

Company Registration number: 03560679

Alexander Mann Group Limited

Annual report and financial statements

For the year ended 31 December 2019

Alexander Mann Group Limited

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Alexander Mann Group Limited

Officers and professional advisers

Directors

R Blair
M Rodger
E Whittaker (Appointed 12 March 2019)
S Leach (Appointed 30 April 2019)
J Roberts (Appointed 30 April 2019)

Registered office

7 Bishopsgate
London
EC2N 3AQ

Bankers

HSBC Bank Limited
8 Canada Square
London
E14 5HP
United Kingdom

Lloyds Bank plc
25 Gresham Street,
London
EC2V 7HN
United Kingdom

Solicitors

Weil, Gotshal & Manges (London) LLP
110 Fetter Lane
London EC4A 1AY
United Kingdom

Auditor

Deloitte LLP
Statutory Auditor
London
United Kingdom

Alexander Mann Group Limited

Strategic report

This Strategic report has been prepared for Alexander Mann Group Limited (“the Company”) and its subsidiaries (together “the Group”).

COVID-19

Since the year end, significant economic and social disruption has arisen from the Covid-19 pandemic. The Group invoked business continuity plans in March 2020 and at present most offices continue to be closed with employees working from home to ensure their safety and well-being whilst we continue to fully support all our clients and service their on-going requirements.

As a result of the pandemic the Group has been impacted through 2020 by a reduction in income from all activities and a reduction in earnings before exceptional items, interest, taxation, depreciation and amortisation (EBITDA).

The Board considered in depth the impact of Covid-19 on the Group’s viability and going concern status. The relevant disclosures are set out in Note 3.

Review of trading results for the year ended 31 December 2019

In 2019 Alexander Mann Group Limited generated EBITDA of £48.7m (2018: £44.7m) and an operating profit before exceptional items and amortisation of customer relationships and brand of £38.5m (2018: £38.5m).

The key financial metrics used by the group to monitor trading performance are NFI (net fee income), operating profit and EBITDA. Operating profit and EBITDA are measured before exceptional items and amortisation of software.

The trading metrics of the Group are detailed below.

	2019	% change	2018	% change
	£'m		£'m	
Billing	1,829.4	29.6%	1,411.8	27.3%
Turnover	290.8	8.1%	269.0	11.0%
NFI (Gross profit)	247.2	9.0%	226.8	10.1%
Operating profit (before exceptional items)	38.5	0.1%	38.5	8.2%
EBITDA (before exceptional items and goodwill)	48.7	8.9%	44.7	10.2%

A reconciliation between statutory operating profit and EBITDA (as defined above) is presented in the table below.

	2019	2018
	£m	£m
Operating profit	36.8	33.8
Exceptional items	1.7	4.7
	<hr/>	<hr/>
	38.5	38.5
Depreciation of right of use and fixed assets	4.7	3.9
Amortisation of software and contract implementation costs	5.5	2.3
	<hr/>	<hr/>
EBITDA (as defined above)	<u>48.7</u>	<u>44.7</u>

2019 was a year of consolidation for the Group as, due to the challenging macro-economic climate, growth rates slowed slightly. A number of clients undertook cost management actions including hiring freezes, cancellation of strategic projects and a reduction in contractor use, however turnover still rose by 8.1% and NFI by 9.0% and this reflects the on-going success of the AMS Group’s strategy of sector diversification with a continuing increase in the share of NFI attributed to the Pharmaceuticals and Life Sciences sector and the Public sector.

Alexander Mann Group Limited

Strategic report (continued)

Review of trading results for the year ended 31 December 2019 (continued)

The Group generated EBITDA of £48.7m in 2019 which is an increase of 8.9% on 2018. The increase is largely due to the adoption of IFRS16 which is applicable from 2019 and resulted in a reduction in rent cost of £3.0m. Excluding the impact of IFRS 16, EBITDA on a like-for-like basis increased by 2% which better reflects the more challenging trading environment. EBITDA as a % of NFI was steady at 19.7% (2018: 19.7%). The EBITDA margin after removing the IFRS16 impact was 18.4% and is slightly lower than 2018. This is due to the investment in new Contingent Workforce Solutions (CWS) clients in year that are loss making initially coupled with the fact that the procurement process was typically longer in 2019 and hence whilst this was a strong year for new client wins, these were secured towards the end of the year across EMEA, America and Asia.

The Group acquired Karen HR Inc in 2019, and this strategic investment will support the development of an AI-driven volume hiring tool to enable the Group to enter into the USA volume hiring market in 2020.

Cash generation was strong in 2019 with net cashflow from operating activities of £21.2m (2018: cash inflow of £9.6m) and an increase in cash balances of £12.1m. The strong cash generation was driven by strong working capital management and the benefit of new CWS contracts.

The Group has a net asset position at 31 December 2019 of £55.8m.

As at April 2020, the Company has a median gender pay gap in hourly pay of 7.5% (2019: 7.9%): this compares favourably to the national average (Office for National Statistics) of 17.3% (2019: 17.9%).

Principal risks and uncertainties

The Group's activities expose it to a number of financial and operational risks including prolonged impact of a Pandemic, credit risk, cash flow risk and liquidity risk.

Prolonged impact of a pandemic

The Covid-19 pandemic is a new and emerging risk which has resulted in significant economic and social disruption since the year end. The Group could be materially impacted by lower revenues as a result of an economic downturn albeit as was experienced after the last economic downturn, there is also significant potential upside as organisations look to outsource as a way of removing fixed costs. The Group benefits from a wide portfolio of clients in divergent sectors and whilst a number of sectors are experiencing a significant reduction in demand (Airlines & Leisure), other clients (Health and Pharma) continue to grow. Our Public Sector business remains steady and we do not envisage this experiencing a reduction in volumes over the coming months. Other clients continue to assess the impact of the pandemic on their businesses and key for the Group is to remain close to our clients so that we can react quickly to any change in demand from them.

The Group has invoked business continuity plans as it seeks to support its clients whilst ensuring the safety and well-being of its employees. The Group has undertaken a detailed review of government pandemic support schemes across all countries it operates in and has accessed these schemes where appropriate. The Group performs regular reforecasts to assess the likely impact of the pandemic on revenues and is in regular discussion with key clients to ensure that we can react to the fluctuating requirements of our customers in an agile manner.

The Group is closely monitoring the impact of the pandemic on liquidity and at the start of the pandemic, drew £31.5m under the Revolving Credit Facility for a 6-month period in order to protect the Group against any liquidity restrictions in the Banking market. This has now been repaid in full.

Cash flow and interest rate risk

In addition to this the Group's trading activities expose it primarily to the financial risks of changes in foreign currency exchange rates. The Group aims wherever possible to match income and costs by currency and maintains foreign currency denominated bank accounts so as to minimise the exposure to converting currencies into sterling. The Group also draws funding in foreign currencies so as to minimise the foreign exchange exposure of funding the working capital requirements of its overseas subsidiaries. In addition, in view of the increasing cost base denominated in Polish zloty, the Group has entered into forward contracts which guarantee that the Group can purchase Polish

Alexander Mann Group Limited

Strategic report (continued)

Principal risks and uncertainties (continued)

zloty at a pre-determined rate each month. This provides certainty about the Polish zloty exchange rate for approximately 50% of the Group's forecast Polish zloty funding requirements.

In early 2019, the Group also entered into forward contracts to hedge approximately 50% of the cost base denominated in Philippine pesos and 40% of the profits denominated in Euros. The slightly lower hedging ratio for Euro is to reflect there is more uncertainty over the Euro cash flows.

Credit risk

The Group is exposed to credit-related losses in the event of non-performance by counterparties to financial instruments. The Group mitigates this risk by ensuring that its counterparties do not represent excessive credit risk prior to the agreement of any transaction.

The Group's principal financial assets are bank balances and cash, trade and other receivables, and investments.

The Group's credit risk is primarily attributable to its trade debtors. The amounts presented in the balance sheet are net of allowances for doubtful debts. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows. The Group maintains a well-established credit control function that monitors the Group's trade debtors and is in regular communication with the Group's customers. The Group has no significant concentration of credit risk, with exposure spread over a large number of counterparties and customers, who tend to be global, blue chip corporations with high credit ratings. Exposure to counterparties is reviewed on a regular basis to avoid any excessive reliance on a single counterparty.

Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through committed facilities.

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operations and future developments, the Group has a senior term and multicurrency facilities agreement with a syndicate of banks incorporating a £36 million UK invoice discounting facility, a \$5 million USA CID facility and a £40 million revolving credit facility. These facilities have end dates ranging between 31 December 2024 and 30 June 2025. The above facilities require compliance with covenants and the Directors monitor compliance on an ongoing basis.

Interest rate risk

The Receivables Financing Agreement bears interest at LIBOR plus margin and is therefore exposed to interest rate risk. The Group has not put in place any hedging arrangements in relation to movements in base rate.

Key performance indicators

The Group monitors a number of operational, financial and strategic indicators to ensure it is progressing against plan and adequately addressing any risks. Financial metrics measured include NFI, Operating Profit and EBITDA. Non-financial metrics include, but are not limited to, the hiring source mix and gender pay gap ratio.

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



E Whittaker
Director

22 December 2020

Alexander Mann Group Limited

Directors' report

The directors of Alexander Mann Group Limited (“the Company”) present their annual report on the affairs of the Company and its subsidiaries (together “the Group”), alongside the financial statements and auditor’s report for the year ended 31 December 2019.

Activities

The principal activity of the Company is that of an investment holding company. The principal activity of the Group is the provision of talent acquisition and talent management services usually under long-term contracts.

The subsidiaries principally affecting the results or net assets of the Group in the period are listed in note 27 to the accounts.

