

REGISTERED NUMBER: 05723485 (England and Wales)

**STRATEGIC REPORT, REPORT OF THE DIRECTORS AND  
AUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2021  
FOR  
HARNHAM SEARCH AND SELECTION LIMITED**

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**HARNHAM SEARCH AND SELECTION LIMITED (REGISTERED NUMBER: 05723485)**

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FOR THE YEAR ENDED 30 NOVEMBER 2021**

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**HARNHAM SEARCH AND SELECTION LIMITED**

**COMPANY INFORMATION  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

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**DIRECTORS:**

S J Clarke  
D Farmer  
S Lawrence

**REGISTERED OFFICE:**

3rd Floor, Melbury House  
51 Wimbledon Hill Road  
Wimbledon  
London  
SW19 7QW

**REGISTERED NUMBER:**

05723485 (England and Wales)

**AUDITORS:**

Hartley Fowler LLP  
Statutory Auditors  
Chartered Accountants  
4th Floor Tuition House  
27-37 St George's Road  
Wimbledon  
London  
SW19 4EU

# HARNHAM SEARCH AND SELECTION LIMITED (REGISTERED NUMBER: 05723485)

## STRATEGIC REPORT FOR THE YEAR ENDED 30 NOVEMBER 2021

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The directors present their strategic report for the year ended 30 November 2021.

### REVIEW OF BUSINESS

The directors are pleased to report the company's performance for the year.

Harnham Search & Selection is a provider of recruitment services specialising in providing permanent and contract staffing solutions for the data and analytics sector in the UK.

Gross profit increased by 44% to £8,175,675 (2020 - £5,676,020). Profit before taxation was £2,374,499 a strong increase from 2020 (£1,184,474) following strong demand in the market as economies recovered from the global pandemic in 2020.

Employees increased to an average of 76 headcount from 75 in 2020 with year end headcount growing 32%. The company is looking to grow its capability to take advantage of the increased demand for its services.

Turnover increased by £7.3m to £20.4m. The majority of this growth was from contract staffing solutions increasing by 63% to £14.3m whereas permanent staffing solutions grew by 41% to £6.1m.

A strong market for the group's services was maintained in 2022 and alongside the investment in headcount growth this has enabled the growth trajectory to continue from 2021 into first half 2022.

The board remain confident in the company's ability to take advantage of the growing demand for data and analytics professionals and continue to invest in growing this capability and market reach.

The company's operations have a minimal impact on the environment and local communities given it's mix between home-based and office-based employees. The board support initiatives to reduce any such impact and to benefit local communities.

### Key performance indicators

The company uses a number of key performance indicators to monitor the company's performance.

	2021	2020
Gross Profit	8,175,675	5,676,510
EBITDA	2,528,605	1,328,993
Total assets less current liabilities	5,548,453	3,773,020

The board considers:

i) Gross Profit as a measure of growth in the business. This year the business grew rapidly (44% gross profit improvement) across all its markets and service lines following a difficult previous year which was impacted by Covid 19.

ii) Earnings before interest, tax, depreciation, and amortisation (EBITDA) as a measure of the underlying profitability.

iii) Total assets less current liabilities (TALCL) represents the underlying assets of the business excluding any longer-term funding. It increased by £1.8m driven by higher debtors impacted by sales growth particularly contract recruitment services.

**STRATEGIC REPORT  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

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**PRINCIPAL RISKS AND UNCERTAINTIES**

The management of the business and the execution of the company's strategy are subject to a number of risks. The key risks and associated mitigating factors are laid out below.

**Business and Operational risk**

The business operates in a dynamic competitive environment; risk mitigation is through execution of robust business plans and continuous monitoring of performance.

The risk of disruption to operations is mitigated by ensuring appropriate disaster recovery plans are in place. These plans are regularly reviewed by the senior management team.

**Market risk**

The company is exposed to economic downturns generally and more specifically to the markets it trades in. This is mitigated by international diversification and the growth of the data and analytics market insulates it from general economic fluctuations.

