

BESPOKE CAREERS GROUP LIMITED
ANNUAL REPORT
FOR THE YEAR ENDED 30 JUNE 2014

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BESPOKE CAREERS GROUP LIMITED

DIRECTORS AND ADVISERS

Directors	L Urquhart-Turton J Bent J O'Sullivan
Company number	7711021
Registered office	58 St Johns Square, London EC1V 4JG
Registered auditors	Leigh Carr 12 Helmet Row London EC1V 3QJ
Business address	58 St Johns Square, London EC1V 4JG

BESPOKE CAREERS GROUP LIMITED

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BESPOKE CAREERS GROUP LIMITED

STRATEGIC REPORT

FOR THE YEAR ENDED 30 JUNE 2014

The directors present their report and financial statements for the year ended 30 June 2014.

Principal activities

The principal activity of the group was that of recruitment consultants and placement agency for architectural practices.

Review of the business

The key financial performance indicators used by the Board to monitor the financial performance of the company and its results for 2014 are as follows:

Turnover increased from £7.75m to £10.95m, growth of 41%

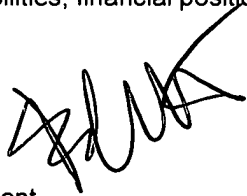
Costs increased by 33% from £2.8m to £3.7m

Profit before tax increased to £1.71m compared to profit before tax in 2013 of £0.57m

The Board also uses non financial performance indicators such as headcount to ensure staff levels remain at the optimum level to maximise performance.

Financial risk management

The company makes little use of financial instruments other than operational bank accounts. Hence its exposure to price, credit, counterparty and liquidity risks is not material for the assessment of the assets, liabilities, financial position and profit and loss of the group.



J Bent
Director

30 March 2015

BESPOKE CAREERS GROUP LIMITED

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2014

The directors present their report and financial statements for the year ended 30 June 2014.

Results and dividends

The consolidated profit and loss account for the year is set out on page 5.

Directors

The following directors have held office since 1 July 2013:

L Urquhart-Turton

J Bent

J O'Sullivan

Auditors

Leigh Carr were appointed auditors to the company and in accordance with section 485 of the Companies Act 2006, a resolution proposing that they be re-appointed will be put at a General Meeting.

Statement of directors' responsibilities

The directors are responsible for preparing the Strategic Report, Directors' Report and the financial statements in accordance with applicable law and regulations.

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

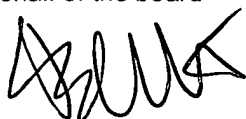
- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to auditors

So far as the directors are aware, there is no relevant audit information of which the group's auditors are unaware. Additionally, the directors have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the group's auditors are aware of that information.

On behalf of the board



J Bent

Director

30 March 2015

BESPOKE CAREERS GROUP LIMITED

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF BESPOKE CAREERS GROUP LIMITED

We have audited the group and parent company financial statements (the "financial statements") of Bespoke Careers Group Limited for the year ended 30 June 2014 set out on pages 5 to 18. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of directors and auditors

As explained more fully in the Directors' Responsibilities Statement set out on pages 2, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent company's affairs as at 30 June 2014 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

BESPOKE CAREERS GROUP LIMITED

INDEPENDENT AUDITORS' REPORT (CONTINUED)

TO THE MEMBERS OF BESPOKE CAREERS GROUP LIMITED

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept 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.



Roy O'Gorman (Senior Statutory Auditor)
for and on behalf of Leigh Carr

30 March 2015

Chartered Accountants
Statutory Auditor

12 Helmet Row
London
EC1V 3QJ

BESPOKE CAREERS GROUP LIMITED

CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 30 JUNE 2014

	Notes	2014 £	2013 £
Turnover	2	10,955,494	7,755,569
Cost of sales		(5,543,746)	(4,371,760)
Gross profit		5,411,748	3,383,809
Administrative expenses		(3,730,286)	(2,808,326)
Operating profit	3	1,681,462	575,483
Other interest receivable and similar income		38,983	11,680
Interest payable and similar charges		(11,475)	(11,475)
Profit on ordinary activities before taxation		1,708,970	575,688
Tax on profit on ordinary activities	4	(478,793)	(135,208)
Profit on ordinary activities after taxation		1,230,177	440,480
Minority interests		(60,990)	(37,046)
Profit for the financial year	5	1,169,187	403,434

The profit and loss account has been prepared on the basis that all operations are continuing operations.

