



**Notes to the financial statements  
For the year ended 31 December 2015**

**1. Accounting policies (continued)**

**Taxation**

Current tax, comprising UK corporation 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 taxation 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 Company'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.

Deferred taxation is measured on a non-discounted basis using the tax rates and laws that have been enacted or substantially enacted by the balance sheet date that are expected to apply to the reversal of the timing difference.

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.

**Turnover**

Turnover is derived entirely in the United Kingdom and is stated net of VAT and trade discounts. Turnover is recognised when the significant risks and rewards are considered to have been transferred to the buyer. Turnover arising from temporary placements is recognised over the period that temporary staff is provided. Turnover arising from the placement of permanent candidates is recognised at the time the candidate commences full time employment.

**Leases**

Rentals paid under operating leases are charged on a straight line basis over the lease term, even if 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. Further information on charges in the year and future commitments is given in notes 4 and 16 respectively. The terms of all operating leases are continually reviewed and a provision is made for the discounted value of future onerous lease payments where appropriate.

**Employee benefits**

The Company operates a defined contribution pension scheme for certain permanent employees. The amount charged to the profit and loss account in respect of pension costs and other retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either prepayments or accruals in the balance sheet.

**Provisions**

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of past events, it is probable that the Company will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

**Notes to the financial statements  
For the year ended 31 December 2015**

**1. Accounting policies (continued)**

**Foreign currencies**

Transactions in foreign currencies are recorded at the exchange rate ruling at the date of the transaction. The resulting monetary assets and liabilities are translated at the rate of exchange prevailing at the balance sheet date.

The results of overseas operations are translated at the average rates of exchange during the year and their balance sheets at the rates ruling at the balance sheet date. Exchange differences arising on translations of the opening net assets, are reported in the statement of total recognised gains and losses. All other exchange differences are included in the profit and loss account.

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

The following are critical judgements, apart from those involving estimations (which are dealt with separately below) that the directors have made in the process of applying the Company's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

**Revenue recognition**

The critical judgement takes place in relation to the cut off of revenue. Revenue is recognised for permanent placements on the day a candidate starts work and temporary placement income is recognised over the duration of the placement. This is described in more detail in the accounting policy in note 1.

**Bad debt provision**

At each balance sheet date, management evaluate the collectability of trade receivable and record a provision based on the anticipated recoverable cash flow and the past due date.

**Key source of estimation uncertainty – impairment of investment in subsidiaries**

Determining whether investments in subsidiaries are impaired requires an estimation of their value in use to the Company. The value in use calculation requires the entity to estimate the future cash flows expected to arise from the investment and a suitable discount rate in order to calculate present value.

**Notes to the financial statements  
For the year ended 31 December 2015****3. Other operating expenses**

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
Administrative expenses	27,832	24,199
Royalty fees	5,391	4,996
Intra group management charge	(211)	(234)
<b>Other operating expenses</b>	<b>33,012</b>	<b>28,961</b>

**4. Other operating income**

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
Royalty fees	3,417	2,589

**5. Finance costs (net)**

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
<b>Interest payable and similar charges</b>	<b>62</b>	<b>40</b>
Less: investment income	(19)	(36)
	<b>43</b>	<b>4</b>
<b>Interest payable and similar charges</b>		
Bank loans and overdrafts	1	2
Loans payable on loans to group undertakings	9	4
	<b>10</b>	<b>6</b>
Net exchange loss	52	34
	<b>62</b>	<b>40</b>
<b>Investment income</b>		
Loans receivable from group undertakings	16	6
Other interest receivable and similar income	3	30
Interest receivable and similar income	19	36

**Notes to the financial statements  
For the year ended 31 December 2015**

**6. Profit on ordinary activities before taxation**

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
Profit on ordinary activities before taxation is stated after charging:		
Depreciation of tangible fixed assets	258	100
Software amortisation	1	20
Property rentals (net)	773	687
	<u>773</u>	<u>687</u>

**7. Auditor's remuneration**

Fees payable to Deloitte LLP and their associates for the audit of the Company's annual financial statements were £94,000 (2014 - £100,000).

Fees payable to Deloitte LLP and their associates for non-audit services to the Company are not required to be disclosed because the consolidated financial statements of the parent company are required to disclose such fees on a consolidated basis.