The directors are aware that the impact of Ukraine conflict as well as other factors is having inflationary pressures across its core markets. These could lead to a downturn in demand and the board will monitor and adjust growth strategies as required.

**Credit risk**

The company's credit risk stems primarily from trade debtors. Dedicated credit control resource is focused on continued review and active management to mitigate such risk. The company's clients tend to be "blue chip" with strong credit ratings and there is no significant level of bad debt.

**Financial risk**

The company is exposed to financial risks such as liquidity and currency fluctuations. Risk is mitigated through regular forecasting and continuous monitoring of performance against expectations.

**Covid 19**

The company, and the Data and Analytics sector has proved robust in its ability to weather the impact of the global pandemic caused by Covid 19. It has invested in its disaster recovery capability and its employees are now able to work effectively from home.

The board continues to focus on maintaining a safe environment for its employees and will maintain a flexible workforce.

**Future developments**

The board continue to see significant opportunities to grow within the data and analytics sector. It is looking to continue expansion in its core regions of the UK though expanding existing teams and adding further expertise to its management team.

The company has significantly extended its office in London, more than doubling the space available for the recruitment business.

The Group has recently taken on an additional investor, The British Growth Fund, which will help accelerate growth. These investments will allow the company to further extend its reach and offering to satisfy the growing demand for data and analytics professionals.

**FUTURE DEVELOPMENTS**

The directors remain confident of the company's ability to generate profitable organic growth from its international markets.

**ON BEHALF OF THE BOARD:**



S J Clarke - Director

23 September 2022

**HARNHAM SEARCH AND SELECTION LIMITED (REGISTERED NUMBER: 05723485)**

**REPORT OF THE DIRECTORS  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

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The directors present their report with the financial statements of the company for the year ended 30 November 2021.

**PRINCIPAL ACTIVITY**

The principal activity of the company in the year under review was that of recruitment services.

**DIVIDENDS**

The total distribution of dividends for the year ended 30 November 2021 will be £400,000.

**DIRECTORS**

The directors shown below have held office during the whole of the period from 1 December 2020 to the date of this report.

S J Clarke  
D Farmer  
S Lawrence

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The directors are responsible for preparing the Strategic Report, the Report of the Directors 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), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable 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 company will continue in business.

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

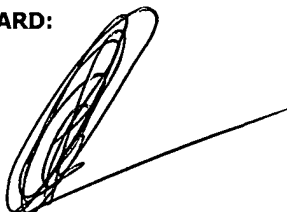
**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

**AUDITORS**

The auditors, Hartley Fowler LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**ON BEHALF OF THE BOARD:**



S J Clarke - Director

23 September 2022

## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARNHAM SEARCH AND SELECTION LIMITED**

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### **Opinion**

We have audited the financial statements of Harnham Search And Selection Limited (the 'company') for the year ended 30 November 2021 which comprise the Income Statement, Other Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to the Cash Flow Statement, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 30 November 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including 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**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

### **Other information**

The directors are responsible for the other information. The other information comprises the information in the Strategic Report and the Report of the Directors, but does not include the financial statements and our Report of the Auditors 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **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 Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Directors have been prepared in accordance with applicable legal requirements.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARNHAM SEARCH AND SELECTION LIMITED**

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

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Report of the Directors.

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

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

### **Responsibilities of directors**

As explained more fully in the Statement of Directors' Responsibilities set out on page four, 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 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 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 company or to cease operations, or have no realistic alternative but to do so.

### **Auditors' 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 a Report of the Auditors 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.

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

We identify and assess risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and business performance;
- results of our enquiries of management about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the company's documentation of their policies and procedures;
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARNHAM SEARCH AND SELECTION LIMITED

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As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud. In common with all audits we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory framework that the company operates in. The key laws and regulations we considered in this context included the UK Companies Act and tax legislation.

In addition we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty.

As a result of performing the above, we did not identify any key matters related to the potential risk of fraud or non-compliance with laws and regulations.