BESPOKE CAREERS GROUP LIMITED

STATEMENT OF RECOGNISED GAINS AND LOSSES FOR THE YEAR ENDED 30 JUNE 2014

	2014 £	2013 £
Profit for the financial year	1,230,177	440,480
Currency translation differences on foreign currency net investments	(27,025)	(12,067)
Total recognised gains and losses relating to the year	<u>1,203,152</u>	<u>428,413</u>

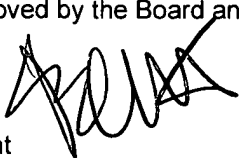
BESPOKE CAREERS GROUP LIMITED

BALANCE SHEETS

AS AT 30 JUNE 2014

	Notes	Group 2014 £	2013 £	Company 2014 £	2013 £
Fixed assets					
Intangible assets	7	7,256	9,675	-	-
Tangible assets	8	108,822	77,284	-	-
Investments	9	-	-	320,625	320,624
		<u>116,078</u>	<u>86,959</u>	<u>320,625</u>	<u>320,624</u>
Current assets					
Debtors	10	2,519,586	1,734,703	26,158	16,684
Cash at bank and in hand		2,034,975	1,080,105	-	-
		<u>4,554,561</u>	<u>2,814,808</u>	<u>26,158</u>	<u>16,684</u>
Creditors: amounts falling due within one year	11	(1,645,583)	(1,079,863)	(36,625)	(24,950)
Net current assets		<u>2,908,978</u>	<u>1,734,945</u>	<u>(10,467)</u>	<u>(8,266)</u>
Total assets less current liabilities		<u>3,025,056</u>	<u>1,821,904</u>	<u>310,158</u>	<u>312,358</u>
Creditors: amounts falling due after more than one year	12	(255,000)	(255,000)	(255,000)	(255,000)
		<u>2,770,056</u>	<u>1,566,904</u>	<u>55,158</u>	<u>57,358</u>
Capital and reserves					
Called up share capital	13	100	100	100	100
Profit and loss account	14	2,595,115	1,452,953	55,058	57,258
Shareholders' funds	16	<u>2,595,215</u>	<u>1,453,053</u>	<u>55,158</u>	<u>57,358</u>
Minority interests	15	174,841	113,851	-	-
		<u>2,770,056</u>	<u>1,566,904</u>	<u>55,158</u>	<u>57,358</u>

Approved by the Board and authorised for issue on 30 March 2015


J Bent
Director

Company Registration No. 7711021

BESPOKE CAREERS GROUP LIMITED

CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 JUNE 2014

	£	2014 £	£	2013 £
Net cash inflow from operating activities		1,182,875		516,190
Returns on investments and servicing of finance				
Interest received	38,983		11,680	
Dividends paid to minorities	-		76,805	
Net cash inflow for returns on investments and servicing of finance		38,983		88,485
Taxation		(191,258)		(128,611)
Capital expenditure				
Payments to acquire tangible assets	(76,425)		(59,758)	
Net cash outflow for capital expenditure		(76,425)		(59,758)
Equity dividends paid		-		(131,444)
Net cash inflow before management of liquid resources and financing		954,175		284,862
Repayment from EBT	-		103,675	
Net cash inflow from financing		-		103,675
Increase in cash in the year		954,175		388,537

BESPOKE CAREERS GROUP LIMITED

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2014

1	Reconciliation of operating profit to net cash inflow from operating activities	2014	2013
		£	£
	Operating profit	1,681,462	575,483
	Depreciation of tangible assets	44,279	24,150
	Amortisation of intangible assets	2,419	2,419
	Increase in debtors	(616,821)	(507,801)
	Increase in creditors within one year	97,953	433,572
	Net effect of foreign exchange differences	(26,417)	(11,633)
	Net cash inflow from operating activities	1,182,875	516,190