Business review

The profit after taxation for the year ended 31 December 2019 was £32.0m (2018: £23.6m). Further detail is provided in the Strategic Report.

In 2019, the Group acquired 100% of the issued capital of Karen HR Inc, obtaining control of the company. The principal activity of the company is the provision of cognitive recruitment solutions. Please refer to note 25 for more detail.

Future developments

The Group will continue to expand by developing present client relationships with further geographical growth and breadth of service offering, as well as by working with new clients.

COVID-19

Since the year end, significant economic and social disruption has arisen from the Covid-19 pandemic. The Group invoked business continuity plans and at present all offices are closed and employees are working from home to ensure their safety and well-being whilst we continue to fully support all our clients and service their on-going requirements.

As a result of the pandemic the Group is expected to be impacted in the year ahead by a reduction in income from all activities and a reduction in EBITDA.

The Board considered in depth the impact of Covid-19 on the Group’s viability and going concern status. The relevant disclosures are set out in Note 3.

Financial risk management objectives and policies

The financial risk management objectives and policies are discussed in detail in the Strategic Report.

Employee consultation

The Group places considerable value on the involvement of its employees and has continued to keep them informed on matters affecting them as employees and on the various factors affecting the performance of the Group. This is achieved through formal and informal meetings, the Group intranet and the annual appraisal process. Employees are consulted regularly on a wide range of matters affecting their current and future interests and are eligible for an annual bonus related to the overall profitability of the group and their individual performance.

Disabled employees

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

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Directors' report (continued)

Charitable and political contributions

During the financial year the Group made charitable donations of £367 (2018: £3,326). The Group and the Company made no political donations in the period.

Directors and their interests

The directors who have served during and since the period end are listed on page 1. There have been no other changes during or since the period end.

R Timmins and V Byrnes have resigned with effect from 12 March 2019 and E Whittaker has been appointed as a director with effect from 12 March 2019 and S Leach and J Roberts have been appointed as directors with effect from 30 April 2019.

Four directors were members of a money purchase pension scheme as at 31 December 2019 (2018: two).

Directors' indemnity arrangements

The Group had directors' and officers' liability insurance in respect of itself and its directors at the end of 2019.

Going concern

As at 31 December 2019, the Alexander Mann Group had a cash balance of £42.6m and undrawn Confidential Invoice Discounting and Revolving Credit Facilities of £75m to further assist with the Group's liquidity requirements. The Directors have performed an assessment at the ultimate parent entity level of forecasts for the financial years ending 31 December 2020 and 31 December 2021 and, alongside their 'base case' forecasts, have considered the potential impact of severe downside scenarios which could result from the economic disruption caused by the global Covid-19 pandemic. The major variables being the depth and duration of the pandemic and its impact on potential reductions in client demand.

The Directors considered both at the ultimate parent level and at the Alexander Mann Group level several variables that may have an impact on future trading due to the global pandemic and the possibility of a global recession and have run a number of downside scenarios that reflect various potential reductions in client demand together with the associated mitigating actions available such as headcount reductions, benefits of government sponsored payroll and tax deferral support schemes, wide ranging voluntary and temporary salary reduction measures, and a reduction in discretionary spend.

Various scenarios have been modelled using assumptions that include significantly reduced client demand impacting NFI and EBITDA (as defined in the Strategic Report) and estimate the impact on NFI of the pandemic to be in the region of 10% to 15% for 2020. Forecast stress testing scenarios, in the light of the pandemic, have demonstrated that the at Group level the Business could mitigate and withstand both a material and prolonged decrease in NFI and EBITDA without breaching the ultimate parent entity covenants attached to the banking facilities and the Alexander Mann Group could even withstand the purely illustrative for this test and highly remote scenario of a 35% decline in NFI for the 18 months through to December 2021 and still operate within both its and its ultimate parent's existing facilities. Liquidity is strong with a cash balance of £57.2m at 30 October 2020 and £75m of undrawn Confidential Invoice Discounting Facilities and Revolving Credit Facilities of £75m.

These forecasts, which include the impact on lending covenants at ultimate parent level, take into account the Board's future expectations of the overall Group's performance and permissible covenant pro-forma adjustments, indicate that there is sufficient headroom within the bank facilities for the overall Group to continue to operate within those facilities and to comply with the financial covenants.

The directors believe that the Alexander Mann Group is adequately placed to manage its business risks successfully. On the basis of the Group's forecasts and after making due enquiries, the directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, thus the Directors believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

In accordance with their responsibilities as directors, the directors have considered the appropriateness of the going concern basis for the preparation of the financial statements and they continue to adopt the going concern basis in preparing the financial statements.

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Directors' report (continued)

Going concern (continued)

The Board considered in depth the impact of Covid-19 on the Group's viability and going concern status. The relevant disclosures and detailed considerations made by the directors are set out in Note 3.

Subsequent events

The Board has considered in depth the impact of Covid-19 on the Group's assets at 31 December 2019 and has concluded that there is no impact to report.

On 2 December the Group acquired 100% of the share capital of Rocket TopCo Limited, a company that owns the Up Group which is Europe's leading digital executive search firm.

Statement of Compliance with Section 172 of the Companies Act 2006

Throughout the year the directors have performed their duty to promote the success of the company under section 172, taking into consideration:

- all issues, factors and stakeholders relevant in complying with this section of the Companies Act
- the main methods used to engage with stakeholders & how best to understand and address the issues that concern them
- how the stakeholder issues impact on the company's decisions and strategies during the financial year and in the medium to longer term

Engaging with stakeholders

The success of our business is dependent on the support of all of our stakeholders. Building positive relationships with stakeholders that share our values is important to us and working together towards shared goals assists us in delivering long-term success.

Our Group comprises a number of industry sector specific and geographic business units, all of which have extensive engagement with their own stakeholders and with other business units in the Group. Each business unit is represented on the Executive Committee that meets on a regular basis and this Executive Committee makes decisions with a long-term view in mind and with the highest standards of conduct. In order to fulfil their duties, the Heads of each business unit and the Executive Committee take care to have regard to the likely consequences on all stakeholders of the decisions and actions which they take.

Reports are regularly made to the Auxey HoldCo Board by the Executive Committee as to the strategy, performance and key decisions taken which provides the Board with assurance that proper consideration is given to stakeholder interests in decision-making.

Shareholders

The Auxey HoldCo Board meets on a regular basis and two of the Directors represent the majority shareholder. In addition, the other Auxey HoldCo Directors are also shareholders in the Group and as such shareholder interests are well represented at the Board level.

Lenders

We maintain strong relationships with our lender syndicate and provide a quarterly update on all financial aspects of the Group's performance.

Workforce

Our people are key to our success and we want them to thrive both individually and as a team. There are many ways in which we engage with and listen to our people; these include sentiment surveys, listening groups, face-to-face briefings, internal town halls and via our Code of Conduct Helpline. There is also a free of charge 24/7 independent Employee Assistance Programme at the disposal of our employees where they can access help and support on a number of work and personal related topics. Key areas of focus within people engagement include health and well-being, career development opportunities, and a regular market review of pay and benefits. Regular feedback about what is important to our employees is fed back to the Board through our MD of People and Culture ensuring consideration is given to their needs. We have started a programme of Diversity & Inclusion and Global Citizenship

Alexander Mann Group Limited

Directors' report (continued)

Statement of Compliance with Section 172 of the Companies Act 2006 (continued)

days where we invite a broad range of individuals to present to employees & to stimulate wide ranging conversations & improve awareness.

Customers

Our ambition is to deliver best-in-class service to our customers. We build strong lasting relationships with our customers as evidenced by the long-term nature of our contracts and the high contract renewal rate. We spend considerable time with our customers to understand their needs and views and listen to how we can improve our offer and service for them. We use this knowledge to inform our decision-making and product development, for example with the new "Hourly" volume recruitment proposition that we are developing.

Suppliers

We build strong relationships with our suppliers to develop mutually beneficial and lasting partnerships. Engagement with suppliers is primarily through a series of interactions and formal reviews and we also host regular conferences to bring suppliers and customers together to discuss shared goals and build relationships. The Board recognises that relationships with suppliers are important to the Group's long-term success and is briefed on supplier payment performance, supplier feedback and issues on a regular basis.

Government and regulators

We engage with government and regulators through a range of industry consultations, forums, meetings and conferences to communicate our views to policy makers relevant to our business. Key areas of focus are compliance with laws and regulations and most recently in respect of the implications of IR35. The Board is updated on legal and regulatory developments and takes these into account when considering future actions.

Disclosure of information to auditor

Each of the persons who is a director at the date 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 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 with Section 418 of the Companies Act 2006.

Auditor

Deloitte LLP has expressed its willingness to continue in office as auditor and a resolution to reappoint it will be proposed at the forthcoming Annual General Meeting-

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



E Whittaker
Director

22 December 2020

Alexander Mann Group Limited

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 International Financial Reporting Standards (IFRSs) as adopted by the European Union. 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 the Group financial statements, International Accounting Standard 1 requires that directors:

- properly select and apply accounting policies;
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- provide additional disclosures when compliance with the specific requirements in IFRS is insufficient to enable users to understand the impact of particular transactions, other events and conditions on the entity's financial position and financial performance; and
- make an assessment of the Company's ability to continue as a going concern.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group's transactions and disclose with reasonable accuracy at any time the financial position of the group 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 group 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.