Our procedures to respond to risks identified included the following:

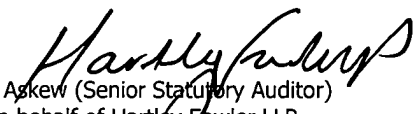
- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provision of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reviewing minutes of meetings of those charged with governance, reviewing internal reports and reviewing correspondence with HMRC; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments, assessing whether the judgements made in making accounting estimates are indicative of a potential bias and evaluating the business rationale for any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indication of fraud or non-compliance with laws and regulations throughout the audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

### 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 a Report of the Auditors 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.

  
Jonathan Askew (Senior Statutory Auditor)  
for and on behalf of Hartley Fowler LLP  
Statutory Auditors  
Chartered Accountants  
4th Floor Tuition House  
27-37 St George's Road  
Wimbledon  
London  
SW19 4EU

Date: .....13/10/22.....

**HARNHAM SEARCH AND SELECTION LIMITED (REGISTERED NUMBER: 05723485)****INCOME STATEMENT  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

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	Notes	2021 £	2020 £
<b>TURNOVER</b>	3	20,378,770	13,109,408
Cost of sales		<u>12,203,095</u>	<u>7,432,898</u>
<b>GROSS PROFIT</b>		8,175,675	5,676,510
Administrative expenses		<u>7,382,837</u>	<u>5,947,477</u>
		792,838	(270,967)
Other operating income	4	<u>1,580,703</u>	<u>1,453,698</u>
<b>OPERATING PROFIT</b>	6	2,373,541	1,182,731
Interest receivable and similar income		<u>958</u>	<u>1,743</u>
<b>PROFIT BEFORE TAXATION</b>		2,374,499	1,184,474
Tax on profit	7	<u>207,655</u>	<u>228,255</u>
<b>PROFIT FOR THE FINANCIAL YEAR</b>		<u><u>2,166,844</u></u>	<u><u>956,219</u></u>

The notes form part of these financial statements

**HARNHAM SEARCH AND SELECTION LIMITED (REGISTERED NUMBER: 05723485)**

**OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

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	Notes	2021 £	2020 £
<b>PROFIT FOR THE YEAR</b>		2,166,844	956,219
<b>OTHER COMPREHENSIVE INCOME</b>		<u>-</u>	<u>-</u>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<u><u>2,166,844</u></u>	<u><u>956,219</u></u>

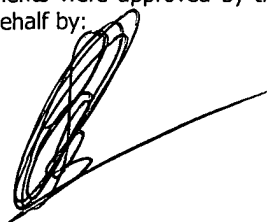
The notes form part of these financial statements

**HARNHAM SEARCH AND SELECTION LIMITED (REGISTERED NUMBER: 05723485)****BALANCE SHEET  
30 NOVEMBER 2021**

	Notes	2021 £	£	2020 £	£
<b>FIXED ASSETS</b>					
Intangible assets	9		2,649		8,249
Tangible assets	10		288,593		270,228
			<u>291,242</u>		<u>278,477</u>
<b>CURRENT ASSETS</b>					
Debtors	11	9,087,254		4,358,997	
Cash at bank and in hand		<u>1,221,135</u>		<u>1,608,801</u>	
		10,308,389		5,967,798	
<b>CREDITORS</b>					
Amounts falling due within one year	12	<u>5,051,178</u>		<u>2,473,255</u>	
<b>NET CURRENT ASSETS</b>			<u>5,257,211</u>		<u>3,494,543</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			5,548,453		3,773,020
<b>CREDITORS</b>					
Amounts falling due after more than one year	13		-		(5,758)
<b>PROVISIONS FOR LIABILITIES</b>	16		<u>(39,098)</u>		<u>(24,751)</u>
<b>NET ASSETS</b>			<u>5,509,355</u>		<u>3,742,511</u>
<b>CAPITAL AND RESERVES</b>					
Called up share capital	17		13		13
Share premium			19,884		19,884
Retained earnings			<u>5,489,458</u>		<u>3,722,614</u>
<b>SHAREHOLDERS' FUNDS</b>			<u>5,509,355</u>		<u>3,742,511</u>