2	Analysis of net funds	1 July 2013	Cash flow	Other non-cash changes	30 June 2014
		£	£	£	£
	Net cash:				
	Cash at bank and in hand	1,080,105	954,870	-	2,034,975
	Bank overdrafts	(375)	(695)	-	(1,070)
		<u>1,079,730</u>	<u>954,175</u>	<u>-</u>	<u>2,033,905</u>
	Debts falling due after one year	(255,000)	-	-	(255,000)
	Net funds	<u>824,730</u>	<u>954,175</u>	<u>-</u>	<u>1,778,905</u>

3	Reconciliation of net cash flow to movement in net funds	2014	2013
		£	£
	Increase in cash in the year	954,175	388,537
	Cash (inflow)/outflow from (increase)/decrease in debt	-	255,000
	Movement in net funds in the year	954,175	643,537
	Opening net funds	824,730	181,193
	Closing net funds	1,778,905	824,730

BESPOKE CAREERS GROUP LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2014

1 Accounting policies

1.1 Accounting convention

The financial statements are prepared under the historical cost convention.

1.2 Compliance with accounting standards

The financial statements are prepared in accordance with applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), which have been applied consistently (except as otherwise stated).

1.3 Basis of consolidation

The consolidated profit and loss account and balance sheet include the financial statements of the company and its subsidiary undertakings made up to 30 June 2014. The results of subsidiaries sold or acquired are included in the profit and loss account up to, or from the date control passes. Intra-group sales and profits are eliminated fully on consolidation.

1.4 Turnover

Turnover represents amounts receivable for goods and services net of VAT and trade discounts.

1.5 Goodwill

Acquired goodwill is written off in equal annual instalments over its estimated useful economic life of 5 years.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Land and buildings Leasehold	Over the length of the lease
Computer equipment	25% straight line
Fixtures, fittings & equipment	25% straight line

1.7 Leasing

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

1.8 Investments

Fixed asset investments are stated at cost less provision for diminution in value.

1.9 Deferred taxation

Deferred taxation is provided in full in respect of taxation deferred by timing differences between the treatment of certain items for taxation and accounting purposes. The deferred tax balance has not been discounted.

1.10 Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to profit and loss account.

2 Turnover

The total turnover of the group for the year has been derived from its principal activity wholly undertaken in the United Kingdom.

BESPOKE CAREERS GROUP LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2014

3	Operating profit	2014	2013
		£	£
	Operating profit is stated after charging:		
	Amortisation of intangible assets	2,419	2,419
	Depreciation of tangible assets	44,279	24,150
	Loss on foreign exchange transactions	8,058	24,332
	Operating lease rentals	173,732	116,021
	Fees payable to the group's auditor for the audit of the group's annual accounts (company £2,200; 2013: £2,000)	9,700	9,000
	Non-audit services	1,000	750
		<u> </u>	<u> </u>
4	Taxation	2014	2013
		£	£
	Domestic current year tax		
	U.K. corporation tax	480,081	134,206
	Adjustment for prior years	(1,705)	103
	Irrecoverable A.C.T.	417	899
		<u> </u>	<u> </u>
	Total current tax	478,793	135,208
		<u> </u>	<u> </u>
	Factors affecting the tax charge for the year		
	Profit on ordinary activities before taxation	1,708,970	575,688
		<u> </u>	<u> </u>
	Profit on ordinary activities before taxation multiplied by standard rate of UK corporation tax of 25.42% (2013 - 21.81%)	434,420	125,558
		<u> </u>	<u> </u>
	Effects of:		
	Non deductible expenses	39,385	16,685
	Depreciation add back	11,256	5,522
	Capital allowances	(6,268)	(13,559)
	Adjustments to previous periods	-	103
	Other tax adjustments	-	899
		<u> </u>	<u> </u>
		44,373	9,650
		<u> </u>	<u> </u>
	Current tax charge for the year	478,793	135,208
		<u> </u>	<u> </u>