**8. Staff numbers and costs**

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
Staff costs of the Company, including directors, were:		
Salaries	17,728	15,221
Social security costs	1,825	1,674
Other pension costs	424	381
	<u>19,977</u>	<u>17,276</u>

	<b>2015</b>	<b>2014</b>
	<b>Number</b>	<b>Number</b>
The monthly average number of persons employed by the Company during the year, including directors, was:		
Branch and administrative staff	<u>421</u>	<u>425</u>

**Notes to the financial statements  
For the year ended 31 December 2015**

**9. Directors' remuneration and transactions**

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
<b>Directors' remuneration</b>		
Emoluments	298	380
Company contributions to money purchase pension schemes	12	11
	<u>310</u>	<u>391</u>

	<b>2015</b>	<b>2014</b>
	<b>Number</b>	<b>Number</b>
<b>The number of directors who:</b>		
Are members of a money purchase pension scheme	<u>1</u>	<u>1</u>

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
<b>Remuneration of the highest paid director:</b>		
Emoluments	298	380
Company contributions to money purchase scheme	12	11
	<u>310</u>	<u>391</u>

Remuneration costs for two of the directors are borne by a fellow group company, Manpower UK Limited. They are therefore disclosed in that Company's financial statements.

**10. Tax on profit on ordinary activities**

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
The tax charge comprises:		
<b>Current tax on profit on ordinary activities</b>		
UK corporation tax	1,972	1,601
Over provision in prior years	(148)	(137)
<b>Total current tax</b>	<u>1,824</u>	<u>1,464</u>
<b>Deferred tax</b>		
Origination and reversal of timing differences	131	119
Effect of decrease in tax rate on opening asset	58	-
(Increase)/decrease in estimate of recoverable deferred tax assets	(22)	201
<b>Total deferred tax charge</b>	<u>167</u>	<u>320</u>
<b>Total tax on profit on ordinary activities</b>	<u>1,991</u>	<u>1,784</u>

**Notes to the financial statements**  
**For the year ended 31 December 2015**

**10. Tax on profit on ordinary activities (continued)**

The difference between the total current tax shown above and the amount calculated by applying the standard rate of UK corporation tax to the profit before tax is as follows:

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
Profit on ordinary activities before taxation	10,332	8,363
Tax on profit on ordinary activities at standard UK tax rate of 20.25% (2014 – 21.5%)	2,092	1,798
Effects of:		
Expenses not deductible for tax purposes (net)	29	37
Depreciation in excess of capital allowances and other short term timing differences	(61)	(170)
Utilisation of brought forward losses	(88)	(64)
Adjustments to tax charge in respect of previous years	(148)	(137)
Movement on deferred taxation	167	320
<b>Total tax on profit on ordinary activities</b>	<b>1,991</b>	<b>1,784</b>

The Finance (No 2) Act 2015, which provides for a reduction in the main rate of UK corporation tax to 19% with effect from 1 April 2017 and to 18% with effect from 1 April 2020, was substantively enacted on 18 November 2015. Existing temporary differences on which deferred tax has been provided may therefore unwind in periods subject to these reduced rates and accordingly, the reduced rates have been reflected in the calculation of deferred tax.

The Company has an unrecognised deferred tax asset of approximately £712,000 (2014 - £812,000). The unrecognised deferred tax asset would be recoverable by way of relief against future taxable profits.

There is no expiry date on timing differences, unused tax losses or tax credits.

**11. Intangible fixed assets**

	<b>Goodwill</b>	<b>Computer software</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Cost</b>			
At 1 January 2015 and 31 December 2015	540	1,835	2,375
<b>Amortisation</b>			
At 1 January 2015	540	1,834	2,374
Charge for the year	-	1	1
At 31 December 2015	540	1,835	2,375

**Notes to the financial statements  
For the year ended 31 December 2015**

**11. Intangible fixed assets (continued)**

	Goodwill £000	Computer software £000	Total £000
<b>Net book value</b>			
At 31 December 2015	-	-	-
At 31 December 2014	-	1	1

**12. Tangible fixed assets**

	Leasehold improvements £000	Furniture and equipment £000	Motor vehicles £000	Total £000
<b>Cost</b>				
At 1 January 2015	2,191	2,011	118	4,320
Additions	65	54	-	119
At 31 December 2015	2,256	2,065	118	4,439
<b>Depreciation</b>				
At 1 January 2015	2,068	913	26	3,007
Charge for the year	42	197	20	259
At 31 December 2015	2,110	1,110	46	3,266
<b>Net book value</b>				
At 31 December 2015	146	955	72	1,173
At 31 December 2014	123	1,098	92	1,313

**13. Fixed asset investments**

	Subsidiary Undertakings £
Cost at 1 January 2015 and 31 December 2015	778
Net book value at 31 December 2014 and 31 December 2015	778

**Notes to the financial statements**  
**For the year ended 31 December 2015**

**13. Fixed asset investments (continued)**

At 31 December 2015, the Company had the following subsidiary undertaking, which was directly held, wholly owned and registered in the United Kingdom. The Company's principal activity was that of IT recruitment:

Experis Resource Support Services Limited

**14. Debtors**

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
<b>Amounts falling due within one year:</b>		
Trade debtors	74,725	76,267
Unbilled revenue	11,506	8,831
Amounts owed by group undertakings	37,017	28,145
Other debtors	71	39
Prepayments and accrued income	778	601
	<u>124,097</u>	<u>113,884</u>
<b>Amounts falling due after more than one year:</b>		
Deferred tax	889	1,056
	<u>124,986</u>	<u>114,940</u>
The movement on deferred tax comprises:		
At 1 January	1,056	1,376
Charged to profit and loss account	(167)	(320)
	<u>889</u>	<u>1,056</u>
Deferred tax comprises:		
Accelerated capital allowances	415	487
Other timing differences	61	68
Unutilised losses carried forward	413	501
	<u>889</u>	<u>1,056</u>

Amounts owed by group undertakings are interest free and repayable on demand.



**Notes to the financial statements**  
**For the year ended 31 December 2015**

**15. Creditors: amounts falling due within one year**

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
Trade creditors	31,682	38,820
Amounts owed to group undertakings	32,579	30,295
Taxation and social security	4,093	3,389
Corporation tax creditors	3,538	1,746
Bank overdraft	379	-
Other creditors	1,859	1,947
Accruals and deferred income	1,530	1,221
	<u>75,660</u>	<u>77,418</u>

Amounts owed to group undertakings are interest free and repayable on demand.

**16. Provision for liabilities**

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
At 1 January	97	97
Additions	80	-
	<u>177</u>	<u>97</u>

All of the above provisions relate to dilapidations on UK property. These will be utilised over the next 5 to 10 years, depending on the lease term.

**17. Called up share capital and reserves**

	<b>2015</b>	<b>2014</b>
	<b>£000</b>	<b>£000</b>
<b>Authorised:</b>		
12,500,000 Ordinary shares of 1p each	<u>125</u>	<u>125</u>
<b>Called up, allotted and fully paid</b>		
11,051,030 Ordinary shares of 1p each	<u>111</u>	<u>111</u>

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

**Notes to the financial statements  
For the year ended 31 December 2015**

**17. Called up share capital and reserves (continued)**

The Company's other reserves are as follows:

The share premium reserve contains the premiums arising on the issue of equity shares, net of issue expenses.

The capital contribution reserve represents cash contributions from the parent company, Experis Group Limited.

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

	Share premium account £000	Capital contribution £000	Profit and loss account £000
At 1 January 2015	1,728	16,160	24,760
Profit for the year	-	-	8,341
At 31 December 2015	<u>1,728</u>	<u>16,160</u>	<u>33,101</u>

**18. Financial commitments**

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2015		2014	
	Land and buildings £000	Other £000	Land and buildings £000	Other £000
- within one year	931	32	944	38
- between one and five years	3,874	-	3,689	39
- over five years	988	-	1,540	-
	<u>5,793</u>	<u>32</u>	<u>6,173</u>	<u>77</u>

**19. Employee benefits**

The Company is party to a defined contribution pension scheme for all qualifying employees within a group pension plan, with the assets of the scheme held in an independently administered fund. The pension costs of the Company were £424,000 (2014 - £381,000).

**Notes to the financial statements  
For the year ended 31 December 2015**

**19. Employee benefits (continued)**

The Company participates in a group defined benefit scheme for qualifying employees. Under the scheme, the employees are entitled to retirement benefits based a percentage of the final salary on attainment of a retirement age of 65.

Manpower UK Limited recognises the whole of the scheme surplus or deficit in its financial statements, as it is the entity which is the participating company bearing all the risks of the scheme. The Company recognises a cost equal to its contribution payable for the period, which in the year ended 31 December 2015 was £nil (year ended 31 December 2014 - £nil).

Further details of the group defined benefit scheme are disclosed in the Manpower UK Limited financial statements.

**20. Ultimate controlling party**

The Company's ultimate parent company and controlling party is ManpowerGroup Inc., a company incorporated in the United States of America.

The Company's immediate parent company is Experis Group Limited, a company registered in England and Wales.

The only group in which the results of Experis Limited are consolidated is that headed by ManpowerGroup Inc., whose principal place of business is at 100 Manpower Place, Milwaukee, Wisconsin 53212, USA. The annual report of this group is available to the public and may be obtained from the above address.

**21. Explanation of transition to FRS 102**

This is the first year that the Company has presented its financial statements under Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council. The last financial statements under previous UK GAAP were for the year ended 31 December 2014 and the date of transition to FRS 102 was therefore 1 January 2014.

No changes were required to either equity at 1 January 2014 or profit for the year ended 31 December 2014, nor were any changes required to the Company's accounting policies as a consequence of adopting FRS 102.