Responsibility statement

Each of the directors, whose names are listed on page 1, confirms that:

- to the best of their knowledge, the financial statements, prepared in accordance with the relevant financial reporting framework, give a true and fair view of the assets, liabilities, financial position and profit or loss of the Group and the undertakings included in the consolidation taken as a whole;
- to the best of their knowledge, strategic report includes a fair review of the development and performance of the business and the position of the Group on a consolidated and individual basis, together with a description of the principal risks and uncertainties that it faces; and
- they consider, having taken advice from the Audit Committee, that the Annual Report and Financial statements, taken as a whole, is fair, balanced and understandable and provides the information necessary for Shareholders to assess the Company's performance, business model and strategy.

Independent auditor's report to the members of Alexander Mann Group Limited

Report on the audit of the financial statements

Opinion

In our opinion:

- the financial statements of Alexander Mann Group Limited (the 'parent company') and its subsidiaries (the 'group') give a true and fair view of the state of the group's and of the parent company's affairs as at 31 December 2019 and of the group's profit for the year then ended;
- the group financial statements have been properly prepared in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union; and
- the parent company financial statements have been properly prepared in accordance with IFRSs as adopted by the European Union and as applied in accordance with the provisions of the Companies Act 2006; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- consolidated statement of profit and loss and other comprehensive income
- consolidated statement of financial position
- company statement of financial position
- consolidated and company statements of cash flow
- consolidated and company statements of changes in equity
- the statement of accounting policies; and
- the related notes 1 to 29.

The financial reporting framework that has been applied in their preparation is applicable law and IFRSs as adopted by the European Union and, as regards the parent company financial statements, as applied in accordance with the provisions of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the group and the parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We are required by ISAs (UK) to report in respect of the following matters where:

- the directors' use of the going concern basis of accounting in preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

We have nothing to report in respect of these matters.

Independent auditor's report to the members of Alexander Mann Group Limited (continued)

Other information

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

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

We have nothing to report in respect of these matters.

Responsibilities of directors

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

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

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

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

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

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

Independent auditor's report to the members of Alexander Mann Group Limited (continued)

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

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

We have nothing to report in respect of these matters.

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.



Peter Saunders (Senior statutory auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
London, United Kingdom
22 December 2020

Alexander Mann Group Limited

Consolidated statement of profit and loss and other comprehensive income For the year ended December 2019

	Notes	2019 Before exceptional items £'000	2019 Exceptional items £'000	2019 Statutory result £'000	2018 Before exceptional items £'000	2018 Exceptional items £'000	2018 Statutory result £'000
Turnover	4	290,759	-	290,759	268,983	-	268,983
Cost of sales		<u>(43,576)</u>	<u>-</u>	<u>(43,576)</u>	<u>(42,200)</u>	<u>-</u>	<u>(42,200)</u>
Gross profit		247,183	-	247,183	226,783	-	226,783
Administrative costs	5	<u>(208,660)</u>	<u>(1,756)</u>	<u>(210,416)</u>	<u>(188,291)</u>	<u>(4,664)</u>	<u>(192,955)</u>
Operating profit		38,523	(1,756)	36,767	38,492	(4,664)	33,828
Finance charges (net)	6			<u>(1,656)</u>			<u>(2,354)</u>
Profit before taxation	8			35,111			31,474
Tax charge	9			<u>(3,137)</u>			<u>(7,837)</u>
Profit after taxation for the year				31,974			23,637
Items that may be reclassified subsequently to profit or loss:							
Other comprehensive loss:							
Exchange loss on translation of foreign operations				(1,010)			(41)
Total comprehensive income				<u>30,964</u>			<u>23,596</u>

All of the results presented above derive from continuing operations.

Alexander Mann Group Limited

Consolidated statement of financial position As at 31 December 2019

	Notes	2019 £'000	2018 £'000
Non-current assets			
Goodwill	11	5,182	4,991
Other intangible assets	11	4,742	-
Tangible assets	12	3,550	5,828
Right of use assets	13	8,208	-
Deferred tax	19	1,300	1,315
		<u>22,982</u>	<u>12,134</u>
Current assets			
Debtors: amount falling due within one year	14	162,412	226,536
Cash at bank and in hand	15	42,643	30,526
		<u>205,055</u>	<u>257,062</u>
Creditors: amounts falling due within one year	16	<u>(165,161)</u>	<u>(165,869)</u>
Net current assets		<u>39,894</u>	<u>91,193</u>
Total assets less current liabilities		62,876	103,327
Creditors: amounts falling due after more than one year	17	(7,070)	-
Provisions for liabilities	20	<u>(439)</u>	<u>(434)</u>
Net assets		<u>55,367</u>	<u>102,893</u>
Capital and reserves			
Share capital	22	-	-
Profit and loss account		<u>55,367</u>	<u>102,893</u>
Total Shareholders' funds		<u>55,367</u>	<u>102,893</u>

The financial statements of Alexander Mann Group Limited, registered number 03560679, were approved by the board of directors and authorised for issue on 22 December 2020.

Signed on behalf of the board of directors

Elizabeth Whittaker

E Whittaker
Director

Alexander Mann Group Limited

Company statement of financial position As at 31 December 2019

	Notes	2019 £'000	2018 £'000
Non-current assets			
Investments	28	22,635	22,635
Current assets			
Debtors: amounts falling due within one year	14	3,690	3,690
Cash at bank and in hand		80	80
Net current assets		<u>3,770</u>	<u>3,770</u>
Net assets		<u>26,405</u>	<u>26,405</u>
Capital and reserves			
Share capital	22	-	-
Profit and loss account		<u>26,405</u>	<u>26,405</u>
Total shareholders' funds		<u>26,405</u>	<u>26,405</u>

The company reported a result for the year ended 31 December 2019 of nil (2018: nil).

The financial statements of Alexander Mann Group Limited, registered number 03560679, were approved by the board of directors and authorised for issue on 22 December 2020.

Signed on behalf of the board of directors



E Whittaker
Director

Alexander Mann Group Limited

Consolidated statement of changes in equity For the year ended 31 December 2019

	Share capital	Profit and loss account	Total
	£'000	£'000	£'000
At 1 January 2018	-	79,534	79,534
Total comprehensive income for the year	-	23,596	23,596
Dividend paid	-	(237)	(237)
At 31 December 2018	-	102,893	102,893
Opening reserve adjustment for IFRS16	-	(1,732)	(1,732)
Total comprehensive income for the year	-	30,964	30,964
Dividend paid	-	(77,366)	(77,366)
Capital contribution	-	608	608
At 31 December 2019	-	55,367	55,367

Company statement of changes in equity For the year ended 31 December 2019

	Share capital	Profit and loss account	Total
	£'000	£'000	£'000
At 1 January 2018	-	26,405	26,405
Total comprehensive income for the year	-	-	-
Dividend paid	-	-	-
At 31 December 2018	-	26,405	26,405
Total comprehensive income for the year	-	77,366	77,366
Dividend paid	-	(77,366)	(77,366)
At 31 December 2019	-	26,405	26,405

Alexander Mann Group Limited

Consolidated statement of changes in cash flow For the year ended 31 December 2019

	Notes	2019 £'000	2018 £'000
Net cash flow used in operating activities	23	20,794	9,602
Purchase of intangible fixed assets	11	(3,521)	-
Purchase of tangible fixed assets	12	(2,729)	(4,051)
Acquisition of subsidiary	26	(131)	-
Net cash flow used in investing activities		(6,381)	(4,051)
Lease liability repayment		(2,295)	-
Net cash flow from financing activities		(2,295)	-
Net increase in cash and cash equivalent		12,118	5,551
Cash and cash equivalents in the beginning of the financial year		30,526	24,975
Cash and cash equivalents in the end of the financial year		42,643	30,526

Cash and cash equivalents comprise cash and bank balances.

Alexander Mann Group Limited does not hold any cash, therefore no company statement of cash flow has been produced.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

1. General information

Alexander Mann Group Limited (the “Company”) is a company incorporated in the United Kingdom. The Company is a private company limited by shares. The address of the Company’s registered office is 7- 11 Bishopsgate, London, EC2N 3AQ.

The principal activity of the Company is that of an investment holding company. The principal activity of the Group is the provision of Talent Acquisition and Talent Management Services usually under long-term contracts.

The presentational currency of the financial statements of the Group is British Pounds sterling.

2. Adoption of new and revised standards

At the date of authorisation of these financial statements, the Group has not applied the following new and revised IFRSs that have been issued but are not yet effective and, in some cases, had not yet been adopted by the EU:

- IFRS 2 (amendments) Classification and Measurement of Share-based Payment Transactions
- IAS 7 (amendments) Disclosure Initiative
- IAS 12 (amendments) Recognition of Deferred Tax Assets for Unrealised Losses
- IFRS 10 and IAS 28 (amendments) Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

With the exception of IFRS 16 Leases, the Directors of the Company (the “Directors”) expect that the adoption of the standards listed above will not have a material impact. Beyond the information above, it is not practicable to provide a reasonable estimate of the effect of these standards until a detailed review has been completed.

(i) New and amended standards adopted by the Group

In the current year, the Group has applied IFRS 16 *Leases* (as issued by the IASB in January 2016) that is effective for annual periods that begin on or after 1 January 2019.

IFRS 16 introduces new or amended requirements with respect to lease accounting. It introduces significant changes to lessee accounting by removing the distinction between operating and finance lease and requiring the recognition of a right-of-use asset and a lease liability at commencement for all leases, except for short-term leases and leases of low value assets when such recognition exemptions are adopted. Details of these new requirements are described in Note 3. The impact of the adoption of IFRS 16 on the Group’s consolidated financial statements is described below.

The date of initial application of IFRS 16 for the Group is 1 January 2019.

The Group has applied IFRS 16 using the cumulative catch-up approach which:

- requires the Group to recognise the cumulative effect of initially applying IFRS 16 as an adjustment to the opening balance of retained earnings at the date of initial application.
- does not permit restatement of comparatives, which continue to be presented under IAS 17 and IFRIC 4.