The financial statements were approved by the Board of Directors and authorised for issue on 23 September 2022 and were signed on its behalf by:

S J Clarke - Director



The notes form part of these financial statements

**HARNHAM SEARCH AND SELECTION LIMITED (REGISTERED NUMBER: 05723485)****STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

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	Called up share capital £	Retained earnings £	Share premium £	Total equity £
<b>Balance at 1 December 2019</b>	13	3,766,395	19,884	3,786,292
<b>Changes in equity</b>				
Total comprehensive income	-	956,219	-	956,219
Dividends	-	(1,000,000)	-	(1,000,000)
<b>Balance at 30 November 2020</b>	13	3,722,614	19,884	3,742,511
<b>Changes in equity</b>				
Total comprehensive income	-	2,166,844	-	2,166,844
Dividends	-	(400,000)	-	(400,000)
<b>Balance at 30 November 2021</b>	13	5,489,458	19,884	5,509,355

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The notes form part of these financial statements

**HARNHAM SEARCH AND SELECTION LIMITED (REGISTERED NUMBER: 05723485)****CASH FLOW STATEMENT  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

	Notes	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	1,219,300	1,558,266
Tax paid		(140,781)	(355,972)
Net cash from operating activities		<u>1,078,519</u>	<u>1,202,294</u>
<b>Cash flows from investing activities</b>			
Purchase of intangible fixed assets		-	(4,266)
Purchase of tangible fixed assets		(163,420)	(48,657)
Sale of tangible fixed assets		-	50
Interest received		958	1,743
Net cash from investing activities		<u>(162,462)</u>	<u>(51,130)</u>
<b>Cash flows from financing activities</b>			
Intercompany loan movements		(815,139)	(1,134,976)
Capital repayments in year		(88,584)	(80,303)
Government grants		-	195,544
Equity dividends paid		(400,000)	(1,000,000)
Net cash from financing activities		<u>(1,303,723)</u>	<u>(2,019,735)</u>
<b>Decrease in cash and cash equivalents</b>		<u>(387,666)</u>	<u>(868,571)</u>
<b>Cash and cash equivalents at beginning of year</b>	2	1,608,801	2,477,372
<b>Cash and cash equivalents at end of year</b>	2	<u><u>1,221,135</u></u>	<u><u>1,608,801</u></u>

The notes form part of these financial statements

**HARNHAM SEARCH AND SELECTION LIMITED (REGISTERED NUMBER: 05723485)****NOTES TO THE CASH FLOW STATEMENT  
FOR THE YEAR ENDED 30 NOVEMBER 2021****1. RECONCILIATION OF PROFIT BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS**

	2021	2020
	£	£
Profit before taxation	2,374,499	1,184,474
Depreciation charges	150,655	134,870
Profit on disposal of fixed assets	-	(50)
Government grants	-	(195,546)
Finance income	(958)	(1,743)
	<u>2,524,196</u>	<u>1,122,005</u>
(Increase)/decrease in trade and other debtors	(3,510,799)	977,679
Increase/(decrease) in trade and other creditors	2,205,903	(541,418)
<b>Cash generated from operations</b>	<u><u>1,219,300</u></u>	<u><u>1,558,266</u></u>

**2. CASH AND CASH EQUIVALENTS**

The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:

**Year ended 30 November 2021**

	30/11/21	1/12/20
	£	£
Cash and cash equivalents	<u>1,221,135</u>	<u>1,608,801</u>

**Year ended 30 November 2020**

	30/11/20	1/12/19
	£	£
Cash and cash equivalents	<u>1,608,801</u>	<u>2,477,372</u>

**3. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1/12/20	Cash flow	At 30/11/21
	£	£	£
<b>Net cash</b>			
Cash at bank and in hand	1,608,801	(387,666)	1,221,135
	<u>1,608,801</u>	<u>(387,666)</u>	<u>1,221,135</u>
<b>Debt</b>			
Finance leases	(92,218)	88,584	(3,634)
	<u>(92,218)</u>	<u>88,584</u>	<u>(3,634)</u>
<b>Total</b>	<u><u>1,516,583</u></u>	<u><u>(299,082)</u></u>	<u><u>1,217,501</u></u>

The notes form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

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**1. STATUTORY INFORMATION**

Harnham Search And Selection Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

**2. ACCOUNTING POLICIES**

**Compliance with accounting standards**

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

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).