BESPOKE CAREERS GROUP LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2014

5 Profit for the financial year

As permitted by section 408 Companies Act 2006, the holding company's profit and loss account has not been included in these financial statements. The profit for the financial year is made up as follows:

	2014 £	2013 £
Holding company's profit for the financial year	9,275	162,164

6 Dividends

	2014 £	2013 £
Ordinary interim paid	-	93,431

7 Intangible fixed assets Group

	Goodwill £
Cost	
At 1 July 2013 & at 30 June 2014	12,094
Amortisation	
At 1 July 2013	2,419
Charge for the year	2,419
At 30 June 2014	4,838
Net book value	
At 30 June 2014	7,256
At 30 June 2013	9,675

BESPOKE CAREERS GROUP LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2014

8 Tangible fixed assets

Group

	Land and buildings Leasehold	Computer equipment	Fixtures, fittings & equipment	Total
	£	£	£	£
Cost				
At 1 July 2013	361	27,853	156,193	184,407
Exchange differences	(41)	(1,001)	(883)	(1,925)
Additions	29,257	19,159	28,009	76,425
At 30 June 2014	29,577	46,011	183,319	258,907
Depreciation				
At 1 July 2013	145	15,649	91,329	107,123
Exchange differences	(158)	(663)	(496)	(1,317)
Charge for the year	3,538	9,269	31,472	44,279
At 30 June 2014	3,525	24,255	122,305	150,085
Net book value				
At 30 June 2014	26,052	21,756	61,014	108,822
At 30 June 2013	216	12,204	64,864	77,284

9 Fixed asset investments

Company

	Shares in group undertakings £
Cost	
At 1 July 2013	320,624
Additions	1
At 30 June 2014	320,625
Net book value	
At 30 June 2014	320,625
At 30 June 2013	320,624

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

BESPOKE CAREERS GROUP LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2014

9 Fixed asset investments

(Continued)

Holdings of more than 20%

The company holds more than 20% of the share capital of the following companies:

Company	Country of registration or incorporation	Shares held	
		Class	%
Subsidiary undertakings			
Bespoke Career Management Limited	England	Ordinary	100.00
Bespoke Career Management Pty Ltd	Australia	Ordinary	60.00
Bespoke Career Management (Melbourne) Pty Ltd	Australia	Ordinary	60.00
Bespoke Career Management Ltd	Hong Kong	Ordinary	60.00
Bespoke Career Management Inc	USA	Ordinary	60.00

The principal activity of these undertakings for the last relevant financial year was as follows:

	Principal activity
Bespoke Career Management Limited	Recruitment consultants
Bespoke Career Management Pty Ltd	Recruitment consultants
Bespoke Career Management (Melbourne) Pty Ltd	Recruitment consultants
Bespoke Career Management Ltd	Recruitment consultants
Bespoke Career Management Inc	Recruitment consultants

On 15 November 2013 the group acquired on incorporation, 60% of the issued share capital in Bespoke Career Management Inc, a company registered in the USA.

10 Debtors

	Group		Company	
	2014	2013	2014	2013
	£	£	£	£
Trade debtors	1,570,026	1,640,280	-	-
Amounts owed by group undertakings	-	-	26,158	16,684
Corporation tax	168,062	-	-	-
Other debtors	723,428	39,607	-	-
Prepayments and accrued income	58,070	54,816	-	-
	<u>2,519,586</u>	<u>1,734,703</u>	<u>26,158</u>	<u>16,684</u>

BESPOKE CAREERS GROUP LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2014

11 Creditors : amounts falling due within one year

	Group		Company	
	2014	2013	2014	2013
	£	£	£	£
Bank loans and overdrafts	1,070	375	-	-
Trade creditors	72,819	80,578	-	-
Corporation tax	606,874	151,277	-	-
Taxes and social security costs	457,201	492,916	-	-
Directors current accounts	8,561	43,109	-	-
Other creditors	245,801	207,604	-	-
Accruals and deferred income	218,832	81,054	2,200	2,000
Proposed dividend	34,425	22,950	34,425	22,950
	<u>1,645,583</u>	<u>1,079,863</u>	<u>36,625</u>	<u>24,950</u>