(a) Impact of the new definition of a lease

The Group has made use of the practical expedient available on transition to IFRS 16 not to reassess whether a contract is or contains a lease. Accordingly, the definition of a lease in accordance with IAS 17 and IFRIC 4 will continue to be applied to those leases entered or changed before 1 January 2019.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

2. Adoption of new and revised standards (continued)

The change in definition of a lease mainly relates to the concept of control. IFRS 16 determines whether a contract contains a lease on the basis of whether the customer has the right to control the use of an identified asset for a period of time in exchange for consideration. This is in contrast to the focus on 'risks and rewards' in IAS 17 and IFRIC 4.

(b) Impact on Lessee Accounting

IFRS 16 changes how the Group accounts for leases previously classified as operating leases under IAS 17, which were off balance sheet.

Applying IFRS 16, for all leases (except as noted below), the Group:

- (a) recognises right-of-use assets and lease liabilities in the consolidated statement of financial position, initially measured at the present value of the future lease payments, with the right-of-use asset adjusted by the amount of any prepaid or accrued lease payments in accordance with IFRS 16:C8(b)(ii);
- (b) recognises depreciation of right-of-use assets and interest on lease liabilities in the consolidated statement of profit or loss;
- (c) separates the total amount of cash paid into a principal portion (presented within financing activities) and interest (presented within financing activities) in the consolidated statement of cash flows.

Lease incentives (e.g. rent free period) are recognised as part of the measurement of the right-of-use assets and lease liabilities whereas under IAS 17 they resulted in the recognition of a lease incentive, amortised as a reduction of rental expenses on a straight line basis.

Under IFRS 16, right-of-use assets are tested for impairment in accordance with IAS 36.

For short-term leases (lease term of 12 months or less) and leases of low-value assets (which includes tablets and personal computers, small items of office furniture and telephones), the Group has opted to recognise a lease expense on a straight-line basis as permitted by IFRS 16. This expense is presented within 'other operating expenses' in profit or loss.

The Group has used the following practical expedients when applying the cumulative catch-up approach to leases previously classified as operating leases applying IAS 17.

- The Group has applied a single discount rate to a portfolio of leases with reasonably similar characteristics.
- The Group has elected not to recognise right-of-use assets and lease liabilities to leases for which the lease term ends within 12 months of the date of initial application.
- The Group has excluded initial direct costs from the measurement of the right-of-use asset at the date of initial application.
- The Group has used hindsight when determining the lease term when the contract contains options to extend or terminate the lease.

The right-of-use asset and the lease liability are accounted for applying IFRS 16 from 1 January 2019.

(c) Financial impact of initial application of IFRS 16.

The weighted average lessees incremental borrowing rate applied to lease liabilities recognised in the statement of financial position on 1 January 2019 is 6%.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

2. Adoption of new and revised standards (continued)

The following table shows the operating lease commitments disclosed applying IAS 17 at 31 December 2018, discounted using the incremental borrowing rate at the date of initial application and the lease liabilities recognised in the statement of financial position at the date of initial application

	£'000
Operating lease commitments at 31 December 2018	12,487
Effect of discounting the above amounts	(1,625)
	<hr/>
Lease liabilities recognised at 1 January 2019	10,862
	<hr/> <hr/>

The Group has recognised £9.1m of right-of-use assets and £10.8m of lease liabilities upon transition to IFRS 16. The difference of £1.7m is recognised in retained earnings.

(ii) Standards, amendments and interpretations to existing standards that are not yet effective and have not been adopted early by the Group

Certain new accounting standards and interpretations have been published that are not mandatory for 31 December 2019 reporting years and have not been early adopted by the Group. The Group's assessment of the impact of these new standards and interpretations is set out below.

3. Accounting policies

Compliance with International Financial Reporting Standards

The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") as adopted by the European Union ("EU") and therefore the Group financial statements comply with Article 4 of the EU IAS Regulation. IFRS includes the standards and interpretations approved by the International Accounting Standards Board ("IASB") including International Accounting Standards ("IAS") and interpretations issued by the International Financial Reporting Interpretations Committee ("IFRIC").

Basis of preparation

These financial statements have been prepared on the historical cost basis. Historical cost is generally based on the fair value of the consideration given in exchange for the assets.

Basis of consolidation

The financial statements incorporate the financial statements of the Company and entities controlled by the Company (its subsidiaries) made up to 31 December each year. Control is achieved where the Company has the power to govern the financial and operating policies of an investee entity so as to obtain benefits from its activities. The results of subsidiaries acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the Group. All intra-group transactions, balances, income and expenses are eliminated on consolidation. The Company has taken the exemption for company statement of profit and loss and other comprehensive income under s408 of Companies Act.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

3. Accounting policies (continued)

Going concern

As at 31 December 2019, the Alexander Mann Group had a cash balance of £42.6m and undrawn Confidential Invoice Discounting and Revolving Credit Facilities of £75m to further assist with the Group's liquidity requirements. The Board has reviewed the Group's forecasts for the financial years ending 31 December 2020 and 31 December 2021 and, alongside their 'base case' forecasts, have considered the potential impact of severe downside scenarios which could result from the economic disruption caused by the global Covid-19 pandemic.

The major variables being the depth and duration of the pandemic and its impact on potential reductions in client demand.

The Group has considered several variables that may have an impact on future trading due to the global pandemic and the possibility of a global recession. The Group has run a number of downside scenarios that reflect various potential reductions in client demand together with the associated mitigating actions available such as headcount reductions, benefits of government sponsored payroll and tax deferral support schemes, wide ranging voluntary and temporary salary reduction measures, and a reduction in discretionary spend.

The Group has modelled various scenarios using assumptions that include significantly reduced client demand impacting NFI and EBITDA (as defined in the Strategic Report) and estimate the impact on NFI of the pandemic to be in the region of 10% to 15% for 2020. Forecast stress testing scenarios, in the light of the pandemic, have demonstrated that the Group could mitigate and withstand both a material and prolonged decrease in NFI and EBITDA without breaching the covenants attached to the banking facilities at the ultimate parent level and the Group could even withstand the purely illustrative for this test and highly remote scenario of a 35% decline in NFI for the 18 months through to December 2021 and still operate within existing facilities. The covenants are measured including a number of agreed 'pro-forma' adjustments to the actual results and these adjustments have also been forecast to take account of potential downside scenarios. Since the financial year end the ultimate parent has reported substantial headroom under its quarterly leverage covenants and at the Alexander Mann Group level liquidity is strong with a cash balance of £57.2m at 30 October 2020 and £75m of undrawn Confidential Invoice Discounting Facilities and Revolving Credit Facilities of £75m

These forecasts, which include the impact on lending covenants at the ultimate parent entity level, take into account the Board's future expectations of the Group's performance and permissible covenant pro-forma adjustments, indicate that there is sufficient headroom within the bank facilities for the Group to continue to operate within those facilities and to comply with the financial covenants at the ultimate parent entity level.

The directors believe that the Group is adequately placed to manage its business risks successfully. On the basis of the Group's forecasts and, after making due enquiries, the directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus, the Directors believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Business combinations

Acquisitions of subsidiaries and businesses are accounted for using the acquisition method. The consideration for each acquisition is measured as the aggregate of the fair values (at the date of exchange) of assets given, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognised in the consolidated statement of comprehensive income as incurred.

The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under IFRS 3 are recognised at their fair value at the acquisition date.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

3. Accounting policies (continued)

Goodwill

Goodwill arising on consolidation represents the excess of purchase consideration less the fair value of the identifiable tangible and intangible assets and liabilities acquired.

Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, if the discounted cash flow is less than the carrying amount of the goodwill, the impairment loss is allocated first to reduce the carrying amount of the goodwill and then to the other assets of the Group pro-rata on the basis of the carrying amount of each asset. An impairment loss recognised for goodwill is not reversed in a subsequent period.

On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

Other intangible assets

Other intangible assets include customer base, brand and amounts spent by the Group acquiring licences and the costs of purchasing and developing computer software.

Where intangible assets are acquired through business combinations and no active market for the assets exists, the fair value of these assets is determined by discounting estimated future net cash flows generated by the asset. Estimates relating to the future cash flows and discount rates used may have a material effect on the reported amounts of finite lived intangible assets.

Research and development costs initial recognition

Research costs are expensed to profit and loss account as they incurred. Development costs are capitalised only after technical and commercial feasibility of the asset for sale or use have been established. This means that the entity intends and is able to complete the intangible asset and either uses it or sell it and be able to demonstrate how the asset will generate future economic benefits.

Intangible assets other than goodwill that are acquired by the Group are stated at cost less accumulated amortisation and impairment losses. Amortisation is carried out on a systematic basis as below:

- The amortisation method reflects the pattern of benefits
- If a pattern cannot be determined reliably, the straight line method is adopted
- The amortisation charge is recognised in profit or loss

Financial assets and liabilities

Financial assets

Financial assets are recognised on the balance sheet when the Group becomes a party to the contractual provisions of the instrument and are measured at fair value on initial recognition. Transaction costs are included in the fair value on initial recognition except for financial assets designated at fair value through profit or loss where transaction costs are expensed in profit or loss.

Financial assets are derecognised when the rights to receive cash flows have expired or the Group has transferred substantially all risks and rewards. Transfers of financial assets with retention of all or substantially all risks and rewards include, for example, repurchase transactions and securities lending transactions.

The Group classifies its financial assets in the following categories: financial instruments at fair value through profit or loss; loans and receivables; held-to maturity investments and available-for-sale financial assets.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

3. Accounting policies (continued)

Trade date accounting is applied to financial assets classified in the categories of financial assets at fair value through profit or loss and available-for-sale financial assets. Settlement date accounting is applied to the other categories of financial assets.