The presentation currency of the financial statements is the Pound Sterling (£) which is also the functional currency of the company.

**Going concern**

These financial statements are prepared on the going concern basis. The directors have reviewed the group's business plan, post year end performance and future forecast, and have confidence that the company has adequate resources to continue in operational existence for the foreseeable future. The directors believe that it is appropriate to prepare the financial statements on a going concern basis.

**Related party exemption**

The company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

**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 amount 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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows:

**a) Revenue recognition**

The main area of judgement in revenue recognition relates to cut-off as revenue is recognised for permanent placements on the day a candidate starts work and temporary placement income over the duration of the placement.

**b) Bad debt provisions**

The directors assess individual debtor balances on a case by case basis at each year end and use judgement in determining an appropriate level of provision against irrecoverable debts.

**c) Depreciation and amortisation**

The directors are required to estimate the useful economic lives and residual values of tangible and intangible assets in order to determine an appropriate basis and method of depreciation and amortisation.

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

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**2. ACCOUNTING POLICIES - continued**

**Turnover**

Revenue is measured at fair value of the consideration received or receivable. Revenue is reduced for estimated customer returns, rebates and other similar allowances.

**Revenue recognition**

Turnover represents revenue earned under a wide variety of contracts to provide professional services. Revenue is recognised as earned when, and to the extent that, the firm obtains the right to consideration in exchange for its performance under these contracts. It is measured at the fair value of the right to consideration, which represents amounts chargeable to clients, including expenses and disbursements but excluding value added tax. Revenue not billed to clients is included in debtors and payments on account in excess of the relevant amount of revenue are included in creditors.

Turnover arising from the placement of permanent candidates is recognised at the time that the candidate commences full-time employment. Where a permanent candidate starts employment but does not work for the contractual period, a provision is made in respect of the required refund or credit note due to the client.

Turnover arising from temporary placements is recognised over the period that temporary workers are provided.

**Intangible assets**

Intangible assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Computer software is being amortised evenly over its estimated useful life of three years.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Plant and machinery	- 25% on cost
Fixtures and fittings	- 25% on cost
Motor vehicles	- 33% on cost
Computer equipment	- 33% on cost

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

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**2. ACCOUNTING POLICIES - continued**

**Financial instruments**

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are only offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**Basic financial assets**

Basic financial assets, which included debtors and cash at bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

**Impairment**

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in profit or loss unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

**Classification of financial liabilities**

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

**Basic financial liabilities**

Basic financial liabilities, including creditors and loans from fellow group companies are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

**Taxation**

Taxation for the year comprises current and deferred tax. Tax is recognised in the Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

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**2. ACCOUNTING POLICIES - continued**

**Deferred tax**

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

**Foreign currencies**

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 transaction. Exchange differences are taken into account in arriving at the operating result.

**Leasing commitments**

Assets obtained under hire purchase or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under financial leases are depreciated over their estimated useful lives of the lease term, whichever is the shorter.

The interest element of these obligations is charged to profit or loss over the relevant period. The capital element of the future payments is treated as a liability. The minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability using the effective interest method. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

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

**Pension costs and other post-retirement benefits**

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to profit or loss in the period to which they relate.

**Share options**

The group operates an EMI share option scheme, engaging in equity settled share based payment transactions in respect of services received. Details of the options within this scheme are set out in the Share Based Payment Transactions note.