12 Creditors : amounts falling due after more than one year

	Group		Company	
	2014	2013	2014	2013
	£	£	£	£
Preference shares classed as a financial liability	<u>255,000</u>	<u>255,000</u>	<u>255,000</u>	<u>255,000</u>
Preference shares classified as financial liabilities				
In more than one year but not more than two years	255,000	-	255,000	-
In more than one year but not more than two years	-	255,000	-	255,000

Preference shares represent non-equity interests stated at par value. Dividends are payable annually at 4.5% net of credit. The shares are redeemable (at par value) on 11 April 2016; have priority over ordinary shares, in the event of an earlier winding up (to the extent of their par value and the arrears (if any) of dividends); and have no vote, provided dividends are not in arrears. The shares are also transferable.

13 Share capital

	2014	2013
	£	£
Group and company		
Allotted, called up and fully paid		
1,000 Ordinary shares of 10p each	<u>100</u>	<u>100</u>

On 27 February 2014, the issued share capital consisting of ordinary £1 shares was sub-divided into ordinary £0.10 shares. There was no effect on value of the shares issued.

BESPOKE CAREERS GROUP LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2014

14 Statement of movements on profit and loss account Group

	Profit and loss account £
Balance at 1 July 2013	1,452,953
Profit for the year	1,169,187
Foreign currency translation differences	(27,025)
Balance at 30 June 2014	<u>2,595,115</u>

Company

	Profit and loss account £
Balance at 1 July 2013	57,258
Loss for the year	(2,200)
Balance at 30 June 2014	<u>55,058</u>

15 Minority interests

	2014 £	2013 £
Minority interests' share of net assets and liabilities in subsidiary undertakings	<u>174,841</u>	<u>113,851</u>

BESPOKE CAREERS GROUP LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2014

16 Reconciliation of movements in shareholders' funds	2014	2013
Group	£	£
Profit for the financial year	1,169,187	403,434
Dividends	-	(131,444)
	<u>1,169,187</u>	<u>271,990</u>
Other recognised gains and losses	(27,025)	(12,067)
Share based payment transactions	-	103,675
Goodwill written off	-	31,530
	<u>1,142,162</u>	<u>395,128</u>
Net addition to shareholders' funds	1,453,053	1,057,925
Opening shareholders' funds	<u>1,453,053</u>	<u>1,057,925</u>
Closing shareholders' funds	<u><u>2,595,215</u></u>	<u><u>1,453,053</u></u>
	2014	2013
Company	£	£
(Loss)/Profit for the financial year	(2,200)	150,689
Dividends	-	(93,431)
	<u>(2,200)</u>	<u>57,258</u>
Net (depletion in)/addition to shareholders' funds	57,358	100
Opening shareholders' funds	<u>57,358</u>	<u>100</u>
Closing shareholders' funds	<u><u>55,158</u></u>	<u><u>57,358</u></u>

17 Financial commitments

At 30 June 2014 the group had annual commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2014	2013
	£	£
Expiry date:		
Within one year	-	43,659
In over five years	125,000	-
	<u>125,000</u>	<u>43,659</u>

18 Directors' remuneration

No director received any remuneration during the year (2013: £Nil).

BESPOKE CAREERS GROUP LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2014

19 Employees

Number of employees

The average monthly number of employees (including directors) during the year was:

	2014 Number	2013 Number
Management	7	6
Consultants and administration	53	39
Temporary	61	88
	<u>121</u>	<u>133</u>

Employment costs

	2014 £	2013 £
Wages and salaries	7,790,459	5,978,904
Social security costs	140,479	105,339
	<u>7,930,938</u>	<u>6,084,243</u>

20 Control

The ultimate controlling party is L Urquhart-Turton who is a director and the sole shareholder of the company.