Financial assets at fair value through profit and loss

Financial assets at fair value through profit or loss consist of financial assets classified as held for trading and financial assets which, upon initial recognition, have been designated at fair value through profit or loss (fair value option).

Financial assets are classified as held for trading if they are held with the intention to be sold in the short-term and for the purpose of generating profits. Derivatives are classified as held for trading unless designated as hedging instruments.

The fair value option can be applied to contracts including one or more embedded derivatives, investments that are managed and evaluated on a fair value basis and situations in which such designation reduces measurement inconsistencies.

The nature of the financial assets and financial liabilities which have been designated at fair value through profit or loss and the criteria for such designation are described in the relevant notes to the financial statements.

Gains and losses arising from changes in fair value are reported in the income statement on an ongoing basis under the item net financial income.

Financial liabilities

Financial liabilities are measured at fair value on initial recognition. In the case of financial liabilities measured at fair value through profit or loss, transaction costs directly attributable to the acquisition or the issuance of the financial liability are recognised in profit or loss. For other financial liabilities direct transaction cost are recognised as a deduction from the fair value.

Financial liabilities are derecognised when extinguished, that is, when the obligation is discharged, cancelled or expired.

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss are either classified as held for trading or designated as fair value through profit or loss on initial recognition (fair value option). The criteria for classification of financial liabilities under the fair value option are the same as for financial assets. Liabilities to policyholders and Debt securities are included in this category. Financial liabilities held for trading are primarily short positions in interest-bearing securities, equities and derivatives not designated as hedging instruments.

Gains and losses arising from changes in fair value are reported in the income statement on an ongoing basis under the item net financial income.

Other financial liabilities

The category other financial liabilities primarily include the Group's short-term and long-term borrowings. After initial recognition other financial liabilities are measured at amortised cost, using the effective interest method. The balance sheet items Deposits from credit institutions, Deposits and borrowings from the public and Debt securities are included in this category.

Fair value measurement

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly market between market participants at the measurement date.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

3. Accounting policies (continued)

The fair value of financial instruments quoted in an active market, for example derivatives, financial assets and financial liabilities held for trading, and available-for-sale financial assets, is based on quoted market prices. If the asset or liability measured at fair value has a bid price and an ask price, the price within the bid-ask spread that is most representative of fair value in the circumstances are used.

The fair value of financial instruments that are not quoted in an active market is determined by applying various valuation techniques with maximum use of observable inputs. The valuation techniques used are for example discounted cash flows, option pricing models, valuations with reference to recent transactions in the same instrument and valuations with reference to other financial instruments that are substantially the same. When valuing financial liabilities at fair value own credit standing is reflected.

Any differences between the transaction price and the fair value calculated using a valuation technique with unobservable inputs, the Day 1 profit, is amortised over the life of the transaction. Day 1 profit is then recognised in profit or loss either when realised through settlement or when inputs used to calculate fair value are based on observable prices or rates.

Fair value is generally measured for individual financial instruments. In addition, portfolio adjustments are made to cover market risks and the credit risk of each of the counterparties on groups of financial assets and liabilities on the basis of the net exposure to these risks. When assets and liabilities have offsetting market risks mid-market prices are used for establishing fair value of the risk positions that offset each other. To reflect counterparty risk and own credit risk in OTC derivatives, adjustments are made based on the net exposure towards each counterparty.

Revenue recognition

The Group follows IFRS 15 “Revenue from Contracts with Customers”, in determining appropriate revenue recognition policies. In principle, therefore, the Group follows the five step process when applying the revenue recognition policy:

- Identify the contracts with the customers;
- Identify the performance obligations in the contracts;
- Determine the transaction price;
- Allocation of the transaction price; and
- Recognise revenue when or as a performance obligation is satisfied.

Revenue is measured based on the consideration specified in a contract with a customer. The Group recognises revenue when it transfers control over a service to a customer. Revenue is shown net of value-added tax, sales tax, returns, rebates and discounts.

The main areas of judgement in revenue recognition relate to cut-off as revenue is recognised for permanent placements when the element of the service to the client has been completed in accordance with the contractual agreements and temporary placement income over the duration of the placement.

The group operates in one class of business, that of Talent Acquisition and Talent Management services.

Performance Obligations Satisfied at a Point in Time

Talent Acquisition performance obligations are satisfied at a point in time. The group typically transfers control over the service to the customer upon the candidate commencing work for the customer.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

3. Accounting policies (continued)

Performance Obligations Satisfied Over Time

Talent Acquisition Management Service performance obligations are satisfied over time as the customer typically enjoys and consumes the benefits of our service over the contract term as we perform and transfer control of our management activities. The group utilises an output method using time as a measure of progress to recognise revenue as our management activities are performed evenly throughout the year.

Payment Terms for Performance Obligations Satisfied at a Point in Time and Over Time

At contract inception, the promised consideration is dependent on the number of hires that are successfully placed with the customer for Talent Acquisition performance obligations as well as dependent on the number of consultants working at the customer site for Talent Acquisition Management performance obligations. Whether or not a candidate is hired is susceptible to factors outside of group's influence. The number of consultants for Talent Acquisition Management Services has a large number and broad range of possible consideration amounts through the life of the contract as the group is not aware of how many consultants the customer will require at the various times of the contract. The group has experience with similar types of contract, but that experience is of little predictive value in determining the future placement of candidates or the number of employees for management fee arrangements.

At the end of each month, the group includes the transaction price of the actual amount of the monthly hires placed successfully with the customer and the number of consultants utilised by the customer given that the estimation uncertainty is resolved. At the end of each month, the group allocates the monthly fees to the distinct performance obligations provided during the year. This is because the fees relate specifically to the group's efforts to transfer the services for that month, which are distinct from the services provided in other months, and the resulting allocation is consistent with the objective of the standard.

Contract costs

No costs are recognised as an asset unless it is virtually certain that a contract will be obtained and the contract is expected to result in future net cash inflows with a present value not less than the amounts recognised as an asset. Costs of implementation projects when not covered by implementation fees are carried forward and written off on a straight line basis starting from the year commencing with service delivery to the client and ending at the earlier of contract end date or point of earliest possible termination at will by the client. Costs carried forward are disclosed as "capitalised contract implementation costs" within debtors falling due within one year.

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 its expected useful life, as follows:

Fixtures and fittings	four years
Plant and machinery	four years
Computer equipment	three years

Residual value is calculated on prices prevailing at the date of acquisition.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

3. Accounting policies (continued)

Intangible Assets

The useful life over which intangible assets are amortised depends on management's estimate of the period over which economic benefit will be derived from the asset. Useful lives are periodically reviewed to ensure that they remain appropriate. Management's estimates of useful life have a material impact on the amount of amortisation recorded in the year, but there is not considered to be a significant risk of material adjustment to the carrying values of intangible assets in the year to 31 December 2019 if these estimates were revised.

For computer software, the estimated useful life is based on management's view, considering historical experience with similar products as well as anticipation of future events which may impact their life such as changes in technology. The useful life will not exceed the duration of a licence

Taxation

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

Deferred tax is provided in full on timing differences which result in an obligation at the balance sheet date to pay more tax, or a right to pay less tax, at a future date, using rates expected to apply when they crystallise based on current tax rates and law. Timing differences arise from the inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in financial statements. Deferred tax assets are recognised to the extent that it is regarded as more likely than not that they will be recovered. Deferred tax is measured at the average tax rates that are expected to apply in the periods in which the timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantively enacted by the balance sheet date. Deferred tax is measured on a non-discounted basis.

Invoice discounting

Finance and transaction costs related to invoice discounting are recognised in the profit and loss account as incurred.

Investments

Investments in subsidiaries are carried at cost less impairment.

The carrying value of these investments is reviewed annually by the Directors to determine whether there has been any impairment to their values.

Dividends

Dividends payable

Dividends are recorded in the financial statements in the period in which they are approved by the Company's shareholders.

Dividends receivable

Dividends receivable from subsidiary undertakings are recorded in profit or loss in the period in which they are received.

Foreign currency translation

Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the operating profit.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

3. Accounting policies (continued)

Finance charges

Finance charges include interest payable on financial liabilities which are recognised in the Statement of Profit and Loss using the effective interest method.

Exceptional items

Exceptional items represent items of income or expenditure which individually, or in aggregate, are of exceptional size or incidence, and in directors' judgement should be presented separately in order to give a clearer understanding of the group's trading performance.

Leases

The Group has applied IFRS 16 using the cumulative catch-up approach and therefore comparative information has not been restated and is presented under IAS 17. The details of accounting policies under both IAS 17 and IFRS 16 are presented separately below.

Policies applicable from 1 January 2019

The Group as a lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the lessee uses its incremental borrowing rate.

The lease liability is presented as a separate line in the consolidated statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group did not make any such adjustments during the periods presented.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

3. Accounting policies (continued)

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under IAS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the consolidated statement of financial position.

The Group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Property, Plant and Equipment' policy.

For a contracts that contain a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Critical accounting judgements and key sources of estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in 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 following are the 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 financial statements.

Revenue recognition

The main area of judgement in revenue recognition relates to timing with regards to determining the point when the group has satisfied its performance obligation to the customer. This is determined in accordance with the contractual arrangement with each customer with revenue recognised when a located candidate commences work for the customer. In making its judgement, management considered the detailed criteria for the recognition of revenue set out in IFRS 15 *Revenue from contracts with customers*.

Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the balance sheet date, 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.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

3. Accounting policies (continued)

Business combination

The recognition of business combinations requires the excess of the purchase price of acquisitions over the net book value of assets acquired to be allocated to the assets and liabilities of the acquired entity. The Group makes judgements and estimates in relation to (i) identification and valuation of other intangible assets acquired through the business combination and (ii) the fair value allocation of the purchase price. If any unallocated portion is positive it is recognised as goodwill and if negative, it is recognised in the income statement.

4. Turnover

Segment information and disaggregation of turnover

The Group operates in only one class of business, that of Talent Acquisition and Talent Management Services and all its turnover, profit before tax and net assets are generated from this class of business. Geographical analysis of business by turnover, profit before tax and net assets is set out below.

	Turnover	2019 Gross profit	Profit before tax	Net assets	Turnover	2018 Gross profit	Profit before tax	Net assets
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
United Kingdom	165,527	145,437	28,673	36,336	148,622	126,225	25,890	86,934
Rest of Europe	34,721	31,130	1,433	3,998	39,475	35,633	1,013	4,026
Asia Pacific	25,488	18,885	2,385	7,442	19,600	15,020	1,856	5,686
America	65,023	51,731	2,621	7,591	61,286	49,905	2,715	6,247
	<u>290,759</u>	<u>247,183</u>	<u>35,111</u>	<u>55,367</u>	<u>268,983</u>	<u>226,783</u>	<u>31,474</u>	<u>102,893</u>

Contract balances

The following table provides information about receivables, contract assets and contract liabilities from contracts with customers.

	2019 Group £ '000	2018 Group £ '000
Trade debtors	62,010	69,161
Contract costs capitalised	13,353	11,844
Amortisation of contract cost during the year	(4,141)	(2,302)
Contract assets (accrued income)	47,718	51,917
Contract liabilities (deferred income)	(4,465)	(4,349)

The contract assets primarily relate to the Group's rights to consideration of work performed but not billed at the reporting date on contracts with its customers. The contract assets are transferred to receivables when the rights become unconditional. Contract liabilities primarily relate to the advance consideration received from the customers for which revenue is recognised on satisfaction of performance obligations.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

5. Exceptional items reported within administrative expenses

During the course of 2019, Alexander Mann Group Limited incurred costs and expenses that are disclosed as 'exceptional items' in the statutory accounts. These items are exceptional by virtue of their size or infrequency and require separate disclosure as they would otherwise distort the 'normal' results of the business.

	2019	2018
	£'000	£'000
Redundancy and restructuring costs	1,161	416
Onerous Contract	531	-
Professional fees in relation to the acquisition	64	4,248
	<u>1,756</u>	<u>4,664</u>

Professional fees in relation to the acquisition

Professional fees represent legal and consultancy cost resulting from the acquisition of a subsidiary during the year.

Redundancy and restructuring costs

These costs relate to redundancies and restructuring as part of the rationalisation process.

Onerous contract

The onerous contract cost relates to the termination cost with a third-party supplier with whom the Group had a £3m minimum spend commitment. The Group believed that the task could be taken in house and as such the third-party support is no longer required.

6. Finance charges (net)

	2019	2018
	£'000	£'000
Interest payable and similar charges		
Bank loans and overdrafts	145	193
Interest on overdue tax	27	15
Invoice discounting charges	761	892
Amortisation of arrangement fees	61	1,167
Interest on lease liabilities	729	-
Exchange (gains)/losses	(4)	120
	<u>1,719</u>	<u>2,387</u>
Interest receivable and similar income	<u>(63)</u>	<u>(33)</u>
Finance charges (net)	<u>1,656</u>	<u>2,354</u>

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

7. Directors emoluments and staff costs

	2019	2018
	£'000	£'000
Directors' emoluments	1,273	4,731
Directors' remuneration	42	20
Pension contributions	<u>1,315</u>	<u>4,751</u>

The number of Directors who were members of money purchase pension schemes was four (2018: two). The accrued pension entitlement is £nil (2018: £nil).

	2019	2018
	£'000	£'000
Highest paid director		
Directors' remuneration*	<u>355</u>	<u>2,591</u>
	<u>355</u>	<u>2,591</u>

*The 2018 figure included £1.9m towards a bonus for refinancing of borrowings.

Staff costs

The average number of employees in the Group (including executive directors) was:

	2019	2018
	No.	No.
Sales	4,141	3,686
Administration	<u>590</u>	<u>222</u>
	<u>4,731</u>	<u>3,908</u>
Their aggregate remuneration comprised:	£'000	£'000
Wages and salaries	152,355	138,448
Social security costs	15,270	14,273
Other pension costs	<u>4,365</u>	<u>3,343</u>
	<u>171,990</u>	<u>156,064</u>

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

8. Profit before taxation

	2019	2018
	£'000	£'000
Profit before taxation is stated after:		
Depreciation of fixed assets	2,549	3,904
Depreciation of right of use assets	2,204	-
Amortisation of software	1,255	-
Amortisation of capitalised contract implementation costs	4,141	2,302
	<u> </u>	<u> </u>

Analysis of auditors' remuneration is:

	2019	2018
	£'000	£'000
Fees payable to company's auditors for audit of company's annual accounts	10	10
Audit of company's subsidiaries	187	186
	<u> </u>	<u> </u>
Total audit fees	197	196
Other non-audit services	10	-
	<u> </u>	<u> </u>
Total audit and non-audit fees	<u> </u>	<u> </u>

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

9. Tax on profit

	2019	2018
	£'000	£'000
UK Corporation tax – Group	2,228	4,837
Foreign tax	1,756	2,696
	<hr/>	<hr/>
	3,984	7,533
Adjustments relating to prior year:		
UK companies	(862)	26
	<hr/>	<hr/>
Current tax charge	3,122	7,559
Deferred tax	15	278
	<hr/>	<hr/>
Tax on profit	3,137	7,837
	<hr/> <hr/>	<hr/> <hr/>

The differences between the total current tax shown above and the amount calculated by applying the standard rate of UK corporation tax to the loss before taxation are as follows:

	2019	2018
	£'000	£'000
Profit before taxation	35,111	31,474
	<hr/>	<hr/>
Tax on profit at standard UK corporation tax rate of 19% (2018: 19%)	6,671	5,980
Effects of:		
Adjustments in respect of prior periods	(862)	29
Disallowed expenses	79	435
Effect of changes in tax rate	284	1,393
Utilisation of tax losses	(3,036)	-
	<hr/>	<hr/>
Current tax charge	3,137	7,837
	<hr/> <hr/>	<hr/> <hr/>

The Finance Bill 2016 enacted provisions to reduce the main rate of UK corporation tax to 17% from 1 April 2020. However, in the March 2020 Budget it was announced that the reduction in the UK rate to 17% will now not occur and the Corporation Tax Rate will be held at 19%. As substantive enactment occurred after the balance sheet date, the deferred tax balances as at 31 December 2019 continues to be measured at a rate of 17%.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

10. Profit attributable to Alexander Mann Group Limited

The Company has elected not to disclose an individual Company profit and loss account.

The result for the financial year within the financial statements of the parent company, Alexander Mann Group Limited, was £77,366,000 (2018: £19,870,000).

11. Intangible assets

Group	Goodwill £'000	Software £'000
Cost		
At 1 January 2019	4,991	-
Reclassification	-	3,118
Additions	191	3,521
	<hr/>	<hr/>
At 31 December 2019	5,182	6,639
	<hr/>	<hr/>
Accumulated amortisation		
At 1 January 2019	-	-
Reclassification	-	642
Charge for the year	-	1,255
	<hr/>	<hr/>
At 31 December 2019	-	1,897
	<hr/>	<hr/>
Net book value		
At 31 December 2019	5,182	4,742
	<hr/> <hr/>	<hr/> <hr/>

Group	Goodwill £'000	Software £'000
Cost		
At 1 January 2018	4,991	-
Additions	-	-
	<hr/>	<hr/>
At 31 December 2018	4,991	-
	<hr/>	<hr/>
Accumulated amortisation		
At 1 January 2018	-	-
Charge for the year	-	-
	<hr/>	<hr/>
At 31 December 2018	-	-
	<hr/>	<hr/>
Net book value		
At 31 December 2018	4,991	-
	<hr/> <hr/>	<hr/> <hr/>

Software relates to automations developed to enhance the efficiency of the recruitment process. The useful life of software is estimated at three years.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

12. Tangible fixed assets

Group	Computer equipment £'000	Fixtures and fittings £'000	Plant and machinery £'000	Total £'000
Cost				
At 1 January 2019	16,988	3,988	19	20,995
Reclassification	(3,118)	-	-	(3,118)
Additions	2,259	470	-	2,729
Disposals	(8,934)	-	(6)	(8,940)
	<u>7,195</u>	<u>4,458</u>	<u>13</u>	<u>11,666</u>
At 31 December 2019				
Accumulated depreciation				
At 1 January 2019	11,705	3,443	19	15,167
Reclassification	(642)	-	-	(642)
Charge for the period	2,154	395	-	2,549
Disposals	(8,947)	-	(6)	(8,958)
	<u>4,270</u>	<u>3,838</u>	<u>13</u>	<u>8,116</u>
At 31 December 2019				
Net book value				
At 31 December 2019	<u>2,925</u>	<u>625</u>	<u>-</u>	<u>3,550</u>

Group	Computer equipment £'000	Fixtures and fittings £'000	Plant and machinery £'000	Total £'000
Cost				
At 1 January 2018	14,737	3,925	19	18,681
Additions	2,251	63	-	2,314
	<u>16,988</u>	<u>3,988</u>	<u>19</u>	<u>20,995</u>
At 31 December 2018				
Accumulated depreciation				
At 1 January 2018	9,931	3,152	19	13,102
Charge for the period	1,774	291	-	2,065
	<u>11,705</u>	<u>3,443</u>	<u>19</u>	<u>15,167</u>
At 31 December 2018				
Net book value				
At 31 December 2018	<u>5,283</u>	<u>545</u>	<u>-</u>	<u>5,828</u>

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

13. Right of use assets

Group	Buildings £'000
Cost	
Adoption of IFRS 16 at 1 January 2019	9,109
Additions	1,303
	<hr/>
At 31 December 2019	10,412
	<hr/>
Accumulated depreciation	
Adoption of IFRS 16 at 1 January 2019	-
Charge for the year	2,204
	<hr/>
At 31 December 2019	2,204
	<hr/>
Net book value	
At 31 December 2019	8,208
	<hr/> <hr/>

The Group leases buildings and the average lease term is 5 years (2018: 5 years).