It is the policy of the company to grant share options that have an exercise price representing fair market value at the date of grant. Fair market values have been determined using the Black Scholes model, which takes into account the the exercise price of the option, the current share price, the risk free interest rate, the expected volatility of the share price over the life of the option and other relevant factors. This is in accordance with FRS102 'Share-based payment.'

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

**3. TURNOVER**

The turnover and profit before taxation are attributable to the one principal activity of the company.

An analysis of turnover by geographical market is given below:

	2021	2020
	£	£
United Kingdom	19,908,075	13,042,838
Europe	272,485	22,763
United States of America	198,210	37,613
ROW	-	6,194
	<u>20,378,770</u>	<u>13,109,408</u>

**4. OTHER OPERATING INCOME**

	2021	2020
	£	£
Sundry receipts	-	2,777
Management recharge	1,580,703	1,255,375
Government grants	-	195,546
	<u>1,580,703</u>	<u>1,453,698</u>

During the year the company received government grants of £nil (2020 - £195,546) under the Coronavirus Job Retention Scheme. There are no unfulfilled conditions or other contingencies related to the grants received.

**5. EMPLOYEES AND DIRECTORS**

	2021	2020
	£	£
Wages and salaries	5,056,051	3,854,631
Social security costs	589,132	439,552
Other pension costs	104,460	102,462
	<u>5,749,643</u>	<u>4,396,645</u>

The average number of employees during the year was as follows:

	2021	2020
Directors	3	3
Employees	79	72
	<u>82</u>	<u>75</u>

	2021	2020
	£	£
Directors' remuneration	586,950	481,950
Directors' pension contributions to money purchase schemes	19,278	19,278
	<u>606,228</u>	<u>501,228</u>

The number of directors to whom retirement benefits were accruing was as follows:

Money purchase schemes	<u>3</u>	<u>3</u>
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**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

**5. EMPLOYEES AND DIRECTORS - continued**

Information regarding the highest paid director is as follows:

	2021	2020
	£	£
Emoluments etc	195,650	160,650
Pension contributions to money purchase schemes	6,426	6,426
	<u>195,650</u>	<u>160,650</u>

**6. OPERATING PROFIT**

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

	2021	2020
	£	£
Other operating leases	273,902	248,658
Depreciation - owned assets	81,854	59,785
Depreciation - assets on finance leases	63,201	63,200
Profit on disposal of fixed assets	-	(50)
Computer software amortisation	5,600	11,884
Auditors' remuneration	3,500	3,500
Taxation compliance services	5,320	17,356
Other non- audit services	9,851	3,355
Foreign exchange differences	46,219	34,705
	<u>462,452</u>	<u>423,833</u>

**7. TAXATION**

**Analysis of the tax charge**

The tax charge on the profit for the year was as follows:

	2021	2020
	£	£
Current tax:		
UK corporation tax	193,308	238,277
Tax - prior year	-	(7,847)
Total current tax	193,308	230,430
Deferred tax	14,347	(2,175)
Tax on profit	<u>207,655</u>	<u>228,255</u>

UK corporation tax has been charged at 19%.

**HARNHAM SEARCH AND SELECTION LIMITED (REGISTERED NUMBER: 05723485)****NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2021****7. TAXATION - continued****Reconciliation of total tax charge included in profit and loss**

The tax assessed for the year is lower than the standard rate of corporation tax in the UK. The difference is explained below:

	2021 £	2020 £
Profit before tax	<u>2,374,499</u>	<u>1,184,474</u>
Profit multiplied by the standard rate of corporation tax in the UK of 19% (2020 - 19%)	451,155	225,050
Effects of:		
Expenses not deductible for tax purposes	10,363	12,187
Depreciation in excess of capital allowances	2,202	14,123
Adjustments to tax charge in respect of previous periods	-	(7,847)
Group relief	(270,412)	(13,083)
Deferred tax movement	<u>14,347</u>	<u>(2,175)</u>
Total tax charge	<u><u>207,655</u></u>	<u><u>228,255</u></u>