Three leases expired in the current financial year. The expired contracts were replaced by new leases for identical underlying assets. This resulted in additions to right-of-use assets of £1.3 million in 2019.

14. Debtors: amounts falling due within one year

	2019 Group £'000	Company £'000	2018 Group £'000	Company £'000
Trade debtors	62,010	-	69,161	-
Amounts owed by subsidiary undertakings	-	3,690	-	3,690
Amounts owed by parent undertakings	31,177	-	84,127	-
Derivative (note 18)	241	-	241	-
Other debtors	1,234	-	2,895	-
Corporation tax recoverable	1,156	-	469	-
Accrued income	47,718	-	51,917	-
Prepayments	5,522	-	5,882	-
Capitalised contract implementation costs	13,353	-	11,844	-
	<hr/>	<hr/>	<hr/>	<hr/>
	162,412	3,690	226,536	3,690
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

The Group always measures the loss allowance for trade receivables at an amount equal to lifetime expected credit loss (ECL). The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

The Group policy is to write off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the trade receivables are over two years past due, whichever occurs earlier.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

14. Debtors: amounts falling due within one year (continued)

The Group has not written off or identified any trade receivables that indicate a credit loss. The group has not suffered any credit loss in the past three years and based on this experience, no provision for lifetime ECL is considered necessary.

There has been no change in the estimation techniques or significant assumptions made during the current reporting year.

Trade receivables can be analysed as follows:

	2019 £'000	2018 £'000
Amount receivable not past due	55,450	58,772
Amount past due but not impaired	6,560	10,389
	<hr/>	<hr/>
	62,010	69,161
Less: allowance for expected credit losses	-	-
	<hr/>	<hr/>
	<u>62,010</u>	<u>69,161</u>

Ageing of past due but not impaired receivable

	Group £'000
Less than 30 days	5,488
31 to 60 days	805
61 to 90 days	230
91 to 120 days	37
Above 120 days	-
	<hr/>
	<u>6,560</u>

15. Cash and cash equivalents

The Group's cash is held in bank deposits to enable the Group to meet the short-term liquidity requirements. No cash is held in countries with restrictions on remittances.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

16. Creditors: amounts falling due with one year

	2019		2018	
	Group £'000	Company £'000	Group £'000	Company £'000
Derivative (note 18)	394	-	202	-
Trade Creditors	2,858	-	3,897	-
Corporation Tax	524	-	806	-
Other taxes and social security	16,197	-	20,065	-
Other creditors	738	-	2,339	-
Accruals	137,206	-	134,211	-
Deferred income	4,465	-	4,349	-
Lease liabilities (note 21)	2,779	-	-	-
	<u>165,161</u>	<u>-</u>	<u>165,869</u>	<u>-</u>

The Group is party to an invoice discounting facility under the terms of which any funds advanced to the Group by the discounting house are secured against a specific basket of pre-agreed trade debtors.

17. Creditors: amounts falling due after more than one year

	2019		2018	
	Group £'000	Company £'000	Group £'000	Company £'000
Lease liabilities (note 21)	<u>7,070</u>	<u>-</u>	<u>-</u>	<u>-</u>

18. Derivative financial instruments

All derivatives are treated as financial assets carried at fair value through profit or loss and hedge accounting is not used.

	2019 £'000	2018 £'000
Financial assets carried at fair value through profit or loss (FVTPL):		
Forward contracts		
Derivative assets	241	241
Derivative liabilities	<u>(394)</u>	<u>(202)</u>

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

19. Deferred tax asset / liability

Deferred tax asset

	2019	2018
	£'000	£'000
At beginning of year	1,315	1,593
Credited to profit and loss account	(15)	(278)
At end of year	<u>1,300</u>	<u>1,315</u>
	2019	2018
	£'000	£'000
The amounts of deferred taxation provided at 20% are:		
- Depreciation in excess of capital allowances	392	440
- Other temporary differences	908	875
	<u>1,300</u>	<u>1,315</u>

The deferred tax asset and liability have been recognised on the basis that it is considered more likely than not that there will be suitable taxable profits in the entity from which the future reversal of the underlying timing differences can be deducted. There are no unprovided deferred tax assets.

Following the 2019 Budget Statement, the main rate of UK corporation tax will remain at 19% for the financial year beginning 1 April 2020.

20. Provision for liabilities

Group	Dilapidation	Other	Total
	£'000	provisions	provisions
		£'000	£'000
At 1 January 2018	-	-	-
Acquisition of subsidiary	434	53	487
At 31 December 2018	<u>434</u>	<u>53</u>	<u>487</u>
Charged to profit and loss account	-	(53)	(53)
Exchange loss	5	-	5
At 31 December 2019	<u>439</u>	<u>-</u>	<u>439</u>

The Group has provided against the cost of rectification work required to restore leasehold premises to the same condition as at the inception of the leases. £42,000 has been provided in respect of redecoration and £392,000 has been provided in respect of capital refurbishment. They are all expected to be paid by 2024.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

21. Lease liabilities

Analysed as:	2019 £'000
Current	2,779
Non-current	7,070
	<hr/>
	9,849
	<hr/> <hr/>

Maturity analysis	2019 £'000
Year 1	2,779
Year 2	2,923
Year 3	1,814
Year 4	1,614
Year 5	710
Onwards	10
	<hr/>
	9,849
	<hr/> <hr/>

The Group does not face a significant liquidity risk with regard to its lease liabilities. Lease liabilities are monitored within the Group's treasury function.

22. Share capital

	2019 £'000	2018 £'000
Allotted, called up and fully paid:		
1 preference share of 0.005p	-	-
199 A ordinary shares of 0.005p each	-	-
	<hr/>	<hr/>
	-	-
	<hr/> <hr/>	<hr/> <hr/>

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

23. Notes to cash flow statement

Reconciliation of net cash flow used in operating activities

	2019 £'000	2018 £'000
Operating profit for the year	36,767	33,828
Adjustments for:		
Depreciation and amortisation	10,149	6,206
(Increase) in trade and other receivables	(16,971)	(57,653)
(Decrease)/increase in trade and other payables	(3,260)	34,403
Financing costs	(1,656)	(1,067)
Income tax paid	(4,236)	(6,115)
Net cash flow from operating activities	<u>20,794</u>	<u>9,602</u>

24. Financial instruments

Financial instruments by category At 31 December 2019	2019		2018	
	Financial assets £'000	Financial Liabilities £'000	Financial assets £'000	Financial Liabilities £'000
<i>Group</i>				
Financial assets at fair value through profit or loss	241	(394)	241	(202)
Financial assets at amortised cost – non-current				
Trade and other receivables excluding prepayments	112,118	-	124,442	-
Cash and cash equivalents	42,643	-	30,526	-
Trade and other payables	-	(162,821)	-	(166,303)
	<u>155,003</u>	<u>(163,214)</u>	<u>155,209</u>	<u>(166,505)</u>

Fair value estimation

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1).
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

24. Financial instruments (continued)

The following table presents the Group's financial assets and liabilities that are measured at fair value.

	Level 1 £'000	Level 2 £'000	Level 3 £'000	Total £'000
Financial asset at fair value through profit or loss	241	-	-	-
Financial Liabilities at fair value through profit or loss	(394)	-	-	-

Financial risk management objectives

The Group monitors and manages the financial risks relating to the operations of the Group by degree and magnitude of risks. These risks include currency risk, interest rate risk credit risk and liquidity risk.

The Group seeks to minimise the effects of these risks by using derivative financial instruments where applicable to hedge these risk exposures. The use of financial derivatives is governed by the Group's policies approved by the board of directors. The Group does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

25. Ultimate controlling party and related party transactions

The Company's ultimate parent undertaking is Auxey Holdco Limited, a company incorporated in Jersey and is a tax resident in the United Kingdom. The registered address of Auxey Holdco Limited is 44 Esplanade, St Helier, Jersey, JE4 9WG. Auxey Holdco Limited is under the control of Auxey Holdings (Lux) S.A.S. OMERS Administration Corporation indirectly owns 100% of the participating (economic) interest and 30% of the voting interest of Auxey Holdings (Lux) S.A.S., and OCP Trust, of which OMERS Administration Corporation is a beneficiary, indirectly owns the remaining 70% voting interest of Auxey Holdings (Lux) S.A.S.

The Company's immediate undertaking is Auxey Bidco Limited, a company incorporate in England and Wales (7 – 11 Bishopsgate, London, EC2N 3AQ).

The parent undertaking of the largest group, which includes the Company and for which group accounts are prepared, is Auxey Holdco Limited. The parent undertaking of the smallest group is Auxey Finco Limited, a Company incorporated in United Kingdom (7 Bishopsgate, London, EC2N 3AQ). Copies of the consolidated financial statements of the ultimate parent company are available from 7 Bishopsgate, London, EC2N 3AQ.

No transactions have been undertaken with the immediate parent company or the ultimate parent company (2018: £nil)

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

26. Acquisition of a subsidiary

In 2019, the Group acquired 100% of the issued capital of Karen HR Inc, obtaining control of the company. The principal activity of the company is the provision of cognitive recruitment solutions.

The amounts recognised in respect of the identifiable assets acquired and liabilities assumed are set out in the table below.

	Book value	Fair value	Fair value
	£' 000	adjustments	£' 000
		£' 000	£' 000
Debtors	14	-	14
Cash	21	-	21
Creditors	(6)	-	(6)
Accruals	-	(29)	(29)
	<hr/>	<hr/>	<hr/>
Net assets acquired	29	(29)	-
	<hr/> <hr/>	<hr/> <hr/>	
Goodwill arising on acquisition			191
			<hr/> <hr/>
Satisfied by:			
Cash consideration and costs			131
Deferred consideration			60
			<hr/>
			191
			<hr/> <hr/>

27. Pension arrangements

The pension cost charge for the current period of £4,362,000 (2018: £1,821,000) represents the amounts payable to defined contribution personal pension schemes.

28. Fixed asset investments - Company

Subsidiary undertakings	Company
	£'000
Cost and net book value	
At 31 December 2018 and 31 December 2019	<hr/>
	22,635

The Company holds investments in the following subsidiary undertakings:

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

28. Fixed asset investments – Company (continued)

Subsidiary undertaking	Country of registration	Activity	Proportion of ordinary shares %
*Alexander Mann Associates Limited	England and Wales	Holding Company	100%
*Alexander Mann Solutions Limited	England and Wales	Trading	100%
Alexander Mann BPO Limited	England and Wales	Trading	100%
Alexander Mann Solutions GmbH	Germany	Trading	100%
Alexander Mann Solutions ApS	Denmark	Trading	100%
Alexander Mann Solutions AB	Sweden	Trading	100%
Alexander Mann Solutions GmbH	Switzerland	Trading	100%
Alexander Mann Solutions S.P.A.	Italy	Trading	100%
Alexander Mann Solutions Poland Sp. Z.o.o.	Poland	Trading	100%
Alexander Mann Solutions BVBA	Belgium	Trading	100%
Alexander Mann Solutions BV	Holland	Trading	100%
AMS Recruitment Process Outsourcing S.L.	Spain	Trading	100%
Alexander Mann Solutions Corporation	U.S.A	Trading	100%
Alexander Mann BPO Solutions (Singapore) PTE	Singapore	Trading	100%
Alexander Mann Solutions S.A.R.L.	France	Trading	100%
Alexander Mann Solutions Private Limited	India	Trading	100%
Amiquis Limited	England and Wales	Trading	100%
Alexander Mann Solutions K.K.	Japan	Trading	100%
Alexander Mann Group Asia Pacific Pty Limited	Australia	Trading	100%
Alexander Mann Solutions (HK) Limited	Hong Kong	Trading	100%
Alexander Mann Solutions s.r.o.	Czech Republic	Trading	100%
Alexander Mann KFT	Hungary	Trading	100%
Alexander Mann Solutions (Shanghai) Enterprise	China	Trading	100%
Alexander Mann Solutions Inc	Canada	Trading	100%
Alexander Mann Outsourcing Solutions Limited	Ireland	Trading	100%
Capital Resource Consulting Hong Kong Limited	Hong Kong	Trading	100%
AMS Processo De Recrutamento E Terceirização	Brazil	Trading	100%
Alexander Mann Solutions S. De R.L. De C.V.	Mexico	Trading	100%
Alexander Mann Solutions AS	Norway	Trading	100%
Shearwater s.r.o	Czech Republic	Dormant	100%
Alexander Mann Solutions BPO Inc.	Philippines	Trading	100%
Alexander Mann Solutions (Pty) Ltd	South Africa	Trading	100%
**AMS Public Sector Resourcing Ltd	England and Wales	Trading	100%
Karen HR Inc	Canada	Trading	100%

* held directly by Alexander Mann Group Limited.

The principal activity of all trading subsidiaries is the provision of Talent Acquisition and Management Services, usually under long term contracts.

**These dormant subsidiaries are exempt from the preparation of individual accounts.

The registered addresses of the subsidiaries above are listed in the appendix to the subsidiary note.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

29. Subsequent events

Subsequent to the balance sheet date, the World Health Organisation declared a pandemic on 11 March. The Group has therefore concluded that the impact of the virus and the necessity for large scale Government interventions in response to COVID-19 only became apparent after the balance sheet date and therefore that the consequences of such interventions represent non-adjusting post balance sheet events. The full financial impact of the crisis for 2020 is impossible to predict with any degree of certainty.

However, it is possible that in addition to the impacts on our revenues and profitability in 2020, the values attributed to a number of our balance sheet items may be affected.

On 2 December the Group acquired 100% of the share capital of Rocket TopCo Limited, a company that owns the Up Group Limited which is Europe's leading digital executive search firm.

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

Appendix to the subsidiary note

Subsidiary Undertaking	Registered Address
Alexander Mann Associates Limited	7-11 Bishopsgate, London, EC2N 3AQ
Alexander Mann Solutions Limited	7-11 Bishopsgate, London, EC2N 3AQ
Alexander Mann BPO Limited	7-11 Bishopsgate, London, EC2N 3AQ
Alexander Mann Solutions GmbH	Eichhornstraße 3, Potsdamer Platz, WeWork Atrium Tower, 10785 Berlin
Alexander Mann Solutions ApS	Frederiksborggade 15, 1360 Copenhagen, Denmark
Alexander Mann Solutions AB	Hälle Lider 2 B, 1 tr, 459 32 Ljungskile, Sweden
Alexander Mann Solutions GmbH	Hardturmstrasse 120, CH-8005 Zürich Switzerland
Alexander Mann Solutions S.P.A.	Via Senato, 20, 20121 Milano, Italy
Alexander Mann Solutions Poland Sp. Z.o.o.	Ul. Puzkarska 7f, 30-644, Krakow, Poland
Alexander Mann Solutions BVBA	Rond Point Schuman 6, Box 5, 1040 Brussels, Belgium
Alexander Mann Solutions BV	Joop Geesinkweg 901-999, 1114 AB Amsterdam-Duivendrecht, The Netherlands
AMS Recruitment Process Outsourcing S.L.	Av. Josep Tarradellas, 123, 9 ^a planta, 08029, Barcelona
Alexander Mann Solutions Corporation	Erievue Tower, 1301 East 9th St, suite 1200, Cleveland, Ohio, 44114, USA
Alexander Mann BPO Solutions (Singapore) PTE Limited	2 Shenton Way, SGX Centre 1, #16-03 Singapore
Alexander Mann Solutions S.A.R.L.	12/14 Rond-Point des Champs-Élysées, 75008, Paris, France
Alexander Mann Solutions Private Limited	B2, 402, Marathon Innova, Off Ganpatrao Kadam Marg, Opp Peninsula, Corporate Bank, Lower Parel, Mumbai, India
Amiquis Limited	7-11 Bishopsgate, London, EC2N 3AQ
Alexander Mann Solutions K.K.	3-18-6 Toyo, Koto-ku, Tokyo, Japan
Alexander Mann Group Asia Pacific Pty Limited	Level 27, 101 Collins St, Melbourne, Vic 3000
Alexander Mann Solutions (HK) Limited	Level 15 & 19, West Exchange Tower, 322 Des Voeux Road Central, Sheung Wan, Hong Kong
Alexander Mann Solutions s.r.o.	U Garáží 1611/1, 170 00 Prague 7, Czech Republic
Alexander Mann KFT	Kálmán Imre utca 1, Budapest, 1054 Hungary
Alexander Mann Solutions (Shanghai) Enterprise Management Consulting Ltd	Unit 701, ZRT Tower, No. 20, Lane 1228 Jiangchang Road, Jingan District, Shanghai, 200072, China
Alexander Mann Solutions Inc	1000, rue De La Gauchetière Ouest, Bureau 900, Montréal, QC, Canada H3B 5H4
Alexander Mann Outsourcing Solutions Limited	Trinity House, Charleston Road, Ranelagh, Dublin 6 Ireland

Alexander Mann Group Limited

Notes to the financial statements For the year ended 31 December 2019

Capital Resource Consulting Hong Kong Limited	Level 15 & 19, West Exchange Tower, 322 Des Voeux Road Central, Sheung Wan, Hong Kong
Capital Resource Consulting GmbH	Thurn-und-Taxis-Platz 6 D-60313 Frankfurt am Main, Germany
AMS Processo De Recrutamento E Terceirização Ltda	Avenida Engenheiro Luis Carlos Berrini, nº 1461, 12º andar, bairro Cidade Monções, cidade de São Paulo, estado de São Paulo, Brazil
Alexander Mann Solutions S. De R.L. De C.V.	Gutierre Zamora #128 Int. 1, Colonia Las Aguilas, Delegacion Alvaro Obregon, Ciudad de Mexico, CP 01710, Mexico
Alexander Mann Solutions AS	Vassboten 1, Building 2, Cadastral unit no 67, Sandnes, Norway
Alexander Mann Solutions BPO Inc.	32/F Philam Life Tower Building, 8767 Paseo DeRoxas Avenues Makati City Philippines
Alexander Mann Solutions (Pty) Ltd	West Tower Office 2nd floor, Nelson Mandela Square Maude Street, Sandown Johannesburg 2196 Sandown, Gauteng 2146
Public Sector Resourcing Limited	7-11 Bishopsgate, London, EC2N 3AQ
Shearwater s.r.o	U Garáží 1611/1, 170 00 Prague 7, Czech Republic
Karen HR Inc	1000, rue De La Gauchetière Ouest, bureau / suite 900, Montréal, QC, Canada H3B 5H4