**8. DIVIDENDS**

	2021 £	2020 £
A Ordinary shares of 0.1p each Interim	<u>400,000</u>	<u>1,000,000</u>

**9. INTANGIBLE FIXED ASSETS**

	Computer software £
<b>COST</b>	
At 1 December 2020 and 30 November 2021	<u>49,602</u>
<b>AMORTISATION</b>	
At 1 December 2020	41,353
Amortisation for year	<u>5,600</u>
At 30 November 2021	<u>46,953</u>
<b>NET BOOK VALUE</b>	
At 30 November 2021	<u>2,649</u>
At 30 November 2020	<u><u>8,249</u></u>

Amortisation of intangible assets is included within administrative expenses in the income statement.

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2021

10. TANGIBLE FIXED ASSETS

	Improvements to property £	Plant and machinery £	Fixtures and fittings £
<b>COST</b>			
At 1 December 2020	197,715	5,700	211,191
Additions	-	1,299	13,237
At 30 November 2021	<u>197,715</u>	<u>6,999</u>	<u>224,428</u>
<b>DEPRECIATION</b>			
At 1 December 2020	93,366	5,380	112,705
Charge for year	32,952	1,402	47,679
At 30 November 2021	<u>126,318</u>	<u>6,782</u>	<u>160,384</u>
<b>NET BOOK VALUE</b>			
At 30 November 2021	<u>71,397</u>	<u>217</u>	<u>64,044</u>
At 30 November 2020	<u>104,349</u>	<u>320</u>	<u>98,486</u>
	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>			
At 1 December 2020	-	200,135	614,741
Additions	68,000	80,884	163,420
At 30 November 2021	<u>68,000</u>	<u>281,019</u>	<u>778,161</u>
<b>DEPRECIATION</b>			
At 1 December 2020	-	133,062	344,513
Charge for year	7,777	55,245	145,055
At 30 November 2021	<u>7,777</u>	<u>188,307</u>	<u>489,568</u>
<b>NET BOOK VALUE</b>			
At 30 November 2021	<u>60,223</u>	<u>92,712</u>	<u>288,593</u>
At 30 November 2020	<u>-</u>	<u>67,073</u>	<u>270,228</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 30 NOVEMBER 2021**

**10. TANGIBLE FIXED ASSETS - continued**

Fixed assets, included in the above, which are held under finance leases are as follows:

	Improvements to property £	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>				
At 1 December 2020 and 30 November 2021	197,715	47,943	73,051	318,709
<b>DEPRECIATION</b>				
At 1 December 2020	93,366	33,959	51,744	179,069
Charge for year	32,952	11,986	18,263	63,201
At 30 November 2021	126,318	45,945	70,007	242,270
<b>NET BOOK VALUE</b>				
At 30 November 2021	71,397	1,998	3,044	76,439
At 30 November 2020	104,349	13,984	21,307	139,640

**11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2021 £	2020 £
Trade debtors	5,208,329	1,834,584
Amounts owed by group undertakings	3,458,381	2,240,923
Other debtors	13,258	155,261
Accrued income	237,425	47,699
Prepayments	169,861	80,530
	<u>9,087,254</u>	<u>4,358,997</u>

**12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2021 £	2020 £
Finance leases (see note 14)	3,634	86,460
Trade creditors	1,321,998	892,150
Amounts owed to group undertakings	402,319	-
Tax	193,309	140,782
Social security and other taxes	516,713	183,074
VAT	886,989	592,702
Other creditors	73,559	38,404
Deferred income	22,000	-
Accrued expenses	1,630,657	539,683
	<u>5,051,178</u>	<u>2,473,255</u>

**13. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	2021 £	2020 £
Finance leases (see note 14)	-	5,758
	<u>-</u>	<u>5,758</u>

**HARNHAM SEARCH AND SELECTION LIMITED (REGISTERED NUMBER: 05723485)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

**14. LEASING AGREEMENTS**

Minimum lease payments fall due as follows:

	Finance leases	
	2021	2020
	£	£
Gross obligations repayable:		
Within one year	3,705	90,867
Between one and five years	-	5,830
	<u>3,705</u>	<u>96,697</u>
Finance charges repayable:		
Within one year	71	4,407
Between one and five years	-	72
	<u>71</u>	<u>4,479</u>
Net obligations repayable:		
Within one year	3,634	86,460
Between one and five years	-	5,758
	<u>3,634</u>	<u>92,218</u>
	Non-cancellable operating leases	
	2021	2020
	£	£
Within one year	296,062	296,586
Between one and five years	336,220	632,282
	<u>632,282</u>	<u>928,868</u>

**15. SECURED DEBTS**

The company has a receivables finance agreement with their bankers to provide an invoice discounting facility. The agreement includes a fixed and floating charge over the assets of the company. At the balance sheet date the amount drawn down on the facility and owing to the bank was £nil (2020 - £nil).

**16. PROVISIONS FOR LIABILITIES**

	2021	2020
	£	£
Deferred tax		
Accelerated capital allowances	39,098	24,751
	<u>39,098</u>	<u>24,751</u>
		Deferred tax
		£
Balance at 1 December 2020		24,751
Provided during year		14,347
		<u>39,098</u>
Balance at 30 November 2021		<u>39,098</u>

**HARNHAM SEARCH AND SELECTION LIMITED (REGISTERED NUMBER: 05723485)****NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2021****17. CALLED UP SHARE CAPITAL**

Allotted, issued and fully paid:		Nominal value:	2021	2020
Number:	Class:		£	£
11,900	A Ordinary	0.1p	12	12
1,488	B Ordinary	0.1p	1	1
			<u>13</u>	<u>13</u>

A Ordinary shares have voting rights with entitlement to dividend distributions.

B Ordinary shares have no voting rights or entitlement to dividend distributions.

**18. RELATED PARTY DISCLOSURES**

Harnham Search and Selection Limited performs head office functions on behalf of the members of the group and subsequently recharges certain administrative costs across the group through intercompany loan arrangements. The loans are not secured, have no repayments terms and do not bear interest.

	Movement 30 November 2021	Balance 30 November 2021	Movement 30 November 2021	Balance 30 November 2021
	£	£	£	£
Harnham Group Limited	(17,183)	487,869	2,814	505,052
Harnham Europe Limited	635,059	1,257,629	511,637	622,570
Harnham Inc	(1,370,754)	(402,319)	492,447	968,435
Harnham GmbH	236,586	381,452	128,079	144,866
Rockborne Limited	1,331,431	1,331,431	-	-

During the year, a total of key management personnel compensation of £606,228 (2020 - £501,228) was paid.

**19. SHARE-BASED PAYMENT TRANSACTIONS**

The parent company, Harnham Group Limited, operates an employee EMI share option scheme. This is in respect of employee services received by Harnham Search and Selection Limited, the share options being issued in the parent company.

The following share options are in issue at the year end:

	Brought forward	Non conditional	Conditional	Options exercised / lapsed	Carried forward	Exercise period (from date of grant)	Exercise price per ordinary share
<b>EMI</b>							
Employees	183	-	-	-	183	5 years	£83.19
<b>Total</b>	<b>183</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>183</b>		

In arriving at the fair value, each grant of an option is valued separately using Black Scholes Model and the resulting fair value charged to the profit and loss over the vesting period.

The expected life used in the model has been adjusted, based on management's best estimate for the effects on non-transferability, exercise restriction and behavioural considerations. The following table lists the assumptions used in the model:

Expected volatility	10%
Risk free interest rate	2.5%
Expected life of option (years)	5
Exercise price	£83.19 and £0.001
Expected dividends	None

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2021**

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**20. ULTIMATE PARENT COMPANY**

Harnham Group Limited is regarded by the directors as being the company's ultimate parent company. Registered office and principal place of business: 3rd Floor Melbury House, 51 Wimbledon Hill Road, London, SW19